“European Meat Companies Panorama 2020”

Top 100 Slaughter Companies in EU27+1

Brochure

Report completed and available in November 2020

Contacts:

Rupert Claxton ✆+44 1323 870137 ✉ rclaxton@girafood.com
Richard Brown ✆+44 1323 870144 ✉ rbrown@girafood.com

A Study of the leading 100 slaughter companies in the EU27+1

Scope

Products	**Pigmeat, Poultrymeat, Beef & Sheepmeat based**: who slaughters what, how much and where, on an annual basis.
Companies	**Profiles of the top 100 companies by slaughter volume**: Primary processors: regardless of where in the EU they are based, and what species they are focused on. Non-EU activity does not contribute to their ranking, but is noted in their activity.
Countries	**10x country profiles:** The key EU27+1 countries: DE, FR, UK, IT, ES, PL, NL, DK, BE, IE.
When	**2019 data where possible**: using Gira's previous TopCo 100 list from 2011 as a reference point for what has changed.

What you get

Webinar	**1Q21 webinar** (live & recorded) highlighting the key research conclusions and insights from the study. Enables clients to maximise value from the research and disseminate insights to key staff.
Synthesis Report (45 pages)	**League table of the Top 100 meat companies in the EU27+1 (covering Red meat and Poultrymeat).** Pan-EU view of consolidation and structure; what next for the EU slaughter industry? Strategic insight on what is changing in the structure of EU slaughtering, similarities between the species, and crucially what is changing: ownership, scale, integration, multi-species or international diversification… what could it all mean for future production.
Country Profiles (5-10 pages per country)	**The 10 key EU27+1 countries for slaughtering**. Concise profiles showing overall industry share of the leading slaughter companies in these markets by species. Key trends, and strategic developments.
Company Profiles (4-10 pages per company)	**The top 100 EU companies**. Concise, insightful and informative profiles covering: - Species breakdown & estimated volume. - Structure; plant numbers and locations. - Key financial indicators, employee numbers and ownership. - Development strategy, forward integration to retail packing, investment in meat alternatives. - SWOT; focus on apparent strengths and weaknesses.

Report & Cost

Report	Electronic, printable & searchable PDF files. The report is in English.
Cost	**Euros 12,000** (before any applicable tax) for the full report.

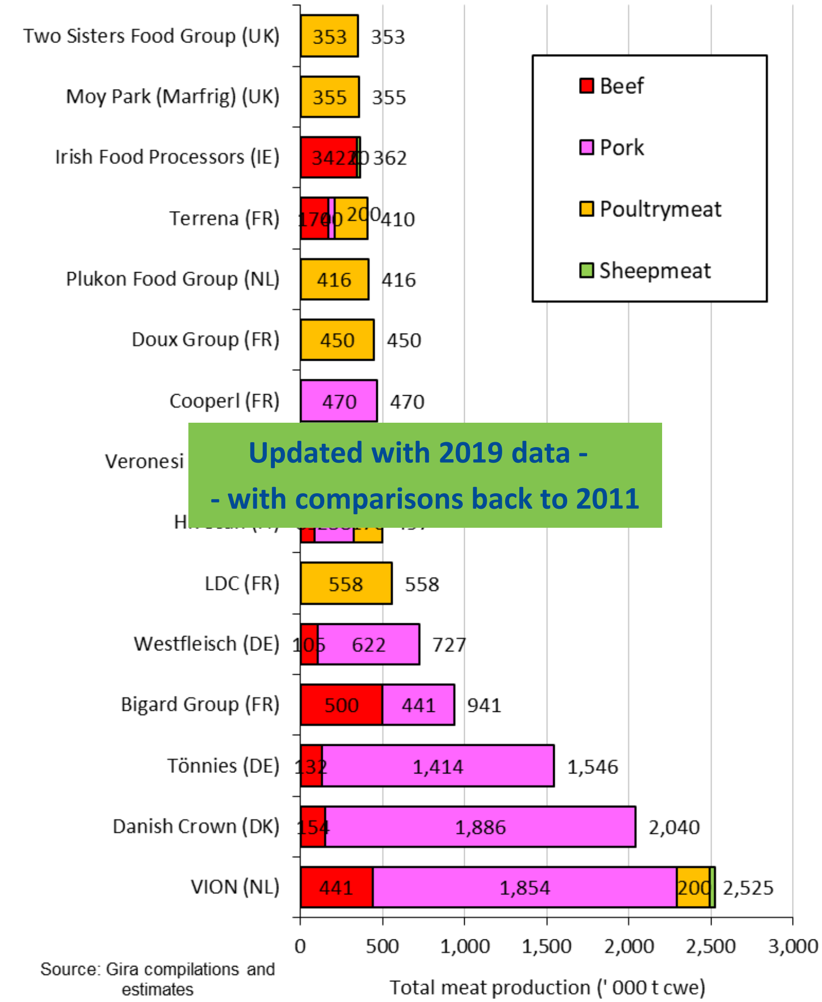
Contact:
Rupert Claxton ✆+44 1323 870137 ✉ rclaxton@girafood.com
Richard Brown ✆+44 1323 870144 ✉ rbrown@girafood.com

