



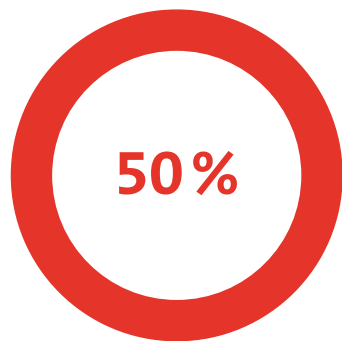
## Short Profile – facts and figures on financial year 2018



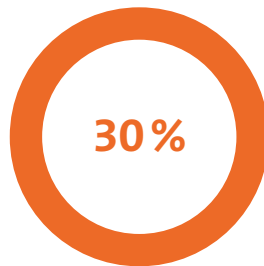
## We are a global corporate group.

Over the past 20 years, we have developed from a medium-sized, regionally focused company into an international corporate group. Today, the focus of our activities is on our domestic market of Switzerland, its European neighbours and North America.

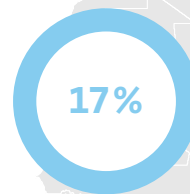
- Production sites outside Switzerland (consolidated companies)



Switzerland



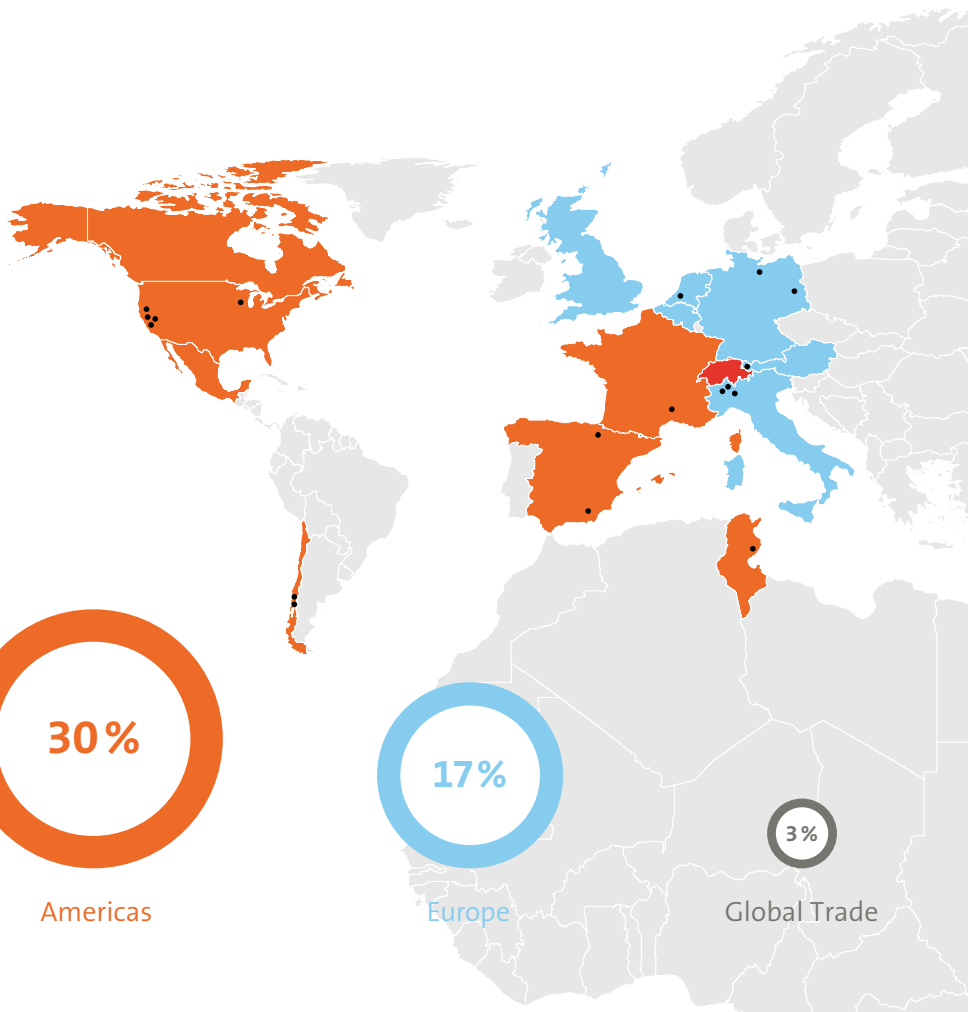
Americas



Europe



Global Trade



**1.7 billion**

of the CHF 3.5 billion in total sales are generated abroad.

