Welcome
Konrad Graber, Chairman of the Board of Directors

Overview of financial year 2017
Urs Riedener, CEO

Annual result 2017
Jörg Riboni, CFO

Success factors
Urs Riedener, CEO

Outlook
Urs Riedener, CEO
Switzerland
- Stable retail
- Continuing price and import pressure
  - Cheese imports +4.2 % year-on-year
  - Price effect -0.7 %

Business division Americas
- Pleasing sales development in the US and Tunisia
- Stabilisation of core business in Chile

Business division Europe
- Growth in niches (organic milk, goat’s milk powder)
- Growth in brand concepts in individual countries (e.g. Caffè Latte and Kaltbach)
- AOP cheese still under pressure
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2017 at a glance

Slight growth in sales and EBIT; strong increase in net profit

- Net sales CHF 3,364 million
  Increase of 3.2 %
  (organic: +0.5 %)

- EBIT CHF 206 million
  Increase of 1.6 %
  - EBIT margin 6.1 %
    (2016: 6.2 %)

- Net profit CHF 162 million
  Increase of 15.1 %
  - Net profit margin 4.8 %
    (2016: 4.3 %)
Milestones January to April 2017: a sweet start

- **Growth in the desserts business**
- **Fantastic world ski championship days**
- **Emmi Operational Excellence in California**
- **Announcement of stake in Brazil**
Milestones May to June 2017: enjoyable summer

- Jogurtpur to go
- Caffè Latte in concert
- Less is more
- Ooola Secrets
Oekovision Sustainability Leadership Award

Cheese awards

Majority stake in Mexideli

Christian Zaugg: Emmi forever
Additions to Group Management – welcome to Emmi

Kai Könecke, Global Supply Chain Officer
- More than 20 years of management experience in supply chain
- Wide-ranging know-how (Mars, Amazon, Unilever)
- Strong international focus

Thomas Morf, Chief Global Marketing Officer
- Consumer goods specialist (Procter & Gamble, Danone)
- 16 years of marketing and management experience
- Has worked in Germany, Belgium, France, South Africa
<table>
<thead>
<tr>
<th>Region</th>
<th>Sales CHF</th>
<th>% Change</th>
<th>Organic % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Switzerland</td>
<td>1,731 million</td>
<td>-0.6%</td>
<td></td>
</tr>
<tr>
<td>Americas</td>
<td>950 million</td>
<td>+9.7%</td>
<td>+4.1%</td>
</tr>
<tr>
<td>Europe</td>
<td>564 million</td>
<td>+8.7%</td>
<td>+0.8%</td>
</tr>
<tr>
<td>Global Trade</td>
<td>120 million</td>
<td>-10.0%</td>
<td>-9.7%</td>
</tr>
</tbody>
</table>
Cheese and dairy products form the two largest segments

- Cheese: 31%, CHF 1,053 million (Previous year CHF 1,015 million)
- Dairy products: 31%, CHF 1,047 million (Previous year CHF 1,011 million)
- Fresh products: 24%, CHF 811 million (Previous year CHF 800 million)
- Fresh cheese: 6%, CHF 181 million (Previous year CHF 177 million)
- Powder/concentrates: 3%, CHF 114 million (Previous year CHF 97 million)
- Other products/services: 5%, CHF 158 million (Previous year CHF 159 million)
Largest increase in sales since 2014, EBITDA and EBIT margins stable compared with 2016

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014*</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>3,364</td>
<td>3,259</td>
<td>3,214</td>
<td>3,404</td>
<td>3,298</td>
</tr>
<tr>
<td>Earnings before interest, taxes, depreciation and amortisation (EBITDA)</td>
<td>340.7</td>
<td>328.2</td>
<td>314.9</td>
<td>293.1</td>
<td>280.1</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>10.1</td>
<td>10.1</td>
<td>9.8</td>
<td>8.6</td>
<td>8.5</td>
</tr>
<tr>
<td>Earnings before interest and taxes (EBIT)</td>
<td>205.8</td>
<td>202.7</td>
<td>188.9</td>
<td>170.7</td>
<td>160.0</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>6.1</td>
<td>6.2</td>
<td>5.9</td>
<td>5.0</td>
<td>4.9</td>
</tr>
<tr>
<td>Net profit</td>
<td>161.6</td>
<td>140.3</td>
<td>120.2</td>
<td>109.4</td>
<td>97.6</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>4.8</td>
<td>4.3</td>
<td>3.7</td>
<td>3.2</td>
<td>3.0</td>
</tr>
<tr>
<td>Headcount (full-time equivalents) as at 31.12.</td>
<td>6,147</td>
<td>5,779</td>
<td>5,405</td>
<td>5,305</td>
<td>5,217</td>
</tr>
</tbody>
</table>

