



# Half-Year Results 2022/23

Media & Analyst Conference  
April 5, 2023

## Cautionary note

**Certain statements in this presentation 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 principal risk factors that may negatively affect Barry Callebaut's future financial results are disclosed in more detail in the Full Year Report 2021/22 and include, among others, general economic and political conditions, foreign exchange fluctuations, competitive product and pricing pressures, the effect of a pandemic/epidemic, a cyber event or a natural disaster, as well as changes in tax regimes and regulatory developments. The reader is cautioned to not unduly rely on these forward-looking statements that are accurate only as of April 5, 2023. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.**



# AGENDA

## Half-Year Results 2022/23

- **Highlights**
- **Outlook**
- **Financial Review**

Ben De Schryver, CFO

- **Questions & Answers**

Ben De Schryver, CFO

# HIGHLIGHTS

Half-Year Results 2022/23

## Strong profitability and progressive volume recovery

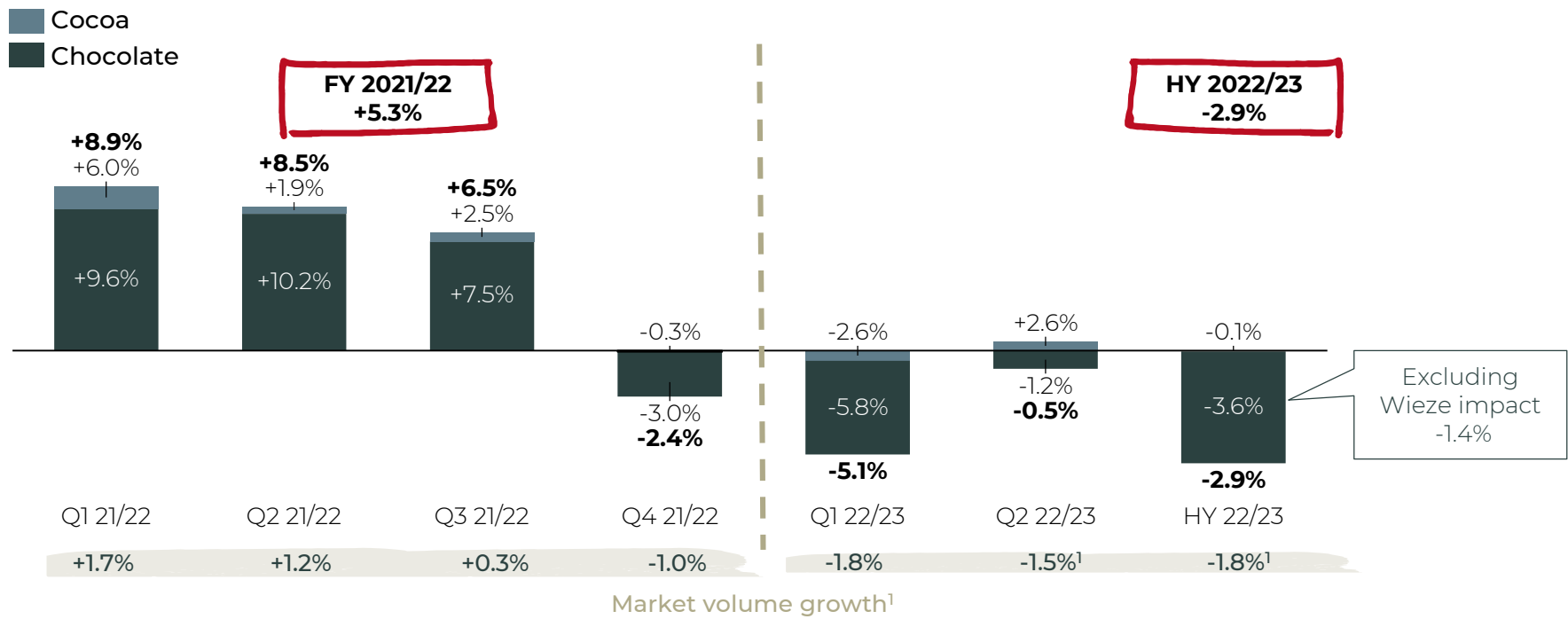


- **Progressive volume recovery** in second quarter (-0.5%), limiting volume decline to -2.9% in Half Year 2022/23
- Sales **revenue of CHF 4.2 billion**, up +7.9% in local currencies (+3.7% in CHF)
- **Strong operating profit** (EBIT) of **CHF 348.4 million**, up +11.0% in local currencies (+9.5% in CHF), compared to prior-year EBIT recurring<sup>1</sup>
- **Net profit of CHF 234.3 million**, up +10.4% in local currencies (+10.5% in CHF) compared to prior-year Net profit recurring<sup>1</sup>
- **Solid cash generation** with adjusted Free cash flow<sup>2</sup> of CHF 71.2 million

