



# Half-year Results 2013/14

Media Conference  
April 3, 2014



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## 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 HY 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, April 3, 2014. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.



**Highlights HY 2013/14 - Juergen Steinemann, CEO**

**Financial review - Victor Balli, CFO**

**Strategy update & Outlook - Juergen Steinemann, CEO**

**Q&A Session**



## Highlights HY 2013/14

# Strong profit growth, strong contribution of acquired cocoa business

Sales Volume

+17.6%  
+3.1%<sup>1</sup>

EBIT in CHF

+15.3%  
+8.8%<sup>1</sup>

Net Profit  
for the period in CHF

+8.3%

- ▶ Sales volume increase driven by recent cocoa acquisition, emerging markets, outsourcing and Gourmet
- ▶ Profit improvement on stand-alone basis due to strong focus on margins
- ▶ Strong contribution of recently acquired cocoa business. First synergies realized. Integration well on track

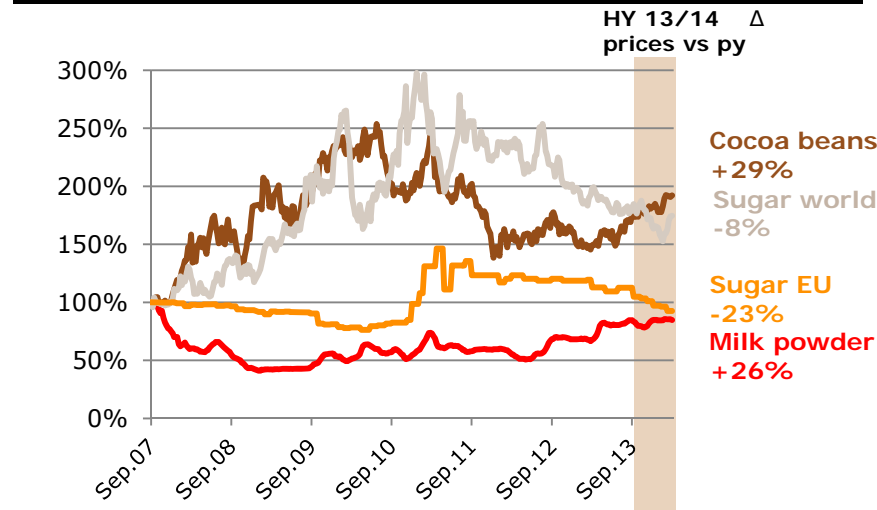


1) Stand-alone, excluding the recently acquired cocoa business from Petra Foods

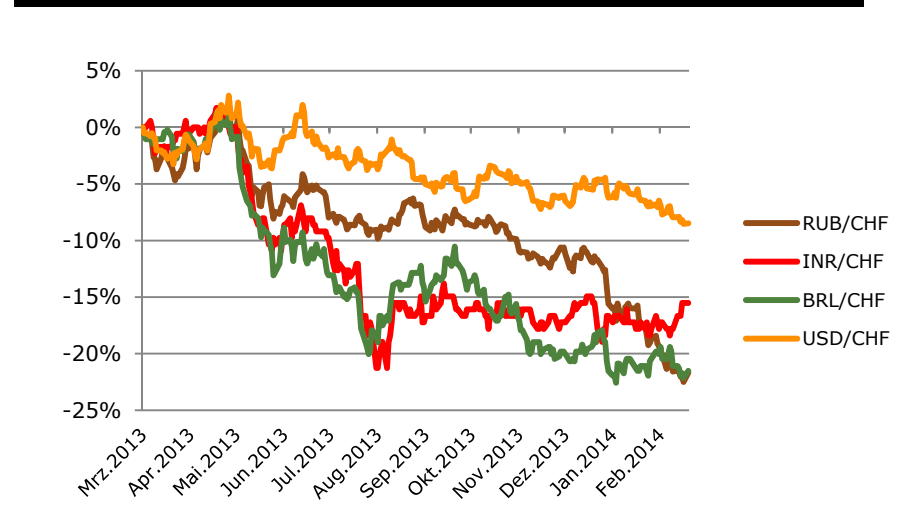


# Healthy chocolate market. Challenging market environment

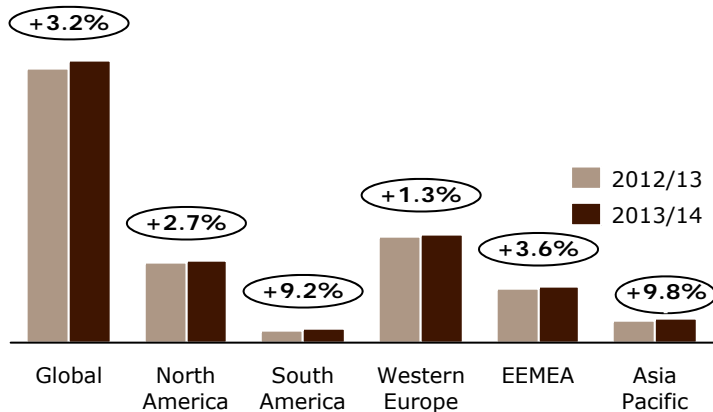
### Raw Materials<sup>1</sup>



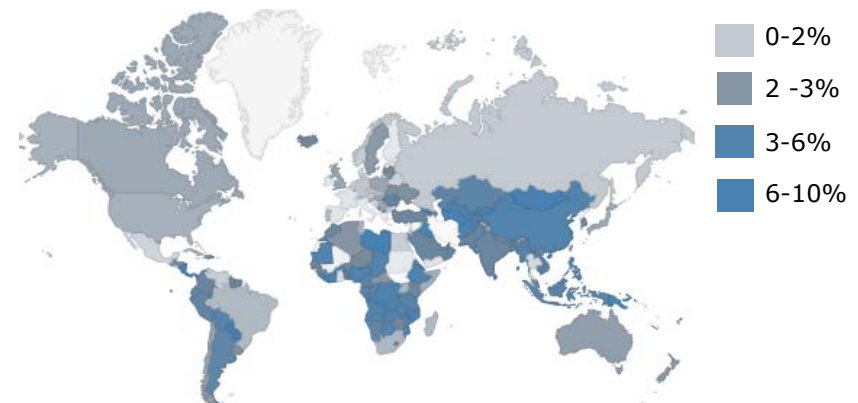
### Currencies<sup>2</sup>



### Chocolate Market Development<sup>3</sup>



### GDP growth<sup>4</sup>



Sources: 1) 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; 2) Thomson Reuters; 3) Nielsen 6 months figures until Feb 2014; 4) Trading economics

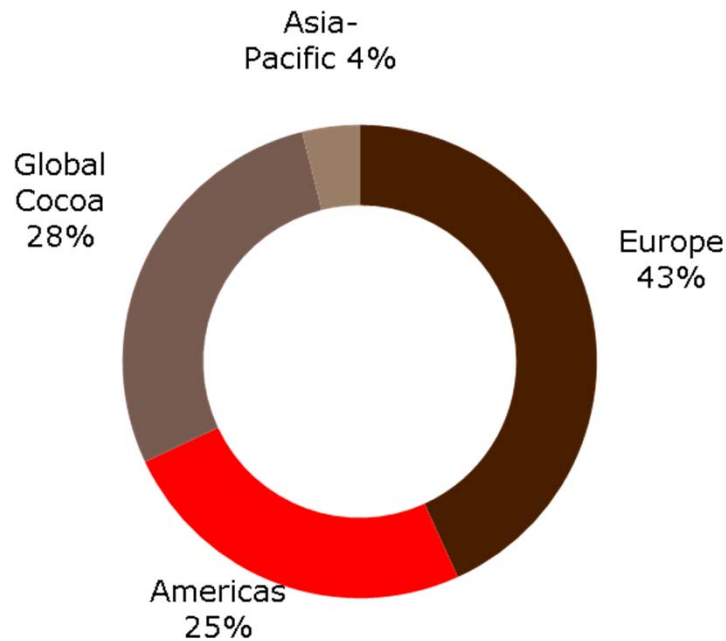


HY 2013/14

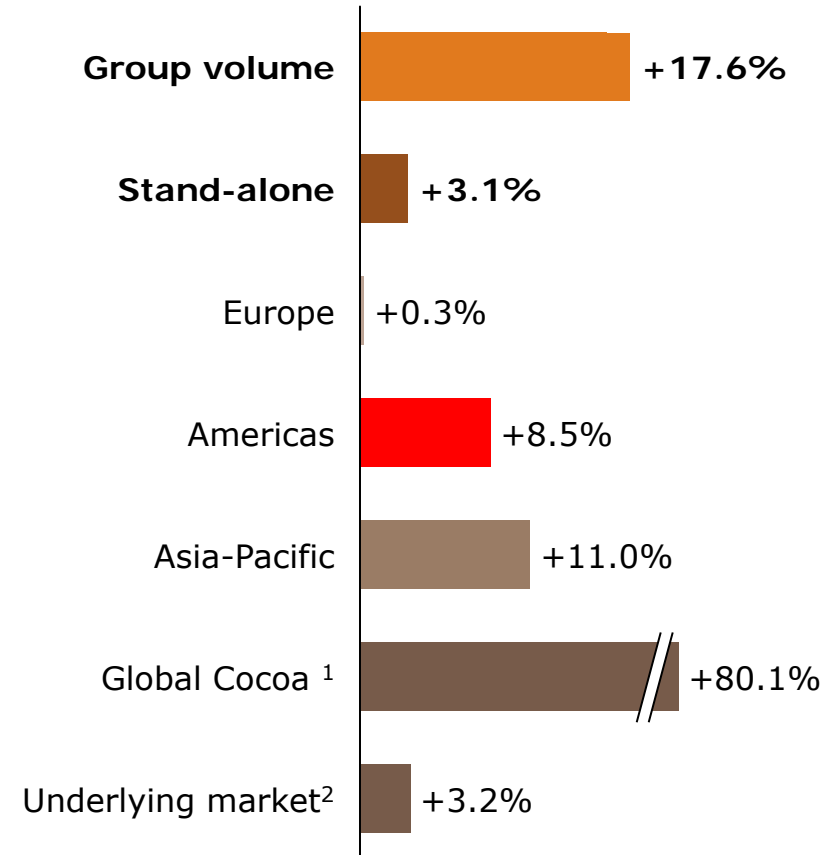
# Growth across all regions; total volume +17.6%

