

Europe Asia Americas Americas Asia Europe

2014: BUILDING BLOCKS IN PLACE

Contents

2 Chairman's Letter

- 4 Corporate Governance6 Operating Units and
- Investment Companies 8 Historic Milestones
- 9 Values and Success Factors
- 10 Highlights 2014
- 12 DK Brands Manual
- Appliances
- 14 DK Brands Electrical & BBQ
- 16 DK Industrial
- 18 DK Investments 20 DK Premium Brands
- 22 DK Travel
- 24 DIETHELM TRAVEL
- 26 STA TRAVEL 28 GLOBETROTTER GROUP
- 30 DKSH
- 32 Addresses

Photography concept: The Diethelm Keller Group has its historic roots in the exchange of goods and services between Asia, Europe and the Americas. In nearly 150 years of business activities, extensive networks and close relationships have evolved among the operating units of DKH and their customers. At the same time the spectrum of activities has widened. The images in this publication reflect the close ties between the customers and the various operating units of the Diethelm Keller Group.

Commissioned by Diethelm Keller Holding Ltd., the photographs in this Annual Review were taken by Julia Brütsch. She lives in Zurich (Switzerland), where she was born in 1982, and works as a freelance photographer for several magazines. She specializes in portrait and documentary photography. Besides being a still photographer, in 2011 Julia also began to work as a videographer, making short films, short feature films and music videos. For some of these productions, she is credited with directing and editing as well.

Design: Gottschalk+Ash Int'l, Zurich

Typesetting, separations and printing: Neidhart+Schön Group, Zurich The founders of the Diethelm and Keller companies started in the late 1860s by trading products between Asia and Europe. Over time, descendants of the founding families significantly expanded the trading business into marketing, logistics and related services, while also diversifying into industrial and travel activities.

In 2002, the trading businesses were integrated into DKSH Holding Ltd. (DKSH) as a majority-owned affiliate of Diethelm Keller Holding Ltd. (DKH). After DKSH successfully went public in March 2012, DKH, with 45% ownership, remains the anchor shareholder of DKSH.

Today, the Diethelm Keller Group consists of four operating units and the participation in DKSH. All subsidiaries hold strong market positions within their respective fields and operate with a high degree of entrepreneurial autonomy.

At the end of 2014, the four operating units employed around 5,300 people in 28 countries.



1



The Fan Tree (ravenala madagascariensis), also known as the Traveler Palm, is the symbol of the Diethelm Keller Group. The Fan Tree is not only beautiful; it is strong, sturdy and enjoys a long life. It bends with the wind but does not yield. The branches and leaves form a circle, thus embracing all the activities of the Diethelm Keller Group. The red color reflects the Swiss heritage and the Fan Tree itself stands for the Group's Asian roots.

CHAIRMAN'S LETTER

2014: Building Blocks in Place

Dear Shareholders, Dear Employees, Business Partners and Friends,



Diethelm Keller Holding (DKH) has continued to build up the existing business units and has grown further in 2014 through organic expansion and acquisitions. Last year, DKH completed its first year with the new corporate structure under the leadership of a newly appointed CEO, supported by an excellent management team.

DK Brands

DKB's strategy of focusing on the opportunities among the key household and BBQ brands (including OUTDOOR**CHEF**, zyliss and KOENIG) in their respective markets and on accelerated product innovation contributed positive results. The improved brand positioning resulted in a successful year for both subdivisions, the Manual Appliances and the Electrical & BBQ businesses.

DK Industrial

In the DK Industrial business unit, Wetrok performed strongly with a continued focus on increasing its international presence and through new product launches. DKH is proud that Wetrok received the ISSA Innovation Award in 2014 for its top selling product "Mambo". Due to spending constraints in its sector, EDAK sought to win new clients through a diversification strategy. Diethelm Keller Aviation, given its dependency on the commercial airline industry, is also developing opportunities with new clients and products.

DK Investments

ANGELA BRUDERER has, in its third year as part of DKH, again achieved satisfying growth rates and successfully expanded its retail activities in Switzerland.

The newly established DK Premium Brands Holding (DKPB) grew by making strategic majority investments in DEDON and GARPA to become a global leader in the premium outdoor furniture sector. This unique coalition was formed in 2014 and is a key component of DKPB's expansion strategy. DEDON is the leading designer and manufacturer of luxury outdoor furniture made of durable, weatherproof and UV resistant fiber, while GARPA distributes high-end products online, through catalogs and a number of high class showrooms in Germany, Austria and Switzerland. Together with GLOSTER, DKPB is today one of the leading premium outdoor furniture groups and covers the full range of outdoor furniture products globally.

DK Travel

GLOBETROTTER GROUP (DKH holds a 50 % stake) and STA TRAVEL are cooperating closely to enhance sales by increasing their respective product offerings and capturing new opportunities presented by innovations in technology. Establishing firm links within the value chain is the key to realizing synergies in the Group. Excellent teamwork with the GLOBETROTTER GROUP enabled DK Travel to achieve a promising result.

Through its 45 % interest DKH remains the anchor shareholder of DKSH Holding Ltd. (DKSH)

The leading Market Expansion Services company with a focus on Asia has achieved a positive result despite a difficult economic and political environment. 2015 marks the 150th anniversary of DKSH, as Siber & Brennwald (predecessor of SiberHegner) was established in Japan in 1865. The founders of the Edward Keller and the Diethelm companies emigrated to Asia in 1868 and 1871 respectively.

The rapid decision-making processes and the lean management structure are among DKH's core competitive advantages. To fully leverage this entrepreneurial approach, the different business units are supported by key headquarter staff. Selective strategic investments are made to ensure long-term sustainable partnerships and to further strengthen the organization.

In August 2014 Mr. Walter Ehrbar, our long-term partner, advisor and member of the Board of Directors, sadly passed away. Mr. Ehrbar was a great friend who dedicated his time and effort to the success of DKH and the Edward Keller and Diethelm companies for decades.

The Board of Directors sincerely thanks our committed staff who have worked tirelessly to help us achieve our goals. We appreciate the support our business partners, clients and suppliers have given us in 2014.

