

True leaders never stop learning

True leaders never stop learning, that is our CEO's, Antoine de Saint-Affrique, conviction. We want our employees to be leaders, which is why their professional development is a key priority. In 2004, the Marbach Development Program was created, named after the training and conference center in Marbach Castle, Germany. Since its inception, the focus of the program has been on growing leadership skills through personal and professional development experiences. The program has expanded to more than a dozen different 4- to 6-day courses which can also be attended at Barry Callebaut's major hubs in Chicago and Singapore. More than 3,500 employees have so far participated in these programs. In the past fiscal year, we educated 337 managers.

In the coming years, we intend to further advance the program with a re-launch of our "Marbach Academy" in order to continuously align with our evolving development needs. The programs will focus on building the necessary capabilities in sales, leadership and project management. We will provide impactful learning experiences through a blend of channels including classroom events, e-learning, webinars and coaching. A consistent element of past and future programs is to promote

teamwork and to strengthen the networks within the company. Within these employee networks, personal experiences can be shared, and very concrete professional problems can be discussed and solved. With this new type of learning platform, we improve the skills and capabilities of our leaders, increase the value creation of the company and embed our mission and values in everything we do.

Antoine de Saint-Affrique says: "Our employees should constantly develop themselves, explore new frontiers, feed their curiosity and encourage the same with their teams. True leaders never stop learning, never stop reinventing themselves and the way they do business. They make learning a very powerful and exciting daily routine."



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