

AT A GLANCE

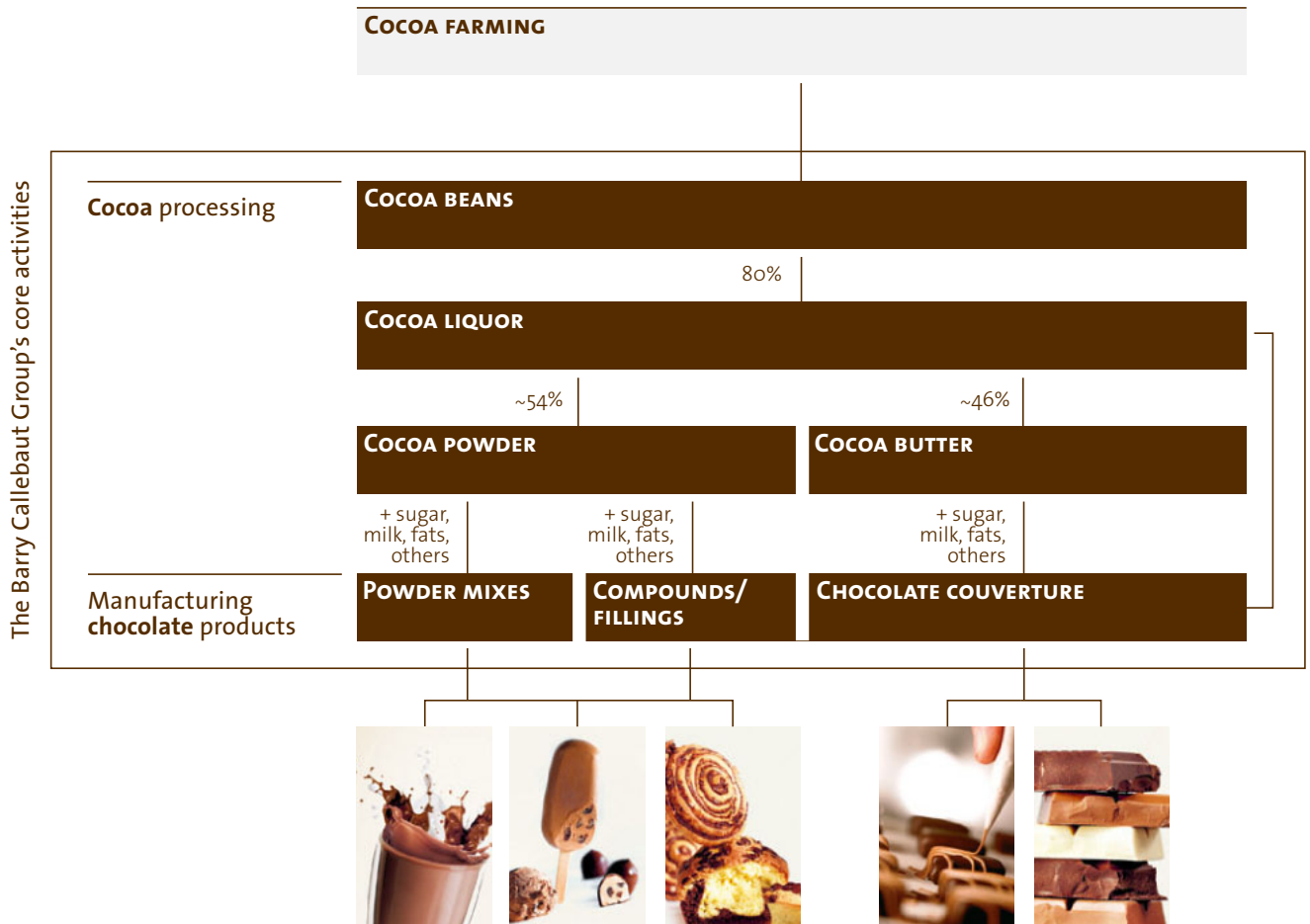
Barry Callebaut Annual Report 2013/14

Our vision

We are the heart and engine of the chocolate and cocoa industry.

Our activities

The Barry Callebaut Group is the world's leading manufacturer of high-quality chocolate and cocoa products. In the industrial chocolate market, we have a 40% market share in the open market. This means we are present in one out of five chocolate products consumed around the world. We operate 51 chocolate and cocoa factories worldwide and are present in 35 countries. As a business-to-business company, we serve the entire food industry, from industrial food manufacturers to professional or artisanal users of chocolate.



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We are the world's leading, fully integrated chocolate manufacturer with a global presence and mastering every step from cocoa processing up to the manufacturing of chocolate products. Our value creation starts with the procurement of high-quality raw materials such as cocoa, sugar, dairy products, fats, nuts, dried fruits and other ingredients as well as packaging materials.

As the Barry Callebaut Group does not own any cocoa plantations, we source our most important raw material directly through our well-established presence in cocoa origin countries from cooperatives, intermediaries and government bodies.

We transform the cocoa beans – together with the other key ingredients – into a broad offering of high-quality, innovative cocoa and chocolate products. To accommodate price fluctuations, most of our business is based on a cost-plus pricing system, that passes on raw material costs directly to our customers.

The integration of the cocoa business acquired from Petra Foods in June 2013 made us also the largest manufacturer of cocoa products.

Everything the Barry Callebaut Group does has deep and strong roots in the company's five core values – customer focus, passion, entrepreneurship, team spirit and integrity. These are visible in every part of our chain of activity – from the sourcing of raw materials to the fulfillment of our responsibility towards all our stakeholders.

Our values represent a mindset and way of doing business that is committed to generating sustainable earnings over time and creating of long-term value for all our stakeholders.

Our way of working is characterized by strong teamwork throughout the organization. This includes not just employees, but extends to producers, suppliers, customers, consumers through to the communities where we operate and to our shareholders.