BARRY CALLEBAUT

Capital Markets Day

Zurich, 11 May 2022

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Sharpened business model

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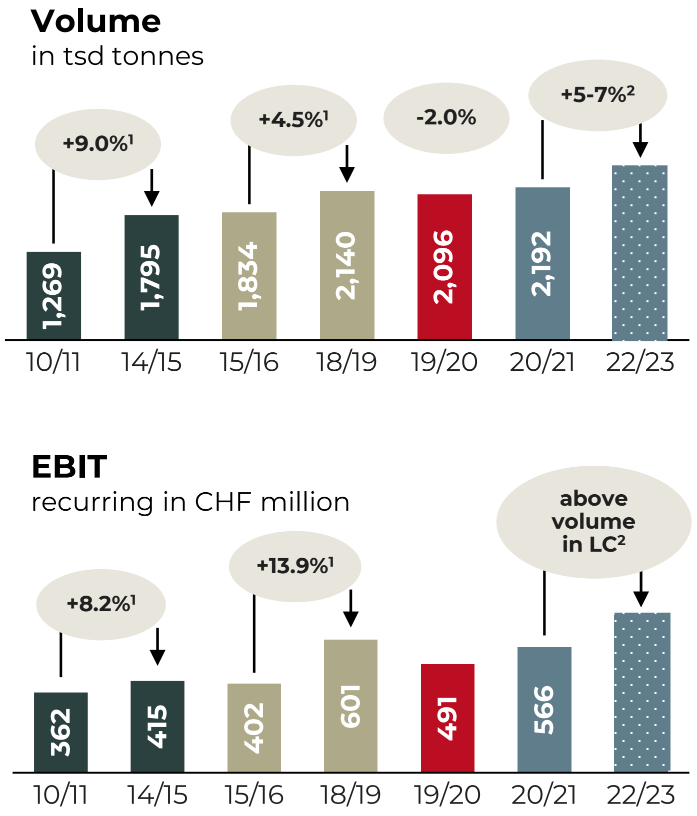
Zurich, 11 May 2022

Sharpened business model

Evolving execution, consistent strong results

Three cycles of strong volume and profit growth

- 10-year **average volume growth +5.7%**[1] p.a., compared to **+0.6%**[3] p.a. of **underlying chocolate** confectionery **market**
- **Outpaced by solid EBIT growth** of on **average +8.2%**[1] p.a. over same period
- Global **footprint extended** from **40 to 64** factories, establishing presence **on all 5 continents**
- **25 Chocolate Academy Centers™** across the globe



[1] Volume growth / EBIT growth in local currency 2010/11 – 2020/21
[2] Mid-term guidance 2020/21 – 2022/23
[3] Source Euromonitor CAGR 2011-2021

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Strengthened key financials

Group	FY 2016/17 restated	FY 2020/21	CAGR
Adjusted Free cash flow[1]	266.0	314.9	+10.0%
ROIC (%)	11.0%	12.2%	+120bp
ROE (%)	12.5%	14.3%	+180bp
Earnings per share (CHF)	47.8	70.0	+10.0%
Dividend per share (CHF)	20.00	28.00	+8.8%
Share price at year end (CHF)	1,380	2,334	+14.0%

[1] Adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories (RMI).

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3-year mid-term guidance 2020/21 to 2022/23

Average volume growth +5-7%	EBIT growth in local currency above volume growth[1]

• Increased **mid-term guidance** starting on lower base due to COVID-19 impact in 2019/20
• Underlying global confectionery market expected to grow +1-2% p.a. over the next 5 years according to Euromonitor
• **Innovation** and **Sustainability** as strong **drivers** for volume growth
• Continued strong contribution from **Key Growth Drivers**:
  ◦ **Emerging Markets:** 4.1bn consumers, big potential for chocolate consumption
  ◦ **Outsourcing:** 60% of market still captive, aim to add on average 30-40 MT per year
  ◦ **Gourmet:** based on strengthened business model continue to outgrow other businesses with positive contribution on group profitability
	• **Cost-plus model** provides protection in a volatile and inflationary environment
	• **Innovation** enhances our customers' differentiated value proposition, while improving our product mix
	• Continue to **drive the customer mix** balancing size, segment and applications
	• **Maintain Cost Leadership** with global network, scale benefits, excellence in sourcing while optimizing operating leverage
	• Management (ExCo level) **incentive aligned** through targets[2]

