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## Important

If your browser does not allow to view this pdf file in full screen mode you must **save** the file on your computer first.

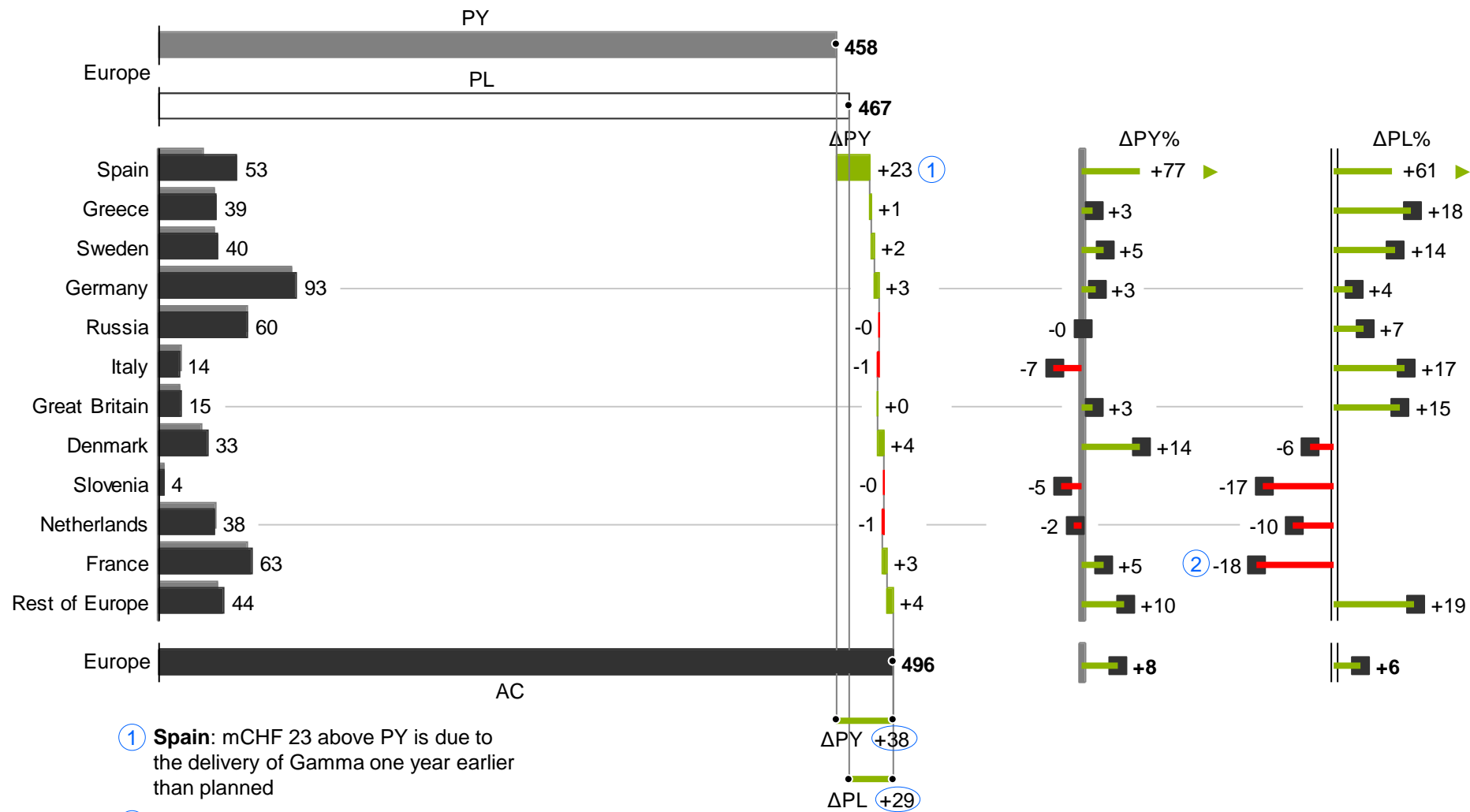
After opening the file you turn on **full screen mode** by clicking **ctrl+L** (Windows) or **ctrl+cmd+F** (Mac).

Full screen mode is important to see and understand small changes between two slides.

