

EBRO FOODS



1H11

Ebro



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Introduction

Underlying Business

- The underlying evolution of our businesses shows that the second quarter of this year was better than the first, although external factors such as the exchange rate still affect the results.
- 1H results reflect the effects of the continuous hike in durum wheat prices that has prevailed since the summer of 2010. Ebro successfully anticipated those rises by increasing its stock levels and passing on the higher commodity price in the end product.
- The rice business is strong and in a more favourable raw material scenario, maintains a healthy growth.
- We recently received approval from the US antitrust authorities to purchase the SOS rice businesses in that country and are now just waiting for the go-ahead from the Spanish authorities. If we have received that authorisation by 31 July we will pay the company and if not, the US part of the business will be incorporated as from that date and the Spanish part will remain pending.
- After 9 months of negotiations and other actions geared towards the acquisition of Sunrice we obtained a very close result with a vote to accept the purchase from 67% of the "A" shares and 76% of the "B" shares, when we needed 75% of both classes. We conducted an enormous communication campaign among the growers and met most of them in person. We leave behind a feeling of friendship and do not rule out the possibility of reconsidering the operation in the future when the Australian company solves the problems of its legal structure.
- At the same time, we continue investing in organic growth. We have several products in portfolio due to be launched in the second half of the year and have approved an investment of 28 MEUR, in addition to the 8 MEUR announced back in September, in the Lyon factory to develop fresh products.



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Business Units 1H11 Results

2.2



PASTA

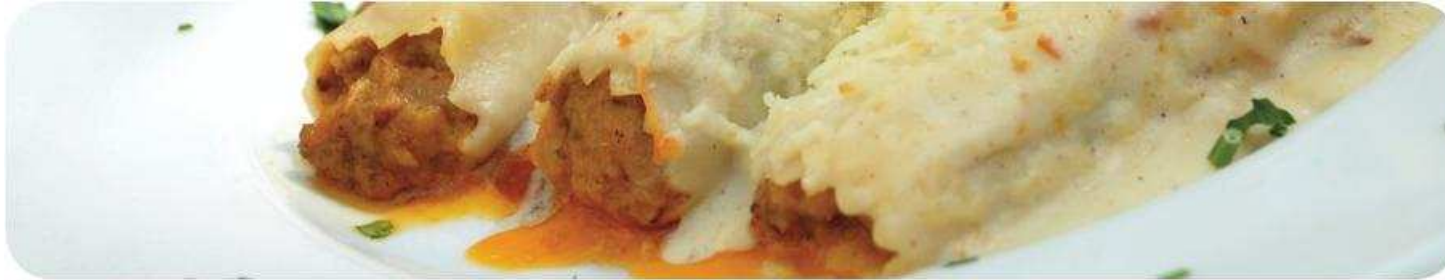
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Pasta 2.1.1



Tough Durum Wheat

- o It was hoped that world durum wheat prices would start to come down with the new European harvests in May/June, but two circumstances have prevented this:
 - o The Canadian Wheat Board raised the price by 70 USD/tonne. CWB had estimated sowing of around 5 million acres, although the latest figure is 3.5 million. If this is confirmed, the harvest would be more or less on a par with that of last year, but with smaller carry-over stocks.
 - o Flooding in North Dakota, one of the major rice-producing areas, preventing sowing and lowering estimates of sowing area from 1.7 million acres to a maximum of 1 million, which pushed the price up from around 400 USD/t to 680 USD/t in just 15 days in June.
- o In France, prices have risen again to around 340 EUR/t, even higher than the maximums recorded in January/February.
- o We are reasonably well hedged in price and quantity, but the potential risk of a new surge in durum wheat prices could force us to raise our prices again in the second half of this year.
- o All in all, we are optimistic and hope that both the durum-soft wheat price spread will narrow, currently at record levels, and that the durum wheat price spread between the two sides of the Atlantic will come down, curtailing the raw material hike.



Pasta 2.1.2

Unstable Markets

- The raw materials market has been extremely unstable over the past six months. Prices in France peaked at 320 EUR/tonne in January/February, coming down after Fukushima to 280 EUR/tonne. In June they rose again to 340 EUR/tonne and look unlikely to come down. The first price rise, which we announced in November, could not be fully made until March. In April/May we put our prices up a further 8 cents and may have to raise them again in 4Q. However, the growth of the products launched last year have enabled Panzani to continue growing with the same margins.
- In North America, following a first price rise of 8 cents made effective last October, this June we put them up a further 8 cents. If raw material prices remain at their present levels, we will have to announce a third price rise in September/October.
- In Germany, a market controlled by the “Hard Discount”, it has not been possible to raise prices to all customers in line with the wheat prices. We have also lost a considerable volume of private label sales, which are marginal in other markets but important in Germany. To correct these imbalances we are restructuring, selling one of the two factories to employees and keeping just the brands, adjusting production to the volumes demanded with the aim of recovering a reasonable EBITDA.
- To ease acceptance of the price rises by consumers and maintain our market positions, we are making a huge effort in promotions, which is denting our net turnover.
- We have every confidence in our model, so are maintaining a high level of marketing and advertising, which underpins the launching and consolidation of new products, knowing that they will bring us joy in results once the volatility on the market has been eliminated. We have managed to raise prices while preserving our market shares.



