



# THE BRITISH SOCIETY OF BAKING

Affiliated to the American Society of Baking

2017 AUTUMN CONFERENCE

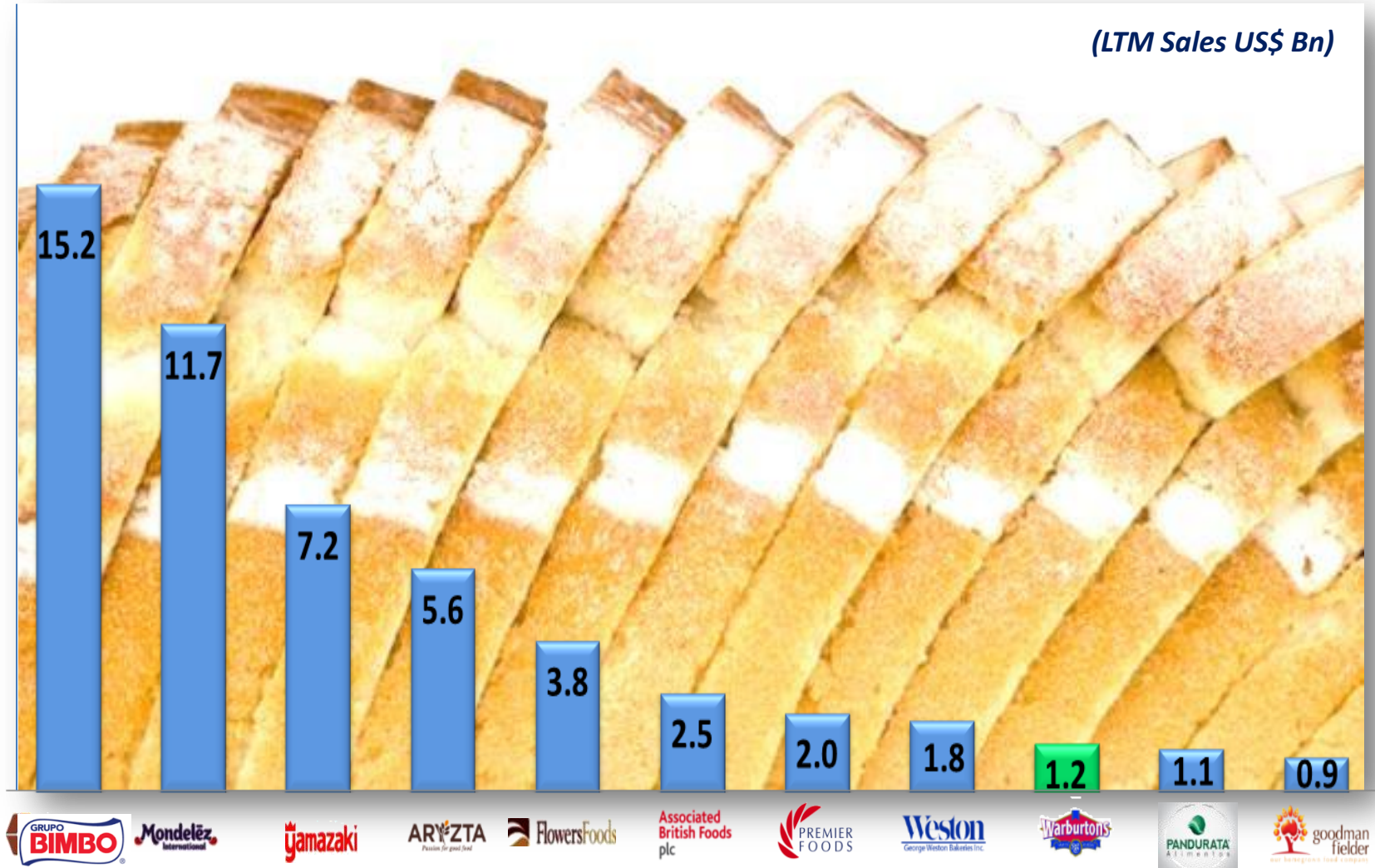


## Benefits of Globalisation in Bakery

Cliff Irwin, MD, Bimbo UK/New York Bakery



# Global Leader in Bakery



# The Biggest Bakery Company in the World

Countries	Plants	Routes	Sales Centers	POS	Associates
32	196	≈56,000	≈1,700	≈2.9 million	≈136,000



