

5-Year Overview

Key figures Barry Callebaut Group

		CAGR (%) ¹	2015/16	2014/15	2013/14 ^{2,4}	2012/13 ²	2011/12 ^{2,3}
Consolidated Income Statement							
Sales volume	Tonnes	7.4%	1,834,224	1,794,782	1,716,766	1,535,662	1,378,856
Sales revenue	CHF m	8.4%	6,676.8	6,241.9	5,865.9	4,884.1	4,829.5
EBITDA ⁵	CHF m	5.6%	539.4	540.8	531.5	438.4	434.3
Operating profit (EBIT)	CHF m	3.3%	401.7	414.8	416.2	342.9	353.2
EBIT / sales revenue	%	(4.7%)	6.0%	6.6%	7.1%	7.0%	7.3%
EBIT per tonne ⁶	CHF	(3.8%)	219.0	231.1	242.4	223.4	256.2
Net profit from continuing operations ⁷	CHF m	(2.4%)	219.0	239.9	255.0	229.5	241.1
Net profit for the year	CHF m	11.3%	219.0	239.9	255.0	222.8	142.6
Free cash flow ⁸	CHF m		404.0	21.8	(174.4)	(778.2)	63.9
Consolidated Balance Sheet							
Total assets	CHF m	12.1%	5,640.8	5,429.4	5,167.5	4,526.9	3,576.6
Net working capital ⁹	CHF m	7.2%	1,374.2	1,529.7	1,674.6	1,345.7	1,039.2
Non-current assets	CHF m	12.7%	2,301.0	2,185.5	2,175.6	2,071.9	1,424.8
Net debt	CHF m	11.4%	1,452.8	1,728.0	1,803.5	1,525.2	942.9
Shareholders' equity ¹⁰	CHF m	9.6%	1,956.3	1,772.8	1,790.7	1,682.5	1,357.1
Capital expenditure ¹¹	CHF m	(2.0%)	201.0	249.2	248.8	223.5	217.8
Ratios							
Economic Value Added (EVA)	CHF m		52.5	65.6	84.5	79.0	133.5
Return on invested capital (ROIC) ¹²	%		9.5%	9.8%	10.5%	10.9%	14.2%
Return on equity (ROE)	%		11.2%	13.5%	14.7%	15.4%	18.7%
Debt to equity ratio	%		74.3%	97.5%	100.7%	90.6%	69.5%
Solvency ratio ¹³	%		34.7%	32.7%	34.7%	37.2%	37.9%
Interest coverage ratio ¹⁴			4.0	4.1	4.5	5.6	5.8
Net debt / EBITDA			2.7	3.2	3.4	3.5	2.2
Capital expenditure / sales revenue	%		3.0%	4.0%	4.2%	4.6%	4.5%
Shares							
Share price at fiscal year-end	CHF	8.7%	1,264	1,061	1,125	876	904
EBIT per share ¹⁵	CHF	1.7%	73.2	75.6	75.9	65.5	68.4
Basic earnings per share ¹⁶	CHF	(4.0%)	39.5	43.2	46.0	44.0	46.6
Cash earnings per share ¹⁷	CHF	56.2%	73.6	4.0	(31.8)	(141.8)	12.4
Payout per share ¹⁸	CHF	-	15.5	14.5	15.5	14.5	15.5
Payout ratio	%	4.3%	39%	33%	33%	35%	33%
Price-earnings ratio at year-end ¹⁹		13.3%	32.0	24.6	24.5	19.9	19.4
Market capitalization at year-end	CHF m	10.4%	6,937.9	5,823.7	6,175.0	4,805.5	4,671.1
Number of shares issued		1.5%	5,488,858	5,488,858	5,488,858	5,488,858	5,170,000
Total payout to shareholders	CHF m	(0.2%)	79.6	85.1	79.6	80.1	80.1
Other							
Employees		12.9%	9,898	9,430	9,319	8,658	6,100
Beans processed	Tonnes	11.8%	898,135	925,856	940,621	671,183	574,021
Chocolate & compound production	Tonnes	6.0%	1,390,792	1,287,461	1,254,241	1,207,025	1,102,431

- Compound annual growth rate for the 5-year period.
- All key figures are based on the continuing operations except for net profit for the year, total assets and cash-flow-related key figures.
- To conform to the presentation of subsequent years, certain comparatives related to the Consolidated Income Statement have been restated. Restatements were mainly related to the discontinuation of the consumer activities. Balance Sheet and Cash Flow Statement related values and number of employees have not been restated.
- Following the revision of IAS 19 (Employee Benefits), certain comparatives have been restated to conform to the current period's presentation.
- EBIT + depreciation of property, plant and equipment + amortization of intangibles (all from continuing operations).
- EBIT / sales volume (of the continuing operations).
- Incl. non-controlling interest.
- Net cash flow from operating activities./Net cash flow from investing activities.
- Includes current assets, liabilities and provisions related to commercial activities.

- Total equity attributable to the shareholders of the parent company.
- Capital expenditure for property, plant and equipment and intangible assets.
- EBIT x (1-effective tax rate) / average capital employed.
- Total equity attributable to the shareholders of the parent company / total assets.
- EBITDA / net finance costs.
- EBIT / basic shares outstanding.
- Based on the net profit from continuing operations attributable to the shareholders of the parent company / basic shares outstanding.
- Free cash flow / basic shares outstanding.
- 2015/16 dividend proposal to be paid out partly of paid-in capital reserves and partly by a capital reduction through par value repayment as to be proposed by the Board of Directors to the Annual General Meeting. 2014/15 dividend totally paid out of paid-in capital reserves. 2011/12: capital reduction / par value repayment instead of a dividend.
- Share price at year-end / basic earnings per share.