

# Contents

## Corporate Governance

20	Guidelines
21	Group structure and shareholders
23	Capital structure
24	Board of Directors
37	Group Management
43	Compensation, participations and loans
44	Shareholders' rights of co-determination
45	Change of control/defensive measures
46	Auditors
47	Information policy
51	Compensation report

## Guidelines

The following information complies with the Directive on Information Relating to Corporate Governance (DCG) issued by the SIX Swiss Exchange as well as the Articles of Association and Organisational Regulations of the Emmi Group. Unless otherwise indicated, all data relate to the balance sheet as at 31 December 2017.

Articles of Association: [www.emmi.com](http://www.emmi.com) > About Emmi > Corporate Governance > Articles of Association (pdf)

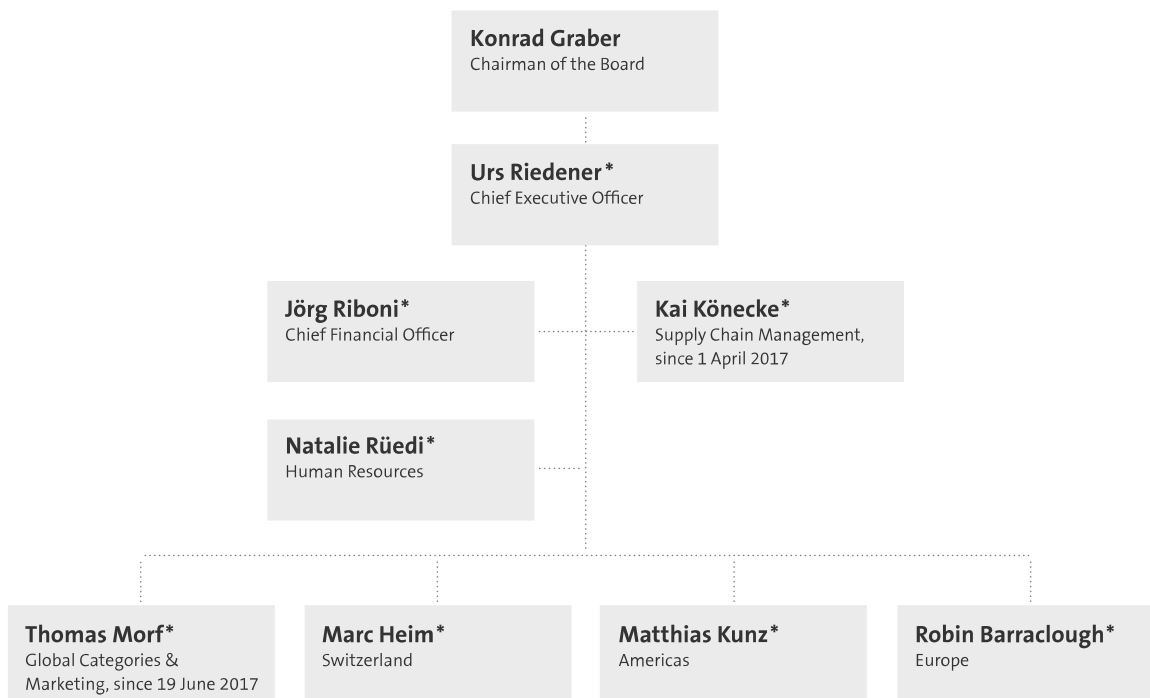
Organisational Regulations: [www.emmi.com](http://www.emmi.com) > About Emmi > Corporate Governance > Organisational Regulations (pdf)

# 1. Group structure and shareholders

## 1.1 Group structure

The Group structure is shown below.

**Group structure Emmi Group**  
as at the balance sheet date



\* Member of Group Management

**Member of the extended Group Management:**

- Othmar Dubach: Dairy Products & Cheese Switzerland
- Max Peter: Trade & SCM Switzerland
- Markus Willmann: Industry Switzerland

**Group functions:**

- Human Resources
- Finance/Legal
- Corporate Development
- Corporate Communications & IR
- International Operations
- Quality/Safety/Environment

The Emmi Group is listed on the SIX Swiss Exchange through the holding company Emmi AG (headquartered in Lucerne, hereinafter referred to as “Emmi”). The group of consolidated companies contains only non-listed companies.

Market capitalisation, securities number and ISIN number, see section Share information Emmi AG  
Consolidated companies, see section Notes to the consolidated financial statements

## 1.2 Significant shareholders

Significant shareholders, see section Notes to the financial statements.

ZMP Invest AG, Lucerne, the Zentralschweizerischer Milchkäuferverband, Willisau, and the MIBA Milchverband der Nordwestschweiz, Aesch (BL), form a group in the sense of Art. 121 FinfraG, holding 60.8 % of the total voting rights. As at 7 June 2016, Capital Group Companies reported that it owned 268,500 registered shares (5.019 %). No further disclosure notifications have been made since this date.

## 1.3 Cross-shareholdings

There are no cross-shareholdings with other companies that exceed 5 % of capital or votes on both sides.

## 2. Capital structure

### 2.1 Share capital

Emmi's share capital amounts to KCHF 53,498.

### 2.2 Authorised and conditional capital

Emmi did not create any conditional or authorised capital in the reporting year, and there is no conditional or authorised capital from previous years.

### 2.3 Changes in capital

An overview of changes in capital for the years 2014 to 2017 can be found in the section Statement of changes in equity of the financial statements of Emmi AG

### 2.4 Shares and participation certificates

The share capital of Emmi comprises 5,349,810 registered shares with a par value of CHF 10 per share. Only one category of registered share exists and no participation certificates exist. Each share carries the right to one vote. No preferential rights exist. The shares are fully paid up.

