

March 5, 2009



Parmalat FY 2008 Results



Listed on the Italian Stock Exchange since October 6th, 2005

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2008 key highlights

Operations

- ▄ Demonstrated flexibility and ability to react in a difficult market environment
 - ▄ milk price increase in 2008 managed (faced increase in cost of milk of about € 205 m in 2008)
 - ▄ private label
- ▄ Maintained market share in difficult economic environment
- ▄ Strengthened management team

Financial

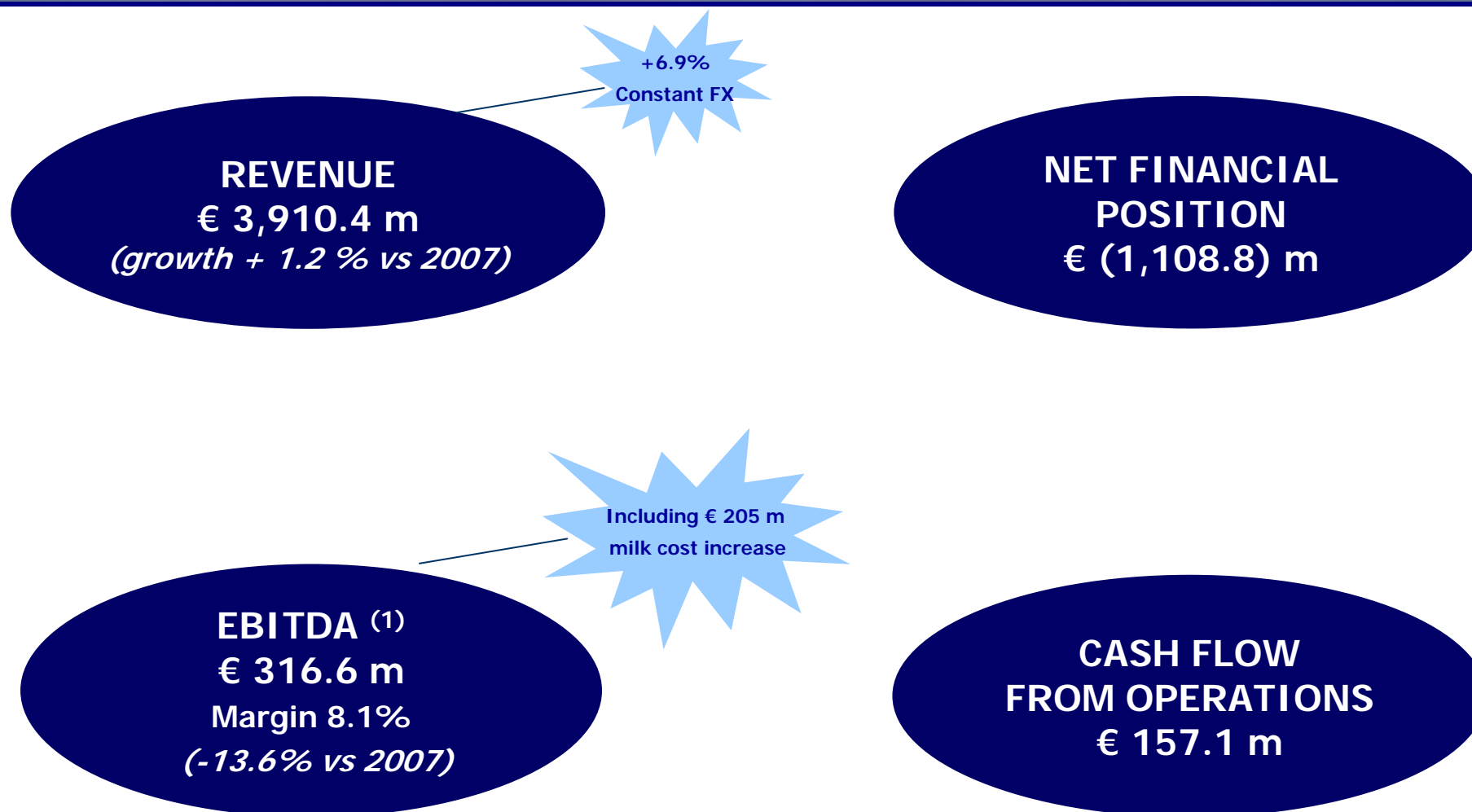
- ▄ 6.9% top-line growth at constant FX
- ▄ 8.1% EBITDA Margin
- ▄ Strong cash flow from operation € 157.1 m and net cash position € 1,108.8 m
- ▄ Dividends paid to shareholders (€ 394.5 m of which 2007: € 266.5 m and 2008: € 128.0 m interim dividend)

Legal matters

- ▄ Settlements: € 667.6 m (Fortis Bank, Gruppo MPS, Gruppo Banca Italease, UBS, Credit Suisse, Gruppo Unicredit)
- ▄ Citigroup trial completed in October (now on Appeal)



FY 2008 key consolidated financial figures



(1) The operating margin does not include restructuring costs and legal fees for revocatory and damages

Share capital

€ m	Extr. Gen. Meeting September 19, 2005	Extr. Gen. Meeting April 29, 2007	Update as of February 20, 2009
	<u>Approved</u>	<u>Approved</u>	<u>Issued</u>
Share Capital	1,930.0	1,930.0	1,675.0
Warrant	80.0	95.0	16.4
Total	2,010.0	2,025.0	1,691.4 ⁽¹⁾

(1) Of which approx. 14.3 million shares at par value (1 Euro) registered in the name of the Foundation, of which:

- 14.2 million shares or 0.8% of share capital which pertain to currently undisclosed creditors
- 120,000 shares representing the initial share capital of Parmalat S.p.A.

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Leading dairy company with global footprint

Strong market share in key geographies

Canada

- /// 19.7% Milk
- /// 21.6% Yogurt Tubs English Canada
- /// 13.3% Drinking Yogurt English Canada
- /// 15.8% Natural Cheese
- /// 44.8% Snack Cheese
- /// 23.9% Butter
- /// 11.7% Margarine

Italy

- /// 34.3% UHT Milk
- /// 23.4% Fresh Milk
- /// 6.7% Yogurt
- /// 35.8% UHT Cream
- /// 15.7% Fruit Beverages ⁽¹⁾

Venezuela

- /// 13.4% Powder Milk
- /// 25.3% Yogurt
- /// 23.1% Fruit Beverages

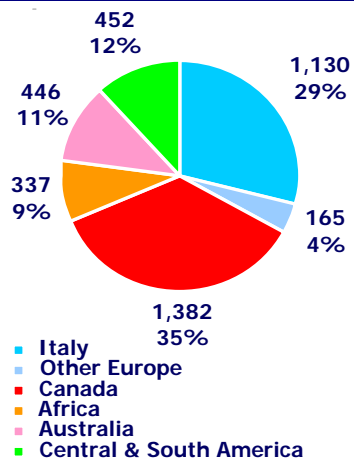
South Africa

- /// 21.4% UHT Milk
- /// 19.6% Yogurt
- /// 3.2% Fruit Beverages ⁽³⁾
- /// 26.7% Cheese ⁽³⁾

Australia ⁽²⁾

- /// 19.2% Fresh Milk
- /// 22.0% Flavoured Milk
- /// 13.1% Yogurt
- /// 18.2% Dessert

