Barry Callebaut

Roadshow Presentation– Half-year results 2011/12

April 2012

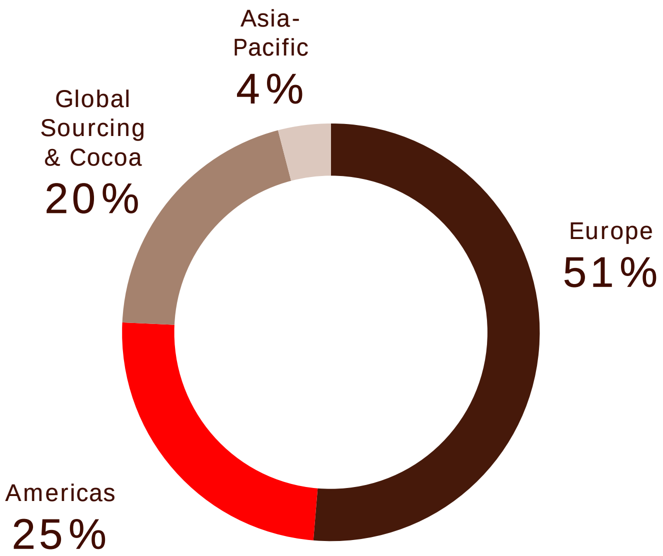
BARRY CALLEBAUT

Agenda

- **BC at a glance**
- Highlights HY 2011/12
- Financial and operational performance
- Strategy & Outlook

Barry Callebaut at a glance

FY 2010/11
Sales volume =1,296,438 tonnes



Sales revenue = CHF 4,554 m

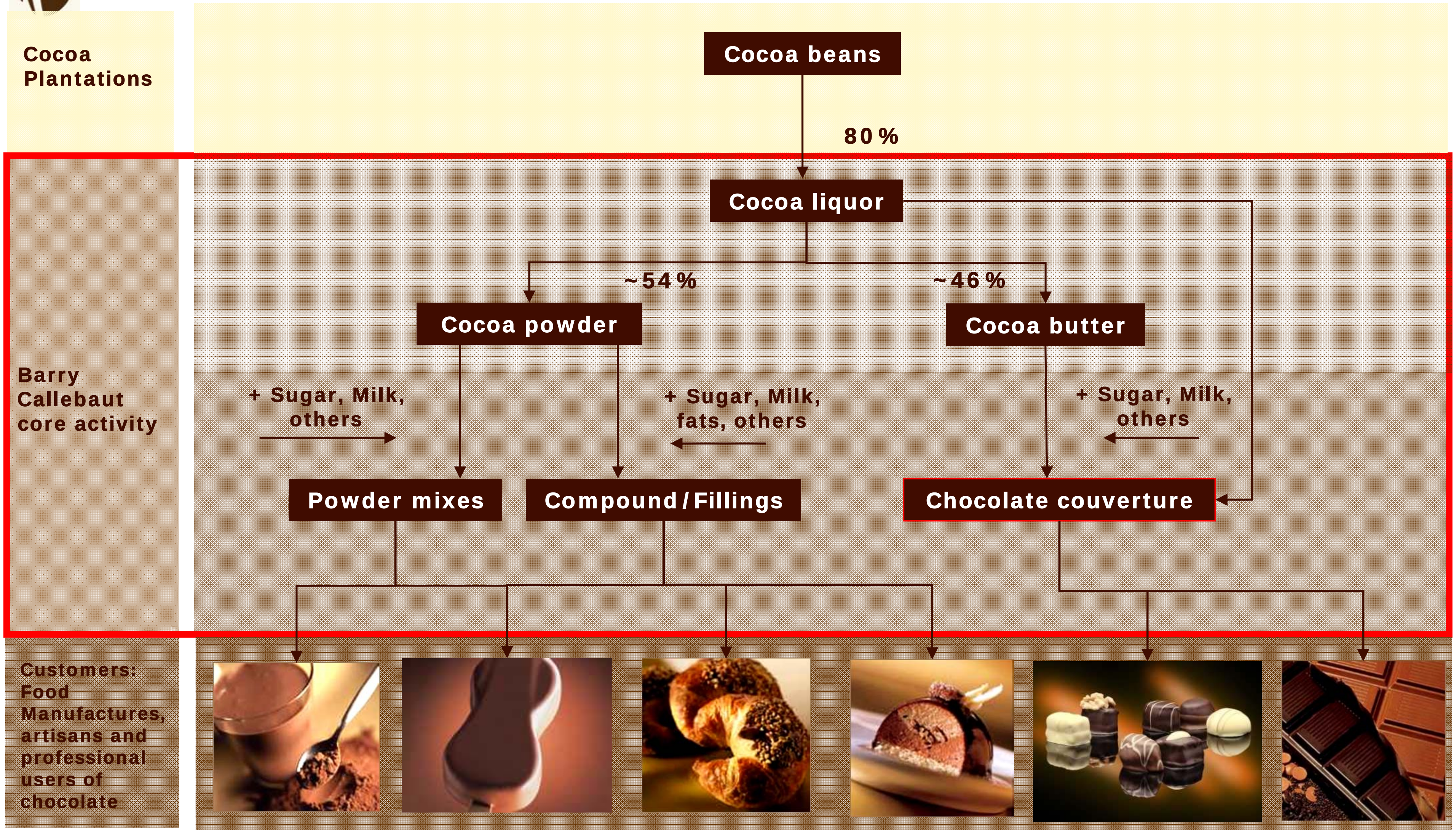
EBIT = CHF 360.6 m

Net Profit * = CHF 258.9 m

- **World leader** in high-quality cocoa and chocolate products and **outsourcing / strategic partner** of choice
- World's **largest supplier of Gourmet & Specialties chocolate** for artisanal customers
- **6,000 people** worldwide, around **40 production facilities**
- **Fully integrated** with a strong position in cocoa-origin countries
- **Close to 2,000 recipes** to cater for a broad range of individual customer needs
- We serve the entire food industry, from **industrial food manufacturers to artisans and professional users**

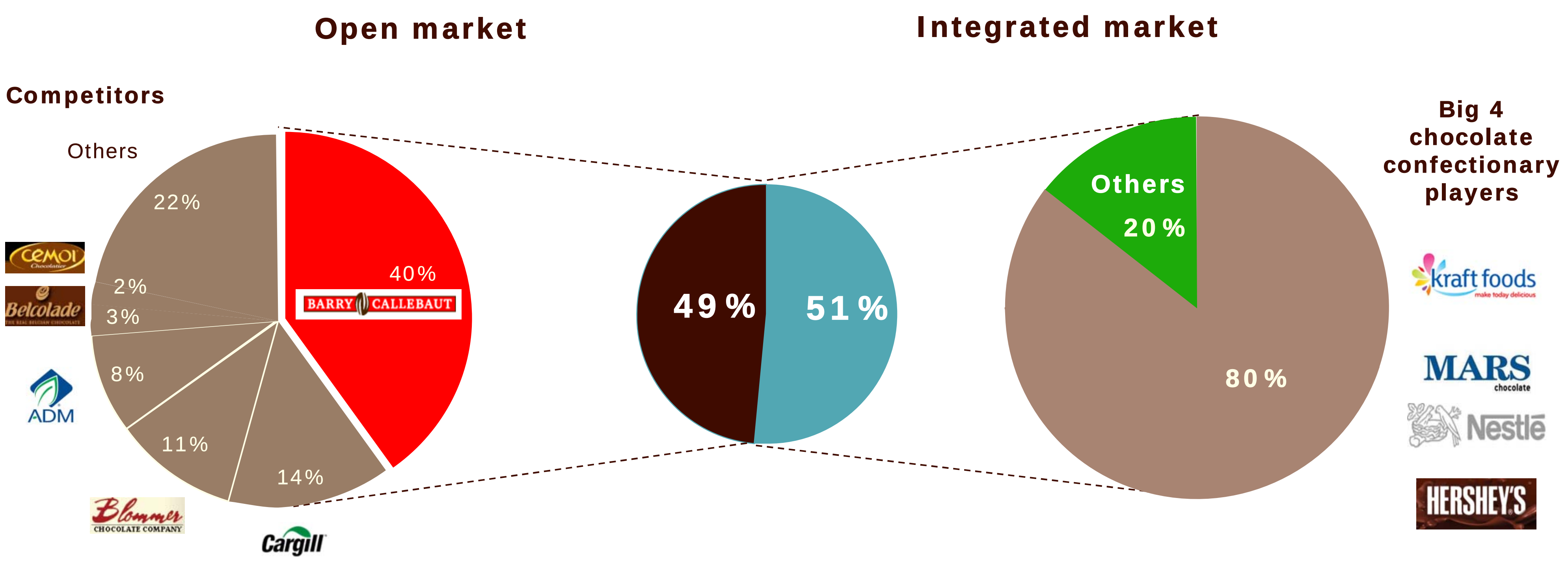
* From continuing operations

Barry Callebaut is present in all stages of the industrial chocolate value chain



BC market leader in the open market

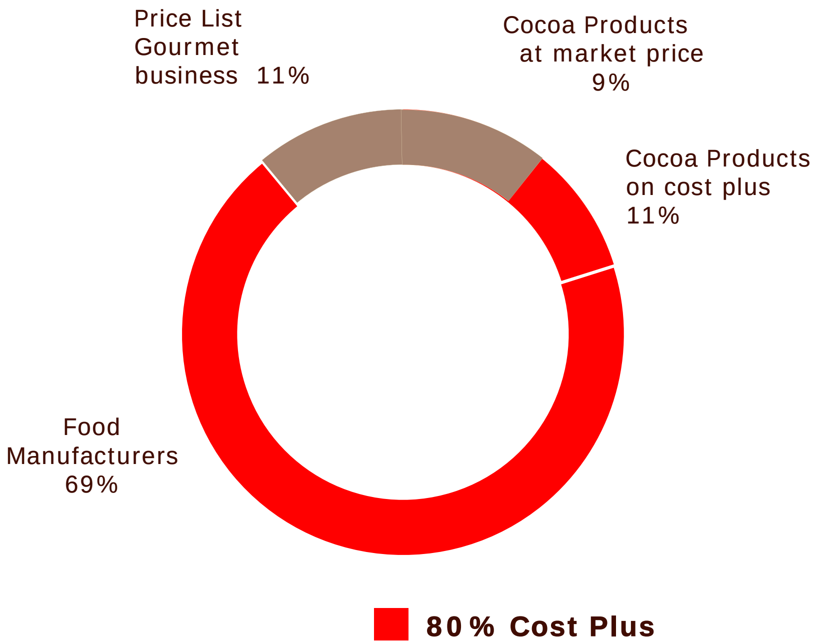
Global Industrial Chocolate market in 2010/11 = 6,000,000 tonnes*



*BC estimates

Robust business model

Barry Callebaut business model



- **Raw materials represent about 80% of operating costs**

Cost Plus model – pass-on the cost of raw materials to customers

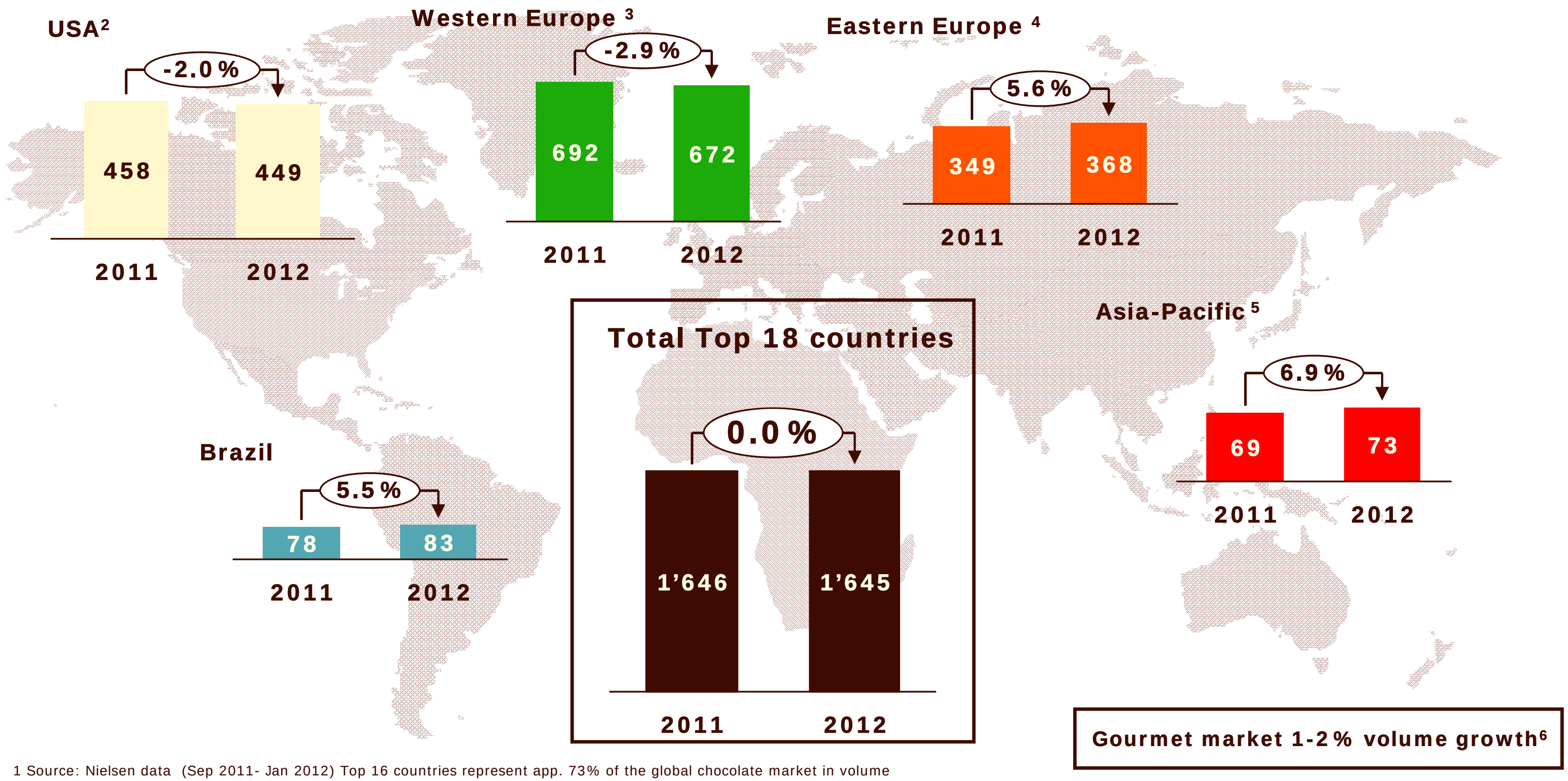
Half-year results 2011/12

Accelerated top-line growth, investing in the future

- Sales volume up +6.7%; Sales revenue +10.4% in local currencies
- Growth across all Regions and Product Groups: particularly strong in Americas, Eastern Europe and Asia as well as in Specialty products
- Investing in future growth (investments in structures, ramp-up of outsourcing deals, investments in Gourmet, factory expansions, as well as investments in «Sustainable Cocoa»)
- EBIT declined 5.5% in local currencies (-12.5% in CHF)
- Net profit from continuing operations CHF 121.8 mn (-11.3% in local currencies)

