

Full Year 2019 Sales Results

January 14, 2020



LINDT & SPRÜNGLI

Agenda

1. FY 2019 Sales Results
2. Profit Guidance 2019
3. Outlook 2020 and beyond
4. Q&A



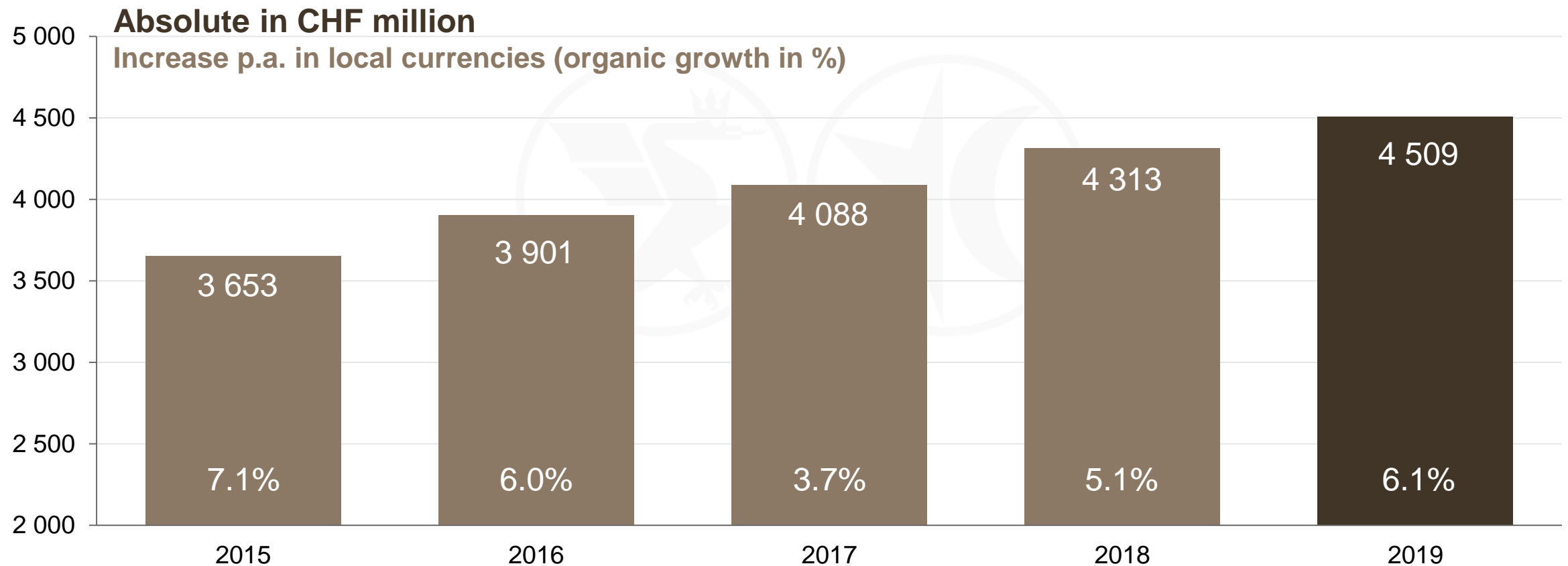
1. FY 2019 Sales Results



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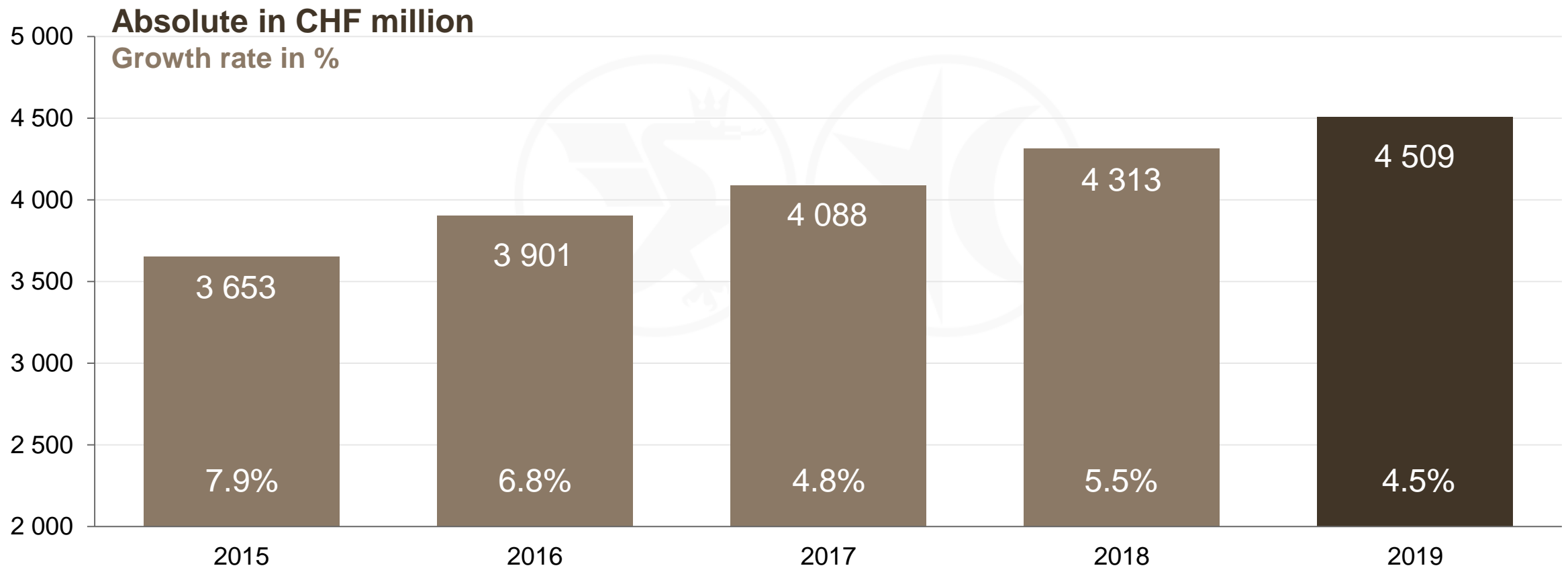
Sales analysis – 5 years in local currencies

