Continuously optimizing our global footprint

Our size and global footprint, vertical integration and "focused" factory approach[1], give us valuable competitive advantages. To maintain our position, we further invested in our Operations & Supply Chain.

Additional information:
s.a. Environment chapter, page 46.

Our cost competitiveness is an important reason why our customers outsource the capital-intensive parts of their chocolate production to the Barry Callebaut Group. Through continuous operational improvements at our currently 35 chocolate & specialties and 16 cocoa factories worldwide, we aim to reduce overall manufacturing costs per tonne by 2% every year. On a like-for-like basis, the factory performance improved by 0.6% this year.

We also continued to make progress in terms of energy savings. Once again, we used 2% less energy per tonne of activity on a comparable basis.

In fiscal year 2013/14, capacity utilization of the Barry Callebaut Group in chocolate was 87% (target: 82–85%) and in cocoa processing 84% (target: 90–92%).

We further invested in our manufacturing footprint to eliminate existing capacity constraints. In total, we approved around CHF 80 million in major upgrades or capacity extensions in 13 existing factories, with a focus on Western Europe. Moreover, we built a new chocolate factory in Paine, close to Santiago de Chile. We enlarged and relocated our Japanese activities to a newly built facility in Takasaki, and opened our first factory in Turkey. Overall, we invested around CHF 190 million in CAPEX to be prepared for additional growth.

1 The Barry Callebaut Group has a "focused" factory approach: Standard products are made close to our customers and are interchangeable among sites. Specialty products are centralized in a limited number of sites, allowing us to limit complexity per site and achieve scale effects.