

REPORT



CORPORATE
SOCIAL
RESPONSIBILITY



VALRHONA

AUX SOURCES DU GRAND CHOCOLAT®



The document you have in your hands is not just the Corporate Social Responsibility Report for an outstanding chocolate factory, but also the evidence of the course we have charted to become a partner to all gastronomy professionals worldwide!

Drawing on 92 years of creation and innovation, values shared by all employees, and a family of shareholders bound together by mutual trust, we are proud of our accomplishments and look to the future with confidence.

First and foremost, we maintain direct contact with our partner cocoa growers, and develop projects together for their local communities: 17 projects in 7 producing countries have already been launched. I invite you to discover three of them in the following pages: Peru, the Dominican Republic and Madagascar.

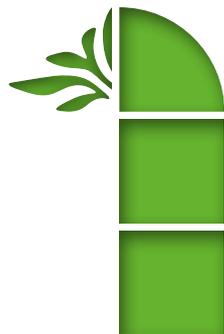
Aware that the wealth of a business is primarily derived from the quality of its employees and their active participation in the business plan, we place our faith in the «Great Place to Work» annual survey as a tool for dialogue. Yearly, employees are invited to give their opinion, to ascertain the confidence in their managers and to actively define the initiatives that will strengthen us in the years to come.

Travelling to Peru with a group of clients and employees to visit a partner plantation is primarily an opportunity to bring together a value chain and get everyone involved, including those who transform the cocoa pods on the plantations to those who create exceptional gourmet delicacies with the product of those cocoa beans.

The main objective of the Valrhona Foundation is to promote taste and support Gastronomy professions. In order to carry out this vital work in France, in the Drôme and Ardèche regions, Valrhona works tirelessly to strengthen collaborative partnerships with local communities and associations, as well as the Bocuse Foundation, the Robert Ardouvin Foundation – Village for Children, and the Juvenile Judicial Protection Services.

We hope that you will enjoy reading about our CSR initiatives. If you would like to send us your comments or questions, please feel free to contact us at the following email address: **rse@valrhona.fr**

Jean-Luc Grisot
CEO



OUR COCOA BEANS - A SOURCE OF WELFARE

Promoting sustainable and responsible commitment with partner cocoa producers



CREATING SHARED VALUE

Developing partnerships and CSR ambitions with our suppliers and customers

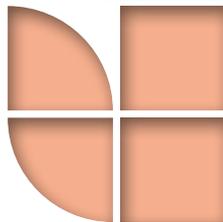
EMPLOYEE DEVELOPMENT

Talented, committed, and fulfilled employees



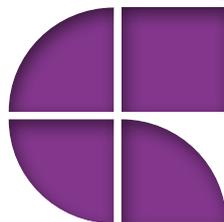
RESPONSIBLE FOR OUR ENVIRONMENT

Preserving the natural resources linked to our operations and reducing our environmental impact



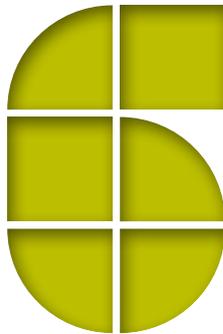
DEDICATED TO GASTRONOMY

Defending and magnifying the expertise and conduct of chocolate, from manufacturing to development



EXPERIENCE CHOCOLATE: FROM AWAKENING TO KNOWLEDGE

Transforming each taster into an enlightened connoisseur



CLOSE TO THE AREAS SUPPORTING OUR ACTIVITIES

Economically and socially revitalizing the communities in and around our sites

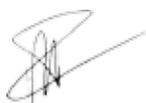



Jean-Luc GRISOT
Managing Director


Philippe ANQUETIL
Management and Finances Director


Jean-François DARGEIN
Purshasing and Logistics Director


Éric MARCHISIO
Sales and Marketing Director

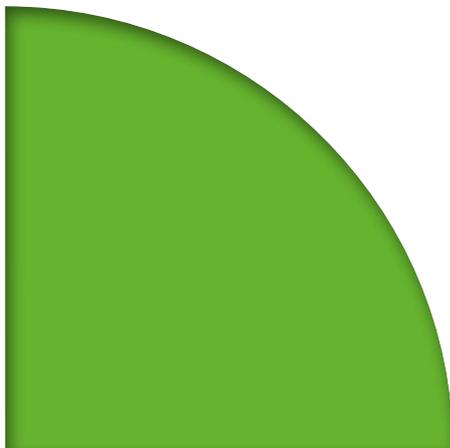

Arnaud MEYBECK
Industrial Director


Philippe RIDENT
Human Ressources Director


Vincent SIGAUD
Quality and Excellence Director


Isabelle VALLAT
Research and Development Director


Frank VIDAL
Director of the Centre d'Expertise Chocolat



OUR COCOA BEANS - A SOURCE OF WELFARE

Promoting sustainable and responsible commitment with partner cocoa producers

For more than 30 years, Valrhona has been developing long-term partnerships with cocoa producers.

In addition to being committed to sustainable and profitable co-development, Valrhona partners with local communities to tackle needs and address issues, such as living conditions, education, and health. Several years ago, as part of sustainability goals with partners, Valrhona launched a program of initiatives for cocoa growing communities. Valrhona sourcing specialists forge close relationships with growers and their families, remaining available and attentive and intricately involved in all aspects relating to the relationship. In fact, the pillars of Valrhona's responsibility include knowing the people and their customs well, dealing with constraints relating to community, cooperative, or local authorities, as well as complying with government actions.

All initiatives that support cocoa-producing communities undergo the same decision-making and implementation process.

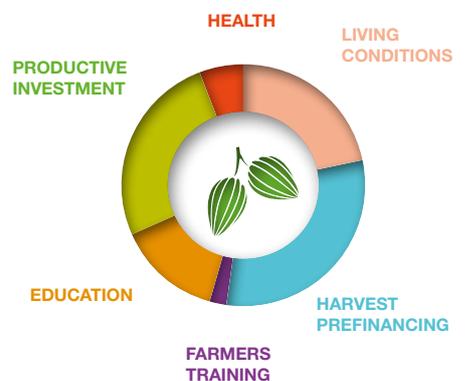
In parallel, Valrhona continues to take action to develop sincere and engaging partnerships. Thus, **100%** of cocoa-bean suppliers have agreed to partner with Valrhona's social responsibility approach by signing the Responsible Purchasing Charter (topics of this Charter are described in Commitment 2 – creating sharing value).

DECISION-MAKING AND IMPLEMENTATION PROCESS



Over the last two years, Valrhona has led **17 PROJECTS** in **7 PRODUCING COUNTRIES** and aims to support **3** new countries by **2017**.

ECONOMIC DISTRIBUTION OF PROJECTS/ ACTIONS TO SUPPORT COCOA-BEAN PRODUCING COMMUNITIES



Out of the projects that were finalized or launched this year, this report focuses on:

- A project to improve education conditions in the **DOMINICAN REPUBLIC**
- A project for healthcare in **PERU**
- A project to improve living conditions in **MADAGASCAR**.





JULY 2012
Start of construction
for the Los Indios
Primary School

MAY 2013
Inauguration
of the school

MAY 2014
Launch of development
work financed
by the Cuvée du Partage

JANUARY 2013
Children enter
the new school

OCTOBER 2013
Launch of
Cuvée du Partage

JULY 2014
Completion of work
on the school

DEVELOPMENT OF LOS INDIOS PRIMARY SCHOOL – DOMINICAN REPUBLIC

Valrhona continues its efforts to improve education conditions at the Los Indios primary school. After construction was completed and the school was officially opened – detailed in the CSR report from last year – Valrhona proposed a mobilization campaign for 2014. Launched in October 2013, the Cuvée du Partage (Shared Vintage) is a prestigious chocolate developed with cocoa beans from Valrhona’s “Loma Sotavento” plantation, located just a stone’s throw from the primary school.

For the launch, the pupils from the school each made a drawing on the topic of “My New School” and three were chosen to adorn the packaging of the new Estate Chocolate.

The sales of this product – thanks to joint customer and Valrhona contributions (1€ per kilo sold) – made it possible to make the following improvements to the school:

- Connect the school to the main water supply
- Construct an exterior patio where the children can have lunch (patio covering, furniture)
- Build a playground.

Now, thanks to customer generosity and solidarity, the work has been carried out in full - to the delight of the children.

Lastly, the teacher of the Los Indios Primary School recently sought out Valrhona’s support for another matter. The Dominican Ministry of Education had, in fact, initiated a national “Extended Day Project” (Jornada de la Tanda Extendida), which provides for the opening of some schools for a period of 8 hours per day rather than the current 4 hours. This measure is intended to ensure a more comprehensive and better quality education, especially for vocational training and education in the arts and culture. The teacher would like the Los Indios School to take part in this program, but has not yet received a favorable response.

Sensitive to the fundamental and equal right of access to education, Valrhona has written to the Ministry of Education so that the lovely Los Indios School can benefit as many people as possible.

Drawings from Los Indios pupils selected for the Cuvée du Partage packaging

“As with each CSR project that falls within my responsibility, I went to Los Indios at the end of May to check on the work being carried out at the school. The playground and outside patio were exactly what we wanted. However, there was no running water at the school! During an emergency meeting with our local architect and the teacher, I learned that the school was connected to a secondary water network, which is not continuously supplied by the National Potable Water Institute (INAPA - Instituto Nacional de Aguas Potables y Alcantarillado). So, we had to make a formal request to be connected to the main network, otherwise the connection could not be authorized. After receiving approval from INAPA, the school now has a continuous source of running water. This setback is an illustration of the particular country-specific challenges that may be faced when defining and carrying out projects. My determination to closely monitor and coordinate with the various professional entities and government agencies is what makes it possible to achieve our project goals.”

