



**VICTORINOX
FRANCHISING
OPPORTUNITY**



VICTORINOX

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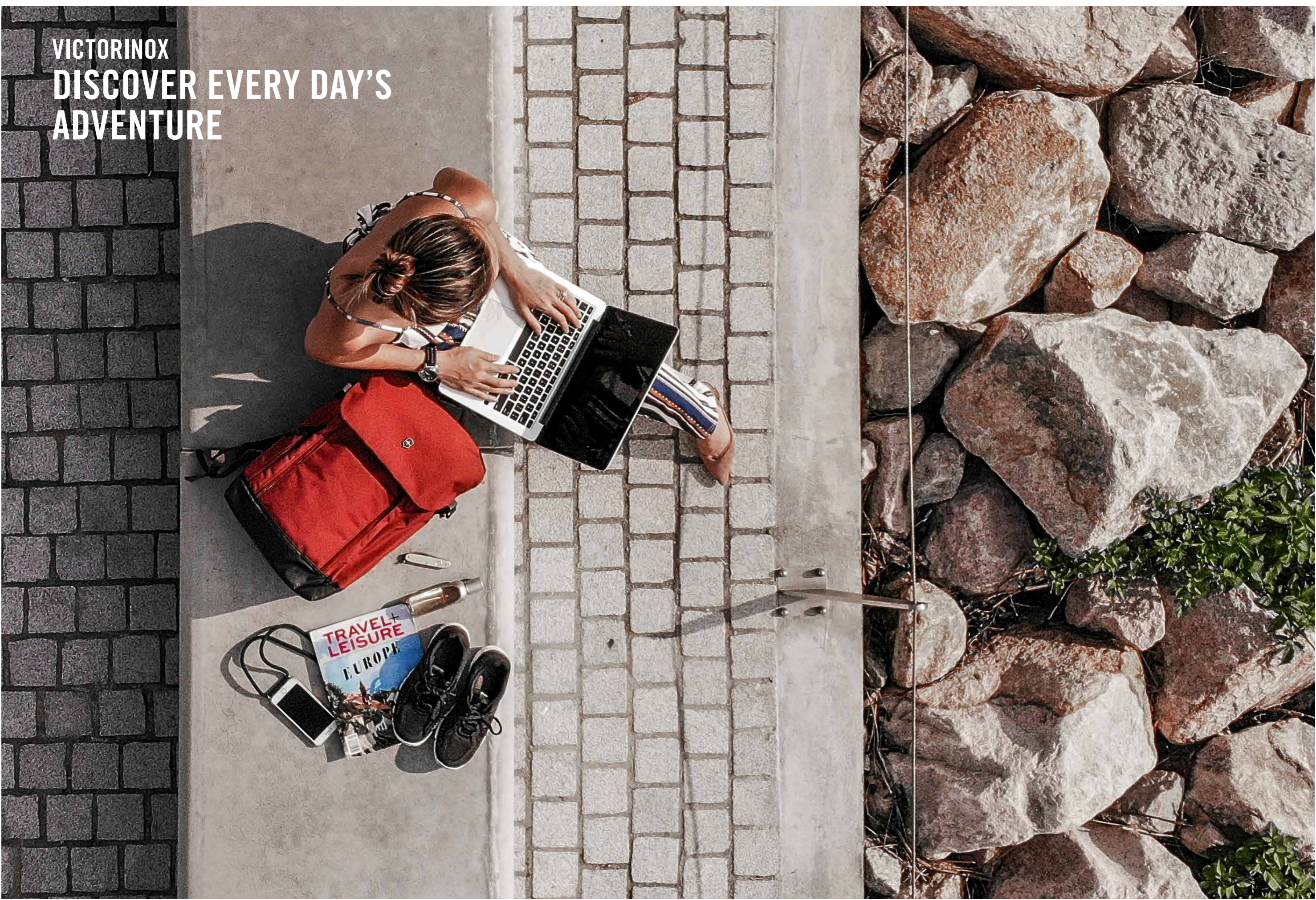
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VICTORINOX