*2014: EBIT and net profit adjusted for non-recurring effects of CHF -34.5 million and CHF -30.5 million respectively. These are attributable to the impairment charge in Italy (Trentinalatte) less extraordinary gain generated from the sale of companies, businesses, and property, plant and equipment.
Group growth 3.2 %, organic growth 0.5 %

Groups sales in CHF million

<table>
<thead>
<tr>
<th></th>
<th>Sales 2016</th>
<th>Acquisition effect</th>
<th>Currency effect</th>
<th>Organic growth</th>
<th>Sales 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales 2016</td>
<td>3258.8</td>
<td></td>
<td></td>
<td></td>
<td>3364.3</td>
</tr>
</tbody>
</table>

- Acquisition effect: +2.8%
- Currency effect: -0.1%
- Organic growth: +0.5%
### Swiss business under pressure

**Switzerland sales in CHF million**

<table>
<thead>
<tr>
<th></th>
<th>Sales 2016</th>
<th>Acquisition effect</th>
<th>Currency effect</th>
<th>Organic growth</th>
<th>Sales 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dairy products</strong></td>
<td>1741.3</td>
<td>+0.0%</td>
<td></td>
<td></td>
<td>1730.7</td>
</tr>
<tr>
<td><strong>Cheese</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales CHF</td>
<td>662.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-0.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stable sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Slightly positive price effect due to higher milk price from October 2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fresh products</strong></td>
<td>475.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales CHF</td>
<td>475.6</td>
<td></td>
<td></td>
<td></td>
<td>472.8</td>
</tr>
<tr>
<td>-1.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth in Luzerner Rahmkäse and Le Petit Chevrier</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Declining AOP sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2% higher cheese imports into Switzerland</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fresh products</strong></td>
<td>343.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales CHF</td>
<td>343.9</td>
<td></td>
<td></td>
<td></td>
<td>341.8</td>
</tr>
<tr>
<td>-0.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth of Caffè Latte, protein drinks and Jogurtpur</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Declining sales of private label yogurts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sales development business division Americas

Tunisia and USA with strong organic growth

Americas sales in CHF million

<table>
<thead>
<tr>
<th>Sales 2016</th>
<th>Acquisition effect</th>
<th>Currency effect</th>
<th>Organic growth</th>
<th>Sales 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>865.6</td>
<td></td>
<td>-0.8%</td>
<td>+4.1%</td>
<td>949.8</td>
</tr>
</tbody>
</table>

**Cheese**
Sales CHF 404.0 million, +11.6 % (org. +7.3 %)
- Growth in locally manufactured cheese (goat’s and cow’s milk)
- Pressure on AOP sales
- Positive acquisition effects: Cowgirls, Mexideli

**Dairy products**
Sales CHF 266.1 million, +12.2 % (org. +5.4 %)
- Growth in Tunisia
- Progress in Chile
- Positive acquisition effects: Jackson Mitchell “Meyenberg”, SDA Chile

**Fresh products**
Sales CHF 196.8 million, -1.9 % (org. -0.9 %)
- Growth in Tunisia
- Declining private label sales in Spain but growth with Caffè Latte
- Positive acquisition effects: SDA Chile
Strong sales development in second half

Europe sales in CHF million

<table>
<thead>
<tr>
<th></th>
<th>Sales 2016</th>
<th>Acquisition effect</th>
<th>Currency effect</th>
<th>Organic growth</th>
<th>Sales 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheese</td>
<td>519.0</td>
<td>+6.8%</td>
<td>+1.1%</td>
<td>+0.8%</td>
<td>564.1</td>
</tr>
</tbody>
</table>

**Fresh products**
Sales CHF 227.5 million, +10.0% (org. -1.8%)
- Growth in Rachelli’s desserts business
- Declining sales at A-27 (desserts)
- Declining sales at Onken (Brexit effect in UK)
- Strong Caffè Latte sales in UK
- Positive acquisition effects: Italian Fresh Foods

