

# Divine™

CHOCOLATE

Annual Report 2011-12



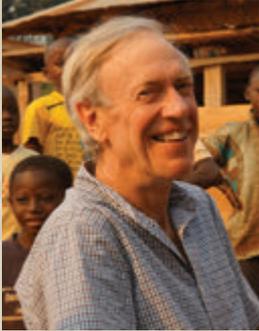
Owned by cocoa farmers, made for chocolate lovers

To grow a successful global farmer-owned chocolate company using the amazing power of chocolate to delight and engage, and bring people together to create dignified trading relations, thereby empowering producers and consumers





## CHAIRMAN'S REPORT

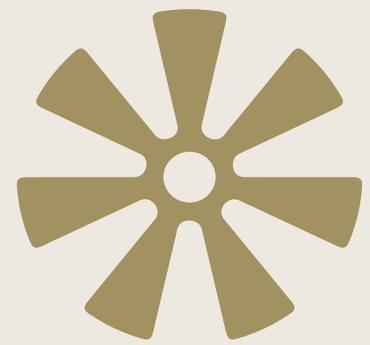


**Patrick Fleming**  
Chair, Divine Chocolate Ltd

Divine's mission is to grow a successful global farmer-owned chocolate company using the amazing power of chocolate to delight and engage, and bring people together to create dignified trading relations. This informs both what we do and how we do it and over the past financial year we made progress on a number of fronts. I am pleased to report that gross profit held steady at £1.7 million, although turnover was slightly lower due to a challenging trading environment in the UK and Europe. Profit after tax of £27,000 was also slightly lower than the previous year with a decrease in interest costs and tax not quite offsetting an increase in administrative expenses. However, the steps that we took to strengthen the business are bearing fruit and we are seeing an improvement in both sales revenue and margin in 2013.

In the US, our associate company, Divine Chocolate, Inc, increased sales marginally to \$4.5 million but net income was lower than in 2011, mainly because of higher marketing and promotional expenses. The business is in better shape following some restructuring, and the new sales team which was recruited in the second half of the year has been successful in expanding distribution.

We are proud of the fact that, while we are investing to grow the business here and in the US, we are delivering on our mission to invest in improving farmers' livelihoods in Ghana by purchasing cocoa on Fairtrade terms which delivers the Fairtrade premium, and by promoting a sustainable supply chain through our producer support and development fund. Kuapa Kokoo, the farmers' co-operative which is the supplier of Divine's Fairtrade cocoa and its major shareholder, continues to grow in membership and in its share of the Ghana cocoa market. Over the past financial year it has focused on a number of important initiatives, including improving



the membership database, developing a strategic plan which has the buy-in of the members, and improving the efficiency and profitability of the trading operation. Amongst the most significant projects completed were a new classroom block, five water wells and three business centres, while there was ongoing investment in health care and farmer training on good agricultural practices.

It is gratifying that other chocolate companies are recognising the need to give disadvantaged farmers a better deal and help their communities either through some form of product certification or through direct support. Sales of Fairtrade chocolate in the UK have been growing strongly as a result and this is good for both the farmers and the long term health of the industry. However, we cannot be complacent as there is still much to be done to eliminate poverty and ensure sustainability.

As always, what has been achieved would not have been possible without our consumers, customers and suppliers and I want to thank them for their support. And, of course, I must add our employees. Sophi and her team have continued to build the Divine business and strengthen the Fairtrade community with great energy and enthusiasm and I am most grateful for their commitment. I would also like to thank my fellow directors whose support and guidance have been invaluable.

Although the economic environment remains fragile, I believe that the actions that have been taken in the past year will provide a sound platform for further growth of the business and the Divine brand.