FACTS & FIGURES



CHF 480 million sales in 2019



Over 2,100 employees worldwide



5 product categories: pocket knives, cutlery, watches, travel gear, fragrances



Products sold in over 120 countries



Swiss made – finest quality guaranteed



Makers of the Original Swiss Army Knife™



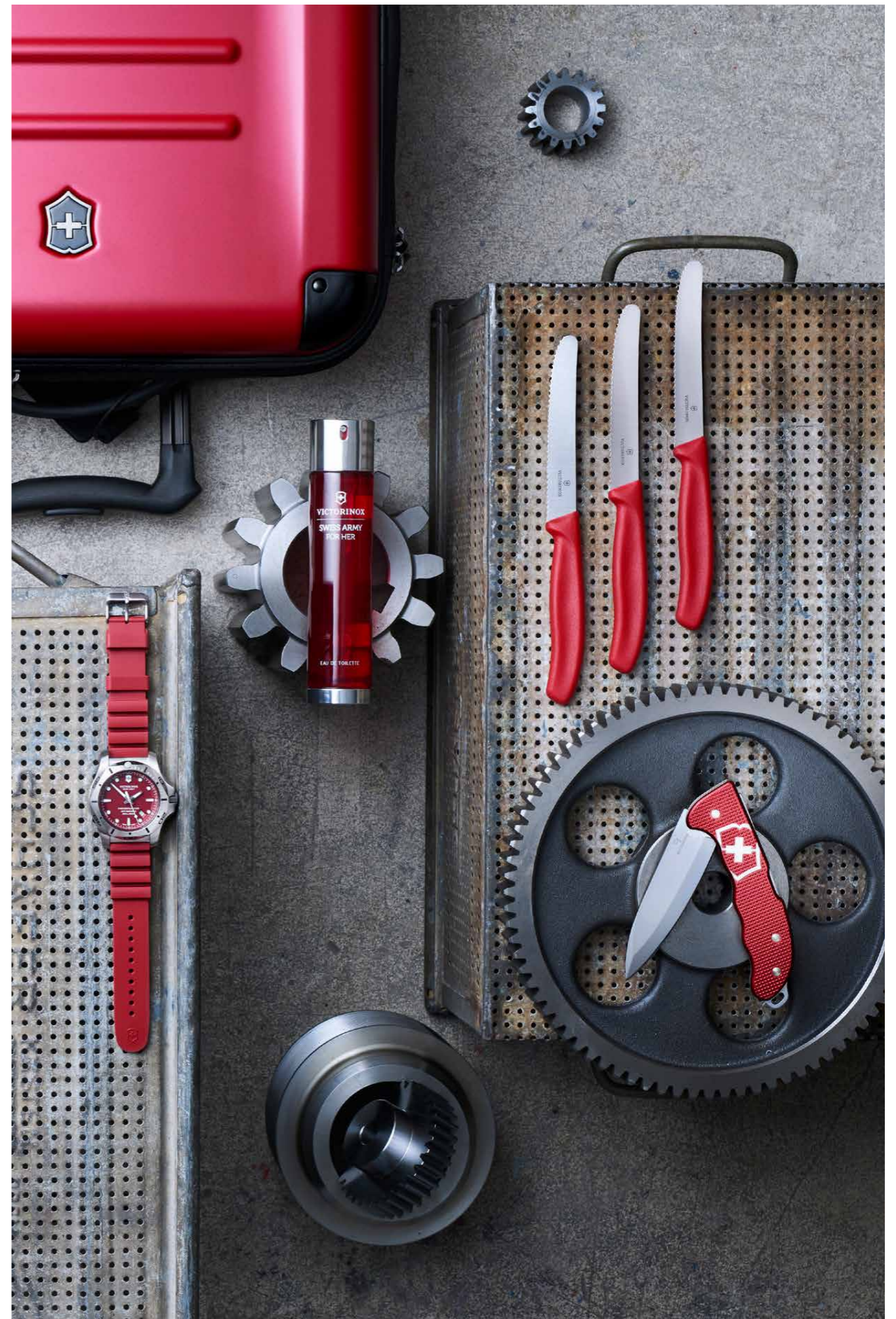
A Swiss family company since 1884



Trademark registered in over 123 countries



Over 60 stores around the world



**VICTORINOX IS THE WORLD'S
ONLY PRODUCER
OF SWISS ARMY KNIVES**



THE SWISS ARMY KNIFE AS A SYMBOL

THE SWISS ARMY KNIFE IS ASSOCIATED WITH VERY POSITIVE QUALITIES: IT IS IMMEDIATELY RECOGNIZABLE AROUND THE WORLD AS DESCRIBING MULTIFUNCTIONALITY.

