Agenda

- BC at a glance
- Highlights FY 2017/18
- Financial review
- Strategy & Outlook
- Appendix
Who are we?

The heart and engine of the chocolate industry

- A merger between Cacao Barry, the very first French chocolate connaisseur since 1842 and Callebaut a Belgian chocolate couverture manufacturer expert since 1911

- Listed on the SIX Swiss Exchange since 1998

- Today, the world’s leading manufacturer of high-quality chocolate and cocoa products

- Barry Callebaut is inside 25% of all consumer products containing cocoa or chocolate
What do we do?

We are present in the key parts of the cocoa and chocolate value chain.
This is Barry Callebaut

“Shaping the world of chocolate and cocoa.”

FY 2017/18

More than 175 years of chocolate heritage

More than 11,500 employees

New type of chocolate created: Ruby chocolate

The 4th

First time over 2 million sales volume in tonnes

554.0 EBIT in CHF million

CAGR +4.4% volume growth over 5 years

6,948.4 sales revenue in CHF million

20 years listed on the SIX Swiss Exchange

59 factories worldwide

Sustainably sourced cocoa beans 44%

21 CHOCOLATE ACADEMY™ Centers

140 countries

More than 40,000 chocolate aficionados trained in 2017/18
What do we offer?
A broad offering from standard to the most premium products
How are we organized?

Our Regional and Product split

FY 2017/18 Sales Volume: 2.0 million tonnes

Sales Volume per Region

Asia Pacific 5%
Global Cocoa 22%
Europe 46%
Americas 27%

Sales Volume per Product Group

Gourmet & Specialities 12%
Cocoa Products 22%
Food Manufacturers 66%

Sales Revenue: CHF 6,948.4 mio.
EBITDA: CHF 728.3 mio.
EBIT: CHF 554.0 mio.
Our business model

We apply a cost plus approach to the majority of the business

<table>
<thead>
<tr>
<th></th>
<th>Customers</th>
<th>Pricing model</th>
<th>Profit levers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Manufacturers</strong> 66%</td>
<td>Small, medium and Global Food Manufacturers</td>
<td>Cost Plus</td>
<td>Customer mix, Product mix, Economies of scale</td>
</tr>
<tr>
<td><strong>Cocoa Products</strong> 22%</td>
<td>Small, medium and Global Food Manufacturers</td>
<td>Market prices, Cost Plus (partly)</td>
<td>Global set-up, Combined ratio, Customer/product mix</td>
</tr>
<tr>
<td><strong>Gourmet &amp; Specialties 12%</strong></td>
<td>Professional users, Food Chains, Distributors</td>
<td>Price list</td>
<td>Expansion of global brands, Adjacent products, Innovation/Sustainability</td>
</tr>
</tbody>
</table>

Note: Percentage of FY2017/18 Group sales volume

Passing on the cost of raw materials to customers underpins profit stability by mitigating volatility impact of main raw materials
A global footprint and a local service: 59 factories worldwide

Cocoa factories in origin countries and chocolate factories close to our customers. With our 21 Chocolate Academies worldwide we are at the pulse of any trends in the industry.
Highlights FY 2017/18
FY Results 2017/18

Strategy delivering strong results across all regions

Sales volume growth*  +6.3%

Sales revenue growth (in local currencies)  +0.1%

EBIT (CHF million)  554.0

Net profit (CHF million)  357.4

Free cash flow (CHF million)  311.9

Dividend (CHF per share)  24.00

* Compared to Global Chocolate Confectionary Market of +1.8%, according to Nielsen (August 17 to August 2018, 25 countries)
## Highlights 2017/18

