

WELCOME TO THE BEST CONFERENCE EVER



POZNAN 2019



Agenda

- Resultat 2018 – P&L
- Fokusmøder / telefon
- Resultat taget 2018
- Ipad pilot – Ulrik
- Bonus skema 2019
- Budget 2019
- Taget 2019
- AM presenting their prospect list/ homework about picking of new Dunilin and Evolin + how will we attack them.
- KAM: How and witch campaigns in 2019, Witch chains will KAM prioritise and timing, how will it be done?
- Group work: How can AM and KAM work together to sell in Evolin?
- PU - februar

decide, what mood that describes the GoodFoodMood that you are in at the moment:



**Elegant &
Spectacular**



Dunilin®
Evolin®



**Modern &
Easy to like**



Dunisoft®
Dunicel®
Dunisilk®



**Practical &
versatile**



Tissue®
Paper



Result 2018 - Denmark

Net External Sales 2018

Target: 73 mSEK

Last Year: 73 mSEK

Actual: 73 mSEK

Index 100

Index 100

Operating Income 2018

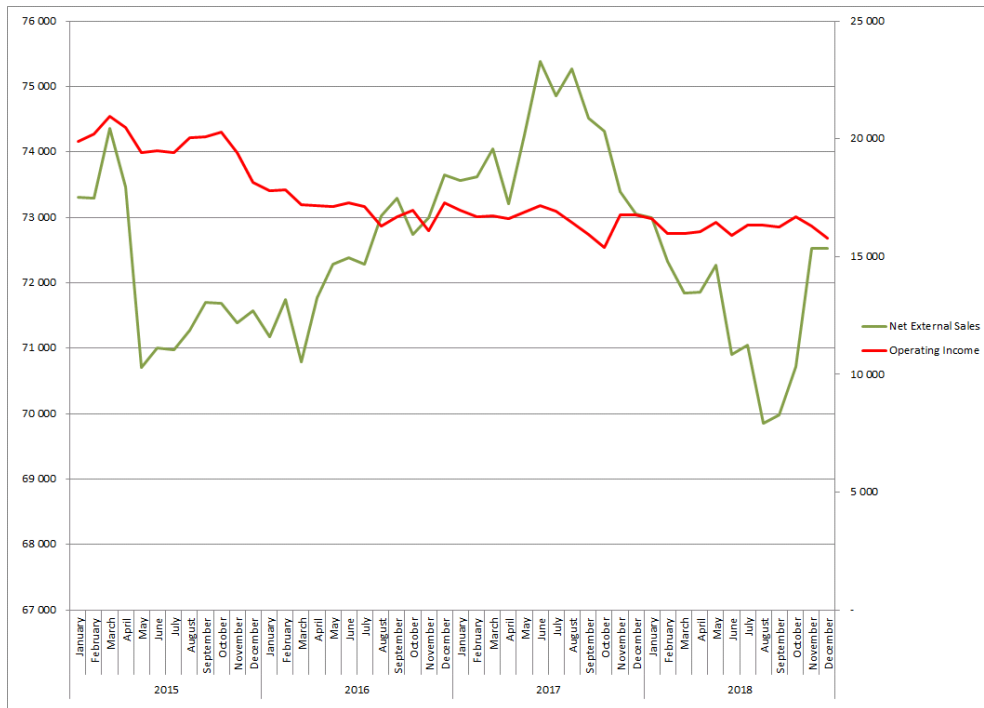
Target : 15 mSEK

Last Year: 17 mSEK

Actual: 16 mSEK

Index 107

Index 94



Currency neutral P&L - Denmark

Income Statement SEK		Month								Year to Date						YTD 2016
1812M	Curr eff.	Actual		Budget		Forecast		Last Year		Actual		Budget		Last Year		Actual
External Sales	-9,8%	4 177		4 031		4 180		4 207		73 279		73 850		75 243		74 302
Bonuses & Seasonal ret.	-9,8%	-313	-8,1%	-264	-7,0%	-279	-7,2%	-370	-9,6%	-4 720	-6,9%	-4 819	-7,0%	-5 914	-8,5%	-4 402
Net External Sales	-9,8%	3 864	0,7%	3 767	-1,8%	3 901	1,7%	3 837		68 558	-1,1%	69 031	-0,4%	69 329		69 900
Total COGS	-10,1%	-1 984	-51,3%	-2 144	-56,9%	-2 149	-55,1%	-1 972	-51,4%	-33 478	-48,8%	-34 882	-50,5%	-35 338	-51,0%	-35 229
Gross Profit 1	-9,5%	1 880	48,7%	1 623	43,1%	1 751	44,9%	1 865	48,6%	35 080	51,2%	34 150	49,5%	33 991	49,0%	34 671
Warehousing		-140	-3,6%	-138	-3,7%	-138	-3,5%	-156	-4,1%	-2 268	-3,3%	-2 563	-3,7%	-2 447	-3,5%	-2 339
Outbound logistics		-134	-3,5%	-270	-7,2%	-270	-6,9%	-197	-5,1%	-4 434	-6,5%	-5 004	-7,2%	-4 285	-6,2%	-4 295
Gross Profit 2	-9,5%	1 606	41,6%	1 215	32,3%	1 343	34,4%	1 512	39,4%	28 378	41,4%	26 582	38,5%	27 259	39,3%	28 036
Direct Selling Costs		-190	-4,9%	-117	-3,1%	-117	-3,0%	111	2,9%	-2 902	-4,2%	-2 166	-3,1%	-1 266	-1,8%	-1 657
Gross Profit 3	-9,4%	1 416	36,6%	1 098	29,2%	1 227	31,4%	1 623	42,3%	25 476	37,2%	24 417	35,4%	25 992	37,5%	26 380
Indirect Selling Costs		-736	-19,1%	-686	-18,2%	-686	-17,6%	-751	-19,6%	-8 464	-12,3%	-8 250	-12,0%	-8 348	-12,0%	-7 823
Dir. Marketing		-17	-0,4%	-32	-0,9%	-32	-0,8%	-12	-0,3%	-513	-0,7%	-797	-1,2%	-398	-0,6%	-728
Ind.Marketing		-33	-0,9%	-44	-1,2%	-44	-1,1%	-30	-0,8%	-582	-0,8%	-602	-0,9%	-610	-0,9%	-587
G&A		-86	-2,2%	-70	-1,8%	-69	-1,8%	-44	-1,2%	-839	-1,2%	-834	-1,2%	-821	-1,2%	-856
Other items		0	0,0%	0	0,0%	0	0,0%	-0	0,0%	0	0,0%	0	0,0%	-0	0,0%	-19
FX Gains & Losses		0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
Depreciation		1	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
Total indirect costs		-871	-22,5%	-832	-22,1%	-832	-21,3%	-837	-21,8%	-10 397	-15,2%	-10 483	-15,2%	-10 177	-14,7%	-10 012
Operating Income	4,6%	545	14,1%	267	7,1%	395	10,1%	785	20,5%	15 079	22,0%	13 934	20,2%	15 815	22,8%	16 367

