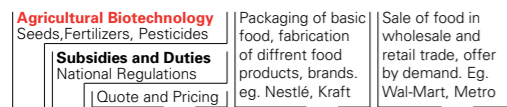


FOOD ECONOMY OVERVIEW

Introduction:

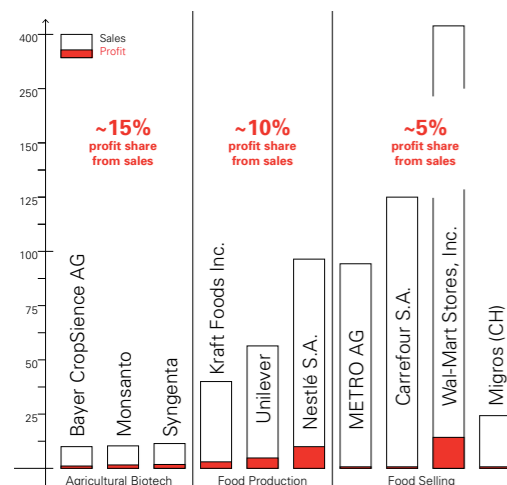
To explain the whole system of food economy in a short survey would be only a hypothetical conjecture. There are many elements which play an important part such as government subsidies for farmers or the speculations on commodities. It is not a closed system with defined limits - it is a complex system of dependencies. So the focus is on companies in different sectors which have a significant impact on the production of food - agricultural biotechnology, production and selling.

Different Economic Sectors of Food Production:



Agriculture Commodity Trade Food Production Food Selling

Big Food Companies in Comparison in Billion USD:



Forbes Ranking: Global 2000 List (2010)

SALES (Billion USD)		PROFITS (Billion USD)			
1	Wal-Mart Stores	408.2	1	Gazprom	24.3
2	Royal Dutch Shell	278.2	2	ExxonMobil	19.3
3	ExxonMobil	275.6	13	Wal-Mart Stores	14.3
16	Carrefour Group	125.4	31	Nestlé	10.1
45	Nestlé	97.1	77	Unilever	4.8
51	Metro AG	94.6	136	Kraft Foods	3.0
116	Unilever	57.0	213	Bayer Group	1.9
152	Bayer Group	43.5	273	Monsanto	1.5
168	Kraft Foods	40.4	297	Syngenta	1.4
	Migros (not ranked)	24.1		Syngenta	1.4
	Coop (not ranked)	19.3		Migros (not ranked)	0.8
	Syngenta	11.5		Metro AG	0.6
	Monsanto	10.8		Coop (not ranked)	0.5
				Carrefour Group	0.5

ASSETS (Billion USD)		MARKET VALUE (Billion USD)			
1	BNP Paribas	2,952.2	1	PetroChina	333.8
2	Royal Bank of Scotland	2,727.9	2	ExxonMobil	308.8
3	HSBC Holdings	2,355.8	3	Microsoft	254.5
124	Wal-Mart Stores	170.7	5	Wal-Mart Stores	205.4
195	Nestlé	105.2	15	Nestlé	173.7
250	Carrefour Group	74.0	53	Unilever	91.3
253	Bayer Group	73.2	94	Bayer Group	56.3
274	Kraft Foods	66.7	145	Kraft Foods	42.5
347	Unilever	52.1	164	Monsanto	38.9
394	Metro AG	45.6	202	Carrefour Group	33.4
907	Monsanto	17.6	296	Syngenta	24.3
968	Syngenta	16.1	441	Metro AG	16.8

Agricultural Biotechnology Companies:



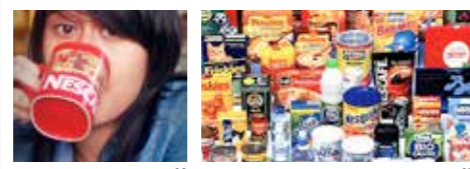
Agricultural biotechnology companies develop patented products through biotechnology and genomic research to increase the agricultural yields. The product range includes seeds, fertilizers and pesticide. The activities are close to the chemical industry and still often integrated in chemical companies.



