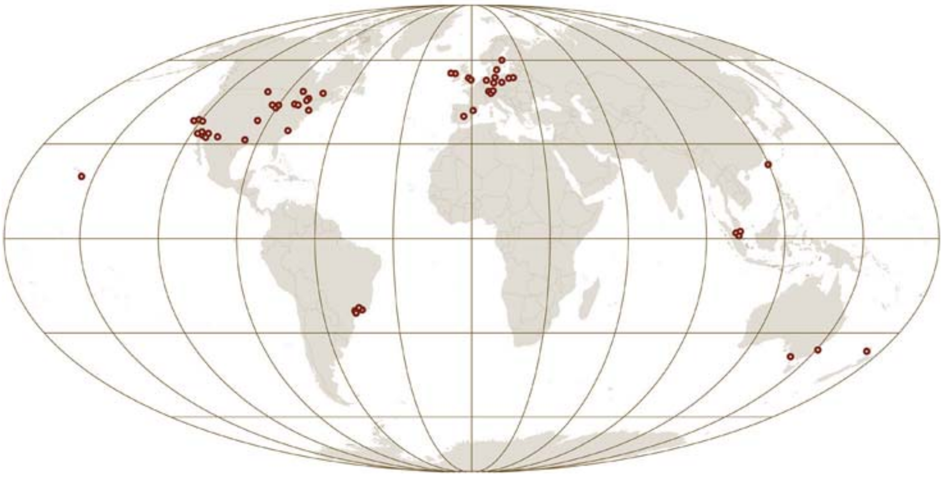
2013

Annual Report and Accounts

ARYZTA
Passion for good food



WELCOME TO ARYZTA AG

ARYZTA AG ('ARYZTA') is a global food business with a leadership position in speciality bakery. ARYZTA is based in Zurich, Switzerland, with operations in North America, South America, Europe, Asia, Australia and New Zealand. ARYZTA has a primary listing on the SIX Swiss Exchange and a secondary listing on the ISE Irish Exchange (SIX: ARYN, ISE: YZA).

ARYZTA is the majority shareholder (68.6%) in Origin Enterprises plc, which has a listing on the AIM in London and the ESM in Dublin (AIM: OGN, ESM: OIZ).

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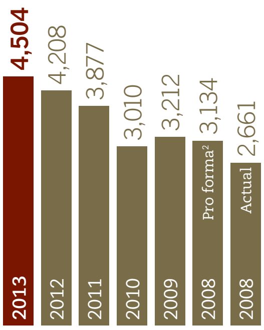
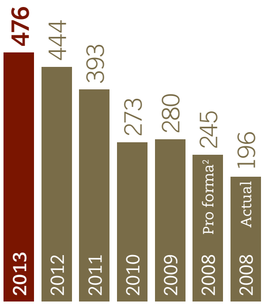
Financial Highlights

Group

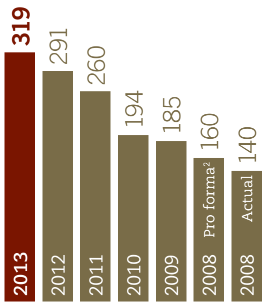
Revenue
in EUR m



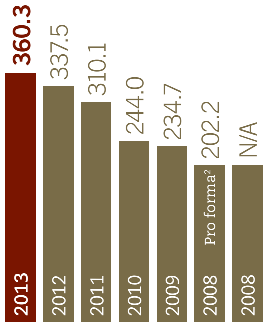
EBITA[1]
in EUR m



Underlying fully diluted net profit
in EUR m

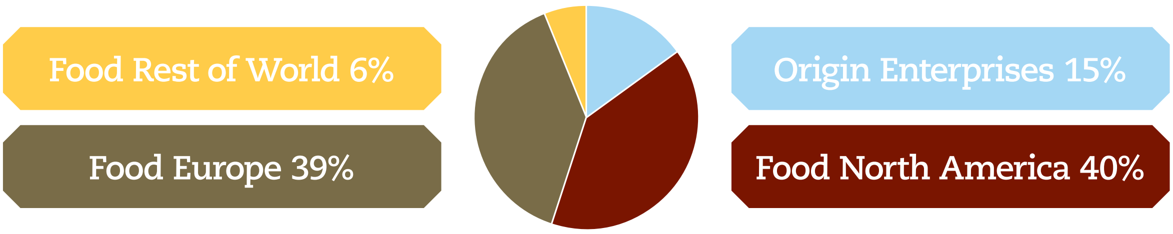


Underlying fully diluted EPS
in cent

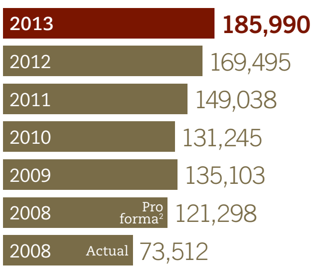


Group segments' EBITA

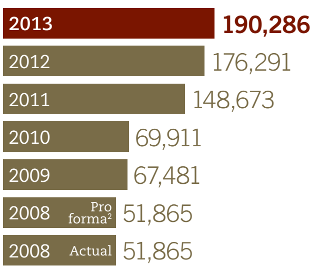
EBITA by business segment
(% of Group contribution 2013)



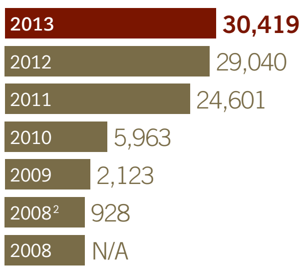
EBITA Food Europe
in EUR '000



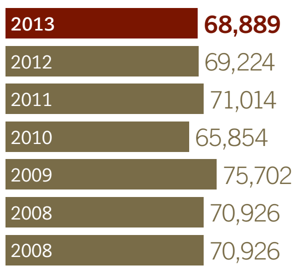
EBITA Food North America
in EUR '000



EBITA Food Rest of the World
in EUR '000



EBITA Origin
in EUR '000



1 See glossary on page 19 for definitions of financial terms and references used in this document.
2 Pro forma numbers presented including Hiestand Holding AG in the 2008 comparative.

Annual Report and Accounts 2013
Letter to Shareholders

In the five years since ARYZTA was listed, Food EBITA has increased by 134%, Food revenue by 89% and consolidated underlying fully diluted EPS increased by 78%.

The Food Group is substantially repositioned and is geographically and strategically much more balanced. Operationally, it bears little resemblance to the business it was in 2008, due to the three-year ARYZTA Transformation Initiative programme ('ATI') announced in September 2011.

The Group has made excellent progress on creating a customer centric business in North America and has commenced the same programme in Europe where the new Group Enterprise Resource Planning ('ERP') platform will continue to be rolled out during FY 2014.

Revenue growth in FY 2013 was satisfactory in the Food Group, growing 7.6% to a record €3.1bn. EBITA margin expanded by 10bps during the period despite input cost volatility and the Food Group delivered EBITA of €407m. Underlying ROIC expanded from 11.3% to 12.1%, due to the ATI programme, while reported ROIC also expanded from 10.5% to 11.6%. This is encouraging progress in delivering shareholder value.

In addition to the ongoing ATI programme, ARYZTA completed investments in new bakery capacity in Malaysia, which was fully operational during the period, and in Poland, which is being commissioned. ARYZTA also completed the acquisition of Klemme bakery in April 2013. This enhances ARYZTA's capability, capacity and relevance to large customers in Europe and addresses the underrepresentation of the group in this channel. Further capacity expansion was announced in Klemme as part of the strategy to develop this fast growing segment of speciality bakery.

Origin Enterprises recorded an impressive 15% increase in underlying fully diluted EPS despite a challenging year on farm. Origin disposed of its fish protein joint venture and its investment in farming in the Ukraine, thereby releasing more capital than it raised in its IPO in 2007. Origin has announced a €100m capital return to shareholders by way of a tender offer.

Underlying fully diluted EPS increased by 6.8% to 360.3 cent and ARYZTA finished the year conservatively geared and in excellent condition for future growth, both organic and by acquisition.

Dividend

The Board recommends a final dividend of CHF 0.6652[1] per share, to be paid on 3 February 2014, if approved at the Annual General Meeting on 10 December 2013.

Board membership

At the 2012 AGM, held on 10 December 2012, shareholders confirmed the re-election of Mr. Denis Lucey to the Board of Directors for a further three-year term.

In addition, Mr. Wolfgang Werlé was elected as a new member of the Board of Directors for a three-year term. The biographies of individual Board members are available on pages 30 to 33 in the Corporate Governance report.

Letter to Shareholders (continued)

Mr. Hans Sigrist and Mr. William G. Murphy, whose terms of office expired at the 2012 AGM, did not stand for re-election. We would like to take the opportunity to thank them and pay tribute to their service to ARYZTA as members of the Board of Directors.

The Board of ARYZTA AG now consists of two executive directors and seven non-executive directors.

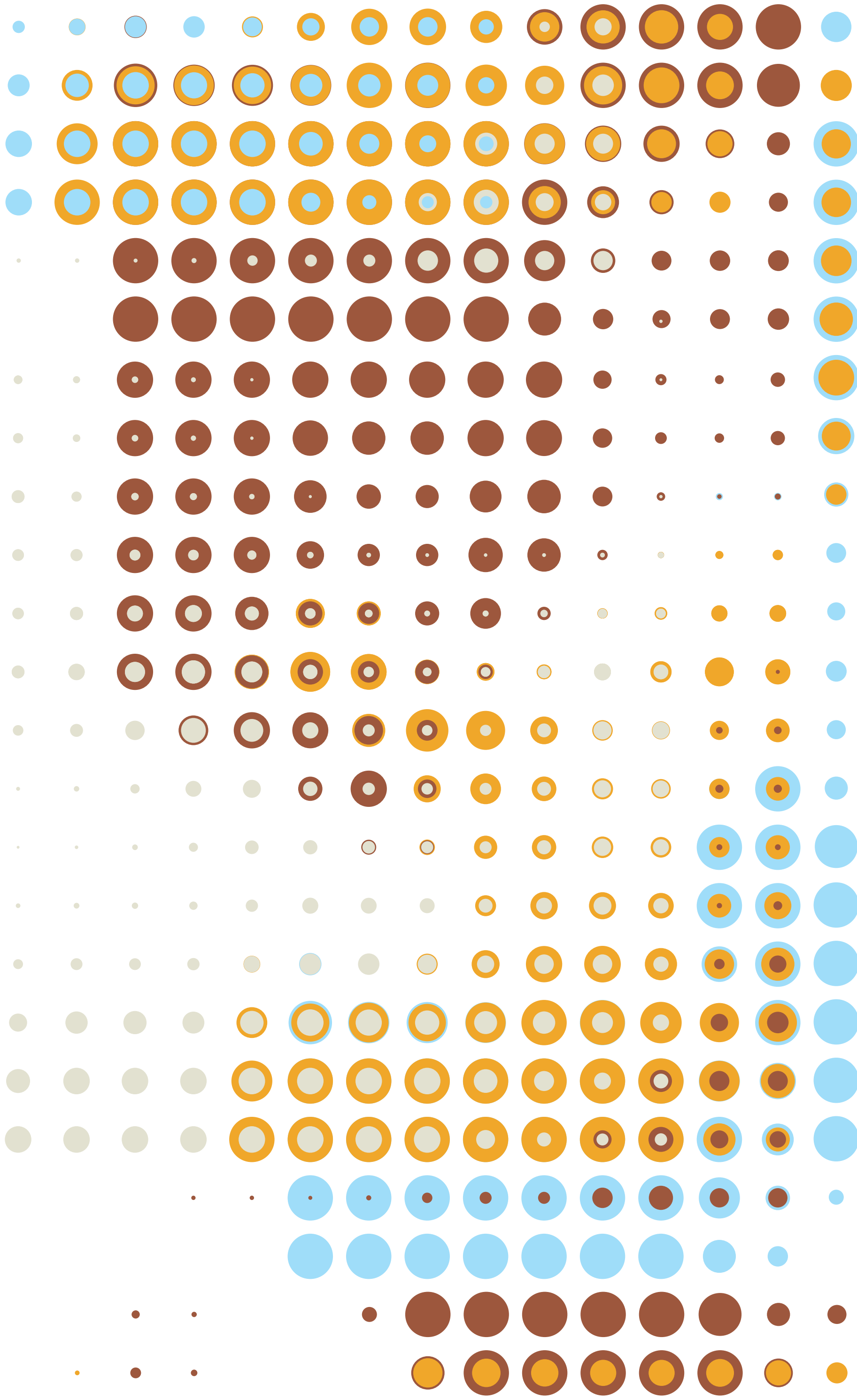
Acknowledgement

On behalf of the Board, I would like to acknowledge the talent, hard work and commitment of ARYZTA's management and staff. This is an everyday business and our people are the inspiration to excellence every day. I would also like to thank our customers for their support and loyalty, and our suppliers for their reliability at all times. I believe ARYZTA AG is well positioned to deliver long-term sustainable growth.

Denis Lucey
Chairman, Board of Directors

26 September 2013

1 Based on EUR 54.05 cent per share converted at the foreign exchange rate of one euro to CHF 1.2308 on 26 September 2013, the date of approval of the ARYZTA financial statements.



“The discovery of a new dish confers more happiness on humanity than the discovery of a new star.”

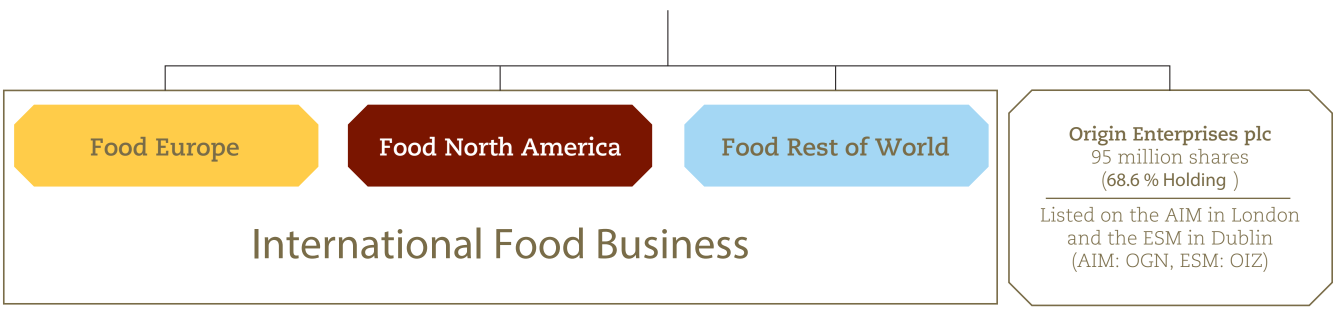
Jean Anthelme Brillat-Savarin
(1755–1826)

Annual Report and Accounts 2013
Business Overview
About ARYZTA

Food Group – International Footprint

Reporting Segments

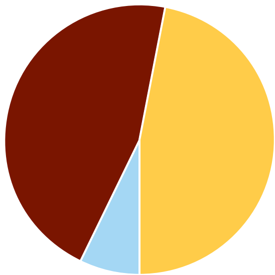
ARYZTA AG



Business Overview
Food Business - Markets

Food Group – Revenue

EUR 3.1 billion



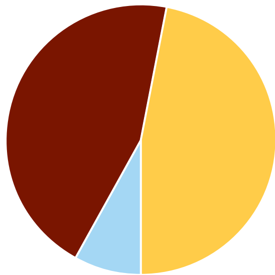
47% Food North America

45% Food Europe

8% Food Rest of World

Food Group – EBITA

EUR 407 million



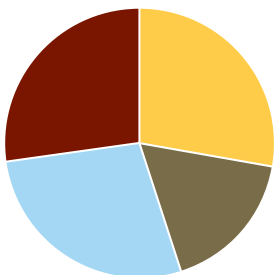
47% Food North America

46% Food Europe

7% Food Rest of World

Food Group – Revenue

Customer Channel Mix



28% Large Retail

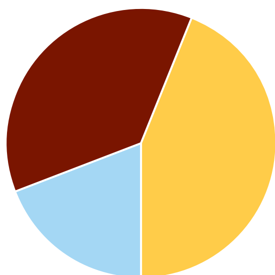
28% QSR

27% Other Foodservice

17% Convenience & Independent Retail

Food Group – Revenue

Food Mix



44% Bread rolls & artisan loaves

37% Sweet Baked Goods & Morning Goods

19% Savoury & Other

Business Overview
Food Business – Markets (continued)

Food Europe

Key Figures

Revenue €1.4 bn

EBITDA €232m

EBITA €186 m

10 Countries

18 Bakeries & Kitchens

Food North America

Key Figures

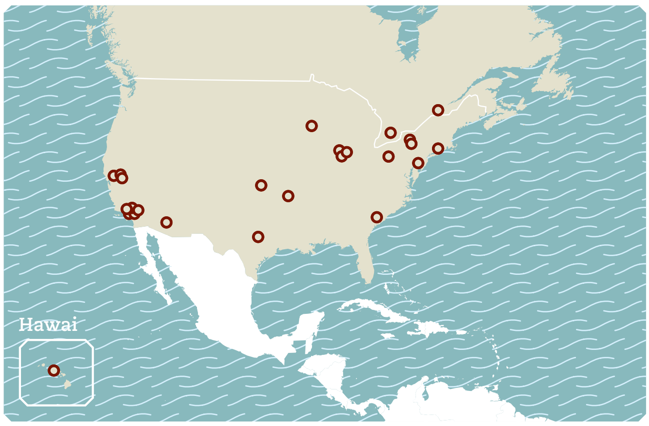
Revenue €1.5 bn

EBITDA €229 m

EBITA €190 m

2 Countries

24 Bakeries & Kitchens



Food Rest of World

Key Figures

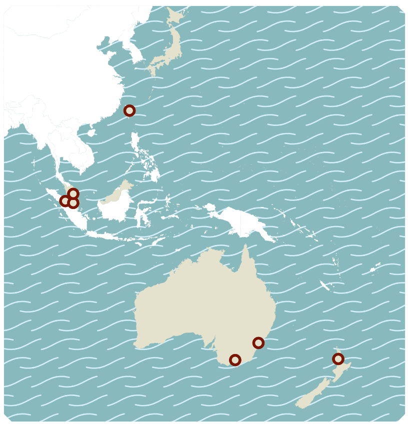
Revenue €234 m

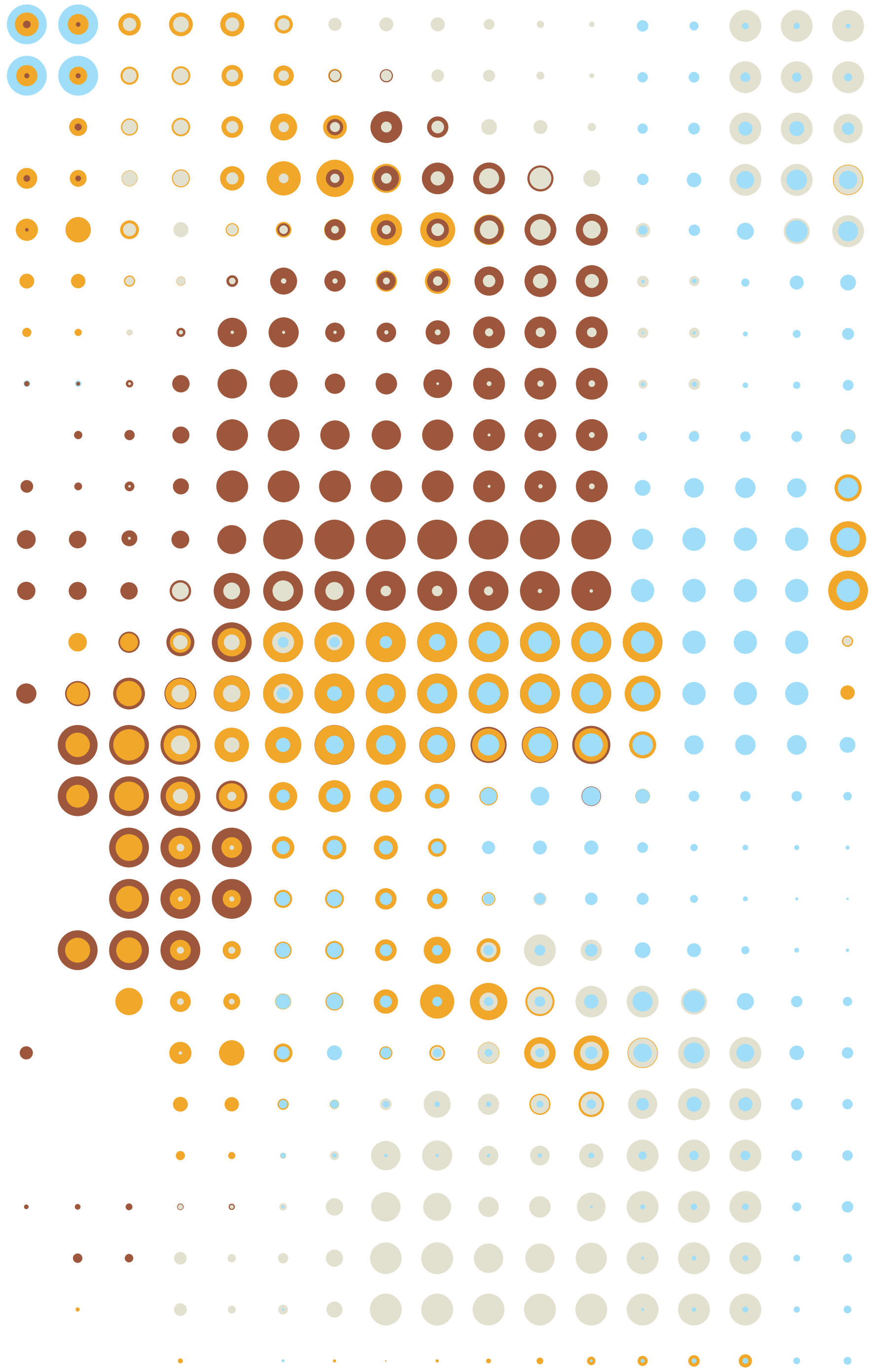
EBITDA €39m

EBITA €30 m

7 Countries

11 Bakeries & Kitchens





“Good food is the foundation of true happiness.”

Auguste Escoffier
(1846–1935)

Annual Report and Accounts 2013

Financial and Business Review

1 ARYZTA Group – Income Statement

in EUR `000	July 2013	July 2012	% Change
Group revenue	4,503,690	4,207,667	7.0%
EBITA	475,584	444,050	7.1%
EBITA margin	10.6%	10.6%	–
Associates and JVs, net	22,057	14,200	–
EBITA incl. associates and JVs	497,641	458,250	8.6%
Finance cost, net	(63,904)	(65,311)	–
Hybrid instrument accrued dividend	(19,898)	(16,642)	–
Pre-tax profits	413,839	376,297	–
Income tax	(69,689)	(63,776)	–
Non-controlling interests	(25,041)	(21,476)	–
Underlying fully diluted net profit	319,109	291,045	9.6%
Underlying fully diluted EPS (cent)	**360.3[1]**	**337.5c[1]**	**6.8%**

1 The 31 July 2013 weighted average number of ordinary shares used to calculate diluted earnings per share is 88,559,475 (2012: 86,228,153). The increase in the weighted average number of ordinary shares is primarily due to the impact of the 4,252,239 shares issued during January 2012 on the weighted average shares outstanding during each respective year.

2 See glossary in section 18 for definitions of financial terms and references used in the financial and business review.

2 ARYZTA Group – Underlying revenue growth

in EUR million	Food Europe	Food North America	Food Rest of World	Total Food Group	Origin	Total Group
Group revenue	1,391.5	1,459.8	234.2	3,085.5	1,418.2	4,503.7
Underlying growth	0.2%	1.6%	6.6%	1.3%	4.5%	2.4%
Acquisitions	9.0%	2.8%	2.3%	5.5%	0.0%	3.8%
Currency	0.1%	2.0%	(3.2)%	0.8%	1.3%	0.8%
Revenue Growth	**9.3%**	**6.4%**	**5.7%**	**7.6%**	**5.8%**	**7.0%**

3 ARYZTA Group – Segmental EBITA

in EUR `000	July 2013	July 2012	% Change
Food Group			
Food Europe	185,990	169,495	9.7%
Food North America	190,286	176,291	7.9%
Food Rest of World	30,419	29,040	4.7%
Total Food Group	406,695	374,826	8.5%
Origin	68,889	69,224	(0.5)%
Total Group EBITA	**475,584**	**444,050**	**7.1%**
Associates & JVs, net			
Food JVs	201	1,062	(81.1)%
Origin associates & JVs	21,856	13,138	66.4%
Total associates & JVs, net	**22,057**	**14,200**	**55.3%**
Total EBITA incl. associates and JVs	**497,641**	**458,250**	**8.6%**

Financial and Business Review (continued)

4 Food Group – Income Statement

in EUR `000	July 2013	July 2012	% Change
Revenue	3,085,517	2,867,644	7.6%
EBITA	406,695	374,826	8.5%
EBITA margin	13.2%	13.1%	–
JVs, net	201	1,062	–
EBITA incl. JVs	406,896	375,888	8.2%
Finance cost, net	(57,761)	(58,717)	–
Hybrid instrument accrued dividend	(19,898)	(16,642)	–
Pre-tax profits	329,237	300,529	–
Income tax	(57,261)	(50,559)	–
Non-controlling interests	(3,619)	(3,367)	–
Underlying net profit	268,357	246,603	8.8%

5 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 food giving the best value, variety, taste and convenience to consumers at the point of sale. ARYZTA's customer channels consist of a mix of convenience and independent retail, large retail, Quick Serve Restaurants ('QSR') and other foodservice categories.

Total Food Group revenue grew by 7.6% to €3.1bn. ARYZTA's underlying Food business performed well, posting underlying revenue growth of 1.3% in what was a very challenging trading environment, particularly in the Food Europe segment.

Food EBITA increased by 8.5%, while EBITA margins expanded by 10bps to 13.2%, reflecting the improved efficiencies being derived through the ARYZTA Transformation Initiative ('ATI'). This translated into an 8.8% increase in underlying net profit within the Food Group.

6 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 QSR.

Food Europe revenue grew by 9.3% to €1.4bn. This was largely driven by a very strong contribution of 9.0% from acquisitions. Underlying revenues grew marginally at 0.2% over the year, with a strong recovery during the fourth quarter of FY 2013. The weak underlying growth in bake-off reflects sustained weak consumer spending and the growing impact of government austerity measures across the region. The impact from currency movements was negligible during the year.

The acquisition of Klemme significantly transformed ARYZTA's presence in the pan-European large retail segment. Klemme enables ARYZTA to target the high growth In Store Bake-off ('ISB') for large retail customers, as consumers seek greater bake-off choice for home consumption.

Financial and Business Review (continued)

Food Europe EBITA increased by 9.7% to €186.0m, while EBITA margins expanded by 10bps to 13.4%.

Significant ATI-related and expansion-related capital investment was completed in Europe in FY 2013. The total cash costs relating to non-recurring items were €44.5m, while €44.0m was invested in the roll-out of the European ERP system and optimisation-related capital investments. These investments were key to establishment of a European customer centric business model and to rebalancing the channel mix within Europe. Additional expansion-related capital investments, primarily for further bakery capacity in Poland that is in the final commissioning stages, amounted to €63.8m.

7 Food North America

Food North America is a leading player in the US speciality bakery market. It has a diversified customer base, including multiple retail, restaurants, catering and hotels, leisure, hospitals, military, fundraising and QSR. ARYZTA is the leader in high-value artisan bakery via La Brea Bakery, which focuses on the premium branded bakery segment. ARYZTA's well-established partnerships with key global QSR customers, which dominate the North American convenience food landscape, position the Group to grow market share in tandem with customer growth.

Food North America revenue grew by 6.4% to €1.5bn, with acquisition contribution of 2.8% and underlying revenue growth of 1.6%. Favourable currency movements also benefited the reported performance in the year by 2.0%. Underlying organic growth in North America was strong, reflecting progress on deepening customer relationships and the increased availability of a broader range of products to North American customers. The performance also benefited from stronger consumer spending trends in North America compared to Europe. Food North America EBITA grew by 7.9% to €190.3m, due to positive underlying revenue growth and further margin expansion of 20bps to 13.0% during the year.

In North America, the cash costs for non-recurring items were €37.9m, with an additional €17.5m relating to expanding the ERP system functionality and other optimisation-related capital investments. As announced at the half year, the North American Direct Store Distribution ('DSD') business was transitioned to third party contractors during the year. Like in Europe, these investments underpin the deployment of a customer centric business model in North America. An additional €15.1m was also invested in a variety of expansion-related capital investment projects.

8 Food Rest of World

ARYZTA's operations in the Rest of World include Brazil, Australia, New Zealand, Malaysia, Singapore, Taiwan and Japan.

Food Rest of World revenues grew by 5.7% to €234.2m, with underlying revenue growth of 6.6% and acquisition contribution of 2.3%. Unfavourable currency movements reduced reported growth by 3.2%. Food Rest of World EBITA grew by 4.7% to €30.4m, while EBITA margins declined by 10bps to 13.0%. Despite commissioning new bakeries in the region, involving a total expansion-related capital investment of €32.1m in FY 2013, the business remains capacity constrained. Food Rest of World will continue to need capital allocation to remove capacity bottlenecks and to facilitate new revenue growth opportunities in the region.

Financial and Business Review (continued)

9 ARYZTA Transformation Initiative

In September 2011, the Group announced the ATI programme, a three year plan focused on supply chain optimisation and ERP implementation. ATI was launched with the goal of becoming a leading international bakery company, by leveraging ARYZTA's people, capabilities, partnerships and brands. Critical to this initiative is the development of a customer centric strategy, with highly effective cross-functional teams, to replace the previous business model of autonomous business units. The customer centric business model deployment in North America was supported with a further investment of €55.4m (non-recurring cash costs, ERP investment and optimisation-related capital investments). In Europe this investment was €88.5m, as part of the programme to replicate the customer centric model already established in North America.

The North American business has begun to see positive margin expansion as a result of the ATI-driven integration of autonomous business units during the prior year, as well as from the transition of DSD and further centralisation of certain administrative tasks during the current year.

Additionally, the phased implementation of ERP has continued across many of the Food Group's European locations. These implementations have been successful due to leveraging experiences obtained from previous implementations in North America and other locations within Europe. The remaining planned ERP implementations in Europe remain on track to be substantially completed during FY 2014.

During the two years since the ATI programme announcement, the Food Group has incurred the following amounts:

in EUR `000 — **ARYZTA Transformation Initiative**

Acquisition, disposal and restructuring-related costs	**Cash**		**Total ATI**	**Non-cash**	**Total**
Year ending 31 July 2013	82,459	–	**82,459**	37,355	**119,814**
Year ending 31 July 2012	77,144	–	**77,144**	6,333	**83,477**
Investment capital expenditure		**Optimisation-related & ERP**	**Total ATI**	**Expansion-related**	**Total**
Year ending 31 July 2013	–	61,462	**61,462**	111,044	**172,506**
Year ending 31 July 2012	–	46,643	**46,643**	42,758	**89,401**
ATI investment to date	**159,603**	**108,105**	**267,708**		
Estimated overall ATI investment			**460,000**		
Remaining available for ATI investment			**192,292**		

The financial goal of these investments is to improve the ARYZTA Food Group ROIC related to the FY 2011 underlying food assets to 15% by FY 2015. The successful efforts to date have positioned the Group well for the continued growth and margin expansion necessary to achieve this measure.

Financial and Business Review (continued)

10 Financial position

ARYZTA's 68.6% subsidiary and separately listed company, Origin, has separate funding structures, which are financed without recourse to ARYZTA. Origin's net debt amounted to €29.6m at 31 July 2013.

The consolidated net debt of the Food Group, excluding Origin's non-recourse debt, amounts to €849.2m. The Food Group net debt: EBITDA ratio is 1.57x (excluding hybrid instrument as debt) and interest cover of 9.37x (excluding hybrid interest). The weighted average maturity of the Food Group gross term debt is circa 5.14 years. The weighted average interest cost of Food Group debt financing facilities (including overdrafts) is circa 4.62%.

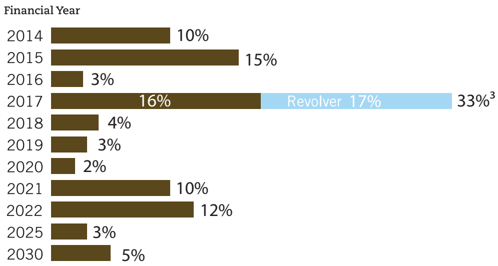
ARYZTA intends to maintain an investment grade position in the range of 2x–3x net debt to EBITDA. During the year, ARYZTA completed an additional CHF400m of hybrid funding, with a coupon of 4%, which brings the total amount of Hybrid funding to CHF800m. ARYZTA's financing facilities and key financial covenants (excluding Origin, which has separate ring-fenced financing without recourse to ARYZTA) are as follows:

Debt Funding	Principal	Maturity
Nov 2011 – Syndicated Bank Loan	CHF 970m	Dec 2016
May 2010 – US Private Placement	USD 350m / EUR 25m	May 2016 – May 2022
Dec 2009 – US Private Placement	USD 200m	Dec 2021 – Dec 2029
Nov 2009 – Swiss Bond	CHF 200m	Mar 2015
Jun 2007 – US Private Placement	USD 450m	Jun 2014 – Jun 2019

Hybrid Funding
CHF 400m Hybrid funded October 2010 – 5% coupon until October 2014, thereafter 905bps plus 3-month CHF LIBOR
CHF 400m Hybrid funded April 2013 – 4% coupon until April 2018, thereafter 605bps 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[1] calculations as at 31 July 2013	Ratio
Net Debt: EBITDA[1] (hybrid as equity)	1.57x
Net Debt: EBITDA[1] (hybrid as debt)	2.77x

Gross Term Debt Maturity Profile[2]



1 Calculated based on the Food Group EBITDA for the year ended 31 July 2013, including dividend received from Origin, adjusted for the pro forma full-year contribution of Food Group acquisitions.

2 The term debt maturity profile is set out as at 31 July 2013. Food Group gross term debt at 31 July 2013 is €1.13bn. Food Group net debt at 31 July 2013 is €849.2m, which also includes overdrafts and finance leases, and is net of cash and related capitalised upfront borrowing costs.

3 Incorporating the drawn amount on the Revolving Credit Facility of €187.7m as at 31 July 2013 which represents 17% of the Food Group gross term debt.

Financial and Business Review (continued)

Food Group cash generation

in EUR `000	July 2013	July 2012
EBIT	300,053	275,043
Amortisation	106,642	99,783
EBITA	406,695	374,826
Depreciation	93,690	90,342
EBITDA	500,385	465,168
Working capital movement	(11,198)	(19,280)
Dividends received[1]	14,250	11,183
Maintenance capital expenditure	(43,675)	(46,248)
Interest and tax	(90,954)	(97,721)
Other non-cash charges / (income)	573	1,796
Cash flow generated from activities	**369,381**	**314,898**
Investment capital expenditure[2]	(172,506)	(89,401)
Cash flows generated from activities after investment capital expenditure	**196,875**	**225,497**
Underlying net profit	**268,357**	**246,603**

Food Group net debt and investment activity

in EUR `000	FY 2013	FY 2012
Food Group opening net debt as at 1 August	**(976,283)**	**(955,468)**
Cash flows generated from activities	369,381	314,898
Hybrid instrument proceeds	319,442	–
Net debt cost of acquisitions	(311,609)	(100,959)
Share placement	–	140,854
Acquisition and restructuring-related cash flows	(86,497)	(88,570)
Investment capital expenditure[2]	(172,506)	(89,401)
Proceeds from disposal of property, plant and equipment	9,863	6,411
Proceeds from disposal of joint venture	1,941	4,675
Contingent consideration	(268)	(7,247)
Dividends paid	(45,999)	(43,745)
Hybrid dividend	(16,561)	(16,305)
Foreign exchange movement[3]	62,024	(139,216)
Other[4]	(2,156)	(2,210)
Food Group closing net debt as at 31 July	**(849,228)**	**(976,283)**

1 Includes dividends from Origin of €14,250,000 (July 2012: €10,450,000).

2 Includes expenditure on intangible assets.

3 Foreign exchange movement for the year ended 31 July 2013 primarily attributable to the fluctuation in the US Dollar to euro rate between July 2012 (1.2370) and July 2013 (1.3280).

4 Other comprises primarily amortisation of financing costs.

Financial and Business Review (continued)

11 Return on invested capital

in EUR million	Food Europe	Food North America	Food Rest of World	Total Food Group	Origin[3]	Total[3]
2013						
Group share net assets[1]	1,738	1,684	266	3,688	475	4,163
EBITA & associates/JVs cont.[2]	205	191	30	426	91	517
ROIC	11.8%	11.3%	11.4%	11.6%	19.1%	12.4%
2012						
Group share net assets[1]	1,447	1,835	290	3,572	457	4,029
EBITA & associates/JVs cont.[2]	170	177	29	376	82	458
ROIC	11.7%	9.6%	10.1%	10.5%	18.0%	11.4%

1 Net assets exclude all bank debt, cash and cash equivalents and tax-related balances.

2 ROIC is calculated using pro forma trailing twelve months segmental EBITA ('TTM EBITA') reflecting the full twelve months contribution from acquisitions. EBITA is before interest, tax, non-ERP amortisation and before the impact of non-recurring items. The contribution from associates and JVs is net profit (i.e. presented after interest and tax).

3 Origin net assets adjusted for the fluctuation in its average quarterly working capital by €144,453,000 (2012: €116,061,000).

4 The Food Group WACC on a pre-tax basis is currently 7.7% (2012: 8.0%).

Financial and Business Review (continued)

12 Net assets, goodwill and intangibles

Group Balance Sheet in EUR `000	Total Group 2013	Total Group 2012
Property, plant and equipment	1,141,847	1,022,587
Investment properties	22,984	29,268
Goodwill and intangible assets	2,905,242	2,871,982
Associates and joint ventures	45,235	127,384
Other financial assets	39,433	37,223
Working capital	(27,656)	(106,857)
Other segmental liabilities	(108,560)	(68,542)
Segmental net assets	4,018,525	3,913,045
Net debt	(878,787)	(1,044,091)
Deferred tax, net	(330,870)	(326,657)
Income tax payable	(46,570)	(27,440)
Derivative financial instruments	(1,669)	(5,502)
Net assets	**2,760,629**	**2,509,355**

Food Group Balance Sheet in EUR `000	Food Group 2013	Food Group 2012
Property, plant and equipment	1,061,200	931,439
Investment properties	15,409	15,960
Goodwill and intangible assets	2,775,430	2,729,340
Joint ventures	–	2,545
Investment in Origin	51,045	51,045
Working capital	(70,710)	(57,048)
Other segmental liabilities	(92,626)	(49,799)
Segmental net assets	3,739,748	3,623,482
Net debt	(849,228)	(976,283)
Deferred tax, net	(320,136)	(310,674)
Income tax payable	(33,342)	(16,976)
Derivative financial instruments	46	(1,739)
Net assets	**2,537,088**	**2,317,810**

Financial and Business Review (continued)

13 Proposed dividend

The Board recommends a final dividend of CHF 0.6652[1] to be paid on 3 February 2014, if approved by shareholders at the Annual General Meeting to be held on 10 December 2013.

14 Origin

Origin is a leading agri-services group focused on integrated agronomy and agri-inputs in the UK, Ireland and Poland. ARYZTA has a holding of 95 million shares in Origin (68.6% holding).

Origin reported financial and operating results in line with expectations for the year. The Origin Board has proposed a dividend per ordinary share of 17.25 cent for the year ended 31 July 2013.

Additionally, the Origin Board has proposed to return up to €100 million of capital to shareholders, by way of a tender offer for Origin shares, following the disposals of the marine protein and oils joint venture and other associate interests during the year.

Origin's separately published results, which were released on 25 September 2013, are available at www.originenterprises.com.

15 Outlook

ARYZTA's journey to becoming the partner of choice in speciality bake-off through leadership in innovation excellence is well established in North America and well underway in Europe. In Rest of World, the focus remains on adding new capacity.

ARYZTA's customer centric strategy will enable the business to leverage key customer relationships to grow revenue, by focusing on product development around consumer insights and to identify cost efficiencies across the organisation.

