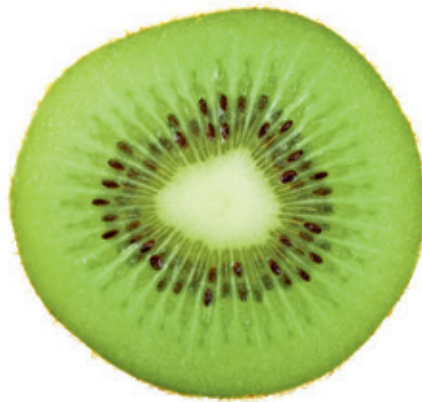


FRANKE GROUP SUSTAINABILITY REPORT 2016



MAKE IT WONDERFUL

FRANKE

EAT ME!



FOR US, SUSTAINABILITY MEANS THAT YOU SHOULD EVEN BE ABLE TO EAT OUR SUSTAINABILITY REPORT. - - -



The report in your hands is Cradle to Cradle™-certified. This means that in this report, we only use substances that can be entirely returned into the biological cycle. Thus, the consumption of this report is also harmless to humans, as illustrated by the various food subjects.



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CEO STATEMENT



Dear Readers,

Why is sustainability so close to my heart? Sustainability is ultimately the core of our brand promise, to Make It Wonderful, just as it is for our fifth Franke value of Be Accountable. The latter embodies the idea of Corporate Sustainability – sustainability in the company. The two of them enable us to enter into an effective dialogue with our customers and all other stakeholders and to excite them with sustainable and innovative products and services.

Our ambition must be to remain steadfastly committed to sustainability, since ethical handling of people and resources is and continues to be our most significant claim. I am very proud of our progress and the contributions that each Franke employee makes to this every day.

Ultimately, it is the core topics covered in this report which make our progress in the individual sustainability disciplines measurable and comparable. These are the factors which we can refer to in our dialogues with our stakeholders – as well as being factors which can and should be expected of us.

In order to account for our comprehensive measures in the area of social responsibility, for example, we are now also drawing attention to the advances in the development of our leadership team, in addition to such things

as key figures for occupational health and safety. Franke is convinced that committed employees are the key to success. After all, it is our approximately 8500 employees who convert our strategy and our brand into concrete behavior and actions.

The contribution of our leaders is fundamental in this regard: Increasing commitment is not solely a matter of concern for Senior Leadership and Human Resources at the group or division level. Leaders at all levels must promote employee commitment. Transparent dialogue between leader and employee is vital. Only those who communicate clearly and openly, who give feedback as well as celebrating successes, will create a basis for further development.

Leadership contribution is fundamental

For all these reasons, we value the views of our employees on the status quo. We would like to know what they are satisfied with and where Franke could still improve. This is how Franke employees should actively participate in the further development of the company. Franke carried out its first-ever Employee Engagement Survey in 2016 with this in mind. The survey measures the commitment of the employees and the drivers of this. The Franke Management Board and all executive leaders around the world are now working at full speed to hammer out the details of the improvement measures arising from the survey results. Executives and employees are sorting through the survey results in team dialogues and, based on this, defining measures for improvement.

At the group and division level, we would like to ascend further into the area of Learning and Development, among others. For this reason, Franke is set to introduce a recognition program. More feedback and appreciation is the fertile soil for a culture of recognition. If everyone pulls together – management, executive individuals, and employees – then we will surely be

recording even better results in the next Employee Engagement Survey in 2018.

The second major development discussed in this report is product responsibility. We have strengthened our focus on this in the core topics of reliability and longevity innovation and the health & safety impact of products. After all, our products are known to exercise a significant influence, not only on people but also on the environment.

We utilized our resources better

Thanks to the implementation of our One Franke strategy – which stands for more customer experience and collaboration between divisions and countries within Franke – we have achieved a great deal. In 2016, we were once again able to continue to successfully implement our strategy on cooperation, innovation, new products, and enhanced efficiency. Our business units worked together more closely, continued to drive a strong performance and increased market presence, made better use of our resources, optimized working processes, and thereby improved profit margins.

Our business units work more closely together

Other minor innovations can be found, on the one hand, in this report's section on environmental impacts. There we draw attention not only to energy efficiency in production but also to the use of resources – separated by waste and materials used. And whereas, on the other hand, our products' energy efficiency was the relevant sustainability feature in the section on product responsibility in the past, the emphasis is now on reliability – also in the sense of durable quality and customer focus, of course.

In addition to our values, local roots form the basis for consistent quality. Franke sees itself as a globally active company with regional connections through approximately 40 production sites. On this note, a brief anecdote to close. When I switched to Franke Group in 2012, my ex-colleagues asked if I would be taking up residence in Germany. They thought Franke was a German company. Equally, Americans also think that Franke is a dynamic US company because we have large production sites in Nashville.

These local ties, combined with Swiss values such as sustainability and quality as I mentioned above, are surely the things that make Franke so unique.

I now wish you a pleasant read and express my gratitude for your interest in our journey – final destination? Make It Wonderful.

Best regards,

Alexander Zschokke
CEO Franke Group

GROUP PROFILE

Franke Group includes the divisions Kitchen Systems, Foodservice Systems, Water Systems, and Coffee Systems. The Group employs around 8,500 people worldwide and generated consolidated sales of CHF 2.0 billion in 2016.

Divisions



Franke Kitchen Systems is the world's leading provider of smart kitchen systems. We establish valuable, long-term partnerships thanks to our long history of reliability and expertise. We help our partners improve their business operations and make their customers' lives easier by making work in the kitchen a pleasure.



Franke Foodservice Systems is a leading supplier of kitchen furnishing, equipment, and accessories for restaurant operators. One part of the division is a complete provider for equipping the kitchen area in fast-food restaurants. The other part sells furnishing elements through distributors to food-service operators, as an original equipment manufacturer.



Franke Water Systems is a world-leading provider of smart water resource management systems for public and semi-public washrooms. We provide tap solutions for residential kitchens and bathrooms under the Franke and KWC brand names. The focus is on innovative, exclusive design, and the highest of quality standards.



Franke Coffee Systems is a world-leading provider of smart coffee systems. We serve our partners through innovation and customized solutions, enabling successful service concepts and the fine art of coffeemaking. We offer our expertise and passion for coffee as the foundation of our customers' service concept and shared success.

Figures

In comparison to 2015, based on the values reported on page 17 onwards.

-22.8%

CO₂ emissions, absolute

-8.7%

Water consumption, absolute

-5.9%

Waste water, absolute

-9.9%

Waste, absolute

-24.5%

Lost day rate



Net Sales

BY DIVISION



IN CHF M

Franke Kitchen Systems	976
Franke Foodservice Systems	628
Franke Water Systems	231
Franke Coffee Systems	222
Other Activities	24

BY REGION



IN %

Europe	60.2
Americas	27.1
Asia/Oceania	8.5
Africa/Middle East	4.2

Employees by region



IN %

Europe	60
Americas	16
Asia/Oceania	17
Africa/Middle East	7

Locations worldwide

Franke Group has production companies and/or own representatives in 38 countries. Headquarters are in Aarburg, Switzerland.

Europe (22 countries)

Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Italy, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom

Americas (5 countries)

Argentina, Brazil, Canada, Mexico, USA

Asia/Oceania (7 countries)

China/Hong Kong, India, Japan, Kazakhstan, Philippines, Singapore, Thailand

Africa/Middle East (4 countries)

Egypt, Morocco, South Africa, United Arab Emirates

Organization

Board of Directors

Thomas A. Erb, Chairman
 Michael Pieper, Vice Chairman
 Dr. Andreas Hauswirth
 Christian Mäder
 Dr. Michael Soormann

Management Board

Alexander Zschokke, President/CEO

Group Functions

Finance **Jürg Fischer**
 Human Resources **Beat Sigrist**
 Operations **Lukas Burkhardt**
 Information Services **Markus Bierl**
 Legal & Compliance **Martin Wyser**

Divisions

Franke Kitchen Systems
Lars Völkel
 Franke Foodservice Systems
Thomas Campion
 Franke Water Systems
Roger Basler
 Franke Coffee Systems
Thomas P. Meier

Brands

Franke bkon Carron Dominox
 Dart Valley Systems Eisinger
 Easi Serv Eurodomo Faber
 FIFO Futurum Kindred KWC
 Mamoli Mepam Newair Nokite
 Roblin S2K Sertek Spar

FRANKE FOCUSES ON SUSTAINABILITY

As one of the world’s leading providers of kitchen, washroom, and restaurant industry solutions, we are conscious of our responsibility for contributing to a sustainable development – and are actively engaged in this challenge.

First and foremost, we promise our customers to Make It Wonderful. Making our products and services wonderful also, however, means taking responsibility – in accordance with our corporate value, Be Accountable. With this in mind, we accept our duty and focus on where we have been able to identify large effects on environment and society.

Franke is active with its products and solutions in four business segments (see graphic on the right). These are divided up into the two areas of Kitchen & Sanitary Systems and Water Management & Hygiene on the one hand and between the commercial and private sectors on the other. In the commercial sector, everything revolves around equipping kitchens for professional foodservice, semi-public and public washrooms with integrated systems, and coffee preparation outside the home. In the private sector, the focus is on equipping domestic kitchens with integrated kitchen systems for food preparation and cooking, and private bathrooms with tap systems and accessory parts. All of these business segments have one thing in common: They are resource-intensive and make a significant impact on the environment. After

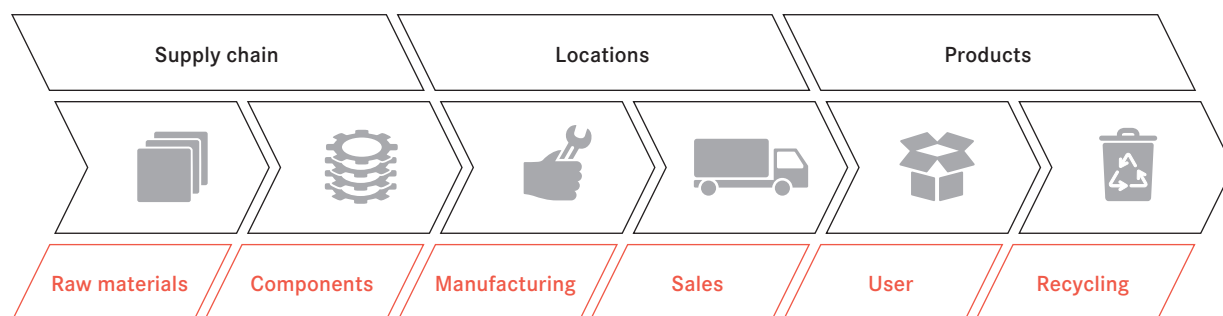
all, food preparation and habitation are, in addition to mobility, the most important categories of human resource consumption.