We are mCHF 38 above 2014 and mCHF 29 above plan;  
this was mainly due to successful business in Spain (mCHF 23 above PY)



Chocolate Inc.  
**Net sales Europe** in mCHF  
2015: PY, PL, AC and  $\Delta PY$ ,  $\Delta PY\%$ ,  $\Delta PL\%$

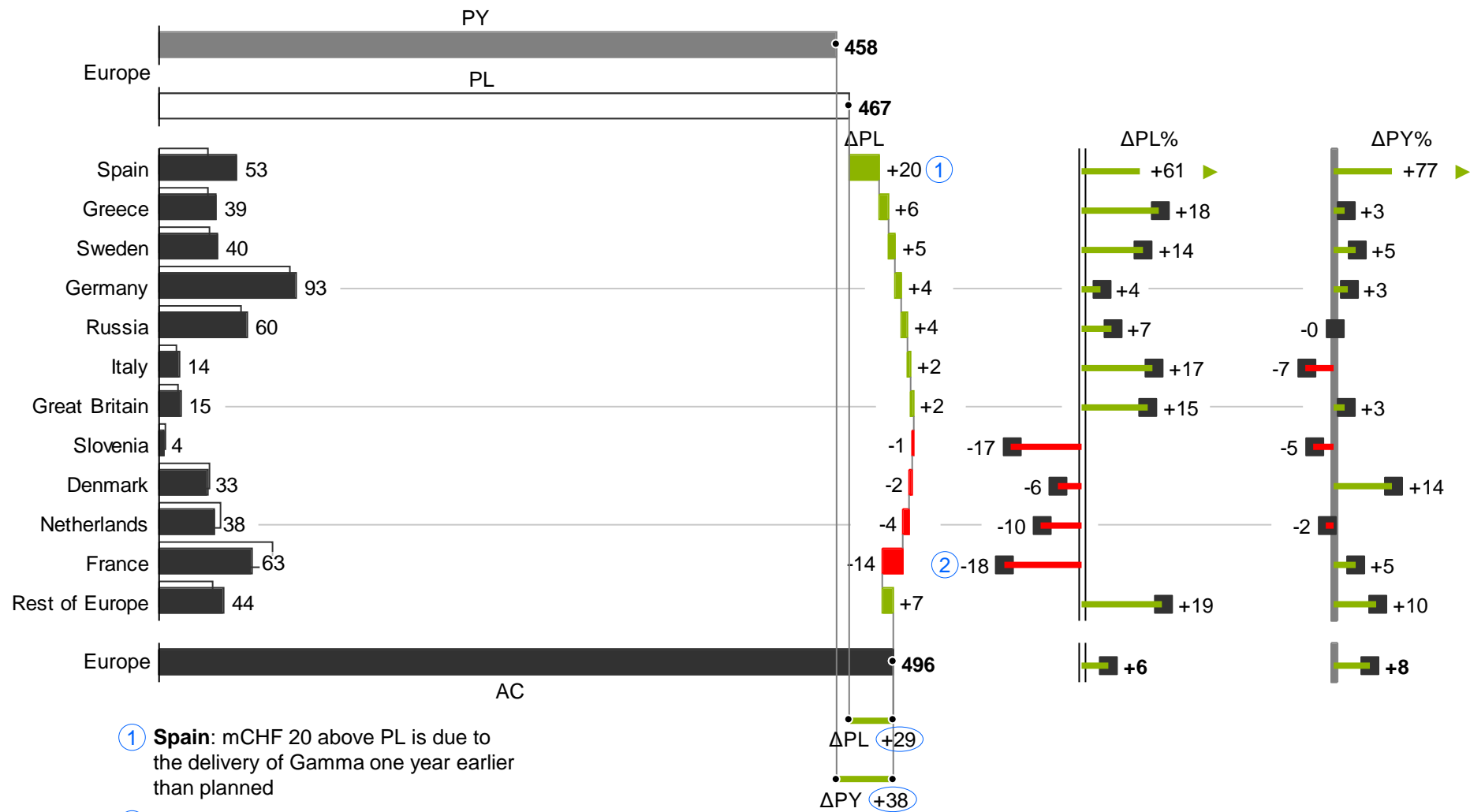


- ① **Spain:** mCHF 23 above PY is due to the delivery of Gamma one year earlier than planned
- ② **France:** 18% below PL is caused by the production problems in plant C

We are mCHF 38 above 2014 and mCHF 29 above plan;  
this was mainly due to successful business in Spain (mCHF 20 above plan)



Chocolate Inc.  
**Net sales Europe** in mCHF (sorted by  $\Delta PL$ )  
2015: PY, PL, AC and  $\Delta PL(\downarrow)$ ,  $\Delta PL\%$ ,  $\Delta PY\%$



