

HALF-YEAR 2016

INVESTOR PRESENTATION



LINDT & SPRÜNGLI

AGENDA

1. Performance Highlights HY2016
2. P&L and B/S Details HY2016
3. Outlook Environment 2016

PERFORMANCE HIGHLIGHTS HY2016



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P&L STATEMENT L&S GROUP

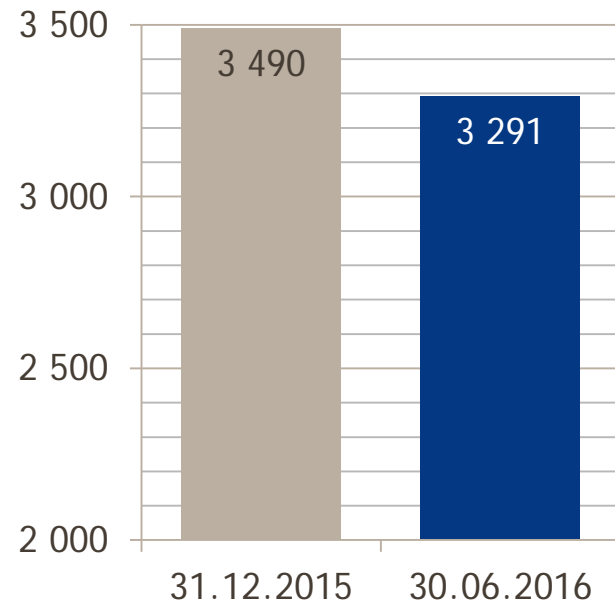
Sales Growth in Swiss Francs at +6.6%, EBITDA-margin improvement by +50bp

CHF million	HY2015	HY2016	Y-o-Y Growth	
			in CHF	Organic
Sales excluding Russell Stover	1 408.9	1 501.5	+6.6%	+4.4% +6.6%
EBITDA Margin	149.8 10.6%	167.3 11.1%	+11.7%	
EBIT Margin	90.6 6.4%	98.4 6.6%	+8.6%	
Net Income Margin	65.0 4.6%	72.2 4.8%	+11.1%	

