

5-Year Overview

Key figures Barry Callebaut Group¹

		CAGR (%)	2020/21	2019/20	2018/19	2017/18	2016/17 restated
Consolidated Income Statement							
Sales volume	Tonnes	3.4%	2,191,572	2,095,982	2,139,758	2,035,857	1,914,311
Sales revenue	CHF m	1.4%	7,207.6	6,893.1	7,309.0	6,948.4	6,805.2
Gross profit	CHF m	4.6%	1,147.2	1,063.7	1,197.2	1,157.1	958.8
EBITDA (recurring)	CHF m	7.7%	795.2	711.9	775.0	728.3	592.1
Operating profit (EBIT)	CHF m	5.3%	566.7	483.2	601.2	554.0	460.2
Operating profit (EBIT, recurring)	CHF m	6.4%	566.7	491.0	601.2	554.0	442.1
EBIT (recurring) / sales revenue	%		7.9%	7.1%	8.2%	8.0%	6.5%
EBIT (recurring) per tonne	CHF	2.9%	258.6	234.2	281.0	272.1	230.9
Net profit for the year	CHF m	8.1%	384.5	311.5	368.7	357.4	281.1
Net profit for the year (recurring)	CHF m	10.0%	384.5	319.3	394.7	357.4	263.0
Free cash flow	CHF m		355.0	317.0	289.7	311.9	475.6
Adjusted Free cash flow ²	CHF m		314.9	403.8	256.8	316.6	n/a
Consolidated Balance Sheet							
Net working capital	CHF m	4.5%	1,241.8	1,192.0	1,363.2	1,074.4	1,042.5
Non-current assets	CHF m	4.7%	2,977.9	2,800.1	2,650.0	2,505.5	2,477.7
Capital expenditure	CHF m	5.7%	275.2	280.9	279.6	217.9	220.4
Total assets	CHF m	7.3%	7,244.0	7,141.1	6,508.1	5,832.0	5,466.5
Net debt	CHF m	3.6%	1,281.3	1,365.9	1,304.7	1,074.3	1,110.9
Shareholders' equity	CHF m	6.2%	2,682.9	2,353.5	2,399.3	2,269.8	2,111.2
Ratios							
Return on invested capital (ROIC) ³	%		12.2%	10.3%	12.5%	12.2%	11.0%
Return on equity (ROE) ³	%		14.3%	13.2%	15.2%	15.7%	12.5%
Debt to equity ratio	%		47.8%	58.0%	54.4%	47.3%	52.6%
Interest coverage ratio			7.8	6.9	5.2	7.2	4.9
Net debt / EBITDA (recurring)			1.7	1.9	1.5	1.5	1.9
Capital expenditure / sales revenue	%		3.8%	4.1%	3.8%	3.1%	3.2%
Shares							
Share price at fiscal year-end	CHF	14.0%	2,334	2,000	2,024	1,728	1,380
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	14.0%	12,811.0	10,977.7	11,109.4	9,484.7	7,574.6
EBIT (recurring) per share	CHF	6.4%	103.4	89.6	109.7	101.0	80.6
Basic earnings per share	CHF	10.0%	70.0	57.7	67.6	64.9	47.8
Cash earnings per share	CHF		64.8	57.8	52.9	56.9	86.7
Payout per share	CHF	8.8%	28.0	22.0	26.0	24.0	20.0
Payout ratio	%		40%	39%	39%	37%	39%
Price-earnings ratio at year-end			33.3	34.7	30.0	26.6	28.9
Other							
Employees		5.0%	12,783	12,335	12,257	11,570	10,528
Beans processed	Tonnes	1.6%	987,991	982,725	1,002,025	956,440	925,544

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).