

Barry Callebaut

9-Month Key Sales Figures,
Fiscal Year 2023/24

11 July 2024



Disclaimer

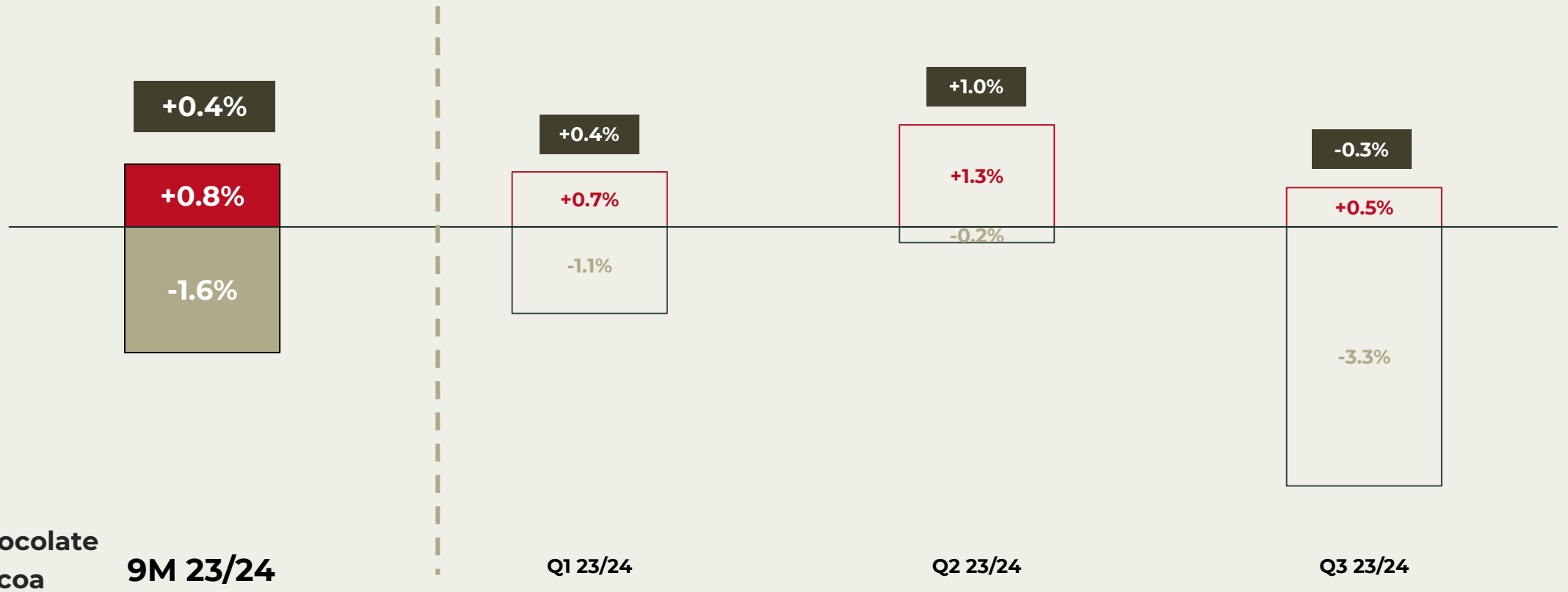
Certain statements in this presentation regarding the business of Barry Callebaut are of a forward-looking nature and are therefore based on management's current assumptions about future developments. Such forward-looking statements are intended to be identified by words such as 'believe,' 'estimate,' '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 principal risk factors that may negatively affect Barry Callebaut's future financial results are disclosed in more detail in the Annual Report 2022/23 and include, among others, general economic and political conditions , foreign exchange fluctuations, competitive product and pricing pressures, the effect of a pandemic/epidemic, a cyber event or a natural disaster, 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 July 11, 2024. Barry Callebaut does not undertake to publish any update or revision of any forward-looking statements.

Key messages

- 1** Slight increase in sales volume in an unprecedented environment (+0.4% 9M, -0.3% Q3)
- 2** Delivering on our long-term Strategic Growth Priorities, BC Next Level investment program and capturing current market opportunities
- 3** Securing additional financing to mitigate bean price impact on cash flow
- 4** Confirming FY 2023/24 guidance of flat volume and flat EBIT¹ growth in a highly challenging supply and demand environment

