



# Barry Callebaut as a global leader in chocolate and cocoa

CEO – Juergen Steinemann

Investors days – Belgium – Oct 21, 2014



Investors days 2014

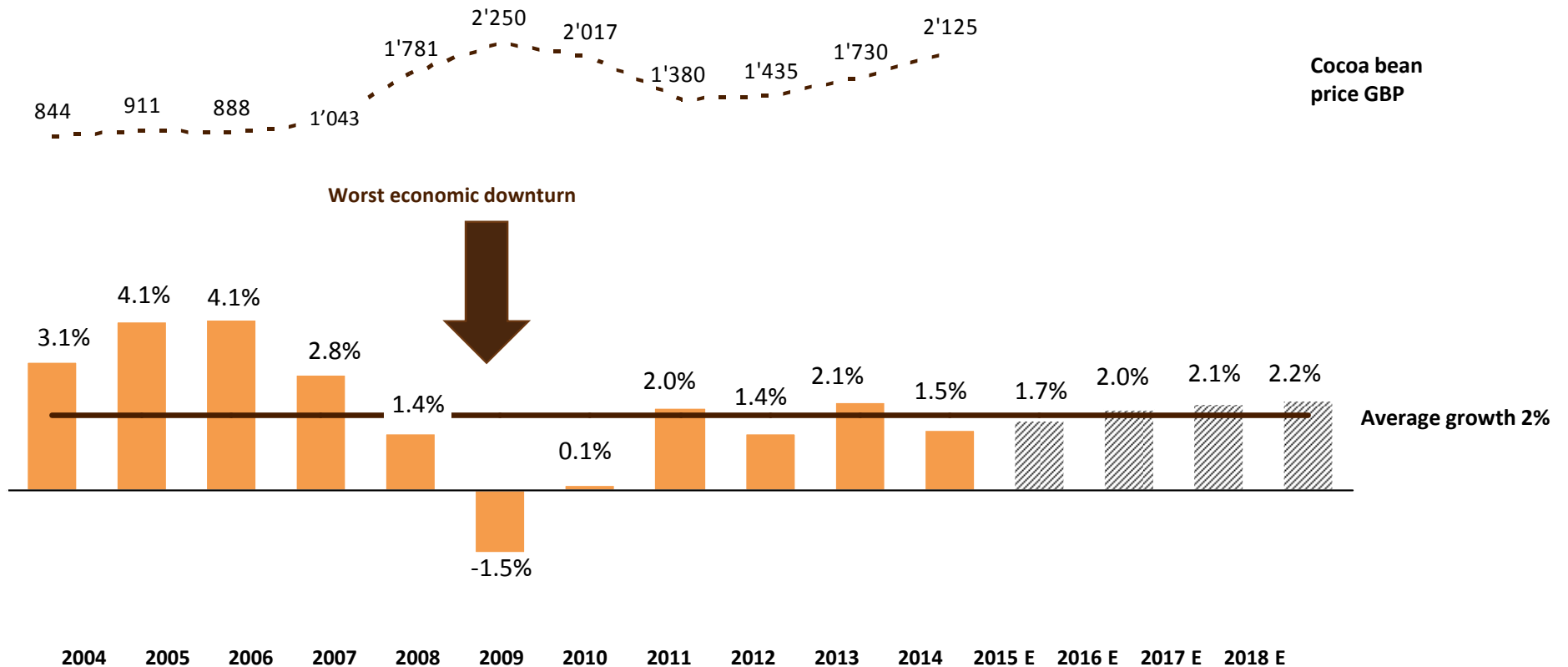
## Agenda

- ▶ Market development
- ▶ Differentiation factors
- ▶ Strategy update

## Industry overview

However in the long-term chocolate remains a resilient category with an average annual volume growth of 2%

