



# Full Year Results 2012/13

Analysts Conference  
Nov 7, 2013



*Because we love chocolate...*

**BARRY CALLEBAUT**



## Cautionary note

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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 factors that may affect Barry Callebaut's future financial results are discussed in the Letter to Investors as well as in the Annual Report 2012/13. 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 is cautioned to not unduly rely on these forward-looking statements that are accurate only as of today, Nov 7, 2013. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.



# Agenda

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- 
- ▶ **Highlights 2012/13**  
Juergen Steinemann, CEO

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  - ▶ **Financial review**  
Victor Balli, CFO
  - ▶ **Strategy update & Outlook**  
Juergen Steinemann, CEO
  - ▶ **Q&A Session**



Highlights FY 2012/13

# Successful year in further implementing our growth strategy

<p><b>+8.7%</b> <b>Stand-alone*</b></p> <p><b>+ 11.4%</b> <b>Volume growth</b></p>	<p><b>+4.4%<sup>1</sup></b> <b>Stand-alone*</b></p> <p><b>-3.9%<sup>1</sup></b> <b>EBIT growth</b></p>	<p><b>-4.9%<sup>1</sup></b></p> <p><b>Net Profit</b> <b>from continuing</b> <b>operations</b></p>
<p><b>Acquisition of</b> <b>Cocoa Business</b> <b>from Petra Foods</b></p>	<p><b>Significant</b> <b>investments in</b> <b>expansion of our</b> <b>footprint</b></p>	<p><b>Dividend</b> <b>CHF 14.50</b> <b>per share</b></p>

<sup>1</sup> in CHF

\* excluding recent acquisition of Petra Foods' cocoa business (transaction costs and operating result)



Highlights 2012/13

# Important steps taken towards the strengthening of our leadership in the industry



## Acquisition of Cocoa Business from Petra Foods

Signing agreement  
Dec 2012



Financing in place and Closing  
June 2013



Cocoa Horizons  
Implementation –  
First Cocoa Center of  
Excellence  
July 2013



Opening of 1<sup>st</sup>.  
chocolate factory in  
Turkey  
Oct 2013



First outsourcing  
agreement in South  
America  
Oct 2012



Acquisition of ASM  
Foods in Sweden  
Jan 2013



Opening of 2<sup>nd</sup>.  
chocolate factory in  
Mexico  
June 2013



Opening of cocoa  
factory in Indonesia  
Sep 2013



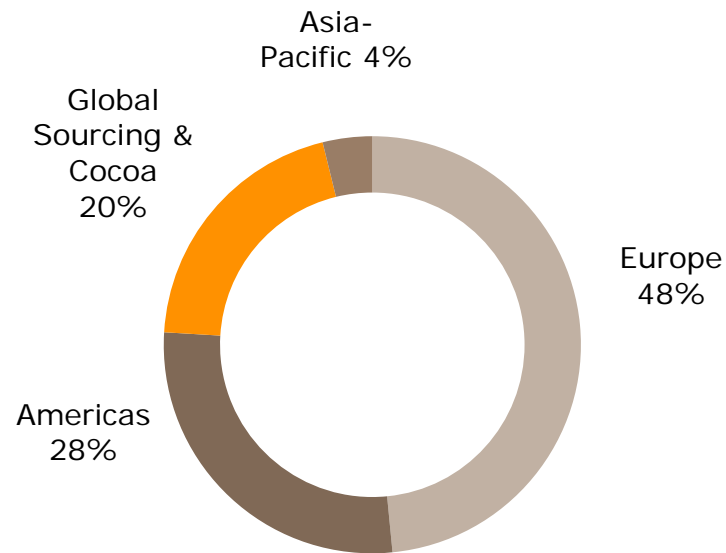
EU Commission  
approves BC health  
claim  
Sep 2013



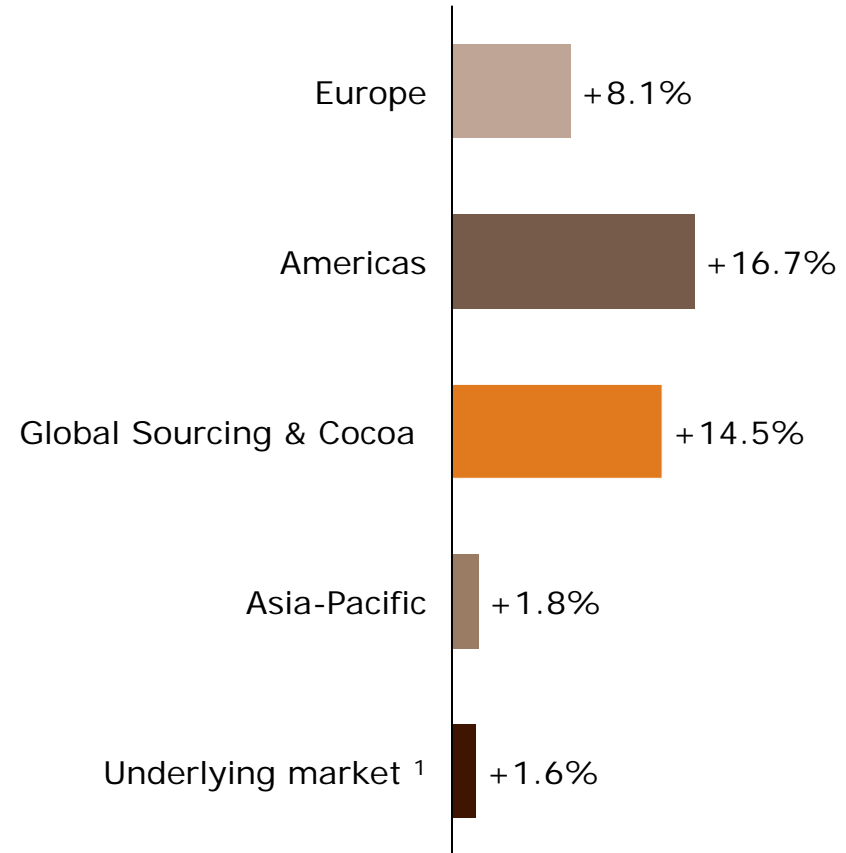
FY 2012/13

# Strong broad-based volume performance

Sales Volume by Region



Volume growth vs prior year

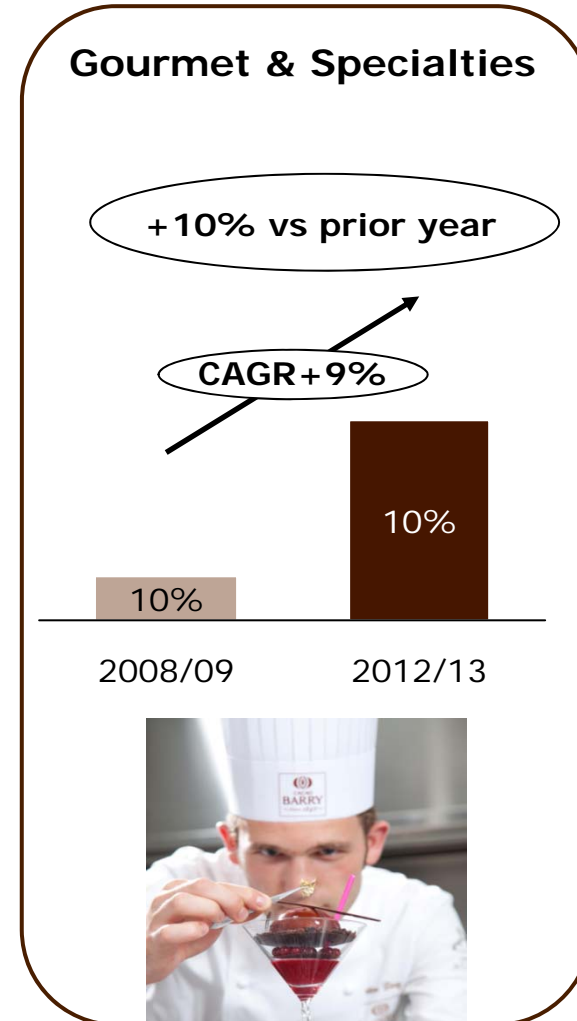
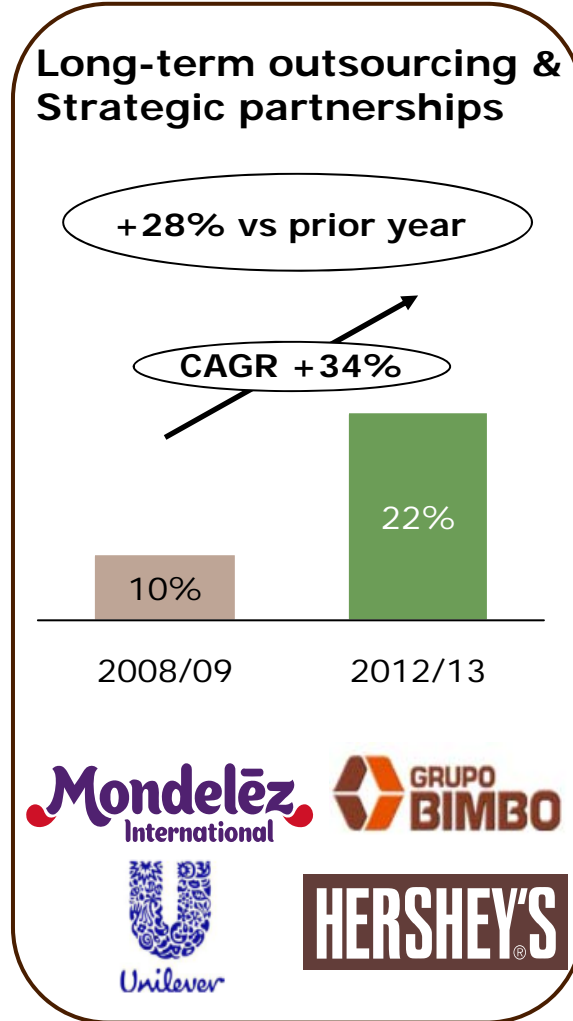
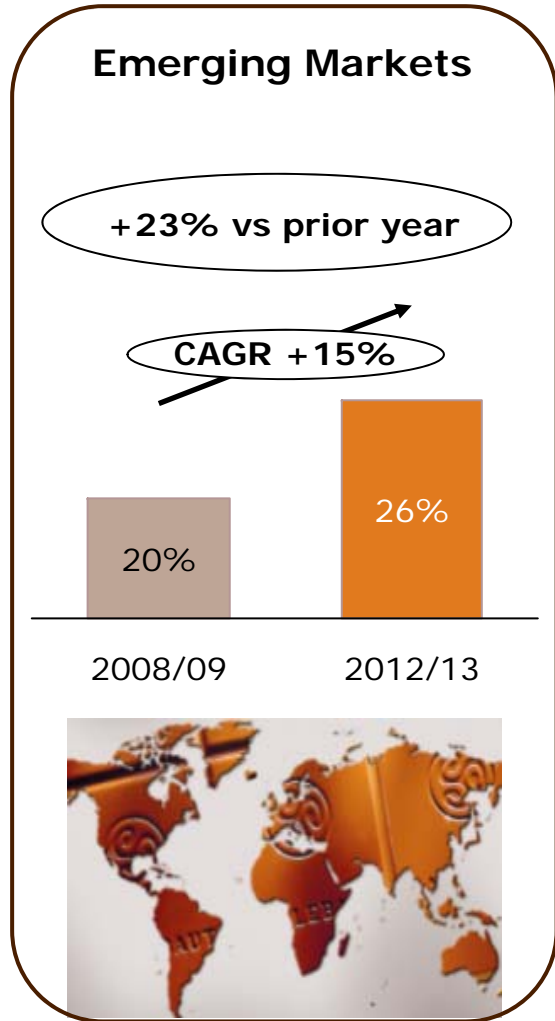


<sup>1</sup> Source: Nielsen – Chocolate Confectionery volume growth of top 16 countries; September 2012 - August 2013  
Note: Total volume includes recently acquired cocoa business



