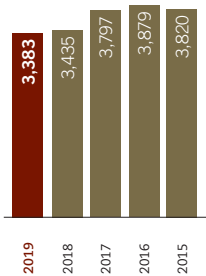


Annual Report and Accounts 2019

Financial Highlights

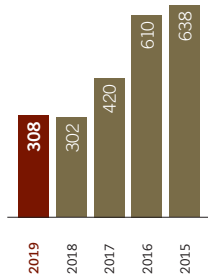
Group

Revenue
in EUR million

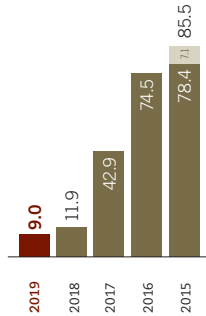


Underlying

Underlying EBITDA¹
in EUR million

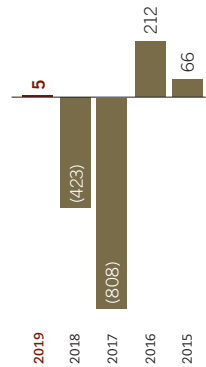


Underlying diluted EPS²
in EUR cent

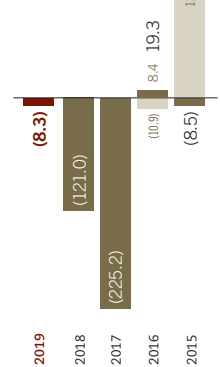


IFRS

Operating profit/(loss)
in EUR million



IFRS Diluted loss per share²
in EUR cent



■ continuing operations ■ discontinued operations

Overview

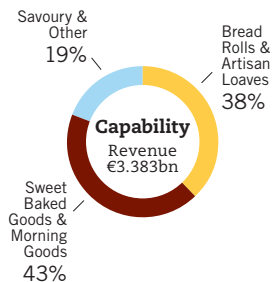
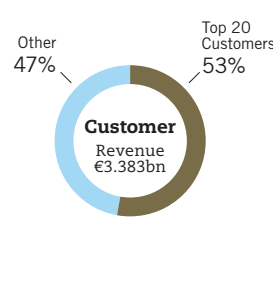
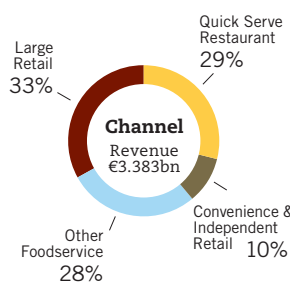
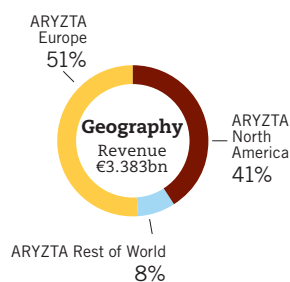
ARYZTA Group



Revenue
€3.383bn

53
Bakeries

29
Countries



1 See glossary on page 21 for definitions of financial terms and references used in this document.

2 Comparatives have been restated to include the effect of the bonus issue of shares pursuant to the November 2018 rights issue and the January 2018 scrip dividend.