

## 5-Year Overview

### Key figures Barry Callebaut Group

|                                                    |        | CAGR (%) <sup>1</sup> | 2014/15   | 2013/14   | 2012/13 <sup>2,4</sup> | 2011/12 <sup>2</sup> | 2010/11 <sup>2,3</sup> |
|----------------------------------------------------|--------|-----------------------|-----------|-----------|------------------------|----------------------|------------------------|
| <b>Consolidated Income Statement</b>               |        |                       |           |           |                        |                      |                        |
| Sales volume                                       | Tonnes | 9.1%                  | 1,794,782 | 1,716,766 | 1,535,662              | 1,378,856            | 1,268,925              |
| Sales revenue                                      | CHF m  | 8.8%                  | 6,241.9   | 5,865.9   | 4,884.1                | 4,829.5              | 4,459.9                |
| EBITDA <sup>5</sup>                                | CHF m  | 5.9%                  | 540.8     | 531.5     | 438.4                  | 434.3                | 430.3                  |
| Operating profit (EBIT)                            | CHF m  | 3.4%                  | 414.8     | 416.2     | 342.9                  | 353.2                | 362.3                  |
| Net profit from continuing operations <sup>6</sup> | CHF m  | (2.3%)                | 239.9     | 255.0     | 229.5                  | 241.1                | 263.6                  |
| Net profit for the year                            | CHF m  | 7.9%                  | 239.9     | 255.0     | 222.8                  | 142.6                | 176.8                  |
| Cash flow <sup>7</sup>                             | CHF m  | 1.2%                  | 472.6     | 473.7     | 451.1                  | 440.2                | 450.7                  |
| EBIT / sales revenue                               | %      | (4.8%)                | 6.6%      | 7.1%      | 7.0%                   | 7.3%                 | 8.1%                   |
| EBIT per tonne <sup>8</sup>                        | CHF    | (5.1%)                | 231.1     | 242.4     | 223.4                  | 256.2                | 285.5                  |
| <b>Consolidated Balance Sheet</b>                  |        |                       |           |           |                        |                      |                        |
| Total assets                                       | CHF m  | 13.6%                 | 5,429.4   | 5,167.5   | 4,526.9                | 3,576.6              | 3,263.1                |
| Net working capital <sup>9</sup>                   | CHF m  | 14.6%                 | 1,529.7   | 1,674.6   | 1,345.7                | 1,039.2              | 888.1                  |
| Non-current assets                                 | CHF m  | 16.0%                 | 2,185.5   | 2,175.6   | 2,071.9                | 1,424.8              | 1,208.4                |
| Net debt                                           | CHF m  | 21.6%                 | 1,728.0   | 1,803.5   | 1,525.2                | 942.9                | 789.8                  |
| Shareholders' equity <sup>10</sup>                 | CHF m  | 9.9%                  | 1,772.8   | 1,790.7   | 1,682.5                | 1,357.1              | 1,217.1                |
| Capital expenditure <sup>11</sup>                  | CHF m  | 14.6%                 | 249.2     | 248.8     | 223.5                  | 217.8                | 144.6                  |
| <b>Ratios</b>                                      |        |                       |           |           |                        |                      |                        |
| Economic Value Added (EVA)                         | CHF m  | (20.0%)               | 65.6      | 84.5      | 79.0                   | 133.5                | 159.9                  |
| Return on invested capital (ROIC) <sup>12</sup>    | %      | (10.9%)               | 9.8%      | 10.5%     | 10.9%                  | 14.2%                | 15.6%                  |
| Return on equity (ROE)                             | %      | (10.3%)               | 13.5%     | 14.7%     | 15.4%                  | 18.7%                | 20.9%                  |
| Debt to equity ratio                               | %      | 10.7%                 | 97.5%     | 100.7%    | 90.6%                  | 69.5%                | 64.9%                  |
| Solvency ratio <sup>13</sup>                       | %      | (3.3%)                | 32.7%     | 34.7%     | 37.2%                  | 37.9%                | 37.3%                  |
| Interest coverage ratio <sup>14</sup>              |        | (8.9%)                | 4.1       | 4.5       | 5.6                    | 5.8                  | 6.0                    |
| Net debt / EBITDA                                  |        | 15.4%                 | 3.2       | 3.4       | 3.5                    | 2.2                  | 1.8                    |
| Capital expenditure / sales revenue                | %      | 5.7%                  | 4.0%      | 4.2%      | 4.6%                   | 4.5%                 | 3.2%                   |
| <b>Shares</b>                                      |        |                       |           |           |                        |                      |                        |
| Share price at fiscal year-end                     | CHF    | 8.5%                  | 1,061     | 1,125     | 876                    | 904                  | 765                    |
| EBIT per share <sup>15</sup>                       | CHF    | 1.9%                  | 75.6      | 75.9      | 65.5                   | 68.4                 | 70.1                   |
| Basic earnings per share <sup>16</sup>             | CHF    | (4.1%)                | 43.2      | 46.0      | 44.0                   | 46.6                 | 51.2                   |
| Cash earnings per share <sup>17</sup>              | CHF    | (0.3%)                | 86.2      | 86.3      | 86.2                   | 85.2                 | 87.3                   |
| Payout per share <sup>18</sup>                     | CHF    | (1.7%)                | 14.5      | 15.5      | 14.5                   | 15.5                 | 15.5                   |
| Payout ratio                                       | %      | 1.6%                  | 33%       | 33%       | 35%                    | 33%                  | 31%                    |
| Price-earnings ratio at year-end <sup>19</sup>     |        | 13.3%                 | 24.6      | 24.5      | 19.9                   | 19.4                 | 14.9                   |
| Market capitalization at year-end                  | CHF m  | 10.2%                 | 5,823.7   | 6,175.0   | 4,805.5                | 4,671.1              | 3,955.1                |
| Number of shares issued                            |        | 1.5%                  | 5,488,858 | 5,488,858 | 5,488,858              | 5,170,000            | 5,170,000              |
| Total payout to shareholders                       | CHF m  | 4.1%                  | 85.1      | 79.6      | 80.1                   | 80.1                 | 72.4                   |
| <b>Other</b>                                       |        |                       |           |           |                        |                      |                        |
| Employees                                          |        | 12.1%                 | 9,430     | 9,319     | 8,658                  | 6,100                | 5,972                  |
| Beans processed                                    | Tonnes | 14.5%                 | 925,856   | 940,621   | 671,183                | 574,021              | 537,811                |
| Chocolate & compound production                    | Tonnes | 6.5%                  | 1,287,461 | 1,254,241 | 1,207,025              | 1,102,431            | 999,879                |

