



3-month results 2005/06

Analyst and Media Presentation January 11, 2006



BARRY CALLEBAUT



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Agenda

- ▶ **Highlights first quarter 2005/06 and business review**
- ▶ Financial results
- ▶ Outlook



Highlights first quarter 2005/06

Good start into fiscal year



- ▶ Strong results
 - ▶ Sales volumes up 2.0% to 299,417 tonnes
 - ▶ Sales revenues increased by 3.8% to CHF 1,198.5 m
 - ▶ EBIT at CHF 100.1 m, up 14.7%
 - ▶ Net profit (PAT) at CHF 63.9 m, up 15.8%
- ▶ All business units contributed to the increase in operating profit, most significantly the business units Gourmet & Specialities and Food Manufacturers
- ▶ Improving performance in Consumer Products Europe business unit confirmed, with positive EBIT contribution. Restructuring (as announced in July 2005) progressing as planned.

Financial Highlights first quarter 2005/06



		% change	2005/06 3-months	2004/05 3-months
Revenue from sales and services <i>in local currencies</i>	CHF m	3.8 1.5	1'198.5 1'172.2	1'154.8
Gross Profit <i>in local currencies</i>	CHF m	10.3 8.1	192.7 188.8	174.7
EBITA <i>in local currencies</i>	<i>CHF m</i>	14.4 12.7	103.1 101.5	90.1
EBIT <i>in local currencies</i>	CHF m	14.7 12.8	100.1 98.5	87.3
EBIT per tonne <i>in local currencies</i>	CHF	12.4 10.6	334.3 328.8	297.3
Net Profit (PAT) <i>in local currencies</i>	CHF m	15.8 14.5	63.9 63.2	55.2
Earnings per share (EPS)	CHF	14.9	12.4	10.8
Shareholders' Equity	CHF m	11.1	929.3	836.7 ¹⁾
Net debt	CHF m	18.0	1'125.3	953.5 ¹⁾

¹⁾ As of August 31, 2005



Industrial Business Segment

Strong organic growth

Cocoa

- ▶ Sales volumes decreased by 2.1% to 32,918 tonnes, mainly due to lower butter and liquor sales
- ▶ Sales revenue decreased by 18.3% to CHF 112 million, due to substantially declined powder ratios, partly offset by positive currency effects and slightly higher cocoa bean prices

Food Manufacturers

- ▶ Sales volumes up 10% to 166,229 tonnes, growth particularly strong in Europe, the UK, and Canada
- ▶ Sales revenue up 13.8% to 527.2 million. Excluding positive currency and cocoa price effects, organic growth stands at 10.4%





Food Service/Retail Business Segment

Strong Gourmet, recovering European Consumer business

Gourmet & Specialties

- ▶ Sales revenue growth¹⁾ of 9.2% to 157.4 million, organic growth being at 7.6%
- ▶ Consumer Africa division now reported under Consumer Products

Consumer Products

- ▶ Sales revenues¹⁾ decreased by 2.1% to CHF 401.9 million
- ▶ Improved product mix achieved in Europe; deliberate volume decrease taken in 2005 and high hazelnut prices still has an effect on Q1 and Q2
- ▶ The African consumer business affected by difficult political and economical environment has started to pick up recently.



¹⁾ As from current fiscal year Consumer Africa division has been shifted from Gourmet & Specialties to Consumer Products. Last year's comparable figures have been adjusted accordingly.



Restructuring Germany

On track as announced in July 2005

Implementation of restructuring program according to plan

- ▶ Improved performance due to better product mix and related sales prices
- ▶ Growing co-manufacturing business with branded consumer goods companies
- ▶ Integration on the group's SAP platform
 - ▶ Phase I completed (costing and sourcing)
 - ▶ Phase II and III on track for 2006



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Financial summary first quarter 2005/06

