



LINDT & SPRÜNGLI

Operational Excellence

at Lindt & Sprüngli



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01 About myself

About myself – Dario Cavegn



45 years old,
married, 2 kids



Passionate about
skiing



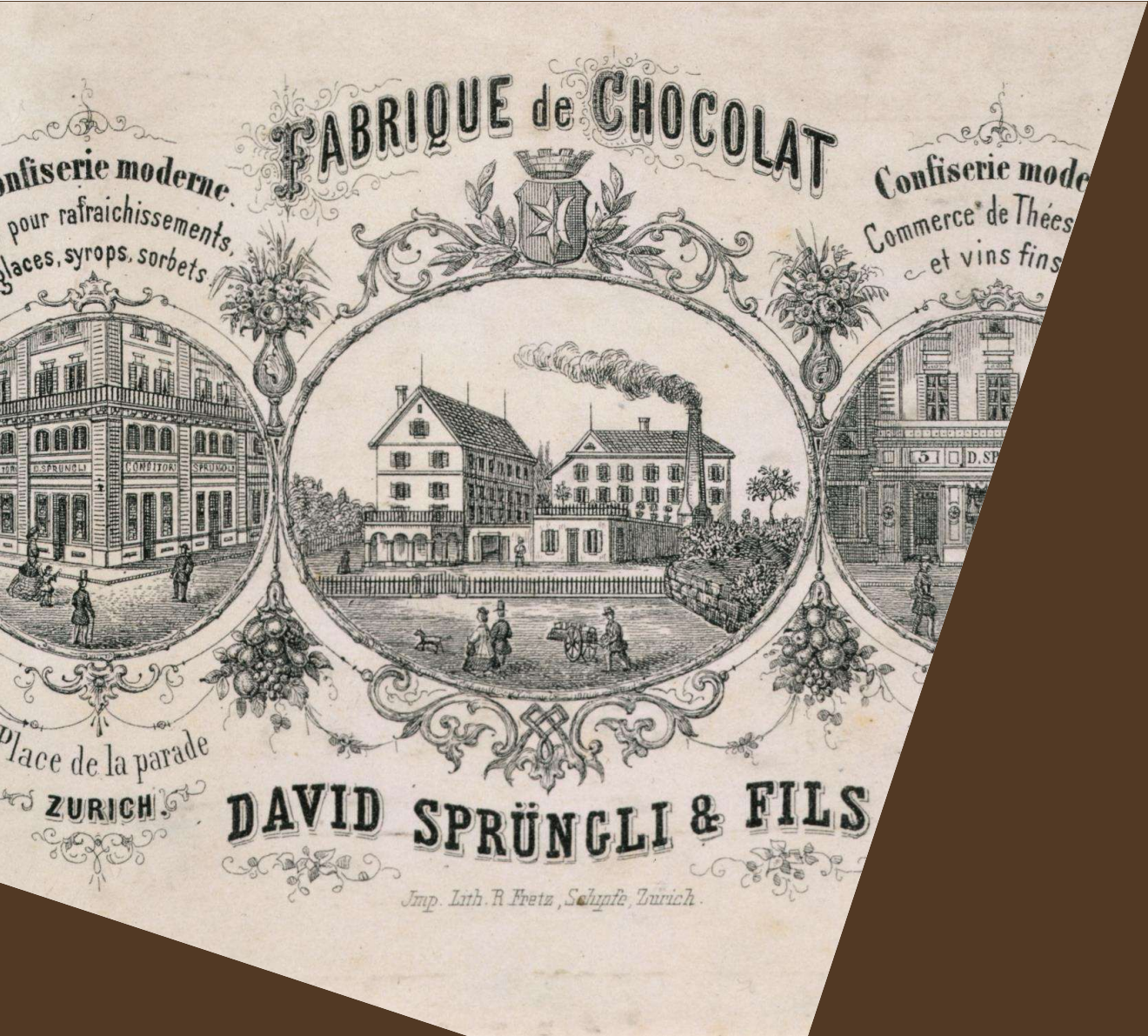
Food Science @
ETH



From graduate to VP
operations at Lindt



Currently responsible
for Operations @Lindt
Switzerland



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02 About Lindt & Sprüngli



Financial highlights

2025

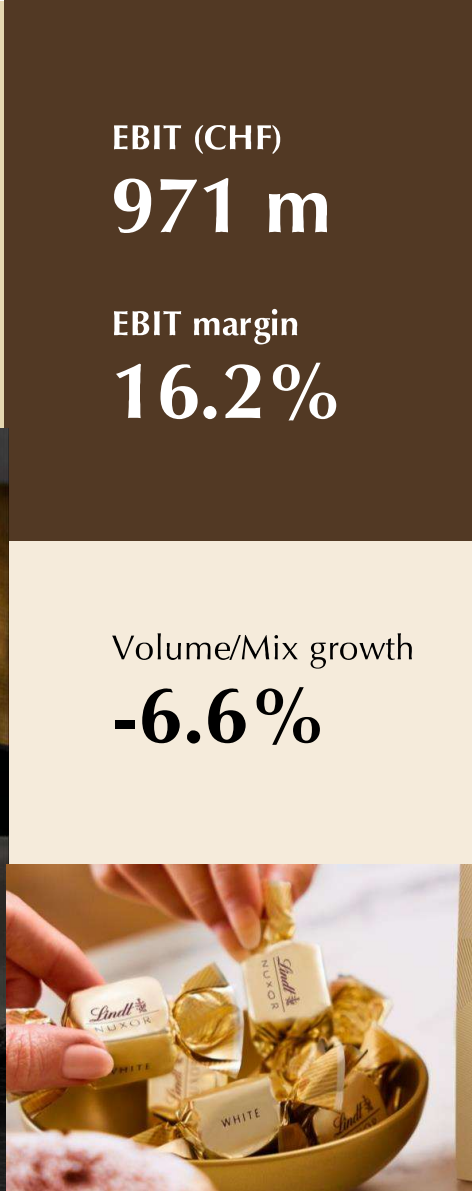


Group sales (CHF)

5.92 bn

Organic sales growth

+12,4%



EBIT (CHF)

971 m

EBIT margin

16.2%

Volume/Mix growth

-6.6%



Free cash flow (CHF)

