

Connecting**Chemistry**

BRENNTAG

Capital Markets Day 2016



Two Temple Place, London

Commercial Excellence – Uwe Schuelcke

17 November 2016

COMMERCIAL EXCELLENCE

Global Commercial Excellence initiative

Common Global CE Standards

S

Sourcing &
Product

E

Excellence
of Sales

R

Range of
Products

V

Value Extraction
& Price

E

Excellence of
Marketing

COMMERCIAL EXCELLENCE

Global Commercial Excellence initiative

- one of the Group's top initiatives started in 2014
- will bring Brenntag to the next level as the most professional sales and marketing organization in the industry
- each letter in **S E R V E** stands for an area we focus on to improve our Commercial Excellence
- will help us to generate sustainable organic growth

We aim to **S E R V E** our business partners' needs in the best possible way

COMMERCIAL EXCELLENCE

Commercial Excellence Initiative



- Initiative started in 2014 and is a multi-year program
- Commercial Excellence is executed globally
- Consistent approach in every region
- Specific measures are implemented individually according to local factors

COMMERCIAL EXCELLENCE

Steering Committee consisting of Chief Operating Officers

Knowledge transfer

Teamwork

Regular meetings + calls



North America

Steve Pozzi + team



EMEA

Uwe Schültke + team



Latin America

Hector Guizar + team



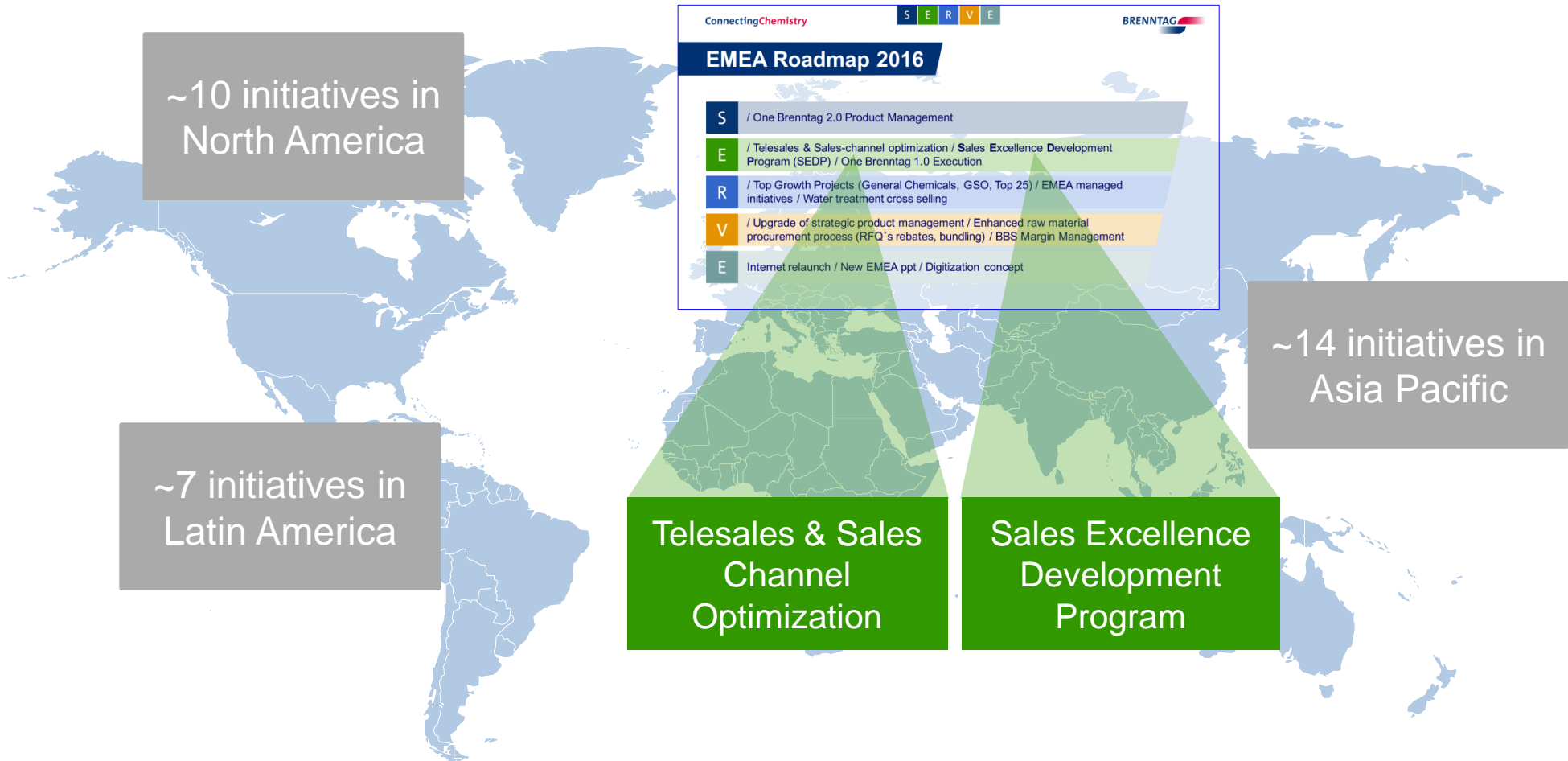
Asia Pacific

Knud Mohr + team

Exchange of best practices on an international level

COMMERCIAL EXCELLENCE

Individual yearly roadmaps in each of the four regions



COMMERCIAL EXCELLENCE

EMEA Roadmap 2016 – Sales Excellence Development Program

Objective: Increase the quality of the Brenntag Sales Force to be best-in-class

Evaluation Process

- EMEA-wide evaluation process of in 32 countries with 22 languages
- On-line evaluation of 10 competencies for sales personnel and 4 competencies for sales leadership
- Web-based questionnaire to evaluate current skills, knowledge and performance

Main criteria

- Market + Products
- Analysis + Strategy
- Organization + Management
- Social Capital + Persuasive Skills

Reports + Development

- Implementation of development plans and training programs based on evaluation reports

COMMERCIAL EXCELLENCE

Roadmap 2016 ff – Sales Channel Optimization

Objective: Be fighting-fit for the market

Dedicated Customer approach

- Allocation to a flexible ‘Buddy Team’ with External + Internal Account Manager
- Distinguish Customer Service and Internal Account Management
- Implementation of Product Sales Campaigns

Sales Management

- Focus on quality of sales activities and effective reporting via CRM

Sales Academy

- EMEA Sales Training Program to be developed

Future Process

- Be relevant for a new generation of buyers and the digital world