2008 Revenue: € 3,910 m

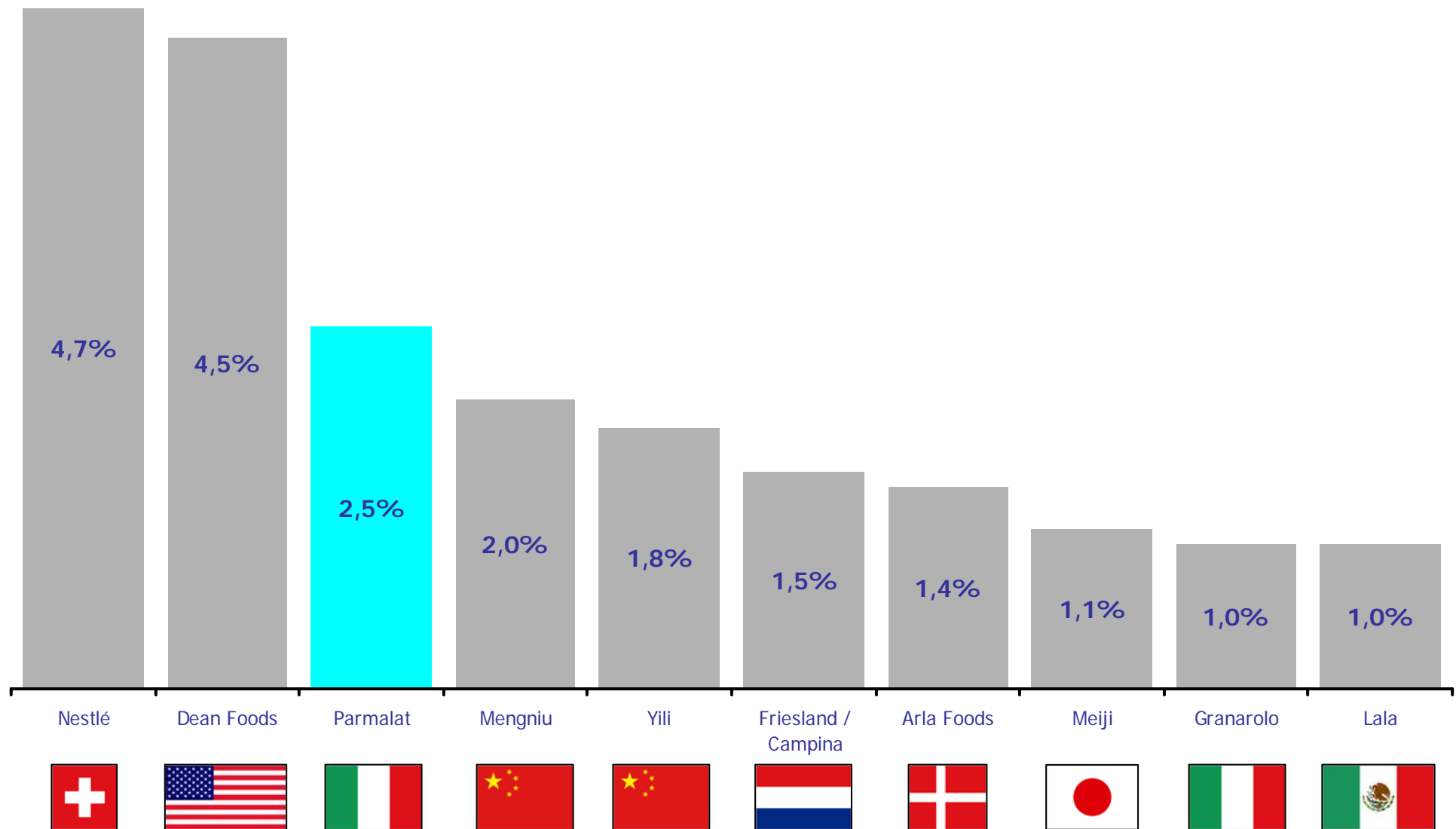


/// Licencing

Sources: Nielsen unless otherwise stated. (1) IRI (2) Aztec (3) BMI

Top 10 Global Milk Players

World – Drinking milk products retail value company shares



Source: ©2009 Euromonitor International – 2007 data – Company Shares by Global Brand Owner – Retail Value



Portfolio of leading household brands

Global Brands



parmalat

Santal

International Brands

ZYmil
Alta Digeribilità

FIBRESSE



Physical

vaalia

Local Jewels



Key strategic priorities

⚡ **Adapting strategy to difficult macroeconomic environment and changing market conditions**

- ⚡ Focus on core businesses and existing major markets
- ⚡ Build on our leading positions and core competencies to defend and increase market shares
- ⚡ Continue to reduce costs and improve efficiency (e.g. procurement, distribution, packaging, indirect cost, etc.)
- ⚡ Implement a channel strategy finalized to better penetrate growing distribution channels and most critical trade customers

⚡ **Portfolio management**

- ⚡ Streamline brand portfolio, driving consistency across geographies
- ⚡ Rationalise product portfolio through SKU reduction and repositioning of product offering and re-sizing of certain products
- ⚡ Concentrate investments on key brands, especially the global ones, with superior growth potential

⚡ **External Growth**

- ⚡ Seize opportunities for synergistic acquisitions
- ⚡ Strict and disciplined investments criteria



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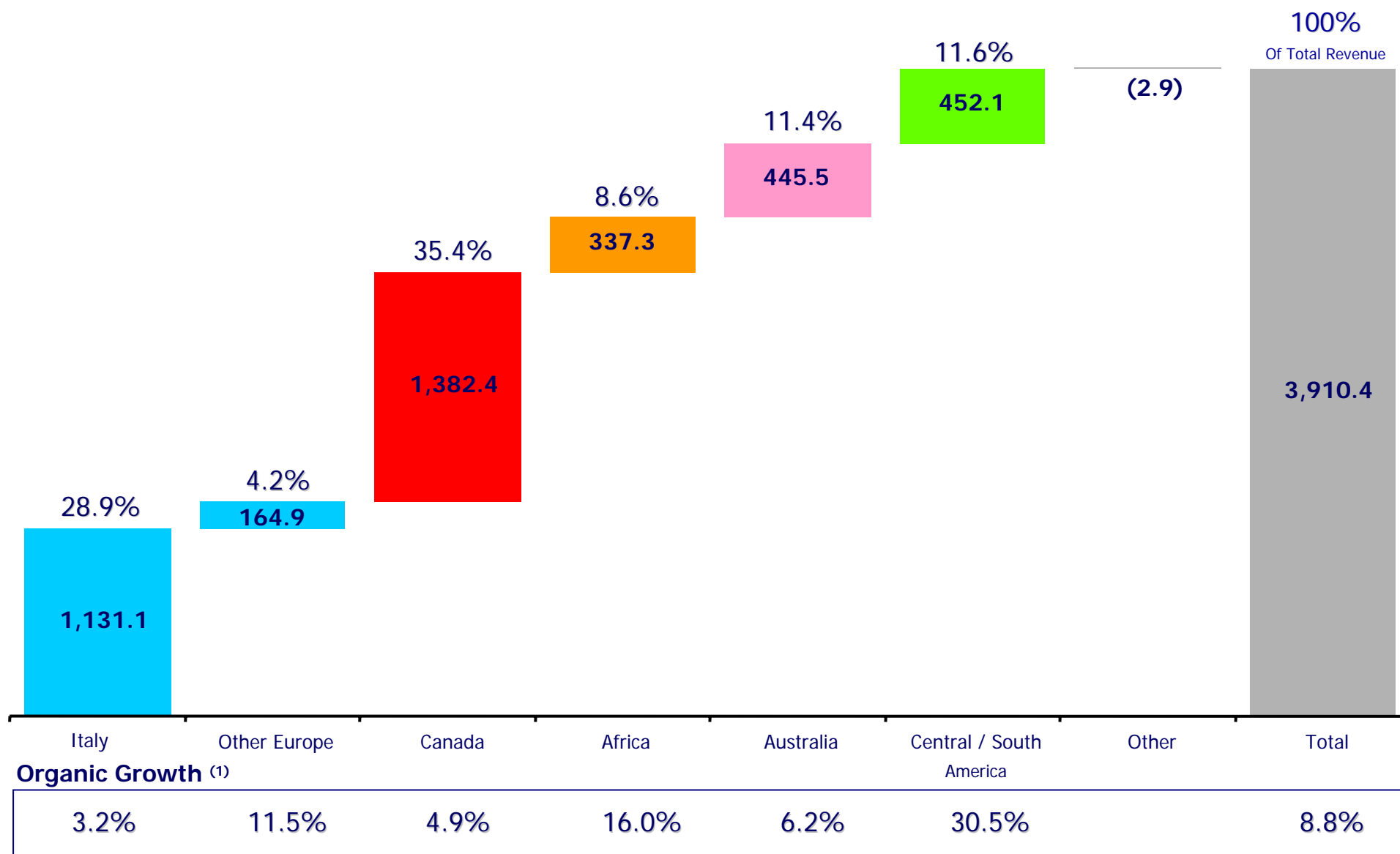
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Revenue breakdown by region

