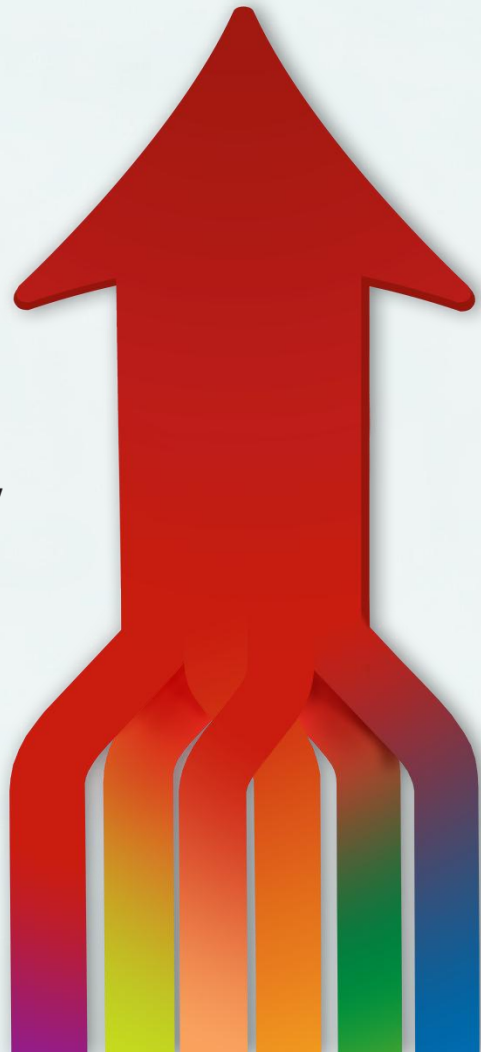


Investor's Day
Madrid, March 7th 2014



**Right moment.
Right now.**



Right moment. Right now.

1

Strong
foundations

2

A focused
strategy

3

Striving for
Future Growth

1

Strong foundations

- 1 New operating model
- 2 Top line strategy
- 3 Increased Integrated Supply Chain efficiency
- 4 Operating performance
- 5 Effective financial management

1

**Strong
foundations**

1 **New operating model**

2 Top line strategy

3 Increased Integrated Supply Chain efficiency

4 Operating performance

5 Effective financial management

1

Strong
foundations

1 New operating model

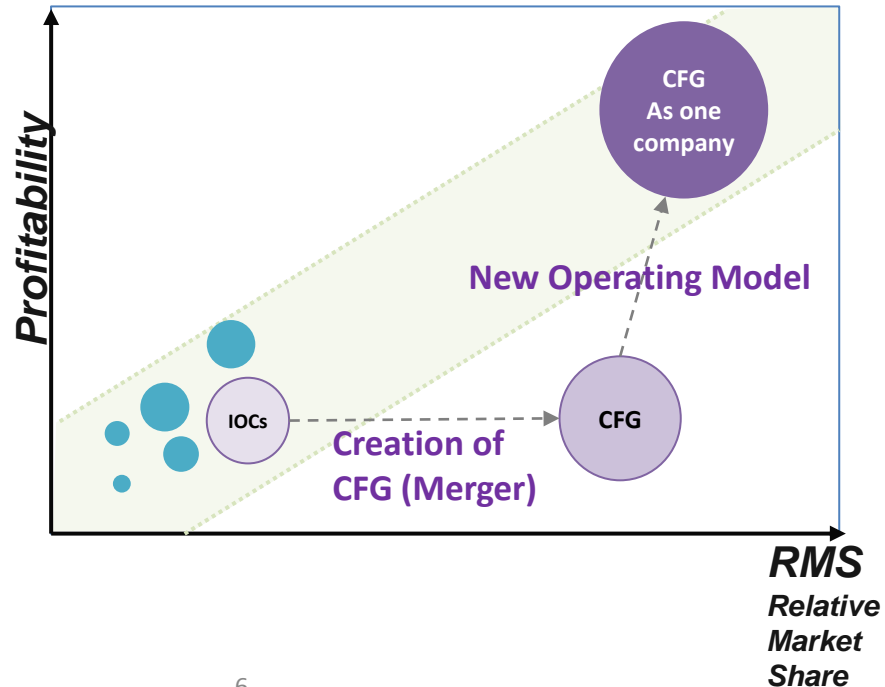
1. Building our competitive advantage
2. Pillars for future growth
3. Organizational structure

1

Strong foundations

1.1 Building our competitive advantage

Develop a competitive advantage from our European scale



1

Strong foundations

1.2 Pillars for future growth

1. Further develop European categories and platforms

4. First class support services delivered from a shared services backbone



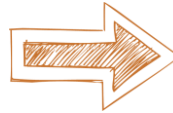
2. Continuous improvement of product portfolio. Optimization along the entire value chain, stripping out non-value added complexity

3. Cost leadership in supply chain leveraging our European scale



1.2 Pillars for future growth

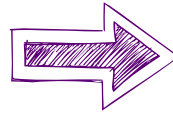
1. Top line growth



- Develop European categories and platforms
- A-brands: “Cross category” or “Category Leaders”
- Innovation, fewer and better
- European management of channels
- Complexity reduction

