



2011 IUF Global Meat Conference



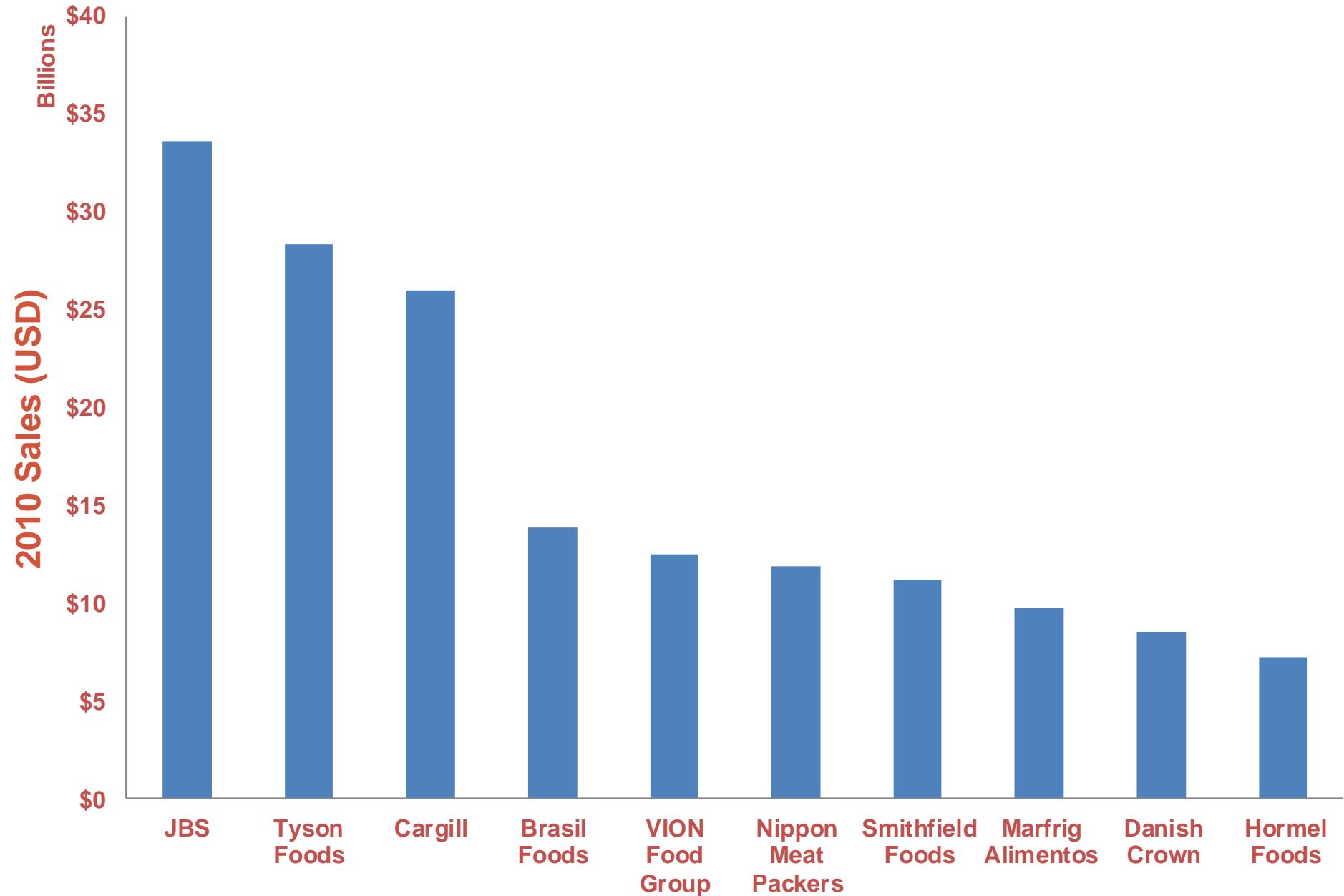
Top 10 Meat Companies

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

#4 Brasil Foods

8. Marfrig Alimentos

Ten Largest Meat Companies in the World



Conversion rates from close of business 3/30/2011

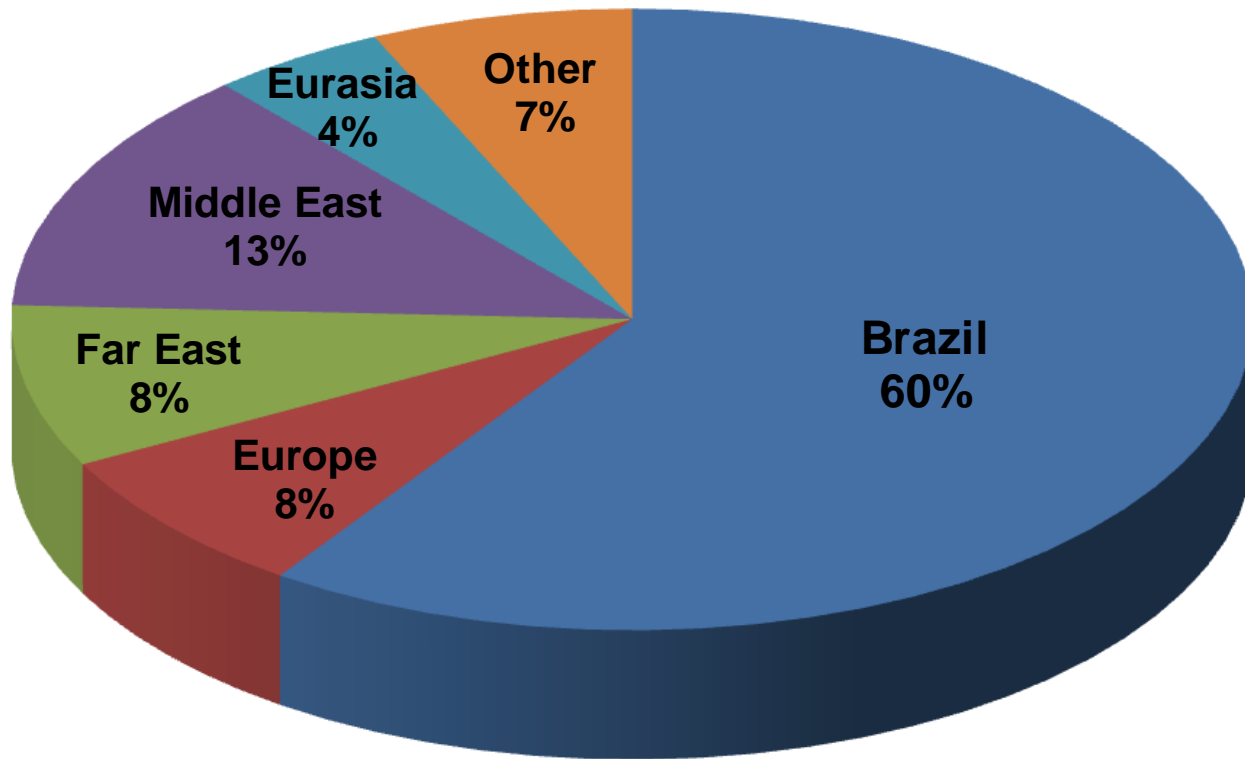


Brasil Foods– Company Facts

- **Formed from the merger of Perdigão and Sadia, two of Brazil’s largest food processing firms, Brasil Foods has become one of the world’s largest poultry exporter.**
- **Brasil Foods’ focus is on raising, producing, slaughtering and sale of poultry, pork and beef, as well as the sale of processed products, milk and dairy, pasta, frozen vegetables and others.**