Andreas W. Keller Chairman





DKTravel



Diethelm Keller Group: Key figures (Financial figures in CHF million)

	2014	2013
Total sales	1,638	1,575
Employees at year-end	5,281	4,158

Locations

Headquarters: Zurich (Switzerland)
International presence: Companies and branch offices in 28 countries

CORPORATE GOVERNANCE

Professional Standards as a Guiding Principle

Diethelm Keller Holding Ltd. is a privately held organization, principally owned by descendants of the founders via the parent company DKH Holding Ltd.

DKH is committed to the principles of good corporate governance, has a professionally structured Board and applies group-wide reporting standards.

Diethelm Keller Holding Ltd. Board of Directors

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

Executive Committee

Andreas W. Keller, Chairman Adrian T. Keller Jean-Daniel de Schaller

Strategy Committee

Andreas W. Keller, Chairman Adrian T. Keller Dr. Joerg W. Wolle

Audit Committee

Rudolf Ehrbar, Chairman Adrian T. Keller

Diethelm Keller Management Ltd.

Angelo C. van Tol, Chief Executive Officer Beat Schwendener, Chief Financial Officer Frank Wilper, General Counsel/Head Mergers & Acquisitions Stephan Heinemann, Head Business Intelligence

Family Office & Corporate Affairs

Daniel R. Jagmetti

Auditor

Ernst & Young Ltd., Zurich

Organization



DKB Welcome home



1 Executive Chairman



The Diethelm Keller Holding headquarters building in Zurich depicting the Fan Tree, the trademark of the Diethelm Keller Group.

DIETHELM KELLER GROUP **Operating Units and Investment Companies**



Diethelm Keller Brands

DK Brands owns a portfolio of leading Swiss and international proprietary brands focusing on the design, production and marketing of innovative household products. DK Brands employs 264 people in eight countries and sells its products in more than 70 countries.

DK Brands: Manual Appliances

Manual Appliances specializes in the design and manufacture of manual kitchen devices and accompanying articles for its trade names.

DK Brands: Electrical & BBQ

The three proprietary brands specialize in designing and producing electrical kitchen appliances, barbecues and accessories.

DK Industrial

DK Industrial

DK Industrial consists of Swiss and international proprietary brands specializing in industrial cleaning systems, aluminum equipment for the airline industry, transport solutions and engineered products. DK Industrial companies are active in eight countries, employing 510 people.

DK Industrial companies

DK Industrial provides integrated cleaning solutions under the Wetrok brand in more than 20 countries. Diethelm Keller Aviation develops, manufactures and sells a range of aircraft trolleys for commercial airliners. EDAK manufactures aluminum products.



DK Investments

DK Investments holds strategic participations and new corporate investments, with some 2,000 employees worldwide.

DK Premium Brands (70 %)

DK Premium Brands offers high-quality outdoor furniture, with a presence in more than 85 countries. Due to the unique relationship with the DEDON and GARPA founding partners, DK Premium Brands is today a global player in this sector.

DK Investments

DK Investments is an investment company for new corporate engagements and holds an 85 % stake in ANGELA BRUDERER, a long-established Swiss mail-order firm.

zyliss

TUR *MIX*

COLE & MASON







wetrok

Diethelm Keller Aviation



C GLOSTER

NEDON



GELA-





DKTravel

DK Travel (85%)

DK Travel combines the travel businesses of the Diethelm Keller Group and encompasses an intercontinental distribution network with 2,880 employees.

DIETHELM TRAVEL

DIETHELM

Over the past five decades, DIETHELM TRAVEL has evolved to become a leading destination management company in Asia. DIETHELM TRAVEL services tour operators from 93 countries and operates in twelve countries in Asia, with 535 employees.

STA TRAVEL

STA TRAVEL was originally established in Australia and acquired by the Diethelm Keller Group in 1979. Today it is the world's leading travel company for students and young adults, with 1,930 employees in eleven countries and licensing partners in 50 countries.



GLOBETROTTER GROUP (50 %)

GLOBETROTTER GROUP, in which DKH holds a 50 % stake, is the holding entity for ten companies within the travel industry. The different companies are independent and operate with their own management structure, with 415 employees. Its success is based on the foresight of the founding partners.



DKSH (45 %)

DKSH, a 45 % participation of Diethelm Keller Holding Ltd., is the leading Market Expansion Services provider with a focus on Asia. DKSH offers integrated and tailor-made services along the entire value chain, with 27,600 employees in 35 countries.

Business units

Consumer Goods focuses on fast moving consumer goods, food services, hotel supplies and luxury and lifestyle products. Services offered range from product feasibility studies, sales and marketing to physical product distribution.

Healthcare

covering a product range as diverse as pharmaceuticals, consumer health and over-the-counter health products, as well as medical devices, services provided include product registration, marketing and sales and physical distribution.

Performance Materials

sources, develops, markets and distributes a wide range of specialty chemicals and ingredients for the specialty chemicals, food and beverage, pharmaceutical and personal care industries.

Technology

covers a broad range of capital investment goods and analytical instruments. The business unit offers total solutions in the areas of infrastructure, industrial materials and supplies, precision and textile machinery, semiconductor, photovoltaic and electronics, agriculture, hospitality as well as specialized industrial applications.

DIETHELM KELLER GROUP Historic Milestones



In 1887, Wilhelm Heinrich Diethelm purchased the majority of Hooglandt & Co., Singapore, and Edward Anton Keller acquired his employer's company, Lutz & Co., Manila (Philippines). Dedication to their companies and knowledge of their markets and customers were essential to the development of strong ties with international business partners.

Andreas W. Keller, Chairman of DKH, characterized the merger of the Diethelm and Keller groups as follows: "Out of Diethelm and Keller, a single group was born that is stronger than the individual companies added together. This was made possible by the vision of our predecessors, who coordinated the development of both groups to avoid duplications of effort and create potential synergies."



The Fan Tree logo of Diethelm & Co. Ltd., registered as a trademark in Saigon in the late 19th century. In the late 1860s, two young Swiss pioneers, Wilhelm Heinrich Diethelm and Edward Anton Keller, ventured to the Far East. Diethelm settled down in Singapore and Keller chose the Philippines as his new home.