1 Compound annual growth rate for the 5-year period.

2 All key figures are based on the continuing operations except for net profit for the year, total assets and cash-flow-related key figures.

3 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.

4 Following the revision of IAS 19 (Employee Benefits), certain comparatives have been restated to conform to the current period's presentation.

5 EBIT + depreciation of property, plant and equipment + amortization of intangibles (all from continuing operations).

6 Incl. non-controlling interest.

7 Operating cash flow before working capital changes.

8 EBIT / sales volume (of the continuing operations).

9 Includes current assets, liabilities and provisions related to commercial activities.

10 Total equity attributable to the shareholders of the parent company.

11 Capital expenditure for property, plant and equipment and intangible assets.

12 EBIT x (1-effective tax rate) / average capital employed.

13 Total equity attributable to the shareholders of the parent company / total assets.

14 EBITDA / net finance costs.

15 EBIT / basic shares outstanding.

16 Based on the net profit from continuing operations attributable to the shareholders of the parent company / basic shares outstanding.

17 Operating cash flow before working capital changes / basic shares outstanding.

18 2014/15 dividend totally paid out of paid-in capital reserves as proposed by the Board of Directors to the Annual General Meeting. 2013/14 and 2010/11 dividend totally paid out of paid-in capital reserves. 2011/12 dividend partly paid out of paid-in capital reserves and partly by a capital reduction through par value repayment. 2009/10: capital reduction / par value repayment instead of a dividend.

19 Share price at year-end / basic earnings per share.