

















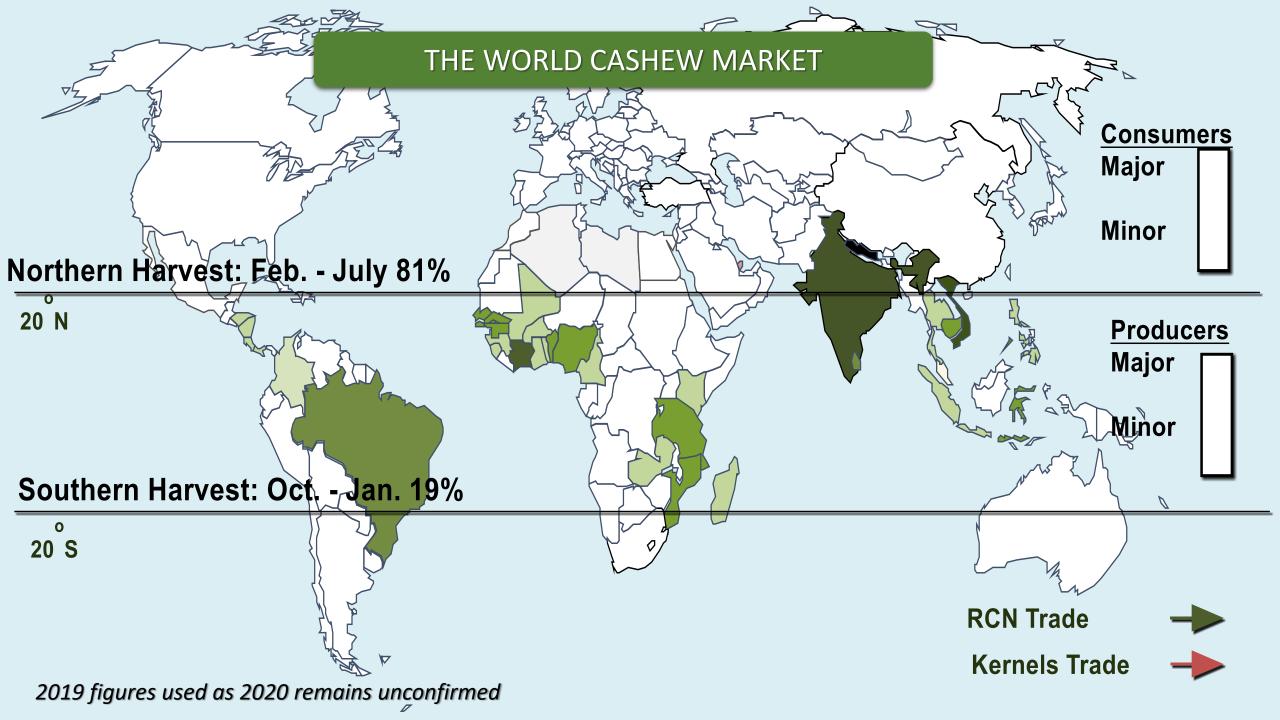


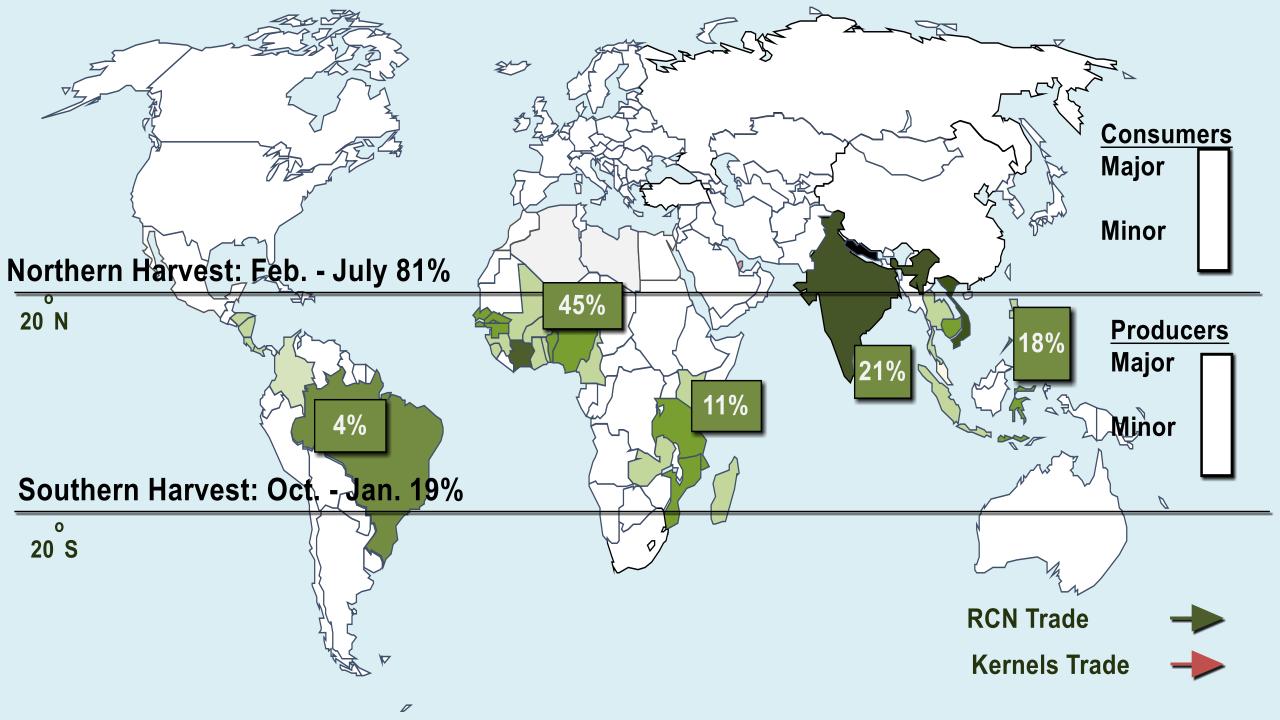


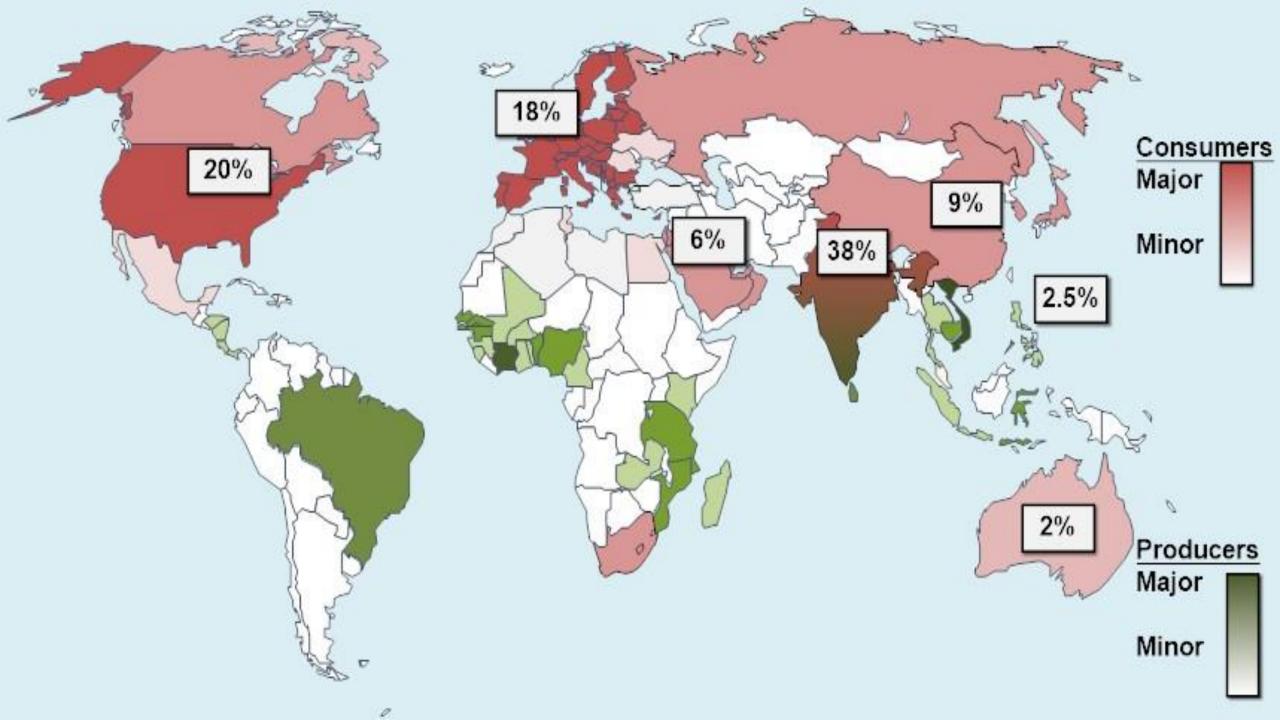


