
2023 financial year

Bell Food Group gains market share and continues to grow

Annual media conference / Financial analysts presentation

07/02/2024 | Bell Food Group, 2023 financial year



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Overview of the 2023 financial year

Overview of the 2023 financial year

A very good result in a challenging environment

4'514

+4.6 %

Net proceeds
in CHF million

165

+1.1 %

EBIT
in CHF million

Organic growth Net sales

+5.5 %

130

+1.4 %

Net profit
in CHF million

13'014

+1.9 %

Staff
FTE on 31/12



Significant impacts on the 2023 financial year

Another very successful financial year for the Bell Food Group

All divisions contributed to the positive result

Inflation largely offset by cost management, efficiency gains and price increases

Increasing demand for cheaper assortments due to persistent inflation

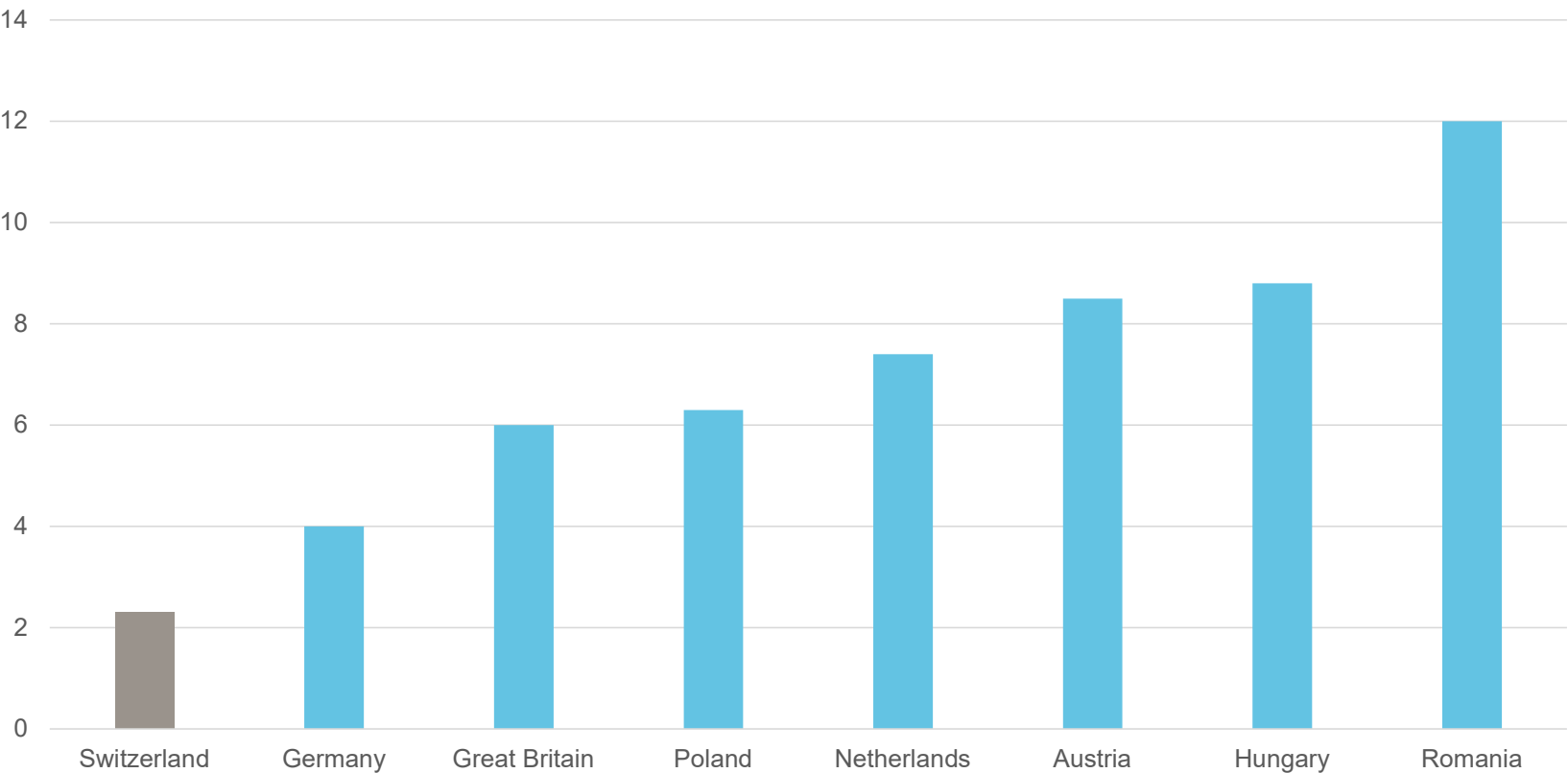
Volatile procurement markets and rising wage costs

