

■ Europe  
■ North America  
■ Rest of the World

# Markets

Lindt & Sprüngli Group  
**CHF 4.97** billion  
Sales 2022

North America  
**CHF 2.03** billion  
Sales 2022

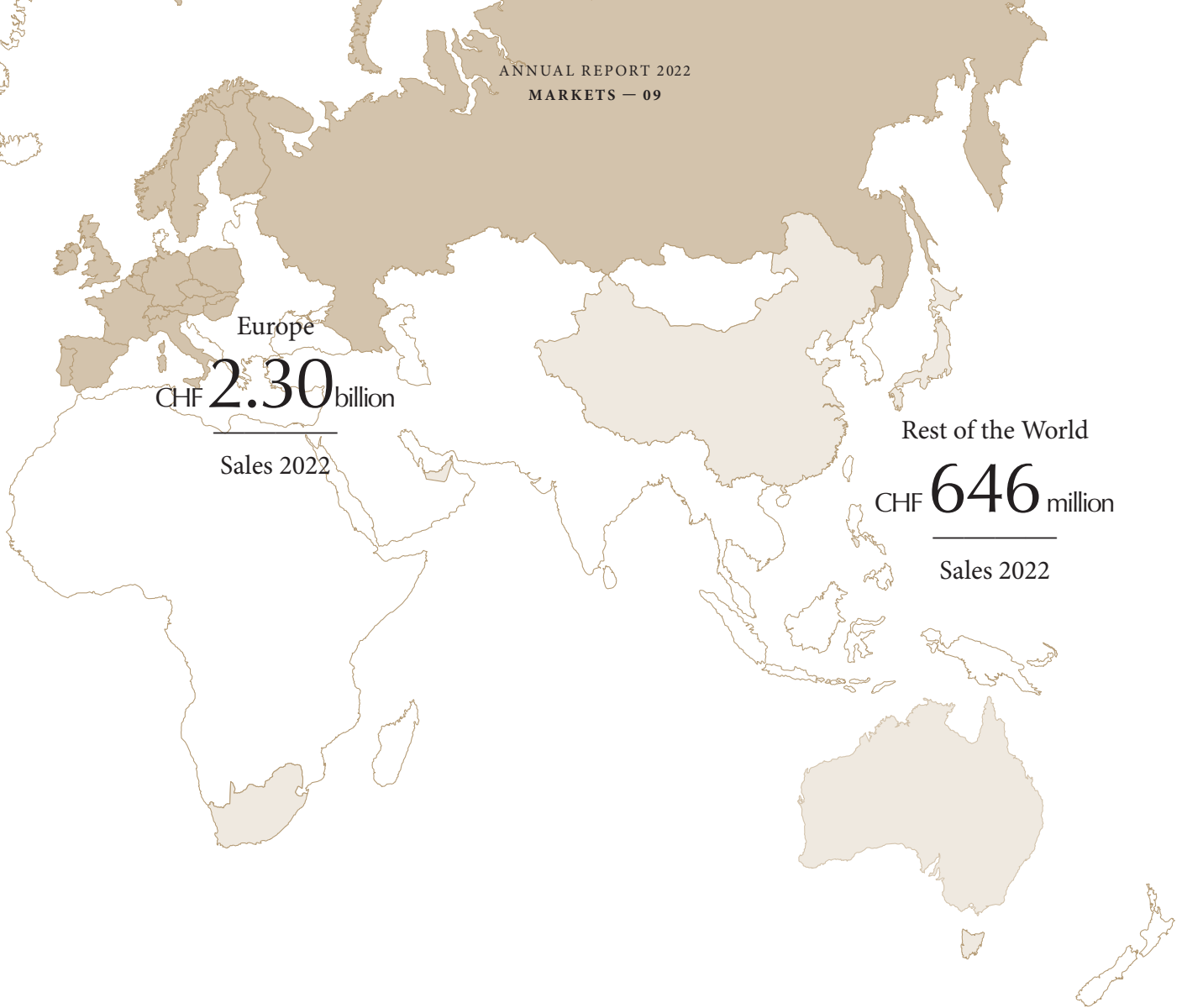
The Lindt & Sprüngli Group once again recorded satisfying double-digit growth to CHF 4.97 billion. All geographic segments made significant increases, in particular in North America, where all subsidiaries – including Russell Stover – posted double-digit growth. The growth markets in the Rest of the World segment also confirmed their substantial future potential. The success is particularly encouraging in the Global Retail organization, where significant growth was achieved in both physical and digital Lindt Shops.

