Full Year Results 2017/18

Media and Analysts/Institutional Investors’ Conference
November 7, 2018
Certain statements in this presentation regarding the business of Barry Callebaut are of a forward-looking nature and are therefore based on management’s current assumptions about future developments. Such forward-looking statements are intended to be identified by words such as “believe,” “estimate,” “intend,” “may,” “will,” “expect,” and “project” and similar expressions as they relate to the company. Forward-looking statements involve certain risks and uncertainties because they relate to future events.

Actual results may vary materially from those targeted, expected or projected due to several factors. The factors that may affect Barry Callebaut’s future financial results are discussed in the Letter to Investors as well as in the Annual Report 2017/18. Such factors are, among others, general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures as well as changes in tax regimes and regulatory developments. The reader is cautioned to not unduly rely on these forward-looking statements that are accurate only as of today, Nov 7, 2018. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.
Agenda

- Highlights FY 2017/18 – CEO Antoine de Saint-Affrique
- Financial review FY 2017/18 – CFO Remco Steenbergen
- Strategy & Outlook – CEO Antoine de Saint-Affrique
- Q&A – CEO & CFO
Highlights FY 2017/18
**FY Results 2017/18**

**Strategy delivering strong results across all regions**

<table>
<thead>
<tr>
<th>Financial Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales volume growth</strong></td>
<td>+6.3%</td>
</tr>
<tr>
<td><strong>Sales revenue growth</strong></td>
<td>+0.1%</td>
</tr>
<tr>
<td><strong>EBIT</strong> (CHF million)</td>
<td>554.0</td>
</tr>
<tr>
<td><strong>Net profit</strong> (CHF million)</td>
<td>357.4</td>
</tr>
<tr>
<td><strong>Free cash flow</strong> (CHF million)</td>
<td>311.9</td>
</tr>
<tr>
<td><strong>Dividend</strong> (CHF per share)</td>
<td>24.00</td>
</tr>
</tbody>
</table>

* Compared to Global Chocolate Confectionary Market of +1.8%, according to Nielsen (August 17 to August 2018, 25 countries)
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fourth type of chocolate: Ruby</td>
<td>Sept 2017</td>
</tr>
<tr>
<td>D'Orsogna completed</td>
<td>Oct 2017</td>
</tr>
<tr>
<td>Cocoa &amp; Forests Initiative signed</td>
<td>Nov 2017</td>
</tr>
<tr>
<td>Gertrude Hawk Ingredients completed</td>
<td>Dec 2017</td>
</tr>
<tr>
<td>Barry Callebaut 10 years in China</td>
<td>Jan 2018</td>
</tr>
<tr>
<td>Nestlé launches Ruby KitKat in Japan &amp; South Korea</td>
<td>Jan 2018</td>
</tr>
<tr>
<td>Ruby: NCA award for supplier innovation</td>
<td>May 2018</td>
</tr>
<tr>
<td>Chocolate Academy in South Africa</td>
<td>May 2018</td>
</tr>
<tr>
<td>CHOCOVISION ‘18 strengthens BC’s leadership position</td>
<td>June 2018</td>
</tr>
<tr>
<td>Letters of Intent with Côte d’Ivoire and Ghana</td>
<td>June 2018</td>
</tr>
<tr>
<td>BC upgraded to Investment Grade</td>
<td>Sept 2018</td>
</tr>
<tr>
<td>Long-term supply agreement Burton’s Biscuits</td>
<td>Sept 2018</td>
</tr>
<tr>
<td>Acquisition of Inforum in Russia</td>
<td>Oct 2018</td>
</tr>
</tbody>
</table>
Quarterly volume evolution

Strong sales volume growth, consistently above the market

Quarterly volume growth vs prior year

<table>
<thead>
<tr>
<th></th>
<th>Q1 16/17</th>
<th>Q2 16/17</th>
<th>Q3 16/17</th>
<th>Q4 16/17</th>
<th>Q1 17/18</th>
<th>Q2 17/18</th>
<th>Q3 17/18</th>
<th>Q4 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market</td>
<td>-0.4%</td>
<td>+2.3%</td>
<td>+3.5%</td>
<td>+5.5%</td>
<td>+5.5%</td>
<td>+8.0%</td>
<td>+8.1%</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Volume</td>
<td>-8.6%</td>
<td>+4.9%</td>
<td>+7.2%</td>
<td>+12.6%</td>
<td>+7.4%</td>
<td>+4.8%</td>
<td>+9.0%</td>
<td>+5.5%</td>
</tr>
</tbody>
</table>

