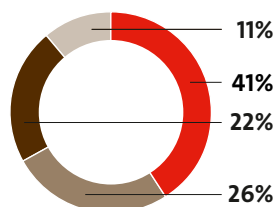


EMPLOYEES

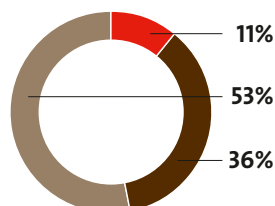
Barry Callebaut
Annual Report 2013/14

Employees per geographic region:
from continuing operations



Europe	3,844
Americas	2,386
Asia Pacific	2,071
Africa	1,018
Number of employees	9,319

Employees per function:
from continuing operations



Management	1,005
Office staff	3,383
Production	4,931
Number of employees	9,319

Growing talent

As our Graduate Trainee Program celebrates its 10th anniversary with record applications, the Barry Callebaut Group continues to attract, nurture and empower the best talent and ensure the right people are in the right place at the right time.

Graduate Trainee Program

Barry Callebaut's Graduate Trainee Program is a key element of the company's strategy to attract young talent from universities and fuel its talent pipeline. In 2014, the Graduate Trainee Program celebrated its 10th anniversary. In the last 10 years, the program has gone from strength to strength not just in attracting talent, but also growing globally minded employees for the company. The Barry Callebaut Group has so far successfully attracted 31 different nationalities to the program, and maintained a healthy male to female ratio of 1:1.

As part of our employer branding efforts, we launched the program on various Social Media platforms and received a record number of applications, approximately 2,500. We also reached out to universities across Europe, Asia, and the Americas to further promote the program. The Barry Callebaut Group will continue to increase its geographic reach and expand it to additional strategic functions.

HR for growth

As part of "HR for Growth," a strategic project focused on attracting, developing and empowering talented people in our organization, we successfully rolled out the new Barry Callebaut People Management Platform, SuccessFactors, across 76 entities and 32 countries.

It introduces new tools to facilitate quick and effective hiring of talent to drive business value and enables access to state-of-the-art technology. The new process focuses on identifying individual development needs, improving feedback quality and strengthening leadership skills.

The implementation of the new Barry Callebaut People Management Platform will bring consistency and transparency to the whole company and allow us to further develop today's workforce, understand our talent needs for tomorrow and prepare for the future.

EMPLOYEES

Barry Callebaut
Annual Report 2013/14

Reaching the next level

The Barry Callebaut Group completed the first talent identification review with a one-day session with the Executive Leadership team to discuss global talent within our organization.

A structured assessment approach using “TalentQ”, allows us to assess people and their capabilities when making hiring and promotion decisions. The “TalentQ” combined with an in-depth career discussion has provided the basis to termine individual development and career plans. At present, 55% of Management roles are filled internally.

In 2013, the Gourmet & Specialties Product Group provided a platform to us to test the Barry Callebaut competency model. This is now being rolled out to the wider organization. 200 managers have been trained to use the competency model, in order to professionalize recruitment interviews, performance management discussions and individual development.

Mobility is an important pillar of the Talent Management agenda. Consequently, the company is committed to ensuring that employees can gain the right experiences and that the right people are in the right place at the right time. It is imperative that our employees can develop and share best practices, are aware of cultural diversity and gain a better understanding of the markets in which we operate. We implement this in an equitable, consistent, compliant and transparent way. In fiscal year 2013/14, 85 employees were on international assignments in all regions.

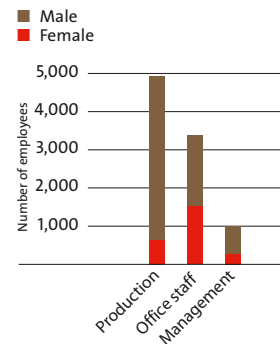
MARBACH PROGRAMS 2013/14

Training programs offered

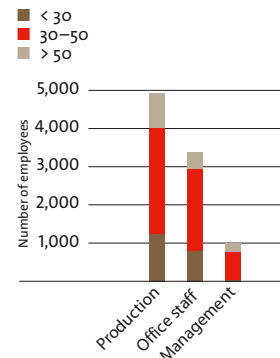
Leadership programs	Management skills workshops	Functional & skills workshops
Executive Leadership	Being the Boss	Business Communications
Leadership Challenge	Delegation & Coaching	Customer Focus
Strategic Leadership	Project Management	Finance
Source		Negotiation
Team Leadership		
3 locations		
Marbach (Germany)	15 programs	
Chicago (USA)	4 programs	
Singapore (Singapore)	2 programs	
Total 2013/14	21 programs	

391 participants (38% women) from 46 sites and 25 countries

Gender of employees:



Age of employees:



Average seniority in years:

Europe	8.92
Americas	8.04
Asia Pacific	4.01
Africa	9.20

Excellence Award 2014

Rewarding peak performance

The Excellence Award recognizes managers and their teams who are willing to go the extra mile, who are putting all their passion into their work and, thus, have made a positive impact on the company in the past fiscal year. The six Excellence Award 2014 winners were nominated by their Presidents.



