


# MELITTA EUROPE — COFFEE DIVISION

The operating division Melitta Europe – Coffee Division is responsible for Melitta’s coffee business in Europe, the Middle East, and Africa (EMEA). The 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.

	<b>KEY FIGURES</b>	<b>HEADQUARTERS</b> Bremen, Germany <b>MANAGING DIRECTOR</b> Dr. Frank Strege <b>WEBSITES</b> <a href="http://www.melitta.de">www.melitta.de</a> <a href="https://www.facebook.com/Melitta">www.facebook.com/Melitta</a> <a href="https://www.instagram.com/melitta_deutschland">www.instagram.com/melitta_deutschland</a>											
	<p>Sales in € thous.</p> <table border="1"> <tr> <td>2023</td> <td></td> <td><b>430,633</b></td> </tr> <tr> <td>2022</td> <td></td> <td>528,611</td> </tr> </table> <p>Employees, full-time employees, annual average</p> <table border="1"> <tr> <td>2023</td> <td></td> <td><b>249</b></td> </tr> <tr> <td>2022</td> <td></td> <td>243</td> </tr> </table>		2023		<b>430,633</b>	2022		528,611	2023		<b>249</b>	2022	
2023		<b>430,633</b>											
2022		528,611											
2023		<b>249</b>											
2022		243											

### OUR POSITIONING

Melitta® is one of the best-known, biggest selling, and highest revenue-generating coffee brands. Its 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

### OUR STRATEGY

Melitta Europe – Coffee Division 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 its agility and speed. As a responsible company with a culture of accountability, sustainability is an attitude which is firmly established in its daily business.

### MARKET AND BUSINESS TRENDS IN 2023

Despite a challenging market environment, Melitta Europe – Coffee Division performed well once again last year with very encouraging market share growth in the filter coffee and whole bean segments – and even market leadership in the case of filter coffee. The annual edition concepts “Selection of the Year” and “Coffee of the Year” were continued. Together with the specialty coffees of Melitta Manufaktur, these concepts helped 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 have proved successful both online and through many selected food retail markets.

### OUTLOOK 2024

In 2024, the company will continue to expand its existing business and once again generate sustainable and profitable growth. To achieve this, it will focus increasingly on attracting new target groups and improving the quality perception of its products in combination with a high-profile media presence. In Germany, there are opportunities in particular for whole bean coffee, craft coffee, private label business, and e-commerce. In addition, further growth potential is being tapped on international markets, both through organic growth in additional countries and through the identification of new acquisition opportunities. A new production plant concept has been developed and is currently being implemented. With the aid of technological developments, the foundations are being laid for future growth in production, storage, and logistics. Processes, IT and data management are being further professionalized. Flexibility, focus, speed, and a high level of personal responsibility are being put into practice. Sustainability remains a commitment and fundamental attitude. The company will continue its engagement in all relevant areas, including product and supply chains, ecology, social responsibility, and employee responsibility.

# MELITTA EUROPE — COFFEE PREPARATION DIVISION

With its claim “We enable coffee enjoyment”, the operating division Melitta Europe Coffee Preparation 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.

	<b>KEY FIGURES</b>	<b>HEADQUARTERS</b> Minden, Germany <b>MANAGING DIRECTOR</b> Katja Möller <b>WEBSITES</b> <a href="http://www.melitta.de">www.melitta.de</a> <a href="http://www.melitta-momentum.com">www.melitta-momentum.com</a>											
	<p>Sales in € thous.</p> <table border="1"> <tr> <td>2023</td> <td></td> <td><b>168,863</b></td> </tr> <tr> <td>2022</td> <td></td> <td>192,482</td> </tr> </table> <p>Employees, full-time employees, annual average</p> <table border="1"> <tr> <td>2023</td> <td></td> <td><b>558</b></td> </tr> <tr> <td>2022</td> <td></td> <td>584</td> </tr> </table>	2023		<b>168,863</b>	2022		192,482	2023		<b>558</b>	2022		584
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2022		584											

### 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.

### MARKET AND BUSINESS TRENDS IN 2023

The past fiscal year was dominated by the tense situation with retailers, which led to significant shortfalls in deliveries. Persistently high costs for raw materials and energy, coupled with the ongoing restraint in consumer spending, severely dampened demand for filter coffeemakers and fully automatic machines.