"A CUP OF TEA IS A HOT, WET, AROMATIC SWISS ARMY KNIFE."

"CHRIS WILLIAMSON ANOTHER SWISS ARMY KNIFE FOR GIANTS TO WORK WITH."

"THE NATIONAL GUARD IS THE SWISS ARMY KNIFE THAT CAN BE USED BY GOVERNORS. THAT'S AN INCREDIBLE CAPABILITY THAT THE ACTIVE FORCE CAN'T PROVIDE."

"CURRENCY INTERVENTION IN CRISIS THAT'S AS SHARP AS A SWISS KNIFE."



TARGET GROUPS

OUR CUSTOMERS

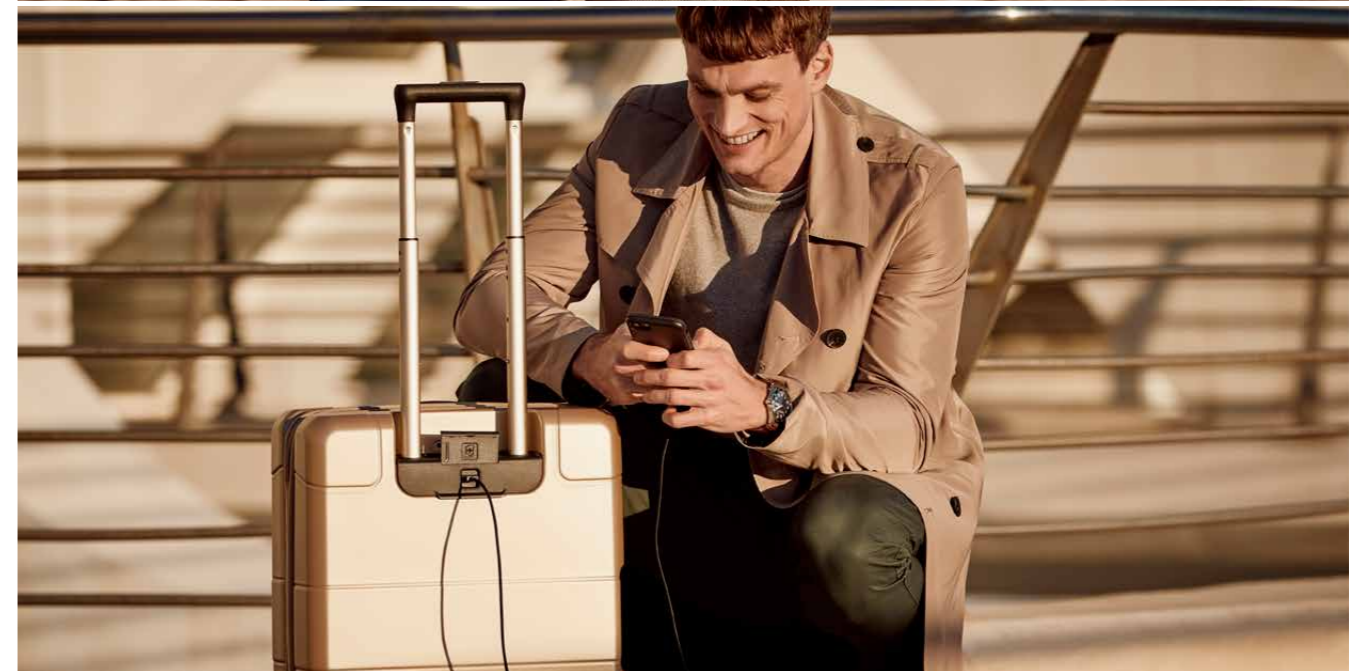
We make products for two kinds of people.

