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# 2011

Interim Report and Accounts

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# Interim Report 2011

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# Interim Report 2011

## Interim Financial and Business Review

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### 1 Key performance highlights

#### Group

- Group revenue increased by 36% to €1.89bn.
- Group EBITA increased by 52% to €173.1m.
- Group EBITA margin increased by 90bps to 9.1%.
- Underlying fully diluted EPS increased by 34% to 140.3 cent.

#### Food Group

- Revenue increase of 60% to €1.28bn.
  - Food Europe increased by 10%.
  - Food North America increased by 140%.
  - Food Rest of World increased by 591%.
- Net debt reduced by 4.6% to €1.06bn.
- Net debt: EBITDA ratio of 2.46x.
- Food Group gross term debt weighted average maturity of circa 6.7 years.
- Weighted average interest cost of Food Group financing facilities of circa 4.14%.

#### Origin

- Origin Enterprises underlying fully diluted EPS growth of 32% to 11.45 cent.
- Origin Enterprises now strategically positioned as a focused agri-business.

*Commenting on the results, ARYZTA AG Chief Executive Officer Owen Killian said:*

“While the major feature of these results is the enormous contribution from our recently acquired businesses, we are most encouraged by the improvement in underlying revenue growth as consumers adjust to improving economic circumstances in most markets.

We have initiated business combination projects in Europe and North America which, as we roll out the ARYZTA Technology Initiative (ATI), will create the opportunity to unlock the potential within our enlarged customer base.

The speed and severity of food raw material price increases was unexpected and is again a major focus in the business. In such an inflationary environment, bakery plays an important role in a food menu or basket and provides an innovative value proposition for consumers”.

## Interim Financial and Business Review (continued)

### 2 ARYZTA AG – Income Statement

6 month period ended 31 January 2011

| in Euro '000                               | January 2011              | January 2010              | % Change     |
|--|---------------------------|---------------------------|--------------|
| Group revenue                              | 1,894,272                 | 1,394,053                 | 35.9%        |
| EBITA                                      | 173,118                   | 114,013                   | 51.8%        |
| EBITA margin                               | 9.1%                      | 8.2%                      | –            |
| Associates and JVs, net                    | 10,729                    | 13,635                    | –            |
| EBITA incl. associates and JVs             | 183,847                   | 127,648                   | 44.0%        |
| Finance cost, net                          | (36,713)                  | (23,723)                  | –            |
| Hybrid instrument accrued dividend         | (3,911)                   | –                         | –            |
| Pre-tax profits                            | 143,223                   | 103,925                   | –            |
| Income tax                                 | (20,684)                  | (16,965)                  | –            |
| Non-controlling interests                  | (6,263)                   | (4,430)                   | –            |
| Underlying fully diluted net profit        | 116,276                   | 82,530                    | 40.9%        |
| <b>Underlying fully diluted EPS (cent)</b> | <b>140.3c<sup>1</sup></b> | <b>104.5c<sup>1</sup></b> | <b>34.3%</b> |

- 1 January 2011 underlying fully diluted EPS is calculated using the weighted average number of shares in issue of 82,856,277 (H1 2010: 78,946,101), following placement of 3,864,335 registered shares in June 2010 in relation to the acquisition of Fresh Start Bakeries.
- 2 See glossary in section 20 for definitions of financial terms and references used in the Interim Financial and Business Review.

### 3 ARYZTA AG – Underlying revenue growth

6 month period ended 31 January 2011

| in Euro million            | Food Europe | Food North America | Food Rest of World | Total Food Group | Origin <sup>1</sup> | Total Group  |
|----------------------------|-------------|--------------------|--------------------|------------------|---------------------|--------------|
| Group revenue              | 585.3       | 610.5              | 87.4               | 1,283.2          | 611.1               | 1,894.3      |
| Underlying growth          | (0.9)%      | 2.1%               | 18.4%              | 0.4%             | 7.4%                | 3.3%         |
| Acquisitions and disposals | 7.3%        | 128.2%             | 549.5%             | 54.3%            | (7.4)%              | 28.1%        |
| Currency                   | 3.3%        | 9.4%               | 23.1%              | 5.5%             | 3.0%                | 4.5%         |
| <b>Revenue Growth</b>      | <b>9.7%</b> | <b>139.7%</b>      | <b>591.0%</b>      | <b>60.2%</b>     | <b>3.0%</b>         | <b>35.9%</b> |

- 1 Origin revenue is presented after deducting intra group sales between Origin and Food Group.

### 4 ARYZTA AG – Segmental EBITA

6 month period ended 31 January 2011

| in Euro '000                                | January 2011   | January 2010   | % Change       |
|---|----------------|----------------|----------------|
| <b>Food Group</b>                           |                |                |                |
| Food Europe                                 | 66,004         | 60,736         | 8.7%           |
| Food North America                          | 76,953         | 35,271         | 118.2%         |
| Food Rest of World                          | 12,520         | 2,073          | 504.0%         |
| Total Food Group                            | 155,477        | 98,080         | 58.5%          |
| Origin                                      | 17,641         | 15,933         | 10.7%          |
| <b>Total Group EBITA</b>                    | <b>173,118</b> | <b>114,013</b> | <b>51.8%</b>   |
| <b>Associates &amp; JVs, net</b>            |                |                |                |
| Food JVs                                    | 4,328          | 8,468          | (48.9)%        |
| Origin associates & JV                      | 6,401          | 5,167          | 23.9%          |
| <b>Total associates &amp; JVs, net</b>      | <b>10,729</b>  | <b>13,635</b>  | <b>(21.3)%</b> |
| <b>Total EBITA incl. associates and JVs</b> | <b>183,847</b> | <b>127,648</b> | <b>44.0%</b>   |

## Interim Financial and Business Review (continued)

### 5 Food Group – Income Statement

6 month period ended 31 January 2011

| in Euro '000                       | January 2011 | January 2010 | % Change |
|------------------------------------|--------------|--------------|----------|
| Group revenue                      | 1,283,194    | 800,921      | 60.2%    |
| EBITA                              | 155,477      | 98,080       | 58.5%    |
| EBITA margin                       | 12.1%        | 12.2%        | –        |
| JVs, net                           | 4,328        | 8,468        | –        |
| EBITA incl. JVs                    | 159,805      | 106,548      | 50.0%    |
| Finance costs, net                 | (30,590)     | (15,961)     | –        |
| Hybrid instrument accrued dividend | (3,911)      | –            | –        |
| Pre-tax profits                    | 125,304      | 90,587       | –        |
| Income tax                         | (18,580)     | (15,576)     | –        |
| Non-controlling interests          | (1,716)      | (1,257)      | –        |
| Underlying net profit              | 105,008      | 73,754       | 42.3%    |

### 6 Food Group business

ARYZTA's Food Group business is primarily focused on speciality baking, a niche segment of the overall bakery market. Speciality bakery consists of freshly prepared offerings giving the best value, variety, taste and convenience to consumers at the point of sale. ARYZTA's customer base is a balanced mix of convenience and independent retail, large retail, quick service restaurants and other foodservice categories.

Total revenue growth in the Food Group business is underpinned by the recent strategic acquisitions. Underlying revenue growth during the period is returning, supported by evidence of a consumer recovery across most markets. However, the overall operating environment remains challenging with primary food inflation accelerating during the period. Dynamic pricing is being implemented to recover the cost from rising input prices.

Business combination initiatives are currently underway in the Food Europe and Food North America businesses, which combined with the ARYZTA Technology initiative (ATI), will create the opportunity to unlock the potential within the Group's enlarged customer base.

### 7 Food Europe

Food Europe has leading market positions in the European speciality bakery market. It has a diversified customer base including convenience retail, gas stations, multiple retail, restaurants, catering and hotels, leisure and quick service restaurants.

Food Europe revenue grew by 9.7% to €585.3m, with acquisition contribution of 7.3% and underlying revenue decline of 0.9%. Food Europe's EBITA grew 8.7% to €66.0m.

Although revenue continued to decline in Ireland and UK over the period, there is evidence of market stabilisation. Challenges still remain in these markets with ongoing support to customers in repositioning their value proposition. In continental Europe, there is a return to growth, particularly in the independent segment (bakeries, boulangeries and independent restaurants).

## Interim Financial and Business Review (continued)

### 8 Food North America

Food North America is a leading player in the US bakery market. It has a diversified customer base including multiple retail, restaurants, catering and hotels, leisure, hospitals, military, fundraising and quick service restaurants.

Food North America revenues grew by 140% to €610.5m, with acquisition contribution of 128% and underlying revenue growth of 2.1%. EBITA grew by 118% to €76.9m.

Growth during the period has been most evident in the retail and quick service restaurant segments, with continued focus on product and value added innovation. Customer centric business combination initiatives have commenced, which are supported by ATI.

### 9 Food Rest of World

ARYZTA has businesses in Brazil, Australia, New Zealand, Malaysia and Japan as well as joint venture production facilities in Chile and Guatemala.

Food Rest of World revenues grew by 591% to €87.4m, with acquisition contribution of 550% and underlying revenue growth of 18.4%. EBITA grew by 504% to €12.5m.