Global chocolate confectionery volume was flat, Gourmet grew between 1-2%

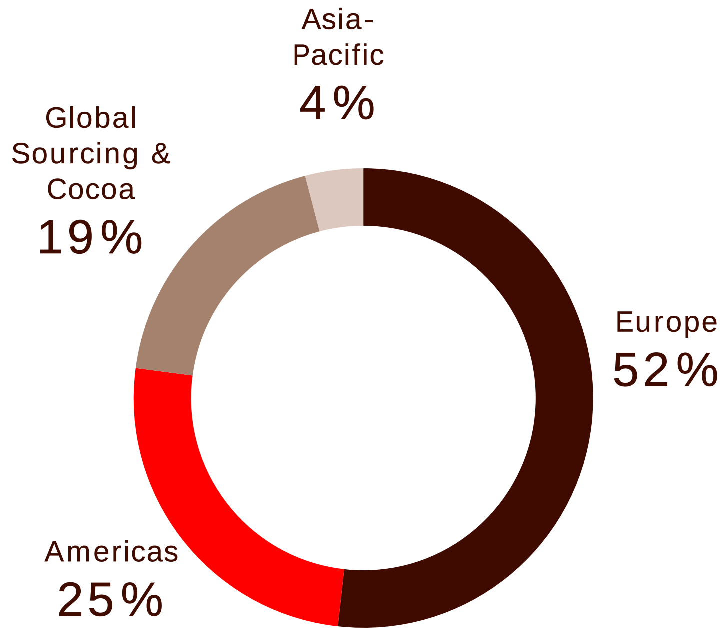
5 Months Sep-Jan 2012(in 1,000 tonnes)[1]



1 Source: Nielsen data (Sep 2011- Jan 2012) Top 16 countries represent app. 73% of the global chocolate market in volume
2 USA 3 months only 55% coverage and total volumes are estimated based on a share distribution by Euromonitor
3 Western Europe includes: Belgium, France, Germany, Italy, Netherlands, Spain, Switzerland, and UK
4 Eastern Europe includes: Russia, Ukraine, Poland, Turkey
5 Asia-Pacific includes: China, India, Indonesia and Japan
6 BC estimates – Gourmet team

Growth across all Regions and Product Groups

Sales Volume per Region – H1 2011/12



Six months volume growth vs. prior year

Europe	+3.0%
Americas	+18.6%
Asia-Pacific	+7.9%
Global Sourcing & Cocoa	+2.9%
Food Manufacturers	+8.2%
Gourmet & Specialties	+4.3%

Highlights first six months – H1 2011/12

Further steps along our strategic direction

Closing of the **divestiture** of our European **consumer business**

September 2011

Joint Venture with P.T. Comextra Majora, building a new cocoa processing facility in Indonesia, and a long-term cocoa supply agreement

November 2011

Long-term outsourcing agreement with Group Bimbo of Mexico, leading baking company in the Americas

January 2012

Global long-term partnership agreement with Unilever for cocoa and chocolate, doubling its current Unilever volumes

January 2012

Capacity extensions in different parts of the world (Asia, Africa, North America and Europe)

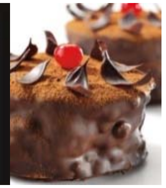
Sep 11 – Current

S&P **upgrades Barry Callebaut to investment grade**. From BB+ to BBB- credit rating. The rating's outlook is stable

December 2011

Acquisition of La Morella Nuts S.A., a Spanish specialist of nut-based ingredients

January 2012

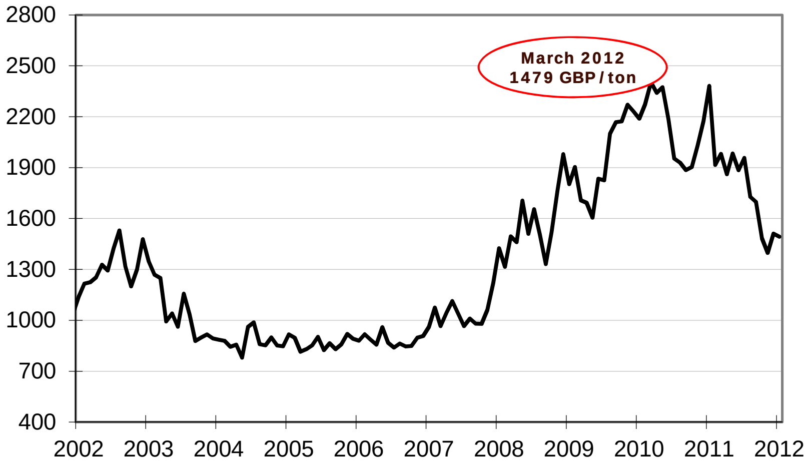


Acquisition of Mona Lisa an American leader manufacturer of decorations

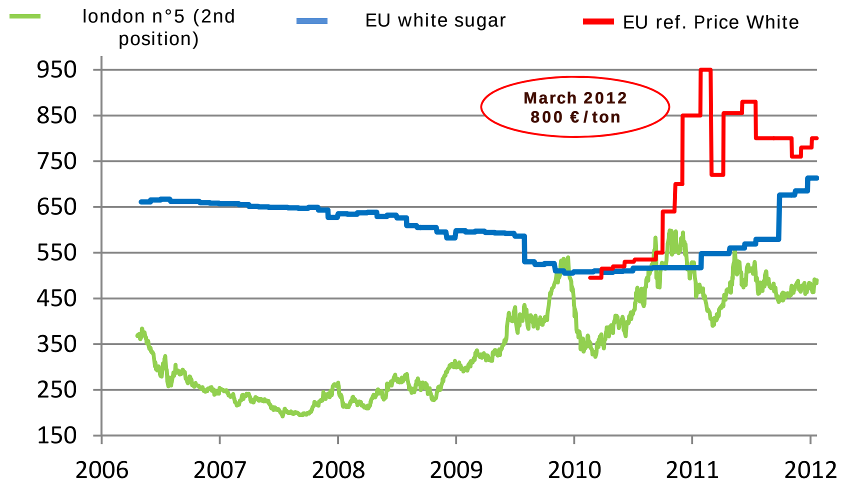
February 2012

Raw materials down or sideways

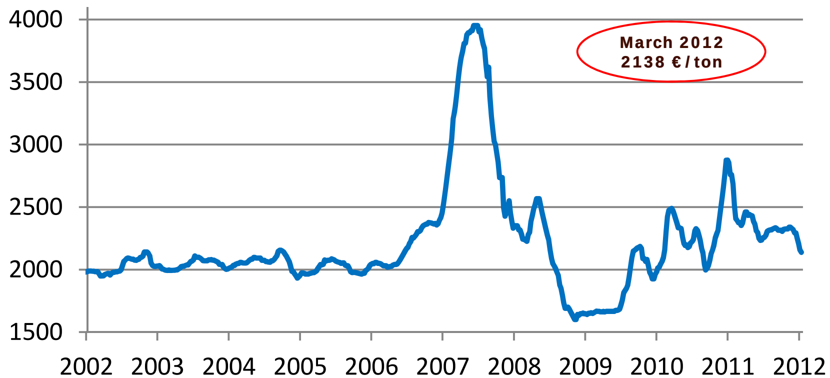
Cocoa bean price (GBP / tonne)



White Sugar average price (EUR / tonne)



Skimmed milk powder price (EUR / tonne)



- BC, through its “cost plus” model, passes on the cost of raw materials to customers (80% of our business)
- **Cocoa price** down 24% vs. 6 months ago, industry is well covered due to a bumper crop in 2010/11, good prospects for the 2011/12 mid crop
- **Sugar price** moved sideways. Good crops globally but stock levels are still rather low. No significant price decline to be expected in the EU
- **Milk powder price** down due to good production levels and slow consumption. Expectations are further down

Key Figures H1 2011/12– from continuing operations

Accelerated top-line growth, investing in the future

Six months - Sep 2011-Feb 2012

		Change in % In local currencies	Change in %	H1 2011/12	H1 2010/11 (restated)
Sales volume [in tonnes]			6.7%	699'058	655'065
Sales revenue [CHF m]		10.4%	3.0%	2'476.9	2'404.0
	CHF per tonne	*3.5%*	*-3.5%*	*3'543*	*3'670*
Gross profit [CHF m]		2.9%	-3.9%	338.2	351.8
	CHF per tonne	*-3.6%*	*-9.9%*	*484*	*537*
EBITDA [CHF m]		-2.4%	-9.5%	215.1	237.7
	CHF per tonne	*-8.5%*	*-15.2%*	*308*	*363*
Operating profit (EBIT) [CHF m]		-5.5%	-12.5%	175.1	200.2
	CHF per tonne	*-11.4%*	*-18.0%*	*250*	*306*

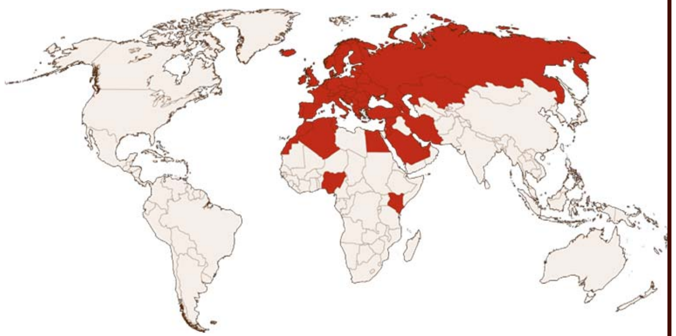
Note: Due to the discontinuation of the European Consumer Products business, comparatives have been restated to conform with the current period's presentation.

Region Europe

Volume rebound under challenging market conditions

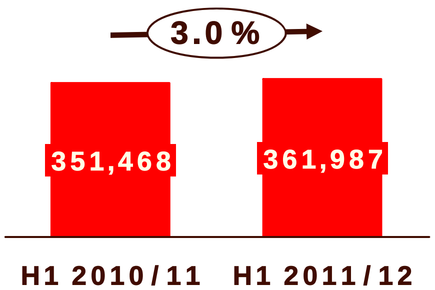
Europe

- Western Europe returned to positive growth rates in Q2, outperforming a market which declined -2.9%.
- Growth driven by strategic customers, as well as Specialties
- Eastern Europe showed double digit growth, both in FM and Gourmet

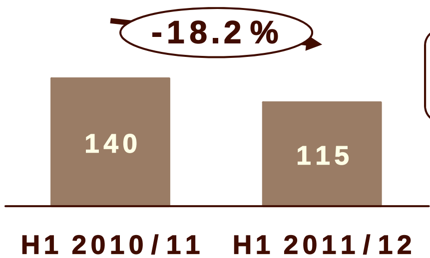


- Decline in profitability due to lower demand, mainly in South Europe combined with higher factory costs, supply chain and overhead inefficiencies and additional investments in Gourmet
- Readjustment of structures and processes in Western Europe through project «Spring»

Sales volume (tonnes)



EBIT (CHF million)



-12.2% in local currencies

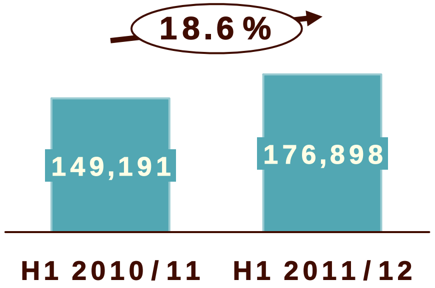
Region Americas

Strong performance, top and bottom-line

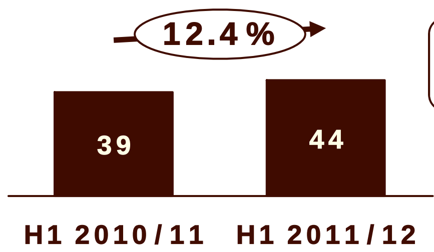
Americas

- Chocolate confectionery market in the US declined -2%; Brazil slowed down to 5.5%
- We maintained our growth momentum. In North America and Mexico, Corporate and National accounts, as well as Gourmet achieved a double-digit growth rate
- South America more than tripled in volume
- Positive volume and revenue development translated into an improved operating result
- We will continue to invest into manufacturing footprint and structures to cope with current and future growth

