## 5-Year Overview

### Key figures Barry Callebaut Group¹

<table>
<thead>
<tr>
<th></th>
<th>CAGR (%)</th>
<th>2020/21</th>
<th>2019/20</th>
<th>2018/19</th>
<th>2017/18</th>
<th>2016/17 restated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated Income Statement</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales volume</td>
<td>Tonnes</td>
<td>3.4%</td>
<td>2,191,572</td>
<td>2,095,982</td>
<td>2,139,758</td>
<td>2,035,857</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>CHF m</td>
<td>1.4%</td>
<td>7,207.6</td>
<td>6,893.1</td>
<td>7,309.0</td>
<td>6,948.4</td>
</tr>
<tr>
<td>Gross profit</td>
<td>CHF m</td>
<td>4.6%</td>
<td>1,147.2</td>
<td>1,063.7</td>
<td>1,197.2</td>
<td>1,157.1</td>
</tr>
<tr>
<td>EBITDA (recurring)</td>
<td>CHF m</td>
<td>7.7%</td>
<td>795.2</td>
<td>711.9</td>
<td>775.0</td>
<td>728.3</td>
</tr>
<tr>
<td>Operating profit (EBIT)</td>
<td>CHF m</td>
<td>5.3%</td>
<td>566.7</td>
<td>483.2</td>
<td>601.2</td>
<td>554.0</td>
</tr>
<tr>
<td>Operating profit (EBIT, recurring)</td>
<td>CHF m</td>
<td>6.4%</td>
<td>566.7</td>
<td>491.0</td>
<td>601.2</td>
<td>554.0</td>
</tr>
<tr>
<td>EBIT (recurring) / sales revenue</td>
<td>%</td>
<td>7.9%</td>
<td>7.1%</td>
<td>8.2%</td>
<td>8.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>EBIT (recurring) per tonne</td>
<td>CHF</td>
<td>2.9%</td>
<td>258.6</td>
<td>234.2</td>
<td>281.0</td>
<td>272.1</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>CHF m</td>
<td>8.1%</td>
<td>384.5</td>
<td>311.5</td>
<td>368.7</td>
<td>357.4</td>
</tr>
<tr>
<td>Net profit for the year (recurring)</td>
<td>CHF m</td>
<td>10.0%</td>
<td>384.5</td>
<td>319.3</td>
<td>394.7</td>
<td>357.4</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>CHF m</td>
<td>6.4%</td>
<td>355.0</td>
<td>317.0</td>
<td>289.7</td>
<td>311.9</td>
</tr>
<tr>
<td>Adjusted Free cash flow²</td>
<td>CHF m</td>
<td>314.9</td>
<td>403.8</td>
<td>256.8</td>
<td>316.6</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Consolidated Balance Sheet</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net working capital</td>
<td>CHF m</td>
<td>4.5%</td>
<td>1,241.8</td>
<td>1,192.0</td>
<td>1,363.2</td>
<td>1,074.4</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>CHF m</td>
<td>4.7%</td>
<td>2,977.9</td>
<td>2,800.1</td>
<td>2,650.0</td>
<td>2,505.5</td>
</tr>
<tr>
<td>Capital expenditure</td>
<td>CHF m</td>
<td>5.7%</td>
<td>275.2</td>
<td>280.9</td>
<td>279.6</td>
<td>217.9</td>
</tr>
<tr>
<td>Total assets</td>
<td>CHF m</td>
<td>7.3%</td>
<td>7,244.0</td>
<td>7,141.1</td>
<td>6,508.1</td>
<td>5,832.0</td>
</tr>
<tr>
<td>Net debt</td>
<td>CHF m</td>
<td>3.6%</td>
<td>1,281.3</td>
<td>1,365.9</td>
<td>1,304.7</td>
<td>1,074.3</td>
</tr>
<tr>
<td>Shareholders’ equity</td>
<td>CHF m</td>
<td>6.2%</td>
<td>2,682.9</td>
<td>2,353.5</td>
<td>2,399.3</td>
<td>2,269.8</td>
</tr>
<tr>
<td><strong>Ratios</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Return on invested capital (ROIC)³</td>
<td>%</td>
<td>12.2%</td>
<td>10.3%</td>
<td>12.5%</td>
<td>12.2%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Return on equity (ROE)³</td>
<td>%</td>
<td>14.3%</td>
<td>13.2%</td>
<td>15.2%</td>
<td>15.7%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Debt to equity ratio</td>
<td>%</td>
<td>47.8%</td>
<td>58.0%</td>
<td>54.4%</td>
<td>47.3%</td>
<td>52.6%</td>
</tr>
<tr>
<td>Interest coverage ratio</td>
<td></td>
<td>7.8</td>
<td>6.9</td>
<td>5.2</td>
<td>7.2</td>
<td>4.9</td>
</tr>
<tr>
<td>Net debt / EBITDA (recurring)</td>
<td>%</td>
<td>1.7</td>
<td>1.9</td>
<td>1.5</td>
<td>1.5</td>
<td>1.9</td>
</tr>
<tr>
<td>Capital expenditure / sales revenue</td>
<td>%</td>
<td>3.8%</td>
<td>4.1%</td>
<td>3.8%</td>
<td>3.1%</td>
<td>3.2%</td>
</tr>
<tr>
<td><strong>Shares</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share price at fiscal year-end</td>
<td>CHF</td>
<td>14.0%</td>
<td>2,334</td>
<td>2,000</td>
<td>2,024</td>
<td>1,728</td>
</tr>
<tr>
<td>Number of shares issued</td>
<td></td>
<td></td>
<td>5,488,858</td>
<td>5,488,858</td>
<td>5,488,858</td>
<td>5,488,858</td>
</tr>
<tr>
<td>Market capitalization at year-end</td>
<td>CHF m</td>
<td>14.0%</td>
<td>12,811.0</td>
<td>10,977.7</td>
<td>11,109.4</td>
<td>9,484.7</td>
</tr>
<tr>
<td>EBIT (recurring) per share</td>
<td>CHF m</td>
<td>6.4%</td>
<td>103.4</td>
<td>89.6</td>
<td>109.7</td>
<td>101.0</td>
</tr>
<tr>
<td>Basic earnings per share</td>
<td>CHF m</td>
<td>10.0%</td>
<td>70.0</td>
<td>57.7</td>
<td>67.6</td>
<td>64.9</td>
</tr>
<tr>
<td>Cash earnings per share</td>
<td>CHF m</td>
<td>64.8</td>
<td>57.8</td>
<td>52.9</td>
<td>56.9</td>
<td>86.7</td>
</tr>
<tr>
<td>Payout per share</td>
<td>CHF m</td>
<td>8.8%</td>
<td>28.0</td>
<td>22.0</td>
<td>26.0</td>
<td>24.0</td>
</tr>
<tr>
<td>Payout ratio</td>
<td>%</td>
<td>40%</td>
<td>39%</td>
<td>39%</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>Price-earnings ratio at year-end</td>
<td>%</td>
<td>33.3</td>
<td>34.7</td>
<td>30.0</td>
<td>26.6</td>
<td>28.9</td>
</tr>
</tbody>
</table>

1. Financial performance measures, not defined by IFRS, are defined on page 182.
2. From fiscal year 2017/18 onwards, Adjusted Free cash flow is adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories.
3. From fiscal year 2018/19 onwards calculated based on Pro-forma (IFRS 16) and from fiscal year 2017/18 onwards calculated based on Pro-forma (IFRS 15).