Pasta 2.1.3

Combating the Inflationary Phase of the Cycle

- The 1H sales figure has risen 1% to 453.5 MEUR. Stripping out the exchange rate effect, it would have been up 4%.
- Investment in advertising, which is adjusted to the calendar of launchings, its reduced by 2 MEUR due to the exchange rate.
- The division EBITDA has been dented by the different effects mentioned earlier: a negative contribution by Birkel, the delays in raising prices and an exchange rate effect of 2 MEUR.
- The business unit ROCE is over 28% due to a positive year-on-year variation in working capital.

Thous EUR	1H09	1H10	1H11	11/10	CAGR 11/09
Sales	463,897	447,351	453,452	1.4%	-1.1%
Advertising	24,428	29,807	27,599	-7.4%	6.3%
EBITDA	61,711	78,622	67,688	-13.9%	4.7%
EBITDA margin	13.3%	17.6%	14.93%	-15.1%	5.9%
EBIT	47,432	64,519	54,038	-16.2%	6.7%
Operating Profit	46,158	62,543	46,705	-25.3%	0.6%
ROCE	19.8	27.4	28.6	4.38%	20.2%



2.2



RICE



Rice 2.2.1

External Factors Affecting Results

- The situation of rice is very different from that of wheat. In the USA, the market is at a standstill hoping for better quality in the 2011/12 harvest and in Europe we are covered up to the next harvest. The higher rice prices were passed on to our end products in 4Q 2010.
- However, there are other variables affecting the BU earnings, especially in North America:
 - Investment in promotions to mitigate the effect of the price rises.
 - The start-up of the Memphis plant, which brought certain delays in achieving the estimated savings:
 - Plant efficiency is not as good as originally planned owing to the poor quality of the 2010/11 rice harvest in North America. We hope this effect will be corrected with the new harvest, as we have tested the plant with higher quality rices and the planned specifications were met.
 - Delayed delivery of packing and palleting machines, making it necessary to do these tasks manually, which meant hiring 150 temporary employees.
- These circumstances are temporary and we hope they will ease over the year.
- Herba, our European subsidiary, has achieved a very positive result, with year-on-year growth and very satisfactory results expected for the full year.



Rice 2.2.2

Better Harvests Forecast

- Sales remain unchanged. Stripping out the foreign exchange effect, they would have grown by almost 4%.
- The division EBITDA fell 4.7% year on year to 55.9 MEUR. Bearing in mind the negative foreign exchange effect of over 2 MEUR, earnings have been more or less on a par with last year. The synergies anticipated have not yet been reaped, owing to the temporary circumstances mentioned earlier, but we hope the effects will begin to appear over the coming months.
- Operating profit is down 13% owing to the absence of extraordinary income such as that obtained in 2010 from the sale of machinery from the La Rinconada factory.

Thous EUR	1H09	1H10	1H11	11/10	CAGR 11/09
Sales	443,202	404,256	405,799	0.4%	-4.3%
Advertising	14,665	14,250	12,530	-12.1%	-7.6%
EBITDA	58,158	58,641	55,897	-3.9%	-2.0%
EBITDA margin	13.1%	14.5%	13.8%	10.5%	2.5%
EBIT	47,627	46,957	46,137	-1.7%	-1.6%
Operating Profit	42,174	51,365	44,685	-13.0%	2.9%
ROCE	18.6	20	19.2	-4.00%	1.60%



*Ebro Foods Consolidated
1H11 Results*



Translation Effect and Birkel

- The consolidated turnover has levelled off at 840 MEUR, mainly due to the increase in promotions and the translation effect.
- The consolidated EBITDA fell 10% year on year, which can essentially be put down to the exchange rate, since the average exchange in the second quarter was 8% lower than that of the previous year, which has dented our earnings by 4.2 MEUR. It should be noted that Birkel is currently immersed in a restructuring process, in which we have invested 5,4 MEUR this quarter. We do not expect material subsequent expenses for this process.
- The Net Profit from Continuing Operations grew by 1% to 56.8 MEUR, pushed up by the absence of Interest Expenses, owing to our low debt level.

