

**Antoine de Saint-Affrique**

Chief Executive Officer as of October 1, 2015

Member of the Executive Committee Barry Callebaut AG

Antoine de Saint-Affrique (1964) was appointed CEO of Barry Callebaut AG effective October 1, 2015.

Since September 2011 until present, Antoine de Saint-Affrique has served as President Unilever Foods and Member of Unilever's Group Executive Committee. He is accountable for businesses with a combined turnover of EUR 12.4 billion across 8 regions and 3 categories, including Unilever's Foodservice Division and the newly formed Baking, Cooking & Spreading company.

Antoine de Saint-Affrique began his business career in 1989, joining Unilever in France as an Assistant Brand Manager Oral Care. In 1990, he was promoted to Brand Manager, after a further two years to Senior Brand Manager.

In 1995, Antoine de Saint-Affrique made his first international move, relocating to the USA and joining Unilever's beauty and health care business as Product Group Manager Vaseline Intensive Care New Products. He was recognized for his work by the Gold Edison Award of the American Association of Marketing, and the Market Maker of the Year Award of Drugstore News Magazine. In 1996, he was promoted to Acting Category Director Oral Care.

In 1997, Antoine de Saint-Affrique returned to France and joined Liebig Amora-Mailles, one of the leading sauce and condiments companies in Europe owned by Danone, as VP Marketing. He was offered a partnership in a leveraged buy-out organized by Paribas Affaires Industrielles and was instrumental in the Liebig spin-off to Campbell (November 1997) and the successful carve-out of Amora-Maille from Danone.

In 2001, following the acquisition of Amora-Maille by Unilever, Antoine de Saint-Affrique rejoined the Unilever Group as European Category Director Dressings, based in The Netherlands, overseeing the integration of the Amora-Maille, Bestfoods and Unilever Dressings businesses.

In 2003, Antoine de Saint-Affrique was given his first full country general management role, becoming Chairman & GM Hungary, Croatia & Slovenia.

In 2005, Antoine de Saint-Affrique was promoted to Executive Vice President (EVP) Central & Eastern Europe. He had full P&L responsibility for all Unilever activities in 5 country clusters (Russia / Ukraine / Belarus, Poland & Baltics, Czech and Slovak Republics, Hungary /Croatia / Slovenia, and South Central Europe) with a combined turnover of EUR 2.4 billion.

In 2009, Antoine de Saint-Affrique was elevated to EVP Global Skin Care at Unilever, the worldwide player in mass skin care, with responsibility for a turnover of EUR 6 billion, accountable for category strategy, brand development and mix delivery, marketing & innovation, R&D and supply chain strategy, category M&A, channel management and new business development.

In September 2011, Antoine was promoted to his current role as President Unilever Foods and Member of Unilever's Group Executive Committee.

Since 2009, Antoine de Saint-Affrique has also served as an Independent Non-Executive Director at Essilor, a world leader in ophthalmic optical products (turnover: EUR 5.7 billion) and a CAC 40 / Eurostoxx 50 company.

Since 2004, he has led the marketing course at Corps des Mines (Mines ParisTech), one of the most prestigious engineering schools in France.

Antoine de Saint-Affrique obtained an MBA from the ESSEC Business School in Paris in 1987. Between 1987 and 1989 he topped his year at the Reserve Officer Naval Academy and then served as a Flag-Lieutenant to the Admiral in the Indian Ocean. In 2002, he followed a General Manager Program at the Harvard Business School in the U.S.

Antoine de Saint-Affrique, born December 26, 1964, is a French national. He is married and has four children.

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