Company Presentation

November 2009

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Agenda

Company and market overview	Robert A. Sharpe, CEO, CFG
Financials	Martine Gerow, CFO, CFG
Summary	Robert A. Sharpe, CEO, CFG
Q&A	Q&A

Following its merger with Groupe Smithfield, CFG has become the leading processed meat company in Europe

On December 30th 2008 Campofrio completed its merger with Groupe Smithfield

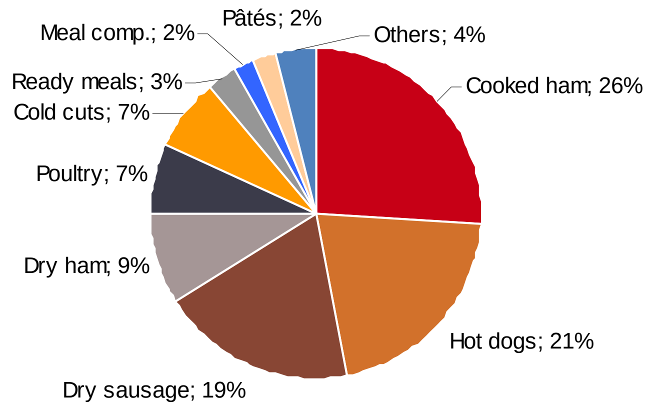
The merger was highly complementary due to the limited national overlap but significant opportunities generated for pan-European synergies in all major cost areas

Key statistics

- **€2** billion annual sales, **€143.5m** EBITDA
- **370,000** tons annual volume processed meat products
- **70,000** tons annual volume fresh meat products
- **10,500** employees
- **30** manufacturing facilities
- **7** interdependent companies operating directly in 8 countries

- CFG is the only player in the processed meat sector present in all the key Western European markets

Processed meat products (Volume)



Note: 2008 figures


Cooked ham 100,000 tons


Hot dogs 80,000 tons


Dry sausages 73,000 tons


Dry ham 35,000 tons


Poultry 27,000 tons


Cold cuts 27,000 tons


Ready meals and meal components 19,000 tons

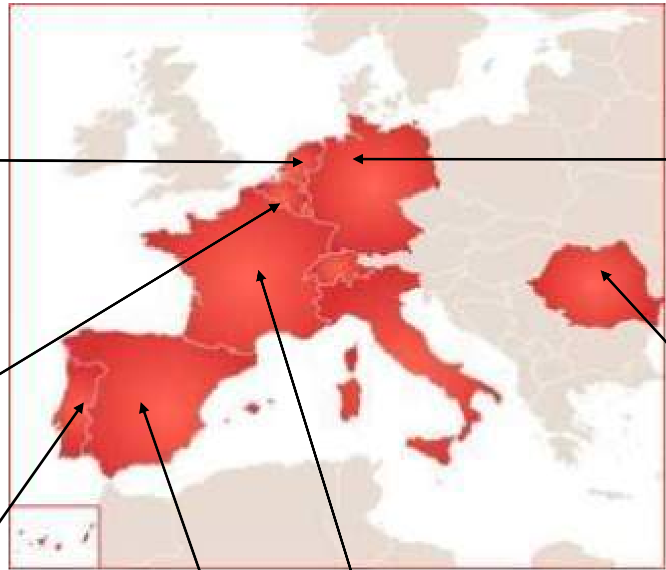

Pâtés 8,000 tons

The company stands as a truly integrated operator leveraging its unique European footprint

The merger between Campofrio and Groupe Smithfield joined two companies that were leaders in their respective core markets with little geographical overlap

The Company now operates as the largest integrated European processed meat manufacturer with operations in Spain, France, Portugal, The Netherlands, Belgium, Italy, Romania and Germany

