



A COMO

Capital Markets Day

Rotterdam (NL), April 7, 2025

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A group of people are shown in an outdoor setting, likely a cafe or restaurant. They are smiling and holding food containers, suggesting a social gathering. The image is partially obscured by a large orange and green curved graphic at the bottom.

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Allard Goldschmeding

Rotterdam (NL), April 7, 2025

5 Speakers

1

Strategy &
Objectives
Acom Group



Allard
Goldschmeding

2

Catz
International



Albert
Berisa

3

Edible Seeds
North America



Koert
Liekelema

4

Tradin
Organic



Floris
Wesseling

5

Value creation
& financial
objectives



Mirjam
van Thiel

6

Summary

Allard
Goldschmeding

7

Q&A

Building routes to healthier foods

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Leading in specialty ingredients

Acomo in everyday life

For every moment during the day



Tea & organic coffee



Dried fruit & coco products



Bites of organic chocolate



Nuts & snacking



Food Solution blends



Seeds & spices

Role in the Supply Chain | From field to fork

Farming



Trusted partnerships with farmers & access to countries of origins

Sourcing & trading



Competitive edge through scale, local relationships and expertise

Processing



Turning raw materials into customized ingredients, ensuring high quality & food safety

Inventory & distribution



Rotating buffer stocks & supply guarantee

Customers & retail



Peace of mind for customers

Leading
B2B
company

Commercial activities in
> 100
countries

More than
600
products

Operations in
19
countries

Strong heritage with modern relevance leading to scale

Sales
€1.4B

EBITDA
€109M

History
+100 yrs

Sustainability
Integral part of
business



1908

N.V. Rubber
Cultuur
Maatschappij
Amsterdam

1982

A reverse take
over by Catz
International

2000

Rename: Acomo
Tovano

2006

Tefco

2009

Snick

2010

Van Rees
Red River Commodities
Red River van Eck
King Nuts & Raaphorst

2014

Sigco

2017

Delinuts

2020

Tradin
Organic

2024

Delinuts
Nordics

Diversified plant-based portfolio



Worldwide & diverse customer base

Vital link in global food markets

Food manufacturers

- Blue chip CPG customers
- Wide variety of food manufacturers

Retailers & specialty channel

- Major retailers
- Specialty stores

Food Service

- Wholesalers
- Other food service

Building routes to healthier foods

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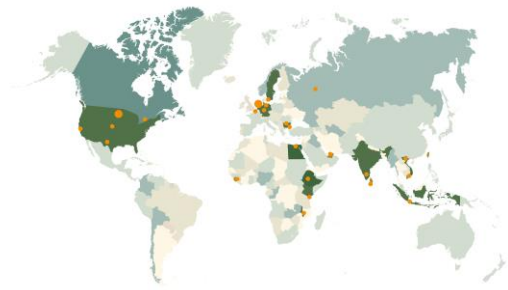
Building **ROUTES** to healthier foods

Foundational



- Scale in niche ingredients (non-listed)
- Long-lasting reliability & heritage: Contract = contract
- Strong DNA in organizations

Physical



- Access to source
- Bridging: time, space and form
- Other value add: sorting, cleaning, blending, processing, packing

Intellectual



- Extensive Supply network
- Market & product knowledge
- Knowledgeable back-offices
- Digital transformation

Building routes to **HEALTHIER** foods

Portfolio



- Natural and 100% plant-based portfolio of high-quality ingredients and food solutions
- Conventional and Organic

Food trends



- Sustainable diets
- Global plant-based food market expansion
- Plant-based innovations

Financial



- Operating companies have healthy business model
- Group has healthy balance sheet
- Clear Group financial framework

