



LINDT & SPRÜNGLI

INVESTOR PRESENTATION

HALF YEAR 2014

AGENDA

- Performance Highlights HY2014
- Environment HY2014
- P&L and B/S Details HY2014
- Acquisition Russell Stover Candies, Inc., USA
- Raw Materials
- Outlook 2014
- Questions & Answers

HALF YEAR 2014

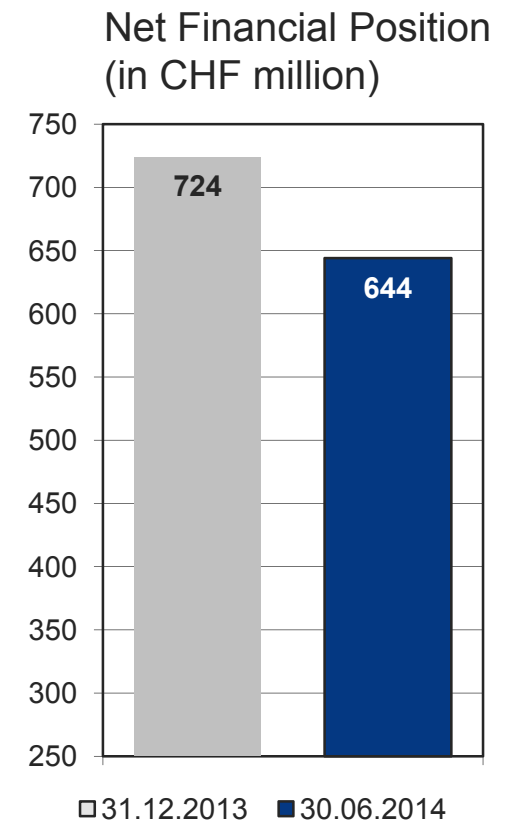
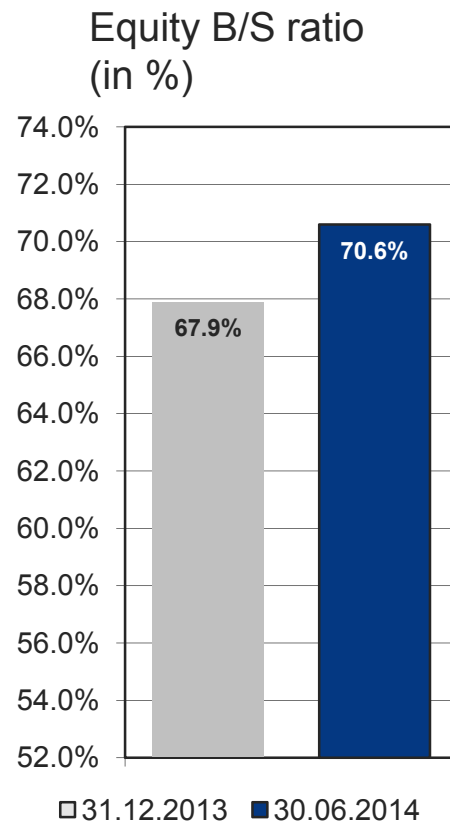
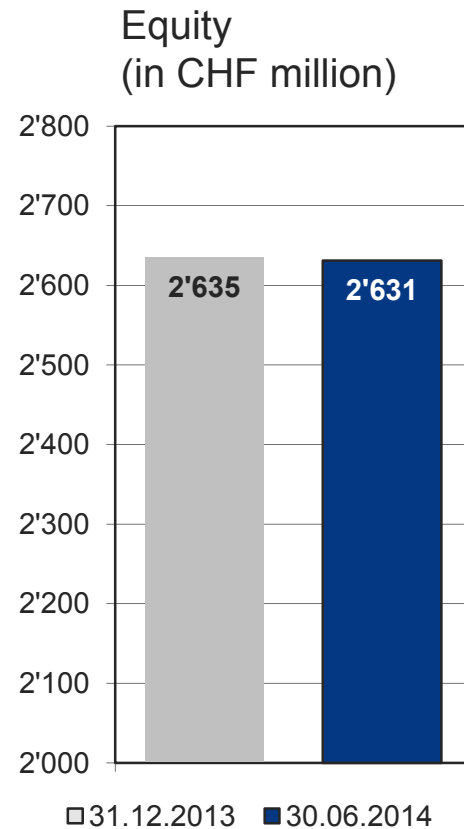
Performance Highlights HY2014

Performance Highlights HY2014

	<u>CHF million</u>		
Net Net Trade Sales	1'200	<ul style="list-style-type: none">• Organic• Swiss Francs	+ 9.2% + 6.0%
EBITDA	128.0	CHF +14.0 million vs. p.y.	+ 12.3%
EBIT	77.1	CHF +11.6 million vs. p.y.	+ 17.7%
NET INCOME	55.8	CHF +7.0 million vs. p.y.	+ 14.3%
NET LIQUIDITY	644.2	CHF -79.3 million vs. 31.12.2013	

Key Figures

NET LIQUIDITY ABSORPTION VS. YEAR END - DUE TO CAPEX AND DIVIDEND PAYMENTS



HALF YEAR 2014

Environment HY 2014

Environment

ECONOMIES

- Positive economic signals in North America & U.K.
- Stabilisation in rest of Europe

CONSUMERS

- Continued trend to premium products
- Consumers ready to spend for quality & innovation
- Slightly improving consumer sentiment in Southern Europe

CHOCOLATE MARKETS

- Low growth in volume & mix – no price increases despite raw material hikes
- Continued trend to premium products

FX & RAW MATERIAL

- Stable FX environment except US\$, AU\$ and CA\$ weak vs. CHF
- Significant increase of raw material prices

HALF YEAR 2014

P&L and B/S Details HY2014

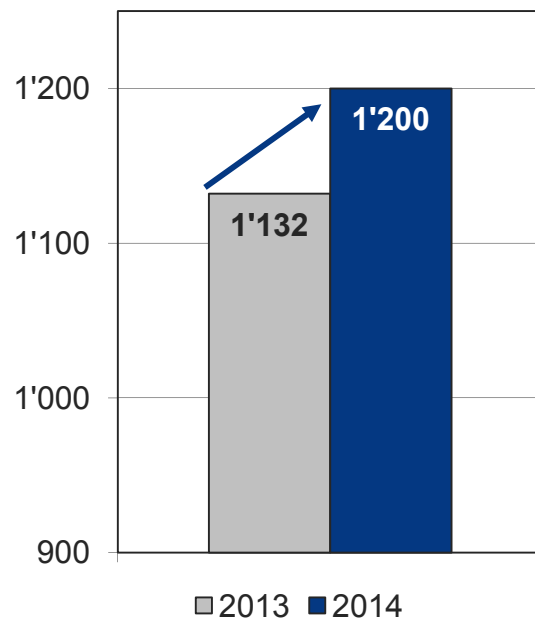
Overview – P&L and B/S Details HY2014



STRONG PROFIT IMPROVEMENT FOLLOWING GOOD SALES GROWTH

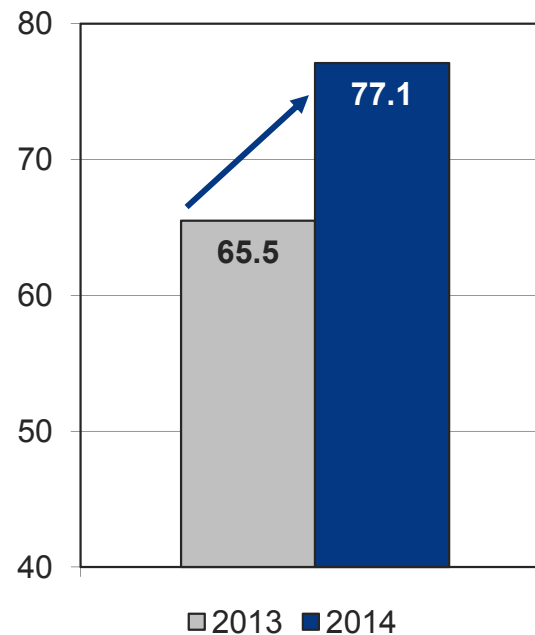
Net Net Trade Sales
CHF 1'200 million

+6.0% in CHF
+9.2% in local curr.



