



What Chocolate Teaches Us About Japan's Growth Strategy

Beyond Semiconductors

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TODAY

1. Who We Are? (company introduction)
2. Japan's Growth Strategy and Business Reality
3. One Observation
4. Closing



CALLEBAUT®
MASTERS OF TASTE

Who We Are ?



Callebaut Heritage: From Belgian Brewery to Global Chocolate Leader

1850

Founded by Eugenius Callebaut in Wieze, Belgium.

1911

Octaaf Callebaut begins chocolate production. 1925 Launch of **couverture chocolate** for professional users

1950s+

Expansion into European and North American markets, driven by the growing reputation of **Belgian chocolate**

1996

Merger of Belgium's **Callebaut** and France's **Cacao Barry** Creation of the **Barry Callebaut Group**

Today

Part of Barry Callebaut, the world's leading manufacturer of high-quality chocolate and cocoa products



OVER
60
FACTORIES WORLDWIDE

+13,000
EMPLOYEES

22
CALLEBAUT CHOCOLATE
ACADEMY™

1 out of 2
PRODUCTS SOLD CONTAINING
100% SUSTAINABLE COCOA OR CHOCOLATE

#1
B2B CHOCOLATE
COMPANY IN THE WORLD

50M
INVESTED IN SUSTAINABILITY
PROGRAMS (CHF)

SELLING TO OVER
140
COUNTRIES

450
PEOPLE IN BEAN
SOURCING

MORE THAN
175
YEARS OF CHOCOLATE
HERITAGE

OUR PRESENCE IN AMEA (ASIA PACIFIC, MIDDLE EAST & AFRICA)

1,800 employees

Direct presence in
more than 31 cities

9 Chocolate
factories
2 Cocoa factories
1 Specialty & Deco

7 Callebaut
Chocolate Academy
centers

9 CI&TS facilities
(R&D)



ASEAN

Indonesia: Bandung, Gresik, Jakarta, Lampung, Makassar, Rancaekek

Malaysia: Greater Kuala Lumpur, Pasir Gudang

Philippines: Manila

Singapore: Downtown, Geneo (Feb26), Senoko

Thailand: Bangkok



Greater China

Hong Kong

China: Shanghai, Suzhou

Taiwan: Taipei



India and South Asia

India: Baramati, Hyderabad,
Mumbai, Neemrana



Japan & Korea

Japan: Takasaki, Tokyo

South Korea: Seoul



MENA (Middle East, North Africa)

Egypt: Cairo (Coming Soon)

Morocco: Casablanca

UAE: Downtown Burj Khalifa, Dubai



South, East, West Africa (SEWA)