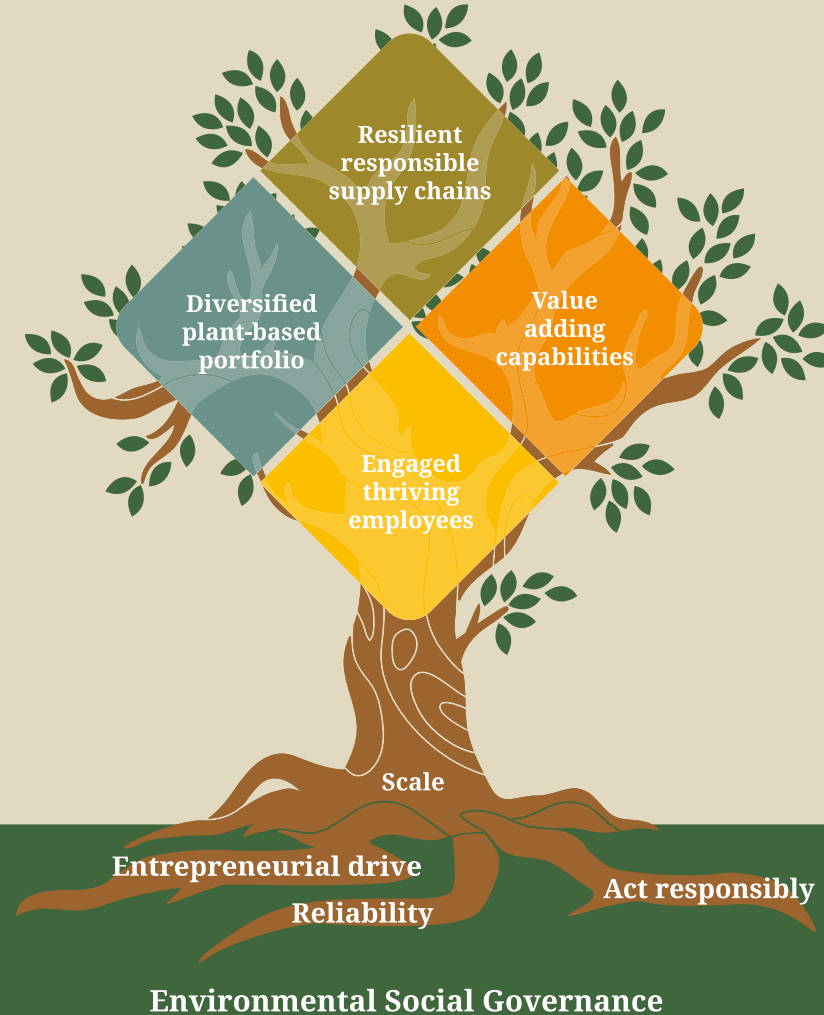
Strategic vision



Be the **leading partner in plant-based food ingredients** in conventional and organic specialty markets

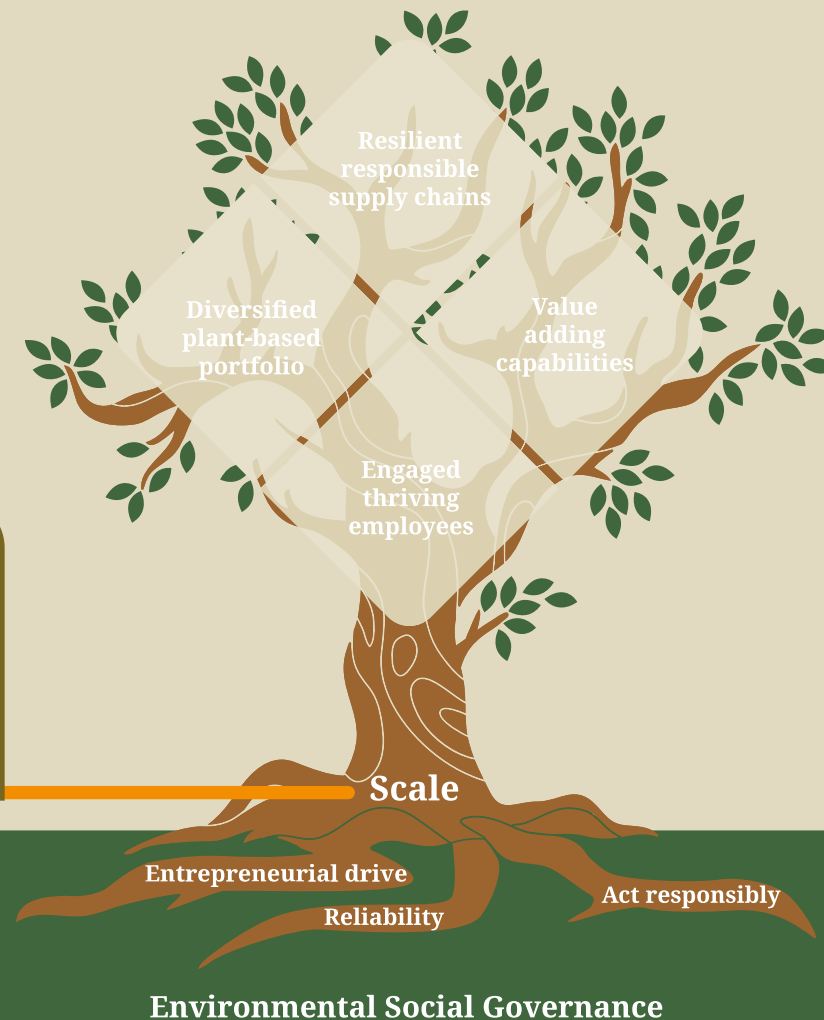
Value creation tree

Focus areas for value creation



Be the leading partner in plant-based food ingredient solutions in specialty markets