**30 %**

of sales abroad are generated through exports from Switzerland.

**60**

countries worldwide to which Emmi exports its products from Switzerland.

**3,200**

of the 6,150 Emmi Group employees in total are employed outside of Switzerland.

**14**

countries outside of Switzerland with subsidiaries or holdings.

**810 million**

kilograms of milk are processed at Emmi sites abroad.

## Our strategy is based on three pillars.

We strive to achieve success as an independent company in open markets. We intend to achieve this by means of a strategy based on three pillars.

### Strong domestic market

#### **Today and in the future:**

- Solid foundation
- Largest sales market
- Most important production country

### Growth abroad

#### **Today:**

- Subsidiaries or holdings in 14 countries
- The US, Spain and Germany are the most important foreign markets
- Strong growth through acquisitions

#### **In the future:**

- Expanding our presence to between 15 and 18 markets
- Greater importance assigned to growth markets outside Europe
- Stronger focus on organic growth

### Cost management

- Continuous and dynamic optimisation of all processes and systems throughout the value chain
- Productivity increase
- Annual cost savings of several million Swiss francs
- Knowledge transfer from Switzerland to production sites abroad

## Our organisation shows what we do.

The increasing internationalisation of our business is reflected in our organisation. This is centred on the four geographic business divisions Switzerland, Americas, Europe and Global Trade (particularly export business from Switzerland to countries in which we do not have any subsidiaries or significant holdings).

### Group structure Emmi Group



#### Member of the extended Group Management:

- Othmar Dubach: Dairy Products & Cheese Switzerland
- Markus Willmann: Industry Switzerland