Good organic growth within guidance (1st HY 2019: 6.2% and 2nd HY 2019: 5.9%)



Sales analysis – 5 years in CHF

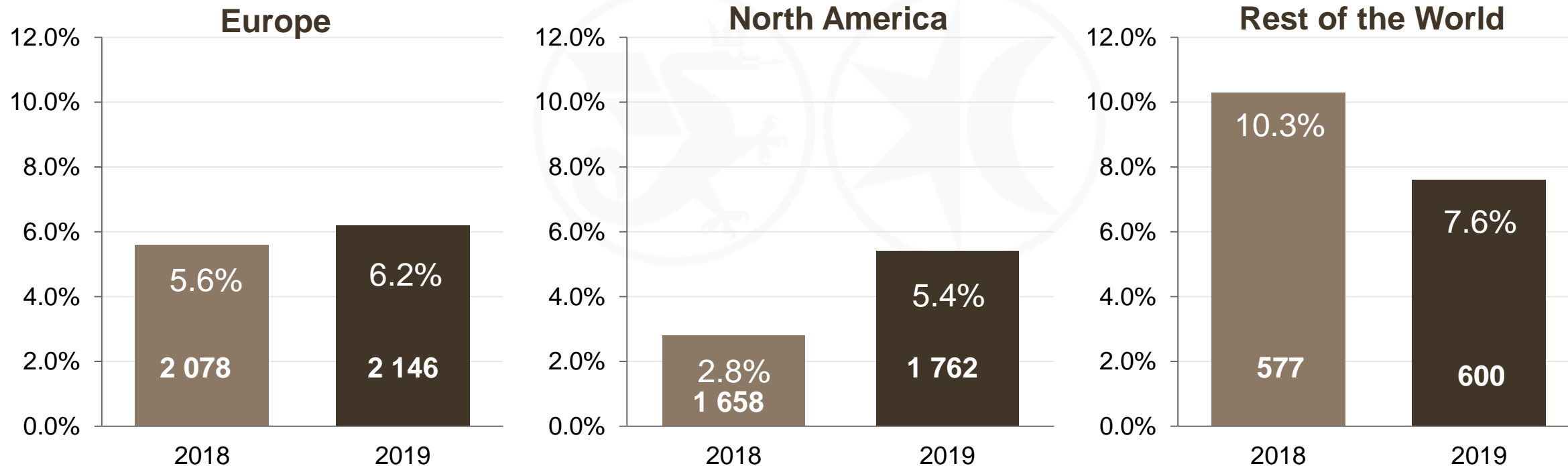
Growth of +4.5% in 2019 restrained by strengthening of CHF