Diversification, together with a policy of reinvesting profit, provided a basis for continuous growth of their companies. Diethelm & Co. Ltd. and Edward Keller Ltd. had the foresight to tap into the potential of their extensive networks throughout Asia, Europe and the Americas and to combine them with their core competencies.

Although the cooperation between the two families and their companies dates back to the beginning of the 20th century, the establishment of the Diethelm Keller Group did not take place until 100 years later, in July 2000, when the two groups merged into the newly established Diethelm Keller Holding Ltd. (DKH). In the 1950s, Diethelm & Co. Ltd. and Edward Keller Ltd. began to expand their presence in Europe in order to balance their strong position in Asia.

Over the years, a portfolio of brands has been built up. In addition to acquiring more international household brands and integrating the industrial brands in 2013, the partly- or wholly-owned businesses have now been reconfigured as four business units: DK Brands, DK Industrial, DK Investments Ltd. and DK Travel Holding Ltd.

In 2014, DK Premium Brands Holding Ltd. was established under DK Investments in order to bundle the outdoor furniture activities of GLOSTER and DEDON, a newly acquired leading outdoor furniture company. In addition, a 75 % stake in GARPA was acquired to achieve a vision of worldwide leadership in the Premium Outdoor Furniture sector.

DKH's travel activities also date back to the 1950s, when Diethelm & Co. Ltd. began to offer travel services in Southeast Asia. Today, Diethelm Travel Holding Ltd. is a leading destination management company in the region. In 2013, a 50 % participation in Globetrotter Group Ltd. was acquired and DK Travel was established to better integrate and coordinate DKH's various travel activities.

STA Travel Holding Ltd., acquired in 1979, was established in the early 1970s and is today the world's premier travel organization for students and young travelers.

DKSH Holding Ltd. (DKSH) was formed in June 2002 through the merger of Diethelm Keller Services Asia Ltd. and SiberHegner Holding Ltd. Today, DKSH is the leading Market Expansion Services provider with a focus on Asia. The shares now trade on the SIX Swiss Exchange under the symbol "DKSH" and DKH remains the anchor shareholder in the company.

Values and Success Factors



DKB Welcome home

DK Industrial

– Respect

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

– Fairness

We are proud of the good reputation which the names Diethelm and Keller have enjoyed for generations: exemplifying credibility, stability and fairness.

- Integrity

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

- 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.

- 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.

Our Values

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



DK INVESTMENTS



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.

DIETHELM KELLER GROUP Highlights 2014

January

DK Brands

Launch of the OUTDOORCHEF rebranding in all European countries

DK Investments

DEDON receives Wallpaper Award (No. 1) with Dala Accessories

DEDON ranked 14th of the Top 30 German Luxury Brands by "Wirtschaftswoche", one of the leading business magazines in Germany

DK Travel

STA TRAVEL mobile website goes live

February

DK Brands

TURMIX CX 500 rated best handheld electric mixer by the leading consumer magazine "Kassensturz" in Switzerland. According to GKF, the CX 500 is the best selling mixer in Switzerland

10 new zyliss products and 14 new COLE & MASON products unveiled at Ambiente 2014

DK Industrial

EDAK signs exclusive trading contract in Switzerland for ASCOLIA hospitality trolleys

DK Travel

As the official partner of Swiss Olympic, Globetrotter Travel Service transported about 4,500 people, including athletes, TV crew and fans to the Sochi Olympic Games in 2014

STA TRAVEL appointed

exclusive travel partner for the Netball World Cup in Sydney

DKSH

Acquisition of The Glory Medicine Limited, one of the leading healthcare distributors in Macao

March

DK Travel DIETHELM TRAVEL launches a new revamped website and internet booking engine for its B2B customers

DKSH

Publication of the third report on the Market Expansion Services industry in Asia by Roland Berger

Publication of another record result achieved for 2013

April

DK Brands

Launch of Nespresso "Inissia" machine resulting in 12.6 % increase in sales of Nespresso machines in Switzerland and Austria

DK Industrial

DK Aviation's new booth at the Aircraft Interiors Expo in Hamburg receives positive feedback

EDAK obtains approved supplier status by Northrop Grumman Corp.

DK Investments

ANGELA BRUDERER launches intelligent newsletter tool

DK Travel

DIETHELM Rail is online! A new website offers Rail Europe tickets worldwide to travelers in Thailand, Myanmar, Laos and Cambodia

STA TRAVEL launches mobile App to ensure customers are connected and able to transact while traveling

May

DK Brands COLE & MASON brand awarded "Cool Brands" status by Superbrands (UK) Ltd., a group which awards the accolade based on a nomination by an independent panel of style leaders, fashion gurus and consumers

DK Industrial

Wetrok's "Mambo", an innovative small scrubber dryer, wins the industry's most important and prestigious "ISSA Innovation Award"

DK Travel

GLOBETROTTER GROUP: 25-year anniversary of Globotrek, specialist in trekking and adventure travel

DIETHELM TRAVEL initiates extensive training of tour guides to fortify service standards

DIETHELM TRAVEL acquires the remaining shares in its Singapore operations

DKSH

New state-of-the-art healthcare distribution center opens in Malaysia

June

DK Industrial

New EDAK CH website, including a web shop, goes online

Wetrok launches "Speedclean", a unique and outstanding chemical product for professional industrial cleaners

DK Travel

DIETHELM TRAVEL initiates the implementation of Travel Studio, the new core reservation system for the group

STA TRAVEL launches the Animal Welfare program

DKSH

Acquisition of Zeus Química, a top-ranking specialty chemicals distributor in Spain and Portugal

July

DK Brands

New distributor in Germany re-launches the "3 key manual appliances" brands

DK Travel

DIETHELM TRAVEL increases its stake in DIETHELM TRAVEL Vietnam to 70 %



DKB Welcome home

August

DK Industrial

DK Aviation signs a multi-year contract with Swiss International Airlines for its lightweight Ecolite trolleys to be used on the current and new Swiss aircraft for 2014 to 2017

