



Parmalat Investor Day

June 10th, 2010

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- ⚡ Figures are in €millions unless otherwise stated. Totals may not add due to rounding and % are calculated on €units

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Parmalat today: a global dairy company...



🌸 A global company active in the production and distribution of dairy products and fruit-based drinks

🌸 A strong financial performance

- €3,900 MM revenues in 2009
- €368 MM EBITDA in 2009 (9.3% margin)

🌸 Listed on the Italian Stock Exchange since October 2005

🌸 About 14,000 employees in Europe, the Americas, Africa and Australia

🌸 Superior brand awareness

🌸 Parmalat and Santal are the global brands

🌸 Strong international brands for high added-value functional products and well recognised local brands

🌸 Present directly with its products in 16 countries

🌸 With presence in other 10 countries through licensees



...with leading market positions in its core countries



Canada

- #1 in Snack Cheese (43.4%)
- #1 in Butter (24.8%)
- #3 in Fresh Milk (19.7%)
- #3 in Yogurt (14.6%)



Italy

- #1 in UHT Milk (35%)
- #1 in Fresh Milk ⁽⁴⁾ (24.8%)
- #1 in UHT Cream (34.2%)
- #2 in Fruit Beverages ⁽¹⁾ (15.8%)



Venezuela

- #1 in Yogurt (27.8%)
- #1 in Beverages (23.9%)
- #2 in Powder Milk (20.1%)



South Africa

- #1 in Cheese ⁽³⁾ (38.8%)
- #2 in UHT Milk (21.8%)
- #2 in Yogurt (17.6%)



Australia ⁽²⁾

- #2 in Fresh Milk (20.4%)
- #2 in Flavoured Milk (26.1%)
- #3 in Yogurt (13.2%)



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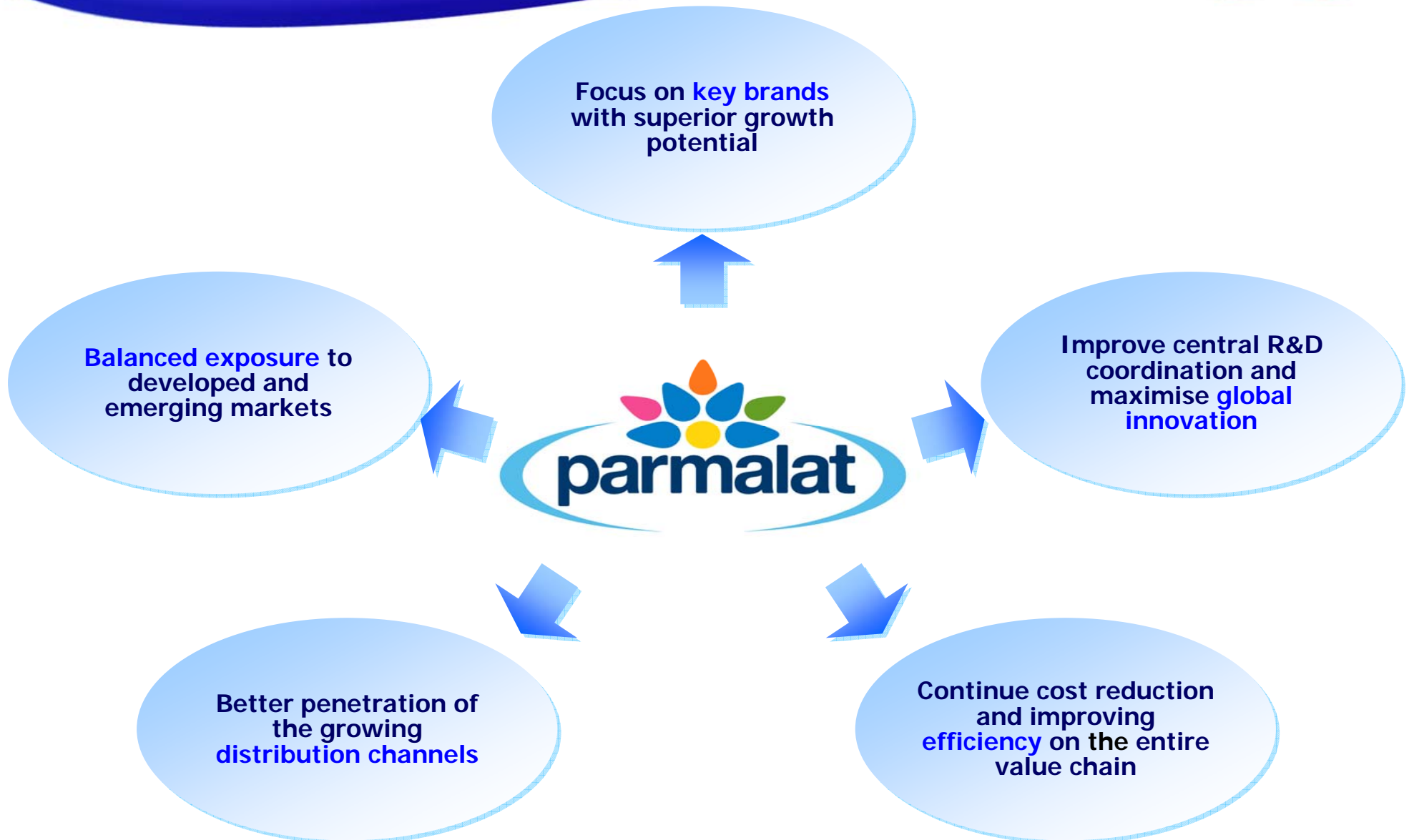
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Key strategic priorities