Slightly positive volume in challenging market

Volume growth



Strong growth for Gourmet, large Food Manufacturers seeing softer demand

	9M volume growth		Q3 volume growth		9M growth drivers	% of Group 9M volume
	BC	Market ¹	BC	Market ¹		
Food Manufacturers	-1.1%	-1.5%	-2.4%	-1.6%	Soft demand for large global customers, partially offset by Private Label performance	66%
Gourmet & Specialties	+10.9%	-	+16.1%	-	Strong demand across regions, regaining share post-Wieze. Q3 benefit from phasing of customer purchases in a rising cocoa price environment	14%
Global Cocoa	-1.6%	-	-3.3%	-	Demand for cocoa powder robust. Supply constrained environment impacted sales for cocoa butter and cocoa liquor	20%

Volume positive across most Chocolate regions

Chocolate sales volume: +0.8% 9M (+0.5% Q3)

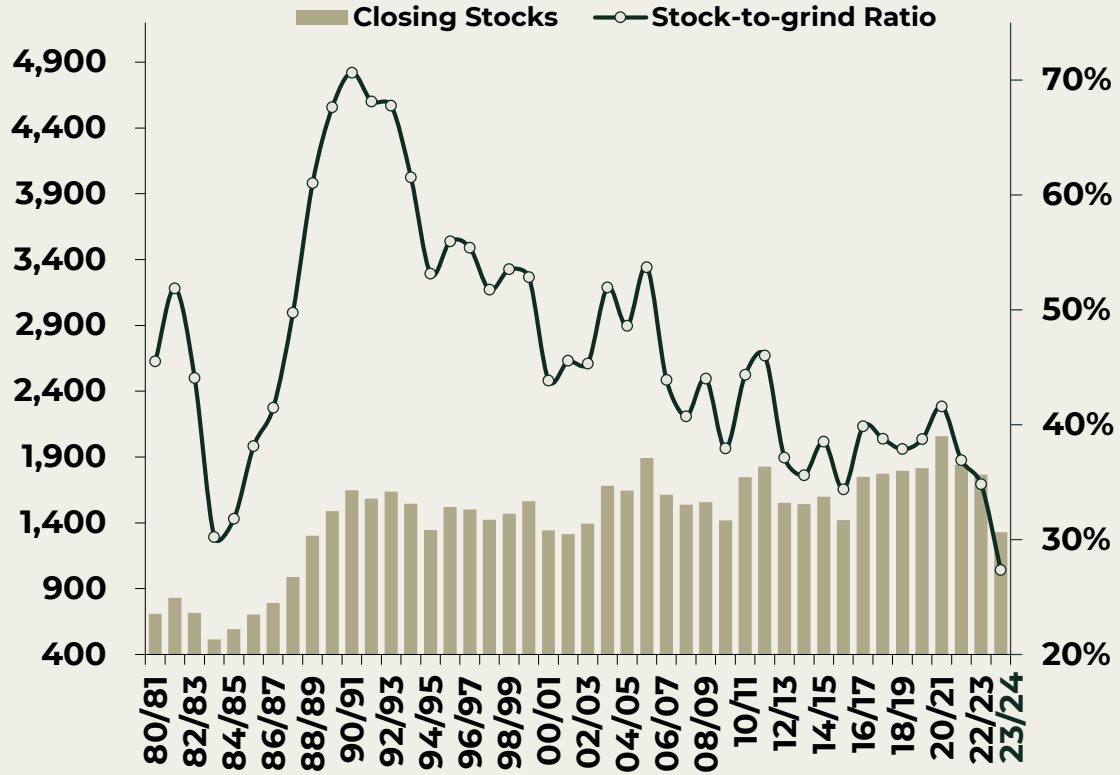
	9M volume growth		Q3 volume growth		9M growth drivers	% of Group 9M volume
	BC	Market ¹	BC	Market ¹		
Western Europe	+2.1%	-2.1%	+2.0%	-2.3%	Capturing the consumer shift from Food Manufacturers to Private Label. Strong Gourmet demand	32%
Central and Eastern Europe	-0.2%	+1.0%	-6.8%	+1.5%	Slowdown in Q3 driven by certain large global and regional accounts	13%
North America	-1.4%	-3.9%	-0.5%	-4.2%	Weak consumer sentiment impacted large Food Manufacturers, while regional accounts and Gourmet saw solid demand	24%
Latin America	+6.2%	-0.1%	+6.1%	-0.2%	Brazil the key contributor to growth, with particularly strong momentum in Gourmet	3%
Asia Pacific, Middle East and Africa	+2.7%	-0.9%	+9.8%	+0.8%	Double-digit growth excluding Greater China. Q3 performance supported by improved growth in Indonesia	8%

Significant cocoa market disruption continues

London cocoa future 2nd continuation (in GBP/ MT)



Global Cocoa Bean Stocks (September, kMT)¹



Impact of cocoa market disruption on BC financials

Top-line

- **Mix shift** within Food Manufacturers from large branded players to Private Label
- **Gourmet** growth solid, less impacted as smaller bean component in end product