### Chocolate confectionery – Total market volume

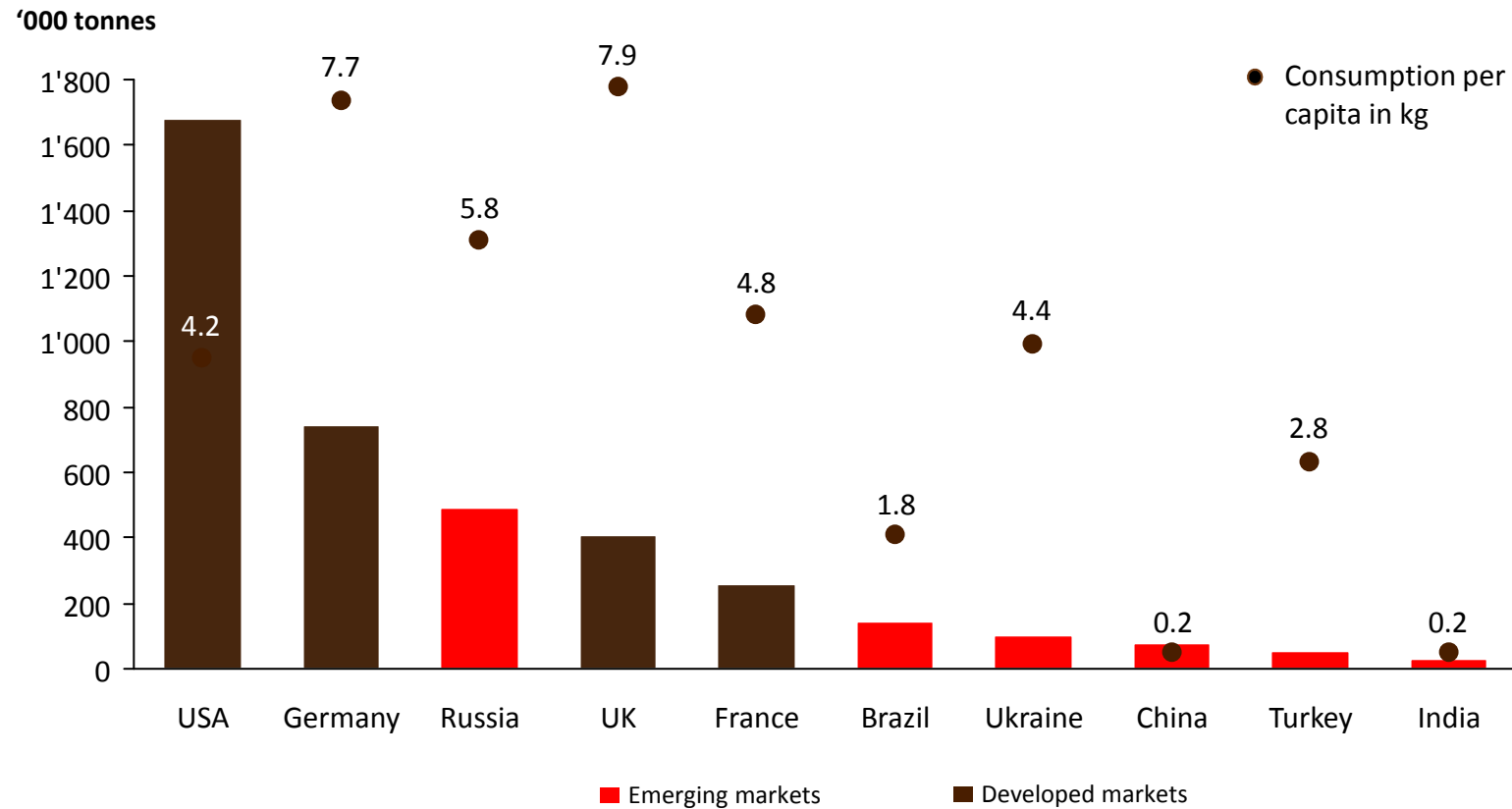


Source: Euromonitor

## Industry overview

# Key emerging markets are expected to be in the top 10 chocolate markets by 2019

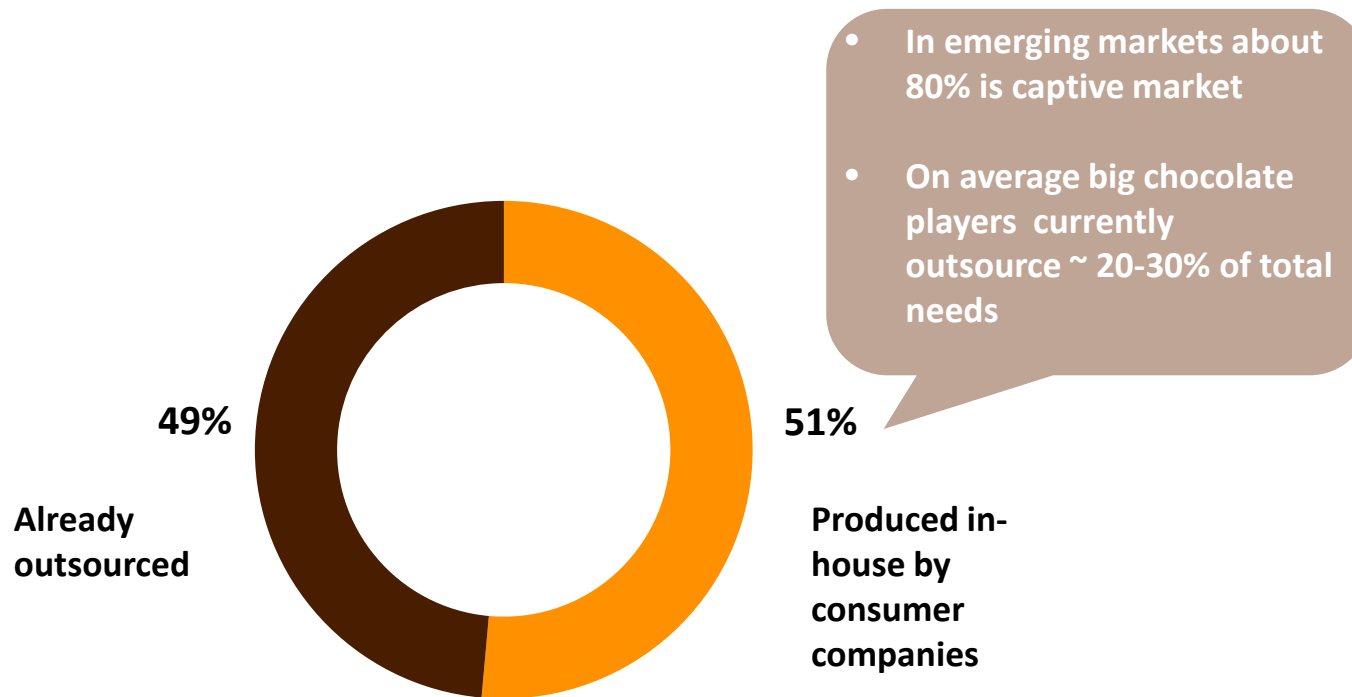
### Chocolate confectionery – Total market volume



Source: Euromonitor

