



cutting through complexity

Little moments of happiness: where, when, why and what?

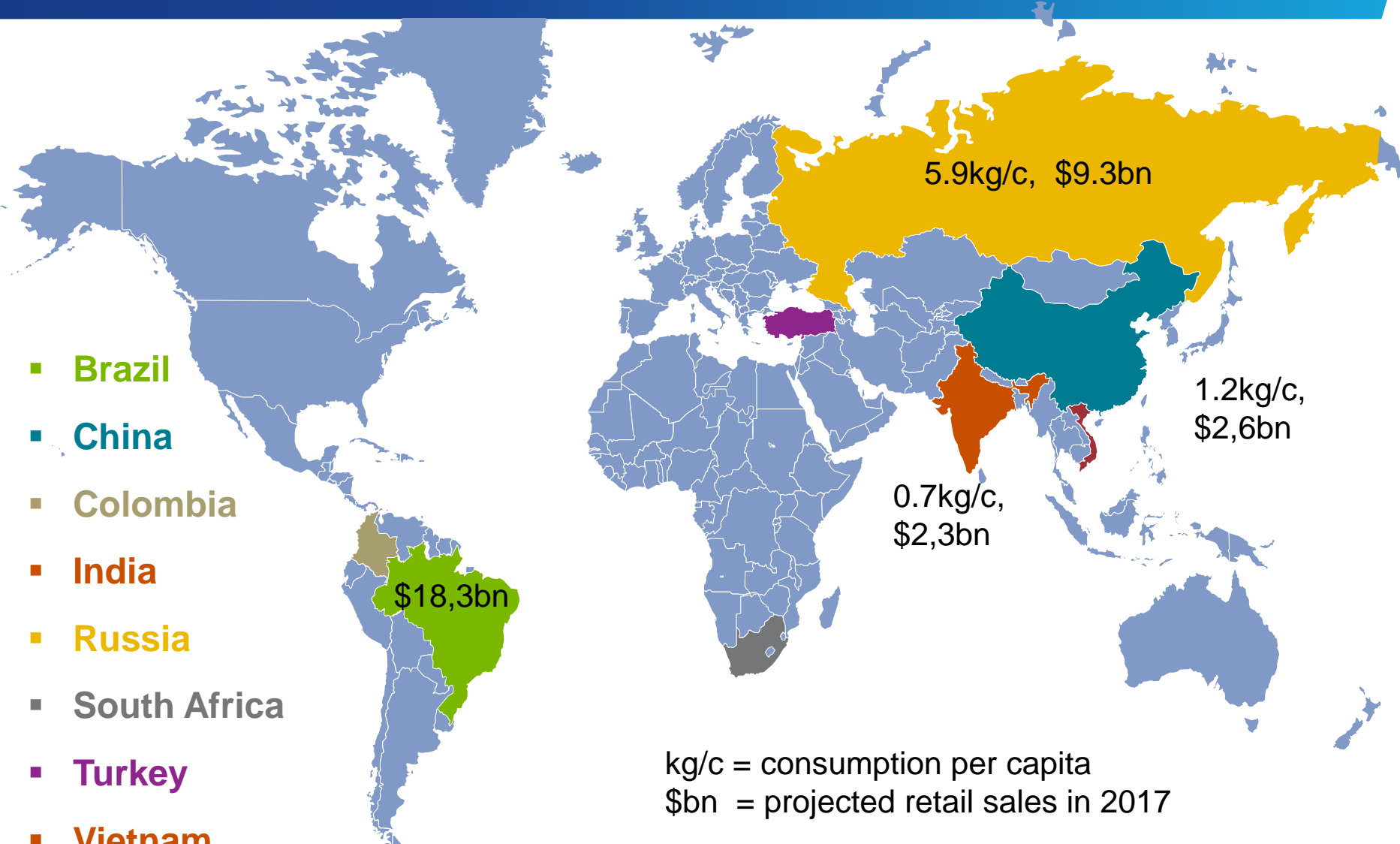
Jerwin Tholen

ICCO, 22 September 2015



Where? Eight markets drive 70% of worlds confectionary growth

- Brazil
- China
- Colombia
- India
- Russia
- South Africa
- Turkey
- Vietnam

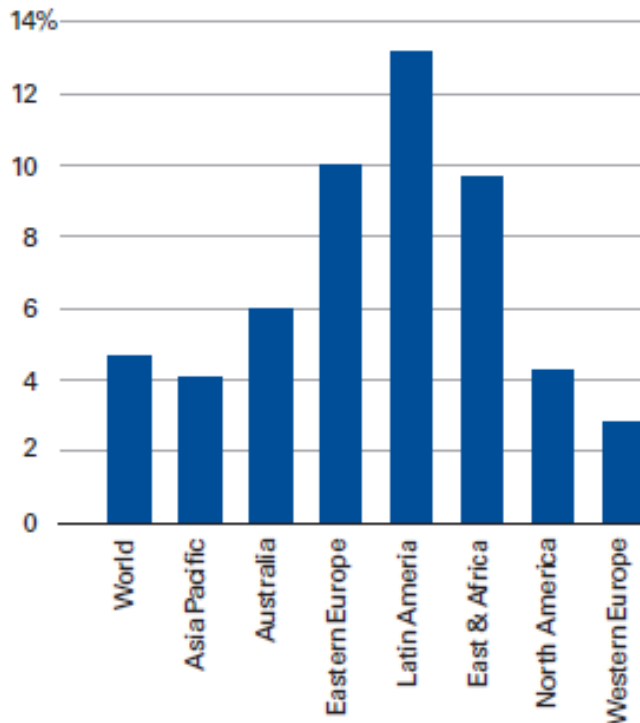


kg/c = consumption per capita
\$bn = projected retail sales in 2017

Source: Euromonitor International

When? Under-represented seasonal markets are a huge opportunity

Year-on-year growth of seasonal chocolate market (%) 2012-2013



- **Brazil: Easter = 30% of sales**
- **China: Valentine's, Moon, Weddings**
- **US: Valentine's**
- **UK: X-mas**
- **India: Diwali**
- **Japan: Valentine's = 25% of sales**

The changing chocolate consumer



Value