CONSOLIDATED	1H09	1H10	1H11	11/10	CAGR 11/09
Sales	894,162	842,185	839,695	-0.3%	-3.1%
Advertising	41,514	45,363	41,316	-8.9%	-0.2%
EBITDA	112,576	129,973	117,192	-9.8%	2.0%
EBITDA margin	12.6%	15.4%	13.96%	-9.6%	5.3%
EBIT	87,125	103,733	93,104	-10.2%	3.4%
Operating Profit	75,823	100,238	82,011	-18.2%	4.0%
Profit before Tax	60,778	92,311	86,638	-6.1%	19.4%
Continuing Operations	42,434	56,194	56,805	1.1%	15.7%
Net Profit	98,232	75,067	55,464	-26.1%	-24.9%
ROCE	16.5	20.6	21.3	3.40%	13.6%



No Net Debt

- We close 1H 2011 with a Net Debt of 99 MEUR which, you are reminded, includes the extraordinary dividends of April and July 2011 (46 MEUR), the total ordinary dividend payable this year and the purchase of treasury stock for the value of 12 MEUR.
- Equity is up 11% year on year to 1,504 MEUR.
- The purchase of SOS will foreseeably be concluded in the third quarter with an outlay of 197 MEUR. Although we continue to analyse the market in search of new opportunities, we don't expect to make any corporate operations in the short term, since we are extremely demanding as regards the generation of value for our shareholders.

Thous EUR	30 Jun 09	31 Dec 09	31 Jun 10	31 Dec 10	31 Jun 11	Jun10/09	CAGR 10/08
Net Debt	581,621	556,800	583,426	17,600	98,998	-83.0%	-58.7%
Average Debt	865,518	716,725	566,411	378,336	108,622	-80.8%	-64.6%
Equity	1,198,012	1,280,322	1,355,819	1,592,743	1,503,905	10.9%	12.0%
Leverage ND	48.5%	43.5%	43.0%	1.1%	6.6%	-84.7%	-63.2%
Leverage AD	72.2%	56.0%	41.8%	23.8%	7.2%	-82.7%	-68.4%
x EBITDA (ND)		2.0		0.1			
x EBITDA (AD)		2.6		1.2			



Conclusion



Conclusion

- Durum wheat prices started rising one year ago and in that time they have more than doubled. We have moved ahead of the curve by announcing price rises, but the continuous price hike has eventually dented our earnings. This situation will stabilise once inflation stops and will improve in the contraction stage of the cycle.
- Ebro is a healthy company, as demonstrated by the quality of its results, which, stripping out foreign exchange effects and temporary restructurings, has withstood the inflationary phase of the commodity curve.
- We do not doubt that our model is correct; the underlying evolution of our businesses is very satisfactory, in view of which we have launched new products (Minute Steamers, Brillante Sabroz, etc.) as we had planned and backed these launchings with investment in marketing and advertising.
- True, we have no major corporate operations on the horizon for the coming months, but we are constantly studying possibilities and considering the healthy situation of our balance sheet and the clear definition of desirable assets in our strategic plan, we are confident that when we acquire an asset it will generate value for the group.
- All in all, we trust that part, if not all, of the adverse effects will be eliminated in the second half of the year and we will be able to recover the past contribution of our businesses.