Financial year
2023

Development of wage costs 2023/2024 for the Bell Food Group

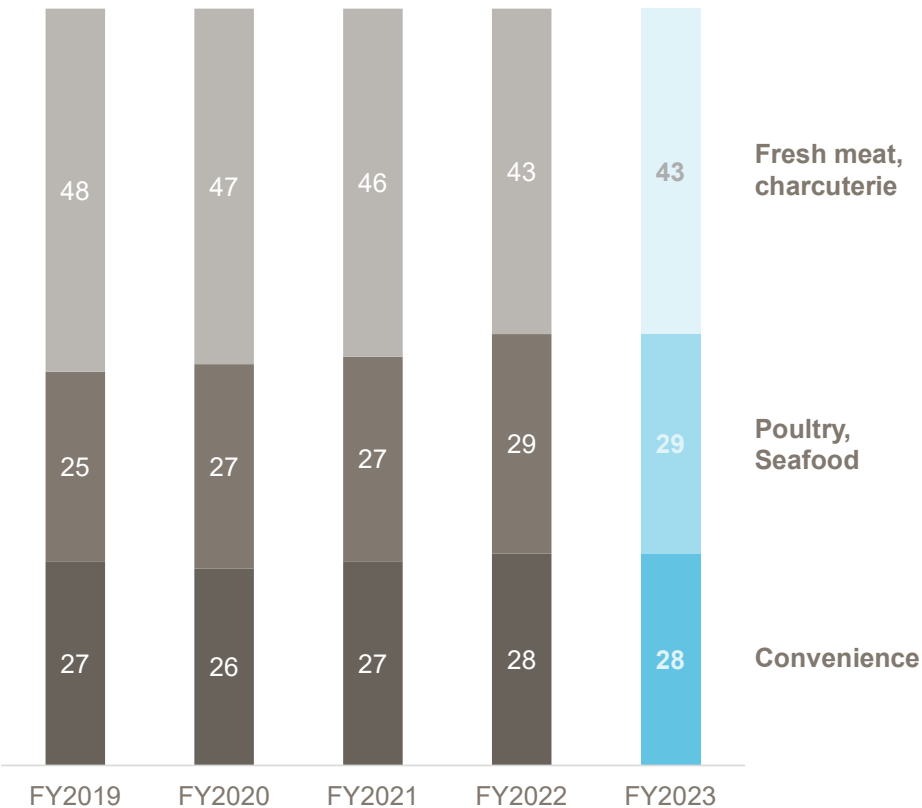


Wage increase in %

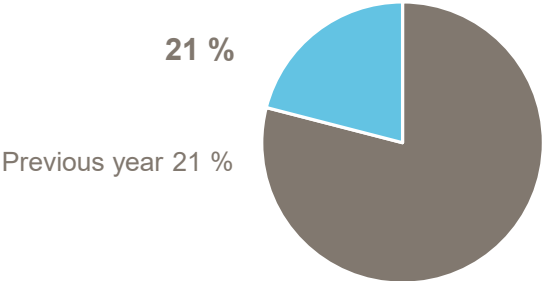


Development of net sales – growth areas poultry and convenience

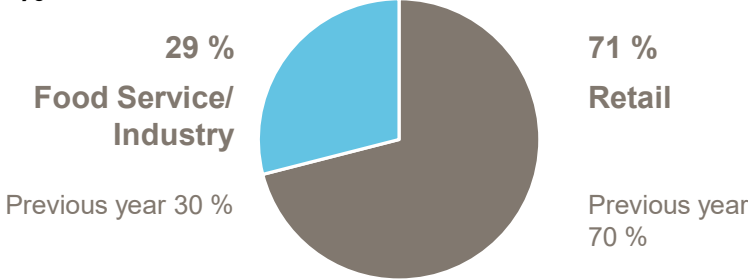
Breakdown of net revenues by product group in %





