

Company Presentation

Q3 2009 Results



November 13



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Q3-09 Financial Highlights

Q3 RESULTS:

- **EBITDA of 37M€ up 7% vs PY** on an adjusted basis
- **Adjusted EBITDA margin of 8%**, up 120bp vs PY combined
 - Acceleration of margin improvement particularly in France
- Continued **challenging environment** across Europe and strategic shift of a large retailer in Spain drive a 7% like-for-like decline in Net Sales
- **Net income up 5%** in Q3 vs PY

Q3YTD RESULTS:

- **Adjusted EBITDA of 106M€ up 2% vs PY** combined; margin expansion of 80bp vs PY combined
- **Net income up €23m vs PY**

Q3YTD CASH FLOW & NET DEBT:

- **Net Cash** from operating activities of 22M€
- **Improvements in working capital** offset by payments of restructuring, merger costs and seasonality
- **Net Financial Debt of 466M€**
- **Successfully refinanced the debt** in October with 500M€ 7-year bond issue



Selected income statement items Q3

**Q3 EBITDA of 38M€ up
7% vs PY combined
with EBITDA margin
reaching 8%, up 120bp
vs PY combined**

**Net income up 5% in Q3
vs PY**

**Acceleration in margin
in Q3 with positive
impact from
productivity and
transformation
programs combined
with favorable meat
costs**

**Continued challenging
environment and
strategic shift of large
Spanish retailer drive a
7% like-for-like decline
in Net Sales**

(In €000)	Q3-08 Reported	Q3-08 Combined	Q3-09 Actual
Sales in Volume (Tns)	59.638	111.423	106.606
Operating revenues ⁽¹⁾	251.916	517.271	467.985
Operating expenses ⁽²⁾	(239.238)	(496.729)	(445.183)
Consolidated operating profit	12.678	20.542	22.802
Reported EBITDA	19.544	34.978	37.014
<i>% operating revenues</i>	<i>7.8%</i>	<i>6.8%</i>	<i>7.9%</i>
Net finance cost	(2.006)	(7.638)	(9.595)
Profit before tax	10.619	8.539	13.206
Income taxes	(3.350)	(2.003)	(5.548)
Profit (loss) for the year from continuing operations	7.269	6.536	7.658
Profit (loss) for the year	7.269	6.536	7.658
EBITDA adjusted ⁽³⁾	19.544	34.979	37.511
<i>% operating revenues</i>	<i>7.8%</i>	<i>6.8%</i>	<i>8.0%</i>

(1) Operating revenues consist of net sales and services, increases in inventories of finished goods and work in progress, capitalized expenses of company work on assets and other operating revenues.

(2) Operating expenses consist of decrease in inventories of finish goods and work in progress, consumption of goods and other external charges, employee benefits expense, depreciation and amortization, changes in trade provisions and other operating expenses

(3) Presented as a further supplemental measure of our performance. Ebitda is adjusted for costs that are considered by management to be non recurring or unusual because of their nature. It is not a measurement of financial performance under IFRS-EU, and should not be considered as a measure of liquidity or an alternative to operating profit



Selected income statement items Q3YTD

**Q3YTD EBITDA of
106M€ up 2% vs PY
combined; margin
expansion of 80bp vs
PY combined**

**YTD Net income up
€23m vs PY**

(In €000)	Q3 YTD 08 Reported	Q3 YTD 08 Combined	Q3 YTD 09 Actual
Sales in Volume (Tns)	167.317	322.863	309.467
Operating revenues ⁽¹⁾	710.192	1.492.490	1.357.139
Operating expenses ⁽²⁾	(677.551)	(1.427.578)	(1.302.616)
Consolidated operating profit	32.641	64.911	54.523
Reported EBITDA	53.284	107.294	97.203
<i>% operating revenues</i>	7.5%	7.2%	7.2%
Net finance cost	(10.730)	(26.758)	(28.454)
Profit before tax	21.695	30.947	26.057
Income taxes	(6.475)	(5.119)	(8.439)
Profit (loss) for the year from continuing operations	(20.945)	(20945)	-
Profit (loss) for the year	(5.725)	4.883	17.618
EBITDA adjusted ⁽³⁾	53.284	104.260	106.027
<i>% operating revenues</i>	7.5%	7.0%	7.8%

