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“Long-term thinking and acting are firmly embedded in Dr. Oetker’s DNA. Using foresight, previous generations have made this company what it is today. To continue this legacy is both a joy and a duty. In the long run, sustainable corporate management always pays off.”

Dr. Albert Christmann



Dr. Albert Christmann

Chairman of the Management Board and
General Partner of
Dr. August Oetker KG; responsible for strategy,
marketing, acquisitions

Dear Ladies and Gentlemen,

The future belongs to those who are thinking about tomorrow today. Only those who pursue long-term goals and thereby forgo quick profits will be successful in the long term. As a family company with a history spanning more than 125 years, Dr. Oetker is responsible to consumers, employees and, in particular, to subsequent generations.

We face that responsibility every day. Dr. Oetker has a sound economic foundation, we make investments using the resources available to us in a responsible manner. When purchasing our raw materials, we pay attention to sustainable cultivation and check supply chains and social standards in the regions of origin. At our plants, we value energy-efficient production and low-emission processes. We are a reliable employer for our employees, a place where they can develop according to their talents and interests.

Our sustainability report describes Dr. Oetker's ecological, economic and social commitment for the period 2016 to 2018. We are very pleased that we have been able to develop our activities further compared to the previous period (2013 to 2015) and thus make our contribution to a healthier ecosystem. For the first time in the company's history, we created the report completely in compliance with the guidelines of the Global Reporting Initiative (GRI). By doing so, we ensure the greatest possible transparency in our reporting system.

Nonetheless, we are aware of the fact that we cannot stand still, but must continually question our environmental and social standards. Because without a clean environment, there are no clean raw materials. And without fair working conditions, there can be no fair trade. It is important to us to do everything we can to ensure that we do not damage consumer confidence in our products and in our company.

Dr. Oetker has always stood for balanced enjoyment, sustainable quality, long-term generational thinking and precisely because of that we also stand for community thanks to our products and consumer-relevant solutions.

Sincerely yours



Dr. Albert Christmann

Management Board





Dr. Alexander Edelmann

Responsible for
controlling, finance,
taxes, risk management &
insurance, IT

Dr. Albert Christmann

Chairman of the
Management Board and
General Partner of Dr. August
Oetker KG; responsible
for strategy, marketing,
acquisitions

Dr. Martin Reintjes

Responsible for the
area of sales

Dr. Christian von Twickel

Responsible for production,
logistics, environment,
research & development,
purchasing, compliance and
sustainability

Portrait

Responsibility for Generations

For more than 125 years, the Dr. Oetker brand has defined itself through the excellent quality of its products, credibility and responsible entrepreneurship. With its business strategies, the family-owned company pursues long-term goals instead of short-term profit maximization – in economic, ecological and social terms.

[GRI 102-1/2/3/4/5/6/7/8/16, 201/103-1/2/3, 201-1]

THE COMPANY

When the pharmacist Dr. August Oetker took over the Aschoff pharmacy in Bielefeld's old town in 1891 to pack baking powder into sachets as portions, nobody dared to dream of the categories in which the company would currently find itself. With over 12,000 employees worldwide and annual sales of around 2.6 billion euros, Dr. Oetker is one of the leading food producers worldwide.

The success story began with Backin, one of the first German-branded products: Dr. August Oetker developed a baking powder which, thanks to the high quality raw materials and a precise mixing ratio, ensured that every cake was guaranteed to succeed. This guarantee of success was at the same time at the core of the Dr. Oetker brand – and it remains so to this day. For German households, the market launch of Backin meant an almost revolutionary new era – and baking began to boom. As early as 1900, August Oetker was no longer able to meet the demand from the pharmacy. So the company moved to the new factory in Bielefeld's Lutterstrasse, where Dr. Oetker's corporate headquarters are still located today.

The company's founder died in 1918 – two years after his son Dr. Rudolf Oetker, who had died in the First World War. Rudolf Oetker had been well respected in the city and among the workforce. In his memory, the family donated a concert hall to the city of Bielefeld on the initiative of Rudolf's mother Caroline. Due to its acoustics, the Rudolf-Oetker-Halle is one of the best concert halls in the world. It has been an integral part of Bielefeld's cityscape since 1930.

Richard Kaselowsky took over the management in 1921 and married Ida, the widow of the founder's son. Kaselowsky expanded production and internationalized the company. In 1944, he fell victim to an Allied air raid on Bielefeld.

The then 28-year-old Rudolf-August Oetker, son of Rudolf and Ida Oetker, took over the management of the family company from then on and shaped it for almost four decades. He stabilized the company in the post-war period and finally profitably leveraged the energy of the economic miracle for the company. In addition to the food business, he also became increasingly involved in other industries, thereby laying the foundations for today's Oetker Group, which now consists of around 400 individual companies.

At the age of 65, Rudolf-August Oetker retired from the operative business and handed over the management in 1981 to his son Dr.h.c. August Oetker, who successfully promoted the internationalization of the branded goods business in particular. In 2010, his younger brother Richard took over the company management, became the General Partner of Dr. August Oetker KG (Oetker Group) and chairman of the board of Dr. Oetker. Richard Oetker continued the successful work of his predecessors, concentrating primarily on the further development of the core ranges.

Dr. Albert Christmann has steered the fortunes of the Oetker Group and Dr. August Oetker Nahrungsmittel KG since 2017. Thus, Dr. Christmann is the first company boss who is not from the Oetker family. As a long-time employee of the Oetker Group, however, he knows exactly what is important: to ensure the company's future

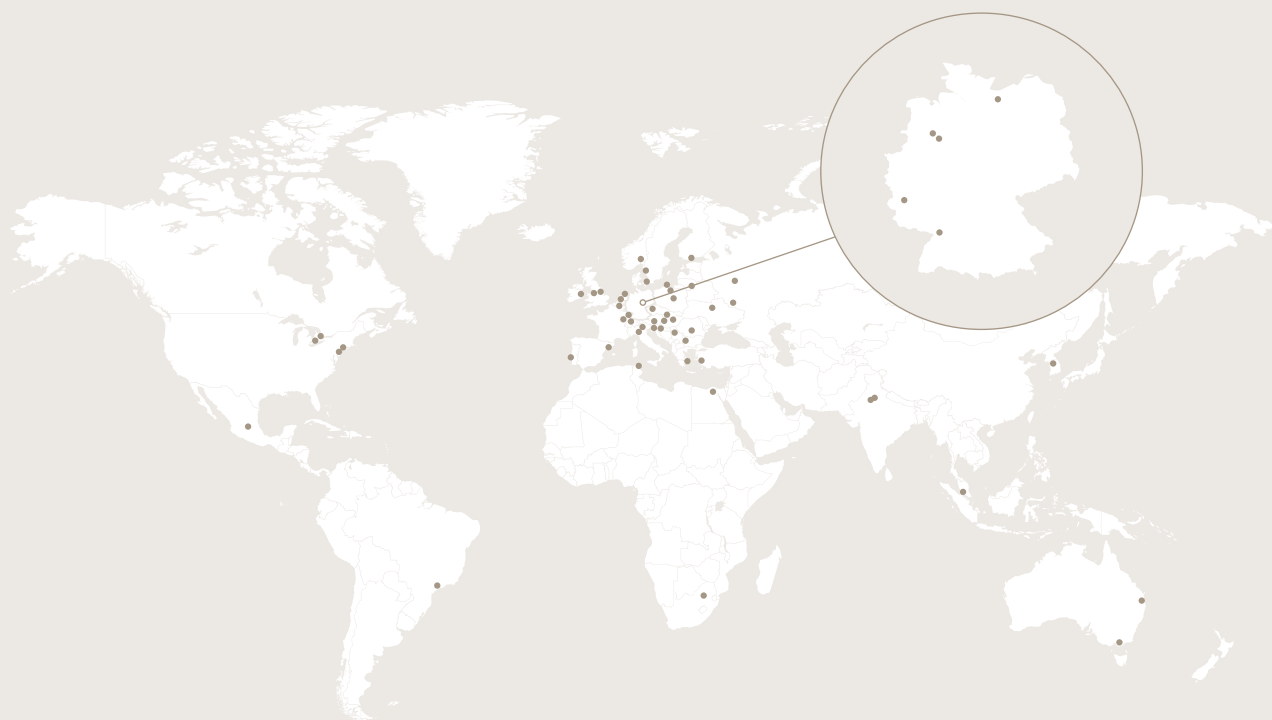
> 125

years of company history



> 12,000
employees





PRODUCTION AND DISTRIBUTION

Germany	Western Europe	Eastern Europe	America	3A Region
Bielefeld	France	Czech Republic	Brazil	Australia
Ettlingen	Great Britain	Hungary	Canada	Egypt
Oerlinghausen	Italy	Poland	Mexico	India
Wittenburg	Netherlands	Romania	USA	Malaysia
Wittlich		Russia		South Africa
		Serbia		South Korea
		Slovakia		Tunisia
		Turkey		

DISTRIBUTION

Western Europe		Eastern Europe
Austria	Norway	Bulgaria
Belgium	Portugal	Croatia
Denmark	Spain	Greece
Finland	Sweden	Lithuania
Ireland	Switzerland	Slovenia
		Ukraine



Cake

Whether finished cakes, baking mixes or decorative items: Dr. Oetker is one of the world's leading providers of baked goods.



Dessert

Chilled desserts such as *Marmorette*, *Wölkchen* or *Paula* are just as much a part of the range as sweet meals to make yourself as well as preserving products and the diverse range of Dr. Oetker *Vitalis muesli*. The *crème fraîche* and *Crème Vega* refinement products also join this product range.



Pizza

As the market leader in the growing pizza market, Dr. Oetker is characterized not only by the excellent quality of the pizzas, but also by a wide range of products. The brands *Ristorante*, *Die Ofenfrische*, *Tradizionale* and *La Mia Grande* are particularly popular.



Professional

Dr. Oetker Professional is aimed at large commercial consumers. The range includes soups, sauces and frozen pasta and potato dishes. In addition, baked goods, desserts and sweet meals complement the selection.

viability with expansion, digitization and innovative product development. While at the same time, always taking into account the traditional values that have made the company special for many decades.

Long-term thinking and acting

The sustainable development from its founding in 1891 to the company that operates worldwide today has been largely shaped by the Oetker family. The company is wholly owned by the family and, due to its legal form as a commercial partnership, is independent of the capital markets.

In addition to the significant influence on strategy and corporate policy, the owner family embodies and guarantees solidity, continuity and stability and enables employees to identify with the company to a high degree. The family has defined the principle of its entrepreneurial commitment with the words: "The interests of the company take precedence over those of the owner family."

The family's commitment goes far beyond the development of the company. The Oetkers were aware of their social responsibility early on. Then as now, they support a variety of social and cultural projects (see chapter 6). The most visible features of this commitment can be found in the family's hometown: The Rudolf-Oetker-Halle, the Kunsthalle art gallery, the Oetker-Eisbahn ice rink and the senior citizen residence Caroline Oetker Stift have shaped socio-cultural life in Bielefeld for decades.

The brand

Without ever having heard of the term, Dr. August Oetker was a pioneer in content marketing. The idea of packing baking soda into sachets that were in portions was groundbreaking. The pharmacist's marketing strategy was just as imaginative. He printed the back of the sachet with recipe ideas, thus creating additional added value for housewives and emotionally binding the customer to the product. And since then he has guaranteed the highest quality with his name.

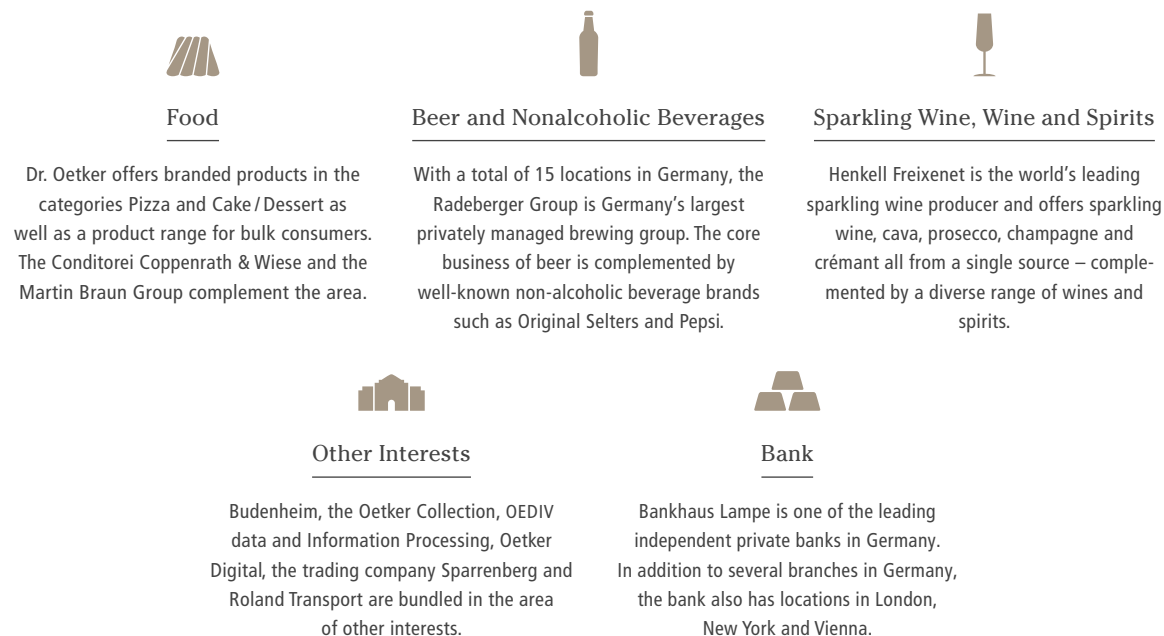
Today, Dr. Oetker is one of the most famous brand names in Germany. Small and big connoisseurs know that Dr. Oetker products are of high quality, guaranteed to succeed and taste great. Dr. Oetker primarily brings its brand to its customers through supermarket shelves. But also through intensive marketing measures, TV advertising, social media activities and especially through its satisfied employees. For all companies, Dr. Oetker follows the guiding principle: "Quality is the best recipe."

The Range

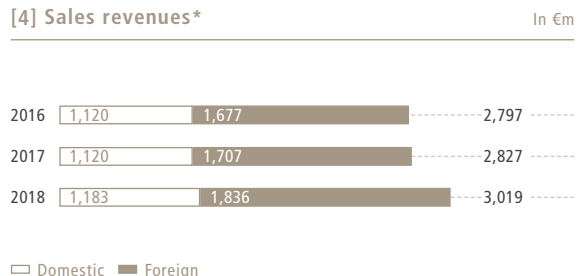
Whether *Ristorante*, *Paula* oder *Vitalis*: Dr. Oetker products are literally in everybody's mouths. There is hardly anyone who has never tried them, let alone heard of them.

Dr. Oetker maintains its classics, but at the same time sets tones with consumer-oriented solutions for its products and thereby gives impulses for new trends. In this way, the company helps to secure the long-term value creation potential of the Dr. Oetker brand.

[3] Business divisions of the Oetker Group



[4] Sales revenues*



*The reporting units of Dr. Oetker and Conditorei Coppenrath & Wiese are shown together.

With its products in the end-consumer business, Dr. Oetker concentrates on the two strategic core ranges Cake/Dessert and Pizza. The end-consumer business is supplemented by Dr. Oetker Professional, a range that is specifically aimed at large commercial consumers [2]. A total of around 1,000 products in Germany and around 4,000 products worldwide belong to Dr. Oetker's diverse product landscape.

Dr. Oetker International

Dr. Oetker is active with numerous production and sales companies in around 40 countries [1]. The national companies are primarily active in Western and Eastern Europe, but also in North and South America, Africa, Asia and Australia. In order to meet

consumers' wishes, some of them carry international Dr. Oetker products such as baked and dessert items or pizza, and some of them develop country-specific items. In addition to the Dr. Oetker brand, the company also has other strong brands in some countries that are known to the consumers and firmly established in the market. That is why the brands cameo (Italy), Paneangeli (Italy), D'Gari (Mexico), Koopmans (Netherlands) and Chicago Town (Great Britain), Vanoise (Tunisia) and Wilton (USA) in addition to the Dr. Oetker brand. Within the Oetker Group, Dr. Oetker belongs to the Food division.

OETKER GROUP

With around 31,000 employees and annual sales revenues of over seven billion euros, the Oetker Group is one of the largest German family-owned companies. The internationally operating company is characterized by a broad diversification into five business areas, under which Dr. August Oetker KG unites around 400 companies worldwide [3]. The group companies produce phosphate-based products in addition to consumer goods and are also active in the luxury hotel industry, data and information processing and banking.

