

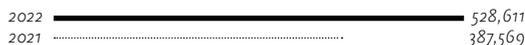
# MELITTA EUROPE — COFFEE DIVISION

The operating division Melitta Coffee is responsible for Melitta's coffee business in Europe, the Middle East, and Africa (EMEA). Our range offers perfect coffee enjoyment for every taste: filter coffee, whole beans for fully automatic coffee machines and fresh grinds, specialty coffees from Melitta Manufaktur, pad ranges for single-cup preparation, and instant coffees.



### KEY FIGURES

Sales in € thous.



Employees, full-time employees, annual average



**HEADQUARTERS** Bremen, Germany  
**MANAGING DIRECTOR** Dr. Frank Strege  
**WEBSITES** [www.melitta.de](http://www.melitta.de)  
[www.facebook.com/Melitta](https://www.facebook.com/Melitta)  
[www.instagram.com/melitta\\_deutschland](https://www.instagram.com/melitta_deutschland)

### BRAND



### OUR POSITIONING

Melitta® is one of the best-known, biggest selling, and highest revenue-generating coffee brands. Our long-standing success is based on a balanced combination of tradition, modernity, and a love of life. The operating division stands for high quality and a strong understanding of consumer needs in a constantly changing world.

### MARKET AND BUSINESS TRENDS IN 2022

Despite a challenging market environment, Melitta Europe Coffee performed well in 2022 – once again setting a new sales revenue record. The annual edition concepts “Selection of the Year” and “Coffee of the Year” were continued. The whole bean range has been expanded with the addition of the “Barista Perfection” and “Melitta BellaCrema Decaffeinato” varieties and, together with the specialty coffees of Melitta Manufaktur, is helping to meet current consumer demands and attract new customers to the Melitta brand. As the first craft coffees of a major national brand, Melitta Manufaktur products are available both online and through many selected food retail markets.

### OUR STRATEGY

Melitta Europe Coffee continues to pursue growth in its national and international business: in established and new markets, with brands and private labels, organically or via company acquisitions. Technology and digitalization are enhancing the agility and speed of the organization. As a responsible company with a culture of accountability, sustainability is an attitude which is firmly established in our daily business.

### OUTLOOK 2023

In 2023, Melitta Europe Coffee will continue to strengthen its position as a relevant coffee supplier. The focus will be on activities in the whole bean and specialty coffee segments across all regions and distribution channels. The operating division will continue to grow in its international markets. Following the acquisition of a majority stake in the Italian coffee roaster Corsini, there are currently projects in Africa and Asia. The e-commerce business field will be expanded. Investments are also being made in the fully utilized production and logistics facilities – always with a view to making progress in terms of certified quality, capacity, sustainability, and efficiency. This will enable us to meet the ongoing growth in demand. Sustainability remains very important and will be further developed at numerous levels, both strategically and operationally. This involves, for example, increasing our corporate social responsibility (CSR) activities in the coffee-growing regions and at the division's site in Bremen.

# MELITTA EUROPE — COFFEE PREPARATION DIVISION

With its claim “We enable coffee enjoyment”, the operating division Melitta Europe – Coffee Preparation Division – develops, produces, and markets top-quality products for coffee preparation in private households under the Melitta® brand. The range comprises products for preparing filter coffee, such as Melitta® filter papers, pour-over cones, filter coffeemakers, coffee grinders, and electric kettles, as well as fully automatic coffee machines for the preparation of coffee specialties at home.



### KEY FIGURES

Sales in € thous.

2022	192,482
2021	215,336

Employees, full-time employees, annual average

2022	584
2021	590

**HEADQUARTERS** Minden, Germany  
**MANAGING DIRECTOR** Katja Möller  
**WEBSITES** [www.melitta.de](http://www.melitta.de)  
[www.melitta-momentum.com](http://www.melitta-momentum.com)

### BRANDS



### OUR POSITIONING

The products and brands of Melitta Europe Coffee Preparation occupy leading positions, especially in the markets for filter coffee preparation. Melitta® filter papers have long stood for the ultimate in coffee enjoyment from AromaPor®-filtered coffee. Melitta® filter coffeemakers and Melitta® fully automatic coffee machines guarantee the perfect enjoyment experience with their high quality, intuitive use concepts, and modern, top-quality designs.

### OUR STRATEGY

The operating division aims to strengthen its market positions with a strict focus on consumers and innovation, as well as a clear commitment to quality and sustainability. Melitta Europe Coffee Preparation plans to expand its position in the market for fully automatic coffee machines in the coming years. In the case of both filter coffee machines and Melitta® filter papers, the current market leadership is to be further expanded in Europe.

### MARKET AND BUSINESS TRENDS IN 2022

The past fiscal year was dominated by various challenges for Melitta Europe Coffee Preparation: these included cost hikes for raw materials and energy, which in some cases necessitated significant price increases for retailers. In addition, the market for filter coffeemakers and fully automatic coffee machines in particular suffered from falling demand.

### OUTLOOK 2023

High energy prices and inflation are likely to have a strong impact on the performance of Melitta Europe Coffee Preparation once again in 2023. Nevertheless, the division will continue to pursue its strategy with the aid of its “Indulgence Campaign”. Melitta Europe Coffee Preparation expects slight growth in its core markets. The markets for filter coffeemakers and fully automatic coffee machines in particular are expected to perform better than in the previous year.

# MELITTA EUROPE — SALES EUROPE DIVISION

Melitta Europe Sales Europe is responsible for marketing the Melitta Group's main consumer products in the region Europe, Middle East, and Africa (EMEA). The best-known brands marketed by this division include Melitta®, Toppits®, Albal®, BacoFoil®, handy bag®, and Swirl®.



