



Dear Suppliers,

Today is an exciting day for all of us, and I'm delighted to have this opportunity to share some news with you. With the transaction now complete, Nestlé USA's confections business will become part of the broader Ferrero organization and will be managed by the Ferrara Candy Company, which was acquired by a Ferrero affiliated company in 2017. You will receive the benefits of an unrivaled combination as each organization brings value, experience, and consumer relevance to our company. Together we are the third-largest confectionery company in the U.S. This is good news for each of us because you are a valued member of our supply chain. Today we are poised for growth, and you are part of this growth.

For those of you who have been part of Ferrara's supply network, you know that we have been on a transformation journey in which our partners - each of you - have experienced win-win relationships in complex business environments. Together we have navigated forecast, regulatory, QA, and changing consumer taste challenges. Together we rose to the occasion. We delivered and experienced results together, and we helped each other achieve more. For those who are joining the Ferrara family, we welcome you and aim to figure out ways to deliver value together to our customers.

The Ferrara Procurement Team's guiding principles, from which you will benefit, are called RSVP. Similar to what the acronym asks, it is our commitment to you to partner with you to deliver results every day. We commit to deliver world-class procurement and an exceptional level of service with subject-matter experts who know your industry. We will also deliver:

- Excellence in Risk Management of costs and quality
- Service Provider approach, which includes having product in all facilities, on time, at the quality that we and our customers expect.
- An Incremental Value Generator to the business, which features simplification. We call it a "one-door policy," which delivers benefits to you regarding how we operate, make decisions, and follow-through on shared expectations.
- Partnership-Oriented behaviors that show you we are integrated with you, our customers, and the business.

There will be more information on our new procurement organization in the near future, and I commit to keeping you updated on a regular basis. In the meantime, please continue to work directly with your current contacts. We look forward to working with you, and if you have any questions, please go to <http://www.ferrarausa.com/suppliers/> to submit your questions.

Best,

**Ahmet Hepdogan**  
Vice President of Global Procurement  
Ferrara Candy Company LLC