

## Our Performance in 2020

In a unique year that saw the entire globe impacted, the resilience of our business was highlighted in our performance. Our culture and our Purpose, Inspiring Food, Nourishing Life was demonstrated through the actions of our people, and we emphasised our role as our customers' most valued partner, creating a world of sustainable nutrition.

### FINANCIAL PERFORMANCE MEASURES

#### Group Revenue



#### Trading Profit



#### Net Cash from Operating Activities



#### Basic EPS



#### Total Dividend Per Share



#### Business Volumes<sup>1</sup>



#### Group Trading Margin<sup>1</sup>



#### Free Cash Flow<sup>1</sup> (cash conversion percentage)



#### Constant Currency Adjusted EPS<sup>1</sup>



#### Return on Average Capital Employed<sup>1</sup>



### NON-FINANCIAL PERFORMANCE MEASURES

#### Consumers Reached with Positive and Balanced Nutrition<sup>2</sup>

1.0 billion

#### Carbon Reduction<sup>2</sup>

17% absolute reduction

### TOTAL SHAREHOLDER RETURN

+7.4% (2019: +29.3%)

<sup>1</sup> See Key Performance Indicators section pages 30-31 and the Supplementary Information section page 231 for definitions, calculations and reconciliations of Alternative Performance Measures

<sup>2</sup> See Sustainability section pages 46-70 for further information on non-financial metrics