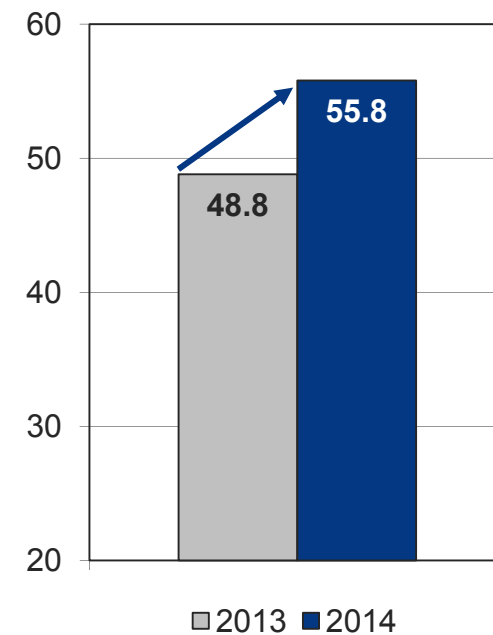
EBIT
CHF 77.1 million

+ 17.7 %



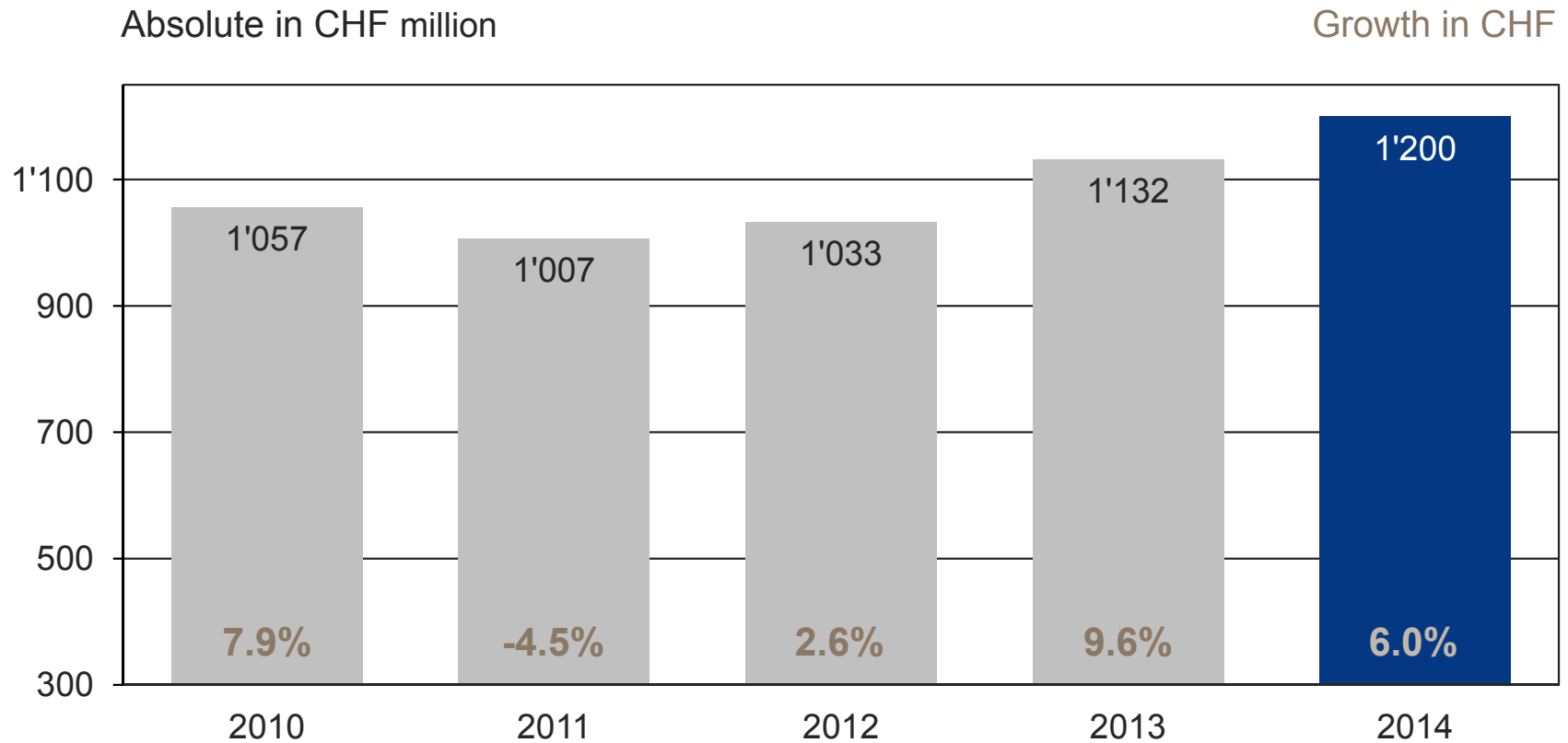
Net Income
CHF 55.8 million

+ 14.3 %



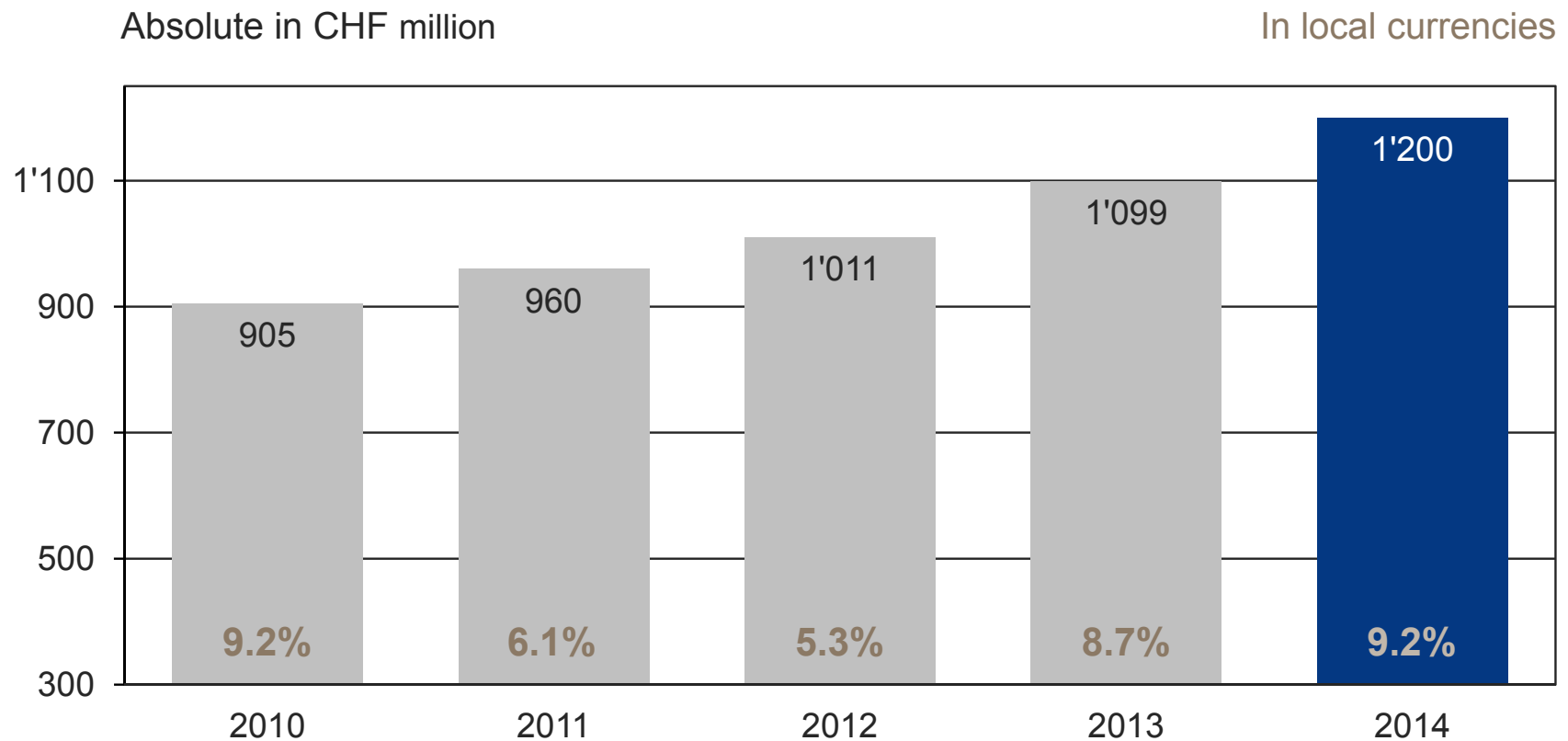
Sales Analysis – 5 Years in Swiss Francs

CONTINUED SOLID GROWTH IN SWISS FRANCS



Sales Analysis – 5 Years in Local Currencies

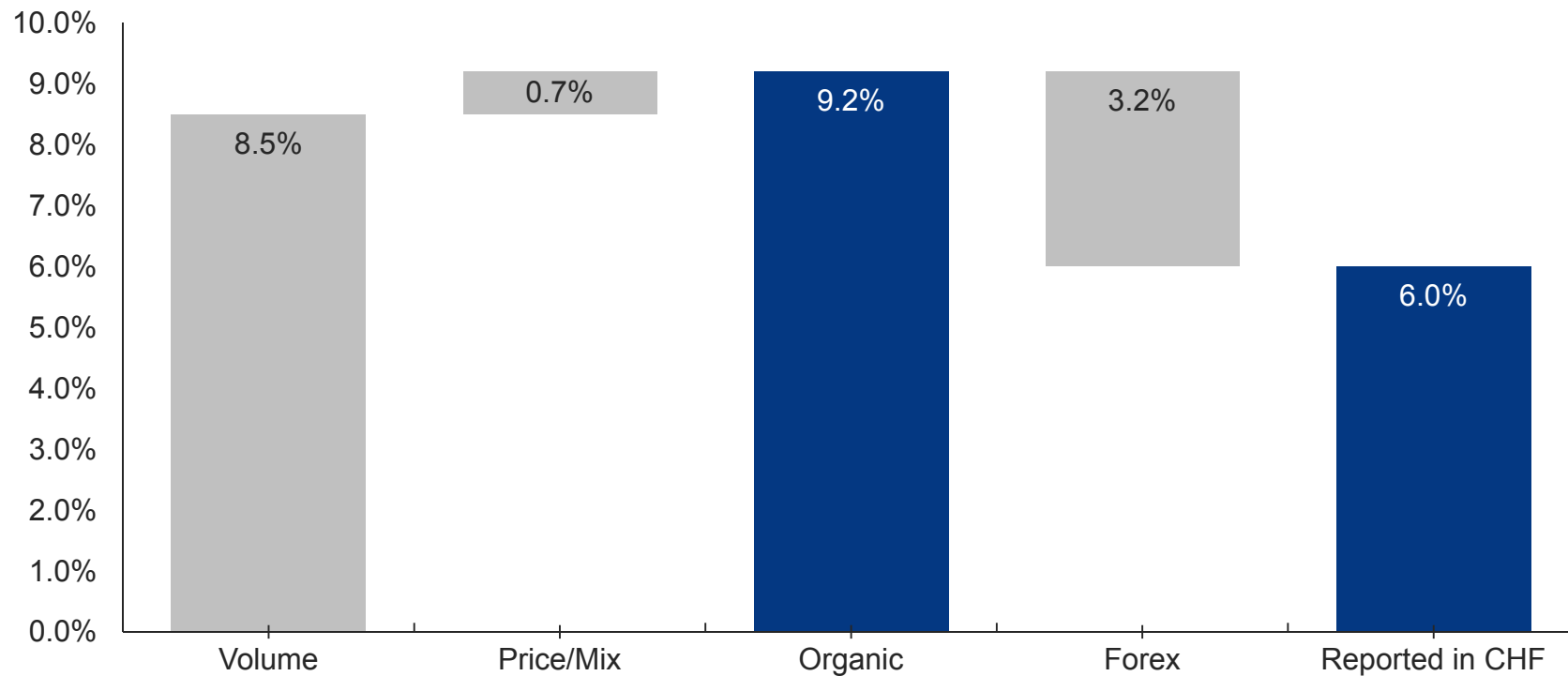
ORGANIC GROWTH: RECORD HALF YEAR GROWTH
(EXCLUDING EXTRAORDINARY 2010)