2. Product portfolio improvement

3. Cost leadership



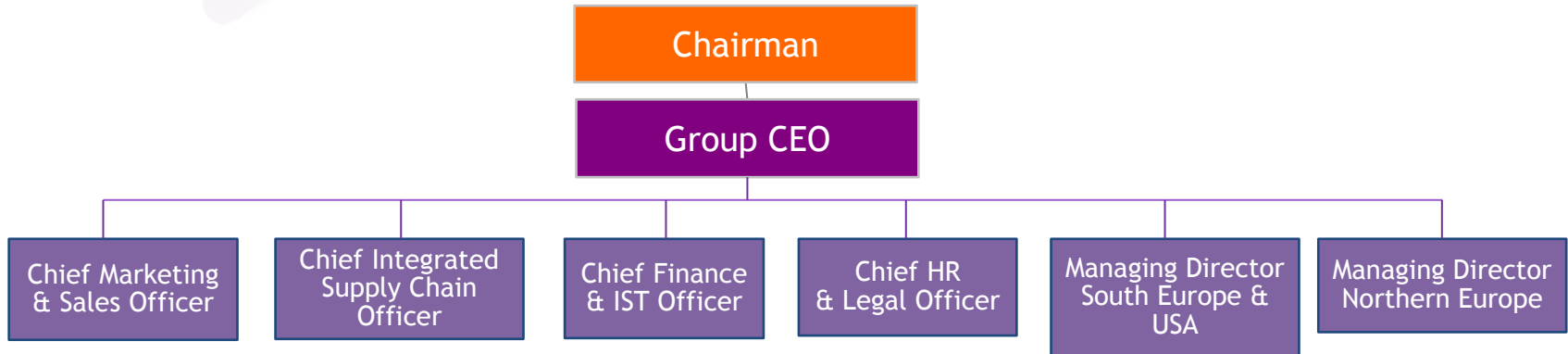
- European sourcing optimization, “ready to use meat”, deboning concentration
- European manufacturing footprint consolidation
- Warehouses consolidation and food terminals
- Support services consolidation to better serve the business

4. First class support services

1

Strong foundations

1.3 Organizational structure



A more agile, lean and efficient organisation

1

Strong foundations

- 1 New operating model
- 2 Top line strategy
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1

Strong
foundations

2 Top line strategy

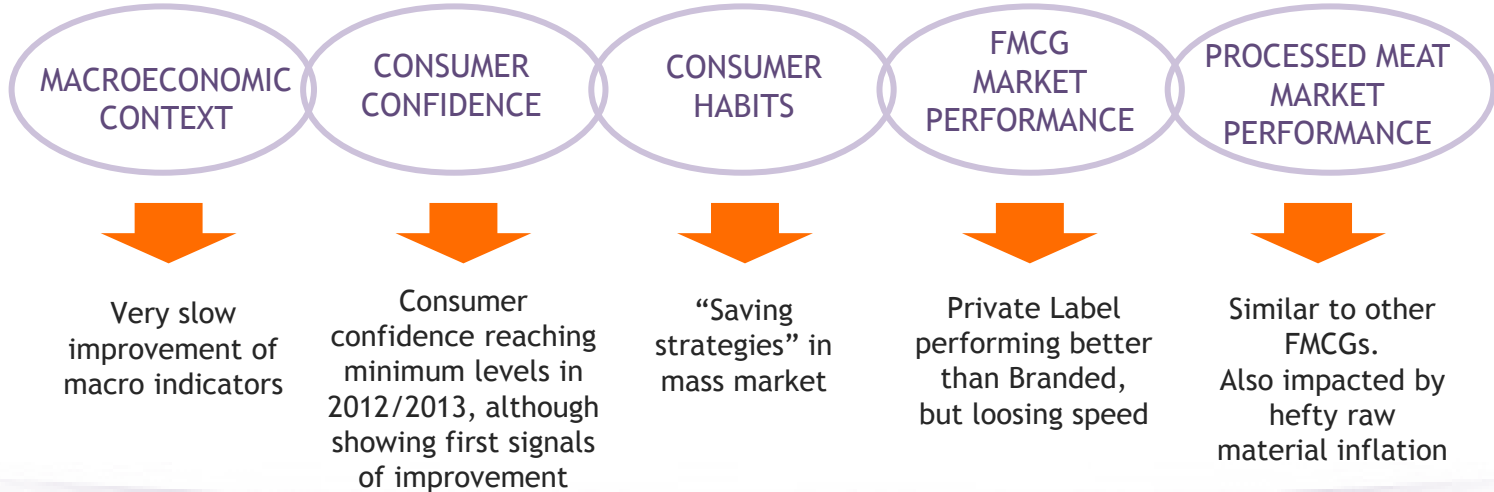
1. Developing European categories and platforms
2. Developing A-Brands
3. Strengthening the core product portfolio
4. Focus growth on successful ranges
5. Redefine the product portfolio in Italy
6. New Export Strategy, developing cross country brands
7. Fewer and better innovation
8. Strengthening brand awareness / messages
9. Top line delivery 2013

1

Strong foundations

2.1 Developing European categories and platforms

A challenging market





2.1 Developing European categories and platforms

Responding to changing consumer habits

- ✓ Buy only necessary
- ✓ Actively look for discounted products
- ✓ Eating at home rather than out of home

- ✓ Pay less for quantity
- ✓ Switch to value brands



Develop 6 European categories

Dry ham, dry sausages, cooked ham, hot dogs, poultry, emerging



Develop 5 growth platforms

Snacking, health, heritage, indulgence, affordable

1

Strong foundations

2.2 Developing A - brands

a) Cross category brands



						
Dry ham & Dry sausage						
Cooked categories						
Heritage Indulgence		Affordable	Health, Snacking Heritage, Affordable	Heritage, Health Affordable	Health, Affordable	Snacking, Indulgence, Affordable

1

Strong foundations

2.2 Developing A - brands

b) Category leader's brands



Dry ham



Snacking



Hot dogs

1

Strong foundations

2.2 Developing A - brands



* A-Brands: Campofrio, Navidul, Oscar Mayer, Aoste, Cochonou, Justin Bridou, Stegeman, Fiorucci, Nobre

1

Strong foundations

- Recover the basics
- Develop differentiation

2.3 Strengthening the core product portfolio

a) Campofrio, cooked ham



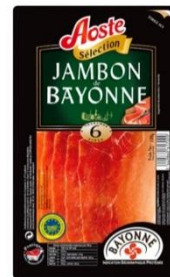
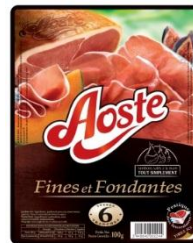
1