There has been continued focus on the Asian and Latin American quick service restaurant segment, with the construction of a new bakery in Brazil remaining on track. Income development in these markets indicates substantial attractive future opportunities to support ongoing customer developments.

### 10 Food Group strategic repositioning

ARYZTA has initiated business combination initiatives across its Food Europe and Food North America businesses. Costs relating to these initiatives, together with the fair value gain on the acquisition of Maidstone Bakeries (Maidstone) in October 2010, have resulted in a net benefit of €79.8m over the six month period to the end of January 2011. These break down as follows:

#### Non-recurring costs for 6 month period ending 31 January 2011

| in Euro '000   | Non-Cash       | Cash            | Total         |
|--|----------------|-----------------|---------------|
| Maidstone fair value gain on existing 50% at acquisition | 121,391        | –               | 121,391       |
| Business combination costs                               | (18,809)       | (13,491)        | (32,300)      |
| Transaction costs (including share purchase tax)         | –              | (9,265)         | (9,265)       |
| <b>Net income statement impact</b>                       | <b>102,582</b> | <b>(22,756)</b> | <b>79,826</b> |

The full financial assessment of these initiatives is still ongoing. Once-off cash costs are targeted to convert 70% to 100% recurring cash EBITA, while non-cash costs should support the optimisation of future capital allocation needs.

In addition substantial progress continues to be made through ATI. SAP has now gone live in both the Otis Spunkmeyer and La Brea Bakery businesses with scoping ongoing across the rest of the North American business platform. The European business platform is also currently in the process of scoping the implementation of SAP.

## Interim Financial and Business Review (continued)

Through these initiatives ARYZTA will be positioned to achieve its medium term financial targets of:

- 15%+ return on investment from existing asset base by 2015.
- 15%+ return on investment from new investments within 5 years.
- Net debt: EBITDA in the range of 2x - 3x.
- Effective tax rate target at sub 20%.
- Annual maintenance and investment capital expenditure to track annual depreciation.

### 11 Fair value gain on Maidstone acquisition

A non-cash gain on the previously 50% owned shares in Maidstone is being recorded in the period (under revised IFRS 3 implemented as required for the year ended 31 July 2010). The €121.4m<sup>1</sup> fair value non-cash gain is based on multiple of 10.2x EBITDA.

in Canadian Dollar million

|  |              |
|--|--------------|
| Pro forma TTM EBITDA                         | 69.5         |
| EBITDA acquisition multiple                  | 10.2x        |
| <b>Assigned acquisition enterprise value</b> | <b>709.0</b> |

in Canadian Dollar million

|   |              |
|---|--------------|
| Carrying value of 50% investment before acquisition | 91.8         |
| Net purchase price                                  | 445.0        |
| Fair value gain on existing 50% at acquisition      | 172.2        |
| <b>Assigned acquisition carrying value</b>          | <b>709.0</b> |

<sup>1</sup> CAD 172.2m gain translated at EURCAD rate of 1.42.

### 12 Primary food inflation

The period has seen a return of food raw material inflation and a consequent return to dynamic pricing, last seen in 2008. Current trends suggest double digit price inflation may be necessary to recover costs.

Volatility in these input costs is likely to become an ongoing feature of the industry, emphasising the importance of maintaining secure reliable material sourcing.

Bakery still offers the most compelling food value proposition to consumers in an ongoing inflationary environment. It has an essential role in menu delivery, especially within foodservice. Bakery is the least expensive component of a menu, as one of the lowest unit cost converters from grain to food. It plays an important role in maintaining the development of innovative value propositions to consumers.

### 13 Financial position

ARYZTA's 71.4% subsidiary and separately listed company, Origin, has separate funding structures, which are financed without recourse to ARYZTA. Origin's net debt amounted to €98.7m at 31 January 2011. The consolidated net debt of the Group excluding Origin's non-recourse debt amounted to €1.06bn and relates to the Food segments of the Group. The Food Group net debt: EBITDA ratio is 2.46x (excluding hybrid instrument as debt) and interest cover of 8.15x (excluding hybrid interest). The Food Group gross term debt weighted average maturity is circa 6.7 years. The weighted average interest cost of the

## Interim Financial and Business Review (continued)

Food Group financing facilities is circa 4.14%. ARYZTA intends to maintain an investment grade position in the range of 2x - 3x net debt to EBITDA.

ARYZTA's financing facilities and key financial covenants (excluding Origin, which has separate ring-fenced financing without recourse to ARYZTA) are as follows:

| Debt Funding                    | Principal <sup>1</sup> | Maturity            |
|---------------------------------|------------------------|---------------------|
| May 2010 – Syndicated Bank Loan | CHF 600m               | Dec 2014            |
| May 2010 – US Private Placement | USD 420m/EUR 25m       | May 2013 – May 2022 |
| Dec 2009 – US Private Placement | USD 200m               | Dec 2021 – Dec 2029 |
| Nov 2009 – Swiss Bond           | CHF 200m               | March 2015          |
| Jun 2007 – US Private Placement | USD 450m               | Jun 2014 – Jun 2019 |

1 Weighted average interest cost of Food Group debt financing facilities (including overdrafts) as at 31 January 2011 of c. 4.14%.

**Hybrid Funding**

CHF 400m Hybrid instrument with 5% coupon funded in October 2010  
 After first call date (October 2014) coupon equates to 905bps plus 3 month CHF Libor  
 Traded on SIX Swiss exchange  
 Treated as 100% equity for bank covenant purposes  
 Treated as 25% equity for US PP covenant purposes

| Net Debt: EBITDA calculations as at 31 January 2011         | Ratio |   |
|---|-------|---|
| Net Debt: EBITDA (hybrid as equity)                         | 2.46x |   |
| Net Debt: EBITDA (hybrid as debt)                           | 3.17x |   |
| Banking covenant calculation (treats hybrid as 100% equity) | 2.13x | (Net debt: EBITDA <sup>2</sup> covenant 3.5x) |
| US PP covenant calculation (treats hybrid as 25% equity)    | 2.99x | (Net debt: EBITDA covenant 4.0x)              |

2 EBITDA for banking covenant purposes includes impact of non-recurring items.

**Gross Term Debt Maturity Profile<sup>1</sup>**

|      |     |
|------|-----|
| 2012 |     |
| 2013 | 4%  |
| 2014 | 9%  |
| 2015 | 37% |
| 2016 | 2%  |
| 2017 | 14% |
| 2018 | 3%  |
| 2019 | 3%  |
| 2020 | 2%  |
| 2021 | 9%  |
| 2022 | 10% |
| 2025 | 2%  |
| 2030 | 5%  |

1 Profile of term debt maturity is set out as at 31 January 2011. Food Group gross term debt at 31 January 2011 is € 1.29bn (excluding overdrafts of € 107.6m). Total Food Group net debt at 31 January 2011 is € 1.064bn.

## Interim Financial and Business Review (continued)

| <b>Food Group cash generation</b>                                     |                |               |
|---|----------------|---------------|
| in Euro '000  | January 2011   | January 2010  |
| EBIT  | 113,000        | 76,331        |
| Amortisation  | 42,477         | 21,749        |
| EBITA   | 155,477        | 98,080        |
| Depreciation  | 41,545         | 28,044        |
| Reported EBITDA   | 197,022        | 126,124       |
| Working capital movement  | (16,498)       | (9,968)       |
| Dividends received <sup>1</sup>                                       | 12,967         | 7,740         |
| Maintenance capital expenditure                                       | (22,092)       | (6,683)       |
| Interest and tax  | (50,894)       | (25,363)      |
| Other non-cash income charges   | 5,165          | (475)         |
| <b>Cash flow generated from activities</b>                            | <b>125,670</b> | <b>91,375</b> |
| Investment capital expenditure  | (26,199)       | (22,591)      |
| <b>Cash flows generated from activities after capital expenditure</b> | <b>99,471</b>  | <b>68,784</b> |
| <b>Underlying net profit</b>  | <b>105,008</b> | <b>73,754</b> |

1 Includes dividends from Origin of €8,550,000 (H1 2010: nil).

| <b>Food Group net debt and investment activity</b>       |                    |
|--|--------------------|
| in Euro '000   | Food Group         |
| <b>Food Group opening net debt as at 31 July 2010</b>    | <b>(1,115,623)</b> |
| Cash flows generated from activities                     | 125,670            |
| Hybrid instrument proceeds                               | 285,061            |
| Maidstone Bakeries acquisition                           | (316,563)          |
| Business combination and transaction costs               | (22,756)           |
| Investment capital expenditure                           | (26,199)           |
| Deferred consideration                                   | (12,089)           |
| Dividends paid   | (2,066)            |
| Foreign exchange movement <sup>1</sup>                   | 19,606             |
| Amortisation of financing costs and other                | 985                |
| <b>Food Group closing net debt as at 31 January 2011</b> | <b>(1,063,974)</b> |

1 Foreign exchange movement is primarily attributable to the fluctuation in the US Dollar to Euro rate between July 2010 (1.3079) and January 2011 (1.3699).