1 Prior year excluding the recovery of indirect tax credits in Brazil of CHF +12.8 million in Operating profit (EBIT) and CHF +12.7 million in Net profit.  
2 Free cash flow adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories (RMI).

Highlights Half-Year Results 2022/23

# Improving volume in Chocolate in an overall declining market



<sup>1</sup> Source: Nielsen, volume growth excluding e-commerce – 26 countries, September 2022 to January 2023, data subject to adjustment to match Barry Callebaut’s reporting period. Nielsen data only partially reflects the out-of-home and impulse consumption.



Highlights Half-Year Results 2022/23

# Key growth drivers support volume improvement

**% of total  
Group volume**

**% volume growth  
vs. prior year**

**39%  
Emerging  
Markets**

**-1.0%  
(Q2 +2.1%)**

**35%  
Outsourcing,  
Long-term  
Partnerships**

**+1.4%  
(Q2 +3.0%)**

**13%  
Gourmet &  
Specialties**

**-5.8%  
(Q2 +0.4%)**

## Key growth drivers

crucial to  
continuously  
outperform the  
market



# OUTLOOK

Half-Year Results 2022/23





# Continued strong operating profitability, updated volume forecast for Full Year 2022/23



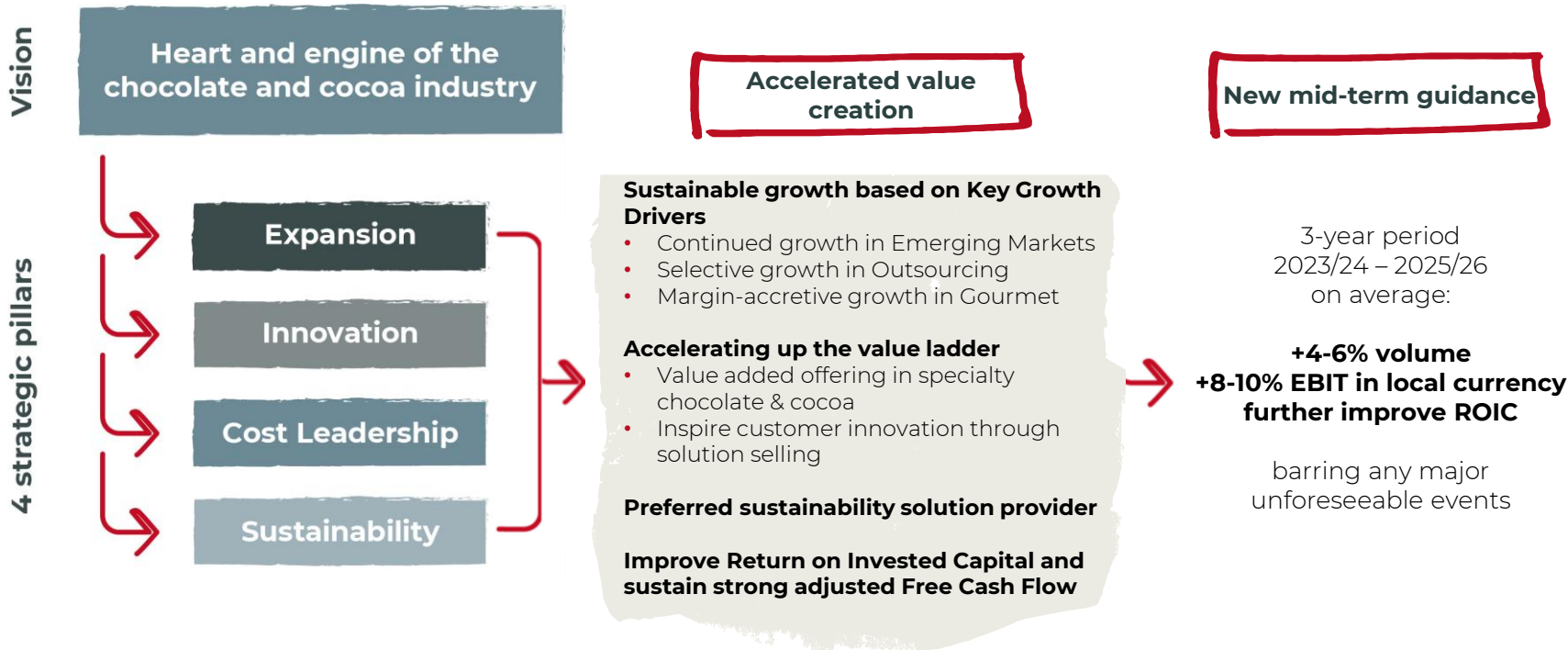
“We are confident to **deliver continued strong operating profit** in the second half of the year. Due to the delayed volume growth, we now forecast the **volume to be flat to modest** for the Full Year 2022/23.