Julien Desmedt
Valrhona Cocoa Sourcing specialist



115 water filters distributed, benefiting to more than 950 people

SOCIAL FUND CREATION IN PERU

In June 2013, Valrhona entered into a long-term partnership with the NORANDINO Cooperative in northern Peru, together with exclusive purchasing rights for the Gran Blanco cocoa beans. This type of cocoa bean is grown in the Piura region, in the Bigote River Basin, an area that has the highest percentage of white beans. This cocoa bean has been specially selected for the Illanka Grand Cru de Terroir and the beans are only produced by three communities: the villages of Los Ranchos, Los Barrios and La Quemazon.

As part of its commitment to provide support for local communities, Valrhona pledged to the Cooperative the creation of a Social Fund devoted to the Gran Blanco cocoa-bean producing communities. And thus, the “Rio Bigote Social Fund” was established in January 2014, bringing together representatives from the three partner villages. It is funded by a cocoa valuation premium fully dedicated to improving living conditions. This is an example of how Valrhona and partners evaluate the priority needs of growers/producers and, through a democratic process, allocates funds based on actions to be undertaken.

The first project selected by the Rio Bigote Social Fund is the distribution of water filters. Directors of health centers in the area regularly note the high incidence of respiratory diseases in these communities, especially among children. The main reason for these diseases is the use of tap water that is not suitable for human consumption. A simple practice to reduce the risk is boiling the water first, but it is rarely done.

The aim of installing these filters is to improve the quality of water destined for human consumption by reducing the risk of contracting diseases. Meanwhile, health centers and local schools are involved in raising community awareness on the importance of water quality.

The water filter is easily portable, uses no chemicals, and removes 99.99% of bacteria and viruses. In May 2014, 115 water filters were distributed and more than 950 people will benefit.

Benjamin Figarède

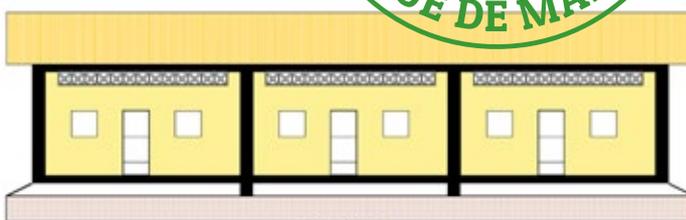
Valrhona Sourcing Specialist collected feedback from beneficiaries.

Samuel Magno Guerrero Alvarado – member of Small Producers of Quemazon Association – concluded: “I thank Valrhona and the NORANDINO Cooperative for this important support, for turning our dreams into reality, and making it possible for us to pursue the development of our family of producers.

Fernando Espinoza Tamariz, director of the José María Argueda de La Quemazon middle school, explained, among other things, “We will now be able to teach our students and their families to consume filtered water, and also train them on how to do proper filter maintenance so that they last for a long time to come...”



Village site at Andzavibe before rehabilitation



45 new buildings are planned between 2014 and 2017

PROJECT COMPLETION TIMETABLE



REHABILITATING A VILLAGE IN MADAGASCAR

As part of their historic relationship of trust, Valrhona and Millot agreed to launch a major village rehabilitation project at the Andzavibe plantation.

The Millot employee village is located in northwestern Madagascar, 8 km from Ambanja. To date, it includes 64 one-room units. Some are uninhabited because they are too old and unsafe, posing a risk of collapse.

These housing units are predominantly occupied by employees who work preparing the cocoa beans, as the fermentation and drying site is very close to the village. Some drivers and superintendents reside here also. On average, each unit is inhabited by a family of five, and at least one is employed by Millot. Children attend school on the Millot Estate.

The aim of the project is to construct a residence village of apartment buildings with more spacious and functional dwellings. Each unit is designed for a family of 5 (2 adults and 3 children), with 2 bedrooms and a veranda. There is a kitchen in the back with half-walls, so that cooking fumes can easily be ventilated, as meals are typically prepared over an open wood fire.

The plan envisages the construction of 45 units - 15 buildings in total - as well as two sanitary blocks.

PRIMARY CARE CENTER

At the present time, Millot employees and their families must “journey” a distance of 8 kilometers to get any sort of medical treatment, even basic, mild healthcare. Opening a primary care center within the residence village would be a major improvement in living conditions and access to care.

To secure the healthcare of employees and their families (illness, laboratory, maternity), the Millot Establishments contribute to an organization called the Inter-Company Medical Services (Service Médical Inter-Entreprises d’Antsirabe – SMIA). Establishing a branch of the SMIA in the village would make it possible to provide medicine or medical care for minor illnesses, but also to direct patients to the right structures (laboratory, hospital, etc.) for other care, if necessary.

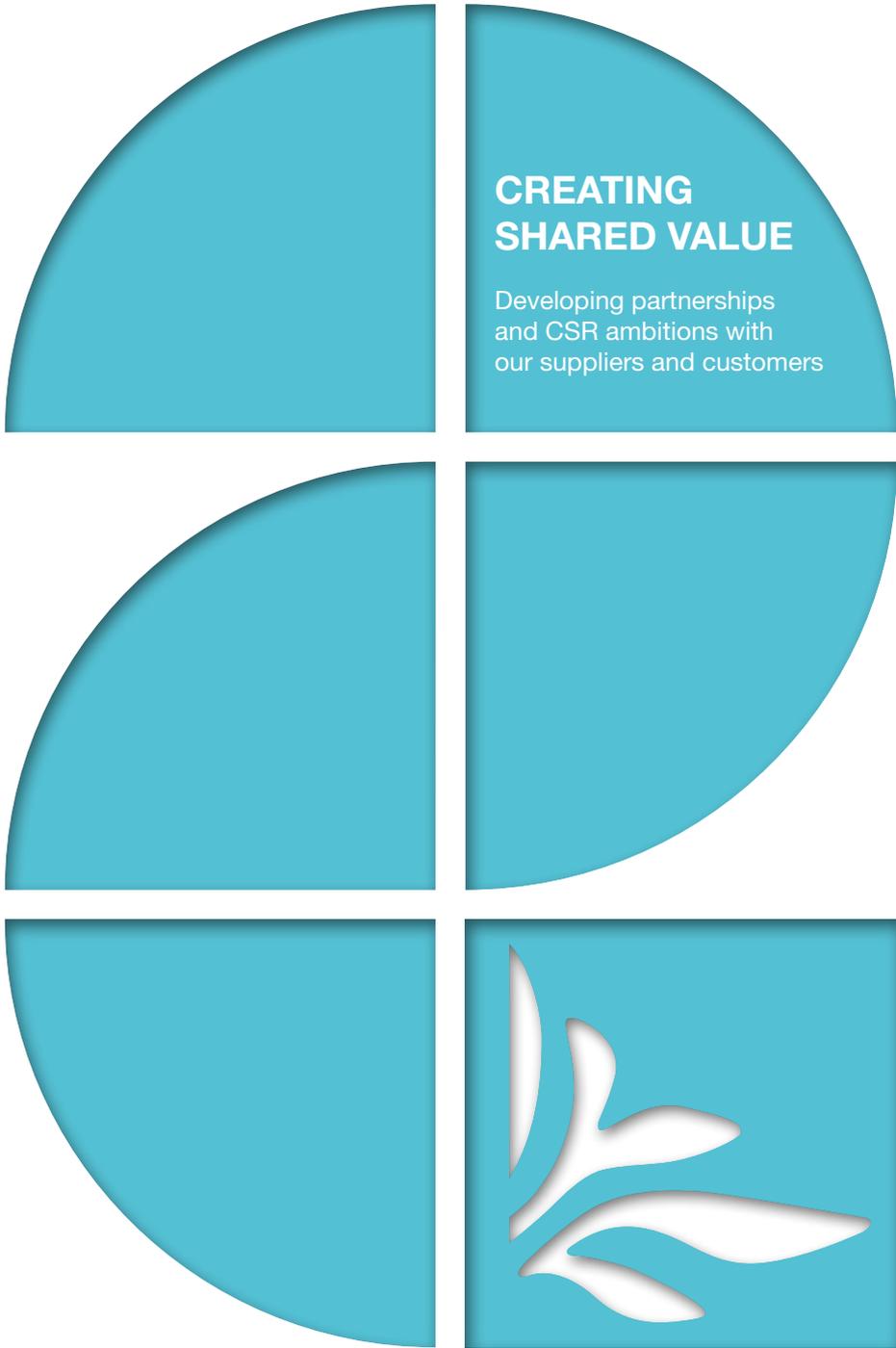
To that end, a facility will be built that will include a consultation room, a rest area, bathrooms, and a pharmacy, all with electricity, running water, and an incinerator. The SMIA will provide a nurse who will be responsible for the branch and take charge of his/her salary. The nurse will report to the Chief Medical Officer of the SMIA, who will carry out a monthly check of the branch and premises. Finally, all medicines, medical equipment, and supplies will be provided by the SMIA.

VILLAGE MAINTENANCE AND MANAGEMENT

The success of the project - besides the construction - requires a framework for management and maintenance: housekeeping, taking care of the surroundings, and regular waste evacuation and incineration. It is crucial to empower these families so that this “reconstruction” is sustainable. Thus, the “tenants” pay a modest rent that will go into a management fund that will be managed by an association of village members and representatives of other Millot sectors, who will also benefit from the primary care center. The funds will be earmarked for the upkeep of the village.

Given the scale of the project, climatic issues, and local difficulties in finding skilled craftsmen, this project will take place over four years.

This project illustrates the ability of Valrhona to get involved with its partners for the long term. The village rehabilitation progress will indeed be reported in the CSR reports in the coming years, up until the objectives have been achieved.