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fourth type of chocolate: Ruby</td>
<td>Sept 2017</td>
</tr>
<tr>
<td>D’Orsogna completed</td>
<td>Oct 2017</td>
</tr>
<tr>
<td>Cocoa &amp; Forests Initiative signed</td>
<td>Nov 2017</td>
</tr>
<tr>
<td>Gertrude Hawk Ingredients completed</td>
<td>Dec 2017</td>
</tr>
<tr>
<td>Barry Callebaut 10 years in China</td>
<td>Jan 2018</td>
</tr>
<tr>
<td>Nestlé launches Ruby KitKat in Japan &amp; South Korea</td>
<td>Jan 2018</td>
</tr>
<tr>
<td>Ruby: NCA award for supplier innovation</td>
<td>May 2018</td>
</tr>
<tr>
<td>Chocolate Academy in South Africa</td>
<td>May 2018</td>
</tr>
<tr>
<td>CHOCOVISION ‘18 strengthens BC’s leadership position</td>
<td>June 2018</td>
</tr>
<tr>
<td>Letters of Intent with Côte d’Ivoire and Ghana</td>
<td>June 2018</td>
</tr>
<tr>
<td>BC upgraded to Investment Grade</td>
<td>Sept 2018</td>
</tr>
<tr>
<td>Long-term supply agreement Burton’s Biscuits</td>
<td>Sept 2018</td>
</tr>
<tr>
<td>Acquisition of Inforum in Russia</td>
<td>Oct 2018</td>
</tr>
</tbody>
</table>
Quarterly volume evolution

Strong sales volume growth, consistently above the market

Quarterly volume growth vs prior year

<table>
<thead>
<tr>
<th>Quarter</th>
<th>FY growth 16/17</th>
<th>FY growth 17/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 16/17</td>
<td>-0.4%</td>
<td>+4.4%</td>
</tr>
<tr>
<td>Q2 16/17</td>
<td>+2.3%</td>
<td>+6.3%</td>
</tr>
<tr>
<td>Q3 16/17</td>
<td>+3.5%</td>
<td></td>
</tr>
<tr>
<td>Q4 16/17</td>
<td>+5.5%</td>
<td></td>
</tr>
<tr>
<td>Q1 17/18</td>
<td>+9.2%</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Q2 17/18</td>
<td>+12.6%</td>
<td>+4.8%</td>
</tr>
<tr>
<td>Q3 17/18</td>
<td>+8.0%</td>
<td>+2.3%</td>
</tr>
<tr>
<td>Q4 17/18</td>
<td>+8.1%</td>
<td>+5.7%</td>
</tr>
</tbody>
</table>

*Source: Nielsen chocolate confectionery in volume, August 2017 – August 2018 – 25 countries
Positive contribution from all our key growth drivers

- **Emerging markets**: 35.4%
- **Long-term outsourcing & strategic partnerships**: 33.8%
- **Gourmet & Specialties**: 11.9%

Volume growth vs prior year:
- +9.1%
- +14.0% excl.Cocoa
- +5.6%
- +7.7%
Expansion

Good momentum continued

- Double-digit growth in key emerging markets
- Driving long-term outsourcing & strategic partnerships
- Strong growth of our Gourmet & Specialties business
Innovation

We drive value through innovation, leading on trends across segments
Cost Leadership

Global transformational projects to drive growth and leverage

Supporting the business strategy through Information Technology enablers

- Supporting digitalization:
  - Chocolate Academy online
  - Customer portal
  - Supplier portal
- Investing in core backbone: bringing all entities on SAP
- Enhancing our Supply Chain
- Investing in cyber security

Transforming Finance function through Finance Operational Excellence

- Holistic approach to achieve higher service level for the business and to create leverage
- Addressing gaps in processes, systems and operating model
- Reducing complexity and closing technology gaps

Driving operational excellence across cocoa and chocolate value chain

- Core process reviews
- Integrated end-to-end supply chain to enable ‘smart growth’
- Improving customer-facing processes across the value chain to further increase customer satisfaction
Sustainability

Forever Chocolate increasing impact

Achievements FY 2017/18

>130,000 cocoa farms mapped
2.1 million cocoa seedlings distributed
44% of cocoa and other raw materials sourced sustainably
24% of factories on renewable energy
Financial Review
## FY Results 2017/18