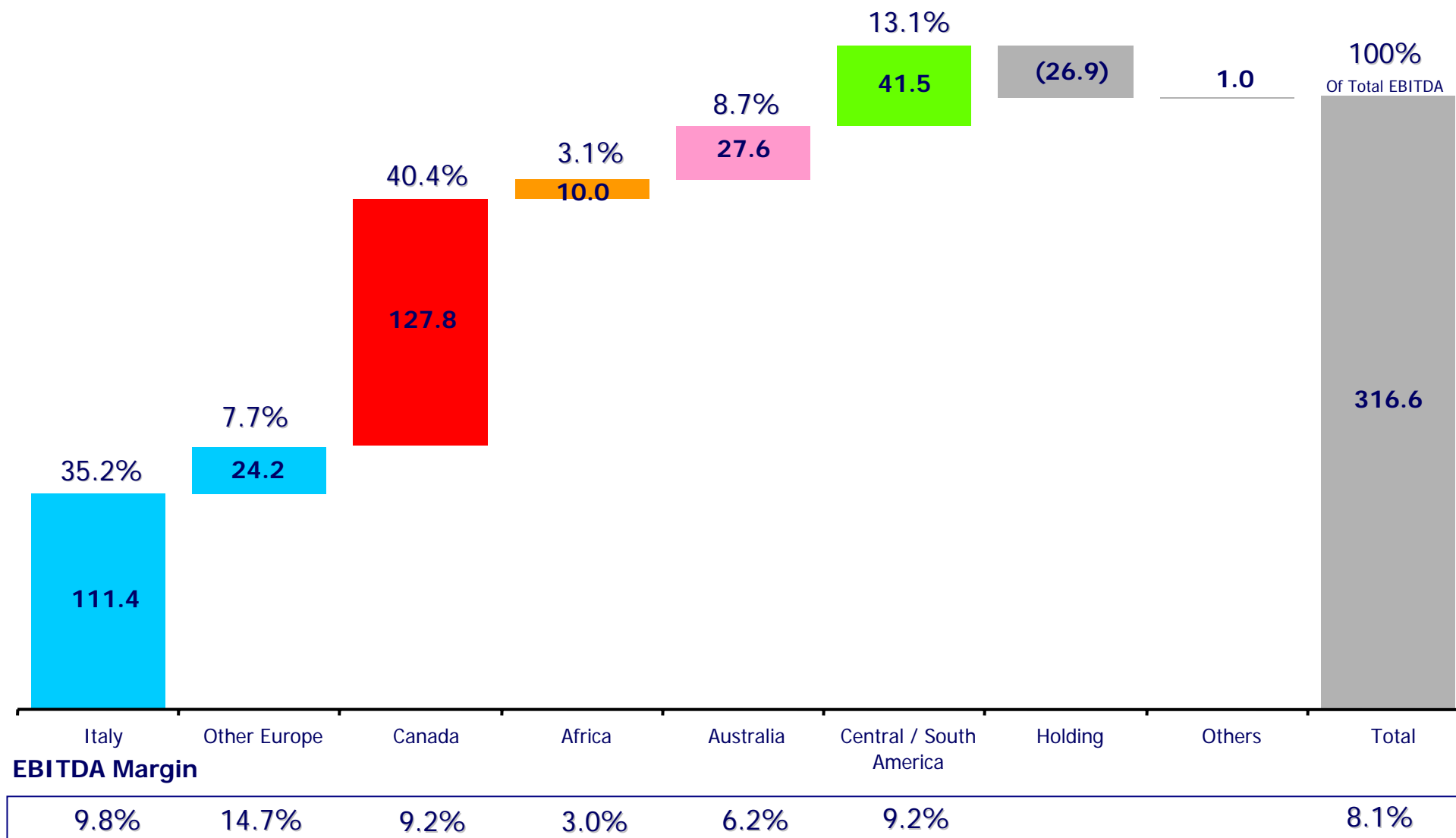
Primary reporting - € m



1. Constant perimeter, FX

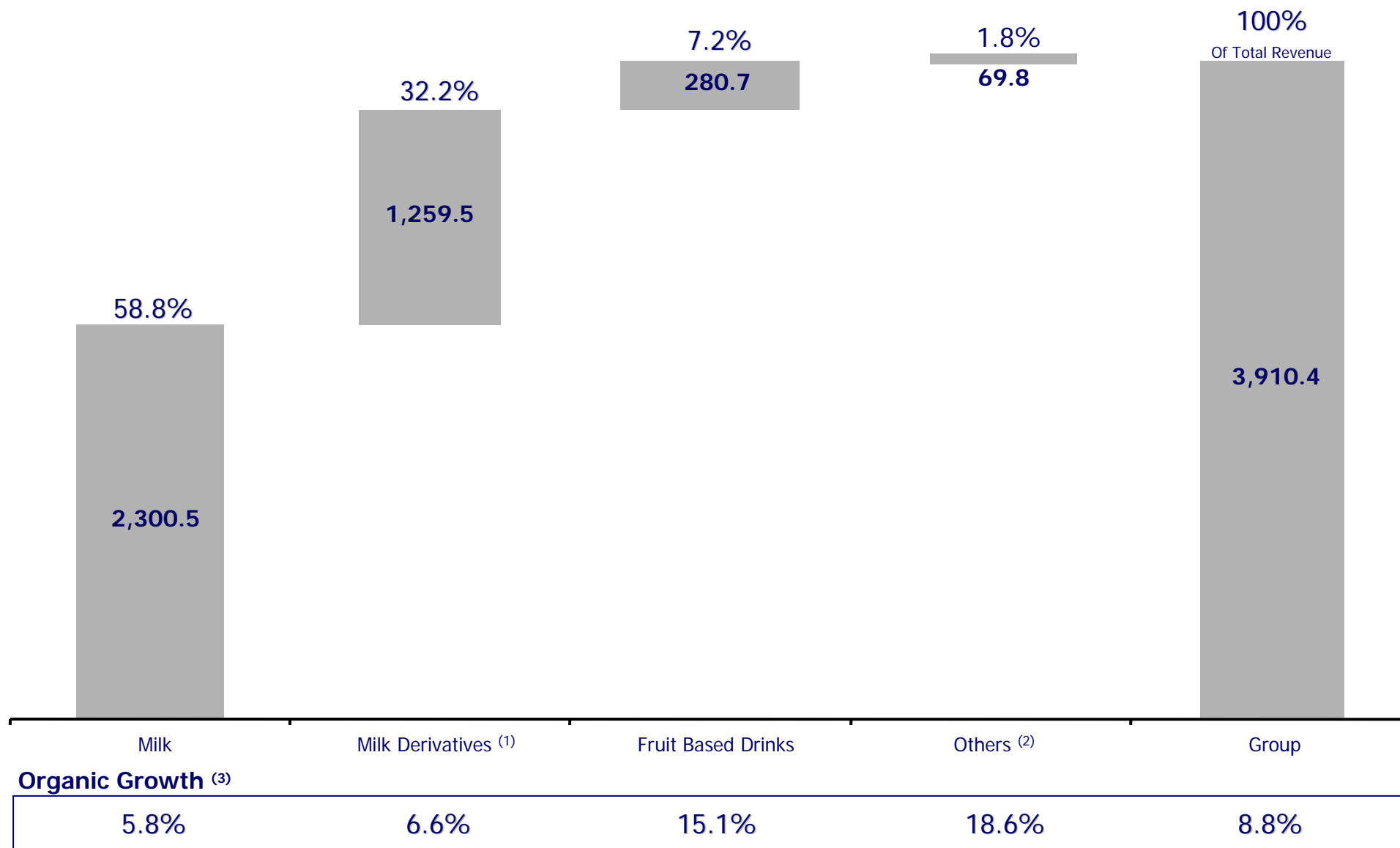
EBITDA breakdown by region

Primary reporting - € m



Revenue breakdown by segment

Secondary reporting - € m



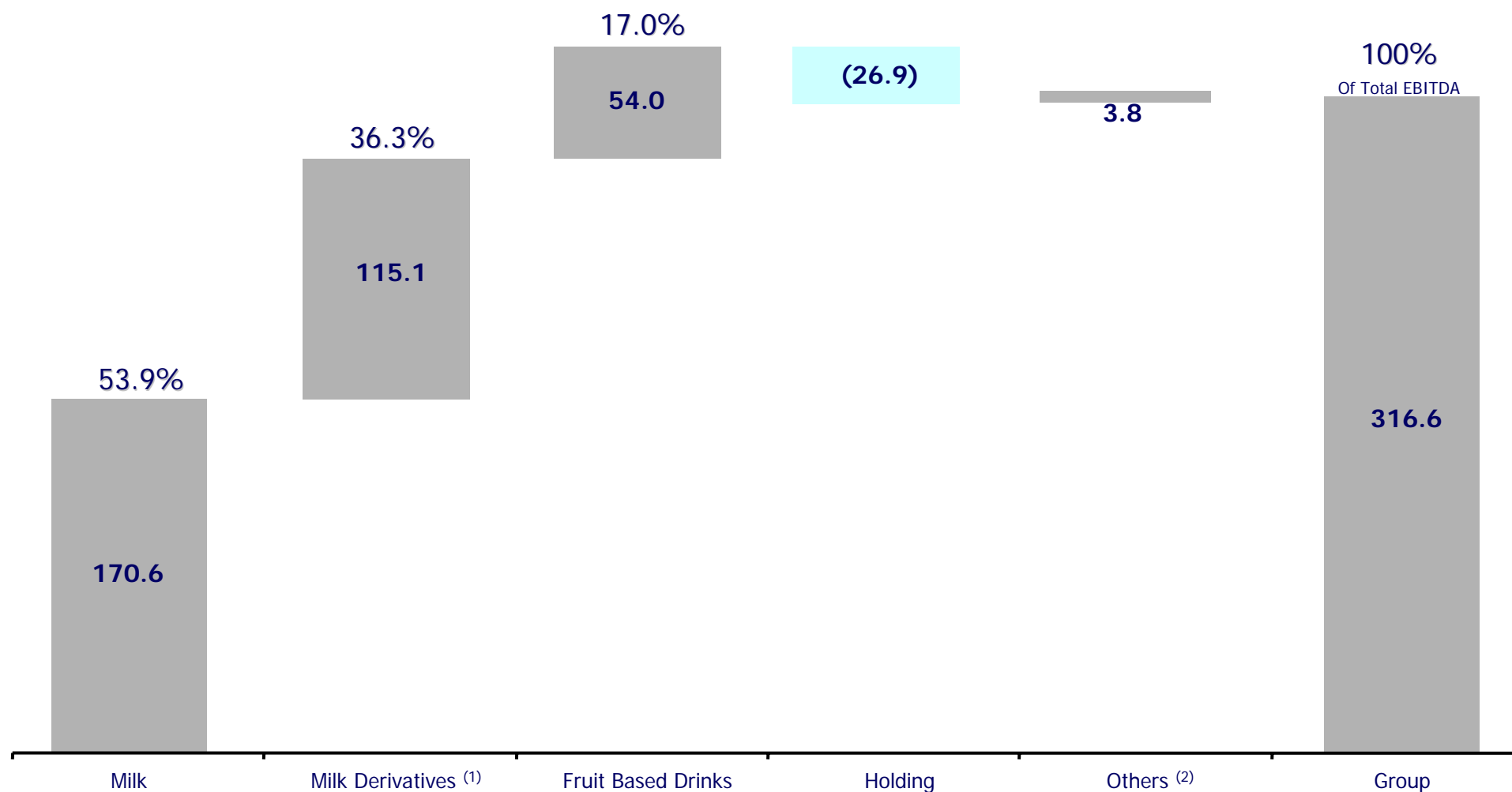
1. Includes Yogurt, Cheeses, Dessert