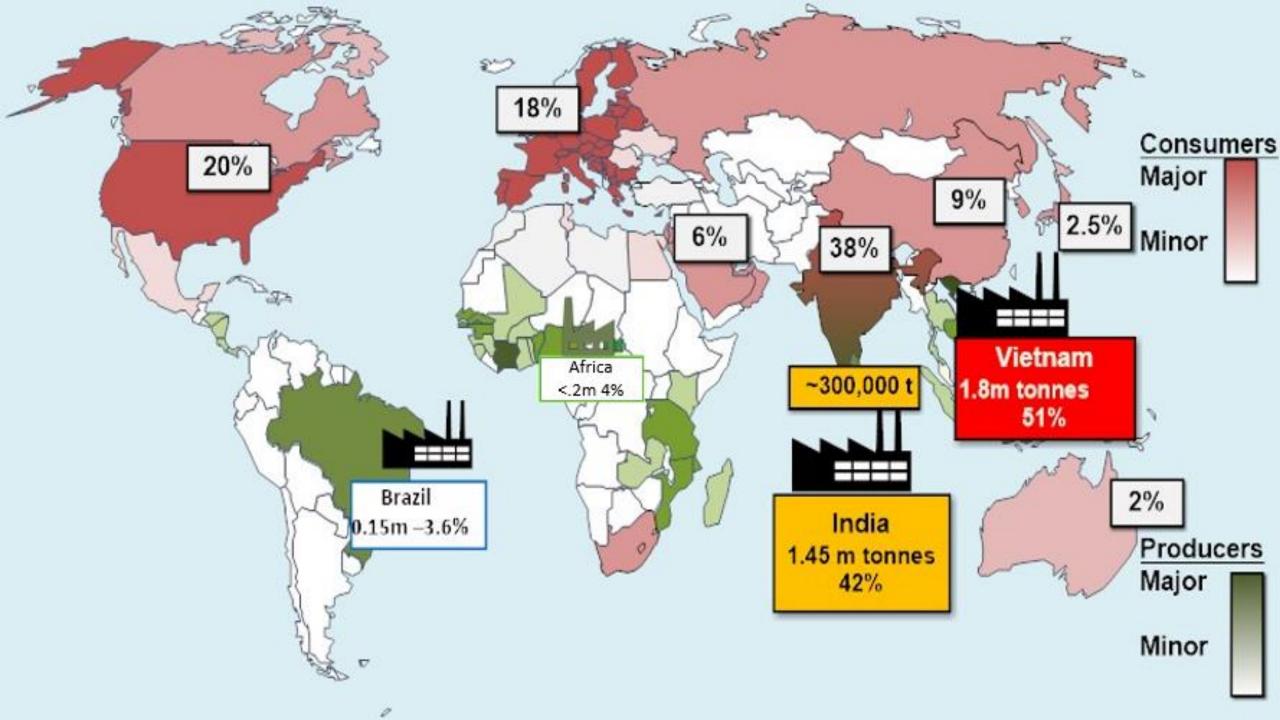
Rita Weidinger Executive Director Com Cashew. Vu Thai Son General Director Long Son JSC. Laurent Gomis Chief of Party LIFFT Cashew Shelter for Life. Wim Schipper Director Intersnack Procurement.