## The joy of nnoboa\*!

### The power of co-operatives

Over **1 billion** members of co-ops worldwide  
(source ICA)

**11.5 million** people are members of co-ops in the UK (source ICA)

In Kenya over **63%** of the population derive their livelihoods from co-operatives  
(source ICA)

In Uruguay co-operatives are responsible for **3%** of the GDP  
(source ICA)

**Kuapa Kokoo** is the biggest co-op in Ghana with **65,000** members from over **1400** villages

This year was the UN International Year of Co-operatives – a celebration of over one billion people worldwide who are members of co-operatives and who reap the benefits of pulling together, sharing resources and facilities, and leveraging greater buying and selling power. In turn co-operatives are making significant contributions to country economies.

For Divine this was a great opportunity to highlight its ownership by a flourishing and innovative farmers co-operative in Ghana, and to underline the additional benefits, over and above the Fairtrade trading terms, that its members enjoy from owning their own chocolate company. We liaised with the **International Co-operative Alliance**, and **Co-operatives' UK** - ensuring the biggest cocoa farmer's co-operative in the world could share its story with a worldwide audience on the web, in the media (including a special feature in **The Grocer**) and at major events over the course of the year.

For Kuapa Kokoo co-operation means democracy, accountability and transparency – ask the farmer members and they sum it up as **\*“nnoboa”** – *or the benefit of working together*. So “nnoboa” was our theme for the year.



Gareth Thomas MP and Sophi Tranchell at Parliament

Divine's Managing Director Sophi Tranchell gave a talk at the **Co-operative Conference** titled “Fair Enough?” which looked at why co-operatives are key to Fairtrade, and what the challenges are for Fairtrade going forward. Sophi also joined Gareth Thomas MP of the Co-operative Party to give a special address at Parliament, accompanied by members of the Zaytoun Fairtrade co-operative from Palestine.

**“It's an interesting time to be celebrating the International Year of Co-operatives – as accountability is in the spotlight as national economies unravel,”** Sophi remarked. **“The concept of shared ownership and shared destiny creating a better, more resilient business is one to be celebrated and championed. We at Divine are proud to be able to say it's the first time in history that cocoa farmers have received the lion's share of the profit from a chocolate company. We would like to see a real sea-change in support for social enterprise models, for co-operatives, for employee ownership – a future where money and decision making is in the hands of the many, and not of the few.”**



**Sampson Cobbina**  
President of Wassa Kropong District

**‘Farmers join Kuapa Kokoo because it's a democratic organisation. For us democracy means we have a say in the company. We can tell our needs, and if something is going wrong we pour out our grievances and the leaders will listen.’**



Agnes Armah speaking at the Women's Co-operative Conference

National Executive member Elias Mohammed and Agnes Armah joined us from Ghana as Kuapa Kokoo ambassadors for **Fairtrade Fortnight**. From Scotland to Yorkshire, and Salford to Lambeth – they illustrated the benefits of belonging to a co-operative, and more specifically how Kuapa Kokoo has worked to improve farmers' lives. Agnes was invited to speak at the national **Womens Co-operative Conference** in London where her words inspired other women from many different walks of life.





A still from winning film  
"The Kissing Booth"

"A purchase made,  
a till is humming  
Bronze dials complementing  
the deepest chocolate.

Money for the workers  
in fields and in cities

Like sharing in a divine  
global banquet.

The product has been chosen,  
Selected from a radiant range  
of luscious indulgences

Perfected by the passionate  
hands of thousands."

Extract from *My Chocolate Shop*  
by **Ruth O' Sullivan**, winner 12-16  
age group

Our celebration of "nnoboa" did not stop there. During the year we also collaborated with other co-operative owned brands like **Kerrygold** and **Ocean Spray** to bring lovely promotions and prizes to Divine chocolate fans, while raising awareness of different business and ownership models which created considerable interest.

### Divine inspiration

As much as we like telling the Divine story and expressing everything that is wonderful about Divine - we are equally interested in how Divine inspires other people. The winner of our **Divine Film Competition** - briefed to capture the fun and cheekiness of Divine - was **"The Kissing Booth"** created by Maria Vouza, Gemma Holdway and Konstantinos Vassilaros. Set on a sunny day on the river side by Tower Bridge, it tells the story of a young man who has a stall selling kisses which is doing quite well, until a rival stall sets up nearby which seems to be taking all his custom ....(you can find out what happens on youtube).