**Strategy delivering strong results**

<table>
<thead>
<tr>
<th>Group performance (In CHF mio.)</th>
<th>FY 2017/18 (in CHF)</th>
<th>% vs prior year 1) (in CHF)</th>
<th>% vs prior year 1) in local currencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Volume Total (in tonnes)</td>
<td>2,035,857</td>
<td>+6.3%</td>
<td></td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>6,948.4</td>
<td>+2.1%</td>
<td>+0.1%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>1,157.1</td>
<td>+20.7%</td>
<td>+17.2%</td>
</tr>
<tr>
<td>EBIT Total</td>
<td>554.0</td>
<td>+20.4%</td>
<td>+16.4%</td>
</tr>
<tr>
<td>EBIT recurring</td>
<td>554.0</td>
<td>+25.3%</td>
<td>+21.2%</td>
</tr>
<tr>
<td>EBIT per tonne recurring</td>
<td>272.1</td>
<td>+17.8%</td>
<td>+14.0%</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>357.4</td>
<td>+27.1%</td>
<td>+22.5%</td>
</tr>
<tr>
<td>Net profit recurring</td>
<td>357.4</td>
<td>+35.9%</td>
<td>+31.0%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>311.9</td>
<td>-34.4%</td>
<td>-38.2%</td>
</tr>
</tbody>
</table>

1) See page 48 of the Annual Report 2017/18, Summary of Accounting policies—restatement and reclassification of prior year comparatives, applies to entire presentation.
FY Results 2017/18

All Regions contributed to top- and bottom-line growth

Group Sales Volume:

2,035,857 tonnes

549,287 tonnes

455,649 tonnes

925,144 tonnes

105,777 tonnes

FY volume growth

EMEA

+6.8%

Americas

+6.0%

Asia-Pacific

+16.2%

Global Cocoa

+3.9%

EBIT growth in local currencies

EMEA

+11.2%

Americas

+9.2%

Asia-Pacific

+20.2%

Global Cocoa

+28.3%

Underlying market¹:

EMEA

+1.9%

Americas

+0.7%

Asia-Pacific

+4.9%

Global Cocoa

+6.0%

+9.2%

+20.2%

* 2016/17 EBIT recurring

¹Source: Nielsen chocolate confectionery market in volume, August 2017 – August 2018 - 25 countries
**Gross Profit FY 2017/18**

Gross profit up +17.2% in local currencies, driven by strong product and customer mix, Cocoa business maintained strong momentum

<table>
<thead>
<tr>
<th>In CHF mio</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Profit FY 2016/17</td>
<td>958.8</td>
</tr>
<tr>
<td>Volume effects</td>
<td>+60.4</td>
</tr>
<tr>
<td>Product/Customer mix</td>
<td>+77.9</td>
</tr>
<tr>
<td>Cocoa Business Improvement</td>
<td>+48.0</td>
</tr>
<tr>
<td>Additional cost supporting growth</td>
<td>-21.5</td>
</tr>
<tr>
<td>Gross Profit FY 2017/18 before FX</td>
<td>1'123.6</td>
</tr>
<tr>
<td>FX impact</td>
<td>+33.5</td>
</tr>
<tr>
<td>Gross Profit FY 2017/18</td>
<td>1'157.1</td>
</tr>
</tbody>
</table>

**FY 2017/18 Roadshow presentation**
Cocoa processing profitability

Combined ratio remains at favorable level

European combined ratio - 6 months forward ratio

*For cocoa processors, profitability depends on the ratio between input costs (price of cocoa beans) and combined output prices (price of cocoa butter and powder).
EBIT FY 2017/18

Operating profit up +21.2% in local currencies, well above volume growth

In CHF mio

EBIT FY 2016/17

EBIT FY 2016/17 recurring

EBIT FY 2017/18

EBIT FY 2017/18 before FX

FX impact

EBIT FY 2017/18

EBIT

Non-recurring

Additional Gross Profit

Additional SG&A

Scope, Other

-18.1

+164.8

-49.0

-22.1

535.8

+18.2

554.0

460.2

442.1

+20.4%

+21.2%
Long-term EBIT per tonne development

Increase in EBIT thanks to enhanced product and customer mix and continued improvement in Cocoa business