**Cheese**
Sales CHF 125.0 million, +0.5% (org. -2.5%)
- Growth in Kaltbach in UK, Germany and Austria
- Declining AOP sales
- Positive acquisition effect from Bettinehoeve

**Dairy products**
Sales CHF 108.1 million, +10.1% (org. +7.4%)
- Strong growth at Gläserne Molkerei
- Positive acquisition effect from Lácteos Caprinos
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Highest EBIT in Emmi’s history

<table>
<thead>
<tr>
<th>in CHF million</th>
<th>2017</th>
<th>2016</th>
<th>∆ in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>3,364.3</td>
<td>3,258.8</td>
<td>3.2</td>
</tr>
<tr>
<td>Gross profit</td>
<td>1,200.9</td>
<td>1,179.5</td>
<td>1.8</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>35.7</td>
<td>36.2</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>5.7</td>
<td>4.7</td>
<td>20.2</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>-865.9</td>
<td>-856.1</td>
<td>1.1</td>
</tr>
<tr>
<td>EBITDA</td>
<td>340.7</td>
<td>328.2</td>
<td>3.8</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>10.1</td>
<td>10.1</td>
<td></td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>-135.2</td>
<td>-125.8</td>
<td>7.5</td>
</tr>
<tr>
<td>Write-back of negative goodwill</td>
<td>0.3</td>
<td>0.3</td>
<td>–</td>
</tr>
<tr>
<td>EBIT</td>
<td>205.8</td>
<td>202.7</td>
<td>1.6</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>6.1</td>
<td>6.2</td>
<td></td>
</tr>
</tbody>
</table>

- Gross profit margin down 0.5 percentage points, due among other reasons to price pressure in Switzerland
- Disproportionate increase in operating expenses due to Operational Excellence
- Increase in goodwill amortisations due to acquisitions
- Slight rise in EBIT
- EBIT margin practically stable at 6.1 %
Higher gross profit, but lower gross profit margin

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>∆ in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>3,364.3</td>
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<tr>
<td>Gross profit</td>
<td>1,200.9</td>
<td>1,179.5</td>
<td>1.8</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>35.7</td>
<td>36.2</td>
<td></td>
</tr>
</tbody>
</table>

- Lower gross profit margin due primarily to price pressure in Switzerland
- Slight rise in margin in business divisions Americas and Europe
- Significant improvements in Chile
- Brexit-related margin losses in UK
Disproportionately low increase in operating expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2016</th>
<th>△ in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel expenses</td>
<td>443.2</td>
<td>424.5</td>
<td>4.4</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>13.2</td>
<td>13.0</td>
<td></td>
</tr>
<tr>
<td>Marketing and sales-related expenses</td>
<td>126.0</td>
<td>129.3</td>
<td>-2.5</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>3.7</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>Occupancy expense, maintenance &amp; repair, leasing</td>
<td>65.4</td>
<td>67.5</td>
<td>-3.0</td>
</tr>
<tr>
<td>Energy, operating material and supplies</td>
<td>65.1</td>
<td>62.8</td>
<td>3.7</td>
</tr>
<tr>
<td>Logistic expenses</td>
<td>96.0</td>
<td>92.7</td>
<td>3.6</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>70.2</td>
<td>79.3</td>
<td>-11.5</td>
</tr>
<tr>
<td><strong>Operating expenses</strong></td>
<td>865.9</td>
<td>856.1</td>
<td>1.1</td>
</tr>
<tr>
<td>as % of net sales</td>
<td>25.8</td>
<td>26.2</td>
<td></td>
</tr>
</tbody>
</table>

- Higher personnel expenses mainly due to higher costs in business division Americas
- Strong focus of marketing investments on key brands; shift to digital marketing
- Lower maintenance costs thanks to Emmi Operational Excellence
- Other operating expenses: lower IT costs due to completion of SAP roll-out, fewer lawsuits
Significant increase in earnings per share

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBIT</td>
<td>205.8</td>
<td>202.7</td>
<td>3.1</td>
</tr>
<tr>
<td>Income from associates and joint ventures</td>
<td>3.6</td>
<td>3.9</td>
<td>-0.3</td>
</tr>
<tr>
<td>Financial result</td>
<td>-10.4</td>
<td>-14.6</td>
<td>4.2</td>
</tr>
<tr>
<td>Earnings before taxes (EBT)</td>
<td>199.1</td>
<td>192.0</td>
<td>7.1</td>
</tr>
<tr>
<td>Income taxes</td>
<td>-30.3</td>
<td>-33.7</td>
<td>3.4</td>
</tr>
<tr>
<td>Average tax rate in %</td>
<td>15.2</td>
<td>17.6</td>
<td></td>
</tr>
<tr>
<td>Minority interests</td>
<td>-7.2</td>
<td>-18.0</td>
<td>10.8</td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td><strong>161.6</strong></td>
<td><strong>140.3</strong></td>
<td><strong>21.3</strong></td>
</tr>
</tbody>
</table>