It was thrilling to welcome children's author and scriptwriter **Frank Cottrell Boyce**, who worked with Danny Boyle on the Olympics opening ceremony, as this year's celebrity judge for the **Divine Poetry Competition**. The theme "My Chocolate Shop" inspired an outpouring of chocolate fantasy, happiness and reflection which made judging with our partners Christian Aid a real joy. You can see Frank reading the winning poems aloud on youtube.

Frank Cottrell Boyce



At the end of the day just the taste of Divine regularly inspires a hundred tweets and posts, and we aim to introduce Divine to thousands more chocolate lovers every year. You could find us amongst the delights at **Liverpool Food & Drink Festival** and **Ramsbottom Chocolate Festival** creating delicious treats from Divine, fuelling cyclists at **Revolution** bike ride around London, and tempting crowds of passers by at the **Thames Festival**. Shoppers in Scotland, Salford and London also had the special opportunity to hear first hand about the cocoa that goes into Divine, and the benefit that goes back to farmers, from Kuapa farmers Elias and Agnes who joined us for **Fairtrade Fortnight**.



Agnes & Elias showing cocoa pods to customers at  
People's Supermarket

When it comes to **Chocolate Week**, the national festival of good chocolate Divine has sponsored from the start, our aim each year is to increase the different wonderful ways you can experience the flavours of Divine and create some unique Divine moments for chocolate lovers to enjoy. A highlight this year was the incredible selection of Divine chocolate dim sum created exclusively for us at the **Grand Imperial** Chinese restaurant in Victoria. These beautiful, ingenious delicacies were something very special. And so were the mouthwatering posh pud recipes created for us by top TV





White chocolate and raspberry brownies  
by Linda Collister



chefs **Lorraine Pascale, Mary Berry** and **Gregg Wallace**.

Our marketing objectives for the year included targets for sampling, and to engage in campaigns which can be evaluated and built on. In addition to the variety of opportunities to sample with customers face-to-face, we also covermounted two different bars on top women's magazine **Red** reaching thousands of readers in supermarkets where Divine is stocked, and for the first time, ran an advertising campaign featuring a money-off voucher over six weeks in The Guardian, and Observer and additionally in food monthlies. This gave us a total reach of over 4 million, with several thousand vouchers redeemed, and a clear net sales uplift amongst Guardian readers shopping in Sainsbury's.

We also stepped up our brand collaborations, creating tempting competitions reaching new audiences, and in turn growing our database of Divine supporters. Working with partners like **Penguin Books, Universal Studios** and **Eden Project** added 10,000 to our database over the year.

### Building the Divine brand

During the course of the year we commissioned research and consultancy programmes to increase our insight into chocolate consumer behaviour, responses to the Divine brand, and the changing consumer environments in which Divine

finds itself operating. **London South Bank University** carried out an interesting quantitative and qualitative survey of chocolate purchasing behaviour and how consumers perceive the different brands they buy. Out of these have come a number of developments both to the look of the brand and some subtle changes to the way we communicate about Divine and what makes it special. We are working to maximise our distinctive visual equities, increase visibility and appeal on shelf, and evolving our positioning to ensure we continue to have a leading edge in the chocolate market. We are focusing our activity and communication around the values we share with our audiences – **cherishing** the things that really matter in life, treasuring the **independence** to make our own choices, keeping it **personal** and putting people first, and enjoying **collaborating** to bring diversity to the brand and share benefits with others. These developments will become increasingly visible through our packaging, website, marketing materials and activity.

### Divine in the news

Media highlights included Sophi's interview on **CNN** talking about traceability, Divine features in the Swiss press and on German TV, a great spot with chef **Nigel Barden** on the **Simon Mayo** show on BBC Radio 2. There was a bit of a twitter storm when Divine was clearly one of the mystery ingredients on **Celebrity Masterchef!**

### New people at Divine

We said goodbye to Tom Mitchell who had been with us for six years on a Knowledge Transfer programme with Liverpool John Moores University introducing a systematic approach to New Product Development, and developing our environmental policy. Juliet Bacon took over from Tom, and has now been succeeded by Simon Ward who has a range of experience in premium product and packaging development. During the year we were also pleased to work with Laura Polanco who helped us develop our sourcing and quality checking systems, and to welcome Larissa Kelly as maternity cover in Accounts.

