Roadshow presentation

Full-Year Results 2018/19

November 2019
AGENDA

- BC at a glance
- Highlights Full-Year 2018/19
- Strategy & Outlook
- Appendix
BC AT A GLANCE
BC at a glance - Who are we?

Strong values & strong team

Strong values & strong team

We are the heart and engine of the chocolate and cocoa industry

A merger between Cacao Barry, the very first French chocolate connaisseur since 1842 and Callebaut a Belgian chocolate couverture manufacturer expert since 1911

Listed on the SIX Swiss Exchange since 1998

Jacobs Holding long-term anchor shareholder with 50.1% of the outstanding shares

Strong and diverse management team with 120 years of chocolate experience

Barry Callebaut is in every 4th of all consumer product containing cocoa or chocolate

Big enough to matter, Small enough to care

120 years of Chocolate experience

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120 years of Chocolate experience
BC at a glance – This is Barry Callebaut

‘Shaping the world of chocolate and cocoa’

2.1 million
Sales volume in tonnes

601.2
EBIT in CHF million

7,309.0
Sales revenue in CHF million

+5.1%
Volume growth

Full-Year 2018/19
Mid-term guidance delivered
for the 4-year period 2015/16 to 2018/19

+4.5%
Volume growth

+13.9%
EBIT growth in local currencies

62
factories worldwide

140
countries

Sustainably sourced cocoa beans

47%

More than
175 years of chocolate heritage

More than
12,000 employees

23
CHOCOLATE ACADEMY™ Centers

More than
60,000 chocolate aficionados trained in 2018/19

FY 2018/19 Roadshow presentation
We are present in the key parts of the cocoa and chocolate value chain

From the cocoa bean to the chocolate and cocoa products
**BC at a glance – Market Leadership**

**A strong global market leader**

### Cocoa grinding capacity (kMT)

<table>
<thead>
<tr>
<th>Company</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC</td>
<td></td>
</tr>
<tr>
<td>Cargill</td>
<td></td>
</tr>
<tr>
<td>Olam</td>
<td></td>
</tr>
<tr>
<td>ECOM</td>
<td></td>
</tr>
<tr>
<td>Fuji Oil</td>
<td></td>
</tr>
<tr>
<td>Guan Chong</td>
<td></td>
</tr>
<tr>
<td>Mondelez</td>
<td></td>
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<tr>
<td>Nestlé</td>
<td></td>
</tr>
<tr>
<td>Ferrero</td>
<td></td>
</tr>
<tr>
<td>BT Cocoa</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

### Industrial Chocolate (open market – kMT)

<table>
<thead>
<tr>
<th>Company</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC</td>
<td></td>
</tr>
<tr>
<td>Cargill</td>
<td></td>
</tr>
<tr>
<td>Fuji Oil</td>
<td></td>
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<tr>
<td>Puratos</td>
<td></td>
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<tr>
<td>Cémoi</td>
<td></td>
</tr>
<tr>
<td>Clasen</td>
<td></td>
</tr>
<tr>
<td>Schokinag</td>
<td></td>
</tr>
<tr>
<td>Irca</td>
<td></td>
</tr>
<tr>
<td>Kerry Group</td>
<td></td>
</tr>
<tr>
<td>Guittard</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td></td>
</tr>
</tbody>
</table>

### Market impact

Note: Olam incl. ADM, Cargill incl. ADM chocolate business and SMET, Fuji oil incl. Harald and Bloomer, Irca incl. Doblar
Source: BC proprietary estimates
BC at a glance – offering and business model

A broad offering with cost plus approach on majority of business

<table>
<thead>
<tr>
<th><strong>Cocoa Products</strong></th>
<th><strong>Food Manufacturers</strong></th>
<th><strong>Gourmet &amp; Specialties</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>% share: 22%* of volumes</td>
<td>66%* of volumes</td>
<td>12%* of volumes</td>
</tr>
<tr>
<td>Customer: Small, medium and Global Food Manufacturers</td>
<td>Small, medium and Global Food Manufacturers</td>
<td>Professionals, Food Chains, Distributors, HORECA</td>
</tr>
<tr>
<td>Profit Levers: Global set-up, Customer / product mix, Combined ratio</td>
<td>Customer / Product mix, Economies of scale</td>
<td>Expansion global brands</td>
</tr>
<tr>
<td>Products:</td>
<td>Price List</td>
<td>Adjacent products</td>
</tr>
</tbody>
</table>