[1] Barring any major unforeseeable events / [2] **STI:** volume growth, EBIT and FCF (30%), Sustainability (10%), **LTI until 2021/22:** 50% restricted shares and 50% performance based, of which 50% ROIC related, **LTI as of 2022/23:** 100% performance based, of which 50% ROIC related

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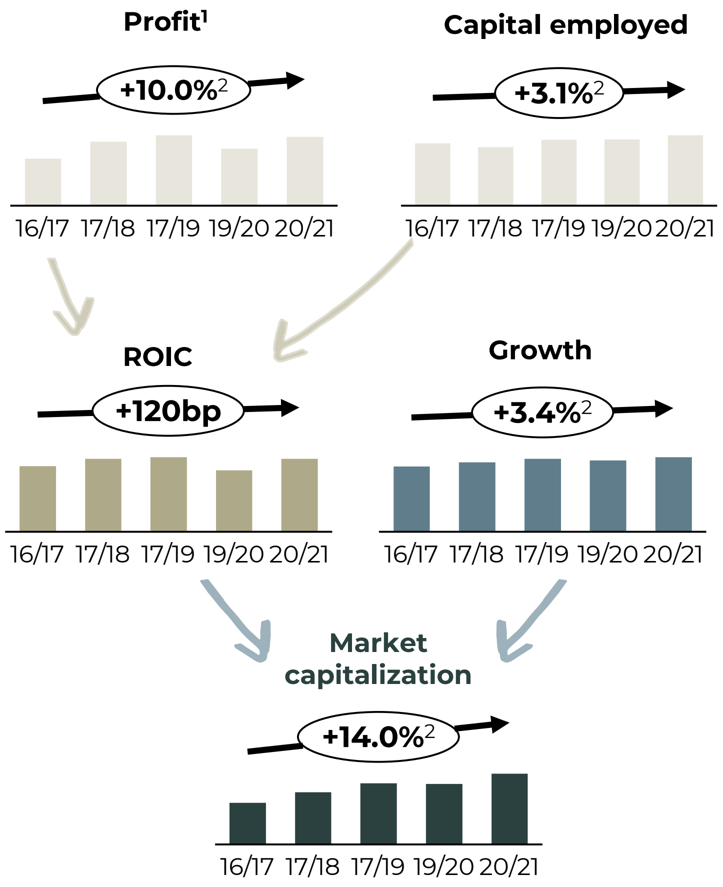
How we create value for shareholders

- **Robust long-term strategy** supported by solid pipeline of complementary **value-adding projects**
- Consistent, strong and **balanced volume** growth across all market segments
- Faster growth in more profitable segments with leverage scale and **good cost management** supported by digitalization
- **Capacity optimization** and debottlenecking of existing assets to maximize use of capital investments
- Strong **focus on working capital management** at all levels, including S&OP excellence to optimize inventory and discipline on receivables and payables management



[1] Net profit, recurring / [2] CAGR

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Key Growth Drivers: Emerging Markets

+6.9%[1] p.a.
average volume growth
37%[2]
of total volume

Broad based across the globe (CAGR[1])

India	Indonesia	China	Brazil	Chile	Turkey
+27%	+7%	+15%	+4%	+6%	+13%

Continuing to expand market penetration

- Distribution / route-to-market
- Expanding direct sales force
- Increase digital reach

Tapping into new markets

- Continue to broaden our reach in Asia Pacific, moving from Tier 1 to Tier 2 and 3 cities, leveraging digital reach
- South America testing new markets like Colombia with ‘Gourmet first approach’
- Africa evolving from ‘origin’ to ‘consuming markets’

[1] 5-year average 2017/16 – 2020/21 / [2] as of Full-Year 2020/21

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Key Growth Drivers: Outsourcing

+4.8%[1] p.a.
average volume growth
35%[2]
of total volume

Large opportunity
- 60% of market still captive
- Sweet spot adding 30,000 – 40,000 MT on average per year

Strong long-term partnerships
- Renewals of important contracts testimony of reliability and chocolate expertise
- Small to large customers across the globe

Solutions provider
- One-stop-shop for customers
- From standard chocolate to specialty chocolate
- Differentiation through innovative value-adding concepts and Co-creation

