



The CEO's commitment to improve customer satisfaction through the management of the quality of our service

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Customers, whether buyers or sellers of renewable products, are facing a number of existential challenges. A good part of the solutions can be found by sourcing the most adequate raw materials at the best value possible and selling transformed products at the best value available.

HBI's team of sourcing, marketing and execution specialists fit handsomely into this equation. When using our brokerage service, the customer is free to focus on their strategic functionality of adding value, without compromising on the cost of sourcing or the sales revenue. HBI's daily focus on marketing renewable products such as glycerine, castor oil, fatty acids and a handful of associated niche products offers customers a specialist's view into complex and volatile markets. Realizing full potential often requires connection with foreign markets where the operating culture may be very different to that of the customers. Finally, the specificity of many of the markets is to combine products fit for both human consumption and technical applications, depending on their qualities.

Success requires nothing less than a company present in the market around the clock offering the agility of a start-up, a host of talents, human creativity from all over the world and robust processes.

The method used to instill such an ambition into company culture for the past 30 years has been to set high in our priorities the quality of our service to our customers. A quarterly review of a representative sample of contracts carried out by a team of uninvolved colleagues is essential to learn from mistakes and involve every employee including the management. HBI's team is multi-cultural, from various age groups and backgrounds. Every team member is encouraged to have cross-functional initiatives and get involved in the improvement of HBI's performance. HBI's service as it stands today is the result of the incremental efforts of several generations of dedicated professionals seeking the fulfillment of our function: customer satisfaction.

HBI is not satisfied with moving the most volume of glycerine around the world or being the most relevant international broker of oleochemicals. Our ambition is to continuously improve our service to match and surpass the rightfully strong expectations of our customers. HBI's employees have the unique opportunity to improve the profitability and sustainability of our customers. They must be led to do so in a responsible and professional fashion. The journey towards such an ambition is only made possible by the recognition that our service must continuously improve.

Jonathan Heming

CEO, HBI Group