7 interdependent operating companies



The Netherlands (#1)
Nº of manufacturing plants: 2

Belgium & Luxembourg (#2)
Nº of manufacturing plants: 5

Portugal (#1)
Nº of manufacturing plants: 2

Spain (#1)
Nº of manufacturing plants: 8

France (#1) & Italy
Nº of manufacturing plants: 12

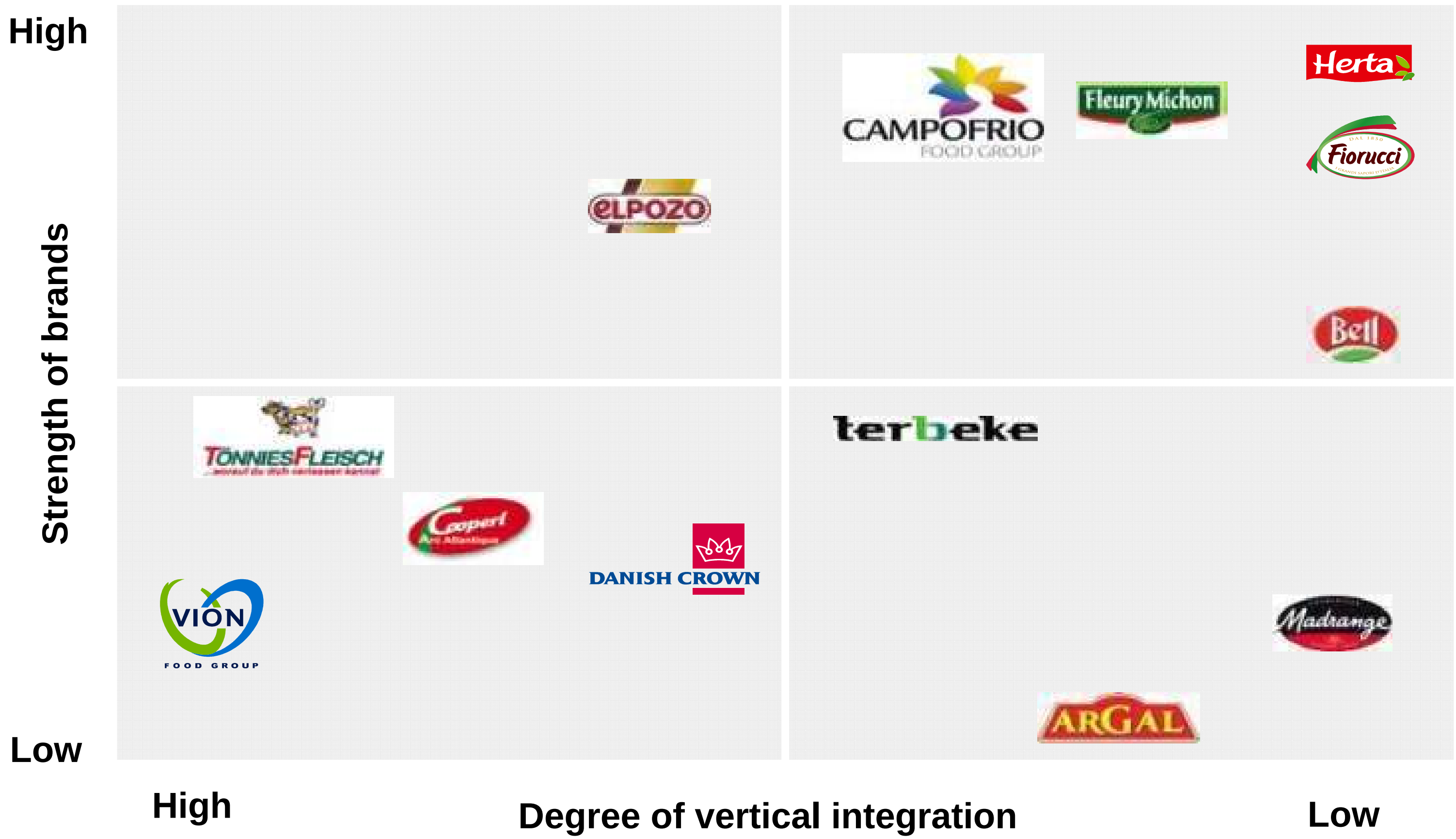
Germany

Romania
Nº of manufacturing plants: 1

The Company operates in the value-added processed segment of the meat industry

Brand and marketing focused business model

CFG has negligible exposure to commoditised slaughtering and fresh meat businesses



Source: Management estimates

We have a strong brand platform with a leading positioning in all our core markets

CFG has a portfolio of strong local brands which have demonstrated their potential to expand beyond their country of origin (e.g. Aoste, Campofrio)

The Company's brands are well positioned to take advantage of trends towards convenience and health and wellness

	Spain	France	Portugal	Belgium	The Netherlands	Germany	Romania
Brand value share (%)	29%	18%	59%	26%	23%		6%

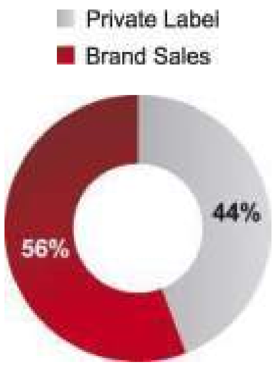
Source: MAT Nielsen / IRI Sept 09 – Processed meats only

And a strong and long standing relationship with customers

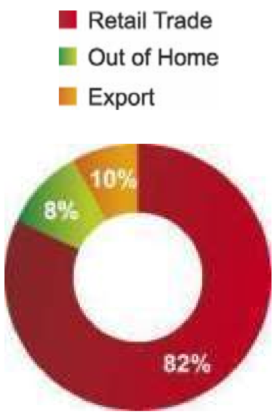
Campofrio Food Group has an established business model with a balanced mix of branded and private label sales resulting in strong partnerships with large retailers

CFG supplies most of the major continental European retailers

Net Sales: Brand vs. Private Label



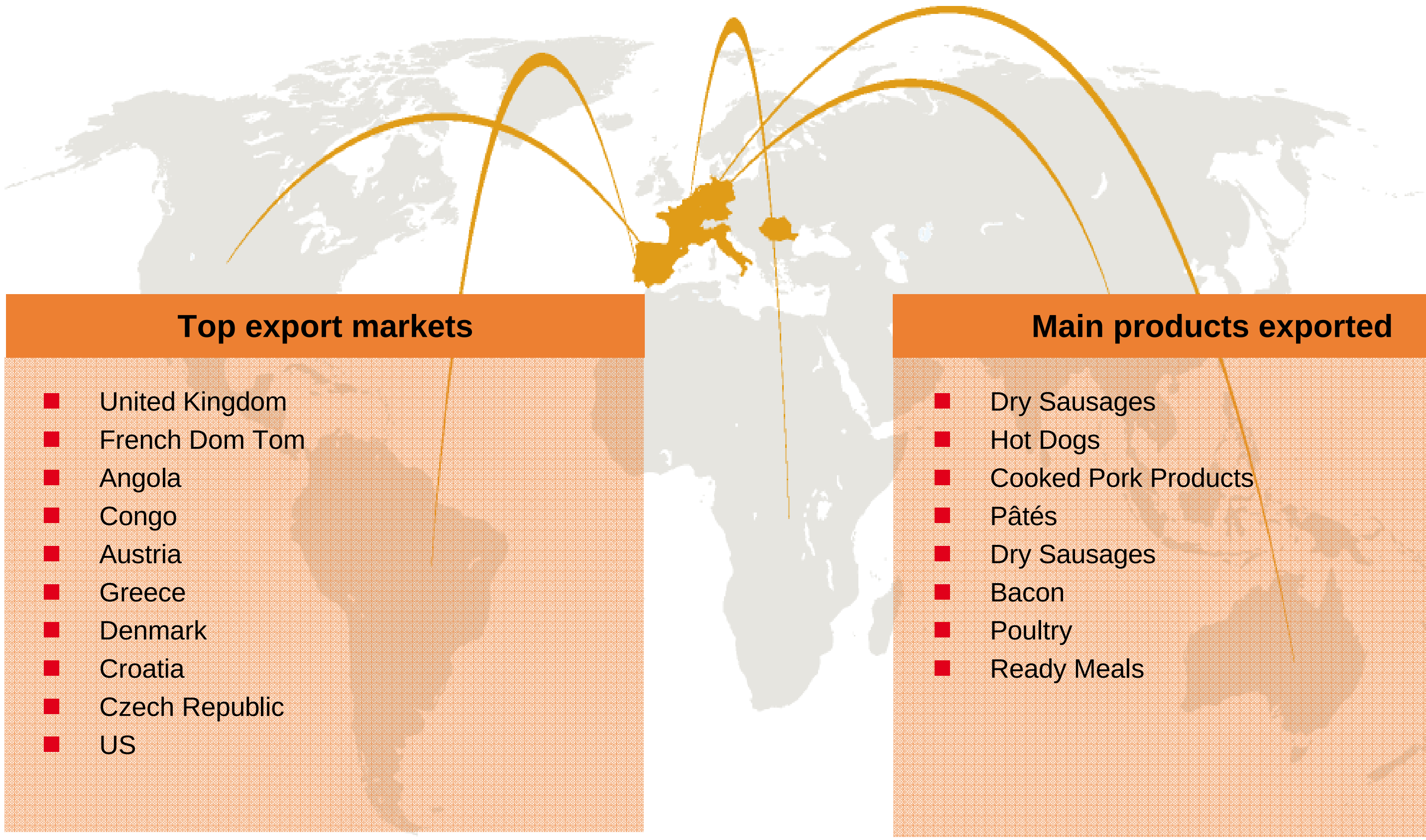
Net Sales by Channel



As a brand leader with strong name recognition in key markets, CFG's branded products are usually considered by retailers to be **"essential" items to include on their shelves**

