RESULTS
2019

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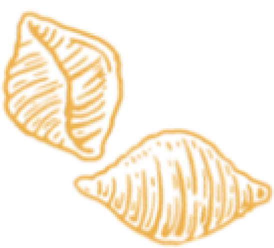

BUSINESS UNIT RESULTS 2019

1.1.1 Rice 2019

- In 2018, we had to face many issues due to the increase in the cost of raw materials and logistics at our US subsidiary. Major changes were therefore required in 2019 and are now bearing fruit:

  - Price rises to pass on the cost increases.
  - Organisational changes in our logistics and production structures.
  - Downsizing of the Freeport business by letting go of unprofitable volumes (200,000 tn).
  - Efficiency enhancing investments at the Freeport and Memphis plants in view of poor maintenance and a lack of qualified personnel.
  - Start-up of the new RTS plant in Memphis, plus the investments in Thailand and India.
  - The issues with the move to a different distribution warehouse in Northeast USA, that had caused serious service disruption, were resolved.

- All these efforts are continuing in 2020, but the results were already apparent in 2019.

- 2019 ended with high raw material prices due to the poor harvest in the US, the drought in Thailand, salinity in Spain and duties for Myanmar and Cambodia.

1.1.2 Rice 2019

- Our market is growing (2.5% in the US) and we are growing faster:
  - In Spain, sales of Sabroz and microwave products are rising by double digits. We recently announced the start of the land rezoning plan affecting the San Juan de Aznalfarache plant, the largest rice facility in Europe (65,000 sqm), which will allow production to be transferred to other plants such as La Rinconada in the long term.
  - In the US, all our brands have sold well, at a rate of more than twice the market's growth. Minute RTS sales were particularly noteworthy.
  - As regards the other European subsidiaries, of note was the growth at our businesses in Germany, Belgium, United Kingdom and Italy.
  - The integration of Tilda, which joined the Group in September, is continuing, though with some delays in the Middle East. The cut in the price of Basmati is not having the desired effect due to the difficulty of finding batches that meet the stringent pesticide retention requirements in Europe and the US.

1.1.3 Rice 2019

- The division's year-end sales were up by 11% to EUR1,566.2 million; Tilda contributed EUR55.6 million.

- Advertising investment grew by EUR6 million (22.4%) to EUR33 million.

- EBITDAA grew by 18.7% to EUR192.3 million, and the EBITDAA margin climbed by 80 b.p. to 12.3%. Tilda contributed EUR6.1 million. Foreign currency fluctuations contributed EUR5.1 million. On a standalone basis, growth in the quarter came in at 20%.

EUR Thous.	2017	2018	2019	19/18	CAGR 19/17
Sales	1,345,026	1,412,702	1,566,239	10.9%	7.9%
Advertising	28,088	26,969	33,010	22.4%	8.4%
EBITDAA	205,988	161,933	192,264	18.7%	-3.4%
EBITDAA Margin	15.3%	11.5%	12.3%		
EBITA	172,522	123,857	143,061	15.5%	-8.9%
Operating Profit	174,027	125,390	134,447	7.2%	-12.1%

1.2.1 Pasta 2019

- The significant rise in durum wheat prices that hit the pasta market in the second half was fortunately halted and we have stocks at a reasonable price in Europe and North America until the next harvest.

- In Italy, new legislation requiring packets to show the origin of semolina has pushed up the price further, affecting Garofalo profits, although the business performed well.

- The policy of cutting back on promotions in 2019 had an impact on Panzani volumes. Promotions will begin again in 2020, but will be more selective. The issues encountered with Roland Monterrat have not been resolved.

- In fresh pasta, it was a record-breaking year for Bertagni and gnocchi sales also hit a high. We have just launched a gnocchi line in Canada that should help to improve Olivieri returns.

- In the US, the issues affecting our new Northeast distribution centre were resolved, driving returns and sales in the final quarter. In Canada we are achieving profitable growth and, unlike the US, the "Health and Wellness" products are doing particularly well.

1.2.2 Pasta 2019

- The division's year-end sales were up by 3.6% to EUR1,312 million. Growth could have been higher but the policy of cutting promotions in France particularly impacted the last quarter.

- Advertising investment was down 3.6% to EUR60 million.

- EBITDAA grew by EUR9.3 million to EUR162.4 million, regaining 15.2% margin during the final quarter – on a standalone basis – as a result of the improved mix. The exchange rate had a positive effect of EUR1.7 million on EBITDAA. Since Bertagni has been integrated into the Group, it has grown by close to 32%; the change in the scope of consolidation provided EUR3.4 million, this company having been consolidated as from April 2018.