### OUR STRATEGY


The operating division aims to strengthen its market position with a strict focus on consumers and innovation, as well as a clear commitment to quality and sustainability. In the coming years, Melitta Europe Coffee Preparation plans to expand its market position for Melitta® filter papers, filter coffeemakers, and fully automatic coffee machines.

### OUTLOOK 2024

The market environment is expected to remain tense in 2024. However, more upbeat consumer sentiment is expected to lead to a significant increase in market share, especially for filter papers and filter coffeemakers. Initiatives to refresh and optimize the product portfolio and projects to reduce costs are expected to make a major contribution to this positive business trend. The various product categories will be continuously developed in line with strategic objectives.

# 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®, Swirl®, and Caffè Corsini®.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Minden, Germany
			<b>MANAGING DIRECTOR</b> Stefan Knappe (interim)
	Sales in € thous.		
	2023		<b>426,578</b>
2022		480,398	
Employees, full-time employees, annual average			
2023		<b>427</b>	
2022		437	

### 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 2023






Owing to persistently high inflation, the fiscal year 2023 was once again shaped by the reluctance of consumers to purchase small electrical appliances and a growing preference for private label products. As a result, the operating division stepped up its promotional activities to emphasize the value for money offered by its products. Sales in export markets and in the regions Austria/Switzerland/Czech Republic and Belgium/Netherlands were up on the previous year. The division’s own online store also performed well. Important distribution points were regained at the end of the financial year.

### OUTLOOK 2024

A number of new initiatives are planned for 2024 with the aim of regaining market share in the fully automatic coffee machine, filter coffee maker, and food wrapping segments in particular. The market launches of the revised Melitta® CI Touch®, the Melitta® Latte Select, and the Melitta ONE are expected to play a key role in these efforts. Moreover, the paper freezer bag is to be rolled out in key markets and a bin liner made from 100% recycled material is to be launched.

# 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. It also distributes coffeemakers and accessories in the North American market.

	<b>KEY FIGURES</b>		
	Sales in € thous. 2023  <b>180,876</b> 2022  179,021	Employees, full-time employees, annual average 2023  <b>148</b> 2022  181	<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>

## OUR POSITIONING

In North America, Melitta® is the leading brand of premium coffee filters, known for its heritage, superior quality, and sustainability features and certifications.

In the B2B coffee segment, Melitta North America is a brand-oriented, premium coffee roaster partner with extensive capabilities to service the needs of a broad range of customers and highly flexible capabilities.

In B2C coffee segment, under the slogan “Join the Pursuit for Better Coffee and Better Planet”, the Melitta® brand stands for high-quality products with a strong commitment to sustainability that meet the needs of discerning customers.

## MARKET AND BUSINESS TRENDS IN 2023

In 2023, there were multiple challenges (high inflation, historically high retail prices, supply chain shortages, and global market uncertainty) that drove consumers to choose cheaper retail channels (discount stores, mass markets, dollar stores) with increased demand for private label products. The filter coffee category continued to decline (expansion of single serve coffee and growth of alternative coffee beverages) and volume growth has shifted to discount stores and the internet, where competition is no longer geographically limited. There has been a significant increase in competitors from all over the world who are penetrating Amazon and other online retailers where there are less hurdles to negotiate for distribution. Despite these challenges, Melitta maintains its dominant market share in branded filter paper.

In B2C coffee, it has been challenging with increased competition, volatile green coffee prices, and higher retail prices. In B2B coffee, it has also been challenging with continued category volume declines, especially in Tin format, and the slow Away-From-Home segment recovery.

## OUR STRATEGY

In its B2C filter paper business, Melitta North America aims to defend and further expand its market leadership in branded filter paper. To achieve this goal and differentiate itself from the competition, the operating division focuses on improving the functionality of its products, driving innovation, and further strengthening its sustainability positioning.

In its B2C branded coffee business, the aim is to strengthen the company's market position in Canada and to reinvigorate its US business. The focus is on maintaining profitable volumes, enhancing margins and cost management, and rolling out further product innovations.

In its B2B business, Melitta North America is targeting profitable growth and focusing on the diversification of its customer base, expansion into new segments, and the development of new product and packaging innovations. Moreover, the B2B team will expand into high-growth segments such as emerging brands and cold coffee.

## OUTLOOK 2024

In 2024, it is expected that the filter business will continue to decline. The aim is to maintain the company's dominant market share. Marketing activities in the B2C filter business will concentrate on defending market standing and differentiation through preserving a two-brand strategy at retail and strengthening our brand positioning in sustainability through marketing and innovation.