# Chocolate is an industry with significant outsourcing potential

**Total Industrial chocolate market estimated at 6.4 mio tonnes - 2014**



Investors days 2014

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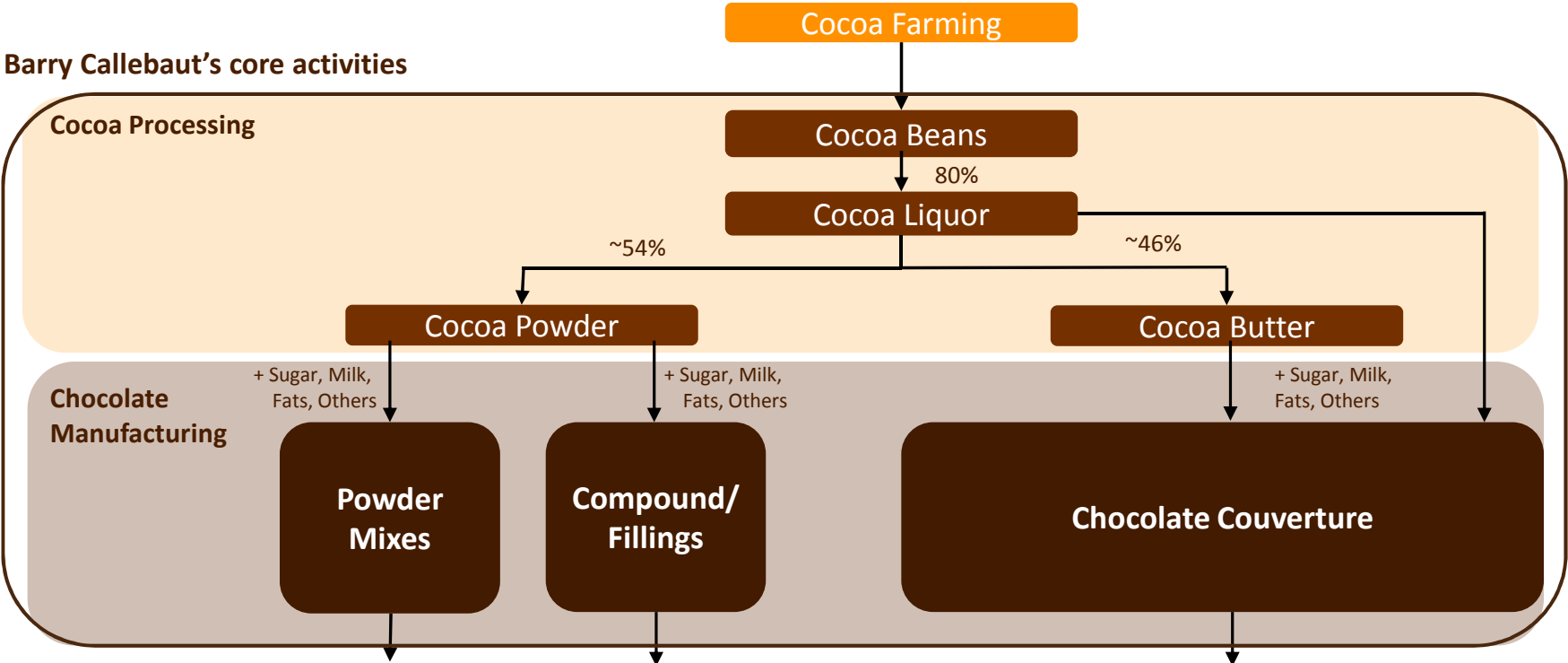
▶ Market development