Nestlé, Unilever, Arcor, Stark, Grupo Bimbo, Tony's Chocolonely, Hershey's, Carletti, Heidi, Morinaga, Mondelēz International, Burton's Biscuit Co, Garudafood, Bahlsen

[1] 5-year average 2017/16 – 2020/21 / [2] as of Full-Year 2020/21

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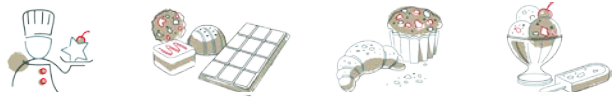
Key Growth Drivers: Gourmet & Specialties

+4.9%[1] p.a.
average volume growth
11%[2]
of total volume

Winning in different segments



Horeca Confectionery BaPA Ice Cream

Driving value-adding portfolio

- From cocoa powder to chocolate and compound
- Fillings and Inclusions
- Decorations

Further expanding through investments in route-to-market

- Tap into new markets
- Increase direct sales
- Expand with distributors
- Use digitalization to activate ‘push and pull’

[1] 5-year average 2017/16 – 2020/21 / [2] as of Full-Year 2020/21

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Further leverage scale to drive Cost Leadership

OPTIMIZE PRODUCTIVITY & REDUCE COMPLEXITY

- Global network allows clustering of volumes
- Leading to optimized productivity and reduced complexity
- High level of customer service and optimized transportation costs

OPERATIONAL EXCELLENCE

- Improve internal processes for Finance Operating Excellence
- Expand scope of Shared Service Centers

DIGITALIZATION & AUTOMATIZATION

- Smart factory
- Leveraging on global SAP and salesforce platforms
- Further improve relationship management with customers and suppliers

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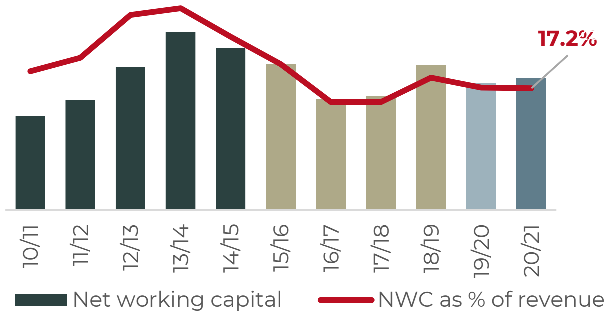
Strong Balance sheet based on solid financing

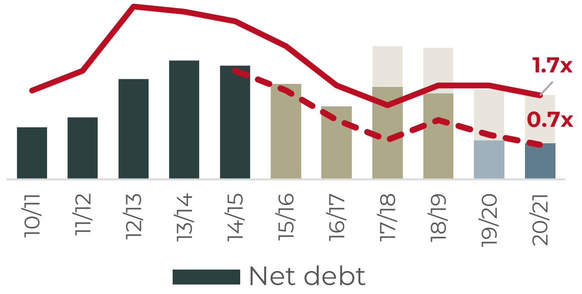
Equity	Fixed assets
Debt	Working capital

- **Seasonality**, mainly due to cocoa bean harvest cycle, **covered** by wide range of uncommitted liquidity sources (Commercial Paper and bilateral facilities) and back-stopped by a committed Revolving Credit Facility
- Track record **of good working capital management** and **strong Free cash flow** generation in recent years
- Robust **cost-plus business model mitigates volatility** of the main raw materials and **supports resilient profitability**
- Significantly **strengthened financial profile** and improved strong credit metrics:
  - adj. Debt/ Equity ratio 20.4%
  - Net debt / EBITDA 1.7x, adj. Net debt / EBITDA 0.7x

Net working capital and as % of sales
(as per year end August)



Net debt and Net debt/EBITDA
(as per year end August)



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Key take away

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- Coming out of COVID-19 pandemic with successfully sharpened business
- Continue to drive product and customer mix as preferred solution partner for Innovation and Sustainability

Leveraging scale

- Optimize productivity and reduce complexity
- Operational excellence
- Drive digitalization and automatization

Confident to deliver on mid-term guidance

- Current 3-year mid-term guidance for 2020/21 – 2022/23:
  - 5-7% volume growth
  - EBIT growth in local currency on average above volume growth[1]

[1] barring any major unforeseeable events