BARRY CALLEBAUT

Annex: Proposed amendments of the Articles of Incorporation

The proposed amendments to the current Articles of Incorporation are marked in the left-hand column as follows:

Example = added text

The final text of the Articles of Incorporation with the proposed amendments is shown in the right-hand column.

Article 2 Article 2 [para. 1 and 2 [para. 1 and 2 Purpose Purpose remain unchanged] remain unchanged] 3 In pursuing its purpose, the 3 In pursuing its purpose, the Company strives to create long-term, sustainable value. Article 4 Article 4 Share Ŧ [para. 1 remains unchanged Share [para.] remains unchanged capital and numbering will be capital and numbering will be removed] removed] 2 Upon resolution of the Gen-[deleted] eral Meeting of Shareholders, registered shares may be converted into bearer shares and bearer shares into registered shares-Article 5 Article 5 Share [para. 1 remains unchanged] Share [para. 1 remains unchanged] reaister reaister and and nominees nominees 2 Upon request, acquirers of 2 Upon request, acquirers of registered shares are regisregistered shares are registered in the share register as tered in the share register as shareholders with the right to shareholders with the right to vote if they expressly declare vote if they expressly declare that they have acquired the that they have acquired the shares in their own name and shares in their own name and for their own account, that for their own account, that there is no agreement on the redemption or return of the redemption or return of the shares and that they bear the economic risk associated with the shares. [para. 3 to 7 remain unchanged] [para. 3 to 7 remain unchanged]

		Article 10			Article 10
Annual General Meeting of Share- holders		The Annual General Meeting of Shareholders shall be held annually within six months of the close of the business year. The annual business report and the auditors' report must be on display at the registered office of the Company made available for inspection by the shareholders at least twenty days prior to the date of the General Meeting of Share- holders.	Annual General Meeting of Share- holders		The Annual General Meeting of Shareholders shall be held annually within six months of the close of the business year. The annual business report and the auditors' report must be made available for inspec- tion by the shareholders at least twenty days prior to the date of the General Meeting of Shareholders.
		Article 11			Article 11
Extra- ordinary General Meeting of Share- holders		[para. 1 remains unchanged]	Extra- ordinary General Meeting of Share- holders		[para. 1 remains unchanged]
	2	Furthermore, Extraordi- nary General Meetings of Shareholders shall be called upon resolution of a General Meeting of Shareholders or if one or more shareholders with registered voting rights (see Art. 685f para. 2 Code of Obligations) representing at least 10% five percent of the share capital or the voting rights of the Company request so by filing a submission request signed by them and setting forth the items to be discussed as well as the motions.		2	Furthermore, Extraordi- nary General Meetings of Shareholders shall be called upon resolution of a General Meeting of Shareholders or if one or more shareholders with registered voting rights (see Art. 685f para. 2 Code of Obligations) representing at least five percent of the share capital or the voting rights of the Company request so by filing a request signed by them and setting forth the items to be discussed as well as the motions.

		Article 12			Article 12
Conven- ing of the General Meeting of Share- holders	1	General Meetings of Share- holders shall be convened by the Board of Directors, or, if necessary, by the Auditors, at least twenty days prior to the date of the General Meeting of Shareholders. Notice of the General Meeting of Sharehold- ers is given by way of single publication in the Company's official publication organ- Registered, electronically or by mail to the shareholders may additionally be notified in writing recorded in the share register.	Conven- ing of the General Meeting of Share- holders	1	General Meetings of Share- holders shall be convened by the Board of Directors, or, if necessary, by the Auditors, at least twenty days prior to the date of the General Meeting of Shareholders. Notice of the General Meeting of Sharehold- ers is given by way of single publication in the Company's official publication organ, electronically or by mail to the shareholders recorded in the share register.
	2	The notice shall contain the date, the starting time, the form and the location of the General Meeting of Sharehold- ers, all items on the agenda, the motions, including a short explanation thereof, put forward by the Board of Directors and, if applicable, by the shareholders who have called for the conduct of a General Meeting of Share- holders or for the inclusion of an item on the agenda, the name and address of the In- dependent Proxy and, in case elections are to be carried out, the names of the proposed candidates.		2	The notice shall contain the date, the starting time, the form and the location of the General Meeting of Sharehold- ers, all items on the agenda, the motions, including a short explanation thereof, put forward by the Board of Directors and, if applicable, by the shareholders who have called for the conduct of a General Meeting of Share- holders or for the inclusion of an item on the agenda, the name and address of the In- dependent Proxy and, in case elections are to be carried out, the names of the proposed candidates.
		Article 14			Article 14
Chair- of the Location and Form of General Meeting of Share- holders , minutes, scrutineers		[para. 1 remains unchanged]	Location and Form of General Meeting of Share- holders		[para. 1 remains unchanged]
		[para. 2 remains unchanged and will be renumbered to para. 3]			[para. 2 remains unchanged and will be renumbered to para. 3]
	2	The General Meeting of Shareholders may also be held by electronic means without a venue.		2	The General Meeting of Shareholders may also be helo by electronic means without a venue.