### KEY FIGURES

Sales in € thous.

2022	480,398
2021	507,952

Employees, full-time employees, annual average

2022	437
2021	441

**HEADQUARTERS** Minden, Germany  
**MANAGING DIRECTOR** Stefan Knappe (interim)

### OUR POSITIONING

The aim of Melitta Europe Sales Europe is to jointly market the Melitta Group's consumer products in order to raise their international market presence and achieve synergy effects for the entire Group. Outside of Germany, the operating division is represented by the various national subsidiaries (Austria, Belgium, the Czech Republic, France, the Netherlands, Poland, Spain, Sweden, Switzerland, and the UK) or by selected distributors. There are also sales activities in Denmark, Finland, Ireland, Norway, and Portugal.

### OUR STRATEGY

The strategy of Melitta Europe Sales Europe targets sustainable growth and the development of strong brands. The aim is to achieve market leadership by establishing the corresponding footprint in all relevant sales channels. As well as searching for new growth opportunities, the operating division strives to continuously optimize its processes. The focus here is on increasing efficiency and ensuring the sustainable alignment of its business activities.

### MARKET AND BUSINESS TRENDS IN 2022

The fiscal year 2022 was shaped by post-pandemic effects as well as significant market turmoil. High inflation in Europe and restrained consumer spending had a negative impact on the development of revenue at Melitta Europe Sales Europe. Although sales of food wrapping films and filter papers were up, price-adjusted volumes were down in all categories. In spite of this, however, the operating division was able to open up new markets. These include in particular the market for coffee preparation products in Turkey.

### OUTLOOK 2023

2023 looks set to be another challenging year for Melitta Europe Sales Europe. Nevertheless, the operating division plans to significantly increase its sales volumes once again. Its plans include the market launch of further sustainable products and the relaunch of key small electrical appliances of the Melitta Group. The year will also be dominated by various digitalization projects and related activities.

# MELITTA SINGLE PORTIONS

Within the Melitta Group, Melitta Single Portions is responsible for all products connected with the preparation of hot beverages in the form of single servings. With its innovative solutions and products, the operating division aims to become one of the leading, globally operating suppliers for single-serve hot beverages. As of November 2019, Melitta Single Portions has been producing and marketing a premium range of individually portioned teas under its first-ever own brand Avoury®. With the Avoury® One tea machine and over 30 organic tea varieties, Avoury® stands for a new and sustainable form of top-quality tea enjoyment.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Minden, Germany <b>MANAGING DIRECTOR</b> Holger Feldmann <b>WEBSITE</b> <a href="http://www.avoury.com">www.avoury.com</a>
	Sales in € thous. 2022  972 2021  558		
	Employees, full-time employees, annual average 2022  47 2021  36		

**OUR POSITIONING**

The products of Melitta Single Portions stand for high quality. For the development of its new solutions and innovative product concepts, the operating division draws on its own research activities, while also benefiting from existing know-how within the Melitta Group. The products developed by Melitta Single Portions are fully aligned with current and future trends and set new standards in hot beverage preparation.

**OUR STRATEGY**

The strategy of Melitta Single Portions is aimed at becoming one of the world's top three suppliers in the single-serve hot beverage market. The operating division offers high-end products that combine quality, service, sustainability, and innovative strength. One area of focus is the premium segment. Key elements of the strategy are the constant expansion of the sales network by means of strategic partnerships and the internationalization of the product range.

**MARKET AND BUSINESS TRENDS IN 2022**

Melitta Single Portions successfully strengthened its business by exploiting innovative marketing channels and expanding its distribution network in 2022. In doing so, it became apparent that the sensory experience of the operating division's products through tea tastings remains important. Fiscal year 2022 was marked in particular by an intensification of marketing and digitalization activities aimed at acquiring new customers for products under the Avoury® brand.

**OUTLOOK 2023**

Melitta Single Portions expects to face further economic challenges in the current fiscal year. The operating division therefore plans to remain agile and align its strategic planning with the prevailing conditions. Distribution and marketing channels are to be expanded and the division's own sales channel extended with new direct-to-consumer initiatives in 2023. At the same time, efforts to raise brand awareness and firmly position product offerings in the premium segment will be intensified.

# MELITTA PROFESSIONAL COFFEE SOLUTIONS

Melitta Professional Coffee Solutions is the global partner for professional hot beverage preparation in the out-of-home market. The operating division's extensive range of products and services includes coffee machines, coffees, technical services, digital solutions, and customized finance.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Minden, Germany <b>MANAGING DIRECTOR</b> Marco Gottschalk <b>WEBSITES</b> <a href="http://www.melitta-professional.com">www.melitta-professional.com</a> <a href="http://[.de] [.at] [.nl] [.fr] [.co.uk] [.com.au] [.cn] [.pl]">[.de] [.at] [.nl] [.fr] [.co.uk] [.com.au] [.cn] [.pl]</a> <a href="http://www.melitta.co.jp">www.melitta.co.jp</a> / <a href="http://www.cafina.ch">www.cafina.ch</a>
	<i>Sales in € thous.</i> 2022  230,581 2021  198,763		
	<i>Employees, full-time employees, annual average</i> 2022  983 2021  993		<b>BRANDS</b>    

## OUR POSITIONING

Melitta Professional Coffee Solutions enables its customers to run a successful coffee business by providing comprehensive expertise and solutions from a single source – from the development and manufacturing of professional coffee machines, to the creation and sale of special coffee, cocoa, and tea ranges, the provision of on-site customer service, and the development of digital solutions. The operating division's services are perfectly coordinated with each other and aligned with the respective needs of its customers.