Share of vegetarian products in net sales in %



Shares Retail and Food Service/Industry of net sales in %



Overview of the 2023 financial year
Success in all business areas

	 Net proceeds in CHF million	Organic change in %	 Growth drivers
Bell Schweiz	2'191	+2.2 %	Poultry, seafood and fresh meat drivers for another very good result
Bell International	1'126	+10.2 %	Strong market position through focus on raw ham and sustainable poultry and successfully counteracted inflation
Eisberg	337	+5.5 %	Earnings improve as a result of market share gains in Eastern Europe and operational progress in Austria
Hilcona	547	+5.1 %	Strong growth despite inflation-related shifts to lower-priced segments
Hügli	405	+11.7 %	Market share gains and volume growth in Switzerland, the Netherlands, Austria and Eastern Europe

Innovation and market performance

- Iconic product
- Launched on 10/03/1924 in Basel
- Numerous market activities



Innovation and market performance

Expansion of the range in folding packs – now also Swiss specialities

- New 4 Swiss specialities
- Eco-friendly packaging with 50 % less plastic
- Consumer-friendly



Plant-based meat alternatives – "The Green Mountain" gains market share

- Ongoing expansion of the meat alternative product range
- New Plant-Based Ham and Beef Chunks
- Growth rate in 2023
 - CH +18 %
 - DE +14 %
 - AT +13 %
- 2023 growth in food service: +22 %



Notes on the 2023 financial year

Development of net sales – strong organic growth

in CHF million

Net sales 2022	4'315	
Currency impact	-39	- 0.9 %
Inorganic	-	-
Organic	239	+ 5.5 %
Net sales 2023	4'514	

CAGR net revenue organic

4.6 %

2019 – 2023

in CHF million

Net sales 2019	4'013	
Change FX	-182	
Change Inorganic	-63	-
<i>Change in segment Fresh meat/Charcuterie</i>	157	+ 8.8 %
<i>Change in segment Poultry/Seafood</i>	339	+ 34.9 %
<i>Change in segment Convenience</i>	251	+ 24.8 %
Organic	746	+ 19.8 %
Net sales 2023	4'514	

Notes on the 2023 financial year
Income statement (1/2)

in CHF million

	FY2023	FY2022	+/-	%
Net proceeds	4'514	4'315	+199	+4.6 %
Gross profit in % of net sales	1'768 39.2 %	1'666 38.6 %	+102	+6.1 %
EBITDA in % of net sales	339 7.5 %	326 7.5 %	+13	+3.9 %
EBIT in % of net sales	165 3.6 %	163 3.8 %	+2	+1.1 %

- **Organic growth net sales**
CHF 239 million
Good performance of all business units.
- **Increase in gross profit and increase in margin**
Higher costs were largely reflected in prices.
- **EBITDA and EBIT from the previous year exceeded**
Inflation-driven cost increases were offset by price increases, operational progress and consistent cost management.

Notes on the 2023 financial year
Income statement (2/2)

in CHF million

	FY2023	FY2022	+/-	%
EBIT	165	163	+2	+1.1 %
in % of net sales	3.6 %	3.8 %		
Financial	-13	-15	+2	
Result from associated societies	-1	5	-5	
Taxes	-21	-25	+4	
Income after taxes	130	128	+2	+1.4 %
in % of net sales	2.9 %	3.0 %		

- **Good operating performance of the Bell Food Group**
- **Improvement in the financial result**
 - Currency translation losses reduced
 - Higher interest costs more than offset by higher income
- **Reduced tax expense**
Amendment of the Accounting Policy; capitalisation of loss carryforwards (OECD BEPS Pillar II)
- **Earnings increased by 1.4 %**

