



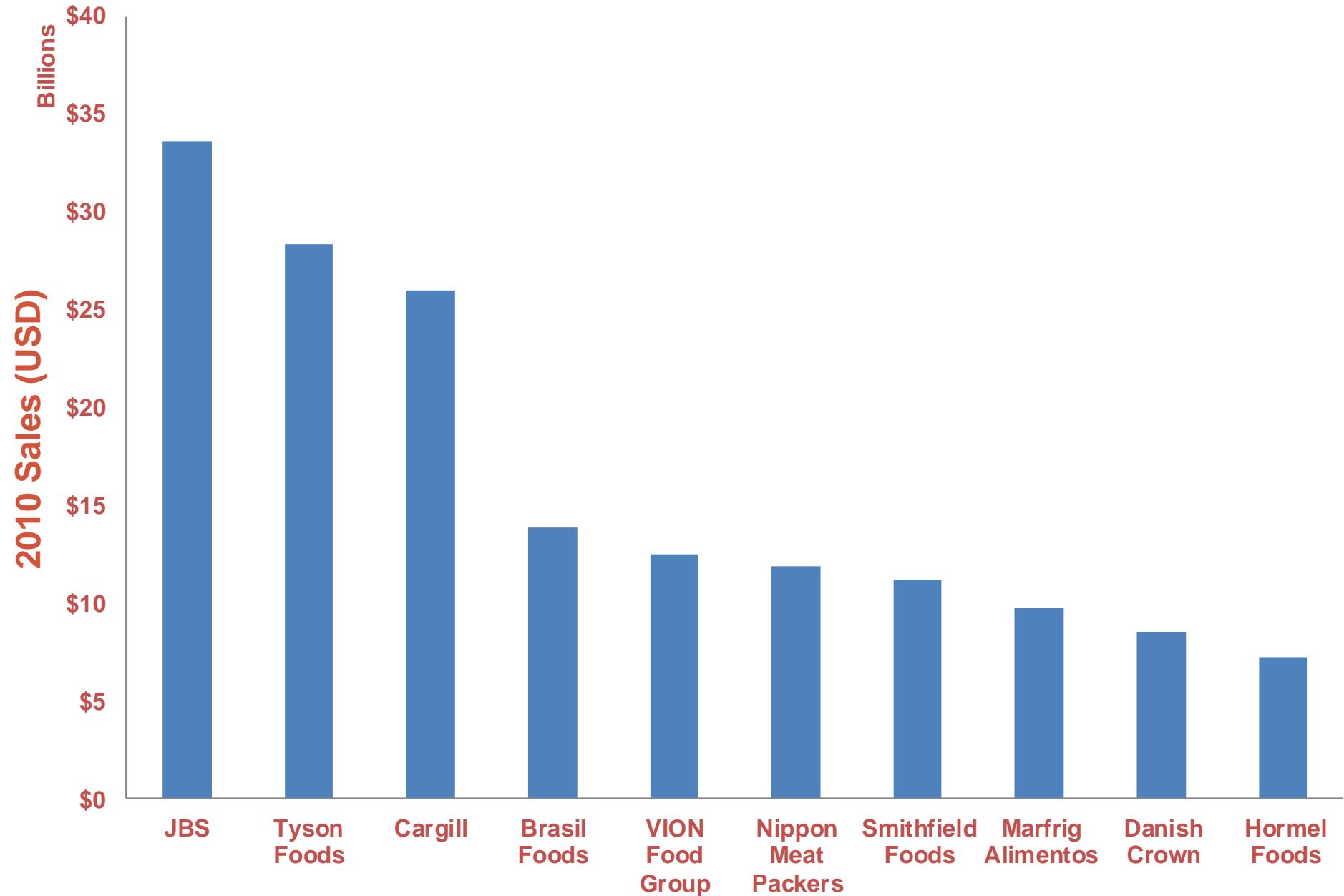
2011 IUF Global Meat Conference



Top 10 Meat Companies

- 1. JBS**
- 2. Tyson Foods**
- 3. Cargill**
- 4. Brasil Foods**
- 5. VION**
- 6. Nippon Meat**
- 7. Smithfield Foods**
- 8. Groupe Doux**
- 8. Marfrig Alimentos**
- 9. Danish Crown**
- 10. Hormel Foods**