The trend of sector consolidation continues and ARYZTA's strategy in this regard remains unchanged, with the focus on acquiring targets that add bakery capability, capacity and customer/geographic access.

During FY 2014, ARYZTA will be focused on completing the reorganisation and transforming of the business into a customer centric company focused on consumer trends and customer requirements. ARYZTA is guiding double-digit fully diluted EPS growth in FY 2014.

1 Based on EUR 54.05 cent per share converted at the foreign exchange rate of one EUR to CHF 1.2308 on 26 September 2013, the date of the approval of the ARYZTA financial statements.

Financial and Business Review (continued)

16 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 53 of the ARYZTA AG 2013 Annual Report and Accounts to continue to reflect the principal risks and uncertainties of the Group.

17 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.

18 Glossary of financial terms and references

'ERP' – Enterprise Resource Planning intangible assets include the Food Group SAP and Origin Microsoft Dynamics AX software systems.

'EBITDA' – presented as earnings before interest, taxation, depreciation and amortisation reported for the year and is before net acquisitions, disposal and restructuring-related costs and fair value adjustments, and related deferred tax credits.

'EBITA' – presented before net acquisition, disposal and restructuring-related costs and fair value adjustments, and related tax credits. ERP intangible asset amortisation is treated as depreciation.

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

'Hybrid instrument' – presented as Perpetual Callable Subordinated Instrument in the Financial Statements.

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

'Underlying earnings' – presented as reported net profit adjusted to include the Hybrid instrument accrued dividend as finance cost; before non-ERP related intangible amortisation; net acquisition, disposal and restructuring-related costs and fair value adjustments and before any non-controlling interest allocation of those adjustments, net of related tax impacts.

Bridge to Group Income Statement
for the financial year ended 31 July 2013

in EUR `000	Food Group 2013	Origin 2013	Total Group 2013	Total Group 2012
Group revenue	**3,085,517**	**1,418,173**	**4,503,690**	4,207,667
EBITA	**406,695**	**68,889**	**475,584**	444,050
Associates and JVs, net	**201**	**21,856**	**22,057**	14,200
EBITA incl. associates and JVs	**406,896**	**90,745**	**497,641**	458,250
Finance cost, net	**(57,761)**	**(6,143)**	**(63,904)**	(65,311)
Hybrid instrument accrued dividend	**(19,898)**	**–**	**(19,898)**	(16,642)
Pre-tax profits	**329,237**	**84,602**	**413,839**	376,297
Income tax	**(57,261)**	**(12,428)**	**(69,689)**	(63,776)
Non-controlling interests	**(3,619)**	**–**	**(25,041)**	(21,476)
Underlying fully diluted net profit	**268,357**	**72,174**	**319,109**	291,045
Underlying fully diluted EPS (cent)	**–**	**52.11c**[1]	**360.3c**[2]	337.5c[2]

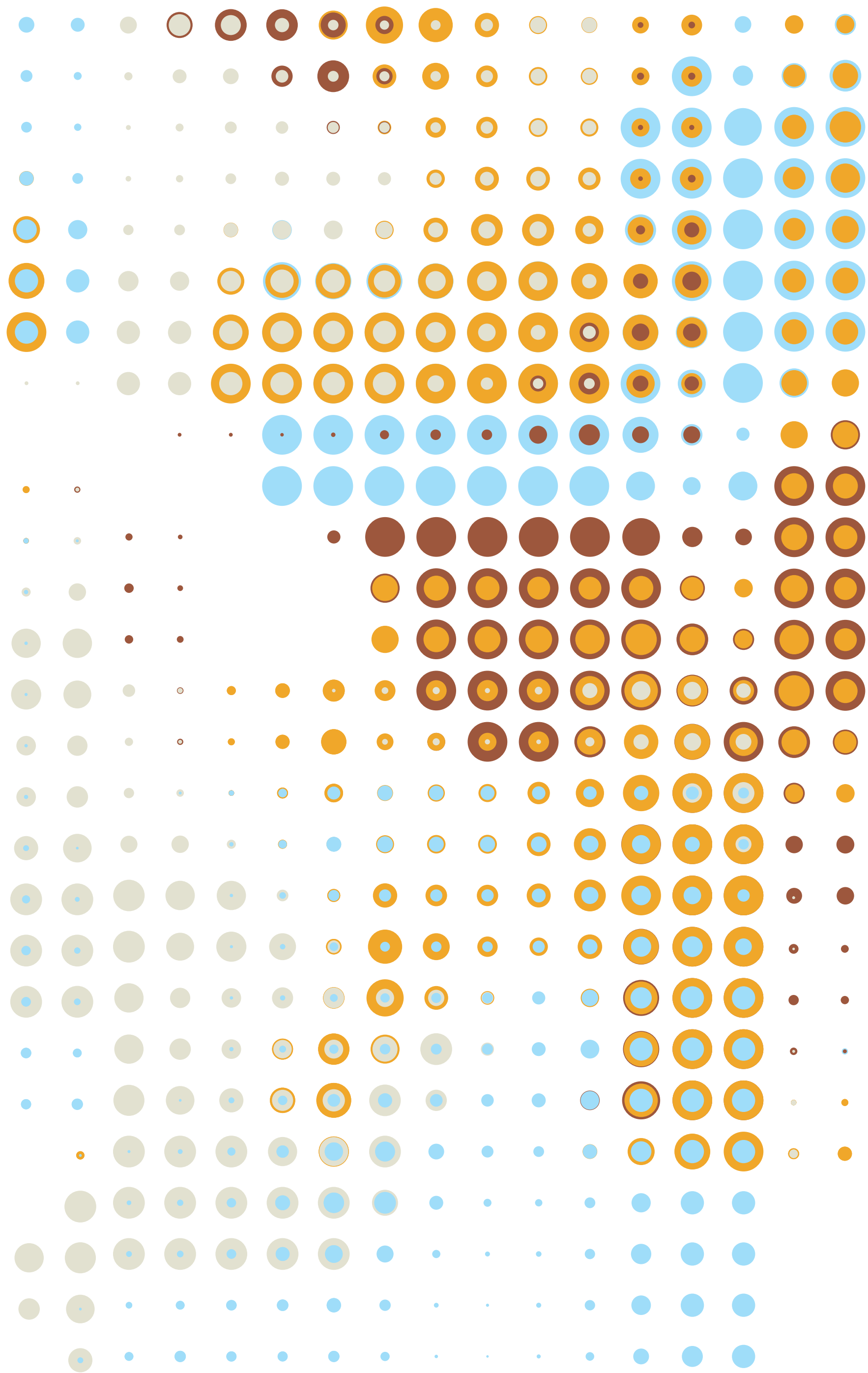
Underlying net profit reconciliation

in EUR `000	Food Group 2013	Origin 2013	Total Group 2013	Total Group 2012
Reported net profit[3]	**79,161**	**73,012**	**129,415**	146,264
Intangible amortisation	**106,642**	**5,689**	**112,331**	106,184
Tax on amortisation	**(29,960)**	**(1,873)**	**(31,833)**	(30,354)
Hybrid instrument accrued dividend	**(19,898)**	**–**	**(19,898)**	(16,642)
Net acquisition, disposal and restructuring-related costs and fair value adjustments	**119,814**	**(2,458)**	**117,356**	99,629
Tax on asset write-down and costs arising on integration	**12,598**	**(2,196)**	**10,402**	(8,850)
Non-controlling interest portion of acquisition, disposal and restructuring-related costs and fair value adjustments	**–**	**–**	**1,450**	(4,490)
Underlying net profit	**268,357**	**72,174**	**319,223**	291,741
Dilutive impact of Origin management incentives	**–**	**–**	**(114)**	(696)
Underlying fully diluted net profit	**268,357**	**72,174**	**319,109**	291,045
Underlying fully diluted EPS (cent)	**–**	**52.11c**[1]	**360.3c**[2]	337.5c[2]

1 Origin FY 2013 underlying fully diluted EPS is calculated using the weighted average number of shares in issue of 138,499,155 (FY 2012: 138,499,155).

2 The 31 July 2013 weighted average number of ordinary shares used to calculate diluted earnings per share is 88,559,475 (2012: 86,228,153). The increase in the weighted average number of ordinary shares is primarily due to the impact of the 4,252,239 shares issued during January 2012 on the weighted average shares outstanding during each respective year.

3 Food Group reported net profit excludes dividend income of €14,250,000 (2012: €10,450,000) from Origin.



“Tell me what you eat
and I will tell you what you are.”

Jean Anthelme Brillat-Savarin
(1755–1826)

Annual Report and Accounts 2013

Corporate Governance Report

Preliminary remarks

ARYZTA is committed to best practice in corporate governance.

The primary corporate governance instruments adopted by ARYZTA (namely the Articles of Association, Organisational Regulations and Terms of Reference for the Committees of the Board) are available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx. While recognising the importance of these formal instruments, good corporate governance in practice requires a commitment to, and the practice of, values that guide the Group in serving the needs of its stakeholders, be they shareholders (institutional or retail), customers, consumers, suppliers, employees or other interested groups.

ARYZTA Board

ARYZTA is committed to continually reviewing its corporate governance framework, with a view to related developments, including, but not limited to, the 'Minder Initiative'. The Board's policy is that a majority of its membership, excluding the Chairman, shall consist of independent non-executive directors (as determined in accordance with the Swiss Code of Best Practice for Corporate Governance).

At the ARYZTA 2012 Annual General Meeting, one new independent non-executive director was appointed by the shareholders.

Since the ARYZTA Annual General meeting in December 2012, the Group has engaged a leading international search firm to advise and assist the board in its ongoing renewal program. The aim of this program is to ensure that ARYZTA is served by a Board whose members possess the right mix of skills, experience and talent and who share ARYZTA's values.

Compensation Report and 'Say-on-Pay' voting

At the 2012 Annual General Meeting, the shareholders ratified the 2012 Compensation Report through a separate advisory vote. In keeping with good corporate governance practice, the Board has decided to also submit the 2013 Compensation Report to a separate advisory vote of the shareholders at the 2013 Annual General Meeting. The 2013 Compensation Report is included on pages 44 to 51 of this Annual Report.

Corporate Governance Report (continued)

ARYZTA Corporate Governance Report format

The ARYZTA Corporate Governance Report follows the SIX Swiss Exchange Directive on Information Relating to Corporate Governance and takes into account the Swiss Code of Best Practice for Corporate Governance.

The ARYZTA Group consolidated financial statements are prepared in accordance with International Financial Reporting Standards ('IFRS') and the requirements of Swiss law. The ARYZTA AG Company financial statements are prepared in accordance with the requirements of Swiss Law and the Company's Articles of Association. Where necessary, the financial statement disclosures have been extended to comply with the requirements of the SIX Swiss Exchange Directive on Information Relating to Corporate Governance.

In this report, the terms 'ARYZTA' and the 'Company' refer to ARYZTA AG, whereas the 'Group' and the 'ARYZTA Group' refer to ARYZTA AG and its subsidiaries. The 'Board' refers to the Board of Directors of the Company. 'Origin' means Origin Enterprises plc (ARYZTA has a 68.6% holding in Origin Enterprises plc), and the 'Origin Board' means the Board of Directors of Origin Enterprises plc. To avoid duplication, in some sections cross-references are made to the 2013 Financial Statements (comprising the Group consolidated financial statements and Company financial statements of ARYZTA AG), as well as to the Articles of Association of ARYZTA AG (available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx).

1 Group structure and shareholders

1.1 Group structure

The Group is structured conventionally. The ARYZTA General Meeting is the supreme corporate body and the Board is accountable and reports to the shareholders, by whom it is elected. The Board, while entrusted with the ultimate direction of ARYZTA, as well as the supervision and control of management, has delegated responsibility for the day-to-day management of the Group, to the extent allowed under Swiss law, through the Chief Executive Officer ('CEO'), to Executive Management. The Group's management and organisational structure corresponds to its segmental reporting lines: Food Europe, Food North America, Food Rest of World and Origin.

Each segment's management team is responsible for the day-to-day activities of their segment and reports to Executive Management, which in turn reports through the CEO to the Board. Origin constitutes an exception, as it is a public company in its own right, with its own Board of Directors, separate executive management team, governance structure and ring-fenced financing arrangements. The executive management team within Origin reports to the Origin Board. The Origin Board is accountable and reports to its shareholders, including ARYZTA. Owen Killian (CEO) and Patrick McEniff, Chief Financial Officer ('CFO') and Chief Operations Officer ('COO'), are ARYZTA Board members and are also members of the Origin Board. Pat Morrissey, ARYZTA General Counsel, Company Secretary and Chief Administration Officer ('CAO') is also Company Secretary of Origin.

Corporate Governance Report (continued)

1.1.1 Listed companies of the ARYZTA Group

ARYZTA AG

Name and domicile:	ARYZTA AG, 8001 Zurich, Switzerland
Primary listing:	SIX Swiss Exchange, Zurich, Switzerland
Swiss Security number:	4 323 836
ISIN:	CH0043238366
Cedel/Euroclear common code:	037252298
Secondary listing:	ISE Irish Exchange, Dublin, Ireland
SEDOL Code:	B39VJ74
Swiss Stock Exchange symbol:	ARYN
Irish Stock Exchange symbol:	YZA

Stock market capitalisation as of 31 July 2013:
CHF 5,044,846,528 or €4,079,937,017 based on 88,119,590 registered shares (i.e. disregarding 3,690,944 treasury shares) and closing prices of CHF 57.25 or €46.30 per share.

Stock market capitalisation as of 31 July 2012:
CHF 4,274,229,121 or €3,552,760,375 based on 88,037,675 registered shares (i.e. disregarding 3,772,859 treasury shares) and closing prices of CHF 48.55 or €40.355 per share.

Origin Enterprises plc

Name and domicile:	Origin Enterprises plc, Dublin 8, Ireland
Holding:	ARYZTA Group has a 68.6% holding in Origin Enterprises plc
Dual primary listing:	ESM Irish Exchange, Dublin, Ireland AIM London Stock Exchange, London, United Kingdom
ISIN:	IE00B1WV4493
SEDOL Code:	B1WV449
Irish ESM exchange symbol:	OIZ
London AIM symbol:	OGN

Stock market capitalisation as of 31 July 2013:
€830,994,930 based on 138,499,155 ordinary shares and closing price of €6.00 per share.

Stock market capitalisation as of 31 July 2012:
€503,768,657 based on 138,018,810 ordinary shares and closing price of €3.65 per share (excluding 480,345 deferred convertible ordinary shares).

1.1.2 Non-listed companies of the ARYZTA Group

Details of the significant subsidiaries and associated companies of ARYZTA (being their company names, domicile, share capital, and the Company's participation therein) are set out in note 35 of the ARYZTA Group consolidated financial statements for 2013 on page 139.

Corporate Governance Report (continued)

1.2 Significant shareholders

As at 31 July 2013, the Company has been notified of the following shareholdings or voting rights, which amount to 3% or more of the Company's issued ordinary share capital:

	Number of shares 2013	**Number of shares % 2013**	Number of shares 2012	Number of shares % 2012
ARY LTIP Trustee (treasury shares)	**3,690,944**	**4.02%**	3,772,859	4.11%
MassMutual	**2,799,110**	**3.05%**	Less than 3%	
Invesco Limited	**Less than 3%**		4,373,010	4.76%
Fidelity Management and Research LLC	**Less than 3%**		2,785,897	3.03%

Any significant shareholder notifications during the year and since 31 July 2013 are available from the Group's website at:
www.aryzta.com/investor-centre/shareholder-notifications.aspx.

1.3 Cross-shareholdings

The ARYZTA Group has no interest in any other company exceeding five percent of voting rights of that other company, where that other company has an interest in the ARYZTA Group exceeding five percent of the voting rights in ARYZTA.

2 Capital structure

2.1 Capital

The registered share capital of the Company amounts to CHF 1,836,210.68 and is divided into 91,810,534 registered shares with a par value of CHF 0.02 per share. The share capital is fully paid-up.

2.2 Authorised and conditional capital

ARYZTA has no conditional share capital.

Pursuant to Article 5 of the Articles of Association (governing Authorised Share Capital for General Purposes), the amount by which the share capital of the Company may be increased for general purposes may not exceed CHF 170,089.60 (through the issue of up to 8,504,480 registered shares). Authority for this purpose expires on 30 November 2013.

The Board has the power to determine the issue price, the period of entitlement to dividends and the type of consideration or the contribution in kind for such an issue. The Board may withdraw the pre-emptive rights and allocate them to third parties in the event of the use of those shares for acquisitions or for the purposes of employee participation, provided that in the latter case the withdrawal of pre-emptive rights is limited to 2,551,343 registered shares. For further details, refer to Article 5 of the Articles of Association, which is available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

Corporate Governance Report (continued)

2.3 Changes in capital

Trading in ARYZTA shares on the SIX Swiss Exchange and the Irish Stock Exchange commenced in August 2008.

The subsequent changes in share capital, treasury shares and the allocation of treasury shares to awards granted in connection with the ARYZTA Long-Term Incentive Plans (Matching Plan and Option Equivalent Plan) are as follows:

	Nominal value CHF	Shares in issue	Shares outstanding	Treasury shares	Matching Plan Allocation	Option Plan Allocation	Unallocated Treasury shares
Issuance of shares on formation of ARYZTA	0.02	78,940,460	78,940,460	–	–	–	–
Issuance of shares to subsidiary	0.02	2,240,000	–	2,240,000	–	–	2,240,000
Treasury share disposal		–	5,641	(5,641)	–	–	(5,641)
Granting of LTIP awards		–	–	–	1,035,000	–	(1,035,000)
As of 31 July 2009		**81,180,460**	**78,946,101**	**2,234,359**	**1,035,000**	**–**	**1,199,359**
Issuance of shares on acquisition of Fresh Start Bakeries	0.02	3,864,335	3,864,335	–	–	–	–
Forfeitures of LTIP awards		–	–	–	(60,000)	–	60,000
Granting of LTIP awards		–	–	–	–	1,200,000	(1,200,000)
As of 31 July 2010		**85,044,795**	**82,810,436**	**2,234,359**	**975,000**	**1,200,000**	**59,359**
As of 31 July 2011		**85,044,795**	**82,810,436**	**2,234,359**	**975,000**	**1,200,000**	**59,359**
Vesting of LTIP awards		–	975,000	(975,000)	(975,000)	–	–
Issuance of shares to subsidiary	0.02	2,513,500	–	2,513,500	–	–	2,513,500
Granting of LTIP awards		–	–	–	944,250	1,569,250	(2,513,500)
Forfeitures of LTIP awards		–	–	–	(194,250)	(259,250)	453,500
Issuance of shares to broaden the shareholder constituency	0.02	4,252,239	4,252,239	–	–	–	–
As of 31 July 2012		**91,810,534**	**88,037,675**	**3,772,859**	**750,000**	**2,510,000**	**512,859**
Granting of LTIP awards		–	–	–	222,750	222,750	(445,500)
Exercise of LTIP awards		–	81,915	(81,915)	–	(370,000)	288,085
Forfeitures of LTIP awards		–	–	–	(246,750)	(123,250)	370,000
As of 31 July 2013		**91,810,534**	**88,119,590**	**3,690,944**	**726,000**	**2,239,500**	**725,444**

Of the 91,810,534 registered shares, 88,119,590 are outstanding and 3,690,944 are classified as treasury shares. As of 31 July 2013, 725,444 of the treasury shares remain unallocated.

Corporate Governance Report (continued)

2.4 Shares and participation certificates

ARYZTA's capital is composed of registered shares only. As at 31 July 2013, ARYZTA has 91,810,534 fully paid-up, registered shares (including 3,690,944 treasury shares) with a nominal value of CHF 0.02 each. Each share entered in the share register with voting rights entitles the holder to one vote at the General Meeting and all shares have equal dividend rights. ARYZTA has not issued any participation certificates[1].

2.5 Profit-sharing certificates

ARYZTA has not issued any profit-sharing certificates[1].

2.6 Restrictions on transferability and nominee registrations

Article 7 of the Articles of Association deals with the Shareholders' Register and Transfer Restrictions and is available on the Company website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

2.6.1 Limitations on transferability

Pursuant to Article 7 b) of the Articles of Association, persons acquiring registered shares are, on application, entered in the share register without limitation as shareholders with voting power, provided they comply with the disclosure requirement stipulated by the Federal Act on Stock Exchanges and Securities Trading (Stock Exchange Act) of 24 March 1995 and expressly declare that they have acquired the shares in their own name and for their own account.

2.6.2 Exceptions granted in the year under review

As part of the establishment of ARYZTA, former holders of IAWS Group plc shares and options received ARYZTA registered shares, delivered initially in the form of Capita Depository Interests and since replaced by CREST[2] Depository Interests ('CDIs')[3].

A CDI represents an entitlement to an ARYZTA registered share. CDI holders are not the legal owners of the shares represented by the CDIs. They are not in a position to directly enforce or exercise rights like a shareholder. However, CDI holders do maintain an interest in the shares represented by the CDIs.

1 Participation and profit-sharing certificates are instruments which have similar features to shares, but may differ with regard to their entitlement to dividend payments, voting rights, preferential rights to company assets or other similar rights.

2 The CREST system, operated by Euroclear UK and Ireland, is the system for the holding and settlement of transactions in uncertificated (UK, Irish and Channel Island) securities.

3 ARYZTA shares are held in trust by Euroclear UK and Ireland for the benefit of CREST members who have been issued with dematerialised interests representing entitlements to ARYZTA registered shares in the form of CDIs.

Corporate Governance Report (continued)

To facilitate voting by CDI holders, the Company has entered arrangements with Euroclear UK and Ireland to enable, by way of exception, registration of CREST International Nominees Limited ('CREST') in the share register as nominee with voting rights for the number of registered shares corresponding to the number of CDIs on the CDI register. There were no other exceptions to the provisions of section 2.6.1 above granted in the year under review.

CDI holders who wish to be in a position to directly enforce or exercise their rights must have their interests entered in the share register in accordance with Article 7 of the Articles of Association and effectively hold their shares through a member of the Swiss SIS Settlement System.

2.6.3 Admissibility of nominee registrations

Pursuant to Article 7 c) of the Articles of Association, nominee shareholders are entered in the share register with voting rights without further inquiry up to a maximum of 1.5% of the outstanding share capital available at the time. Above this 1.5% limit, registered shares held by nominees are entered in the share register with voting rights only if the nominee in question (at the application for registration or thereafter upon request by the Company) discloses the names, addresses and shareholdings of the persons for whose account the nominee holds 0.3% or more of the outstanding share capital available at that time and provided that the disclosure requirement stipulated by the Stock Exchange Act is complied with. The Board has the right to conclude agreements with nominees concerning their disclosure requirements.

Pursuant to Article 7 d) of the Articles of Association, the limit of registration in Article 7 c) of the Articles of Association described above also applies to the subscription for or acquisition of registered shares by exercising option or convertible rights arising from registered or bearer securities issued by the Company, as well as by means of purchasing pre-emptive rights arising from either registered or bearer shares.

Pursuant to Article 7 e) of the Articles of Association, legal entities, or partnerships, or other associations or joint ownership arrangements, which are linked through capital ownership or voting rights, through common management or in like manner, as well as individuals, legal entities or partnerships that act in concert with intent to evade the entry restriction, are considered as one shareholder or nominee.

2.6.4 Procedure and conditions for cancelling statutory privileges

Pursuant to Article 7 f) of the Articles of Association, the Company may in special cases approve exceptions to the regulations described in section 2.6.3 above. After due consultation with the person concerned, the Company is further authorised to delete entries in the share register as shareholder with voting rights with retroactive effect if they were effected on the basis of false information or if the respective person does not provide the information pursuant to Article 7 c) described in section 2.6.3 above.

Corporate Governance Report (continued)

2.7 Convertible bonds, warrants and options

As of 31 July 2013, ARYZTA has not issued any convertible bonds or warrants.

As of 31 July 2013, a total of 726,000 Matching Plan awards and a total of 2,239,500 Option Equivalent Plan awards granted to executives and senior management remain outstanding, subject to fulfilment of predefined vesting conditions in connection with these ARYZTA Long Term Incentive Plans.

Please refer to the Compensation Report on pages 44 to 51 of this Annual Report for further information pertaining to options granted as an element of executive and management compensation.

3 Board of Directors

3.1 Members of the Board of Directors

At 31 July 2013, the Board of ARYZTA consists of two executive directors and seven non-executive directors, each of whom is considered by the Board to be independent in character and judgement. Moreover, none of the non-executive directors are party to relationships or circumstances with ARYZTA which, in the Board of Directors' opinion, are likely to affect their judgement. All interests linked to each individual director in this section correspond to the nationality of that director, unless otherwise stated.

Corporate Governance Report (continued)

Denis Lucey (1937, Irish)
Chairman (since August 2008), and non-executive member
Term of office expires at 2015 AGM
Diploma in Dairy Science from University College Cork
Denis Lucey has a background in the agricultural co-operative movement in Ireland. In 1982, he was appointed Chief Executive Officer of Mitchelstown Co-Operative Agricultural Society Limited, a position he held until the merger of that co-operative with the Ballyclough Co-Operative Creamery Limited in 1990 and the formation of Dairygold Co-Operative Society Limited. He served as Chief Executive Officer of Dairygold Co-Operative Society Limited until March 2003. He joined the Board of IAWS Group plc as a non-executive director in September 2000, and was elected Chairman of the Board in 2005. He has served as Chairman of ARYZTA since its admission to trading on the SIX Swiss Exchange and the Irish Stock Exchange in August of 2008. He is also currently Chairman of the Milk Quota Appeals Tribunal for the Irish Department of Agriculture, Fisheries and Food.

Charles Adair (1951, American)
Non-executive member
Term of office expires at 2013 AGM
Bachelor of Arts in Biology from North Park College and a Master of Science from Michigan State University in Resource Economics
Charles Adair is Vice-Chairman of BMO Capital Markets, a full-service investment bank headquartered in Toronto, Canada. He began his career in the agricultural commodity trading and transportation industries in the U.S. and joined BMO Capital Markets in 1984 in Chicago. He was a leader in the formation of BMO's initial U.S. investment banking effort as one of the senior members of the Chicago investment banking platform in 1995. In addition, he started and continues to lead BMO's Food & Agribusiness Mergers & Acquisitions practice from Chicago. With over 30 years of experience in the food and agribusiness industries, he continues to focus on advising public and private companies on financing and mergers & acquisitions. He became a member of the ARYZTA Board of Directors in December 2010.

Hugh Cooney (1952, Irish)
Non-executive member
Term of office expires at 2014 AGM
Bachelor of Commerce from University College Dublin, Fellow of the Association of Chartered Certified Accountants
Hugh Cooney is a Certified Accountant with more than 40 years' experience working with a number of major professional advisory firms, including NCB Corporate Finance, Arthur Andersen and BDO in Ireland. He retired from practice in 2008 and is now a consultant with KPMG, Ireland, and a non-executive director of Aon MacDonagh Boland Group (since 2008) and Bio-Medical Research Limited (since 2012), all Irish companies. He became a member of the ARYZTA Board of Directors in December 2011.

Corporate Governance Report (continued)

J. Brian Davy (1942, Irish)
Non-executive member
Term of office expires at 2014 AGM
Bachelor of Commerce from University College Dublin
Brian Davy is Chairman of Davy, Ireland's leading provider of stockbroking, wealth management and financial advisory services, and the sponsor of ARYZTA on the Irish Stock Exchange. He graduated from University College Dublin with a Bachelor of Commerce Degree and has spent his entire working career in building up the business and executive team of Davy, where he has worked since 1965. He is a former director of the Irish Stock Exchange and Arnotts plc. He joined the Board of IAWS Group plc as a non-executive director in December 1995. He became a member of the ARYZTA Board of Directors in August 2008.

Shaun B. Higgins (1950, American)
Non-executive member
Term of office expires at 2014 AGM
Bachelor of Business Administration, Public Accounting, Pace University, New York; Advanced Management Program from INSEAD, in addition to executive programs at Harvard, Columbia, Duke and IMD
Shaun B. Higgins qualified as a Certified Public Accountant while training and working with Ernst & Young, New York, USA, from 1972 to 1977. He worked in the beverage industry from 1977 to 2008, holding various senior finance and operating positions in the Coca-Cola and Seven-Up bottling enterprises in North America and Europe, culminating in the position of Executive Vice President and European President of Coca-Cola Enterprises, Inc. Shaun B. Higgins is a member of the Advisory Board of Carmine Labriola Contracting Corp., and operating partner of Marvin Traub Associates. He became a member of the ARYZTA Board of Directors in December 2011.

Owen Killian (1953, Irish)
CEO and executive member
Term of office expires at 2013 AGM
Bachelor of Agricultural Science from University College Dublin
Owen Killian is CEO of ARYZTA AG and has been since its admission to trading in 2008. He was previously CEO of IAWS Group plc since 2003. Prior to this, he held several executive positions within IAWS Group plc since it was listed in 1988. He has also served as the Chairman of the Origin Board of Directors since 2008.

Corporate Governance Report (continued)

Patrick McEniff (1967, Irish)
CFO/COO and executive member
Term of office expires at 2014 AGM
Fellow of the Chartered Institute of Management Accountants; Master of Business Administration from Dublin City University
Patrick McEniff joined IAWS Group plc after its listing on the Irish Stock Exchange in 1989 and has fulfilled various senior management roles, focused on finance and systems development. In 2004, he was appointed to the board of IAWS Group plc as its Group Finance Director. In 2008, upon the formation of ARYZTA AG, he was also appointed as CFO and member of the Board of Directors and in 2012 was also appointed as COO of the Group. He has also served as a member of the Origin Board of Directors since 2008.

Götz-Michael Müller (1948, German)
Non-executive member
Term of office expires at 2014 AGM
Diplom-Kaufmann Westfälische Wilhelms-Universität, Münster, Germany
Götz-Michael Müller has 30 years' experience working in fast-moving consumer goods companies in Germany. He worked from 1975 to 1996 with Kraft Foods (formerly Kraft Jacobs Suchard) in various marketing and management positions, culminating in the role of Executive Vice-President and Area Director for Kraft Jacobs Suchard, Germany. From 1997 to 2001, he served as member of the executive management (Vice-President of marketing & sales) with Brauerei Beck & Co, Bremen, Germany, and from 2001 to 2003 as Managing Director Germany, Coca-Cola GmbH, Berlin, Germany. From 2006 to 2007, Götz-Michael Müller served as a member of the Board of SIG Combibloc AG (previously SIG Holding AG), Schaffhausen, Switzerland. He is a member of the "Wissenschaftliche Gesellschaft für Marketing und Unternehmensführung" (Academic Society for Marketing and Business Leadership) at the University of Münster, Germany, and the Advisory Board of the Bremen branch of Deutsche Bank, Germany. He became a member of the ARYZTA Board of Directors in December 2011.

Wolfgang Werlé (1948, German)
Non-executive member
Term of office expires at 2015 AGM
Wolfgang Werlé has held several positions within the Food and Beverage and Services industries including President and CEO of Gate Gourmet International from 1992 to 1995 and as President and CEO of SAir Relations from 1996 to 2001, both within the Swissair/SAir-Group. From 2001 to 2008, he then served as CEO and Delegate of the Board of Hiestand International and from 2007 to 2008 as Chairman of Hiestand Holding AG. He also served as a member of the Board of Directors of ARYZTA AG from August 2008 to December 2008. He has also served on the Board of Schweizerische Post/Swiss Post Services from 2002 to 2010 and as a member of the Board of Directors of Grand Resort Bad Ragaz since 2005 and of Cat Holding AG since 2012. He became a member of the ARYZTA Board of Directors in December 2012.

Corporate Governance Report (continued)

Pat Morrissey (1965, Irish)
Secretary to the Board
Group General Counsel, Company Secretary and CAO
Bachelor of Civil Law (UCD, NUI); Solicitor, Law Society of Ireland
From 1988 to 1998, Pat Morrissey spent his career with Irish law firm LK Shields, where he was admitted as a partner in 1995. In 2000, he joined IAWS Group plc as General Counsel and was appointed General Counsel and Company Secretary in 2005. He has served as Group General Counsel and Company Secretary of ARYZTA since its establishment and effective August 2013 was appointed CAO of ARYZTA. He is also Company Secretary of Origin Enterprises plc.

Corporate Governance Report (continued)

3.2 Other activities and functions

None of the non-executive members of the Board of Directors has fulfilled any operational management functions for companies of the ARYZTA Group in the three years immediately preceding the period under review. There were no related-party transactions between the ARYZTA Group and Board members during the year ended 31 July 2013 (2012: none).

3.3 Elections and terms of office

The General Meeting has the competence to appoint and remove the members of the Board. The term of office shall correspond to the maximum term legally allowed, but shall not exceed three years. The Board determines the first term of office of each director in such a way that, each year, an appropriate portion of directors will be elected or re-elected at the Annual General Meeting of ARYZTA. Each director's remaining term of office is referred to in section 3.1 of the Corporate Governance Report.

3.4 Internal organisational structure

3.4.1 Allocation of tasks within the Board of Directors

The Board has adopted Organisational Regulations that define the essential roles and responsibilities of the Board, the Chairman, the Committees of the Board and Executive Management. The office of Chairman, together with membership of the Committees of the Board and the Chair thereof, are, under the Organisational Regulations, determined annually by the Board following the Annual General Meeting. The Organisational Regulations are available on the ARYZTA website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

3.4.2 Tasks and areas of responsibility for each Committee of the Board of Directors

ARYZTA has an Audit Committee and a Nomination and Remuneration Committee. The powers and responsibilities of each Committee are set out in their respective Terms of Reference, as approved by the Board and are available on the ARYZTA website at www.aryzta.com/about-aryzta/corporate-governance.aspx.

As of 31 July 2013, these Committees are comprised as follows:

	Audit Committee	Nomination & Remuneration Committee
Denis Lucey (Chairman)		X
Charles Adair		X
Hugh Cooney	X	
J. Brian Davy		X[1]
Shaun B. Higgins	X[1]	
Owen Killian (CEO)		
Patrick McEniff (CFO/COO)		
Götz-Michael Müller		
Wolfgang Werlé	X	

X denotes that the Board Member is on the applicable Committee.
1 denotes the Board Member who chairs the applicable Committee.

Corporate Governance Report (continued)

Audit Committee

As of 31 July 2013, the Audit Committee is comprised of three non-executive directors, namely Shaun B. Higgins (Chairman), Hugh Cooney and Wolfgang Werlé. Each of these directors is considered by the Board to be independent in judgement and character. From 1 August 2012 until the Annual General Meeting on 11 December 2012, the Audit Committee was comprised of three non-executive directors, namely Shaun B. Higgins (Chairman), Hugh Cooney and William Murphy. In the 2013 financial year, the Audit Committee met four times and the average duration of the meetings was approximately three hours.

The Audit Committee's role includes reviewing the Group consolidated financial statements and Company financial statements, the interim and full-year results and the significant financial reporting judgements contained therein. The Audit Committee also reviews the Group's internal controls, and the scope and effectiveness of the Group's Internal Audit function. The Head of Internal Audit has access to the Audit Committee at all times and he and the CFO/COO regularly attend meetings of the Audit Committee by invitation.

In the financial year 2013, the Audit Committee, operating under its Terms of Reference, discharged its responsibilities by reviewing:

- the Group's draft financial statements and interim results statement prior to Board approval and reviewing the external auditor's reports thereon;
- the appropriateness of the Group's accounting policies;
- the audit and non-audit fees payable to the Group's external auditor;
- the external auditor's plan for the audit of the Group's accounts, which included key areas of extended scope work, key risks to the accounts, confirmations of auditor independence and the proposed audit fee, and approving the terms of engagement for the audit;
- the Group's financial controls and risk systems;
- the Internal Audit function's terms of reference, resources, its work programme and reports on its work during the year; and
- the arrangements by which staff may, in confidence, raise concerns about possible fraud.

Nomination and Remuneration Committee

As of 31 July 2013, the Nomination and Remuneration Committee is comprised of three non-executive directors namely J. Brian Davy (Chairman), the Company Chairman, Denis Lucey and Charles Adair. Each of these directors is considered by the Board to be independent in judgement and character. In the 2013 financial year, the Nomination and Remuneration Committee met five times and the average duration of the meetings was approximately one and a half hours.

The Nomination and Remuneration Committee is responsible for determining the remuneration of the executive and non-executive members of the Board, for nominating for the approval of the Board and ultimately the shareholders candidates to fill Board vacancies, and for the continuous review of senior management succession plans. The Group's remuneration policy for executive and non-executive directors and details of directors' remuneration are contained in the Compensation Report on pages 44 to 51 of this Annual Report, in accordance with the Swiss Code of Obligations and the SIX Directive on Information Relating to Corporate Governance.

Corporate Governance Report (continued)

3.4.3 Work methods of the Board and its Committees

Seven Board meetings were held during the year. The average duration of regular Board meetings is approximately five hours. In addition, the Board held a two-day meeting during the year to consider ARYZTA Group strategy. At each meeting, the Chairs of the Committees report to the Board on their activities as necessary. Details of the work methods of the Committees are set out in Section 3.4.2.

	Board		Audit		Nomination & Remuneration	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Denis Lucey (Chairman)	7	7			5	5
Charles Adair	7	7			5	5
Hugh Cooney	7	6	4	4		
J. Brian Davy	7	6			5	5
Shaun B. Higgins	7	7	4	4		
Owen Killian (CEO)	7	7				
Patrick McEniff (CFO/COO)	7	7				
Götz-Michael Müller	7	7				
William Murphy	2	2	2	2		
Hans Sigrist	2	1				
Wolfgang Werlé	5	5	2	2		

3.5 Definition of areas of responsibility

The Board of Directors is the ultimate governing body. It has the power and competencies afforded by Swiss law (art. 716a of the Swiss Code of Obligation (CO)) including in particular:
1) to approve the strategic objectives, annual budget and capital allocations;
2) to appoint and remove executive management; and
3) to act as the ultimate supervisory authority.

The following fall within the exclusive competency of the Board of Directors:
- To ultimately direct the Company and issue the necessary directives;
- To determine the organisation;
- To structure the accounting, the internal control system, the financial control and the financial planning system as well as perform a risk assessment;
- To appoint and remove the persons entrusted with the management and the representation of the Company and to grant signatory power;
- To ultimately supervise the persons entrusted with the management, in particular with respect to compliance with the law and with the Articles of Association, regulations and directives;
- To prepare the business report, as well as the General Meeting and to implement its resolutions;
- To inform the judge in the event of over-indebtedness;
- To pass resolutions regarding the subsequent payment of capital with respect to non-fully paid-up shares;
- To pass resolutions confirming increases in share capital and the amendments to the Articles of Association entailed thereby;
- To examine compliance with the legal requirements regarding the appointment, election and the professional qualifications of the external auditors; and
- To execute the agreements pursuant to art. 12, 36 and 70 of Swiss merger law.

Corporate Governance Report (continued)

The Board has delegated responsibility for the day-to-day management of the Group, through the CEO, to Executive Management to the extent allowed by Swiss law.

3.6 Information and control instruments pertaining to Group Executive Management

Group Executive Management report in a regular and structured manner to the Board of Directors. The CEO and CFO/COO report to the Board on a systematic basis. At each Board Meeting, the CEO informs the Board of the status of current business operations, significant developments and major business transactions. Likewise, the CFO/COO reports on financial performance across the Group and key financial figures and parameters. In addition, executives within the Group regularly deliver presentations to the Board. The Board approves the formal Risk Assessment, which is required by Article 663b of the Swiss Code of Obligations. The Board has approved the design, implementation and maintenance of the Internal Control System required under Swiss law.

The ARYZTA Internal Audit function reports directly to the Audit Committee and to the Group General Counsel, Company Secretary and CAO. Internal Audit may audit all Group activities and regularly meets with Group Executive Management. Internal Audit discusses audit plans with the Audit Committee on at least an annual basis, but may discuss them more frequently should circumstances require.

The external auditors, PricewaterhouseCoopers AG (the Auditors of the ARYZTA Group consolidated financial statements and the Company financial statements), conduct their audits in compliance with the auditing standards referenced in their respective opinions.

4 Group Executive Management

For the financial years 2013 and 2012, the Group Executive Management consists of Owen Killian (CEO), Patrick McEniff (CFO/COO) and Pat Morrissey (Group General Counsel, Company Secretary and CAO). Details of Owen Killian, Patrick McEniff and Pat Morrissey are provided in Section 3.1.

