



# Annual report. Fiscal year 2022.

This language version has been translated from the original French report.  
In case of doubt the French language version applies.



Dear Shareholders,

2022 was a very positive year for the Cendres+Métaux Group, despite the turbulent geopolitical and macroeconomic environment. We feel that we have returned to a sense of normality that we have lacked for several years. This has enabled us to continue to implement our strategy of focusing on our core competencies and improving our profitability. Our revenue, EBIT and profit for the year 2022 are strong and confirm that our approach is the right one. Our operating profit of CHF 7.1 million is more than 72% higher than in 2021 on a like-for-like basis and without extraordinary effects. This is remarkable. This result allows us to propose a dividend of CHF 140.00 per share, an increase of 22% compared to 2021. To support our growth, we were able to hire a large number of employees despite the difficult job market situation. We have invested in training and innovation and have expanded our capacities and productivity by purchasing new machines. We are doing our utmost to be a reliable partner for our clients.

All this would not have been possible without the commitment of all our employees, who have made it possible to achieve our goals. Our order book for the year 2023 both motivates and stimulates us. This outlook allows us to look forward to the future with confidence.

Yours sincerely,



Philippe Milliet  
Chairman of the Board of Directors



In this annual report, you will have the opportunity to discover pictures of our employees. These photos were taken in our Headquarters in Biel in November 2022 to illustrate our slogan «tous ensemble». You will find more information on this subject on pages 7 and 8.

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# 1. Highlights of 2022.







### Excellent performance

2022 was a very good year and our group experienced strong growth. Profitability improved significantly and the Group result is strong.



### New hires

In order to be able to respond to the steady increase in orders, a large number of new employees were taken on, while at the same time sustained efforts were made in the area of training.



### Our organisation

The organisational structure was simplified by defining one CEO who manages all the Group's activities.



### Cendres+Métaux in the press

The regional and national press is interested in our activities and know-how. Cendres+Métaux was featured in a report on Swiss-German television (SRF Schweiz aktuell), but also in the print media with articles in «Le Temps» and the «Bieler Tagblatt».



### Investments and acquisitions

First of all, we needed to strengthen our machine park in our core competencies (laser, milling, turning) in order to be able to respond to the high level of orders received and to increase our performance. The acquisition of Cornu & Cie in 2022 will provide us with know how in the field of watch straps, buckles and clasps.



### The return of the trade fairs

It is with satisfaction that our teams, after two years of absence, were able to meet our clients at trade fairs and other events. This was particularly the case at the EPHJ – a trade show that brings together players in the fine watchmaking and jewellery industries – where Cendres+Métaux, Cronal and Queloz had a joint stand. For Medtech, the Compamed trade fair in Düsseldorf was one of the highlights of the year.

## 2. Tous ensemble.





With the slogan «tous ensemble» we show our will to grow as a group. The combination of our experience and know-how, the cooperation between our teams and the synergies between the different companies in the Group enable us to achieve common goals. We are proactively shaping our future by building on our common values.

### We are growing

To keep up with the high demand, we are constantly recruiting new employees. This is reflected in the number of new hires we have made. Our human resources team, which is present at all our locations, has conducted a large number of interviews in order to recruit the right people.

### Recruiting specialists and developing our personnel

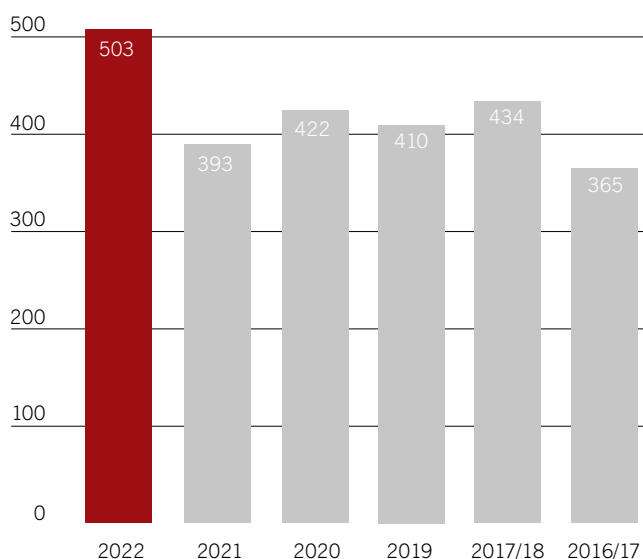
The strength of the Swiss labour market has not waned. According to a study, the demand for labour has increased by 23% – and even by 38% in the Espace Mittelland – in 2022 compared to 2021\*. Given this situation, recruiting specialists has become a challenge. With numerous initiatives (see next page), we want to make ourselves known and position ourselves as an attractive employer. Training and further education of our personnel are essential elements of this.

« It has been an intense year for our Human Resources team. The large number of applications received and all the interviews to be conducted have been a real challenge for us. But it is exciting to see our group growing and new people joining our teams! »

Baanuja Rajakulendran  
Director of Human Resources

### Number of employees

(headcount, excl. apprentices, incl. Cornu & Cie (+75) and excl. CM Italy (-5) as at 31.12.2022)



\*source: [www.kmu.admin.ch/kmu/fr/home/actuel/news/2022/nouveau-record-pour-le-marche-de-l-emploi-en-suisse.html](http://www.kmu.admin.ch/kmu/fr/home/actuel/news/2022/nouveau-record-pour-le-marche-de-l-emploi-en-suisse.html)



Various measures were taken in the course of the year to publicise Cendres+Métaux and to communicate about our vacancies. From the Seeland to France, via the Jura region, numerous initiatives were undertaken in a wide variety of media.



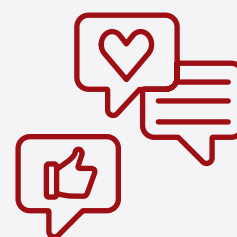
### Written press

Vacancies published in the following newspapers: Arc info, Bieler Tagblatt, Journal du Jura, Quotidien Jurassien, Solothurner Zeitung, PPA Hebdo France.



### Websites

Updating of our job page on our website and presence on recruitment platforms.



### Social networks

Presence on Facebook, LinkedIn, Instagram and YouTube with regular campaigns.



### Sports and cultural sponsorship

Various engagements in the region to draw public attention to our interesting positions. (EHC Biel-Bienne, FC Biel-Bienne Woman, Bieler Stadtmusik,...)



### Internal campaign

We encourage our personnel to recommend people from their networks.



### Reports

Short reports on the various jobs of Cendres+Métaux employees, published on our website and on social networks.



### **3. Cendres+Métaux governance and organisational structure.**



# Board of Directors.



From left to right: Olivier Costa de Beauregard, Pierre-François Chauvy, François Pidoux, Yanik Tardy, Carole Hübscher Clements, Philippe Milliet, Philippe Douchet.

## Philippe Milliet, Chairman

- Nationality: CH
- Pharmacist's diploma (University of Lausanne)
- Master of Business Administration HEC (University of Lausanne)
- Chairman of the Board of Directors of Banque SYZ
- Member of the Board of Directors of Banque Cantonale du Jura
- Member of the Board of Directors of Perrin Holding SA
- Member of the Board of Directors of SK-Pharma GmbH, Germany

## Carole Hübscher Clements, Vice Chairman

- Nationality: CH
- PMD Harvard Business School
- Graduate of the Hotel Management School Geneva
- Chairman and Managing Director of Caran d'Ache SA, Geneva
- Member of the Board of Directors of the Mobiliar Cooperative, Bern

## François Pidoux, Secretary

- Nationality: CH
- Law degree, law and notary patent (University of Neuchâtel)
- Member of the Board of the Wilhelm Gimmi Foundation
- Member of the Board of the Chablais-Nature Foundation
- Director of Dougla Holding SA, Vevey

## Philippe Douchet, member

- Nationality: CH and F
- MBA in economics and business administration, University of Lausanne, Fribourg and Geneva
- HEC Lausanne
- Entrepreneur and director of several foundations in Switzerland and Liechtenstein

## Yanik Tardy, member

- Nationality: CH
- Physicist, Doctor of Science EPFL
- Director and co-founder of Coat-X SA

## Olivier Costa de Beauregard, member

- Nationality: F
- Former student of the École Normale Supérieure and the École Nationale d'Administration
- Managing director of the Marcel Dassault industrial group
- Member of the Board of Directors, Managing Director of SITAM, Switzerland
- Chairman of the Management Board of Immobilière Dassault, Paris
- Member of the Board of Directors of Dassault Medias and the Figaro Group, Paris
- Managing Director of Dassault Belgique Aviation, Brussels
- Managing Director of Dassault Wine Estates, Saint Emilion

## Pierre-François Chauvy, member

- Nationality: CH
- Engineer in materials science, Doctor of Science EPFL
- Entrepreneur, co-founder and director of micropat SA

## Management of the Cendres+ Métaux Group



**Philipp von Büren**  
Chief Executive Officer



**David Tramaux**  
Chief Financial Officer

The position of Chief Executive Officer Medtech was held by Mr Ronald J. Lenzeder until 18 October 2022.

