WMF Group

Analyst Day – Industry at WMF (Operations)

22.11.2017 Analyst Day

Agenda

WMF Group

1. Basics of Industry at WMF

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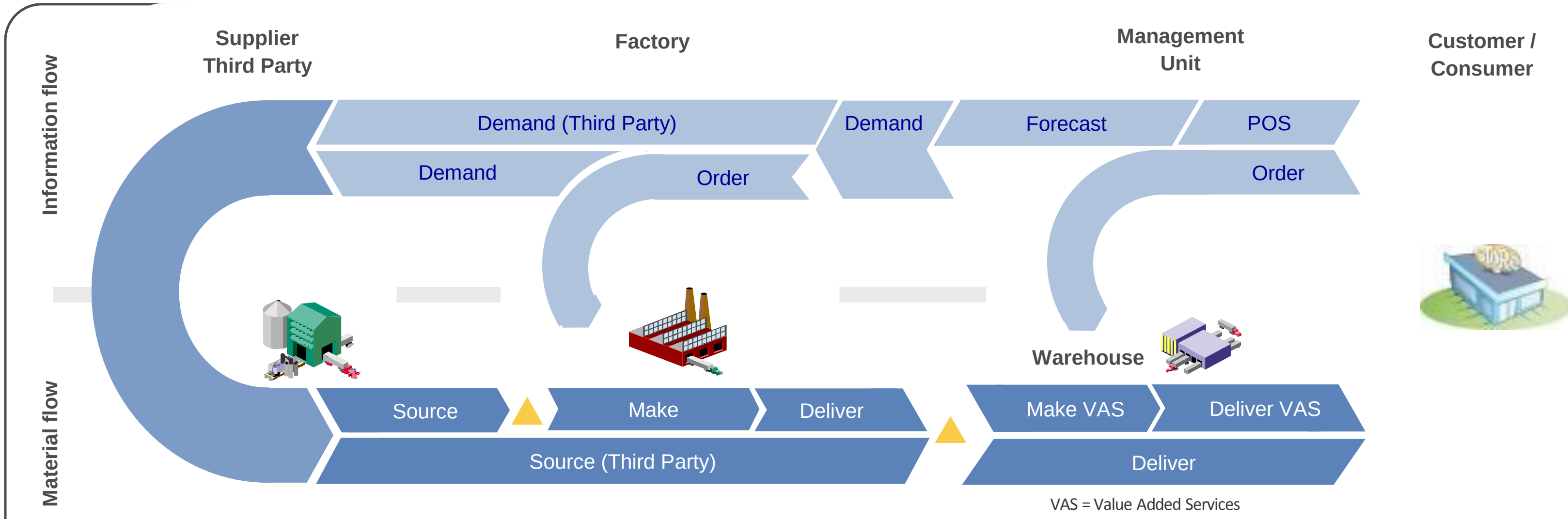
Customer Driven Supply Network

WMF Industry bundles group wide “Supply Chain“ activities end-to-end

- Planning, Purchasing, Manufacturing, Logistics & Quality Management
- More than €550m of cost & more than 2,000 employees

Accountability from “Order Entry” to “Availability in Customer Warehouse”



Customer driven supply network to ensure customer centricity & value contribution

1. Basics of Industry at WMF

WMF Group

Mission: Backbone of all Business Units

Capabilities respecting diverse business models of all three BUs

	PCM	Consumer	Hotel Equipment
Customized Supply Model	• Make to **Order**	• Make to **Stock**	• Make to **Order**

- Processes & objectives are designed to meet specific customer requirements per each BU
- Set up is "*as centralized as possible … but as specific as required by customer/consumer*"
- Manage full variety of demands from single piece/small parcel to full truck/container delivery

Efficient Processes	• OPS[(1)] and S&OP[(2)] as overarching processes to drive value across Industry and Business

1) Operations Performance SEB 2) Sales & Operations Planning

2. Strategy of Industry at WMF

WMF Group

Support Top & Bottom Line Growth

Industry strategy addresses key business challenges & supports the group strategy

*We deliver continuous improvement of **service, value & cash** to support top and bottom line growth*

Three defined priorities for continuous improvement of top and bottom line growth

Service	Value	Cash
▷ Deliver products & services to customer requirements	▷ Support innovation ▷ Ensure defined product quality ▷ Reduce industry cost ▷ Safety, health & environment	▷ Optimize inventories and payment terms

Full set of Performance Indicators for consistent steering

- Short and long term objectives consistently measured against defined targets
- Safety & Quality are uncompromissable basics !
- Performance Indicators fully aligned with GSEB methodology (SQCDI)[1)]

1) SQCDI = Safety, Quality, Cost, Delivery & Implication

3. Processes & Organization

WMF Group

Process Oriented Organization

Processes for Industry are following the „SCOR Model“

- Processes defined according standard model of industry (Supply Chain Optimization Reference Model)

High Level Industry Processes

Industry Strategy

Plan | Source | Make | Deliver

Quality Management

Organization is following defined processes

- Structure of organization is build to mirror defined processes

Planning	Purchasing	Logistics	Safety
Production Consumer	Production PCM/Hotel	Quality Mgt Consumer / Hotel	Quality Mgt PCM

4. Manufacturing

WMF Group

Consumer Manufacturing Footprint

Strong focus on Germany

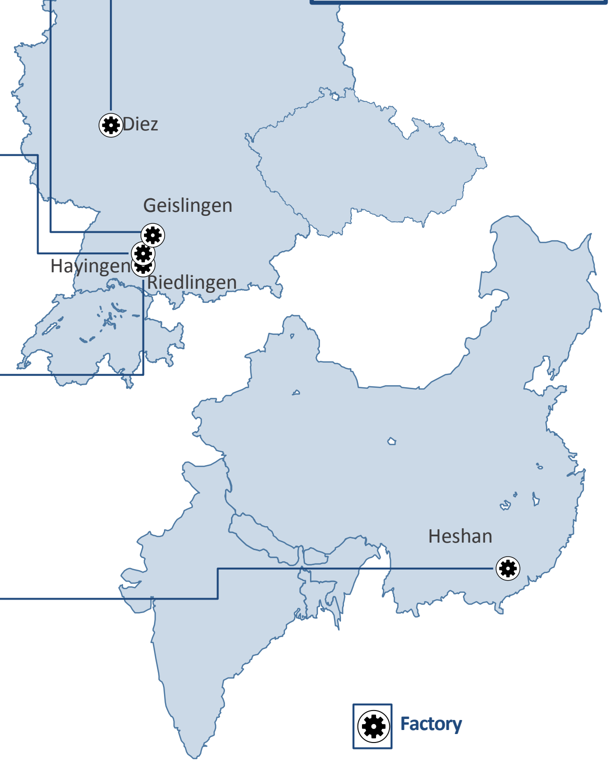
Geislingen (Germany)
Cookware (Stainless Steel)
10T sqm production floor
150 FTE (2017)

Hayingen (Germany)
Household Knives (Forged)
3T sqm production floor
103 FTE (2017)

Riedlingen (Germany)
Cookware (Glass Ceramic)
11T sqm production floor
197 FTE (2017)

Heshan (China)
Cutlery (Premium)
10T sqm production floor
308 FTE (2017)

Diez (Germany)
Bakeware
4T sqm production floor
87 FTE (2017)



Key highlights

Intellectual property technologies "Made in Germany"

- Geislingen → Cookware (Cromargan®, TransTherm)
- Riedlingen → Cookware (Silargan®)
- Hayingen → Household knives (Performance Cut®)
- Diez → Bakeware

Premium cutlery "Made in China"

- Heshan → Cutlery (Cromargan Protect®)

Consistent investment behind "Made in Germany"

- Dedicated technologies, high flexibility, high quality

4. Manufacturing

WMF Group

PCM & Hotel Manufacturing Footprint

Strong focus on Germany & Switzerland

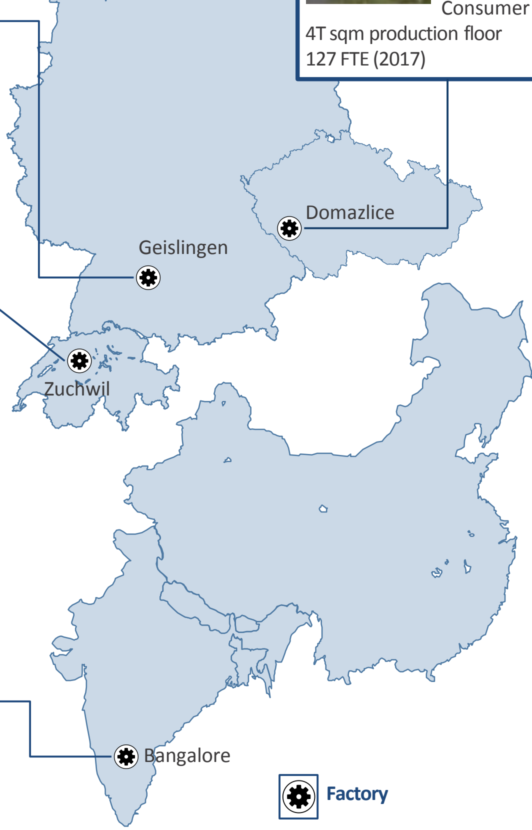
Geislingen
(Germany)
PCM (WMF & Schaerer)
18T sqm production floor
340 FTE (2017)

Zuchwil
(Switzerland)
PCM (Schaerer)
5T sqm production floor
100 FTE (2017)

Domazlice
(Czech Republic)
Hotel Equip
PCM Subsets
Consumer
4T sqm production floor
127 FTE (2017)

Bangalore
(India) ... from March 2016
- PCM (Schaerer)
- JV with Coffee Day India

0,5T sqm production floor
7 FTE (2017)



Key highlights

Assembly for PCM Made in Germany & Switzerland
- Total of ca 60T machines in 2017
- Average lead time per machine of 3 weeks
- High flexibility, high agility, high quality
- Opportunity for significant growth

Joint venture for assembly of PCM in India
- Start up with local strong player
- Total of ca 450 machines in 2017 (Schaerer)

Shared location for all BUs in Czech Republic
- Focus on Hotel Equipment (65%)
- PCM Subsets, Consumer Products, 3PM (35%)
- Wide range of technologies and expertise
- Opportunity for significant growth

WMF Group

Consolidated Logistics Footprint in Germany

Logistics footprint consolidated since 2014

Significant reduction of warehouse locations across EU

From 33 locations in EU … down to 4 locations in Germany

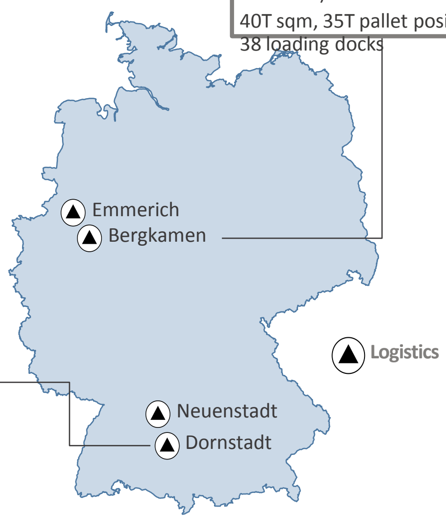
From July 2015

Bergkamen
(Germany)

Focus Consumer

Operated by third party (DB Schenker)

40T sqm, 35T pallet positions
38 loading docks



From July 2016

Dornstadt
(Germany)

All Business Units

Own work force & leased building

42T sqm, 50T pallet positions
38 loading docks

Best option between cost & customer requirements

Key highlights

Two main warehouses that cover full assortment across all Business Units

- Strong capabilities & business benefits from logistics
- From full containers / truck loads (key accounts) to single pieces / small parcels (consumers)
- One order – one invoice – one shipment

Dornstadt Warehouse (WMF)

- Full assortment warehouse, highly automated
- Automated storing, picking, packing (73T locations)
- 12 Semi-automated pick & pack stations

Bergkamen Warehouse (3PL DB Schenker)

- Focus on Consumer Goods
- Manual & semi-automated storing, picking, packing

Specific products/processes from smaller locations

- Emmerich (3PL Diercks) → Consumer Electronics
- Neuenstadt (3PL Panalpina) → Project Business

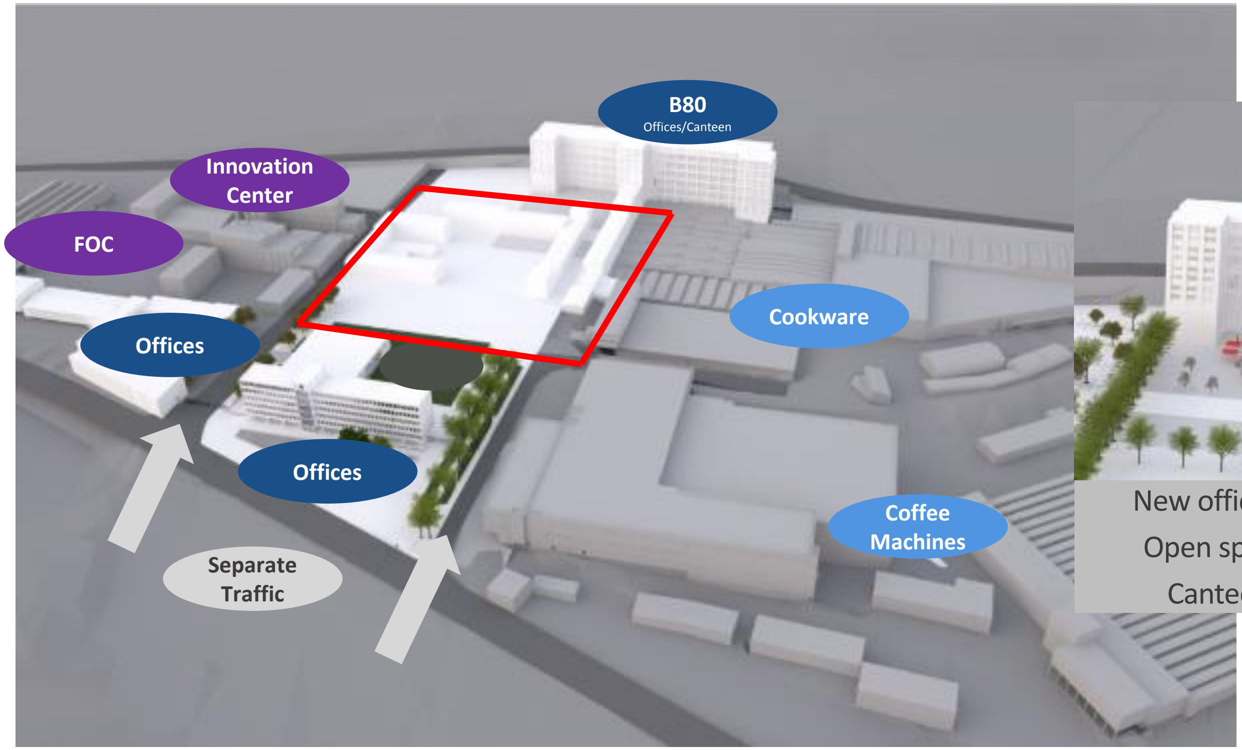
6. Facility Management

WMF Group

Campus Concept for Geislingen Site

Development of entire site (220T sqm) into three distinct areas by 2019

- Administration campus catering needs of cross-functional collaboration & communication
- Distinct production sites with optimized safety through separated traffic
- Professionally managed factory outlet center & Regional Innovation Centre for start ups



New office environment for ca 500 employees
Open space concept in loft-style office floors
Canteen to be integrated to ground floor

7. Way forward

WMF Group

Major Projects & Processes

Key activities to support Business Units

- Finalize integration of WMF Industry into Group SEB
  - Processes, Tools, Performance Indicators, Organization
- Further develop Supply & Demand Planning across Group
  - Drive service & inventories
- Continuous cost optimization to support margin development of BUs
  - Consistent roll out of Performance Management
- Agility program to master dynamic growth of PCM Business
  - Joint development with Business Unit (platform, capacity, skills & flexibility)
  - Consistent development of existing Manufacturing sites
- Develop & implement Campus Concept for Geislingen Site


WMF Group
Thank you!

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Analyst Day – Professional Coffee Machines (PCM)

22.11.2017 Analyst Day

WMF Group – a Groupe SEB company

Speakers – BU Professional Coffee Machines

WMF Group

WMF Group GmbH

Johan Van Riet

President

Global BU Professional Coffee Machines

WMF Group GmbH

Frank Göltenboth

Vice President R&D

Global BU Professional Coffee Machines

WMF Group GmbH

Renaud Gey

Vice President Strategic Marketing

Global BU Professional Coffee Machines

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Martin Grupp

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WMF Group GmbH

Gert Riethmüller

General Manager

WMF Coffee Machines International

WMF Group GmbH

Marten van der Mei

General Manager

WMF Coffee Machines Germany

Agenda

WMF Group

1. Product Range Demonstration
2. Overview (Key Facts / Mission / Strengths)
3. Coffee Market, Consumption Patterns & Trends
4. Professional Machines Market & Competition
5. Innovation & Technolgy
6. IoT & Digital Transformation
7. Service Principles & Success Factors

Agenda

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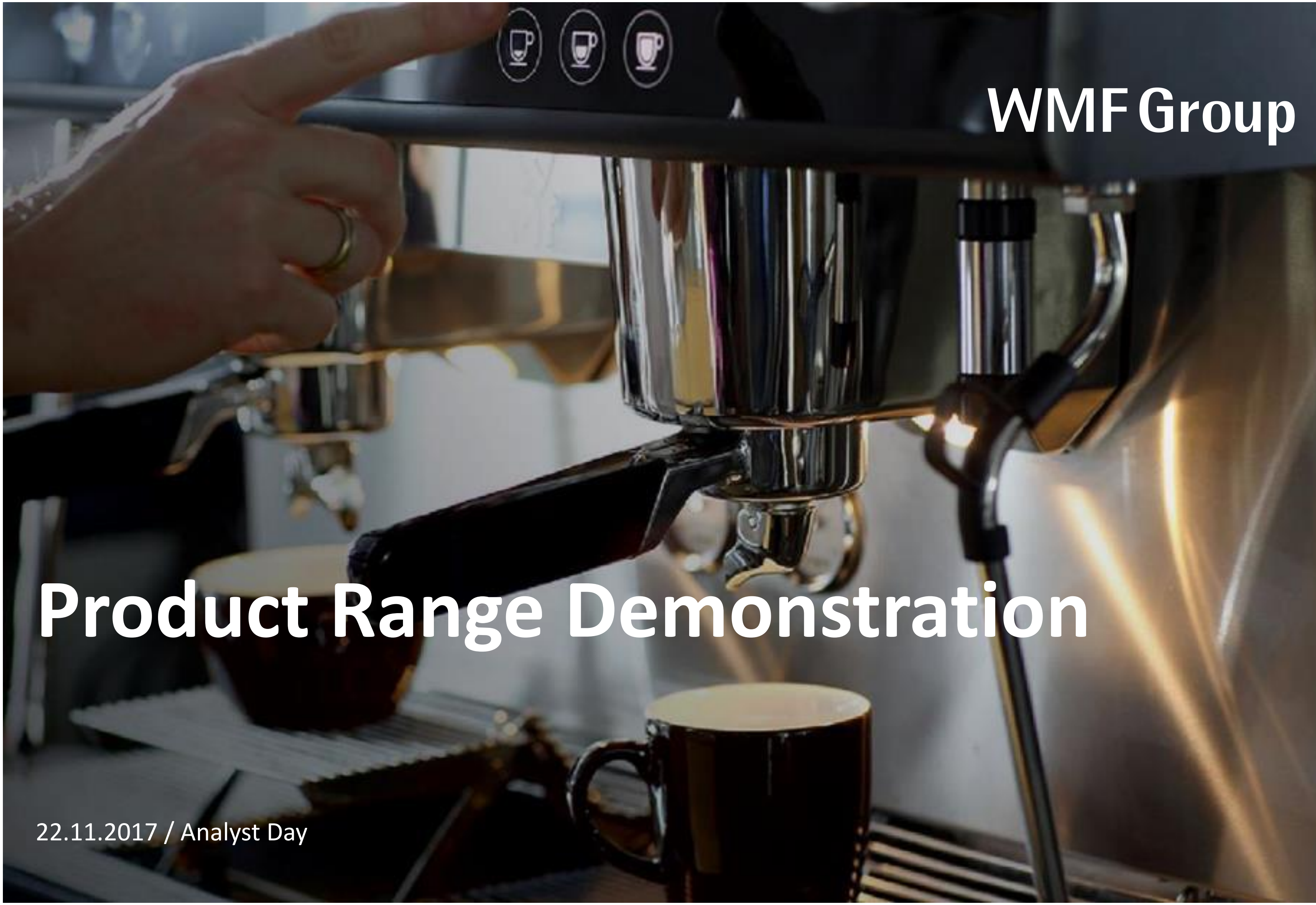


WMF Group

Product Range Demonstration

22.11.2017 / Analyst Day

Agenda

WMF Group

2. Overview (Key Facts / Mission / Strengths)

WMF Group

PCM accounts for 40% of WMF Group Sales in 2016

Professional Coffee Machines
(40% of sales)

- Fully automatic professional coffee machines
- **Global #1 market position**
- Supported by own and distributor sales as well as service networks

- €420 million sales in 2016

Consumer
(55% of sales)

- Premium table- & kitchenware including small domestic appliances
- **#1 market position in DACH[1]** and fastest growing cookware brand in China in 2014, 2015 and 2016
- Sold via retail partners, own stores (c. 200 in DACH, c. 130 concession stores in China) and online channels

- €610 million sales in 2016

Hotel Equipment
(5% of sales)

- Premium table top equipment for hotels, restaurants and cruise ships
- **#1 market position in DACH** and global leader in the luxury segment
- Supported by own and distributor channels

- €80 million sales in 2016

1) DACH refers to Germany, Austria and Switzerland.

2. Overview (Key Facts / Mission / Strengths)

A strong leader in a highly attractive market

WMF Group

Strong market fundamentals

- Global Market: €1.8bn (equipment + service)
- High and consistent growth : around 8% p.a.
- TOP 4 players: 60% market share
- Significant growth opportunities to capture rising out-of-home premium coffee consumption (USA, China, …)

High barriers to entry

- Technology (R&D, Patents, Quality)
- Powerful brands
- Owned service network
- In-house manufacturing base (strong expertise)

Strong quality business model

- Over 1/3 of sales are recurring revenues
- Strong pricing power
- High profitability

WMF, the global leader in professional coffee market (2016)
➔ 26% market share (equipment)
➔ 23% market share (equipment + service)
➔ Way ahead of #2: relative market share at 2 x (equipment)

(Source Estin Studies **Update 2016** Full Auto Market)

2. Overview (Key Facts / Mission / Strengths)

Continuous Growth since 2013

WMF Group

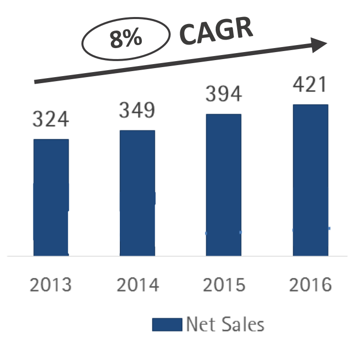
Strategy overview

- Sustain strong organic growth momentum in core markets through strong operational excellence
- Increase market share and penetrate new segments through breakthrough product innovation and digital technology
- Accelerate international distribution with both brands, especially in US, China, UK, Japan
- Further strengthen the business competitiveness (KPIs, processes and systems)

Key financials

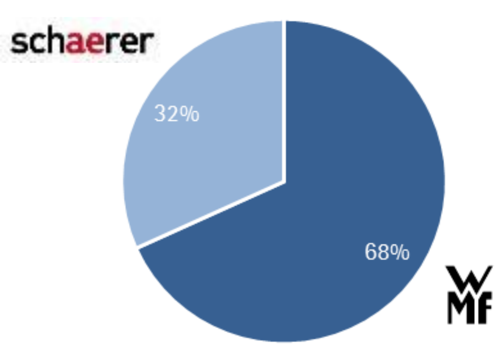
Sales (€m)

Impressive long-term sales growth across all geographies



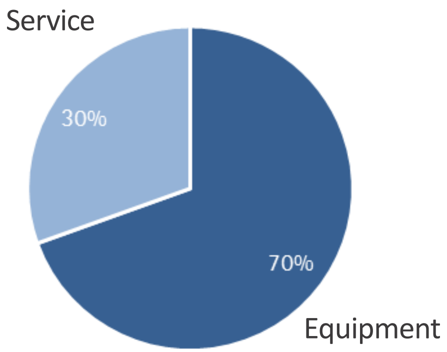
Sales by brand (2016)

Two distinct and complementary brands addressing different market segments



Sales by type (2016)

Service significantly contribute to the segment revenue

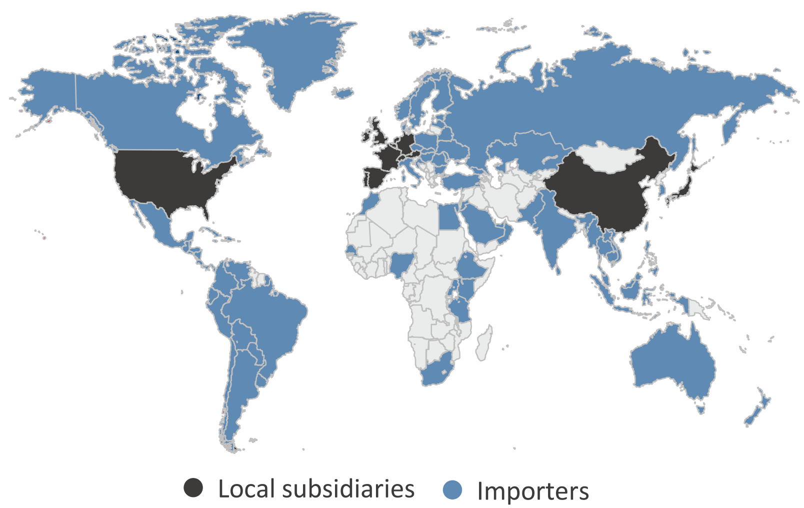


2. Overview (Key Facts / Mission / Strengths)

Well established sales and service footprint

WMF Group

Geographic footprint



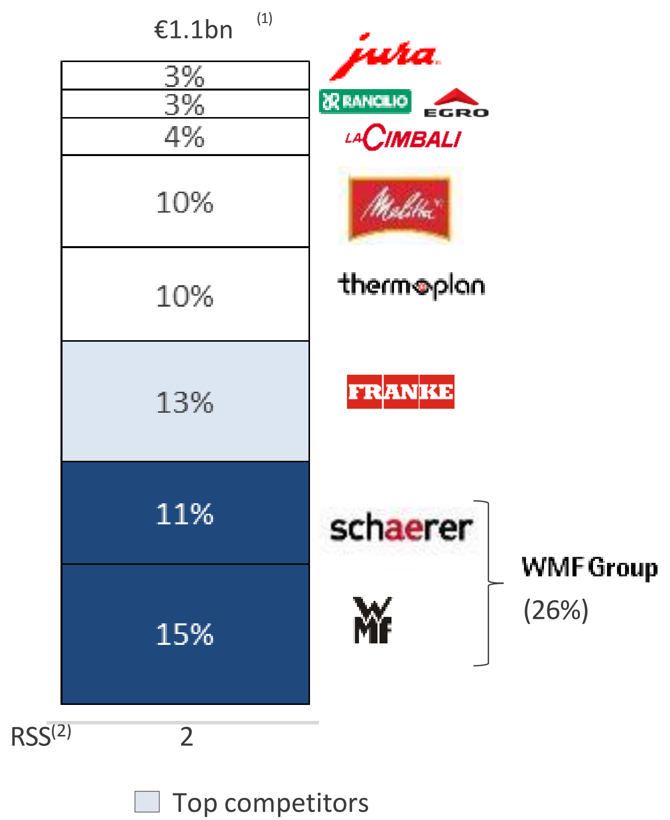
- Broad distribution network consisting of both own subsidiaries and importers
- 11 subsidiaries and ~ 200 importers globally
- WMF and Schaerer footprints and customer relationships are complementary and enable maximum market coverage

2. Overview (Key Facts / Mission / Strengths)

WMF Group

Strong leading market shares in most regions/countries

2016 Global FACM equipment market shares (%)



FACM = Fully Automatic Coffee Machine

1) Excludes service market.

2) RSS = Relative Market Share (WMF Group share divided by largest competitor's share).

(Source Estin Studies 2016 Full Auto Market)

2. Overview (Key Facts / Mission / Strengths)

Made in Germany (WMF) and Swiss made (Schaerer)

WMF Group

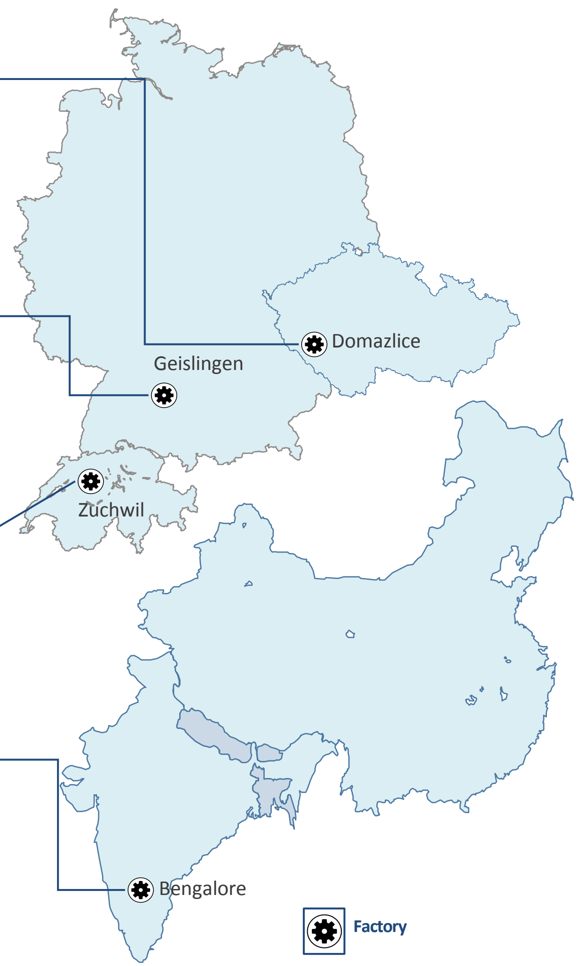
PCM Manufacturing Footprint

Domazlice
(Czech Rep)
Hotel Products;
PCM parts

Geislingen (Germany)
PCM (WMF)

Zuchwil
(Switzerland)
PCM (Schaerer)

Bengalore
(India)
PCM (from March 2016)
JV with Coffee Day India



2. Overview (Key Facts / Mission / Strengths)

GBU Professional Coffee Machines

WMF Group

Mission

Undisputed #1 worldwide, leading the Out-of-Home coffee beverage business industry in growth, profit & cash flow by enabling our business clients to profitably serve their customers the best quality coffee experience they love at the place they are inspired to want it.

