



Barry Callebaut

Roadshow presentation full-year results 2008_09

November 2009





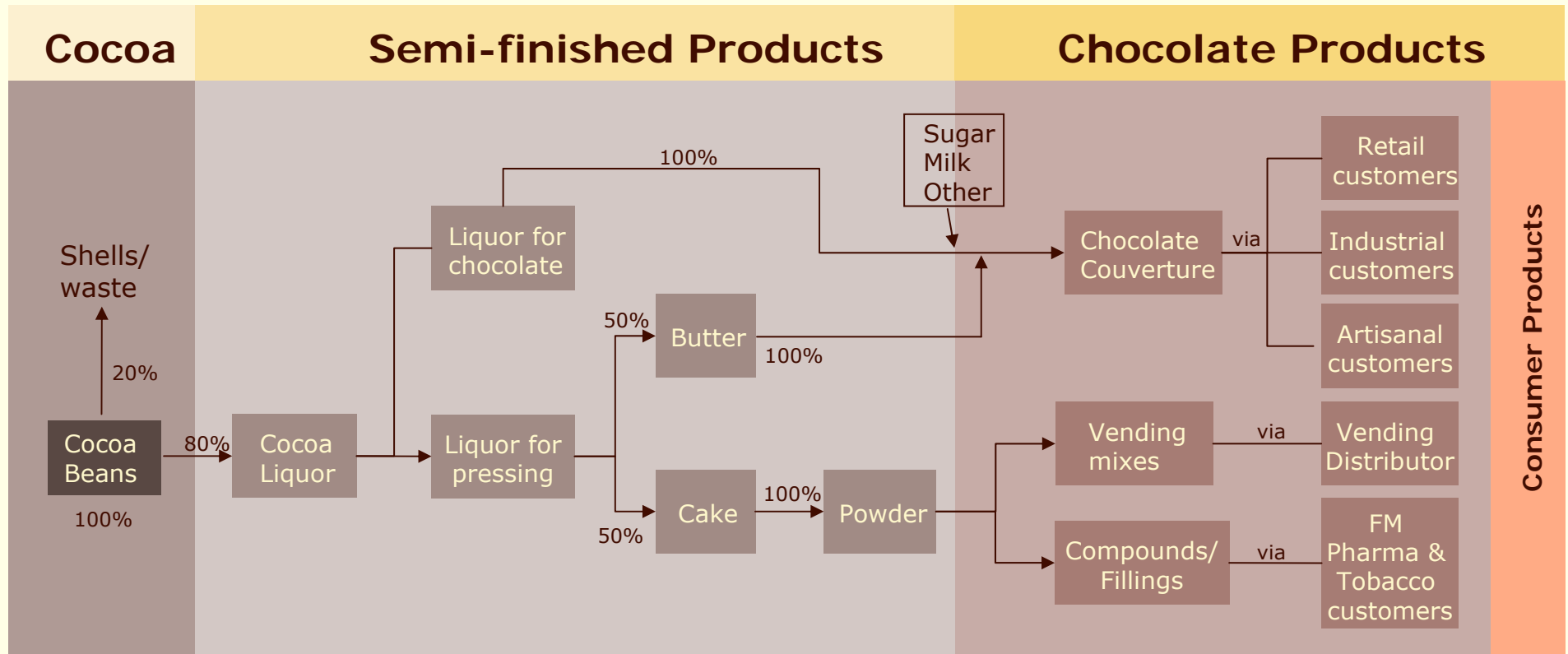
Agenda

- ▶ **Barry Callebaut at a glance**
- ▶ Highlights FY 2008/09
- ▶ Financial and operational performance
- ▶ Strategy going forward & market opportunities
- ▶ Outlook





Barry Callebaut is active along the entire cocoa and chocolate value chain

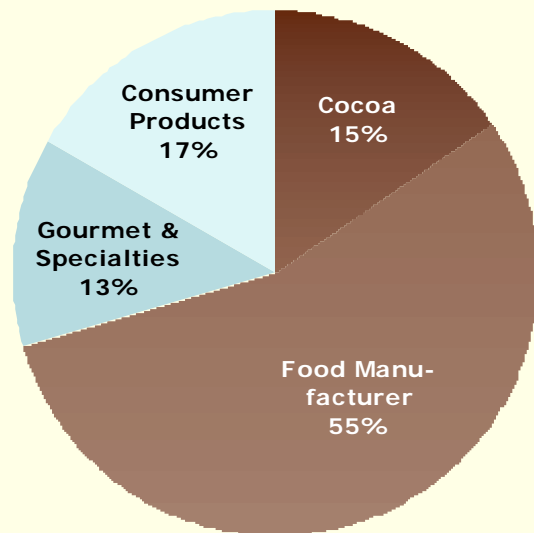




Barry Callebaut at a glance

FY 2008/09

Net revenue: CHF 4.9 bn



EBIT CHF 350.8 m

Net Profit CHF 226.9 m

Barry Callebaut

- ▶ **World leader** in high-quality cocoa and chocolate products and **outsourcing partner** of choice, with over **40% share** in the industrial chocolate market
- ▶ World's **largest supplier of Gourmet & Specialties chocolate** for artisanal customers
- ▶ **Global service and production** network, employing about **7,500 people** worldwide, 40 production factories
- ▶ **Fully integrated** with a strong position in the countries of origin
- ▶ **Close to 1,700 recipes** to cater for a large variety of individual customer needs
- ▶ **Low cost production** with large number of focused chocolate & cocoa factories
- ▶ Achieved **consistent earnings stream**



Cocoa, dairy, and sugar are the most important raw materials we source

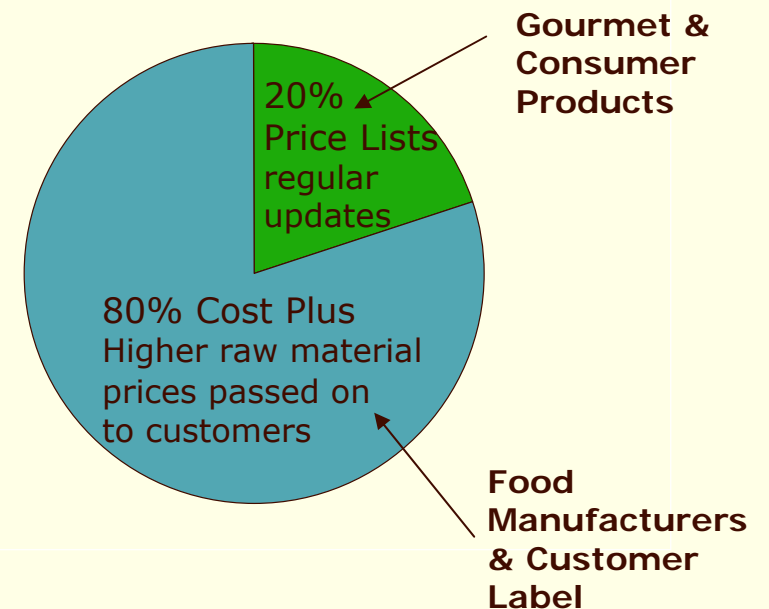
100g chocolate tablet contains:

	Milk	Dark
Cocoa liquor	11g	44g
Cocoa butter	24g	12g
Milk powder	22g	-
Sugar	42g	43g
Other	1g	1g

We sourced in 08/09:

		in % of total raw material value
Cocoa	541 KT	51%
Sugar	450 KT	11%
Dairy	120 KT	12%
Oils and Fats	58 KT	3%
Other		24%

Barry Callebaut business model



- ▶ **Major profit drivers** are in manufacturing (capacity utilization), supply chain optimization, logistic costs and competitive environment (commodities vs specialties)



Agenda

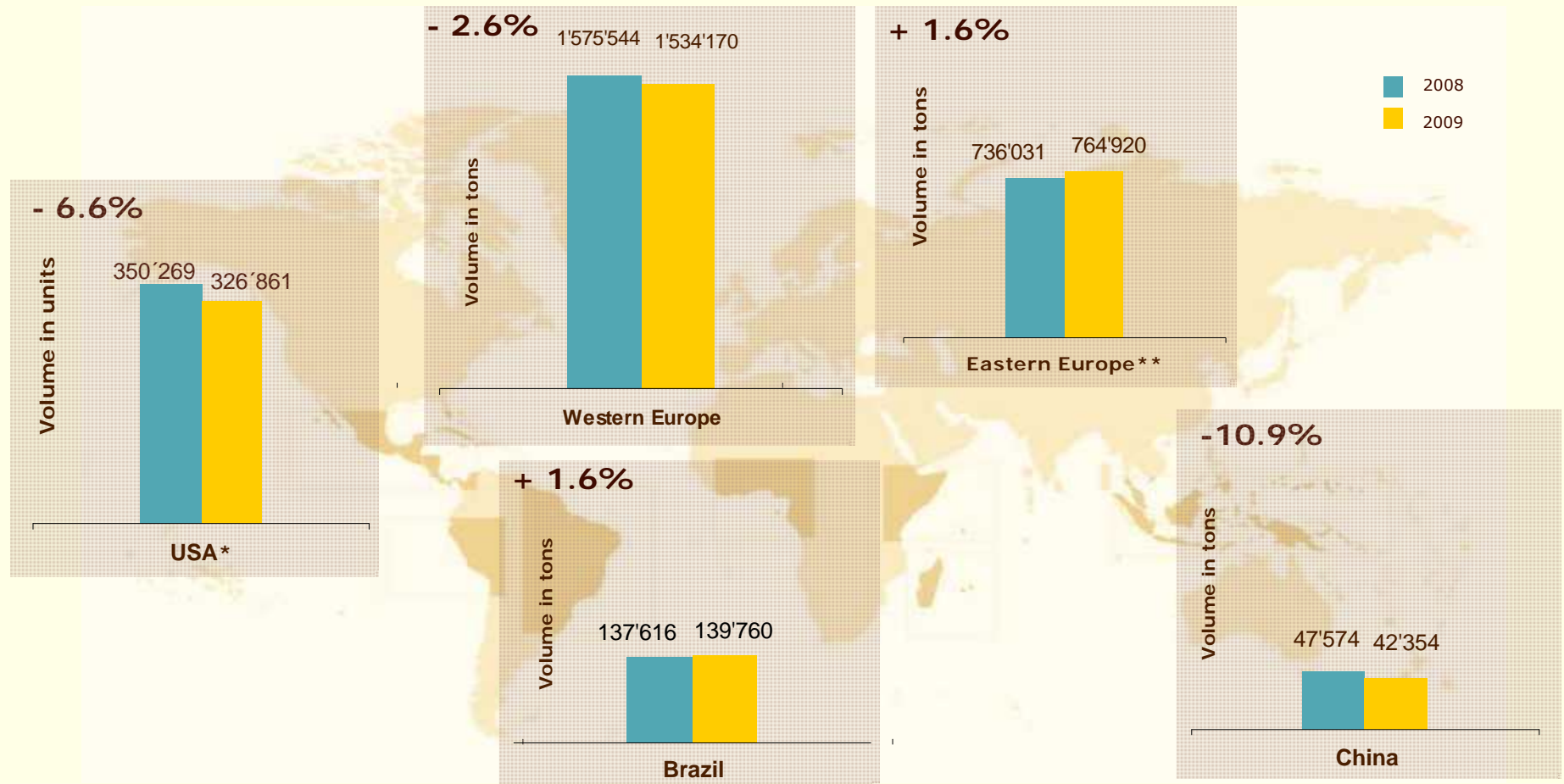
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Exceptionally challenging markets: Negative volume growth in mature markets – emerging markets still growing but slowed down

Global chocolate market declined by more than 2% in volume



Source: Nielsen Data, Chocolate Confectionery, Sept 08 – July 09. Note: coverage and reporting periods of Nielsen varies from country to country

* USA figures are in 10'000 units not in tons and exclude Wal-Mart / USA: total chocolate categories (incl. Spreads, Cookies, Ice Cream, Drinks)