Sales volume (tonnes)



EBIT (CHF million)



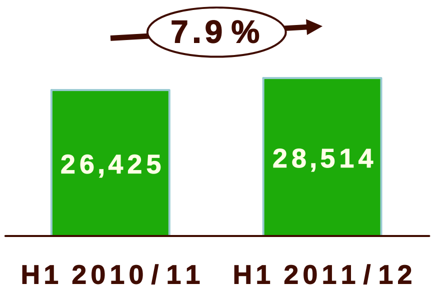
+19.9% in local currencies

Region Asia-Pacific
Accelerated growth with further potential

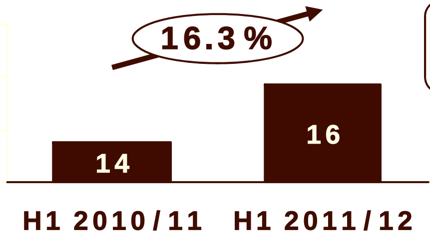
Asia- Pacific

- Good volume growth amid a strong market development
- Industrial sales accelerated in Q2 after capacity constraints limited opportunities earlier in the year
- Gourmet & Specialties Products business grew at double digit rates driven by the two global brands Callebaut and Cacao Barry
- Operating profit was positively influenced by volume growth, while improving margins, and by economies of scale

Sales volume (tonnes)



EBIT (CHF million)



+21.1% in local currencies

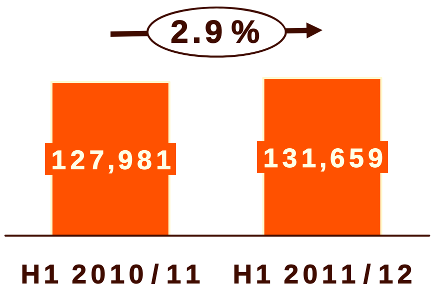
Global Sourcing & Cocoa

Volume growth picking-up

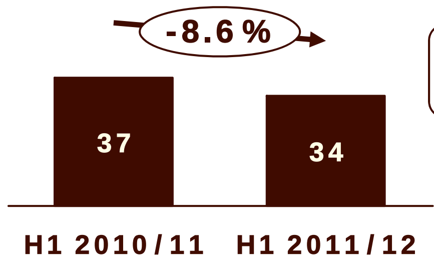
Global Sourcing & Cocoa

- Ongoing capacity expansions at existing factories and higher internal cocoa powder demand led to a decline in growth in our first quarter. Then, volume picked-up in Q2.
- Sales revenue went up by +17% in local currencies driven mainly by high cocoa powder prices.
- Higher factory and supply chain costs were off-set by better volumes and continued good combined cocoa ratio. Ivory Coast returned to normal performance.

Sales volume (tonnes)



EBIT (CHF million)

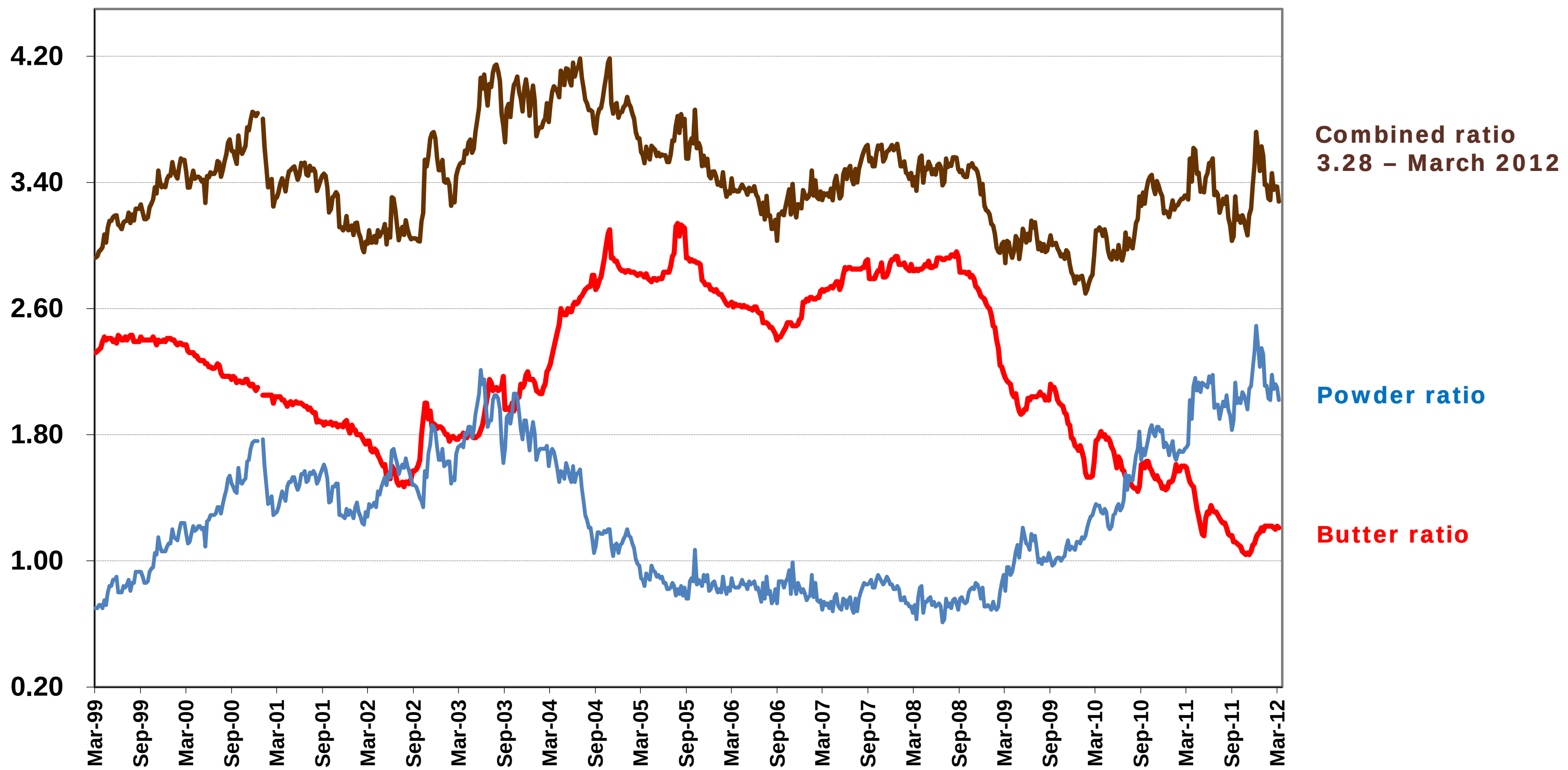


-0.8% in local currencies

Cocoa processing activity

Combined cocoa ratio holding at a good level

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



- Combined ratio holds, but expected to be under pressure. Butter ratios continue tend down (getting close to 1). Powder more resilient
- Low combined cocoa ratios = negative impact on BC cocoa (semi-finished products) business

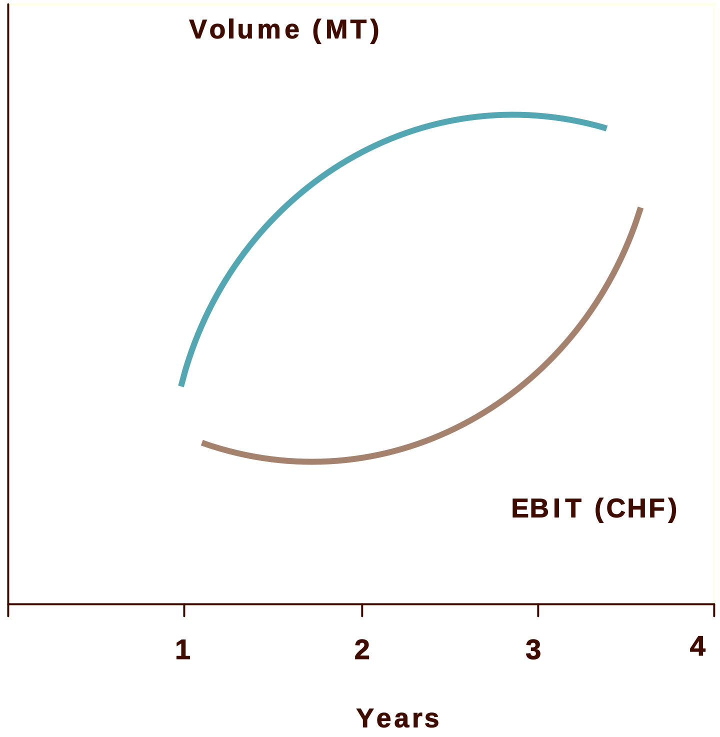
* Price charged for semi-finished products compared to cocoa bean price

Impact from investments in future growth

Future volume growth requires:

- Additional production capacity: lower utilization and higher fixed costs at the beginning
- Additional overhead, such as QA, planning and supply chain management, customer service, IT support, etc
- Ramp-up related costs: engineering teams, matching recipes, sensoring teams, customer audits, pilot & small batch runs, etc
- Additional sourcing costs, such as working capital ramp-up, additional handling costs, cocoa certification and traceability efforts

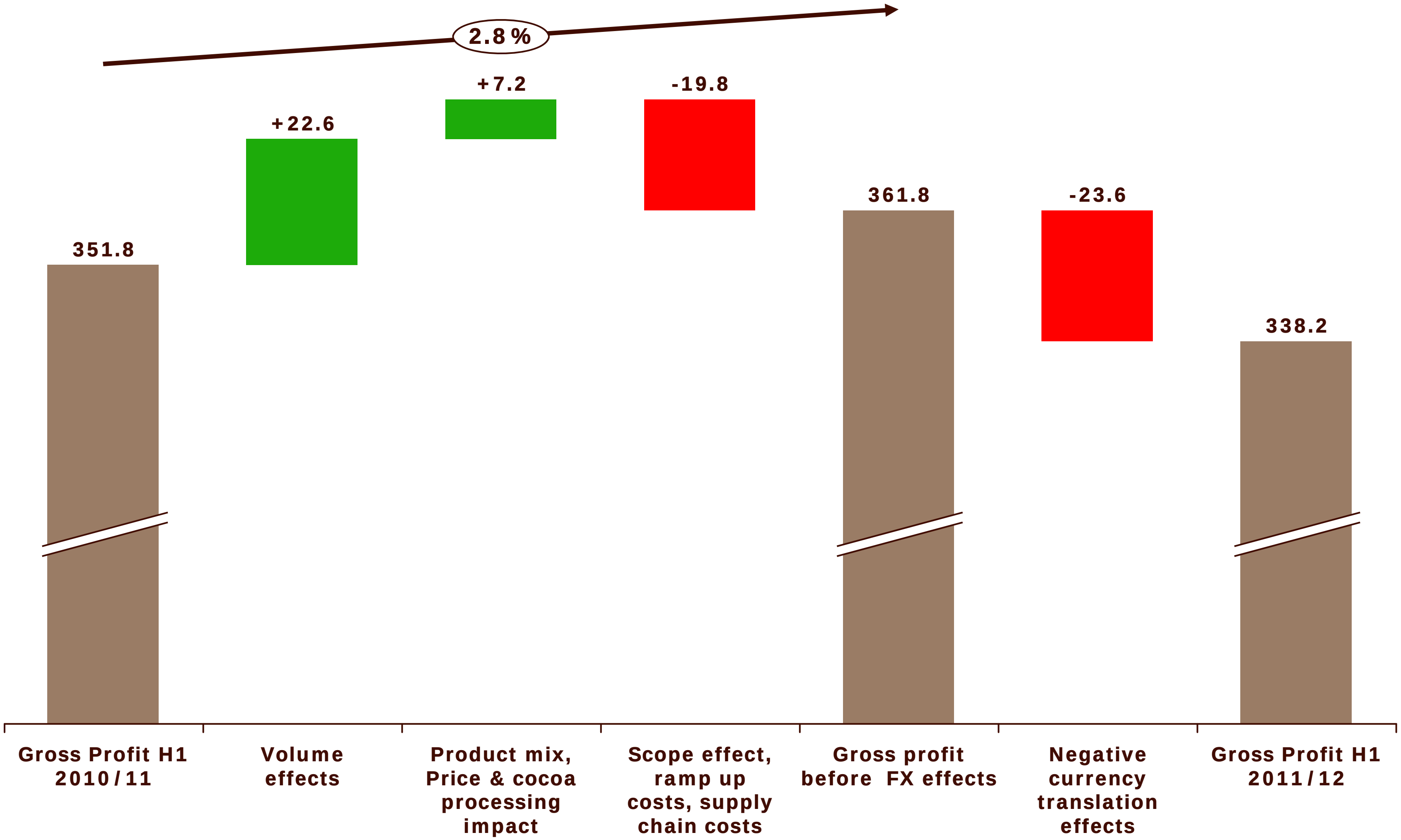
Investing cycle for future growth



Gross Profit – February 2012 – from continuing operations

First six months impacted by some inefficiencies and shaping the organization for future growth

