



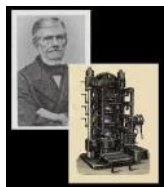
Consistent Strategy, Evolving Execution

ANTOINE DE SAINT-AFFRIQUE,
CEO



Understanding Barry Callebaut – who we are

An unparalleled heritage in cocoa and chocolate



1828



1840



1842



1911



1982



1996



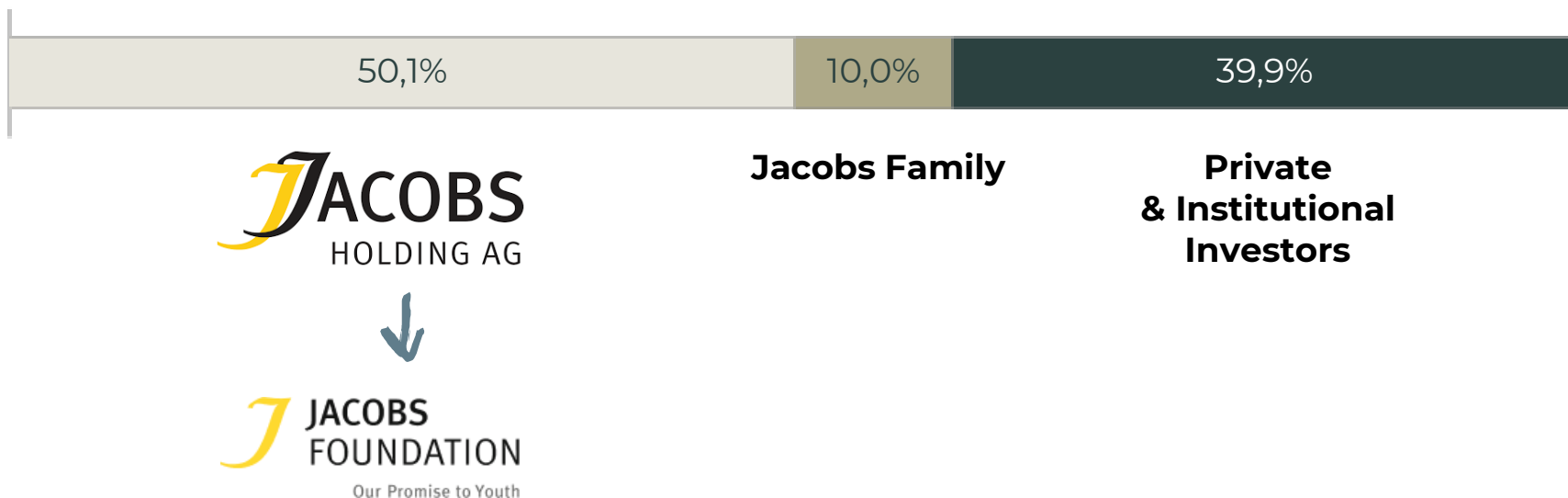
1998



Set for the future

Understanding Barry Callebaut – who we are

A stable shareholder base: long term - strong values



Understanding Barry Callebaut – who we are

Strong values & Strong team