Nordic - Focus Areas 2018



Evolin®



Dunilin® Elegance



Profileprint



LED



Resultat taget 2018

Fokusområde	Anette	Maria	Thomas	Ulrik
Dunilin	12	73	5	50
Evolin	37	50	6	50
LED	37	94	4	45
PP	6	5	1	20
Towel	4	4	0	7
Total	96	226	16	172

Gamification (current standings):

Nina Oliann Røssnes

Norway

Ann-Louise Höjing

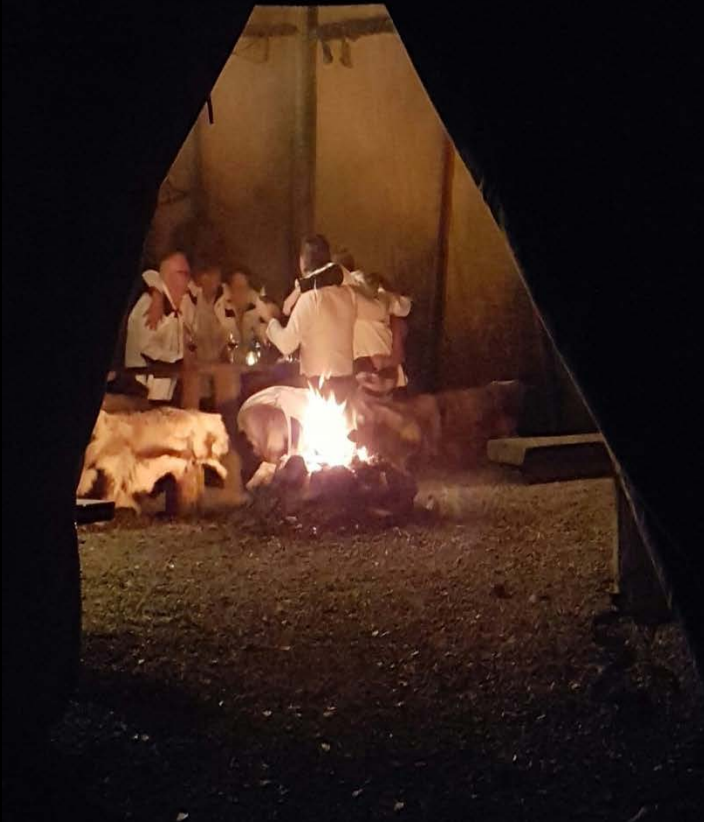
Sweden

Maria Garcia Kristensen

Denmark

Minnamari Eskelinen

Finland



Competition country wise on Evolin and Dunilin 1/9-31/12

Country	Dunilin	Evolin	Total
1. Denmark	103	175	278
2. Norway	86	167	253
3. Finland	87	163	250
4. Sweden	109	136	245



- Period 1 th of September – 31 th of December.
- Biggest increase (index vs same period last year) wins.
- Price: Local conference I in Europe ?!



Foodservice Danmark

- FSD køb af Duni TT produkter 2018 var ca 3,5 mill.
- Udfordringer 2018: Konvertering, kampagner, kontrol i butikkerne
- Hvad er vigtigt for os?
- Morten Juel Hansen er tilbage som kategori manager for non-food.
- Dialog vedr fremtidig samarbejder er genoptaget.
 - FSD ønsker et tættere samarbejde med Duni på TT produkter.
- Beslutning vedr samarbejde – ultimo januar.



Sæbe Compagniet

Material group 4	Previous year 2017		Current 2018		Difference	
110 NAPKINS PREMIUM	333.852,11	DKK	238.274,33	DKK	-95.577,78	DKK
115 NAPKINS MULTIPLY	2.354.831,54	DKK	2.115.249,85	DKK	-239.581,69	DKK
120 NAPKINS 1-PLY	258.922,52	DKK	158.353,85	DKK	-100.568,67	DKK
125 NAPKINS DUNISOFT	1.605.182,82	DKK	1.446.146,52	DKK	-159.036,30	DKK
210 COASTERS & DOILIES	13.738,95	DKK	18.838,29	DKK	5.099,34	DKK
215 PLACEMATS	85.266,85	DKK	62.082,75	DKK	-23.184,10	DKK
217 TETE A TETE	41.160,51	DKK	33.138,82	DKK	-8.021,69	DKK
220 SLIPCOVER	125.835,64	DKK	110.544,66	DKK	-15.290,98	DKK
225 TABLECOVER	225.887,20	DKK	237.577,73	DKK	11.690,53	DKK
230 REELS	379.203,36	DKK	277.015,24	DKK	-102.188,12	DKK
510 CANDLES	1.425.353,80	DKK	1.251.007,09	DKK	-174.346,71	DKK
910 HYGIENE	73.416,35	DKK	49.270,27	DKK	-24.146,08	DKK
930 REMAINING PRODUCTS (TABLE TOP)	28.950,84	DKK	5.161,82	DKK	-23.789,02	DKK
Total	6.951.602,49	DKK	6.002.661,22	DKK	-948.941,27	DKK

