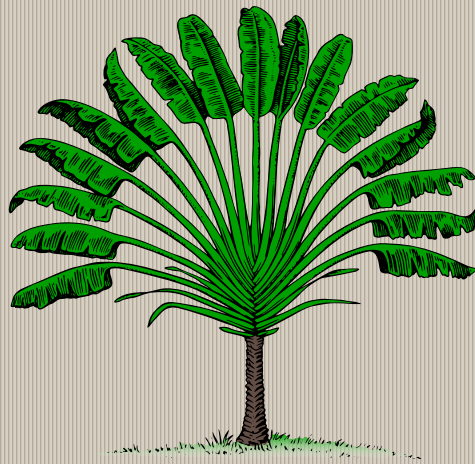


Diethelm Keller Group



The founders of the Diethelm and Keller companies started their businesses in the late 1860s, trading products between Europe and Asia. Over time, descendants of the founding families expanded the trading business to take in marketing, logistics and related services, while also diversifying into industrial and travel activities.

Today, the Diethelm Keller Group consists of four operating units, plus the divisions Diethelm Keller Real Estate and Shareholder Services as well as participations in DKSH Holding Ltd. and Bergos Ltd. All subsidiaries hold strong positions within their respective fields and operate with a high degree of entrepreneurial autonomy.

At the end of 2021, the four operating units employed more than 2,500 people in 20 countries.

Front page: The Fan Tree (*Ravenala madagascariensis*), also known as the traveller's palm, is the symbol of the Diethelm Keller Group. The Fan Tree is strong, sturdy and enjoys a long life. The branches and leaves form a circle, thus embracing all the activities of the Diethelm Keller Group.

*Dear Shareholders and Business Partners,
Dear Colleagues and Friends*

2021 was year two of the global pandemic, Covid. We have all been challenged – personally and professionally, as recent times have been unprecedentedly demanding for many reasons: not only in terms of health issues and infrastructure problems but even more so in terms of interpersonal relationships and differing views about Covid implications, lockdown restrictions, vaccination campaigns and debates about solidarity. It is complex – and it is not over in my view. Even if we may be transitioning from a pandemic to an endemic, the consequences are enormous – geopolitically, financially, economically, socially, individually for some of us as well. A year ago, we were speculating about a new post-pandemic norm. In the meantime, I wonder whether there will be one new norm at all or whether varying realities will rather prevail.

In light of the situation, I am most grateful that we at Diethelm Keller Group have mastered the extraordinary circumstances of the pandemic relatively well. We had no fatalities or serious effects on people, little business disruption, and no direct financial impact. As a matter of fact, the business performed very well in 2021 – and the business means: our people!

I would like to thank everyone for going the extra mile under turbulent market conditions, for thinking out of the box and always finding solutions, for staying focused on the customer and keeping up the spirit. Thanks to all colleagues at Group level as well as everyone working in our operating units, from R&D to production, from supply chain to marketing & sales, in administration and finance, across all functions. We are one team. And we cherish the fact that Diethelm Keller Group is a family business.

Research has shown that family businesses often weather economic turmoil better than non-family corporations; they are more resilient and have the privilege of being able to take long-term perspectives. But there is more to it: normally we have more freedom to act while holding up strong business values and principles.

I believe the way we operate contributed a lot to the success of 2021: we offer a stable, at times even conservative spirit at the Holding with a very lean team that determines the overall Group strategy and sets ambitious performance measures. Within this framework, the operating units are accountable but also fully empowered to operate with a high degree of entrepreneurial freedom. Our diversification strategy supports this approach as we can naturally counter negative developments across industries. Cherishing such family spirit – in many senses – provides strong bonds.

As in every family, sometimes interests shift; that is absolutely normal as well. In 2021, the three Blancpain sisters decided to hand back their shares to the leading shareholders who continue running Diethelm Keller Group and live up to the tradition such heritage entails. Some members of the fifth generation already work in the Group, learning from peers, customers, and the community, while internalising the dynamics of entrepreneurship.

Back to the business performance and our portfolio: in 2021, we completed our exit strategy from travel, finding a good home for our remaining travel unit Diethelm Travel. The decision to hand over this long-standing business did not come easily but was a decisive step following Covid implications and subsequently refocusing our portfolio.

In parallel, we scouted the market thoroughly. And while there was quite some consolidation taking place, we did not invest as much as desired in 2021, except increasing our share in AdHoc to 100 per cent, which I am very pleased about. In general, we firmly adhere to our acquisition criteria: we aim to partner with companies that fit our portfolio and share our entrepreneurial spirit and long-term growth aspiration; we are not interested in redevelopment cases but in success stories with potential. I am optimistic that we will have the chance to complement our portfolio and further strengthen our leadership position in the home and household segment.

I am also positive about our strategic investments, especially the largest one in DKSH. The team is strong and has delivered very positive results in 2021. Thanks!

Allow me to mention two operational highlights specifically, which impressed me in 2021: the way the teams managed demanding supply chain matters and anticipated potential shortages was remarkable, as well as the fact that our early investments in digitisation truly took off during the pandemic. Daily operations in general are led very well, and I see our CEOs working hand in hand, looking for synergies and sharing best practices, while all our people are pulling in the same direction, which is key.

I do not want to miss mentioning some very sad news: regrettably, our Group Chief Financial Officer, Beat Schwendener, passed away in September 2021. Beat had been a long-standing, very engaged teammate for over 15 years and was such a pleasant, loyal, and competent colleague and friend. We miss him and are grateful to have known him. May he rest in peace.

So much for 2021, let's look ahead: I am optimistic and personally relieved that the pandemic seems to be turning into an endemic, so we can enjoy life more light-heartedly again. Our products and services will continue contributing to the enhancement of people's everyday lives. What a great purpose! In this spirit, let me thank our colleagues around the world – on behalf of the Board of Directors and the Executive Management team – for their engagement and enthusiasm bringing joy to people's life; our customers, business partners and friends for their loyalty and partnership; and you, dear shareholders, for your continuous support and trust.

Yours sincerely



Andreas W. Keller
Chairman



Milestones

In the late 1860s, two young Swiss pioneers, Wilhelm Heinrich Diethelm and Edward Anton Keller, ventured to the Far East. Diethelm settled in Singapore, while Keller chose the Philippines as his new home.

Diversification, together with a policy of re-investing profit, provided a solid basis for their companies' continuous growth. Diethelm & Co. Ltd. and Edward Keller Ltd. had the foresight to tap into the potential offered by their extensive networks throughout Asia, Europe and the Americas, and to combine it with their core competencies.

In 1887, Wilhelm Heinrich Diethelm purchased a majority shareholding in Hooglandt & Co., Singapore, and Edward Anton Keller acquired his employer's company, Lutz & Co. of Manila in the Philippines. With dedication to their respective companies as well as the deep knowledge of their markets and customers, the two entrepreneurs steadily developed strong ties with international business partners.