Sales Analysis – Drivers

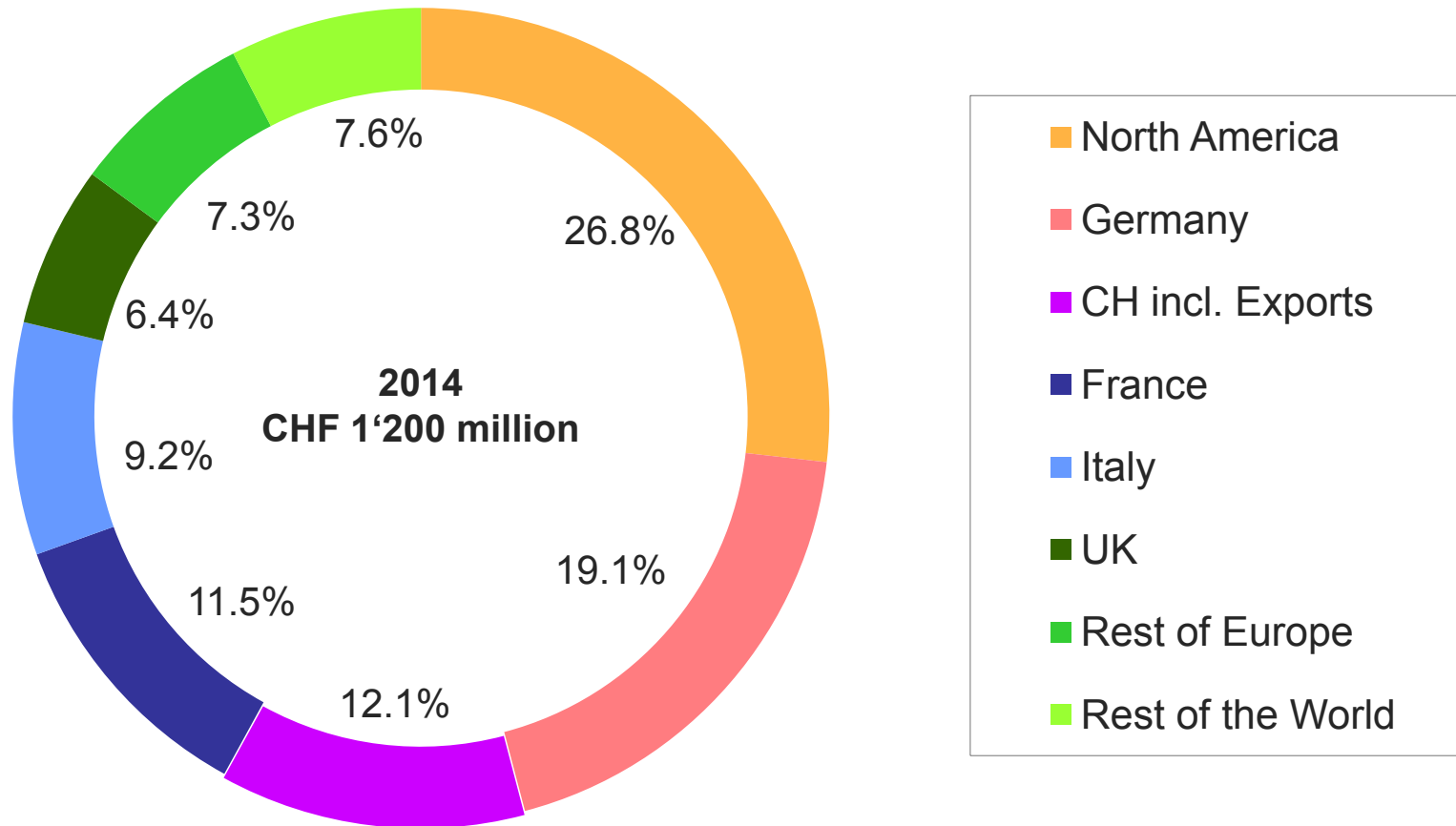


ORGANIC SALES GROWTH MAINLY DRIVEN BY VOLUME INCREASE -
(LOW PRICE / MIX EFFECTS)