446 m

Free cash flow margin

7.5%

Global presence in more than 120 Countries



568 Shops worldwide



~100 Distributors



36 Subsidiaries and Branch



12 Production facilities



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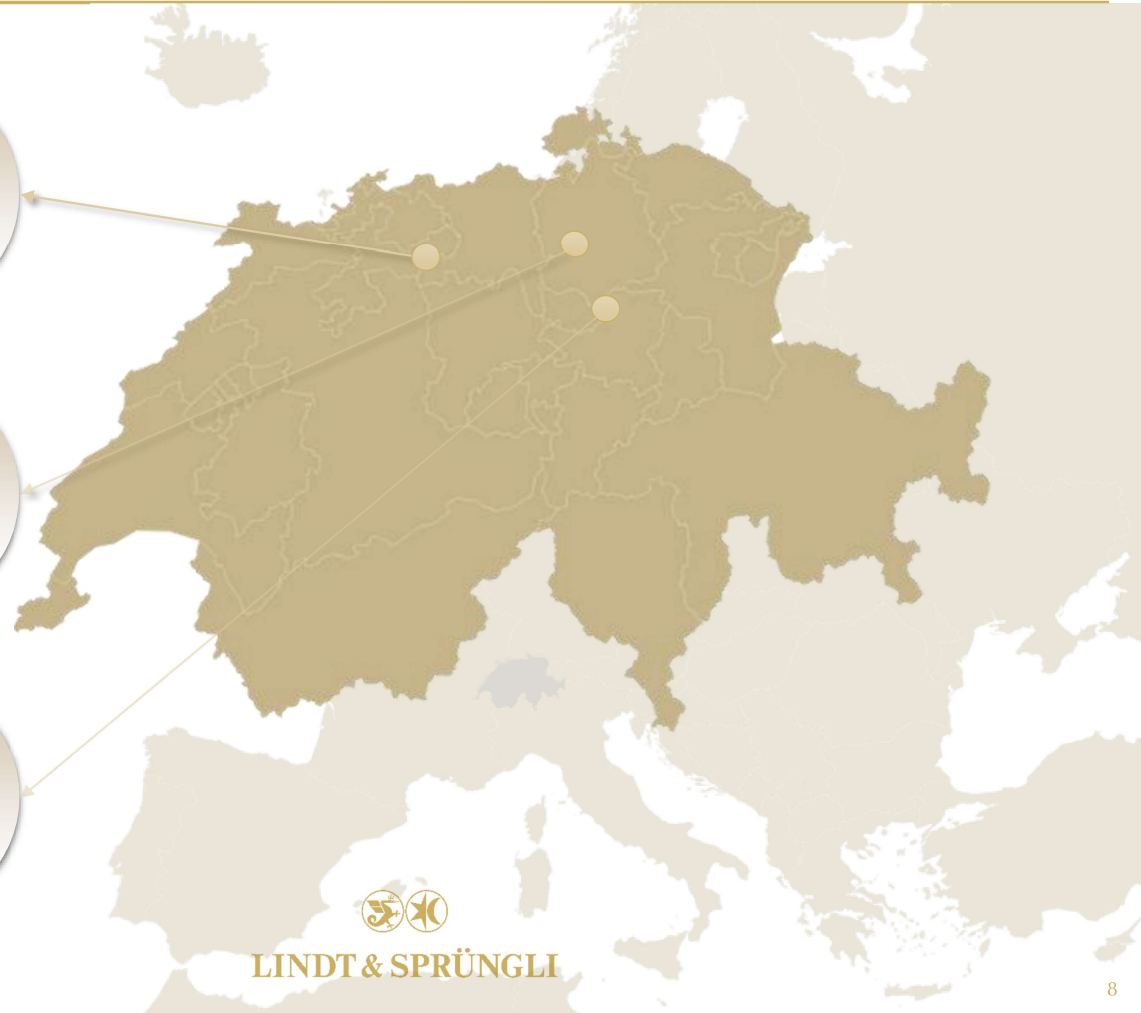
Zoom in: Switzerland



OLTEN
Cocoa Liquor
Production
Europe

KILCHBERG

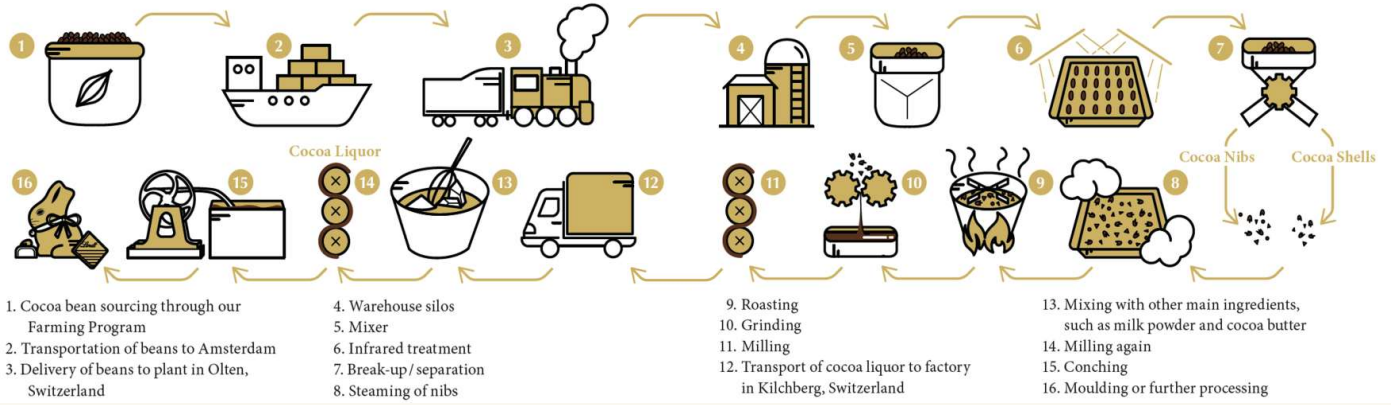
ALTENDORF
Logistic
Center




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A snapshot of the production process from “bean to bar”



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Operations

Master the "bean-to-bar" process. Focus on production technology, R&D, and industrial performance across three international manufacturing sites.