Biggest Companies by Sales in bil USD (2010):

1	BASF	72.6
2	Dow Chemical	44.9
3	Bayer Group	43.5
6	El du Pont de Nemours	27.3
16	Syngenta	11.5
18	Monsanto	10.8

Food Production Companies:



Food production companies process raw materials from agriculture into finished products. The firms are growing with the development of new products or the purchase of introduced brands. The success of a brand depends on the marketing. The products are sold through retail chains, own shops or restaurants.



Biggest Companies by Sales in bil USD (2010):

1	Nestlé	97.1
2	Archer Daniels	62.2
3	Unilever	57.0
4	PepsiCo	43.2
5	Bunge	41.9
6	Kraft Foods	40.4
7	Anheuser-Busch InBev	36.8
8	Coca-Cola	31.0
15	McDonald's	22.7
16	Coca-Cola Enterprises	21.6
17	Danone	21.5
39	Starbucks	9.9
78	Lindt & Sprungli	2.8

Food Selling Companies:



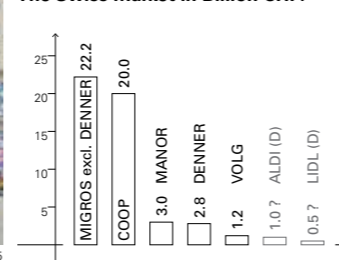
The companies buy from other companies or produce their own products as own brands and sell them with different store concepts to the customers.

Biggest Companies by Sales in bil USD (2010):

1	Wal-Mart Stores	408.2
2	Carrefour Group	125.4
3	CVS Caremark	98.7
4	Metro AG	94.6
5	Tesco	77.9
28	Migros	24.1
33	Coop	19.3



The Swiss Market in Billion CHF:



SHORT COMPANY PROFILES

Agricultural Biotechnology Companies:

Headquarter: CEO: Chairman:	Syngenta Basel, Switzerland Michael Mack (*1961) Martin Taylor (*1952)	Monsanto Creve Coeur, Missouri, USA Hugh Grant (*1958) Hugh Grant (*1958)	Bayer CropScience AG Monheim, Germany Sandra E. Peterson (*1959) Sandra E. Peterson (*1959)
Sales in billion 2010: EBIT in billion 2010:	11.6 USD 1.8 USD	10.5 USD 1.6 USD	6.8 EUR 0.9 EUR
Number of employee:	26,000	21,400	20,700
Products:	Seeds, genetically engineered seeds, pesticides, biotechnology and genomic research.	Seeds, genetically engineered seeds, bovine growth hormone, crop protections (pesticides), fertilizers, biotechnology and genomic research.	Pesticides, seeds, genetically engineered seeds, biotechnology and genomic research.
Logo:			

Food Production Companies:

Headquarter: CEO: Chairman:	Nestlé S.A. Vevey, Switzerland Paul Bulcke (*1954) Peter Brabeck-Letmathe (*1944)	Unilever Rotterdam, NL and London, UK Paul Polman (*1956) Michael Treschow (*1943)	Kraft Foods Inc. Northfield, Illinois, USA Irene Blecker Rosenfeld (*1953) Irene Blecker Rosenfeld (*1953)
Sales in billion 2010: EBIT in billion 2010:	109.7 CHF 16.2 CHF	44.3 EUR 6.3 EUR	49.2 USD 3.6 USD
Number of factories: Number of employee:	443 281,000	305 167,000	223 127,000
Key brands:			
Products:	Beverages, milk products, baby food, ice cream, prepared dishes, cooking aids, confectionery, pet care and pharmaceuticals.	Foods, beverages, cleaning agents and personal care products.	Confectionery, beverages, cheese and prepared dishes.
Logo:			

Food Selling Companies:

Headquarter: CEO: Chairman:	Wal-Mart Stores, Inc. Bentonville, Arkansas, USA Mike Duke (*1949) Samuel Robson Walton (*1944)	Carrefour S.A. Levallois-Perret, France Lars Olofsson (*1951) Lars Olofsson (*1951)	METRO AG Düsseldorf, Germany Eckhard Cordes (*1950) Eckhard Cordes (*1950)
Sales in billion 2010: EBIT in billion 2010:	405.0 USD 23.9 USD	90.1 EUR 4.9 EUR	67.3 EUR 2.4 EUR
Number of sale units: Number of employee:	8,416 2,100,000	15,937 471,755	2,131 283,280
Base and Market:			
Shops:	Super centres (3,272), discount stores (1,776), supermarkets (844), hypermarkets (650), others (1,873) such as Sam's Club, restaurants, cash-and-carry, department stores, neighbourhood markets. Half of the selling units are situated in the US market.	Discount stores (6,373), convenience stores (5,059), supermarkets (2,952), hypermarkets (1,401), cash-and-carry stores (152) in 33 countries. About a quarter of the selling units are situated in the French market.	Consumer electronics stores (877), cash-and-carry stores (687), hypermarkets (429), department stores (138). Nearly half of the selling units are situated in the German market.
Logo:			



CASE STUDY: NESTLÉ IN 2010

Quick Facts:

Economy:

Total Group sales in bil CHF	109.7
EBIT (Earnings Before Interest, Taxes)	16.2
Net profit in bil CHF	34.2
Total cash returned to shareholders in bil CHF	15.5
- by share buy-back in bil CHF	10.1
- dividend in bil CHF	5.4
Capital expenditure in bil CHF	4.6
Operating cash flow in bil CHF	13.6

Employees:

Total number of employee	281,000
Administration, marketing	133,000
Factory worker	148,000
Leadership positions	1,379
- held by women in %	28

Infrastructure:

Research and development centres	29
Total number of factories	443
Factories in developing countries	195
- rural factories	144
- urban factories	51
Collection centres for raw material	10,847
Directly delivering farmers	556,600

Product Segments:
Powdered beverages, liquid beverages, water, milk products, ice cream, nutrition, prepared dishes, cooking aids, confectionery, pet care products, pharmaceutical products.

