

CHOCOLATE ACADEMY™ center in Tokyo, Japan Press Conference & Inauguration Ceremony





The Barry Callebaut Group: Leading manufacturer of high-quality chocolate and cocoa products

Juergen Steinemann, CEO



We are in 1 out of 5 chocolate & cocoa products consumed worldwide

Business Description

World's leading manufacturer of chocolate and cocoa products (B2B)

- **Food Manufacturers:** FMCG
- **Gourmet:** Food Service, hotels, restaurants, caterers, bakery, pastry, chocolatiers

Global presence

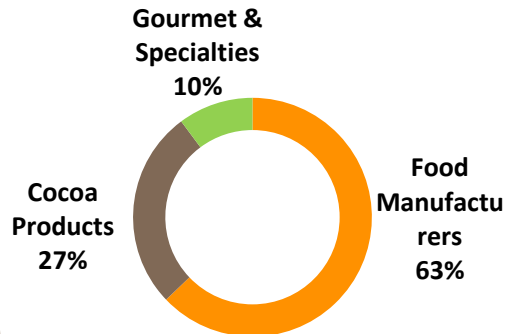
- 30 Production countries
- Strong presence in cocoa origin countries

Key Figures FY 2013/14

Sales Volume	1.7 mio. tonnes
Sales Revenue	CHF 5.8 bn <i>(EUR 4.8bn/USD6.5bn)</i>
EBIT	CHF 416.2 mio
Employees	9,300
Factories	52

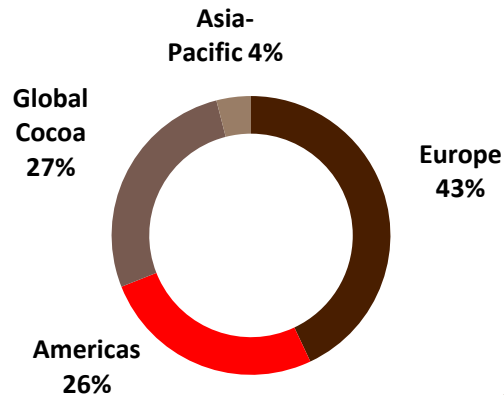
FY 2013/14

Sales Volume by Product Group



FY 2013/14

Sales Volume by Region



Global Gourmet Brands



Product Portfolio: Serving the entire food industry

Food Manufacturers



- Standard chocolate
- Specialties
 - Certified
 - Probiotic
 - Re-balanced
 - Tooth-friendly
 - ACTICOA® chocolate
- Compound
- Fillings
- Inclusions
- Decorations

Gourmet & Specialties



- Chocolate
- Cocoa Products
- Coating
- Fillings
- Decorations
- Chocolate and cocoa vending mixes