Importance of Scale



Importance of Scale

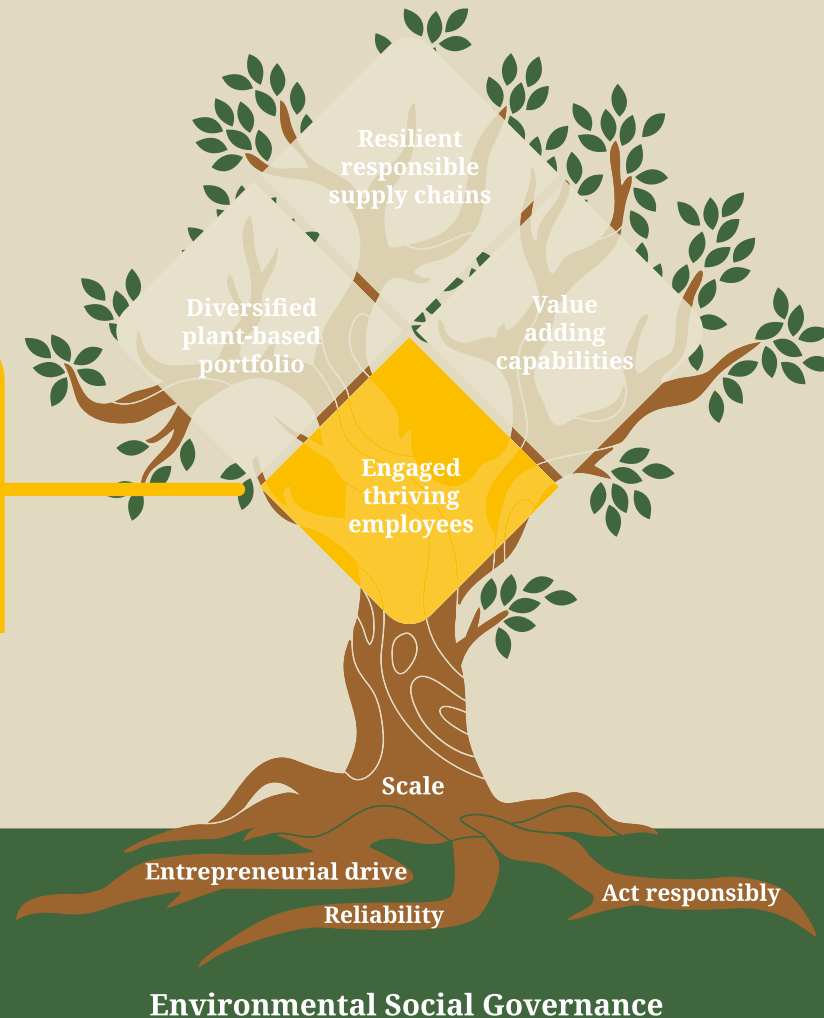
- Best offer to the customer
- Financing capabilities
- Global trade disruptions
- Increased regulations

Be the leading partner in plant-based food ingredient solutions in specialty markets

Engaged thriving employees

Engaged thriving employees

- People are our key asset
- Reputation & partnerships worldwide
- Attracting, developing & rewarding