*Source: Nielsen chocolate confectionery in volume, August 2017 – August 2018 – 25 countries
FY Results 2017/18

Positive contribution from all our key growth drivers

- **Emerging markets**: 35.4%
- **Long-term outsourcing & strategic partnerships**: 33.8%
- **Gourmet & Specialties**: 11.9%

**Volume growth vs prior year**
- +9.1%
- +14.0% excl. Cocoa
- +5.6%
- +7.7%

Key growth drivers crucial to continuously outperform the market.
Expansion

Good momentum continued

Double-digit growth in key emerging markets

Driving long-term outsourcing & strategic partnerships

Strong growth of our Gourmet & Specialties business

- Double-digit growth in key emerging markets
- Driving long-term outsourcing & strategic partnerships
- Strong growth of our Gourmet & Specialties business
Innovation

We drive value through innovation, leading on trends across segments
### Supporting the business strategy through Information Technology enablers

- Supporting digitalization:
  - Chocolate Academy online
  - Customer portal
  - Supplier portal
- Investing in core backbone: bringing all entities on SAP
- Enhancing our Supply Chain
- Investing in cyber security

### Transforming Finance function through Finance Operational Excellence

- Holistic approach to achieve higher service level for the business and to create leverage
- Addressing gaps in processes, systems and operating model
- Reducing complexity and closing technology gaps

### Driving operational excellence across cocoa and chocolate value chain

- Core process reviews
- Integrated end-to-end supply chain to enable ‘smart growth’
- Improving customer-facing processes across the value chain to further increase customer satisfaction
Achievements FY 2017/18

- **>130,000** cocoa farms mapped
- **2.1 million** cocoa seedlings distributed
- **44%** of cocoa and other raw materials sourced sustainably
- **24%** of factories on renewable energy

By 2025, we will:
- eradicate child labor from our supply chain
- lift more than 500,000 cocoa farmers out of poverty
- have 100% sustainable ingredients in all of our products
- be carbon and forest positive
### FY Results 2017/18

#### Strategy delivering strong results

<table>
<thead>
<tr>
<th>Group performance (In CHF mio.)</th>
<th>FY 2017/18 (in CHF)</th>
<th>% vs prior year 1) (in CHF)</th>
<th>% vs prior year 1) in local currencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume Total (in tonnes)</td>
<td>2,035,857</td>
<td>+6.3%</td>
<td></td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>6,948.4</td>
<td>+2.1%</td>
<td>+0.1%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>1,157.1</td>
<td>+20.7%</td>
<td>+17.2%</td>
</tr>
<tr>
<td>EBIT Total</td>
<td>554.0</td>
<td>+20.4%</td>
<td>+16.4%</td>
</tr>
<tr>
<td>EBIT recurring</td>
<td>554.0</td>
<td>+25.3%</td>
<td>+21.2%</td>
</tr>
<tr>
<td>EBIT per tonne recurring</td>
<td>272.1</td>
<td>+17.8%</td>
<td>+14.0%</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>357.4</td>
<td>+27.1%</td>
<td>+22.5%</td>
</tr>
<tr>
<td>Net profit recurring</td>
<td>357.4</td>
<td>+35.9%</td>
<td>+31.0%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>311.9</td>
<td>-34.4%</td>
<td>-38.2%</td>
</tr>
</tbody>
</table>

1) See page 48 of the Annual Report 2017/18, Summary of Accounting policies—restatement and reclassification of prior year comparatives, applies to entire presentation.
FY Results 2017/18

All Regions contributed to top- and bottom-line growth

Group Sales Volume: 2,035,857 tonnes

FY volume growth
- EMEA: +6.8%
- Americas: +6.0%
- Asia-Pacific: +16.2%
- Global Cocoa: +3.9%

EBIT growth in local currencies
- EMEA: +11.2%
- Americas: +9.2%
- Asia-Pacific: +20.2%
- Global Cocoa: +28.3%