Strategic Priorities

Customer Centricity	Profitable Growth in Europe	Accelerated Expansion beyond Europe	Operational Excellence	High Performance Organization & Team

2. Overview (Key Facts / Mission / Strengths)

WMF Group

Innovative Product Portfolio

2. Overview (Key Facts / Mission / Strengths)

WMF Group

Example of Tailor-Made Customer Offers (OEM)

JDE «The Bean»
Coffee Prime

Tchibo Coffee Service
Coffee Prime

Malongo
Coffee Prime

JDE «Barista Pro»
Coffee Art Plus

Costa Express
Coffee Box

Premium Coffee Unit
Coffee Box

2. Overview (Key Facts / Mission / Strengths)

WMF Group

Today's Blue Chip Global Account Relationships

McDonald's	DUNKIN' DONUTS	SUBWAY	FamilyMart	7 ELEVEN	BURGER KING
					
Chain restaurant	Chain restaurant	Chain restaurant	Convenience store	Convenience store	Chain restaurant
WMF	schaerer	WMF	WMF	schaerer	WMF
Client since 2001	Client since 2003	Client since 2005	Client since 2008	Client since 2009	Client since 2010
Preferred supplier	Exclusive supplier	Preferred supplier	Preferred supplier	Preferred supplier	Preferred supplier

Service as a Key Competitive Advantage

WMF Group

- **Largest company-owned service network** within industry with approx. 500 trained and certified service technicians
- **Coffee Competence Center** for continuing education of own staff as well distributors
- **New cloud based CRM system** to better steer Sales & Service
- **Benefits of Service** for WMF Group:
  - ✓ Recurring business generated by servicing an installed base of >200,000 machines
  - ✓ Stronger customer relationships
  - ✓ Potential for future machines sales/ upgrades
  - ✓ Established service network difficult for competitors to replicate

2. Overview (Key Facts / Mission / Strengths)

Accelerated Digital Transformation

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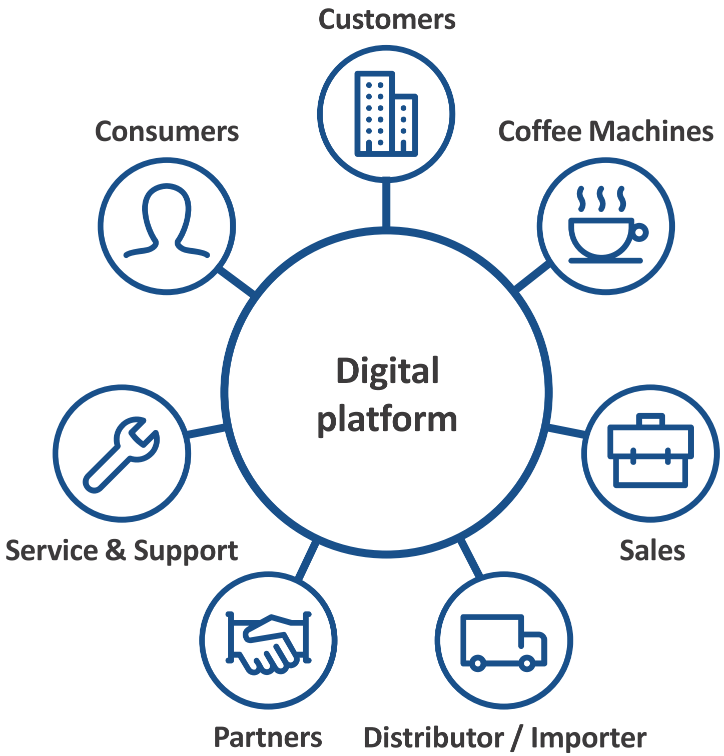
Our target picture: connecting our ecosystem in one platform

- Shape the future of PCM business together with our customers, distributors/ importers, partners, sales and service & support

- Enable us to improve the offerings to our customers



Agenda

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The genus coffea and varieties

Coffea Arabica (65 %)

Bourbon

Catuai

Caturra

Mocca

Maragogype

Typica

Pacamara

Etc.

Coffea Canephora (35 %)

Robusta

Conillon

Laurenti

Etc.

Other coffee varieties, insignificant on the world market: Coffea Liberica, Coffea Excelsa, etc.

Source: ico.org / statistics 2016

3. Coffee Market, Consumption Patterns & Trends

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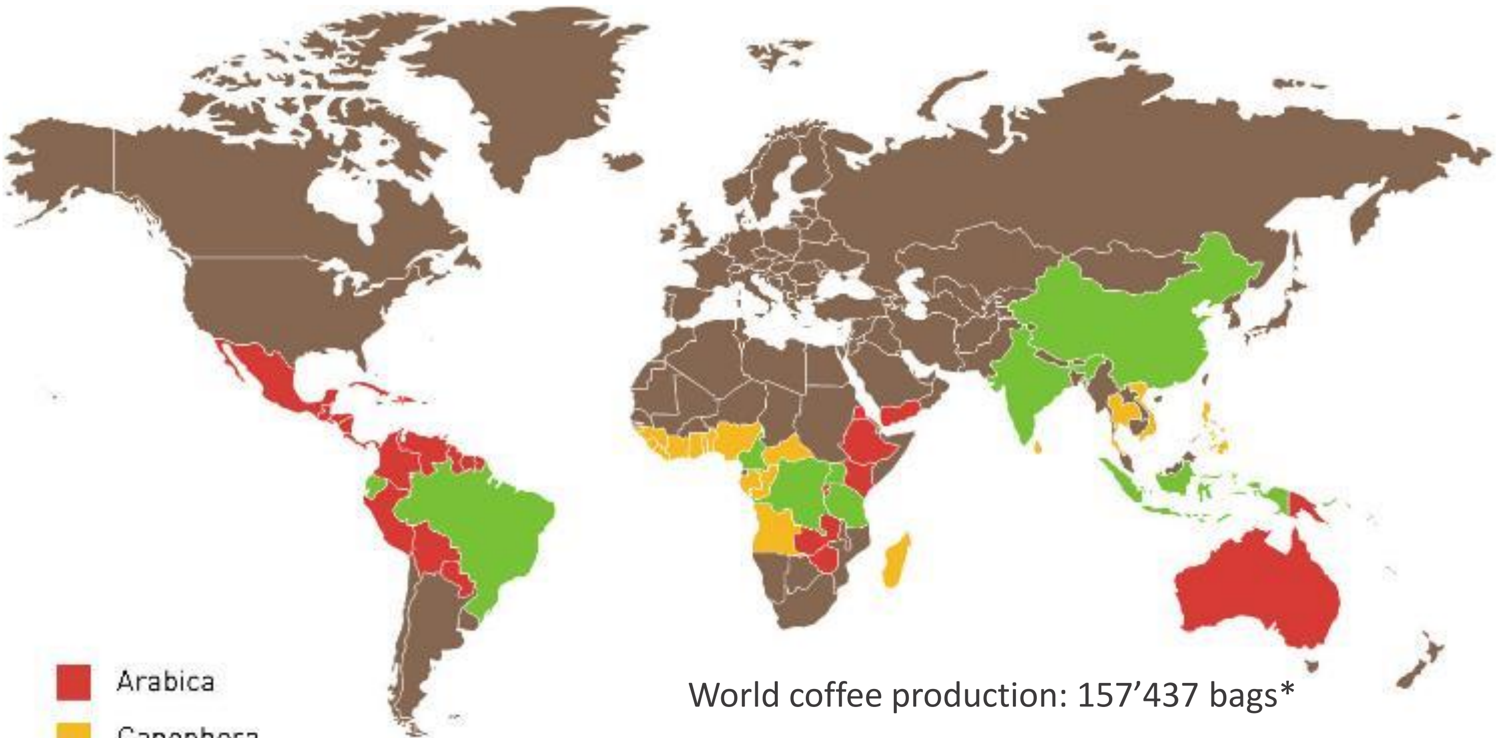
Coffee growing countries 2016



World coffee production: 157’437 bags*

1st Brazil	⇨ 35 % (55’000 bags*)
2nd Vietnam	⇨ 16 % (25’500 bags*)
3rd Colombia	⇨ 9 % (14’500 bags*)
4th Indonesia	⇨ 7 % (11’491 bags*)
5th Honduras	⇨ 5 % (7’667 bags*)

***in thousand 60kg bags / 2016**

Source: ico.org / statistics 2016

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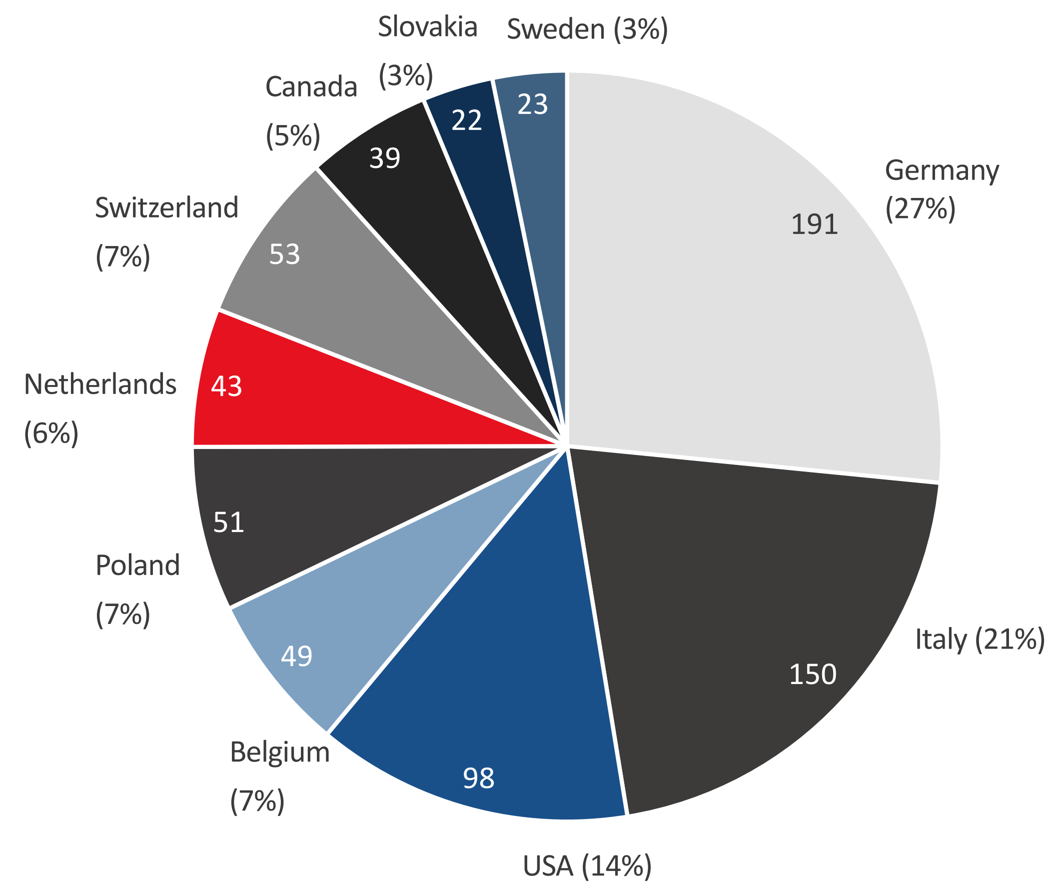
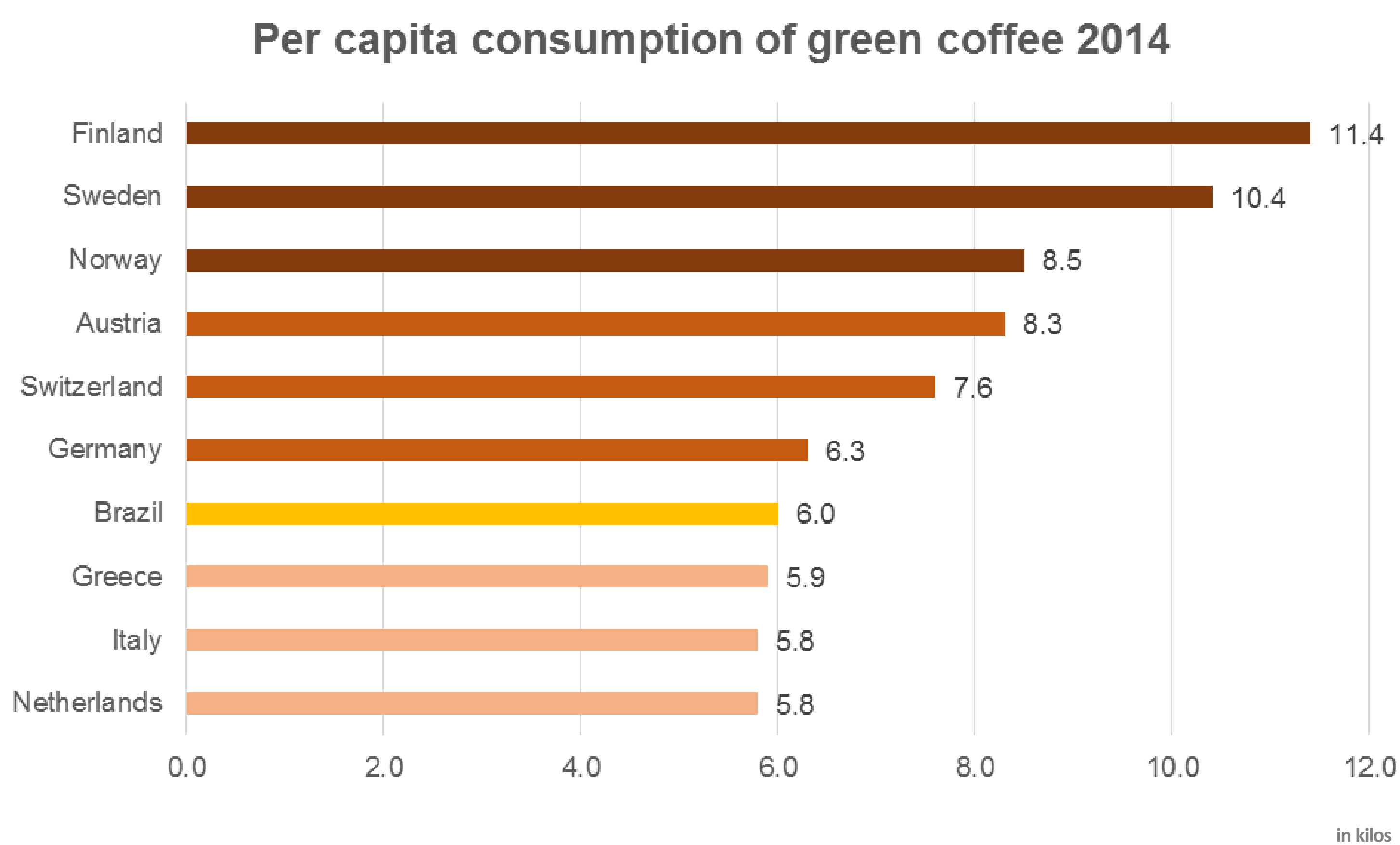
Top-10 export countries of roasted coffee



in k tons

Source: FAO, Statista Analysis 2013

Coffee consumption from selected countries



Source: ICO

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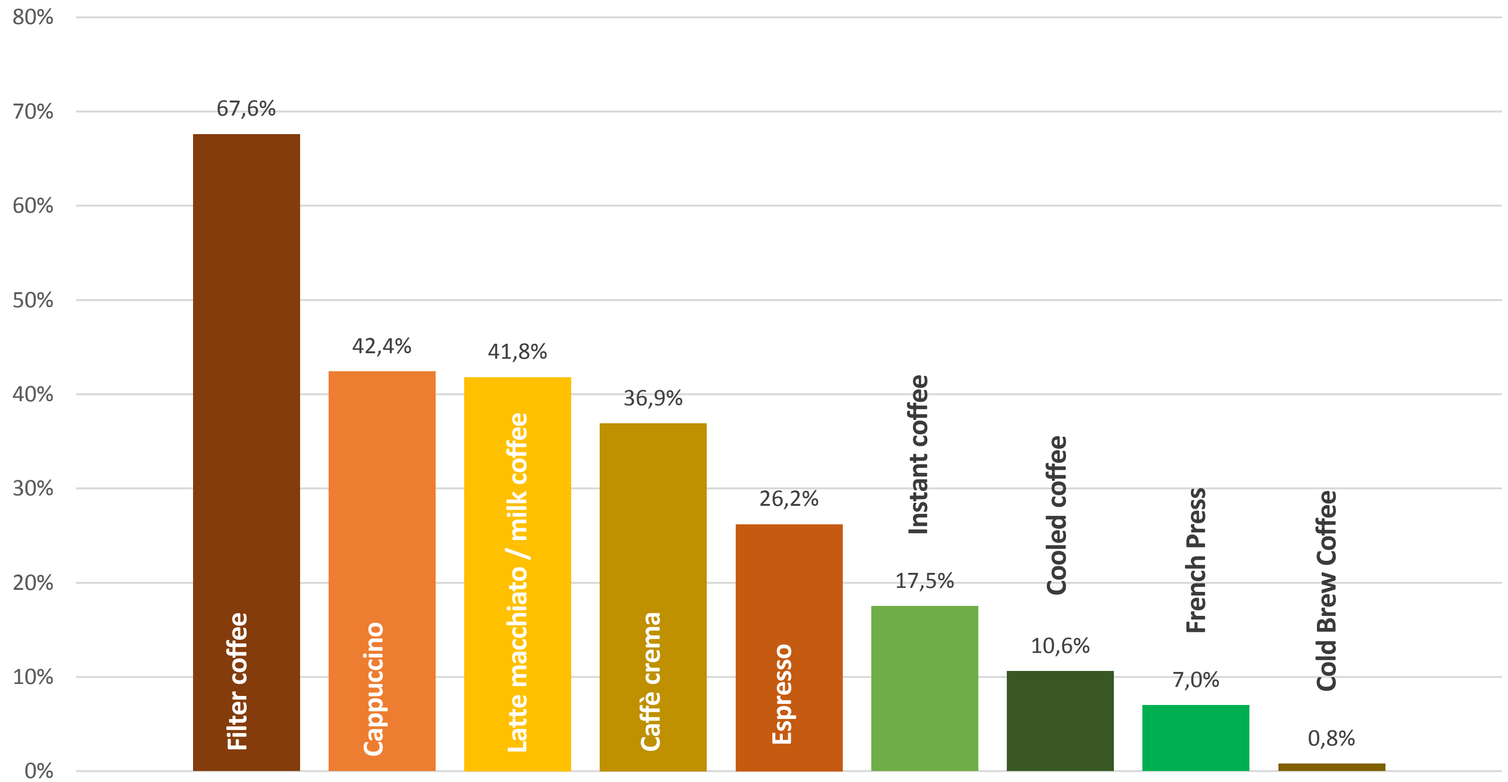
Coffee Consumption Patterns in Germany



Source: Statista Analysis 2015

Coffee Consumption Patterns in different countries ~ 2015

France

The most common way to drink coffee in France is as a "café au lait“. It consists of coffee and milk in equal parts. The original way to prepare coffee is with filter. But you will also find the "café au lait" with a double espresso nowadays.

Italy

In Italy you will find an ample selection of different coffees, all with the famous espresso as a base. The special thing about the espresso is its fine “crema”, which makes it an exceptional coffee.

Switzerland

For breakfast, for a break at work or in the afternoon with a piece of cake - for Swiss people, espresso, cappuccino and “café crème” is an indispensable part of everyday life. Nevertheless, the “café crème" remains the most popular coffee beverage.

Spain

In Spain coffee is stronger than, for example, in Germany. Mostly Robusta varieties are roasted. The most common coffee drink is the "café solo", without milk. Milk coffee or cappuccino are not known. If coffee comes with milk, then as a "café bombon", with sweetened condensed milk and espresso to create an unusual experience.

3. Coffee Market, Consumption Patterns & Trends

WMF Group

Coffee consumption patterns in different countries ~ 2015

Finland

Traditional Finnish coffee is prepared as filter coffee with lightly roasted beans. Therefore it normally tastes a bit sour. Only 18 percent drink coffee with a dark roast.

Sweden

Swedish coffee is traditionally prepared with coarser grinded coffee powder in a pot with boiling water. Due to the coarser grinding, the coffee powder sinks better to the ground. Also filter coffee is a common method, but with a stronger flavor than in Germany.

USA

Americans have a more pragmatic attitude to coffee. Things have to go fast here: coffee to go. This trend has also made it to us some time ago.

On the other hand, if the Americans have enough time to go for a coffee in a coffee shop, then you can really see some extraordinary coffee. The Americans like their coffee sweet. Syrups or even caramel sauce are often mixed with coffee, sugar is also used in large quantities and the coffee beverage is often decorated with a large whipped cream topping.

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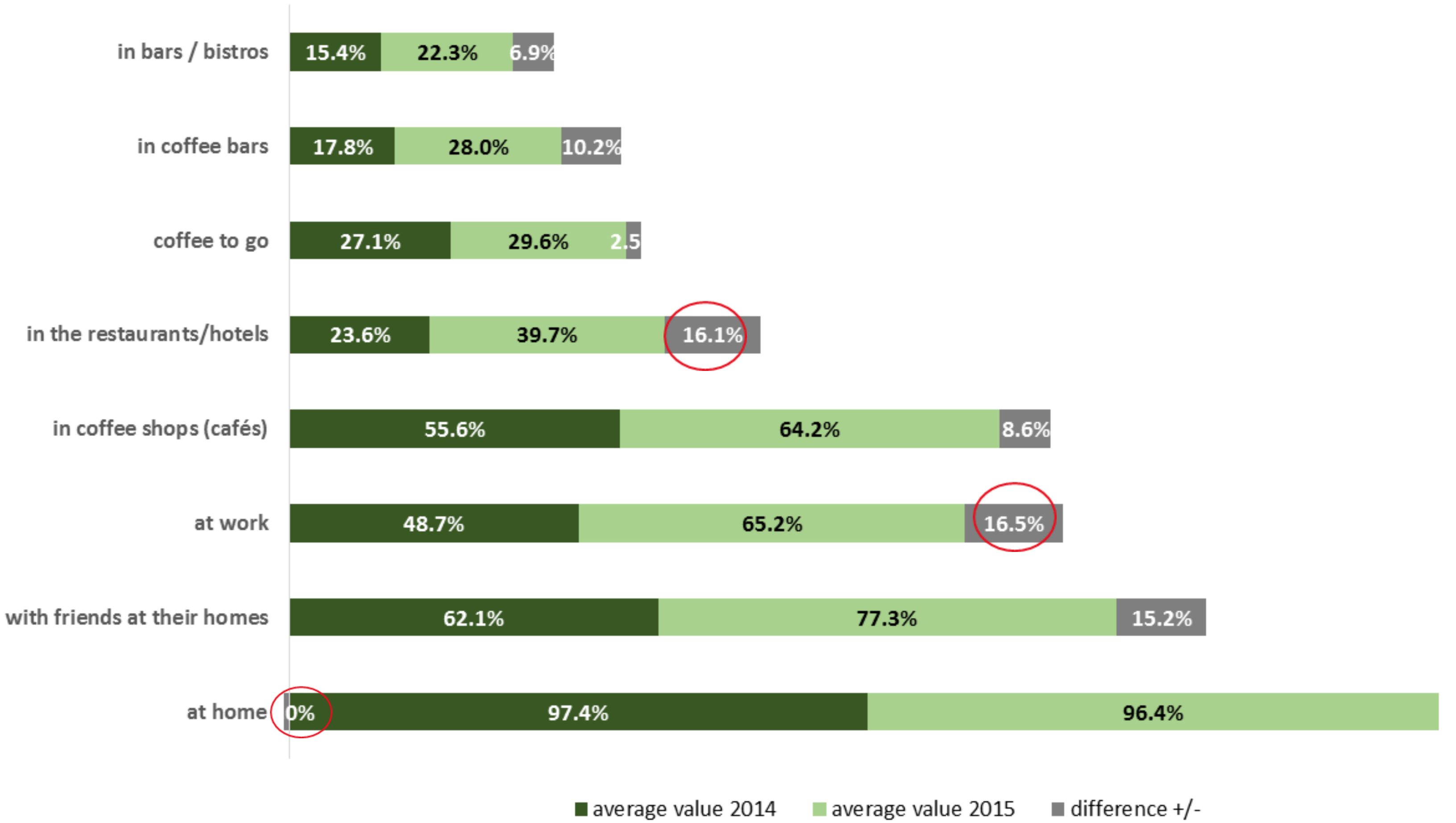
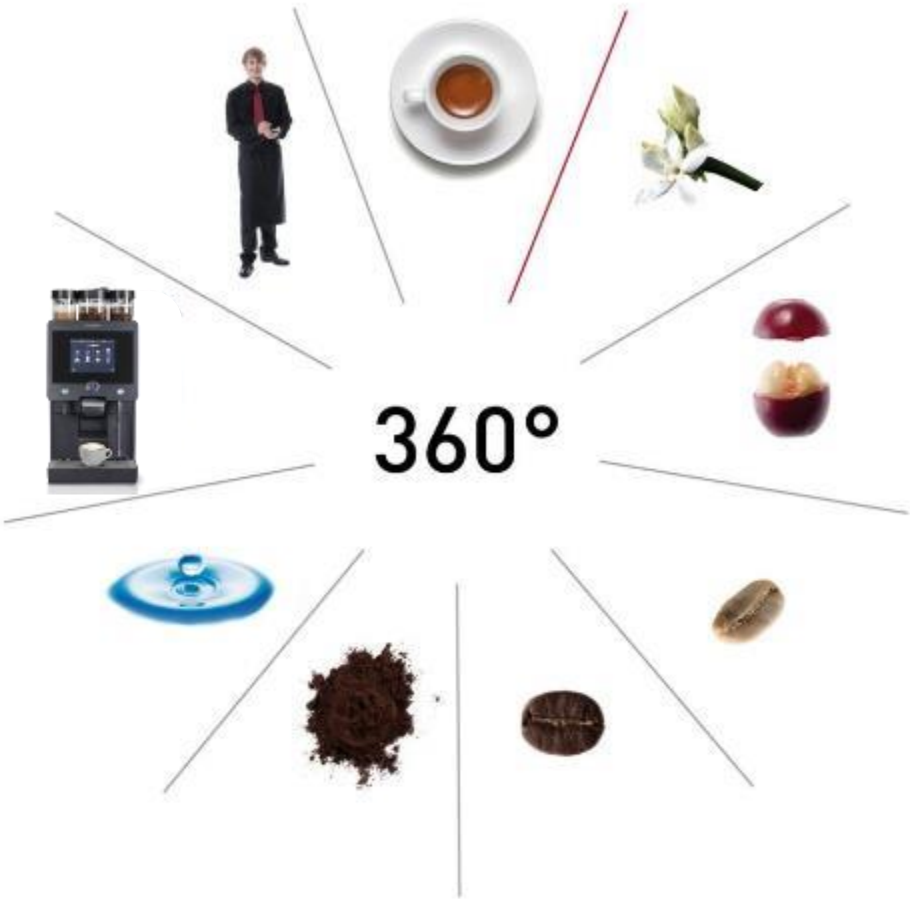
Where did the German people drink their coffee in 2015 vs 2014?



