

5-Year Overview

Key figures Barry Callebaut Group¹

		CAGR (%)	2021/22	2020/21	2019/20	2018/19	2017/18
Consolidated Income Statement							
Sales volume	Tonnes	3.2 %	2,306,681	2,191,572	2,095,982	2,139,758	2,035,857
Sales revenue	CHF m	3.9 %	8,091.9	7,207.6	6,893.1	7,309.0	6,948.4
Gross profit	CHF m	1.3 %	1,217.2	1,147.2	1,063.7	1,197.2	1,157.1
EBITDA (recurring) ²	CHF m	4.3 %	860.6	795.2	711.9	775.0	728.3
Operating profit (EBIT)	CHF m	0.0 %	553.5	566.7	483.2	601.2	554.0
Operating profit (EBIT, recurring) ²	CHF m	3.0 %	624.7	566.7	491.0	601.2	554.0
EBIT (recurring) ² / sales revenue	%		7.7 %	7.9 %	7.1 %	8.2 %	8.0 %
EBIT (recurring) ² per tonne	CHF	(0.1)%	270.8	258.6	234.2	281.0	272.1
Net profit for the year	CHF m	0.2 %	360.9	384.5	311.5	368.7	357.4
Net profit for the year (recurring) ²	CHF m	4.6 %	428.5	384.5	319.3	394.7	357.4
Free cash flow	CHF m		266.2	355.0	317.0	289.7	311.9
Adjusted Free cash flow ³	CHF m		358.5	314.9	403.8	256.8	316.6
Consolidated Balance Sheet							
Net working capital	CHF m	4.7 %	1,293.1	1,241.8	1,192.0	1,363.2	1,074.4
Non-current assets	CHF m	4.6 %	3,001.6	2,977.9	2,800.1	2,650.0	2,505.5
Capital expenditure	CHF m	6.1 %	275.9	275.2	280.9	279.6	217.9
Total assets	CHF m	7.4 %	7,760.9	7,244.0	7,141.1	6,508.1	5,832.0
Net debt	CHF m	2.8 %	1,199.0	1,281.3	1,365.9	1,304.7	1,074.3
Shareholders' equity	CHF m	6.3 %	2,902.0	2,682.9	2,353.5	2,399.3	2,269.8
Ratios							
Return on invested capital (ROIC) ⁴	%		11.5 %	12.2 %	10.3 %	12.5 %	12.2 %
Return on invested capital (ROIC) recurring ²	%		13.2 %	12.2 %	10.6 %	12.5 %	12.2 %
Return on equity (ROE) ⁴	%		12.4 %	14.3 %	13.2 %	15.2 %	15.7 %
Return on equity (ROE) recurring ²	%		14.8 %	14.3 %	13.6 %	16.3 %	15.7 %
Debt to equity ratio	%		41.3 %	47.8 %	58.0 %	54.4 %	47.3 %
Interest coverage ratio			6.5	7.8	6.9	5.2	7.2
Net debt / EBITDA (recurring) ²			1.4	1.7	1.9	1.5	1.5
Capital expenditure / sales revenue	%		3.4 %	3.8 %	4.1 %	3.8 %	3.1 %
Shares							
Share price at fiscal year-end	CHF	3.8 %	2,004	2,334	2,000	2,024	1,728
Number of shares issued			5,488,858	5,488,858	5,488,858	5,488,858	5,488,858
Market capitalization at year-end	CHF m	3.8 %	10,999.7	12,811.0	10,977.7	11,109.4	9,484.7
EBIT (recurring) ² per share	CHF	3.1 %	114.0	103.4	89.6	109.7	101.0
Basic earnings per share	CHF	0.3 %	65.8	70.0	57.7	67.6	64.9
Cash earnings per share	CHF		48.6	64.8	57.8	52.9	56.9
Payout per share	CHF	3.9 %	28.0	28.0	22.0	26.0	24.0
Payout ratio	%		43 %	40 %	39 %	39 %	37 %
Price-earnings ratio at year-end			30.4	33.3	34.7	30.0	26.6
Other							
Employees		3.8 %	13,418	12,783	12,355	12,257	11,570
Beans processed	Tonnes	1.1 %	1,000,080	987,991	982,725	1,002,025	956,440

¹ Non-IFRS measures are defined under the Alternative Performance Measures on page 175.

² Refer to page 175 for the detailed recurring results reconciliation.

³ Adjusted Free cash flow is adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories.

⁴ 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).