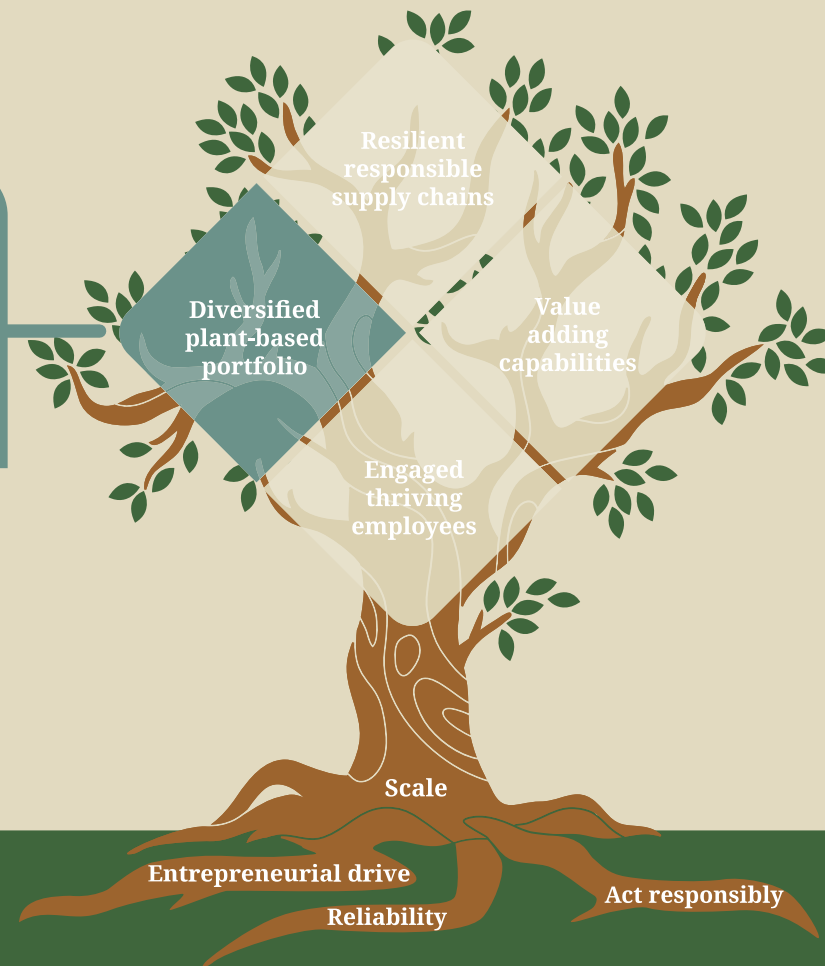


Be the leading partner in plant-based food ingredient solutions in specialty markets