WE
Take
CARE
S

The image features a dark gray background with the text "WE Take CARE S" in a mix of white and gold colors. "WE" and "CARE" are in a white, clean, sans-serif font. "Take" and "S" are in a large, elegant, gold-colored script font. The text is surrounded by decorative elements: three strawberries (two gold, one white) and several small, stylized leaves (some gold, some white) are scattered around the words, adding a whimsical and natural feel to the design.



1 Strategy and Management

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1 Strategy and Management

For Dr. Oetker, acting sustainably means investing in the future of society and thus also in one's own future viability. Global population growth, climate change and the scarcity of resources are challenges that the international food company faces with responsibility.

1.1 Sustainability Strategy

[GRI 102-11/15/46/47]

The company is aware that it has received support from politicians and society in a variety of ways in its more than 125-year history. In this respect, it is particularly important to Dr. Oetker to make a positive contribution to the development and maintenance of future livelihoods.

This concern is expressed in the following company-wide communicated statement:

We take the needs of future generations into account and are committed to a better quality of life.

As a food producer, the company offers its consumers enjoyable and safe products that optimally meet different needs with regard to ingredients, preparation and reasons for consumption.

Agricultural products form the basis of these products, the production of which is closely linked to the social and ecological effects in the agricultural supply chain. In the upstream stages of the value chain in particular, potential violations of human rights, for example in the form of child or forced labor and non-existence of income, pose major challenges. There are also environmental risks, for example from high water consumption, the use of pesticides in agriculture or the deforestation of forests, especially rainforests, for the cultivation of important agricultural raw materials.

The company's goal is to identify such effects as a result of its work in good time and to take effective steps

to avoid them. In order to use capacities and resources sensibly, Dr. Oetker already carried out a materiality analysis in 2014, which forms the basis for the further sustainability activities.

In connection with that, the company asked 537 internal and above all external stakeholders which sustainability topics they consider particularly relevant for Dr. Oetker and where they see a need for action. In the subsequent internal analysis, five overarching fields of action were finally identified, including further qualitative factors, to which a total of 20 sub-topics could be assigned. For the reporting period 2016 to 2018, a new internal evaluation process was carried out to determine whether the fields of action need to be adjusted or changed. The analysis took into account both internal developments and the issues raised by external stakeholders. However, even the expansion of the strategic perspective towards internationality did not result in a significant deviation in terms of internal and external relevance. Accordingly, there was no reason to adjust the fields of action that had already been identified.

As a result, goals and measures continue to focus on the following areas [5]:

- Sustainable management
- Product responsibility
- Supply chain
- Employees
- Environmental protection

The subsequent chapters of this report describe these fields of action and the activities derived from them.

[5] Fields of action and key topics of the Dr. Oetker sustainability strategy

SUSTAINABLE MANAGEMENT	PRODUCT-RESPONSIBILITY	SUPPLY CHAIN	EMPLOYEES	ENVIRONMENTAL PROTECTION
<ul style="list-style-type: none"> • Reliable employer / taxpayer • Governance and compliance 	<ul style="list-style-type: none"> • Food safety • Product innovation • Range of convenience products • Labeling of ingredients and nutrients • Food allergies and intolerances • Reduction of additives 	<ul style="list-style-type: none"> • Social and environmental standards in the supply chain 	<ul style="list-style-type: none"> • Value culture / good leadership • Occupational safety • Training • Remuneration and social benefits • Use and development of employees • Diversity and equal opportunities • Compatibility of family, job and voluntary work 	<ul style="list-style-type: none"> • Energy efficiency • Greenhouse gas emissions • Material efficiency / waste prevention • Water and sewage

1.2 Sustainability Organization

[102-18/19/20]

In order for sustainability activities to have lasting success, Dr. Oetker is convinced that sustainability should be lived and taken responsibility through every area of the company. For this reason, the company founded a Sustainability Committee in 2014, which is responsible for developing the strategy and coordinating its implementation. The committee was made up of people from various functions and divisions and was under the direct responsibility of Richard Oetker in his former role as chairman of the management board.

In the course of their work, those responsible increasingly came to the realization that sustainability issues should be viewed globally in an international context and treated accordingly. For this reason, Dr. Oetker restructured the Sustainability Committee in 2016 [6]. Since then, the Sustainability Steering Committee has

been responsible for the further development and implementation of the now internationally oriented sustainability strategy. In addition to the sustainability officer, the team includes five people who are responsible for international functional areas and/or national companies. After Richard Oetker left the management board, the team reports to the management board member responsible for the entire supply chain, Dr. Christian von Twickel. This ensures a direct connection to the international management board. In addition, local sustainability promoters were named in each Dr. Oetker national company. They are in direct exchange with the committee, communicate sustainability activities in the respective national company and support the planning and implementation of measures.

Decisions that have an impact on the sustainability performance of the company are made taking the adopted sustainability goals into account in the normal business and decision-making processes. Deviations from agreed goals and measures always require justification and require the approval of the management.

[6] Dr. Oetker sustainability organization



1.3 Stakeholder Dialog

[GRI 102-13/21/40/42/43/44]

In order to organize sustainability activities as effectively as possible, the company is committed to an intensive and continuous exchange with a wide variety of so-called stakeholders [7]. Dr. Oetker attaches great importance to constructive dialog with them. Especially when it comes to maintaining and further strengthening the trust that the company has built up over decades.

In addition to the employees, consumers are the most important contacts. The company communicates with them every day through various channels. Their requirements in terms of sustainability that are communicated to the company are given serious consideration by Dr. Oetker. Accordingly, the company strives to continuously optimize the products and processes with regard to consumer interests.

In addition, the trade, suppliers and service providers, associations, science and research, potential applicants, politicians and local communities, the general public and representatives of the media and various consumer and animal protection organizations are important dialog partners.

In addition, Dr. Oetker is directly or indirectly involved in the stakeholder dialog as a member of various associations and organizations [8].

Especially in times of digital communication, in which information and opinions are spreading at high speed, it is extremely important for Dr. Oetker to provide regular information and to react quickly to inquiries. These often relate to the high product quality, the safety of the supply chains and the environmentally

friendly production of the food. In addition, managers at Dr. Oetker also take part in discourses on controversial topics and explain the company's positions.

The company communicates with its stakeholders via the appropriate communication channels depending on the topic and contact person. That includes personal exchange as well as via social media, telephone or email.

Dr. Oetker's consumer service, for example, answers more than 100,000 inquiries per year about recipes, products and their preparation, sources of supply, 100.00 ingredients, diets and other topics via its hotline, live chat or various social media channels. It also deals with product complaints [9].

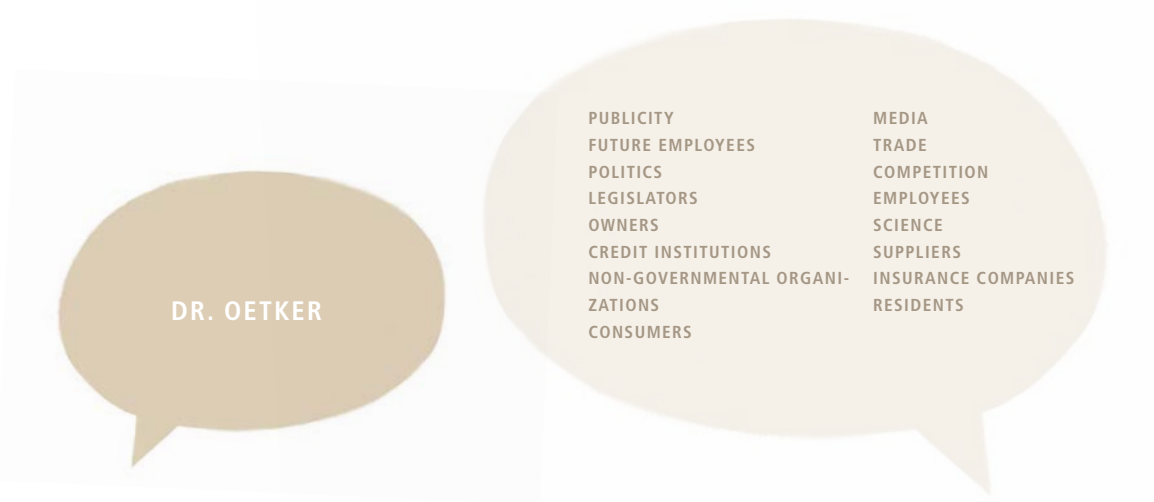
Experience has shown that when it comes to sustainability, stakeholders are primarily interested in the raw materials used in Dr. Oetker products.

In the past, the focus was mostly on the following topics:

- Origin and sustainable production of individual raw materials (e.g. palm oil or cocoa)
- Animal welfare (for example poultry husbandry or fishing methods for tuna)
- Use of additives
- Reduction of salt, sugar, calories and fat
- Consumer-friendly and clear product labeling
- Packaging

The consumer service and/or the main Public Relations department regularly inform all relevant departments and the management about incoming inquiries and topics. This ensures that suggestions and ideas for improvement reach the responsible departments, are processed there and, if necessary, product adjustments can be made.

[7] Dr. Oetker stakeholder



Interview with Dr. Christian von Twickel

The family-owned company Dr. Oetker has been one of the leading branded goods companies in the German food industry for over 125 years and is successful worldwide. How does such an established company position itself in the discussion about sustainability in society? With this topic in mind, we conducted an interview with Dr. Christian von Twickel, member of the management board and responsible for, among other things, sustainability.

Why is Dr. Oetker concerned with sustainability?

Aspects of sustainability have played an important role for Dr. Oetker since the company was founded in 1891. Throughout the company's history, this was particularly driven by the founding family itself and was reflected, for example, in social facilities for employees, in the support of cultural and social projects and in high environmental standards at the production sites.

Today, society is also facing major challenges such as climate change, scarcity of resources, population growth or increased waste production. This also affects our company: Some of these developments have a direct impact on our business activity, for example in the form of rising raw material prices. But we must not duck away from the other topics either, we have to take a stance. Global companies like Dr. Oetker have to face these challenges and remain adaptable in order to have reason for being and be able to exist in the long term.

Do you have the impression that stakeholder expectations of Dr. Oetker have increased again recently?

Yes, we are noticing that expectations of Dr. Oetker are increasing, not least because the food industry as a whole is under particular scrutiny. Consumers and our employees are increasingly demanding transparency: with regard to the company's ecological and social footprint and the efforts that are made to avoid any negative effects. Overall, consumers are interested in the attitude with which a company like Dr. Oetker faces the challenges of sustainability. Our trading partners are also increasingly expressing their expectations towards us in their efforts to offer consumers

sustainable ranges. In addition, we regularly receive inquiries on various topics through non-governmental organizations (NGOs) and media representatives. And finally, there are also more and more initiatives at a political level in order to promote sustainability: This ranges from laws on packaging design, especially with a view to avoiding and reducing plastic waste, through the implementation of the UN guiding principles for business and human rights, to considerations on evaluating nutritional labeling of foods or pricing CO₂ emissions.

We welcome the increasing public awareness of sustainably produced food and its packaging, as it confirms our ongoing efforts on this issue.

How does Dr. Oetker involve these stakeholders in the company's sustainability activities?

By regularly communicating with our stakeholder groups. As a result, we know exactly what they need, which we then put at the center of our entrepreneurial activities.

We reach our employees internally in a personal exchange, in question-and-answer rounds with the management, via posts on the intranet and via the employee magazine "INSIDE Dr. Oetker". All employees should always be informed about the important processes in the company, but should also be able to get involved personally and thus shape those processes. These are prerequisites for identifying with your employer.

Externally, dialog with consumers, trading partners or NGOs is important in order to strengthen the great trust in the brand. We communicate with our consumers in particular through our consumer service and our social media channels. We also regularly discuss the developments in sustainability issues with retailers. We keep getting inquiries from NGOs, for example about certain raw materials. In a partly personal exchange here on site in Bielefeld, we discuss, among other things, how the social and environmental standards in our supply chain can be further improved. In addition, as a member of various associations and organizations, we are in constant exchange on these topics.

We attach particular importance to transparent communication. Sustainability challenges cannot be solved on their own, but require close and trusting cooperation with various stakeholder groups.

“We welcome the increasing public awareness of sustainably produced food and its packaging, as it confirms our ongoing efforts on this issue.”

Dr. Christian von Twickel
Member of the Management Board
and, among other things, responsible
for the area of sustainability



What challenges are you facing when it comes to implementing sustainability measures in the company?

First of all, it is the variety of topics, which primarily results from our wide range of products. It is important to set priorities and consider which measures we want to tackle next. To do this, we must focus in areas where we can make a relevant contribution.

In some cases, sustainability measures are associated with direct cost savings, for example when energy or materials can be reduced. Many other measures initially involve higher costs. Sometimes the question arises as to whether the company can afford sustainability at all. Ultimately, however, it is smart investments in processes, technologies or product developments that also pay off economically in the long term.

How do you think the topic will develop in the future?

Sustainable management was already an issue in the 18th century when the term sustainability first appeared in forestry. In that respect, it will always remain a central topic, even in the most varied of facets and forms. Because the logic that we can only use as many resources as regenerate naturally does not change. The urgency to act has increased dramatically in the face of global population growth and the consequent increase in resource consumption. We therefore see it

as our responsibility to make a contribution to ensuring that the world remains a worthwhile home for future generations.

We want to meet this responsibility through various activities. When it comes to products, for example, it's about making a contribution to a healthier and enjoyable lifestyle in addition to food safety and quality. We address the issue of the environment in a variety of ways, for example by striving to reduce greenhouse gas emissions or by working to avoid plastic and other packaging waste as well as food waste. The management of sustainable supply chains is of particular importance in view of globalized sales and procurement markets, which often have very complex structures, especially in the agricultural sector. In emerging and developing countries in particular, there is often a lack of suitable political structures to generally enforce legal standards that apply worldwide, for example with regard to environmental protection or compliance with human rights. It is all the more the responsibility of companies to fulfill their duty of care in an appropriate manner.

And ultimately, all of this can only succeed if we do everything we can to permanently attract and develop the right employees for us.

[8] MEMBERSHIP OF ASSOCIATIONS

AIM Europäischer Markenverband (European Brands Association)
BDSI Bundesverband der Deutschen Süßwarenindustrie (Association of the German Confectionery Industry)
BLL Bund für Lebensmittelrecht und Lebensmittelkunde e. V. (German Federation for Food Law and Food Science) (since 2019: Food Federation Germany)
BME Bundesverband Materialwirtschaft, Einkauf und Logistik e. V. (Association for Supply Chain Management, Procurement and Logistics)
Bundesverband deutscher Pressesprecher e. V. (Association of German Press Officers)
BVDF Bundesverband der Deutschen Fleischwarenindustrie e. V. (Association of the German Meat Industry)
BVE Bundesverband der Deutschen Ernährungsindustrie e. V. (Federation of German Food and Drink Industries)
BVM Berufsverband Deutscher Markt- und Sozialforscher e. V. (Federal Association of German Market and Social Researchers)
MIV Milchindustrie-Verband e. V. (Association of the German Dairy Industry)
VEA Bundesverband der Energie-Abnehmer e. V. (German Association of Energy Consumers)
...

MEMBERSHIP OF OTHER ORGANIZATIONS

B.A.U.M. Bundesdeutscher Arbeitskreis für Umweltbewusstes Management e. V. (German Environmental Management Association)
Bielefelder Konsens – Pro Bielefeld e. V. (City of Bielefeld Initiative)
CGF The Consumer Goods Forum
DGFP Deutsche Gesellschaft für Personalführung e. V. (German Association for Human Resource Management)
DGSens Deutsche Gesellschaft für Sensorik e. V. (German Sensor Technology Association)
DIL Deutsches Institut für Lebensmitteltechnik e. V. (German Institute for Food Technology)
DSAG Deutsche SAP Anwendergruppe e. V. (German SAP User Group)
DTI Deutsches Tiefkühlinstitut e. V. (German Institute for Frozen Foods)
Fachhochschulgesellschaft Verein der Freunde und Förderer e. V. Bielefeld (Association of Friends and Sponsors of Bielefeld University)
GDCh Gesellschaft Deutscher Chemiker e. V. (Association of German Chemists)
GEM Gesellschaft zur Erforschung des Markenwesens e. V. (Brand Research Society)
GfK Gesellschaft für Konsum-, Markt- und Absatzforschung e. V. (Association for Consumer, Marketing and Sales Research)
GS1 Germany GmbH
IFT Institute of Food Technologists
Markenverband e. V. (German Trade Mark Association)
Marketing-Club OWL Bielefeld e. V.
Max-Planck-Gesellschaft zur Förderung der Wissenschaften e. V. (Max Planck Society for the Advancement of Science)
Universitätsgesellschaft Bielefeld Verein der Freunde und Förderer (Bielefeld University Society of Friends and Sponsors)
VOICE Verband der IT-Anwender e. V. (Association of IT Users)
Wissenschaftliche Gesellschaft für Marketing und Unternehmensführung e. V. (Academic Society for Marketing and Corporate Governance)
Zentrale zur Bekämpfung unlauteren Wettbewerbs e. V. (Centre for Protection against Unfair Competition)

[9] INQUIRIES TO DR. OETKER CONSUMER SERVICE

2016	106,300
2017	108,800
2018	107,000

1.4 Responsible Corporate Governance and Compliance

[GRI 102-16/17, 205/103-1/2/3, 205-2/3, 206/103-1/2/3, 206-1, 307/103-1/2/3, 307-1, 406/103-1/2/3, 406-1, 419/103-1/2/3, 419-1]

Sustainability and compliance are two principles that are mutually dependent, reinforce each other and that are decisive for the long-term success of a company.