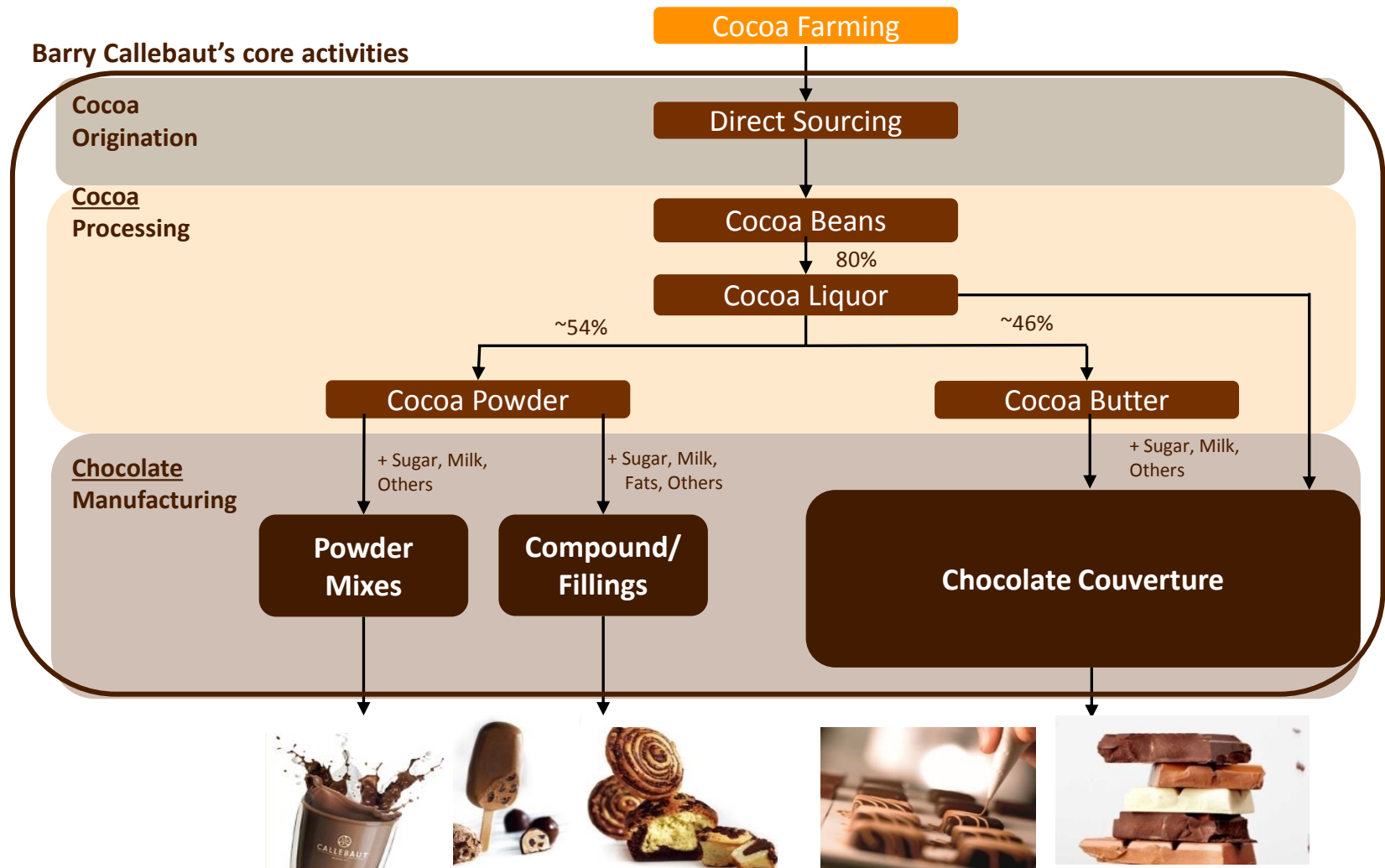


Cocoa Products



- Standard Cocoa Products (cocoa powder, butter, liquor)
- Low fat and high fat cocoa powders
- ACTICOA®
- Certified products
- Specific applications