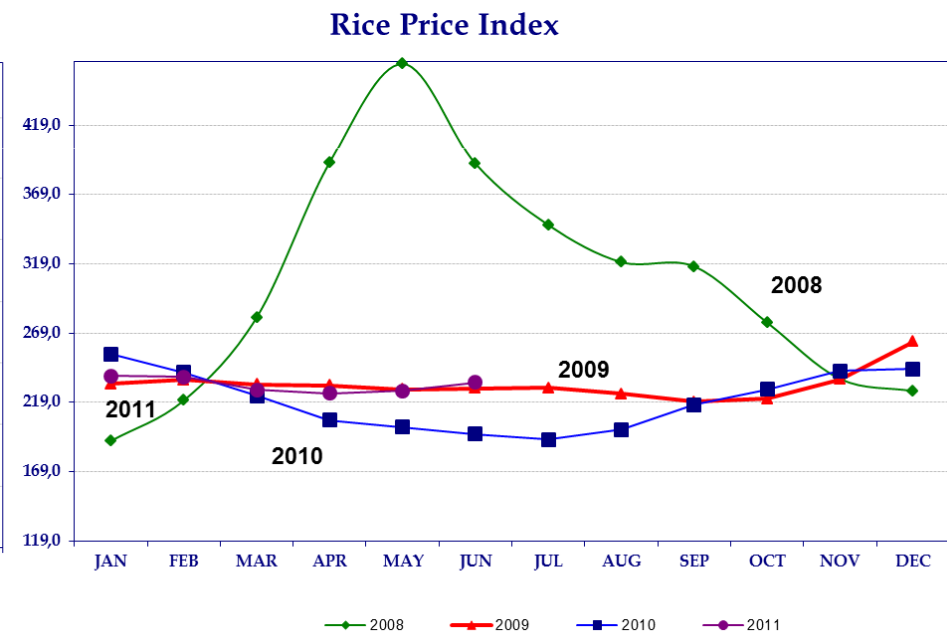
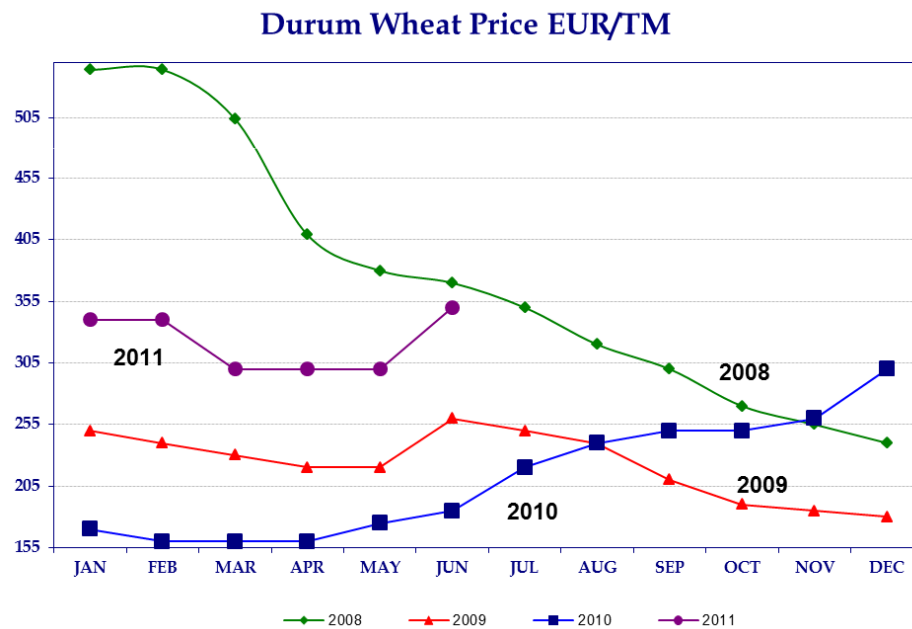


Annex Raw Materials



Raw Materials

The following graphs show the evolution of raw material prices:





Corporate Calendar



Ebro maintains its commitment to transparency and reporting in 2011:

28 February	Presentation 2010 year-end results
4 April	Quarterly payment of ordinary and extraordinary dividend
29 April	Presentation 1st quarter results
4 July	Quarterly payment ordinary and extraordinary dividend
27 July	Presentation 1st half results
3 October	Quarterly payment ordinary and extraordinary dividend
26 October	Presentation 3rd quarter results and outlook 2011
21 December	Announcement 2012 dividend against 2011 earnings
22 December	Quarterly payment ordinary and extraordinary dividend



Disclaimer



Disclaimer

- To the best of our knowledge, the estimates contained in this presentation on the future growth of the different businesses and the overall business, market share, financial results and other aspects of the company's operations and position are accurate as at the date hereof.
- All the figures set out in this report are calculated according to the International Accounting Standards (IAS).
- This presentation includes forward-looking statements which represent expectations and beliefs concerning future events that involve risks and uncertainties which could cause actual results to differ materially from those currently anticipated.
- Analysts and investors should not rely exclusively on these estimates, which are valid only at the date of this presentation. Ebro Foods does not undertake any obligation to update or supplement any forward-looking information as a result of new information, future events or circumstances occurring after the date of this presentation, including, though by no means limited to, changes in the Ebro Foods businesses or in its acquisitions strategy, or to reflect unforeseen events. Analysts and investors are advised to consult the company's Annual Report and the documents filed with the authorities, especially the National Securities Market Commission (CNMV).
- The main risks and uncertainties affecting the Group activities are described in Note 28 of the Consolidated Annual Accounts as at 31 December 2010 and the corresponding Directors' Report, which are available on our web site www.ebrofoods.es. In our opinion there have been no material changes during the year. The Group is exposed to a certain extent to the situation on raw materials markets and the possibility of passing any price changes on to consumers. It is also exposed to fluctuations in exchange rates, especially of the dollar, and interest rate variations.