## OUR STRATEGY

Melitta Professional Coffee Solutions is targeting further growth in both existing and new markets over the coming years. This will be achieved by enhancing the customer value proposition as a reliable partner for professional coffee solutions. The operating division aims to expand its portfolio of products and services while offering customers even greater support as a provider of end-to-end solutions for the profitable expansion of their coffee business.

## MARKET AND BUSINESS TRENDS IN 2022

Despite major challenges in its markets and supply chains, Melitta Professional Coffee Solutions set a new record for sales revenue in 2022. The figure also exceeded the very high revenue level achieved prior to the Covid-19 pandemic. This success was driven by all national subsidiaries and global key accounts, as well as all product groups. It is particularly encouraging that the coffee business was able to achieve significant growth not only in revenue, but also in sales volumes.

## OUTLOOK 2023

Melitta Professional Coffee Solutions plans to continue its differentiation strategy in 2023 and to strengthen its market standing as a system solutions partner. To this end, the operating division will further expand its range of products and services. In addition to machines and coffee, customers will receive even better support, innovative digital solutions, services geared to their specific needs, and customized finance solutions. The division also intends to implement the digitalization demands of its customers even faster, to broaden its international footprint, and to expand its coffee business.

# MELITTA NORTH AMERICA

Melitta North America produces filter papers and roasted coffee, both for consumers under the Melitta® brand and for the B2B market. Its core markets are the USA and Canada but its products are also marketed in Mexico, Central America, and the Caribbean.

	<p><b>KEY FIGURES</b></p>	<p><b>HEADQUARTERS</b> Clearwater, Florida, USA  <b>MANAGING DIRECTOR</b> Martin T. Miller  <b>WEBSITES</b> <a href="http://www.melitta.com">www.melitta.com</a> / <a href="http://www.melitta.ca">www.melitta.ca</a></p>
	<p>Sales in € thous.</p>	
	<p>2022 </p>	<p>179,021</p>
	<p>2021 </p>	<p>110,297</p>
	<p>Employees, full-time employees, annual average</p>	
	<p>2022 </p>	<p>181</p>
	<p>2021 </p>	<p>162</p>
		

**OUR POSITIONING**

In North America, Melitta® is the leading brand of coffee filters. In the B2B segment, Melitta North America is a brand-oriented, premium coffee roaster with highly flexible capabilities. Under the slogan “Join the Pursuit for Better Coffee”, the Melitta® brand stands for high-quality products that satisfy the needs of discerning customers.

**MARKET AND BUSINESS TRENDS IN 2022**

2022 was also a challenging year for Melitta North America. After the first half of the year fell short of expectations, Melitta North America’s B2B business performed well in the second half, driven by higher demand from existing customers. In the B2C segment, the division successfully expanded its share of the coffee filter segment – despite fierce competition.

**OUR STRATEGY**

In the B2C segment, Melitta North America’s objective is to further expand its position as the market leader for filter papers. In order to achieve this goal and differentiate itself from the competition, the operating division will focus on improving the functionality of its products and a strictly sustainable alignment of its business activities. In the B2B segment, Melitta North America aims to drive growth and will focus on diversifying its customers, segments, and packaging options. Moreover, the operating division’s B2B activities will continue to target the away-from-home segment, and cold brew coffee products will be added to the range.

**OUTLOOK 2023**

In 2023, activities in the B2B segment will focus on growing the division’s business with existing customers, acquiring new customers, expanding its product offering, and improving profitability. New products, such as fractional packs, will be used to boost business with existing customers, while cold brew specialty coffees will provide access to new customers and channels. In the B2C segment, the operating division will step up its communication on the sustainability of its coffee filters. This will involve highlighting the new FSC and BPI certifications and appealing to consumers to embrace better coffee for a better planet.

# MELITTA SOUTH AMERICA

Melitta South America offers a wide range of products for coffee enjoyment at home. These include various coffee blends, capsules, and instant coffees, as well as coffee preparation products such as filter papers. The operating division has three production facilities in Brazil: two coffee roasting plants and one paper mill. Melitta South America is one of the leading suppliers of coffee products in Brazil and the market leader for filter papers in South America under the Melitta® and Briggitta® brands.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> São Paulo, Brazil <b>MANAGING DIRECTOR</b> Marcelo Barbieri <b>WEBSITES</b> <a href="http://www.melitta.com.br">www.melitta.com.br</a> / <a href="http://www.cafebomjesus.com.br">www.cafebomjesus.com.br</a> / <a href="http://www.celupa.com.br">www.celupa.com.br</a> / <a href="http://www.cafebarao.com.br">www.cafebarao.com.br</a>
	Sales in € thous. 2022  409,794 2021  302,372		
	Employees, full-time employees, annual average 2022  884 2021  920		<b>BRANDS</b>    

**OUR POSITIONING**

The products of Melitta South America provide above-average quality, compelling consumer benefits, and frequent innovations. The coffee range is renowned for its outstanding flavors and offers a large selection of coffee blends catering to different tastes. The coffee filters produced by Melitta South America enable fast filtration while ensuring that all the coffee's aromas can fully unfold.

**MARKET AND BUSINESS TRENDS IN 2022**

2022 was an extremely challenging year for the economy and people of Brazil – as it was for numerous countries around the world. The fall in consumer purchasing power led to declining sales of Melitta South America's products. As a result, the operating division's main focus in the past year was on securing the superior quality of its manufactured goods, maintaining the presence of its products at the point of sale, and raising brand awareness in Brazil's most important regions.