No member of the Group Executive Management holds management contracts for any company outside the ARYZTA Group.

5 Compensation, shareholdings and loans

Please refer to note 10 of the ARYZTA AG Company financial statements on page 149 to 153 for details of Board members' shareholdings and to the Compensation Report on pages 44 to 51 for disclosures pertaining to compensation, as well as the content and method of determining the compensation and share-ownership programmes. No loans or advances were made by the ARYZTA Group to members of the Board of Directors or to Executive Management during the financial year, or were outstanding at 31 July 2013 (2012: none).

Corporate Governance Report (continued)

6 Shareholders' participation

6.1 Voting rights

Each ARYZTA share registered as a share conferring a voting right entitles the holder to one vote at a General Meeting. Proxies are entitled to attend shareholders' meetings and exercise all rights of the represented shareholders at such meetings.

As indicated previously in paragraph 2.6.2, ARYZTA pursues arrangements with Euroclear UK and Ireland to enable investors whose interests in ARYZTA are represented by CDIs to exercise their voting rights. CDI holders who wish to be in a position to directly enforce or exercise their rights must have their interests entered in the share register in accordance with Article 7 of the Articles of Association and effectively hold their shares through a member of the Swiss SIS Settlement System.

6.2 Statutory quorums

Pursuant to Article 14 of the Articles of Association, resolutions at the General Meeting calling for a quorum of at least two-thirds of the votes represented are required for:
- The cases listed in art. 704 para. 1 CO and in art. 18 and 64 Merger Act;
- The easement or abolition of the restriction of the transferability of registered shares;
- The conversion of bearer shares into registered shares; and
- Any change to the provisions of article 14 of the Articles of Association.

6.3 Convocation of General Meeting of the shareholders

General Meetings are convened by the Board of Directors and, if need be, by the Auditors. Notice of the General Meeting is given by publication in the Swiss Official Gazette of Commerce and on the Group's homepage (www.aryzta.com) at least 20 days before the date of the meeting. The notice must state, inter alia, the day, time and place of the Meeting and the agenda.

6.4 Agenda

The Board states the items on the agenda. One or more registered shareholders who jointly represent at least ten percent of the share capital of the Company registered in the Commercial Register may request items to be included in the agenda. Such requests must be in writing, specifying the items and the proposals, and be submitted to the Chairman at least 45 days before the date of the General Meeting.

6.5 Entry in the share register

The relevant date to determine the shareholders' right to participate in the General Meeting on the basis of the registrations appearing in the share register is set by the Board in the invitation to the General Meeting.

7 Change of control and defence measures

7.1 Obligation to make an offer

ARYZTA does not have a provision on opting out or opting up in the Articles of Association. Thus, the provisions regarding the legally prescribed threshold of 33 $^{1}/_{3}$% of the voting rights for making a public takeover offer set out in Article 32 of the Swiss Stock Exchange Act are applicable.

Corporate Governance Report (continued)

7.2 Change of control clauses
Benefits under the ARYZTA LTIP vest upon a change of control. Otherwise, the agreements and plans benefiting the members of the Board or the Group Executive Management are unaffected by a change of control. Further details regarding the benefits under the ARYZTA LTIP are set out in the Compensation Report on pages 44 to 51 of this Annual Report.

8 Auditors

8.1 Duration of the mandate and term of office of the lead auditor
Following a formal tender process, PricewaterhouseCoopers AG, Zurich, was elected as statutory auditor and Group auditor in December 2009. The term of office is one year. Patrick Balkanyi has been the lead auditor since PricewaterhouseCoopers AG's appointment in 2009. At the 2012 AGM, PricewaterhouseCoopers AG, Zurich, was re-elected as statutory auditor and Group auditor for the 2013 financial year.

8.2 Audit fees
The total audit and audit-related fees charged by the Group auditors in financial year 2013 amounted to €2,532,000. Of these fees, €263,000 were charged to Origin Enterprises plc.

The total audit and audit-related fees charged by the Group auditors in the financial year 2012 amounted to €2,621,000. Of these fees, €299,000 were charged to Origin Enterprises plc.

8.3 Additional fees
The Group's policy is to manage its relationship with the Group's external auditor to ensure their independence is maintained. In order to achieve this, the Board has determined limits on the type and scale of non-audit work that can be provided by the auditor.

Contracts to the auditor for other non-audit work are deemed to be pre-approved by the Audit Committee, up to an aggregate limit of 100% of the audit fee for the current year. This is subject to the requirement that all contracts for specific pieces of non-audit work with fees exceeding €250,000 be awarded on the basis of competitive tendering. Where the awarding of a contract for non-audit work to the auditor is to be made that is likely to increase total fees for non-audit work above this aggregate limit, the Group CFO notifies the Chairman of the Audit Committee in advance of such a contract being awarded.

Fees for additional services rendered by the auditors to the ARYZTA Group in the financial year 2013 totalled €1,900,000 (2012: €2,182,000). The largest portion of these fees related to tax return preparation or review in over 20 countries, covering more than 100 legal entities. Of these fees, €6,000 (2012: €16,000) were charged to Origin Enterprises plc.

Corporate Governance Report (continued)

Auditor's remuneration

in EUR `000	2013	2012
– Auditor's remuneration for audit and audit-related services	2,532	2,621
– Auditor's remuneration for tax compliance and related services	1,214	1,178
– Auditor's remuneration for tax consulting services	686	904
– Auditor's remuneration for advisory services	–	100
	4,432	4,803

– Total other fees / audit and audit-related services	75%	83%
– Tax consulting or advisory services / audit and audit-related services	27%	38%

8.4 Information tools pertaining to the external audit

PricewaterhouseCoopers presents to the Audit Committee a detailed report on the results of the 2013 Group consolidated and Company financial statement audits, the findings on significant financial accounting and reporting issues, as well as the findings on the Group's internal control system ('ICS').

In 2013, both PricewaterhouseCoopers and the Group Head of Internal Audit participated in all four Audit Committee meetings. Other members of the Group Executive Management attended the meetings as invited. In addition, the Group Head of Internal Audit regularly met with the Chairman of the Audit Committee for interim updates.

On an annual basis, the Board of Directors reviews the selection of the auditors, in order to propose their appointment to the Annual General Meeting of ARYZTA. The Audit Committee assesses the effectiveness of the work of the auditors in accordance with Swiss law. The lead auditor rotates every seven years in accordance with Swiss law.

During meetings of the Audit Committee, audit and non-audit-related fees to be charged by PricewaterhouseCoopers during the year are reviewed to mitigate the risk of any potential impairment to PricewaterhouseCoopers' independence. PricewaterhouseCoopers monitors its independence throughout the year and confirms its independence to the Audit Committee annually.

9 Investor Communications Policy

Guiding principles

ARYZTA is committed to pursuing an open and consistent communication policy with shareholders, potential investors and other interested parties. The objective is to ensure that the perception of those parties about the historical record, current performance and future prospects of ARYZTA is in line with management's assessment of the current situation at ARYZTA. The guiding principles of this policy are that ARYZTA gives equal treatment to shareholders in equal situations, that any price-sensitive information is published in a timely fashion and that the information is provided in a format that is as complete, simple, transparent and consistent as possible.

Corporate Governance Report (continued)

Methodology
ARYZTA publishes its first-quarter trading update, half-year results, third-quarter trading update and full-year results (including the Annual Report) on the occasion of its quarterly announcement cycle (see details on page 42). These quarterly announcements are each accompanied by a news release. Additionally, a presentation and conference call, which is broadcast live on the internet (webcast) and which anyone can choose to access, whether a shareholder or not, are held on a half-yearly basis, or as deemed necessary by the Board. These webcasts can be replayed at any time on the ARYZTA website (www.aryzta.com). An automatic alerting service is also provided through the website. This ensures that interested parties can sign-up to be automatically alerted to results and events announcements published on the website. ARYZTA also ensures that news releases are distributed to major wire and news services. These news releases are also made available in the News & Media section of the website immediately after release to the SIX Swiss Exchange and ISE Irish Exchange (www.aryzta.com/news-and-media.aspx). In this way, the Company utilises its website and ancillary communications infrastructure to ensure a rapid and equitable distribution of information for all interested parties.

ARYZTA's Investor Relations programme for institutional investors is carried out in line with the quarterly announcement cycle, with management time allocated accordingly and not on an ad-hoc basis. ARYZTA has appointed a dedicated communications officer to focus on the management of the communication process with investors and the media, and to support ARYZTA's efforts to strike a balance between the needs of managing a business and regular transparent communication with investors. ARYZTA's policy regarding investor meetings (i.e. Group meetings, one-to-one meetings and conference calls) is that these will not be held on an ad-hoc basis. These will be organised following quarterly announcements, save as mentioned below. Investors wishing to meet the Group subsequent to such quarterly announcements should e-mail the Group's Communications Officer (see details on page 42). These investor communications focus either on recently announced financial results, recent corporate activity or the longer-term strategy of the Group. They do not serve the purpose of disclosing new information that might encourage an investment decision.

The Group accepts invitations to investor conferences. Attendance at conferences by the Group will be on a planned and agreed basis in advance of its quarterly announcement cycle. The Company also communicates with analysts and stockbrokers who follow ARYZTA to facilitate third-party research on the Company. ARYZTA assumes no responsibility for any statements, expectations, or recommendations made by analysts and stockbrokers. The Group will communicate to investors at the time of any potentially price-sensitive event, such as significant acquisitions and divestments, agreements and alliances.

Corporate Governance Report (continued)

Investor relations contact details

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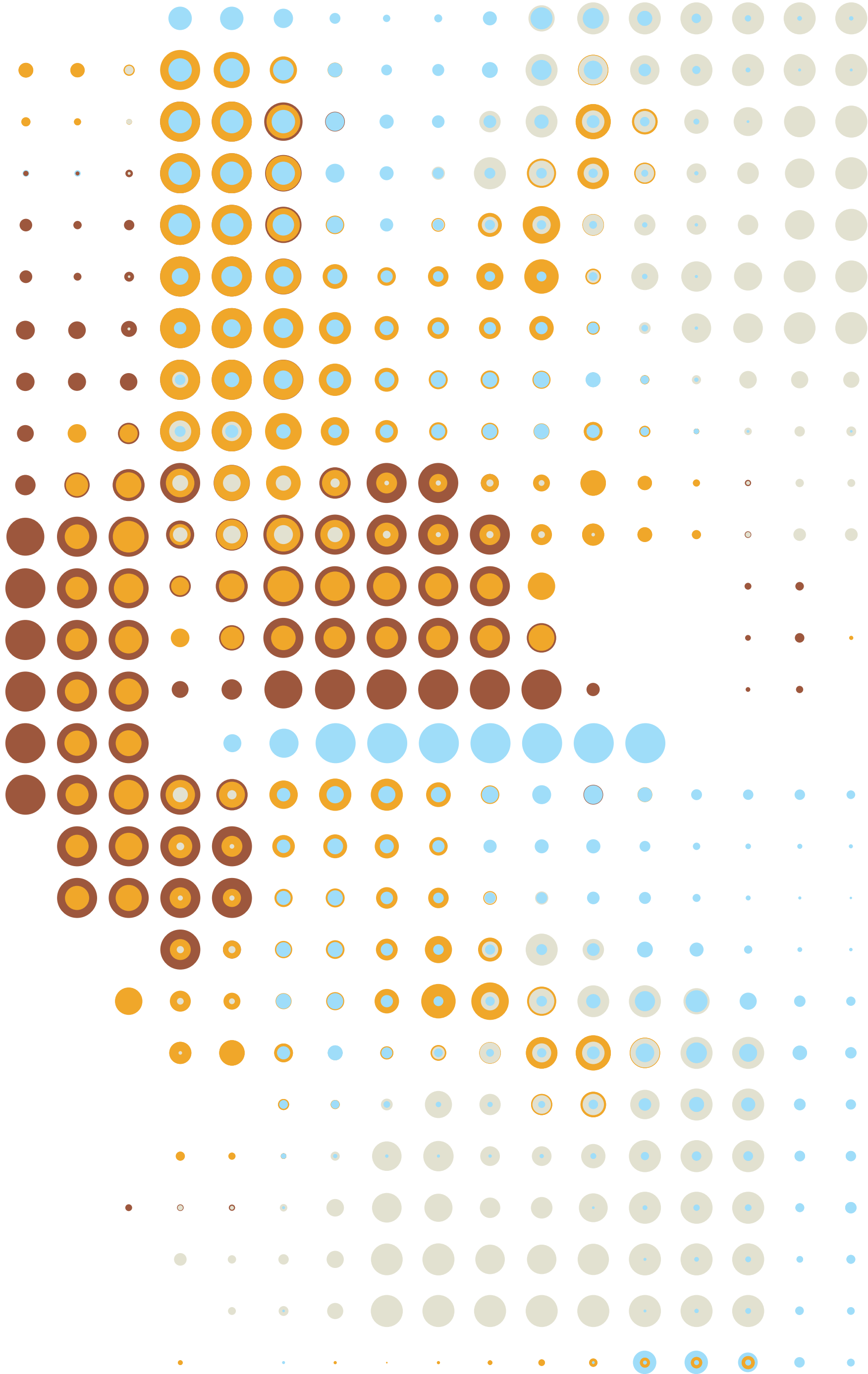
Key dates to December 2014

Announcement of the 2013 annual results	30 September 2013
Issue of the 2013 annual report	7 October 2013
First-quarter trading update	25 November 2013
Annual General Meeting 2013	10 December 2013
Payment of dividend	3 February 2014
Announcement of half-year results 2014	10 March 2014
Third-quarter trading update	3 June 2014
Announcement of the 2014 annual results	29 September 2014
Issue of the 2014 annual report	6 October 2014
First-quarter trading update	2 December 2014
Annual General Meeting 2014	2 December 2014



"Above all, keep it simple."

Auguste Escoffier
(1846–1935)

Annual Report and Accounts 2013
Compensation Report

Compensation Report 2013

Introduction
ARYZTA's overriding long-term goal is to achieve sustainable, profitable growth and deliver enhanced shareholder value. ARYZTA pursues this objective in a competitive and changing environment. ARYZTA's success is also intrinsically connected with its ability to attract, retain and motivate good people who are incentivised to achieve ARYZTA's corporate goals. ARYZTA's remuneration tools, in particular the ARYZTA Long-Term Incentive Plan ('LTIP')[1], are key instruments in this regard.

As in the prior year, the Board has decided to submit this Compensation Report to a separate advisory vote of the shareholders at the ARYZTA 2013 Annual General Meeting.

Part 1 of the Compensation Report explains the remuneration system, focusing on:
- the corporate goals pursued by ARYZTA;
- the LTIP as employed in the pursuit of those goals; and
- the cost of the LTIP.

Part 2 of the Compensation Report sets out relevant compensation details for the 2013 financial year.

1 The ARYZTA Long-Term Incentive Plan refers to both the Matching Plan and the Option Equivalent Plan.

Compensation Report (continued)

Compensation Report – Part 1

Corporate goals

The LTIP and short-term performance-related bonus are intended to direct and focus management's efforts towards the achievement of ARYZTA's key corporate goals over the long-term and short-term, respectively, as set by the Board and communicated to the market through ARYZTA's investor relations activities, including the annual report.

– **EPS growth**
  In ARYZTA's July 2008 Prospectus, the Board set the primary strategic objective of doubling its earnings base within five years. The Board continues to target 15% compound annual earnings growth.

– **Shareholder value**
  The pursuit of earnings growth is not an isolated end in itself. The underlying purpose is to support the development of an international business capable of sustainable growth and the delivery of significant value for shareholders. This imperative is supported through adherence to prudent capital discipline policies.

Shareholder value, capital discipline

While pursuing 15% compound annual growth in EPS, ARYZTA's policy is to maintain investment grade credit status. Capital discipline controls applicable to the LTIP are as follows:

– **Reported ROIC, Underlying ROIC and WACC**

  The rules governing awards under the LTIP require that the ARYZTA Food Group Return on Invested Capital ('Food Group ROIC') over the performance period must exceed the Food Group Weighted Average Cost of Capital ('WACC').

  Food Group ROIC for this purpose refers to the ARYZTA Food Group pro forma trailing twelve months earnings before interest tax and amortisation ('TTM EBITA') reflecting the full twelve months' contribution from acquisitions, taken as a percentage of ARYZTA Food Group net assets. For this purpose, EBITA includes the net profit contribution from joint ventures, and is before interest, tax, non-ERP amortisation and before the impact of non-recurring items. Net assets exclude all bank debt, cash, cash equivalents and tax-related balances. ROIC is reported to investors in conjunction with the announcement of annual and half-year results and is presented on a Group and segmental basis. As presented on page 16, the Food Group ROIC reported for the year ended 31 July 2013 was 11.6% (2012: 10.5%).

  In order to compare ROIC on a like-for-like basis, the Food Group Underlying ROIC is also calculated, as presented on page 48. This measurement indicator is based on the assets of the Food Group business that existed as of 31 July 2011, using currency rates consistent with 2011, excluding net assets and historical EBITA levels of acquisitions completed after 1 August 2011 and adding back asset impairments (unless recovered once the assets are disposed).

Compensation Report (continued)

WACC is determined as a blend of the Food Group's deemed cost of capital and deemed cost of debt, with each of these components weighted on the basis of the Food Group's debt to equity ratio. WACC is measured annually by an external specialist using standard calculation methodology and is reported to investors in conjunction with the announcement of yearly and half-yearly results. For the year ended 31 July 2013, the Food Group pre-tax WACC was 7.7% (2012: 8.0%).

- **Dividend policy**
  For LTIP awards made after 31 July 2011, ARYZTA has adopted the additional vesting condition requiring that the Board continue to recommend adherence to the ARYZTA dividend policy that the payout ratio be based on 15% of underlying fully diluted EPS, throughout the performance period.

LTIP as employed in the pursuit of the corporate goals
ARYZTA has employed the Matching Plan and the Option Equivalent Plan to focus pursuit of its corporate goals.

Two parallel plans
Having the Matching Plan and the Option Equivalent Plan running in parallel gives beneficial tension in the pursuit of the corporate goals between the pursuit of EPS growth, the driver of returns under the Matching Plan, and the need for long-term share price growth.

The Matching Plan
Participants with Matching Plan awards have the prospect of receiving a multiple (ranging from one to three times) of the number of Qualifying Investment Shares held for the purposes of the Matching Plan. This multiple is determined on a fractional pro-rata basis ranging from one to three, based on compound annual underlying fully diluted EPS growth between 10.0% and 15.0%. In the event of the minimum 10% growth target not being achieved, no awards vest. The satisfaction of additional criteria is also required, including compliance with the condition that Food Group reported ROIC must have exceeded the Food Group WACC throughout the performance period and the additional condition regarding maintenance of the ARYZTA dividend policy.

The Option Equivalent Plan
Vesting of awards under the Option Equivalent Plan is conditional on compound annual growth in underlying fully diluted EPS in three consecutive accounting periods exceeding the compound growth in the Euro-zone Core Consumer Price Index, plus 5%, on an annualised basis. The satisfaction of additional criteria is also required including compliance with the condition that Food Group Reported ROIC must have exceeded the Food Group WACC throughout the performance period and the additional condition regarding maintenance of the ARYZTA dividend policy.

Cost of the LTIP
The cost of the Matching Plan and the Option Equivalent Plan can be considered in accounting and dilutive terms.

Compensation Report (continued)

LTIP – accounting cost
Awards under the LTIP are equity-settled share-based payments, as defined in IFRS 2, Share-based Payment. The total cost recognised in relation to share-based payments for the financial year 2013 is detailed in note 8 of the Group Consolidated Financial Statements on page 89[1].

LTIP – 10%/ ten year dilutive control rule
Under the LTIP rules, no more than 10% of share capital may be allocated for issue over its ten year life. No awards may be made under the current LTIP after 31 July 2019.

LTIP – 3% / three year dilutive control rule
ARYZTA has supplemented the existing ten year/10% dilutive control rule by the adoption of the additional control rule that, for the three-year cycle commencing 1 August 2011, not more than 3.0% of share capital should be allocated for issue under the LTIP (all plans).

Dilutive effect of LTIP awards outstanding at 31 July 2013
The vesting of all outstanding Matching Plan awards and the vesting and net exercise of all Option Plan awards (based on the share price of CHF 57.25 on 31 July 2013), plus the impact of any awards that have already been exercised over that period, would result in the following dilution from LTIP awards, as related to of each of these dilutive control rules.

	3 year / 3% 1 August 2010 to 31 July 2013	10 year / 10% 1 August 2009 to 31 July 2013
Shares outstanding at beginning of relevant control period	82,810,436	78,940,460
Matching Plan Awards		
Awards granted in control period and exercised	–	975,000
Awards granted in control period and outstanding	726,000	726,000
Total	726,000	1,701,000
Potential dilution from Matching Plan awards	0.86%	2.09%
Option Plan Awards		
Awards granted in control period and exercised	–	81,915
Awards granted in control period and outstanding, net	424,288	691,804
Total	424,288	773,719
Potential dilution from Option Plan awards	0.51%	0.95%
Total potential dilution in control period	1.37%	3.04%
Annualised potential dilution in control period	0.46%	0.61%

1 Includes costs of Executive Management and other management participants in the LTIP and costs of the Origin Plan. The Origin Plan is specifically not available to ARYZTA executives, officers or employees.

Compensation Report (continued)

Short-term performance-related bonus and Food Group Underlying ROIC
Since financial year 2012, the short-term bonus has been determined primarily by reference to incremental gains in Food Group Underlying ROIC.

Subject to a minimum incremental increase in Underlying ROIC of 50bps being achieved during the year, Executive Management and other senior executives throughout the Group receive a percentage of their set target bonus based on the corresponding gain in Food Group Underlying ROIC. The short-term performance-related bonus for Executive Management is capped at 100% of basic salary.

For the year ended 31 July 2013, the Food Group Underlying ROIC was 12.1%. This represents an increase of 80 bps during the year, compared to the Food Group Underlying ROIC of 11.3% for the year ended 31 July 2012. A 110 bps improvement in Underlying ROIC was realised during 2012, when compared to the 2011 Reported ROIC of 10.2%, which serves as the baseline for the Underlying ROI calculation as shown below.

in EUR million	Food Group Reported ROIC	Food Group Underlying ROIC
2013		
Share of net assets	3,688	3,003
EBITA & associates/JVs cont.	426	364
ROIC	11.6%	12.1%
2012		
Share of net assets	3,572	3,137
EBITA & associates/JVs cont.	376	353
ROIC	10.5%	11.3%
2011		
Share of net assets	3,256	3,256
EBITA & associates/JVs cont.	332	332
ROIC	10.2%	10.2%

Compensation Report – Part 2

Compensation process
The Nomination and Remuneration Committee of the Board ('NRC') is responsible for determining the remuneration of executive and non-executive members of the Board and for approving the remuneration of other members of senior management, upon the recommendation of the CEO.

Executives are remunerated in line with the level of their authority and responsibility within the Group, with the various elements of the remuneration package for Executive Management being reviewed annually by the NRC. The NRC reports to the Board at the next Board meeting following each meeting of the NRC. The CEO attends meetings of the NRC by invitation only.

The cost of the long-term element of Executive Management remuneration (i.e. the Matching Plan and the Option Equivalent Plan) is controlled through the dilution control rules and by the fact that rights generally vest only after accounting for the cost of the award (per IFRS 2, Share-based Payment). Within the prescribed limits, the NRC controls the level of participation by individuals. The NRC also controls the maximum level of the short-term performance-related bonus for Executive Management.

Compensation Report (continued)

Compensation to members of the Board of Directors
Non-executive board members are paid a yearly fee (CHF 88,000), which reflects the time commitment and responsibilities of the role. Additional compensation for non-executive directors is payable for service on a Board Committee (CHF 8,000) and for the Chair thereof (CHF 16,000). Executive directors do not receive additional compensation for their role as a board member. The NRC determines, at its discretion, the level of these yearly fees and additional compensation paid to each executive and non-executive Board member. Non-executive Board members are not eligible for performance-related payments and do not participate in the LTIP.

The following table reflects the direct payments received by board members during the years ended 31 July 2013 and 2012. Fluctuations in amounts received are reflective of the changing roles and responsibilities held by the individual directors, during each respective year.

in CHF `000	**Direct payments year ended 31 July 2013**	Direct payments year ended 31 July 2012
Denis Lucey	**323**	323
Charles Adair	**96**	88
Denis Buckley[2]	**N/A**	32
Hugh Cooney[2]	**96**	64
J Brian Davy	**105**	107
Shaun B. Higgins[2]	**105**	70
Owen Killian	**–**	88
Patrick McEniff	**–**	88
Götz-Michael Müller[2]	**96**	64
William Murphy[1]	**35**	101
Hans Sigrist[1]	**32**	91
Dr J Maurice Zufferey[2]	**N/A**	32
Wolfgang Werlé[1]	**62**	N/A
Total	**950**	1,148

1 Effective 11 December 2012 H. Sigrist and W. Murphy resigned from the Board and W. Werlé was elected to the Board.

2 Effective 1 December 2011 D. Buckley and M. Zufferey resigned from the Board and S. Higgins, H. Cooney and G. Müller were elected to the Board.

Compensation Report (continued)

Compensation to members of the Executive Management
The elements of the remuneration package for Executive Management may comprise:

- basic salary and benefits (including benefits in kind and pension contributions);
- short-term performance-related bonus (measured by reference to performance in the financial year); and
- long-term incentives (LTIP).

in CHF `000	**Total Executive Management 2013**	**Owen Killian 2013**	Total Executive Management 2012	Owen Killian 2012
Basic salaries	**2,645**	**1,277**	2,641	1,277
Benefits in kind	**171**	**83**	170	83
Pension contributions	**397**	**192**	460	191
Performance-related bonus	**1,617**	**780**	1,879	908
Long-term incentives (LTIP)	**4,230**	**2,007**	4,569	2,219
Total compensation paid to members of ARYZTA Executive Management	**9,060**	**4,339**	9,719	4,678

As per page 37 of the Corporate Governance Report, for the 2013 and 2012 financial years Group Executive Management consists of Owen Killian (CEO), Patrick McEniff (CFO/COO) and Pat Morrissey (Group General Counsel, Company Secretary and CAO).

The highest total compensation in the reporting period was received by Owen Killian, and his total remuneration is disclosed separately in the preceding table.

The compensation to members of Executive Management disclosed includes compensation for their roles as members of the Board of ARYZTA and, in the case of Owen Killian, Patrick McEniff and Pat Morrissey, for their service as officers of Origin Enterprises plc (respectively, Chairman, non-executive director and Company Secretary).

No severance and/or termination payments were made to any member of Executive Management during financial year 2013.

Executive Management basic salary and benefits
The basic salary of Executive Management is reviewed annually by the NRC with regard to personal performance and corporate goals (as set out in Part 1 of the Compensation Report). When reviewing Executive Managements' basic salary, the applicable weighting of each component is at the discretion of the NRC. Employment-related benefits consist principally of a car allowance and pension. Pension benefits are determined solely in relation to basic salary.

Executive Management short-term performance-related bonus
For financial year 2013, the short-term performance-related bonus for Executive Management was determined by reference to incremental gains in Food Group Underlying ROIC (as set out in Part 1 of the Compensation Report). The short-term performance-related bonus for Executive Management is capped at 100% of basic salary.

Compensation Report (continued)

Executive Management Long-term Incentive Plan (LTIP)

As set out in Part 1 of the Compensation Report, the long-term incentive remuneration of Executive Management consists of both Matching Plan and Option Equivalent Plan awards. The costs of these awards are accrued to each member of Executive Management, based on the accounting principles applicable to share-based payments under IFRS 2, Share-based Payment.

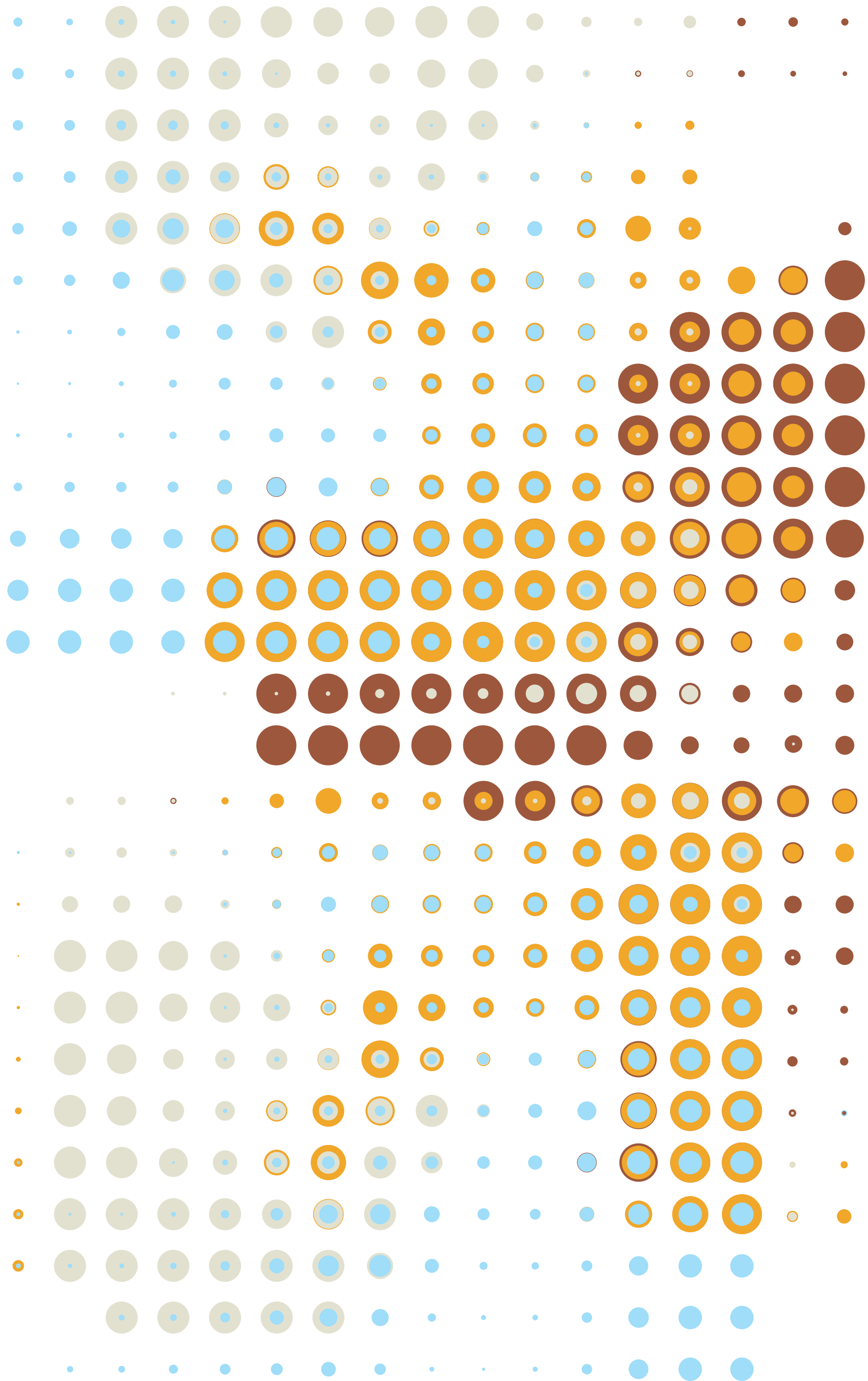
Executive Management Matching Plan Allocation

	Maximum share allocation carried forward 1 August 2012	Exercised during financial year	Granted during financial year	Closing position 31 July 2013
Directors				
Owen Killian	150,000	–	–	150,000
Patrick McEniff	120,000	–	–	120,000
Group General Counsel, Company Secretary & CAO				
Pat Morrissey	60,000	–	–	60,000
Total	**330,000**	**–**	**–**	**330,000**

Executive Management Option Equivalent Plan Allocation

	Options carried forward 1 August 2012[1]	Exercised during financial year[1]	Granted during financial year	Closing position 31 July 2013
Directors				
Owen Killian	750,000	–	–	750,000
Patrick McEniff	610,000	–	–	610,000
Group General Counsel, Company Secretary & CAO				
Pat Morrissey	200,000	(100,000)	–	100,000
Total	**1,560,000**	**(100,000)**	**–**	**1,460,000**

1 The Group's compound annual growth in underlying fully diluted EPS for the three consecutive accounting periods ended 31 July 2012 was 12.9%, which exceeded the growth in the Euro-zone Core Consumer Price Index over the same period of 1.3%, plus 5%. Accordingly, the performance conditions associated with the Option Plan awards outstanding as of 1 August 2011 were met during FY 2012. As a result, 765,000 Option Plan awards (550,000 of which are held by Executive Management) are vested and eligible to be exercised. The exercise price of all Option Plan awards, for which the vesting conditions have been met, is CHF 37.23.



“The pleasure of the table belongs to all ages, to all conditions, to all countries, and to all areas; it mingles with all other pleasures, and remains at last to console us for their departure.”

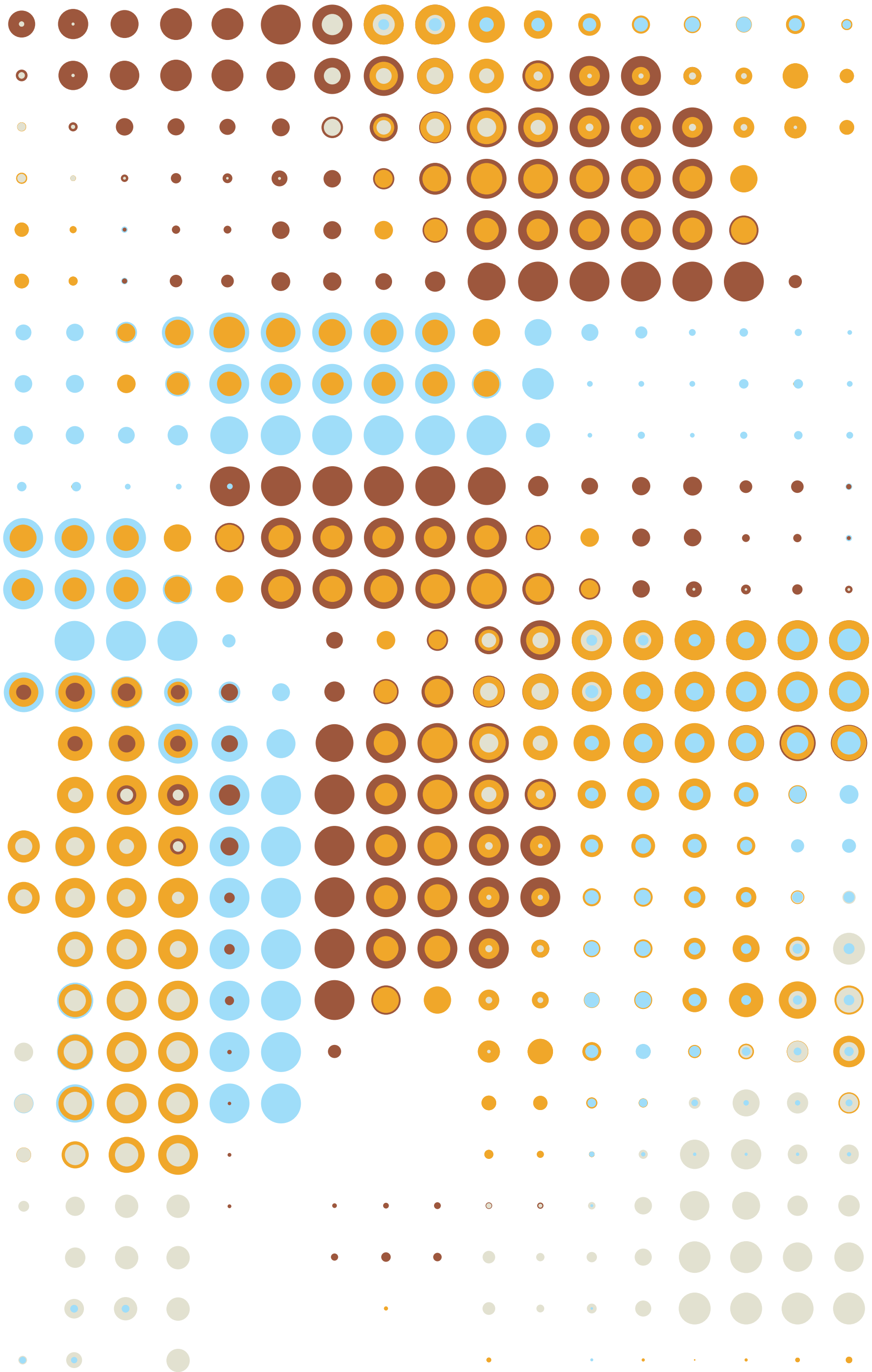
Jean Anthelme Brillat-Savarin
(1755–1826)

Annual Report and Accounts 2013
Group Risk Statement
Principal Risks and Uncertainties

The Board and senior management continue to invest significant time and resources in identifying specific risks across the Group, and in developing a culture of balanced risk minimisation. The Group has formal risk assessment processes in place through which risks and mitigating controls are evaluated. These processes are driven by local management, who are best placed to identify the significant ongoing and emerging risks facing the business. The outputs of these risk assessment processes are subject to various levels of review by Group management and Internal Audit, and a consolidated Risk Map denoting potential frequency, severity and velocity of identified risks, is reviewed by the ARYZTA Board of Directors on an annual basis. Risks identified and associated mitigating controls are also subject to audit as part of operational, financial and health and safety audit programmes.

The key risks facing the Group include the following:[1]
- As an international group with substantial operations and interests outside the euro-zone, ARYZTA is subject to the risk of adverse movements in foreign currency exchange rates.
- The Group faces business risks associated with cash and collectables given the current curtailment of credit for all businesses.
- Operational risks facing the Group include issues associated with product contamination and general food scares affecting relevant products.
- Changing dietary trends and the increased emphasis on health and wellness among consumers present both opportunities and risks for the Group.
- A further risk to the Group, in common with most companies, is the risk of failure to address increasing compliance requirements in areas such as health and safety, emissions and effluent control.
- The loss of a significant manufacturing/operational site through natural catastrophe or act of vandalism represents a risk that could, potentially, have a material impact on the Group.
- Similarly, a significant IT or security system failure could adversely impact on operations.
- The Group faces the challenge of fluctuations in commodity and energy costs.
- The Group faces the risk of a decrease in consumer spending in the current economic climate.
- The Group faces the risk of impairment of its goodwill, brands and intangibles.
- Having grown both organically and through acquisitions, the Group faces risks and challenges associated with managing growth, and ensuring that processes around acquiring and integrating new businesses are robust.
- The Group faces risks associated with the potential loss of key management personnel.
- In the event that the Group breaches a financing covenant it may have to renegotiate its facilities resulting in a higher cost of funds for the Group.
- The loss of a significant supplier as a result of the current economic environment could adversely impact ongoing operations of the business.
- As the Group operates in a competitive industry, it is subject to the risk of the loss of a significant customer.
- The implementation of a Group-wide ERP system requires substantial investment and monitoring of implementation, and would result in significant costs in the event of a failed implementation.

1 These risks are not listed in order of importance.



“Learn how to cook–try new recipes, learn from your mistakes, be fearless, and above all have fun!”

Julia Child
(1912–2004)

Annual Report and Accounts 2013
Our Responsibility

ARYZTA is committed to building a successful and sustainable business for the long term.

The ARYZTA Transformation Initiative (ATI) brings about fundamental change in how we manage our business. On completion of ATI, our commitment to sustainability will be centrally led and locally lived by.

ARYZTA Cares is the initiative aimed at promoting active employee engagement in pursuit of our corporate responsibility goals. As we complete the ATI process, ARYZTA will establish ARYZTA Cares teams with local leadership in every location.

Our Approach
Sustainability requires a balanced approach to an organisation's business strategies. Our vision is to be a socially responsible organisation.

- Social: Health, safety and individual growth of employees.
- Economic: Positive impact on the communities in which we do business, engaging in equitable trade practices.
- Environmental: Careful use of natural resources throughout the food's life cycle. Reduction in carbon emissions, water usage and waste.

Community
ARYZTA believes in building long-term relationships with its stakeholders, which include consumers, customers, employees, shareholders and regulatory bodies. The Group understands its responsibilities as an important member of the communities in which it operates and encourages its business units to play an active role within them. As well as providing employment opportunities, the Group aims to make positive contributions to its community, by building relationships and earning a positive reputation as a good employer, neighbour and corporate citizen.