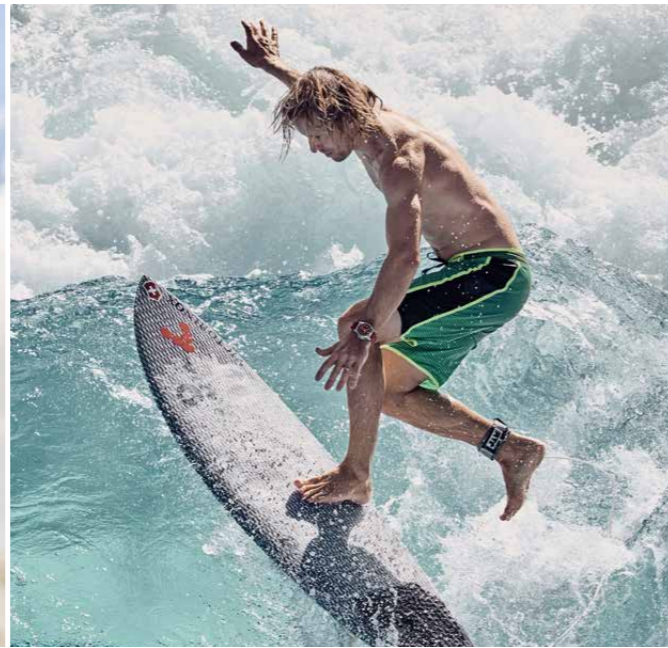
Those who are discerning. They enjoy discovering new, high-quality products and brands that are unique compared to what mainstream brands offer.

Those who are practical. We offer these consumers a brand they will trust for a lifetime – with functionality, durability and value for money.

Both groups really appreciate what Victorinox has to offer to them, as we focus on developing products that fit perfectly with their needs.

Our customers buy for themselves and for their loved ones – gift giving makes up a large part of our sales.





OUR CUSTOMERS TRUE FANS

We have fans all around the world. Some are fans of all things Switzerland, and very many are also fans of Victorinox itself. Our fans love the way they are treated in our stores, by our customer service department if they contact us and by anyone else they may have connected with during their customer journey. And that's exactly what we want: our aim is to turn customers into fans.



VICTORINOX PRODUCTS

QUALITY FUNCTIONALITY INNOVATION ICONIC DESIGN

We make products the way we would like to have them ourselves. In outstanding Swiss quality, with solution-oriented functionality. We believe in innovation for smart, contemporary products. And our iconic design is based on simple lines. This is how our consumers benefit from our products.

QUALITY

Using only top-level materials and setting demanding standards for workmanship, we create high-quality products that meet the specifications of our brand.

FUNCTIONALITY

We want everything we make to be truly useful, every day. And inspired by the different tools featured in the Original Swiss Army Knife that started it all, our knives, watches and travel gear often include multifunctionality themselves.

INNOVATION

Our products are driven by fresh ideas and methods. We constantly explore how our products can be improved or tweaked so they can be used in new ways.

ICONIC DESIGN

Subtle branding and clean lines throughout our product categories pay tribute to the iconic design of our core product, the "Original Swiss Army Knife".



VICTORINOX PRODUCT DESIGN
CONTINUOUS DEVELOPMENT WITH
A FOCUS ON TARGET CONSUMERS



RETAIL EXPERIENCE BRAND STORE

RETAIL EXPERIENCE

Established in 2008, the Victorinox retail system is a proven concept with many stores world-wide. It is a unique mono-brand proposition, from the assortment to the store experience.

A Victorinox brand store offers customers all Victorinox product categories. It has its own entrance and is an independent PoP within a highly attractive retail environment.

Our positioning is premium, strongly focusing on quality and superior functionality, with a bespoke customer service that is completely oriented towards everyone visiting our stores.

Unique in the Victorinox retail system are our seasonal products, as well as special and limited editions that hit the sweet spot between maximizing sales and motivating customers to shop quickly. As full-price stores, we focus on benefits, not discounts. Our brand stores also offer customization & personalization on a wide assortment of Victorinox products.

All stores are branded with the Victorinox wordmark and the Cross&Shield logo, and are dressed in Victorinox Retail Design.





ALTERNATIVE POINTS OF PURCHASE (POPS) SHOP-IN-SHOPS

The shop-in-shop (SiS) is a well-defined space within a highly attractive, multi-brand retail environment, for example a department store. It carries products from different categories that are suitable for this environment. When operated as a concession with three or more product categories to reflect Victorinox's multi-product approach, it is defined as a franchise SiS adhering to the same principles as a Victorinox Store.



E-COMMERCE

Victorinox operates a corporate website (www.victorinox.com), providing e-commerce in selected markets. The site offers consumers an inspiring and engaging experience of the entire Victorinox brand world, acting as an anchor point and primary source so that customers all around the world can learn about the company, its values, its products and their key features. It is a state-of-the-art, responsive website that works on all devices with e-commerce functionality in selected markets.





