



Half-year results 2008/09

Roadshow presentation

April 2009





Cautionary note

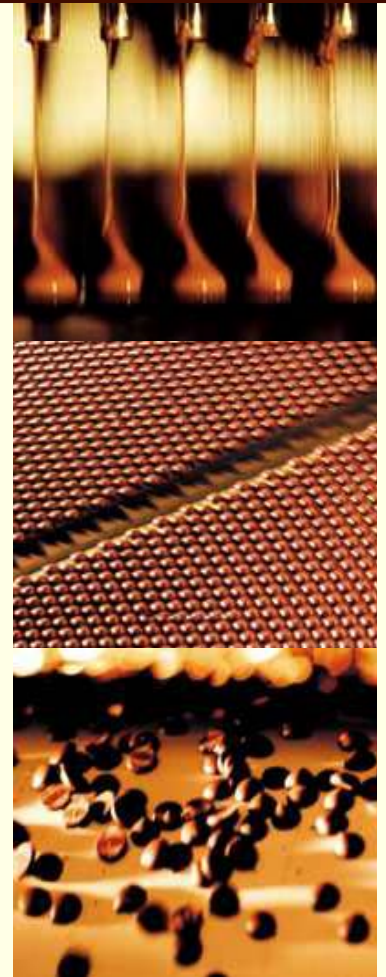
Forward-looking statements

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 2007/08. 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.

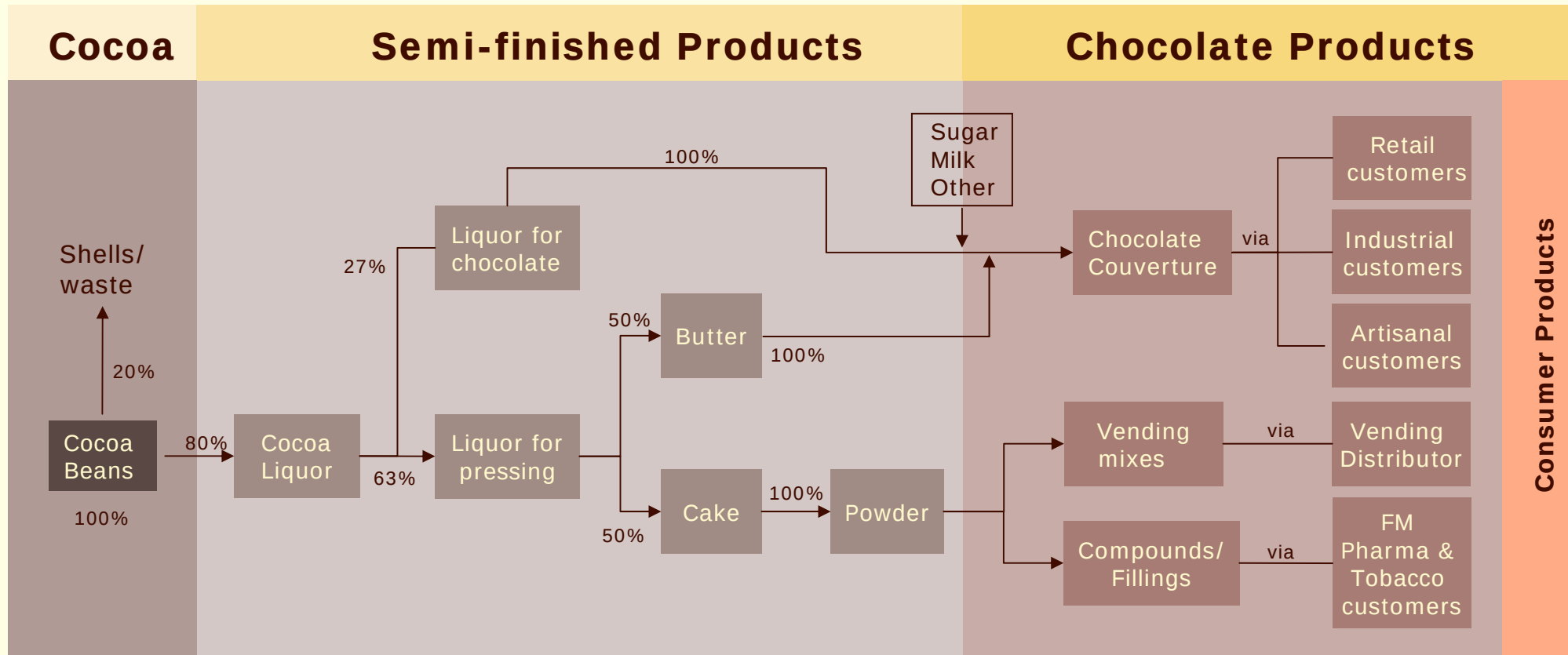


Agenda

- ▶ **Barry Callebaut company overview**
- ▶ Highlights H1 2008/09
- ▶ Financial and operational performance
- ▶ Outlook



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

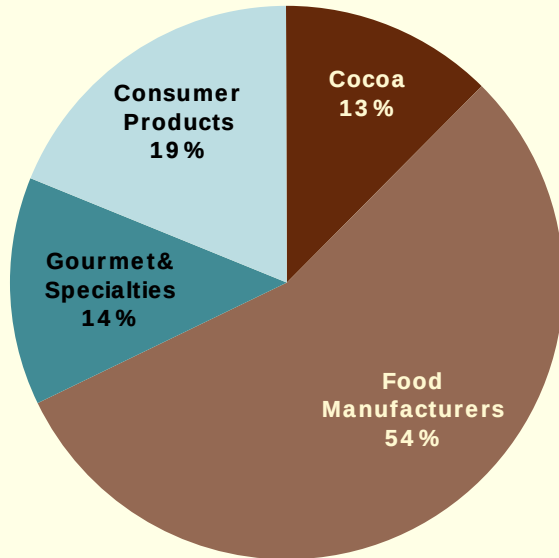




Barry Callebaut at a glance

FY 2007/08

Net revenue: CHF 4.8 bn



EBIT CHF 341.1 m

Net Profit* CHF 209.0 m

*from continuing operations

April 2009 | Barry Callebaut – H1 08/09

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 close to **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**

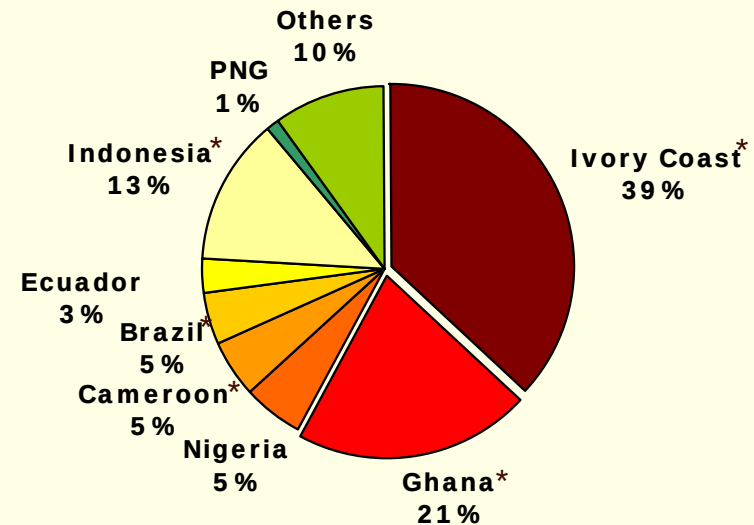


Global areas of responsibility for defined customer segments

▶ Cocoa

Industrial customers

- ▶ Beverages
- ▶ Chocolate & Confectionery industry
- ▶ Tobacco industry
- ▶ Pharmaceutical industry



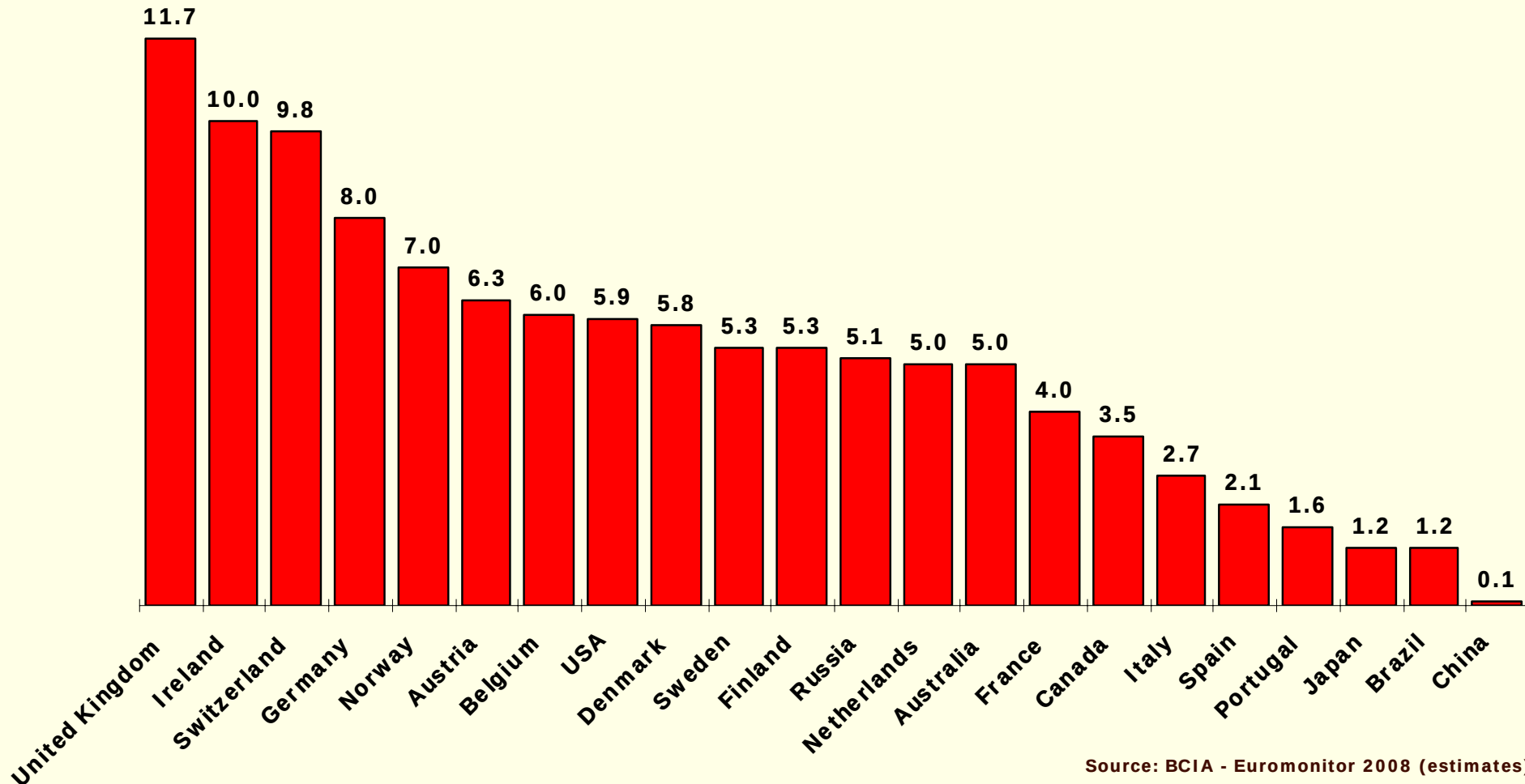
- ▶ Total 3,684 m tonnes harvested globally in 2007/08
- ▶ BC sources ~470k MT/y (07/08) cocoa, thereof 65% directly from farmers, cooperatives & local trade houses
- ▶ BC has various cocoa processing facilities in origin countries*, in Europe and in the USA