For further information on shares, see section Share information Emmi AG.

### 2.5 Dividend-right certificates

No dividend-right certificates exist.

### 2.6 Restrictions on transferability and nominee registrations

There are no restrictions on the transfer of registered shares of Emmi. The only precondition for entry in the share register and hence for the exercise of voting rights is a declaration on the part of the purchaser that the shares have been acquired in their own name and for their account. No other registration restrictions exist.

The registration of fiduciaries/nominees without voting rights is permitted. On request, the Board of Directors shall decide on the registration of fiduciaries/nominees with voting rights on a case-by-case basis. No fiduciaries/nominees with voting rights were entered during the year under review, nor did the Board of Directors approve any other exceptions for entry in the share register.

### 2.7 Convertible bonds and options

Emmi has no convertible bonds outstanding. Furthermore, neither Emmi nor other Group companies have issued options on ownership interests in Emmi.

## 3. Board of Directors

All nine members of the Emmi Board of Directors (see table in section 3.1 Members of the Board of Directors) are non-executive members who were not previously members of Emmi Group Management or the management team of one of the subsidiaries. The basis for nomination as a member of the Board of Directors is the fulfilment of a specific profile of requirements.

Christian Arnold-Fässler, Thomas Oehen-Bühlmann and Franz Steiger are members of the Board of the Central Switzerland Milk Producers Cooperative (ZMP), which supplies a large proportion of its milk to Emmi. ZMP, via its subsidiary ZMP Invest AG, Lucerne, holds a majority stake in Emmi. Josef Schmidli, former Chairman of the Zentralschweizer Milchkaufverband (ZMKV), produces a significant proportion of his cheese for Emmi. ZMKV is a minority shareholder in Emmi.

Fritz Wyss (born 1944) has been Honorary Chairman of the Emmi Board of Directors since 2010. He was a Delegate of the Board of Directors from 1993 to 2003 and its Chairman from 2003 to 2009.

Since 2017 Christa Wey has been the Secretary of the Board of Directors.

### 3.1 Members of the Board of Directors



Members of the Emmi Board of Directors from left (as at the balance sheet date): Josef Schmidli, Diana Strebel, Niklaus Meier, Thomas Oehen-Bühlmann, Konrad Graber (Chairman of the Board of Directors), Monique Bourquin, Stephan Baer, Christian Arnold-Fässler, Franz Steiger

	Year of birth	Nationality	Education	First elected
<b>Konrad Graber</b> Chairman of the Board of Directors	1958	Swiss	Business Administration HWV Certified Auditor	2006 2009 Chairman
<b>Thomas Oehen-Bühlmann</b> Vice-Chairman of the Board of Directors	1958	Swiss	Certified Master Farmer	2009
<b>Christian Arnold-Fässler</b>	1977	Swiss	Certified Master Farmer	2012
<b>Stephan Baer</b>	1952	Swiss	Business Economist lic. oec. publ.	1999
<b>Monique Bourquin</b>	1966	Swiss	Business Economist lic. oec. HSG	2013
<b>Niklaus Meier</b>	1955	Swiss	Swiss certified expert in accounting and controlling	2012
<b>Josef Schmidli</b>	1957	Swiss	Federal Commercial Diploma Certified Master Cheesemaker	2003
<b>Franz Steiger</b>	1959	Swiss	Certified Master Farmer	2015
<b>Diana Strebel</b>	1960	Swiss	Business Economist dipl. oec. Master of Science in Marketing GSBA and University of Wales	2012

## 3.2 Professional background and other activities and interests

### Konrad Graber

#### Member of the Board of Directors since 2006, Chairman since 2009

##### Professional background

since 2009	BDO AG, Partner and member of the Board of Directors
2005 – 2009	BDO AG, Head of Management Consultancy and IT service division, member of the Swiss Executive Board
1999 – 2005	BDO AG, Head of Department for Public Administration and non-profit organisations, Partner
1983 – 1999	KPMG, auditor for national and international companies, latterly Partner and Director

##### Key mandates outside of Emmi

since 2007	Council of States, Member
2002 – 2017	CSS Versicherungen, Member of the Board of Directors
2000 – 2012	Verkehrsbetriebe Luzern AG, Chairman of the Board
1997 – 2001	Cantonal Parliament, canton of Berne, Auditor
1993 – 2004	SSBL (foundation for the severely disabled in Lucerne), President
1987 – 2007	Lucerne cantonal parliament, Member

### Thomas Oehen-Bühlmann

#### Member of the Board of Directors since 2009, Vice-Chairman since 2012

##### Professional background

since 2013	Member of the “Geissbühl” generational community farm
1985 – 2013	Management of the “Geissbühl” dairy and arable farm as an independent farmer

##### Other mandates

since 2012	Central Switzerland Milk Producers Cooperative (ZMP), Chairman
since 2011	Board of Swiss Milk Producers (SMP), Berne, Member of the Board
since 2009	Central Switzerland Milk Producers Cooperative (ZMP), Member of the Board, Chairman since 2012
2007 – 2012	Hohenrain, Municipal Councillor, Mayor from 2008
1995 – 2003	Agricultural training centres in the canton of Lucerne, Chairman of the Supervisory Committee
1985 – 2003	Technical expert for proficiency exams and master farmer exams