2. Includes mainly milk whey and other products

3. Constant perimeter, FX

EBITDA breakdown by segment

Secondary reporting - € m



EBITDA Margin

7.4%	9.1%	19.2%	8.1%
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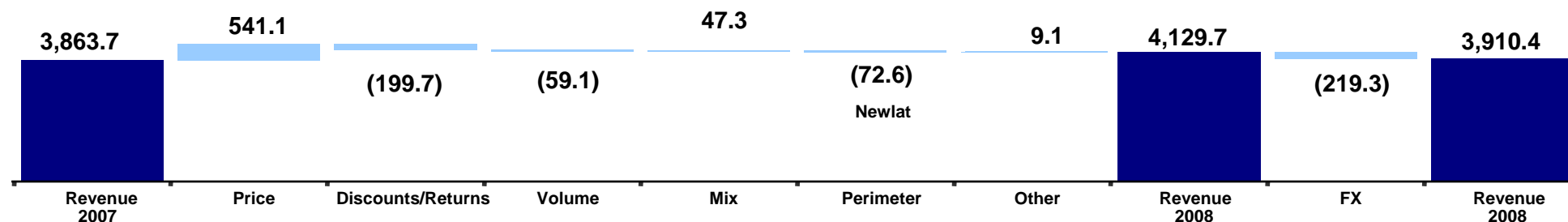
1. Includes Yogurt, Cheeses, Dessert