- ▶ The cocoa business units produces semi-finished cocoa products for Barry Callebaut group and third party customers



Europe has highest per capita consumption of chocolate

Consumption of chocolate confectionery 2008 – kilos per head

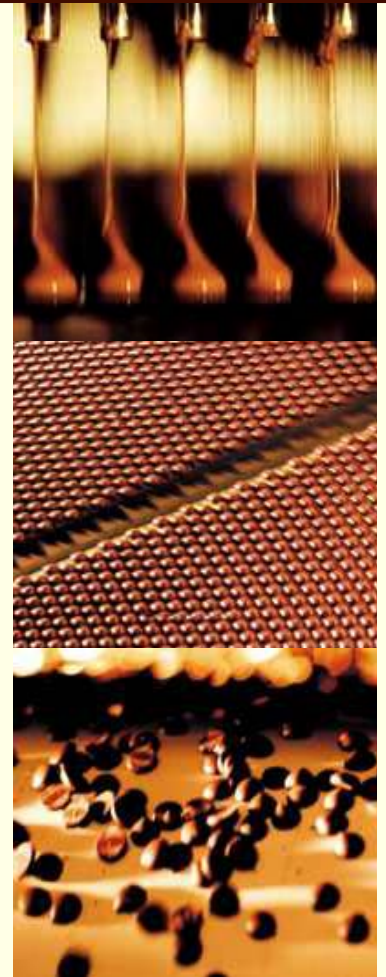


Source: BCIA - Euromonitor 2008 (estimates)



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Increased profitability in recessionary markets

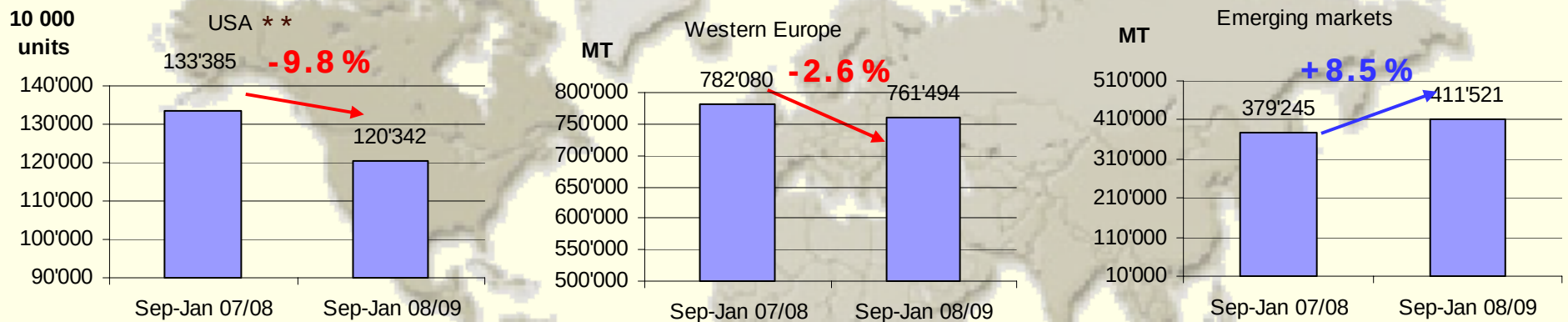
- ▶ Sales volumes remain stable at 611,920 tonnes in a declining global chocolate market
- ▶ Sales revenue increases 4.7% in local currencies
In Swiss francs: CHF 2,543.1 million (-1.6%)
- ▶ Operating profit (EBIT) rose 17.6% in local currencies
In Swiss francs: CHF 218.6 million (+9.1%)
- ▶ Net profit for the period grew 23.2% in local currencies
In Swiss francs: CHF 143.4 million (+15.3%)
- ▶ Barry Callebaut sees fiscal year 2008/09 as a year of slower volume growth
- ▶ Confirms mid-term financial targets
- ▶ Strong financing position

Exceptionally challenging markets

Declining mature markets, growing emerging markets



Global chocolate confectionary market: Declining trend in key markets



► Barry Callebaut investments in emerging markets are paying off:

Russia (new factory 2007), China (new factory 2008), Czech Republic (new sales office 2008), Poland (factory upgrade 2008-09), Malaysia (new cocoa factory 2008), Japan (new production facility 2008), Mexico (new factory 2009)

► Optimal footprint in the US allowed for market share gains

*Poland, Russia, Ukraine, Turkey, Brazil, China

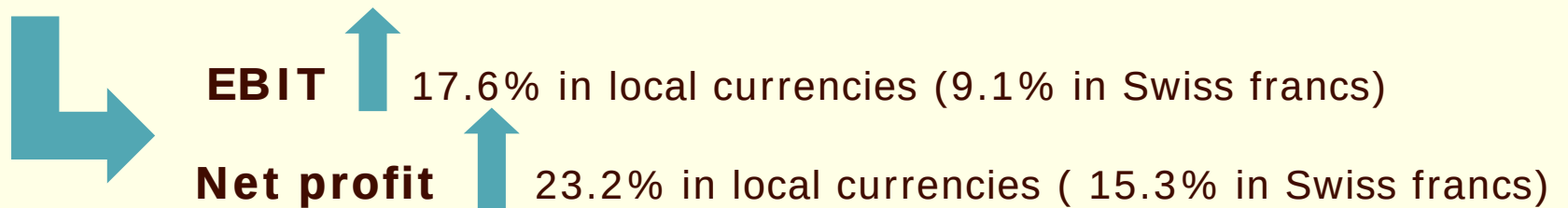
Source: Nielsen Data, chocolate confectionary, Sep 08 – Jan 09

** Wal-Mart not included



Profitability drivers in challenging markets

- ▶ Continued cost savings first introduced in January 2008
 - ▶ Hiring freeze
 - ▶ Flexible operational set-up – reduce production costs
 - ▶ Reduced promotional spend
- ▶ Higher product margins
- ▶ Lower logistics costs
 - ▶ Decrease in shipping costs of up to 50%
- ▶ Efficiency improvement measures
 - ▶ Supply chain efficiencies
- ▶ Beneficial impact of higher cocoa product margins (combined ratio)





Barry Callebaut to focus on FM and Gourmet

- ▶ Barry Callebaut has taken major steps to focus on its core Food Manufacturers and Gourmet business:
 - ▶ Sale of Van Houten Singapore consumer business to Hershey's (February 2009)
 - ▶ Memorandum of Understanding with Natra to possibly integrate Barry Callebaut's European Consumer Products business into Natra (March 2009)
 - ▶ Distribution agreement with Bunge in Brazil (March 2009)



Focus on core business



Natra transaction will allow BC to focus on core

MoU for the combination of BC and Natra consumer businesses in Europe

Barry Callebaut:

- ▶ Natra shares (30-49%)
- ▶ Long-term supply agreement for 85,000 tonnes liquid chocolate p.a.



Natra:

- ▶ Consumer chocolate factories from Barry Callebaut
- ▶ Guaranteed supply of liquid chocolate
- ▶ Reduction of Natraceutical stake to < 25%

Mutual benefits:

- ▶ Complementary product portfolio
- ▶ Complementary geographical set-up
- ▶ Create No. one player in Private Label in Europe
- ▶ New expansion opportunities in Eastern Europe and Asia
- ▶ Pro forma sales of the combined entity of EUR850m for year ending Dec-08, corresponding to 215kT

BC signs distribution agreement in Brazil



- ▶ Exclusive distribution agreement with Bunge for food service segment across the country for products made in Brazil
- ▶ BC and Bunge will jointly develop products
- ▶ Bunge has the largest distribution network in Brazil. Every day, it serves about 25.000 bakeries and pastry shops
- ▶ The Brazilian food service segment estimated at about 60,000 tonnes p.a. for chocolate and compound
 - ➔ The target volume for Barry Callebaut and Bunge is to capture about 10,000 tonnes within 2-3 years
- ▶ Barry Callebaut will build a new 20,000-tonne chocolate factory in South-East Brazil. Production to start by end 2009
 - ➔ Optimized manufacturing footprint in the Americas



Chocolate factory in South-East Brazil by end 2009



BC innovation leader: controlled fermentation

Fermentation: naturally removes the remaining fruit pulp that sticks to the beans. The beans change color from beige to purple and develop their aroma. Fermentation is a spontaneous process and differs from country to country.