**OUR STRATEGY**

Melitta South America's strategy is geared toward achieving further growth in the coffee and coffee preparation segments. To this end, the operating division plans to strengthen brand awareness and its footprint in all relevant markets, inside and outside Brazil, while also stepping up its sales activities. In addition, the division will focus on regular product innovations and the systematic consideration of sustainability aspects along the entire value chain with the aim of integrating sustainability into both its business model and the product range.

**OUTLOOK 2023**

In 2023, Melitta South America is aiming to recapture last year's sales shortfalls with double-digit growth rates. This will involve improving the availability of its products in the retail trade and raising awareness of its brands. In addition, price adjustments are to be made to improve the division's market position with respect to its competitors.

# COFFEE AT WORK

Coffee at Work GmbH & Co. KG offers an all-inclusive service for coffee and water provision in the workplace under the fresh at work® brand. The service comprises the provision of coffee machines and table water dispensers, including regular maintenance, but also includes the supply of coffee beans, milk powder, chocolate powder, and all other consumables.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Witten, Germany <b>MANAGING DIRECTOR</b> Martin Sesjak <b>WEBSITE</b> <a href="http://www.freshatwork.de">www.freshatwork.de</a>
	<b>BRAND</b>		
	Sales in € thous.		
	2022	14,710	
	2021	13,508	
	Employees, full-time employees, annual average		
	2022	86	
	2021	94	

## OUR POSITIONING

Coffee at Work differentiates itself from the competition thanks to its fair and easily comprehensible contract design, as well as the outstanding quality of its services and the depth of its repairs. The contract-free business model contains neither leasing, rental, or minimum duration terms. The cooperation can be terminated on a monthly basis; only the provision of water dispensers with a fixed water connection has a minimum term of six months. All repair and maintenance work is covered by the all-inclusive, flat-rate price. This is the basis for fresh at work's® claim to provide the best service for satisfied customers.

## MARKET AND BUSINESS TRENDS IN 2022

As a B2B supplier, Coffee at Work is particularly sensitive to business cycle effects; nevertheless, the operating division is upbeat about its future prospects. It has a solid economic foundation. Even throughout the two years of the pandemic, business remained stable.

## OUR STRATEGY

The Coffee at Work strategy is focused on expansion and international growth. As soon as the economic situation permits, the defined growth and expansion strategy will be resumed. The operating division's main targets also include the systematic consideration of sustainability aspects along the entire value chain.

## OUTLOOK 2023

Coffee at Work is realistic and positive about its outlook for the new year. In the final quarter of the previous year, the operating division recorded a positive effect from new installations of fully automatic coffee machines and water dispensers and expects this effect to continue in 2023. There are plans to expand sales activities and to strengthen the call center team.

# MELITTA ASIA PACIFIC

Melitta Asia Pacific is responsible for Melitta's B2C and B2B activities in the Chinese market. In its B2C business, the operating division offers both locally produced and imported coffee as well as coffee preparation products. B2B activities focus on meeting the professional demand for machines, coffee products, services, and concepts for the out-of-home segment.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Shanghai, China <b>MANAGING DIRECTOR</b> Oliver Heppener <b>WEBSITE</b> <a href="http://www.melitta.cn">www.melitta.cn</a>
	Sales in € thous. 2022  1,870 2021  1,708		
	Employees, full-time employees, annual average 2022  29 2021  25		

### OUR POSITIONING

In China, Melitta is perceived as a supplier and a brand of high-quality coffee products and coffee preparation equipment. Moreover, the versatility of the product range and its single-source solutions are highly valued by both consumers and key accounts. The market offers considerable growth opportunities, as a growing number of high-income consumers appreciate exceptional coffee enjoyment and are also increasingly enjoying coffee at home.

### OUR STRATEGY

The strategy of Melitta Asia Pacific is aimed at strengthening the positioning of the Melitta® brand in the coffee and coffee preparation segments of the Chinese market. In 2022, a localized coffee portfolio was launched which had been developed on the basis of market research findings. It is aimed in particular at young, high-income consumers in urban environments. In the coming years, the operating division plans to continuously develop and diversify its products and services.

### MARKET AND BUSINESS TRENDS IN 2022

In 2022, most categories in the in-home and out-of-home segments performed very well. Despite the Covid-19 restrictions, which led to plant closures and supply chain challenges, further year-on-year growth was achieved. In addition to the newly launched localized coffee range, B2C sales were strengthened via various channels and a brand positioning and communication strategy was developed based on the latest market survey findings. In its B2B business, the division succeeded in expanding partnership activities with its largest customer. In addition, further partners were acquired and the service structure was expanded.

### OUTLOOK 2023

A number of product launches are planned for the coffee and coffee preparation segments in 2023. The B2C team will continue to expand its distribution channels in both the e-commerce and bricks-and-mortar retail sectors. Meanwhile, the B2B team plans to develop further partnerships and increase its business with existing customers by offering new solutions in the field of software, hardware, and services.

# COFRESCO

Cofresco is Europe's leading supplier of branded products in the field of household film and foil for home and professional use. The operating division's brands are at home in almost all European countries. Cofresco's portfolio comprises product solutions for the wrapping, preparing, and freezing of food, for the safe storage of household and garden items, and for the disposal of waste.



### KEY FIGURES

Sales in € thous.

