

The core businesses of Ebro Foods are rice and pasta.

Within these businesses, Ebro develops its business model using the different technologies available: dry, fresh, pre-cooked and frozen.

OUR CORE BUSINESS

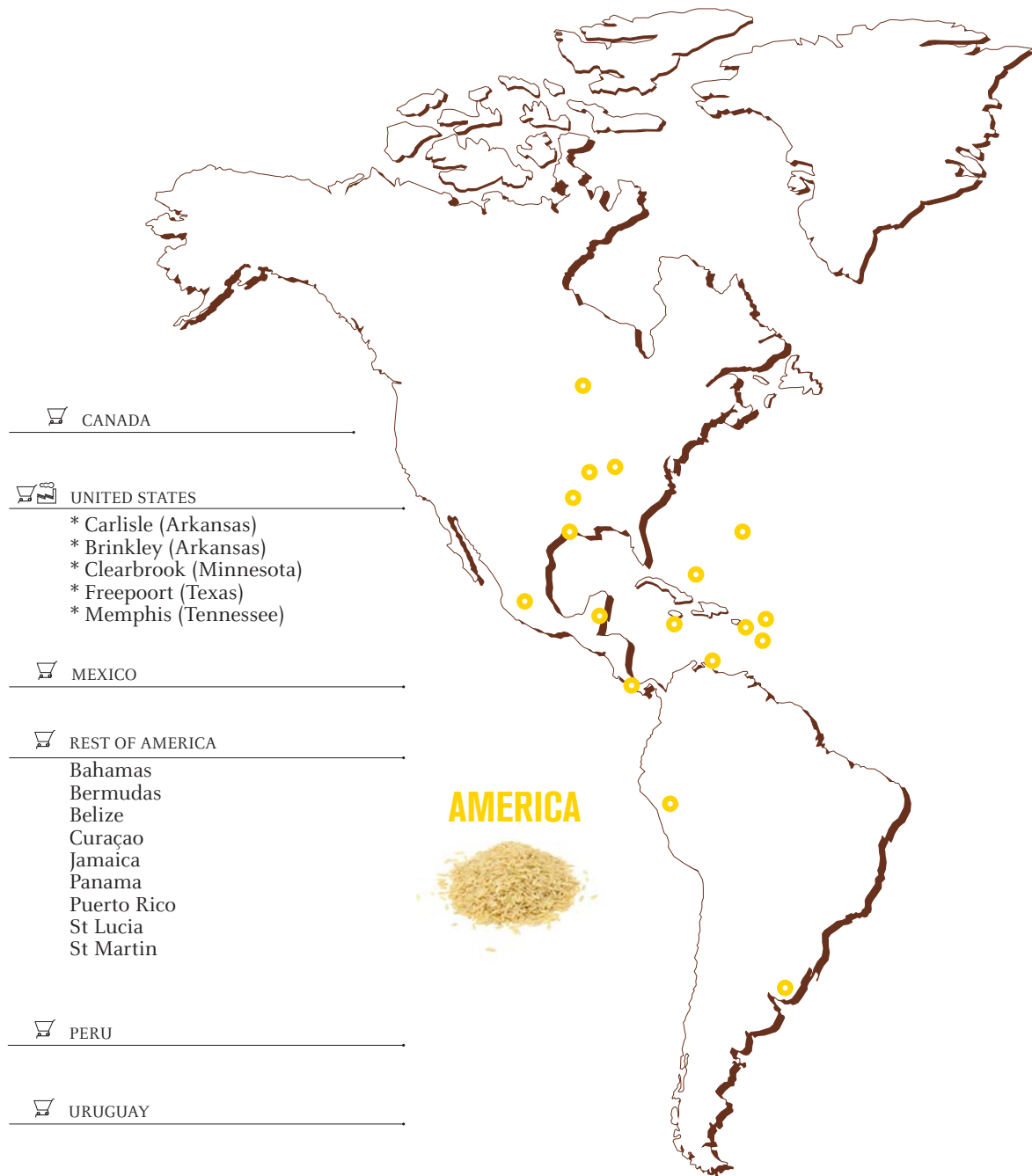


RICE

05

This is the business area in which the Group is world leader. The business began in Spain back in 1950 and as from 1986 it began its international expansion by purchasing leading brands and companies in Europe, USA and Canada. Now also present in Africa and Asia, the division has an extensive portfolio of leading brands and products. This division accounts for 54% of Ebro's total sales.