Corporate governance

Responsible corporate governance is a fundamental principle and at the same time a success factor for the company. As an integral part of Dr. Oetker's business processes, together with transparent and therefore reliable action, it forms the basis for the trust that the various stakeholders have placed in the company over generations.

The cooperation within the management board, nationally and internationally, on the advisory board and between these bodies is laid down in the corporate governance principles.

Dr. August Oetker KG (Oetker Group) operates under the "Dr. Oetker" brand with production and sales companies in around 40 countries, in Germany with Dr. August Oetker Nahrungsmittel KG. Together with the production companies Dr. Oetker Tiefkühlprodukte KG Wittlich and Dr. Oetker Tiefkühlprodukte Wittenburg KG, which are also located in Germany, this belongs to the food division of the Oetker Group and is included in the consolidated financial statements of Dr. August Oetker KG. In addition to the management board, the company has an advisory board that controls and advises the management board. For many decisions of essential and fundamental importance, the management board requires the approval of the advisory board.



“We communicate regularly with our stakeholders regarding their expectations regarding economic, ecological and social issues. The challenge for successful sustainability management is to find the right balance between the diverse, sometimes conflicting expectations of the stakeholders, in order to enable the company’s long-term success.”

Dr. Judith Güthoff,
Compliance Officer & Sustainability Officer and
member of the Sustainability Steering Committee

Good and transparent corporate management is also reflected in internal guidelines and commitments, but also in memberships of local and international organizations.

Compliance

The term compliance includes the observance of laws, ordinances and (internal) guidelines as well as the observance of human, environmental or social rights. For Dr. Oetker, compliance has always been part of its active corporate practice and culture of values. This is expressed in many forms – first of all in the Oetker Code of Business Conduct, which applies worldwide and to all employees, and is accordingly available in 30 language versions. The key message

“Violations of the law are not tolerated in the company” is specified in individual chapters, for example on behavior in competition, fighting corruption, protecting the environment, foreign trade regulations or data protection and data security.

An important element for implementing the principles of responsible corporate management is the Compliance Management System, which was set up for the entire Oetker Group in 2011. In this way, the company takes into account the increasing global importance of the topic and supports its employees in dealing with the increasingly complex legal requirements. The company’s own compliance organization focuses on risk analysis as well as prevention and awareness-raising measures. In a program that is updated annually, compliance risks are considered separately for all Dr. Oetker companies internationally. Following the classic approach of risk analysis, their relevance, probability of occurrence and potential damage are considered and evaluated for defined compliance fields. On the one hand, regular and systematic processing promotes awareness of the regulatory framework to be followed, the existing risk potential and the consequences of a possible violation of (legal) requirements. On the other hand, it provides a reason, where necessary, to derive and implement measures to reduce the risk incidence.

Consultations and training sessions are designed to promote employees’ understanding of compliance and its essential importance for the sustainable success of the company and thus prevent potential violations. For this purpose, special online compliance training was created. In the reporting period alone, this was successfully completed by around 2,200 employees and is gradually being used in other countries. In addition, there are face-to-face training courses, especially for new employees or for those who, for technical reasons, have no access to online training.

The responsible compliance officers of the compliance organization are also available to all employees as neutral and independent contacts in the event of any questions.

In the event of specific incidents or suspicions, not only the employees, but also all external stakeholders and potentially affected people can contact the compliance organization, for example by email:

- ✉ compliance@oetker.de
- ✉ compliance@oetker-gruppe.de

or via the Oetker Group’s compliance hotline system:

- ✉ <https://coho.oetker-group.com>

These contact options offer all employees and external partners the opportunity to provide information on (possible) violations of the law that affect Dr. Oetker, if necessary, completely anonymously.

All reports are then examined confidentially within the compliance organization and with the help of involved departments.

There were no cases of corruption or violations of antitrust and monopoly law due to anti-competitive behavior during the reporting period. Furthermore, there were no fines and no non-monetary sanctions for non-compliance with social or economic laws or regulations, as well as environmental protection laws and regulations. Allegations of discrimination (verbal in one case) were made twice. Internal reviews have found these complaints to be justified. The company subsequently took appropriate measures, among other things to raise awareness among employees.

In order to ensure that environmental, social and compliance standards are also adhered to along the supply chain, Dr. Oetker has laid down corresponding requirements for legal and sustainable behavior on the part of its suppliers in the Dr. Oetker Code of Conduct for Suppliers and has made them an integral part of its contractual relationships. The requirements relate to compliance with human rights, labor and social standards, as well as anti-discrimination and anti-corruption. The code also includes behaviors to protect the environment, such as the use of energy-efficient technologies and the economical use of raw materials.

1.5 Data Protection

[GRI 418/103-1/2/3, 418-1]

Digitization is advancing, information processing and IT systems are becoming increasingly complex. To prevent misuse of user data, these systems require strict control. At the same time, the general public is becoming more aware of data protection issues. More and more people want to know who has their data and what is happening to it.

Dr. Oetker takes the wishes of customers, business partners, employees and applicants seriously and treats entrusted data with the greatest care and conscientiousness as well as taking legal obligations into account. The correct implementation and observance of the data protection regulations is the responsibility of the responsible management board of the respective Group company. This applies in particular to the area of customer data protection.

Due to the EU General Data Protection Regulation that has been in force since May 25, 2018, there are also various new regulations to be taken into account for Dr. Oetker. These relate in particular to the strengthened rights of data subjects, such as the right to information, correction, deletion and data portability, the expanded documentation and information requirements and the technical features such as privacy by design and privacy by default.

In order to meet these increased requirements, the company has set up a group-wide data protection organization. The aim is to implement uniform rules and concepts for data protection across the board, as well as to provide consistent, qualitatively equivalent advice and support for companies on data protection issues. In this context, the legally defined advisory and controlling function of the data protection officer is carried out centrally. The respective company management as well as the employees on site will be supported in the implementation of the data protection obligations, including with the involvement of the locally active data protection coordinator.

With a view to functional data protection management, the company has also set up an internal data protection guideline and, where necessary, adapted existing regulations, training documents and templates in accordance with the new General Data Protection Regulation.

There was a complaint regarding the violation of the protection of personal data during the reporting period. There was also evidence of a violation of the company's information obligations in connection with the rights of those affected. In both cases, the complaints proved to be justified after an internal review. The reported violations were immediately remedied. There were no cases of data theft and data loss in connection with customer data.

WE



CHOOSE OUR

Ingredient
WITH
Care





2 Product Responsibility

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2 Product Responsibility

Dr. Oetker has a comprehensive and holistic understanding of its product responsibility. In addition to the quality and safety of the products, the focus is on transparent communication of the ingredients and nutritional values as well as the constant and innovative further development of the product portfolio from a sustainability perspective. The company consistently monitors the markets and takes into account social trends that influence eating habits and baking and cooking culture. From this, it derives measures and solutions to meet the needs and wishes of consumers as best as possible. The result is a multitude of ingredients for home cooking and baking as well as a variety of convenient products in different portion sizes. A broad and consumer-oriented range of services creates transparency and maintains the credibility and trust in the quality of the Dr. Oetker brand and the safety of its products.

2.1 Highest Level of Food Safety and Quality

[GRI 416/103-1/2/3, 416-1]

“Quality is the best recipe” – for Dr. Oetker, this well-known slogan is much more than advertising. It is a guiding principle according to which all employees conduct their daily work. Ensuring the high quality and safety standards of Dr. Oetker products across all stages of the product life cycle makes a significant contribution to maintaining consumer confidence in the brand and its products, and is therefore crucial to the continued success of the company.

The Dr. Oetker Quality Promise

In the strategic segments of Pizza, Cake/Dessert and Professional, the Dr. Oetker brand has always stood for high-quality products that are guaranteed to succeed and offer a very special taste experience. In addition to quality, Dr. Oetker has defined food safety as the central focus of product responsibility when developing its sustainability strategy. As part of this, the company further established its quality assurance and management processes at all stages of the value chain during the reporting period. The careful selection of ingredients, strict controls and strict compliance with hygiene regulations along the entire production and supply chain guarantee that the quality

standards regarding product safety, taste and success are met. The effectiveness of the implemented regulations is regularly and systematically checked both internally and externally.

The company takes a variety of measures as part of its security and quality policy. In this way, it ensures that possible risks in the development, production, packaging and transport, as well as in the preparation of the food, are recognized at an early stage and possible dangers can be minimized or eliminated in good time. The company's obligation goes beyond legal requirements. In addition to internationally recognized standards, Dr. Oetker has therefore also established its own standards with regard to the safety and quality of its products. For example, the Dr. Oetker Food Standard, which is aimed at suppliers, defines basic requirements for raw materials, semi-finished goods, delivered merchandise and finished goods.

All German plants are certified according to ISO 9001 for quality management as well as the worldwide management systems for food safety, ISO 22000 and FSSC 22000 (FSSC = Food Safety System Certification). The certification was also expanded internationally in the reporting period: Up to and including 2018, 27 of the 32 production sites were certified according to ISO 22000 and an additional eleven according to FSSC 22000. The expansion of ISO 22000 and ISO 9001 certification to all production locations is an integral part of the further planning.

In addition, Dr. Oetker carries out risk analyses according to the HACCP concept (HACCP = Hazard Analysis and Critical Control Points) prescribed by law for food-producing companies. The entire production process from raw goods to use by the end consumer is checked for health risks. The production sites integrated in the Dr. Oetker quality management system are externally HACCP certified.

Dr. Oetker also has a process data information system that can be used to precisely control individual production processes and measurement data. Each individual production step can also be traced retrospectively and for years. Thus, possible sources of error can be identified. At the same time, the traceability of the products is guaranteed.

Raw material quality

Dr. Oetker ensures the impeccable quality of the delivered raw materials through extensive supplier and specification management. Corresponding quality requirements for suppliers are specified on the one hand in the Dr. Oetker Food Standard and on the other hand in the respective raw material and product specifications.

This includes, among other things, requirements with regard to the following criteria: food law labeling, microbiology, pesticides, mycotoxins as well as nutritional values, allergens, origin and appearance, smell, taste and physical and chemical properties (see chapter 3.2). By means of audits, Dr. Oetker continuously checks whether suppliers and their services meet Dr. Oetker's high quality standards. The results of the auditing flow into the supplier evaluations.

In addition, Dr. Oetker carries out its own raw material inspections as part of the incoming goods inspection. For example, quality assurance checks raw materials for harmful microorganisms such as salmonella and listeria. If specific limit values are exceeded, affected raw materials are blocked for processing. In addition, Dr. Oetker has a special laboratory for examining pesticide residues and other contaminants. Here, the experts check whether the raw materials meet the legal requirements.

Packaging

When it comes to food safety and quality, packaging plays an important role. On the one hand, it must meet high hygiene requirements and offer sufficient protection, on the other hand, there must not be any undesirable interactions with the food. For that reason, packaging manufacturers are obliged to demonstrate that their materials are harmless. Transport and storage tests check product protection in the event of uncertainties.

Storage and transportation

During storage and transport processes, the goods must not be damaged and the quality must be maintained. This is guaranteed by Dr. Oetker as part of its risk analysis according to the HACCP concept. Here, critical process points are identified and control measures to maintain product safety are determined, which are contractually agreed with the forwarding agents. Dr. Oetker ensures compliance with the agreements by regularly checking the logistics process.

In the case of temperature-controlled raw and finished goods, the temperatures of the warehouses are permanently electronically monitored to ensure the quality and safety of the products. Regular checks of the incoming and outgoing goods temperatures by means of core temperature measurements are also part of the control measures.

With the help of quality measurements and audits, the company regularly checks the range of services of the logistics service providers: This ensures that the requirements for delivery performance (for example, punctuality when collecting and delivering or compliance with the equipment regulations) are met and, if necessary, further measures to continuously improve the processes are identified and initiated.

Crisis management

Product safety is always the top priority. For this reason, in addition to the comprehensive measures described, Dr. Oetker also has a central and international crisis management system and the RASI (Rapid Alert System International) rapid warning system. Crisis management defines the measures that are necessary and, if necessary, far-reaching measures within the framework of crisis preparedness so that the company always remains capable and able to act. The aim is to prevent problem cases and crises, to identify them as early as possible and when they occur, to deal with them quickly and in a targeted manner in order to prevent personnel and economic damage or to limit damage that has occurred. The basis for this is, among other things the definition of possible process scenarios, for the execution of which exact flow plans with tasks and responsibilities within the company are defined. Depending on the type of incident, a task force from the relevant departments meets and initiates the necessary measures directly. This guarantees the protection of the products and thus that of the consumer. The goal of being the number one in terms of food safety from a consumer perspective remains the top priority for Dr. Oetker. The consistent implementation of management systems for quality and security and the improvement of our processes and activities are of central importance.



In quality assurance, the quality of the raw materials delivered is extensively examined.

In addition to analytical tests, experts check the raw materials according to criteria such as appearance, smell, taste and physical and chemical properties.



2.2 Transparent Product-Labeling

[GRI 417/103-1/2/3, 417-1]

Dr. Oetker relies on transparent and consumer-friendly labeling of the ingredients and nutritional values of its products and thus makes a contribution to conscious nutrition and thus to the well-being of consumers.

With its labeling policy, Dr. Oetker ensures that consumers can make their own informed decisions.

For example, the company provides comprehensive information on the nutritional values and ingredients of its products through various channels, and does so far beyond the legal requirements. The company also takes into account the specific needs of different consumers, such as alternative diets. Product labeling is continuously optimized through continuous feedback from the company's consumer-oriented service areas and regular internal and external reviews of the regulations.

Transparent and user-friendly labeling

As a strategic goal in terms of product responsibility, Dr. Oetker has set itself the goal of providing its customers with transparent and comprehensible information about its products, their ingredients, nutritional values and allergens. That is why the company attaches great importance to labeling its products as user-friendly and understandable as possible. The labeling of food in relation to ingredients, nutritional values and allergens in Europe is prescribed by lawmakers through strict food law. The central instrument is the Food Information Ordinance ("Lebensmittelinformationsverordnung"), which includes numerous and detailed requirements, for example on the clear labeling of imitations of food or on the minimum font size for better readability. However, the ordinance also aims to improve allergen labeling, for example through mandatory allergen information.

In order to give consumers the best possible orientation when choosing food, Dr. Oetker has been providing comprehensive information on nutritional values and ingredients for years – on the packaging, on the website and also through personal advice from the Dr. Oetker consumer service. Dr. Oetker has developed an in-house guideline (guidelines for expanded

nutritional labeling) for voluntary labeling in the "barrels" on the front of the packaging. With this additional label, the company has been going beyond legal requirements across Europe for years.

Another important aspect for transparent and understandable consumer information, especially with regard to nutritional information, is the manufacturer's consumption recommendations. Dr. Oetker follows the guidelines of the LMIV for voluntary nutrition labeling and voluntarily declares the nutritional information per serving and the percentage of the reference amount of nutrients and energy for almost all products, based on the average adult.

Allergens are labeled according to both legal requirements and internal guidelines (guidelines for labeling allergens in the list of ingredients). This is how Dr. Oetker ensures that the products are safe for affected consumers. Dr. Oetker provides further information on its website. With the help of the online allergy search, consumers for whom certain ingredients cause allergies or intolerances can find out which products contain them (or not). Dr. Oetker also offers a direct advice service for allergy sufferers in Germany. The company provides retail customers with allergy data and further information via a database of the GS1 (Global Data Synchronization Network, in short: GDSN).

Compliance with legal and internal standards is ensured at Dr. Oetker with the help of a person responsible from the field of Food Law, the compliance officer and other legal specialists.

