



# **2011 IUF Global Meat Conference**

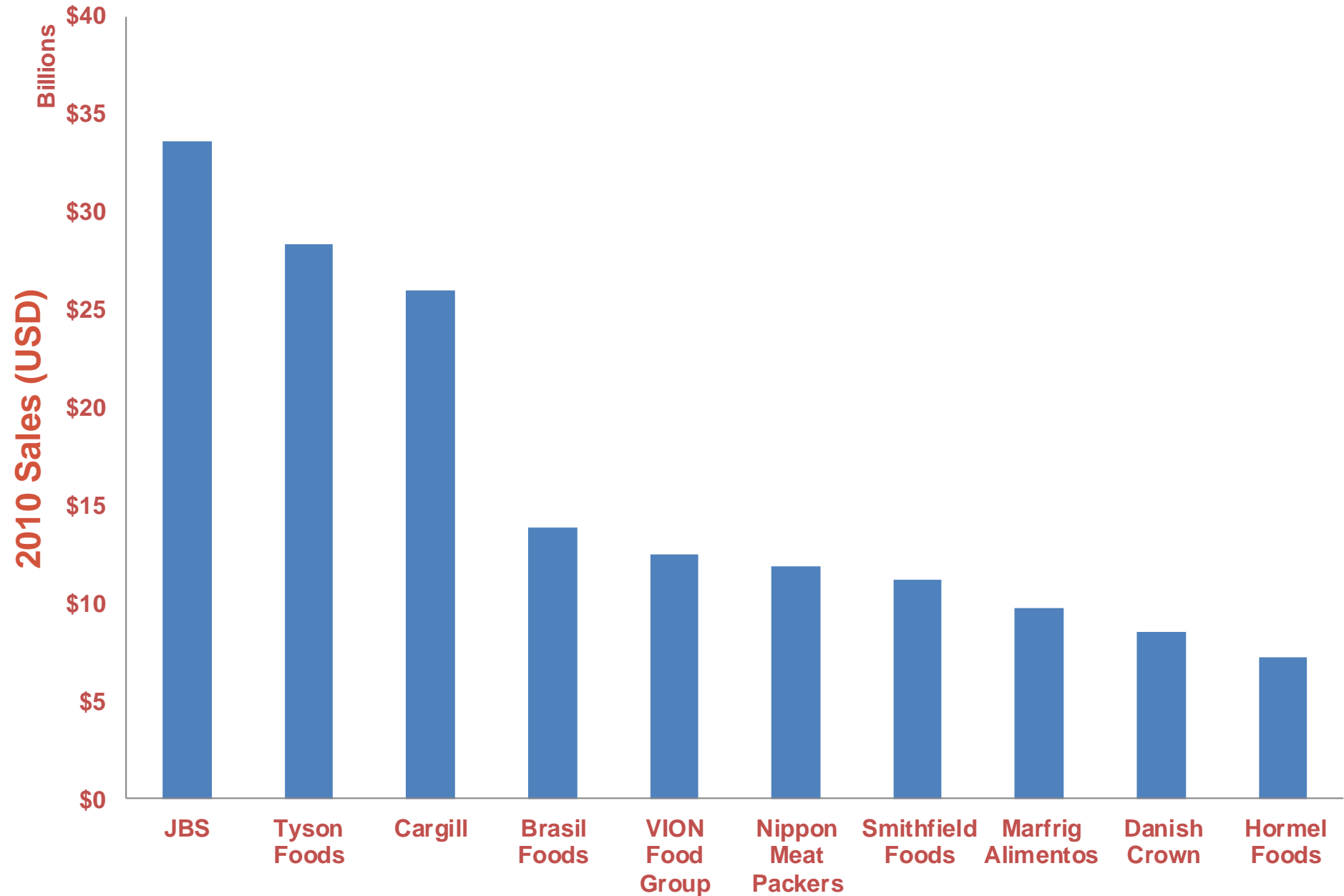
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# Top 10 Meat Companies