- Positive impact of refinancing and currencies on financial result
- Positive tax effects abroad
- Acquisition of minority interests in Mittelland Molkerei AG in 2017
- Net profit 2017: CHF 161.6 million (net profit margin 4.8 %)
- Earnings per share CHF 30.20 (previous year CHF 26.23)
## Cash flow

### Stable free cash flow

<table>
<thead>
<tr>
<th>in CHF million</th>
<th>2017</th>
<th>2016</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flow from operating activities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments in tangible assets</td>
<td>-96.3</td>
<td>-92.4</td>
<td>-3.9</td>
</tr>
<tr>
<td>Investments in intangible assets</td>
<td>-2.9</td>
<td>-12.1</td>
<td>9.2</td>
</tr>
<tr>
<td>Other investment activities</td>
<td>23.0</td>
<td>7.3</td>
<td>15.7</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td>175.5</td>
<td>174.7</td>
<td>0.8</td>
</tr>
<tr>
<td>Acquisition/disposal of holdings</td>
<td>-398.1</td>
<td>-93.2</td>
<td>-304.9</td>
</tr>
<tr>
<td>Cash flow from financing activities and currency translation</td>
<td>28.3</td>
<td>-63.4</td>
<td>91.7</td>
</tr>
<tr>
<td><strong>Net change in cash and cash equivalents</strong></td>
<td>-194.3</td>
<td>18.1</td>
<td>-212.4</td>
</tr>
</tbody>
</table>
Replacement investments reduced in favour of rationalisation investments

Total investments 2017: CHF 99.1 million

Expansion investments (PY 23 %)
- New “Ooola” dessert line (Emmen, CH)
- New production facility (Cowgirls Creamery, USA)
- Wastewater treatment plant (Emmi Roth, USA)
- Expansion of production and warehousing (Bettinehoeve, NL)

Replacement investments (PY 53 %)
- Replacement of spraying tower (Dagmersellen, CH)
- Replacement of cooling generation/distribution in logistics (OM, CH)
- Tools for Aktifit bottles (Emmen, CH)
- Replacement of bottling line palletisation (Suhr, CH)

Rationalisation investments (PY 24 %)
- Connection of palletising to cooling tunnel (Emmen, CH)
- Automation of fondue packaging (Langnau, CH)
- Enhancement of packaging lines (Kirchberg, CH)
- Automation of packaging line (Bettinehoeve, NL)
Key figures for 2017 (1/3)

Net debt/EBITDA

- Increase in debt ratio due to acquisitions
- Financing potential for additional investments is shown

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt (CHF million)</th>
<th>Net debt/EBITDA ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>295</td>
<td>1.05</td>
</tr>
<tr>
<td>2014</td>
<td>241</td>
<td>0.82</td>
</tr>
<tr>
<td>2015</td>
<td>112</td>
<td>0.35</td>
</tr>
<tr>
<td>2016</td>
<td>71</td>
<td>0.22</td>
</tr>
<tr>
<td>2017</td>
<td>338</td>
<td>0.99</td>
</tr>
</tbody>
</table>
Equity ratio

- Equity ratio lower due to acquisition of minority interests in Mittelland Molkerei AG
- Average invested capital: CHF 2,190 million (2016: CHF 2,054 million)
- Increase in returns on average invested capital (ROIC): 8.7 % (2016: 8.2 %)
Dividend, dividend payout

- The Board of Directors is proposing to the General Meeting an increased dividend of CHF 10.00 (previous year: CHF 5.90), of which CHF 7.00 from capital contribution reserves.

