



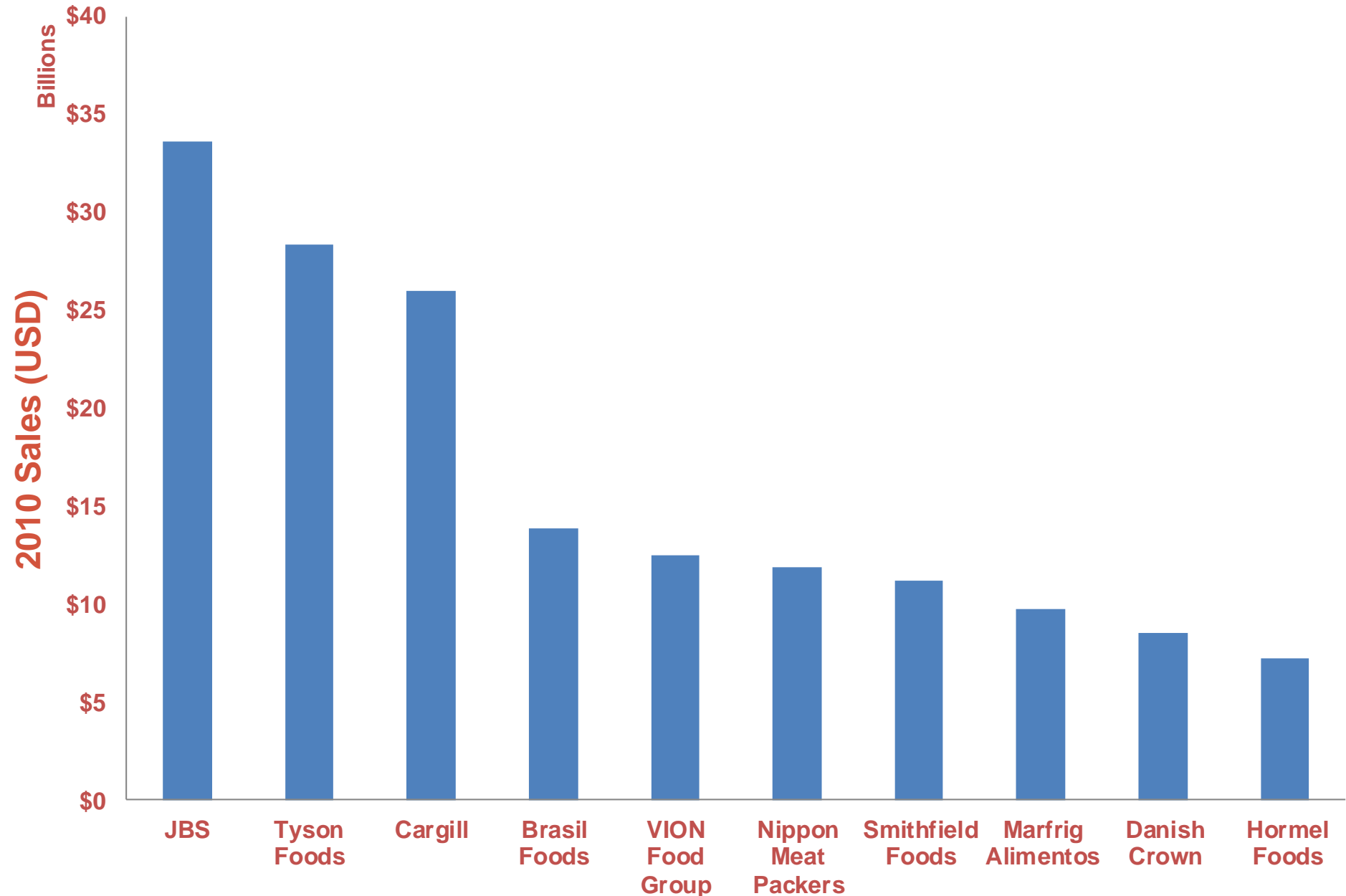
2011 IUF Global Meat Conference



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**

Ten Largest Meat Companies in the World



Conversion rates from close 3/30/2011

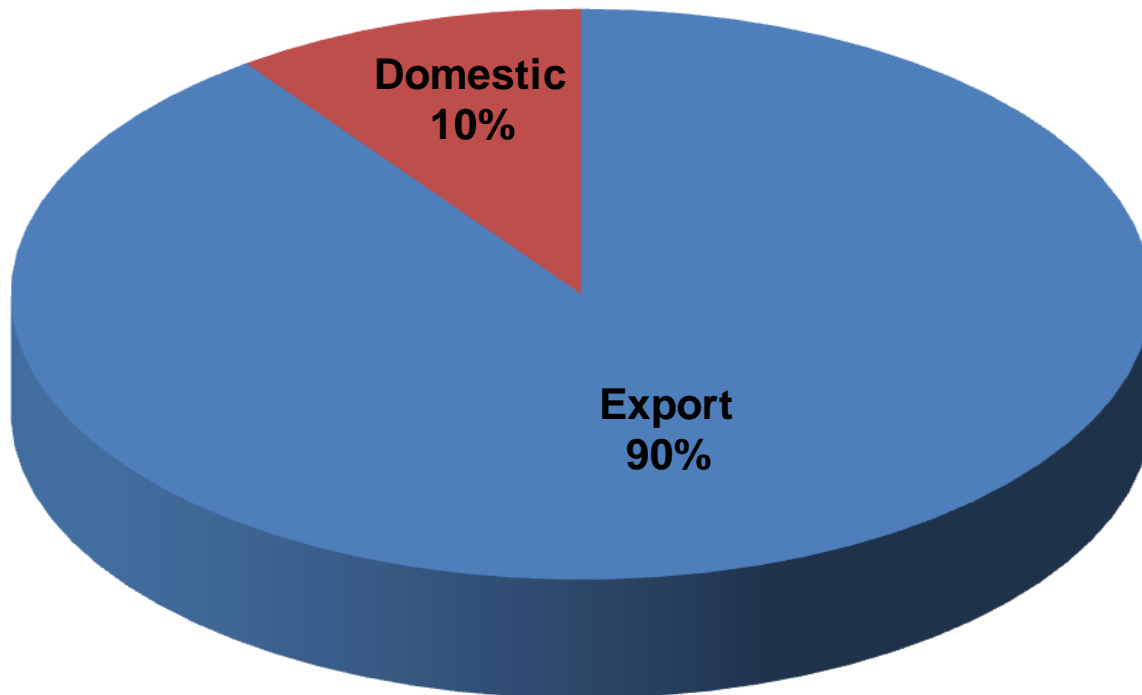


Danish Crown– Company Facts

- **Danish Crown (combined with its subsidiaries) is the largest meat-processing company in Europe**
- **DC is predominantly a pork processor with a daily slaughter of 70,000 hogs**
- **DC claims to be the world's number one pork exporter**