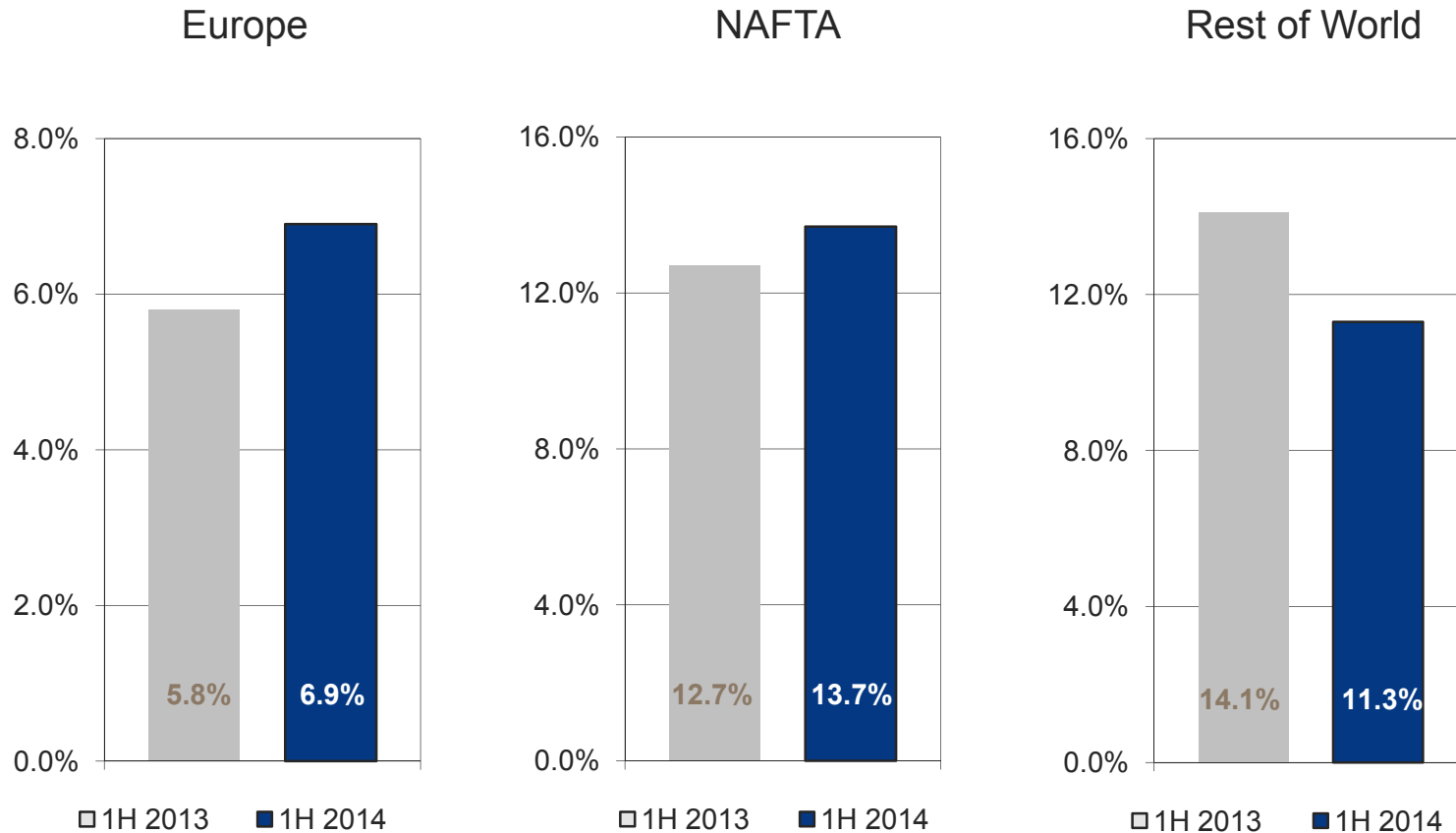
Sales Analysis – Split of Markets

TOTAL NNTS: CHF 1'200 million



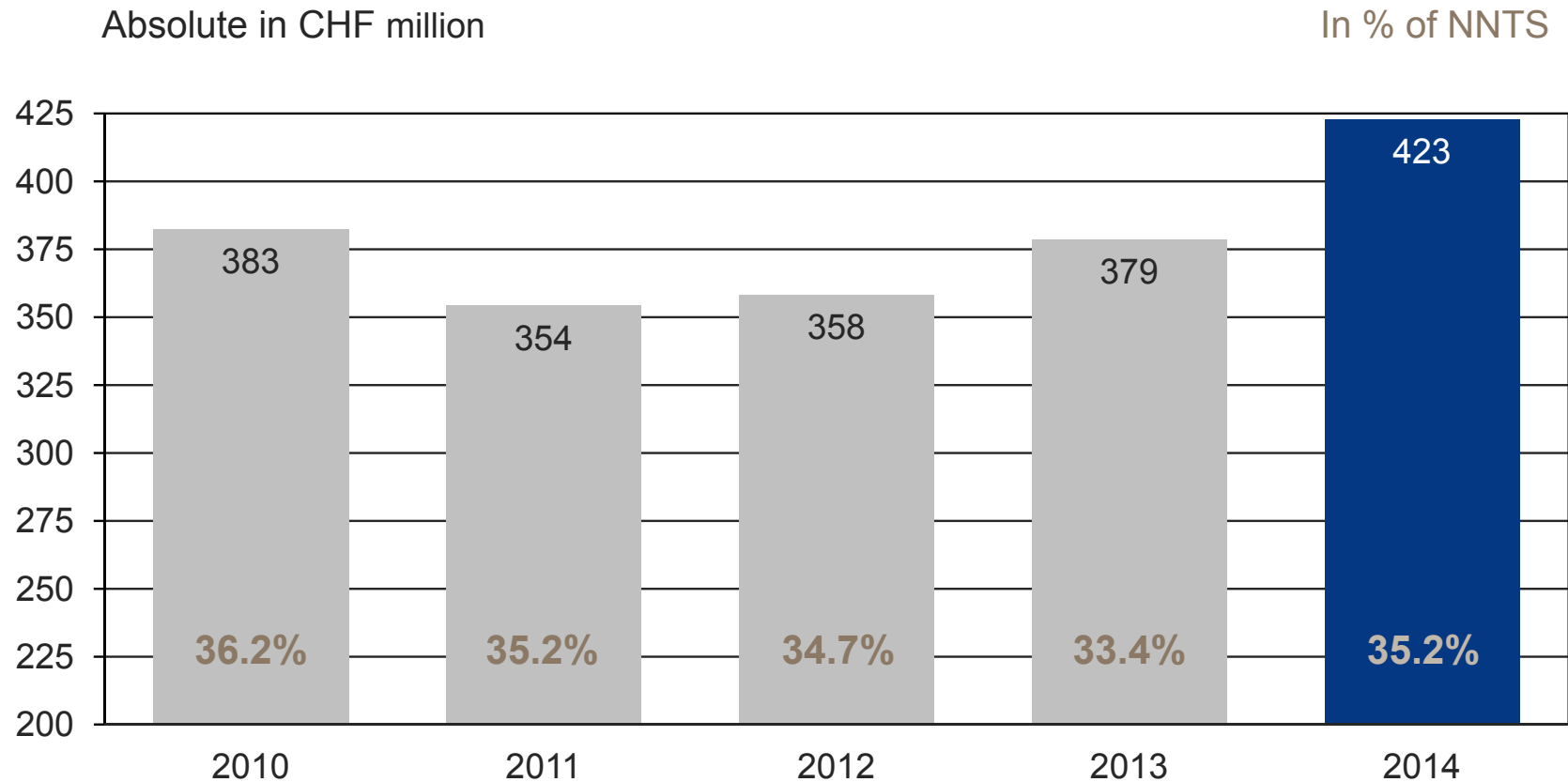
Sales Analysis – Markets

ACCELERATED GROWTH IN EUROPE AND NAFTA, DOUBLE DIGIT IN THE REST OF THE WORLD



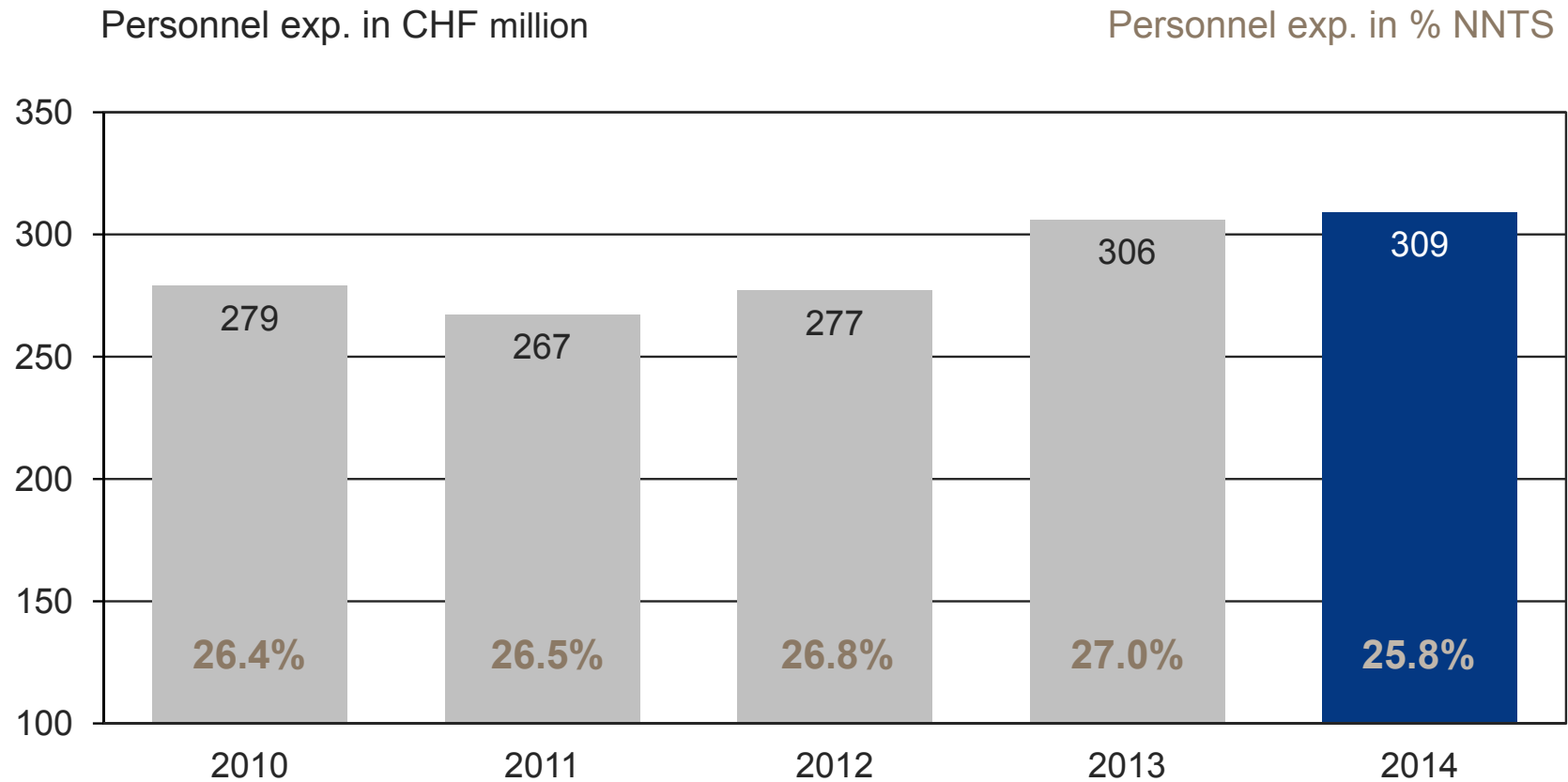
Material Costs including +/- Change in Inventory