For the third time, a "Team Excellence Award" was handed over, this year to America's Supply Chain team for their outstanding performance in delivering a highly effective and efficient supply chain, and strong quality performance across the board with product complaints down -57% and service complaints down to only 1.6%.

Nicole Allen
Director Customer Service

Pieter Cool
Director Supply Chain

Ken Cotich
Vice President OSCO

Chris Dimambro
Director Manufacturing North America

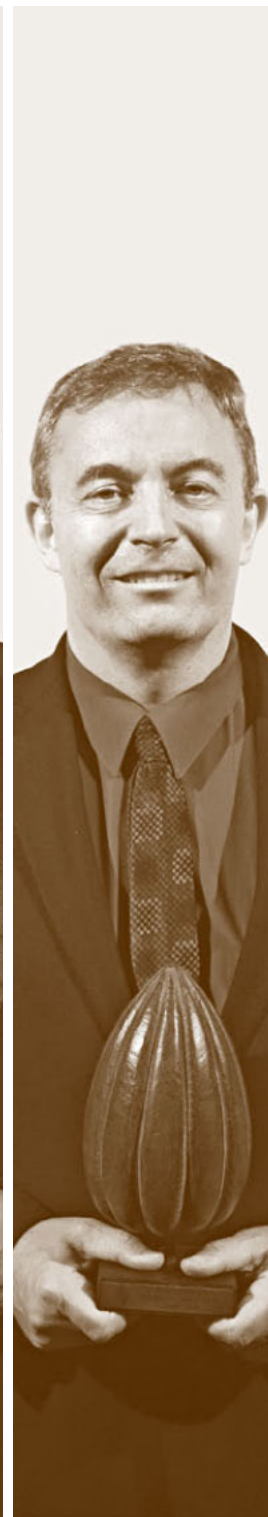
Marc Ladd
Director Engineering

Doug Miscikowski
Vice President Quality Assurance



Dhruv Bhatia
Managing Director India

For his instrumental role in building up and leading our business in India, for his passionate and hard work, and never-say-no attitude.



Joe Leah
Manager Corporate Quality

For his enormous contribution to tightening the quality management system across the Americas, and for bringing structure and discipline to the search for quality improvements each and every day across our network.



Matthias May
Cocoa Plant Manager
Hamburg

For coping with all aspects of what the past year was all about – integration, growth, innovation, cost leadership and being a leader and ambassador, whilst also being at the helm of a newly formed management team.



Lucas Quek
Commercial Executive Cocoa
Asia Pacific

For significantly contributing to our volume growth during a challenging year for our cocoa business, and for passionately sharing his knowledge within the company.



Nic Schraepen
Region Controller
Western Europe

For his extraordinary dedication in successfully implementing the new job of Commercial Analyst for Region Western Europe alongside his normal job, and building up a strong team of commercial analysts in the sub-regions.



Tom Van de Vyver
Head of Global Treasury

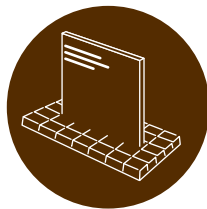
For successfully implementing the expansion of our financing programs and for successfully managing all global currency exposures, along with his team.

Chairman's Award 2014

The annual Chairman's Award recognizes employees who have been with Barry Callebaut for a number of years and have demonstrated outstanding performance at work, as well as a strong social commitment in their local communities. They are individuals who embody the Barry Callebaut values of customer focus, passion, entrepreneurship, team spirit and integrity.

The Chairman's Award was inaugurated in 1995 by late Klaus Jacobs, the former Chairman of Jacobs Holding AG and founder of Barry Callebaut. Since then, the Chairman's Award has been given to a selected number of employees each year.

In 2014, 13 Barry Callebaut employees from 11 countries received the award and were invited together with their spouses or partners to come to Switzerland to be handed over the award by Chairman Andreas Jacobs and CEO Juergen Steinemann.



Customer focus.
Passion.
Entrepreneurship.
Team spirit.
Integrity.

Every Barry Callebaut employee is an ambassador of our company. The reputation of our company, as well as our success in achieving our strategic goals, depends on each one of us.

We expect all employees to show responsibility and good citizenship in business dealings, and to behave in ways that demonstrate our company values. These values and our belief that the best working environment is one built on mutual respect and trust are reflected in the Barry Callebaut Code of Conduct.



Agata Baldwin
Łódź, Poland



Roger Baur
Zurich, Switzerland



Steven De Vriendt
Wieze, Belgium



Fabrizio Piscia
Verbania-Intra, Italy



Katia Renard
Louviers, France



Mustari Sujangi
Port Klang, Malaysia



Odirley Enock
Itabuna, Brazil



Terri Fanz-Falzone
Eddystone, USA



Yanuar Dony Gunawan
Bandung, Indonesia



Gabriela Magalhães
São Paulo, Brazil



Vallérie Trottier
St. Hyacinthe, Canada



Arman Faiman Wahab
Port Klang, Malaysia



Werner Weber
Hamburg, Germany