The financial year 2022 was – once again – very challenging. While the gradual relaxation of health regulations initially gave cause for optimism, the war in Ukraine, with its consequences for energy prices, inflation, exchange rates, and consumer sentiment, presented new challenges. In this difficult environment, the Lindt & Sprüngli Group generated Group sales of CHF 4.97 billion, which corresponds to organic growth of 10.8%.

The Lindor key franchise generated very strong sales in all regions, thus continuing to be the most important product line in our portfolio. The easing of lockdown restrictions allowed more social contacts, visits of friends, joint family celebrations on the important seasonal occasions of Easter and Christmas, or simply presenting a small thank you gift in person. These are all

occasions for presenting Lindor pralinés in exclusive gift packaging and for enchanting loved ones with our chocolates.

Compared with the strong growth of previous years, the Excellence line developed in a slightly more restrained manner. During the lockdowns, our chocolate bars were primarily purchased for personal consumption and were therefore in particularly high demand. In many markets, however, the trend towards dark chocolate with a high cocoa content continues unabated. Particularly in countries where simpler chocolates have so far dominated their chocolate culture and Swiss-made products represent a new level of quality, consumers are also finding their way to our brands through the intense chocolate experience of dark chocolate bars.



Seasonal sales increased significantly – also as a result of the revival of social contact. Both during Easter and Christmas, our products – from the Lindt Gold Bunny to the Lindor truffle – were in high demand to delight friends and family with a gift. Sales across all distribution channels developed in a very satisfying manner. However, we experienced a particularly significant revival both online and offline in our Lindt Shops around the world. Sales clearly show that consumers had missed the personal contact, the large selection, and the personal brand experience in the exclusive Lindt Shops and that there was a need to catch up. To the digital shopping experience, we added 13 newly launched e-shops and continued to generate continuous growth in this area.

Employees in procurement, production, and logistics made a significant contribution to the success of the past year. Despite the sometimes uncertain availability of raw materials and transport capacities, we always succeeded in supplying customers with sufficient products. Although improvements in efficiency were able to offset inflation-related cost increases to some extent, it was not possible to fully compensate them. The market prices for many raw and packaging materials, as well as for logistics, have increased, which led to the fact that moderate price adjustments had to be made in some regions. However, the increase in sales figures confirms our assessment that our consumers will accept a reasonable price increase for their favorite chocolate and remain loyal to our brands.





CHF **2.30** billion  
Sales 2022

## Europe

In our largest segment “Europe”, Lindt & Sprüngli achieved sales of CHF 2.30 billion and organic growth of 5.3%. The Swiss market grew on a high basis at an above average rate, while Germany remains the market with the largest sales volume.





## Switzerland

Lindt & Sprüngli (Schweiz) AG

407

million CHF  
Sales including exports  
(Global Travel Retail  
& Distributors)