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

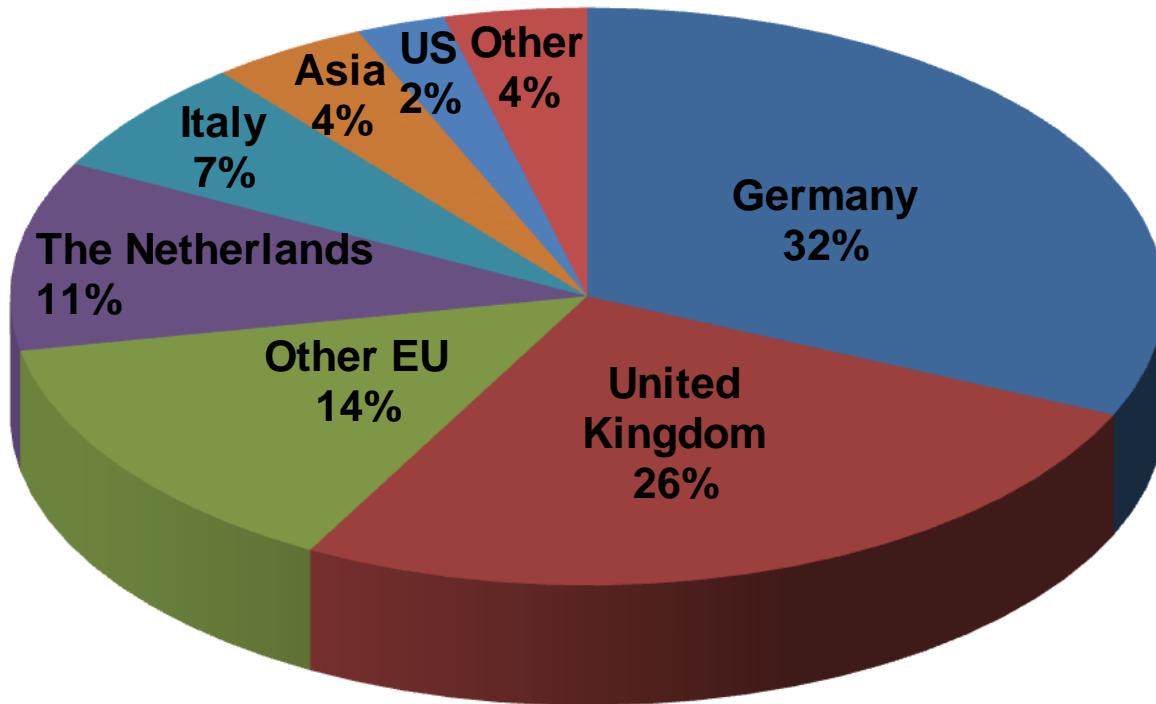
# Ten Largest Meat Companies in the World



Conversion rates from close 3/30/2011



# VION – Revenue by Geographic Region





# VION – Company Facts

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- **VION NV is the largest meat processing company (by volume) in Europe**
- **VION produces fresh pork, beef, lamb, chicken, as well as convenience food products and frozen fruits and vegetables**



# VION – Other Operations

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- **VION Banner**
  - **American pharmaceuticals**
  - **Food Supplements**
  - **Cosmetics**

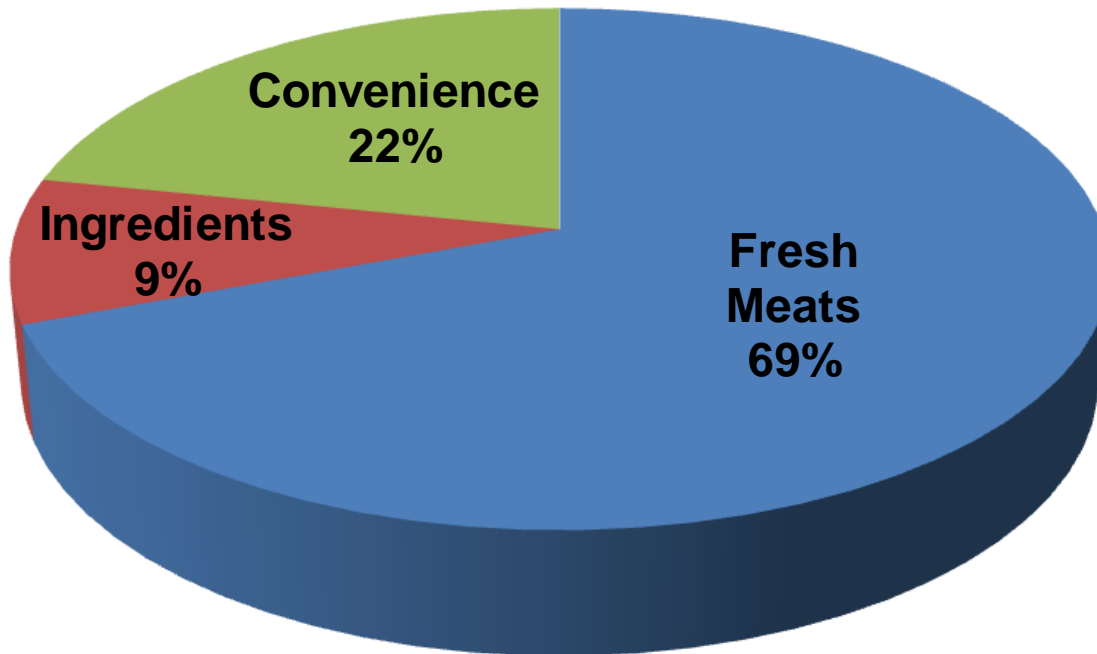


## VION – Ownership

- **ZLTO, an organization of  $\approx$ 18,000 farmers and horticulturalists owns the only share of VION**
- **The board is made up of 4 ZLTO members and 4 members from outside VION**