WHAT MAKES OUR BRAND SPECIAL? BENEFITS TRANSLATE INTO SALES

STRONG, ICONIC BRAND:

Our brand is recognizable around the world. We are the only ones who make the Original Swiss Army Knife, and its DNA is in every one of our products. This makes them truly one-of-a-kind and they represent a unique selling proposition.

HIGH-QUALITY PRODUCTS:

Thanks to our high level of quality, we are able to provide a lifetime warranty on all products with a blade. For watches and travel gear, we offer an extended, above average warranty period, which creates customer satisfaction and fewer warranty claims.

DISTRIBUTION POTENTIAL:

Join a growing franchise with a selective distribution approach that offers you opportunities for growth. Take advantage of existing demand in your market thanks to our global brand recognition and global customer base.

LOW SPACE REQUIREMENTS:

4 out of 5 product categories are made up of small items, which allows for a highly productive product presentation.

WHAT MAKES OUR BRAND SPECIAL? HOW THE VICTORINOX STORE WORKS FOR YOU

MULTIPLE POINTS OF PURCHASE:

Victorinox offers a wide variety of sales channels (store, online, shop-in-shop and off-price outlets). Together we develop the right fit for your investment model, depending on market characteristics.

CUSTOMER VALUE:

The Victorinox Concept creates fans of the brand who return for repeat purchases and gift-buying, creating lifetime consumers who pass on their love of the brand to future customers.

REALIZED MARGIN:

Victorinox products are not generally seasonal. This allows you to keep prices the same all year round. We do not hold sale periods in our main channels. This gives you the opportunity to align your projected margin with the realized margin.

STORE & EMPLOYEE PRODUCTIVITY:

Thanks to customer demand for our products and their low space requirements, as well as the unique Victorinox way we sell our products and serve customers, you can generate above-average sales per square meter.

REASONABLE INVESTMENT:

A small footprint and high-density merchandise, a scalable shop-fitting system and an efficient replenishment system offer you the opportunity to make effective use of your capital investment in a long-term relationship.





WHAT DO YOU GET AS A FRANCHISE PARTNER? OUR SUPPORT SERVICES

You benefit from our experience, our expertise, our support. This allows you to concentrate on the success of your business.

Our franchising offering provides tailored expansion, establishment and operational services. This includes detailed descriptions, processes, solutions, services and good examples to support you in establishing and operating your business.

EXPANSION SERVICES

- Market Assessment
- Market Development Plan
- Feasibility Study/Business case

ESTABLISHMENT SERVICES

- Store Design
- Category Management
- Visual Merchandising
- Marketing
- Training
- Retail Operation