Main benefits of controlled fermentation:

Quality characteristics

- No or very few bean defects
- Consistency in quality

Taste & components

- No off-flavors
- Constant flavor
- Better preservation of flavanols
- Increased functional components

Processability

- Easier processable
- Light color liquor possible



Strategic highlights H1 2008/09

Implementing BC's strategy



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



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



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



December 2008
Launch of tooth friendly chocolate with customer Daskalidès and Smet in Belgium



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



March 2009
Barry Callebaut and Natra sign MoU on the integration of BC's European consumer products business into Natra

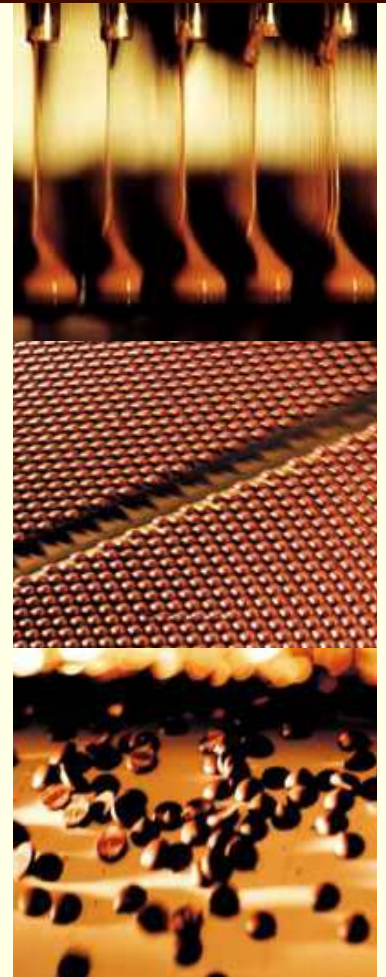


2009
Chocolate factory in Brazil



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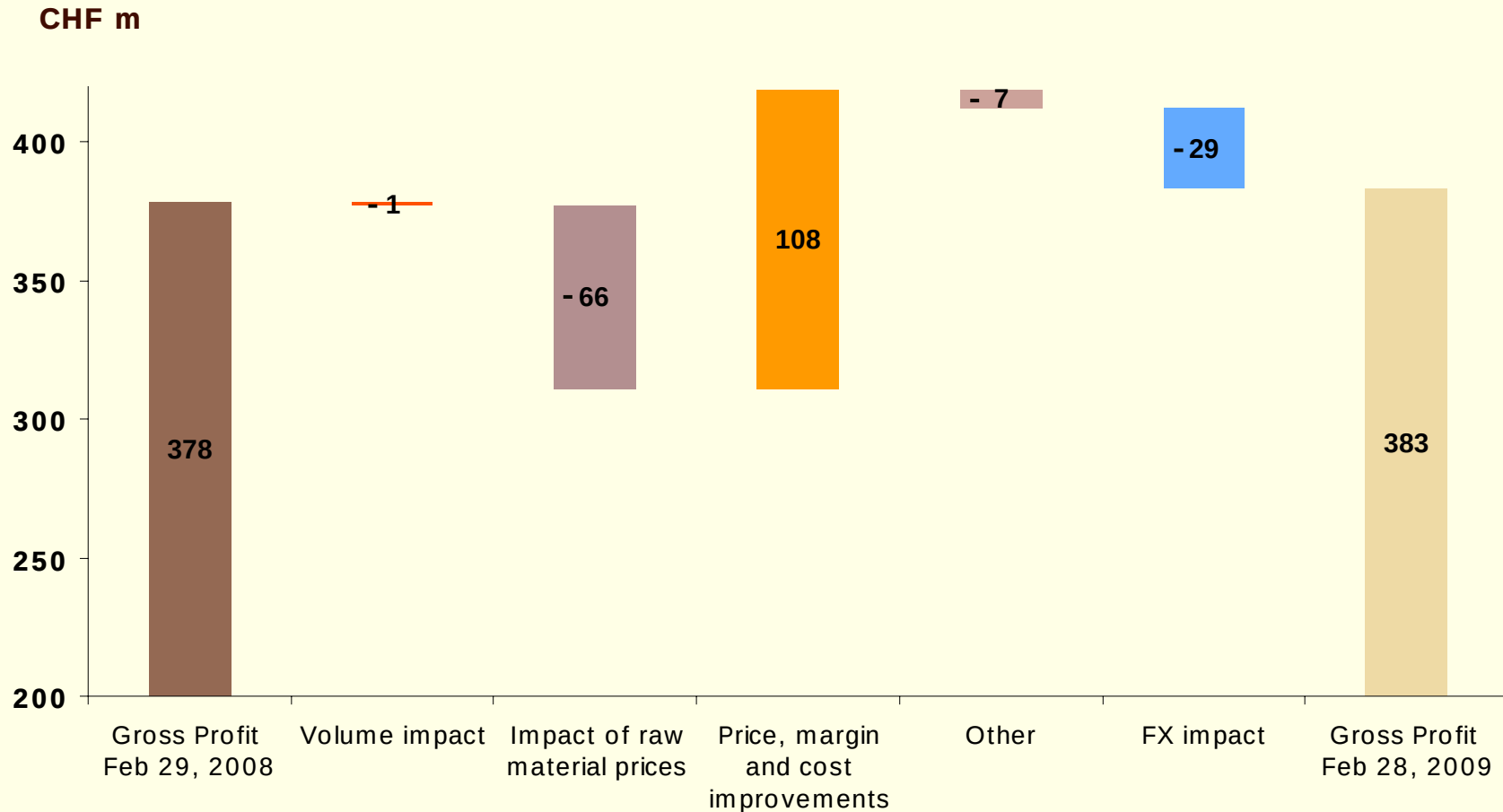
Key Figures

Increased profitability in recessionary markets

	Change in %		2008 / 09	2007 / 08
	in CHF	in local currencies	6-months	6-months
Volume sold in ('000)	-0.1 %		611.9	612.4
Sales revenue (in CHF m)	-1.6 %	4.7 %	2'543.1	2'585.0
Gross profit (in CHF m)	1.4 %	9.0 %	383.2	378.0
Gross profit as % of sales			15.1 %	14.6 %
EBIT (in CHF m)	9.1 %	17.6 %	218.6	200.4
EBIT as % of sales			8.6 %	7.8 %
EBIT per tonne (CHF)	9.2 %	17.7 %	357.2	327.2

GROSS PROFIT

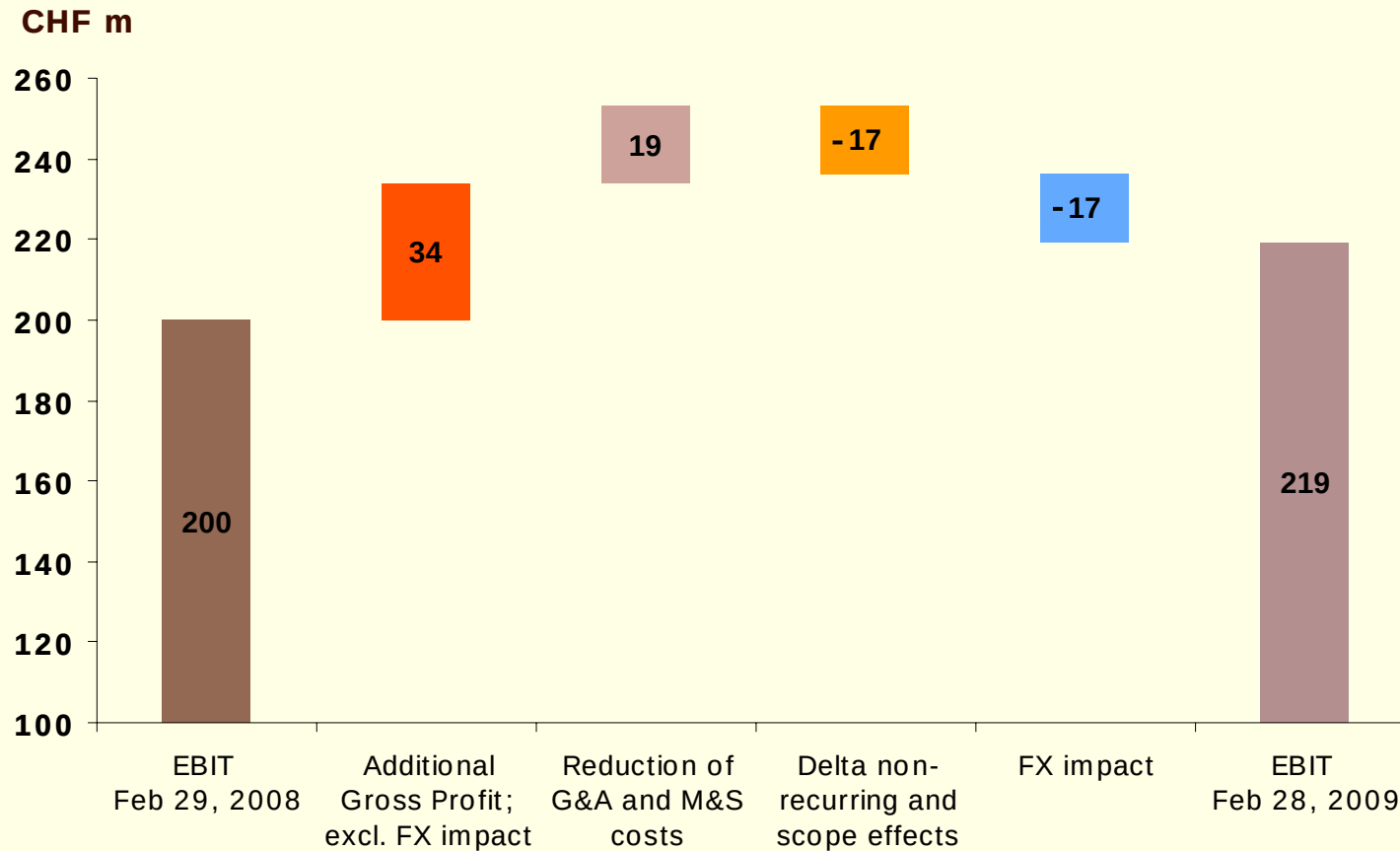
Price increases and efficiency measures more than compensate higher input prices and FX effect





