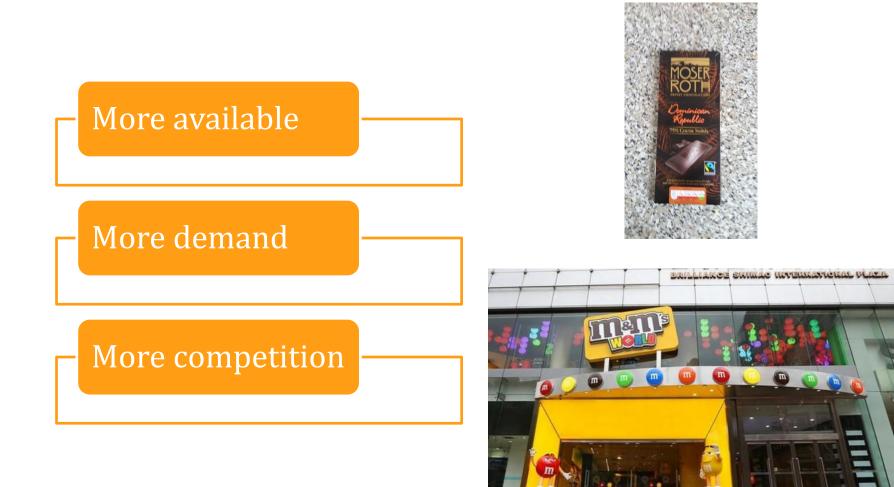


THE FUTURE OF CHOCOLATE IN A CHALLENGING ECONOMIC ENVIRONMENT JACK SKELLY, FOOD ANALYST

ICCO, PUNTA CANA, DOMINICAN REPUBLIC, WEDNESDAY 25TH MAY 2016

Chocolate's Role as a Snack is Evolving







CHOCOLATE TODAY

CHOCOLATE'S CHANGING ROLE THE FUTURE

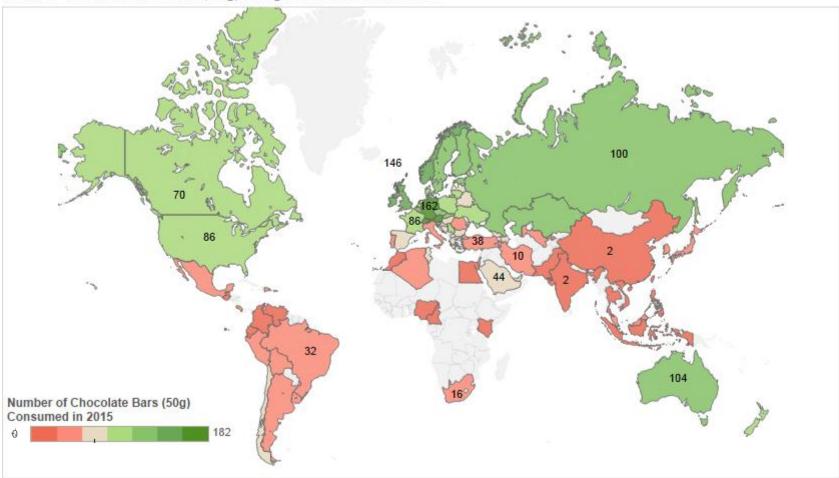


Chocolate Could be a Global Snack





Yet it Remains a Snack of the Wealthy



Number of Chocolate Bars (50g) Bought Per Person in 2015



Volume Consumption Declining in Traditional Markets

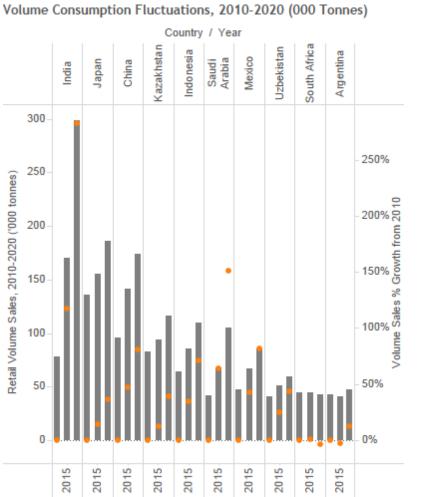


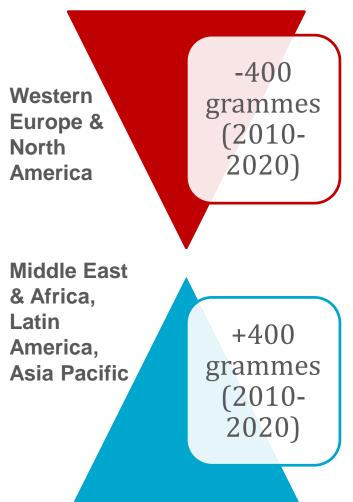
Volume Consumption Fluctuations, 2010-2020 (000 Tonnes)