We are the heart and engine of the chocolate and cocoa industry



Customer Focus



Passion



Entrepreneurship



Team Spirit



Integrity

**FOREVER
CHOCOLATE**



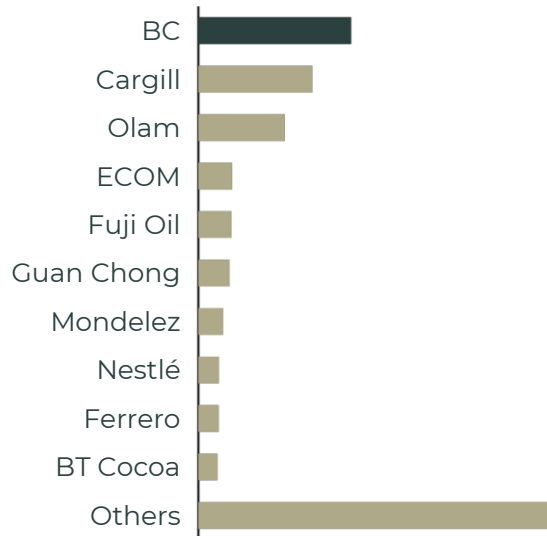
**120 years of
chocolate experience**

**Big enough
to matter,
Small enough
to care**

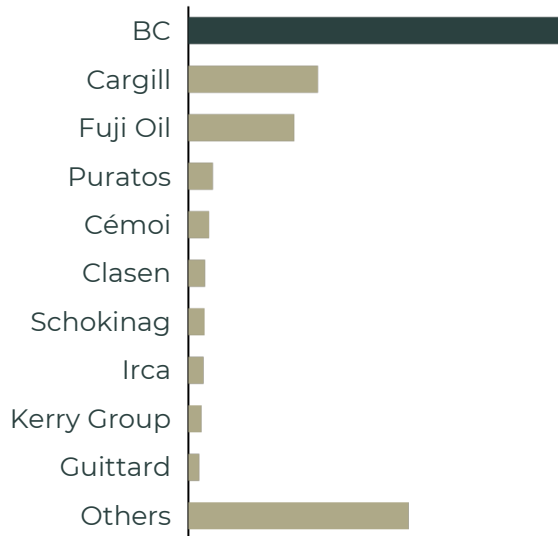
Market Leadership

A strong global market leader

Cocoa grinding capacity (kMT)



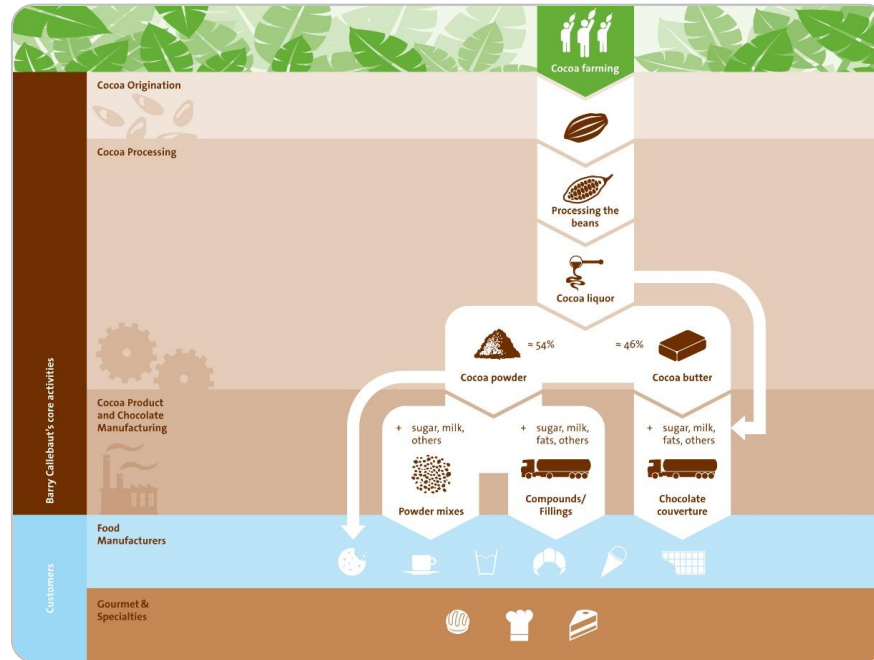
Industrial Chocolate (open market – kMT)