## Christian Arnold-Fässler

### Member of the Board of Directors since 2012

#### Professional background

since 2000	Management of a dairy farm as an independent farmer and training instructor
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#### Other mandates

since 2012	Uri Cantonal Parliament, Member
2015 — 2016	Uri Cantonal Parliament, President
since 2012	Swiss Milk Producers (SMP), Member of the Board
since 2009	Central Switzerland Milk Producers Cooperative (ZMP), Member of the Board
since 2009	Central Switzerland Farmers' Cooperative, Delegate
2006 — 2013	Seedorf, Deputy Mayor

## Stephan Baer

### Member of the Board of Directors since 1999

#### Professional background

since 2008	Independent management consultant
1997 — 2008	Baer AG, Chairman of the Board of Directors
1982 — 2008	Baer AG, Chief Executive Officer
1979 — 1982	OPM AG, Business Analyst

#### Other mandates

since 2015	Association "Tischlein deck dich", President
since 2009	frXsh AG, Chairman of the Board of Directors
2012 — 2015	Spichtig AG, Chairman of the Board of Directors
2011 — 2016	Spichtig AG, Member of the of the Board of Directors
2010 — 2016	Bio Partner Schweiz AG, Member of the Board of Directors

## Monique Bourquin

### Member of the Board of Directors since 2013

#### Professional background

2012 – 2016	Unilever Germany, Austria and Switzerland (DACH), Chief Financial Officer
2008 – 2012	Unilever Switzerland, Country Managing Director
2002 – 2008	Unilever Switzerland, Customer Development Director
1999 – 2002	Mövenpick Foods Switzerland, latterly Director Switzerland for the Food division
1997 – 1999	Rivella AG, National Account Manager
1994 – 1997	Knorr Nahrungsmittel AG, Product Manager
1990 – 1994	PriceWaterhouseCoopers, various roles

#### Other mandates

since 2017	Swiss Federal Institute of Technology (ETH), Zurich, Lecturer in Change Management
since 2017	Promarca (Swiss branded goods association), President
since 2017	Kambly AG, Member of the Board of Directors
since 2017	Straumann Group, Member of the Board of Directors
since 2009	Swiss Marketing Association GfM, Member of the Board of Directors
2012 – 2016	Unilever Germany pension fund, Chairman of the Board for the employer side
2008 – 2016	Unilever Switzerland pension fund, Chairman of the Foundation Board

## Niklaus Meier

### Member of the Board of Directors since 2012

#### Professional background

2011 – 2017	MEGlobal International FZE, Dubai, Chief Financial Officer
2009 – 2011	BASF Schweiz AG, integration of the financial organisation of BASF following acquisition by Ciba
1995 – 2009	Ciba AG, latterly CFO
1993 – 1995	ToniLait AG, Head of Finance
1976 – 1992	Association of Milk Producers of Northwestern Switzerland (MIBA), latterly Head of Finance and Administration

#### Other mandates

since 2017	Association CO13 (association supporting individuals in their professional integration), President
since 2010	Swiss Controlling Standards working group of the Swiss Association of Accounting and Controlling (VEB), Member
since 2000	Examination committee for finance and accounting specialists/Swiss certified experts for controlling and accounting, Member

## Josef Schmidli

### Member of the Board of Directors since 2003

#### Professional background

since 1998	Käserei Schmidli GmbH, Proprietor
1986 — 1998	Käserei Schmidli, Proprietor as a sole trader
1982 — 1986	Qualified master cheesemaker, various employers

#### Other mandates

since 2003	Fromarte, the Association of Swiss cheese specialists, Member of the Board
since 1993	Municipal power utility, Chairman
2004 — 2012	Fromarte, the Association of Swiss cheese specialists, Vice Chairman
2002 — 2012	Central Switzerland Milk Purchasers Association (ZMKV), Chairman

## Franz Steiger

### Member of the Board of Directors since 2015

#### Professional background

since 1984	Management of a dairy and pig-breeding farm as an independent farmer and training instructor
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#### Other mandates

since 2009	Emmentaler Milk Producers' Organisation, Member of the Board
since 2008	Schlierbach, Mayor
since 2006	Swiss Farmers' Union, Delegate
2006 — 2015	Central Switzerland Milk Producers Cooperative (ZMP), Vice President
since 2000	Central Switzerland Milk Producers Cooperative (ZMP), Member of the Board
since 1991	Schlierbach-Krumbach Dairy Cooperative, Treasurer

## Diana Strebel

### Member of the Board of Directors since 2012

#### Professional background

since 2009	Strebel-Birt AG, Managing Director of this consultancy firm for branding, communications and agency management, which she co-founded
2005 – 2009	Interbrand Zintzmeyer & Lux AG, Managing Director
2005 – 2009	Interbrand Europa, Chief Operating Officer
1981 – 2003	Various advertising agencies, including as Deputy CEO at Publicis Group and CEO at Wunderman AG; founder and co-owner of Aebi, Strebel AG

#### Other mandates

since 2011	Globalance Bank AG, Member of the Board
since 2009	Ricola AG, Member of the Board
2006 – 2009	Interbrand Zintzmeyer & Lux AG, Member of the Board
2002 – 2005	Scholz & Friends AG, Member of the Board
2002 – 2004	Wundermann AG, Member of the Board

## 3.3 Permitted number of activities

The members of the Board of Directors may hold a maximum of five mandates in listed legal entities and 15 mandates in non-listed legal entities.