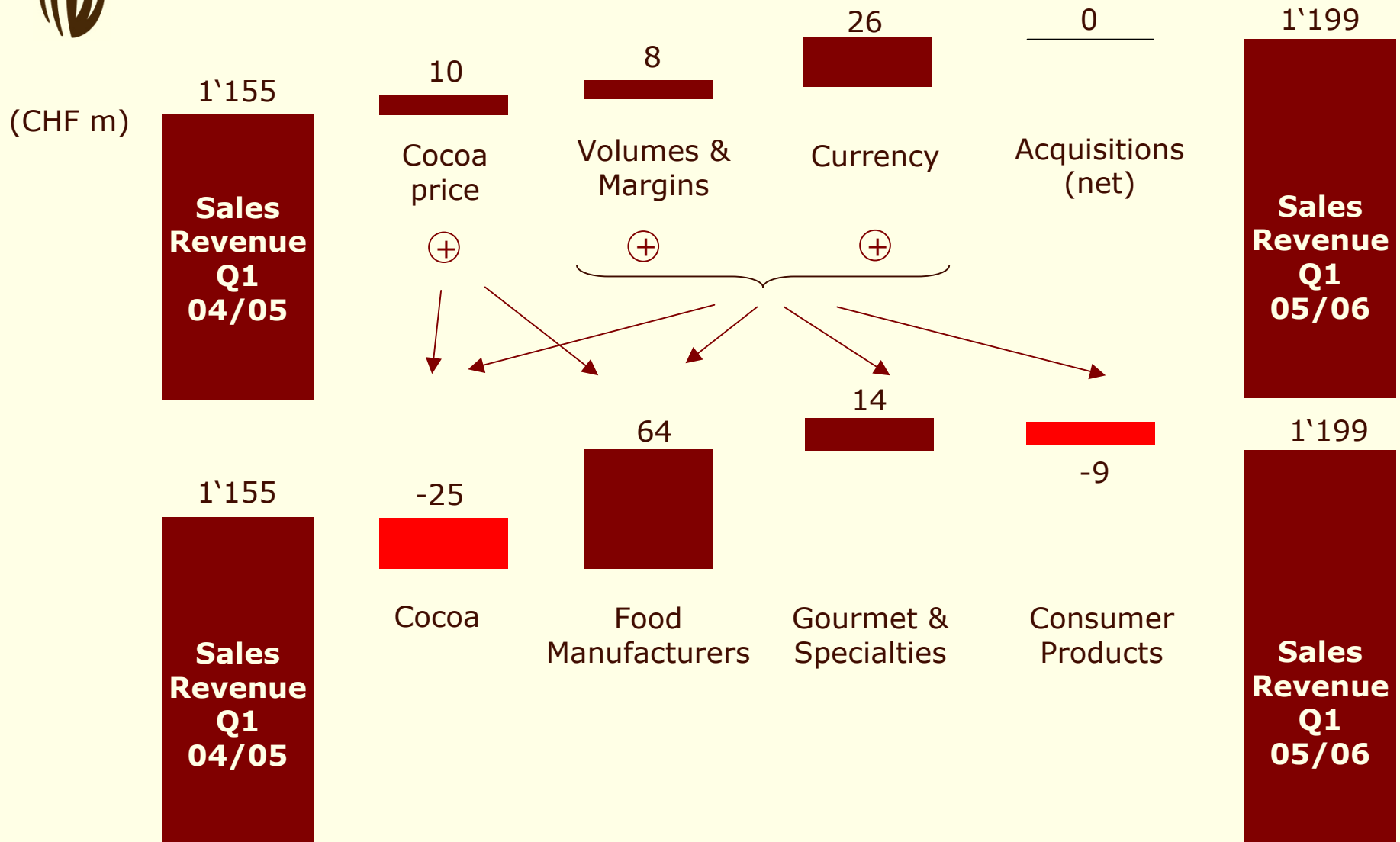
P&L



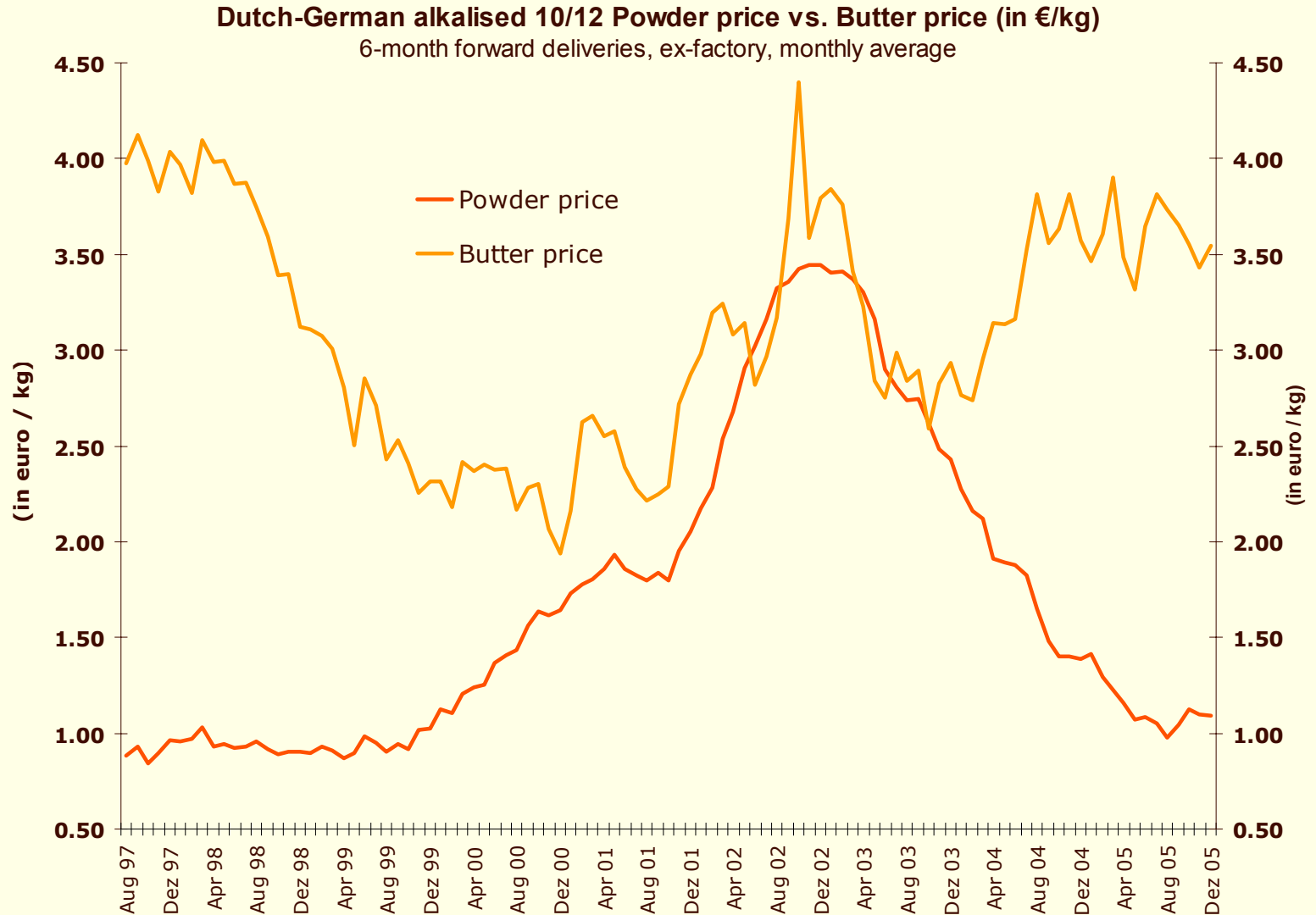
- ▶ **Sales volume** grew 2% to more than 299,417 tonnes (entirely organic)
- ▶ **Sales revenues** increased by 3.8% to CHF 1,198.5 million, partly due to higher sales volumes as well as positive currency effects and slightly higher cocoa bean prices
- ▶ **Gross profit margin** increased to 16.1% from 15.1% mainly due to margin improvements in Cocoa and Gourmet & Specialties
- ▶ **EBIT margin** at 8.4%, up from 7.6%, due to higher gross profit margins and lower operating cost
- ▶ **Net Profit** up 15.8% to CHF 63.9 million, despite increased tax charges

