

# **About Tyson Foods**

Tyson Foods, Inc. [NYSE: TSN], founded in 1935 with headquarters in Springdale, Arkansas, is the world's largest processor and marketer of chicken, beef and pork, the second-largest food company in the Fortune 500 and a member of the S&P 500. The Company produces a wide variety of protein-based and prepared food products, which are marketed under the "Powered by Tyson™" strategy. Tyson is the recognized market leader in the retail and foodservice markets it serves, providing products and service to customers throughout the United States and more than 80 countries. The company has approximately 114,000 Team Members employed at more than 300 facilities and offices in the United States and around the world. Through its Core Values, Code of Conduct and Team Member Bill of Rights, Tyson strives to operate with integrity and trust and is committed to creating value for its shareholders, customers and Team Members. The company also strives to be faith-friendly, provide a safe work environment and serve as stewards of the animals, land and environment entrusted to it.

Tyson Foods' vision is to be the world's first choice for protein solutions while maximizing shareholder value. Tyson's mission is to produce and market trusted quality food products that fit today's changing lifestyles and to attract, reward and retain the best people in the food industry. The Company's business strategy is to create more value-added products, improve operational efficiencies and expand its international business.

Tyson Foods is the leading marketer of value-added chicken, beef and pork to retail grocers, broad line foodservice distributors and national fast food and full service restaurant chains; fresh beef and pork; frozen and fully-cooked chicken, beef and pork products; case-ready beef and pork; supermarket deli chicken products; meat toppings for the pizza industry and retail frozen pizza; club store chicken, beef and pork; ground beef and flour tortillas.

The purpose of this report is to provide facts for informed investment decisions regarding Tyson Foods, Inc. This fact book should be used in conjunction with Tyson's published financial statements and reports.

# **Table of Contents**

- 3 VALUE-ADDED PRODUCTS
- 3 LEADING MARKETER
- 3 TYSON. PROUDLY POWERING THE WORLD

#### 4-6 CHICKEN

- 4 Chicken Supply Chain
- 5 U.S. Chicken Production
- 5 Chicken Sales by Distribution Channel
- 5 International Chicken Sales
- 5 Top Broiler Producing States
- 6 Product Marketing
- 6 Chicken Production Efficiency
- 6 Chicken Industry Terminology

### 7-10 BEEF

- 7 Beef Supply Chain
- 8 U.S. Beef Production
- 8 Beef Sales by Distribution Channel
- 8 International Beef Sales
- 9 Beef Carcass Breakdown
- 9 Commercial Beef Slaughter by State
- 9 Wholesale & Retail Cuts of Beef
- 10 Beef Industry Terminology

#### 11-14 PORK

- 11 Pork Supply Chain
- 12 Top Pork Producing States
- 12 U.S. Pork Production
- 12 Pork Sales by Distribution Channel
- 12 International Pork Sales
- 13 Hog Carcass Breakdown
- 13 Wholesale & Retail Cuts of Pork
- 14 Pork Industry Terminology

### 15 PREPARED FOODS

- 15 Prepared Foods Sales by Distribution Channel
- 15 International Prepared Foods Sales