DK Investments

GLOSTER Group appoints Svend Loevbjerg as Group CEO

Acquisition of 75 % of GARPA by DK Premium Brands

DK Travel

STA TRAVEL appoints Reinhard Kotzaurek as Managing Director Central Europe

DKSH

Publication of first half-year results 2014

September

DK Brands

OUTDOORCHEF unveils new Ascona 570G unit at a pan-European road show

New Jamie Oliver range launched in Australia

DK Investments

GLOSTER wins the Best of Show Award for the showroom at the Casual Market show in Chicago, USA

DK Travel

DIETHELM TRAVEL signs a cooperation agreement with Hotelbeds to enable the electronic trading of rooms in the new reservation system Travel Studio

GLOBETROTTER GROUP: Kick-off of the Olympic Games in Rio 2016

Air Canada joins STA TRAVEL's exclusive student and youth air ticket program

DKSH

Publication of fourth Global Market Expansion Services report on digitization with Roland Berger

October

DK Brands

Launch of COLE & MASON BTC website in the USA

DK Industrial

DK Aviation receives an award for making a positive impact on the reintegration of offenders into the workforce from the Singapore Minister of Culture, Community and Youth, Mr. Lawrence Wong

Wetrok completes the transfer of the entire "Discomatic" assembly lines from Györ/Hungary to Kloten/Switzerland

DK Travel

Over 5,000 people visit the second Globetrotter Fernweh Festival in Bern

DKSH

Expansion of existing partnerships with global companies including Roche, Henkel, Beiersdorf and Novo Nordisk

November

DK Brands

Successful introduction of SAP in Germany in a first DK Brands' foreign subsidiary. Web-based budgeting with a substantial reduction in the processing phase

DK Industrial

DK Aviation hosts 120 students from Republic Polytechnic University in Singapore for 5 days for a familiarization guided tour of its facility

EDAK successfully completes testing on new and improved MilexPro case

Wetrok continues its international expansion drive and enters the market in Malaysia

DK Travel

DIETHELM TRAVEL appoints Maarten Groeneveld as CEO (ad int)

GLOBETROTTER GROUP: Background Tours organizes an exclusive charter cruise for 150 VIP passengers to Antarctica

STA TRAVEL foundation continues to raise funds for two projects in Africa

December

DK Industrial

EDAK obtains approved supplier status by Rockwell Collins

DK Investments

DEDON Nestrest receives Archiproducts Award and is rated among 30 best products of 2014

DEDON receives Archiproducts Award as best of brand from CEU

DK Travel

DIETHELM TRAVEL launches Diethelm Design to create individual itineraries that turn travel dreams into reality

GLOBETROTTER GROUP ends its financial year with a record result

STA TRAVEL launches customer account – allowing customers to manage their bookings and stay up-to-date with their latest itinerary

DKSH

A new healthcare distribution center in Myanmar opens





DKTravel





DK Brands – Manual Appliances: Creative Lifestyle Products



As a subdivision of DK Brands, "DKB Household – Manual Appliances" has completed its first full year in this organizational setting allowing it to further reinforce the focus strategy which was launched in November 2013. Demonstrating strong product innovation capabilities, excellent distribution services and exclusive brand positioning is how DKB Household – Manual Appliances adds value to its partners and own brands.

2014: Shaping and Sustaining Success

The manual household appliance industry grew in all market segments, while living standards and the need for comfort constantly improves, worldwide. The consumer's desire for an improved lifestyle and their focus on home cooking, good and healthy food, are the two main decision drivers for DKB Household – Manual Appliances' successful positioning of brands and product portfolio expansion.

2014 finished ahead of sales expectations and increased the overall profitability of DKB Household – Manual Appliances. Particularly strong performances were recorded in the geographical markets of the USA, Canada, Australia and Austria. A new distributor for manual brands was appointed in Germany with encouraging signs appearing early in this new relationship. This was especially satisfying after having restructured the company-owned distribution system.

The biggest growth for DKB Household – Manual Appliances on a brand level was achieved by COLE & MASON, with its expanded product range, and Jamie Oliver which was due to the penetration of new distribution channels in Australia, Finland, Malaysia and Germany. In recognition of the excellent achievements for Jamie Oliver, an additional license for a new product category was awarded to DKB Household – Manual Appliances at the end of 2014. Highly satisfying growth rates were also achieved with the brand zyliss following the launch of ten new products during the year.

Winning market share with the best brand positioning and continuously adding attractive features for product differentiation are the two main building blocks for sustainable success. Aligning its operation with these strategy fundamentals, DKB Household – Manual Appliances invested in marketing activities and product development in 2014.

Outlook

While the growth potential continues to increase, being successful in a matured industry of manual home appliances remains challenging. Winning market share will be driven by perfect product placement as well as continuous product innovation.

The well-proven success of DKB Household – Manual Appliances' combination of excellent brand positioning, efficient distribution services and strong, innovative product development will steadily improve and progress the overall business in 2015. A continuous and enhanced focus on digital marketing and new product launches will ensure they stay ahead of the competition, with both their own and partner-branded products.

DK Brands – Manual Appliances: Key figures (Financial figures in CHF million)

	2014	2013	+/- %
Net sales	61	60	+2
Employees at year-end	116	115	+1

Management

Nick Cornwell, Managing Director	
Will Symonds, President USA	

Locations

Headquarters: Zurich (Switzerland)	
Subsidiaries in China, United Kingdom, USA	

Board of Directors

Andreas W. Keller, Chairman
Adrian T. Keller, Vice Chairman
Jean-Daniel de Schaller
Angelo C. van Tol



CULINARE



DK Brands – Electrical & BBQ: Bringing Electrical & BBQ Brands to your Home



DKB Welcome home

DKB Household Europe, a subdivision of DK Brands, offers a wide product range for the kitchen and for interior climate control through its brands TURMIX and KOENIG, and with OUTDOORCHEF and KOENIG for outdoor cooking and BBQ. The intense focus on research and development to further improve the existing product range, and the innovation projects in its Swiss household headquarters for the design of new products, are guarantors for the successful future of the Electrical & BBQ brands business.

2014: The Art of Sharing with Friends and Family

Despite western European markets developing well in the first half of 2014, the industry as a whole still faced the challenge of intense competition.

2014 was a year of consolidation for DKB Household Europe. Streamlining the businesses and refocusing the organization towards its main value-creating elements was of the utmost importance, powering an increase in market share in its home markets, as well as further geographical expansion.

