



From its humble beginnings as a small workshop in Jaffa, Keter has evolved into an international success story – operating in 90 countries, with a billion dollar annual sales turnover – thanks to its innovative designs and advanced technology.

Keter, which has strong roots in its native Israel, has become a global company operating in 90 countries worldwide, with an annual sales turnover of approximately \$1 billion.

The Keter brand began to be formed in modest surroundings: a small workshop near Jaffa's Clock Tower square, which, from 1948, specialized in the production of plastic combs and houseware. In 1971, Joseph Sagol bought out his partners' shares in the workshop, and the Sagol family has owned Keter ever since.

Keter's extraordinary growth in Israel was a result of intensive sales activity in the field. Its products were sold in Keter's factory shop located in south Tel Aviv's Kfar Giladi Street, as well as across the country in cities, villages, and moshavim (cooperative settlements).

As the years went by, Joseph Sagol handed over the management of the company to his two sons, Sami and Itzhak, who continued to lead and inspire Keter's growth in Israel and abroad, while transforming the company's work processes into those characteristic of the world's most advanced hi-tech companies.

Entering the Garden Furniture Category

In 1985, Keter introduced its first plastic chair, which was produced using innovative Monoblock Technology. As melted plastic is injected into a closed mold, the chair was produced as a single unit instead of in parts, and therefore conveniently required no assembly. The high quality and low price of Keter's garden furniture made the product line a major hit in Israel and abroad and firmly established it as the company's flagship product line for many years.

Over time, Keter's garden furniture became a commodity, and therefore exporting the line became less economically worthwhile. The fertile cooperative partnership combining the creative design concepts of Keter's D-VISION international Product Development and Innovation Center with the technological expertise of Keter's technical personnel led to the development of a line of garden furniture with added value, and a patented production process. This innovative, rattan-style garden furniture features a set of chairs, armchairs, and plastic tables that appear to be made from woven wicker, but are actually injection-molded and produced as a single unit. The products are therefore stronger than actual wicker furniture and do not fray.

Breaking Out Internationally and Expanding the Product Line

As Keter's local and international sales grew, the company decided to enter new fields by implementing a new acquisitions strategy in Israel and overseas.

During this period, Keter expanded its home product lines and began to manufacture Toolboxes, Garden Sheds, Bathroom Cabinets, Backyard Playhouses for children, and more – all made from plastic. Some of these products were manufactured under the Keter brand, while others were produced for the private brands of various international chains, and still more were commissioned by leading brands under franchise agreements.



The Company's Management Strategy

At the beginning of the new century, Keter decided to overhaul its organizational structure, and several business divisions were established, which were small, independent, and flexible, each specializing in a different field while still reflecting Keter's core entrepreneurial values.

This strategy proved to be extraordinarily successful and, in the years that followed, the company experienced rapid growth in both sales and activity.

In 2004, Keter became a truly global company by purchasing two leading European brands: Curver and Allibert, both of which were involved in related fields.

Keter in the Third Millennium

Keter's accelerated development and its emergence as a global company required an adaptation of its management strategy and corporate identity to the realities of the contemporary business world.

Until recently, the company was managed as a series of product management divisions, which focused on their core business activities and offered product development and rapid response capabilities. However, the product lines produced by these divisions used names and product identities that were not necessarily linked to the Keter brand. This included the production of independent brands by the divisions themselves, the production of private brands for leading international DIY stores, and the manufacturing of products under leading brand names such as Black & Decker and Disney. As a result, Keter, as a brand, did not live up to its full potential at the points of sale.

In order to set Keter apart from its competitors and strengthen its leadership status within the field, the company began to implement a business strategy that combined a "me too" approach with building upon Keter's innovation, design, and technological capabilities.

Capitalizing on this change, the company began to strengthen the Keter brand, rebranding its various business divisions, and creating a uniform, clearly defined, and consolidated corporate identity.

Keter's Global Branding

Beginning in 2008, each of Keter's business divisions was renamed and redefined, under the Keter brand, in keeping with its core activities. This generated a "Halo Effect" that strengthened the Keter brand and made the company more client-focused. For instance, the division involved in producing bath products became known as Keter Bath, the division that produced children's products became known as Keter Kids, and so on.

The brand's language communicated Keter's core values – leadership, innovation, quality and design – which were expressed by the brand's new color scheme. This scheme included Keter's trademark red, as well as the fresh color schemes that were introduced for each of the business divisions, and the clean lines paired with a



white background that characterized products for the home.

This new corporate identity came into play whenever the consumer encountered the Keter brand: products, packaging, exhibitions, catalogues, marketing communication, and points of sale.

By concentrating its efforts under a single "marketing umbrella", the brand grew stronger, gaining prominence and increasing consumer awareness. Consumers are now seeing and noticing the Keter logo not only on garden furniture, but also on storage solutions for the bathroom and garden, as well as toolboxes, homeware, and child safety seats.

And in the Future...

The use of a homogenous, focused, and clearly defined brand enables Keter to utilize the advantages offered by its size and diversity in Israel and overseas. Compared to its competitors in the various categories, the Keter brand stands out, expressing the brand's leadership status, and accentuating Keter's presence in markets worldwide.

Did you know?

- Keter employs 1,400 workers in Israel.
- The Keter Group has 29 manufacturing plants across the globe.
- Approximately 90% of the Keter Group's income is generated by sales outside Israel.
- Keter's array of home products can be purchased not only in chain stores and private stores, but also in 12 stores operated by the company throughout Israel.

1948 – Joseph Sagol enters into a partnership in a Jaffa workshop producing dolls and toys.

1980 – Keter breaks into the international market and begins to export products to England.

1985 – Keter begins to manufacture garden furniture.

2004 – Keter becomes a global company after acquiring the European companies Allibert and Curver.

2008 – Keter begins the process of creating a uniform corporate identity in Israel.