Aktum A/S

MaterialGroup 4	Previous year 2017		Current 2018		Difference	
110 NAPKINS PREMIU	113.244,54	DKK	273.707,89	DKK	160.463,35	DKK
115 NAPKINS MULTIP	159.936,80	DKK	288.475,82	DKK	128.539,02	DKK
120 NAPKINS 1-PLY	46.279,34	DKK	23.484,97	DKK	-22.794,37	DKK
125 NAPKINS DUNISO	54.565,28	DKK	123.994,20	DKK	69.428,92	DKK
210 COASTERS & DOI	3.778,42	DKK	8.282,63	DKK	4.504,21	DKK
215 PLACEMATS	11.986,88	DKK	17.598,43	DKK	5.611,55	DKK
217 TETE A TETE	47.769,55	DKK	57.660,97	DKK	9.891,42	DKK
220 SLIPCOVER	15.068,34	DKK	36.533,50	DKK	21.465,16	DKK
225 TABLECOVER	14.364,07	DKK	52.813,71	DKK	38.449,64	DKK
230 REELS	94.578,51	DKK	189.296,17	DKK	94.717,66	DKK
510 CANDLES	70.565,40	DKK	184.940,70	DKK	114.375,30	DKK
910 HYGIENE	11.774,00	DKK	15.450,18	DKK	3.676,18	DKK
935 REMAINING PROD	3.090,09	DKK	5.638,29	DKK	2.548,20	DKK
Total	647.001,22	DKK	1.277.877,46	DKK	630.876,24	DKK

Ipad test - Ulrik

- Hvordan hjælper der os i vores hverdag?

Fokusmøder 2019

Strengths

Et godt mix af store og små grossister fordelt på food og nonfood samt C&C med gode placeringer i landet.

Godt produkt mix hos de fleste grossister.

Godt samarbejde mellem Duni AM'er og Grossist sælgere

Opportunities

Etablering af nye grossister

Tættere samarbejde med mindre grossister

Støtte aftaler på slutbruger kæder med grossisterne

Customer base analysis

Long term potential

Markant vækst med Abena, tæt samarbejde på slutbruger kæder.

Evt. Produktion af privat lable tissue til Abena

Varde engroslager flytter i nyt domicil = større lager kapacitet

PROSPECTS KA	KA A	KA B
> € 20k	BU A	BU B
High		
> € 2k	BU D	BU C
Low		
< € 2k		
PROFIT POTENTIAL	LOW	HIGH
SHARE OF WALLET	< 75%	> 75%

Action points - Short term

Præsentation af nyheder 2018

Nye kontrakter på plads med : Abena, RV Unique, Varde Engros

Action points - Long term

WOW kampagner hele 2018

Fokus på WOW (premium produkter)
LED

Weakness

Ikke konkurrence dygtig på PP tissue

Udfordringer på leveringer til kunder

Manglende Dansk talende/skrivende support.

Threats

For stor magt til Bunzl koncernen i DK. Sårbar i forhold til massive konverteringer fra Multiline/ Sæbekompagniet.

Tab af omsætning pga. Manglende leverance performanc samt fejl i faktureringer ifbm. Kampagner på grund af fejl kodninger.