Diversified plant-based portfolio

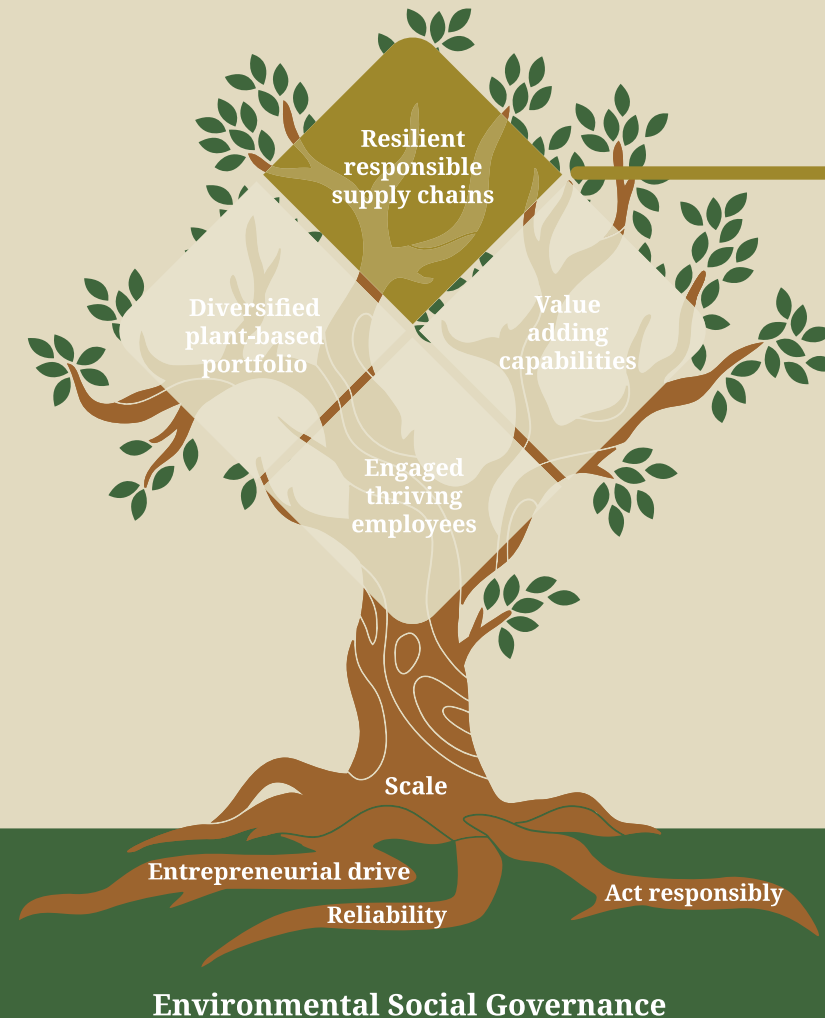
Diversified plant-based portfolio

- More than 600 products
- Multiple country sourcing
- Aligned with food trends



Be the leading partner in plant-based food ingredient solutions in specialty markets

Resilient responsible Supply Chains

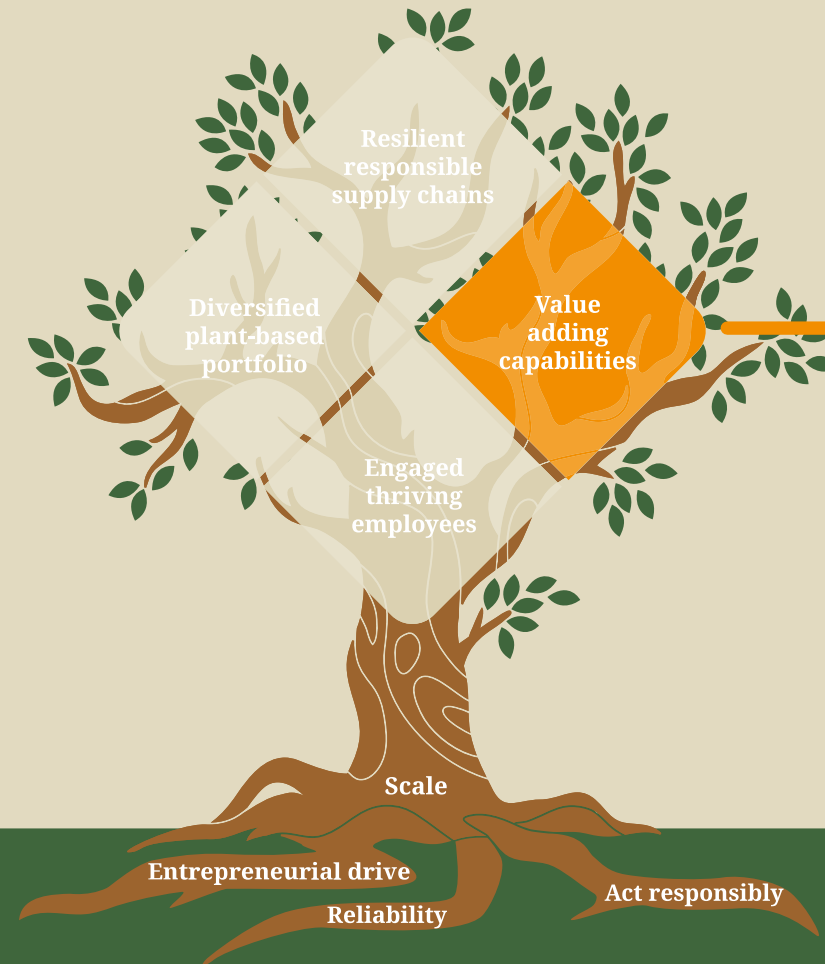


Resilient responsible supply chains

- Broad sourcing network
- Sustainable agriculture
- Certification programs

Be the leading partner in plant-based food ingredient solutions in specialty markets