# Leadership Position in Most Markets

## Canada

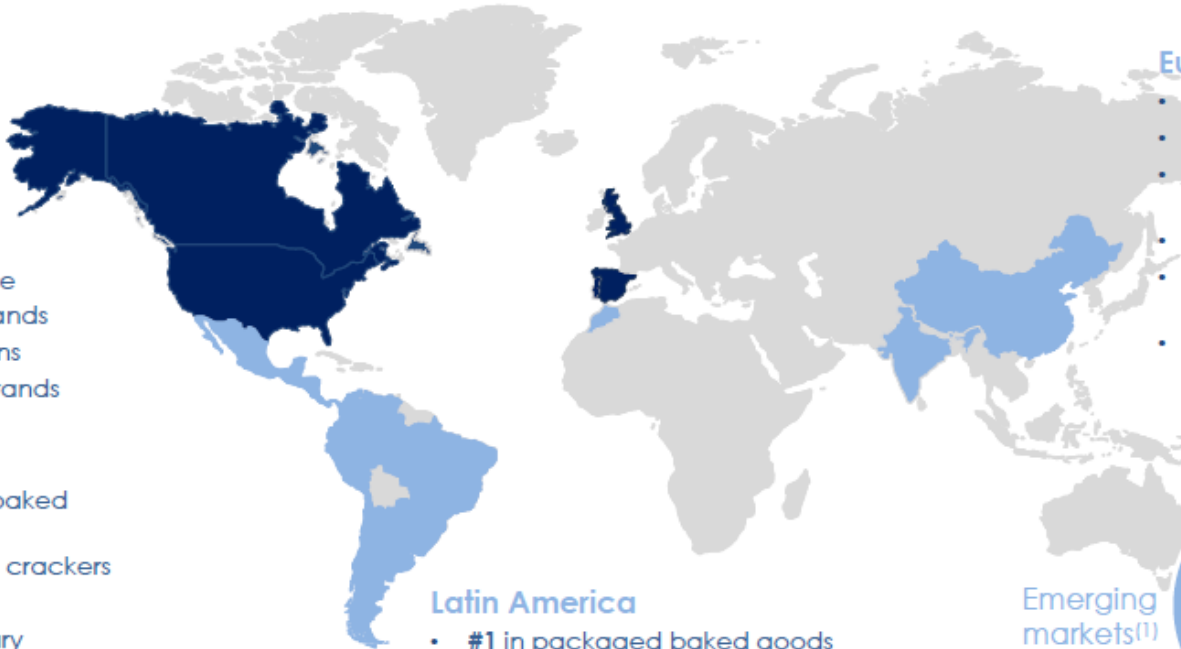
- #1 in buns & rolls
- #1 in breakfast
- #2 in bread

## United States

- Leader nationwide
- #1 in premium brands
- #1 in English muffins
- Strong regional brands

## Mexico

- #1 in packaged baked goods
- #2 in cookies and crackers
- #2 in salty snacks
- #2 in confectionary



## Latin America

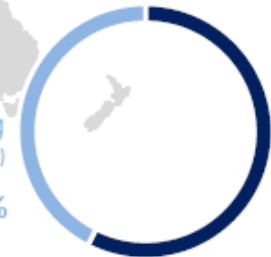
- #1 in packaged baked goods in 15 countries

## Europe, Asia & Africa

- #1 in bread & rolls in Spain
- #1 in bread in Portugal
- #1 in sweet baked goods in Spain & Portugal
- #1 in bagels in the U.K.
- Baking leader in New Delhi and surroundings
- Pioneer in developing packaged baked goods in Beijing and Tianjin

## Emerging markets<sup>(1)</sup>

42%



Developed markets

58%

# Successful Growth Story

**45+ acquisitions**  
in the last 10 years



# ENDURING MEANINGFUL BRANDS

**5**  
**Billion**  
Dollar  
Brands



**2**

**>\$500**

million dollar  
brands

# A SAMPLE OF OUR PRODUCTS





## Exceptional manufacturing capabilities

**60+**  
million pieces are  
produced daily

**State-of-the-art facilities  
in all of our markets**

**Focus in low-cost  
manufacturing and  
efficiency**



## World class distribution



**79+**  
Trips around the Earth  
daily



Guarantees quality  
and freshness



Exceptionally serves all of  
its distribution channels



Commitment to  
local execution

# Benefits of size and globalisation

- The size and scale of our operations provide a natural advantage in mitigating some of the inherent challenges of the industry.
- Ability to leverage our global presence to share innovative products, processes and capabilities around the world:-
  - product innovation and development;
  - food safety and quality control;
  - Invest in upstream Research not just product development.
- Optimisation of production platform and distribution assets
  - global procurement;
  - global best practice;
  - Equipment manufacturer support.
- Advertising, marketing and sales platforms
- Talent development

# Artesano – example of a global launch

	Sales (US Dollars – 2017 Estimated)	Ranking (White Bread)	Launch Date
Colombia	10	3	Aug 2014
USA	140	2	Aug 2015
Mexico	22	6	Dec 2015
Chile	2	7	Jan 2016
Brazil	32		Jan 2017
Guatemala	1	9	Mar 2016
El Salvador	1	6	Mar 2016
Honduras	.2	6	Mar 2016
Nicaragua	.5	6	Mar 2016
Costa Rica	4	4	Mar 2016
Panama	2	4	Mar 2016
Ecuador	2	5	Jul 2016
Venezuela	2	17	Nov 2016
Peru	2	6	Jul 2016
Paraguay	.2	8	Nov 2016
Uruguay	.5	9	Jun 2016
Argentina	21	1	Feb 2016
Canada	7	8	Oct 2016
Iberia	8	7	Jun 2016

Colombia



Mexico



Brazil



Canada



LAC



USA



USA



Uruguay



Chile



Spain



\$257m

19 countries in 24 months



# Innovation

- 3 R&D Centres in 3 Continents
- 'one Food Lab' and 'one Kitchen Lab'
- internal development of 350 electric vehicles
- 14% of our net sales in 2016 came from product launches in the past 24 months.