Focus on key brands...



Focus on selected strong brands... (Value Market Share at December '09)

...which have a superior growth rate (Value CAGR '07 / '09)



Zymil ⁽¹⁾
Italy

Value Market Share (%)

9.1%
on total UHT market

UHT Milk Market

1.3%

Zymil

7.2%



Ice Break ⁽²⁾
Australia

Value Market Share (%)

10.7%

Flavoured Milk Market

15.4%

Ice Break

32.1%



Lactantia ⁽¹⁾
Canada

Value Market Share (%)

42.1%
on Filtered Milk Market

Filtered Milk Market

2,3%

Lactantia Milk

5,0%



Santal ⁽³⁾
Italy

Value Market Share (%)

15.8%

Juice Market

1.6%

Santal

5.0%



Lactantia ⁽¹⁾
Canada

Value Market Share (%)

24.0%

Butter Market

3.8%

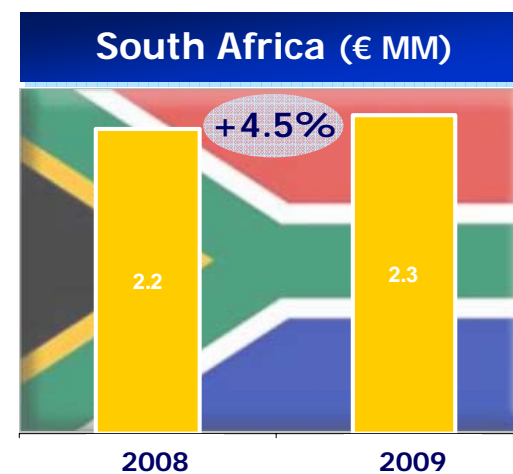
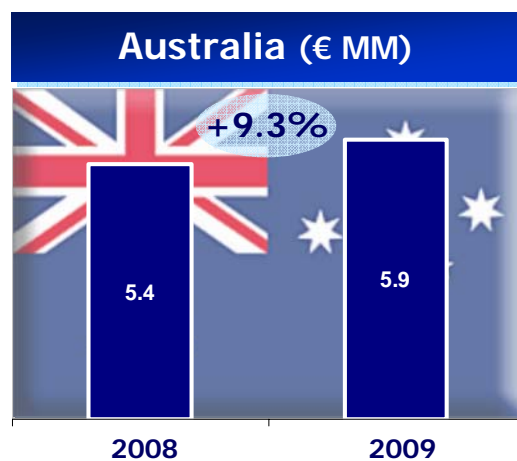
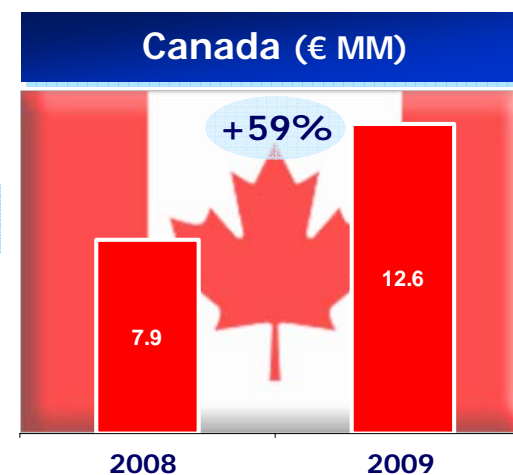
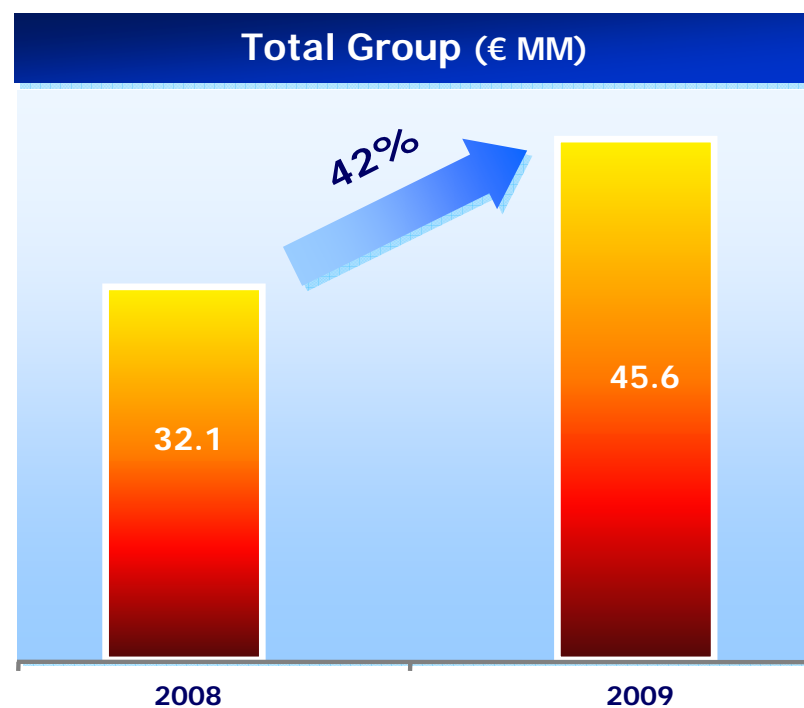
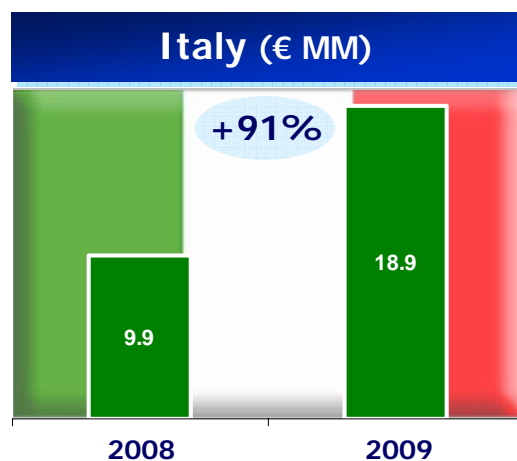
Lactantia Butter

10.0%

Source:

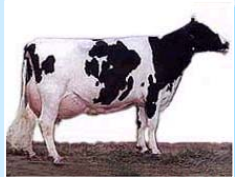
(1) AC Nielsen; (2) Aztec; (3) IRI

...supported by increasing advertising expenditure...