Packaging Development

Design premium, sustainable packaging solutions. Manage the full lifecycle by balancing consumer demands with technical operational performance.



International D2C

Shape the future of our 500+ global shops and e-commerce. Rotations cover retail, merchandising, and digital operations at HQ and international branches.



Marketing

Drive brand innovation from consumer insights to market execution. Experience different marketing cultures at our Swiss HQ and two global subsidiaries.



Finance & Controlling

Act as a strategic business partner in planning and analysis. Gain a holistic view through rotations in three international affiliates, including HQ and production.

Discover the Lindt & Sprüngli international Graduate Programs

The Lindt & Sprüngli International Graduate Programs are 18- to 24-month career entry paths designed to provide comprehensive insights into the premium chocolate industry. Upon successful completion, the program aims to provide a permanent placement within one of the global Lindt & Sprüngli affiliates. Candidates may choose between five specialized tracks:

Finance & Controlling, Marketing, Operations, Packaging, or Direct-to-Consumer (D2C).

The program is characterized by an international rotation structure, involving assignments in three different countries for six to eight months each. Participants are integrated into local and international projects from the start, supported by a dual mentorship system featuring leaders from both the global headquarters and respective local subsidiaries to ensure a successful transition into a professional career.

Interested? Further information and application details are available here:



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03 Operational Excellence @ Lindt



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Industrial Performance @ Lindt



Industrial Engineering: from Manufacturing P&L to losses

Operational Excellence: relentless quest towards zero losses

Training & Education: no competence gaps. Skill & will

Digital Operations: the augmentation of traditional problem solving



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Operational Excellence @ Lindt: LPW



Based on traditional TPM “Total Productive Maintenance” adopted with additional elements important for our business.

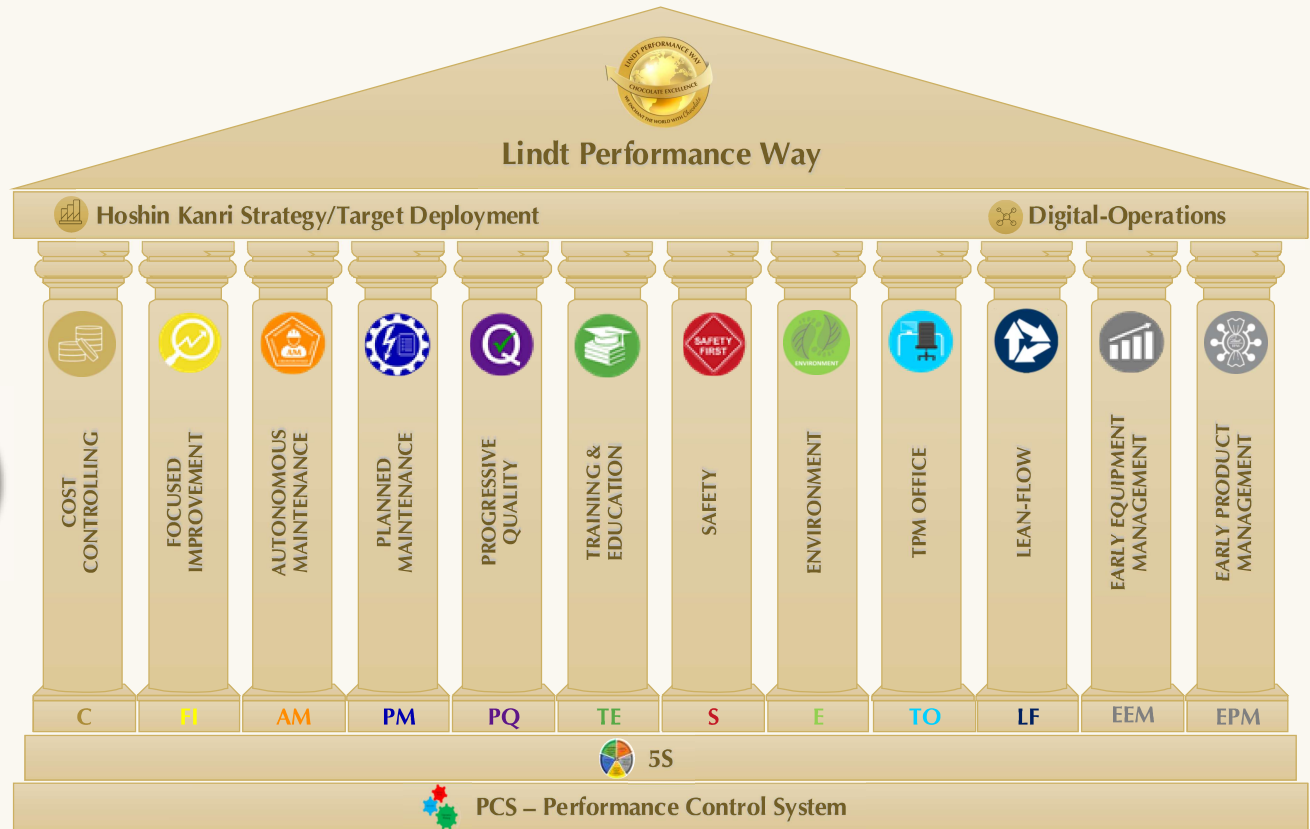
LPW is our management system to become leader in efficiency & effectiveness across the entire organization. It is organized by pillars. Each pillar is a cross-functional team focused on a specific set of losses. Pillars analyse, eradicate and prevent losses.