Efficient and proactive **slaughter firms are crucial to the future of the European meat chain** and those who depend on it. The ownership, strategies and reach of the top players has evolved over the last decade. This is poorly documented but important, which is why Gira undertook this project, through the summer of 2020:

- There are **vast differences** in the structure & integration, size, species mix and geographic coverage of the leading European meat companies. Translating the theoretical benefits of these characteristics into success and profit is not so easy. To better understand them we probed their strengths and weaknesses, as well as their core strategy.
- In the last 10 years the meat industry in the EU28 has continued to **consolidate on a national basis**, and also there has been a 'run' of cross-border developments. A few international players are emerging, but even in the top 10 meat companies, none are truly pan-EU in their production base.
  - Traditionally, investments and acquisitions have flowed from West to East, with established companies investing in the growth potential of Eastern Europe. They focused on integrating, upscaling, and taking advantage of lower wage costs in Eastern EU states.
- Over the last decade there have **strategy changes** within the leading companies:
  - Consolidation for the largest in their home markets has reached a practical limit… if not blocked by the Competition Authorities and/or local politics.
  - Retail customers have pushed for multi species offers, forcing a change from the traditional footprints of many. Conversely, some retailers have actively undermined what they regard as too much supplier concentration.
  - Vertical integration has re-gained favour.
  - Most recently, slaughter companies have added meat alternatives to their offer. Is this an opportunistic and/or committed diversification or long term risk management?
- The **protected nature of the EU market** from lower-cost imports from 3rd countries, has also attracted inward investment, with Cargill, CPF and JBS amongst the global names investing in slaughtering in Europe.
  - Is this to balance their import offer for their retail customers in Europe?
  - Will they continue to expand as part of a long-term regional strategy for Europe, or are these opportunistic investments?
- **Changing nature of competition** due to weak EU meat demand growth, the margin pressure from European customers and the rapid emergence of China as a key export destination.
- **ASF** and now **COVID-19 are massive disruptors**.

The time is right to accurately position who the Top 100 EU meat companies are and understand their businesses; species focus, locations, production volumes, and most importantly, their direction of business development.

Top 15 EU 27 meat companies by meat production volume 2010/11



Source: Gira compilations and estimates

The Top 15 list has substantially changed since 2010/11 with consolidation of some and strong growth in the leading poultry players.

2. Study objectives

To document the changing structure & dynamics of the EU slaughter sector

The key objective of our Study has been to better understand what is going on in the EU slaughter industry: to do this we have identified the top 100 companies, analysed their ownership and structure, where are they based, and how have they developed in recent times. The EU slaughtering sector is a key link in the supply chain and will drive changes in the competitive position of the European meat sector in the mid-term.

Gira has updated its existing database on the EU industry through desk research and a broad base of industrial interviews through Europe.