INCREASE OF COST MARGIN MAINLY DRIVEN BY HIGHER PRICES FOR COCOA PRODUCTS



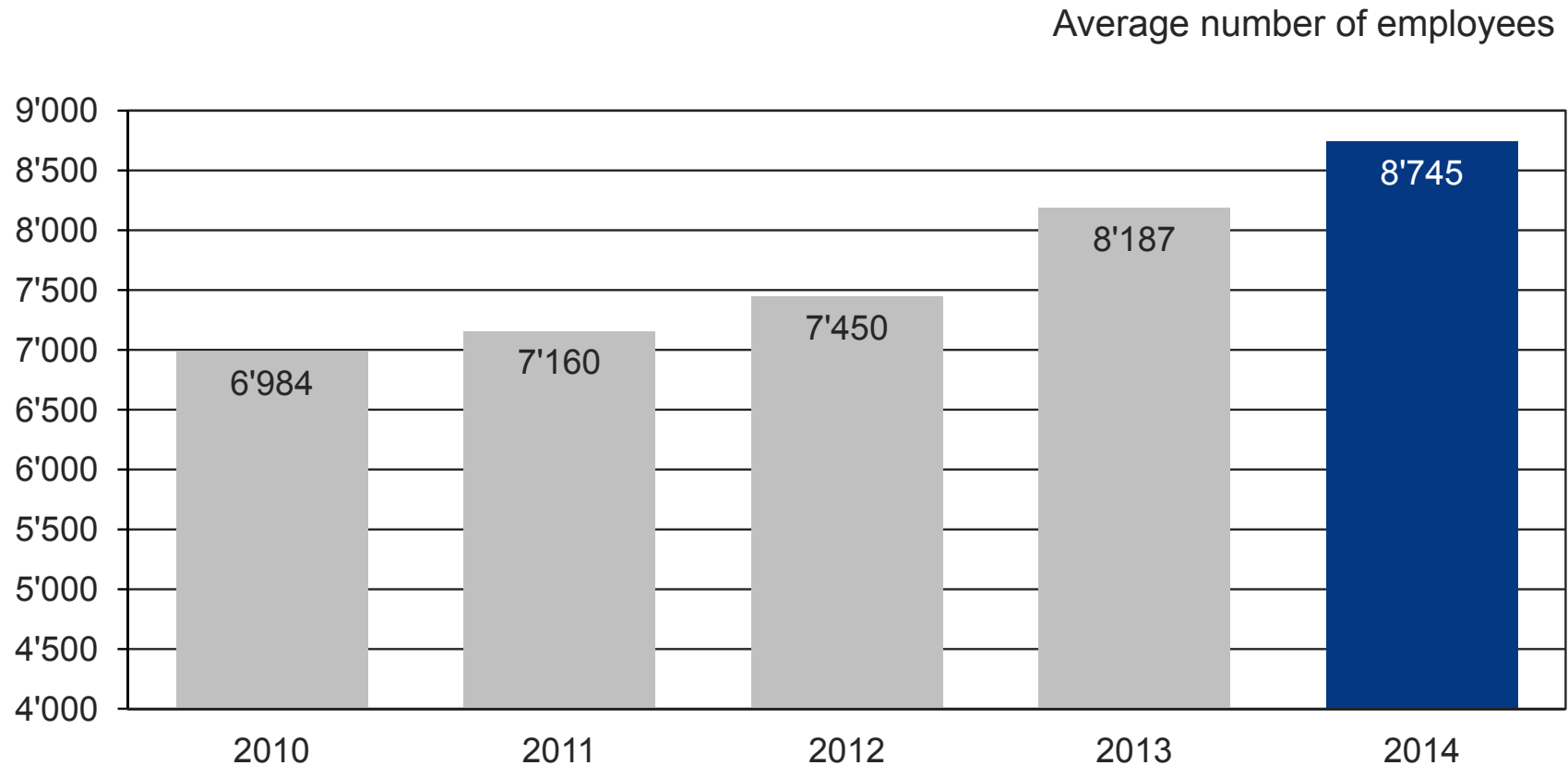
Personnel Expenditure

LOW PERSONNEL EXPENSE RATIO THANKS TO EFFICIENCY GAINS



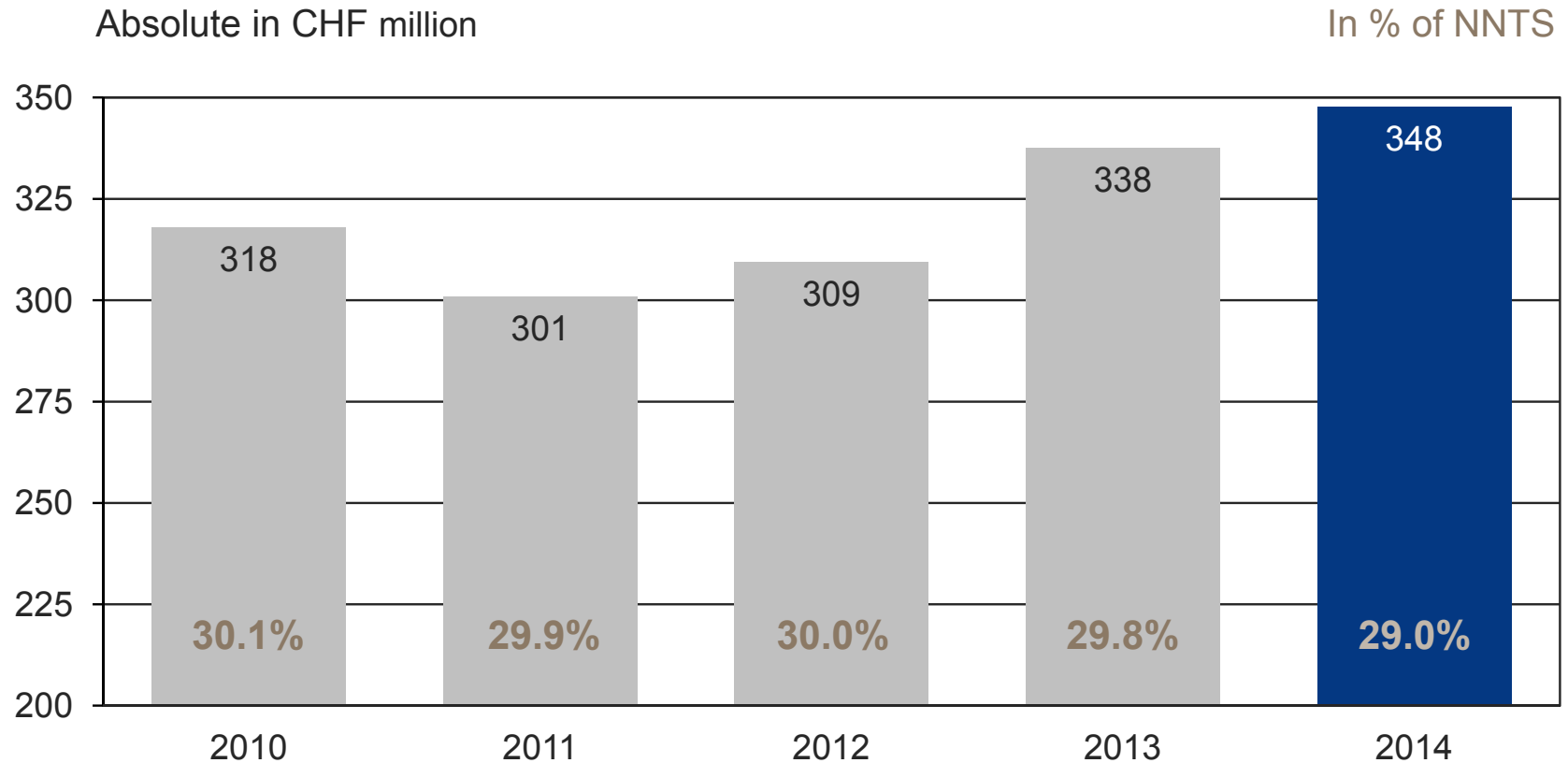
Headcount & NNTS / Employee

AVG. NO OF EMPLOYEES INCREASING BY 558 FTE (+6.8%) – MAINLY IN MANUFACTURING DUE TO VOLUME GROWTH



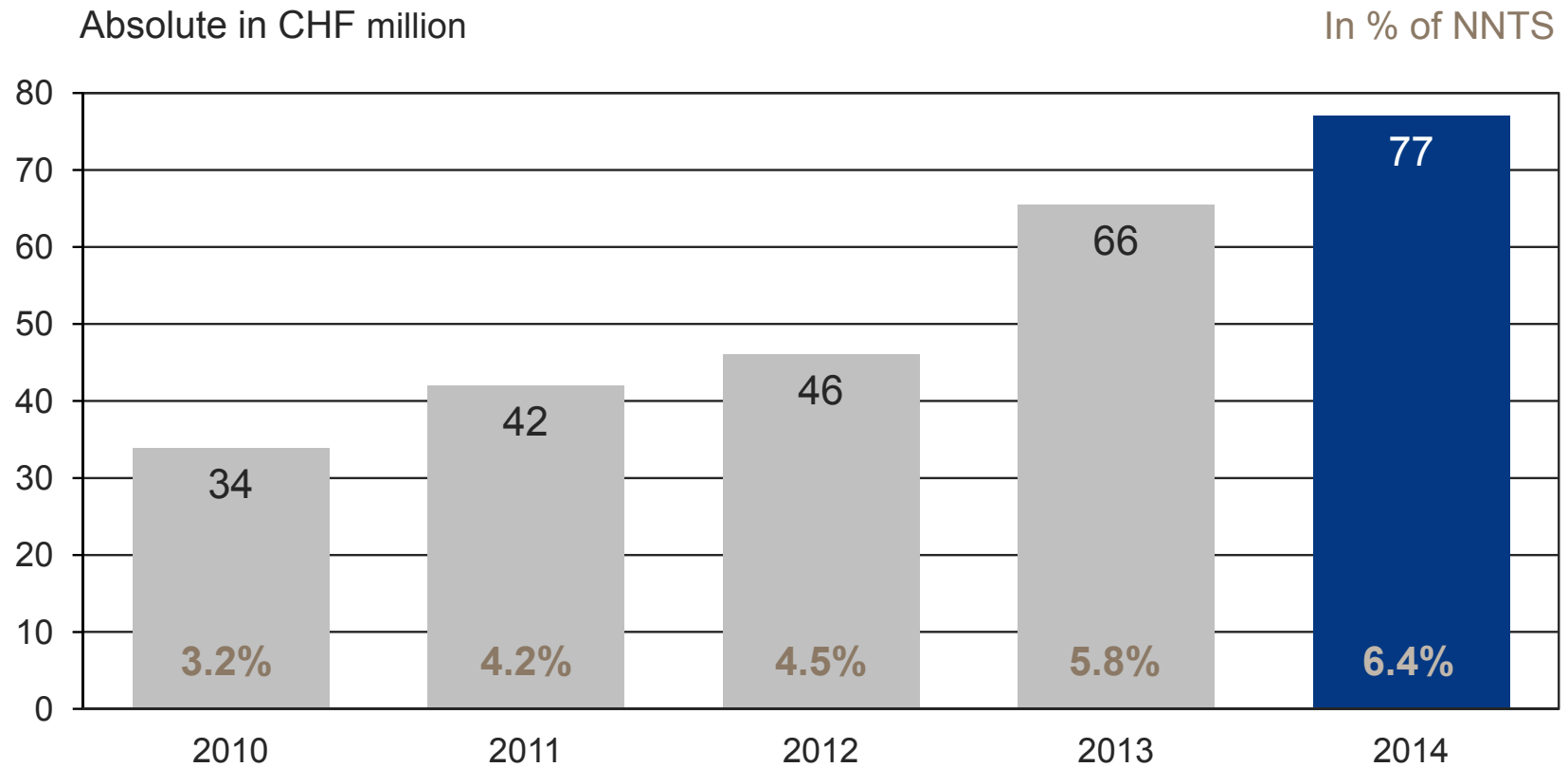
Operating / Marketing Expenses

CONTINUED INCREASE IN BRAND SUPPORT - UNDERPROPORTIONAL GROWTH IN SALES AND ADMINISTRATION



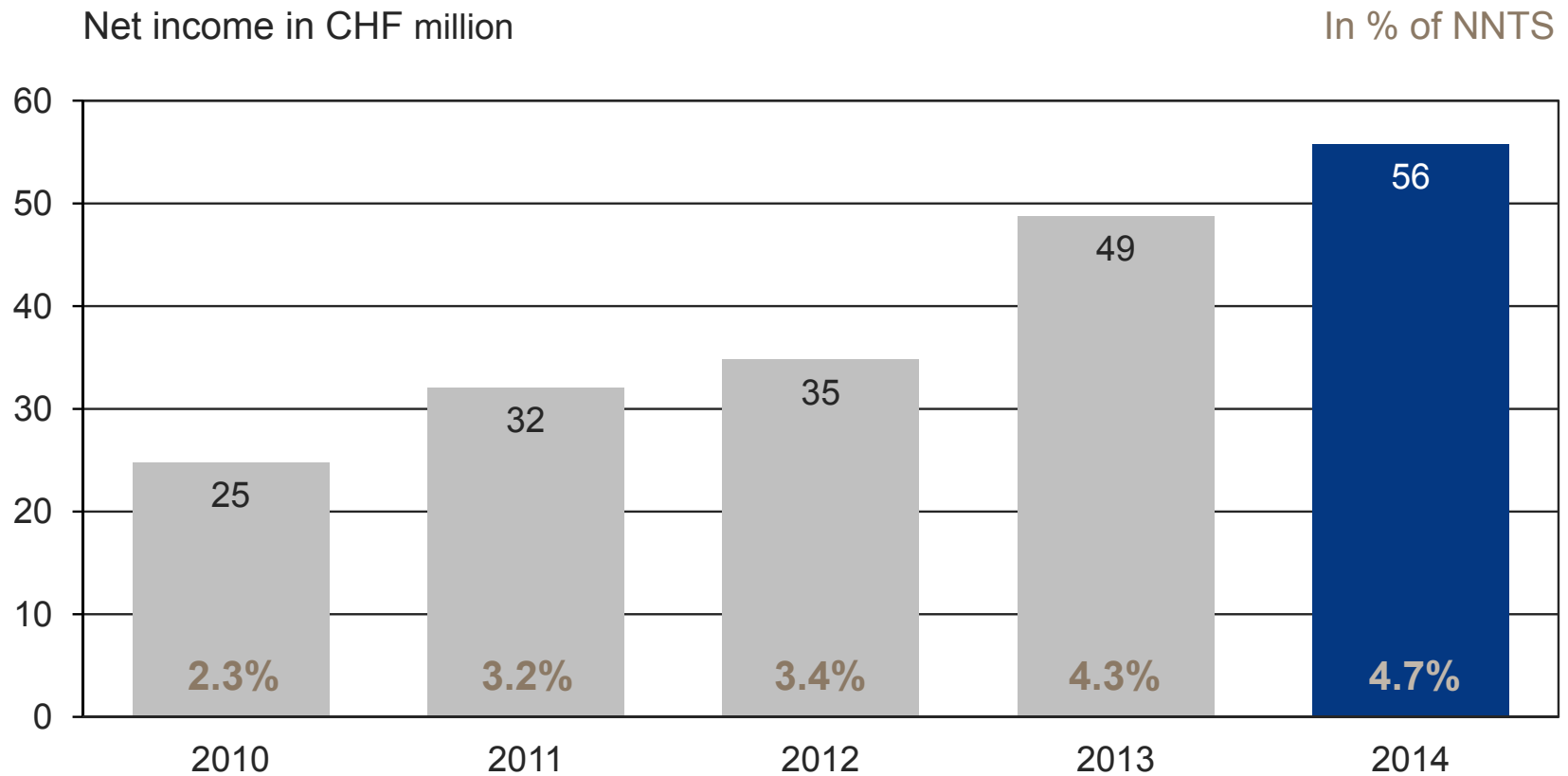
Operating Profit (EBIT)