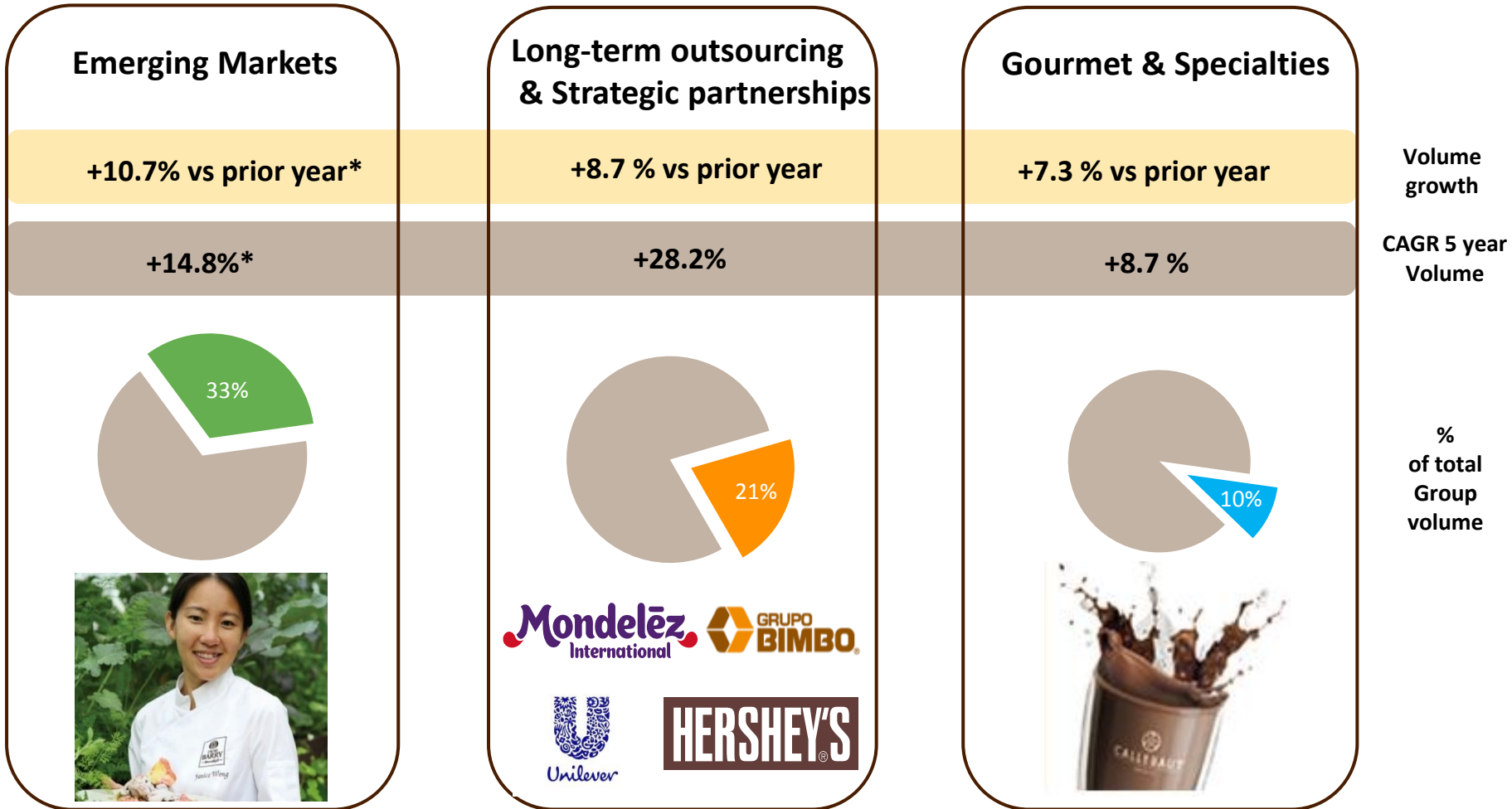
Barry Callebaut is present in every stage of the industrial chocolate value chain – from cocoa bean to chocolate & cocoa products



Our expansion is fuelled by our three key growth drivers



A proven, four-pillar strategy as the basis for our long-term business success



* Stand-alone, including recently acquired cocoa business +42.0%
 [figures are for the Barry Callebaut Group's fiscal year 2013/14]

Significant untapped growth potential in different dimensions

Emerging Markets



- New factories in Chile, Turkey, India
- Opportunities for further market penetration
- High demand for cocoa powder applications
- 80% still captive

Long-term outsourcing & Strategic partnerships



- 51% of industrial chocolate still captive market
- Expanding existing global partnerships
- New agreements with regional/local leaders

