Food Group

Revenue €3.82bn  
EBITDA €638m  
EBITA €514m

Geography
- Rest of World 6%
- Europe 43%
- North America 51%

Channel
- Quick Serve Restaurant 25%
- Convenience & Independent Retail 10%
- Other Foodservice 33%

Customer
- Top 20 54%
- Other 46%

Capability
- Savoury & Other 16%
- Bread Rolls & Artisan Loaves 36%
- Sweet Baked Goods & Morning Goods 48%

60 Bakeries & Kitchens  
29 Countries
**Business Overview**

**Food Business – Markets**

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**Reporting Segments**

ARYZTA AG

- Food Europe
- Food North America
- Food Rest of World

**International Speciality Food Business**

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**Food Europe**

- **Revenue**: €1.65bn
- **EBITDA**: €275m
- **EBITA**: €212m

- **23 Bakeries & Kitchens**
- **18 Countries**

**Route to Market**

- Bakersies 50%
- Food Solutions 50%
- Large Retail 36%

**Channel**

- Revenue: €1.65bn
- Quick Serve Restaurant 8%
- Convenience & Independent Retail 20%
- Other Foodservice 36%

**Customer**

- Revenue: €1.65bn
- Top 20 37%
- Savory & Other 22%

**Capability**

- Revenue: €1.65bn
- Sweet Baked Goods & Morning Goods 37%
- Bread Rolls & Artisan Loaves 41%

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Business Overview
Food Business – Markets

Food North America

Revenue €1.94bn  EBITDA €327m  EBITA €275m

26 Bakeries & Kitchens  2 Countries

Route to Market Revenue €1.94bn
Customer Brand 22%  Branded 34%
Outsourced Supply Chain 44%

Channel Revenue €1.94bn
Large Retail 32%  Quick Serve Restaurant 34%
Convenience & Independent Retail 3%

Customer Revenue €1.94bn
Top 20 67%  Savoury & Other 14%

Capability Revenue €1.94bn
Bread, Rolls & Artisan Loaves 26%
Sweet Baked Goods & Morning Goods 60%

Food Rest of World

Revenue €231m  EBITDA €36m  EBITA €27m

11 Bakeries & Kitchens  9 Countries

Route to Market Revenue €231m
Bakeries 81%  Food Solutions 19%

Channel Revenue €231m
Large Retail 4%  Convenience & Independent Retail 4%
Quick Serve Restaurant 67%

Customer Revenue €231m
Top 20 66%  Savoury & Other 4%

Capability Revenue €231m
Bread, Rolls & Artisan Loaves 74%