2022	307,310
2021	290,132

Employees, full-time employees, annual average

2022	1,041
2021	1,035

**HEADQUARTERS** Minden, Germany  
**MANAGING DIRECTOR** Oliver Strelecki  
**WEBSITES** [www.cofresco.de](http://www.cofresco.de) / [www.albal.fr](http://www.albal.fr) / [www.albal.net](http://www.albal.net) / [www.handybag.fr](http://www.handybag.fr) / [www.swirl.de](http://www.swirl.de) / [www.bacofoil.co.uk](http://www.bacofoil.co.uk) / [www.wrapmaster.global](http://www.wrapmaster.global)

### BRANDS



\* only in France

### OUR POSITIONING

Throughout Europe, the Cofresco brands stand for quality and trust – over 70 million households enjoy the benefits of the various product offerings. With its brands Toppits®, Albal®, BacoFoil®, handy bag®, and Swirl®, Cofresco is the market leader in 16 European nations. The operating division is also among the leading companies in the food service sector with its Wrapmaster® and Caterwrap® brands. Cofresco conducts its own research and aims to establish a sustainable product portfolio for a circular economy by 2025.

### OUR STRATEGY

Cofresco's strategy for the coming years is to achieve further growth, especially in its core markets, and to steadily expand its existing market shares. This will be aided by its "Honest 100" sustainability strategy, which has targeted the systematic expansion of the operating division's eco-friendly product range. The aim is not only to maintain the high quality of the products, but also to consistently raise it.

### MARKET AND BUSINESS TRENDS IN 2022

Due to global economic developments and the resulting uncertainties for consumers, demand for Cofresco's products for private households decreased significantly in the past fiscal year. Moreover, significantly higher material costs resulted in price increases in the past year, which had a negative impact on sales volumes. By contrast, the operating division's food service business – which suffered losses due to the pandemic in the previous two years – recovered again in the past fiscal year.

### OUTLOOK 2023

Cofresco expects numerous challenges once again in the current fiscal year. Nevertheless, it will continue to focus on strengthening its brands and expanding its market shares. This is to be achieved with innovative products and enhanced digital brand communication. As part of the "Honest 100" sustainability strategy, the recycling content of numerous products will also be increased once again. A further key objective for the current fiscal year is to maintain and strengthen the company's earning power – despite the unfavorable price development and availability of materials.

# CUKI COFRESCO

Cuki Cofresco specializes in the production and sale of food packaging, disposable containers, films for food preservation, and garbage bags – over 4,000 products aimed at consumers, as well as commercial clients and the food industry. The operating division's products set high standards in quality, innovation, and sustainability.



**KEY FIGURES**

Sales in € thous.

2022		256,650
2021		244,635

Employees, full-time employees, annual average

2022		503
2021		556

**HEADQUARTERS** Volpiano, Italy  
**MANAGING DIRECTOR** Corrado Ariaudo  
**WEBSITES** [www.cukicofresco.com](http://www.cukicofresco.com) / [www.cuki.com](http://www.cuki.com) / [www.domopakspazzy.com](http://www.domopakspazzy.com) / [www.ilmakgreen.com.tr](http://www.ilmakgreen.com.tr)

**BRANDS**








**OUR POSITIONING**

With its well-known Cuki® and Domopak® brands, Cuki Cofresco holds market-leading positions, especially in Italy. Under the Cuki Professional® brand, the company offers a wide range of aluminum, plastic, and cardboard containers for the food industry and hospitality sector. Besides Italy, the division supplies several markets in Europe and the Middle East

**MARKET AND BUSINESS TRENDS IN 2022**

As the Italian market leader in packaging products for the B2C and B2B segments, Cuki Cofresco is working hard to use an increasing proportion of sustainable materials in future, such as cardboard, recycled plastics, and biodegradable plastics. The aim is to gradually transform the entire product portfolio and coherently adapt it to the principles of the circular economy.

**OUR STRATEGY**

2022 was also a challenging year for Cuki Cofresco, due in particular to the sharp increase in raw material and energy prices. Nevertheless, both the B2C and B2B business fields can look back on a successful year with further revenue growth and solid earnings.

**OUTLOOK 2023**

Cuki Cofresco expects that the current economic and geopolitical turmoil will continue to create considerable uncertainty in the fiscal year 2023. The operating division intends to meet these challenges by investing more in product innovation with the aim of defending –and where possible recapturing – sales volumes and market shares.

# WOLF PVG

Wolf PVG is a highly specialized systems supplier for all aspects of vacuum cleaning, industrial filter technology, and medical protective equipment. Its products include vacuum cleaner bags, vacuum cleaner nozzles, filters, and attachment flanges for vacuum cleaner bags. These products are developed and produced for both industrial clients and the operating division's own end-user business. Under its core brands Swirl® and Worwo®, Wolf PVG markets vacuum cleaner bags, vacuum cleaner accessories, and cleaning products for private households in Europe. In addition, the company produces high-quality meltblown and composite materials, for example for medical face masks and respirators.

 <p><b>WOLF-PVG</b> STAUBSAUGERZUBEHÖR &amp; FILTERSYSTEME</p>	<p><b>KEY FIGURES</b></p> <p>Sales in € thous.</p> <table border="1"> <tr> <td>2022</td> <td>45,765</td> </tr> <tr> <td>2021</td> <td>57,461</td> </tr> </table> <p>Employees, full-time employees, annual average</p> <table border="1"> <tr> <td>2022</td> <td>236</td> </tr> <tr> <td>2021</td> <td>258</td> </tr> </table>	2022	45,765	2021	57,461	2022	236	2021	258	<p><b>HEADQUARTERS</b> Minden, Germany  <b>MANAGING DIRECTOR</b> Peter Aufdemkamp  <b>WEBSITES</b> <a href="http://www.wolf-pvg.de">www.wolf-pvg.de</a> / <a href="http://www.swirl.de">www.swirl.de</a> / <a href="http://www.worwo.com">www.worwo.com</a></p>
		2022	45,765							
2021	57,461									
2022	236									
2021	258									
		<p><b>BRANDS</b></p> 								

**OUR POSITIONING**

Wolf PVG develops and manufactures products of the highest brand quality and boasts a high level of innovation and a wide spectrum of expertise and services. The extraordinary variety of products and vertical integration of the division provides a one-stop solution for its customers. From design to engineering, as well as tool and machine construction, to serial manufacturing, Wolf PVG offers a full range of services. The operating division is renowned for its high quality standards and its strict alignment with client and consumer needs.