The coffee category is also expected to have limited growth. The aim for B2C is to focus on improving margins and maintaining profitable volumes. The aim for B2B is to focus on diversifying our customer base and improving profitability by expanding into new segments such as emerging brand partnerships and cold coffee product innovation.

In addition, we will be strengthening our commitment to innovation with our investment in the M-Lab in Cherry Hill that will allow us to create new products, reach new customers, expand into new channels and provide trainings and education.

# 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 Brigitta® brands.



### KEY FIGURES

Sales in € thous.



Employees, full-time employees, annual average



**HEADQUARTERS** São Paulo, Brazil  
**MANAGING DIRECTOR** Marcelo Barbieri  
**WEBSITES** [www.melitta.com.br](http://www.melitta.com.br) /  
[www.cafebomjesus.com.br](http://www.cafebomjesus.com.br) /  
[www.celupa.com.br](http://www.celupa.com.br) /  
[www.cafebarao.com.br](http://www.cafebarao.com.br)

### BRANDS



### 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 2023

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 2024

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.

# 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>		
	<i>Sales in € thous.</i> 2023  <b>1,902</b> 2022  1,870		<b>HEADQUARTERS</b> Shanghai, China <b>MANAGING DIRECTOR</b> Oliver Heppener <b>WEBSITE</b> <a href="http://www.melitta.cn">www.melitta.cn</a>
	<i>Employees, full-time employees, annual average</i> 2023  <b>32</b> 2022  29		<b>BRAND</b> 

### 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 2023








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 2024

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.

# 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 more than 30 organic tea varieties, Avoury® stands for a new and sustainable form of top-quality tea enjoyment.

	<b>KEY FIGURES</b>  Sales in € thous. 2023  <b>1,663</b> 2022  972	<b>HEADQUARTERS</b> Minden, Germany <b>MANAGING DIRECTOR</b> Holger Feldmann <b>WEBSITE</b> <a href="http://www.avoury.com">www.avoury.com</a>
	Employees, full-time employees, annual average 2023  <b>46</b> 2022  47	<b>BRANDS</b>   

## OUR POSITIONING

The products of Melitta Single Portions set new standards in the preparation of individually portioned hot beverages. With the Avoury One® and more than 30 premium tea varieties in the sustainable Avoury® TeaCycle Cap® range, Avoury® gives everyone the opportunity to savor moments of top-quality tea enjoyment at the touch of a button.

## 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 with a focus on the premium segment.

## MARKET AND BUSINESS TRENDS IN 2023






2023 was the most successful fiscal year since the launch of Avoury® in late 2019. Year-end business demonstrated the positive impact of various interlocking strategic levers that were defined at the beginning of the year: the realignment and fine-tuning of brand communication, a significant increase in marketing activities, the successful implementation of an optimized digital and store-based marketing and distribution strategy, and a comprehensive cost optimization program launched in spring. As a result, the brand achieved significant sales growth across all distribution channels. This growth was driven in particular by those channels – both digital and store-based – managed by the company itself. There was also an unexpectedly strong increase in sales to brick-and-mortar retail partners in the fourth quarter.

## OUTLOOK 2024

Melitta Single Portions plans to systematically expand the market for tea capsule machines as the category leader with its Avoury® brand. Activities in the coming year will focus on the further implementation of the growth strategy successfully launched in 2023. In the past year, the foundations were laid for Avoury® to fully exploit its huge potential in the years ahead. The main focus will be on strengthening the company's own online shop and other digital marketplaces, while continuing to implement its cost optimization program. At the same time, a network of premium partners is being established, where customers will be able to experience the products with all their senses.

# CORSINO CORSINI

Corsino 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, Corsino Corsini sells coffee products for the food service industry, in particular for bars and hotels in Tuscany and the neighboring regions.

	<p><b>KEY FIGURES</b></p>	<p><b>HEADQUARTERS</b> Arezzo, Italy  <b>MANAGING DIRECTOR</b> Patrick Hoffer  <b>WEBSITE</b> <a href="http://www.caffecorsini.it">www.caffecorsini.it</a></p>
	<p>Sales in € thous.</p>	
	<p>2023                   2022 </p>	<p><b>15,010</b> 14,729</p>
	<p>Employees, full-time employees, annual average</p>	
	<p>2023                   2022 </p>	<p><b>40</b> 44</p>

**OUR POSITIONING**

In Italy, Corsino 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, Corsino Corsini is mainly positioned as a supplier of top-quality coffees.

