Sales revenue up 10.6% to CHF 4,106.8 million

Major outsourcing contracts with Nestlé, Hershey's and Cadbury

EBIT growth of 9.8% to CHF 324.0 million

_
_

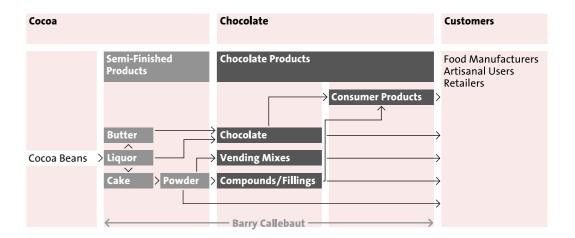
Barry Callebaut at a glance

Barry Callebaut is the world's leading manufacturer of high-quality cocoa and chocolate products and the preferred solutions provider for the food industry. Our customers include:

- Multinational and national branded consumer goods manufacturers who incorporate our ingredients in their products and who increasingly also entrust us with the molding and packaging of their finished products.
- Artisanal and professional users of chocolate, including chocolatiers, pastry chefs, bakeries, restaurants, hotels and caterers.
- Food retailers for whom we make customer label as well as branded products.

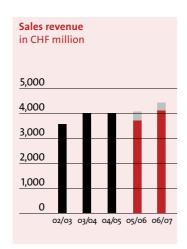
We also provide a comprehensive range of services in product development, processing, training and marketing.

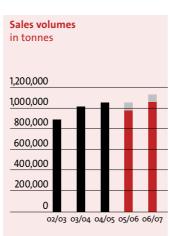
Barry Callebaut is present in 23 countries, operates 37 production facilities, employs approximately 8,000 people and generated sales of more than CHF 4.1 billion in fiscal year 2006/07.



Key figures

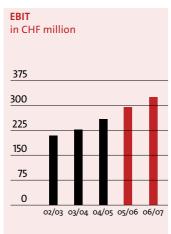
—Discontinued operations (Brach's) -Continuing operations (excl. Brach's)

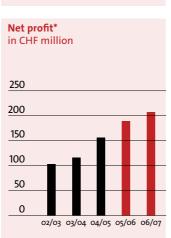




—Continuing operations (excl. Brach's)

*Net profit from continuing operations





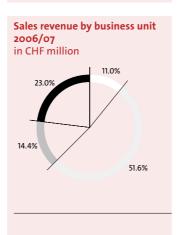
By region

— Europe	CHF m 3,048.4		
— Americas	CHF m 756.		
- Asia and Rest of World	CHF m 301.0		

By business unit

by business unit	
— Cocoa	CHF m 453.6
Food Manufacturers	CHF m 2,120.6
Gourmet & Specialties	CHF m 590.7
Consumer Products	CHF m 941.9

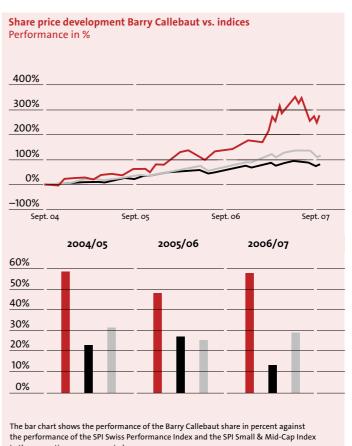








Barry Callebaut AG
SPI Swiss Performance Index
SPI Small & Mid-Cap Index



in the respective one-year period.

Key figures Barry Callebaut Group

as of August 31,	Change (%)		2006/07	2005/06 ⁹
Income statement				
Sales revenue	CHF m	10.6%	4,106.8	3,713.2
Sales volumes	Tonnes	8.5%	1,059,200	976,661
EBITDA ¹	CHF m	8.8%	427.1	392.5
Operating profit (EBIT)	CHF m	9.8%	324.0	295.0
Net profit ²	CHF m	9.1%	207.0	189.7
Cash flow ³	CHF m	16.9%	406.8	347.9
EBIT per tonne	CHF	1.3%	305.9	302.0
Balance sheet				
Total assets	CHF m	13.3%	3,186.7	2,811.8
Net working capital ⁴	CHF m	(4.0%)	883.9	920.9
Non-current assets	CHF m	2.2%	1,211.3	1,184.9
Net debt	CHF m	2.6%	930.2	906.9
Shareholders' equity ⁵	CHF m	6.0%	1,059.1	999.2
Ratios				
Economic Value Added (EVA)	CHF m	16.6%	122.9	105.4
Return on invested capital (ROIC) ⁶	%	4.4%	14.3%	13.7%
Return on equity (ROE)	%	3.0%	19.5%	19.0%
Debt to equity ratio	%	(3.2%)	87.8%	90.8%
Shares				
Share price at year end	CHF	59.2%	873	548
EBIT per share (issued)	CHF	9.8%	62.7	57.1
Earnings per share	CHF	9.3%	40.2	36.7
Cash earnings per share ⁷	CHF	17.4%	78.6	66.9
Payout per share ⁸	CHF	9.5%	11.5	10.5
Other				
Employees		8.0%	7,592	7,028

