

# Full Year Results 2013/14

Analysts Conference

November 6, 2014



## 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 factors that may affect Barry Callebaut's future financial results are discussed in the Letter to Investors as well as in the Annual Report 2013/14. 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 6, 2014. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.

# Agenda

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▶ Highlights FY 13/14

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▶ Financial review

▶ Strategy update & Outlook

▶ Q&A

## Highlights FY 2013/14

# A big leap in sales volume and profit



**Sales Volume: 1.7 mio. tonnes**

**+11.8%**

+2.9% stand-alone

**EBIT: CHF 416.2 mio.**

**+21.4%**

+5.6% stand-alone

**Net Profit: CHF 255.0 mio.**

**+14.5%**

**EBIT per tonne: CHF 242.4**

**+8.5%**

+2.6% stand-alone

**Successful integration of  
recently acquired cocoa  
business**

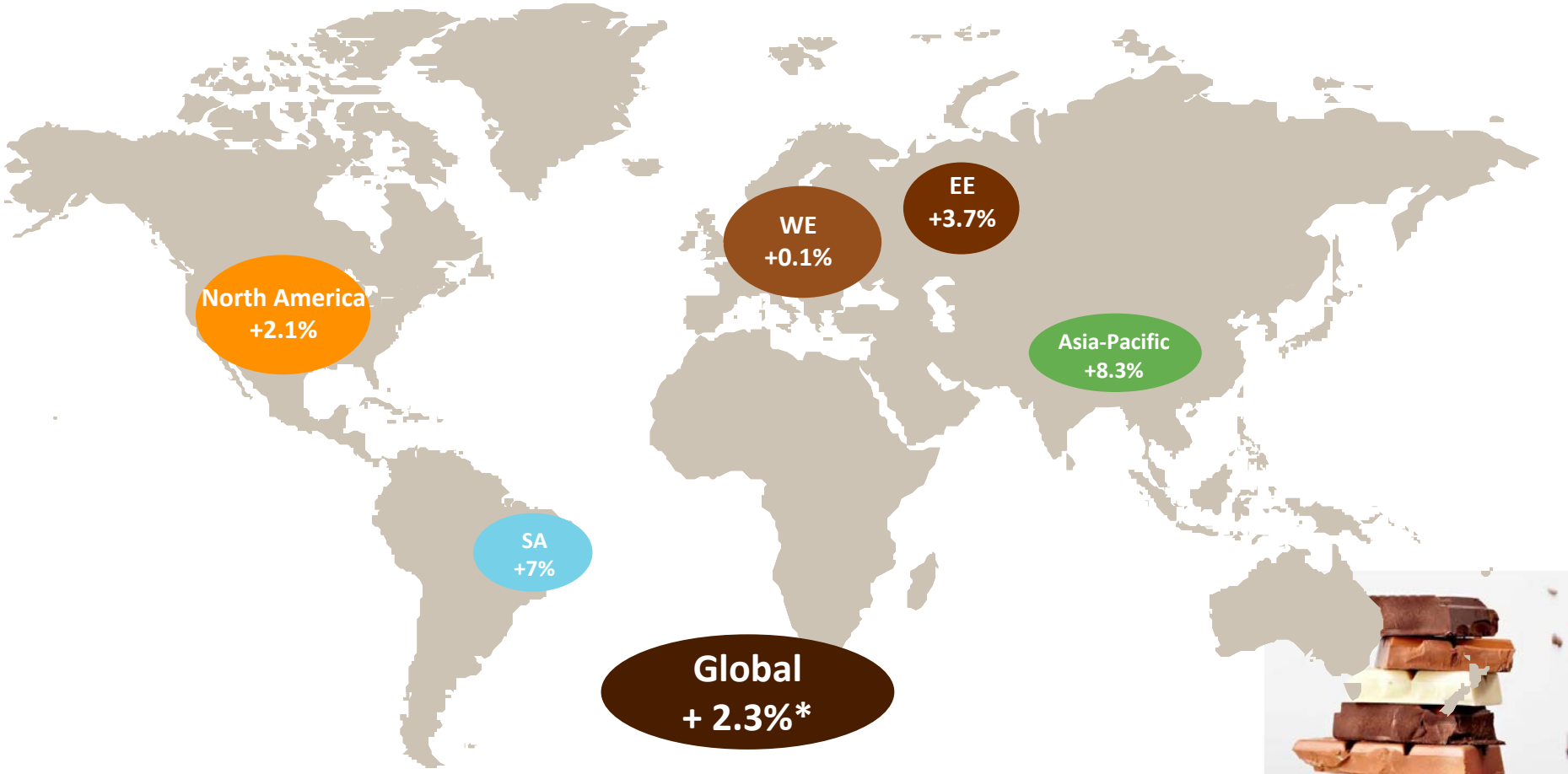
**Dividend: CHF 15.50 per share**

**+6.9%**



# Chocolate confectionery market development

## Global market +2.3%\* in volume vs. prior year Market slowdown in the second half-year

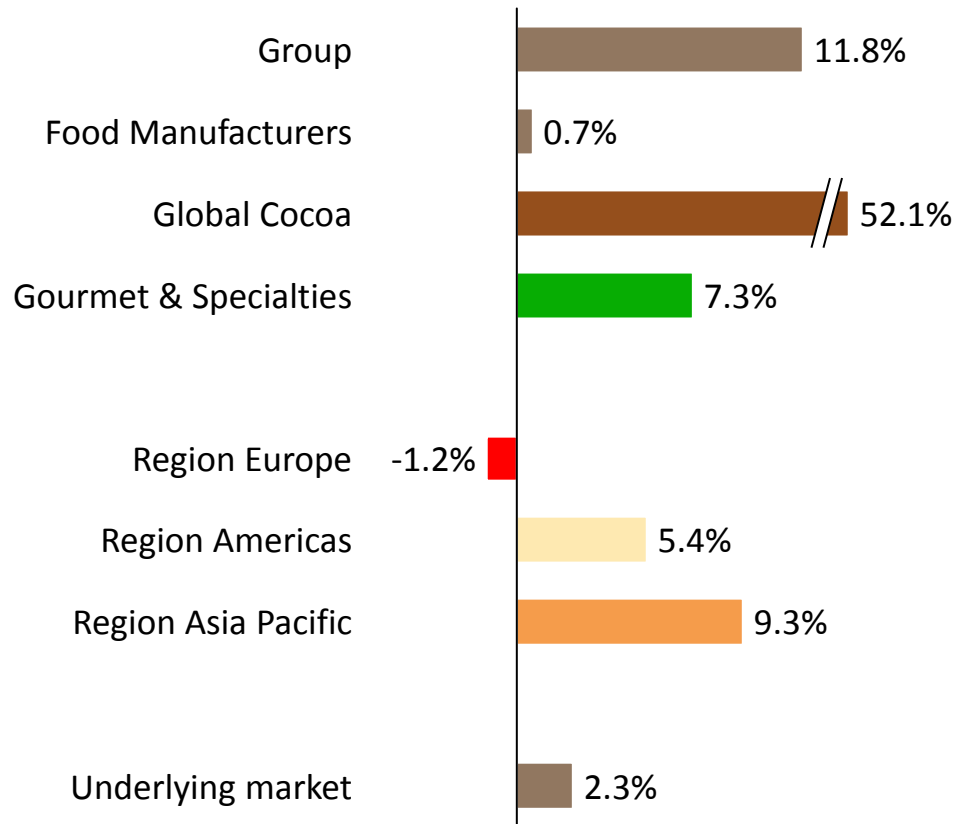


Source: Nielsen data (Sep 2012- Aug 2013); - Top 16 countries represent app. 75% of the global chocolate market in volume; - USA total volumes are estimated based on a share distribution by Euromonitor; Eastern Europe includes: Russia, Ukraine, Poland, Turkey.  
\* According to Euromonitor- Global Chocolate Confectionery grew 1.5% in volume for the same period.