## Interim Financial and Business Review (continued)

### 14 Return on investment

| in Euro million                | Food<br>Europe | Food<br>North<br>America | Food Rest<br>of World | Total<br>Food<br>Group | Origin | Total |
|--------------------------------|----------------|--------------------------|-----------------------|------------------------|--------|-------|
| <b>2011</b>                    |                |                          |                       |                        |        |       |
| Group share net assets         | 1,374          | 1,732                    | 229                   | 3,335                  | 297    | 3,632 |
| EBITA incl. associates and JVs | 140            | 161                      | 23                    | 325                    | 80     | 405   |
| ROI                            | 10.1%          | 9.3%                     | 10.2%                 | 9.7%                   | 27.1%  | 11.1% |
| <b>2010</b>                    |                |                          |                       |                        |        |       |
| Group share net assets         | 1,288          | 676                      | 7                     | 1,971                  | 354    | 2,325 |
| EBITA incl. associates and JVs | 127            | 85                       | 4                     | 216                    | 73     | 289   |
| ROI                            | 9.9%           | 12.6%                    | 59.9%                 | 11.0%                  | 20.6%  | 12.4% |

### 15 Assets, goodwill & intangibles

#### Group Balance Sheet

| in Euro '000                          | As at January 2011 | As at January 2010 |
|---------------------------------------|--------------------|--------------------|
| Property, plant and equipment         | 970,640            | 655,288            |
| Investment properties                 | 20,648             | 63,083             |
| Goodwill and intangible assets        | 2,597,937          | 1,508,187          |
| Associates and joint ventures         | 159,615            | 147,270            |
| Working capital, net                  | (53,270)           | 40,135             |
| Other segmental liabilities           | (63,690)           | (89,563)           |
| Segmental net assets                  | 3,631,880          | 2,324,400          |
| Net debt                              | (1,162,699)        | (678,348)          |
| Deferred tax, net                     | (297,245)          | (174,644)          |
| Income tax                            | (52,288)           | (43,907)           |
| Derivative financial instruments, net | (961)              | (6,710)            |
| <b>Net assets</b>                     | <b>2,118,687</b>   | <b>1,420,791</b>   |

#### Food Group Balance Sheet

| in Euro '000                          | As at January 2011 | As at January 2010 |
|---------------------------------------|--------------------|--------------------|
| Property, plant and equipment         | 889,695            | 570,745            |
| Investment properties                 | 4,646              | 3,869              |
| Goodwill and intangible assets        | 2,529,256          | 1,395,017          |
| Joint ventures                        | 5,527              | 60,118             |
| Investment in Origin                  | 51,045             | 51,045             |
| Working capital, net                  | (49,450)           | (18,884)           |
| Other segmental liabilities           | (43,400)           | (40,217)           |
| Segmental net assets                  | 3,387,319          | 2,021,693          |
| Net debt                              | (1,063,974)        | (487,857)          |
| Deferred tax, net                     | (288,527)          | (160,838)          |
| Income tax                            | (47,261)           | (42,466)           |
| Derivative financial instruments, net | (296)              | (4,176)            |
| <b>Net assets</b>                     | <b>1,987,261</b>   | <b>1,326,356</b>   |

## Interim Financial and Business Review (continued)

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### 16 Origin

Origin is a leading agri-business group focused on integrated agronomy and agri-inputs, with operations in the UK, Ireland and Poland.

ARYZTA AG is the majority shareholder (71.4%) in Origin Enterprises plc, which has a listing on the AIM in London and the ESM in Dublin (AIM:OGN, ESM:OIZ). As of 11 March 2011, Origin had a market capitalisation of €532m (133m shares at €4.00), valuing ARYZTA's holding at circa €380m (95m shares at €4.00).

Since listing, Origin has strategically repositioned its Marine Proteins and Oils, Consumer Food and Feed Ingredients businesses to associates and joint venture. It is now focused on a sustainable agricultural model with a capacity for expansion in a developing fragmented industry.

On 10 March 2011, Origin announced the acquisition of United Agri Products and Rigby Taylor. The acquisitions build upon Origin's core position in the provision of integrated production systems to primary food producers as well as broadening the Group's offering into new customer channels. On the same date Origin also announced its interim results. These results reflect positive on-farm momentum and a favourable planning environment for primary food producers.

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### 17 Outlook

ARYZTA's revenue growth in the first six months of the financial year 2011 has been underpinned by its strategic acquisitions, while also seeing the re-emergence of underlying revenue growth across its markets.

The period has seen a return of food raw material inflation. This is an immediate focus for ARYZTA with current trends suggesting double digit price inflation may be necessary to recover costs. However, bakery still offers the most compelling food value proposition, remaining resilient in an inflationary environment.

ARYZTA continues to focus on unlocking the potential across its enlarged customer base. It is working to achieve this through its combination projects and ongoing investment in ATI underway in both Europe and North America, as well as its development investments in Food Rest of World.

The enlarged business platform is capable of propelling ARYZTA AG to achieve its midterm underlying fully diluted earnings target of 400+ cent per share by 2013 and its longer term target (2015) of 15%+ return on investment from its existing asset base. Current trending indicates full year 2011 earnings guidance of underlying fully diluted 300 cent per share appears reasonable.

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### 18 Forward looking statement

This report contains forward looking statements which reflect management's current views and estimates. The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

## Interim Financial and Business Review (continued)

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### 19 Principal risks and uncertainties

The Board and senior management have invested significant time and resources in identifying specific risks across the Group, and in developing a culture of balanced risk minimisation. The Board considers the risks and uncertainties disclosed on page 42 of the ARYZTA AG 2010 Annual Report and Accounts to continue to reflect the principal risks and uncertainties of the Group over the remaining six months of the financial year.

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### 20 Glossary of financial terms and references

'EBITA' – presented before non-recurring items and related deferred tax credits. SAP intangible asset amortisation is treated as depreciation.

'Associates and JVs, net' – presented as profit from associates and JVs, net of taxes and interest.

'EBITDA' – presented as TTM EBITDA to 31 January 2011 including pro forma contribution from Fresh Start Bakeries, Great Kitchens, Maidstone Bakeries, dividends from Origin and excludes non-recurring items and related deferred tax credits. (Note, only in the case of EBITDA used for banking covenant calculation purposes, as presented in section 13, does it include non-recurring items and related deferred tax credits).

'Reported EBITDA' – presented as earnings before interest, taxation, depreciation and amortisation reported for the period and before non-recurring items and related deferred tax credits.

'Return on Investment (ROI)' – is calculated as pro forma trailing twelve months EBITA (reflecting the full twelve months impact of Great Kitchens, Fresh Start Bakeries and Maidstone Bakeries acquisitions) over Group share of net assets.

For the purposes of the ROI calculation the pro forma EBITA is presented before impact of non-recurring items. SAP intangible asset amortisation is treated as depreciation.

Group share of net assets is defined as reported net assets excluding bank debt, cash and cash equivalents and tax related balances.

'Non-controlling interests' – always presented after dilutive impact of related subsidiaries' management incentives.

'Hybrid instrument' – presented as Perpetual Callable Subordinated Instrument in interim accounts.

'Interest coverage ratio' – EBITDA divided by TTM net interest charges.

Food Group WACC on a pre-tax basis is currently 7.7 %. Food Group WACC presented on a post-tax basis is currently 6.5%.

## Bridge to Group Income Statement

for the six months ended 31 January 2011

| in Euro '000                               | Food Group<br>2011 | Origin<br>2011       | Total Group<br>2011 | Total Group<br>2010 | % Change |
|--|--------------------|----------------------|---------------------|---------------------|----------|
| Group revenue                              | 1,283,194          | 611,078 <sup>3</sup> | 1,894,272           | 1,394,053           | 35.9%    |
| EBITA                                      | 155,477            | 17,641               | 173,118             | 114,013             | 51.8%    |
| Associates and JVs, net                    | 4,328              | 6,401                | 10,729              | 13,635              | –        |
| EBITA incl. associates and JVs             | 159,805            | 24,042               | 183,847             | 127,648             | 44.0%    |
| Finance cost, net                          | (30,590)           | (6,123)              | (36,713)            | (23,723)            | –        |
| Hybrid instrument accrued dividend         | (3,911)            | –                    | (3,911)             | –                   | –        |
| Pre-tax profits                            | 125,304            | 17,919               | 143,223             | 103,925             | –        |
| Income tax                                 | (18,580)           | (2,104)              | (20,684)            | (16,965)            | –        |
| Non-controlling interests                  | (1,716)            | –                    | (6,263)             | (4,430)             | –        |
| Underlying fully diluted net profit        | 105,008            | 15,815               | 116,276             | 82,530              | 40.9%    |
| <b>Underlying fully diluted EPS (cent)</b> | –                  | 11.45c <sup>1</sup>  | 140.3c <sup>2</sup> | 104.5c <sup>2</sup> | 34.3%    |