Source: internal data (media + production)

...and a total quality assurance



Raw Material

 A complete set of preventive actions and cooperation projects with farmers




Process Control

 High level of standardization and capability



Packaging

 A worldwide screening process of new, safe and environmental friendly solutions



End Product

 Consumer safety and satisfaction



Distribution and After-Sale

 Quality ensured to the very end

Guarantee the **highest product and process quality** in the market

Two global centralised research centres

Cheese




Canada

Dairy products and Juices



Italy

 **A shared Product Lifecycle Management for new product development**

 **A close collaboration with Universities and Institutes worldwide**

 **An intensive plan in optimizing global recipes**

30 new products launched on average
in each year



of new products



Beverages

Milk
&
Derivates

Fruit juices



Total New Products	30	35	31	27
Year	2006	2007	2008	2009

History of successful volume growths: successful innovation takes time



Canada

CheeseStrings
(MM Lt Eqv.)



Launched
in 1992



Australia

Icebreak
(MM Lt)



Launched
in 1998



Italy

Zymil
(MM Lt)



Launched
in 1986



Improving efficiency on the entire production and distribution processes...



 **Industrial**

 **Distribution**

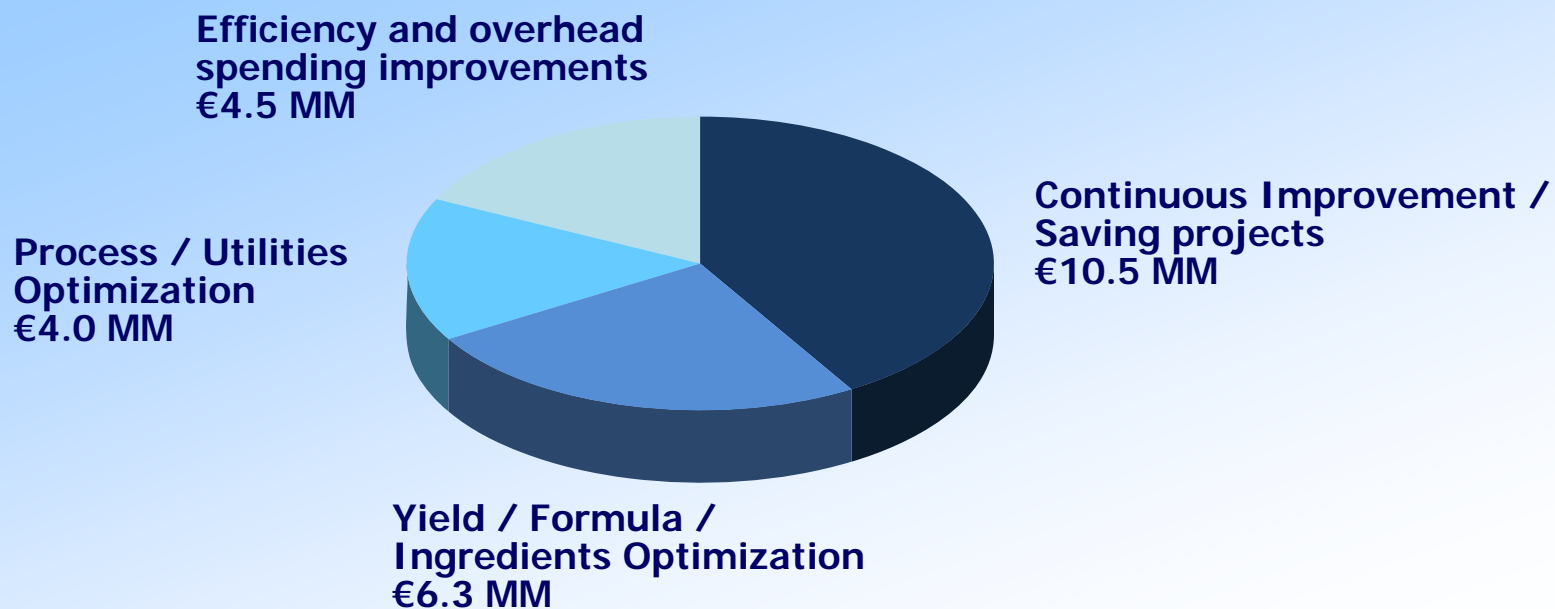
 **Logistic**

 **Overheads**

...achieving significant cost reductions



2009 savings: € 25.3 MM

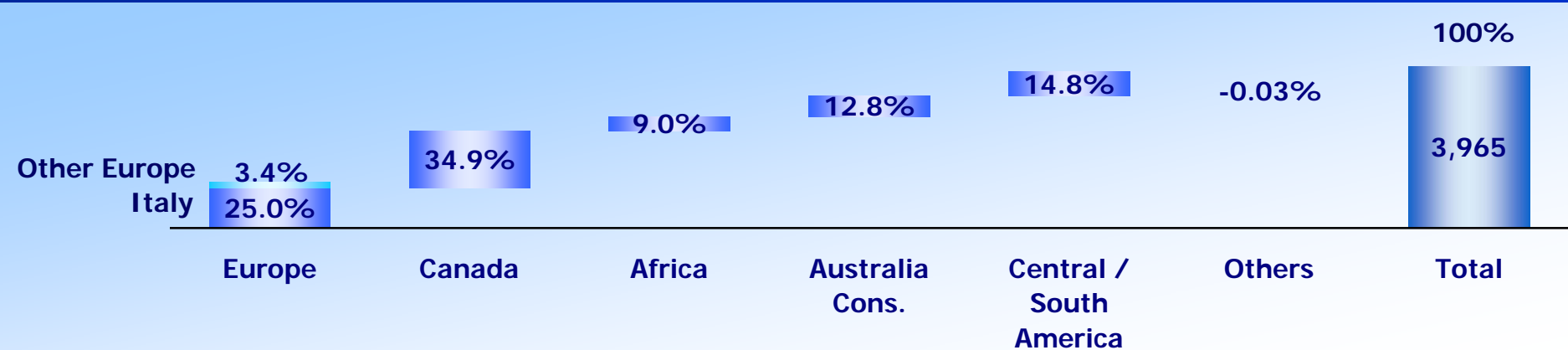


Parmalat demonstrated strong commitment to cost reduction programs, having implemented almost 100 projects and activities in order to improve the operational efficiency in 2009