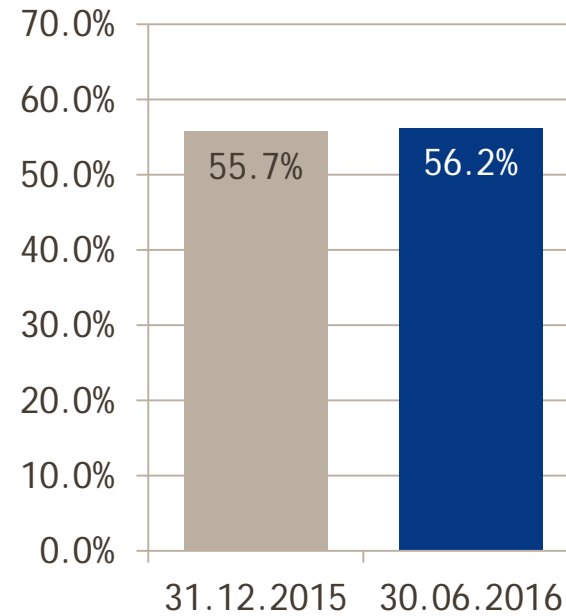
BALANCE SHEET

Continued Strong Equity to BS ratio, Slight Increase of Net Debt

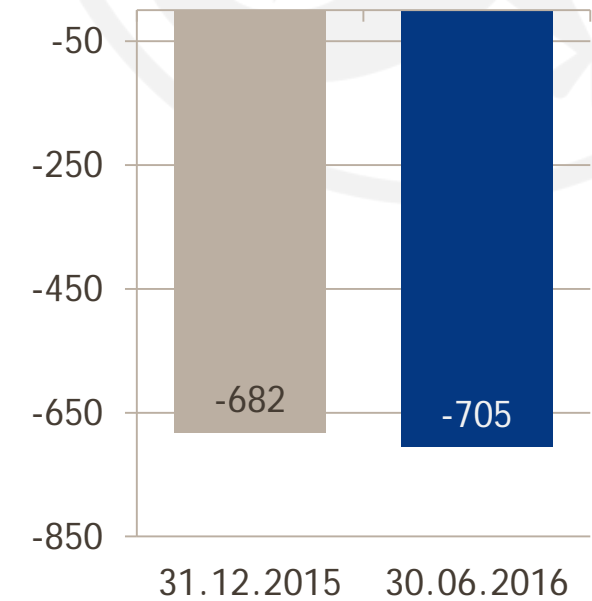
Equity in CHF million



Equity B/S Ratio in %



Net Financial Position in CHF million



P&L AND B/S DETAILS HY2016

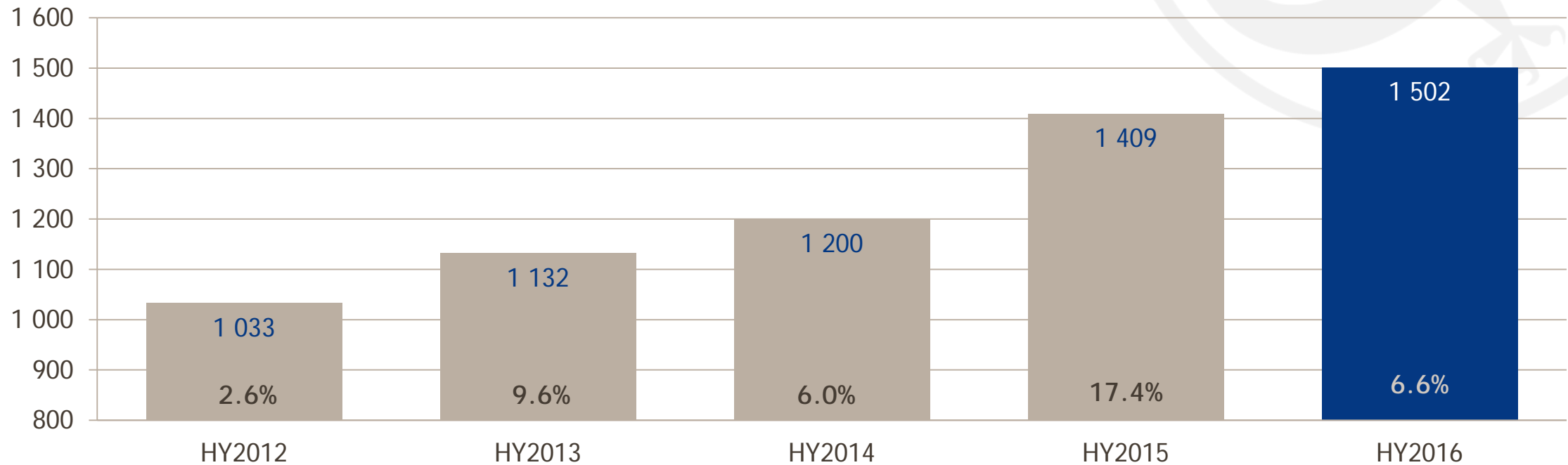


