
Annual Report and Accounts 2011

Corporate Governance Report

Preliminary remarks

ARYZTA is committed to best practice in corporate governance.

The primary corporate governance instruments adopted by ARYZTA (namely the Articles of Association, Organisational Regulations and Terms of Reference for the Committees of the Board) are available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx. While recognising the importance of these formal instruments, good corporate governance in practice requires a commitment to, and the practice of, values which guide the Group in serving the needs of its stakeholders, be they shareholders (institutional or retail), customers, consumers, suppliers, employees or other interested groups. It is also now appropriate to note some significant developments in the corporate governance sphere and specifically in the context of ARYZTA Board composition, the ARYZTA Long Term Incentive Plan and 'say-on-pay' voting.

ARYZTA Board

In its July 2008 Prospectus ARYZTA undertook to review the composition of the Board with a view to reducing its size. Also, in its 2009 and 2010 Corporate Governance Reports, ARYZTA stated its commitment to keeping its corporate governance framework under review with a view to on-going developments in the area and the on-going evolution of the Group. In keeping with these commitments, over the first three financial years of ARYZTA's life, the Board has been reduced from 15 members to the current nine members.

The Board has now determined to undertake a round of renewal whereby the appointment of additional independent non-executive directors would be proposed to the shareholders at the ARYZTA 2011 Annual General Meeting. In conjunction with this proposed round of renewal, and to reflect the on-going evolution and internationalisation of ARYZTA, the Board has discontinued the previous policy that a minimum of four of the non-executive directors be Irish and a minimum of two of the non-executive directors be Swiss. In addition, the Board has re-affirmed its policy that a majority of its membership, excluding the Chairman, shall consist of independent non-executive directors (as determined in accordance with the Swiss Code of Best Practice for Corporate Governance).

ARYZTA Long-Term Incentive Plan

31 July 2011 marks the completion of the first three year cycle of the ARYZTA Long Term Incentive Plan ('LTIP'). The ARYZTA Board has taken the opportunity of this third anniversary to introduce additional terms applicable to LTIP awards. The details of the ARYZTA LTIP and the related changes to its terms are set out in the Compensation Report on pages 46 to 53 of this Annual Report.

Corporate Governance Report (continued)

Compensation Report and 'Say-on-Pay' voting

The ARYZTA Board has decided to revise the form in which it reports to shareholders on remuneration matters by the introduction of a separate Compensation Report. Moreover, having regard to current trends in corporate governance practice, the Board has decided to submit the ARYZTA 2011 Compensation Report to a separate advisory vote of the shareholders at the ARYZTA 2011 Annual General Meeting.

ARYZTA Corporate Governance Report Format

The ARYZTA Corporate Governance Report 2011 follows the SIX Swiss Exchange Directive on Information Relating to Corporate Governance and takes into account the Swiss Code of Best Practice for Corporate Governance.

The ARYZTA Group and Company Financial Statements 2011 comply with International Financial Reporting Standards ('IFRS') and are in accordance with Swiss law. Where necessary, the financial statement disclosures have been extended to comply with the requirements of the SIX Swiss Exchange Directive on Information Relating to Corporate Governance.

In this report, the terms 'ARYZTA' and 'Company' refer to ARYZTA AG whereas 'Group' and 'ARYZTA Group' refer to the Company and its subsidiaries. The 'Board' refers to the Board of Directors of the Company. 'Origin Enterprises' means Origin Enterprises plc (ARYZTA has a 71.4% holding in Origin Enterprises plc), and the 'Origin Board' means the Board of Directors of Origin Enterprises plc. In some sections, to avoid duplication, cross-reference is made to the 2011 Financial Statements (comprising the Group Financial Statements and Company Financial Statements of ARYZTA), as well as to the Articles of Association of ARYZTA AG (available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx).

Corporate Governance Report (continued)

1 Group structure and shareholders

1.1 Group structure

The Group is structured conventionally. That is, the ARYZTA General Meeting is the supreme corporate body and the Board is accountable and reports to the shareholders, by whom it is elected. The Board, while entrusted with the ultimate direction of ARYZTA as well as the supervision and control of management, has delegated responsibility for the day-to-day management of the Group, through the Chief Executive Officer, to Executive Management. The Group's management and organisation structure corresponds to its segmental reporting lines, being Food Europe, Food North America, Food Rest of World and Origin.

Each key segment's management team is responsible for the day-to-day activities of their segments and report to Executive Management, which in turn reports through the Chief Executive Officer to the Board. Origin Enterprises plc constitutes an exception. It is a public company in its own right, with its own Board of Directors, separate executive management team, governance structure and ring-fenced financing arrangements. The executive management team within Origin Enterprises reports to the Origin Board. The Origin Board is accountable and reports to its shareholders, including ARYZTA. Owen Killian and Patrick McEniff, ARYZTA Board members and CEO and CFO respectively, are members of the Origin Board. Pat Morrissey, ARYZTA General Counsel and Company Secretary, is also Company Secretary of Origin Enterprises plc.

