BARRY CALLEBAUT

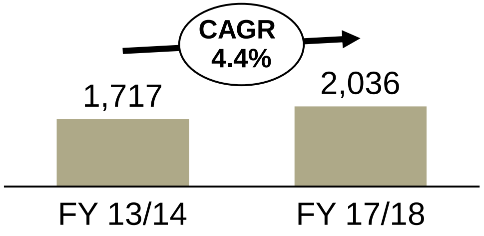
Drivers of growth and value creation

REMCO STEENBERGEN,
CFO

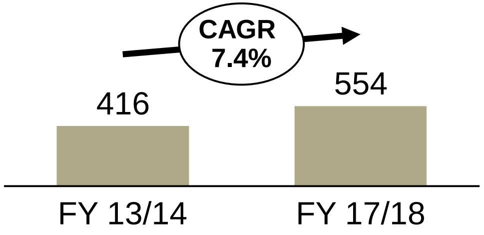
Proven track record

A consistent and successful path – track record of last 5 years

Volume growth (k MT)



EBIT growth (CHF M)



- Volume growth CAGR of 4.4% over last 5 years, above global confectionery market growth of 1 to 2% per year
- Volume growth from Outsourcing: + ~30-40k MT per year
- Gourmet and Specialties & Decorations: ~9% CAGR
- Today, 720k MT from Emerging markets: ~6.5% CAGR
- A fully integrated player; and Cocoa ingredient third party sales today at 455k MT
- Truly global footprint with over 60 factory locations
- 22 Chocolate Academy centers with more than 40 Chefs and an Ambassador network of 200+ Chefs; the first Chocolate Online Academy
- EBIT growth outpacing volume growth driven by business, product and customer mix, at a CAGR of 7.4% over last 5 years
  - We pass on - for the majority of our business – the cost of key raw materials through our cost-plus model

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Proven track record

A consistent and successful path – track record of last 5 years

Group performance	FY 2013/14	FY 2017/18	CAGR
Sales Volume *(Tonnes)*	1,717	2,036	4.4%
EBIT *(CHF M)*	416.2	554.0	7.4%
ROIC *(%)*	10.5%	13.3%	
ROE *(%)*	14.7%	15.7%	
Earnings per Share *(CHF)*	46.0	64.9	9.0%
Share price [1] *(CHF)*	1,125	1,728	11.3%
Dividends per share *(CHF)*	15.5	24.0	11.6%

[1] per 29.08.2014 and 31.08.2018 respectively

Our new mid-term guidance for 2019/20 to 2021/22

Drivers of growth and value creation

Average volume growth +4-6%	• Global Confectionery **volume** expected to grow 1.4% per year over the next 5 years • All we do, fueled by **strong Innovation** and **Sustainability** • **Outsourcing** to add on average 30-40k MT per year – permanently working on strong pipeline • **Gourmet** growth outpacing the other businesses, further **increase Group profit contribution** • **Emerging Markets:** 4.1B consumers, big potential for chocolate consumption growth
EBIT growth on average above volume growth[1]	• Drive **Innovation** to allow our customers to differentiate, **improving our product mix** • Drive **business mix**: Food Manufacturers, Gourmet & Specialties and Cocoa • **Customer mix**: Corporate-, Global-, Regional partners and Distributors • Remain **Cost Leader:** global network, scale benefits, sourcing excellence, and further **operational and G&A cost leverage**

NOTE:
The Executive Committee's annual incentive target is based, besides volume growth and EBIT, for 30% on Free Cash Flow and for 10% on Sustainability
The long-term Executive Committee's incentive plan based upon performance is evaluated on the criteria 50% TSR and 50% ROIC

[1] in local currencies and barring any major unforeseen events

Drivers of growth and value creation

Outsourcing was and will remain an important growth driver

5 year volume CAGR from Outsourcing:

10% CAGR

Share of total Group volume

35%

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Emerging Markets: 4.1B consumers, big potential for growth