### **Auditors of Cendres+ Métaux Holding SA and of the consolidated accounts**

Ernst & Young SA, Bern

Expiry of mandate: General Assembly 2023



## **4. Annual report of the Board of Directors.**



# Cendres + Métaux Group.



«The year 2022 was characterised by strong growth and a significant improvement in profitability, which is very pleasing for us. This confirms that our strategy of focusing on our core competence is consistent and right. We want to continue on this path by innovating, constantly improving our processes and investing in the training of our employees so that we remain the partner of choice for our clients. I am very proud of the entire staff and look forward to continuing to accompany Cendres+Métaux on this journey.»

Philippe Milliet  
Chairman of the Board of Directors  
of Cendres+Métaux Holding SA

## Our strategy for growth and profitability

The Cendres+Métaux Group focuses on both internal and external growth. Internally, the search for new employees, training, innovation, expansion of our machine parc, automation and process optimisation are all on the agenda. Externally, we are keen to acquire other companies that are active in similar or complementary fields. This approach is part of a general trend towards the regrouping of players in the micromechanics sector in order to form groups that are better able to progress in a rapidly changing economic environment. In this context, we must remain focused on our core competencies and not disperse ourselves. The overriding criteria that guide us in our research are therefore strategic coherence and profitability. We want to continue to invest in people and equipment to support our growth.

## Board of Directors

The Board of Directors met seven times in 2022. The integration of two new members, Pierre-François Chauvy and Yanik Tardy, went smoothly and the Board is very close-knit. The Board's cooperation with the management is excellent.

## The management

The Board of Directors simplified the organisation and appointed Mr Philipp von Büren as CEO of the Cendres+Métaux Group. Philipp von Büren, assisted by David Tramaux, Group CFO, has established a Group management and site managers. The quality of the work of our CEO and CFO and their commitment to the Group, with the support of their teams, made this change possible. We believe that a unified management with common goals will be better able to face the challenges ahead. This is in line with our strategy guidelines.

## Our subsidiaries and holdings

A highlight of 2022 was the purchase of Cornu & Cie in La Chaux-de-Fonds. This company has been active for decades in the manufacture of parts for the watchmaking industry in particular. With its 75 employees, it provides us with additional production capacity and, above all, renowned expertise in the manufacture of watch straps, buckles and clasps.

Our subsidiary Cendres+Métaux Italy was the subject of an MBO (Management-Buy-out). The former subsidiary continues to distribute our products in the Italian market. This sale has an impact on our subsidiary turnover but improves our profitability. It now seems less rational to have our own subsidiaries abroad for the purpose of distributing our dental products. The volumes thereby sold no longer justify their existence and for years they were constrained to offer other third-party products which, although they generate turnover, do not bring anything to the parent company. Thus, an MBO with the managers of our subsidiaries or the use of distributors seem to us to be more appropriate formulas for ensuring the distribution of our products internationally. Discussions are underway with regard to our two remaining subsidiaries in France and Spain.

## Fluctuations in precious metals and currencies – inflation

The fluctuation of precious metal prices is a recurring theme that mobilises our attention. This is now being accompanied by issues such as inflation, energy costs and supply chain disruptions. The war in Ukraine has, of course, caused instability in the money markets and in the prices of precious metals since its outbreak. The prospect of a possible recession acted as a moderator and limited the appreciation of the gold price, which at the end of 2022 was close to its price at the beginning of the year. Inflation is an additional disruptive element, even if it is more moderate in Switzerland than in our neighbouring countries or in the USA. Our cost prices are directly impacted by this situation and negotiations must therefore be conducted with our suppliers and clients. Our vigilance must therefore not be relaxed if we want to face all these complexities and succeed in maintaining and developing our position.

## Revision of our Statutes

At the ordinary General Assembly in 2023, we will ask our shareholders to vote on a revision of the statutes of Cendres+Métaux Holding SA. This revision is required due to the entry into force of the revised company law on 1 January 2023. We are taking advantage of this opportunity to update our statutes in order to make them more understandable and more in tune with the present. The purpose of our company has been completed by including our social and environmental concerns.

Some new features have also been introduced, such as the possibility of using electronic means of voting for our shareholders. Finally, this total revision of our statutes is also justified by the fact that, over time, many amendments had been introduced ad hoc, and it is now a question of bringing more coherence to the text as a whole.

## Business development

The year 2022 saw turnover jump to CHF 157.9 million, a significant increase of 28.7% compared to 2021. Excluding the acquisition of Cornu & Cie and taking into account the sale of our Italian subsidiary, sales increased by 18.4%. EBIT increased by 72% to CHF 7.1 million. This higher than sales growth is a clear indication of improved productivity. We are very satisfied with 2022. This result was only possible thanks to the unwavering commitment of all our employees.

## Dividends

The net income for 2022 of CHF 92.4 million minus CHF 87.3 million in provision releases (not affecting liquidity) leaves a net income from continuing operations of CHF 5.1 million, which allows us to propose a dividend payment of CHF 140.00 per share. We want to follow a consistent dividend policy in relation to the profitability of the company. We would like to thank our shareholders for their loyalty and their interest in Cendres+Métaux.



## Luxury+ Industry Report

The trend seen in the second quarter of 2021 has continued strongly throughout 2022. Globally, demand in the high-end luxury segment continued to grow during 2022.

At the Luxury+ Industry level, turnover excluding precious metals increased by 33.1%, not including the turnover of Cornu & Cie. Our client base has been very loyal and we have been able to expand it. They trust us and appreciate our skills and services. Our core competencies are the foundation on which we are building our reputation as specialists in the manufacture of micromechanical components for the luxury market. In summary, we are pursuing our strategy with the objective of becoming an increasingly important player in this market.



Highlights during the year:

- In order to meet the growing market demand, we have significantly expanded our machine park and have also focused on automation.
- We intensified the search for new employees to meet the development of our business by using new and innovative approaches to recruitment.
- The purchase of Cornu & Cie provided us with additional production capacity and, above all, renowned know-how in the field of watch straps, buckles and clasps. It corresponds to our desire to acquire additional market shares in a field similar to our own. It is part of our strategy.
- We have been very active in the field of precious metal recycling.
- As for our daughter companies Queloz, Cronal and Cornu & Cie, their integration into the Group continued in 2022 and they are now being managed through the Groupe Management Team.
- Queloz had the best year in its history. This is certainly a recognition of its highly specialised skills.
- Cronal is making progress and consolidating its skills in the field of laser engraving. It is expanding its range of products. It thus offers a complete range in this field.
- Cornu & Cie exceeded our expectations in 2022, which is very encouraging for the future.

In 2023 we expect the current trend to continue and we will again experience substantial growth. Our clients are optimistic and our order books are well filled for many months to come. The search for qualified personnel will remain one of our major challenges in 2023.

## Medtech Report

2022 was characterised by a return to normalcy, the beginnings of which were already felt in 2021. We are experiencing overall growth, if we exclude the impact of the sale of Cendres+Métaux Italy, but depending on the product, the picture is more diversified. This is a great encouragement after all these years marked by COVID-19. In 2022, our teams continued their momentum and it was no longer a question of maintaining a cruising speed but of expanding our relationships with our existing clients and acquiring new ones.

Overall in 2022, growth in the CMO (Contract Manufacturing Organisation) is 2.3% excluding precious metals. We have sought to improve our processes and 2022 was an important step in this multi-year process. The CMO is characterised by the fact that its prospects are realised over a fairly long period of time with projects slowly and steadily taking shape. The relationships with our clients, once established, are long-term and stable. A concrete result in the CMO is the acquisition of a new client in the medical field for a screw system to treat fractures.

