



LINDT & SPRÜNGLI



Since 1949



Global icon.

To create an unprecedented taste experience that enchants consumers. Once upon a time, the Lindt Master Chocolatiers set to work with this task. Back then, they were unaware that their recipe would pave the way for a unique success story. For the last three quarters of a century, Lindor chocolate has been providing sweet moments of happiness for connoisseurs all over the world and, thanks to its irresistibly smooth filling, makes them literally melt away every time. The masterful recipe has remained nearly unchanged to this day and is a well-kept secret. It plays a key role in the legendary success of the premium brand, which equally represents the high-quality craftsmanship of the Lindt Master Chocolatiers and the uncompromising quality in the best Swiss tradition. Both have characterized Lindt & Sprüngli since the day it was founded.

These attributes have been and still remain what make Lindor chocolate the perfect door opener for entering markets around the globe. Today, the Lindor product range is a global bestseller in the Lindt & Sprüngli brand portfolio and

represents the international character of our traditional company. Lindor also demonstrates its universality in the variety of presentations and flavors, which are regionally and seasonally adapted to consumer preferences. Launched as a classic bar in 1949, the ball literally started rolling around two decades later. Today, around seven billion Lindor truffles a year are produced in over 30 flavors, with the iconic whole milk chocolate truffle in the red wrapper making up more than half of the total sales of the product range.

Alongside premium quality and incomparable product experience, the excellence of its marketing and the tireless development of brand value have contributed to building the iconic status that Lindor has enjoyed over generations. This manifests itself in the distinctive look and feel of the product as well as the advertising, both of which have always kept pace with the times. Before we continue the success story with the same consistency, let's pause for a moment of pleasure and celebrate the global popularity of Lindor.

Innovation through tradition.

Urs Liechti, what fascinates you about the Lindor truffle?

The packaging. Unwrapping the truffle creates excitement and anticipation of the sensational chocolate with its cool melt. And then there's the enormous variety of flavors. There's something for everyone.

What drives innovation more strongly? The consumers or the technology?

Technically, anything is possible. For us, as a company deeply rooted in tradition, however, it is crucial to inspire consumers with recipes that appeal to the majority. Every new product begins with surveys in the most successful markets. We develop the recipes based on the resulting preferences and test them in those same markets.

Hasn't everything already been invented when it comes to chocolate?

With almost 180 years of experience with chocolate, we are always trying to

improve and deliver the best for consumers. Quality is our top priority here.

Could artificial intelligence replace the Lindt Master Chocolatiers in the future?

Passion, creativity and sensory qualities will probably always remain human qualities.

What has been your greatest moment of happiness as a Lindt Master Chocolatier?

Of the many moments of joy I could mention, it's the unique approach of the Lindt development team when we come up with new creations. This was the case again recently when we developed the 14 new Lindt Connaisseurs pralines with perfection down to the smallest detail. When you see the finished collection in the shops, you're filled with pride that you contributed to such a masterpiece.

Urs Liechti

Vocation

Over 20 years as Lindt Master Chocolatier until retirement at the end of 2023

Characteristics

Passion, creativity and endless curiosity

Sources of inspiration

Flavors from all over the world and forms found both in architecture and nature

Most important innovation

Three large praline recreations

Plans for the future

Staying in touch with Lindt & Sprüngli and going on a non-ending journey



Lindor *around the globe.*

Lindor truffles melt the hearts of chocolate lovers all over the world. Its global success is mainly due to the wide range of variations, which are geared to the preferences in flavors of the different nations.

Lindt is known for its top-quality chocolate, which is produced to the highest Swiss quality standards. The same is true for Lindor. With the hard shell, fine chocolate covering and irresistibly smooth, melting center, every bite into a Lindor creation reveals a magical moment.

The Lindor truffles are available in over 30 flavors. The variety of the product range reflects the chocolate preferences of the different cultures. Thus for the English, chocolate is inextricably linked with peppermint. The Swiss prefer classic milk chocolate. Americans are crazy about caramel. The Japanese like the taste of green tea. The French love a high cocoa content. Australians enjoy the summery, fruity flavor of mango. While for Italians, it's hazelnut.





It's Magic!

Experience the Lindor truffle in 3D:

Using augmented reality, the Lindor brand proves that it is still open to new ideas 75 years after its launch and makes the Lindor truffles come alive in new dimensions.



Scan now and find out

Manufacture.

