



KitchenAid



SLF



05.06.2024



Agenda

- 
- KitchenAid, a general introduction
 - Service strategy
 - Sustainability through the joint operation

KitchenAid, a general introduction

Who we are

Founded in 1919 by Herbert Johnson (OH)

Active in +30 markets (EMEA)

Selling +1.8M products/year (EMEA)

+150 people (EMEA HQ & markets)



Who we are



What we are known for

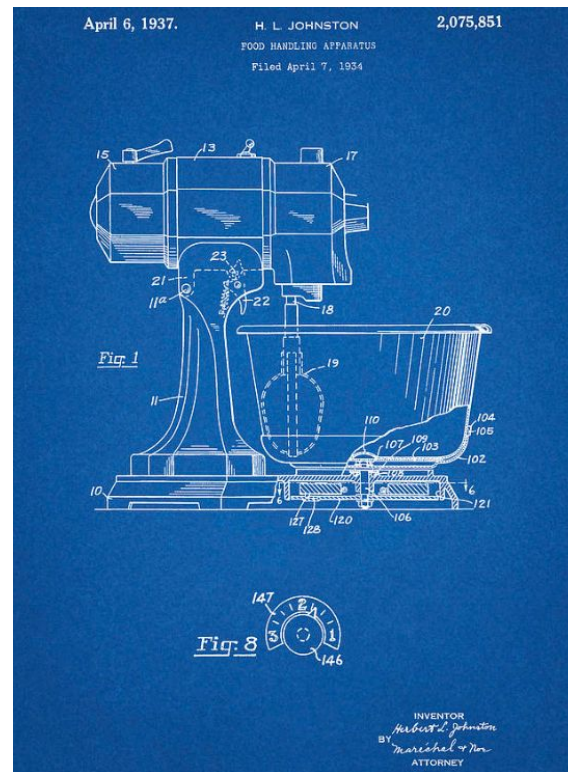


What we are known for

Solid, timeless design

Long lasting

Premium quality

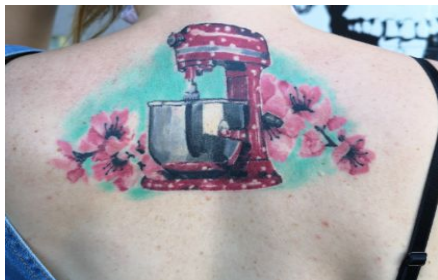


What we are also known for



Google

kitchenaid tattoo



Service strategy. The KitchenAid - Katoen Natie partnership

Organizational set up

Direct markets



- Centralized approach
- 5 centers went to 3 main service hubs
- 1 main KA consumer care center
- Repair picked up and sent back home
- Returns from trade partners & D2C processed in central warehouse

Indirect markets



- Distributors
- 50 local service centers
- Distributors as spoc
- Repairs picked up and sent back home
- Returns from distributors to central warehouse or stay in country