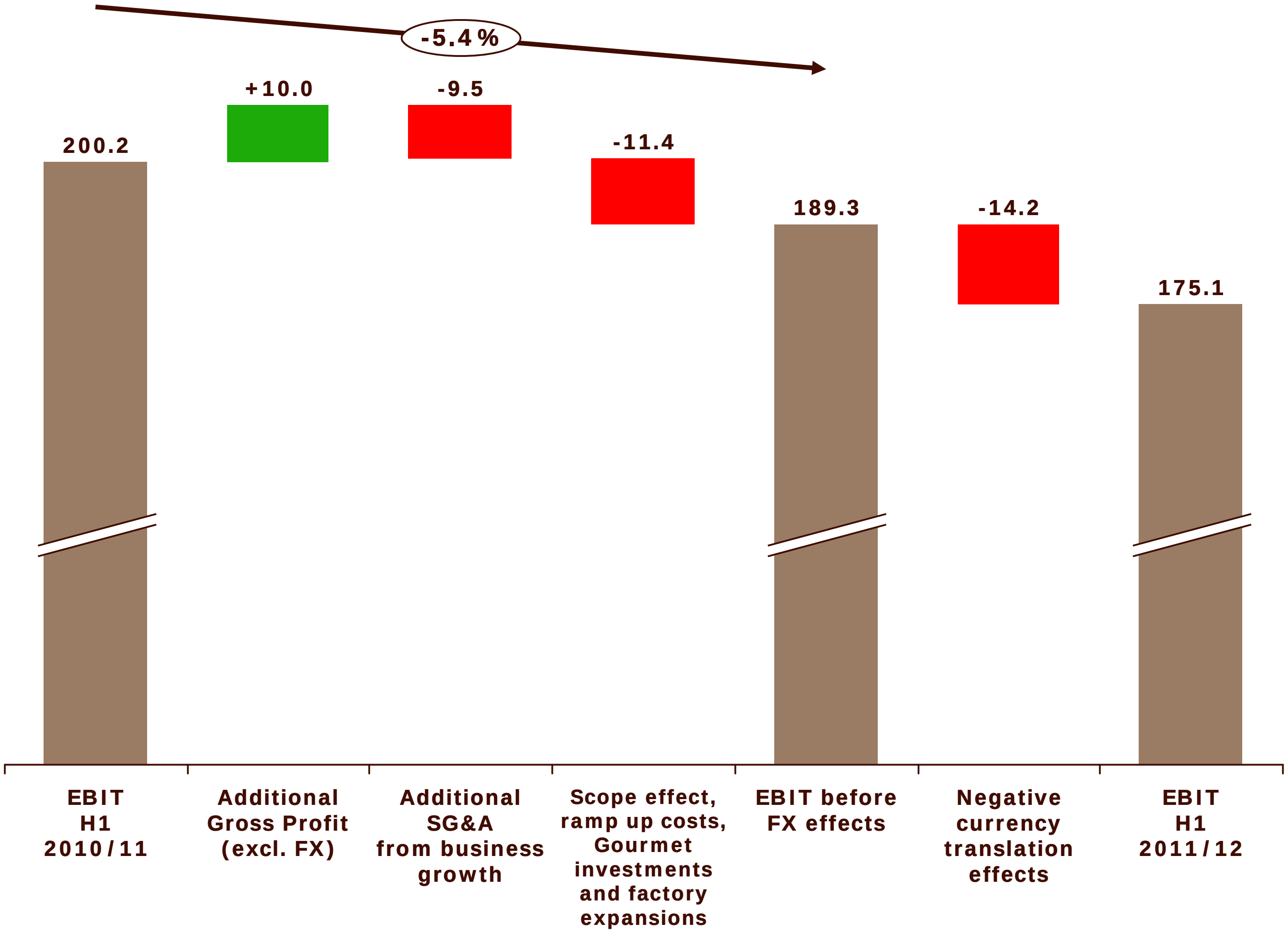
in mCHF



EBIT – February 2012 – from continuing operations

EBIT decline due to additional costs, investments in future growth and negative FX

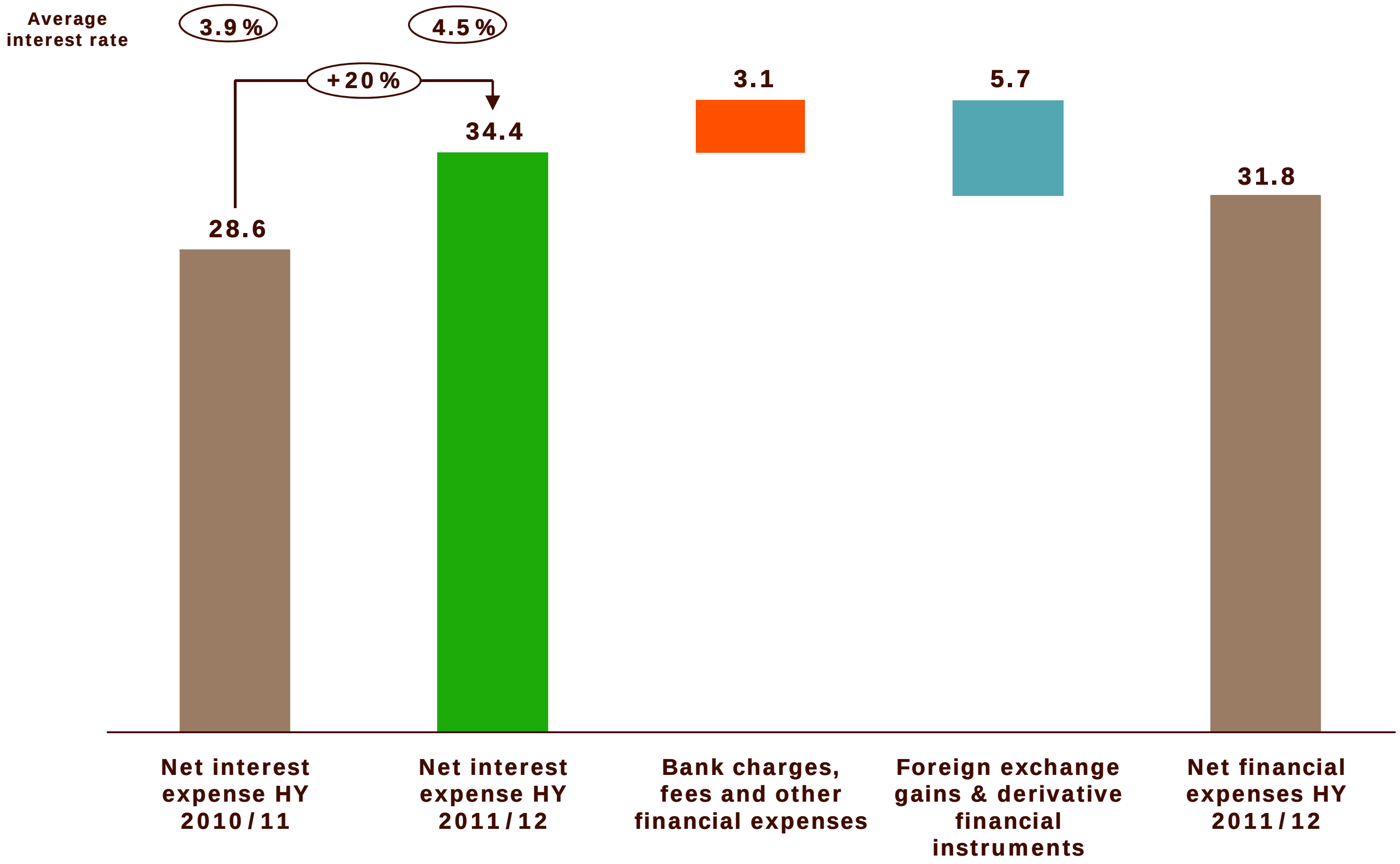
in mCHF



Net Financial Expenses

Higher financial expenses due to higher credit spreads from new bond

in mCHF - From continuing operations only



From EBIT to PAT

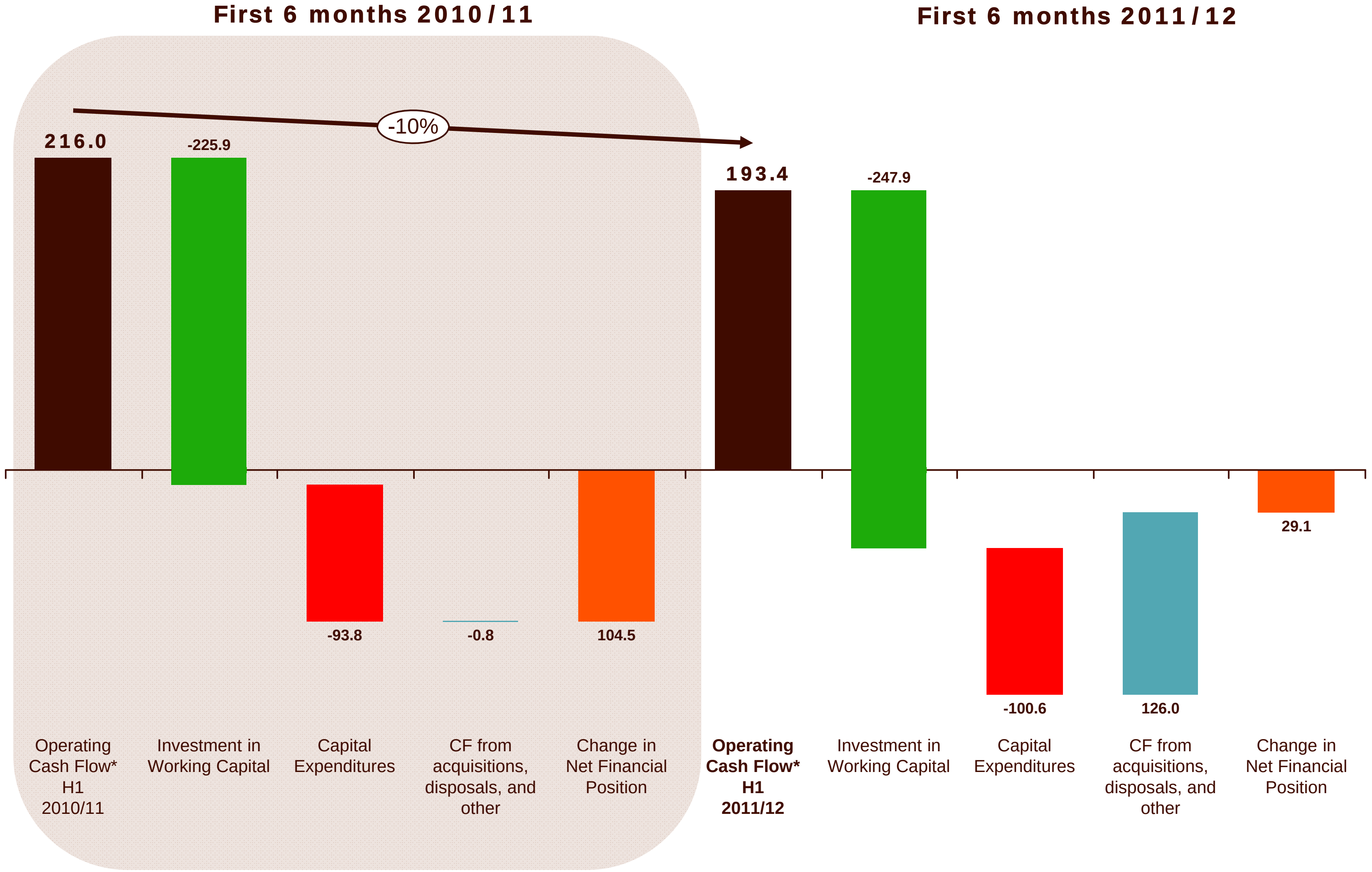
Net profit from continuing operations

	Change in % In local currencies	Change in % CHF	H1 2011/12	H1 2010/11 (restated)
Operating profit (EBIT)	**-5.5%**	**-12.5%**	**175.1**	200.2
Financial items	**-15.1%**	**-7.1%**	**(31.8)**	(29.7)
Result from investments in associates and joint ventures [CHF m]			**0.3**	0.9
Profit before Taxes [CHF m]	**-12.6%**	**-16.2%**	**143.6**	171.4
Income taxes	**-3.1%**	**4.4%**	**(21.8)**	(22.8)
Tax rate [in %]			*15.2%*	*13.3%*
Net profit from continuing operations[1] [CHF m]	**-11.3%**	**-18.0%**	**121.8**	148.6
Net result form discontinued operations			**(31.7)**	10.2
Net profit for period		**-43.3%**	**90.1**	158.8