Corporate Governance Report (continued)

1.1.1 Listed companies of the ARYZTA Group

ARYZTA AG

Name and domicile:	ARYZTA AG, 8001 Zurich, Switzerland
Primary listing:	SIX Swiss Exchange, Zurich, Switzerland
Swiss Security number:	4 323 836
ISIN:	CH0043238366
Cedel/Euroclear common code:	037252298
Secondary listing:	ISE Irish Exchange, Dublin, Ireland
SEDOL Code:	B39VJ74
Swiss Stock Exchange symbol:	ARYN
Irish Stock Exchange symbol:	YZA

Stock market capitalisation as of 31 July 2011:

CHF 3,569,129,791 or €3,111,188,080 based on 82,810,436 registered shares (i.e. disregarding 2,234,359 treasury shares) and closing prices of CHF 43.10 or €37.57 per share.

Origin Enterprises plc

Name and domicile:	Origin Enterprises plc, Dublin 8, Ireland
Holding:	ARYZTA Group has a 71.4% holding in Origin Enterprises plc
Dual primary listing:	ESM Irish Exchange, Dublin, Ireland AIM London Stock Exchange, London, United Kingdom
ISIN:	IE00B1WV4493
SEDOL Code:	B1WV449
Irish ESM exchange symbol:	OIZ
London AIM symbol:	OGN

Stock market capitalisation as of 31 July 2011:

€492,157,616 based on 133,015,572 ordinary shares and closing price of €3.70 per share (excluding 5,483,583 deferred convertible ordinary shares).

1.1.2 Non-listed companies of the ARYZTA Group

Details of the principal subsidiary and associated companies of ARYZTA (being their company names, domicile, share capital, and the Company's participation therein) are set out in note 36 on page 134 of the ARYZTA Group Financial Statements 2011.

1.2 Significant shareholders

As at 31 July 2011, the Company has been notified of the following shareholdings or voting rights, which amount to 3% or more of the Company's issued ordinary share capital:

	Number of shares	%
Invesco Limited	8,499,492	9.99%
Fidelity International Limited ¹	4,049,810	4.76%
Fidelity Management and Research LLC ('FMR LLC') ¹	2,546,513	2.99%
Och-Ziff Capital Management Group LLC	2,603,553	3.06%
Blackrock Inc	2,556,485	3.01%

¹ Fidelity International Limited and FMR LLC are two separate investment companies, but under common control as part of the Fidelity group of investment companies.

Corporate Governance Report (continued)

Any significant shareholder notifications during the year and since 31 July 2011 are available from the Group's website at:
www.aryzta.com/investor-centre/shareholder-notifications.aspx.

1.3 Cross shareholdings

ARYZTA has no interest in any other company exceeding five percent of voting rights of that other company, where that other company has an interest in ARYZTA exceeding five percent of the voting rights in ARYZTA.

2 Capital structure

2.1 Capital

The share capital of the Company amounts to CHF 1,700,895.90 and is divided into 85,044,795 registered shares with a par value of CHF 0.02 per share. The share capital is fully paid-in.

2.2 Authorised and conditional capital

Pursuant to Article 4 of the Articles of Association (governing Conditional Share Capital for Employee Benefit Plans), the amount by which the share capital of the Company may be increased on a non-pre-emptive basis may not exceed CHF 130,152.80 (through the issue of up to 6,507,640 registered shares). The Board has the power to specify the precise conditions of issue including the issue price of such shares. For further details, refer to Article 4 of the Articles of Association, which is available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

Pursuant to Article 5 of the Articles of Association (governing Authorised Share Capital for General Purposes), the amount by which the share capital of the Company may be increased for general purposes may not exceed CHF 351,556.06 (through the issue of up to 17,577,803 registered shares). Authority for this purpose expires on 3 December, 2011. The Board has the power to determine the issue price, the period of entitlement to dividends and the type of consideration or the contribution or underwriting in kind for such an issue. The Board may withdraw the pre-emptive rights and allocate them to third parties in the event of the use of shares: (1) for acquisitions; (2) to broaden the shareholder constituency; or (3) for the purposes of employee participation, provided that in the case of (2) and (3) above such withdrawal of pre-emptive rights is in each case limited to 4,059,023 registered shares. For further details, refer to Article 5 of the Articles of Association, which is available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

2.3 Changes in capital

Trading in ARYZTA shares on the SIX Swiss Exchange and the Irish Stock Exchange commenced on 22 August 2008, with the Company then having issued 78,940,460 registered shares. On 2 December 2008, the Company increased its share capital by issuing 2,240,000 registered shares of CHF 0.02 each. These 2,240,000 registered shares were issued to a subsidiary of ARYZTA as treasury shares to be used in connection with the ARYZTA Long-Term Incentive Plan (Matching Plan and Option Equivalent Plan). 1,035,000 of these treasury shares were assigned to participants in the Matching Plan during the year ended 31 July 2009.

Corporate Governance Report (continued)

Following subsequent net forfeitures and treasury share disposals, there remained 1,259,359 of the original 2,240,000 registered treasury shares unallocated at 1 August 2009. 1,200,000 of such 1,259,359 registered shares were assigned during the financial year 2010 to participants in the Option Equivalent Plan, so that, at 31 July 2010, 59,359 of the treasury shares remained unallocated.