CREATING SHARED VALUE

Developing partnerships and CSR ambitions with our suppliers and customers

By the late 1980s, Valrhona had already plunged headlong into its social responsibility approach by creating long-term partnerships with top cocoa growers with the objective of providing customers with exceptional products.

Valrhona wishes to go even further by uniting stakeholders within the strategy - customers, suppliers, and other associations who share in these commitments and common values. Valrhona helps to build these partnerships by encouraging sustainable relationships focused on the long-term.

Communication is at the heart of the relationships that Valrhona forges with partners, customers, and suppliers. Communicating and sharing make it possible to provide quality products and responsible services that meet and exceed the expectations of each and all, and that support value creation.

As part of its CSR strategy and actions undertaken to support local communities that produce the best cocoa-beans, Valrhona, in 2013, co-financed the construction of the Los Indios School in the Dominican Republic. Going above and beyond, Valrhona also invited customers to participate in this wonderful project with the launch of the Cuvée du Partage, or "Shared Vintage".

A group of North American customers rallied to the cause of the project. In May, they went to the Dominican Republic to visit Valrhona's "Loma Sotavento" plantation and the new elementary school. Each one committed to purchasing the special Cuvée du Partage.



LES CHOCOLATS DE CHLOÉ

Interview with Chloé Germain-Fredette
Chocolats de Chloé – Montréal, Canada



Valrhona invited you to participate in a trip to the Loma Sotavento plantation (Dominican Republic), what was it that made you want to go?

"I've had my company for 12 years now and I have never visited a cocoa plantation, so it was obvious for me to see firsthand where it comes from and to understand what happens there.

I've already had the chance to visit chocolate production workshops in France, and I really wanted to experience everything that happens before that point. When you can touch, see, and feel, it's unbelievable."

Were you already familiar with the Cuvée du Partage before departure? What's your opinion?

"Yes, I had already tried and purchased the Cuvée du Partage before leaving for the Dominican Republic. It's a very good chocolate. I already have some ideas about what I can create with this chocolate.

Initially, when I chose to work with Valrhona chocolate, it was for the quality of its products, which I love. But ultimately it's also about how Valrhona respects the work of producers.

And then, it's important to me that it's fair-trade and socially-responsible chocolate. Valrhona has some labels, but not on all of its chocolates, so I can explain to my customers where the chocolate comes from and what the conditions are like where it's made.

I was able to see all the stages of preparation, all the manual work that's carried out (as in my work), and meet the producers. It really adds

a human dimension - I know what and whom it will serve. That is important. It is an honor to work with a company like Valrhona, which is committed to social concerns."

How have you shared this experience with your own customers?

"I posted photos from the trip on my Facebook page so that I could show people how things were going and that it was real. My customers trust me, and they can understand who Valrhona is.

Then, when I got back from the trip, it was the end of the school year. School ends in June and children often give their teachers gifts. So, I had the idea of creating a bar of chocolate using the Cuvée du Partage. The idea was to leave the chocolate as it is, a little rough, so that we could appreciate its taste qualities. My graphic designer framed a portion of one of the drawings from the Los Indios pupils to use as a display presentation. On the back we put a "THANK YOU!" message explaining that the proceeds from the purchase of this chocolate would be used to renovate the school. We molded crayons out of chocolate, as a nod to the schoolchildren of Los Indios and those in Montreal!

It's a kind of chain reaction that gets triggered by Valrhona. We take someone's idea, then the idea of someone else, and then create a product that appeals and resonates, and has a history."



JOINT COMMITMENT OF BUYERS AND SUPPLIERS

Thanks to its responsible purchasing policy, Valrhona clearly conveys the sustainable development message to its suppliers.

The Buyers Code of Conduct is a document, initiated in 2013, with the aim of guiding buyers to exercise their daily duties in a way that respects the social and environmental commitments of Valrhona.

- Purchase with integrity and ethics, ensuring fair competition and fair treatment of tenders
- Communicate and collaborate effectively and fairly, making sure to provide suppliers with the same quality of information by respecting the contractual frameworks and commitments vis-à-vis suppliers
- Act sustainably and in solidarity by securing supply sources and applying the social and environmental responsibility criteria when selecting suppliers
- Promote progress and performance plans by developing long-term, mutually beneficial partner relationships, and deploying tools and regular opportunities to share in order to improve Valrhona's performance

In 2014, 80% of Valrhona's purchase is covered by Buyers who have signed the Buyers Code of Conduct. The Objective is to have 100% of Valrhona's purchase covered by the Buyers Code of Conduct by 2017.

Once the buyers have been trained and have committed to the Code of Conduct, Valrhona seeks out suppliers to join in the process, requesting that they sign the Sustainable Purchasing Charter.

The **Sustainable Purchasing Charter** has been rolled out to Valrhona suppliers since 2013. By signing the Charter, suppliers agree to join forces, abide by and apply the social responsibility approach.

Four major topics are addressed in the Charter:

1. LABOR RIGHTS

Instill and promote fundamental principles and rights at work, as described in the Declaration of International Labor Organization, monitoring the practices of their suppliers, and eliminating all forms of forced labor and child labor.

2. GOVERNANCE AND ETHICS

Fight against corruption by enforcing relevant company policies and educating employees. Get involved at a local level with investment ideas and recruitment policies. Promote fair competition and social responsibility.

3. RESPECT AND PROTECTION OF THE ENVIRONMENT

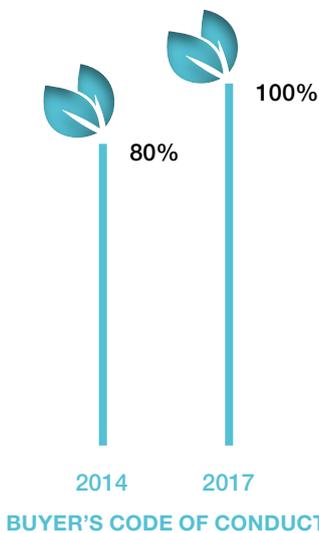
Reduce and control the impacts of activities/operations on the environment by monitoring performance indicators (CO2 emissions, energy consumption, emissions of pollutants into the air, water, and waste).

4. RISK MANAGEMENT AND FOOD SAFETY

Assess the environmental risks of their activities/operations on ecosystems and public health by implementing a precautionary approach and an active policy of health-risk prevention and work safety.

This Charter is a medium of exchange between suppliers and Valrhona, whose goal is continuous improvement in CSR practices.

A year since its implementation, 34% of Valrhona purchases are from suppliers committed to the Sustainable Purchasing Charter. The aim is to emphasize and maximize the approach, reaching a 70% commitment by 2017.





Since 2012, Valrhona has made the decision to undergo evaluations and evaluate some of its suppliers with EcoVadis.

EcoVadis is a collaborative platform enabling companies to assess the environmental and social performance of their stakeholders. EcoVadis has global presence, covering 150 types of activities in more than 80 countries worldwide.

EcoVadis assesses the CSR performance of each company on 21 indicators, grouped into four topic areas graded on a scale from 1-100: Environment, Social, Business Ethics, and Purchases.

Each company is assessed individually according to sector, size, and countries of operation.

These assessments enable Valrhona to work in full transparency with customers and suppliers, knowing the strengths and areas for improvement for everyone. They also provide benchmarking elements for all EcoVadis valued companies within the same category of activity.

This is a tool that can make it possible to reduce risk, but also to encourage eco-friendly initiatives. Since 2012, 60 Valrhona suppliers have been evaluated by EcoVadis. According to the types of products purchased and the geographical area concerned, the EcoVadis evaluation can be the major prerequisite for referral. Valrhona relies on this to evaluate the risk of a business relationship. The EcoVadis evaluation is complementary to the signing of the Responsible Purchasing Charter. Valrhona decided in 2012, in the spirit of transparency, to itself undergo evaluation with the EcoVadis platform.

In 2013, the company reiterated this process at the request of one of its customers, Air France, a company recognized for its performance in sustainable development.

Valrhona received a rating of 66/100, with an advanced level, which ranks it amongst the best performing companies.

Valrhona has made improvements in three areas since 2012 - Environment, Business Ethics, and Purchasing - and has validated its performance in the Social sphere.

AIR FRANCE INTERVIEW

In your 2013 sustainability report, you communicate on 150 EcoVadis evaluated suppliers. Is this a systematic and conditional process?

The CSR evaluation process with EcoVadis was launched by Air France in May 2013. We initially selected suppliers with whom we were already in a relationship and according to different criteria: partnership relations, strategic suppliers, and products or services critical to our business...

Based on the strength of this first experience, and thanks to the CSR risk mapping per purchasing category that we just finalized, we can now identify the suppliers in the most exposed categories and have them evaluated by EcoVadis.

You sought out Valrhona, as suppliers of chocolate products, to be evaluated through the EcoVadis platform. What did you learn from this assessment?

How would you rate a score of 66/100?

The results obtained by Valrhona reaffirmed our choice of a committed and responsible supplier with a recognized CSR policy that complies with the requirements that we have with our top tier partners.

We also found that Valrhona strengthened its approach and, therefore, improved its score compared to the previous evaluation. CSR seems to be an integral part of the evolution and dynamics of the company.

With this rating, Valrhona has a gold medal and garners one of our best scores!

What expectations do you have from your suppliers in terms of sustainable development?

Our company incorporates the concept of sustainable development in the supply chain to offer customers responsible and innovative products. This approach creates value for customers and improves the social and environmental impact of products and services. Suppliers are an essential link and we expect a strong commitment from them.