Following the signing of an agreement to sell Brach's in the U.S., the division has been classified as discontinued business and prior-year figures have been restated except for the Balance Sheet as stipulated by IFRS 5.

To eliminate distorting effects on key figures, physical bean sales have been excluded from sales revenue.

- 1 EBIT + depreciation on property, plant and equipment + amortization of intangibles
- 2 Net profit from continuing operations (including minorities)
- 3 Operating cash flow before working capital changes
- 4 Includes current assets and liabilities related to continuing commercial activities and current provisions
- 5 Total equity attributable to the shareholders of the parent company
- 6 EBIT *(1-effective tax rate)/average capital employed
- 7 Operating cash flow before working capital changes/diluted shares outstanding
- 8 Par value reduction instead of a dividend; 2006/07 as proposed by the Board of Directors to the shareholders
- 9 Certain comparatives have been restated or reclassified to conform to the current period's presentation

Highlights

Barry Callebaut – keeping its promises

Barry Callebaut has consistently outpaced the global chocolate confectionery market by growing on average twice as fast. Operating profit has risen more than 11% per annum over the past five years, illustrating the company's dedication to be the cost leader in this industry. EVA® (Economic Value Added) surged by more than 40% per annum, demonstrating value creation for shareholders.

Major cooperation between Barry Callebaut and Nestlé in Europe

Barry Callebaut and Nestlé entered into a long-term outsourcing agreement for 43,000 tonnes of liquid chocolate and finished products a year. At the same time, the company acquired from Nestlé a chocolate factory in Dijon, France, and production equipment in San Sisto, Italy. The agreement clearly established Barry Callebaut as the outsourcing partner of choice.

Supply and innovation partnership with The Hershey Company

Barry Callebaut and Hershey's entered into a strategic partnership, which includes a long-term supply agreement for about 80,000 tonnes of liquid chocolate and finished products as well as the acquisition of production equipment in the U.S. and the construction of a new factory in Mexico. The agreement significantly expanded Barry Callebaut's production capacities in the region and will make it the No.1 industrial chocolate supplier in North America.

Expanded cooperation with Cadbury Schweppes

Barry Callebaut signed a Memorandum of Understanding with Cadbury Schweppes to double its supply volumes of cocoa liquor and liquid chocolate to around 30,000 tonnes a year.

Barry Callebaut issues EUR 350 million bond

Barry Callebaut successfully placed a EUR 350 million 10-year Senior Fixed Rate Notes and renegotiated the terms and conditions of its existing EUR 850 million Revolving Credit Facility. The bond issuance and the amended syndicated credit facility will significantly improve the company's financial flexibility.

Barry Callebaut completes strategic review of its U.S. sugar-candy subsidiary, Brach's

As a result of the review, the Group signed an agreement to sell its U.S. sugar-candy business Brach's to Farley's & Sathers Candy Company Inc. in September 2007.

Inauguration of a new chocolate factory in Russia

In September 2007, Barry Callebaut inaugurated its new state-of-the-art chocolate factory located in Chekhov, 60 km south of Moscow, Russia. The factory will enable Barry Callebaut to move closer to its growing customer base in Russia and to better capture the region's growth potential.

Highlights

Innovation pioneer

Barry Callebaut's dedicated research and development team again pioneered the trends in the chocolate industry by successfully launching an impressive number of innovative products that meet consumers' growing demand for superior and healthier taste experiences. New products included: sugar-reduced chocolate, tooth- friendly chocolate, probiotic chocolate, white chocolate with real fruit and ACTICOA™ cocoa powder.

Construction of a new factory near Shanghai

Barry Callebaut is constructing a new chocolate factory in Suzhou, in the greater Shanghai area, in China. The factory is expected to be operational by the end of 2007.

Barry Callebaut gains a strong foothold in Japan

In September 2007, Barry Callebaut and Morinaga, one of Japan's largest confectionery makers with numerous established brands, agreed to enter into a strategic alliance. The alliance involves the sale of cocoa and chocolate production equipment by Morinaga to Barry Callebaut. At the same time the two companies will enter into a 10year supply agreement for 9,000 metric tonnes a year – doubling Barry Callebaut's current sales volumes in Japan.