In the field of branded dental products, our portfolio remained unchanged and we focus on products such as dental attachments and ceramics. Nevertheless, we experienced a contraction of 1.9% in our non-precious metals sales for branded products in 2022, if we exclude the impact of the sale of Cendres+Métaux Italy. The continuous erosion of our sales of precious metal dental alloys over the years in the face of competition from cheaper substitutes made from less noble materials is inexorable. The high prices of precious metals have a negative influence on the sales of our alloys. On the other hand, the Dalbo® system and other products are selling well and partly compensating for this decline. In general, direct sales of our products remain difficult in all the markets where we are present.

Medtech in general is an area that we are developing and we intend to continue to do so. In 2022 we have ordered a number of machines that will help increase our production capacity. Some of these are replacements for ageing machines and some are additional machines. It will take about a year for these machines to be delivered. This will enable us to achieve higher precision and improved efficiency. We are paying attention to the MDR (Medical Device Regulation) and are well prepared for the implementation of the new regulatory elements that are periodically imposed on us. We continue to strengthen our sales force and business development.

The Cendres+Métaux branded dental products, which have been the DNA of our company, have become more difficult to market over time. That is why we have diversified partly in the CMO to offer more medical and dental products. We want to be ready to meet the demands of the market. This justifies our current and future investments. These investments are not only in machines but also in human resources and skills.



## Global outlook

The geopolitical environment is always a cause for concern, but circumstances have also taught us to cultivate optimism.

This optimism must be constructive and for all our businesses, whether in Luxury+Industry or Medtech, it is up to us to provide answers to inevitable challenges such as inflation, energy prices and availability, the impacts of the Ukrainian conflict or supply chain issues. To take account of inflation, we are renegotiating our selling prices in addition to the productivity gains we have achieved. In terms of energy, we are installing solar collectors on the roofs of our buildings and have concluded contracts guaranteeing the supply of electricity at prices that are unfortunately much higher than those previously charged.

In conclusion, we are reasonably confident about the future. Our order books for 2023 are higher than at the beginning of 2022 and our various development initiatives are progressing well. We will continue to put all our energy into the growth and profitability strategy we started 3 years ago. Our geopolitical and economic environment remains unstable and we will remain vigilant.

## Acknowledgements

Our thanks go to all our partners, clients, shareholders, employees and all those with whom we work. We are very grateful for the loyalty they show to Cendres+Métaux year after year.

« Time seems to fly by – and yet when you look back at the end of the year, you are almost overwhelmed by all that has been achieved and happened. That's how I feel when I think about the year 2022. I'm proud of what we've achieved together and I look forward to continuing our journey. »

Philipp von Büren  
CEO



## 5. Cendres+Métaux Group (consolidated accounts).



# Consolidated balance sheet.

<b>Assets</b> (in CHF 1000)	31.12.2022	31.12.2021
Cash and cash equivalents	6 065	8 479
Trade receivables	16 341	13 728
Other short-term receivables	11 831	7 179
Inventories	156 922	131 398
Accrued income	1 313	595
<b>Total current assets</b>	<b>192 472</b>	<b>161 379</b>
Financial fixed assets	4 350	923
Tangible fixed assets	30 982	29 159
Tangible fixed assets under leasing	1 841	1 492
Intangible assets	13	80
<b>Total fixed assets</b>	<b>37 186</b>	<b>31 654</b>
<b>Total assets</b>	<b>229 658</b>	<b>193 033</b>
<b>Liabilities and Shareholders' Equity</b> (in CHF 1000)	31.12.2022	31.12.2021
Trade payables	8 538	6 509
Short-term interest-bearing debts	59 867	25 371
Metal loan from banks	27 821	11 552
Metal loan from third parties	11 893	–
Other loans from banks and shareholder loans	20 153	13 819
Other short-term debts	3 580	3 340
Accrued expenses and short-term provisions	3 800	2 467
<b>Total short-term liabilities</b>	<b>75 785</b>	<b>37 687</b>
Long-term interest-bearing debts	16 817	20 082
Provisions	3 854	92 702
<b>Total long-term liabilities</b>	<b>20 671</b>	<b>112 784</b>
<b>Total liabilities</b>	<b>96 456</b>	<b>150 471</b>
Share capital	1 400	1 400
Legal reserve from profit and consolidation	39 007	36 231
Profit for the year	92 401	4 494
Own shares	–491	–391
Minority interests in shareholders' equity	885	828
<b>Total shareholders' equity</b>	<b>133 202</b>	<b>42 562</b>
<b>Total liabilities and shareholders' equity</b>	<b>229 658</b>	<b>193 033</b>

# Comments on the consolidated balance sheet.

## Assets

### Current assets

The «Cash and cash equivalents» statement decreased by kCHF –2 414 from operating activities of kCHF 13 735, from investing activities of kCHF –11 663, from debt repayment of kCHF –2 815 and from exchange rate differences.

«Trade receivables» increased by kCHF 2 613 due to the increase in activity and the purchase of Cornu & Cie.

The «Other short-term receivables» include negative precious metal weight accounts, a guarantee towards the customs, taxes receivable (VAT) and advances to various social insurances.

For the valuation of precious metal «inventories», the Board of Directors continued to apply a variation reserve for precious metal prices. The purpose of this reserve is to cover the potential risk of a decline in the precious metal prices of the Cendres+Métaux Group. The parameters used for the valuation of precious metals have not changed and remain at the same level as the previous year, therefore there is no impact on the income statement. The value of inventories in the balance sheet has increased by kCHF 25 524 in relation to the increase in activity in the Luxury+Industry business and the taking of precious metal loans from banks. Following a change in presentation, the positive precious metal weight accounts of our clients have been removed from the balance sheet inventories.

The increase in «prepaid expenses» of kCHF 719 of which kCHF 293 come from advance payments to clients following the acquisition of Cornu & Cie, the balance comes mainly from periodic delimitations for prepaid expenses.

### Fixed assets

Financial fixed assets increased by kCHF 3 427 following the acquisition of Cornu & Cie and the granting of a loan to the buyer of the Italian subsidiary.

The various positions of tangible fixed assets increased by kCHF 1 823. This is mainly due to investments in the machine parc.

The accounting method and the relatively fast depreciation rates have not been changed and are in line with continuity.

## Liabilities and Shareholders' Equity

### Short-term liabilities

Short-term interest-bearing debts have increased by kCHF 34 497 of which kCHF 16 270 are precious metal loans from banks, kCHF 11 893 are precious metal loans from third parties, kCHF 6 334 are bank loans of which kCHF 2 340 comes from the acquisition of Cornu & Cie. The balance of the increase comes from the reclassification of short-term positions, notably leases and mortgages.

«Accrued expenses and short-term provisions» increased by kCHF 1 333. This position contains the periodic delimitations of personnel and tax expenses booked in advance.

### Long-term liabilities

«Long-term interest-bearing debts» decreased by kCHF –3 265 mainly due to the repayment of various debts.

«Provisions» decreased by kCHF –88 848. The decrease is mainly due to the release of kCHF 87 350 of provisions for economic and cyclical risks that were set up a long time ago. These reversals of provisions have no tax impact as they have already been taxed and do not improve or reduce cash flow.

### Shareholders' equity

The «Share capital» remains unchanged at kCHF 1 400.

As at 31.12.2022, the Cendres+Métaux Group holds 66 own shares of Cendres+Métaux Holding SA in its portfolio. We acquired 20 shares during the year.

The minority share in the equity represents the 10% of the Queloz company.