Strong foundations

2.3 Strengthening the core product portfolio

b) Aoste, dry ham

- Recover the basics
- Develop differentiation



1

Strong foundations

2.4 Focus growth on successful ranges

Health

+29%



Snacking

+16%



Heritage

+6%



Support Successful ranges

* Growth in Net Sales Value 2013 vs. 2012

1

Strong foundations

2.4 Focus growth on successful ranges

Affordable range

+25%



- Adapting to consumer needs
- Value for money

* Growth in Net Sales Value 2013 vs. 2012

1

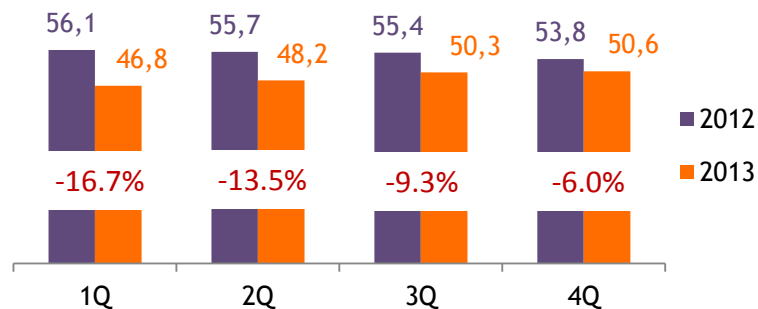
Strong foundations

2.5 Redefine the product portfolio in Italy

- Core products re-launch
- Health products
- Affordability range



Net Sales Italy, € million



1

Strong foundations

2.6 New export strategy, developing cross country brands

- Export strategy based on heritage concepts

Exports
10% of
total sales



Indulgence

Affordable

Health

1

Strong foundations

2.7 Fewer and better Innovation



Focus on less projects, more powerful

1

Strong foundations

2.8 Reinforcing brand awareness/messages

“Le vrai goût du partage”



“A ognuno la sua fetta”



“Partilhare é nobre”



“Le goût du raffinement”



Effectiveness Award 2013

“The CV of all”

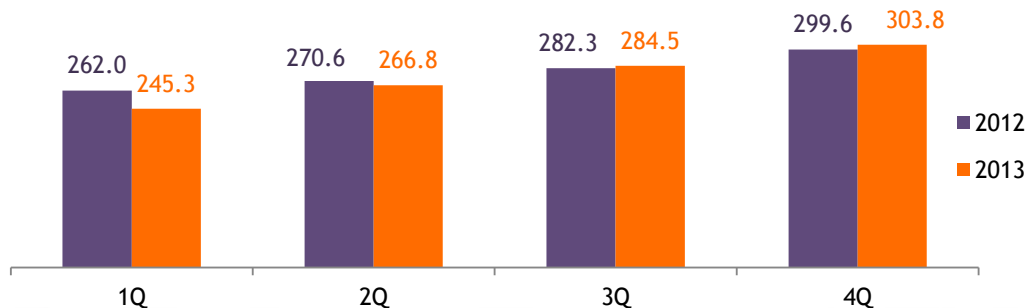


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Strong foundations

2.9 Top line delivery 2013

Net Sales Southern Europe, € million



**NSV Southern Europe
-1.3% vs. 2012**

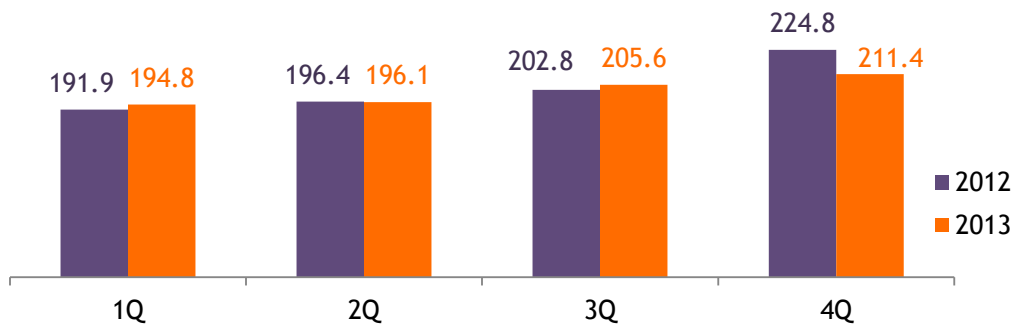
- Growth coming mainly from Spain specially in 2H13 with outperformance in dry ham (+4.6%), dry sausages (+7.4%) and poultry (+1.5%) while cooked ham -4.6%. Excellent Christmas campaign, Navidul and Revilla brands with NSV +8.7% and +5.4% respectively in 2013
- Portugal and Italy still suffering from tough market conditions

1

Strong
foundations

2.9 Top line delivery 2013

Net Sales Northern Europe, € million



**NSV Northern Europe
-1.0% vs. 2012**

- Growth coming mainly from France and Netherlands. France last quarter impacted by conversion to new ERP system. Netherlands grow mainly in dry sausages (+16.6%) and poultry (+22.6%)

1

Strong foundations

- 1 New operating model
- 2 Top line strategy
- 3 Increased Integrated Supply Chain efficiency
- 4 Operating performance
- 5 Effective financial management

1

Strong
foundations

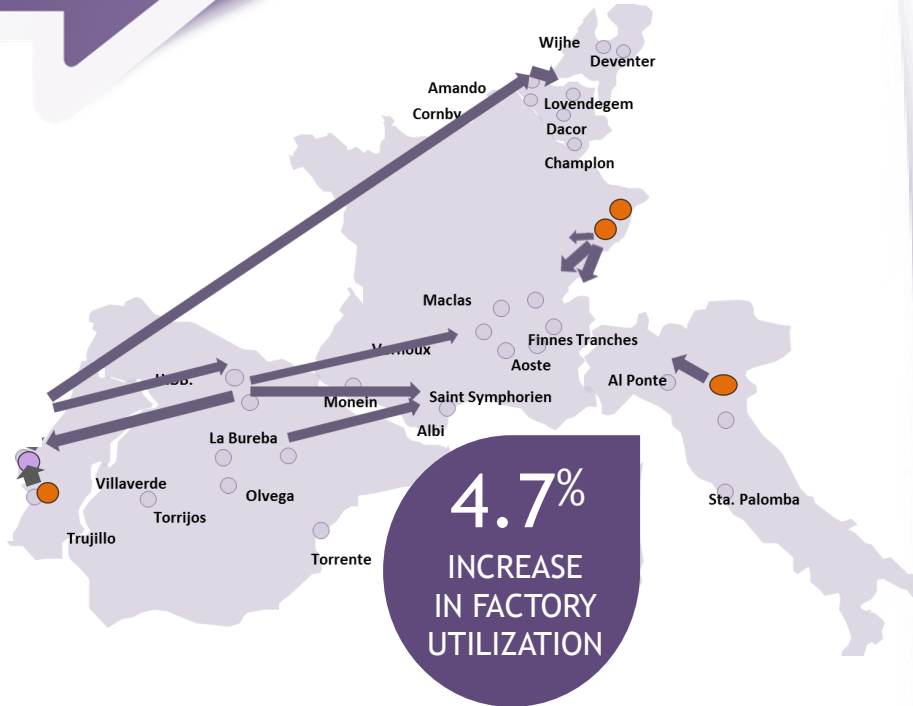
3 Increased Integrated Supply Chain efficiency