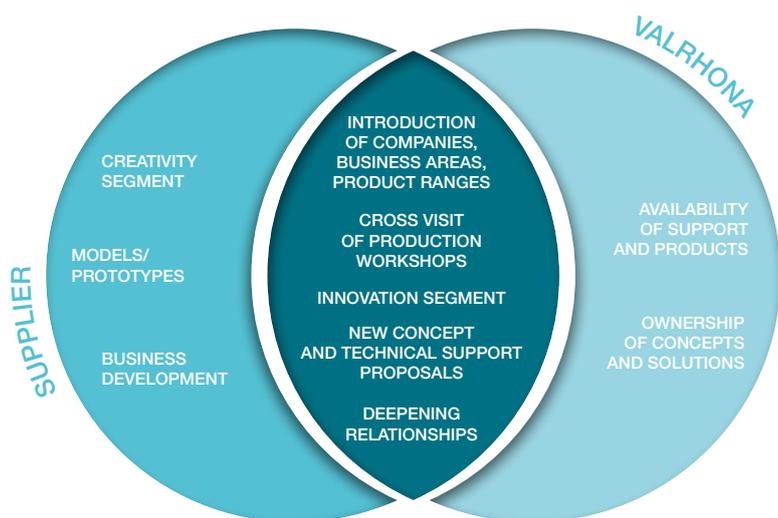
In what way does Valrhona meet these expectations?

Valrhona has demonstrated its CSR commitment by signing our Sustainable Development Charter, as a first step, and reinforced that by participating in the EcoVadis evaluation. The results obtained confirm their requirements and standards - socially, environmentally, and with their own suppliers.

**Interview with Magali VIALA
Air France - CPO Office**



**INNOVATION SESSION:
COMMUNICATION SUPPORT, VALUE CREATION**



SATISFACTION OF OUR SUPPLIERS

Valrhona involves customers and suppliers in its approach to sustainable development and, to that end, creates more and more opportunities for communication, listening, and sharing with stakeholders.

In 2014, Valrhona decided to launch its first supplier-satisfaction survey. As a means of communication between the company and suppliers, the survey can not only discern their level of satisfaction regarding overall inter-enterprise collaboration, but also be used to benchmark Valrhona's performance as their client, and identify areas for improvement and focus.

The goal is to gather opinions and supplier feedback in complete confidentiality, and identify springboards for progress.

Part of the survey is focused specifically on the perception and evaluation of suppliers on CSR commitments. Valrhona wants to ensure that commercial supplier relationships are influenced by the Buyers Code of Conduct and that these practices are clearly respected and well-known.

The survey is oriented towards assessing the quality level of collaborative relationships, and the degree of trust, transparency, loyalty and commitment that Valrhona demonstrates in relation to its suppliers.

Survey results will help to identify new sources of value creation for Valrhona, suppliers, and customers.

PARTNERSHIPS FOR INNOVATION AND DEVELOPMENT

Communicating with and actively listening to suppliers are ways to become a preferred customer/client and crucial to building long-term partner relationships.

Encompassing this framework of relationships, Valrhona sets up and carries out innovation sessions with suppliers. To stimulate idea generation and brainstorming, it is imperative that all players know each other quite well. Trust is key. Knowledge and awareness of companies, production tools, products, and development strategies make preparing for the innovation sessions more effective.

Schematic of an innovation session conducted in 2014 with a partner provider, SEEC - STRATUS Group, manufacturer of adhesive labels.

On the agenda: the effects of innovative materials, personalization by unit to offer exceptional products as limited editions, numbered, and ideas for collections or puzzles.

Other innovation ideas were proposed for hosting events, distributing samples, and securing Valrhona products. It was an eventful day, enjoyed by all, and concluded with new questions about labeling and suggestions for improved tools and performance in the workshops! These are the topics for the next session with SEEC, its labeling partners, and Valrhona industrial teams.

"We are very appreciative and grateful, as the warm welcome we received was really touching for both myself and my staff"

SEEC

"We are delighted to have been able to capture your attention and spark interest on this day»"

SEEC



SOLIDARITY PURCHASING – COMMITMENT TO LAST

Valrhona has, for over 10 years, worked with a center that provides sheltered employment, the Jean-Pierre Janet ESAT (Établissement et Service d'Aide au Travail), which is managed by the Drôme department's association of relatives and friends of people with mental disabilities (Association départementale de parents et amis de personnes handicapées mentales ADAPEI).

Valrhona entrusts one of its product-packaging workshops to Jean-Pierre Janet, which provides continuous activity yearlong and employs more than ten users. Valrhona supports the feasibility and development of this workshop by providing the appropriate equipment, thus avoiding the huge investments that are usually needed to support this type of structure. Technical and human support is also available in order to raise workshop proficiency at the same rate and according to the same requirements as any other regular supplier sector.

Teams from purchasing, supply chain, quality, and industry regularly intervene with the ESAT to help them with specific training and instruction. Users working in the workshop also come back to visit the chocolate manufacturing facilities at Tain-l'Hermitage. The geographical proximity of the companies provides good fluidity and greater frequency of exchanges. It is this long-term commitment and frequency of exchanges that makes this relationship a value creating partnership. Working alongside the Jean-Pierre Janet workshop is an illustration of Valrhona's social commitment to increasing employment opportunities for people with disabilities.



"We have users who experience great difficulty in relating to others, almost autistic, who now manage to reach out to others through the work support. It is work recognition and appreciation."

Mr Arias

Valrhona packaging workshop host –
ESAT Jean-Pierre Janet

"They benefit from Valrhona's image. They work for Valrhona and are proud to know that what they are packaging will be exported around the world."

Mrs Rémy

Valrhona packaging workshop host –
ESAT Jean-Pierre Janet

EMPLOYEE DEVELOPMENT

Talented, committed, and fulfilled employees

Since 1922, Valrhona has been committed to putting men and women at the center of its business.

It is true family spirit that exists in this booming SME, located in the Drôme, which every employee strives to maintain in this pivotal period of growth.

In addition, a key Valrhona characteristic is the energy and spontaneous enthusiasm that employees have for the many projects launched each year.

Now approaching the 800-employee milestone, Valrhona has elevated to a strategic focus its willingness to contribute to the development of talent and fulfillment of the «men and women» who lead this adventure on a daily basis.

It is not surprising that the values chosen by the employees in 2010 were Passion, Commitment, and Excellence, and how each one is dedicated to customer service and the general plan of the company: "Making the culinary world better."

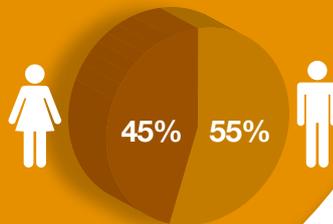
"The two most important things do not appear on the balance sheet of the company: its reputation and its people"

Henry Ford

2014 HR INDICATORS



REPARTITION MEN / WOMEN



VALRHONA PLACED 11TH IN "GREAT PLACE TO WORK"

MORE THAN 8 OUT OF 10 EMPLOYEES REPORT IT'S A GOOD WORKPLACE



Employees' satisfaction statement

For more than four years now, Valrhona has selected the Great Place to Work® Model to measure the level of employee satisfaction annually. Based on five pillars of management - credibility, respect, fairness, pride, and camaraderie - the model makes it possible to build a multi-year action plan devoted to employee well-being. The plan is thus an internal challenge, through the satisfaction rating, and externally, through the annual Best Place to Work France awards. Following the 2014 award results, a group of twenty volunteers were asked

to reflect on priority areas requiring focus in order to improve employee welfare. The results of this deliberation were submitted to a vote at the last "Professions Day", with the aim of developing an action plan closer to the real concerns of employees. Four major topics emerged: management, success celebration, integration, and international openness.

GIVE MEANING

INTERVAL: NEW INTERNAL COMMUNICATION CHANNEL

Valrhona launched the first edition of its internal news magazine in February 2014. This new monthly editorial event offers a different perspective on the current affairs of the company. In the span of 15 minutes, executives, project managers, and other staff share with all employees the major highlights of the month, results, projects, processes, policies, etc., but most of all they explain strategies and key objectives for greater ownership and adherence.



PROFESSIONS DAY: THE INTERNAL EVENT WITH A BIG E

Camaraderie, sharing, communicating, discovery, and recognition are the watchwords of the day. It has now been 12 years since the company starting inviting each and every employee to discover the company from another angle, through a major project or emerging challenges (internationalization, CSR, customer care relationships), and to co-construct daily Valrhona actions. The theme/topic chosen is addressed with fun workshops that are created and run by employees themselves. For the last two years, customers have also been invited to share their professions and their expectations. Valrhona's characteristic team and family spirit comes out naturally at an annual event, or "challenge", that brings together 680 attendees. In 2014, the teams participated in Lip Dub, a video clip that illustrated our manufacturing process with singing and dancing. It was a great evening and a happy time!



TURN ATTENTION TO EMPLOYEES

SAFETY WEEK

Employee safety is a major company focus. The 2014 Safety Week was an opportunity, again, to unite all employees around risk prevention. Several events were proposed to improve the awareness of risks to which employees are exposed at work, but also at home.

During the week, 2 hours were devoted to the following themes:

- Prevention of risks related to noise
- Prevention of chemical risks
- Defibrillator use
- Safety at Valrhona

The results of this safety week were very positive: **85% of people were satisfied.**

HEALTH AND WELL-BEING POLICY

As part of the policy of health and well-being at work, a dozen people have been trained to be posture and movement specialists, thereby charged with the task of rolling out this training to all employees. This approach is part of Valrhona's action plan to reduce work-station strain.

In addition, a team of six people has been trained in ergonomics. Valrhona promises to carry out two ergonomic workstation studies per year in order to reduce strain factors.