Our products have an impact on vital areas of everyday life





The consumption of resources at our sites and the effects on climate change are topics of real concern to us. However, sustainability is also relevant for our products. In general, a large portion of the energy and resources consumed in households takes place in kitchens and bathrooms and is thereby associated with the use of products sold under our brand.

As a production company, we also have an internal responsibility, namely to our employees and to our owner,

THE FRANKE VALUE CHAIN



OUR STRATEGIC AREAS

	Commercial	Residential
Food and beverage preparation	<p>Restaurant</p>  <p>LANDLORD BUSINESS OWNER</p> <p>Franke Foodservice Systems Franke Coffee Systems</p>	<p>Kitchen</p>  <p>HOME OWNER LANDLORD</p> <p>Franke Kitchen Systems</p>
Water management and hygiene	<p>Washroom</p>  <p>LANDLORD BUSINESS OWNER</p> <p>Franke Water Systems</p>	<p>Bath</p>  <p>HOME OWNER LANDLORD</p> <p>Franke Water Systems (TCC)</p>

since after all, they make our success possible in the first place.

We influence mankind and the environment along our entire value chain (see chart on the left) and beyond the product lifecycle itself. People are involved and resources are required right from the extraction and production of raw materials, their transport and logistics, the innumerable providers of semi-finished goods and components for our products, their manufacturing and their sales, all the way to their actual use and disposal and/or recycling.

In addition to this, the influences can be felt in connection with upstream and downstream processes, ranging all the way from maintenance to kitchen accessories, and ultimately with the type of foods used or their method of preparation. This means that topics such as health and safety are also considered within our area of responsibility at Franke. This includes the health of our employees, including their work-life balance, as well as the safety of our products during the whole lifecycle. Our products are used in the preparation of food (e.g.

ovens and stoves) and have an influence on the cleanliness of water (e.g. taps and filters) or air (e.g. kitchen hood systems).

Responsibility as a globally active original equipment manufacturer

The restaurant industry is an important consumer of resources, for example. In addition to customers such as restaurant chains, building supplies stores or kitchen and bathroom providers, other large customers also rely on our products: As a globally active original equipment manufacturer, we partner global corporations – and our actions can exercise a correspondingly positive influence on their resource efficiency.

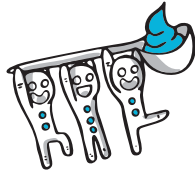
Longevity of our products

Food preparation, sanitation and hygiene technology having a place to call home are not dispensable – these areas are of equal elementary importance for all humans and even necessary for life itself. Franke's influence on society and the environment is accordingly great, as is the potential to do good.

THE FIVE FRANKE VALUES



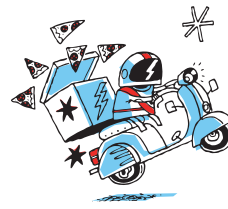
ENABLE PEOPLE



FOSTER TEAMWORK



ACT ENTREPRENEURIAL



DELIVER SOLUTIONS



BE ACCOUNTABLE

The everyday use along with a high consumption of resources is substantial when it comes to Franke products. This must, however, be seen in contrast to the comparatively long period of utilization of our products – and this has a positive effect on the balance of energy and raw materials over the course of the entire product lifecycle. The majority of our products are designed for many years of use, reliability, and reparability: For example, the average lifetime durability of a private kitchen in Switzerland is between 20 and 25 years. Baths, showers, and toilets must be designed to last for 30 years. This shows that compared with other areas of the consumer goods industry (e.g. household appliances, cosmetics, electronics, etc.), kitchen and sanitation technology have long lifecycles.

For the sake of our children and grandchildren

We also pursue a long-term perspective that extends beyond our products: The continuous pursuit of our strategy is of central importance to us. This is demonstrated by the fact that there have been only five CEOs in the more than one hundred years of Franke's history. Franke Management and the owner base their efforts on long-term considerations and are conscious of their responsibility for the environment, society, and economy. "For me, sustainability means fairness to future generations," says Michael Pieper, the owner of Franke and the entire Artemis Group. "In everything that we do, we should

be able to look our children and grandchildren in the eye with a clear conscience. This makes acting sustainably a must."

We influence people and the environment along our entire value chain

Sustainability is important to us and we have already accomplished a great deal in this area in recent years. The longevity of our products is a particular source of pride to us. Nonetheless, we are conscious of our responsibility and refuse to rest on the laurels of what we have already achieved. On the contrary: In the interests of our many stakeholders and the environment, we dedicate ourselves to continuously optimizing our actions, to enhancing our efficiency, and to constantly finding new future-oriented solutions.

Kirill Bourovoi

Manager Group Sustainability
Group Head of Learning & Development

SUSTAINABILITY MANAGEMENT

The existing management structures at Franke ensure that Franke has an optimum setup in terms of governance and that it is free of conflicts of interest. In addition to qualifying the Board of Directors with respect to sustainability, the internal guidelines affected should be identified and an overview of the most important stakeholders should be provided.

Governance structure, committees under the Board of Directors

Franke Group has a three-tier governance structure:

Management Board of Artemis Holding AG (Artemis Group)
4 members

Board of Directors of Franke Holding AG (Franke Group)
5 members (4 of whom are members of the Artemis Group Management)

Management Board of Franke Holding AG (Franke Group)
10 members

Each body has clearly defined purposes, duties and responsibilities defined by the organizational regulations and the terms of reference. The two boards of directors are responsible for the strategic direction of Artemis Group and Franke Group and have a number of inalienable and non-transferable duties pursuant to the Swiss Code of Obligations.

The Board of Directors of Artemis Holding AG is composed of seven members. The board has three standing committees: the Audit, the Information Security and the Human Resources committees. The board and the standing committees held regular meetings in 2016. The Artemis Group Management is composed of four members. For more information about the governance structure of Artemis Group, see

► www.artemis-holding.com ► [About us](#)

The Board of Directors of Franke Holding AG is composed of five members. The board has no committees. The Franke Group Management Board is composed of ten members. For more details about the governance structure of Franke Group, see

► www.franke.com ► [About us](#) ► [Group Structure](#)

Separation of the chair of the Board of Directors and executive management

Thomas A. Erb, Chairman of the Board of Directors of Artemis Holding AG and Franke Holding AG, is neither a member of the Artemis Group Management nor of Franke Group. Four of five members of the Franke Holding AG Board of Directors were members of MB Artemis.

Independent members of the Board of Directors

No member of the Board of Directors of Artemis Holding AG and its committees is involved in operative management. Four of the five members of the Board of Directors of Franke Holding AG have executive positions within Artemis Group.

Mechanisms for shareholders and employees to address recommendations to the Board of Directors

Michael Pieper, owner and President/CEO of Artemis Group, is in regular dialogue with the Board of Directors of Artemis Holding AG and is the Vice-Chairman of the Board of Directors of Franke Holding AG.

No employee representative sits on the Board of Directors. The employee representatives of the European companies meet regularly in the context of the Franke Forum (European Works Council), with a member of the Franke Group Management Board. Selected concerns can be addressed to the Board of Directors through this channel.

Link between compensation and the organization's performance

The remuneration of the members of the Board of Directors is not linked to the performance of the company.

Members of the Franke Group Management Board as well as other employees are incentivized by a combination of personal and financial objectives. Depending on the function, personal objectives may be linked to social and environmental performance.

Processes for the Board of Directors to avoid conflicts of interest

The organizational regulations for the Board of Directors stipulate how conflicts of interests of board members are avoided. Board members are obligated to refrain from any involvement in the handling of matters affecting either their personal interests or those of a company or person with which they have an affiliation.

Qualifications of the Board of Directors with regard to sustainability

There are no formal procedures for determining the qualifications of members of the Board of Directors in social and environmental matters. Two members of the Board of Directors of Artemis Holding AG have significant experience in strategic and operational sustainability management.

General principles and codes of conduct

Different sustainability topics are addressed in policy documents and a number of internal guidelines deal with details related to sustainability and business ethics:

- Code of Conduct: Legal compliance, health & safety, fundamental labor standards such as child/forced labor and non-discrimination, (sexual) harassment, anti-corruption, gifts and entertainment, theft, fraud and dishonesty, disclosure of information. The Code of Conduct was updated and the new version communicated to all employees in 2013. The Code applies worldwide and is available on the intranet in 12 languages. In addition, an integrity line that can be used by all employees as a last resort to report integrity concerns in a confidential and anonymous manner was rolled out in 2013.
- Supplier Code of Conduct: Minimum requirements regarding employment practices, environmental protection and business integrity that must be met by all our suppliers. The Supplier Code was also approved by the Franke Group Management Board.
- Group Policy: Equal opportunity and diversity, employee relations, personal safety and emergency planning, business travel, information security.
- Sustainability Principles: Framework for improving the economic, environmental and social performance of Franke Group.
- UN Global Compact principles in the areas of human rights, labor, the environment and anti-corruption.

Oversight of sustainability performance by the Board of Directors

The Finance & Audit Committee of the Board of Directors of Artemis Holding AG discusses risks and opportunities that are relevant for Franke Group as part of the approval of the annual risk report.

Evaluation of sustainability performance of the Board of Directors

There is no formal process for assessing the performance of the Board of Directors from a holistic sustainability perspective.