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SALES ANALYSIS – 5 YEARS IN CHF

Increase in CHF by +6.6%

Absolute in CHF million
Growth in %

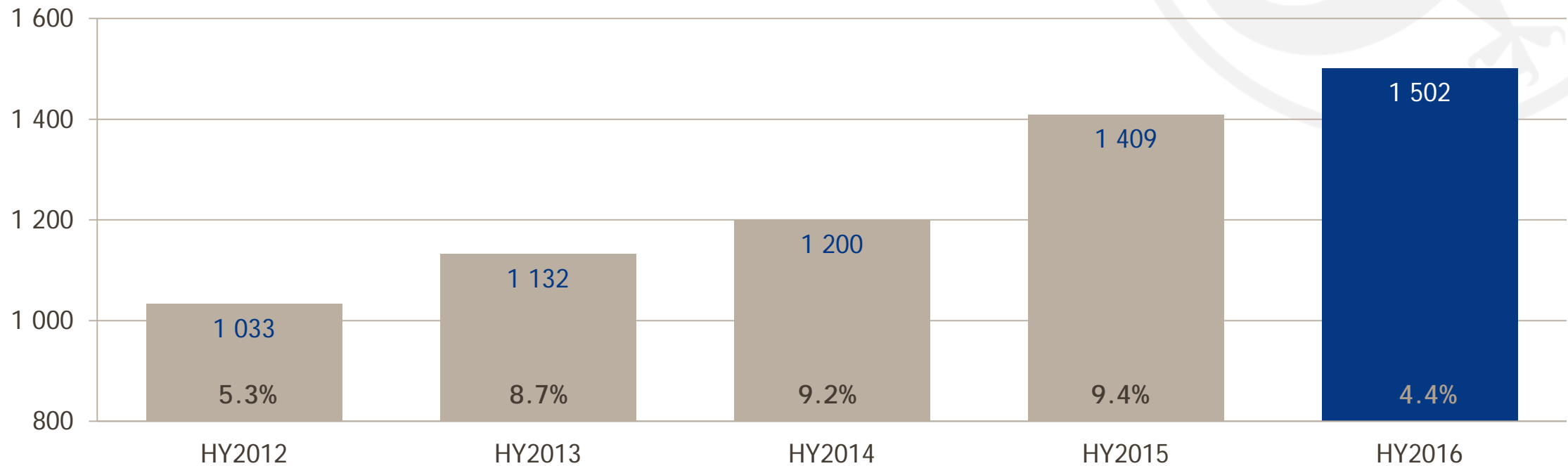


SALES ANALYSIS – 5 YEARS IN LOCAL CURRENCIES

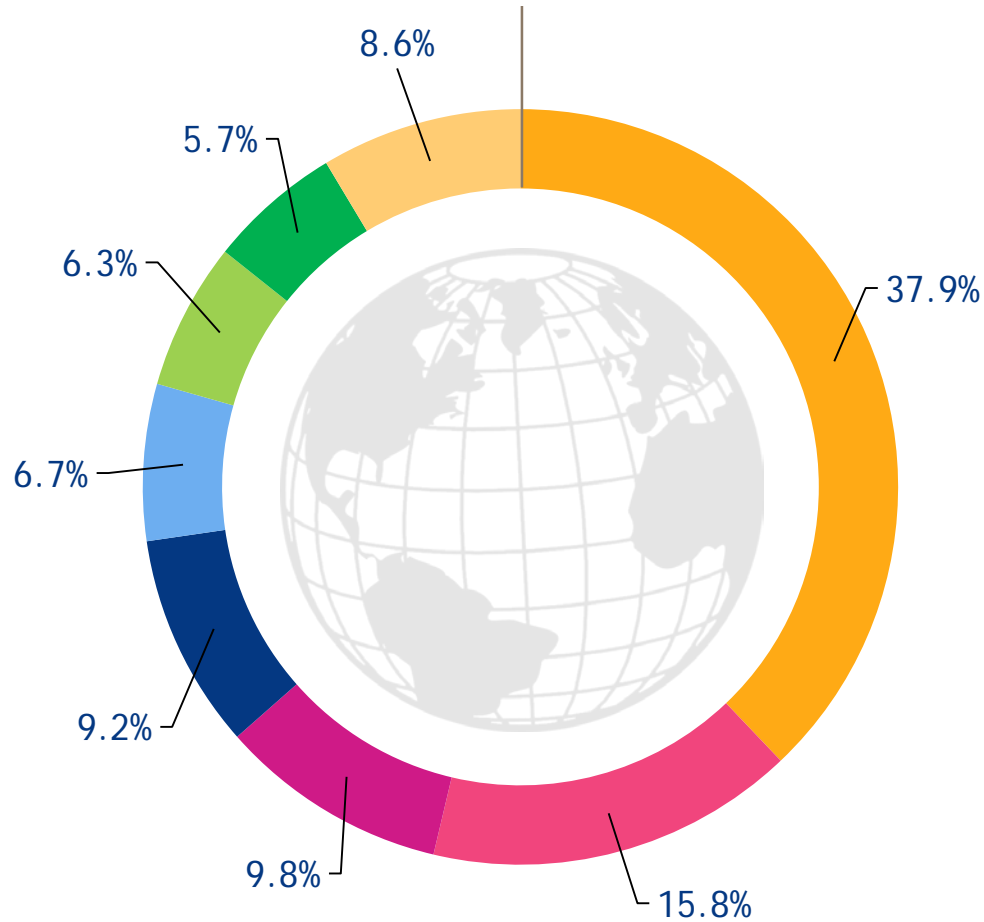
Organic Growth of +4.4% (excluding Russell Stover +6.6%)