By the time a new Lindor praline creation is ready to go into production, it has already covered a considerable distance on its way to market launch. At the very beginning, the Lindt Master Chocolatiers develop the recipe and determine the shape. The masters of their craft thoroughly refine and experiment until the praline prototype meets their high standards in every aspect. This stage of the product cycle takes up about a third of the development time, which can last between two and three years in total. At this point, however, the work of the Lindt Master Chocolatiers is far from complete. When it comes to transferring the new creation to the large production line, craftsmanship meets technology. The in-house process technologists work together closely with the product developers in this phase. What unites them are their high quality standards and their precision – the masterful craftsmanship is implemented

in the production process such that the handcrafted appearance of the end product is guaranteed right down to the smallest decorative element. The matching packaging design is created at the same time.

The high standards also apply to the partners in mold making and plant construction, which work closely with Lindt & Sprüngli in the development phase. Creating the wide range of customized molds for casting the new praline creations requires the utmost precision and reliability. Both properties are equally essential in order for the plant and system builders to optimize the complex manufacturing process. The contribution of both partners in the product cycle is indispensable and the valuable collaboration with Lindt & Sprüngli has been well established and proven for many years.



Craftsmanship and technology complement each other in the production of Lindt & Sprüngli creations. The end product reflects the perfect interaction of a wide range of skills. The common denominator is the demand for premium quality at every stage of production.

“Today, Lindor is one of the most popular pralines in the world.”

Urs Liechti, Head of Product Development and Lindt Master Chocolatier



If you consider that more than seven billion Lindor truffles leave Lindt & Sprüngli's production facilities every year, you might be tempted to think that they go through a rapid manufacturing process. But the truth is far from this. Premium quality takes time. Once the chocolate mixture and the smoothly melting filling have been produced according to the secret recipe, each of the truffle undergoes a five-stage forming process until completion.

In production, these steps are carried out almost in a single pass. The effect thus achieved is revealed to anyone who unwraps a Lindor truffle. The smell of chocolate that fills your senses is

fresh and intense, as if you were standing in the middle of a chocolate factory.

Although many process steps have been automated since the day the first Lindor truffles rolled off the production line in 1967, people still play an important role – be it in the operation, monitoring and maintenance of the systems or in the visual inspection of particular quality features. The production employees thus also play an important role in the success of the product.



01 Casting

The chocolate shell of the Lindor truffles delights connoisseurs with its fine sheen and delicate firm texture. The key criterion is the chocolate temperature during production. The pre-crystallized mixture is filled from nozzles into the bottom chocolate mold in precisely measured portions. The molds are sealed with a matching counterpart. The two halves close magnetically to form the spherical shape. Lindor's typical hollow chocolate shell is created by what is known as spinning the chocolate mixture. The molds rotate on their own axis and are gently shaken.

02 Cooling

To cool down the chocolate mixture, the molds, which remain closed, are transported to a cooling chamber. At a lower temperature, the chocolate mixture continues to crystallize and during this process, it solidifies completely. When the

molds are removed from the cooling chamber, the top half is lifted off, revealing the finished chocolate shells with a small opening. The most complex part of the forming process is then complete.

03 Filling

The quality of the chocolate shells is checked either mechanically or by a production employee before the molds continue on the transport belt. In the next step, the Lindor truffles receive their incomparable smooth melting filling. Through the fine opening, nozzles insert a precise measure of the liquid Lindor filling into the hollow shells with pinpoint accuracy and lightning speed. Finally, the chocolate shells are sealed with a small dab of chocolate.



04 Cooling

The chocolate dab is the only little bump on the otherwise completely smooth surface of the Lindor truffle and is thus a characteristic feature. The truffles remain in the molds during the subsequent cooling process in a large cooling chamber. The cooling process serves to cool the filling and prepares the finished truffles for the packaging process, which follows.

After this, the process accelerates exponentially. As soon as the truffles leave the cooling system on the transport belt, they are gently lifted out of the molds by suction heads and placed on a narrow conveyor belt, where they are fed individually to the wrapping machine. This all happens at high speed.



05 Wrapping

Unwrapping a Lindor truffle is a treat that chocolate lovers enjoy taking the time to do. At this point, almost nobody would imagine that the truffle has been wrapped at what feels like the speed of light.

Gripper arms attached to turntables bring the individual truffles into position while the wrapping paper is unrolled from large rollers. The paper is cut, the truffle is wrapped in it and the two ends of the paper are twisted. The characteristic Lindor truffle is finished.