*Each of the West African Adinkra symbols you see on our packaging has a meaning. Here are the symbols which best represent Divine values*

#### Cherish



#### Dua Afe

caring and nurturing

#### Independent



#### Denkyem

adaptability

#### Personal



#### Ananse Ntontan

wisdom, ingenuity and creativity

#### Collaboration



#### Kokrobotie

co-operation and teamwork

Over **40,000** sampled Divine

**4 million** reached with advertising

Twitter followers up **44%**

Facebook 'likes' up **82%**

**10% increase** in supporters signed up to our newsletter



## Divine new products and sales

In the supermarkets we enjoyed a good year with **Waitrose** and **Sainsbury's** who each added additional lines to their ranges. **Booths** Supermarkets, in the North West, were the stand-out performer, stocking 11 of the Divine 100g bar range and growing their overall business with Divine by more than 70%. We were also very pleased to get our Divine 45g bars onboard with **Virgin Airlines**.

Over the year we trialled promotions within the supermarkets and achieved significant sales uplifts during the promotion periods. Our focus on the Foodservice sector was delivered through promotions with the corporate, and university and college divisions of **Compass**, both of which proved successful, with winners taking a "chocolate safari" tour with Divine.



Divine in store in Norway

Sales to our export customers continued to grow, particularly in Sweden, which offset the impact of the demise of our Irish distributor. Our distributor in Norway has been successfully working to build awareness and popularity of Fairtrade, and Sophi Tranchell was invited to speak at a major retailer conference with delegates from across Scandinavia. Setting off from Oslo Central station it was very gratifying to see Divine in four different shops, on all the trains, as well as a full range in the brand new shopping mall in the centre of town.

In the run up to Christmas 2012 we launched a new variant alongside our popular Mint Thins. Introducing Ginger Thins - smooth dark chocolate squares with a soft ginger filling and quite a spicy kick! In bold new packaging design and with very positive tasting results, we look forward to introducing these new gift ideas to our customers.



TV actor Freema Agyeman

## A year of firsts for Dubble!

It has been an incredible year for Dubble with the launch of some fantastic new products and the help of some fabulously fun double acts!

Dubble and **The Beano** teamed up to launch the first ever Beano Easter Egg this year, which was hijacked by some of The Beano's favourite characters - Dennis the Menace, Gnasher and Minnie the Minx! The on-pack competition winner, budding cartoonist Anastasya Polyakova, also had her comic strip drawn up by the Beano team and featured in the June edition of the BeanoMax!

Later in the year, Dubble also re-launched with two great flavours and the help of celebrity duo **Ant & Dec** and Dennis and Gnasher! Dubble doubled its appeal by introducing a delicious new chunky white chocolate bar with a crispy crunch. The original milk bar also got a make-over - slimmed down and re-dressed in funky new packaging. The chunky milk and white chocolate bars mean there's now double the reason to grab a Dubble for your favourite



snack and two tasty ways to change the world chunk by chunk!

Once again Dubble can boast a Fairtrade first - originally the first Fairtrade chocolate bar to be created especially for kids, and now the first Fairtrade product to be a year-round fundraiser for Comic Relief. Dubble is already unique in being both Fairtrade Certified and co-owned by cocoa farmers, and now will be helping Comic Relief to tackle poverty around the world by donating 2p from every bar sold to Comic Relief all year round! Dubble good.

The Dubble website re-launched alongside the new bars. Visit [www.dubble.co.uk](http://www.dubble.co.uk) for new competitions, games, info and Dubble Agent missions.





## Divine in USA

Divine expanded in Canada picking up distribution with **Bulk Barn** (a family-owned chain of stores), **Indigo Books and Music** and into all of the Whole Foods market stores. Divine can be found at an increasing number of stores in addition to the shelves of **Ten Thousand Villages** stores throughout Canada – our first distribution partner.