Absolute in CHF million

Increase p.a. in local currencies (organic growth in %)



SALES ANALYSIS – MARKETS



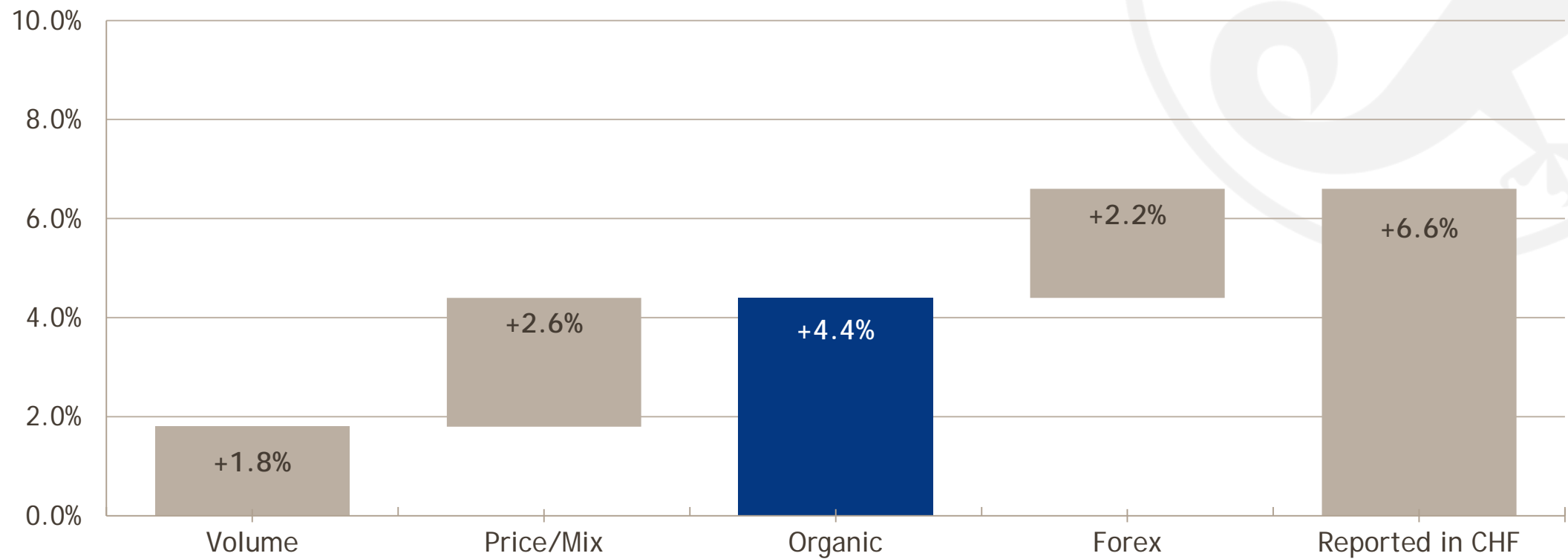
Total NNTS CHF

1.502bn

- North America incl. RS
- Germany
- France
- CH incl. Exports
- Italy
- UK
- Rest of Europe
- Rest of the World