- A CHF 3.00 share of the dividend is being considered as a special dividend (sale of stake in “siggi’s” & anniversary dividend) and will be paid from retained earnings.
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International strategy proves successful

Emmi’s strategic pillars

- Greater strength in Switzerland
- International growth
- Cost management
Innovations support sales and earnings

- Winzer cheese
- SwissAlp cheese
- KALTBACH Raclette
- Lassi
- GALA Mousse
- Emminent
- Swiss Müesli
- LUZERNER Yogodu

Business year 2017, results presentation, 5 March 2018
Innovations support sales and earnings

- Caffè Latte Zero
- Energy Milk
- Mozzarella
- Yogi Drink
- Tigre
- LUZERNER-slices
- KALTACH Extra
- Caffè Latte Intenso
- Milk Shake
- Mozzarella Mini Marinati
- Yogurt Milk
- KALTBACH-Fondue
- Fondue without alcohol
Innovations support sales and earnings

- **2012**
  - Caffè Latte Vanilla
  - GALA Sweet Pepper
  - KALTBACH Creamy
  - Mix-it Müesli
  - Chäs Schiibe (cheese slices)

- **2013**
  - Onken seasonal varieties
  - Jogurtpur
  - Caffè Latte Mr. Big
  - good day
  - KALTBACH single household portions

- **2014**
  - Chai Latte
  - Onken Müesli
  - Vitalait Dolce
  - Jogurtpur: New flavours
  - GALA herbs cucumber-dill
Innovations support sales and earnings

- YoQua
- Aktifit new varieties
- Mozzarella Creminis
- Energy Milk: new varieties
- Jogurtpur: new varieties
- YoQua: new varieties
- Caffè Latte can
- Energy Milk High Protein
- Porridge
- Gerber Grill Cheese
- YoQua -50 %
- Yum!
- Zoë & Zazu
- Ooola Secrets
- Jogurtpur to go

Business year 2017, results presentation, 5 March 2018
Innovation still a powerful asset for Emmi

Switzerland
- Expansion of Ooola Secrets, Aktifit and Energy Milk brands
- Emmi Caffè Latte Mexico edition
- Various organic products to mark 25 years of Coop Naturaplan

International
- US: Cheese snacks/small portions (cow’s and goat’s milk)
- Tunisia: Expansion of fat-free/low-fat range, various limited editions
- Spain: Expansion of “Kaiku sin lactosa” with high-protein yogurt
Success factors 2018: Acquisitions pay off

Careful integration of new companies into the Emmi family

Italian Fresh Foods:
Harnessing innovative strength, pooling resources

Brazil:
Investments to create a strong foothold

Mexideli:
Consolidated since October 2017,
future contribution to business division Americas
Success factors 2018: Emmi Operational Excellence (EOE)

Optimisation programme launched in California

- 2014: Surlat, Chile
- 2013: Kaiku, Spain
- 2015: Emmi Roth, USA
- 2017: Gläserne Molkerei, Germany
- 2018: Redwood Hill, USA
- 2017: Cypress Grove, USA
- 2015: Vitalait, Tunisia
- 2018: Rachelli, Italy
A holistic view of how we transform our consumer experience management

Emmi Business Strategy

- Strategic “Digitalization” initiative
- Hybrid “Digital” organization model
  - Cultural change
  - New skills in business & IT
  - Marketing transformation
- Consumer data & analytics capabilities
  - Consumer-centric culture
  - Digital / Social / Mobile
  - Digital experience platform
  - Global digital team & local digital community

Emmi Digital Strategy

- Strategy & Vision
- Transformation components
- Enablers
- Operations

Business year 2017, results presentation, 5 March 2018
## The market environment in 2018

### Influential factors

<table>
<thead>
<tr>
<th>Switzerland</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive</strong></td>
<td></td>
</tr>
<tr>
<td>Innovations</td>
<td>General global economic upswing</td>
</tr>
<tr>
<td>Brand development</td>
<td>Org. growth (Roth, Kaltbach, lactose-free products, Caffè Latte)</td>
</tr>
<tr>
<td>Established product concepts</td>
<td>Markets: USA, Tunisia, Chile</td>
</tr>
<tr>
<td>Operational Excellence</td>
<td>Emmi Operational Excellence (Tunisia, Spain, USA, Chile, Italy)</td>
</tr>
<tr>
<td>Benefits from SAP investment</td>
<td>Growth in niches (USA, Europe)</td>
</tr>
<tr>
<td><strong>Limiting</strong></td>
<td></td>
</tr>
<tr>
<td>Stagnating retail</td>
<td>Volume loss for interchangeable products</td>
</tr>
<tr>
<td>Significant price pressure</td>
<td>Currency trends, e.g. in Tunisia</td>
</tr>
<tr>
<td>High import pressure</td>
<td>Impact of Brexit</td>
</tr>
<tr>
<td>Consistently high retail tourism</td>
<td>Volatility of milk prices</td>
</tr>
<tr>
<td>Fluctuating exchange rates</td>
<td></td>
</tr>
</tbody>
</table>
Sales growth 2008 – 2017