Precautionary approach

The precautionary principle plays an important role for Franke Group as both a production and a sales organization. The precautionary principle is reflected in the management systems (quality, environment, occupational health and safety) that are implemented at different sites. In operations, the precautionary principle is implemented by means of preventive approaches for environmental protection, occupational health and safety and quality assurance. Franke Group has a comprehensive system for the control and management of all risks involved in business activities in place. In accordance with standard ISO 31000, corporate risk management is at the intersection of all management systems. All Franke companies are required to conduct an annual risk analysis which identifies the key risks. In addition, all companies must have a clearly defined crisis organization, as well as a business continuity management plan that guarantees a quick and competent response in the event of an emergency. Furthermore, an external service provided by International SOS acts as a direct help system in any crisis situation during employee travels.

External agreements and initiatives

Franke Group has been an active member of the UN Global Compact since January, 2011. We also participate in the activities of the local Global Compact network in Switzerland.

► www.unglobalcompact.org

Through the voluntary application of the Global Reporting Initiative's Guideline for Sustainability Reporting (new GRI Standard), we aim to make a contribution toward ensuring transparency and comparability in sustainability reporting.

Memberships in associations and organizations

Franke Group and its subsidiary companies are active in a wide range of industry associations and initiatives in various countries. Many of these organizations deal with sustainability topics, e.g. define best practice standards or develop product labels, including but not limited to:

- U.S. Green Building Council (USGBC), an organization committed to a sustainable future through cost-effi-

cient and energy-saving buildings. USGBC is the owner of the LEED building standard.

► www.usgbc.org

- European Committee of Domestic Equipment Manufacturers (CECED), a business association that represents the household appliance industry in Europe.
- öbu, a Swiss association and think tank for sustainable business.

For a list of significant memberships, see:

► www.franke.com ► [About us](#) ► [Sustainability](#) ► [Commitment](#)

Relevant stakeholder groups

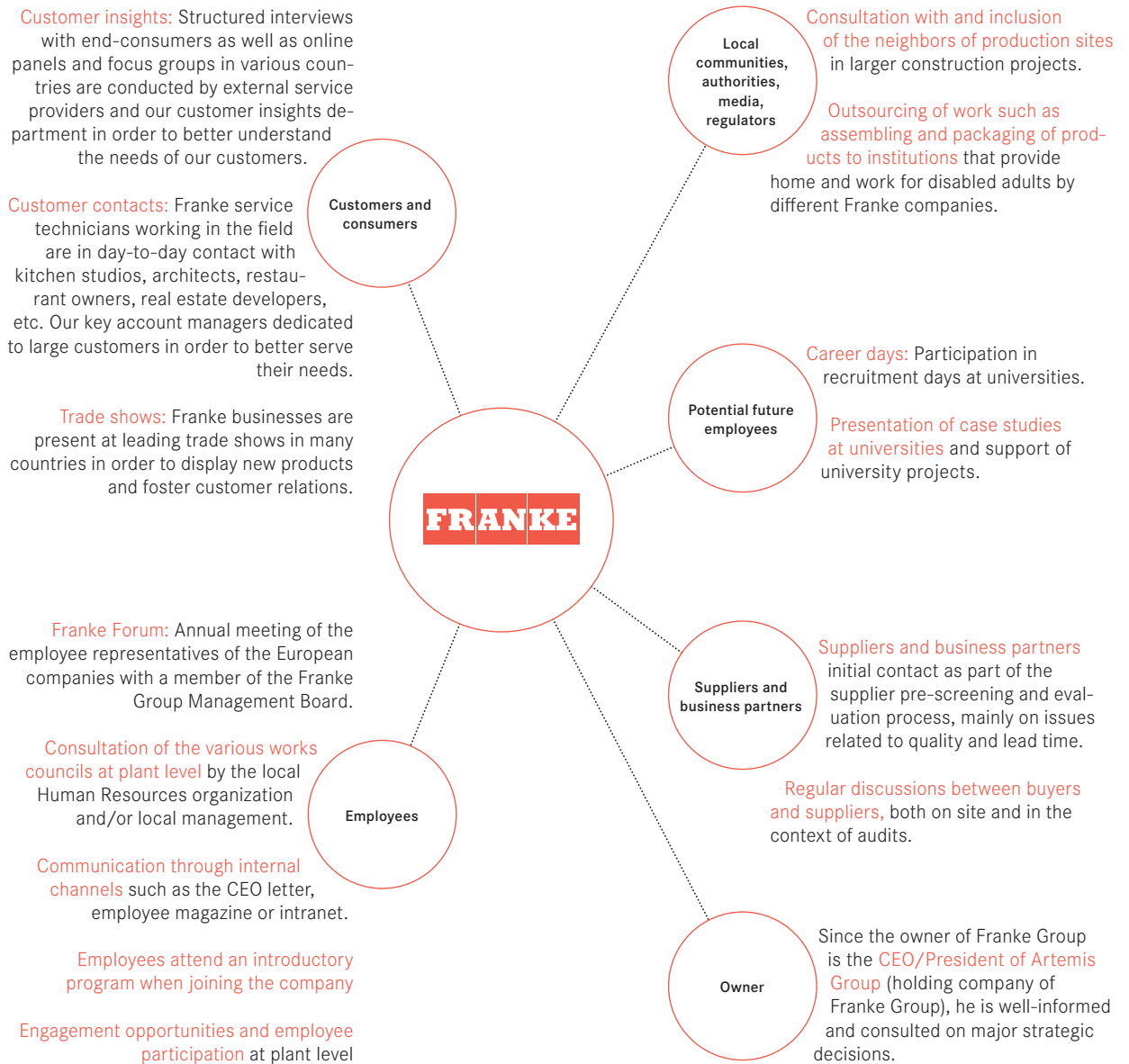
Franke Group believes the following stakeholder groups to be relevant:

- Customers and consumers
- Employees
- Suppliers and business partners
- Local communities, media, authorities, regulators
- Potential future employees
- Owner

Basis for selecting stakeholders

Franke Group is aware that its business interacts with various stakeholder groups. The above stakeholders

MOST IMPORTANT STAKEHOLDERS 2016



have been identified as important for systematic stakeholder dialogue, as they fulfill at least one of two criteria: Either the stakeholder group exerts a strong influence on the economic, environmental or social performance of Franke, and/or the stakeholder group is strongly affected by the economic, environmental or social performance of Franke.

Approaches to stakeholder engagement

To date, dialogue with external stakeholders has been highly decentralized. We plan to formalize interactions with representatives of relevant stakeholder groups in the future. The newly established central purchasing department is responsible for coordinating and standardizing supplier management.

Response to key topics and concerns of stakeholders

Sustainability topics are increasingly at the heart of many discussions with both internal and external stakeholders. The key topics and concerns that were raised include:

- Guidance on how products from Franke Group help meet building standards: We have applied the criteria of the LEED and Minergie building standards to some of our products in order to identify which products are best for complying with these standards.
- Achieving top performance, social and environmental standards through systematic management of operational safety, reliability, efficiency and overall cost reductions through the Group-wide Operational Excellence program. A Central Purchasing function was established in 2013 with the aim to better coordinate and standardize supplier management. As in 2015, the

Operational Excellence program also contributed to improving the Group's cost competitiveness in 2016. Major initiatives in the Footprint Optimization workstream included the relocation of certain sink production activities to low-cost locations within the Group.

Essential topics

The following essential topics are treated in the following chapters:

- Energy efficiency in production
- Material efficiency in production
- Water, waste water
- Resource-efficient products
- Executive staff development
- Occupational health and safety
- Profitability
- Reliability and longevity of the products
- Health & safety impacts of products
- Product innovation

Legal form, company size, and markets

Franke Group (Franke Holding AG) is a private company under Swiss law and is fully owned by Artemis Holding AG (Artemis Group).

In 2016, Franke Group achieved sales of CHF 2,036.6 million, with 40 subsidiaries and 8,576 employees (full-time positions). Total assets as at the end of 2016 stood at 1,941.3 million Swiss francs. The products of Franke Group are sold to various business customers such as restaurant chains, wholesalers, kitchen studios or real estate developers in more than one hundred countries.

ENVIRONMENTAL



No production is possible without the consumption of resources or the generation of waste. The utilization of finite resources and the emissions caused by them have an effect on the Earth's ecosystem, particularly on climate change, and on the provisioning of future generations.

Since Franke was established over 100 years ago, many individual initiatives related to environmental protection have been launched, triggered by legislation, stakeholder concern or efficiency considerations. The environmental impacts of the activities of Franke Group are felt along the entire value chain.

In order to bundle our resources, we concentrate on those segments of the value chain that we can influence the most and in connection with which the greatest effects are felt. With respect to product development and innovation, we take into account resource efficiency (with a focus on materials, energy, water and waste) and we invest in environmentally friendly production processes. In the long run, however, we intend to also reduce the environmental footprint of our logistics and transportation.

Franke Group strives to consistently reduce the environmental impact of its operations, taking into account the commercial viability and the availability of environmentally friendly technology. A number of measures ensure that our environmental footprint is reduced:

- All production companies are required to implement and certify environmental management systems in accordance with the standard ISO 14001. By the end of 2016, 33 out of all 39 production companies were certified according to ISO 14001.
- Good practices are exchanged across Franke businesses to learn from examples that have shown good results (e.g. recycling of heat from presses and server rooms, or the substitution of materials in production processes).

RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

Climate change is a strong driver for energy and water efficiency. The need to use resources more wisely in the future will increase demand for products that use less energy and/or water along their lifecycle. At Franke, we set the goal that our innovative products meet the requirements of customers in this regard.

Based on the annual risk analysis, we believe that the exposure of Franke Group to the risks of climate change (e.g. natural perils for production plants or transportation) is moderate. At present there are no special CO₂ regulations, e.g. maximum emissions levels, which we are required to observe. However, Franke is aware that rising energy prices are directly linked to production costs. This is why Franke intends to further reduce energy consumption in the future

- Both the availability and quality of environmental data have improved since it was first consolidated at Group level in 2011. The monitoring of the environmental data allows checking progress over time and defining additional improvement measures.
- Furthermore, compliance with environmental laws and regulations must of course be observed as the minimum requirement for all Franke operations.