+15.1% growth

The Swiss market, which also includes sales to travel retail customers and distributors, increased its sales in 2022 by a gratifying 15.1% to CHF 407 million. This growth was driven by various effects across the board: In our own retail, we saw a return to old strengths, in particular sales among tourists returned. We are especially pleased about significant sales in the world's largest Lindt Shop at the Lindt Home of Chocolate in Kilchberg. Our focus on important trends, such as consumer demand for a small treat now and then, also contributed to the increase in sales. To this end we offer our Lindt Squares, which have been expanded with the flavor Dark Caramel Sea Salt. Furthermore, vegan and low-sugar products are another important trend. We are meeting these demands with two new varieties in our milk chocolate line. The limited edition Raspberry & Cream flavor was launched for the rapidly

growing Lindor key franchise, and has become the most successful special edition ever. For the Christmas business, which, like Easter, was very successful, we developed a product for the younger audience: the Teddy Advent Calendar was filled not only with little golden teddies, but also featured a film about the Christmas season with the teddy family via the QR code behind each little door. This product was advertised specifically to appropriate target groups, primarily on social media channels. Lindt & Sprüngli also gained momentum on online sales channels, particularly with strong Easter sales. In the retail segment, Lindt & Sprüngli also performed well. For the first time, we have sales with our new customer Migros in our books for a full financial year. Based on the positive sales development, the Lindt brand clearly expanded its leading position on the domestic chocolate market.



## Germany

Chocoladefabriken  
Lindt & Sprüngli GmbH

734

million EUR  
Sales

+6.1% growth

The German market achieved organic sales growth of 6.1% to EUR 734 million. The highlight of the year in the German market was the 70<sup>th</sup> anniversary of the Lindt Gold Bunny, which was celebrated with a glittering special edition. This special edition of our iconic product contributed to maintaining our market leadership in the Easter market at the highest level. Sales of Lindor pralinés also developed positively, meaning that this key franchise once again made the largest contribution to growth. As a result, Lindt remains the number 1 in the praliné segment in Germany. This development was supported by the introduction of the Lindor Double Chocolate flavor, a positive

launch supported by extensive advertising measures. As in other markets, a contrary effect can be observed in Germany in comparison with the two previous years, which were determined by the pandemic. Products that are frequently gifted – such as Lindor – increased, while sales of chocolate bars declined slightly. Consumers bought less for themselves and more to gift. This is particularly noticeable in the retail channel, which recorded positive growth. The Group's own shops performed even better, as consumers once again increasingly sought a personal shopping experience, leading to an increase in footfall.



## France

Lindt & Sprüngli SAS

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**408** million EUR  
Sales  
+2.6% growth

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In the French market, Lindt & Sprüngli achieved sales of EUR 408 million, representing growth of 2.6%. Lindt is the only major brand to grow against the trend in the otherwise shrinking chocolate market and thus to achieve gains in market share. Thanks to innovative sales support measures in retail, Lindt & Sprüngli recorded an exceptionally positive Easter and Christmas business. On Valentine's Day, it was the Lindt pralinés with which loved ones were treated. To increase the visibility of the brand on this occasion, appropriate advertising measures were used, which paid off in good sales. While demand

for chocolate bars was at an absolute high during the pandemic, it declined somewhat in contrast to the rising Lindor sales. Lindt nevertheless remains number 1 in the chocolate bar market, securing second place in the pralinés sector and in the overall chocolate market through further growth with Lindor. Consumers returned increasingly to bricks-and-mortar retail in 2022, but our market share nonetheless increased also across all online channels.



## Italy

Lindt & Sprüngli S.p.A.

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**277** million EUR  
Sales  
+6.4% growth

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The Italian market generated sales of EUR 277 million, which corresponds to organic growth of 6.4%. This development was influenced by several factors. The merger of Lindt & Sprüngli Italy with Caffarel has more than exceeded expectations and now forms a powerful integrated organization across all retail channels, both in traditional retail and in our own Lindt Shops. Lindt & Sprüngli is thus further expanding its market share in Italy, strengthening its position in the premium segment, and is now the leading chocolate supplier in the traditional retail. Sales growth has been driven by wholesale and, above all, by the Group's own shops. This also confirms last year's decision to take over the stores of an existing distribution partner. These stores have been integrated, thus achieving greater visibility at the best sales locations with corresponding increases in sales. The most important product remains Lindor, which was particularly sought after in elaborate gift packaging and, together with the