1. Geographical footprint optimization
2. Production, efficiency gains
3. Logistics, warehousing
4. Strategic sourcing

1

Strong foundations

3.1 Geographical footprint optimization



- Closure of 4 plants
- Transfers of production and deboning

15 thousand tonnes transferred production to optimize capacity utilisation

1

Strong foundations

3.2 Production, efficiency gains

- “365 Make Every Day Better” labour productivity
- Increase machinery efficiency



+2.1%
increase in
produced kg
/ hour/FTE

+2.6%
increase in
Overall
Equipment
Efficiency

1.7%
YIELD

-5%
decrease in
Energy
expenses / ton

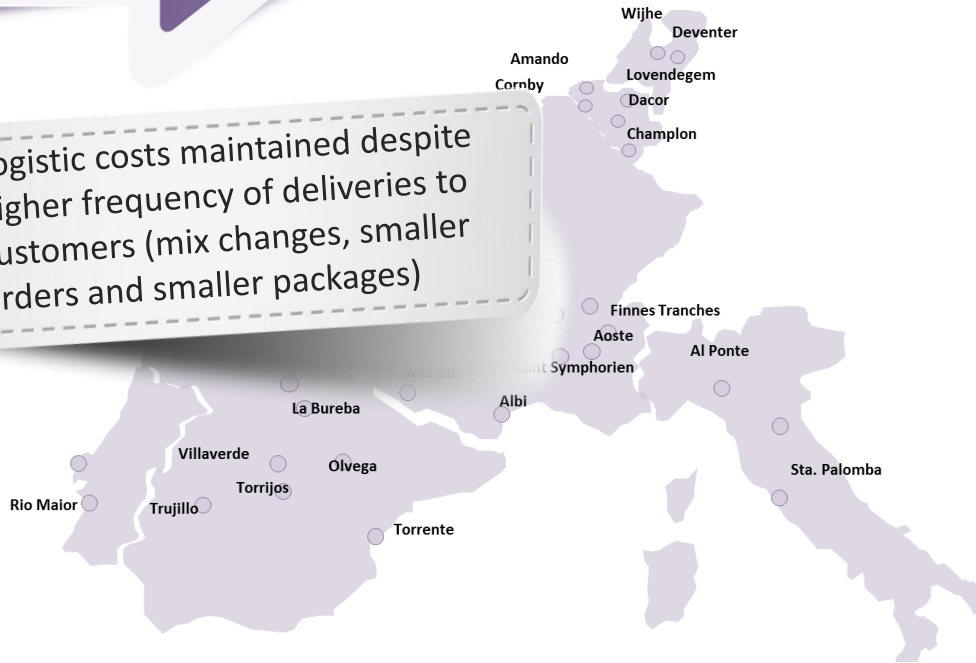
* Increased
output/total meat
purchase

1

Strong foundations

3.3 Logistics, Warehousing

- Logistic costs maintained despite higher frequency of deliveries to customers (mix changes, smaller orders and smaller packages)