### Underlying net profit reconciliation

| in Euro '000  | Food Group<br>2011   | Origin<br>2011      | Total Group<br>2011 | Total Group<br>2010 | % Change |
|---|----------------------|---------------------|---------------------|---------------------|----------|
| <b>Reported net profit</b>  | 158,146 <sup>4</sup> | 8,916               | 164,513             | 64,371              | 155.6%   |
| Intangible amortisation   | 42,477               | 1,660               | 44,137              | 23,751              | –        |
| Tax on amortisation   | (11,878)             | (294)               | (12,172)            | (5,341)             | –        |
| Maidstone Bakeries fair value gain on existing 50% at acquisition     | (121,391)            | –                   | (121,391)           | –                   | –        |
| Hybrid instrument accrued dividend                                    | (3,911)              | –                   | (3,911)             | –                   | –        |
| Business combination and transaction costs                            | 41,565               | 327                 | 41,892              | –                   | –        |
| Net loss on transfer of Origin Food and Feed Businesses to associates | –                    | 5,206               | 5,206               | –                   | –        |
| Non-controlling interests on Origin Food and Feed transactions        | –                    | –                   | (1,582)             | –                   | –        |
| <b>Underlying net profit</b>  | 105,008              | 15,815              | 116,692             | 82,781              | 41.0%    |
| Dilutive impact of Origin management incentives                       | –                    | –                   | (416)               | (251)               | –        |
| <b>Underlying fully diluted net profit</b>                            | 105,008              | 15,815              | 116,276             | 82,530              | 40.9%    |
| <b>Underlying fully diluted EPS (cent)</b>                            | –                    | 11.45c <sup>1</sup> | 140.3c <sup>2</sup> | 104.5c <sup>2</sup> | 34.3%    |

1 Actual Origin H1 2011 underlying fully diluted EPS is calculated using the weighted average number of shares in issue of 138,098,000 (H1 2010: 137,626,000).

2 January 2011 underlying fully diluted EPS is calculated using the weighted average number of shares in issue of 82,856,277 (H1 2010: 78,946,101), following placement of 3,864,335 registered shares in June 2010 in relation to the acquisition of Fresh Start Bakeries.

3 Origin revenue is presented after deducting intra group sales between Origin and Food Group.

4 Food Group reported net profit excludes dividend income of €8,550,000 from Origin.

## Group Income Statement

for the six months ended 31 January 2011

| in Euro '000   | Notes | Six months ended<br>31 January |                   |
|--|-------|--------------------------------|-------------------|
|  |       | 2011<br>Unaudited              | 2010<br>Unaudited |
| Revenue  |       | 1,894,272                      | 1,394,053         |
| Cost of sales  |       | (1,371,222)                    | (1,005,422)       |
| <b>Gross profit</b>  |       | <b>523,050</b>                 | 388,631           |
| Distribution expenses  |       | (252,796)                      | (200,236)         |
| Administration expenses  |       | (141,273)                      | (98,133)          |
| <b>Operating profit before gain/loss on transactions, integration, rationalisation and acquisition related costs</b> |       | <b>128,981</b>                 | 90,262            |
| Net gain on acquisitions and disposals   | 4     | 116,185                        | -                 |
| Integration, rationalisation and acquisition related costs   | 4     | (41,892)                       | -                 |
| <b>Operating profit</b>  |       | <b>203,274</b>                 | 90,262            |
| Share of profit after tax of associates and joint ventures   |       | 10,729                         | 13,635            |
| <b>Profit before financing income and costs</b>  |       | <b>214,003</b>                 | 103,897           |
| Financing income   |       | 3,395                          | 3,057             |
| Financing costs  |       | (40,108)                       | (26,780)          |
| <b>Profit before tax</b>   |       | <b>177,290</b>                 | 80,174            |
| Income tax   |       | (8,512)                        | (11,624)          |
| <b>Profit for the period</b>   |       | <b>168,778</b>                 | 68,550            |
| Attributable as follows:   |       |                                |                   |
| Equity shareholders of the Company   |       | 164,513                        | 64,371            |
| Non-controlling interests  |       | 4,265                          | 4,179             |
| <b>Profit for the period</b>   |       | <b>168,778</b>                 | 68,550            |

| Earnings per share for the period | Notes | Six months ended<br>31 January |                   |
|-----------------------------------|-------|--------------------------------|-------------------|
|                                   |       | 2011<br>Euro cent              | 2010<br>Euro cent |
| Basic earnings per share          | 5     | 193.94                         | 81.54             |
| Diluted earnings per share        | 5     | 193.55                         | 81.22             |

## Group Statement of Comprehensive Income for the six months ended 31 January 2011

| in Euro '000   | Six months ended<br>31 January |                   |
|--|--------------------------------|-------------------|
|  | 2011<br>Unaudited              | 2010<br>Unaudited |
| <b>Profit for the period</b>   | <b>168,778</b>                 | 68,550            |
| <b>Other comprehensive income</b>  |                                |                   |
| Foreign exchange translation effects   |                                |                   |
| – Foreign currency net investments   | (4,618)                        | 28,968            |
| – Foreign currency borrowings  | 24,373                         | (17,736)          |
| Cash flow hedges   |                                |                   |
| – Effective portion of changes in fair value of cash flow hedges                 | 4,510                          | 5,464             |
| – Fair value of cash flow hedges transferred to income statement                 | 1,841                          | 511               |
| – Deferred tax effect of cash flow hedges  | (1,108)                        | (826)             |
| Defined benefit plans  |                                |                   |
| – Actuarial gain/(loss) on Group defined benefit plans arising during the period | 795                            | 18                |
| – Deferred tax effect of actuarial gain/(loss)                                   | (268)                          | 255               |
| <b>Total other comprehensive income for the period</b>                           | <b>25,525</b>                  | 16,654            |
| <b>Total comprehensive income for the period</b>                                 | <b>194,303</b>                 | 85,204            |
| Attributable as follows:   |                                |                   |
| Equity shareholders of the Company   | 188,527                        | 80,613            |
| Non-controlling interests  | 5,776                          | 4,591             |
| <b>Total comprehensive income for the period</b>                                 | <b>194,303</b>                 | 85,204            |

## Group Balance Sheet

as at 31 January 2011

| in Euro '000                                 | 31 January<br>2011<br>Unaudited | 31 July<br>2010<br>Audited |
|--|---------------------------------|----------------------------|
| <b>Assets</b>                                |                                 |                            |
| <b>Non-current assets</b>                    |                                 |                            |
| Property, plant and equipment                | 970,640                         | 945,100                    |
| Investment properties                        | 20,648                          | 20,648                     |
| Goodwill and intangible assets               | 2,597,937                       | 2,264,421                  |
| Investments in associates and joint ventures | 159,615                         | 162,881                    |
| Deferred tax assets                          | 72,458                          | 62,290                     |
| <b>Total non-current assets</b>              | <b>3,821,298</b>                | <b>3,455,340</b>           |
| <b>Current assets</b>                        |                                 |                            |
| Inventory                                    | 259,712                         | 212,085                    |
| Trade and other receivables                  | 342,817                         | 426,917                    |
| Derivative financial instruments             | 1,761                           | 889                        |
| Cash and cash equivalents                    | 381,427                         | 394,587                    |
| <b>Total current assets</b>                  | <b>985,717</b>                  | <b>1,034,478</b>           |
| <b>Total assets</b>                          | <b>4,807,015</b>                | <b>4,489,818</b>           |

## Group Balance Sheet (continued)

as at 31 January 2011

| in Euro '000   | 31 January<br>2011<br>Unaudited | 31 July<br>2010<br>Audited |
|--|---------------------------------|----------------------------|
| <b>Equity</b>  |                                 |                            |
| Called up share capital  | 1,061                           | 1,061                      |
| Share premium  | 632,951                         | 632,951                    |
| Retained earnings and other reserves                                   | 1,424,875                       | 980,190                    |
| <b>Total equity attributable to equity shareholders of the company</b> | <b>2,058,887</b>                | 1,614,202                  |
| Non-controlling interests  | 59,800                          | 59,648                     |
| <b>Total equity</b>  | <b>2,118,687</b>                | 1,673,850                  |
| <b>Liabilities</b>   |                                 |                            |
| <b>Non-current liabilities</b>   |                                 |                            |
| Interest-bearing loans and borrowings                                  | 1,494,977                       | 1,575,265                  |
| Employee benefits  | 15,026                          | 15,454                     |
| Deferred income from government grants                                 | 16,450                          | 18,477                     |
| Other payables   | 6,497                           | 7,107                      |
| Deferred tax liabilities   | 369,703                         | 356,386                    |
| Derivative financial instruments                                       | 329                             | 804                        |
| Deferred consideration   | 12,497                          | 25,829                     |
| <b>Total non-current liabilities</b>                                   | <b>1,915,479</b>                | 1,999,322                  |
| <b>Current liabilities</b>   |                                 |                            |
| Interest-bearing loans and borrowings                                  | 49,149                          | 46,834                     |
| Trade and other payables   | 655,799                         | 697,674                    |
| Corporation tax payable  | 52,288                          | 53,209                     |
| Derivative financial instruments                                       | 2,393                           | 6,460                      |
| Deferred consideration   | 13,220                          | 12,469                     |
| <b>Total current liabilities</b>                                       | <b>772,849</b>                  | 816,646                    |
| <b>Total liabilities</b>   | <b>2,688,328</b>                | 2,815,968                  |
| <b>Total equity and liabilities</b>                                    | <b>4,807,015</b>                | 4,489,818                  |

