

Keep it simple, go digital!

Continuously optimizing our cost structure and improving our business processes has become part of the Group's DNA. In the past fiscal year, we invested significantly in the simplification and digitalization of our processes and tools. These investments are helping us to control costs and are proving instrumental in maintaining business continuity during the COVID-19 pandemic.

We accelerated the centralization of resources at our Shared Service Center (SSC) in Poland, which now employs around 250 people. The SSC in Lodz has become Barry Callebaut's global center for Finance, Information Technology, Procurement and Human Resources activities. Through simplification and digitalization, the SSC delivers efficiency gains, leverages our resources going forward, and ensures high-quality deliverables and service improvements for our customers.

Also, seven factories from across the globe were additionally integrated into our global Enterprise Resource Planning (ERP) platform. ERP applications automate and support a range of administrative and operational business processes, which results in service improvements and cost-efficient organization operating models.

“Our Shared Service Center supports cost leadership.”

Remco Steenbergen, CFO

We also further improved our digital collaboration portals with our suppliers and introduced group-wide electronic signatures for both internal use and for use with business partners.

Last but not least, our investments in digitalization have proven to be a great advantage in the face of the COVID-19 pandemic. When the pandemic hit the markets globally, our advanced degree of digitization enabled many of our people to work from home flawlessly. At present, more than 25,000 high-quality video interactions are held weekly, and our global teams can connect through a robust and secure VPN to Barry Callebaut's global applications. In this way, digitalization helps save costs and ensures business continuity and customer service during these unprecedented times.



Investments accelerated
**to keep it
simple and
make it digital**