Centralized approach

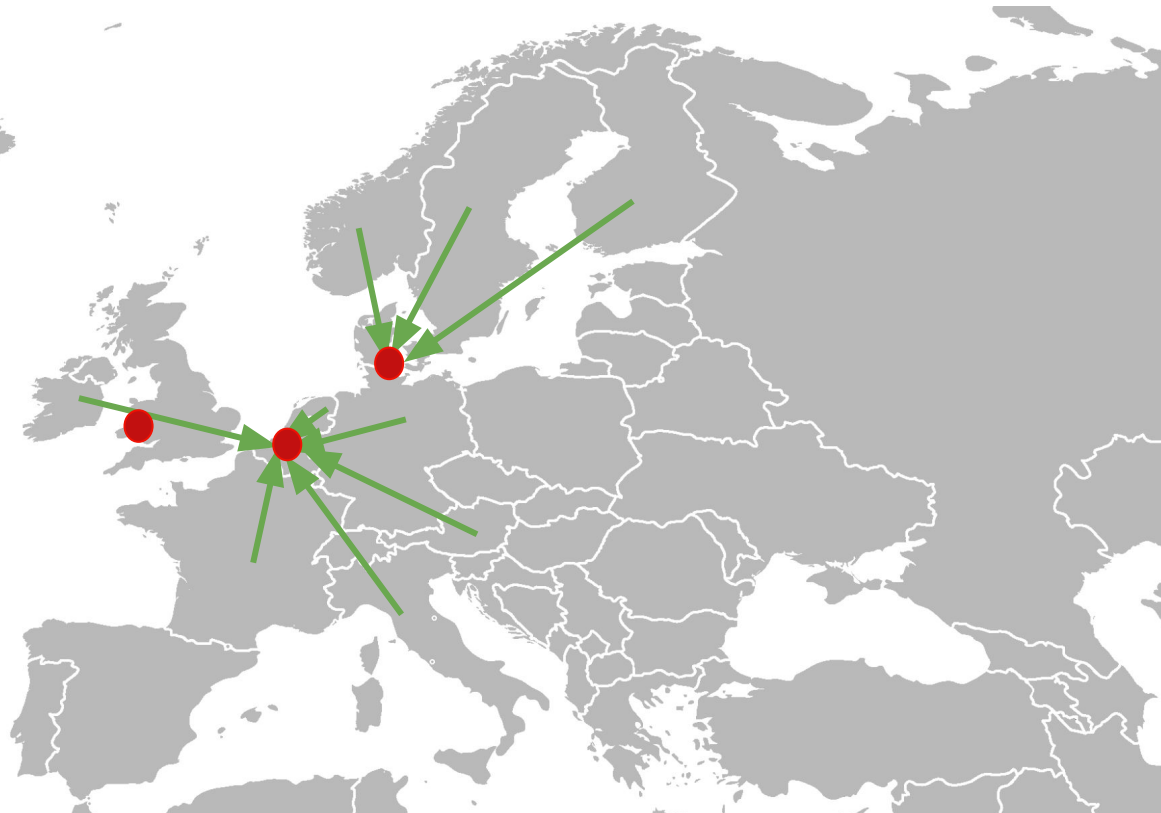
Main service hub in Antwerp

- Belgium
- Netherlands
- Ireland
- Italy
- Austria
- **Germany**
- **France**

Main service hub in Denmark (3P)

- Denmark
- Norway
- Sweden
- Finland

Main service hub in UK (3P)



Partnership evolution

2014: KA stock to KTN

2016 : start of Factory Service (returns & refurbishing, small volume of repairs)

2018: insourcing BE repairs

2019: insourcing FR repairs (3 out of 5)