Source: Statista Analysis

Coffee – 360° Coffee Competence



coffee competence centre

schaerer swiss coffee competence

WMF COFFEE CAMPUS

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7. Service Principles & Success Factors

4. Professional Machines Market & Competition

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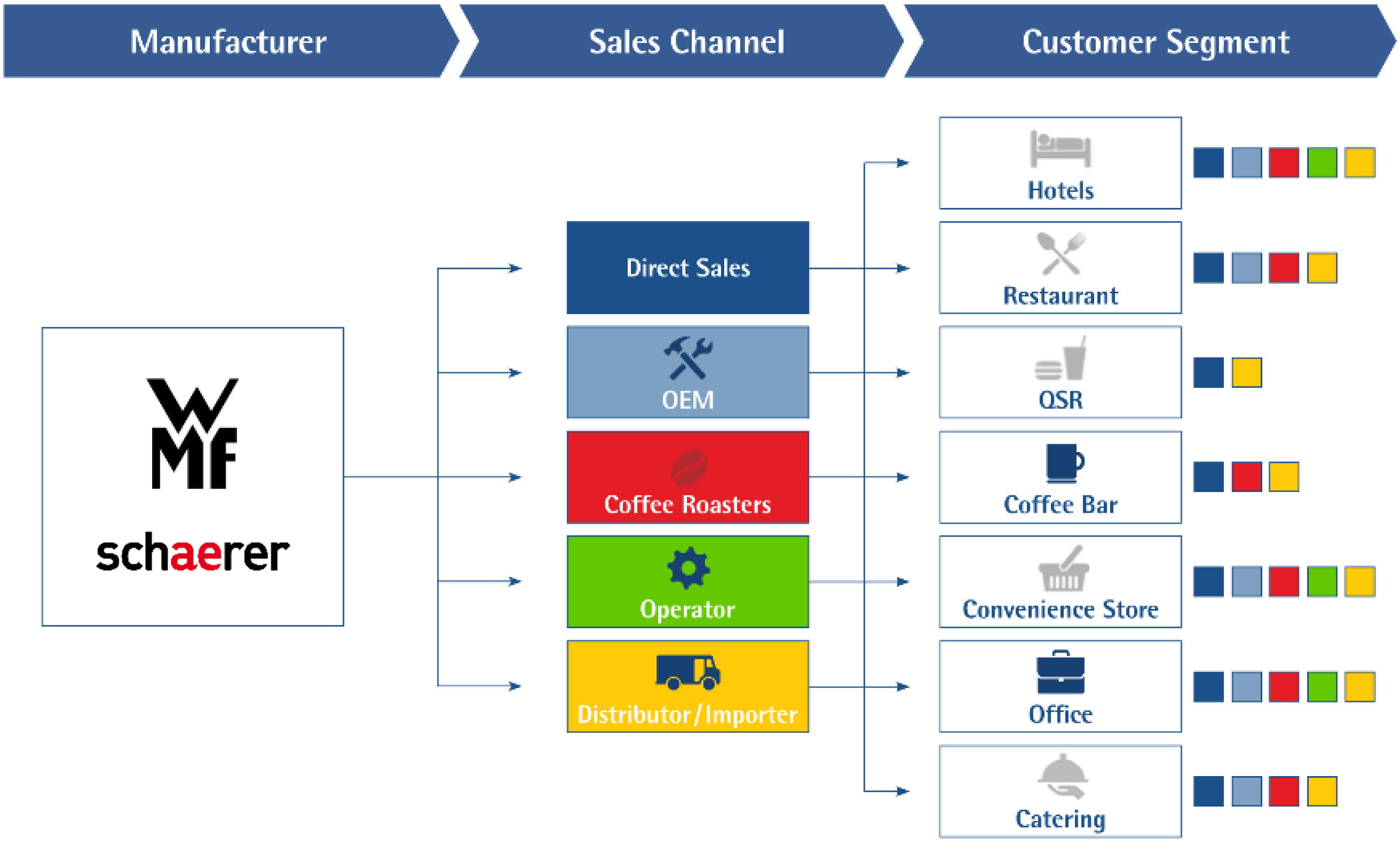
Sales Channels PCM Business



4. Professional Machines Market & Competition

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Key Customers – Channels & Markets

Hotel
Fairmont, The Ritz-Carlton, Marriott, Wyndham, InterContinental, Hilton, Kempinski, Hyatt, Rezidor, Rotana, Accor

Travel
Costa, Norwegian, AIDA, Royal Caribbean International, Cunard, MSC Kreuzfahrten, DB Bahn, SJ, Virgin trains

Catering
sodexo, Eurest, Aramark, Compass Group, selecta, SSP, LSG Sky Chefs

Gasoline Stations In Store
Shell, OMV, Statoil, Orlen, ExxonMobil, XXXL, bp, IKEA

QSR Conv. Stores
McDonald's (i'm lovin' it), Burger King, Yum!, Mos Burger, Subway, Hi-Life, 7-Eleven, Narvesen, Pressbyrån, Dunkin' Donuts, FamilyMart, SPC

4. Professional Machines Market & Competition

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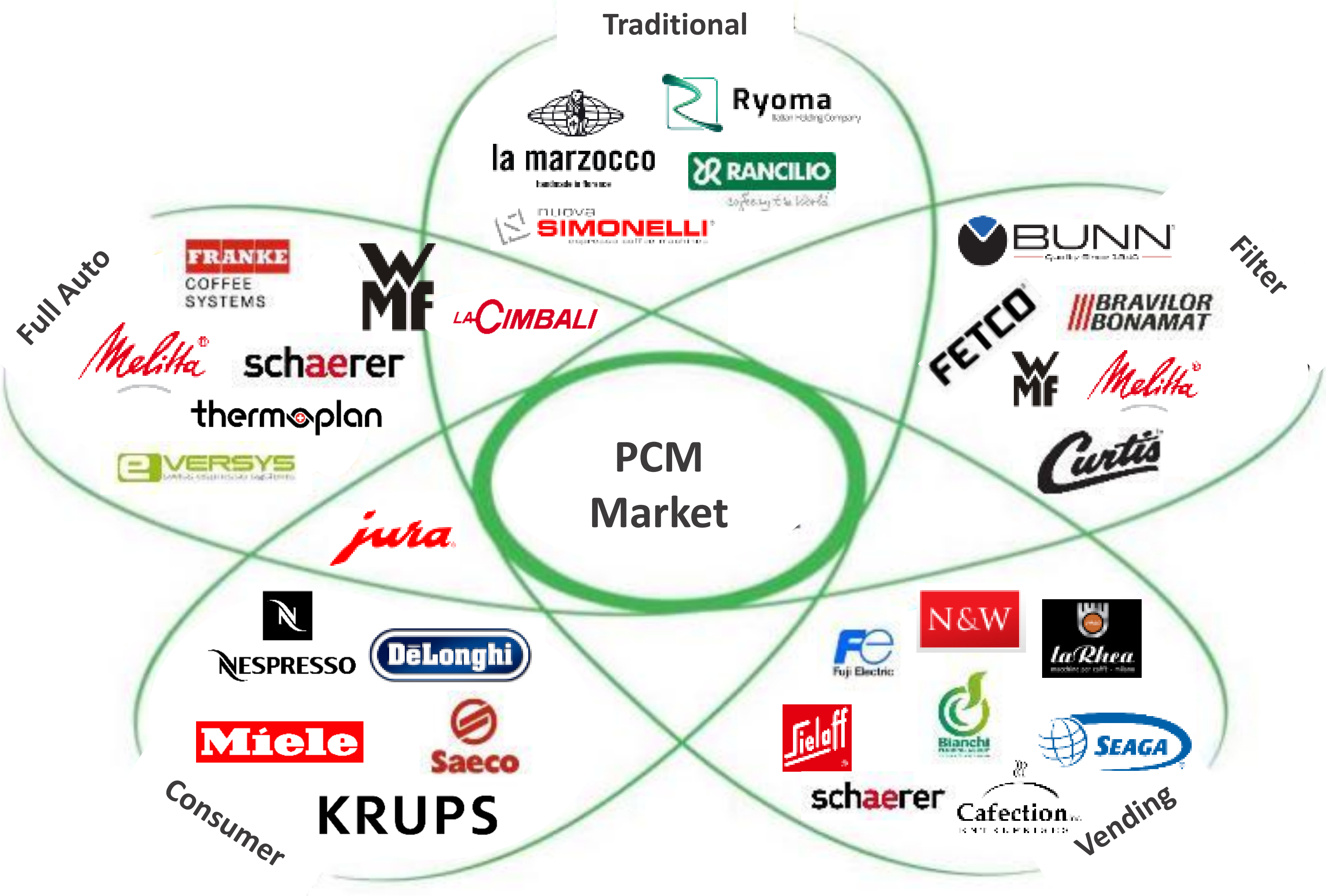
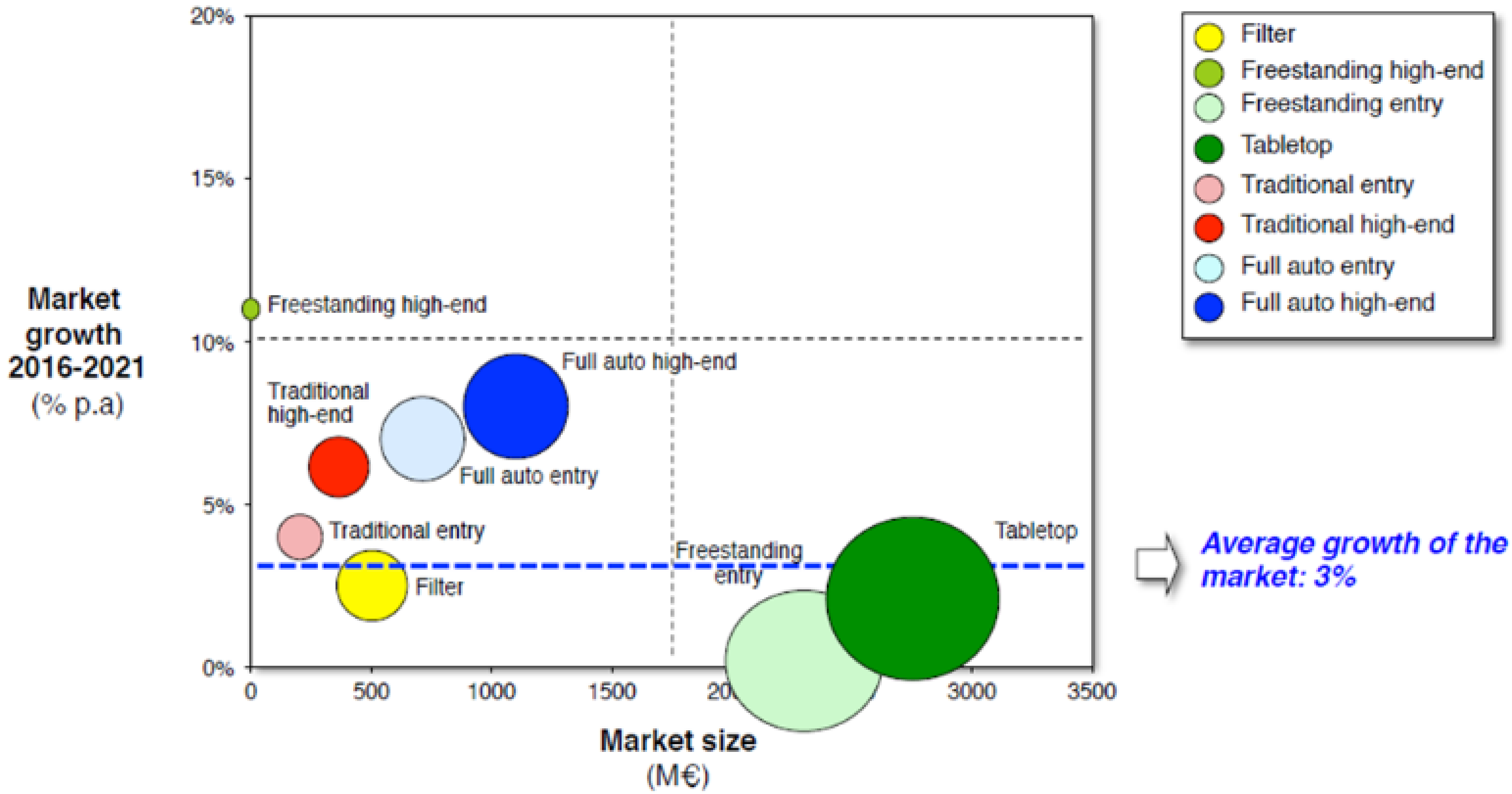
Key Players in the PCM Market



4. Professional Machines Market & Competition

Professional Coffee Market Growth per Segment

Market dynamics - Professional coffee machines - By geography - 2016



Fully Automatic Segment is a dynamic segment with a CAGR 8%

4. Professional Machines Market & Competition

WMF Group

Be the Best in Class and THE Reference of our Industry

Where to play:

- ✓ Europe: DACH with a focus on Service and growth for rest of Europe (UK, NL, France,…) with the right go to market strategy (machines and service).
- ✓ Outside of Europe: capture strong market potentials (North America, China, Japan as priorities and rest of Asia). Investigate LatAm (Brazil, Colombia) for future growth.
- ✓ Channels coverage: Hotel/Restaurant/Catering (HoReCa), Quick Service Restaurants (QSR), Convenience Stores (CVS), Offices, Catering/Travel… with our Fully Automatic Coffee Machines (FACM) offer
- ✓ FCAM market: price segments from 2000€ to 15 000€+ coverage with our WMF & Schaerer brand portfolio.
- ✓ Address new segments wherever possible such as semi-auto, premium vending, traditional and filter segments, … through organic growth or acquisitions.
- ✓ Integrate the Service in our value chain and adapt it depending on our go to market strategy

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5. **Innovation & Technolgy**
6. IoT & Digital Transformation
7. Service Principles & Success Factors

WMF Group

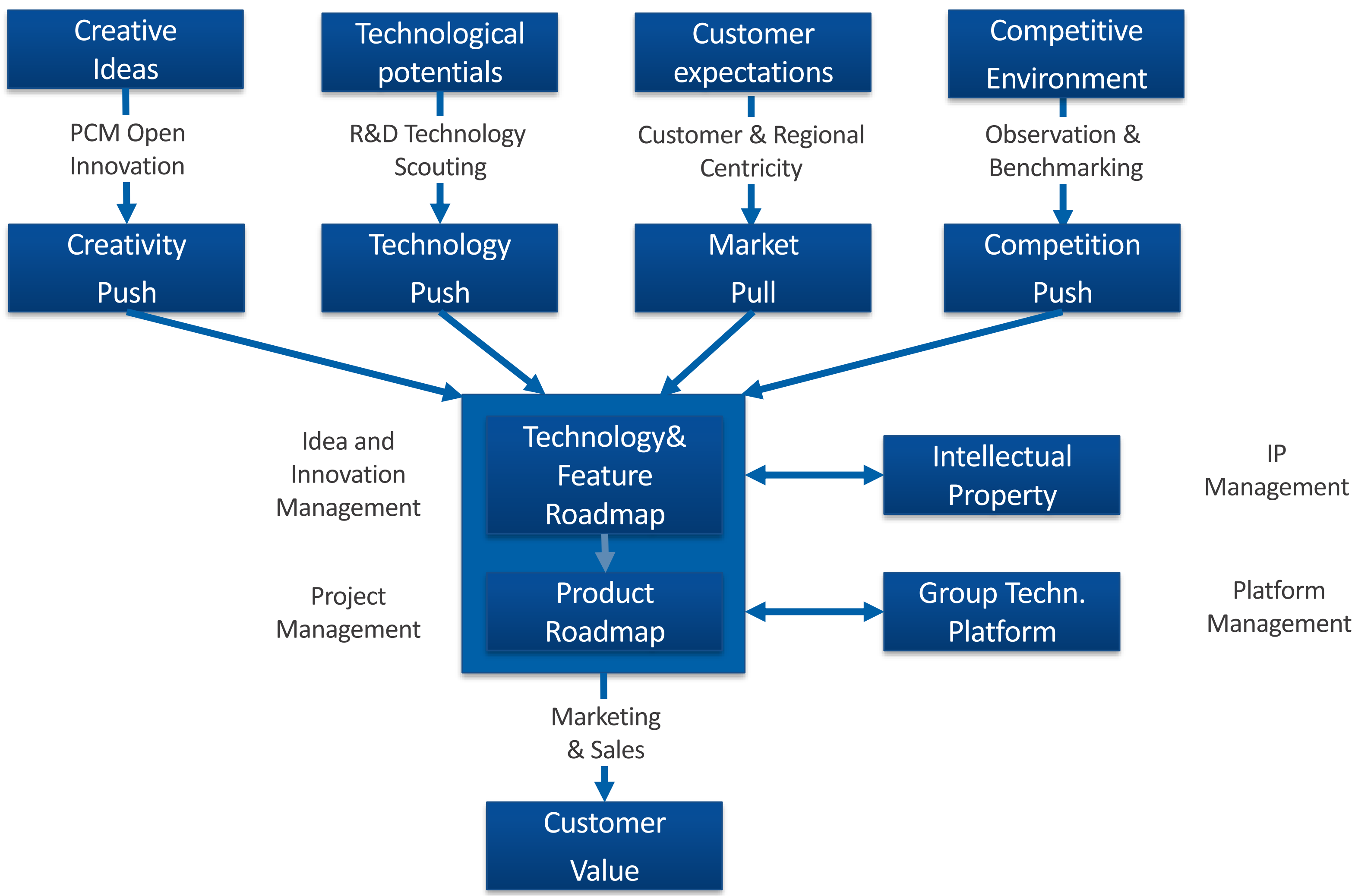
Innovation – Definition & Mission

Innovation means to generate and successfully distribute
- new functions or new products (beverages)
- in a new or differentiating way or
- in an improved quality or significance
- so our customers experience **unique added values** with or products!

Mission is to expand market leadership by
- technological support of the product roadmap
- 1-2 new coffee machines per brand and year
- 3 - 4 feature innovations (USPs) per year
- driving intelligent cost optimization „Total Cost of Ownership“
- optimization of serviceability and manufacturability
- best cost-benefit ratio (customer perspective)

5. Innovation & Technology

PCM Innovation Value Stream



5. Innovation & Technology

WMF Group

Strong R&D power in two locations (>100 FTEs)

Competencies

Excellent **software know how** with state of the art architecture and tool sets.

Excellent **mechanical design know how** through well trained, experienced staff, intelligent knowledge management and appropriate tools.

Excellent **system know how** by combination of the above including our own and well equipped laboratories.

Excellent and early knowledge of **international safety standards** by active participation in international standardization activities.

Excellent **market and service knowledge** by own sales and service forces as well as long term partners that allow quick and detailed feedback.

Cooperations

Use of Groupe SEB process and technology competencies in Research, R&D, Patents and Operations

Direct **cooperation with Universities** of Stuttgart, Ulm, Munich, Zürich and Bern – each of them with specific areas of competency

Detailed and early cooperation with **partner suppliers** in specific technological areas to assure design-to-cost

Diverse cooperations with **specialized consultants** to keep knowledge in methods, tools and technology up-to-date

A well assorted set of **patent attorneys** to process our applications, support in IP research and challenge our patent strategy approaches

5. Innovation & Technology

WMF Group

Innovation Leadership to enable Market Leadership

Plug & Clean

Customer convenience through easy of maintenance

Dynamic Milk

Benchmark milk foam quality for the customers of our customers

Cold technology

Cold coffee drinks freshly brewed – broader offerings for our customers

Flexible Touch

iPhone touch experience on WMF coffee machines – individualize your machine!

MyCoffee App

Customize YOUR office coffee -

individualization is key!

CoffeeConnect

Connectivity for service optimization and new business models

5. Innovation & Technology

Thinking “out of the box” – WMF Espresso

WMF Group

Integrating Italian Barista tradition and know how-
full control of coffee quality by grinding and tempering inside

WMF Espresso

The perfect Espresso.
Handmade automatically.

The first “hybrid” coffee machine

Allows non-trained operators to create a perfect cup of coffee.

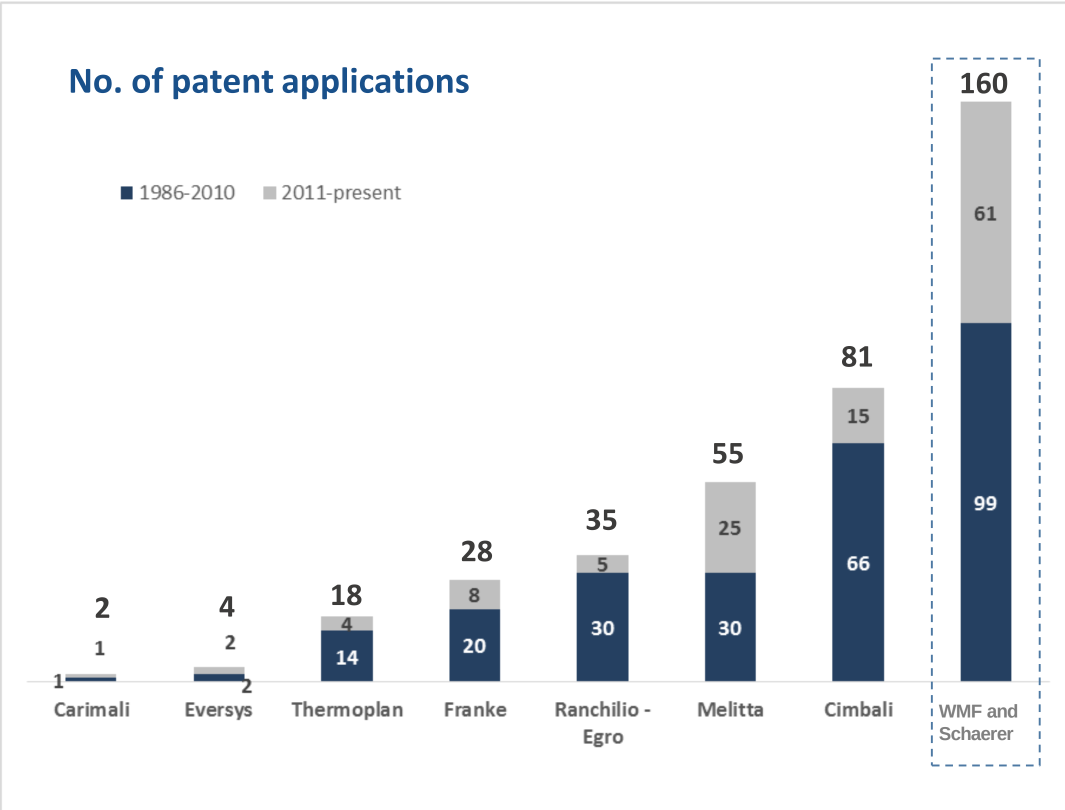
Allows our customers to reinvent their business model and/or processes.

Allows WMF access to new market segments

5. Innovation & Technology

Leadership in FACM Intellectual Property Rights

WMF Group



"Offensive" patent strategy

- assure freedom to operate
- protect own technology from being copied

Efforts significantly accelerated since 2010

Agenda

WMF Group

1. Product Range Demonstration
2. Overview (Key Facts / Mission / Strengths)
3. Coffee Market, Consumption Patterns & Trends
4. Professional Machines Market & Competition
5. Innovation & Technolgy
6. **IoT & Digital Transformation**
7. Service Principles & Success Factors

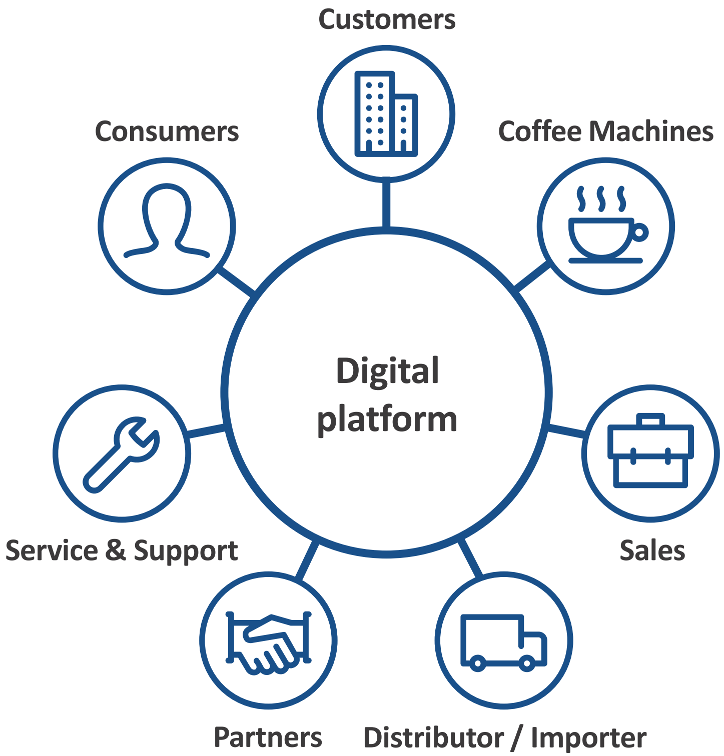
Accelerated Digital Transformation

WMF Group

Our target picture: connecting our ecosystem in one platform

- Shape the future of PCM business together with our customers, distributors/ importers, partners, sales and service & support

- Enable us to improve the offerings to our customers



Agenda

WMF Group

6. Service Principles & Success Factors

WMF Group

Why is Service so important in this business?

Top connotations to coffee - Consumer perspective!

Energy 82,6%

Cosiness 89,4%

Love 80,4%

Enjoyment 80,6%

Security 78,6%

Source: Kaffee in Zahlen 2017

6. Service Principles & Success Factors

WMF Group

Why is Service so important in this business?

Top connotations to coffee - Customer perspective!

Cross-selling

Frequency

Trendiness

Quality

MARGIN

6. Service Principles & Success Factors

Coffee value stream – Customer perspective

WMF Group

Av. Cost of a cup of coffee (Machine to Bean – all in)	0,3€
Av. Price of a cup of coffee	1,5€
Gross profit per Cup:	1,2€
WMF 1500S – Daily output:	180 cup per day
Working days gastronomy:	300 (approx.)
Gross profit per day:	216,-€
Gross profit p.A.:	65.000,-€
Gross profit av. life span (7 years)	460.000,-€

Cost of machine incl. cooler (High end Dyn. Milk, 2 grinders, etc.)	11.800€
Maintenance contract p.A. (Hassle free)	1.218€
Amortization	60 days
Working days p.A. (7 years period)	14 days

Minimizing downtime by:

Minimum amount of service interventions
Minimization of maintenance time
Minimization of cleaning and filling time

6. Service Principles & Success Factors

WMF Group

Ensuring minimum downtime and customer satisfaction!

- Service is operating with 320 own technicians in 289 areas – Best coverage in the industry
- 2 Service manager
- 11 regional leaders
- 5 Technical KAM – Special treatment of Keys
- Overflow-partner are helping to serve peaks or bigger deals - Flexibility
- Technical support hotline is serving customers doing own service and advising WMF-technicians – Prof. second/third level support
- Speed of Service: <24h
- First time completion: >95%
- Customer booking full maintenance package becoming more (25% of installed base)
- Installed base-"Active": >81.000 appliances (DE)

6. Service Principles & Success Factors

WMF Group

Further success factors

Highly qualified service technicians – Constant training efforts

Well-defined service areas per technician – Strong customer commitment towards and dedication of our technicians

Strong variable Bonus/Provision schemes – High engagement and sales mentality also in Service

Latest technologies implemented – First mover mentality

Ability to create and execute customer dedicated service concepts – Special treatment of key customers


WMF Group
Thank you!

WMF Group

Hotel

Thomas Heinen / General Manager BU Hotel / 22.11.2017

Agenda

WMF Group

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

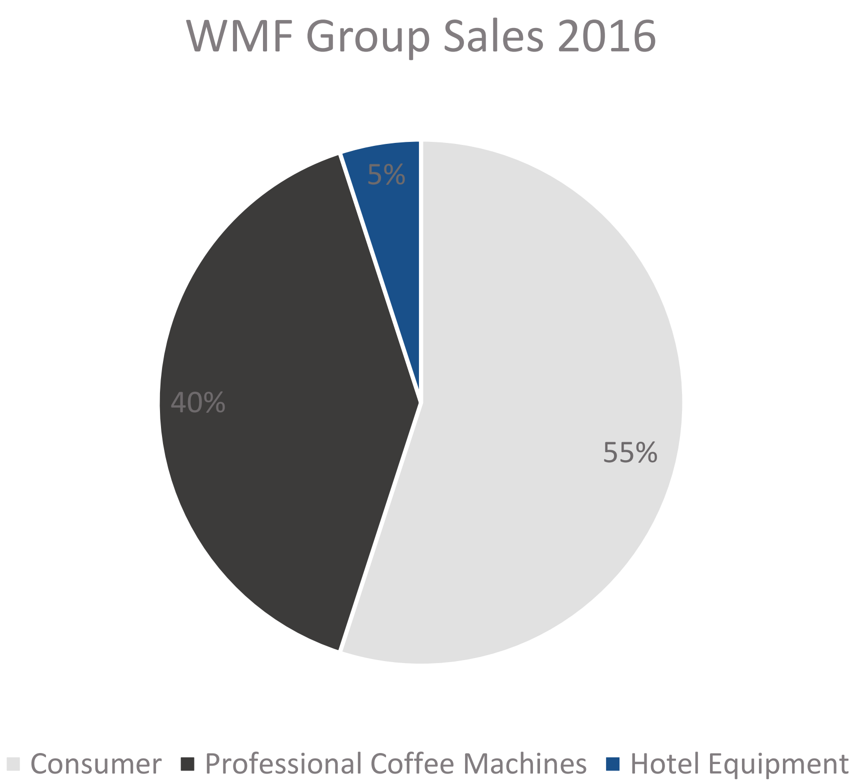
3 Vision / Mission

4 Recent Projects

1. Key Facts at a Glance

WMF Group

Hotel accounts for 5% of WMF Group Sales in 2016



Hotel Equipment
(5% of sales)

- Premium table top equipment for hotels, restaurants and cruise ships
- **#1 market position in DACH** and global leader in the luxury segment
- Supported by own and distributor channels

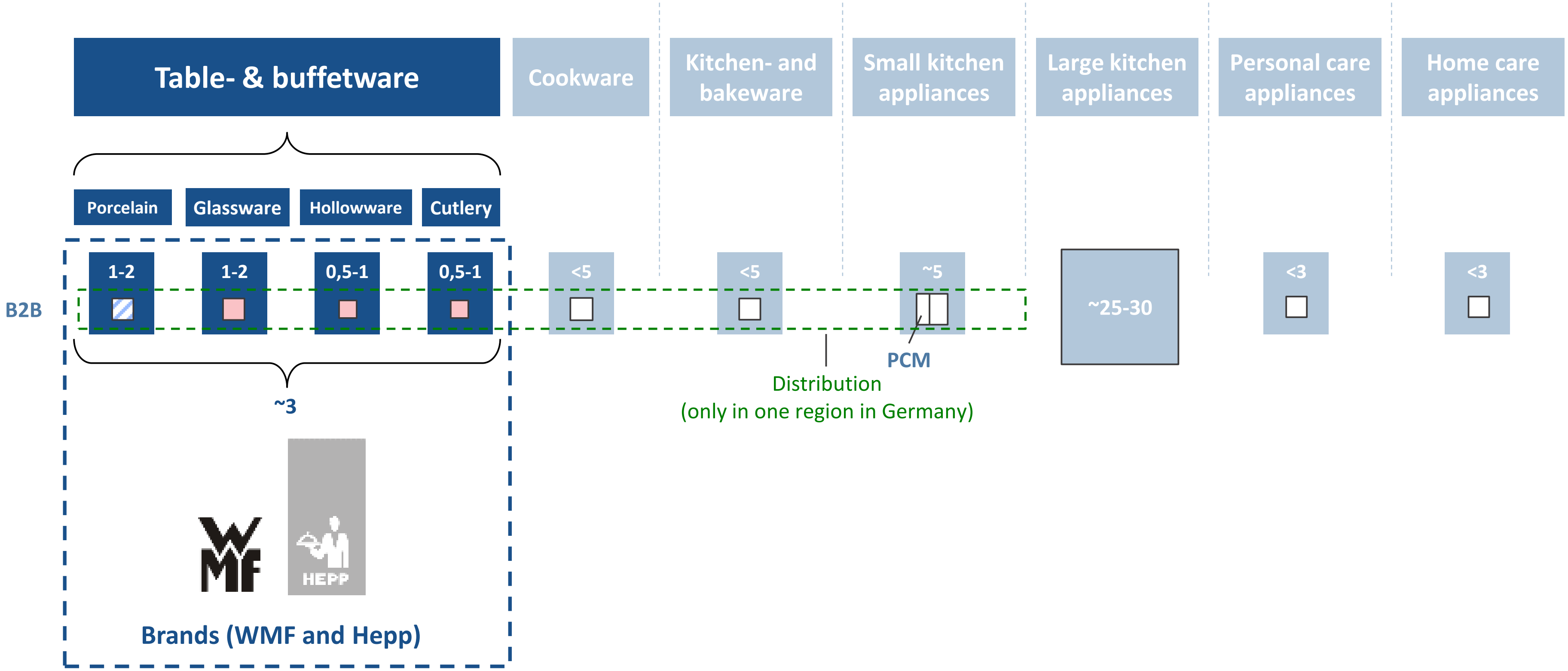
- €80 million sales in 2016

1) DACH refers to Germany, Austria and Switzerland.