Announcement of plans to open a sales office and Chocolate Academy in India

Barry Callebaut announced plans to enter the fast-growing Indian chocolate market by opening a sales office in Mumbai. The company will also inaugurate a new Chocolate Academy in India's largest city in December 2007.

Barry Callebaut acquires cocoa factory in Philadelphia

In October 2007, Barry Callebaut signed an agreement to acquire 100% of Food Processing International, Inc. (FPI), a cocoa processing company that owns a cocoa factory in Eddystone near Philadelphia, Pennsylvania, U.S. The transaction allows the company to keep up with the current and future increasing demand of customers for cocoa products, especially in the high-end quality segment, as well as with its internal needs.

Vision and values

Our vision

Barry Callebaut is the heart and engine of the chocolate industry.

Our goal is to be No.1 in all attractive customer segments and in all major world markets.

9

Our heritage, our knowledge of the chocolate business – from the cocoa bean to the finest product on the shelf – and our innovative power in confections overall make us the business partner of choice for the entire food industry, from individual artisans to industrial manufacturers and global retailers. We seek to apply our constantly evolving expertise to helping our customers grow their businesses, and we are passionate about creating and bringing to market new, healthy products that taste good, delight all senses, and are fun to enjoy.

Our strength comes from the passion and expertise of our people, for whom we strive to create an environment where learning is ongoing, entrepreneurship is encouraged, and creativity can flourish.

Our values

At Barry Callebaut we believe in doing business the right way, that is, by demonstrating high ethical standards of behavior, consistent with our core values: customer focus, passion, entrepreneurship, team spirit, integrity.

Our values reflect how we strive to interact with colleagues, with external business partners, with all our stakeholders. They reflect how we believe business should be done – responsibly. We believe that achieving profitable growth in our business and contributing to sustainable economic and social development go hand in hand.

We view "social responsibility" in a broad sense. We believe we have a responsibility to all our stakeholders - shareholders, customers, consumers, suppliers, employees and the communities where we operate - and an obligation to consider their respective expectations. We pay particular attention to conditions in countries of origin and in countries that lack a welfare structure. We regard activities that help to empower cocoa farmers, for example, to be an important factor in ensuring a sustainable cocoa industry and facilitating the economic growth of origin countries.

> "As a food manufacturer, Barry Callebaut has a fundamental responsibility to ensure the safety and quality of our products. As an international company with operations in more than 20 countries, we recognize that our businesses have an influence on the livelihoods of many people around the world. Accordingly, we strive to contribute responsibly to the communities where we operate."

Company history

In 1996 the Belgian chocolate producer Callebaut and the French chocolate company Cacao Barry joined forces, creating a new company called Barry Callebaut. Both Cacao Barry and Callebaut were widely recognized in the food industry as reliable suppliers of high-quality products and as dependable business partners for thousands of wholesale and retail specialists in the chocolate industry. The merger combined Cacao Barry's know-how in procurement and initial processing of cocoa beans with Callebaut's extensive experience in producing and marketing chocolate products.

After 1996, the company continued to grow through geographic expansion into strategic growth markets, outsourcing contracts, innovation and acquisitions. Since 1998 Barry Callebaut has been listed on the Swiss Exchange SWX.

Acquisition of Carma AG in Switzerland
Acquisition of the Stollwerck Group in Germany
Acquisition of Dutch Group Graverboom B.V. (including Luijckx B.V.)
Acquisition of Brach's Confections Holding Inc. in the U.S.
Acquisition of the vending mix business of AM Foods in Sweden
Opening of a sales office in Tokyo, Japan
Opening of a chocolate factory in California, U.S.
Opening of a chocolate factory in Russia
Construction of a chocolate factory in China
Start of construction of a chocolate factory in Mexico
Divestment of Brach's sugar-candy business
Major outsourcing contracts with Nestlé, Hershey's and Cadbury
Opening of a sales office and Chocolate Academy in Mumbai, India

Today, Barry Callebaut is the world market leader in high-quality cocoa and chocolate products and the only fully integrated chocolate company with a global presence. The company has evolved from a supplier of industry and specialty chocolates for industrial and artisanal customers into a provider of integrated solutions, from the bean to the shelf, to the entire food industry. As the outsourcing partner of choice, Barry Callebaut has an estimated 50% share of sales volumes in the open market. Barry Callebaut offers close to 1,700 recipes to its customers, allowing it to cater to local taste preferences around the world.

Download "In Brief" www.barry-callebaut.com/documentation

BARRY () CALLEBAUT