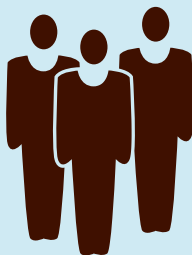


Establishing a Shared Service Center in Lodz, Poland





Up to
200
future
positions at
our Shared
Service Center
in Poland



The expansion of our plant in Lodz, Poland, initiated in 2014 is a vital element in our growth strategy in Central and Western Europe. Lodz is also the city we have chosen as home to our new Shared Service Center. We wanted it to be in a country where we have a strong presence and where qualified talent is available.

Over the last years, our company has grown much faster than the global chocolate market. Fast growth and an increasingly global customer base require continuous adaptations. In an effort to become faster in our

response to customer requests, we launched project SPRING in Western Europe in 2011.

Our current focus is on making our transactional activities performed in Europe more standardized and competitive, so we can continue to grow profitably.

With this goal in mind, we are bundling certain transactional activities at our new, cost-competitive Shared Service Center in the city center of Lodz which opened in October 2015. The Shared Service Center will support recurring transactional activities, thereby increasing our operational efficiency through economies of scale and skills. In turn, local functions in other locations can focus more on non-standardized activities. We are also insourcing certain IT positions filled so far by external contractors and are creating new positions. Once fully implemented, the Shared Service Center will employ up to 200 people and result in a low double-digit million Swiss franc amount of yearly cost savings.