This technique is impressive when examined in slow motion, but it is even more remarkable when the wrapping machine is operating at full speed and wrapping all the Lindor truffles. A sensor then checks that the wrapping is correct before the Lindor truffles finally leave the manufacturing process and take the next step on their way to chocolate lovers all over the world.

A close-up photograph of a vibrant red ribbon, which is twisted and looped to form a heart shape. The ribbon has a fine, woven texture. Printed in a clean, white, sans-serif font along the length of the ribbon is the phrase "IN LOVE WITH LINDOR". The background is a dark, textured surface, possibly velvet or a similar plush fabric, which provides a rich contrast to the bright red of the ribbon.

IN LOVE WITH LINDOR

Lindor is the epitome of happy moments in life, both big and small. In the 75 years of its existence, the brand has steadily developed into a love brand, combining smooth-melting pleasure and happiness.

Moments of happiness.

They make our hearts soar and bring a smile to our faces: Life's moments of happiness, big and small. Time seems to stand still for a moment. A joyful, cozy feeling spreads through you.

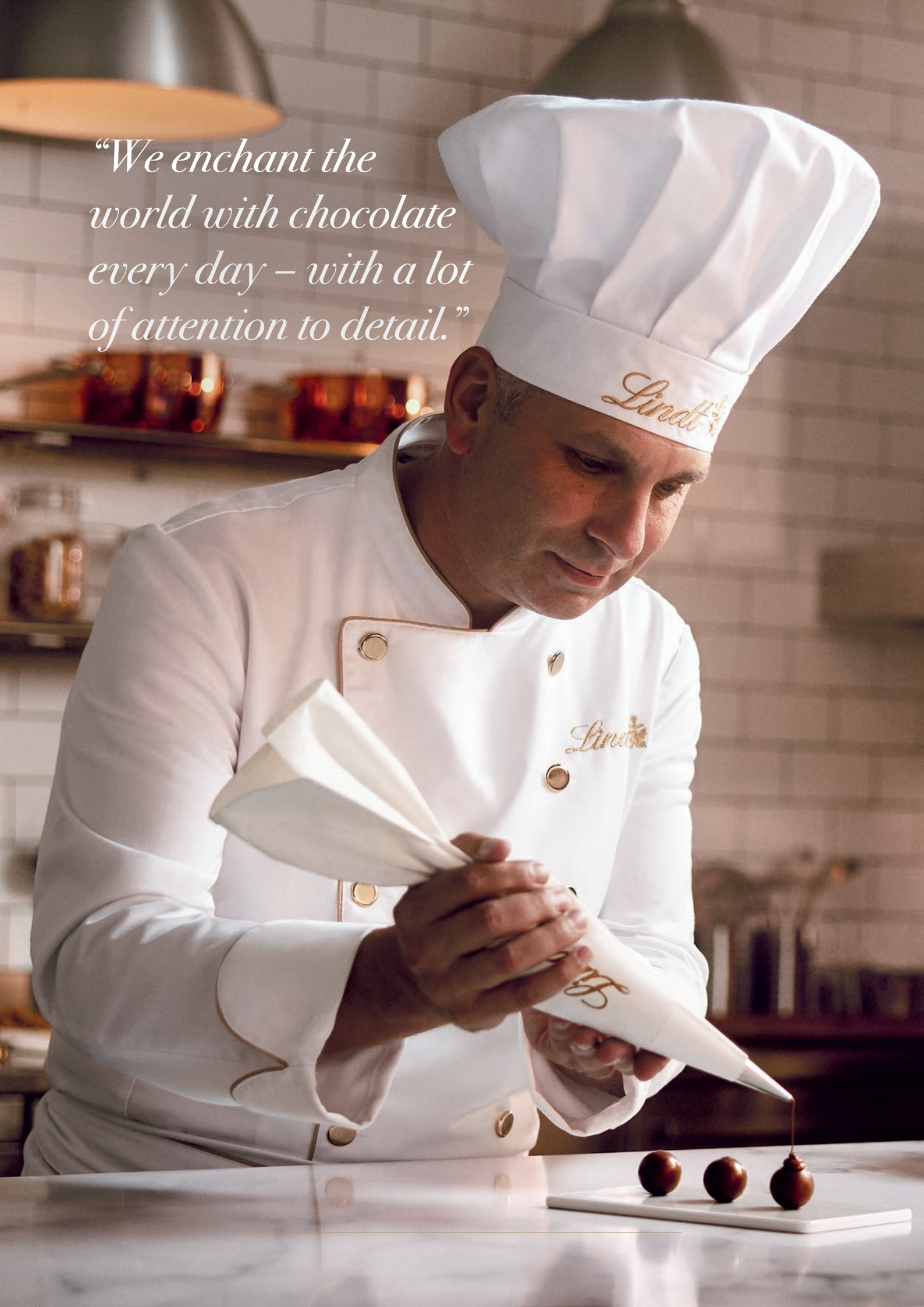
It was probably precisely these moments of bliss that the Lindt Master Chocolatiers had in mind when they created the still secret and nearly unchanged Lindor recipe. When the creamy filling of this irresistibly smooth premium chocolate melts on your tongue, the feeling of happiness is perfect.