Wilhelm Heinrich Diethelm
(1848–1932)



Edward Anton Keller
(1848–1908)

1950s

In 1955, Diethelm & Co. Ltd. founded the subsidiary *Wetrok*, developing cleaning, care and sealing products.

Diethelm & Co. Ltd. began to offer travel services in Southeast Asia.

1979

The Group took over *STA Travel*, established in Australia in 1971, a global leader in student and young adult travel.

1984

The company expanded its portfolio by acquiring *Zyliss*, founded in Switzerland in 1951. *Zyliss* is a manufacturer of manual kitchen appliances.

2000

Although the cooperation between the two families and their companies dates back to the beginning of the 20th century, the Diethelm Keller Group was only established a hundred years later, when the two groups merged into Diethelm Keller Holding Ltd. (DKH). In the meantime, Diethelm & Co. Ltd. and Edward Keller Ltd. had also begun to expand their presence in Europe, balancing their strong positions in the Asian markets. The Asian trading activities were combined into Diethelm Keller Services Asia Ltd.

2002

In June 2002, Diethelm Keller Services Asia Ltd. and SiberHegner Holding Ltd. merged, forming *DKSH Holding Ltd.* (*DKSH*). Today, *DKSH* is the leading Market Expansion Services organisation comprising integrated services from marketing and sales to customer services combined with a comprehensive coverage of the Asian markets. Its shares trade on the SIX Swiss Exchange. With a 45 per cent stake, DKH remains the company's anchor shareholder.

2006

Diethelm Keller Group clustered its household brands *Zyliss*, *Koenig* and *Turmix* under the newly founded DKB Household Ltd. and extended its brand portfolio to include *Cole & Mason* and *Culinare*.

2012

Diethelm Keller Group acquired *Angela Bruderer*, a Swiss-based, multi-channel distributor of household goods, home accessories, wine and personalised items.

2013

Diethelm Keller Group clustered its fully or majority-owned companies into four business units: Diethelm Keller Household Brands, Diethelm Keller Travel, Diethelm Keller Industrial and Diethelm Keller Investments.

Diethelm Keller Travel acquired a 50 per cent equity stake of *Globetrotter*, a leading outbound tour operator in Switzerland.

2014

As of 2014, Diethelm Keller Premium Brands comprises all outdoor furniture activities. With *Gloster* and *Dedon* as well as the acquisition of a 75 per cent stake in *Garpa*, the company expanded its leading position in the premium outdoor furniture sector internationally.

Diethelm Keller Group also acquired a minority stake in *Batte.re* (renamed *Chimpy*), a power bank rental service company, offering solar-charged power banks for charging phones on the go.

2017

Together with *Globetrotter*, Diethelm Keller Travel acquired a controlling interest in *Explorer Fernreisen*, a leading outbound tour operator in Germany.

2018

Diethelm Keller Group increased its stake in *Garpa* to 100 per cent.

Together with a group of Swiss and German investors and members of the management, DKH acquired an important minority stake in *Bergos Berenberg* (renamed Bergos), an independent private bank, based in Zurich.

Diethelm Keller Travel entered a joint venture with *Travellers Autobarn*, established in 1993 in Sydney, Australia. *Travellers Autobarn* focuses on camper-van rental in Australia, New Zealand and the US.

2019

Diethelm Keller Group acquired a majority stake in *AdHoc Entwicklung und Vertrieb*, established in 1995 in Mannheim, Germany. *AdHoc* develops, designs, and manufactures lifestyle products for kitchen and dining.

The company also acquired *Brandlands*, a German distributor, in charge of the distribution of *Zyliss*, *Cole & Mason* and *Culinare* products in Germany and Austria.

2020

Diethelm Keller Group streamlined its portfolio, divesting *Globetrotter* and *Explorer Fernreisen*. Regrettably, *STA Travel Holding* went into liquidation in 2020, due to the magnitude of the global pandemic crisis.

The company further strengthened its leading position in household brands globally, investing in *Swissmar*, a distributor of house- and cookware, based in Canada.

2021

Diethelm Keller Group increased its stake in *AdHoc Entwicklung und Vertrieb* to 100 per cent and divested its majority share in *Diethelm Travel Holding*.

Thanks to its proven strategy of diversification, the Group successfully mastered the second year of the global pandemic, delivering strong growth.

Sample of historical trademarks



Our values

The Diethelm Keller Group is an enterprise in the tradition of European family companies. We have a long-term commitment to the business and are proud of our company's long-standing reputation, which is based on our principal values.

RESPECT

We conduct our business with responsibility and respect towards people, cultures, countries and the environment. We respect local customs, regulations and laws.

FAIRNESS

We nurture the good reputation that the names Diethelm and Keller have enjoyed for generations, embodying credibility, stability and fairness.

INTEGRITY

We are committed to the highest standards of ethics and integrity throughout our company. This is a key requirement for employees to succeed within our organisation.

LEARNING CULTURE

We foster an active, professional exchange of knowledge and expertise among our employees by providing an open environment for our multicultural, multilingual and geographically diverse staff.

Our success factors

The long-term strategy and the balance of risk exposure are determined by the shareholders to safeguard the long-term viability of our company. The responsibility and the authority to operate our various businesses are delegated to the operating units, which enjoy a high degree of entrepreneurial freedom. Our success is based on key business principles to which we strictly adhere.

COMMITMENT TO CUSTOMERS

We are fully committed to the products and services we provide and distribute. With our know-how, reliability and efficiency, we make sure that our customers' interests are optimally served.

SUSTAINABILITY

We pursue a long-term strategy of sustainable growth. We integrate economic, environmental and social considerations into our decision-making processes.

LONG-TERM FINANCIAL ORIENTATION

We are strategic investors in our various businesses. Sustainable profitability combined with a conservative dividend policy allow our companies to grow long-term. In DKSH's process of going public, Diethelm Keller Holding Ltd. has reduced its ownership stake, thereby achieving broader financial diversification and returning to being a predominantly family-owned holding company.

OPERATING AUTONOMY

Our operating units can rely on a high degree of entrepreneurial and financial autonomy in the implementation of their long-term strategies. Each entity is responsible for its individual financial soundness and is allowed to retain sufficient profit to enable a long-term growth strategy.

Professional standards: Governance structure

Diethelm Keller Holding Ltd. (DKH) owned by Diethelm Keller Group Ltd., is a privately held organisation whose principal shareholders are the descendants of the founders.

DKH is fully committed to the principles of good corporate governance, maintains a professionally structured Board of Directors and applies uniform reporting standards.

DIETHELM KELLER HOLDING LTD.