# Consolidated income statement.

(in CHF 1000)	2022	2021
Net revenue from sales of goods and services	157 917	122 658
Change in inventories of finished and semi-finished goods and changes in unbilled services	-4 399	-1 910
Material expenses	-74 860	-52 872
<b>Gross margin</b>	<b>87 457</b>	<b>67 876</b>
Margin	55.4%	55.3%
Personnel expenses	-53 673	-43 631
Short time indemnities	134	1 535
<b>Total personnel expenses</b>	<b>-53 539</b>	<b>-42 096</b>
Building expenses	-2 282	-1 138
General operating expenses	-3 076	-1 291
Movable tangible fixed assets maintenance, repairs and replacement	-4 418	-4 256
Vehicle and transportation expenses	-982	-877
Insurance, duties, taxes, permits and licenses	-514	-461
Energy and waste disposal expenses	-1 622	-1 421
Administrative expenses	-4 779	-3 984
Marketing – Advertising	-727	-529
Other operating expenses	-578	-466
<b>Total operating expenses</b>	<b>-72 517</b>	<b>-56 519</b>
<b>EBITDA</b>	<b>14 940</b>	<b>11 357</b>
Depreciations and amortizations	-7 828	-7 221
<b>EBIT</b>	<b>7 112</b>	<b>4 136</b>
Financial income	217	-7
Financial expenses	-2 908	-1 809
<b>Financial result</b>	<b>-2 691</b>	<b>-1 816</b>
<b>Operating income before taxes</b>	<b>4 421</b>	<b>2 320</b>
Non-operating income	54	92
Non-operating expenses	-	-
Extraordinary, one-off or out-of-period income	1 940	2 881
Extraordinary, one-off or out-of-period expenses	-594	-623
Reversal of provision already taxed	87 350	-
<b>Non-operating, extraordinary income</b>	<b>88 750</b>	<b>2 350</b>
<b>Income before taxes</b>	<b>93 171</b>	<b>4 670</b>
Taxes	-713	-176
<b>Net income for the financial year of the Group</b>	<b>92 458</b>	<b>4 494</b>
Minority interests in net income	-57	-22
<b>Net income for the financial year attributable to shareholders of Cendres + Métaux Holding SA</b>	<b>92 401</b>	<b>4 472</b>

# Comments on the consolidated income statement.

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The overall turnover increased by kCHF 35 258. The organic growth excluding the acquisition of Cornu & Cie and without taking into account our Italian subsidiary is 18%, representing the real performance of the Group. Organic growth in sales excluding precious metals was also 18%.

The gross margin was 55.4%, stable compared to the previous year.

«Personnel expenses» increased by kCHF 11 443, of which kCHF 6 885 came from Cornu & Cie. In 2021, an amount of kCHF 1 535 in compensation for reduced working hours was received, compared with kCHF 134 in 2022. The balance corresponds to the hiring of new employees in the Group's subsidiaries to support the increase in turnover.

«Other operating expenses» increased by kCHF 4 555, of which kCHF 1 864 due to the acquisition of Cornu & Cie. The balance is composed of the following categories.

Maintenance and repair costs of kCHF 4 418 are stable compared to 2021 despite the more intensive use of the machine parc. The increase of kCHF 162 concerns mainly the expenses of Cornu & Cie in the amount of kCHF 146.

Energy costs increased by kCHF 201, mainly due to the acquisition of Cornu & Cie.

Administrative expenses increased by kCHF 795. This was mainly due to the takeover of Cornu & Cie for kCHF 334, the balance being mainly due to IT projects.

Marketing and advertising costs increased by kCHF 198, mainly due to the takeover of our participation in various trade fairs.

EBITDA «Earnings before interest, taxes, depreciation and amortization» amounted to kCHF 14 940 compared to kCHF 11 357 in the previous year, an increase of kCHF 3 583.

EBIT amounted to kCHF 7 112, which represents an increase of kCHF 2 976 compared to the previous year.

«Amortizations and value adjustments» consist of regular depreciation and have changed little compared to the previous year due to our constant depreciation policy.

The «Financial income/loss» is kCHF –2 691, the amount increased due to the increase of precious metal loans and currency exchange losses.

The «Extraordinary, one-off or out-of-period income» of kCHF 1 940 is due to the dissolution of provisions that were no longer necessary, the reimbursement of reduction in working hours from the previous year and various insurance and tax reimbursements.

The «Extraordinary, one-off or out-of-period expenses» consist mainly of costs related to the restructuring of the Italian and French subsidiaries.

In 2022, the «Non-operating, extraordinary income» is also impacted by the release of a taxed provision from previous periods of kCHF 87 350. This release has no cash impact and reflects a more accurate picture of the economic reality.

The «Taxes» account contains the taxes already paid and those still due according to our calculations.

Finally, as at 31.12.2022, the «Net income for the financial year» for the Cendres+Métaux Group amounts to kCHF 5 051 – kCHF 92 401 with the release of provisions. The share attributable to Queloz minority shareholders is kCHF 57.

# Consolidated statement of cash flows.

(in CHF 1000)	31.12.2022	31.12.2021
<b>Net income after taxes</b>	<b>92 458</b>	<b>4 494</b>
Amortizations and value adjustments	7 828	7 221
Proceeds from disposal of fixed assets	-31	-385
Changes in provisions	-88 383	-1 669
<b>Cash flow before changes in net working capital</b>	<b>11 872</b>	<b>9 661</b>
Trade receivables	-2 096	-47
Other short-term receivables	-4 867	-997
Inventories	-21 283	-20 975
Accrued income	-296	151
Trade payables	-413	1 363
Other short-term debts «precious metal weight accounts»	-	6 165
Short-term debts – «precious metal loans»	28 163	11 552
Other short-term debts and accrued expenses	2 655	1 213
<b>Cash flow from operating activities</b>	<b>13 735</b>	<b>8 086</b>
Investments in fixed assets – Furnitures	-8 422	-4 857
Investments in fixed assets – Buildings	-285	-9
Investments in intangible assets	-30	-99
Investments in financial fixed assets	-6 006	-
Disinvestment in financial fixed assets	266	136
Disinvestment in tangible fixed assets	2 784	795
Disinvestment in intangible assets	30	-
<b>Cash flow from investments</b>	<b>-11 663</b>	<b>-4 034</b>
<b>Free cash flow</b>	<b>2 072</b>	<b>4 052</b>
Long-term debts	-1 824	-6 792
Mortgage debts	-991	-275
Treasury shares	-100	-
Payment of dividends and directors' fees	-1 810	-
<b>Cash flow from financing</b>	<b>-4 725</b>	<b>-7 067</b>
<b>Exchange rate difference</b>	<b>239</b>	<b>315</b>
<b>Change in cash and cash equivalents</b>	<b>-2 414</b>	<b>-2 700</b>
Cash and cash equivalents at the beginning of the period	8 479	11 180
Change	-2 414	-2 700
<b>Cash and cash equivalents at the end of the period</b>	<b>6 065</b>	<b>8 479</b>



# Notes to the consolidated accounts.

## Information on the principles used in the annual accounts

The present annual accounts have been prepared in accordance with the principles of the new accounting law.

### The elements of the consolidated accounts are:

- the consolidated balance sheet
- the consolidated income statement
- the notes to the consolidated accounts
- consolidated statement of cash flows

Scope of consolidation	Headquarters	Consolidation method	% of ownership*	
			2022	2021
Cendres+Métaux Holding SA (parent company)	Biel			
Cendres+Métaux SA	Biel	FC	100.0	100.0
Cendres+Métaux France SAS	Saint-Barthélemy-d'Anjou	FC	100.0	100.0
Cendres+Métaux Ibérica SA	Barcelona	FC	100.0	100.0
Cendres+Métaux Italia S.r.l.**	Milan	FC	0.0	100.0
CM Ciencia y Tecnología Dental S.L.U.	Barcelona	FC	100.0	100.0
Queloz SA	Saignelégier	FC	90.0	90.0
Cendres+Métaux Lux SA	Biel	FC	100.0	100.0
Cronal SA	La Chaux-de-Fonds	FC	75.0	75.0
Cornu & Cie SA	La Chaux-de-Fonds	FC	100.0	0.0

FC full consolidation

\* the percentages of the shares of the voting rights are identical

\*\* the company has been sold and is no longer on the balance sheet as at 31.12.2022

The above-mentioned companies have been consolidated according to the full consolidation method, which requires that all assets and liabilities as well as all income and expenses are fully included in the consolidated financial statements. The share of third parties (minority interests) in the equity and the results of the year are shown separately.

With retroactive effect to 1 January 2022, 100% of Cornu & Cie in La Chaux-de-Fonds was acquired and fully consolidated.

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### Capital consolidation

Capital consolidation has been established according to the Anglo-Saxon method (purchase method). This method has been applied for holdings after 1 October 1992.