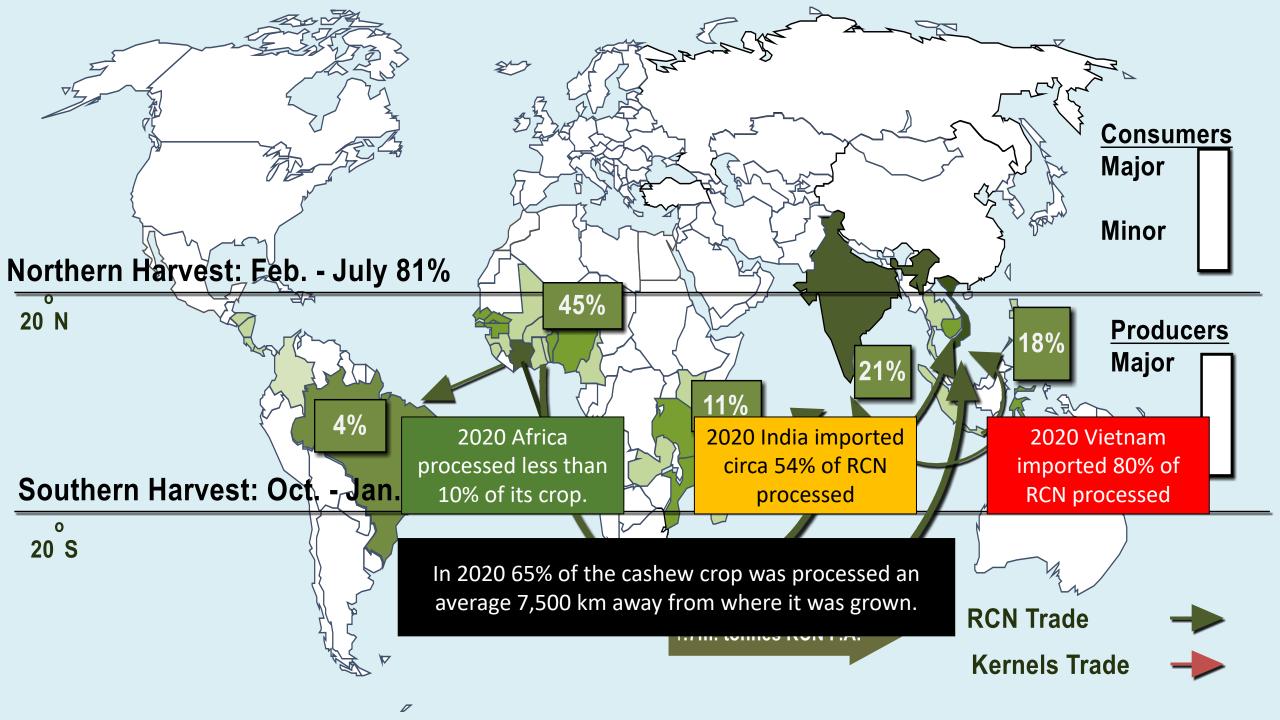
Salma Seetaroo CEO Cashew Coast





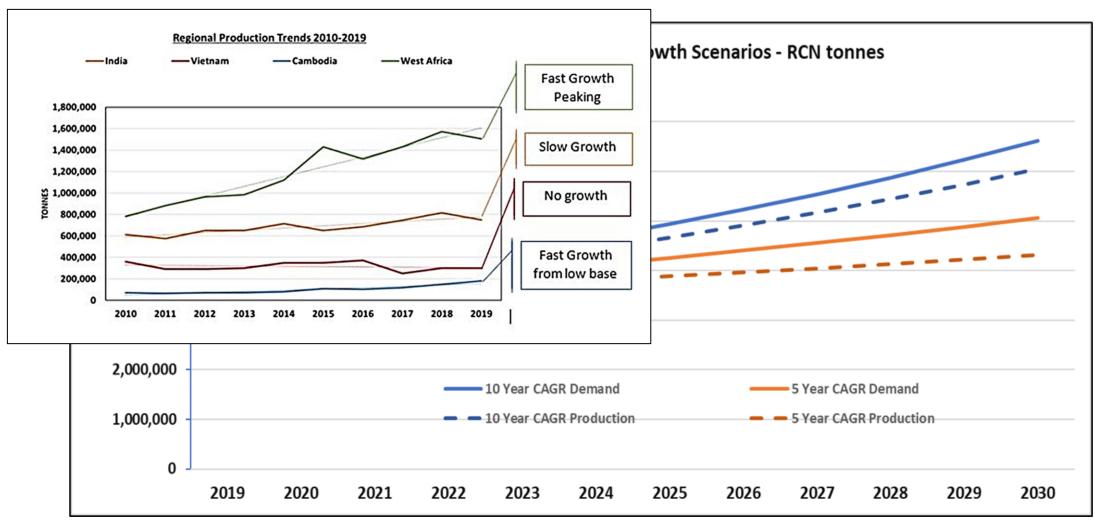




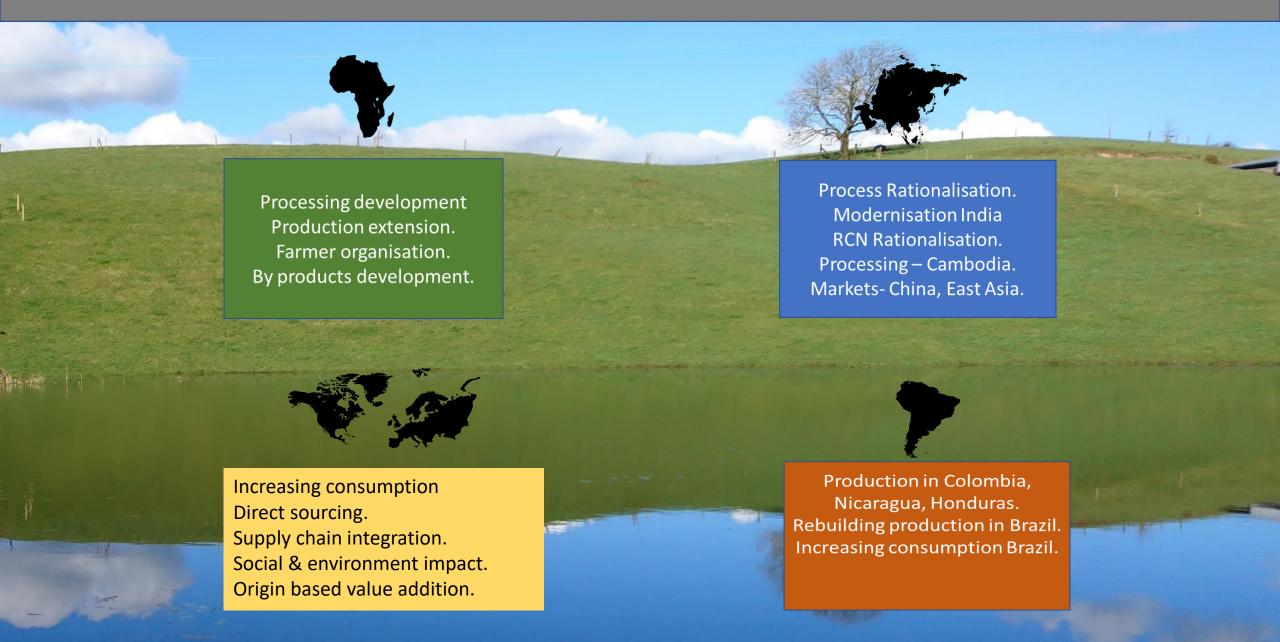


OUTLOOK — BASED ON CURRENT TRENDS





OPPORTUNITIES & TRENDS



Logistics & Freight in the Pandemic – Long Term

Lloyds List - Latest ocean disruptions 'highlight fragility of JIT model'

Theloadstar.com – "Shippers are facing a perfect storm as the logistics industry has <u>entered</u> an era of unprecedented disruption"

DOUBLE TROUBLE FOR CASHEWS IN A PERFECT STORM.