Bunzl opkøb af andre grossister

1.2.2018 Dan Foss Kragh

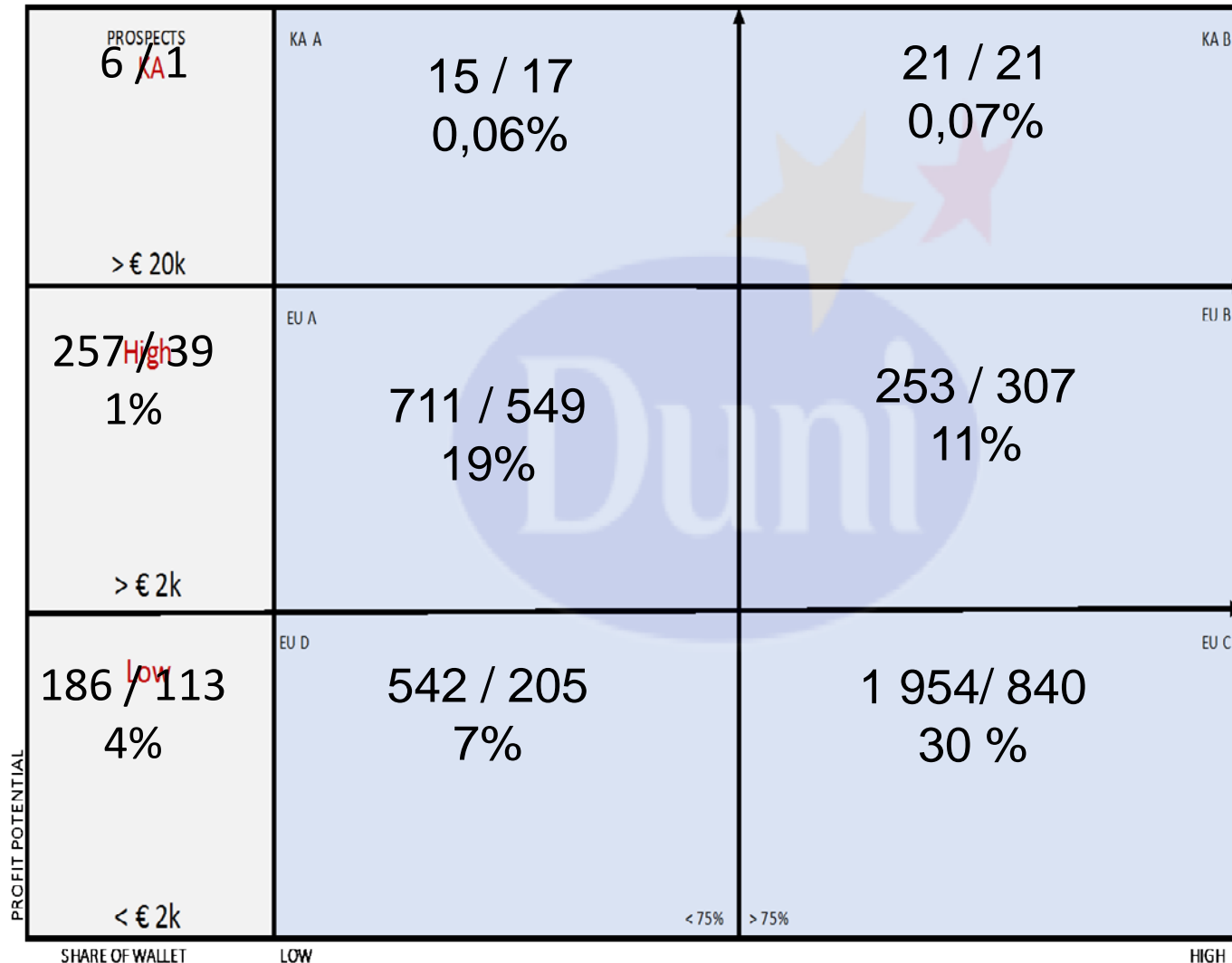
Short term potential

In house introduktionskampagne i INCO på Evolin rulleudg

Konfirmations kampagner div. grossister

Fokus på de rigtige kunder.

15 575/ 2 853



2019

PROFIT BEFORE GROWTH



Budget 2019

Row Labels	Sum of 2018 Actual LOC	Sum of MF 2019 LOC	Sum of Growth
CANDLES	5.575.869	5.144.290	-7,74%
DUNICEL	10.908.898	9.188.452	-15,77%
DUNILIN	9.778.404	10.040.033	2,68%
DUNISOFT	10.560.443	12.167.652	15,22%
ELEGANCE	122.524	128.056	4,52%
EVOLIN	2.780.453	3.768.308	35,53%
OTHER	3.737.084	4.060.858	8,66%
TISSUE 1-PLY	1.574.657	1.451.017	-7,85%
TISSUE MULTIPLY	13.429.145	14.252.549	6,13%
Grand Total	58.467.478	60.201.215	2,97%

Row Labels	Sum of 2018 Actual LOC	Sum of MF 2019 LOC	Sum of Growth
CANDLES	1.977.775	2.377.893	20,23%
Grand Total	1.977.775	2.377.893	20,23%

Other

Row Labels	Sum of 2018 Actual LOC	Sum of MF 2019 LOC	Sum of Growth
OTHER	3 737 084	4 060 858	8,66%
BIBS	5 374	9 202	71,22%
CANDLE ACCESSORIES	530 785	464 127	-12,56%
CANDLE IN GLASS	99 752	103 894	4,15%
COASTERS - LEATHER	-	1 288	#DIV/0!
DENTAL STICKS	983 490	1 156 044	17,55%
DISPLAY MIXED	22 300	-	-100,00%
DOILIES - PAPER	61 781	78 442	26,97%
NAPKIN ACCESSORIES	133 626	180 764	35,28%
NON SALES / ADMINISTRATION NUMBER (TT/CS) -	1 200	4 034	-436,21%
PLACEMATS - LEATHER	2 699	1 101	-59,20%
PLACEMATS - PAPER	158 556	174 890	10,30%
PLACEMATS - SILICONE	10 310	-	-100,00%
REELS - DUNISILK	107 594	139 639	29,78%
REELS - DUNITEX	92 402	139 930	51,44%
REELS - PAPER	117 503	118 583	0,92%
REFRESHING TOWELS	248 192	302 214	21,77%
SLIPCOVER - DUNISILK	909 430	867 509	-4,61%
SLIPCOVER - PAPER	74 683	77 435	3,68%
TABLECOVER - DUNISILK	58 945	84 924	44,07%
TABLECOVER - TEXTILE	2 415	3 136	29,86%
TABLECOVER ACCESSORIES	35 924	42 821	19,20%
TETE A TETE - DUNISILK	28 887	18 728	-35,17%
TETE A TETE - LEATHER	18 781	4 907	-73,87%
TETE A TETE - SENSIA	31 524	83 535	164,99%
TETE A TETE - TEXTILE	3 330	3 711	11,43%
Grand Total	3 737 084	4 060 858	8,66%

