Financial Highlights

**Group**

- **Revenue**
  - in EUR million
  - Not listed

- **Underlying EBITDA**
  - in EUR million
  - Not listed

- **Underlying diluted EPS**
  - in EUR cent
  - Not listed

- **Operating profit/(loss)**
  - in EUR million
  - Not listed

- **IFRS Diluted loss per share**
  - in EUR cent
  - Not listed

**ARYZTA Group**

- **Revenue**
  - €3.435bn
- **Bakeries**
  - 56
- **Countries**
  - 29

**Geography**

- **ARYZTA Europe**
  - 50%
- **ARYZTA Rest of World**
  - 7%
- **ARYZTA North America**
  - 43%

**Channel**

- **Customer Revenue**
  - €3.435bn
- **Quick Serve Restaurant**
  - 27%
- **Convenience & Independent Retail**
  - 11%
- **Savory & Other**
  - 19%
- **Sweet Baked Goods & Morning Goods**
  - 43%
- **Other Foodservice**
  - 29%
- **Large Retail**
  - 33%

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