Market impact

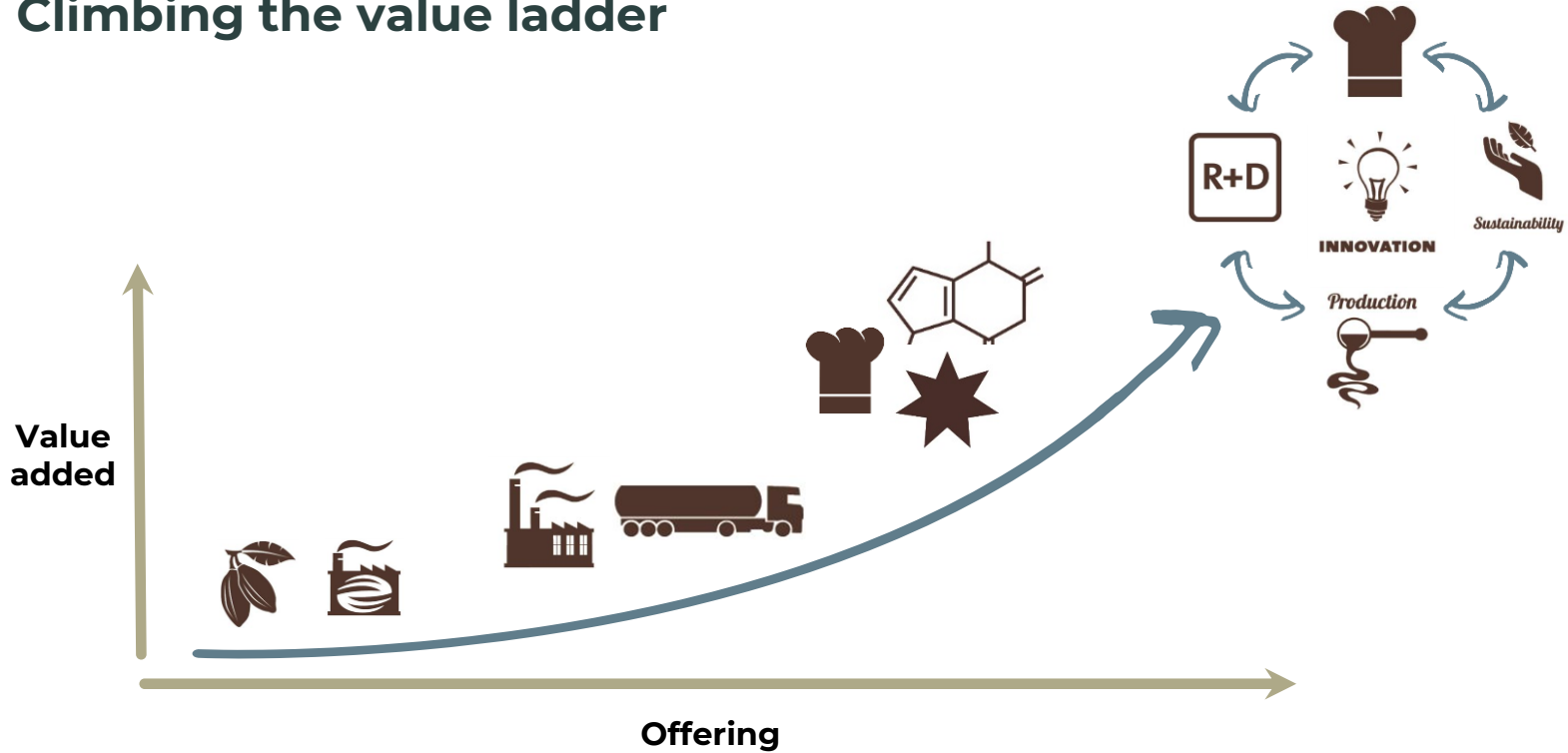


Understanding Barry Callebaut - what do we do? **A uniquely integrated business model**



A transformation journey

Climbing the value ladder



Understanding Barry Callebaut - how do we do it ?
Broader, deeper reach



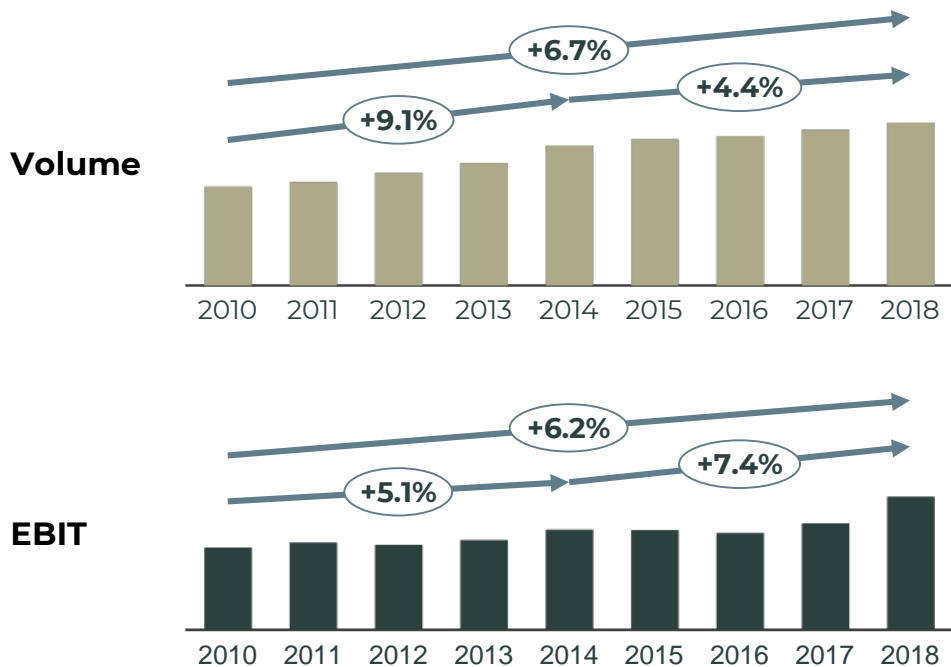
la Morella nuts





**More to
go for !**

Understanding Barry Callebaut – there is more to go for!
A strong track record, confident guidance



New mid-term guidance for the 3-year period 2019/20 – 2021/22

- Continued focus on consistent, above-market volume growth and enhanced profitability
- Average volume growth +4-6%
- EBIT growth on average above volume growth¹

¹ in local currencies and barring any major unforeseen events

A close-up photograph of a decorative cake. The cake is white with a thick, dark chocolate border. It is adorned with several swirls of light-colored frosting, fresh raspberries, and chocolate shavings. The background is a dark teal color with a faint, repeating pattern of leaves.

Thank you!