Comprehensive product information

The Dr. Oetker consumer service is the direct contact between the company and its customers. It provides information about conscious nutrition and creates a high level of transparency on topics of food safety as well as on the ingredients of the products and their origin. The company offers comprehensive information free of charge by telephone, post or on the Internet via the consumer service:

Dr. August Oetker Nahrungsmittel KG

Verbraucherservice

33547 Bielefeld

Tel.: 00800 71727374

(free of charge when calling from the German network)

📞 www.oetker.de/kontakt/Kontaktformular




“The high quality of our products and consumer safety are our top priorities. All new developments are created in interaction with the consumer, all ingredients are identified transparently. We have always acted on the principle that ‘quality is the best recipe’.”

Dr. Konrad Hörstmann-Jungemann
Head of Product Development Dessert
and member of the Sustainability
Steering Committee

Dr. Oetker also answers consumer inquiries on social media such as Facebook, Instagram and Twitter. In order to always improve customer satisfaction, the company regularly evaluates consumer complaints, measures deviations from the goals set and follows them up. In addition, Dr. Oetker is continuously working on expanding the range of communications.

In addition, Dr. Oetker provides transparent information about the countries of origin of the various raw materials in the world of pizza as part of the so-called “Colorful World of Ingredients” and provides other interesting information about the ingredients. For example, the consumer learns that the Emmentaler cheese used by Dr. Oetker mainly comes from Germany and why it is perfect for pizzas with a hearty topping.

 www.oetker.de/pizza/bunte-welt-der-zutaten

The Dr. Oetker experimental kitchen has been an integral part of the company for over 115 years and makes a major contribution to the success and quality standards of the brand. Around 500 recipes are developed and new products are put through their paces every year in the Dr. Oetker experimental kitchen. The trained confectioners, housekeepers and ecotrophologists regularly conduct baking tests under defined conditions that reflect the range of possible oven differences. To ensure that nothing goes wrong with consumers at home and that Dr. Oetker products – from pudding to pizza – always work equally well, the employees of the experimental kitchen recreate different scenarios. In this way, for example, when preparing a dessert powder using different types of milk (chilled or uncooled, lactose-free or soy milk), optimal preparation instructions with the so-called success guarantee are created.

Against the background of the public debate about the introduction of a voluntary labeling model, Dr. Oetker deals with different labeling systems and the legal framework. In view of the global context in which the company operates, it believes a common and uniform solution at EU level is necessary.

Is it Tasty?

In the Dr. Oetker sensory tests, consumers provide feedback on the products.



> 4,000
Test Eaters



With product innovations such as *La Mia Grande* and *Creme Vega*, Dr. Oetker picks up on trends and consumer demands.



2.3 Product Adaptations and Innovations

[GRI 416/103-1/2/3]

The development and optimization of products, including their manufacturing processes, is one of the main tasks of the Research and Development department at Dr. Oetker. In close coordination, especially with the areas of marketing and market research, the employees create new products and technologies. External experts from business and science are often also involved in the multi-stage process. Together they generate ideas and implement innovations, diversification and adjustments. In the end, products are created that best meet all the requirements.

Dr. Oetker's main concern is to maintain the very high quality of its ranges and to generate growth through innovation. To ensure the company's competitiveness, it is essential to develop products that not only meet Dr. Oetker standards, but above all meet the high expectations of consumers. Dr. Oetker's core competence has always been to develop and offer high-quality, tasty products – for which success is assured – while also saving consumers time. At the same time, politicians and consumers expect branded companies to make a positive contribution to society and the environment. Dr. Oetker lives up to its responsibility and places sustainable production and the offer of products that promote sustainable nutrition in the focus of its product development. In addition, the company relies on a consistent review of the existing ranges with regard to health aspects and the reduction of additives.

Product innovations

When developing individual products, Dr. Oetker follows a structured innovation process based on consistent market analyses and a standardized model. On the one hand, with the help of trend and basic research, the company deals intensively with the future of nutrition in order to find out what nutrition will look like in 20 to 30 years and what role Dr. Oetker will play as a food manufacturer in the future. On the other hand, being close to the consumer is a crucial success factor in the innovation process. Regular feedback from consumers as part of market research and sensory tests gives the company early insight into the relevance and, if necessary, the need for optimization of a product.

Dr. Oetker has observed two decisive socio-political trends that have already had a significant impact on product development in the reporting period: the continuing consumer desire for enjoyable convenience products and the increasing demand for sustainably-produced, healthy and natural foods. The range of convenience food products is an integral part of the Dr. Oetker strategy. Accordingly, the company offers a very diverse range of products, in which consumers can choose from a variety of preparation options, such as home baking ingredients, baking mixes and finished cakes. However, parts of the public believe that convenience products often conflict with sustainable and healthy products. They are generally perceived as rather unhealthy because they are so widespread. Dr. Oetker is therefore facing the challenge of making convenience products sustainable in this sense too, and has expanded its ranges in the reporting period with various offers:

- The *PurVi* dessert range has been delighting consumers since June 2018, in particular those who also want to eat consciously. All products in the *PurVi* line derive their sweetness from the addition of agave syrup and have a less sweet, yet balanced taste.
- Since October 2018, *Vitalis Multikorn Muesli* has also been serving the trend towards naturally sweetened foods. The new muesli range with a high percentage of whole grains gets its subtle sweetness from honey.
- Special diets such as meat-free, gluten-free or lactose-free diets are also catered for by Dr. Oetker: In fall 2016 Dr. Oetker entered the market for gluten-free pizzas and since then has offered the *Ristorante Salame, Prosciutto and Mozzarella* gluten-free options for all those who want or need to eat gluten-free. These products have also been lactose-free since mid-2019, as have several variants from the pizza ranges *La Mia Grande*, *Intermezzo* and *Die Ofenfrische*.
- In addition, Dr. Oetker has observed a continuing trend towards vegetarian nutrition. In the pizza range, meatless variants already make up a third of the entire range. In the baking ingredients area, a vegetarian gelling agent was brought onto the market in the reporting period and since February 2017 Dr. Oetker has been offering the vegan refinement product *Crema Vega* as part of the range. Made on a soy basis, it can be used just like the well-known crème fraîche.

Sustainable consumption

Topics such as raw material procurement, energy consumption, packaging or food waste are further important fields of action, which are the focus of innovative and sustainable product development (see chapter 3, 5).

The growing need of consumers to make a positive contribution to nature and society through more sustainable consumption means that the raw materials and ingredients used in the products are grown or produced in the spirit of sustainability. Dr. Oetker takes this into account when selecting its raw materials.

Furthermore, the product developers take care during the development phase to keep the energy consumption in production and during preparation by the consumer as low as possible. The amount of waste is also minimized. Here the optimization of the packaging according to ecological and economic aspects comes into play, for example through the selection of environmentally friendly materials. This applies to both the pure quantity and the environmental impact. With the help of an optimized packaging design, Dr. Oetker wants to further reduce the use of materials as much as possible. The focus is also on the use of recyclable materials. About half of the packaging materials used by Dr. Oetker are made of paper or cardboard. Furthermore, glass, plastics and composite materials as well as aluminum are also used.

Dr. Oetker also attaches great importance to avoiding food waste. The main focus of the company is the avoidance of production waste. But the reduction of food waste in retail and among consumers also plays an important role, although the company's influence here is limited. That is why Dr. Oetker ensures the high quality of the logistics chain and sufficiently long best before dates. The selection of appropriate portion sizes is also a measure to reduce food waste at the consumer end.

Product adaptations

Dr. Oetker set the goal back in 2006, on its own initiative, to reduce the salt, sugar and fat content of its products whenever possible without compromising on quality or taste. Since then, various project groups have been working continuously on recipe adjustments. In the reporting period, the company was able to achieve further success in reducing salt, sugar and fat, and is therefore also following the suggestions made by politicians in 2018 as part of the national reduction strategy of the Federal Ministry of Food and Agriculture.

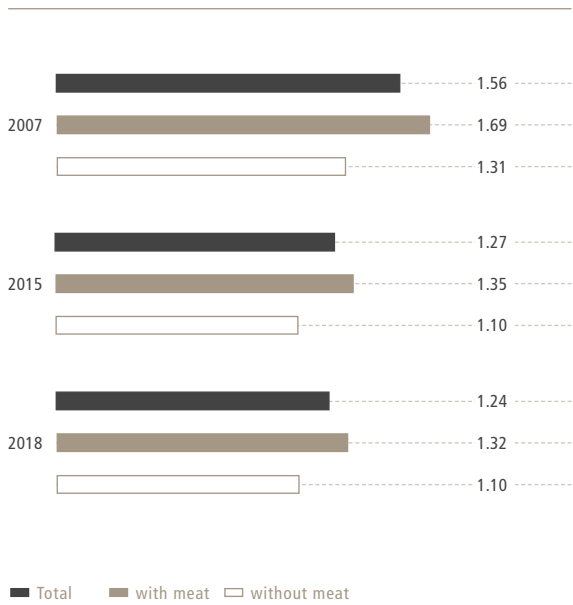
20 %

reduction of the salt content
by the end of 2018

Accordingly, since 2007, Dr. Oetker has reduced the average salt content in the pizza range averaged over all frozen pizza products sold in Germany, from 1.56 to 1.24 percent [8]. This corresponds to a gradual reduction in the salt content by a total of 20 percent by the end of 2018. Looking at the reporting period alone, the average sales-related salt content was reduced by 2.3 percent.

Dr. Oetker's goal is to achieve a maximum salt content of 1.25 percent for meat-containing frozen pizzas and a value of 1.0 percent for vegetarian products by 2022. For the vegetarian products in the range, this target was almost reached by the end of the reporting period [10].

[10] Development of sales-related salt content g/100 g



Due to the preservative properties of salt, salt reduction in frozen products not only has sensory but also technological limits. In order to maintain acceptable taste quality for consumers and ensure product safety, there is a residual amount of salt in certain raw materials (for example in sausage and cheese), which ultimately cannot be reduced any further.

In the *Paula* range, further recipe adjustments were made in relation to the sugar content during the reporting period. In the two strongest varieties (*Paula Pudding Vanilla Flavor with Chocolate Splodges* and *Paula Chocolate Pudding with Vanilla Flavor Splodges*), the sugar content was reduced again by 6.5 and 7.4 percent. This corresponds to a total reduction of 12.5 or 17.2 percent compared to the recipes that were originally launched on the market. As a result, the average sugar content of the *Paula* range is now below 12g/100g.

17.2%

total reduction in sugar content compared to the *Paula* recipes originally launched on the market

Dr. Oetker has had the *Vitalis Weniger süß* range in its muesli portfolio since 2007. Due to the great success of the range, recipe adjustments in terms of sugar content were extended to the entire *Vitalis*-range. In the period from 2006 to 2018, the sales-weighted, average sugar content based on the total *Vitalis*-range could be reduced by more than 16 percent. In 2006 the average sugar content was still 24.6g/100g, so the value was gradually reduced to 20.6g/100g. In the case of crunchy muesli in particular, Dr. Oetker managed to reduce the sales-related average sugar content of all crunchy muesli by 4.6g/100g. This in turn corresponds to a reduction of 18 percent, measured in relation to the starting content.

Reduction of additives

Dr. Oetker has always attached great importance to the responsible use of additives. That also reflects the corporate guideline “As little as possible, as much as necessary” with regard to the use of additives.

In order to meet the growing consumer desire for natural food ingredients and natural foods, the Research and Development department at Dr. Oetker has been working consistently on reducing additives for years. This was also defined as a focus of action in the area of product responsibility as part of the development of the sustainability strategy.

However, additives can only be reduced to the extent that there are no conflicts with the high standards of quality, taste and certainty of success. By improving the technologies and further developing the recipes, the company's goal is to reduce the use of additives while maintaining product quality.

Dr. Oetker employees always keep an eye on consumer and nutrition trends with the aim of launching new products at the right time and developing appropriate recipes. The company is largely guided by the interests of consumers.

At the same time, Dr. Oetker sees an important task in restoring public confidence in industrially manufactured food and in the safety of certain additives.

The company will continue its efforts to reduce salt, sugar and fat in the future. However, as part of market research on salt reduction, it was found that an excessively short-term reduction leads to consumers rejecting products or adding salt to the food themselves. Based on these findings, the reduction measures continue to take place gradually, so that the taste of consumers can get used to "less salty" or "less sweet" taste.

WE
DELIVER

Quality



3 Supply Chain

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3 Supply Chain

Dr. Oetker claims that its products not only consist of high quality ingredients, but also that they are manufactured under socially acceptable and environmentally friendly conditions. The high quality and sustainability requirements apply to all company locations as well as to actors along the entire supply chain. Accordingly, Dr. Oetker also expects its suppliers to comply with internationally recognized environmental and social standards.

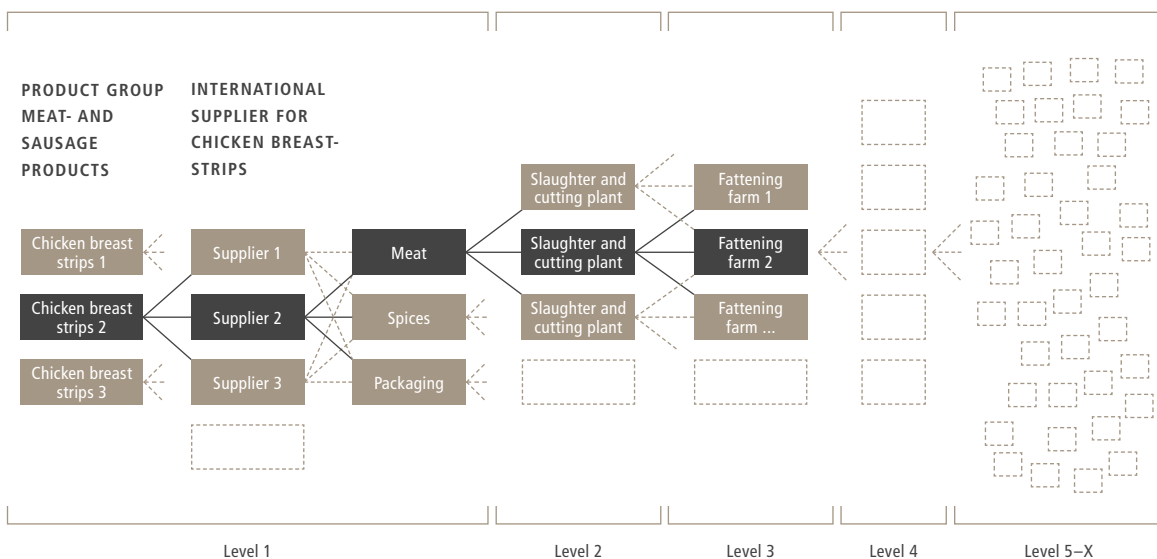
3.1 Procurement Practices

[GRI 102-9/11, 204/103-1/2/3, 204-1, 308/103-1/2/3, 414/103-1/2/3]

For its products sold in Germany, Dr. Oetker sources raw materials, semi-finished products, packaging and services from around 2,800 suppliers; worldwide there are even more than 5,000. However, these are only the direct suppliers who supply cheese, flour, salami, chocolate or spices, for example. As can be

seen from the example of chicken meat [11], the supply chains of the goods extend over further preliminary stages, in which a large number of other indirect suppliers are hidden. With around 4,000 products offered worldwide, Dr. Oetker faces the complex challenge of coordinating these supplier networks. Dr. Oetker accepts the responsibility associated with this in order to be able to offer its consumers high-quality products that are produced under socially acceptable and environmentally friendly conditions (see chapter 3.2).

[11] Example of the chicken meat delivery network



Source: own illustration.

Lead buying purchasing organization

Due to the increasing global challenges in purchasing, Dr. Oetker has created a lead buying purchasing organization. In this context, so-called lead buyers are responsible for procuring raw materials, packaging, merchandise and non-manufacturing materials for individual product groups for Germany and internationally. The lead buyers' area of responsibility also includes responsibility for the respective risk management system, which is intended to increase transparency along the supply chains in order to identify potential sustainability risks.

The lead buyers continuously check the purchased materials for cost-effectiveness and compliance with sustainability standards. This includes the assessment of the respective sustainability risk and the subsequent control. In this way, they identify supply chains in which compliance with sustainability standards cannot yet be guaranteed at all levels. Based on this information, the company is able to develop improvement measures and implement them together with the suppliers.

In order to optimize the suppliers' sustainability performance, Dr. Oetker obliges them to comply with certain environmental and social standards. In addition to other requirements, these are defined in purchasing guidelines such as the supplier manual or the Dr. Oetker Code of Conduct for Suppliers. With their signature, the suppliers are committed to the values and standards of Dr. Oetker and are committed to complying with the requirements.

In addition, as part of its procurement processes, Dr. Oetker aims to minimize sustainability risks in the supply chains in advance. However, it can happen that compliance with the specified sustainability criteria cannot be guaranteed. For raw materials with very complex supply chains that cannot be fully controlled or for which suppliers do not meet the requirements even after intensive exchange, Dr. Oetker is looking for more sustainable alternatives. For this purpose, the Purchasing department, together with the Research and Development department, examines the options for interchangeability.