Bottom-line

- **Profitability protected** through cost-plus pricing
- **Financing costs passed on** to customers, visible at the EBIT level and offset at the net profit level

Free cash flow

- **Impacted by long cycle** between bean contracting & customer sales
- **~CHF 1.1bn negative bean impact** on working capital in H1, more to come in H2

Additional financing to address the impact of the unprecedented bean price increase

Increasing our solid and diversified funding sources:

- June 2024: EUR 700M 5-year bond issuance
- May 2024: CHF 730M triple-tranche bond issuance

In addition to financing already secured in H1:

- CHF 600M bond issuance to refinance the existing EUR 450M senior bond due mid May 2024
- Revolving Credit Facility extension from EUR 900M to EUR 1,312.5M
- Syndicated Term Loan of EUR 262.5M and a tenor of 2 years

FY23/24 outlook

- **Highly challenging supply and demand environment**
 - **Bean supply turbulence**
 - **Customer environment & cocoa-related price increases**
 - **Cocoa price volatility**
- **Flat volume growth**
- **Flat EBIT growth** on recurring basis¹ in constant currency

Starting to deliver on long-term Strategic Growth Priorities

1 Deeper outsourcing partnerships

- *Tony's Chocolonely long-term partnership renewal*
- *Significant ice cream win in Europe*
- *Major partnership with new customer in North America*

2 Gourmet 2.0

- *+14% growth in 9M, good underlying momentum & increased commercial focus*
- *Q3 benefit from the phasing of customer purchases in a rising cocoa price environment*

3 Scale up Specialties

- *Increase in customer penetration of Specialties in vast majority of country clusters*

4 'Fair share' in AMEA

- *Close to double-digit growth in Q3, with recovery in Indonesia*
- *India remains key growth contributor, with good momentum in Japan*

Concluding remarks

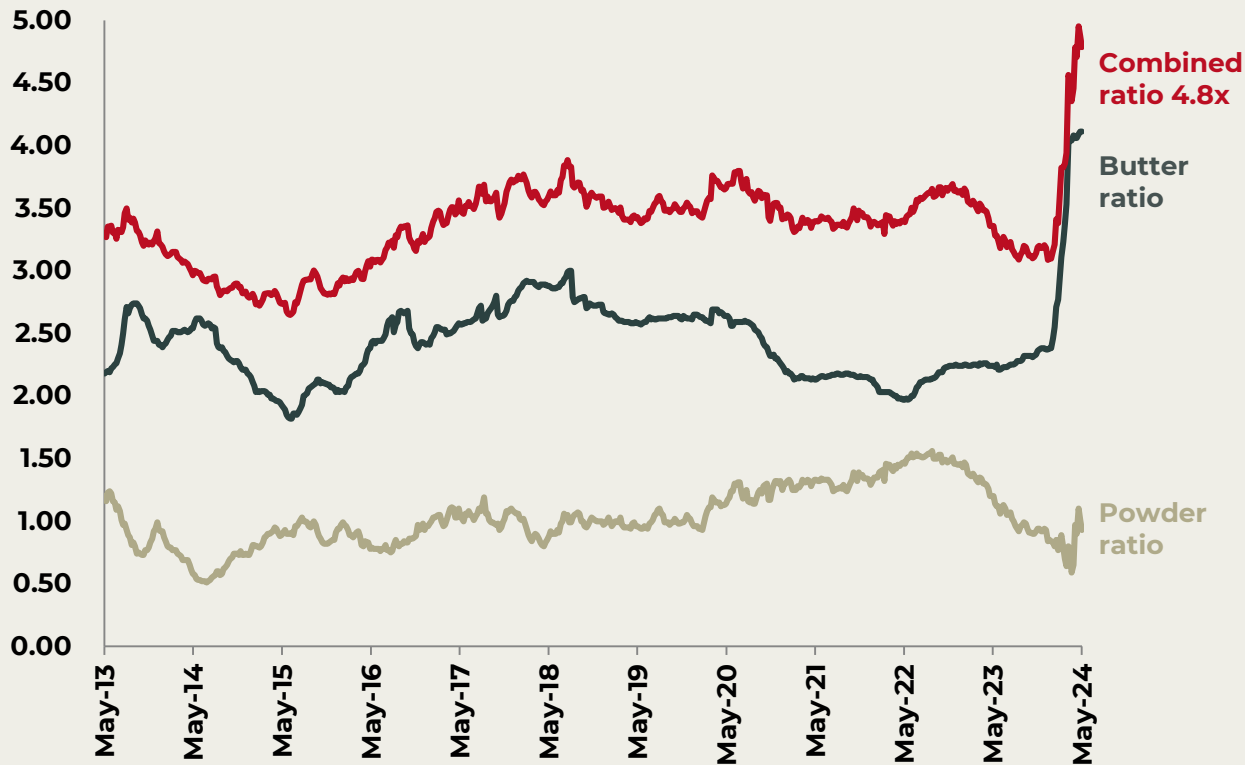
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Appendix