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Fast Growing Markets Offset Core Market Decline







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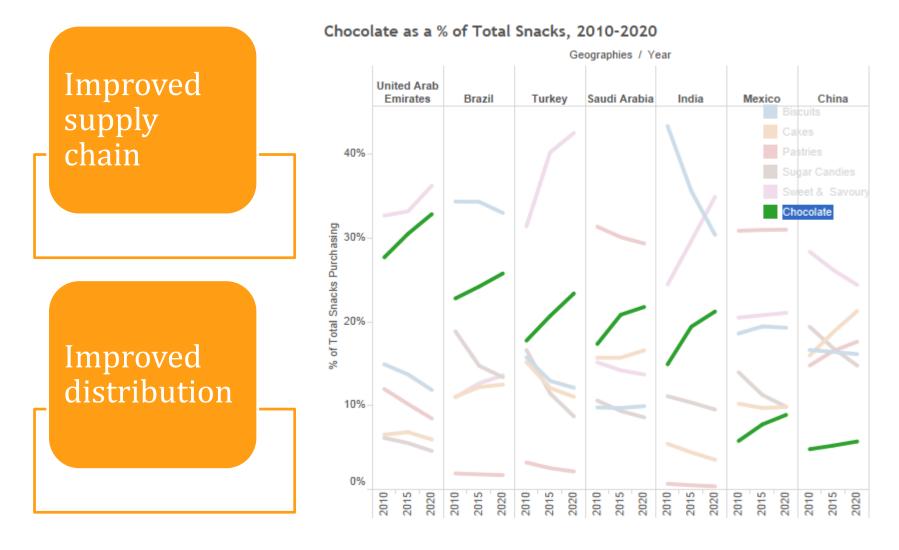
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CHOCOLATE'S CHANGING ROLE

