



## IUF Dairy Division

The largest global dairy companies and co-operatives  
(ranked by 2009 dairy sales in EUR billion)

Company	Sales	HQ	Type	Sectors	Dairy Sectors	Comments
<b>Nestlé</b>	18.55	CH	public	dairy infant nutrition medical nutrition confectionery coffee water culinary pet food	yoghurt / desserts ice cream infant formula powdered milk	<p>The world's largest food company is also the world's largest dairy company in sales; in market share, it is behind <b>Danone</b> and <b>Parmalat</b> (<i>Datamonitor Nov 2009</i>).</p> <p>In 2007, Nestlé spun-off its European yoghurt and desserts business to a joint venture with <b>Lactalis</b>. In 2008, it sold its Australian yoghurt business to <b>Fonterra</b>. Acquired Greek-based ice cream producer <b>Delta</b> in 2008 and boosted its presence in south-eastern Europe. In 2009, Nestlé began disinvesting from its mainstream ice cream businesses in Europe (where it remains behind) <b>Unilever</b>) and focussing on premium brands.</p> <p>Joint venture in Latin America with <b>Fonterra (DPA)</b> since 2002</p>
<b>Danone</b>	10.60	FR	public	dairy infant nutrition medical nutrition water	yoghurt / desserts infant formula	<p>Danone's dairy division includes its top brands Activia and Actimel (products with claimed specific health benefits). Acquired <b>Numico</b> (infant- and medical nutrition) in 2007 and is now the world's 2<sup>nd</sup>-largest infant nutrition company.</p> <p>In 2010 it entered into a joint venture with Australian dairy co-op <b>Murray Goulburn</b>, and it acquired Russia-based dairy company <b>Unimilk</b> with production sites in Russia, Ukraine and Kazakhstan.</p>

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<b>Lactalis</b>	9.09	FR	private	Dairy	cheese yoghurt /desserts milk ingredients	<p>Production facilities in France, Spain, Italy (Galbani), Croatia, Ukraine, Russia, Kazakhstan, US (Sorrento Lactalis), joint venture with <b>Nestlé</b> in Europe to produce Nestlé-branded fresh dairy products.</p> <p>Already Europe's largest dairy group, in 2010 it acquired <b>Puleva Foods</b>, the dairy business of Spanish food company Ebro Puleva.</p> <p>38,000 employees, 127 sites (pre-acquisition figures)</p>
<b>FrieslandCampina</b>	8.01	NL	co-op	Dairy	cheese desserts butter liquid and powdered milk ingredients	<p>Created through the merger of Friesland Foods and Campina in 2008; 16,000 member dairy farmers in the Netherlands, Belgium, Germany. Has operations in Russia, Indonesia, Malaysia, Thailand, Nigeria. In late 2009, announced major restructuring of European operations, involving the closure of 6 sites and the elimination of 900 jobs.</p> <p>20,500 employees world-wide</p>
<b>Fonterra</b>	7.28	NZ	co-op	Dairy	cheese butter yoghurt milk ingredients	<p>World's leading exporter of dairy ingredients and responsible for more than a third of the international dairy trade. Owned by 11,000 NZ dairy farmers</p> <p>Its joint venture dairy business with <b>Nestlé</b>, <b>DPA</b>, operates 13 sites in Latin America.</p> <p>Since 2004, sales and marketing agreement with <b>SanCor</b> in Argentina for the export of milk powder and cheese</p> <p>The Chinese dairy SanLu (now bankrupt) in which Fonterra owned a 43% stake was at the heart of the scandal around melamine-tainted milk in 2008.</p> <p>15,600 employees</p>

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<b>Dean Foods</b>	7.00	US	public	Dairy	fresh milk UHT milk dairy products	Largest processor and distributor of fresh milk in the US. Produces branded and private-label products at over 120 plants in the US, Spain, Portugal, UK. Bought Belgium-based <b>Alpro</b> , manufacturer of soy-based products, in 2009.  26,000 employees
<b>Arla Foods</b>	6.19	DK/ SE	co-op	Dairy	milk cheese butter ingredients	Formed through the merger in 2000 of Arla (SE) and MD Foods (DK); owned by 10,500 milk producers in Sweden and Denmark. Arla's milk powder joint venture partner <b>Mengniu</b> was involved in the melamine scandal in 2008, resulting in a month-long shutdown of operations. In late 2009, Arla announced it would build the world's biggest fresh milk dairy at a location near London.  16,200 employees
<b>Dairy Farmers of America</b>	5.82	US	co-op	Dairy	fresh and UHT milk dairy products ingredients	Has over 11,000 members in 48 US states; major supplier to Dean Foods. <b>DairyConcepts</b> is DFA's joint venture milk powder/protein concentrates export business with <b>Fonterra</b> .  4,000 employees
<b>Kraft Foods</b>	4.88	US	public	(dairy) cheese confectionery coffee biscuits	processed cheese	World's second-largest food company; acquired chocolate and confectionery company Cadbury in February 2010. Its dairy division comprises Kraft- and Philadelphia-branded cheeses. In 2009, Kraft sold its cheese factory on the Spanish island of Menorca to a local producer, but retained the iconic brand, El Caserio, which it now produces in Belgium.