Over the three years **guidance period**<sup>1</sup> we expect **average volume** growth to be **below 5%** with **EBIT strongly outperforming.**”

Ben De Schryver, CFO

<sup>1</sup> Mid-term guidance of on average for the 3-year period 2020/21 to 2022/23: 5-7% volume growth and EBIT above volume growth in local currencies, barring any major unforeseeable events.

# Consistent long-term strategy, new mid-term guidance focuses on accelerated value creation

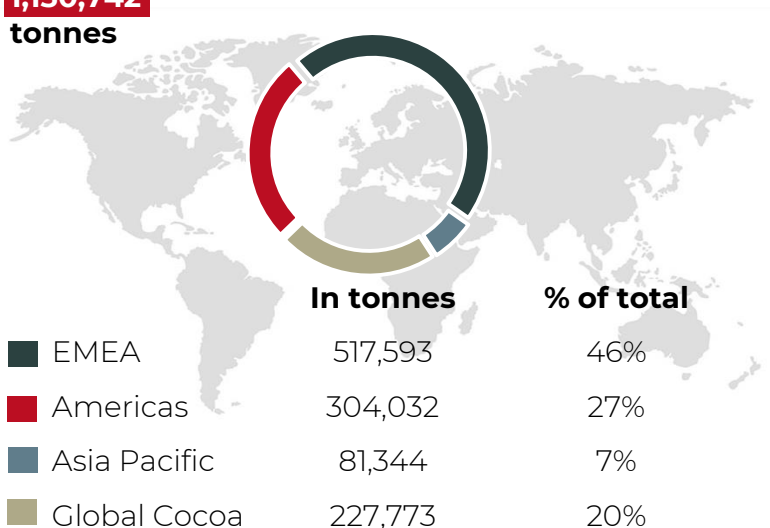


# FINANCIAL REVIEW

Half-Year Results 2022/23



# Volume picked up in Region EMEA and Global Cocoa. Strong profitability in Regions EMEA, Americas and Global Cocoa

**Group Sales volume:**
**1,130,742**  
tonnes


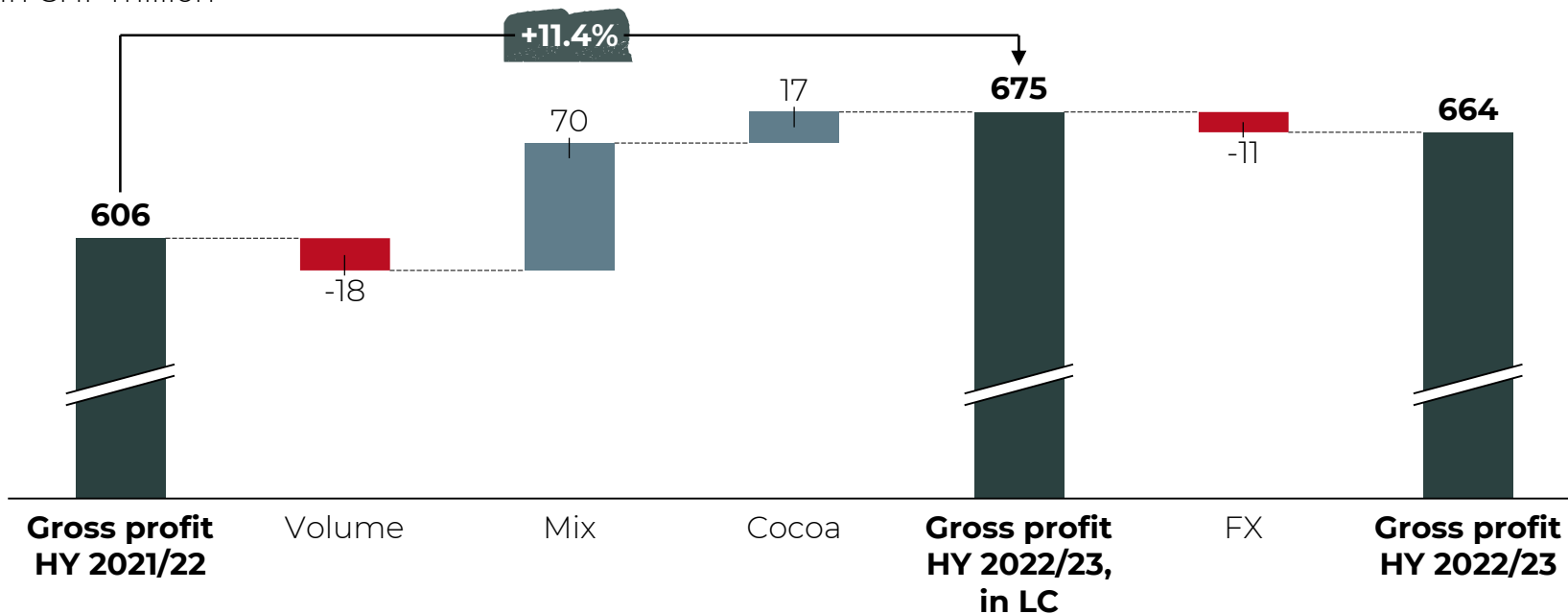
	Volume growth	Market <sup>1</sup>	EBIT growth in LC, recurring <sup>2</sup>
<b>EMEA</b>	-3.7%	-3.2%	+10.3%