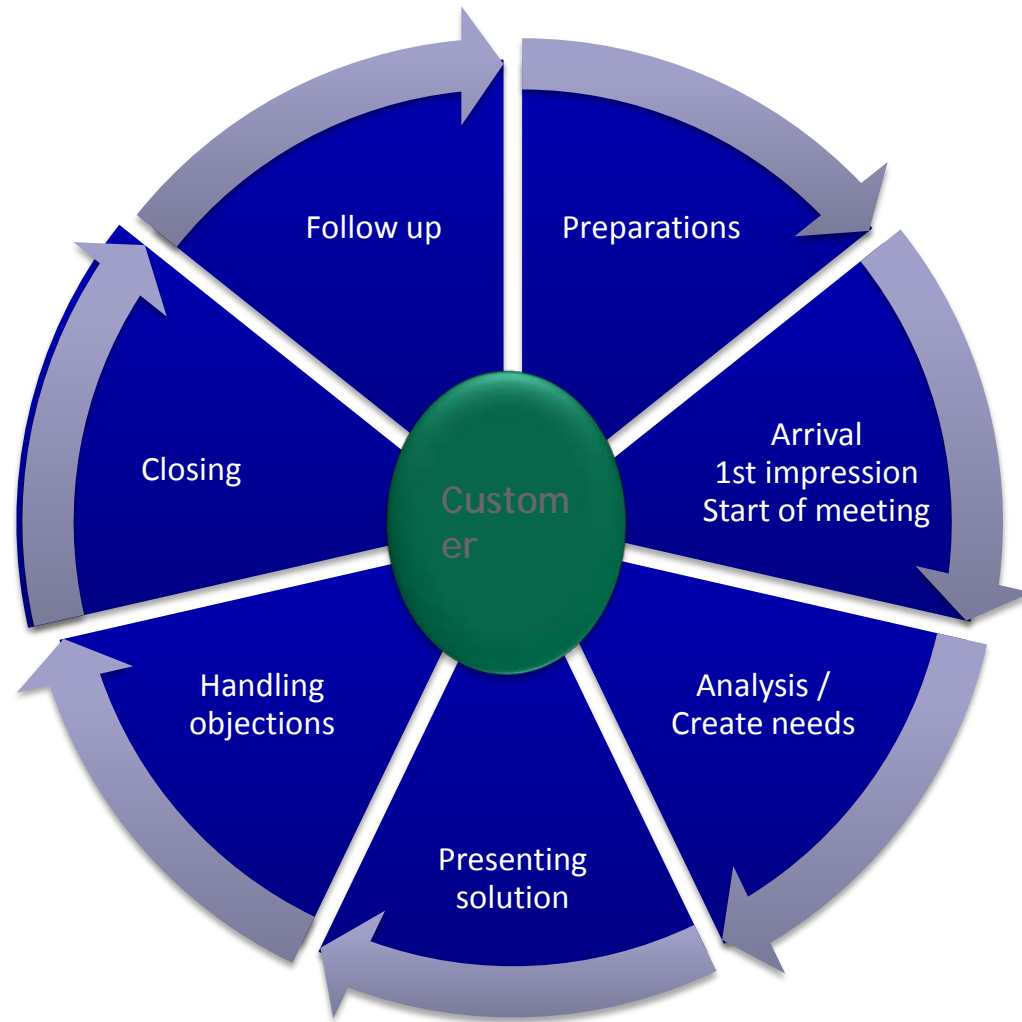
Budget 2019 - Grossister

Row Labels	Sum of 2018 Actual LOC	Sum of MF 2019 LOC	Sum of Growth
Abena	2.894.358	3.340.553	15,42%
Aktum	1.275.564	1.448.983	13,60%
Antalis	3.128.212	3.348.533	7,04%
Bunzl	17.843.110	17.926.780	0,47%
Chefs Culinar	5.002.156	5.533.451	10,62%
Clean Step	371.032	393.424	6,04%
Cytex	936.449	1.045.315	11,63%
Dansk Cater	10.662.818	11.402.194	6,93%
Frellsen	28.078	32.196	14,67%
Goodsgroup	691.823	746.407	7,89%
Inpacs	1.438.996	1.565.966	8,82%
Jysk Kemi	817.596	914.262	11,82%
Lyreco	1.225.107	1.155.432	-5,69%
Other	4.677.855	4.759.091	1,74%
Redoffice	230.052	-	-100,00%
Saebekompagniet	5.961.343	5.155.346	-13,52%
Stadsing	1.282.929	1.433.282	11,72%
Grand Total	58.467.478	60.201.215	2,97%

Target 2019



The customer meeting



Nordic - Focus Areas 2018



Evolin®



Dunilin® Elegance and DuniSoft design



Profileprint



LED





WOW

WOW - Dunilin®

Elegant & Impressive

- The Dunilin® assortment is 100% compostable and the best choice for the WOW tablesettings
 - All Dunilin® articles – unicolor and design will be found under our Ecoecho®-umbrella

Activity

DUNILIN®

Preparation

KPI : 40 new customers
to be added into
Dynamics before
December 31st

**Premium settings for
chains** – KAM to define
chain prospects

Activity : Follow up
during the year

Timing – Jan 1st –
December 31st – 10
months to be measured

Activity

DUNILIN®

Execution Enduser

Action 1 Marketing

- Presentation Dunilin® with arguments – hygiene, premium – customer satisfaction

Action 2 Marketing

- Prepare flyer with the “new married couple” “The disposable linen napkin”
- Update presentation adopted to

Action Sales

- New Dunilin® to be the first choice for all customers
- Follow up on the “prospects” in Dynamics
- Upgrade / convert
- Hotels and FSR chains to be visited with the same arguments as Scandic