Sales analysis – segment information

Europe and RoW strong, North America accelerating

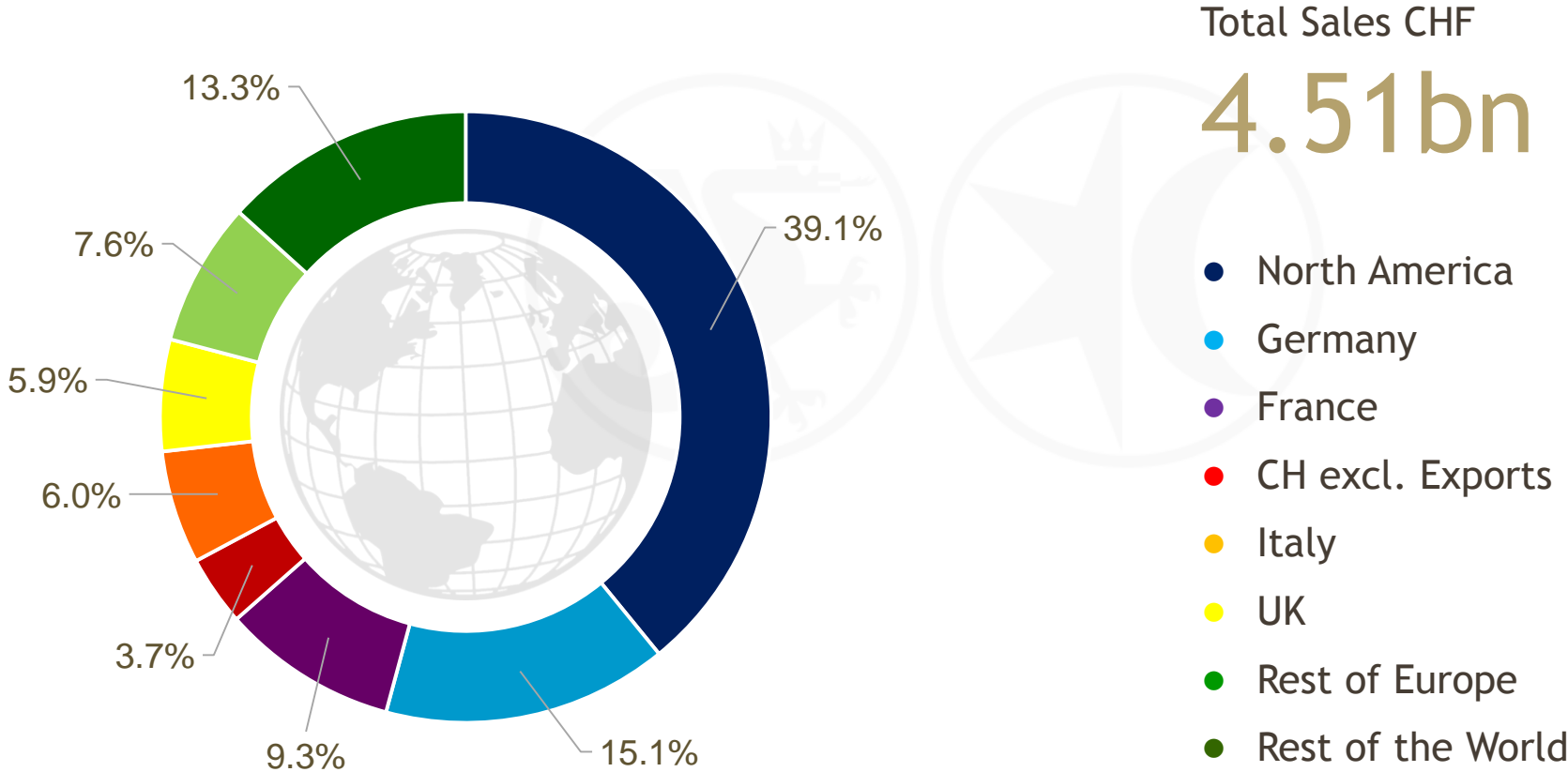
Organic growth in %
Absolute in CHF million



Number at bottom of column: sales of respective period

Sales analysis - markets

Increased importance of North America and Rest of Europe



2. Profit Guidance 2019



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Streamlining for growth in USA

Actions

- **Logistics network:** Impairment and closure of warehouses
- **Production footprint:** Planned closure of one factory in Colorado, reduction from 6 to 5 factories in US
- **Retail stores:** Impairment of around 50 stores of which around half are planned to be closed in 2020 and 2021 (no renewal of lease)
- **Merchandising:** Outsourcing of services to 3rd party

Profit impact 2019

1

US restructuring & impairment

- **Impact of around CHF 60 Mio** net of tax in 2019 (approx. CHF 80 Mio impact on EBIT)

2

Tax at Group level

- Swiss Tax Reform: Step up and depreciation of IP, Tax asset booked in 2019
 - Swiss Federal Court Decision of July 2019 recovery of flat-rate tax credit
 - Other tax benefits in 2019
- **Total around CHF 60 Mio benefit**

3

Summary Impact

- **EBIT margin:**
 - ✓ before restructuring / impairments: In line with guidance
 - ✓ after restructuring / impairments: Reduction of around 180 BPs
- **Net Income Margin:** No impact
- **Earnings per Share:** No impact
- **Free Cash Flow:** No impact

3. Outlook 2020 and beyond



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Outlook - Summary

The Group confirms its **mid- to long-term goal** of an **organic sales growth** target of **5 – 7%** combined with an average increase in **EBIT** of **20 – 40 basis points**.

Benefits of 2019 Restructuring/Impairments will be reinvested in future growth.

4. Q&A



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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.