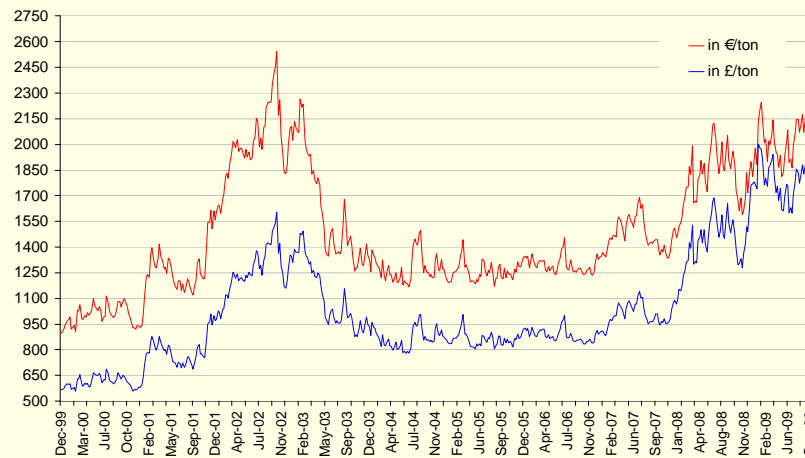
** Eastern Europe: Russia, Ukraine, Poland, Turkey



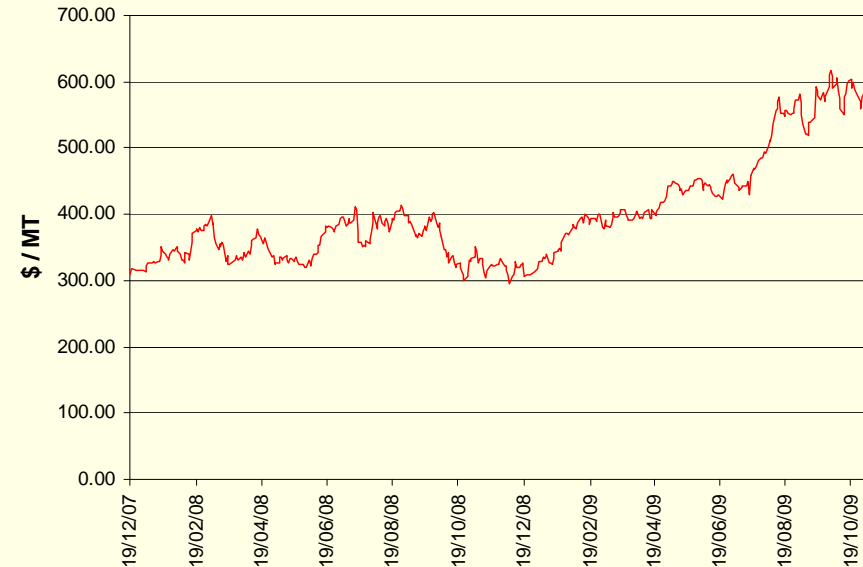
Raw material price development

Cocoa prices volatile, sugar price high

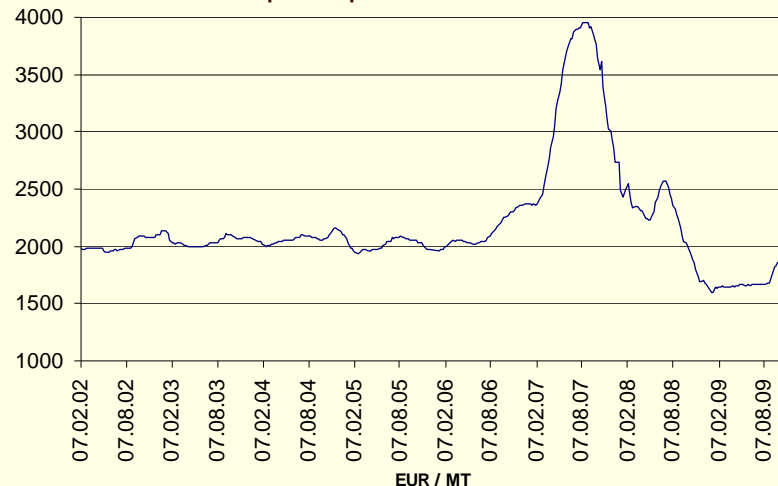
London Cocoa 2nd Position – weekly close in £/ton in EUR/ton



London Sugar No. 5 – 1st position



Skimmed milk powder prices



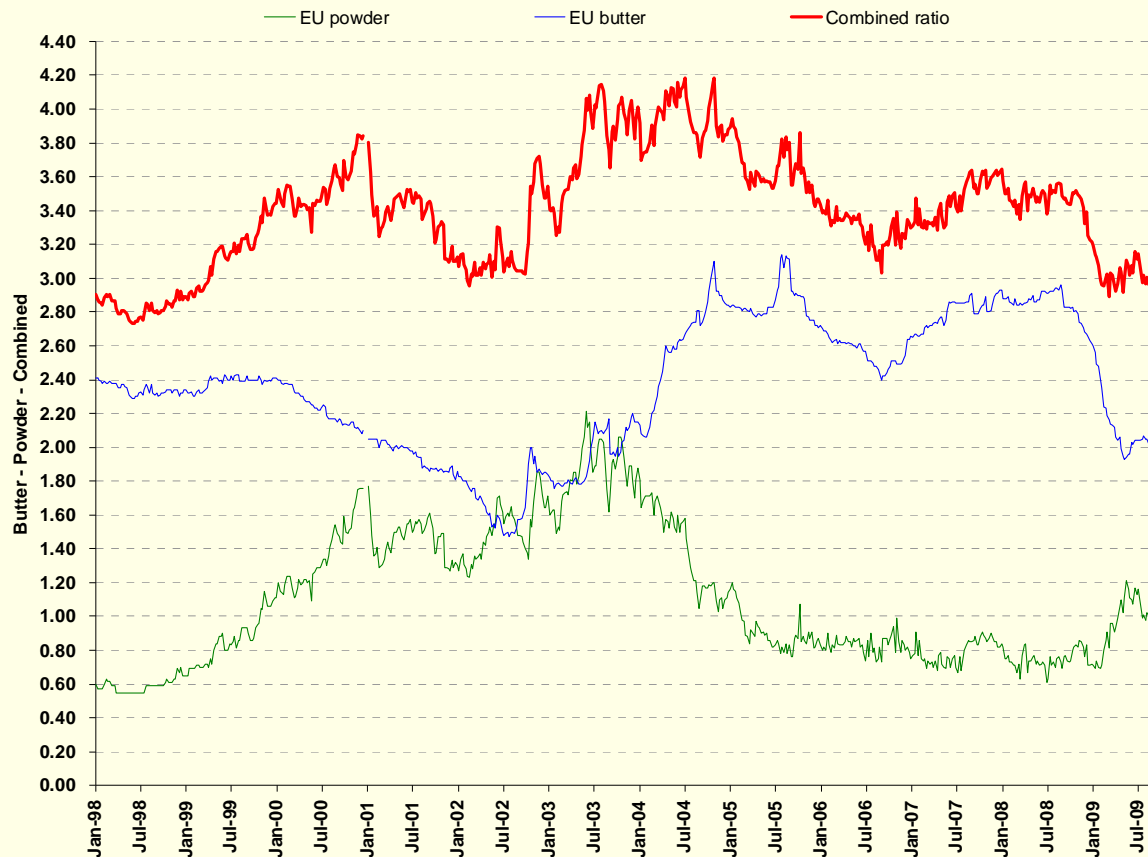
- ▶ BC's cost plus model for 80% of volume
- ▶ Cocoa price significantly above long-term average and highly volatile
- ▶ Steep increase in world sugar prices lately, yet Barry Callebaut is mainly sourcing in local, regulated sugar markets with different price mechanics



Raw material price development

Combined ratio hovering at low levels

Cocoa powder-butter combined ratio – European ratios 6 months forward against LIFFE



- ▶ Combined cocoa ratio* was favorable in H1 2008/09, yet has been falling since start CY 2008 – currently at low levels
- ▶ Low combined cocoa ratios have a negative impact on BC cocoa (semi-finished products) business

* Price charged for semi-finished products compared to cocoa bean price



Financial summary 2008/09:

Delivering strong top-line and bottom-line growth

- ▶ **Sales volume** up 4.1% in a declining global chocolate market
 - ▶ Accelerating volume growth in the second half of the fiscal year: +8.7%
- ▶ **Sales revenue** up 8.5% in local currencies, driven by price increases (+1.3% in CHF)
- ▶ **Operating profit (EBIT)** up 9.5% in local currencies (+2.8% in CHF)
- ▶ **Net profit for the year** grew strongly by 18.5% in local currencies (+10.4% in CHF)
- ▶ Four **success factors**: geographic expansion, outsourcing deals, market share gains and ongoing cost savings programs
- ▶ **Repayment**: Proposal of a par value reduction and capital repayment of CHF 12.50 per share, up 8.7% compared to prior year



Strategic highlights 2008/09: Focus on core business – Industrial & Gourmet



September 2008
Acquisition of IBC, specialist in decorations (Gourmet)



October 2008
Opening of factory for frozen pastry in Spain



January 2009
Inauguration of new factory in Monterrey, Mexico



February 2009
Sale of Van Houten Singapore consumer business to Hershey's



June 2009
Acquisition of Danish Vending mix company Eurogran to further strengthen our Vending business



1st quarter 2010
Chocolate factory in Brazil



August/September 2008
New Chocolate Academies in U.S. & India & Russia



December 2008
Start of production in new factory and outsourcing agreement with Morinaga in Japan



February 2009
Barry Callebaut joins WCF and Bill & Melinda Gates Foundation initiative to significantly improve cocoa farmer livelihoods in West Africa



April 2009
Barry Callebaut Brazil S/A, and Bunge signed a distribution agreement for Brazil

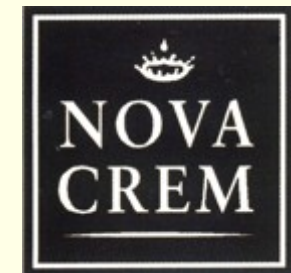


November 2009
Agreement signed to acquire Chocovic in Spain



Expanding our core business: Intended acquisition of Chocovic in Spain

- ▶ Agreement signed with Nederland Group to acquire Spanish chocolate maker Chocovic
- ▶ Facts & Figures on Chocovic:
 - ▶ Approx. EUR 60 million sales revenue (2008)
 - ▶ 30,000 tonnes of chocolate and specialty products (2008)
 - ▶ Approx. 120 employees
- ▶ Chocovic has two highly complementary customer segments and brand/product portfolios:
 - ▶ Industrial (60%) and Gourmet (40%)
 - ▶ Chocovic and Novacrem
 - ▶ Couvertures (~60%), compounds, fillings, other specialities
- ▶ Excellent, future-oriented opportunity for Barry Callebaut
 - ▶ Strengthens our position in Spain and increases customer proximity
 - ▶ Is a perfect complement to our existing offering
 - ▶ Will serve especially as a platform to further build our Gourmet business
- ▶ Transaction expected to close by early 2010



Strategic highlights 2008/09: Significant steps in implementing our strategy



Strategy

Geographic expansion



Achievements

Targeted geographic expansion:

- Factories in Japan (2008), Mexico (2009), Brazil (2010)
- Chocovic (E)

Expanding capabilities and product ranges:

- IBC decorations (B)
- Premium pastry factory (E)
- Eurogran vending mix products (DK)

Innovation



Fundamental R&D:

- 11 clinical studies in 2008/09 to substantiate health-enhancing benefits of cocoa and chocolate

Applied R&D:

- More than 650 successfully completed projects for and with customers
- More than 400 technical visits

Cost leadership



Purchasing power

Cost savings and efficiency improvement programs

Reduction of manufacturing costs per tonne

Improved distribution set-up

Expansion in origin countries resulting in raw material and cost benefits

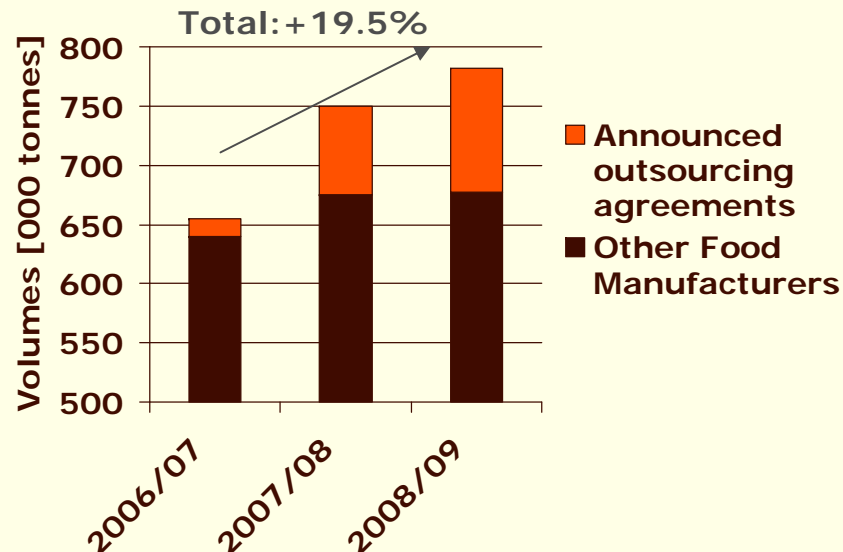
Excellence programs

Strategic highlights 2008/09:

Outsourcing contracts on track



- ▶ **Nestlé:** Outsourcing contract is fully implemented
- ▶ **Hershey's:** Strong increase in deliveries out of our Mexican and US factories – volumes with Hershey's will again increase in FY 09/10
- ▶ **Cadbury:** Running on track
- ▶ **Morinaga:** Factory started production in Dec 2008 as planned



- ▶ Implementation of announced outsourcing deals on track - volumes of approximately 105,000 MT delivered in 08/09, remaining 45,000 MT contracted will mostly come through in 09/10



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Key Figures

Strong profit growth in local currencies

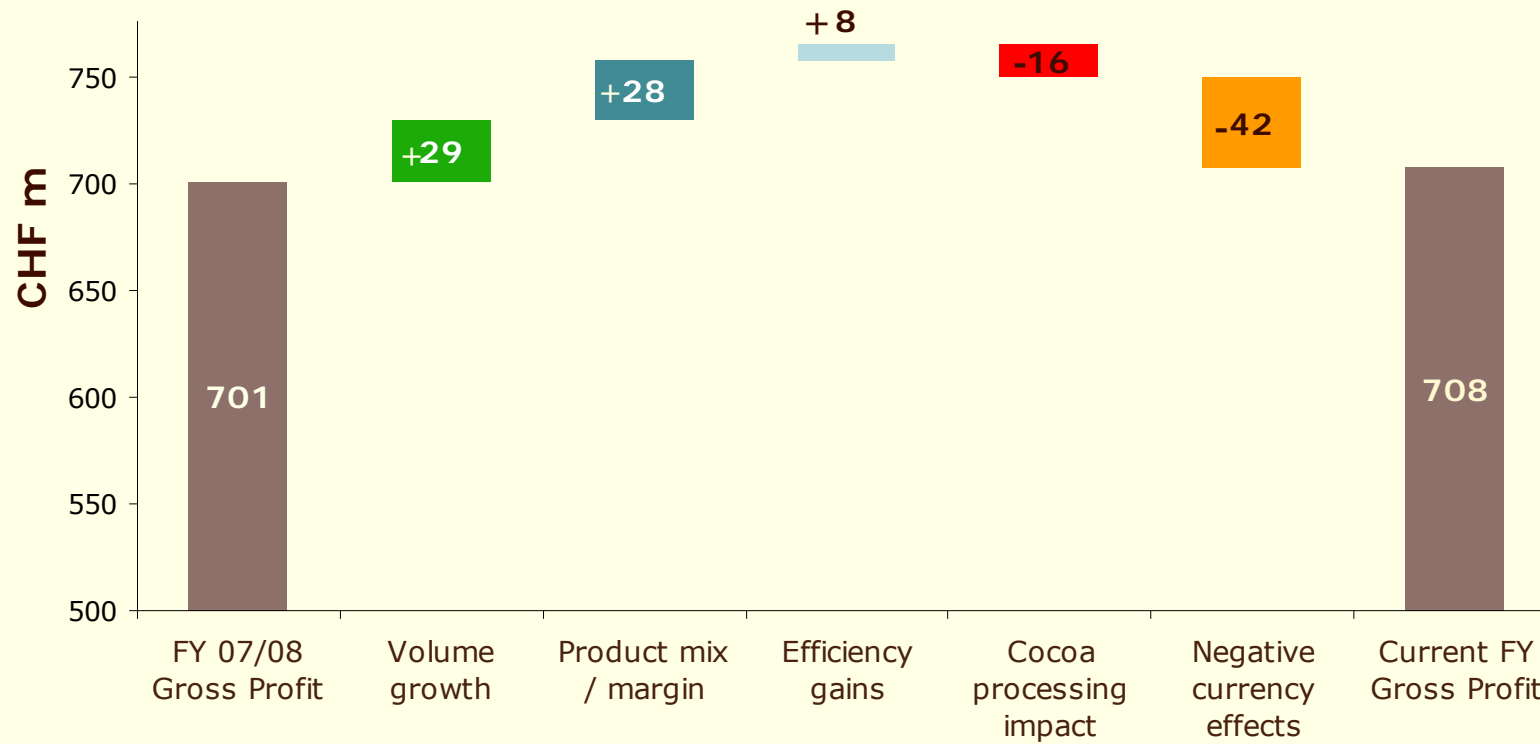
	Change In local currencies	Change	FY 2008/09	FY 2007/08
Sales volume [in tonnes]		4.1%	1'213'610	1'166'007
Sales revenue [CHF m]	<i>8.5%</i>	1.3%	4'880.2	4'815.4
	<i>CHF per tonne</i>	<i>4.3%</i>	<i>4'021</i>	<i>4'130</i>
Gross profit [CHF m]	<i>7.0%</i>	1.0%	707.8	700.8
	<i>CHF per tonne</i>	<i>2.8%</i>	<i>583</i>	<i>601</i>
EBITDA [CHF m]	<i>9.2%</i>	2.8%	456.1	443.7
	<i>CHF per tonne</i>	<i>4.9%</i>	<i>376</i>	<i>381</i>
EBIT [CHF m]	<i>9.5%</i>	2.8%	350.8	341.1
	<i>CHF per tonne</i>	<i>5.2%</i>	<i>289</i>	<i>293</i>



GROSS PROFIT

Margin positive, combined ratio & FX negative

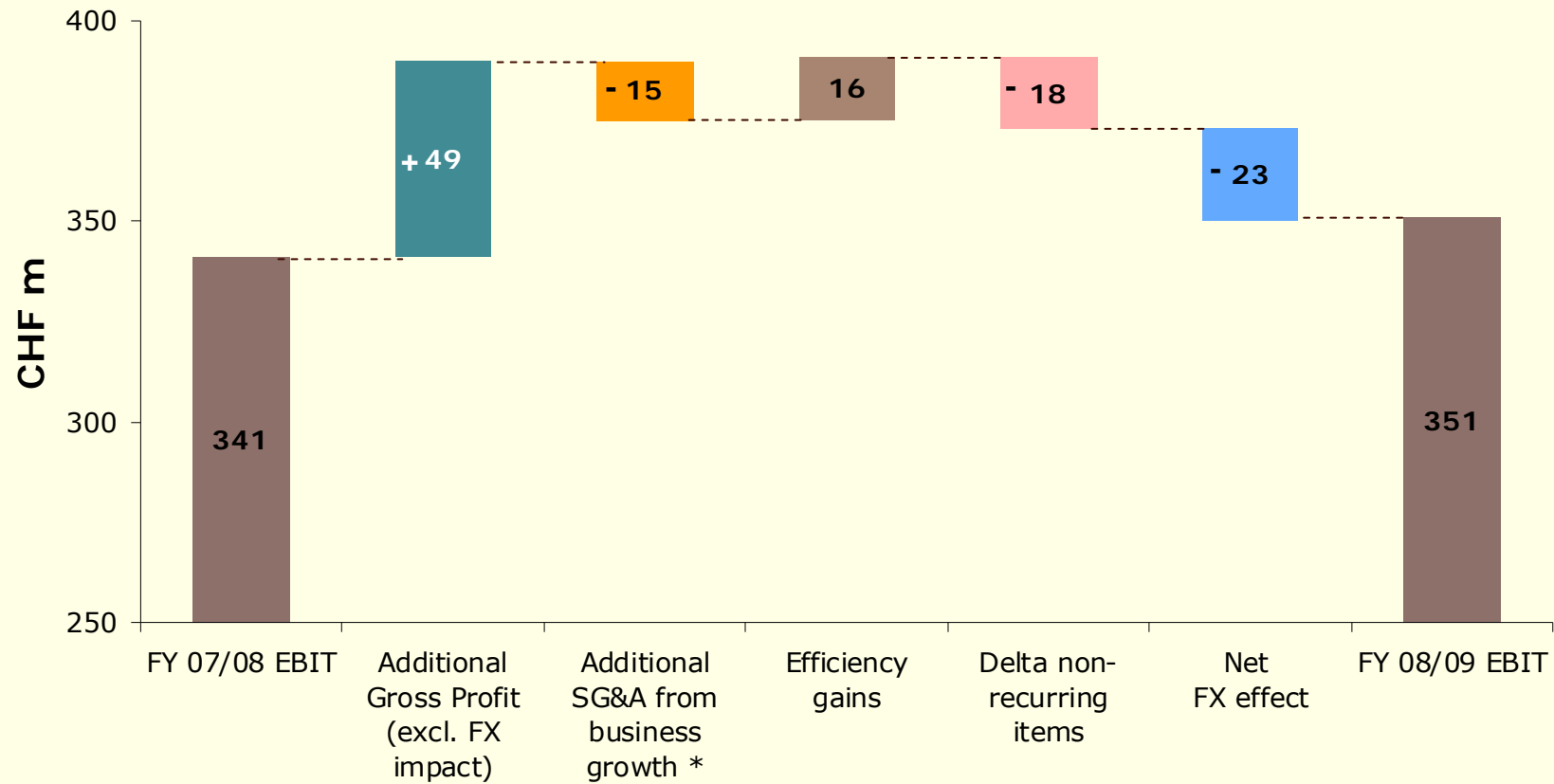
in CHF m





EBIT Efficiency gains positive, Δ non-recurring & FX negative

EBIT development [CHF m]

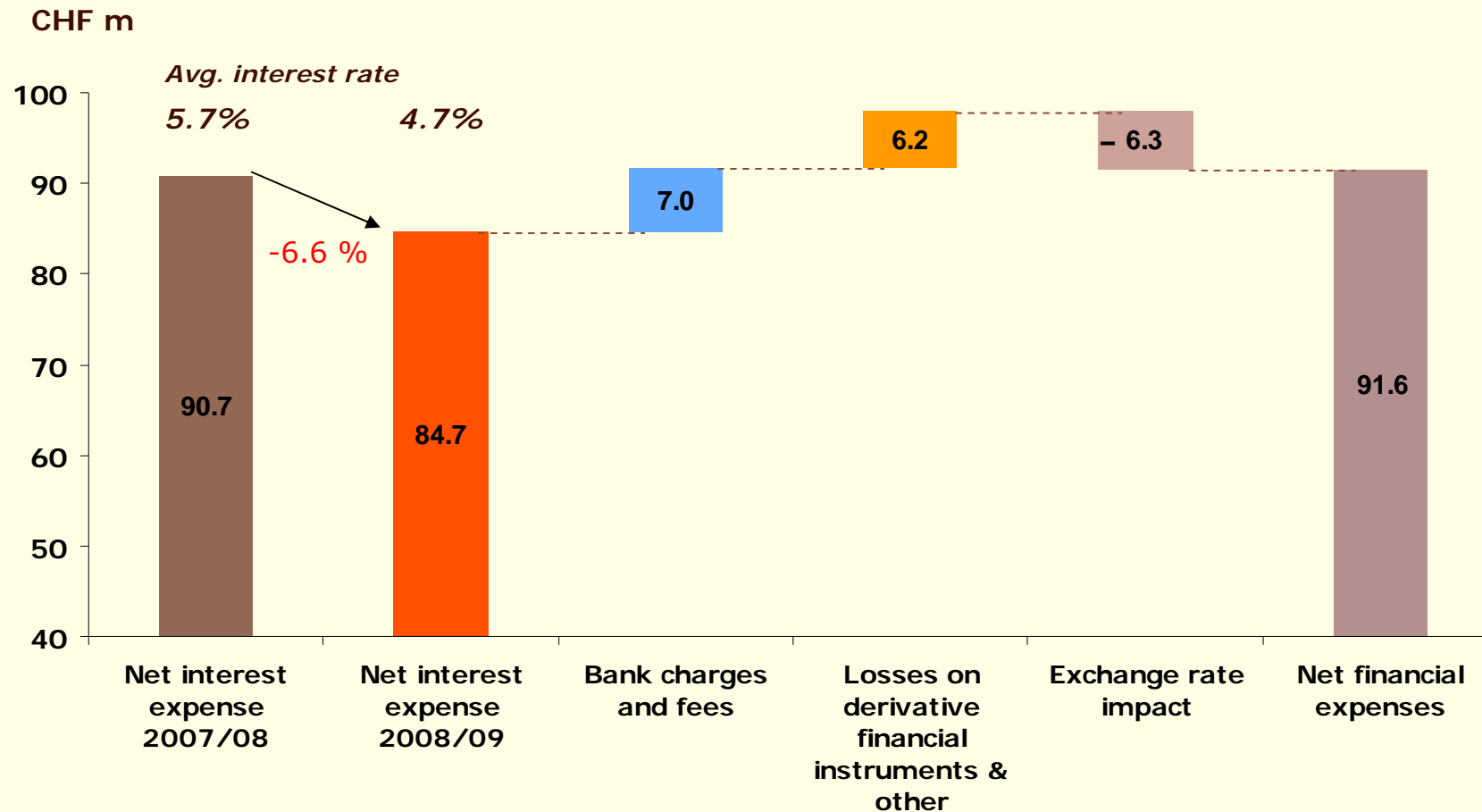


* Assuming growth with volume



Below EBIT - Financial Expense: Stable net interest rate, but higher avg. debt capital employed