<b>Americas</b>	-4.4%	-0.5% <sup>1</sup>	+5.8% <sup>2</sup>
<b>Asia Pacific</b>	+0.3%	+2.5%	-4.2%
<b>Global Cocoa</b>	-0.1%	n/a	+29.8% <sup>2</sup>

<sup>1</sup> Source: Nielsen, volume growth excluding e-commerce – 26 countries, September 2022 to January 2023, data subject to adjustment to match Barry Callebaut's reporting period. Nielsen data only partially reflects the out-of-home and impulse consumption. Nielsen Asia Pacific volume growth of +2.5% includes 6 countries: Australia, China, India, Indonesia, Japan, South Korea. When comparing to the same markets, Region Asia Pacific volume growth would be in line.

<sup>2</sup> Prior year EBIT recurring excluding the recovery of indirect tax credits in Brazil of CHF +2.4 million in Region Americas and CHF +10.4 million in Global Cocoa.

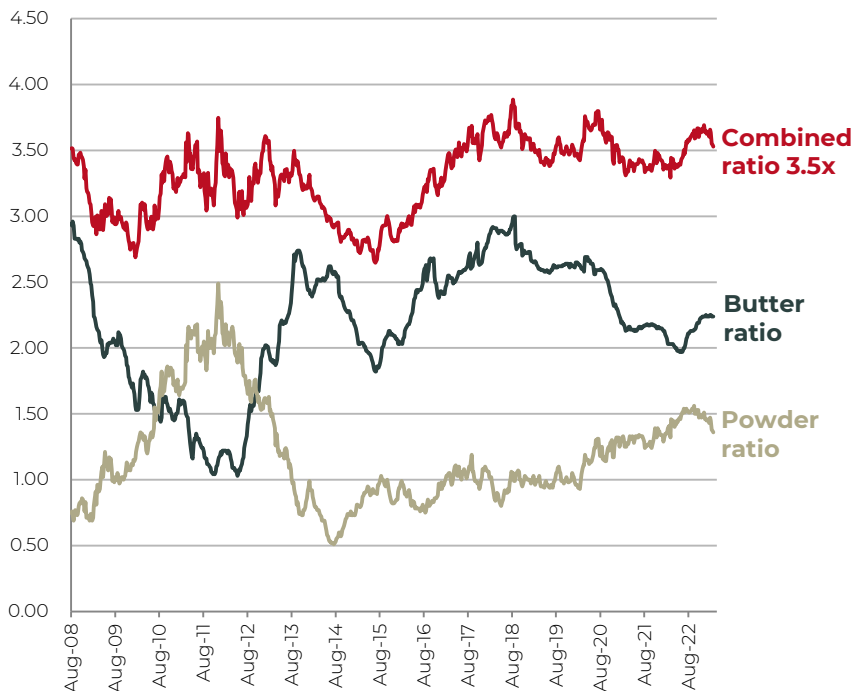
# Gross profit increase supported by strong mix and positive Cocoa contribution