EUR Thous.	2017	2018	2019	19/18	CAGR 19/17
Sales	1,184,816	1,265,957	1,311,925	3.6%	5.2%
Advertising	65,571	62,688	60,404	-3.6%	-4.0%
EBITDAA	158,861	153,170	162,418	6.0%	1.1%
EBITDAA Margin	13.4%	12.1%	12.4%	2.3%	-3.9%
EBITA	114,890	104,546	101,480	-2.9%	-6.0%
Operating Profit	100,604	97,848	90,105	-7.9%	-5.4%

CONSOLIDATED GROUP RESULTS 2019

2.1 P&L 2019

- Group sales grew significantly by 7.6% to EUR2,813.3 million, in spite of lower volumes at Freeport and reductions in promotions, above all in Panzani.

- We invested 2.8% more in advertising to reach EUR91.5 million.

- EBITDAA grew by 11.5% to EUR342.7 million. Foreign currency fluctuations contributed EUR6.9 million. IFRS 16 provided EUR13 million. Tilda contributed EUR6 million.

- Operating profit fell by 1.9% due primarily to extraordinary items related to the change in progress in the Group: investment expenditure, indemnities, start-up costs, restructuring expenses and write-downs.

- A consolidated average effective tax rate of 32.4% was applied in 2019 (29.8% in the previous year). The rate increase is explained mainly by the tax losses posted in 2019 in some of the countries in which the Group operates, the decision having been taken not to recognise any tax credits for these losses in view of uncertainties regarding whether or not they would be realised within a reasonable period of time.

- Net profit remained flat at EUR141.8 million.

EUR Thous.	2017	2018	2019	19/18	CAGR 19/17
Sales	2,473,381	2,613,947	2,813,298	7.6%	6.7%
Advertising	92,551	89,014	91,477	2.8%	-0.6%
EBITDAA	354,884	307,468	342,726	11.5%	-1.7%
EBITDAA Margin	14.3%	11.8%	12.2%		
EBITA	276,784	220,131	231,085	5.0%	-8.6%
Operating Profit	269,633	216,561	212,441	-1.9%	-11.2%
Pre-tax Profit	263,035	211,721	198,478	-6.3%	-13.1%
Discontinued operations	767	799	16,043	1,907.9%	357.3%
Tax expense	34,157	63,209	64,233	1.6%	37.1%
Net Profit	220,600	141,589	141,752	0.1%	-19.8%
ROACE	*12.3*	*12.3*	*11.1*	-9.8%	-5.0%

2.2 Debt Performance

- We ended 2019 having increased our net debt by 41.9% (EUR295.2 million) to EUR999.8 million on last year, after making significant investments in growth Capex but, above all, thanks to the acquisition of Tilda (which stands at USD342 million) and the allocation of leases as debt (which stands at EUR90 million). We should note that the put options that we have with minority shareholders of certain businesses amount to EUR165 million.

- Working capital, in the form of Inventories, rose by EUR57 million, due mainly to the inclusion of Tilda.

- Capex reached EUR149 million, with the largest projects currently underway being:

    - The new La Rinconada rice plant.
    - The new lines of skillet Gnocchi in Canada.
    - Investments to optimise distribution in France. And a fresh products warehouse in Communay.
    - The expansion of the RTS facility in Memphis (packaging lines).
    - The extension of the Garofalo facility and assembly of a new short pasta line.

- Including Tilda, which only contributes for 4 months, the ND/EBITDAA multiple for 2019 stands at 2.9 times.

Thous EUR	**31 Dec 17**	**31 Dec 18**	**31 Dec 19**	**19/18**	**CARG 19/17**
Net Debt	517.185	704.621	999.849	41,9%	39,0%
Average Debt	426.042	627.350	871.658	38,9%	43,0%
Equity	2.074.637	2.162.334	2.262.203	4,6%	4,4%
Leverage ND	24,9%	32,6%	44,2%	35,6%	33,2%
Leverage AD	*20,5%*	*29,0%*	*38,5%*	32,8%	37,0%
x EBITDAA (ND)	1,5	2,3	2,9		
x EBITDAA (AD)	1,2	2,0	2,5		

CONCLUSION

3. Conclusion

- The Group's sales are growing organically at a good pace, despite having released considerable unprofitable volumes at Freeport and having reduced Panzani sales promotions.
- 2019 saw a productivity revolution at the US plants, including organisational changes and investments that have led to the recovery of the rice business in the US.
- It was a good year for Garofalo and Bertagni, the Group's international flagship premium brands.
- We bought Tilda in order to keep growing in premium brands. And we exited the Bio business at a significant gain. The portfolio will be reviewed further to focus on businesses with the healthiest prospects and highest returns.
- The major organic investments made in the last few years are beginning to pull their weight, although we will not see relevant impacts until 2021. We are also preparing for the move to more modern, efficient plants. Duplications arise in such transitions that affect all profitability parameters.
- In short, it was a good year with significant growth.