Note: 2008 figures

We export to more than 80 countries representing c.10% of annual sales



Top export markets

- United Kingdom
- French Dom Tom
- Angola
- Congo
- Austria
- Greece
- Denmark
- Croatia
- Czech Republic
- US

Main products exported

- Dry Sausages
- Hot Dogs
- Cooked Pork Products
- Pâtés
- Dry Sausages
- Bacon
- Poultry
- Ready Meals

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Our experienced top management works as one team to realize the benefits of this unique position in the industry

The Company has a broad based management team headquartered in Spain with strong local management

Pedro Ballvé Lantero
Chairman

Robert A. Sharpe II(1)
Chief Executive Officer

Emmanuelle Bely(1)
Alfredo Sanféliz(1)
SVPs, Legal Affairs

Isabel Ropero
Director, Investor Relations

Eric Debarnot(1)
SVP, Business & Customer Development

Martine Gerow(1)
SVP, Finance and Information Systems

Karl-Heinz Kiesel(1)
SVP, Operations

Frédéric Sebban(1)
SVP, Strategic Sourcing

Javier Arroniz(1)
SVP, Human Resources

Imperial Meat Products — **CEO, Dirk Jacxsens**(1)

Nobre — **CEO, Paulo Soares**(1)

Campofrío — **CEO, Fernando Valdés Bueno**(1)

Stegeman — **CEO, Heleen Van Benthem**(1)

Aoste — **CEO, Olivier Maes**(1)

CFG Deutschland — **CEO, Diana Walther**(1))

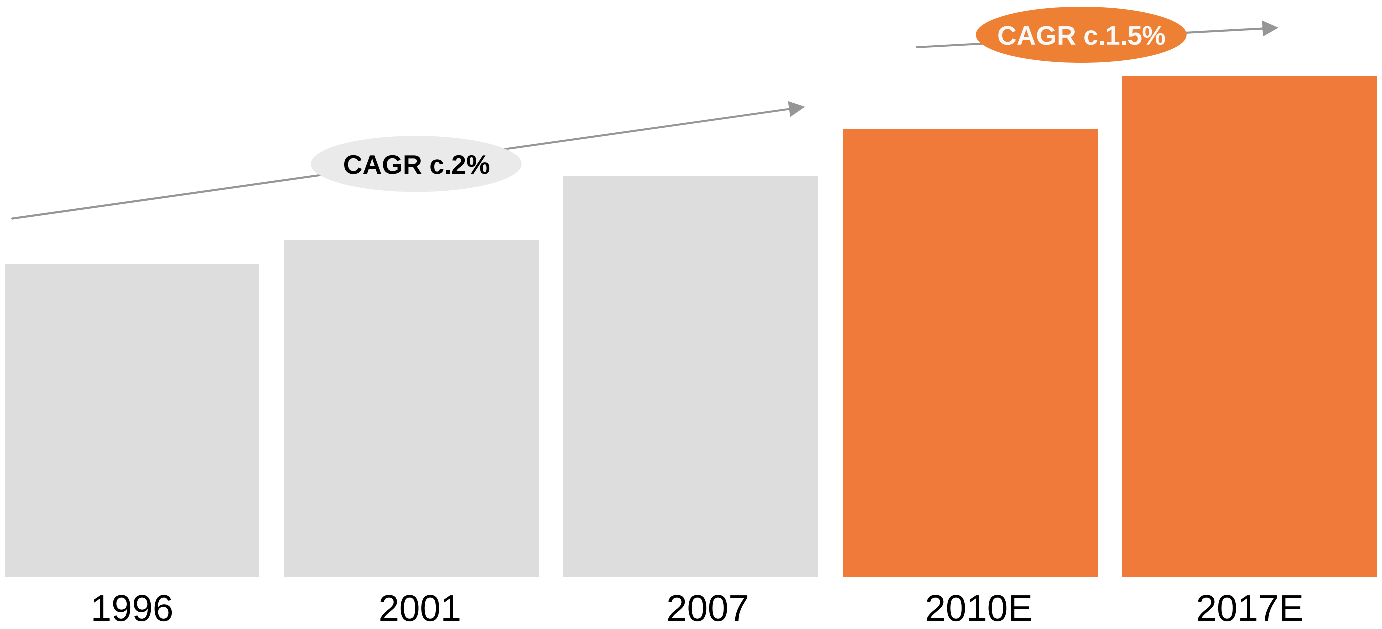
Campofrío Tabco-Campofrio — **CEO, Ovidiu Wencz**(1)

(1) Leadership Team members

Despite operating in a mature market with stable/low growth, CFG is very well positioned to drive growth at an European level

Fragmented nature of industry makes overall market estimates difficult, however, a range of sources support the pattern of continuous growth and generally stable and growing volumes

Estimated Processed Meat production in CFG's primary market



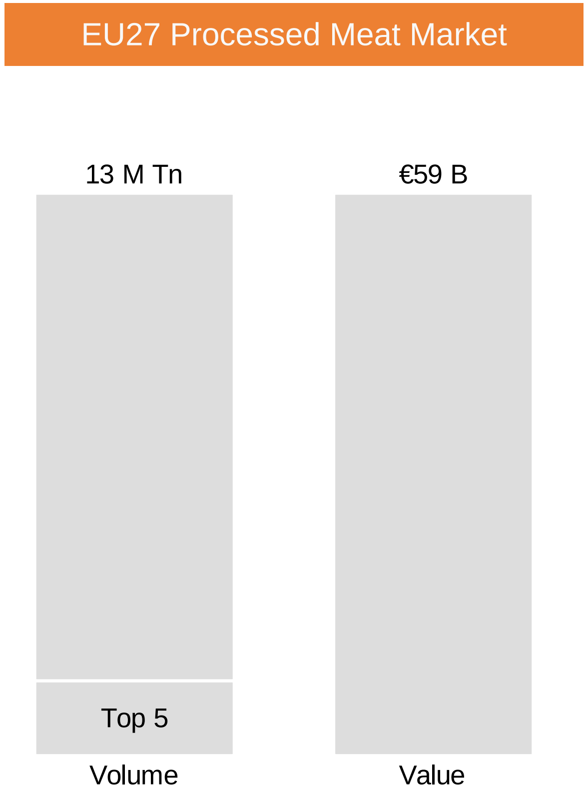
CFG believes that its sustainable, profitable growth rate should be **2 – 3 pp above market growth** exiting 2011