Nespresso machine sales again reached record heights. The BBQ businesses, particularly in Switzerland, ended the year with strong sales of newly-launched OUTDOORCHEF and KOENIG models.

TURMIX saw an increase in sales and product portfolio realignment continues to sharpen the brand profile, with an improvement in overall profitability. The positive effects of 2014 will be repeated with a re-focus on product development and a devotion to brand expansion, to deliver the best kitchen appliances and BBQs for food preparation and for sharing time with family and friends.

Outlook

Innovation and optimal product placement will remain major market determinants. Meeting the highest quality and design standards, as well as trendsetting, are preconditions to successfully competing in this industry.

While continuing to expand internationally in 2015, capital-intensive investments are focused on OUTDOORCHEF's and TURMIX's product lines and brand positioning, having already positively impacted the businesses by winning major new clients. The excellent infrastructure, highly motivated R&D staff and proven customer-oriented after-sales support are fundamental to bringing Swiss innovation to life.

DK Brands – Electrical & BBQ: Key figures (Financial figures in CHF million)

	2014	2013	+/- %
Net sales	92	94	-2
Employees at year-end	148	130	+14

Management

Christof Gassner,	Managing	Director
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Locations

Headquarters: Zurich (Switzerland)
Subsidiaries in Austria, France, Germany, The Netherlands

Board of Directors

Andreas W. Keller, Chairman	
Adrian T. Keller, Vice Chairman	
Jean-Daniel de Schaller	
Angelo C. van Tol	









DK Industrial: Global Presence and High Performance Solutions

The second consecutive year of operating Wetrok Ltd., Diethelm Keller Aviation Pte Ltd. and EDAK Ltd. under the umbrella of "DK Industrial" delivered overall satisfying growth rates. With their powerful and flexible organizational structure the DK Industrial companies are well prepared for further growth and extending their key strengths.

2014: Refueling Growth by Internationalization

Wetrok, the specialist in professional cleaning solutions, continued to focus on its three major strategic initiatives, which include innovation, internationalization and cost efficiency. Considerable resources were allocated to the development of several new products for each product category. Wetrok's ongoing efforts to grow its international footprint were rewarded by a significant contribution to both topline sales and company profitability from its international business, as well as increasing its operating efficiency for the fourth consecutive year. Overall, Wetrok again ended 2014 with record earnings, completing a comprehensive turnaround and restructuring program of its entire organization. This solid and sustainable foundation enables future growth and expansion.

Diethelm Keller Aviation (DKA) is among the world's leading manufacturers of airline food service equipment for commercial airliners, supplying its products to key customers such as British Airlines, Air France and aerospace companies such as Boeing. DKA achieved significant growth in revenue and EBIT in 2014 primarily by increasing efficiencies in its production facilities in Singapore and Suzhou, China, which are both AS9100 aerospace standard and EASA European Aviation Safety Agency Part 21 certified.

EDAK is the manufacturer of a wide range of engineered products that serve the international defense industry and the Swiss hospitality market. As the defense industry in Europe and the USA still operates with limited spending, EDAK's focus was on building its presence in Asia, improving product quality and achieving preferred supplier status. Developing Swiss hospitality and building market share was positive. Still, EDAK's financial performance overall remained below expectations.

Outlook

Wetrok's attention to innovation will further strengthen its position in its Swiss home market, and contribute to the success of its internationalization efforts, resulting in 2015 being another growth year.

DKA's key market in the eurozone is expected to remain challenging. The company will continue to expand its sales reach to attract new customers with the launch of new products.

EDAK's main driver to reach its growth expectations of 2015 is to build on the positives of venturing into the Swiss hospitality and building market.

DK Industrial¹: Key figures (Financial figures in CHF million)

	2014	2013	+/- %
Net sales	102	105	-3
Employees at year-end	510	515	-1

Management

Mario Hochstrasser, Managing Director Wetrok Ltd., Kloten (Switzerland)
Chia Chee Seng, Managing Director Diethelm Keller Aviation Pte Ltd., Singapore
Josef Schneider, Managing Director EDAK Ltd., Dachsen (Switzerland)

Locations

Headquarters: Zurich (Switzerland) Three companies and subsidiaries in Austria, China, Germany, Poland, Singapore, Sweden, Switzerland, USA

1 DK Industrial is a virtual entity

wetrok

Diethelm Keller Aviation







DK Investments: Long-term Partnership for Sustainable Growth

DK INVESTMENTS

DK Investments Ltd., is the Group's holding company for new corporate engagements, which was formed with the purpose of accommodating ownership succession solutions. The company's investment policy is guided by principles of long-term ownership/ partnership, value generation and sustainable development and growth.

2014: A Multigenerational Time Horizon

The infusion of an entrepreneurial spirit and long-standing business experience offers highly versatile investment solutions and succession planning backed by the highest standards of economic excellence. The participation model of DK Investments allows for 100 % ownership as well as participations as a lead investor jointly with minority investors. DK Investments is particularly, but not exclusively, interested in companies which fit into the existing business portfolio of the Group, allowing it to take advantage of synergies. The purpose is the pursuit of long-term engagements geared towards shaping the business and safeguarding a steady payment of dividends. In this regard, DK Investments differs considerably from other rather short-term oriented private-equity and venture-capital models.

In 2014 the business unit of DK Premium Brands was established and strengthened substantially by acquiring majority shareholdings in GARPA, a distinctive specialist in outdoor and lifestyle furniture. The ongoing strategic investment in premium outdoor and lifestyle brands resulted in a high-profile company portfolio consisting of DEDON, GLOSTER and GARPA, that are set to become a world leader in the luxury outdoor furniture industry. Following the well proven M&A process of DK Investments, major efforts were made to streamline processes and leverage synergies between these businesses, resulting in an increase in overall performance, particularly in revenue and margins.

The household and accessory segment, established in 2012 with ANGELA BRUDERER – a multichannel distributor – achieved satisfactory growth rates in 2014. Revenues doubled on an annual basis due to a more diversified product offering, expanded retail activities and the strong online positioning of ANGELA BRUDERER. Operational upgrades were completed in 2014 and a highly individualized customer targeting was introduced. A repeat of this success is anticipated for 2015.