[1] *Net profit from continuing operations (including minorities)*

Cash Flow

Higher investments in Working Capital and CAPEX as a result of growth



* Before WC changes, after interest and tax

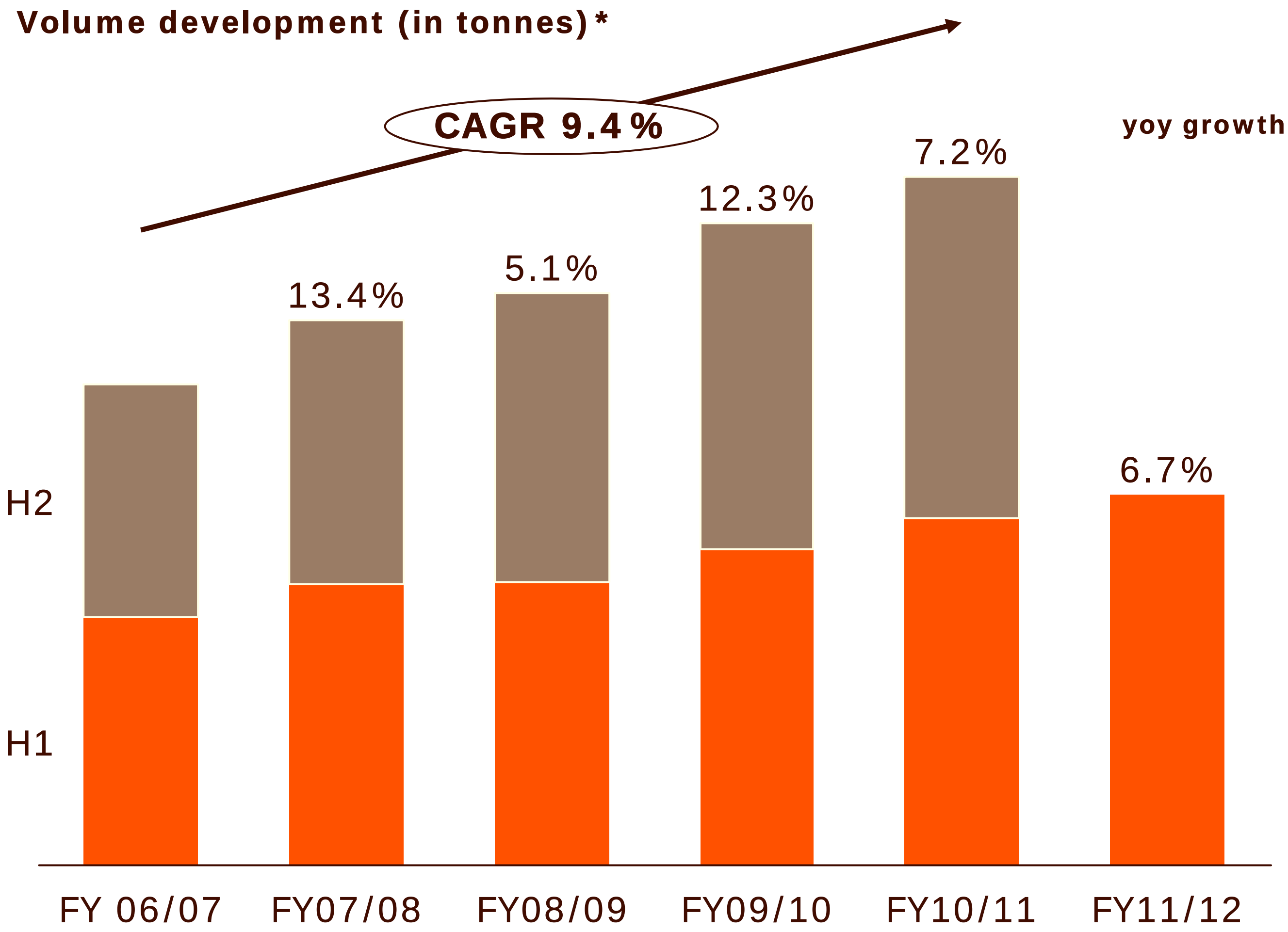
Balance Sheet

Solid balance sheet with strong ratios

	Change in %	Feb 12	Feb 11
Total Assets [CHF m]	-2.6%	3'875.7	3'979.1
Net Working Capital [CHF m]	-0.9%	1'045.1	1'054.1
Non-Current Assets [CHF m]	-3.9%	1'353.1	1'408.4
Net Debt [CHF m]	1.0%	965.5	956.2
Shareholders' Equity [CHF m]	-2.8%	1'301.0	1'338.9

	Feb 12	Feb 11
Debt/Equity ratio	74.2%	71.4%
Solvency ratio	33.6%	33.6%
Net debt / EBITDA	2.4x	2.0x
Interest cover ratio	5.4x	6.5x
ROIC	14.0%	14.6%
ROE	18.5%	19.8%

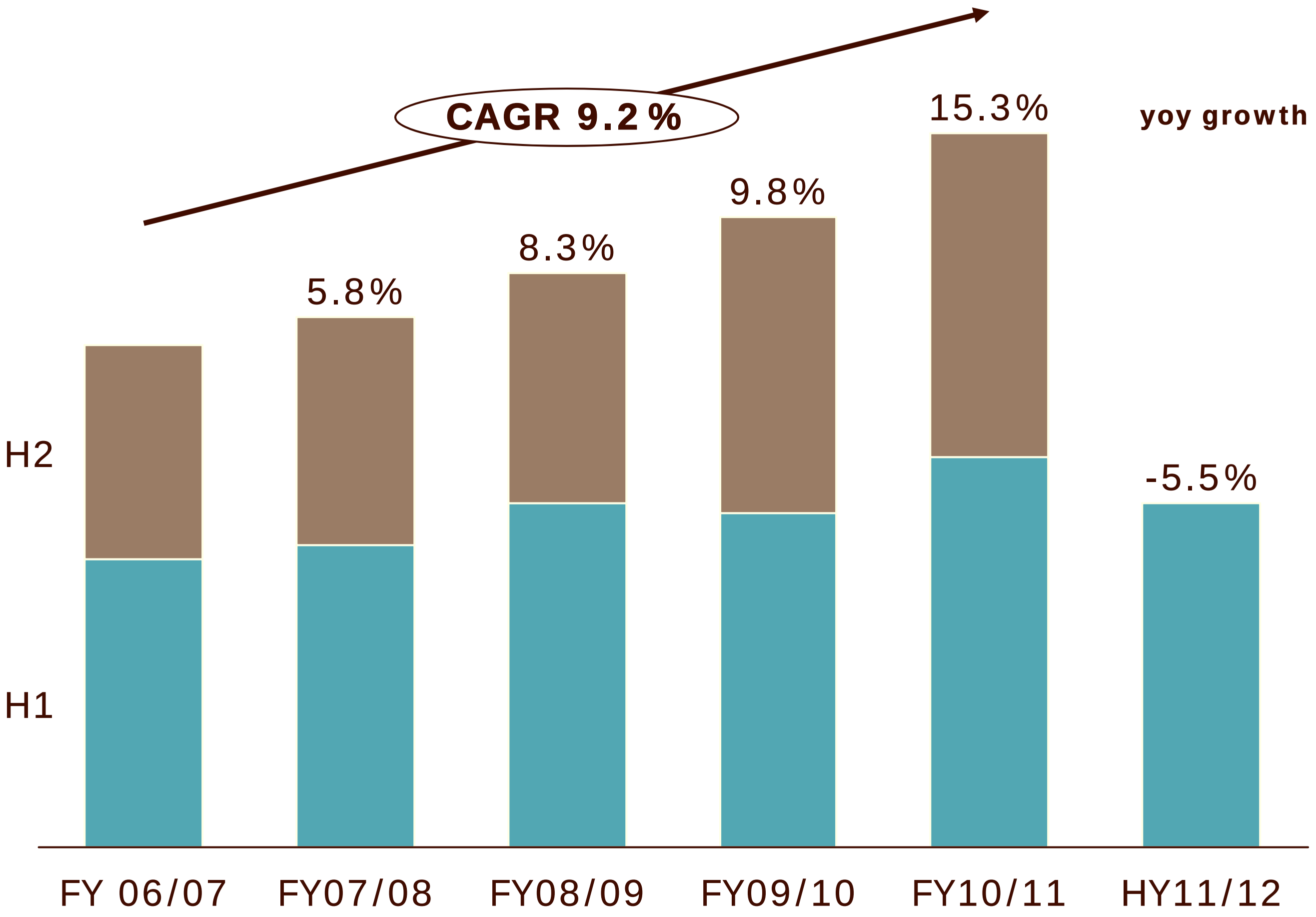
Our performance in relation to our mid-term guidance



* Excluding consumer business

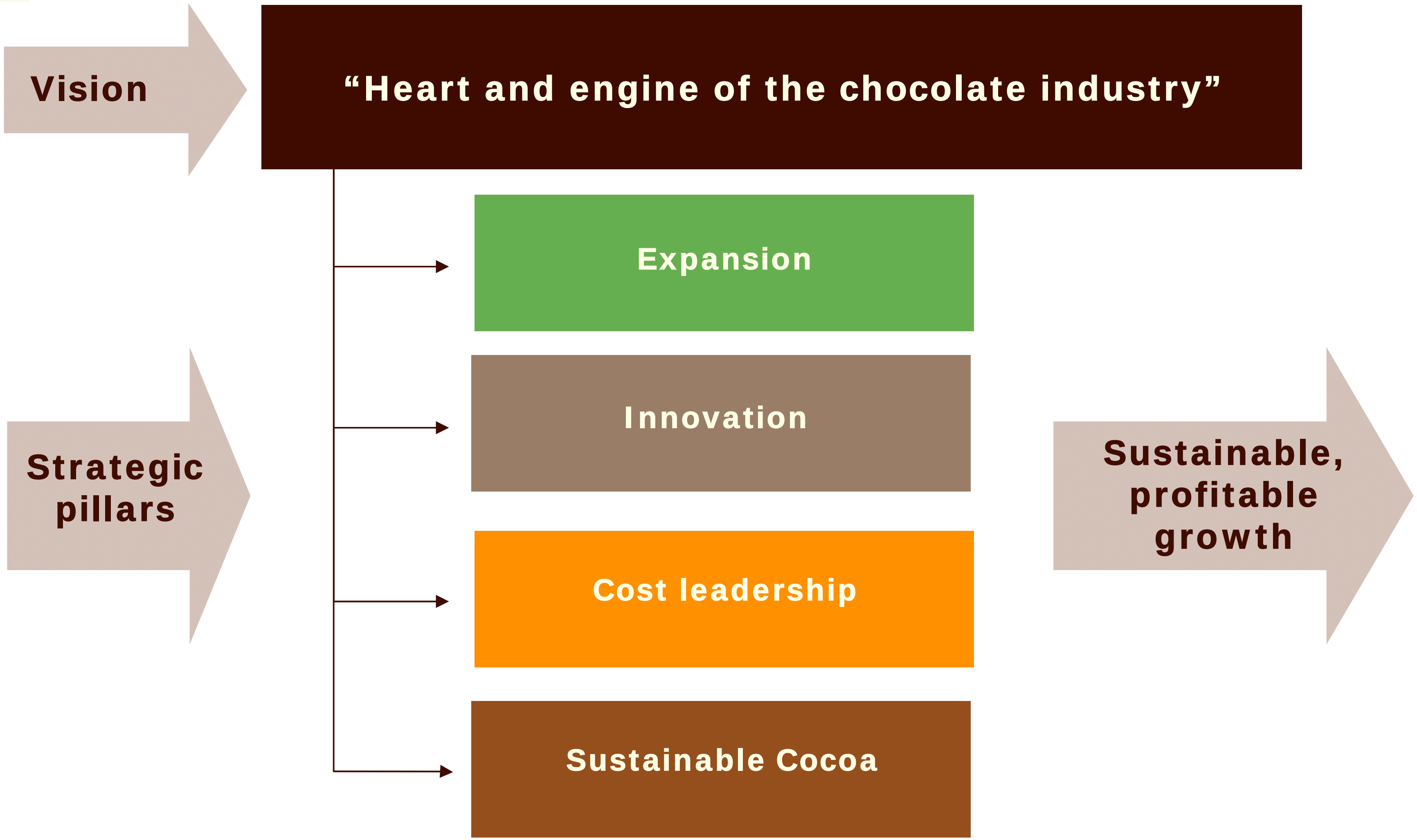
Our performance in relation to our mid-term guidance