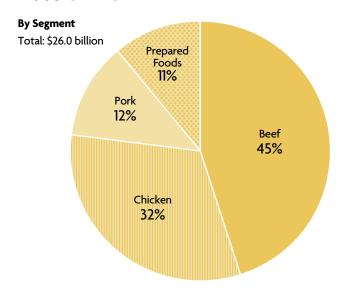
### 16-20 TYSON LOCATIONS

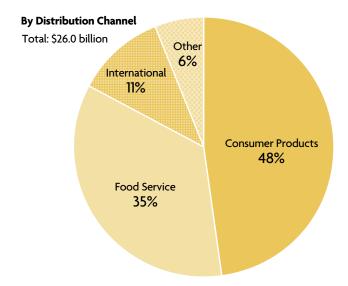
### 21-23 TYSON FOODS, INC. HISTORY

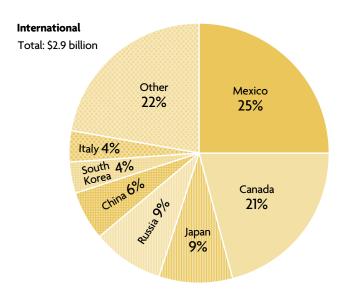
# **Tyson Facts**

FY05 sales	\$26.0 billion
FY05 average weekly production	
Chicken 4	2.5 million chickens
Beef	170,938 head
Pork	347,891 head
Team members	114,000
Contract chicken growers	6,729
Company-owned chicken grower o	perations 84
Processing plants	
Chicken	54
Beef	13
Pork	6
Prepared foods	27
Case-ready beef and pork	3
Fully cooked beef and pork	1
Animal protein	9
Pet food	19
Tanneries/hide treatment facil	ities 8
Tallow refinery	1
Cold Storage Warehouses	65
Forward Warehousing/Distribution	Centers 10
Hatcheries (including Cobb-Vantre	ss) 64
Feed Mills	
Poultry	37
Swine	1
Protein blending facilities	2
Swine	
Company-owned finishing farn	ns 31
Leased finishing farms	46
Company-owned sow farms	23
Leased sow farms	24
Company-owned off-site nurse	eries 72
Leased off-site nurseries	20
Company-owned boar facilitie	s 2

# TYSON FOODS 2005 SALES







## **Value-Added Products**

In the 1980s, Tyson Foods, Inc. pioneered value-added chicken by creating convenience foods for retail and foodservice customers. Tyson is using that expertise to add value to beef and pork by enhancing current product lines, expanding existing categories and creating new categories. The Company is working aggressively to increase sales of value-added products in all three proteins.

To support new product development, Tyson is constructing the Discovery Center at the corporate headquarters in Springdale, Arkansas. This facility will house product and packaging

innovations efforts, marketing, consumer research, test kitchens and a state-of-the-art pilot plant. At the Discovery Center, Tyson will create more products to fit consumers' needs and reduce the time it takes to go from concept to market.

Value-added products, improved packaging, innovation and "value beyond the box" customer service are why foodservice operators and consumers turn to Tyson to feed their customers and their families.

# Tyson Is the Leading Marketer of:

### **FOODSERVICE**

- Value-added chicken, beef and pork to national fast food and full service restaurant chains
- Value-added chicken, beef and pork to broadline foodservice distributors
- Fresh beef and pork
- · Chicken products to retail supermarket delis
- Fully-cooked meat toppings to the U.S. pizza industry
- Ground beef
- Flour tortillas

### **CONSUMER PRODUCTS**

- · Value-added chicken, beef and pork to retail grocers
- Fully-cooked refrigerated chicken, beef and pork products
- · Fully-cooked frozen chicken, beef and pork products
- · Case-ready beef and pork to retail grocers
- Fresh beef and pork to retail grocers
- Value-added chicken to club stores
- Beef and pork to club stores
- Value-added and frozen chicken to military commissaries
- Ground beef
- Frozen retail pizza toppings

# Tyson. Proudly Powering the World

In September 2004, Tyson Foods, Inc. began a promise to Proudly Power the World. Since then, Tyson has been spreading its Powering message and making great strides toward the goal of branding Tyson as the world's leading protein provider.

The brand continues to grow in consumers' minds with top of mind brand awareness increasing for the 11th straight year. Tyson Foods communicated to consumers how important protein is for adding energy to their lives. Consumers responded by adding more Tyson products to their shopping carts and deepening their loyalty to the Tyson brand.

Through the combined efforts of its sales force, consumer marketing, operations and the Powering campaign, Tyson has seen increased sales of products featured in the Powering campaign. In 2006, Tyson will continue communicating the Powering message to the African American, Hispanic and general markets with a fully integrated communications plans of television, radio, print, Internet and brand promotions.

### Chicken

There are seven stages involved in getting chicken to the consumer:

- Breeder flock
- Pullet farm
- Breeder house
- Hatchery
- Broiler farm
- Processing/further-processing plants & freezers
- Distribution

Each of these stages was once a separate enterprise; now they are vertically integrated. The results are greater efficiencies and higher quality. Tyson Foods' chicken operations are fully vertically integrated.