Five-year development

Continued focus on our key expansion drivers

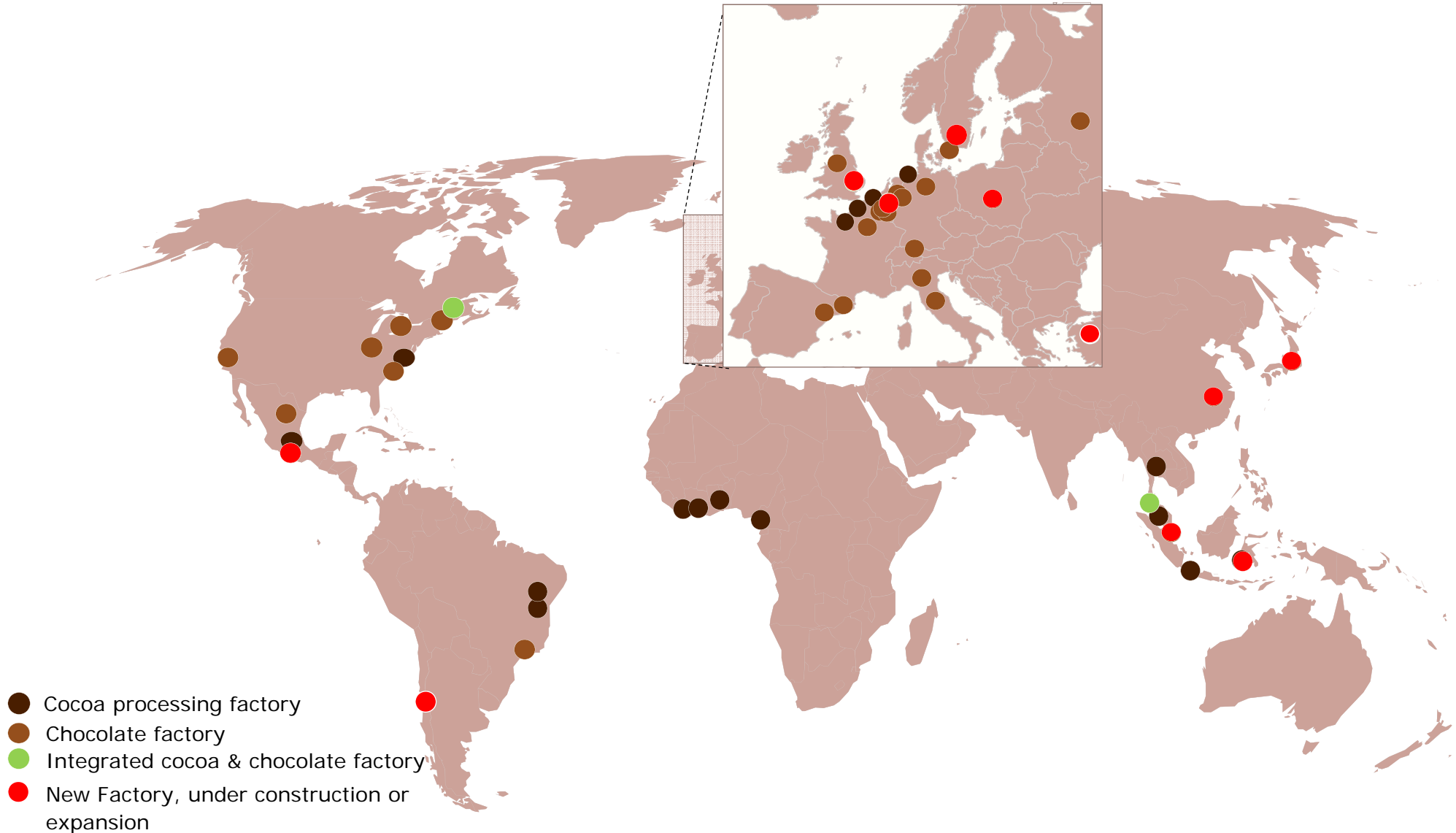


Volume growth

of total Group volume



# Significant expansion of manufacturing footprint provides diversification and unique competitive advantage

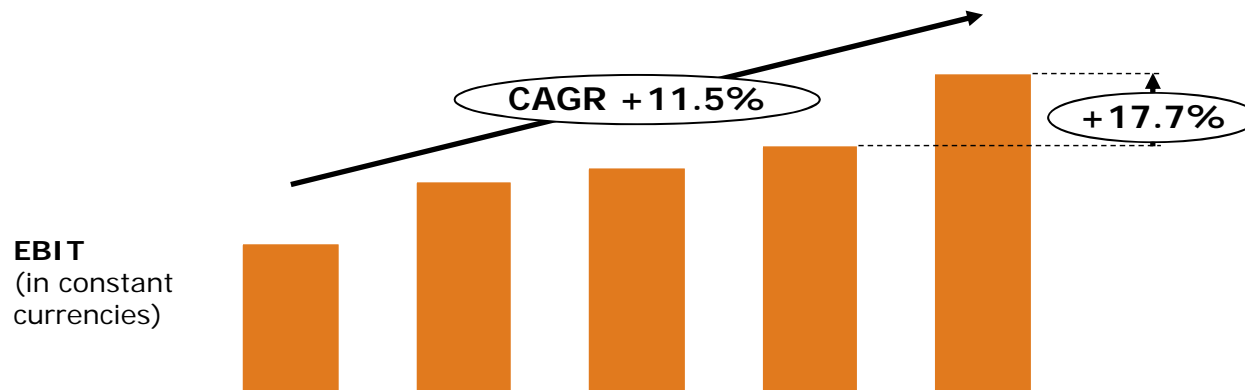
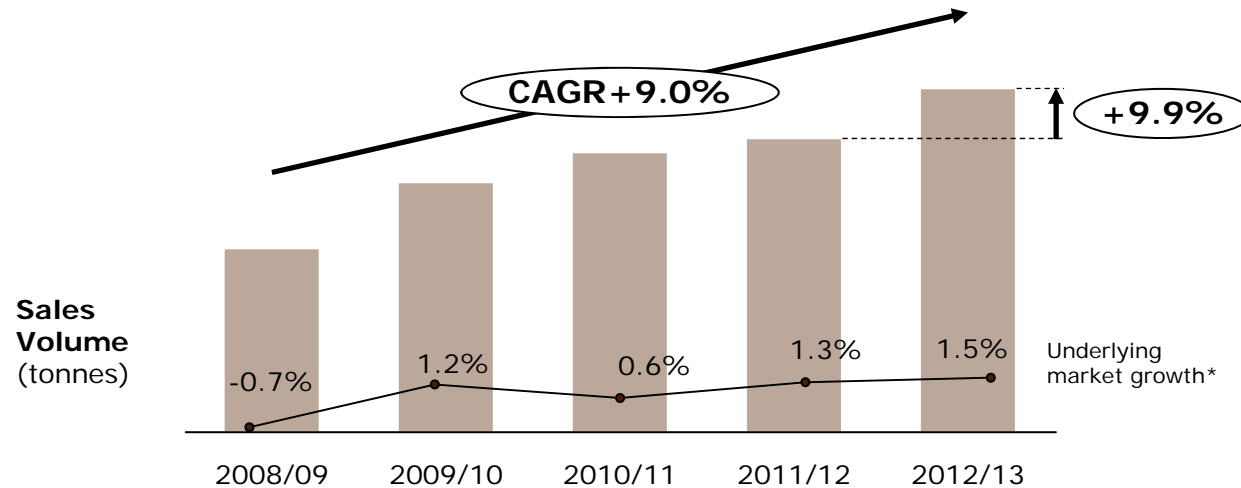






# Gourmet & Specialties: strong top and bottom-line performance

Group Gourmet & Specialties Business – Growth evolution



\* Source: Euromonitor Foodservice



Strongest ever activation plan for our global brands with key focus behind growing the core...



**CALLEBAUT**

BELGIUM 1911



## The Callebaut® brand

100% Belgian, from bean to chocolate

- ▶ N° 1 chocolate brand for **professionals** worldwide, at the heart of great chocolate stories
- ▶ First gourmet brand to switch completely to **sustainable cocoa**
- ▶ Gaining momentum in emerging markets
- ▶ Extending the core with new applications « Callebaut **Hot Chocolate Concept**»
- ▶ **Building brand equity:** «Callebaut TV», First Chocolate App «Chocolizer», social media



Strongest ever activation plan for our global brands supported by the world leading chefs...



## The Cacao Barry® brand

unlocking the sensorial richness of cacao & chocolate to inspire creativity

- ▶ **N° 1 French brand** for professionals worldwide
- ▶ Launch of Cacao Barry "**Purity from Nature**" – the next generation Chocolate
- ▶ **Renovate the core** Cacao Barry France
- ▶ Ensure **availability** of the premium core range in **key cities globally**
- ▶ **Building brand equity:** "Cacao Barry Live", 50 Best Restaurants Official Sponsor, "World Chocolate Masters", Social media



# Striving for cost leadership while growing at a high pace...

## Capacity Utilization

- **Chocolate: 95%**  
*(target 82-85%)*
- **Cocoa 92 %**  
*(target 90-95%)*



## Manufacturing costs per tonne

-2.6%<sup>1</sup>



## Higher supply chain costs due to capacity constraints



## Energy consumption

-5%  
*(5-year target -20%<sup>2</sup>)*



## Optimization of materials used



## Production capacity expansion and new factories



1) On like-for-like basis

2) Target -20% by 2013/14, accumulated -23% until 2012/13 ahead of target



“Cocoa Horizons”: Execution platform for sustainability projects



## Our sustainability initiative in numbers

### Increase sustainable cocoa supply and improve farmer livelihoods

#### Farmer Practices

##### Double yield & improve quality

- ▶ 110,000 farmers trained
- ▶ 73 participating cooperatives
- ▶ 1 Cocoa Center of Excellence
- ▶ 5 regional Showcase Farms
- ▶ 575 Farmer Field Schools

#### Farmer Education

##### Train next farmer generation

- ▶ Built 3, and extended 5 primary schools
- ▶ Child labor awareness raising with farmers and teachers, distributed school kits

#### Farmer Health

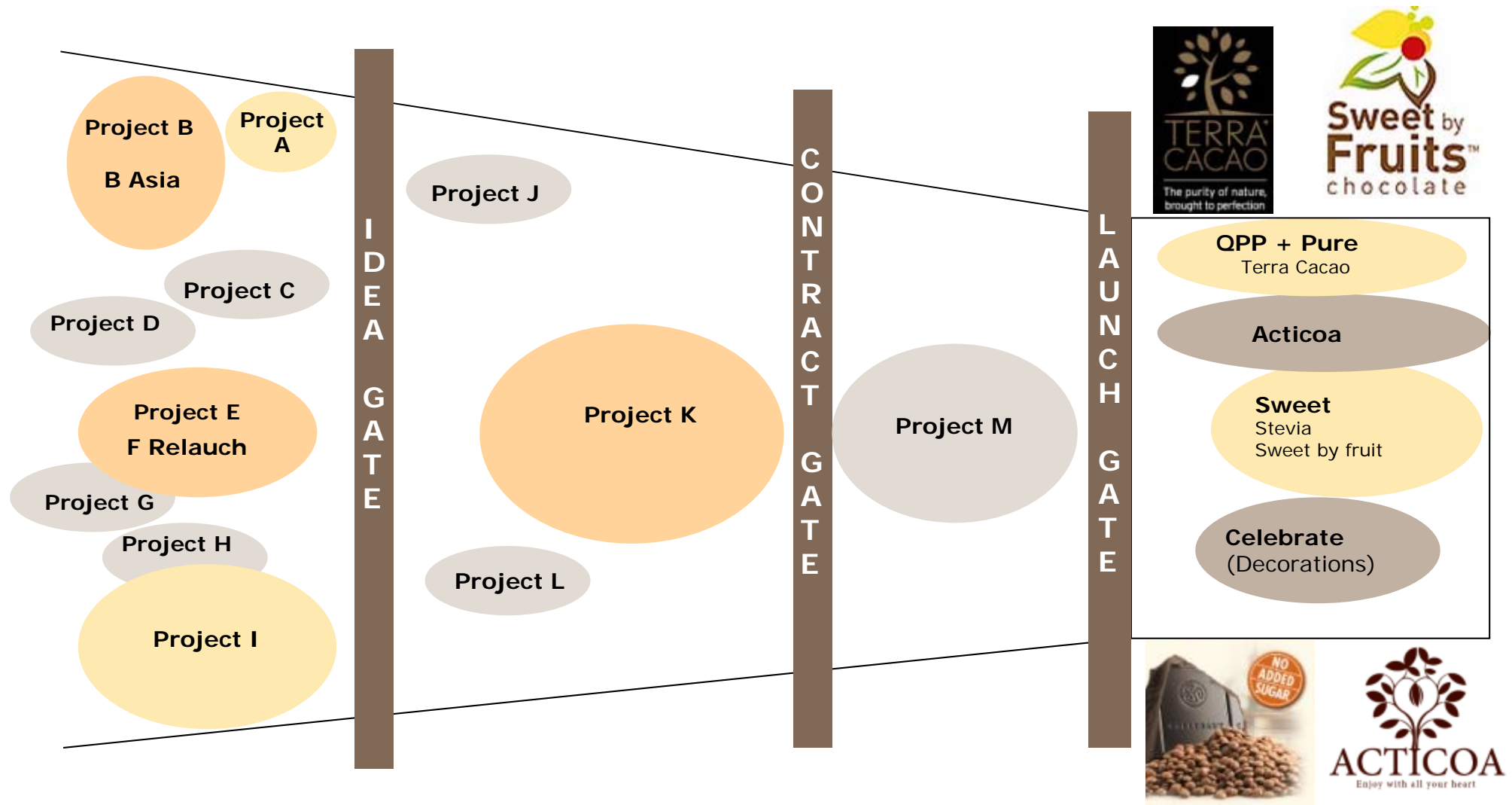
##### Clean water & basic healthcare

- ▶ Micro health insurance program launched targeting 250,000 people
- ▶ 7 boreholes and water systems built
- ▶ Distributed mosquito nets