2. Includes mainly milk whey and other products

Revenue and EBITDA analysis

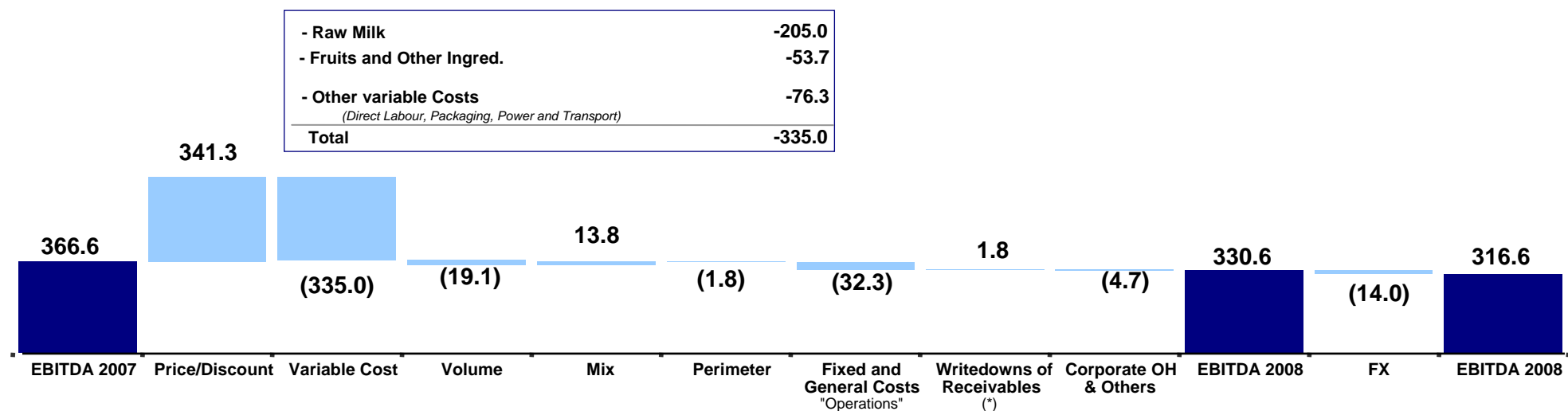
€ m

Revenue December 08 vs 07



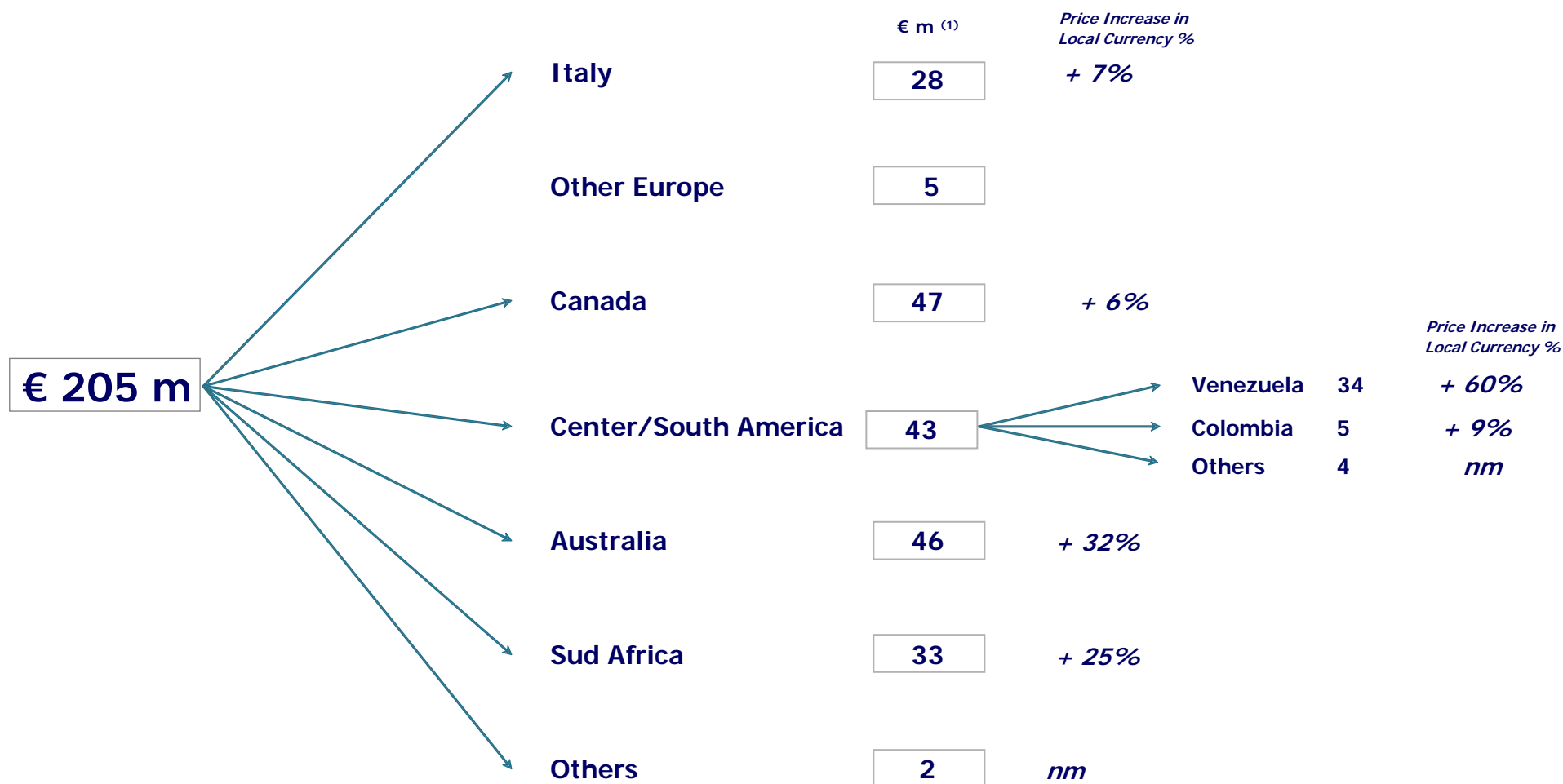
€ m

EBITDA December 08 vs 07



(*) The amount includes writedowns of receivables and other provisions decreasing from 12.8 € ml to 10.7 € ml (11.0 € ml excluding the exchange rate impact). The 2007 amount included writedowns of some previous losses for about 2.3 € ml

Raw milk price increase



(1) Data represent the raw milk cost increase due to price effect

Capex and advertising, promo consumer & other costs

Parmalat Group				Advert., Promo Consumer & Other Costs			
€ m	FY 2007	FY 2008	Δ%	€ m	FY 2007	FY 2008	Δ%
Europe	49.4	46.9	(5.1%)	Europe	40.4	38.8	(3.8%)
North America	24.8	36.6	+47.6%	North America	18.9	18.2	(3.4%)
Central and South America	8.8	14.3	+62.5%	Central and South America	12.2	9.5	(21.7%)
Africa and Australia	31.1	31.4	+1.0%	Africa and Australia	22.6	20.4	(9.8%)
Other	0.0	0.0	n.m.	Other	0.0	(0.5)	n.m.
Group	114.1	129.2	+13.2%	Group	94.1	86.5	(8.0%)

Country analysis – Parmalat Italy

/// Solid results in a challenging environment

- /// 3% organic top-line growth
- /// 9.9% EBITDA Margin

/// Parmalat has strengthened its leadership in UHT milk

- /// High value added functional milks represent 37% of total UHT milk.

/// Entry of private labels in the fresh milk market affecting all branded products, including Parmalat

- /// Partly mitigated by the success of Blu Premium (ESL micro filtrated milk)

/// Increase value market share in yogurt thanks to success of Parmalat's functional range

/// Increase value market share in fruit juices: 15,7% (+0,8 vs 2007)

/// In 2008, milk purchase price has normalized, but with a strong discrepancy between the foreign milk (close to 2007 level) and Italian milk (still on a very high level).

/// The decrease of the confidence and the Italian economic downturn have reduced the consumption favouring the development of PL, discount and promotional products.



Country analysis – Parmalat Australia

⚡ Challenging trading environment in 2008

- ⚡ Un-recovered raw milk costs puts pressure on earnings in the first half.
- ⚡ Consumer behaviour tended toward-down trading as economic conditions deteriorate: increased private label penetration as a result

⚡ Parmalat responses

- ⚡ Marketing support for new products and existing high value categories (easy to digest modified milks, and impulse milk beverages)
- ⚡ Numerous restructuring initiatives undertaken targeting operating efficiency, cost saving and overhead reduction
- ⚡ Product portfolio rationalisation for reduced complexity, waste and improved manufacturing efficiency

⚡ Profitability recovered substantially in 2H

- ⚡ Some input cost relief experienced in the second half as international dairy commodity markets softened
- ⚡ Improved sales volumes and mix in Q3 and during the festive trading in Q4



Country analysis – Parmalat Canada

/// Stable trend and good performance results

- /// 4.9% top-line growth at constant FX
- /// Stable EBITDA.

/// Enhanced position in premium milk (filtered and lactose reduced milks)

- /// Leader in premium milk with 35.1% share, outpacing market (+7% vs +5%)
- /// Leader in filtered milk (which represents 71% of premium) with 40.6% share, outpacing market (+6% vs +4%)
- /// Significant gains in lactose reduced milk (which represent 11% of premium), significantly outpacing the market (+21% vs +10%) and approaching market leader Agropur (35.1% share vs. 38%)

/// Launch of value added yogurt contributed to market share gains

- /// Significant growth within value-added probiotic spoonable yogurt market (+48% dollars and +21% tonnage)
- /// Launch of drinkable yogurts (smoothies and probiotic shots) leading to a 9.3% market share nationally
- /// Quebec entry delivered regional shares of 4.8% in drinkable yogurt and 2.1% share in spoonable yogurt (achieving 8.1% of the probiotic segment).

/// Extremely competitive cheese market

- /// Particularly in Ontario where Parmalat attempted to reduce reliance on trade spending with a volume losses (-4% vs a +4% market). Parmalat maintain the leading position in snack cheese (44.8% value share).

/// Significant drop in consumer confidence—deterioration in Canada's economy will hamper consumer spending.

/// Aggressiveness of key customers coupled with the economic downturn leads to increased trade spend, while strong multinational competition leads to increased marketing spend.



Country analysis – Parmalat Africa

⚡ Negative environment in 2008

- ⚡ Affordability
- ⚡ Inflation
- ⚡ Cost pressure

⚡ Increased production in raw milk which resulted in high stocks

⚡ Targeted promotional programs to maintain strong market position (reaching 27.3% market share in UHT)

⚡ Gained market share in fruit based beverages



Key FY 2008 earnings figures (IFRS/IAS Gaap)

€ m	FY 2007	FY 2008
Revenue	3,863.7	3,910.4
<i>Growth</i>		1.2%
EBITDA	366.6	316.6
<i>Margin</i>	9.5%	8.1%
Other gains/(losses)	518.8	635.3
Depreciation and amortization	(117.5)	(213.1)
Net operating result (EBIT)	767.9	738.8
<i>Margin</i>	19.8%	18.9%
Net financial income/(charges) and other	12.0	18.9
Taxes	(145.6)	(82.0)
Result of activities to be sold	40.1	0.0
Result of the period	674.4	675.7
<i>Margin</i>	17.4%	17.3%
Minority interest (profit)/loss	(1.0)	(2.6)
Result for the period (of the Group)	673.4	673.1

FY 2008 Other gains/(losses) mainly include:

- Proceeds from revocatory and damage actions: € 668.4 m
- Legal fees: € 47.5 m

FY 2008 Depreciation and amortization include € 111 m relating to impairment impact.