▶ Differentiation factors

▶ Strategy update

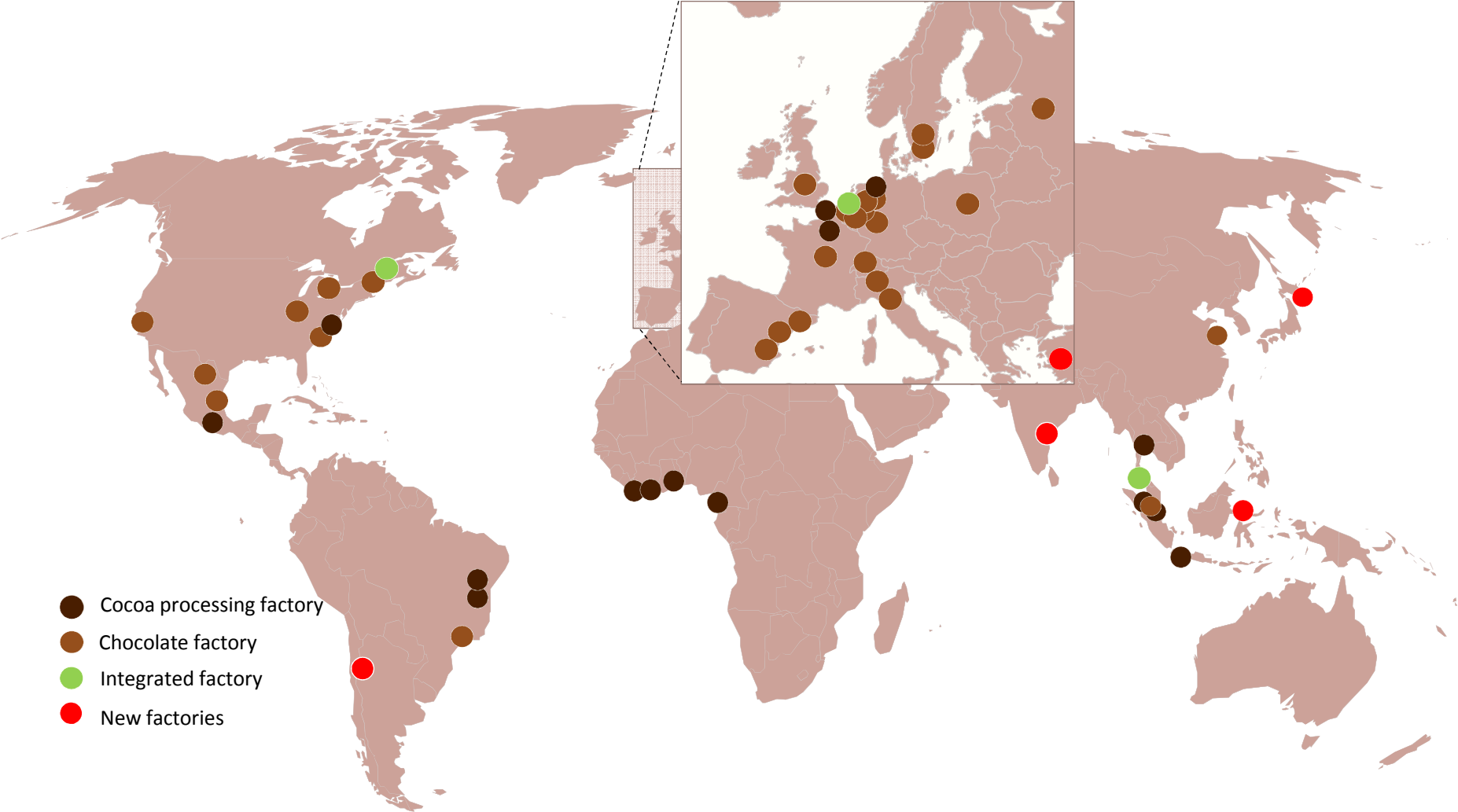
From the cocoa bean to the chocolate and cocoa products

