

Highlights Full-Year Results 2018/19

# Growth continues to be broad based

% of total  
Group volume

Volume growth  
vs prior year

35%  
Emerging  
Markets

+9.7%  
excl. cocoa  
+12.7%

34%  
Outsourcing  
Long-term  
Partnerships

**Key growth  
drivers**  
  
**crucial to  
continuously  
outperform the  
market**

+5.2%

12%  
Gourmet &  
Specialties

+2.8%  
excl. Beverages  
+6.1%