Execution Wholesaler

Action Marketing

- Flyers, presentation Dunilin® with arguments

Action WS

Follow up listings at
all WS
Joint visits

Activity

DUNILIN®

Follow up

Uppdateras

KPIs

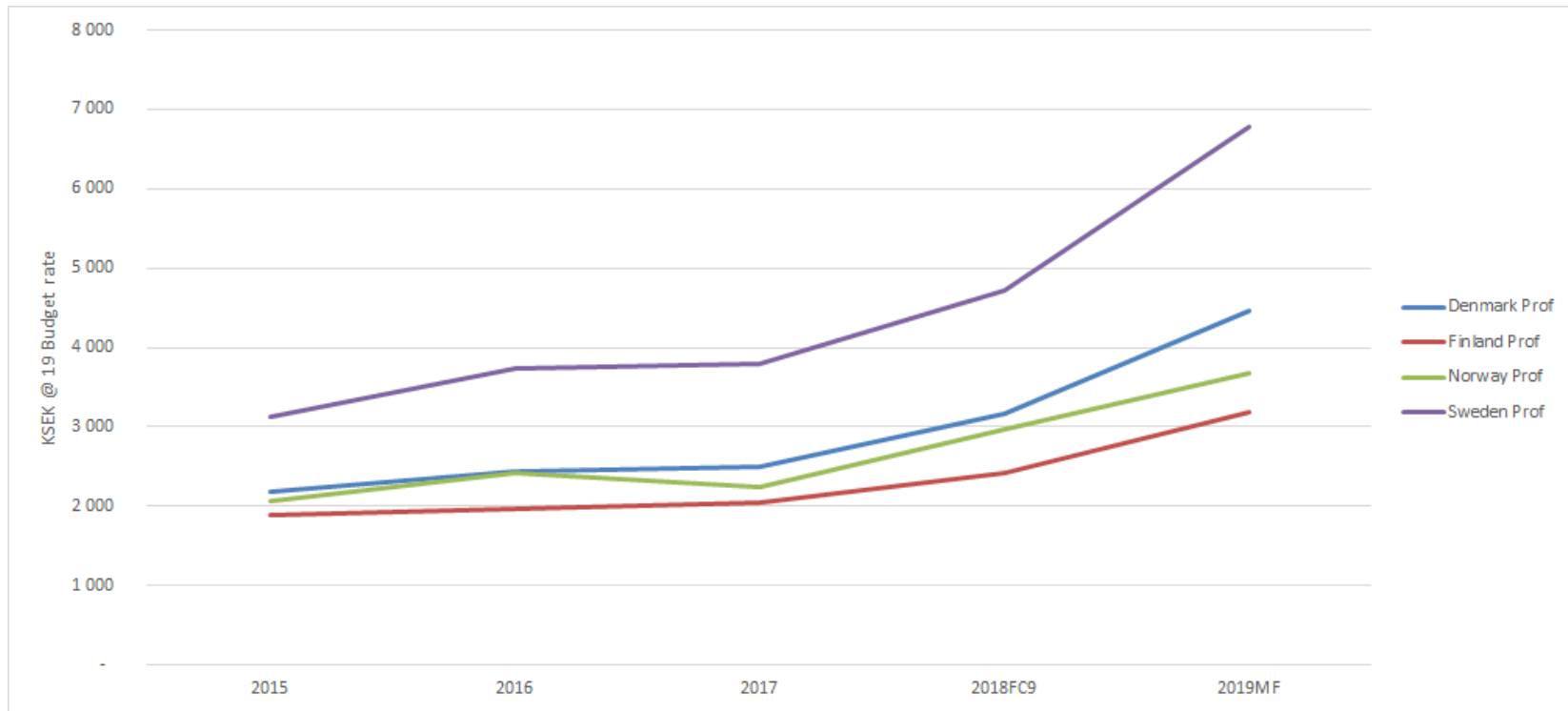
1000 new customers or reach a budget xx MSEK

Chains “premium settings for chains” (KAM)

Presented in monthly comments

Sales competition – per BU + individual

Evolin – sales development and target



	2015	2016	2017	2018FC9	2019MF	Growth 18 vs 19	Growth
Denmark Prof	2 179	2 434	2 492	3 174	4 475	40,99%	1 301
Finland Prof	1 898	1 964	2 046	2 423	3 179	31,23%	757
Norway Prof	2 061	2 414	2 249	2 979	3 650	22,53%	671
Sweden Prof	3 123	3 735	3 798	4 723	6 749	42,88%	2 026
Total	9 261	10 547	10 585	13 299	18 053	35,75%	4 754

Activity

FOCUS EVOLIN[®]

Preparation

KPI : 40 new customers to be added into Dynamics before December 31st

Premium settings for chains – KAM to define chain prospects

Activity : Follow up during the year

Timing – Jan 1st – December 31st – 10 months to be measured

Activity

FOCUS EVOLIN[®]

Execution enduser

Action Marketing

Action Sales

- FOLLOW UP 40 prospects in Dynamics (Q1)
- Offer trials
- Upgrade / Convert
- Joint visits with WS

Execution wholesaler

Action Marketing

Action WS

- Secure that we have both reels in Dunicel[®] and Evolin[®] listed
- Offer trials
- Joint visits with Duni AM's

Activity

FOCUS EVOLIN[®]

Follow up

KPIs
1000 new customers or
reach a budget xx MSEK
Chains “premium settings for
chains” (KAM)
Presented in monthly
comments
Sales competition per BU and
individual – common Nordic

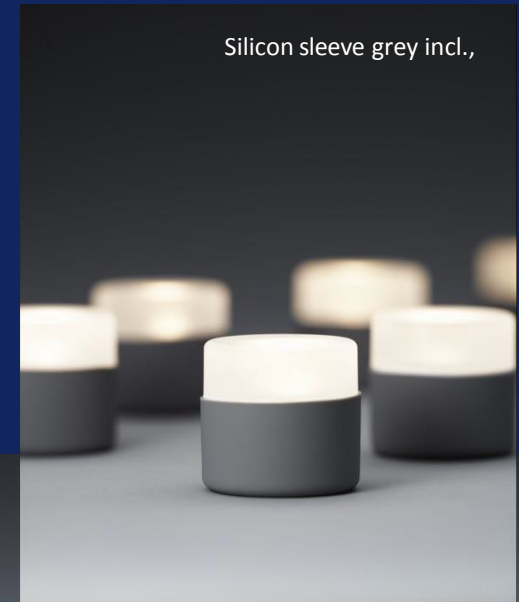
Uppdateras

LED UP THE WORLD



LED Mini Lamp

- Small, Unique stand alone table lamp – 8 pcs
- World wide adapter/4 optional headers
- 12 optional colours incl. Warm White
- Silicon sleeve included
- World wide exclusivity