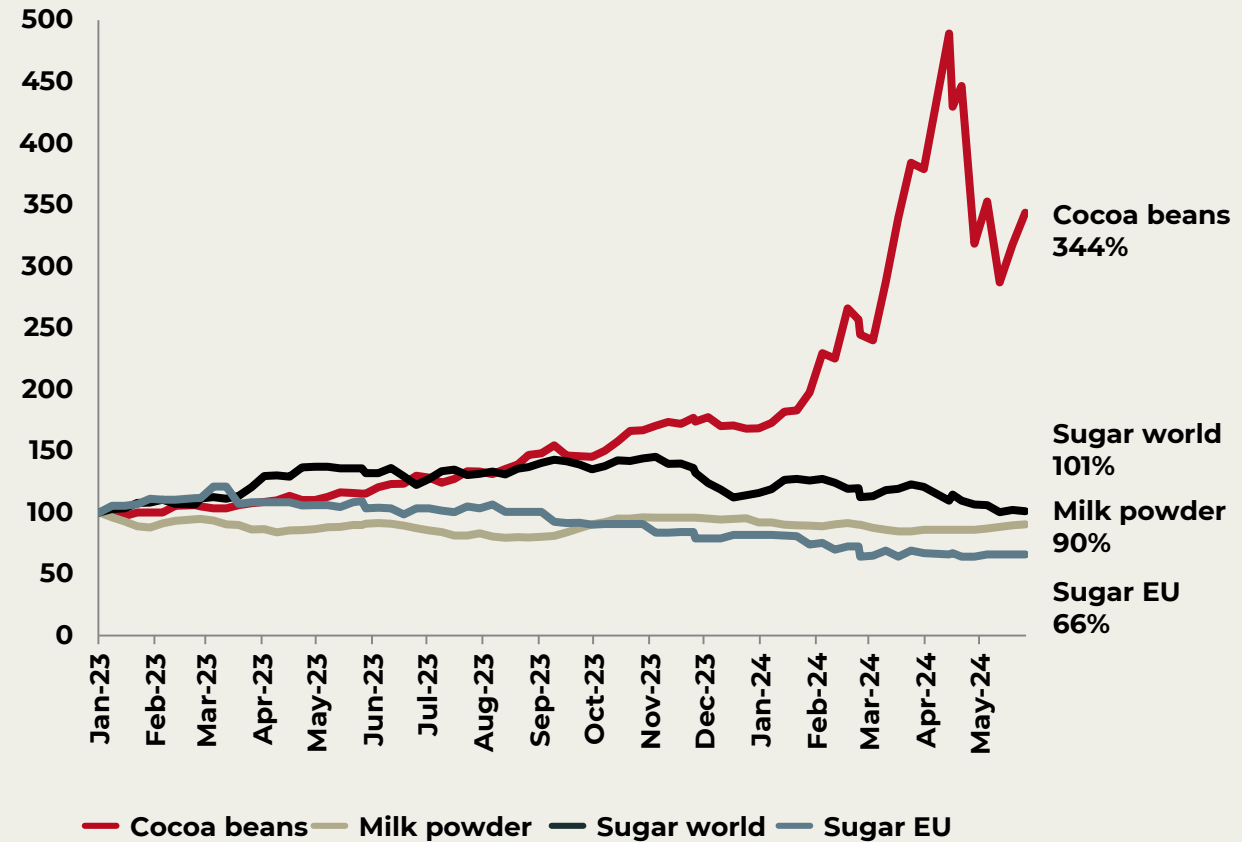


Cocoa combined ratio and raw material price development

European Combined Ratio – 6-month forward ratio



Indexed Raw material price changes Jan 2023 to May 31st 2024



The image features three distinct chocolate cakes arranged horizontally. The leftmost cake is covered in white chocolate shavings and topped with a round chocolate disc featuring a yellow and black pattern. The middle cake is covered in pink chocolate shavings and topped with a square chocolate disc with a yellow and black pattern. The rightmost cake is covered in brown chocolate shavings and topped with a square chocolate disc with a yellow and black pattern. A red banner with white text is overlaid in the center. The cakes are set against a light grey background with some shavings scattered on the surface in the foreground.

World's Best Chocolate Solutions