### The day of the annual accounts

The closing date for the annual accounts is 31 December for all Group companies.

### Translation of foreign currencies

The translation method chosen is the «closing/current rate method». All balance sheet items have been converted at the closing rate and income statement items at the average exchange rate for the month. Translation differences have been charged to equity.

### Valuation principles

The following principles have been applied consistently to the consolidated accounts:

- Inventories: the precious metals portion of Cendres+Métaux inventories is valued at historical prices with an effective price change reserve. The historical prices of precious metals held by Cendres+Métaux were last adjusted in 2018. The purpose of this reserve is to prevent changes in precious metal prices from impacting the Cendres+Métaux Group's result.
- Accounts Receivable Provisions: Covers specific risks as well as a general risk on trade receivables.
- Treasury shares: Treasury shares are capitalised at acquisition cost. Gains and losses are offset directly against the voluntary reserves from profit and consolidation.
- Taxes: The annual income tax charge has been adjusted on the basis of the results retained in the consolidation according to the local conditions (tax rates) of each company.
- Other items: the other balance sheet and income statement items of the individual Group companies have been consolidated at book values without change.
- Treatment of relationships between Group companies: all transactions and accounts, as well as dividends, have been eliminated. Internal margins on inventories have been eliminated according to the margin achieved with each subsidiary.

**Exchange rates**

	31.12.22	31.12.21
<b>Balance sheet exchange rates</b>		
CHF / 1 EUR	0.9885	1.0350

	2022	2021
<b>Income statement average exchange rate</b>		
CHF / 1 EUR	1.0162	1.0936

**Number of employees**

	31.12.22	31.12.21
Full-time positions	487	378
Apprentices	11	17
Total	498	395

**Net release of reserves for economic risks (hidden reserves)**

As at 31 December 2022: 84 618 570

As at 31 December 2021: 39 107 95

**Extraordinary income**

Release of a reserve for various tax-neutral economic risks, for the remaining larger positions, release of provisions no longer required, retroactive reimbursement of reduction in working hours compensation and various insurance reimbursements.

**Extraordinary expenses**

Extraordinary expenses consist mainly of restructuring costs for our French and Italian subsidiaries.



**Pledged assets**

(in CHF 1000)	31.12.2022	31.12.2021
Real estate subject to mortgage notes	37 700	37 700
Book value of building Biel	13 846	14 940
Book value of building Saignelégier	1 155	1 224
Property insurance	75 000	75 000

**Off-balance sheet value**

(in CHF 1000)	31.12.2022	31.12.2021
Clients' precious metal account	66 050	54 674
Guarantee to banks and third parties	68 818	47 600

**Changes in equity (book values)**

(in CHF 1000)	2022	2021
<b>Shareholders' equity of the Cendres+Métaux Group at the beginning of the financial year</b>	<b>41 734</b>	<b>37 163</b>
(+) Profit / (-) Loss for the year	92 401	4 494
(-) Dividends paid to shareholders for the previous period	-1 610	-
(-) Directors' fees allocated to Board of Directors	-200	-
(-) Purchase of own shares	-100	-
(-) Correction of previous years	-	- 67
(+) Foreign currency translation difference	92	144
Shareholders' equity of Cendres+Métaux Holding SA	132 317	41 734
<b>Minority interests in shareholders' equity</b>	<b>885</b>	<b>828</b>
<b>Shareholders' equity at the end of the year</b>	<b>133 202</b>	<b>42 562</b>

**Treasury shares**

	2022		2021	
	nombre	kCHF	nombre	kCHF
Opening balance Cendres+Métaux Holding SA	46	391	46	391
Movement for the year	20	100	-	-
<b>Closing balance Cendres+Métaux Holding SA</b>	<b>66</b>	<b>491</b>	<b>46</b>	<b>391</b>

**Change of presentation principle**

Precious metals made available to us by clients are no longer shown in the balance sheet but are only mentioned in these notes.

**Post balance sheet event**

None.

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A l'Assemblée générale de  
Cendres+Métaux Holding SA, Biel/Bienne

Berne, le 23 mars 2023

## Rapport de l'organe de révision

### Rapport sur l'audit des comptes consolidés



#### Opinion d'audit

Nous avons effectué l'audit des comptes consolidés de Cendres+Métaux Holding SA et de ses filiales (le groupe), comprenant le bilan consolidé au 31 décembre 2022, le compte de résultat consolidé et le tableau des flux de fonds consolidés pour l'exercice clos à cette date, ainsi que l'annexe aux comptes consolidés, y compris un résumé des principales méthodes comptables.

Selon notre appréciation, les comptes consolidés (pages 19 à 27) sont conformes à la loi suisse et aux principes de consolidation et d'évaluation décrits en annexe.



#### Fondement de l'opinion d'audit

Nous avons effectué notre audit conformément à la loi suisse et aux Normes suisses d'audit des états financiers (NA-CH). Les responsabilités qui nous incombent en vertu de ces dispositions et de ces normes sont plus amplement décrites dans la section « Responsabilités de l'organe de révision relatives à l'audit des comptes consolidés » de notre rapport. Nous sommes indépendants du groupe, conformément aux dispositions légales suisses et aux exigences de la profession, et avons satisfait aux autres obligations éthiques professionnelles qui nous incombent dans le respect de ces exigences.

Nous estimons que les éléments probants recueillis sont suffisants et appropriés pour fonder notre opinion.



#### Autres informations

La responsabilité des autres informations incombe au conseil d'administration. Les autres informations comprennent les informations présentées dans le rapport de gestion, à l'exception des comptes consolidés, des comptes annuels et de nos rapports correspondants.

Notre opinion sur les comptes consolidés ne s'étend pas aux autres informations et nous n'exprimons aucune conclusion d'audit sous quelque forme que ce soit sur ces informations.

Dans le cadre de notre audit des comptes consolidés, notre responsabilité consiste à lire les autres informations et, ce faisant, à apprécier si elles présentent des incohérences significatives par rapport aux comptes consolidés ou aux connaissances que nous avons acquises au cours de notre audit ou si elles semblent par ailleurs comporter des anomalies significatives.

Si, sur la base des travaux que nous avons effectués, nous arrivons à la conclusion que les autres informations présentent une anomalie significative, nous sommes tenus de le déclarer. Nous n'avons aucune remarque à formuler à cet égard.

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### Responsabilités du conseil d'administration relatives aux comptes consolidés

Le conseil d'administration est responsable de l'établissement des comptes consolidés conformément aux dispositions légales. Il est en outre responsable des contrôles internes qu'il juge nécessaires pour permettre l'établissement de comptes consolidés ne comportant pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs.

Lors de l'établissement des comptes consolidés, le conseil d'administration est responsable d'évaluer la capacité du groupe à poursuivre l'exploitation de l'entreprise. Il a en outre la responsabilité de présenter, le cas échéant, les éléments en rapport avec la capacité du groupe à poursuivre ses activités et d'établir le bilan sur la base de la continuité de l'exploitation, sauf si le conseil d'administration a l'intention de liquider le groupe ou de cesser l'activité, ou s'il n'existe aucune autre solution alternative réaliste.



### Responsabilités de l'organe de révision relatives à l'audit des comptes consolidés

Notre objectif est d'obtenir l'assurance raisonnable que les comptes consolidés pris dans leur ensemble ne comportent pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs, et de délivrer un rapport contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, mais ne garantit toutefois pas qu'un audit réalisé conformément à la loi suisse et aux NA-CH permettra de toujours détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent provenir de fraudes ou résulter d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce que, prises individuellement ou collectivement, elles puissent influencer les décisions économiques que les utilisateurs des comptes consolidés prennent en se fondant sur ceux-ci.

Une plus ample description de nos responsabilités relatives à l'audit des comptes consolidés est disponible sur le site Internet d'EXPERTSuisse : <http://expertsuisse.ch/fr-ch/audit-rapport-de-revision>. Cette description fait partie intégrante de notre rapport.

## Rapport sur d'autres obligations légales et réglementaires



Conformément à l'art. 728a, al. 1, ch. 3, CO et à la NAS-CH 890, nous attestons qu'il existe un système de contrôle interne relatif à l'établissement des comptes consolidés, défini selon les prescriptions du conseil d'administration.