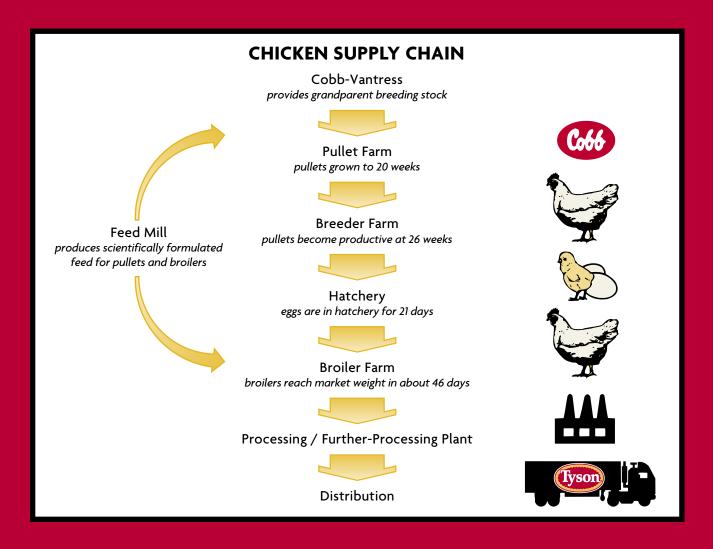
The broiler production process begins with the grandparent breeder flocks. Breeder farms specialize in producing the generations of male and female strains, with the broiler being the final progeny.

The breeder flocks are raised to maturity in grandparent growing and laying farms where fertile eggs are produced. The fertile eggs are incubated at the grandparent hatchery and produce pullets. The pullets are sent to breeder houses, and the resulting eggs are sent to Company hatcheries.

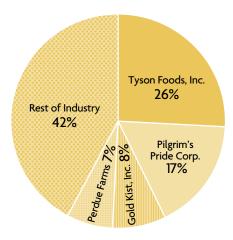
Once the chicks have hatched, they are sent to broiler farms. There, contract growers care for and raise the chicks until the broilers have reached the desired processing weight. The adult chickens are caught and hauled to processing plants. The finished products are sent to distribution centers and then transported to customers.

Vertically integrated poultry companies operate their own feed mills to produce scientifically formulated feeds. Corn and soybean meal are major production costs in the poultry industry, representing about 40 percent of the cost of growing a chicken. In addition to diet, advances through selective breeding, production technologies, equipment development and better management practices have enabled the industry to produce meat faster with less feed. A 3.5-to 4.5-pound chicken can now be produced in six to seven weeks compared to 16 weeks in 1935. (See table on page 6.)

Feed conversion is now two pounds of feed per pound of live broiler, compared to more than four pounds of feed in the mid 1930s. Chicken is the most efficient of the meat proteins in feed conversion.



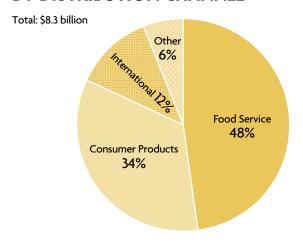
### **U.S. CHICKEN PRODUCTION**



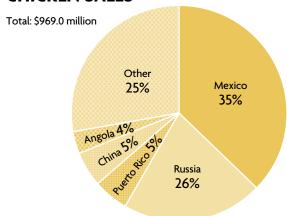
Note: Average weekly slaughter: 168.58 million head

Source: Watt Poultry USA, January 2005

### TYSON FOODS 2005 CHICKEN SALES BY DISTRIBUTION CHANNEL



### TYSON FOODS 2005 INTERNATIONAL CHICKEN SALES



### **TOP BROILER PRODUCING STATES**

Head and pounds in thousands

<u>State</u>	Number Broilers	Pounds Liveweight
Georgia	1,298,900	6,494,500
Arkansas	1,241,500	6,207,500
Alabama	1,052,000	5,470,400
North Carolina	720,200	4,537,300
Mississippi	827,800	4,387,300
Texas	620,700	3,165,600
Kentucky	290,800	1,570,300
Delaware	240,700	1,492,300
Maryland	284,600	1,366,100
Virginia	263,000	1,341,300
Oklahoma	243,800	1,243,400
South Carolina	204,500	1,186,100
Tennessee	195,900	999,100
Pennsylvania	133,500	707,600
Florida	78,500	463,200