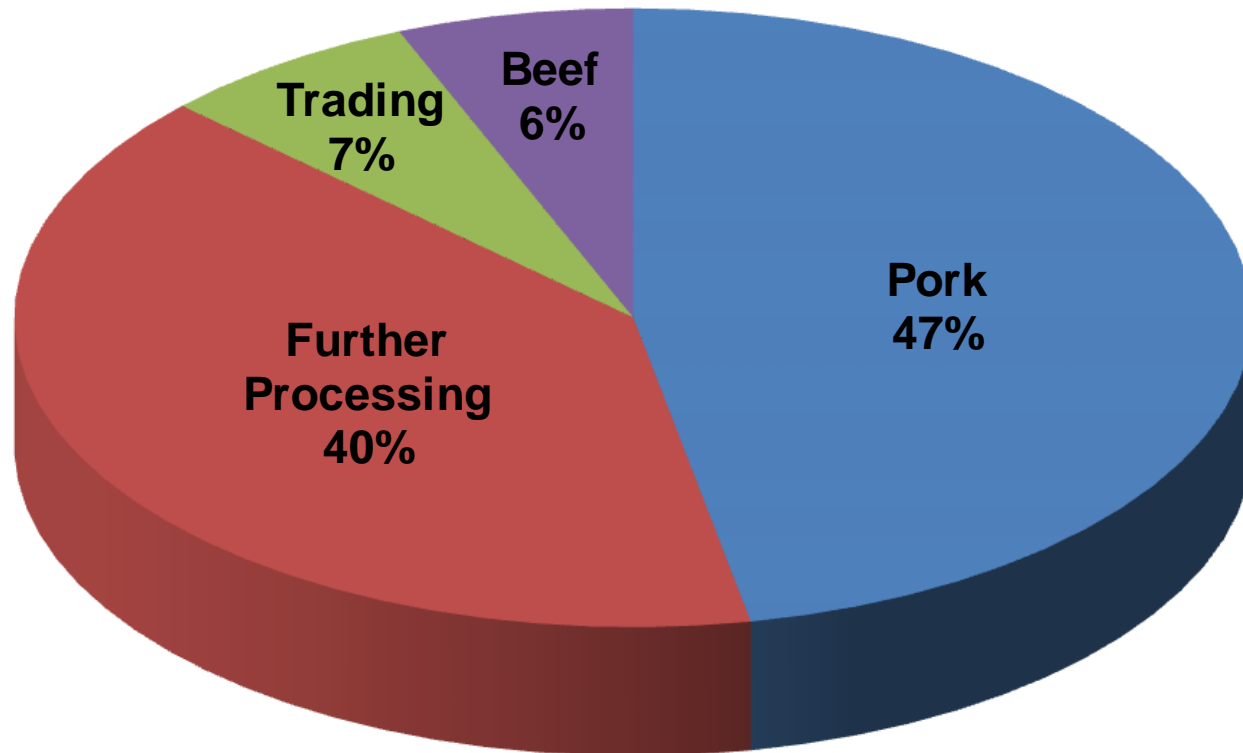
Danish Crown– Revenue by Geography



2009/2010 figures



Danish Crown– Revenue by Segment



2009/2010 figures



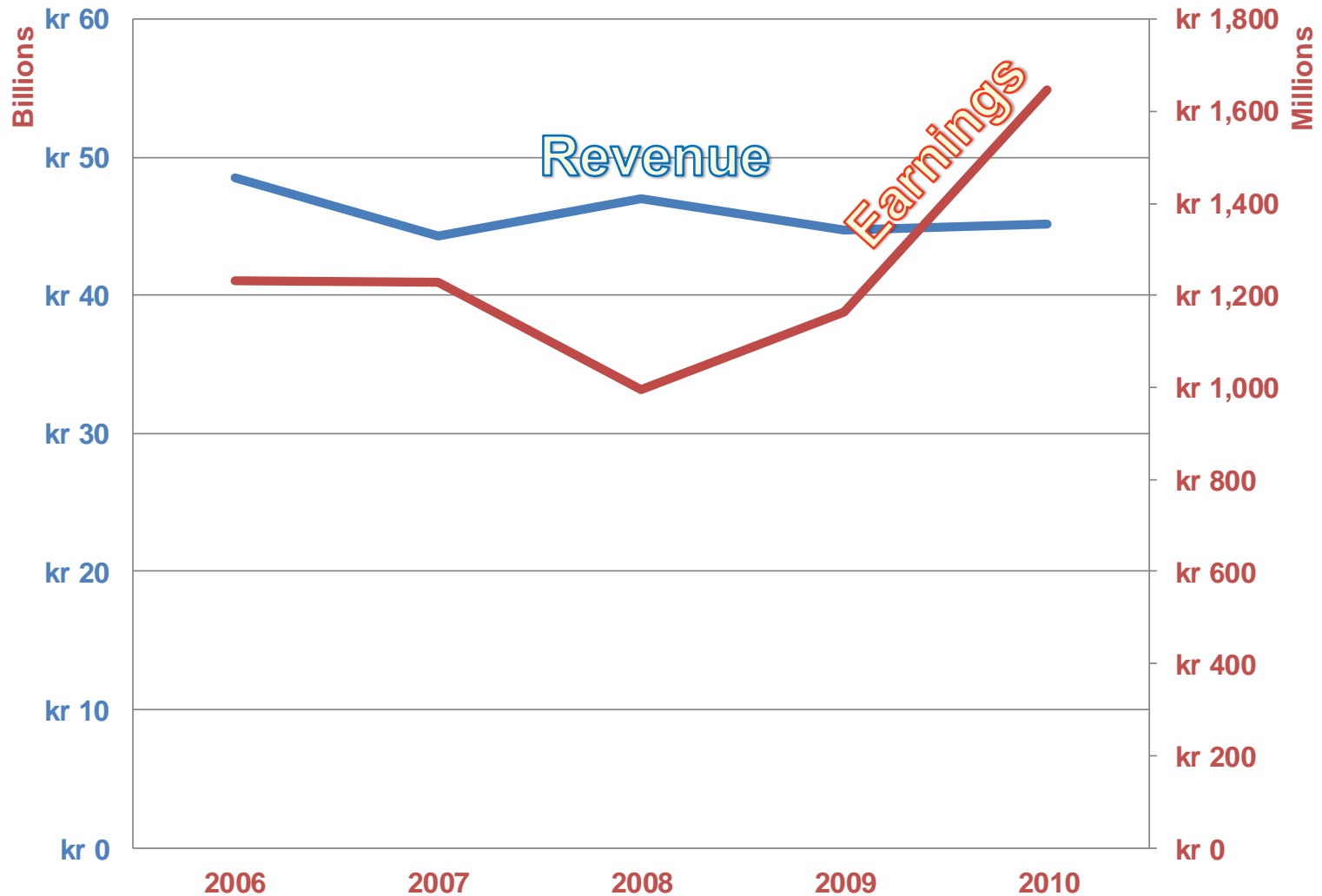
Danish Crown– Ownership

- **The Danish Crown AmbA cooperative owns the Danish Crown Group of meat processing businesses.**
- **The coop consists of approximately 8,950 Danish farmers.**



Danish Crown- Growth

Revenue and Earnings





Danish Crown– Recent Acquisitions

- **Germany**
 - **D&S Fleisch (2011)**
 - **Nietfeld (via Tulip 2010)**



Danish Crown– Geographic Presence

Headquartered in Randers, Denmark, Danish Crown operates globally with sales in:

- **United Kingdom**
- **Hungary**
- **Netherlands**
- **Australia**
- **Hong Kong**
- **Brazil**
- **Czech Republic**
- **Germany**
- **France**
- **Sweden**
- **Finland**
- **U.S.**
- **Poland**
- **Japan**
- **Italy**
- **Estonia**
- **Portugal**
- **Spain.**



Danish Crown– Labor Unions

- **Denmark: NNF: 8470 members at 20 sites**
- **Sweden: LIVS: 300 members at 4 sites**
- **Poland: SPSOZ-Solidarnosc: 4 sites**
- **UK: Unite The Union, USDAW (1 site each)**
- **US: UFCW: 1 site**



Danish Crown– Discussion Points

- **Recent Financial Results**
 - **Fiscal Year 2010**
 - **Revenues of 45.2 billion DK (up 1.01%YOY)**
 - **Net earnings of 1.65 billion DK (up 42%YOY)**
- **Recent Developments**
 - **On October 6, DC announced the elimination of 500 (250 temporary, 250 permanent) jobs in Denmark across 5 factories.**
 - **Plans for a plant in Council Bluffs, Iowa**
 - **Questions/Discussion**