## 3.4 Election and term of office

The first election of members can be seen in the table in section 3.1 Members of the Board of Directors. The term of office of members of the Emmi Board of Directors is one year and lasts until the 2018 General Meeting accordingly. Reelection is permitted. There is no restriction on the number of terms of office. The members of the Board of Directors and the Personnel and Compensation Committee are elected by the General Meeting, with the period between one Ordinary General Meeting and the end of the next deemed to be one year. The Chairman is elected by the General Meeting from among the members of the Board of Directors. Elections to the Board of Directors are generally carried out as individual elections. All votes and elections are carried out by open ballot unless a majority requests a secret ballot.

## 3.5 Internal organisation

### Allocation of duties within the Board of Directors

The following table shows the allocation of duties to all members.

	Audit Committee	Market Committee	Personnel and Compensation Committee	Agricultural Council
<b>Konrad Graber</b> Chairman of the Board of Directors	•	•	• (Chairman)	• (Chairman)
<b>Thomas Oehen-Bühlmann</b> Vice-Chairman of the Board of Directors	•		•	•
<b>Christian Arnold-Fässler</b> Member				•
<b>Stephan Baer</b> Member		• (Chairman)	•	
<b>Monique Bourquin</b> Member	•	•		
<b>Niklaus Meier</b> Member	• (Chairman)			
<b>Josef Schmidli</b> Member		•		
<b>Franz Steiger</b> Member				•
<b>Diana Strebel</b> Member		•		

### Composition, duties and delimitation of responsibilities of the committees

The composition of the committees and the Agricultural Council (hereinafter the “committees”) is shown in the table above. The committees perform a regular assessment of their performance (self-assessment).

The **Audit Committee** supports the Board of Directors in monitoring the management of the company, in particular from a financial perspective. It is entitled to view all documents necessary for the performance of its duties and to request comprehensive information from all areas of the Group, as well as the external auditors, at any time. It comprises at least three members of the Board of Directors, one of whom is the Chairman of the Board of Directors. Its meetings are attended by the CEO, CFO, Head of Group Controlling, Head of Internal Auditing and, on invitation, the external auditor in charge.

The Audit Committee deliberates on and approves:

- the auditing plan and the personnel budget of Internal Auditing
- the appointment and dismissal of the Head of Internal Auditing
- the auditing plan and the remuneration budget for the external auditors
- the auditors for consolidated subsidiaries where these differ from the Group auditors
- the list of counterparties and their credit limits for financial transactions.

The Audit Committee assesses the following, in particular, for the Board of Directors in an advisory or preparatory capacity:

- the organisation of accounting, and the organisation and content of financial control including internal auditing
- the effectiveness and independence of the internal auditors
- the selection of the Group auditors
- the effectiveness and independence of the external auditors
- the results of internal and external auditing and the monitoring of action plans by management based on these results
- the Group and holding accounts and the results of subsidiary companies
- the annual and investment budget
- the evaluation of risks and of the measures based on this
- financial and liquidity planning as well as business relations with financial institutions
- financial reporting to shareholders and the public
- legal proceedings and out-of-court settlement of disputes whose outcome may have implications for the financial situation of the Group
- treasury guidelines

The **Market Committee** supports the Board of Directors in monitoring the management of the company, in particular from a medium and long-term perspective. It offers recommendations on the basic organisation of the brand, product and market strategy as preparation for the corporate strategy. It comprises at least three members of the Board of Directors, one of whom is the Chairman of the Board of Directors. Its meetings are attended by the CEO and, on invitation, other members of Group Management. The Market Committee has no approval power.

The Committee assesses or processes the following for the Board of Directors in an advisory or preparatory/follow-up capacity:

- the organisation based on the strategy
- merger and acquisition projects, brand projects, and product and marketing investments based on the strategy
- the strengthening of the Emmi brand portfolio and innovations based on the strategy
- the preparation of changes in strategy
- the development of key customers and markets as well as critical business units
- the controlling of major projects

The **Personnel and Compensation Committee** supports the Board of Directors in monitoring the management of the company, in particular from a personnel perspective and regarding compensation issues. It comprises at least three members of the Board of Directors, one of whom is the Chairman of the Board of Directors. Its meetings are attended by the CEO and the Chief Human Resources Officer on invitation.

The Personnel and Compensation Committee deliberates on and approves:

- the remuneration system for management and employees
- the remuneration for the Chairman of the Board of Directors, the members of the Agricultural Council, the CEO and the other members of Group Management (taking into account the ceiling amounts approved by the General Meeting)
- the employer representation in the Emmi Pension Foundation and the Emmi Welfare Foundation
- other mandates of the members of the Board of Directors and Group Management

It also elects the members of Group Management, excluding the CEO, as well as members of the extended Group Management.

The Personnel and Compensation Committee assesses or processes the following, in particular, for the Board of Directors in an advisory or preparatory capacity:

- the remuneration system for the compensation of the Board of Directors as well as the remuneration of the members of the Board of Directors
- the remuneration system for the compensation of Group Management
- the ceiling amounts for the remuneration of the Board of Directors, the Agricultural Council and Group Management for approval by the General Meeting (for approval model, see section Remuneration system)
- the total amount of salary adjustments and bonuses for employees and basic changes to the pension fund regulations and other retirement benefit plans
- the composition of Group Management
- succession planning and the evaluation of candidates for the Board of Directors according to the regulations governing election
- succession planning for the Chairman of Group Management and, at the request of the CEO, for members of Group Management
- the regular review of the organisational regulations

The **Agricultural Council**, which consists of members of the Board of Directors and specialists, supports the Board of Directors in monitoring the management of the company, in particular with regard to milk procurement and agricultural issues. It comprises at least four individuals, of whom at least three are members of the Board of Directors (the Chairman of the Board of Directors plus two further members). Internal and external experts inform the Agricultural Council about the latest developments and provide its members with advice where necessary. Members of the Emmi Group who attend meetings as internal experts include the CEO, the Head of Agricultural Policy and the Head of Procurement. The external experts are the Managing Directors of the regional milk producer organisation ZMP, which has a stake in Emmi, and the national milk producer organisation SMP. Other members are the Managing Director of the milk producer organisation MIBA, the Head of Procurement of the milk producer organisation mooh and the President of the national milk sector organisation BOM. The Agricultural Council has no approval power.

