



## PRESS & INVESTOR FACT SHEET

### A GLOBAL LEADER IN THE DAIRY & FRUIT JUICES MARKETS

Parmalat is among the major global players in the production and distribution of milk, mainstream dairy products (yogurt, cream-based white sauces, desserts, cheeses) and fruit-based drinks, with 2007 revenues of over € 3.9 bln and around 14.721 employees. The company ranks among the leading players worldwide in the UHT milk market and in the functional milk segment and has established a significant competitive position in the expanding market of fruit-based beverages. The company's brands portfolio includes global brands (Parmalat

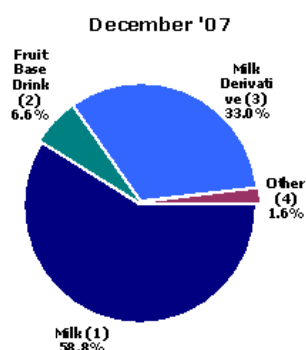
and Santal) international brands (Zymil, Fibresse, Physical, Jeunesse, Omega3, First Growth, Smart Growth, Ice Break/Rush) as well as strong local brands.

The company has a strong tradition of innovation: Parmalat has developed leading-edge technologies in UHT milk, ESL (extended shelf life) milk, functional milks, fresh fruit juice-based drinks, functional fruit drinks and cream-based white sauces.

### PRODUCT AND GEOGRAPHIC DIVISIONS

Parmalat core product divisions:

- (1) **Milk:** Include Milk, Cream and Béchamel
- (2) **Fruit Base Drink:** Juices and Tea
- (3) **Milk Derivative:** Include yogurt, dessert, cheese
- (4) **Other:** Include Others Products and Holding



#### Full year 2007

€mln	Revenues	EBITDA	% on Revenues
Italy	1,146.7	117.2	10.2
Canada	1,400.6	137.0	9.8
Australia	446.7	37.7	8.4
Africa	354.1	40.4	11.4
Portugal	66.5	7.4	11.1
Russia	71.4	9.5	13.4
Romania	14.4	3.1	21.5
Nicaragua	-23.8	-2.8	-11.7
Cuba	2.0	0.7	32.2
Venezuela	204.7	21.0	10.3
Ecuador	6.8	0.3	n.s.
Colombia	122.5	15.1	12.3
Paraguay	6.4	-0.2	-3.2
Other	-3.0	-19.8	n.s.
<b>Group</b>	<b>3,863.7</b>	<b>366.6</b>	<b>9.5</b>

Source: AR 2007

### SELECTED GROUP FINANCIAL INFORMATION

GROUP (€ mln)	Full year 2006 (restated)*	FY 2007
- Sales revenues	3,633.6	3,863.7
- EBITDA	347.7	366.6
- EBIT (*)	341.1	767.9
- Profit (Loss) for the period	195.4	674.4
- Net borrowings	(170)	855.8
- ROI (**)	15.5%	38.0%
- ROE (**)	9.9%	28.5%

\* Following the disposal of all of the Group's Spanish operations and the Boschi Luigi & Figli S.p.A. business operations, the data for 2006 were restated, reclassifying all of the income statement items attributable to these operations under "Net profit (loss) from discontinuing operations".

## SECURITIES INFORMATION

Ticker: PLT.MI (Reuters), PLT IM (Bloomberg)

Shares outstanding (as of Dec 21, 2007): 1.652 mln EIR

Warrants outstanding (as of Dec 3, 2007): 76.76 mln EUR

Capitalization (Shares as of Dec 31, 2007): 4.374 mln EUR

Capitalization (Warrants as of Dec 31, 2007): 125.819 mln EUR

## STRATEGIC DIRECTION

### Parmalat's goal

Parmalat aims to become one of the top players in the global market for high-added-value functional foods. Milk, dairy products and fruit-based beverages will be key categories for the Group.

### How we will reach these goals

- ▶ Focus on high-value-added product categories and on new multi-category projects.
- ▶ Focus on investing only in key brands with marketing efforts focused on newly introduced products with high added value.
- ▶ Continuous updating of technical innovations of the process and product technologies.
- ▶ Improvement of the commercial distribution channels' management.
- ▶ Improvement of the logistic distribution network of the core countries.
- ▶ Implementation of cost-saving programs by harmonizing and centralizing the purchase of raw materials and services.
- ▶ In-depth rationalization of the group's production sites, with a substantial reduction

## 2007 OUTLOOK

In the early months of 2008, the more mature markets in which the Group operates have been experiencing significant competitive pressure, which is having an impact both on sales volumes and prices. Companies of the Group are well reacting thanks to the launch of new products helped by marketing initiatives and also by a rationalization process both on industrial and operational costs. At the same time, starting with the current year, the process of simplifying the Group's structure will enable the Group's Parent Company to receive a flow of profits generated by the industrial subsidiaries more than 40 million euros. These

developments, coupled with the proceeds generated by settlements of pending actions, should enable the Company to reserve adequate resources for its shareholders, while pursuing a growth strategy focused on strengthening its presence in the more mature markets and expand in the emerging markets. The Board of Directors, moreover, has acknowledged of the 2008 forecast data which, coherently with the above, shows a projected growth rate ranging between 3% and 5% (net sales revenues). EBITDA are expected to grow at a rate of 7% to 10%.

## MANAGEMENT TEAM

<b>Enrico Bondi</b>	<i>Chief Executive Officer</i>	<b>Nicola Walter Palmieri</b>	<i>Legal Affairs Group Director</i>
<b>Pierluigi De Angelis</b>	<i>Chief Financial Officer</i>	<b>Luigi Longo</b>	<i>Human Resources Group Director</i>
<b>Carlo Prevedini</b>	<i>Chief Operating Officer</i>	<b>Piero Bosso</b>	<i>Head of Safety and General Affairs</i>
<b>Francesco Albieri</b>	<i>Head of Internal Audit</i>		

## BOARD OF DIRECTORS

<b>Raffaele Picella</b>	<i>Chairman</i>	<b>Carlo Secchi</b>	<i>Independent board member</i>
<b>Enrico Bondi</b>	<i>Chief Executive Officer</i>	<b>Massimo Confortini</b>	<i>Independent board member</i>
<b>Vittorio Mincato</b>	<i>Independent board member</i>	<b>Marzio Saà</b>	<i>Independent board member</i>
<b>Marco De Benedetti</b>	<i>Independent board member</i>	<b>Erder Mingoli</b>	<i>Independent board member</i>
<b>Piergiorgio Alberti</b>	<i>Independent board member</i>	<b>Ferdinando Superti Furga</b>	<i>Independent board member</i>
<b>Andrea Guerra</b>	<i>Independent board member</i>		