## Sales Volume by Region

HY 2013/14 = 876,297 tonnes



## Volume growth vs prior year



<sup>1</sup> Global Cocoa including recently acquired cocoa business from Petra Foods, on stand-alone basis +1.0%

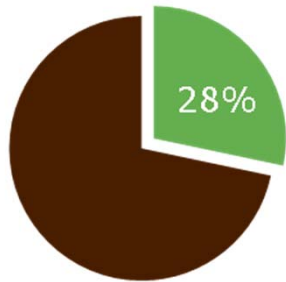
<sup>2</sup> Source: Nielsen – Chocolate Confectionery volume growth of top 25 countries; September 2013-Feb 2014  
Note: Total volume includes recently acquired cocoa business



# HY 2013/14 development Continued positive performance of our key growth drivers

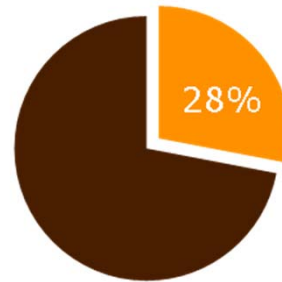
## Emerging Markets

+17.9% vs prior year\*



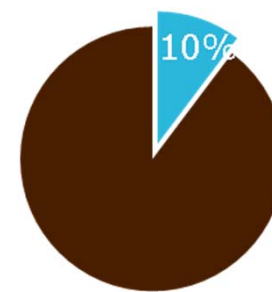
## Long-term outsourcing & Strategic partnerships

+8.0% vs prior year



## Gourmet & Specialties

+6.6% vs prior year



Volume growth

% of total Group volume

\* Stand-alone, including recently acquired cocoa business +60%



Highlights first six months- FY 2013/14

## Ongoing focus on our strategic pillars



Inauguration of cocoa factory in Makassar with JV partner Comextra

Sep 2013



Barry Callebaut begins production in new, relocated factory in Japan

Nov 2013



Callebaut® launches 'Finest Belgian Hot Chocolate' for the Food Service segment

Nov 2013



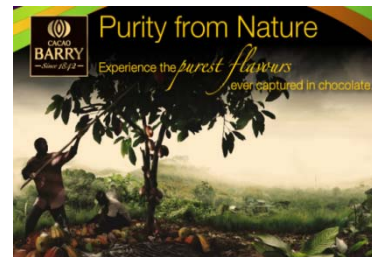
Barry Callebaut takes over remaining 51% of certified bean supplier Biolands

Feb 2014



EU Commission approves Barry Callebaut's health claim: Cocoa flavanols support a healthy blood circulation

Sep 2013



Launch of "Purity from Nature" range for Cacao Barry

Nov 2013



Barry Callebaut inaugurates its first CHOCOLATE ACADEMY™ center in Turkey

Nov 2013





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HY 2013/14

## Strong profit growth, strong contribution of the recently acquired cocoa ingredients business

Group performance (CHF m)	HY 2013/14	% vs prior year (in CHF)	% vs prior year (in local currencies)
Sales Volume Total (in tonnes)	876,297	+17.6%	
Sales Volume stand-alone	768,352	+3.1%	
EBIT Total <i>EBIT per tonne</i>	201.7 230.2	+15.3%	+16.8%
EBIT stand-alone <i>EBIT per tonne</i>	190.4 247.8	+8.8% +5.6%	+10.2% +6.9%
Net profit from continuing operations	119.6	+2.7%	+3.1%
Net profit for the period	119.6	+8.3%	+8.9%

Stand-alone: Excluding recent acquisition of Cocoa business of Petra Foods



Region Europe

## Significantly increased profitability reflects focus on product margins



**+0.3%**

**Volume  
growth**

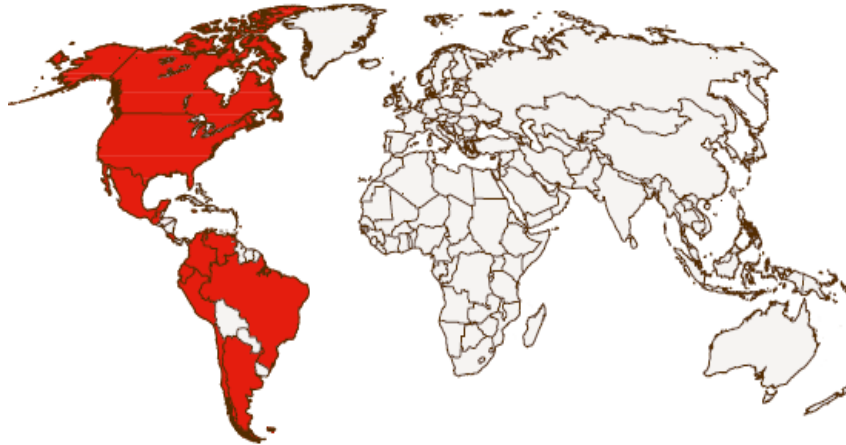
**+6.1%**

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

- ▶ Western Europe with strong focus on higher product margins, better customer segmentation and positive impact from Project Spring
- ▶ Addressing capacity shortage, with investments in factory expansions in Belgium, UK and Poland
- ▶ EEMEA showed a strong growth in both industrial and Gourmet business
- ▶ Higher EBIT as a result of improved product mix and margin focus