Value adding Capabilities

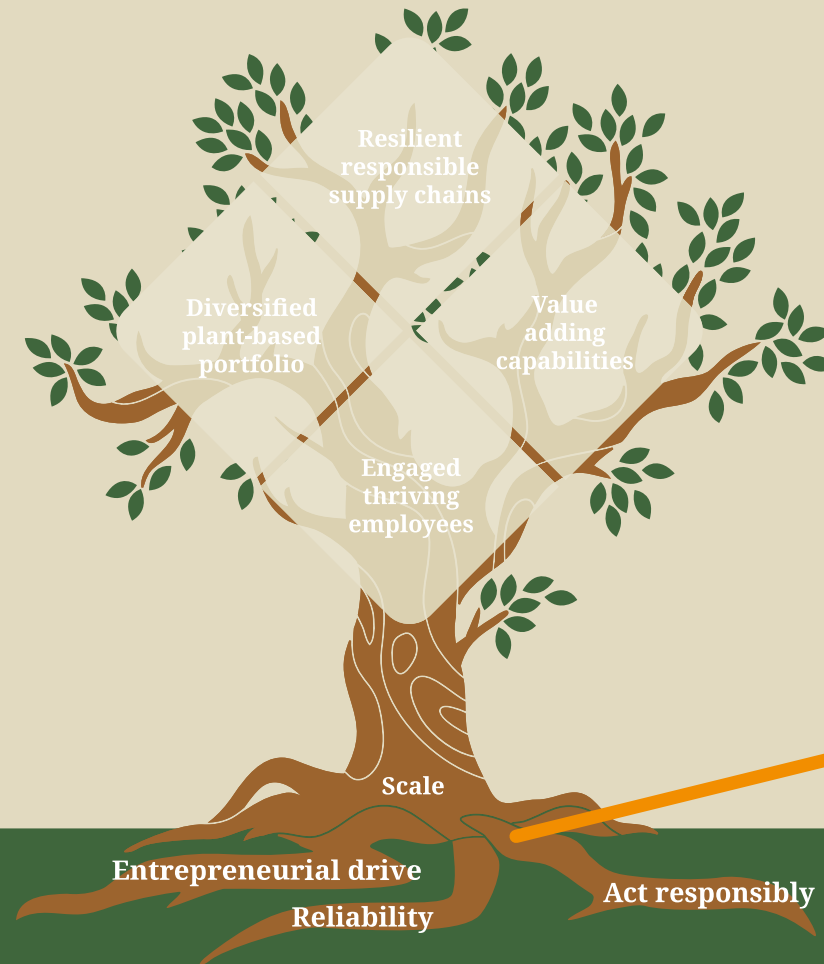


Value adding Capabilities

- In depth market knowledge
- Quality controls
- Claim validation and traceability
- Innovation and processing
- Digital innovation

Be the leading partner in plant-based food ingredient solutions in specialty markets