# Barry Callebaut is present in the key parts of the cocoa and chocolate value chain



Global Footprint

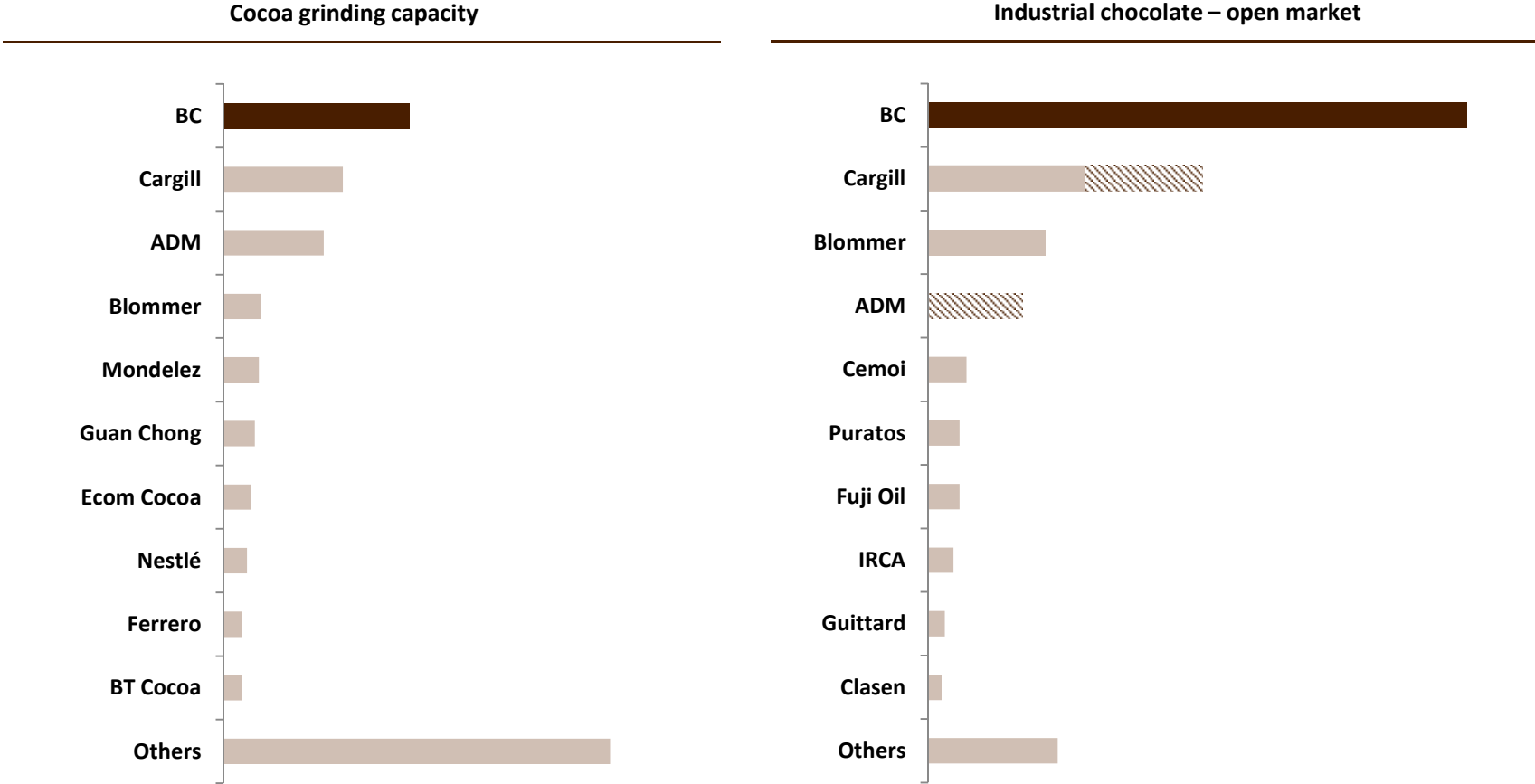
Our 52 factories provide us manufacturing diversification and a unique competitive advantage