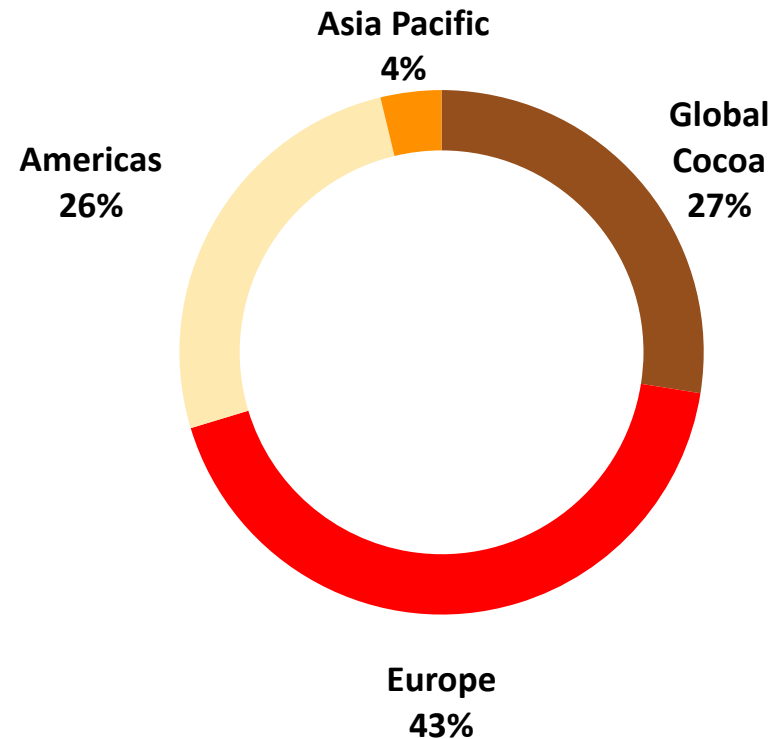
FY 2013/14

# Growth boosted by acquired cocoa business, emerging markets and Gourmet, outperforming the global market

Sales Volume – FY 2013/14



Sales Volume by Region – FY 2013/14



## A recap of our key focus areas for FY 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
- ▶ Strengthen leadership in sustainable cocoa
- ▶ Accelerate talent management programs and succession planning





Highlights FY 2013/14

# Consistent implementation of our growth strategy as a key to success



Inauguration of cocoa factory in Makassar

Sep 2013



Inauguration of first chocolate factory in Turkey

Oct 2013



Production start in new, relocated factory in Japan

Nov 2013



New CHOCOLATE ACADEMY™ center in Istanbul / Callebaut® flagship academy in Wize

Nov 2013/June 2014



Acquisition of remaining 51% of certified bean supplier Biolands

Feb 2014



Barry Callebaut helps form CocoaAction sustainability strategy of WCF

May 2014



Organization of 2<sup>nd</sup> CHOCOVISION in Davos/CH

Jun 2014



Factory in Santiago, Chile operational

Aug 2014



Capacity expansions in 13 factories worldwide

FY 2013/14



Launch of more than 20 new products

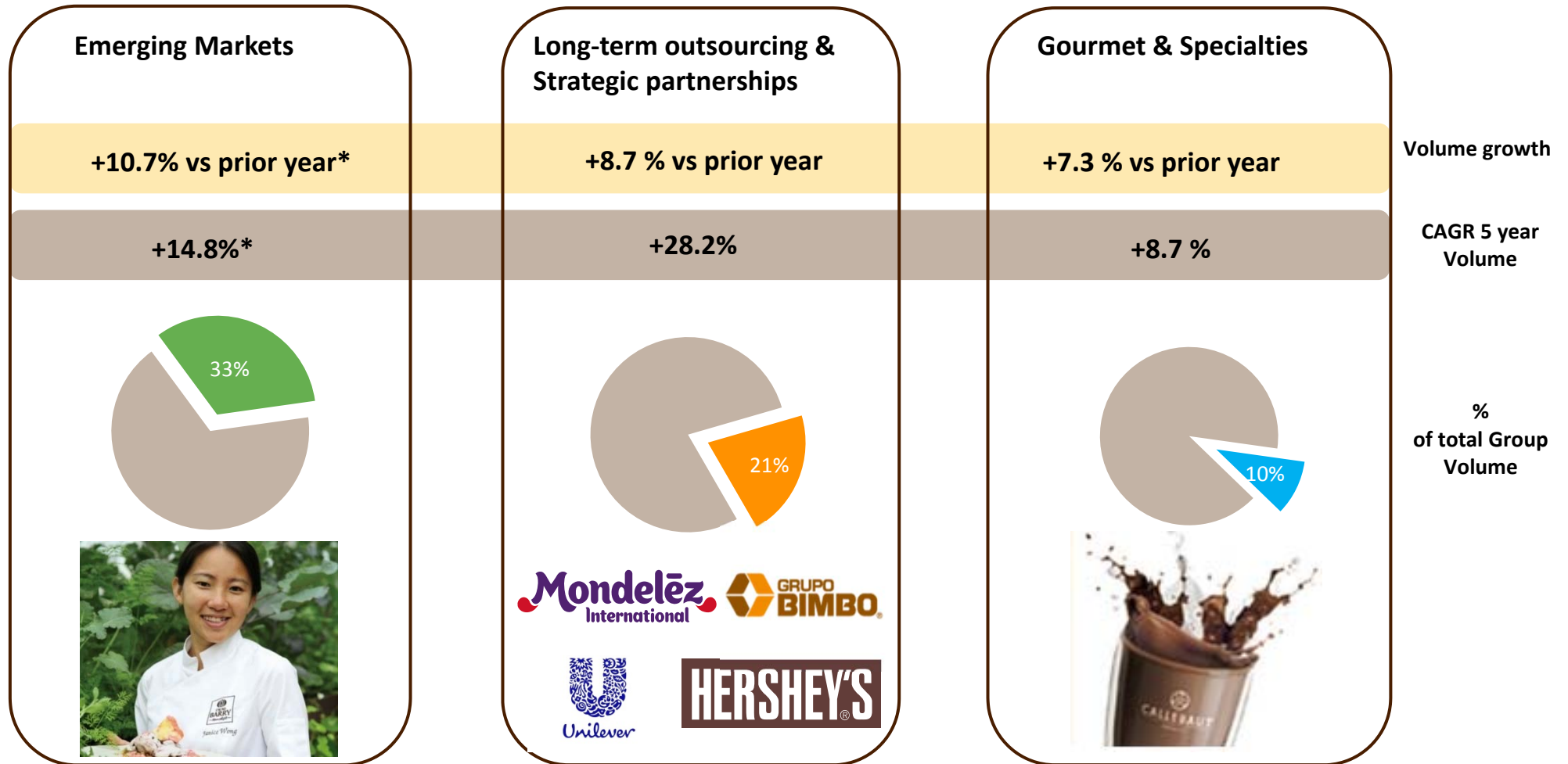
FY 2013/14



● Expansion  
 ● Innovation  
 ● Cost Leadership  
 ● Sustainable Cocoa



# Our expansion continues along the three key growth drivers



\* Stand-alone, including recently acquired cocoa business +42.0%

Key growth driver: Gourmet & Specialties

## Significant volume growth through successful implementation of our Gourmet strategy



- ▶ Global brands delivered double-digit volume growth, through strongest ever activity plan
- ▶ Launch of new products for new market segments (e.g. Callebaut's Hot Chocolate drinks)
- ▶ Benefit from recent Specialties acquisitions, which added complementary products to our offering
- ▶ Winning with food service key accounts through cross functional team approach in all regions
- ▶ Stronger focus on emerging markets, mega cities approach and increased distribution points

Acquired cocoa business

## Successful global integration, profit contribution and synergies on track



- ▶ **Our journey to become one company**
  - ▶ no key customers lost
  - ▶ no key people lost
  - ▶ started with 181 global milestones - only 19 milestones remain open
  
- ▶ **One culture** is being created
  
- ▶ **Our sales approach** to the market has been agreed and implemented (between Region and Global Cocoa)
  
- ▶ **Sourcing, Operations and Supply Chain** being streamlined
  
- ▶ **Profit contribution of CHF 27 mio.** in line with business plan
  
- ▶ **Global synergies** of CHF 30-35 mio. confirmed; overachieved expected synergies of CHF 5 mio. in first year

## Update on Ebola outbreak in West Africa

# Situation closely monitored, prepared for potential scenarios



- ▶ Ebola is not a food-borne illness
- ▶ Countries affected: Guinea, Liberia, Sierra Leone and Mali
  - ▶ We have no production facilities in affected countries
- ▶ No confirmed cases in Côte d'Ivoire / Ghana / Cameroon
  - ▶ Our operations / sourcing activities ongoing as usual
- ▶ Contingency plans in place in case of Ebola outbreak in Côte d'Ivoire / Ghana
  - ▶ Leverage our global sourcing footprint and use reserve stocks we have built
- ▶ Employee safety is top priority
  - ▶ Established additional hygiene policies and controls at our sites
  - ▶ BC has trained/sensitized on Ebola about 1,000 employees and families
- ▶ Joined fund raising campaign of World Cocoa Foundation

# Agenda

- ▶ Highlights FY 13/14
- 

- ▶ Financial review
- 

- ▶ Strategy update & Outlook

- ▶ Q&A

FY 13/14

## A big leap in sales volume and profit

Group performance	FY 2013/14 (in CHF)	% vs prior year (in CHF)
Sales Volume Total (in tonnes)	1,716,766	+11.8%
Sales Volume stand-alone (in tonnes)	1,541,654	+2.9%
EBIT Total	416.2	+21.4%
<i>EBIT per tonne</i>	242.4	+8.5%
EBIT stand-alone	392.8	+5.6%
<i>EBIT per tonne</i>	254.8	+2.6%
Net profit for the year	255.0	+14.5%

