

9M 25/26 Consensus

Group

Sales volume [tsd tonnes]
Sales revenue [CHFm]

Sales volume by region [tsd tonnes]

Western Europe
Central and Eastern Europe
North America
Latin America
Asia Pacific, Middle East and Africa
Global Chocolate
Global Cocoa

Sales revenue by region [CHFm]

Western Europe
Central and Eastern Europe
North America
Latin America
Asia Pacific, Middle East and Africa
Global Chocolate
Global Cocoa

Sales volume by product [tsd tonnes]

Gourmet
Food Manufacturers

Sales revenue by region [CHFm]

Gourmet
Food Manufacturers

Average	% yoy	Count	Min	Max
1,533	-4.4%	11	1,523	1,540
9,719	-11.2%	11	9,231	9,939
499	-2.9%	8	496	505
210	-2.2%	8	209	212
353	-9.2%	8	349	359
50	4.6%	8	49	57
147	8.4%	8	144	150
1,260	-3.2%	10	1,254	1,268
273	-9.3%	10	269	280
2,828	-9.5%	8	2,655	2,954
1,236	-12.9%	8	1,163	1,320
1,938	-11.1%	8	1,779	2,062
226	16.9%	8	193	278
592	-8.4%	8	511	646
6,825	-9.8%	10	6,476	7,006
2,898	-14.3%	10	2,755	3,066
228	-2.8%	9	223	233
1,031	-3.3%	9	1,022	1,040
1,534	-8.0%	8	1,405	1,614
5,285	-10.4%	8	5,072	5,497

Note: This document is based on estimates and forecasts of various sell-side analysts. Barry Callebaut does not endorse these figures. Certain figures might not completely add due to rounding.

FY 25/26 Consensus

Group

Sales volume [tsd tonnes]	2,072	-2.5%	11	2,060	2,085
Sales revenue [CHFm]	12,656	-14.4%	11	11,967	13,204
EBIT recurring [CHF m]	595	-15.4%	11	581	614
EBIT reported [CHF m]	542	-14.7%	11	522	584
Profit Before Tax recurring [CHF m]	297	-9.0%	8	271	313
Profit Before Tax reported [CHF m]	244	-5.3%	11	189	295
Net profit recurring [CHF m]	231	-7.6%	10	202	252
Net profit reported [CHF m]	188	-0.3%	11	148	225
Free Cash Flow [CHF m]	2,088		10	1,801	2,532
Net Debt [CHF m]	2,387	-44.5%	10	2,161	2,550
Net Debt / EBITDA	2.9	-36.6%	10	2.6	3.1

Sales volume by region [tsd tonnes]

Western Europe	670	-1.5%	8	661	677
Central and Eastern Europe	278	-1.6%	8	275	281
North America	483	-6.5%	8	478	494
Latin America	67	6.8%	8	64	82
Asia Pacific, Middle East and Africa	195	7.9%	8	190	200
Global Chocolate	1,693	-1.7%	10	1,680	1,707
Global Cocoa	379	-5.8%	10	372	391

Sales revenue by region [CHFm]

Western Europe	3,655	-12.6%	8	3,385	3,800
Central and Eastern Europe	1,621	-13.7%	8	1,496	1,771
North America	2,590	-13.7%	8	2,415	2,777
Latin America	286	13.3%	8	246	378
Asia Pacific, Middle East and Africa	757	-10.0%	8	641	862
Global Chocolate	8,838	-13.0%	10	8,354	9,327
Global Cocoa	3,862	-16.7%	10	3,596	4,095

Sales volume by product [tsd tonnes]

Gourmet	297	-1.3%	9	291	304
Food Manufacturers	1,396	-1.8%	9	1,388	1,405

Sales revenue by region [CHFm]

Gourmet	1,960	-8.4%	8	1,738	2,130
Food Manufacturers	6,073	-14.2%	8	6,274	7,326

Average	% yoy	Count	Min	Max
2,072	-2.5%	11	2,060	2,085
12,656	-14.4%	11	11,967	13,204
595	-15.4%	11	581	614
542	-14.7%	11	522	584
297	-9.0%	8	271	313
244	-5.3%	11	189	295
231	-7.6%	10	202	252
188	-0.3%	11	148	225
2,088		10	1,801	2,532
2,387	-44.5%	10	2,161	2,550
2.9	-36.6%	10	2.6	3.1
670	-1.5%	8	661	677
278	-1.6%	8	275	281
483	-6.5%	8	478	494
67	6.8%	8	64	82
195	7.9%	8	190	200
1,693	-1.7%	10	1,680	1,707
379	-5.8%	10	372	391
3,655	-12.6%	8	3,385	3,800
1,621	-13.7%	8	1,496	1,771
2,590	-13.7%	8	2,415	2,777
286	13.3%	8	246	378
757	-10.0%	8	641	862
8,838	-13.0%	10	8,354	9,327
3,862	-16.7%	10	3,596	4,095
297	-1.3%	9	291	304
1,396	-1.8%	9	1,388	1,405
1,960	-8.4%	8	1,738	2,130
6,073	-14.2%	8	6,274	7,326

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FY 26/27 Consensus
Group

	Average	% yoy	Count	Min	Max
Sales volume [tsd tonnes]	2,156	4.1%	10	2,112	2,295
Sales revenue [CHFm]	11,054	-12.7%	11	8,735	13,317
EBIT recurring [CHF m]	650	9.2%	11	619	687
EBIT reported [CHF m]	650	20.0%	10	620	687
Profit Before Tax recurring [CHF m]	407	36.9%	8	388	450
Profit Before Tax reported [CHF m]	407	66.7%	11	351	450
Net profit recurring [CHF m]	309	33.8%	9	278	346
Net profit reported [CHF m]	314	67.1%	11	278	348
Free Cash Flow [CHF m]	374		10	193	655
Net Debt [CHF m]	2,221	-6.9%	10	1,933	2,534
Net Debt / EBITDA	2.5	-14.0%	10	2.2	2.8
Sales volume by region [tsd tonnes]					
Western Europe	686	2.4%	6	674	701
Central and Eastern Europe	288	3.6%	6	284	294
North America	498	3.1%	6	485	510
Latin America	71	6.0%	6	67	87
Asia Pacific, Middle East and Africa	204	4.4%	6	197	213
Global Chocolate	1,751	3.4%	9	1,725	1,768
Global Cocoa	389	2.7%	9	376	406
Sales revenue by region [CHFm]					
Western Europe	3,160	-13.6%	7	2,383	3,838
Central and Eastern Europe	1,395	-13.9%	7	1,077	1,698
North America	2,265	-12.5%	7	1,855	2,515
Latin America	262	-8.5%	7	224	319
Asia Pacific, Middle East and Africa	673	-11.2%	7	476	868
Global Chocolate	7,961	-9.9%	10	6,090	9,446
Global Cocoa	3,196	-17.2%	10	2,270	4,177
Sales volume by product [tsd tonnes]					
Gourmet	312	5.1%	7	305	327
Food Manufacturers	1,434	2.7%	7	1,418	1,450
Sales revenue by region [CHFm]					
Gourmet	1,943	-0.9%	8	1,347	2,323
Food Manufacturers	6,073	-11.7%	8	4,100	7,375

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