1. Key Facts at a Glance

WMF Group

BU Hotel currently targets the table- and buffetware market (worldwide market size in €bn)



1. Key Facts at a Glance

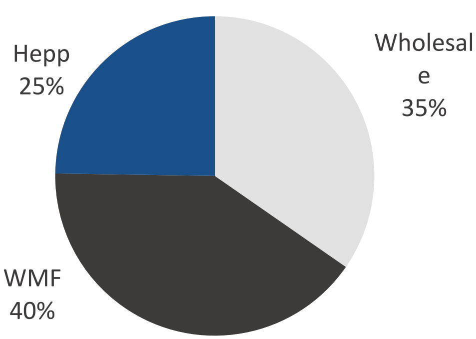
WMF Group

Brands

- Two premium brands:
- Dual brand strategy to maximize market

  Coverage
  - Target competing accounts
  - Synergies
- Third party brands are sold primarily through the Boehringer distribution subsidiary

2016 sales by brand



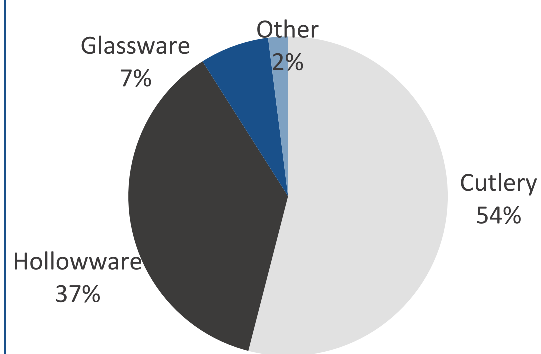
Products / Moments

- Broad range of product categories:
  - **Cutlery:**

  - **Hollowware:**

  - **Glassware:**

2016 sales by product/moment

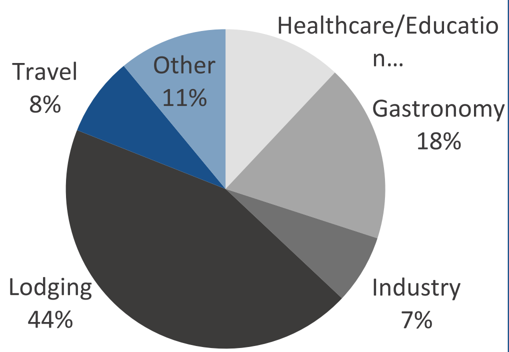


1. Key Facts at a Glance

Channels

- Key customer segments:

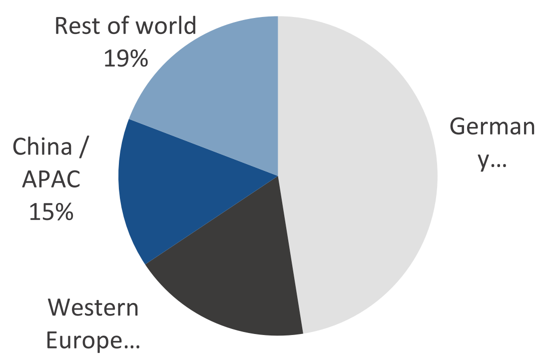
2016 sales by customer segment



Geographics

- The BU's core geography is Germany (48%), with a large share of distribution business.
- Projects make up a large part of the business; especially outside the DACH region
- Business of projects can lead to a high volatility from one year to the next

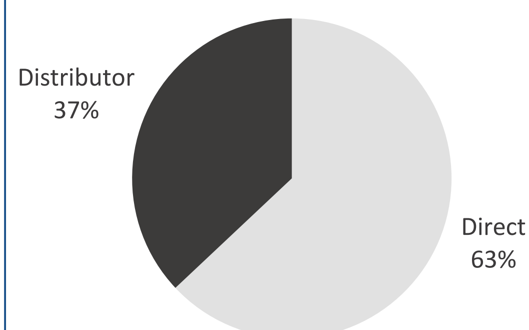
2016 sales by region



Routes to Market

- Direct sales:
  1. WMF Germany
  2. WMF sales subsidiaries
  3. Hepp and WMF to Key Accounts
- Distributors:
  1. Hepp Germany
  2. Hepp and WMF in most export markets

2016 sales by route to market



1. Key Facts at a Glance

Two strong brands in the BU Hotel

Full-range provider in the professional table and buffetware market, founded in 1853, radiation of the WMF brand, modular and functional

“We think of gastronomy, hotel and catering as an overall experience.”

WMF Professional
Dining culture. Pleasure. Experience.

Full-range provider for professional table and buffetware, founded 1863, specialist in B2B HoReCa business only, table and buffetware

HEPP

THE ART
OF
SERVICE

„Bring the traditional and the modern, the timeless and the contemporary together.“

1. Key Facts at a Glance

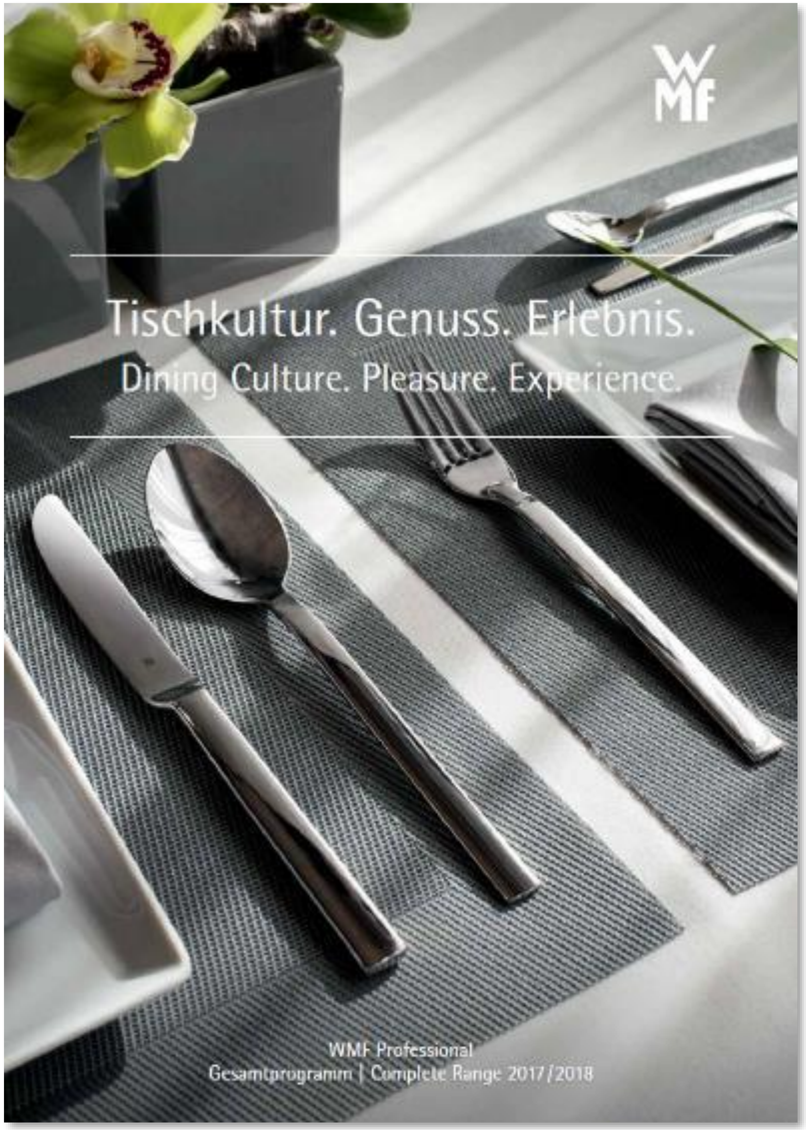
WMF Group

Products / product categories

Brand/ category	Cutlery	Table Top	Buffet Ware	Glass Ware	Hospitala	Serving Trolleys
HEPP						
WMF						

1. Key Facts at a Glance

Brand Positioning WMF Professional



WMF Professional

Dining Culture. Pleasure. Experience.

We think of gastronomy, hotel and catering as an overall experience.

Passion for table culture. Made in Geislingen.

Cutlery, table top and buffetware – all WMF products are expressions of our passion for table culture.

For form-perfect functionality, precision and lasting good appearance tried and tested in the daily routines of gastronomy and catering – since 1853.

1. Key Facts at a Glance

WMF Group

Brand Positioning WMF Professional

1. Key Facts at a Glance

Brand Positioning WMF Professional

WMF Group

Mix & Match par excellence: structures and colours provide emphasis

The laid table provides the stage where cutlery, porcelain, glass and table decoration create perfect unity. The WMF design philosophy includes finding a harmonious balance between different materials.

1. Key Facts at a Glance

Brand Positioning HEPP

HEPP – THE ART OF SERVICE

For over 150 years, HEPP has been known for „THE ART OF SERVICE“.

The ambition is to combine tradition and modernity, the timeless and the contemporary.

2017 NEW BRAND CONSCIOUSNESS:

HEPP and the world of ART

ART as an integral component of corporate communication serves both as an experience and a hallmark.

The new brand identity emphasizes the exceptional quality of the product world: displayed as art works in order to underline the global premium quality.

1. Key Facts at a Glance

WMF Group

Brand Positioning HEPP

HEPP has stood for “THE ART OF SERVICE” for more than 150 years – and this has been plain for all to see since the start of this year.

The brand is positioning itself distinctly in the hotel and catering sector with a completely reworked, fresh corporate design.

HEPP

#ART

#value #unique #timeless #extraordinary #high class #service



Brand Positioning HEPP

Laid tables as they have never been seen before.
The striking contrast between black and white and skillfully used colour accents.

New and exciting presentations. Products set apart from the competition, in a way that has never been seen before.

1. Key Facts at a Glance

WMF Group

Key Customers

Marriott INTERNATIONAL

Intern. Hotel Chain

WMF

Worldwide

ACCOR HOTELS Feel Welcome

Int. Hotel Chain

WMF

Worldwide

Hilton HOTELS & RESORTS

Int. Hotel Chain

WMF

Worldwide

PRINCESS CRUISES come back new

Cruise Line

USA

HAPIMAG

Serviced appartments

WMF KRUPS

Europe

partyrent.com we create atmosphere

Hire company

DACH

Agenda

WMF Group

1. Key Facts at a Glance
2. **Manufacturing Footprint**
3. Vision / Mission
4. Recent Projects

2. Manufacturing Footprint Hotel

Only one factory in CZ for holloware products

Bauscher HEPP Inc.

Joint Venture USA

Bonn, Germany

- Sales & Service
  Boehringer Bonn

Domazlice, Czech Republic

- Production

Dornstadt, Germany

- Logistics

Birkenfeld, Germany

- Head office
- Sales WMF Hotel / HEPP / Boehringer
- Service (Repair and Samples)

Weingarten, Germany

- Sales & Service
  Boehringer Weingarten
- Logistics Boehringer

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

4 Recent Projects

3. Vision / Mission

GBU Hotel

WMF Group

Vision / Mission

Become the leader in the premium professional table- and buffetware market by offering innovative, high quality products and profitably grow the turnover, and extend the business in adjacent product categories relevant for HoReCa customers that enable our customers to create an atmosphere in which their guests feel welcome.

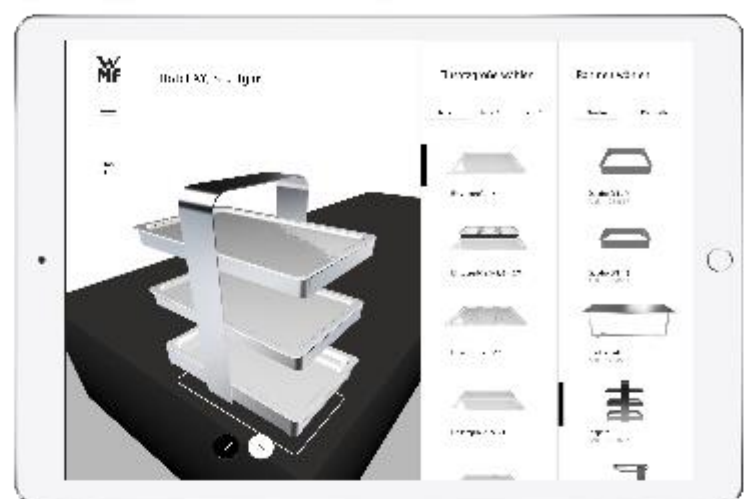
Strategic Priorities

Customer Centricity	Profitable Growth in Europe	Accelerated Expansion beyond Europe	Operational Excellence	High Performance Organization & Team

WMF Quadro Buffet system with configuration app

Form follows food:
for endless possibilities – 3 components, 70 pieces, tailored to the professional workflow.

WMF Quadro makes everything easier..
Defining size and shape of the buffet station, specifying the 3D-buffet elements, combining and modifying as desired, exporting the data – that‘s it, you’re done.



3. Vision / Mission

WMF Professional Innovation 2018

New Steak Set

the blade: aggressive line, sharp, highest quality forged steel

the handle: wooden look – but dishwasher safe!

the look and feel: sensuous, comfortable, memorable

the design: reinforced by creating a new professional & sharp lettering

„Meat is not to be sawn, a sharp blade gently glides through a high-quality product!"

WMF Group

WMF Professional Innovation 2018

Relaunch Collection double-walled pots

3. Vision / Mission

HEPP innovation 2017

WMF Group

Mescana

Exceptional surface structure for an exceptional haptic experience

HEPP Innovation 2018

New Table Top Collection: HEPP Elements

New collection for lunch and dinner in material mix

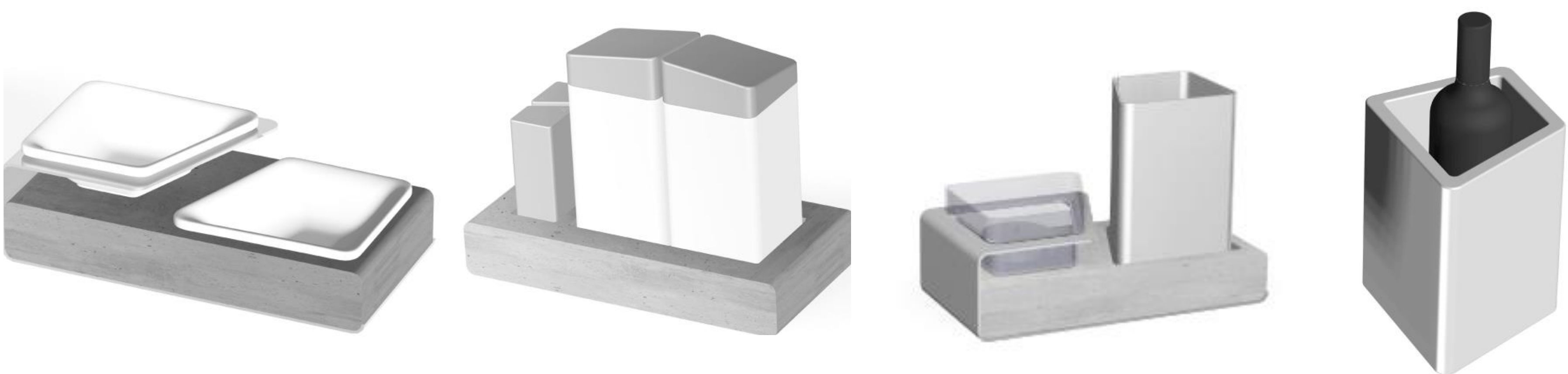
Transfer of „SEQUENCE“ to the table

Modern & unique form

New look, which distinguishes itself from actual collections

Premium quality, upscale pricing

High focus on modularity and multiple usage of core products



3. Vision / Mission

HEPP Innovation 2018

WMF Group

New Steak Set

Material mix – but dishwasher safe

2 sets, different sizes

More massive, heavy weight

Boehringer Distribution Business

Relaunch Corporate Design

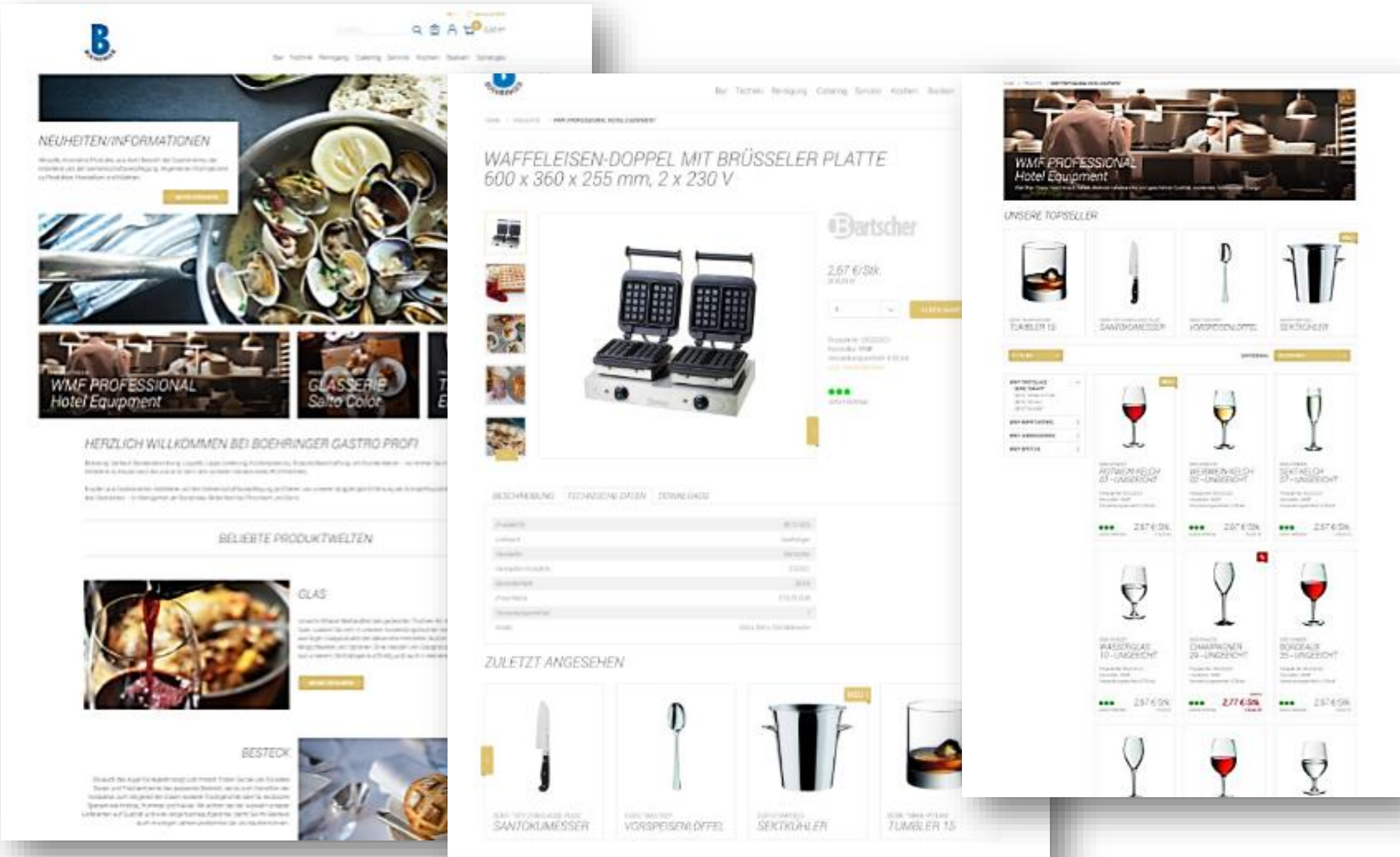
BOEHRINGER
GastroProfi

work in progress

3. Vision / Mission

WMF Group

Relaunch Boehringer Webshop



Agenda

WMF Group

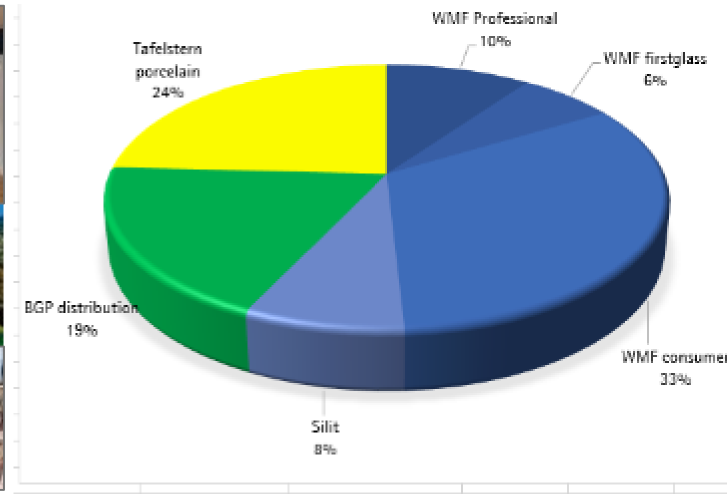
1. Key Facts at a Glance
2. Manufacturing Footprint
3. Vision / Mission
4. **Recent Projects**

3. Vision / Mission

Recent Projects WMF Professional

Ongoing new installations across Europe

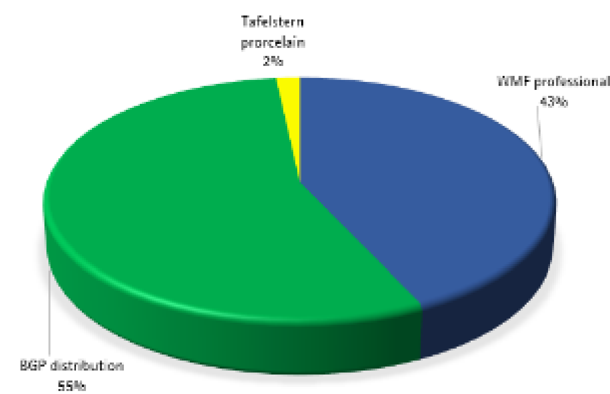
HAPIMAG



Recent Projects WMF Professional

WESTIN
HOTELS & RESORTS

WESTIN
Elbphilharmonie Hamburg 2016



3. Vision / Mission

Recent Projects Hepp

St. Regis Astana, Kazakhstan 2017

Recent Projects Hepp

Majestic Princess

Delivery: December 2016
Maiden voyage: April 2017






3. Vision / Mission

WMF Group

Recent Projects Hepp and WMF Professional

OKADA Tiger Resort Manila, Philippines 2016

TIGER
RESORT, LEISURE & ENTERTAINMENT, INC.

WMF Professional - Buffetware

HEPP - Cutlery


WMF Group
Thank you!

WMF Group

Consumer Business Overview

Xavier Sabourin / President of Consumer Goods BU / 23.11.2017

Speakers – BU Consumer Goods

WMF Group

WMF Group GmbH

Xavier Sabourin

President of Consumer Goods BU

WMF Group GmbH

Achim Bölstler

VP Research & Design

WMF Group GmbH

Martin Ludwig

Senior VP Consumer Goods

Managing Director WMF CE GmbH

WMF Group GmbH

Holger Franz

Head of Strategic Marketing & Productmanagement Dining

WMF Group GmbH

Thomas Mader

Head of Retail Europe

WMF Group GmbH

Frank Griesinger

Head of Strategic Marketing & Productmanagement Preparing

Agenda

WMF Group

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

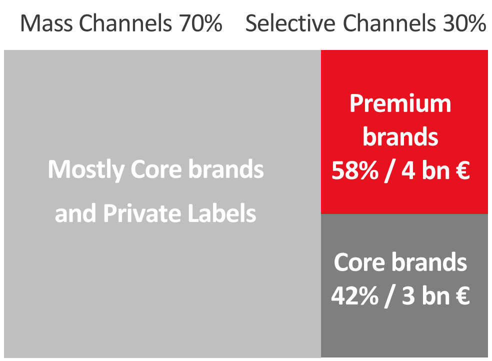
3 Vision / Mission

1. Key Facts at a Glance

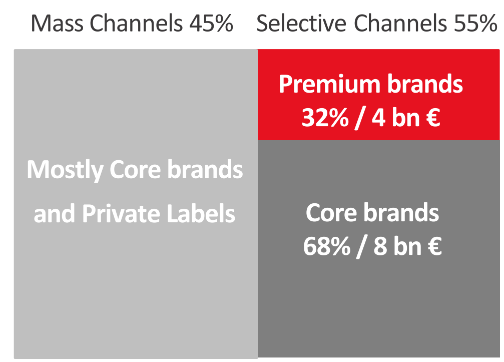
WMF Group

The «premium CKW + KE Market*)» is worth € 8 bn in 2016
GSEB is No. 2 in CKW, «starting» in KE

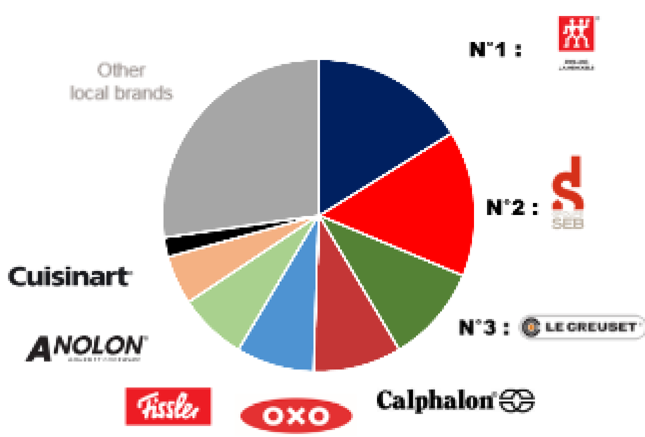
CKW Market worldwide: 22 bn €



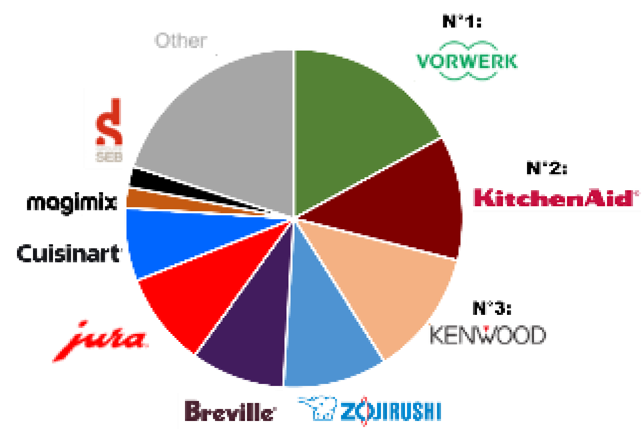
Kitchen Electric Market worldwide: 21 bn €



CKW Premium Market Share



KE Premium Market Share



Source: Euromonitor, GFK, GSEB estimates

*) Not including Flatware

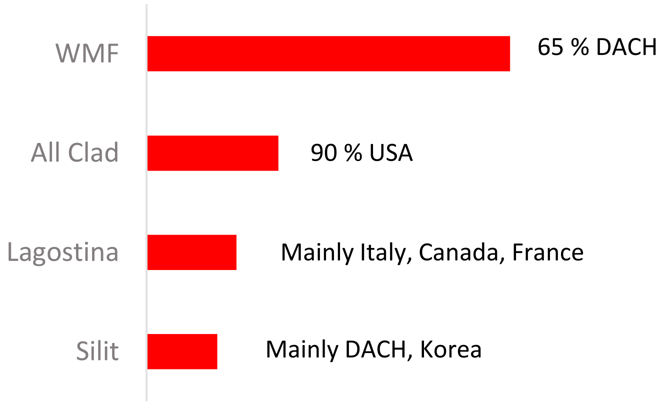
1. Key Facts at a Glance

WMF Group

...But our positions on the Premium market are limited to few countries, mostly DACH and USA

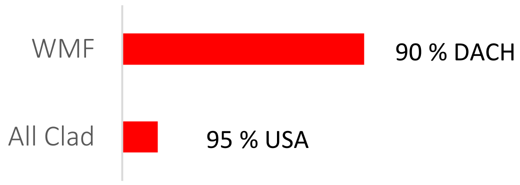
CKW: GSEB Premium M.S. Split

Groupe SEB No. 2 position:



KE: GSEB Premium M.S. Split

Groupe SEB MS



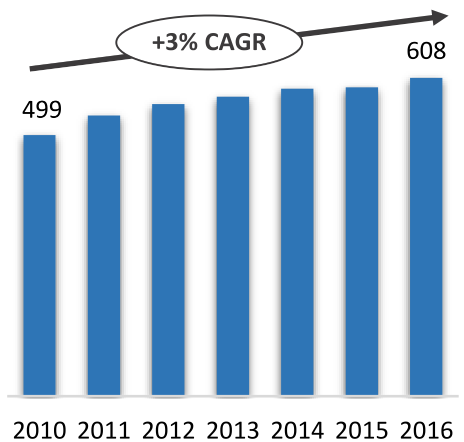
1. Key Facts at a Glance

WMF Group

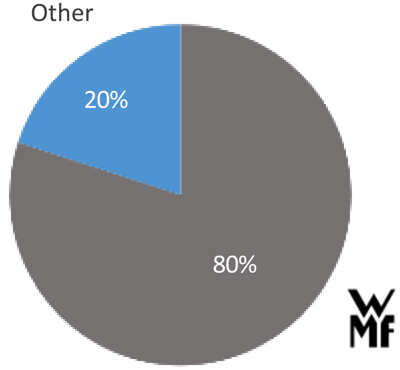
- **Limited sales growth since 2014**
- **High concentration on the DACH region (2/3 of sales)**
- **Complete and diversified product range**

Key financials

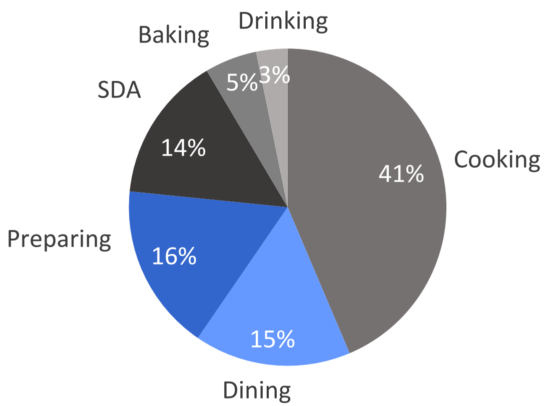
Sales (€m)



Sales by brand



Sales by type

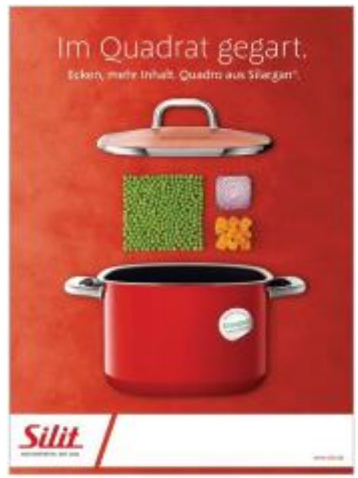


1. Key Facts at a Glance

Three trusted brands

WMF Group

Table- and kitchenware
Global iconic
Premium brand



Cookware Expert
Silargan®

DACH & Korea

Bakeware Expert

DACH &
Eastern Europe

1. Key Facts at a Glance

WMF Group

Premium WMF Brand Image based on design, quality and innovation

Germans' favorite kitchenware, appliance and furnishing brands

Rank	Brand
1	WMF
2	Tupperware
3	ROLF BENZ
4	[illegible]
5	DeLonghi
6	BOSCH
7	Rosenthal
8	RITZENHOFF
9	Miele
10	ligne roset

Why German consumers value WMF products (5 point scale)

- **Design** (4.6)
- **Quality**
  - Durability (4.6)
  - Material (4.6)
- **Innovation**
  - Functionality (4.6)
  - Ease of use (4.4)

WMF #1 rated on key purchase criteria among all competitors!