## Strong performance across all markets



**+8.5%**

**Volume  
growth**

**+20.3%**

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

- ▶ Strong performance top- and bottom-line, across Food Manufacturers and Gourmet
- ▶ Good growth in North America, despite extreme weather hampering logistics and leading to lower demand
- ▶ Particularly strong growth in Mexico and Brazil
- ▶ EBIT positively impacted by good volume increase, improved product and customer mix and good cost control



## Continued strong growth



**+11.0%**

**Volume  
growth**

**+0.7%**

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

- ▶ Food Manufacturers business achieved double-digit growth, in particular in China, Japan, Indonesia and Malaysia
- ▶ Slower economic environment and weakening of some local currencies influenced the demand for the international Gourmet brands
- ▶ EBIT impacted by higher costs due to building of structures, expansion and unfavourable product mix



Global Cocoa

## Significant volume and profit contribution of acquired cocoa business



**+80.1%**

+1.0%\*

**Volume  
growth**

**+72.2%**

+7.3%\*

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

\* Stand-alone figures

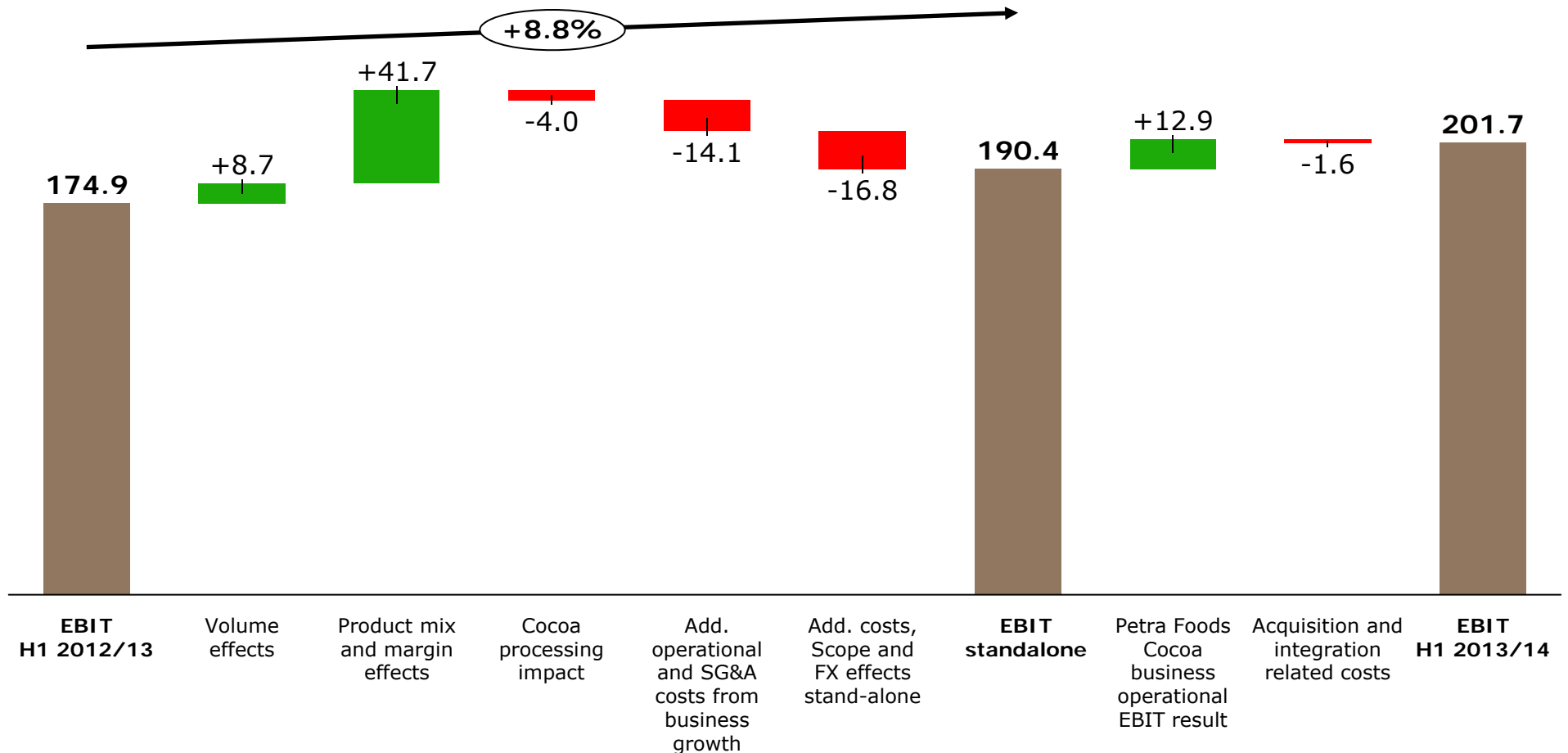
- ▶ The acquisition of the cocoa business from Petra Foods brought this business to a new level
- ▶ Stand-alone volume flat due to increased internal demand for cocoa products and transfer of volumes to recently acquired factories in Europe
- ▶ After negative impact in prior year, combined ratio stabilized with no impact on HY
- ▶ Successful improvement of recently acquired business, by leveraging our global footprint and integrating both organizations
- ▶ Expected FY EBIT from recently acquired cocoa business of CHF 30 mio confirmed