Underlying market\(^1\):
- EMEA: +1.9%
- Americas: +0.7%
- Asia-Pacific: +4.9%

\(^1\)Source: Nielsen chocolate confectionery market in volume, August 2017 – August 2018 - 25 countries

* 2016/17 EBIT recurring
Gross Profit FY 2017/18

Gross profit up +17.2% in local currencies, driven by strong product and customer mix, Cocoa business maintained strong momentum

In CHF mio

Gross Profit FY 2016/17
Volume effects
Product/Customer mix
Cocoa Business Improvement
Additional cost supporting growth
Gross Profit FY 2017/18 before FX
FX impact
Gross Profit FY 2017/18

+60.4
+77.9
+48.0
-21.5
1'123.6
+33.5
1'157.1

+17.2% in LC

+20.7% in CHF

958.8
Cocoa processing profitability

Combined ratio remains at favorable level

*For cocoa processors, profitability depends on the ratio between input costs (price of cocoa beans) and combined output prices (price of cocoa butter and powder).
EBIT FY 2017/18

Operating profit up +21.2% in local currencies, well above volume growth

In CHF mio

EBIT FY 2016/17  460.2  -18.1  EBIT FY 2016/17 recurring  442.1
EBIT FY 2017/18 recurring  +164.8  -49.0  Additional Gross Profit  535.8  +18.2  EBIT FY 2017/18 before FX  554.0
Additional SG&A  -22.1  Scope, Other

EBIT FY 2017/18

+20.4%

+21.2%
Increase in EBIT thanks to enhanced product and customer mix and continued improvement in Cocoa business
EBITDA to Net Profit

Net Profit recurring is up +35.9% as a result of great profitability and lower net finance cost items

In CHF mio

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2017/18</th>
<th>FY 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>728.3</td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-174.2</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>554.0</td>
<td></td>
</tr>
<tr>
<td>Financial Items</td>
<td>-101.1</td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>-95.5</td>
<td></td>
</tr>
<tr>
<td>Net Profit FY 2017/18</td>
<td>357.4</td>
<td></td>
</tr>
<tr>
<td>Net Profit recurring FY 2016/17</td>
<td>263.0</td>
<td>+18.1</td>
</tr>
<tr>
<td>Non-recurring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Profit FY 2016/17</td>
<td>281.1</td>
<td></td>
</tr>
</tbody>
</table>

*Tax rate = 21.1%, or 18.2% excl. tax reform one-time impact
Prior year = 17.0%
Volatile cocoa bean prices, sugar and dairy below prior year

Raw material price evolution

Note: All figures are indexed to Sep 2008
Source: Cocoa beans London (2nd position) in CHF/tonne, Sugar world London n°5 (2nd position), Sugar EU Kingsman estimates W-Europe DDP, skimmed milk powder average price Germany, Netherlands, France.
Free Cash Flow

Solid Free cash flow generated from higher profitability, relatively stable working capital and CAPEX discipline

In CHF mio

+23.0%

-35 (PY +211)

-156 (PY -141)

-218 (PY -220)

-11 (PY +23)

312 (PY +476)

EBITDA recurring FY 2016/17

EBITDA recurring FY 2017/18

Change in Working Capital

Interest Paid and Income Taxes

Capex

Others

FCF
## Balance Sheet & key ratios

### Positive development of all key financial ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>CHF m</td>
<td>5,832</td>
</tr>
<tr>
<td>Net Working Capital</td>
<td>CHF m</td>
<td>1,074</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td>CHF m</td>
<td>2,506</td>
</tr>
<tr>
<td>Net Debt</td>
<td>CHF m</td>
<td>1,074</td>
</tr>
<tr>
<td>Shareholders’ Equity</td>
<td>CHF m</td>
<td>2,270</td>
</tr>
<tr>
<td>Deb/Equity ratio</td>
<td></td>
<td>47.3%</td>
</tr>
<tr>
<td>Solvency ratio</td>
<td></td>
<td>38.9%</td>
</tr>
<tr>
<td>Net debt /EBITDA*</td>
<td></td>
<td>1.5</td>
</tr>
<tr>
<td>Interest cover ratio</td>
<td></td>
<td>7.2</td>
</tr>
<tr>
<td>Return on invested capital*</td>
<td></td>
<td>13.3%</td>
</tr>
<tr>
<td>Return on equity*</td>
<td></td>
<td>15.7%</td>
</tr>
</tbody>
</table>