BOARD OF DIRECTORS

Andreas W. Keller, *Chairman*
Adrian T. Keller, *Vice Chairman*
Jean-Daniel de Schaller
Rudolf Ehrbar

EXECUTIVE COMMITTEE

Andreas W. Keller
Adrian T. Keller

AUDIT COMMITTEE

Rudolf Ehrbar, *Chairman*
Adrian T. Keller

DIETHELM KELLER MANAGEMENT

Angelo C. van Tol, *Chief Executive Officer*
Benjamin Merz, *Chief Operating Officer*
Daniel Beksas, *Group Finance Director Controlling/Accounting*¹
Stephan Heinemann, *Head Business Intelligence*

DIETHELM KELLER REAL ESTATE, TREASURY AND SHAREHOLDER SERVICES

Daniel R. Jagmetti

AUDITOR

BDO Ltd., Zurich

¹ Taking over responsibility from Beat Schwendener, who sadly passed away in September 2021

Organisational structure

DIETHELM KELLER GROUP LTD.

DIETHELM KELLER HOLDING LTD.

OPERATING UNITS

Angelo C. van Tol, CEO

DIETHELM KELLER
HOUSEHOLD BRANDS
Ownership 100%

DIETHELM KELLER
PREMIUM BRANDS
Ownership 78%

DIETHELM KELLER
INDUSTRIAL
Ownership 100%

DIETHELM KELLER
INVESTMENTS
Ownership 100%

DIETHELM KELLER
REAL ESTATE
AND SHAREHOLDER SERVICES

Daniel R. Jagmetti

DIETHELM KELLER
REAL ESTATE

SHAREHOLDER SERVICES

STRATEGIC INVESTMENTS

DKSH HOLDING LTD.
Ownership 45%

Stefan P. Butz, CEO
Board of Directors
Marco Gadola, Chairman
Wolfgang Baier
Jack Clemons
Frank Ch. Gulich¹
Adrian T. Keller
Andreas W. Keller
Annette G. Koehler
Hans Christoph Tanner
Eunice Zehnder-Lai

¹ Until the AGM in March 2022

BERGOS AG
Ownership 24%

Peter Raskin, CEO and Partner
Board of Directors
Christof Kutscher, Chairman
Adrian T. Keller, Vice Chairman
Claus-G. Budelmann
Bruno Chiomento
Hendrik de Waal
Patricia Guerra
Andreas Jacobs
Sylvie Mutschler-von Specht
Michael Pieper

Extraordinary challenges call for agile management

DIETHELM KELLER GROUP OPERATING UNITS

Angelo C. van Tol, CEO

DIETHELM KELLER
HOUSEHOLD BRANDS
Ownership 100%

DIETHELM KELLER
PREMIUM BRANDS
Ownership 78%

DIETHELM KELLER
INDUSTRIAL
Ownership 100%

DIETHELM KELLER
INVESTMENTS
Ownership 100%

DIETHELM KELLER GROUP		
KEY FIGURES	2021	2020
Sales (in CHF million)	407	455
Employees at year-end (FTE)	2523	2320
Net sales reported according to IFRS CHF 386 million		

Q Angelo, 2021 was yet another extraordinary and difficult year. How did the business do?

A To me, every year is extraordinary. 2021 was tough, yes, but most rewarding in a way. It may come as a surprise, but we had a very good year – in terms of performance and productivity. Most units were on budget, all brands delivered growth. 2021 was less disruptive than 2020 because we have learned to navigate some of the unpredictability of the pandemic, and we were able to take advantage of some of the issues. The fact that we are not one big tanker but many small ships across industries and regions helps; and our diversification strategy continues to pay off.

What was the key to success during the pandemic?

Staying on your toes, never ever becoming complacent and monitoring the market non-stop, so you have full transparency on market insights, which helps you manoeuvre swiftly. Planning was hardly possible but once you see the dynamics of a dysfunctional supply chain for example, you take bold moves – if you have the courage, foresight, and freedom. In the middle of the pandemic, we managed to turn cash into assets, filled our warehouses and increased capacity in Indonesia and the Philippines. Our inventory management was completely anti-cyclical and counter-intuitive.

That sounds like a high risk in times of uncertain demand.

Demand was pretty certain, as we deliver products for everyday life. But we needed to become less dependent on suppliers, bottlenecks, and transportation issues. Most important was our internal high-speed monitoring that serves like a compass. And our mentality to constantly adapt. Obviously, we are all entrepreneurs who basically thrive when trading. Maybe some decisions were risky but in hindsight they were right. The same, by the way, is true for our early investments in digitisation years ago. The pandemic has helped us to fully exploit our digital

endeavours; and compared to others we were able to truly accelerate digitisation – across everything we do, not just in e-commerce.

What issues did you face in 2021, the second year of the global pandemic?

I do not want to downplay the severe impact Covid has had on individuals, on society at large, and the economy as well as on geopolitical dynamics, which are of serious concern. The dependencies have become much sharper, and while I am an endless optimist, I am concerned about the aftermath of the pandemic and about its implications for the financial markets and inflation; someone will have to pay the piper. Things will not go as easily as they may seem and we will have to watch out, stay wide awake and try to see the big picture – always.

In terms of business issues, yes, of course, some of our operating units experienced very tough times. But we are not moaners, we get up and fight again, demonstrate resilience and stamina. The teams shifted gears and redirected strategies – that's what crises are sometimes good for. They force us to rethink the ordinary. I believe we have the best team ever at Diethelm Keller Group – lean and effective.

You mentioned diversification; did you make any progress in this respect?

We are on the case – day and night, scouting the market. At the same time, we apply very rigid acquisition criteria. I was hoping to expand but sometimes finding the optimal fit takes time and that's ok. As a matter of fact, we streamlined our portfolio in 2021, exiting travel entirely. Navigating difficult market conditions while in parallel assessing strategic options for Diethelm Travel was challenging; but I am delighted to have found a good home for the remaining travel unit. We stay committed to Travellers Autobarn, which is not a travel operator but a rental campervan provider. As it is an asset-based supplier, we consider Travellers Autobarn a sensible strategic investment that fits our portfolio.

Has innovation power suffered in times of virtual working?

I don't think so, on the contrary. We were actually very focused on R&D and marketing in 2021, developing exciting new products and inventing new ideas for

powerful marketing campaigns. We also introduced lean manufacturing measures and refined many operational processes. Innovation must take place everywhere and I am a strong believer in drawing inspiration by observing others. In times of home office and less travel, people have more time to surf the web and get inspired. Home office is not for everyone, that's clear. And we will also travel again but a lot is here to stay – including the awareness regarding our individual CO₂ footprint.

2022 is under way, what do you expect?

In terms of business, we are well on track and our high-speed monitoring remains very beneficial; we will adjust as needed but in principle stay on course. Market consolidation is likely to intensify, and I am positive that we will actively participate in 2022 and partner with complementing brands. Finally, I am confident that we will grow across our entire portfolio – top and bottom line, with some price increases being necessary to offset supply-chain-related costs. Most importantly, I look forward to working with all operating units and teams that make Diethelm Keller Group what it is as well as with the owners that allow the entrepreneurial spirit to successfully flourish.