RICE, INTERNATIONAL PRESENCE



RICE, INTERNATIONAL PRESENCE



BRANDS IN AMERICA

BAHAMAS
Blue Ribbon®
Mahatma®

BELIZE
Mahatma®

BERMUDAS
Carolina®
Minute®

CANADÁ
Minute®

CURAÇAO
Blue Ribbon®
Mahatma®

JAMAICA
Blue Ribbon®
Mahatma®

MEXICO
SOS®

PANAMA
Blue Ribbon®
Mahatma®

PERU
Mahatma®
Minute®

PUERTO RICO
Cinta Azul®
El Mago®
Mahatma®
Sello Rojo®
SOS®

ST MARTIN
Mahatma®

ST LUCIA
Mahatma®

UNITED STATES
Adolphus®
Blue Ribbon®
Carolina®
Comet®
Gourmet House®
Mahatma®
Minute®
River®
Success Rice®
Watermaid®
Wonder®

URUGUAY
Success Rice®
Minute®



SIGNIFICANT MARKET POSITION	SHORT GRAIN RICE
CANADA	1
PUERTO RICO	3
UNITED STATES	1



AUSTRIA
Königs®
Oryza®
Reis Fit®

BELGIUM
Bosto®
Boss®
Casi®

CZECH
REPUBLIC
SOS®

DENMARK
Oryza®
Ris-Fix®

ESTONIA
Bosto®

FINLAND
Risella®

FRANCE
Lustucru®
Taureau Ailé®

GERMANY
Oryza®
Reis-Fit®

HUNGARY
Riceland®
SOS®

ICELAND
River®

LITHUANIA
Bosto®
Oryza®

NETHERLANDS
Lassie®

POLAND
SOS®

PORTUGAL
La Cigala®
Saludaes®

ROMANIA
Panzani®
SOS®

SLOVAKIA
SOS®

SPAIN
Arroz Rocío®
Brillante®
La Cigala®
La Fallera®
Panzani®
SOS®
Sundari®

SWITZERLAND
Oryza®

UNITED
KINGDOM
Chinatown®
Double
Phoenix®
Gourmet House®
Peacock®
Success®
Sunrich®

UKRAINE
Bosto®
Oryza®

SIGNIFICANT MARKET POSITION	SHORT GRAIN RICE	RETAIL CHANNEL
FRANCE	1	
HUNGARY	1	
PORTUGAL	1	
SLOVAKIA	1	3
SPAIN	1	

BRANDS IN AFRICA

ANGOLA
Arroz Cigala®

ALGERIA
SOS®

IVORY COAST
SOS®

EGYPT
Herba®
King of Rice®
Shahraman®

LIBYA
Abu Bint®
Herba®
SOS®

MOROCCO
Arroz Cigala®
Cup Riz®
Miura®

MOZAMBIQUE
Arroz Cigala®
Cup Riz®
Miura®

SENEGAL
SOS®

SUDAN
Abu Bint®



BRANDS IN ASIA

ISRAEL
Arroz Cigala®

JORDAN
Abu Bint®

KUWAIT
SOS®

SAUDI ARABIA
Abu Bint®

SYRIA
SOS®

UNITED ARAB
EMIRATES
Abu Bint®
SOS®

YEMEN
Abu Bint®



SIGNIFICANT MARKET POSITION

SHORT GRAIN RICE

ANGOLA

3

ALGERIA

2V

JORDAN

1PARB

LIBYA

LY

MOROCCO

1

SAUDI ARABIA

1PARB

SYRIA

2

V: Market position by value PARB: Parboiled rice LY: Control retail market SOS, Herba y Abu Bint