The share capital of the Company at 1 August 2009 amounted to CHF 1,623,609.20, divided into 81,180,460 shares with a par value of CHF 0.02.

On 16 June 2010, the share capital of the Company was increased by CHF 77,286.70 through the issue of 3,864,335 registered shares with a nominal value of CHF 0.02 each. The capital increase, effected at CHF 41.50 per share, was undertaken to assist the financing of the acquisition of Fresh Start Bakeries.

The share capital of the Company now amounts to CHF 1,700,895.90, divided into 85,044,795 shares with a par value of CHF 0.02. Of the 85,044,795 shares, 2,234,359 are classified as treasury shares.

2.4 Shares and participation certificates

ARYZTA's capital is composed of registered shares only. As at 31 July 2011, ARYZTA has 85,044,795 fully paid up, registered shares (including 2,234,359 treasury shares) with a nominal value of CHF 0.02 each. Each share entered in the share register with voting rights entitles the holder to one vote at the General Meeting and all shares have equal dividend rights. ARYZTA has not issued any participation certificates¹.

2.5 Profit sharing certificates

ARYZTA has not issued any profit sharing certificates¹.

2.6 Restrictions on transferability and nominee registrations

Article 7 of the Articles of Association deals with the Shareholders' Register and Transfer Restrictions and is available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

2.6.1 Limitations on transferability

Pursuant to Article 7 b) of the Articles of Association, persons acquiring registered shares are, on application, entered in the share register without limitation as shareholders with voting power, provided they comply with the disclosure requirement stipulated by the Federal Act on Stock Exchanges and Securities Trading (Stock Exchange Act) of 24 March 1995 and expressly declare that they have acquired the shares in their own name and for their own account.

¹ Participation and profit sharing certificates are instruments which have similar features to shares but may differ with regard to their entitlement to dividend payments, voting rights, preferential rights to company assets or other similar rights.

Corporate Governance Report (continued)

2.6.2 Exceptions granted in the year under review

As part of the establishment of ARYZTA, former holders of IAWS Group plc shares and options received ARYZTA registered shares, delivered initially in the form of Capita Depository Interests and since replaced by CREST¹ Depository Interests ('CDIs')².

A CDI represents an entitlement to an ARYZTA registered share. CDI holders are not the legal owners of the shares represented by the CDIs. They are not in a position to directly enforce or exercise rights like a shareholder. CDI holders do, however, maintain an interest in the shares represented by the CDIs.

In the prior year, to facilitate voting by CDI holders, the Company entered arrangements with Euroclear UK and Ireland to enable, by way of exception, registration of CREST International Nominees Limited ('CREST') in the share register as nominee with voting rights for the number of registered shares corresponding to the number of CDIs on the CDI register. There were no other exceptions to the provisions of section 2.6.1 above granted in the year under review.

CDI holders who wish to be in a position to directly enforce or exercise their rights must have their interests entered in the share register in accordance with Article 7 of the Articles of Association and effectively hold their shares through a member of the Swiss SIS Settlement System.

2.6.3 Admissibility of nominee registrations

Pursuant to Article 7 c) of the Articles of Association, nominee shareholders are entered in the share register with voting rights without further inquiry up to a maximum of 1.5% of the outstanding share capital available at the time. Above this 1.5% limit, registered shares held by nominees are entered in the share register with voting rights only if the nominee in question (at the application for registration or thereafter upon request by the Company) discloses the names, addresses and shareholdings of the persons for whose account the nominee holds 0.3% or more of the outstanding share capital available at that time and provided that the disclosure requirement stipulated by the Stock Exchange Act is complied with. The Board has the right to conclude agreements with nominees concerning their disclosure requirements.

Pursuant to Article 7 d) of the Articles of Association, the limit of registration in Article 7 c) of the Articles of Association described above also applies to the subscription for or acquisition of registered shares by exercising option or convertible rights arising from registered or bearer securities issued by the Company, as well as by means of purchasing pre-emptive rights arising from either registered or bearer shares.

¹ The CREST system, operated by Euroclear UK and Ireland, is the system for the holding and settlement of transactions in uncertificated (UK, Irish and Channel Island) securities.

² ARYZTA shares are held in trust by Euroclear UK and Ireland for the benefit of CREST members who have been issued with dematerialised interests representing entitlements to ARYZTA registered shares in the form of CDIs.

Corporate Governance Report (continued)

Pursuant to Article 7 e) of the Articles of Association, legal entities, or partnerships, or other associations or joint ownership arrangements which are linked through capital ownership or voting rights, through common management or in like manner, as well as individuals, legal entities or partnerships which act in concert with intent to evade the entry restriction, are considered as one shareholder or nominee.

2.6.4 Procedure and conditions for cancelling statutory privileges

Pursuant to Article 7 f) of the Articles of Association, the Company may in special cases approve exceptions to the regulations described in section 2.6.3 above. After due consultation with the person concerned, the Company is further authorised to delete entries in the share register as shareholder with voting rights with retroactive effect if they were effected on the basis of false information or if the respective person does not provide the information pursuant to Article 7 c) described in section 2.6.3 above.