A balanced exposure to developed and emerging markets



2009 Revenues breakdown by region € MM



2009 EBITDA breakdown by region € MM

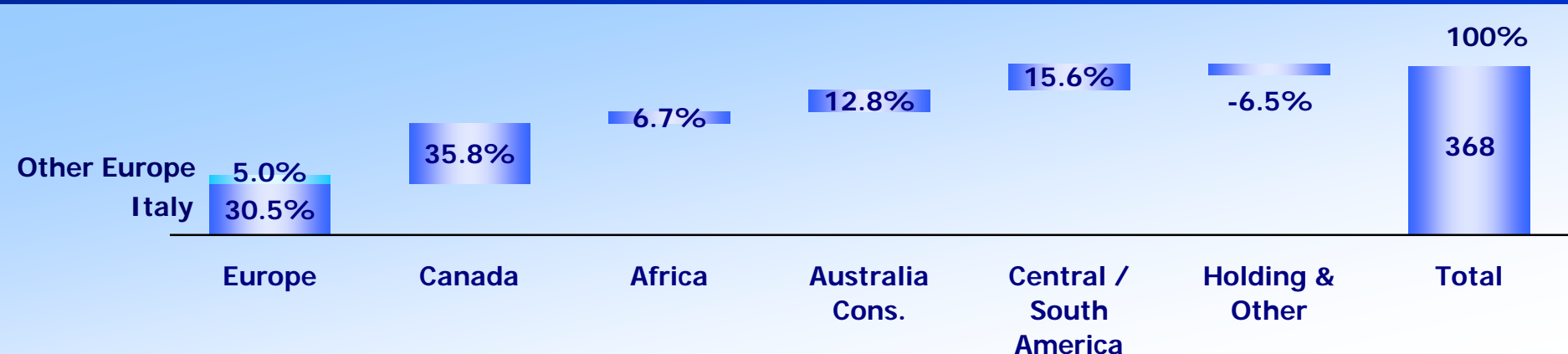


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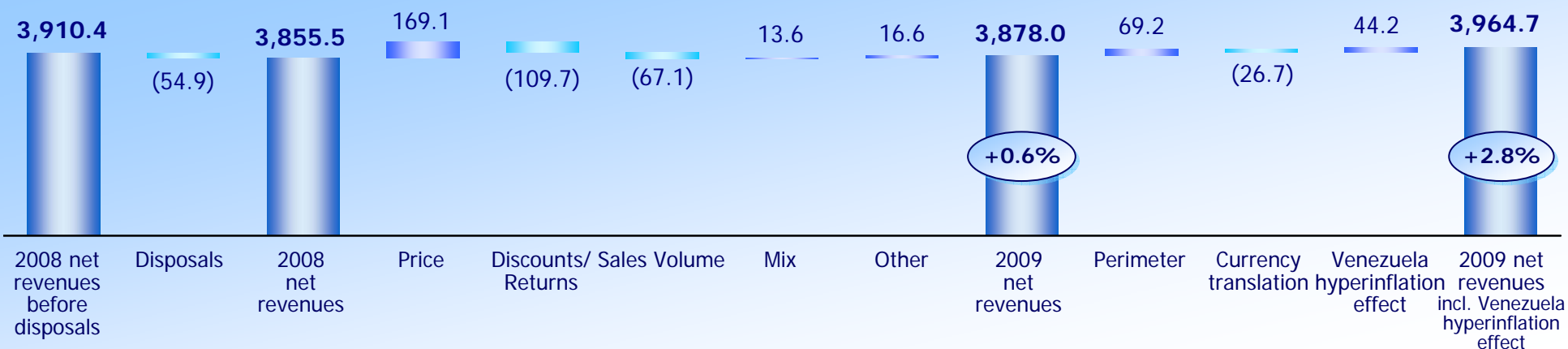
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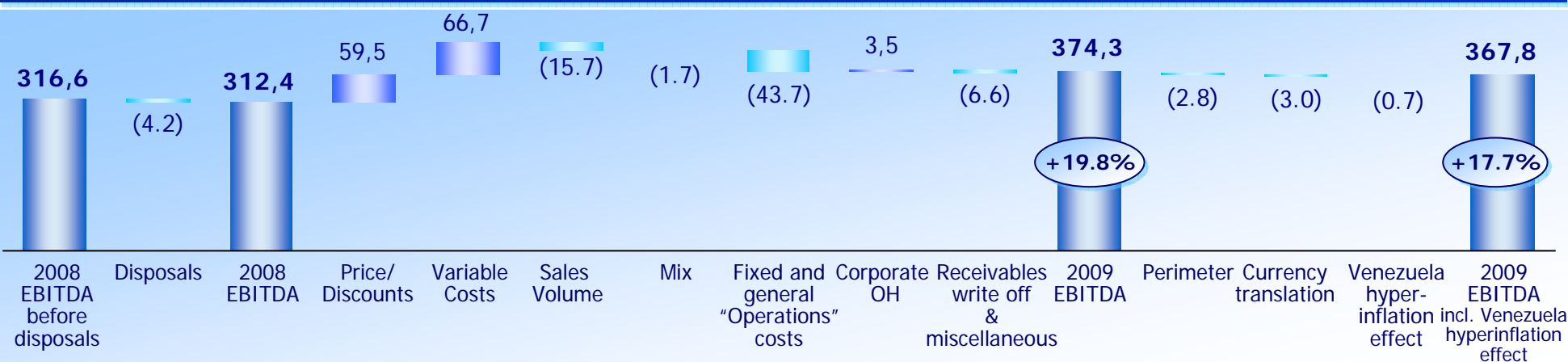
Strong drivers for resilient growth