EBIT

Increased profit despite negative FX impact

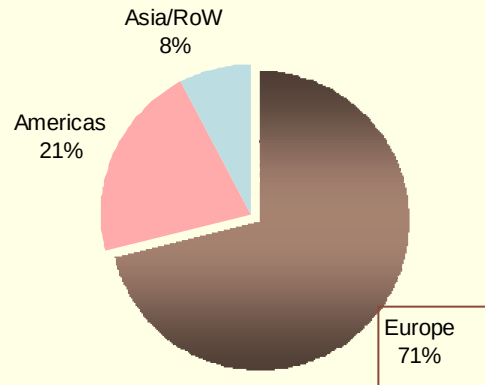




Region Europe

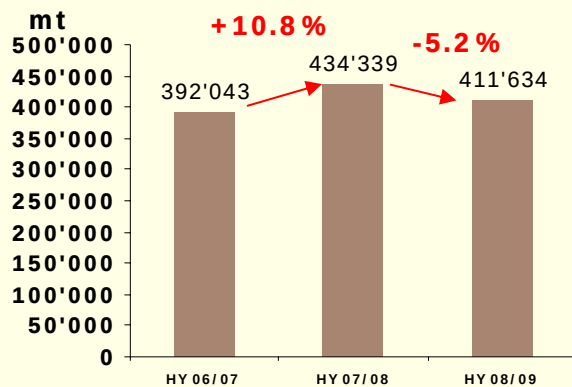
Improved profit in declining market

Regional revenue split H1 08/09

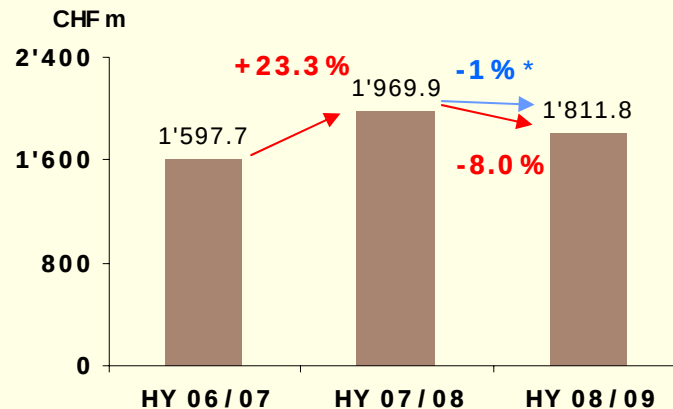


- ▶ Volumes in FM and Gourmet declined in line with negative market trends in key countries such as France, Belgium, Italy and Spain.
- ▶ Eastern European volumes grow double digit thanks to more resilient market and gains in market share.
- ▶ Revenues flat in local currencies, down in Swiss Francs due to downtrading (lower average price) and currency impacts.
- ▶ Operating profit up as a result of cost savings measures, improved margins and a good profitability in cocoa product processing.

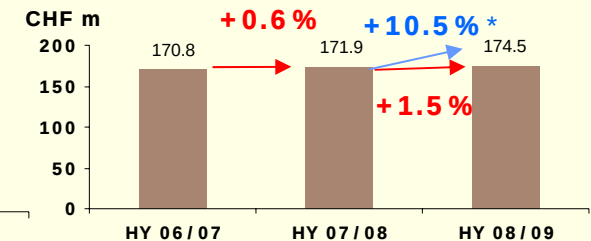
Volumes



Revenue



EBIT

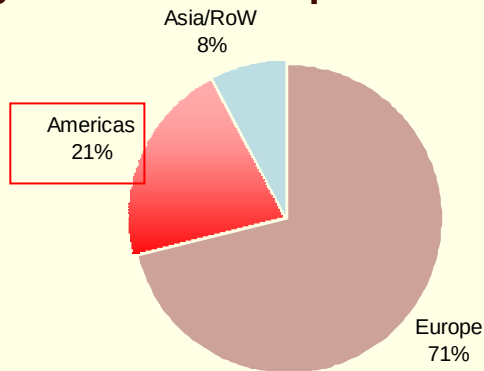




Region Americas

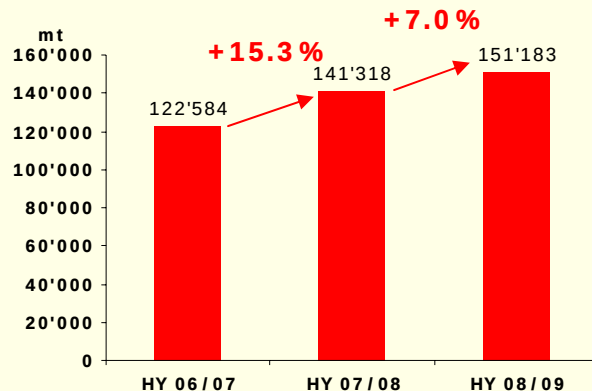
Continued growth in challenging market

Regional revenue split H1 08/09

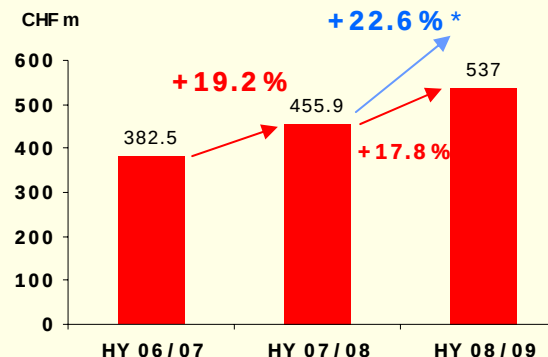


- ▶ Positive volume development, driven by new outsourcing contracts and gains in market share. This despite a strongly declining confectionery market.
- ▶ Revenues increased as result of volume growth and price increases.
- ▶ BC started to deliver liquid chocolate from Mexican factory to Hershey.
- ▶ EBIT improved due to higher volumes and economies of scale, yet affected by shifts from European Gourmet brands to locally produced (lower priced) Gourmet products.

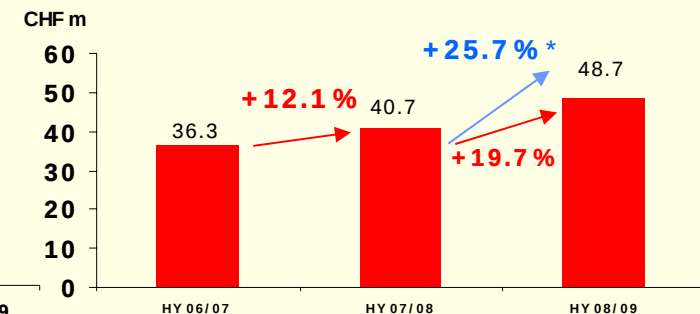
Volumes



Revenue



EBIT



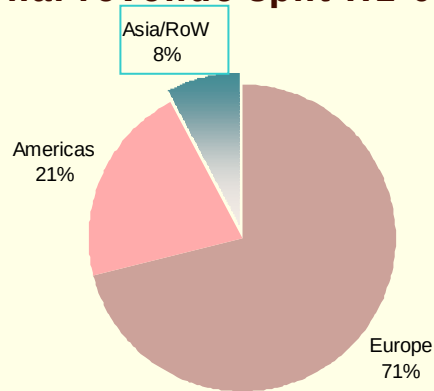
*change in local currencies

** Nielsen data for Sep 08 – Jan 09



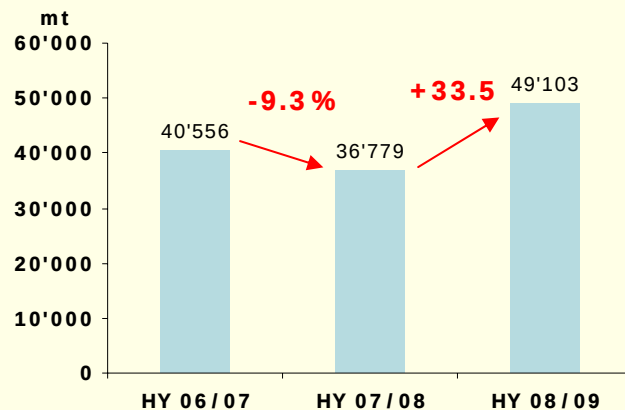
Increased volumes, capacity expansion

Regional revenue split H1 08/09

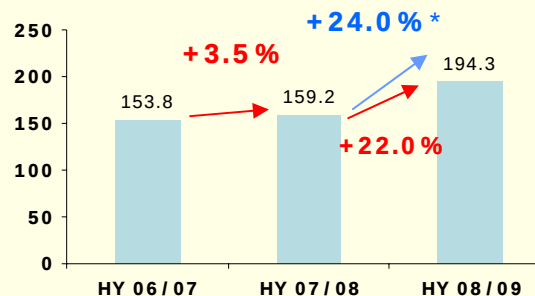


- ▶ After a slow start (Melamine issue) volume picked up in Q2. Growth was supported by additional volumes from new factories in Malaysia and Japan.
- ▶ EBIT was positively impacted by the volume growth and a one-time gain from the sale of Asian Consumer business Van Houten. Pressure came from additional fixed costs from the new factories and lower absolute margins from locally produced Gourmet products.

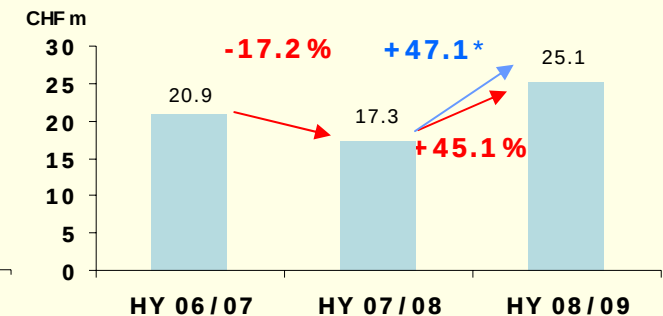
Volumes



Revenue



EBIT

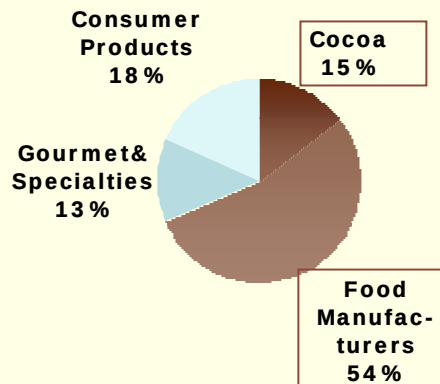




Industrial Segment

Slow down in growth, strong cocoa profitability

Revenue by Business Unit H1 08/09



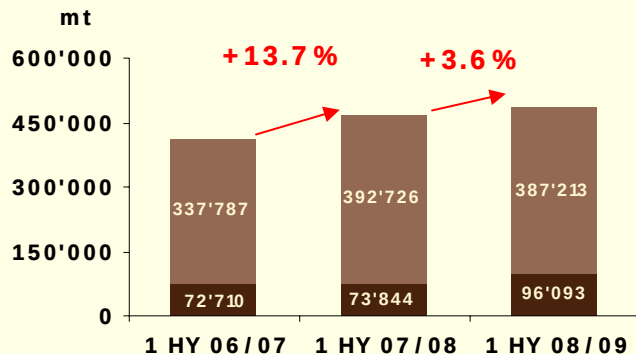
Cocoa

- ▶ Semi-finished product sales to 3rd parties were pushed due to high price levels with good profitability.
- ▶ New capacities in Malaysia, USA and Ivory Coast supported the strong performance.