EBIT DEVELOPMENT DRIVEN BY OPERATING EFFICIENCY GAINS AND VOLUME GROWTH



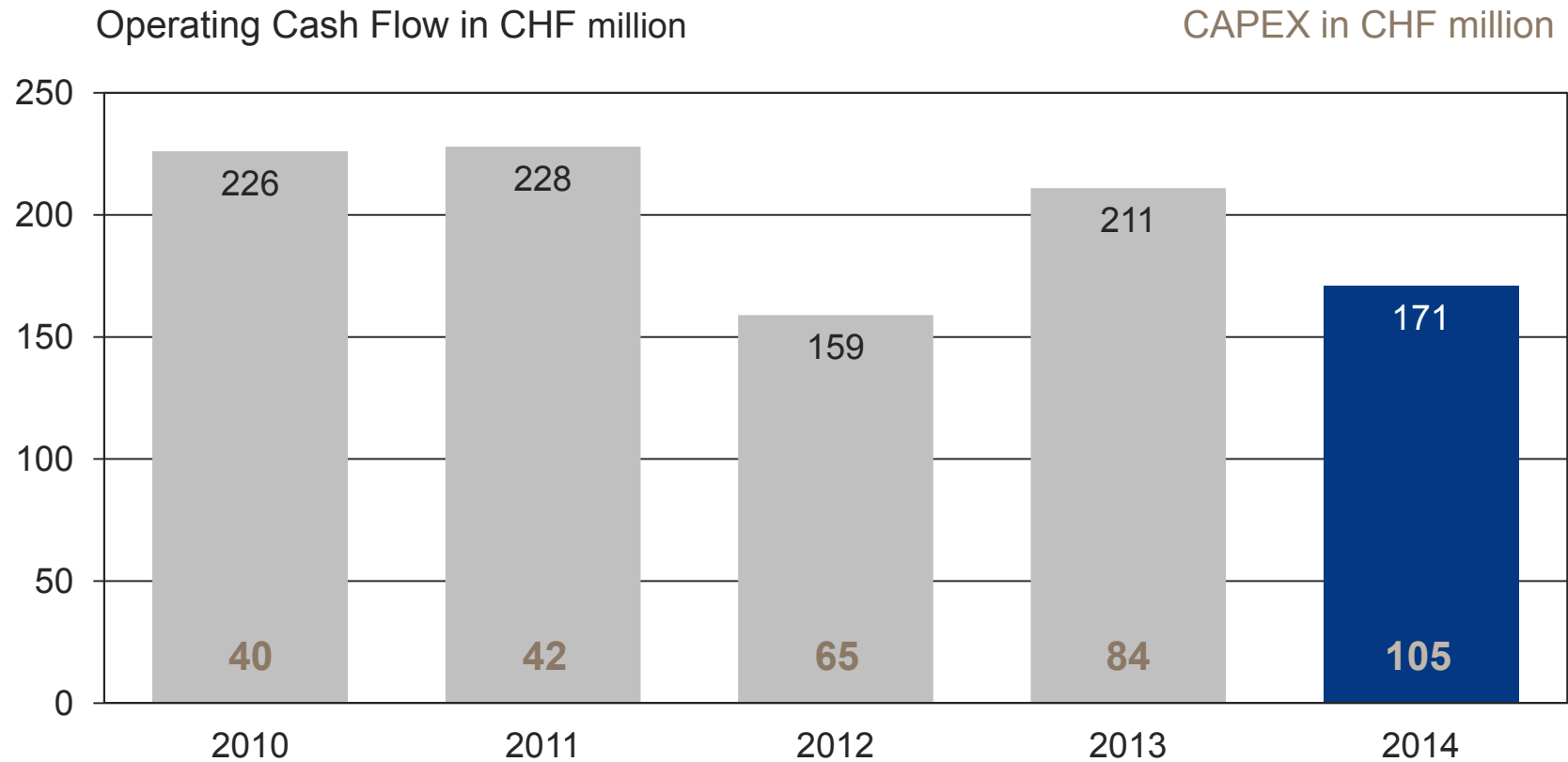
Net Income

SOUND PROFITABILITY IN FIRST HALF 2014



Operating Cash Flow & CAPEX

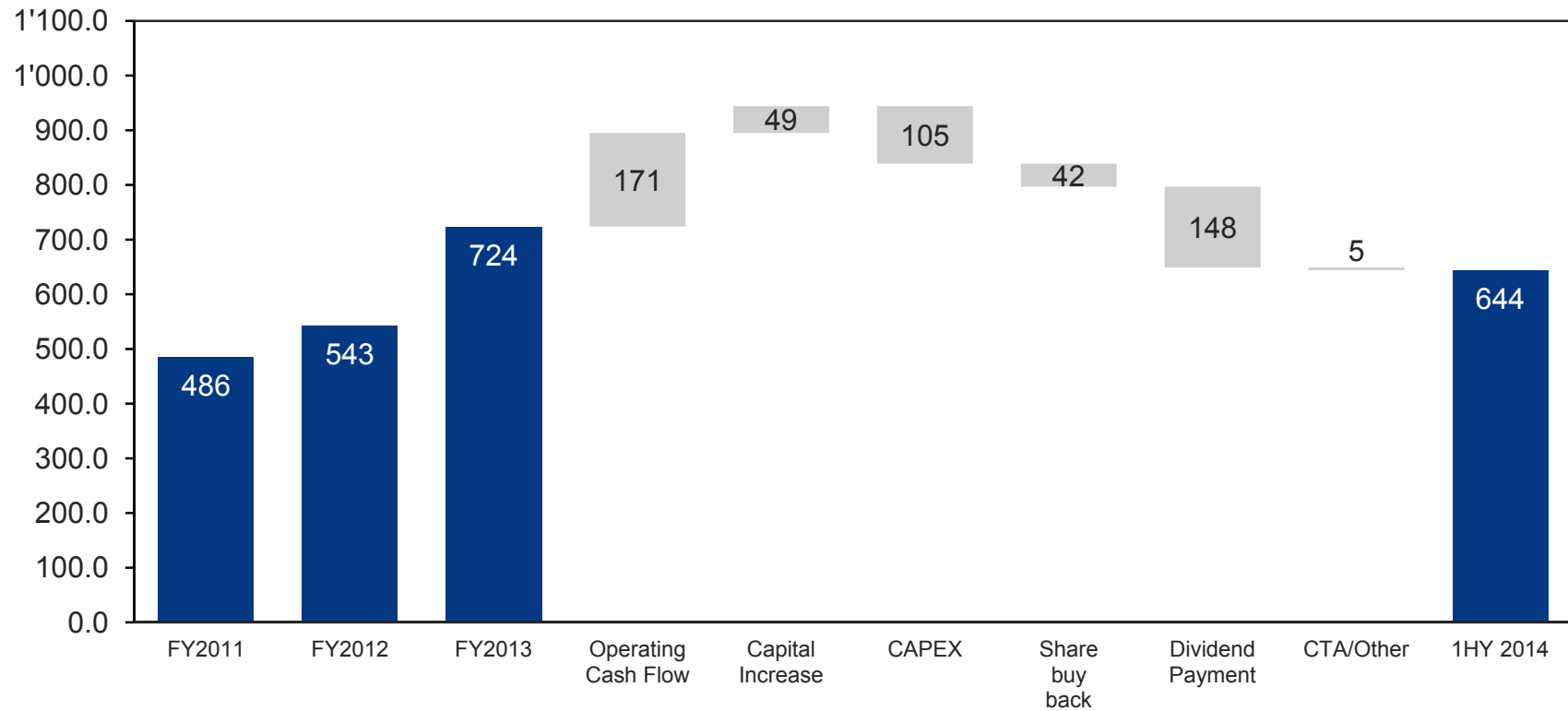
HIGH INVESTMENT IN CAPEX TO SUPPORT FURTHER GROWTH



Net Financial Position - Development

NET FINANCIAL POSITION DECREASED VS. YEAR END BY 80 MILLION DUE TO DIVIDEND PAYMENT & HIGH CAPEX

Net cash and net cash movement in CHF million



HALF YEAR 2014

**Acquisition Russell Stover Candies,
Inc., USA**

Acquisition Russell Stover Candies, Inc., USA

COMPANY FACTS

- Head-Office in Kansas City
- Russell Stover Group with 2'700 employees
- 4 Plants
 - 2 in Kansas
 - 1 in Texas
 - 1 in Colorado
- NNTS 2013 USD 502m
- 3 Brands: Russell Stover
Whitman's
Pangburn's