In CHF million

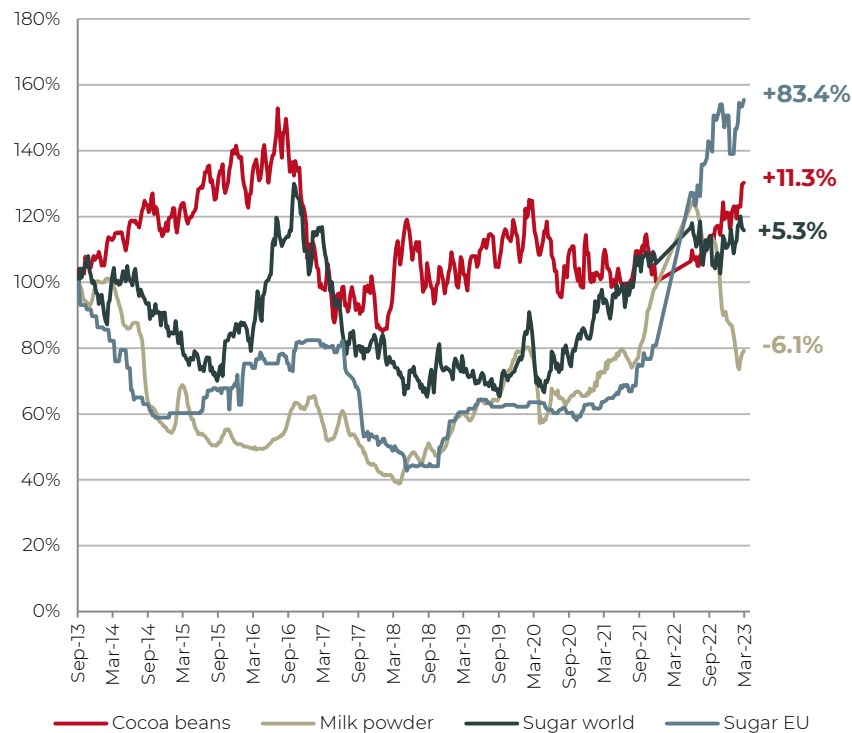


# Cocoa combined ratio and raw material price development

European Combined Ratio - 6-month forward ratio



Raw material price changes on average for the period HY 2022/23

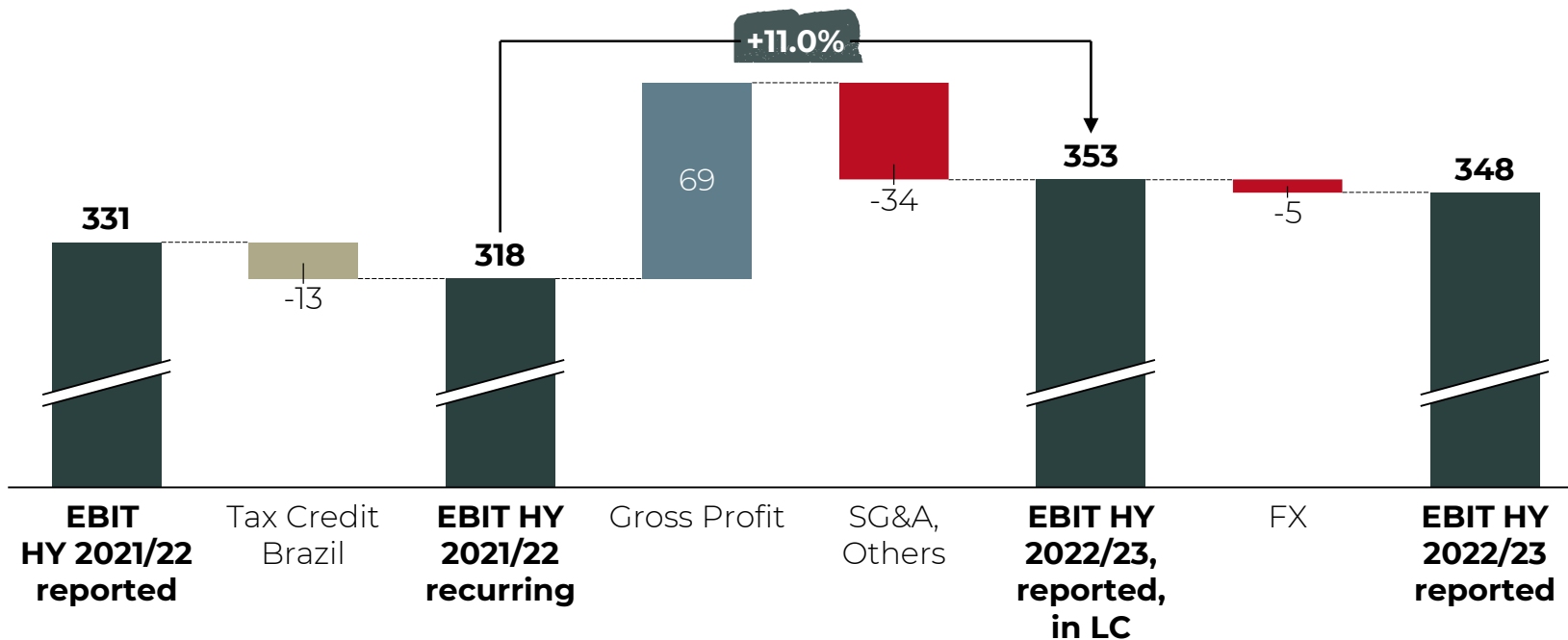


For cocoa processors, profitability depends on the ratio between input costs (price of cocoa beans) and combined output prices (price of cocoa butter and powder).