By the way, let me not forget to mention Chia Chee Seng, former Managing Director of Diethelm Keller Aviation, who handed over his operational responsibilities in August 2021 after 40 years. I'd like to thank Chia for his remarkable contribution to the Group and for his personal and professional dedication, shaping this business over four decades.

Diethelm Keller Group

Operating Units

DIETHELM KELLER
HOUSEHOLD BRANDS
Ownership 100%

Diethelm Keller Household Brands comprises renowned market leaders in the design, manufacturing and marketing of innovative household, kitchen, and dining products. Diethelm Keller Household Brands employs more than 200 people and sells high-end products in over 70 countries. The Group retains brand ownership for Koenig and Turmix, experts in kitchen and household appliances, while licensing out distribution.

DIETHELM KELLER
PREMIUM BRANDS
Ownership 78%

Diethelm Keller Premium Brands is the global market leader in premium outdoor furniture. It runs its subsidiaries Dedon, Gloster and Garpa independently, nurturing the unique character of each brand. Thanks to its own manufacturing facilities and close collaboration with leading designers, Diethelm Keller Premium Brands controls the entire value chain and secures the highest quality standards for its furniture. Dedon, Gloster and Garpa employ more than 1,800 people worldwide and are active in over 80 countries.



¹ Brand ownership

DIETHELM KELLER
INDUSTRIAL
Ownership 100%

Diethelm Keller Industrial comprises Swiss and international proprietary B2B brands. Wetrok specialises in innovative, sustainable, and professional cleaning systems and solutions. Diethelm Keller Aviation is a manufacturer of food service equipment for the airline industry. Both companies are very strong in their respective market segments, and present in seven countries with around 330 employees.



Diethelm Keller
Aviation

DIETHELM KELLER
INVESTMENTS
Ownership 100%

Diethelm Keller Investments is a holding company for strategic equity holdings in small and medium-sized companies, such as Angela Bruderer, a multichannel distributor of a broad range of consumer goods, Chimpy, a rental company for power banks, and Travellers Autobarn, a campervan rental company.





Diethelm Keller Household Brands

Diethelm Keller Household Brands comprises market leaders in the design, manufacturing and marketing of innovative household, kitchen, and dining products – sold in more than 70 countries: Zyliss, Cole & Mason and Culinare as well as AdHoc, Outdoorchef and Swissmar. Diethelm Keller Group also retains brand ownership for Koenig and Turmix, for which it has a licence agreement with a Swiss distributor.

ZYLISS, COLE & MASON, CULINARE

In 2021, Zyliss, Cole & Mason and Culinare managed to increase revenues globally, primarily thanks to the US but also the UK domestic market and based on independent cookshop as well as online sales. However, the business was – like everyone else – severely affected by the impact of Covid. In markets like Germany, Switzerland, France and Australia, retail and consumer confidence returned only slowly following strict pandemic measures throughout the year.

Supply chain disruptions continued to harshly impact operations, with increased vendor lead times, higher raw material costs, and soaring freight rates combined with reduced freight capacity. Brexit also continued to upset exports between the UK and the EU, requiring a new approach to trading with Amazon EU.

In response to demanding market conditions, Zyliss, Cole & Mason and Culinare established a more globally focused supply chain, building up stock in its new China hub warehouse, investing in purchasing and supply chain management tools as well as digital sales channels. The company also established a new EU warehouse in Germany supporting the EU market and addressing the Brexit transition.

All these measures contributed to sales growth in 2021 under very difficult conditions and should support the company's strategic growth ambition across markets.

The company also worked on strengthening its global product portfolio in 2021, capitalising on best-sellers, and reducing the number of lower-performing or tailored products. The renowned brand Zyliss celebrated its 70th anniversary and successfully entered



¹ Brand ownership

HIGHLIGHTS

Sales price increases help to absorb rise in supply chain costs.

Optimisation of product portfolio supports profitability.

Digitisation efforts are paying off and will continue.

Zyliss celebrated its 70th anniversary.

the bakeware category in 2021. Cole & Mason expanded the herb and spice range with a unique shaker and developed a spice grinding mill. Culinare introduced an environmentally friendly utensil and tool range using bamboo.

OUTLOOK

In 2022, Zyliss, Cole & Mason and Culinare will implement a full China market strategy which includes adjusting and improving the Tmall online business as well as entering traditional retail channels in China. Supply chain efforts will continue to address the effects of Covid while aiming to improve a global combined stock planning and an aligned purchasing process.

In addition, a variety of product innovations are planned for 2022, including Zyliss' expansion into the storage category; first products will be a range of glass food storage with innovative lids. Zyliss is also committed to reducing plastic usage and improving its carbon footprint through material innovation and sustainability efforts. It will also continue to strengthen its heritage claim by moving research and development, design and product management back to Switzerland. Cole & Mason innovation includes a high volume output pepper mill and the expansion of an acacia wood and ceramic accessories range. Marketing efforts across all brands will be intensified, off- and online, further underpinning Diethelm Keller's strong position in the household sector.

HIGHLIGHTS

AdHoc yet again demonstrated remarkable innovation power.

In 2021, online sales as well as AdHoc's export share increased significantly.

AdHoc re-entered the B2B market with considerable sales growth.

ADHOC

2021: TAKING ADVANTAGE OF TRENDS, INNOVATION CAPACITY AND NEW MARKETS

Founded in 1995 in Mannheim, Germany, AdHoc develops, designs, and manufactures kitchen, dining, and lifestyle products, focusing on genuine innovation and a continuous market expansion strategy. AdHoc also serves sectors such as spicing tools, tea, coffee, and wine accessories in over 30 countries.

Yet again, AdHoc demonstrated fantastic capacity for innovation in 2021, creating a range of new functional products and launching ten exciting novelties. *Giant* is one of many highlights in 2021, a fourfold mill connected by heavy magnets, so that each mill

can also be used separately. *Flex* is a modern pot trivet, suitable for a wide range of pot sizes and shapes, as it is adjustable to consumers' need to protect the surface. AdHoc's new electric table lighter, *ARC*, ignites its electric flame even in strong winds and combines design and function. *ARC* is rechargeable, attractive, and safe.

Despite challenging supply chain conditions, AdHoc explored new markets in 2021, such as South-East Europe and Middle East, and in addition strengthened its relationship with distribution partners in existing markets. All this resulted in an increased export share. In its home market Germany, AdHoc was able to overcompensate Covid-related restrictions in stationary retail by further advancing its digitisation efforts, which led to a significant increase in online sales. Furthermore, AdHoc re-entered the B2B market with promising sales growth.

OUTLOOK

During the coronavirus pandemic, consumers have adopted routines involving a lot more home cooking; and studies suggest that this trend will continue. In response, AdHoc will once more develop a wide range of new functional design products in 2022, while leveraging digitisation and further expanding – in Germany as well as abroad.