Revenues FY 2009 vs FY 2008 € MM



EBITDA FY 2009 vs FY 2008 € MM



Simplification of group structure and control chain



Evolution of number of companies in Parmalat Group



(1) Of which 70 operative

(2) Of which 36 operative

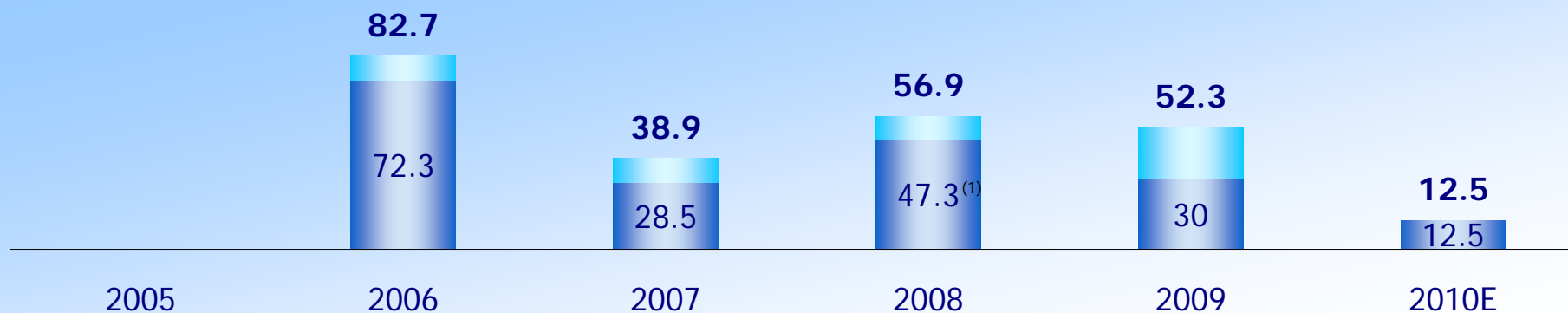
Optimisation of the financial structure



Gross financial debt € MM



Financial Charges € MM



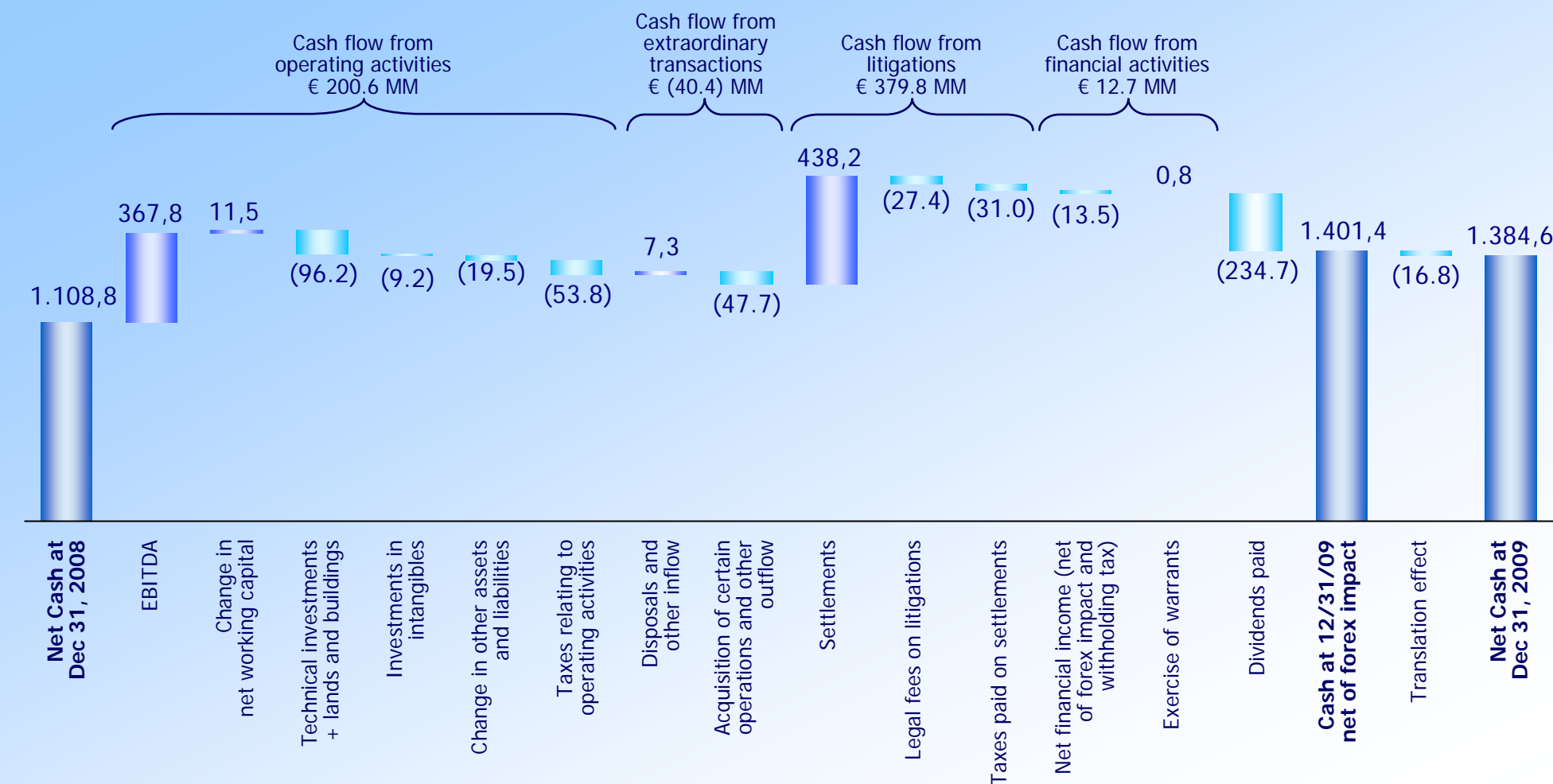
(1) Including about €10 MM relating to mark-to-market interest rate swap to hedge interest rate risk