Strong business model – high responsiveness to market changes



Key figures Balance sheet – healthy balance sheet and solid finances

Equity ratio

46.0 %

Previous year: 47.8 %

- Balance sheet extension by borrowing. Repayment of a bond in February 2024. After repayment, equity ratio is back at around 49 %
- Bell Food Group's very solid balance sheet – equity ratio well above its own target of >40 %
- Goodwill is capitalized and amortized. If offset against equity, the equity ratio would be a very solid 44 %

Leverage

2.4x

Previous year: 2.3x

- Successfully placed two bonds in autumn 2023:
 - CHF 110 million / 3 years / 2.30 %
 - CHF 160 million / 8 years / 2.65 %
- On the one hand, the issue of the bond will ensure the repayment of the maturing bond in February 20243, and on the other hand, it will finance the investment volume.
- Leverage ratio within its own range of <2.5x

Operating cash flow

CHF 317 million

Previous year: CHF 294 million

- The strong operating performance is also reflected in the increase in operating cash flow
- After deducting net capital expenditures, operating free cash flow amounted to CHF -12 million

Operational investments

CHF 326 million

Previous year: CHF 280 million

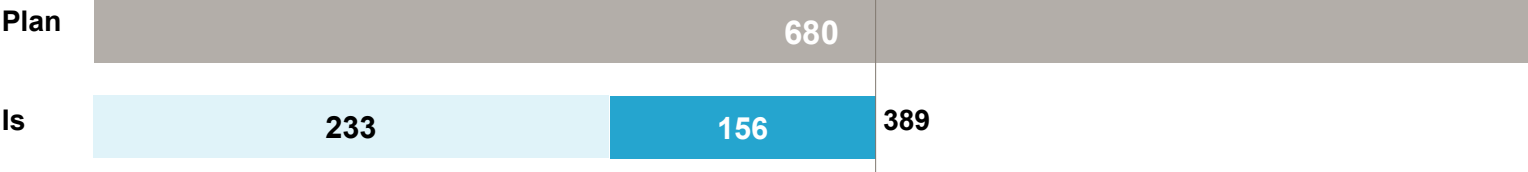
- Operating capital expenditure amounts to CHF 326 million, of which CHF 330 million is cash
- Investment volume in line with guidance of CHF 300 million on average in the years 2021 to 2025
- Investment programme in Switzerland is in full swing, which is reflected in the expected high level of capital expenditure (CHF 168 million)
- CHF 158 million were invested in replacement and modernisation projects in the year under review

Investment programme 2021 - 2025 – projects are progressing according to plan

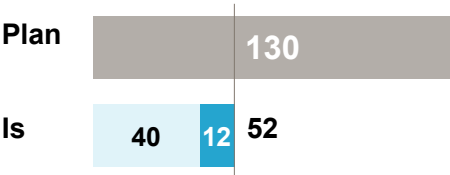


in CHF million

Modernization
Oensingen (CH)



Expansion
Schaan (LI)



Strategy 2021 – 2025

Leading in Food – strategically expanding its leadership position

The strategic thrusts at a glance



Strengthen our core business



Grow with convenience and vegetarian products



Invest in efficiency and performance

Expansion infrastructure

- Bell Switzerland's investment programme on track
- Commissioning of the deep-freeze centre goes according to plan
- Ensuring performance and profitability

Renovation slaughterhouse

- Specialised slaughterhouse
- Increase of capacity
- Optimisation of processes and efficiency
- Highest standard



- Customer base expanded and strengthened
- Strong growth in the portioned fruit segment
- Good prospects for to-go products and poultry convenience



- Expansion and modernisation of production of sauces and salad dressings
- New growth prospects in this segment



Strategy 2021 – 2025

Promotion of basic education – training in more than 15 professions



Strategy 2021 – 2025

Increased attractiveness as an employer – awarded the "Friendly Work Space" label