ENERGY EFFICIENCY IN PRODUCTION

In 2016, Franke implemented measures in the following areas for the reduction of environmental impacts in production:

- Sustainable buildings, for example the installation of one of the largest photovoltaic systems in Switzerland with an output of 420 kWp and a module area of 2,588 m² at its headquarters in Aarburg which relieves the Swiss electricity mix of almost 190 metric tons of CO₂ emissions per year.
- Improved lighting in buildings with energy-saving bulbs (e.g. LED), partitioning, motion sensors and daylight dimmers.
- Commitment to LEAN management in all 39 Franke production sites: Avoidance of all resources, including energy, raw materials, and waste.
- Modernization, reduction or downsizing of machinery such as presses, pumps, and compressors.
- Process improvements such as a lower temperature in the washing process.

Systematic energy management has been expanded further across various Franke sites. Software for online and real time monitoring of energy consumption and the installation of additional metering points increase transparency of energy flows and ultimately allow defining additional improvement measures.

Direct energy consumption

Franke Group generally uses externally purchased energy. The direct energy carriers (Scope 1) include extra light heating oil, natural gas, as well as fuels (i.e. diesel and gasoline). Natural gas consumption in 2016 was reduced by 19.4% to 4,662,160 m³ compared to 5,783,236 m³ during the previous year. Consumption of extra light heating oil decreased by 19.6%, to 454,594 liters in 2016

as compared to 565,553 liters in 2015). In 2016, Franke-owned vehicles consumed 255,730 liters of gasoline and 1.85 million liters of diesel. In terms of consumption, this represents a reduction of 84.2% for gasoline and an increase of 6.5% for diesel since 2015. Comparison to previous years is, however, limited because Service Solution Group with its many service cars is no longer part of Franke Group.

Direct energy consumption in 2016 totaled – including fuels – 631,662 GJ (compared to 765,970 GJ for 2015). In 2016, direct energy consumption in relation to net sales (GJ per million Swiss francs) was 19.2% lower than in 2015.

Indirect energy consumption

Electricity is the most significant form of indirect energy (Scope 2) consumed by Franke Group. Three sites in Europe also use district heat. Consumption of electricity fell by 11.9% to 103,605 MWh compared to 117,600 MWh in 2015). The electricity consumption in relation to net sales (MWh per million Swiss francs) was 13.7% lower in 2016 than in 2015.

Greenhouse gas emissions

In absolute terms, greenhouse gas emissions (scopes 1 and 2) decreased by 22.8% (64,231 metric tons in 2016 compared to 83,207 metric tons in 2015). In relation to net sales (metric tons of CO₂ per million Swiss francs), greenhouse gas emissions declined in 2016 by a quarter in comparison with 2015. At 48,253 metric tons (around three quarters of total greenhouse gas emissions) electricity consumption was by far the largest source of CO₂ in 2016.

Reductions in greenhouse gas emissions

Our approach to curbing greenhouse gas emissions is twofold:

1. Save energy and increase energy efficiency.
2. Switch to renewable or low-carbon energy sources:
The building standard of Franke Group promotes the use of renewable energy sources, heat pumps, recycled heat from production processes and district heating on availability.



WATER, WASTE WATER

Water consumption

Franke Group uses mainly water from the public water system and some water from wells. We have closed water loops at the majority of the worldwide production sites. The consumption of water decreased by 8.7% in 2016 to 470,852 m³ compared to 515,509 m³ in 2015. Water consumption in relation to net sales (m³ per million Swiss francs) was 10.5% lower in 2016 at 231 than in 2015 with 258.

Sources significantly affected by withdrawal of water

The water consumption of our production plants does not place a significant burden on water sources as defined in the GRI guidelines.

Total water discharge

In 2016, 408,540 m³ of waste water (5.9% less than the 434,151 m³ figure for 2015) were discharged into a communal waste water treatment plant. The amount of waste water in relation to net sales (m³ per million Swiss francs) was 7.8% lower in 2016 with 201 than in 2015 with 218. A small quantity of waste water was disposed by professional third-party companies. Unplanned discharge of waste water did not occur at Franke Group in 2016.



MATERIAL EFFICIENCY IN PRODUCTION

Franke Group uses a wide range of materials of different quantity and quality. The most important materials that we use in our production are metals (mainly stainless steel) and plastics, as well as semi-finished and finished products. We have just started to collect data for materials and are currently not in a position to report any figures for comparison from previous years.

Percentage of total raw materials used that are recycled raw materials

Chrome-nickel stainless steel, the main component of many of our products, is made of roughly 80% recycled material. Cardboard that we use for packaging mainly stems from recycled content (estimated 90% of total cardboard use). We estimate that the share of recycled material of the total input materials is about 25%.

Total weight of waste

In 2016, 18,011 metric tons of non-hazardous waste including metal scrap and 2,038 metric tons of hazardous waste were generated. Total waste in relation to net sales (metric tons of waste per million Swiss francs) at 9.8 was 11.7% lower in 2016 than in 2015.



RESOURCE-EFFICIENT PRODUCTS

The biggest environmental contribution of our products lies in the efficient use of energy and (hot) water, which indirectly saves both energy and water. We are therefore continuously looking for ways to design our products to be more resource-efficient, as can be seen in the following examples:

- In 2016, we market-launched the world's first oven with an A++ energy efficiency category rating, the Touch FS 913 M multifunctional oven (see article on p. 37).
- At Franke Coffee Systems, we are working since 2016 on an innovation project for alternative heating systems in order to achieve significant reductions in energy consumption.
- At Franke Aquarotter, we have anchored the assessment of environmental relevance in the innovation process and we systematically evaluate environmental effects and impacts for all product developments and modifications.

While only a few of our products are required to include specific information regarding sustainability effects (e.g. taps, stovetops and ovens in the European Union), Franke focuses on various labels to simplify informed purchase decisions on behalf of our customers. The list of such labels includes:

- EU Energy Label (Energy Efficiency for Kitchen Hoods and Ovens)
- PEFC Chain of Custody (specification of origin for wood)
- Well, WRAS and EnergieSchweiz (water efficiency of taps and shower heads)

Franke Group aims to proactively adapt to rising customer expectations, regulatory changes, emerging product labels or buildings standards. At the same time, environmental risks and impacts of our products and services – material, energy and water consumption and the generation of waste – will be further reduced.

Impact of our measure in the area of ecology

The following reduction of environmental impacts in production was able to be achieved by the measures implemented in the Production Division:

- Reduction in energy consumption (GJ) by 17.5% and of relative energy consumption (GJ/m CHF sales) by 19.2% in comparison with 2015.
- Reduction in greenhouse gas emissions (t CO₂) by 22.8% and relative greenhouse gas emissions (t CO₂/m CHF sales) by 26.7% in comparison with 2015.
- Reduction in waste volume (t) by 9.9% and of relative waste volume (t/m CHF) by 11.7% in comparison with 2015.
- Reduction of water consumption (m³) by 5.9% and of relative water consumption (m³/m CHF) by 7.8% in comparison with 2015.



FRANKE'S COMMITMENT TO THE ENVIRONMENT

Franke is actively involved in charitable objectives worldwide. In the Philippines, the group comprised of Franke employees "Be there" planted trees.

Society and the environment are important to Franke. That's why Franke is actively involved in charitable objectives worldwide. Fully in line with the Franke value of "Act Entrepreneurial", we challenge what is already there and seek opportunities to improve. The goal: To learn something new and put things in motion every day. And Franke accepts responsibility. After all, Make It Wonderful extends beyond kitchen systems and customer experiences. That is why the "Plant trees and let them flourish" project was started in the Philippines in 2013. It is headed by a group of Franke employees who dub themselves "Be there".

"Be there commits to charitable activities and makes Franke known to the local population," explains Jhoy Paracueles, Executive Assistant & Administrator Franke Foodservice Systems Philippines. Franke Foodservice System Philippines launched the environmental project in collaboration with the College of Forestry and Natural Resources of the University of the Philippines in Los Baños.

In 2016, together with other volunteers from Franke, "Be there" planted 400 trees on a half-hectare-sized area in Puting Lupa, Calamba City, near the Makiling Nature Preserve. The College of Forestry and Natural Resources has certified the success of the project. This will now be pursued on an ongoing basis until the trees are mature. With this in mind, the employees and "Be there" visit

the trees twice a year and take care of maintenance and fertilization. "Franke Foodservice Systems Philippines wanted to make a contribution to the environment in the form of this project," explains Paracueles. "We are convinced that small actions can be used to work against climate change – even if only to a small extent – and to make the world a better living environment."



We regard the improvements made in all areas as an indication of the effectiveness of our measures in the Production Division.

We have also been able to use our activities to design our products to be more resource-efficient. We are, however, aware that we still have a great deal of po-

tential for improvement in this area. We are therefore currently gathering more precise data regarding product impacts and regarding the numerous improvement measures at the individual companies in the interest of being able in the future to improve the resource efficiency of our products systematically throughout the entire Group.

ENERGY CONSUMPTION (ABSOLUTE)

	UNIT	2016	DIFR 2015/2016	2015	2014
Electricity	MWh	103,605	-11.9%	117,600	109,680
Heating oil extra light	Liters	454,594	-19.6%	565,553	702,263
Natural gas	m ³	4,662,160	-19.4%	5,783,236	5,696,956
Subtotal excluding fuel	GJ	557,685	-14.5%	652,541	625,787
Gasoline	Liters	255,730	-84.2%	1,619,272	1,922,323
Diesel	Liters	1,852,987	6.5%	1,740,100	1,755,251
Total	GJ	631,662	-17.5%	765,970	749,415

- Comparable to a limited extent with prior year figures, as the Service Solution Group with its numerous service vehicles is no longer part of the Franke Group (gasoline).
- Less natural gas following the closing of the site at Hard; no natural gas anymore after conversion of the Aarburg compound to woodchip heating.
- The values from 2015 were subsequently corrected.