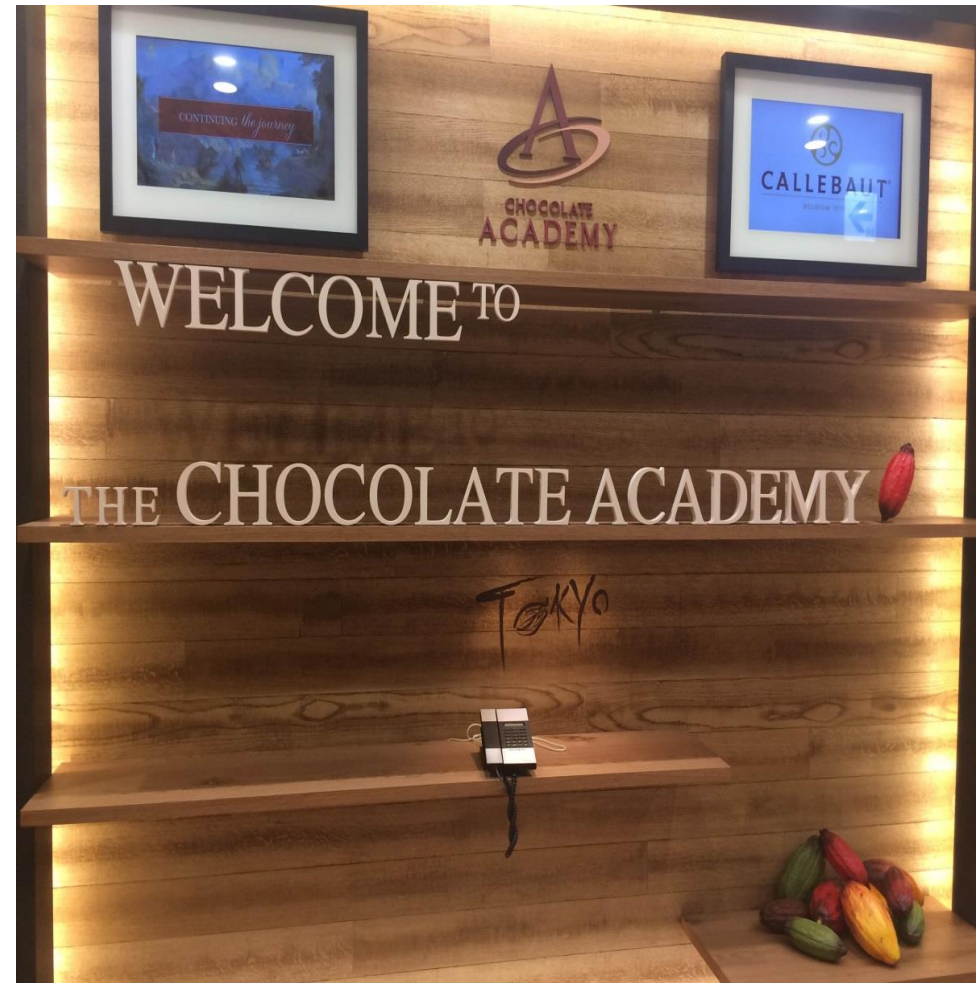
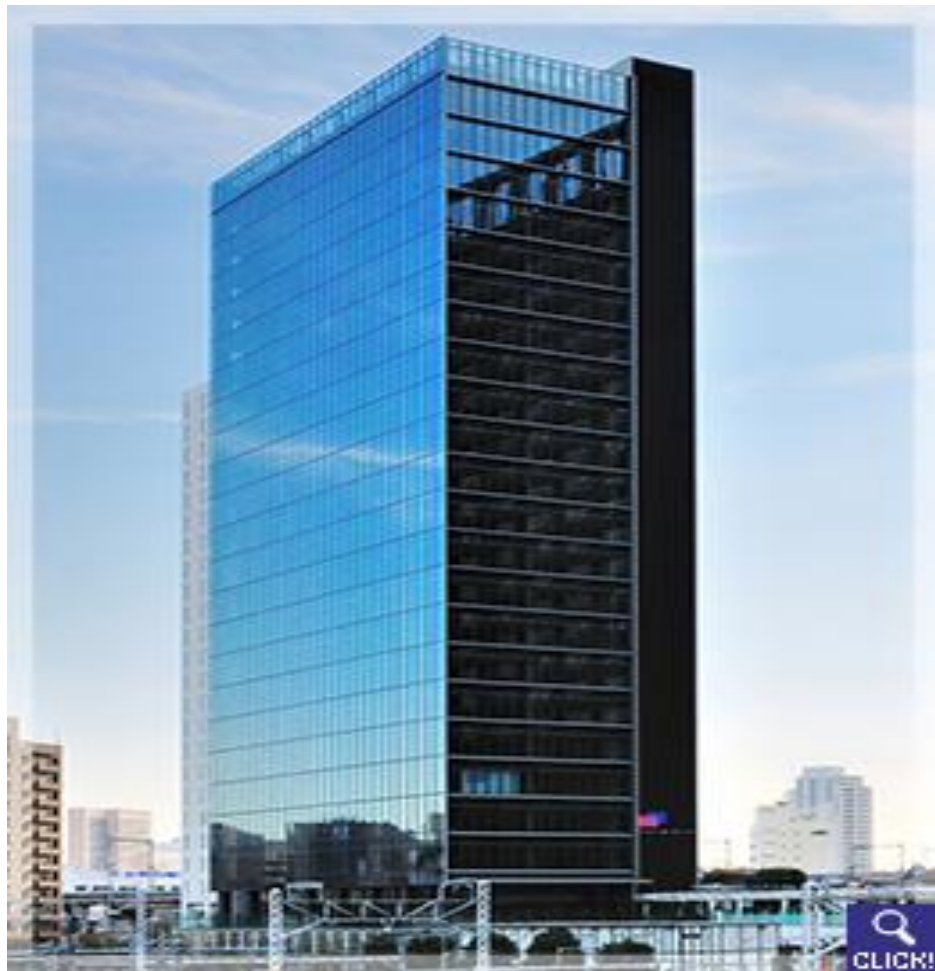
Gourmet & Specialties