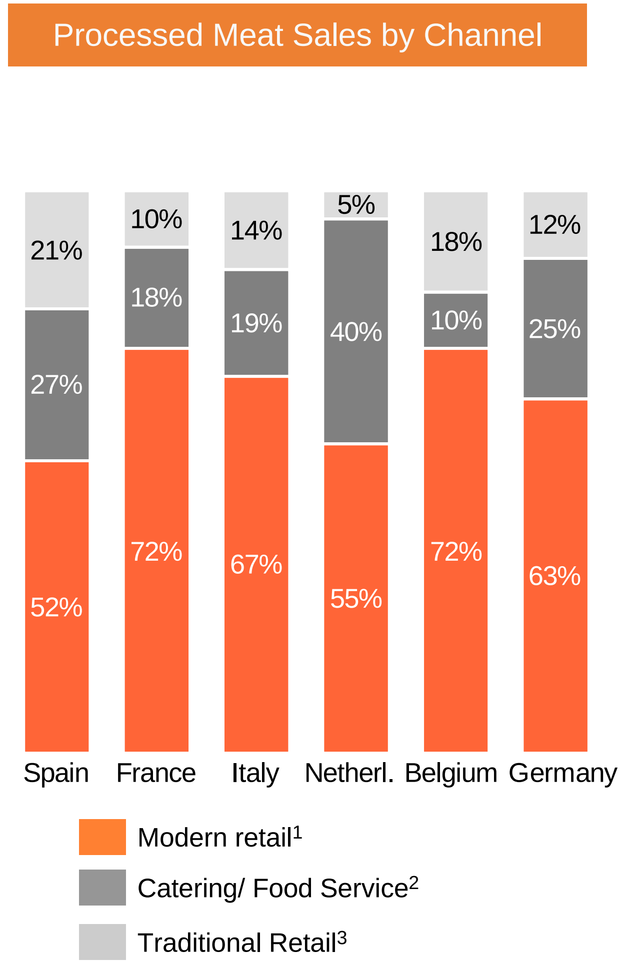
Note: Markets included are Germany, Spain, Italy, France, Belgium, Netherlands, Romania, and Portugal. Data units in thousands tons per week
Source: Management estimates

Market is fragmented, Top 5 players accounting for c.13 % of output, and focused on modern retail and hard discount

Unlike the US market, the European market is fragmented by country and type of product, not vertically integrated into food production, and with many family owned smaller enterprises

CFG is unusual in being consolidated across geographies and with both private label and branded operations, thereby serving all three major routes to market



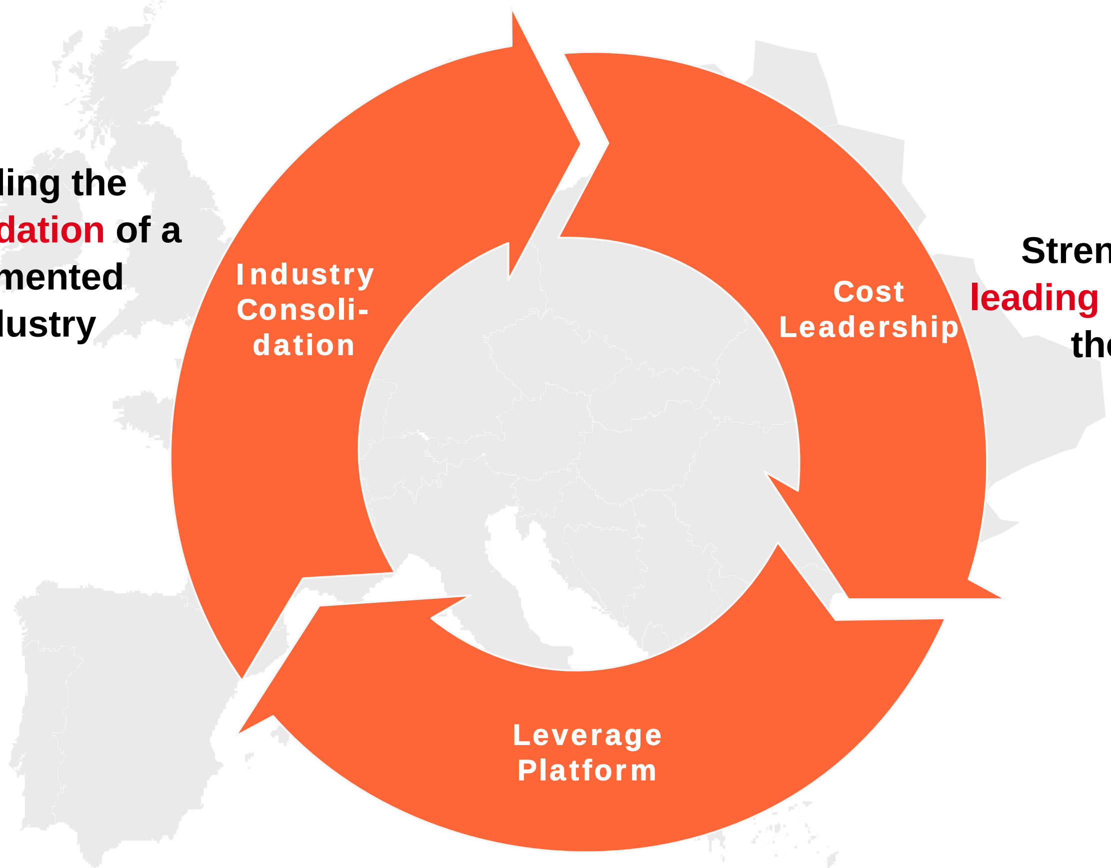


Note: Market size in value based on average price of €4.5/kg
(1) Modern retail: multiple chains, principally hypermarkets and supermarkets (exclude hard discount)
(2) Catering/Food service : hotels, restaurants, caterers, bars and institutions
(3) Traditional retail: small, butcher type or deli shops
Source: Company reports, industry survey

Our main growth levers are cost leadership, European brand and footprint leverage, and industry consolidation

In a mature market like processed meat in Europe, Campofrio Food Group will be able to turn its size and brand platform into a significant competitive advantage, growing faster than its competitors

Leading the consolidation of a fragmented industry



Strengthening our leading cost position in the industry

Leveraging our strong brands and our European footprint to drive the processed meat category growth

Establishing a competitive cost advantage has been at the forefront of our strategy, well before the merger

1. Cost Leadership

Completed initiatives at cost and CAPEX level that will yield full impact in years ahead

Rationalizing our cost base

- Manufacturing **footprint rationalization**: Closure or sale of 6 factories in France, Italy and The Netherlands
- **Continuous Improvement**: Productivity programs targeting direct and indirect manufacturing costs
- **Lean Overhead**: France and Spain cost reduction programs in SG&A