Nous recommandons d'approuver les comptes consolidés qui vous sont soumis.

Ernst & Young SA



Karine Badertscher  
Chamoso (Qualified  
Signature)

Experte-réviser agréée  
(Réviser responsable)



Rémy Caradot  
(Qualified  
Signature)

Expert-réviser agréé

## 6. Cendres+Métaux Holding SA.





# Balance sheet.

<b>Assets</b> (in CHF 1000)	31.12.2022	31.12.2021
Cash and listed short-term-held assets	155	77
Other short-term receivables – Group companies	5 128	1 856
<b>Total current assets</b>	<b>5 283</b>	<b>1 933</b>
Financial fixed assets	107 114	107 430
Participations	44 583	39 501
<b>Total fixed assets</b>	<b>151 697</b>	<b>146 931</b>
<b>Total assets</b>	<b>156 980</b>	<b>148 864</b>
<b>Liabilities and Shareholders' Equity</b> (in CHF 1000)	31.12.2022	31.12.2021
Short-term interest-bearing debts – Third parties	500	500
Other short-term debts – Third parties	43	17
Other short-term debts – Group companies	10 250	562
Accrued expenses and short-term provisions	434	259
<b>Total short-term liabilities</b>	<b>11 227</b>	<b>1 338</b>
Long-term interest-bearing debts – Third parties	1 185	1 000
Other long-term debts – Third parties	–	685
Provisions	–	87 350
<b>Total long-term liabilities</b>	<b>1 185</b>	<b>89 035</b>
<b>Total liabilities</b>	<b>12 412</b>	<b>90 373</b>
Share capital	1 400	1 400
Legal reserve from profit	17 294	17 294
Optional reserves from profit	126 365	40 188
Optional reserves	38 377	39 800
Balance sheet profit	87 988	388
Treasury shares	–491	–391
<b>Total shareholders' equity</b>	<b>144 568</b>	<b>58 491</b>
<b>Total liabilities and shareholders' equity</b>	<b>156 980</b>	<b>148 864</b>

# Income statement.

(in CHF 1000)	2022	2021
Interest income – Participations	1 603	1 031
License proceeds income	63	89
<b>Total operating income</b>	<b>1 666</b>	<b>1 120</b>
Personnel expenses	–698	–746
Administrative expenses	–186	–232
<b>Total operating expenses</b>	<b>–884</b>	<b>–978</b>
<b>EBITDA</b>	<b>782</b>	<b>142</b>
Depreciations and amortizations	–	–
<b>EBIT</b>	<b>782</b>	<b>142</b>
Financial proceeds income	56	161
Financial expenses	–98	–207
<b>Financial income/loss</b>	<b>–42</b>	<b>–46</b>
<b>Operating income before taxes</b>	<b>740</b>	<b>96</b>
Non-operating expenses	–	–3
Extraordinary, one-off or out-of-period income	87 350	–
<b>Non-operating, extraordinary income</b>	<b>87 350</b>	<b>–3</b>
<b>Income before taxes</b>	<b>88 090</b>	<b>93</b>
Direct taxes	–102	–36
<b>Net income for the financial year</b>	<b>87 988</b>	<b>57</b>

# Statement of cash flows.

(in CHF 1000)	2022	2021
<b>Net profit after taxes</b>	<b>87 988</b>	<b>57</b>
Depreciations and amortizations	–	–
Changes in provisions	–	–
Various transactions with no effect on working capital	–87 350	–
<b>Cash flow before changes in net working capital</b>	<b>638</b>	<b>57</b>
Other short-term receivables – Holdings	–3 269	19 513
Other short-term receivables	–3	281
Other short-term debts and accrued expenses	200	128
Other short-term debts and accrued expenses – Holdings	9 688	–14 451
<b>Cash flow from operating activities</b>	<b>7 254</b>	<b>5 528</b>
Investments in holdings	–5 082	–
Disposal of fixed assets	–	–
<b>Cash flow from investments</b>	<b>–5 082</b>	<b>–</b>
<b>Free cash flow</b>	<b>2 172</b>	<b>5 528</b>
Treasury shares	–100	–
Payment of dividends and directors' fees	–1 810	–
Change in short-term loans	–	–
Change in long-term loans – Holdings	316	–3 550
Change in long-term loans	–500	–2 500
<b>Cash flow from financing</b>	<b>–2 094</b>	<b>–6 050</b>
<b>Change in cash and cash equivalents</b>	<b>78</b>	<b>–522</b>
Cash and cash equivalents at the beginning of the period	77	599
Change	78	–522
<b>Cash and cash equivalents at the end of the period</b>	<b>155</b>	<b>77</b>

# Notes to the accounts.

## Information on the principles used in the annual accounts

These financial statements have been prepared in accordance with the principles of Swiss law, in particular the articles on bookkeeping and business accounting of the Swiss Code of Obligations (art. 957 à 962).

Treasury shares: Treasury shares are capitalised at acquisition cost. Gains and losses are offset directly against the voluntary reserves from the profit.

(in CHF 1000)	31.12.2022	31.12.2021
<b>Net release of risk reserves</b>		
Total net release of risk reserves	87 403	–
<b>Number of employees</b>		
The company does not employ any personnel. The costs booked under personnel costs come from re-invoicing of Group companies.		
<b>Financial fixed assets</b>		
Long-term loan to Cendres+Métaux SA	8 280	8 280
Long-term loan to Cendres+Métaux Lux SA	96 000	96 000
Long-term loan to Queloz SA	1 600	1 600
Long-term loan to Cronal SA	750	1 550
Long-term loan to Cornu & Cie SA	484	–
<b>Explanations of extraordinary, one-off or out-of-period items in the income statement</b>		
Various minor items	–	3
<b>Total extraordinary, one-time or out-of-period expenses</b>	–	3
Release of provisions	87 350	–
<b>Total extraordinary, one-time or out-of-period income</b>	87 350	–
<b>Fees paid to the auditors</b>		
Fees for auditing services	35	37
<b>Off-balance sheet commitments</b>		
Guarantee to banks and third parties	68 818	47 600



**Holdings****(as at 31.12.2022)**

Company name	Headquarters	Purpose		Capital social	Quote-part détenue*
Cendres+ Métaux SA	Biel	Manufacturing	CHF	2 800 000	100 %
Cendres+ Métaux France SAS	Saint-Barthélemy-d'Anjou	Sale	EUR	62 000	100 %
Cendres+ Métaux Ibérica SA	Barcelona	Sale	EUR	140 000	100 %
CM Ciencia y Tecnología Dental S.L.U.	Barcelona	Sale	EUR	263 000	100 %
Queloz SA	Saignelégier	Manufacturing	CHF	50 000	90 %
Cendres+ Métaux Lux SA	Biel	Manufacturing	CHF	1 000 000	100 %
Cronal SA	La Chaux-de-Fonds	Manufacturing	CHF	100 000	75 %
Cornu & Cie SA	La Chaux-de-Fonds	Manufacturing	CHF	518 759	100 %

**(as at 31.12.2021)**

Company name	Headquarters	Purpose		Capital social	Quote-part détenue*
Cendres+ Métaux SA	Biel	Manufacturing	CHF	2 800 000	100 %
Cendres+ Métaux Italia S.r.l. **	Milan	Sale	EUR	120 000	100 %
Cendres+ Métaux France SAS	Saint-Barthélemy-d'Anjou	Sale	EUR	62 000	100 %
Cendres+ Métaux Ibérica SA	Barcelona	Sale	EUR	140 000	100 %
CM Ciencia y Tecnología Dental S.L.U.	Barcelona	Sale	EUR	263 000	100 %
Queloz SA	Saignelégier	Manufacturing	CHF	50 000	90 %
Cendres+ Métaux Lux SA	Biel	Manufacturing	CHF	1 000 000	100 %
Cronal SA	La Chaux-de-Fonds	Manufacturing	CHF	100 000	75 %

\* the percentages of the shares of the voting rights are identical

\*\* the company has been sold and is no longer on the balance sheet as at 31.12.2022

During the financial year 2022, 100% of the company Cornu &amp; Cie SA was acquired

**Treasury shares**

	2022		2021	
	number	kCHF	number	kCHF
Opening balance Cendres+Métaux Holding SA	46	391	46	391
Movement for the year	20	100	–	–
<b>Closing balance Cendres+Métaux Holding SA</b>	<b>66</b>	<b>491</b>	<b>46</b>	<b>391</b>

**Assets pledged to third parties**

Cendres+Métaux Holding SA undertakes not to demand repayment of its loans to Cendres+Métaux Lux SA below a balance of CHF 52 million without the prior consent of the bank holding a mortgage claim against Cendres+Métaux Lux SA.