Gold Bunny, contributed to a very successful Easter business. The Excellence brand has strengthened its leading position in dark chocolate, including the new Excellence 70% Delicato – which is less bitter – to gain new followers for chocolates with a high cocoa content. Chocolates with nut and pistachio recipes remain the most important flavors on the Italian market. In order to cater to pistachio lovers, a special package of Lindor truffles with pistachio, a new milk chocolate with pistachio and a Lindor pistachio snack were launched on the market with great success at Easter. In the financial year 2021, Lindt & Sprüngli Italy sought a new Master Chocolatier through TV casting and achieved a high level of success. Interest in this project is still ongoing – the winner and new Master Chocolatier Lisa Pericoli presents her work and experiences to Lindt & Sprüngli target groups on various online channels, thus attracting further interest in the Lindt brand.

NEU

*Lindt* 

EXCELLENCE

WEISSER  
NOUGAT



FEINHERB

*Feinherbe Chocolate  
mit weißem Nougat,*



*Mandelstückchen  
und Mandelkrokant*









## UK & Ireland

Lindt & Sprüngli (UK) Ltd.

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**267** million GBP  
Sales  
+5.5% growth

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In the UK and Ireland, Lindt & Sprüngli achieved sales of GBP 267 million, corresponding to organic growth of 5.5% in a declining overall market. In addition to the consequences of Brexit, the British economy is characterized by high inflation and a declining value in the currency, to which consumers react with caution in their daily lives. Lindt & Sprüngli, on the other hand, has grown against the trend with Lindor and its seasonal products at Easter and Christmas. We achieved this increase primarily in our own shops, of which we opened two more in attractive locations. In contrast, the retail environment became more challenging as consumers reacted more sensitively

to prices. In addition, new legislation has restricted the presentation of food with a comparatively high content of fat, salt, and sugar in the UK since October 2022. These products may no longer be placed in the most prominent locations in stores. In Ireland, Lindt & Sprüngli was able to further expand its position as the leading supplier in the praliné segment. This was achieved through growth in the existing product range and with the launch of the Lindor Double Chocolate flavor, which met with a very positive response on the market. Finally, we also continue to lead the dark chocolate segment with the Excellence line.



## Spain & Portugal

Lindt & Sprüngli (España) S.A.

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**101** million EUR  
Sales  
+9.3% growth

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In the markets of Spain and Portugal on the Iberian Peninsula, Lindt & Sprüngli generated sales of EUR 101 million in 2022 and organic sales growth of 9.3%, which was mainly achieved by the Lindor product group, while in the chocolate bar segment, demand was mainly for milk chocolate. At the same time, the praliné segment shows a trend towards dark chocolate, to which Lindt already has a suitable response with the recently launched Nuxor Dark. The strongest sales channels were the Group's own shops, which grew organically thanks to newly launched products, such as the Crema Gelata ice cream, and the

return of tourism, and also through newly opened shops. Traditional retail and various online channels also contributed to the growth. For Spain and Portugal, the Christmas business is still the most important season of the year, significantly more so than in other markets. This business was very successful last year, particularly due to the sales of pralinés. In addition, Easter is a seasonal business with increasing growth rates and a great deal of potential. This is particularly true in Portugal, where certain chocolate traditions are only just being established. In the previous financial year, the Gold Bunny was considered a top novelty in the Easter business.







## Rest of Europe

### Austria

In the Austrian market, Lindt & Sprüngli expanded with an organic growth rate of 7.2%. The main drivers of this increase in sales were exceptionally good growth with Gold Bunny at Easter, and the Lindt Teddy as well as Küfferle Chocolate Umbrellas around Christmas. Proven sales drivers such as Lindor and chocolate bars also aided growth. As regards the latter, the trend currently leans towards bars with milk filling, while Excellence products continue to dominate the dark chocolate bar segment. Based on the developments described above, Lindt & Sprüngli in Austria is consolidating its position as number 1 in the praliné segment and number 2 in chocolate bars, and is the market leader in seasonal business. Regarding distribution channels, the situation is similar to that in many European markets. The return in sales in our own shops, followed by online retail, were the most important growth drivers.

