

Key Indicators 2015



BUSINESS

23
companies

76
countries

45
plants

70
brands

ECONOMIC (Thousand of €)

2,461.9
Net sales

314.7
EBITDA

144.8
Net Profit

101.5
Dividends paid

HUMAN CAPITAL

5,808
Average total
workforce

72.88
% men

27.12%
women

117,717
Hours training
given

SOCIAL COMMITMENT

1,146,964 €
in food donations

596,795 €
in welfare
programmes

60
projects
developed

51,272
beneficiaries

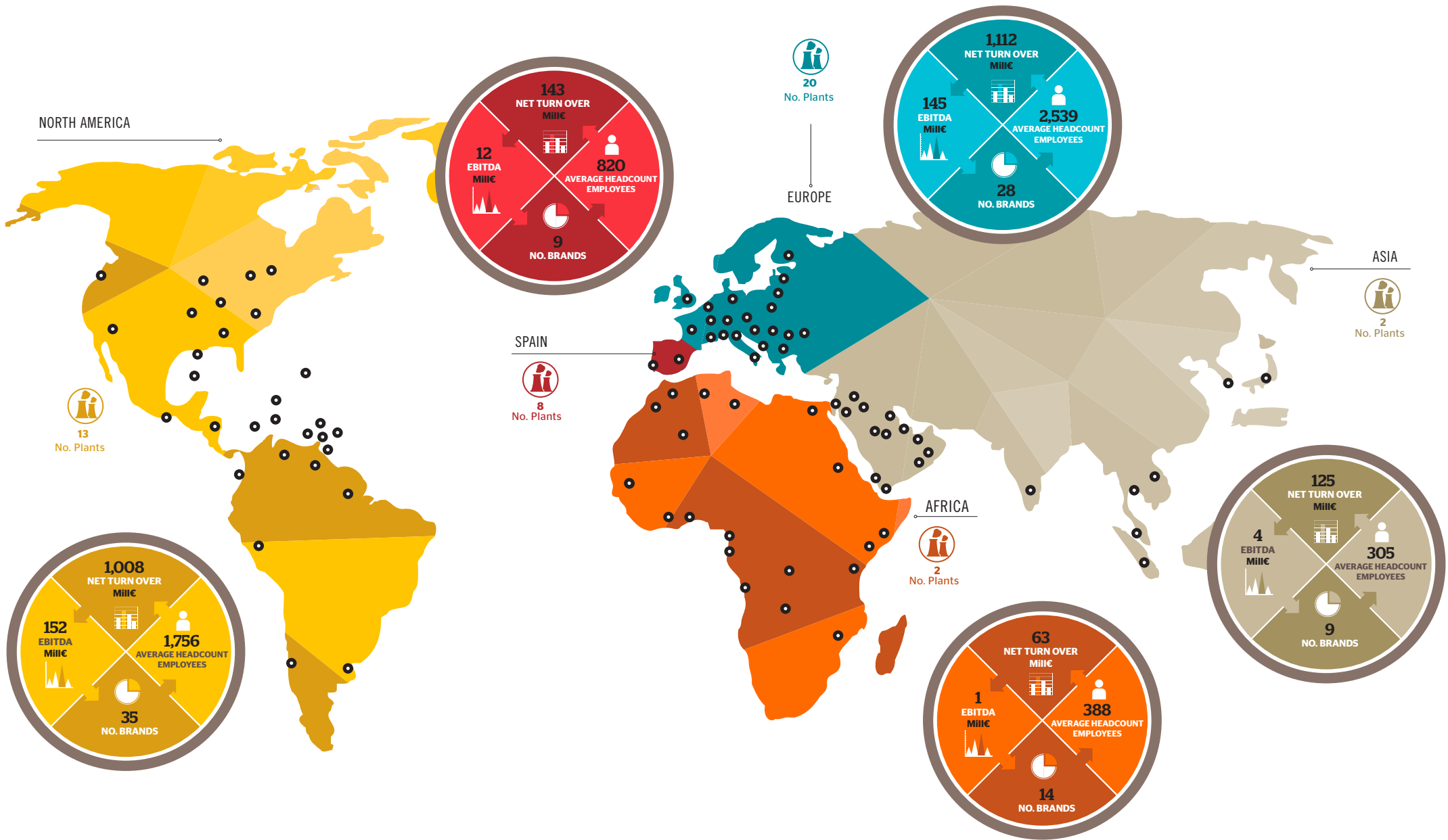
ENVIRONMENT

1,541,725 €
Expense +
Investment:

7%
less significant
emissions than in
2014

11%
more water recycled
and reused than in
2014

5%
less energy
consumed than in
2014



International Presence

FINANCIAL HIGHLIGHTS

| CONSOLIDATED FIGURES | 2013 | 2014 | 2014-2013 | 2015 | 2015-2014 | CAGR 2015-2013 |
|---|-----------|-----------|-----------|-----------|-----------|----------------|
| Net turnover | 1,956,647 | 2,120,722 | 8.4% | 2,461,915 | 16.1% | 12.2% |
| EBITDA | 282,392 | 287,251 | 1.7% | 314,724 | 9.6% | 5.6% |
| EBIT | 226,356 | 227,242 | 0.4% | 246,314 | 8.4% | 4.3% |
| Operating profit | 212,907 | 217,377 | 2.1% | 242,377 | 11.5% | 6.7% |
| Consolidated earnings (Continuing operations) | 141,489 | 151,342 | 7.0% | 150,688 | (0.4%) | 3.2% |
| Net earnings on discontinued operations | (7,507) | (2,223) | (70.4%) | 0 | (100.0%) | (100.0%) |
| Net profit | 132,759 | 146,013 | 10.0% | 144,846 | (0.8%) | 4.5% |
| Average working capital | 420,517 | 442,036 | (5.1%) | 482,300 | (9.1%) | |
| Capital employed | 1,286,515 | 1,363,346 | (6.0%) | 1,579,447 | (15.9%) | |
| ROCE (1) | 17.7 | 16.7 | | 15.6 | | |
| Capex (2) | 61,308 | 67,123 | 9.5% | 81,466 | 21.4% | |
| Average headcount | 4,665 | 5,189 | 11.2% | 5,759 | 11.0% | |

Thousand of euros

| STOCK MARKET HIGHLIGHTS | 2013 | 2014 | 2014-2013 | 2015 | 2015-2014 |
|-----------------------------------|-------------|-------------|-----------|-------------|-----------|
| Number of shares | 153,865,392 | 153,865,392 | 0.0% | 153,865,392 | 0.0% |
| Market capitalisation at year-end | 2,621,097 | 2,109,495 | (19.5%) | 2,780,348 | 31.8% |
| EPS | 0.86 | 0.95 | 10.0% | 0.94 | (0.8%) |
| Dividend per share | 0.60 | 0.50 | (16.7%) | 0.66 | 32.0% |
| Theoretical book value per share | 11.09 | 12.02 | 8.4% | 12.78 | 6.3% |
| Equity | 1,705,757 | 1,849,485 | 8.4% | 1,966,259 | 6.3% |
| Net Debt | 338,291 | 405,617 | (19.9%) | 426,280 | (5.1%) |
| Average Debt | 260,820 | 333,178 | 27.7% | 424,940 | 27.5% |
| Leverage (3) | 0.15 | 0.18 | | 0.22 | |
| Total Assets | 2,772,680 | 3,162,068 | 14.0% | 3,403,676 | 7.6% |

(1) ROCE = (Operating income CAGR last 12 months / (intangible assets - property, plant & equipment - working capital)

(2) Capex as cash outflow from investing activities

(3) Ratio of average net financial debt with cost to equity (excluding minority interests)



| RICE BUSINESS | 2013 | 2014 | 2014-2013 | 2015 | 2015-2014 | CAGR 2015-2013 |
|------------------------|-------------|-------------|------------------|-------------|------------------|-----------------------|
| Net turnover | 1,090,459 | 1,139,697 | 4.5% | 1,287,726 | 13.0% | 8.7% |
| EBITDA | 137,627 | 148,828 | 8.1% | 176,959 | 18.9% | 13.4% |
| EBIT | 110,156 | 121,789 | 10.6% | 147,509 | 21.1% | 15.7% |
| Operating profit | 102,785 | 118,439 | 15.2% | 148,600 | 25.5% | 20.2% |
| Average current assets | 329,938 | 339,882 | (3.0%) | 360,709 | (6.1%) | |
| Capital employed | 751,292 | 767,771 | (2.2%) | 861,763 | (12.2%) | |
| ROCE | | | | | | |
| Capex | 21,186 | 32,440 | 53.1% | 39,555 | 21.9% | |

Thousand of euros

| PASTA BUSINESS | 2013 | 2014 | 2014-2013 | 2015 | 2015-2014 | CAGR 2015-2013 |
|------------------------|-------------|-------------|------------------|-------------|------------------|-----------------------|
| Net turnover | 915,120 | 1,029,294 | 12.5% | 1,224,491 | 19.0% | 15.7% |
| EBITDA | 152,955 | 146,317 | (4.3%) | 148,647 | 1.6% | (1.4%) |
| EBIT | 125,725 | 114,397 | (9.0%) | 110,477 | (3.4%) | (6.3%) |
| Operating profit | 115,283 | 112,340 | (2.6%) | 104,957 | (6.6%) | (4.6%) |
| Average current assets | 76,369 | 94,810 | (24.1%) | 107,261 | (13.1%) | |
| Capital employed | 508,429 | 578,767 | (13.8%) | 691,071 | (19.4%) | |
| ROCE | 25.7 | 20.5 | | 16.1 | | |
| Capex | 38,720 | 34,249 | (11.5%) | 40,683 | 18.8% | |

Thousand of euros