Stand-alone: Excluding cocoa business acquired from Petra Foods



FY 13/14

## Focus on margins paid off



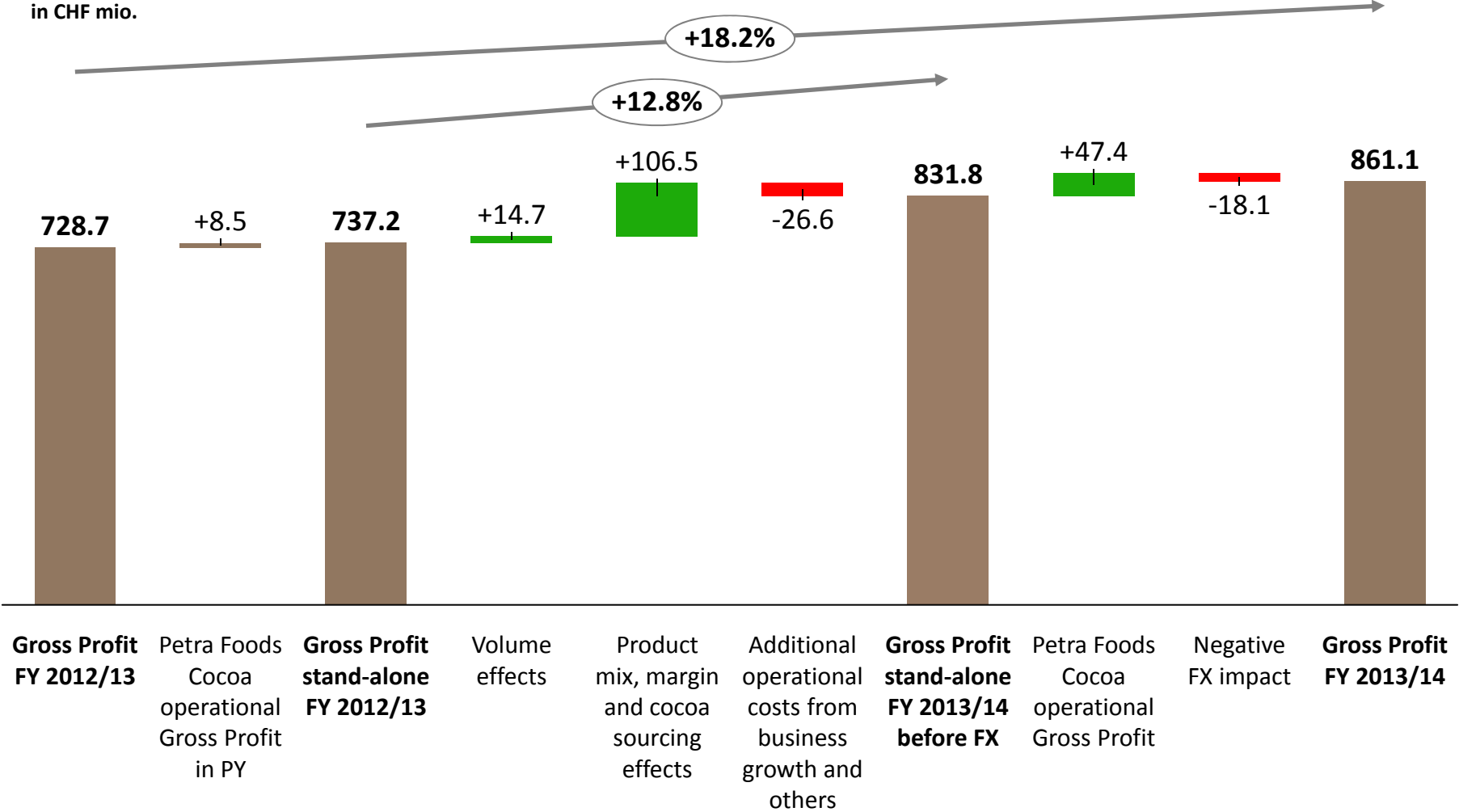
	Europe	Americas	Asia Pacific	Global Cocoa
Volume growth	-1.2%	+5.4%	+9.3%	+52.1% <sup>1</sup> +8.6% <sup>2</sup>
Underlying market	+1.2%	+2.8%	+8.3%	+1.8%
EBIT growth vs. prior year (in CHF)	+5.3%	+17.5%	+0.4%	+95.7% <sup>1</sup> +2.6% <sup>2</sup>

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

3) Source: Nielsen data (Sep 2013- Aug 2014); 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