SOLAR ELECTRICITY FOR FRANKE

Franke focuses on sustainable building. Thus one of the largest building-integrated solar power plants in Switzerland has been in operation at the Franke compound in Aarburg, Switzerland since 2016.

Franke is committed to reducing the impact of its activities on the environment. Thus, for example, the company has invested in sustainable building: The photovoltaic system on the roof of Franke's Factory Hall H in Aarburg is numbered among the largest building-integrated solar power plants in Switzerland. Artemis Immobilien AG is planning an ecological prototype housing development on the neighboring lot which is to be supplied with solar energy. Franke Schweiz AG is providing the roof surfaces of the factory halls on its adjacent operating premises for

the construction of the photovoltaic plants for the power required for this project. The first plant on Factory Hall H was put into operation in December 2016 after a two-month construction period. Franke is using the solar energy itself until the residential complex becomes occupied in 2018.

Because of the scheduled roof renovation on Factory Hall H, the photovoltaic plant lent itself to sophisticated architectural integration in the roof in ways which are both technically and economically profitable. Thus the 1,334 solar modules act as a roof cladding and the 2,588 m² surface is used as a generator field for the solar power station. Due to the low gradient of the roof, the north side was also equipped with modules. According to the yield simulations, the modules on the north

side will achieve 83% of the energy of the modules with the southerly orientation. The 315-watt peak, high-performance modules together supply 380,000 kilowatt hours of electricity and relieve the Swiss electricity and relieve the Swiss electricity mix of almost 190 metric tons of CO₂ emissions per year. Together with the woodchip incineration plant that Franke also operates in Aarburg and the purchase of electricity generated by hydroelectric power, Franke is CO₂-neutral at the Aarburg site.



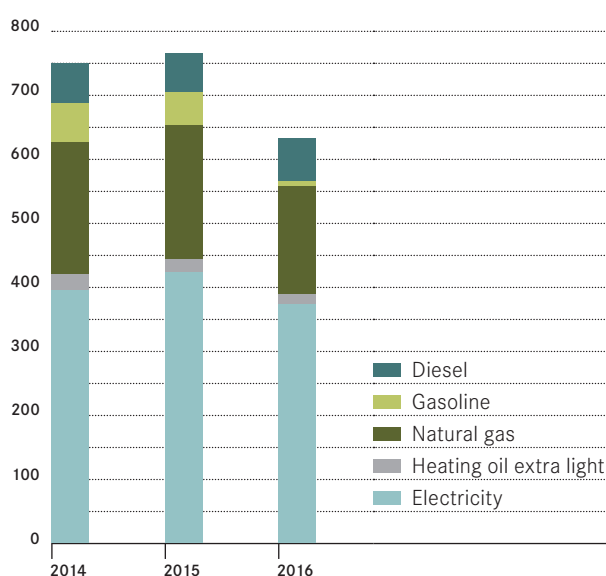
ENERGY CONSUMPTION (RELATIVE TO NET SALES)

	UNIT	2016	DIFR 2015/2016	2015	2014
Electricity	MWh/m CHF	50.9	-13.7%	58.9	51.4
Heating oil extra light	Liters/m CHF	223.2	-21.2%	283.3	329.1
Natural gas	m ³ /m CHF	2,288.7	-21.0%	2,897.4	2,669.9
Fuel	Liters/m CHF	1,035.2	-38.5%	1,683.1	1,723.5
Total	GJ/m CHF	310	-19.2%	384	351

- Comparable to a limited extent with prior year figures, as the Service Solution Group with its numerous service vehicles is no longer part of the Franke Group (gasoline).
 - The values from 2015 were subsequently corrected.

ENERGY CONSUMPTION (ABSOLUTE)

IN GIGAJOULES (GJ)



The values from 2015 were subsequently corrected.

CO₂ EMISSIONS

	UNIT	2016	DIFR 2015/2016	2015	2014
Scope 1 (from fuels and combustibles)	Metric tons (t)	15,978	-25.4%	21,408	22,345
Scope 2 (from electricity and district heat)	Metric tons (t)	48,253	-21.9%	61,800	47,330
Absolute CO₂ emissions	Metric tons (t)	64,231	-22.8%	83,207	69,675
Relative CO₂ emissions	Mt/m CHF	32	-26.7%	44	33

WATER AND WASTE WATER

	UNIT	2016	DIFR 2015/2016	2015	2014
Water consumption	m ³	470,852	-8.7%	515,509	532,442
Relative water consumption	m³/m CHF	231	-10.5%	258	250
Waste water	m ³	408,540	-5.9%	434,151	491,126
Relative waste water	m³/m CHF	201	-7.8%	218	230

WASTE

	UNIT	2016	DIFR 2015/2016	2015	2014
Non-hazardous waste	Metric tons (t)	18,011	-7.0%	19,357	25,613
Hazardous waste	Metric tons (t)	2,038	-29.7%	2,900	1,701
Total waste	Metric tons (t)	20,049	-9.9%	22,257	27,314
Relative waste	Mt/m CHF	9,8	-11.7%	11,2	12,8

ENVIRONMENTAL MANAGEMENT SYSTEMS

	UNIT	2016	DIFR 2015/2016	2015	2014
Production companies certified in accordance with ISO 14001	Companies	33	10.3%	29	25

MATERIALS USED BY WEIGHT 2016

MATERIALS	IN METRIC TONS (t)	DATA COMPILATION
Stainless Steel	31,948.70	Calculated (purchasing data)
Carbon and Galvanized Steel	25,308.70	Calculated (purchasing data)
MMA (Methyl Methacrylate), mostly used for Acrylic	1,811	Calculated (purchasing data)
Quartz	6,105	Calculated (purchasing data)
SMC (Sheet Moulded Compound), mostly used for fiber-reinforced plastics	1,638	Calculated (purchasing data)
Plastic	2,200	Calculated (purchasing data)
Brass	2,630	Estimation based on own purchases and the amount of third party components delivered
Glass	2,000	Estimation based on the amount of third party components delivered

SOCIAL RESPONSIBILITY



With around 8,500 employees in 40 subsidiaries in 66 countries on five continents, our workforce is of special significance with respect to sustainability. Healthy, motivated, and well-trained employees are the key to our success.

Our employees are our most valuable asset. We therefore support them in their efforts to remain healthy and with the continuous further development of their competences. It is not only that we thereby avoid workplace accidents, we also make an overall contribution to the satisfaction of our employees. However, we also understand the term “social responsibility” to mean our duty to respect internationally applicable human rights at our locations and in our supply chain. By signing the UN Global Compact in 2011, we committed ourselves to “supporting and respecting the protection of internationally proclaimed human rights” (principle 1) and to “making sure that we are not complicit in human rights abuses” (principle 2).

Responsibility for labor practices at Franke Group lies with the Chief Human Resources Officer who reports directly to the CEO of Franke Group. Furthermore, the HR Committee of the Board of Directors supervises HR-related activities. The responsibility for raising awareness and controlling internal human rights issues (e. g. non-discrimination, equal opportunities and diversity, freedom of association and the right to collective bargaining) rests with Corporate Compliance and Human Resources for all of Franke Group locations. The purchasing functions integrate continuous requirements to the effect that human rights and fundamental labor standards must be respected in the supply chain.

We aim to conduct business in line with high ethical and moral standards. Our Code of Conduct and internal policies define our business principles and serve as



HEADCOUNT BY REGION

IN %	
Europe	60
Americas	16
Asia/Oceania	17
Africa/Middle East	7



HEADCOUNT BY DIVISION

IN %	
Franke Kitchen Systems	56
Franke Foodservice Systems	19
Franke Water Systems	15
Franke Coffee Systems	5
Group functions	5

an authoritative source of guidance on various topics in the area of occupational health and safety. These policies, however, also regulate the handling of (sexual) harassment, non-discrimination, equal opportunities and diversity, employee relations, and compliance with fundamental labor standards.

The Franke values of Enable People, Foster Teamwork, Act Entrepreneurial, Deliver Solutions, and Be Accountable are lived through the actions of every employee. We expect our leaders to translate their words into deeds, creating an environment where employees feel inspired to give their best, and contribute to developing new ideas.

WORKFORCE

IN FULL TIME EQUIVALENTS	2016	2015	% OF TOTAL 2016	DIFFERENCE
Europe	5,138	5,189	60%	-1.0%
Thereof Switzerland	1,083	1,078	13%	0.4%
Americas	1,332	1,312	16%	1.5%
Asia/Oceania	1,484	1,507	17%	-1.5%
Africa/Middle East	622	707	7%	-12.0%
Total	8,576	8,658	100%	-1.0%
Permanent employees	7,687	7,741	90%	-0.7%
Temporary employees	694	708	8%	-2.0%
Apprentices	195	209	2%	-7.0%
Total	8,576	8,658	100%	-1.0%

Total workforce

Franke Group maintained an average of 8,576 full-time employees (FTE) during 2016, thus 1.8% less than in 2015. The reduction in FTEs is mainly due to restructuring measures in the Middle East, Germany, Switzerland and South Africa.

Employee turnover rate

The average employee turnover rate (of permanent employees) was 9% in 2016 (11% in 2015). The figures on page 28 show the number of permanent leaving employees in 2016 and the turnover rate by regions.



EXECUTIVE STAFF DEVELOPMENT

The different human resources (HR) functions support the entire employment cycle, from recruiting, performing and developing to succession planning. Employees are trained, developed, and promoted from within. Franke has set itself the goal of achieving a 70% internal promotion rate.

The Franke Academy is the main driver for employee development within the company. It is an advanced training platform focusing on three key areas: Leadership, knowledge, and behavior. It supports all employees and executives in obtaining the necessary tools and targeted knowledge, thereby building high-performing teams that are champions in their core disciplines. Franke employees' personal and professional goals are supported through regular feedback, learning programs, and development opportunities.

2016 saw the completion of the process to set personal and financial targets for 1,050 office employees. This process was launched the previous year. In addition, a new HR process for talent management and succession planning (TMSP) was introduced in 2016. As part of this, employees are systematically appraised, talents are identified, and potential succession activities are envisioned.