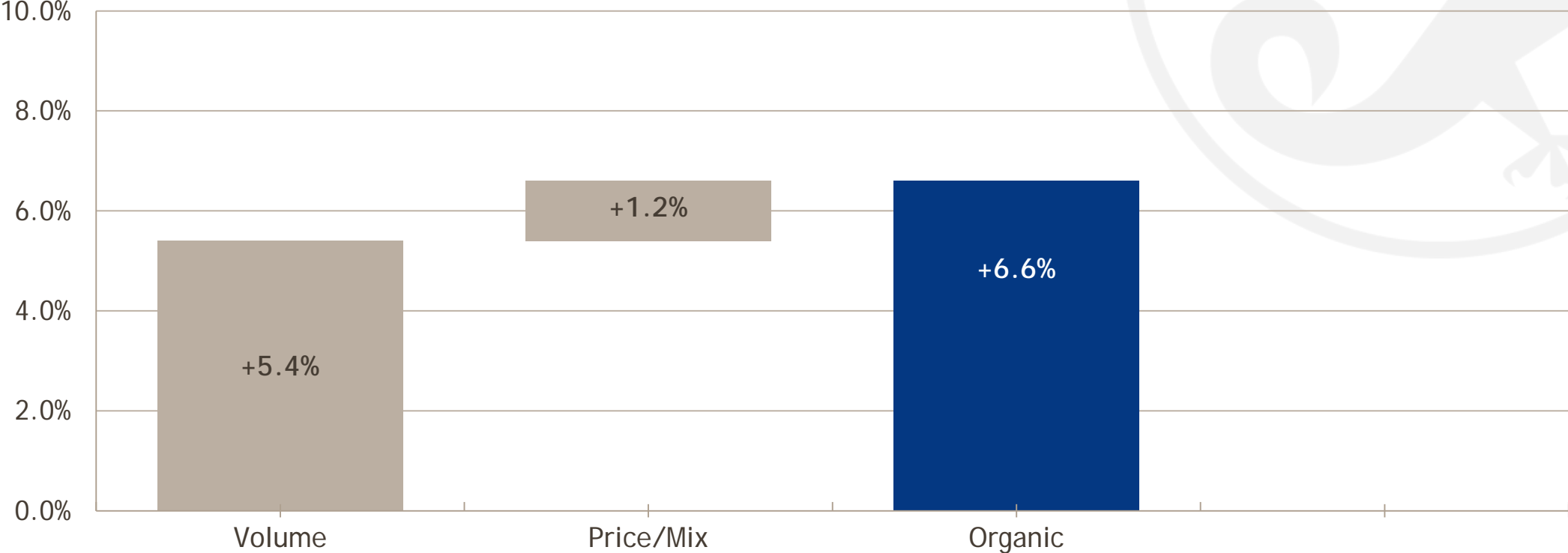
SALES ANALYSIS – DRIVERS

Volume and Price/Mix Impact strongly driven by Russell Stover – Positive Forex-Impact



SALES ANALYSIS – DRIVERS (EXCL. RSC)

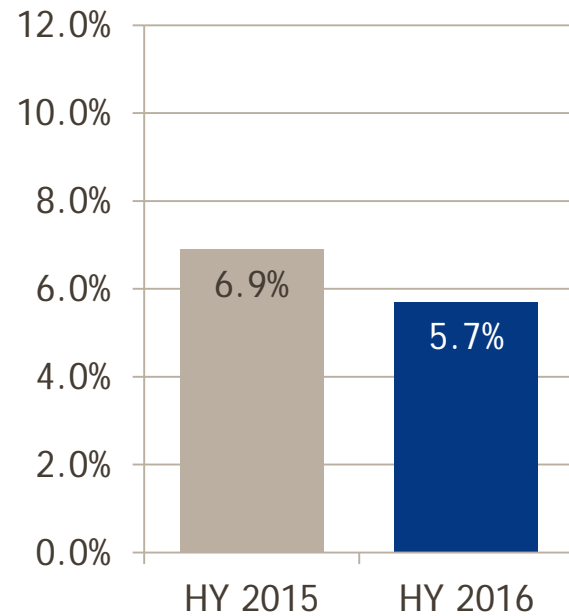
Organic Growth (excluding Russell Stover) Strongly Driven by Sales Volume



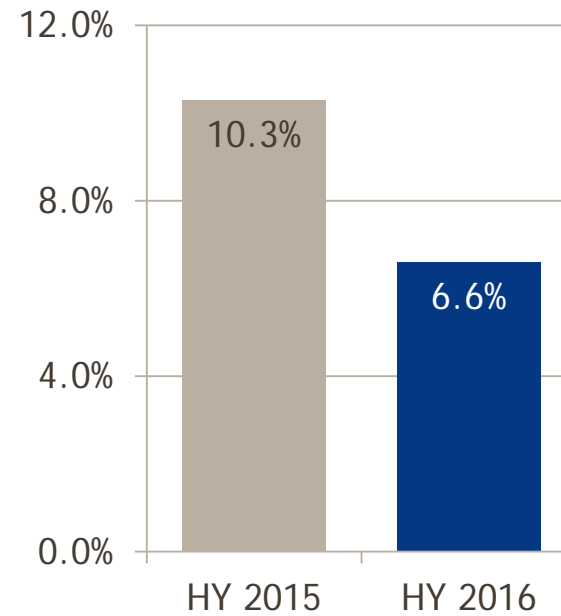
SALES ANALYSIS – SEGMENT INFORMATION

Good Organic Growth against a Strong HY 2015

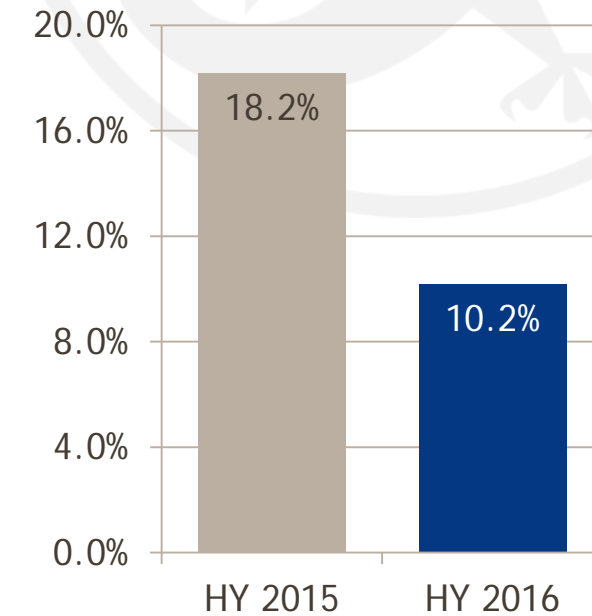
Europe



NAFTA (excl. RS)