Passing on the cost of raw materials to customers underpin profit stability by mitigating the volatility impact of main raw materials

* Percentage of FY2018/19 Group sales volume
A global footprint and local service: 62 factories worldwide

Cocoa factories in countries of origin and chocolate factories close to our customers. With our 23 Chocolate Academies worldwide we are at the pulse of any trends in the industry.
BC at a glance – Cocoa bean sourcing

West Africa is the world’s largest cocoa producer

- About 70% of total cocoa beans are of West African Origin
- Barry Callebaut processed around 925,000 tonnes or approximately 20% of the world crop
- Barry Callebaut has various cocoa processing facilities in origin countries*, in Europe and USA

Total world harvest (17/18): 4,645 tsd MT

Source: ICCO Forecast
HIGHLIGHTS
Full-Year 2018/19
Good momentum continues

- Sales volume up +5.1%, well above market growth of +1.8%\(^1\)
- Sales revenue of CHF 7.3 bn, up +7.8% in local currencies (+5.2% in CHF)
- Operating profit (EBIT) up +11.9% in local currencies (+8.5% in CHF)
- Net profit\(^2\) up +14.2% in local currencies (+10.4% in CHF)
- 2015/16 – 2018/19 mid-term guidance achieved – on average: +4.5% volume growth and +13.9% EBIT growth in local currencies
- Free cash flow of CHF 290 million
- Proposed payout to shareholders of CHF 26.00 (+8.3%)

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\(^1\) Source: Nielsen, Aug 18 – Aug 19, 25 countries, excluding e-commerce channels

\(^2\) Net profit excluding one-off costs for early bond repayment of CHF 33 million, partly offset by the tax effect of CHF 7 million
Mid-term guidance 2015/16 – 2018/19

Consistent execution of ‘smart growth’, mid-term guidance achieved

Volume growth +4.5% on average
- Key growth drivers on average:
  - Emerging Markets +7.7%, doubling its volume share
  - Outsourcing +6.1%, adding >150,000 tonnes
  - Gourmet & Specialties +8.2%

EBIT growth in local currencies +13.9% on average
- 3x faster than volume growth
- Innovation and Sustainability contributing to margin-accretive ‘smart growth’

Focus on Returns and Cash Flow
- Substantially deleveraged (Net Debt / EBITDA from 2.7x to 1.5x)
- Increased ROIC from 9.5% to 13.2%
- Consistent focus on Free cash flow

1 Mid-term guidance 2015/16 – 2018/19 on average: 4-6% volume growth and EBIT above volume growth in local currencies

FY 2018/19 Roadshow presentation
Delivering on all strategic pillars

- S&P upgrade to Investment grade
- Outsourcing Agreement with Burton’s Biscuit UK
- Strategic Partnership Tony’s Choco, Albert Heijn and BC
- Completion of Inforum acquisition
- Successful placement of EUR 600m Schuldschein
- Expansion cocoa processing in Côte d’Ivoire
- CHOCOLATE ACADEMY™ in Beijing, China
- Announcement new chocolate factory Serbia
- Action Plan Cocoa and Forests Initiative
- Ruby launch in North America
- Intensified collaboration to support young cocoa farmers in Cameroon
- Groundbreaking new chocolate factory India
- No. 1 ranking in Sustainalytics
- Launch Bensdorp Natural Dark
- CHOCOLATE ACADEMY™ in Antwerp, Belgium
- Introduction ‘Cacaofruit Experience’ including ‘Wholefruit Chocolate’
Healthy growth, continued good momentum

- **Cocoa**
  - Q1 17/18: +7.4%
  - Q2 17/18: +4.8%
  - Q3 17/18: +4.8%
  - Q4 17/18: +4.7%
  - Q1 18/19: +1.7%
  - Q2 18/19: +2.9%
  - Q3 18/19: +4.3%
  - Q4 18/19: +1.7%

- **Chocolate**
  - Q1 17/18: +8.1%
  - Q2 17/18: +9.0%
  - Q3 17/18: +5.5%
  - Q4 17/18: +5.7%
  - Q1 18/19: +2.3%
  - Q2 18/19: +0.9%
  - Q3 18/19: +3.1%
  - Q4 18/19: +3.0%