Global supply chain with local focus

Due to its broad product portfolio, Dr. Oetker has access to a global supply network. Due to climatic conditions, many raw materials, such as pineapple, vanilla or cocoa, have to be sourced from regions around the world. Dr. Oetker purchases products whose typical areas of cultivation or origin are more regional with shorter delivery routes.

80%

Proportion of purchasing volume for German suppliers in 2018

Most of the direct suppliers for Dr. Oetker plants are in Germany: In 2018, 80 percent of the purchasing volume was spent on German suppliers [12]. The company was able to increase this value by four percentage points in the reporting period. Short distances can save costs and reduce transport-related CO₂ emissions.

[12] Pro rata expenditure for suppliers based in Germany



3.2 Supplier Management

[GRI 102-10, 308/103-1/2/3, 308-1/2, 407/103-1/2/3, 408/103-1/2/3, 409/103-1/2/3, 414/103-1/2/3, 414-1/2]

Dr. Oetker's suppliers are important partners with whom the company strives for long-term and fair business relationships based on honesty, trust and commitment. A constructive dialog and close cooperation form the solid framework for the purchase of high-quality goods that were manufactured under the most socially compatible and environmentally friendly conditions possible.

Dr. Oetker has laid down the respective requirements in various guidelines and directives that are binding for the suppliers. They are also an integral part for the selection of suppliers.

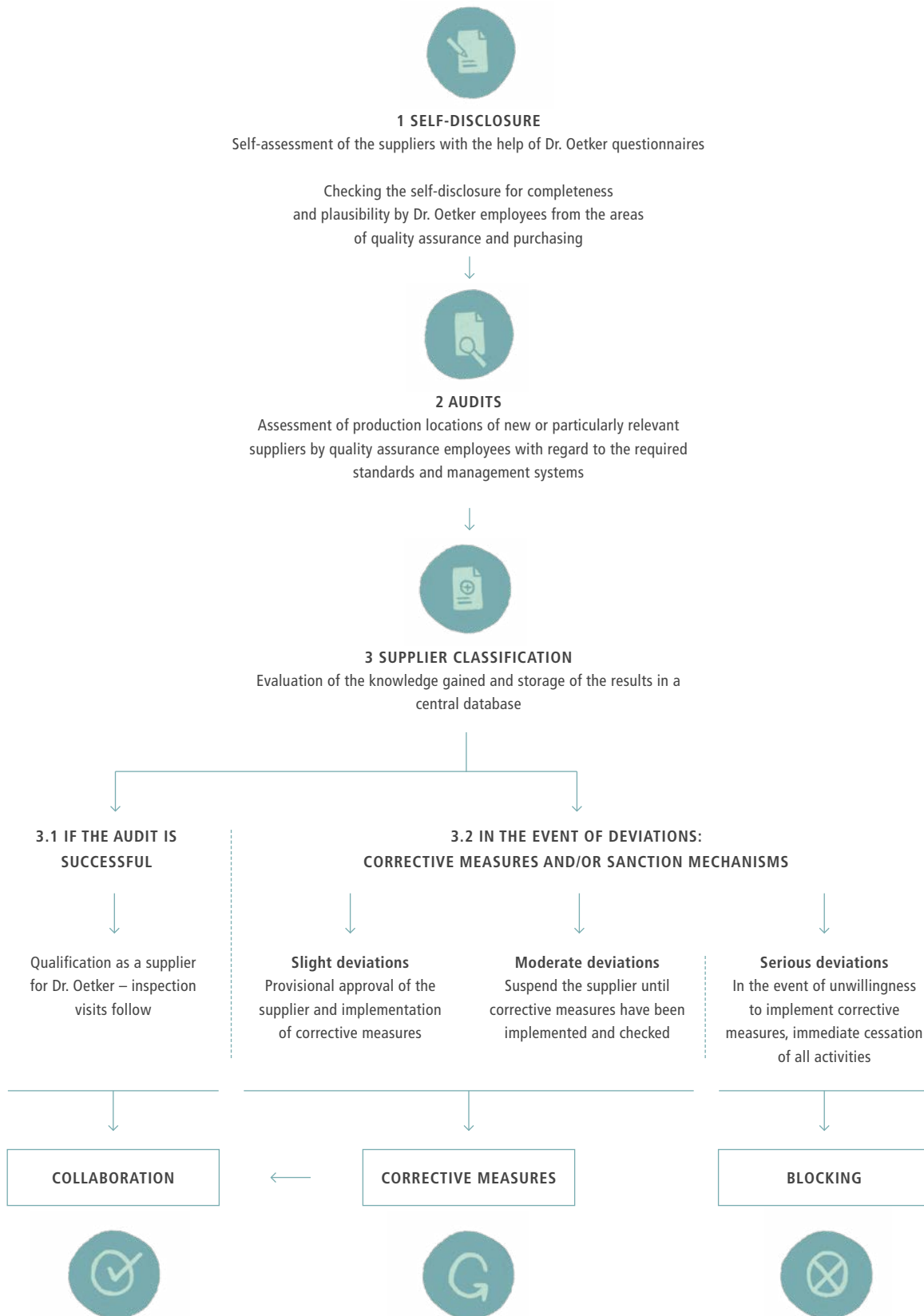
approx. 2,800

suppliers supply Dr. Oetker for its products sold in Germany with raw materials, semi-finished products, packaging and services.



The raw materials rest in the high-bay warehouse until they are processed in production.





Source: own illustration.



“The raw materials for our diverse product range come from all over the world. In order to be able to fulfill our responsibility for environmental and social standards in the complex supply networks, we see transparency as a crucial success factor.”

Ole Tilker
Head of Purchasing department and
member of the Sustainability
Steering Committee

Supplier manual and Code of Conduct for suppliers

In the supplier manual and in the Code of Conduct for suppliers, the company specifies not only the high quality standards, but also its requirements for the careful use of natural resources and compliance with internationally recognized social standards, both in its own production and for its suppliers. The required social standards are based on internationally recognized human rights and the criteria of the International Labor Organization (ILO). Accordingly, Dr. Oetker

does not tolerate child or forced labor in the supply chains. The right to freedom of association and collective bargaining must be guaranteed. The weekly working time and the permissible maximum working time must at least correspond to the national laws and guidelines. In addition, the wages of employees must meet the legal or industrial minimum standard, whichever is higher.

Dr. Oetker Food Standard

The Dr. Oetker Food Standard supplements the supplier manual and the Code of Conduct for suppliers with requirements that specifically concern the raw materials and products supplied. In addition to requirements regarding quality, food safety and traceability, the food standard also defines sustainability requirements for individual raw materials. For palm oil, cocoa and chocolate, for example, sustainability certificates must be available, while tuna must be caught in a dolphin-friendly manner and – for meat products – the use of antibiotics on animals is only permitted for the treatment of diseases. Chicken meat, eggs and egg products may only come from free-range chickens. In addition, the use of genetically modified raw materials is excluded.

The requirements for suppliers are regularly checked and, if necessary, additional sustainability aspects are added. Accordingly, the company revised both the supplier manual and the Dr. Oetker Food Standard in the reporting period. The respective documents are the subject of all supplier contracts to which the suppliers commit themselves with their signature. In the meantime, this process has been digitized and made more efficient. Potential suppliers must now register via a web-based portal in order to qualify. During the registration process, the supplier manual, the Code of Conduct for suppliers and the Dr. Oetker Food Standard must be confirmed. The documents are always available on the portal. If they are updated, the existing suppliers are automatically informed.

Supplier Evaluation System

In addition to the purchasing standards, Dr. Oetker has developed a supplier evaluation system that supports buyers in evaluating and developing suppliers [13]. Using sophisticated testing procedures, suppliers are assessed with regard to the quality of the goods and sustainability criteria such as occupational safety, health management, environmental protection, human rights, working conditions and anti-corruption. With the successful completion of the multi-stage evaluation process, suppliers qualify for Dr. Oetker. Corrective measures are initiated and implemented if there are only slight to moderate deviations from the requirements.

If a potential supplier shows that he is not cooperative or able to implement corrective measures, he will be blocked by Dr. Oetker. Regular checks are also carried out on successfully qualified suppliers in order to guarantee long-term compliance with all requirements. During the reporting period, however, no business relationship with any supplier had to be terminated due to an inadequate assessment of environmental or social criteria.

Due to the global economic development, the supply chains are subject to continuous changes. However, these have no influence on the basic quality and sustainability requirements that Dr. Oetker places on its suppliers. Procurement will continue to pursue the strategic goals of creating transparency, implementing standards together with suppliers and proactively avoiding sustainability risks in the supply chains.

3.3 Focus on Raw Materials

[GRI 308-2, 407-1, 408-1, 409-1, 414-2]

As part of the risk assessment, Dr. Oetker identified some raw materials for which sustainability is not always fully guaranteed per se, or which are of particular relevance to stakeholders, for example for reasons of consumer safety. These include raw materials of animal origin and raw materials that typically come from ecologically sensitive regions or from regions in which compliance with fair working conditions is uncertain or non-transparent. Accordingly, in addition to the requirements from the supplier manual and the Code of Conduct, the company has initiated measures to improve social and environmental compatibility, which are noted in the Dr. Oetker Food Standard.

Genetically modified Raw Materials

The use of genetic engineering is widely accepted around the world and is viewed with skepticism, particularly in the countries of the European Union. In order to guarantee safety for consumers, Dr. Oetker has obliged its suppliers not to use genetically modified organisms (GMOs), regardless of whether this is permitted by law or not. If quality assurance classifies raw materials as critical, the company randomly checks test certificates from its suppliers. This ensures that the Dr. Oetker Food Standards are complied with. In addition, all raw materials based on corn, rice and soy are examined at least once a year.

Cocoa and chocolate

The cultivation of cocoa is still often linked to forced and child labor, disregard for labor standards and unfair pay. In order to counteract these issues, in the period under review, Dr. Oetker continued to work to switch its procurement of cocoa and chocolate to sustainably certified goods. Since 2018, the company has only been buying UTZ MB in Germany, i.e. raw materials certified under the mass balance model. The changeover should take place worldwide by the end of 2020.

Palm oil

The use of palm oil as a vegetable oil is controversial, since rainforest is being cut down for the cultivation of oil palms, which then reduces biodiversity and promotes the accumulation of greenhouse gases in the atmosphere. Dr. Oetker takes these ecological problems very seriously and is committed to sustainable palm oil cultivation. Dr. Oetker has been a member of the Round Table for Sustainably Grown Palm Oil (RSPO) since 2011 and since 2012, all palm oil processing locations in Germany have been RSPO certified. The palm oil processed in the products is fully certified according to one of the RSPO standards. By the end of 2020, Dr. Oetker plans to achieve the very high RSPO Segregated standard on a worldwide scale.

In addition, Dr. Oetker increasingly focused on possible alternatives for the use of palm oil in the reporting period and replaced palm oil with sunflower oil for example for the *Vitalis* crunchy muesli. However, a substitution is not possible for all products due to quality reasons or due to a lack of availability on the part of the suppliers. A complete switch to other oils does not appear to be a sensible alternative from an ecological perspective; the problem would be exacerbated by the need to expand acreage for other types of oil. Various studies have shown that palm oil has a significantly higher yield compared to other types of oil. According to a WWF study, the production of sunflower or rapeseed oil takes up almost 5 times the acreage required for the production of palm oil [14].

In addition, for many of the oil types in question, such as coconut oil or shea fat, there are still no standards comparable to the RSPO. This means that it is currently difficult to estimate the possible ecological but also social consequences in the producing countries. For these reasons, Dr. Oetker continues to try to keep the consumption of palm oil as low as possible, but currently considers a complete avoidance to be neither feasible nor sensible.

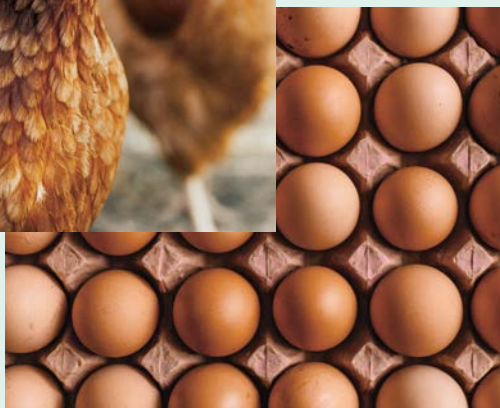
100%



of the cocoa used in Germany is UTZ certified. The changeover should take place worldwide by the end of 2020.



Dr. Oetker obtains chicken, egg and egg products exclusively from free range suppliers.



[14] Oil yields of different plants compared in tons per hectare



Source: WWF (2016): Tracking Down the Oil

Raw materials of animal origin

With regard to animal welfare and consumer safety, Dr. Oetker has defined high standards for its suppliers in the Food Standard, among other things. Chicken, eggs and egg products are obtained exclusively from free range sources. As mentioned above, suppliers who supply meat or meat products may only use antibiotics to combat animal diseases. The use of antibiotics as fattening aids or growth promoters is prohibited without exception.

The company is also working on a future-oriented concept that should improve transparency within the supply chain and reduce its complexity. At the same time, the concept aims to further improve animal welfare in the production of the raw materials used by Dr. Oetker. This includes that the pork processed at the German production sites is almost entirely quality meat certified by Quality and Safety GmbH (QS). The QS scheme checks the meat for food safety and compliance with animal husbandry standards across all stages of production and processing, some of which go beyond legal requirements.

Dr. Oetker has set itself the goal for 2025 of exclusively purchasing chicken meat for its products sold in Europe, which at least meets the criteria of the Euro-

pean Broiler Initiative. These criteria go beyond the legal requirements. For example, a maximum stocking density of 30 kilograms per square meter is permitted, in contrast to 42 kilograms per square meter according to European law.

In addition to the requirements for meat and sausage products as well as eggs and egg products, the Dr. Oetker Food Standard defines clear requirements for reducing bycatch for tuna suppliers. They are prohibited from using so-called FADs (Fish Aggregation Devices). In addition, the avoidance of damage to dolphins must be proven by a corresponding dolphin-free certificate.

Dr. Oetker also works with the Marine Stewardship Council (MSC) and the Aquaculture Stewardship Council (ASC) to promote sustainable fishing. MSC-certified tuna or fish and seafood from ASC-certified aquacultures are therefore used for individual products.

The MSC has now expanded its criteria to include social aspects. Now every MSC-certified fishery has to state, in addition to the environmental standards, which regulations and mechanisms it uses to exclude forced and child labor.



OUR EMPLOYEES

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4 Employees

As a family company, Dr. Oetker attaches great importance to a trusting relationship with its employees. With targeted support measures, further training and a high degree of personal responsibility, Dr. Oetker creates the conditions for the individual professional and personal development of each individual. The values quality, continuity and innovative strength that describe the core values of Dr. Oetker are the basis for a long-term career that the company offers its employees.

4.1 Attractive Employer

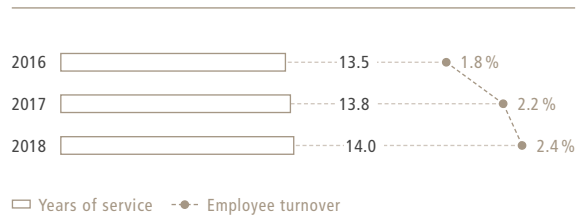
[GRI 102-8/41, 401/103-1/2/3, 401-1/2, 402/103-1/2/3, 402-1]

Thanks to attractive remuneration and social benefits, targeted training and further education measures, the appreciative corporate culture and the opportunity to act independently, Dr. Oetker employees feel very comfortable at the company. The company creates optimal framework conditions for career prospects, but also for the compatibility of family and work (see chapter 4.4).

14 years
Average length of service
of employees

The appreciation for the employees is also reflected above all in the long years of service. In 2018, Dr. Oetker employees worked for the company on average for 14 years [15]. This corresponds to the rate of the previous reporting period. In times of technological change, increasing digitization and the establishment of new, agile business models, this is an important sign of continuity. Dr. Oetker hired around 700 new employees in Germany in the reporting period, with a balanced gender ratio.