OUTDOORCHEF

2021: OUTDOORCHEF CONTINUES ITS SUCCESS STORY

In 2021, Outdoorchef made great progress with further advancing its market position, primarily with the gas kettle barbecue – not just in Switzerland but also in Germany, Austria, and other European countries. In addition, the BBQ market in general benefited from people spending more time at home due to Covid restrictions.

Outdoorchef was able to increase sales by 35 per cent in 2021, driven by well-established markets as well as the partner business, innovation and excellence.

HIGHLIGHTS

Outdoorchef delivered strong growth across Europe.

Supply was ensured despite value chain bottlenecks.

A new entry-level Outdoorchef gas kettle attracts new generations.

Outdoorchef's award-winning innovation *Arosa* – often referred to as “the perfect gas kettle barbecue” – has taken off successfully, setting new standards in design and functionality. Even renowned experts, such as Elmar Fetscher, publisher and editor-in-chief of the BBQ magazine *Fire & Food*, confirmed that “Outdoorchef is the perfect barbecue for 95 per cent of people”.

Despite unprecedented procurement bottlenecks, Outdoorchef was able to secure the availability of its products thanks to the intensive collaboration with both logistics partners and key accounts.

OUTLOOK

Outdoorchef is committed to redefining the barbecue experience – in line with its claim “Maximum pleasure with minimum effort”.

In 2022, Outdoorchef will present a multitude of innovations but also broaden its modular system to enhance price ranges. At the core is the well-established Outdoorchef gas kettle system, which can now be expanded to include blazing or cooking features, creating a full outdoor kitchen. The Cooking Zone Kit Plus, for example, keeps food warm, braises, stews or browns while the Blazing Zone Kit Plus browns or fries at incredibly high but controlled temperatures. Outdoorchef will also launch *Ambri Evo*, a boosted version of its evergreen *Ambri*, equipping the grill with attractive features, such as a stainless-steel burner. *Ambri Evo* is the entry-level Outdoorchef gas kettle barbecue to attract new generations of BBQ lovers.

HIGHLIGHTS

The strategic alliance already paid off in its first year.

Swissmar managed to substantially increase distribution.

In 2021, the company automated the entire process for online fulfilment.

SWISSMAR

2021: STRATEGIC ALLIANCE SHOWS GREAT POTENTIAL

2021 saw Swissmar, a houseware supplier located in Canada and the US, join the Diethelm Keller Group. The objective of this strategic alliance is to strengthen the company's portfolio, to expand its presence in Canada and to boost revenues in North America. While implications due to Covid were severe, the team managed to substantially increase distribution,

primarily focusing on its sister brands Zyliss and Cole & Mason. Swissmar also launched AdHoc in time for the holiday season and is planning to further expand the programme in the coming years.

Swissmar continued its strategic focus on profitability, brand protection and digitisation, successfully growing its online business. In addition to own brands, Swissmar paid special attention to the distribution of strategic partner brands like Scanpan and Boerner, while discontinuing less relevant brands. Process improvements were key in 2021 as well: Swissmar automated the entire process for online fulfilment, doubling capacity in its own warehouse, and transitioned all international sales processes through its Canadian company rather than subsidiaries.

OUTLOOK

Swissmar is determined to further leverage synergies across brands, strengthening Diethelm Keller Household Brands' leadership position and innovation capacity while driving market expansion. In 2022, Swissmar will launch new products in its cheese and wine range together with POS and in-shop concepts in North America as well as internationally.

KOENIG, TURMIX

Diethelm Keller Group retains brand ownership for Koenig and Turmix, experts in kitchen and household appliances, while continuing its licence agreement with a Swiss distributor.

DIETHELM KELLER HOUSEHOLD BRANDS

ZYLISS, COLE & MASON, CULINARE

René Stutz, *CEO*
Richard George, *Finance Director*

ADHOC

Bernhard Mittelman, *Managing Director*

OUTDOORCHEF

Marcel Gueissaz, *Managing Director*
Werner Matzner, *Finance Director*

SWISSMAR

Daniel Oehy, *CEO and Partner*
Kenneth Kaganovsky, *Finance Director*

KEY FIGURES	2021 ¹	2020
Sales (in CHF million)	105	83
Employees at year-end (FTE)	211	165

¹ Incl. Swissmar, which was acquired
on 31 December 2020



Diethelm Keller Premium Brands

Diethelm Keller Premium Brands is the global market leader in premium outdoor furniture. It operates its subsidiaries Dedon, Gloster and Garpa independently, nurturing the unique character of each brand. Thanks to its own manufacturing facilities and close collaboration with leading designers, Diethelm Keller Premium Brands controls the entire value chain and secures the highest standard for its furniture.

DEDON

GLOSTER

GARPA
GARTEN & PARK EINRICHTUNGEN

DEDON

2021: AWARD-WINNING DESIGN,
INCREASED CAPACITIES, DIGITISATION

Three decades ago, Dedon invented a revolutionary, long-lasting fibre and went searching for artisans who were skilful enough to weave this fibre into the most luxurious outdoor designs. The journey led to Cebu, the Philippines, where, 20 years ago, Dedon launched its first manufacturing facility, taking quality and sustainability into its own hands. Since then, the company has developed new materials, technologies, and ways to collaborate with leading designers around the world.

In 2021, Dedon achieved its best order intake, resulting in closing the year with the highest backlog ever, despite the ongoing pandemic. Notwithstanding a fall in contract development due to Covid, Dedon managed to secure several prestigious hotel projects in 2021, including the popular Emirates Palace Abu Dhabi. The team continued to advance its fibre capabilities, creating Dedon's own innovative fibre library and experimenting with new weaving techniques. In addition, Dedon optimised operational processes and increased its manufacturing capacity in Cebu significantly. Active portfolio management, innovation and design as well as customer experience and campaigning were on the agenda.

Dedon is heavily focused on digitisation and introduced its revolutionary own 3D Dedon Worlds, micro-site and 'Spirit of Place' campaign, securing its position

HIGHLIGHTS

Dedon achieved its best order intake in its history.

Dedon created an innovative fibre library and successfully developed new weaving techniques.

Digitisation of production, processes and innovative campaigning underpinned Dedon's leadership position.

The innovative lounge chair *Kida* by Stephen Burks won prestigious design awards.

as first mover in the industry. The *Kida* 'Feel the Freedom' social media campaign reached over 42 million viewers worldwide. Last but not least, Dedon's extraordinary design was honoured once again in 2021: the innovative lounge chair *Kida* by Stephen Burks won the Wallpaper's Design Award and the NYC Design Award, and was a finalist for the Elle Décor's International Design Award and Cooper Hewitt's Design Award.

OUTLOOK

In 2022, Dedon will strongly focus on key countries/cities and reinforce the relationship with its business partners. Going forward, the organisation will re-focus and diversify over more channels and onboard new dealers. Showrooms will be upgraded globally, while the off- and online spaces will be integrated more effectively. In addition, Dedon plans to extend its product portfolio and go live with a new, in-browser 3D planner and product configurator for customers, retailers, and sales teams.