**Market volume growth**
- Q1 17/18: +3.1%
- Q2 17/18: +1.7%
- Q3 17/18: +2.2%
- Q4 17/18: +1.3%
- Q1 18/19: +1.4%
- Q2 18/19: +0.9%
- Q3 18/19: +4.4%
- Q4 18/19: +1.0%

1 Source: Nielsen August 2018 – August 2019, 25 countries, excluding e-commerce channels.
Growth continues to be broad based

<table>
<thead>
<tr>
<th>% of total Group volume</th>
<th>% volume growth vs prior year</th>
</tr>
</thead>
<tbody>
<tr>
<td>35% Emerging Markets</td>
<td>+9.7% excl. cocoa +12.7%</td>
</tr>
<tr>
<td>34% Outsourcing Long-term Partnerships</td>
<td>+5.2%</td>
</tr>
<tr>
<td>12% Gourmet &amp; Specialties</td>
<td>+2.8% excl. Beverage +6.1%</td>
</tr>
</tbody>
</table>

Key growth drivers crucial to continuously outperform the market
### Financial review - Key figures

**Consistently delivering profitable growth**

<table>
<thead>
<tr>
<th>Group performance (in CHF millions)</th>
<th>FY 2018/19</th>
<th>% vs prior year in CHF</th>
<th>% vs prior year in local currencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales volume (in tonnes)</td>
<td>2,139,758</td>
<td>5.1%</td>
<td>n/a</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>7,309.0</td>
<td>5.2%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Gross profit</td>
<td>1,188.4</td>
<td>2.7%</td>
<td>5.1%</td>
</tr>
<tr>
<td>EBIT Total</td>
<td>601.2</td>
<td>8.5%</td>
<td>11.9%</td>
</tr>
<tr>
<td>EBIT per tonne (in CHF)</td>
<td>281.0</td>
<td>3.3%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>368.7</td>
<td>3.2% / 10.4%&lt;sup&gt;1&lt;/sup&gt;</td>
<td>6.9% / 14.2%&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>289.7</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Adj. Free cash flow&lt;sup&gt;2&lt;/sup&gt;</td>
<td>256.8</td>
<td>n/a</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<sup>1</sup> Net profit excluding one-off costs for early bond repayment of CHF 33 million, partly offset by the tax effect of CHF 7 million

<sup>2</sup> Adjusted for one-off costs related to early bond repayment and of cocoa beans regarded as readily marketable inventories (RMI)
All Regions contributed to volume growth and profitability

Group Sales Volume:

- Americas: 573,413 tonnes (27%)
- EMEA: 981,231 tonnes (46%)
- Asia Pacific (APAC): 118,548 tonnes (5%)
- Global Cocoa: 466,566 tonnes (22%)

Sales Volume: 2,139,758 tonnes

Volume growth / Market volume growth:

- EMEA: +6.1% / +1.1%
- Americas: +4.4% / +1.4%
- Asia Pacific: +12.1% / +7.7%
- Global Cocoa: +2.4%

EBIT growth in local currencies:

- EMEA: +5.9%
- Americas: +9.0%
- Asia Pacific: +13.8%
- Global Cocoa: +25.0%

Source: Nielsen, chocolate confectionery in volume Aug 2018 to Aug 2019 – 25 countries, excluding e-commerce channels
Gross profit up +5.1% in local currencies, driven by good volume growth and mix effects

In CHF millions

<table>
<thead>
<tr>
<th>Component</th>
<th>FY 2017/18</th>
<th>Volume effects</th>
<th>Mix effects</th>
<th>Cocoa business improvements</th>
<th>Additional costs supporting growth</th>
<th>FY 2018/19 before FX</th>
<th>FX impact</th>
<th>FY 2018/19 Gross Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cocoa business</td>
<td>1,157</td>
<td></td>
<td>59</td>
<td>33</td>
<td>10</td>
<td>1,216</td>
<td>-43</td>
<td>1,188</td>
</tr>
<tr>
<td>Gross profit FY 2017/18</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+5.1%
Cocoa processing profitability

Combined cocoa ratio remains at a healthy level

European combined ratio – 6-month 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).

Directionally right...

Shows general high level industry direction, assuming many variables are fixed.

However...

Many variables are not fixed e.g.