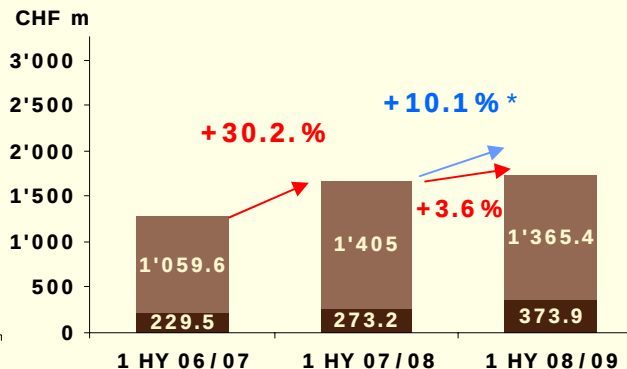
Food Manufacturers

- ▶ Declining volume due to difficult market environment in key Western European markets combined with a general destocking by retailers, distributors and food manufacturers.
- ▶ Positive margin development due to improved margins and cost savings effects

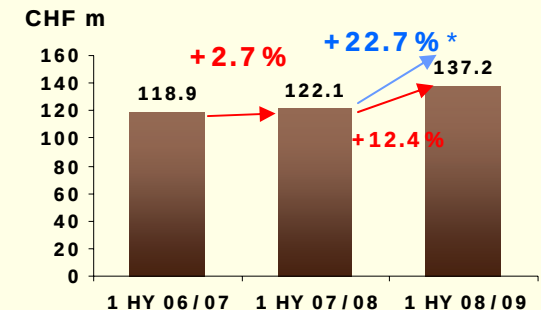
Volumes



Sales Revenue



EBIT



*change in local currencies

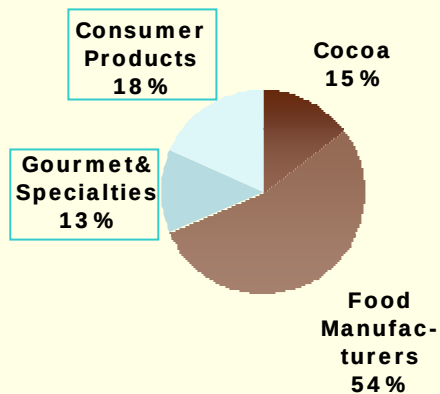
* Price charged for semi-finished products compared to cocoa bean price



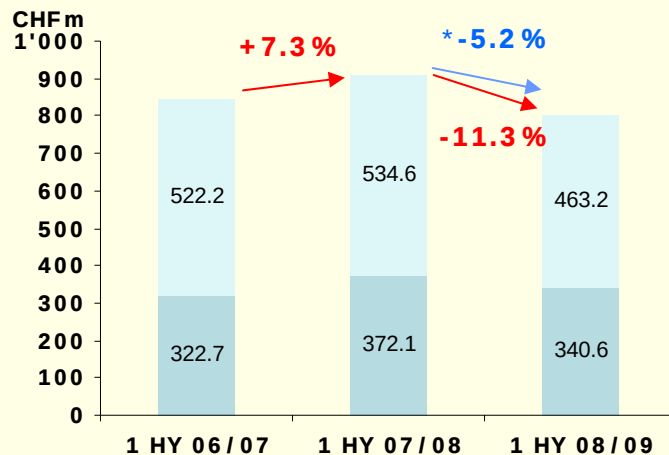
Food Service/Retail segment

Downtrading supports PLB, dampens HORECA

Revenue by Business Unit H1 08/09



Sales Revenue



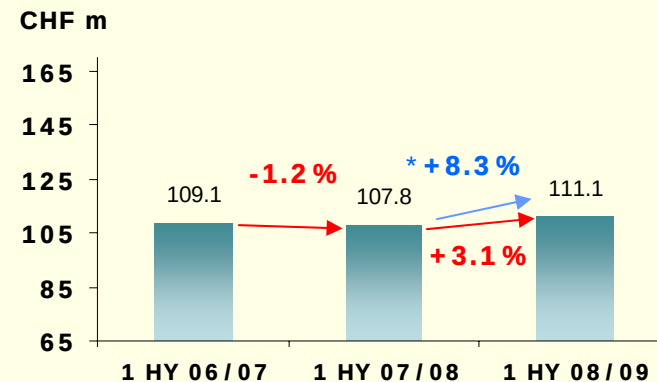
Gourmet & Specialties

- ▶ Revenues down due to slightly lower volumes and a shift to lower priced, locally produced products
- ▶ HORECA segment affected by recession, however, sales to bakeries, pastries and chocolatiers are stable

Consumer Products

- ▶ European consumer business in total with slightly positive revenue development (adj. for FX and scope effects) due to positive development of PLB (Private label business)
- ▶ Profitability strongly improved after weak prior year and as the result of price increases.

EBIT

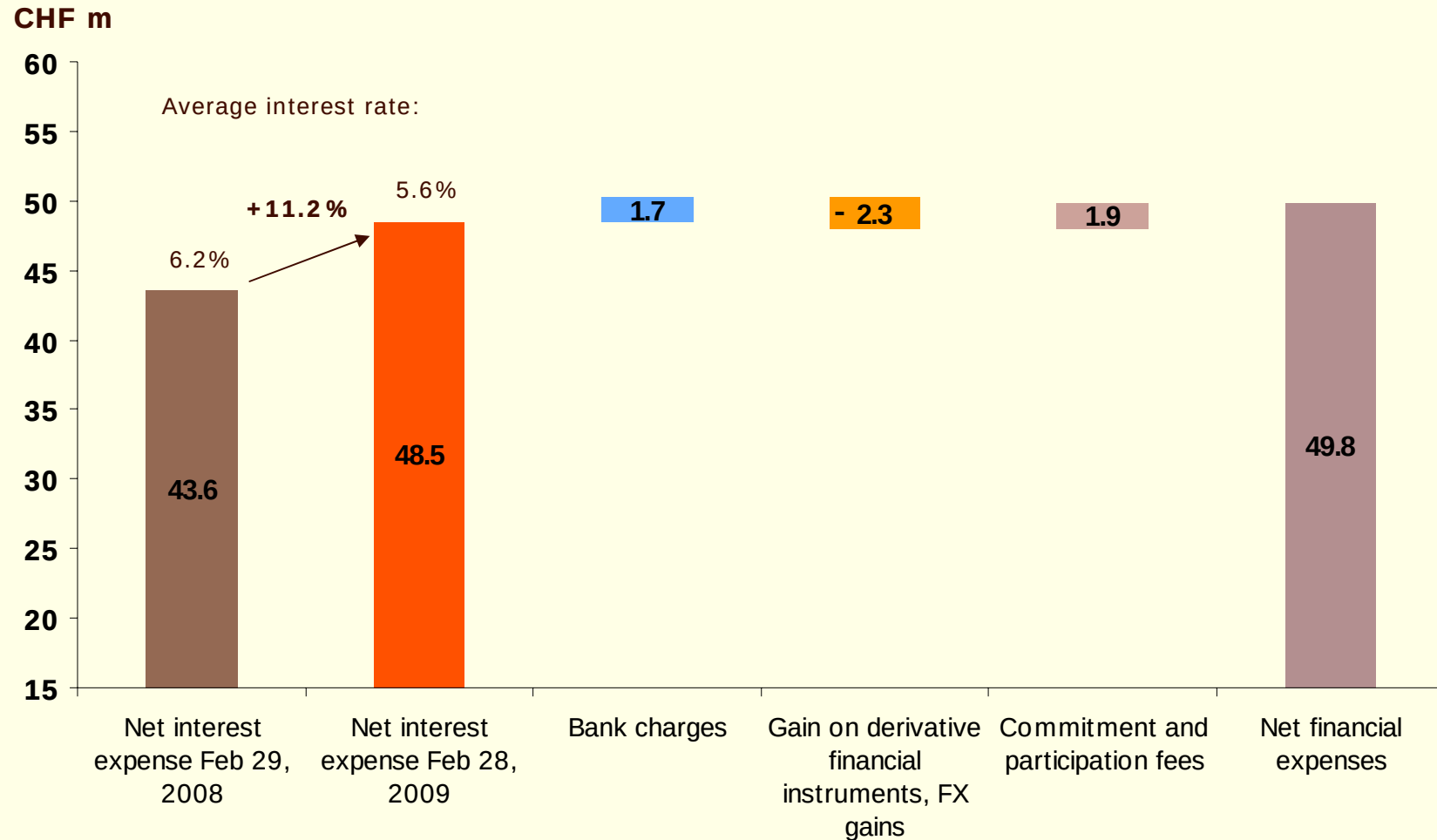


*change in local currencies



Below EBIT - Financial Expense

Lower interest rate - increased average debt level





P&L Overview

Strong CHF has a negative impact on results

		% change	Feb 28, 2009	Feb 29, 2008
Revenue from sales and services	CHF m	-1.6%	2'543.1	2'585.0
<i>in local currencies</i>		4.7%	2'706.7	
Gross Profit	CHF m	1.4%	383.2	378.0
<i>in local currencies</i>		9.0%	412.0	
EBITDA	CHF m	4.5%	268.1	256.5
<i>in local currencies</i>		12.4%	288.4	
EBIT	CHF m	9.1%	218.6	200.4
<i>in local currencies</i>		17.6%	235.6	
<i>EBIT per tonne</i>	CHF	9.2%	357.2	327.2
Net financial expense	CHF m	15.5%	-49.9	-43.2
Disposal of financial assets, other	CHF m		0.3	-6.9
Income taxes	CHF m	4.1%	-25.6	-24.6
Net Profit from continuing operations	CHF m	14.1%	143.4	125.7
Net loss from discontinued operations	CHF m		0.0	-1.3
Net Profit	CHF m	15.3%	143.4	124.4
<i>in local currencies</i>		23.2%	153.2	
Earnings per share (EPS)	CHF	15.6%	27.8	24.1
Shareholders' Equity	CHF m	8.9%	1'168.9	1'073.1