## Group Statement of Changes in Equity

for the six months ended 31 January 2011

| for the six months<br>ended 31 January 2011<br>in Euro '000              | Share<br>capital | Share<br>premium | Treasury<br>shares | Other<br>equity<br>reserve | Cash<br>flow<br>hedge<br>reserve | Revalua-<br>tion<br>reserve | Share-<br>based<br>payment<br>reserve | Foreign<br>currency<br>transla-<br>tion<br>reserve | Retained<br>earnings | Total<br>share-<br>holders<br>equity | Non-<br>controlling<br>interests | Total     |
|--|------------------|------------------|--------------------|----------------------------|----------------------------------|-----------------------------|---------------------------------------|--|----------------------|--------------------------------------|----------------------------------|-----------|
| <b>At 1 August 2010</b>  | 1,061            | 632,951          | (30)               | -                          | (2,603)                          | 35,108                      | 6,188                                 | 9,697  | 931,830              | 1,614,202                            | 59,648                           | 1,673,850 |
| Profit for the year  | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | 164,513              | 164,513                              | 4,265                            | 168,778   |
| Foreign exchange<br>translation effects                                  | -                | -                | -                  | -                          | -                                | -                           | -                                     | 19,380   | -                    | 19,380                               | 375                              | 19,755    |
| Cash flow hedges   | -                | -                | -                  | -                          | 4,278                            | -                           | -                                     | -  | -                    | 4,278                                | 965                              | 5,243     |
| Defined benefit plans  | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | 356                  | 356                                  | 171                              | 527       |
| <b>Total comprehensive<br/>income</b>                                    | -                | -                | -                  | -                          | 4,278                            | -                           | -                                     | 19,380   | 164,869              | 188,527                              | 5,776                            | 194,303   |
| Share-based<br>payments  | -                | -                | -                  | -                          | -                                | -                           | 5,776                                 | -  | -                    | 5,776                                | 131                              | 5,907     |
| Equity dividends   | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | (30,768)             | (30,768)                             | -                                | (30,768)  |
| Dividends to<br>non-controlling<br>interests                             | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | -                    | -                                    | (5,508)                          | (5,508)   |
| Transfer of revaluation<br>reserve to retained<br>earnings               | -                | -                | -                  | -                          | -                                | (22,262)                    | -                                     | -  | 22,262               | -                                    | -                                | -         |
| Issue of perpetual<br>callable<br>subordinated<br>instrument (note 7)    | -                | -                | -                  | 285,061                    | -                                | -                           | -                                     | -  | -                    | 285,061                              | -                                | 285,061   |
| Dividend on<br>perpetual callable<br>subordinated<br>instrument (note 7) | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | (3,911)              | (3,911)                              | -                                | (3,911)   |
| Purchase of<br>non-controlling<br>interests                              | -                | -                | -                  | -                          | -                                | -                           | -                                     | -  | -                    | -                                    | (247)                            | (247)     |
| <b>At 31 January 2011</b>  | 1,061            | 632,951          | (30)               | 285,061                    | 1,675                            | 12,846                      | 11,964                                | 29,077   | 1,084,282            | 2,058,887                            | 59,800                           | 2,118,687 |

| for the six months<br>ended 31 January 2010<br>in Euro '000 | Share<br>capital | Share<br>premium | Treasury<br>shares | Cash<br>flow<br>hedge<br>reserve | Revalua-<br>tion<br>reserve | Share-<br>based<br>payment<br>reserve | Foreign<br>currency<br>transla-<br>tion<br>reserve | Retained<br>earnings | Total<br>share-<br>holders<br>equity | Non-<br>controlling<br>interests | Total     |
|---|------------------|------------------|--------------------|----------------------------------|-----------------------------|---------------------------------------|--|----------------------|--------------------------------------|----------------------------------|-----------|
| <b>At 1 August 2009</b>                                     | 1,005            | 518,006          | (30)               | (6,882)                          | 35,108                      | 4,131                                 | (41,147)   | 810,165              | 1,320,356                            | 47,612                           | 1,367,968 |
| Total comprehensive<br>income                               | -                | -                | -                  | 4,040                            | -                           | -                                     | 11,816   | 64,757               | 80,613                               | 4,591                            | 85,204    |
| Share-based payments  | -                | -                | -                  | -                                | -                           | 739                                   | -  | -                    | 739                                  | 131                              | 870       |
| Equity dividends  | -                | -                | -                  | -                                | -                           | -                                     | -  | (27,861)             | (27,861)                             | -                                | (27,861)  |
| Dividends to<br>non-controlling interests                   | -                | -                | -                  | -                                | -                           | -                                     | -  | -                    | -                                    | (5,898)                          | (5,898)   |
| Other   | -                | -                | -                  | -                                | -                           | -                                     | -  | 86                   | 86                                   | 422                              | 508       |
| <b>At 31 January 2010</b>                                   | 1,005            | 518,006          | (30)               | (2,842)                          | 35,108                      | 4,870                                 | (29,331)   | 847,147              | 1,373,933                            | 46,858                           | 1,420,791 |

## Group Cash Flow Statement

### for the six months ended 31 January 2011

| in Euro '000  | Notes | Six months ended<br>31 January |                   |
|---|-------|--------------------------------|-------------------|
|   |       | 2011<br>Unaudited              | 2010<br>Unaudited |
| <b>Cash flows from operating activities</b>                                   |       |                                |                   |
| Profit for period   |       | 168,778                        | 68,550            |
| Income tax  |       | 8,512                          | 11,624            |
| Financing income  |       | (3,395)                        | (3,057)           |
| Financing costs   |       | 40,108                         | 26,780            |
| Share of profit after tax of associates and joint ventures                    |       | (10,729)                       | (13,635)          |
| Net gain on acquisitions and disposals  | 4     | (116,185)                      | –                 |
| Integration, rationalisation and acquisition related costs                    |       | 19,136                         | –                 |
| Depreciation of property, plant and equipment                                 |       | 43,135                         | 31,254            |
| Amortisation of intangible assets   |       | 45,426                         | 23,751            |
| Recognition of deferred income from government grants                         |       | (339)                          | (949)             |
| Share-based payments  |       | 5,907                          | 870               |
| <b>Cash flows from operating activities before changes in working capital</b> |       | <b>200,354</b>                 | <b>145,188</b>    |
| Decrease/(increase) in inventory  |       | (87,302)                       | (10,881)          |
| Decrease/(increase) in trade and other receivables                            |       | 48,863                         | 79,758            |
| (Decrease)/increase in trade and other payables                               |       | (32,889)                       | (122,729)         |
| <b>Cash generated from operating activities</b>                               |       | <b>129,026</b>                 | <b>91,336</b>     |
| Interest paid, net  |       | (35,331)                       | (20,811)          |
| Income tax paid   |       | (25,319)                       | (13,924)          |
| <b>Net cash flows from operating activities</b>                               |       | <b>68,376</b>                  | <b>56,601</b>     |

## Group Cash Flow Statement (continued)

### for the six months ended 31 January 2011

| in Euro '000   | Notes | Six months ended<br>31 January |                   |
|--|-------|--------------------------------|-------------------|
|  |       | 2011<br>Unaudited              | 2010<br>Unaudited |
| <b>Cash flows from investing activities</b>                      |       |                                |                   |
| Proceeds from sale of property, plant and equipment              |       | 3,402                          | 1,249             |
| Purchase of property, plant and equipment                        |       |                                |                   |
| – maintenance capital expenditure                                |       | (25,616)                       | (9,180)           |
| – investment capital expenditure                                 |       | (22,439)                       | (22,591)          |
| Acquisition of subsidiaries and businesses, net of cash acquired | 9     | (316,563)                      | –                 |
| Sale of subsidiaries and businesses, net of cash surrendered     |       | 69,284                         | –                 |
| Purchase of intangible assets                                    |       | (4,598)                        | –                 |
| Dividends received from joint ventures                           |       | 4,417                          | –                 |
| Dividends received from associates                               |       | 2,048                          | 9,714             |
| Investments in associates and joint ventures                     |       | (516)                          | (2,455)           |
| Repayment of loan to joint venture                               |       | 527                            | –                 |
| Deferred consideration paid                                      |       | (12,089)                       | (2,128)           |
| Other  |       | (253)                          | 10                |
| <b>Net cash flows from investing activities</b>                  |       | <b>(302,396)</b>               | <b>(25,381)</b>   |
| <b>Cash flows from financing activities</b>                      |       |                                |                   |
| Net proceeds from issue of equity instruments                    | 7     | 285,061                        | –                 |
| (Repayment)/drawdown of loan capital                             |       | (55,545)                       | (3,016)           |
| Capital element of finance lease liabilities                     |       | (856)                          | (801)             |
| Dividends paid to non-controlling interests                      |       | (5,508)                        | (2,742)           |
| Dividends paid to equity shareholders                            |       | –                              | (27,861)          |
| <b>Net cash flows from financing activities</b>                  |       | <b>223,152</b>                 | <b>(34,420)</b>   |
| <b>Net increase in cash and cash equivalents</b>                 |       | <b>(10,868)</b>                | <b>(3,200)</b>    |
| Translation adjustment   |       | (3,731)                        | (1,089)           |
| Net cash and cash equivalents at start of period                 | 6     | 348,349                        | 269,144           |
| <b>Net cash and cash equivalents at end of period</b>            | 6     | <b>333,750</b>                 | <b>264,855</b>    |

# Notes to the Group Condensed Interim Financial Statements

## for the six months ended 31 January 2011

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### 1 Basis of preparation

The Group Condensed Interim Financial Statements have been prepared in accordance with International Accounting Standard 34, Interim Financial Reporting (IAS 34).