- Terminal market: outright levels, arbitrage (London vs. New York), market structure
- Differentials: structure and origin differences
- Forward pricing structure: butter and powder
- Customer forward coverage: butter and powder
Strong increase in Operating profit by +11.9% in local currencies

In CHF millions

<table>
<thead>
<tr>
<th>EBIT FY 2017/18</th>
<th>Additional Gross Profit</th>
<th>Additional SG&amp;A, Other</th>
<th>EBIT FY 2018/19 before FX</th>
<th>FX impact</th>
<th>EBIT FY 2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>554</td>
<td>(+) 59</td>
<td>(+) 7</td>
<td>620</td>
<td>(-19)</td>
<td>601</td>
</tr>
</tbody>
</table>
Increase in EBIT thanks to enhanced product and customer mix and continued improvement in Cocoa business

In CHF millions

EBIT per tonne in CHF (at constant currencies)
EBIT per tonne in CHF (as reported)

1'210 1'269 1'379 1'536 1'717 1'795 1'834 1'914 2'036 2'140
Net Profit up +14.2% in local currencies, based on good profitability

In CHF millions

<table>
<thead>
<tr>
<th>Component</th>
<th>FY 2018/19</th>
<th>FY 2017/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>775</td>
<td>611</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-174</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>601</td>
<td></td>
</tr>
<tr>
<td>Financial items</td>
<td>-148</td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>-84</td>
<td></td>
</tr>
<tr>
<td>Net profit FY 2018/19</td>
<td>369</td>
<td>351</td>
</tr>
<tr>
<td>Net effect of early bond repayment</td>
<td>+26</td>
<td></td>
</tr>
<tr>
<td>FX Impact</td>
<td>+13</td>
<td></td>
</tr>
<tr>
<td>Net profit recurring FY 2018/19</td>
<td>408</td>
<td>384</td>
</tr>
<tr>
<td>@PY FX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net profit FY 2017/18</td>
<td>357</td>
<td></td>
</tr>
</tbody>
</table>
Ongoing volatility

Increase FY 2018/19 (average)

Milk powder +28.9%
Cocoa beans +4.5%
Sugar World -3.7%
Sugar EU +16.8%
Good Free cash flow generation, while investing in structural improvements for future growth

Full-Year 2018/19 Free cash flow

In CHF millions

<table>
<thead>
<tr>
<th>EBITDA Aug 18</th>
<th>EBITDA Aug 19</th>
<th>Change in working capital / Others</th>
<th>Interest paid and income taxes</th>
<th>CAPEX</th>
<th>Others</th>
<th>FCF Aug 19</th>
<th>Effect of early bond repayment</th>
<th>FCF Aug 19</th>
<th>RMI Beans</th>
<th>FCF Aug 19 adjusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>728</td>
<td>775</td>
<td>-234</td>
<td>+33</td>
<td>-280</td>
<td>-5</td>
<td>290</td>
<td>+33</td>
<td>323</td>
<td>-66</td>
<td>257</td>
</tr>
</tbody>
</table>

+6.4%
**Financial key figures**

**Strong Balance sheet with further improvement in key ratios**

<table>
<thead>
<tr>
<th>(in CHF millions)</th>
<th>Aug 19</th>
<th>Aug 18 Pro forma¹</th>
<th>Aug 18 Reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>6,508.1</td>
<td>6,169.0</td>
<td>5,832.0</td>
</tr>
<tr>
<td>Net working capital</td>
<td>1,363.2</td>
<td>1,403.4</td>
<td>1,074.4</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>2,650.0</td>
<td>2,506.5</td>
<td>2,505.5</td>
</tr>
<tr>
<td>Net debt</td>
<td>1,304.7</td>
<td>1,409.3</td>
<td>1,074.3</td>
</tr>
<tr>
<td>Adj. Net debt²</td>
<td>611.7</td>
<td>616.0</td>
<td>616.0</td>
</tr>
<tr>
<td>Shareholders' equity</td>
<td>2,399.3</td>
<td>2,265.8</td>
<td>2,269.8</td>
</tr>
<tr>
<td>Debt / Equity ratio</td>
<td>54.4%</td>
<td>62.2%</td>
<td>47.3%</td>
</tr>
<tr>
<td>Adj. Debt / Equity ratio</td>
<td>25.5%</td>
<td>27.2%</td>
<td>27.1%</td>
</tr>
<tr>
<td>Solvency ratio</td>
<td>36.9%</td>
<td>36.7%</td>
<td>38.9%</td>
</tr>
<tr>
<td>Net debt / EBITDA</td>
<td>1.5x</td>
<td>1.9x</td>
<td>1.5x</td>
</tr>
<tr>
<td>Adj. Net debt / EBITDA²</td>
<td>0.8x</td>
<td>0.8x</td>
<td>0.8x</td>
</tr>
<tr>
<td>ROIC</td>
<td>13.2%</td>
<td>12.2%</td>
<td>13.3%</td>
</tr>
<tr>
<td>ROE</td>
<td>15.4% / 16.5%³</td>
<td>15.7%</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