R&D Centre in Toluca, Mexico





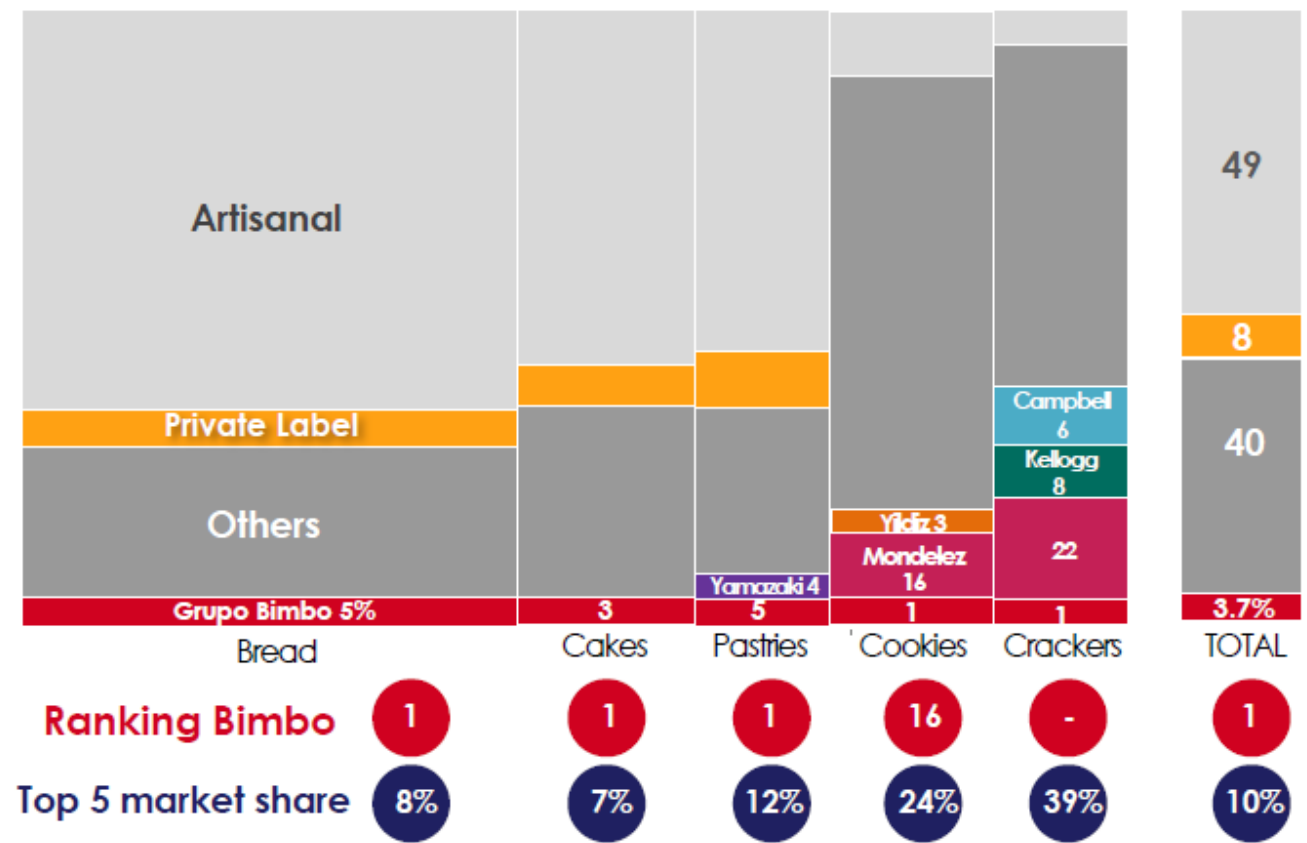
# Madrid Factory – example of a manufacturing best practice.



- 50m Euro investment
- X Ray control
- 62m oven
- Automated sliced bread line with 8 operatives
  - No manual mixing
  - Baking pan changing unit
  - Bagging, tray, palletising automated
- Net output:
  - 20,000kg dough/hr
  - 250 loaves per minute

# SPACE TO GROW IN A VERY FRAGMENTED MARKET

**Global Bakery Landscape 2015\***



GB represents **3.7%** from global market



ngiyabonga  
謝謝  
lesekkur ederim  
thank you  
gracias  
mochehakkaram  
go raibh maith agat  
sukriya  
arigato  
merci  
감사합니다