Source: Deutschland Test market research in 2014 and 2015; CVDD consumer survey (scores for WMF cookware).

1. Key Facts at a Glance

WMF Group

A unique comprehensive product portfolio across “4 moments” to create a complete culinary experience

1. Key Facts at a Glance

WMF Group

Winning, comprehensive product portfolio

	Product group	WMF Group	Fissler		LE CREUSET
Cookware	Pans	●	●	◕	◔
	Pots	●	◕	◕	●
	Pressure cookers	●	◑	○	◔
Cutlery	Cutlery sets	●	○	◑	◔
	Special cutlery	●	○	●	◔
Kitchen gadgets & knives	Kitchen knives	●	◔	●	◔
	Kitchen gadgets	●	◔	◔	○
Bakeware	Baking pans	●	○	○	◔
	Accessories	●	◔	○	◔
Small domestic appliances	Breakfast	●	○	○	○
	Food preparation	●	○	◔	○
	Cooking	●	○	○	○

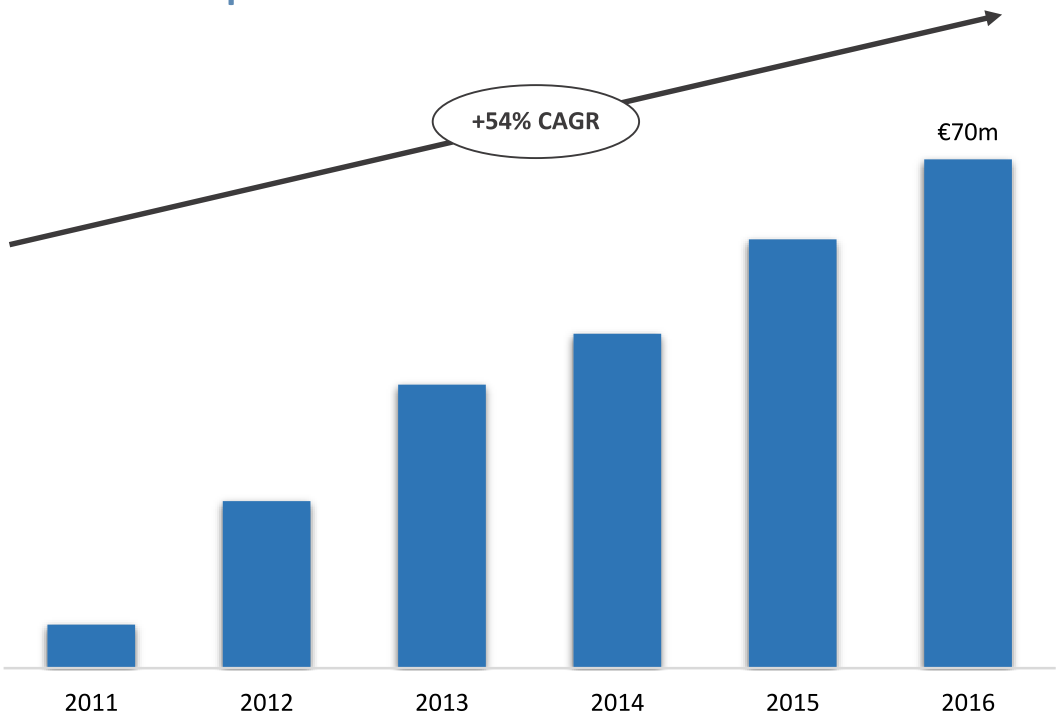
Source: CVDD.

1. Key Facts at a Glance

WMF Group

- **Successful WMF brand stretching into SDA in Germany**
- **WMF DNA strongly expressed through design (Cromargan) and innovation (Kitchen minis)**

SDA sales development



1. Key Facts at a Glance

WMF Group

WMF Roots: Innovation and “state of the art” holistic design

Key Technologies & IP

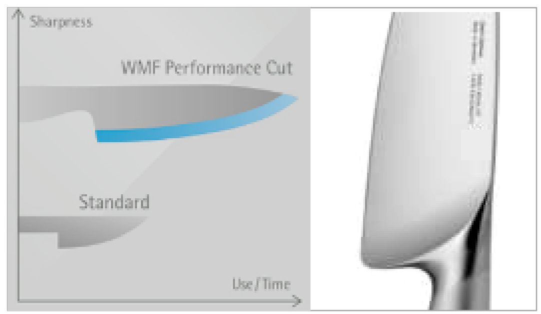
WMF Cromargan Protect® | Highly scratch resistant cutlery

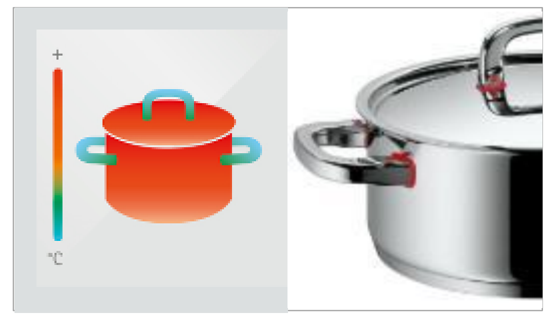
Performance Cut & Cutting Edges | Outstanding and long-lasting sharpness

WMF Cool Plus | Lowest handle temperature

Cromargan® premium cookware | Made in Germany - High Impact Bonding Base - High Quality surface finishing

WMF Pressure Cookers made in Germany | Fast & Energy Efficient Precision Cooking - Detachable handle-easy to clean





WMF Group (all brands)

Patent Families 262

Active Patents more than 1000

1. Key Facts at a Glance

WMF Roots: Innovation and “state of the art” holistic design

Awarded Design

1862 | First WMF design award was a gold medal at the World Exhibition in London.

2010 | “High Score” - 7 national and international Design awards to WMF1

1953 - 2013 | 435 awards by **iF** . WMF is Number 3 the top10 ranking.

1987 - 2017 | 192 Design Awards






Agenda

WMF Group

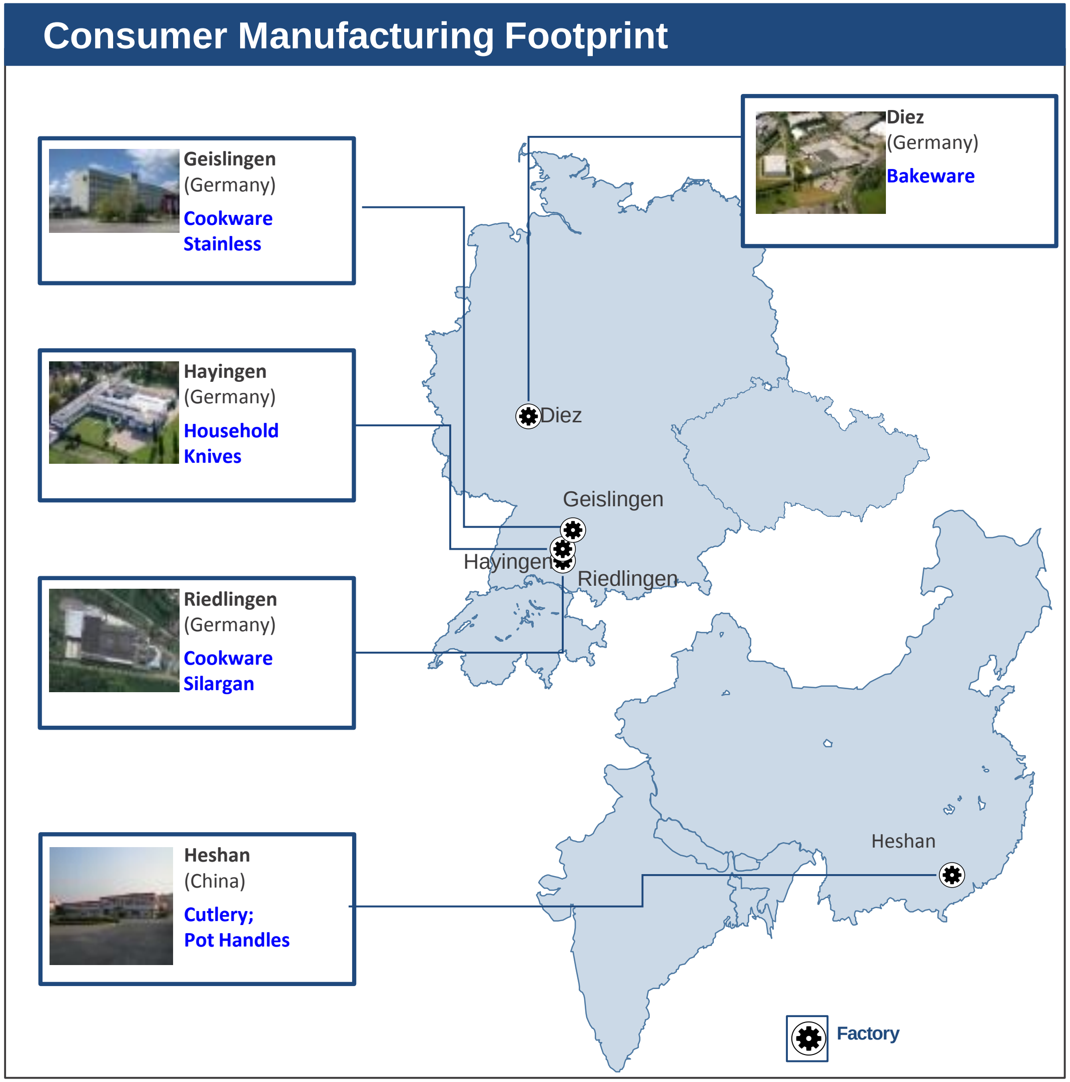
1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

2. Manufacturing Footprint Consumer

A strong industrial footprint in Germany



Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

3. Vision / Mission

WMF Group

Vision / Mission

WMF brand to be recognized as the undisputed culinary expert worldwide And to become world leader of the growing Premium Market in both CKW and SDA

Strategic Priorities	Customer Centricity	Profitability in DACH	Profitable Growth in Europe	Accelerated Expansion beyond Europe	Operational Excellence	High Performance Organization & Team
Main Topic	Strengthen WMF DNA	Capitalize on the WMF Premium Roots	Main markets: France, Spain, Poland, Nordics, Russia	Main markets: China, Korea, Japan, Singapore	Ensure excellence service to all markets	Convergence with GSEB processes

3. Vision / Mission

WMF Group

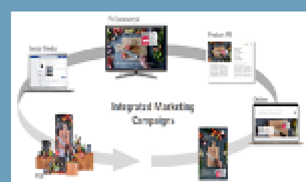
Support markets in implementing Go To Market action plans

- The WMF Premium Brand Strategy is based on th «4-ingredient success recipe» to provide the ultimate culinary experience to consumers and ensure WMF brand premium positioning

Brand Value Proposition

The Culinary Expert

Communication Strategy



Integrated & consistent content, activated on key touchpoints along the consumer journey

Distribution/POS Strategy

Selective distribution & premium POS merchandising, to drive brand equity and develop sales

Price Strategy

Strict price & promotion policy, favoring brand premiumness and profitability

3. Vision / Mission

WMF Group

Project: → DARTY SIS test from June 2017


WMF Group
Thank you!

WMF Group

WMF Consumer Electrics

23.11.2017 / Martin Ludwig / Senior Vice President Consumer Goods & Managing Director WMF CE GmbH

Our challenge in 2011:

How to capitalize the
WMF brand
in the consumer electronics market?

Make money
in a very competitive market!

We have to beat
strong competitors with
a much longer history of
SDA experience:

So, we have to be
faster,
more creative and innovative,
more focused =

entrepreneurship!

WMF Consumer Electrics

Start-up WMF CE GmbH

Founded 01.01.2011

Headquarter Jettingen-Scheppach

Motivated team:
65 employees

WMF Consumer Electrics

Brand DNA

Fascinating Design - Stainless Steel Icons

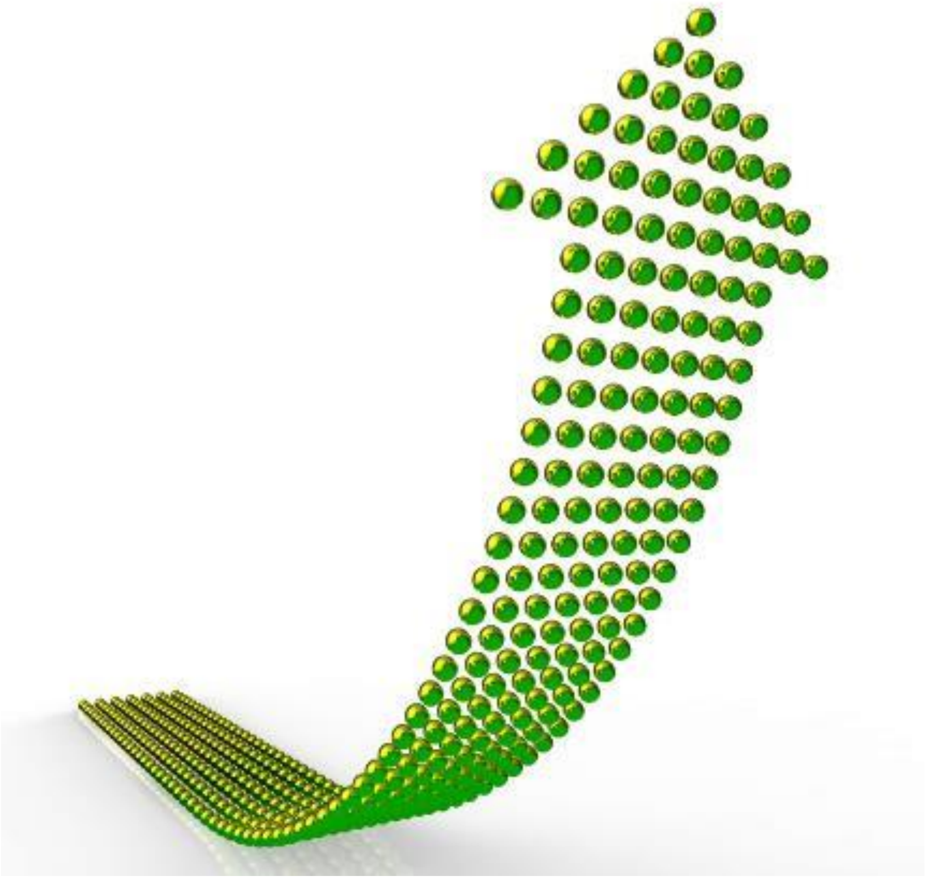
WMF small domestic appliances are characterized by a puristic, timeless and functional design with an intuitive operational concept. Outstanding is the combination of concisely cylindrical base bodies in brushed Cromargan with stainless steel polished cover elements.

WMF Consumer Electrics

WMF Group

MY WMF Cromargan® Kitchen set – Complete range, unique design and can be combined individually

Growth path with the goal of becoming **Category Leader** in small kitchen appliances in DACH and accelerated international growth leveraging GSEB int. network.



WMF Consumer Electrics

Pushing forward growth through clear priorities

Priority 3
Testing new segments

Testing innovations in new segments
Expanding the product range to match the Consumer Goods division

Priority 2
Focussing on trends

Expanding product segments that serve social megatrends such as healthy living, neo-ecology, urbanity and socialising

Priority 1
Maintaining and building on strengths

Pushing top seller segments

Pushing forward growth through clear priorities

WMF Group

Market shares in Germany in key categries

* Source: Gfk data 2016

Nutrition trends are the focus of the WMF KITCHENminis®

Breakfast, Healthy eating, Homemade, To Go

Launch 2014

Launch 2015

Launch 2016

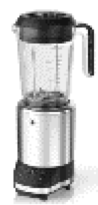
Launch 2017

Top seller segment, breakfast:
Breakfast ranges covering the different price levels

	Breakfast		
BEST	LINEO 		
BETTER	Skyline 	LONO 	KITCHENminis® 
GOOD	BUENO 	STELIO 	TERRA 

Food and drink preparation:

Extensive range across all price levels

	Food Preparation
BEST	LINEO  KULT PRO POWER  PROFI PLUS 
BETTER	KULT PRO  KITCHENminis® 
GOOD	 KULT X  STELIO 

COOKING / Fun cooking:

WMF Group

Full range with 6 new product launches in 2016, successfully established in the market

- WMF presents itself as a full-range provider and the fastest growing brand in the social-dining segment.
- No other brand covers such a broad range of products to the same extent.

Sandwich toaster / Contact grill / Waffle iron / Combinations

LONO
Sandwich toaster

LONO
2-in-1 contact grill

LONO
Edition waffle iron

Fondue / Raclette / Fun cooking

LONO
Fondue

LONO
Raclette

KITCHENminis®
Raclette for 2

Barbecue / (table) grills

KITCHENminis®
Table-top grill for 2

LONO
Quadro table-top grill

NEW

LONO
Ribbed table-top grill

NEW

LONO
Flat & ribbed table-top grill

LONO
Master grill


New
Things

New highlights for 2017

WMF AMBIENT: The launch of the new product segment

Herbs @home, the first product from a completely new segment: a stylish, illuminated herb garden.

The 84 LEDs are switched and dimmed to three different levels with the Easy Touch function.

An intelligent watering system keeps the herbs fresh for longer.

Brand communication | Media

WMF Group

Award-winning quality of the WMF products

Product test highlights for 2017

Month	January	February	March	May	August	August	October	November	November
Media	Haus & Garten	ETM	Haus & Garten	ETM	ETM	Süddeutsche Zeitung	ETM	ETM	BVT
Result	Test winner: Very good	Test winner: Very good	Test winner: Very good	Test winner: Very good	Test winner: Very good	Editor's winner	Very good	Very good	TOP 10 Technik 2017
Seal									
Products	*KULT X spiraliser* 	*LONO tea kettle* 	*KITCHENminis® espresso machine* 	*LONO waffle iron* 	*KITCHENminis ® ice machine* 		*KITCHENminis ® Vario* 	*KITCHENminis ® One for All* 	*AMBIENT Herbs@home* 

Brand communication | Campaigns

WMF Group

Seasonal highlights in the general press with significant advertisement investment

April - May 2017

November - December 2017

+80 million contacts (+14 years)

WMF Group

KITCHENminis® Promotional offer

REISHUNGER

- Three 150 g packets of rice (jasmine, basmati and quinoa) from Reishunger in each rice cooker
- Free recipe book
- IFA promotion


WMF Group
Thank you!

WMF Group

WMF Retail & Stores

Thomas Mader / Head of Retail Europe / 23.11.2017

WMF Group – a Groupe SEB company

Agenda

WMF Group

1. Own Retail: Past and Present
2. Store Structure and KPIs
3. Shop Concept
4. Strategy

Agenda

WMF Group

1 Own Retail: Past and Present

2 Store Structure and KPIs

3 Shop Concept

4 Strategy

The first store was opened 1868 in Berlin
150 years experience in direct sales to the customer

The first outlet was opened 1912 – Fischhalle – next to the factory in Geislingen

1. Own Retail: Past and Present

WMF Group

Store Development in Germany on high streets

1868 → 2017

~1930	~1960	~1990	2017
140 Stores	**67 Stores**	**122 Stores**	**142 Stores**

2017 → 192 Stores and Factory Outlets in DACH, NL, FR & BG

WHY Own Retail?

WMF Group

Imperative to WMF's premium business model

CHANNEL

#1 turnover channel
(55% of German offline revenues)

150 m € sales on-/offline p.a.

BRAND

700 mio reach p.a.

25 mio€ advertising value p.a.

best brand experience

CONSUMER

20 mio 1-to-1 contacts p.a.

most impactful touchpoint

omnichannel shopper journeys

CUSTOMERS

critical for premium price position

enabler for shop-in-shop strategy

Agenda

WMF Group

1 Own Retail: Past and Present

2 Store Structure and KPIs

3 Shop Concept

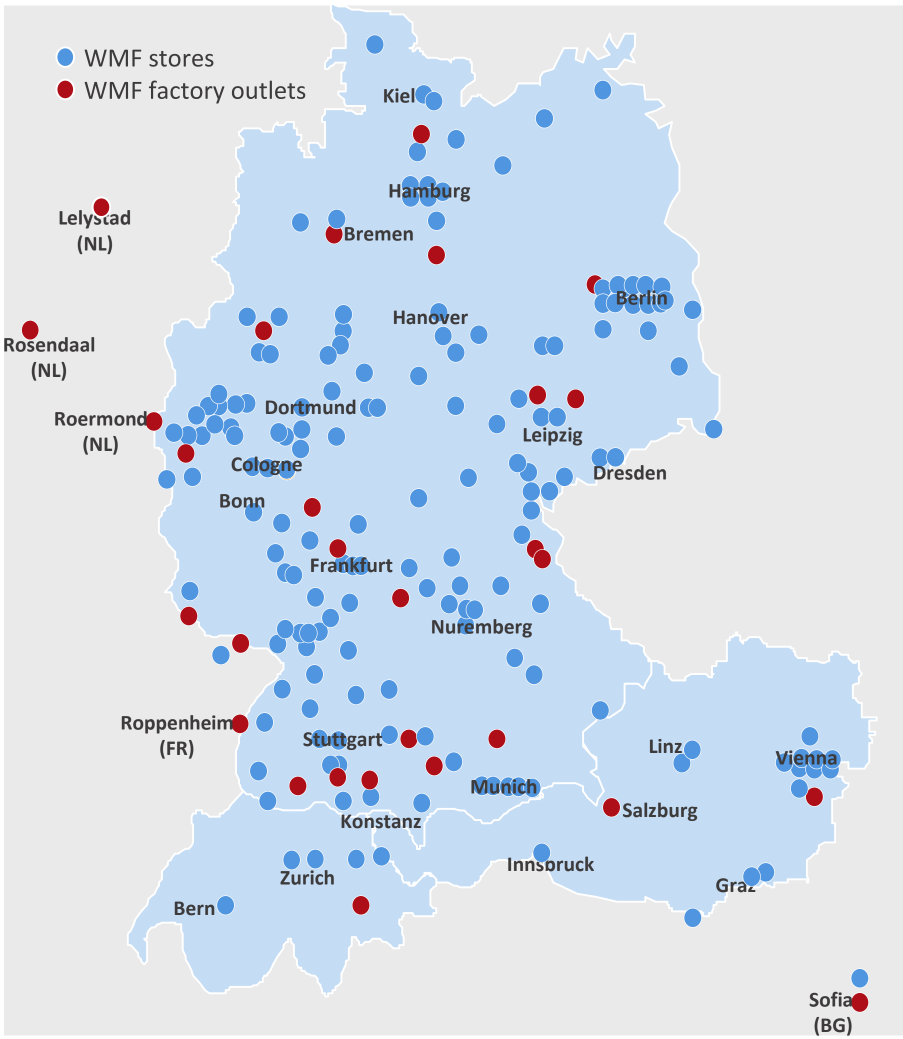
4 Strategy

2. Store Structure and KPIs

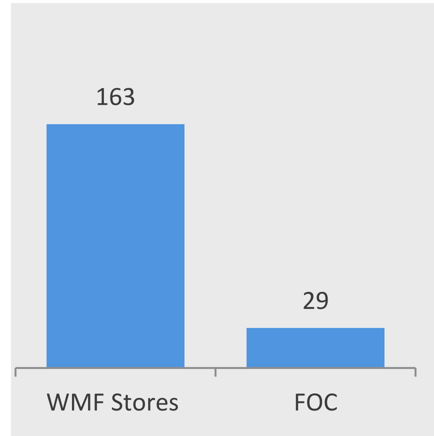
WMF Group

Our largest sales channel: 139m € Sales, 35% of Sales in DACH.

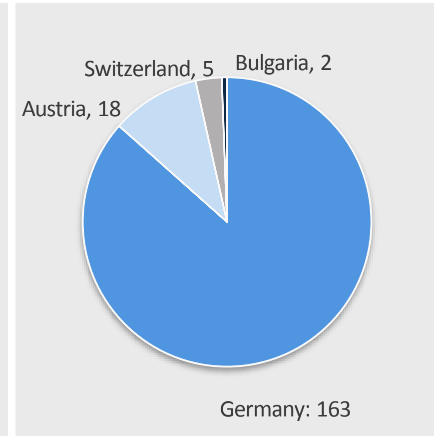
Store network



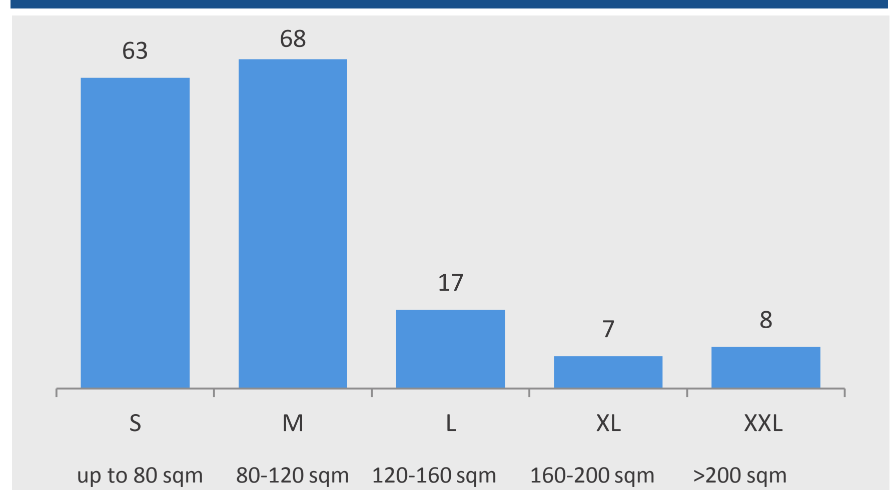
Number of stores by type



Number of WMF stores by country



Locations – characteristics for fullprice stores



2. Store Structure and KPIs

TOP 10 stores

WMF Group

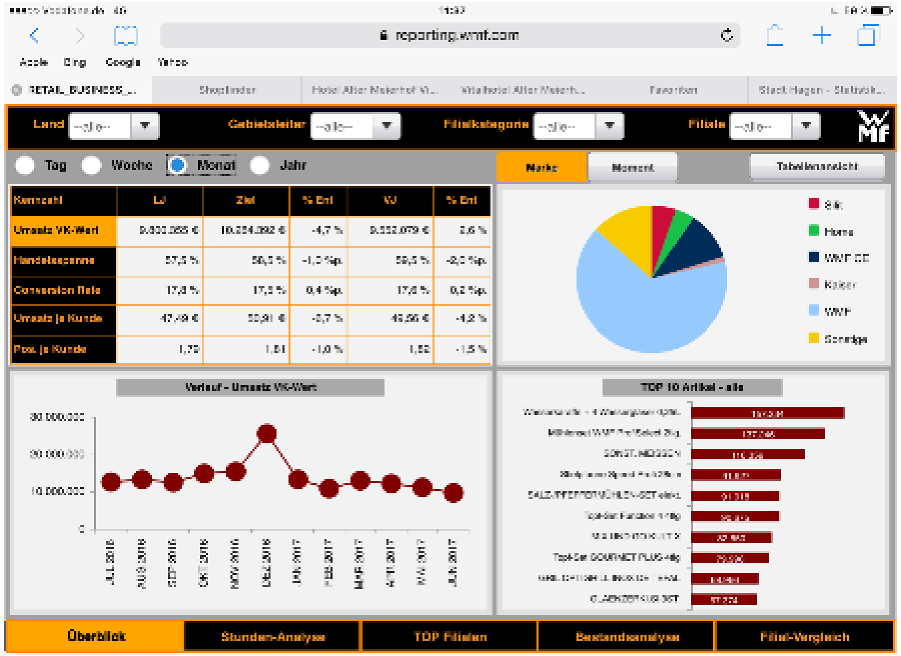
STORE NAME	COUNTRY	CATEGORY
Outlet Fischhalle	GERMANY	Factory Outlet Center
Outlet Metzingen	GERMANY	Factory Outlet Center
Store Nürnberg 2	GERMANY	Large city, best location
Store Hamburg 1	GERMANY	Large city, best location
Outlet Roermond	NETHERLANDS	Factory Outlet Center
Outlet Ingolstadt	GERMANY	Factory Outlet Center
Store Stuttgart 1	GERMANY	Large city, best location
Store München 1	GERMANY	Large city, best location
Outlet Wertheim	GERMANY	Factory Outlet Center
Outlet Neumünster	GERMANY	Factory Outlet Center

2. Store Structure and KPIs

WMF Group

Leadership with KPI`s

Sales	Margin	Inventory
Number of visitors	Conversion Rate	Sales per ticket
Items per ticket	TOP 10 items (11% revenue share)	TOP 100 items (32% revenue share)



2. Store Structure and KPIs

Shopper KPIs

WMF Group

20.5 Mio
Visitors p.a.

17,5%
Conversion (Ger.)

3.5 Mio
Shoppers p.a.

1,78
Articles per basket

48,17€
avg. basket

Agenda

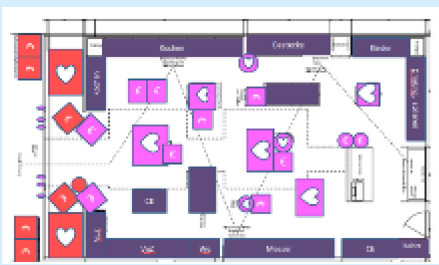
WMF Group

1. Own Retail: Past and Present
2. Store Structure and KPIs
3. Shop Concept
4. Strategy

3. Shop Concept

…is based on 3 core elements

An elaborate sales strategy



- Clear store layout & zoning based on 3 step-sales strategy

A clear product presentation concept

- Model shops and modules structured by 4+1 moments
- Shelving based on consumer decision tree
- Up-selling & cross-selling elements

An emotional brand experience

- Discover WMF´s culinary expertise with all senses
- Inspiration- and interaction zones

Agenda

WMF Group

1. Own Retail: Past and Present
2. Store Structure and KPIs
3. **Shop Concept – deep dive sales strategy**
4. Strategy

An elaborate sales strategy

WMF Group

How to turn pedestrians into shoppers in 3 steps

Our shop concept is based on a clear sales strategy outlining how to turn pedestrians into shoppers winning customers´ hearts and minds:

ATTRACT

Attract consumers through stopping power of the entry zone.