**OUR STRATEGY**

In its core business of vacuum cleaner bags, Wolf PVG plans to maintain its leading position in the European core markets over the long term and to expand it in certain regions. The topics of brand management, digitalization, and sustainability all play an important role in these efforts. In order to counter the creeping decline in demand in this segment, new areas of expertise are to be developed and the business model placed on a broader footing.

**MARKET AND BUSINESS TRENDS IN 2022**

Sales of vacuum cleaner bags were satisfactory on the whole for both Wolf PVG and its Polish subsidiary Worwo in 2022. Despite an adverse market environment, a new and even more sustainable range of bags for robot vacuum cleaners was successfully launched as planned. This was followed in the second half of the year by the launch of the new Swirl® EcoPor® bag concept. In addition to the generally challenging market conditions, the B2B business for vacuum cleaner bags suffered from structural changes triggered by M&A activities.

**OUTLOOK 2023**

Several sustainable product initiatives will continue to be driven forward in 2023. In the B2C business, marketing of the new Swirl® EcoPor® bag concept will be stepped up. The Worwo® business is to be strengthened with a brand relaunch and intensified via online sales channels. In its B2B business, Wolf PVG will also offer new, more sustainable solutions for its customers in the vacuum cleaner sector.

# ACW-FILM

ACW-Film develops and produces flexible packaging for the consumer goods industry in Germany and the rest of Europe. The operating division supplies – also just-in-time – films, film laminates, fully recyclable composites or monostructures, papers, and paper composites for the special packaging machinery of its clients. The main focus is on the delivery of sustainable, high-quality, innovative, and customized packaging films for the fresh meat, food, cleaning, and confectionery industries.



## KEY FIGURES

Sales in € thous.

2022	8,880
2021	7,990

Employees, full-time employees, annual average

2022	48
2021	46

**HEADQUARTERS** Rhede (Ems), Germany  
**MANAGING DIRECTOR** Markus Wielens  
**WEBSITE** [www.acw-film.de](http://www.acw-film.de)

## OUR POSITIONING

ACW-Film focuses on the supply of specialty and niche products within the packaging film segment. Its key competitive advantages include a high degree of flexibility and fast response times. In addition, ACW-Film boasts cutting-edge technologies and exceptional customer service. ACW-Film products are also available in small and medium-sized batches, whereby their high quality guarantees excellent, high-performance, and trouble-free processing for the client.

## OUR STRATEGY

ACW-Film is targeting further revenue growth in the coming years. Particular potential has been identified in the roll-out of further sustainable packaging solutions developed in cooperation with customers. The recyclability of products and the use of sustainable raw material combinations are the main focus areas.

## MARKET AND BUSINESS TRENDS IN 2022

The sales revenues of ACW-Film increased significantly in 2022. This was largely attributable to the new recyclable N-Viron-Flex® laminates. The operating division was able to strengthen its market position in the field of sustainable films and acquire several prestigious new customers. The geopolitical situation and disrupted supply chains resulted in increased demand for locally produced packaging films in 2022. This development was also felt in all product categories of ACW-Film and ensured growth in all areas.

## OUTLOOK 2023

In 2023, the focus will be on the further roll-out of N-Viron-Flex® laminates to major customers. This will involve increasing production capacities in roll cutting and expanding the division's machine park. As in the past year, 2023 will be shaped by activities aimed at maintaining supply chains and ensuring the reliability of deliveries.

# NEU KALISS SPEZIALPAPIER

Neu Kaliss Spezialpapier develops and manufactures specialist papers and nonwoven materials as the basis for various industrial applications. Its range of materials includes nonwoven wallpapers, conductive nonwoven fabrics, and nonwoven veneers. In its paper business, the operating division produces and processes coffee filter papers, beer glass and coffee cup drip catchers, crepe papers for large bakeries, udder papers, and extractor hood filters.



NEU KALISS SPEZIALPAPIER

## KEY FIGURES

Sales in € thous.

2022		33,242
2021		34,547

Employees, full-time employees, annual average

2022		135
2021		188

**HEADQUARTERS** Neu Kaliß, Germany  
**MANAGING DIRECTOR** John Paul Fender  
**WEBSITE** [www.nkpaper.com](http://www.nkpaper.com)

## OUR POSITIONING

In the nonwoven wallpaper market, Neu Kaliss Spezialpapier is one of the world's top five manufacturers. It supplies both the mass market and premium segments. The products manufactured and processed by Neu Kaliss Spezialpapier are often bespoke – and in some cases exclusive – high-quality goods using the latest technologies. Moreover, Neu Kaliss Spezialpapier is establishing itself as a preferred material supplier for a number of industrial applications.

## MARKET AND BUSINESS TRENDS IN 2022

Although sales made encouraging progress compared to previous years, Neu Kaliss Spezialpapier was unable to reach the targets it set itself for the fiscal year 2022. This was due to adverse conditions on the international wallpaper market and a decline in new customer orders. In addition, the drastic increase in raw material costs could only be passed on to the market in the form of price increases with a certain time delay. Nevertheless, the operating division made progress with all strategically important projects.