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume in kMT</th>
<th>EBIT per tonne in constant currencies</th>
<th>EBIT per tonne in CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009/10</td>
<td>1'210</td>
<td>282</td>
<td>286</td>
</tr>
<tr>
<td>2010/11</td>
<td>1'269</td>
<td>312</td>
<td>256</td>
</tr>
<tr>
<td>2011/12</td>
<td>1'379</td>
<td>290</td>
<td>223</td>
</tr>
<tr>
<td>2012/13</td>
<td>1'536</td>
<td>251</td>
<td>242</td>
</tr>
<tr>
<td>2013/14</td>
<td>1'717</td>
<td>274</td>
<td>231</td>
</tr>
<tr>
<td>2014/15</td>
<td>1'795</td>
<td>279</td>
<td>219</td>
</tr>
<tr>
<td>2015/16</td>
<td>1'834</td>
<td>271</td>
<td>231</td>
</tr>
<tr>
<td>2016/17</td>
<td>1'914</td>
<td>283</td>
<td>272</td>
</tr>
<tr>
<td>2017/18</td>
<td>2'036</td>
<td>312</td>
<td>+6.7%</td>
</tr>
</tbody>
</table>

Volume in kMT
EBITDA to Net Profit

Net Profit recurring is up +35.9% as a result of great profitability and lower net finance cost items

In CHF mio

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2017/18</th>
<th>FY 2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>728.3</td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>-174.2</td>
<td>-101.1</td>
</tr>
<tr>
<td>EBIT</td>
<td>554.0</td>
<td>357.4</td>
</tr>
<tr>
<td>Financial Items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>-95.5</td>
<td></td>
</tr>
<tr>
<td>Net Profit FY 2017/18</td>
<td>263.0</td>
<td>281.1</td>
</tr>
<tr>
<td>Net Profit recurring FY 2016/17</td>
<td>+18.1</td>
<td></td>
</tr>
<tr>
<td>Non-recurring</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Profit FY 2016/17</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Tax rate = 21.1%, or 18.2% excl. tax reform one-time impact
Prior year = 17.0%
Raw material price evolution

Volatile cocoa bean prices, sugar and dairy below prior year

Note: All figures are indexed to Sep 2008
Source: Cocoa beans London (2nd position) in CHF/tonne, Sugar world London n°5 (2nd position), Sugar EU Kingsman estimates W-Europe DDP, skimmed milk powder average price Germany, Netherlands, France.
Free Cash Flow
Solid Free cash flow generated from higher profitability, relatively stable working capital and CAPEX discipline

<table>
<thead>
<tr>
<th></th>
<th>In CHF mio</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA recurring FY 2016/17</td>
<td>592</td>
</tr>
<tr>
<td>EBITDA recurring FY 2017/18</td>
<td>728</td>
</tr>
<tr>
<td>Change in Working Capital</td>
<td>-32 (PY +193)</td>
</tr>
<tr>
<td>Interest Paid and Income Taxes</td>
<td>-156 (PY -141)</td>
</tr>
<tr>
<td>Capex</td>
<td>-218 (PY -220)</td>
</tr>
<tr>
<td>Others</td>
<td>-11 (PY +23)</td>
</tr>
<tr>
<td>FCF</td>
<td>312 (PY +476)</td>
</tr>
</tbody>
</table>

In CHF mio +23.0%
### Balance Sheet & key ratios

#### Positive development of all key financial ratios

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>CHF m</td>
<td>5,832</td>
</tr>
<tr>
<td>Net Working Capital</td>
<td>CHF m</td>
<td>1,074</td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td>CHF m</td>
<td>2,506</td>
</tr>
<tr>
<td>Net Debt</td>
<td>CHF m</td>
<td>1,074</td>
</tr>
<tr>
<td>Shareholders’ Equity</td>
<td>CHF m</td>
<td>2,270</td>
</tr>
</tbody>
</table>

|                                |             |             |
| Deb/Equity ratio              | 47.3%       | 52.6%       |
| Solvency ratio                | 38.9%       | 38.6%       |
| Net debt /EBITDA*             | 1.5         | 1.9         |
| Interest cover ratio          | 7.2         | 4.9         |
| Return on invested capital*   | 13.3%       | 11.0%       |
| Return on equity*             | 15.7%       | 12.5%       |