- Expand into new markets/ increase distribution points
- Tap into new segments (Key accounts/ Food chains)
- Expand product offering and solutions
- Acquisition opportunities

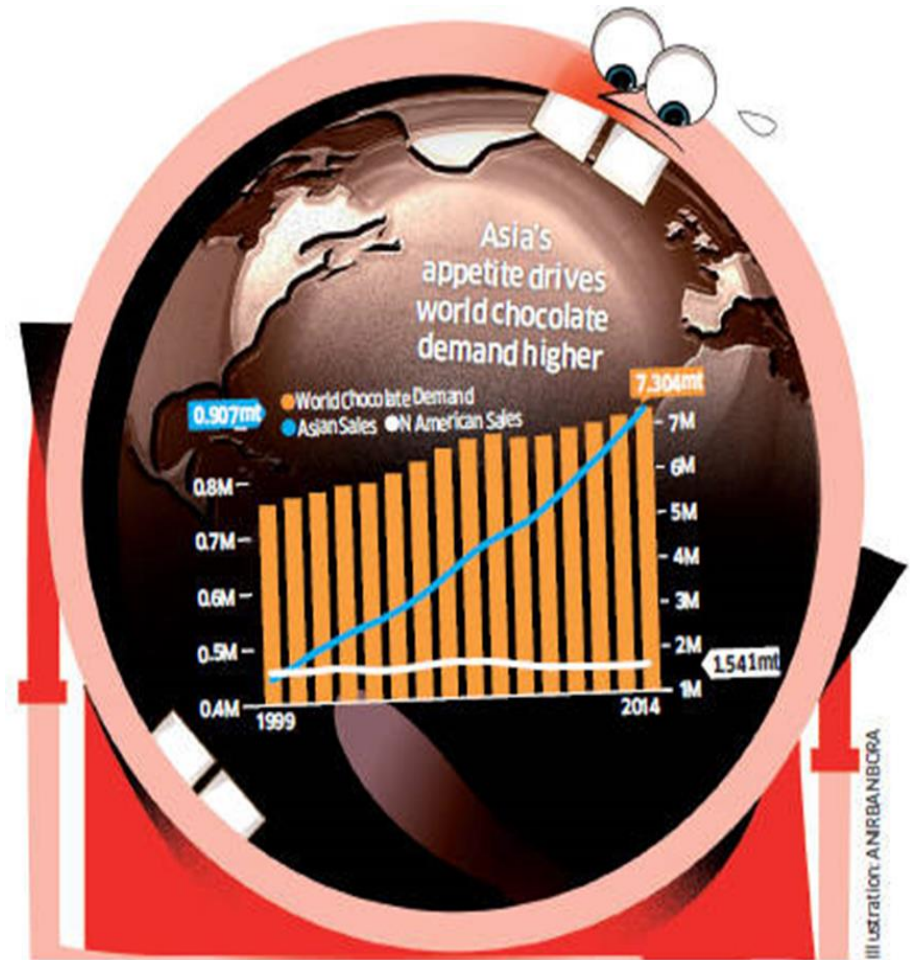
Barry Callebaut Japan

Fumitaka Nakano, Barry Callebaut Japan, Managing Director



アジア太平洋地域におけるチョコレート市場

- ▶ アジアにおけるチョコレート菓子製品の売上は世界においても高需要です
- ▶ 世界的な需要は2.3%上昇 (2012年9月から2013年8月)
- ▶ アジア太平洋地域では8.3%上昇 (上記と同時期)



日本におけるチョコレート市場

- ▶ 日本のチョコレートの年間生産
チョコレート年間生産量は 231千トン(2014年)
(Chocolate and Cocoa Association of Japan参照)
- ▶ 日本はアジアにおいて最大のチョコレート消費
市場です:2013年62.2億 USDル (Datamonitor参照)
- ▶ 2013年の日本での一人当たりのチョコレート消
費量は 1.93 kgであり、アジア地域では最大です
(Chocolate and Cocoa Association of Japan参照)



大幅に強化された今日におけるポジション

- ▶ 1970年: 前田商店がカレボーチョコレートを入力開始
- ▶ 2004年: 東京都霞が関に営業事務所を設立
- ▶ 2007年: 森永製菓との戦略的提携を形成し、10年間の供給契約を結ぶ
- ▶ 2008: 初の国内チョコレート生産を兵庫県尼崎工場において開始
- ▶ 2012: 森永とのパートナーシップの延長を発表し、尼崎から高崎へ生産拠点の移転を計画
- ▶ 2013: 移転の完了そして高崎工場にて生産の開始
- ▶ 2015: チョコレートアカデミー開設



更なる飛躍へ向けて

- ▶ **工業用チョコレートの生産販売のみならずグルメ向け顧客へのサービス向上を目指します。**

- ▶ **本社、高崎工場**
群馬県高崎市宮原町2-1
生産能力： 22,000 トン/年
従業員： 64 名

- ▶ **東京事務所、チョコレートアカデミー**
東京都品川区大崎2丁目11-1
従業員： 7 名

Unlocking the potential of our Gourmet business and the opening of CHOCOLATE ACADEMY™ center in Tokyo

Pascale Meulemeester, VP, Global Gourmet Brand Marketing



Gourmet at a glance

- ▶ **Our customers:** artisan bakery, pastry, confectionery, restaurant, hotels, food service chain accounts, semi-industrials