BELL
FOOD
GROUP

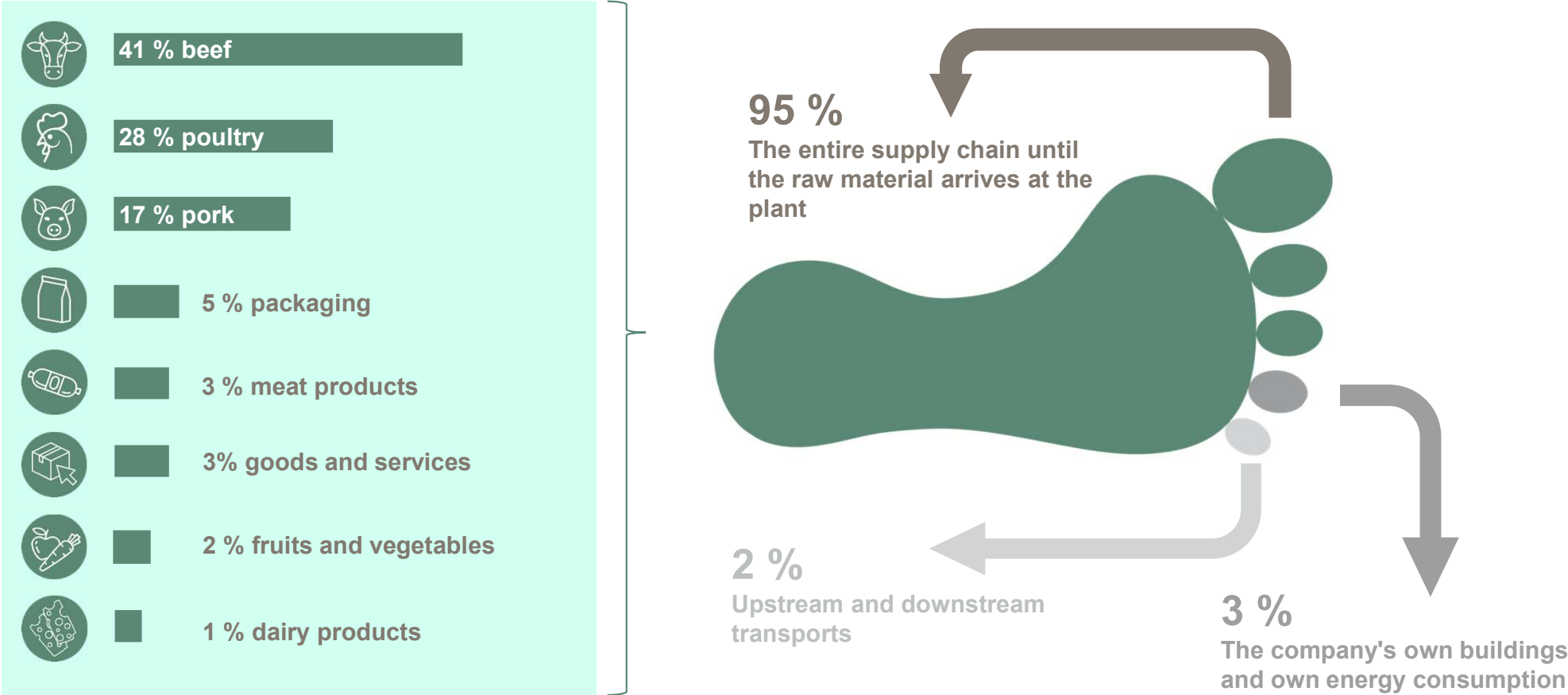


ESG and sustainability commitment

We live responsibility

ESG and sustainability commitment

Consistent implementation of the sustainability strategy



Cow = climate killer?

- Methane emissions from cattle are absorbed as part of the carbon cycle of plants
- Methane degrades rapidly compared to CO₂
- If cattle herds remain the same or decrease, no or decreasing warming





Outlook

Ideally positioned for the 2024 financial year

Thanks to a wide range of products in all price segments, we can react quickly and flexibly to shifts in purchasing behaviour.

Procurement markets continue to be volatile regarding availability, quality and prices.

The core market of Switzerland as well as the poultry and convenience segments remain the growth drivers.

For the Bell Food Group, a decisive factor will be how quickly price movements can be implemented in the market.

Marco Tschanz takes over CEO position as of 01/06/2024

Fiscal year 2024

Annual General Meeting 2024
Basel

16 April 2024

Results 1st half 2024
BMK / FAP, Basel

13 August 2024

Results for the financial year 2024
BMK / FAP, Basel

13 February 2025