Improved customer service up to **98.1%***

Logistic costs /NSV

5.6%

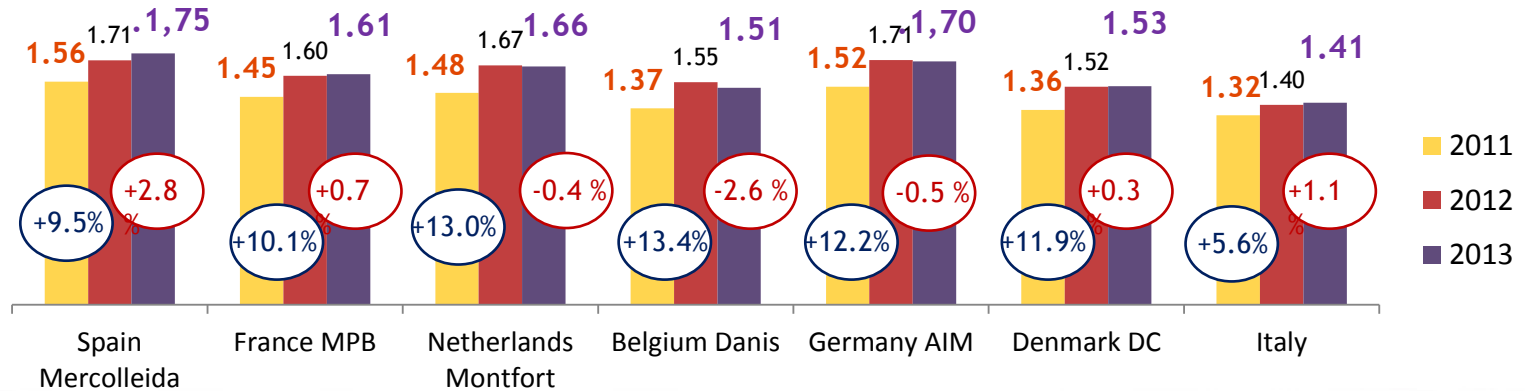
* Kg served/ kg ordered

1

Strong foundations

3.4 Strategic sourcing

Pig Carcass market prices, €/kg

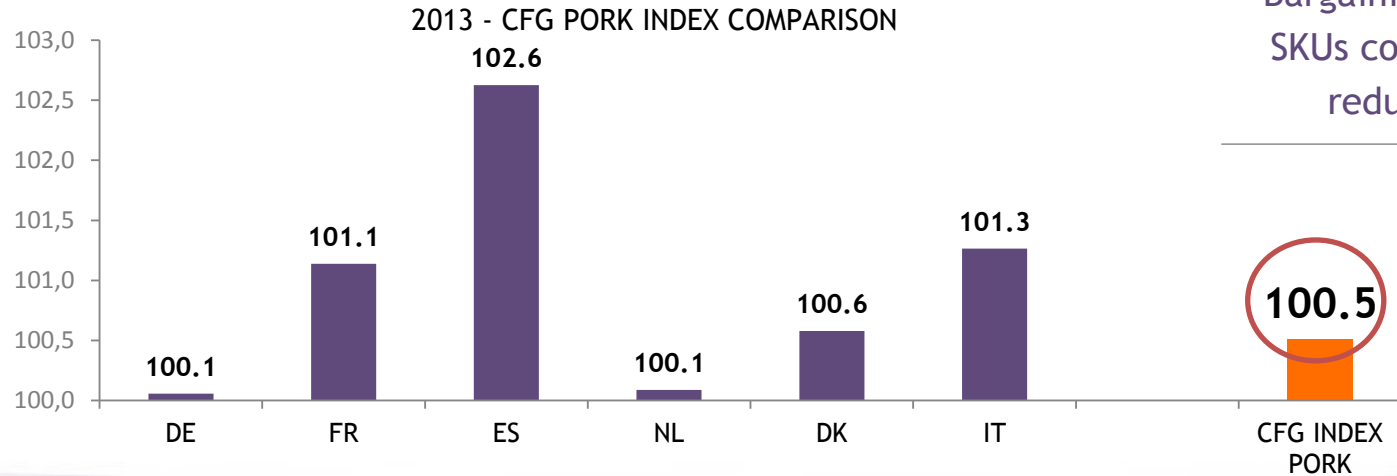


- Change in trend of meat inflation in 4Q 2013 (-6.5% vs. 4Q12), but prices still at highest level over the last years
- Positive outlook; 2013 record world production for corn wheat and soybean
- For 2014 increased meat production expected: EU28 +1% to 2%

1

Strong foundations

3.4 Strategic sourcing



Market knowledge
Bargaining power
SKUs complexity
reduction

Centralized meat and non-meat purchasing platform bringing cost savings

1

Strong foundations

- 1 New operating model
- 2 Top line strategy
- 3 Increased Integrated Supply Chain efficiency
- 4 **Operating performance**
- 5 Effective financial management

1

Strong
foundations

4 Operating performance

1. Summary
2. Reduction in operating expenses
3. EBITDA enhancement throughout the year
4. Operating performance, segments

1

Strong foundations

4.1 Summary

P&L CFG, key data

€ M	2012	2013	Var. %
Sales volume (000 tns)	403.7	398.3	-1.3%
Net Sales Value	1,918.3	1,907.5	-0.6%
Consumption of goods	-1,060.9	-1,074,4	1.3%
Total operating expenses	-725,6	-705,2	-2.8%
EBITDA reported	142.3	145.0	1.9%
Operating profit EBIT	81,3	81,4	0.2%
Profit for the year	15,7	12,7	-19.1%
One-off charges	-8.206	-1.094	
EBITDA normalized	150.505	146.129	-2.9%
EBITDA normalized / Net Sales	7.8%	7.7%	
EBITDA reported / Net Sales	7.4%	7.6%	

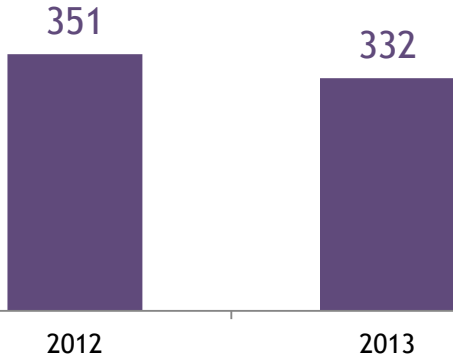
Net Profit at € 12.7 million and margins starting to recover

1

Strong foundations

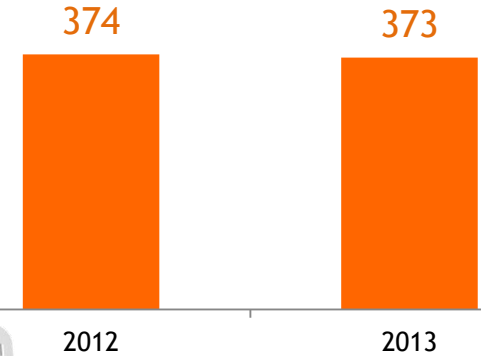
4.2 Reduction in operating expenses

Employee benefits expense, € million



- 5.4%

Other operating expenses, € million



- 0.4%

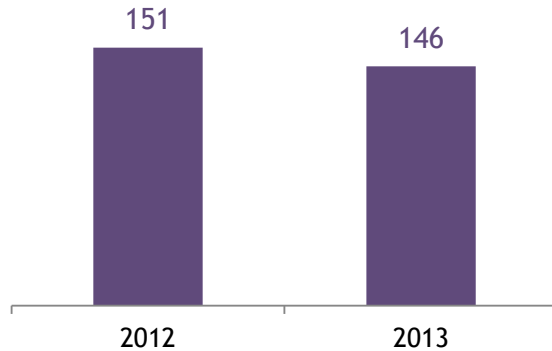
Strategic Plan delivery via cost reduction measures