HIGHLIGHTS

Record sales growth, primarily in architect and design markets.

Launch of new collections, also for the luxury resort environment.

Successful collaboration with the renowned Italian designer, Matteo Thun.

GLOSTER

2021: SALES GROWTH, NEW COLLECTIONS, MANUFACTURING EFFICIENCY

Gloster specialises in teak furniture. It has its own manufacturing facility in Indonesia, and maintains strict standards for sourcing sustainable materials, which is becoming increasingly relevant.

In 2021, Gloster delivered record sales growth, benefiting from consumers investing more in their homes. The exclusive architect and design markets contributed significantly to the increase, especially via the company's own showrooms in New York, Los Angeles, Chicago, and Florida. In November, the company opened its new Gloster Los Angeles showroom on the iconic Beverly Boulevard.

Yet again, Gloster presented attractive new collections, receiving overwhelmingly positive feedback. The *Mistral* lounge collection was well received as well as the *Pebble* solar table lamp by Henrik Pedersen, the

latest addition to Gloster's Ambient range of outdoor lighting. *Grid Cabana*, a statement piece that is perfectly suited to the luxury resort environment, was successfully launched in 2021, as well as *Zenith*, *Fresco*, *Saranac*, *Omada*, *Lima* dining, *Coso*, *Sepal* and Garden Shower. The *Fresco* collection benefited from its first collaboration with the renowned Italian designer, Matteo Thun.

Gloster Indonesia improved its manufacturing efficiency, speeding up its go-to-market process for new products, while the company's focus on in-house manufacturing paid off in 2021.

OUTLOOK

In 2022, Gloster is expecting good results from the global architect and design market and from new collections, based on the concept of 'better design through craftsmanship and innovation'. The company will continue to invest in digitisation and further improve the user experience of a seamless customer journey. Furthermore, Gloster is convinced that its strategy of in-house manufacturing and sustainability across the business will remain an important competitive advantage in the future.

DIETHELM KELLER PREMIUM BRANDS

Angelo C. van Tol, *Chairman*

DEDON

Lars Eriksen, *Managing Director*

GLOSTER

Svend Loevbjerg, *Managing Director*

Kevin Ryan, *Finance Director*

GARPA

Maren Kochler-Prehn,

Managing Director

Spyridon Zervas, *Finance Director*

KEY FIGURES	2021	2020
Sales		
(in CHF million)	157	142
Employees at		
year-end (FTE)	1877	1439



GARPA

2021: RECORD ONLINE SALES, STRONG BRAND POSITIONING

Over four decades, Garpa has developed exclusive furniture and lifestyle products, where quality, design and craftsmanship go hand in hand. Garpa specialises in direct sales to private customers.

In 2021, the company delivered a high floor-space turnover, despite in-house trade fairs being cancelled, and was able to increase online sales to 35 per cent. Garpa navigated the effects of the pandemic very well thanks to the brand's credibility and the goodwill of customers earned over the years. The team's openness and honesty regarding delays in delivery in 2021 supported acceptance without having a negative impact on demand.

The planned internationalisation, however, was postponed due to low product availability and high demand in established markets. Garpa successfully launched a new interpretation of its beach chair and private retreat *Newcastle* in 2021 and opened a new showroom at Schloss Dyck in Germany, a meeting place for garden art and landscape culture.

OUTLOOK

Garpa is committed to further strengthening its holistic sustainability strategy, building on its brand essence of "Furniture for Generations". The company will also invest in customer loyalty in the online sector, launching an improved website and e-commerce system in 2022, and digitise and automate many customer care and logistics processes. Additional floor space in Garpa's new showroom in Frankfurt, Germany, will provide great new opportunities to showcase its collections from 2022 onwards.

HIGHLIGHTS

Increase in new customer sales and online revenues.

Successful launch of *Newcastle*, a new interpretation of the beach chair and private retreat.

New showroom at Schloss Dyck, one of the most important cultural monuments on the Lower Rhine, Germany.



Diethelm Keller Industrial

Diethelm Keller Industrial holds Wetrok and Diethelm Keller Aviation, both operating as independent companies. Wetrok specialises in innovative, sustainable, and professional cleaning systems and solutions. Diethelm Keller Aviation is a manufacturer of food service equipment for the airline industry. Both have leading positions in their respective markets.



Diethelm Keller
Aviation

WETROK

2021: RESPONDING TO CRITICAL NEEDS,
LEVERAGING CORE COMPETENCIES,
ADDING VALUE

Wetrok, a Swiss company with international presence, invents, produces, and provides most efficient and sustainable solutions for the cleaning industry. Its highly specialised machines, consumer supplies, cleaning products and systems are developed in-house, providing a single-source offering to customers.

In 2021, Wetrok was able to further enhance its positioning as a reliable, trustworthy, and market-driven partner, serving more than 100,000 customers worldwide. Wetrok's brand promise "hygiene for life" has become very tangible during the pandemic, when the company responded swiftly to urgent needs, offering a range of highly relevant hygienic cleaning products without supply bottlenecks.

In addition to Covid-specific product innovations, Wetrok launched numerous new products in 2021. The *Drivematic Deluxe*, a ride-on scrubber-dryer, is a long-awaited solution for mechanised floor cleaning that provides productive and hygienic cleaning of very large floor areas. 2021 also saw the pilot series of *Robomatic Marvin*, a one-of-a-kind cleaning robot that was further optimised on the basis of numerous field tests and is now ready for its full roll-out. Wetrok also caused a stir in the chemicals sector, especially in terms

HIGHLIGHTS

Wetrok increased its share of wallet with SMEs during the pandemic.

Wetrok Reshine Sport caused a stir in the chemicals sector, exciting sports hall cleaners.

Market needs, digitisation and sustainability continue to drive Wetrok's innovation strategy.

of problem solving and ecology, exciting sports hall users, cleaners and caretakers: with *Wetrok Reshine Sport*, the company was the first manufacturer to develop a remover for all types of resin – for example handball stains in sports halls, while leaving the pitch lines intact. In addition, the new formulation of wood care oils Wetrok Leinol BW/NW has been adapted to key needs of ecological building standards and now carries the strictest VOC environmental seal for wood care products, EMICODE EC1 Plus.

Like many other players in 2021, the company had to deal with supply shortages and volatile price developments on the global market due to Covid.

OUTLOOK

In 2022, Wetrok will continue its digitisation strategy. On the product side, this includes pioneering robotics to meet the growing demand for intelligent, collaborative cleaning robots. On the service side, Wetrok will share its cleaning know-how with customers on social media and via video tutorials. On the sales side, Wetrok will launch two new web shops, through which customers can order products 24/7 online.

Advancing its omni-channel approach, the company aims to strengthen the loyalty of existing customers, to expand its customer base and to explore new market segments. Furthermore, Wetrok continues to work on sustainability and environmentally friendly product portfolios.

