

## 5-Year Overview

### Key figures Barry Callebaut Group

		CAGR (%) <sup>1</sup>	2017/18	2016/17 restated <sup>2</sup>	2015/16	2014/15	2013/14
<b>Consolidated Income Statement</b>							
Sales volume	Tonnes	4.4%	2,035,857	1,914,311	1,834,224	1,794,782	1,716,766
Sales revenue	CHF m	4.3%	6,948.4	6,805.2	6,676.8	6,241.9	5,865.9
EBITDA (recurring) <sup>3</sup>	CHF m	8.2%	728.3	592.1	539.4	540.8	531.5
Operating profit (EBIT)	CHF m	7.4%	554.0	460.2	401.7	414.8	416.2
Operating profit (EBIT, recurring)	CHF m	7.4%	554.0	442.1	401.7	414.8	416.2
EBIT (recurring) / sales revenue	%		8.0%	6.5%	6.0%	6.6%	7.1%
EBIT per tonne (recurring) <sup>4</sup>	CHF	2.9%	272.1	230.9	219.0	231.1	242.4
Net profit for the year	CHF m	8.8%	357.4	281.1	219.0	239.9	255.0
Net profit for the year (recurring) <sup>5</sup>	CHF m	8.8%	357.4	263.0	219.0	239.9	255.0
Free cash flow <sup>6</sup>	CHF m		311.9	475.6	430.9	1.2	(172.6)
<b>Consolidated Balance Sheet</b>							
Total assets	CHF m	3.1%	5,832.0	5,466.5	5,640.8	5,429.4	5,167.5
Net working capital <sup>7</sup>	CHF m	(10.5%)	1,074.4	1,042.5	1,374.2	1,529.7	1,674.6
Non-current assets	CHF m	3.6%	2,505.5	2,477.7	2,301.0	2,185.5	2,175.6
Net debt	CHF m	(12.1%)	1,074.3	1,110.9	1,452.8	1,728.0	1,803.5
Shareholders' equity <sup>8</sup>	CHF m	6.1%	2,269.8	2,111.2	1,956.3	1,772.8	1,790.7
Capital expenditure <sup>9</sup>	CHF m	(3.3%)	217.9	220.4	201.0	249.2	248.8
<b>Ratios</b>							
Economic Value Added (EVA)	CHF m		173.3	100.7	52.5	65.6	84.5
Return on invested capital (ROIC) <sup>10</sup>	%		13.3%	11.0%	9.5%	9.8%	10.5%
Return on equity (ROE)	%		15.7%	12.5%	11.2%	13.5%	14.7%
Debt to equity ratio <sup>11</sup>	%		47.3%	52.6%	74.3%	97.5%	100.7%
Solvency ratio <sup>12</sup>	%		38.9%	38.6%	34.7%	32.7%	34.7%
Interest coverage ratio <sup>13</sup>			7.2	4.9	4.0	4.1	4.5
Net debt / EBITDA			1.5	1.9	2.7	3.2	3.4
Capital expenditure / sales revenue	%		3.1%	3.2%	3.0%	4.0%	4.2%
<b>Shares</b>							
Share price at fiscal year-end	CHF	11.3%	1,728	1,380	1,264	1,061	1,125
EBIT (recurring) per share <sup>14</sup>	CHF	7.4%	101.0	80.6	73.2	75.6	75.9
Basic earnings (recurring) per share <sup>15</sup>	CHF	9.0%	64.9	47.8	39.5	43.2	46.0
Cash earnings per share <sup>16</sup>	CHF		56.9	86.7	78.6	0.2	(31.4)
Payout per share <sup>17</sup>	CHF	11.6%	24.0	20.0	15.5	14.5	15.5
Payout ratio	%	2.9%	37%	39%	39%	33%	33%
Price-earnings ratio at year-end <sup>18</sup>		2.1%	26.6	28.9	32.0	24.6	24.5
Market capitalization at year-end	CHF m	11.3%	9,484.7	7,574.6	6,937.9	5,823.7	6,175.0
Number of shares issued			5,488,858	5,488,858	5,488,858	5,488,858	5,488,858
Total payout to shareholders	CHF m	8.4%	109.8	85.1	79.6	85.1	79.6
<b>Other</b>							
Employees		5.6%	11,570	10,528	9,898	9,430	9,319
Beans processed	Tonnes	0.4%	956,440	925,544	898,135	925,856	940,621
Chocolate & compound production	Tonnes	5.3%	1,539,476	1,437,082	1,383,186	1,287,461	1,254,241

- Compound annual growth rate for the 5-year period.
- See page 48, Summary of Accounting Policies – Restatement and reclassification of prior year comparatives. Comparative amounts were adjusted in 2016/17 fiscal year only. Ratios calculated on recurring / restated figures.
- EBIT (recurring) + depreciation of property, plant and equipment + amortization of intangibles.
- EBIT (recurring) / sales volume.
- Including non-controlling interests.
- Net cash flow from operating activities – Net cash flow from investing activities (adjusted for acquisitions / disposals of subsidiaries).
- Includes current assets, liabilities and provisions related to commercial activities.
- Total equity attributable to the shareholders of the parent company.
- Capital expenditure for property, plant and equipment and intangible assets.

- EBIT (recurring) x (1 – effective tax rate) / average capital employed.
- Net debt / shareholders equity.
- Total equity attributable to the shareholders of the parent company / total assets.
- EBITDA (recurring) / net finance costs.
- EBIT (recurring) / basic shares outstanding.
- Based on the net profit (recurring) attributable to the shareholders of the parent company / basic shares outstanding.
- Free cash flow / basic shares outstanding.
- 2017/18 dividend paid out of retained earnings proposed by Board of Directors, subject to approval by Annual General Meeting. 2016/17: dividend partly paid out of retained earnings and partly in form of a capital reduction through par value repayment. 2015/16: dividend paid through capital reserves and capital reduction. 2014/15: dividend totally paid out of paid-in capital reserves.
- Share price at year-end / basic earnings per share.