# EBIT bridge

## Focus on profitable growth paid off: stand-alone EBIT increased +8.8%

in CHF m





Below EBIT

## Net profit impacted by financing related to acquisition and higher tax rate

[CHF m]	Change in % In local currencies	Change in % CHF	H1 2013/14	H1 2012/13 (restated)
Operating profit (EBIT)	16.8%	15.3%	201.7	174.9
Financial items	59.3%	55.5%	(56.6)	(36.4)
Share of result of equity-accounted investees, net of tax			-	(0.3)
Profit before Taxes [CHF m]	5.9%	5.0%	145.1	138.2
Income taxes	20.7%	17.5%	(25.5)	(21.7)
<i>Tax rate [in %]</i>			17.6%	15.7%
Net profit from continuing operations	3.1%	2.7%	119.6	116.5
Net profit for period	8.9%	8.3%	119.6	110.4



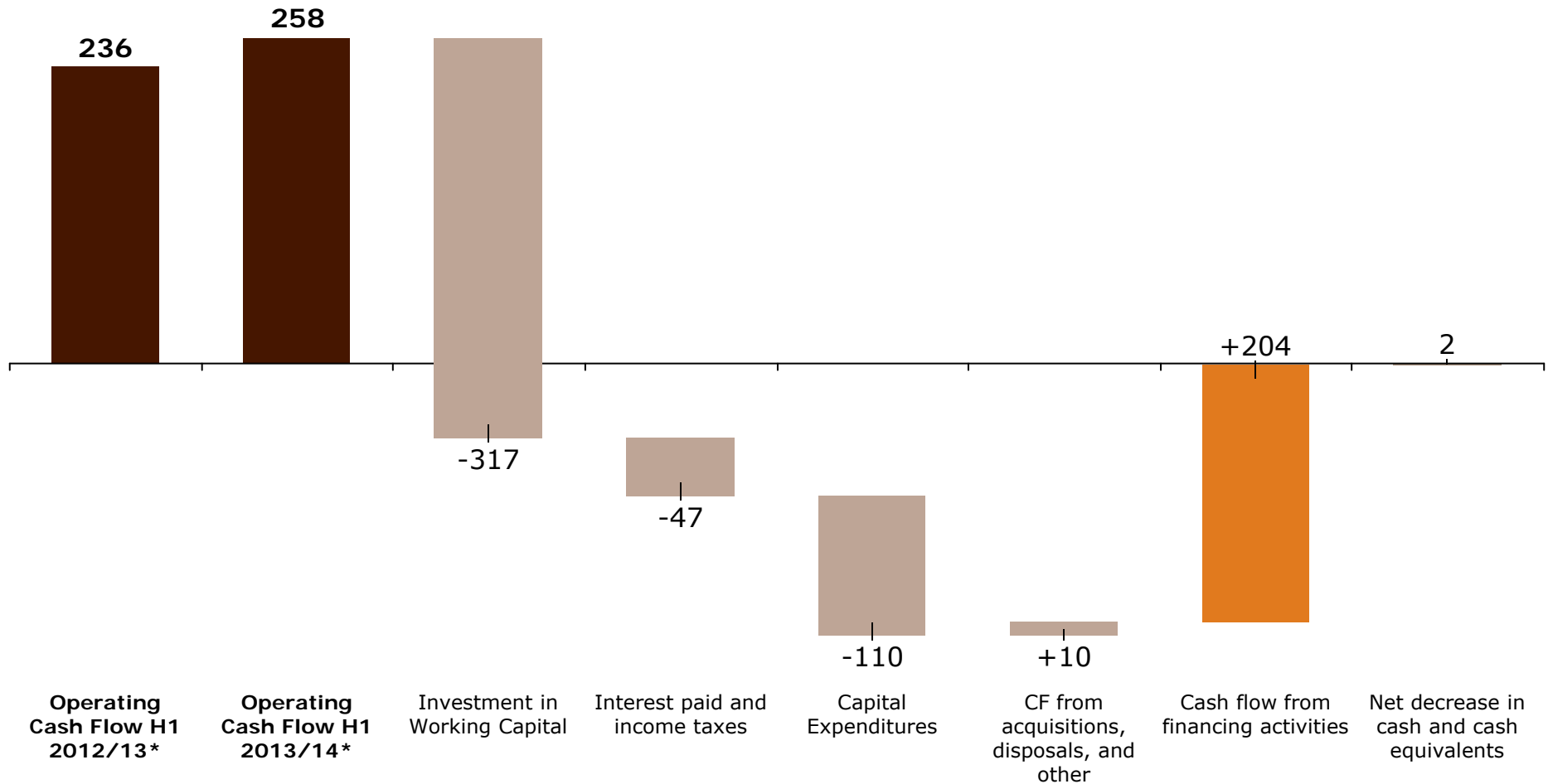


## Cash Flow

# Strong operating cash flow, offset by higher working capital and continuous investments in further growth

in CHF m

+9.4%



