

# Capital Market Day 2022 Zurich, Switzerland

## AGENDA

10.45 H	<b>'BRINGING OUR LONG-TERM STRATEGY ALIVE'</b>	<b>Peter Boone</b> , Chief Executive Officer
11.15 H	<b>'SHARPENED BUSINESS MODEL'</b>	<b>Ben De Schryver</b> , Chief Financial Officer
12.00 H	<b>HEALTHY LUNCH BREAK</b>	
13.00 H	<b>INTERVIEW WITH CHAIRMAN</b>	<b>Patrick De Maeseneire</b> , Chairman of the Board
13.30 H	<b>EXPANSION: <i>'Driving smart growth'</i></b>	<b>Steve Woolley</b> , President Americas <b>Jo Thys</b> , President Asia Pacific
14.00 H	<b>COST LEADERSHIP: <i>'Our license to grow'</i></b>	<b>Masha Vis-Mertens</b> , Chief Human Resource Officer <b>Olivier Delaunay</b> , Chief Operations Officer
14.30 H	<b>SUSTAINABILITY: <i>'Sustainable solutions for impact &amp; compliance'</i></b>	<b>Steven Retzlaff</b> , President Global Cocoa <b>Massimo Selmo</b> , Chief Procurement Officer
15.00 H	<b>COFFEE BREAK</b>	
15.30 H	<b>INNOVATION: <i>'The future of indulgence'</i></b>	<b>Pablo Perversi</b> , Chief Innovation, Sustainability & Quality. Global Head Gourmet
16.00 H	<b>WRAP-UP AND Q&amp;A</b>	<b>Executive Team</b>
17.00 H	<b>EXPERIENCE TOUR:</b>	<b>Group RUBY</b> starting with <b>'TASTING @CHOCOLATE ACADEMY'</b> <b>Group WHOLEFRUIT</b> starting with <b>'VIRTUAL FACTORY TOUR'</b>
18.30 H	<b>COCKTAIL RECEPTION</b>	