Build on our core values and integrated with our environment



Build on our core values and integrated with our environment

Everything is based on core values

Entrepreneurial drive

Deeply rooted DNA

At the heart of the company for
over 100 years

Reliability

Contract = Contract

Resulting in long-standing
relationships with suppliers and
customers

Act responsibly

Consciously managing market
challenges

Code of conducts, regenerative
farming projects

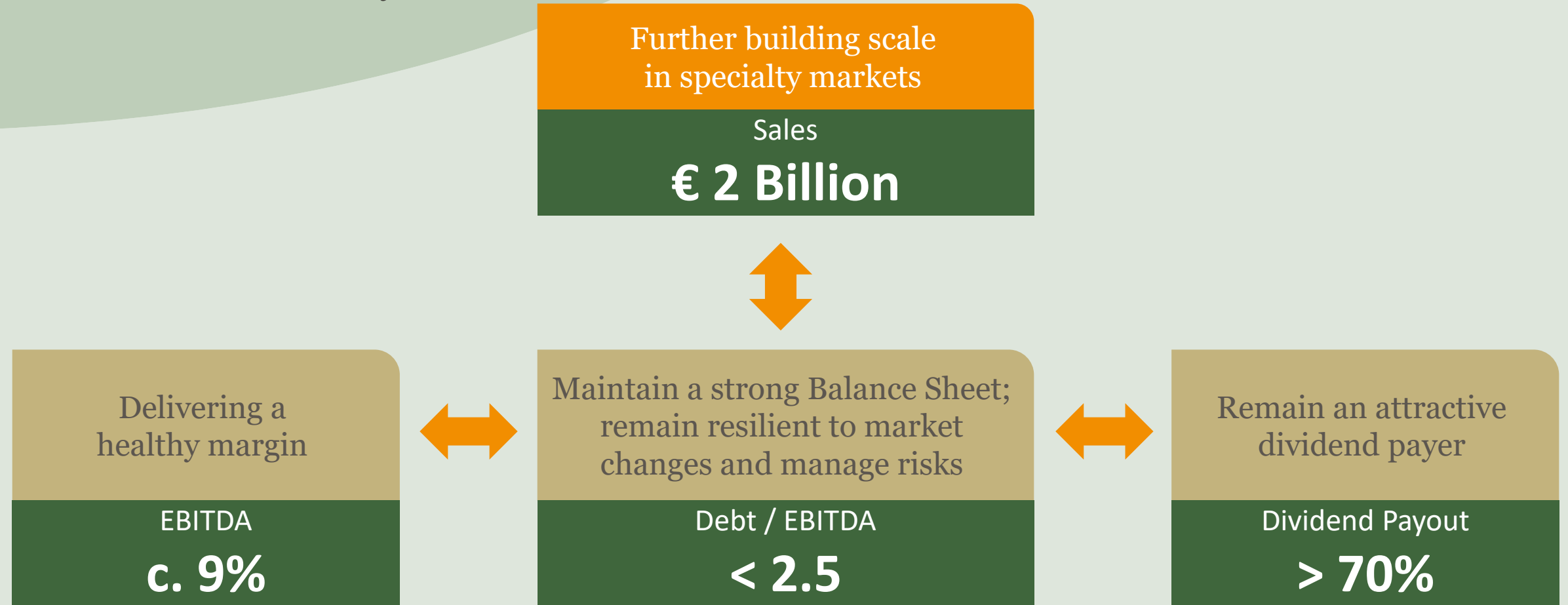




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Strategic financial objectives

Mid-term value creation objectives



Market dynamics form base for Acomo's future

Food trends



Rising demand for healthier
yet tasty foods

Food availability



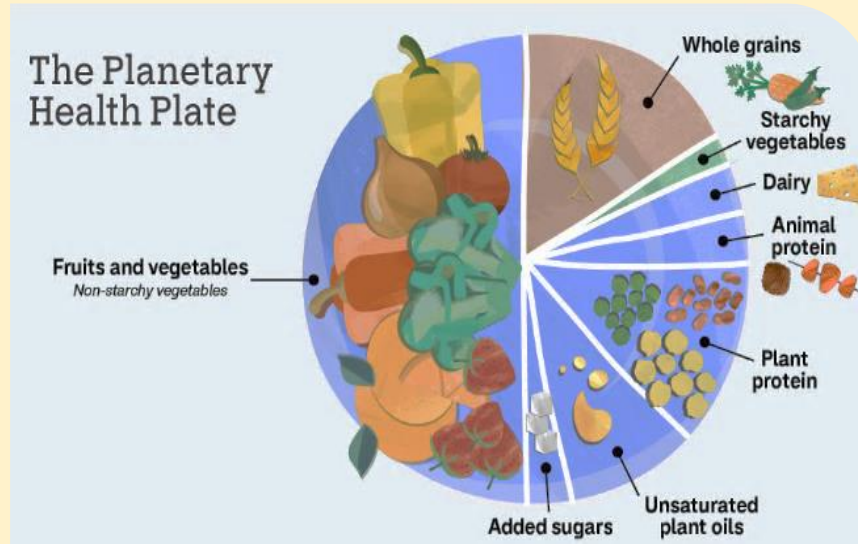
Increased importance
food availability

Friendly for people & planet



Food production within
planetary boundaries

Food trends | increasing demand for healthier foods that do not compromise on taste



- Sustainable diets gain momentum, driven by environmental concerns and health benefits
- National dietary guidelines shift towards plant-based

(source: EAT-Lancet commission)



- Retailers and Foodservice have expanded dedicated plant-based offerings
- Leading companies will source organic, natural and allergen-free ingredients that are sourced sustainably (source: GlobalData)

Capabilities to support plant-based food trend

Food trends



Portfolio & innovation



- Natural 100% plant-based
- Development of products like Jammies
- In-house research & development facilities in Belgium

Category management



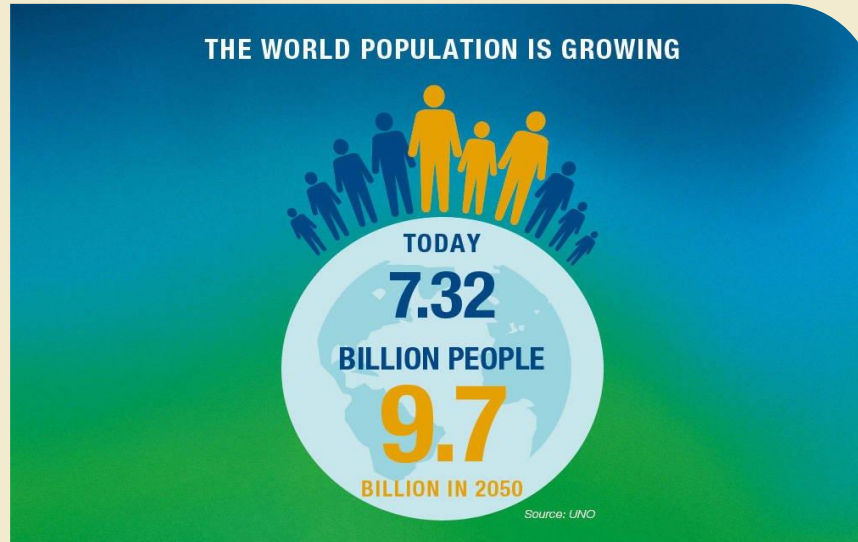
- Concept development in Nuts and Edible Seeds
- Translating consumer insights into value propositions