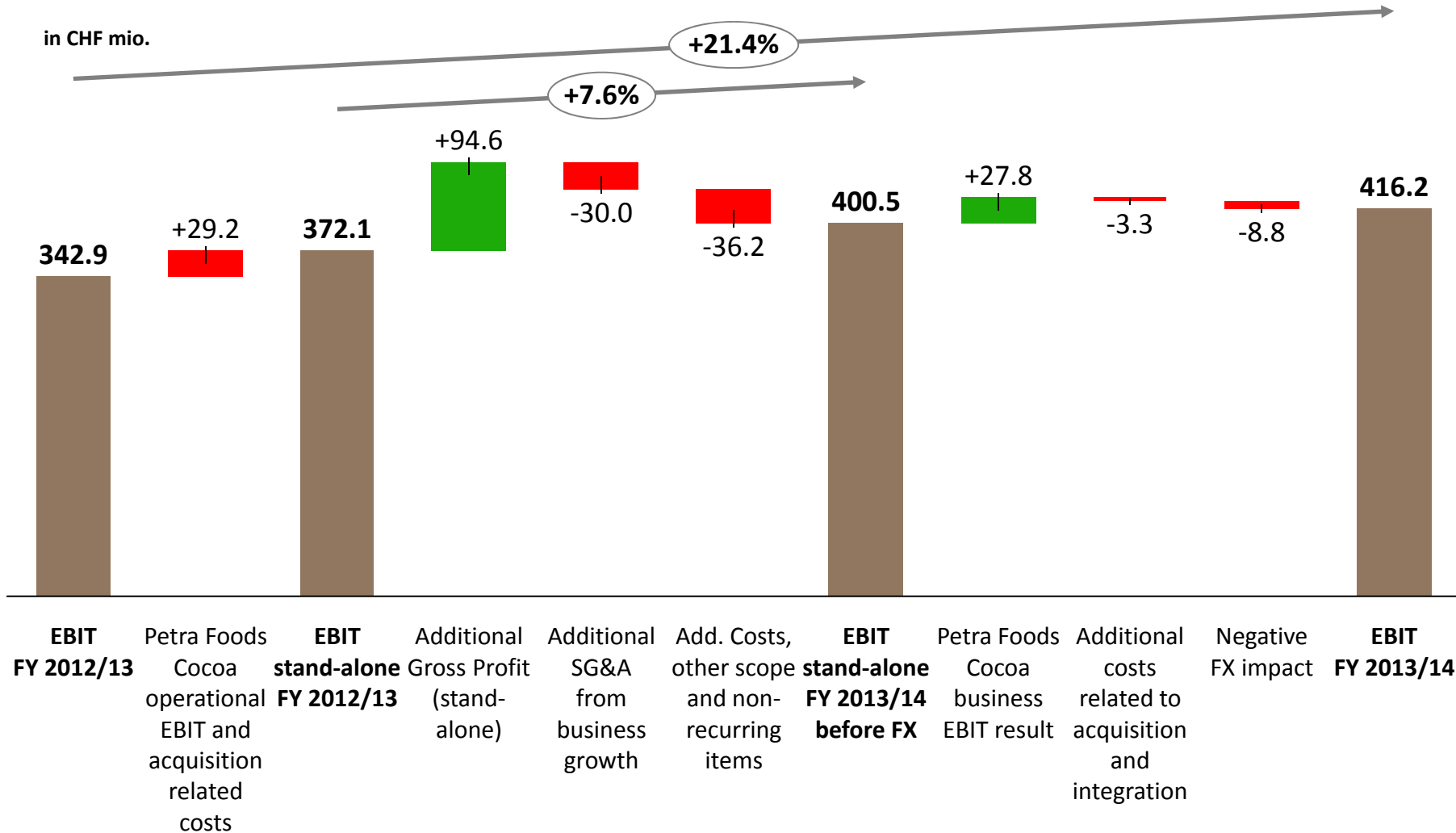
Gross Profit

Significant improvement due to better product mix and focus on product margins



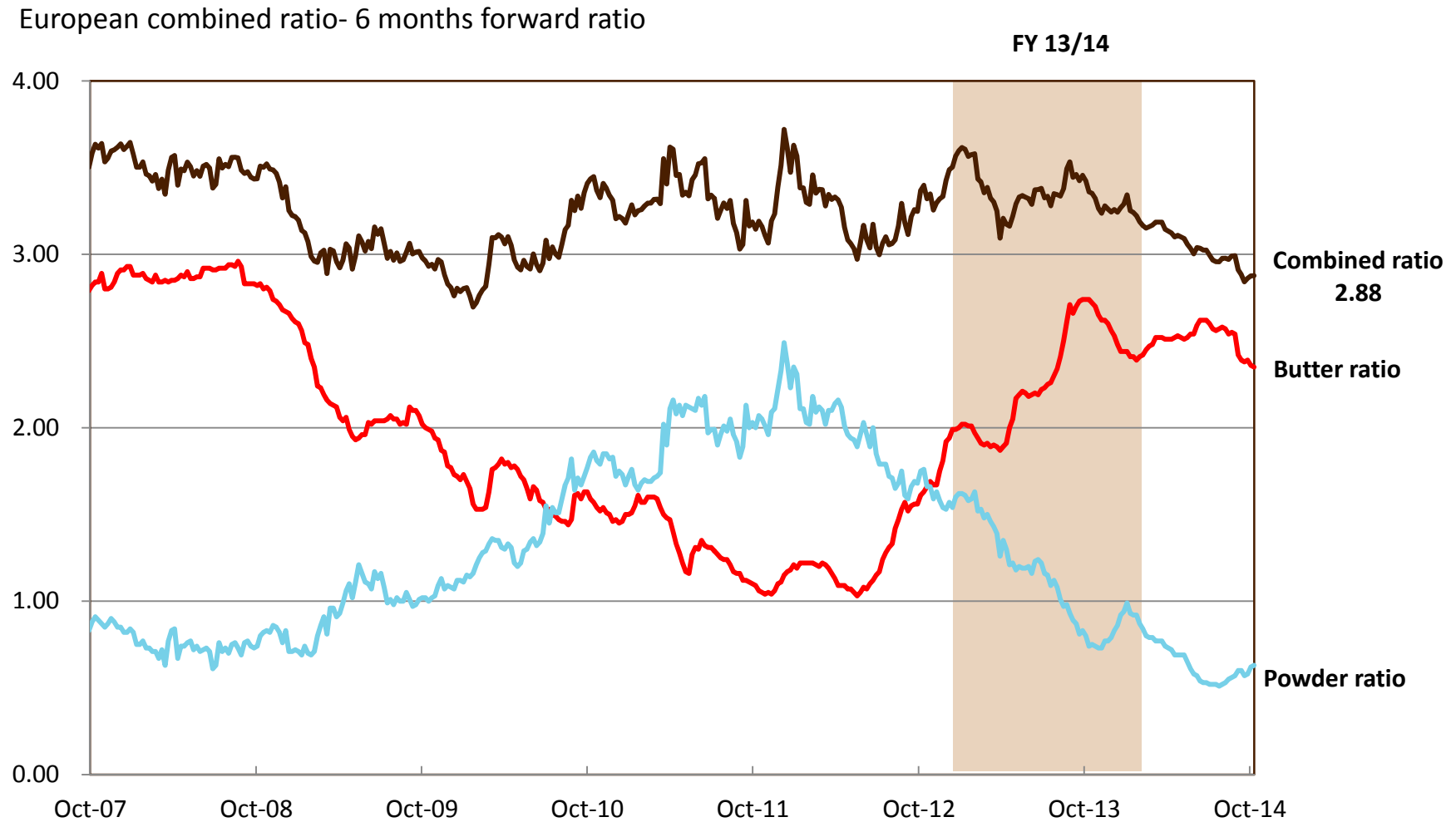
# EBIT

Strong focus on enhancing profitability and positive contribution from acquired business



## Cocoa processing profitability

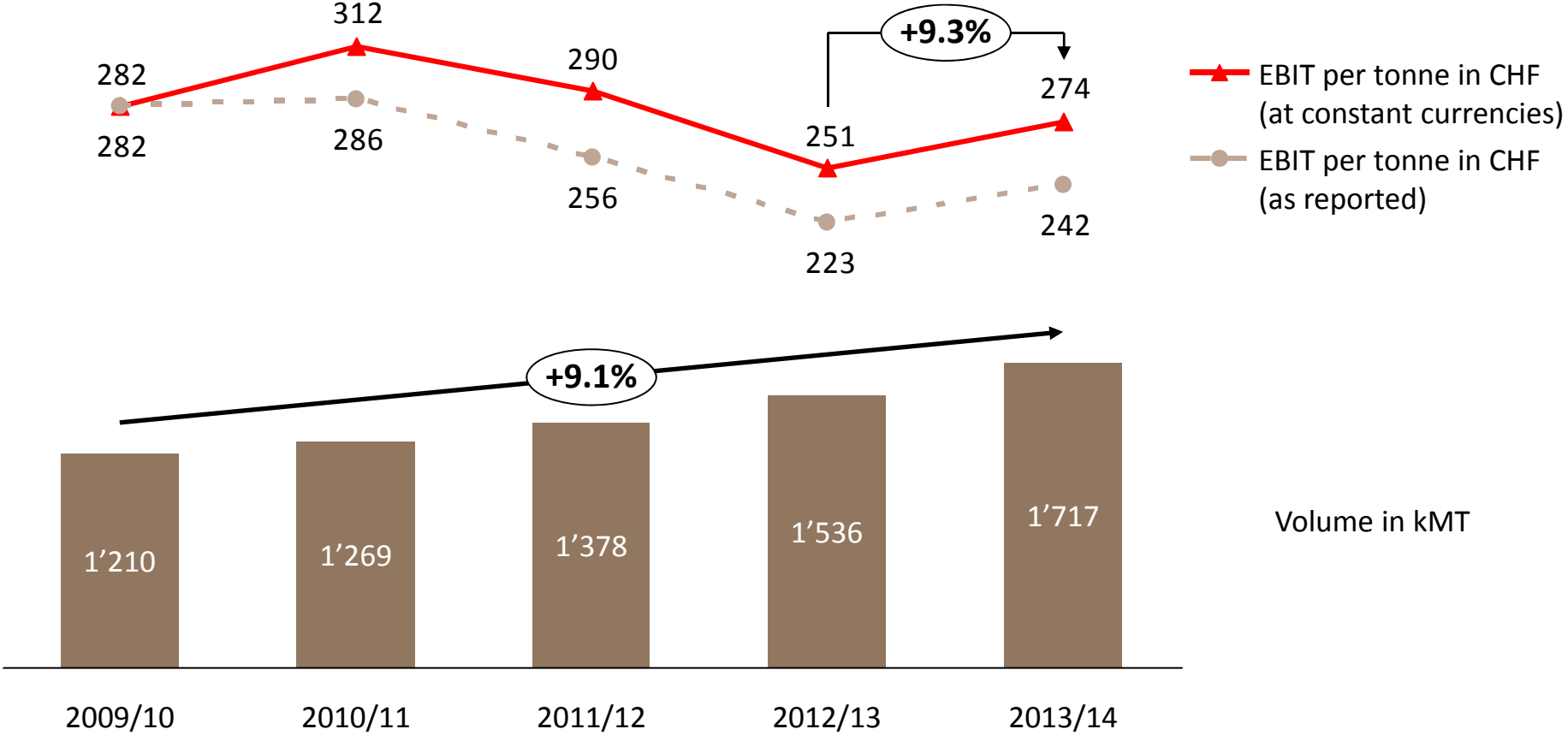
# Neutral profitability impact from the combined cocoa ratio in FY 13/14