2.7 Convertible bonds, warrants and options

As of 31 July 2011, ARYZTA has not issued any convertible bonds or warrants. During the prior financial year, 1,200,000 option equivalents ('options') were granted to executives and senior management, subject to fulfilment of predefined vesting conditions in connection with the ARYZTA Option Equivalent Long-Term Incentive Plan (ARYZTA Option Equivalent Plan). Please refer to the Compensation Report on pages 46 to 53 of this Annual Report for further information pertaining to options granted as an element of executive and management compensation.

3 Board of Directors

3.1 Members of the Board of Directors

At 31 July 2011, the Board of ARYZTA consists of two executive directors and seven non-executive directors, each of whom is considered by the Board to be independent in character and judgement. Moreover, none of the non-executive directors are party to relationships or circumstances with ARYZTA which, in the Board of Directors opinion, are likely to affect their judgement. All interests linked to each individual Director in this section correspond to the nationality of that Director, unless otherwise stated.

Corporate Governance Report (continued)



Denis Lucey (1937, Irish)

Chairman (since August 2008), and non-executive member

Term of office expires at 2012 AGM

Diploma in Dairy Science from University College Cork

Denis Lucey has a background in the agricultural co-operative movement in Ireland. In 1982, he was appointed Chief Executive Officer of Mitchelstown Co-Operative Agricultural Society Limited, a position he held until the merger of that co-operative with the Ballyclough Co-Operative Creamery Limited in 1990 and the formation of Dairygold Co-Operative Society Limited. He served as Chief Executive Officer of Dairygold Co-Operative Society Limited until March 2003. He joined the Board of IAWS Group plc as a non-executive director in September 2000, and was elected Chairman of the Board in 2005. He has served as Chairman of ARYZTA, since its admission to trading on the SIX Swiss Exchange and the Irish Stock Exchange in August of 2008. He is also currently Chairman of the Milk Quota Appeals Tribunal for the Irish Department of Agriculture, Fisheries and Food. He is also a member of the Governing Body of Cork Institute of Technology.



Charles Adair (1951, American)

Non-executive member

Term of office expires at 2013 AGM

Bachelor of Arts in Biology from North Park College and a Master of Science from Michigan State University in Resource Economics

Charles Adair is Vice Chairman of BMO Capital Markets, a full-service investment bank headquartered in Toronto, Canada. He began his career in the agricultural commodity trading and transportation industries in the U.S. and joined BMO Capital Markets in 1984 in Chicago. He was a leader in BMO's initial formation of its U.S. investment banking effort as one of the senior members of the Chicago investment banking platform in 1995. In addition he started and continues to lead BMO's Food & Agribusiness Mergers & Acquisitions practice from Chicago. With over 30 years of experience in the food and agribusiness industries, he continues to focus on advising public and private companies on financing and mergers & acquisitions. He became a member of the ARYZTA Board of Directors in December 2010.



Denis Buckley (1945, Irish)

Non-executive member

Term of office expires at 2011 AGM

Denis Buckley has been a full time farmer throughout his working life. His involvement in farming brought him into the agricultural co-operative movement in Ireland and he served on the board of Kerry Co-op from 1977 to 2003. Since 2003, he has served as Chairman of Kerry Group plc. He joined the Board of IAWS Group plc as a non-executive director in June 1997 and held office until the establishment of ARYZTA. He became a member of the ARYZTA Board of Directors in August 2008. He is also Chairman of One51 plc.

Corporate Governance Report (continued)



J. Brian Davy (1942, Irish)

Non-executive member

Term of office expires at 2011 AGM

Bachelor of Commerce from University College Dublin

Brian Davy is Chairman of Davy, Ireland's leading provider of stockbroking, wealth management and financial advisory services, and the sponsor of ARYZTA on the Irish Stock Exchange. He graduated from University College Dublin with a Bachelor of Commerce Degree and has spent his entire working career in building up the business and executive team of Davy, where he has worked since 1965. He is a former director of the Irish Stock Exchange and Arnotts plc. He is a member of the Executive Committee of the (Irish) National Maternity Hospital Holles Street. He joined the Board of IAWS Group plc as a non-executive director in December 1995. He became a member of the ARYZTA Board of Directors in August 2008.



Owen Killian (1953, Irish)

Chief Executive Officer and executive member

Term of office expires at 2013 AGM

Bachelor of Agricultural Science from University College Dublin

Owen Killian is CEO of ARYZTA AG and has been since its admission to trading in 2008. He was previously CEO of IAWS Group plc since 2003. Prior to this he held several executive positions within IAWS Group plc since it was listed in 1988.



Patrick McEniff (1967, Irish)

Chief Financial Officer and executive member

Term of office expires at 2011 AGM

Fellow of the Chartered Institute of Management Accountants; Master of Business Administration from Dublin City University

Patrick McEniff joined IAWS Group plc after its listing on the Irish Stock Exchange in 1988 and has fulfilled various senior management roles, focused on finance and systems development. In 2004, he was appointed to the board of IAWS Group plc as its Group Finance Director. In 2008, upon the formation of ARYZTA AG, he was also appointed as CFO and member of the Board of Directors.