1

Strong foundations

4.3 EBITDA enhancement throughout the year

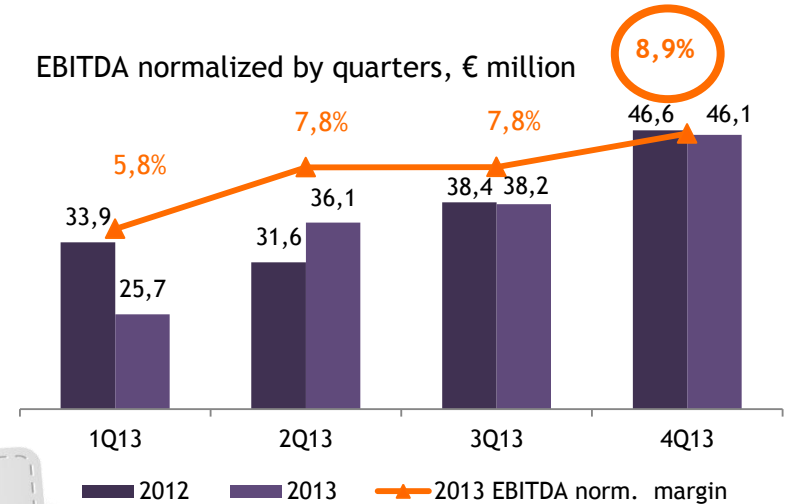
EBITDA normalized, € million



- 2.9%

Progressive margin recovery

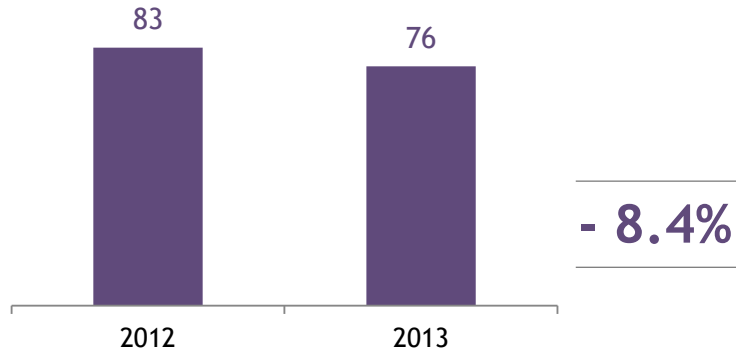
EBITDA normalized by quarters, € million



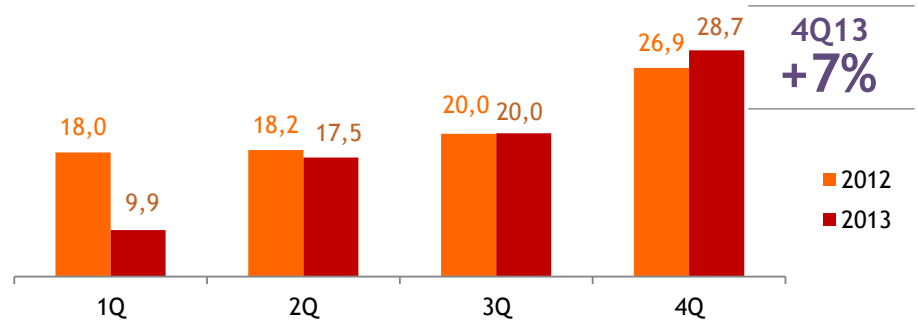


4.4 Operating performance, segments

Southern Europe EBITDA, € million



Southern Europe, EBITDA normalized by quarters, € million

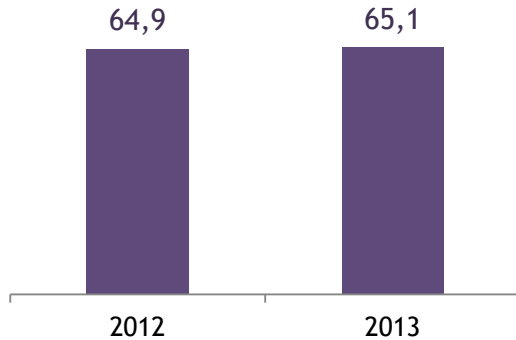


Top line performance combined with efficiency measures delivery, contributing to an EBITDA recovery in the last quarter



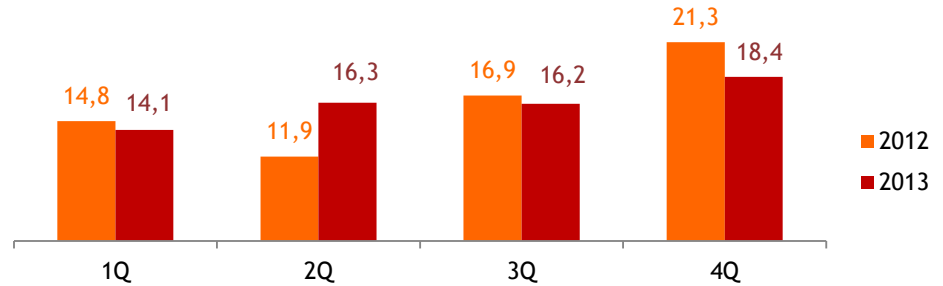
4.4 Operating performance, Segments

Northern Europe EBITDA, € million



+0.3%

Northern Europe, EBITDA normalized by quarters, € million



Flat evolution, impacted by last quarter unfavourable comparison of 2013 vs. 2012 sales, as well as new ERP system implementation in the 4Q in France

1

Strong foundations

- 1 New operating model
- 2 Top line strategy
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- 4 Operating performance
- 5 Effective financial management

1

Strong
foundations

5 Effective financial management

1. Cash flow
2. Working capital
3. Capex
4. Debt
5. Liquidity

1

**Strong
foundations**

5.1 Cash flow

Cash Flow Statement CFG

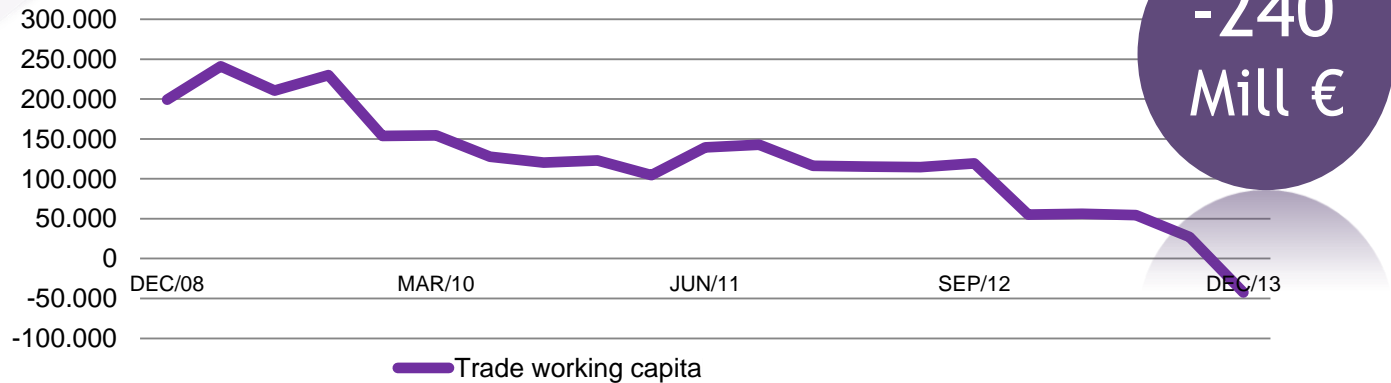
million €	2012	2013	Var. %
Gross operating cash flow	144.0	140.5	-2.5%
Change in Working Capital	64.7	64.4	-0.5%
Operating Cash Flow	208.7	204.8	-1.9%
Interest payments	-51.4	-49.6	-3.6%
Provisions and other	-28.2	-38.4	35.8%
Payments for Income Tax	-15.8	-14.6	-7.6%
Other	3.4	0.1	n.a.
Net Operating Cashflow	116.5	102.3	-12.3%