Workplace
ARYZTA recognises that its continued success is dependent on the quality, commitment and responsible behaviour of its people. The Group provides equal opportunities in recruitment, selection, promotion, employee development, succession planning, training and reward policies and procedures.

ARYZTA provides industry-comparable benefits to support the health and well-being of its employees and their families.

ARYZTA complies with applicable national laws and industry standards on working hours and workplace environment. Safety is of paramount importance for ARYZTA. The Group pursues comprehensive internal safety management procedures, including policy manuals, verification of regulatory compliance, risk assessments, individual site action plans, safety audits, training, formal accident investigation and the provision of occupational health services.

Our Responsibility (continued)

The Group also maintains a strong focus on the use of key performance indicators, internal and external auditing and achieving exacting external health and safety accreditation for its operations.

ARYZTA expects all commercial dealings by or on behalf of the Group to be conducted with integrity and respect for all parties, as well as in compliance with local and national legislation.

Marketplace

ARYZTA intends to be a proactive leader in expanding food options, particularly those which incorporate nutritional and healthy ingredients. We also have the goal of providing best in class food, with the minimum number of ingredients.

ARYZTA's commitment to quality includes strict policies, rigorous employee training, and adherence to customer and internal specifications.

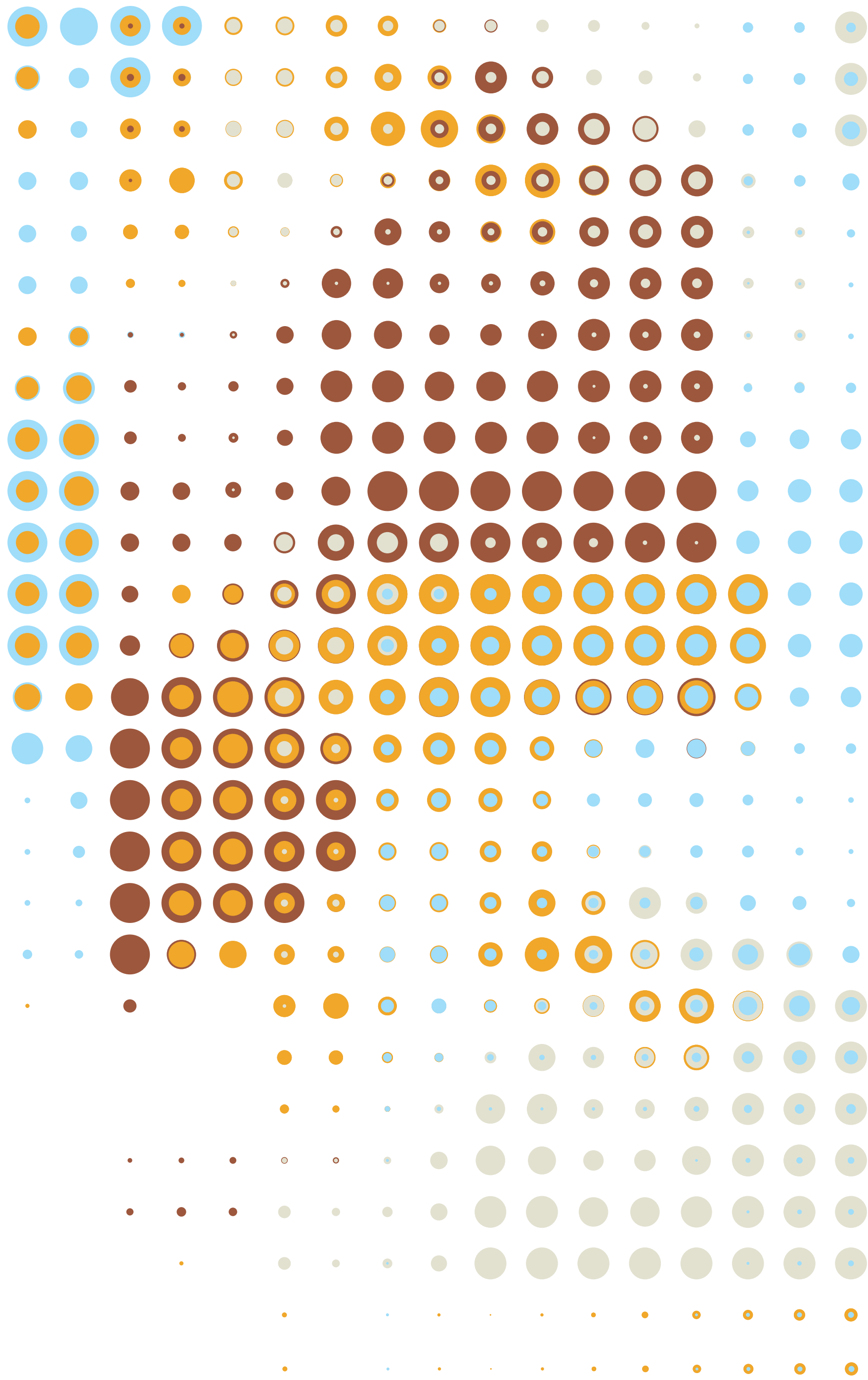
ARYZTA believes in developing long-term sustainable sources of raw materials, making sure we address the social, economic, and environmental aspects as part of our sourcing strategies. As part of our efforts towards sustainable sourcing, we engage with our suppliers to work on long-term solutions.

ARYZTA expects suppliers to be compliant with workplace standards and business practices as listed in our Global Supplier Code of Conduct. Suppliers are audited utilising an independent third-party.

To ensure all our food products are manufactured with the highest level of food safety, all of ARYZTA's food processing facilities operate under comprehensive HACCP-systems (Hazard Analysis and Critical Control Point) based on Codex Alimentarius Principles, GMP (Good Manufacturing Practice) and in compliance with all related food laws in force. To this end, ARYZTA contributes to various voluntary initiatives on food and product safety by industry associations such as the British Retail Consortium, International Featured Standards (IFS-Food and IFS-Logistics), AIB International (formerly American Institute of Baking) and the US Food and Drug Administration. All food safety and quality systems are certified by independent third-parties in accordance with the latest versions of the above-mentioned standards.

Environment

ARYZTA is committed to a policy of sustainable economic development. It is aware that the Earth's ecosystems are both fragile and vulnerable, and that protecting the environment is critical to the continued well-being of the planet and its citizens. ARYZTA complies with all applicable laws and industry standards related to the environment. ARYZTA works in partnership with its key customers and suppliers in promoting responsible environmental management practices. This includes minimising the use of natural resources and impact on the environment through reducing energy and water intensity, and waste to landfill. In the design and building of facilities, we will incorporate LEED principles under the U.S. Green Building Council guidelines, which aim to conserve water, energy, and other resources, provide a healthier and safer environment for employees, as well as lowering operating costs and increasing asset value.



“Animals feed themselves; men eat;
but only wise men know the art of eating.”

Jean Anthelme Brillat-Savarin
(1755–1826)

Annual Report and Accounts 2013

Group Consolidated and Company Financial Statements 2013

Statement of Directors' Responsibilities
for the year ended 31 July 2013

The directors are responsible for preparing the Annual Report and the Group consolidated and Company financial statements, in accordance with Swiss law and regulations.

Company law requires the directors to prepare Group consolidated and Company financial statements for each financial year. Under that law, the directors are required to prepare the Group consolidated financial statements in accordance with International Financial Reporting Standards ('IFRS') and the requirements of Swiss law and to prepare the Company financial statements in accordance with Swiss law and the Company's Articles of Association.

This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of the Group consolidated and Company financial statements that are free from material misstatement, whether due to fraud or error.

In preparing each of the Group consolidated and Company financial statements, the directors are required to:
– select suitable accounting policies and then apply them consistently;
– make judgements and estimates that are reasonable and prudent; and
– prepare the financial statements on a going concern basis, unless it is inappropriate to presume that the Group and the Company will continue in business.

The directors are responsible for keeping proper books of account that disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that its financial statements comply with IFRS and the requirements of Swiss law and the Company's Articles of Association.

They are also responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group and to prevent and detect fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Group's website.

On behalf of the Board

Denis Lucey
Chairman, Board of Directors

Owen Killian
CEO, Member of the Board of Directors

26 September 2013

Group Consolidated Income Statement
for the year ended 31 July 2013

in EUR `000	Notes	2013	2012
Revenue	1	**4,503,690**	4,207,667
Cost of sales		**(3,279,291)**	(3,023,420)
Gross profit		**1,224,399**	1,184,247
Distribution expenses		**(564,458)**	(553,385)
Administration expenses		**(296,688)**	(292,996)
Operating profit before net acquisition, disposal and restructuring-related costs and fair value adjustments		**363,253**	337,866
Net acquisition, disposal and restructuring-related costs and fair value adjustments	2	**(117,356)**	(99,629)
Operating profit		**245,897**	238,237
Share of profit after tax of associates and joint ventures	6	**22,057**	14,200
Profit before financing income, financing costs and income tax expense		**267,954**	252,437
Financing income	3	**10,534**	11,758
Financing costs	3	**(74,438)**	(77,069)
Profit before income tax expense		**204,050**	187,126
Income tax expense	9	**(48,258)**	(24,572)
Profit for the year		**155,792**	162,554
Attributable as follows:			
Equity shareholders		**129,415**	146,264
Non-controlling interests	27	**26,377**	16,290
Profit for the year		**155,792**	162,554

Earnings per share for the year	Notes	2013 euro cent	2012 euro cent
Basic earnings per share	11	**124.3**	150.8
Diluted earnings per share	11	**123.5**	149.7

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Statement of Comprehensive Income
for the year ended 31 July 2013

in EUR `000	Notes	2013	2012
Profit for the year		**155,792**	162,554
Other comprehensive (loss)/income			
Items that may be reclassified subsequently to profit or loss:			
Foreign exchange translation effects			
– Foreign currency net investments		**(237,352)**	246,802
– Foreign currency borrowings	21	**91,854**	(156,513)
– Recycle of foreign exchange gain on settlement of quasi-equity loans	3	**–**	(668)
– Recycle on disposal of joint venture	2	**(3,653)**	–
– Taxation effect of foreign exchange translation movements	9	**(1,630)**	6,863
– Share of joint ventures and associates' foreign exchange translation adjustment	15	**(2,035)**	1,639
Cash flow hedges			
– Effective portion of changes in fair value of cash flow hedges		**4,941**	(3,522)
– Fair value of cash flow hedges transferred to income statement		**(1,588)**	720
– Deferred tax effect of cash flow hedges	9	**(817)**	259
– Share of joint ventures and associates' gain/(loss) on cash flow hedges, net of deferred tax	15	**339**	(1,275)
Total of items that may be reclassified subsequently to profit or loss		**(149,941)**	94,305
Items that will not be reclassified to profit or loss:			
Defined benefit plans			
– Actuarial loss on Group defined benefit pension plans	25	**(3,840)**	(10,710)
– Deferred tax effect of actuarial loss	9	**356**	2,002
– Share of associates' actuarial loss on defined benefit plans, net of deferred tax	15	**(4,552)**	(4,379)
Deferred tax effect of change in tax rates	9	**(462)**	(858)
Total of items that will not be reclassified to profit or loss		**(8,498)**	(13,945)
Total other comprehensive (loss)/income		**(158,439)**	80,360
Total comprehensive (loss)/income for the year		**(2,647)**	242,914
Attributable as follows:			
Equity shareholders		**(21,913)**	228,663
Non-controlling interests	27	**19,266**	14,251
Total comprehensive (loss)/income for the year		**(2,647)**	242,914

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Balance Sheet
as at 31 July 2013

in EUR `000	Notes	2013	2012
Assets			
Non-current assets			
Property, plant and equipment	12	**1,141,847**	1,022,587
Investment properties	13	**22,984**	29,268
Goodwill and intangible assets	14	**2,905,242**	2,871,982
Investments in associates and joint ventures	15	**45,235**	127,384
Other receivables	17	**39,433**	37,223
Deferred income tax assets	24	**71,146**	85,465
Total non-current assets		**4,225,887**	4,173,909
Current assets			
Inventory	16	**297,641**	281,917
Trade and other receivables	17	**678,845**	553,566
Derivative financial instruments	22	**1,821**	422
Cash and cash equivalents	20	**626,922**	547,474
Total current assets		**1,605,229**	1,383,379
Total assets		**5,831,116**	5,557,288

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Balance Sheet (continued) as at 31 July 2013

in EUR `000	Notes	2013	2012
Equity			
Called up share capital	26	**1,172**	1,172
Share premium		**773,735**	773,735
Retained earnings and other reserves		**1,888,112**	1,648,223
Total equity attributable to equity shareholders		**2,663,019**	2,423,130
Non-controlling interests	27	**97,610**	86,225
Total equity		**2,760,629**	2,509,355
Liabilities			
Non-current liabilities			
Interest-bearing loans and borrowings	21	**1,157,435**	1,330,446
Employee benefits	25	**22,339**	23,710
Deferred income from government grants	23	**25,251**	10,210
Other payables	18	**48,190**	24,580
Deferred income tax liabilities	24	**402,016**	412,122
Derivative financial instruments	22	**2,136**	2,008
Contingent consideration	19	**8,570**	–
Total non-current liabilities		**1,665,937**	1,803,076
Current liabilities			
Interest-bearing loans and borrowings	21	**348,274**	261,119
Trade and other payables	18	**1,004,142**	942,340
Income tax payable		**46,570**	27,440
Derivative financial instruments	22	**1,354**	3,916
Contingent consideration	19	**4,210**	10,042
Total current liabilities		**1,404,550**	1,244,857
Total liabilities		**3,070,487**	3,047,933
Total equity and liabilities		**5,831,116**	5,557,288

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Statement of Changes in Equity
for the year ended 31 July 2013

31 July 2013 in EUR `000	Share capital	Share premium	Treasury shares	Other equity reserve	Cash flow hedge reserve	Revaluation reserve	Share-based payment reserve	Foreign currency translation reserve	Retained earnings	Total shareholders equity	Non controlling interests	Total
At 1 August 2012	**1,172**	**773,735**	**(57)**	**285,004**	**(2,381)**	**15,403**	**10,148**	**140,298**	**1,199,808**	**2,423,130**	**86,225**	**2,509,355**
Profit for the year	–	–	–	–	–	–	–	–	129,415	129,415	26,377	155,792
Other comprehensive (loss)/income	–	–	–	–	2,268	–	–	(148,078)	(5,518)	(151,328)	(7,111)	(158,439)
Total comprehensive (loss)/income	**–**	**–**	**–**	**–**	**2,268**	**–**	**–**	**(148,078)**	**123,897**	**(21,913)**	**19,266**	**(2,647)**
Issue of perpetual callable subordinated instrument	–	–	–	319,442	–	–	–	–	–	319,442	–	319,442
Transfer of share-based payment reserve to retained earnings	–	–	–	–	–	–	(8,699)	–	8,699	–	–	–
Release of treasury shares due to exercise of LTIP	–	–	1	–	–	–	–	–	–	1	–	1
Share-based payments	–	–	–	–	–	–	7,416	–	–	7,416	395	7,811
Equity dividends	–	–	–	–	–	–	–	–	(43,517)	(43,517)	–	(43,517)
Dividends to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(8,935)	(8,935)
Transfer of revaluation reserve to retained earnings	–	–	–	–	–	(1,993)	–	–	1,993	–	–	–
Dividend accrued on perpetual callable subordinated instrument	–	–	–	–	–	–	–	–	(19,898)	(19,898)	–	(19,898)
Total contributions by and distributions to owners	**–**	**–**	**1**	**319,442**	**–**	**(1,993)**	**(1,283)**	**–**	**(52,723)**	**263,444**	**(8,540)**	**254,904**
Dilution due to vesting of Origin management equity entitlements	–	–	–	–	7	(30)	(3)	54	(687)	(659)	659	–
Non-controlling interest forward contract	–	–	–	–	–	–	–	–	(983)	(983)	–	(983)
Total transactions with owners recognised directly in equity	**–**	**–**	**1**	**319,442**	**7**	**(2,023)**	**(1,286)**	**54**	**(54,393)**	**261,802**	**(7,881)**	**253,921**
At 31 July 2013	**1,172**	**773,735**	**(56)**	**604,446**	**(106)**	**13,380**	**8,862**	**(7,726)**	**1,269,312**	**2,663,019**	**97,610**	**2,760,629**

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Statement of Changes in Equity (continued)
for the year ended 31 July 2013

31 July 2012 in EUR `000	Share capital	Share premium	Treasury shares	Other equity reserve	Cash flow hedge reserve	Revalua- tion reserve	Share- based payment reserve	Foreign currency trans- lation reserve	Retained earnings	Total share- holders equity	Non controlling interests	Total
At 1 August 2011	**1,061**	**632,951**	**(30)**	**285,004**	**260**	**17,148**	**24,989**	**44,054**	**1,118,659**	**2,124,096**	**72,410**	**2,196,506**
Profit for the year	–	–	–	–	–	–	–	–	146,264	146,264	16,290	162,554
Other comprehensive (loss)/income	–	–	–	–	(2,721)	–	–	95,910	(10,790)	82,399	(2,039)	80,360
Total comprehensive (loss)/ income	**–**	**–**	**–**	**–**	**(2,721)**	**–**	**–**	**95,910**	**135,474**	**228,663**	**14,251**	**242,914**
Issue of treasury shares	41	–	(41)	–	–	–	–	–	–	–	–	–
Issue of shares, net of costs	70	140,784	–	–	–	–	–	–	–	140,854	–	140,854
Transfer of share-based payment reserve to retained earnings	–	–	–	–	–	–	(21,682)	–	21,682	–	–	–
Release of treasury shares due to exercise of LTIP	–	–	14	–	–	–	–	–	–	14	–	14
Share-based payments	–	–	–	–	–	–	6,872	–	–	6,872	193	7,065
Equity dividends	–	–	–	–	–	–	–	–	(41,490)	(41,490)	–	(41,490)
Dividends to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(6,437)	(6,437)
Transfer of revaluation reserve to retained earnings	–	–	–	–	–	(1,361)	–	–	1,361	–	–	–
Dividend accrued on perpetual callable subordinated instrument	–	–	–	–	–	–	–	–	(16,642)	(16,642)	–	(16,642)
Total contributions by and distributions to owners	**111**	**140,784**	**(27)**	**–**	**–**	**(1,361)**	**(14,810)**	**–**	**(35,089)**	**89,608**	**(6,244)**	**83,364**
Dilution due to vesting of Origin management equity entitlements	–	–	–	–	80	(384)	(31)	334	(5,807)	(5,808)	5,808	–
Non-controlling interest forward contract	–	–	–	–	–	–	–	–	(13,429)	(13,429)	–	(13,429)
Total transactions with owners recognised directly in equity	**111**	**140,784**	**(27)**	**–**	**80**	**(1,745)**	**(14,841)**	**334**	**(54,325)**	**70,371**	**(436)**	**69,935**
At 31 July 2012	**1,172**	**773,735**	**(57)**	**285,004**	**(2,381)**	**15,403**	**10,148**	**140,298**	**1,199,808**	**2,423,130**	**86,225**	**2,509,355**

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Cash Flow Statement
for the year ended 31 July 2013

in EUR `000	Notes	2013	2012
Cash flows from operating activities			
Profit for the year		**155,792**	162,554
Income tax expense	9	**48,258**	24,572
Financing income	3	**(10,534)**	(11,758)
Financing costs	3	**74,438**	77,069
Share of profit after tax of associates and joint ventures	6	**(22,057)**	(14,200)
Net gain on acquisitions, disposals and dilution	2	**(20,249)**	(3,722)
Asset write-downs and fair value adjustments	2	**51,595**	20,221
Acquisition and restructuring-related payments in excess of current year costs		**(7,804)**	(7,201)
Depreciation of property, plant and equipment	12	**92,852**	90,679
Amortisation of intangible assets	14	**120,215**	111,491
Recognition of deferred income from government grants	23	**(2,644)**	(1,581)
Share-based payments	8	**7,344**	6,068
Other		**(2,527)**	(272)
Cash flows from operating activities before changes in working capital		**484,679**	453,920
(Increase)/decrease in inventory		**(27,167)**	(5,347)
(Increase)/decrease in trade and other receivables		**(23,071)**	(22,913)
Increase/(decrease) in trade and other payables		**35,562**	20,402
Cash generated from operating activities		**470,003**	446,062
Interest paid		**(70,544)**	(70,118)
Interest received		**2,530**	2,625
Income tax paid		**(40,014)**	(49,219)
Net cash flows from operating activities		**361,975**	329,350

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Consolidated Cash Flow Statement
(continued)
for the year ended 31 July 2013

in EUR `000	Notes	2013	2012
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		**10,230**	6,852
Proceeds from sale of investment property		**–**	485
Purchase of property, plant and equipment			
– maintenance capital expenditure		**(51,568)**	(51,832)
– investment capital expenditure		**(112,195)**	(60,136)
Grants received	23	**79**	–
Acquisitions of subsidiaries and businesses, net of cash acquired	29	**(311,609)**	(92,310)
Disposal of joint ventures and associates		**18,260**	4,675
Purchase of intangible assets		**(66,432)**	(35,932)
Dividends received	15	**6,908**	11,073
Net receipts from/(contributions to) associates and joint ventures	15	**21**	(7,731)
Contingent consideration paid	19	**(9,114)**	(13,346)
Net cash flows from investing activities		**(515,420)**	(238,202)
Cash flows from financing activities			
Net proceeds from issue of shares	26	**–**	140,854
Net proceeds from issue of perpetual callable subordinated instrument	26	**319,442**	–
Gross drawdown of loan capital	21	**27,405**	–
Gross repayment of loan capital	21	**(53,950)**	(142,255)
Capital element of finance lease liabilities	21	**(2,177)**	(2,708)
Dividend paid on perpetual callable subordinated instrument		**(16,561)**	(16,305)
Dividends paid to non-controlling interests	27	**(8,935)**	(6,437)
Dividends paid to equity shareholders		**(43,517)**	(41,490)
Net cash flows from financing activities		**221,707**	(68,341)
Net increase in cash and cash equivalents		**68,262**	22,807
Translation adjustment		**(20,875)**	4,646
Net cash and cash equivalents at start of year		**345,089**	317,636
Net cash and cash equivalents at end of year	20	**392,476**	345,089

The notes on pages 68 to 140 are an integral part of these Group consolidated financial statements.

Group Statement of Accounting Policies
for the year ended 31 July 2013

Organisation

ARYZTA AG (the 'Company') is domiciled and incorporated in Switzerland. The consolidated financial statements for the year ended 31 July 2013 consolidate the individual financial statements of the Company and its subsidiaries (together referred to as the 'Group'), and show the Group's interest in associates and joint ventures using the equity method of accounting.

The Group consolidated financial statements and the ARYZTA AG Company financial statements were authorised for issue by the directors on 26 September 2013 and are subject to approval by the shareholders at the General Meeting on 10 December 2013.

Statement of compliance

The Group consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS').

In the preparation of these Group consolidated financial statements, the Group has applied all standards that were effective for accounting periods beginning on or before 1 August 2012. The following standards and interpretations, issued by the International Accounting Standards Board ('IASB') and the IFRS Interpretations Committee, are effective for the first time in the current financial year and have been adopted by the Group:

- Amendment to IAS 1 – Presentation of Items of Other Comprehensive Income
- Amendment to IAS 12 – Deferred Tax: Recovery of Underlying Assets

While the above standards and interpretations adopted by the Group modify certain presentation and disclosure requirements, these requirements are not significantly different than information presented as part of the 31 July 2012 year-end financial statements and have no impact on the consolidated results or financial position of the Group.

The following new standards and interpretations, issued by the IASB or the IFRS Interpretations Committee, have not yet become effective. The Group has not applied early adoption in relation to them.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Standard/Interpretation	Effective date	Planned implementation by ARYZTA (reporting year to 31 July)
IFRS 9 – Financial Instruments	1 January 2015	2016
IFRS 10 – Consolidated Financial Statements	1 January 2013	2014
IFRS 11 – Joint Arrangements	1 January 2013	2014
IFRS 12 – Disclosure of Interests in Other Entities	1 January 2013	2014
IFRS 13 – Fair Value Measurement	1 January 2013	2014
IAS 27 (Revised) – Separate Financial Statements	1 January 2013	2014
IAS 28 (Revised) – Investments in Associates and Joint Ventures	1 January 2013	2014
Amendment to IFRS 7 – Financial Instruments: Disclosures	1 January 2013	2014
Amendment to IAS 19 – Employee Benefits	1 January 2013	2014
Amendment to IAS 32 – Offsetting Financial Assets and Financial Liabilities	1 January 2014	2015
Amendments to IAS 36 – Recoverable Amount Disclosures for Non-Financial Assets	1 January 2014	2015
Amendments to IAS 39 – Novation of Derivatives and Continuation of Hedge Accounting	1 January 2014	2015
Improvements to IFRSs (2011)	1 January 2013	2014

The Group has undertaken an initial assessment of the potential impact of these new standards, amendments and improvements listed above, which become effective during the year ending 31 July 2014. Based on this initial assessment, the Group does not currently believe that the adoption of these standards, amendments and interpretations will have a significant impact on the consolidated results or financial position of the Group.

Basis of preparation

The Group consolidated financial statements are prepared on a historical cost basis, except that the following assets and liabilities are stated at fair value: equity investments held at fair value through other comprehensive income, certain financial liabilities at fair value through profit or loss, investment properties and derivative financial instruments. The consolidated financial statements are presented in euro, rounded to the nearest thousand, unless otherwise stated.

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions in the application of the Group's accounting policies. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis for the judgements about carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Further information on areas involving a higher degree of judgement and accounting estimates are set out in note 34.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Income statement presentation
The Group Consolidated Income Statement is presented by function of expense. Within this presentation, net acquisition, disposal and restructuring-related costs and fair value adjustments are presented as a separate component of operating profit, due to the relative size or nature of these items. Further details related to these amounts are set out in note 2. Additionally, to enable a more comprehensive understanding of the Group's financial performance, the Group Consolidated Income Statement by nature of cost, through operating profit, is set out in note 4.

Basis of consolidation
The Group consolidated financial statements reflect the consolidation of the results, the assets and the liabilities of the parent undertaking, and all of its subsidiaries, together with the Group's share of the profits/losses of associates and joint ventures.

Subsidiary undertakings
Subsidiary undertakings are those entities over which the Group has the power to control the operating and financial policies, so as to obtain economic benefit from their activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the group controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases. Where necessary, the accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

Associates and joint ventures
Associates are those entities over which the Group has a significant influence, but not control, of the financial and operating policies. Joint ventures are those entities over whose operating and financial policies the Group exercises control jointly, under a contractual agreement, with one or more parties. Investments in associates and joint ventures are accounted for using the equity method of accounting.

Under the equity method of accounting, the Group's interest in the net assets of associates and joint ventures is included as investments in associates and joint ventures in the Group Consolidated Balance Sheet at an amount representing the Group's share of the fair value of the identifiable net assets at acquisition, plus the Group's share of post-acquisition retained income and expenses, less dividends received. The Group's investment in associates and joint ventures includes goodwill on acquisition. The Group Consolidated Income Statement reflects, in profit before tax, the Group's share of profit after tax of its associates and joint ventures and its share of post-acquisition movements in other comprehensive income are recognised in other comprehensive income, with a corresponding adjustment to the carrying amount of the investment, in accordance with IAS 28, Investments in Associates, and IAS 31, Interests in Joint Ventures. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The amounts included in these Group consolidated financial statements in respect of the post-acquisition profits or losses of associates and joint ventures are taken from their latest financial statements prepared up to their respective year ends, together with management accounts for the intervening periods to the Group's year end.

Group Statement of Accounting Policies (continued) for the year ended 31 July 2013

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in the Group Consolidated Income Statement.

Where an associate or joint venture is acquired or disposed of during the financial period, the Group consolidated financial statements include the attributable results from, or up until, the effective date when significant influence or joint control is obtained, or lost. If the ownership interest in an associate or joint venture is reduced, but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss. Dilution gains and losses arising in investments in associates are recognised in the Group Consolidated Income Statement.

Transactions eliminated on consolidation
Intra-group balances and any unrealised gains and losses or income and expenses arising from intra-group transactions, are eliminated in preparing the Group consolidated financial statements. Unrealised gains and income and expenses arising from transactions with associates and joint ventures are eliminated to the extent of the Group's interest in the entity. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that they do not provide evidence of impairment.

Revenue recognition

Revenue represents the fair value of the sale of goods supplied to third parties, after deducting trade discounts and volume rebates, and is exclusive of value-added tax. Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably. Financing income is recognised on an accruals basis, taking into consideration the sums lent and the actual interest rate applied.

Segmental reporting

Management has determined the operating segments based on the reports regularly reviewed by the Group's Chief Operating Decision Maker (CEO) in making strategic decisions, allocating resources and assessing performance.

As reflected in those reports, the Group is primarily organised into four operating segments: Food Europe, Food North America, Food Rest of World, (together referred to as the 'Food Group') and Origin, which includes the Group's separately listed 68.6% subsidiary Origin Enterprises plc ('Origin'). The Group's principal geographies are Europe, North America and Rest of World.

Food Europe has leading market positions in the speciality bakery market in Switzerland, Germany, the UK, Ireland, France, Spain, Sweden and Poland. In Europe, ARYZTA has a mixture of business-to-business and consumer brands, including: Hiestand, Klemme, Coup de Pates, Fresh Start Bakeries, Cuisine de France, Delice de France, and Honeytop. Food Europe has a diversified customer base within the foodservice and retail channels.

Group Statement of Accounting Policies (continued) for the year ended 31 July 2013

Food North America has leading positions in the speciality bakery market in the United States and Canada. It has a mixture of business-to-business and consumer brands, including: Otis Spunkmeyer, La Brea Bakery, Fresh Start Bakeries, Maidstone Bakeries, and Great Kitchens. Food North America has a diversified customer base within the foodservice and retail channels.

Food Rest of World consists of businesses in Australia, Asia, New Zealand and South America.

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

Segment assets and liabilities consist of property, plant and equipment, goodwill and intangible assets and other assets and liabilities that can be reasonably allocated to the reported segment. Unallocated assets and liabilities principally include current and deferred income tax assets and liabilities, together with financial assets and liabilities.

Net finance costs and income tax are managed on a centralised basis for the Food Group and separately for Origin. Therefore, these items are not allocated between operating segments for the purpose of presenting information to the Chief Operating Decision Maker.

Research and development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in the income statement as an expense as incurred.

Expenditure on development activities, whereby research findings are applied to a plan or design for the production of new or substantially improved products or processes, is capitalised, if the product or process is technically and commercially feasible, the attributable expenditure can be reliably measured, and the Group has sufficient resources to complete development. The expenditure capitalised includes the cost of materials, direct labour or an appropriate proportion of overheads. Capitalised development expenditure is stated at cost, less accumulated depreciation and impairment losses. Other development expenditure is recognised in the income statement as an expense as incurred.

Employee benefits

Pension obligations

Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement as the related employee service is received. The Group's net obligation in respect of defined benefit pension plans is calculated, separately for each plan, by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods. The future benefit is discounted to determine the present value of the obligation and the fair value of any plan assets is deducted. The discount rate is the yield at the balance sheet date on high-quality corporate bonds that have maturity dates approximating the terms of the Group's obligations. The calculation is performed by a qualified actuary using the projected unit credit method on an annual basis. Actuarial gains and losses are recognised in the Group Consolidated Statement of Comprehensive Income, net of related taxes. Current and past service costs are recognised as employment costs in the income statement. Interest on plan liabilities and expected return on assets are recognised in financing costs/income in the income statement.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Share-based compensation
As defined in IFRS 2, Share-based Payment, the cost of equity instruments granted is recognised at fair value, with a corresponding increase in equity. The fair value is measured at grant date and recognised over the period during which the employees become unconditionally entitled to the equity instrument. The fair value of the equity instruments granted is measured using an approved model, taking into account the terms and conditions under which the equity instruments were granted. The Group's equity-settled share-based compensation plans are subject to a non-market vesting condition; therefore, the amount recognised is adjusted annually to reflect the current estimate of achieving these conditions and the number of equity instruments expected to eventually vest.

Termination benefits
The Group recognises termination benefits when it has a formal plan to terminate the employment of current employees, which has been approved at the appropriate levels of the organisation and when the entity is demonstrably committed to a termination through announcement of the plan to those affected. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer.

Income taxation
Income tax on the profit or loss for the period comprises current and deferred tax. Income tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity or in other comprehensive income, in which case the related tax is also recognised directly in equity or in other comprehensive income, respectively. Current income tax is the expected tax payable on the taxable income for the period, using tax rates and laws that have been enacted or substantially enacted at the balance sheet date, in the respective countries where the Group and its subsidiaries operate and generate taxable income.

Deferred income tax is recognised using the balance sheet method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred income tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantially enacted at the balance sheet date. If the deferred income tax arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction does not affect accounting or taxable profit or loss, it is not recognised. Deferred income tax is provided on temporary differences arising on investments in subsidiaries, associates and joint ventures, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be recovered. Deferred income tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Group Statement of Accounting Policies (continued) for the year ended 31 July 2013

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Foreign currency

Items included in the financial statements of the Group's entities are measured using the currency of the primary economic environment in which each entity operates (the 'functional currency'). The consolidated financial statements are presented in euro, the Group's presentation currency, rounded to the nearest thousand, unless otherwise stated.

Transactions in currencies other than the functional currency of each respective entity are translated to the relevant functional currency using the foreign exchange rate at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency using the foreign exchange rate at the balance sheet date. Foreign exchange differences arising on translation are recognised in the income statement, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on consolidation, are translated to euro at the foreign exchange rates at the balance sheet date. Income and expenses of foreign operations are translated to euro at the average exchange rates for the year, unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the rate on the dates of the transactions. Foreign exchange differences arising on translation of the net assets of a foreign operation are recognised in other comprehensive income, as a change in the foreign currency translation reserve.

Exchange gains or losses on long-term intra-group loans and on foreign currency borrowings used to finance or provide a hedge against Group equity investments in non-euro denominated operations, are included in other comprehensive income, as a change in the foreign currency translation reserve to the extent that they are neither planned nor expected to be repaid in the foreseeable future, or are expected to provide an effective hedge of the net investment. Any differences that have arisen since 1 August 2004, the date of transition to IFRS, are recognised in the foreign currency translation reserve and are recycled through the Group Consolidated Income Statement on the repayment of the intra-group loan, or on disposal of the related business.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

The principal euro foreign exchange currency rates used by the Group for the preparation of these consolidated financial statements are as follows:

Currency	Average 2013	Closing 2013	Average 2012	Closing 2012
CHF	1.2204	1.2339	1.2026	1.2010
USD	1.2996	1.3280	1.3240	1.2370
CAD	1.3080	1.3644	1.3345	1.2393
GBP	0.8303	0.8630	0.8379	0.7854

Dividends

Dividends are recognised in the period in which they are approved by the Company's shareholders.

Property, plant and equipment

Property, plant and equipment is stated at cost, less accumulated depreciation and impairment losses. Other subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the item of property, plant and equipment. All other expenditures, including repairs and maintenance costs, are recognised in the income statement as an expense as incurred.

Interest on specific and general borrowings used to finance construction costs of property, plant and equipment is capitalised during the period of time that is required to complete and prepare the asset for its intended use. All other borrowing costs are expensed.

Depreciation is calculated to write off the cost less estimated residual value of property, plant and equipment, other than freehold land and assets under construction, on a straight-line basis, by reference to the following estimated useful lives:

Buildings	25 to 50	years
Plant and machinery	3 to 15	years
Motor vehicles	3 to 7.5	years

The residual value of assets, if significant, and the useful life of assets is reassessed annually. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals of property, plant and equipment are recognised on the completion of sale. Gains and losses on disposals are determined by comparing the proceeds received, net of related selling costs, with the carrying amount of the asset and are included in operating profit.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Investment properties

Investment property, principally comprised of land and buildings, is held for capital appreciation. Investment property is stated at fair value. The fair value is based on market value, being the estimated amount for which a property could be exchanged in an arm's length transaction. Any gain or loss arising from a change in fair value is recognised in the Group Consolidated Income Statement. When property is transferred to investment property following a change in use, any difference arising at the date of transfer between the carrying amount of the property immediately prior to transfer and its fair value is recognised in equity if it is a gain. Upon disposal of the property, the gain would be transferred to retained earnings. Any loss arising in this manner, unless it represents the reversal of a previously recognised gain, would be recognised immediately in the Group Consolidated Income Statement.

Leased assets

Leases of property, plant and equipment, where the Group has substantially all the risks and rewards of ownership, are classified as finance leases. Finance leases are capitalised at the inception of the lease at the lower of the fair value of the leased asset or the present value of the minimum lease payments. Assets acquired under finance leases are depreciated over the shorter of the useful life of the asset or the lease term.

The corresponding rental obligations, net of finance charges, are included in interest-bearing loans and borrowings. The interest element of the payments is charged to the income statement over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. For disclosure purposes, the fair value of finance leases is based on the present value of future cash flows, discounted at appropriate current market rates.

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the income statement on a straight-line basis over the lease term.

Business combinations and goodwill

Business combinations are accounted for by applying the acquisition method. The cost of each acquisition is measured as the aggregate of the fair value of the consideration transferred, as at the acquisition date, and the amount of any non-controlling interest in the acquiree. Where a business combination is achieved in stages, the Group's previously held interest in the acquiree is re-measured to fair value at the acquisition date and included within the consideration, with any gain or loss recognised in the Group Consolidated Income Statement.

Where any part of the consideration for a business combination is contingent, the fair value of that component is determined by discounting the estimated amounts payable to their present value at the acquisition date. The discount is unwound as a finance charge in the Group Consolidated Income Statement over the life of the obligation. Subsequent changes to the estimated amounts payable for contingent consideration are recognised as a gain or loss in the Group Consolidated Income Statement.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Goodwill is initially recognised at cost, being the difference between the cost of the acquisition over the fair value of the net identifiable assets and liabilities assumed. Following initial recognition, goodwill is stated at cost less any accumulated impairment losses.

When the initial accounting for a business combination is only provisionally determined at the end of the financial year in which the combination occurs, any adjustments to the provisional values allocated to the identifiable assets and liabilities are made within a period of no more than one year from the acquisition date.

Acquisition costs arising in connection with a business combination are expensed as incurred.

Intangible assets

Intangible assets acquired as part of a business combination are initially recognised at fair value being their deemed cost as at the date of acquisition. These generally include brand and customer-related intangible assets. Computer software that is not an integral part of an item of computer hardware is also classified as an intangible asset. Where intangible assets are separately acquired, they are capitalised at cost. Cost comprises purchase price and other applicable directly attributable costs. Intangible assets with finite lives are amortised over the period of their expected useful lives in equal annual instalments, generally as follows:

Customer relationship	5 to 25 years
Brands	10 to 25 years
Patent and other	4 to 15 years
Computer-related intangibles	3 to 5 years
ERP-related intangibles	7 years

Subsequent to initial recognition, the expected useful lives and related amortisation of finite lived intangible assets are reviewed at least at each financial year-end and if the expected economic benefits of the asset are different from previous estimates, amortisation is adjusted accordingly. Intangible assets are stated at cost, less accumulated amortisation and any impairment losses incurred. There are no intangible assets with an indefinite useful life.

Impairment of non-financial assets

The carrying amounts of the Group's assets, other than inventories (which are carried at the lower of cost and net realisable value), deferred tax assets (which are recognised based on recoverability), and those financial instruments which are carried at fair value, are reviewed to determine whether there is an indication of impairment when an event or transaction indicates that there may be, and at least at each reporting date. If any such indication exists, an impairment test is carried out and, if necessary, the asset is written down to its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and an asset's value in use. The Group tests goodwill and intangible assets not yet available for use for impairment annually, during the last quarter of the financial year, or more frequently if events or changes in circumstances indicate a potential impairment.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

An impairment loss is recognised whenever the carrying amount of an asset, or its cash-generating unit, exceeds its estimated recoverable amount. Impairment losses are recognised in the income statement as an expense. Goodwill is allocated to the various cash-generating units for the purposes of impairment testing. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit, and then to reduce the carrying amount of the other assets in the unit on a pro-rata basis. An impairment loss for goodwill is not subsequently reversed. An impairment loss for other assets may be reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Inventory
Inventory is stated at the lower of cost, on a first-in, first-out basis, and net realisable value. Cost includes all expenditure which has been incurred in the normal course of business in bringing the products to their present location and condition. Net realisable value is the estimated selling price of inventory on hand, less all further costs to completion and all costs expected to be incurred in marketing, distribution and selling.