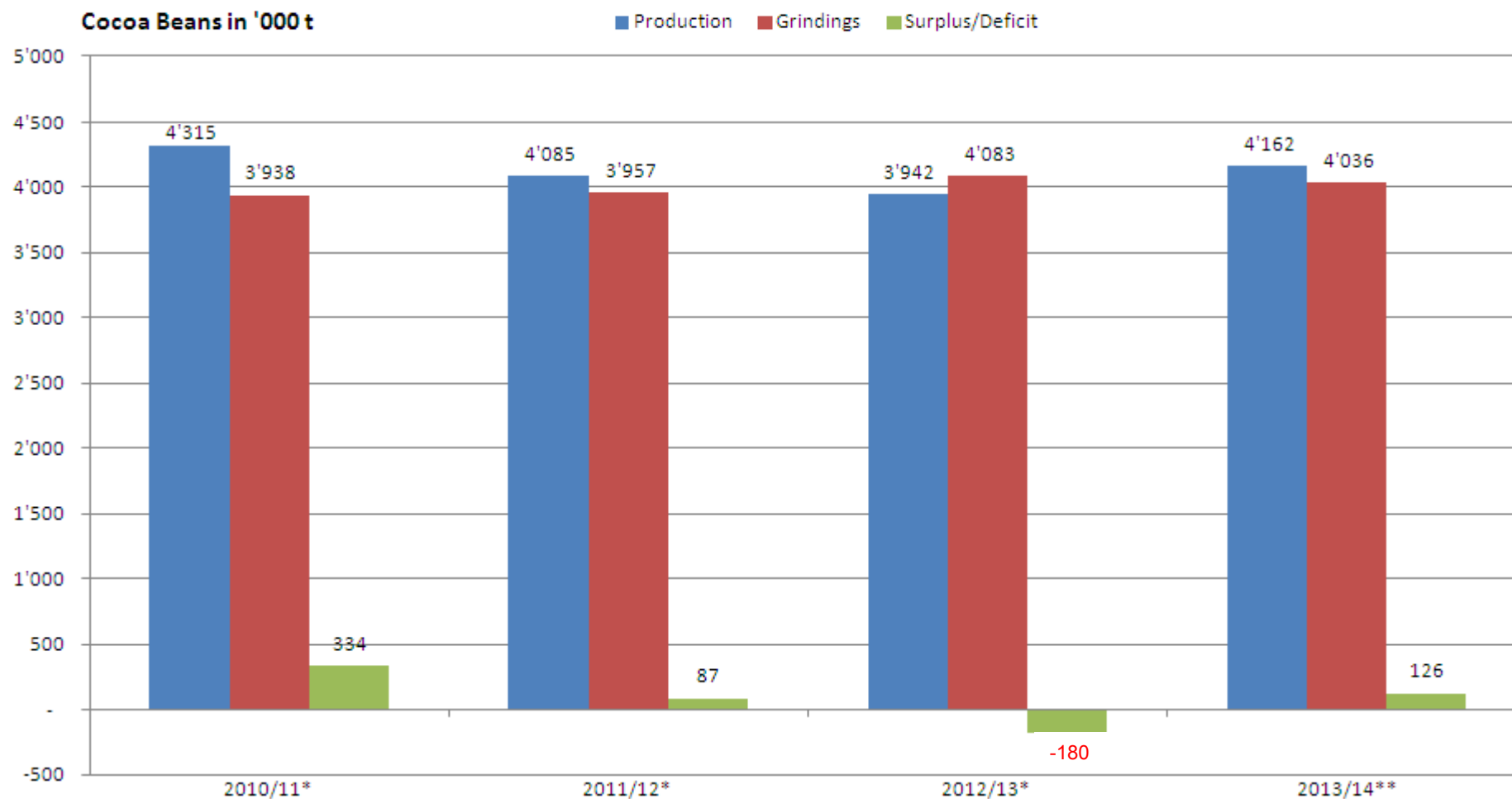
NEXT STEPS

- Expected closing after approval of antitrust authorities (September / October 2014)
- IFRS 3 accounting rules impact on first months of business

HALF YEAR 2014

Raw Material

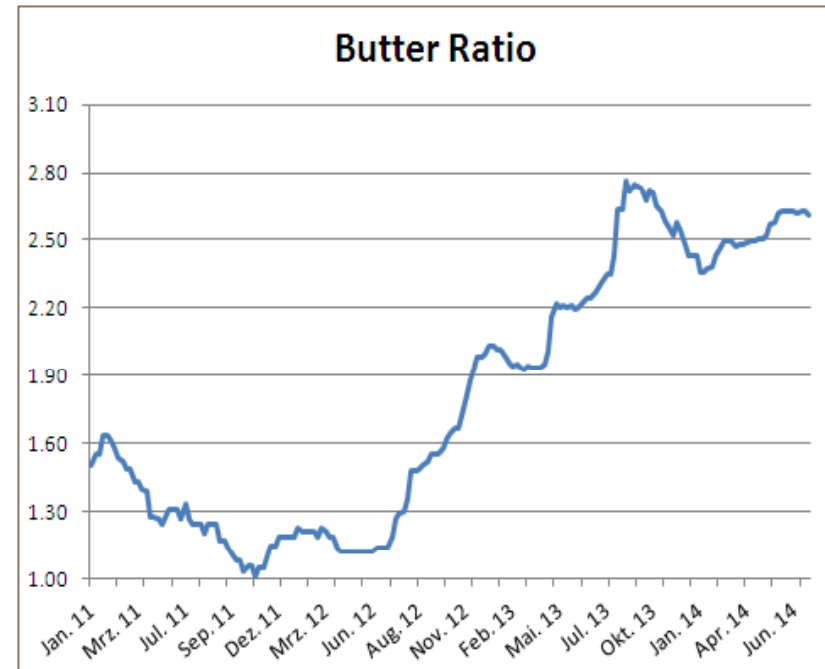
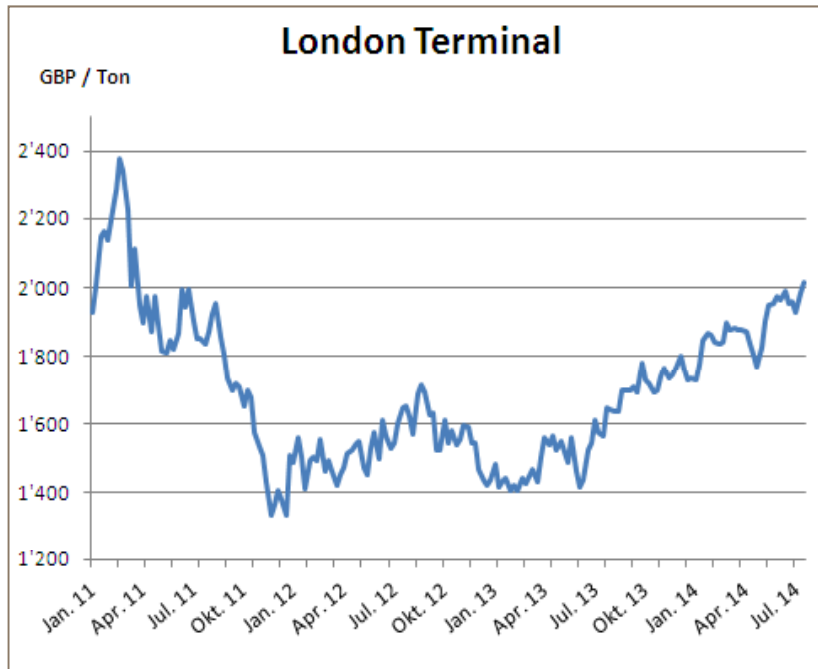
Cocoa Crop / Grinding Balance



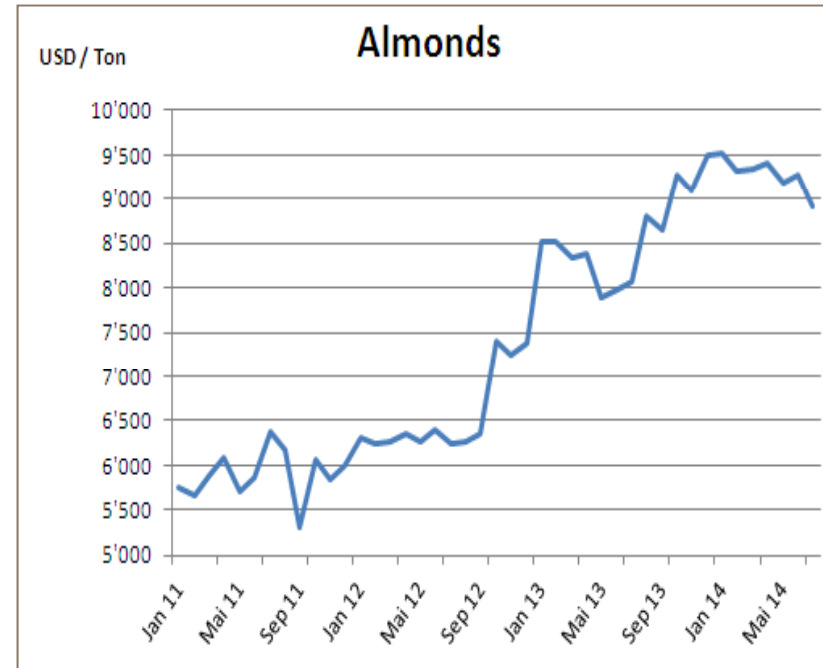
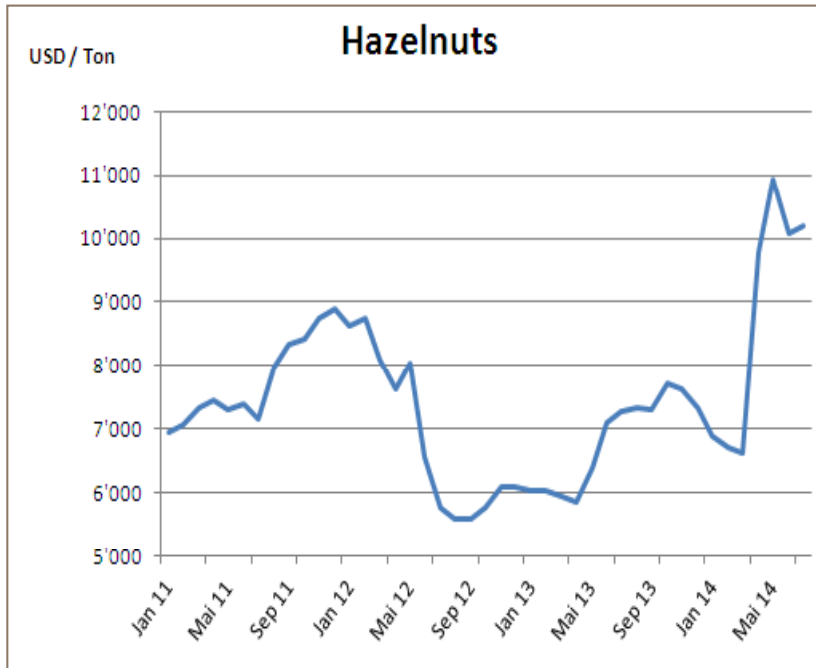
*Source: ICCO; ** Estimate L&S