→ **Frequency** ↑

ENGAGE

Push impulse purchase by attracting consumers hearts and minds with theme and price promotions

→ **Conversion Rate** ↑

CONNECT

Up-selling and cross-selling by impressing customers with bredth and depth of assortment and outstanding consultancy. Opportunity to discover our products with all senses

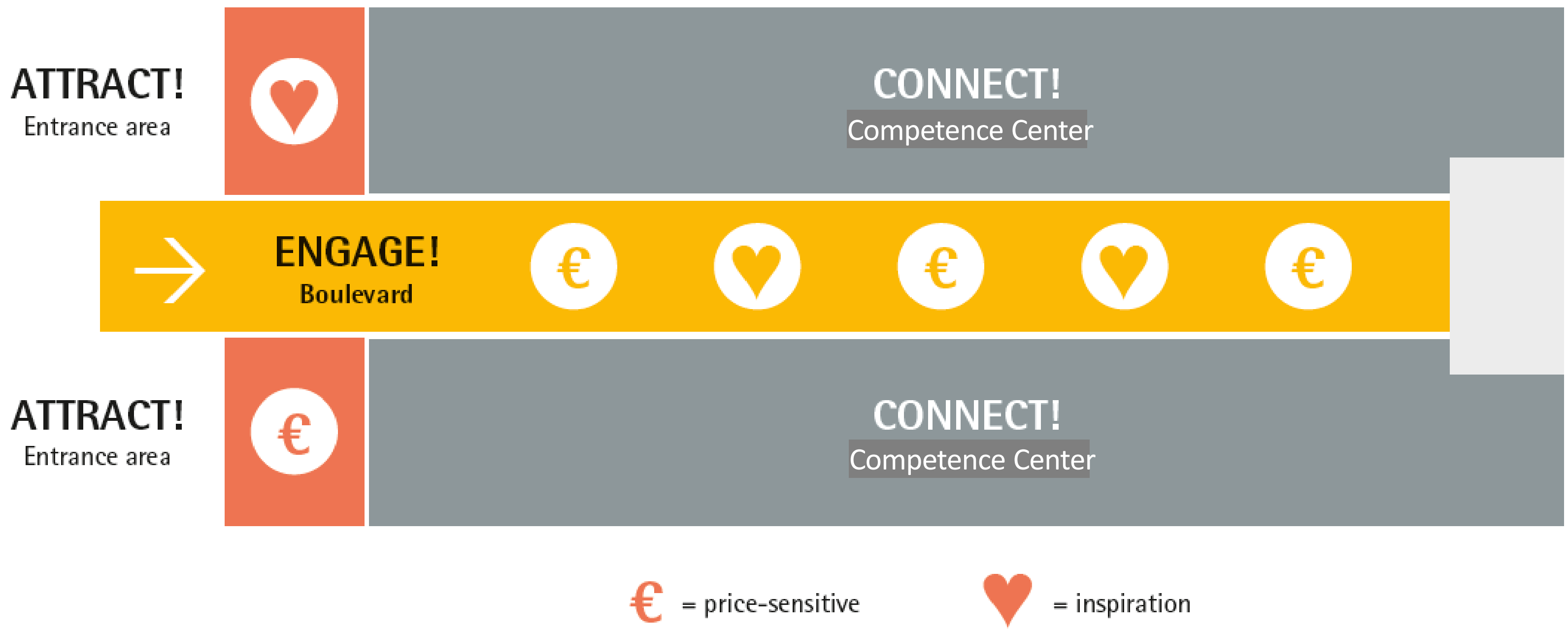
→ **Average basket** ↑

Store Layout & Zoning

WMF Group

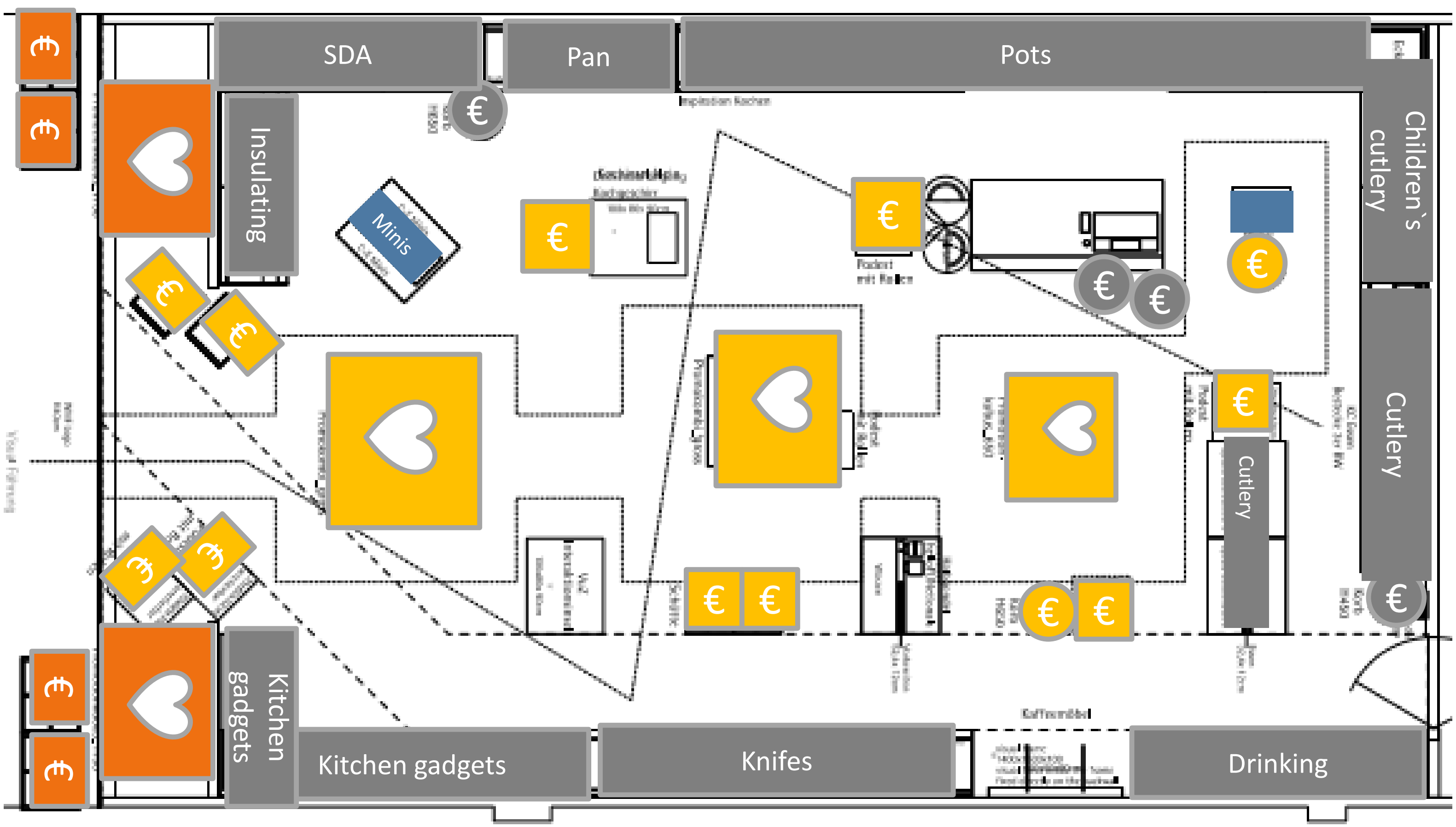
...based on 3 phases of customer acquisition knowingly that 55 % are planned purchases and 45 % are impulse purchases

3 phases of customer acquisition translated into 3 zones in store:



Store Layout & Zoning

…detailed shop layout



WMF Group

The Entry Zone

generates stopping power through…

- theme promotions attracting customers´hearts
- attractrive impulse articles attracting customers´minds

Street Dispays

+

Shop Window

Engage! Drive Conversion Rate

WMF Group

ENGAGE

The Boulevard

…a sort of marketplace where there´s always something new to discover.

Creates impulse purchase through…

- seasonal and thematic promotions appealing to customers´hearts
- attractive price promotions appealing to customers´mind

Price-entry Chuts

+

Theme-Promotions

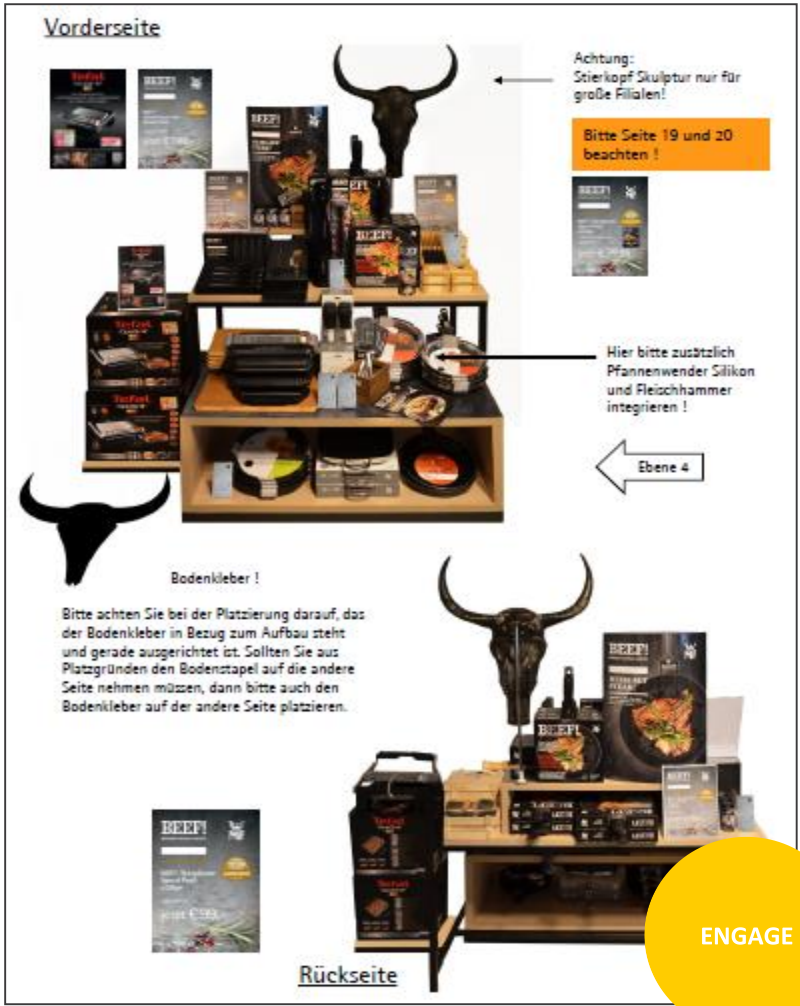
How to play

WMF Group

Five strong promotions per year with a detailed script

Shopping window

Prio table



ATTRACT

ENGAGE

Competence Centers

Connect! Increase average weight of purchase

The Competence Center

…represents WMF´s expertise through breadth & depth of assortment, combinded with unparalleled service

… drives average weight of purchase through…

- up-selling within the category via superior consulting
- cross-selling via complementary product sales

3. Shop Concept - KPI based Category Management

with high complexity and high level of detail

WMF Group

1. Model Shops

Shop Sizes S-XL

5. Visual Merchandising Guidelines

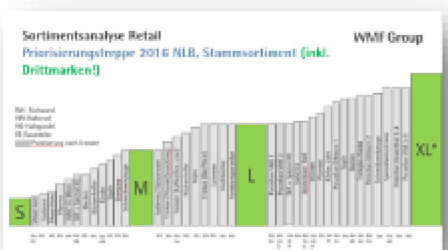
Shop Sizes S-XL

€ Sales & Margin / SQM

2. Modules with Planograms

Shop Sizes S-XL

15 Categories



4. KPI based Priority Ladder

Shop Sizes S-XL

3. Modules Third Party Assortment

Shop Sizes L-XL

3. Shop Concept - Emotional Brand Experience

WMF Group

Interaction Zones enabling customers to interact with our products & to discover WMF with all senses

How to get in touch with our products


Kitchen Vienna 7

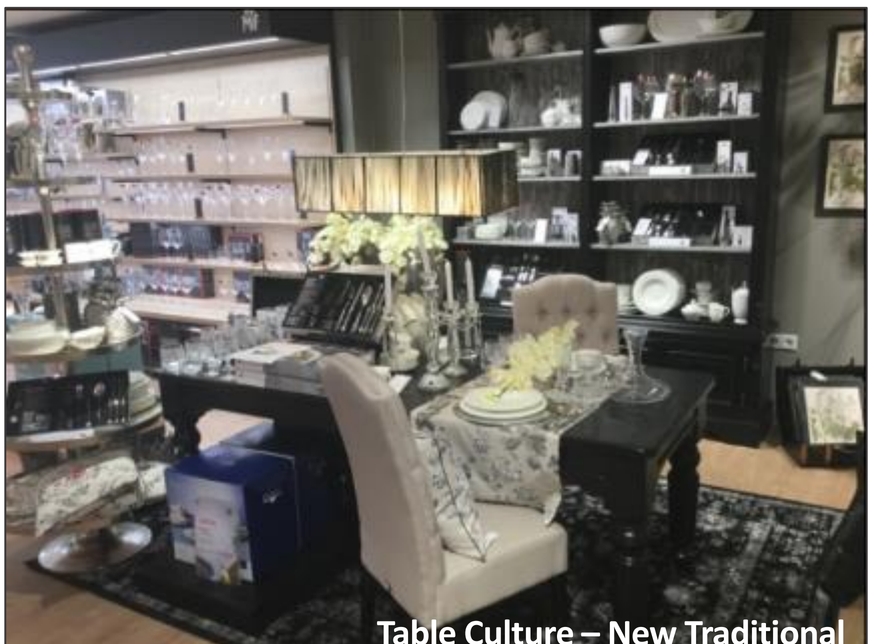

Kitchen Nuremberg 1


Interaction Zone Knives
Vienna 7

Interaction Zone Kitchenhelpers
Nuremberg 1

More emotional table culture with additional assortment – not only cutlery …

Nürnberg 1 & Wien 7



3. Shop Concept

Factory Outlet in an adapted store design

Agenda

WMF Group

4. Strategy – 4 Strategic Actions until 2020

BOOST TOPLINE PERFORMANCE (LFL)	• Roll-out **premium shop concept 20 Store p.a. /** Step-up **Visual Merchandising.** • **Optimized assortments** for planned (55%) and impulse (45%) purchases. • Drive **results accountability at store level.** Introduce **Performance-based Compensation.** • ROI driven **Marketing Activation** along the annual calendar incl. strong CRM activation.
OPTIMIZE STORE LANDSCAPE	• **Close** non profitable stores. • **Focus** on profitable stores and roll-out their successful concept by opening new stores. • Study in progress to **relocate** around 30 stores for improvement of turnover or shop contribution.
UNLEASH FULL OMNICHANNEL POTENTIAL	• Accelerate **Online Direct-to-Consumer Sales:** online shop becomes a key feature • **Digitalization of Retail**: Virtual shelf extension, home-delivery, click & collect, online reservation …
OPTIMIZE COST STRUCTURE	• Optimize **Personnel Cost** inflation by rigorous staffing optimizations store by store. • Initiate a **Logistic Cost** saving study

WMF Own Retail

The stores and their role:

WMF Group

Thank you!

23.11.2017 | Thomas Mader

WMF Group

WMF Design

23.11.2017 / Achim Bölstler / VP Design & Product Development

WMF Group

Experience WMF Design

1|Design Mission
2|Design Attitude
3|Design Guidelines
4|Design Heritage

5|Design DNA
Holistic Design

Global Research & Design

Design Mission

WMF design generates added value for our brand, for the company, for our business partners and, most importantly, for the owners and users.

Our design quality is, what allows us to command premium prices.

WMF design is a coherent entity of practical use, aesthetics and technology. It is always based on human needs and motivations.

WMF Design is an attitude not only a department.

Design Attitude

WMF design heritage is a reference for future products.

WMF design is comprehensible and strives for intuitive use.

WMF design makes our brand appealing and desirable. Design, brand and corporate strategy are strongly related and are improved continuously.

WMF design offers recognisability and identity.


1993
2000
Design-Objects don‘t age.
They become Design-Classics!
1927
1953
1990

Design Guidelines – Materials & Colour

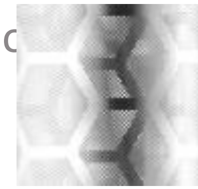
WMF design employs the correct use of genuine materials in every product, as well as a very high manufacturing standard.
Our Material Identity is based on "Cromargan® "

WMF design keeps the number of different materials to a minimum and accounts for the requirements of the recycling process.

WMF design is distinguished by a clearly visible yet subtle branding.
Colours are used accordingly to a regularly updated colour scheme. Main colours are metal colours and black. Accent colours are never used in a dominant way.

Design Guidelines – Aesthetic Detailing

WMF design incorporates carefully designed aesthetic detailing. All shapes should be consistent and continuous also at high resolutio



WMF Design ensures sustainable longlife products. At the same time WMF design avoids short-lived fashions and extremes.

The overall appearance could be described as *“soft minimalism”* , *“functional sensuality” or “pure elegance”.*

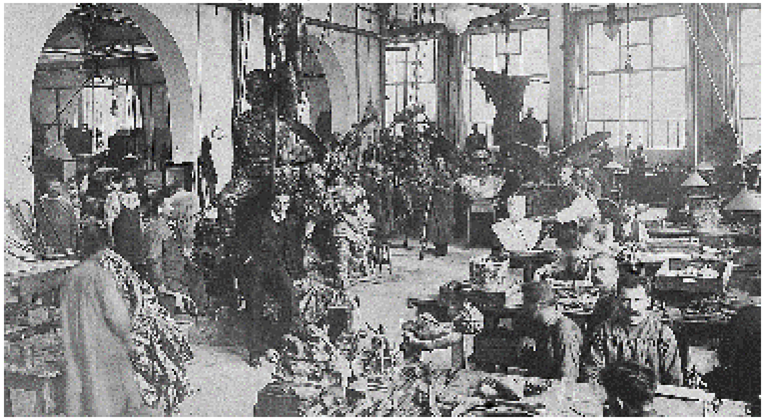

WMF design has always been an integral part of WMF‘s corporate philosophy. The products are designed to be distinctive, unique and ownable.

Future needs heritage 1889

First WMF design studio

Installed by Hans Peter on demand of Director Carl Hägele. He was convinced, that to grow rapidly it needs a defined number of novelties every year.

Modellmaking department



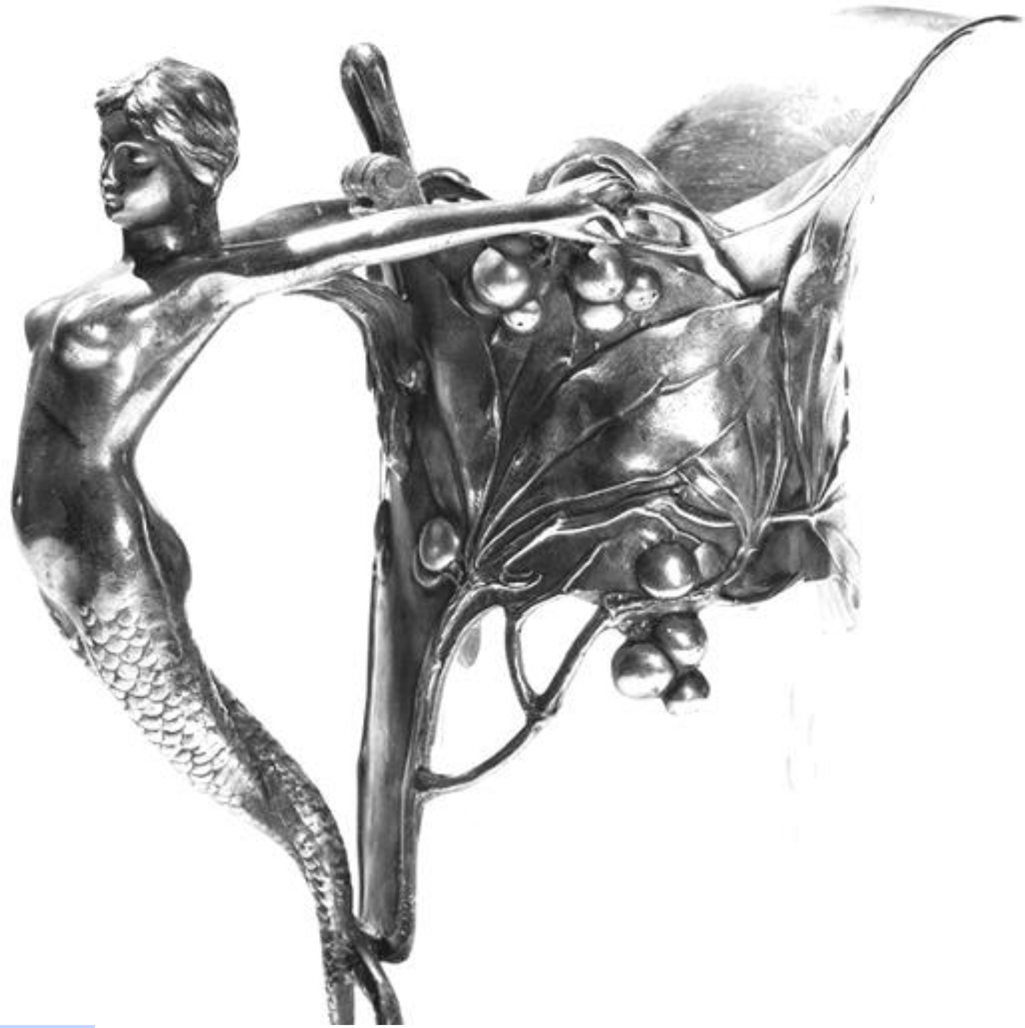
Therefore, he consolidated all departments concerned with FORM – from the model studios, engravers, chasers to the catalogue draughtsmen in a single „artists“ building.

„The WMF internal design department was borne.“

WMF Group

Future...

…needs heritage!



Future…

…needs heritage!

Future…

…needs heritage

1880

1925

1927

1935

1965

2007

Future...

…needs heritage!

Future…


Chef's Edition
Made in Germany
8201 / 20cm / 8"
1.4116 X50 CrMoV 15
Chef's Edition
Made in Germany
8200 / 20cm / 8"
1.4116 X50 CrMoV 15

…needs heritage!

… to develop timeless masterpieces!

Design Icon – Grand Gourmet 1993

Key Historical Milestones

1893 | Patented silver plating

1920 | Ikora Metall und Glas

1927 | First pressure cooker

1927 | First professional coffeemachine

1930 | Cromargan as registered trademark

WMF DNA
Holistic Approach
Premium Brand means: Premium Design

Premium POS

Premium Communication

Premium Service

…


WMF
aktuell

New shop design 2015

New Communication Concept

WMF Group

New fairboth

WMF Design

WMF Group

Design as an entity generates added value for our brand, for the company, for our business partners and, most importantly, for the owners and users.

It is our objective to design products in a way that they are understandable and that their practical use, aesthetic form and technical functions establish a coherent entity which creates fascination and desire.

WMF design is always based on human needs.

WMF Design Quality


WMF Group
Thank you!

WMF Group

WMF Kitchen Knives

23.11.2017 / Frank Griesinger / Head of Strategic Marketing & Produktmanagement Preparing

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

4 Outlook

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

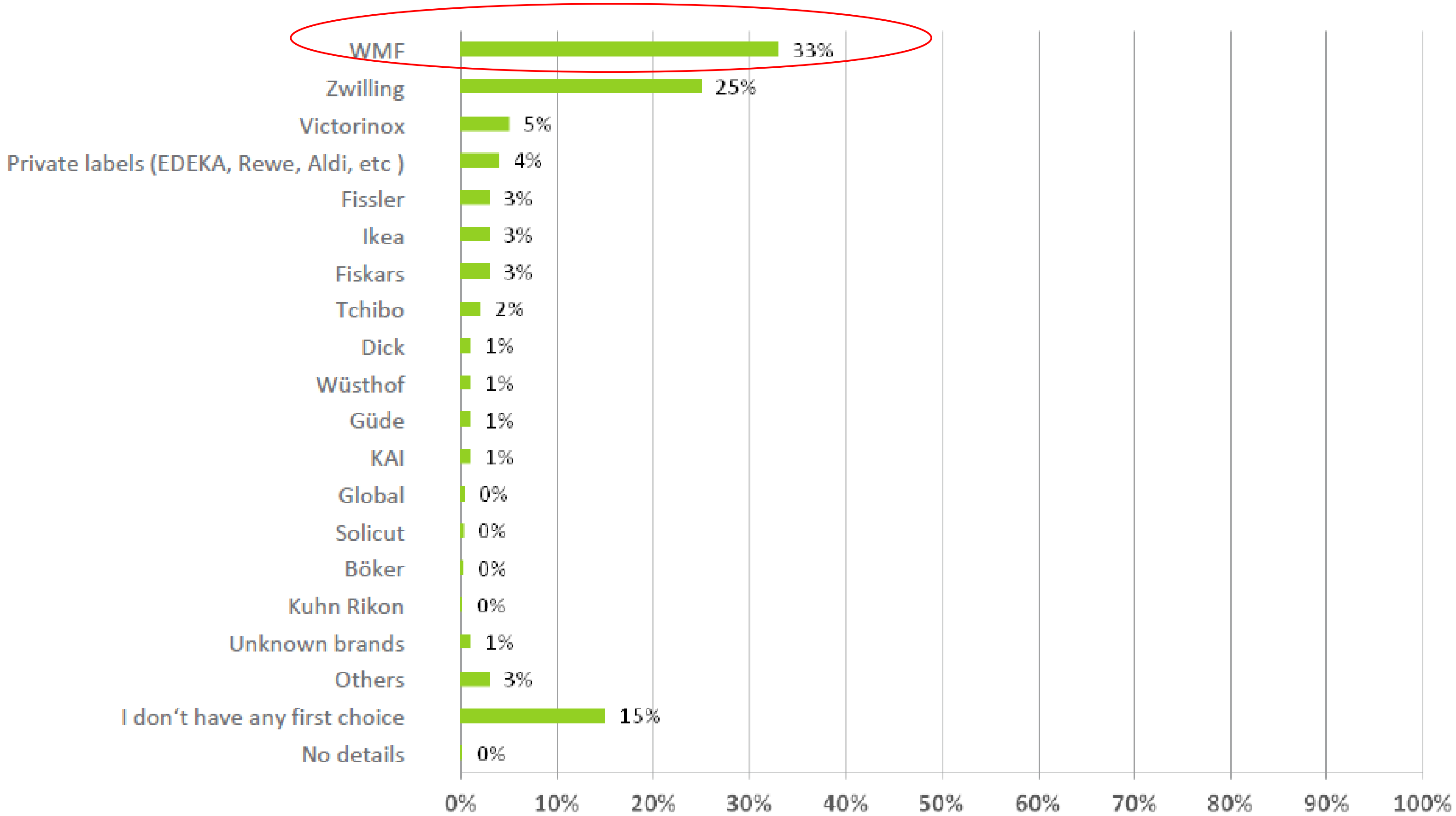
4 Outlook

1. Key Facts at a Glance

WMF Group

WMF Knives | 1st choice for German consumers

Which brand would be your first choice for the purchase of kitchen-knives?



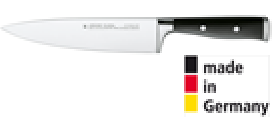
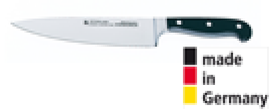
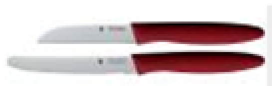
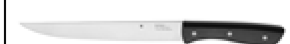
Source: YouGov representative study August 2015

1. Key Facts at a Glance

WMF Group

WMF Knives | Overview Core-Portfolio

- WMF with Key-Focus on Mass-Premium-Business „Made in Germany“
- Better & Best-Ranges summing up to 75%-Share of Total WMF Knife-business

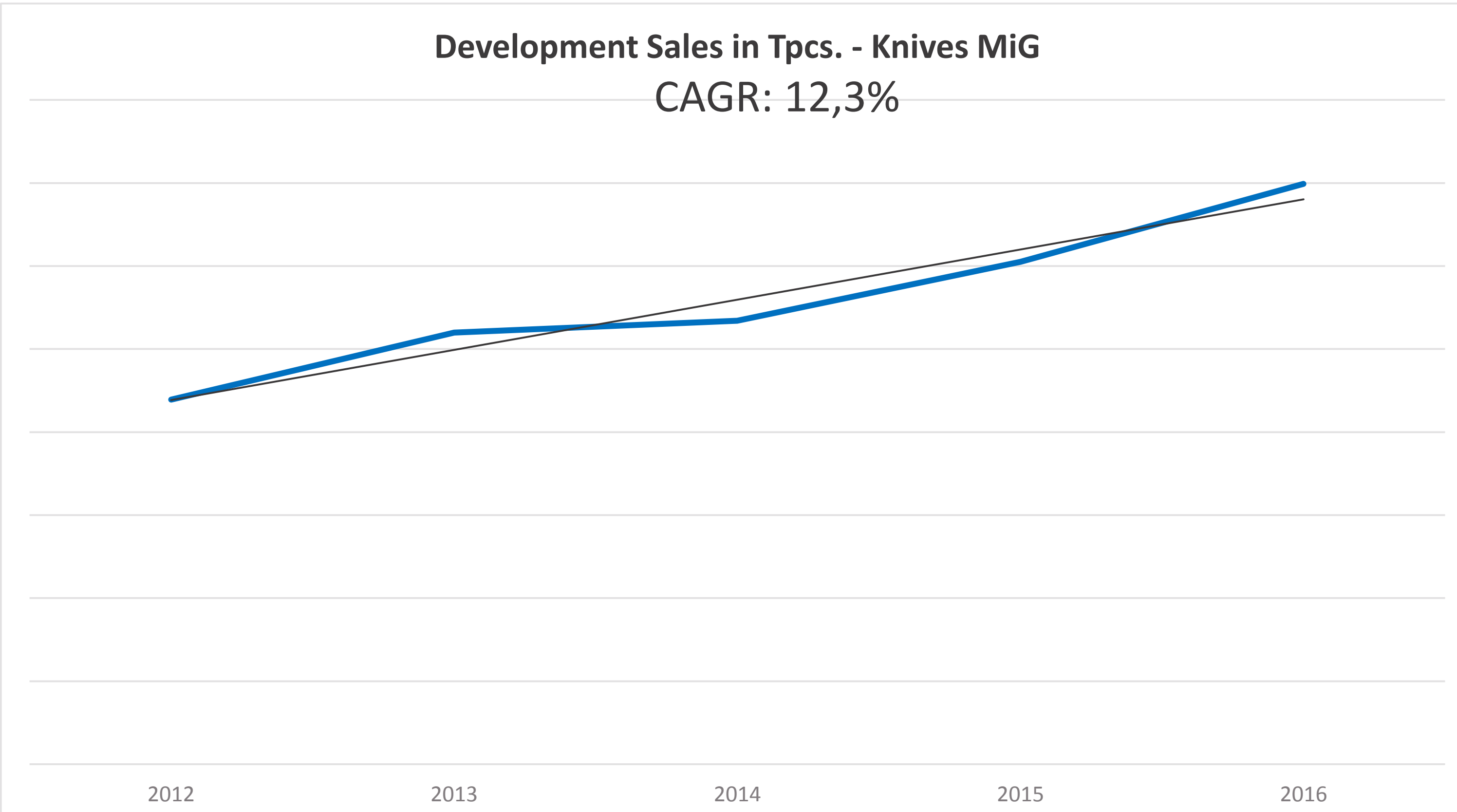
Best	Damasteel (Performance Cut)	Chef's Edition (Performance Cut)	YARI	
	 CK 20 cm: 349,00 €	 CK 20 cm: 119,00 €	 CK 20 cm: 149,00 €	
Better	Grand Gourmet (Performance Cut)	Grand Class (Performance Cut)	Spitzenklasse Plus (Performance Cut)	
	 CK 20 cm: 94,95 €	 CK 20 cm: 94,95 €	 CK 20 cm: 79,95 €	
Good	Classic Line	Small Kitchen Knives	Farbmesser Touch	Profi Select
	 CK 20 cm: 29,95 €	 > 10,00 €	 9,95 €	 exclusive

1. Key Facts at a Glance

WMF Group

WMF Knives | Recent development „Made in Germany-ranges“

Two-Digit CAGR for Premium Knife business „Made in Germany“ since 2012



1. Key Facts at a Glance

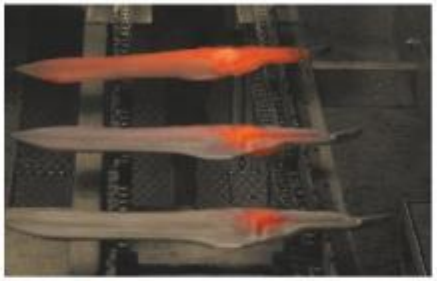
WMF Knives | Performance Cut Story | Product Benefit

INSIGHT:
I appreciate high quality knives. Most important feature to me is long-lasting sharpness.