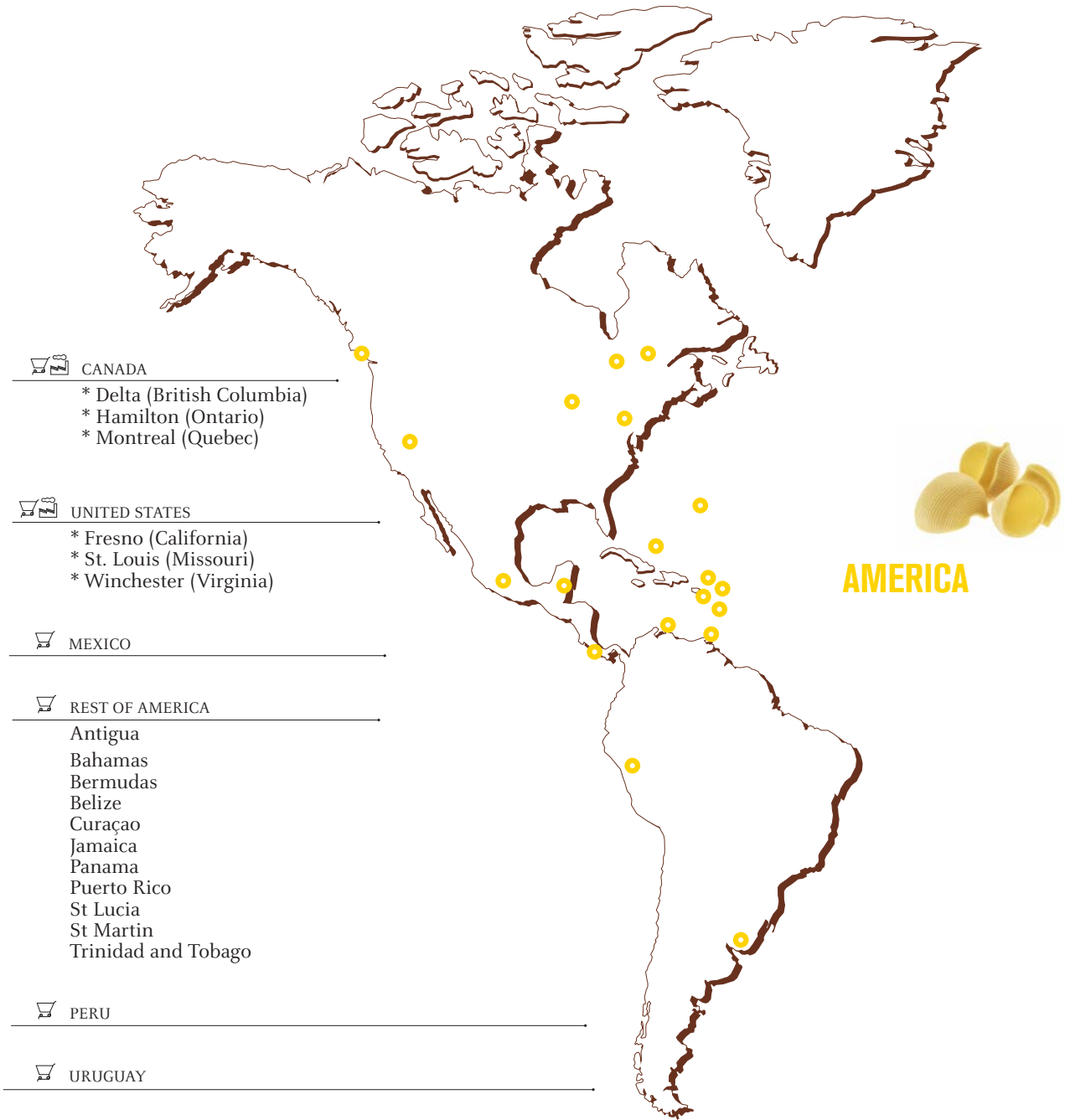
This division is represented by the companies New World Pasta (leader in USA and Canada) and Panzani (no. 1 in France in the dry and fresh pasta sectors, sauces, couscous and semolina). Apart from these countries, the Group brands are also present in other geographical areas, such as Belgium, Hungary, United Kingdom, Algeria, United Arab Emirates, Czech Republic and Russia, so in just eight years Ebro has positioned itself as the second pasta manufacturer in the world. This division currently accounts for 46% of the Group's total business.