We started our global program with 5S and PCS – Performance Control System (foundations) in 2012. We developed and rolled out pillars since 2015. **Lindt Production Way** became **Lindt Performance Way** in 2022



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Operational Excellence @ Lindt: LPW



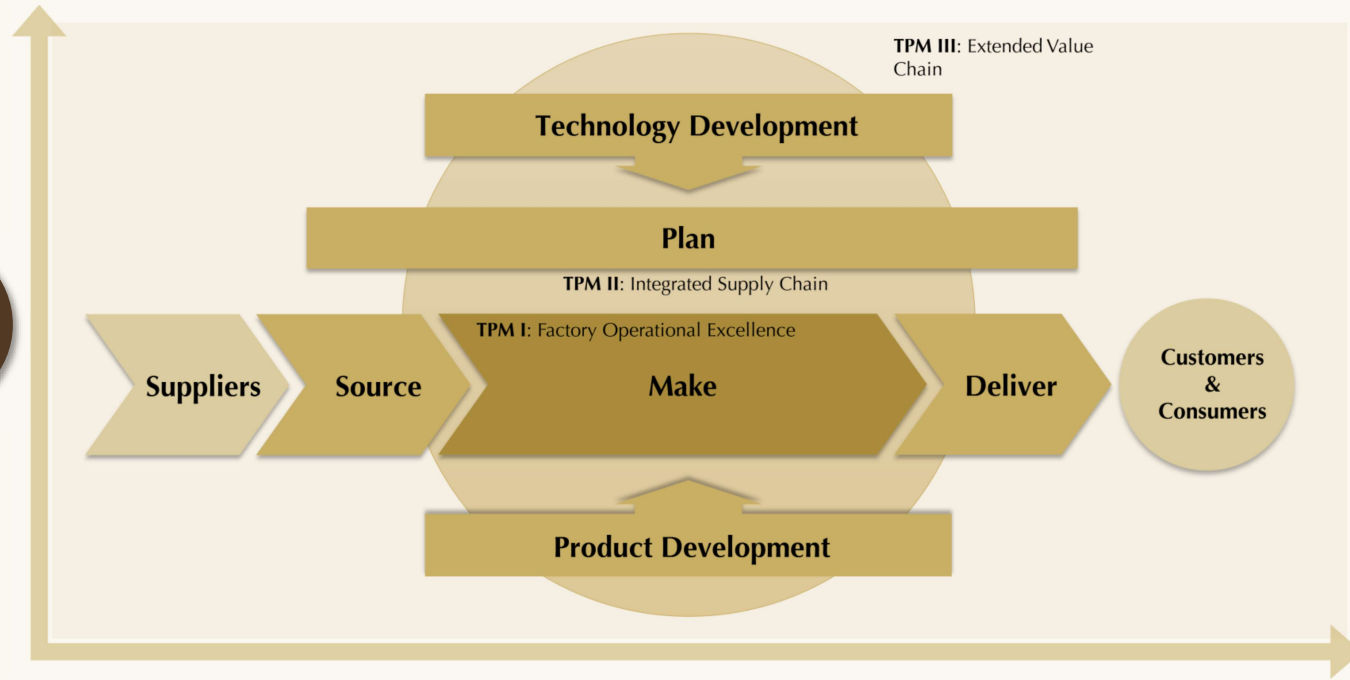


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Operational Excellence @ Lindt: LPW