Sales revenue reconciliation

First quarter 2004/05 – 2005/06



Powder and Butter price development





Profitability ratios and P&L structure

	2005/06 3-months	2004/05 3-months
Gross profit as % of sales ¹⁾	16.1%	15.1%
EBIT as % of Gross Profit	51.9%	50.0%
EBIT as % of Sales	8.4%	7.6%
EBIT per tonne (CHF)	334.3	297.3

Comments

- ▶ **Gross Profit as % of Sales** up mainly due to margin improvements in Cocoa and Gourmet & Specialties
- ▶ **EBIT/Gross Profit** up due to slower increase in operating costs in relation to gross profit growth
- ▶ **EBIT/Sales** up due to higher gross profit margins and relatively lower operating costs
- ▶ **EBIT/tonne** increased in all business units

¹⁾ As of FY 04/05, gross profit is calculated as sales revenues minus cost of goods sold

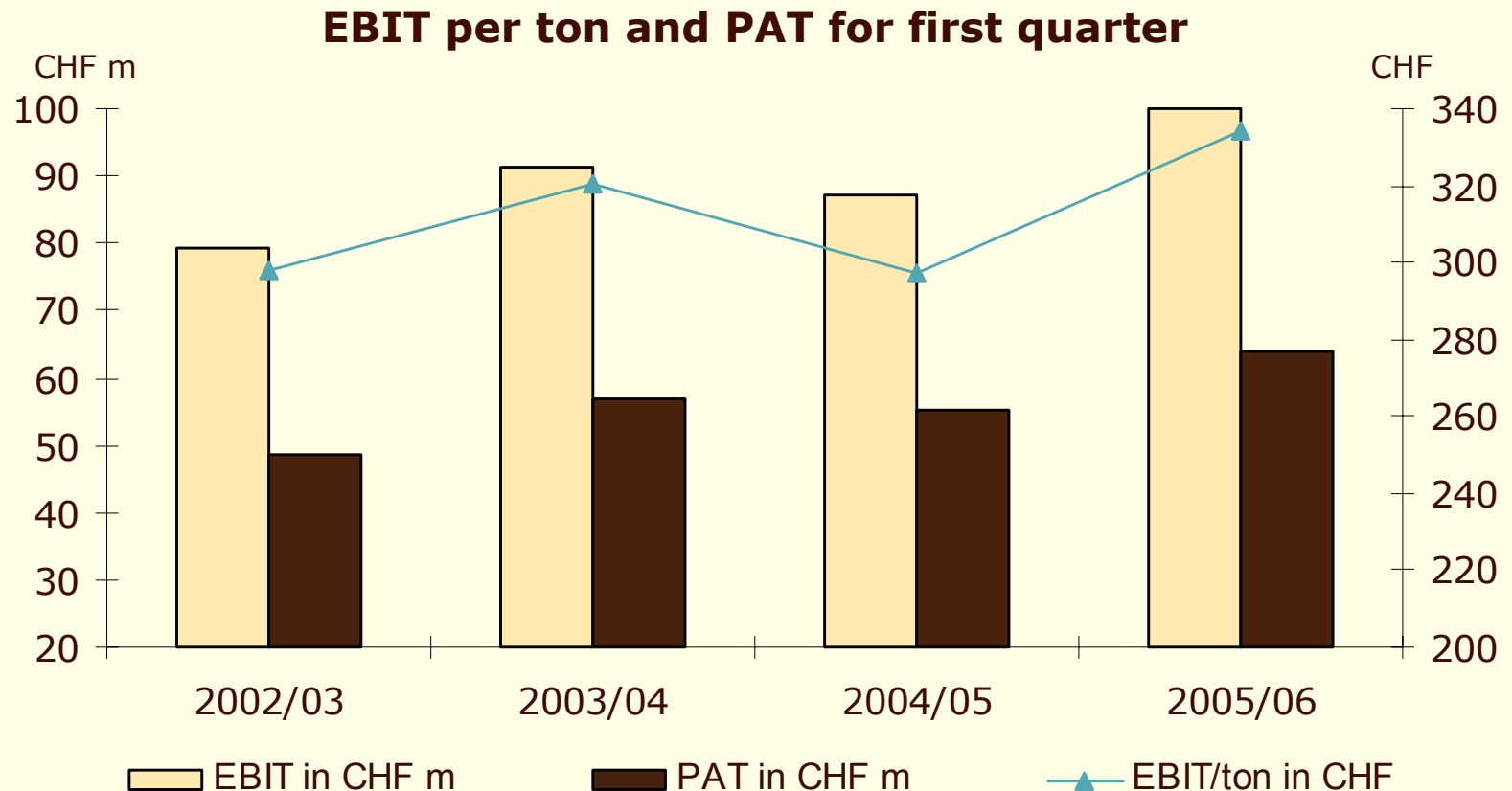
From EBIT to PAT



		% change	2005/06 3-months	2004/05 3-months
EBITA	CHF m	14.4	103.1	90.1
Operating profit (EBIT)	CHF m	14.7	100.1	87.3
Financial costs, net	CHF m	-2.4	-20.2	-20.7
Taxes	CHF m	38.3	-15.9	-11.5
<i>Tax rate</i>	<i>in %</i>		19.9	17.3
Net Profit (PAT)	CHF m	15.8	63.9	55.2