Corporate Governance Report (continued)



William Murphy (1945, Irish)

Non-executive member

Term of office expires at 2012 AGM

Bachelor of Commerce from University College Dublin

William Murphy began his career with the Irish Forestry Department in 1963. He worked with a number of companies before joining Avonmore Creameries Limited in 1977, becoming a member of its Board of Directors in 1989. He served as Deputy Managing Director of Glanbia plc (the successor to Avonmore Creameries Limited) from 2001 to 2005. He remains a non-executive Director of Glanbia plc. He joined the Board of IAWS Group plc as a non-executive Director in October 1997. He became a member of the ARYZTA Board of Directors in August 2008. He is also Chairman of Grassland Fertilisers (Kilkenny) Ltd and Chairman of the National University of Ireland Maynooth (Kilkenny) Outreach Program.



Hans Sigrist (1940, Swiss)

Non-executive member

Term of office expires at 2012 AGM

Commercial Diploma

Hans Sigrist worked as Managing Director of Würth Schweiz AG from 1974 to 2005, and has been Chairman of the Board of Directors since 1981. From 1981 to 2009, he served as a member of the Board of Management of Würth Group International. From 1997 to 2008, he was a member of the Board of Directors of Hiestand Holding AG. He became a member of the ARYZTA Board of Directors in August 2008. Hans Sigrist is also a member of the Board of Directors of Kisling AG, Würth AG Arlesheim and consultant for Würth South East Asia, Australia and New Zealand.



Dr. J. Maurice Zufferey (1958, Swiss)

Non-executive member

Term of office expires at 2011 AGM

PhD in History from the University of Zurich; Master of Law from University of Lausanne; Advanced Management Degree from the Wharton School at the University of Pennsylvania in Philadelphia

Maurice Zufferey worked as a banker with UBS from 1987 to 1998. From 1998 to 2001, he was CEO of Ecole Hôtelière de Lausanne. From 2001 to date, he has been an Executive Search Partner at Spencer Stuart. He is Office Manager Switzerland and Global Practice Leader, Private Wealth Management at Spencer Stuart. From 2001 to 2008, he was a member of the Board of Directors of Hiestand Holding AG. He became a member of the ARYZTA Board of Directors in August 2008.

Corporate Governance Report (continued)



Pat Morrissey (1965, Irish)

Secretary to the Board

General Counsel and Company Secretary

Bachelor of Civil Law (UCD, NUI); Solicitor, Law Society of Ireland

From 1988 to 1998, Pat Morrissey spent his career with Irish law firm LK Shields, where he was admitted as a partner in 1995. In 2000, he joined IAWS Group plc as General Counsel and was appointed General Counsel and Company Secretary in 2005. He has served as Group General Counsel and Company Secretary of ARYZTA since its establishment. He is also Company Secretary of Origin Enterprises plc.

Corporate Governance Report (continued)

3.2 Other activities and functions

None of the non-executive members of the Board of Directors has fulfilled any operational management functions for companies of the ARYZTA Group in the three years immediately preceding the period under review.

There were no related party transactions between ARYZTA and Board members during the year ended 31 July 2011.

3.3 Elections and terms of office

The General Meeting has the competence to appoint and remove the members of the Board. The term of office shall correspond to the maximum term legally allowed, but shall not exceed three years. The Board determines the first term of office of each Director in such a way that, each year, an equal number of Directors will be elected or re-elected at the General Meeting of ARYZTA and in such manner that all members will have been subject to re-election after a period of three years. Each Director's remaining term of office is referred to in section 3.1 of the Corporate Governance Report.

3.4 Internal organisational structure

3.4.1 Allocation of tasks within the Board of Directors

The Board has adopted Organisational Regulations that, inter alia, define the essential roles and responsibilities of the Board, the Chairman, the Committees of the Board and Executive Management. The office of Chairman together with membership of the Committees of the Board and the Chair thereof are, under the Organisational Regulations, determined annually by the Board following the General Meeting. The Organisational Regulations are available on the ARYZTA website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

3.4.2 Tasks and areas of responsibility for each Committee of the Board of Directors

ARYZTA has an Audit Committee and a Nomination and Remuneration Committee. The powers and responsibilities of each Committee are set out in their respective Terms of Reference, as approved by the Board.

	Audit Committee	Nomination & Remuneration Committee
Denis Lucey (Chairman)		X
Charles Adair		
Denis Buckley		X
J. Brian Davy	X	X ¹
Owen Killian (CEO)		
Patrick McEniff (CFO)		
William Murphy	X ¹	
Hans Sigrist	X	
Dr. J. Maurice Zufferey	X	

X denotes that the Board Member is on the applicable Committee.

1 denotes the Board Member who chairs the applicable Committee.

Corporate Governance Report (continued)

Audit Committee

The Audit Committee comprises four non-executive directors, namely William Murphy (Chairman), J. Brian Davy, Dr. J. Maurice Zufferey, and Hans Sigrist each of whom is considered by the Board to be independent in judgement and character. In the 2011 financial year, the Audit Committee met four times and the average duration of the meetings was approximately three hours.

The Audit Committee's role includes reviewing the Group and Company Financial Statements, the interim and full year results and the significant financial reporting judgements contained therein. The Audit Committee also reviews the Group's internal controls, and the scope and effectiveness of the Group's Internal Audit function. The Head of Internal Audit has access to the Audit Committee at all times and he and the Chief Financial Officer regularly attend meetings of the Audit Committee by invitation.