2020: insourcing IR, IT repairs & set up of D2C flow

2023: expansion, move & consolidation, insourcing
GE, FR repairs

2024: safety lab go live

2023: expansion, move & consolidation, insourcing



Facilitating **German service centralization**



Optimization of refurb, repair, D2C & spare parts flows



Extended automated conveyor operation



Improved & separated **receiving and inspection & projects areas**

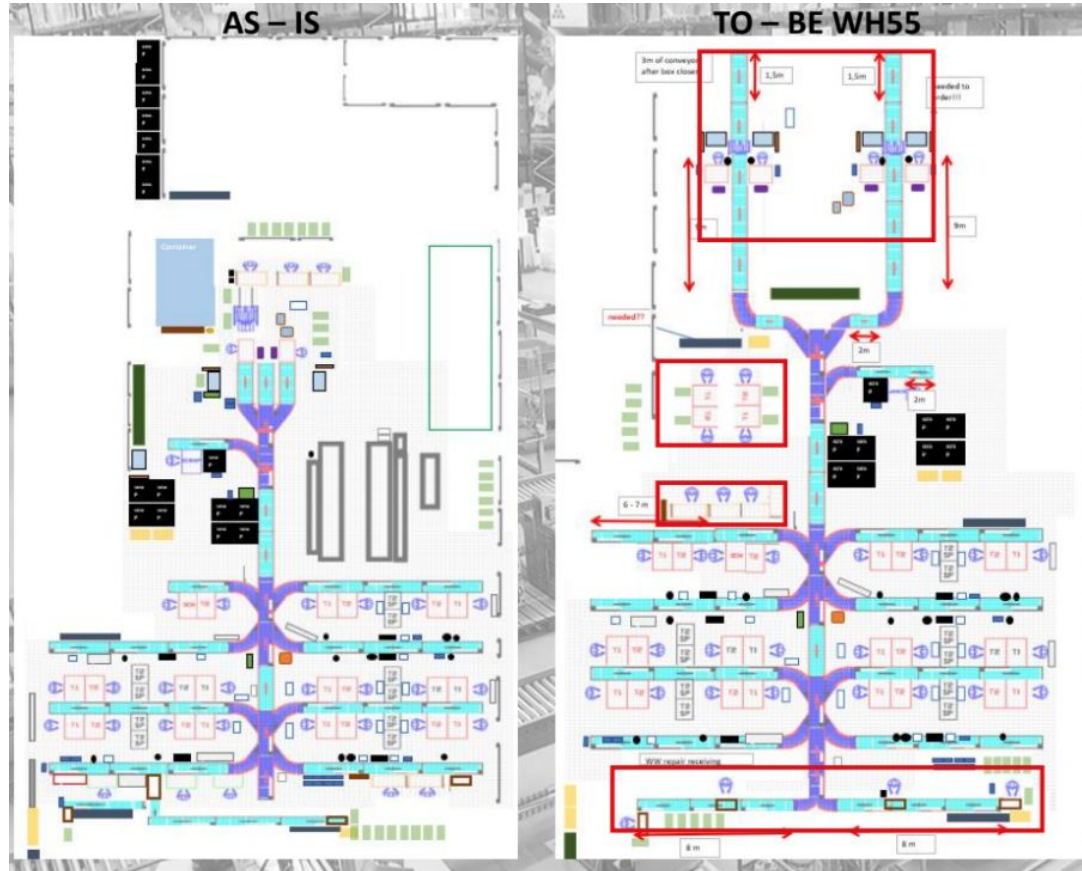


Facilitate **Safety Lab**



Opportunities for **further growth of service**

Centralized approach - Lay Out



Previous layout



New layout



Factory Service Activities (2023 actuals, in units)



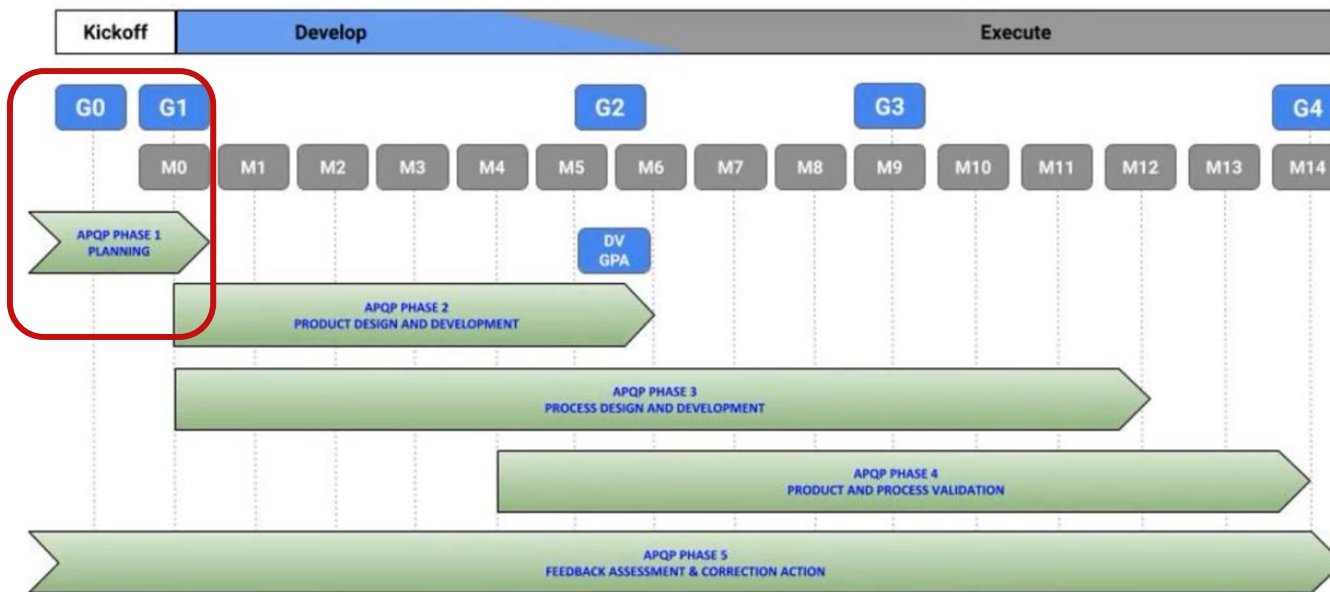
The way we drive sustainability through our joint operation