These condensed interim financial statements do not include all the information and disclosures required in the annual financial statements and should be read in conjunction with the Group's most recent Annual Financial Statements in respect of the year ended 31 July 2010, which have been prepared in accordance with IFRS.

These condensed interim financial statements for the six months ended 31 January 2011 and the comparative figures for the six months ended 31 January 2010 are unaudited and have not been reviewed by the Auditors. The extracts from the Group's Annual Financial Statements for the year ended 31 July 2010 represent an abbreviated version of the Group's full accounts for that year, on which the Auditors issued an unqualified audit report.

Certain amounts in the 31 January 2010 and 31 July 2010 comparative financial statement figures and related notes have been reclassified to conform to the 31 January 2011 presentation. The reclassifications have no effect on total revenues, total expense, profit for the period or total equity as previously reported.

Income tax expense is recognised based upon the best estimate of the average annual income tax rate expected for the full year.

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### 2 Accounting policies

The condensed consolidated interim financial information has been prepared on the basis of the accounting policies, significant judgements, key assumptions and estimates as set out on pages 56 to 67 of the ARYZTA AG 2010 Annual Report and Accounts.

To enable a full understanding of the Group's financial performance the Group has expanded its accounting policies that were in place as of 31 July 2010 to present certain items, by virtue of their size or nature, separately within operating profit. Transactions which may give rise to such treatment are principally net gain/loss on acquisitions and disposals, integration, rationalisation and acquisition related costs.

## Notes to the Group Condensed Interim Financial Statements (continued)

for the six months ended 31 January 2011

### 3 Analysis by business segment

| I) Segment revenue and result<br>in Euro '000   | Food Europe                    |         | Food North America             |         | Food Rest of World             |        | Origin                         |         | Total Group                    |           |
|---|--------------------------------|---------|--------------------------------|---------|--------------------------------|--------|--------------------------------|---------|--------------------------------|-----------|
|   | Six months ended<br>31 January |         | Six months ended<br>31 January |         | Six months ended<br>31 January |        | Six months ended<br>31 January |         | Six months ended<br>31 January |           |
|   | 2011                           | 2010    | 2011                           | 2010    | 2011                           | 2010   | 2011                           | 2010    | 2011                           | 2010      |
| <b>Segment revenue<sup>1</sup></b>  | <b>585,310</b>                 | 533,624 | <b>610,537</b>                 | 254,657 | <b>87,347</b>                  | 12,640 | <b>611,078</b>                 | 593,132 | <b>1,894,272</b>               | 1,394,053 |
| <b>Operating profit before non-recurring items</b>                                    | <b>45,834</b>                  | 43,439  | <b>57,639</b>                  | 30,819  | <b>9,527</b>                   | 2,073  | <b>15,981</b>                  | 13,931  | <b>128,981</b>                 | 90,262    |
| Gain/loss on transactions, integration, rationalisation and acquisition related costs | <b>(21,690)</b>                | -       | <b>102,539</b>                 | -       | <b>(1,023)</b>                 | -      | <b>(5,533)</b>                 | -       | <b>74,293</b>                  | -         |
| <b>Operating profit</b>   | <b>24,144</b>                  | 43,439  | <b>160,178</b>                 | 30,819  | <b>8,504</b>                   | 2,073  | <b>10,448</b>                  | 13,931  | <b>203,274</b>                 | 90,262    |
| Share of profit after tax of associates and joint ventures                            | -                              | -       | <b>3,754</b>                   | 8,468   | <b>574</b>                     | -      | <b>6,401</b>                   | 5,167   | <b>10,729</b>                  | 13,635    |
| <b>Profit before financing costs</b>  | <b>24,144</b>                  | 43,439  | <b>163,932</b>                 | 39,287  | <b>9,078</b>                   | 2,073  | <b>16,849</b>                  | 19,098  | <b>214,003</b>                 | 103,897   |
| Financing costs   |                                |         |                                |         |                                |        |                                |         | <b>(36,713)</b>                | (23,723)  |
| <b>Profit before tax as reported in Group Income Statement</b>                        |                                |         |                                |         |                                |        |                                |         | <b>177,290</b>                 | 80,174    |

1 There are no significant intercompany revenues between the Group's food business segments. There were €2,235,000 (2010: €3,661,000) in intra group revenue between the Origin and food business segments of the Group.

## Notes to the Group Condensed Interim Financial Statements (continued)

for the six months ended 31 January 2011

|   | Food Europe             |                         | Food North America      |                         | Food Rest of World      |                         | Origin                  |                         | Total Group             |                         |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|   | as at<br>31 Jan<br>2011 | as at<br>31 Jul<br>2010 |
| <b>II) Segment assets</b>   |                         |                         |                         |                         |                         |                         |                         |                         |                         |                         |
| in Euro '000  |                         |                         |                         |                         |                         |                         |                         |                         |                         |                         |
| Segment assets excluding investments in associates and joint ventures | 1,673,208               | 1,716,751               | 1,901,035               | 1,387,060               | 244,633                 | 243,862                 | 372,878                 | 521,498                 | 4,191,754               | 3,869,171               |
| Investments in associates and joint ventures                          | 280                     | 293                     | 1,573                   | 69,584                  | 3,674                   | 3,263                   | 154,088                 | 89,741                  | 159,615                 | 162,881                 |
| <b>Segment assets</b>   | <b>1,673,488</b>        | <b>1,717,044</b>        | <b>1,902,608</b>        | <b>1,456,644</b>        | <b>248,307</b>          | <b>247,125</b>          | <b>526,966</b>          | <b>611,239</b>          | <b>4,351,369</b>        | <b>4,032,052</b>        |

### Reconciliation to total assets as reported in Group balance sheet

|  |  |  |  |  |  |  |  |  |                  |                  |
|--|--|--|--|--|--|--|--|--|------------------|------------------|
| Derivative financial instruments                       |  |  |  |  |  |  |  |  | 1,761            | 889              |
| Cash and cash equivalents                              |  |  |  |  |  |  |  |  | 381,427          | 394,587          |
| Deferred tax assets                                    |  |  |  |  |  |  |  |  | 72,458           | 62,290           |
| <b>Total assets as reported in Group balance sheet</b> |  |  |  |  |  |  |  |  | <b>4,807,015</b> | <b>4,489,818</b> |

|                                 | Food Europe             |                         | Food North America      |                         | Food Rest of World      |                         | Origin                  |                         | Total Group             |                         |
|---------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                                 | as at<br>31 Jan<br>2011 | as at<br>31 Jul<br>2010 |
| <b>III) Segment liabilities</b> |                         |                         |                         |                         |                         |                         |                         |                         |                         |                         |
| in Euro '000                    |                         |                         |                         |                         |                         |                         |                         |                         |                         |                         |
| <b>Segment liabilities</b>      | <b>299,454</b>          | <b>290,001</b>          | <b>170,011</b>          | <b>175,808</b>          | <b>19,692</b>           | <b>17,544</b>           | <b>230,332</b>          | <b>293,657</b>          | <b>719,489</b>          | <b>777,010</b>          |

### Reconciliation to total liabilities as reported in Group balance sheet

|   |  |  |  |  |  |  |  |  |                  |                  |
|---|--|--|--|--|--|--|--|--|------------------|------------------|
| Interest-bearing loans and borrowings                       |  |  |  |  |  |  |  |  | 1,544,126        | 1,622,099        |
| Derivative financial instruments                            |  |  |  |  |  |  |  |  | 2,722            | 7,264            |
| Current and deferred tax liabilities                        |  |  |  |  |  |  |  |  | 421,991          | 409,595          |
| <b>Total liabilities as reported in Group balance sheet</b> |  |  |  |  |  |  |  |  | <b>2,688,328</b> | <b>2,815,968</b> |

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

#### 4 Cost items within operating profit

|   | Notes | Six months ended<br>31 January |                      |
|---|-------|--------------------------------|----------------------|
|   |       | 2011<br>in Euro '000           | 2010<br>in Euro '000 |
| <b>Fair value gain on acquisition</b>                             |       |                                |                      |
| Fair value gain on acquisition of 50% share in Maidstone Bakeries | 4.1   | 121,391                        | –                    |
| <b>Net loss on disposal of businesses</b>                         |       |                                |                      |
| Loss on disposal of Origin Food business                          | 4.4   | (8,125)                        | –                    |
| Gain on disposal of Origin Feed business                          | 4.5   | 2,919                          | –                    |
| <b>Net gain on acquisitions and disposals</b>                     |       | <b>116,185</b>                 | <b>–</b>             |
| <b>Integration, rationalisation and acquisition related costs</b> |       |                                |                      |
| Integration and rationalisation related costs                     | 4.2   |                                |                      |
| – Asset write-downs   |       | (13,412)                       | –                    |
| – Severance and other staff related costs                         |       | (7,877)                        | –                    |
| – Grant related costs   |       | (2,449)                        | –                    |
| – Contractual obligations   |       | (3,654)                        | –                    |
| – Other   |       | (5,235)                        | –                    |
| Acquisition related costs   | 4.3   | (9,265)                        | –                    |
|   |       | (41,892)                       | –                    |
| <b>Total</b>  |       | <b>74,293</b>                  | <b>–</b>             |

#### 4.1 Fair value gain on acquisition

On 29 October 2010, ARYZTA closed the acquisition of all outstanding shares of the previously 50% owned Maidstone Bakeries joint venture for total deemed consideration of €502,808,000. The consideration was based on a discounted cash flow enterprise value and was in line with market valuation multiples on comparable industry transactions. Maidstone Bakeries is no longer treated as a joint venture for accounting purposes and is now fully consolidated in the Food North America segment. A non-cash gain of €121,391,000 on the previously owned 50% of Maidstone Bakeries has been recorded within operating profit in these financial statements. This is a requirement under IFRS 3 (revised), Business Combinations, implemented by the Group as required for the financial year ended 31 July 2010. See note 9 for further details.