EBIT development (in Local currencies)*



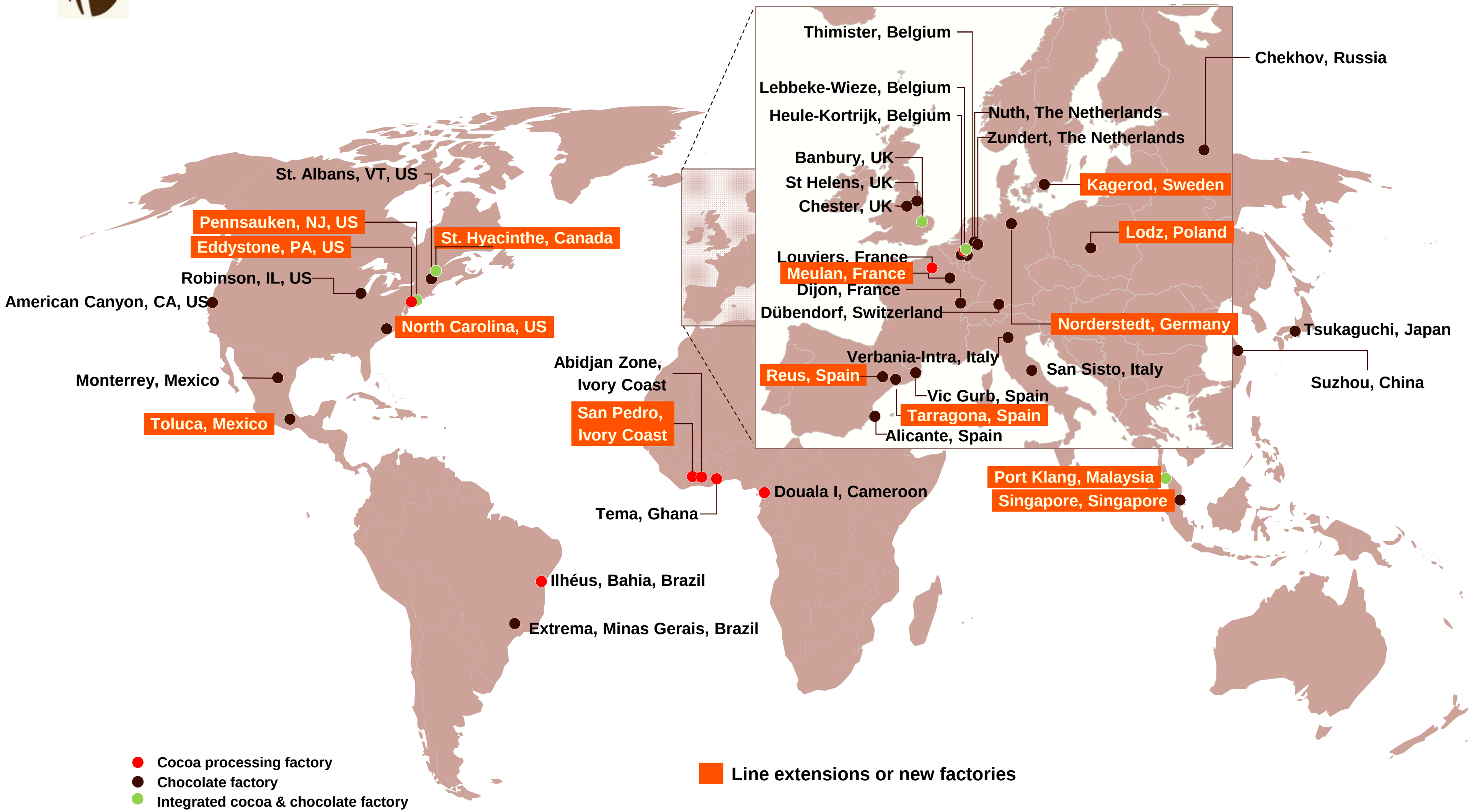
* Excluding consumer business

Our Strategy



Expansion

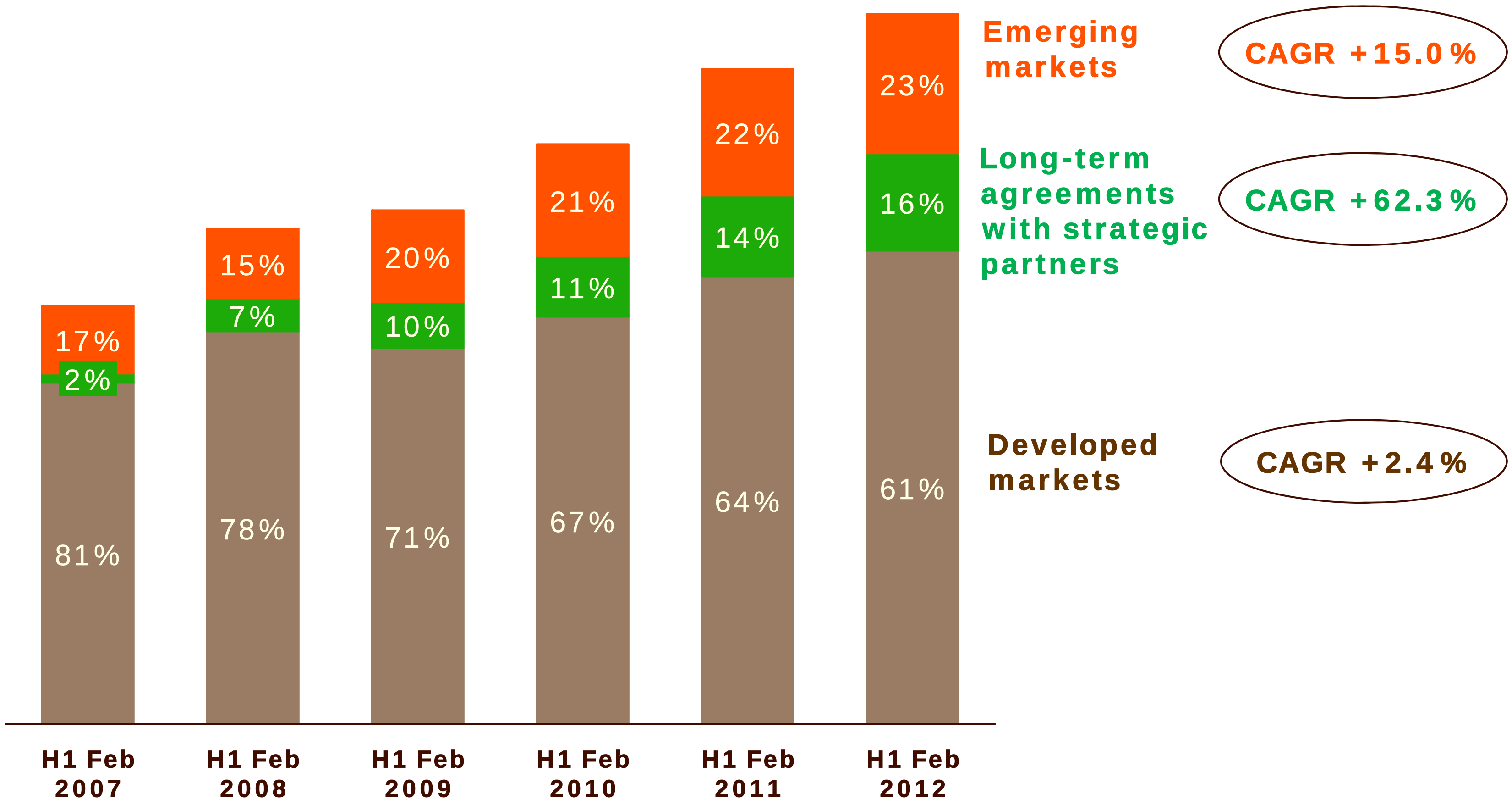
Expansion of our manufacturing footprint in the last 12 months



Expansion

Growth driven by emerging markets and long-term agreements

% of total consolidated sales volume* - 5 year development



* Excluding Consumer Business

Expansion

Outsourcing and Strategic Partner of choice

2006-07

Nestlé (February 2007)

Cadbury Schweppes (June 2007)

Hershey (April 2007)

Morinaga (September 2007)

2010-11

Kraft Foods (September 2010)

Green Mountain Coffee Roasters (Oct 2010)

Hershey Extension (May 2011)

Chocolates Turín (June 2011)

Baronie Group (July 2011)

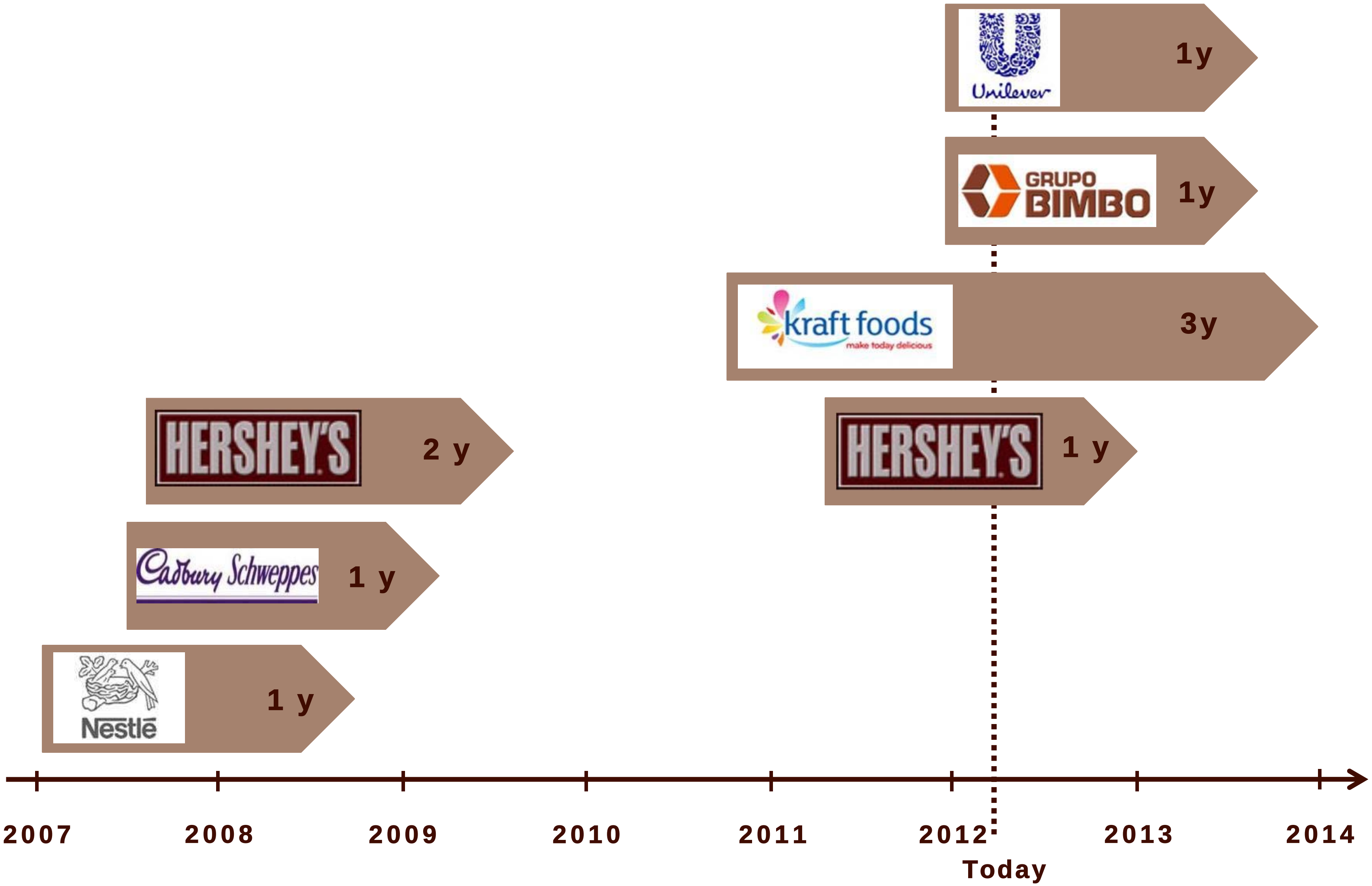
2011-12

Bimbo (Jan 2012)

Unilever (Jan 2012)

Expansion

Ramp-up phases of recent long-term strategic agreements/outsourcing deals



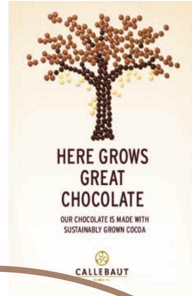
Sharpen focus on global brands

“Growing Great Chocolate“ 360° Campaign

CALLEBAUT®
BELGIUM 1911

LAUNCH MAY ‘12

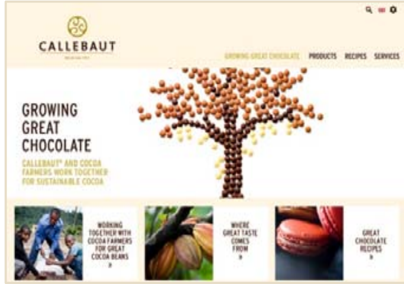
Ads



In store posters

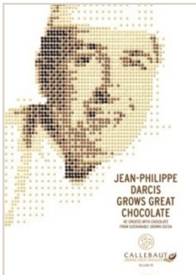
Press release & internal launch

New website



Sales organizer

Ambassador testimonials & recipes



Calletize your advertising

Activation through personalization

Digital & social media activation

Accelerating Gourmet business

Sharpen focus on global brands

- Upgrade core pack with new Callebaut design
- Next Generation re-closeable pack

- Build Cacao Barry premium distinctive brand image
- Reinforce the Cacao Barry core range with new White Chocolate Zéphyr

Accelerating Gourmet business

Growth through acquisitions / adjacencies

- **La Morella Nuts**
  - Specialist in producing a variety of high quality nut-based ingredients
  - Planned launches as of May 2012:
    - 8 new products under the Cacao Barry® brand
    - 10 new products under the Callebaut® brand
    - 50+ La Morella Nut products

- **Mona Lisa**
  - Leader in chocolate decorations products in the U.S.
  - Addition to our existing Center of Excellence for chocolate decorations in Zundert (NL); new, additional foothold in the U.S.