FY 2008 Taxes include:

- Current taxes:
 - Italy € 53.7 m
 - Other countries € 51.0 m
- Deferred taxes:
 - Italy € (18.8) m (due mainly to the impairment impact)
 - Other countries € (3.9) m

Key FY 2008 balance sheet items (IFRS/IAS Gaap)

€ m	31/12/2007	31/02/2008
Fixed assets	1,968.2	1,698.7
Intangible assets	1,233.7	999.2
Tangible assets	678.2	646.3
Financial assets and prepaid taxes	56.3	53.2
Net working capital	324.9	379.6
Operating working capital	377.1	329.2
Other assets/liabilities	(52.2)	50.5
Discontinuing operations	4.7	8.1
Employee severance indemnity liabilities	(106.8)	(87.1)
Provisions	(361.5)	(266.1)
Net invested capital	1,829.5	1,733.3

€ m	31/12/2007	31/12/2008
Shareholders equity	2,685.3	2,842.1
Share capital	1,652.4	1,687.4
Contested liabilit. and late creditors excl. convert. into share capital	221.5	193.2
Other reserves and net result	785.7	936.6
Minority interest	25.7	24.9
Net financial debt	(855.8)	(1,108.8)
Financial debt	588.8	498.8
Cash & other financial assets	(1,444.6)	(1,607.6)
Total sources of funds	1,829.5	1,733.3

31/12/2008 Operating working capital includes:

- Inventories: € 333.6 m
- Trade receivables: € 465.5 m
- Trade payables: € (469.9) m

Other assets/liabilities include:

- Other current assets: € 246.2 m
- Other current liabilities: € (195.7) m

31/12/2008 Provisions include:

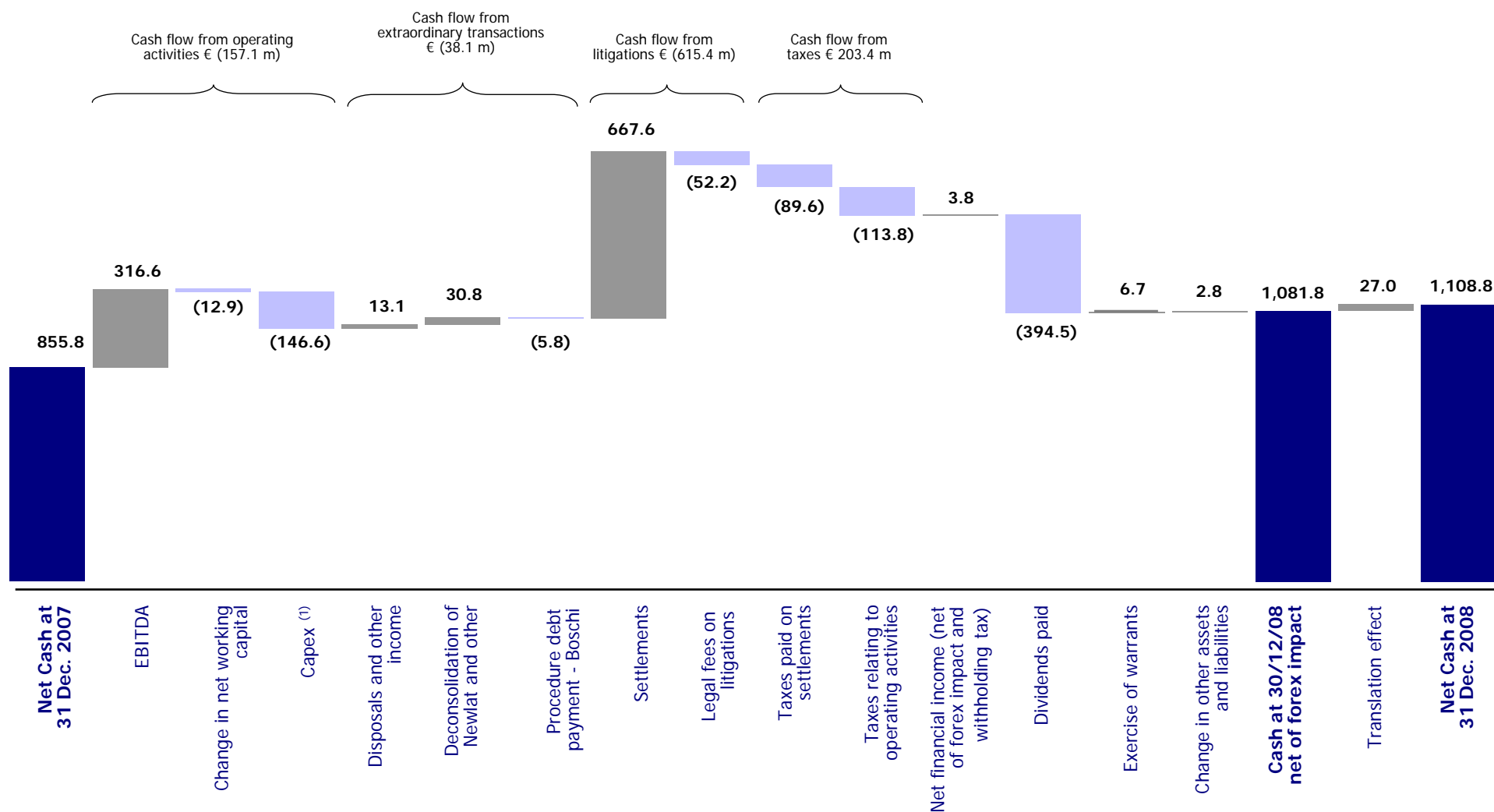
- Deferred tax liabilities: € 150.3 m
- Provision for tax risk: € 65.7 m
- Provision for contingent liabilities/Others: € 50.1 m

31/12/2008 Other reserves and net result include:

- FY 2008 result: € 673.1 m
- Prior year results: € 490.2 m
- Interim Dividends: € (130.0) m
- Reserve for currency translation differences: € (148.1) m
- Other reserves: € 51.4 m

Key 2008 cash flow items (IFRS/IAS GAAP)

€ m



(1) Includes tangible and intangible capex

Key targets for 2009

	FY 2007	FY 2008	FY 2009 Outlook Constant FX
€ m			
Net Revenues	3,864	3,910	4,000 ÷ 4,060
Growth %		+ 1.2%	2% ÷ 4%
EBITDA	367	316	310 ÷ 320
			Stable

This Report contains forward looking statements. Projections for 2009 extrapolate the projections provided in the fourth quarter of 2008, confirmed by the trend in the early months of 2009

It is important to keep in mind that the Group's portfolio of investments includes companies that (excluding the major ones) operate in countries that are more exposed to the effects of the global crisis

Consequently, should the current crisis significantly deepen in the future, it could have a negative impact on the Group's performance



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Trial concluded October 20, 2008

- ⌘ Jury verdict in favor of Citibank on Parmalat's claim for aiding and abetting breach of fiduciary duty, and on counterclaim for fraud, negligent misrepresentation and conversion (\$364 million + interest)
- ⌘ Ruling of US Bankruptcy Court requires counterclaims to be presented to Italian Bankruptcy Court.

Parmalat has appealed

- ⌘ From decision of judge restricting main claims to claims for aiding and abetting looting as well as on other grounds; and
- ⌘ From decision on counterclaims

Pending in SDNY for pre-trial coordination (MDL)

- ⌘ Parmalat's claim: aiding & abetting breach of fiduciary duty, civil conspiracy, breach of fiduciary duty, & state and fed'l RICO
- ⌘ Counterclaim by BoA for violation of SEA, fraud, & negligent misrepresentation
- ⌘ BoA's Main Defense: in pari delicto

Next steps

- ⌘ Parties will move for summary judgment in an attempt to narrow issues

If case moves forward, the trial will be held in WDNC

- ⌘ Estimated: Winter 2009 - Spring 2010

Pending in SDNY for pre-trial coordination (MDL)

- ⌘ Parmalat's claim against GTI and GT-US for professional malpractice and negligent & intentional misconduct
- ⌘ GTI & GT-US motion for summary judgment on vicarious liability issues was denied on Feb 25, 2009
- ⌘ Parmalat contends that GTI & GT- US are responsible for malpractice and intentional misconduct of GT-Italy

Next steps

- ⌘ GT US and GTI may seek to assert defense of in Pari Delicto
- ⌘ If case moves forward, the trial will be held in the ND IL
- ⌘ Trial expected 2009/2010

Class Action

Class asserts that

- ⌘ New Parmalat be held responsible for old Parmalat's misstatements
 - ⌘ in claims against banks and auditing firms, court first limited to U.S. based purchasers of Parmalat securities, then dismissed securities fraud against banks

Parmalat reached settlement with class

- ⌘ Approved by Court on March 2, 2009
- ⌘ Class will receive 10.5 million shares in full satisfaction



⚡ Revocatory Actions

- ⚡ Few left

⚡ Damages Actions

- ⚡ Three left in Italy (two JPM, S&P)

⚡ Contested/late claims

- ⚡ Efforts continue to close

⚡ Court of appeal of Bologna

- ⚡ 63 cases pending (contested, late claims)

⚡ Italian Supreme Court

- ⚡ Pending review of *concordato* decision
- ⚡ Pending review of Eurofood Court of Justice decision
- ⚡ Pending review of Centrale del Latte recent judgment of State Council favorable to Parmalat.