TPM Scope and Levels

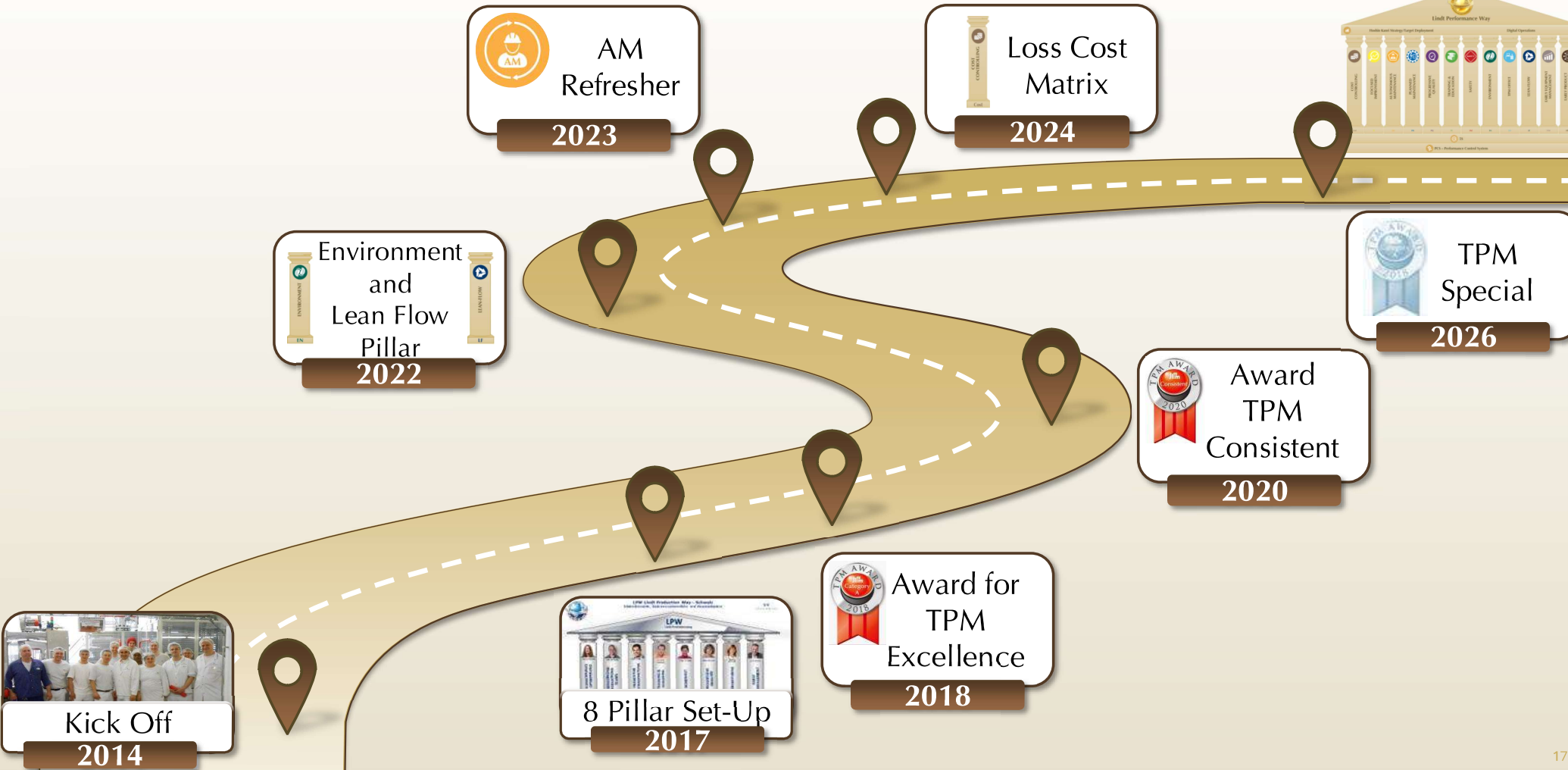




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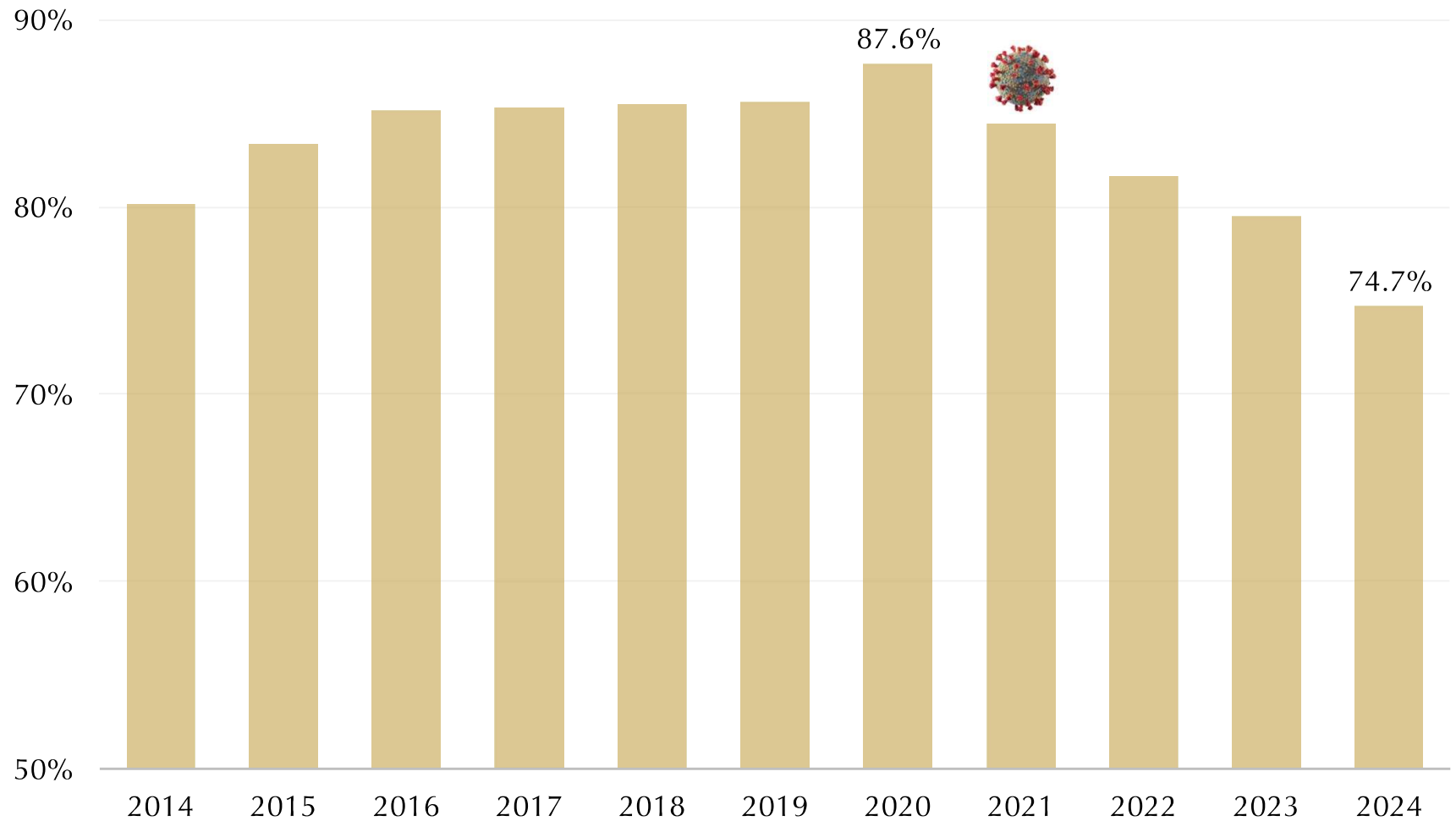
04 Real life application and the human element

Development LPW-Programm Kilchberg Factory





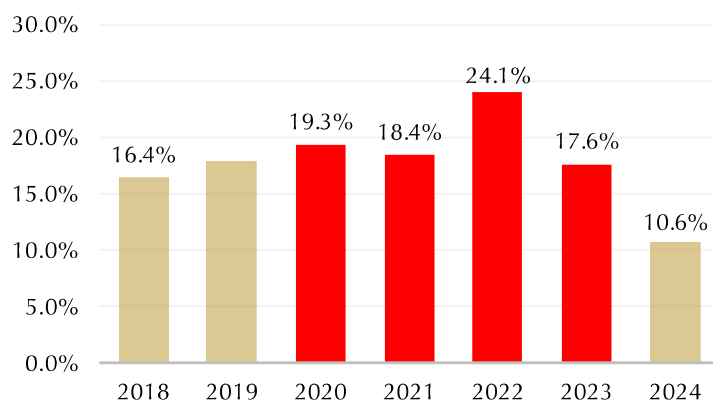
Development of the plant technical efficiency