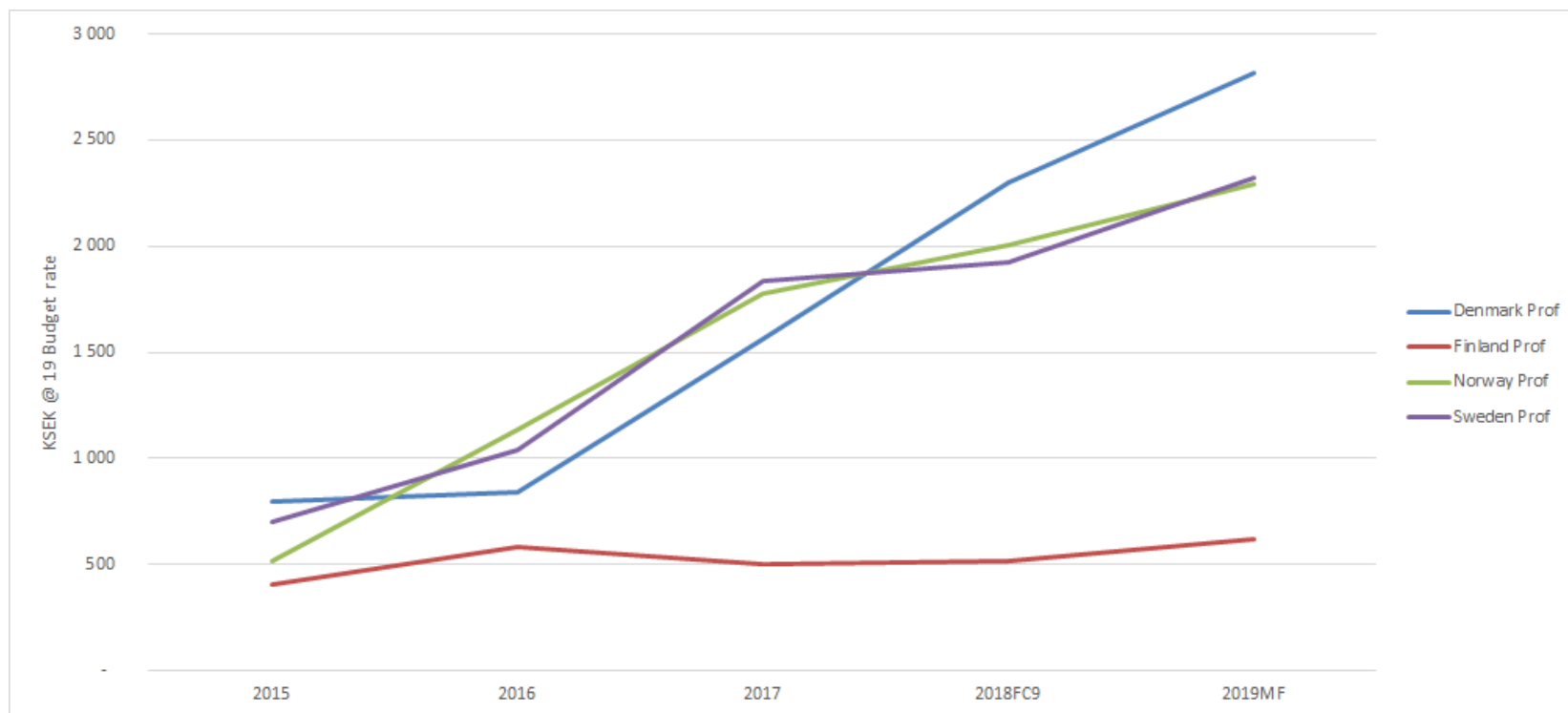


- Mini Lamp Holder Bamboo Bamboo, 33x57mm

➤ FILM



LED – sales development and target



	2015	2016	2017	2018FC9	2019MF	Growth 18 vs 19	Growth
Denmark Prof	797	841	1 566	2 298	2 825	22,93%	527
Finland Prof	407	584	502	514	617	20,06%	103
Norway Prof	516	1 133	1 774	2 007	2 276	13,36%	268
Sweden Prof	704	1 038	1 834	1 922	2 309	20,13%	387
Total	2 423	3 596	5 677	6 741	8 026	19,06%	1 285

Activity

FOCUS LED

Preparation

Activity: Replace oil lamps
Define present customers
that we can sell both LED
and living candles to, define
new customers not allowed
to use living candles

Timing: Jan 1st – December
31st (10 months activity)

Activity

FOCUS LED

Execution Enduser

Action Sales

- Identify target customers
 - Having occasions / areas where not living candles are to be used
- Oil lamp customers – convert
- Non candle buying customers

Execution Wholesaler

Action 2 Marketing

- Updated sales material for our wholesalers /

Action WS

- Introduce – have in assortment – web portals shop in shop
- Joint activity with most loyal WS