# Strong Operating profit (EBIT) recurring, up +11% in local currencies

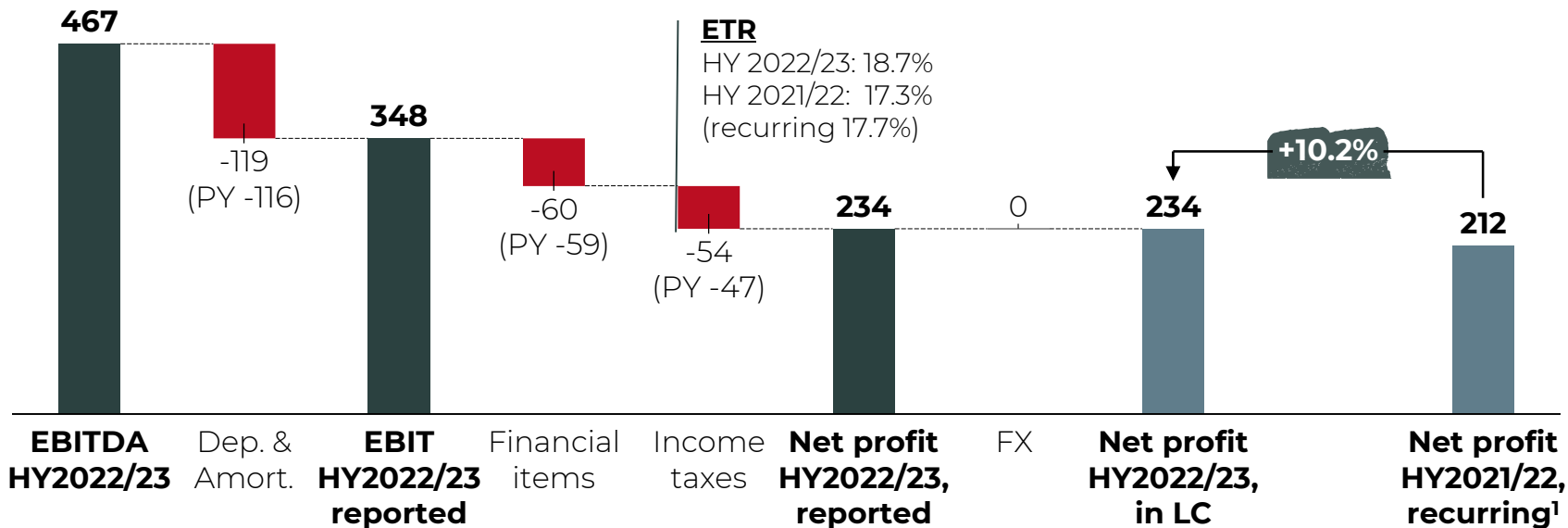
In CHF million



Financial review - EBITDA to Net profit bridge

# Net profit recurring up +10.4% in local