## OUR STRATEGY

In order to reduce its dependence on the wallpaper industry, Neu Kaliss Spezialpapier has been pursuing a diversification strategy since 2018. This involves, among other things, developing and marketing nonwoven materials for new application fields. The aim is to establish the company as a supplier of specialty nonwovens in various industries, such as food production, household cleaning, and the automotive sector. Nevertheless, the wallpaper industry will remain an important part of the company's strategic alignment in the future. In this sector, growth potential is seen above all in the premium, digital printing, and construction segments.

## OUTLOOK 2023

Although the international markets for nonwoven wallpaper have now adapted to the changed conditions, Neu Kaliss Spezialpapier expects the market environment to remain challenging in 2023. New business initiatives, which are to be certified in 2023, are expected to contribute to the operating division's growth. In order to gain new customers, the division also plans to intensify its interaction with key stakeholders – for example, by stepping up its presence at major industry events and trade shows.

# ROASTMARKET

Roast Market GmbH ("roastmarket") is a market-leading online coffee retailer in the DACH region (Germany, Austria, Switzerland). The company's own sales and distribution activities range from coffee to coffee machines, accessories and food.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Frankfurt am Main, Germany <b>MANAGING DIRECTORS</b> Stefan Scholle, Isis Abou-Aly <b>WEBSITE</b> <a href="http://www.roastmarket.de">www.roastmarket.de</a>
	Sales in € thous. 2022  40,785 2021  n.a. <sup>2</sup>		
	Employees, full-time employees, annual average 2022  109 2021  n.a. <sup>2</sup>		
<small><sup>2</sup>first-time consolidation in the fiscal year 2022</small>			

## OUR POSITIONING

“Coffee is Passion” – this common purpose represents the basis of roastmarket’s business with its customers, roasters, and machine manufacturers. As an e-commerce pure player, the company offers customers (D2C) top-quality products via its own web store, online app, and selective online sales partnerships. The product range comprises more than 4,000 active and permanently available items from over 300 roasters and 250 suppliers of machines and accessories. Its core markets are Germany and Austria.

## OUR STRATEGY

roastmarket has two main strategic targets: in its core market of Germany, the company aims to achieve further year-on-year sales growth of 10 to 20 percent on the back of greater online penetration in the coffee trade, the premiumization of coffee consumption, and sustained machine sales. At the same time, it intends to drive its international expansion and step up its branding and communication efforts in order to win additional customers and tap new markets.

## MARKET AND BUSINESS TRENDS IN 2022

In its fiscal year 2022, roastmarket achieved further growth and continued to professionalize its organizational structures and processes. The company increased headcount, optimized existing processes, and introduced new processes and IT tools throughout the organization in order to achieve its strategic goals. At the same time, it expanded its product range in the field of coffee preparation and grinding machines to round off its portfolio as a leading online coffee retailer.

## OUTLOOK 2023

By carefully curating its product portfolio, roastmarket aims to reach new target groups in 2023. It also intends to improve the customer experience and thus strengthen customer loyalty. Moreover, there are plans for even more tailored and personalized customer communication and an improvement of the mobile user experience. At the same time, the company will press ahead with the internationalization of its business model.

# CAFFÈ CORSINI

Caffè Corsini has been producing coffee in Tuscany since 1950 using green beans from all coffee-growing countries. Under the Caffè Corsini and Compagnia dell'Arabica brands, the operating division markets whole beans, ground coffee and single portions in Italy as well as 60 other countries around the world. In addition, Caffè Corsini sells coffee products for the food service industry, in particular for bars and hotels in Tuscany and the neighboring regions.



## KEY FIGURES

Sales in € thous.

2022		14,729
2021		n.a. <sup>2</sup>

Employees, full-time employees, annual average

2022		44
2021		n.a. <sup>2</sup>

**HEADQUARTERS** Arezzo, Italy  
**MANAGING DIRECTOR** Patrick Hoffer  
**WEBSITE** [www.caffecorsini.it](http://www.caffecorsini.it)

<sup>2</sup>first-time consolidation in the fiscal year 2022

## OUR POSITIONING

In Italy, Caffè Corsini is highly regarded by all retailers as a strong coffee partner, partly due to its single-origin heritage, and partly due to its comprehensive product range that caters to all needs. Outside Italy, Caffè Corsini is mainly positioned as a supplier of top-quality coffees.

## MARKET AND BUSINESS TRENDS IN 2022

Due to the huge increase in green bean prices and energy costs, the fiscal year 2022 was extremely challenging for Caffè Corsini. Nevertheless, the company managed to partially offset the pandemic-related volume decline in the food service channel. In its B2C business, the focus was placed on more profitable activities.

## OUR STRATEGY

The company's strategy is to spread the heritage of Caffè Corsini throughout the Melitta Group. All of the Group's operating divisions are to be given the opportunity to offer genuine Italian coffee to customers around the world and via all Melitta distribution channels. At the same time, steps are already being taken to raise brand awareness in the hospitality and food retail channels in key markets of Europe and the Americas, as well as in Italy. In order to achieve the ambitious new sales targets, work has begun on developing a new brand positioning and brand values.

## OUTLOOK 2023

The most important activities in fiscal 2023 include the sales launch of products manufactured by Caffè Corsini via Melitta Sales Europe and Melitta Professional Coffee Solutions. The cooperation with Melitta Sales Europe will initially focus on the products of the Compagnia dell'Arabica brand. By contrast, the cooperation with Melitta Professional Coffee Solutions will focus on the products of the Caffè Corsini brand.