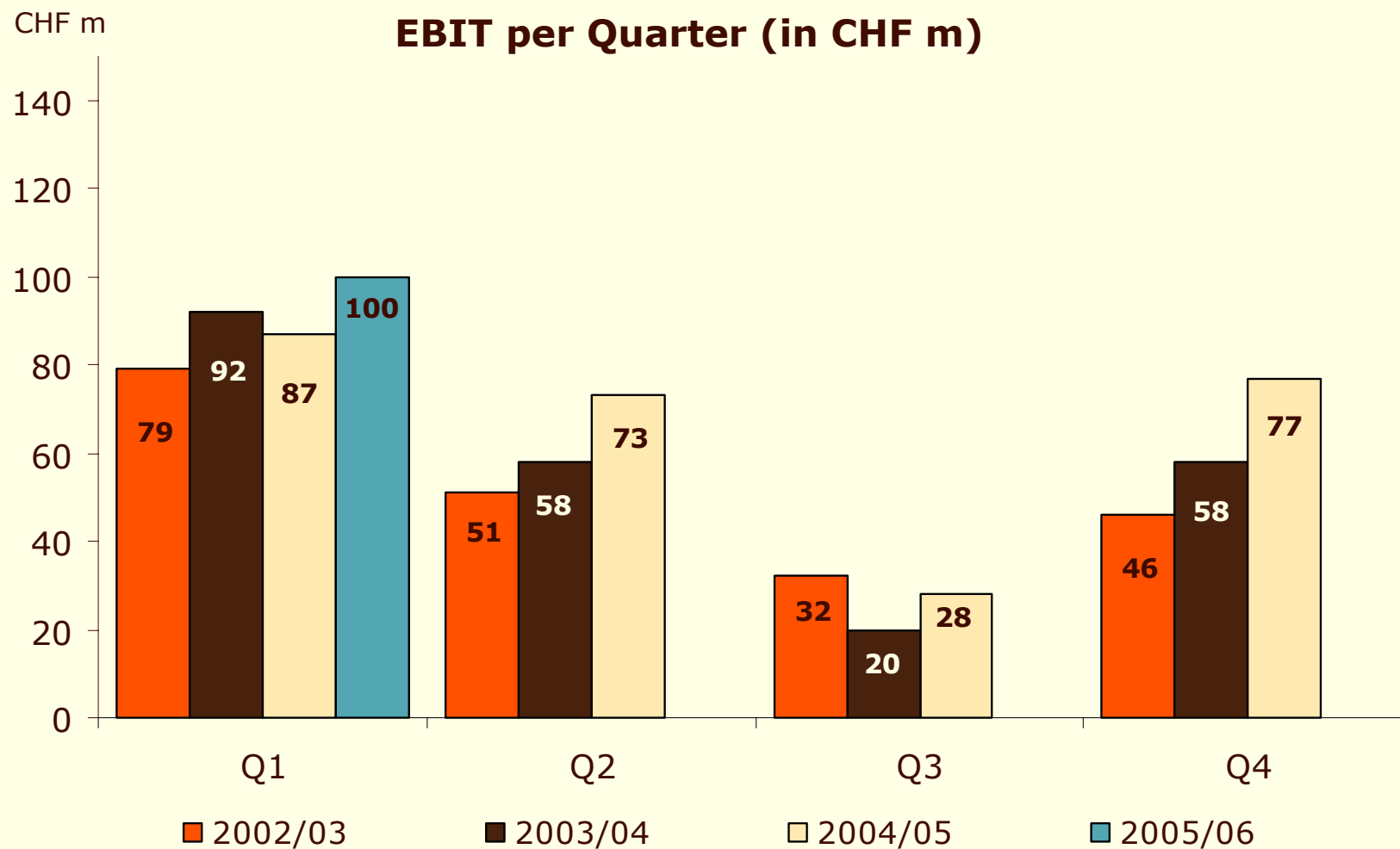


Sustained strong development in first quarter 2005/06





Seasonality of business at EBIT level





Balance sheet

Key figures

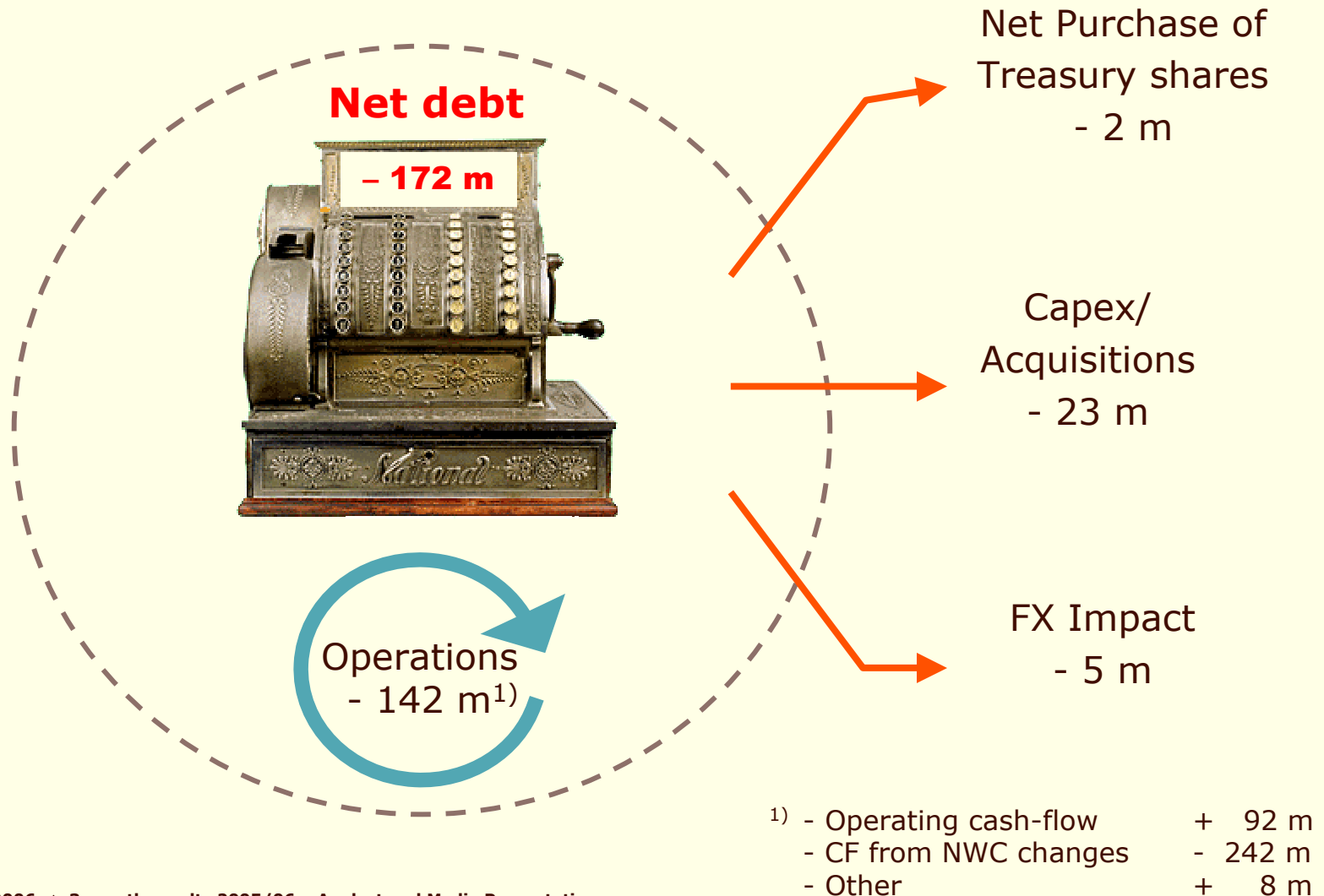
(in CHF m)	% change	30.11.2005	31.08.2005
Total assets	12.5%	2'997.0	2'664.8
Net working capital	31.5%	1'092.4	830.8
Net debt	18.0%	1'125.3	953.5
Shareholders' equity	11.1%	929.3	836.7

Comments

- ▶ Increases in net working capital and net debt are due to higher accounts receivables in connection with the seasonality of the business and higher inventories due to increased local sourcing activities
- ▶ Shareholders' equity increased as a result of the strong net profit, positive currency translation as well as fair value adjustments on financial instruments

Movements in Net debt (in CHF m)

November 2005 vs. August 2005





Balance sheet and financing ratios

	30.11.2005	31.08.2005	30.11.2004
Debt to equity ratio	121%	114%	123.4%
Solvency ratio	31.0%	31.4%	29.6%
Net debt /EBITDA*	2.9 x	2.5 x	2.9 x
Interest cover ratio*	4.7 x	4.6 x	4.0 x

*before restructuring of CHF 94 million (rolling 12-months EBITDA)

Comments

- ▶ Debt to equity ratio deteriorated vs. August 2005 due to higher net debt in connection with increased working capital, but improved year-on-year
- ▶ Interest cover ratio improved slightly vs. August 2005



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Outlook

"We have had a good Christmas business, our order books for the upcoming Easter season in Food Manufacturers and Gourmet & Specialties look good, and the positive signals from our European consumer business that we had observed in the final quarter of the past fiscal year were confirmed this first quarter. Therefore, even though it is still early in the fiscal year, we confirm the communicated financial targets for the 3-year period 2004/05 through 2006/07, which are on average: organic top-line growth of 3 to 5%, EBIT growth of approximately 10%, and PAT growth of 12-15%. This, of course, barring any major unforeseen event."