#### 4.2 Integration and rationalisation related costs

During the period the Group commenced two separate integration and rationalisation programs in each of its Food Europe and Food North America segments. These programs will allow the development of two principal operating platforms in Food Europe and Food North America to optimise the Group's manufacturing and business support platforms.

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

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As a result of decisions made through these projects the Group has incurred and provided for costs to be incurred during the financial period through its income statement as follows:

#### **Asset write-downs**

As part of the implementation of the Group's integration and rationalisation programs the Group has commenced the closure and/or reduction in activity of a number of its operational sites. As part of this process the Group has written down to nil certain manufacturing, distribution and administration assets related to these sites during the period for a total charge of €13,412,000.

#### **Severance and other staff related costs**

The Group has incurred and provided for €7,877,000 in severance costs during the period in relation to employees whose service was discontinued following the actual or announced closure and rationalisation of certain Group operational sites.

#### **Grant related costs**

The termination of certain activities caused by the Group's integration and rationalisation programs have resulted in the triggering of certain grant repayment conditions. This has resulted in the reversal of circa €2,449,000 in grants previously amortised through the Group's income statement.

#### **Contractual obligations**

The operational decisions made through the Group's integration and rationalisation projects triggered an early termination and/or resulted in certain operational contracts becoming onerous. The Group has incurred total costs during the period to either exit or provide for such contracts of €3,654,000.

#### **Other costs**

The Group has identified €5,235,000 in other costs related directly to the implementation of its integration and rationalisation programs during the period. These costs compose principally of integration advisory costs, directly attributable incremental internal staff costs and operational site decommissioning costs.

### **4.3 Acquisition related costs**

Acquisition related transaction costs incurred during the period of €9,265,000, relate primarily to the acquisition of the outstanding 50% of Maidstone Bakeries. These costs include share purchase tax, due diligence and other professional service fees. Since the adoption of IFRS 3 (revised), these costs no longer form part of the acquisition consideration and are expensed within operating profit through the income statement.

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

#### 4.4 Loss on disposal of Origin Food business

On 10 September 2010, the Group's 71.4% subsidiary and separately listed company, Origin Enterprises plc ('Origin'), announced that it had reached an agreement with CapVest Limited ('CapVest') to establish Valeo Foods Group Limited ('Valeo'), to facilitate consolidation of Irish consumer food brands. On 28 November 2010, Origin further announced that Valeo had completed the simultaneous acquisitions of the branded food businesses of Origin and the Irish food company Batchelors. With effect from 26 November 2010, Origin's 44.1% investment in Valeo has been treated as an associate undertaking and accounted for using the equity method in accordance with IAS 28, Investments in Associates.

A loss of €8,125,000 was realised on the disposal of Origin Foods to Valeo. The impact of this loss on ARYZTA's profit attributable to equity shareholders for the period is €5,803,000 which is after deduction of Origin non-controlling interests. The loss was calculated as follows:

in Euro '000

|  |                 |
|--|-----------------|
| <b>Net assets transferred on 26 November 2010:</b> |                 |
| Property, plant and equipment                      | (30,810)        |
| Goodwill and intangible assets                     | (43,174)        |
| Working capital                                    | (12,976)        |
| Provisions for liabilities and charges             | 3,429           |
| <b>Net assets transferred</b>                      | <b>(83,531)</b> |
| <b>Consideration:</b>                              |                 |
| Fair value of 44.1% equity interest in Valeo Foods | 17,108          |
| Investment in associate through vendor loan note   | 33,540          |
| Net cash consideration                             | 27,518          |
| <b>Total consideration received</b>                | <b>78,166</b>   |
| Costs directly related to the transaction          | (2,760)         |
| <b>Loss on disposal of Origin Food business</b>    | <b>(8,125)</b>  |

#### 4.5 Gain on disposal of Origin Feed business

On 10 November 2010, Origin announced that it had reached agreement with W&R Barnett Limited ('Barnett') to establish an all-Ireland grain and feed handling logistics and trading business. The all-Ireland business was formed through the integration of Origin's R&H Hall ('Hall') business in the Republic of Ireland with the business of Origin and Barnett in Northern Ireland. The transaction was completed on 28 January 2011. Under the terms of the transaction, Barnett acquired a 50% interest in Hall, mirroring the economic interests of Origin and Barnett in the Northern Ireland business.

## Notes to the Group Condensed Interim Financial Statements (continued)

for the six months ended 31 January 2011

Origin now holds a 50% interest in Hall and from 28 January 2011 this 50% holding is treated as an associate undertaking in accordance with IAS 28, Investments in Associates. A gain arose on the transaction as follows:

in Euro '000

| <b>Net assets transferred on 28 January 2011:</b>  |                 |
|--|-----------------|
| Property, plant and equipment                      | (15,412)        |
| Working capital                                    | (36,277)        |
| Provisions for liabilities and charges             | 2,667           |
| <b>Net assets transferred</b>                      | <b>(49,022)</b> |
| <b>Consideration:</b>                              |                 |
| Net cash consideration                             | 40,886          |
| Fair value of existing 50% equity interest in Hall | 11,055          |
| <b>Total consideration received</b>                | <b>51,941</b>   |
| <b>Gain on disposal of Origin Feed business</b>    | <b>2,919</b>    |

## 5 Earnings per share

|  | Six months ended<br>31 January |                      |
|--|--------------------------------|----------------------|
|  | 2011<br>in Euro '000           | 2010<br>in Euro '000 |
| <b>Basic earnings per share</b>  |                                |                      |
| Profit for period attributable to equity shareholders  | 164,513                        | 64,371               |
| Perpetual callable subordinated instrument accrued dividend  | (3,911)                        | -                    |
| Profit attributable to ordinary equity shareholders  | 160,602                        | 64,371               |
| <b>Weighted average number of ordinary shares</b>  | '000                           | '000                 |
| Issued ordinary shares at 1 August   | 82,810                         | 78,946               |
| Effect of shares issued during the period  | -                              | -                    |
| Weighted average number of ordinary shares for the period  | 82,810                         | 78,946               |
| <b>Basic earnings per share</b>  | <b>193.94 cent</b>             | 81.54 cent           |
| <b>Diluted earnings per share</b>  |                                |                      |
| Profit for period attributable to equity shareholders  | 164,513                        | 64,371               |
| Perpetual callable subordinated instrument accrued dividend  | (3,911)                        | -                    |
| Effect on non-controlling interests share of profits due to dilutive effect of Origin management equity entitlements | (234)                          | (251)                |
| Diluted profit for financial period attributable to ordinary equity shareholders                                     | 160,368                        | 64,120               |
| <b>Weighted average number of ordinary shares (diluted)</b>  | '000                           | '000                 |
| Weighted average number of ordinary shares used in basic calculation   | 82,810                         | 78,946               |
| Effect of equity instruments with a dilutive effect  | 46                             | -                    |
| Weighted average number of ordinary shares (diluted) for the period  | 82,856                         | 78,946               |
| <b>Diluted earnings per share</b>  | <b>193.55 cent</b>             | 81.22 cent           |

## Notes to the Group Condensed Interim Financial Statements (continued)

for the six months ended 31 January 2011

### 6 Analysis of net debt

| in Euro '000                     | 1 August<br>2010   | Cash flows      | Arising on<br>business<br>combination | Non-cash<br>movements | Translation<br>adjustment | 31 January<br>2011 |
|----------------------------------|--------------------|-----------------|---------------------------------------|-----------------------|---------------------------|--------------------|
| Cash                             | 394,587            | (9,844)         | –                                     | –                     | (3,316)                   | 381,427            |
| Overdrafts                       | (46,238)           | (1,024)         | –                                     | –                     | (415)                     | (47,677)           |
| <b>Cash and cash equivalents</b> | <b>348,349</b>     | <b>(10,868)</b> | –                                     | –                     | <b>(3,731)</b>            | <b>333,750</b>     |
| Loans                            | (1,572,275)        | 55,545          | (242)                                 | (1,160)               | 24,373                    | (1,493,759)        |
| Finance leases                   | (3,586)            | 856             | (21)                                  | –                     | 61                        | (2,690)            |
| <b>Net debt</b>                  | <b>(1,227,512)</b> | <b>45,533</b>   | <b>(263)</b>                          | <b>(1,160)</b>        | <b>20,703</b>             | <b>(1,162,699)</b> |

| Split of net debt<br>in Euro '000 | 1 August<br>2010   | Cash flows    | Arising on<br>business<br>combination | Non-cash<br>movements | Translation<br>adjustment | 31 January<br>2011 |
|-----------------------------------|--------------------|---------------|---------------------------------------|-----------------------|---------------------------|--------------------|
| Food Group net debt               | (1,115,623)        | 32,854        | (21)                                  | (790)                 | 19,606                    | (1,063,974)        |
| Origin net debt                   | (111,889)          | 12,679        | (242)                                 | (370)                 | 1,097                     | (98,725)           |
| <b>Net debt</b>                   | <b>(1,227,512)</b> | <b>45,533</b> | <b>(263)</b>                          | <b>(1,160)</b>        | <b>20,703</b>             | <b>(1,162,699)</b> |

Finance leases include amounts due within 1 year of €1,472,000 (2010: €596,000).