Key figures balance sheet

CHF m

	Change (year-on-year)		Feb 09	Aug 08	Feb 08
	[%]	absolute			
Total assets	-1.9%	-71.8	3'704.5	3'729.5	3'776.3
Net working capital	13.5%	135.9	1'143.2	1'037.1	1'007.3
Non-current assets	12.1%	148.9	1'384.2	1'423.7	1'235.3
Net debt	16.5%	158.1	1'116.9	1'041.2	958.8
Shareholders' equity	8.9%	95.8	1'168.9	1'175.9	1'073.1
Average bean price previous months (£): 48%			1'632	1'483	1'102



Key ratios

Barry Callebaut has solid key ratios

	Feb 09	Aug 08	Feb 08
Debt/Equity ratio ¹⁾	95.6 %	88.5%	89.3 %
Solvency ratio ²⁾	31.6 %	31.5%	28.4 %
Net debt/EBITDA (12 month roll-over)	2.5x	2.3x	2.2x
Interest cover ratio ³⁾	5.4x	4.8x	5.9x
ROIC (12 month roll-over) ⁴⁾	14.5 %	14.0%	13.6 %
ROE (12 month roll over) ⁵⁾	19.4 %	17.7%	19.3 %

1) Net debt / Shareholders' equity

2) Shareholders'equity / Total assets

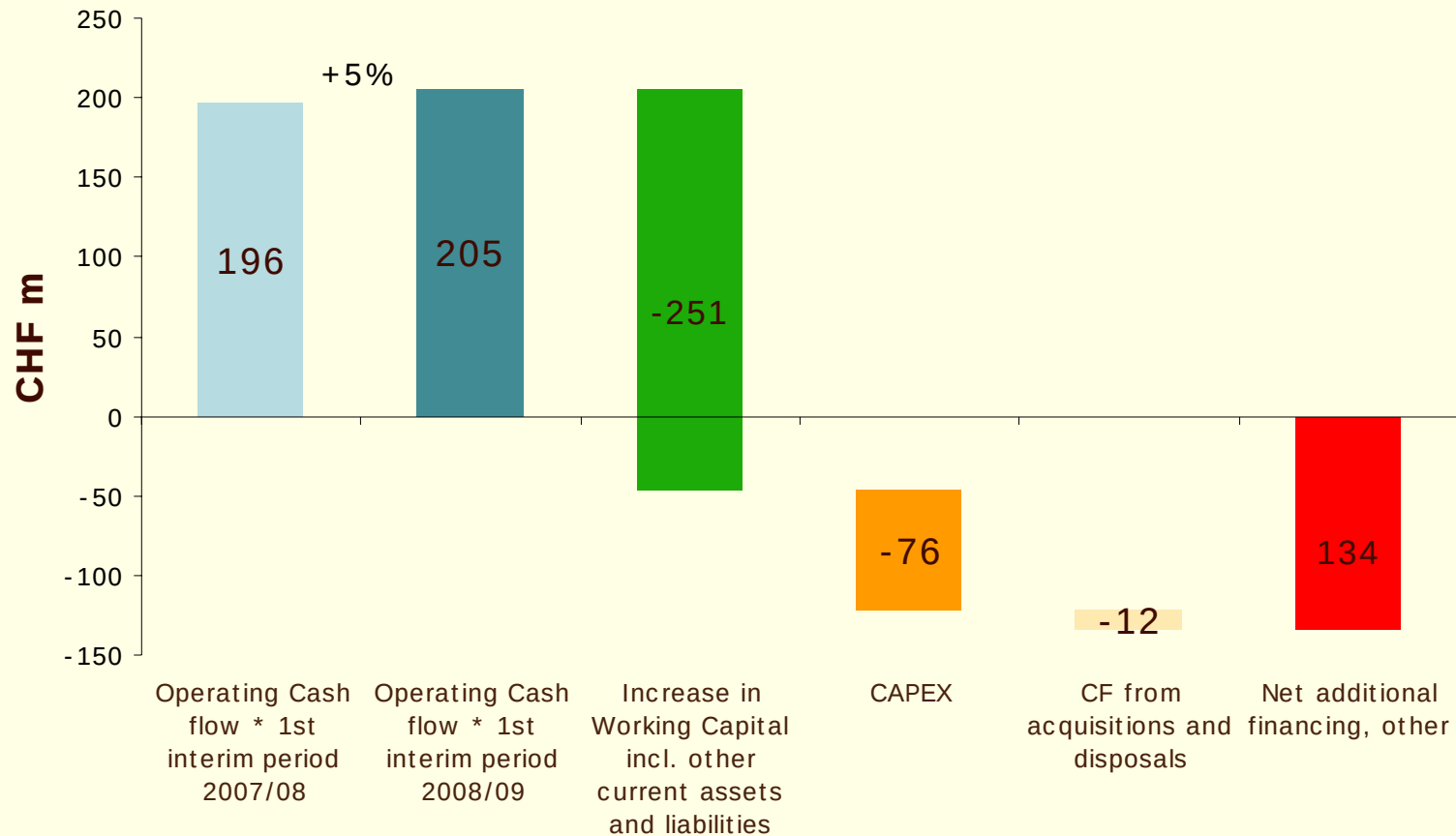
3) EBITDA / Net financial expenses

4) EBIT x (1-effective tax rate) / average capital employed

5) Profit after taxes / Shareholders equity

Cash-Flow

Stable operating cash flow*, higher investments in working capital due to seasonal factors