FY 2008/09





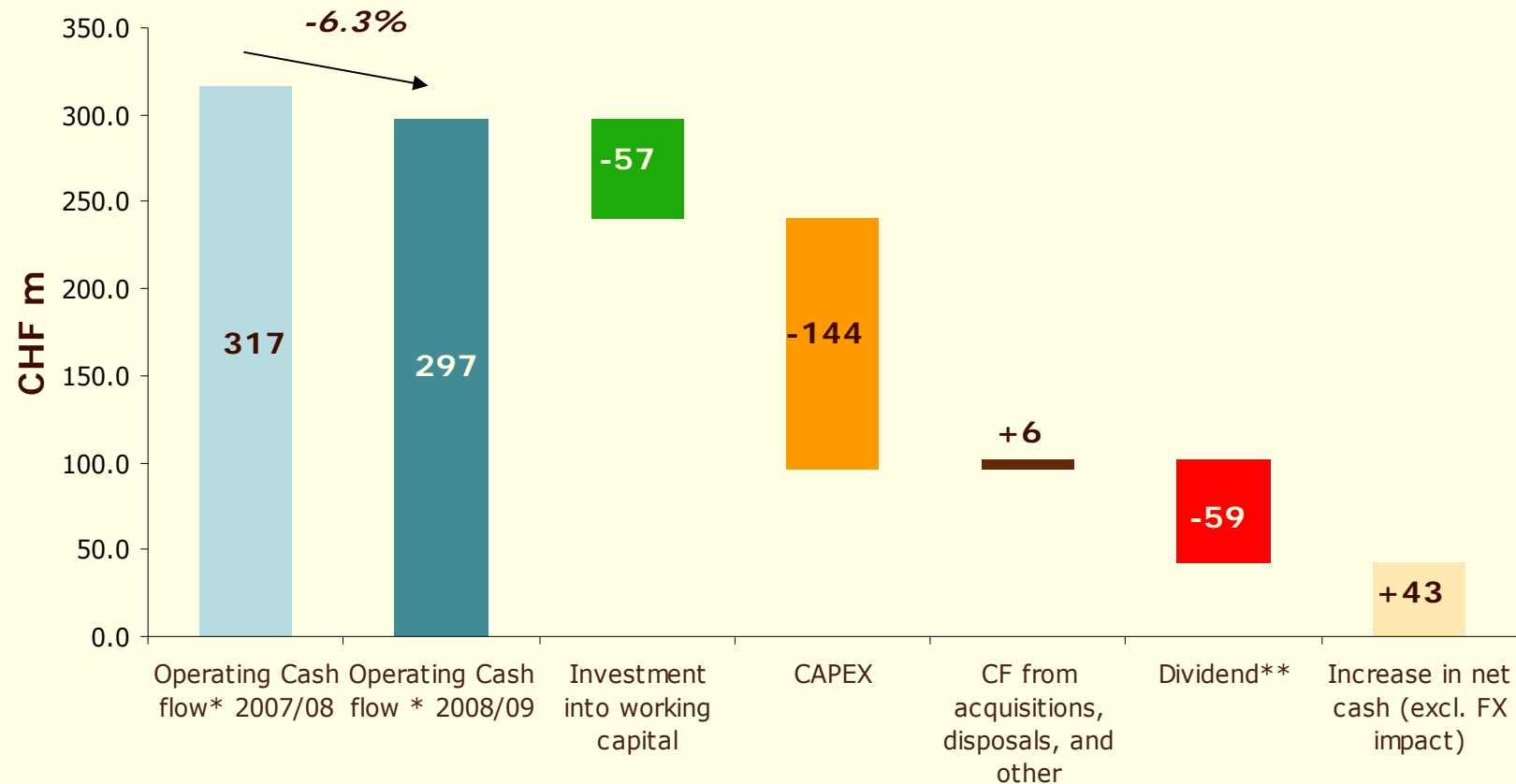
From EBIT to PAT: Stable financial cost & tax, less one-offs

		Change in %	2008/09	2007/08
Operating Profit (EBIT)	CHF m	2.8	350.8	341.1
Financial expense, net	CHF m	-1.3	(91.6)	(92.8)
Disposal of financial assets, other	CHF m		0.5	(6.4)
Income taxes	CHF m	-0.3	(32.7)	(32.8)
	<i>Tax rate</i>	<i>in %</i>	<i>12.6%</i>	<i>13.6%</i>
Net Profit from continuing operations	CHF m	8.5	226.9	209.1
Net loss from discontinued operations*	CHF m		0.0	-3.6
Net Profit for the period	CHF m	10.4	226.9	205.5

* net of tax



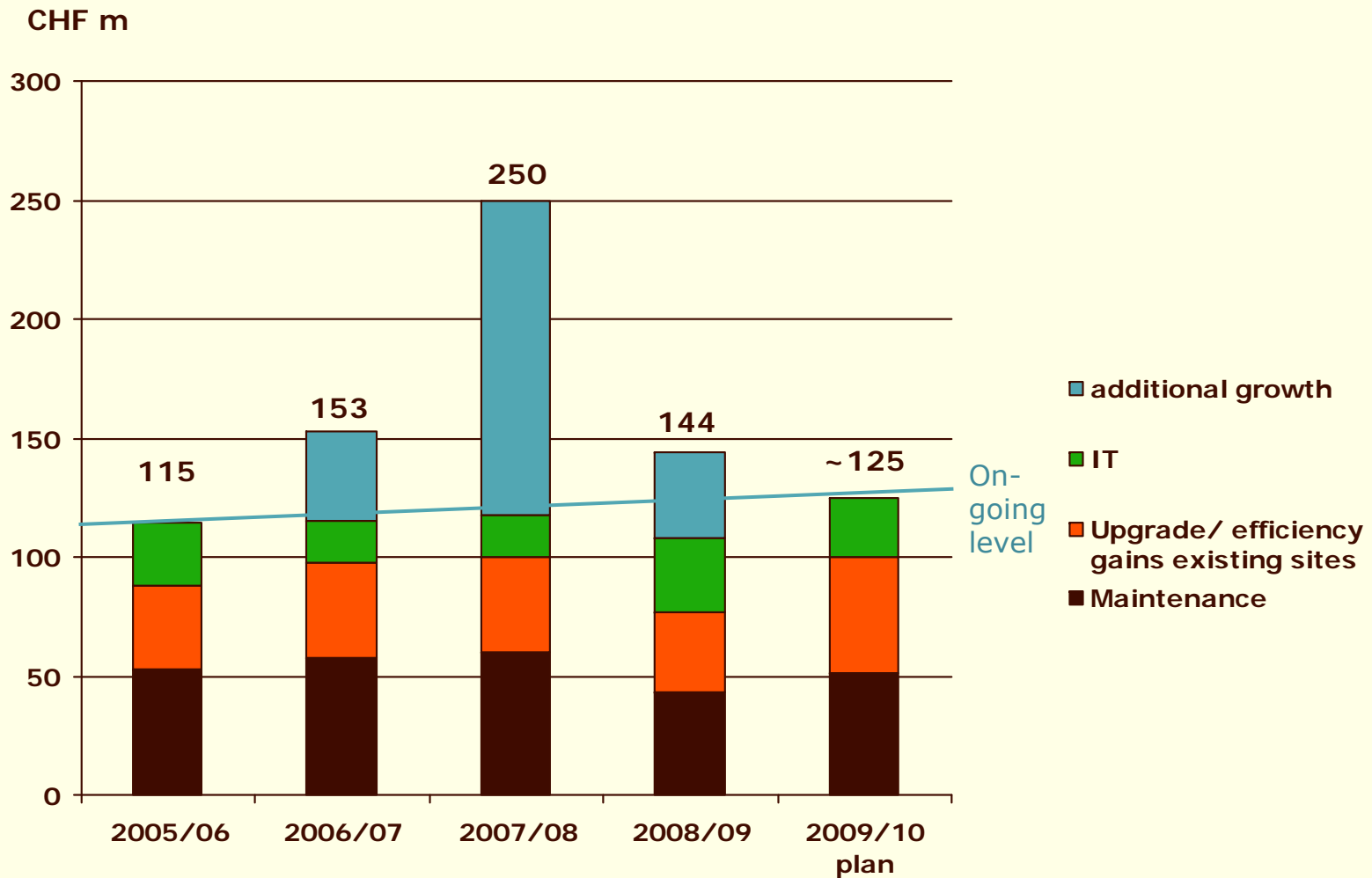
Cash-Flow: Full self-financing of investments and expansion



*Before WC changes, after interest and tax **Paid by way of nominal share value repayment



CAPEX development: Back to long-term sustainable levels





Balance sheet: Lower net debt and NWC despite growth and higher cocoa prices, supported by currency effect