ARYZTA's 71.4% subsidiary and separately listed company, Origin, has separate ring-fenced funding structures, which are financed without recourse to ARYZTA.

### 7 Other equity reserve

In October 2010, the Group raised CHF 400m through the issuance of a Perpetual Callable Subordinated Instrument ('Hybrid Instrument'), which has been recognised within equity. The proceeds from the issuance were used as principal financing for ARYZTA's acquisition of the remaining 50% share of the Maidstone Bakeries joint venture held by Tim Hortons Inc. See note 9 for further details.

| in Euro '000  | 2011           |
|---|----------------|
| At 1 August 2010  | –              |
| Issuance of hybrid instrument, net of transaction costs | 285,061        |
| <b>At 31 January 2011</b>                               | <b>285,061</b> |

The Hybrid Instrument offers a coupon of 5%, accruing €3,911,000 to January 2011 (2010: €nil), and is undated with an initial call date by ARYZTA after four years. The balance recognised on issuance is shown net of transaction costs of €7,380,000.

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

#### 8 Dividends

The proposed dividend covering the 12 month period to 31 July 2010 of CHF 0.4802 (2009: CHF 0.5324) per registered share was approved at the annual shareholders' meeting held on 2 December 2010. The total resulting dividend of CHF 39,765,571 (2009: CHF 42,031,000) was paid in February 2011, to those shareholders holding shares in ARYZTA AG on 26 January 2011.

#### 9 Acquisitions

The Group completed the acquisition of the outstanding 50% of the Maidstone Bakeries (Maidstone) joint venture on 29 October 2010. As a result and from that date, Maidstone has been accounted for as a subsidiary undertaking and not as a joint venture.

Maidstone operates in Brantford, Ontario from a purpose-built circa 400,000 square-foot bakery. Currently, Maidstone exclusively services the Tim Hortons network under a contractual arrangement which extends to 2016 (or 2017 at Tim Hortons' option) and may be extended beyond this point by mutual agreement.

The goodwill arising on this business combination is attributable to the skills and talent of the Maidstone work force, the synergies expected to be achieved from integrating Maidstone into the Group's existing businesses and increasing capacity utilisation of the facility.

Details of net assets acquired and goodwill arising from this business combination are set out below:

| in Euro '000  | Provisional<br>fair value |
|---|---------------------------|
| <b>Provisional fair value of net assets acquired:</b>                 |                           |
| Property, plant and equipment   | 95,202                    |
| Intangible assets   | 173,943                   |
| Inventory   | 7,925                     |
| Trade and other receivables   | 6,592                     |
| Trade and other payables  | (12,683)                  |
| Finance leases  | (21)                      |
| Deferred tax  | (24,290)                  |
| Income tax  | (2,385)                   |
| <b>Net assets acquired</b>  | <b>244,283</b>            |
| Goodwill arising on acquisition                                       | 258,525                   |
| <b>Consideration</b>  | <b>502,808</b>            |
| <b>Satisfied by:</b>  |                           |
| Cash consideration  | 334,719                   |
| Cash acquired   | (18,156)                  |
| <b>Net cash consideration</b>   | <b>316,563</b>            |
| Investment in joint venture on acquisition date                       | 64,854                    |
| Fair value gain on 50% equity interest held prior to acquisition date | 121,391                   |
| <b>Consideration</b>  | <b>502,808</b>            |

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

Transaction expenses of €6,023,000 related to the Maidstone Bakeries transaction have been charged to integration, rationalisation and acquisition related costs in the Group Income Statement.

ARYZTA's existing 50% equity interest of the joint venture has been re-measured at its fair value, with the resulting gain, over the previous carrying value, of €121,391,000 recognised within the net gain on acquisitions and disposals in the Group Income Statement.

The impact of this business combination during the period on the Income Statement of the Group is set out in the following table:

in Euro '000

|                       |        |
|-----------------------|--------|
| Revenue               | 43,201 |
| Profit for the period | 8,495  |

If the acquisition had occurred on 1 August 2010, management estimates that consolidated revenue would have been €1,915,474,000 and consolidated profit for the period would have been €169,667,000. In determining these amounts management has assumed that the fair value adjustments that arose on the date of the acquisition would have been the same if the acquisition had occurred on 1 August 2010.

For the identification and estimation of the fair value of the acquired intangibles of Maidstone, ARYZTA was assisted by an independent appraisal firm. The identified intangibles include the fair value of customer relationships. The excess earnings method (income approach method) was the basis for the fair value of customer relationships.

The fair values presented in this note are based on provisional valuations due to the close proximity of the transaction to the end of the period.

## 10 Contingent liabilities

The Group is not aware of any new major changes with regard to contingent liabilities in comparison with the situation as of 31 July 2010.

## 11 Current litigation

A former Hiestand shareholder has taken legal action against the Company asserting, in essence, entitlement under the merger to a price for its former Hiestand shares equal to the price IAWS Group paid Lion Capital for its former Hiestand shares under their contract. While such an action is permitted under Swiss Law (based on Article 105 of the Swiss Merger Act), it does not affect the implementation of the merger. The Group considers the case to be without merit. A complete defence to the claim, based on the law and the facts, is being vigorously pursued.

## 12 Subsequent events

On 8 March 2011, Origin acquired 100% of United Agri Products Limited (UAP) based on an enterprise value of GBP 33m and the delivery of average working capital. Further consideration of GBP 4m will be paid in March 2013.

## Notes to the Group Condensed Interim Financial Statements (continued)

### for the six months ended 31 January 2011

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On 9 March 2011, Origin also acquired 100% of the share capital of Rigby Taylor Limited (Rigby Taylor) for an initial cash consideration of GBP 9.2m. Deferred consideration of up to GBP 1m will be paid upon the achievement of specific profit targets.

The results for both UAP and Rigby Taylor will be consolidated into the Origin results from the date of acquisition to 31 July 2011

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#### **13 Seasonality**

The Origin business is typically a seasonal business and is weighted to the second half of the financial year.

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#### **14 Related party transactions**

There have been no related party transactions or changes in related party transactions other than those described in the ARYZTA AG 2010 Annual Report and Accounts that could have a material impact on the financial position or performance of the Group in the six months to 31 January 2011.

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#### **15 Distribution of interim report**

The Annual Report and Accounts, Interim Management Statements, Interim Report and Accounts and other useful information about the Company, such as the current share price, is available on our website [www.aryzta.com](http://www.aryzta.com).

## Statement of Directors' Responsibilities

for the six months ended 31 January 2011

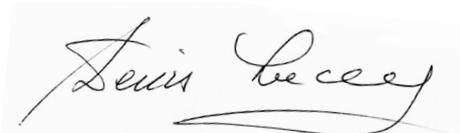
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We confirm our responsibility for the half year interim results and that to the best of our knowledge:

- The condensed set of financial statements comprising the consolidated interim income statement, the consolidated interim statement of comprehensive income, the consolidated interim balance sheet, the consolidated interim statement of changes in equity, the consolidated interim cash flow statement and the related notes have been prepared in accordance with IAS 34, Interim Financial Reporting;
- The review of operations includes a fair review of the information required by:
  - a) *Regulation 8(2) of the Transparency (Directive 2004/109/EC) Regulations 2007*, being an indication of important events that have occurred during the first six months of the financial year and their impact on the condensed set of financial statements; and a description of the principal risks and uncertainties for the remaining six months of the year; and
  - b) *Regulation 8(3) of the Transparency (Directive 2004/109/EC) Regulations 2007*, being related party transactions that have taken place in the first six months of the current financial year and that have materially affected the financial position or performance of the entity during that period; and any changes in the related party transactions described in the last annual report that could do so.

The Group's auditor has not audited these half year interim results.

On behalf of the Board



**Denis Lucey**  
Chairman, Board of Directors



**Owen Killian**  
CEO, Member of the Board  
of Directors

14 March 2011