South Africa: Johannesburg

Nigeria: Lagos

Kenya: Nairobi

Ghana: Tema



South Pacific

Australia: Campbellfield,
Melbourne

Leading Chocolate and Cocoa manufacturer with an extensive footprint in AMEA

Japan's Growth Strategy and Business Reality

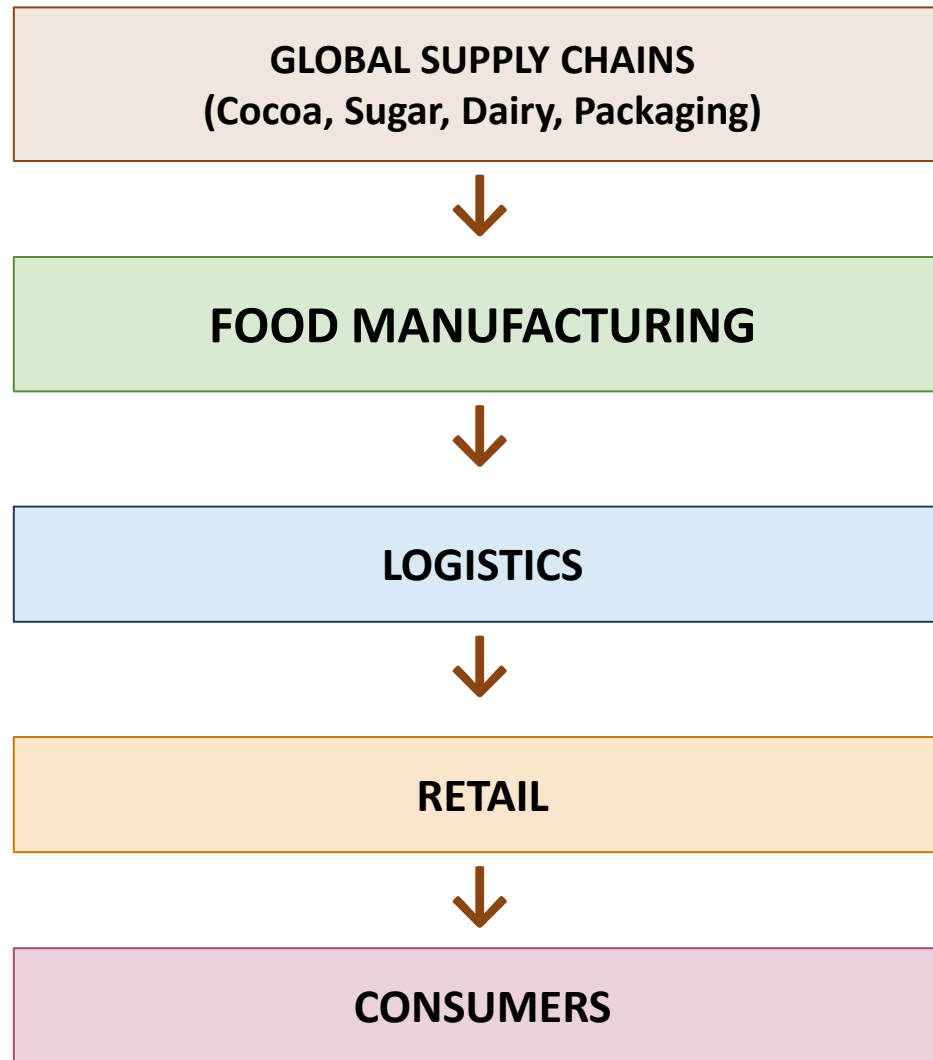


CALLEBAUT®
MASTERS OF TASTE

Why is a Chocolate Company Here? - The View from the Food Industry



Works across the entire food
value chain



Japan's Growth Strategy and Business Reality

Different language. Same destination.

GOVERNMENT PRIORITIES

AI
Digitalization
Human Capital

Economic Security
Strategic Sectors
Reshoring

Sustainability
Green Growth
Decarbonization



WHAT WE SEE IN THE FOOD INDUSTRY

Factory Automation
Labor Productivity
Workforce Transformation

Supply Chain Resilience
Food Security
Global Sourcing

Traceability
Responsible Sourcing
Lower Environmental Impact

PRODUCTIVITY + RESILIENCE + COMPETITIVENESS



Japan's challenge is not only creating new industries. It is transforming existing industries.