\* Before Working Capital changes



## Balance Sheet & key ratios

### Ratios impacted by recent acquisition and higher working capital needs

	BC stand-alone Feb 14	Feb 14	Feb 13 <sup>1</sup>
Total Assets [CHF m]		5,106.9	3,555.9
Net Working Capital [CHF m]	1,246.5	1,501.4	1,026.2
Non-Current Assets [CHF m]		2,068.6	1,488.4
Net Debt [CHF m]	1,182.3	1,698.2	993.9
Shareholders' Equity [CHF m]	1,422.8	1,658.9	1,317.9
Debt/Equity ratio	83.1%	102.4%	75.4%
Solvency ratio	30.9%	32.5%	37.1%
Net debt / EBITDA	2.4x	3.6x	2.3x
Interest cover ratio	5.6x	4.9x	5.5x
ROIC	12.6%	11.1%	13.2%
ROE	19.3%	15.6%	17.7%

\* Restated due to the revision of IAS 19 (Employee Benefits)



**Highlights HY 2013/14 - Juergen Steinemann, CEO**

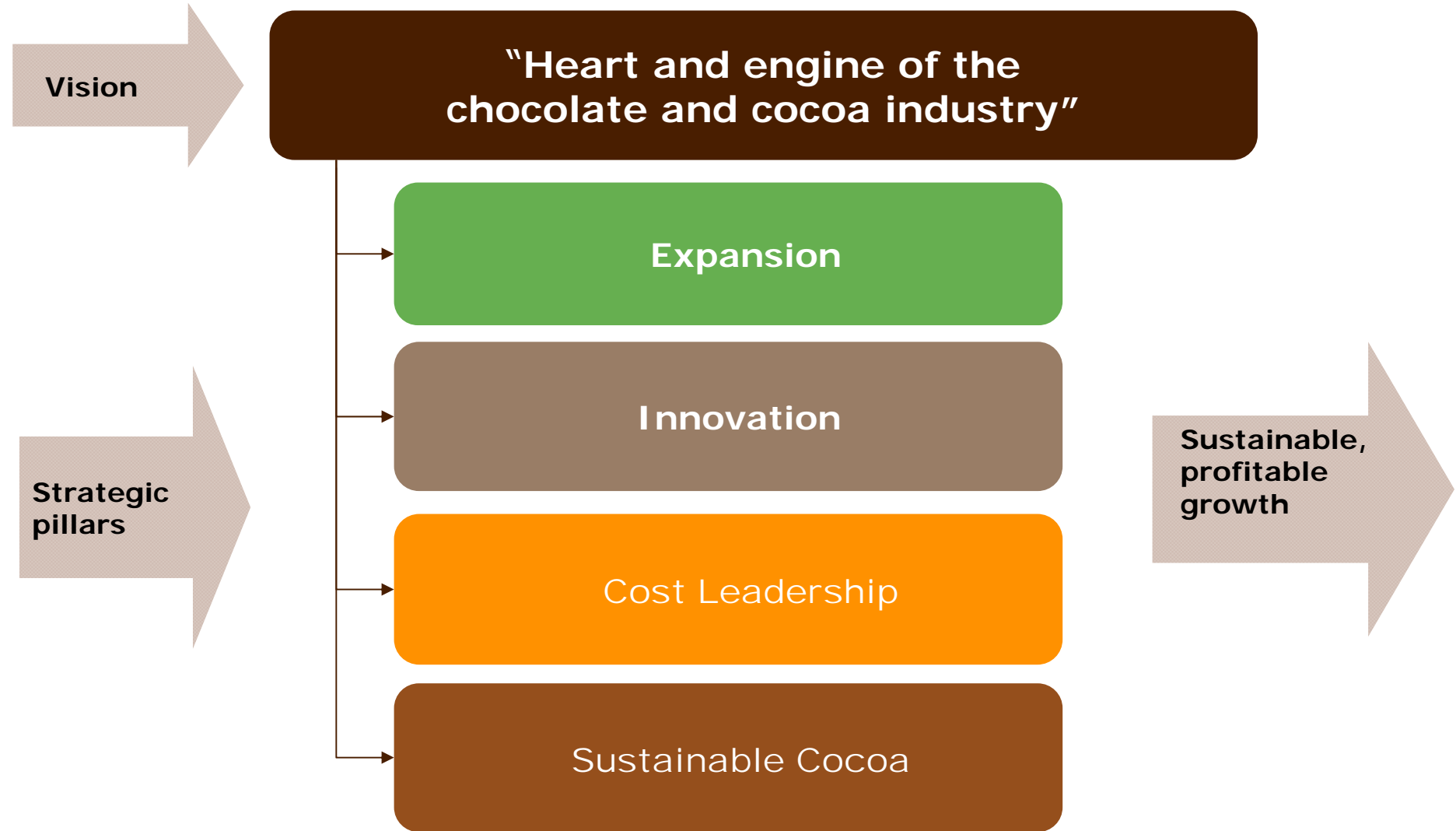
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# Our strategy remains unchanged