Happiness is often associated with enjoyment. As individual as enjoyment and feelings of happiness are, the understanding of both concepts is universal. That's why it made sense for Lindt & Sprüngli to position Lindor globally as the ideal companion for life's moments of happiness. There are the "me" moments, in other words, the desire to treat yourself to a sweet break

and enjoy the here and now. Leaving the strenuous and hectic daily routine behind you for a moment, consciously taking time for yourself and crowning it with a personal moment of happiness. Happiness shared is happiness doubled. This is why Lindor enjoys just as much popularity, whenever family and friends come together, party together, laugh and celebrate their solidarity. Giving the gift of Lindor's exclusive chocolate creations makes you just as happy as enjoying them yourself – meaning that those gifting and those receiving are enjoying the gift equally. And for this, there are countless occasions and opportunities.

Whether it's about unrivaled pleasure or a personal sense of happiness, both conjure up a chocolate smile on people's faces. Or as Lindt & Sprüngli's corporate purpose puts it: Enchanting the world with chocolate.

*“We enchant the
world with chocolate
every day – with a lot
of attention to detail.”*



01

The unique brand experience.

In the 75 years of its existence, Lindor has become one of Lindt & Sprüngli's leading brands. Lindt & Sprüngli has developed and always maintained the brand experience over decades, consistently focusing on the needs of consumers. The quality of the brand experience is crucial for consumers remaining loyal to a brand or – as in the case of Lindor – even becoming fans. The more consistent the consumer experiences are at all the points where they come into contact with the brand or are touched by the brand, the stronger the bond – whether in advertising, shopping in-store or online, when giving or receiving gifts as well as when enjoying Lindor treats. The important factors here are recognition value, the creation of positive associations and consistency with personal values. Lindor has always stood for premium quality, incomparable indulgence and Swiss craftsmanship and it is the first choice when it comes to treating oneself to a moment of bliss or sharing it with others. Two elements of the Lindor brand image have been around since

the very beginning and strengthen the brand identity – the distinctive red and the St. Gallen lace in the logo, which is seasonally supplemented with hearts or Christmas stars. Like the premium chocolate, the luxurious St. Gallen lace is a symbol of high-quality Swiss craftsmanship. At Lindt & Sprüngli, it has been epitomized by the Lindt Master Chocolatiers for over a quarter of a century. As defining advertising icons, they convey a uniform brand image all around the world. The variety of Lindor products has grown over the years. It all

started with the classic chocolate bar in 1949. 20 years later, the Lindor truffle was the brand's breakthrough. Today, Lindor is also available as squares and chocolate bars, as well as seasonally in the form of Easter eggs, Christmas tree decorations and chocolate hearts. The distinctive culture of gift-giving associated with Lindor is shown in the continuous development of new gift

*“It fills us with pride
that we can create seven
billion moments of
happiness for our
consumers with Lindor.”*

—
Adalbert Lechner
CEO Lindt & Sprüngli Group

ideas. The elegant packaging, which can also be personalized, always puts a smile on people's faces.



Receiving a gift makes everyone happy. And giving a gift as well. The anticipation is reflected in the eyes of the woman. The excitement with which her husband is about to surprise her is palpable. The sweet Lindor gift is a token of his love. A magical moment that casts a spell over both of them.



02

The special magic of anticipation.

There's a reason why anticipation is considered to be the greatest joy. In a certain way, it's a tangible feeling that evokes desires and yearnings. If we look forward to something, we think about it often and with pleasure. In our minds, we visualize what to expect and give free reign to our imagination. Savoring the anticipation means giving yourself time. If we only did and received what gave us immediate pleasure, we would probably no longer take delight in many pleasures because they would not represent something extraordinary. The thrill of the unknown in anticipation motivates us, encourages us, drives us and moves us forward.