Chocolate and Cocoa markets

# Barry Callebaut uniquely positioned in industrial chocolate and cocoa markets

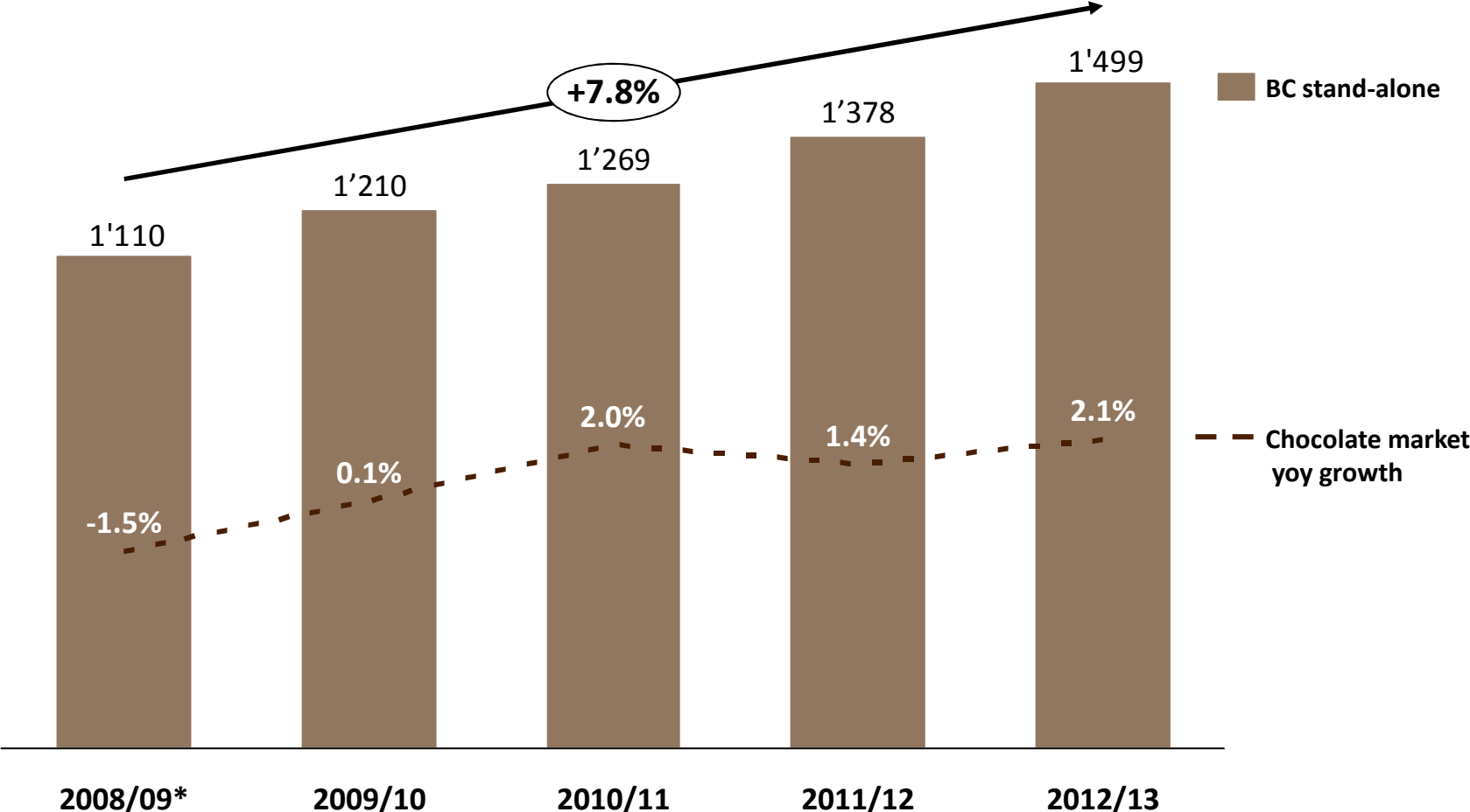


Sources: Third party study (2014); Proprietary estimates



Barry Callebaut: One of the fastest growing food companies in volume

# Sales volume growth significantly above the market over the last years



Source: Euromonitor – chocolate confectionery volume growth  
\* Excl European consumer business