Focusing Capex on productivity

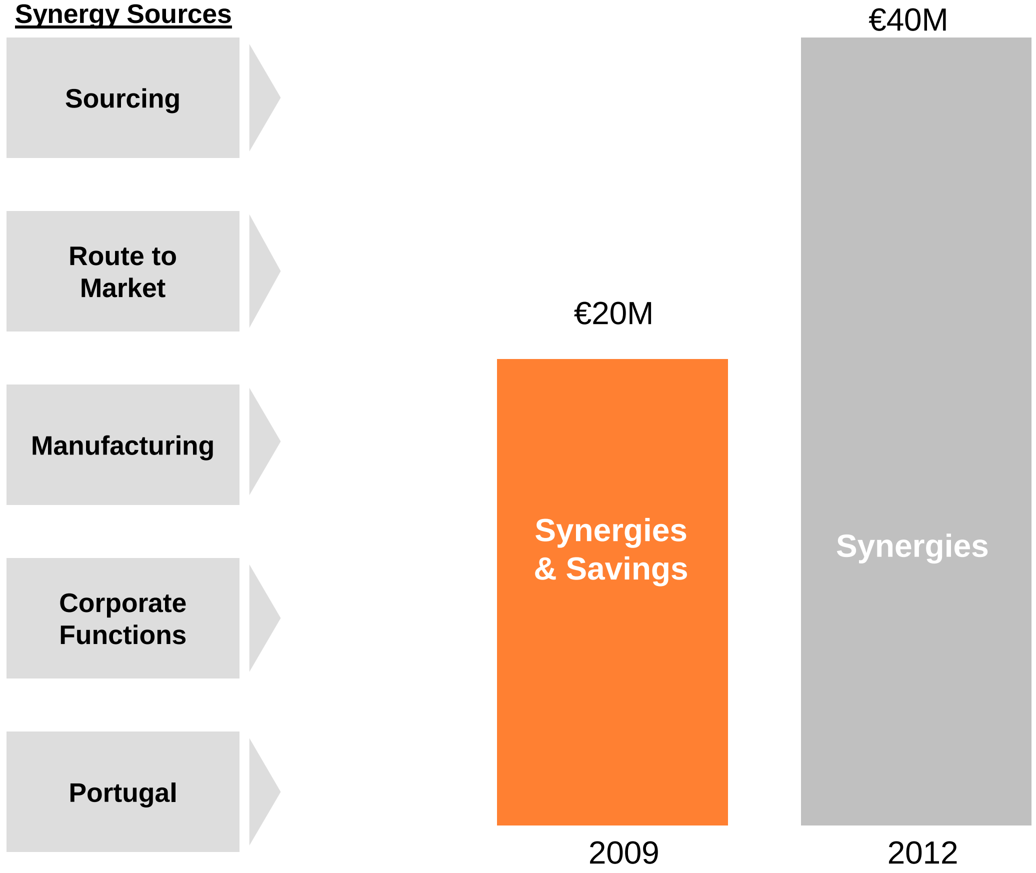
- **Landivisiau** (France): Continuous cooking system and high speed molding, slicing and packaging
- **Cornby** (Belgium): Centralization of poultry production, continuous cooking system
- **Amando** (Belgium): Slicing and Packaging center of excellence

The merger has allowed us to realize further synergies and savings

1. Cost Leadership

CFG's achieved synergies to date have already resulted in improvements in run rate margins

- We are **well on track** to achieve our synergies and savings target for Year 2009



Note: Expected additional savings on top of synergies for Year 2012

Our 4 strategic axes for sustainable growth

2. Platform Leverage

Our growth strategy is naturally enabled by our already recognized assets: the quality of our products rooted in a strong local tradition, our leading brands that support innovative food solutions, our understanding of consumers and customers, and the unmatched set of capabilities of our people

Leverage brands platform	1. Leverage our family of **strong brands** in order to extend our lead in our home markets
Identify high growth opportunities	2. Focus our positioning and our investments against the **higher growth "business cells"** that exist
Select European category growth platforms	3. Select a limited number of **European category growth platforms** (some of them valid at "regional level") based on consumer, shopper and category insights, on which we will focus our innovation investments, our communication, and other resources
Drive category throughout all channels	4. Leverage our unique category expertise, our European-wide presence and our professionalism – recognized by our customers - in order to **drive the category throughout all the channels** where consumers seek to buy and to consume processed meat products

Within our product portfolio, both national brands and private label products will play their role in order to **optimize our response to consumer needs and wants throughout Europe**

In a challenging economic environment, our growth strategy is already delivering results to many of our leading brands

2. Platform Leverage

Strong brands like ours, that are close to the heart of consumers, enable us to drive growth even in harsh business conditions

Aoste — France: +4,4% / Belgium: +7,0%

Cochonou — France: +5,5%

Justin Bridou — France: +10,1%

Campofrío — Portugal: +6,7%

Nobre — Portugal: +5,0%

Marcassou — Belgium: +20,6%

(1): Volume growth September YTD results

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Example: Addressing the economic downturn with our brands

2. Platform Leverage

Our strong brands are able to respond to the current consumer desire for lower price solutions as well as PL brands, as we also offer reassurance and emotional values

- In a price sensitivity / financial crisis environment **our A brands are able to lead the race and reassure consumers while offering the value they are seeking**
- We launched low cost branded ranges in France, Belgium and Portugal under our strongest brand, preserving carefully their equity
- In Spain, we launched a branded Value for money range, communicating very clearly that Campofrio is a brand who cares for its consumers, are we rolling out Oscar Mayer low cost frankfurters
- To speed up the development of such initiatives, we are sharing best practices and learnings in all European countries

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Example: Renovation of our more traditional brands

2. Platform Leverage

We are renovating our most traditional brands to make them respond better to the modern consumer while capitalizing on their heritage

- Belgium: a 360° renovation of the traditional **Marcassou brand**
- Improved affordability with new upsized family pack (lower cost recipe)
- New graphics and copy bringing modernity to a traditional brand
- Improved availability and visibility in store (renovated displays)

+17% Yr on Yr volume growth

Example: We have identified Snacking as a clear European platform

2. Platform Leverage

We are rolling out our proven successes to all our home markets when they correspond to genuine European consumer trends, and are focusing our innovation programs on these trends

- With less formal eating occasions, there is an **increasing need for snacking/grazing** products, beyond the existing sweet or savory snacks
- Building on the success of our snacking range in France, Belgium and Germany, we are rolling our mini dry sausage range in the Netherlands, Spain and Portugal, using the strength of our local brands while leveraging the scale of our company through standardized packaging solutions
- We will use this range as a **base for the next generation of innovative snacking products**

