

UNIQUE BUSINESS MODEL AND ROUTE TO MARKET

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For more information on *Nespresso*, please visit:
www.nestle-nespresso.com

AT A GLANCE

Nestlé Nespresso SA is an autonomous globally managed business of the Nestlé Group. The *Nespresso* Unique Business Model enables us to guarantee quality at every stage of the sourcing, production and sale of our coffees and to maintain a direct dialogue with our consumers and Club Members. Our unique route to market with our own distribution channels – encompassing our e-commerce platform, our exclusive boutiques and our dedicated Customer Relationship Centres (call centres), along with our partner model for machine distribution – provides us with a unique competitive advantage versus our competitors.

Business-to-business sales provide an exciting area of growth. We continue to innovate in our business-to-business offerings, providing solutions designed to meet the needs of some of the most discerning hosts in the business and hospitality industry.

Consumers worldwide interact with us through an array of consumer contact points. In total, we have almost 6,600 customer-facing *Nespresso* coffee specialists.

- International retail network of over 450 exclusive boutiques
- 24/7 global online boutique
- Global network of Customer Relationship Centres (CRC) – on call *Nespresso* coffee specialists

BOUTIQUES

Our global retail network of boutiques offers an insight into the brand, providing consumers with a unique opportunity to experience *Nespresso* with all their senses. With the opening of 70 boutiques in 2015, for example in Milano, Bucharest, Auckland and Dakar, the global *Nespresso* boutique network grew to more than 450 boutiques worldwide.

Nespresso boutiques provide a window into the heart of the brand and also serve as a key sales outlet. From the opening of the first boutique in Paris in 2000 to our 450th boutique in 2015, *Nespresso* continues to reinvent the way consumers interact with the brand. Our boutiques take the concept of choice and personalisation to new heights, offering consumers a unique brand experience.

A global network
of over 450 boutiques

Nespresso boutiques offer consumers a contemporary and personalised experience that meets individual needs and preferences. The boutiques are designed with an attention to detail, with dedicated zones to increase convenience, choice and availability for consumers. The Coffee Room allows coffee enthusiasts to enjoy the art of *Nespresso* coffee tasting with a coffee specialist. The Exclusive Room enables Club Members who are already familiar with the brand to choose a shopping experience at their own pace and check-out automatically thanks to RFID (radio-frequency identification) technology. And the Pick Up area allows time-pressed customers to quickly pick up orders previously made online or via the CRC.

In 2015, *Nespresso* continued to roll-out the *Nespresso* Cube, an innovative automated retail concept, to bring a new personalised shopping experience and exclusive service to Club Members and consumers. This automated boutique offers the brand's 23 Grand Cru or Limited Edition coffees and prepares any multi-product order at an unseen speed thanks to an advanced, robotized order-picking system. At the end of 2015, eleven automated boutiques had been implemented in Spain, Portugal, Switzerland, France, Germany and Italy.

ONLINE

The *Nespresso* e-commerce platform, our largest boutique, allows consumers to tap into the world of *Nespresso* whenever they want and wherever they may be. It provides a 24-hour ordering system for coffees, machines and accessories.

There are on average over 345,000 visits to our desktop and mobile e-commerce platforms on a daily basis.

CUSTOMER RELATIONSHIP CENTRES

Customer Relationship Centres provide consumers another means to easily connect with *Nespresso*. Their needs can be met on the phone by one of our over 1,000 friendly, knowledgeable coffee specialists who provide advice on coffees, machines and accessories and instantaneous ordering of *Nespresso* products.