Patrick de Maeseneire, CEO Barry Callebaut Group



Backup



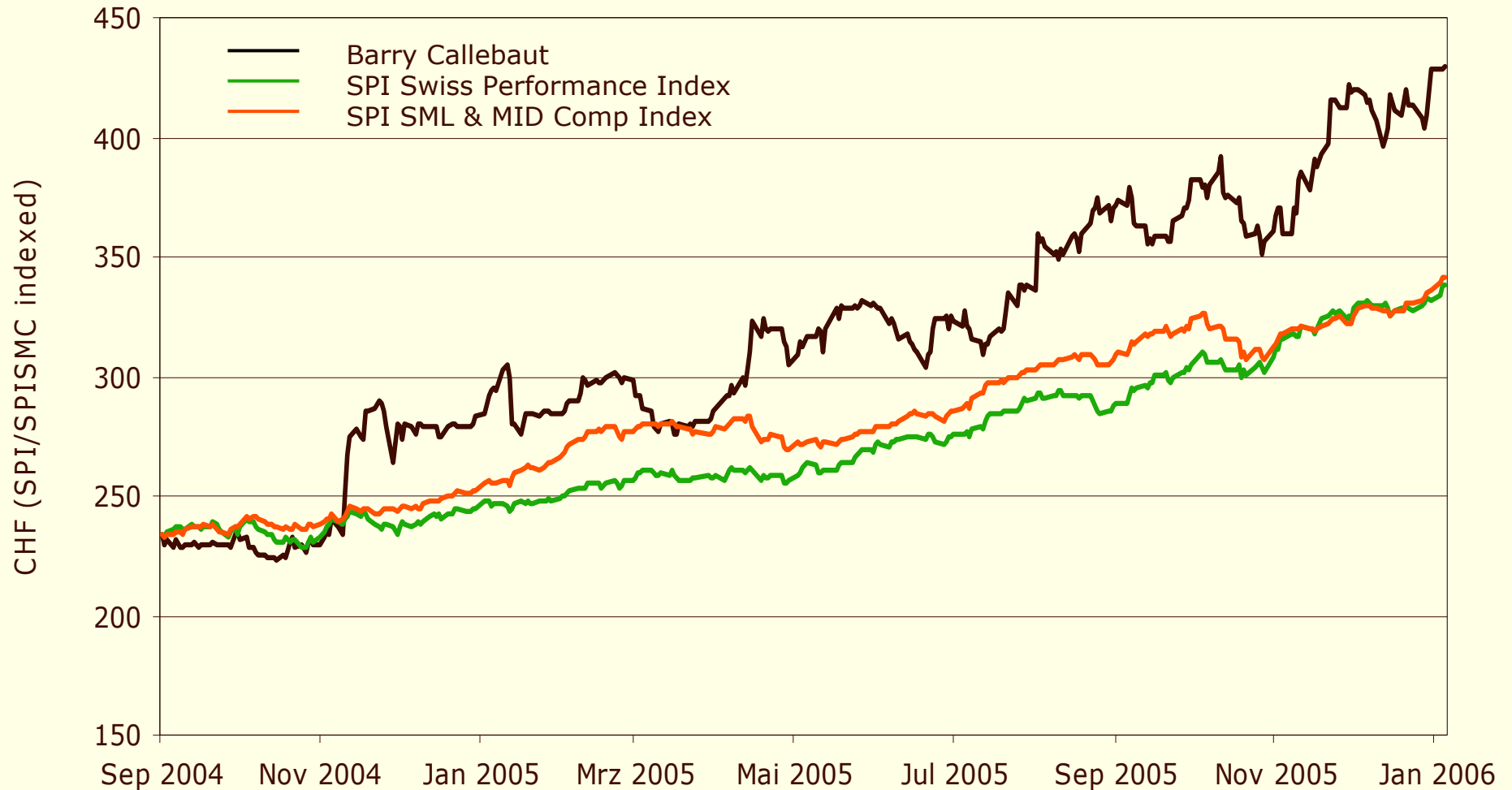
Key figures

Income statement

(in CHF m)	% of revenue	2005/06 3-months	% of revenue	2004/05 3-months
Sales Revenue	100.0	1'198.5	100.0	1'154.8
Cost of goods sold	83.9	(1'005.8)	84.9	(980.1)
Gross Profit	16.1	192.7	15.1	174.7
Other operating expenses	7.7	(92.6)	7.6	(87.4)
Operating Profit (EBIT)	8.4	100.1	7.6	87.3
Financial Cost, net	1.7	(20.2)	1.8	(20.7)
Profit before taxes and minority interest	6.7	79.9	5.8	66.6
Taxes	1.3	(15.9)	1.0	(11.5)
Minorities	0.0	(0.1)	0.0	0.1
Net Profit (PAT)	5.3	63.9	4.8	55.2
Earnings per share		CHF 12.36		CHF 10.68