Italy (Continued)

Italy - Criminal Cases

// Milan

- // Trial ongoing on market abuse

// Parma

- // Three at trial for fraudulent bankruptcy
- // Two at preliminary hearing stage
- // Parmalat is "private party"

Miscellaneous

⚡ Settlements

- ⚡ As per press releases (approximately € 2 billion collected since inception)

⚡ Legal costs

- ⚡ Decreasing

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Calendar of events

Board Meetings:

Date	Subject
May 14, 2009	Approval of the Report for the First Quarter 2009
July 31, 2009	Approval of the 2009 Interim Report
November 6, 2009	Approval of the Report for the Third Quarter 2009

Shareholders' Meeting:

Date	Subject
April 8, 2009 (First call for ordinary meeting)	Approval of 2008 Annual Report
April 9, 2009 (Second call for ordinary meeting)	Approval of 2008 Annual Report

Investor Relations contact:
Cristina Girelli
Tel +39 0521 80 85 50
Email: c.girelli@parmalat.net



Q&A



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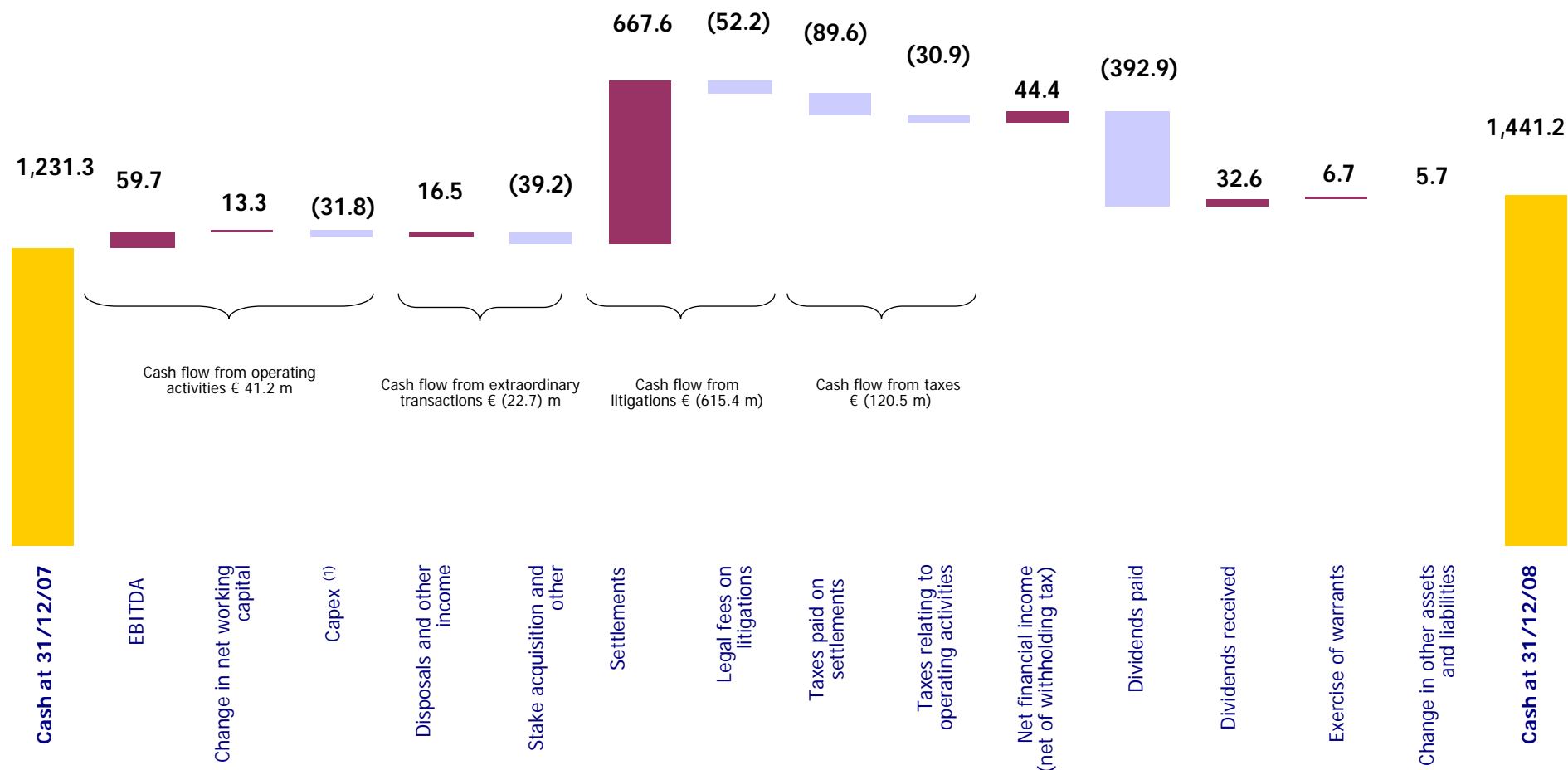
Parmalat SpA: FY 2007 and FY 2008 financial results

€ m				
PARMALAT SPA				
	FY 2007	%	FY 2008	%
REVENUE	€ 869.4 m	100.0	€ 896.5 m	100.0
EBITDA	€ 78.4 m	9.0	€ 59.7 m	6.7
NET OPERATING RESULT	€ 568.2 m	65.4	€ 539.3 m	60.2
NET RESULT	€ 554.7 m	63,8	€ 615.4 m	68.6

OPERATIONS				
	FY 2007	%	FY 2008	%
Revenue	€ 867.4 m	100.0	€ 895.7 m	100.0
EBITDA	€ 96.4 m	11.1	€ 86.6 m	9.7

CORPORATE		
	FY 2007	FY 2008
Revenue	€ 2.0 m	€ 0.8 m
EBITDA	€ (18.0) m	€ (26.9) m

FY 2008 Parmalat SpA cash flow statement

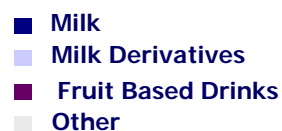
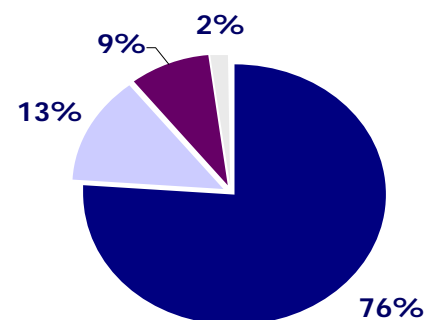