In 2013, employees from a production workshop underwent training with physiotherapists, in order to practice warm-up movements that should be done before starting work for the day. This team now spends 5 minutes warming up every morning. Another workshop will also go through this training in 2014.



RISK PREVENTION AND SAFETY

At Valrhona, controlling occupational hazards is essential in order to prevent work-related accidents.

In 2013, a major project to analyze risk and strain at work was launched and carried out.

The goal of the project: identifying priority risks in order to implement preventive measures. This project, which took place over nine months, made it possible to involve all staff members in risk prevention.

A total of 19 priority risks were identified. These risks have been applied to fitting up work stations or making investments in order to have better control. Thanks to the involvement of everyone, 9 priority risks were dealt with in a year. Some examples of the achievements:

- Setting up handling aides
- Installing equipment to prevent the risk of falls
- Establishing means to prevent chemical risks

Some key figures:

Quantity of behavioral safety inspections carried out in 2013: **844**

Number of "near misses" identified in 2013: **835**



INVOLVE AND RECOGNIZE

PLANTATION TRIP: WHAT HIDES BEHIND A POD?

Two years ago, Valrhona undertook the brilliant initiative of inviting twenty employees to join in a trip to a plantation, with twenty clients.

The Dominican Republic hosted the first group in 2013, for a trip to the opening of the Los Indios School, whose construction was financed by Valrhona as part of its partnership with local growers.

May 2014, sights were set on Peru in the footsteps of the Gran Blanco cocoa bean. Wonderful and unforgettable encounters were had by all, both with the community of La Quemazon growers, who housed the entire group for a night, as well as with Valrhona customers. It was also an opportunity to share in the CSR actions that Valrhona has forged in this community.



The trips are an incredible management and recognition tool. Employee participation stems from the recommendation of managers, valuing involvement, initiative, performance, and skills.

The opportunity to communicate with all the players along the chain, from growers to clients... what better way to impart more meaning and give more value to the day-to-day work of each and every person?

Valrhona has pledged that 200 employees will be able to come along on these trips by 2020.

CITÉ DU CHOCOLAT: EVENT FOR V.I.E. (VERY IMPORTANT EMPLOYEES)!

The launch of this much anticipated new event was a significant evolution in the company's field of activities. Involving employees and their families in this key event in the life of Valrhona was of the utmost importance.

A special operation was organized for the opening on October 24, 2014: three full days were devoted to special sneak-previews reserved just for employees and their families.

"DÉPLOYONS NOS ELLES" (SEND OUR GIRLS): PROMOTE PROFESSIONAL EQUALITY TOGETHER

For more than two years, Valrhona has been working with the Marie Curie Middle School in Tournon as part of the national campaign "Déployons nos Elles" or Send our Girls. The aim of this program is to break gender stereotypes and help students turn to professions they would not have thought about.

During the 2013-2014 school year, the team from the Cité worked with a class of 8th graders on gender stereotypes across careers in sales. The manager of the shop and a sales associate/facilitator shared their professions with the middle-school students over the course of two meeting sessions. Following these sessions, the middle-school students made a film on recruitment designed to combat gender discrimination.

"A wonderful week organized by a master such as Valrhona...How lucky to have met you, the employees who contribute to our success. The word that unites you is Passion!! It was a pleasure and a wonderful opportunity to interact with all of you ... Thank you for being you..."

Maëlig,
Valrhona customer, May 16, 2014.

"Saturday, May 16.

Somewhere over the Andes. I went to visit the plantations, but I encountered much much more.

Illanka will now have a face - that of those extremely brave people, and that of Valrhona, a somewhat hidden face of Valrhona, and that of passionate and exciting people, open and cheerful. Thank you all."

Éric,
Valrhona customer.

"Thank you for this wonderful human experience! With a head full of memories, improbable encounters, and new strong bonds between employees and also with clients, who have become friends too!! Highlight: La Quemazon. Just unforgettable! It was a real pleasure to have experienced."

Jimmy,
Valrhona employee.



DEVELOP AND PROMOTE EMPLOYEE WELL-BEING

LEADERSHIP SCHOOL: CREATING THE NEXT 10 YEARS TOGETHER

Aware that the next 10 years in the life of Valrhona will not be like the last 10, the Managing Directorate wanted to launch an initiative that would guide, strengthen, and build a management culture able to support the future development of the company.

The guiding principles of School are as follows:

- assist employees and/or project partners to find their own solutions and, over a certain period of time, to grow
- move in the direction of complexity so that the projects progress with simplicity and vitality

Since its launch in 2012, over 90 people have started or completed their cycles. A visioning exercise, shared by 200 participants, was also conducted during the last framework convention in June, 2014.



KNOWN AND SHARED INTERNAL EXPERTISE

The network of internal trainers was created in 2010 and, by mid-2014, numbered no less than 60 trainers and part-time/occasional instructors from among Valrhona employees. New and experienced, they are trained to design and/or lead trainings on topics such as information technology, quality, safety, and continuous improvement...

The Ex&Co training programs are highlighted in the "Training Essentials" catalogue, which is sent each year to all Valrhonians. In 2013, Ex&Co provided 20% of the total trainings carried out.

SOPARIND DEVELOPMENT CHOCOLATIER TRAINING

Maison du Chocolat, Révillon, Mademoiselle de Margaux, and Valrhona have united with the aim of developing, recognizing, securing, and enhancing chocolatier expertise in all chocolate-related professions of the Soparind Bongrain Group by creating a shared training platform.

This training consists of three 1-week modules, divided between theoretical perspectives (provided by a chocolate and confectionery expert, recognized in the industry for over 20 years by our professional branch, Alliance 7) and practical work (taught by our internal trainers). Launched in April 2013, the first two training programs saw eight Valrhona employees validate their training certificates in June 2014.

WORK DIFFERENTLY

Launched with 6 companies (including Valrhona) in 2010, the ADRIAL Employers' Alliance took its membership to 16 in 2014. Since its inception, the Alliance has signed more than 200 employment contracts and validated 64 qualifying diplomas (CQP, professional qualifications), which led to 46 permanent contracts within the network. These results illustrate the interest of the labor pool for the Employers' Alliance, and also prove that it meets a specific need in terms of HR pooling and qualifying "seasonal" personnel.



of training is provided by recognized experts in their field within the internal training network, "Ex&Co"



of payroll resources are spent on training. (Thus, for the past 4 years, Valrhona has gone beyond the regulatory obligation in France, which is 1.5%).



As of 31 December 2013,



employees have participated in one or more training programs during the year, or more than 81.5% of the workforce.



hours of training were provided.





RESPONSIBLE FOR OUR ENVIRONMENT

Preserving the natural resources linked to our operations and reducing our environmental impact

Valrhona gives the highest consideration to preservation of the environment. Upstream, the company encourages responsible environmental purchasing practices with the Sustainable Purchasing Charter.

Downstream, it monitors its environmental footprint through the carrying out of annual carbon reports and life-cycle analyses of products.

SUSTAINABLE DEVELOPMENT WEEK

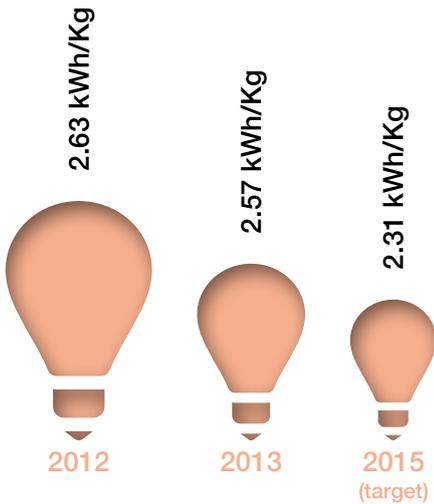
The Valrhona sustainable development week, from 1 to 7 April 2014, was an opportunity to put in place a number of initiatives centered on personal and business travel:

- Provision of 10 bicycles for our inter-site trips.
 - Launch of Valrhona carpooling website (<http://www.covoiturage-travail.fr/cov/valrhona>), and the creation of a network of employees who wish to share some friendly moments during the commute to/from work-home.
- To date, fifty employees have signed up.
- Review process for lights and tire-pressure check, because a well-maintained car consumes less fuel and is safer.

On 5 June 2014, as part of the Rhône-Alpes mobility challenge, employees chose to commute to work in a different way: scooter, tandem, bicycle, carpool... Any and all ways were good. A total of 872 kilometers were traveled on that day, differently.

**SEMAINE
DU DÉVELOPPEMENT
DURABLE
Du 1^{er} au 7 avril**





CARBON AND ENERGY IMPACT

Recognizing that global warming is one of the major challenges of tomorrow, Valrhona evaluates its carbon footprint each year. For 2013, the total amount of greenhouse gas emissions (Scope 1 & 2) of Valrhona was 5,193 tCO₂eq.

As energy is at the heart of current concerns on climate change, Valrhona has structured itself in such a way as to reinforce and continue reinforcing its commitment to the sector. Thus, an energy manager was recruited and energy consumption inspections were undertaken.

A plan to reduce energy consumption has been launched and is forecast to be implemented over the course of several years.

Our goal: 10% reduction in our energy consumption per kilogram of product produced by 2015. To support this endeavor, Valrhona is embarking on a project to control its energy consumption with the aim of obtaining the ISO 50001 certification for 2015.

WASTE MANAGEMENT

For many years, Valrhona has engaged in sorting waste at the workplace. In order to make the best of our waste, in 2014, many suppliers/providers were given the challenge of searching for new waste-recovery options. For example, new specific integrated chain enhancements for plastic have been implemented in some areas. Our goal: Recover 85% of waste by 2015.