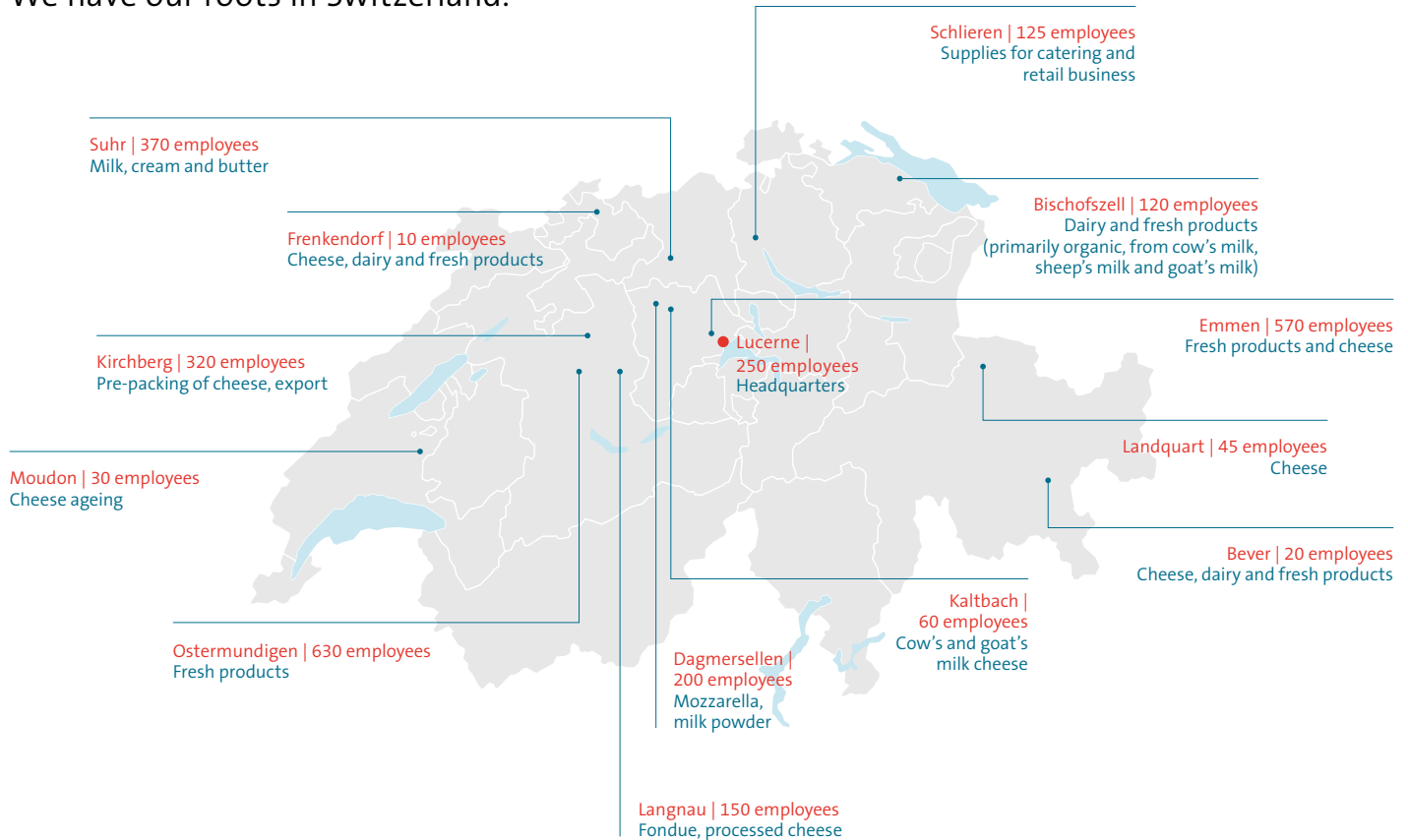
\* Member of Group Management

\*\* Jörg Riboni will step down from Group Management and leave the Emmi Group on 30 April 2019. Ricarda Demarmels, his successor, will join the Emmi Group on 1 June 2019.

#### Group functions:

- Corporate Development
- Corporate Communications & IR
- Internal Audit
- Legal

## We have our roots in Switzerland.



# 1907

62 cooperatives founded the Central Switzerland Milk Association in Lucerne (MLV) – the predecessor organisation of what is now Emmi.

# 53 %

of Emmi shares are owned by dairy farmers from Central Switzerland.

# 40 %

The amount by which waste at the Emmi sites in Switzerland has been reduced over the past five years.

# 90

people are completing their basic vocational training at Emmi.

# 25

Emmi production sites across Switzerland. From Bever in Graubünden to Saignelégier in Jura.

# 1,000,000,000

kilograms of Swiss milk are processed by Emmi.

## We have a solid economic foundation.

In spite of our constantly growing presence abroad, our business performance is very dependent on the situation in Switzerland. Switzerland is not only our strongest market in terms of sales, but also the country in which we have by far the highest number of employees and manufacture the most products.

Having our roots in an economically stable, wealthy country like Switzerland brings many benefits for a business such as Emmi. The strong Swiss franc, which is itself a result of this stability and security, presents

a significant challenge for us, however. Our costs and therefore also the costs of our products are significantly higher than those of our competition abroad. We therefore need very good arguments to motivate our customers and consumers – both in Switzerland and abroad – to buy Swiss dairy products. Quality and innovation play a key role here.

The fact that we are increasingly also carrying out production abroad for our foreign customers and consumers has reduced our dependency on Switzerland and stabilised our economic foundation even further.

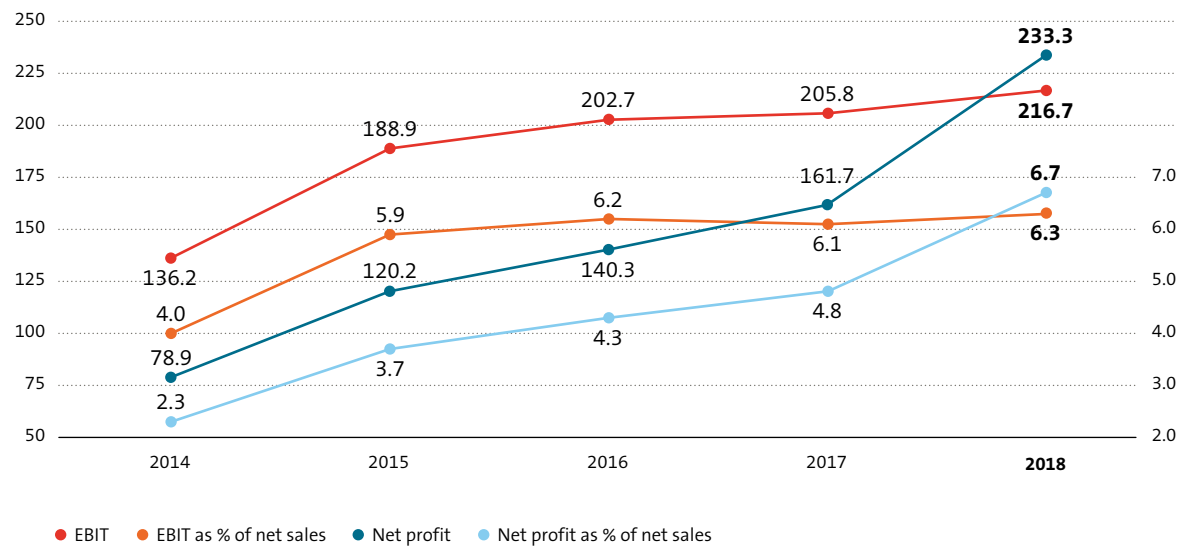
As a result, we are not only able to look back on good sales performance and profit development over the past few years, but are also well equipped for the future, despite the persistently challenging conditions.