currencies, thanks to strong Operating profit (EBIT)

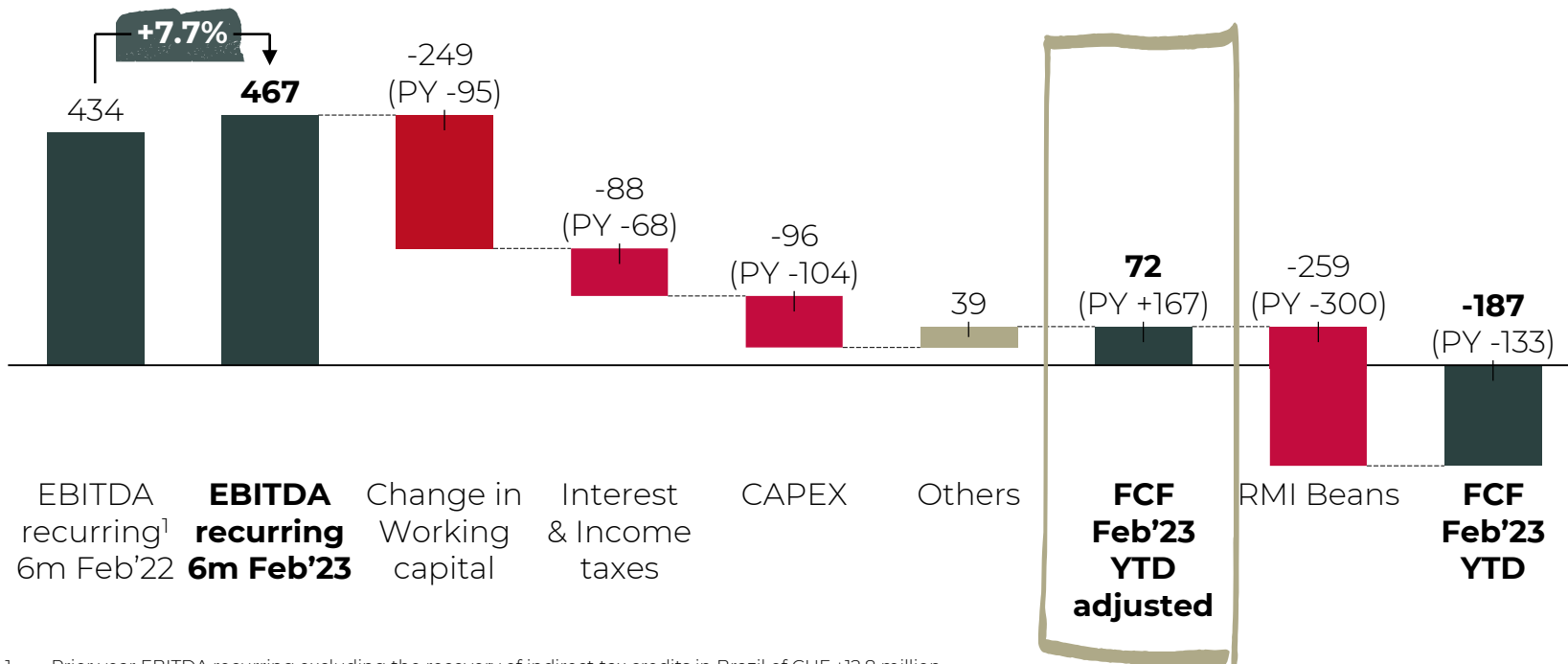
In CHF million



<sup>1</sup> Prior year Net profit recurring excluding the recovery of indirect tax credits in Brazil of CHF +12.7 million.