It assesses or processes the following, in particular, for the Board of Directors in an advisory or preparatory capacity:

- general political issues
- the development of the milk and cheese industry and its organisations
- milk volume and price management
- milk and cheese procurement

**Working methods of the Board of Directors and its committees**

As a rule, the Emmi Board of Directors and its committees meet as often as business requirements dictate, but at least quarterly. The Personnel and Compensation Committee and the Agricultural Council generally meet twice a year. In 2017, the Board of Directors held eight half-day meetings and one all-day meeting. The Audit Committee met five times for three hours each, and the Market Committee three times for 2.5 hours each plus for two whole days. The Personnel and Compensation Committee met four times for 1.5 hours each, while the Agricultural Council met twice for two hours each (average times).

Meetings held by the Board of Directors are also attended by the CEO, the CFO and, depending on the topic, other members of Group Management. Individual items on the agenda are handled exclusively within the Board of Directors, i.e. excluding all participants who are not members of the Board of Directors. The entire Group Management participates in the strategy meeting held by the Board of Directors. The inclusion of members of Group Management in meetings held by the committees is shown for the individual committees. With the exception of the Agricultural Council and Audit Committee, the Emmi Board of Directors holds its meetings without any external experts. The Chairman of the Board of Directors is a member of all committees for the purposes of coordinating the various committees of the Board of Directors and integrating the Board of Directors as a whole.

The chairpersons of the committees report to the Board of Directors at every Board meeting regarding their activities and results, and record details of their consultations and decisions in minutes that are distributed to all members of the Board of Directors. If any important issues arise, the Board of Directors is informed immediately following the meeting.

Overall responsibility for the duties assigned to the committees remains with the Emmi Board of Directors. The decisions of the Board of Directors are made with an absolute majority of the votes cast. In the event of a tied vote, the Chairman has the casting vote.



### 3.6 Definition of responsibilities between the Board of Directors and Group Management

The **Board of Directors** is responsible for the overall management of the company and the Group, as well as for monitoring the management of the company in accordance with Art. 716a of the Swiss Code of Obligations. On this basis, it deliberates on and determines issues including:

- the annual and investment budget
- the annual and half-year results
- Group structure up to and including Group Management
- the salary policy, in particular the remuneration system for the compensation of the members of the Board of Directors, the remuneration system for the compensation of Group Management, the total amount of salary adjustments and bonuses for employees, the pension fund regulations and other retirement benefit plans
- ceiling amounts for remuneration of the Board of Directors, the Agricultural Council and Group Management for approval by the General Meeting (for approval model, see section 3.1, Approval model of the General Meeting in the Compensation report)
- the evaluation of the main risks
- multi-year financial and liquidity planning
- strategy-relevant cooperations and agreements, in particular the purchase and sale of participations, companies, etc.
- Group regulations
- the founding and closure of companies
- the approval of members of the Board of Directors of consolidated subsidiaries
- the proposal of candidates for the Board of Directors to the General Meeting

All other areas of management are delegated in full by the Board of Directors to the Chairman, the CEO and Group Management. The Board of Directors can, at any time, on a case-by-case basis or on the basis of general powers reserved, intervene in the duties and areas of competence of the corporate bodies that report to it and take over business carried out by these bodies.

The **CEO** is the Chairman of Group Management. He leads, supervises and coordinates the members of Group Management and – for Group tasks – of the extended Group Management, and grants them the necessary authority to perform their functions. In particular, he is responsible for implementing strategic objectives, defining operational thrusts and priorities, and providing the necessary material and personnel resources for this purpose. He communicates regularly with the Chairman of the Board of Directors and the Board of Directors as a whole regarding business developments.

The **members of Group Management** consistently ensure the implementation of strategic Group management. They manage the subsidiaries from a financial point of view and influence their strategic orientation. Their areas of competence and responsibility are determined, in particular, by instructions from the CEO and the budget approved by the Board of Directors, as well as by the agreed business strategy.

As members of the Executive Board Switzerland and long-standing former members of Group Management, the **members of the extended Group Management** undertake the selective Group duties assigned to them by the CEO.

### 3.7 Information and control instruments vis-à-vis Group Management

The Emmi Board of Directors is informed at every meeting by the Chairman, the chairpersons of the committees, the CEO, the CFO and – depending on the agenda item – by other members of Group Management about current business developments, the financial situation and key business events. Additional information is provided during committee meetings. In the case of significant acquisitions, the Market Committee or delegations from the Board of Directors visit the companies concerned to assess the situation first-hand. The Chairman of the Board of Directors meets with a local Executive Board twice a year on average.

In addition to the meetings, every member of the Board of Directors can, having first informed the Chairman of the Board of Directors accordingly, request information from the members of Group Management about business developments and, with the authorisation of the Chairman, about individual transactions. The Chairman is kept up to date by the CEO on a regular basis, at least once every fortnight, and receives the minutes of all Group Management meetings. He and the CEO ensure an appropriate flow of information between Group Management and the Board of Directors. Members of the Board of Directors are informed immediately of exceptional incidents by means of circular letter.