Programs for skills management and lifelong learning

Franke is a company built on ideas. At Franke, ideas are nurtured right from the start, so that they grow into



FRANKE FOSTERS TALENT

Franke fosters talent with an integrated approach, the Talent & Succession Review process, and the One Franke Talent Program (OFTP).

Franke took a major step in 2016 in Talent Management. First, we introduced "Success Factors", the modern HR Talent Management solution. This makes it possible to control such processes as target agreement, employee development or succession planning. Second, as of last year, we have also been focusing on the One Franke strategy with the inter-divisional and inter-functional Talent and Succession Review process. As part of this, the current performance of the individual is assessed, the potential for development is discussed, and afterwards potential successors for a position are established. A test

phase of the process was carried out in all divisions and group functions in 2016. "Thanks to the new process, internal talent will be promoted in a more targeted fashion, offering unique career opportunities, binding talented individuals to the company", says Christoph Unterbrink, Head HR for Franke Kitchen Systems and Operations and Head of Global Network of Excellence for the Identify & Develop Division. In addition, vacant positions would become more transparent. "This helps us reduce the departure of talent if a position is not available in the current working environment but who could be deployed at other locations within Franke Group."

The One Franke Talent Program (OFTP) even goes a step further for talented, career-oriented employees. It is based on the idea of Action

Learning: For this, the candidates develop their skills further by working on a real, individual project. 16 employees completed the program, which started in 2016. They underwent three modules, concluding the program in February 2017 with a presentation before the Management Board. All the participants are convinced that, thanks to the OFTP, they have become more successful as management staff and feel more closely tied to Franke as a result.



innovative products and services that make the every-day something special, just like our slogan says – Make It Wonderful. Employees are developed at every level and career stage which allows Franke to advance as a company.

In 2015, a new competency appraisal process was rolled out that is closely linked to the Franke values and fosters open communication and bilateral feedback. Personal commitment is honored by rewarding performance and offering challenging careers with international scope. The One Franke Talent Program (OFTP) aims to offer talented, ambitious employees the opportunity to develop their skills under the auspices of a real project and to promote exchanges with one another and with Senior Management.

Employees receive performance and career development reviews

Franke Group supports the personal and professional development of individual employees. Open dialogues between employee and manager are strongly encouraged and provide opportunities to give and receive regular feedback. Our global HR tools support us in ensuring our employees' employment period is structured in the best possible way. The results of regular meetings between employees and their supervisors – such as in the context of the personal target agreement (Management Investive Plan) or Competency Appraisal – can also be recorded systematically.

Furthermore, a process was initiated in 2016 for Talent Management and Succession Planning. Identifying our internal talent and potential successors in key po-

sitions enables us to inform our employees of career opportunities and to increase the rate of internal promotions.

Through multi-faceted development programs, we strive to unfold the full potential of our professionals and executives. The initiatives launched under the umbrella of the Franke Academy are long-term development projects. We intend to pursue the success of the executive development efforts with the aid of the worldwide Employee Engagement Survey that we carried out for the first time in 2016.



OCCUPATIONAL HEALTH AND SAFETY

Franke places strong emphasis on health & safety. The goal of the Franke Group Management Board is that all production companies implement and certify an occupational health and safety management system (OHSAS 18001). By the end of 2016, 28 out of 39 production companies were certified according to the standard OHSAS 18001. Furthermore, additional efforts have been undertaken to centralize data collection and to scrutinize it even more closely.

Accidents, injuries, fatalities

The lost day rate (LDR, lost days per 100 employees) was 120 in 2016, down from 159 in 2015. The LDR is calculated as days lost due to occupational accidents or diseases (9,134 lost working days in 2016), divided by the working hours (15.2 million hours in 2016), multi-

DIVERSITY: FEMALE EMPLOYEES

IN FULL TIME EQUIVALENTS	2016	% OF TOTAL 2016	% OF TOTAL 2015
Franke Group Management Board	0	0%	0%
Senior Management	2	3%	1%
Employees (mainly office employees)	1,244	38%	31%
Total office employees	1,558	35%	31%

FULL-TIME POSITIONS WITH TARGET AGREEMENT (WITH MANAGEMENT INCENTIVE PLAN)

IN % OF TOTAL	FEMALE	MALE	SUM
Management Board Franke Group	0	0.1	0.1
Senior Management	0.03	0.8	0.8
Further employees with MIP	4.0	9.4	13.3
Further employees without MIP	21.4	64.3	85.8
Total	25.4	74.6	100

OCCUPATIONAL HEALTH AND SAFETY

	2016	DIFFERENCE 2016/2015	2015	2014
Lost days due to occupational accidents or diseases	9,134	-20%	11,941	12,859
Lost Day Rate (LDR)*	120	-24.5%	159	174
Number of injuries	200	-1%	202	NA
Fatal accidents	0	0%	0	0
Production companies certified in accordance with OHSAS 18001	28	3.7%	27	20

* Lost day rate (LDR) = Days lost due to occupational accidents or diseases, divided by the working hours, multiplied by 200,000 (50 working weeks at 40 hours per 100 employees). By using this factor, the resulting rate is related to the number of employees, not the number of hours.

plied by 200,000 (50 working weeks at 40 hours per 100 employees). The Group-wide absenteeism rate was 2.8% in 2016 and was thus the same as the previous year. No fatal accidents were recorded in 2016 (as was the case in prior years).

Thanks to centralized data collection, we have the possibility of assessing occupational health and safety data even more rapidly. This means that in the future we shall have the opportunity to compare the data at the Group level to be able to initiate targeted measures for minimizing occupational and health risks.



HUMAN RIGHTS

In its Code of Conduct, Franke Group commits to respecting and fully complying with all applicable laws and regulations and to supporting international human as well as fundamental labor regulations as defined in the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Franke Group's Supplier Code requires that all suppliers and their respective supply chain comply with requirements regarding employment practices, environmental protection and business integrity.

Human rights aspects in investment agreements

There are no significant investment agreements or contracts which include human rights clauses or which underwent human rights screening.

Employee training courses

In 2016, at least six training courses on the subject of compliance (including human rights) were carried out for employees. Franke employees worldwide have access to the Code of Conduct that is available in 12 languages. The Code of Conduct has been presented to all employees.

Incidents of discrimination

The Franke Group Code of Conduct fundamentally forbids discrimination because of gender, age, color, national origin, race, religion, disability or any other legally protected personal characteristic. However, security rules may restrict certain task areas to specific individuals.

Guarantee of freedom of association and collective bargaining

In its Code of Conduct, Franke Group commits to respecting the rights of its employees to freedom of association and collective bargaining within the boundaries of the local law. The Supplier Code of Conduct of Franke Group furthermore requires that all suppliers and their respective supply chain respect the rights of employees

EMPLOYEE TURNOVER: LEAVING PERMANENT EMPLOYEES

IN FULL TIME EQUIVALENTS	2016	TURNOVER RATE 2016	2015	TURNOVER RATE 2015
Europe	402	9%	360	8%
Americas	48	4%	69	6%
Asia/Oceania	214	16%	303	20%
Africa/Middle East	57	10%	118	19%
Total	721	9%	850	11%

Definition: The fluctuation rate is calculated as follows: All full-time equivalents who have left the company in the previous 12 months in the course of natural fluctuation (terminations, retirements, etc.).

to freely associate and bargain collectively, free of any restrictions or consequences.

Risk of and precautionary measures against child labor and forced labor

In its Code of Conduct, Franke Group commits to respect fundamental labor laws. Neither child labor nor forced labor is tolerated.

The Supplier Code of Conduct of Franke Group requires that all suppliers and their respective supply chain reject forced, bonded, prison, military or compulsory labor or any form of human trafficking.

Compensation and benefits

Franke Group essentially grants the same benefits to full-time and part-time employees. However, employees with temporary contracts are not always entitled to the same benefits as permanent employees. Franke Group bases its employee benefits on country-specific standards.

FTES BY EMPLOYMENT CONTRACT BY REGION IN 2016

IN FULL TIME EQUIVALENTS	PERMANENT	TEMPORARY
Europe	4,533	463
Thereof Switzerland	970	27
Americas	1,199	113
Asia/Oceania	1,361	93
Africa/Middle East	594	25
Total	7,687	694

Employees covered by collective bargaining agreements

We estimate that around half of the total workforce is currently covered by collective agreements (e. g. collective labor agreements, wage agreements). In Austria, France, Germany, Italy and Switzerland, over 90% of employees are governed by a collective labor or wage agreement. There are no collective agreements with employees in the US and China (19% of total workforce).



EMPLOYEE WELL-BEING AS THE TOP PRIORITY

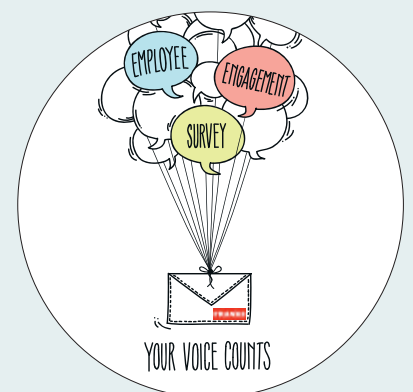
Satisfied employees are Franke’s greatest asset. That’s why, in 2016, for the first time, the company asked its employees across the world what they would improve.

Franke places great importance on the opinions of its employees. The company would like to know what motivates and worries employees. That’s why Franke carried out its first Employee Engagement Survey in 2016. The goal: Identifying potential for improvement. The survey measures employee commitment and the underlying factors. Based on the results, Franke improves the conditions for even more commitment on the part of employees. Studies identify the following driving factors: A flawless corporate reputation, highly promising opportunities for the future, exemplary manage-

ment personnel, solid company practices, personal appreciation, and fair wages in addition to an attractive corporate environment.

Due to the results of the survey, Franke would like to improve in several areas – such as in personal development opportunities. Employees ought to be aware of opportunities for development. With this goal in mind, Franke aims to further foster transparency between supervisors, employees, and Human Resources. Another topic is personal recognition. Open and honest feedback should be integrated to a greater degree in everyday work. This is because it has been demonstrated that companies with high employee engagement are more successful. They generate higher profits and increase customer satisfaction, employee loyalty, and the ability to per-

form. Thanks to the survey, Franke now has direction to set up the correct framework, following the path to even more commitment. After all, employee well-being is Franke’s greatest asset. Franke is convinced that commitment is a business-relevant topic. For this reason, the CEO and the Management Board supported the survey from the very beginning.