Western - 80%
Dependence on a single origin.

MAJOR FREIGHT DISRUPTION IN THAT REGION.

THAT ORIGIN IMPORTS 80% OF ITS RCN.

JIT SYSTEM= MINIMUM INVENTORY.

FIXED PRICE CONTRACTS.

The Pandemic demonstrated





Pandemic highlighted weaknesses and risk in the chain.



Risk of high dependence on some origins.



Risk of long chains



Transparency for trust.

Traceability

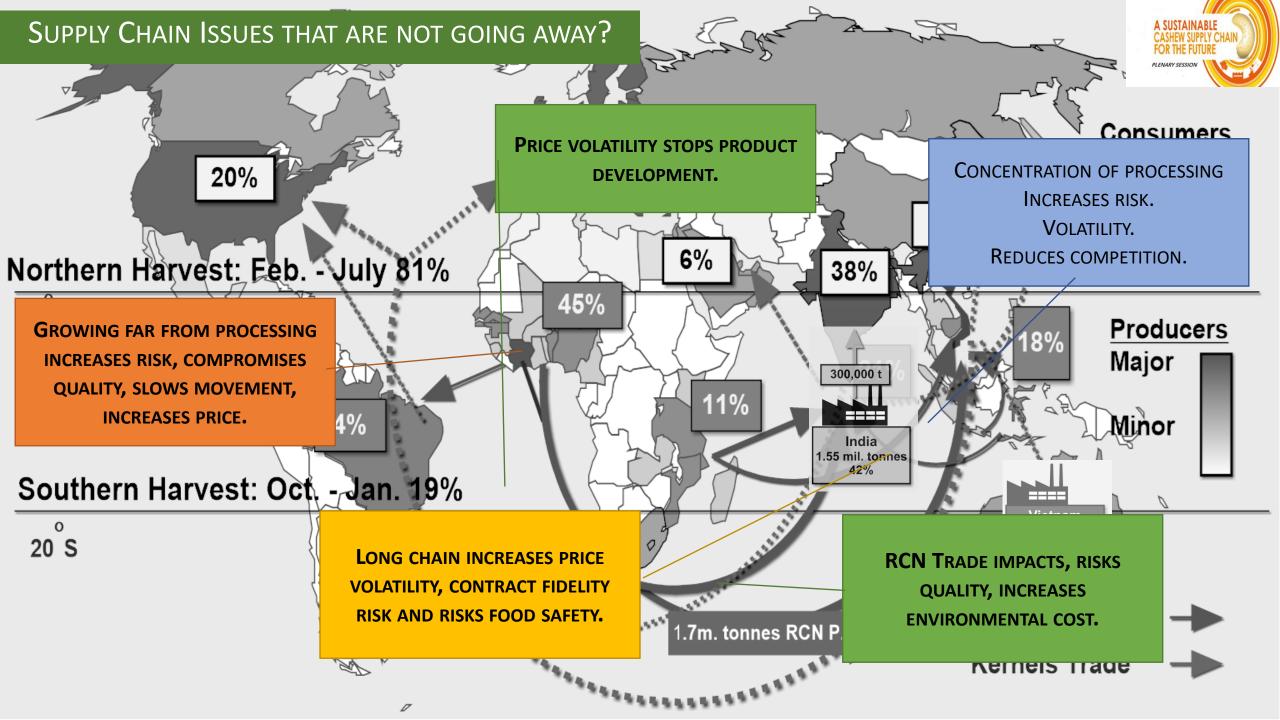


Shorter supply chains.

Nearer Supply chains.



Agile Supply Chains to withstand shocks















longSon

Vu Thai Son General Director Long Son JSC.





Laurent Gomis Chief of Party LIFFT Cashew Shelter for Life.





Wim Schipper Director Intersnack Procurement.





Salma Seetaroo CEO Cashew Coast