December 1, 2003, through November 30, 2004 Includes other domestic meat-type strains

Source: Poultry-Production and Value 2004 Summary, April 2005, NASS/USDA

## Chicken

### PRODUCT MARKETING

There are three fundamental ways the chicken industry markets its products.

#### PRIMARY PROCESSING

Ice Pack Bulk (fresh) or Bulk Frozen

- Whole bird
- Quartered
- Individual parts

Distributed for further processing by volume users.

#### TRAY PACK AND OVERWRAPPED

Fresh (refrigerated)

- Deboned parts
- Bone-in parts
- Whole birds
- Marinated specialty products

Distributed primarily for direct consumer consumption and sold through retail markets.

### **FURTHER VALUE-ADDED**

Fresh (refrigerated) or Frozen

- Deboned and trimmed
- Portioned and sized
- Pre-cooked
- Marinated, seasoned and flavored
- Custom packaging

Distributed for both in-home and foodservice applications in both bulk and convenient consumer packaging.

### CHICKEN PRODUCTION EFFICIENCY

Year	Market Age (days)	Market Weight (pounds, liveweight)	Feed to Meat Gain (pounds of feed to pounds of broiler, liveweight)
1925	112	2.50	4.70
1935	98	2.86	4.40
1940	85	2.89	4.00
1950	70	3.08	3.00
1960	63	3.35	2.50
1970	56	3.62	2.25
1980	53	3.93	2.05
1990	48	4.37	2.00
1995	47	4.67	1.95
2000	46	5.02	1.95
2005 (est.)	44	5.25	1.90

Source: National Chicken Council; US Broiler Performance April 2005

### CHICKEN INDUSTRY TERMINOLOGY

Chickens are classified primarily by the size, weight and age of the birds when processed. Chickens are produced to meet specific requirements of the customer, which can be a retail outlet, fast food chain or institutional buyer, among others.

**POULTRY** - domesticated fowl raised for meat and/or eggs

**BROILER** - chicken raised for meat products

POUSSIN - less than 24 days old and about 1 pound or less

**CORNISH HEN** - less than 30 days old and about 2 pounds live weight

FAST FOOD SIZE BROILER - 2 pounds, 4 ounces to 3 pounds, 2 ounces (mostly 2 pounds, 6 ounces to 2 pounds, 14 ounces), usually cut up, without necks and giblets; may have tail and leaf fat removed; less than 42 days old

**3s AND UP** - 3 to 4 3/4 pounds, usually with neck and giblets for retail grocery; whole, cut-up parts; 40 to 45 days old; typical retail size

BROILER ROASTER - 5- to 6-pound hens, usually 55 days old

**BROILERS FOR DEBONING** - 5- to 6-pound males, usually 47 to 56 days old; deboned for nuggets, patties, strips and similar boneless products; most often sold without neck and giblets

**HEAVY YOUNG BROILER ROASTER** - 6 to 8 pounds, sold fresh or frozen through retail grocery, both whole and parts; less than 10 weeks old; typical "roaster"

**CAPON** - surgically desexed male broilers weighing 7 to 9 pounds and 14 to 15 weeks old

**PULLET** - young female breeder chicken that produces fertile hatching eggs which become broilers for the market

**HEAVY HENS** - spent breeder hens that are no longer commercially productive for laying hatching eggs, usually 5 to 5 1/2 pounds, about 15 months old; used for cooked, diced or pulled meat

LIGHT HENS - lay table eggs; typically not used for meat

WOG - a whole, dressed broiler without giblets

Weights are ready-to-cook or eviscerated/dressed weight unless otherwise noted.

