ARYZTA Group

Revenue €3.88 bn
EBITDA €610 m
EBITA €485 m
57 Bakeries
29 Countries

Geography
- North America 49%
- Europe 45%
- Rest of World 6%

Channel
- Large Retail 34%
- Quick Serve Restaurant 22%
- Convenience & Independent Retail 11%
- Other Foodservice 33%

Customer
- Top 20 Customers 54%
- Other 46%

Capability
- Savoury & Other 15%
- Bread Rolls & Artisan Loaves 35%
- Sweet Baked Goods & Morning Goods 50%
Business Overview

Markets

Reporting Segments

ARYZTA AG

International Speciality Food Business

ARYZTA Europe

Revenues €1.75 bn
EBITDA €275 m
EBITA €216 m

22 Bakeries
18 Countries

Route to Market
Revenue €1.75 bn

Food Solutions 48%
Large Retail 36%
Bakeries 52%

Channel Revenue €1.75 bn

Quick Serve Restaurant 8%
Convenience & Independent Retail 21%
Other Foodservice 35%

Customer Revenue €1.75 bn

Top 20 Customers 37%
Other 63%

Capability Revenue €1.75 bn

Savoury 19%
Sweet Baked Goods & Morning Goods 40%
Bread Rolls & Artisan Loaves 41%
Business Overview
Markets (continued)

ARYZTA North America

Revenue  €1.91bn
EBITDA  €300 m
EBITA  €243 m

Route to Market
Revenue €1.91bn

Channel
Revenue €1.91bn

Customer
Revenue €1.91bn

Capability
Revenue €1.91bn

24 Bakeries
2 Countries

Customer Brand 25%
Branded 34%
Outsourced Supply Chain 41%
Large Retail 34%
Quick Serve Restaurant 30%
Convenience & Independent Retail 3%
Other Foodservice 33%
Other 32%
Top 20 68%
Savoury & Other 12%
Bread, Rolls & Artisan Loaves 25%
Sweet Baked & Morning Goods 63%

ARYZTA Rest of World

Revenue  €224 m
EBITDA  €35 m
EBITA  €26 m

Route to Market
Revenue €224 m

Channel
Revenue €224 m

Customer
Revenue €224 m

Capability
Revenue €224 m

11 Bakeries
9 Countries

Food Solutions 21%
Other Foodservice 24%
Large Retail 3%
Convenience & Independent Retail 5%
Quick Serve Restaurant 68%
Other 34%
Top 20 Customers 66%
Savoury & Other 1%
Sweet Baked & Morning Goods 27%
Bread, Rolls & Artisan Loaves 72%