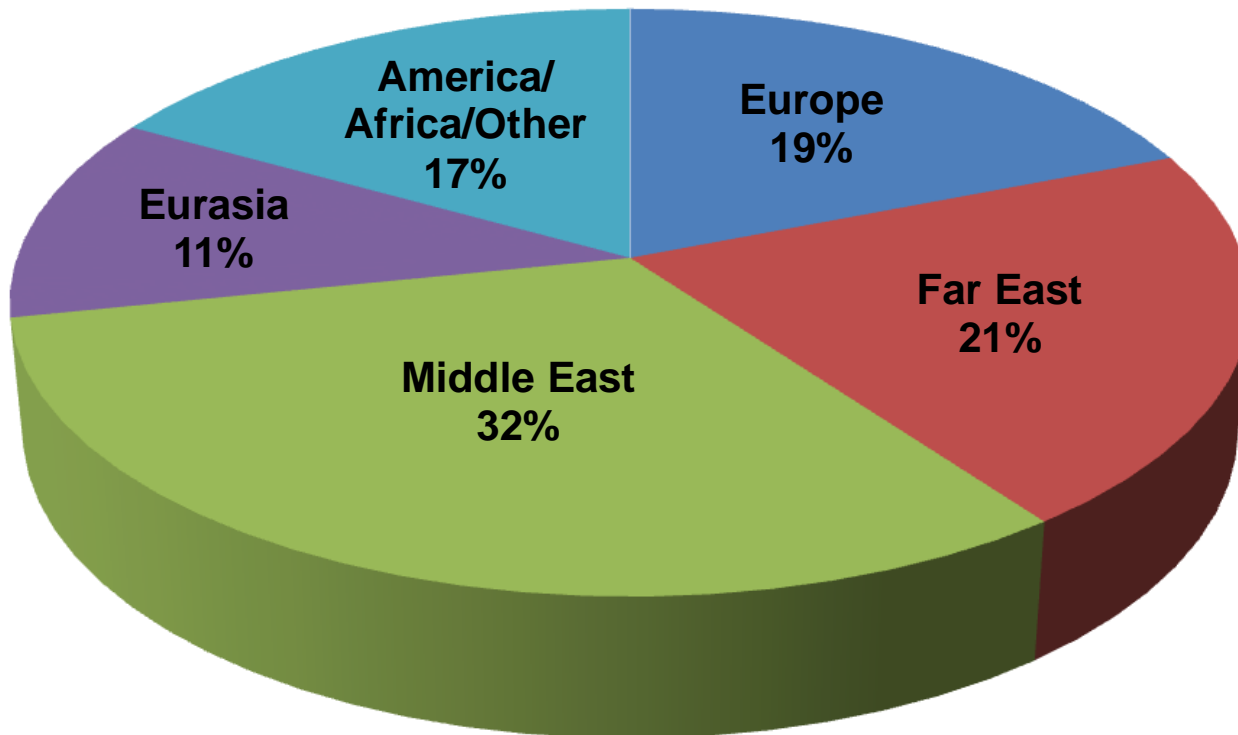


Brasil Foods– Revenue by Geography



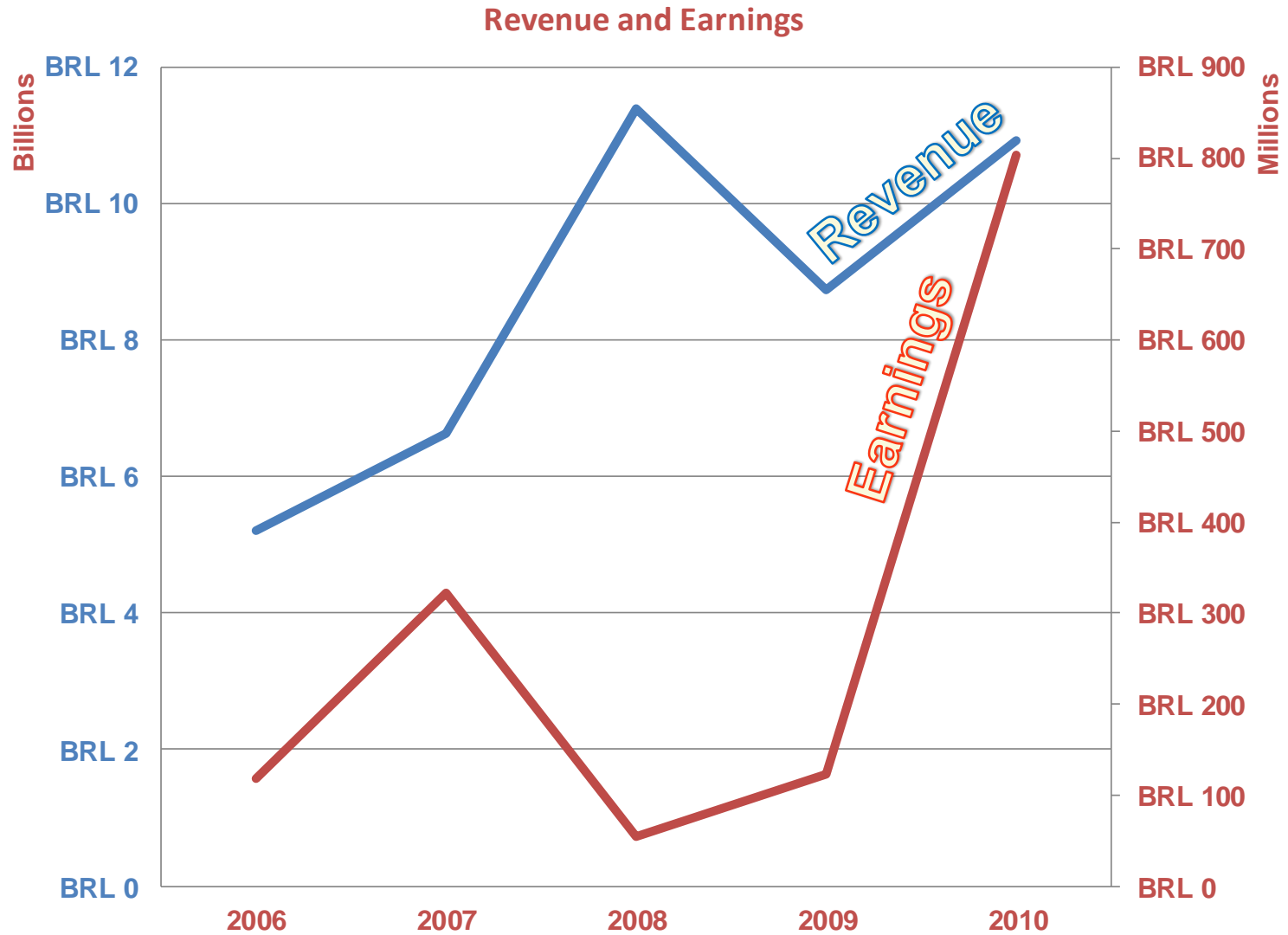


Brasil Foods– Exports



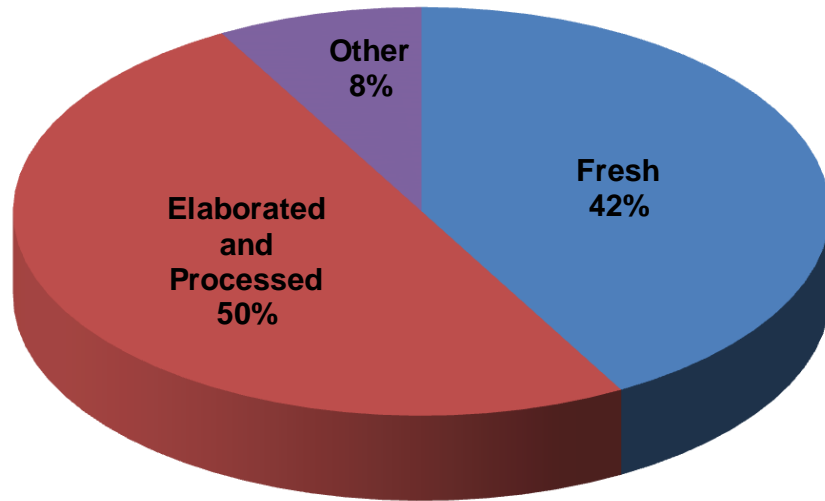


Brasil Foods– Growth

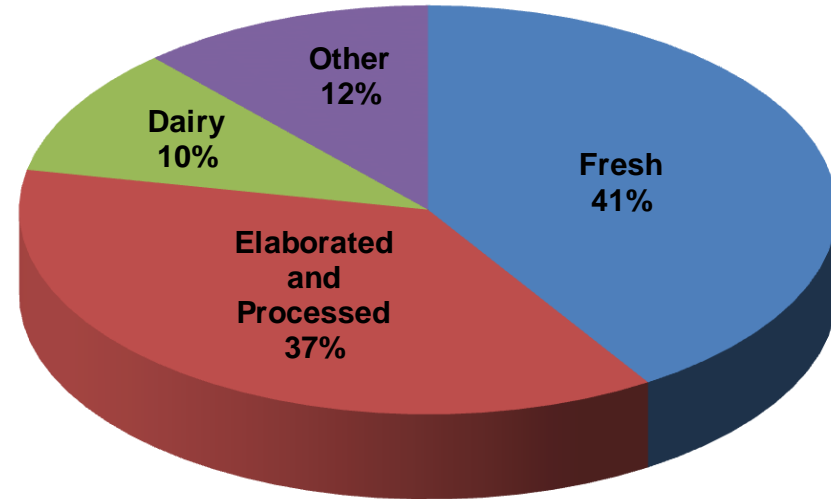




Brasil Foods– Diversification



2005 Revenue Breakdown



2010 Revenue Breakdown



Brasil Foods– Formation





Brasil Foods– Acquisitions since 2005

- **Sadia**
- **HFF Participações**
- **Contoches**
- **Plusfood**
- **Batavia S.A.**
- **Paraiso Agroindustrial**
- **Ava Comércio e Representação**
- **Sino dos Alpes**
- **Mary Loize**
- **Incubatório Paraíso**