- ▶ **Brands and product portfolio**
 - Global brands: Callebaut and Cacao Barry
 - Local brands: Carma, Chocovic, Sicao, Van Houten Professional, Selbourne..
 - Product portfolio: professional chocolate (80% of sales), decorations as well as nuts-based and convenient products
- ▶ **Unique business model:**
 - Push: active network using direct and indirect channels: distributors, cash and carry, local agents and direct sales force
 - Pull: Chocolate Academy Centers (19); Brand Ambassadors (155); Demonstrations, taste and inspiration tools
 - Scale: global business present in 50+ countries with dedicated leadership



The CHOCOLATE ACADEMY™ Center

- Facilitates the transfer of chocolate artisanal knowledge
- In chocolate trainings, bakers, confectioners, patissiers and cooks learn everything about chocolate
- Callebaut shares 100 years of experience with visiting chocolatiers, lecturer and professionals



The Chocolate Academy™ Center: the heart of Gourmet

Artisan chocolate inspiration & training anywhere anytime



- 19 Locations
- 3 Brand Flagships:
Callebaut – Cacao Barry - Carma
- Training more than 40,000 professionals every year
- 31 Chefs pioneering new techniques and applications



Ahead of the newest trends to fuel innovation

Leveraging our global ambassador & influencers network



19 Chocolate Academy™ centers

close to the homes of our customers and local delights



CHOCOLATE
ACADEMY



ようこそ チョコレートアカデミーセンター東京へ！



Thank You.