

## Business at a Glance

### Our Vision

We are the heart and engine of the chocolate and cocoa industry.

### Our Values

Everything we do is rooted in our five core values: customer focus, passion, entrepreneurship, team spirit and integrity.

### Business model

We are the world's leading manufacturer of chocolate and cocoa products, by mastering every step in the value chain from the sourcing of raw materials to the production of the finest chocolates. We are able to provide our customers with added value products and services adapted to specific market needs, ahead of trends and at a competitive price. We serve the entire food industry – from global and local food manufacturers to artisanal and professional users of chocolate, such as chocolatiers, pastry chefs, bakers, hotels, restaurants or caterers.

We are a business-to-business company. In order to accommodate price fluctuations in raw materials,

most of our business is based on a cost-plus pricing system that passes on raw material costs directly to our customers.

Our input factors are talented people, various raw materials as well as deep chocolate and cocoa know-how. Our output factors are high-quality chocolate and cocoa products as well as value-added services.

### Competitive advantages

We are fully vertically integrated and have a unique global footprint with 53 factories. With more than 175 years of chocolate heritage, our Group has an unparalleled blend of expertise in cocoa and chocolate, from the sourcing of the beans to the knowledge of future consumer trends. Through leadership in innovation and renovation of products, we help our customers grow. Combined with our cost leadership, this makes us the preferred outsourcing partner to the food industry. We have a number of long-term partnership agreements with leading global and local food companies. We are present on the ground in all key origin countries and drive change towards sustainable cocoa.