Trading history

Share price performance



Trading history

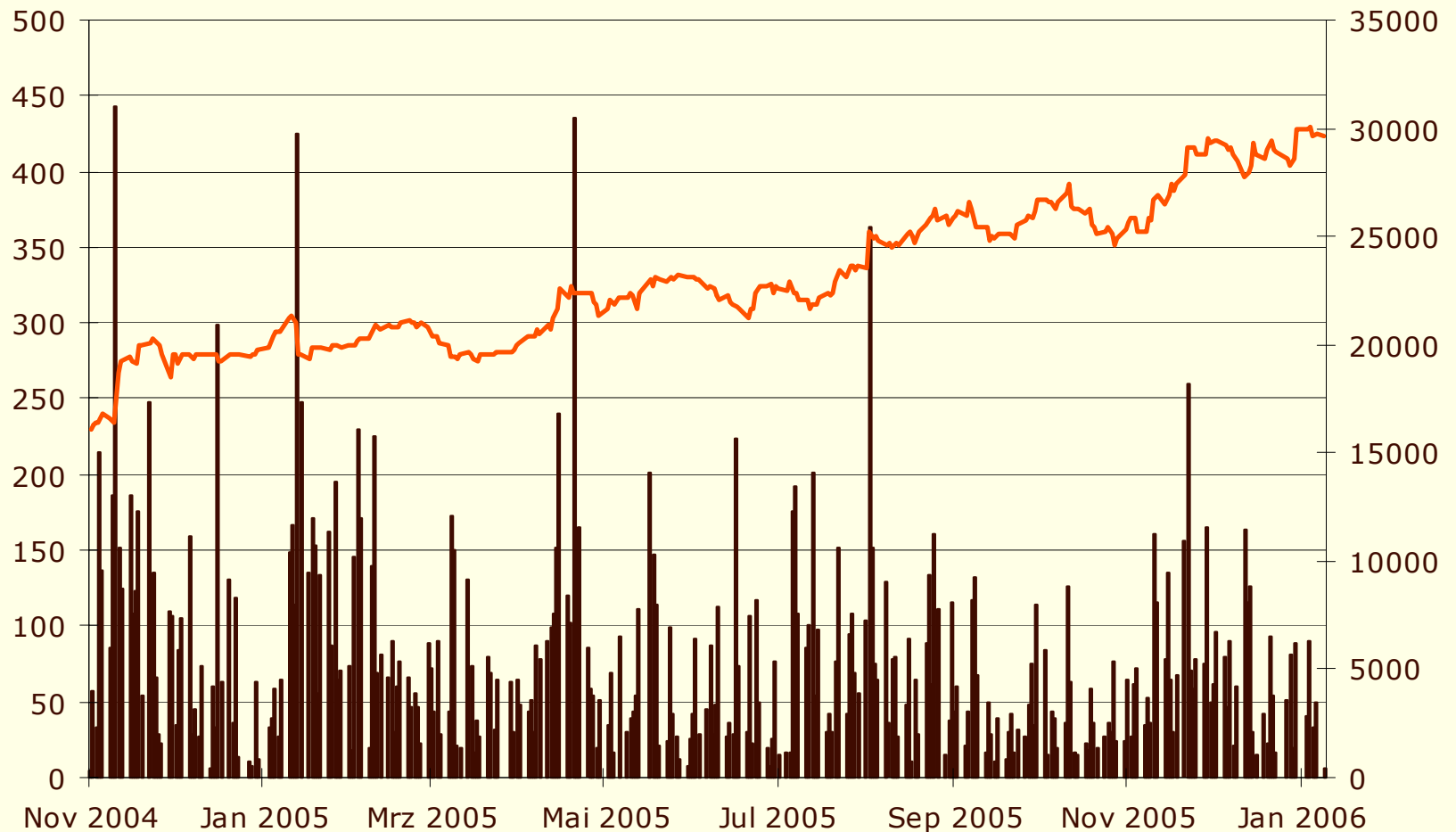
Share price performance and daily volume



Share Price
in CHF

Barry-Callebaut share price and volume

Volume





Cocoa price development

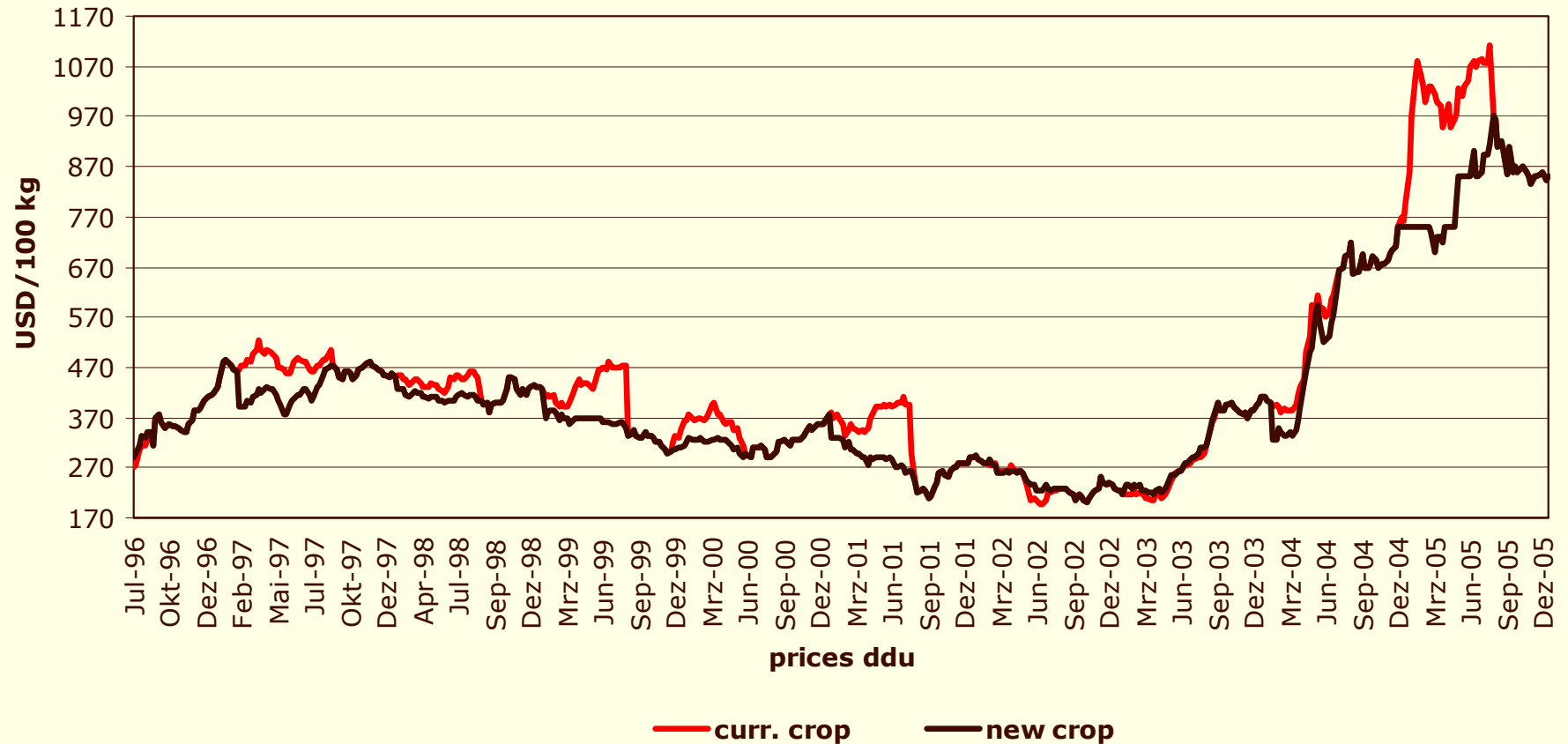
London Cocoa 2nd Position
Daily High, Low, Close (in £/ton)