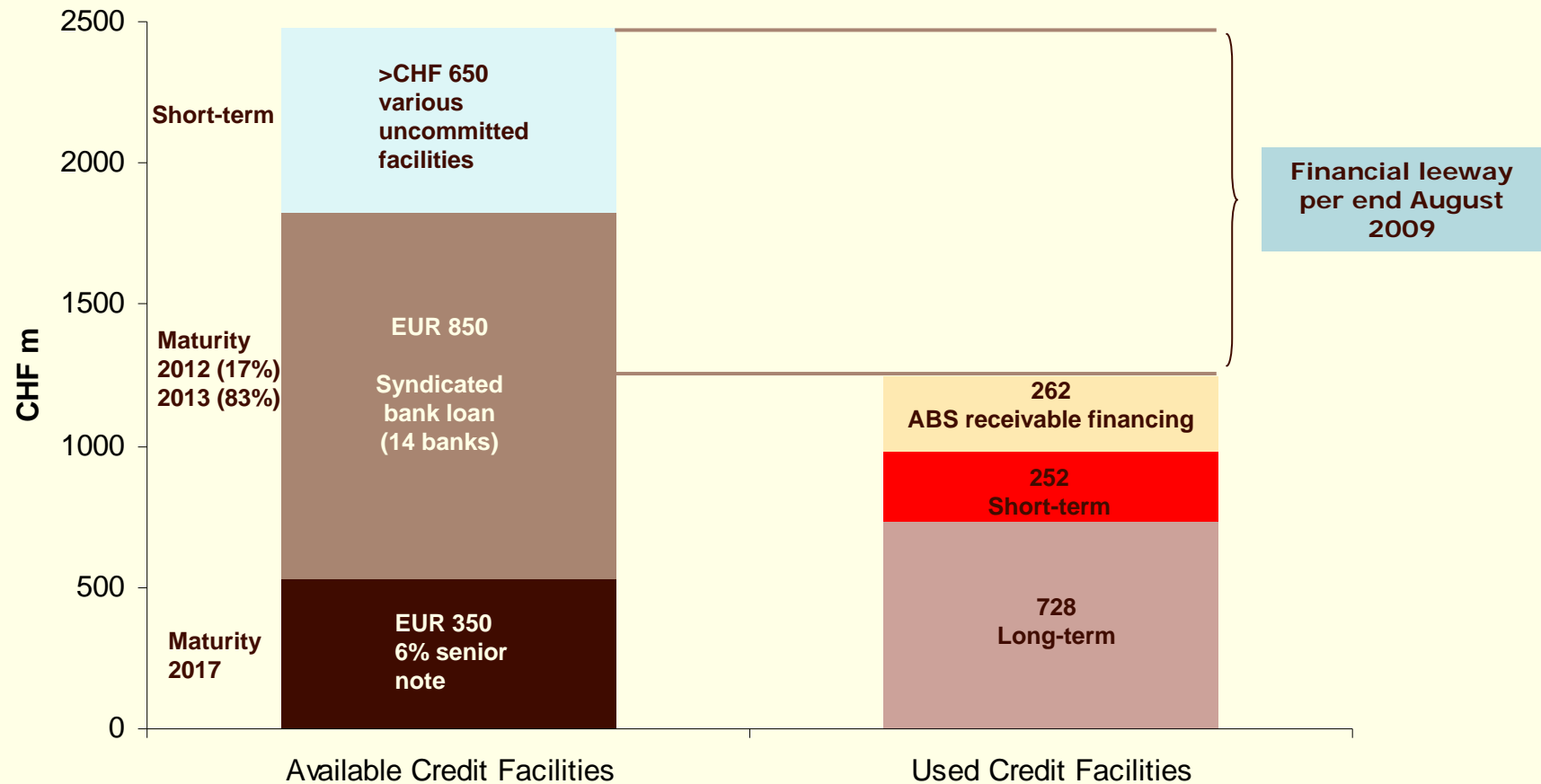
CHF m

	Change		Aug 09	Aug 08
		[%]		
Total assets	-5.8%	-214.7	3'514.8	3'729.5
Net working capital	-2.6%		1'010.1	1'037.1
Non-current assets	0.6%	8.5	1'432.2	1'423.7
Net debt	-9.5%		942.7	1'041.2
Shareholder's equity	6.8%	79.7	1'255.6	1'175.9
Av. cocoa price prev. months Liffe (£/MT)			1731	+ 13% 1527
Av. cocoa price prev. Liffe (EUR/MT)			1996	+ 4% 1927
Av. cocoa price prev. months ICE (USD/MT)			2673	- 6% 2840



Stable financing situation due to long-term secured credit-lines

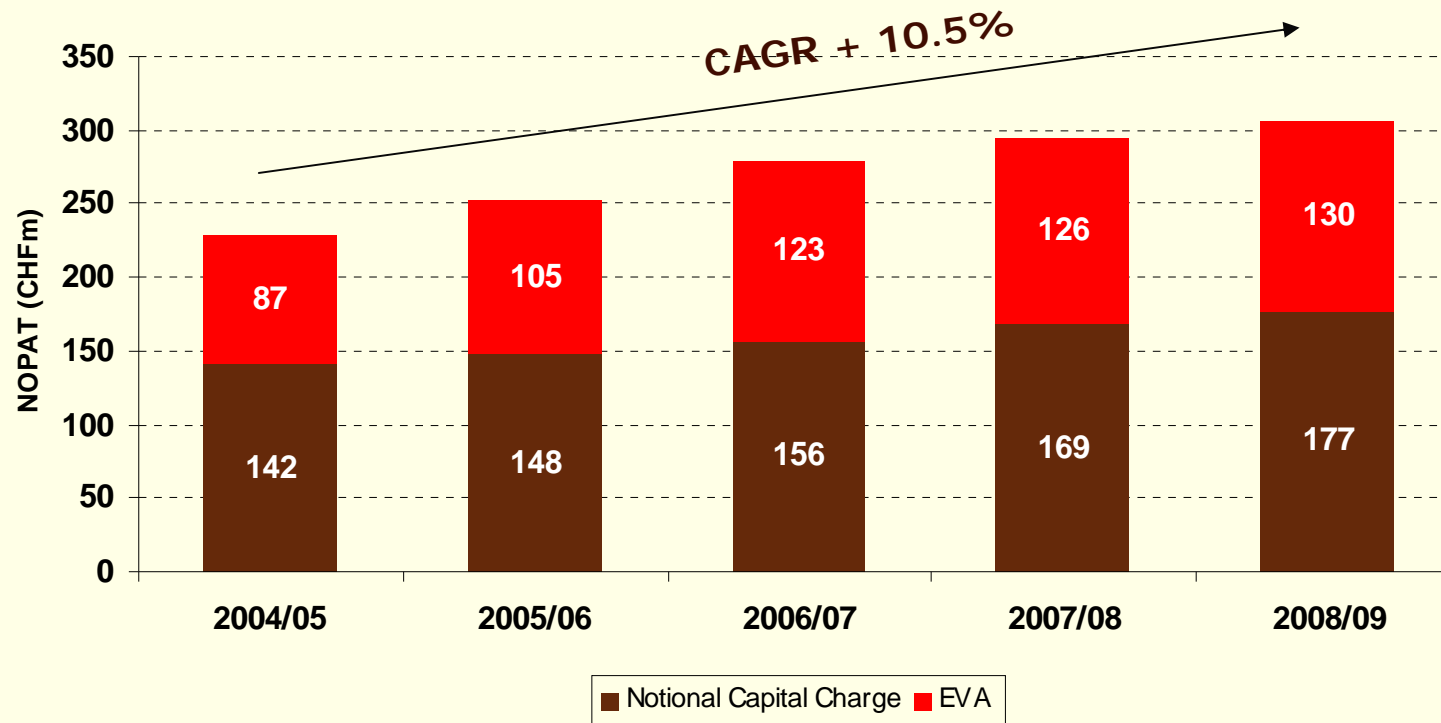
Financing and liquidity situation as at August 31, 2009 [CHF]





EVA keeps growing despite impact of raw material prices on working capital and high investments

EVA defined as measure to determine the value created above the return required by shareholders





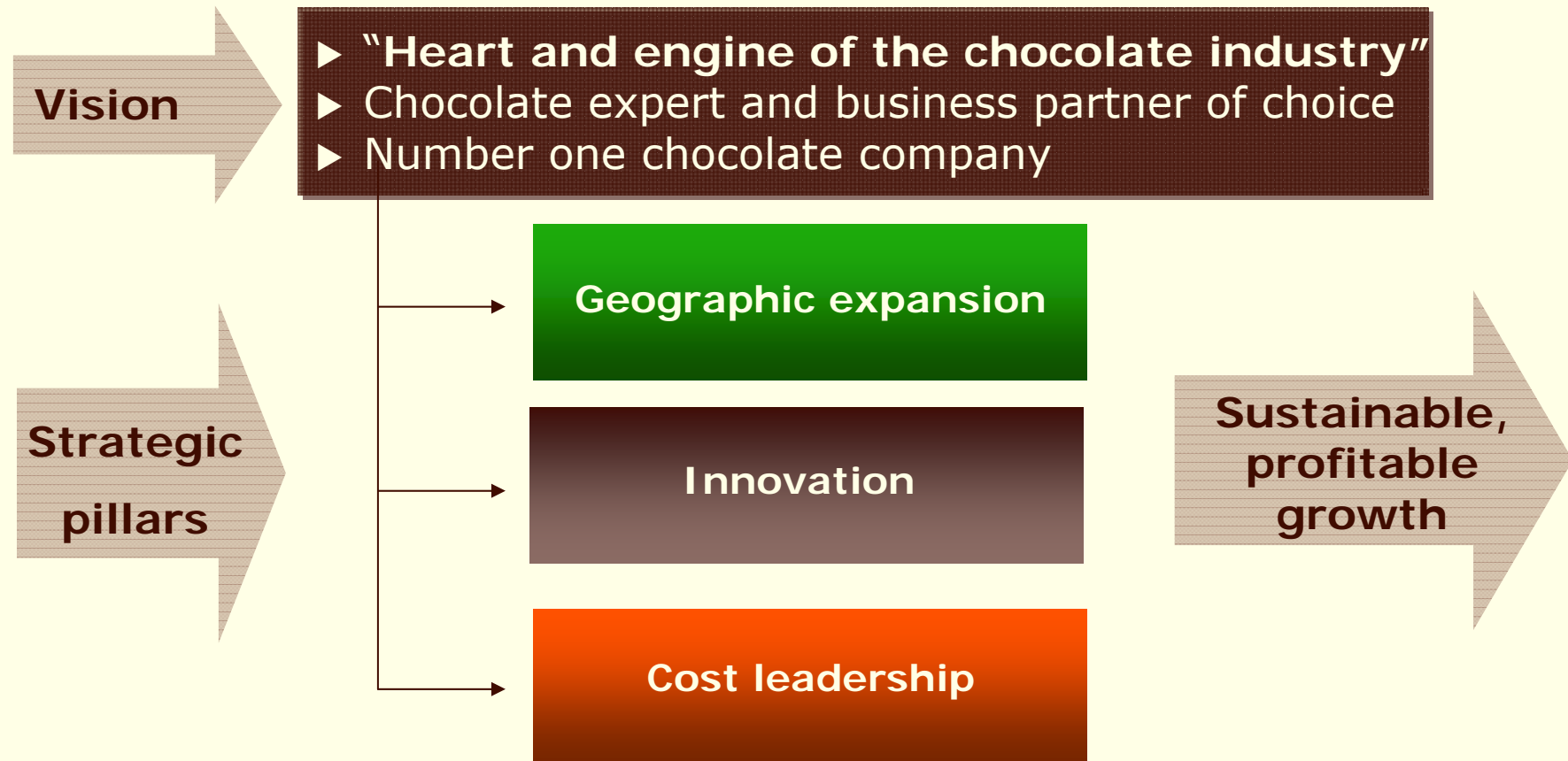
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Strategy going forward: Strategy confirmed, new growth opportunities





Strategy confirmed, new growth opportunities: Future growth through Geographic Expansion

Geographic Expansion



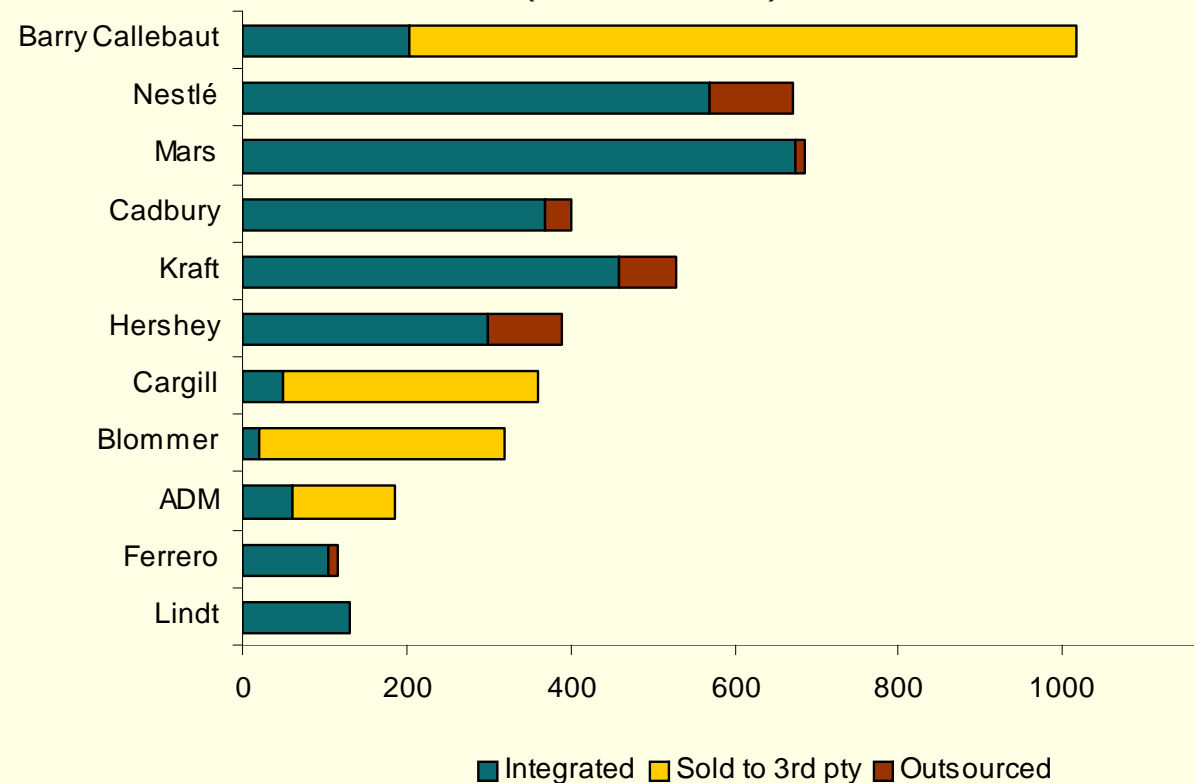
- ▶ Expand with regional customers (e.g. **Russia, China, Japan, Americas**)
- ▶ Grow **Gourmet** organically and through acquisitions (e.g. Chocovic)
- ▶ Expand into **emerging markets** through existing customers (e.g. Brazil)
- ▶ Succeed in further **outsourcing** activities with global customers