THE FUTURE



Changing the Habit of a Lifetime – Chocolate's Growing Prominence







Changing the Habit of a Lifetime – Chocolate Undermined by New Snacks



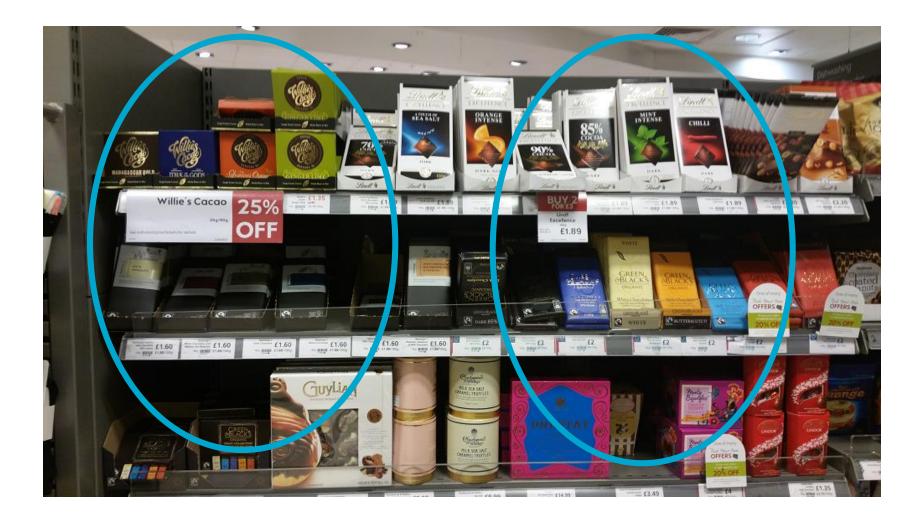






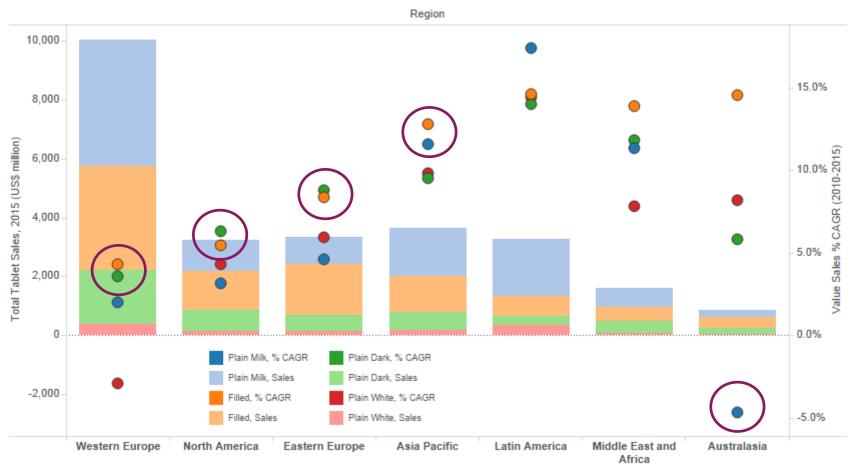


The World of Chocolate is Becoming Far More Sophisticated





Tablets Highlight the Extent of Growing Sophistication



Tablet Sales by Type (US\$ million) and Value Sales % CAGR 2010-2015





CHOCOLATE TODAY

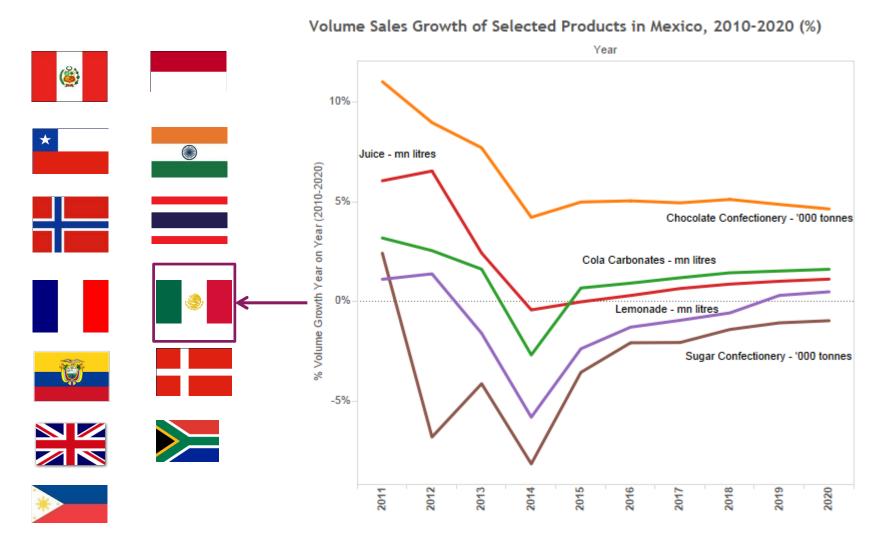
CHOCOLATE'S CHANGING ROLE

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THE FUTURE

Taxation: A Potential Hindrance to Chocolate's Growth?





Experience Will be Key Around the World



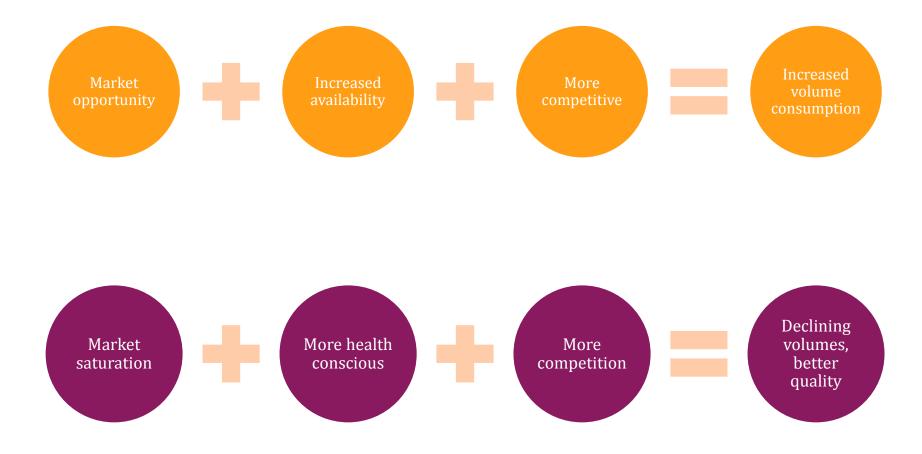






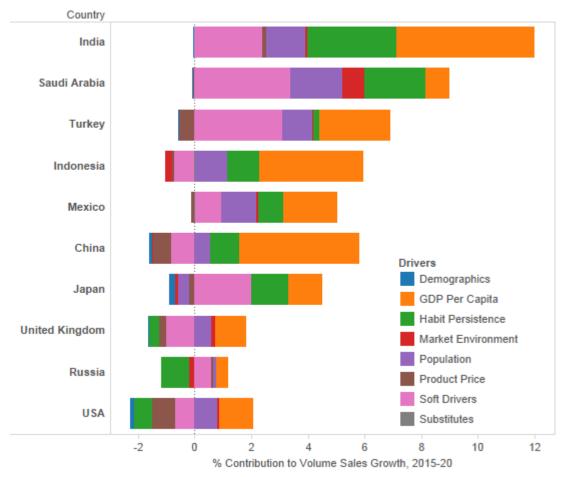


More Demand, More Demanding





Outlook Deserves Some Qualified Optimism



Forecast Drivers' Contribution to Overall Volume Growth, 2015-20

US\$14.3 billion Additional value sales between 2015 and

2020

33%

Additional value sales will stem from Western Europe and North America

700,000

Tonnes

Additional volume sales between 2015 and 2020





THANK YOU FOR LISTENING

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