HIGHLIGHTS

Smart analytics in mobility carts inspires new applications.

An optimised production footprint will deliver cost benefits.

A refined strategy enables growth potential beyond aviation.

DIETHELM KELLER AVIATION

2021: PRODUCTIVITY IMPROVEMENTS, TRANSFORMATION, GROWTH STRATEGY

Headquartered in Singapore, Diethelm Keller Aviation is among the world's leading manufacturers of food service equipment for commercial airlines and aircraft makers such as Airbus and Boeing.

2021 was yet again a highly demanding year for the travel industry due to Covid. Intercontinental travel in particular, where galley carts are mainly used, was very weak. Subsequently, Diethelm Keller Aviation was faced with increasing postponements and cancellations of orders. However, international vaccinated travel

lanes introduced in the last quarter of 2021 enabled positive trends and finally suggest a recovery of the aviation sector in 2022.

In 2021, Diethelm Keller Aviation used the slower operating period to refine its strategy and to advance growth and organisational initiatives, getting future-ready for the post-pandemic market.

A comprehensive review led to a multitude of actions, aiming to pivot the business from the dominant reliance on aviation to other segments. Going forward, the organisation will utilise its unique mobile cart capabilities to expand into the rail, healthcare, and industrial mobility space. Digitisation also provides great potential to enhance the value proposition of mobility carts; inserting smart technology is likely to inspire new user applications in a variety of segments.

In 2021, productivity improvements were inevitably high on the agenda as well, aiming to become smarter, leaner, and more cost-efficient across all operations. As a result, manufacturing methodologies to reduce wastage were designed, while simultaneously improving the robustness and reliability of products. In addition, Diethelm Keller Aviation optimised its production footprint in 2021 and invested in talent development as well as in digitisation.

OUTLOOK

The course of the pandemic in early 2022 gives reason to believe that the worst is over for the aviation industry; travel bookings seem to be picking up rapidly. Thanks to its core capabilities, its transformation efforts, innovative capacity and decisive growth strategy, Diethelm Keller Aviation feels well positioned to take advantage of future business potential – within the aviation sector and beyond.

DIETHELM KELLER INDUSTRIAL WETROK

Thomas Kyburz, *Managing Director*
André Stucker, *Finance Director*

DIETHELM KELLER AVIATION

Fergus Lopez, *Managing Director*
Liew Yat Kay, *Finance Director*

KEY FIGURES	2021	2020
Sales (in CHF million)	69	77
Employees at year-end (FTE)	327	346



Diethelm Keller Investments

Diethelm Keller Investments is a holding company for strategic equity holdings in small and medium-sized companies. Angela Bruderer is one of Switzerland's leading multichannel retailers of home textiles, high-quality bedding, fashion, home and garden products, wines, and personalised gift ideas. Chimpzy specialises in power bank rental for charging phones on the go. Travellers Autobarn is a campervan company in Australia, New Zealand and the US.



ANGELA BRUDERER

2021: EXPANSION OF BRAND PORTFOLIO AND FURTHER DIGITISATION

The Swiss online business was yet again determined by social uncertainties and renewed lockdown measures due to Covid. While e-commerce in Switzerland experienced a very strong first half of the year, consumers took advantage of the reduced Covid restrictions in the second half, shifting the focus in shopping patterns.

In 2021, *the* House of Brands in the Swiss online business, Angela Bruderer, was able to strengthen its position as the leading online retailer – thanks to the introduction of new brands, the launch of additional product ranges and further digitisation efforts.

Angela Bruderer expanded its brand portfolio and product range expertise significantly, entering the sleep segment with the launch of the brand *angela* and the wine segment with the brand *Portavino*. The relaunch of the appearance and assortment in the fashion segment successfully kicked off in the autumn, in time to yet again exceed the ambitious sales targets for Singles Day and Black Friday.

In 2021, Angela Bruderer also deepened customer relationships by jointly setting an exciting Guinness World Record. Following a campaign around its 40th anniversary, when Angela Bruderer called upon its customers to participate in this attempt, customers

Left: Angela Bruderer set a Guinness World Record for the largest duvet cover mosaic ever.

HIGHLIGHTS

Great progress in becoming *the* House of Brands in the Swiss online business.

Expanding the sleep and the wine segment with distinct brands.

Angela Bruderer set a Guinness World Record.

HIGHLIGHTS

After launching in Italy, Chimpy is now present in six European countries.

User adoption of automated rental machines increased.

Chimpy's operations were climate-positive, avoiding CO₂ emissions.

sent in old duvet covers to create the “largest Duvet Cover Mosaic” ever. The collection campaign brought together more than 750 duvets forming a 1,651.94-m² mosaic.

OUTLOOK

Angela Bruderer is committed to building on its successful expansion strategy as *the* House of Brands in the Swiss online business. In this spirit, the company will add exclusive brands and explore new sales formats, digital marketplaces, and social media.

CHIMPY

2021: CONTINUOUS SLOWDOWN IN GROWTH DUE TO COVID

Chimpy is Europe's leading power bank rental service. It rents power banks to commuters in metro areas for rapidly charging phones with low batteries while users are on the go. The company partners with retail companies, event organisers and shop owners.

In 2021, implications of the Covid pandemic yet again decelerated Chimpy's promising growth path. For the second consecutive year, lockdown measures lowered mobility in general and impacted the events business. Music festivals, an important distribution channel, were cancelled all over Europe. This affected the demand for on-the-go charging solutions. Against all odds, Chimpy was able to maintain pre-Covid revenue levels in Switzerland and even doubled rental numbers in Germany, Spain, and Austria.

In 2021, Chimpy continued its expansion strategy and further strengthened its distribution network, especially in the European markets of Germany, Austria, Spain and France. A major milestone was the successful entry into Italy, a promising market. Moreover, Chimpy Stations (power bank rental vending machines) are gaining momentum and acceptance with users.

OUTLOOK

For 2022, Chimp is confident that it will resume pre-pandemic growth levels, not only boosting the new European markets but also strengthening its presence in Switzerland.

TRAVELLERS AUTOBARN

Travellers Autobarn, established in 1993 in Sydney, Australia, is a campervan rental company that operates in Australia, New Zealand and the US.

For Travellers Autobarn, 2021 was a year of consolidation, restructuring and planning, and a year to focus on people development and refining the company's customer service experience, improving all customer service metrics.

2021 saw Travellers Autobarn's fledgling US business really come of age. The US business was launched 12 months prior to the pandemic and against all odds is well on track to grow and expand. The campervan rental market in Australia is undergoing consolidation; this combined with a big uptick in interest in van life in Australia in general positions Travellers Autobarn particularly well to capitalise on demand as tourism slowly begins to return. Prior to the pandemic, New Zealand was incredibly popular but closed borders have obviously made life difficult. However, Travellers Autobarn is confident that New Zealand will continue to attract visitors as soon as borders open again.