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

5-year EBIT per tonne development

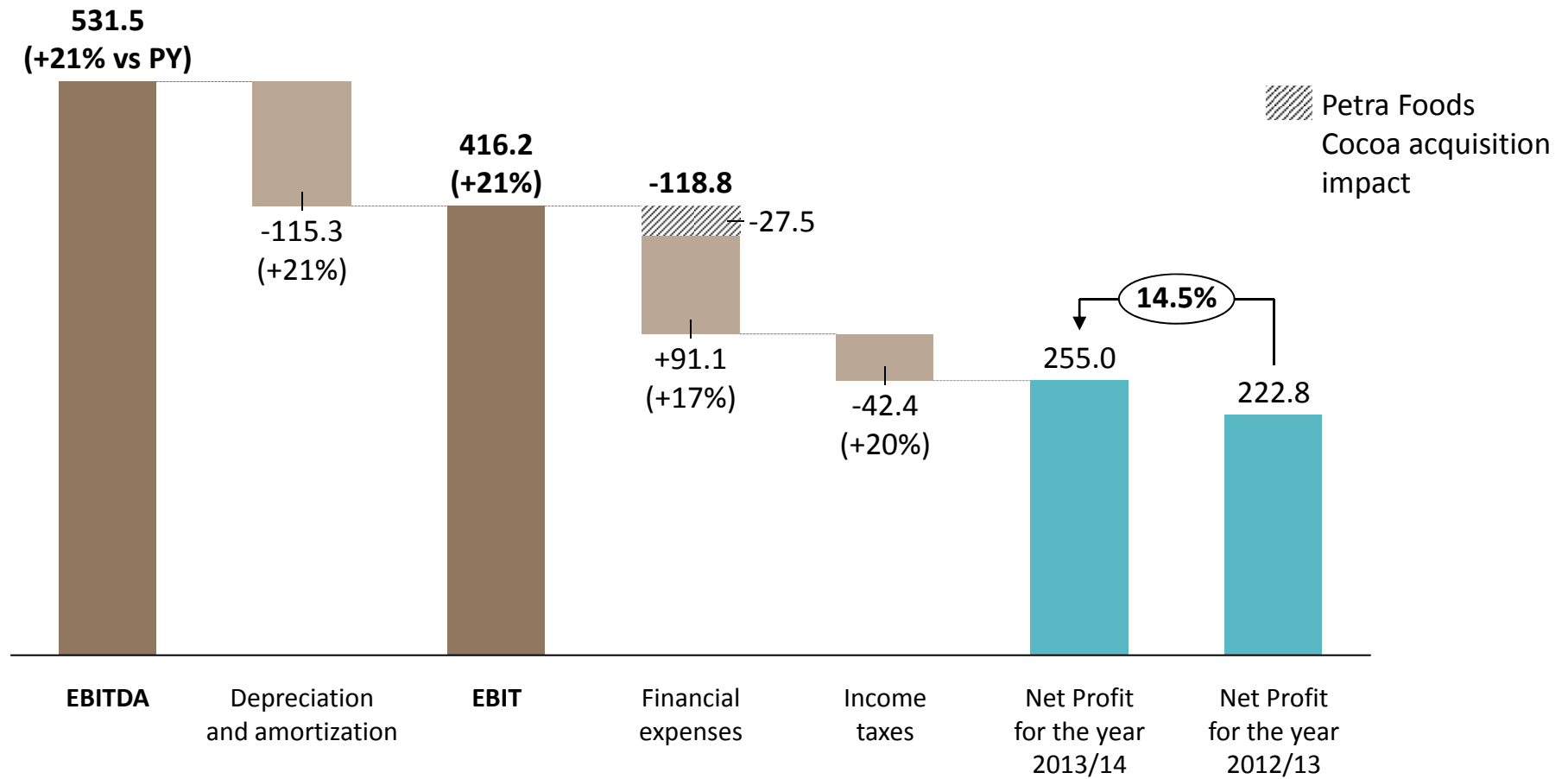
Improved EBIT per tonne driven by stronger focus on profitability, despite low combined cocoa ratio



From EBITDA to Net Profit

Net Profit for the year increased by +14.5% driven by higher operational result, partly offset by higher financing expenses and taxes

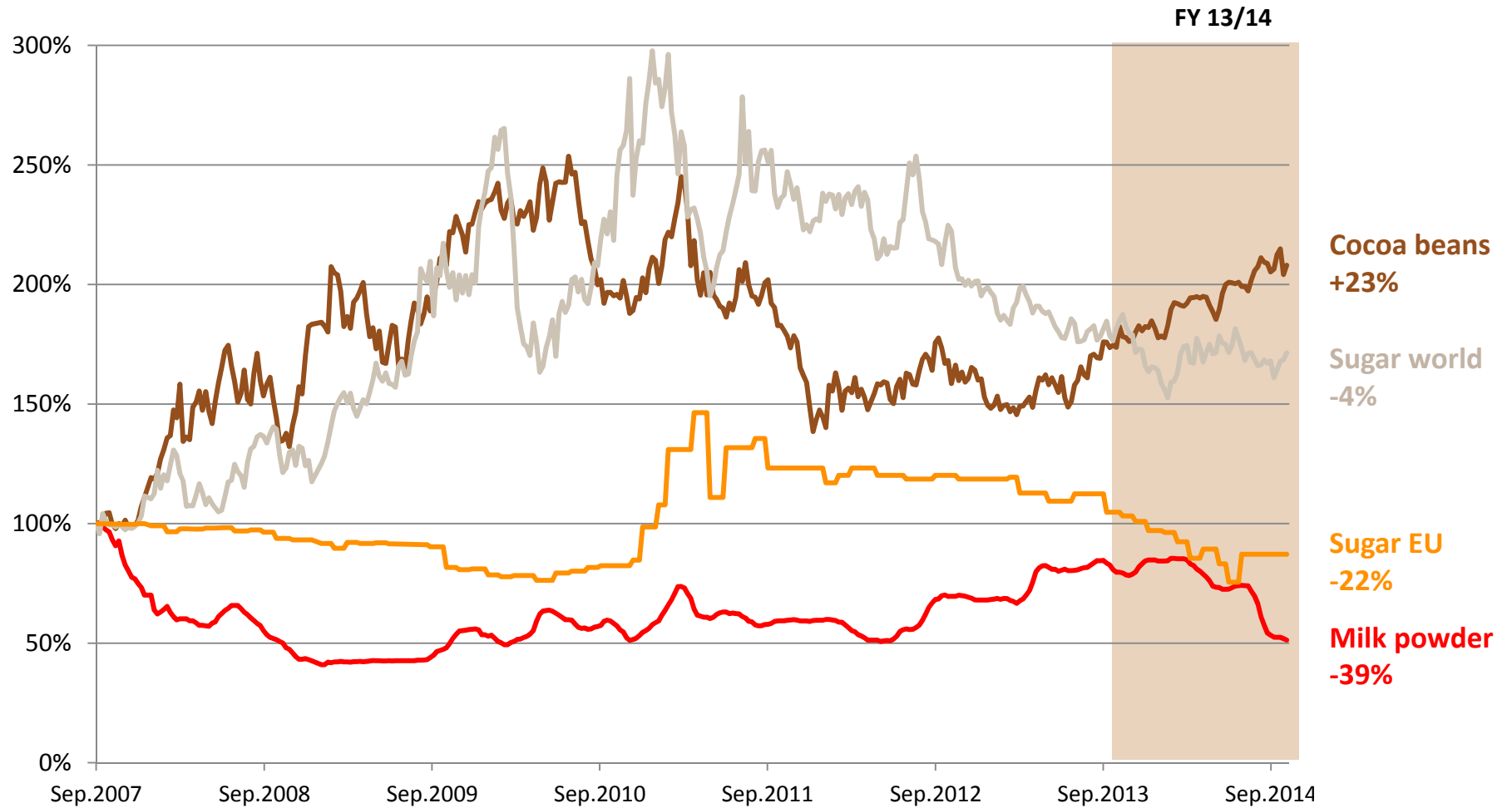
in CHF mio.