BENEFIT:
Sharper for longer – Performance Cut, the innovative technology for outstanding and long-lasting sharpness

PRODUCT RTB:
Winner of German consumer–test award “Stiftung Warentest” |
Blades that achieve double the requirements of the relevant DIN EN 8442-5-standard in terms of sharpness and cutting performance |
Made in Germany

WMF Knives | Performance Cut Story | Production (1/2)

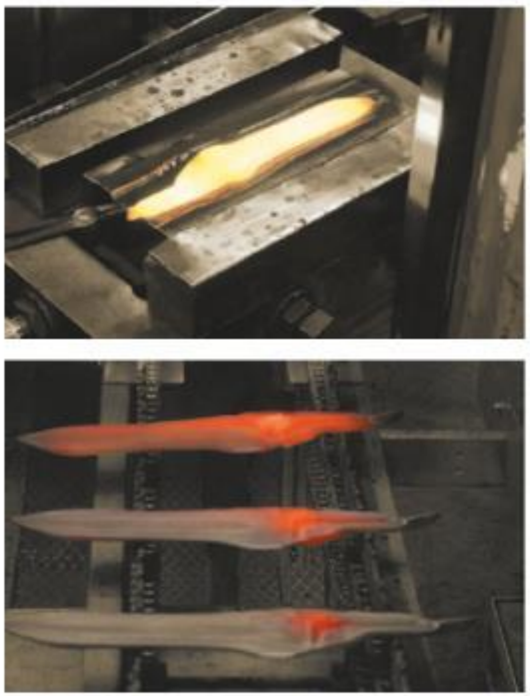


WMF operates an own knife forge factory in Hayingen, Baden-Württemberg, one of the **largest knife factories in Germany.**

Hundreds of thousands of knives are produced there every year using **traditional forging processes** in combination with the advantages of production expertise at the highest level of technology.

The special blade steel which is used, together with the meticulous finish, results in a premium quality **Made in Germany** product.

WMF Knives | Performance Cut Story | Production (2/2)



Traditional drop forging
Made in Germany

Precise heat treatment & automatic sharpening for precise cutting edge

Best rating 1,8 of Stiftung Warentest Test 12/2014

Performance Cut technology combines the traditional forging process with the possibilities of state of the art precision technology and therefore achieves a new dimension in cutting

Agenda

2. Manufacturing Footprint

WMF Group

History

1955
- Foundation of the site Hayingen
- Labor bottleneck in Geislingen

1970
- Start of Forging Production

2000
- First automation
- Robots for grinding

2010
- Implementation of the first production system EFFEKT

2014
- Performance Cut

2016
- Masterplan
- Capacity expansion project

2. Manufacturing Footprint
History

WMF Group

Size:	**Area 15 000 m²** **Production building 6000 m²** **Extension possibilities 4500 m²**
Capacities:	**Production capacity 1 Mio. pcs per year** **Production volume 770 000 pcs per year** **20 Shifts per week**
Staff 2017:	**Total ca. 100 people** Trainees: 6 Direct employees: 80 Indirect employees: 23
Certifications:	**DIN EN ISO 9001 / DIN EN ISO 14001** **DIN EN ISO 50001**

IHK
Ausbildungsbetrieb

2. Manufacturing Footprint

WMF Group

Manufacturing Process

3 formats of steel bars
29 raw parts after forging
70 different articles split into 5 product families

Laser cutting

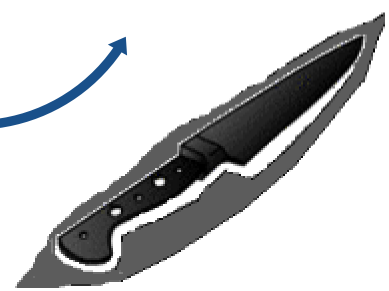
- 3 formats of steel bars

Stamping

- 29 raw parts split into 5 product families

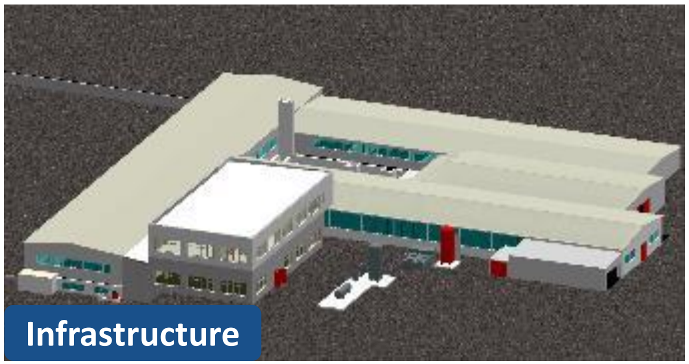
- 70 products split into 5 families

Finished product



2. Manufacturing Footprint

Current Investments 2015-2018



Infrastructure

Sharpening

Hardening

Lasercutting

Robotgrinding

Agenda

WMF Group

1 Key Facts at a Glance

2 Manufacturing Footprint

3 Vision / Mission

4 Outlook

3. Vision / Mission

Premium Knives | WMF

Mission:
Become a
leading knife-brand in the world with
>1 Mio. pcs. forged Premium knives / year

DACH:

Keep and extend pole position in DACH

International:
Asia: New items / ranges; brand development
US: Establish fruitful business in co-operation with All-Clad
Europe: Strengthen business in cooperation with GSEB market companies

Quality and Service

Ensure Top-Quality and stock-availability

Best in Class - Performance Cut-Functionality

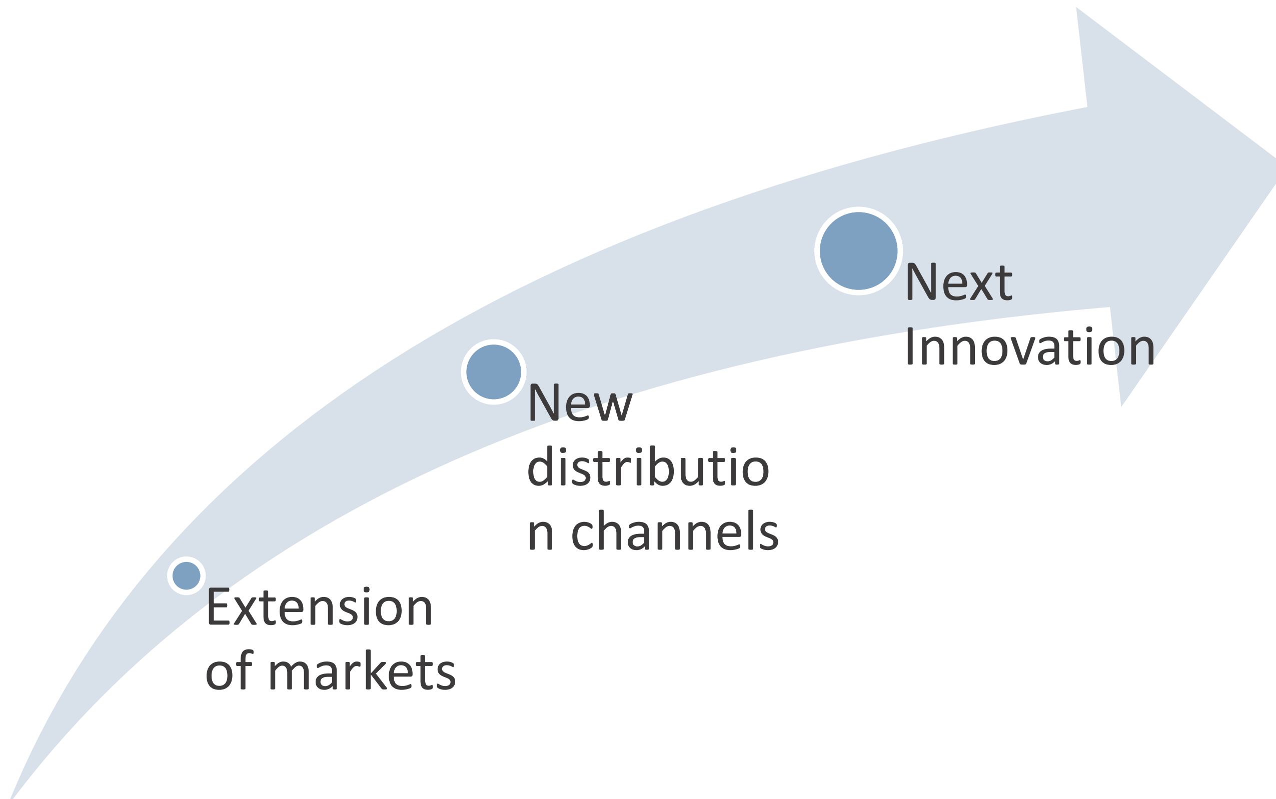
Agenda

WMF Group

4. Outlook

from good to great - better together

WMF Group




WMF Group
Thank you!

WMF Group

Dining / Cutlery

23.11.2017 / Holger Franz / Head of Strategic Marketing & Produktmanagement

WMF Silit ORIGINAL KAISER schaerer HEPP

WMF Group – a Groupe SEB company

Dining - Sub-categories

WMF Group

WMF offers premium dining products with the best quality and design for every period of life....starting with “My first spoon”.

Dining - Sub-categories

WMF Group

Key success factors & sales characteristics.

- **160 years experience in design & material -> ** Category with the longest history in the WMF Group and the market lead in DACH
- **USP Cromargan protect®** -> Worldwide patented production process to get a 3 times higher surface hardness and 150 times higher scratch resistance!

Cutlery

- **Impulse buying** -> gift items at attractive price ranges. No price discussion and high return on sales.
- **Collecting character** -> Increase consumer frequency at the POS because of product versatility

Special cutlery

Dining

- **Licence partnership with global players** like Disney supports international growth
- **High quality standards** for all children items: no emissions, dishwasher safe, food safe and non fading colors.

Kids world

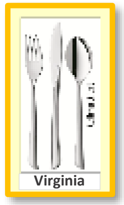
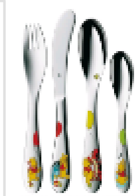
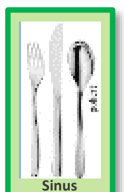
- **Unique and distinctive design** -> cutlery and accessories are consistent in designs to provide everything that is needed for stylish or classy table decorations
- **High quality ->** Functional items e.g. Various collection or Taverno salad sets are durable, easy to handle and only made of high-quality materials

Table top items

Dining - Portfolio structure

WMF Group

Clear portfolio structure GOOD-BETTER-BEST helps the consumer to make his individual buying decision and increases the authenticity of the brand

	Cutlery (30pcs)		Kids cutlery (4pcs)		Special cutlery	
Best	• Cromargan protect® • High sophisticated design • Knife inserted forged blade ≥ RRP 279,-	 Virginia	• High-Quality coloured decal • Famous *intern.* license motif • Premium gift box ≥ RRP 34,95		• High-Quality *forged* blade • First-class wooden handle • Premium gift & storage box ≥ RRP 99,-	
Better	• Cromargan protect® • Monobloc-Knife RRP 199,- to 249,-	 Linum	• High-Quality coloured decal • Famous *local* license motif • Premium gift box RRP 29,95 to 34,95		• Professional *strip steel* blade • Premium gift & storage box ≤ RRP 79,95	
Good	• Cromargan® • Monobloc-Knife RRP 99,- to 179,-	 Sinus	• Embossed motif • Premium gift box RRP 19,95 to 29,95		• Cromargan® / MB-Knife • Premium gift box ≤ RRP 49,95	
Promotion	• Cromargan® • Monobloc-Knife ≤ RRP 99,-	 Alteo	• Embossed motif • simple packaging RRP 12,95 to 17,95		• Cromargan® / MB-Knife • simple packaging ≤ RRP 39,95	

Dining - Key purchase critera

WMF Group

Importance of brand, quality and design regarding cutlery and table top items for consumer

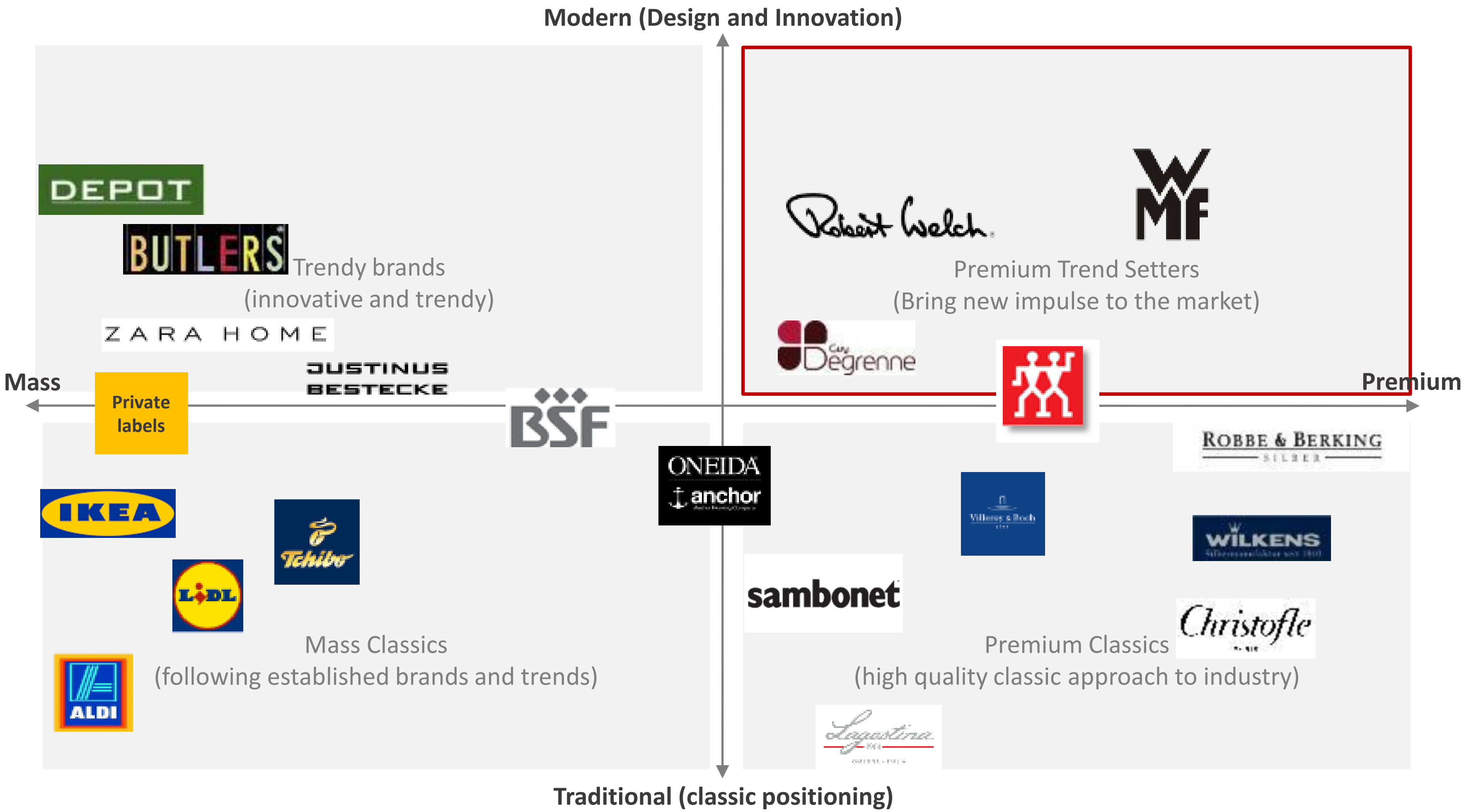
- **Design is the key purchase criteria** for premium tableware.
- WMF is recognized by consumers as **leading brand in design**
- **First design award in 1862** with gold medal at the World Exhibition in London
- **435 awards** from iF Design since 1953 **(#3 in the top 10 ranking**)

- **36 Design Awards for cutlery** and table top items **since 1987**
- Current Design-Awards for the new cutlery pattern **LINUM designed by PORSCHE Design Studio**

Cutlery - Competitive Landscape

WMF Group

Some domestic markets have local players comparable to WMF in Germany …but mass market is dominated by private labels or no name products



Cutlery - Portfolio structure

WMF Group

Clear portfolio-structure GOOD-BETTER-BEST helps the consumer to make his individual buying decision and increases the authenticity of the brand

Benefit / Styles	Design Attitude	Casual Living	New Traditional

BEST-Line
Cromargan protect®
High sophisticated design
Knife with inserted blade

≥ RRP 279,- €

BETTER-Line
Cromargan protect®
Monobloc-Knife

RRP 199,- 249,- €

GOOD-Line
Cromargan®
Monobloc knife

RRP 99,- to 179,- €

What makes WMF cutlery special?

WMF Group

The success of WMF cutlery results from an ongoing development of quality and design….always based on the evaluation of consumer needs

Product Features	Standard	Main Competitor	WMF
Stainless steel 18/10	✗	✓	✓
Variety of patterns	✗	✓	✓
Dishwasher proof vs. dishwasher safe	✗	✓	✓
Cromargan protect® Extremely resistant to all signs of wear and tear	✗	✗	✓
Long lasting sharpness of knives (spec. blade steel & serration technique)	✗	✗	✓
International trademark: Cromargan® and Cromargan protect®	✗	✗	✓
High sophisticated design (Design Award winner)	✗	✗	✓

What makes WMF cutlery special?

WMF Group

100% in-house production depth in our own plant in Heshan – Production process

Cromargan®:
High-quality material is an important base for the following manufacturing process. **The whole process comprises between 20 and 30 production steps!** All steps are permanently checked by the quality management team in Heshan.


Row material


Cutting

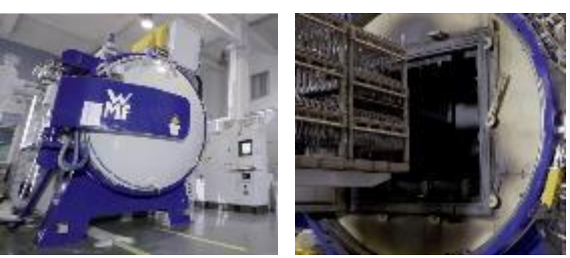

Embossing

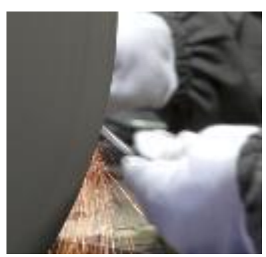

Quality control


Grinding


Representative production steps

Cromargan protect®:
The material is heated up in a vacuum oven to over 1,000 degrees Celsius. In the process, nitrogen is introduced under pressure, which merges into the material. Then it is rapidly cooled. This results in a hard surface layer with a tough core.


Protect process


Polishing

Result:

3 x harder surface

150 x higher scratch resistance

Cutlery - USP Cromargan protect®

WMF Group

Worldwide patented production process to get a 3 times higher surface hardness and 150 times higher scratch resistance! Result after 3 year usage

Cutlery - Mission & Vision

WMF Group

WMF becomes the international #1 premium cutlery brand

Vision: Every consumer world wide should find a suitable cutlery pattern based on individual design and quality requirements and therefore prefer WMF.

Mission: Keep and extend market leadership in DACH. Grow further in relevant international markets by targeting special cutlery needs and requirements with the expertise of 160 years cutlery experience

- Grow with the USP Cromargan protect® in a new price range
- Force international markets by adapting portfolio to local needs
- Sustain market leadership in DACH by emphasizing design and quality
- Increase relevance of category by innovative concepts and cooperation

WMF Group

Thank you!

EMSA

Analyst Days - 22 & 23 November 2017

WMF headquarters, Geislingen an der Steige

Sebastian MOEBUS, CFO EMSA



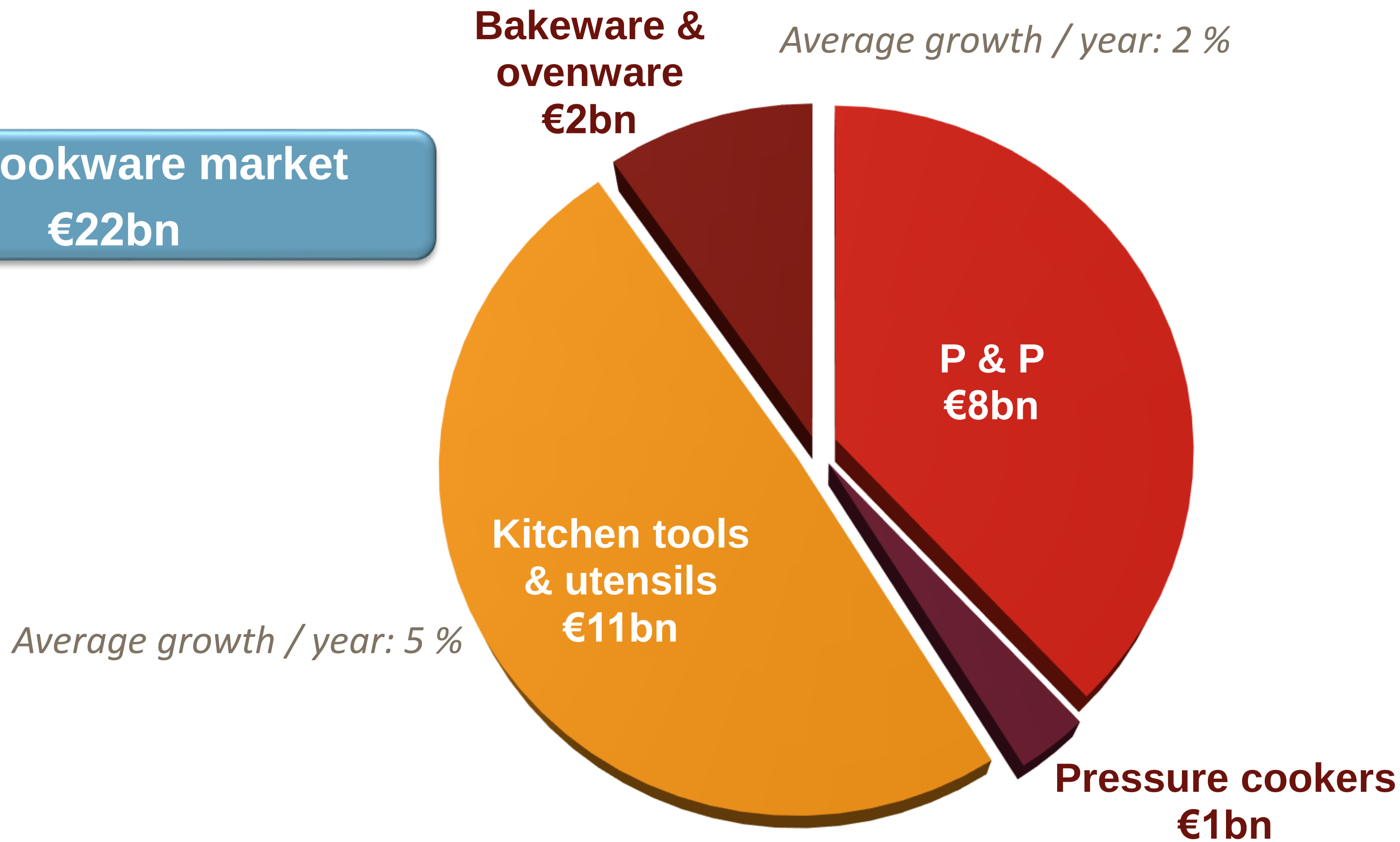



ALL-CLAD I ARNO I ASIAVINA I CALOR I CLOCK I EMSA I ESTERAS | HEPP I IMUSA I KAISER I KRUPS I LAGOSTINA I MAHARAJA WHITELINE I MIRRO | MOULINEX
OBH NORDICA I PANEX I ROCHEDO I ROWENTA I SAMURAI I SCHAERER I SEB I SILIT I SUPOR I TEFAL I T-FAL I UMCO I WEAREVER I WMF

MARKET

Kitchen tools & utensils, bakeware & ovenware: a €13bn global market

Global cookware market €22bn



Rounded figures

Source : Euromonitor and Groupe SEB estimates

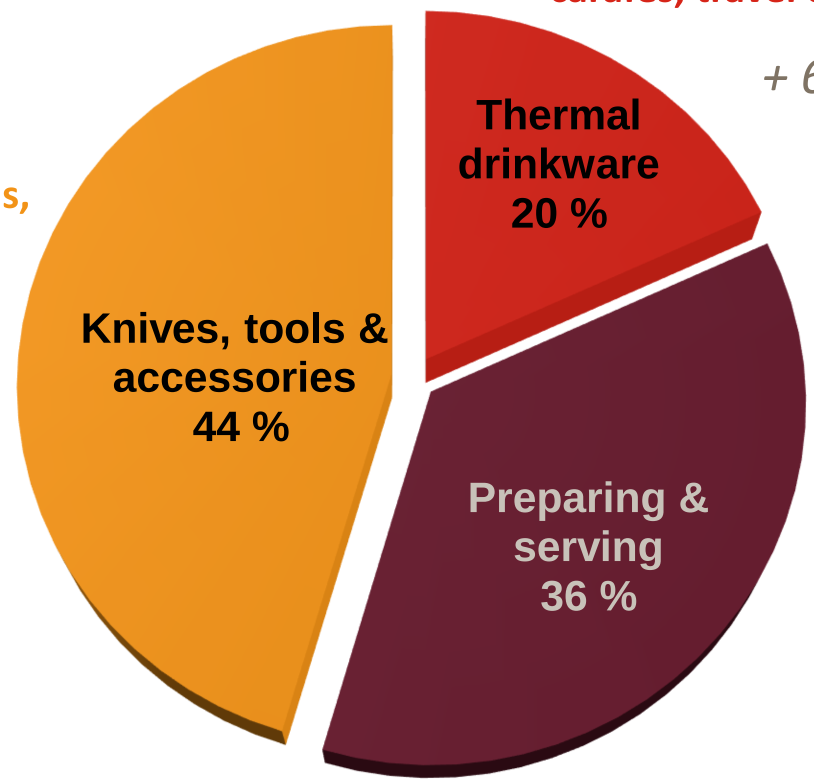
Focus on kitchen tools & utensils: a huge €11bn global market, split into 3 categories

Thermal jugs and flasks, carafes, travel cups…

+ 6 %

Kitchen knives, spatulas, kitchen aids, dishes,…

+ 4 %



Food storage containers, lunch boxes,…

+ 5 %

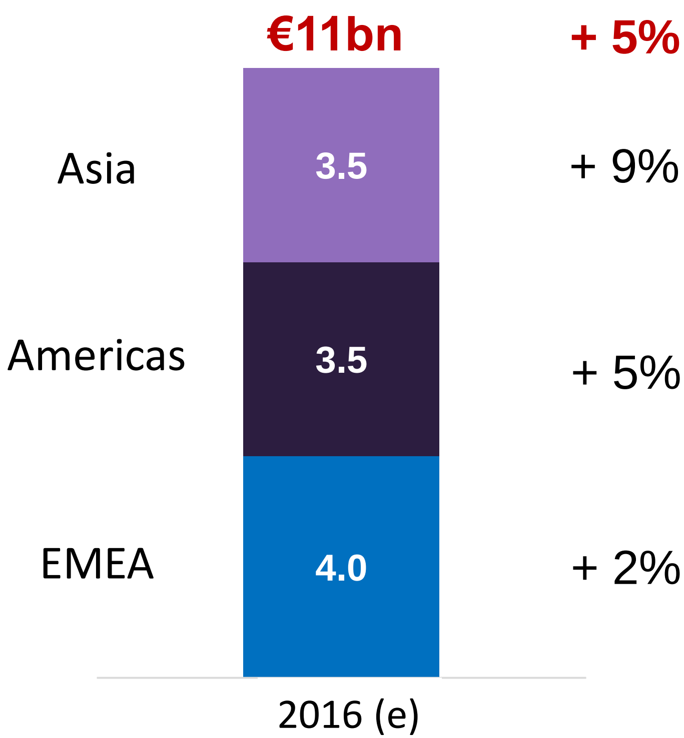
Average growth / year, 2011-2015

Source : Euromonitor and Groupe SEB estimates

Kitchen tools & utensils: a geographically well-balanced market…

Breakdown by geography

Average growth / year*



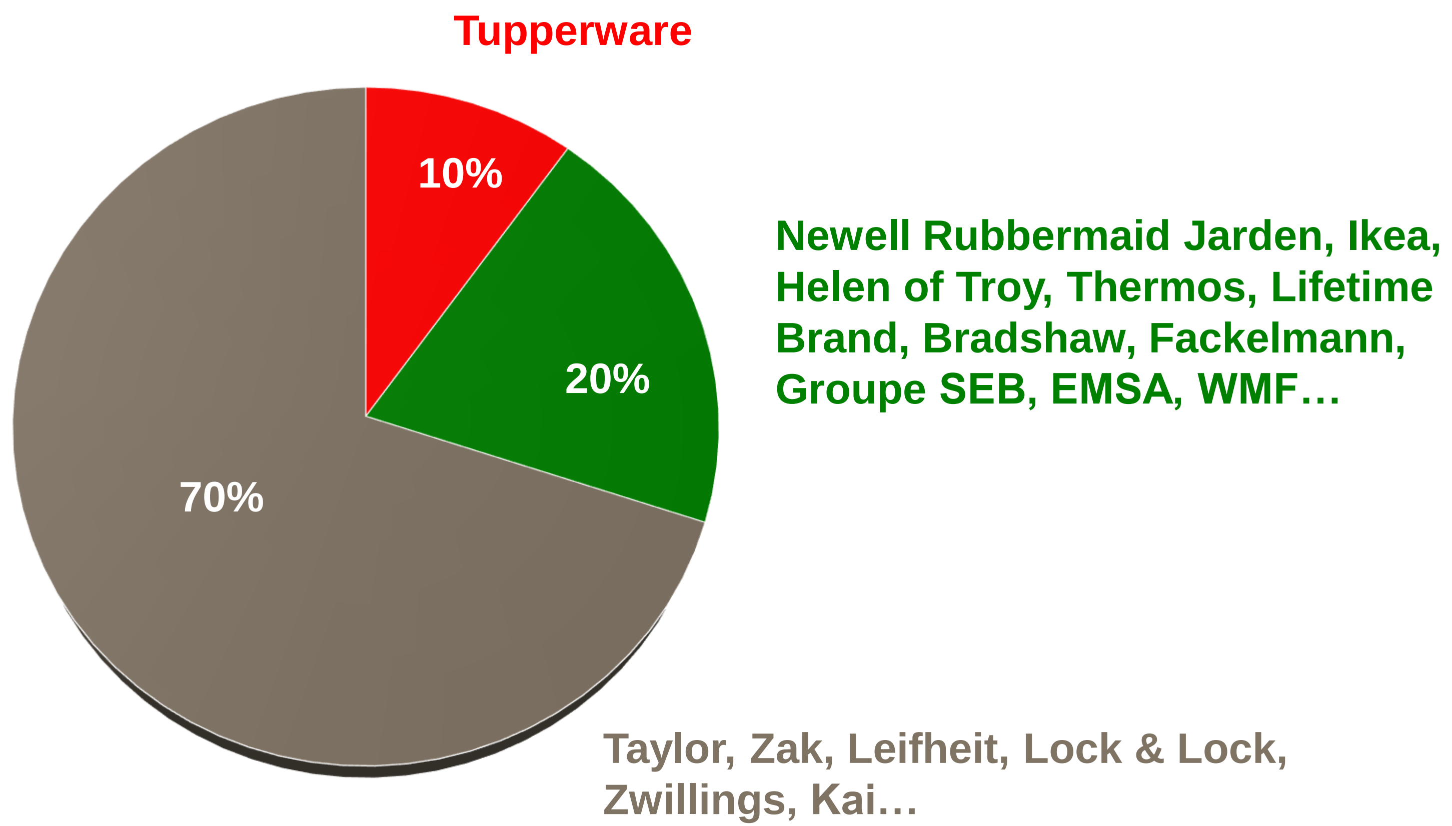
Top 3 markets ww in value:

- **US** **€2.0bn**
- **China** **€1.5bn**
- **Germany** **€0.8bn**

** 2011 - 2015*

Source : Euromonitor and Groupe SEB estimates

Major players in the Kitchen tool market



Source: Company financial statements and Groupe SEB estimates

THE EMSA BRAND

5 key factors of success

Inventiveness

Expertise

Charisma

Design

Quality

A major brand in Germany

No.6

unsupported
brand awareness

	Number of mentions	
	Absolute	In %
Tupperware	414	13,7
GARDENA	204	6,7
WMF	187	6,2
BOSCH	146	4,8
LEIFHEIT	121	4,0
emsa	111	3,7
IKEA	102	3,4
SIEMENS	96	3,2
Miele	96	3,2
AEG	76	2,5
	3.023	100

A major brand in Germany

81%

aided brand awareness

	Number of mentions in %
Tupperware®	99
WMF	97
LEIFHEIT	95
emsa	81
alfi®	52
rotho	31
LOCK & LOCK	29
elho beautiful living	20
Lechuza®	14

EMSA: a successful blend of innovation, expertise and quality

Over 65 years of expertise

1949
Franz Wulf establishes the Franz Wulf & Co. plastic product factory.

1953
The legendary butterfly on the coffee-pot drip catcher was the company's first successful product.

1971
The red spot becomes the final corporate logo.

1982
"Press - Twist - Seal!" – The patented Thermomatic closure system is a true innovation in the vacuum jug sector

1995
The next generation of EMSA classics: Quick-Tip jugs for single-handed

2008
"My World. My Home." – The new claim embodies the overall EMSA philosophy.