## Development of earnings before interest and taxes (EBIT) and net profit

in CHF million

as % of net sales



We process all kinds of milk – and much more besides.

Emmi processes around 1.6 billion kilograms of milk worldwide. Half of it in Switzerland. Since the 1990s, Emmi has also been producing plant-based milk substitutes on a small scale and usually on behalf of customers. The main raw material is soya, but almonds, coconut milk and lupins are increasingly also being used.

#### COW'S MILK

**1,570** MILLION  
KG

OF WHICH 14% ORGANIC



56.8% SWITZERLAND

12.9% TUNISIA

8.2% SPAIN

7.3% GERMANY

5.2% US

9.5% REST

#### GOAT'S MILK

**74** MILLION  
KG

OF WHICH 1% ORGANIC



64.8% NETHERLANDS

20.5% US

11.9% SPAIN

2.8% SWITZERLAND

#### SHEEP'S MILK

**1.3** MILLION  
KG

OF WHICH 100% ORGANIC



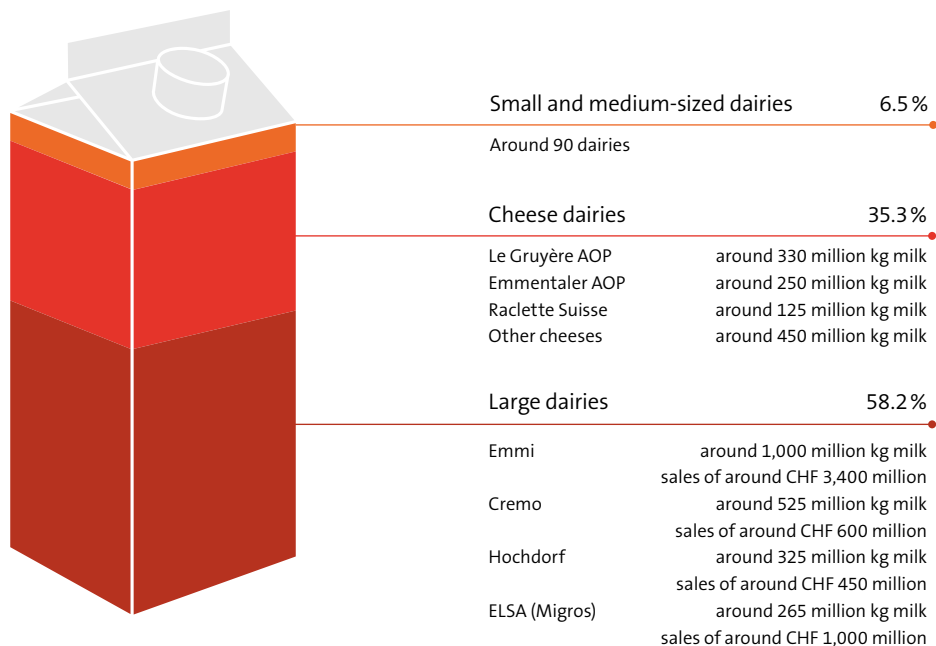
100% SWITZERLAND

## We are the largest milk processor in Switzerland.

Every year, around 3.4 million tonnes of cow's milk are produced in Switzerland. A third of this milk is processed in around 600 cheese dairies – primarily into cheeses such as Emmentaler AOP or Le Gruyère AOP. Almost 1 million tonnes of milk are delivered to our sites in Switzerland, as well as milk that we buy, refine, package and then distribute in the form of Swiss cheese around the world.