Additional information and control systems are:

- Management Information System (MIS): Members of the Board of Directors receive detailed sales statistics on a monthly basis. Consolidated financial statements together with a forecast for the year-end closing statement are prepared on a quarterly basis, and the Board of Directors is informed in detail about the financial situation of the company at the same interval. The members of the Audit Committee receive the Group financial statements as well as the accounts of all subsidiaries on a quarterly basis and are informed in detail in order to assess quarterly financial performance.
- Risk management process: At least once a year, the Board of Directors is informed by the CEO regarding the main risks and their assessment on the basis of relevance and likelihood of occurrence. The Board of Directors approves the risk management measures defined by Group Management for implementation and monitors their progress (see also section Notes to the consolidated financial statements).
- External and internal auditing: Details of the external auditor are provided in section 8 Auditors. Internal Auditing is a management tool used by the Board of Directors and Group Management, and as such forms a fundamental part of the internal control system. It is directly associated with the Chairman of the Audit Committee, as well as the Audit Committee as a whole, through participation in its meetings, which are held at least quarterly (five meetings in the year under review). The Audit Committee approves the auditing programme and the annual planning; it also receives all auditors' reports and is kept informed at its meetings of all findings and the resulting measures. In addition, the Head of Internal Auditing regularly meets with the Chairman of the Audit Committee.

The Internal Auditing department works in accordance with standards defined in the Audit Manual, and carries out audits in the entire Emmi Group. These audits involve assessing the risk potential in the corporate governance, business processes and information systems of the company in terms of the reliability and integrity of accounting data and other fundamental information, the efficacy and efficiency of business processes, the securing of tangible and non-tangible business assets, and compliance with laws, ordinances and agreements. Internal Auditing also works closely together with the external auditors and carries out special audits at the request of the Audit Committee. It evaluates the effectiveness of the internal and external control systems, as well as the risk management organisation and process of the Emmi Group. Compliance is also supported and jointly monitored by the Legal department.

## 4. Group Management

### 4.1 Members of Group Management



Members of Emmi Group Management from left (as at the balance sheet date): Matthias Kunz, Jörg Riboni, Robin Barraclough, Urs Riedener (CEO), Natalie Rüedi, Thomas Morf, Kai Könecke, Marc Heim

	Year of birth	Nationality	Education	Current function
<b>Urs Riedener</b>	1965	Swiss	Business Economist lic. oec. HSG Stanford Executive Program	Chief Executive Officer (CEO)
<b>Marc Heim</b>	1967	Swiss	Economist lic. oec. HSG	Deputy CEO, Executive Vice President Switzerland
<b>Robin Barraclough</b>	1967	United Kingdom/ Swiss	Economist	Executive Vice President Europe
<b>Kai Könecke</b>	1966	Germany	Dipl.-Ing. Mechanical Engineering	Chief Supply Chain Officer
<b>Matthias Kunz</b>	1960	Swiss	Certified Agronomics Engineer ETH MBA, Stanford Executive Program	Executive Vice President Americas
<b>Thomas Morf</b>	1974	Swiss	Economist lic. oec. HSG	Chief Marketing Officer
<b>Jörg Riboni</b>	1957	Swiss	Business Economist lic. oec. HSG Certified Auditor	Chief Financial Officer
<b>Natalie Rüedi</b>	1971	Swiss	Certified Primary School Teacher EMBA, Lucerne University of Applied Science and Arts	Chief Human Resources Officer

## 4.2 Professional background and other activities and interests

### Urs Riedener

#### CEO and Chairman of Group Management since 2008

##### Professional background

2000 – 2008	Migros Cooperative (MGB), from 2002 Head of Marketing and member of the Executive Board
1995 – 2000	Lindt & Sprüngli Group, both in Switzerland and abroad, various management positions, the most recent of which were National Sales Manager and member of the Board of Management for Switzerland
1992 – 1995	Kraft Jacobs Suchard Group, various positions, latterly Group Brand Manager

##### Other mandates

since 2015	SMG (Swiss Management Gesellschaft), Member of the Executive Committee
since 2014	Conzzeta AG, Member of the Board
since 2010	Promarca (Swiss branded goods association), Member of the Executive Committee
since 2007	GfM (Swiss marketing association), Member of the Executive Committee
since 2007	Institute of Marketing at the University of St. Gallen, Member of the Executive Committee

### Marc Heim

#### Executive Vice President Switzerland and Deputy CEO since 2017, Member of Group Management since 2009

##### Professional background

2014 – 2016	Emmi Group, Executive Vice President Europe
2009 – 2013	Emmi Group, Head of Sales
2004 – 2009	Halter Bonbons AG, Managing Director
1999 – 2004	Kambly AG, various management roles
1992 – 1999	Effems AG (now Mars Schweiz AG), various positions

### Robin Barraclough

#### Executive Vice President Europe since 2017, Member of Group Management since 2009

##### Professional background

2014 – 2016	Emmi Group, Chief Marketing Officer
2009 – 2014	Emmi Group, Head of Marketing
2008	Kraft Foods, in charge of the coffee business in German-speaking Europe
1991 – 2007	Mars Incorporated, various managerial marketing roles at national and international level, latterly senior member of the Marketing Leadership Team at the European Masterfoods headquarters in Bremen (Germany)