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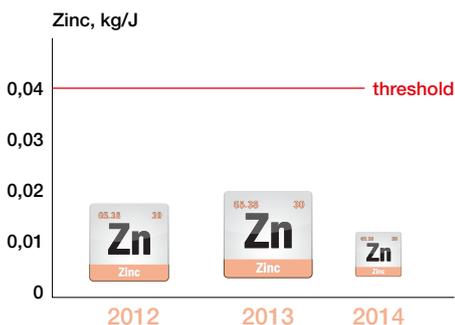
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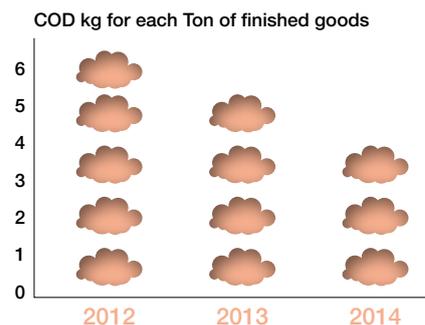
WATER MANAGEMENT

Valrhona is committed to providing effective treatment of wastewater prior to its discharge into the natural environment. A study on 33 hazardous substances in water was carried out in 2012.

The results showed that only 3 of the 33 substances are monitored regularly. In 2014, a technical review was undertaken to identify actions needed to reduce these three substances. A reduction action plan has therefore been defined and technical solutions will be implemented from next year.



Example of monitoring a substance under scrutiny



COD: Chemical Oxygen Demand characterizing pollutant load rejection



employee waste-treatment center visit





DEDICATED TO GASTRONOMY

Defending and magnifying the expertise and conduct of chocolate, from manufacturing to development



As a partner to passionate chefs and artisans, Valrhona is committed to co-constructing and supporting development in the world of gastronomy. The company aims to promote the transfer of know-how and raise the level of competence of chefs, including the younger generation.

The efforts undertaken by Valrhona to promote gastronomy fall into several areas:

VALUE & COMMUNICATION

Participating in and organizing events to promote the world of gastronomy, such as trade shows and competitions (Valrhona, co-founder of the World Pastry Cup), Valrhona master classes, and "Relais desserts" seminars. In addition, communicating with the general public, including through the Valrhona Cité du Chocolat.



KNOWLEDGE TRANSFER

The École du Grand Chocolat is a place of sharing, communicating, exchanging, and knowledge transfer. For 25 years, the best chefs from around the world have received training in the most cutting edge and demanding pastry techniques. Furthermore, the Valrhona École du Goût (School of Taste) was created in 2014 to provide professionals with a unique and innovative school experience: taste dedicated to knowledge transfer and differentiation.

ENRICHMENT

Learning and sharing for Valrhona employees through job training, “immersion” encounters with customers, in partnership with institutes, such as the Paul Bocuse Institute.

INNOVATION

Develop new products and services enabling customers to fuel their creativity and thus make the world of gastronomy more attractive and sustainable.

1986
Launch of “the bitterest chocolate in the world”, Guanaja

1989
Opening of the École du Grand Chocolatin Tain-l’Hermitage

1989
Creation of the World Pastry Cup

1995
Creation of “Essentials”

2003
Creation of Gourmet Ateliers

2007
Opening of École Tokyo

2008
Revolutionary chocolate P125 Cœur de Guanaja

2009
Opening of École Paris-Versailles

2012
Launch of Dulcey Chocolate

2013
Launch of Valrhona TV

2014
Opening of École New York

VALRHONA TV

more than

120

videos available on Valrhona TV

10 000

customers advised each year by the École

98%

A survey is conducted annually by the SOFRES polling institute of Valrhona customers in France. In 2013, 98% of customers gave a positive assessment of both the products and services of the company, a record high. Today this approach is extended internationally. Because challenge feeds progress, the objective now is “act to convert” and turn «satisfied» and «very satisfied» customers into «extremely satisfied» customers!



25 ANS YEARS

1989 2014

L'ÉCOLE DU GRAND CHOCOLAT VALRHONA



Frédéric Bau
Founder and Creative Director
École du Grand Chocolat

25 YEARS ÉCOLE DU GRAND CHOCOLAT

25 YEARS OF COMMITMENT...

At the outset, the goal was to create a small kitchen lab to provide artisans with technical assistance. Few in number, moving from place to place, the Valrhona pastry chefs conducted trainings for customers in France and abroad.

In 1989, the year that Valrhona officially inaugurated the École du Grand Chocolat, 100 trainees were welcomed and shared ambitions, dreams, wishes, and issues. A quarter century later, the mission of the school remains unchanged: optimizing the talents and skills of artisans and chefs that come to the school or request assistance. Valrhona pastry chefs make available the behaviors, movements, training sessions, closeness, and services. And above all, they encourage and help trainees cultivate what sets them apart, their uniqueness, and their identity.

... INTERNATIONAL REPUTATION

The École du Grand Chocolat includes 4 schools and 25 pastry chefs (men and women) on 4 continents. More than 10,000 clients from the United States, Japan, Korea, Mexico, Canada, and China have put their faith in the school and received advice. The strength of the École for the past 25 years has been its presence at the very heart of the company, close to teams in charge of product development, with experienced professionals, the pastry chefs who know their market and their customers. The École has changed from a French school of excellence that was exported, to an international school founded in France. It must hold steadfast at the meeting point between excellence and mixed world gastronomy, all the while retaining its soul and respecting its roots. To that end, the École pastry chefs must continue to look toward the future in

order to remain perceived as the reference point, be the hub of trends, preserve within innovation, and remain accessible and approachable to those making up the entire profession.

25 YEARS OF EXPERTISE

Creation

The École du Grand Chocolat is a creative design hub and trend catalyst, and is now even more innovative than ever 25 years after its opening. Research and development are fully dedicated to the needs and wishes of artisans and restaurateurs. By developing a scientific approach to raw materials and their use, listening, communicating, and sharing with professionals from diverse and rich cultures, the pastry chefs of the École are committed to constantly creating new techniques, recipes, and concepts.

"Les Essentiels"

A unique tool developed by the École du Grand Chocolat, "The Essentials" is a cookbook that now consists of more than 1,100 basic recipes, available in six languages, which describes "all of the steps and building blocks necessary for patisserie creation". Not only are recipes described, but also a balancing table is provided, broken down by couverture, outlining guidelines for the perfect mastery and control of ingredients so as to unleash the creativity of artisans and restaurateurs. This book has made it possible to normalize, index, and provide an equivalency table across the various couvertures. Furthermore, through its 25 years, the École pastry chefs have managed to considerably de-sugar and lighten up its recipes. Thus, the École has transitioned into a traditional pastry shop with delicious and airy recipes, "desserts we want more of".

25 YEARS OF PROFESSIONAL TRAINING

The École du Grand Chocolat provides its trainees with the opportunity to glean top notch expertise. At Tain-l'Hermitage, Tokyo, Paris-Versailles, and Brooklyn, there is a large variety of technical and creative trainings for artisans and restaurateurs worldwide, able to meet and exceed all of their concerns and requirements.

Exclusive and multilingual, the schools were designed to meet the aspirations and needs of each and every client. Whether they be pastry chefs from the École or prestigious instructors especially brought in, they are nothing if not passionate. They cultivate listening, counseling, and availability, continuing the quest for excellence through their instruction. Professionals can perfect their techniques and fully recharge their creative vitality in an atmosphere of sharing and warmth.

For 25 years, the assortment of training courses offered by the École has continued to be enhanced and grow, taking into account the evolution of confectionary and pastry professions, as well as the international development of the hotel and restaurant industry. In addition, École du Grand Chocolat pastry chefs venture forth to meet professional and organize events year-round, all around the world. Centered on a chosen topic, culinary professionals are invited to discover new concepts.

NEW-YORK

PARIS

TAIN L'HERMITAGE

TOKYO

4

training centers

25

pastry chefs

More than

4000

recipes



2014: VALRHONA CREATES "L'ÉCOLE VALRHONA DU GOÛT"

An openness to the tastes and to the others to value their creativity.

As a supplement to the École du Grand Chocolat and faithful to its vocation to accompany and to value the professionals since 1922, Valrhona created an innovative and quite unique school by its subjects as by its pedagogy: the culture of tasting has to be appropriate to each. "L'École Valrhona du Goût" leans on more than 15 years of sensory expertise as well as over 25 years of experience of training with the École du Grand Chocolat to offer to the professionals a new service, a generator of relationship and differentiation.

"L'École Valrhona du Goût" has for vocation to offer to every professionals some tools allowing them to express themselves better on their creation, and to value their creativity, to assert better their identity to distinguish themselves better, as well as to establish stronger links with their team and their customers, and revitalize their activity.

Since its inception in 1989, Valrhona has been the official founding partner of the World Pastry Cup, which is held every two years in Lyon. It is a powerful moment in which Valrhona demonstrates its support for international gastronomy. At this prestigious and unique event, pastry chefs, chocolatiers, and ice-cream makers from all nations apply their talent, creativity, and techniques to creating the patisserie of the future.

Regional selections (Latin America, Africa, Asia, Europe) take place during the months leading up to the event in order to appoint representatives from the various continents.

Founded in 2006 by Valrhona and Ravifruit in partnership with the Singapore Exhibition Services, the Asian Pastry Cup is an independent event, which takes place at the Food & Hotel Asia Event in Singapore every 2 years.

Promote Asian pastry chefs, by providing a unique platform for expression, a true testament to their creative skills in a discipline that, lest we forget, does not originate from their basic culture.

Unite pastry chef professionals by creating an opportunity for sharing between competitors, judges, sponsors, and an interested audience.