Source: National Chicken Council; Arkansas Livestock and Poultry Commission

There are four primary segments in cattle and beef production:

- Cow/calf operation
- Feedlot operation
- Stocker operation
- Packer/processor

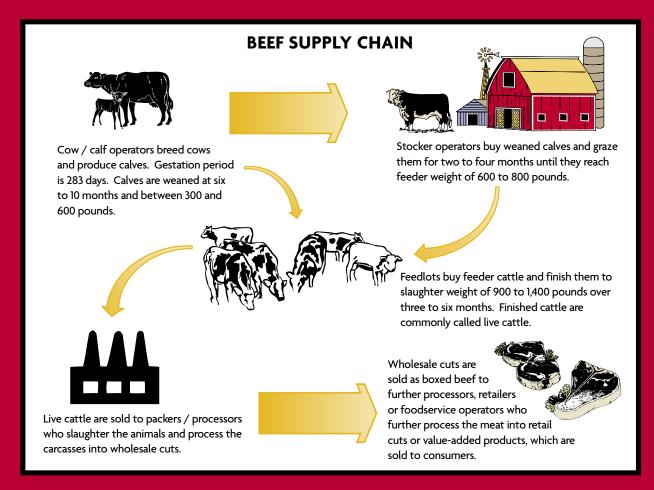
The process begins with the cow/calf operator and finishes with the consumer. The cow/calf operators are traditional ranchers and farmers in the business of breeding cows and producing calves. The gestation period for cattle is approximately 283 days. Once the calves have been weaned at six to 10 months and have reached 300 to 600 pounds, they are sold to the stocker operator or direct to the feedlot operator. The stocker operator will put additional weight on the calves to bring them to 600 to 800 pounds before they go into feedlots at eight to 14 months. These cattle, known as feeder cattle, are purchased by the feedlot operator and raised to a slaughter weight of 900 to 1,400 pounds. When the cattle reach slaughter weight at 12 to 22 months, they are sold as fed cattle to packers/processors such as Tyson Foods for harvesting. Traditionally the further processed carcasses are sold as boxed beef to purveyors who fabricate the boxed beef into cuts that are sold to consumers at retail and in foodservice operations. Tyson Foods, however, is moving beef up the value chain by producing caseready beef as well as branded fully cooked beef items that require less labor on the part of the customer.

The U.S. cattle industry is not vertically integrated. It comprises more than one million individual farms or ranches. Each year cattle

producers market approximately 35 million cattle that are eventually harvested for food. Currently in the United States there are approximately 2,100 feedlots with one-time capacity of 1,000 or more and 64 major beef packing operations processing approximately 26 billion pounds of beef annually.

Tyson Foods has entered into various risk-sharing and procurement arrangements with producers that help secure a supply of livestock for daily start-up operations at its facilities. The company acquires cattle through direct negotiated purchases with feedlot producers through a variety of methods including the spot market, formula (a reported price plus some amount) or a fixed price tied to a futures market. Tyson's buyers purchase cattle on a daily basis, generally a few days before the animals are required for processing. Live animals are generally held in holding pens at Tyson processing facilities for only a few hours.

Payment for the cattle may be made on a live weight basis, a dressed weight basis or on a grade and yield basis. Grade and yield payments are paid on carcass weights generally paying a premium for preferred carcass grades, prime or choice, and discounting lesser quality and yield grades. Grade premiums or discounts may be negotiated on each purchase of cattle or may be applied using a predetermined formula grid method, usually dependent upon the supplier's preference.



### Beef

Tyson Foods' Canadian subsidiary, Lakeside, primarily has a beef carcass production and boxed beef processing facility and cattle feeding facilities. In 2005, Lakeside's feedlots provided approximately 20 percent of that facility's fed cattle needs.

The standards for grading livestock and meat have evolved in response to changing consumer preferences during the last 60 years. To create a uniform class and naming system to be used for market reporting, the U.S. Department of Agriculture began to develop grading standards for livestock in 1916. These initial standards were improved and modified periodically for years. In 1946 Congress passed the Agricultural Marketing Act that authorized federal grading of agricultural products. USDA currently grades more than 92 percent of beef produced from fed cattle and more than 80 percent of all beef produced in the United States. (Processing beef produced from mature beef cows, dairy cows and bulls is sold on a percent lean basis and is not normally graded by USDA.)