# Solid cash generation despite higher working capital

In CHF million

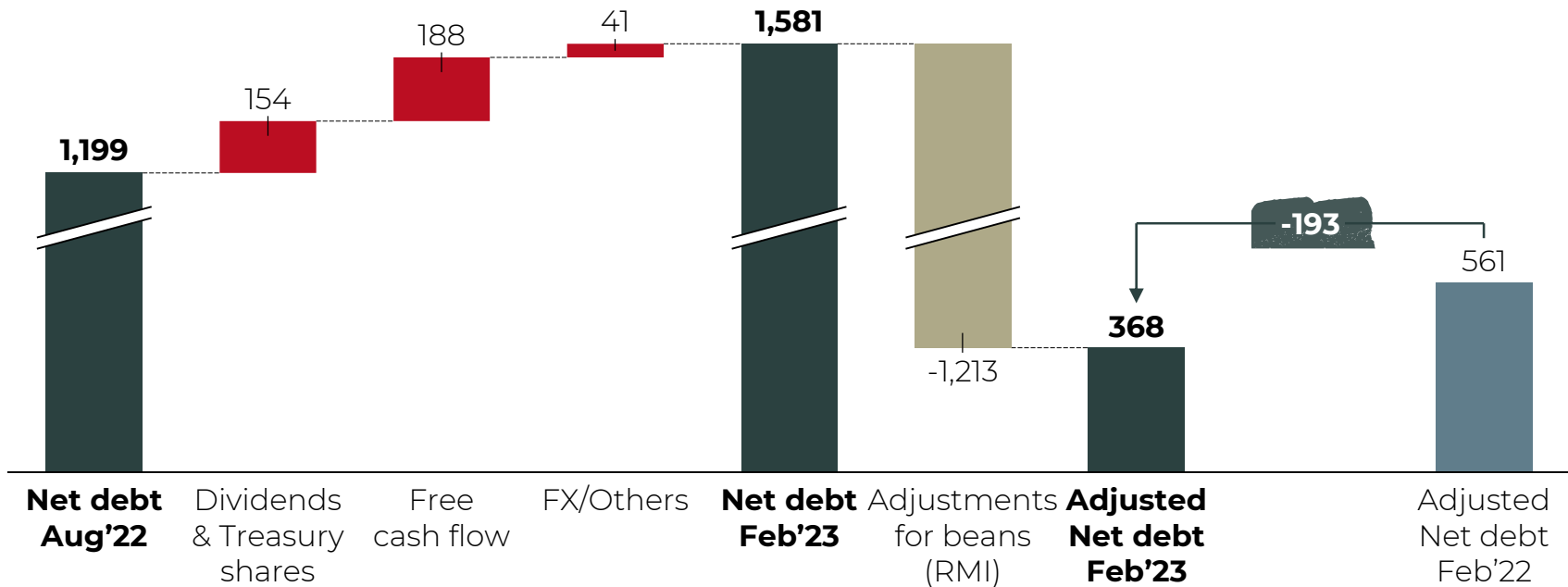


<sup>1</sup> Prior year EBITDA recurring excluding the recovery of indirect tax credits in Brazil of CHF +12.8 million.



# Adjusted Net debt further reduced

In CHF million



## Strong Balance sheet

(in CHF million)	Feb'23	Aug'22	Feb'22
Net working capital	1,699	1,293	1,599
Non-current assets	2,972	3,002	2,934
Total assets	8,185	7,761	7,428
Net debt	1,581	1,199	1,594
Adj. Net debt <sup>1</sup>	368	350	561
Shareholders' equity	2,896	2,902	2,696
ROIC reported	10.8%	11.5%	11.7%
ROIC recurring <sup>2</sup>	12.7%	13.2%	11.4%
ROE reported	13.2%	12.4%	15.6%
ROE recurring <sup>2</sup>	16.1%	14.8%	15.1%
Net debt / Equity ratio	54.6%	41.3%	59.1%
Adj. Net debt <sup>1</sup> / Equity ratio	12.7%	12.1%	20.8%
Net debt / EBITDA	2.0x	1.6x	2.0x
Adj. Net debt <sup>1</sup> / EBITDA	0.6x	0.6x	0.7x

1 Net debt adjusted for cocoa beans considered as RMI

2 Recurring numbers Feb'22 excluding Brazil indirect tax recovery, Aug'22 and Feb'23 excluding Brazil indirect tax recovery, closure of Moreton, UK, Wieze effect

# Questions & Answers



**Ben De Schryver**  
**CFO**