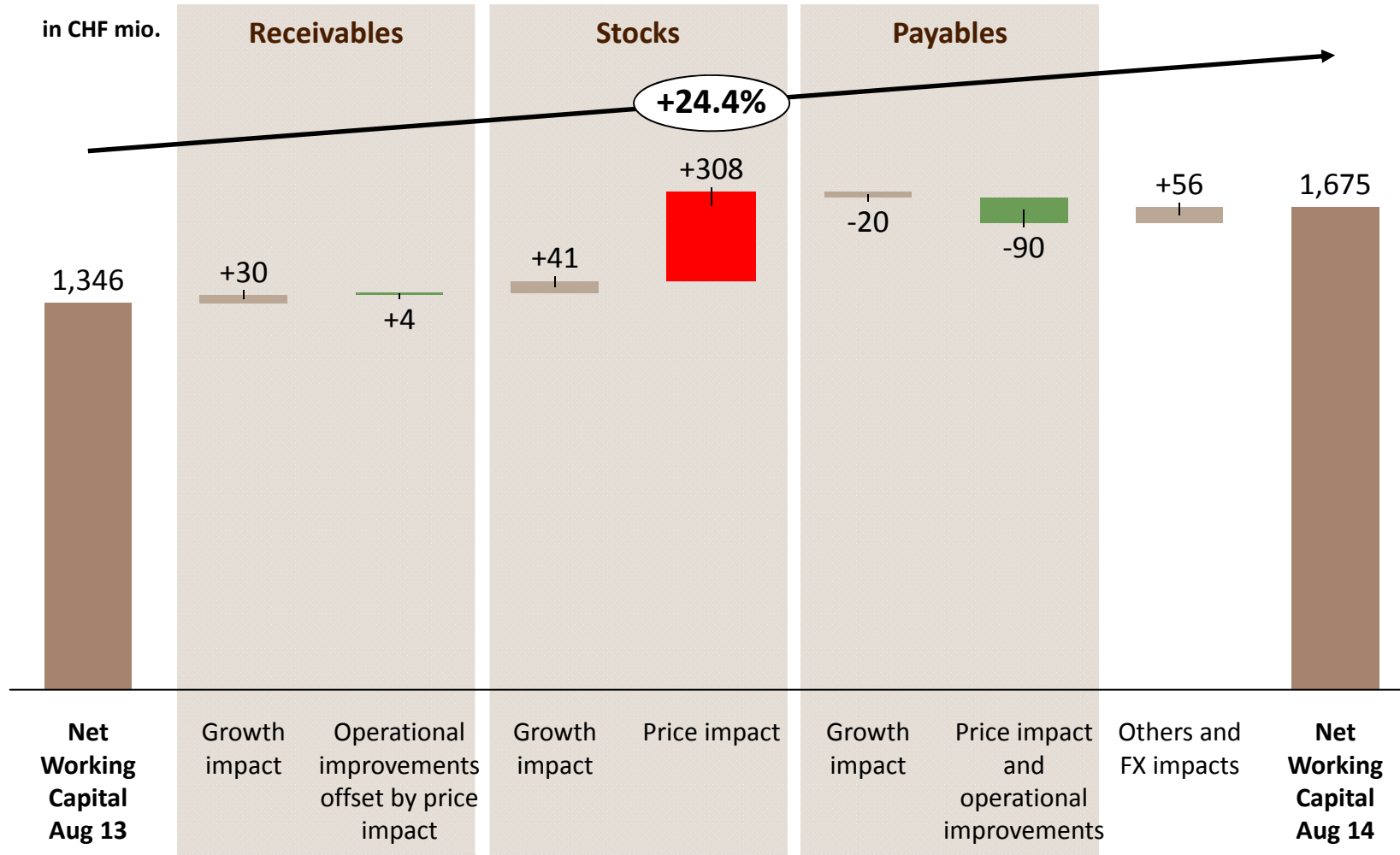
## Raw materials evolution

### Significant increase in cocoa bean price over the last year



# Net Working Capital

Good working capital management with negative impact from increased cocoa bean prices

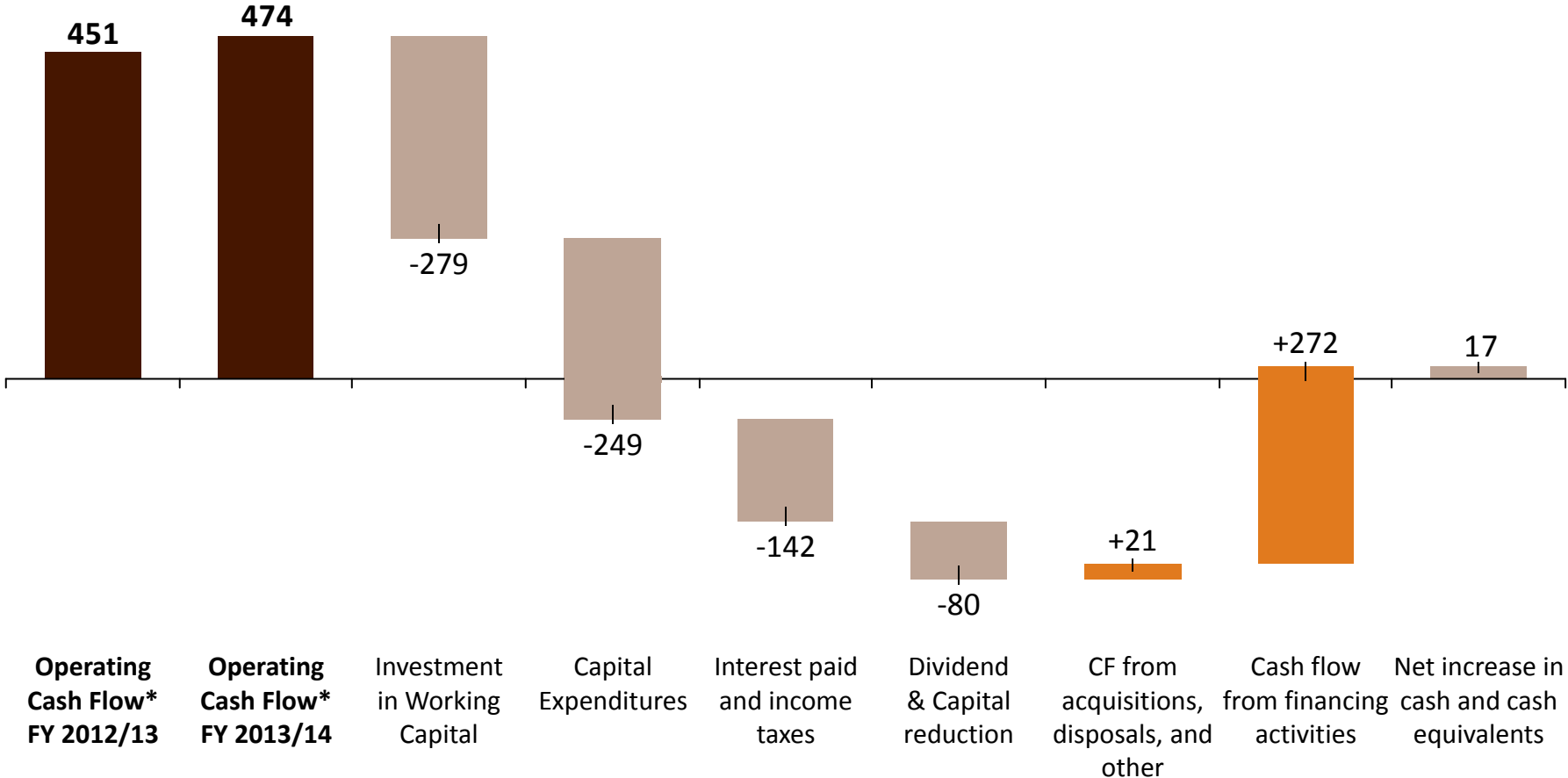


Cash Flow

Cash Flow negatively affected by higher raw material prices

in CHF mio.

+5.0%



\* Before Working Capital changes

## Balance Sheet & key ratios

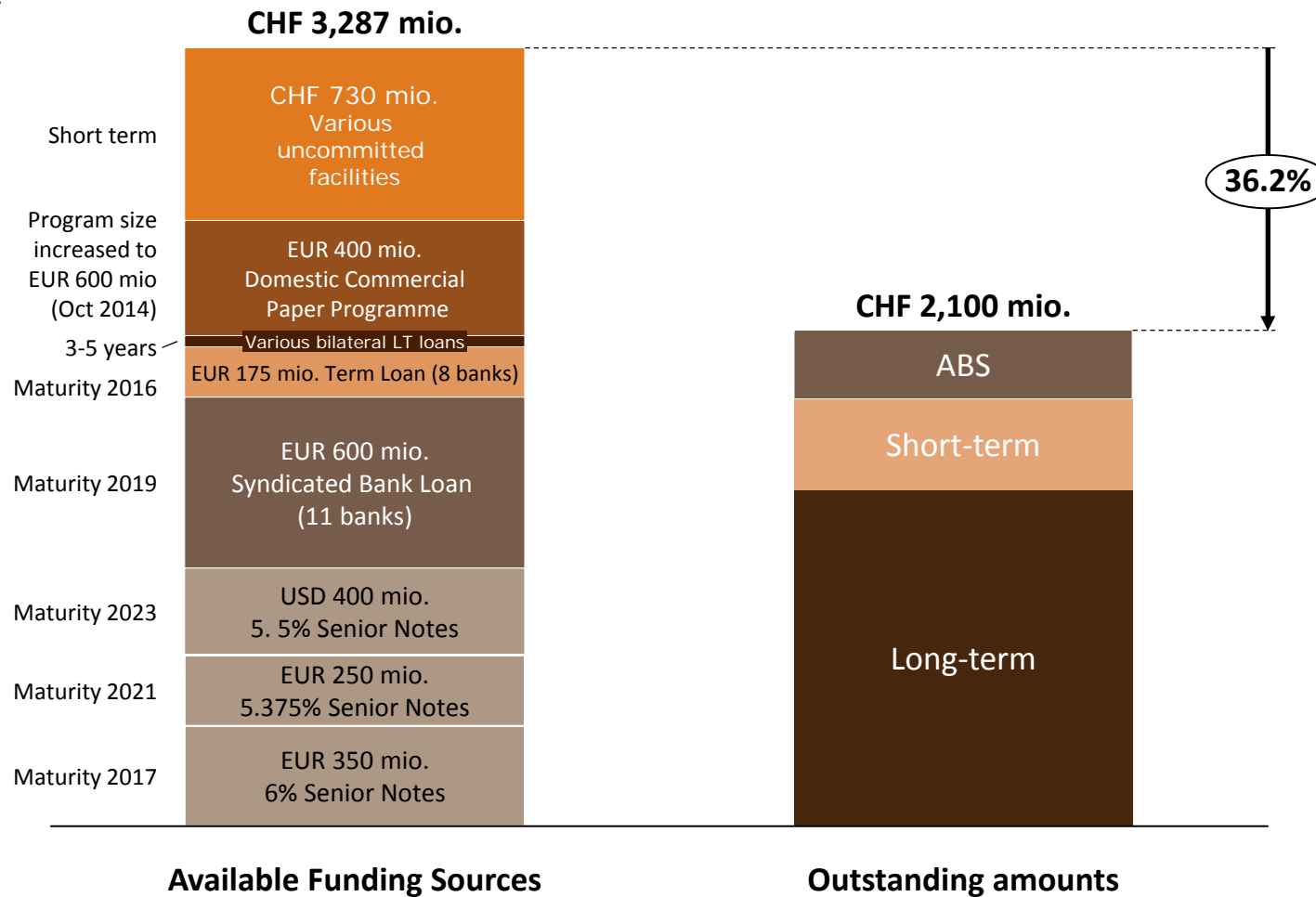
### Higher working capital led to higher debt and lower key ratios