- (1) Operating revenues consist of net sales and services, increases in inventories of finished goods and work in progress, capitalized expenses of company work on assets and other operating revenues. Tradi business in France disposed in 2008 accounted for 1.2% of total volume and 1.5% of operating revenues YTD
- (2) Operating expenses consist of decrease in inventories of finish goods and work in progress, consumption of goods and other external charges, employee benefits expense, depreciation and amortization, changes in trade provisions and other operating expenses
- (3) Presented as a further supplemental measure of our performance. Ebitda is adjusted for costs that are considered by management to be non recurring or unusual because of their nature. It is not a measurement of financial performance under IFRS-EU, and should not be considered as a measure of liquidity or an alternative to operating profit



Key balance sheet items

Tight management of inventories more than offset seasonal build up

Trade creditors impacted by lower activity in Spain, and payment of restructuring and merger costs

Payment of merger dividend impacting Net debt and Other current liabilities

(in €M)	DEC 08	Q3 YTD 09
Fixed Assets	1.245	1.235
Goodwill	414	414
Intangible Assets	182	182
PPE	583	566
Other non current assets	66	72
Total Working Capital	96	115
Inventories	321	315
Trade Debtors	187	182
(Trade Creditors)	(412)	(383)
Other Current Assets	63	60
Assets from Disc. Oper.	0	1,5
TOTAL ASSETS	1.404	1.411
Total Equity	618	632
Net Financial Debt	414	466
Other non current liabilities	185	195
Other current liabilities	188	116
TOTAL LIABILITIES	1.404	1.411



Cash flow statement

Robust cash generation: positive net cash from Operations of €22M despite payment of restructuring and merger costs

Trade working capital down €49M vs September 2009 combined

Significant reduction in Capex, down €42M vs PY on a combined basis leading to an OFCF of €6M) as of Q3YTD

Payment of €47M merger dividend

(in €M)	Q3 09	Q3 YTD 09
Operating flows before changes in working capital	24,1	71,1
Changes in working capital	(10,2)	(17,9)
Cash flows from operating activities	13,8	53,2
Net interest expenses	(15,5)	(31,6)
Income tax paid	(1,3)	(6,2)
Other collection and payments	0	6,6
<u>Net cash flows from operating activities</u>	<u>(2,9)</u>	<u>22,1</u>
Investments in property, plant and equipment	(10,9)	(28,4)
Other collections and investments	0,8	0,8
<u>Net cash flows from investing activities</u>	<u>(10,1)</u>	<u>(27,6)</u>
<u>Net cash flows from financing activities</u>	<u>8,6</u>	<u>(17,1)</u>
Net increase/(decrease) in cash and cash equivalents	(4,4)	(22,6)
Cash and cash equivalents at beginning of period	101,6	119,8
<u>Cash and cash equivalents at end of period</u>	<u>97,2</u>	<u>97,2</u>



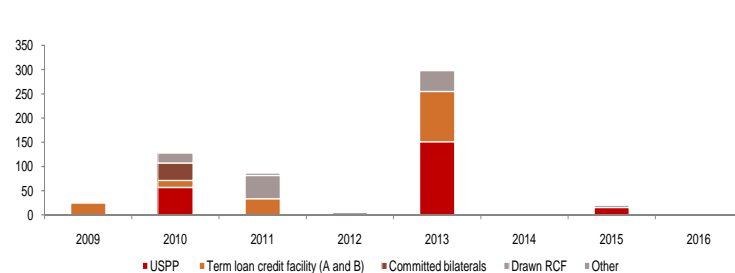
Financing

Successfully completed the entire refinancing of CFG debt

Very solid liquidity position and increased financial flexibility

- €500M bond issue successfully priced on October 23rd and closed on November 2nd
- Long-dated, simple financial structure based on unsecured debt at parent company level
- Significant liquidity in excess of €300M in short-term bank and factoring lines
- Extended pool of banks relationships
- Additional synergies and savings expected from implementation of centralised cash management and common policies and procedures
- Continued focus and discipline on cash and working capital management

Maturity profile pre refinancing (€m)



Maturity profile post refinancing (€m)