**QPP Cooperatives + Biolands Cocoa Buying Programs**



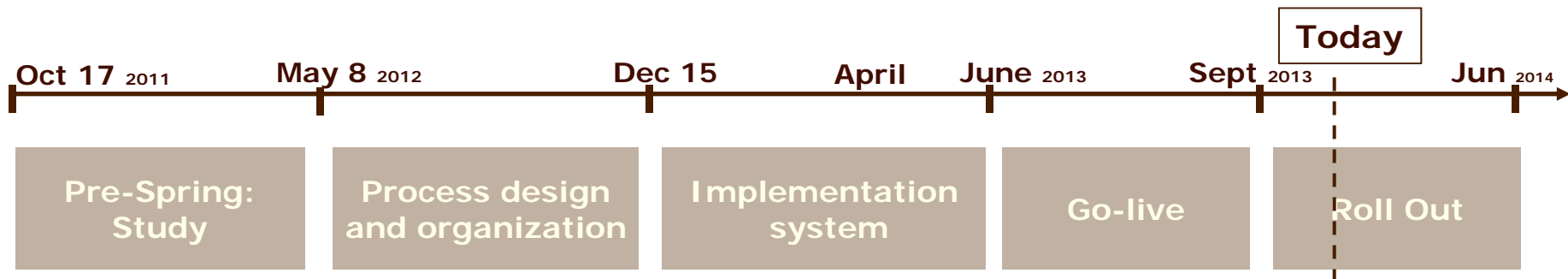
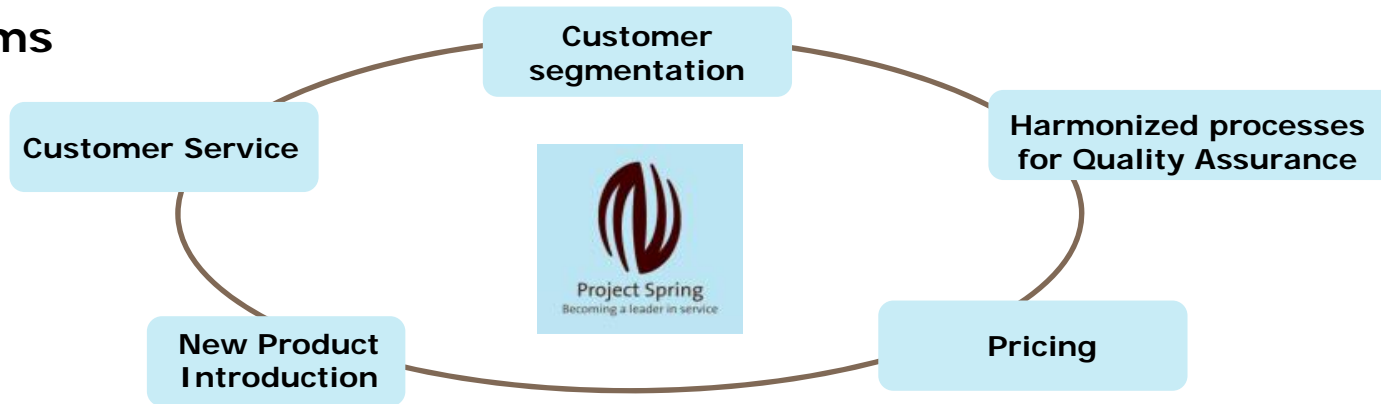
# Strong innovation funnel with focus on fewer, bolder and bigger projects





# Project «Spring»: Enhancing our leadership in service

## Workstreams



**First positive results achieved. Change management and complete roll-out key for a successful implementation**

**Investment of EUR 30 mio and annual savings of EUR 10 mio confirmed**



# Integration of the recently acquired cocoa business from Petra Foods well on track...

## Organization in place

- ▶ Regional and global commercial and functional organization

## Commercial model

- ▶ Combined cocoa and chocolate sales forces, one face to the customer approach

## Global Supply Chain

- ▶ Global manufacturing and supply chain network integration started

## Systems

- ▶ Alignment and SAP implementation in design phase

## Synergies

- ▶ All synergies confirmed and implementation projects in place

## Culture

- ▶ Awareness of differences, act global stay local







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Victor Balli, CFO
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## Strong top-line growth, gaining profitability momentum

Group performance	FY 2012/13	% vs prior year (in CHF)
Sales Volume Total	1'535'662	+11.4%
Sales Volume stand-alone	1'498'632	+8.7%
EBIT Total	339.6	-3.9%
EBIT stand-alone <i>EBIT per tonne</i>	368.8 246.1	+4.4% -3.9%
Net profit from continuing operations	229.3	-4.9%
Net profit for the year	222.6	+56.1%

Stand-alone: Excluding recent acquisition of Cocoa business of Petra Foods (2 months consolidated volume and operating result, one-off transaction costs)



# Strong top-line growth, gaining profitability momentum



Europe

Americas

Asia-Pacific

Global Sourcing & Cocoa

**Volume growth**

**+8.1%**

**+16.7%**

**+1.8%**

**+14.5%<sup>1</sup>**

*+0.9%<sup>2</sup>*

Market volume growth<sup>3</sup>

+2.1%

-0.6%

12.9%

**EBIT growth vs. prior year (in CHF)**

**+9.0%**

**+19.3%**

**-9.4%**

**-36.0%<sup>1</sup>**

*-17.6%<sup>2</sup>*

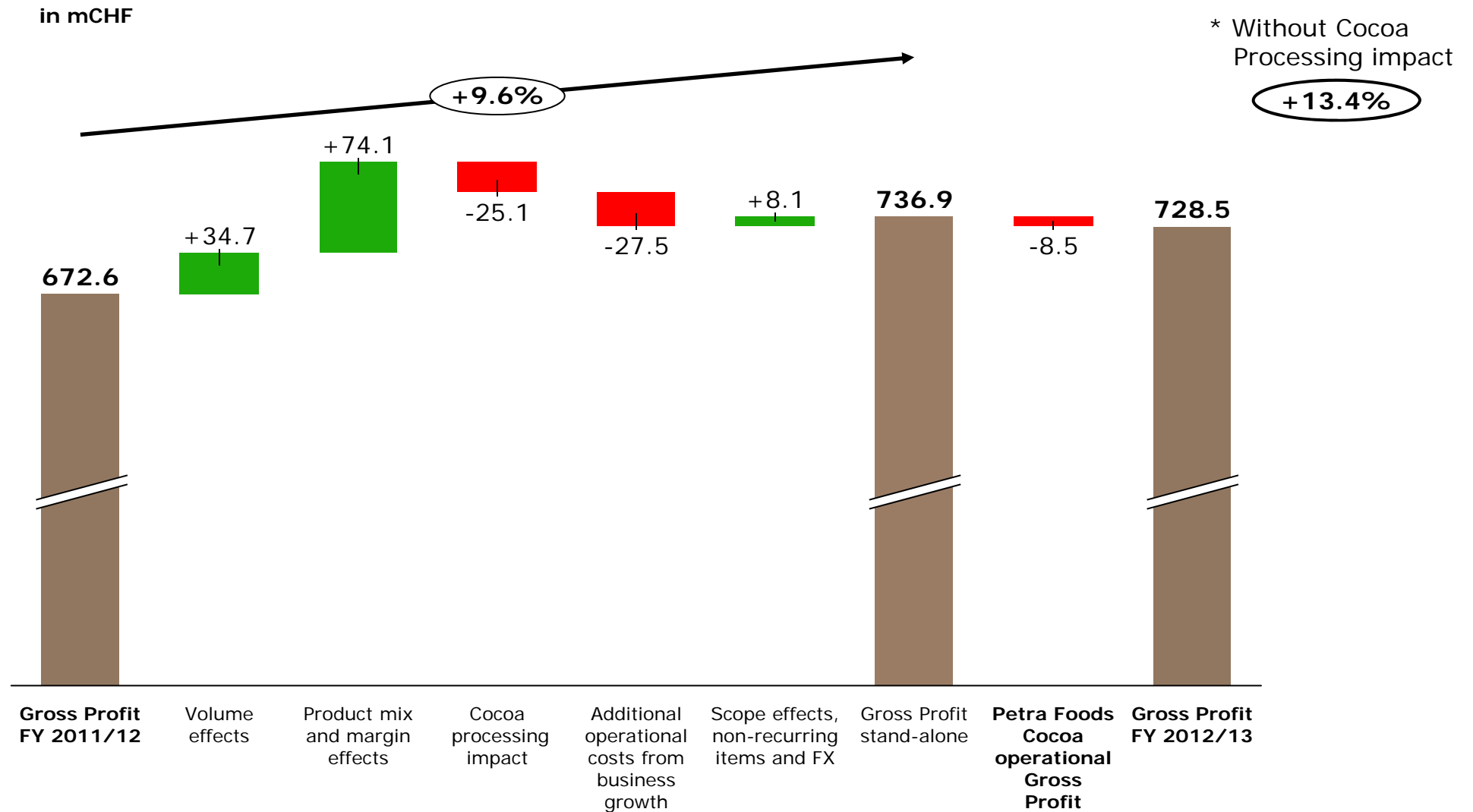
1) Including acquisition of Petra Foods Cocoa Business 2)excluding acquisition of Petra Foods Cocoa Business

3) Source: Nielsen data (Sep 2012- Aug 2013); - Top 16 countries represent approx. 75% of the global chocolate market in volume; - Americas includes USA and Brazil Eastern Europe includes: Russia, Ukraine, Poland, Turkey; Asia includes China and India