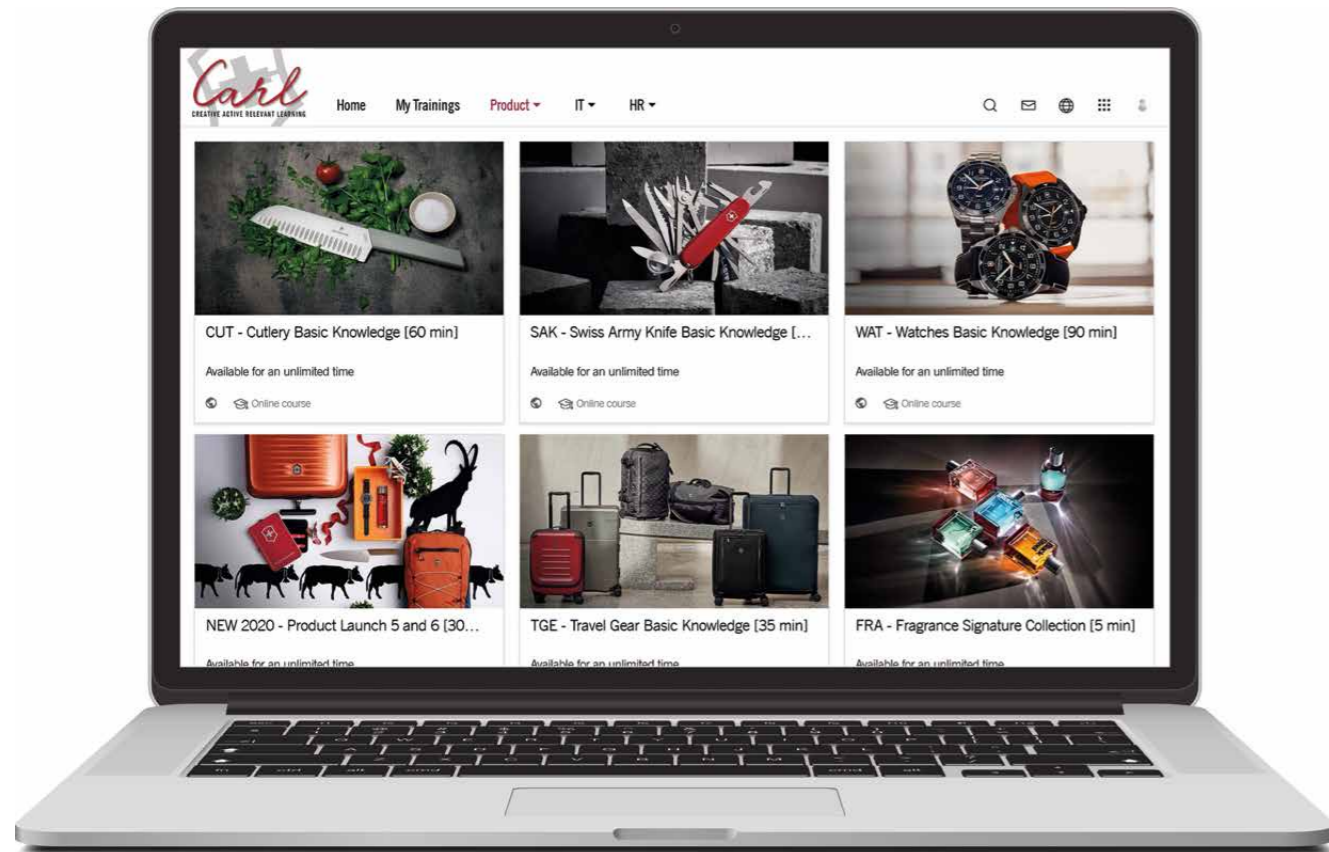
OPERATION SERVICES

- Retail Operation
- Category Management
- Visual Merchandising
- Marketing
- Training
- Customer Service
- Supply Chain Management

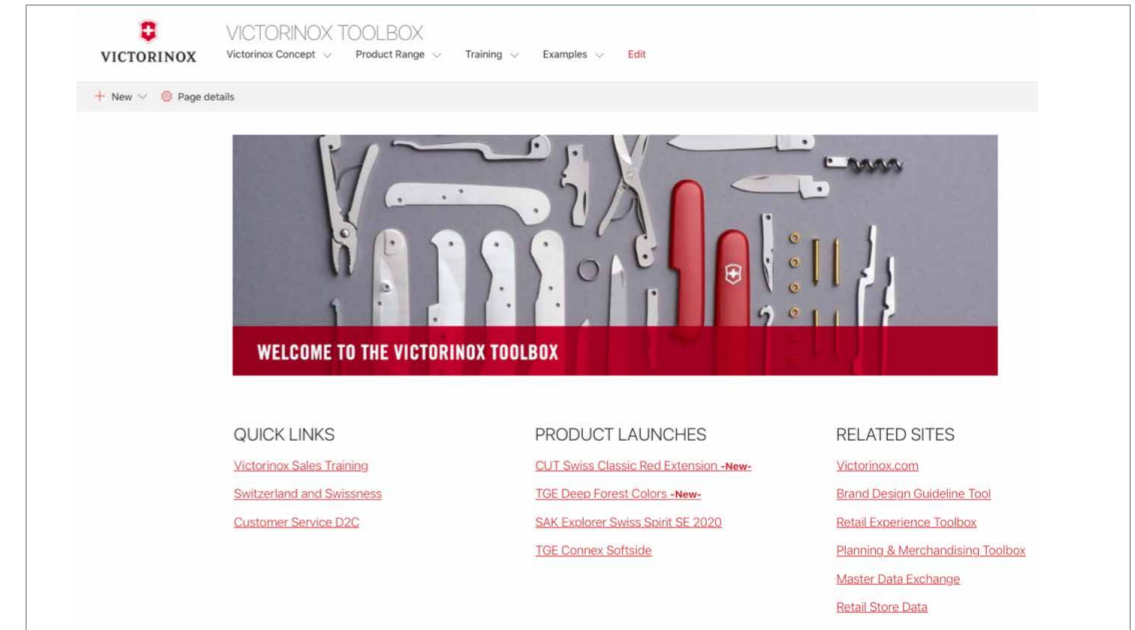
TRAINING

Training and continuous learning during daily business is critical for opening a PoP. And at Victorinox, it is a never-ending activity. We offer training tailored to all positions within our PoPs:

- Franchise Partner Onboarding
- Store Management
- Marketing
- Product Knowledge
- Visual Merchandising
- Customer Service
- Victorinox Sales



HOW WE DELIVER OUR SERVICES



VICTORINOX TOOLBOX

The one-stop information point

- Concept/Standard
- Product Range
- Training
- Examples

PERSONAL ASSISTANCE

We get and keep you going

- Expansion
- Establishment
- Operation

LEARNING MANAGEMENT PLATFORM

Our online learning solution

- Up-to-date
- New launches
- Individual products
- Learning modules

WHAT DO YOU GET AS A FRANCHISE PARTNER?

WHAT DO YOU GET AS A FRANCHISE PARTNER?

FRANCHISING

WE ARE LOOKING FOR FRANCHISE PARTNERS WITH:

RETAIL EXPERIENCE

Store operations, lead/coach and manage people, day-to-day execution, business planning and delivering results

MARKET EXPERIENCE

Strong local market knowledge (customer and property), locally anchored, existing portfolio and contacts to authorities and businesses

FINANCIAL STRENGTH

Healthy finances, financial strength to invest and manage the business

CULTURAL FIT

Share and respect the Victorinox culture and values, act as an ambassador in the market, working together and in partnership with a win-win mentality and experience in a partnership

TEAM & INFRASTRUCTURE

Existing support team and infrastructure, franchising expertise and marketing experience

GROWTH POTENTIAL

Capability, knowledge and motivation to grow and expand the business

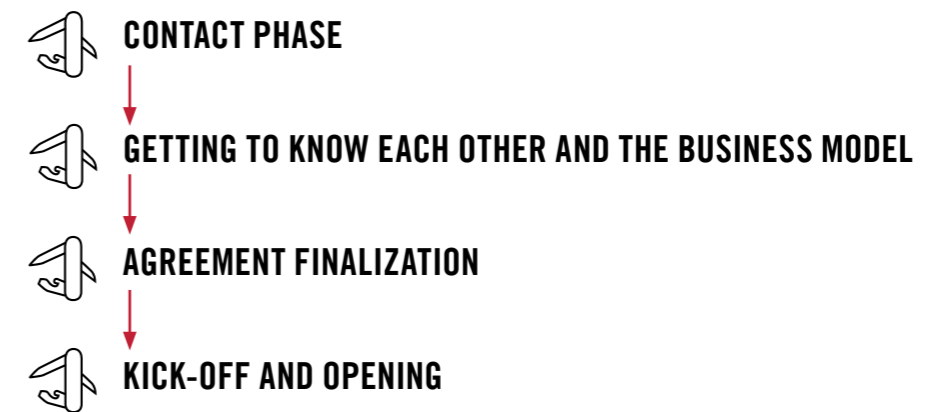




NEXT STEPS

Join our franchising network. Together we will grow the business and generate not just customers, but Victorinox fans, inspiring your team to make this a sustainable, commercially viable investment.

Contact us at franchising.hq@victorinox.com



A LONG-TERM RELATIONSHIP

WHAT PARTNERS SAY ABOUT US



From family business to family business: this has been the relationship between Künzi and Victorinox for over 80 years. We are proud to distribute this high-quality product throughout Italy, where it represents an iconic symbol of Swissness, heritage and multifunctionality. Thousands of collectors and outdoor fans all over the country are ambassadors of Victorinox.

Andrea Künzi
President Künzi S.p.A.



The strength of the Victorinox franchise system lies in its unmistakable store concept and its clear positioning as a unique brand that is recognized all around the world. It fits with my team, my values and my perspectives. With its long-term strategy, I see good growth and earnings potential in my investment in Victorinox.

MARTIN KOWATSCH
CEO Hhismark Retail Management
and Consulting GmbH

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