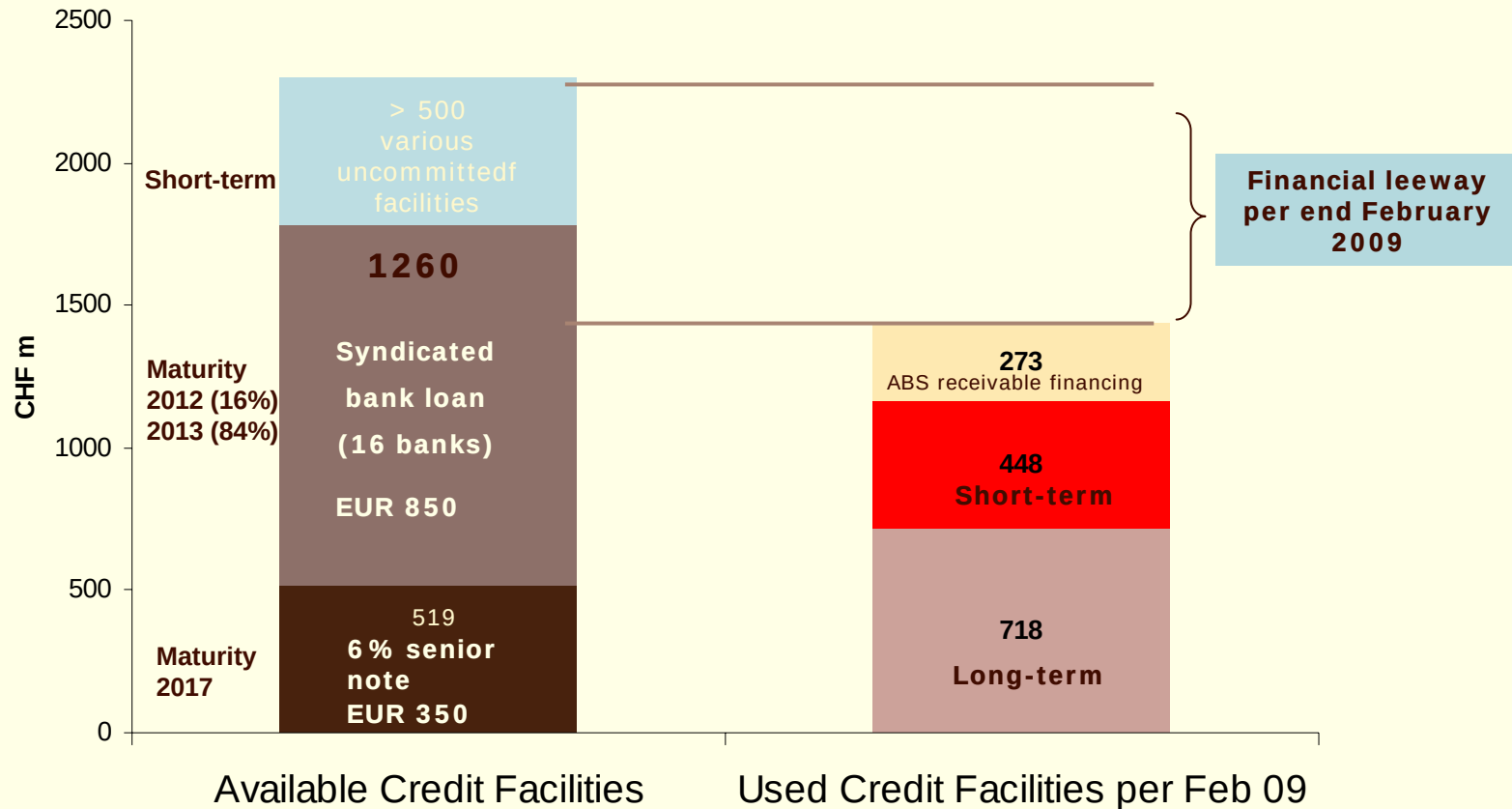


*Before WC changes, after interest and tax



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

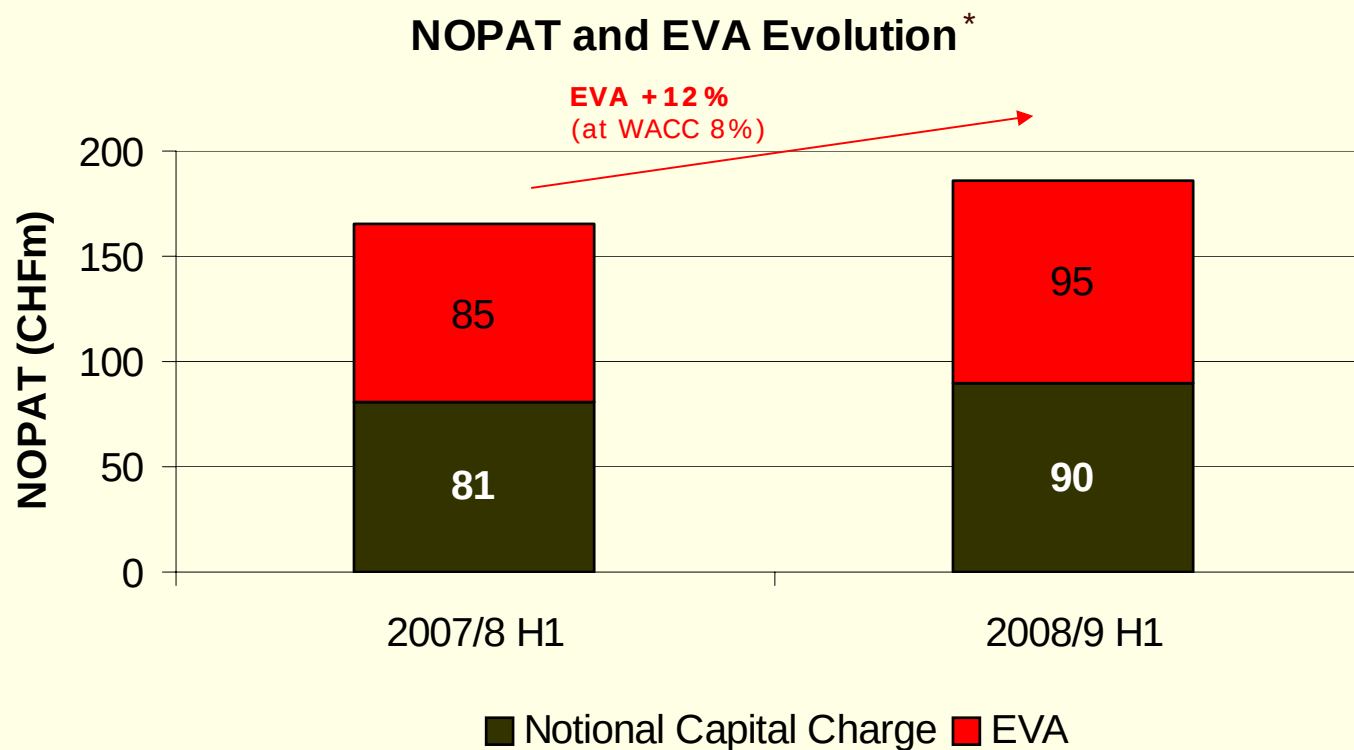
Financing and liquidity situation per February 28, 2009 [CHF]



Natra transaction – impact on BC financials [preliminary]



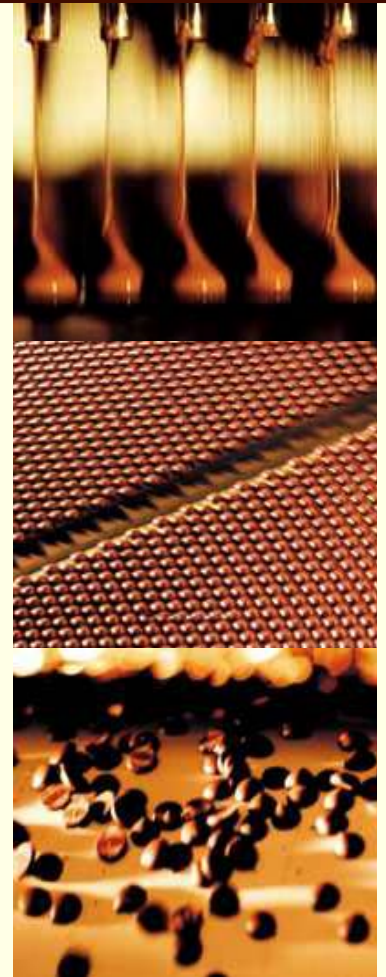
- ▶ Revenue carve out from European Consumer business: CHF m 800-850
 - ▶ Additional volume for BC food manufacturing: > 85 000 tonnes from long-term outsourcing contract (revenues approx. 300 CHF m)
 - ▶ No short-term change in profitability expected:
 - ▶ Operating profit from outsourcing contract (industrial segment)
 - ▶ Income from equity participation in New Natra
 - ▶ Participate in upside from synergies
 - ▶ Final BC shareholding in New Natra: 30-49%, depending on deal structure and amount of debt level
 - ▶ At this moment, no write-off expected from transfer of Consumer Europe business – subject to final structure and valuation
- The transaction is still subject to various conditions such as satisfactory due diligence, secured financing, approvals from authorities





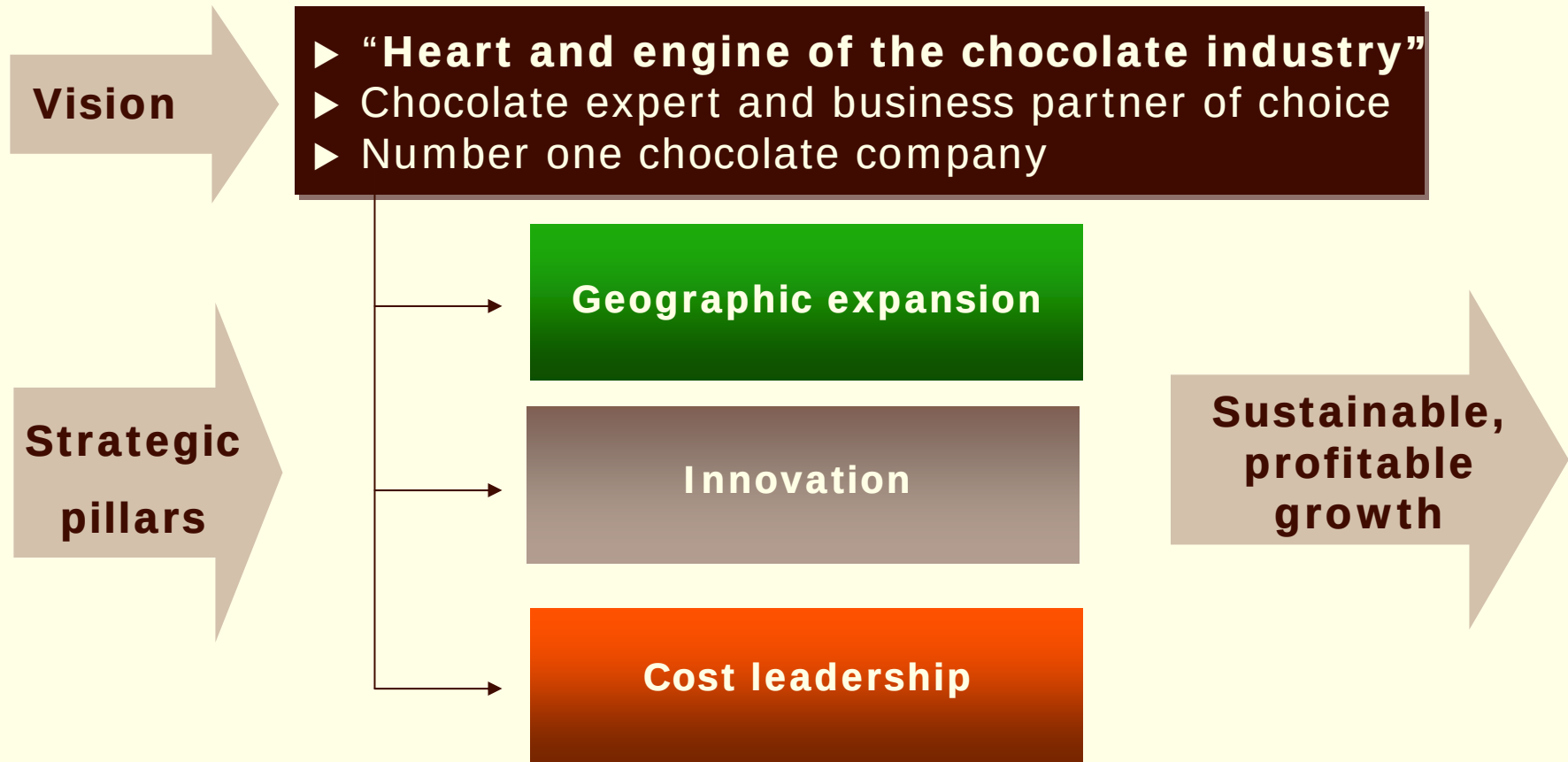
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Strategy successful even in challenging times





Confirms 4-year targets through to 2010/11

- ▶ Barry Callebaut sees 2008/09 as a year of slower volume but strong profit growth:
 - ▶ Volume growth expected at 2-4% - clearly outpacing the global chocolate market
 - ▶ Profits in local currencies to be in line with targets
- ▶ Good start to Q3 → volume growth to resume in second half of 2008/09
- ▶ Confirms four-year financial targets *
Annual growth targets on average for 2007/08 -2010/11**:
 - ▶ Volumes: 9-11%
 - ▶ EBIT: 11-14%
 - ▶ Net profit: 13-16%

* Our view for the 2007-2011 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



Summary



Barry Callebaut's well-balanced global presence, broad product portfolio and cost leadership are decisive advantages in times of economic crisis