### Nordic

The Nordic market region (Denmark, Sweden, Norway, and Finland) achieved organic sales growth of 11.7%, with Finland and Norway showing the highest growth rates and Sweden also exhibiting strong growth as the top-selling country in this region. It is interesting to observe how varied the preferences are. While Lindor is at the top of the shopping lists in Finland, the Norwegians prefer Excellence. Across the product lines, it can also be observed in Northern Europe that greater demand for gift items is once again prevalent and that snack products have also sold well. Seasonal products such as the Gold Bunny and the Teddy contributed significantly to success,

making Lindt one of the most popular brands during the festive season.

### Benelux

The Benelux market region completed its first full financial year with the new combination of the three countries Belgium, the Netherlands, and Luxembourg, led by Lindt & Sprüngli Netherlands, and achieved growth of 18.5%. This development was mainly achieved through the successful Christmas business and our own Lindt Shops, both offline and online. While dark chocolate continues to be one of our most important products in this market, it was Lindor in particular that grew in the past year.

### Central Eastern Europe

The Central Eastern Europe market region (Czech Republic, Slovakia, Hungary) achieved organic growth of 16.9% over the past year, significantly outperforming the overall market. In this region, Lindt & Sprüngli grew both through wholesale as well as its own retail, with e-shops in particular recording significant revenue growth. The launch of Lindor Salted Caramel contributed to the growth of our praliné products, and for Excellence, the cooperation with a leading tea brand has had a satisfying positive effect.

### Poland

Organic sales growth in Poland amounted to 26.2%. The Lindor product line was a key growth driver here. Our key franchise is the fastest growing praliné brand in Poland. The market achieved growth both in the Group's own shops as well as through the retail trade, enabling us to significantly expand the positioning of our product range with an important retail partner.



### Russia

During the course of the financial year, Lindt & Sprüngli ceased its activities in Russia. We regret that this decision was necessary and would like to thank our employees in Russia for their hard work in building up our business and successfully expanding this market. We would also like to thank our customers and consumers for their loyalty to the Lindt brand.



CHF **2.03** billion

## North America

Sales 2022

The “North America” segment grew by an impressive 15.7% to CHF 2.03 billion. Growth is broadly based. All subsidiaries – including Russell Stover – contributed to this result with double-digit growth rates. This is even more significant as the chocolate market was outperformed as a whole and the company's position as market leader in the premium segment has been clearly consolidated. Consumers are acquiring a taste for high-quality chocolate and are increasingly switching to the premium products of our brands.



No. **1**

IN THE PREMIUM  
SEGMENT IN THE USA





## USA

Lindt & Sprüngli  
(USA) Inc.

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**705** million USD  
Sales  
+21.4% growth

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In the USA, the world's largest chocolate market, Lindt & Sprüngli grew by a remarkable 21.4% to USD 705 million last year. Lindor remains by far the most important product line in the USA and was expanded to the flavors Almond Butter and Dark Strawberry. The latter variety was a successful addition to the product range on Valentine's Day – Lindor's most important gift event in the USA. The Excellence brand also outperformed the average growth in the dark chocolate segment, where it held its top position. This lead is to be expanded further and will include a new TV advertising campaign tailored specifically for the US market for the first time. The concept of dark choco-

late is not yet as well established here as in Europe and therefore needs to be conveyed to consumers in a different manner. However, milk chocolate as the Classic Recipe brand has been particularly well received in the US market. An option with an oat drink was launched in this line, and, like all other innovations in this segment, has been very well received. In line with sales growth, we are adapting our capacities in the USA, which is why the production site in Stratham is currently being expanded. The project is on schedule and full production operation is planned in 2024 and 2025, which will significantly increase the plant's capacity.



