Roadshow presentation – Q1 Key Sales figures 2017/18

January 2018
Agenda

▶ BC at a glance

▶ Highlights Q1 2017/18

▶ Strategy & Outlook
BC at a glance
A merger between Cacao Barry, the very first French chocolate connoisseur since 1842 and Callebaut a Belgian chocolate couverture manufacturer expert since 1911

Listed on the SIX Swiss Exchange since 1998

Today, the world's leading manufacturer of high-quality chocolate and cocoa products

Barry Callebaut is inside 25% of all consumer products containing cocoa or chocolate
What do we do?

We are present in the key parts of the cocoa and chocolate value chain
This is Barry Callebaut

“Shaping the world of chocolate and cocoa.”

FY 2016/17

More than 175 years of chocolate heritage

About 11,000 employees

New type of chocolate created: Ruby chocolate

The 4th

1.9 million tonnes sales volume

CAGR +5.7% volume growth over 5 years

488.2 million CHF EBIT

6,805.2 million CHF sales revenue

Sustainably sourced cocoa 36%

Selling to 55 factories worldwide

140 countries

20 CHOCOLATE ACADEMY™ centers

38,280 chocolate aficionados trained in 2016/17
What do we offer?

A broad offering from standard to the most premium products

Cocoa Products

Food Manufacturers

Gourmet & Specialties
How are we organized?

Our Regional and Product split

FY 2016/17 Sales Volume: 1.9 million tonnes

Sales Volume per Region

- Asia Pacific: 5%
- Europe: 45%
- Americas: 27%
- Global Cocoa: 23%

Sales Volume per Product Group

- Gourmet & Specialities: 12%
- Cocoa Products: 23%
- Food Manufacturers: 65%

Sales Revenue: CHF 6,805.2 mio.
EBITDA: CHF 638.1 mio.
EBIT: CHF 488.2 mio.
Our business model

We apply a cost plus approach to the majority of the business

<table>
<thead>
<tr>
<th>Customers</th>
<th>Pricing model</th>
<th>Profit levers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Manufacturers</strong></td>
<td>• Small, medium and Global Food Manufacturers</td>
<td>• Cost Plus</td>
</tr>
<tr>
<td>66%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Cocoa Products | • Small, medium and Global Food Manufacturers | • Market prices • Cost Plus (partly) | • Global set-up • Combined ratio • Customer/product mix |
| 23%           |                                             |                                           |

| Gourmet & Specialties | • Professional users, Food Chains, Distributors | Price list | • Expansion of global brands • Adjacent products • Innovation/Sustainability |
| 12%                  |                                               |            |

Note: Percentage of FY2015/16 Group sales volume

Passing on the cost of raw materials to customers underpins profit stability by mitigating volatility impact of main raw materials
Where are we present?

A global footprint and a local service: 55 factories worldwide

Cocoa factories in origin countries and chocolate factories close to our customers
Highlights Q1 2017/18
3-Month Key Sales Figures 2017/18

Strong start to the year

- Sales volume up +8.0%
- Broad-based growth supported by all Regions and Product Groups
- All key growth drivers contributed to outperform the market (+3.1%)\(^1\)
- Sales revenue reached CHF 1,872.2 million, a slight decline of -0.7%, mainly due to lower cocoa and raw mat. prices
- Mid-term guidance confirmed

\(^1\) Nielsen chocolate confectionery in volume – 25 countries - Aug 2017 – Oct 2017
Quarterly volume evolution

Strong start to the year across all Regions

Quarterly volume growth vs prior year (in Tonnes)

Group Q1 2016/17: 492,931
Region EMEA: 23,097 (+10.3%) Region Americas: 3,868 (+2.9%) Region Asia Pacific: 3,924 (+17.4%) Global Cocoa: 8,345 (+7.4%) Group Q1 2017/18: 532,165 (+8.0%)

Quarterly volume growth vs prior year (in Tonnes)

Market Volume growth:
Group Q1 2016/17: -2.3%
Region EMEA: +3.6%
Region Americas: +1.3%
Region Asia Pacific: +4.8%
Global Cocoa: +7.4%
Group Q1 2017/18: +3.1%

*Source: Nielsen chocolate confectionery in volume – 25 countries
Quarterly volume evolution

Strong start to the year in Cocoa and Chocolate Product Groups

Quarterly volume growth vs prior year

FY growth 15/16
+2.2%
FY growth 16/17
+4.4%
+9.2%
+7.4%
+9.0%
+5.5%
+0.3%
+8.25
+3.5%
+7.2%
+2.3%
+4.9%

Global Cocoa
Chocolate (FM and Gourmet & Spec.)