Additional market outsourcing potential between 250,000 and 500,000 tonnes

- ▶ Total global industrial yearly chocolate production is estimated at 5.5 million tonnes
- ▶ The top five players (w/o BC) account for about half of this volume
- ▶ Top 5 consumer chocolate players currently outsource on average 12% of their chocolate production
- ▶ This is expected to increase to 20-40% over the next 5 years, equal to an additional outsourcing potential of 250-500,000 tonnes

Top 11 Manufacturers of Industrial Chocolate
(in '000 tonnes)



Source: BC Estimates – 2009



Strategy confirmed, new growth opportunities: Better implementing our innovations

Innovation



- ▶ Innovate products and services to **sustain price premium** and **increase Share of Wallet**
- ▶ Enlarge certification and **traceability** on farmer level and improve **quality** of cocoa
- ▶ Establish **incubator** structure for pioneering concepts



Innovation 2008/09: Clinical research program: 11 studies completed



Aim: to substantiate scientific evidence of health-enhancing benefits of cocoa and chocolate, focus on cocoa flavanols

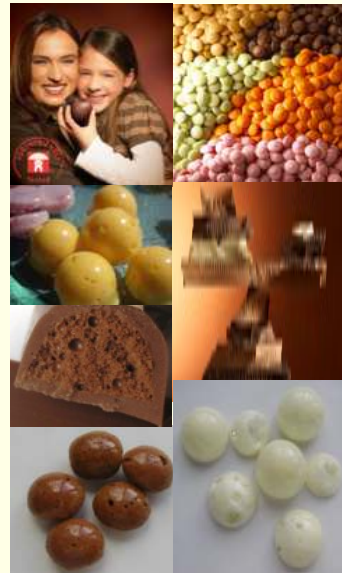
	<p>1. Antioxidant effect "protection against free radicals"</p>	<p><i>Completed: 2, of which 1 in FY08-09</i> <i>On-going: meta-analysis, opinion from EFSA on art 13.1 antioxidant claim in 2010</i></p>
	<p>2. Heart health "maintenance of healthy blood pressure" and "contribution to a healthy blood circulation"</p>	<p><i>Completed: 7, of which 5 in FY08-09</i> <i>On-going: 3</i></p>
	<p>3. Skin health "elasticity, hydration, photoprotective effect"</p>	<p><i>Completed: 6, of which 4 in FY08-09</i> <i>On-going: 3</i></p>
	<p>4. Cognitive performance "good concentration and memory"</p>	<p><i>Completed: 2, of which 1 in FY08-09</i> <i>On-going: 1</i></p>



Innovation 2008/09: New innovative products launched

Health & Wellness

- ▶ Toothfriendly chocolate
- ▶ White Chocolate with Real Fruit
- ▶ Probiotic chocolate
- ▶ Fat reduced chocolate
- ▶ Rebalanced inclusions
 - ▶ **Croquo**
 - ▶ **Aerated drops, chunks, figures**
- ▶ Volcano chocolates



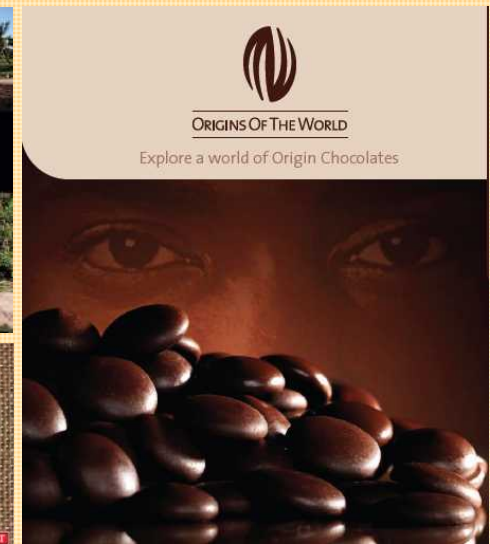
Convenience

- ▶ Ready-to-use and ready-to-sell products (e.g. decorations, callets, white & dark chocolate mousse, premix for ice cream, chocolate prints, funny shapes)
- ▶ Crispearls on the go (white & dark)
- ▶ Shiny drops (next to shiny pearls)



Premium

- ▶ The largest range of single origin chocolates and moves toward new, more exclusive and certified origins
- ▶ Plantations – Millesime premium concept with a high premium brand image
 - ▶ **MADIROFOLO 2008 : 65% cocoa, NOP-certified**
 - ▶ **ALTO EL SOL 2008 65% cocoa, NOP-certified**
- ▶ Quality Partner Program : traceability up to cooperative and from cooperative up to farmer
- ▶ Bakestable flavoured drops





Innovation 2008/09: Innovations on multiple fronts in Gourmet

Gourmet drivers of innovation

- ▶ Added value
 - ▶ Functional
 - ▶ Convenience
 - ▶ Ready-to serve
 - ▶ Decorations
- ▶ Adaptation to local food service needs (China, Brazil, Japan)
- ▶ Promotional activity for development of our customers

Functional



Anti-oxidant enriched

Convenience



Mousse pre-mixes

Ready-to-serve



Frozen dessert line

Decorations



Decorations and cups for distribution

Local adaptations



Chocolate for Foodservice (China)

Promotion activity



World Chocolate Masters 2009



Strategy confirmed, new growth opportunities: Reducing costs on an ongoing basis

Cost Leadership



- ▶ Optimize **flow** and **footprint** to achieve lower logistic costs, higher scale effects and **lower fixed costs**
- ▶ Increase **capacity utilization**
- ▶ Improve processes to optimize **stock management** and reduce **working capital** per tonne processed
- ▶ Further leverage our **presence in Africa**



Focus on farmers, children, cocoa farming communities: BC's sustainability and CSR commitment in Africa

- ▶ **Working to empower cocoa farmers**
 - ▶ Quality Partner program in Ivory Coast:
 - ▶ 38 cooperatives, 42,000 farmers
 - ▶ Farmer training to achieve higher yields, better quality and, thus, higher income
 - ▶ EUR 350,000 paid in premium (2007-09)
 - ▶ EUR 26 mln paid as prefinancing
 - ▶ Biolands, Tanzania and Sierra Leone
 - ▶ Certified organic and IMO Social & Fair
 - ▶ Joined UTZ certified cocoa schemes in Oct 2009

- ▶ **Working to ensure children are not harmed**
 - ▶ Child labor sensitization training
 - ▶ School projects: Ivory Coast, Ghana
 - ▶ Engaged in Harkin-Engel Industry Protocol to combat the worst forms of child labor

- ▶ **Empowering employees (in origin countries)**
 - ▶ Employee housing, healthcare, education
 - ▶ Supporting communities: clean water, health, education, sport





Organization: Executive Committee

Status as of November 10, 2009 – replaces former Senior Management Team (SMT)

Juergen B. Steinemann, CEO



Victor Balli, CFO



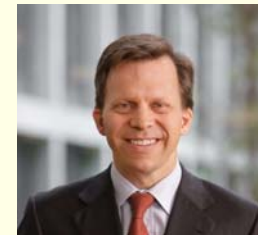
Massimo Garavaglia, Western Europe



David S. Johnson, Americas



Steven Retzlaff, Global Sourcing & Cocoa



Dirk Poelman, Chief Operations Officer



Hans Vriens, Chief Innovation Officer





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Strong platform for continued growth: Barry Callebaut is uniquely positioned

- ▶ Clear **growth strategy** and **robust business model**
- ▶ Recognized as the **global market leader**
 - ▶ Unmatched global presence
 - ▶ Leader in cocoa and chocolate innovations
 - ▶ Cost leader
 - ▶ Broadly diversified product portfolio
 - From top premium to value-for-money products
- ▶ **Long-term global partner** of the major global food manufacturers
- ▶ **Solid financing structure** in place





Outlook:

Financial targets for 3-year period 2009/10-2011/12

- ▶ Annual growth targets on average* for 2009/10 through 2011/12:
 - ▶ Volumes: 6-8%
 - ▶ EBIT: at least in line with volume growth

*Our view for the 2009-2012 period reflects current economic forecasts for the markets we operate in as well as internal developments and their assumed impact on our performance

Barring any major unforeseen events and based on local currencies



Summary: Chocolate market down – Barry Callebaut up



We delivered strong top-line and bottom-line growth in a declining market

**Our growth strategy stood the test of the global economic crisis.
We will continue on this path**

We will continue to significantly outperform the global chocolate market





Cautionary note

Forward-looking statements

Any information given on these slides as well as during the conference call has been prepared by Barry Callebaut solely for the use at this analyst presentation. Certain statements contained therein 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 Annual Report 2008/09. 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 and/or listener is cautioned to not unduly rely on these forward-looking statements that are accurate only as of today. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.



