

Our Performance in 2021

In a year where we made significant strategic progress on a number of different fronts, we also achieved strong growth and good business performance recovery.

Financial Performance Measures

Group Revenue

€7.4 billion



Trading Profit

€876 million



Net Cash from Operating Activities

€654 million



Basic EPS

430.6 cent



Total Dividend Per Share

95.2 cent



Volume Growth¹

8.0%



Group Trading Margin¹

11.9%



Free Cash Flow¹ (cash conversion percentage)

€566 million



Constant Currency Adjusted EPS¹

380.8 cent



Return on Average Capital Employed¹

9.9%



Non-Financial Performance Measures

Consumers Reached with Positive and Balanced Nutrition Solutions²

1.1 billion



Absolute Carbon Reduction²

39%



Total Shareholder Return

-3.7% (2020: +7.4%)

¹ See Key Performance Indicators section pages 34-35 and the Supplementary Information section page 234 for definitions, calculations and reconciliations of Alternative Performance Measures

² See Sustainability Review pages 50-74 for further information on non-financial metrics