2. Platform Leverage

In a category where there are few brands that are capable of going beyond their borders, we are using the strength of our group to build the future European brands

Example: Development of an unique brand feel throughout Europe

- As Spanish traditional ham and dry sausage are recognized more and more as an exceptional treat for sophisticated food lovers, **we are in an exceptional position to offer in all our markets the best product range under the same brand**
- We are developing **a unique brand feel throughout Europe**, allowing us to be more efficient in our supply chain, and fully consistent in our communication

Example: A complete export product portfolio with more than 64 top-selling products from our different local companies

2. Platform Leverage

We are the only company in Europe that can offer such a range of genuinely traditional products as well as the most advanced concepts

- New working tool for CFG Export Team
- Key to increase distribution of our key products
- Contains 64 top-selling, story products from our 5 Export IOCs
- Divided by product categories
- 1 page for product with key info + short conceptual sell

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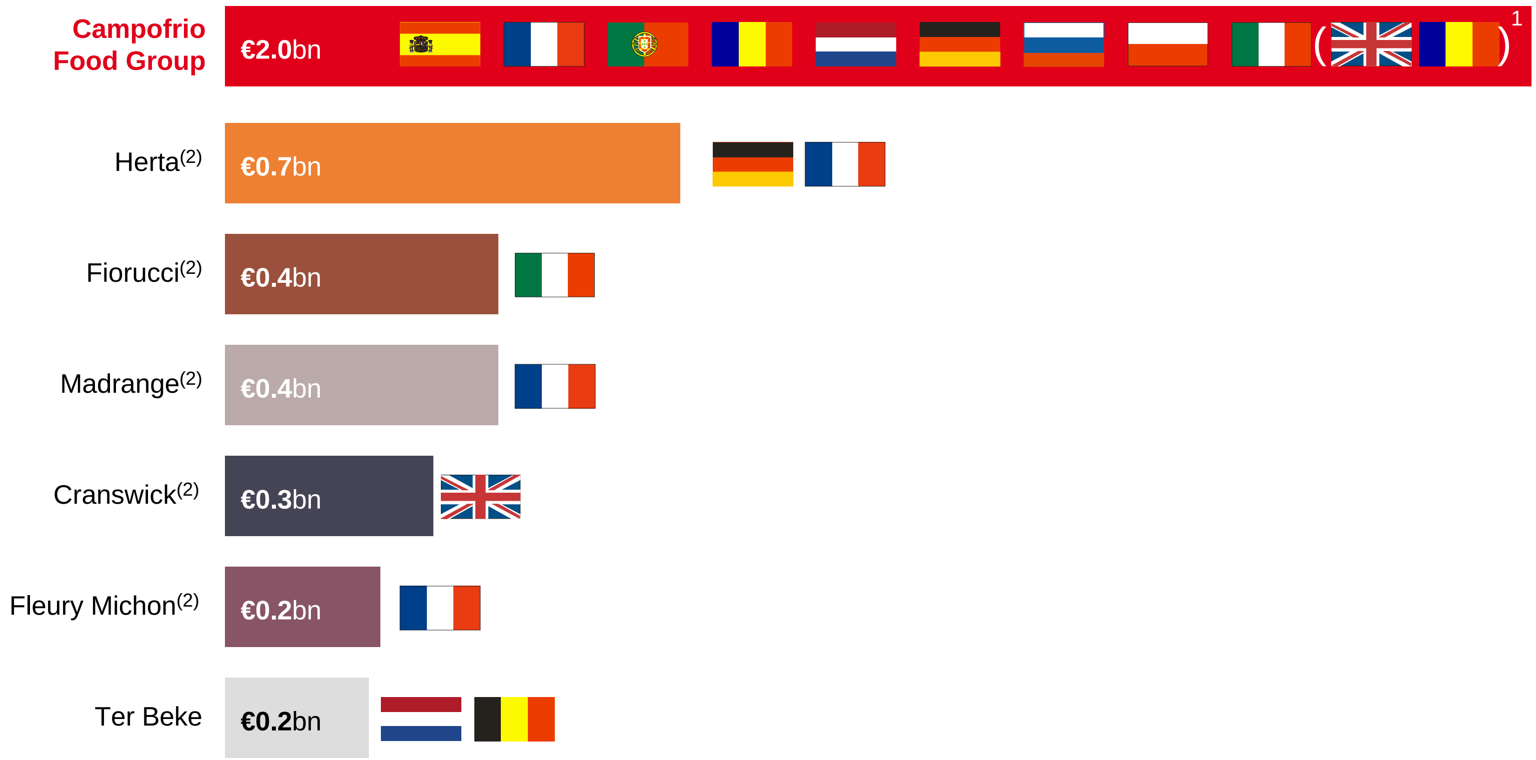
CFG has already built a leadership position in the European processed meat industry

3. Industry Consolidation

CFG has substantially higher net sales than its second largest direct European competitor and it is the only Pan-European operator

Ranking by Net sales (€bn)



Opportunities are explored to integrate other operators into our platform

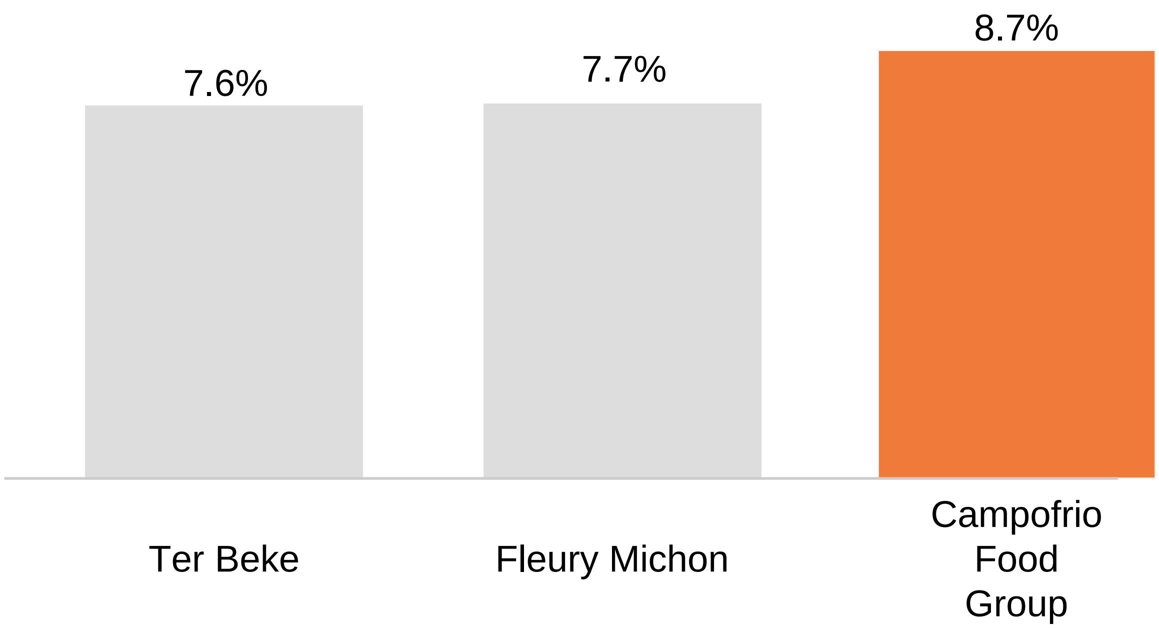
(1) Through associated subsidiaries. Source: BCG Document – January 2008
(2) Estimate only of comparable processed meat activities