- Working capital continues to be a source of cash
- Operating cash flow conversion rate = 141% of reported EBITDA

1

Strong foundations

5.2 Working capital

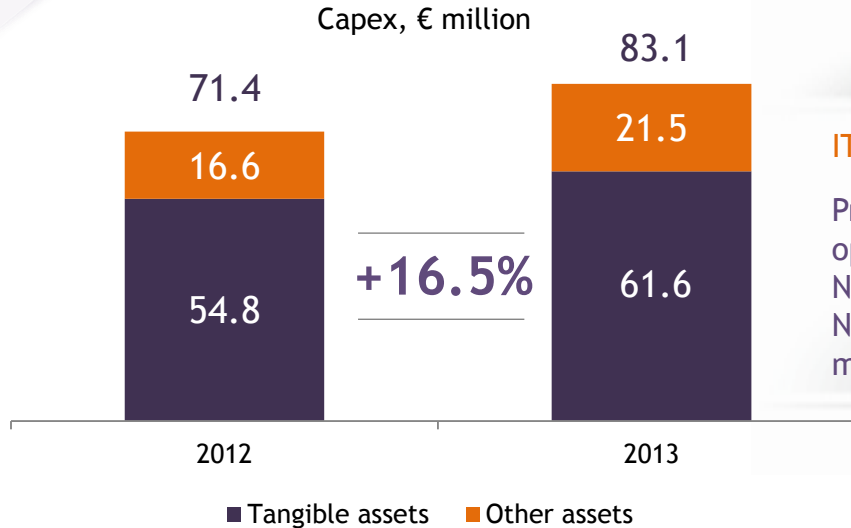


- Outstanding working capital management
- A management priority over the past years

1

Strong foundations

5.3 Capex



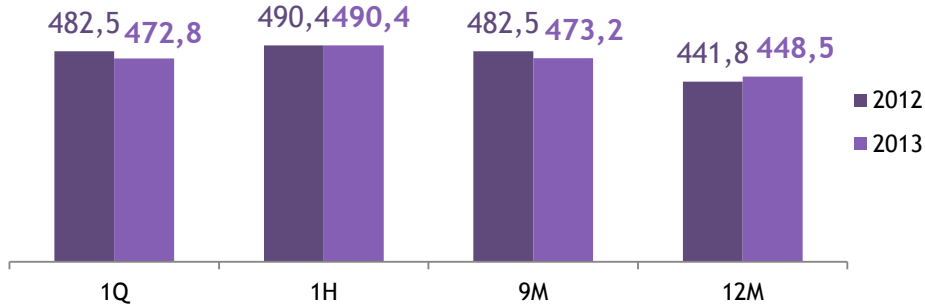
IT systems integration	€ 21.5M
Productivity & Capacity optimization:	€ 28.5 M
New production	€ 19.4 M
New technology maintenance and other:	€ 13.7 M

Investing in building competitive advantages for future profitable growth



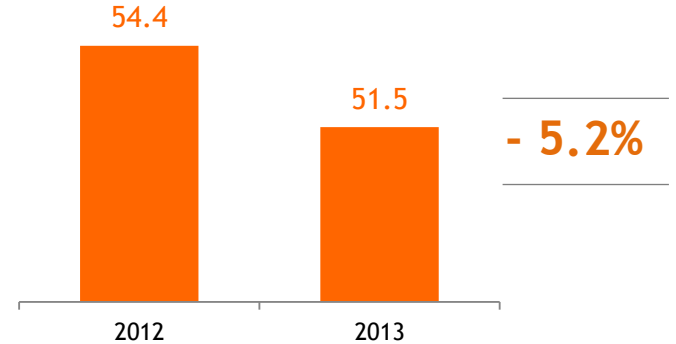
5.4 Debt

Net financial debt by quarters, € million



Leverage ratio 3.07x

Net financial expenses, € million



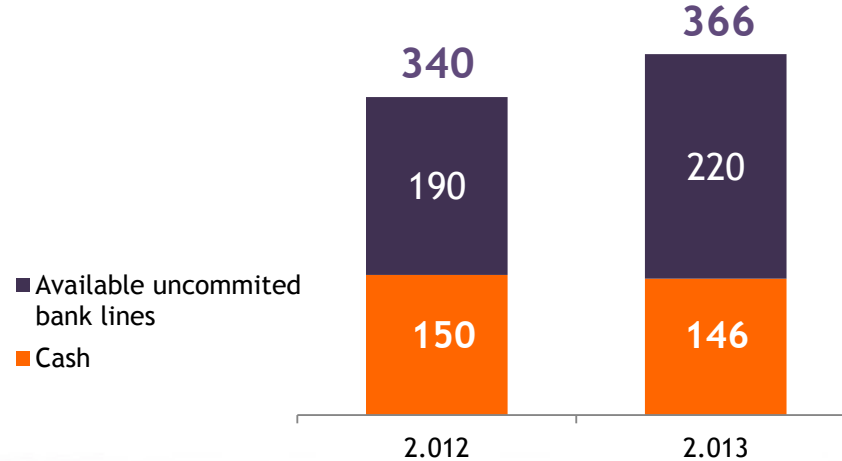
Lower financial expenses

1

Strong foundations

5.5 Liquidity

Liquidity position, € million



+7.7%

Maintain high liquidity position

2

A focused
strategy

Concrete actions for 2014

- 1 Top line
- 2 Integrated Supply Chain
- 3 First class support services

2

A focused
strategy

2.1 Top line

Objective: Grow in volumes and value

- Reinforce focus on our core categories, platforms and countries
- Adjust price equation of key SKUs
- Further invest behind A - brands
- Selected innovation in key platforms
- Further development of exports, such as Health and Snacking