# MELITTA BUSINESS SERVICE CENTER

*The Melitta Business Service Center pools tasks and services at Group level. In addition to shaping the operational HR and accounting processes, these tasks include strategic purchasing, business process management, and IT. The aim is to simplify, standardize, and align the Group's processes and systems in order to enhance flexibility and efficiency while also establishing the prerequisites for Group-wide digitalization with high security standards.*

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**HEADQUARTERS** Minden, Germany  
**MANAGING DIRECTORS** Stefanie Bohnhorst, Michael Felix

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## OUR STRATEGY

As a partner to the operating and corporate divisions, the Melitta Business Service Center aims to create added value and exploit synergies, thus making a decisive contribution to the Melitta Group's future viability and diversity. It focuses on creating transparency regarding the Group's various processes, requirements, and systems, as well as standardizing and automating them. The Melitta Business Service Center is expected to make a contribution to cost optimization and the implementation of the Group's sustainability goals, while at the same time providing expert advice and innovative ideas.

## DEVELOPMENT OF BUSINESS IN 2022

In the fiscal year 2022, the Melitta Business Service Center once again implemented numerous projects and supported the operating and corporate divisions of the Melitta Group with various initiatives. The main focus was on the harmonization and standardization of business processes and the elaboration of requirements for an ERP template as part of the ONE program. Substantial amounts were invested in all

areas of IT, especially in the field of IT security. The fiscal year was also shaped by the implementation of requirements under the German Supply Chain Act, the assumption of further accounting tasks for the Group's European national subsidiaries, and measures to ensure supply capability and optimize purchasing terms and conditions. In 2022, the MBSC's HR service "Training & Development" underwent and successfully completed the "BEST PLACE TO LEARN" certification process.

## OUTLOOK 2023

In 2023, the Melitta Business Service Center will continue to secure supply chains and purchasing conditions for the Melitta Group, in particular in persistently volatile procurement markets. Additional investments will also be made in IT security and the ongoing development of IT processes, as well as various digitalization initiatives in HR. Activities at the Melitta Business Service Center in 2023 will also focus once again on support for the ONE program, which serves to harmonize numerous business processes across the Melitta Group.

# CORPORATE DIVISIONS

The corporate divisions provide support for Chief Corporate Management as well as coordinating and steering the individual operating divisions. Their most important tasks include developing and defining Group-wide strategies with regard to finance, legal affairs, human resources, corporate development, and communications and sustainability. Together with Chief Corporate Management, they represent the headquarters of the Melitta Group.

## **CORPORATE DEVELOPMENT INCL. 10X INNOVATION**

[ Managing Director — Günther Klatt ]

The corporate division Corporate Development deals with the strategic alignment of the Melitta Group and its various operating divisions. It provides support for Chief Corporate Management with the further development of Group strategy and assists the operating divisions with their strategy projects and operational management, as well as the implementation of major projects. This involves monitoring market trends and developments, evaluating strategic options, driving the digital transformation, and developing strategy programs. The division is sub-divided into the departments: Corporate Strategy, Investment Management, Planning and Reporting, Corporate Innovation/Melitta 10X Incubator, and the Digital Acceleration Team.

## **CORPORATE HUMAN RESOURCES**

[ Managing Director — Roberto Rojas ]

The corporate division Human Resources shapes the strategic and infrastructural framework for the support, recruitment, and development of personnel. A key task is to strengthen the attractiveness of the Melitta Group as an employer, both internally and externally, in order to retain current and new employees over the long term. Corporate HR supports the operational HR departments with the corresponding measures and instruments, e.g. with regard to digitalization, internationalization, and standardization. In addition, Corporate Human Resources acts as a driver for the continuous further development of the Group's corporate culture as a family business. This includes development programs for managers and high-potential employees, as well as the promotion of cross-divisional communication, and an appreciative feedback culture.

## **CORPORATE LEGAL AFFAIRS**

[ Managing Director — Hans-Rudolf Lenhartz ]

The corporate division Legal Affairs has the strategic task of enabling the Melitta Group's business activities with regard to their compliance with applicable laws and regulations. To this end, it advises, assists, and supports Chief Corporate Management, the other corporate divisions, and the Group's operating divisions with all legal matters. In doing so, it identifies the legal obligations and risks and plays an advisory and supportive role in ensuring operational compliance and mitigating the risk of legal challenges. Its main areas of expertise are competition law, commercial and contract law, corporate law, intellectual property law, and data privacy law.

## **CORPORATE COMMUNICATION AND SUSTAINABILITY**

[ Managing Director — Katharina Roehrig ]

The corporate division Communication and Sustainability supports Chief Corporate Management with all issues relating to communication and sustainability. It is responsible for internal and external communications across the Group, as well as for corporate brand management, the strategic alignment and coordination of the Group's sustainability activities, and the integration of sustainability into the global business strategy. Its tasks include the development of the Melitta Group's communication strategy and its implementation in the field of corporate communications, public relations, sponsoring, and events. Its responsibilities also comprise the Group-wide strategic alignment and development of sports partnerships, as well as in-house real estate management in cooperation with the relevant departments.

## **CORPORATE FINANCE**

[ Managing Director — Jochen Emde ]

The corporate division Finance is responsible for the Group's financial and foreign exchange strategy, as well as its accounting and taxation policies. As the Finance Business Partner, it is also responsible for the Melitta Group's value-based management system and global financial organization, as well as for insurance management and the Group's customs and tax issues. Its main tasks include financial and liquidity management, the planning and managing of cash flows within the Group, the coordination of Group data management, and financial reporting on the basis of uniform standards, processes, and systems. In addition, the corporate division is responsible for the risk-oriented implementation of internal audit tasks, as well as advice on the further development of governance structures and control systems for the Group's operating divisions. It draws up guidelines on compliance with legal and regulatory requirements and provides various services, such as financial support and training for the corporate and operating divisions. Finally, it is responsible for the operational coordination and management of M&A projects and alliances.