**MARKET AND BUSINESS TRENDS IN 2023**

Due to the high volatility of green coffee prices, the coffee market remained challenging in 2023. Price positioning for end consumers in both the retail and food service distribution channels is of particular importance. Consequently, Corsino Corsini has decided to focus on medium to high-quality products.

**OUR STRATEGY**

The company's strategy is to spread the heritage of Corsino 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 2024**

2024 will be another challenging year for Corsino Corsini: from the launch of the new retail offering for Caffè Corsini® branded products, revamping both the image and the catalog offering, to the new ERP project aimed at increasing efficiency in production, sales, and administration. The fiscal year will also be crucial with regard to accelerating the journey with the entire Melitta sales organization: Caffè Corsini® is to become the authentic Italian coffee experience within the Melitta product portfolio for all channels.



# ROAST MARKET

Roast Market GmbH ("roastmarket") is the market-leading B2C online coffee retailer in the DACH region (Germany, Austria, Switzerland). The company's own sales and distribution activities comprise classic, premium, and specialty coffees, premium coffee machines, barista equipment, accessories and services.

	<b>KEY FIGURES</b>	
	<p>Sales in € thous.</p> <p>2023  <b>40,788</b></p> <p>2022  40,785</p>	<p><b>HEADQUARTERS</b> Frankfurt am Main, Germany</p> <p><b>MANAGING DIRECTOR</b> Dr. Stefan Scholle</p> <p><b>WEBSITE</b> <a href="http://www.roastmarket.de/">www.roastmarket.de/</a> <a href="http://www.roastmarket.at/">www.roastmarket.at/</a></p>
	<p>Employees, full-time employees, annual average</p> <p>2023  <b>102</b></p> <p>2022  109</p>	

### OUR POSITIONING

“Coffee is Passion” – this common purpose represents the basis of roastmarket’s business with its customers, roasters, and premium coffee machine manufacturers. As the leading e-commerce pure player, the company offers top-quality products for over 300,000 regular customers (B2C) via its own web store ([www.roastmarket.de](http://www.roastmarket.de), [www.roastmarket.at](http://www.roastmarket.at)), the roastmarket app, and the roastmarket flagship store in Frankfurt/Main. With over 200,000 fans/followers, roastmarket also operates the largest online coffee community. The product range comprises more than 3,500 active and permanently available items from over 300 roasters and 250 suppliers of machines and accessories. The core markets are Germany and Austria, as well as exports to international countries.

### MARKET AND BUSINESS TRENDS IN 2023

The fiscal year 2023 was shaped by fierce competition and declining categories in the online coffee and online coffee machine segment. This was triggered by restrained consumer spending and persistently high inflation rates. In a somewhat subdued e-commerce environment in Germany, sales revenues were on a par with the previous year once again and the company was able to defend its leading market position in DACH. In certain key categories, there was slight growth and an improvement in market standing – particularly in the private label and exclusive product segments.

### 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 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 step up its branding and communication efforts in order to attract additional customers and tap new markets. In 2024, international expansion will focus on scaling and optimizing business in Austria as well as further key markets in Europe.

### OUTLOOK 2024

The operating division is optimistic for 2024 and plans to return to growth with a further improvement in earnings. To this end, a stronger focus will be placed on improving business with existing customers in Germany and driving international expansion – including in Austria and another key European market. The B2C business model will also be further refined in terms of service quality and margins across all categories.

# 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 range of products and solutions includes coffee machines, coffees, technical services, digital solutions, and customized finance for the system and non-system segments.

	<b>KEY FIGURES</b>	
	Sales in € thous. 2023  <b>246,592</b> 2022  230,581	HEADQUARTERS Minden, Germany MANAGING DIRECTOR Marco Gottschalk WEBSITES <a href="http://www.melitta-professional.com">www.melitta-professional.com</a> <a href="http://[.de]">[.de]</a> <a href="http://[.at]">[.at]</a> <a href="http://[.nl]">[.nl]</a> <a href="http://[.fr]">[.fr]</a> <a href="http://[.co.uk]">[.co.uk]</a> <a href="http://[.com.au]">[.com.au]</a> <a href="http://[.cn]">[.cn]</a> <a href="http://[.pl]">[.pl]</a> <a href="http://www.melitta.co.jp">www.melitta.co.jp</a> / <a href="http://www.cafina.ch">www.cafina.ch</a>
	Employees, full-time employees, annual average 2023  <b>1,034</b> 2022  983	<b>BRANDS</b>  

## OUR POSITIONING

Unlike its competitors, Melitta Professional Coffee Solutions helps its customers to optimize and develop their coffee business by providing comprehensive expertise and solutions from a single source. The company's expertise ranges 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 interaction and integration of various portfolio modules enables the operating division to offer tailored solutions for all customer needs.