The loan from Banque Cantonale Neuchâteloise is secured by the share capital of Cronal SA.

**Post balance sheet event**

None.

## Proposal for appropriation of available earnings.

Share capital	CHF	1 400 000
Number of shares		14 000
Nominal value per share	CHF	100

(in CHF 1000)	31.12.2022	31.12.2021
Retained earnings	–	331
Net income for the financial year	87 988	57
<b>Available profit</b>	<b>87 988</b>	<b>388</b>
1st dividend	280	280
Reserve funds	21	21
Directors' fees allocated to Board of Directors	300	200
2nd dividend	1 680	1 330
Optional reserves from profit	85 700	–1 443
<b>Retained earnings</b>	<b>7</b>	<b>–</b>

The dividend per share amounts to CHF 140.

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A l'Assemblée générale de  
Cendres+Métaux Holding SA, Biel/Bienne

Berne, le 23 mars 2023

## Rapport de l'organe de révision

### Rapport sur l'audit des comptes annuels



#### Opinion d'audit

Nous avons effectué l'audit des comptes annuels de Cendres+Métaux Holding SA (la société), comprenant le bilan au 31 décembre 2022, le compte de résultat et le tableau des flux de fonds pour l'exercice clos à cette date ainsi que l'annexe, y compris un résumé des principales méthodes comptables.

Selon notre appréciation, les comptes annuels (pages 31 à 37) sont conformes à la loi suisse et aux statuts.



#### Fondement de l'opinion d'audit

Nous avons effectué notre audit conformément à la loi suisse et aux Normes suisses d'audit des états financiers (NA-CH). Les responsabilités qui nous incombent en vertu de ces dispositions et de ces normes sont plus amplement décrites dans la section « Responsabilités de l'organe de révision relatives à l'audit des comptes annuels » de notre rapport. Nous sommes indépendants de la société, conformément aux dispositions légales suisses et aux exigences de la profession, et avons satisfait aux autres obligations éthiques professionnelles qui nous incombent dans le respect de ces exigences.

Nous estimons que les éléments probants recueillis sont suffisants et appropriés pour fonder notre opinion.



#### Responsabilités du conseil d'administration relatives aux comptes annuels

Le conseil d'administration est responsable de l'établissement des comptes annuels conformément aux dispositions légales et aux statuts. Il est en outre responsable des contrôles internes qu'il juge nécessaires pour permettre l'établissement de comptes annuels ne comportant pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs.

Lors de l'établissement des comptes annuels, le conseil d'administration est responsable d'évaluer la capacité de la société à poursuivre l'exploitation de l'entreprise. Il a en outre la responsabilité de présenter, le cas échéant, les éléments en rapport avec la capacité de la société à poursuivre ses activités et d'établir le bilan sur la base de la continuité de l'exploitation, sauf si le conseil d'administration a l'intention de liquider la société ou de cesser l'activité, ou s'il n'existe aucune autre solution alternative réaliste.



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### Responsabilités de l'organe de révision relatives à l'audit des comptes annuels

Notre objectif est d'obtenir l'assurance raisonnable que les comptes annuels pris dans leur ensemble ne comportent pas d'anomalies significatives, que celles-ci proviennent de fraudes ou résultent d'erreurs, et de délivrer un rapport contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, mais ne garantit toutefois pas qu'un audit réalisé conformément à la loi suisse et aux NA-CH permettra de toujours détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent provenir de fraudes ou résulter d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce que, prises individuellement ou collectivement, elles puissent influencer les décisions économiques que les utilisateurs des comptes annuels prennent en se fondant sur ceux-ci.

Une plus ample description de nos responsabilités relatives à l'audit des comptes annuels est disponible sur le site Internet d'EXPERTsuisse : <http://expertsuisse.ch/fr-ch/audit-rapport-de-revision>. Cette description fait partie intégrante de notre rapport.

### Rapport sur d'autres obligations légales et réglementaires



Conformément à l'art. 728a, al. 1, ch. 3, CO et à la NAS-CH 890, nous attestons qu'il existe un système de contrôle interne relatif à l'établissement des comptes annuels, défini selon les prescriptions du conseil d'administration.

En outre, nous attestons que la proposition relative à l'emploi du bénéfice au bilan est conforme à la loi suisse et aux statuts, et recommandons d'approuver les comptes annuels qui vous sont soumis.

Ernst & Young SA



Karine Badertscher  
Chamoso (Qualified  
Signature)

Experte-réviser agréée  
(Réviser responsable)



Rémy Caradot  
(Qualified  
Signature)

Expert-réviser agréé

## **7. Social and environmental responsibility.**



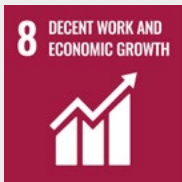
# Corporate responsibility.

## Commitments on sustainable development.

During the year 2022, Cendres+Métaux participated in the Swiss Triple Impact (STI) programme with the aim of improving its social and environmental impact. Participation in the STI programme has enabled us to define the key sustainability goals (SDGs) for our company and to establish a concrete action plan that will be applied throughout the Group. The goals derived from the SDGs were subjected to a suitability review process before being published. As part of this process, a team of experts reviewed the impact and relevance of each sustainability commitment and the detailed action plan. After successful validation, the following four commitments were published in the STI directory at the end of the year:

### Commitment 1

By 2027, we will reduce our production materials in proportion to the total production volume by 10%, compared to 2021.



### Commitment 2

By 2025, we aim for 80% employee satisfaction and achieve Great Place To Work® certification.



### Commitment 3

By 2030, we are carbon neutral (Scopes 1 & 2) and commit to the Science Based Targets (SBTi) initiative.



### Commitment 4

By 2027, our key suppliers (by expenditure) comply with our Code of Conduct.



### About the STI programme and B Lab Switzerland

The Swiss Triple Impact is aligned with the 2030 Agenda (national and international) and is based on the 17 Sustainable Development Goals (SDGs). It is the benchmark programme for sustainable business in Switzerland. The programme is designed for businesses of all sizes and sectors to help accelerate the transition to a more resilient, inclusive and regenerative economy. It is a simple three-step programme to help Swiss companies make concrete commitments to the UN Sustainable Development Goals (SDGs). It was developed by an experienced and pioneering sustainability organisation, B Lab, and co-initiated with the Swiss Confederation (SDC) and the Global Compact Network Switzerland and Liechtenstein.



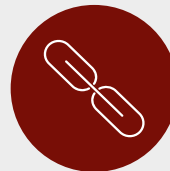
The next few years will be crucial for the fight against climate change and the realisation of the 2030 Agenda. With these goals and the action plan, we are convinced that we can make an important contribution to these global challenges. As a Swiss company and an important player in the value chain of its clients, Cendres+Métaux is committed to being part of this valuable transition towards transparency and responsibility for the following reasons:

**Retain compliance**



Compliance with laws, standards and guidelines with regard to supply chain due diligence, climate and sustainability reporting.

**Create resilient supply chains**



Compliance with supply chain due diligence.

**Maintain/increase competitiveness**



Identify business opportunities and process optimisations. Maintain access to capital and supply chains through SBTi engagement.

**Tackle climate change and increase social impact**



Contribution to the 1.5° C climate targets and engaging locally in the communities of our business sites.

**Improve risk management and financial stability**



Better monitoring of financial risks to which the company is exposed due to climate change.

**Promote the company's image and values**



Sustainability as an integral part of the company's identity. Increase reputation and attractiveness as a regional employer. Improve personnel retention.