2009
EMSA celebrates its 60th anniversary – at the very same time as the Federal Republic of Germany.

EMSA establishes own production plant in Vietnam.

2011
The new food storage container " CLIP & CLOSE" conquers the market. "Fresh & Healthy" made in Germany.

EMSA establishes own production plant in China.

2013
EMSA and Christian Rach launch the "Mission Freshness".

2014
EMSA wins the 5th award of the Marketing-Club Münster/Osnabrück.

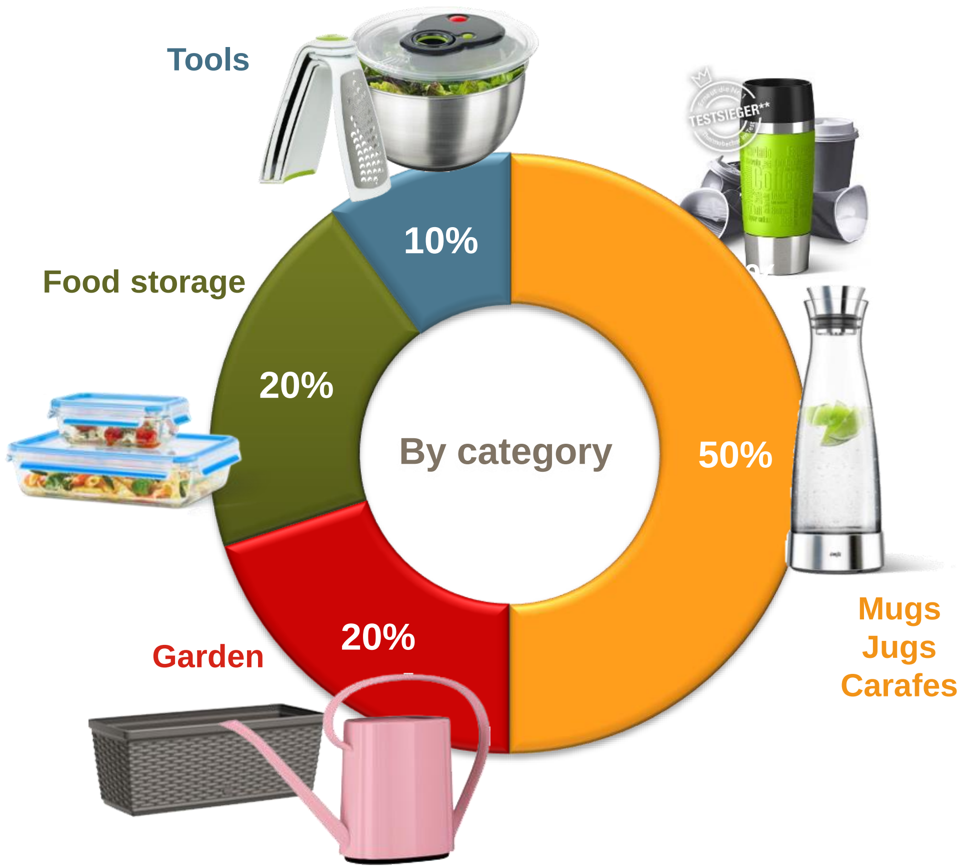
2015
Again, EMSA has been awarded the "Top 100" seal.

2016
The third time in a row EMSA has been rated among the top most innovative medium-sized companies in Germany and won the "Top 100" seal.

EMSA is part of Groupe SEB since May 2016.

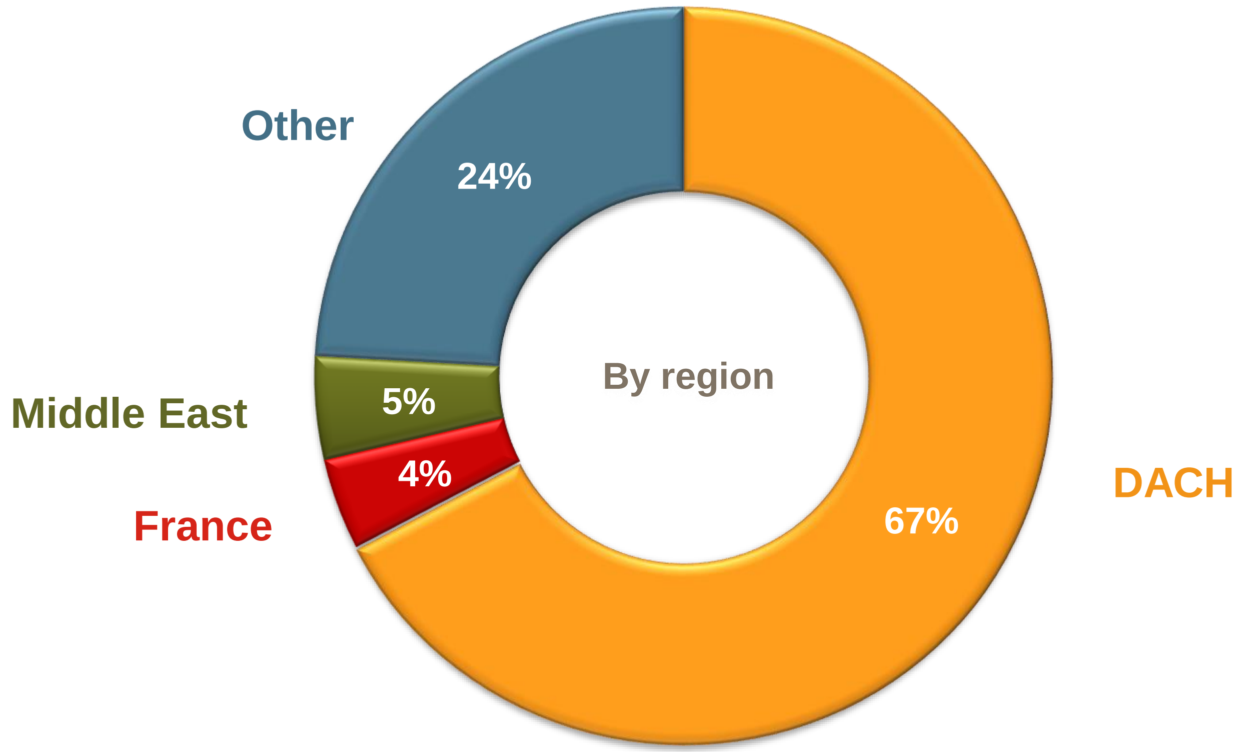
EMSA 2016 Key figures

2016 sales: €85m



EMSA 2016 Key figures

2016 sales: €85m



EMSA: recognized know-how in its core business

- German company founded in 1949 – previously owned by Mr Günther Nosthoff, single shareholder

- Expertise encompassing creation, design, marketing, manufacturing and distribution

- « Family » brand positioning, good mid-range, with strong positions in Germany
  - Market leadership in thermal drinkware
  - Market leadership in food storage (clip boxes)

Innovation as a key growth driver

More than

1.700

new products

in the last 5 years

An award-winning company

TOP 100

The Best of German Mittelstand

Nominiert für Großer Preis des MITTELSTANDES

MARKEN DES JAHRHUNDERTS

DIE WELT Marken-Champions in der Kundenbegeisterung EMSA

reddot design award

GERMAN DESIGN AWARD WINNER 2018

GEWÄHLT ZUM PRODUKT DES JAHRES 2011

GRAND PRIX Table & cadeau

product design award

pro-K Auszeichnung Produkt des Jahres 2011

Test the Best ÖKO-TEST sehr gut

Stiftung Warentest test GUT (2,2) Im Test: 16 Isolierflaschen 1 sehr gut Ausgabe 8/2008

EMSA EXPERTISE

Competence Center
Focusing on core competencies

Thermal drinkware

Food conservation

Green living

Thermal drinkware, at home and on the go

SAMBA 25 year campaign

Simple, hot, leak-proof

Quality – made in Germany – that stands out

The best travel mug on the market

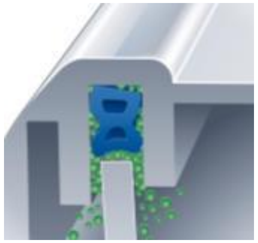
320,000

disposable cups used every single hour just in Germany

Food conservation

Mission Freshness

- Freshness seal: seal and lid firmly attached to one another. No gaps. No germs. Food stays fresh longer – scientifically proven!

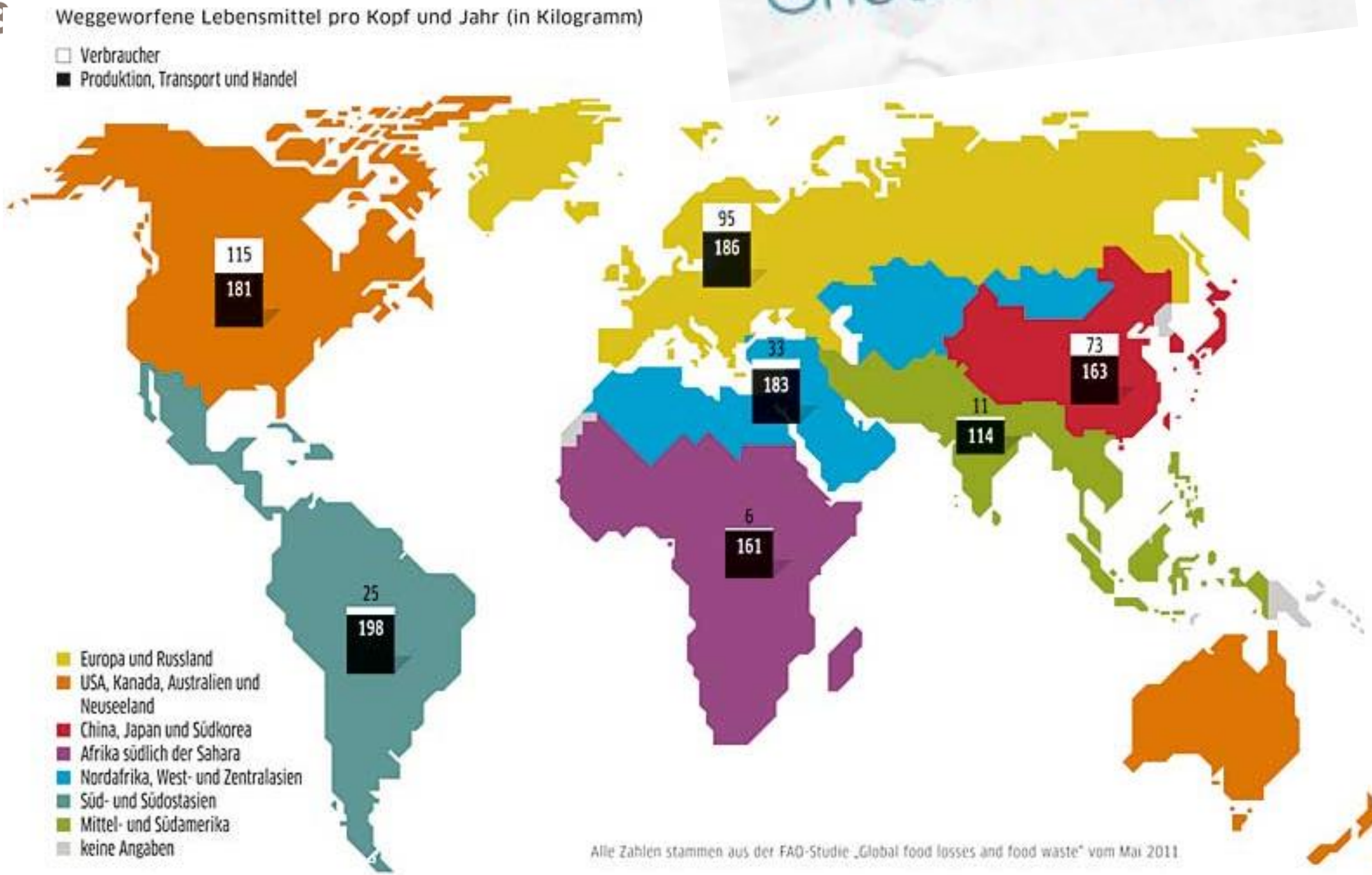


- Conventional food storage containers: inserted seal. Gaps provide space for germs. Food has a shorter shelf life as a result, as even dishwashers fail to remove every trace of germs!

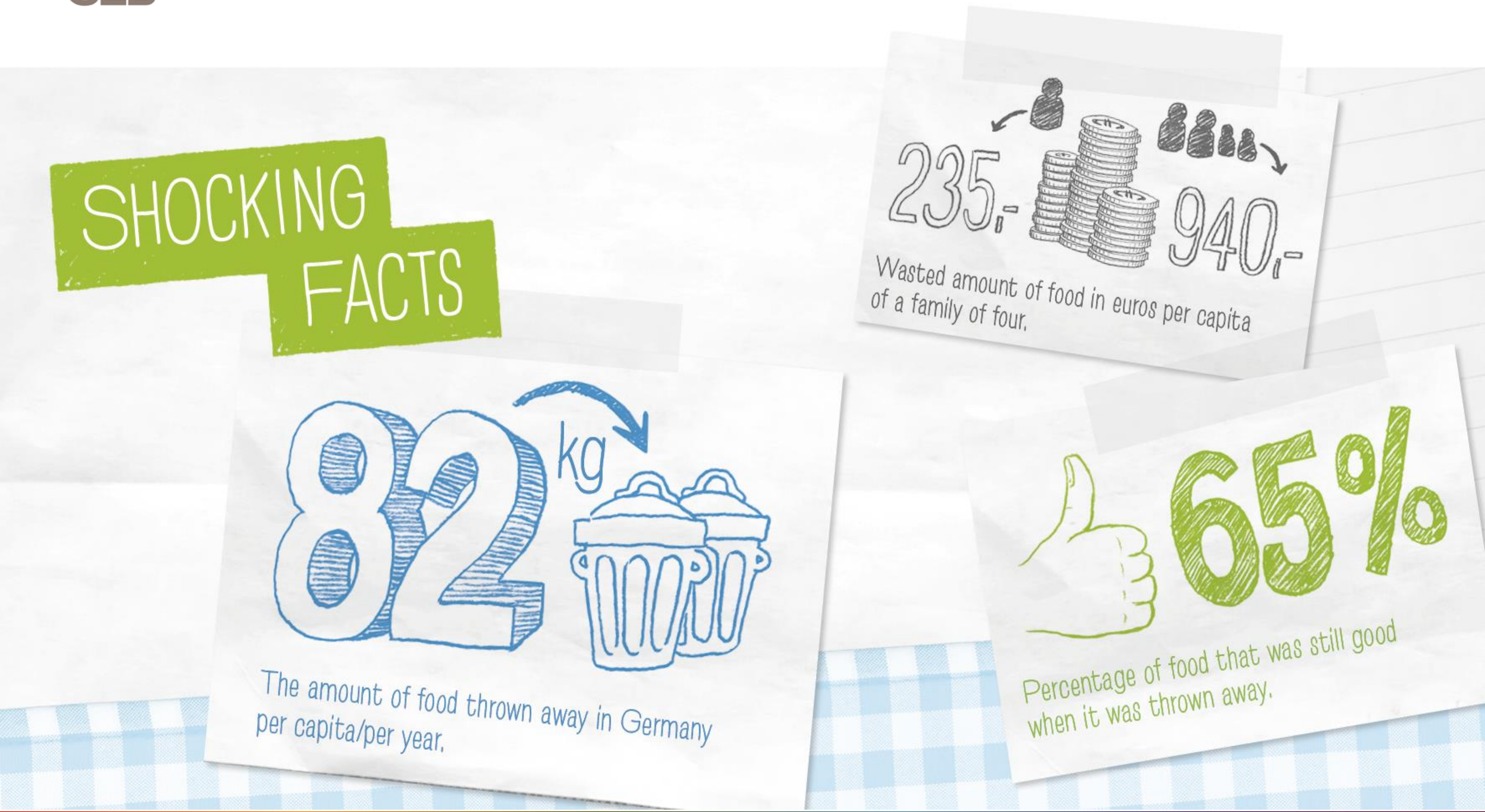
FRISCHE-DICHTUNG
FRESHNESS SEAL

GARANTIE JAHRE 30 YEARS GUARANTEE

SHOCKING FACTS



Mission Freshness



EMSA serving mobility

CLIP& go

YOGHURT & DIP BOX

Approx.

51%

of the consumers eat lunch on the go. Almost 50% of them eat prepared food.

Enjoy food on the go

EMSA serving mobility

CLIP& go

YOGHURT & DIP BOX

Approx.

51%

of the consumers eat lunch on the go.
Almost 50% of them eat prepared food.

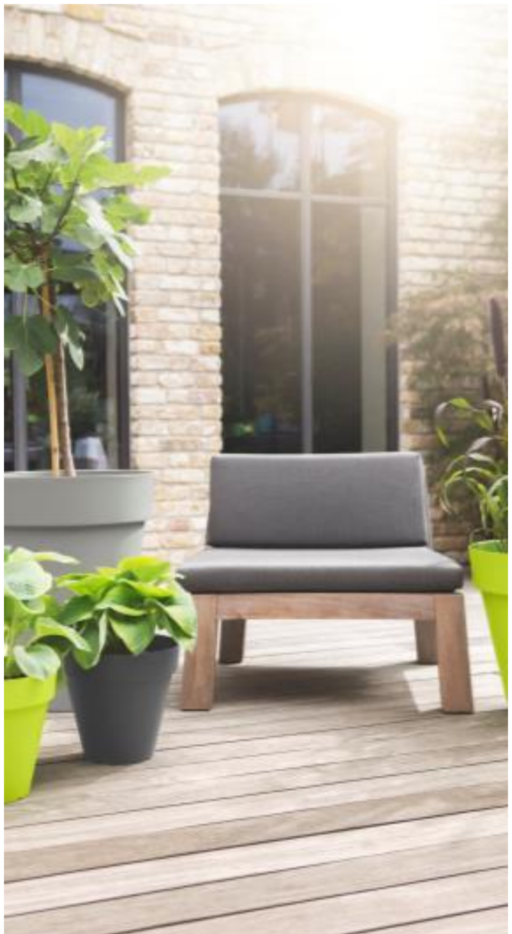
Enjoy food on the go

NEW

emsa

Green living

Green living

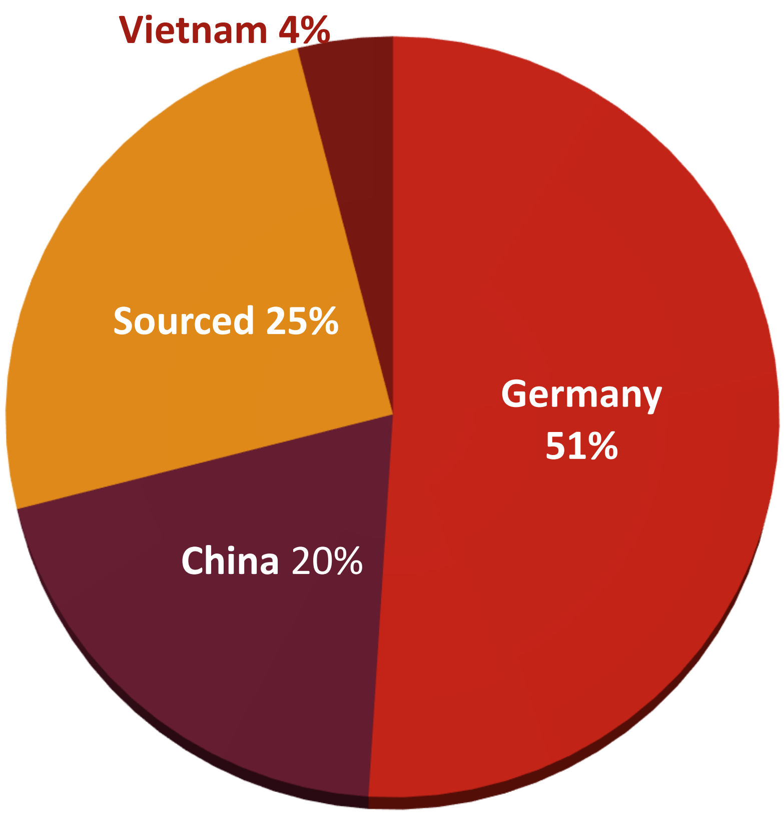


EMSA - INDUSTRY

Industrial operations
Footprint geographical breakdown

- Currently Emsa “made in Germany” products contribute to **51% of net sales** value

- About **20%** of Taicang sales is in domestic Chinese market



Industrial operations Emsdetten / Germany

- Headquarters
- Approx. 400 Employees of which 230 in Operations
- 43.000 sq. meters under roof (➔ Possible extension to close to 100,000 sq. meters)
- Key competences: multi-components plastic injection moulding and highly automated assembling
- 57 injection moulding presses
- Main products: vacuum insulated jugs, food conservation boxes, garden pots and planters

Industrial operations, China

- Established in 2011 in Shanghai area
- 220 Employees
- 15.000 m² under roof (3 buildings in industrial park)
- Key competences: plastic injection, moulding, assembly
- 17 Injection moulding machines
- Main products: vacuum insulated mugs and flasks, modules for drinkware, food storage products

Industrial operations, Vietnam

- Established in 2009
- 145 - 220 Employees (depends on seasonality)
- 8.000 m² under roof
- Key competence: FRP lamination (Fiber Reinforced Plastics)
- Main products: Esteras garden planters and fountains

NEW PRODUCT CONCEPT

Modular drinking flask

Very dynamic segment / Hot consumer trend

Many good reasons for a new concept

Tefal emsa

mix & match

2 lids +
4 body types

Iso2Go: excellent insulation
12h hot/24h cold

LightSteel: robust and safe

PP: super light-weight and robust

Tritan®: light and glass-clear

A modular system...

… and a strong concept

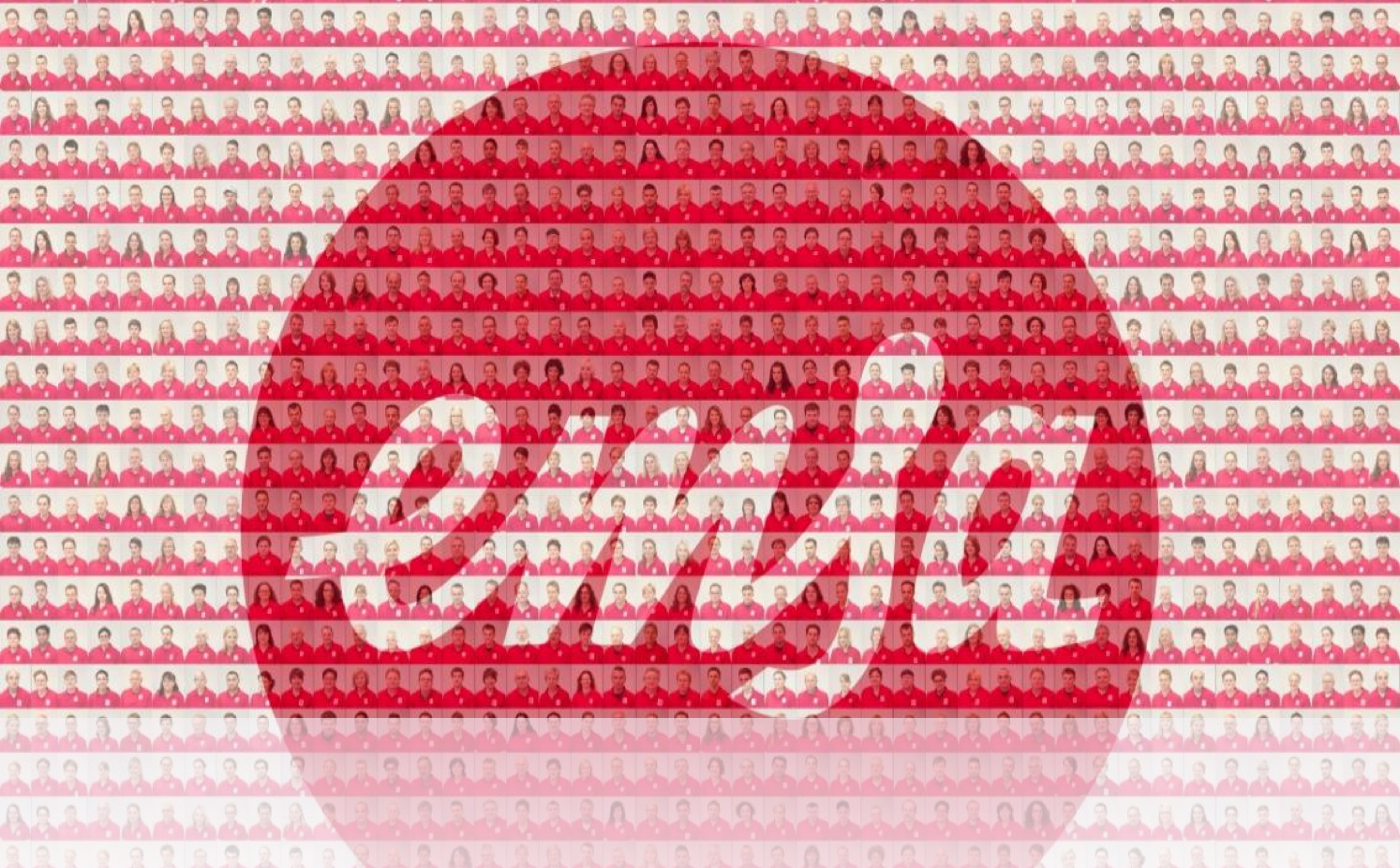
EMSA PROSPECTS & SYNERGIES

EMSA, prospects and synergies

➔ **EMSA becomes the Group's centre of competence for food conservation and thermal drinkware within the business unit kitchenware**
- New innovation/ research plan/ Capitalize on EMSA teams' expertise
- Integration/coordination of teams in the product commmittees
- Development of global distribution beyond focus markets like Germany, France (in addition to EMEA markets e.g. South Korea, Japan, Russia)

➔ **1st step (H2, 2016) : market EMSA products under the Tefal brand**
- Tactical immediate response ➔ 60 products already marketed: food conservation and thermal drinkware
- Integration of EMSA's assortment in Groupe SEB Retail as of September International roll-out

➔ **2nd step, 2017 : deep dive**
- Industry: implementation of Groupe SEB's OPS methods, purchasing policy
- Brand strategy finetuning EMSA/Tefal
- Patent filing organization



THANK YOU FOR YOUR ATTENTION