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<b>Unilever</b>	4.57	UK	public	(dairy) ice cream margarine tea culinary	ice cream	World's number 1 producer of ice cream, brands include Heartbrand (which operates under different names in different countries), and the premium brand, Ben & Jerry's
<b>Meiji Dairies</b>	3.69	JP	public	Dairy	fresh and powdered milk cheese ice cream infant formula	Merged with confectionery company Meiji Seika in 2009 Further corporate restructuring to be completed in February 2011. New company to be called Meiji Co. Ltd. and encompass both dairy and confectionery
<b>Saputo</b>	3.56	CA	private	Dairy	cheese milk dairy products	The largest dairy processor in Canada, Saputo is also one of the largest cheese manufacturers in North America and the third-largest dairy producer in Argentina. 8,500 employees, 46 sites
<b>Parmalat</b>	3.53	IT	public	Dairy juices	milk (UHT) yoghurt / desserts cheese	Parmalat is still recovering from the 2003 accounting scandal; Canada is now the company's biggest market, accounting for 35% of sales, followed by Italy with 29%. In 2009 it acquired fresh milk manufacturing operations in Australia from National Foods. In February 2010, CEO Enrico Bondi rejected a demand from institutional shareholders to increase the dividend and/or buyback shares, saying cash would be used for acquisitions. 14,000 employees
<b>Morinaga</b>	3.46	JP	public	Dairy	milk ice cream dairy products infant formula ingredients	Has joint venture companies and subsidiaries in China, France, Germany, US

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<b>Bongrain</b>	3.28	FR	private	Dairy	cheese dairy products	Outside Europe, Bongrain has operations in the US, Brazil, Chile and Uruguay (JV with <b>Conaprole</b> ), Argentina (Santa Rosa; since 2006 in JV with <b>Milkaut</b> ) Egypt and Morocco, China, India and Japan.  17,700 employees
<b>Mengniu</b>	2.69	CN	public	Dairy	milk / UHT milk yoghurt ice cream	Has recovered from the melamine scandal in 2008 and is 16 <sup>th</sup> in the top 20 ranking of dairy companies by turnover ( <i>Rabobank International 2010</i> )
<b>Yili</b>	2.53	CN	public	Dairy	milk milk powder ice cream, yoghurt	Also implicated in the melamine scandal, Inner Mongolia Yili Industrial Group is now the second Chinese company to enter the top 20 ranking of dairy companies after Mengniu in 2009
<b>Land O' Lakes</b>	3.21	US	co-op	Dairy	butter milk cheese	4,000 farmer and dairy co-op members  9,000 employees
<b>Bel</b>	3.10	FR	private	Dairy	Cheese	Producers of the global brands Vache-qui-rit/Laughing Cow, Leerdammer, Boursin (acquired from Unilever in 2009) with plants in Canada, USA, Spain, Portugal, Netherlands, Belgium, Czech Republic, Poland, Ukraine, Turkey, Egypt
<b>Tine</b>	3.02	NO	co-op	Dairy	cheese, yoghurt milk	Owned by 15,084 dairy farmers  5,700 employees in some 50 plants
<b>Sodiaal</b>	2.48	FR	co-op	Dairy	milk/UHT milk cheese	France's largest dairy co-op is a major private-label producer and owns 50% of the <b>Yoplait</b> brand. In the process of acquiring <b>Entremont Alliance</b> (with activities in France, Belgium, Italy).

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<b>Nordmilch</b>	1.8	DE	co-op	Dairy	Milk-based beverages cheese	Biggest milk processor in Germany Announced planned merger with Germany's second-largest milk processor <b>Humana</b> in June 2010 2,500 employees
<b>Schreiber Foods</b>	-	US	private	Dairy	cheese yoghurt	World's biggest private-label dairy producer. Has facilities in China, Germany, Brazil, Mexico, India (Dynamix Dairies)
<b>Müller</b>	-	DE	private	Dairy	milk, beverages yoghurt, desserts	Operations in the UK, Italy, Netherlands 4,500 employees
<b>Humana Milchunion</b>	-	DE	co-op	Dairy Infant nutrition	milk / UHT milk butter, cream ice cream yoghurt / desserts infant formula	In Germany, second to Nordmilch in terms of milk processed. Humana co-manufactures cream-based ice cream for <b>Nestlé</b> for the Scandinavian market Announced planned merger with <b>Nordmilch</b> in June 2010 2,900 employees
<b>Wimm-Bill-Dann</b>	-	RU	public	Dairy	milk beverages infant formula	35 production sites in Russia, Ukraine, Central Asia. Following its acquisition of Unimilk, <b>Danone</b> has sold its 18% shareholding in WBD 18,000 employees

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