# Gross Profit –FY 12/13

## Improved product margins fueled gross profit

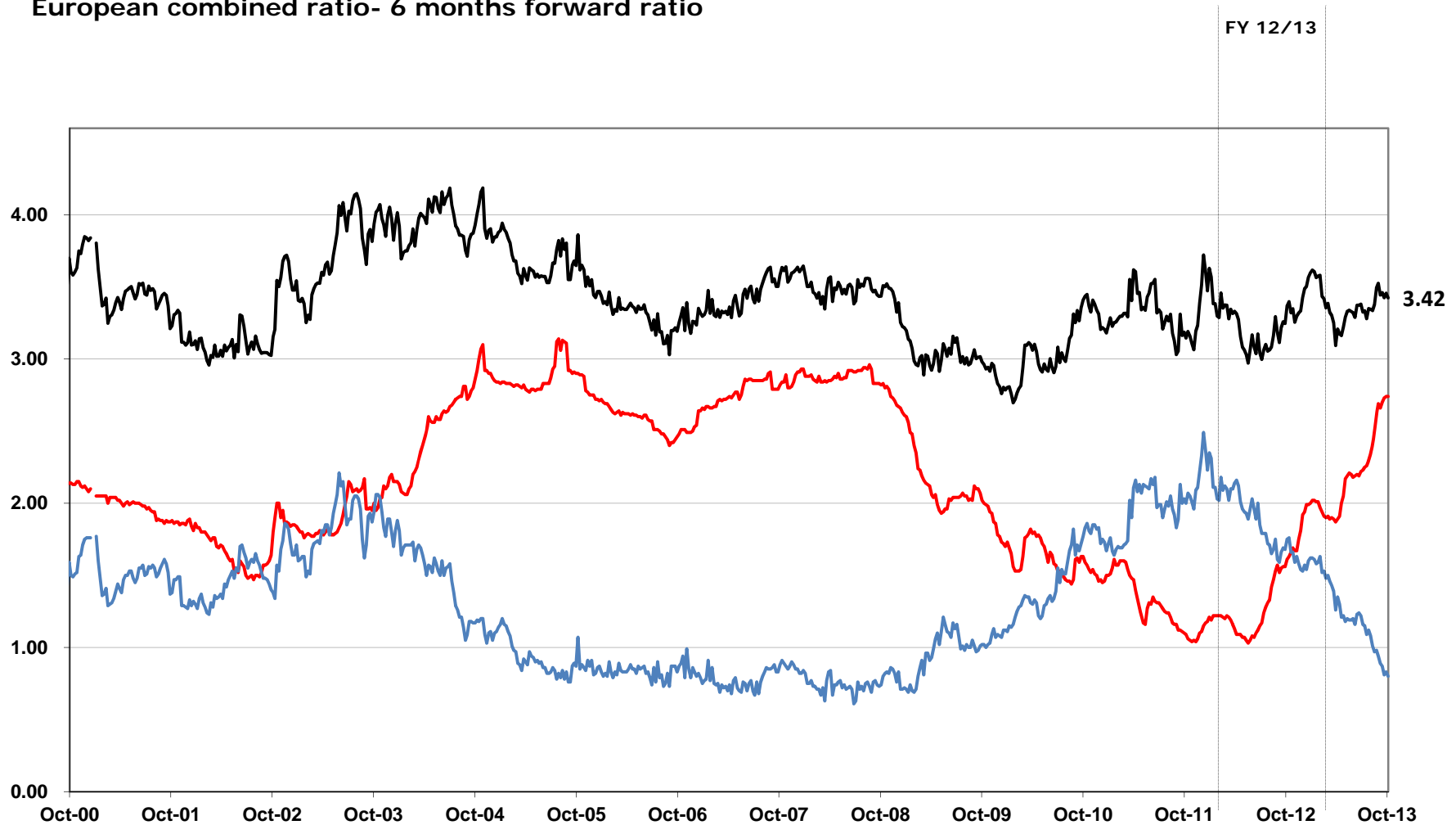




# Cocoa processing profitability

## Combined ratio had a negative impact, however current outlook is positive...

European combined ratio- 6 months forward ratio



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



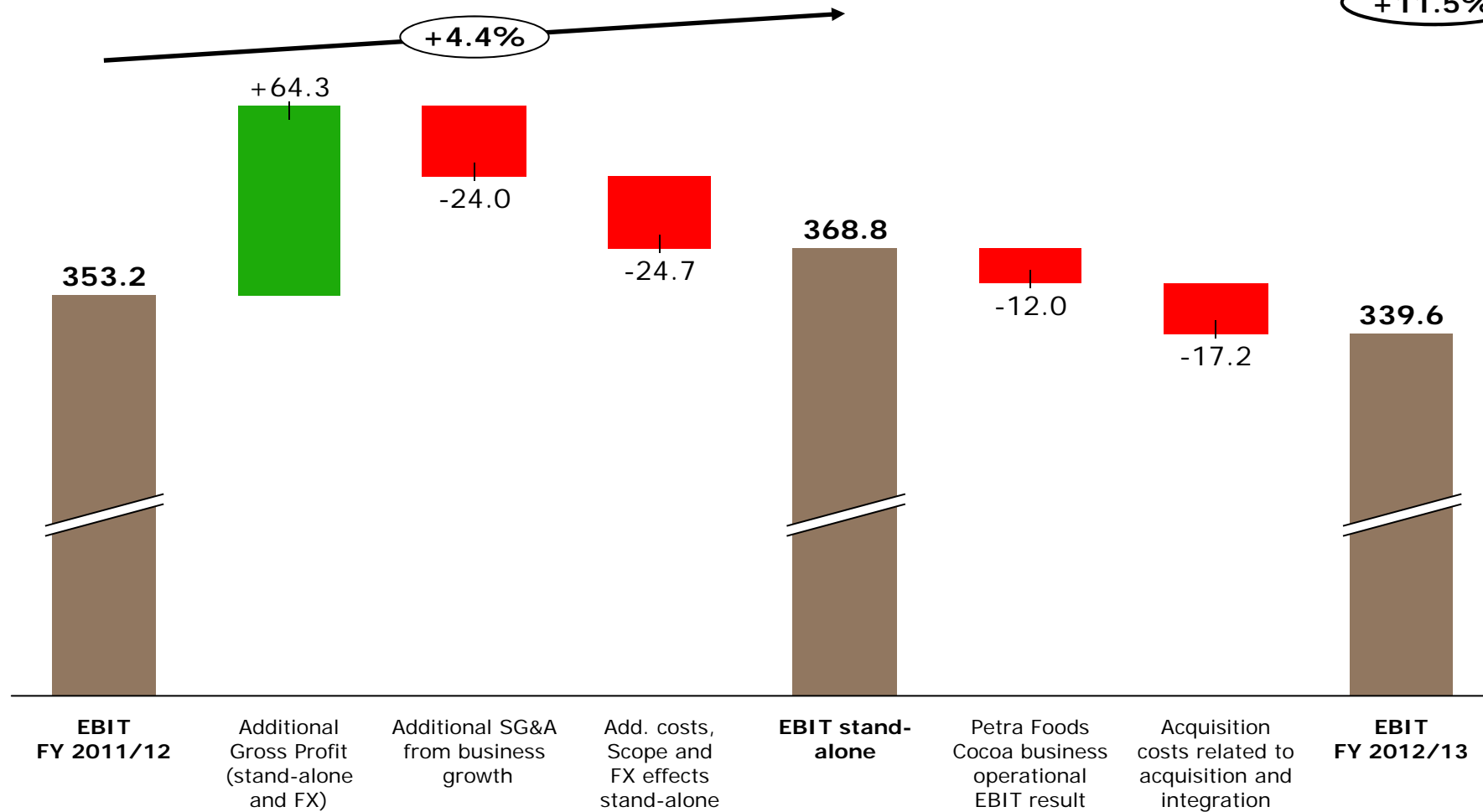
# EBIT bridge

## Stand-alone operating result gained momentum +4.4%

in CHF m

\* Without Cocoa Processing impact

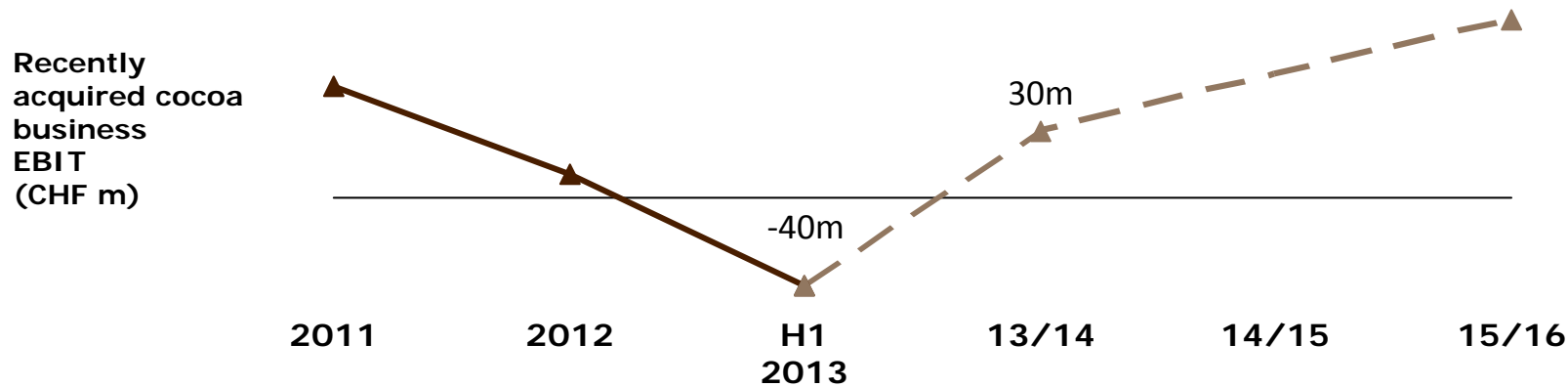
+11.5%





# Foreseen profitability improvement of the recently acquired cocoa business of Petra Foods

- ▶ Good visibility of current portfolio
- ▶ Recent improvement of combined ratio will positively impact 2014
- ▶ Synergies confirmed
  - ▶ Integration of sourcing operations started
  - ▶ European business improvement initiated
  - ▶ Optimization of supply chain identified and in progress

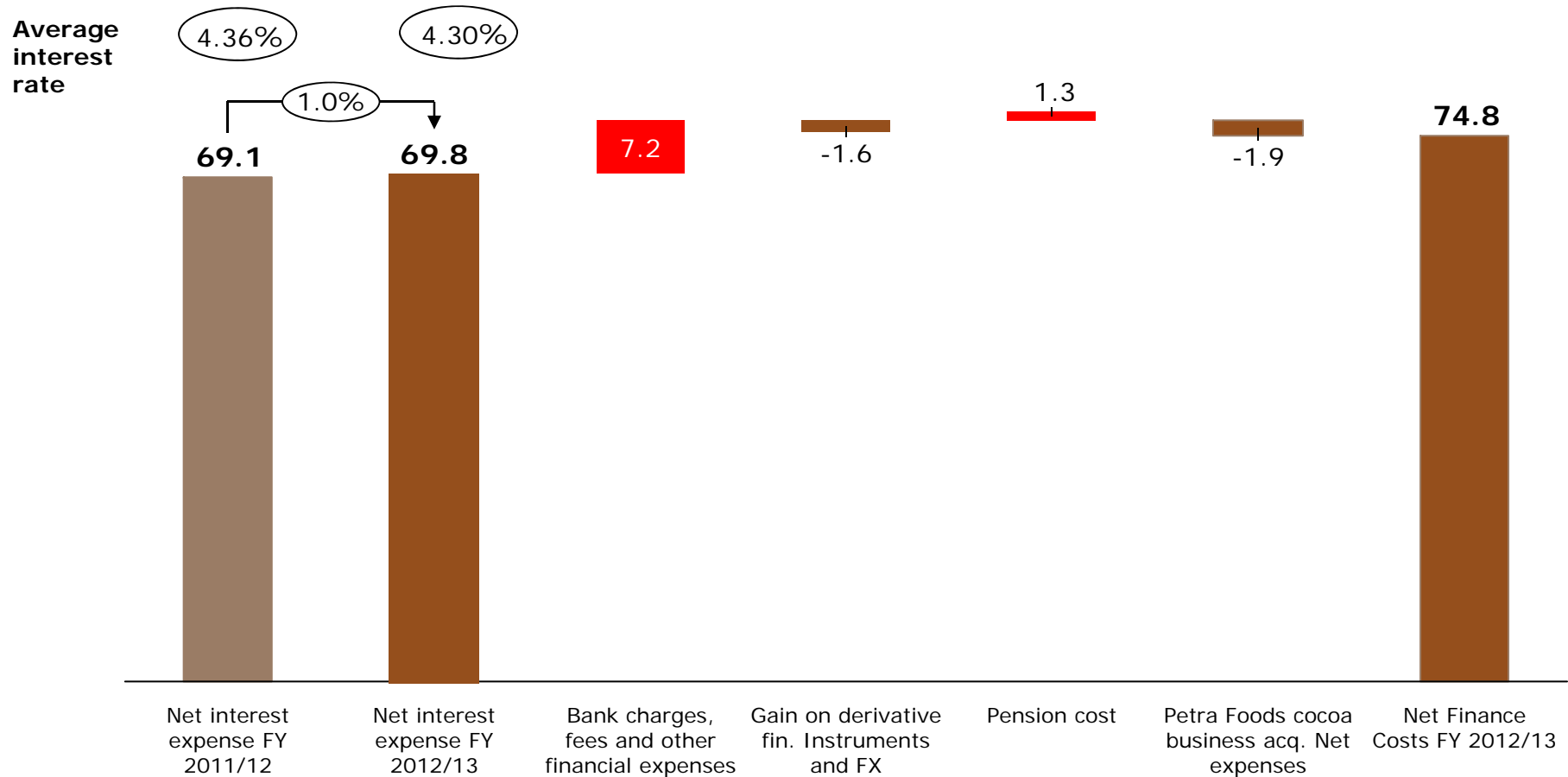




## Financial items

# Net finance costs remained at prior year level, despite recent financing for acquisition

in CHF m







Below EBIT

## Continued good tax rate, last time effect from consumer business divestiture

[CHF m]	Change in % CHF	FY 2012/13	FY 2011/12
Operating profit (EBIT)	-3.9%	339.6	353.2
Financial items	-0.1%	(74.8)	(74.9)
Profit before Taxes [CHF m]	-4.8%	264.8	278.3
Income taxes	4.6%	(35.5)	(37.2)
<i>Tax rate [in %]</i>		<i>13.4%</i>	<i>13.4%</i>
Net profit from continuing operations <sup>1</sup>	-4.9%	229.3	241.1
Net result from discontinued operations		(6.7)	(98.5)
Net profit for the year	56.1%	222.6	142.6