- **Fillings extension & renovation**

Innovation: Developed by Barry Callebaut

Award winning products and initiatives

- Innovation Award for Terra Cacao (FiE Nov 2011)
  - Most innovative Food Ingredient Award
  - Confectionery Innovation of the year
  - Barry Callebaut's most successful specialties launch
- Innovation Award for Stevia chocolate (ISM Jan 2012)
  - Belgium-based customer Cavalier
- Cocoa Industry Award (Nov 2011)
  - Joint agronomy research program with KLK Selborne Estate in Malaysia
  - Best plantation in Malaysia; given by Malaysian Cocoa Board

Cost Leadership

Project Spring

Objective: Streamline our internal processes to improve the overall service for our Customers and create competitive cost advantage

Scope: Main focus areas in Western Europe

- Customer Service
- Pricing
- Sales & Operations Planning
- Quality Assurance
- New Product Introduction
- Source to Pay
- Master Data Harmonisation

Spend: EUR 30 mn (CAPEX and OPEX) over 2 years

Process redesign	IT systems & solutions	Project Mgt related costs	Reorganization costs

Benefits: **Increase our speed to the market and adjust our organisation for future growth**

Potential annual savings of at least EUR 10 mn fully effective as of year 3

Cocoa Horizons / Sourcing diversification

- Cocoa Horizons: CHF 40 Million to be invested in 10 years in origin countries; largest program in Barry Callebaut's history
  - Goals:
    - Increase cocoa farms productivity
    - Increase amount of certified cocoa
    - Improve livelihoods in cocoa communities
  - Focus:
    - Farmer Practices
    - Farmer Health
    - Farmer Education
      - Establish a Center of Excellence and Farmer Academies

- JV with PT Comextra Majora
  - New cocoa processing factory in Indonesia (sourcing diversification)
  - Helps to satisfy the increasing demand for cocoa products in the fast-growing Asia-Pacific region

International Conference: Chocovision

A platform for informed discussion, discourse and debate for 200 senior business leaders and stakeholders in the cocoa, chocolate and retail industry, organized by Barry Callebaut

Strategy

Sustainability

Success

Outlook

Confident to reach our mid-term financial targets

- Four-year average growth targets for 2009/10 –2012/13
  - Volumes: 6-8%
  - EBIT: at least in line with volume growth

* Our view for the 2009-2013 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

- Outpacing the market, significantly investing in future growth
  - Volume up +6.7%
  - EBIT decrease by 5.7%
  - Net profit for the period CHF 121.1 mn

- Significant investments in future growth along our strategic pillars
  - Investments in structures
  - Ramp-up of outsourcing deals
  - Investments in Gourmet
  - Factory expansions
  - Investments in our new pillar Sustainable Cocoa

- Committed to achieve our financial guidance



Appendix

Our product offering focuses on cocoa and chocolate

Food Manufacturers

- Standard chocolate
- Specialties
  - Certified
  - Probiotic
  - Re-balanced
  - Tooth-friendly
  - ACTICOA ® chocolate
- Compound
- Fillings
- Inclusions
- Decorations

Gourmet & Specialties

- Chocolate
- Cocoa Products
- Coating
- Fillings
- Decorations
- Chocolate and cocoa vending mixes

CACAO BARRY – Since 1842 –

CALLEBAUT

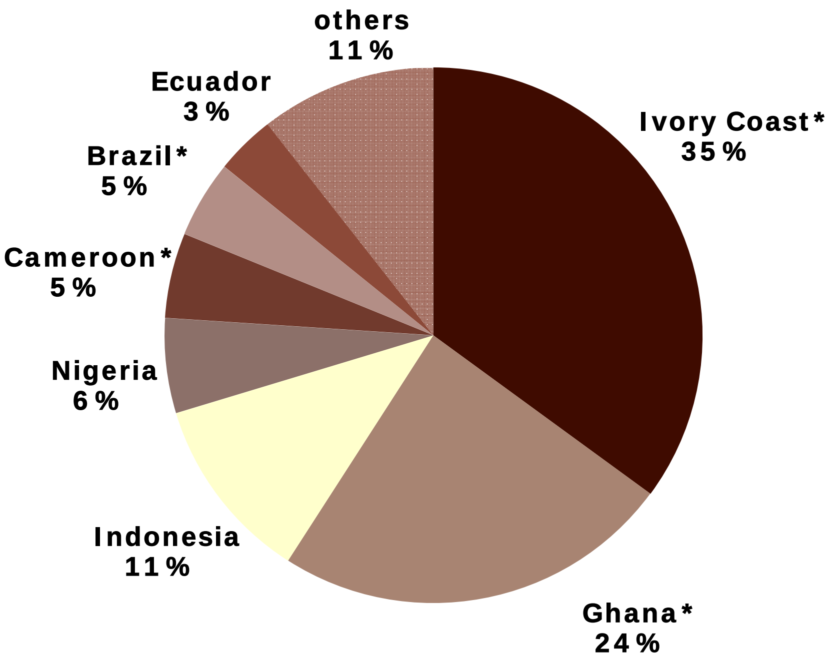
Cocoa Products

- Standard Cocoa Products (cocoa powder, butter, liquor)
- Low fat and high fat cocoa powders
- ACTICOA ®
- Certified products
- Specific applications

% of total volume H1 2011/12	70%	11%	19%

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

Total world harvest (10/11): 4,195k MT

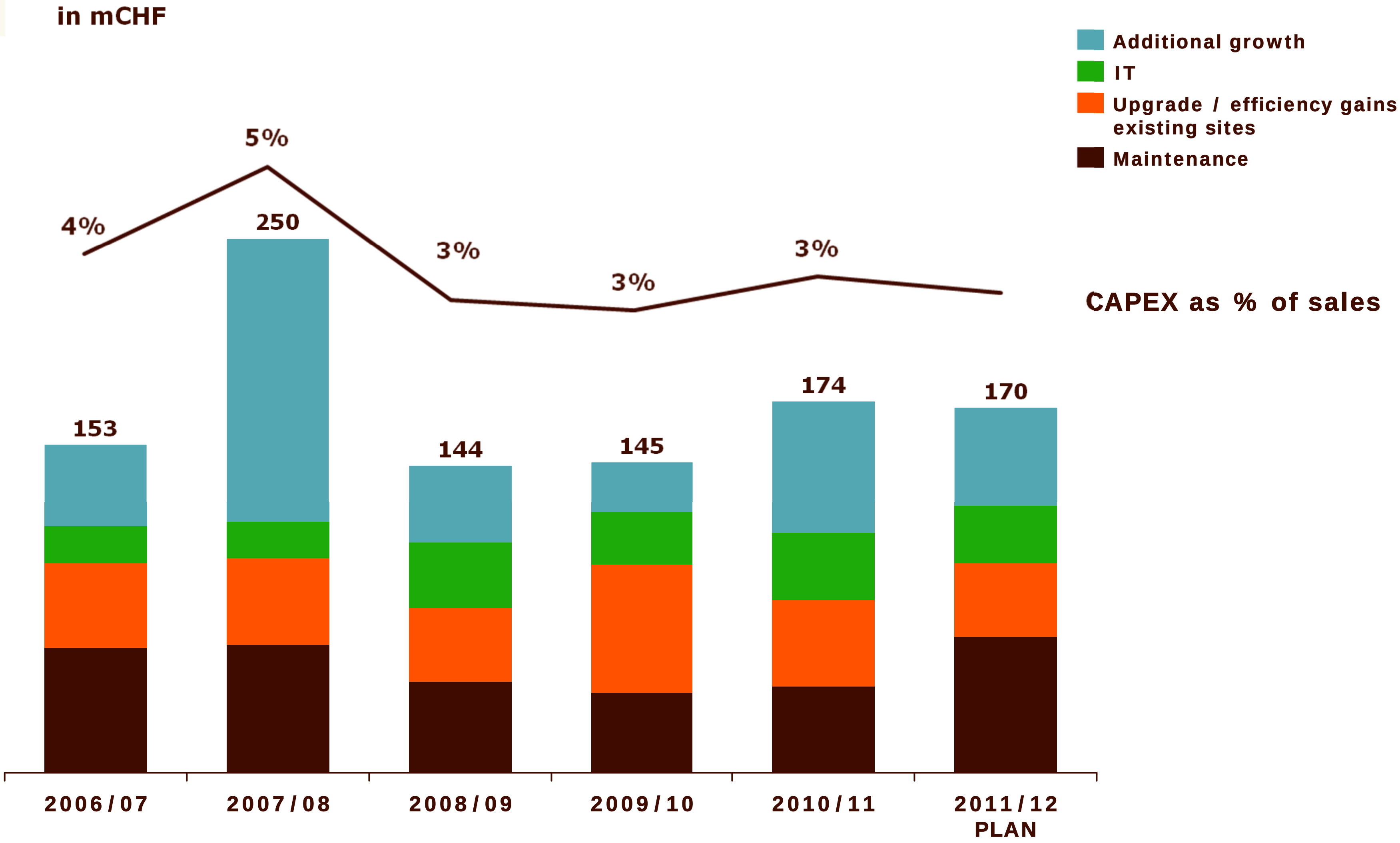


- 70% of total cocoa beans come from West Africa
- BC processed ~540,000 tonnes of cocoa beans or 13% of total world harvest
- 61% sourced directly from farmers, cooperatives & local trade houses
- BC has various cocoa processing facilities in origin countries*, in Europe and in the USA

Source: ICCO estimates

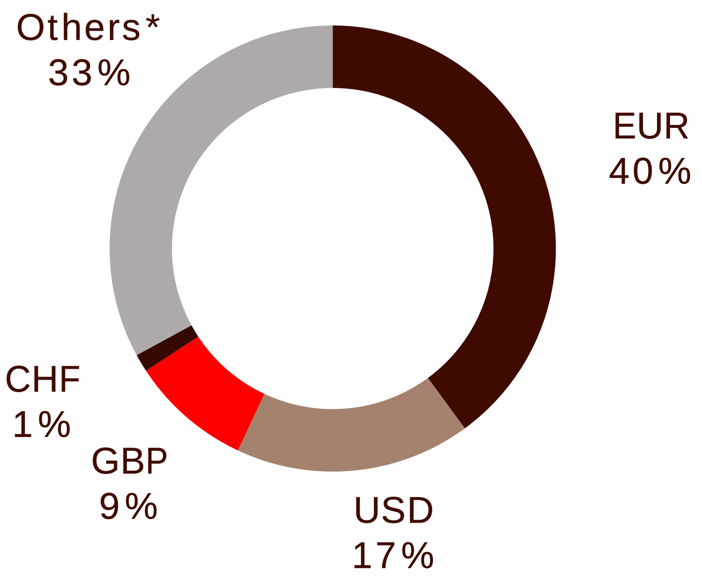
CAPEX development

Investments support the growth of our business



Revenue by currency

FY 2010/11 Sales Revenue

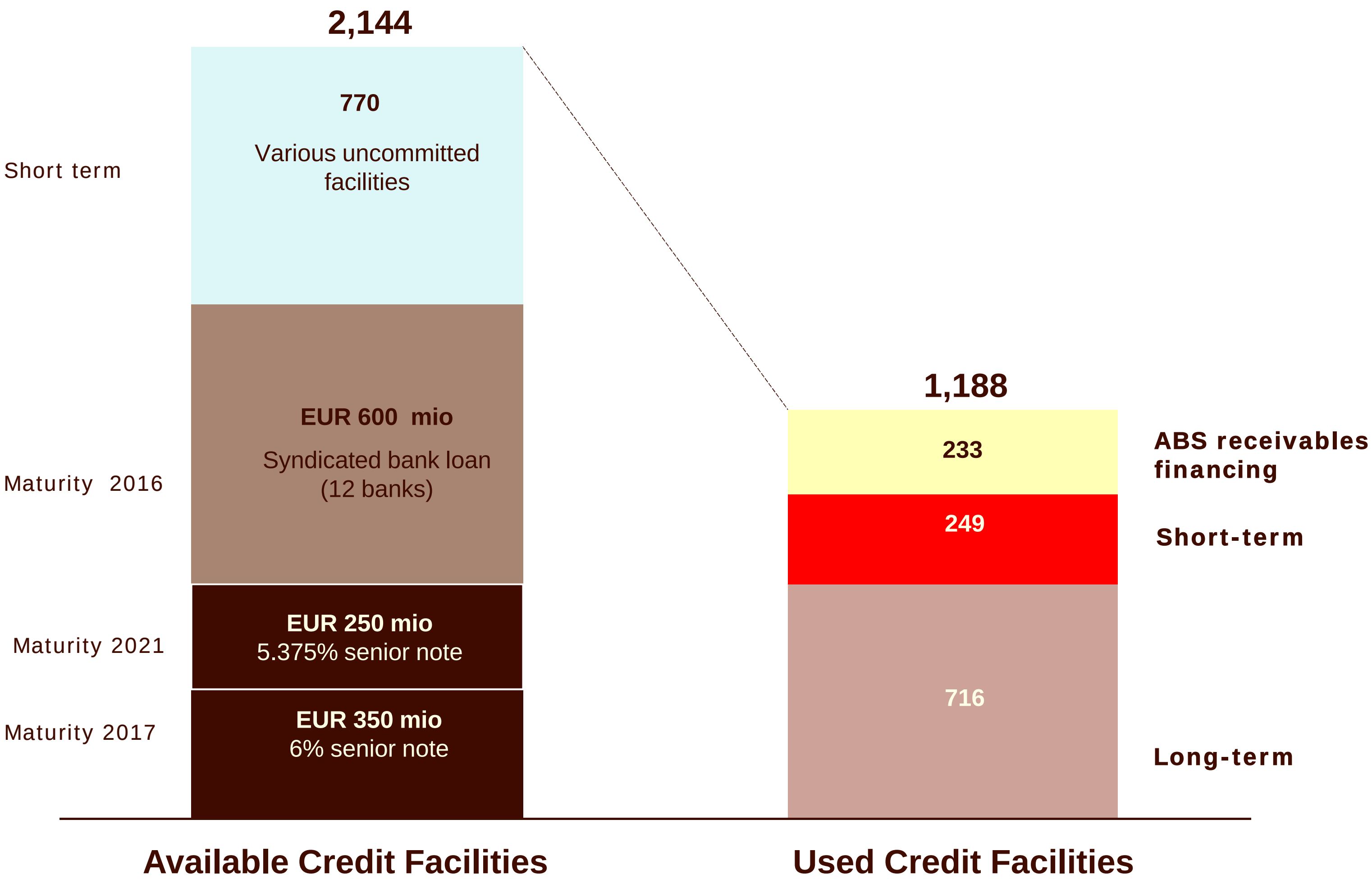


* Others include: Canadian Dollar, Mexican Peso, Brazilian Real, Japanese Yen, Russian Ruble, Australian Dollar, Chinese Yuan, Malaysian Ringgit, Polish Zloty, Czech koruna, Swedish Krona, Indonesian, Rupiah ,etc

Net debt

Stable financing with enough headroom to cope with future growth

Financing and liquidity situation as of Feb 29, 2012 (CHF million)