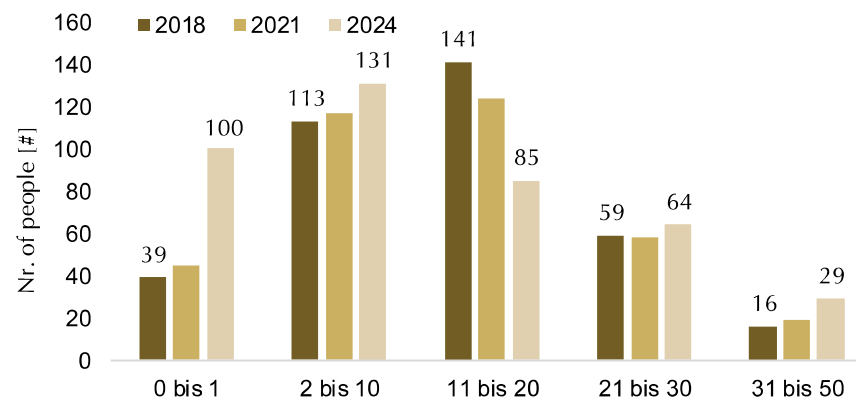


Analysis of the gaps displayed a slow know how erosion

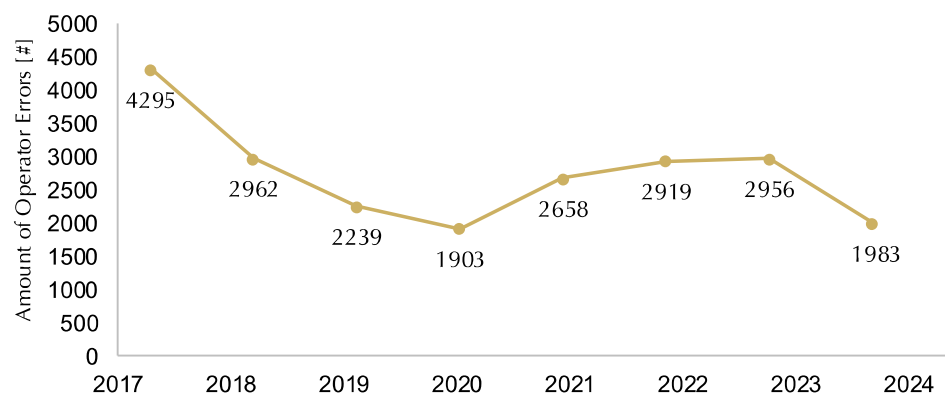
FLUCTUATION RATE



SENIORITY IN YEARS



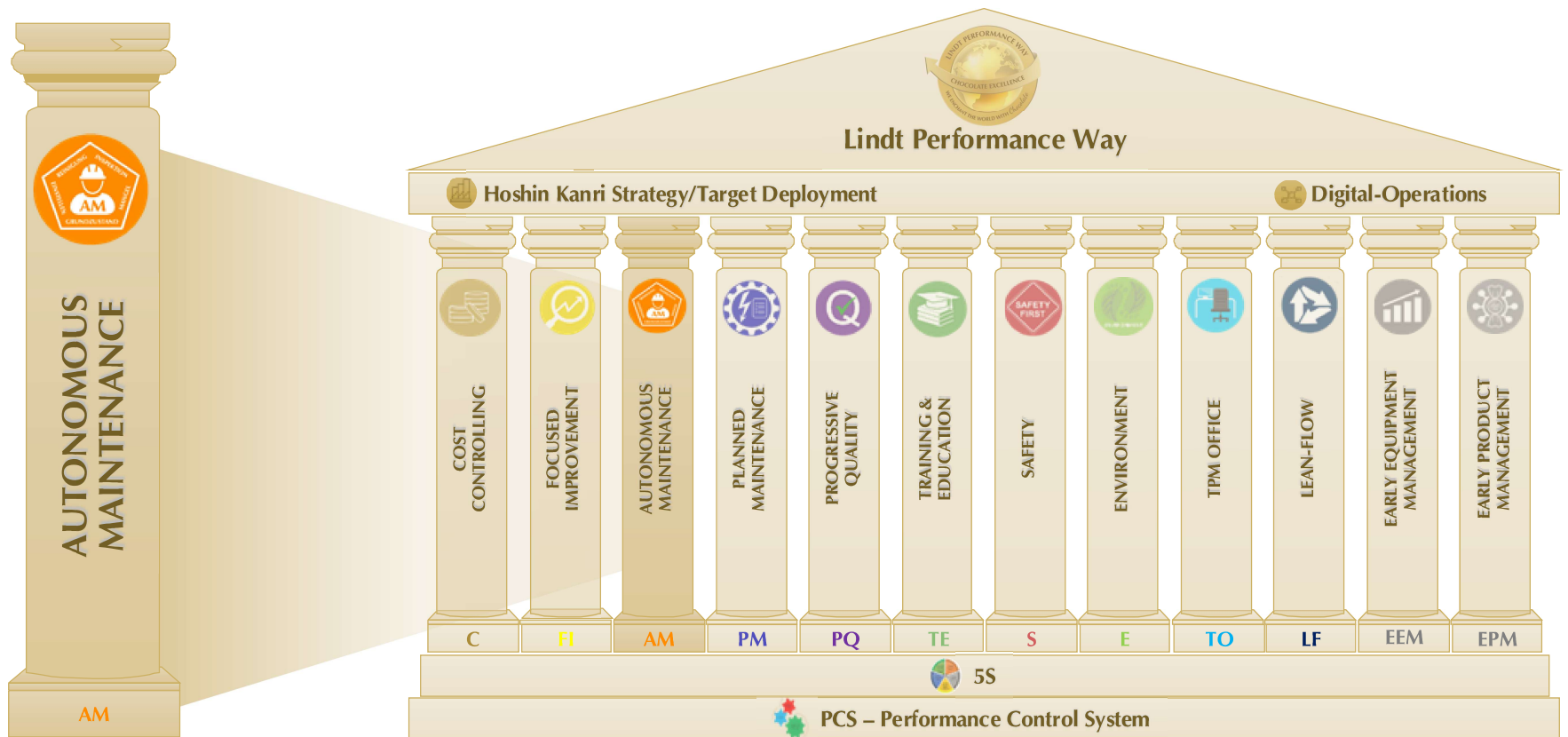
DEVELOPMENT INCORRECT HANDLING





Autonomous Maintenance

Autonomous maintenance is a manufacturing strategy that places the responsibility for basic maintenance upkeep on the primary equipment user: the machine operator. It's meant to prevent equipment deterioration by keeping it in like new condition.





Back to square one...