<sup>1</sup> Net profit from continuing operations (including minorities)

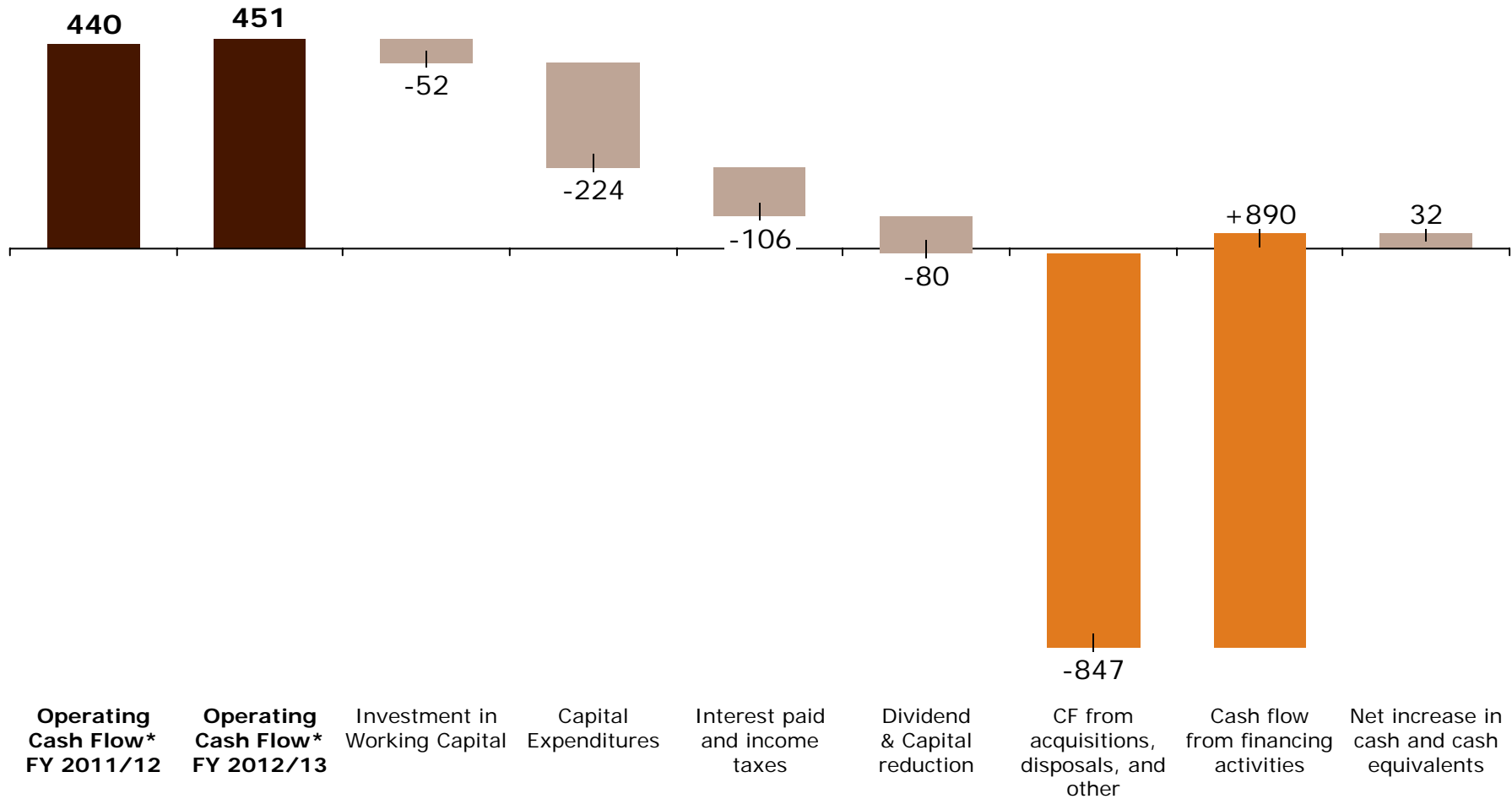


# Cash Flow

## Investments and strategic acquisition to support future growth

in CHF m

+2.5%



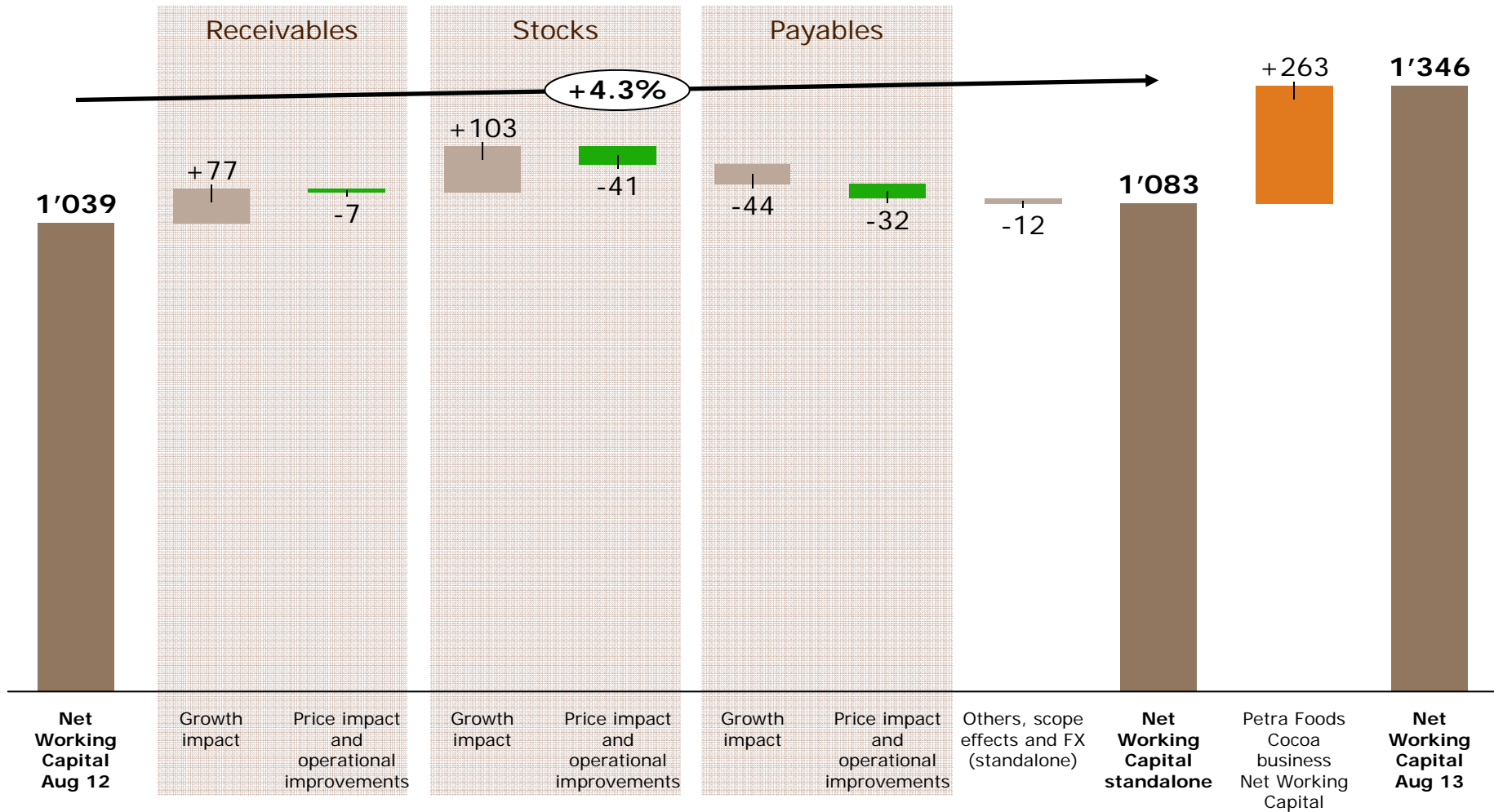
\* Before Working Capital changes



# Net Working Capital evolution

## Continued good working capital management

in mCHF





## Balance Sheet & key ratios

# Stand-alone most ratios improved, total impacted by recent acquisition

	BC stand-alone Aug 2013	Aug 13	Aug 12
Total Assets [CHF m]		4'527.1	3'576.6
Net Working Capital [CHF m]	1'083.4	1'345.7	1'039.2
Non-Current Assets [CHF m]		2'072.1	1'424.8
Net Debt [CHF m]	993.1	1'525.2	942.9
Shareholders' Equity [CHF m]		1'762.3	1'357.1
Debt/Equity ratio	65.4%	86.5%	69.5%
Solvency ratio	42.2%	38.9%	37.9%
Net debt / EBITDA	2.2x	3.5x	2.2x
Interest cover ratio		5.8x	5.8x
ROIC	13.3%	10.5%	14.2%
ROE	17.8%	14.7%	18.7%



# Dividend

## Payout ratio increased to 35%, total payout maintained

### Proposed dividend

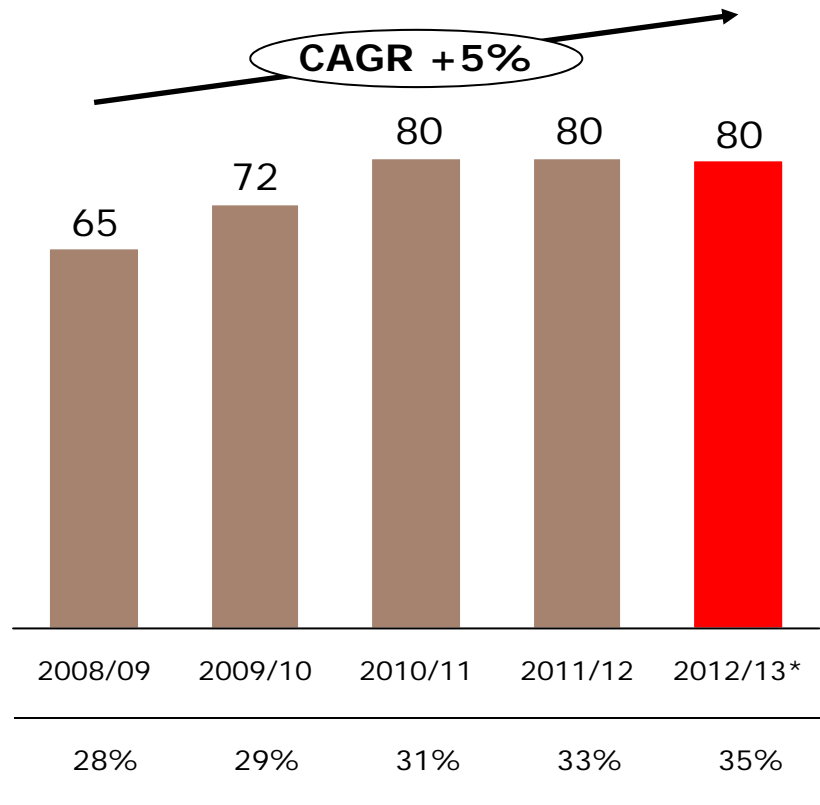
- ▶ CHF 14.50 per share<sup>1</sup>
- ▶ Payout of 35 % of Net Profit
- ▶ Not subject to withholding tax<sup>2</sup>