* 2016/17 recurring
Proposed dividend

- CHF 24.00 per share
- Payout of 37% of Net Profit

Timetable for dividend

- Shareholder approval: Dec 12, 2018 (AGM)
- Expected ex-date: Jan 7, 2019
- Expected payment date: on or about Jan 9, 2019

* As proposed by the Board to our Shareholders
Proposals to the AGM: Elections

Changes in the Board

- **James (Jim) Donald** will not stand for reelection
  - Board member since 2008 and Chairman of the Nomination & Compensation Committee
- All other Board members will stand for reelection for a term of office of one year
- Proposed for election as new Board members:
  - **Suja Chandrasekan** - Technology executive; serving as Chief Information and Digital Officer of Kimberly-Clark
  - **Angela Wei Dong** - Deep expertise in the Chinese retail business; currently Global Vice President and General Manager Greater China for Nike Inc.
  - **Markus Neuhaus** - Proven expert in law and corporate tax; currently Chairman of the Board of PwC Switzerland and a member of the Supervisory Board of PwC Europe SE
Strategy & Outlook
Our long-term strategy remains unchanged

"Heart and engine of the chocolate and cocoa industry"

- Expansion
- Innovation
- Cost Leadership
- Sustainability

'Smart Growth'

- Sustainable growth
- Margin accretive growth
- Accelerated growth in Gourmet, Specialties and emerging markets
- Return on Capital and greater focus on Free cash flow
- Talent & Team
Recent transactions underline growth potential

- **Long-term supply agreement with Burton’s Biscuit**
  - Burton’s Biscuit Company, UK’s second biggest biscuit manufacturer
  - Supply of over 12,000 tons of chocolate and compound per year
  - Expand production capacity in the UK
  - Closing expected by end of December 2018

- **Acquisition of Inforum in Russia**
  - Inforum leading, privately owned B2B chocolate manufacturer
  - Russia second largest chocolate market worldwide with high growth
  - Highly complementary in terms of products, customers and expertise
  - Closing expected by end of December 2018

- **Leveraging on last year’s acquisitions Gertrude Hawk and D’Orsogna**
  - Successfully closed in October and December 2017
  - Additional capabilities gained
  - Complementary product portfolios, expanding our existing range of Specialties & Decorations products
Talent & Teams

Grow talents, grow business

- **Foster a performance and values driven culture**
  - Performance management program to strengthen strategic alignment
  - Annual Chairman's Award and Value Awards

- **Grow and strengthen talent pool**
  - More systematic approach to talent development
  - Renewed learning curriculum
  - Graduate program remains as key talent pipeline

- **Drive for diversity and inclusion**
  - Focus on gender, generation and nationalities
  - Combining internal initiatives and external commitments

- **Ensure a safe and healthy workplace**
  - 35 of our factories already certified to SMETA standards
  - Rolled out a Global Human Resources Labor policy as basis for adherence to the Ethical Trading Initiative (ETI)
Our focus areas in FY 2018/19

► **Grow consistently**
  - Maintain strong momentum in developed countries
  - Further strengthen our presence in the high-potential Emerging Markets and value adding segments
  - Deploy and leverage the power of our recent acquisitions and innovations

► **Grow profitably**
  - Create consistent customer value through co-creation
  - Lead through innovation,
  - Drive leverage, maintain cost and cash discipline

► **Grow sustainably**
  - Maintain strong Forever Chocolate momentum
  - Invest for growth and leverage
  - Build talent and capabilities for tomorrow
Outlook

Mid-term guidance confirmed, new guidance in first half 2018/19

Outlook

- Continued execution of our ‘smart growth’ strategy, good visibility on volume growth and healthy global demand, give us confidence to achieve mid-term guidance.

Mid-term guidance until 2018/19:

- Average volume growth 4-6%
- EBIT growth on average above volume growth\(^1\)

Investor Day

- April 16-17, 2019
- Wieze, Belgium

\(^1\) in local currencies and barring any major unforeseen events
Thank you