In the financial year 2011 the Audit Committee, operating under its terms of reference, discharged its responsibilities by reviewing:

- the Group's draft financial statements and interim results statement prior to Board approval and reviewing the external auditor's reports thereon;
- the appropriateness of the Group's accounting policies;
- the audit fee and non-audit fees payable to the Group's external auditor;
- the external auditor's plan for the audit of the Group's accounts, which included key areas of extended scope work, key risks to the accounts, confirmations of auditor independence and the proposed audit fee, and approving the terms of engagement for the audit;
- the Group's financial controls and risk systems;
- the Internal Audit function's terms of reference, resources, its work programme and reports on its work during the year;
- the arrangements by which staff may, in confidence, raise concerns about possible fraud.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee comprises J. Brian Davy (Chairman), Denis Buckley and the Company Chairman, Denis Lucey (all non-executive directors). Each of whom are considered by the Board to be independent in judgement and character.

The Nomination and Remuneration Committee is responsible for determining the remuneration of the executive and non-executive members of the Board, for nominating for the approval of the Board and ultimately the shareholders candidates to fill Board vacancies, and for the continuous review of senior management succession plans. In the 2011 financial year, the Nomination and Remuneration Committee met four times and the average duration of the meetings was approximately 1.5 hours.

The Group's remuneration policy for executive and non-executive directors and details of directors' remuneration are contained in the Compensation Report on pages 46 to 53 of this Annual Report, in accordance with the Swiss Code of Obligations and the SIX Directive on Information Relating to Corporate Governance.

Corporate Governance Report (continued)

3.4.3 Work methods of the Board and its Committees

Seven Board meetings were held during the year. The average duration of regular Board meetings is approximately 6.5 hours. In addition, the Board held a two-day meeting during the year to consider ARYZTA Group strategy. At each meeting, the Chair of the Committees report to the Board on their activities as necessary. Details of the work methods of the Committees are set out in Section 3.4.2.

	Board		Audit		Nomination & Remuneration	
	Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended
Denis Lucey (Chairman)	7	7			4	4
Charles Adair	4	4				
Denis Buckley	7	7			4	4
J. Brian Davy	7	7	2	2	4	4
Owen Killian (CEO)	7	7				
Patrick McEniff (CFO)	7	7				
William Murphy	7	7	4	4		
Hans Sigrist	7	5	2	1		
Dr. J. Maurice Zufferey	7	5	4	2		

3.5 Definition of areas of responsibility

The Board of Directors is the ultimate governing body. It has the power and competencies afforded by Swiss law (art. 761a of the Swiss Code of Obligation (CO)) including in particular:

- 1) to approve the strategic objectives, annual budget and capital allocations;
- 2) to appoint and remove the CEO;
- 3) to act as the ultimate supervisory authority.

The following fall within the exclusive competency of the Board of Directors:

- To ultimately direct the Company and issue the necessary directives;
- To determine the organisation;
- To structure the accounting, the internal control system, the financial control and the financial planning system as well as perform a risk assessment;
- To appoint and remove the persons entrusted with the management and the representation of the Company and to grant signatory power;
- To ultimately supervise the persons entrusted with the management, in particular with respect to compliance with the law and with the Articles of Association, regulations and directives;
- To prepare the business report, as well as the General Meeting and to implement its resolutions;
- To inform the judge in the event of over-indebtedness;
- To pass resolutions regarding the subsequent payment of capital with respect to non-fully paid-in shares;
- To pass resolutions confirming increases in share capital and the amendments to the Articles of Association entailed thereby;
- To examine compliance with the legal requirements regarding the appointment, election and the professional qualifications of the external auditors;
- To execute the agreements pursuant to art. 12, 36 and 70 of Swiss merger law.

The Board has delegated responsibility for the day-to-day management of the Group, through the Chief Executive Officer, to Executive Management.

Corporate Governance Report (continued)

3.6 Information and control instruments pertaining to Group Executive Management

Group Executive Management report in a regular and structured manner to the Board of Directors. The CEO and CFO report to the Board on a systematic basis. At each Board Meeting, the CEO informs the Board of the status of current business operations, significant developments and major business transactions. Likewise, the CFO reports on financial performance across the Group and key financial figures and parameters. In addition, executives within the Group regularly deliver presentations to the Board. The Board approves the formal Risk Assessment which is required by Article 663b of the Swiss Code of Obligations. The Board has approved the design, implementation and maintenance of the Internal Control System required under applicable law.

The ARYZTA Internal Audit function reports directly to the Audit Committee. Internal Audit may audit all Group activities and regularly meets with Group Executive Management. Internal Audit discuss audit plans with the Audit Committee on at least an annual basis, but may discuss them more frequently should circumstances require.

The external auditors, PricewaterhouseCoopers AG (the Auditors of the ARYZTA Company and Group Financial Statements), conduct their audit in compliance with Swiss Auditing Standards and International Standards on Auditing.