Ten Largest Meat Companies in the World



Conversion rates from close 3/30/2011

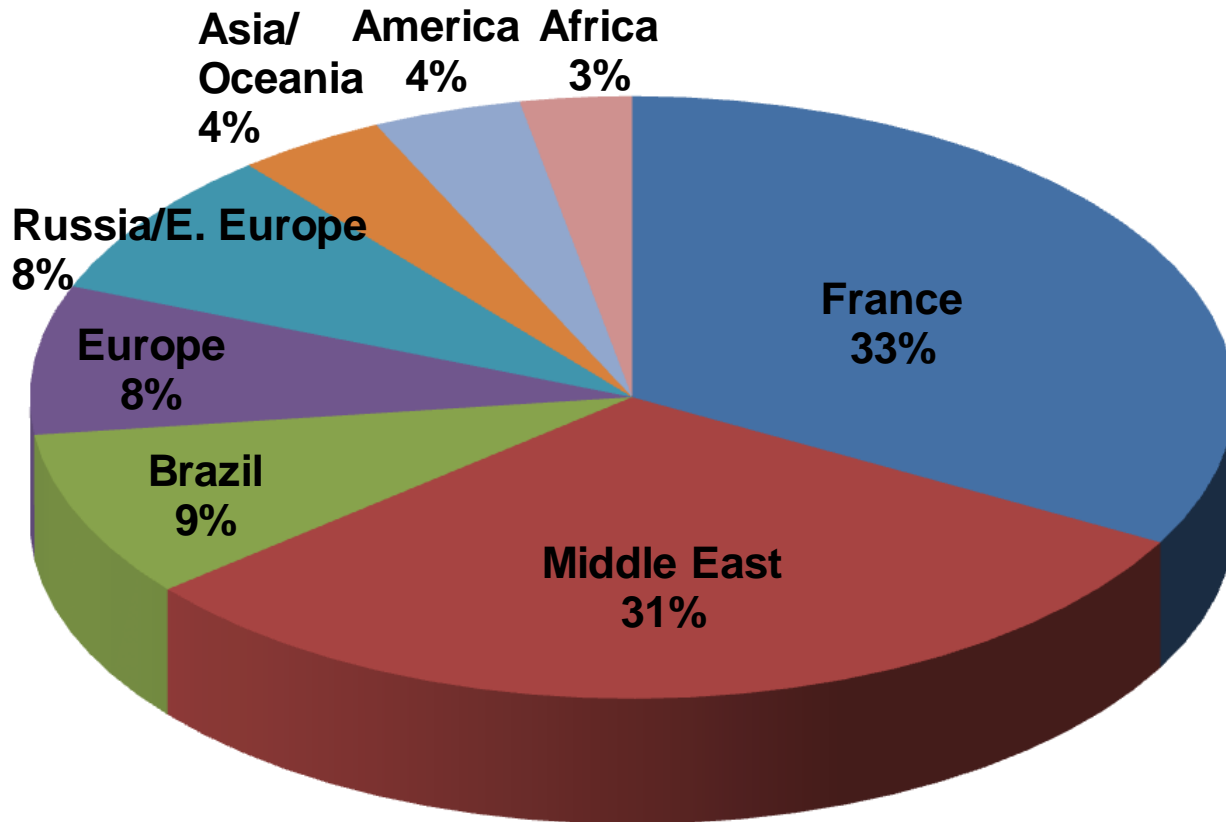


Groupe Doux– Company Facts

- **Groupe Doux is privately held French producer of poultry and poultry based processed products.**
- **Groupe Doux is one of the leading European producers of poultry and one of the top five exporters worldwide.**