## Ghirardelli Chocolate Company

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**727** million USD  
Sales  
+13.9% growth

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Ghirardelli generated sales of USD 727 million in the financial year 2022, which corresponds to organic growth of 13.9%. All sales channels contributed to this success, with the Group's own shops generating the strongest growth. In particular, the reopening of the completely revamped Chocolate Experience flagship store in Ghirardelli Square paid off. One of the three stores at the Group's historic production site was extensively expanded into a world of experience around the brand. This emphasizes the brand's position as an important tourist attraction in San Francisco. Ghirardelli's growth is well above the overall market, resulting in a distinct improvement in its market

position. The most important franchise of the brand are the Squares, which saw significant double-digit sales growth with the new Caramel Brownie flavor and strategically well-conceived advertising investments. Business in the baking segment also increased. From the return in demand for products for professional use in the catering industry, we are also observing that consumers are eating out more often again.



## Russell Stover Chocolates

**377** million USD  
Sales  
+10.2% growth

Russell Stover increased sales organically by 10.2% to USD 377 million. Following a decline in the previous financial year, which was largely due to delivery problems, the subsidiary is now back on a positive development path. The changes in management and organizational structures have brought the desired results, and we expect this recovery to continue. The Group expanded its position in the praliné segment and was thus once again number 1 in Valentine's Day business this year. Investments in automated equipment for stocking gift packaging improved the production processes and should have

a significant impact in the coming year. In addition, a similarly improved Easter business was another important season. Russell Stover is also the market leader in sugar-free chocolates, which continue to show positive sales performance.



## Canada Lindt & Sprüngli (Canada) Inc.

**376** million CAD  
Sales  
+14.4% growth

In the Canadian market we increased sales by 14.4% to CAD 376 million. Growth was mainly generated by Lindor and seasonal product categories with the Gold Bunny as the most popular chocolate figure in the market. The Ghirardelli product range distributed by Lindt Canada has also performed well in the market. Lindor remains the most important individual brand in the entire chocolate market. Excellence continues to lead the dark chocolate category, although a trend towards milk chocolate can also be observed in Canada, to which we are catering

very well with the Swiss Classic brand. Looking at the distribution channels, Lindt Shops were the sales drivers with the strongest growth, followed by retail customers. However, online channels, be they own channels or those of partners, have also continued to grow.



## Mexico Lindt & Sprüngli de México, S.A. de C.V.

**+19.3%**  
growth

The Mexican market achieved organic growth of 19.3%, a significant improvement on the previous year and generated mainly with Lindor products. The main trigger for this sales leap was the first media campaign for Lindor in this market, meaning that we grew well above the market average in the pralinés segment, which is the most important chocolate category in Mexico.

In addition, the most important seasonal sales take place at Christmas and on Valentine's Day. On both occasions our Lindor products are very popular in Mexico.



Russell Stover

MADE USING THE finest INGREDIENTS

ASSORTED

MILK & DARK CHOCOLATES

NET WT 9.4 OZ (266 g)



*Lindt*  瑞士莲

Rest of the World

CHF **646** million  
Sales 2022



The “Rest of the World” segment increased sales by 16.6% to CHF 646 million. The Group’s future markets, particularly Brazil, Japan, and China, achieved double-digit growth rates. The business segment Global Travel Retail benefited from the revival of international travel and even achieved triple-digit growth, confirming our confidence in the potential of this segment.

### Australia

In the Australian market, which also includes sales from New Zealand, Lindt & Sprüngli achieved organic growth of 6.8%. As a result, the Lindt brand continues to hold its position as number 2 in this region. The three key franchises Lindor, Excellence, and the Gold Bunny account for the largest share of total sales. Lindor is the leading brand in the praliné market and has gained even more fans following the launch of the Milk Salted Caramel flavor. In the Excellence segment, the launch of the Almond and Mango flavor proved a success, as this fruit is particularly popular in Australia. The Gold Bunny continued to triumph in seasonal items. However, the Lindt Koala in particular – a local version of our Teddy – was once again a great success at Christmas. Growth in sales was achieved across all channels, with the Group’s own shops making the most significant gains. In Australia, Lindt can now be found even above the clouds: Qantas sweetens long hours of flying for its passengers with Lindt chocolate.