### Timetable for dividend

- ▶ Shareholder approval: Dec 11, 2013 (AGM)
- ▶ Expected ex-date: Feb 26, 2014
- ▶ Expected payment date: March 3, 2014

### Total payout to shareholders

in CHF m



\* As proposed by the Board to our Shareholders

1) From reserves from capital contributions

2) For individuals who are taxed in Switzerland and hold the shares privately also no income tax



# Agenda

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- ▶ **Highlights 2012/13**  
Juergen Steinemann, CEO

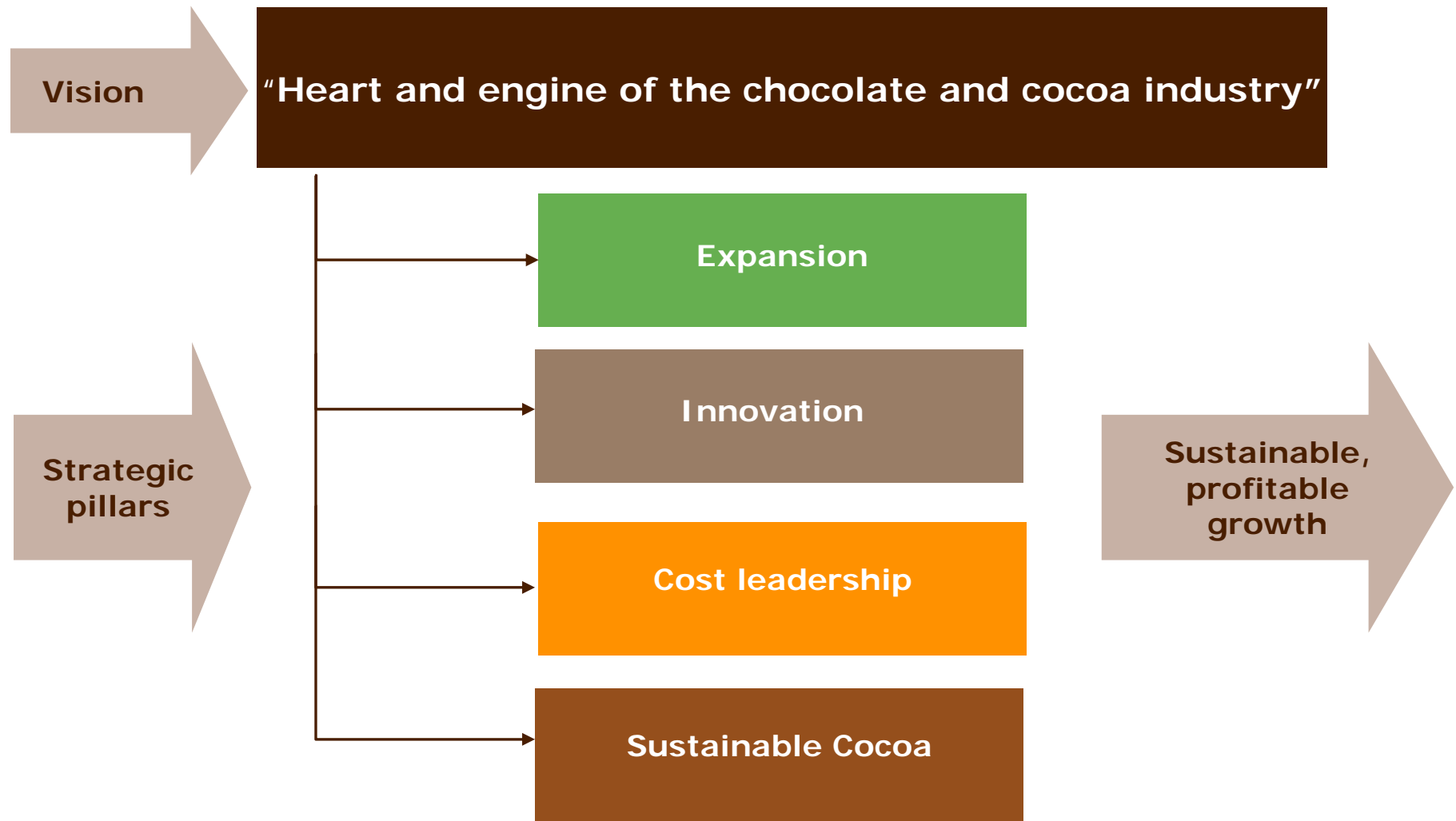
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# Our strategy remains unchanged

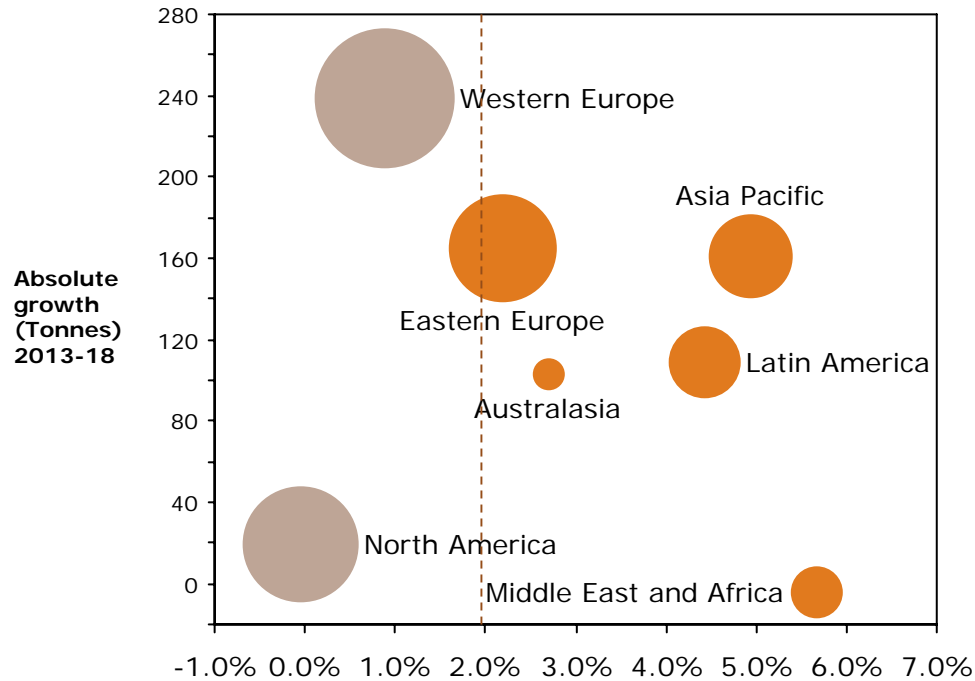




Further expansion of our chocolate and cocoa business

# Demand outlook in chocolate and cocoa remains strong

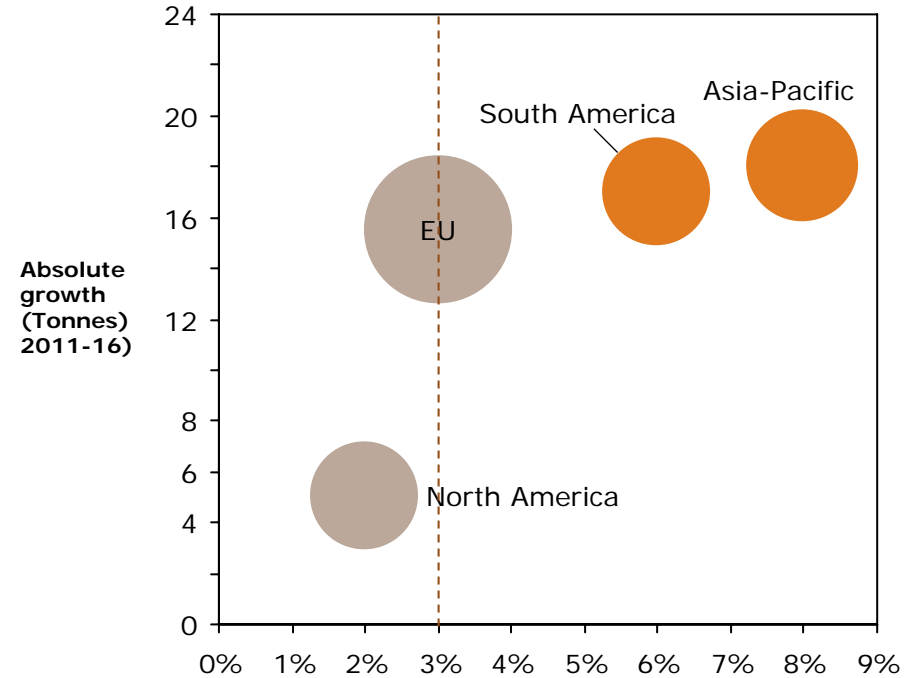
**Chocolate Confectionery – Volume in tonnes <sup>1</sup>**



**Annual average growth 2013-18**

- Bubble size indicates total volume in tonnes -2013
- Volume growth above average

**Cocoa powder– Volume in tonnes <sup>2</sup>**



**Annual average growth 2011-16**

- Bubble size indicates total volume in tonnes -2013

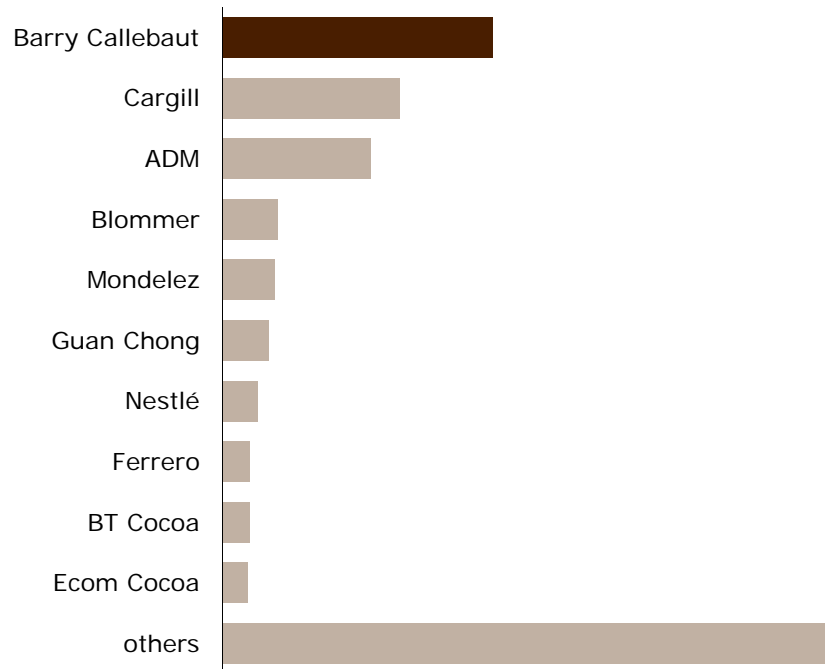
1) Source: Euromonitor 2013  
 2) Customer interviews, Sunflower project market size, Euromonitor