# Focus on Gourmet strategy implementation, delivers positive growth in particular global brands

Global Brands

Product Superiority global brands & differentiation on track

Innovation / Renovation

Best in class launch Cacao Barry «Purity from Nature»  
Callebaut «Hot Chocolate». Renovation of key recipes

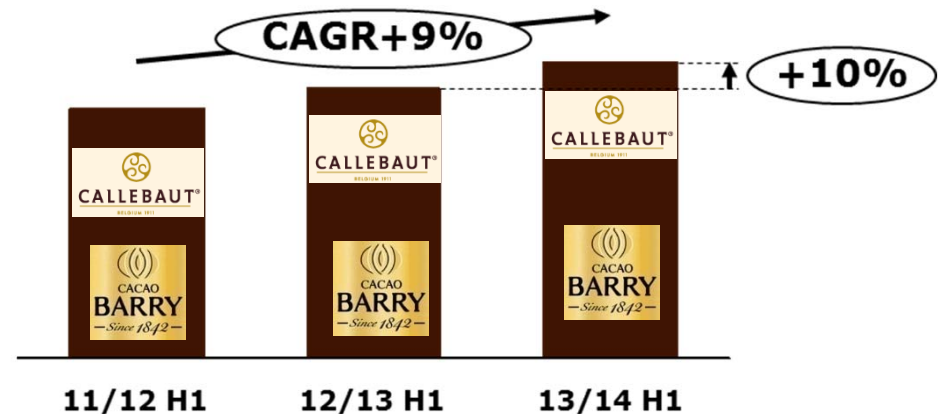
Balanced Push-Pull

Growing distribution points and multiple distribution networks in key markets

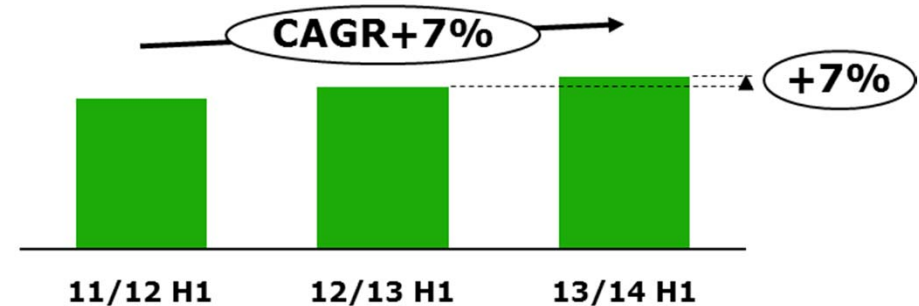
Best-in class customer service

Step change service & forecast accuracy. Zero defects quality

Sales volume evolution – Global brands



Sales volume – Gourmet & Specialties





# Innovating based on insights and focus on 5 discovery areas

## Portfolio



## Discovery areas

**Cocoa Science**  
*Post harvest treatment, fermentation, bean identity, origin treats, color, taste, metabolomics, application*

**Structure, Texture & Sensory**  
*Micro, processing, anti-bloom solutions, ganache, new textures, liquid drink, color, material science, oil structuring solutions*

**Authenticity & Permissibility**  
*Artisanal, natural, traceable, energy, sweet solutions, real chocolate, active health claims, sustainable, responsible*

**Next Generation Process**  
*Expeller, Simplification, Small batch for customization, whole bean roasting*

**Compounds & Fillings**  
*Fat expertise, open innovation with fat suppliers, application knowledge, process optimisation*

