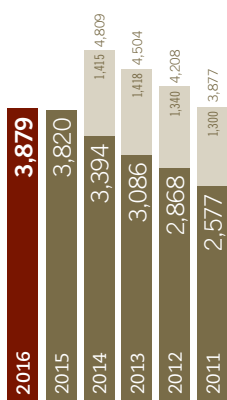


Annual Report and Accounts 2016

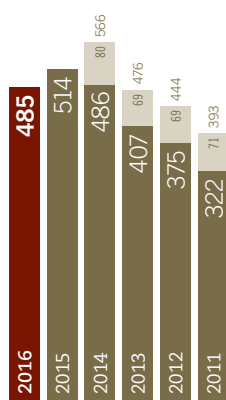
Financial Highlights

Group

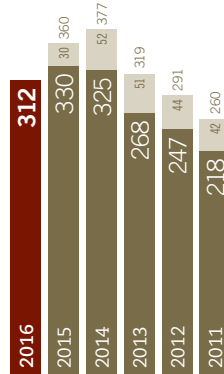
Revenue
in EUR m



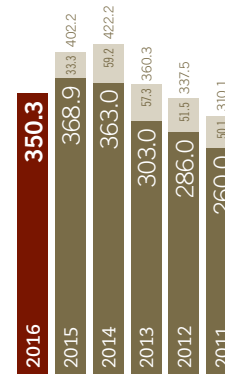
EBITA¹
in EUR m



Underlying net profit
in EUR m

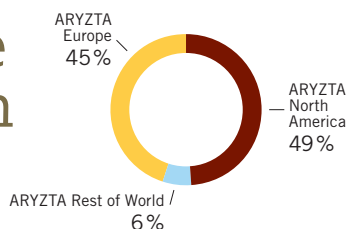


Underlying fully diluted EPS
in EUR cent



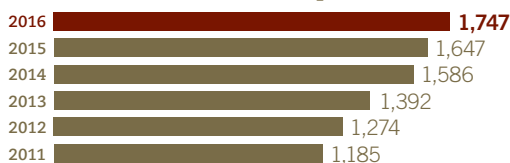
■ continuing operations ■ discontinued operations

Revenue €3.88 bn



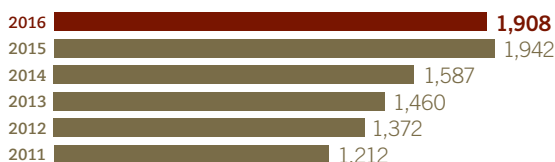
Revenue – ARYZTA Europe

in EUR million



Revenue – ARYZTA North America

in EUR million

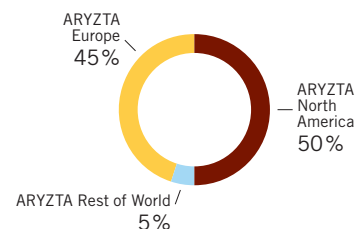


Revenue – ARYZTA Rest of World

in EUR million

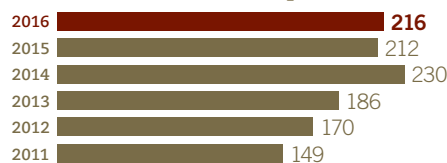


EBITA €485 m



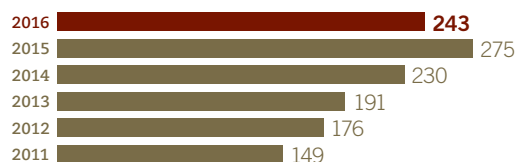
EBITA – ARYZTA Europe

in EUR million



EBITA – ARYZTA North America

in EUR million



EBITA – ARYZTA Rest of World

in EUR million



1 See glossary on page 23 for definitions of financial terms and references used in this document.