### South Africa

In the South African market, organic sales growth was 6.0%, mainly attributable to the Lindor key franchise, which consolidated its position as number 1 in the praliné segment. The launch of the new Lindor Double Chocolate flavor and Excellence bars in Mango and Almond also contributed to the growth.

The South African market grew across all channels, but especially in the online business. Bricks-and-mortar retail was upgraded with the opening of the new flagship store on the Victoria & Alfred Waterfront in Cape Town.

### China

The Chinese market achieved organic growth of 18.3%, thus significantly outperforming the market environment, which was still impacted by lockdowns. Market share in all channels was further increased both offline and online. Here, we are seeing a trend towards premium products across all products and channels. The sales channels are constantly being expanded. Lindt & Sprüngli now also uses the social media platform Douyin (TikTok) for sales in China and has achieved promising results. The Excellence bars benefited from growing interest in dark chocolate for own consumption, but Lindor products remain the key franchise. Their exclusive designs in the color red are particularly suitable as a gift in Chinese culture, as this color is associated with the positive symbolism of prosperity and happiness.

### Brazil

Brazil once again recorded an impressive 41.4% organic sales increase, driven by its own shops and, even more significantly, by retail partners. With the takeover of wholesale from our distributor, the Lindt & Sprüngli distribution network was expanded by 3,500

new points of sale, thus doubling the network. Lindt & Sprüngli’s market share has grown accordingly, especially as our product range perfectly covers the market trend towards the premium segment. Lindt & Sprüngli has also expanded its own retail network by opening seven additional Lindt Shops. Sales at Easter and Christmas were highly successful, with the success of the chocolate panettone in Brazil exceeding all expectations. The Lindor and Excellence key franchises are also the leading products in Brazil. The majority of sales are currently generated in metropolitan areas, which still offer a high level of potential for the further expansion of distribution.

### Japan

The subsidiary in Japan achieved organic growth of 10.0% with its shops. We have further accelerated market development with the opening of twelve new Lindt Shops. As a result, we now cover all important regions in Japan from Hokkaido in the North to Okinawa in the South. In addition, online channels also contributed to the growth. Japanese consumers particularly appreciate international brands offering them special editions with local cultural roots. Following the success of Lindor’s Matcha filling beyond the borders of Japan, this year we enchanted chocolate lovers with the cherry blossom flavor Sakura, which is perfect for the spring festival of cherry trees in blossom.





## Global Travel Retail and Distributors

### Global Travel Retail

The travel retail business, which is assigned to the Swiss market in organizational terms, has as expected recovered significantly following the abolition of travel restrictions. In the past financial year, organic growth amounted to an impressive 109.0%, with all regions apart from Asia driving this positive trend. While business travelers returned to airports less quickly, the return of holidaymakers in particular ensured a more rapid improvement. In addition, the increase in per-capita spending per airline passenger suggests that consumers were eager to make up for lost shopping opportunities. They covered this mainly with Lindor, Napolitains and Gold bars. The renewed demand was supplemented by new products, including the launch of Nuxor in this channel. In addition, the attractive gift packaging – in particular

customizable offers – made our chocolates a popular souvenir for loved ones back home. However, a newly launched Lindor product format, which is well suited for own consumption on the flight, was also very well received. In addition to the products, our well-organized supply chains and the excellent relationship with our partners helped us to be able to quickly stock the shelves seamlessly on the return of passengers and to offer them the high-quality pre-flight shopping experience they have come to expect.