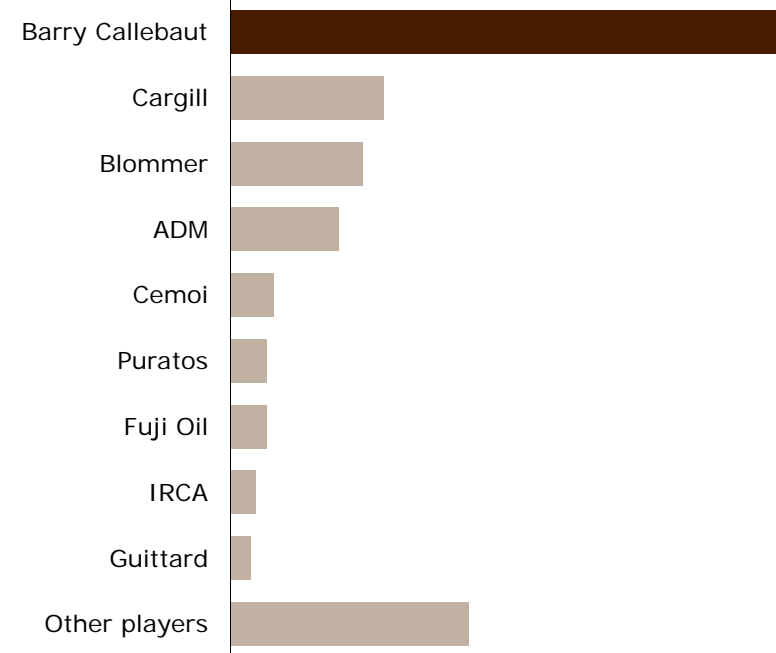
# Taking global leadership in chocolate and cocoa

### Cocoa Grinding Capacity



Volume (MT)

### Industrial chocolate – Open market



Sales Volume (MT)

Source: Third-Party Study – 2013, Company estimates



# Our ambition: preferred, proactive cocoa powder supplier

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## Move from

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- ▶ Tactical player
- ▶ Strong sourcing base in West Africa
- ▶ Limited presence in emerging markets
- ▶ Limited product offering

## Move to

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- ▶ Proactive seller of cocoa products
- ▶ More globally balanced sourcing from origin countries, including Asia and South America
- ▶ Greatly expanded presence in emerging markets – Asia and Latin America
- ▶ Comprehensive product offering





## Strategy

### Our key focus areas for 2013/14

- ▶ Integrate Petra Foods cocoa business and strengthen our position in cocoa powder
- ▶ Enhance profitability
  - ▶ Continue product margin improvement
  - ▶ Keep supply chain and fixed costs under control
- ▶ Full implementation of Project Spring
- ▶ Accelerate talent management programs and succession planning
- ▶ Strengthen leadership in sustainable cocoa





# Our outlook for the next year and mid-term guidance

### **Market / Industry**

- ▶ Long-term growth remains intact: around 2% volume growth
- ▶ Sensitive economic environment in Southern European markets
- ▶ Slower growth in some emerging markets, including FX risks
- ▶ Improvement of combined cocoa ratio

### **Guidance**

- ▶ Volume growth: 6-8% on average per year until 2015/16
- ▶ EBIT/tonne restored to Barry Callebaut's pre-acquisition level by 2015/16\*

\* As of consolidation of the cocoa business acquired from Petra Foods: EBIT per tonne CHF 256 – barring any major unforeseen events



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- 

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-



# Summary

- ▶ Significant top-line growth, profitability gained momentum
  - Volume growth +8.7% stand-alone (+11.4% total)
  - EBIT growth +4.4% stand-alone, (-3.9% total)
  - Net profit CHF 229.3 mio (-4.9)
- ▶ Growth driven by strategic partnerships, Gourmet and emerging markets
- ▶ Integration of the acquired cocoa business in progress and synergy potential confirmed
- ▶ Mid-term financial targets confirmed
- ▶ Proposed payout of CHF 14.50 per share





Thank you





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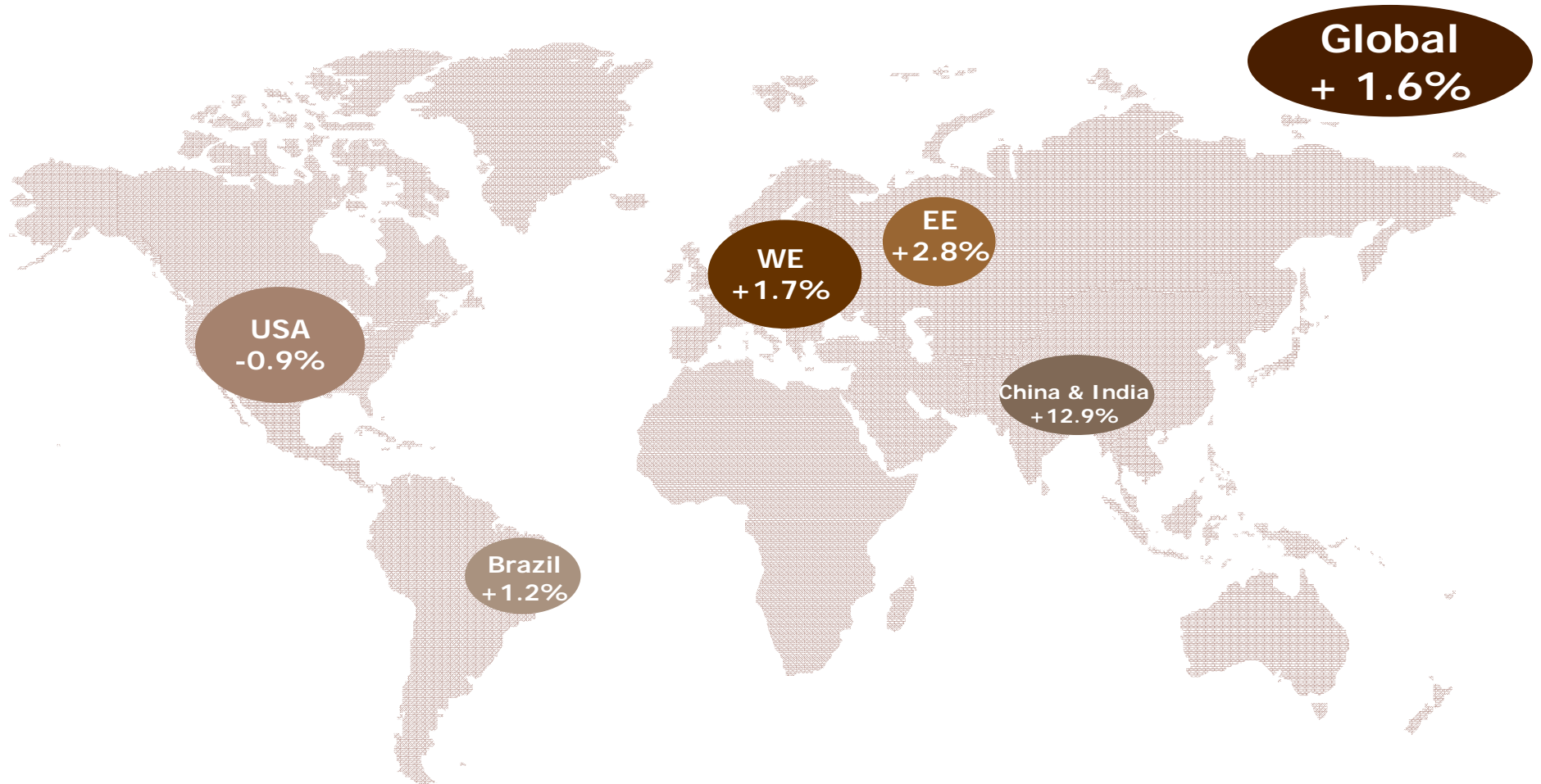
# Appendix





## Market Development

Overall chocolate confectionery market grew 1.6% in volume vs. prior year

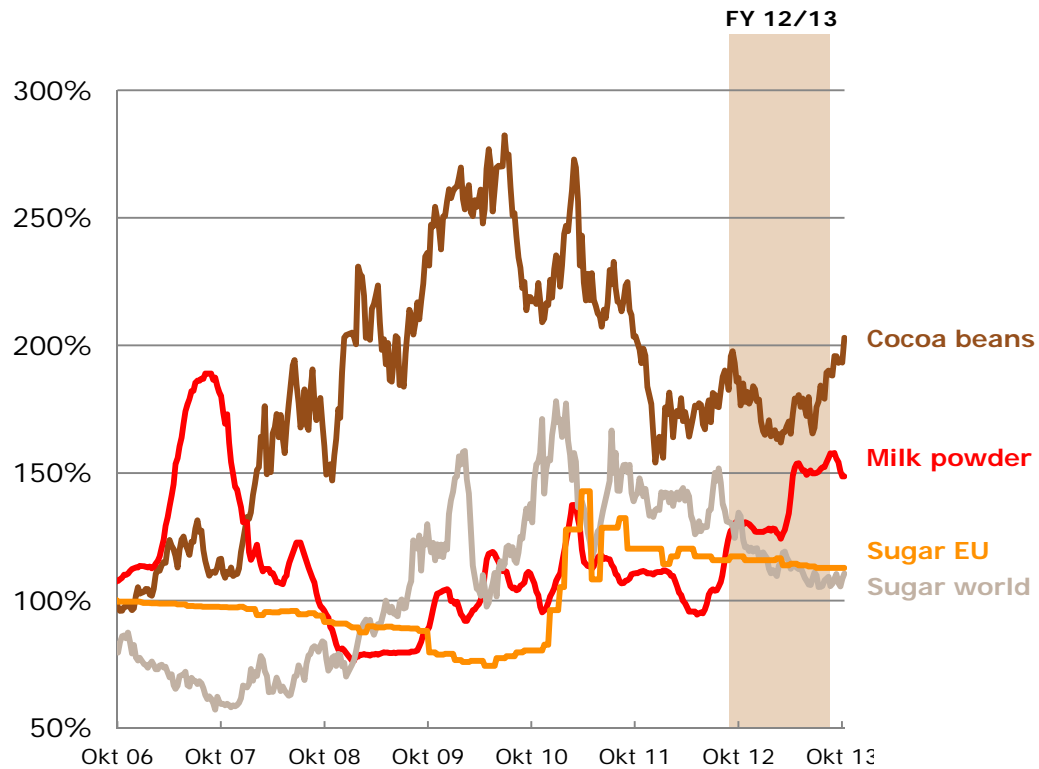


1) Source: Nielsen data (Sep 2012- Aug 2013); - Top 16 countries represent app. 75% of the global chocolate market in volume; - USA total volumes are estimated based on a share distribution by Euromonitor; Eastern Europe includes: Russia, Ukraine, Poland, Turkey.

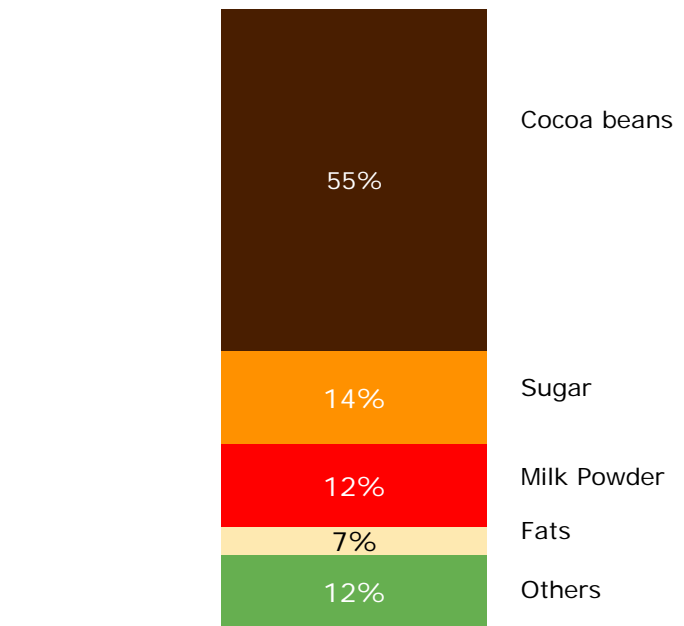


# Raw materials development

Historical evolution



% of total BC raw material costs



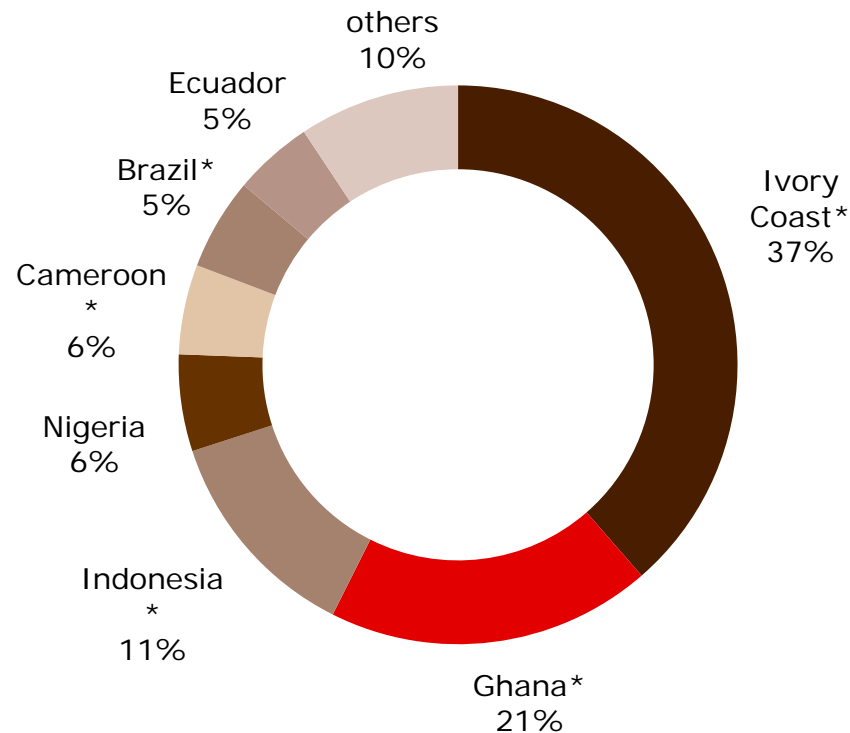
Note: All figures are indexed to Aug 2006.