		Article 15			Article 15
Proxies		[para. 1 remains unchanged]	Proxies		[para. 1 remains unchanged]
	2	A shareholder may be repre- sented at the General Meeting of Shareholders only by his legal representative or, by- means of a written proxy, by- another shareholder with reg- istered voting rights, or by the Independent Proxy <u>or</u> a third party who does not need to be a shareholder. Members of the Board of Directors or the Ex- ecutive Committee may repre- sent shareholders by means of a written proxy, provided that such representation does not qualify as institutionalized representation.		2	A shareholder may be repre- sented at the General Meeting of Shareholders by the Inde- pendent Proxy or a third party who does not need to be a shareholder. Members of the Board of Directors or the Ex- ecutive Committee may repre- sent shareholders by means of a written proxy, provided that such representation does not qualify as institutionalized representation.
		[para. 2 ^{bis} to 3 remain unchanged]			[para. 2 ^{bis} to 3 remain unchanged]
		Article 18			Article 18
Powers of the General Meeting of Share- holders		The following powers shall be vested exclusively in the Gen- eral Meeting of Shareholders: a) to approve the manage- ment report, and the consolidated financial statements and the report on non-financial matters [para. b) remains unchanged] c) to determine the interim dividend and approve the required interim financial statements d) to pass resolutions on the repayment of the statutory capital reserve [para. c) to i) remain un- changed and will be renum- bered]	Powers of the General Meeting of Share- holders		 The following powers shall be vested exclusively in the General Meeting of Shareholders: a) to approve the management report, the consolidated financial statements and the report on non-financial matters [para. b) remains unchanged] c) to determine the interim dividend and approve the required interim financial statements d) to pass resolutions on the repayment of the statutory capital reserve [para. c) to i) remain unchanged and will be renumbered]
Special quorum		Article 19 A resolution of the General Meeting of Shareholders passed by at least two thirds of the votes represented and the absolute majority of the par value of shares represented, shall be required to:	Special quorum		Article 19 A resolution of the General Meeting of Shareholders passed by at least two thirds of the votes represented and the absolute majority of the par value of shares represented, shall be required to:

d) increase of authorized or conditional share capital.		[deleted]
e)d) increase the share capital out of equity, against con- tributions in kind or for- the purpose of acquiring- assets or granting by set- off against a claim, or to grant special benefits		d) increase the share capital out of equity, against contri- butions in kind or by set-off against a claim, or to grant special benefits
[para. f) remains unchanged and is renumbered to e)]		[para. f) remains unchanged and is renumbered to e)]
f) introduce conditional capital or a capital band		f) introduce conditional capital or a capital band
g) consolidate shares		g) consolidate shares
h) delist the equity securities of the Company		h) delist the equity securities of the Company
<u>g)i)</u> change the registered office of the Company		i) change the registered office of the Company
j) change the currency of the share capital		j) change the currency of the share capital
<u>k)</u> introduce a casting vote for the chairperson in the General Meeting of Share- holders		k) introduce a casting vote for the chairperson in the General Meeting of Share- holders
I) introduce a provision in the Articles of Incorporation on holding the General Meeting of Shareholders abroad		I) introduce a provision in the Articles of Incorporation on holding the General Meeting of Shareholders abroad
m) introduce an arbitration clause in the Articles of Incorporation		m) introduce an arbitration clause in the Articles of Incorporation
<u>h)n)</u> dissolve the Company without liquidation.		n) dissolve the Company