Further consolidation will enable us to widen our performance gap from our industry peers

3. Industry Consolidation

Pre-merger performance already superior to industry peers and full benefits to be realized beyond 2009

EBITDA Margin Year 2008 – Comparable Players



Source: Annual Reports, Campofrio Food Group

Agenda

Company and market overview	Robert A. Sharpe, CEO, CFG
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Q&A	Q&A

Historical income statement

The Company has shown resilient performance despite the weak economic environment and unprecedented commodity cycle

(in M€)	Year ended December 31			Nine months ended September 30	
	2006	2007	2008	2008 (Combined)	2009
Operating revenues (1)(2)	**880.4**	**989.6**	**934.9**	**1.492**	**1.357**
Operating expenses (3)	(823.5)	(931.4)	(886.7)	(1.428)	(1.303)
Consolidated operating profit	**56.9**	**58.2**	**48.2**	**64.9**	**54.5**
Net finance cost	(10.6)	(19.0)	(18.7)	(26.8)	(28.5)
Profit before tax	**54.0**	**48.6**	**26.3**	**30.9**	**26.1**
Income taxes	(22.5)	(15.5)	(12.8)	(5.1)	(8.4)
Profit for the year from continuing operations	31.5	33.2	13.4	25.8	17.6
Profit (loss) for the year	**30.6**	**32.8**	**(5.2)**	**4.9**	**17.6**
Adjusted EBITDA (4)	**91.3**	**102.6**	**81.0**	**104.3**	**106.0**
% of operating revenues	*10.4%*	*10.4%*	*8.7%*	*7.0%*	*7.8%*

(1) 2008: excluding the effects of CampoMos in June 2008 and the reversal of a contingent liability in 2007. 2007: excluding the effects of the acquisition of Carnes Selectas in December 2006

(2) 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

(3) 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

(4) 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

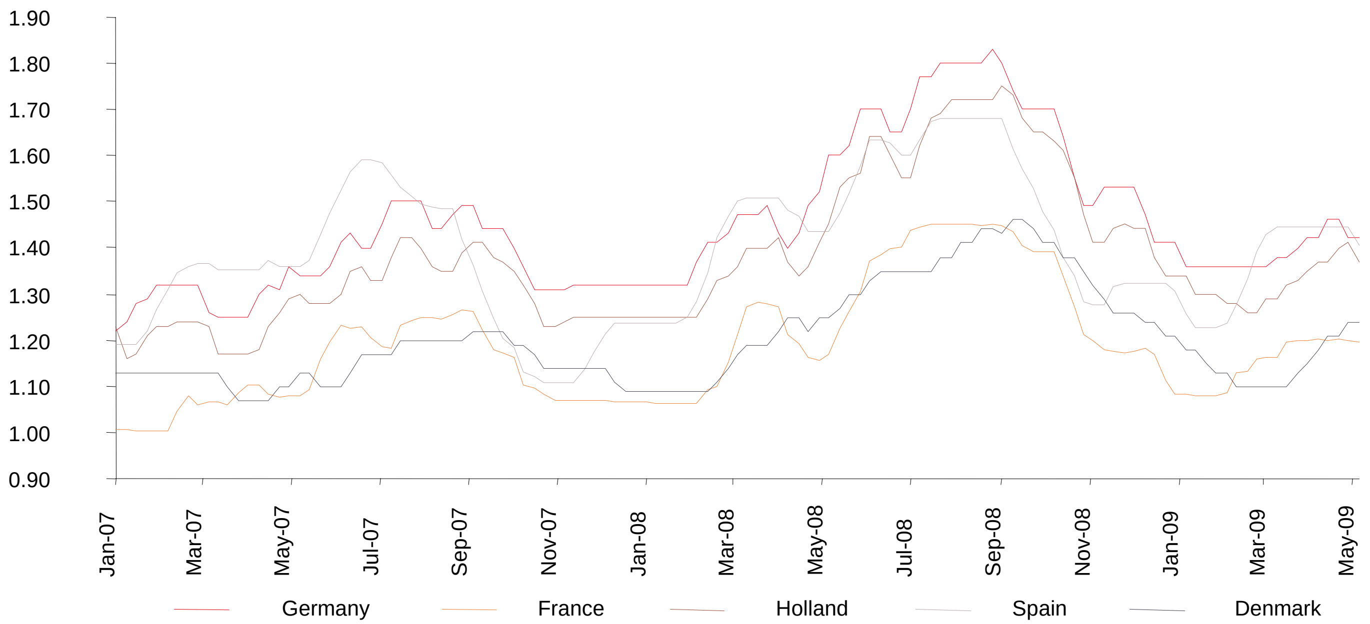
Historically proven ability to pass-through higher input costs to customers except in extraordinary market conditions

Meat costs account for a large share of our costs

Proven ability to manage P&L volatility in normal market conditions

- In 2008, pig carcass quotations increased from 10% to 16% in the main EU 27 pig producer countries due to:
  - EU27 pork production decline in 2008 in response to higher grain prices in 2007
  - strong export demand from Eastern European countries as well as Russia, Ukraine and China

Europe Pig Carcass Quotations



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
% operating revenues	*7.8%*	*6.8%*	*7.9%*
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**
% operating revenues	*7.8%*	*6.8%*	*8.0%*

(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.