Share of international business in sales likely to rise above 50 % in 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>International</th>
<th>Switzerland</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>2671</td>
<td>2046</td>
</tr>
<tr>
<td>2009</td>
<td>2619</td>
<td>1944</td>
</tr>
<tr>
<td>2010</td>
<td>2684</td>
<td>1952</td>
</tr>
<tr>
<td>2011</td>
<td>2721</td>
<td>1910</td>
</tr>
<tr>
<td>2012</td>
<td>2981</td>
<td>1842</td>
</tr>
<tr>
<td>2013</td>
<td>3298</td>
<td>1863</td>
</tr>
<tr>
<td>2014</td>
<td>3404</td>
<td>1888</td>
</tr>
<tr>
<td>2015</td>
<td>3214</td>
<td>1793</td>
</tr>
<tr>
<td>2016</td>
<td>3259</td>
<td>1741</td>
</tr>
<tr>
<td>2017</td>
<td>3364</td>
<td>1731</td>
</tr>
</tbody>
</table>
Welcome
Konrad Graber, Chairman of the Board of Directors

Overview of financial year 2017
Urs Riedener, CEO

Annual result 2017
Jörg Riboni, CFO

Success factors
Urs Riedener, CEO

Outlook
Urs Riedener, CEO
Outlook for 2018 as a whole

Growth targets largely in line with medium-term forecasts

**Organic growth, income targets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Group</td>
<td>1.5 % to 3 %</td>
</tr>
<tr>
<td>Sales Switzerland</td>
<td>0 % to 0.5 %</td>
</tr>
<tr>
<td>Sales Americas</td>
<td>4 % to 6 %</td>
</tr>
<tr>
<td>Sales Europe</td>
<td>1 % to 3 %</td>
</tr>
<tr>
<td>EBIT in CHF million</td>
<td>205 to 215</td>
</tr>
<tr>
<td>Net profit margin*</td>
<td>4.5 % to 5.0 %</td>
</tr>
</tbody>
</table>

*Figures assume constant exchange rates and raw milk prices*

*Net profit margin excluding non-recurring effects*
Medium-term forecasts

Net profit margin to be adjusted upwards

<table>
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<tr>
<th>Organic growth, income targets</th>
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</thead>
<tbody>
<tr>
<td>Sales Group</td>
</tr>
<tr>
<td>Sales Switzerland</td>
</tr>
<tr>
<td>Sales Americas</td>
</tr>
<tr>
<td>Sales Europe</td>
</tr>
<tr>
<td>Net profit margin</td>
</tr>
</tbody>
</table>

(Figures assume constant exchange rates and raw milk prices)
Questions & Answers
Latest acquisitions

Majority stake in trading company Mexideli, Mexico (October 2017)

- Product portfolio
  - Swiss cheese
  - Other European premium cheeses
  - Desserts
  - Other premium food

- Sales full-year 2017
  - CHF 60 million

- Employees
  - 250
Latest acquisitions

40 % stake in Laticínios Porto Alegre (August 2017)

- Product portfolio
  - Cheese
  - Fresh cheese
  - UHT milk
  - Butter
  - Milk and whey powder

- Sales full-year 2017
  - CHF 150 million

- Employees
  - 1,000
Latest acquisitions

Italian Fresh Foods, Italy (March 2017)

- Product portfolio
  - Italian dessert specialties (e.g. Tiramisu, Panna Cotta, Tartufo, Profiteroles etc.)

- Sales full-year 2017
  - CHF 30 million

- Employees
  - 90

Business year 2017, results presentation, 5 March 2018
Jackson Mitchell “Meyenberg”, USA (January 2017)

- Product portfolio (all goat)
  - Fresh milk
  - Condensed milk
  - Milk powder

- Sales full-year 2017
  - CHF 30 million

- Employees
  - 30
80 % stake in Lácteos Caprinos, Spain (January 2017)

- Product portfolio
  - Goat’s milk fresh cheese
  - Curd (semi-finished product for goat’s cheese production)

- Sales full-year 2017
  - CHF 13 million

- Employees
  - 35