	Aug 14	Aug 13
Total Assets [CHF m]	5,167.5	4,526.9
Net Working Capital [CHF m]	1,674.6	1,345.7
Non-Current Assets [CHF m]	2,175.6	2,071.9
Net Debt [CHF m]	1,803.5	1,525.2
Shareholders' Equity [CHF m]	1,790.7	1,682.5
Debt/Equity ratio	100.7%	90.6%
Solvency ratio	34.7%	37.2%
Net debt / EBITDA	3.4x	3.5x
Interest cover ratio	4.5x	5.6x
ROIC	10.5%	10.9%
ROE	14.7%	15.4%

## Available Financing

# Enough headroom for further growth and raw material price fluctuations

As of 31 Aug 2014



## Dividend

Dividend increased to CHF 15.50 per share – up 6.9%

### Proposed dividend

- ▶ CHF 15.50 per share<sup>1</sup>, up 6.9%
- ▶ Payout of 34% of Net Profit
- ▶ Not subject to withholding tax<sup>2</sup>

### Timetable for dividend

- ▶ Shareholder approval: Dec 10, 2014 (AGM)
- ▶ Expected ex-date: Feb 25, 2015
- ▶ Expected payment date: March 2, 2015

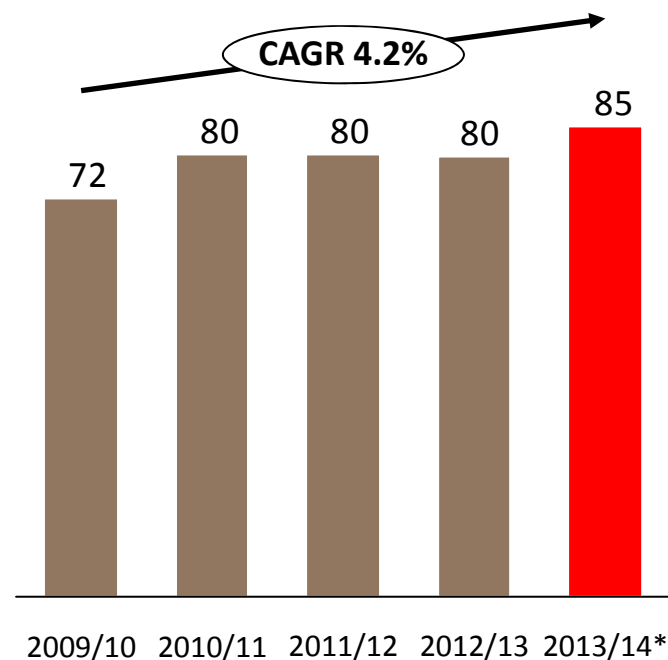
\* As proposed by the Board to our Shareholders

1) From reserves from capital contributions

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

### Total payout to shareholders

in CHF mio.



Payout ratio

2009/10 2010/11 2011/12 2012/13 2013/14\*

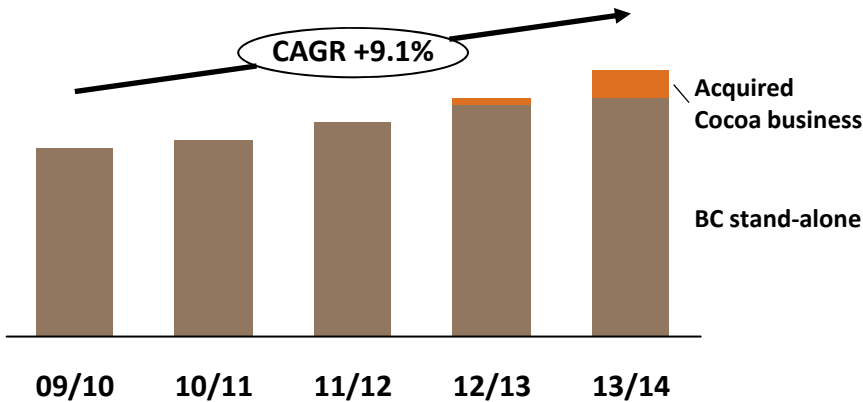
29% 31% 33% 35% 34%



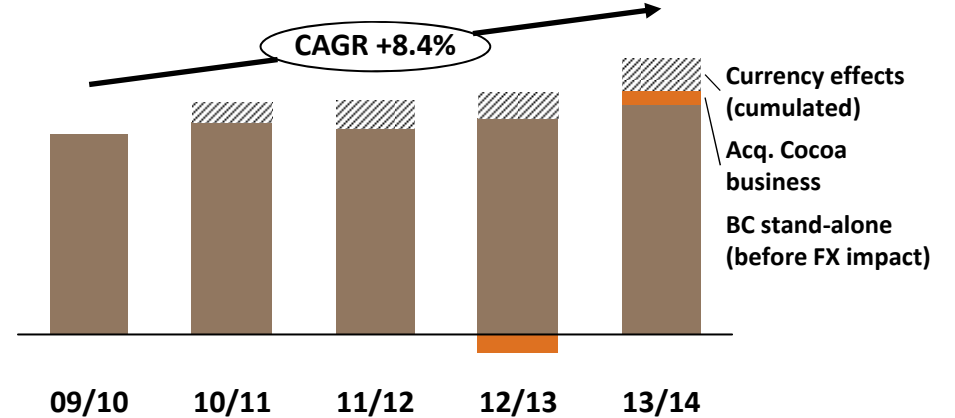
5-year development

Long-term and continued strong volume and EBIT growth in a capital intensive business