Key Figures 2010/11 – from continuing operations

Solid and profitable growth

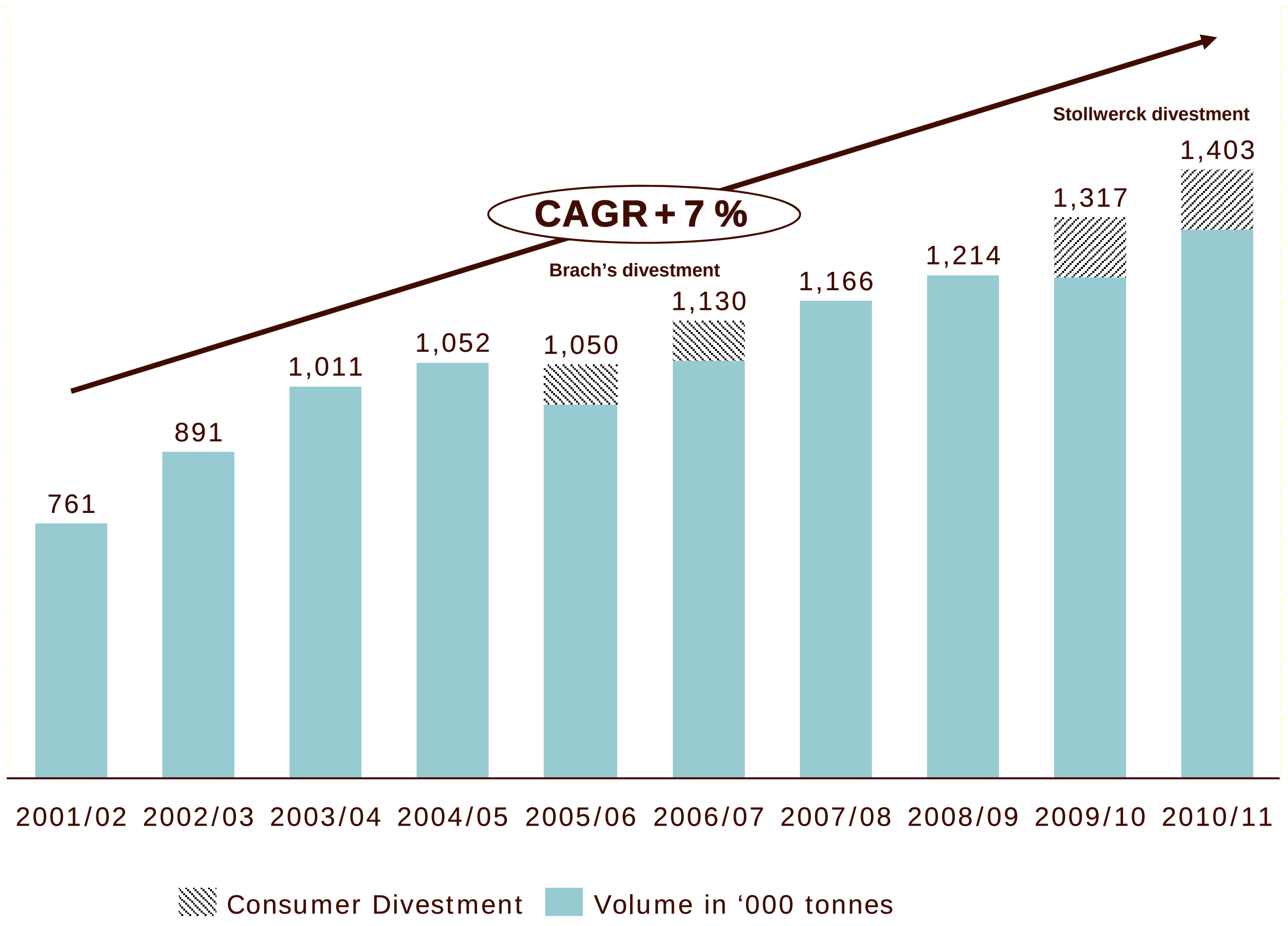
	Change in % In local currencies	Change in %	FY 2010/11	FY 2009/10 (restated)
Sales volume [in tonnes]		**7.2%**	**1'296'438**	**1'209'654**
Sales revenue [CHF m]	**13.3%**	**0.7%**	**4'554.4**	**4'524.5**
CHF per tonne	*5.7%*	*-6.1%*	*3'513*	*3'740*
Gross profit [CHF m]	**11.4%**	**1.5%**	**659.0**	**649.5**
CHF per tonne	*3.9%*	*-5.3%*	*508*	*537*
EBITDA [CHF m]	**14.3%**	**4.2%**	**432.1**	**414.6** [1]
CHF per tonne	*6.6%*	*-2.8%*	*333*	*343*
Operating profit (EBIT) [CHF m]	**15.3%**	**5.7%**	**360.6**	**341.1**
CHF per tonne	*7.6%*	*-1.4%*	*278*	*282*

Note: Due to the discontinuation of the European Consumer Products business certain comparatives have been restated to conform with the current period's presentation.

Solid Balance Sheet with improvement of all key ratios

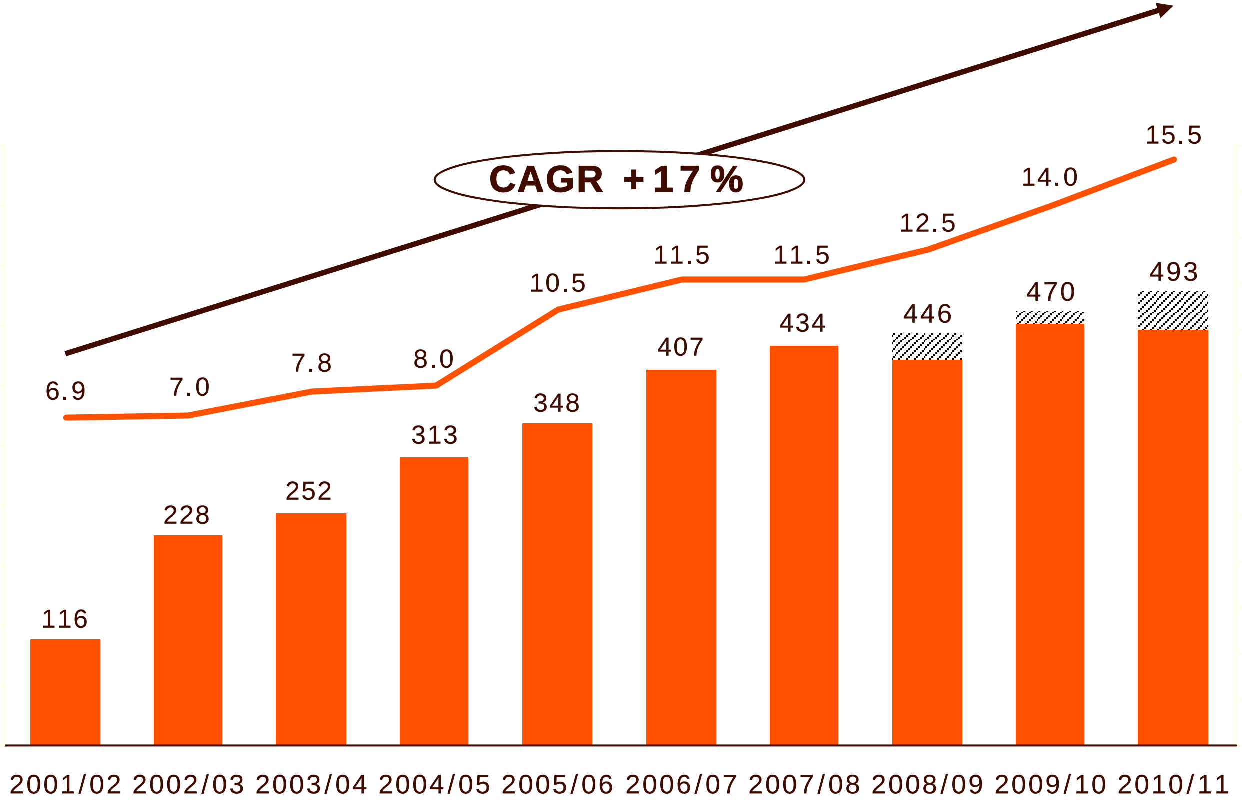
	Change in %	Aug 11	Aug 10
Total Assets [CHF m]	-8.6%	3'263.1	3'570.8
Net Working Capital [CHF m]	-8.0%	888.1	964.9
Non-Current Assets [CHF m]	-14.0%	1'208.4	1'405.8
Net Debt [CHF m]	-9.3%	789.8	870.8
Shareholders' Equity [CHF m]	-6.5%	1'217.1	1'302.3
Debt/Equity ratio		64.9%	66.9%
Solvency ratio		37.3%	36.5%
Net debt / EBITDA		1.8x	2.1x
Interest cover ratio		5.9x	5.8x
ROIC		15.5%	14.8%
ROE		20.6%	19.6%

Based on our strategy we achieved a 7% average annual volume growth over the last 10 years...



The global chocolate confectionery market grew 2% on average per year during this period

... which translated into higher cash flow generation and return to shareholders

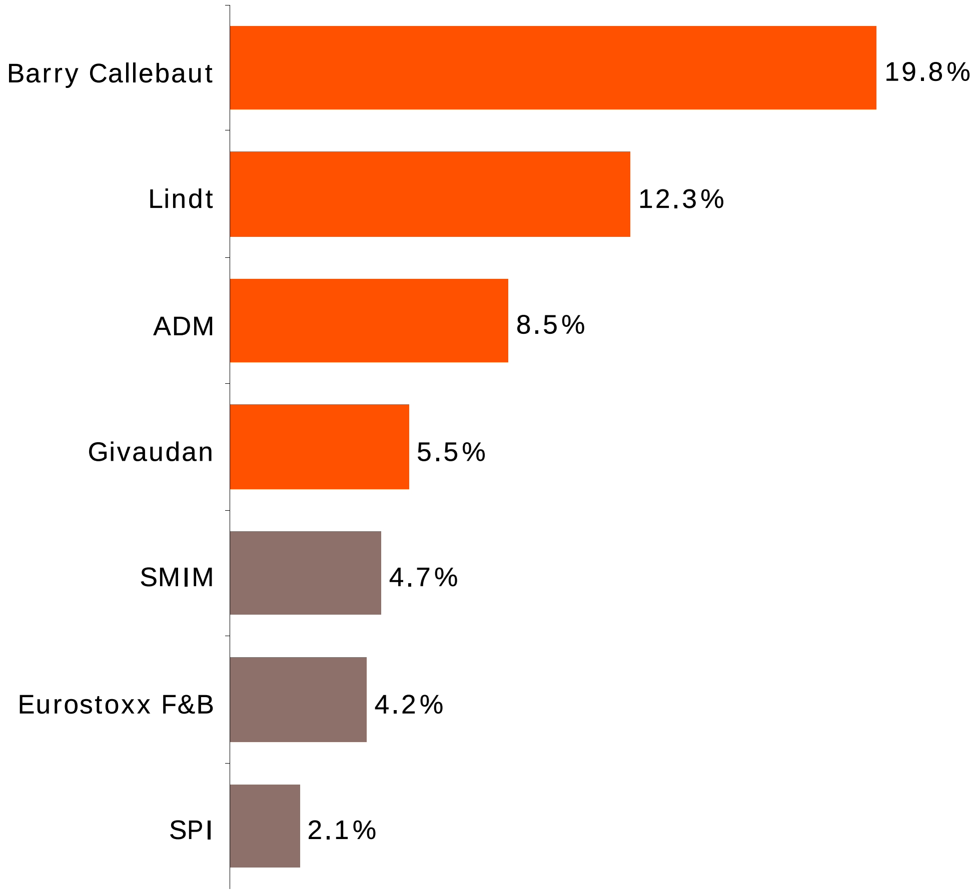


Cash Flow as % of sales	4%	6%	6%	8%	9%	10%	9%	9%	10%	10%

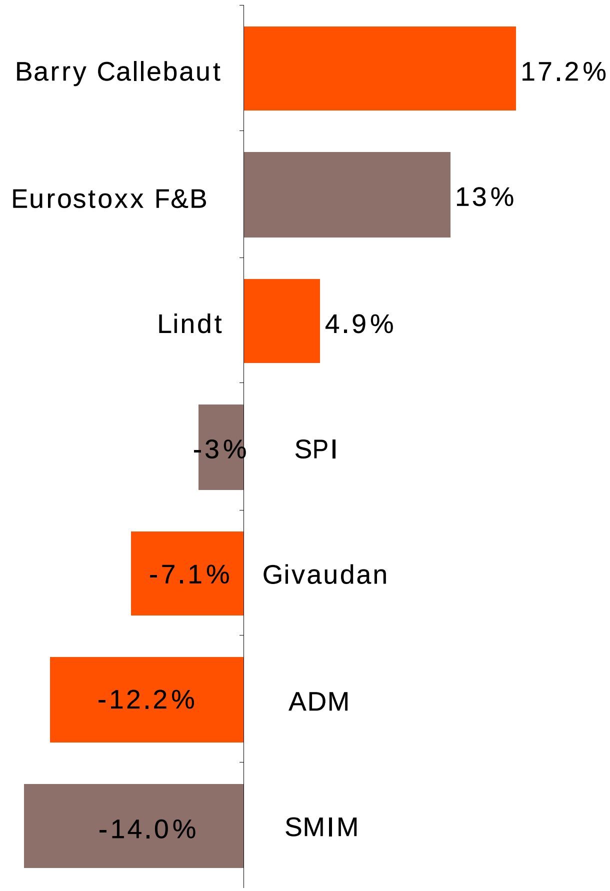
FX negative impact | Operating Cash Flow in CHF mio | Dividend in CHF/share

Share performance vs. peers and indices

10 Years - CAGR (Feb 2002 – Feb 2012)



1 Year performance (Feb 2011 – Feb 2012)



Source: Reuters