Outlook

With the ability to uniquely select investment opportunities and using the entrepreneurial capabilities of a family held investment company, DK Investments is a high-profile ally for corporate engagements. Continuous portfolio expansion will contribute to sustaining business development, adding value to the Group and its partners in 2015.

DK Investments Group: Key figures (Financial figures in CHF million)

	2014¹	2013	
Net sales	174	74	
Employees at year-end	1,999	958	

1 DEDON and GARPA acquired in 2014, net sales include full year 2014

Management¹

Angelo C. van Tol, Chief Executive Officer DK Investments Ltd.
Jochen Thomann, Managing Director Angela Bruderer AG, Winterthur (Switzerland)

1 Management of DK Premium Brands is listed on next page

Locations

Headquarters: Zurich (Switzerland)

Board of Directors

Andreas W. Keller, Chairman
Adrian T. Keller
Jean-Daniel de Schaller





NODED





DK Premium Brands: Outdoor Living at its Best



With nearly 2,000 employees worldwide and its own furniture manufacturing facilities in Cebu/Philippines and Surabaya/Indonesia, DK Premium Brands Holding Ltd. offers a large selection of the best outdoor furniture materials and is a global player in the premium outdoor furniture sector, with a presence in more than 85 countries. DK Investments is a majority shareholder of DK Premium Brands – the holding company of GLOSTER, DEDON and GARPA.

2014: The Leader in the Premium Outdoor Furniture Sector is born

The spirit of entrepreneurship, creativity, ingenuity and innovative power are overarching attributes of DK Premium Brands. With the acquisition of majority shareholdings in DEDON and GARPA in 2014, a unique coalition was formed, positioning them to become the world leader in Premium Outdoor Furniture.

GLOSTER is represented in 63 countries and has its own factory in Surabaya (Indonesia), with approximately 1,000 craftsmen. This multiple, international design award-winning teak furniture specialist maintains the strictest standards of sustainable material sourcing. In 2014, GLOSTER's total sales showed moderate growth. The acquisition of various AFRA (former distributor of GLOSTER products, based in Belgium) assets and the significant economic turnaround in the Benelux region were the biggest growth drivers.

DEDON – established in 1990 – invented a durable and environmentally friendly fiber, hand-woven by the best artisans in the world. The fiber production facilities are located at its headquarters in Lüneburg (Germany). DEDON has its company-owned furniture manufacturer in Cebu (Philippines), with approximately 600 craftsmen. Leveraging the initial synergies within DK Premium Brands was already resulting in augmented revenues, with a revised sales and marketing strategy delivering promising signs of reinforcing this growth trend, as well as high industry recognition with various awards won in 2014.

Over the years, GARPA has developed a refined and exclusive line of furniture and lifestyle products, made to perfection in a combination of materials such as wood, stainless steel, weatherproof synthetic fiber, aluminum and stone. GARPA genuinely complimented the capabilities of DK Premium Brands to become an unmatched leader in Premium Outdoor Furniture. Additionally, business performance was significantly above the previous year, mainly driven by the German market, diligent cost management and an increase in Contract Business.

Outlook

DK Premium Brands' journey has just begun. Leveraging further synergies, increased efforts to establish a Premium Contract Business and clear brand positioning will drive overall business performance to new heights. Entering complementary markets and industries is an inherent part of DK Premium Brands' expansion strategy.

Management

Hervé Lampert, Managing Director DEDON GmbH, Lüneburg (Germany) Oliver Michels, Managing Director	Svend Loevbjerg, Managing Director Gloster Furniture Ltd., Bristol (UK)	
. 55		
Garpa Garten & Park Einrichtungen GmbH, Escheburg (Germany)	Garpa Garten & Park Einrichtungen GmbH, Escheburg	

Locations

Headquarters: Zurich (Switzerland) Three companies and subsidiaries in Austria, China, Germany, Hong Kong, Indonesia, Philippines, Singapore, Spain, Switzerland, United Kingdom, USA

Board of Directors

Angelo C. van Tol, Chairman	
Hervé Lampert, Vice Chairman	
Robert Dekeyser	
Beat Schwendener	
Frank Wilper	

GLOSTER

DEDON





DK Travel: Travel Experiences Around the World



DKTravel

Throughout the long-standing history of Diethelm Keller Group – rich in pioneering spirit – travel was always an inherent part of its operations. It was a natural engagement with its international network to venture into the tourism industry in the late 1950s. With a continuous expansion strategy, all its travel units are now combined under DK Travel Holding Ltd. including international operations with subsidiaries and agents in more than 60 countries serving over 1.2 million travelers.

2014: Leveraging Synergies and Navigating to New Horizons

2014 was the first year in which Diethelm Keller Group's travel units operated fully under DK Travel Holding. Bringing the businesses closer together and being able to capture synergies among them was a rewarding achievement of a coherent overall strategy, lending stability in a highly volatile industry.

While the world economy recovered further, 2014 was also peppered with challenges which reinforced the significance of the strength to cover most links of the value chain within the travel industry. Finding the best partners and allies to strengthen its business positions is a supporting process among all the efforts of DK Travel Holding.

Being present in more than 60 countries and delivering travel related services and products to over 1.2 million customers underscores the scale of DK Travel Holding's all-embracing passion to offer seamless travel experiences around the world. The volume and reach of operations also offer a valuable advantage to achieving further growth and taking an active role while the travel industry's transformation progresses.

As a group of self-sufficient diversified businesses designed to reciprocally elevate each other is an advantage in uniting forces to navigate towards new horizons. Fast and diligent decision making processes are framing a well crafted vehicle of companies to ensure authentic travel experiences in each and every stage of a customer's life.

Outlook

Based on expected world economic growth in 2015, DK Travel also anticipates improved sales for the global tourism. Asia can be expected to again be in the forefront as a destination and also as a source market of inter Asia travel.

DK Travel Holding's efforts will lie in matching the incorporated business models to the opportunities of disruptive industry changes and expanding its position as a reliable and compelling partner for its customers and business partners equally.