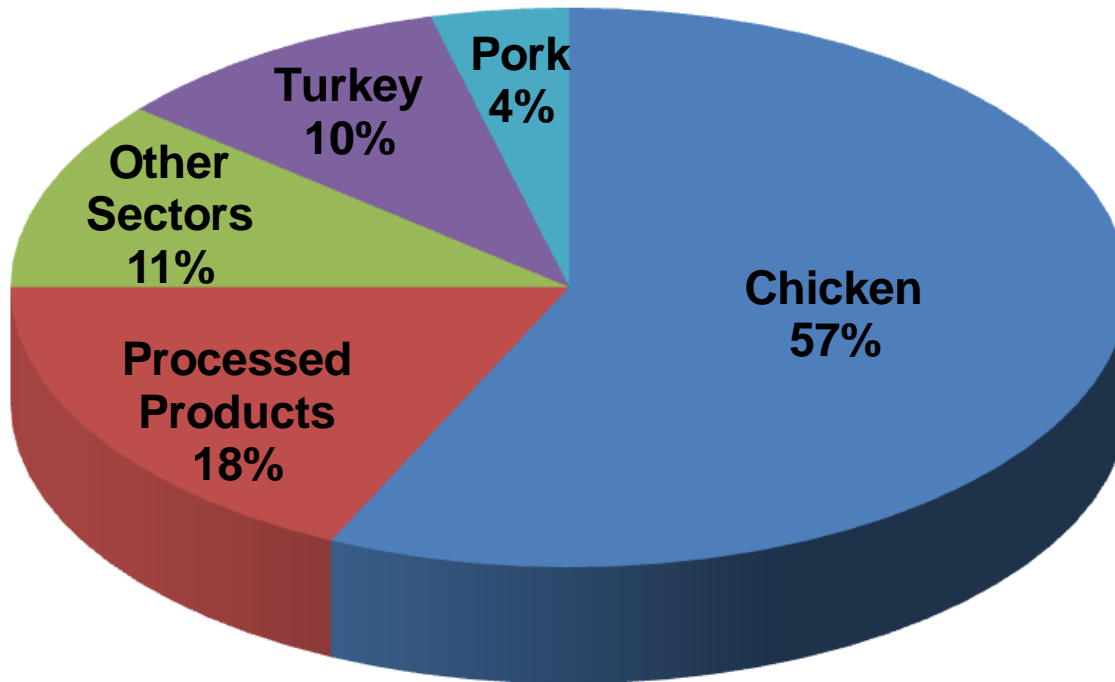


Groupe Doux– Revenue by Geography





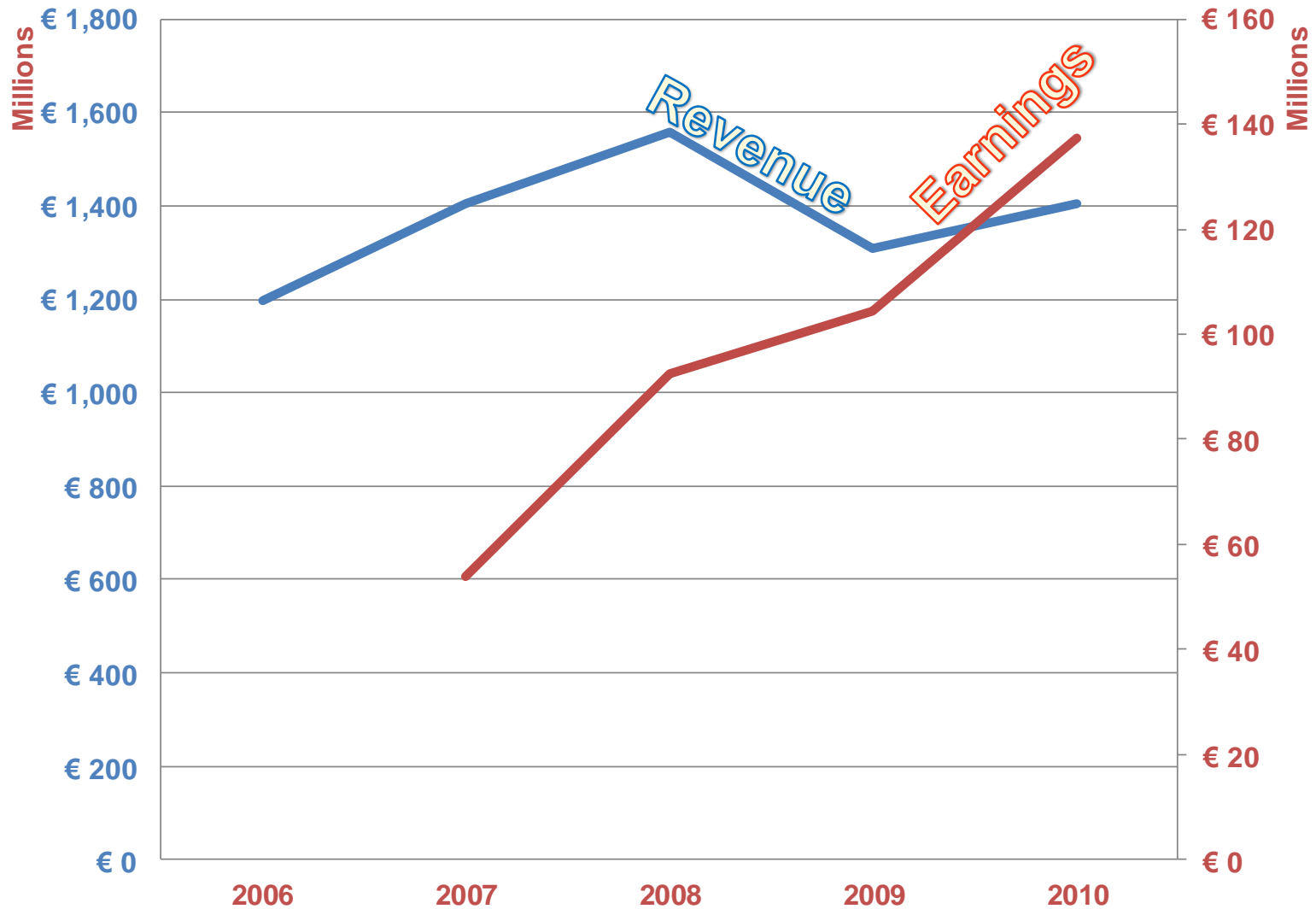
Groupe Doux– Revenue by Segment





Groupe Doux– Growth

Revenue and Earnings





Groupe Doux– Acquisitions/Divestitures

- **Groupe Doux has not made any major acquisitions or divestitures in the last decade**



Groupe Doux– Geographic Presence

- **Groupe Doux's 20 production sites are located in France, Brazil and Germany.**
- **Its products are distributed in 130 countries**



Groupe Doux– Labor Unions

- **Brazil: CONTAC**
- **France: FGA-CFDT, FGTA-FO, CGT**



Groupe Doux– Discussion Points

Recent Financial Results

- **Annual results for 2010**
 - Revenues of €1.406 billion (up 7.5%YOY)
 - Record EBITDA of €137.4 billion (up 2.2%YOY)

Recent Developments

- Since early 2011, Doux-Frangosul has been defaulting on payments to its “integrated” contract farmers in Brazil.
- In July, Doux announced the closure of its Champagné-Saint-Hilaire facility which specializes in rabbits and goats.
- In October, the company announced the creation of 80 new jobs at the slaughterhouse and processing plant in Plouray, which will move to 24-hour production in response to continued growth in its export business