## MARKET AND BUSINESS TRENDS IN 2023

Melitta Professional can look back on a successful fiscal year 2023. Despite adverse market conditions, there was significant growth in sales revenues – reaching new record levels. This growth was driven above all by the operating division's strong coffee and service business. At a regional level, there was significant growth in Europe, America, and exports. With increased coffee sales volumes, strong customer service, and new individual and key account customers, Germany ranked first among the company's twelve national subsidiaries. The success in exports was driven by excellent cooperation with the division's international distribution and partner network. This partnership of equals was further strengthened by means of an international conference held in Germany in 2023. At the key international trade show HOST in Milan, the joint booth with sister company Caffè Corsini® provided further impetus for the division's international coffee business. With two new coffees "Made in Tuscany", Melitta Professional added original Italian espresso roasts to its broad portfolio of coffee blends in 2023 – thus offering further proof of its unique coffee expertise.

## OUR STRATEGY







Melitta Professional Coffee Solutions is targeting further growth in both existing and new markets over the coming years. 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.

## OUTLOOK 2024

Although the macroeconomic environment remains challenging, Melitta Professional Coffee Solutions is upbeat about its prospects for 2024. Global demand for coffee enjoyment in the out-of-home market remains strong. With its broad spectrum of products and solutions and clear positioning as a systems solution partner, the operating division believes it is well positioned to achieve growth with both existing and new customers. The new coffee machines of the CT range address the growing desire for greater coffee and milk variety and offer attractive solutions at all price points. The cooperation with Caffè Corsini® will be further expanded – thus strengthening the company's unique market positioning. Moreover, Melitta Professional will continue to work on the further development of its organizational structure. In particular, this will involve an even stronger customer focus with holistic solutions for the professional coffee business and further systematic investment in the development of the company's almost 1,000 employees worldwide.

# 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 not only comprises high-quality products, but also transparent pricing that includes all necessary components, such as coffee beans, milk and chocolate powder, the provision of coffee machines, and regular maintenance and services.

	<p><b>KEY FIGURES</b></p> <p>Sales in € thous.</p> <p>2023  <b>16,227</b></p> <p>2022  14,710</p>	<p><b>HEADQUARTERS</b> Witten, Germany  <b>MANAGING DIRECTOR</b> Alexander Busse  <b>WEBSITE</b> <a href="http://www.freshatwork.de">www.freshatwork.de</a></p>
	<p>Employees, full-time employees, annual average</p> <p>2023  <b>89</b></p> <p>2022  86</p>	<p><b>BRAND</b></p> 

**OUR POSITIONING**

Coffee at Work differentiates itself from the competition thanks to its transparent and easily comprehensible contract design, as well as the excellent quality of its services and extensive range of repair options. A flexible contract structure with monthly termination options are the basis for maximum customer satisfaction and long-term, personal relationships. An all-inclusive package ensures that the machines are always in perfect working order.

**MARKET AND BUSINESS TRENDS IN 2023**

Coffee at Work made good progress in the past fiscal year. Growth was driven by the acquisition of new customers and the increased use of services by existing clients. This was supported by the targeted addition of staff in the Service and Sales departments.

**OUR STRATEGY**













Coffee at Work's medium- to long-term strategy is aimed at attracting new clients with a focus on the German market. With this in mind, the company is constantly optimizing its cooperation and processes in order to delight its customers and ensure their long-term loyalty. One key component of its corporate strategy is the systematic integration of sustainability aspects along the entire value chain.

**OUTLOOK 2024**

Coffee at Work is upbeat about its prospects for the current fiscal year. One area of focus will be the topics of collaboration and communication with the aim of further professionalizing business processes and improving service. In addition, the company plans to step up its sales activities in both existing and new channels in order to increase customer awareness of its solutions. This will be accompanied by a further expansion of the company's organizational structure, with the aim of meeting growing demands and ensuring sustainable growth.

