

STRATEGY

Barry Callebaut Annual Report 2013/14

The Barry Callebaut Group aims to outperform the global chocolate market. Its ambitious growth strategy is based on four pillars:

The Barry Callebaut Group wants to strengthen its position in the main markets of Western Europe and North America. The Group aims to unlock the full potential of emerging markets, and continuously evaluates how to enter new emerging markets. Implementing existing outsourcing volumes and strategic partnerships, as well as securing further outsourcing deals with regional and local food manufacturers, is an essential part of the business strategy. In parallel, the Group intends to further accelerate the growth of its Gourmet business.

EXPANSION

The Barry Callebaut Group is recognized as the reference for innovation in the industry. From its global innovation centers in Wieze (chocolate) and Louviers (cocoa), the Group focuses on developing unique capabilities and expertise in four discover areas: 1. Cocoa Science; 2. Authenticity and Permissibility; 3. Structure, Texture and Sensory; 4. New Process Technology. These are the areas that give the Group a competitive edge in the development of new product solutions and help the company to shape industry trends, anticipate and respond to customer needs.

INNOVATION

Cost Leadership is an important reason why, for example, industrial customers outsource their chocolate production to the Barry Callebaut Group. The Group is continuously improving its operational efficiency by upgrading technology and achieving higher scale effects through better capacity utilization, the optimization of product flows, logistics and inventory management, in addition to reducing energy consumption and lowering fixed costs.

COST LEADERSHIP

To safeguard the future of its business, the Barry Callebaut Group must contribute to making cocoa farming viable and attractive to farmers, today and tomorrow. The Group believes that cocoa production will only be sustainable when farmers earn an equitable income, engage in responsible labor practices, safeguard the environment and can provide for the basic health and education needs of their families. Sustainable Cocoa consists of three action areas: Farmer Practices to train farmers how to improve their yields, Farmer Education to teach the next generation of cocoa farmers, and Farmer Health to improve access to basic health care and education services.

SUSTAINABLE COCOA