Cash and cash equivalents
Cash equivalents are defined as short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents in the balance sheet comprise cash at bank and in hand, call deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts that are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents for the purpose of the Group Consolidated Cash Flow Statement.

Share capital
Shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity, net of tax, as a deduction from the proceeds.

If any Group company purchases ARYZTA AG's equity share capital, those shares are accounted for as treasury shares in the consolidated financial statements of the Group. Consideration paid for treasury shares, including any directly attributable incremental cost, net of tax, is deducted from equity attributable to the shareholders of the Company, until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's shareholders.

Financial assets and liabilities
Trade and other receivables
Trade and other receivables (excluding prepayments) are initially measured at fair value and are thereafter measured at amortised cost using the effective interest method, less any provision for impairment. A provision for impairment is recognised in administration expenses when there is objective evidence that the Group will not be able to collect all amounts due, according to the original terms of the receivables. If collection is expected in one year or less they are classified as current assets. If not, they are presented as non-current assets.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Where risks associated with trade receivables are transferred out of the Group under receivables purchase arrangements, such receivables are derecognised from the balance sheet, except to the extent of the Group's continued involvement or exposure.

Short-term bank deposits
Short-term bank deposits with an original maturity of three months or less, which do not meet the definition of cash and cash equivalents, are classified as loans and receivables within current assets and are stated at amortised cost in the balance sheet.

Trade and other payables
Trade and other payables are recognised initially at fair value and are subsequently measured at amortised cost, using the effective interest method. Trade and other payables are classified as current liabilities, if payment is due within one year or less, otherwise, they are presented as non-current liabilities.

Derivatives
Derivatives, including forward currency contracts, interest rate swaps and commodity futures contracts are used to manage the Group's exposure to foreign currency risk, interest rate risk and commodity price risk. These derivatives are generally designated as cash flow hedges in accordance with IAS 39, Financial Instruments: Recognition and Measurement.

Derivative financial instruments are initially recorded at fair value on the date the contract is entered into and are subsequently re-measured to fair value, as of each reporting date, using quoted market values. The gain or loss arising on re-measurement is recognised in the income statement, except where the instrument is a designated hedging instrument.

Cash flow hedges
Subject to the satisfaction of certain criteria relating to the documentation of the risk, objectives and strategy for the hedging transaction and the ongoing measurement of its effectiveness, cash flow hedges are accounted for under hedge accounting rules. In such cases, any unrealised gain or loss arising on the effective portion of the derivative instrument is recognised in other comprehensive income, as part of the cash flow hedge reserve. Unrealised gains or losses on any ineffective portion are recognised in the income statement. When the hedged transaction occurs the related gains or losses in the cash flow hedge reserve are transferred to the income statement.

Interest-bearing loans and borrowings
Interest-bearing borrowings are recognised initially at fair value, net of attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are capitalised as transaction costs of the loan, to the extent that it is probable that some or all of the facility will be drawn down, and are amortised over the period of the facility to which the fees relate.

For interest-bearing loans and borrowings with a contractual re-pricing date of less than six months, the nominal amount is considered to approximate fair value for disclosure purposes. For loans with a re-pricing date of greater than six months, the fair value is calculated based on the expected future principal and interest cash flows, discounted at appropriate current market interest rates.

Group Statement of Accounting Policies (continued)
for the year ended 31 July 2013

Other equity reserve
Perpetual callable subordinated instruments are recognised within other equity reserves, net of attributable transaction costs. These amounts are maintained within other equity reserves at historical cost, until such time that management and the Board of Directors have approved the settlement of such amounts. Any difference between the amount paid upon settlement of instruments without a maturity date and the historical cost is recognised directly within retained earnings. Dividends associated with these instruments are recognised directly within retained earnings.

Government grants
Grants that compensate the Group for the cost of an asset are shown as deferred income in the balance sheet and are recognised in the income statement in instalments on a basis consistent with the depreciation policy of the relevant assets. Other grants are credited to the income statement to offset the matching expenditure.

Provisions
A provision is recognised in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation and the outflow can be reliably measured. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Transactions with non-controlling interests
The Group treats transactions with non-controlling interests as transactions with equity owners of the Group. For purchases from non-controlling interests, the difference between any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

When the Group ceases to have control or significant influence, any retained interest in the entity is re-measured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

Reclassifications and adjustments
Certain amounts in the 31 July 2012 Group consolidated financial statement notes have been reclassified or adjusted to conform to the 31 July 2013 presentation. These reclassifications or adjustments were made for presentation purposes and have no effect on total revenues, expenses, profit for the year, total assets, total liabilities, equity or cash flow classifications as previously reported.

Notes to the Group Consolidated Financial Statements
for the year ended 31 July 2013

1 Segment information

1.1 Analysis by business segment

I) Segment revenue and result	Food Europe		Food North America		Food Rest of World		Total Food Group		Origin		Total Group	
in EUR `000	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012
Segment revenue[1]	**1,391,525**	1,273,707	**1,459,805**	1,372,411	**234,187**	221,526	**3,085,517**	2,867,644	**1,418,173**	1,340,023	**4,503,690**	4,207,667
Operating profit before net acquisition, disposal and restructuring-related costs and fair value adjustments [2]	**135,483**	124,750	**141,287**	128,597	**23,283**	21,696	**300,053**	275,043	**63,200**	62,823	**363,253**	337,866
Net acquisition, disposal and restructuring-related costs and fair value adjustments [2] (note 2)	**(68,019)**	(40,700)	**(51,795)**	(44,044)	**–**	1,267	**(119,814)**	(83,477)	**2,458**	(16,152)	**(117,356)**	(99,629)
Operating profit	**67,464**	84,050	**89,492**	84,553	**23,283**	22,963	**180,239**	191,566	**65,658**	46,671	**245,897**	238,237
Share of profit after tax of associates and joint ventures	**–**	39	**201**	430	**–**	593	**201**	1,062	**21,856**	13,138	**22,057**	14,200
Profit before financing income, financing cost and income tax expense	**67,464**	84,089	**89,693**	84,983	**23,283**	23,556	**180,440**	192,628	**87,514**	59,809	**267,954**	252,437
Financing income[3]							**3,666**	4,473	**6,868**	7,285	**10,534**	11,758
Financing costs[3]							**(61,427)**	(63,190)	**(13,011)**	(13,879)	**(74,438)**	(77,069)
Profit before income tax expense as reported in Group Consolidated Income Statement							**122,679**	133,911	**81,371**	53,215	**204,050**	187,126

1 There were no significant intercompany revenues between business segments.

2 Certain central executive and support costs have been allocated against the operating profits of each business segment.

3 Finance income/(costs) and income tax expense are managed on a centralised basis for the Food Group and separately for Origin. Therefore, these items are not allocated between business segments for the purposes of presenting information to the Chief Operating Decision Maker.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

II) Segment assets	Food Europe		Food North America		Food Rest of World		Total Food Group		Origin		Total Group	
in EUR `000	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012
Segment assets excluding investments in associates and joint ventures	**2,162,369**	1,760,828	**1,894,380**	2,042,006	**307,428**	329,833	**4,364,177**	4,132,667	**682,382**	626,653	**5,046,559**	4,759,320
Investments in associates and joint ventures and related financial assets	–	530	–	2,015	–	–	–	2,545	**84,668**	162,062	**84,668**	164,607
Segment assets	**2,162,369**	1,761,358	**1,894,380**	2,044,021	**307,428**	329,833	**4,364,177**	4,135,212	**767,050**	788,715	**5,131,227**	4,923,927
Reconciliation to total assets as reported in the Group Consolidated Balance Sheet												
Derivative financial instruments							**1,329**	327	**492**	95	**1,821**	422
Cash and cash equivalents							**501,438**	452,175	**125,484**	95,299	**626,922**	547,474
Deferred income tax assets							**66,642**	80,745	**4,504**	4,720	**71,146**	85,465
Total assets as reported in Group Consolidated Balance Sheet							**4,933,586**	4,668,459	**897,530**	888,829	**5,831,116**	5,557,288

III) Segment liabilities	Food Europe		Food North America		Food Rest of World		Total Food Group		Origin		Total Group	
in EUR `000	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012
Segment liabilities	**424,683**	314,553	**210,143**	208,659	**41,527**	40,297	**676,353**	563,509	**436,349**	447,373	**1,112,702**	1,010,882
Reconciliation to total liabilities as reported in Group Consolidated Balance Sheet												
Interest-bearing loans and borrowings							**1,350,666**	1,428,458	**155,043**	163,107	**1,505,709**	1,591,565
Derivative financial instruments							**1,283**	2,066	**2,207**	3,858	**3,490**	5,924
Current and deferred income tax liabilities							**420,120**	408,395	**28,466**	31,167	**448,586**	439,562
Total liabilities as reported in Group Consolidated Balance Sheet							**2,448,422**	2,402,428	**622,065**	645,505	**3,070,487**	3,047,933

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

IV) Other segment information	Food Europe		Food North America		Food Rest of World		Total Food Group		Origin		Total Group	
in EUR `000	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012
Depreciation	**43,929**	43,204	**34,688**	35,676	**8,866**	6,610	**87,483**	85,490	**5,369**	5,189	**92,852**	90,679
ERP-related amortisation	**2,069**	778	**4,138**	4,074	**–**	–	**6,207**	4,852	**1,677**	455	**7,884**	5,307
Amortisation of other intangible assets	**50,507**	44,745	**48,999**	47,694	**7,136**	7,344	**106,642**	99,783	**5,689**	6,401	**112,331**	106,184
Capital expenditure												
– Property, plant and equipment	**82,739**	37,318	**35,375**	45,723	**44,858**	28,272	**162,972**	111,313	**7,964**	5,768	**170,936**	117,081
– Computer-related intangibles	**46,270**	14,244	**14,529**	9,637	**1,781**	7,492	**62,580**	31,373	**5,826**	5,987	**68,406**	37,360
– Other intangibles	**–**	–	**–**	–	**–**	–	**–**	–	**295**	575	**295**	575
Total capital expenditure	**129,009**	51,562	**49,904**	55,360	**46,639**	35,764	**225,552**	142,686	**14,085**	12,330	**239,637**	155,016

1.2 Analysis by geography

	Europe		North America		Rest of World		Total Group	
in EUR `000	**2013**	2012	**2013**	2012	**2013**	2012	**2013**	2012
Revenue by geography[1]	**2,809,698**	2,613,730	**1,459,805**	1,372,411	**234,187**	221,526	**4,503,690**	4,207,667
Assets by geography	**2,929,419**	2,550,073	**1,894,380**	2,044,021	**307,428**	329,833	**5,131,227**	4,923,927
IFRS 8 non-current assets[2]	**2,177,166**	1,954,207	**1,717,422**	1,845,060	**260,153**	289,177	**4,154,741**	4,088,444

1 Revenues from external customers attributed to the Group's country of domicile, Switzerland, are 4.9% (2012: 5.3%) of total Group revenues. Revenues from external customers attributed to material foreign countries are United States 29.1% (2012: 29.2%), United Kingdom 26.9% (2012: 29.8%) and Germany 9.5% (2012: 7.4%). For the purposes of this analysis, customer revenues are allocated based on geographic location of the subsidiary vendor. As is common in this industry, the Group has a large number of customers, and there is no single customer with a share of revenue greater than 10% of total Group revenue.

2 Non-current assets as reported under IFRS 8, Operating Segments, include all non-current assets as presented in the Group Consolidated Balance Sheet, with the exception of deferred taxes. Non-current assets attributed to the Group's country of domicile, Switzerland, are 8.9% of total Group non-current assets (2012: 9.4%). Non-current assets attributed to material foreign countries are: United States 28.3% (2012: 31.3%), United Kingdom 8.6% (2012: 10.9%) and Germany 16.2% (2012: 9.0%).

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

2 Net acquisition, disposal and restructuring-related costs and fair value adjustments

in EUR `000	Notes	Food Europe 2013	Food Europe 2012	Food North America 2013	Food North America 2012	Food Rest of World 2013	Food Rest of World 2012	Total Food Group 2013	Total Food Group 2012	Origin 2013	Origin 2012	Total Group 2013	Total Group 2012
Gain/(loss) on acquisition, disposals and dilution													
Gain/(loss) on disposal of interest in joint ventures and associate	2.1	**–**	–	**(705)**	–	**–**	1,417	**(705)**	1,417	**20,954**	–	**20,249**	1,417
Gain on dilution of associate interests	2.2	**–**	–	**–**	–	**–**	–	**–**	–	**–**	2,305	**–**	2,305
Net gain/(loss) on acquisition, disposals and dilution		**–**	–	**(705)**	–	**–**	1,417	**(705)**	1,417	**20,954**	2,305	**20,249**	3,722
Acquisition-related costs	2.3	**(3,427)**	(1,654)	**(2,063)**	–	**–**	(150)	**(5,490)**	(1,804)	**–**	(1,451)	**(5,490)**	(3,255)
Restructuring-related costs and fair value adjustments	2.4												
Asset write-downs		**(23,228)**	(3,744)	**(13,149)**	(4,006)	**–**	–	**(36,377)**	(7,750)	**(8,612)**	(2,806)	**(44,989)**	(10,556)
Fair value adjustments of investment properties		**(273)**	–	**–**	–	**–**	–	**(273)**	–	**(6,333)**	(9,665)	**(6,606)**	(9,665)
Severance and other staff-related costs		**(23,179)**	(25,758)	**(15,460)**	(24,881)	**–**	–	**(38,639)**	(50,639)	**(3,227)**	(4,535)	**(41,866)**	(55,174)
Grant-related costs		**–**	(713)	**–**	–	**–**	–	**–**	(713)	**–**	–	**–**	(713)
Contractual obligations		**(82)**	(2,175)	**(5,278)**	(837)	**–**	–	**(5,360)**	(3,012)	**–**	–	**(5,360)**	(3,012)
Advisory and other costs		**(17,830)**	(6,656)	**(15,140)**	(14,320)	**–**	–	**(32,970)**	(20,976)	**(324)**	–	**(33,294)**	(20,976)
Total restructuring-related costs and fair value adjustments		**(64,592)**	(39,046)	**(49,027)**	(44,044)	**–**	–	**(113,619)**	(83,090)	**(18,496)**	(17,006)	**(132,115)**	(100,096)
Total acquisition, disposal and restructuring-related costs and fair value adjustments		**(68,019)**	(40,700)	**(51,795)**	(44,044)	**–**	1,267	**(119,814)**	(83,477)	**2,458**	(16,152)	**(117,356)**	(99,629)

2.1 Gain/(loss) on disposal of interests in joint ventures and associate

During July 2013, Origin announced it had reached conditional agreement to dispose of its 50% interest in Welcon to its joint venture partner, Austevoll Seafoods ASA, for cash consideration of NOK 740 million. As all conditions were fulfilled by 31 July 2013, the disposal has been reflected in the financial year ended 31 July 2013. The consideration is shown as a receivable in the amount of €94,002,000 in the Group Consolidated Balance Sheet at 31 July 2013 (note 17). The transaction completed during August 2013 and the proceeds were received in full. As the proceeds received were in excess of the carrying value of the investment of €73,873,000, the transaction resulted in a gain on disposal of €20,631,000, net of foreign exchange gains recycled from other comprehensive income of €3,653,000 and disposal-related costs of €3,151,000.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

In June 2013, Continental Farmers Group was acquired by United Farmers Holding Company. As a result, Origin no longer has an investment in Continental Farmers Group. Consideration on disposal was €16,910,000, which was in excess of Origin's carrying value of the investment of €16,587,000, resulting in a gain on disposal of €323,000.

During January 2013, the Food Group completed the disposal of its interest in a joint venture, previously held as part of the Food North America segment. Consideration received on disposal was €1,941,000, which was less than the investment carrying value of €2,646,000 at the time, resulting in a loss of €705,000.

In financial year 2012, the Food Group completed the disposal of its interest in a joint venture, previously held as part of the Food Rest of World segment. Consideration received on disposal was €4,675,000, which was in excess of the investment carrying value of €3,258,000 at the time, resulting in a gain of €1,417,000.

2.2 Gain on dilution of associate interests (financial year 2012)

In financial year 2012, Origin's investment in Valeo was reduced from 44.1% to 32.0% as a result of Valeo raising additional funding from investors. As a result of this transaction, the Group recorded a gain of €2,305,000 on the dilution of the holding, which is recorded in the Group Consolidated Income Statement for the year ended 31 July 2012.

2.3 Acquisition-related costs

Acquisition-related costs of €5,490,000 incurred during the year ended 31 July 2013 relate to Food Group acquisition-related activities. Acquisition costs of €3,255,000 incurred during the year ended 31 July 2012 related primarily to Origin's share of Valeo transaction and rationalisation costs, as well as costs associated with the prior year Food Group acquisitions. These costs include share purchase tax, due diligence and other professional services fees.

2.4 Restructuring-related costs and fair value adjustments

During the financial year 2013, progress has continued on the Food Group ATI programme to integrate or rationalise existing business assets to enable optimised manufacturing and business support throughout the Group. Origin has also continued to progress on its own separate business transformation programme. As a result of these programmes the Group has recognised costs, including providing for amounts as required by IAS 37, Provisions, Contingent Liabilities and Contingent Assets, in the Group Consolidated Income Statement as follows:

Asset write-downs

The Group incurred €44,989,000 (2012: €10,556,000) of asset write-downs during the year. These amounts relate to the write-down of certain distribution, manufacturing and administration assets, due to the closure and/or reduction in the activities related to those assets. These amounts primarily related to the closure of 50 distribution centres and 224 truck routes as a result of discontinuing Direct Store Delivery in Food North

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

America, as well as the continued evaluation of the manufacturing and distribution footprint across the various Food Europe business units as part of the Food Group ATI integration and rationalisation programme. Based on the anticipated future use of certain items within property, plant and equipment, Origin management obtained an external valuation and adjusted the carrying values accordingly.

Fair value adjustments
The Group incurred €6,606,000 (2012: €9,665,000) of fair value adjustments related to the carrying value of investment properties, based on the results of independent valuations. These adjustments are primarily the result of the continuing decline in the Irish property market, lack of transactions, restricted bank financing for property-related deals, a generally difficult economic environment, and in particular the indication that the value of development land in regional areas is converging to that of agricultural land.

Severance and other staff-related costs
The Group has incurred and provided for €41,866,000 (2012: €55,174,000) in severance and other staff-related costs during the year, in relation to employees whose service was discontinued following certain rationalisation decisions throughout the Group. These costs also primarily related to discontinuing Direct Store Delivery in Food North America and the continued evaluation of the manufacturing and distribution footprint across the various Food Europe business units.

Grant-related costs
The termination of certain activities caused by the Group’s integration and rationalisation programmes in the prior year resulted in the triggering of related grant repayment conditions. This resulted in the reversal of €713,000 in grants previously amortised through the prior year Group Consolidated Income Statement.

Contractual obligations
The operational decisions made through the Group's integration and rationalisation projects triggered early termination penalties and resulted in certain operational contracts becoming onerous. The Group incurred total costs of €5,360,000 (2012: €3,012,000) during the year to either exit or provide for such contractual obligations.

Advisory costs and other costs
During the year, the Group incurred €33,294,000 (2012: €20,976,000) in other costs related directly to the implementation of the integration and rationalisation programs. These costs are composed principally of restructuring-related advisory costs, site restoration costs, costs associated with establishing shared service centres for centralisation of certain administrative functions and other directly attributable incremental costs.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

3 Financing income and costs

in EUR `000	2013	2012
Financing income		
Interest income	**4,739**	5,186
Defined benefit plans: expected return on plan assets (note 25)	**5,795**	5,904
Foreign exchange gain realised on settlement of quasi-equity intercompany loans	**–**	668
Total financing income recognised in Group Consolidated Income Statement	**10,534**	11,758
Financing costs		
Interest cost on bank loans and overdrafts	**(68,328)**	(70,357)
Interest cost under finance leases	**(31)**	(159)
Defined benefit plans: interest cost on plan liabilities (note 25)	**(5,892)**	(5,965)
Interest cost on contingent consideration (note 19)	**(187)**	(588)
Total financing costs recognised in Group Consolidated Income Statement	**(74,438)**	(77,069)
Recognised directly in other comprehensive income		
Effective portion of changes in fair value of interest rate swaps[1]	**79**	(3,122)
Total financing gain/(loss) recognised directly in other comprehensive income	**79**	(3,122)

1 No unrealised gains or losses on any ineffective portion of derivatives have been recognised in the income statement.

4 Other information

Group Consolidated Income statement by nature of cost through to operating profit

in EUR `000	2013	2012
Revenue	**4,503,690**	4,207,667
Raw materials and consumables used	**(2,674,432)**	(2,507,762)
Employment costs (note 7)	**(658,485)**	(603,555)
Other direct and indirect costs	**(531,633)**	(495,172)
Amortisation of intangible assets (note 14)	**(120,215)**	(111,491)
Depreciation of property, plant and equipment (note 12)	**(92,852)**	(90,679)
Recognition of deferred income from government grants (note 23)	**2,644**	1,581
Operating lease rentals	**(55,831)**	(55,148)
Research and development expenditure	**(9,633)**	(7,575)
Net gain on acquisitions, disposals and dilution (note 2)	**20,249**	3,722
Acquisition-related costs (note 2)	**(5,490)**	(3,255)
Asset write-downs and fair value adjustments (note 2)	**(51,595)**	(20,221)
Other restructuring-related costs (note 2)	**(80,520)**	(79,875)
Operating profit	**245,897**	238,237

Group revenue categories

Group revenue relates primarily to sale of products.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The above amounts are further analysed as follows:

Depreciation of property, plant and equipment

in EUR `000	2013	2012
– owned assets	**92,079**	89,896
– leased assets	**773**	783
	92,852	90,679

Operating lease rentals

in EUR `000	2013	2012
– Food Group	**49,635**	47,759
– Origin	**6,196**	7,389
	55,831	55,148

Research and development expenditure

in EUR `000	2013	2012
– Food Group	**8,424**	6,943
– Origin	**1,209**	632
	9,633	7,575

Auditor's remuneration

in EUR `000	2013	2012
– Auditor's remuneration for audit and audit-related services	**2,532**	2,621
– Auditor's remuneration for tax compliance and related services	**1,214**	1,178
– Auditor's remuneration for tax consulting services	**686**	904
– Auditor's remuneration for advisory services	**–**	100
	4,432	4,803

– Total other fees / Audit and audit-related fees	**75%**	83%
– Tax consulting or advisory fees / Audit and audit-related fees	**27%**	38%

5 Directors' emoluments

Directors' emoluments are disclosed in note 10 of the ARYZTA AG Company Financial Statements (pages 149 to 153).

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

6 Share of profit after tax of associates and joint ventures

Joint ventures

in EUR `000	2013	2012
Group share of:		
Revenue	**348,462**	264,764
Share of profit of joint ventures after tax and before acquisition and restructuring-related costs (note 15)	**14,637**	7,101

Associates

in EUR `000	2013	2012
Group share of:		
Revenue	**252,972**	234,593
Share of profit of associates after tax and before acquisition and restructuring-related costs (note 15)	**7,420**	7,099
Share of profit of associates and joint ventures after tax and before acquisition and restructuring-related costs (note 15)	**22,057**	14,200

7 Employment

Full-time equivalent persons employed by the Group during the year

	2013	2012
Sales and distribution	**3,847**	4,265
Production	**10,204**	8,590
Management and administration	**1,544**	1,389
	15,595	14,244

Aggregate employment costs of the Group

in EUR `000	2013	2012
Wages and salaries	**582,802**	526,421
Social welfare costs	**56,784**	56,478
Defined contribution plans (note 25)	**11,767**	11,311
Defined benefit plans – current service cost (note 25)	**3,444**	3,277
Defined benefit plans – past service gain (note 25)	**(1,197)**	–
Defined benefit plans – curtailment gain (note 25)	**(2,459)**	–
Share-based payments (note 8)	**7,344**	6,068
	658,485	603,555

8 Share-based payments

The Group has outstanding grants of equity-based incentives under the following LTIP plans:

- ARYZTA Matching Plan LTIP
- ARYZTA Option Equivalent Plan LTIP
- Origin Enterprises Long-Term Incentive Plan
- Origin Enterprises Matching Plan LTIP

The total cost reported in the Group consolidated financial statements in relation to equity settled share-based payments is €7,811,000 (2012: €7,065,000), of which €7,344,000 (2012: €6,068,000) was reported in the Group Consolidated Income Statement.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

Analysis of movements within the LTIP plans during the period are as follows:

8.1 ARYZTA Matching Plan LTIP

Matching Plan awards	Weighted conversion price 2013 in CHF	Number of equity entitlements 2013	Weighted conversion price 2012 in CHF	Number of equity entitlements 2012
Outstanding at beginning of the year	**0.02**	**750,000**	0.02	975,000
Exercised during the year	**0.02**	**–**	0.02	(975,000)
Issued during the year	**0.02**	**222,750**	0.02	944,250
Forfeited during the year	**0.02**	**(246,750)**	0.02	(194,250)
Outstanding at the end of the year	**0.02**	**726,000**	0.02	750,000
Vested at end of the year	**–**	**–**	–	–

Matching Plan awards outstanding by conversion price	Conversion price in CHF	Number of equity entitlements	Actual remaining life (years)
Issued during financial years 2012 and 2013	0.02	**726,000**	**8.2**
As of 31 July 2013	0.02	**726,000**	**8.2**

Plan description

The equity instruments granted under the ARYZTA Matching Plan LTIP are equity-settled share-based payments as defined in IFRS 2, Share-based Payment. The Group has no legal or constructive obligation to repurchase or settle the Matching Plan awards in cash.

Participants with Matching Plan awards have the prospect of receiving up to three shares for each recognised qualifying interest held throughout the performance period. Vesting is determined by reference to compound annual underlying fully diluted EPS growth. For awards outstanding as of 31 July 2013, vesting may occur on a fractional pro-rata basis ranging from a multiple of one to three for growth between 10.0% and 15.0%. In the event of the minimum 10.0% growth target not being achieved, no awards vest.

Awards under the Matching Plan are subject to additional conditions, including notably: (a) the requirement to remain in service throughout the performance period; (b) the requirement to hold recognised qualifying interests throughout the performance period; (c) the requirement that the ARYZTA Food Group's reported ROIC over the expected performance period is not less than its weighted average cost of capital and (d) the requirement that annual dividends to shareholders are at least 15% of the underlying EPS during the performance period.

The Matching Plan Awards can be exercised as of the time the performance conditions described above have been met, but no longer than ten years after grant date.

The fair value assigned to equity entitlements issued under the ARYZTA Matching Plan represents the full value of an ordinary share on the date of grant, adjusted for the estimated lost dividends between date of issue and vesting date and adjusted for the nominal value of the share. The weighted average fair value of Matching Plan entitlements granted during the year was CHF 45.30 (2012: CHF 38.54).

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

8.2 ARYZTA Option Equivalent Plan LTIP

Option Equivalent Plan awards	**Weighted conversion price 2013 in CHF**	**Number of equity entitlements 2013**	Weighted conversion price 2012 in CHF	Number of equity entitlements 2012
Outstanding at beginning of the year	**38.72**	**2,510,000**	37.23	1,200,000
Issued during the year	**46.70**	**222,750**	39.95	1,569,250
Exercised during the year	**37.23**	**(370,000)**	–	–
Forfeited during the year	**42.26**	**(123,250)**	39.27	(259,250)
Outstanding at the end of the year	**39.56**	**2,239,500**	38.72	2,510,000
Vested at end of the year	**37.23**	**765,000**	–	–

Option Equivalent Plan awards outstanding by conversion price	Conversion price in CHF	**Number of equity entitlements**	**Actual remaining life (years)**
Issued during financial year 2010	37.23	**765,000**	**6.1**
Issued during financial year 2012	39.95	**1,294,000**	**8.2**
Issued during financial year 2013	46.70	**180,500**	**9.3**
As of 31 July 2013	39.56	**2,239,500**	**7.6**

Plan description

The equity instruments granted under the ARYZTA Option Equivalent Plan LTIP are equity-settled share-based payments as defined in IFRS 2, Share-based Payment. The Group has no legal or constructive obligation to repurchase or settle the Option Equivalent awards in cash.

Vesting of the awards under the Option Equivalent Plan is conditional on compound annual growth in underlying fully diluted EPS in three consecutive accounting periods exceeding the compound growth in the Euro-zone Core Consumer Price Index, plus 5%, on an annualised basis.

Awards under the Option Equivalent Plan are subject to additional conditions, including notably: (a) the requirement to remain in service throughout the performance period; (b) the requirement that the ARYZTA Food Group's reported ROIC over the expected performance period is not less than its weighted average cost of capital and (c) the requirement that annual dividends to shareholders are at least 15% of the underlying EPS during the performance period.

The Option Equivalent Plan awards can be exercised as of the time the performance conditions described above have been met, but no longer than ten years after grant date.

The weighted average fair value assigned to share option equivalents granted under the ARYZTA Option Equivalent Plan LTIP during the year ended 31 July 2013 was CHF 7.27, which was determined using the Black-Scholes valuation model. The significant inputs into the model were the price of the shares as at the grant date, an expected option life of four years, expected share price volatility of 23.91%, the exercise price of CHF 46.70, the expected dividend yield of 1.5%, and the risk-free rate of 0.0%.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The Group's compound annual growth in underlying fully diluted EPS for the three consecutive accounting periods ended 31 July 2012 was 12.9%, which exceeded the growth in the Euro-zone Core Consumer Price Index over the same period of 1.3%, plus 5%. Accordingly, the performance conditions associated with the Option Plan awards issued during FY 2010 were met during FY 2012. As a result, on 20 September 2012, the Nomination and Remuneration Committee approved the vesting of the 1,135,000 Option Plan awards granted in FY 2010. Of these vested awards, 370,000 were exercised during FY 2013, in exchange for 81,915 shares issued out of shares previously held in treasury by ARY LTIP Trustee. The weighted average share price at the time of these exercises was CHF 47.83 per share. An additional 765,000 (550,000 of which are held by Executive Management) remain vested, but unexercised.

8.3 Origin Enterprises Long-Term Incentive Plan

Participation in the Origin Plan is available only to employees of Origin and is specifically not available to ARYZTA executives, officers or employees.

The equity entitlements issued under the Origin plan are equity-settled share-based payments as defined in IFRS 2, Share-based Payment. The weighted average fair value assigned to equity entitlements issued under the Origin Plan represents the fair value of an ordinary share on the date of grant adjusted for the lost dividends between date of issue and vesting date.

Origin Plan – ordinary share awards

Under the terms of the Origin Plan, 4,682,134 ordinary shares were issued to senior executives of Origin during the year ended 31 July 2007. As the consideration paid for these shares equalled their fair value, no additional share-based compensation charge was recorded under IFRS 2, Share-based Payment. To retain the ordinary shares issued under the terms of the Origin Plan, the senior executives had to remain with Origin for five years and specified financial and business related targets had to be achieved. If the senior executive left before the end of the five year period or if the financial and business targets were not achieved, the ordinary shares issued under the terms of the Origin Plan could have been reacquired by Origin at the lower of the amount paid for the shares and the then fair market value of the shares. The specified targets were achieved during financial year 2012 and accordingly the shares can no longer be reacquired.

Origin Plan – awards of other equity entitlements

Under the terms of the Origin Plan, senior executives of Origin were also issued equity entitlements in Origin at par value, during 2007 and 2008. These equity entitlements convert on a one-to-one basis into ordinary shares in Origin after the expiration of five years, only if specified EPS growth targets are achieved and the employee remains in employment.

During the five year period to 31 July 2011, the Origin EPS growth targets were achieved. As a result, during April 2012 a total of 5,003,238 equity entitlements were converted on a one for one basis into ordinary shares. During the five year period to 31 July 2012 the Origin EPS growth targets were also achieved. As a result, during March 2013 the remaining 480,345 equity entitlements were converted on a one for one basis into ordinary shares.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

The table below shows the movement in equity entitlements during the year:

Origin 2007 Plan awards	Weighted conversion price 2013 in EUR	Number of equity entitlements 2013	Weighted conversion price 2012 in EUR	Number of equity entitlements 2012
Outstanding at beginning of the year	**0.01**	**480,345**	0.01	5,483,583
Converted to ordinary shares during the year	**0.01**	**(480,345)**	0.01	(5,003,238)
Outstanding at the end of the year	–	–	0.01	480,345
Vested at end of the year	–	–	–	–

8.4 Origin Enterprises Matching Plan LTIP

During the year, the Origin Matching Plan LTIP was established under the terms of the Origin Long Term Incentive Plan 2012, as approved by the Origin Enterprises plc shareholders in November 2011. The details are as follows:

Matching Plan awards	Weighted conversion price in EUR	Number of equity entitlements
Outstanding at beginning of the year	–	–
Issued during the year	**0.04**	**1,336,633**
Outstanding at the end of the year	**0.04**	**1,336,633**
Vested at end of the year	–	–

Matching Plan awards outstanding by conversion price	Conversion price in EUR	Number of equity entitlements	Actual remaining life (years)
Issued during financial year 2013	0.04	**1,336,633**	**8.0**
As of 31 July 2013	0.04	**1,336,633**	**8.0**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Plan Description
The equity instruments granted under the Origin Matching Plan LTIP are equity-settled share-based payments, as defined in IFRS 2, Share-based Payment. Neither Origin nor ARYZTA have a legal or constructive obligation to repurchase or settle the Origin Matching Plan equity entitlements in cash.

Participants with Origin Matching Plan awards have the prospect of receiving up to three Origin shares for each recognised qualifying interest held throughout the performance period. Vesting is determined by reference to Origin's underlying fully diluted EPS growth. Vesting may occur on a fractional pro-rata basis ranging from a multiple of one to three, up to a maximum of 1,336,633 for growth between 7.5% and 12.5%. In the event of the minimum 7.5% growth target not being achieved, no awards vest.

Awards under the Origin Matching Plan are subject to additional conditions, including notably: (a) the requirement to remain in service throughout the performance period; (b) the requirement to hold recognised qualifying shares in Origin throughout the performance period; (c) the requirement that the Origin Group's return on invested capital over the expected performance period is not less than its weighted average cost of capital and (d) the requirement that annual dividends to shareholders are at least 33% of Origin's underlying EPS during the performance period.

The Origin Matching Plan Awards can be exercised as of the time the performance conditions described above have been met, but no later than 31 July 2021.

The fair value assigned to equity entitlements issued under the Origin Matching Plan LTIP represents the full value of an ordinary share on the date of grant, adjusted for the estimated lost dividend between date of issue and vesting date and adjusted for the nominal value of the shares. The weighted average fair value of Origin Matching Plan entitlements granted during the year was €3.51.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

9 Income tax expense

Income tax expense

in EUR `000	2013	2012
Current tax charge	**55,832**	37,584
Deferred tax credit (note 24)	**(7,574)**	(13,012)
Income tax expense	**48,258**	24,572

Reconciliation of average effective tax rate to applicable tax rate

in EUR `000	2013	2012
Profit before tax	**204,050**	187,126
Less share of profits after tax of associates and joint ventures	**(22,057)**	(14,200)
	181,993	172,926
Income tax on profits for the year at 21.2% (2012: 21.2%)[1]	**38,582**	36,660
(Income)/expenses not (taxable)/deductible for tax purposes	**(421)**	(7,523)
Income subject to lower rates of tax	**(5,401)**	(11,367)
Recognition of previously unrecognised deferred taxes	**14,574**	7,080
Change in estimates and other prior year adjustments:		
– Current tax	**1,538**	(1,280)
– Deferred tax	**(614)**	1,002
Income tax expense	**48,258**	24,572

Current and deferred tax movements recognised directly in other comprehensive income

in EUR `000	2013	2012
Relating to tax rate changes	**462**	858
Relating to foreign exchange translation effects	**1,630**	(6,863)
Relating to cash flow hedges	**817**	(259)
Relating to Group employee benefit plans actuarial losses (note 25)	**(356)**	(2,002)
	2,553	(8,266)

1 21.2% is the standard rate of income tax applicable to trading profits in Zurich, Switzerland.

10 Dividends

At the Annual General Meeting on 10 December 2013, shareholders will be invited to approve a proposed dividend of CHF 0.6652 (€0.5405) per share, to be paid to shareholders after the balance sheet date. A dividend of CHF 0.6125 was paid during the year (2012: CHF 0.5679).

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

11 Earnings per share

Basic earnings per share	2013 in EUR `000	2012 in EUR `000
Profit attributable to equity shareholders	**129,415**	146,264
Perpetual callable subordinated instrument accrued dividend (note 26)	**(19,898)**	(16,642)
Profit used to determine basic earnings per share	**109,517**	129,622

Weighted average number of ordinary shares	'000	'000
Ordinary shares outstanding at 1 August[1]	**88,038**	82,810
Effect of exercise of equity instruments during the year[2]	**67**	827
Effect of shares issued during the year	**–**	2,300
Weighted average number of ordinary shares used to determine basic earnings per share	**88,105**	85,937

Basic earnings per share	**124.3 cent**	150.8 cent

Diluted earnings per share	2013 in EUR `000	2012 in EUR `000
Profit used to determine basic earnings per share	**109,517**	129,622
Effect on non-controlling interests share of reported profits, due to dilutive impact of Origin management equity entitlements[3]	**(116)**	(557)
Profit used to determine diluted earnings per share	**109,401**	129,065

Weighted average number of ordinary shares (diluted)	'000	'000
Weighted average number of ordinary shares used to determine basic earnings per share	**88,105**	85,937
Effect of equity-based incentives with a dilutive impact[2]	**454**	291
Weighted average number of ordinary shares used to determine diluted earnings per share[4]	**88,559**	86,228

Diluted earnings per share	**123.5 cent**	149.7 cent

1 Issued share capital excludes treasury shares as detailed in note 26.

2 The change in the equity instruments with a dilutive impact is due to continued vesting of management share-based incentives, offset by the impact of incentives exercised during the year, which are now included in the weighted average number of ordinary shares used to determine basic earnings per share.

3 Reflects the dilutive impact of equity entitlements granted to Origin senior management under the Origin Plan, as detailed in notes 8.3 and 8.4 of these Group consolidated financial statements. These equity entitlements dilute the Group's share of Origin profits available as part of its diluted earnings per share calculation.

4 The 31 July 2013 weighted average number of ordinary shares used to calculate diluted earnings per share is 88,559,475 (2012: 86,228,153). The increase in the weighted average number of ordinary shares is primarily due to the impact of the 4,252,239 shares issued during January 2012 on the weighted average shares outstanding during each respective year.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

In addition to the basic and diluted earnings per share measures required by IAS 33, Earnings per Share, as calculated above, the Group also presents an underlying fully diluted earnings per share measure, in accordance with IAS 33 paragraph 73. This additional measure enables comparability of the Group's underlying results from period to period, without the impact of transactions that do not relate to the underlying business. It is also the Group's policy to declare dividends based on underlying fully diluted earnings per share, as this provides a more consistent basis for returning dividends to shareholders.

As shown below, for purposes of calculating this measure, the Group adjusts reported net profit by the following items and their related tax impacts:
- includes the perpetual callable subordinated instrument accrued dividend as a finance cost, as already included in the calculation of basic and diluted earnings per share;
- excludes non-ERP-related intangible amortisation;
- excludes net acquisition, disposal and restructuring-related costs and fair value adjustments; and
- adjusts for the impact of dilutive instruments on non-controlling interests share of adjusted profits.