# 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.

	<b>KEY FIGURES</b>		<b>HEADQUARTERS</b> Minden, Germany <b>MANAGING DIRECTOR</b> Oliver Strelecki <b>WEBSITE</b> <a href="http://www.cofresco.de">www.cofresco.de</a> / <a href="http://www.albal.fr">www.albal.fr</a> / <a href="http://www.albal.net">www.albal.net</a> / <a href="http://www.handybag.fr">www.handybag.fr</a> / <a href="http://www.swirl.de">www.swirl.de</a> / <a href="http://www.bacofoil.co.uk">www.bacofoil.co.uk</a> / <a href="http://www.wrapmaster.global">www.wrapmaster.global</a>
	Sales in € thous. 2023  <b>284,568</b> 2022  307,310		
	Employees, full-time employees, annual average 2023  <b>1,026</b> 2022  1,041		<b>BRANDS</b>       

\* 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.

### MARKET AND BUSINESS TRENDS IN 2023

Due to global economic developments and the resulting uncertainties for consumers, demand for Cofresco’s products for private households decreased in the past fiscal year. Due to persistently high material costs, the anticipated recovery in sales volumes failed to materialize. By contrast, the post-pandemic recovery of the operating division’s food service business continued to make good progress in the past fiscal year.

### 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.

### OUTLOOK 2024

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 volatile price trend 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.

	<b>KEY FIGURES</b>	<b>HEADQUARTERS</b> Volpiano, Italy <b>MANAGING DIRECTOR</b> Corrado Ariaudo <b>WEBSITES</b> <a href="http://www.cukicofresco.com">www.cukicofresco.com</a> / <a href="http://www.cuki.com">www.cuki.com</a> / <a href="http://www.domopakspazzy.com">www.domopakspazzy.com</a> / <a href="http://www.ilmakgreen.com.tr">www.ilmakgreen.com.tr</a>
	<p>Sales in € thous.</p> <p>2023  <b>234,731</b></p> <p>2022  256,650</p> <p>Employees, full-time employees, annual average</p> <p>2023  <b>500</b></p> <p>2022  503</p>	

**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 2023**

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 2024**

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.

# ACW-FILM

ACW-Film develops and produces flexible packaging film and paper 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, recyclable, high-quality, innovative, and customized packaging films for the fresh meat, food, cleaning, and confectionery industries.



### KEY FIGURES

Sales in € thous.



Employees, full-time employees, annual average



**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.

### MARKET AND BUSINESS TRENDS IN 2023

In the past fiscal year, ACW-Film focused on serving its core markets. In particular, this included the production and supply of films for the fresh meat sector. There was strong growth in demand for the new sustainable film laminates N-Viron-Flex®. Against the backdrop of a challenging market environment, this led to a slight overall increase in sales revenues compared to the previous year. A further significant event during the year was the production start-up of a new winder.

### OUR STRATEGY








ACW-Film is targeting further revenue growth in the coming years. Particular potential has been identified in the market penetration 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.

### OUTLOOK 2024

Further revenue growth is targeted for 2024. The roll-out of N-Viron-Flex® for major customers is expected to make a major contribution to these efforts. Several projects are already in the qualification phase. In addition, there are plans to expand the portfolio of highly successful N-Viron-Flex® film laminates. A further area of focus during the fiscal year is the acquisition of new customers.

# 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.

	<b>KEY FIGURES</b>  Sales in € thous. 2023  <b>41,130</b> 2022  45,765  Employees, full-time employees, annual average 2023  <b>222</b> 2022  236	<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>
		<b>BRANDS</b>   

## 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.

## MARKET AND BUSINESS TRENDS IN 2023

The fiscal year 2023 proved to be challenging for Wolf PVG. The turbulence in business with European retailers – triggered by price increases due to the sharp rise in raw material, energy and labor costs – led to empty shelves and thus impacted product availability for consumers. This resulted in noticeable migration to other sales channels, including online business. The structural changes resulting from takeover activities in the B2B vacuum cleaner bag business presented an additional challenge. Reduced capacity utilization in production resulted in temporary short-time working measures.

## 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.

## OUTLOOK 2024

In 2024, Wolf PVG will focus on consolidating and expanding its core business with vacuum cleaner bags. The operating division will systematically press ahead with the sustainability strategy it has been pursuing for several years and continue to drive the market penetration of its Swirl® EcoPor® quality. This initiative will be supported by a new Swirl® online presence and e-commerce activities. The company's Eastern European business will be strengthened by a relaunch of the Worwo® brand. In its B2B business, the focus will be on acquiring new customers. The operating division's strong expertise in research and development and high degree of vertical integration in production and technology at its locations will support these efforts.