### **Increasing regulatory requirements**

Attitudes are changing. This is reflected in new disclosure and reporting requirements, particularly with regard to climate and supply chain issues. From 1 January 2024, a new federal climate ordinance will come into force. It will impose an obligation to publish information on climate issues in a clear and comparable manner, which is not yet the case. As a result, large Swiss companies will be required to implement the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). Given its size, the Cendres+Métaux Group will have to be able to demonstrate that it meets the criteria set out in the Ordinance. In addition to the climate report, we will in future also have to report transparently on the topics listed in Article 964b, Chapter 6 of the Swiss Code of Obligations (transparency on non-financial issues) in our sustainability report. We have decided to make the necessary changes to our management systems and put in place the corresponding processes to systematically assess climate risks and impacts and to analyse relevant sustainability indicators in order to be able to derive measures for improvement. These adaptations serve to prepare the ground for the sustainability reporting that will be required in the future. We have decided to put in place the necessary processes for the management of key figures and have already taken steps to improve.

At the European level, the Parliament and the Council have adopted a number of legislative acts, such as Directive (EU) 2022/2464 on the publication of sustainability information by companies, as part of the implementation of the action plan on financing sustainable growth.

The watch and jewellery sector and its stakeholders are directly affected by these requirements. Indeed, the responsibility of companies active in this field is engaged when issues such as minerals extracted in conflict zones, possible child labour in mines, extraction and processing of precious metals with high energy consumption, circular economy in the supply chain, etc. arise. These players are already addressing these issues and demanding high levels of transparency from their suppliers.

### **Creation of the function «Head of Corporate Responsibility»**

Cendres+Métaux has introduced the function of «Head of Corporate Responsibility» within the Group. Its responsibility will be to manage sustainability issues. This includes monitoring how due diligence is exercised, particularly in relation to the supply chain, as well as the circular economy and climate issues. In particular, it will be responsible for reporting. In addition, its role will be to coordinate the various measures implemented under the STI action plan. This new function has been filled as of 1 December 2022.



# Environmental management system.

As a production company, we feel it is important to continue the practice of reporting on our environmental management in this annual report.

Our environmental management system and the continuous monitoring of environmental indicators enable us to measure the relevance of environmental objectives, identify weaknesses and implement the resulting measures. Processes are regularly reviewed and optimised. We aim to reduce the environmental impact of our activities. In this context, in 2020 we analysed the influence we can have on the environmental performance of our production chain throughout its life cycle. With this potential, we will be able to address our objectives in an even more concrete and sustainable way in the future and adequately implement the commitment to continuous improvement and prevention of environmental impacts formulated in our environmental policy.

As part of our certified management system, we promote environmentally friendly actions and the responsible and careful use of resources in all areas of the company. This is also reflected in our strategic objectives in the area of safety and the environment, which cover the following aspects:

- Ensuring compliance with safety regulations
- Living and strengthening the safety culture
- Demonstrating agility in the face of future risks and challenges
- Maximising the potential of safety measures
- Using raw materials and resources efficiently and respectfully
- Ensuring awareness of the environmental impact of our activities throughout the production cycle

With the legislative database, which brings together all the relevant legal requirements for our sites in the areas of environment, occupational safety and health protection, and with our revised environmental impact matrix, we have two key elements for implementing measures and ensuring compliance. They are two important strategic pillars for us in planning and managing our strategy in this business area.

The principles enshrined in our quality and environmental policy guide us to act responsibly:

1.

Quality means protecting people and the environment.

2.

We minimise the risk of accidents and increase productivity by ensuring a high level of safety in the workplace.

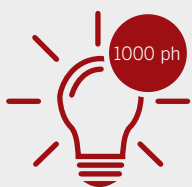
3.

We make optimal use of energy and raw materials and reduce our environmental impact.

In line with our commitment to sustainable development and the sustainability objectives set out in the STI programme, we are particularly keen to make optimal use of the resources at our disposal. We have been able to raise awareness of this issue among our personnel, not least through the «Save Energy» project, whether in the context of working groups, checklists, or the implementation of concrete, department-specific or general measures. Their sustainable implementation was checked in December 2022 by an internal environmental audit. The audit identified further potential for improvement, for which concrete short- and long-term measures were defined. The following figures describe our consumption across all company sectors and sites (except Cornu & Cie).

#### Energy consumption in MWh

Total energy consumption has decreased by 1.7% compared to 2021. If this is related to 1000 productive hours (ph), consumption has decreased by 9.7%. We were thus able to return to the previous year's result and continue our improvement by using energy even more efficiently in our operational activities. This is a particular challenge for us, as energy is an important resource in our production processes.

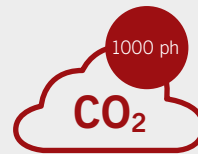


– 9.7 %

12.9 MWh / 1000 ph in 2022  
14.3 MWh / 1000 ph in 2021

#### CO<sub>2</sub> emissions

On this basis, we have been able to reduce CO<sub>2</sub> emissions in total and over 1000 productive hours (ph).



– 19.5 %

410 kg / 1000 ph in 2022  
509 kg / 1000 ph in 2021

#### Water consumption in m<sup>3</sup>

The survey covers both mains water and groundwater consumption. Total water consumption was reduced compared to the previous year. Only in Biel is groundwater used for cooling various processes. Thus, only the network water for all sites can be listed. Total water consumption decreased by 14.7% per 1000 productive hours (ph) compared to the previous year.



– 14.7 %

429.9 m<sup>3</sup> / 1000 ph in 2022  
504.2 m<sup>3</sup> / 1000 ph in 2021

**At the Biel and La Chaux-de-Fonds sites,** the electricity purchased is CO<sub>2</sub>-neutral and comes exclusively from Swiss hydropower.



**Product purchases for the whole Group**

**Solid chemicals**



–38.4%

4.5 kg / 1000 ph in 2022  
7.3 kg / 1000 ph in 2021

**Liquid chemicals**



–2.9%

83.8 kg / 1000 ph in 2022  
86.4 kg / 1000 ph in 2021

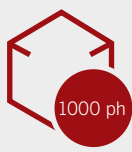
**Paper**



–9.7%

6.8 kg / 1000 ph in 2022  
7.6 kg / 1000 ph in 2021

**Gaseous chemicals**



–11.6%

371.3 Nm<sup>3</sup> / 1000 ph in 2022  
420.2 Nm<sup>3</sup> / 1000 ph in 2021

**Waste disposal for the whole Group**

**Special waste**



20.2%

107.8 kg / 1000 ph in 2022  
89.7 kg / 1000 ph in 2021\*

**Paper / cardboard**



6.2%

13.3 kg / 1000 ph in 2022  
12.5 kg / 1000 ph in 2021

**Metals**



–32.4%

18.4 kg / 1000 ph in 2022  
27.3 kg / 1000 ph in 2021\*

\* Figures for 2021 have been updated due to more detailed data available and allow comparison with 2022.

# Our certifications/memberships.

(may vary by company)

<p><b>ISO 13485</b></p>	<p>Quality management (Medtech)</p>		<p>Read more</p>
<p><b>ISO/IEC 17025</b></p>	<p>Certified analytical laboratory</p>		<p>Read more</p>
<p><b>ISO 9001</b></p>	<p>Quality management</p>		<p>Read more</p>
<p><b>ISO 14001</b></p>	<p>Environmental management</p>		<p>Read more</p>
<p><b>RJC CoP</b></p>	<p>Responsible Jewellery Council Code of Practice</p>		<p>Read more</p>
<p><b>RJC CoC</b></p>	<p>Responsible Jewellery Council Chain of Custody</p>		<p>Read more</p>
<p><b>CPIH</b></p>	<p>Employers' Association of the Swiss Watch Industry</p>		<p>Read more</p>
<p><b>ASFCMP</b></p>	<p>Swiss Association of Manufacturers and Traders in Precious Metals</p>		<p>Read more</p>
<p><b>L&amp;M-Aba-R®</b></p> <p><b>new</b></p>	<p>Equal pay according to the «L&amp;M-Aba-R®» method for companies with &gt;100 employees</p>		<p>Read more</p>

## Number of audits.

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In 2022, a total of 64 audits were carried out. These audits help us to effectively identify strengths, risks and potentials. The measures to be taken can be highlighted and any corrective measures defined as a result of the audits enable us to continuously improve our processes and the quality of our services and to combat deviations in a sustainable manner. This approach is part of our quality and environmental policy.



### Medtech

23 internal audits  
5 external audits  
12 client audits

### Luxury + Industry

13 internal audits  
10 external audits  
1 client audit



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## **Impressum**

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