¹ IFRS 15 adjustment required the recognition of cocoa beans at an earlier stage in the value chain. This led to an adjustment in the opening balance sheet as of September 1, 2018. This adjustment is reflected in pro forma (IFRS 15) numbers. For further details refer to page 50 in the Annual Report 2018/19

² Net Debt adjusted for cocoa beans considered by the Group as RMI

³ Net profit excluding one-off costs for early bond repayment of CHF 33 million, partly offset by the tax effect of CHF 7 million
Proposed payout of CHF 26.00 per share, an increase of +8.3%

Proposed dividend
- CHF 26.00 per share, +8.3%
- Payout 39% of Net profit

Timetable for dividend
- Shareholder approval: Dec 11, 2019
- Expected ex-date: Jan 6, 2020
- Expected payment date: on or around Jan 8, 2020

* As proposed by the Board to our shareholders
Changes in the Board

The following board members will not stand for reelection:

**Jakob Baer**
- Board member since 2010, Vice Chairman of the Board
- Chairman of the Audit, Finance, Risk, Quality & Compliance Committee (AFRQCC)

**Jürgen Steinemann**
- Board member since 2014
- Member of the Nomination & Compensation Committee

All other Board members will stand for reelection for a term of office of one year
Consistent long-term strategy – evolving execution

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
Drive momentum, drive value creation

**Expansion**

Expanding in Emerging Markets
- Integration of Inforum on track
- New chocolate factories in Serbia and India

Strengthening the core for further expansion
- New Global Distribution Center in Belgium

**Innovation**

Riding the trends
- Extended dairy-free chocolate range
- New sugar-reduced solutions

Innovating on the core
- Launch of Bensdorp “Dark Natural”

Creating next gen food & drinks category
- Introduction of ‘Cacaofruit Experience’ including ‘Wholefruit’ chocolate
Drive momentum, drive value creation

**Cost Leadership**

Strengthening our financing
- Through the issuance of a Schuldschein-darlehen

Streamlining and further improving processes
- Ongoing roll-out of SAP
- Process streamlining in finance and planning

**Sustainability**

Leading a movement
- No. 1 ranking in Sustainalytics assessment of 178 food companies
- Among leading 6% companies on carbon disclosure (CDP)

Increasing our impact
- Over 295,000 farms mapped in Katchilè
- Developed first carbon footprint methodology in the chocolate supply chain using satellite data
A transformation journey

Adding value at every step
Talents & Team

The strength of our 12,000 people

Value driven
- Passion
- Entrepreneurship
- Customer focus
- Integrity
- Team spirit

Roots and re-invention
- Strong roots and culture
- Content driven & meritocratic
- Curiosity and freedom to experiment

Further building our strength
- Diversity
- Learning & development
Outlook

Mid-term guidance

Confident to deliver on renewed guidance

- Committed to pursuing successful ‘smart growth’ strategy
- Good growth momentum
- Strong innovation portfolio
- Discipline in execution
- Strong team

Mid-term guidance 2019/20-2021/22, on average per annum:

- Volume growth of +4-6%
- EBIT growth average above volume growth¹
Appendix

What makes Barry Callebaut unique

- Global number one player in chocolate and cocoa
- Deep chocolate and cocoa expertise
- Consistent growth above the underlying market
- 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
Significant headroom for further growth and raw material price fluctuations
Appendix

Chocolate confectionery market development – Nielsen data

Source: Nielsen chocolate confectionery volume – Aug 18 to Aug 19 – 25 countries, excluding e-commerce
Source regional market shares: Euromonitor
Our market and opportunities ahead

Global Chocolate confectionery volume growth vs cocoa bean price

Forecast volume growth per application 2018-2023

- Chocolate confectionery: 1.3%
- Ice cream: 2.2%
- Sweet biscuits: 1.9%
- Pastries: 3.3%
- Cakes: 2.1%
- Breakfast cereals: 1.5%
- Dairy: 2.0%

Absolute volume growth in tonnes