ECONOMY



Healthy profitability and financial stability are the permanent mainstays of our entrepreneurial actions. The Group Management Board and the owner are interested in Franke Group's long-term performance.

As part of a global value chain, our performance has an impact not only on our own company but also is a central element for the success of our numerous long-term suppliers and partners. Furthermore, at Franke we focus on high ethical standards in the exercise of our business activities; integrity and compliance are therefore of central importance. At Franke Group, economic performance, market presence, and indirect economic impacts fall under the strategic supervision of the Board of Directors and the operative management of Franke Group – the Group Management Board. The Management Board of Franke Group supervises compliance activities. Franke performs permanent monitoring in the context of internal risk management in order to identify business-relevant risks at an early stage.



PROFITABILITY

Taking into account economic performance, the market situation, and other factors, the strategies at Franke Group and its divisions are reviewed regularly and modified as required. In the interest of maintaining profitability, we have implemented not only timely reviews but also long-term planning. For the timely reviews, we have implemented a monthly review cycle of the course(s) of action being pursued by management. The monthly results at the division level are consolidated and reviewed in these cycles in order to be able to initiate control measures in a prompt manner should signs appear of a deviation in course away from the annual goals.



PREVENTION, IDENTIFICATION, AND CONTROL

Compliance is indispensable for sustainable success. Franke has therefore expanded its compliance activities and introduced a Compliance Management System.

Compliance consists of upholding of legal and internal provisions. A company cannot achieve sustainable success unless it acts in accordance with regulations. Incorrect behavior leads to damage to company image, fines, and losses of orders. We therefore strengthen the understanding of our employees for compliance with the laws governing corruption, anti-trust law, product requirements, commercial copyrights of third parties, data privacy, and trade restrictions.

We introduced our Code of Conduct worldwide in 2013. Not only the Franke Management Board but also the Audit Committee at Artemis

Holding monitor compliance. In 2016, Franke introduced a Compliance Management System based on the pillars of prevention, identification, and control.

Prevention through training is the first "Prevention" pillar of the new compliance culture. Training courses and e-learning courses for compliance risks for raising awareness were compiled in 2016. We developed more in-depth programs for executive individuals to address violations of anti-trust law and corruption. In addition, controls and new local points of contact have been established. In order to identify violations in good time, Franke also has a reporting requirement: Severe misconduct must be reported. This means that employees can file reports when they suspect grave violations of the Franke Code of Con-

duct, applicable laws or sensitive ethical matters. For this reason, they can contact the SpeakUp@Franke integrity line, their direct supervisor, specialist departments or the local Compliance Officer – "Identification", the second pillar. The third pillar, "Control", focuses on improvement measures, checks and sanctions. Compliance culture is intended to make the employees' work easier – by informing them about what is permitted and what is not.



In the middle-to-long term, we have an annual internal planning and budgeting process, each of which considers the next three years. In our business strategy for 2020, we have set ourselves a target profitability of 12% EBIT. We would like to achieve this with organic growth, acquisitions, and increases in efficiency in all functions.

Franke Group achieved a pleasing annual result in the reporting year. It achieved consolidated net sales of CHF 2.0 billion in 2016 in comparison with CHF 1.9 billion in 2015, thereby recording a sales rise of 8.5%. In 2016, Franke increased its adjusted operating result (EBIT) before restructuring by 40.6% to CHF 156.8 million. Organic growth was CHF 199.6 million or 10.6%. In comparison with the market, we saw an above-average performance and exceeded our own targets.



BUSINESS INTEGRITY

The Franke Code of Conduct was last updated in 2013. All Franke employees commit to observing the highest ethical standards of professional and personal conduct in their interactions with customers, colleagues, business partners, competitors, regulators and the communities in which Franke operates. Compliance with laws and regulations is additionally promoted by the Group Compliance Officer of Franke Group, a member of the Group Legal & Compliance department, and located in Switzerland. The Internal Audit department carries out the compliance processes at the individual sites. In addition, the SpeakUp@Franke integrity line established in 2013 can be used by all employees to report integrity concerns in a confidential and anonymous manner. In the event of misconduct, corrective measures are taken.

KEY FIGURES

IN CHF M	2016	2015 ¹	DIFR
Net sales	2,036.6	1,877.2	8.5%
Organic growth ²	10.6%	1.0%	9.6%
EBIT	156.8	99.8	40.6%
Investments	183.0	63.1	190.1%
Employees average	8,576	8,736	-1.8%

1 Franke Group restated excluding Blefa

2 Deviation in percentage points

Offered in 26 languages, the Integrity Line serves as an important tool and contributes to the upholding of high compliance standards.

Analysis of business units for risks of corruption

The Internal Audit department carried out eight on-site audits in 2016 (the same number as in 2015). Yet, these audits do not particularly focus on risks related to corruption.

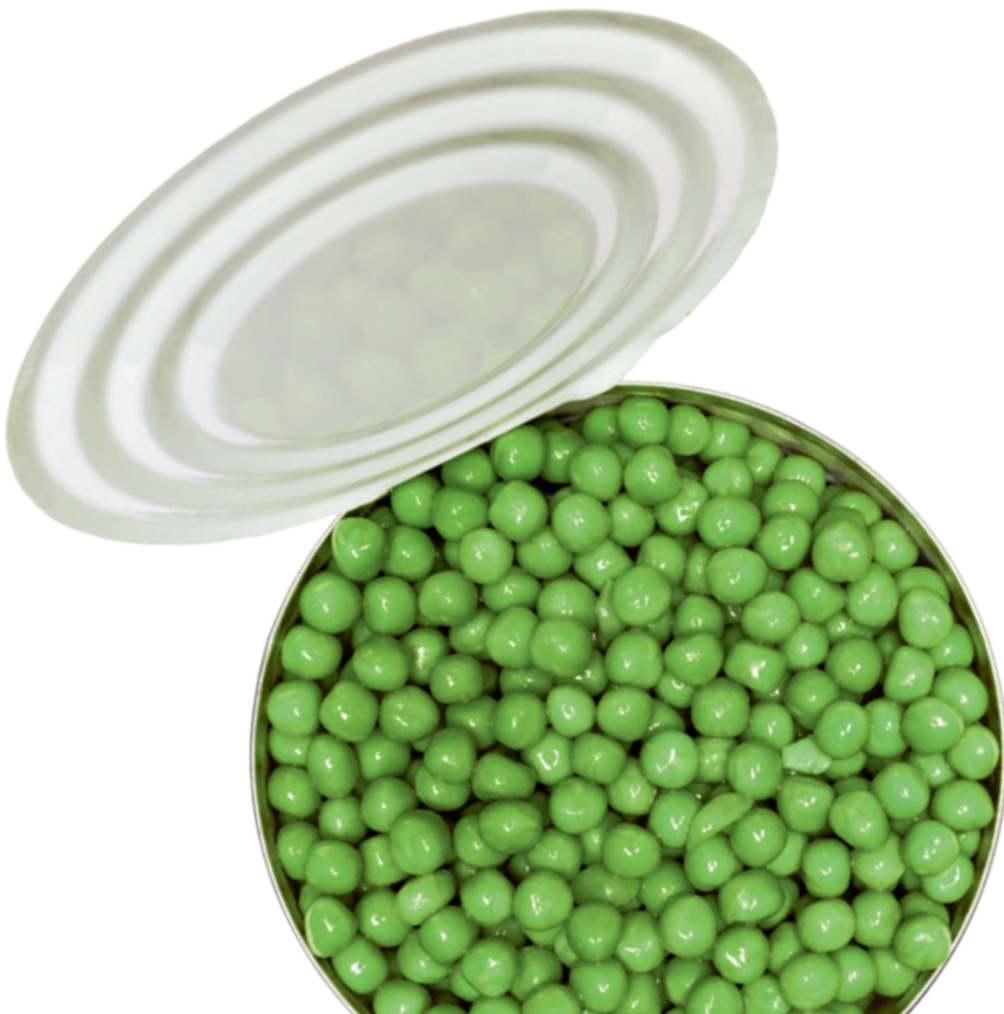
Anti-corruption policies training

In 2016, the training concept for employees with regard to compliance (including anti-corruption policy and procedures) was set up and six training courses were held. The employees were informed of this via internal publications such as OneFranke, the employee magazine, and the intranet. Franke employees worldwide have access to the Code of Conduct that is available in 12 languages. Furthermore, in 2016 we revived communication via the SpeakUp@Franke integrity line for raising employee awareness.

Political positions and exercise of influence

Franke Group issues no political statements and does not involve itself in political lobbying.

PRODUCT RESPONSIBILITY



The customer pays us for our products and services. This is why we take up the constant challenge of ensuring our products and services represent added value for our customers.

The reliability and longevity of our products offer opportunities to conserve limited resources and support the perception of our company as a quality provider in the market. We are able to maintain our leading market position only through ongoing innovation and by upholding the highest of standards with respect to quality and safety. The latter are the basic prerequisites for safe utilization of our products. The greatest impacts of product responsibility are consequently to be seen in the utilization phase at the customer location. Not only technical modifications regarding product safety, but also the topics of innovation, reliability, and longevity have an indirect effect on the upstream stages. The longevity of the products in particular supplies an important contribution to the conservation of resources. At Franke, product responsibility is assigned to a variety of depart-

ments: Product Development, Quality, Marketing, Risk Management, and Legal. At the end of 2016, 38 out of 39 production sites had implemented a quality management system certified in accordance with ISO 9001. Our quality management systems help to ensure compliance with compulsory technical and other standards. Furthermore it leads to a continuous improvement process.



RELIABILITY AND LONGEVITY OF THE PRODUCTS

We focus on the reliability and longevity of our products. This means, on the one hand, that we ensure the high requirements of our customers with respect to quality



SAVING ENERGY WITH A++

Franke furnishes its products with state-of-the-art technology. Best example: The Frames by Franke Multifunctional oven with energy efficiency category A++.