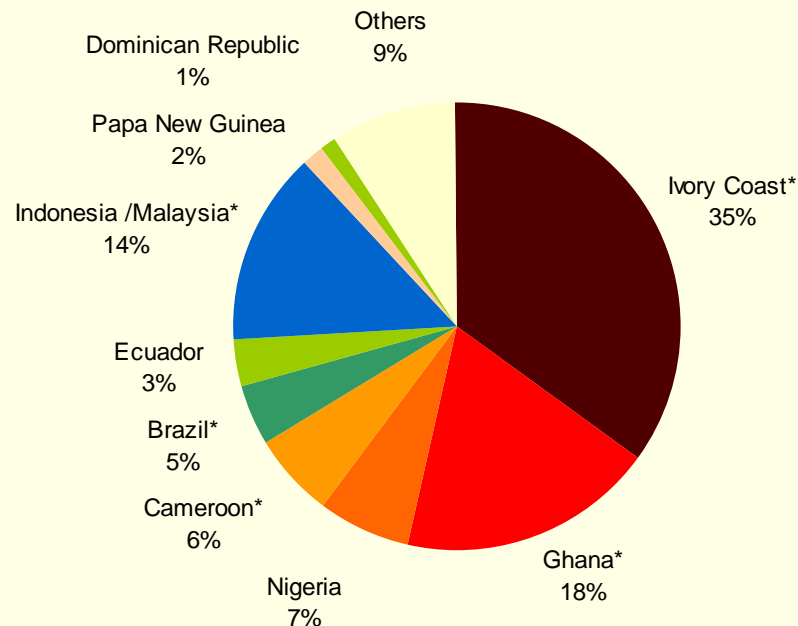
BACK-UP





West Africa is the world's largest cocoa producer – BC sources locally

World total harvest: (08/09): 3456 K MT

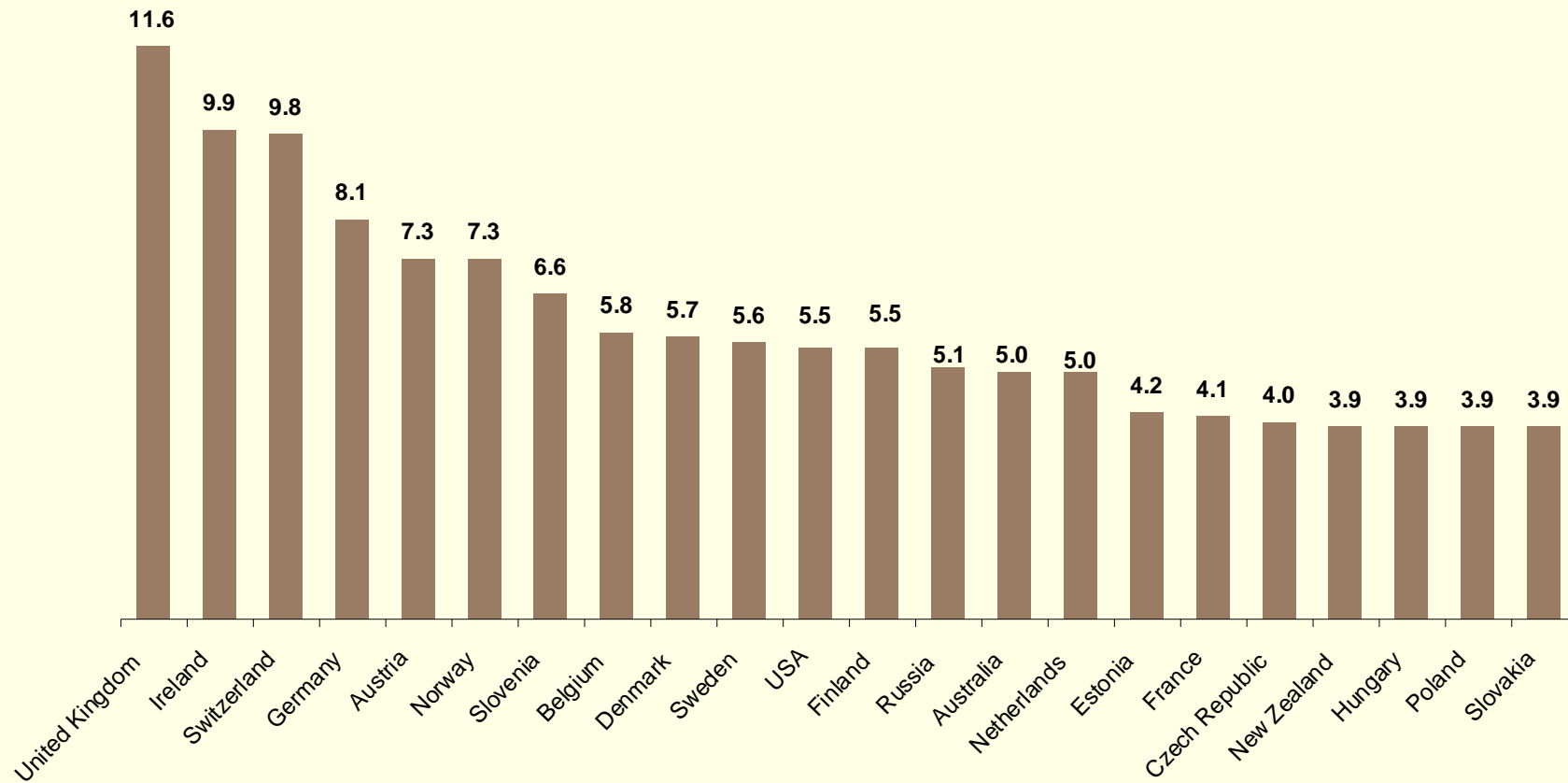


- ▶ Total 3,456 m tonnes harvested globally in 2008/09
- ▶ BC sources ~540k MT/y (08/09) cocoa, thereof 65% directly from farmers, cooperatives & local trade houses
- ▶ BC has various cocoa processing facilities in origin countries*, in Europe and in the USA



Chocolate consumption per capita 2008

Kg/capita/year





Third year of cocoa deficit despite significantly decreased grinding volumes

Cocoa production versus consumption

Crop year	Gross crop	Grinding	Surplus/deficit*	End of season stock
2005/06	3776	3508	239	1891
2006/07	3426	3658	-266	1625
2007/08	3718	3743	-62	1563
2008/09	3456	3494	-73	1490

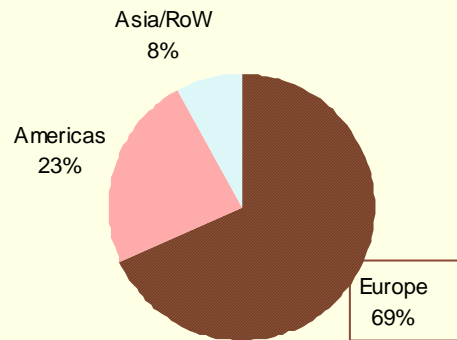
* Current net world crop (gross crop adjusted for loss in weight) minus grindings

Source: ICCO



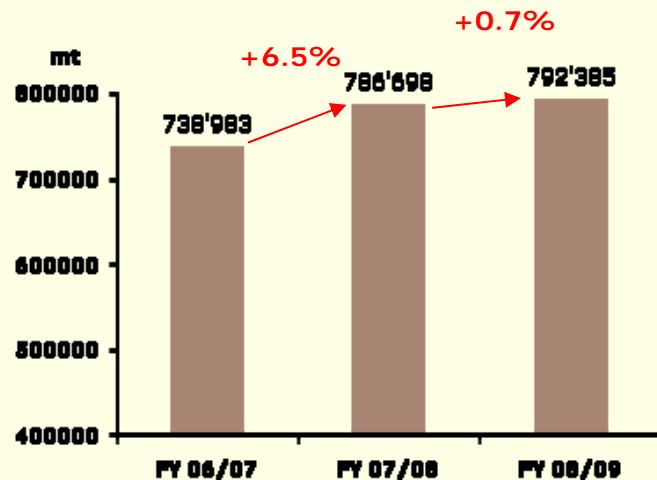
Region Europe: Market impacted by recession – volumes regaining momentum in H2

Regional revenue split 08/09

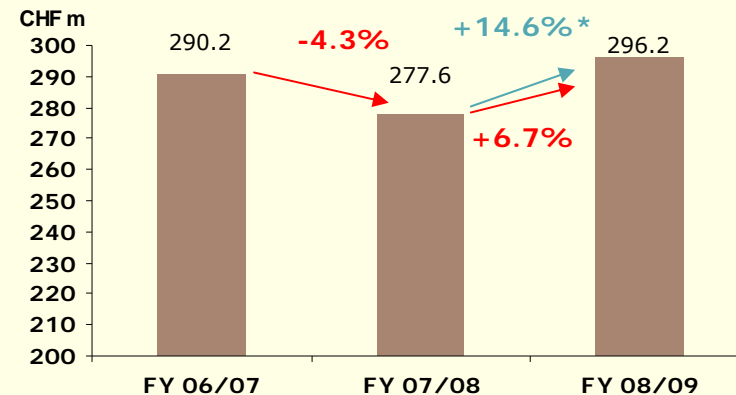


- ▶ Declining chocolate consumption in particular in mature markets.
- ▶ BC achieved slight growth supported by Eastern Europe and a rebound in activities in the second half-year.
- ▶ HORECA sales in Gourmet division affected by reduced restaurant spending, while bakery / pastry segment proved more resilient.
- ▶ Consumer with slight volume growth (like-for-like) and well improved profitability.
- ▶ Expansion in Beverages (segment G&S) by acquiring the highly complementary Danish vending mix business Eurogran.
- ▶ EBIT benefited from better margin/mix and efficiency gains, suffered from translation into CHF.

Volumes



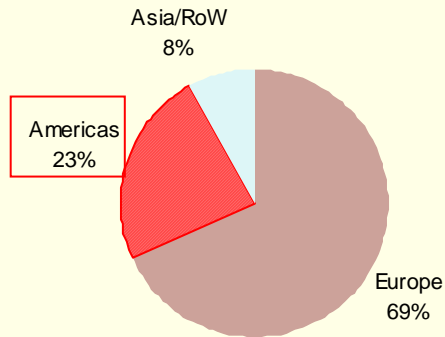
EBIT





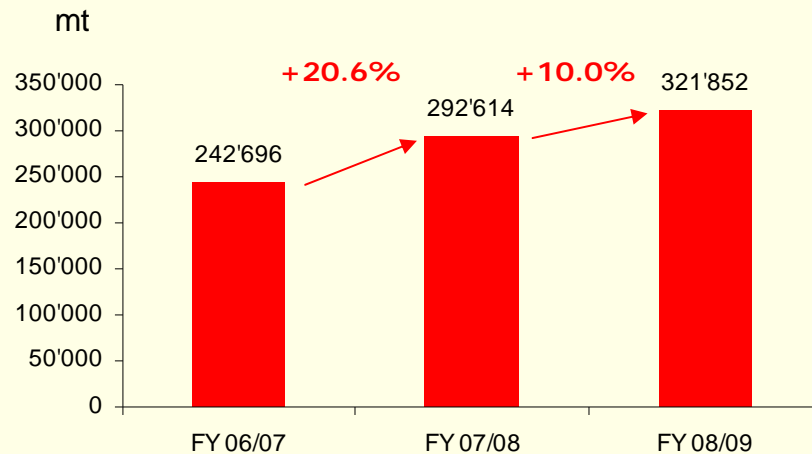
Region Americas: Market share gains in a declining market

Regional revenue split 08/09

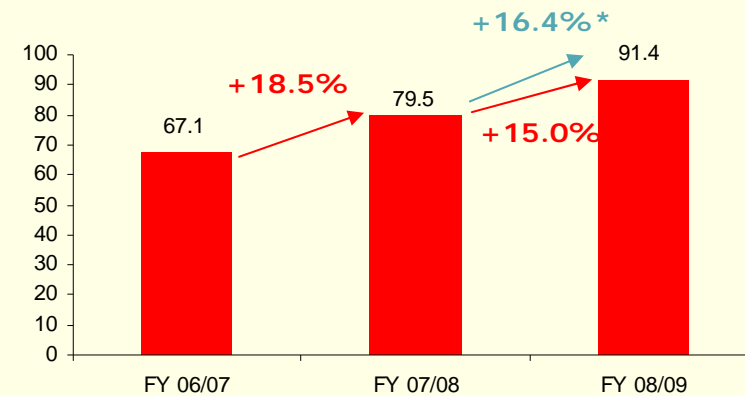


- ▶ Continued expansion in difficult market environment.
- ▶ Barry Callebaut with a strong sales volume growth due to deliveries from Mexico plant to Hershey's, increased share of wallet with other key account customers, and business gains with new customers.
- ▶ Expansion to South America (Brazil plant) started.
- ▶ EBIT increased strongly, supported by volume growth, better margin/mix and cost control.