# 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.



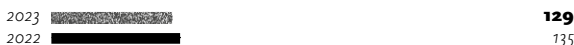
NEU KALISS SPEZIALPAPIER

## KEY FIGURES

Sales in € thous.



Employees, full-time employees, annual average



**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 2023

Neu Kaliss Spezialpapier was unable to reach the targets it set itself for the fiscal year 2023. This was due to adverse conditions on the international wallpaper market and a drastic decline in new orders from the construction industry. 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 2024

Due in part to the downward trend in the construction industry, Neu Kaliss Spezialpapier expects an extremely challenging market environment in 2024. New business initiatives, which were certified in 2023, are expected to contribute to the operating division's growth. In order to generate new business, the division also plans to strengthen its sales and development activities, and to intensify its interaction with key stakeholders – for example, by stepping up its presence at major industry events and trade shows.



# 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.

**HEADQUARTERS** Minden, Germany

**MANAGING DIRECTORS** Stefanie Bohnhorst, Michael Felix

## OUR POSITIONING

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 2023

In the fiscal year 2023, the Melitta Business Service Center once again implemented numerous projects and supported the operating and corporate divisions of the Melitta Group with various initiatives. These included the roll-out of a cloud-based platform for operational and strategic HR processes, the implementation of various IT security projects, and extensive preparations for the transition to the international accounting standard IFRS. Other significant projects included the introduction of service- and transaction-based cost allocation. Moreover, the fiscal year was dominated by various measures for the strategic realignment of the Melitta Business Service Center.

## OUTLOOK 2024

There are a number of projects scheduled for 2024 that will once again make a significant contribution to the further development of the Melitta Group. These include participation in the ONE and HoRizon programs and the roll-out of a new cloud-based telephony solution. The ongoing modernization of the IT infrastructure and the integration of cybersecurity measures are also on the agenda. Challenges such as supply chain and cost management, new compliance requirements, and the recruitment of skilled employees will be addressed jointly and in close cooperation with the operating divisions.

# 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

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, as well as with the management and implementation of major projects. This involves monitoring market trends and developments, evaluating strategic options, and developing strategy programs. The division is divided into the departments: Corporate Strategy, Investment Management, and Planning and Reporting.

## 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 HUMAN RESOURCES

Managing Director — Roberto Rojas

The corporate division Human Resources shapes the strategic and infrastructural framework for the recruitment, support, 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.

## INNOVATION, DIGITALIZATION AND START-UPS

Managing Director — René Korte

The corporate division Innovation, Digitalization, and Start-ups focuses on identifying and exploiting opportunities arising from changes in the market environment, trends and new technologies. It provides support for the operating divisions in matters of innovation and digital transformation and develops new approaches and business models for the Melitta Group. It draws on the know-how and resources of the corporate division teams and the 10X Innovation incubator. The corporate division is also responsible for investments in start-ups.

## CORPORATE FINANCE

Managing Director — Jochen Emde

The corporate division Finance is responsible for the Group's financial strategy and financial management. As the Finance Business Partner, it is part of the global financial organization and also responsible for the Melitta Group's financing and value-based management system. Its main tasks include the planning and managing of cash flows within the Group, the transformation of the financial organization ("ONE Finance"), the coordination of Group data management, and financial reporting on the basis of uniform standards, processes, data, and systems. The corporate division ensures compliance with legal and regulatory requirements with regard to accounting, taxes, and customs, as well as being responsible for global insurance management. Various services are provided for the operating and corporate divisions, such as financial support and training. Finally, it is responsible for the operational coordination and management of M&A projects and alliances.

## LEGAL, COMPLIANCE AND AUDIT

Managing Director — Dr. Heide Suderow Grob

The corporate division Legal, Compliance & Audit has the strategic task of enabling the Melitta Group's business activities with regard to their compliance with applicable laws and regulations. While Legal supports Chief Corporate Management, the other corporate divisions, and the Group's operating divisions with all legal matters – focusing mainly on competition law, commercial and contract law, corporate law, intellectual property law, and data privacy law – Compliance and Audit are essential elements of the Group's internal control and management system for ensuring compliance with legal and regulatory provisions as well as internal policies.