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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
% operating revenues	*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 discontinuing operations	(20.945)	(20945)	-
Profit (loss) for the year	**(5.725)**	**4.883**	**17.618**
EBITDA adjusted (3)	**53.284**	**104.260**	**106.027**
% operating revenues	*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

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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
Net cash flows from operating activities	**(2.9)**	**22,1**
Investments in property, plant and equipment	(10,9)	(28,4)
Other collections and investments	0,8	0,8
Net cash flows from investing activities	**(10,1)**	**(27,6)**
Net cash flows from financing activities	**8,6**	**(17,1)**
Net increase/(decrease) in cash and cash equivalents	**(4,4)**	**(22,6)**
Cash and cash equivalents at beginning of period	101,6	119,8
Cash and cash equivalents at end of period	**97,2**	**97,2**

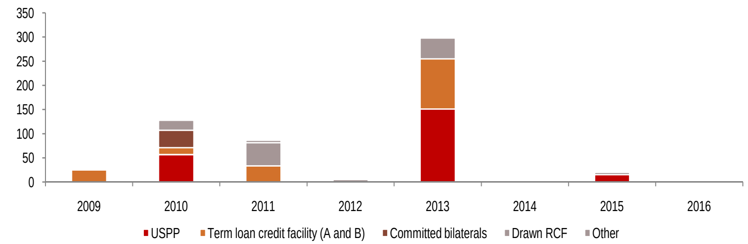
Financing

Successfully completed the entire refinancing of CFG debt

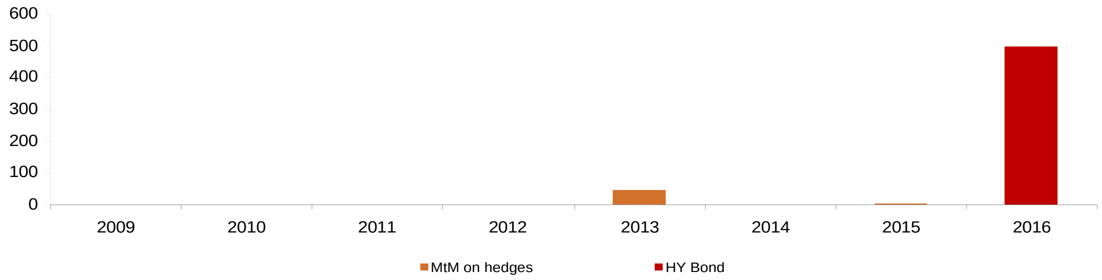
Very solid liquidity position and increased financial flexibility

- €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)



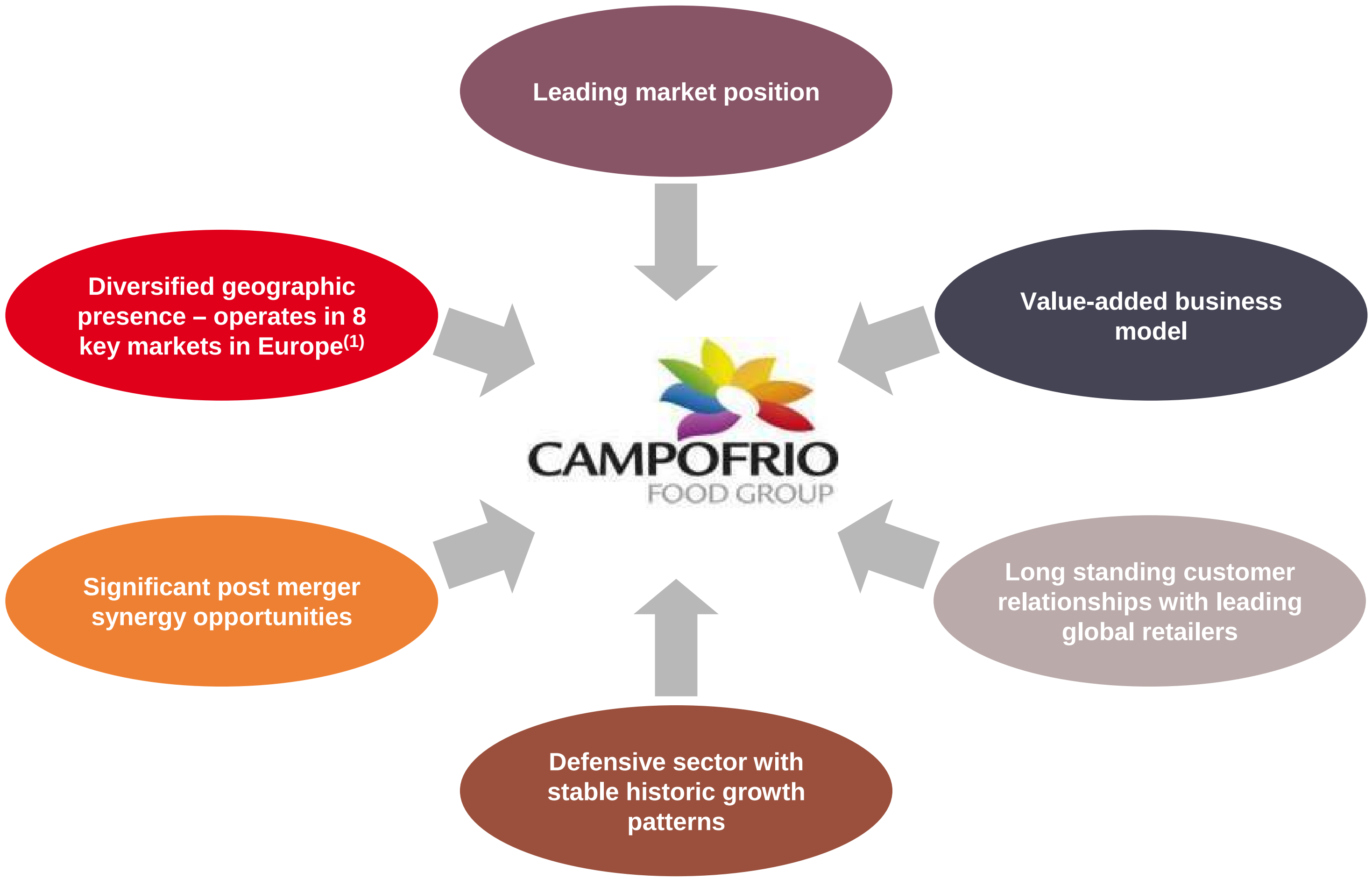
Maturity profile post refinancing (€m)



Agenda

Company and market overview	Robert A. Sharpe, CEO, CFG
Financials	Martine Gerow, CFO, CFG
Summary	Robert A. Sharpe, CEO, CFG
Q&A	Q&A

Summary investment considerations



(1) Spain, France, Belgium, Netherlands, Portugal, Germany, Italy and Romania

Company Vision

CFG aims to become, before the year 2012 one of Europe's leading food companies

Company Vision:

- To become, before the year 2012 one of Europe's leading food companies, offering tasty moments, every day, everywhere, to our loyal consumers, through high quality products contributing to a healthy and enjoyable lifestyle

We will achieve it by:

- Growing our brands through innovation programs that will build the processed meat category and set the trends
- Addressing the needs of all the key channels
- Being pro-active as well in the increasingly important private label business of our customers
- Building our export business in new markets
- Increasing our direct presence in the 27 European countries

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