Two farmers from Kuapa Kokoo visited for a speaking tour about Kuapa's Gender Programme. Since 1998 Kuapa has made training, credit and support available to Kuapa's women's group members to encourage alternative income generation that supports family welfare. Felicia Mensah and Fatima Ali addressed cocoa and development specialists at the World Bank, international labour rights specialists at the US Department of Labor and a lively reception at the Embassy of Ghana in Washington DC.

Just in time for Christmas we launched a Divine Baking Range. The bakers at Prohibition Bakery developed gorgeous and intoxicating cupcakes using our cocoa powder and Divine Baking Bars. The Saucy Pumpkin (with a shot of stout) and Dark and Tawny (with a shot of tawny port) became instant favourites at this up and coming New York City bakery. Astor Center mixologists helped Divine ring in the New Year with a Divine Le Bon Bon cocktail and Divine Smoke martini. All of these recipes and more are available online and Facebook at DivineChocolateUSA.

## Producer Support and Development

Each year Divine dedicates 2% of its income to a producer support and development programme with Kuapa Kokoo and its other supply chain partners. This year the programme provided assistance to a number of key areas of Kuapa's governance and operational management, such as the development of a new three-year strategic plan and strengthening financial procedures and controls. In addition, funding and technical support was provided to

complete the development of and train staff to manage a centralised database recording information on Kuapa's membership and the cocoa it purchases from them each year. It may not be very exciting, but this is an essential tool in helping Kuapa to keep track of its 65,000 farmer members, ensuring that each is complying with the social, environmental and farming standards required to produce the best quality, sustainable cocoa, and that each receives the payment, training and bonuses they can expect in return. Communicating effectively with such a large and dispersed membership (many of whom cannot read) is a big challenge, but Kuapa is taking a proactive and innovative approach to this. At the end of September 2012 Kuapa's communications team were about to go live with their own radio programme pilot offering a mix of news, information, interaction and entertainment – initially in the Western Region, the zone most densely populated with Kuapa members. Watch this space!

## Kuapa Kokoo

As always Divine held one of its four Board Meetings in Ghana, giving the opportunity to have meetings with Kuapa Kokoo's new National Executive Committee members and discuss progress on Kuapa initiatives.

Sophi Tranchell also attended Kuapa Kokoo's AGM in September and while she was there met up with **Comic Relief** Chairman Peter Bennett Jones making his first visit to see the co-operative which Comic Relief has supported from the start in 1994.

Members and staff of Kuapa Kokoo were filmed for a documentary on Ghana created by US company **EPIC Global Media** – and the co-operative was presented as an example of innovative business in the country, with farmers taking the lead. The film has been broadcast on **Bloomberg TV** and **CNBC Europe**.



Felicia and Fatima at the Ghanaian Embassy in Washington DC



Peter Bennett Jones, Sophi Tranchell, and Kofi Topeng, Operations Manager at KKL



## Looking forward



**Sophi Tranchell** MBE,  
Managing Director,  
Divine Chocolate Ltd

In the year ahead we are looking forward to launching some exciting new flavours and to refreshing the Divine brand to maximise our impact on shelf and to emphasise our farmer-owned credentials. We will also be working with other Fairtrade companies to develop some delightful new products that are Fairtrade through and through and extend Divine's impact into more farming communities.

Divine enables people to be a part of our vision to create "a world where chocolate is cherished by everyone - cocoa farmers, chocolate lovers and you". To that end we will be working with carefully selected supporters and partners to create events that engage and inspire in a way that only Divine can. "Nnoboa" is as important to us as it is to Kuapa members.



One of Kuapa Kokoo's most impressive achievements is the level of women's participation. Of the 65,000 members 30% are women, that is more than 21,000 women who know that they have a say in the way the business is run and a share of the Fairtrade premiums. We are supporting Kuapa to develop their strategy going forward so they can continue to build on this success.