For this, we carried out the following sub-analyses:

- Initial analysis to narrow the research field and identify a preliminary Top 100+
- **Factual profiles** of the core activities of the main meat processors:
  - What do they kill, in what countries, and through how many plants.
  - Do they have an integrated structure, forward, and backwards.
  - Do they have a further processing strategy.
  - How are they performing, financially and physically.
  - And importantly what is their strategy.
- **Country perspective**: Using Gira's existing datasets on slaughtering in the EU, which countries are leading the way? How consolidated is the slaughter industry in each? What are the main drivers behind recent and future developments?
- **Strategic Overview**: what is the strategic situation in slaughtering in the EU27 + UK.
  - Segmentation by species. Who are the major operators in each of Pigs, Poultry, Cattle and Sheep slaughtering.
  - Recent winners and losers, and why.
  - What has changed in the last 10 years.
  - Where is the EU slaughter sector under pressure today, and what is the outcome going to be over the next 5 years.

The research has been documented into a PowerPoint based report, formed as 3 main volumes:

1. Profiles of the leading 100 companies and the key information behind them.
2. Country overviews for the 10 Key EU producing countries.
3. Pan-European Synthesis report.

NB: Coverage is based on EU27+1, so includes UK companies and statistics, despite the UK leaving the EU on the 31st January 2020.

3. Scope and Coverage

Focus on the main primary processors of meat, in the key countries

Country profiles

Concise profiles detailing the structure and context of the slaughter industry in the key EU27+1 meat markets.

- 10 country profiles; DE, FR, UK, ES, IT, IE, DK, NL, BE, PL.
- Meat production and demand context.
- Meat processing industry structure & dynamics.
- Concentration by species (key companies): pork, poultry and beef.
- How the industry is evolving and why.

Product: Species coverage

Slaughter industry for cattle, pigs and poultry in all of the EU27+1;

- The main operators in the EU by slaughter volume (cwe).

Sheep slaughtering in the UK, Ireland and France only.

- The study does not cover sheep in other EU markets.

Company Coverage: Top 100 companies

The Top 100 slaughter companies in the EU27+1;

- Short, factual profile on each of the Top 100 companies: the length of which reflects their size, complexity and importance
- Volume estimates of slaughtering activity by species and country.
- Cumulative totals for the different species the company processes.
- Summary description of ownership, financials & business development.
- Observation of strategy and apparent strengths and weaknesses.

Not covered in this report:

The focus of this report is the EU27+1 slaughter companies, and their alignment. Therefore the following are not covered:

- Detail of the further processing sites and activities. Although if they have activity in further processing it is noted in their overall strategy.
- Detail of activity outside of the EU27+1, other than its role in the overall group strategy.
- Country profiles on: AT, BG, CY, CZ, EE, FI, GR, HR, HU, LT, LU, LV, MT, PT, RO, SE, SL, SK.

Synthesis report

Overview of the dynamics shaping the EU slaughter industry:

- How is the EU slaughter industry structured, and what is driving its evolution… Impact of both Covid-19 and ASF (EU and Chinese) on long term structure.
- The major changes, comparing the leader board from Gira's 2011 study with the current leaders, who's grown, and where.
- Key differences by country and macro-regions. E.g differences between the south and the NW, eastern and western investment, etc..

Gira's unique Top 100 league table of slaughtering in the EU:

- Subsets by species, which sector is the most concentrated and/or integrated, and where in the EU is it centred.

Webinar – 1Q2021

The key facts & figures, drivers & brakes, and the sector outlook – as described in the report.

- Key drivers for change: what areas are thriving, and why.
- The most striking changes since Gira's 2011 study.

Industrial research: which is a Gira speciality

GIRA has been researching and analysing the European meat industry, and the key companies since 1976, over which time Gira has built an understanding of the industry and a contact base within it, that allows Gira to deliver thoughtful insight on the how and why, alongside the how much.

- This is the 4th edition of Gira's EU Meat Company Panorama, with the first edition published in 2004.

In this Study, Gira used its two "classic" research methodologies, each one supplementing and complementing the other:

Documentary Research

- Gira's in-house meat databanks.
- The 3 previous editions of the EU Meat Companies Panorama.
- The trade press, existing studies, internet resources, company websites etc.
- National production and foreign trade statistics – contacts with administrations and producer associations.