Underlying fully diluted earnings per share	2013 in EUR `000	2012 in EUR `000
Profit used to determine basic earnings per share	**109,517**	129,622
Amortisation of non-ERP intangible assets (notes 1 and 14)	**112,331**	106,184
Tax on amortisation of non-ERP intangible assets (note 24)	**(31,833)**	(30,354)
Net acquisition, disposal and restructuring-related costs and fair value adjustments (note 2)	**117,356**	99,629
Tax on net acquisition, disposal and restructuring-related costs and fair value adjustments	**10,402**	(8,850)
Non-controlling interest portion of net acquisition, disposal and restructuring-related costs and fair value adjustments	**1,450**	(4,490)
Effect on non-controlling interests share of adjusted profits due to dilutive impact of Origin management equity entitlements	**(114)**	(696)
Underlying fully diluted net profit	**319,109**	291,045
Weighted average number of ordinary shares used to determine basic earnings per share	**88,105**	85,937
Underlying basic earnings per share	**362.2 cent**	338.7 cent
Weighted average number of ordinary shares used to determine diluted earnings per share	**88,559**	86,228
Underlying fully diluted earnings per share	**360.3 cent**	337.5 cent

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

12 Property, plant and equipment

31 July 2013 in EUR `000	Land and buildings	Plant and Machinery	Motor Vehicles	Assets under construction	Total
Cost					
At 1 August 2012	514,237	825,818	8,409	58,849	1,407,313
Additions	10,816	45,777	946	113,397	170,936
Transfer from assets under construction	6,862	72,625	–	(79,487)	–
Arising on business combination (note 29)	57,814	80,668	765	–	139,247
Disposals and asset write-downs	(24,297)	(40,395)	(4,104)	–	(68,796)
Transfer to investment properties (note 13)	(600)	–	–	–	(600)
Translation adjustments	(22,996)	(51,637)	(375)	(7,180)	(82,188)
At 31 July 2013	**541,836**	**932,856**	**5,641**	**85,579**	**1,565,912**
Accumulated depreciation					
At 1 August 2012	37,105	343,079	4,542	–	384,726
Depreciation charge for year	14,512	76,561	1,779	–	92,852
Disposals and asset write-downs	(6,650)	(20,178)	(3,677)	–	(30,505)
Translation adjustments	(2,682)	(20,080)	(246)	–	(23,008)
At 31 July 2013	**42,285**	**379,382**	**2,398**	**–**	**424,065**
Net book amounts					
At 31 July 2013	**499,551**	**553,474**	**3,243**	**85,579**	**1,141,847**
At 31 July 2012	477,132	482,739	3,867	58,849	1,022,587

Assets held under finance leases

The net book value in respect of assets held under finance leases and accordingly capitalised in property, plant and equipment is as follows:

in EUR `000	Land and buildings	Plant and Machinery	Motor Vehicles	Total
At 31 July 2013	**787**	**2,149**	**109**	**3,045**
At 31 July 2012	728	4,138	205	5,071

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

31 July 2012 in EUR `000	Land and buildings	Plant and Machinery	Motor Vehicles	Assets under construction	Total
Cost					
At 1 August 2011	487,157	707,331	10,244	32,678	1,237,410
Additions	16,490	45,814	876	53,901	117,081
Transfer from assets under construction	9,747	19,700	–	(29,447)	–
Arising on business combination (note 29)	921	18,102	17	–	19,040
Disposals and asset write-downs	(12,320)	(24,664)	(3,457)	–	(40,441)
Transfer to investment properties (note 13)	(7,456)	–	–	–	(7,456)
Translation adjustments	19,698	59,535	729	1,717	81,679
At 31 July 2012	**514,237**	**825,818**	**8,409**	**58,849**	**1,407,313**
Accumulated depreciation					
At 1 August 2011	29,883	263,011	4,567	–	297,461
Depreciation charge for year	14,283	73,644	2,752	–	90,679
Disposals and asset write-downs	(9,304)	(16,218)	(3,155)	–	(28,677)
Translation adjustments	2,243	22,642	378	–	25,263
At 31 July 2012	**37,105**	**343,079**	**4,542**	**–**	**384,726**
Net book amounts					
At 31 July 2012	**477,132**	**482,739**	**3,867**	**58,849**	**1,022,587**
At 31 July 2011	457,274	444,320	5,677	32,678	939,949

Notes to the Group Consolidated Financial Statements (continued)
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13 Investment properties

in EUR `000	2013	2012
Balance at 1 August	**29,268**	32,180
Transfer from property, plant and equipment (note 12)	**600**	7,456
Disposals	**–**	(485)
Fair value adjustments (note 2)	**(6,606)**	(9,665)
Translation adjustment	**(278)**	(218)
Balance at 31 July	**22,984**	29,268

Investment property is principally comprised of properties previously used in operations, which were transferred to investment property upon the determination that the properties would no longer be used in operations, but instead would be held as an investment for capital appreciation.

The Group incurred €6,606,000 (2012: €9,665,000) of fair value adjustments primarily related to the carrying value of Origin investment properties, based on the results of independent valuations. These adjustments are the result of the continuing decline in the Irish property market, lack of transactions, restricted bank financing for property-related deals, a difficult economic environment, and the indication that the value of development land in regional areas is converging to that of agricultural land. Rental income and operating expenses recognised related to these properties were not significant.

14 Goodwill and intangible assets

31 July 2013 in EUR `000	Goodwill	Customer Relationships	Brands	Computer-related	ERP-related intangibles	Patents and other	Total
Cost							
At 1 August 2012	1,791,484	1,006,582	293,066	35,890	86,778	36,536	3,250,336
Additions	–	70	225	4,687	63,719	–	68,701
Arising on business combination (note 29)	133,087	121,621	–	–	–	2,206	256,914
Disposals and asset write-downs	–	–	–	(754)	(1,941)	–	(2,695)
Translation adjustments	(104,348)	(72,213)	(9,444)	(159)	(1,282)	(2,491)	(189,937)
At 31 July 2013	**1,820,223**	**1,056,060**	**283,847**	**39,664**	**147,274**	**36,251**	**3,383,319**
Accumulated amortisation							
At 1 August 2012	–	247,320	86,818	31,760	8,008	4,448	378,354
Amortisation	–	85,644	21,950	1,969	7,884	2,768	120,215
Disposals and asset write-downs	–	–	–	(182)	–	–	(182)
Translation adjustments	–	(15,692)	(2,547)	(1,627)	–	(444)	(20,310)
At 31 July 2013	**–**	**317,272**	**106,221**	**31,920**	**15,892**	**6,772**	**478,077**
Net book amounts							
At 31 July 2013	**1,820,223**	**738,788**	**177,626**	**7,744**	**131,382**	**29,479**	**2,905,242**
At 31 July 2012	1,791,484	759,262	206,248	4,130	78,770	32,088	2,871,982

Notes to the Group Consolidated Financial Statements (continued)
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31 July 2012 in EUR `000	Goodwill	Customer Relationships	Brands	Computer-related	ERP-related intangibles	Patents and other	Total
Cost							
At 1 August 2011	1,613,057	905,724	284,319	36,205	48,934	14,319	2,902,558
Additions	–	575	–	3,131	34,229	–	37,935
Arising on business combination (note 29)	51,613	26,708	–	–	–	19,077	97,398
Transfer from/(to) ERP-related intangibles	–	–	–	(4,614)	4,614	–	–
Disposals and asset write-downs	–	–	–	(1,340)	(1,647)	–	(2,987)
Translation adjustments	126,814	73,575	8,747	2,508	648	3,140	215,432
At 31 July 2012	**1,791,484**	**1,006,582**	**293,066**	**35,890**	**86,778**	**36,536**	**3,250,336**
Accumulated amortisation							
At 1 August 2011	–	152,200	66,838	27,170	4,005	1,389	251,602
Amortisation	–	82,949	18,053	2,462	5,307	2,720	111,491
Transfer from/(to) ERP-related intangibles	–	–	–	631	(631)	–	–
Disposals and asset write-downs	–	–	–	(902)	(716)	–	(1,618)
Translation adjustments	–	12,171	1,927	2,399	43	339	16,879
At 31 July 2012	**–**	**247,320**	**86,818**	**31,760**	**8,008**	**4,448**	**378,354**
Net book amounts							
At 31 July 2012	**1,791,484**	**759,262**	**206,248**	**4,130**	**78,770**	**32,088**	**2,871,982**
At 31 July 2011	1,613,057	753,524	217,481	9,035	44,929	12,930	2,650,956

Impairment testing on goodwill

Goodwill acquired through business combinations is allocated at acquisition to the cash-generating units, or groups of cash generating-units, that are expected to benefit from the synergies of the business combination.

As part of the ARYZTA Transformation Initiative, at the beginning of financial year 2013, management began evaluating performance and allocating resources across historical business units. Therefore, management performed goodwill impairment testing based on the carrying values included in those historical business units, prior to any reallocations of historical goodwill balances. No indicators of impairment were noted as a result of that testing.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The business units shown in the following table represent the lowest level at which goodwill is now monitored for internal management purposes. Accordingly, this is also the level at which the 2013 goodwill impairment testing was performed. The carrying amount of goodwill allocated to the relevant cash-generating units, as well as the key assumptions used in the 2013 impairment testing, are summarised as follows:

in EUR `000	Pre-tax discount rate 2013	Projection period	Terminal growth rate	Carrying Value 2013	Carrying Value 2012
Food UK and Ireland	**8.2%**	**2 years**	**2%**	**148,504**	156,674
Food Germany and Austria	**6.8%**	**2 years**	**2%**	**307,906**	197,847
Food Switzerland	**5.7%**	**2 years**	**2%**	**215,123**	221,000
Food France	**8.3%**	**2 years**	**2%**	**105,812**	105,812
Other[1]				**41,773**	41,932
Total Food Europe				**819,118**	723,265
Food North America	**7.8%**	**2 years**	**2%**	**865,755**	913,183
Food Rest of World	**12.5%**	**2 years**	**2%**	**60,780**	73,115
Origin	**10.8%**	**3 years**	**2%**	**74,570**	81,921
				1,820,223	1,791,484
Goodwill arising on investments in JVs and associates				**58,256**	76,923

1 Comprised of goodwill in a number of cash-generating units which are individually insignificant.

The Group tests goodwill for impairment annually, during the last quarter of the financial year, or more frequently if changes in circumstances indicate a potential impairment. No impairment losses have been recognised related to the Group's goodwill during the years ended 31 July 2013 and 31 July 2012.

The recoverable amounts of cash-generating units are based on value-in-use calculations. These calculations use pre-tax cash flow projections based on expected future operating results and related cash flows at the time the impairment test is performed. These projections are based on current operating results of the individual cash-generating units and an assumption regarding future organic growth. For the purposes of the calculation of value-in-use, the cash flows are projected based on financial budgets approved by management, with additional cash flows in subsequent years calculated using a terminal value methodology and discounted using the relevant rate, as disclosed in the table above.

Any significant adverse change in the expected future operational results and cash flows may result in the value-in-use being less than the carrying amount of a cash-generating unit and would require that the carrying amount of the cash-generating unit be impaired and stated at the recoverable amount of the business unit. However, based on the results of the impairment testing undertaken during the years ended 31 July 2013 and 31 July 2012, sufficient headroom exists such that any reasonable movement in any of the underlying assumptions would not give rise to an impairment charge. Key assumptions include management's estimates of future profitability, specifically the terminal growth rate, as well as the discount rate used.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

The terminal growth rate within the discounted cash flow model is a significant factor in determining the value-in-use of the cash-generating units. A terminal growth rate is included to take into account the Group's strong financial position, its established history of earnings growth, ongoing cash flow generation and its proven ability to pursue and integrate value-enhancing acquisitions. The terminal growth rates utilised approximated the relevant long-term inflation rates. While the terminal growth rate is a significant factor in the goodwill impairment testing, reducing the terminal growth rate to 0.0% would not give rise to a material impairment.

The discount rate used is also a significant factor in determining the value-in-use of the cash-generating units. These rates are based on the relevant risk-free rate, adjusted to reflect the risk associated with the respective future cash flows from that cash-generating unit. While the discount rate is a significant factor in the goodwill impairment testing, increasing the discount rate by 1% would not give rise to a material impairment.

The goodwill included within the carrying amount of investments in associates and joint ventures is subject to impairment testing when an indicator of impairment arises.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

15 Investments in associates and joint ventures

31 July 2013 in EUR `000	Notes	Share of associates net assets	Share of joint ventures net assets	Total
At 1 August 2012		52,378	75,006	127,384
Share of profits, after tax and before acquisition and restructuring-related costs	6	7,420	14,637	22,057
Group share of acquisition and restructuring-related costs		(311)	–	(311)
Net receipts from associates and JVs		–	(21)	(21)
Dividends received		(2,273)	(4,635)	(6,908)
Disposal of interest in joint ventures and associate	2	(16,587)	(76,519)	(93,106)
Losses through other comprehensive income		(4,957)	(1,291)	(6,248)
Translation adjustments		(1,780)	4,168	2,388
At 31 July 2013		**33,890**	**11,345**	**45,235**

31 July 2012 in EUR `000	Notes	Share of associates net assets	Share of joint ventures net assets	Total
At 1 August 2011		49,571	74,486	124,057
Share of profits, after tax and before acquisition and restructuring-related costs	6	7,099	7,101	14,200
Group share of acquisition and restructuring-related costs		(6,384)	–	(6,384)
Gain on dilution of investment	2	2,305	–	2,305
Net contributions to / (receipts from) associates and JVs		7,745	(14)	7,731
Dividends received		(5,329)	(5,744)	(11,073)
Disposal of interest in Joint Venture	2	–	(3,258)	(3,258)
(Losses)/gains through other comprehensive income		(4,269)	254	(4,015)
Translation adjustments		1,640	2,181	3,821
At 31 July 2012		**52,378**	**75,006**	**127,384**

The amounts included in these Group consolidated financial statements in respect of the post-acquisition profits or losses of associates and joint ventures are taken from their latest financial statements prepared up to their respective year-ends, together with management accounts for the intervening periods to the Group's year-end. All joint ventures of the Group have a 31 December year-end. All associates of the Group have a 31 July year-end, with the exception of Valeo, which has a year-end of 31 March.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The investment in associates and joint ventures is analysed as follows:

31 July 2013 in EUR `000	Associates	Joint ventures	Total
Non-current assets	19,255	7,273	26,528
Current assets	62,840	41,361	104,201
Non-current liabilities	(62,408)	(18,252)	(80,660)
Current liabilities	(44,053)	(19,037)	(63,090)
Net (liabilities)/assets	**(24,366)**	**11,345**	**(13,021)**
Goodwill arising on investments in associates and joint ventures	58,256	–	58,256
At 31 July 2013	**33,890**	**11,345**	**45,235**

31 July 2012 in EUR `000	Associates	Joint ventures	Total
Non-current assets	34,315	55,548	89,863
Current assets	70,976	79,578	150,554
Non-current liabilities	(68,138)	(33,669)	(101,807)
Current liabilities	(43,000)	(45,149)	(88,149)
Net (liabilities)/assets	**(5,847)**	**56,308**	**50,461**
Goodwill arising on investments in associates and joint ventures	58,225	18,698	76,923
At 31 July 2012	**52,378**	**75,006**	**127,384**

16 Inventory

in EUR `000	2013	2012
Raw materials	**89,364**	69,913
Finished goods	**188,041**	187,354
Consumable stores	**20,236**	24,650
	297,641	281,917

A total expense of €8,866,000 (2012: €5,898,000) was recognised in the Group Consolidated Income Statement arising from write-down of inventory.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

17 Trade and other receivables

in EUR `000	2013	2012
Non-current		
Loan note due from associate	**39,433**	37,223
Current		
Trade receivables, net	**514,446**	490,691
Trade receivables due from associates and joint ventures	**2,591**	1,709
VAT recoverable	**24,169**	17,717
Prepayments and accrued income	**22,606**	26,415
Amount due from disposal of joint venture (note 2)	**94,002**	–
Other receivables	**21,031**	17,034
	678,845	553,566

A total expense of €3,597,000 (2012: €2,410,000) was recognised in the Group Consolidated Income Statement arising from impairment of trade receivables.

18 Trade and other payables

in EUR `000	2013	2012
Non-current		
Other payables	**34,534**	11,134
Non-controlling interest forward contract	**13,656**	13,446
	48,190	24,580
Current		
Trade payables	**605,167**	595,487
Trade payables due to associates and joint ventures	**1,204**	1,567
Accruals and other payables[1]	**374,962**	320,945
Employee related tax and social welfare	**10,205**	10,604
VAT payable	**12,604**	13,737
	1,004,142	942,340

1 Accruals and other payables consist primarily of balances due for goods and services received not yet invoiced and for staff compensation.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

19 Contingent consideration

Contingent consideration comprises the net present value of the amounts expected to be payable arising on business combinations. Residual contingent consideration is due entirely within five years of the related acquisition and is payable subject to the achievement of earnings or revenue-based targets.

in EUR `000	2013	2012
Balance at 1 August	**10,042**	21,358
Arising on business combination (note 29)	**12,821**	245
Discounting unwind	**187**	588
Payments of contingent consideration	**(9,114)**	(13,346)
Released to income statement	**(579)**	–
Translation adjustment	**(577)**	1,197
Balance at 31 July	**12,780**	10,042
Classified as:		
Current – due within one year	**4,210**	10,042
Non-current – due after more than one year	**8,570**	–
	12,780	10,042

20 Cash and cash equivalents

In accordance with IAS 7, Statement of Cash Flows, cash and cash equivalents comprise cash balances held for the purposes of meeting short-term cash commitments and investments, which are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Bank overdrafts are included within current interest-bearing loans and borrowings in the Group Consolidated Balance Sheet.

As set out further in note 21 of these Group consolidated financial statements, the Group operates two distinct debt funding structures, which are segregated in line with its segmental and corporate reporting structures. One Group funding structure finances the Food Group segments as a whole. The second funding structure finances the Group's separately listed subsidiary, Origin Enterprises plc, and its related subsidiaries.

The cash and cash equivalents included in the Group Consolidated Cash Flow Statement are analysed as follows:

in EUR `000	2013	2012
Food Group cash at bank and in hand	**501,438**	452,175
Origin cash at bank and in hand	**125,484**	95,299
Total cash at bank and in hand	**626,922**	547,474
Food Group bank overdraft	**(230,022)**	(195,908)
Origin bank overdraft	**(4,424)**	(6,477)
Bank overdrafts (note 21)	**(234,446)**	(202,385)
Included in the Group Consolidated Cash Flow Statement	**392,476**	345,089

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Cash at bank and in hand earns interest at floating rates based on daily deposit bank rates. Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the Group, and earn interest at the respective short-term deposit rates.

21 Interest-bearing loans and borrowings

As indicated in note 20, the Group operates two distinct debt funding structures, which are segregated in line with its segmental and corporate reporting structures. One Group funding structure finances the Food Group segments as a whole. The second funding structure finances the Group's separately listed subsidiary, Origin Enterprises plc, and its related subsidiaries.

Each of the Food Group and Origin funding structures has been independently negotiated. As a result, these two parts of the Group effectively act as separate independent counterparties from a third-party borrowing perspective. There are no cross guarantees between the Food Group and Origin segments of the Group in respect of their separate funding facilities.

The bank and private placement borrowings of the Food Group share security via a security assignment agreement. In addition, the private placement borrowings of the Food Group are secured by guarantees from ARYZTA AG and upstream guarantees from various companies within the Food Group.

All Group borrowings within the Origin structure are guaranteed by Origin Enterprises plc and its main trading subsidiaries. The Origin borrowings do not have recourse to ARYZTA AG or any Group subsidiaries outside of the Origin Group.

in EUR `000	2013	2012
Included in non-current liabilities		
Food Group loans	**1,006,799**	1,173,360
Origin loans	**150,225**	155,825
Total bank loans	**1,157,024**	1,329,185
Finance leases	**411**	1,261
Non-current interest-bearing loans and borrowings	**1,157,435**	1,330,446
Included in current liabilities		
Food Group loans	**112,952**	56,303
Bank overdrafts	**234,446**	202,385
Finance leases	**876**	2,431
Current interest-bearing loans and borrowings	**348,274**	261,119
Total bank loans and overdrafts	**1,504,422**	1,587,873
Total finance leases	**1,287**	3,692
Total interest-bearing loans and borrowings	**1,505,709**	1,591,565

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Analysis of net debt in EUR `000	1 August 2012	Cash flows	Non-cash movements	Translation adjustment	31 July 2013
Cash	547,474	108,351	–	(28,903)	626,922
Overdrafts	(202,385)	(40,089)	–	8,028	(234,446)
Cash and cash equivalents	**345,089**	**68,262**	**–**	**(20,875)**	**392,476**
Loans	(1,385,488)	26,545	(2,887)	91,854	(1,269,976)
Finance leases	(3,692)	2,177	–	228	(1,287)
Net debt	**(1,044,091)**	**96,984**	**(2,887)**	**71,207**	**(878,787)**

Split of net debt in EUR `000	1 August 2012	Cash flows	Non-cash movements	Translation adjustment	31 July 2013
Food Group net debt	(976,283)	67,287	(2,256)	62,024	(849,228)
Origin net debt	(67,808)	29,697	(631)	9,183	(29,559)
Net debt	**(1,044,091)**	**96,984**	**(2,887)**	**71,207**	**(878,787)**

The terms of outstanding loans are as follows:

2013	Currency	Calendar year of maturity	Nominal Value in EUR'000	Carrying amount in EUR'000
Food Group loans				
Senior secured revolving working capital facility	Various	2016	187,739	182,805
Swiss Bond	CHF	2015	162,094	161,395
Private placement 2010				
Series B	USD	2016	30,120	29,961
Series C	USD	2018	45,181	44,941
Series D	USD	2021	112,952	112,353
Series E	USD	2022	75,301	74,902
Series F	EUR	2020	25,000	24,868
Private placement 2009				
Series A	USD	2021	60,241	59,868
Series B	USD	2024	30,120	29,934
Series C	USD	2029	60,241	59,868
Private placement 2007				
Series A	USD	2014	112,952	112,952
Series B	USD	2017	188,253	188,253
Series C	USD	2019	37,651	37,651
Origin loan facilities				
Unsecured revolving credit facility	GBP	2016	34,764	34,530
Unsecured term loan facility	GBP	2016	86,330	85,751
Unsecured term loan facility	EUR	2015	30,000	29,944
			1,278,939	**1,269,976**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

2012	Currency	Calendar year of maturity	Nominal Value in EUR'000	Carrying amount in EUR'000
Food Group loans				
Senior secured revolving working capital facility	Various	2016	183,799	177,247
Swiss Bond	CHF	2015	166,522	165,359
Private placement 2010				
Series A	USD	2013	56,589	56,303
Series B	USD	2016	32,336	32,173
Series C	USD	2018	48,504	48,260
Series D	USD	2021	121,261	120,649
Series E	USD	2022	80,841	80,433
Series F	EUR	2020	25,000	24,874
Private placement 2009				
Series A	USD	2021	64,673	64,233
Series B	USD	2024	32,336	32,116
Series C	USD	2029	64,673	64,233
Private placement 2007				
Series A	USD	2014	121,261	121,261
Series B	USD	2017	202,102	202,102
Series C	USD	2019	40,420	40,420
Origin loan facilities				
Unsecured revolving credit facility	GBP	2016	38,197	37,779
Unsecured term loan facility	GBP	2016	89,127	88,150
Unsecured term loan facility	EUR	2015	30,000	29,896
			1,397,641	**1,385,488**

The weighted average effective interest rate in respect of the Group's interest-bearing loans was as follows:

	2013	2012
Food Group loans	**4.62%**	4.68%
Origin Loans	**2.98%**	3.16%
Total bank loans	**4.43%**	4.51%

The pre-tax weighted average cost of capital associated with the Group's financing structures was as follows:

	2013	2012
Food Group	**7.7%**	8.0%
Origin	**10.8%**	11.6%

Notes to the Group Consolidated Financial Statements (continued)
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Repayment schedule – loans and overdrafts (nominal values) in EUR `000	2013	2012
Less than one year	**347,398**	258,974
Between one and five years	**764,481**	863,344
After five years	**401,506**	477,708
	1,513,385	1,600,026

Repayment schedule – finance leases in EUR `000	Minimum lease payments 2013	Interest 2013	Present value of payments 2013	Minimum lease payments 2012	Interest 2012	Present value of payments 2012
Less than one year	**903**	**27**	**876**	2,550	119	2,431
Between one and five years	**426**	**15**	**411**	1,313	52	1,261
After five years	**–**	**–**	**–**	–	–	–
	1,329	**42**	**1,287**	3,863	171	3,692

22 Financial instruments and financial risk

The fair values of financial assets and liabilities, together with the carrying amounts shown in the balance sheet, are as follows:

in EUR `000	Fair value hierarchy	Fair Value through income statement 2013	Hedge instruments 2013	Loans and receivables 2013	Liabilities at amortised cost 2013	Total carrying amount 2013	Fair value 2013
Trade and other receivables (excluding prepayments)		–	–	671,503	–	671,503	671,503
Cash and cash equivalents		–	–	626,922	–	626,922	626,922
Derivative financial assets	*Level 2*	–	1,821	–	–	1,821	1,821
Total financial assets		**–**	**1,821**	**1,298,425**	**–**	**1,300,246**	**1,300,246**
Trade and other payables (excluding non-financial liabilities)		–	–	–	(1,015,867)	(1,015,867)	(1,015,867)
Bank overdrafts		–	–	–	(234,446)	(234,446)	(234,446)
Bank borrowings		–	–	–	(1,269,976)	(1,269,976)	(1,400,117)
Finance lease liabilities		–	–	–	(1,287)	(1,287)	(1,287)
Forward purchase obligation	*Level 3*	(13,656)	–	–	–	(13,656)	(13,656)
Derivative financial liabilities	*Level 2*	–	(3,490)	–	–	(3,490)	(3,490)
Total financial liabilities		**(13,656)**	**(3,490)**	**–**	**(2,521,576)**	**(2,538,722)**	**(2,668,863)**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

in EUR `000	Fair value hierarchy	Fair Value through income statement 2012	Hedge instruments 2012	Loans and receivables 2012	Liabilities at amortised cost 2012	Total carrying amount 2012	Fair value 2012
Trade and other receivables (excluding prepayments)		–	–	546,657	–	546,657	546,657
Cash and cash equivalents		–	–	547,474	–	547,474	547,474
Derivative financial assets	*Level 2*	–	422	–	–	422	422
Total financial assets		**–**	**422**	**1,094,131**	**–**	**1,094,553**	**1,094,553**
Trade and other payables (excluding non-financial liabilities)		–	–	–	(929,133)	(929,133)	(929,133)
Bank overdrafts		–	–	–	(202,385)	(202,385)	(202,385)
Bank borrowings		–	–	–	(1,385,488)	(1,385,488)	(1,531,545)
Finance lease liabilities		–	–	–	(3,692)	(3,692)	(3,692)
Forward purchase obligation	*Level 3*	(13,446)	–	–	–	(13,446)	(13,446)
Derivative financial liabilities	*Level 2*	–	(5,924)	–	–	(5,924)	(5,924)
Total financial liabilities		**(13,446)**	**(5,924)**	**–**	**(2,520,698)**	**(2,540,068)**	**(2,686,125)**

Estimation of fair values

Set out below are the major methods and assumptions used in estimating the fair values of the financial assets and liabilities disclosed in the preceding tables.

Trade and other receivables/payables

All trade and other receivables or payables, other than the forward purchase obligation mentioned below, are carried at amortised cost, less any impairment provision. For any trade and other receivables or payables with a remaining life of less than six months or demand balances, the carrying value, less impairment provision where appropriate, is deemed to reflect fair value.

Cash and cash equivalents, including short-term bank deposits

For short-term bank deposits and cash and cash equivalents, all of which have an original and remaining maturity of less than three months, the nominal amount is deemed to reflect fair value.

Derivatives (forward currency contracts and interest rate swaps)

Forward currency contracts are marked to market using quoted forward exchange rates at the balance sheet date. The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves.

Interest-bearing loans and borrowings

For interest-bearing loans and borrowings with a contractual re-pricing date of less than six months, the nominal amount is considered to approximate fair value for disclosure purposes. For loans with a re-pricing date of greater than six months, the fair value is calculated based on the expected future principal and interest cash flows, discounted at appropriate current market interest rates.

Finance lease liabilities

Fair value is based on the present value of future cash flows discounted at implicit interest rates.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Forward purchase obligation
The other long-term liability related to the HiCoPain forward purchase contract (notes 18 and 26) is carried at fair value through profit and loss. In accordance with the terms of that agreement, the fair value of this financial instrument is based on the estimated net book value of HiCoPain AG upon the final exit of the minority shareholder. As the fair value of this obligation is based on inputs not observable within the market, it has been classified as a Level 3 financial liability.

The following table presents the changes in Level 3 instruments for the years ended 31 July 2013 and 2012, respectively.

Movement in Forward Purchase Obligation
in EUR `000

	2013	2012
Balance at 1 August	13,446	–
Recognition of NCI forward purchase obligation and related costs	983	13,429
Amounts recognised in profit and loss	(410)	–
Translation adjustments	(363)	17
Balance at 31 July	**13,656**	13,446

Fair value hierarchy
The tables at the beginning of this note summarise the financial instruments carried at fair value, by valuation method. Fair value classification levels have been assigned to the Group's financial instruments carried at fair value. The different levels assigned are defined as follows:

Level 1: Prices quoted in active markets
Level 2: Valuation techniques based on observable market data
Level 3: Valuation techniques based on unobservable inputs

Risk exposures
Group risk management
Risk management is a fundamental element of the Group's business practice at all levels and encompasses different types of risks. This overall Group risk management process includes the performance of a risk assessment that is described in more detail in note 33. Financial risk management specifically is described in further detail below.

Financial risk management
The Group's international operations expose it to different financial risks that include:
– credit risks,
– liquidity risks,
– foreign exchange rate risks,
– interest rate risks, and
– commodity price risks.

The Group has a risk management programme in place, which seeks to limit the impact of these risks on the financial performance of the Group. The Board has determined the policies for managing these risks. It is the policy of the Board to manage these risks in a non-speculative manner.

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Credit risk

Exposure to credit risk

Credit risk arises from credit issued to customers on outstanding receivables and outstanding transactions, as well as cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions.

Trade and other receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. There is no concentration of credit risk by dependence on individual customers or geographically.

The Group has detailed procedures for monitoring and managing the credit risk related to its trade receivables based on experience, customer's track record and historic default rates. Individual risk limits are generally set by customer, and risk is only accepted above such limits in defined circumstances. The utilisation of credit limits is regularly monitored. Impairment provisions are used to record impairment losses, unless the Group is satisfied that no recovery of the amount owing is possible. At that point the amount is considered irrecoverable and is written off directly against the trade receivable.

The Group establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables and investments. The main components of this allowance are a specific loss component that relates to individually significant exposures and a collective loss component established for groups of similar assets in respect of losses that have been incurred but not yet identified.

The Group also manages credit risk through the use of a receivables purchase arrangement with a financial institution. Under the terms of this non-recourse agreement, the Group has transferred credit risk and control of certain trade receivables, amounting to €20,036,000 (2012: €28,114,000). The Group has continued to recognise an asset of €282,000 (2012: €352,000), representing the maximum extent of its continuing involvement or exposure and an associated liability of a similar amount.

Cash and short-term bank deposits

Cash and short-term bank deposits are invested with institutions with the highest short-term credit rating, with limits on amounts held with individual banks or institutions at any one time. Management does not expect any losses from non-performance by these counterparties.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

Exposure to credit risk

The carrying amount of financial assets, net of impairment provisions, represents the Group's maximum credit exposure. The maximum exposure to credit risk at year-end was as follows:

in EUR `000	**Carrying amount 2013**	Carrying amount 2012
Trade and other receivables	**671,503**	546,657
Cash and cash equivalents	**626,922**	547,474
Derivative financial assets	**1,821**	422
	1,300,246	1,094,553

The maximum exposure to credit risk for trade receivables at the reporting date by geographic region was as follows:

in EUR `000	**Carrying amount 2013**	Carrying amount 2012
Europe	**417,268**	381,370
North America	**73,743**	86,440
Rest of World	**23,435**	22,881
	514,446	490,691

The maximum exposure to credit risk for trade receivables at the reporting date by type of customer was as follows:

in EUR `000	**Carrying amount 2013**	Carrying amount 2012
Food Group trade receivables	**267,857**	228,548
Origin trade receivables	**246,589**	262,143
	514,446	490,691

The aging of trade receivables at the reporting date was as follows:

in EUR `000	**Gross 2013**	**Impairment 2013**	Gross 2012	Impairment 2012
Not past due	**419,803**	**1,065**	369,987	114
Past due 0–30 days	**82,892**	**518**	96,800	278
Past due 31–120 days	**23,484**	**10,150**	32,660	8,364
Past due more than 121 days	**5,911**	**5,911**	5,320	5,320
	532,090	**17,644**	504,767	14,076

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The Group standard payment terms are typically 0–60 days. With the exception of the long-term note due from an associate, all other receivables are due in less than six months. All other receivables are deemed to be fully recoverable.

Analysis of movement in impairment provisions in respect of trade receivables was as follows:

in EUR `000	**2013**	2012
Balance at 1 August	**14,076**	13,254
Arising on business combination	**1,947**	544
Charged during the year	**3,597**	2,410
Utilised during the year	**(1,487)**	(2,544)
Translation adjustment	**(489)**	412
Balance at 31 July	**17,644**	14,076

Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due.

The Group's objective is to maintain a balance between flexibility and continuity of funding. The Group's policy is that not more than 40% of total bank borrowing facilities should mature in any twelve-month period. At 31 July 2013, 23% of the Group's total borrowings will mature within the next 12 months.

In November 2011, the Food Group agreed an amendment to its existing syndicated loan facility, which increased the amount available from CHF 600,000,000 (€486,283,000) to CHF 970,000,000 (€786,157,000) and extended the maturity of the facility by two years to December 2016, with unchanged interest rate margins and financial covenants. The Food Group also has USD 1,000,000,000 (€753,012,000) and €25,000,000 private placement facilities and a CHF 200,000,000 (€162,094,000) Swiss-listed bond. Short-term flexibility is achieved through the availability of overdrafts totalling €376,764,000.

In July 2011, Origin negotiated new syndicated loan facilities with an available principal of €300,000,000, which matures in July 2016. In March 2012, Origin additionally arranged an unsecured term loan facility with an available principal of €30,000,000, which matures in March 2015. Short-term flexibility is achieved through the availability of overdraft facilities totalling €43,400,000.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The following are the contractual maturities of financial liabilities, including estimated interest payments:

2013 in EUR `000	Carrying amount	Contractual cash flows	6 mths or less	6 – 12 mths	1 – 2 years	2 – 5 years	More than 5 years
Non-derivative financial liabilities							
Fixed rate bank loans	(936,945)	(1,231,914)	(21,693)	(139,913)	(204,288)	(360,613)	(505,407)
Variable rate bank loans	(333,031)	(364,795)	(4,423)	(4,423)	(38,540)	(317,409)	–
Finance lease liabilities	(1,287)	(1,329)	(543)	(360)	(310)	(116)	–
Bank overdrafts	(234,446)	(234,446)	(234,446)	–	–	–	–
Trade and other payables	(1,015,867)	(1,015,867)	(954,037)	(27,296)	(9,131)	(4,763)	(20,640)
Forward purchase obligation	(13,656)	(13,656)	–	–	–	(13,656)	–
Derivative financial instruments							
Interest rate swaps used for hedging	(3,044)	(3,044)	–	(908)	(1,002)	(1,134)	–
Currency forward contracts used for hedging							
– Inflows	–	66,699	22,750	43,949	–	–	–
– Outflows	(446)	(67,145)	(23,062)	(44,083)	–	–	–
	(2,538,722)	**(2,865,497)**	**(1,215,454)**	**(173,034)**	**(253,271)**	**(697,691)**	**(526,047)**

2012 in EUR `000	Carrying amount	Contractual cash flows	6 mths or less	6 – 12 mths	1 – 2 years	2 – 5 years	More than 5 years
Non-derivative financial liabilities							
Fixed rate bank loans	(1,052,416)	(1,422,451)	(24,161)	(86,162)	(173,167)	(523,604)	(615,357)
Variable rate bank loans	(333,072)	(380,358)	(5,002)	(5,002)	(10,002)	(360,352)	–
Finance lease liabilities	(3,692)	(3,863)	(1,389)	(1,161)	(969)	(344)	–
Bank overdrafts	(202,385)	(202,385)	(202,385)	–	–	–	–
Trade and other payables	(929,133)	(929,133)	(900,398)	(17,601)	(2,962)	(3,461)	(4,711)
Forward purchase obligation	(13,446)	(13,446)	–	–	–	(13,446)	–
Derivative financial instruments							
Interest rate swaps used for hedging	(3,112)	(3,112)	(560)	(544)	(1,026)	(982)	–
Currency forward contracts used for hedging							
– Inflows	–	77,325	75,056	2,269	–	–	–
– Outflows	(2,812)	(80,137)	(77,717)	(2,420)	–	–	–
	(2,540,068)	**(2,957,560)**	**(1,136,556)**	**(110,621)**	**(188,126)**	**(902,189)**	**(620,068)**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Accounting for derivatives and hedging activities
The fair value of derivative financial assets and liabilities at the balance sheet date is set out in the following table:

in EUR `000	Assets 2013	Liabilities 2013	Assets 2012	Liabilities 2012
Cash flow hedges				
Currency forward contracts	**1,803**	**(446)**	416	(2,812)
Interest rate swaps	**18**	**(3,044)**	6	(3,112)
At 31 July	**1,821**	**(3,490)**	422	(5,924)

Cash flow hedges
Cash flow hedges are those of highly probable forecasted future income or expenses. In order to qualify for hedge accounting, the Group is required to document the relationship between the item being hedged and the hedging instrument and demonstrate, at inception, that the hedge relationship will be highly effective on an ongoing basis. The hedge relationship must be tested for effectiveness on subsequent reporting dates.

There is no significant difference between the timing of the cash flows and the income statement effect of cash flow hedges.

Market risk
Market risk is the risk that changes in market prices and indices, such as foreign exchange rates and interest rates, will affect the Group's income or the value of its holdings of financial instruments.

Foreign exchange risk
In addition to the Group's operations carried out in eurozone economies, it also has significant operations in the UK, Switzerland and North America. As a result, the Group Consolidated Balance Sheet is exposed to currency fluctuations including, in particular, Sterling, US dollar, Canadian dollar and Swiss franc movements. The Group manages its balance sheet having regard to the currency exposures arising from its assets being denominated in a wide range of currencies.

Net investment hedges
As part of its approach towards mitigating its exposure to foreign currency risk, the Group will, when required, fund foreign currency assets in the currency of the related assets.

These relationships are typically designated by the Group as net investment hedges of foreign currency exposures on net investments in foreign operations using the borrowings as the hedging instrument. These hedge designations allow the Group to mitigate the risk of foreign currency exposures on the carrying amount of net assets in foreign operations in its Group consolidated financial statements.

The borrowings designated in net investment hedge relationships are measured at fair value, with the effective portion of the change in value of the borrowings being recognised directly through other comprehensive income in the foreign currency translation reserve. Any ineffectiveness arising on such hedging relationships is recognised immediately in the income statement.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Currency swaps

The Group also hedges a portion of its transactional currency exposure through the use of currency swaps. Transactional exposures arise from sales or purchases by an operating unit in currencies other than the unit's functional currency. The Group requires its operating units to use forward currency contracts to eliminate the currency exposures on certain foreign currency purchases. The forward currency contracts must be in the same currency and match the settlement terms of the hedged item.

The following table details the Group's exposure to transactional foreign currency risk at 31 July 2013:

2013 in EUR `000	GBP	USD	CAD	CHF	EUR	Other	Total
Trade receivables	8,304	2,473	5,239	1,209	8,672	3,446	29,343
Other receivables	22	100	23	–	22	127	294
Cash and cash equivalents	2,785	3,454	20	36	5,287	917	12,499
Trade payables	(2,473)	(16,007)	(2,379)	(4,908)	(42,568)	(1,100)	(69,435)
Other payables	(4,215)	(586)	(2,543)	(980)	(12,606)	(287)	(21,217)
Derivative financial instruments	(1,477)	(102)	–	1	(328)	7	(1,899)
At 31 July 2013	**2,946**	**(10,668)**	**360**	**(4,642)**	**(41,521)**	**3,110**	**(50,415)**

The following table details the Group's exposure to transactional foreign currency risk at 31 July 2012:

2012 in EUR `000	GBP	USD	CAD	CHF	EUR	Other	Total
Trade receivables	4,728	1,637	5,174	1,847	4,334	2,227	19,947
Other receivables	–	80	28	–	–	46	154
Cash and cash equivalents	931	4,158	4,531	37	11,286	773	21,716
Trade payables	(4,191)	(3,655)	(2,743)	(837)	(30,172)	(180)	(41,778)
Other payables	(1,224)	(580)	(2,601)	(1,821)	(1,956)	–	(8,182)
Derivative financial instruments	(2,170)	(274)	(207)	(59)	(1,887)	(147)	(4,744)
At 31 July 2012	**(1,926)**	**1,366**	**4,182**	**(833)**	**(18,395)**	**2,719**	**(12,887)**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Currency sensitivity analysis

A 10% strengthening or weakening of the euro against the following currencies at 31 July would have increased/(decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis as in the prior year.