Brasil Foods– Geographic Presence

- **Currently, the Company operates 44 meat processing plants near raw material suppliers or main consumer centers in South America**
- **Brasil Foods also has subsidiaries in:**
 - **UK**
 - **Italy**
 - **Austria**
 - **Hungary**
 - **Japan**
 - **The Netherlands**
 - **Russia**
 - **Singapore**
 - **UAE**
 - **Portugal**
 - **France**
 - **Germany**
 - **Turkey**
 - **China**
 - **Cayman Islands**
 - **Venezuela**
 - **Uruguay**
 - **Chile**
 - **Argentina**



Brasil Foods– Geographic Presence

- **BF's wholly-owned subsidiary Plusfood has production sites in the Netherlands and the UK, producing under the Perdix brand and for private labels.**
- **115,000 employees**



Brasil Foods– Labor Unions

- **Brazil:**
 - **CONTAC** and 25 affiliated federations and unions
 - **CNTA** and affiliated federations and unions
 - **CONTAG** and affiliated federations and unions



Brasil Foods– Discussion Points

- **Recent Financial Results**
 - **Q2 2011 Ending June 30, 2011**
 - **Sales increased 13.8%YOY**
 - **Net income up 190%YOY**
 - **H1 2011 Ending June 30, 2011**
 - **Sales increased 16.4%YOY**
 - **Net income up 279%YOY**
- **Recent Developments**
 - **Questions/Discussion**