Rest of World

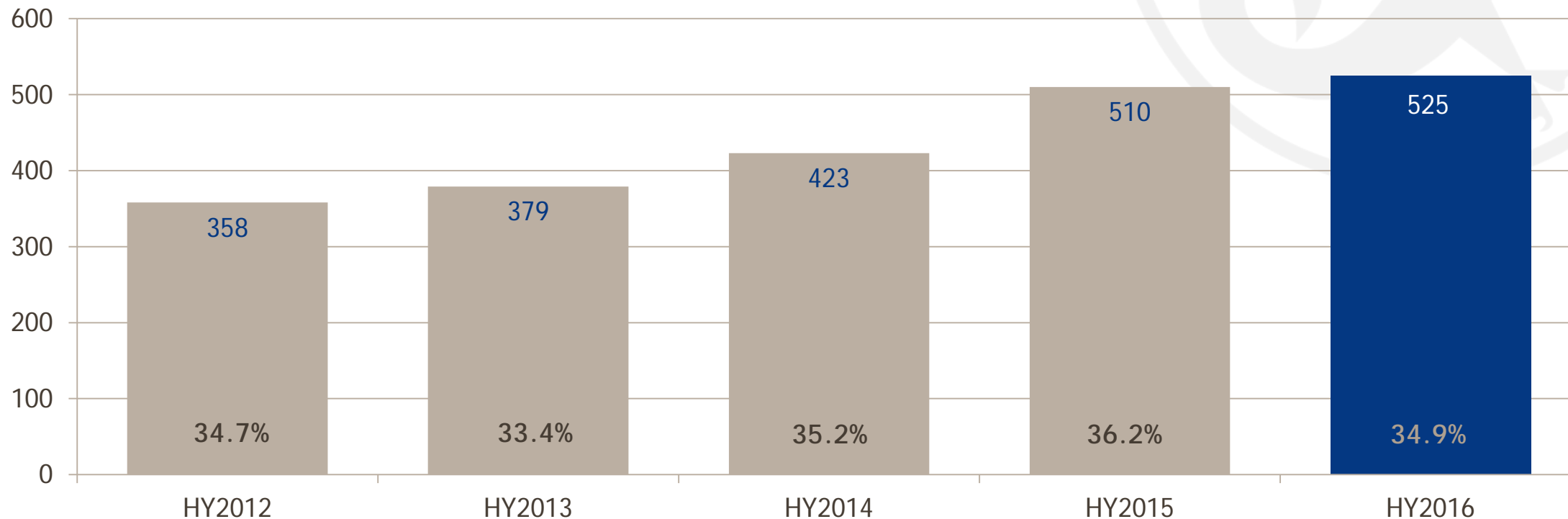


MATERIAL COSTS – CHANGES IN INVENTORIES

Material Costs Including Changes in Inventories Decreased by -130 BP

Absolute in CHF million

In % Sales

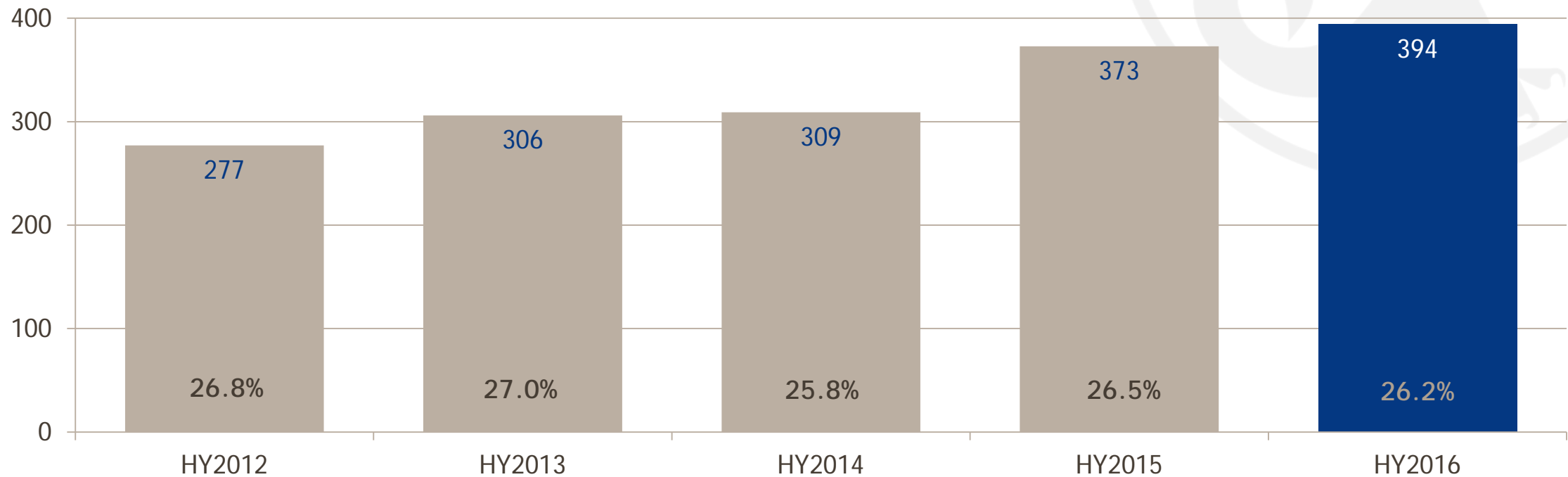


PERSONNEL EXPENDITURE

Personnel Expenses Decreased by -30 BP thanks to Scale and Efficiency Gains

In CHF million

In % Sales

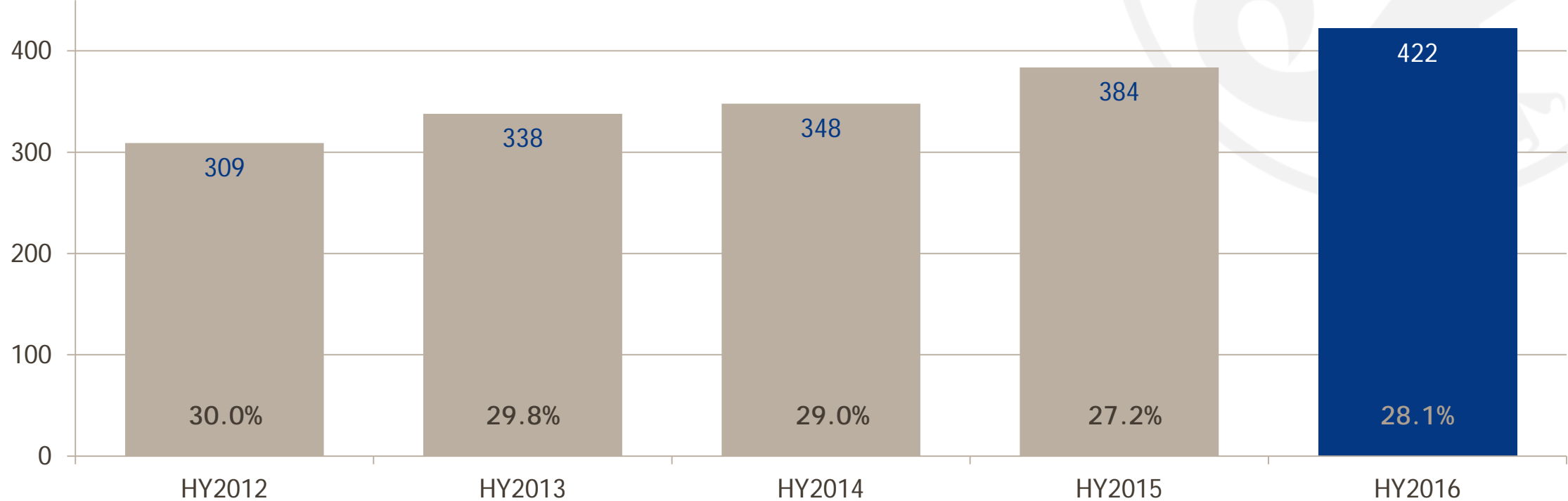


