

# 5-Year Overview

## Key figures Barry Callebaut Group<sup>1</sup>

		CAGR (%)	2022/23	2021/22	2020/21	2019/20	2018/19
<b>Consolidated Income Statement</b>							
Sales volume	Tonnes	1.6 %	2,280,925	2,306,681	2,191,572	2,095,982	2,139,758
Sales revenue	CHF m	3.8 %	8,470.5	8,091.9	7,207.6	6,893.1	7,309.0
Gross profit	CHF m	3.0 %	1,348.5	1,217.2	1,147.2	1,063.7	1,197.2
EBITDA (recurring) <sup>2</sup>	CHF m	3.7 %	897.3	860.6	795.2	711.9	775.0
Operating profit (EBIT)	CHF m	2.3 %	659.4	553.5	566.7	483.2	601.2
Operating profit (EBIT, recurring) <sup>2</sup>	CHF m	2.3 %	659.4	624.7	566.7	491.0	601.2
EBIT (recurring) <sup>2</sup> / sales revenue	%		7.8 %	7.7 %	7.9 %	7.1 %	8.2 %
EBIT (recurring) <sup>2</sup> per tonne	CHF	0.7 %	289.1	270.8	258.6	234.2	281.0
Net profit for the year	CHF m	4.7 %	443.1	360.9	384.5	311.5	368.7
Net profit for the year (recurring) <sup>2</sup>	CHF m	2.9 %	443.1	428.5	384.5	319.3	394.7
Free cash flow	CHF m		113.0	266.2	355.0	317.0	289.7
Adjusted Free cash flow <sup>3</sup>	CHF m		251.8	358.5	314.9	403.8	256.8
<b>Consolidated Balance Sheet</b>							
Net working capital	CHF m	1.8 %	1,466.2	1,293.1	1,241.8	1,192.0	1,363.2
Non-current assets	CHF m	2.4 %	2,911.0	3,001.6	2,977.9	2,800.1	2,650.0
Capital expenditure	CHF m	(3.6)%	241.2	275.9	275.2	280.9	279.6
Total assets	CHF m	6.7 %	8,432.7	7,760.9	7,244.0	7,141.1	6,508.1
Net debt	CHF m	0.1 %	1,308.7	1,199.0	1,281.3	1,365.9	1,304.7
Shareholders' equity	CHF m	4.8 %	2,896.1	2,902.0	2,682.9	2,353.5	2,399.3
<b>Ratios</b>							
Return on invested capital (ROIC) <sup>4</sup>	%		13.1 %	11.5 %	12.2 %	10.3 %	12.5 %
Return on invested capital (ROIC) recurring <sup>2</sup>	%		13.1 %	13.2 %	12.2 %	10.6 %	12.5 %
Return on equity (ROE) <sup>4</sup>	%		15.3 %	12.4 %	14.3 %	13.2 %	15.2 %
Return on equity (ROE) recurring <sup>2</sup>	%		15.3 %	14.8 %	14.3 %	13.6 %	16.3 %
Debt to equity ratio	%		45.2 %	41.3 %	47.8 %	58.0 %	54.4 %
Interest coverage ratio			7.2	6.5	7.8	6.9	5.2
Net debt / EBITDA (recurring) <sup>2</sup>			1.4	1.4	1.7	1.9	1.5
Capital expenditure / sales revenue	%		2.8 %	3.4 %	3.8 %	4.1 %	3.8 %
<b>Shares</b>							
Share price at fiscal year-end	CHF	(6.6)%	1,542	2,004	2,334	2,000	2,024
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	(6.6)%	8,463.8	10,999.7	12,811.0	10,977.7	11,109.4
EBIT (recurring) <sup>2</sup> per share	CHF	2.3 %	120.3	114.0	103.4	89.6	109.7
Basic earnings per share	CHF	4.6 %	81.0	65.8	70.0	57.7	67.6
Cash earnings per share	CHF		20.6	48.6	64.8	57.8	52.9
Payout per share	CHF	2.8 %	29.0	28.0	28.0	22.0	26.0
Payout ratio	%		36 %	43 %	40 %	39 %	39 %
Price-earnings ratio at year-end			19.0	30.4	33.3	34.7	30.0
<b>Other</b>							
Employees		2.9 %	13,754	13,418	12,783	12,355	12,257
Beans processed	Tonnes	(0.3)%	991,007	1,000,080	987,991	982,725	1,002,025

<sup>1</sup> Non-IFRS measures are defined under the Alternative Performance Measures on page 188.

<sup>2</sup> Refer to page 189 for the detailed recurring results reconciliation.

<sup>3</sup> Adjusted Free cash flow is adjusted for the cash flow impact of cocoa bean inventories regarded by the Group as readily marketable inventories (RMI).

<sup>4</sup> In fiscal year 2018/19 calculated based on Pro-forma (IFRS 16).