Volumes



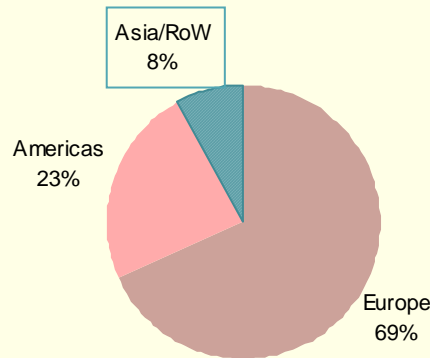
EBIT





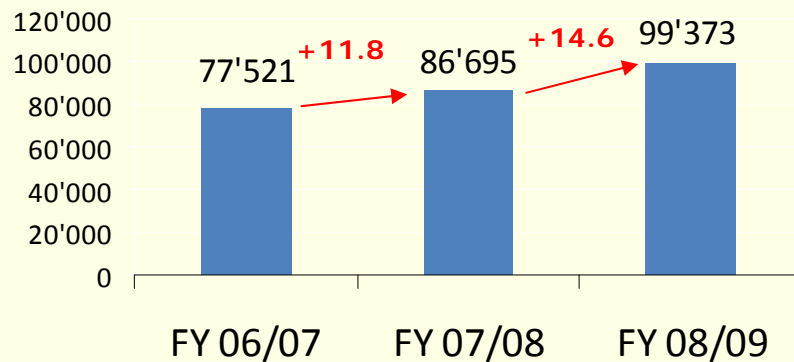
Region Asia/RoW: Well positioned for further growth

Regional revenue split 08/09

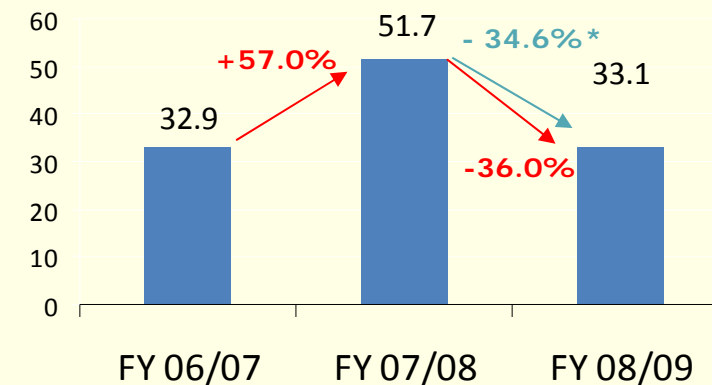


- ▶ Results partly distorted due to changes in scope (e.g. profitable sale of consumer activities in Asia and Africa).
- ▶ Sales volume up 14.6%, partly due to the acquisition in Malaysia, the new outsourcing agreement with Morinaga in Japan and organic growth.
- ▶ Locally made Gourmet products compensated for drop in imported high-end products.
- ▶ Operating profit decreased by 36.0% to CHF 33.1 million, impacted by change in scope and start-up costs for the new factories

mt Volumes



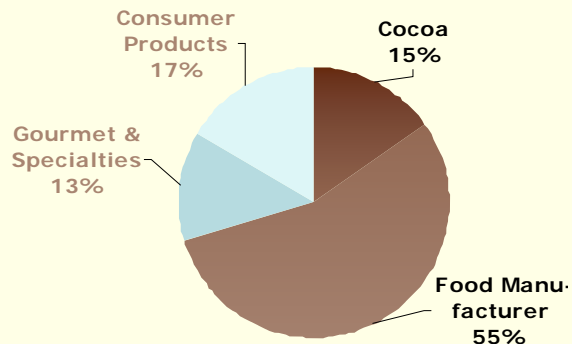
CHF m EBIT





Industrial Segment: Benefiting from key accounts and local customers – cocoa margin suffering from lower combined ratio

Revenue by Business Unit 08/09



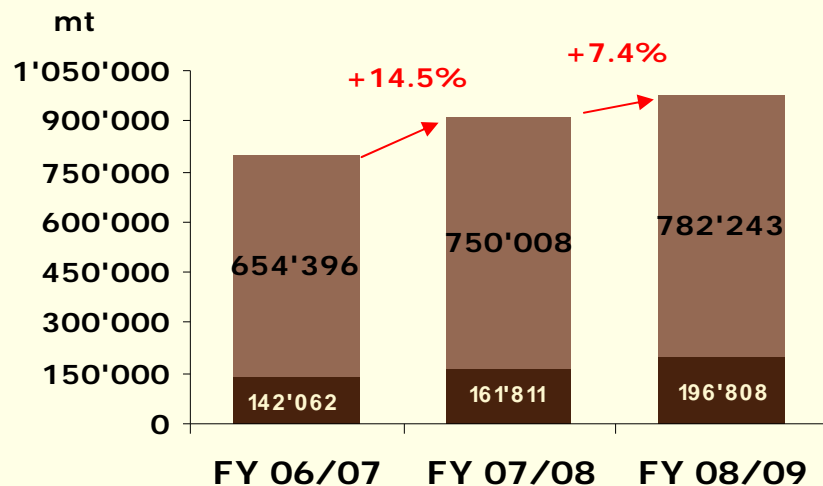
Cocoa

- ▶ Cocoa volumes up by 22% due to the acquisition in Malaysia as well as the expansion of existing sites and activities
- ▶ Combined cocoa ratio** dropped sharply Oct 08 – March 09, stabilizing at a low level and negatively impacting the profit of H2.

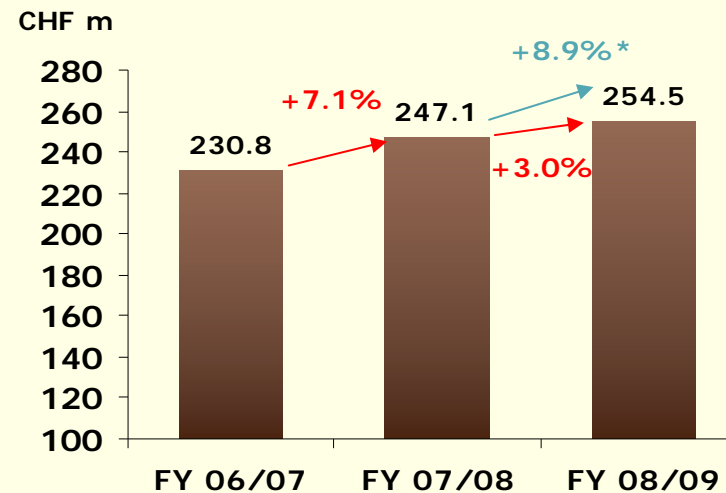
Food Manufacturers

- ▶ After difficult H1, impacted by low consumer demand and de-stocking, good pick-up of deliveries in H2
- ▶ All big outsourcing contracts on track, additional new volumes gained with corporate accounts

Volumes



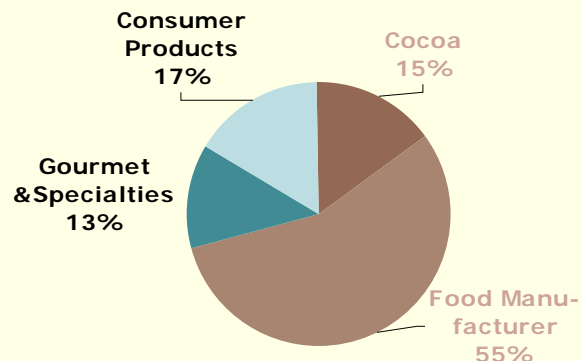
EBIT



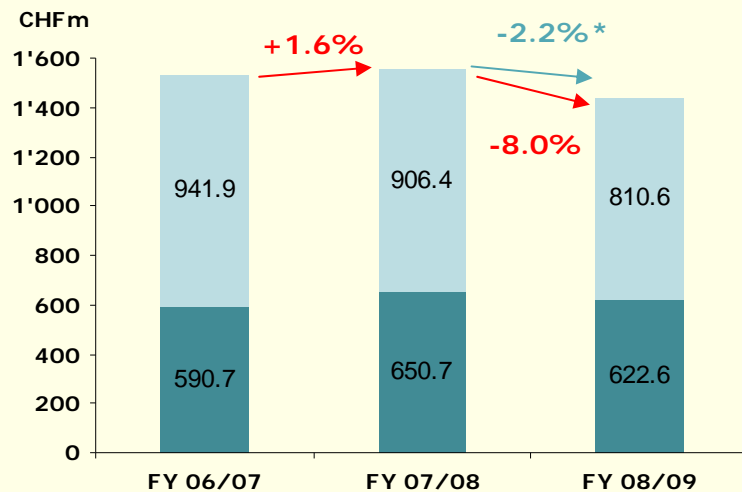


Food Service/Retail Segment: Shift from restaurant consumption to at-home eating, Consumer unit recovered

Revenue by Business Unit 08/09



Sales Revenue



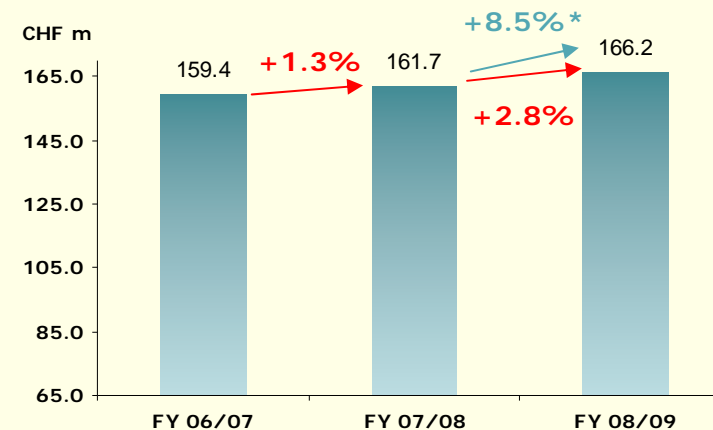
Gourmet & Specialties

- ▶ Gourmet affected by down-trading, but managed to maintain its sales revenue in local currencies at the prior-year level, and even gained market share.
- ▶ Expansion of product range via acquisition of IBC (chocolate decorations) and Chocovic (mid-range products, specialties)

Consumer Products

- ▶ Sales growth (adj. for FX and scope) by 4% due to market share gains with branded products in strong PLB business
- ▶ Strategic decision to exit consumer business confirmed

EBIT

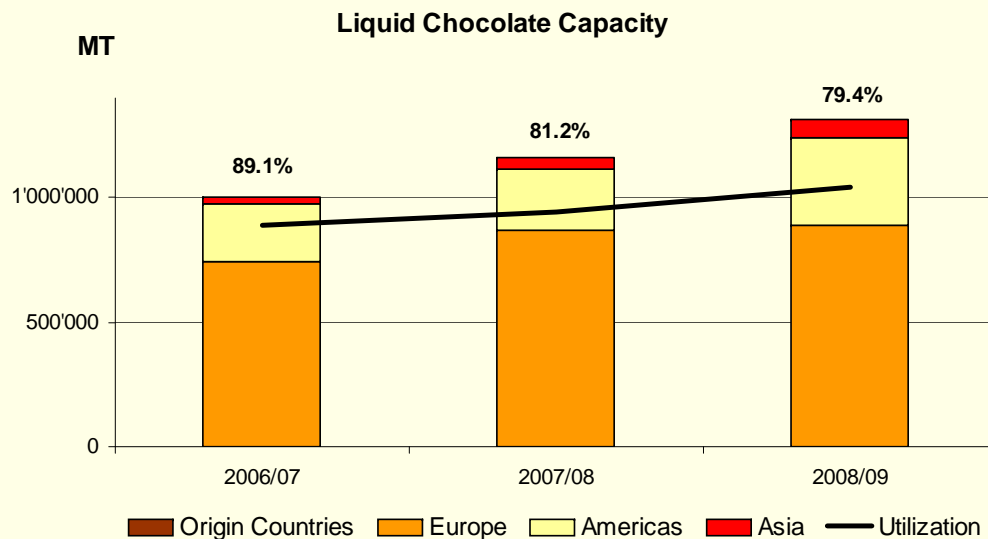
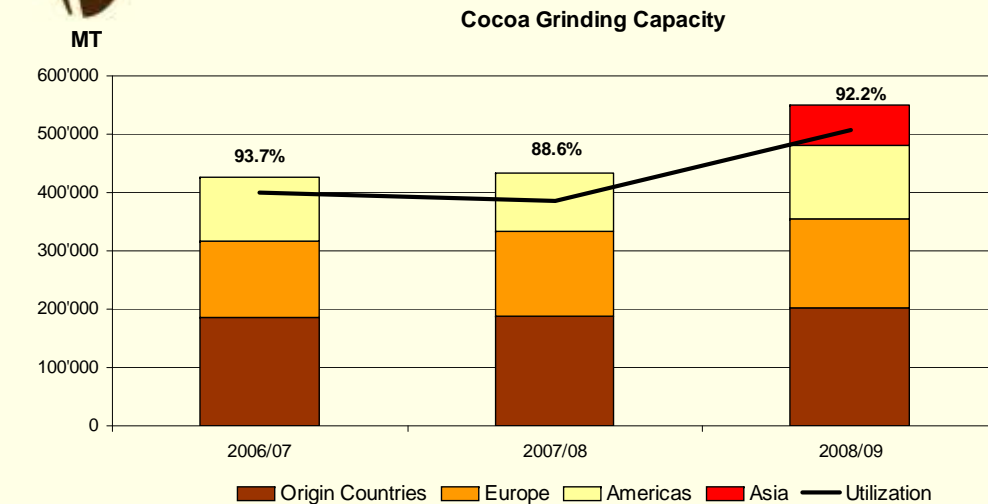


* In local currencies



Plant utilization per end 2008/09

2007 -09 substantial expansion of plant capacity



- ▶ BC has usually utilization rates in chocolate of > 90%, in cocoa grinding even higher
- ▶ High capacity expansion 2007-09 leads to temporary lower utilization rates
- ▶ Utilization rates in moulding (to produce chocolate tablets etc.) is lower at on average 70%