Franke not only assumes responsibility in the areas of the environment, society, and the economy. The company also imposes duties on itself at the time of product development. The goal: The manufacture of energy-efficient products which protect the environment as much as possible during operation. Franke therefore strives to equip its products with state-of-the-art technology. A study by the renowned AE Test Institute from Italy documents the energy efficiency of the Frames by Franke Multifunctional oven Touch FS 913 M. In its own test, the Institute confirmed the energy efficiency tests that Franke had performed in its own

laboratories. The Frames by Franke Multifunctional oven is the first standard oven assigned the A++ energy efficiency category. That means: The device belongs to the second-highest energy efficiency category and is therefore exceptionally low-consumption. In accordance with the energy label, the energy consumption of the oven is 1.12 kWh per baking process in the conventional function type, i.e. heating above and below, and 0.53 kWh per baking process in the recirculating function type. These values reflect the number of kilowatt hours required for the items being baked to reach the required core temperature.

Furthermore, the oven is equipped with two particularly energy-conserving operating modes: Slow cooking and hot air consume less electricity than the other cooking func-

tions and are therefore particularly environmentally friendly.

The oven produced by Frames by Franke is a next-generation product. Thanks to the A++ energy efficiency category, not only is energy consumption reduced, but the user also saves on energy costs over the long term.



while at the same time making a contribution to the conservation of resources. With our products we find ourselves in high-quality segments. Therefore, we have implemented a wide variety of measures for quality assurance in Product Development and Production. Among other things, we perform Failure Mode and Effect Analyses (FMEA) in order to avoid errors and to enhance the technical reliability of our products. Furthermore, since 2016, regular exchange has been taking place between production and quality managers at a global level in order to streamline the processes and for each to learn from the respective experiences of the other. Products that do not pass our internal tests are either forwarded to a revision process or disassembled in cases of major deficiencies in order to recycle the raw materials wherever possible. Furthermore, we are able to investigate process quality via the systematic surveying of percentages of rejects.

The reliability, and in particular the longevity of our products, is evidenced by the many years of use at the locations of our customers. Many of our products have been in use for decades. In order for us to be able to track this, even outside our factory gates, we have begun in the last year to collect systematic key figures regarding assembly defects and service incidents. We are hoping that these key figures will provide us with better insights into the effective duration of our products. We want to derive appropriate further development measures for our products and production process from this information. We have made it our goal to include these key figures as indicators of reliability and longevity in our sustainability reports.



SAFETY IMPACTS OF PRODUCTS

Practically all of our products are associated with either the preparation of food or the utilization of water. They must therefore comply with a multitude of technical and food safety-specific regulations. Franke is following the precautionary principle as part of its quality management to ensure that all products comply with health & safety requirements. Consequently, we set high standards for the preparation of food or water.

As is also the case with reliability and longevity, we rely here on certified quality management systems at our production sites. Comprehensive data regarding incidents having health & safety impacts for the entire Franke Group does not yet exist. In Kitchen Systems, the largest of our divisions, we recorded four customer

incidents of safety insufficiency during the 2016 reporting period. Countermeasures were implemented for the respective products. We uphold our high standards with respect to the health & safety of our products. In the future, we shall also continue to review our new developments and product modifications for impacts on health & safety against the precautionary principle. By centralizing quality management, we have furthermore laid the corner stone to ensure the transfer of knowledge throughout the Group and to collect and evaluate data for the Controlling Department in this division even more systematically.



PRODUCT INNOVATION

For Franke, innovation is one of the most important prerequisites for future success. The Innovation, Marketing and Design Board (IMD) is the driving force behind innovation at Franke, meeting four times annually. The IMD controls and makes decisions regarding innovation projects and provides a network of individuals both inside and outside Franke to implement these projects. Thus, for example, we schedule so-called Innovation Days under the auspices of the IMD and bring in stakeholders from other areas such as technical universities or startups in order to promote the culture of innovation at Franke. Our standardized innovation process helps us to convert new ideas into innovation projects and to foster these.

In addition to product innovation, however, process or production innovation is also an important cornerstone of our success. This is how we promote efficiency enhancement, particularly to save costs and minimize resource consumption. Robotization and LEAN management are key topic areas for our innovation activities. Our innovation efforts are showing success. Three Franke products were awarded the coveted iF Design Award in 2016. At the end of 2016, we furthermore had 60 innovation projects undergoing development in various maturity stages, throughout the entire range of areas of activity within our Group.

Practices related to customer satisfaction

The divisions and companies in Franke Group survey customer satisfaction in different ways. Surveying and securing is a part of quality management and follows clearly defined procedures. While some companies in the Group carry out customer surveys on their own, others rely on standardized surveys provided by third parties. Performance improvement plans are routinely developed for those questions with the weakest results.

APPENDIX



REPORT PARAMETERS

Reporting period

This report covers the 2016 fiscal year (January 1 to December 31, 2016). Information from previous years is included where deemed necessary to give the reader a comprehensive picture of Franke's approach to sustainability and performance. Information not from 2016 is clearly marked as such.

Date of the most recent previous report

Franke Group's 2015 Sustainability Report was published in August 2016. For reports from previous years, see:

► www.franke.com ► [About us](#) ► [Sustainability](#)

Reporting cycle

Franke Group publishes a sustainability report every year. Publication of the next report is planned no later than August 2018.

Process for defining report content

The Core option of the newly introduced GRI-Standards was followed for determining report content and for defining the priorities for Franke. The basis for our sustainability reporting is a materiality analysis to identify aspects that are of significance to Franke and our stakeholders and which have the greatest impact on Franke. The relevant stakeholders and their most important interests are described on page 13.

Franke performed a second materiality analysis as preparation for this Sustainability Report and in view of the adoption of the newly introduced GRI-Standards. The previous topics were checked with respect to their completeness and subsequently qualitatively assessed by a group of internal experts regarding their relevance to Franke's stakeholders and with respect to their essential economic, ecological, and social impacts. In order to take into account to a greater extent inclusion of the stakeholders and the consideration of the sustainability context, Franke plans to perform a validation of the material topics and their limits in view of the upcoming sustainability reports.

The sustainability topics listed below account for special points of focus in our Sustainability Report for 2016:

- Production: Energy efficiency, resource efficiency, water, and waste water management
- Employees: Executive development, occupational safety
- Products: Resource efficiency, longevity and reliability, health & safety impacts of products, product innovation
- Profitability

Additional topics which are regarded as important for Franke and for our stakeholders: Customer service, sales excellence, risk management, personnel development, and employee participation, supply chain management, and the ten principles of the UN Global Compact, which are also briefly touched upon in this report.

Limits of the report, joint ventures, subsidiaries, outsourced operations, etc.

This report covers the entire Franke Group. If only part of the company is being referenced (as mentioned in an example or due to the availability of data), this is clearly indicated. This report does not cover outsourced operations. Although legally still a part of Franke Group, Franke Beverage Systems was calculated out of Franke Group and has a new reporting line to Artemis Group, effective as of January 2016. In addition, there were the following two changes in connection with joint ventures, subsidiaries or outsourced operations during the period under review: First, Franke acquired 25% of Duravit AG, Germany, in April 2016. Secondly, in May 2016, the Franke Group acquired a 55% share in the long-established Mamoli Robinetteria S.p.A. company from Milan, a manufacturer of taps.

Data measurement techniques and bases for calculations

Franke has been measuring non-financial data for many years. However, consolidation of non-financial data, according to the GRI indicators at group level, was first conducted for the 2011 fiscal year.

For this report, financial, headcount and environmental data (energy, greenhouse gas emissions, water, material and waste sources) was extracted from the COGNOS system. Occupational health and safety data was collect-

ed with a Group-wide reporting tool. Specific employee data, covering approximately 40% of the total workforce (mainly office workers), was extracted from the HR tool. Environmental and occupational health and safety data for the 2016 fiscal year was reported by all production, services, and sales companies. The data regarding water and waste water were collected on the basis of the invoices of the communal water supply or other suppliers.

The greenhouse gas emissions for fossil energy (heating oil, natural gas, diesel and gasoline; Scope 1 as defined by the Greenhouse Gas Protocol) are based on emission factors from the Swiss Federal Office for the Environment. The greenhouse gas emissions for electricity and district heat (Scope 2) were calculated with the emission

factors provided by the companies. The relative environmental and occupational health and safety data at group level was calculated by dividing the absolute values by the net sales in Swiss francs.

Effects of any restatements of information provided in earlier reports

No restatements exist.

GRI reference

This report was created in compliance with the GRI Standards: Core Option.

External assurance for the report

No external assurance was obtained for this report.

GRI CONTENT INDEX

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		Strategy			
	102-14	Statement from senior decision-maker	4 – 5		
		Ethics and integrity			
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Material efficiency in production

GRI 103: Management Approach (2016)	103-1 Explanation of the material topic and its boundary	17, 18	
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GRI 103: Management Approach (2016)	103-1 Explanation of the material topic and its boundary	17, 19 – 20	
	103-2 The management approach and its components	17, 19 – 20	
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Exclusions and remarks

- As a result of the current system landscape, some itemizations could not yet be implemented. We are working to set up corresponding surveys with the aim of being able to report on this in 2019.
- The data for an itemization according to the disposal method is not yet available. We are working to set up corresponding surveys with the aim of being able to report on this in 2019.
- The most important product materials are included, all of which originate from non-renewable sources.
- The data for an itemization according to the disposal method is not yet available. We are working to set up corresponding surveys with the aim of being able to report on this in 2019.
- The data for the assessment of the lowering of the energy requirements of our products is not yet available. We are working to set up corresponding surveys with the objective of being able to report on this in 2020.
- The information regarding the type of injuries and the data for the calculation of occupational sickness rates and for the itemization according to gender and region are not yet available. We are working to set up corresponding surveys with the aim of being able to report on this in 2019.
- The reported cases all correspond to criterion iii in accordance with the GRI Standard.

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