OUTLOOK

Coming out of the pandemic, Travellers Autobarn expects road trips and campervans to enjoy an even higher profile than before.

DIETHELM KELLER INVESTMENTS

ANGELA BRUDERER

Holger Hoehne, *Managing Director*
Harald Meis, *Finance Director*

CHIMPY

Andreas Braendle, *Co-Founder & CEO*
Mirko Hofmann, *Co-Founder & CMO*

TRAVELLERS AUTOBARN

Peter Burke, *Managing Director and Partner*
Rob Allen, *General Manager*

KEY FIGURES	2021 ¹	2020
Sales (in CHF million)	55	49
Employees at year-end (FTE)	148	111

¹ Incl. Travellers Autobarn

HIGHLIGHTS

US business well on track to grow and expand.

All customer service metrics were improved.

Travellers Autobarn well positioned to capitalise on increasing demand.



Diethelm Keller Real Estate

Shareholder Services

DIETHELM KELLER REAL ESTATE

Over the past decades, Diethelm Keller Group has built up a significant real estate portfolio. This independently run entity is part of the Group's diversification in asset classes. Typically, properties are occupied by the Group's operational units or let out to third parties. Changing global market conditions are constantly analysed and turned into actionable projects as opportunities arise.

In 2021, Diethelm Keller Real Estate focused primarily on completing the major project Eggbuehl in Zurich, on renovating existing properties in Switzerland and on assessing real estate potential abroad.

A strategic decision was taken in 2015 to transform and develop the Eggbuehl site into a mainly residential property for the rental market, and the site has now turned into a highly attractive new building complex.

Construction at Eggbuehl, previously used for commercial purposes, began in 2018 with the dismantling of existing structures and major ground-work. After three years, Eggbuehl has become a high-quality, energy-efficient double brick building complex with outstanding design and interior fittings. The complex accommodates 135 apartments of various sizes as well as attractive commercial spaces.

In spring 2021, tenants started to move in; by year-end, all units were rented out, including the entire commercial space. The nursery and the gym are already in operation, while a paediatric practice will start operations in May 2022.

DIETHELM KELLER REAL ESTATE

Daniel R. Jagmetti

SHAREHOLDER SERVICES

Daniel R. Jagmetti

SHAREHOLDER SERVICES

Shareholder Services continued to perform its dual function, providing information and support services to shareholders, organising shareholders events, and assisting the Board of Directors in the capacity of secretary.



Strategic Investments

DKSH HOLDING LTD.

At DKSH, the purpose is to enrich people's lives. For more than 150 years, the Group has been delivering growth for companies in Asia and beyond across the business units Healthcare, Consumer Goods, Performance Materials, and Technology.

As a leading Market Expansion Services provider, DKSH offers sourcing, market insights, marketing and sales, e-commerce, distribution, and logistics as well as after-sales services in 36 markets with 33,100 specialists.

DKSH reported strong 2021 results, with net sales, EBIT and free cash flow growth. In a challenging market environment, DKSH and its four business units remained the trusted partner for stakeholders and reliably supplied essential products and services throughout and in response to the pandemic.

A robust business model, the large share of daily consumption items, and a strong balance sheet provide resilience and offer growth opportunities. The Group will continue developing its business through diligent strategy implementation, digitisation, sustainability, and mergers and acquisitions, while focusing on operational excellence and cost discipline.

DKSH is confident about Asia's long-term potential and is well positioned to benefit from favourable market, industry, and consolidation trends. For 2022, the Group expects EBIT to grow, assuming economic growth in Asia Pacific, exchange rates at current levels, and barring unforeseen events.



DKSH HOLDING LTD.

Stefan P. Butz, CEO

Board of Directors

Marco Gadola, *Chairman*

Wolfgang Baier

Jack Clemons

Frank Ch. Gulich¹

Adrian T. Keller

Andreas W. Keller

Annette G. Koehler

Hans Christoph Tanner

Eunice Zehnder-Lai

¹ Until the AGM in March 2022

DKSH EXECUTIVE COMMITTEE

Stefan P. Butz, *CEO*

Ido Wallach, *CFO*

Natale Capri, *Co-Head Business Unit Performance Materials*

Dan Culverhouse, *Head Supply Chain Management*

Hanno Elbraechter, *Head Business Unit Technology*

Stephen Ferraby, *Head Corporate Affairs & Strategic Investments*

Martin Frech, *Chief Strategy Officer and Head of eCommerce*

Antoine Mangin, *Chief Human Resources Officer*

Terry Seremetis, *Head Business Unit Consumer Goods*

Laurent Sigismondi, *General Counsel and Secretary of the Board of Directors*

Bijay Singh, *Head Business Unit Healthcare*

Thomas Sul, *Co-Head Business Unit Performance Materials*

KEY FIGURES	2021	2020
Net sales (in CHF million)	11 106	10 742
Employees at year-end (FTE)	31 453	32 447



HUMAN PRIVATE BANKING

PRIVATE BANKING THAT IS FAULTY REASON
TOWARDS THE HEADS OF THE CLIENT



BERGOS

While 2021 marked Bergos' first year as a fully independent Swiss private bank, its history dates back to the founding of Joh. Berenberg, Gossler & Co. KG in 1590. Since 2018, Diethelm Keller Holding Ltd. has retained an important minority stake in Bergos, together with a group of Swiss and German investors as well as current management. No investor has a larger stake than Diethelm Keller Holding.

Bergos' business model focuses on managing private wealth, offering both discretionary and advisory services, advising in all liquid and non-liquid asset classes, as well as alternative investments. The bank also offers complementary services, such as art consulting and multi-family office management.

In 2021, Bergos strengthened its position as an independent Swiss private bank with a distinct entrepreneurial focus and a client-centric approach. Based on its unique proposition and its refined brand, the bank has become an acknowledged player among the top-tier private banks in Switzerland.

In line with its strategic focus on ESG, Bergos now draws on MSCI, a global provider of equity, fixed income, real estate indexes, multi-asset portfolio analysis tools, ESG and climate products. In addition, the bank successfully entered a cooperation with Avobis in 2021, a data-driven leader in real estate solutions, and is now able to offer all real-estate-related services in Switzerland.

Recognising the vital importance of the next generation and the needs younger private banking clients have, Bergos launched a vivid initiative in 2021, addressing related communities and priorities.

OUTLOOK

Going forward, Bergos will further strengthen its focus on ESG, expand its offering in illiquid asset classes, real estate and private markets, while also accelerating its digitisation. The essence of its brand positioning "Bergos – Human Private Banking" captures the bank's aspiration, strength, and conviction that humans and human qualities, such as respect, empathy, and openness, ought to be at the centre of private banking.



BERGOS AG

Peter Raskin, CEO and Partner

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Adrian T. Keller, Vice Chairman

Claus-G. Budelmann

Bruno Chiomento

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