### Distributors

Despite a challenging environment, the market organization for distributors achieved positive growth of 4.1%. The political situation in Eastern Europe placed high demands on logistics, and also had an effect on sales in some countries. In addition, highly

volatile exchange rates contributed to more cautious ordering patterns on the part of distributors. However, the Lindt & Sprüngli organization was able to overcome all these challenges and further increase sales.





# Global Retail

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The omni-channel strategy continues to pay off in the Global Retail organization. The seamless shopping experience in our own bricks-and-mortar shops and online channels leads to a high level of customer loyalty. On this basis, the Global Retail organization recorded growth of 21.6% in all markets. In addition, our own retail presence contributes to the continuous increase in brand value.



## Europe Kilchberg, Switzerland

At Easter, the Lindt Shop at the Lindt Home of Chocolate welcomed visitors with the glittering anniversary edition of the Lindt Gold Bunny.



Who is the Easter nest for?  
Thanks to a customizable  
ribbon, the Lindt Gold Bunny  
can personally address the  
recipient.



The Global Retail organization is the global competence centre of the Lindt & Sprüngli Group. It offers its direct sales expertise to all subsidiaries, harnessing synergy effects and ensuring a uniform appearance and a premium shopping experience across all of its own channels.

Lindt & Sprüngli currently operates around 500 of its own bricks-and-mortar Lindt Shops in 19 countries, as well as 24 e-shops. A major theme that unites both online and offline channels is the consumer's demand for a wide range of gift options with the possibility of personalization. Visitors to a Lindt Shop are looking for something special. Often, they find this in gift packaging – from a small, personal gesture to a large, impressive gift for a special occasion. Visitors to our shops are increasingly interested in reusable packaging that can be used multiple times for products from our range. The option of filling the packaging with chocolate according to the recipient's taste is the first form of personalization. Personal greeting messages on gift ribbons also emphasize the individuality of the gift. Thanks to this wide range of offers, consumers think first of Lindt, Ghirardelli and Russell Stover shops not only at Easter and Christmas, when they want to gift their loved ones a sweet treat, but all year round.

Furthermore, the online offering meets the needs of digitally savvy consumers who appreciate buying their favorite Lindt chocolate from the comfort of their own home at

any time of the day. In addition, the standardized technology platform and the cross-market Global Retail team enable the Group to meet the needs of consumers even more accurately than before. Last year, we launched 13 new e-shops via our new platform and now operate almost all of our own e-shops uniformly using one software application. This not only increases efficiency and optimizes costs – what is much more important is the acceleration of processes, as all markets can access centrally prepared and professionally processed media. This enables new products and promotions to be launched quickly and consistently. Lindt & Sprüngli can thus enchant consumers with chocolate at a high level, even on a digital basis. As a result, we have continued to grow on our online channels, contrary to the market trend of a slight decline after the Covid-19 online boom.

The “MyLindt” loyalty program, which is valid both online and offline, is the next logical step. This takes Lindt & Sprüngli's seamless shopping experience to the next level, as we can expand our customer focus with a high degree of accuracy using networked data analysis. The program was launched in Germany and will be rolled out to other markets in 2023. Consumers benefit not only from price savings, but also from exclusive offers and events for members. This program, more shop openings, and the digitalization of processes will enable us to continue the successful expansion of the Global Retail organization in the coming years.





## Europe Kilchberg, Switzerland

At Christmas, our Lindt Teddy in particular delighted the numerous international visitors to the world's largest Lindt Shop. The Gold Bunny's younger brother makes new friends year after year.

The largest  
Lindt Shop  
in the world





### Europe Kilchberg, Switzerland

Handmade chocolate bars are in particular demand in the Lindt Shop in Kilchberg. An absolute highlight is the personalization service – Lindt Master Chocolatiers label the selected bars with an individual greeting.

### Europe Oslo, Norway

This year, Norwegian chocolate lovers will also be able to enjoy Lindt's exclusive product range at the first Lindt Shop in Norway.