# VION – Revenue by Segment

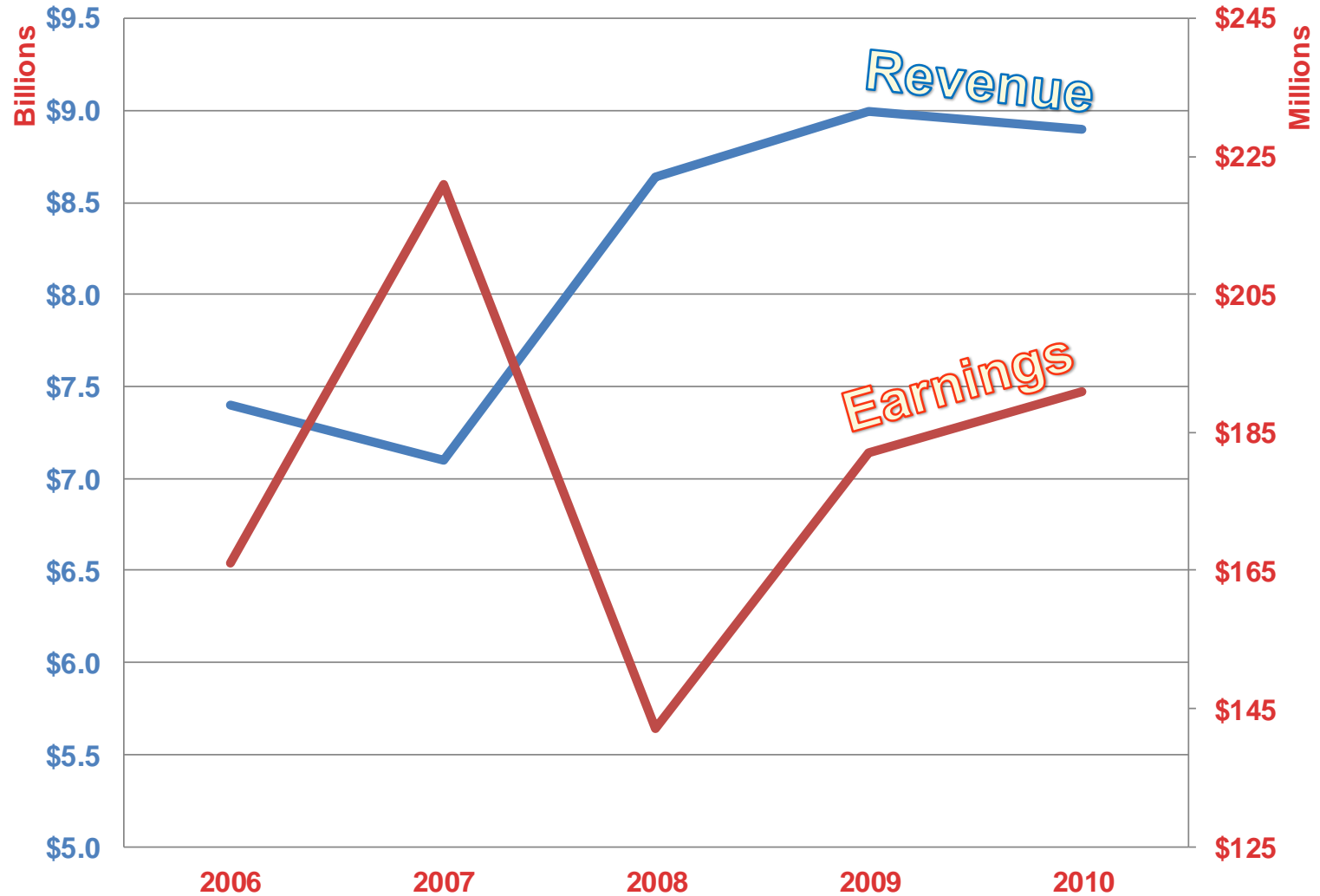






# VION – Growth

## Revenue and Earnings





# VION – Acquisition and Change

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## 2002-2010 Acquisitions

- **SKW Gelatin & Specialties (France)**
- **Zhejiang Sanfan Gelatin (China)**
- **Suedfleisch Holding (Germany)**
- **Gausepohl Fleisch GmbH (Germany)**
- **Ballering Export (Netherlands)**
- **Combinatie Teijssen vd Hengel (Netherlands)**
- **Oerlemans Foods (Netherlands)**
- **Rebiere Gelatinas (Brazil)**
- **A Moksel AG (Germany)**



# VION – Growth



2002 Revenue: \$760 million

**2010 Revenue: \$8.9 billion**



# VION – Geographic Presence

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- **VION has 48 business units in Germany, 13 in the Netherlands, 49 in the United Kingdom, and more than 10 other locations across the rest of Europe.**
  - **44 Fresh Meat Operating Plants**
  - **62 Ingredients Operating Plants**
  - **30 Convenience Operating Plants**
- **At the end of 2010, VION employed 26,756 staff.**



## VION – Labor Unions

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- **Netherlands: FNV Bondgenoten: 900 members at 13 sites**
- **Germany: NGG: 1 000 members at 43 sites**
- **UK: UNITE**



# VION – Discussion Points

- **Recent Financial Results**

- **Fiscal 2010**

- **Revenue of €8.87 billion (down 1.9%YOY)**
- **Net Income of € 80 million (up 30%YOY)**

- **Recent Developments**

- **In May 2011, VION announced the closure of 2 facilities in the Netherlands with the loss of 170 jobs.**
- **In July and August, VION announced the closure of 2 facilities in the UK with the loss of some 300 jobs.**