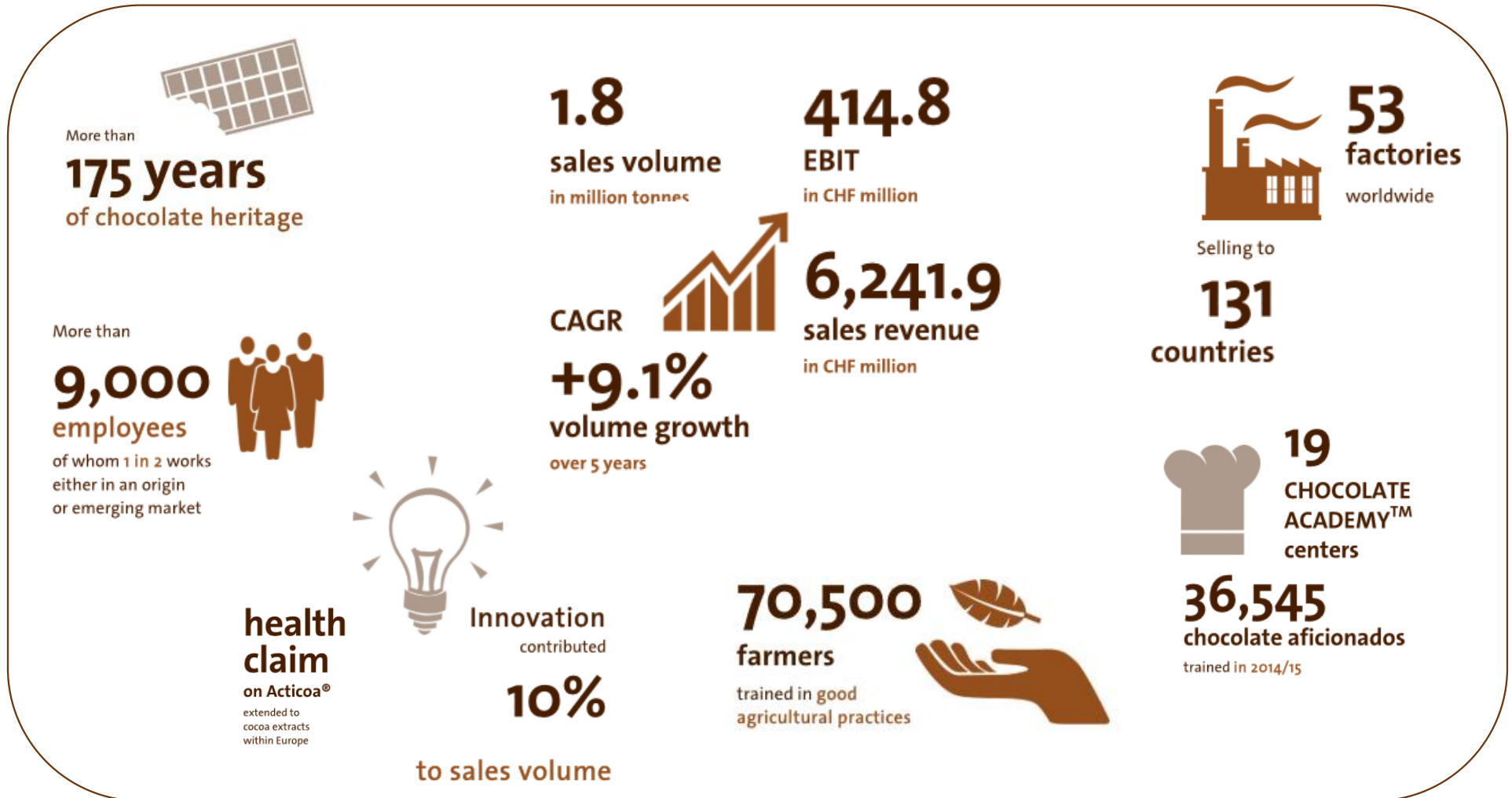


INNOVATION @ BARRY CALLEBAUT

Peter F. Boone (PhD), Chief Innovation & Quality Officer



This is Barry Callebaut. Innovation is one of our four Strategic Pillars.



We seek margin accretive growth through innovation by commercializing new, value added products and services.

Products

Be on trend

Clean label, free from



**DAIRY FREE
MILK CHOCOLATE
ALTERNATIVE**

A delicious alternative to milk chocolate,
based on rice powder



Be ahead of the curve

Acticoa



Thermo-tolerant



Fermentation



Channels

Added-value products

Decorations,
Inclusions, fillings,



2 & 3 D printing



Added-value Services

Co-creation



Innovative concepts



eca
european cocoa association



While I can't predict the future either, some views on the market...

- ▶ Chocolate remains the No. 1 flavour & pleasure food
- ▶ High street experience as reference for the everyday
- ▶ Value re-considered. Add real value or go cheap
- ▶ Healthy chocolate does not exist
- ▶ Green, Clean, and Transparant
- ▶ Personalized
- ▶ Slowcial (incl. Home Baking)

1. An uncertain future
2. The emerging middle classes
3. The disaffected youth
4. The rich/poor divide
5. An ageing world
6. The urban transition
7. People on the move
8. A more connected world
9. China goes global
10. Climate Challenge



Creating our future is a daily activity at Barry Callebaut. We just have to make sure that we do not close our eyes for the unexpected.

Our Innovation Capability is based on:

- Trend Analysis, Customer Insight Work, etc.
- Long Term Fundamental Know-How (ie, Discover)
- Disciplined process (incl. funnel, 8Q event plan)
- International knowledge sharing platforms:
 - Communities of Expertise (ingredients, applications)
 - Communities of Best Practice (e.g. compounds)
- Joint Innovation and Capability Platforms
 - Customers e.g. Unilever, Mondelez
 - Suppliers e.g. Loders, Friesland Campina
- University Partnerships e.g. Bremen, ETH, ...

Limitations of Base Processes:

- A limited market view, we stay within the obvious
- Linear thinking
- Don't know what we don't know

Outcome:

- Low chance on big breakthroughs
- Risk of someone else disrupting the chocolate and cocoa markets

Some exciting new developments...

Cocoa Reinvented



Origins Respected



Heat Resistant



Printing



Fermentation



THANK YOU