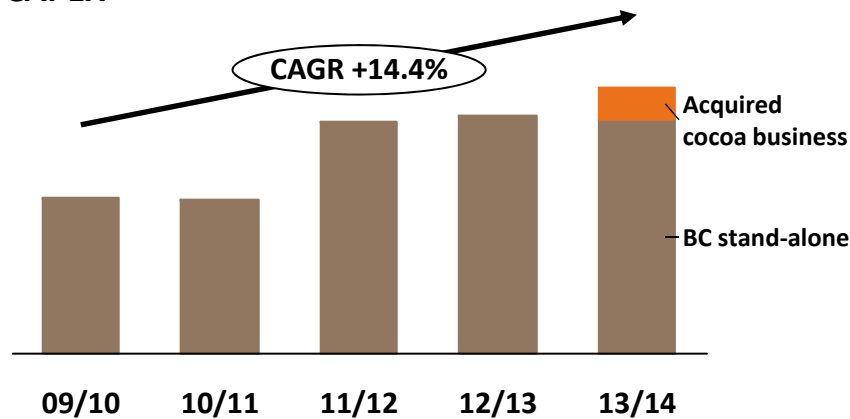
Sales Volume



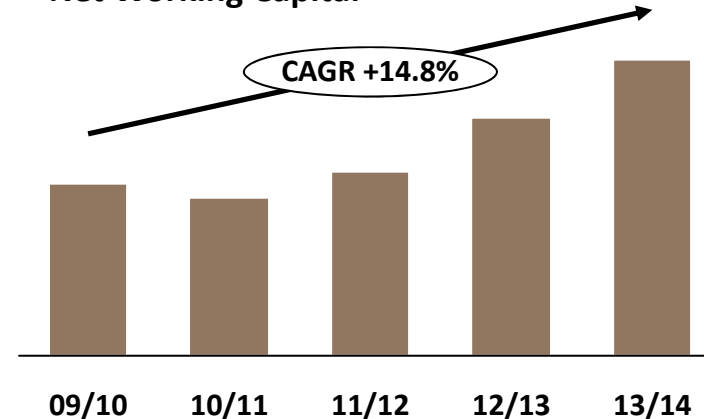
EBIT



CAPEX



Net Working Capital



# Agenda

- ▶ Highlights FY 13/14

- ▶ Financial review

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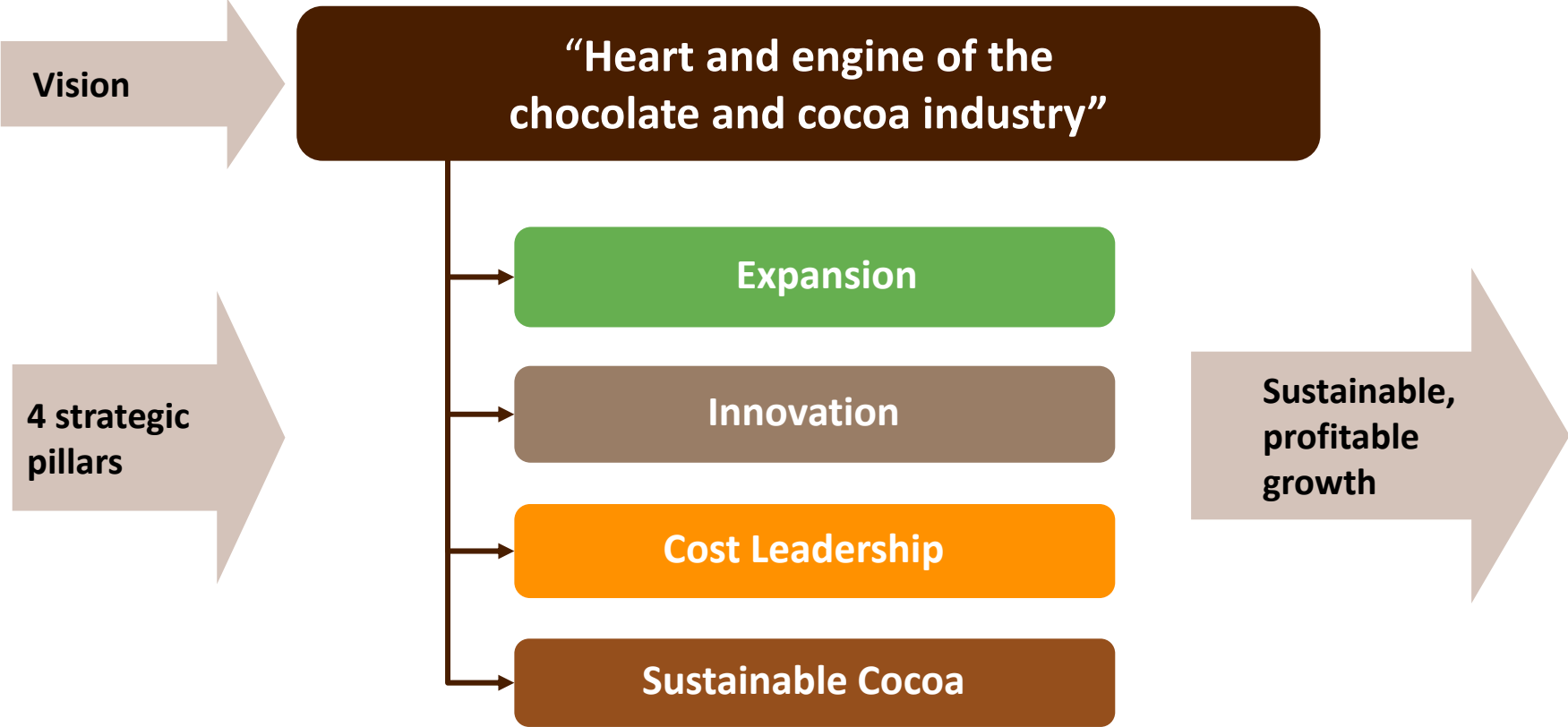
- ▶ Strategy update & Outlook

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- ▶ Q&A

The Barry Callebaut Group's growth strategy

Our proven four-pillar strategy is the basis for our long-term business success



The Barry Callebaut Group's growth strategy

# We will further refine our focus with 6 shaping initiatives

	1 Outsourcing & Partnerships 2.0	2 Leadership in cocoa powder	3 Product & service differentiation	4 Compound & filling	5 Operational Excellence	6 One Company mindset
Expansion	✓	✓	✓	✓	✓	✓
Innovation	✓	✓	✓	✓	✓	✓
Cost Leadership	✓	✓	✓	✓	✓	✓
Sustainable Cocoa	✓	✓	✓	✓	✓	✓

## Key growth drivers

# Untapped growth potential in different dimensions

### Emerging Markets

- New factories in Chile, Turkey, India
- Opportunities for further market penetration
- High demand for cocoa powder applications
- 80% still captive



### Long-term outsourcing & Strategic partnerships

- 51% of industrial chocolate still captive market
- Expanding existing global partnerships
- New agreements with regional/local leaders



### Gourmet & Specialties

- Expand into new markets/ increase distribution points
- Tap into new segments (Key accounts/ chain business)
- Expand product offering and solutions
- Acquisition opportunities



Chocovision 2014

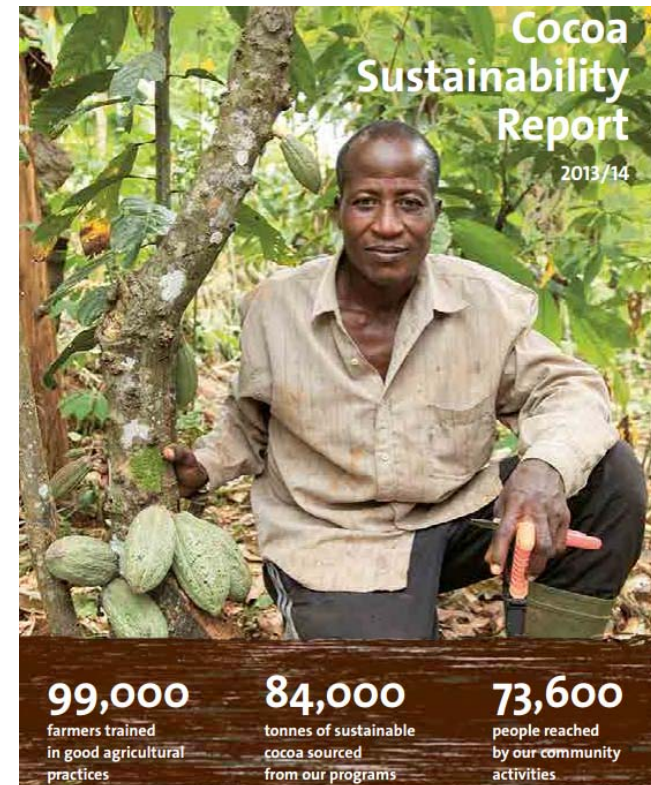
## Taking industry leadership and driving sustainability; supporting CocoaAction



- ▶ International conference for senior business leaders and key stakeholders in the cocoa and chocolate industry
- ▶ Neutral platform for debate
- ▶ Networking and knowledge sharing platform, gathering of new ideas for sustainable solutions
- ▶ ~200 board-level executives, politicians, NGO representatives and scientists
- ▶ CocoaAction presented by World Cocoa Foundation (WCF) during Chocovision 2014



# Aligning our sustainability strategy and activities with CocoaAction





Accelerate Talent Management and succession planning

## HR for Growth – Developing our people



- ▶ On-going initiative to further improve our Talent Management & Leadership Development
- ▶ Aligning our HR organisation to better support the business
- ▶ Introducing a new IT system to become more efficient and consistent
- ▶ Growing our talent base



Outlook FY 2014/15

## Our key focus areas going forward



- ▶ Drive further expansion along our three key growth drivers
  - ▶ Outsourcing & Partnerships
  - ▶ Gourmet
  - ▶ Emerging markets
  
- ▶ Continued focus on margins, tighter cost control, stronger discipline in CAPEX and cash flow generation
  
- ▶ Further implement HR for Growth and push talent management
  
- ▶ Drive our 6 strategic shaping initiatives

## Challenging environment, confident to achieve mid-term guidance



- ▶ Market / industry outlook
  - ▶ Long-term growth in chocolate and cocoa powder remains intact
  - ▶ Significant growth opportunities
  - ▶ Challenging environment in emerging markets, as well as in Europe



- ▶ Mid-term Guidance\*
  - ▶ On average 6-8% volume growth per year, and
  - ▶ EBIT per tonne to reach CHF 256 by 2015/16

\* Barring any major unforeseen events.

## Questions & Answers



FY 2013/14

## Summary




- ▶ Strong, double-digit volume growth and profit improvement
- ▶ Successful global integration and positive profit contribution from acquired cocoa business, synergies on track
- ▶ Intact growth drivers: Gourmet, emerging markets, outsourcing
- ▶ Leading the way in sustainable cocoa
- ▶ Steps forward in talent management and succession planning







## What makes Barry Callebaut unique?

- 
- A stack of various chocolate bars, including dark, milk, and white chocolate, with some broken pieces. The stack is set against a background of scattered cocoa beans and a blurred Barry Callebaut logo.
- ▶ Global number one player focused in chocolate and cocoa
  - ▶ Global leader in Gourmet
  - ▶ Proven and long-term oriented strategy
  - ▶ Unparalleled global footprint, present in all key markets
  - ▶ Preferred outsourcing and strategic partner
  - ▶ Leading and growing presence in emerging markets
  - ▶ Deep R&D / Innovation know-how
  - ▶ Cost leadership along the value chain
  - ▶ Taking leadership in sustainable cocoa
  - ▶ Entrepreneurial spirit
  - ▶ Supportive ownership structure