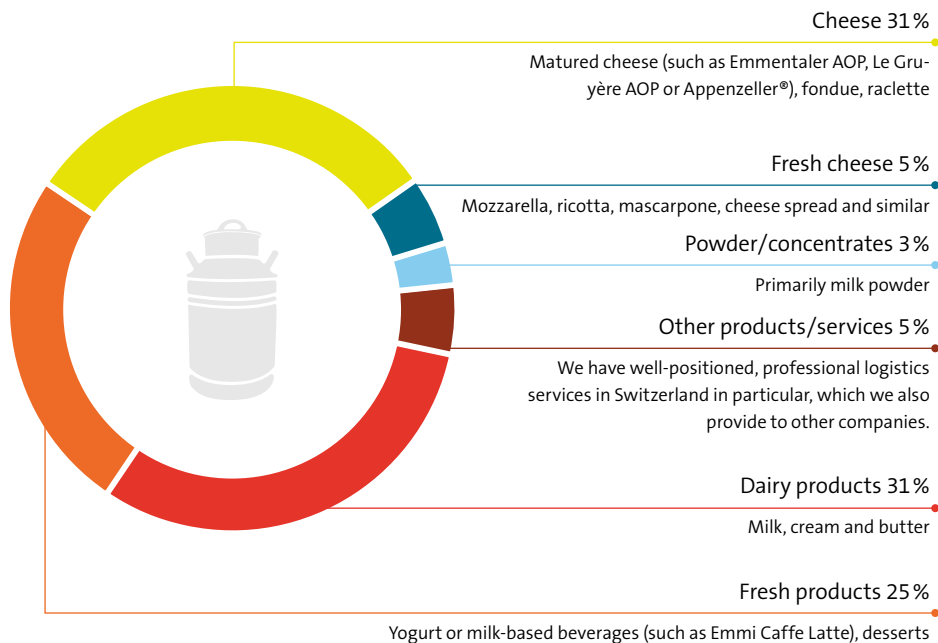
We are aware that this important role in the Swiss dairy industry comes with a certain responsibility – particularly in relation to the dairy farmers.

### Milk volumes in Switzerland



## We offer dairy products of all kinds.

Most of our products are made from cow's milk. In recent years, the demand for products made from goat's or sheep's milk has been constantly on the rise, and so we have improved our offering in this area too. As a result, alongside cow's milk, we also process an increasing amount of goat's milk (particularly into fresh cheese, but also cheese, yogurt and drinking milk) and to some extent also sheep's milk (into cheese, yogurt, butter and drinking milk) in Switzerland. Outside of Switzerland too (the Netherlands, Spain and the US), we have sites that have specialised in processing goat's milk for decades already.



Branded products are our passion.



**The Best Dairy Moments are Emmi Moments**

| Best Coffee Experience  | Refining the Best  | Daily Best   | The Best Dairy from Switzerland  | Tastiest Reward   | Optimised Self   | Better World   |
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We are committed to the principle of sustainability.



## Sustainable milk

**“By 2020, we will be processing nothing but milk from particularly sustainable primary production in Switzerland.”**

### **Assuming our responsibilities as a member of the milk value chain:**

- Pointing the way forward for Swiss milk
- Partnerships concluded (Swiss Soy Network, Kometian, AgroCleanTech)
- Research project on food-feed competition initiated
- Dialogue initiated and led
- Industry solution supported



## Greenhouse gas reduction

**“We are committed to achieving a 25 % reduction in our global CO<sub>2</sub> emissions by 2020.”**

### **On track thanks to:**

- Hydropower, Switzerland (-14,500 tonnes CO<sub>2</sub>)
- Hydropower, Europe (-17,500 tonnes CO<sub>2</sub>)
- Optimisation of steam production, Pamplona (-1,750 tonnes CO<sub>2</sub>)
- Various optimisation measures from energy analyses





## Waste reduction

**“We are committed to achieving a 20 % reduction in our food and packaging waste by 2020.”**

### **Foundations laid with:**

- Waste figures collected for the entire Emmi Group
- Food waste figures from ten Swiss plants

### **Impact achieved thanks to:**

- Various measures to reduce packaging materials
- The closing of individual raw material cycles



## Employee development

**“By 2020, all employees will be integrated in our development planning.”**

### **Active at all levels:**

- Qualification matrix defined as a standard management tool
- Support for the objective-setting and development process with the international roll-out of the HRSuite
- Emmi Company Challenge for apprentices
- Employees research forward-looking topics in Xpeditions



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This short profile is available in  
German and English.

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