Convenience



- In-house processing & packaging capabilities to meet convenience standards

Food availability requires access to source



- Middle-class consumers leading the plant-based food transition due to economic & educational factors



- Increased number of disruptions
 - Tariffs
 - Climate change
 - Covid
 - Logistical disruptions (e.g. Suez canal)

Capabilities to have access to source and to add value

In every step of the supply chain

Food
availability



In-depth market
knowledge



- Over a century of experience in responsible sourcing
- Broad, flexible and scalable network

New sources and more
efficient usage of land



- Developing new origins & support effective farming
- Packaged Nuts & Seeds market is projected to grow at a CAGR of +10% (2025-2031; source: 10000IQMR)

Value added



- Direct sourcing processing capabilities
- Cleaning, sorting, processing, packing
- Alternative products and customer support

Food systems | within planetary & health boundaries



Friendly for planet

- Our commitment to responsibility extends beyond our commercial operations through initiatives supporting sustainable agriculture and community development in various sourcing regions

Friendly for people

- Growing consumer demand for healthy and more sustainable nutrition, resulting in best for me, best for the planet products, Nutritious and safe
- Organic sourcing

Responsible sourcing is an integral capability of our business model

Food production | within planetary & health boundaries

Friendly for
people & planet



Food safety



- Extensive and structured Quality Assurance processes
- Modern traceability programs and documentation

Organic integrity



- In-depth organic knowledge
- Agroforestry practices
- Regenerative organic practices

Transparency & traceability



- Trusted partnerships and close relationship with farmers at sources of origin to increase ESG impact
- Certification & trustworthy processes

Strategic focus areas

Spices & Nuts	Edible Seeds	Organic Ingredients	Tea	Food Solutions
				
Grow autonomously	Grow autonomously	Portfolio focus and grow autonomously	Focus on profitability	Grow autonomously
M&A in Europe and North America	M&A in North America	Bolt-on M&A	New customer centric model	Investments and bolt-on M&A in Europe

The evolving role of merchants and the market characteristics

[Link to Dr. Wouter Jacob's lecture earlier today](#)

Function

- Time, space and form
- Manage imbalances
- Information interpretation

Characteristics

- Listed vs non-listed commodities
- Risk management

Developments

- Growth world population
- VUCA (volatility, uncertainty, complexity, ambiguity)

Trust and reliability



Aligned with our DNA and capabilities

Building routes to healthier foods



ACOMO

Strategy & objectives

ACOMO's growth focus future oriented within financial frame work



Fit with Portfolio

Market trends & Developments

Fit with Capabilities

ACOMO's portfolio and capabilities are a perfect fit with market trends



Entrepreneurial drive

Reliability

Act responsibly

ACOMO's deeply rooted core values are solid fundament for growth



Three companies presenting today

Spices & Nuts



CATZ INTERNATIONAL B.V.
Established 1856

Edible Seeds



Organic Ingredients



Building routes to healthier foods

A woman with long brown hair, wearing a green sleeveless top, is standing in a store aisle. She is reaching up with her right arm towards a high shelf, holding a large glass jar of cereal in her left hand. The shelves are filled with various jars and boxes of cereal. The background shows more store shelves and a bright light source. The image is partially covered by a dark green and orange curved graphic at the bottom.

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Acomo - Summary

Rotterdam (NL), April 7, 2025

Key take aways - Building routes to healthier foods

➤ Strategy and objectives are aligned with market trends and fit our portfolio and capabilities

➤ Operating entities are well positioned for further growth rooted in a strong DNA

➤ Financial framework has clear targets and facilitate growth to further build scale (incl M&A)