4 Group Executive Management

For the financial year 2011, the Group Executive Management consists of Owen Killian (Chief Executive Officer), Patrick McEniff (Chief Financial Officer), Hugo Kane (Chief Operating Officer), and Pat Morrissey (General Counsel and Secretary). Since the year-end Hugo Kane has resigned from the role of Chief Operating Officer and is no longer part of the Group Executive Management team. Details of Owen Killian and Patrick McEniff are provided in Section 3.1.

No member of the Group Executive Management holds management contracts for any company outside of the ARYZTA Group.

5 Compensation, shareholdings and loans

Please refer to note 10 of the ARYZTA AG Company Financial Statements on page 147 for details of Board members' shareholdings and to the Compensation Report on pages 46 to 53 for disclosures pertaining to compensation, as well as the content and method of determining the compensation and share-ownership programmes. No loans or advances were made by ARYZTA Group to members of the Board of Directors or to Executive Management during the financial year, or were outstanding at 31 July 2011 (2010: none).

6 Shareholders' participation

6.1 Voting rights

Each ARYZTA share registered as a share conferring a voting right entitles the holder to one vote at a General Meeting. Proxies are entitled to attend shareholders' meetings and exercise all rights of the represented shareholders at such meetings.

Corporate Governance Report (continued)

As indicated previously in paragraph 2.6.2, ARYZTA pursues arrangements with Euroclear UK and Ireland to enable investors whose interests in ARYZTA are represented by CDIs to exercise their voting rights. CDI holders who wish to be in a position to directly enforce or exercise their rights must have their interests entered in the share register in accordance with Article 7 of the Articles of Association and effectively hold their shares through a member of the Swiss SIS Settlement System.

6.2 Statutory quorums

Pursuant to Article 14 of the Articles of Association, resolutions at the General Meeting calling for a quorum of at least two-thirds of the votes represented are required for:

- The cases listed in art. 704 para. 1 CO and in art. 18 and 64 Merger Act;
- The easement or abolition of the restriction of the transferability of registered shares;
- The conversion of bearer shares into registered shares;
- Any change to the provisions of article 14 of the Articles of Association.

6.3 Convocation of General Meeting of the shareholders

General Meetings are convened by the Board of Directors and, if need be, by the Auditors. Notice of the General Meeting is given by publication in the Swiss Official Gazette of Commerce at least 20 days before the date of the meeting. The notice must state, inter alia, the day, time and place of the Meeting and the agenda.

6.4 Agenda

The Board states the items in the agenda. One or more registered shareholders which jointly represent at least ten percent of the share capital of the Company registered in the Commercial Register may request items to be included in the agenda. Such requests must be in writing, specifying the items and the proposals and be submitted to the Chairman at least 45 days before the date of the General Meeting.

6.5 Entry in the share register

The relevant date to determine the shareholders' right to participate in the General Meeting on the basis of the registrations appearing in the share register is set by the Board in the invitation to the General Meeting.

7 Change of control and defence measures

7.1 Obligation to make an offer

ARYZTA does not have a provision on opting out or opting up in the Articles of Association. Thus, the provisions regarding the legally prescribed threshold of 33 1/3% of the voting rights for making a public takeover offer set out in art. 32 of the Swiss Stock Exchange Act are applicable.

7.2 Change of control clauses

Benefits under the ARYZTA LTIP vest upon a change of control. Otherwise, the agreements and plans benefiting the members of the Board or the Group Executive Management are unaffected by a change of control. Further details regarding the benefits under the ARYZTA LTIP are set out in the Compensation Report on pages 46 to 53 of this Annual Report.

Corporate Governance Report (continued)

8 Auditors

8.1 Duration of the mandate and term of office of the lead auditor

In line with the Group's policy of rotating its auditors every seven years, ARYZTA AG put the audit mandate out to tender in November 2009. Submissions were received from a number of major accounting firms. The award decision was based on a set of criteria which had previously been disclosed to all candidate firms. These criteria included such elements as the composition of the audit team, knowledge of the bakery industry sector and differentiation vis-à-vis other candidate firms. The ultimate decision was made on the basis of general best practice principles. Following a formal tender process, PricewaterhouseCoopers AG, Zurich, was elected as statutory auditor and Group auditor in December 2009. The term of office is one year. Patrick Balkanyi has been the lead auditor since PricewaterhouseCoopers AG's appointment in 2009. At the 2010 AGM, PricewaterhouseCoopers AG, Zurich, was re-elected as statutory auditor and Group auditor for the 2011 financial year.

8.2 Audit fees

The total audit and audit-related fees charged by the Group auditors in the financial year 2011 amounted to €2,458,000. €265,000 of these fees were charged to Origin Enterprises plc.

The total audit and audit-related fees charged by the Group auditors in the financial year 2010 amounted to €1,787,000. €312,000 of these fees were charged to Origin Enterprises plc.

8.3 Additional fees

The Group's policy is to manage its relationship with the Group's external auditor in such a way that their independence is maintained. To ensure that this is so, the Board has determined limits on the type and scale of non-audit work that can be provided by the auditor.