How is KA, through its collaboration with KTN, driving sustainability

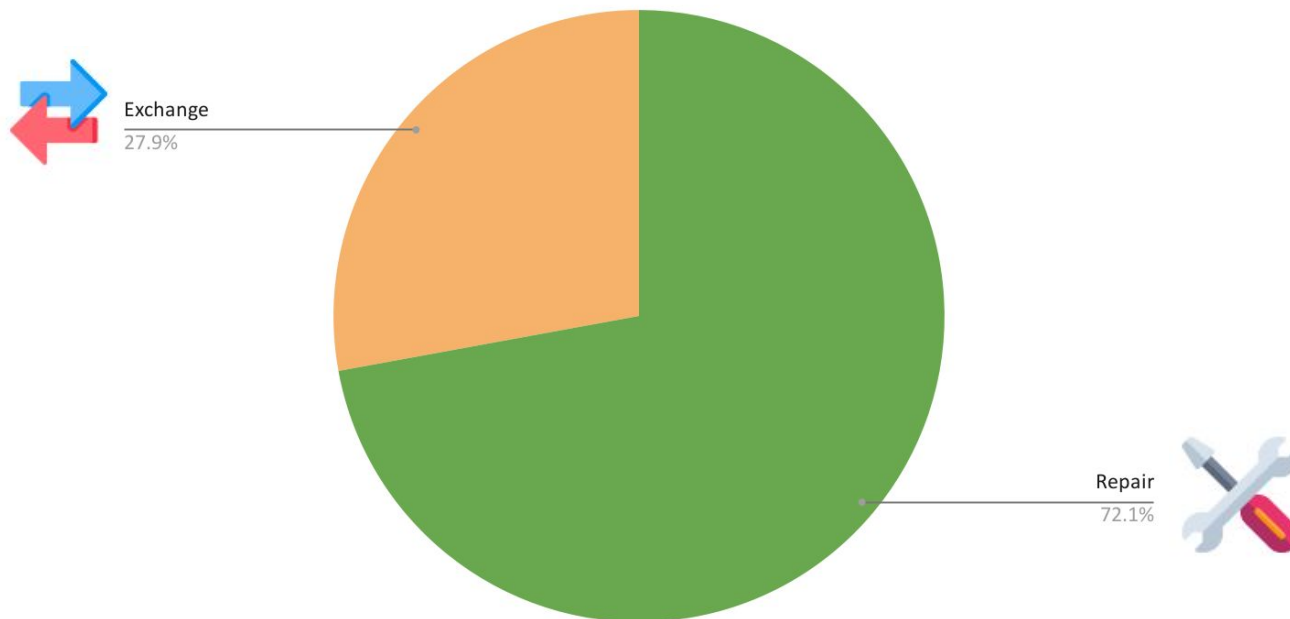


- Including repairability in product development
- Investigating how to make existing products repairable
- Focus on repairing, avoiding exchanging
- Refurbishing returned products > give products a second life
- Renewing products
- Recovering parts
- Reboxing
- Reporting & automation> Improving quality

