

Maintaining our cost leadership

Our strategic pillar Cost Leadership is key to our competitiveness. Operations & Supply Chain successfully managed to support our strong growth through capacity expansions, further implementing “One +” and a number of energy reduction and reengineering initiatives.

Overall manufacturing costs per tonne of activity decreased on a like-for-like basis by 3% (target: -2%). Strong volume growth supported by technology and process improvements increased capacity utilization for liquid chocolate at Group level to 91% (target: 82–85%). The average cocoa processing capacity utilization rate was 90% (target: 90–95%).

“Project Gold” in Region Europe and “Platinum” in Americas, two new initiatives designed to save costs throughout the value chain with a focus on yield and waste management as well as logistics, achieved savings of CHF 9.1 million.

Extensive efforts to reduce energy consumption and tight cost controls also contributed to lower costs during the year under review. All of the above enabled us to achieve our overall target.

This year, Barry Callebaut made significant investments in capacity expansions around the world in order to cope with future expected growth. We invested a total of CHF 178.2 million to extend and maintain our factory footprint. Eight factories were expanded and four new factories were added. These investments in our global footprint were made in both developed and emerging markets, in countries such as Poland, France, Malaysia, Singapore, Côte d’Ivoire, the U.S., and Mexico.

Barry Callebaut now operates 46 factories worldwide.

Barry Callebaut is also continuously improving its quality standards in order to meet the demands of its customers and to keep quality and food safety for end consumers at the highest possible levels. Today, all of our factories have achieved BRC (British Retail Consortium) certification.

Additional information:
s.a. Environment chapter in
CSR part, page 55