Market Volume growth* -3.7% -1.3% -0.7% -1.5% -2.3% -1.4% +2.3% +2.2% +3.1%

*Source: Nielsen chocolate confectionery in volume – 25 countries
Volume increase supported by all our key growth drivers

Emerging markets: +11.1%
Long-term outsourcing & strategic partnerships: +9.0%
Gourmet & Specialties: +8.9%

Key growth drivers to outperform the market

Volume growth vs prior year
Cocoa processing profitability

Combined ratio remains favorable, driven by butter demand and lower cocoa bean prices

European combined ratio - 6 months forward ratio

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).
Lower raw material prices, with continued volatility

Q1 average increase vs. prior year

- Sugar world: -25.1%
- Cocoa beans: -25.0%
- Sugar EU: -14.2%
- Milk powder: -24.1%

Note: All figures are indexed to Sep 2007
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.
FOREVER CHOCOLATE
Our plan to make sustainable chocolate the norm
Our long-term strategy remains unchanged

Vision

4 strategic pillars

“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 acquisitions underline focus on value-adding products (Specialties)

**Acquisition of D’Orsogna Dolciaria**
- Leading Italian supplier of decoration and inclusion solutions for ice-cream, dairy and bakery products in Europe
- Sales volume in 2016: 12,000 tonnes. Sales revenues of approx. EUR 52 million
- Transaction closed on Oct 5, 2017

**Acquisition of Gertrude Hawk Ingredients**
- Family-owned U.S. company. New and innovative technology to make ice cream and baking inclusions
- Sales volume in 2016/17: 13,000 tonnes. Sales revenues of approx. EUR 70 million (USD 83 million)
- Closing expected by end of December 2017
Talent & Teams

Unleashing the power of our People

- A renewed Senior Leadership
  - Combining continuity and adding new skills

- Preparing Talent for the Future
  - Systematic accelerated succession planning
  - Learning and Development as a business focus

- A Diverse Talent pool
  - Reflecting society’s trends and customers’ needs
  - An attractive workplace for Millennials
  - Focus on growing talent from origin /emerging countries

- Unified culture
  - Forever Chocolate playing to BC core values
Our focus areas in FY 2017/18

► **Grow Competitively**
  ► Expanding in emerging markets and drive long-term outsourcing agreements
  ► Greater focus on digital: e-commerce and customer portal
  ► Leading on innovation

► **Grow Sustainably**
  ► Scaling Forever Chocolate
  ► Invest in production capacity to cater for customer needs
  ► Strengthening capabilities
  ► Develop talents

► **Grow Profitably**
  ► Driving leverage by maintaining an optimized cost base
  ► Expanding our value-adding offer to customers
  ► Focus on profitability and cash
Outlook

Mid-term guidance confirmed and extended

- Current market environment remains positive, a more supportive cocoa products market and slightly improving demand for chocolate

Mid-term guidance extended until 2018/19:

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

\(^1\) in local currencies and barring any major unforeseen events
Appendix
What makes Barry Callebaut unique?

- Global number one player in chocolate and cocoa
- Deep chocolate and cocoa expertise
- Global leader in Gourmet & Specialties
- Proven and long-term oriented strategy
- Unparalleled global footprint, present in all key markets
- Preferred outsourcing and strategic partner
- Leader in Innovation
- Cost leadership along the value chain
- Pioneer in sustainability
- Entrepreneurial spirit
- Balancing short and long-term
Chocolate confectionery market development – Nielsen data

<table>
<thead>
<tr>
<th>Region</th>
<th>Market Share</th>
<th>Average 2012-17</th>
<th>Q1 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>North America</strong></td>
<td>22%</td>
<td>0.1%</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>South America</strong></td>
<td>7%</td>
<td>-1.2%</td>
<td>5.9%</td>
</tr>
<tr>
<td><strong>Western Europe</strong></td>
<td>33%</td>
<td>0.0%</td>
<td>2.8%</td>
</tr>
<tr>
<td><strong>EEMEA</strong></td>
<td>24%</td>
<td>-0.6%</td>
<td>5.6%</td>
</tr>
<tr>
<td><strong>Asia Pacific</strong></td>
<td>14%</td>
<td>4.4%</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

Source, growth: Nielsen chocolate confectionery in volume – 25 countries, up to Oct/Nov 2017
Source regional market shares: Euromonitor
Our market and opportunities ahead

Global Chocolate confectionery volume growth vs cocoa bean price

Growing economies with still low chocolate consumption per capita

Forecast volume growth per application 2017-2022

Sources: Euromonitor, IMF & Global Bank
Chocolate and Cocoa markets

Barry Callebaut uniquely positioned in industrial chocolate and cocoa markets

**Cocoa grinding capacity**

- BC
- Cargill
- Olam
- Ecom Cocoa
- Blommer
- Guan Chong
- Mondelez
- BT Cocoa
- Nestlé
- JB Foods
- Others