		Article 24			Article 24
Resolu- tions		[para. 1 and 2 remain un- changed]	Resolu- tions		[para. 1 and 2 remain un- changed]
	3	Resolutions may also be passed over the phone using electronic means, and, unless a Member requests an oral debate, by circular letter or by- means of written or electron- ic transmission. Details are provided in the organizational regulations resolution.		3	Resolutions may also be passed using electronic means, and, unless a Member requests an oral debate, by written or electronic resolu- tion.
		Article 25			Article 25
Specific Powers of the Board of Directors	1	The Board of Directors has the following non-transferable and inalienable duties: [para. a) to e) remain un- changed] f) the preparation of the Business Report, consist- ing of the annual statutory financial statements, the management report and, the consolidated financial statements and the report on non-financial matters [para. g) and h) remain un- changed] i) the filing of a request for a moratorium on debt enforcement and the notifi- cation of the judge court in case of over-indebtedness j) the resolution on anincrease in the implementation of changes in the share capital to the extent that such power is vested in the Board of Directors (Art. 651 para. 4 Code of Obligations), as well as the confirmation of a change of the share capital increase and the related amendments to the Articles of Incorporation [para. k) remains unchanged]	Specific Powers of the Board of Directors	1	The Board of Directors has the following non-transferable and inalienable duties: [para. a) to e) remain un- changed] f) the preparation of the Business Report, consist- ing of the annual statutory financial statements, the management report, the consolidated financial state- ments and the report on non-financial matters [para. g) and h) remain un- changed] i) the filing of a request for a moratorium on debt enforcement and the notifi- cation of the court in case of over-indebtedness j) the resolution on the imple- mentation of changes in the share capital to the extent that such power is vested in the Board of Directors, as well as the confirmation of a change of the share capital and the related amend- ments to the Articles of Incorporation
		[para. 2 remains unchanged]			[para. 2 remains unchanged]

		Article 36			Article 36
Mandates outside the group		[para. 1 to 3 remain un- changed]	Mandates outside the group		[para. 1 to 3 remain un- changed]
	4	Mandates in the upper man- agement bodies of a legal en- tity qualify as mandate in the sense of this article 36, where- such legal entity is obliged to be entered in the commercial register or a corresponding- foreign register are deemed to be activities in comparable functions at other companies with an economic purpose. Mandates in various legal en- tities that are under common control or controlled by the same beneficial owner, qualify as one mandate only.		4	Mandates are deemed to be activities in comparable functions at other companies with an economic purpose. Mandates in various legal en- tities that are under common control or controlled by the same beneficial owner, qualify as one mandate only.
		[para. 5 remains unchanged]			[para. 5 remains unchanged]
		Article 37			Article 37
Employ- ment and mandate agree- ments of the Board of Directors and the Executive Committee	1	Employment and mandate- agreements of the Board of Directors and the Executive- Committee may be entered into for a maximum of twelve- months if limited in time, or with a notice period of a maximum of twelve months, if unlimited. A renewal is permissible: The term of the agreements governing the compensation of the Mem- bers of the Board of Directors may not exceed their term of office. The term of fixed-term agreements and the notice of termination for indefi- nite-term agreements gov- erning the compensation of the Members of the Executive Committee may not exceed one year.	Employ- ment and mandate agree- ments of the Board of Directors and the Executive Committee	1	The term of the agreements governing the compensation of the Members of the Board of Directors may not exceed their term of office. The term of fixed-term agreements and the notice of termination for indefinite-term agreements governing the compensa- tion of the Members of the Executive Committee may not exceed one year.

	2	Non-compete clauses for the duration of a maximum of one year upon termination or expiry of the employment agreement may be agreed upon. For such non-compete clauses, compensation may be agreed in an amount which shall not exceed the double of the amount of the last fixed annual average compensation of the respective person for the last three financial years. Deviating individual arrange- ments must be approved by the Board of Directors on a case by case basis.		2	Non-compete clauses for the duration of a maximum of one year upon termination or expiry of the employment agreement may be agreed upon. For such non-compete clauses, compensation may be agreed in an amount which shall not exceed the average compensation for the last three financial years. Deviating individual arrange- ments must be approved by the Board of Directors on a case by case basis.
		Article 38			Article 38
Publication organ and notices	1	The announcements publi- cation organ of the Company shall be made in the Swiss Official Gazette of Commerce. The Board of Directors may designate further publication organs.	Publication organ and notices	1	The publication organ of the Company shall be the Swiss Official Gazette of Commerce. The Board of Directors may designate further publication organs.
	2	Unless the Articles of Incor- poration provide otherwise, notices to shareholders shall be made, at the discretion of the Board of Directors, by letter or electronically to the addresses recorded in the share register, by means of a single announcement in the Swiss Official Gazette of Com- merce, or in any other form the Board of Directors deems appropriate.		2	Unless the Articles of Incor- poration provide otherwise, notices to shareholders shall be made, at the discretion of the Board of Directors, by letter or electronically to the addresses recorded in the share register, by means of a single announcement in the Swiss Official Gazette of Com- merce, or in any other form the Board of Directors deems appropriate.

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