DK Travel Holding: Key figures (Financial figures in CHF million)

	2014 ¹	20131	+/- %
Total sales	1,433	1,415	+1
Net sales	242	244	-1
Employees at year-end	2,880	2,793	+3

1 Including key figures of GLOBETROTTER GROUP (50 % stake, not consolidated within DK Group)

Locations

Headquarters: Zurich (Switzerland)

Board of Directors

Angelo C. van Tol, Executive Chairman	
Adrian T. Keller	
Andreas W. Keller	
Jean-Daniel de Schaller	





DIETHELM TRAVEL: Destination: Asia

Operating from its home base in Bangkok, Thailand, Diethelm Travel Holding Ltd. has become one of the leading high-end destination management companies in South-East Asia for inbound travel. The invaluable experience and know-how acquired through the longstanding operation in this region pays its rewards as the company creates journeys of a lifetime for more than 200,000 travelers annually.

2014: Unique Travel Experiences and Customer Focus

The world travel industry achieved robust growth despite diverse political threats and an uncertain world economy. With outperforming global GDP growth, inbound tourism grew internationally with Asian destinations still at the forefront. Although the European source markets showed solid recovery, Russian and Intra-Asian business continued to be the major growth drivers for the Asian region.

By constantly strengthening its strategic market presence, DIETHELM TRAVEL invested further in an expansion of its pan Asian footprint and increased the shareholdings in Vietnam and Singapore. This shows DIETHELM TRAVEL's conviction, commitment and confidence in driving the company to new heights in one of the world's top growth regions.

After a challenging first half of 2014, especially in DIETHELM TRAVEL's home market Thailand, it was satisfying to see a fast recovery for the economy in general and also the local tourism industry. Hotel occupancy rates are back on track, and having regained economic and political stability the outlook is promising for one of Asia's tourism power houses, with DIETHELM TRAVEL in a premium position.

In the group, revenue particularly increased for the Vietnam, Sri Lanka and Singapore operations. As expected, Myanmar still performed well but not at the same growth rates as in previous years.

Always striving to exceed its clients' expectations, DIETHELM TRAVEL's main efforts were spent launching "Diethelm Distinctive" – a new product line for unique travel experiences – and improving its technological capabilities to ensure seamless operations to its customers and partners. This new booking system will contribute to the best product and right price in 2015.

Outlook

Overall, 2015 is expected to maintain similar growth rates as last year. Leveraging technology-driven flexibility will increase DIETHELM TRAVEL's product offerings and present new opportunities in how they operate together with their partners. This is a major step in balancing volatilities from source markets and a means of remaining relevant as a modern destination management company with traditional long-held values and beliefs.

DIETHELM TRAVEL's operations could be impacted by the Russian market. However, the official completion of the total regional economic integration of the ASEAN community will bring new and exciting opportunities to the area and to DIETHELM TRAVEL.



Management

Maarten Groeneveld, Chief Executive Officer (ad int) Patama Narintarangkool, Group Managing Director Finance

Edyta Peszko, Group Procurement & Product Director

Locations

Headquarters: Bangkok (Thailand)

Offices: Bhutan, Cambodia, China, Hong Kong, Laos, Malaysia, Maldives, Myanmar, Singapore, Sri Lanka, Thailand, Vietnam

Board of Directors

Adrian T. Keller, Chairman	
Andreas W. Keller	
Angelo C. van Tol	





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STA TRAVEL: Start the Adventure



Established in Australia in 1971, STA Travel Holding Ltd. has continuously leveraged its core competences to become the world leader in student and young adult travel. Anticipating and successfully shaping new technologies for its clientele, STA TRAVEL, a vibrant travel partner, offers unique holidays to bring cultures even closer.

2014: Strong Growth in Adventure Travel

People around the world have continued to travel more than ever before. However, global travel also met with many challenges in 2014. Overall global long-haul grew faster than short-haul travel, with the UK and Germany ranked among the six biggest source markets worldwide.

STA TRAVEL's position in these solidly performing outbound travel markets and the increasing demand in the Adventure Travel segment worldwide nurtured its overall growth in 2014. A strong internet presence has delivered strong online sales and accelerated offline leads. The structural resemblance of those markets to STA TRAVEL's omnichannel strategy led the company to invest further and open new retail stores in the UK, Australia, New Zealand and Germany. This illustrates a successful combination of complementary distribution systems based on clarity of vision and long-term strategic planning.

Digital and multimedia-based accessibility of travel products or services continues to be at the core of STA TRAVEL's customer requirements. Understanding how to deliver client satisfaction beyond expectations, now and in the future, is an inherent part of the company's business model. By strengthening the Global Digital team with the best key staff in 2014 illustrates STA TRAVEL's desire and ability to align its operations to its clients' needs.

Resourceful and aware of its responsibilities as an innovative tour operator, strategic alliances were also created with Tourism Philippines to launch new destinations into the STA TRAVEL programs. The company's core student and youth air products were strengthened by continuously winning new airline partners. Yet equally important in 2014 were the fundraising achievements for charitable causes, such as a women's cooperative in Tanzania or developing and launching an Animal Welfare policy empowering travelers to sustainably safeguard natural habitats.

Outlook

Constantly striving to make the most exciting travel experiences available to its customers, paying equal attention to its social and ecological footprint, STA TRAVEL started well in 2015 with its coherent business model throughout its markets. Therefore, STA TRAVEL expects another year of sustainable growth.

Innovations in technology will continue to transform the industry. However, as a trusted partner, differentiated personal interaction remains an important success factor.

Management

John Constable, Chief Executive Officer
Steve Jenkins, Chief Financial Officer
Paul Maine, Chief Commercial Officer
Reinhard Kotzaurek, Managing Director Central Europe
Glen Mintrim, Managing Director UK, USA and South Africa
Linda Addy, Managing Director Australia
Andrew Gay, Managing Director New Zealand and Asia
Linda Addy, Managing Director Australia

Locations

Headquarters: Zurich (Switzerland) and London (UK) 228 retail travel stores in eleven countries as well as franchising and licensing partners in another 50 countries

Board of Directors

Andreas W. Keller, Chairman
Jean-Daniel de Schaller, Vice Chairman
Adrian T. Keller
Angelo C. van Tol





GLOBETROTTER GROUP: Exploring the World



GLOBETROTTER

Operating in Switzerland and leveraging the advantages of its multibrand strategy and combining specialized entities, each concentrating on niche markets, proved once again to be unmatched in Switzerland. Globetrotter Group Ltd. presently counts 415 travel experts generating more than CHF 250 million of sales in ten different subsidiaries.