There are countless reasons for looking forward to major events as well as small encounters and experiences. This is often associated with the anticipation of receiving a gift. Gifting Lindor with the appropriate message for the occasion delights the recipient. A sweet gift, on the other hand, comes with anticipation of the moment of indulgence.

Lindt & Sprüngli has long been synonymous with "gifting with finesse". The joy of the gift is enhanced by the personal message it conveys. Whether the gift-givers are expressing their affection for their loved ones. Whether it's about good wishes for a birthday, an upcoming retirement, passing an exam or finding a new job. Whether it's a spontaneous small gesture to say thank you for the good collaboration, for looking after the children, for the dinner invite or for being good neighbors. Or whether it's a sign of compassion and consolation. Or just because you want to tell the other person how much you love him or her. The moment of happiness is always mutual.



The joy of giving.

Celebrating together with family, relatives and friends is a tradition in all cultures, even if the occasions and customs are different. All these fixed dates in the annual calendar strengthen the feeling of togetherness. Having a few hours' break to take the time for each other, exchange experiences over dinner and make plans together is invaluable.

The joy of coming together is what unites us. Being able to enjoy things with each other and spend pleasurable hours together is an enriching experience for everyone. At the same time, it is a perfect Lindor moment. The exquisite chocolate creations have become an integral part of celebrations with family and friends. In particular, the Lindor Box for sharing and enjoying is an expression of our shared passion for life's sweet moments of happiness.



The Lindor moment.

True delight touches the soul. An indulgent experience is all the more intense, the more sensory perceptions it evokes. The enjoyment of a Lindor truffle fulfills this demand in every respect, as it stimulates all five senses.

It starts with the crackle when the truffle is unwrapped. This releases the fantastic chocolate fragrance, which prompts you to take a deep breath. This is followed by a bite into the firm chocolate shell, characterized by its fine sheen. This reveals an incomparable sensory experience – the endlessly smooth filling surprises and delights chocolate connoisseurs the world over time and again. The recipe is a closely guarded secret. The unique smooth, melting filling ensures a characteristically long-lasting finish. A moment of complete bliss, followed by a chocolate smile.

Premium experience Lindt Shop.

A visit to one of the 520 shops around the world allows consumers to experience the Lindt, Caffarel, Ghirardelli and Russel Stover brands far beyond the individual products. The brands are presented at attractive locations in 24 countries in an ambience consistent with their premium status.

With their sophisticated appearance, the shops are reminiscent of the brand image that consumers are familiar with from luxury brands in the cosmetics and watchmaking sectors. This exclusive impression is further enhanced by the new

design of the Lindt shops. It expresses Lindt & Sprüngli's high quality standards and its passion for excellence throughout the value creation process.

The availability of the entire brand product range in one place, competent expert advice from the Chocolate Advisors, an insight into the world of the Master Chocolatiers and the gift service come together in the shops to create a one-of-a-kind shopping experience. More than 80 million visitors are attracted to it every year and truly believe they are in chocolate heaven. This creates an

unrivaled proximity to consumers, which further strengthens brand loyalty across all sales channels.

The new shop concept also reflects the consistent focus on consumer needs that characterize the Lindt & Sprüngli brand. Identifying trends at an early stage keeps the traditional brand portfolio relevant and is a driving force for a continuous innovation process.





Lindor Pick & Mix variety

The ability to create your own personal mix from all the different flavors delights young and old alike.



Personalization

Chocolate gifts become unique with a personal message or the name of the recipient.



Lindt Master Chocolatiers

Personal encounters with the dedicated employees are one of the highlights of the visit to the shop.



Gift baskets

The design and content are carefully tailored to the respective occasion and make gifting easy.



Attention to detail

It is the small, fine details that round off the elegant overall impression.

Lindor History.



1949

Lindor is launched on the Swiss market for the first time as a chocolate bar



1967

The first Lindor truffle delights as a Christmas decoration



1980s

New Lindor recipes, such as the first dark Lindor truffle Surfin (1984) and Lindor White (1985), are added to the product range



2005

The Lindor "Pouring Shot" is created as a distinguishing key feature



1957

The new chocolate bar designs with St. Gallen lace are introduced



1969

The successful Lindor truffle is produced all year round



2000

New product formulas and formats enrich the Lindor range

2017

The Lindor design is updated, underscoring the classic red and the delicate St. Gallen lace even more intensely







*“Lindor –
a Swiss praline
that excites
like a true Picasso.”*

Ernst Tanner
Executive Chairman