## Kai Könecke

**Chief Supply Chain Officer and member of Group Management since 1 April 2017**

### Professional background

2012 – 2016	Unilever Germany-Austria-Switzerland, Managing Director Supply Chain
2011 – 2012	Amazon, General Manager, Fulfillment Center Rheinberg (Germany)
2006 – 2011	Mars (Effems) Germany, Plant Director of the facility in Viersen (Germany)
1993 – 2006	Mars (Effems) Germany, various roles in Supply Chain, including Head of Logistics Germany and Head of Development of Supply Chain Management Europe

## Matthias Kunz

**Executive Vice President Americas since 2014, Member of Group Management since 2002**

### Professional background

2009 – 2013	Emmi Group, Head of International Division
2002 – 2009	Emmi Group, Head of the International Cheese Division
1999 – 2002	Swiss Dairy Food, Member of Group Management
1997 – 1999	Toni International AG, Managing Director

## Thomas Morf

**Chief Marketing Officer and Member of Group Management since 19 June 2017**

### Professional background

2012 – 2017	Danone Johannesburg, latterly Managing Director of the Mayo Dairy business unit
2010 – 2012	Danone Paris, Global Marketing Director Innovations
2007 – 2010	Danone Munich, various executive marketing roles
2000 – 2007	Procter & Gamble, Belgium, various executive marketing roles

## Jörg Riboni

### CFO and Member of Group Management since 2013

#### Professional background

2005 — 2012	Forbo Group, Chief Financial Officer
1997 — 2005	Sarna Group, Chief Financial Officer
1995 — 1997	Jelmoli, Chief Financial Officer
1991 — 1995	Lacoray Group (Cosa Liebermann), Chief Financial and Administrative Officer
1985 — 1991	Peat, Marwick, Mitchell & Co and Deloitte & Touche, Auditor

#### Other mandates

since 2016	Sika AG, Member of the Expert Committee
	Chairman or Member of the Board at several privately held companies

## Natalie Rüedi

### Chief Human Resources Officer since 2014, Member of Group Management since 2011

#### Professional background

2009 — 2013	Emmi Group, Head of Human Resources, Member of extended Group Management until 2010
2004 — 2009	Emmi Group, responsible for developing and heading up staff development
2000 — 2004	Emmi Group, Human Resources Specialist
1992 — 2000	Teacher and headmistress at a primary school

## Members of the extended Group Management

### Othmar Dubach

**Head of Cheese and Dairy Products Switzerland, Member of the Executive Board Switzerland and of the extended Group Management since 2014**

#### Professional background

1993 — 2013	Emmi Group, Head of the Cheese Division, Member of Group Management
1992 — 1993	Emmi Group, Head of Marketing
1983 — 1991	Central Switzerland Milk Association, various roles

### Max Peter

**Head of Retail & Supply Chain Management Switzerland, Member of the Executive Board Switzerland and of the extended Group Management since 2014**

#### Professional background

2017	Emmi Group, Head of Supply Chain Management Switzerland and interim Managing Director at A-27
2005 — 2017	Emmi Group, Head of Retail & Supply Chain Management
2002 — 2005	Emmi Group, Head of Corporate Development
1999 — 2002	Bon Appetit Group, Member of Group Management, responsible for supply chain management and e-services
1988 — 1999	Coop, various roles
1977 — 1988	Suter & Suter, Nestlé and Organisation Zoller, various roles

#### Other mandates

since 2017	VIAC AG, Member of the Board
since 2009	Swiss Sport Aid foundation, President
since 2008	GS1 Switzerland, Member of the Board

## Markus Willimann

### Head of Industrial Business Switzerland, Member of the Executive Board Switzerland and of the extended Group Management since 2004

#### Professional background

2004	Emmi Group, Head of Industrial Business and responsible for development coordination and agricultural policy
1998 – 2004	Emmi Group, member of Group Management with responsibility for the Dairy Products Division
1990 – 1998	UFAG AG, Division Head, member of the Executive Board
1987 – 1990	Jacobs Suchard AG, latterly Senior Project Manager Research & Development
1982 – 1987	Testing station, Schweizerische Brauereien, research assistant and doctoral student

#### Other mandates

since 2011	Advisory Committee for Agriculture and the Agriculture Research Council of the Swiss Confederation, Member
since 2009	Swiss Milk Sector Organisation (BOM) , Member of the Board
since 2007	Agriculture Research Council, Member
since 2004	Swiss Dairy Industry Association (VMI), Chairman
since 2004	Federation of Swiss Food Industries (fial), Member
since 1998	Swiss Butter Sector Organisation (BOB), Member

## 4.3 Permitted number of activities

The members of Group Management may hold a maximum of two mandates in listed and ten mandates in non-listed legal entities.

## 4.4 Management contracts

No management contracts exist.



## 5. Compensation, participations and loans

Information on remuneration, the definition process for compensation, statutory rules, participations, and loans and credits to members of the Board of Directors, Agricultural Council and Group Management can be found in the Compensation report (see Compensation report).

## 6. Shareholders' rights of co-determination

### 6.1 Restrictions on voting rights and proxies

Emmi's Articles of Association contain no restrictions on voting rights. A shareholder who has voting rights may only be represented at the General Meeting by a legal representative, another shareholder attending the General Meeting who has voting rights or the independent proxy. Power of attorney and instructions to the independent proxy may be issued electronically.

### 6.2 Statutory quorum

Unless the law stipulates otherwise, the General Meeting passes its resolutions and performs its elections by an absolute majority of the voting rights represented, not taking into account blank and invalid votes. In addition to the legal exceptions, the resolution concerning the amendment of the provision of the Articles of Association relating to the restrictions on registration (see section 2.6 Restrictions on transferability and nominee registration) also requires at least two-thirds of voting rights represented and the absolute majority of shares represented.