Hazelnut price development



Turkish Hazelnut Kernels FAQ

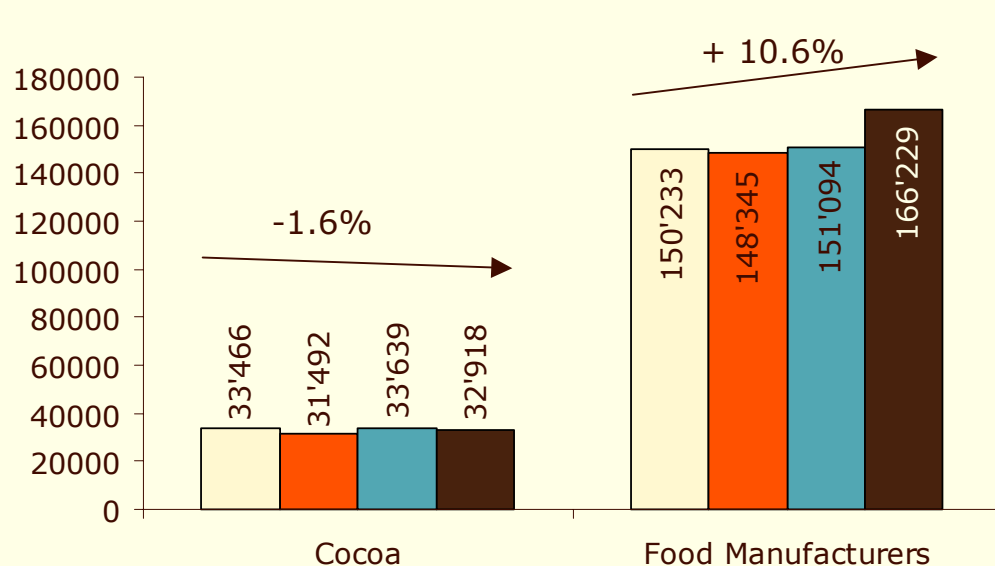




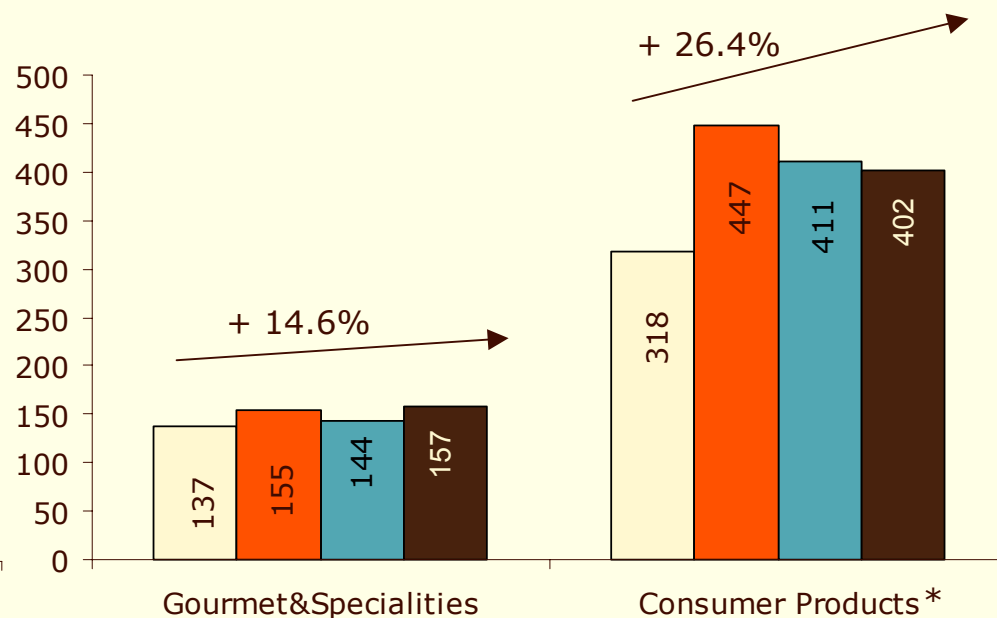
Top line by business unit

First quarter 2002/03 – 2005/06

Sales Volume in Tonnes



Sales Revenue in CHF m



□ 2002/03 ■ 2003/04 ■ 2004/05 ■ 2005/06

* As of FY 05/06 Consumer Africa is included in Consumer Products, 2005/05 has been restated accordingly. In the 02/03 and 03/04 figures Consumer Africa was included in Gourmet & Specialities.



Operating Profit per Quarter

EBIT per quarter (in CHF m)

	Q1	Q2	Q3	Q4	Full year
2004/05	87.3	72.4	28.4	77.2	265.3
2005/06	100.1				