Signs of lack of understanding of the purpose of autonomous maintenance driven by employee turnover rate and demographic development



Return to starting point in 2023

AM-REFRESHER Kick-off event in Kilchberg



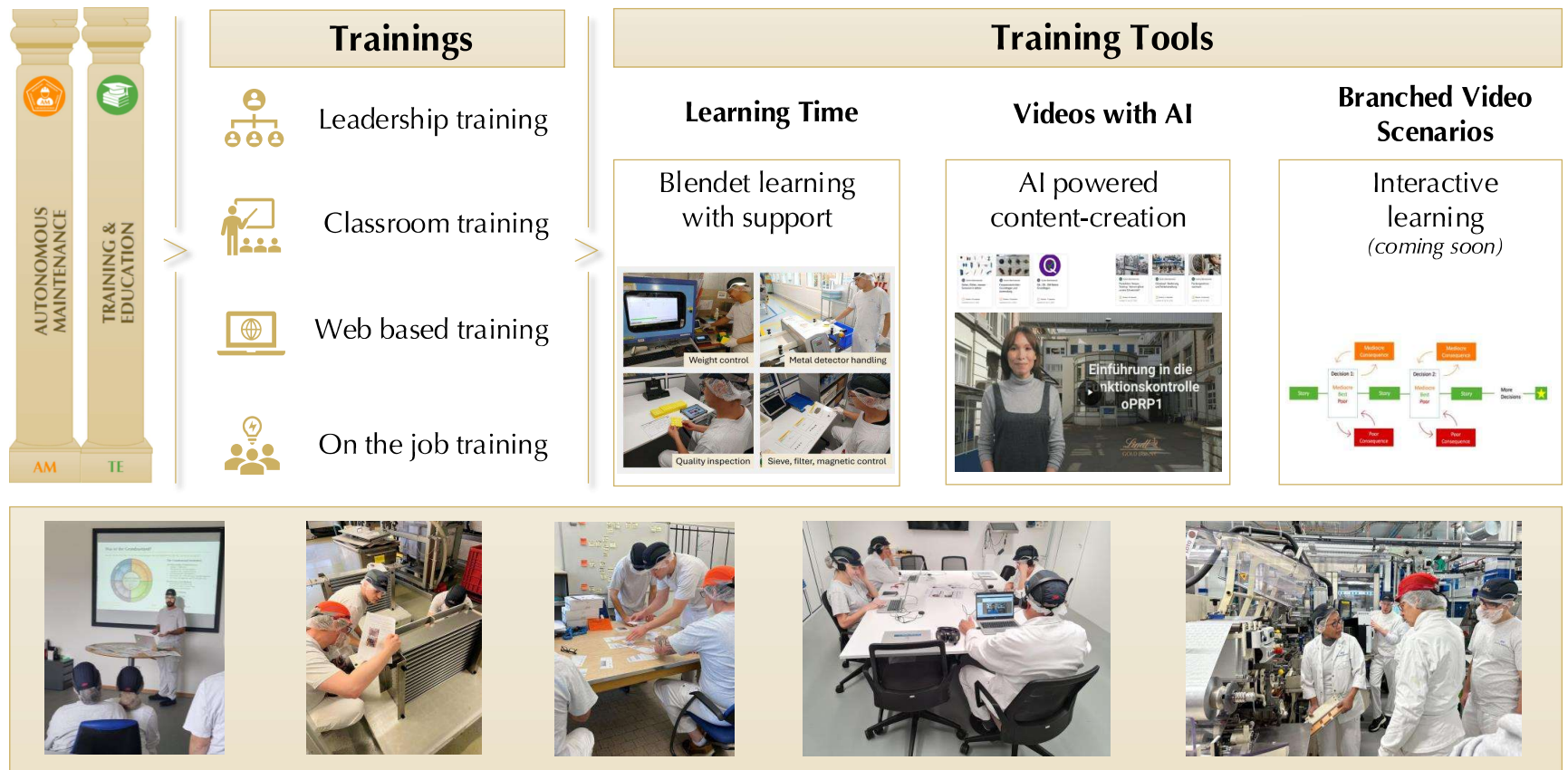
Speakers:

Marco Peter, CEO
Ursula Buri, Director R&D/Quality
Dario Cavegn, Director Operations
Marcel Moser, Director Production & Industrial Performance



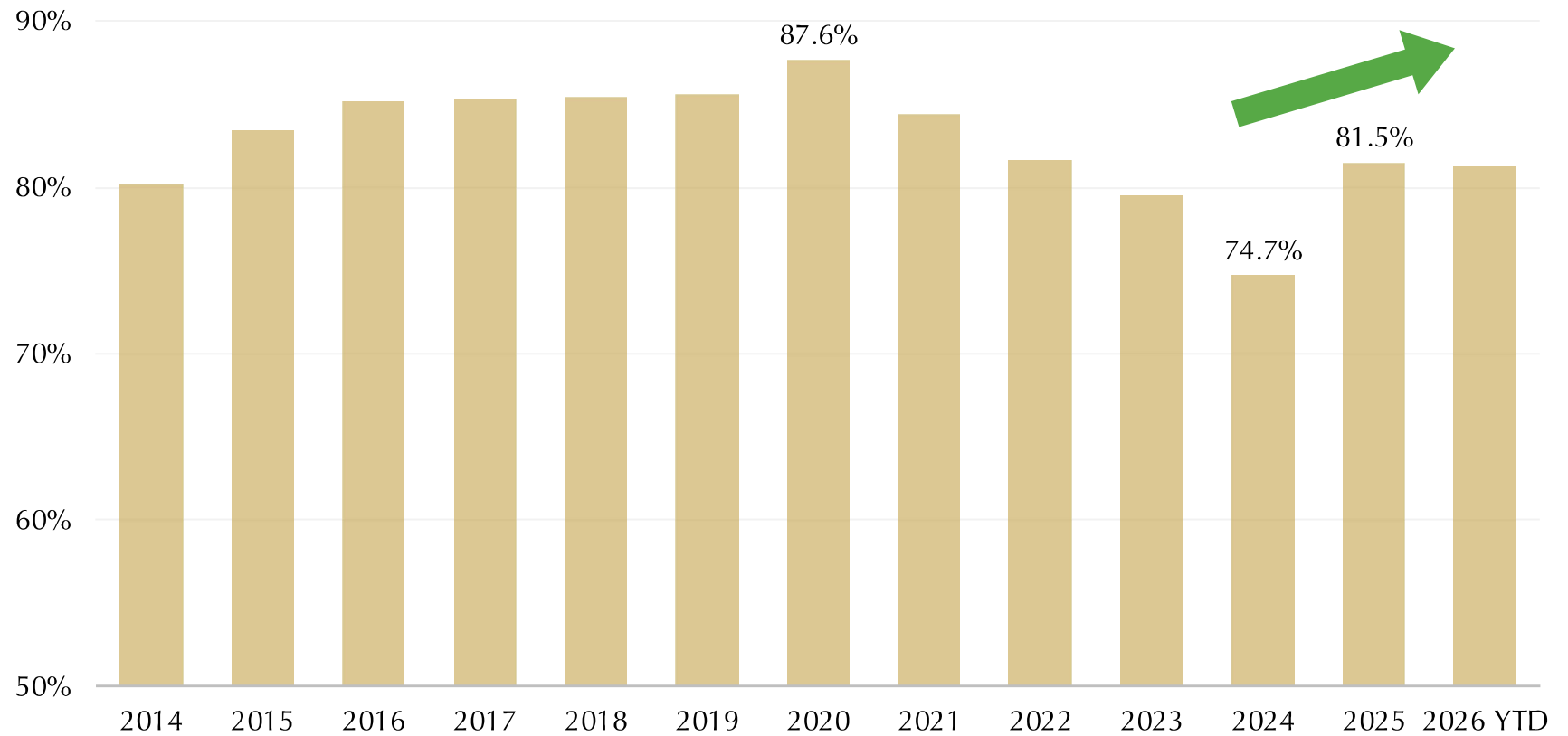
Employee training and leadership development to support