2013 in EUR `000	10% strengthening income statement	10% strengthening equity	10% weakening income statement	10% weakening equity
GBP	(402)	18,966	491	(23,180)
USD	961	9,522	(1,174)	(11,638)
CAD	(33)	33	40	(40)
CHF	422	–	(516)	–
At 31 July 2013	948	28,521	(1,159)	(34,858)

2012 in EUR `000	10% strengthening income statement	10% strengthening equity	10% weakening income statement	10% weakening equity
GBP	(22)	20,696	27	(25,295)
USD	(149)	12,350	182	(15,094)
CAD	(399)	24	488	(30)
CHF	70	5	(86)	(7)
At 31 July 2012	(500)	33,075	611	(40,426)

The impact on equity from changing exchange rates results principally from foreign currency loans designated as net investment hedges. This impact would be offset by the revaluation of the hedged net assets, which would also be recorded in equity.

Interest rate risk

The Group's debt bears both floating and fixed rates of interest as per the original contracts. Fixed rate debt is achieved through the issuance of fixed rate debt or the use of interest rate swaps. At 31 July, the interest rate profile of the Group's interest-bearing financial instruments was as follows:

in EUR `000	**Carrying amount 2013**	Carrying amount 2012
Fixed rate instruments		
Bank borrowings	**(936,945)**	(1,052,416)
Finance lease liabilities	**(1,287)**	(3,692)
	(938,232)	(1,056,108)
Variable rate instruments		
Cash and cash equivalents	**626,922**	547,474
Bank overdrafts	**(234,446)**	(202,385)
Bank borrowings	**(333,031)**	(333,072)
Total interest-bearing financial instruments	**(878,787)**	(1,044,091)

Notes to the Group Consolidated Financial Statements (continued)
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Cash flow sensitivity analysis for variable rate liabilities
A change of 50 basis points ('bp') in interest rates at the reporting date would have had the effect as shown below on the Group Consolidated Income Statement and equity. This analysis assumes that all other variables, in particular interest earned on cash and cash equivalents and foreign currency exchange rates, remain constant. The analysis is performed on the same basis as in the prior year.

2013 in EUR `000	Principal amount	Impact of 50 bp increase on Income Statement	Impact of 50 bp increase on equity
Bank overdrafts	(234,446)	(1,172)	–
Variable rate bank borrowings	(333,031)	(1,665)	–
Interest rate swaps	398,831	–	1,994
Cash flow sensitivity, net	**(168,646)**	**(2,837)**	**1,994**

2012 in EUR `000	Principal amount	Impact of 50 bp increase on Income Statement	Impact of 50 bp increase on equity
Bank overdrafts	(202,385)	(1,012)	–
Variable rate bank borrowings	(333,072)	(1,665)	–
Interest rate swaps	134,591	–	673
Cash flow sensitivity, net	**(400,866)**	**(2,677)**	**673**

Commodity price risk
The Group purchases and sells certain commodities for the purposes of receipt or delivery and uses derivative contracts to protect itself from movements in prices other than exchange differences. These contracts are classified as 'own use' contracts, as they were entered into and continue to be held for the purpose of the receipt or delivery of the non-financial item, in accordance with the business unit's expected purchase, sale or usage requirements. 'Own use' contracts are outside the scope of IAS 39, Financial Instruments: Recognition and Measurement, and are accounted for on an accruals basis. Where a commodity contract is not entered into, or does not continue to be held to meet the Group's own purchase, sale or usage requirements, it is treated as a derivative financial instrument, and the recognition and measurement requirements of IAS 39 are applied.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

23 Deferred income from government grants

in EUR `000	2013	2012
At 1 August	**10,210**	11,246
Received in the year	**79**	–
Arising on business combination	**17,842**	842
Recognised in Group Consolidated Income Statement	**(2,644)**	(1,581)
Translation adjustment	**(236)**	(297)
At 31 July	**25,251**	10,210

24 Deferred tax

The deductible and taxable temporary differences at the balance sheet date, in respect of which deferred tax has been recognised, are analysed as follows:

in EUR `000	2013	2012
Deferred tax assets (deductible temporary differences)		
Property, plant and equipment	**3,377**	2,505
Employee compensation	**5,571**	4,386
Pension related	**6,395**	5,037
Financing related	**8,853**	9,955
Tax loss carry-forwards and tax credits	**32,071**	37,814
Other	**14,879**	25,768
	71,146	85,465
Deferred tax liabilities (taxable temporary differences)		
Property, plant and equipment	**(98,016)**	(107,149)
Investment properties	**(1,600)**	(3,368)
Intangible assets	**(248,577)**	(267,555)
Pension related	**(1,140)**	(195)
Financing related	**(10,242)**	(9,550)
Unremitted earnings	**(36,508)**	(11,893)
Other	**(5,933)**	(12,412)
	(402,016)	(412,122)

Unrecognised deferred taxes

The deductible temporary differences, as well as the unused tax losses and tax credits, for which no deferred tax assets are recognised expire as follows:

in EUR `000	2013	2012
Within one year	**196**	722
Between one and five years	**2,083**	2,550
After five years	**9,069**	19,667
Total unrecognised tax losses	**11,348**	22,939

Notes to the Group Consolidated Financial Statements (continued)
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Deferred income tax liabilities of €17,478,000 (2012: €40,371,000) have not been recognised for withholding tax and other taxes that would be payable on the unremitted earnings of certain subsidiaries, as the timing of the reversal of these temporary differences is controlled by the Group and it is probable that the temporary differences will not reverse in the foreseeable future. During the financial year 2013, progress has continued on the Food Group ATI programme, which included an intra-group legal restructuring. This restructuring resulted in the recognition of previously unrecognised deferred taxes.

Movements in net deferred tax assets/(liabilities), during the year, were as follows:

2013 in EUR `000	Property, plant & equipment	Investment Properties	Intangible assets	Employee compensation	Pension related	Financing related	Tax losses, credits and unremitted earnings	Other	Total
At 1 August 2012	(104,644)	(3,368)	(267,555)	4,386	4,842	405	25,921	13,356	(326,657)
Recognised in Group Consolidated Income Statement	4,910	2,019	31,833	1,510	239	1,078	(29,367)	(4,648)	7,574
Recognised in Group Consolidated Statement of Comprehensive Income	(211)	(251)	–	–	356	(2,447)	–	–	(2,553)
Arising on business combination (note 29)	–	–	(31,064)	–	–	–	–	–	(31,064)
Translation adjustments and other	5,306	–	18,209	(325)	(182)	(425)	(991)	238	21,830
At 31 July 2013	**(94,639)**	**(1,600)**	**(248,577)**	**5,571**	**5,255**	**(1,389)**	**(4,437)**	**8,946**	**(330,870)**

2012 in EUR `000	Property, plant & equipment	Investment Properties	Intangible assets	Employee compensation	Pension related	Financing related	Tax losses	Other	Total
At 1 August 2011	(89,194)	(3,370)	(263,651)	3,310	5,302	(8,306)	22,704	23,780	(309,425)
Recognised in Group Consolidated Income Statement	(3,434)	238	30,354	618	(2,727)	457	(1,259)	(11,235)	13,012
Recognised in Group Consolidated Statement of Comprehensive Income	(622)	(236)	–	–	2,002	7,122	–	–	8,266
Arising on business combination (note 29)	(1,238)	–	(11,016)	–	–	–	–	(212)	(12,466)
Translation adjustments and other	(10,156)	–	(23,242)	458	265	1,132	4,476	1,023	(26,044)
At 31 July 2012	**(104,644)**	**(3,368)**	**(267,555)**	**4,386**	**4,842**	**405**	**25,921**	**13,356**	**(326,657)**

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

25 Employee benefits

The Group operates a number of defined benefit and defined contribution pension plans in various jurisdictions within both the Food Group and Origin business segments. The majority of plans are externally funded with plan assets held in corresponding separate trustee-administered funds governed by local regulations and practice in each country.

Long-term employee benefits included in the Group Consolidated Balance Sheet comprises the following:

in EUR `000	2013	2012
Deficit in Food Group defined benefit plans	**6,536**	11,247
Deficit in Origin defined benefit plans	**12,385**	8,559
Total deficit in defined benefit plans	**18,921**	19,806
Other[1]	**3,418**	3,904
Total	**22,339**	23,710

1 Other includes provisions to meet unfunded pension fund deficiencies in a variety of insignificant subsidiaries. The residual actuarial deficit is being paid over the remaining lifetime of the pensioners.

The calculation of the defined benefit plan obligations and related overall deficit was performed by an independent, qualified actuary using the projected unit credit method. The main assumptions used were determined based on management experience and expectations in each country, as well as actuarial advice based on published statistics.

An average of these assumptions across all plans were as follows:

	2013	2012
Rate of increase in salaries	**2.34%**	2.00%
Rate of increases in pensions in payment and deferred benefits	**2.93%**	2.34%
Discount rate on plan liabilities	**3.59%**	3.70%
Inflation rate	**2.56%**	2.20%

The mortality assumptions imply the following life expectancies in years of an active member on retiring at age 65, 20 years from now:

	2013	2012
Male	**24.1**	23.3
Female	**26.2**	25.4

The mortality assumptions imply the following life expectancies in years of an active member, aged 65, retiring now:

	2013	2012
Male	**22.1**	21.6
Female	**24.3**	23.7

The expected and applied long-term rates of return on the assets of the plans were:

	2013	2012
Equities	**6.8%**	6.8%
Bonds	**3.1%**	3.0%
Property	**5.2%**	5.1%
Other	**2.5%**	2.6%

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Net pension liability
in EUR `000

	2013	2012	2011	2010	2009
Fair value of plan assets:					
Equities	**47,085**	43,087	42,230	28,035	34,896
Bonds	**65,389**	73,718	57,675	34,891	14,886
Property	**14,957**	9,545	12,301	6,061	5,086
Other	**17,375**	21,355	20,988	22,219	40,191
Total fair value of assets	**144,806**	147,705	133,194	91,206	95,059
Present value of plan liabilities	**(163,727)**	(167,511)	(145,303)	(103,034)	(120,295)
Deficit in the plans	**(18,921)**	(19,806)	(12,109)	(11,828)	(25,236)
Related deferred tax asset	**5,255**	4,842	5,302	3,998	3,610
Net pension liability	**(13,666)**	(14,964)	(6,807)	(7,830)	(21,626)

Movement in the fair value of Plan assets
in EUR `000

	2013	2012
Fair value of plan assets at 1 August	**147,705**	133,194
Expected return on plan assets	**5,795**	5,904
Employer contributions	**4,459**	6,094
Employee contributions	**2,500**	2,737
Translation adjustments	**(7,729)**	4,934
Benefit payments made	**(1,815)**	(4,569)
Plan settlements	**(9,490)**	–
Other	**(298)**	(1,301)
Actuarial gain on plan assets	**3,679**	712
Fair value of plan assets at 31 July	**144,806**	147,705

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Movement in the present value of Plan obligations

in EUR `000	2013	2012
Value of plan obligations at 1 August	**(167,511)**	(145,303)
Current service cost	**(3,444)**	(3,277)
Past service gain	**1,197**	–
Interest on plan obligations	**(5,892)**	(5,965)
Employee contributions	**(2,500)**	(2,737)
Benefit payments made	**1,815**	4,569
Translation adjustments	**7,880**	(4,677)
Other	**298**	1,301
Plan settlements	**9,490**	–
Curtailment gain	**2,459**	–
Actuarial loss	**(7,519)**	(11,422)
Present value of plan obligations at 31 July	**(163,727)**	(167,511)

Movement in net liability recognised in the Group Consolidated Balance Sheet

in EUR `000	2013	2012
Net liability in plans at 1 August	**(19,806)**	(12,109)
Current service cost	**(3,444)**	(3,277)
Past service gain	**1,197**	–
Employer contributions	**4,459**	6,094
Other finance expense	**(97)**	(61)
Actuarial loss	**(3,840)**	(10,710)
Curtailment gain	**2,459**	–
Translation adjustments	**151**	257
Net liability in plans at 31 July	**(18,921)**	(19,806)

The estimated contributions expected to be paid during the year ending 31 July 2014 in respect of the Group's defined benefit plans is €6,099,000.

Notes to the Group Consolidated Financial Statements (continued)
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Analysis of defined benefit expense recognised in the Group Consolidated Income Statement

in EUR `000	2013	2012
Current service cost	**3,444**	3,277
Past service gain	**(1,197)**	–
Curtailment gain	**(2,459)**	–
Non-financing (income)/expense recognised in Group Consolidated Income Statement	**(212)**	3,277
Expected return on Plan assets (note 3)	**(5,795)**	(5,904)
Interest cost on Plan liabilities (note 3)	**5,892**	5,965
Included in financing costs, net	**97**	61
Net (gain)/charge to Group Consolidated Income Statement	**(115)**	3,338
Actual return on pension Plan assets	**9,474**	6,616

Additionally, a charge of €11,767,000 (2012: €11,311,000) was recorded in the Group Consolidated Income Statement in respect of the Group's defined contribution plans.

Defined benefit pension expense recognised in Group Consolidated Statement of Comprehensive Income

in EUR `000	2013	2012
Actual return less expected return on Plan assets	**3,679**	712
Experience losses on Plan liabilities	**(1,055)**	(880)
Changes in demographic and financial assumptions	**(6,464)**	(10,542)
Actuarial loss	**(3,840)**	(10,710)
Deferred tax effect of actuarial loss (note 9)	**356**	2,002
Actuarial loss recognised in Group Consolidated Statement of Comprehensive Income	**(3,484)**	(8,708)

History of experience gains and losses:	2013	2012	2011	2010	2009
Difference between expected and actual return on plan assets and losses:					
– Amount (in €`000)	**3,679**	712	(63)	3,700	(10,119)
– % of Plan assets	**2.54%**	0.48 %	(0.05)%	4.06%	(10.64)%
Experience (losses)/gains on plan obligations:					
– Amount (in €`000)	**(1,055)**	(880)	(343)	2,681	3,177
– % of Plan obligations	**(0.64) %**	(0.53) %	(0.24)%	2.60%	2.64%
Total actuarial losses recognised in Group Consolidated Statement of Comprehensive Income:					
– Amount (in €`000)	**(3,840)**	(10,710)	(1,881)	(2,336)	(3,913)
– % of Plan obligations	**(2.35) %**	(6.39) %	(1.29)%	(2.27)%	(3.25)%

Notes to the Group Consolidated Financial Statements (continued)
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26 Shareholders equity

Registered shares of CHF 0.02 each – authorised, issued and fully paid	2013 `000	2013 in EUR `000	2012 `000	2012 in EUR `000
At 1 August	**91,811**	**1,172**	85,045	1,061
Issue of registered shares (CHF 0.02)	**–**	**–**	6,766	111
At 31 July	**91,811**	**1,172**	91,811	1,172

On 22 November 2011, the issued shares were increased to 87,558,295 registered shares by the issue of 2,513,500 registered shares with a nominal value of CHF 0.02 each, pursuant to a share subscription on behalf of ARY LTIP Trustee. ARY LTIP Trustee is a wholly owned subsidiary of ARYZTA, formed for the purpose of holding shares subject to the ARYZTA LTIP. ARY LTIP Trustee holds all treasury shares, pending satisfaction of the applicable terms of the ARYZTA LTIP.

At the Annual General Meeting on 1 December 2011, the shareholders approved the resolution to abolish Article 4 of the Articles of Association, which previously established conditional share capital for Employee Benefit Plans.

Furthermore, the shareholders also approved the resolution to modify Article 5 of the Articles of Association (governing Authorised Share Capital for General Purposes). Pursuant to these modifications, the Board of Directors was authorised to increase the share capital at any time until 30 November 2013 by an amount not exceeding CHF 255,134.38 through the issue of up to 12,756,719 fully paid-up registered shares with a nominal value of CHF 0.02 each. The Board of Directors was authorised to exclude the subscription rights of the shareholders and to allocate them to third parties if the shares are used for the following purposes:

(1) acquisition of enterprises or parts thereof or participations therein, new investments or the financing of any of those transactions (maximum of 8,504,479 fully paid-up registered shares),
(2) broadening the shareholder constituency (maximum of 4,252,239 fully paid-up registered shares), or
(3) for the purpose of the participation of employees (maximum of 2,551,343 fully paid-up registered shares).

On 16 January 2012, the issued shares were increased to 91,810,534 by the issue of 4,252,239 registered shares at CHF 41.00 per share. As part of the issuance of these shares, the Board also approved the resolution to modify Article 5 of the Articles of Association to remove item (2) above. Pursuant to these modifications, the Board of Directors is now authorised to increase the share capital at any time until 30 November 2013 by an amount not exceeding CHF 170,089.58 through the issue of up to 8,504,480 fully paid-up registered shares.

These increases in share capital in November 2011 and January 2012 resulted in proceeds of €140,854,000, net of associated share registration, stamp duty and issuance costs.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

Treasury shares of CHF 0.02 each – authorised, called up and fully paid	2013 `000	2013 in EUR `000	2012 `000	2012 in EUR `000
At 1 August	**3,773**	**57**	2,234	30
Creation and issue of shares to ARY LTIP Trustee	**–**	**–**	2,514	41
Release of treasury shares upon vesting and exercise of equity entitlements	**(82)**	**(1)**	(975)	(14)
At 31 July	**3,691**	**56**	3,773	57

On 23 September 2011, the Nomination and Remuneration Committee approved the vesting of all equity entitlements outstanding under the ARYZTA Matching Plan LTIP, as all performance conditions associated with those awards were met as of 31 July 2011. As the share subscription price associated with these equity entitlements was paid by plan participants to ARY LTIP Trustee at the inception of the plan, in accordance with the terms of the plan, upon approval of vesting the associated shares were issued to plan participants out of shares previously held in treasury by ARY LTIP Trustee. The share price at the time of the exercise was CHF 39.05 per share.

On 20 September 2012, the Nomination and Remuneration Committee approved the vesting of the 1,135,000 outstanding Option Plan awards granted in FY 2010, as all performance conditions associated with those awards were met as of 31 July 2012. Of these vested awards, 370,000 were exercised during the year in exchange for 81,915 shares issued out of shares previously held in treasury by ARY LTIP Trustee. The weighted average share price at the time of these exercises was CHF 47.83 per share.

Other equity reserve

In April 2013, the Group raised CHF 400,000,000 through the issuance of a Perpetual Callable Subordinated Instrument ('Hybrid Instrument'), which has been recognised at a carrying value of €319,442,000 within equity, net of transaction costs of €4,865,000. This Hybrid Instrument offers a coupon of 4% and has no maturity date, with an initial call date by ARYZTA after five years from issuance. In the event that the call option is not exercised after five years, the coupon would be 605 bp plus the 3-month CHF LIBOR.

In October 2010, the Group raised CHF 400,000,000 through the issuance of a separate Hybrid Instrument, which was recognised at a carrying value of €285,004,000 within equity, net of transaction costs of €7,436,000. This Hybrid Instrument offers a coupon of 5% and has no maturity date, with an initial call date by ARYZTA after four years from issuance. In the event that the call option is not exercised after four years, the coupon would be 905 bp plus the 3-month CHF LIBOR.

Other equity reserve in EUR `000	2013	2012
At 1 August	**285,004**	285,004
Issuance of hybrid instrument, net of transaction cost	**319,442**	–
At 31 July	**604,446**	285,004

The total coupon recognised for these Hybrid instruments during the year ended 31 July 2013 was €19,898,000 (2012: €16,642,000).

Cash flow hedge reserve

The cash flow hedge reserve comprises the effective portion of the cumulative net change in the fair value of cash flow hedging instruments related to hedged transactions that have not yet occurred.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

Revaluation reserve
The revaluation reserve as of 31 July 2013 relates to surpluses arising on revaluations of land and buildings previously held as investment property. During the year, €1,993,000 was transferred from the revaluation reserve to retained earnings representing the fair value adjustments to investment properties.

Share-based payment reserve
This reserve comprises amounts credited to reserves in connection with equity awards, less the amount related to any such awards that become vested.

Foreign currency translation reserve
The foreign currency translation reserve comprises all foreign exchange differences since 1 August 2004, the date of the Group's transition to IFRS, arising from translation of the net assets of the Group's non-euro-denominated functional currency operations into euro, the Group's presentation currency.

Transaction with non-controlling interest
During March 2012, the Group entered into an agreement to acquire the remaining 40% interest in HiCoPain AG. Based on this agreement, the minority shareholder continues to participate in the risk and rewards of the business until the final exit date, which is expected to occur in 2016. At that time, consideration based on the net book value of HiCoPain AG will be paid to the minority shareholder.

Total estimated future consideration and related costs to be paid in connection with this transaction of CHF 17,349,000 (€14,412,000) have been recorded as a reduction in retained earnings of the Group, with a remaining estimated liability of €13,656,000 as of 31 July 2013 (2012: €13,446,000). Upon payment of the consideration and final exit of the minority shareholder, the carrying value of the related non-controlling interest will then be eliminated directly as an increase in retained earnings.

Capital management
The capital managed by the Group consists of the Group equity of €2,760,629,000 (2012: €2,509,355,000). The Group has set the following goals for the management of its capital:

- To maintain prudent net debt (as set out in note 21 of these Group consolidated financial statements) to EBITDA[1] and interest cover (EBITDA[1] to interest) ratios to support a prudent capital base and ensure a long-term sustainable business.
- To achieve a return for investors in excess of the Group's weighted average cost of capital.
- To apply a dividend policy which takes into account the Group's financial performance and position, the Group's future outlook and other relevant factors including tax and other legal considerations.

As set out in note 21 of these Group consolidated financial statements, the Group operates two distinct debt funding structures.

- The Food Group net debt amounted to €849,228,000 at 31 July 2013 (2012: €976,283,000).
- The Group's listed subsidiary, Origin Enterprises plc, has separate funding structures, which are financed without recourse to ARYZTA AG. Origin net debt amounted to €29,559,000 at 31 July 2013 (2012: €67,808,000).

1 Calculated based on the Food Group EBITDA for the year ended 31 July 2013 of €500.4m, which is then adjusted by the dividend received from Origin of €14.3m and for the pro forma full-year contribution of Food Group acquisitions.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

The Food Group employs four ratio targets to monitor equity and its financing covenants:
– The Food Group's net debt to EBITDA[1] ratio is below 3.5 times – the ratio was 1.57 times at 31 July 2013 (2012: 2.05 times).
– The Food Group's interest cover (EBITDA[1] to interest) is above 4 times – the ratio was 9.37 times at 31 July 2013 (2012: 8.10 times).
– The Food Group's minimum equity shall not be below €1,000,000,000 at any time – the equity at 31 July 2013 was €2,537,088,000 (2012: €2,317,810,000).
– The Food Group's minimum equity ratio (equity/consolidated assets) shall amount to at least 35% at any time – the ratio was 51% at 31 July 2013 (2012: 49%).

These ratios are reported to the Board of Directors at regular intervals through internal financial reporting.

The proposed payout ratio to shareholders for the Group's financial year to 31 July 2013 is 15% of fully diluted underlying earnings per share. The payout will be in the form of a dividend. The payout ratio and form of payout proposed by the Board will be reviewed on an annual basis and is subject to the decision of the Annual General Meeting of the shareholders.

27 Non-controlling interests

in EUR `000	**2013**	2012
Balance at 1 August	**86,225**	72,410
Share of profit for the year	**26,377**	16,290
Share of loss recognised in other comprehensive income	**(7,111)**	(2,039)
Dividends paid to non-controlling interests	**(8,935)**	(6,437)
Portion of share-based payment charge	**395**	193
Dilution of equity shareholders interest in Origin due to vesting of Origin management equity entitlements	**659**	5,808
Balance at 31 July	**97,610**	86,225

Transactions with non-controlling interests
As detailed in note 8, during April 2012, a total of 5,003,238 Origin management equity entitlements were converted, on a one for one basis, into ordinary shares of Origin. During March 2013, an additional 480,345 Origin management equity entitlements were converted, on a one for one basis, into ordinary shares of Origin.

While ARYZTA continues to hold the same number of ordinary shares of Origin, due to the issuance of these additional Origin ordinary shares to third parties, ARYZTA's ownership interest was diluted from 71.4% as of 1 August 2012 to 68.8% as of 31 July 2012 and to 68.6% as of 31 July 2013. As a result of these dilutions, the Group has recorded a reduction in the individual equity balances within the Group's total shareholders' equity in the amount of €659,000 (2012: €5,808,000) and allocated these balances as an increase in non-controlling interests.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

28 Commitments

28.1 Commitments under operating leases

Non-cancellable operating lease rentals are payable as set out below. These amounts represent minimum future lease payments, in aggregate, that the Group is required to make under existing lease agreements.

in EUR `000	**2013**	2012
Operating lease commitments payable:		
Within one year	**48,454**	52,746
In two to five years	**122,564**	131,081
After more than five years	**103,202**	93,832
	274,220	277,659

28.2 Capital commitments

Capital expenditure contracted for at the end of the reporting period, but not yet incurred, is as follows:

in EUR `000	**2013**	2012
Property, plant and equipment	**60,209**	50,331
Intangible assets	**6,504**	8,573
Total	**66,713**	58,904

28.3 Other commitments

The bank and private placements borrowings of the Food Group share security via a security assignment agreement. In addition to this, the private placement borrowings of the Food Group are secured by guarantees from ARYZTA AG and upstream guarantees from various companies within the Food Group.

The Group's 68.6% subsidiary Origin Enterprises plc has also given guarantees to secure the obligations of its subsidiary undertakings on all sums due in respect of bank loans and advances within the Origin Group.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

29 Business combinations

29.1 Acquisitions in financial year 2013

During the year, the Group completed the acquisition of Klemme AG, as well as three other smaller acquisitions, by acquiring all outstanding shares of these individual entities. The details of the net assets acquired and goodwill arising from these business combinations are set out below and the entity information of any significant new subsidiaries is included in note 35. The goodwill arising on these business combinations is attributable to the skills and talent of the in-place work-force and the synergies expected to be achieved from integrating the acquired operations into the Group's existing businesses.

in EUR `000	Klemme	Other	Provisional fair values
Provisional fair value of net assets acquired:			
Property, plant and equipment	119,307	19,940	139,247
Intangible assets	99,182	24,645	123,827
Inventory	15,367	2,427	17,794
Trade and other receivables	42,659	3,984	46,643
Trade and other payables	(43,183)	(14,913)	(58,096)
Other non-current payables	–	(22,225)	(22,225)
Deferred tax	(29,308)	(1,756)	(31,064)
Deferred income from government grants	(17,842)	–	(17,842)
Income tax payable	(4,742)	(2,199)	(6,941)
Net assets acquired	**181,440**	**9,903**	**191,343**
Goodwill arising on acquisitions	110,059	23,028	133,087
Consideration	**291,499**	**32,931**	**324,430**
Satisfied by:			
Cash consideration	282,834	31,008	313,842
Cash acquired	(1,335)	(898)	(2,233)
Net cash consideration	**281,499**	**30,110**	**311,609**
Contingent consideration	10,000	2,821	12,821
Total consideration	**291,499**	**32,931**	**324,430**

The net cash outflow on these acquisitions during the year is disclosed in the Group Consolidated Cash Flow Statement as follows:

in EUR `000	Total
Cash flows from investing activities	
Cash consideration	313,842
Cash acquired	(2,233)
Cost of acquisitions	**311,609**

Costs of €5,490,000 related to the acquisitions were charged to the net acquisition, disposal, and restructuring-related costs and fair value adjustments in the Group Consolidated Income Statement during the year ended 31 July 2013.

Notes to the Group Consolidated Financial Statements (continued) for the year ended 31 July 2013

The impact of these business combinations during the year on the Group Consolidated Income Statement is set out in the following table:

in EUR '000	Total
Revenue	153,634
Profit for the year	5,938

If these acquisitions had occurred on 1 August 2012, management estimates that the consolidated revenue would have been €4,653,291,000 and profit for the year would have been €174,754,000. In making this determination, management has assumed that the fair value adjustments that arose on the date of the acquisition would have been the same if the acquisitions had occurred on 1 August 2012.

For the identification and estimation of the fair value of the intangibles acquired as part of these acquisitions, ARYZTA was assisted by a non-audit independent appraisal firm. The identified intangibles acquired primarily related to customer relationships, which were valued using the income approach method.

The fair values presented in this note are based on provisional valuations, due to the complexity of the transactions.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

29.2 Acquisitions in financial year 2012

During the prior year, the Group completed multiple small acquisitions by acquiring all outstanding shares of those individual entities. The details of the combined net assets acquired and goodwill arising from these various business combinations are set out below. The goodwill arising on these business combinations is attributable to the skills and talent of the in-place work-force and the synergies expected to be achieved from integrating the acquired operations into the Group's existing businesses.

in EUR `000	Final fair values
Final fair value of net assets acquired:	
Property, plant and equipment	19,040
Intangible assets	45,785
Inventory	2,637
Trade and other receivables	11,766
Trade and other payables	(15,329)
Debt acquired	(5,957)
Finance leases	(2,971)
Deferred tax	(12,466)
Deferred income from government grants	(842)
Income tax payable	(721)
Net assets acquired	**40,942**
Goodwill arising on acquisitions	51,613
Consideration	**92,555**

Satisfied by:	
Cash consideration	96,105
Cash acquired	(3,795)
Net cash consideration	**92,310**
Contingent consideration	245
Total consideration	**92,555**

The net cash outflow on acquisitions during the prior year was disclosed in the Group Consolidated Cash Flow Statement as follows:

in EUR `000	Total
Cash flows from investing activities	
Cash consideration	96,105
Cash acquired	(3,795)
	92,310
Cash flows from financing activities	
Debt acquired, including finance leases	8,928
Cost of acquisitions (including net debt acquired)	**101,238**

Costs of €3,255,000 related to the above acquisitions were charged to net acquisition, disposal and restructuring-related costs and fair value adjustments in the Group Consolidated Income Statement during the year ended 31 July 2012.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

For the identification and estimation of the fair value of the intangibles acquired as part of these acquisitions, ARYZTA was assisted by independent non-audit appraisal firms. The identified intangibles acquired include customer relationships and unpatented technology, which were valued using the income approach method.

30 Contingent liabilities

The Group is subject to litigation risks and legal claims that arise in the ordinary course of business, for which the outcomes are not yet known. These claims are not currently expected to give rise to any material significant future cost or contingencies.

31 Related party transactions

In the normal course of business, the Group undertakes transactions with its associates, joint ventures and other related parties. A summary of transactions with these related parties, which relate primarily to transactions with associates and joint ventures during the year, is as follows:

in EUR `000	2013	2012
Sale of goods	**165,581**	102,788
Purchase of goods	**(145,325)**	(132,076)
Provision of services	**755**	1,383
Receiving of services	**(3,016)**	(3,324)

The trading balances owing to the Group from related parties were €2,591,000 (2012: €1,709,000) and the trading balances owing from the Group to these related parties were €1,204,000 (2012: €1,567,000). Non-current other receivables on the Group Consolidated Balance Sheet comprises €39,433,000 (2012: €37,223,000) in relation to a vendor loan note made to Valeo, an associate undertaking. The coupon rate on the vendor loan note is 5% compounding. Unless previously repaid, redeemed or repurchased, the vendor loan note will be repaid in full on 26 November 2020.

Compensation of key management

For the purposes of the disclosure requirements of IAS 24, Related Party Disclosures, the term ‘key management personnel’ (i.e. those persons having authority and responsibility for planning, directing and controlling the activities of the Group) comprises the Board of Directors and the Group Executive Management which manages the business and affairs of the Group.

A summary of the compensation to key management is as follows:

in EUR `000	2013	2012
Short-term employee benefits	**3,086**	3,147
Post employment benefits	**325**	382
Performance-related bonus	**1,325**	1,562
Long-term incentives (LTIP)	**3,466**	3,799
Total key management compensation	**8,202**	8,890

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Further detailed disclosure in relation to the compensation entitlements of the Board of Directors and Executive Management is provided in note 10 of the ARYZTA AG Company financial statements.

32 Post balance sheet events – after 31 July 2013
As of 26 September 2013, the date of approval of the Group consolidated financial statements by the Board of Directors, there have been no material significant events that would require adjustment or disclosure within the Group consolidated financial statements.

33 Risk assessment required by Swiss law
The Board and senior management of ARYZTA continue to invest significant time and resources in identifying specific risks across the Group, and in developing a culture of balanced risk minimisation. The Group has formal risk assessment processes in place through which risks and mitigating controls are evaluated. These processes are driven by local management of the business, who are best placed to identify the significant ongoing and emerging risks facing the business. The outputs of these risk assessment processes are subject to various levels of review by Group management and Internal Audit, and a consolidated Risk Map denoting potential frequency, severity and velocity of identified risks, is reviewed by the ARYZTA Board of Directors on an annual basis. Risks identified and associated mitigating controls are also subject to audit, as part of operational, financial and health and safety audit programmes.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

34 Accounting estimates and judgements

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expenses.

Information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the Group consolidated financial statements are described below:

Note	Name
Note 8	Share-based payments
Note 13	Investment properties
Note 14	Goodwill and intangible assets
Note 22	Financial instruments and financial risk
Notes 9 & 24	Income tax expense and deferred tax
Note 25	Employee benefits

The Group has share-based incentive grants outstanding under various incentive plans. Estimating the value of these grants, and the period over which this value will be recognised as an expense, requires various management estimates and assumptions, as set out in note 8.

Investment property, principally comprised of land and buildings, is stated at fair value. The associated fair value is based on estimates of the market value of the underlying property, being the estimated amount for which a property could be exchanged in arm's length transaction, as set out in note 13.

Impairment testing of assets, particularly of goodwill, involves estimating the future cash flows for a cash-generating unit and an appropriate discount rate, in order to determine an estimated recoverable value, as set out in note 14.

Income tax expense and deferred taxes are subject to management estimate. The Group Consolidated Balance Sheet includes deferred taxes relating to temporary differences as set out in note 24. These deferred taxes are based on forecasts of the corresponding entity's taxable income and reversal of these temporary differences, forecasted over a period of several years. As actual results may differ from these forecasts, these deferred taxes may need to be adjusted accordingly.

The estimation of employee benefit costs requires the use of actuaries and the determination of appropriate assumptions such as the discount rate, average life expectancy, expected long term rates of return on plan assets and other assumptions, as set out in note 25.

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

35 Significant subsidiaries

A list of all of the Group's significant subsidiary undertakings as at 31 July 2013 and 2012 is provided in the table below. For the purposes of this note, a significant subsidiary is one that has third-party revenues equal to, or in excess of, 1% of total Group revenue and/or consolidated Group assets equal to, or in excess of 1% of total Group assets. A significant associate or joint venture is one in which the Group's Share of profits, after tax is equal to, or in excess of, 1% of total Group operating profit.

Name	Nature of business	Currency	Share capital millions	Group % share 2013	Group % share 2012	Registered office
(a) Food subsidiaries – Ireland						
Cuisine de France	Food manufacturing and distribution	EUR	0.063	100	100	1
Cuisine de France (Manufacturing)	Food manufacturing	EUR	0.889	100	100	1
ARYZTA Technology Ireland	Asset holding company	EUR	0.0002	100	100	1
(b) Food subsidiaries – United Kingdom						
Delice de France Limited	Food manufacturing and distribution	GBP	0.250	100	100	2
Honeytop Speciality Foods Limited	Food manufacturing and distribution	GBP	0.610	100	100	3
(c) Food subsidiaries – Mainland Europe						
France Distribution SAS	Food distribution	EUR	0.108	100	100	4
Fresca SAS	Food distribution	EUR	0.830	100	98.3	5
Klemme AG	Bread manufacturing and food distribution	EUR	3.072	100	–	6
Hiestand Schweiz AG	Bread manufacturing and food distribution	CHF	3.500	100	100	7
HiCoPain AG	Food manufacturing	CHF	20.000	60	60	8
Fricopan GmbH	Food distribution	EUR	0.025	100	100	9
Hiestand & Suhr Handels und Logistik GmbH	Food distribution	EUR	0.025	100	100	10
(d) Food subsidiaries – North America						
ARYZTA LLC	Baked good manufacturing and distribution	USD	0.00001	100	100	11
ARYZTA Canada Co.	Baked good manufacturing and distribution	CAD	113.400	100	100	12
(e) Food subsidiaries – Rest of World						
ARYZTA Australia Pty Limited (formerly Fresh Start Bakeries Australia Pty Limited)	Baked good manufacturing and distribution	AUD	17.000	100	100	13
Fresh Start Bakeries Industrial LTDA	Baked good manufacturing and distribution	BRL	10.643	100	100	14
(f) Origin subsidiaries – Ireland						
Origin Enterprises plc	Holding company	EUR	1.385	68.6	68.8	15
Goulding Chemicals Limited	Fertiliser blending and distribution	EUR	6.349	68.6	68.8	15
(g) Origin subsidiaries – United Kingdom						
Origin UK Operations Limited (formerly Origin Fertilisers UK Limited)	Fertiliser blending and distribution	GBP	0.550	68.6	68.8	16
R & H Hall Trading Limited	Grain and feed trading	GBP	2.000	68.6	68.8	17
Masstock Group Holdings Limited	Specialist agronomy services	GBP	0.010	68.6	68.8	18
United Agri Products Limited	Specialist agronomy products and services	GBP	0.0009	68.6	68.8	18
Rigby Taylor Limited	Turf management services	GBP	0.122	68.6	68.8	16
(h) Origin subsidiaries – Mainland Europe						
Dalgety Agra Polska	Specialist agronomy products and services	PLN	6.320	68.6	68.8	19
(i) Origin associates and joint venture						
Welcon Invest AS	Fish processing	NOK	12.000	–	34.4	20
BHH Limited	Provender millers	GBP	5.020	34.3	34.4	21
Valeo Foods Group Limited	Food distribution	EUR	0.780	22.0	22.1	22
R&H Hall	Grain and feed trading	EUR	6.105	34.3	34.4	23

Notes to the Group Consolidated Financial Statements (continued)
for the year ended 31 July 2013

Registered Offices:

1. Grangecastle Business Park, New Nangor Road, Clondalkin, Dublin 22, Ireland.
2. 149 Brent Road, Southall, Middlesex UB2 5LJ, England.
3. Honeytop House, Verey Road, Woodside Industrial Estate, Dunstable, LU5 4TT, England.
4. ZAC de Bel Air, 14 – 16 Avenue Joseph Paxton, Ferrières en Brie, 77164, France.
5. 29 Rue Hélène Boucher, Zone d'activités La Butte au Berger, 91380, Chilly-Mazarin, France.
6. Industriestraße 4, 06295 Lutherstadt Eisleben, Germany.
7. Ifangstrasse 9–11, 8952 Schlieren-Zurich, Switzerland.
8. Industriepark, 6252 Dagmersellen, Switzerland.
9. Nobelstrasse 66, 12057 Berlin, Germany.
10. Auf der Haid 1, 79235 Vogtsburg, Germany.
11. 6080 Center Drive, Suite 900, Los Angeles, CA 90045, United States of America.
12. 1100-1959 Upper Water Street, Halifax, Nova Scotia, B3J 3N2, Canada.
13. 14 Homepride Avenue, Liverpool, NSW 2170, Australia.
14. Rua Amador Bueno, 942, Santo Amaro, São Paulo – SP, 04752-005, Brazil.
15. 151 Thomas Street, Dublin 8, Ireland.
16. Orchard Road, Royston, Hertfordshire SG8 5HW, England.
17. 4A Campsie Real Estate, McLean Road, Derry, BT47 3PF, Northern Ireland.
18. Andoversford, Cheltenham, Gloucestershire, GL54 4LZ, England.
19. Ul. Heleny Szafran 6, 60-693 Poznan, Poland.
20. 6718 Deknepollen, Norway.
21. 35/39 York Road, Belfast BT15 3GW, Northern Ireland.
22. Ogier House, The Esplanade, St Helier, Jersey, JE4 9WG.
23. La Touche House, Custom House Dock, IFSC, Dublin 1, Ireland.