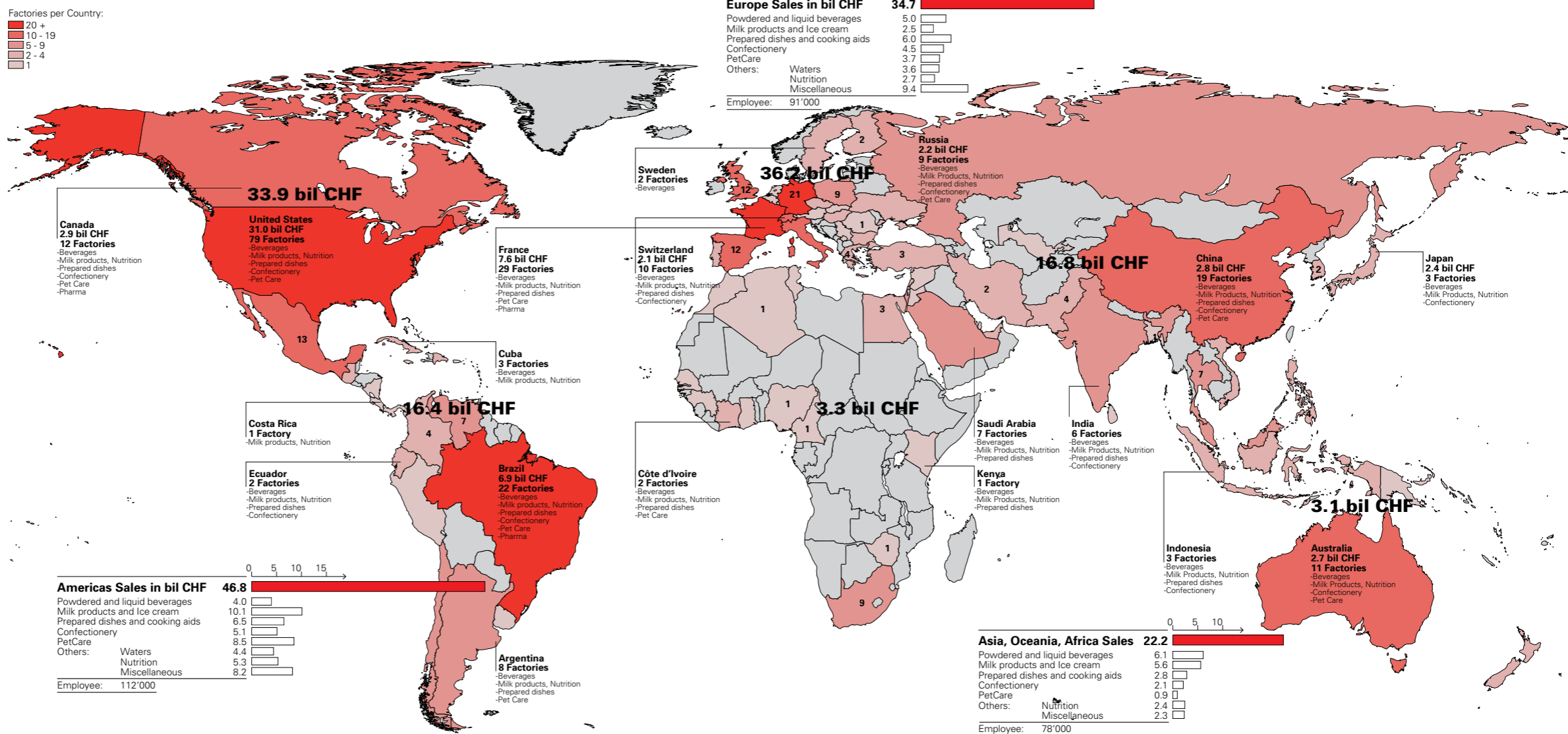
Leading Products:

Soluble coffee in bil CHF	10.9
Water sales in bil CHF	9.1
Milk products sales in bil CHF	12.5
Nutrition sales in bil CHF	10.4
Frozen and chilled dishes in bil CHF	10.5
Chocolate sales in bil CHF	9.6
PetCare sales in bil CHF	13.1

Production and Environment:

Production volume in mil tonnes	43.74
Raw materials used in mil tonnes	23.27
Water withdrawal in mil m ³	144
Energy consumption in petajoules	130
GHG emissions in mil tonnes CO ₂ eq	7.12
Packaging materials in mil tonnes	4.59
Waste for disposal in mil tonnes	0.37
Waste to recovery in mil tonnes	1.41
Water discharge in mil m ³	94

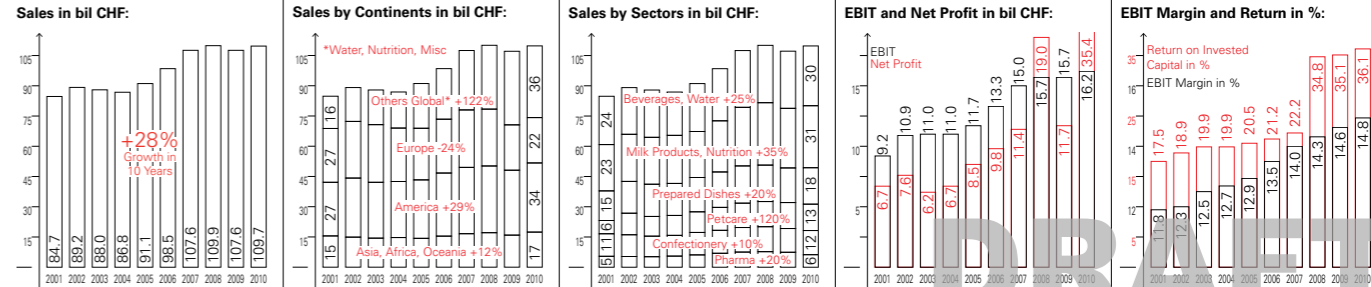
World Map of Factories and Sales (in bil CHF) in 2010:



