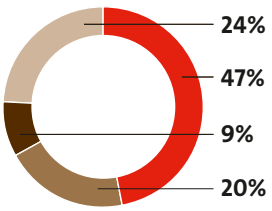
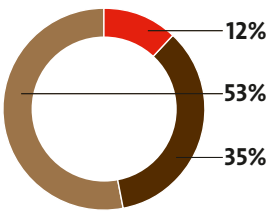
Who are Barry Callebaut's employees?

Employees per geographic region:



Europe	2,740
Americas	1,281
Asia-Pacific	560
Africa	1,519
Number of employees	**6,100**

Employees per function:
from continuing operations



Management	746
Office staff	2,137
Production	3,217

Barry Callebaut's growth and success is directly linked to the talent and expertise of each of our employees around the globe. Our company size allows our employees to grasp new opportunities, and recognize their personal contribution within the bigger picture.

Barry Callebaut's worldwide team comprises approximately 6,100 individuals in 30 countries. Among these, the majority (85% by FTE) are permanent employees. In the cocoa sourcing regions as well as in our cocoa processing and chocolate production plants around the globe, seasonal temporary employees are brought on during peak periods. About 20% of our employees work in origin countries.

Among our permanent employees, 96% are full-time, and 4% are part-time. The diversity of our employees is reflected across all levels of the organization; both in terms of gender and age.

Recruiting the best talent for our future

In a competitive market, we aim to attract the brightest new recruits to our team. One successful way we've done this is through tighter partnerships with higher education institutions. For example, our Graduate Trainee Program has successfully taken root. Six Graduate Trainees completed the program this year, and we have an additional 28 currently participating. More than half of all current participants are women with engineering backgrounds. This innovative, international program allows Barry Callebaut to mentor talented young professionals through exposure to working in a fast-paced, multinational business, and in turn, we gain the energy, know-how, skills and latest academic approaches.

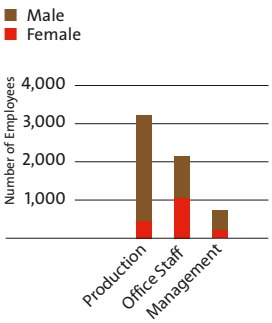
Promoting accountability and organizational excellence

All of our employees have at least one annual appraisal discussion with their direct line manager or supervisor. Employees in managerial or technical roles have these discussions based on our internal "Performance Management and Development Process" (PMDP), which includes target-setting and assessment, a bonus structure tied to individual and Group performance as well as career and personal development perspectives. This is aligned with expected actions and behavior associated with Barry Callebaut's corporate values.

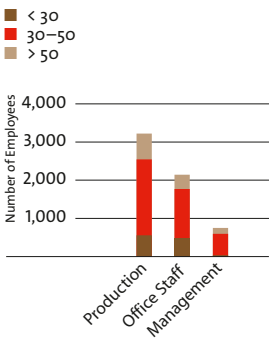
Approximately 17% (1,000) of our employees are included in these discussions, and for these, the performance review is conducted according to a consistent companywide process. For other employees, the PMDP process is optional or supplanted by local procedures that may be specified by collective bargaining agreements.

Through these discussions, we take a first step in identifying talented individuals with the goal to have strong successors ready to take over key positions in the future. In the past fiscal year, we took a number of important steps to move towards meeting the target of filling 70% of all key vacancies from within the organization.

Gender of employees:



Age of employees:



Average seniority
in years:

Europe	11.31
Americas	8.74
Asia-Pacific	5.06
Africa	9.05