To support the AM capabilities development and promote the employee skill levels we created a learning pathway and leadership development plan for our front line managers consisting of:





Plant technical efficiency is recovering





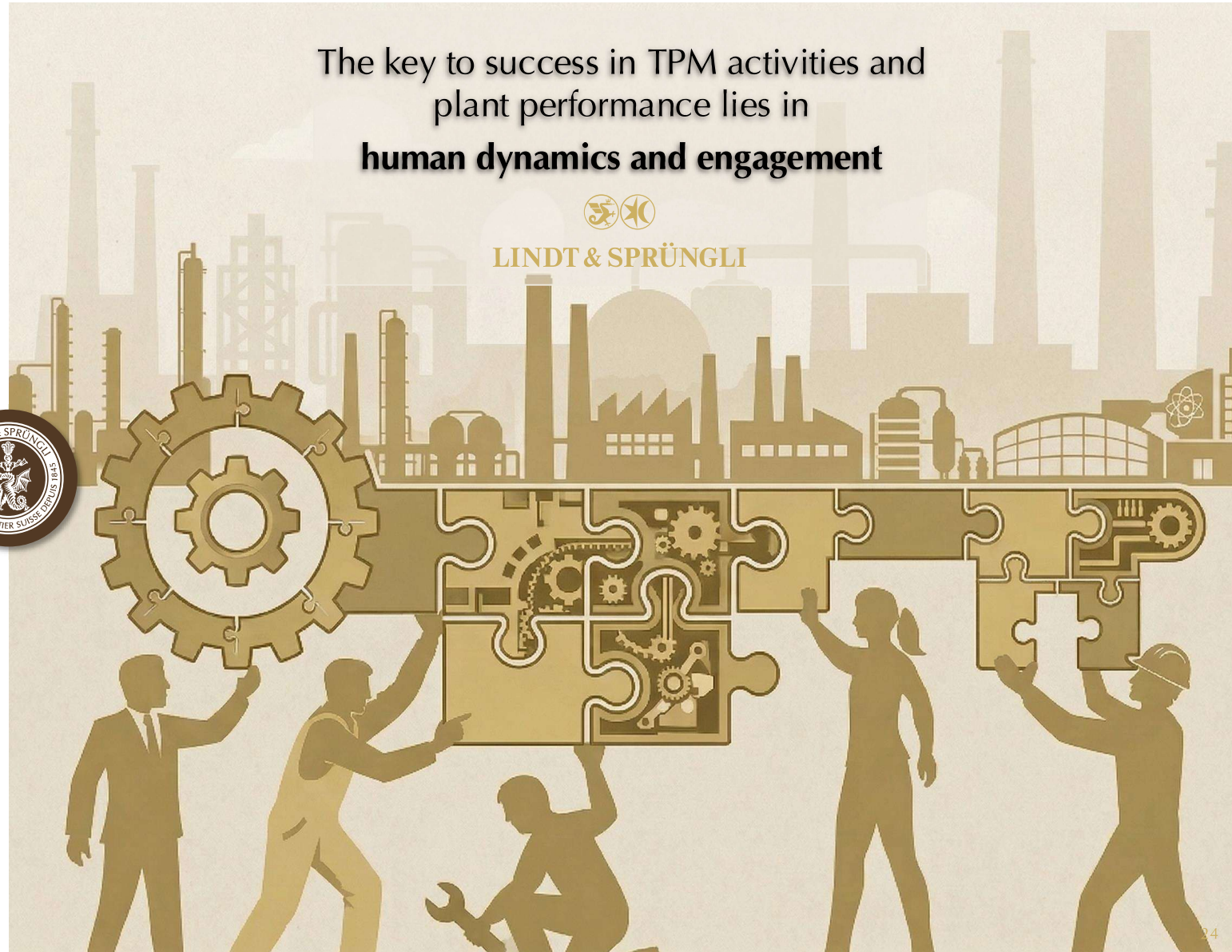
Jose Lopez (Nestle)
«TPM is 20% tools
and 80 % leadership»



The key to success in TPM activities and plant performance lies in human dynamics and engagement



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Picture taken at the JIPM TPM Awards Ceremony during the keynote speech from TOYOTA



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05 Conclusions



Conclusions: The importance of the human element



CHALLENGE

Resistance to change of front-line-managers, worried to lose power

Demotivated blue collars

Difficult to maintain momentum

Lack of discipline to apply the methodology

Risk to fall in temptation of investments, instead of smart loss eradication

Challenge to keep «long term motivation»

SOLUTION

The initial successes of loss eradication demonstrated the value of TPM and LPW

Problem solving makes the job more appealing. Clarity comes with simplicity and knowledge

Milestones definition. Competition spirit

Always keep it simple and purpose driven, focus on the basics and a **job well done**

“Use your brain first, not your wallet”

Communicate results, celebrate successes. External certification.



Thank you