Source: Cocoa beans Ldn 2<sup>nd</sup> position; Sugar world London n°5 (2<sup>nd</sup> position), Sugar EU Kingsman estimates W-Europe DDP, skimmed milk powder average price Germany, Netherlands, France.



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

Total world harvest (12/13): 3'986 TMT



Source: ICCO estimates

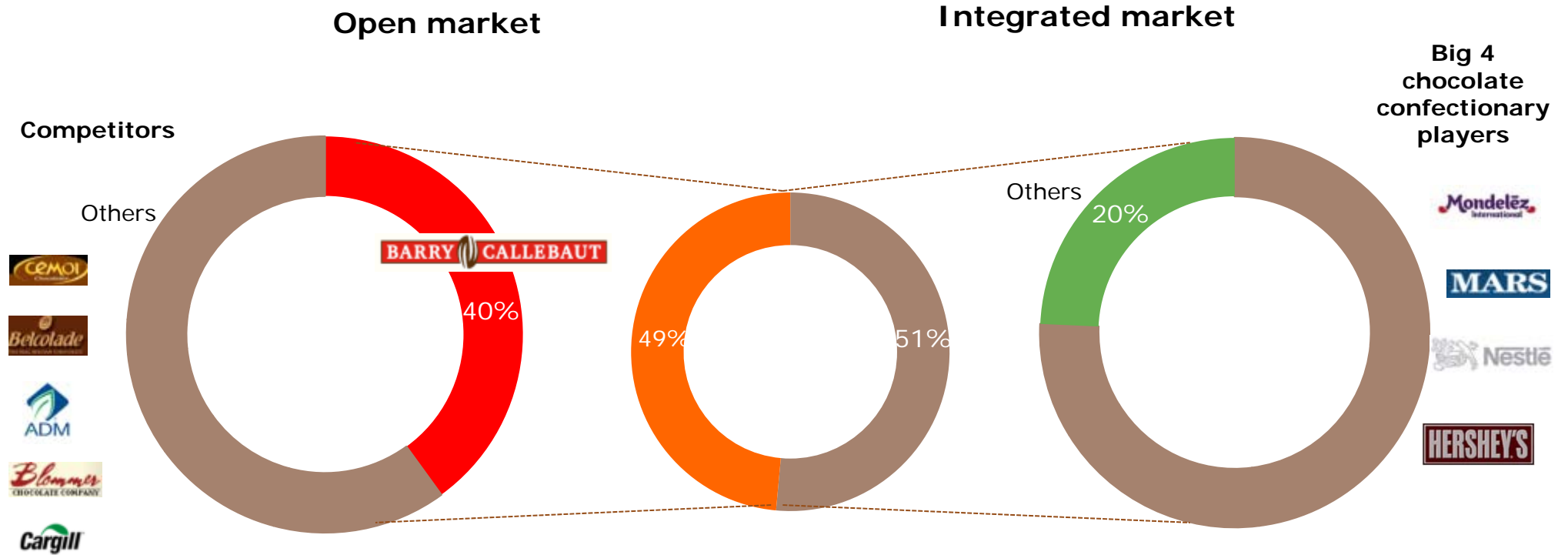
- ▶ About 70% of total cocoa beans come from West Africa
- ▶ BC stand-alone processed ~620,000 tonnes or 16 % of the world crop
- ▶ BC (including recently acquired cocoa business) processed ~920,000 tonnes or 23 % of the world crop
- ▶ 65% sourced directly from farmers, cooperatives & local trade houses
- ▶ Barry Callebaut has various cocoa processing facilities in origin countries\*, in Europe and in the USA



Expansion

3 mio tonnes of outsourcing potential for future growth

Global Industrial Chocolate market in 2012/13= 6,250,000 tonnes\*



\* Company estimates



## Some of our key customers & long-term strategic partners

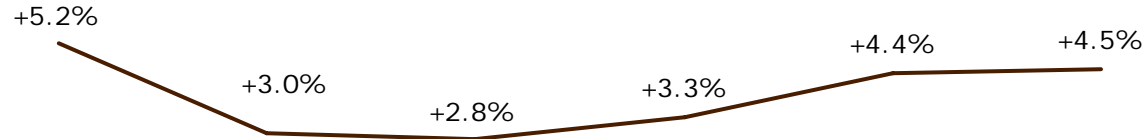
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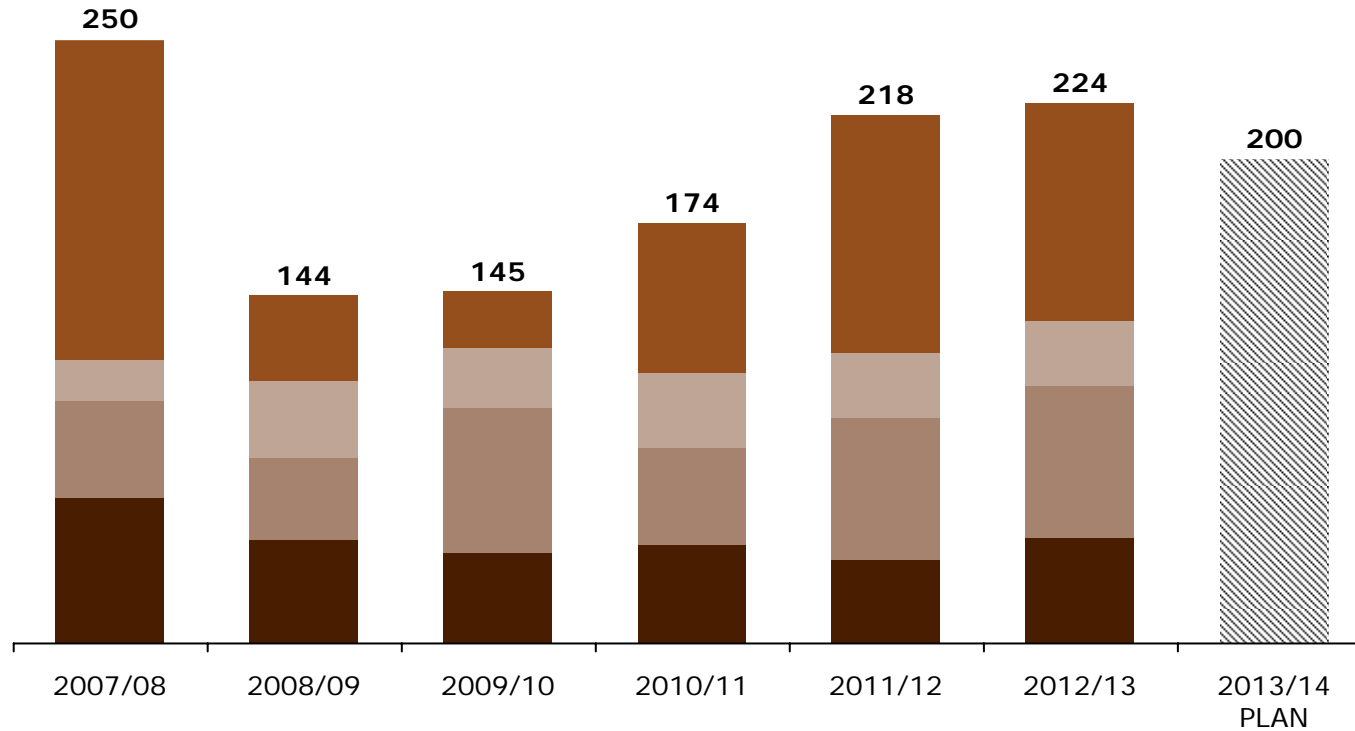
# Capex investments support the growth of our business

in CHFm



CAPEX as % of sales revenue

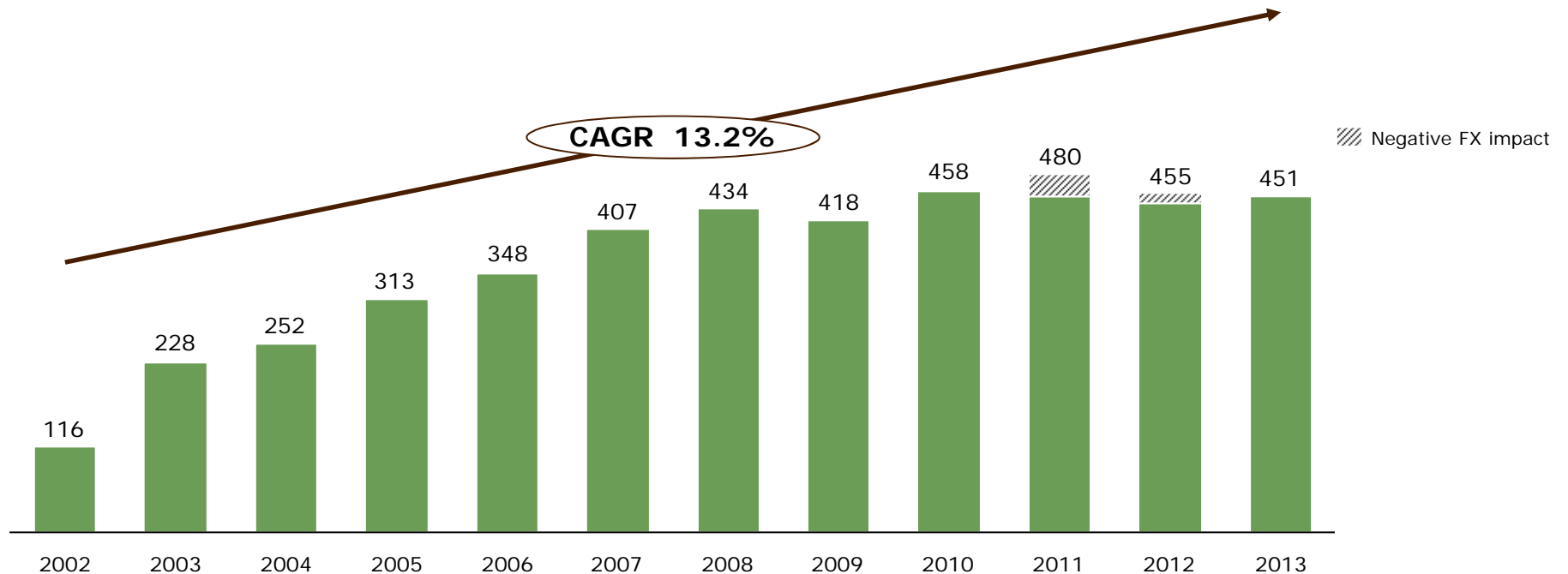
Average = 4.0%





# Cash flow evolution

## Strong operating cashflow despite fast volume growth and expansion



\* Operating Cash Flow before working capital changes



# Stable financing offering enough headroom for future growth and average maturity of 6 years

Financing and liquidity situation as of August 31, 2013

in CHFm