Nestlé Billionaire Brands:



Economic Development in the Past 10 Years:





HISTORY OF FOOD COMPANIES

Food Production Companies:

1866 Henri Nestlé (1814 – 1890) founded Nestlé under the Name „Farine Lactée Henri Nestlé S.A“ in Vevey, Switzerland.
1867 Invention of soluble milk powder as breastmilk substitute.
1875 Henri Nestlé sold his company to his business friends Gustav Marquis, Monnerat Jules and Pierre-Samuel Roussy.
1875 Daniel Peter invented milk chocolate, Later, his company was bought by Nestlé.
1982 The miller Julius Maggi founded Maggi & Company and produced instant soups. Later, his company was bought by Nestlé.



Nestlé S.A.


H. Nestlé 1

1885 Lever Brothers was founded by William Hesketh and James Darcy Lever. They invented the world's first packaged soap „Sunlight“ in UK.
1888 Simon van den Bergh and Antonius Johannes Jurgens developed the Dutch margarine production in competing.


Unilever


W. H. Lever 3



S. Bergh 4



A. J. Jurgens 5





J. L. Kraft 2

1900s Nestlé opened factories in the United States, Britain, Germany, Spain.
1904 Nestlé began the production of chocolate.
1905 Merger with the larger company „Anglo-Swiss Condensed Milk Company“.
1907 Factory in Australia, warehouses in Singapore, Hong Kong and Bombay.
1914-1918 Nestlé's production doubled during First World War

1903 James L. Kraft began to sell cheese from a horse-drawn wagon Chicago, USA.
1914 J.L. Kraft & Bros. invented a new process for pasteurizing cheese.




Kraft Foods Inc.


J. L. Kraft 2

1929 Nestlé merged with the chocolate producers Peter, Cailler and Kohler.
1947 Nestlé merged with Alimentana S.A., the producer of Maggi seasonings and soups.
1938 First industrial production of instant coffee and successful launch of the brand “NESCAFÉ”.
1939-1945 Distribution problems, caused by the war, forced Nestlé to relocate parts of the production to developing countries. But the total sales increased from \$100 million in 1938 to \$225 million in 1945.


1927 Margarine Unie was found by van den Bergh and Jurgens in Rotterdam .
1927 Kraft Foods opened London, UK and Hamburg first sales offices outside the US.

S. Bergh 4



A. J. Jurgens 5



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1858 Geigy began the production of dyes in Basel, CH.
1859 Alexander Clavel began the production of dyes in Basel, CH. The company got the name Ciba.
1886 Kern & Sandoz was found by Dr. Alfred Kern and Edouard Sandoz to produce dyes in Basel, CH.
1901 Monsanto was founded by John Francis Queeny in St. Louis, Missouri, USA. The main sector was the production of synthetic sweeteners.


Monsanto


J. R. Geigy 7



A. Clavel 8





A. Kern, E. Sandoz 9




J. F. Queeny 6

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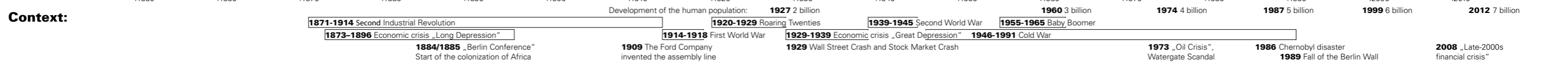


A. Kern, E. Sandoz 9



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