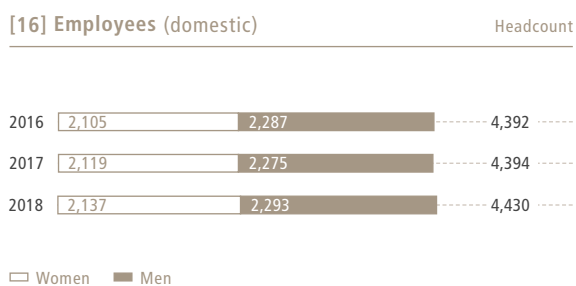
[15] Seniority and employee turnover



The key areas of action for employee management are based on seven key points:

- Value culture / good leadership
- Occupational safety
- Apprenticeship
- Remuneration and social benefits
- Use and development of employees
- Diversity and equal opportunities
- Compatibility of family, job and voluntary work

These core topics defined by the company and the associated measures are based on a socially responsible, sustainable personnel policy and the employee-oriented corporate culture typical of Dr. Oetker. The company sees motivated and satisfied employees as a key factor for continuous success. In 2018, over 4,400 employees worked for Dr. Oetker in Germany, 90 percent of whom were permanent employees [16]. Dr. Oetker employs over 12,000 people worldwide.



Remuneration and social benefits

Dr. Oetker offers its employees performance-based and market-based remuneration as well as comprehensive social benefits. In this way, the company creates an important prerequisite for gaining qualified staff and keeping them long-term. The collective agreement, including vacation and Christmas bonuses, continued payment of wages in the event of illness and vacation entitlement, applies to employees at the German locations.

In order to achieve performance-related and therefore fair remuneration, Dr. Oetker evaluated all non-tariff positions or positions at the German locations and assigned them to a remuneration class. With the help of a specialized advisory institute, Dr. Oetker analyzes the fairness of wages and, if necessary, derives appropriate measures for their implementation.

Almost all employees receive the same social benefits, regardless of full-time or part-time employment. Among other things, Dr. Oetker offers an employer-financed, defined contribution pension scheme. In addition, there are regular advisory appointments for private retirement provision at individual locations.

Value culture and responsibility

The basis for employee management at all hierarchical levels is a shared culture of values based on trusting cooperation. The owner family and the managers have a special responsibility to live out and convey these values. This includes, in particular, open and transparent communication, but also modesty, reliability and loyalty. The company lives these principles of cooperation at all locations. The central instrument in terms of transparent communication is continuous feedback talks, in which employees and supervisors openly discuss about goals, work results and perspectives.

A central concern of the company management is to involve employees in strategic processes. The creativity and entrepreneurial flair of the employees are

essential for the overall success and further development of Dr. Oetker. Against this background, the *NEXT* transformation program started in the reporting period. This acts as an umbrella for various projects and initiatives to advance future issues. The company is thus reacting to the cultural change taking place, to the advancing digital transformation, to agile forms of work and market changes. Most of the ideas for these projects come from the departments. *NEXT*, among other things, gave rise to the #move initiative, which deals with methods of "New work". Today, the initiative has developed into a department with four employees. The aim of #move is to make work processes efficient and to create the conditions for changes in the working world.

In addition, the company encourages all employees to identify potential for optimization, to address these points and thus actively shape the future of the company. For this purpose, Dr. Oetker introduced the so-called idea management as a company suggestion scheme more than 40 years ago. This program enables anyone interested to contribute ideas for problem solving. Around 900 ideas were received in the reporting period. Many ideas have been put into practice. Every month, the company also selects the idea of the month and thereby recognizes the special performance of its employees.

approx. **900**
Suggestions from employees during
the reporting period

The company particularly promotes employees who volunteer and thus take on special social responsibility. The "*Hand-in-Hand for Volunteering*" program supports the volunteering activities of Dr. Oetker employees and pensioners with products and / or donations. In the 2016-2018 reporting period, the company funded 131 projects both nationally and internationally. Since the program was founded in 2011, there have been a total of around 300.

The management board always provides timely information about changes in the company, for example via video messages, via the intranet or in separate events.



Hand in Hand fürs Ehrenamt supports the volunteer work of Dr. Oetker employees. During the reporting period, the Wittlich volunteer fire brigade benefited from the funding program.

#azubi digital



Springboard for students: Initial business contacts can be made at the Oetker Group's Talent Days.

4.2 Targeted Training and Further Education

[GRI 404/103-1/2/3, 404-2]

A large part of Dr. Oetker's business success is based on targeted training and the promotion of young talent. Recognizing the most suitable talents at an early stage and keeping them in the long term has proven its worth in more than 125 years of Dr. Oetker. This is demonstrated by the continuous economic success combined with the average length of service of the employees [15]. There are currently particular challenges posed by the shortage of skilled workers, demographic change, digitization and changing expectations of young people for employers. For this reason, the company is constantly developing new programs and initiatives to convince talents of Dr. Oetker.

Training and trainee programs

The range of training places is based on needs. There are currently eleven training occupations and three training-oriented courses. Due to continuous growth and an attractive working environment, Dr. Oetker succeeds in taking on a large part of its trainees year after year. In the reporting period, 73 trainees in Germany moved into permanent employment. Accordingly, the company regularly advertises new jobs, both in the commercial and in the trade sector. A total of 138 trainees were hired in Germany in the reporting period.

According to the company values, trainees also enjoy a high degree of trust at Dr. Oetker. They learn to take on responsibility at an early stage by independently carrying out projects or organizing events. Among others, this includes the training open day ("*Tag der offenen Ausbildung*"), which the trainees organize independently and which is aimed at interested students who are in the professional orientation phase. The Wittlich location also pursues a similar concept with the *Take Off* event for school children from around the region.

The company also connects experienced employees with young trainees through a sponsorship program. The sponsors provide advice to young people using their professional and life experience and ensure smooth integration into the company.

In 2017, the HR department started the digital training concept *#azubidigital*. The concept offers trainees the opportunity to actively help shape the digital transformation of the company within their classic training



“As an employer, we place great value on our employees’ personal and social skills in addition to their professional skills. It is important to us that our corporate values are not only respected, but also lived out. In this way, we create an environment in which motivated employees who contribute to the company can look beyond their own horizons, develop entrepreneurial thinking, flourish and develop quickly.”

Axel Zinke

Member of the Management Board in the Nordics and member of the Sustainability Steering Committee

and dual study programs. Since no two professional paths are the same, the digital projects are geared towards the current needs in the respective areas as well as the individual inclinations and goals of the individual trainees. The classic training content during the training period is also not neglected.

The increasing internationalization of the company also plays a major role in training. That is why Dr. Oetker offers its junior staff positions abroad. Since 2010, 80 trainees have already been posted to foreign locations. A stay abroad is also planned for the training integrated degree courses.

Dr. Oetker's international trainee program has been in existence since 1979 and is aimed at university graduates. In Bielefeld, the focus is on the professional fields of commercial sales & marketing, accounting & controlling, supply chain and IT. The 18-month trainee program includes a six-month stay abroad in one of the 40 national companies.

For students and graduates

Students and graduates are invited to apply for the *Oetker Group Talent Days*, in which Dr. Oetker actively participates. This annual event offers interested parties the opportunity to gain insight into various areas of the company through practical workshops and to make initial professional contacts.

In addition, Dr. Oetker offers challenging internships and stays in touch with outstanding interns and trainees through the company's own *Stay in Touch* program. One essential part of this program is the event program in which potential young people can take part twice a year. The aim is to find out about developments in the company and to discuss career opportunities within the Oetker Group. There is also the possibility to write theses in many departments at Dr. Oetker. With the Oetker Group's *Gap Year Program*, students can complete two to three internships in different industries within the group with just one successful application.

Further training

Dr. Oetker offers an extensive training program for its employees. In the sense of selective, lifelong and continuous learning at the workplace, the company strives to further develop its employees and thus itself. For this purpose, Dr. Oetker founded the *eCademy*, an e-learning platform for the mediation of digital further training offers. In addition, there are also classic development programs, which include an international trainee program, the *Talent Development Program*, as well as special further training for commercial and trade employees. The Wittenburg location also offers retraining to become a specialist in food technology. Special managerial training is available for (potential) managers.

The company provides intensive in-service training. In the reporting period, 25 employees across Germany took advantage of the offer of part-time courses.

In order to ensure the individual and sustainable promotion of employees and managers, the company regularly adjusts the training content depending on the changing framework conditions. For the purposes of continuous evaluation, the organizers of the training measures request feedback from the participants during the events. This ensures that the teaching content always corresponds to the current requirements of the employees.

4.3 Safe and Healthy Work Environment

[GRI 403/103-1/2/3, 403-1/2/3/4/5/6/7/8]

Health and physical fitness are the basic requirements for sustainable performance, well-being and motivation. For this reason, Dr. Oetker supports its employees with a variety of offers to ensure their employability. The main focus is on measures for safe and ergonomic working conditions as well as promotion of health to maintain the workforce.

Health protection

Dr. Oetker identifies relevant areas of action in occupational health management and uses them to develop offers to best support the workforce. This includes advanced training on balanced nutrition, seminars on coping with stress, physical activity, addiction prevention and occupational health care. The plant in Wittlich, for example, has its own gym, the "Dr. Oetker Kraftwerk", including a variety of courses under the supervision of a sports scientist. Company sports communities ensure physical and mental well-being and strengthen cohesion among colleagues.

These voluntary services are available to every employee. Dr. Oetker provides information about the offers mainly via the intranet and more recently via an employee app, and also via break-time TV at the plants.

In the context of health protection, the company works together with external health insurance companies, rehabilitation and health care providers as well as professional associations. Every employee receives preventive examinations by the company doctor which are tailored to the field of activity. There is also the possibility of receiving flu vaccinations. Employees with computer workstations have an ergonomically optimized work environment. Height-adjustable office tables can be requested in coordination with the respective department.

100%

of all Dr. Oetker employees are covered by a management system for occupational health and safety.



Employees have the opportunity to be trained as first aiders.

Every employee receives preventive examinations from the respective company doctor.



The measures are partly based on workplace surveys and work situation analyses that were carried out in the previous reporting period (2013-2015). The results of these studies are still valid.

In addition, the topic of “healthy leadership” is becoming increasingly important. During the reporting period, a service provider commissioned by the company trained and raised awareness among department heads, masters and foremen on the subject of health management throughout Germany.

In addition, Dr. Oetker was honored by the Food and Hospitality Trade Association for its exemplary commitment to improving occupational safety beyond the legal requirements. The company has used all of the bonuses received to improve occupational health and safety measures.

Occupational safety

Dr. Oetker operates a comprehensive safety management system to avoid accidents at work. The company sees the improvement of occupational safety as a continuous process that is worked out together with the employees across departments.

Each Dr. Oetker location has an individual management system for occupational safety and health protection, in which the implementation of risk assessments, instructions, examinations of work-related injuries or illnesses, occupational health care and communication with the professional associations and the state health and safety authority are organized.

Employees of external companies commissioned by Dr. Oetker also benefit from many occupational health and safety measures. For this purpose, Dr. Oetker has installed a contractor management system that provides a contractor coordinator for each contractor contracted by Dr. Oetker. This coordinator informs the employees of the external company about the company regulations and about the dangers for safety and health resulting from the working environment. The external company coordinator organizes the work of the external company with regard to the possible effects of the work on current operations, the possible effects of current operations on the work and safety of external company employees, and with regard to the presence of other external companies. The management system for occupational safety and health protection for Dr. Oetker employees and the external company management system were implemented on the basis of the Occupational Health and

Safety Act. All locations organize occupational health and safety based on OHSAS (Occupational Health and Safety Assessment Series) 18001, and in Bielefeld also according to the new management standard ISO 45001. Wittenburg aims to achieve ISO 45001 certification by 2020.

Work-related dangers are regularly identified and documented in accordance with the recommendations of the professional associations and the state health and safety authority. The risk assessment is carried out by the superiors of the individual company divisions. They are supported and advised by qualified safety officers, a specialist for risk assessments, the company doctor, the specialist for occupational safety, the works council and other competent employees.

Work-related accidents are reported internally, documented and included in the accident statistics. From this, Dr. Oetker draws conclusions about possible sources of danger and thus derives useful preventive measures.

The employees actively participate in occupational safety and health protection. Among other things, the Health and Safety Committee (ASA) meets once a quarter on topics related to occupational safety and accident prevention. In accordance with the legal requirements, it is made up of employer representatives, works council members, the respective company doctor, occupational safety specialists and safety officers. The works council represents the interests of the workforce.

To further improve occupational safety, Dr. Oetker employees take part in a wide range of training courses to raise awareness. Employees and managers receive targeted further training offers on the topics of occupational safety and health protection – for example, to participate in trade association seminars.

The measures to avert risks and dangers are versatile. These include, among other things, the labeling of dangerous goods, the provision of safety data sheets, operating instructions and protective equipment, fire protection measures, occupational health care, the appointment of company officers (fire protection, safety, first aiders, etc.) and safety and health protection labeling.

In the reporting period, all employees at all locations were covered by a management system for occupational health and safety.

4.4 Promotion of diversity and equal opportunities

[GRI 401-3, 405/103-1/2/3, 405-1]

Dr. Oetker stands for a cosmopolitan corporate culture in which everyone, regardless of gender, origin, religious affiliation, state of health, sexual orientation and identity is valued. The company consistently stands up for that principle. Dr. Oetker observes the rules of neutrality and the general Equal Treatment Law (AGG). The company sees it as its task to create a working environment, for both employees and external partners, in which everyone can develop according to their interests and talents.

In order to ensure compliance with these principles, the company employs a compliance officer, who receives information confidentially and forwards it to the appropriate departments if necessary (see chapter 1).

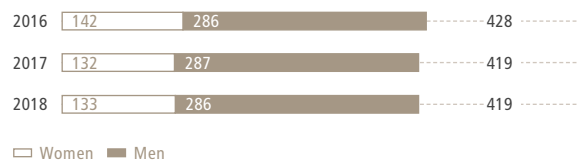
In 2018, Dr. Oetker employed 419 managers, of which 32 percent were women [17]. That roughly corresponds to the quota of 2015. The company still sees development potential here.

Being a family company, balancing family and work is a special concern for Dr. Oetker. During the reporting period, a total of 306 employees took parental leave, 139 of them male [18]. The rate of male parental leave takers has been increasing since 2017 and has even exceeded the number of women on parental leave. The company supports its employees with more than 400 different flexible working time models and – depending on the job – the opportunity to work remotely. There are also return initiatives for those returning to work after parental leave, as well as a cooperation with an independent counseling and placement service that

makes it easier for young parents to successfully combine children and careers. Among other things, Dr. Oetker supports them in their search for various childcare options and organizes vacation games for children from six to 13 years old. At the Bielefeld location, the company offers crèche and daycare places as well as emergency childcare. Anyone caring for a relative receives advice, information and, if necessary, support in the search for a care solution.

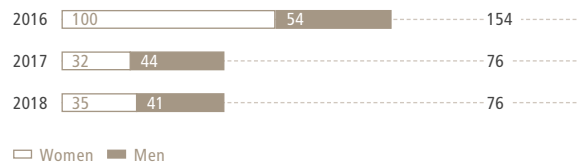
[17] Managers according to gender

Headcount



[18] Parental leave

Headcount



[19] People with severe disabilities

Headcount





ENSURING
A GOOD

Taste IN THE Future





5 Environmental Protection

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5 Environmental Protection

Protecting the environment is of particular importance to Dr. Oetker and is firmly anchored in the corporate philosophy. The company has already established high environmental standards in the past decades. In line with responsible corporate policy, Dr. Oetker is pursuing the goal of continuously reducing environmental pollution. For this reason, Dr. Oetker formulates concrete measures based on ambitious objectives that are regularly checked for their success.

5.1 A Long Tradition of Environmental Protection

[GRI 302/103-1/2, 303/103-1/2, 305/103-1/2]

Protecting the natural foundations of life – clean water, clean air and healthy soils – is of great importance for Dr. Oetker. The availability of high-quality agricultural raw materials is an important prerequisite for the company's success. The efficient use of resources also saves costs and thus helps Dr. Oetker to offer the high-quality products at competitive prices.

Accordingly, early in 1987, Dr. Oetker established an environmental protection officer in the company. In the subsequent years, the first internal environmental audits followed, environmental protection was integrated into the company suggestion scheme and an environmental organization was established at all of the German production facilities. Environmental audits were carried out at foreign locations for the first time in 1994. A special milestone in the company's environmental history is the award presented to Dr.h.c. August Oetker as environmental manager of the year 1995.

At the end of 2018, all German and 22 of the 32 production sites worldwide were ISO 14001 certified. The central organization of this environmental management system is managed by the Environment and Construction department in Bielefeld. In all Dr. Oetker subsidiaries there are also local managers responsible for site-specific environmental protection.

For corporate environmental protection, topics such as energy efficiency, greenhouse gas emissions, efficient material use, water use, noise and odor emissions as well as the handling of environmentally hazardous substances such as refrigerants are central components of everyday work.