OPERATING/MARKETING EXPENSES

Expense Ratio Increases by +90 BP due to Higher Marketing Investments

In CHF million

In % Sales

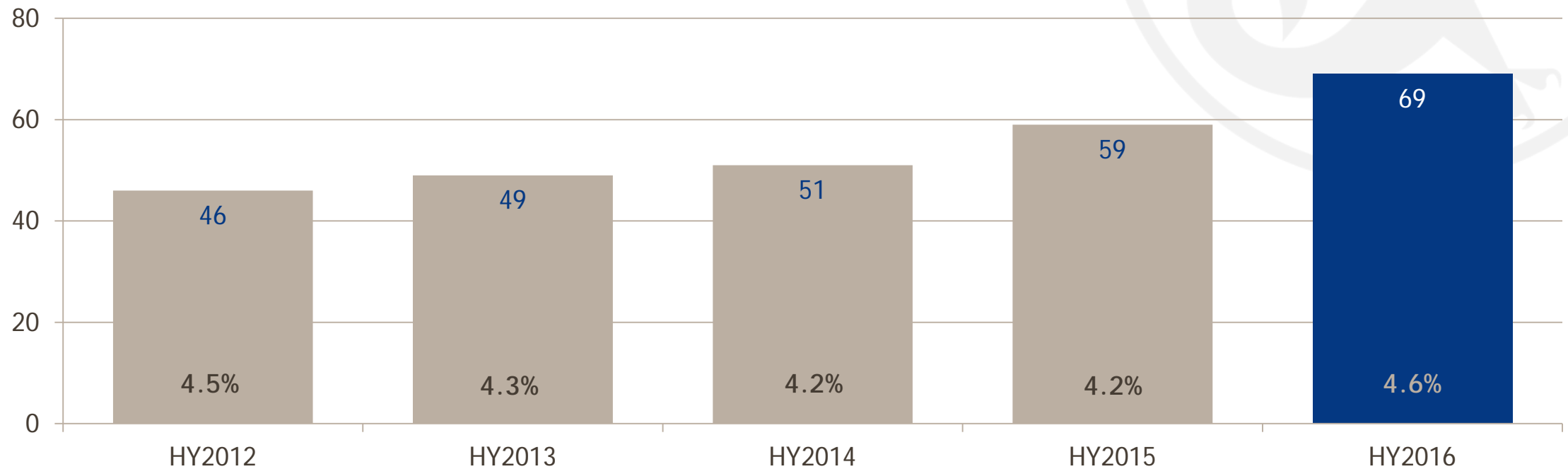


DEPRECIATION, AMORTIZATION AND IMPAIRMENT

Higher Depreciation Charge as a Result of Increased CAPEX

Absolute in CHF million

In % Sales

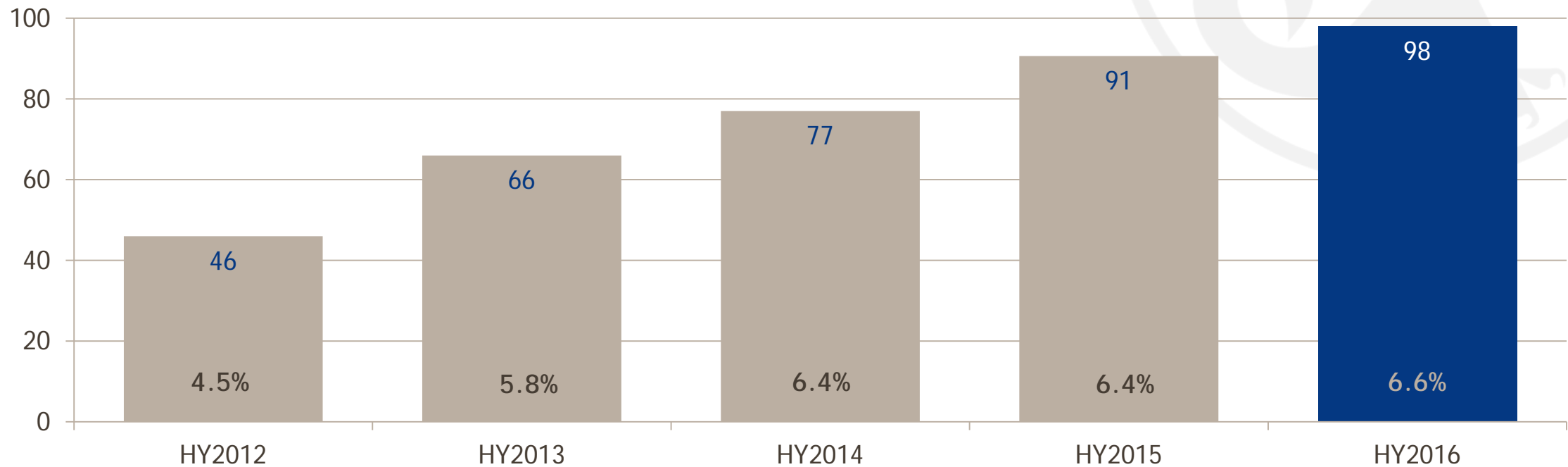


OPERATING PROFIT (EBIT)