- Financial Debt/ net financial interest-excluding Venezuela
- Financial Debt/ interest charges - Venezuela

Resulting in a strong cash flow generation



Key 2009 cash flow items € MM - IFRS



Key targets for 2010



	FY 2008	FY 2009	FY 2010 Outlook
Net Revenues (€ MM)	3,910	3,920	~ 4,000
	Pro-forma Venezuela	3,720	
EBITDA (€ MM)	316	368	~ 365
	Pro-forma Venezuela	343	

This Report contains forward looking statements. Projections for 2010 extrapolate the projections provided in the fourth quarter of 2009, confirmed by the trend in the early months of 2010

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

In particular, it is important to highlight the great economic/financial/currency strain in Venezuela which could have an impact on the 2010 Guidance

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		Historical data	To do
Title 11, SEC. 304 (USA)		 Bankruptcy protection in USA: Permanent injunction granted in June 2007	
Revocatory Actions		 76 actions for €7.4 Bn  33 counterclaims	 Few left
Damages Actions		 4 actions against Bank of America, Citigroup, Grant Thornton, Deloitte & Touche	 Pending Citi and GT, both on appeal (CITI: expected end 2010 or spring 2011, GT: expected end 2010/spring 2011)
		 14 actions against financial institutions, one involving derivatives and Standard & Poor's	 Pending S&P and JPM, experts appointed to respond to questions asked by Milan Court
Parmalat Securities litigation		 A Class Action was initiated against PLT in the U.S.  Settlement reached in 2008  Approved by Federal Court of NY in March 2009	

















		Historical data	To do
Contested and late claims	 	 750 cases	 80 still pending – efforts continue to close these cases  130 on appeal (Bologna)
Criminal cases	 	 MILAN 2nd trial on market abuse (involving, among the others, Citigroup)	 In progress
	 	 MILAN Appeal on 1st trial on market abuse: decision issued	
	 	 PARMA Fraudulent bankruptcy proceedings	 Pending (Parmalat is a private party)

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Questions & Answers