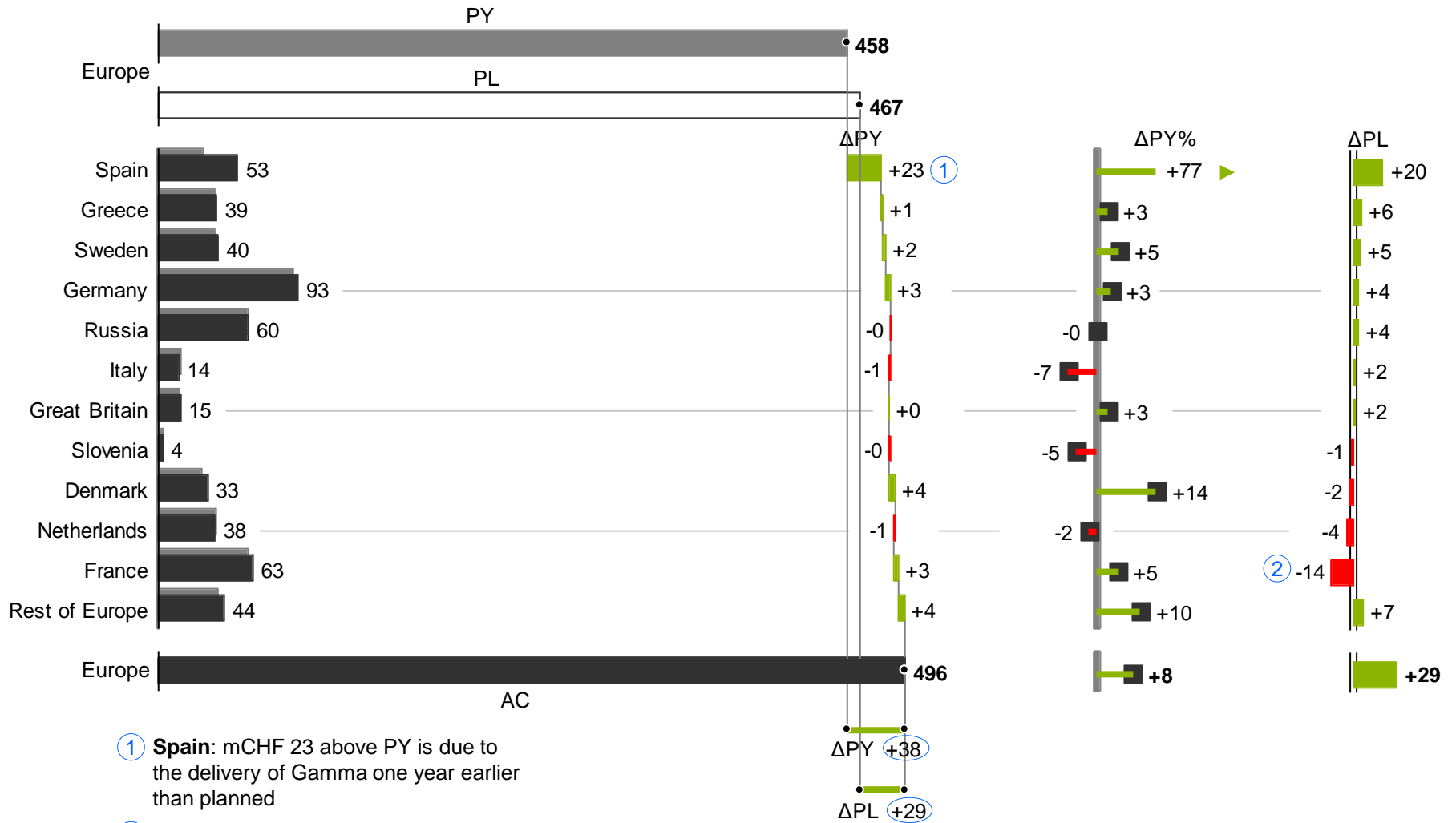
We are mCHF 38 above 2014 and mCHF 29 above plan;  
this was mainly due to successful business in Spain (mCHF 23 above PY)



Chocolate Inc.

**Net sales Europe** in mCHF (sorted by  $\Delta PL$ )

2015: PY, PL, AC and  $\Delta PY$ ,  $\Delta PY\%$ ,  $\Delta PL(\downarrow)$



We are mCHF 38 above 2014 and mCHF 29 above plan;  
this was mainly due to successful business in Spain (mCHF 23 above PY)



Chocolate Inc.

**Net sales Europe** in mCHF (sorted by AC)

2015: PY, PL, AC(↓) and ΔPY, ΔPY%, ΔPL