In-depth interviews with key personnel in the European industry:

- Slaughter companies,
- Industry associations.

Gira's reputation in the sector allows us unrivalled access to the industry.

All of the above are then analysed in depth and used in the compilation of the 100 individual Company Profiles and the 10 Country Profiles.
All of this is then further analysed and the conclusions and recommendations extracted at EU and species segment level for inclusion in the Synthesis volume.

The Study consists of the following reports:

Volume 1. Pan-EU Synthesis volume: 45 pages

Who are the leading companies? What and where is their kill volume? What is changing? Why? So what?

- Top100 list of primary processors in the EU27+1, and their key characteristics
- Market and industrial trends across the EU27+1, which are stronger and why.
- Changing structure of the Primary Processing industry.
- Strategic developments.

Volume 2. Country Profiles: 10 market profiles of 5-10 pages each.

To provide the strategic and commercial context, for each country Gira has analysed:

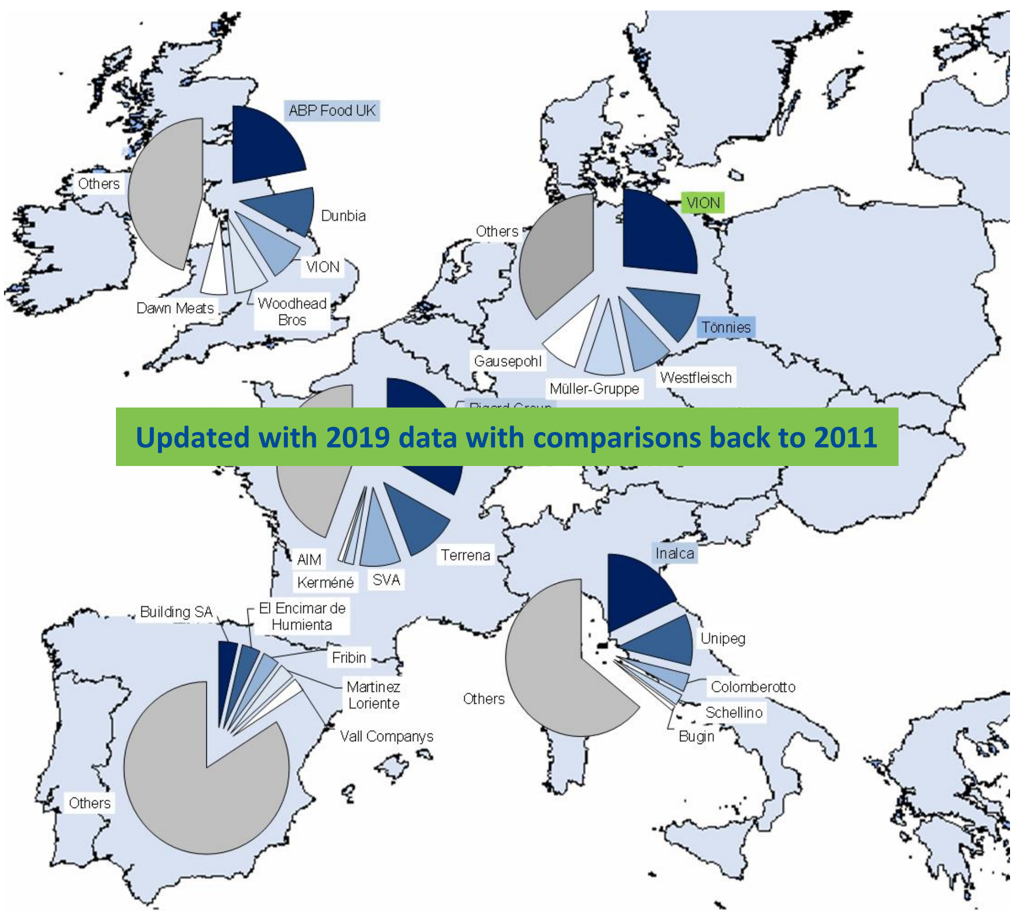
- Overview of the meat industry in each country
- Consolidation of the slaughtering industry for; Pigs, Poultry, and Cattle.
- The Top 5 slaughter companies for each species.
- Key drivers for the development of the industry.

