



*Lindt* 

MAÎTRE CHOCOLATIER SUISSE  
DEPUIS 1845

# AEB | SME Open Committee Meeting

18 February 2019





# Agenda

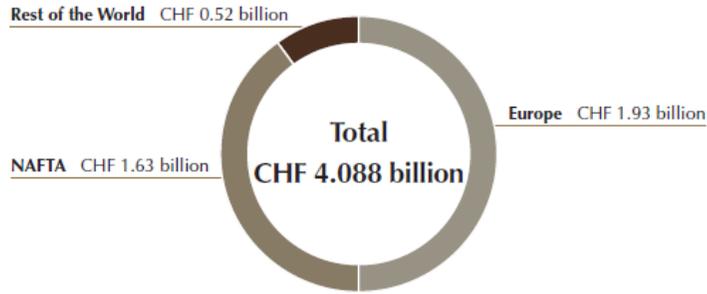
- Lindt & Sprüngli Group
- Lindt & Sprüngli Russia
- Start-up of L&S Russia



# Lindt & Sprüngli Group

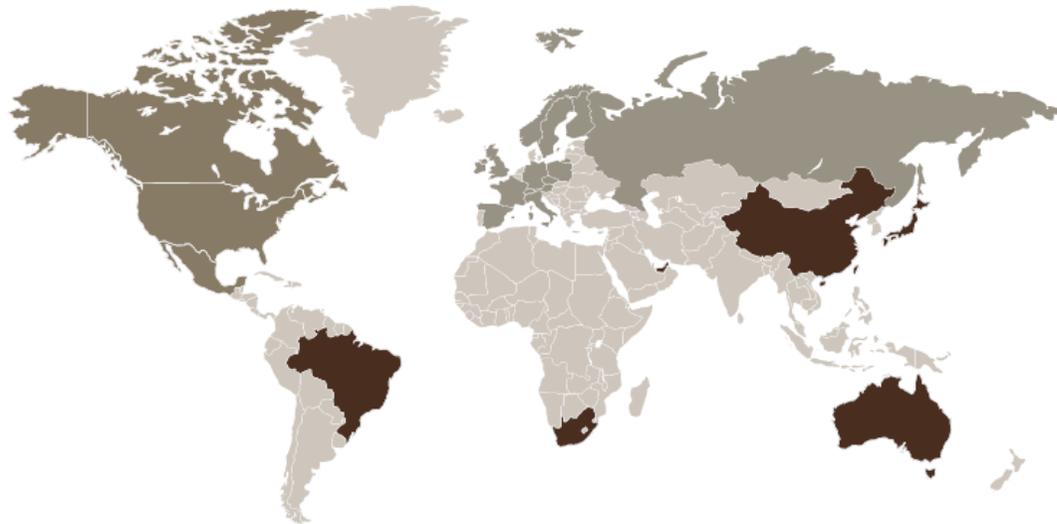


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25  
subsidiaries  
worldwide