### 6.3 Convening of the General Meeting

The Ordinary General Meeting takes place annually, at the latest six months after the end of the financial year. It is convened by the Board of Directors. The procedure for convening Extraordinary General Meetings is governed by the applicable legal provisions.

### 6.4 Agenda

Shareholders who represent shares with a par value of CHF 1 million and above can request that an item be placed on the agenda at the General Meeting. Such requests must be submitted to the Board of Directors in writing at least 45 days before the General Meeting, citing the motions concerned.

### 6.5 Entries in the share register

The share register is usually closed ten days prior to the General Meeting. The Board of Directors may approve exceptional subsequent entries on request. The effective closing date is published in the invitation to the General Meeting and in good time in the financial calendar on the Emmi website at:

[www.emmi.com](http://www.emmi.com) > Media & IR > Dates

## 7. Change of control/defensive measures

### 7.1 Obligatory offer

Emmi's Articles of Association do not include any "opting up" clause pursuant to Art. 135(1) FinfraG and no "opting out" clause pursuant to Art. 125(4) FinfraG regarding the legal obligation to make a takeover bid.

### 7.2 Change-of-control clauses

No contractual agreements exist either for members of the Board of Directors, members of Group Management or other management members in the event of a change in the controlling majority stake.

## 8. Auditors

### 8.1 Duration of the mandate and term of the Auditor in Charge

At the 2014 General Meeting, KPMG, Lucerne, were appointed as the new statutory auditors for the financial year. They have been reappointed annually since that time. According to the Articles of Association, their term ends with the approval of the financial statements for the relevant financial year. The Auditor in Charge, Thomas Affolter, has been in office since 2014. According to the provisions of the Swiss Code of Obligations, he may execute this mandate for a maximum of seven years. Thomas Affolter will therefore be responsible for the audit of the Emmi Group until the end of the 2020 financial year at the latest.

### 8.2 Audit fees

For the 2017 reporting year, the agreed audit fee for the performance of their mandate as statutory auditors (including the audit of the consolidated financial statements) amounted to KCHF 1,187.

### 8.3 Additional fees

During the year under review, KPMG charged a total of KCHF 206 for additional services beyond the scope of their statutory mandate. This fee includes KCHF 124 for tax advice and KCHF 82 for other consulting and audit-related services.

### 8.4 Information tools used by the external auditors

The supervision and monitoring of the auditors is exercised by the full Board of Directors. The Board of Directors' Audit Committee assesses the performance, invoicing and independence of the external auditors and provides the Board of Directors with corresponding recommendations. It also annually reviews the scope of the audit, the audit plans and the relevant procedures, and discusses the audit reports with the Auditor in Charge. Details of the term of the Auditor in Charge can be found in section 8.1. The report on the final audit of the annual accounts is also sent to all members of the Board of Directors for the final approval of the Annual Report. The Auditor in Charge attended three meetings of the Audit Committee in 2017. Details on Internal Auditing are provided in section 3.7 Information and control instruments vis-à-vis Group Management.

## 9. Information policy

**Investor Relations guidelines:** Emmi strives to maintain open and ongoing communication with shareholders, existing and potential investors, and other stakeholder groups. Emmi's aim is to provide rapid, real-time and transparent information about the company, its strategy and business developments, and to offer a truthful picture of Emmi's performance in the past and the present, as well as its future prospects. This picture is intended to reflect the assessment of the current situation of the company by Group Management and the Board of Directors.

**Methodology:** Emmi publishes an extensive Annual Report every year that presents operating activities, corporate governance and financial reporting for the current year, drafted and audited in accordance with Swiss GAAP FER. A half-year report is also published.

Furthermore, media releases are published about events relevant to the share price, such as acquisitions, minority or majority shareholdings, joint ventures and alliances in accordance with guidelines relating to ad-hoc publicity. Important announcements, in particular half- and full-year results, are accompanied by presentations together with press and analyst conferences or analyst calls.

Emmi meets during the course of the year with institutional investors both in Switzerland and abroad, presents its published results on a regular basis, organises road shows and holds meetings with individual institutional investors and groups. The main point of contact for these meetings and presentations is the CFO. The meetings and presentations focus on Emmi's financial results, its strategic orientation and the current initiatives of the Group.

Emmi uses the Internet in order to ensure rapid, real-time and consistent distribution of information. The company's website features an electronic information tool that enables shareholders and other interested parties to add their names to an electronic distribution list:

[www.emmi.com](http://www.emmi.com) > Media & IR > News service

Media releases and investor information can be accessed via the following link:

[www.emmi.com](http://www.emmi.com) > Media & IR > Media releases

Notifications to SIX Exchange Regulation of participations that exceed the level at which notification becomes obligatory can be found via the following link:

[www.six-swiss-exchange.com](http://www.six-swiss-exchange.com) > Market data > Shares > Company: Emmi

Contact for Investor Relations:

Emmi Management AG, Corporate Communications & IR, Landenbergstrasse 1, P.O. Box 2570, CH-6002 Lucerne, Phone +41 58 227 50 69, E-mail [ir@emmi.com](mailto:ir@emmi.com), [www.emmi.com](http://www.emmi.com)

The General Meeting will take place on 12 April 2018. All registered shareholders will receive an invitation to the General Meeting by post.

The next business results (2018 half-year results) will be published on 29 August 2018.