PASTA, SAUCES AND OTHERS

11



PASTA, INTERNATIONAL PRESENCE



PASTA, INTERNATIONAL PRESENCE

-  FRANCE
- * Gennevilliers
- * La Montre
- * Littoral
- * Lorette
- * Mauricio
- * Nanterre
- * Reunion
- * Saint Genis Laval
- * Saint Just
- * Vitrolles

-  DENMARK
- * Orbaek
- GERMANY
- * Offingen
-  BELGIUM
- CZECH REP.
- ESTONIA
- HUNGARY
- ROMANIA
- SLOVAQUIA
- SPAIN

EUROPE




AFRICA



ASIA

-  ANGOLA
- ALGERIA
- CAMEROON
- CONGO
- IVORY COAST
- GABON
- LYBIA
- MOROCCO
- SENEGAL

-  BAHRAIN
- INDONESIA
- ISRAEL
- JORDAN
- KOREA
- KUWAIT
- LEBANON
- MALAYSIA
- QATAR
- SAUDI ARABIA
- UNITED ARAB EMIRATES
- VIETNAM
- YEMEN



ANTIGUA
Prince®

BAHAMAS
Ronzoni®

BELIZE
Ronzoni®

BERMUDAS
Catelli®
Ronzoni®

CANADA
Catelli®
Catelli Healthy Harvest®
Giovanni Panzani®
Lancia®
Splendor®
Ronzoni®
Olivieri®