2014: Specialized Know-How and Multi-Brand Strategy

The Swiss outbound travel market performed well in 2014 with an increasing demand to again book in classic retail stores. Traveling on average three times a year and with a strong trend for individual holiday experiences are just two of the features of local client behavior which are favorable for both the multi-brand strategy and the highly localized operation of GLOBETROTTER GROUP.

Due to increased total sales on a year-on-year comparison, Globetrotter Travel Service Ltd. once again ended 2014 with another record result, contributing the largest share of sales to the GLOBETROTTER GROUP. Being the official partner of Swiss Olympic, Globetrotter handled the travel arrangements for the Swiss delegation as well as for the teams of a further 30 nations, the Swiss Broadcasting Corporation, many sponsors and several hundreds of fans. Overall 4,500 passengers traveled with Globetrotter Travel Service to the 2014 Olympic Games in Sochi in 35 chartered flights from Zurich.

Devoted to delivering customized and life-enriching experiences, GLOBETROTTER GROUP staff's expertise has unique capabilities to ingrain everlasting travel impressions to the clients' memories, leaving them fascinated and inspired long after they have returned home safe and sound. This is highlighted by the achievements of Globotrek or Background Tours – both subsidiaries of the GLOBETROTTER GROUP. Exploring remote countries and hosting 150 VIP passengers on an exclusive charter cruise to Antarctica can only be successfully handled by the best staff clustered in highly focused entities.

With the philosophy of leading by example, it is GLOBETROTTER GROUP's desire to individualize travels with the bonus of personal travel advisors. The wide reach of the second "Globetrotter Fernwehfestival" in Bern, which attracted more than 5,000 visitors, was therefore particularly pleasing.

Outlook

Service quality and personal trust will remain crucial for a customers' decision of how and where to organize their travels. Further investments, a clear positioning of the individual brands and delivering outstanding travel services in niche markets, will also be of utmost importance across the whole management team in 2015.

Management

André Lüthi, Chief Executive Officer Thomas Jäggi, Chief Financial Officer

Locations

Headquarters: Bern (Switzerland)

Board of Directors

André Lüthi, Chairman Angelo C. van Tol, Vice Chairman Walter Kamm

Andreas W. Keller





DKSH: Asia's Leading Provider of Market Expansion Services

After the IPO in March 2012, Diethelm Keller Holding Ltd. continues to be the anchor investor of DKSH with a shareholding of 45 %. While the company name unites the initials of the founders of the Swiss trading houses Diethelm, Keller and SiberHegner, the tagline "Think Asia. Think DKSH" sums up the vision of DKSH Holding Ltd. Since its formation in 2002, DKSH has evolved from a traditional trading house into the leading Market Expansion Services provider with a focus on Asia. DKSH offers any combination of sourcing, research and analysis, marketing, sales, distribution and after-sales services to its clients and customers. The company employs approximately 27,600 specialized staff in 750 business locations across 35 countries.

2014: Continued Growth Underlines DKSH's Resilient Business Model

In 2014, DKSH, despite a challenging business environment, continued to grow at constant exchange rates and gained market share in its core markets. Net sales grew by 7.1 % at constant exchange rates to CHF 10.2 billion. The depreciation of Asian currencies impacted net sales by 4.4 %. As reported in Swiss francs, net sales increased by 2.7 % to CHF 9.8 billion accordingly. Operating profit before interest and taxes (EBIT) increased by 0.7% to CHF 284.1 million at constant exchange rates and reported in Swiss francs, EBIT amounted to CHF 272.7 million.

DKSH acquired Glory, an established healthcare distributor in Macao, strengthening its Greater China operations. In addition, DKSH bought Zeus Química, a top-ranking specialty chemicals distributor in Spain and Portugal. The Group also extended its infrastructure with two new state-of-the-art healthcare distribution centers in Malaysia and Myanmar.

The Board of Directors, in the 150th anniversary year, decided to increase the long-term dividend payout range from 25–35 % to 30–50 % of profit after tax. In line with the progressive dividend policy practiced for many years, the Board of Directors proposed an ordinary dividend of CHF 1.15 per share for 2014.

Outlook

DKSH is ideally positioned to benefit from the growing middle classes, rising inner-Asian trade and increased outsourcing to specialist services providers. For 2015, DKSH therefore expects a continued dynamic net sales growth and double-digit EBIT growth at constant exchange rates.

DKSH celebrates its 150th anniversary in 2015. Established in 1865, the company is the oldest foreign company with an uninterrupted business presence in Japan and has been at the forefront of globalization.

DKSH: Key figures (Financial figures in CHF million)

	20141	2013	+/- %
Net sales	10,241	9,559	+7
EBIT	284	282²	+1
Profit afer tax	201	214²	-6
Employees at year-end	27,550	26,693	+3

1 Constant exchange rates: 2014 figures converted at 2013 exchange rates 2 Excluding income of CHF 27.6 million from sale of property in

2 Excluding income of CHF 27.6 million from sale of property in Malaysia in 2013

Management

Dr. Joerg W. Wolle, President & CEO
Bernhard Schmitt, Chief Financial Officer
Bruno Sidler, Chief Operating Officer
Martina Ludescher, Head Corporate Development
Gonpo Tsering, Head Operations Support
Marcel W. Schmid, Head Corporate Affairs

Locations

Headquarters: Zurich (Switzerland)
750 locations in 35 countries

Board of Directors

Adrian T. Keller, Chairman*
Rainer-Marc Frey ^{*/**}
Dr. Frank Ch. Gulich***
David Kamenetzky
Andreas W. Keller***
Robert Peugeot***
Dr. Theo Siegert*/**
Dr. Hans Christoph Tanner**
Dr. Joerg W. Wolle*

* Member of Strategy Committee

** Member of Audit Committee

*** Member of Nomination & Compensation Committee





Addresses

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DKSH



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