Increased profitability in recessionary markets



2008 / 09 year of slower volume growth; Four-year financial targets confirmed





Back-up

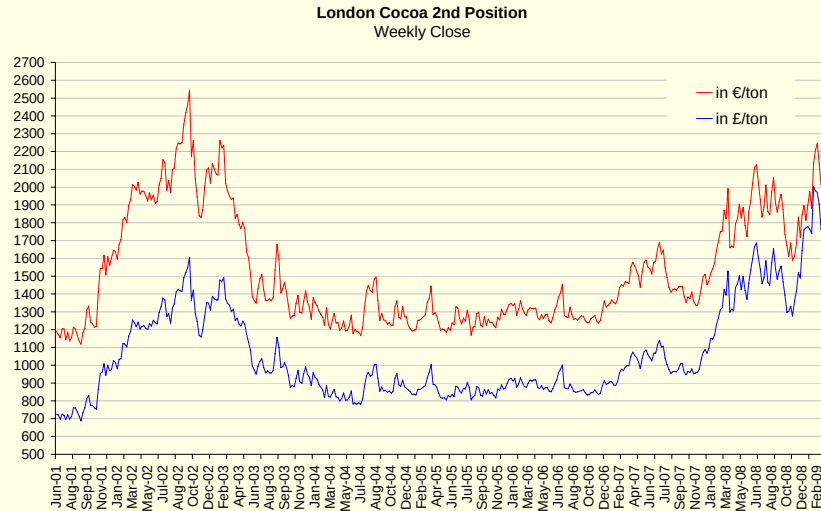
Raw materials price development in H1 2008/09

Lower raw material & higher cocoa butter prices



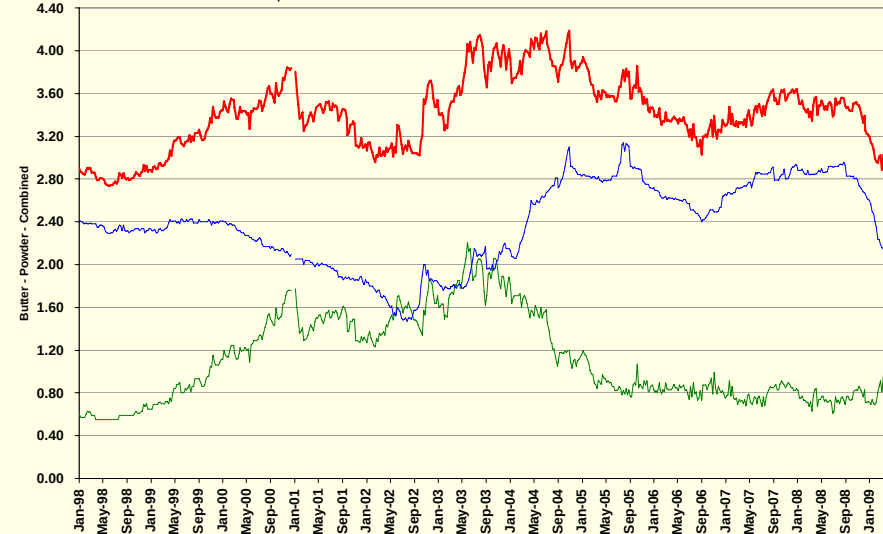
London Cocoa 2nd Position – weekly close

in £/ton

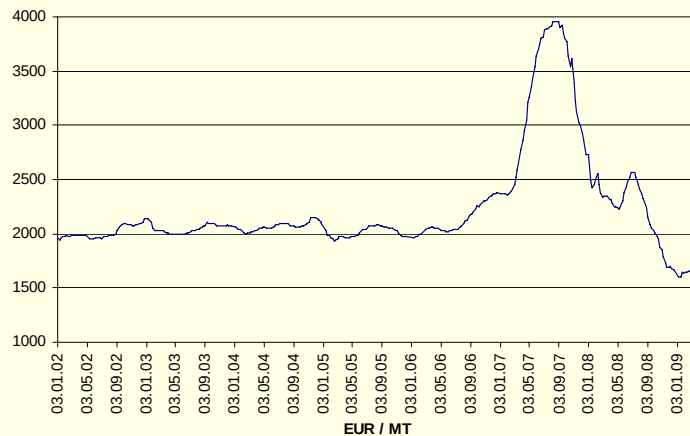


Cocoa powder-butter combined ratio

— EU powder — EU butter — Combined ratio



Skimmed milk powder prices



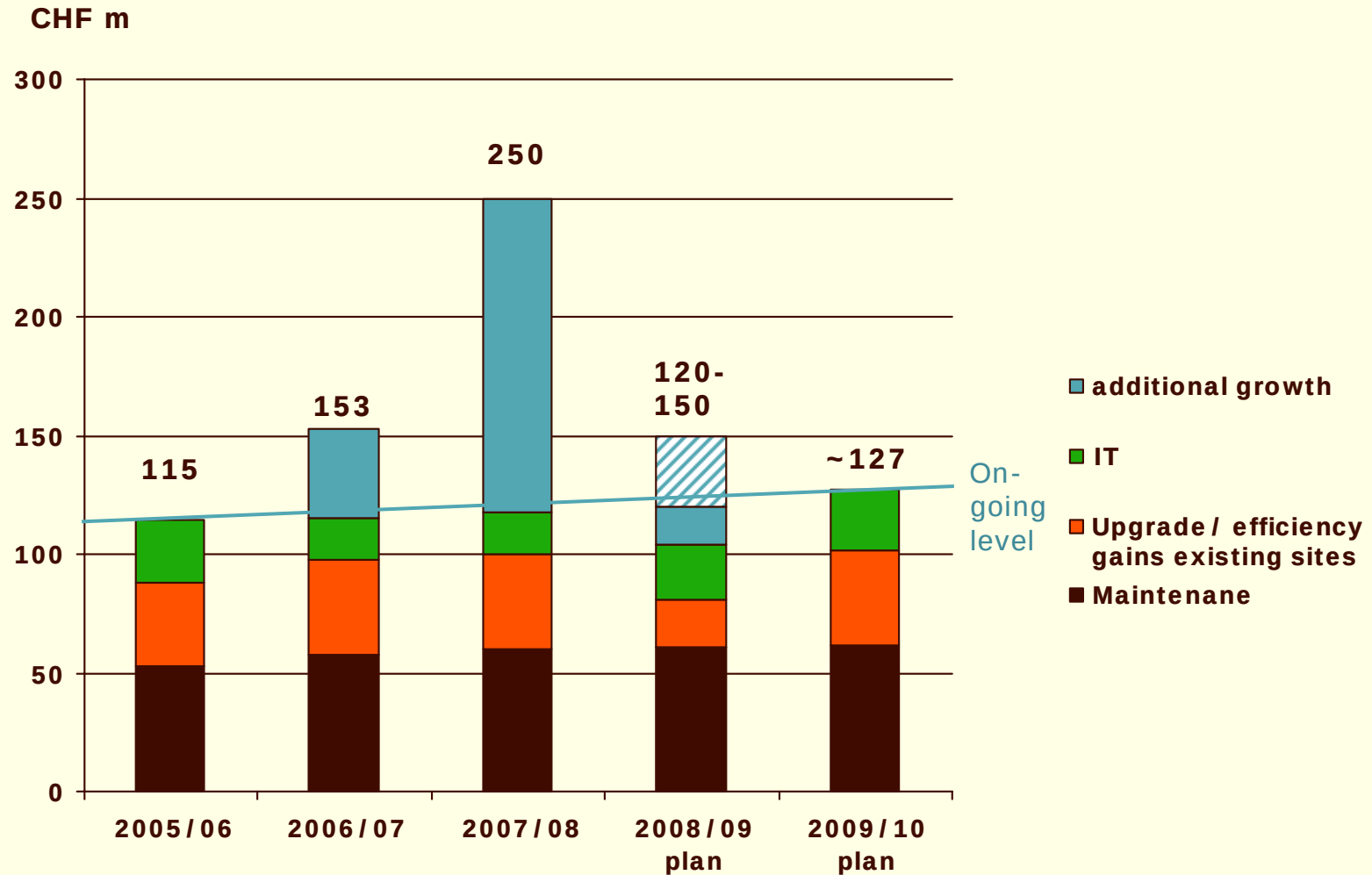
- ▶ BC's cost plus model for 80% of volume
- ▶ Combined cocoa ratio* was favorable in H1 2008/09, cocoa butter prices to decline in H2 2008/09
- ▶ Cocoa price still high in pound sterling, but in Euro not as high as end 2008

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



CAPEX development

Planned to decrease to maintenance level in 2 years





FX development versus CHF

Negative currently development

			BS Feb 2009	BS Feb 2008		P&L 1H 2009	P&L 1H 2008
Real (Brazilian)	BRL	-21%	0.49	0.62	-18%	0.52	0.63
Canadian Dollar	CAD	-12%	0.93	1.06	-11%	0.96	1.08
Yuan Renminbi	CNY	16%	0.17	0.15	10%	0.17	0.15
Czech Koruna	CZK	-17%	0.05	0.06	-8%	0.06	0.06
Euro	EUR	-6%	1.48	1.58	-6%	1.52	1.63
Pound Sterling	GBP	-20%	1.66	2.07	-18%	1.78	2.16
Indian Rupee	INR	-11%	0.02	0.03	-11%	0.02	0.03
Yen	JPY	20%	0.01	0.01	18%	0.01	0.01
Mexican Peso	MXN	-20%	0.08	0.10	-14%	0.09	0.10
Malaysian Ringgit	MYR	-3%	0.32	0.33	-2%	0.32	0.33
Zloty	PLN	-30%	0.32	0.45	-16%	0.39	0.46
Rouble (Fédération de Russie)	RUB	-25%	0.03	0.04	-12%	0.04	0.04
Swedish Krona	SEK	-23%	0.13	0.17	-15%	0.15	0.17
Singapore Dollar	SGD	2%	0.76	0.75	1%	0.77	0.77
Turkish Lira	TRL	-19%	0.69	0.85	-15%	0.75	0.89
US Dollar	USD	12%	1.16	1.04	5%	1.14	1.09
CFA Franc BEAC	XAF	-6%	2.26	2.41	-6%	2.32	2.48



Major changes in scope of consolidation

	Activity	Country	Effective as at:
- Chocodi	Consumer business	Ivory Coast	February 29, 2008
- Wurzener Dauerbackwaren GmbH	Consumer business	Germany	February 28, 2008
+ KL-Kepong Cocoa products (now BC Malaysia)	Cocoa processing	Malaysia	April 30, 2008
+ IBC International business company	Gourmet/ decorations	Belgium	September 17, 2008
- Van Houten Asia	Consumer business	Singapore	February 28, 2009