* 2016/17 recurring
Dividend

Proposed payout of CHF 24.00 per share, an increase of 20.0%

Proposed dividend

▶ CHF 24.00 per share
▶ Payout of 37% of Net Profit

Timetable for dividend

▶ Shareholder approval: Dec 12, 2018 (AGM)
▶ Expected ex-date: Jan 7, 2019
▶ Expected payment date: on or about Jan 9, 2019

* As proposed by the Board to our Shareholders
Proposals to the AGM: Elections

Changes in the Board

- James (Jim) Donald will not stand for reelection
  - Board member since 2008 and Chairman of the Nomination & Compensation Committee
- All other Board members will stand for reelection for a term of office of one year

- Proposed for election as new Board members:
  - **Suja Chandrasekaran** - Technology executive; serving as Chief Information and Digital Officer of Kimberly-Clark
  - **Angela Wei Dong** - Deep expertise in the Chinese retail business; currently Global Vice President and General Manager Greater China for Nike Inc.
  - **Markus Neuhaus** - Proven expert in law and corporate tax; currently Chairman of the Board of PwC Switzerland and a member of the Supervisory Board of PwC Europe SE
Our long-term strategy remains unchanged

- **Vision**: “Heart and engine of the chocolate and cocoa industry”
  - Expansion
  - Innovation
  - Cost Leadership
  - Sustainability

- **4 strategic pillars**
- **‘Smart Growth’**
  - Sustainable growth
  - Margin accretive growth
  - Accelerated growth in Gourmet, Specialties and emerging markets
  - Return on Capital and greater focus on Free cash flow
  - Talent & Team
Expansion

 Recent transactions outline growth potential

► Long-term supply agreement with Burton’s Biscuit
  • Burton’s Biscuit Company, UK’s second biggest biscuit manufacturer
  • Supply of over 12,000 tons of chocolate and compound per year
  • Expand production capacity in the UK
  • Closing expected by end of December 2018

► Acquisition of Inforum in Russia
  • Inforum leading, privately owned B2B chocolate manufacturer
  • Russia second largest chocolate market world wide with high growth
  • Highly complementary in terms of products, customers and expertise
  • Closing expected by end of December 2018

► Leveraging on last year’s acquisitions Gertrude Hawk and D’Orsogna
  • successfully closed in October and December 2017
  • Additional capabilities gained
  • Complementary product portfolios, expanding our existing range of Specialties & Decorations products
Grow talents, grow business

- Foster a performance and values driven culture
  - Performance management program to strengthens strategic alignment throughout the organization
  - Annual Chairman's Award and Value Awards

- Grow and strengthen talent pool
  - More systematic approach to talent development
  - Renewed learning curriculum
  - Graduate program remains as key talent pipeline

- Drive for diversity and inclusion
  - Focus on gender, generation and nationalities
  - Combining internal initiatives and external commitments (OYW, Women’s forum)
  - Specific D&E focus

- Ensure a safe and healthy workplace
  - 35 of our factories already certified to SMETA standards
  - Rolled out a Global Human Resources Labor policy as basis for adherence to the Ethical Trading Initiative (ETI)
Outlook

Our focus areas in FY 2018/19

► Grow consistently
  ▪ Maintain strong momentum in developed countries.
  ▪ Further strengthen our presence in the high-potential Emerging Markets and value added segments.
  ▪ Deploy and leverage the might of our recent acquisitions and innovations.

► Grow profitably
  ▪ Create consistent customer value through co-creation
  ▪ Lead though innovation,
  ▪ Drive leverage, maintain cost and cash discipline

► Grow Sustainably
  ▪ Maintain strong Forever Chocolate momentum
  ▪ Invest for growth and leverage
  ▪ Build talent and capabilities for tomorrow
Outlook

Mid-term guidance confirmed, new guidance in 1H

Outlook

▶ Continued execution of our ‘smart growth’ strategy, good visibility on volume growth and healthy global demand, give us confidence to achieve mid-term guidance.