5.2 Energy Efficiency and Greenhouse Gas Emissions

[GRI 302/103-1/2/3, 302-3/4, 305/103-1/2/3, 305-4/5]

Dr. Oetker uses energy in the form of electricity, natural gas, district heating and a very small amount of heating oil for production. This use of energy is associated with the emission of greenhouse gases. In order to reduce production-related greenhouse gas emissions, the company set itself the goal in 2015 of increasing the efficiency of energy use in production by 15 percent by 2020 compared to the base year 2010. In this way, Dr. Oetker not only counteracts rising energy costs, but also takes into account the expectations of stakeholders regarding the reduction of climate-relevant gases.

Energy

Dr. Oetker obtains slightly more than half of its energy consumption from the electricity grid, followed by natural gas and a small proportion of district heating, which is used at the Bielefeld and Oerlinghausen sites. Heating oil is used only at the Ettlingen location and in very small quantities.

Dr. Oetker has been operating an energy monitoring system since 2008 in order to continuously record and assess energy consumption in the plants and to identify potential savings. In addition, all German locations have been equipped with an ISO 50001 certified energy management system since 2012. The use of energy is also regularly recorded and evaluated at the international locations.

Thanks to decades of optimization, the Dr. Oetker plants are already at a very high level with regard to energy efficiency. For example, the company uses the waste heat, i.e. heat generated during the production process, to heat the process water at various

locations. At the Oerlinghausen site, a combined heat and power plant (CHP) provides both electricity and heat in a very efficient way. Other measures to minimize energy losses relate, among other things, to the optimization of energy-intensive compressed air processes. By using so-called leakage devices, the technicians were able to identify places where air previously escaped unnoticed. Additional optimization potential was realized through the use of economical LED lighting and better building insulation for the windows and facades.

Energy saving measures

Despite the long-standing optimization measures, the company continuously derives and implements additional measures to improve energy efficiency based on the results derived from the energy monitoring. The potential for increasing energy efficiency differs from location to location and exists particularly in very energy-intensive processes such as refrigeration, compressed air and steam generation.

The following measures were implemented at the various locations in the reporting period [20]:

These and other efficiency measures reduced the relative amount of energy used in the reporting period by 25.3 kilowatt hours (kWh) per ton (t) of products to 757.8 kWh/t.

25.3 kWh

reduction of energy consumption for a ton of products produced in the reporting period

The company is however, unlikely to achieve the goal set for 2020 to improve energy efficiency to the planned extent compared to 2010. This is mainly due to shifts in the range and the increasing international success of our pizza ranges. Plants in which frozen products are produced such as pizzas or baguettes and products for

[20] Energy saving measures in the reporting period

LOCATION	MEASURE	SAVING
Bielefeld	Conversion to LED lighting in the filling area	21,000 kWh/a
Ettlingen	Installation of heat recovery in the ammonia plant	100,000 kWh/a
	Reduction of no-load losses in the transformers	3,000 kWh/a
	Reduction of electricity consumption when generating compressed air in the warehouse	8,000 kWh/a
Oerlinghausen	Conversion of heating system for the pressure disinfestation tanks from electricity to district heating	50,000 kWh/a
	Conversion to LED lighting in production halls and outdoors	100,000 kWh/a
Wittenburg	New cooling capacity control	240,000 kWh/a
	Conversion to LED lighting in the production hall	63,000 kWh/a
Wittlich	Conversion to LED lighting in personnel area and in the baking hall	82,600 kWh/a

BIG BAG



The use of re-usable big bags reduces the amount of waste generated in production.



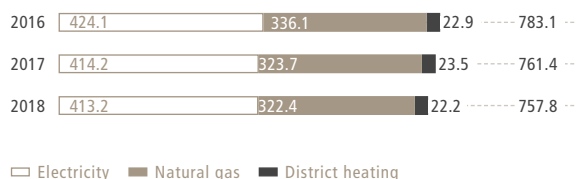
> 80 %

of the packaging materials for products are made of cardboard or paper.

the bulk consumer business such as pasta or desserts, are significantly more energy-intensive than those in which products such as muesli, baking mixes or dessert powder are produced. In addition, there are considerable differences in the energy intensity in production among the pizza ranges themselves. The company is working consistently on improving the production standards in the pizza factories in order to be able to realize further energy savings in the future.

[21] Energy use

In kWh/t



□ Electricity ■ Natural gas ■ District heating

Another reason for this is the wide range of products. In order to meet consumer demands, the products manufactured on the production lines have to be changed more frequently. Due to the strict hygiene guidelines, for example for allergen management, the production lines have to be cleaned more frequently. Hot water and compressed air are used in this process, which is associated with a high expenditure of energy.

Greenhouse gas emissions

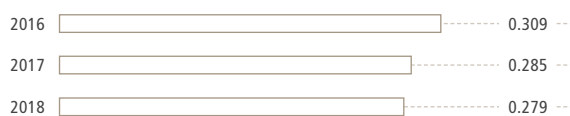
An analysis of the environmental impacts along the Dr. Oetker supply chain has shown that the largest proportion of greenhouse gas emissions arise in the upstream supply chain, for example during the cultivation of raw materials, and accordingly cannot be influenced directly. In the Dr. Oetker plants, greenhouse gas emissions are caused by the use of energy, particularly in the energy-intensive processes described above. Dr. Oetker also has only a very limited influence on other emissions associated with logistics, i.e. the transport of raw and finished goods, or with the preparation by the consumer and the disposal of waste. Nevertheless, the company tries to create the basis for low-emission processes by efficient logistics, optimized recipes and environmentally friendly packaging.

Optimization of the production processes

By increasing energy efficiency in production, Dr. Oetker was also able to reduce the relative production-related emissions of greenhouse gases during the reporting period. Through the use of energy, around 0.279 tons of CO₂ per ton of manufactured products were emitted in Germany in 2018 [22].

[22] CO₂ emissions from energy consumption

In t/t



Raising awareness among managers and employees about the negative consequences of greenhouse gas emissions plays a central role at Dr. Oetker. You too are invited to submit proposals for reducing energy consumption. The company regularly conducts training and has also set up environmental and energy teams at all national locations to assess the employees' suggestions and to check their implementation.

Logistical processes

Every year, large quantities of Dr. Oetker products are transported from the plants to the warehouses of the trading partners. Dr. Oetker controls the majority of this so-called outbound transport service itself and works closely with logistics service providers. A smaller part of the transport service is organized directly by the retail customers. In order to be as cost- and CO₂-efficient as possible, the company reduces transport expenses as much as possible, for example by maximizing vehicle utilization or by optimizing route planning.

In Germany, the transport is carried out by truck. Transport service providers are obliged to comply with the Euro IV emissions standard, with more than 95 percent of vehicles already having the stricter V and VI emission classes. The main reasons why goods are not transported by freight trains are the requirements for the delivery speed and frequency of customer deliveries, and above all the fact that the trading partners' warehouses generally do not have rail connections.

5.3 More Efficient Use of Materials

[GRI 301/103-1/2/3, 301-1/2, 306/103-1/2/3, 306-2]

It is very important to Dr. Oetker to use raw materials and packaging materials efficiently in order to avoid waste and to operate cost-effectively. Nevertheless,



“We have always placed great value on the efficient use of energy, water, raw materials and other materials in production and logistics. Nevertheless, we have to remain flexible in these processes so that we can maintain our strict quality and safety standards and ensure a high level of deliverability.”

Csaba Kalman
Managing Director Hungary and
member of the Sustainability
Steering Committee

due to the strict quality requirements, food and packaging waste can arise in particular in production. This applies both to the purchased raw materials and to goods that have already been produced.

Packaging materials

With packaging materials, a distinction is made between product packaging and transport packaging. Product packaging includes the classic sales packaging that the end consumer obtains from retailers. The main materials for this are paper/cardboard, composites and plastics. Other materials such as glass, aluminum or tinfoil make up a very small share of the total consumption. Transport packaging includes packaging materials that serve to secure the load of the products or as a stability aid, such as stretch films or corrugated cardboard.

In 2018, Dr. Oetker used around 0.107 tons of packaging material per ton of manufactured products for product packaging [23]. Average product packaging therefore makes up about a tenth of the weight of the packaged product. Like the relative energy consumption, the relative packaging weight differs from assortment to assortment. The proportion of desserts is well below a tenth, but higher for some frozen products. Accordingly, changes in the relative use of materials for product packaging can also be attributed to shifts in the assortment. Weight increases for individual product packaging were not carried out in the reporting period.

In addition to reducing weight, the focus in optimizing packaging is on the use of recyclable materials. Around 80 percent of the total packaging material used for product packaging is paper-based. These can be fully recycled after the usage phase. The paper or cardboard itself is made up of around 90 percent recycled material.



Dr. Oetker has also taken a variety of measures with regard to plastic packaging in order to achieve a high level of recyclability. For example, the company has been using polypropylene (PP), which is characterized by its optimal recyclability for the plastic beakers for over 30 years. Dr. Oetker also complies with the recommendation of retail and recycling companies to



Dr. Oetker attaches great importance to the energy efficiency of its plants.

The products are packed in a space-saving manner for transport. A thin stretch film is used to secure the load.



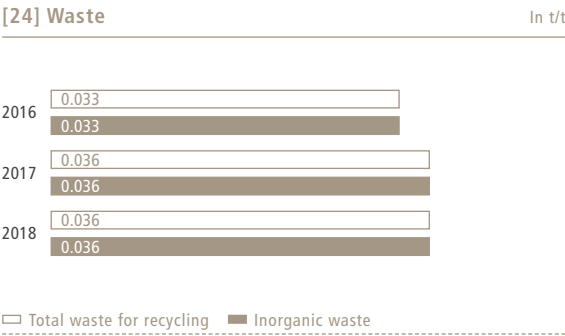
preferably use transparent or light-colored plastics for all dessert items. The company completely refrains from using dark cup colors, which are difficult or impossible to identify in the sorting systems and can therefore not be assigned to the correct material flows.

The transport packaging is also primarily paper-based material in the form of corrugated cardboard, which is made up of around 95 percent recycled material. In addition, unprinted stretch films made of polyethylene (PE) are used, which can be completely recycled.

Waste

Dr. Oetker's production produces inorganic and organic waste. The individual plants have set up a modern disposal infrastructure for the waste and cooperate with the local waste disposal companies. With great effort up to 40 waste fractions, such as batteries, paints, varnishes, paper, glass, iron, electrical cables or various hazardous substances, are collected separately.

Looking at the inorganic substances, 0.036 tons of waste per ton of manufactured products were generated in 2018 [24]. Waste generation increased only marginally during the reporting period. Based on the legal requirements in Germany, a distinction is made between waste for disposal and waste for recycling. Due to the very high recovery rate, the small amounts of waste for disposal cannot be represented graphically.



In order to reduce waste in production, Dr. Oetker continuously works on optimizing its production processes. The regular ecological company balance sheets help to identify potential for improvement. In addition, suggestions for improvement from idea management are taken into account, because it is primarily the employees who have a special wealth of experience in the production processes through their

daily work and can thus contribute to their improvement. In addition, optimization tours take place in the production facilities. Production employees regularly analyze the work processes and identify potential savings, for example in the case of overproduction or avoidable emissions.

Organic production residues are disposed of in a biogas plant or taken to animal feed processing, taking legal requirements into account.

5.4 Further Measures for Corporate Environmental Protection

[GRI 303/103-1/2/3, 303-1/2/3/4/5, 306/103-1/2/3, 306-3]

The continuous improvement of the production processes and a concomitant reduction in the environmental impact in the immediate vicinity of the production sites are essential aspects of Dr. Oetker's environmental management. The focus here is on the conscientious use of water as a resource, the reduction of noise and odor emissions and the responsible management of hazardous substances.

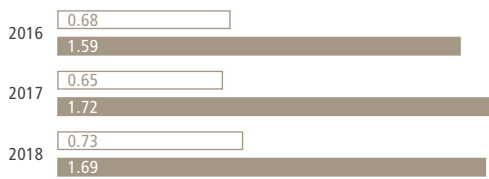
Water and sewage

Dr. Oetker mainly uses water to clean the production facilities, which is necessary for reasons of hygiene and food safety. In addition, the water consumption results from the irrigation of the green areas, from evaporation and to a small extent from the manufacture of the products themselves. Water is used to cool the compressor systems at two locations; this is extracted from our own wells and then returned to the groundwater. The other water supply is provided by municipal drinking water.

Product-specific water consumption was relatively constant in the reporting period and amounted to 0.73 cubic meters (m³) of well water and 1.69 cubic meters of water per tonne of manufactured products in 2018 [25]. At the same time, around 1.29 cubic meters of waste water per ton were produced [26].

[25] Water consumption

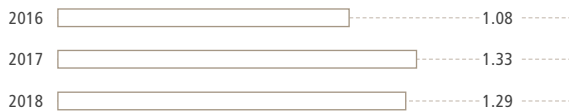
In m³/t



□ Well water ■ Municipal water

[26] Waste water

In m³/t



Systematic monitoring of water and wastewater consumption data at all locations serves as the basis for Dr. Oetker to develop targeted measures to reduce total water consumption. For example, the cleaning intervals were optimized during the reporting period and the use of water-saving cleaning nozzles expanded.

In addition, Dr. Oetker uses regular measurements to check the wastewater load and the temperature of the wastewater to ensure that the respective municipal or legal requirements are complied with. In the factories where dry products are manufactured, the wastewater is classified as household-like. The wastewater that arises when cleaning the plants for frozen products and products for the bulk consumer business is slightly more polluted due to production. Due to ingredients

containing more fat, such as cheese or salami for pizza, cleaning agents have to be used more and more if the product on a production line is changed. In addition, the fat itself pollutes the wastewater.

Noise and odor emissions

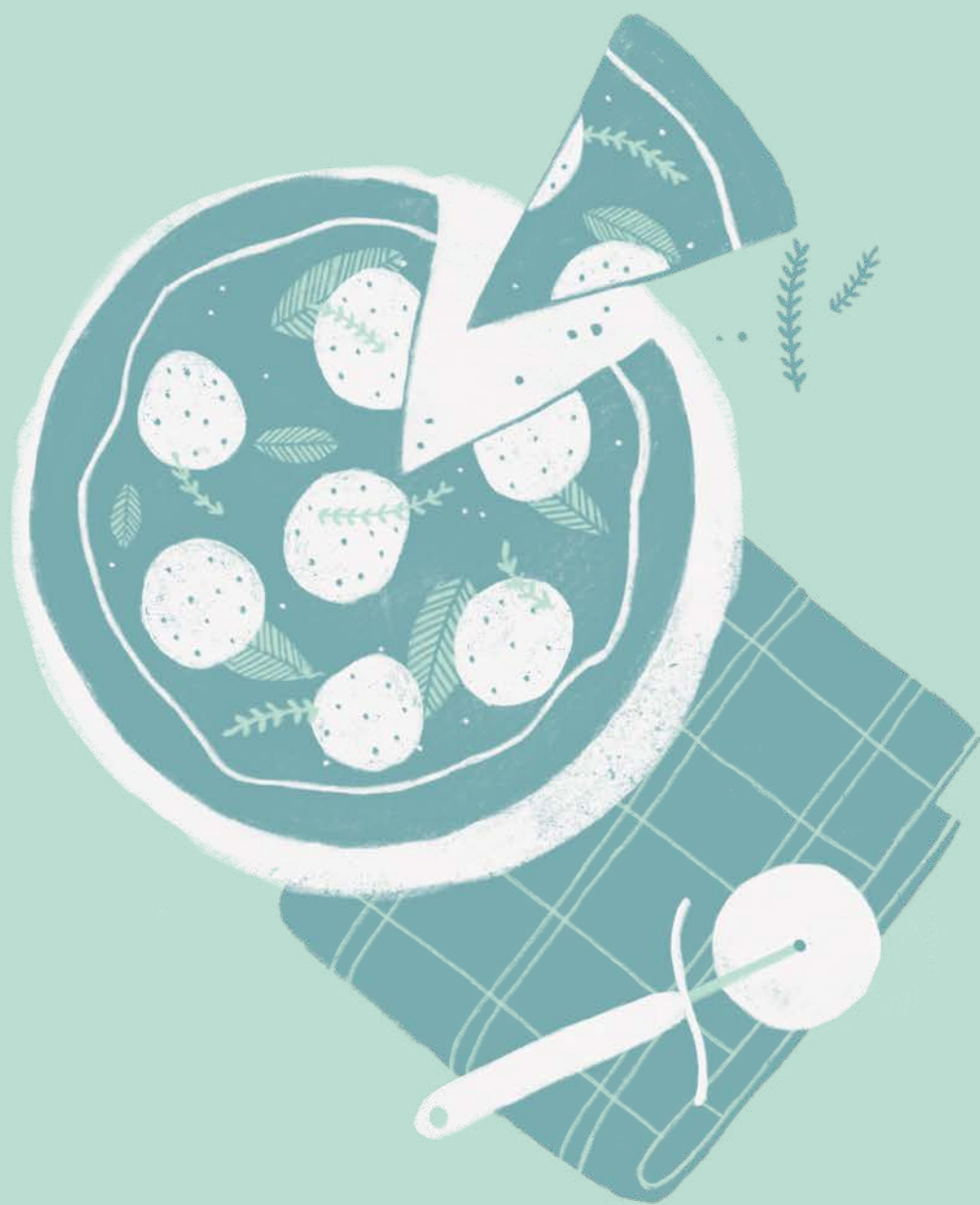
Dr. Oetker takes the concerns of local residents very seriously and takes extensive measures to keep noise and odor emissions low. In order to prevent such emissions, the technical systems at the locations are regularly serviced. To avoid noise, the Wittlich and Wittenburg locations also have a truck management system that avoids unnecessary journeys and waiting times. At the same time, this also reduces fine dust and CO₂ emissions.