2013 will continue to be a challenging time for smallholder farmers with cost of inputs and food going up and the weather become increasingly unpredictable. It is more important than ever that we support family farmers, ensuring they have the means to invest in their farms and deliver a decent livelihood for their families, so that they in turn can ensure there is **enough food for everyone.**



*Boys from John Fisher School with Kuapa schoolchildren*

Trading Visions is an educational and campaigning charity set up to build on the award-winning Fairtrade education work undertaken in partnership between Divine Chocolate, Comic Relief and Kuapa Kokoo.

One highlight of 2012 was our 'Fair Play' tour in collaboration with Dubble and children's author **Tom Palmer**. We organised eight events with twenty schools, talking to them about literacy, football, Fairtrade and Ghana.

As one teacher said: "Thank you so much for inviting our year 6 pupils. They had a fantastic time with you and came back buzzing with enthusiasm."

We continued to develop **Pa Pa Paa LIVE**, our pioneering educational service for UK schools with videos filmed by young people in Ghana. This year, Pa Pa Paa LIVE expanded to work with another school, this time in Bayerebon<sup>3</sup>, a much more remote, rural cocoa-growing community than the first.

We worked with sixth formers from The **John Fisher School** in Purley and Comic Relief to produce a series of 'how to' video guides explaining the basics of film making. The sixth form students then travelled to Ghana to hand over the 'how to' guides to the Pa Pa Paa LIVE schools, along with some new filming equipment that they had fundraised to buy for them.

The quality of the videos that the students in Ghana are making has noticeably improved, with the students now very much leading on planning, scripting, directing and filming the videos. A highlight for 2012 was a video made for the UK's Jubilee celebrations, all about Ghana's own royal kingdom, the Asante Kingdom.

For more information, please visit **[www.tradingvisions.org](http://www.tradingvisions.org)** or contact **[tom@tradingvisions.org](mailto:tom@tradingvisions.org)**.



## ACCOUNTS



### SUMMARY FINANCIAL HIGHLIGHTS - PROFIT AND LOSS ACCOUNT For the year ended 30 September 2012

	2012 £'000s	2011 £'000s
TURNOVER	7,531	8,227
Cost of sales	<u>(5,873)</u>	<u>(6,558)</u>
Gross profit	1,658	1,669
Other operating expenses (net)	(1,693)	(1,597)
Other operating income	<u>80</u>	<u>86</u>
<b>OPERATING PROFIT</b>	<b>45</b>	<b>158</b>
Interest payable and similar charges	(20)	(75)
Interest receivable	<u>1</u>	<u>0</u>
PROFIT ON ORDINARY ACTIVITIES before Taxation	26	83
Taxation	<u>1</u>	<u>(24)</u>
PROFIT ON ORDINARY ACTIVITIES after Taxation	<u><u>27</u></u>	<u><u>59</u></u>

### SUMMARY FINANCIAL HIGHLIGHTS - BALANCE SHEET 30 September 2012

	2012 £'000s	2011 £'000s
<b>FIXED ASSETS</b>		
Tangible fixed assets	51	27
Investment in associates	<u>765</u>	<u>786</u>
	816	813
<b>CURRENT ASSETS</b>		
Stock	1,192	1,121
Debtors	1,516	1,507
Cash at bank and in hand	<u>730</u>	<u>219</u>
	3,438	2,847
CREDITORS: Amounts falling due within one year	<u>(2,274)</u>	<u>(1,642)</u>
NET CURRENT ASSETS	1,164	1,205
TOTAL ASSETS LESS CURRENT LIABILITIES	<u>1,980</u>	<u>2,018</u>
CREDITORS: Amounts falling due after more than one year	<u>(947)</u>	<u>(998)</u>
<b>NET ASSETS</b>	<b>1,033</b>	<b>1,020</b>
<b>CAPITAL AND RESERVES</b>		
Share Capital and Premium	112	112
Capital Redemption Account	15	15
Profit and loss account	<u>906</u>	<u>893</u>
SHAREHOLDERS' FUNDS	<u><u>1,033</u></u>	<u><u>1,020</u></u>