(1) Including tangible and intangible capex

Country analysis – Parmalat Italy

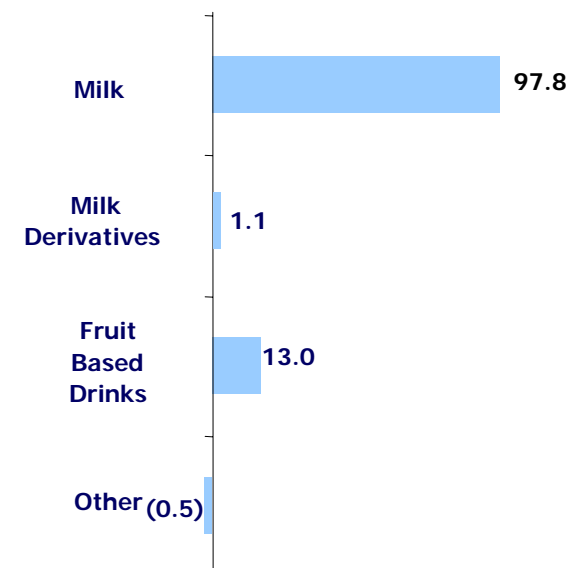
Revenue

2008



EBITDA

€ m

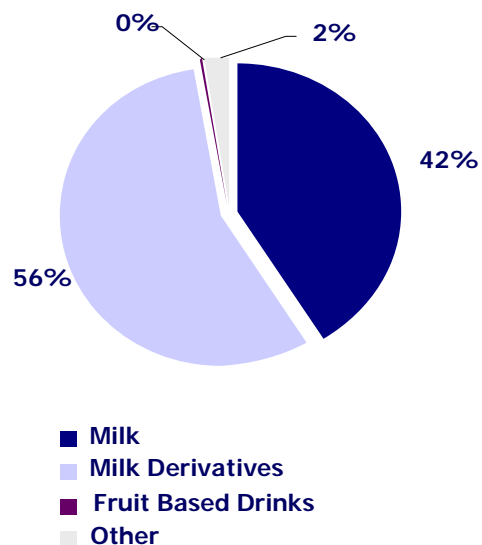


Italia	2007			2008		
€ m	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Milk	872.9	98.7	11.3%	859.7	97.8	11.4%
Milk Derivatives	153.4	(0.6)	(0.4%)	144.3	1.1	0.8%
Fruit Based Drinks	99.1	16.5	16.6%	99.5	13.3	13.1%
Other	21.4	2.7	12.5%	27.6	(0.5)	(2.0%)
Total	1,146.7	117.2	10.2%	1,131.1	111.4	9.8%



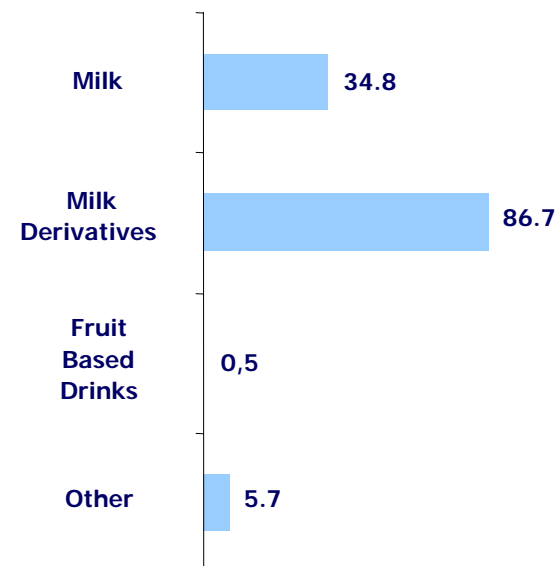
Country analysis – Parmalat Canada

Revenue 2008



EBITDA

€ m



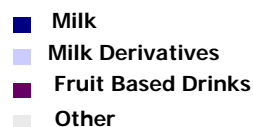
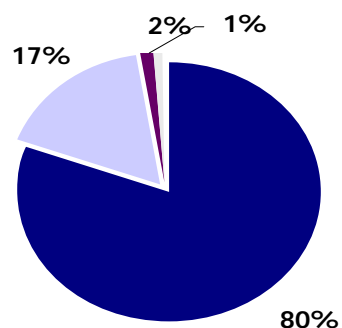
Canada	2007			2008		
€ m	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Milk	574.0	29.8	5.2%	576.7	34.8	6.0%
Milk Derivatives	788.2	98.3	12.5%	770.7	86.7	11.3%
Fruit Based Drinks	6.5	(0.1)	(1.6%)	6.6	0.5	7.6%
Other	31.9	9.0	28.1%	28.3	5.7	20.1%
Total	1,400.6	137.0	9.8%	1,382.4	127.8	9.2%



Country analysis – Parmalat Australia

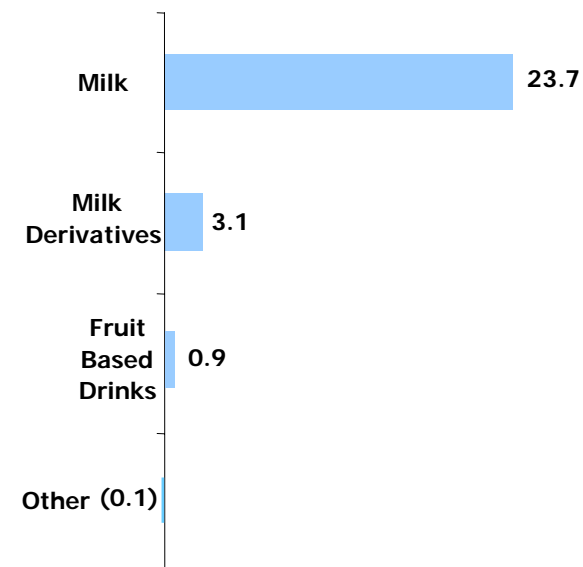
Revenue

2008



EBITDA

€ m



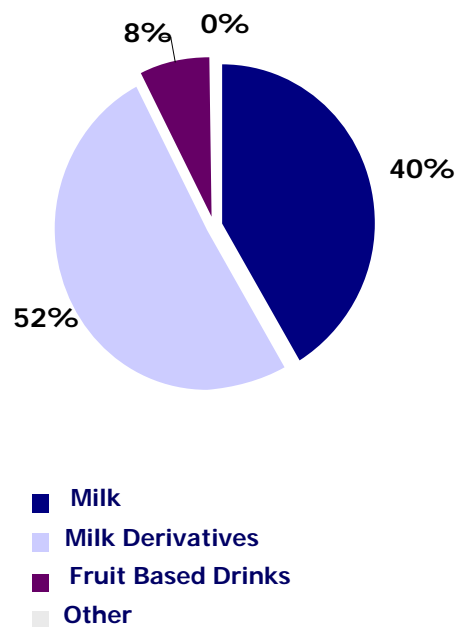
Australia	2007			2008		
€ m	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Milk	360.1	34.3	9.5%	356.8	23.7	6.7%
Milk Derivatives	76.2	2.1	2.7%	76.2	3.1	4.1%
Fruit Based Drinks	5.0	0.4	8.3%	5.4	0.9	17.2%
Other	5.4	0.9	15.8%	7.0	(0.1)	n.m.
Total	446.7	37.7	8.4%	445.5	27.6	6.2%



Country analysis – Parmalat Africa

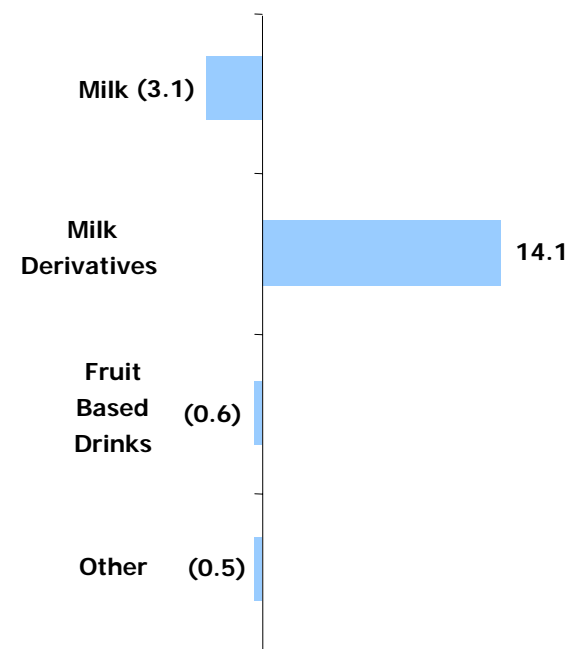
Revenue

2008



EBITDA

€ m



Africa	2007			2008		
€ m	Revenue	EBITDA	EBITDA %	Revenue	EBITDA	EBITDA %
Milk	147.9	13.1	8.9%	135.2	(3.1)	(2.3%)
Milk Derivatives	179.5	27.8	15.5%	175.1	14.1	8.0%
Fruit Based Drinks	26.4	(0.6)	(2.2%)	26.5	(0.6)	(2.3%)
Other	0.3	0.1	n.m.	0.4	(0.5)	n.m.
Total	354.1	40.4	11.4%	337.3	10.0	3.0%