CURAÇAO
Ronzoni®

JAMAICA
Ronzoni®

MEXICO
Panzani®

PANAMA
Creamette®

PERU
Ronzoni®

PUERTO RICO
Prince®
Ronzoni®

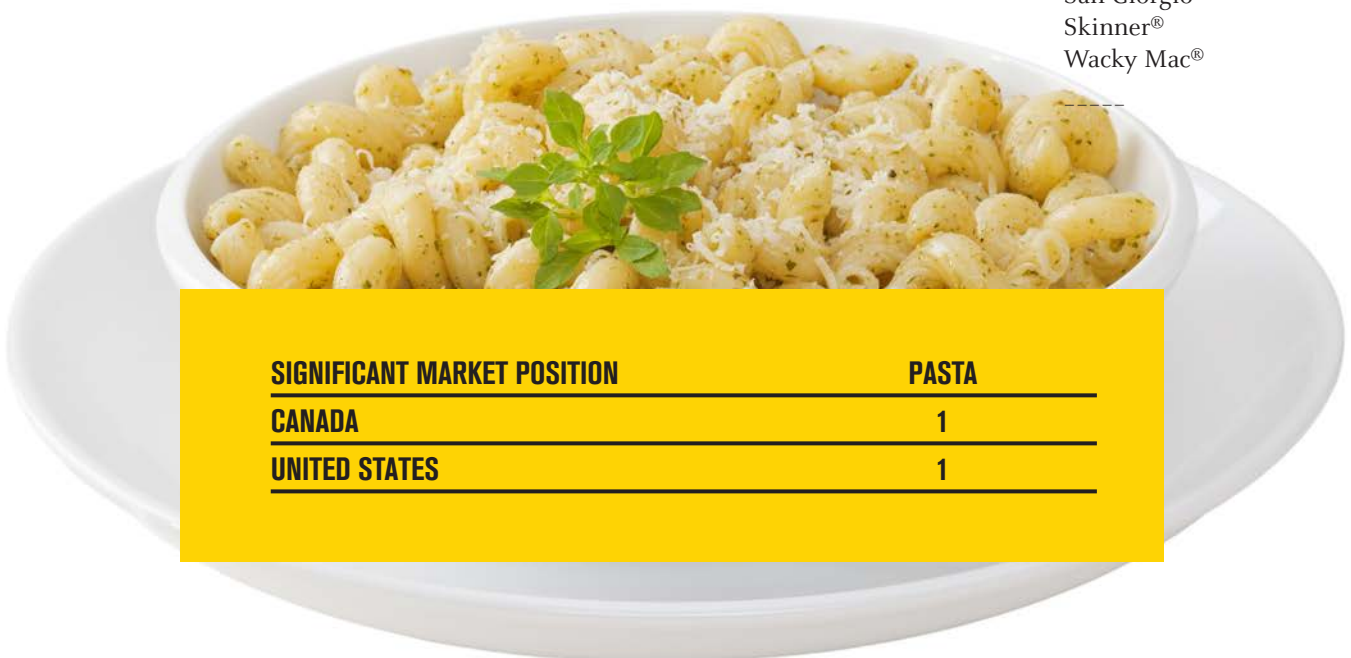
ST MARTIN
Ronzoni®

ST LUCIA
Ronzoni®

TRINIDAD & TOBAGO
Ronzoni®

URUGUAY
Ronzoni®

UNITED STATES
American Beauty®
Creamette®
Light'n'fluffy®
No Yolks®
Prince®
P&R®
Ronzoni Healthy Harvest®
Ronzoni®
San Giorgio®
Skinner®
Wacky Mac®



SIGNIFICANT MARKET POSITION

PASTA

CANADA

1

UNITED STATES

1

BRANDS IN EUROPE

BELGIUM
Panzani®

CZECH REPUBLIC
Panzani®

ESTONIA
Panzani®

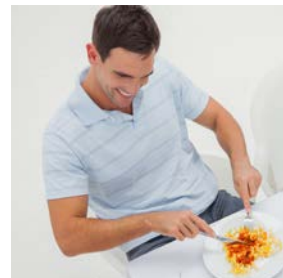
FRANCE
Ferrero®
Lustucru®
Panzani®
Regia®

HUNGARY
Panzani®

SLOVAKIA
Panzani®

ROMANIA
Panzani®

SPAIN
Ferrero®



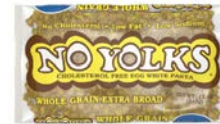
SIGNIFICANT MARKET POSITION	DRY PASTA	FRESH PASTA	SAUCES	FRESH GNOCCHI
BELGIUM	2			
CZECH REPUBLIC	1		1	
ESTONIA	1			
FRANCE	1	1	1	1
ROMANIA	5		1	

BRANDS IN ASIA

BAHRAIN Ronzoni® -----	ISRAEL No Yolks® Wacky Mac® -----	KOREA Ronzoni® San Giorgio® -----	LEBANON Panzani® Ronzoni® -----	QATAR Panzani® -----	UNITED ARAB EMIRATES Panzani® -----
INDONESIA Ronzoni® San Giorgio® -----	JORDAN Ronzoni® -----	KUWAIT Ronzoni® -----	MALAYSIA Ronzoni® San Giorgio® -----	SAUDI ARABIA Panzani® Ronzoni® San Giorgio® -----	YEMEN Panzani® -----

BRANDS IN AFRICA

ANGOLA Panzani® -----	CONGO Panzani® -----	LIBYA Panzani® -----
ALGERIA Lustucru® Panzani® -----	GABON Panzani® -----	MOROCCO Panzani® -----
CAMEROON Panzani® -----	IVORY COAST Panzani® -----	SENEGAL Panzani® -----



SIGNIFICANT MARKET POSITION	DRY PASTA	SAUCES
ANTILLES	1*	1
CAMEROON	3*	
CONGO	1*	
GABON	1*	
IVORY COAST	1*	
KUWAIT	4*	
LEBANON	2*	
MAURITIUS	1*	
MOROCCO	2*	
QATAR	3*	
SENEGAL	1*	
SAUDI ARABIA	3*	
UNITED ARAB EMIRATES	3*	

*Imported