The country of registration is also the principal location of activities in each case.

Report of the Statutory Auditor on the Group Consolidated Financial Statements to the General Meeting

pwc

As statutory auditor, we have audited the accompanying Group consolidated financial statements of ARYZTA AG, which comprise the Group Consolidated Income Statement, Group Consolidated Statement of Comprehensive Income, Group Consolidated Balance Sheet, Group Consolidated Statement of Changes in Equity, Group Consolidated Cash Flow Statement, Group Statement of Accounting Policies and notes on pages 60 to 140, for the year ended 31 July 2013.

Board of Directors' Responsibility
The Board of Directors is responsible for the preparation and fair presentation of the Group consolidated financial statements in accordance with the International Financial Reporting Standards (IFRS) and the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of the Group consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility
Our responsibility is to express an opinion on these Group consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as the International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the Group consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Group consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Group consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the Group consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the Group consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Report of the Statutory Auditor on the Group Consolidated Financial Statements to the General Meeting (continued)

Opinion
In our opinion, the Group consolidated financial statements for the year ended 31 July 2013 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law.

Report on Other Legal Requirements
We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of the Group consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the Group consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Patrick Balkanyi	Cornelia Ritz Bossicard
Audit Expert	Audit Expert
Auditor in Charge	

Zurich, 26 September 2013

Company Income Statement
for the year ended 31 July 2013

in CHF `000	2013	2012
Income		
Revenues from licences and management fees from Group companies	**35,553**	37,228
Financial income from Group companies	**42,430**	36,758
Dividend income from Group companies	**71,921**	129,795
Total income	**149,904**	203,781
Expenses		
Depreciation and amortisation	**(21,468)**	(49,699)
Personnel expenses	**(2,998)**	(3,373)
Financial expenses	**(50,026)**	(48,097)
Other operating expenses to Group companies	**(16,893)**	(11,648)
Other operating expenses	**(29,549)**	(27,112)
Total expenses	**(120,934)**	(139,929)
Profit before income tax expense	**28,970**	63,852
Income tax expense	**(2,858)**	(538)
Profit for the year	**26,112**	63,314

Company Balance Sheet
as at 31 July 2013

in CHF `000	2013	2012
Assets		
Non-current assets		
Property, plant and equipment	**2,729**	2,295
Intangible assets	**–**	21,088
Financial assets		
– investments in Group companies	**1,493,685**	1,493,585
– loans to Group companies	**1,742,325**	1,263,748
Total non-current assets	**3,238,739**	2,780,716
Current assets		
Cash and cash equivalents	**7,442**	6,143
Other receivables		
– from third parties	**307**	2,783
– from Group companies	**4,821**	1,387
Total current assets	**12,570**	10,313
Total assets	**3,251,309**	2,791,029

Company Balance Sheet (continued)
as at 31 July 2013

in CHF `000	2013	2012
Equity		
Called up share capital	**1,836**	1,836
Legal reserves from capital contribution	**1,242,760**	1,297,860
Legal reserves for own shares from capital contribution	**139,359**	142,113
Other legal reserves	**3,881**	–
Unrestricted reserves	**2,150**	2,150
Retained earnings	**24,312**	(1,800)
Total equity	**1,414,298**	1,442,159
Liabilities		
Non-current liabilities		
Liabilities from Group companies	**278,522**	278,522
Interest-bearing loans and borrowings	**1,231,642**	820,750
Total non-current liabilities	**1,510,164**	1,099,272
Current liabilities		
Trade accounts payable	**2,395**	2,139
Accrued expenses	**34,990**	24,545
Interest-bearing loans and borrowings	**280,723**	214,712
Other accounts payable		
– to third parties	**610**	335
– to Group companies	**8,129**	7,867
Total current liabilities	**326,847**	249,598
Total liabilities	**1,837,011**	1,348,870
Total equity and liabilities	**3,251,309**	2,791,029

Notes to the Company Financial Statements

1 Basis of presentation

The Company's accounting period runs for the year from 1 August 2012 to 31 July 2013. Certain amounts in the Company's 31 July 2012 financial statements and related notes have been reclassified or adjusted to conform to the 31 July 2013 presentation. These reclassifications or adjustments were made for presentation purposes and have no effect on profit for the year, total assets, total liabilities or equity as previously reported.

2 Loans, guarantees and pledges in favour of third parties

The Company has the following outstanding bonds, which are included within interest bearing loans and borrowings.

	2013 in CHF '000	2012 in CHF '000	**Interest Rate**	**Maturity**
Swiss Bond	**200,000**	200,000	3.25%	March 2015
Hybrid Instrument 2010	**400,000**	400,000	5.00%	No specified maturity date
Hybrid Instrument 2013	**400,000**	–	4.00%	No specified maturity date

The Company is party to cross guarantees on ARYZTA AG Food Group (ARYZTA AG excluding Origin) borrowings. The Company has also guaranteed the liabilities of subsidiaries within the ARYZTA Food Group. The Company treats these guarantees as a contingent liability until such time as it becomes probable that the Company will be required to make a payment under the guarantee.

3 Fire insurance value of property, plant and equipment

	2013 in CHF '000	2012 in CHF '000
Fire insurance value of property, plant and equipment	**3,500**	3,500

4 Details of investments

The Company holds direct investments in the following entities, all of which are intermediate holding companies or intercompany financing entities within the ARYZTA AG Group.

		Share capital millions		**Percentage**	
Company, domicile		**2013**	2012	**2013**	2012
ARYZTA Holdings Asia Pacific BV (NL)	EUR	**0.020**	0.020	**100**	100
ARYZTA Holdings Germany AG (CH)	CHF	**0.100**	–	**100**	–
ARYZTA Holdings Ireland Limited (JE)	EUR	**–**	–	**100**	100
ARYZTA Finance II AG (CH)	EUR	**0.087**	0.087	**100**	100
Hiestand Beteiligungsholding GmbH & Co. KG (DE)[1]	EUR	**0.026**	0.026	**100**	100
ARYZTA Food Europe AG (CH)	CHF	**6.450**	6.450	**100**	100
Summerbake GmbH (DE)	EUR	**0.025**	0.025	**100**	100

1 The amount disclosed represents limited liability capital.

Notes to the Company Financial Statements (continued)

5 Share capital

Shares of CHF 0.02 each – authorised, issued and fully paid	**Year ended 31 July 2013 `000**	**Year ended 31 July 2013 in CHF`000**	Year ended 31 July 2012 `000	Year ended 31 July 2012 in CHF`000
As at 1 August	**91,811**	**1,836**	85,045	1,701
Issued during the period	–	–	6,766	135
As at 31 July	**91,811**	**1,836**	91,811	1,836

Shares of CHF 0.02 each	**Year ended 31 July 2013** `000	**Year ended 31 July 2013** in CHF`000	Year ended 31 July 2012 `000	Year ended 31 July 2012 in CHF`000
Conditional capital	–	–	–	–
Authorised capital	**8,504**	**170**	8,504	170

On 22 November 2011, the issued shares were increased to 87,558,295 registered shares by the issue of 2,513,500 registered shares with a nominal value of CHF 0.02 each, pursuant to a share subscription on behalf of ARY LTIP Trustee. ARY LTIP Trustee is a wholly owned subsidiary of ARYZTA, formed for the purpose of holding shares subject to the ARYZTA LTIP. ARY LTIP Trustee holds all treasury shares, pending satisfaction of the applicable terms of the ARYZTA LTIP.

At the Annual General Meeting on 1 December 2011, the shareholders approved the resolution to abolish Article 4 of the Articles of Association, which previously established conditional share capital for Employee Benefit Plans.

Furthermore, the shareholders also approved the resolution to modify Article 5 of the Articles of Association (governing Authorised Share Capital for General Purposes). Pursuant to these modifications, the Board of Directors was authorised to increase the share capital at any time until 30 November 2013 by an amount not exceeding CHF 255,134.38 through the issue of up to 12,756,719 fully paid-up registered shares with a nominal value of CHF 0.02 each. The Board of Directors was authorised to exclude the subscription rights of the shareholders and to allocate them to third parties if the shares are used for the following purposes:

(1) acquisition of enterprises or parts thereof or participations therein, new investments or the financing of any of those transactions (maximum of 8,504,479 fully paid-up registered shares),
(2) broadening the shareholder constituency (maximum of 4,252,239 fully paid-up registered shares), or
(3) for the purpose of the participation of employees (maximum of 2,551,343 fully paid-up registered shares).

On 16 January 2012, the issued shares were increased to 91,810,534 by the issue of 4,252,239 registered shares at CHF 41.00 per share. As part of the issuance of these shares, the Board also approved the resolution to modify Article 5 of the Articles of Association to remove item (2) above. Pursuant to these modifications, the Board of Directors is now authorised to increase the share capital at any time until 30 November 2013 by an amount not exceeding CHF 170,089.60 through the issue of up to 8,504,480 fully paid-up registered shares with a nominal value of CHF 0.02 each.

Notes to the Company Financial Statements (continued)

The share capital of the Company at 31 July 2013 amounts to CHF 1,836,210.68, and is divided into 91,810,534 registered shares with a par value of CHF 0.02 per share. Of these 91,810,534 shares, 88,119,590 are outstanding and 3,690,944 are classified as treasury shares.

Shareholders are entitled to dividends as declared. The ARYZTA shares rank pari passu in all respects with each other.

6 Treasury shares owned by the Company or one of its subsidiaries

	Year ended 31 July 2013 \`000	**Year ended 31 July 2013** in CHF\`000	Year ended 31 July 2012 \`000	Year ended 31 July 2012 in CHF\`000
As at 1 August	**3,773**	**142,113**	2,234	75,167
Release of treasury shares upon vesting and exercise of LTIP shares	**(82)**	**(2,754)**	(975)	(32,790)
Issue of shares to ARY LTIP Trustee	**–**	**–**	2,514	99,736
As at 31 July	**3,691**	**139,359**	3,773	142,113

On 23 September 2011, the Nomination and Remuneration Committee approved the vesting of all equity entitlements outstanding under the ARYZTA Matching Plan LTIP, as all performance conditions associated with those awards were met as of 31 July 2011. As the share subscription price associated with these equity entitlements was paid by plan participants to ARY LTIP Trustee at the inception of the plan, in accordance with the terms of the plan, upon approval of vesting the associated shares were issued to plan participants out of shares previously held in treasury by ARY LTIP Trustee.

On 22 November 2011 the issued shares were increased by the issue of 2,513,500 registered shares with nominal value of CHF 0.02 each, pursuant to a share subscription on behalf of ARY LTIP Trustee, as discussed in note 5 above.

On 20 September 2012, the Nomination and Remuneration Committee approved the vesting of the 1,135,000 outstanding Option Plan awards granted in FY 2010, as all performance conditions associated with those awards were met as of 31 July 2012. Of these vested awards, 370,000 were exercised during the year in exchange for 81,915 shares issued out of shares previously held in treasury by ARY LTIP Trustee. The weighted average share price at the time of these exercises was CHF 47.83 per share.

7 Risk assessment

ARYZTA AG, Zurich, as the ultimate parent company of the ARYZTA Group, is fully integrated into the Group-wide internal risk assessment process.

The Board and senior management of ARYZTA continue to invest significant time and resources in identifying specific risks across the Group, and in developing and maintaining a culture of balanced risk minimisation. The Group has formal risk assessment processes in place through which risks and mitigating controls are evaluated. These processes are driven by local management, who are best placed to identify the significant ongoing and emerging risks facing the business. The outputs of these risk assessment processes are subject to various levels of review by Group management and Internal Audit, and a

Notes to the Company Financial Statements (continued)

consolidated Risk Map denoting potential frequency, severity and velocity of identified risks are reviewed by the ARYZTA Board of Directors on an annual basis. Risks identified and associated mitigating controls are also subject to audit as part of operational, financial and health and safety audit programmes.

8 Participations

As at 31 July 2013, the Company has been notified of the following shareholdings or voting rights, which amount to 3% or more of the Company's issued ordinary share capital:

	Number of shares 2013	**Number of shares % 2013**	Number of shares 2012	Number of shares % 2012
ARY LTIP Trustee (treasury shares)	**3,690,944**	**4.02%**	3,772,859	4.11%
MassMutual	**2,799,110**	**3.05%**	Less than 3%	
Invesco Limited	**Less than 3%**		4,373,010	4.76%
Fidelity Management and Research LLC	**Less than 3%**		2,785,897	3.03%

Any significant shareholder notifications during the year and since 31 July 2013 are available on the Group's website at:
www.aryzta.com/investor-centre/shareholder-notifications.aspx

9 Pension fund liability

The pension fund liability was CHF 78,104 at 31 July 2013 (2012: CHF 117,177).

10 Compensation disclosure

Compensation process

The Nomination and Remuneration Committee of the Board (the 'NRC') is responsible for determining the remuneration of executive and non-executive members of the Board and for approving the remuneration of other members of senior management upon the recommendation of the CEO.

Executives are remunerated in line with the level of their authority and responsibility within the Group, with the various elements of the remuneration package for Executive Management being reviewed annually by the NRC. The NRC reports to the Board at the next Board meeting following each meeting of the NRC. The CEO attends meetings of the NRC by invitation only.

Executive Management basic salary and benefits

The basic salary of Executive Management is reviewed annually by the NRC with regard to personal performance and corporate goals (as set out in Part 1 of the Compensation Report). When reviewing Executive Managements' basic salary, the applicable weighting of each component is at the discretion of the NRC. Employment-related benefits consist principally of a car allowance and pension. Pension benefits are determined solely in relation to basic salary.

Notes to the Company Financial Statements (continued)

Executive Management short-term performance-related bonus
For financial year 2013, the short-term performance-related bonus for Executive Management was determined primarily by reference to incremental gains in Food Group Underlying ROIC (as set out in Part 1 of the Compensation Report).

In order to compare ROIC on a like-for-like basis, the Food Group Underlying ROIC is also calculated. The measurement indicator is based on the assets of the Food Group business that existed as of 31 July 2011, using currency rates consistent with 2011, excluding net assets and historical EBITA levels of acquisitions completed after 1 August 2011 and adding back asset impairments (unless recovered once the assets are disposed).

Subject to a minimum incremental increase in Underlying ROIC of 50bps being achieved during the year, Executive Management and other senior executives throughout the Group receive a percentage of their set target bonus based on the corresponding gain in Food Group Underlying ROIC. The short-term performance-related bonus for executive management is capped at 100% of basic salary.

For the year ended 31 July 2013, the Food Group Underlying ROIC was 12.1%. This represents an increase of 80 bps during the year, compared to the Food Group Underlying ROIC of 11.3% for the year ended 31 July 2012. A 110 bps improvement in Underlying ROI was also realised during 2012, when compared to the 2011 Reported ROIC of 10.2%, which serves as the baseline for the Underlying ROI calculation.

Executive Management long-term incentives (LTIP)
As set out in the Compensation Report on pages 44 to 51 of this report, the long-term incentive remuneration of Executive Management consists of both Matching Plan and Option Equivalent Plan awards.

Participants with Matching Plan awards have the prospect of receiving a multiple (ranging from one to three times) of the number of Qualifying Investment Shares held for the purposes of the Matching Plan. This multiple is determined on a fractional pro-rata basis ranging from one to three, based on compound annual underlying fully diluted EPS growth between 10.0% and 15.0%. In the event of the minimum 10% growth target not being achieved, no awards vest. The satisfaction of additional criteria is also required, including compliance with the condition that Food Group reported ROIC must have exceeded the Food Group WACC throughout the performance period and the additional condition regarding maintenance of the ARYZTA dividend policy.

Vesting of awards under the Option Equivalent Plan is conditional on compound annual growth in underlying fully diluted EPS in three consecutive accounting periods exceeding the compound growth in the Euro-zone Core Consumer Price Index, plus 5%, on an annualised basis. The satisfaction of additional criteria is also required including compliance with the condition that Food Group Reported ROIC must have exceeded the Food Group WACC throughout the performance period and the additional condition regarding maintenance of the ARYZTA dividend policy.

See note 8 of the Group Financial Statements (page 89) for the total cost recognised in the Group Financial Statements for share-based payments in the financial year 2013.

Notes to the Company Financial Statements (continued)

Compensation to members of the Board of Directors

Non-executive board members are paid a yearly fee (CHF 88,000), which reflects the time commitment and responsibilities of the role. Additional compensation for non-executive directors is payable for service on a Board Committee (CHF 8,000) and for the Chair thereof (CHF 16,000). Executive directors do not receive additional compensation for their role as a board member. The NRC determines, at its discretion, the level of these yearly fees and additional compensation paid to each executive and non-executive Board member. Non-executive Board members are not eligible for performance-related payments and do not participate in the LTIP.

The following table reflects the direct payments received by board members during the years ended 31 July 2013 and 2012. Fluctuations in amounts received are reflective of the changing roles and responsibilities held by the individual directors, during each respective year.

in CHF `000	**Direct payments year ended 31 July 2013**	Direct payments year ended 31 July 2012
Denis Lucey	**323**	323
Charles Adair	**96**	88
Denis Buckley[2]	**N/A**	32
Hugh Cooney[2]	**96**	64
J Brian Davy	**105**	107
Shaun B. Higgins[2]	**105**	70
Owen Killian	**–**	88
Patrick McEniff	**–**	88
Götz-Michael Müller[2]	**96**	64
William Murphy[1]	**35**	101
Hans Sigrist[1]	**32**	91
Dr J Maurice Zufferey[2]	**N/A**	32
Wolfgang Werlé[1]	**62**	N/A
Total	**950**	1,148

1 Effective 11 December 2012 H. Sigrist and W. Murphy resigned from the Board and W. Werlé was elected to the Board.

2 Effective 1 December 2011 D. Buckley and M. Zufferey resigned from the Board and S. Higgins, H. Cooney and G. Müller were elected to the Board.

Compensation to members of the Executive Management

in CHF `000	**Total Executive Management 2013**	**Owen Killian 2013**	Total Executive Management 2012	Owen Killian 2012
Basic salaries	**2,645**	**1,277**	2,641	1,277
Benefits in kind	**171**	**83**	170	83
Pension contributions	**397**	**192**	460	191
Performance-related bonus	**1,617**	**780**	1,879	908
Long-term incentives (LTIP)	**4,230**	**2,007**	4,569	2,219
Total compensation paid to members of ARYZTA Executive Management	**9,060**	**4,339**	9,719	4,678

Notes to the Company Financial Statements (continued)

As per page 37 of the Corporate Governance Report, for the financial year 2013, Group Executive Management consists of Owen Killian (CEO), Patrick McEniff (CFO and COO) and Pat Morrissey (General Counsel, Company Secretary and CAO).

The highest total compensation in the reporting period was received by Owen Killian, and his total remuneration is disclosed separately in the preceding table.

The compensation to members of Executive Management disclosed includes compensation for their roles as members of the Board of ARYZTA and, in the case of Owen Killian, Patrick McEniff and Pat Morrissey, for their service as officers of Origin Enterprises plc (respectively, Chairman, non-executive Director and Company Secretary).

No severance and/or termination payments were made to any member of Executive Management during the financial years 2013 or 2012.

Directors' and Executive Management's share interests

The Directors and Company Secretary had no interests, other than those shown below, in the ordinary shares in, or loan stock of, the Company or other Group undertakings. Beneficial interests at 31 July were as follows:

Shares in ARYZTA at CHF 0.02 each	No. of shares 2013	No. of shares 2012
Denis Lucey	**4,250**	1,250
Charles Adair	**2,000**	1,000
Hugh Cooney	**4,000**	2,915
J Brian Davy	**58,186**	58,186
Shaun B. Higgins	**1,000**	500
Owen Killian	**823,731**	823,731
Patrick McEniff	**500,006**	500,006
Götz-Michael Müller	**500**	–
William Murphy[1]	**N/A**	8,160
Hans Sigrist[1]	**N/A**	14,000
Wolfgang Werlé[1]	**2,336**	N/A
General Counsel, Company Secretary & CAO		
Pat Morrissey	**130,251**	130,251
Total	**1,526,260**	1,539,999

1 Effective 11 December 2012 W. Murphy and H. Sigrist resigned from the Board and W. Werlé was elected to the Board.

There have been no changes in the interests as shown above between 31 July 2013 and 26 September 2013. Details of the interests of Owen Killian, Patrick McEniff, and Pat Morrissey in share entitlements under the Matching Plan and Share Option Equivalent Plan are set out on the next page.

No loans or advances were made to members of the Board of Directors or to Executive Management during the financial year, or were outstanding at 31 July 2013 (2012: none).

Notes to the Company Financial Statements (continued)

Directors' and Executive Management's interests in equity instruments

Executive Management Matching Plan Allocation

	Maximum share allocation carried forward 1 August 2012	Exercised during financial year	Granted during financial year	Closing position 31 July 2013
Directors				
Owen Killian	150,000	–	–	150,000
Patrick McEniff	120,000	–	–	120,000
General Counsel, Company Secretary & CAO				
Pat Morrissey	60,000	–	–	60,000
Total	**330,000**	**–**	**–**	**330,000**

Executive Management Option Equivalent Plan Allocation

	Options carried forward 1 August 2012[1]	Exercised during financial year[1]	Granted during financial year	Closing position 31 July 2013
Directors				
Owen Killian	750,000	–	–	750,000
Patrick McEniff	610,000	–	–	610,000
General Counsel, Company Secretary & CAO				
Pat Morrissey	200,000	(100,000)	–	100,000
Total	**1,560,000**	**(100,000)**	**–**	**1,460,000**

1 The Group's compound annual growth in underlying fully diluted EPS for the three consecutive accounting periods ended 31 July 2012 was 12.9%, which exceeded the growth in the Euro-zone Core Consumer Price Index over the same period of 1.3%, plus 5%. Accordingly, the performance conditions associated with the Option Plan awards outstanding as of 1 August 2011 were met during FY 2012. As a result, 765,000 Option Plan awards (550,000 of which are held by Executive Management) are vested and eligible to be exercised. The exercise price of all Option Plan awards, for which the vesting conditions have been met, is CHF 37.23.

Company Appropriation of Available Earnings

Appropriation of available earnings

The Board of Directors will propose to the Annual General Meeting of Shareholders the following appropriation of earnings:

in CHF `000	**2013**	2012
Balance of unrestricted reserves and retained earnings carried forward	**350**	(62,964)
Transfer from other legal reserves to retained earnings	**3,881**	–
Net profit for the year	**26,112**	63,314
Closing balance of unrestricted reserves and retained earnings	**30,343**	350
Dividend payment from unrestricted reserves and retained earnings	**–**	–
Balance of unrestricted reserves and retained earnings to be carried forward as retained earnings[1]	**30,343**	350
Proposed release and distribution of legal reserves from capital contribution in the amount of[2]	**58,617**	53,923

1 Transfer from unrestricted reserves to retained earnings of CHF 2,150,000.

2 Proposed release and distribution of legal reserves from capital contribution represents an estimated amount. This will be adjusted to take account of actual currency translation rates at the date of payment and of any new shares entitled to dividend which are issued subsequent to 31 July and prior to dividend ex-date.

Report of the Statutory Auditor on the Financial Statements to the General Meeting of ARYZTA AG

As statutory auditor, we have audited the accompanying financial statements of ARYZTA AG (the "Company"), which comprise the Company Income Statement, Company Balance Sheet and notes on pages 143 to 153, for the year ended 31 July 2013.

Board of Directors' Responsibility
The Board of Directors is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law and the Company's Articles of Association. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements for the year ended 31 July 2013 comply with Swiss law and the Company's Articles of Association.

Report of the Statutory Auditor on the Financial Statements to the General Meeting of ARYZTA AG (continued)

Report on Other Legal Requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

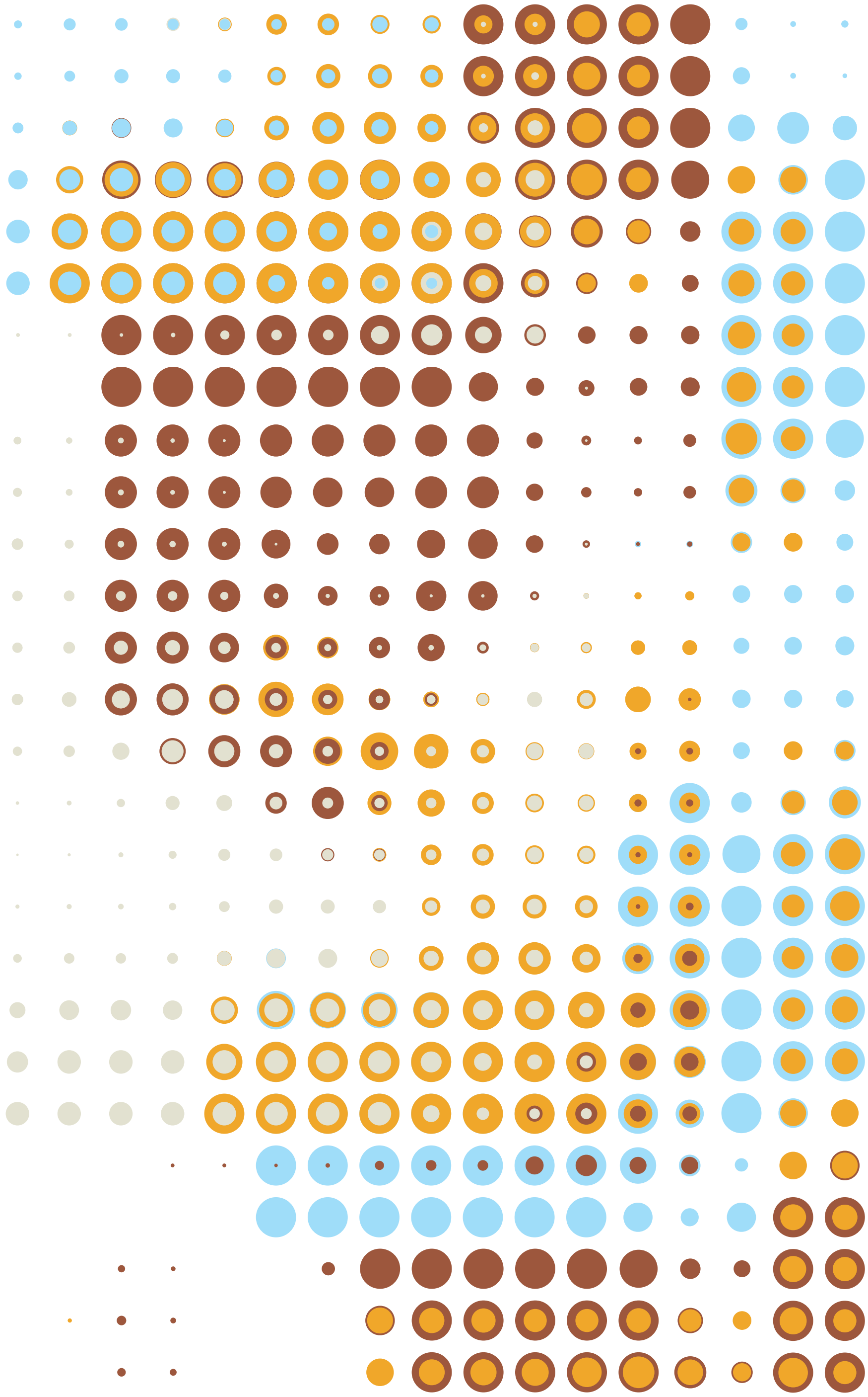
We further confirm that the proposed appropriation of available earnings complies with Swiss law and the Company's Articles of Association. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Patrick Balkanyi
Audit Expert
Auditor in Charge

Cornelia Ritz Bossicard
Audit Expert

Zurich, 26 September 2013



“Good bread is the most fundamentally satisfying of all foods;
and good bread with fresh butter, the greatest of feasts.”

James Beard
(1903–1985)

Annual Report and Accounts 2013

Food Group Financial Statements

Page

Basis of Preparation

These unaudited Food Group Financial Statements comprise designated individual legal entities, which are consolidated as subsidiaries of ARYZTA AG and show the Food Group's interest in joint ventures of ARYZTA AG using the equity method and does not consolidate Origin Enterprises, plc or its subsidiaries, associates or joint ventures. Instead, the investment in Origin is carried at historic cost.

The accompanying financial statements comprise the Income Statement, Statement of Comprehensive Income, Balance Sheet and Cash Flow Statement ('the Food Group Financial Statements') of the Food Group for the year ended 31 July 2013, with 31 July 2012 comparatives.

The Directors have prepared the Food Group Financial Statements by applying accounting policies consistent with those applied by ARYZTA AG and extracting the differences between the audited Group consolidated financial statements of ARYZTA AG and the audited Group consolidated financial statements of Origin Enterprises plc, after reflecting appropriate adjustments deemed necessary to prepare the Food Group Financial Statements.

The ARYZTA AG Group Consolidated Financial Statements and Origin Enterprises plc Consolidated Financial Statements have been reported on separately by PricewaterhouseCoopers Zurich and Dublin, respectively, without qualification.

Food Group Income Statement
for the year ended 31 July 2013

in EUR `000	2013 unaudited	2012 unaudited
Revenue	**3,085,517**	2,867,644
Cost of sales	**(2,053,734)**	(1,874,455)
Gross profit	**1,031,783**	993,189
Operating expenses	**(731,730)**	(718,146)
Dividend income from investment in Origin	**14,250**	10,450
Net acquisition, disposal and restructuring-related costs and fair value adjustments	**(119,814)**	(83,477)
Operating profit	**194,489**	202,016
Share of profit after tax of joint ventures	**201**	1,062
Profit before financing costs, net and income tax expense	**194,690**	203,078
Financing costs, net	**(57,761)**	(58,717)
Profit before income tax expense	**136,929**	144,361
Income tax expense	**(39,899)**	(14,266)
Profit for the year	**97,030**	130,095
Attributable as follows:		
Equity shareholders	**93,411**	126,728
Non-controlling interests	**3,619**	3,367
Profit for the year	**97,030**	130,095

Food Group Statement of Comprehensive Income
for the year ended 31 July 2013

in EUR `000	2013 unaudited	2012 unaudited
Profit for the year	**97,030**	130,095
Other comprehensive (loss)/income		
Foreign exchange translation effects	**(138,848)**	88,476
Actuarial gain/(loss) on Food Group defined benefit pension plans, net of deferred tax	**1,063**	(3,812)
Gain/(loss) relating to cash flow hedges, net of deferred tax	**928**	(140)
Total other comprehensive (loss)/income for the year	**(136,857)**	84,524
Total comprehensive (loss)/income for the year	**(39,827)**	214,619
Attributable as follows:		
Equity shareholders	**(43,062)**	211,913
Non-controlling interests	**3,235**	2,706
Total comprehensive (loss)/income for the year	**(39,827)**	214,619

Food Group Balance Sheet
as at 31 July 2013

in EUR `000	2013 unaudited	2012 unaudited
Assets		
Non-current assets		
Property, plant and equipment	**1,061,200**	931,439
Investment properties	**15,409**	15,960
Goodwill and intangible assets	**2,775,430**	2,729,340
Investments in joint ventures	**–**	2,545
Investment in Origin Enterprises plc	**51,045**	51,045
Deferred income tax assets	**66,642**	80,745
Total non-current assets	**3,969,726**	3,811,074
Current assets		
Amounts owed by Origin Enterprises plc	**879**	734
Inventory	**189,275**	175,601
Trade and other receivables	**322,863**	280,327
Derivative financial instruments	**1,329**	327
Cash and cash equivalents	**501,438**	452,175
Total current assets	**1,015,784**	909,164
Total assets	**4,985,510**	4,720,238

Food Group Balance Sheet (continued) as at 31 July 2013

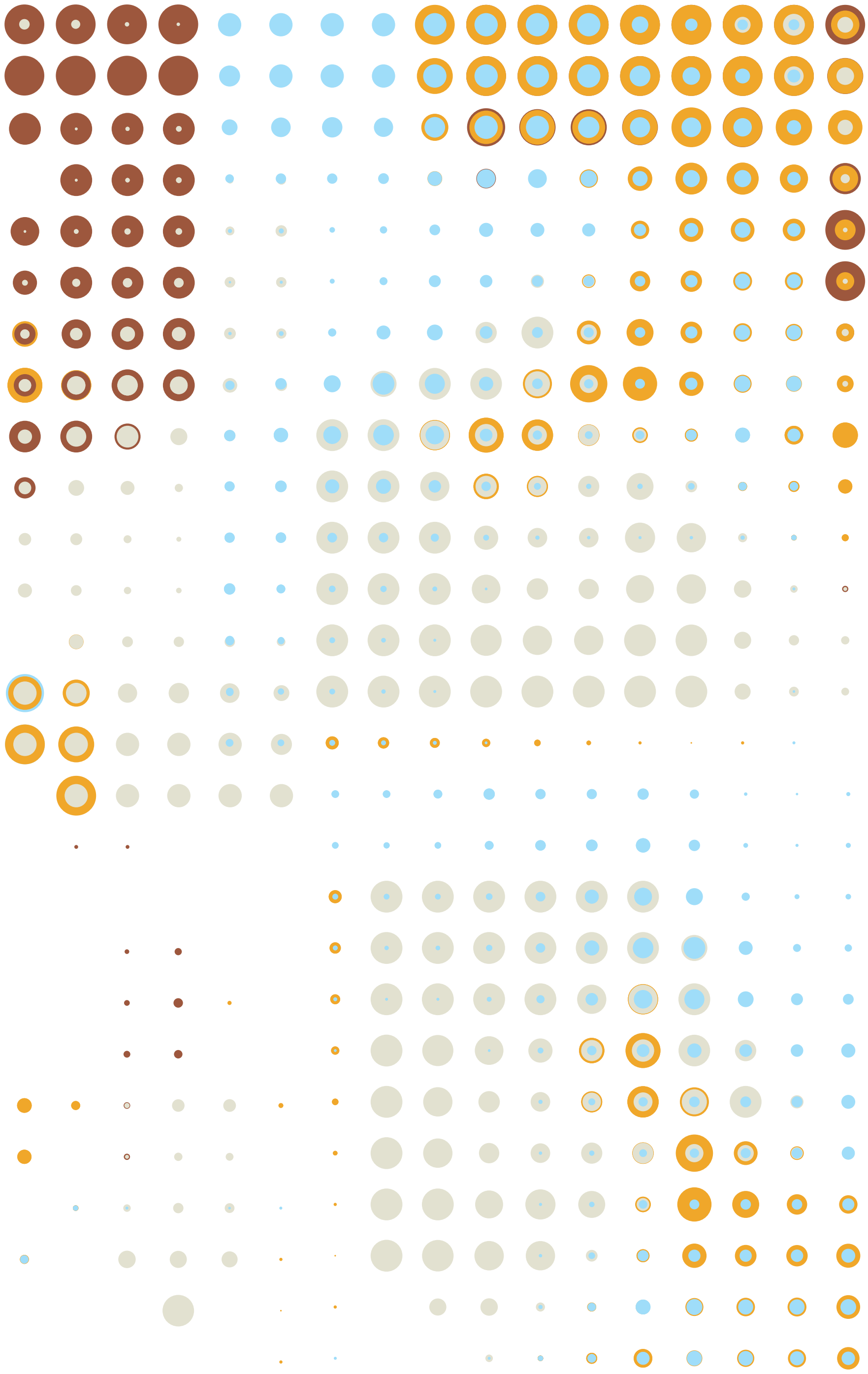
in EUR `000	2013 unaudited	2012 unaudited
Equity		
Called up share capital	**1,172**	1,172
Share premium	**773,735**	773,735
Retained earnings and other reserves	**1,746,520**	1,528,020
Total equity attributable to equity shareholders of parent	**2,521,427**	2,302,927
Non-controlling interests	**15,661**	14,883
Total equity	**2,537,088**	2,317,810
Liabilities		
Non-current liabilities		
Interest-bearing loans and borrowings	**1,006,932**	1,174,201
Employee benefits	**9,954**	14,733
Deferred income from government grants	**25,251**	10,210
Other payables	**44,641**	24,580
Deferred income tax liabilities	**386,778**	391,419
Contingent consideration	**8,570**	–
Total non-current liabilities	**1,482,126**	1,615,143
Current liabilities		
Interest-bearing loans and borrowings	**343,734**	254,257
Trade and other payables	**583,727**	513,710
Income tax payable	**33,342**	16,976
Derivative financial instruments	**1,283**	2,066
Contingent consideration	**4,210**	276
Total current liabilities	**966,296**	787,285
Total liabilities	**2,448,422**	2,402,428
Total equity and liabilities	**4,985,510**	4,720,238

Food Group Cash Flow Statement
for the year ended 31 July 2013

in EUR `000	2013 unaudited	2012 unaudited
Cash flows from operating activities		
Profit for the year before tax	**136,929**	144,361
Financing costs, net	**57,761**	58,717
Dividend income from investment in Origin	**(14,250)**	(10,450)
Share of profit after tax of joint ventures	**(201)**	(1,062)
Net loss/(gain) on disposals	**705**	(1,417)
Asset write-downs and fair value adjustments	**36,650**	7,750
Acquisition and restructuring-related payments in excess of current year costs	**(6,203)**	(13,187)
Depreciation of property, plant and equipment	**87,483**	85,490
Amortisation of intangible assets	**112,849**	104,635
Recognition of deferred income from government grants	**(2,644)**	(1,581)
Share-based payments	**6,075**	5,409
Other	**(693)**	(270)
Cash flows from operating activities before changes in working capital	**414,461**	378,395
(Increase)/decrease in inventory	**(16,458)**	(12,213)
(Increase)/decrease in trade and other receivables	**(12,667)**	5,821
Increase/(decrease) in trade and other payables	**17,927**	(12,888)
Cash generated from operating activities	**403,263**	359,115
Interest paid, net	**(60,604)**	(59,961)
Income tax paid	**(30,350)**	(37,760)
Net cash flows from operating activities	**312,309**	261,394

Food Group Cash Flow Statement (continued)
for the year ended 31 July 2013

in EUR `000	2013 unaudited	2012 unaudited
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	**9,863**	6,411
Purchase of property, plant and equipment		
– maintenance capital expenditure	**(43,675)**	(46,248)
– investment capital expenditure	**(112,195)**	(60,136)
Grants received	**79**	–
Acquisitions of subsidiaries and businesses, net of cash acquired	**(311,609)**	(92,031)
Disposal of joint venture	**1,941**	4,675
Purchase of intangible assets	**(60,311)**	(29,265)
Dividends received	**14,250**	11,183
Net receipts from joint ventures	**21**	11
Contingent consideration paid	**(268)**	(7,247)
Net cash flows from investing activities	**(501,904)**	(212,647)
Cash flows from financing activities		
Net proceeds from issue of shares	**–**	140,854
Net proceeds from issue of perpetual callable subordinated instrument	**319,442**	–
Gross repayment of loan capital	**(37,062)**	(136,765)
Capital element of finance lease liabilities	**(1,825)**	(2,189)
Dividend paid on perpetual callable subordinated instrument	**(16,561)**	(16,305)
Dividends paid to non-controlling interests	**(2,482)**	(2,255)
Dividends paid to equity shareholders	**(43,517)**	(41,490)
Net cash flows from financing activities	**217,995**	(58,150)
Net increase/(decrease) in cash and cash equivalents	**28,400**	(9,403)
Translation adjustment	**(13,251)**	(1,839)
Net cash and cash equivalents at start of year	**256,267**	267,509
Net cash and cash equivalents at end of year	**271,416**	256,267



“The most indispensable quality of a cook is promptness
and it should be that of the diner as well.”

Jean Anthelme Brillat-Savarin
(1755–1826)

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Key dates to December 2014

Announcement of the 2013 annual results	30 September 2013
Issue of the 2013 annual report	7 October 2013
First-quarter trading update	25 November 2013
Annual General Meeting 2013	10 December 2013
Payment of dividend	3 February 2014
Announcement of half-year results 2014	10 March 2014
Third-quarter trading update	3 June 2014
Announcement of the 2014 annual results	29 September 2014
Issue of the 2014 annual report	6 October 2014
First-quarter trading update	2 December 2014
Annual General Meeting 2014	2 December 2014

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