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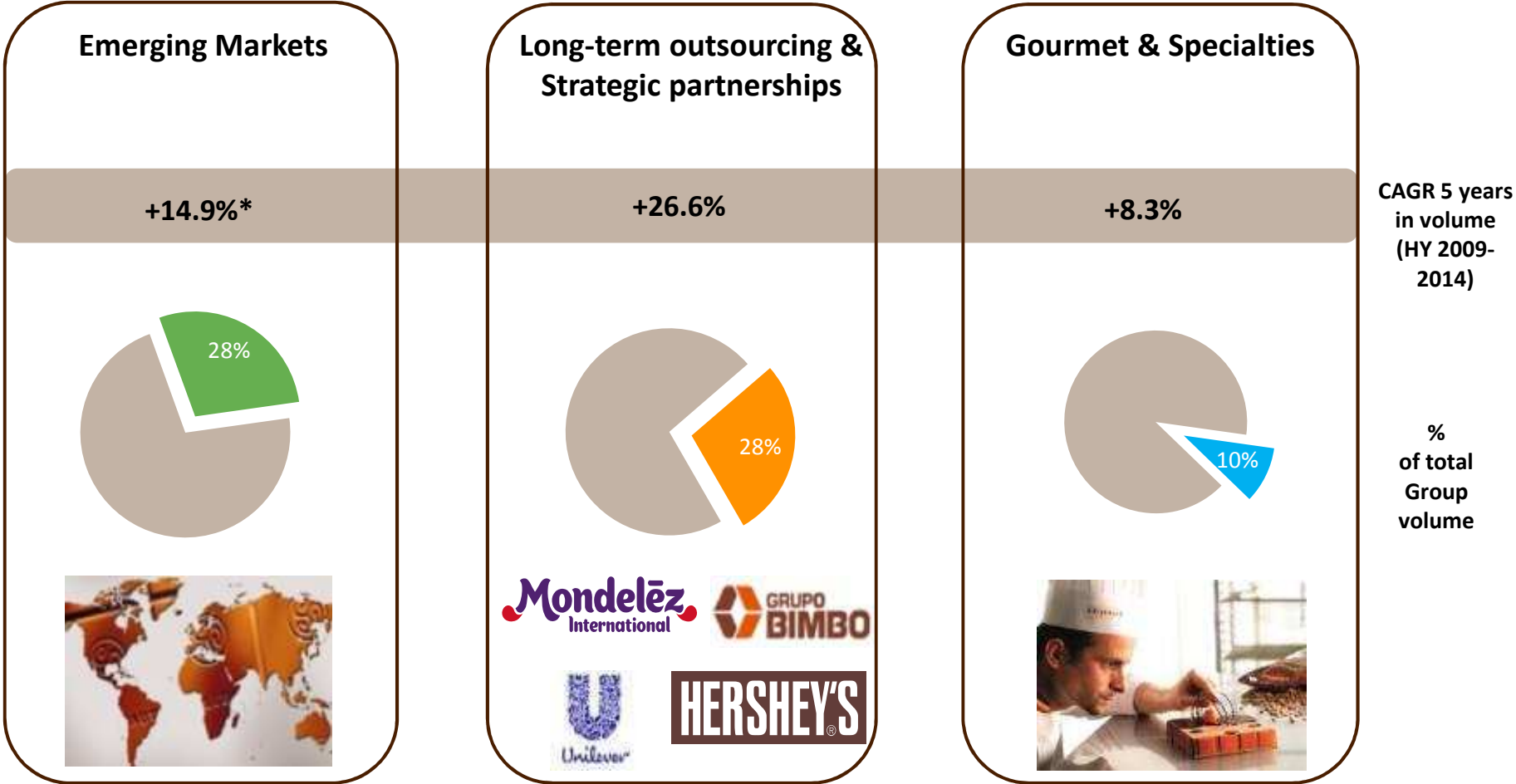
Barry Callebaut Group's growth strategy

Our 4 pillar growth strategy remains as the basis of the company's long-term business success