2

A focused
strategy

2.2 Integrated Supply Chain

Objective: Further reduce conversion costs per kg

- Continue meat and non-meat European sourcing optimization
- Consolidate “ready to use meat”
- Further step on plants saturation to increase level of capacity utilization
- Conclude warehouses concentration
- Invest for the future strategic technology to better support the core and New Product Development

2

A focused
strategy

2.3 First Class Services

Objective: Improve internal and external
service quality at lower cost

- A single coordinated support services unit
- Consolidate IST integration - common systems and platforms - to be aligned with business strategy
- Further optimise cash management

3

Striving for
Future Growth

- 1 Continue deployment of investment plan
- 2 A bright future with leading industry partners
- 3 Update on tender bid

3

Striving for
Future Growth

Invest in Front-End

- Focus on strategic brands and cross category development
- MAP to support strategy



Marketing & Promotion
2012 + 2013: € 100.4 M

3.1 Continue deployment of Investment Plan

Summary of investments made so far

Invest in Supply Chain

- Align Supply Chain with Front-End requirements
- Optimize capacity utilization and increase productivity
- Warehouses reduction
- New technology to support innovation



Capex 2012+2013

Productivity & Capacity optimization:	€ 50.6 M
New production:	€ 31.0 M
New technology, maintenance other:	€ 24.4 M

3

Striving for
Future Growth

3.1 Continue deployment of Investment Plan

Ongoing work

Invest in Front-End



- Ensure investment in categories and platforms development with high growth potential
- Foster breakthrough selective innovation
- Reinforce MAP support to A-brands

Invest in Supply Chain



- Continuous increase of capacity utilization ratio
- Implement new technology to drive product innovation and cost reductions (New pizza factory)
- CFG as a best-in-class service provider for customers

3

Striving for
Future Growth



A producer of refrigerated products with **leading positions in processed meat and dairy products** in Mexico, the United States, Central America and Caribbean countries

2013:

Revenue: US\$ 3.800 M +10.9% vs. 2012

EBITDA: US\$ 523 M +11.0% vs. 2012

3.2 A bright future with leading industry partners



WH Group is a privately held company that owns among other, **the largest meat processors and hog producers world wide** (Smithfield Foods) **and in China** (Henan Shuanghui Inv & Devlp)

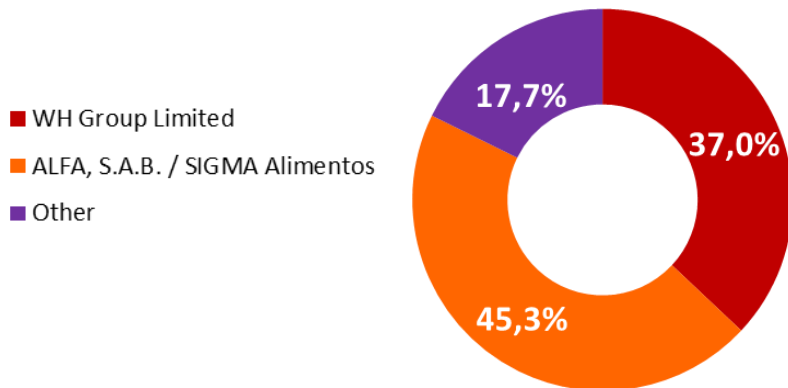
WH is not a public company and therefore it does not publish results

3

Striving for
Future Growth

3.3 Update tender bid

Current CFG shareholding structure



- Announcement of filing at “CNMV”* of joint tender bid Sigma -Alimentos + WH Group on December 23rd 2013
Price offered: 6.90€ per share
- Prospectus under review by the “CNMV”

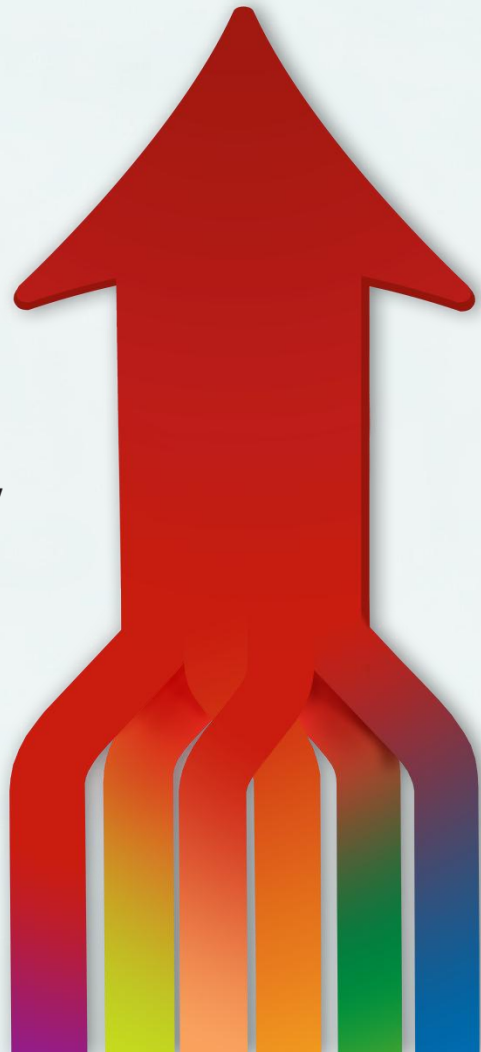
*CNMV= Spanish Stock Exchange Commission:
Comisión Nacional del Mercado de Valores

**Right moment.
Right now.**

Thank You!!



Investor's Day
Madrid, March 7th 2014



**Right moment.
Right now.**