Activity

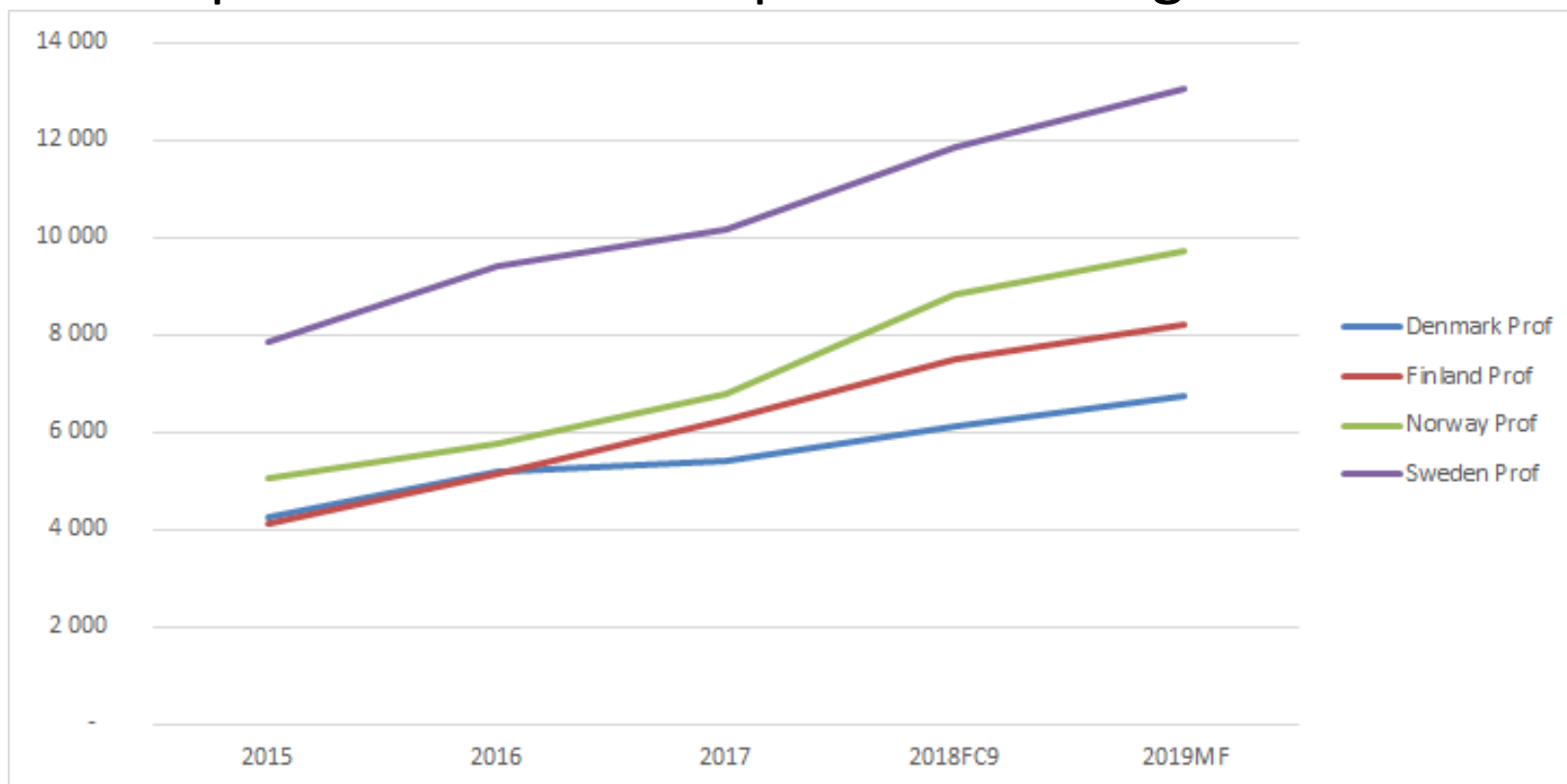
FOCUS LED

Follow up

- 1000 new customers or reach a budget 8,2 MSEK
- Sales competition with other focus segments – BU and individual

PROFILE PRINT

Profile print – sales development and target



	2015	2016	2017	2018FC9	2019MF	Growth 18 vs 19	Growth
Denmark Prof	4 264	5 185	5 405	6 132	6 745	10,00%	613
Finland Prof	4 119	5 119	6 248	7 477	8 225	10,00%	748
Norway Prof	5 066	5 754	6 762	8 828	9 710	10,00%	883
Sweden Prof	7 835	9 417	10 162	11 846	13 031	10,00%	1 185
Total	21 284	25 474	28 578	34 283	37 711	10,00%	3 428

Activity

FOCUS PROFILE PRINT

Preparation

KPI

- Convert, upgrade customers during the activity period
- Customer service repeat orders

Activity

PP Blitz towards new customers

Timing

Jan 1st – December 31st
(10 months activity)

Activity

FOCUS PROFILE PRINT

Execution enduser

Action 1 Marketing

- Prepare material for on line tool – education on sales conference in January 2010

Action Sales

- Use the W2P tool
- Upgrade present customers or take from competition
- Follow up repeat orders via Camunda - CS

Action 2 Marketing

- Updated flyer to hand out for the AM's as well to be used for WS if they want to make an

Action Sales

- PP Blitz – only new customers to be visited – special offer
- Customer service to follow up on repeat orders via Camunda
- Easy Fairs in SE and FI

Activity

FOCUS PROFILE PRINT

Follow up

KPIs

10 % increase in
total PP business

THANK YOU AND REMEMBER

PROFIT BEFORE GROWTH



Bonus 2019 - AM

- **AM – Payment yearly/quarterly**

- **Condition 1: GP1**

- Measured currency neutral and the source is from P&L.
- Share of bonus: 25 % of total bonus (5% of salary).
- Base: Last year. Max bonus: 3 % above budget. **PAYOUT YEALY**

- **Condition 2: EBIT**

- Measured currency neutral and the source is from P&L.
- Share of bonus: 25 % of total bonus (5% of salary).
- Base: Last year. Max bonus: 3 % above budget. **PAYOUT YEARLY**

- **Condition 3: New customers on Dunilin/Evolin/LED in CRM**

- Measured through number of new customers in CRM on Dunilin, Evolin & LED. A new customer counts when AM has mapped a customer and marked it as “New”. They get 1 point per customer, no matter the amount of wallet lines/orders. Their progress can be followed in a common file updated at the turn of each month. Since we have a target of 40 new customer per AM and focus area (total 120), I think the target should be above that. Bonus payment starts at 30 new customers per quarter (120/year, in line with target) and maximum payout is reached at 50 new customers per quarter (200 per year).
- Share of bonus: 50 % of total bonus (10 % of salary) **INCLUDING DUNISOFT DESIGN – PAYOUT QUATERLY**
- Ordre split accepteres ikke

Bonus 2019 - KAM

- **KAM – Payment yearly**

- **Condition 1: GP1**

- Measured currency neutral and the source is from P&L.
- Share of bonus: 50 % of total bonus (10% of salary).
- Base: Last year. Max bonus: 3 % above budget. **PAYOUT YEARLY**

- **Condition 2: EBIT**

- Measured currency neutral and the source is from P&L.
- Share of bonus: 50 % of total bonus (10% of salary).
- Base: Last year. Max bonus: 3 % above budget. **PAYOUT YEARLY**



How can AM and KAM work together to sell in Evolin and Dunilin?

- Gruppearbejde
- **Gruppe 1**
Martin
Ulrik
Maria
- **Gruppe 2**
Dan
Anette
Thomas