5 year chocolate volume CAGR[1] for selected Emerging Markets

India:	44%
Indonesia:	36%
Brazil:	20%
China:	18%
EEMEA*:	18%
Russia:	5%

*excluding Russia

Share of total Group volume
33%

Driving continued market penetration through:

- Our extensive network to get closer to the customer and deepen distribution
- Expanding our direct sales force
- Traditional distribution channels being complemented by digital (e.g. TaoBao and Tmall in China)
- Improving market positions and closing White spots
  - Acquisition of Inforum in Russia
  - Outsourcing deal with Garudafood
  - Greenfield factory projects
  - Go-to market setup in selected African countries

[1] CAGR 2013/14 to 2017/18

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Drivers of growth and value creation

Strengthening our internal processes to improve quality and operational and G&A cost leverage

Supply chain transformation

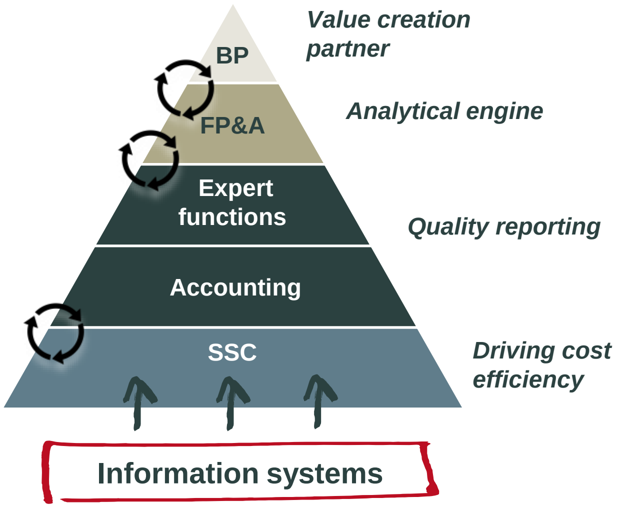
Supply Chain Transformation

- Transformational project to drive true **Integrated Planning** across Regions and between Chocolate and Cocoa
- **Improved demand planning** based on streamlined processes and **supported by latest data technology**
- **Demand shaping** based on available capacity
- **Deeper collaboration with customers** and suppliers

Better utilization of property, plant and equipment, and efficient use of Working Capital

Finance operation excellence

FOX Finance Operational eXcellence



Financing

Strong financing of our balance sheet, supporting business model

How we finance Barry Callebaut

Equity → Fixed Asset

Debt → Working Capital

- Core Working Capital level financed with long-term fixed rate Debt
- In-year seasonality (mainly beans related) financed by Commercial Paper backed up by RCF

Recently issued Schuldschein, strengthening debt financing

- The **average tenor is 7.8 years and has extended the overall Group maturity to 5.5 years**
- **Attractive interest rate of 1.65% lowering average cost of long-term debt**
- The successful issuance reflects the trust of the investors:
  - Within top three of the biggest transactions for companies outside Germany
  - Schuldschein with longest tenors on average (8 years)
  - Global investor interest: Germany 38%, Switzerland 21%, Asia 25%, RoW 16%
  - Largest CHF denominated Schuldschein (CHF 152m)
  - First Sustainable Schuldscheindarlehen ever issued

Key take-aways

Based on a successful track record and a proven playbook

- Successful path over the past 5 years with profit growth outpacing volume growth
- Proven playbook to improve our product mix with innovation, to drive the right business mix and to enhance our profitable customer mix across the globe

Confident to issue a new mid-term guidance

- All elements in place that make us confident to confirm the growth guidance of +4-6% volume growth and EBIT growth on average above volume growth[1]
- Strengthening internal processes will improve quality and create cost leverage

Driving continued growth and value creation

- Continue to drive value throughout all activities resulting in ROIC and ROE accretion and target accelerated earning per share and shareholder value
- Maintain strong financing of our Balance Sheet and received a strong signal of trust with the successful issuance of the Schuldscheindarlehen

[1] in local currencies and barring any major unforeseen events


Thank you!