**Industrial chocolate – open market**

- BC
- Cargill
- Blommer
- Fuji Oil
- Cémoi
- Puratos
- Clasen
- Schokinag
- Guittard
- Others

*Notes:* Olam incl. ADM; Cargill incl. ADM chocolate business; Fuji Oil incl. Harald
*Sources:* Proprietary estimates
West Africa is the world’s largest cocoa producer

Total world harvest (15/16): 3,989 TMT

- About 70% of total cocoa beans come from West Africa
- BC processed ~900,000 tons or 23% of the world crop
- Barry Callebaut has various cocoa processing facilities in origin countries*, in Europe and in the USA

Source: ICCO estimates
## FY results 2016/17

### Successful year, delivering on our strategy

<table>
<thead>
<tr>
<th>Group performance</th>
<th>FY 2016/17 (in CHF)</th>
<th>% vs prior year (in CHF)</th>
<th>% vs prior year in local currencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume Total (in tonnes)</td>
<td>1,914,311</td>
<td>+4.4%</td>
<td></td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>6,805.2</td>
<td>+1.9%</td>
<td>+1.2%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>986.7</td>
<td>+14.3%</td>
<td>+14.6%</td>
</tr>
<tr>
<td>EBIT Total</td>
<td>488.2</td>
<td>+21.5%</td>
<td>+22.3%</td>
</tr>
<tr>
<td>EBIT recurring</td>
<td>470.1</td>
<td>+17.0%</td>
<td>+17.8%</td>
</tr>
<tr>
<td>EBIT per tonne recurring</td>
<td>245.6</td>
<td>+12.1%</td>
<td>+12.9%</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>302.9</td>
<td>+38.3%</td>
<td>+39.6%</td>
</tr>
<tr>
<td>Net profit recurring</td>
<td>284.8</td>
<td>+30.1%</td>
<td>+31.3%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>475.6</td>
<td>+10.4%</td>
<td>+10.9%</td>
</tr>
</tbody>
</table>
EBIT FY 2016/17

Strong operating profit up +21.5% including non-recurring, +17.0% recurring

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2015/16</th>
<th>FY 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT FY 2015/16</td>
<td>401.7</td>
<td>488.2</td>
</tr>
<tr>
<td>Restructuring &amp; other one-off</td>
<td>+10.2</td>
<td></td>
</tr>
<tr>
<td>EBIT FY 2015/16 comparable</td>
<td>411.9</td>
<td></td>
</tr>
<tr>
<td>Additional Gross Profit</td>
<td>+123.5</td>
<td></td>
</tr>
<tr>
<td>Additional SG&amp;A</td>
<td>-38.3</td>
<td></td>
</tr>
<tr>
<td>Other costs, scope and non-recurring</td>
<td>-27.0</td>
<td></td>
</tr>
<tr>
<td>EBIT FY 2016/17 comparable</td>
<td>470.1</td>
<td></td>
</tr>
<tr>
<td>Non-recurring</td>
<td>+18.1</td>
<td></td>
</tr>
</tbody>
</table>

In CHF mio

*January 2018 Q1 2017/18 Roadshow Presentation*
EBITDA to Net Profit

Net Profit up +30.1% in CHF, as a result of strong profitability, lower financial expenses and a stable tax rate.

In CHF mio

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>638.1</td>
<td>488.2</td>
<td>-121.6</td>
<td>-63.6</td>
<td>302.9</td>
<td>-18.1</td>
<td>284.8</td>
<td>219.0</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-149.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tax rate: 17.4% vs PY: 17.8%
## Positive development of all key financial ratios

<table>
<thead>
<tr>
<th></th>
<th>Aug-17</th>
<th>Aug-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets [CHF m]</td>
<td>5,534.1</td>
<td>5,640.8</td>
</tr>
<tr>
<td>Net Working Capital [CHF m]</td>
<td>1,129.5</td>
<td>1,374.2</td>
</tr>
<tr>
<td>Non-Current Assets [CHF m]</td>
<td>2,458.2</td>
<td>2,301.0</td>
</tr>
<tr>
<td>Net Debt [CHF m]</td>
<td>1,110.9</td>
<td>1,452.8</td>
</tr>
<tr>
<td>Shareholders’ Equity [CHF m]</td>
<td>2,178.8</td>
<td>1,956.3</td>
</tr>
<tr>
<td>Debt/Equity ratio</td>
<td>51.0%</td>
<td>74.3%</td>
</tr>
<tr>
<td>Solvency ratio</td>
<td>39.4%</td>
<td>34.7%</td>
</tr>
<tr>
<td>Net debt / EBITDA recurring</td>
<td>1.8x</td>
<td>2.7x</td>
</tr>
<tr>
<td>Interest cover ratio</td>
<td>5.1x</td>
<td>4.0x</td>
</tr>
<tr>
<td>ROIC</td>
<td>11.5%</td>
<td>9.5%</td>
</tr>
<tr>
<td>ROE</td>
<td>13.1%</td>
<td>11.2%</td>
</tr>
</tbody>
</table>
Free Cash Flow