14,000  
employees  
worldwide





# Lindt & Sprüngli in Russia

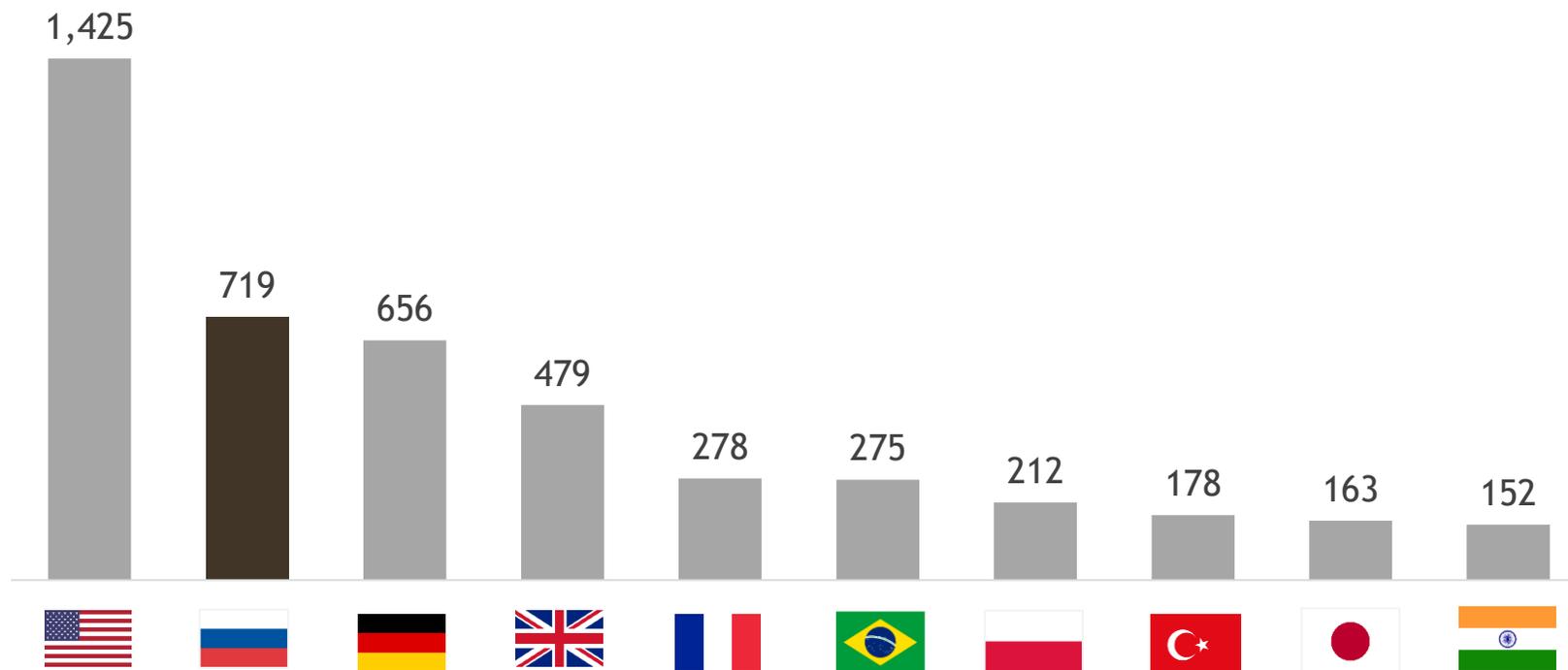
- Present on the market since almost 20 years
- Incorporation of own legal entity in December 2012
- Market share of 2.0 (pralines + tablets)
- FTE 100
- 3 retail stores
- CAGR of 29.4%