	2012 £000's	2011 £000's
Producer Support	151	164
Fairtrade social Premium	186	203
Hundreds of Tonnes of beans used	900	1000

These summary financial highlights do not constitute statutory financial statements for the years ended 30 September 2011 and 2012. The reports of the auditor on the statutory financial statements for the above years were unqualified. The statutory financial statements for the year ended 30 September 2011 have been delivered to the Registrar of Companies. The statutory accounts for the year ended 30 September 2012 will be delivered to the Registrar of Companies following the Company's Annual General Meeting.

For further information, the full Directors' Report and the full statutory accounts containing the audit report for the year ended 30 September 2012 should be consulted. Copies of these can be obtained from the registered office.

Note:  
These statements are highlights from the full set of published accounts.

After exchange loss the retained profit for the year would be as follows:

	£'000s
Profit after tax	27
Exchange loss	<u>(14)</u>
Retained profit	<u><u>13</u></u>

The exchange loss arose as a result of the revaluation of overseas investments and a matched US Dollar loan.

Owned by cocoa farmers, made for chocolate lovers



#### DIRECTORS

Christiana Ohene Agyare  
Emmanuel Arthur  
Jeremy Bradley  
Patrick Fleming  
Andy Good  
Paul Langley  
Michele Settle  
Pauline Tiffen  
Sophi Tranchell  
David Upton  
Cornelis van den Burg  
Carol Wills

#### COMPANY NUMBER

03433202 (England & Wales)

#### REGISTERED OFFICE

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London SE1 2NE

#### AUDITORS

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Chartered Accountants  
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#### BANKERS

National Westminster Bank Plc  
15 Bishopsgate  
London EC2N 3NW



Divine Chocolate Limited

Divine Chocolate Inc

#### THE DIVINE TEAM

Sophi Tranchell  
Managing Director

David Upton  
Finance Director

David Francis  
Commercial Director

Charlotte Borger  
Communications Director

Sarah Watson/Amanda Walsh  
Operations Manager

Alistair Menzies  
Head of Sales & Marketing

David Greenwood-Haigh  
National Account Manager

Wendy Rowan  
Account Manager

Tal Drori  
Marketing Manager

Rosanna Mayhew  
PR Manager

Sonja Salter  
Operations & Export Co-ordinator

Paul Dennis  
Finance Manager

Sarah Sojinrin/Larissa Kelly  
Accounts Assistant

Natasha Procter  
PA to Managing Director/Office Manager

Simone Lindsay  
Receptionist

Kika Williamson  
Special projects

Juliet Bacon/Simon Ward  
New Product Development Manager

4 Gainsford Street, London SE1 2NE  
Telephone: 0207 378 6550  
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Erin Gorman  
Chief Executive Officer

#### DUBBLE

Sara Barron  
Dubble HQ Producer

#### TRADING VISIONS

Tom Allen  
Policy and Projects Manager

#### A BIG THANK YOU

To all the staff, board and everyone  
at Kuapa Kokoo

Agnes Armah and Elias Mohammed  
from Kuapa Kokoo for being Divine ambassadors  
on our Fairtrade Fortnight tour

The creative people who make Divine look  
as good as it tastes: Kathryn Samson,  
Chris Basista, Stephen Waterhouse,  
GHP, SS Print Solutions, Together Design

Temporary workers, interns and volunteers  
at Divine: Eliza Ferraneto, Funmi Ogunleye,  
Jessica Leite, Pauline Milligan, Dulcie Thomson,  
Emmanuel Darko, Idil Moali, Chloe Shepherd,  
Lisa Ahmed, Faith Holland, Nicola Fyffe, Helen  
Daniels, Anna Basista, Katie Hammond, Rebecca  
Dempsey, Melanie Goeller, Fenner Thomson

#### Front Cover:

Kuapa farmers by Brian Moody

#### Photo Credits:

Hilary Moore, Ben Fisher, Jess Koppel

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using 90% ECF pulp.

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