Volume 3. Company Profiles: 100 company profiles of 4-10 pages each.

For each company, Gira has summarised:

- The organisation of the company, it's ownership, and subsidiaries.
- Country focus within the EU, and main operations/reach beyond the EU.
- Main slaughter volume by species.
- Key plant locations, and activity.
- Recent developments, investments, etc.
- Financial overview
- Apparent strategy, including; activity in meat alternatives, and stance on sustainability.

EU Beef Slaughter structure - 2011



Contents Pages

3 volumes – packed with insight into the key players in the European industry

Vol.1 - Synthesis

Report Contents

Vol.2 – Leading Country Overviews

Contents

Vol.3 – Company Profiles

Contents

Timing:

The Study was finished in November 2020 and is available immediately from Gira.

Subscription:

The subscription price for the complete Study is **Euro 12,000** (before any tax). The price includes:
- The Synthesis volume : including the league table.
- 10 Country Profiles.
- 100 Company Profiles.
- Webinar, in 1Q21.

Payment will be requested as follows: 100% on signing of the contract.

The full Study is available in a PowerPoint writing style of report, which are concise and easily navigable.

Clients will receive the reports electronically in searchable and printable PDF format.

7. Some of Gira's Meat Sector Clients

Gira is well connected and credible in the meat industry

Client	Country
Abbott Laboratories	Intl.
ABF	UK
ABP	IE/UK
Agri Ranch	US
Agroeco	RU
AHDB	UK
Alic	JP
AMIC	AU
Animex (Smithfield)	PL & Intl.
Asoporcicultores	CO
Australian Pork ltd.	AU
AVEC (European Poultry Association)	EU
Aviagen	Intl.
Bain	Intl.
Bemis	Intl.
BRF	BR - Intl.
Bunge	Intl.
Canada Beef	CA
Canada Pork	CA
Canadian Cattleman's Assoc	CA
Cargill Inc	US
Cargill Meats Europe	EU
Cobb	Intl.
CP Foods	Intl.
CFG (Campofrio Food Group)	EU
COV	NL
CP Foods	TH
Danish Crown	DK
Danish Farmers Abroad	DK
Dawn Meats	IE/UK
DSM Nutritional Products	Intl.
DuPont	Intl.
Elanco	EU/Intl.
European Commission	EU
FAO	Intl.
FECIC (Catalan Meat Industry Association)	ES
Fedegan	CO
Fenavi	CO

Client	Country
Foss	DK
H.K. Scan	SF (Finland)
HCC	UK (Wales)
Hilton Food Group	UK/EU
IFC (World Bank)	Intl.
I.M.S.	Intl.
INAC	UY
Inalca/Cremonini	IT
Inaporc	FR
Interbev	FR
Irish Food Board	IE
JAPFA	Asia
JBS	BR - Intl.
Kemin	Intl.
Landbrug & Fødevarer	DK
LMC	UK
McDonald's	EU
Meat & Livestock Australia	AU
Meat Industry Association NZ	NZ
Minerva	BR
Multivac	Intl.
National Pork Board	US
Nutreco	NL - Intl.
O.E.C.D.	Intl.
Pfizer	Intl.
Rabobank	Intl.
Rusagro	RU
Scottish Assoc'n of Meat Wholesalers	UK
Sealed Air	Intl.
Silver Fern Farms	NZ
Smithfield (WH Group)	US/CN
UECBV	EU
Unic	IT
Unigrains	FR
USMEF	US
Vion	NL/DE
VLAM	BE
Westbridge Foods (CP Foods)	UK

Should you require more information, please contact:

Rupert Claxton (UK)
✆ +44 1323 870 137
✉ rclaxton@girafood.com

Richard Brown (UK)
✆ +44 1323 870 144
✉ rbrown@girafood.com