The Asian Pastry Cup, which has already proven itself on the international pastry scene, further strengthened its position

as a key platform for professional pastry chefs from Asia and Oceania with the **fifth edition**, allowing teams of pastry chefs to **represent their nations** in front of a **professional audience** from over **35 countries** in Asia, the Middle East, and Europe.

In 2014, after two days of **intense and passionate competition**, where **eight nations** competed, it was finally **Malaysia** who brought home the prize: a prestigious continental title, garnering access to the 2015 World Pastry Cup at SIRHA in Lyon. Teams from **Singapore** and **Australia**, taking 2nd and 3rd place respectively, also nudged out spots on the podium and are, as such, qualified for the big event too. China and the Philippines were awarded a "Passport to Lyon», presented by Gabriel Paillason, Jury President, giving them the opportunity to measure up against the rest of the world. Teams will compete at the Grand Finale in Lyon, from 25 to 27 January 2015, which will be decided by an international jury.

The 8 competing countries



AUSTRALIA



CHINA



INDONESIA



MALAYSIA



PHILIPPINES



SINGAPORE



SRI LANKA



VIETNAM



EXPERIENCE CHOCOLATE: FROM AWAKENING TO KNOWLEDGE

Transforming each taster into
an enlightened connoisseur



For many years, a key mission of Valrhona has been to share and spread its passion for chocolate with all chocolate lovers and professionals. Since 1987, with the first "Nuit du Chocolat" (Night of Chocolate), Valrhona has gotten the general public involved in restoring chocolate's badge of honor. Back in 1992, a traveling exhibition on chocolate, "Destination Chocolate", made it possible for nearly 500,000 people to discover this "magical" product, which results from the work of women and men on a plantation and in a chocolate factory. With its Grands Crus, Valrhona was also able to demonstrate to the people present the aromatic richness of cocoa-bean origins.



EMPLOYEES COMMITTED TO THE KNOWLEDGE OF CHOCOLATE

200 INTERNAL TASTERS

Creating chocolates with unique tastes has been one of Valrhona's priorities for many, many years. Finding the best cocoa-beans, which are required at each stage in the manufacturing process, is a passion for taste that hinges upon the daily aromatic development of various chocolate products. No less than seven tasting panels, composed of 200 internal tasters trained in the intricacies of sensory analysis, ensure the lasting flavor of chocolate.

Each Valrhona employee has the likelihood of participating in these tasting panels, whose sessions occur regularly throughout the year. But only after completing a several-month training program organized by the "Master of Taste" team, can an internal judge be considered for a tasting panel. Beyond this knowledge of taste, Valrhona trains employees and raises awareness on cocoa beans and chocolate.

NEARLY 100 EMPLOYEES HAVE ALREADY BEEN TO A PLANTATION

For several years, staff members have accompanied clients on trips to plantations, which enable them to better understand, and share with colleagues or friends, information and insight into the "magical" raw material that is cocoa.

EMPLOYEES TRAINED ON "CHOCOLATE PROFESSIONS"

Developing, recognizing, securing, and enhancing the chocolate knowledge and expertise of all professions in the chocolate industry are the key objectives of this training, which pools skills from four other chocolate factories of the Soparind Bongrain Group. The training consists of three one-week modules, divided between theoretical perspectives and practical work. Launched in April 2013, the first 2 cycles of this training resulted in the validation of diplomas by 8 Valrhona employees in June 2014.

EMPLOYEES AND RETIREES GET A "SNEAK PREVIEW" AT LA CITÉ DU CHOCOLAT IN OCTOBER 2013

To develop knowledge of cocoa beans and chocolate, all employees and retirees were invited in October 2013, along with their families, to get a "sneak preview" and discover the Cité du Chocolat. They were able to deepen their knowledge of tasting, plantations, production, and skills of artisans.

"YOU BECOME KNOWLEDGEABLE AND DEMANDING"

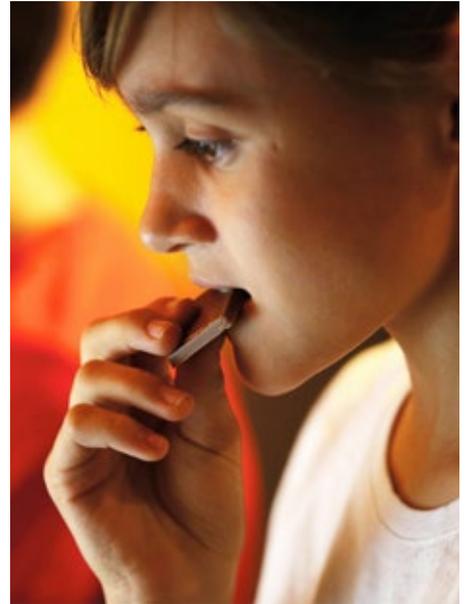
"I've been on the 'cacaothèque' (cocoa jury) panel for more than 20 years, whose aim it is to validate the arrivals of cocoa beans. At first we tasted twice a week, but now we meet up every day, in a friendly atmosphere, to taste dark chocolates from different cocoa-bean origins. I'm a fan of dark chocolate, and as my palate has matured I've learned how to better appreciate, not only chocolate, but all of what I eat. Tasting allows me to better understand the different chocolates and also to awaken my curiosity and share new flavors and tastes with my loved ones. I've probably become more demanding and more of a gourmet."

Josette Chalaye
Scheduler, joined Valrhona in 1980

"TASTE EDUCATION"

"To my mind, the Cité du Chocolat proved to be something unique: a welcoming space conducive to curiosity, relating the history of chocolate from the pod up to the chocolate bar, discovery workshops, taste education...it's a magical voyage to the world of chocolate (even if I was familiar with it!) that I will share."

Roland Despeisse
Retired Valrhona employee.



82%

of "satisfied"
or "very satisfied"
visitors on TripAdvisor

More than

100 000

visitors per year

LA CITÉ DU CHOCOLAT VALRHONA

SHARED KNOWLEDGE OF CHOCOLATE

THE CITÉ DU CHOCOLAT TO SHARE AND SPREAD THE PASSION FOR CHOCOLATE

In October 2013, Valrhona opened the doors of its Cité du Chocolat in Tain-l'Hermitage. Far from the concept of a museum, the Cité was designed to show visitors what is hidden behind a piece of chocolate. It is an interactive place where visitors can see, touch, listen and, of course, taste in order to perceive chocolate in a new light.

Valrhona wanted to create the Cité du Chocolat in order to introduce and showcase chocolate and cocoa beans in a fun and educational way.

Visitors to the Cité are particularly pleased to take part in workshops led by facilitators who make them either further study some aspects or take Cocoa bean/Chocolate quizzes. Entertainment and activities suitable for children have been set up so they can more easily gain basic knowledge on chocolate.

SUITABLE FOR DISABLED VISITORS

So that each and every person can experience all the wondrous facets of chocolate, Valrhona took care to ensure accessibility to mediation tools. 90% of the activities, presentations, and experiences in the Cité are available for people with disabilities and reduced mobility. For the hearing impaired, Valrhona offers an application designed for smart phones and tablets, which includes all of the audio and video content of the Cité. For the visually impaired and blind visitors, the contents of the application can be read using the "VoiceOver" program on an iPad loaner. Following an inspection in June 2014, the Cité du Chocolat was given the "Tourism and Disability" label.

MULTILINGUAL SITE

Since opening, all events and activities have been provided in both French and English, and the multimedia application further allows for German, Dutch and Japanese tourists to enjoy all content in their native languages.

"Great for kids and adults!!"

"We loved it!!! Leaving there we felt we knew everything about chocolate, both parents and children... Tasting itineraries for everyone so they could learn and appreciate and taste chocolate...Tasting at each of the steps in the manufacturing process of chocolate...Loved it!! Especially because their chocolate is exceptional, really!! And we are very demanding!! I recommend this magical and informative tour to everyone!! And especially gourmets and foodies."

Aurore C. on TripAdvisor, August 2014

"A must"

"I went there for the sole purpose of tasting and buying different varieties of chocolate. However, I could not help but be amazed by such a fun experience for all ages. For an extra Euro, I had the opportunity to attend a small 'conference' on praliné pastes. It was an essential and memorable visit."

Charles B. on TripAdvisor, August 2014



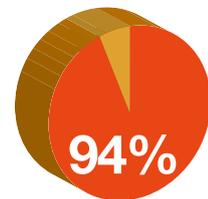
CLOSE TO THE AREAS SUPPORTING OUR ACTIVITIES

Economically and socially revitalizing the communities in and around our sites

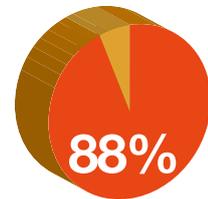
Being connected to the land/area is self-evident at Valrhona. At Tain-l'Hermitage, the company still holds the production site established in 1922. Naturally, the growth of the business has resulted in changes and the creation of new facilities, but the heart of the business is still linked to the community of Tournon and Tain l'Hermitage municipalities.

This regional presence and community involvement benefits economic growth and population growth, and has a positive social impact, such as the creation of many seasonal and permanent jobs, either directly with the company or indirectly by its presence.

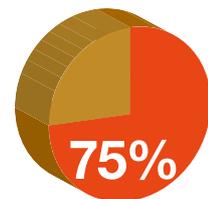
The company - concerned about maintaining and expanding the beneficial effects of its presence - monitors the satisfaction of production-site residents/neighbors annually. And the establishment of the Valrhona Foundation, a company foundation, has made it possible to support discovery projects and enhance the world of gastronomy and its trades, year after year.