Contracts to the auditor for other non-audit work are deemed to be pre-approved by the Audit Committee up to an aggregate limit, within the financial year, of 100% of the current year audit fee. This is subject to the requirement for all contracts for specific pieces of non-audit work with fees exceeding €250,000 being awarded on the basis of competitive tendering. Where the awarding of a contract for non-audit work to the auditor is to be made that is likely to increase total fees for non-audit work above this aggregate limit in the financial year, the Group Chief Financial Officer notifies the Chairman of the Audit Committee in advance of such a contract being awarded.

The fees for additional services rendered to ARYZTA Group by the auditors and invoiced in the financial year 2011 totalled €2,495,000 for taxation and legal services. Of these fees €61,000 was charged to Origin Enterprises plc.

Corporate Governance Report (continued)

8.4 Information tools pertaining to the external audit

PricewaterhouseCoopers presents to the Audit Committee a detailed report on the conduct of the 2011 financial statements audit, the findings on significant financial accounting and reporting issues as well as the findings on the Group's internal control system (ICS).

In 2011, PricewaterhouseCoopers attended four Audit Committee meetings and the Group Head of Internal Audit participated in all four Audit Committee meetings. Other members of the Group Executive Management attended them as invited. In addition, the Head of Internal Audit regularly met with the Chairman of the Audit Committee for interim updates.

The Board of Directors annually reviews the selection of the auditors in order to propose their appointment to the General Meeting of ARYZTA. The Audit Committee assesses the effectiveness of the work of the auditors in accordance with Swiss law. The lead auditor rotates every seven years in accordance with Swiss law.

At each meeting of the Audit Committee, audit and non-audit-related fees paid to PricewaterhouseCoopers year to date are reviewed to mitigate the risk of any potential impairment to PricewaterhouseCoopers' independence. PricewaterhouseCoopers monitors its independence throughout the year and confirms its independence to the Audit Committee annually.

9 Investor Communications Policy

Guiding principles

ARYZTA is committed to pursuing an open and consistent communication policy with shareholders, potential investors and other interested parties. The objective is to ensure that the perception of those parties about the historical record, current performance and future prospects of ARYZTA is in line with management's assessment of the current situation at ARYZTA. The guiding principles of this policy are that ARYZTA gives equal treatment to shareholders in equal situations, that any price sensitive information is published in a timely fashion and that the information is provided in a format that is as complete, simple, transparent and consistent as possible.

Corporate Governance Report (continued)

Methodology

ARYZTA publishes its first quarterly trading update, half-year results, nine-months' trading update and full-year results (including Annual Report) on the occasion of its quarterly announcement cycle (announcement dates on next page). These quarterly announcements are accompanied by a news release and/or a presentation and a conference call which is broadcast live on the internet (webcast) and which anyone can choose to access, whether that person is a shareholder or not. These webcasts can be replayed at any time on the ARYZTA website (www.aryzta.com). An automatic alerting service is also provided through the website. This ensures that interested parties can sign up to the site to be alerted automatically to results and events announcements published on the website. ARYZTA also ensures that news releases are distributed to major wire and news services. These news releases are also made available in the News & Media section of the website immediately after release to the SIX Swiss Exchange and ISE Irish Exchange (www.aryzta.com/news-and-media.aspx). In this way, the Company utilises its website and ancillary communications infrastructure to ensure a rapid and equitable distribution of information for all interested parties.

ARYZTA's Investor Relations programme for institutional investors is carried out in line with the quarterly announcement cycle, with management time allocated accordingly and not on an ad-hoc basis. In March 2011, ARYZTA appointed a dedicated communication officer to focus on the management of the communication process with investors and the media, and to support ARYZTA's efforts to strike a balance between the needs of managing a business and regular transparent communication with investors. ARYZTA's policy regarding investor meetings (i.e. Group meetings, one-to-one meetings and conference calls) is that these will not be held on an ad-hoc basis. These will be organised following quarterly announcements, save as mentioned below. Investors wishing to meet the Group in the aftermath of such quarterly announcements should e-mail the Group's Investor Relations co-ordinator (see details on page 44 of this Annual Report). These investor communications focus either on recently announced financial results, recent corporate activity or the longer-term strategy of the Group. They do not serve the purpose of disclosing new information which might encourage an investment decision.

The Group accepts invitations to investor conferences. Attendance at conferences by the Group will be on a planned and agreed basis in advance of its quarterly announcement cycle and published on its website. The Company also communicates with analysts and stockbrokers who follow ARYZTA to facilitate third-party research on the Company. ARYZTA assumes no responsibility for any statements, expectations, or recommendations made by analysts and stockbrokers. The Group will communicate to investors at the time of any potentially price-sensitive event, such as significant acquisitions and divestments, joint venture agreements and alliances.

Corporate Governance Report (continued)

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Key dates to December 2012

Announcement of the 2011 annual results	26 September 2011
Issue of the 2011 annual report	4 October 2011
First quarter trading update	28 November 2011
Annual General Meeting	1 December 2011
Payment of dividend	1 February 2012
Announcement of half-year results 2012	12 March 2012
Third quarter trading update	5 June 2012
Announcement of the 2012 annual results	24 September 2012
Issue of the 2012 annual report	2 October 2012
First quarter trading update	3 December 2012
Annual General Meeting 2012	6 December 2012