EBIT Margin Increases by +20 BP

Absolute in CHF million

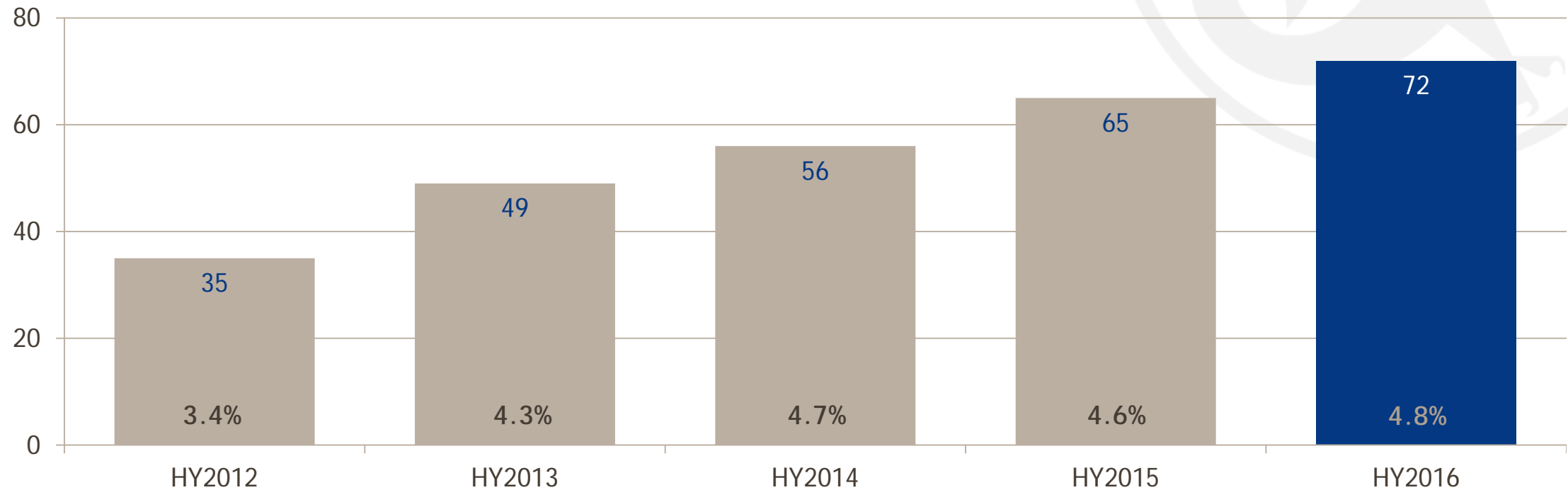
In % Sales



NET INCOME

Financial Charges Unchanged, Decrease in Tax Rate

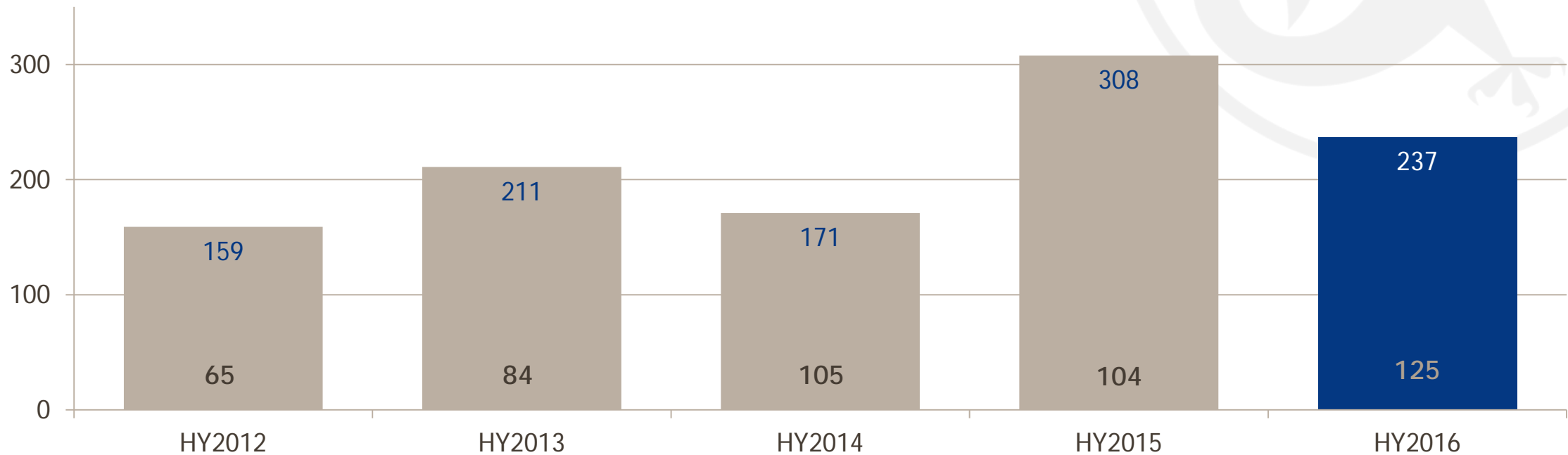
Absolute in CHF million
In % Sales



OPERATING CASH FLOW & CAPEX

Ongoing High Capex to Support Further Growth

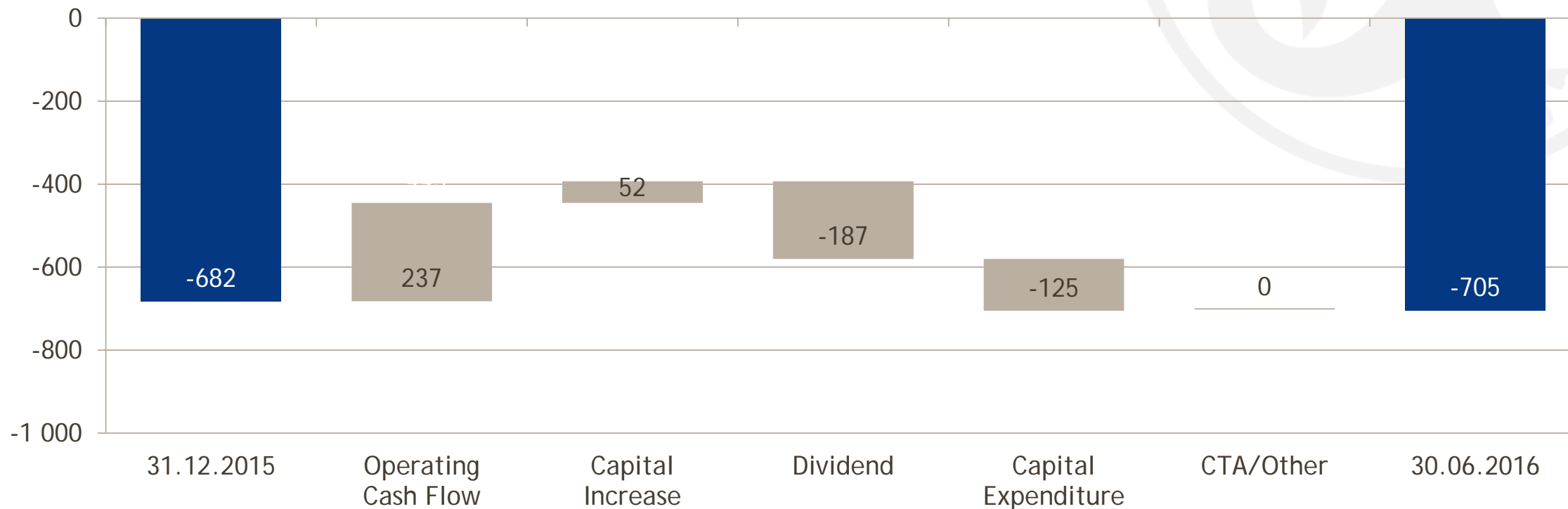
Operating Cash Flow in CHF million
CAPEX in CHF million



NET FINANCIAL POSITION – DEVELOPMENT

Net Financial Position Decreases Slightly

Net Cash in CHF million



OUTLOOK 2016



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OUTLOOK ENVIRONMENT 2016

Continued Challenging Conditions

- Stable economic outlook for Europe / North America but low growth rates
- Consumer sentiment potentially impacted by political uncertainties (Brexit / elections USA)
- Continued cost challenge from further increasing cocoa bean- and butter prices
- Challenging trade environment with partners competing on price, limiting needed price adjustments

Lindt Answers

- Good seasonal product programs leading to increasing organic growth in 2nd half 2016
- Continued portfolio review at Russell Stover
- Accelerated expansion of own store network (Global Retail)
- Start of programs for cost synergies within the 3 US companies
- Continued strengthening of LINDT brand
- Ongoing optimization through efficiency increases and cost management
- Confidence to reach mid- to long term growth targets



INVESTOR PRESENTATION HY2016 - JULY 22, 2016



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DISCLAIMER

This presentation contains forward looking statements which reflect Management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange- and commodity price fluctuations, competitive product and pricing pressures and regulatory developments.