5-YEAR OVERVIEW

Barry Callebaut Annual Report 2011/12

Key figures Barry Callebaut Group

	CAGR (%) ¹		2011/12²	2010/11³	2009/10³	2008/09	2007/08
Consolidated Income Statement				······			
Sales volume	Tonnes	4.3%	1,378,856	1,268,925	1,209,654	1,213,610	1,166,007
Sales revenue	CHF m	0.1%	4,829.5	4,459.9	4,524.5	4,880.2	4,815.4
EBITDA4	CHF m	(0.5%)	434.3	430.3	414.6	456.1	443.7
Operating profit (EBIT)	CHF m	0.9%	353.2	362.3	341.1	350.8	341.
Net profit from continuing operations ⁵	CHF m	3.6%	241.1	263.6	237.5	226.9	209.
Net profit for the year	CHF m	(8.7%)	142.6	176.8	251.7	226.9	205.5
Cash flow ⁶	CHF m	0.3%	440.2	450.7	457.8	418.1	434.3
EBIT/sales revenue	%	0.8%	7.3%	8.1%	7.5%	7.2%	7.1%
EBIT per tonne ⁷	CHF	(3.3%)	256.2	285.5	282.0	289.1	292.5
Consolidated Balance Sheet							
Total assets	CHF m	(1.0%)	3,576.6	3,263.1	3,570.8	3,514.8	3,729.5
Net working capital ⁸	CHF m	0.1%	1,039.2	888.1	964.9	1,010.1	1,037.
Non-current assets	CHF m	0.0%	1,424.8	1,208.4	1,405.8	1,432.2	1,423.7
Net debt	CHF m	(2.4%)	942.9	789.8	870.8	942.7	1,041.2
Shareholders' equity ⁹	CHF m	3.6%	1,357.1	1,217.1	1,302.3	1,255.6	1,175.9
Capital expenditure¹º	CHF m	(3.4%)	217.8	144.6	145.1	144.4	249.9
Ratios							
Economic Value Added (EVA)	CHF m	1.4%	133.5	159.9	147.7	129.9	126.3
Return on invested capital (ROIC)"	%	0.3%	14.2%	15.6%	14.8%	13.9%	14.0%
Return on equity (ROE)	%	1.4%	18.7%	20.9%	19.6%	18.1%	17.7%
Debt to equity ratio	%	(5.9%)	69.5%	64.9%	66.9%	75.1%	88.5%
Solvency ratio ¹²	%	4.7%	37.9%	37.3%	36.5%	35.7%	31.5%
Interest coverage ratio ¹³		5.0%	5.8	6.0	5.8	5.0	4.8
Net debt/EBITDA		(1.6%)	2.2	1.8	2.1	2.1	2.3
Capital expenditure/sales revenue	%	(3.4%)	4.5%	3.2%	3.2%	3.0%	5.2%
Shares							
Share price at fiscal year-end	CHF	5.7%	904	765	703	574	724
EBIT per share ¹⁴	CHF	0.9%	68.4	70.1	66.0	67.8	66.0
Basic earnings per share ¹⁵	CHF	3.6%	46.6	51.2	45.9	44.0	40.4
Cash earnings per share ¹⁶	CHF	0.4%	85.2	87.3	88.6	81.1	83.9
Payout per share ¹⁷	CHF	7.7%	15.5	15.5	14.0	12.5	11.5
Payout ratio	%	4.0%	33%	31%	29%	28%	28%
Price-earnings ratio at year-end ¹⁸		2.0%	19.4	14.9	15.3	13.0	17.9
Market capitalization at year-end	CHF m	5.7%	4,671.1	3,955.1	3,631.9	2,967.6	3,743.1
Number of shares issued		0.0%	5,170,000	5,170,000	5,170,000	5,170,000	5,170,000
Total capital repayment	CHF m	7.7%	80.1	72.4	64.6	59.5	59.5
Other							
Employees		(4.3%)	6,100	5,972	7,550	7,525	7,28
Beans processed	Tonnes	5.1%	574,021	537,811	569,875	541,847	471,149
Chocolate & compound production	Tonnes	3.9%	1,102,431	999,879	954,073	971,951	947,387

- Compound annual growth rate for the 5-year period.
- All key figures are based on the continuing operations except for net profit for the year, total assets and cash flow related key figures.

 To conform with the current period's presentation, certain comparatives related to the Consolidated Income Statement have been restated. Restatements were anally related to the discontinuation of the consumer activities. Balance Sheet and Cash Flow Statement related values and number of employees have not the properties of the part been restated.
- 4 EBIT + depreciation of property, plant and equipment + amortization of intangibles (all from continuing operations).
- Net profit from continuing operations (incl. non-controlling interest).
- Operating cash flow before working capital changes.
- EBIT/sales volume (of the continuing operations).
- 8 Includes current assets, liabilities and provisions related to commercial activities.

- 9 Total equity attributable to the shareholders of the parent company.
- 12 Total equity attributable to the shareholders of the parent company/total assets.

- 15 Based on the net profit from continuing operations attributable to the shareholders of the parent company/basic shares outstanding.
- 16 Operating cash flow before working capital changes/basic shares outstanding.
- 17 2011/12 dividend partly out of paid-in capital reserves and partly a capital reduction through par value repayment as proposed by the Board of Directors to the Annual General Meeting. 2010/11 dividend out of paid-in capital reserves. 2009/10 and before capital reduction/par value repayment instead of a dividend.
- 18 Share price at year-end/basic earnings per share.