Hazardous substances

When handling process chemicals, oils and waste, Dr. Oetker complies with the legal regulations. The substances classified as dangerous include refrigerants such as nitrogen and ammonia, which are used for the production and storage of chilled products and in 2016, for frozen products. The company also uses CFC-containing refrigerants. Special attention is paid to the continuous maintenance of the systems in order to prevent harmful substances from escaping into the atmosphere. There were no environmentally critical incidents with refrigerants in the reporting period.

Regulations for handling hazardous substances are laid down in the environmental management manual and are communicated regularly in employee training courses. The correct handling is checked and ensured by environmental audits. Every Dr. Oetker plant has hazardous substance registers that provide employees with a precise overview of the substances used and how to deal with them. The company also continuously updates its security management and develops it further in order to be optimally prepared for emergencies.

WE 
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THE BIGGER 
Picture

6 Social Commitment

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6 Social Commitment

As a globally active family company with over 12,000 employees and due to its strong brand awareness, Dr. Oetker has a special responsibility for the development of social processes. Thanks to their commitment, the owner family, the management and the employees face up to this social responsibility in many different areas.

6.1 Socially Aware and Committed Right From the Beginning

[GRI 102-12]

Dr. Oetker has been dealing with socio-political issues, especially cultural, scientific and social issues, since the early days of the company. For example, Dr. August Oetker was a co-founder of the Bielefeld City Museum, which opened in 1906. Shortly afterwards he sponsored the Natural Science Association, donated a weather pavilion to the city and set up a microbiological institute in the Bielefeld factory, whose biochemical seminars were open to the general public.

In the spirit of the founder, subsequent generations saw it as a mission to likewise be committed to the interests of society. This applies to the owner family as well as to the company management. In addition, Dr. Oetker employees make a particularly important contribution to social cohesion.

social responsibility and puts the family in focus as a “piece of home”. The aim of the partnership is to improve the living conditions of disadvantaged children and young people and to help them grow up to be happy, self-confident, independent and responsible people. The SOS Children’s Villages associations in the various states are responsible for the SOS Children’s Villages projects. In Germany, over 3,900 employees are responsible for the care, advice and funding of 38 institutions.

The start of this long-term cooperation was the financial support for the construction and maintenance of two houses in the SOS Children’s Village Harksheide near Hamburg. Since then, Dr. Oetker has initiated and implemented numerous activities and projects in addition to the continuous financial support of several Children’s Villages in Germany. During the reporting period, Dr. Oetker continued its commitment to the SOS Children’s Village Lippe through various activities which started in 2015. In 2017, for example, the second house was completed, which Dr. h. c. August Oetker christened “Haus August”. In addition, in 2018 the company implemented the renovation of a third family house in the Lippe SOS Children’s Village, which bears the name “Haus Richard” with regard to Richard Oetker.

In addition to the funding of large-scale projects and targeted financial aid, for example as a result of natural disasters, the special commitment of the employees also characterizes the partnership. In the Christmas season, for example, they fulfill the gift requests submitted by the children of the SOS Children’s Village Lippe during the Christmas tree campaign. Every summer, employees also have the opportunity to pick flowers from the company’s own colorful flower meadow in front of Dr. Oetker Welt, and for each bouquet, they then donate a voluntary amount to SOS Children’s Villages. At the end of the season, the employees’ donations add up to a considerable four-digit amount.

6.2 Partnership with SOS Children’s Villages

[GRI 102-12, 203/103-1/2/3, 203-1]

Dr. Oetker has had an intensive partnership with SOS-Kinderdorf e.V. (“SOS Children’s Villages”) since 2008. This means that the family company takes on



“From the founding of the company, members of the owner family have been committed to the social environment. Following their example – and expressly encouraged to do so by the company – many employees were and are also active in numerous social, educational and cultural projects!”

Dr. Jörg Schillinger
Head of Public Relations department and
member of the Sustainability
Steering Committee

Many Dr. Oetker national companies also support SOS Children's Villages, in their own country or, if there are no facilities there, in other countries. But it is about more than just financial help: This partnership is lived through a variety of activities and through personal contacts between employees. Dr. Oetker's commitment is primarily based on its social responsibility towards the “Family” institution, which has always been a high priority at Dr. Oetker. In this respect, the support given to SOS Children's Villages is deliberately not linked to the sale of Dr. Oetker products.

Emergency measures

In line with its corporate values, Dr. Oetker also provided emergency aid for those affected by natural disasters in the 2016 to 2018 reporting period. In April 2016, the company donated EUR 100,000 to SOS Children's Villages for emergency relief measures in Ecuador after an earthquake disaster in the north of the country. After a severe earthquake on the Indonesian island of Sulawesi at the end of September 2018, as a result of which around 70,000 people lost their homes, SOS Children's Villages in Indonesia initiated important sustainable projects for the more than 20,000 affected children and their families following the first immediate emergency aid programs. The company provided SOS Children's Villages with a donation amounting to EUR 100,000 for these measures.

6.3 Partnership with the German Child Protection Alliance – Local Association Bielefeld

[GRI 102-12, 203/103-1/2/3, 203-1]

In 1969, Maja Oetker, wife of Rudolf-August Oetker, the founder's grandson, founded the Bielefeld association of the Deutsche Kinderschutzbund e.V. – (DKSB the “German Child Protection Alliance”) to support the needs of children in the region. The owner family and companies have been supporting this organization, which supports children and families directly and unbureaucratically with numerous activities and programs.

In 1977 Dr. Oetker provided the DKSB with a plot of land for the construction of a child protection house free of charge. The house is still an important point of contact for children and families in need of help. Among other things, the association initiates numerous activities and programs from here, such as sponsorships and lunch-time childcare for primary school children, a mother-child group, a nature project on a school farm and a preventive program for families where the parents are psychologically burdened. Those interested can obtain further information on the Bielefeld local association of the German Child Protection Alliance by visiting

🔗 www.kinderschutzbund-bielefeld.de

50 Years



The SOS Children's Village Lippe, supported by Dr. Oetker, celebrated its 50th anniversary in 2017.



Most of the Dr. Oetker trainees organize the open training day themselves.



The school farm in Bielefeld-Ummeln is a special place for children to learn.



Before

After

The Rudolf-August Oetker Foundation took care of the restoration of the Lamentation of Christ by Sandro Botticelli.

6.4 Cooperation with Educational Institutions

[GRI 102-12, 203/103-1/2/3, 203-1]

Dr. Oetker is strongly committed to promoting education and training for young people at all its locations. In cooperation with various regional schools and universities, the company supports schoolchildren and students in career orientation and preparation and pursues, among other things, the goal of arousing and developing interest in scientific and other fields of knowledge. Against this background, the Max-Planck-Gymnasium (MPG) and Dr. Oetker have had a diverse collaboration at the headquarters in Bielefeld since 2003. For example, the HR department organizes applicant training for grades 8 and 10 of the high school, including application document check and the simulation of job interviews. Excursions on the topic of research and development at Dr. Oetker enable science to be experienced by students, as well as the classes in nutrition/health/analytics.

In cooperation with the Bielefeld University of Applied Sciences, the company offers Bachelor of Arts in business administration and industrial management (m/f/o) as well as a Bachelor of Science in business informatics and computer science (m/f/o). Dr. Oetker thus gives young people the opportunity to have two degrees at the end of their training.

Schoolchildren in grades 8 through 13 of all school types get an authentic impression of the company's varied training opportunities at the *Trainee Open Day* (*Tag der offenen Ausbildung*), which takes place every year at Dr. Oetker's Bielefeld location. The *Trainee Open Day* is also regularly attended by pupils and teachers from the cooperation schools. In order to be able to continue fulfilling its social educational mandate, cooperation with schools and educational institutions will continue to be of great importance to Dr. Oetker in the future.

Since 2008, Dr. Oetker has also been supporting three scholarship holders each year with EUR 1,800 each within the framework of the OWL study fund. The company cooperates with various universities and chairs in East Westphalia.

As part of its social responsibility, Dr. Oetker is active in the area of youth training for the association BAJ e.V. (BAJ = Vocational training and qualification of young people and adults *Berufliche Ausbildung und Qualifizierung Jugendlicher und Erwachsener*) in Bielefeld.

Together with the Employment Agency, Dr. Oetker and the association are pursuing the goal of showing students from East Westphalia-Lippe professional perspectives, preparing them for their career entry, depending on their area of interest, and thus gaining additional potential for the economy. As part of the cooperation that has existed since 2012, the BAJ e.V. participants are given application training as well as taster afternoons and practical days to get to know the job profile of a specialist in food technology (FaLet) in the company better. Since the beginning of the collaboration an exchange between teachers and trainers has proven to be both useful and effective.

The Wittlich location works closely with regional institutions for education and training, for example in the commercial-technical area with the inter-company training center. With the Working Group School and Economy of the District of Bernkastel-Wittlich, Dr. Oetker regularly organizes a training fair with other partner companies "*TAKE OFF – Discover careers*".

The way in which companies and the region work together in the area of education and vocational training and further education is also evident in Dr. Oetker's commitment in Wittenburg. In 2014, Dr. Oetker founded the association "Food Academy – Competencies for the Food Industry" together with other regional companies in the food industry and the Southwest Mecklenburg Business Development Agency. The association is funded by the state of Mecklenburg-Western Pomerania. The aim is to secure skilled workers for the food industry in Mecklenburg-Western Pomerania in the long term: Diverse and target group-oriented projects and events, for example, provide young people from the region an insight into the varied professions in this industry. Under the motto "Come into the food family", the Food Academy conducts, among other things, active information work, develops measures for career orientation and ensures the provision of qualification offers with a concrete practical relevance.

6.5 Oetker Foundations

[GRI 102-12, 203/103-1/2/3, 203-1]

Dr. Oetker bundles its further social engagement for the purpose of a more efficient organizational structure primarily into two foundations. Since 1998, all scientific and cultural support programs supported by the company have been found under the umbrella

of the Rudolf-August Oetker Foundation for Art, Culture, Science and Monument Conservation, named after the founder of the foundation. The Ida and Richard Kaselowsky Foundation, named after Rudolf-August Oetker's mother and stepfather, has been involved in social activities since its foundation in 2000.

In its early years, the Rudolf-August Oetker Foundation focused on monument conservation. Particular attention was paid to the renovation of village and patron saint churches in the east of the reunited Germany. The founder of the foundation wanted to re-anchor the values of the Christian faith, especially in village communities. More than 200 listed churches were saved there thanks to the foundation's commitment in cooperation with other sponsors from all over Germany. In recent years, the Rudolf-August Oetker Foundation has increasingly supported projects in the former West German federal states.

In addition to the preservation of monuments, there is a wide-ranging support program that supports, among other things, the purchase of objects of art with historical value for museums, restorations, scientific research in exhibition and inventory catalogs, exhibitions as well as literature and music events. The interest is immense: The foundation office receives around 200 applications for funding each year.

The foundation has broken new ground in recent years. In the meantime, it also supports large-scale projects and works with other renowned foundations. These include the Hermann Reemtsma Foundation, the Cultural Foundation of the Federal States and the Ernst von Siemens Art Foundation. By the end of the reporting period, these foundations had formed the "Kunst auf Lager" (*Art in stock*) alliance. It is an initiative that has supported the concerns of various museums for many years, for example with the creation of new depots and photo archives or restoration work.

The Ida and Richard Kaselowsky Foundation has a smaller funding budget than the Rudolf-August Oetker Foundation. However, its program is no less extensive. Many charitable institutions owe their existence to the foundation and the Oetker family, or to a large extent have been supported by it. The foundation primarily supports social projects.

One focus of the foundation is the promotion of children, especially in the areas of education, training, sports, music and art. Every year the foundation helps around 20 young people who are completing their voluntary social year or a school year abroad. Projects from various non-profit organizations recognized as particularly worthy of funding are supported by the foundation, as are socially and charitable institutions in the care of sick, disabled and elderly people.

In cooperation with the City Sports Association, the foundation also supports regional sports clubs, for example in the renovation of sports facilities and in the implementation of sports activities that benefit all citizens of the city. The Ida and Richard Kaselowsky Foundation also supports disabled sports. For example, athletes who take part in training camps in preparation for Paralympic Summer or Winter Games receive benefits.

One of the special projects is the Bielefeld-Ummeln school farm, which is owned by the foundation, and where children primarily from urban areas become acquainted with nature and country life. In Bielefeld-Gadderbaum, the foundation has supported the Hortweg day care center for many years and in autumn 2014, transferred the land to the Martini-Gadderbaum Evangelical Lutheran parish. Dr. Oetker is still closely connected to the community today, especially through the cooperation with the Hortweg day-care center, which functions as a company kindergarten and thus relieves the childcare staff at the Bielefeld location.

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About This Report

[GRI 102-10/45/48/49/50/51/52/54/56]

The family company Dr. Oetker submitted an environmental report for the first time in 1994. In 2003, the regularly published environmental reports were expanded and replaced by more comprehensive sustainability reports. In 2010, the company expanded its sustainability reporting regarding individual activities and measures to its international locations. With this sixth sustainability report, Dr. Oetker provides information on the issues and challenges of sustainable development that are important for the company and shows the sustainability strategy and the progress made in integrating the topic into the international corporate structure. The report is aimed at retailers, consumers, employees and business partners of the company as well as the media, non-governmental organizations, associations, politics, science and the social environment.

Scope

Unless otherwise stated, the information in this report relates to Dr. Oetker Germany. This includes all German locations that were hundred percent owned by the company during the entire reporting period, i.e. the locations in Bielefeld, Oerlinghausen, Ettlingen, Wittenburg and Wittlich. The production site in Moers was divested in 2018 and is therefore no longer the subject of this report.

The quantitative data in this report refer to the period from January 1, 2016 to December 31, 2018. In addition, significant changes affecting 2019 were included in the report. This report replaces the Dr. Oetker Sustainability Report 2013–2015, which was published in September 2016. It is planned to shorten the three-year reporting cycle to two years in future and to publish the next sustainability report accordingly in 2021.

Report structure and content

As in the last sustainability report, the report structure is based on the relevant areas of activity identified in the materiality analysis: product responsibility, supply chain, employees, environmental protection and social commitment. The first of a total of six chapters intro-

duces the Dr. Oetker sustainability strategy and introduces the organization of the company's sustainability management. In contrast to the previous report, the following five chapters do not start with a general management approach for every field of action. To avoid duplication, the management approach is explained individually at the relevant points within the chapters.

For the first time in the company's history, this sustainability report was prepared in accordance with the globally recognized GRI standards, "Core" option. In addition to the management approaches, the chapters accordingly contain selected topic-specific information for each material topic. In order to meet the information needs of the stakeholders as best as possible, Dr. Oetker reports beyond the necessary information wherever possible. The references to the GRI indicators can be found in the GRI index at the end of this report.

Further information

The sustainability report is available in printed form in German and digitally in PDF format in German and English on the websites www.oetker.de and www.oetker.com.

Forward-looking statements

Great care has been taken in the collection and processing of the data contained in this report. Nevertheless, mistakes cannot be fully eliminated. The report was not audited externally. This Dr. Oetker Sustainability Report also contains forward-looking statements that are based on assumptions and expectations at the time of publication of this report. Various factors, which are not always under the influence of the company and are difficult to estimate, can lead to the fact that the actual results deviate from the goals specified here. These factors include future market conditions and economic developments, the behavior of other market participants as well as legal and political decisions. Forward-looking statements in this report should therefore not be regarded as certain.

Editorial note

For improved readability, we have avoided stating the legal forms of company names and referring to both genders. The masculine form is therefore used throughout the report. We are, of course, addressing all genders equally.

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Your feedback

We want to improve and develop our sustainability management. We are therefore happy to receive feedback on our sustainability report. You can send us your assessments directly to:

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