## Global Insights

Daily luxury



Smart & Convenient



Virtuous simplicity



My food



Authenticity



Respect & Responsibility



**Aim to increase volume and competitive advantages through our innovation**

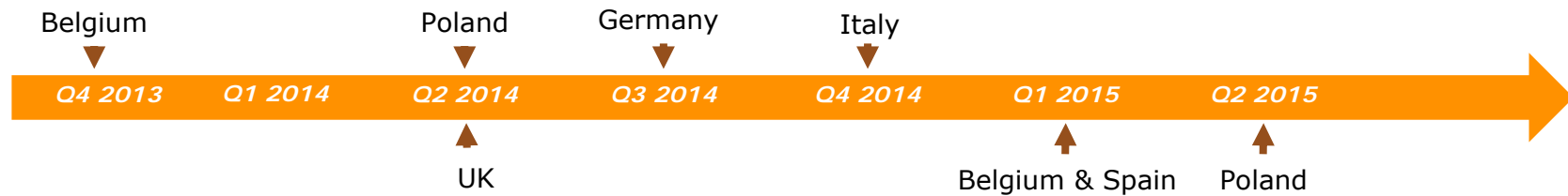


# Production capacities expanded, while keeping manufacturing costs under control

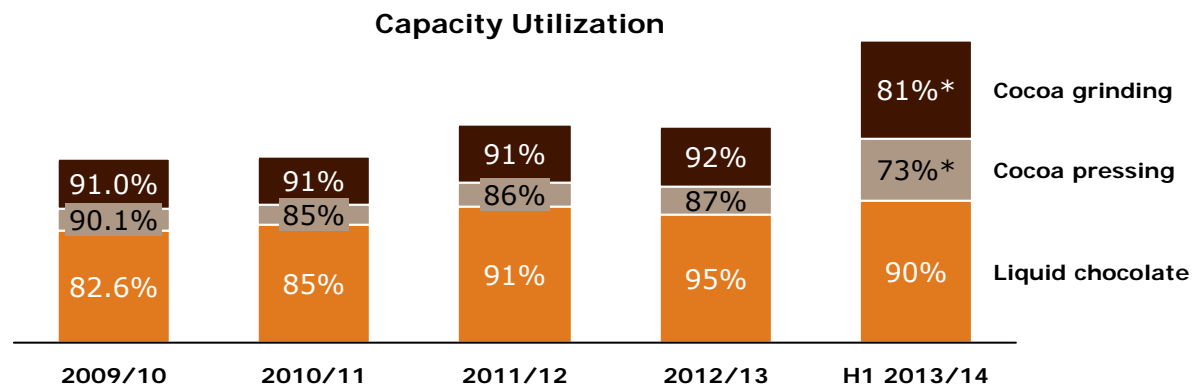
Cost Leadership

Expansion

- **Liquid chocolate capacity** utilization has improved, from end of last year now at 90% (target 82-85%). Focus on eliminating capacity constraints in Western Europe



- **Cocoa capacity** has significantly increased after the acquisition, now with headroom for future growth (target 90-92%)
- **Manufacturing costs** per tonne on a like-for-like basis: -0.8% vs prior year



\* Installed capacity, after integrating the recently acquired cocoa business from Petra Foods



## Full acquisition of Biolands: direct sourcing business model

- ▶ Barry Callebaut acquired a 49% stake in 2008 and acquired the remaining 51% Feb 18 2014
- ▶ Strategic step to increase our **direct sourcing activities** and with the aim to replicate the model in other countries
- ▶ Biolands is one of Africa's largest exporter of certified organic cocoa, working directly with ~ 70,000 farmers equivalent to ~8,000 tonnes, present in Tanzania, Sierra Leone and Côte d'Ivoire







## 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
- ▶ Strengthen leadership in sustainable cocoa
- ▶ Accelerate talent management programs and succession planning





## Integration of acquired business well on track...

### Organization is in place

- Ensuring the best **balance between BC and ex-Petra resources on key positions** (Regional commercial organizations and global functions)

### Commercial model has been implemented

- **Combined cocoa/chocolate sales teams and account allocation**, we significantly increase our reach towards our customers

### Global supply chain is being optimized

- Leveraging on our increased factory footprint. **Optimizing the use of each factory, while limiting transportation costs**





## ...and identified synergies confirmed

**Systems are being implemented**

- **Streamline the business, starting up a project** to structurally identify what is needed from a **process and systems perspective** for the new/combined organization

**Synergies are identified and tracked**

- **Identified and confirmed synergies**, and put a **quarterly tracking in place** (project charters, clear owners, follow-up calls, etc.)

**Culture & people**

- **Key talents identified as well as the cultural differences. Constant communication** to keep out people high on the attention list





# Project Spring: Achievements

Current status:

Fully implemented

Roll out ongoing



Customer Segmentation

## What has been done

- **Customer segmentation** became **key decision driver**
- Enhanced differentiation in **Pricing** has led to significant **margin improvements**
- New **customer care** organisation, tools & processes give **first signs of improved service** to customers
- **S&OP** : Dedicated demand planners and monthly **S&OP meetings** in place
- **QA** : **Harmonised Certificates** & structured approach for customer requests & complaints

## What still needs to be done

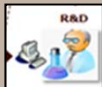
- Finalise roll outs & embed new processes



More responsive & profitable Pricing



Harmonised QA Processes



Faster & more focused NPI



Faster & better Customer Service



Pro-active S&OP process



# Talent Management and Development

## Talent Management Components

### Talent Identification



- Talent Identification in all departments and sites based on performance and potential criteria (June-September 2013)

### Talent Review



- Talent Review meetings in all regions and functional areas with business leaders (January 2014)
- Final Calibration Meeting in ExCo (April 2014)

### Talent Program



- Feedback to talents
- Individual Development Plan
- Mentoring
- Exposure to Leadership Teams
- Strategic Project Involvement (tbc) (May – December 2014)



# Chocovision 2014 Fast forward – From Cocoa to Chocolate – Inspiration, Innovation, Impact



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**INSPIRATION. INNOVATION. IMPACT.**

International conference for senior business leaders and key stakeholders in the cocoa and chocolate industry  
June 17–19, 2014, Davos/Switzerland



Guidance

## Our mid-term financial guidance

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- 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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## Summary – HY 2013/14

- ▶ Strong profit growth +15.3% Total business; EBIT +8.8% Stand-alone
- ▶ Volume growth driven by Emerging Markets, outsourcing and strategic partnerships and Gourmet
- ▶ Integration well on track. Strong contribution of recently acquired cocoa business. First synergies realized
- ▶ Mid-term guidance confirmed

