

Unlocking the full potential of our global gourmet brands

Investor Days – Belgium 2014

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CALLEBAUT TV IS BACK
DISCOVER GREAT CHOCOLATE STORIES! »



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, Sicao, Van Leer, Chocovic, Selbourne
 - ▶ Product portfolio: professional chocolate (80% of sales), decorations as well as nuts-based and convenient products

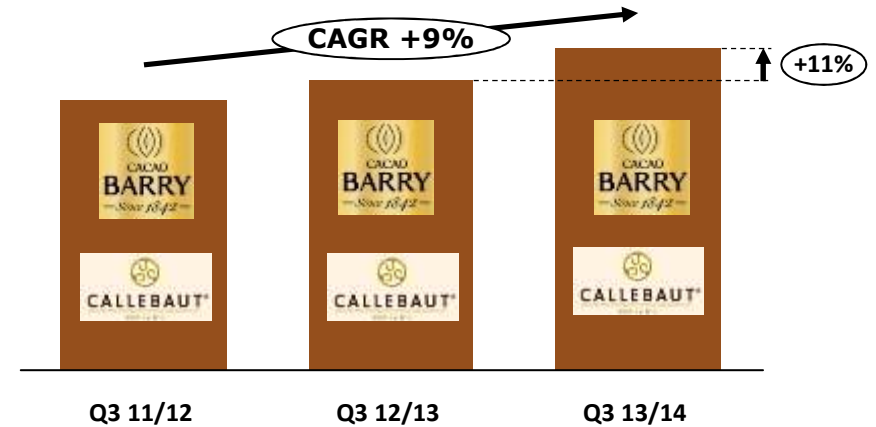
- ▶ **Unique business model:**
 - ▶ Push: active network using direct and indirect channels: distributors, cash and carry, local agents and direct sales force
 - ▶ Pull : Chocolate Academy Centers (16) – Brand Ambassadors (155) – Demonstrations, taste and inspiration tools



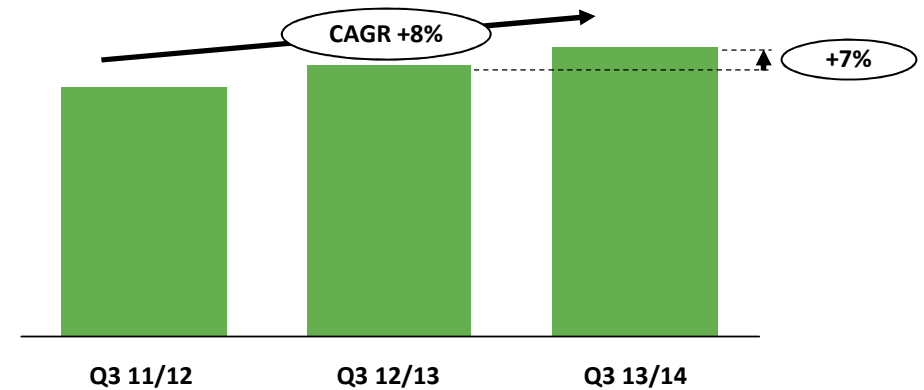
Relentless focus on Gourmet strategy implementation, delivering double digit global brands growth

- Global Brands** Product Superiority global brands & differentiation on track
- Innovation Renovation** Best in class launch Cacao Barry «Purity from Nature» Callebaut «Hot Chocolate».
- Balanced Push-Pull** Growing distribution points and multiple distribution networks in key markets
- Best-in class customer service** Step change service & forecast accuracy. Zero defects quality

Sales volume evolution – Global brands



Sales volume – Gourmet & Specialties



Leveraging our global ambassador & influencers network to be ahead of the trends



There's no stopping now ! Strongest ever activity plan for 2015



Callebaut Bean to Chocolate Campaign



Callebaut Origin Collection



Callebaut Drinks Full Solution



Cacao Barry Purity from Nature & Itinero

Global Sponsor World's Best Pastry Chef – 50 Best Restaurant Awards

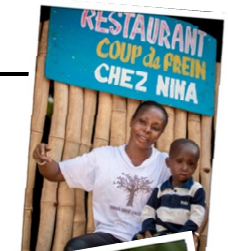


Building Belgian Chocolate Leadership through core differentiation and expansion



The Callebaut® brand 100% Belgian, from bean to chocolate

- ▶ Record growth momentum in both developed and emerging markets
- ▶ Strengthen our chocolate leadership : superior differentiation and sustainable cocoa
- ▶ Extend Horeca penetration with « Callebaut Finest Belgian Hot Chocolate solutions » in hotels, restaurants and coffee chains
- ▶ Building brand equity & pull: Callebaut TV - Callebaut Flagship Chocolate Academy – New website



Leading the way on sustainable cocoa



Core Range Differentiation: Callebaut took a leadership position in 2012 by converting its entire Finest Belgian Chocolate range to sustainable cocoa

GROWING COCOA QUALITY

WORKING TOGETHER WITH FARMERS TO GROW MORE AND BETTER QUALITY COCOA BEANS

GROWING GREAT CHOCOLATE™

THE START OF GREAT CHANGE FOR OVER 30,000 COCOA FARMERS

EVERY PACK OF CALLEBAUT® FINEST BELGIAN CHOCOLATE YOU PURCHASE, SUPPORTS SUSTAINABLE COCOA CULTIVATION

See the change you're contributing to: www.growgreatcocoa.com

Providing the customer with tools

Real-life cases: connecting with the customer





Best launch ever Cacao Barry® Purity from Nature – back to the roots to accelerate growth



The Cacao Barry® brand unlocking the sensorial richness of cacao & chocolate to inspire creativity

- ▶ Successful roll-out of Cacao Barry Purity from Nature – the next generation Chocolate with significant impact on brands' sales in key areas
- ▶ Strengthened Cacao Barry®'s expertise to unlock sensorial richness through post harvesting techniques, the roots of the brand
- ▶ Renovate the core Cacao Barry France
- ▶ Ensure availability of the premium core range in key cities
- ▶ Building brand equity and pull: Best Pastry Chef Award: 50 Best Restaurants Official Global Chocolate Partner, Creative Days, Launch Itinero chocolate and pairing app



Best in class execution 360° activation Purity from Nature

Launch events: Chicago, NYC, London, Brussels, Luxemburg, Relais dessert F, US, JP, SP, Shanghai



New pack design



Advanced Food Pairing



Strong social media activation & digital newsletters

New interactive website



October 2014

Investors days 2014



Print campaign with Ambassador endorsement



Unlocking full potential of our global Gourmet brands

Key take aways

- Outperforming the food service market with **iconic global brands & an unique business model**
- **Gourmet hit its ambition to double the business in 5 years with record global brands growth**
- **Strongest ever activation plan global brands** with focus on core and a lot of untapped potential
- **Chocolate solutions and cross functional team approach** to accelerate penetration in Horeca /food service accounts
- **Investing in the future to create brand pull & gaining strong momentum around the world**
- **High performing Global Gourmet Team**



Follow our World Chocolate Masters Pre-selections around the world