Data as per July 2014

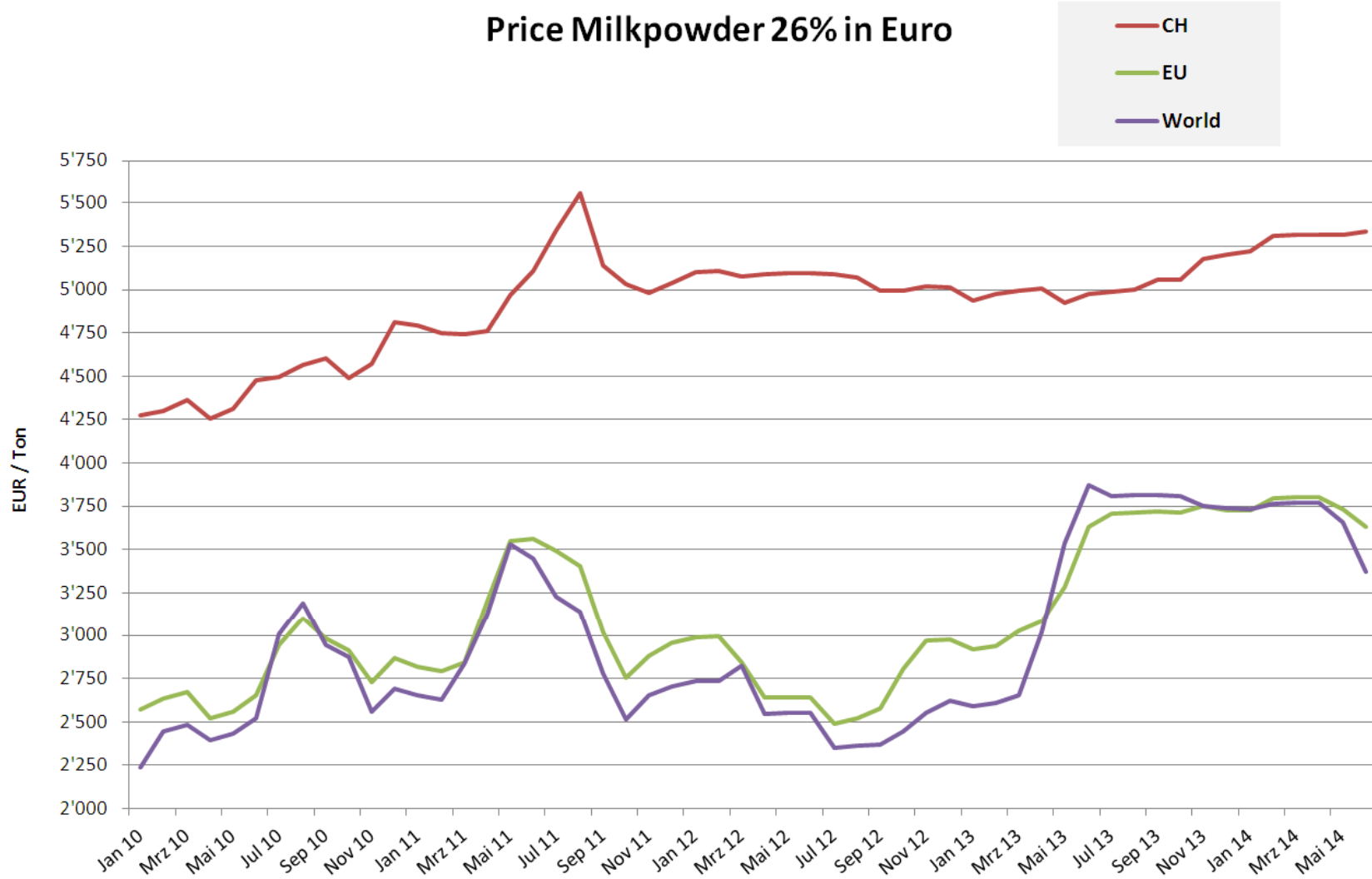
Cocoa Product Prices 2011 - 2014



Nut & Almond Prices 2011 - 2014

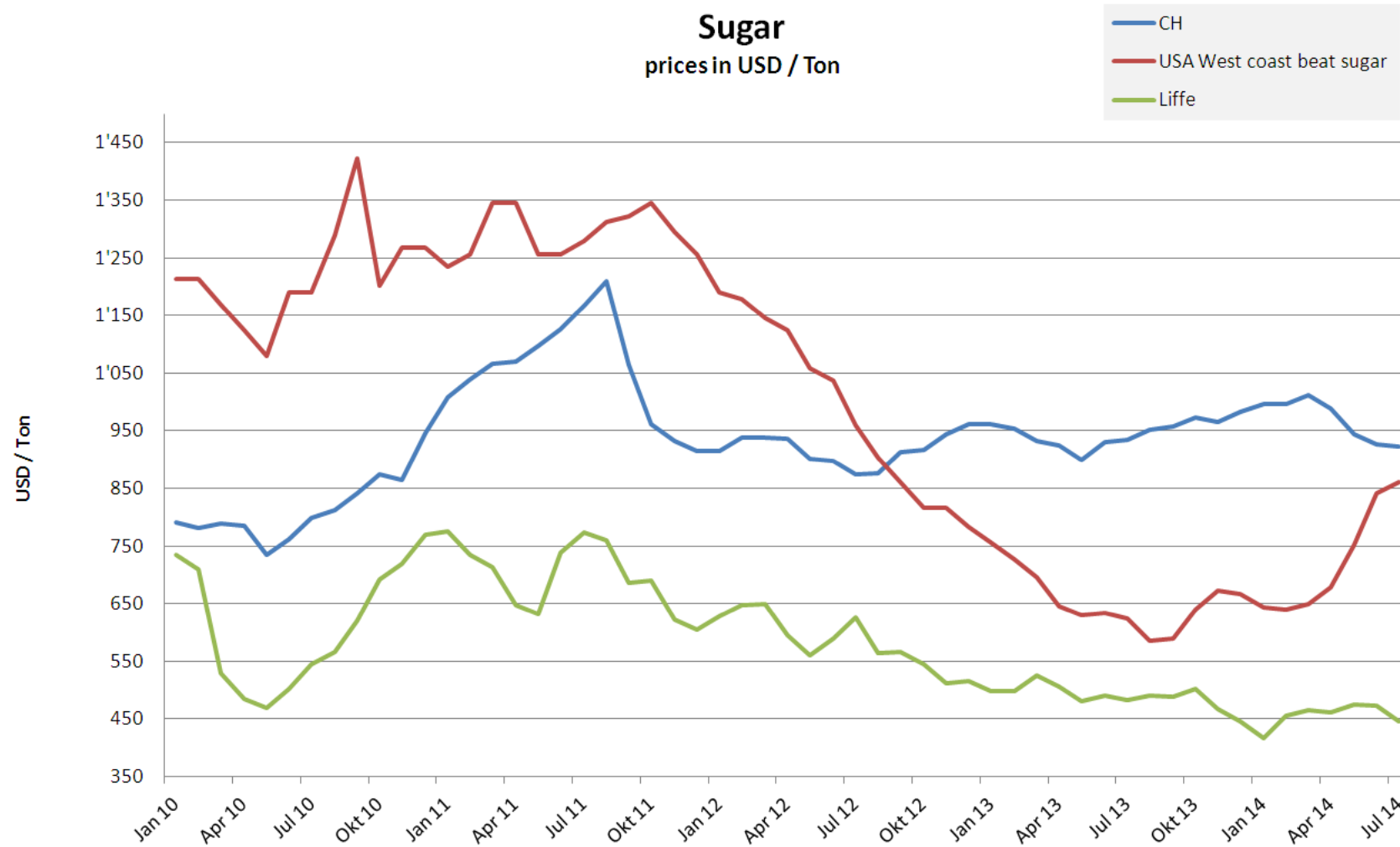


Milk Prices Europe, Switzerland & World 2010 - 2014



Source: VWD-Data, DLW Referenzpreise

Sugar Prices 2010 - 2014



Sources: CH/EU: Market Offers, USA: Milling&Baking News, White Sugar London, Forex: VWD-Data

HALF YEAR 2014

Outlook 2014

Outlook 2014 – Financial Guidance

INVESTING FOR FUTURE GROWTH

MARKET FOCUS 2014

- Focus on market share gains
- Build on good growth trend in all markets
- Continue strong support of newly opened markets Brazil, China, Japan
- Dynamic growth and strong expansion of „Global Retail“

CONTINUATION OF MARKET INVESTMENTS IN 2014

- Marketing spending: Strengthen brand and positioning globally via further increase of advertising spending
- New geographies: explore expansion potential

INTERNAL

- Continued cost saving measures via process- and efficiency improvements
- Optimize management of transactional FX-exposure / raw material prices

Mid to Long Term Financial Guidance

UNCHANGED MID-TO LONG TERM FULL YEAR SALES AND PROFIT TARGETS

Organic Growth	6 – 8 % p.a. (*)
EBIT margin	+ 20 to 40 basis points (*)
CAPEX 2014	CHF > 250 million

Continued high cash generation

() Present Lindt business i.e. excluding sales and profit impact of the Russell Stover acquisition*

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.

HALF YEAR 2014

Questions & Answers