# Russian Chocolate Market

Chocolate Retail Volume  
'000 tonnes



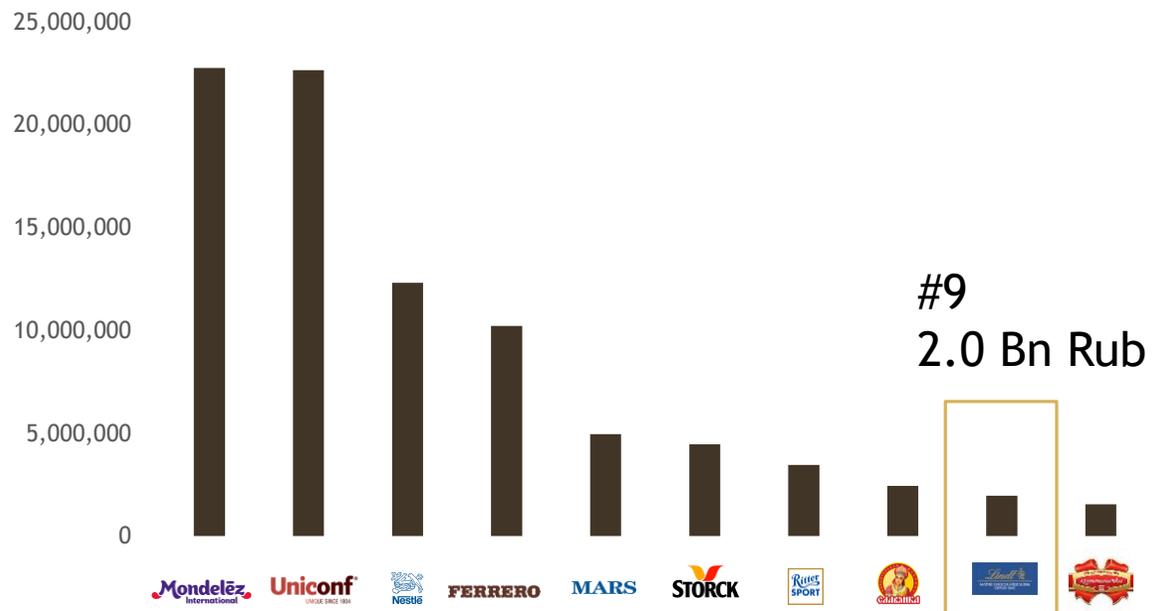
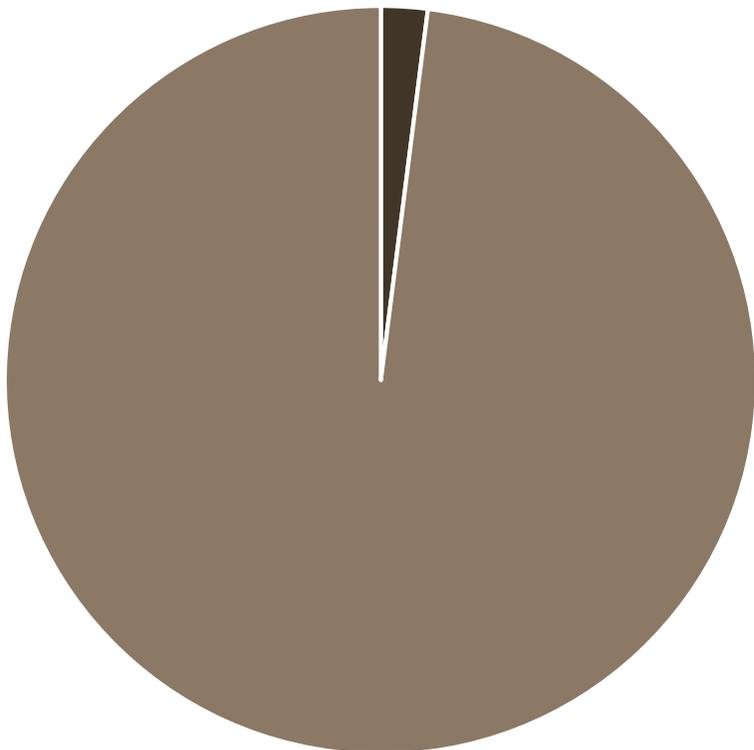
Россия - 2й по величине рынок шоколада в мире!  
Russia is the 2nd biggest chocolate market in the world!



# Market share of L&S Russia



LSRU 2%

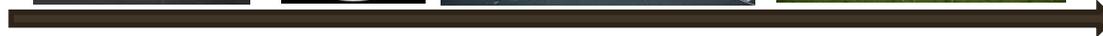




# Route to market

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National Key  
Accounts

Local Key  
Accounts

Distributors

B2B & other  
channels

Retail





- Kick-off in December 2012
  - Trade contracts
  - Marketing strategy
  - Route to market
  - SAP implementation
  - Recruitment
  - Office infrastructure
  
- Go live 1 June 2013
  - Termination with Distributor
  - Trouble shooting
  
- Result:
  - CAGR of 29.4%
  - Market share improved from 1% to 2%
  - Increased FTE von 3 to 100
  
- Learnings:
  - To find the right partners is key
  - Do not underestimate the complexity in Russia
  - Keep a long term view despite economic/political turbolences



Thank you!