Repairability as part of product development

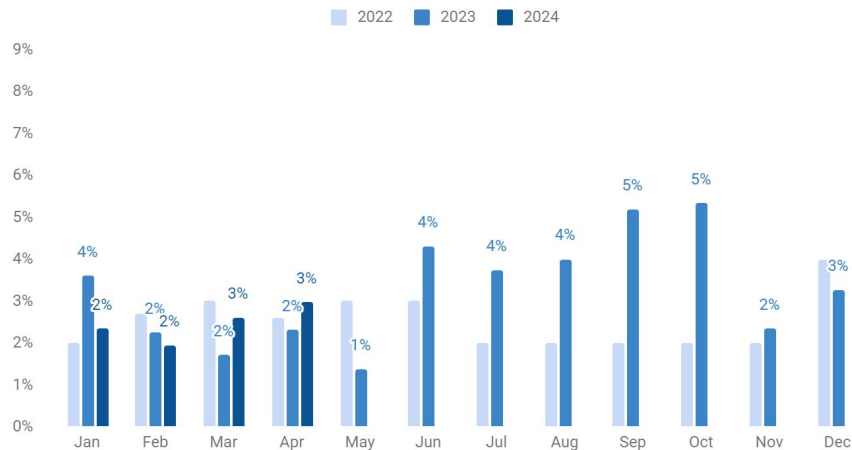


Focus on repair - overall



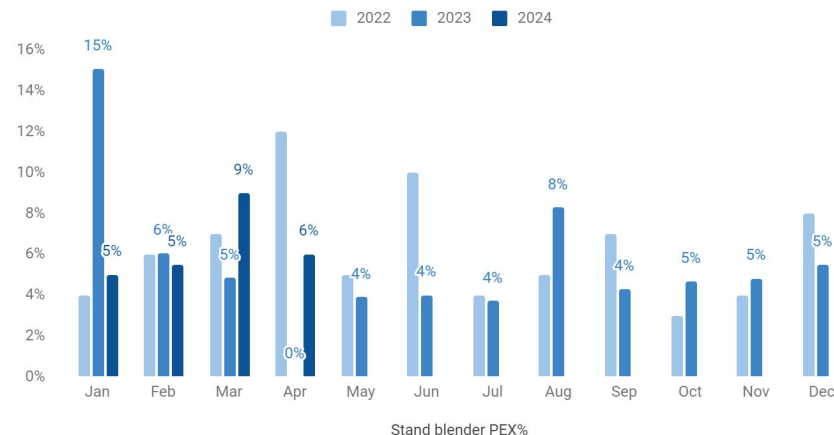
Focus on repair - key products

Stand Mixer



97% repairable in 2023

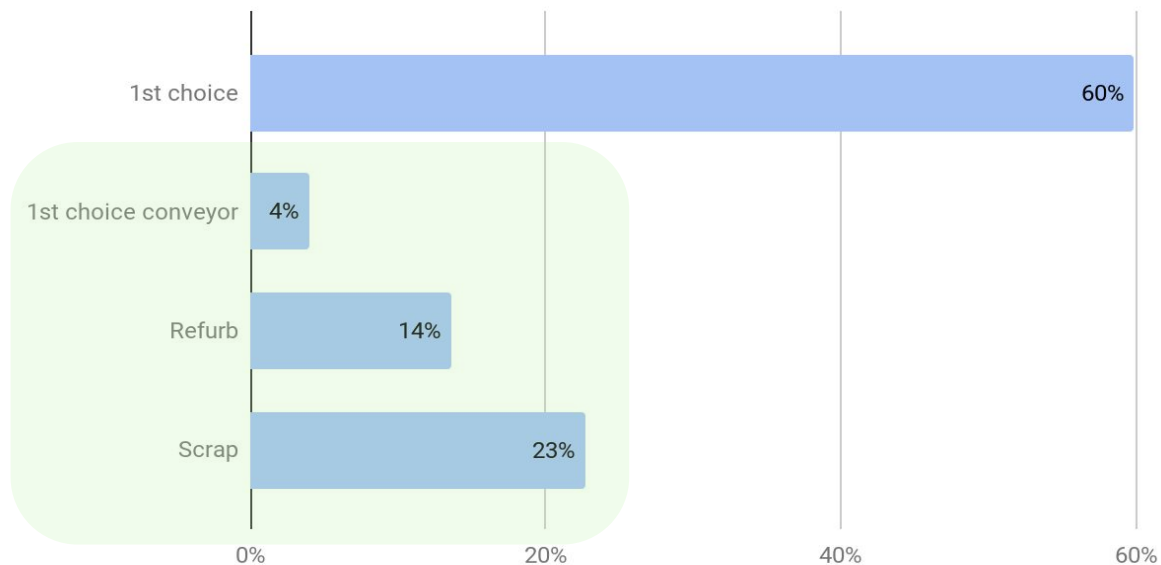
Stand Blender



94% repairable in 2023

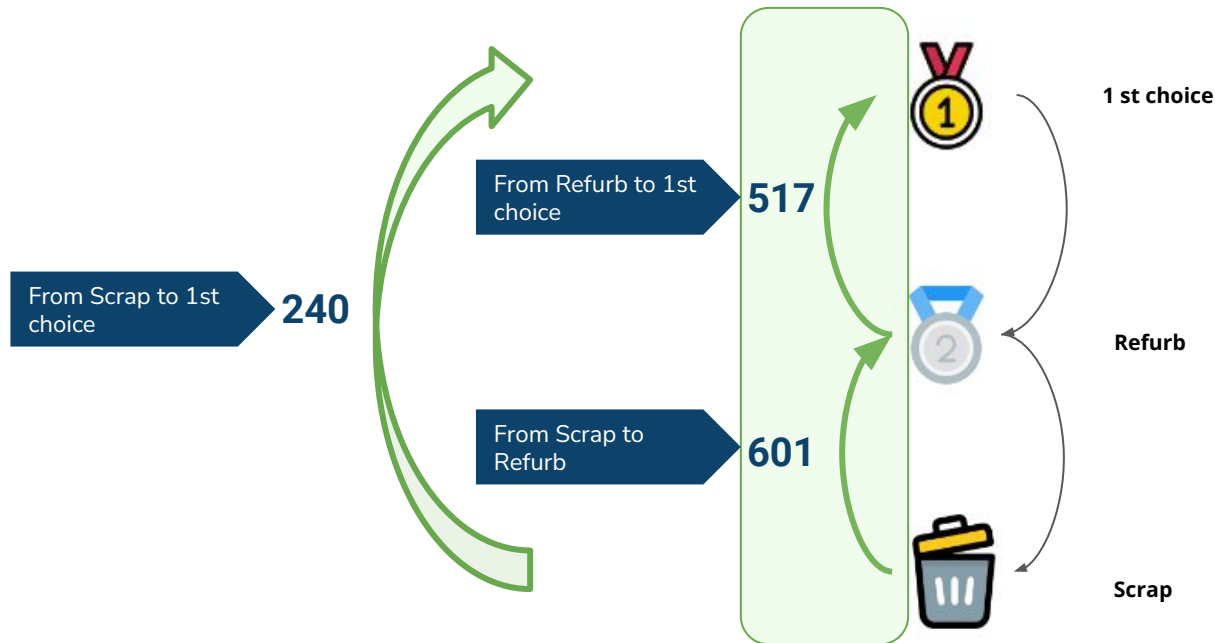
Refurbishing returned products

Processed return spread



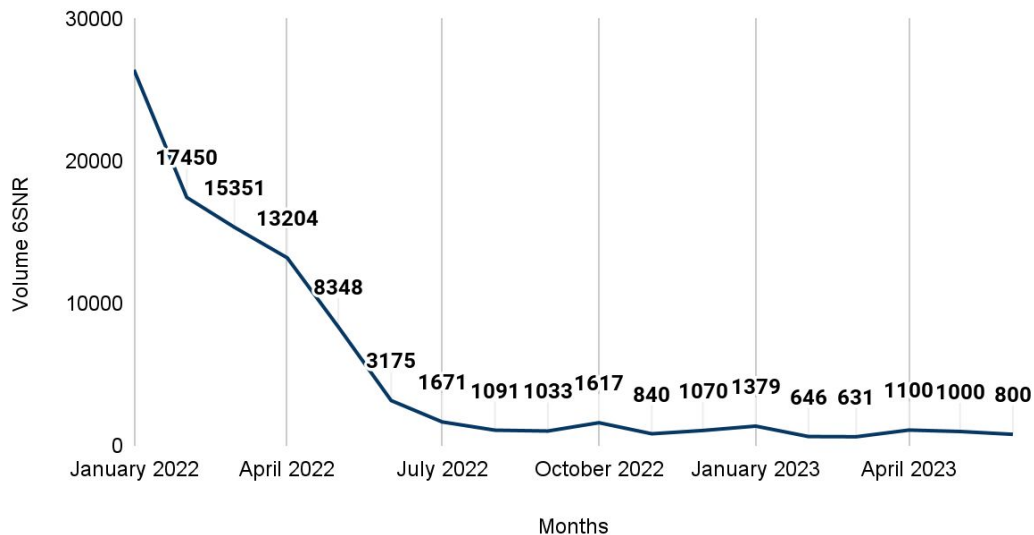
Revaluing products

1358 SM recovered (2023)



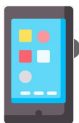
Rebox

Volume 6SNR



- Standardized process
- Packaging moved to local production

Reporting & automation



Service application on phones & tablets



Automated visual inspection on aesthetic issues



Improvements to go paperless



Machine learning for call center interactions analysis linked to machine failure root cause analysis

Questions





BENTON HARBOR, MICHIGAN

PERO (MILAN), ITALY

HONG KONG, CHINA

SÃO PAULO, BRAZIL



KitchenAid®

MAYTAG®



AMANA®



JENN AIR®