Largest market segment, opting for bite-size snacks, re-sealable bags and private labels



Luxury

Fastest growing market segment, driving growth in Asia, Middle East and Pacific



Hybrid

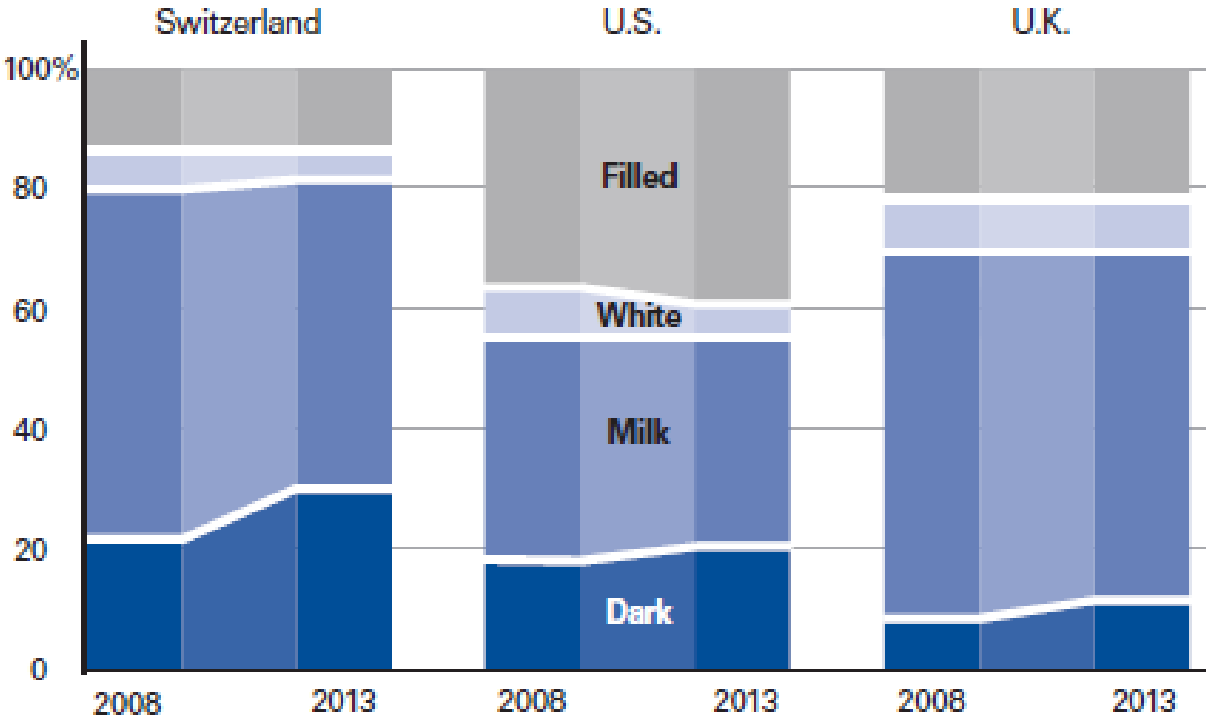
Consumers affected by downturn want 'moments of happiness' and bargains

Premium brands key to winning over Chinese middle-class consumer

What? 20% of US and 34% of China market now dark chocolate

Percentage breakdown of chocolate-bar sales

Source: The Wall Street Journal



Dark

Variety of flavors

Caramel

Healthy ingredients

Origins

Sustainability

Portion control

Cool sells!

Personalizing

Celebrity tie-ins



Contact details

Jerwin Tholen



Director
KPMG Advisory N.V.
tholen.jerwin@kpmg.nl
+31651367334



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