Strong free cash flow, based on higher profitability, lower working capital, stable interest and taxes paid, plus discipline on investments in CHF mio.

- EBITDA recurring FY 2016/17: 620.0
- Change in Working Capital: +192.6 (PY +210.3)
- Interest Paid and Income Taxes: -139.8 (PY -140.8)
- Capex: -220.4 (PY -201.0)
- Others: +23.2 (PY +19.7)
- FCF: +475.6 (PY +430.9)

EBITDA recurring FY 2015/16: 539.4

Change in EBITDA recurring FY 2016/17: +14.9%
8-year EBIT per tonne development

Increase in EBIT per MT thanks to more favorable cocoa processing margin and improvement of product and customer mix

EBIT per tonne in CHF (as reported)

EBIT per tonne in CHF (at constant currencies)

Volume in kMT

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume in kMT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>1'210</td>
</tr>
<tr>
<td>2010/11</td>
<td>1'269</td>
</tr>
<tr>
<td>2011/12</td>
<td>1'379</td>
</tr>
<tr>
<td>2012/13</td>
<td>1'536</td>
</tr>
<tr>
<td>2013/14</td>
<td>1'717</td>
</tr>
<tr>
<td>2014/15</td>
<td>1'795</td>
</tr>
<tr>
<td>2015/16</td>
<td>1'834</td>
</tr>
<tr>
<td>2016/17</td>
<td>1'914</td>
</tr>
</tbody>
</table>
## Capital Expenditures

<table>
<thead>
<tr>
<th>Year</th>
<th>CAPEX in CHF mio.</th>
<th>CAPEX as % of sales revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>224</td>
<td>+4.6%</td>
</tr>
<tr>
<td>2013/14</td>
<td>249</td>
<td>+4.2%</td>
</tr>
<tr>
<td>2014/15</td>
<td>249</td>
<td>+4.0%</td>
</tr>
<tr>
<td>2015/16</td>
<td>201</td>
<td>+3.0%</td>
</tr>
<tr>
<td>2016/17</td>
<td>220</td>
<td>+3.2%</td>
</tr>
<tr>
<td>2017/18</td>
<td>240</td>
<td></td>
</tr>
</tbody>
</table>

**Description:**
- **Additional growth**
- **IT**
- **Upgrade / efficiency gains existing sites**
- **Maintenance**

*CAPEX as % of sales revenue* chart shows a slight decrease from +4.6% in 2012/13 to +3.2% in 2017/18.
Significant headroom for further growth and raw material price fluctuations

As of 31 August 2017

Available Funding Sources

Outstanding amounts

CHF 4,131 mio

ABS

CHF 960 mio
Various uncommitted facilities

EUR 600 mio
Domestic Commercial Paper Programme

Various Bilateral LT Loans

Maturity 2022

EUR 750 mio
Syndicated Bank Loan (13 banks)

Maturity 2021

EUR 250 mio
5.625% Senior Notes
USD 400 mio
5.5% Senior Notes

Maturity 2023

EUR 450 mio
2.375% Senior Notes

Maturity 2024

CHF 1,507 mio

ABS

Short-term

Long-term

Cash & cash equivalents

-64%

Various uncommitted facilities

Abs

CHF 250 mio
5.625% Senior Notes
USD 400 mio
5.5% Senior Notes

Domestic Commercial Paper Programme

Europa

Syndicated Bank Loan (13 banks)

Bilaterial LT Loans

USD 400 mio
5.5% Senior Notes

Domestic Commercial Paper Programme

Syndicated Bank Loan (13 banks)

Various Bilateral LT Loans

Outstanding amounts

CHF 4,131 mio

Available Funding Sources

Outstanding amounts

CHF 1,507 mio

ABS

Short-term

Long-term

Cash & cash equivalents

-64%
Liquidity – Debt maturity profile

As of August 31, 2017
in CHF mio

Uncommitted lines

Committed lines

Cash and revolving credit facility (undrawn)
Short-term facilities
Bonds


399 157 183 283 857 375 507