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4. Corporate Calendar

As part of Ebro's commitment to complete transparency, below we provide our Corporate Calendar for 2020:

➢ 27 February	Presentation of YE2019 Results ✓
➢ 1 April	Four-month payment of ordinary dividend (EUR0.19/share)
➢ 29 April	Presentation of 1Q 2020 results
➢ 30 June	Four-month payment of ordinary dividend (EUR0.19/share)
➢ 29 July	Presentation of 1H 2020 results
➢ 1 October	Four-month payment of ordinary dividend (EUR0.19/share)
➢ 28 October	Presentation of 9M20 Results and Pre-YE 2020

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5. Calculation of Alternative Performance Measures

- According to the guidelines set by the European Securities and Markets Authority (ESMA), the following is a list of the indicators used in this report. These indicators are currently and consistently used by the Group to describe its business performance and their definitions have not been altered:

  - EBITDAA. Earnings before interest, taxes, depreciation and amortization, excluding results considered as extraordinary or non-recurring (essentially profit earned from transactions relating to the Group's fixed assets, industrial restructuring costs, results from or provisions for lawsuits, etc.). EBITDAA is calculated consistently with prior-year EBITDA.
  - EBITA. EBITA is calculated by subtracting the year's amortisations and depreciations from EBITDAA. EBITA is calculated consistently with prior-year EBIT.

	31/12/2017	31/12/2018	31/12/2019	2019 - 2018
EBITDAA	**354,884**	**307,468**	**342,726**	**35,258**
Provisions for amortisation	(78,100)	(87,337)	(111,641)	(24,304)
Non-recurring income	11,110	8,702	9,077	375
Non-recurring costs	(18,261)	(12,272)	(27,721)	(15,449)
OPERATING PROFIT	**269,633**	**216,561**	**212,441**	**(4,120)**
Provisions for amortisation	78,100	87,337	111,641	24,304
EBITA	**276,784**	**220,131**	**231,085**	**4,735**

  - CAPEX. Capital expenditure - payments for investment in production related fixed assets.
  - Net Debt:

	31/12/2017	31/12/2018	31/12/2019
(+) Non-current financial liabilities	472,353	533,612	826,725
(+) Other current financial liabilities	310,194	342,694	424,967
(-) Sum of security deposits payable	(98)	(97)	(97)
(-) Cash and cash equivalents	(269,411)	(171,450)	(252,072)
(-) Derivatives – assets	(146)	(498)	(714)
(+) Derivatives – liabilities	4,293	360	1,040
TOTAL NET DEBT	**517,185**	**704,621**	**999,849**

  - (Average) Net Debt: Average net debt refers to the 13-month moving average based on previous net debt.
  - (Average) Working Capital: 13-month moving average of the sum of inventories, trade receivables and provision of services, other receivables less trade payables and other current payables.
  - Capital Employed (average). 13-month moving average of the sum of intangible assets, property, plant and equipment and working capital.
  - ROACE: Ratio of the average profit/loss after depreciation/amortisation and before tax for the last 12-month period (excluding extraordinary and non-recurring items) divided by the average capital employed, as previously defined. ROACE is calculated consistently with prior-year ROCE.

6. Legal Disclaimer

- This presentation contains our true understanding to date of estimates on the future growth in the different business lines and the global business, market share, financial results and other aspects of business activity and the positioning of the Company. All the data included in this report have been put together according to International Accounting Standards (IAS). The information included herein does not represent a guarantee of any future actions that maybe taken and it entails risks and uncertainty. The actual results may be materially different from the ones stated in our estimates as a result of various factors.

- Analysts and investors should not rely on these estimates, which only cover up to the date of this presentation. Ebro Foods does not assume any obligation to publicly report the results of any review of these estimates that may be carried out to reflect events and circumstances occurring after the date of this presentation - including but not limited to - changes in Ebro Foods business or its acquisitions strategy, or to reflect unforeseen events. We encourage analysts and investors to consult the Company's Annual Report, as well as the documents filed with the Authorities and more specifically with the Spanish National Securities Markets Commission (CNMV).

- The main risks and uncertainties affecting the Group's business are the same as those included in the Consolidated Annual Accounts and the Management Report for the year ending 31 December 2018, which is available at www.ebrofoods.es. We believe that there have been no significant changes during this financial year. The Group still has some exposure to the raw materials markets and to passing on changes in prices to its customers. Likewise, there is certain exposure to fluctuations in the exchange rate, especially the dollar, and changes in interest rates.