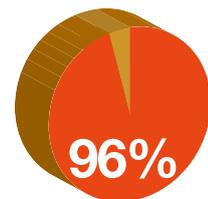
OF NEIGHBORS QUESTIONED HAVE A "GOOD" TO "VERY GOOD" IMAGE OF THE COMPANY



DO NOT PERCEIVE ANY HARMFUL IMPACT

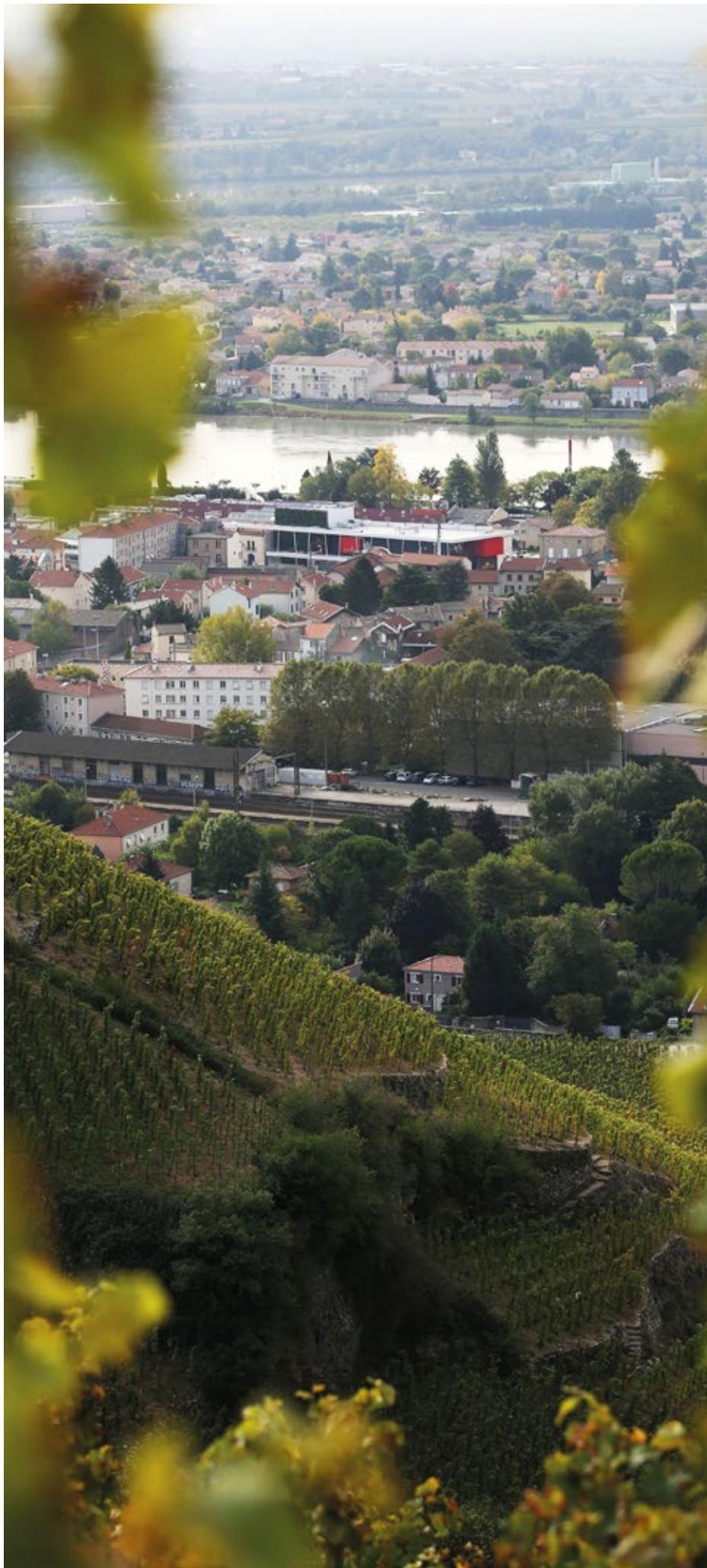


BELIEVE THAT VALRHONA CONTRIBUTES TO THE ECONOMICAL VITALITY OF THE REGION



AGREE THAT THE COMPANY CONTRIBUTES TO THE TOURISTIC AND COMMERCIAL VITALITY OF THE AREA

Descriptive figures: study conducted by an external partner in December 2013 with 150 residents of the enterprise (association of Tournon and Tain l'Hermitage municipalities), according to the quota method.



COMMUNITY INVOLVEMENT

Conducted annually for over 10 years, this survey helps to give a voice to those around the company. Each year, the results encourage efforts to better engage with the critical stakeholders of the company: its neighbors.

With over 100,000 gourmets expected every year, the Cité du Chocolat is clearly intricately involved in the region's appeal. Being able to discover exceptional vineyards, renowned restaurants, and the magic of chocolate all in close proximity is a rare privilege. Additionally, many restaurants and services have seen their customer base increase since the opening of the Cité.

Like every year, Valrhona also provides support to local associations, including those in which the company's employees are active. About 21 tons of donated chocolates were distributed to charity associations, including food distribution charities (Secours Populaire and Restos du Cœur), and 950 kilos give to local associations.

Community involvement is also measured by work with associations and foundation partners. For example, the Robert Ardouvin Foundation - a village to accommodate children in Vercheny - receives a little something extra each year: financial support, as well as hosted visits to Cité and the École du Grand Chocolat.



FONDATION VALRHONA POUR LE GOUT

Fondation d'entreprise

Created in 2006, the Valrhona Foundation for Taste, a company foundation, has had the goal of initiating vulnerable population groups into diversity of taste experiences. During its first term, the Foundation conducted research, raised awareness, and increased discovery, which affected about 5,000 people.

In 2013-2014, a new team was mobilized to set up a project for the coming three years and also to challenge the Foundation's mission. Thus, the working group of company employees determined that the objectives of the Foundation are now refocused on two major commitments: the promotion of taste and the enhancement of taste professions.

This internal team also invited industry professionals, along with two renowned restaurateurs, on the Administrative Board to support future actions: Régis Marcon and Gerard Cagna; the research director from the Paul Bocuse Institute, Agnes Giboreau; and the director of the Tain-l'Hermitage hotel school, Yves Chapellat. With these outstanding personalities, the foundation ventures forth into new horizons.

Employee involvement:

Chocolate discovery workshops.

With regard to activities led by the company, a call for volunteers was held at the annual New Year's celebration, which helped build a team of 23 volunteers for participation in concrete endeavors. After receiving training in workshop management, 18 people have already taken action, which has allowed about 950 children, adolescents, and

older adults to benefit from Chocolate Discovery Workshops in 2014.

In parallel, the Foundation continued taste-diversity workshops with its partner DIFFESSENS, including apple and squash taste initiations for vulnerable public-school student populations. Since the beginning of the partnership with the Foundation, more than 700 children have learned to develop their 5 senses and rediscover what they have on their plates. In the future, "outside the walls" workshops will be conducted by Valrhona employees: the discovery of chocolate will be made available to those who do not have access.

Lastly, the Foundation works in partnership with the Paul Bocuse Foundation, especially involving actions and activities that promote the sharing and transfer of culinary heritage. Within the Terra Isara endowment, Valrhona supports student projects in favor of new agricultural and food systems capable of producing adequate amounts of healthy foods while at the same time preserving natural resources and allowing the farming world to live decently and benefit from their hard work.

The Robert Ardouvin Foundation – Village for Children (Fondation Robert Ardouvin - Village d'Enfants) also benefits from the support of the entire company, with pastry courses, tours of the Cité du Chocolat, and events with children. These encounters are opportunities to raise awareness on the values and educational projects of the Village for Children in a spirit of solidarity, mutual aid, and humanism.



3 questions for David Gilles (Head of the Education Unit, Drôme-Ardèche PJJ)

We often hear the acronym “PJJ” at Valrhona, but what do the letters stand for?

“The Juvenile Judicial Protection Services (PJJ) carries out tasks of prevention and education with minors entrusted to us by the courts. It consists of an open territory service, a housing unit, and an insertion unit...”

How can Valrhona intervene to help the Juvenile Judicial Protection Services?

“The Valrhona Company and the Valrhona Foundation have been active partners in the Drôme-Ardèche PJJ since 2005. Operations include involvement focused on taste and flavor, taste education, visits to the company and the Cité du Chocolat, and finally, the discovery and sharing of know-how and expertise (sessions at the École du Grand Chocolat). In addition, each year, the kids present Valrhona products at the Parcours du Goût, a culinary event where forty delegations from all over France feature a region and culinary specialties. The relationship between our institution and Valrhona goes far beyond mere patronage or simply donating products, because

the real treasure comes from the encounters between young people and a company, and especially those who make the company come alive...”

How do the kids react after a visit or a pastry-discovery workshop?

“The main impact on the young people we support has to do with self-esteem. The feeling of being welcomed and respected and the opportunity to rub shoulders with ‘excellence’, in terms of know-how, is often a first for them. We try to convey to young people to follow the ethics of the company. Going to the École du Grand Chocolat is always a highlight during their time with us at the PJJ. The kids often display their participation certificates in their rooms. One of the kids summarized his view of the company with, “I get it. Valrhona is the Lacoste of Chocolate.”



Mr Febvre, PJJ Regional Director, presenting the Medal of Honor to Jean-Luc Grisot, Managing Director of Valrhona

PRESENTATION OF THE JUVENILE JUDICIAL PROTECTION SERVICES MEDAL OF HONOR

After more than seven years of collaboration and joint action between the Valrhona Foundation and the Juvenile Judicial Protection Services, the Director of the Drôme Ardèche Department, François-Xavier Febvre, presented Jean-Luc Grisot, CEO of Valrhona, with a rare distinction: the PJJ Medal of Honor. This significant gesture, which took place in front of 600 company employees gathered for Professions Day, paid homage to the distance already travelled together and engendered new impetus for future projects.



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