



Financial Figures

CONSOLIDATED DATA (000€)

PROFIT AND LOSS	2018	2019	2019/2018	2020	2020/2019	CAGR 2020/2018
Revenue	2,297,882	2,510,381	9.2%	2,897,589	15.4%	12.3%
Advertising	(72,931)	(77,564)	(6.4%)	(88,605)	14.2%	10.2%
EBITDA-A	277,901	306,617	10.3%	364,224	18.8%	14.5%
EBIT-A	199,619	206,592	3.5%	252,022	22.0%	12.4%
Operating profit	196,796	191,142	(2.9%)	242,623	26.9%	11.0%
Consol profit for year (continuing operations)	133,283	118,299	(11.2%)	140,842	19.1%	2.8%
Net profit from discontinued operations	16,028	31,989	99.6%	65,809	105.7%	102.6%
Net profit of parent	141,589	141,752	0.1%	192,415	35.7%	16.6%
	31-12-18	31-12-19	2019/2018	31-12-20	2020/2019	
Average working capital	588,403	643,139	(9.3%)	643,970	(0.1%)	
Average capital employed	1,805,986	2,080,166	(15.2%)	2,191,813	(5.4%)	
ROCE-A (1)	12.3	11.1		14.2		
Capex (2)	138,930	148,705	7.0%	117,600	(20.9%)	
Average headcount	7,153	7,522	5.2%	7,664	1.9%	

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STATEMENT OF FINANCIAL POSITION	12-31-18	12-31-19	2019/2018	12-31-20	2020/2019
Equity	2,162,334	2,262,203	4.6%	1,927,351	(14.8%)
Net debt	704,621	999,849	(41.9%)	950,870	4.9%
Average net debt	627,350	871,658	(38.9%)	917,583	(5.3%)
Leverage (3)	29.0%	38.5%		47.6%	
Total assets	3,834,069	4,381,004	14.3%	4,035,662	(7.9%)
	12-31-18	12-31-19	2019/2018	12-31-20	2020/2019
Number of shares	153,865,392	153,865,392	0.0%	153,865,392	0.0%
Market capitalisation at year-end	2,683,412	2,968,063	10.6%	2,914,211	(1.8%)
Earnings per share (EPS)	0.92	0.92	0.1%	1.25	35.7%
Dividend per share (DPS)	0.57	0.57	0.0%	2.51	340.4%
Underlying carrying amount per share	14.05	14.70	4.6%	12.53	(14.8%)

(1) ROCE-A = Average profit after D&A but before tax for the last 12 months (excluding extraordinary/non-recurring items) divided by average capital employed

(2) Capex = Cash outflows for investment purposes

(3) Leverage = Ratio of average net interest-bearing debt to equity (excluding non-controlling interests)



RICE BUSINESS (000€)

PROFIT AND LOSS	2018	2019	2019/2018	2020	2020/2019	CAGR 2020/2018
Revenue	1,412,702	1,566,239	10.9%	1,817,679	16.1%	13.4%
Advertising	(26,969)	(33,010)	(22.4%)	(36,789)	11.4%	16.8%
EBITDA-A	162,065	192,264	18.6%	235,809	22.6%	20.6%
EBIT-A	123,990	143,061	15.4%	178,503	24.8%	20.0%
Operating result	125,392	134,445	7.2%	174,734	30.0%	18.0%
Capex	64,583	75,160	16.4%	69,345	(7.7%)	3.6%

PASTA BUSINESS (000€)

PROFIT AND LOSS	2018	2019	2019/2018	2020	2020/2019	CAGR 2020/2018
Revenue	949,905	1,009,007	6.2%	1,162,471	15.2%	10.6%
Advertising	(46,605)	(46,490)	0.2%	(53,176)	14.4%	6.8%
EBITDA-A	123,589	126,307	2.2%	142,708	13.0%	7.5%
EBIT-A	84,020	76,984	(8.4%)	89,330	16.0%	3.1%
Operating result	78,069	68,809	(11.9%)	81,863	19.0%	2.4%
Capex	73,946	71,772	(2.9%)	47,474	(33.9%)	(19.9%)