Mid-term guidance until 2018/19:

▶ Average volume growth 4-6%
▶ EBIT growth on average above volume growth\(^1\)

Investor Day

▶ April 16-17, 2019
▶ Wieze, Belgium

\(^1\) in local currencies and barring any major unforeseen events
Appendix
What makes Barry Callebaut unique?

- Global number one player in chocolate and cocoa
- Deep chocolate and cocoa expertise
- Global leader in Gourmet & Specialties
- Proven and long-term oriented strategy
- Unparalled global footprint, present in all key markets
- Preferred outsourcing and strategic partner
- Leader in Innovation
- Cost leadership along the value chain
- Pioneer in sustainability
- Entrepreneurial spirit
- Balancing short and long-term
Appendix

Chocolate confectionery market development – Nielsen data

<table>
<thead>
<tr>
<th>Region</th>
<th>Market Share</th>
<th>2013-18 Average</th>
<th>2018 12M</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>22%</td>
<td>-0.4%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>South America</td>
<td>7%</td>
<td>-1.1%</td>
<td>+4.6%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>33%</td>
<td>-0.5%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>EEMEA</td>
<td>24%</td>
<td>+0.3%</td>
<td>+6.6%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>14%</td>
<td>+3.2%</td>
<td>+4.9%</td>
</tr>
</tbody>
</table>
Appendix

Our market and opportunities ahead

Global Chocolate confectionery volume growth vs cocoa bean price

Forecast volume growth per application 2017-2022

Growing economies with still low chocolate consumption per capita
Appendix

Barry Callebaut uniquely positioned in industrial chocolate and cocoa markets

<table>
<thead>
<tr>
<th>Cocoa grinding capacity</th>
<th>Industrial chocolate – open market</th>
</tr>
</thead>
<tbody>
<tr>
<td>BC</td>
<td>BC</td>
</tr>
<tr>
<td>Cargill</td>
<td>Cargill</td>
</tr>
<tr>
<td>Olam</td>
<td>Blommer</td>
</tr>
<tr>
<td>Ecom Cocoa</td>
<td>Fuji Oil</td>
</tr>
<tr>
<td>Blommer</td>
<td>Cálmol</td>
</tr>
<tr>
<td>Guan Chong</td>
<td>Puratos</td>
</tr>
<tr>
<td>Mondelez</td>
<td>Clasen</td>
</tr>
<tr>
<td>BT Cocoa</td>
<td>Ica</td>
</tr>
<tr>
<td>Nestlé</td>
<td>Schoklnag</td>
</tr>
<tr>
<td>JB Foods</td>
<td>Guittard</td>
</tr>
<tr>
<td>Others</td>
<td>Others</td>
</tr>
</tbody>
</table>

Notes: Olam incl. ADM; Cargill incl. ADM chocolate business; Fuji Oil incl. Harald
Sources: Proprietary estimates
Appendix

West Africa is the world’s largest cocoa producer

Total world harvest (16/17): 4,748 TMT

- About 70% of total cocoa beans come from West Africa
- BC processed ~925,000 tonnes or approximately 20% of the world crop
- Barry Callebaut has various cocoa processing facilities in origin countries*, in Europe and in the USA

Source: ICCO estimates
Appendix

Significant headroom for further growth and raw material price fluctuations

As of 31 August 2018

Available Funding Sources

Outstanding amounts

CHF 4,152 mio

- ABS
- CHF 835 mio Various uncommitted facilities
- EUR 750 mio Domestic Commercial Paper Programme
- Various Bilateral LT Loans
- Maturity 2023
- EUR 750 mio Syndicated Bank Loan (13 banks)
- Maturity 2021
- EUR 250 mio 5.625% Senior Notes
- USD 400 mio 5.5% Senior Notes
- Maturity 2023
- EUR 450 mio 2.375% Senior Notes
- Maturity 2024

CHF 1,428 mio

- ABS
- Short-term
- Long-term
- Cash & cash equivalents

-66%
Liquidity – Debt maturity profile

As of 31 August 2018

In CHF mio

- Cash
- Short-term facilities
- Bonds
- Cash and Revolving Credit Facility (undrawn)

Cash 2018 2019 2020 2021 2022 2023 2024

406
139
172
2
2
1
381
502
848