Strategy implementation

Our expansion continues along the three key growth drivers



\* Stand-alone, including recently acquired cocoa business +22.0%

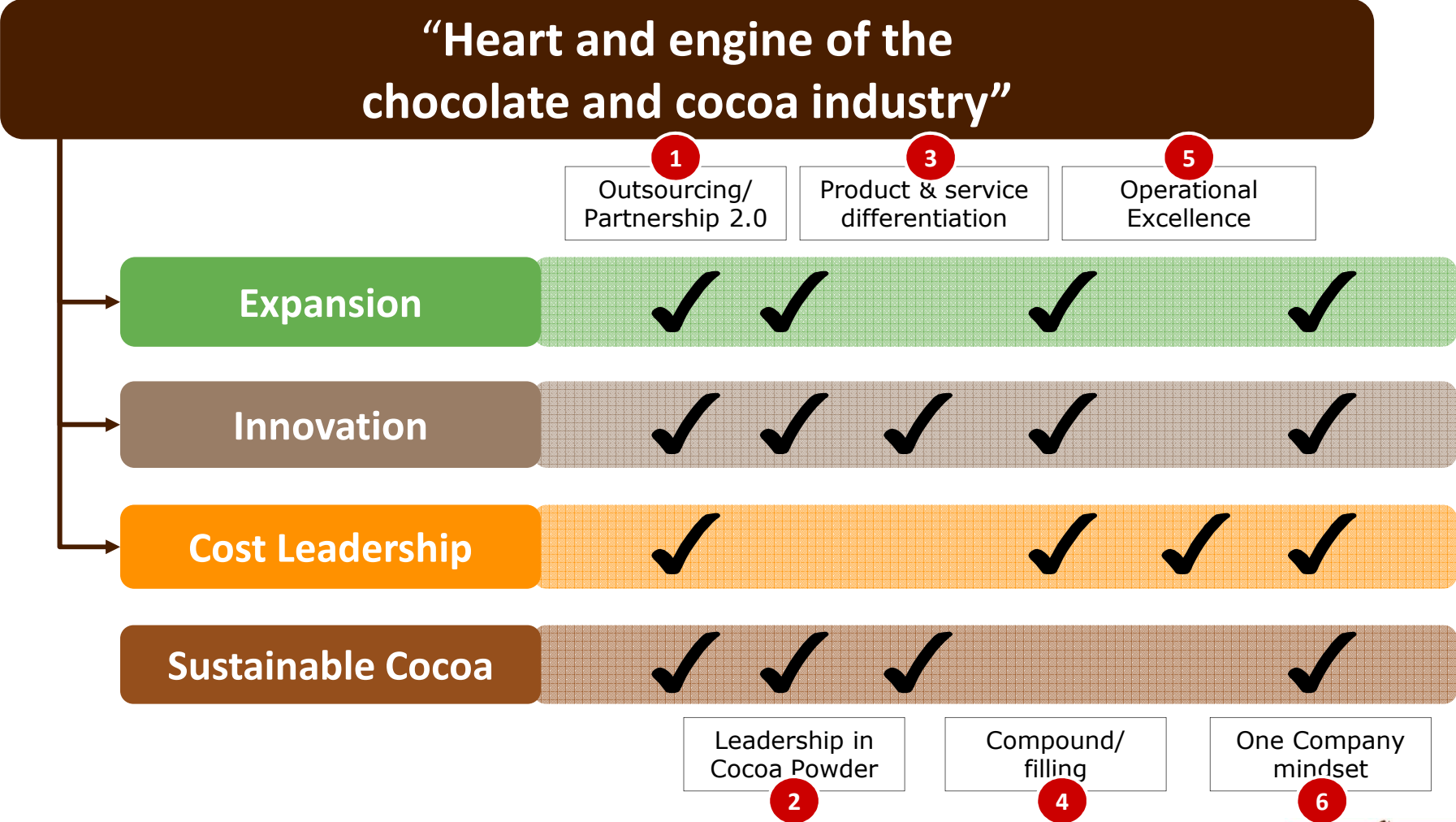
Our strategy translated in initiatives

By reviewing our strategy, we have set the stage for the next years to come. We defined 6 shaping initiatives to concentrate on

- 1 Develop Outsourcing/ Partnership 2.0
- 2 Gain leadership in Cocoa Powder
- 3 Improve product and service Differentiation
- 4 Develop Compound/filling business model
- 5 Accelerate Operational Excellence
- 6 Assure One Company mindset

The Barry Callebaut Group's growth strategy

These shaping items are well aligned with the four pillar strategy



## Global platform programs

At the same time, we have created global platform programs to allow for the next level of growth



- ▶ **Spring:** Improving customer service and speed to market
- ▶ **HR4G:** Talent development and management performance
- ▶ **Quality Culture:** Driving an even stronger quality mindset
- ▶ **One +:** Operational excellence in production and supply chain
- ▶ **Cocoa Horizons:** Secure future cocoa supply





Chocovision: leading the industry agenda

## Taking Industry leadership in Sustainability



- ▶ A business-for-business conference
- ▶ Neutral platform for key stakeholders in the cocoa and chocolate industry
- ▶ Network, access to knowledge, new ideas for sustainable solutions
- ▶ 250 board-level executives, politicians, NGOs and science
- ▶ Cocoa Action a key outcome of Chocovision



Organizer



Cooperating Partners



Premium Partner



Contributing Partners



## Summary

# What makes Barry Callebaut unique?

- ▶ Focused on chocolate and cocoa
- ▶ Global no. 1 player in cocoa, chocolate and gourmet
- ▶ Proven and long-term oriented strategy
- ▶ Unparalleled global footprint, present in all key continents
- ▶ Preferred outsourcing and strategic partner
- ▶ Leader and growing presence in emerging markets
- ▶ Deep R&D / Innovation know-how
- ▶ Cost leadership along the value chain
- ▶ Entrepreneurial spirit
- ▶ Ideal ownership structure