One Observation



Japan's Biggest Challenge Is Transformation

Productivity

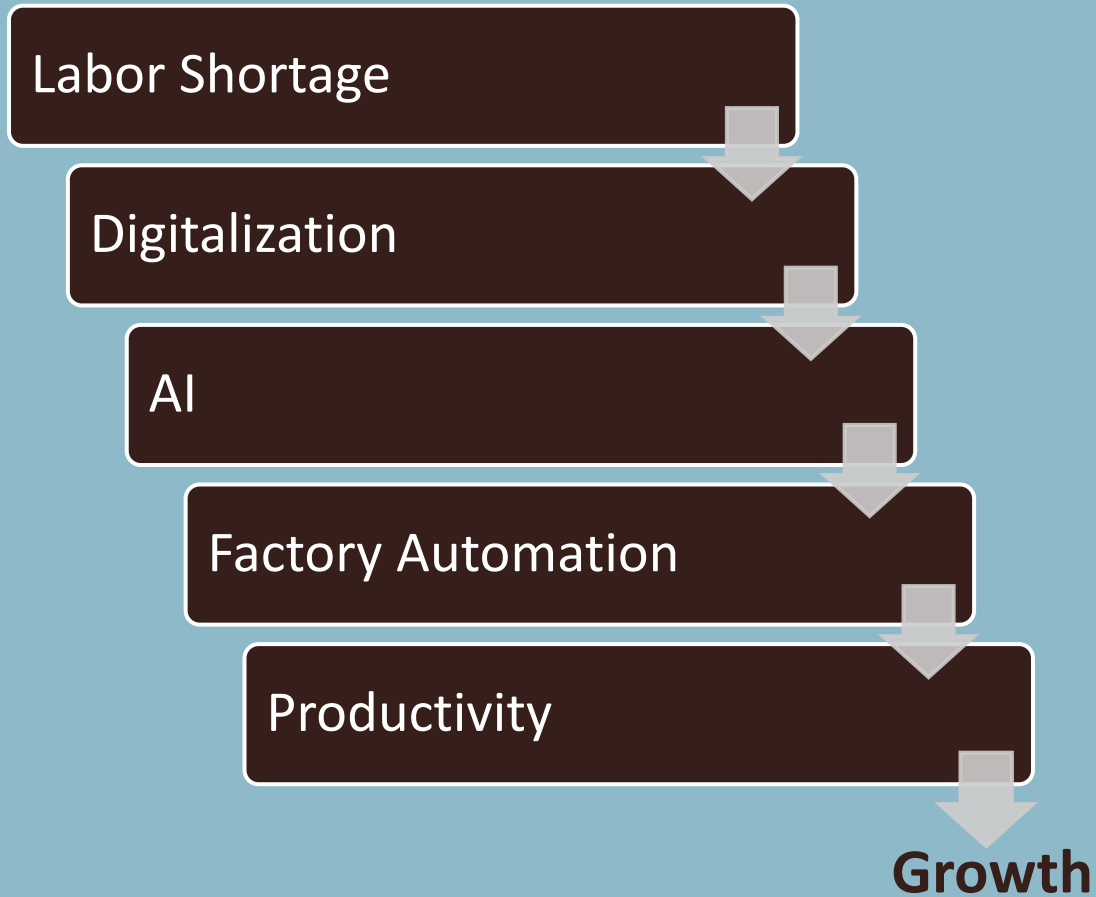
Transformation

Sustainability

Resilience

Japan's biggest challenge is not technology
It is transformation

TRANSFORMATION #1: PRODUCTIVITY



**AI is not the goal.
Productivity is the goal..**



Transformation #2: Economic Security Includes Food

Ghana / Côte d'Ivoire



Cocoa Beans



Barry Callebaut



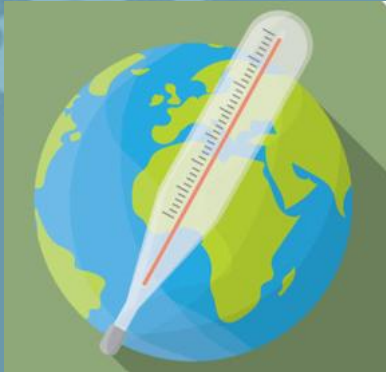
Food Manufacturers



Retailers



Consumers



Food Security = Economic Security

Transformation #3: Sustainability

Farmers



Sustainable Cocoa



Customers



Consumers



Measurable Impact



Reinvestment



Farmers

Sustainability = Competitiveness

Sustainability is no longer CSR.
It is becoming a business requirement.



Why This Matters for European Companies?

JAPAN'S PRIORITIES

**Productivity
Resilience
Sustainability**

↓ **Alignment** ↓

EUROPEAN STRENGTHS

Automation
Advanced Manufacturing
Supply Chain Expertise
Sustainability Leadership
Food Technology



Opportunity: Closer EU-Japan Collaboration

A close-up, top-down view of several rectangular chocolate bars and their shavings. The bars are light-colored with a fine, granular texture and are arranged diagonally. Each bar has a small, oval-shaped, light-colored candy or nut piece embedded in its center. The shavings are dark brown, thin, and irregularly shaped, scattered around the bars. The background is a light, neutral color.

THANK YOU!



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