Meat grading and meat inspection are terms that may confuse consumers. Meat grading is a voluntary service paid for by meat processors and performed by the Agricultural Marketing Service (AMS). AMS groups carcasses into homogenous groups based on expected taste, appeal of cooked meat and the quantity of the meat from the carcass. Meat inspection is a mandatory program paid for by taxpayers and conducted by the Food Safety Inspection Service of the USDA. FSIS inspects cattle ensuring production of safe and wholesome meat products for consumers.

There are eight grades of beef: Prime, Choice, Select, Standard, Commercial, Utility, Cutter and Canner. Only three are used primarily for marketing: Prime, Choice and Select. Quality grades are assigned to beef carcasses by USDA officials based on relationships between marbling and the age of an animal. Marbling is the specks of fat dispersed within the muscle.

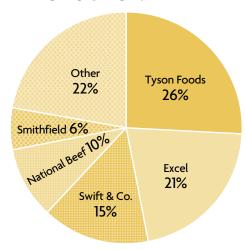
Prime meat comes from young animals with at least slightly abundant marbling. Choice meat comes from young animals with moderate, modest or small marbling and Select comes from young animals with slight marbling.

Cattlemen are constantly listening to consumers and are changing breeding and feeding practices to reflect consumer demands. For example, there has been substantial improvement in the ratio of lean to fat in cattle in recent years. As a result, the same amount of beef can be produced from 10 percent fewer cattle than in years past.

Feed is a major production input of the beef production process. Feed usually accounts for 78 percent of the cost of finishing fed beef. The average feed conversion ratio is around seven to nine pounds of feed per pound of finished prime beef.

Sources: National Cattlemen's Beef Association, CommoditySeasonals.com, Informa Economics and Tyson Foods, Inc.

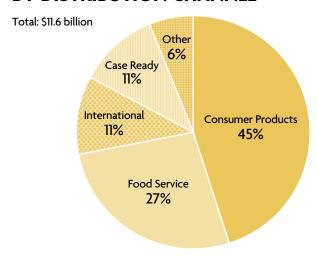
### **U.S. BEEF PRODUCTION**



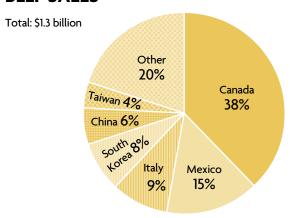
Note: Market share is expressed as a percentage of total U.S. commercial cattle slaughter.

Source: Cattle Buyers Weekly, December 2005

# TYSON FOODS 2005 BEEF SALES BY DISTRIBUTION CHANNEL



# TYSON FOODS 2005 INTERNATIONAL BEEF SALES



### BEEF CARCASS BREAKDOWN

With a market weight of 1,150 pounds and a yield of 62.2 percent, the typical steer will produce a 715-pound carcass. The carcass will yield approximately 569 pounds of red meat and trim and 146 pounds of fat, bone and loss, not including the variety meats (liver, heart, tongue, tripe, sweetbreads and brains), which account for about 27 pounds.

### Chuck - 209.5 pounds, 29 percent of the carcass

33.9 pounds of blade roasts and steaks, 83.3 pounds of ground beef and stew meat, 35.5 pounds of arm pot roasts and steaks, 25.4 pounds of cross rib pot roast, 31.4 pounds fat and bone

### Round - 155.8 pounds, 22 percent of the carcass

34.6 pounds of top round, 31.2 pounds of bottom round, 16.8 pounds of tip, 7.8 pounds of rump, 33.4 pounds of ground beef, 32 pounds of fat and bone

### Thin cuts - 134.6 pounds, 19 percent of the carcass

3.6 pounds of flank steak, 2.9 pounds of pastrami squares, 2.2 pounds of outside skirt, 2.5 pounds of inside skirt, 16 pounds of boneless brisket, 87.3 pounds of ground beef and stew meat, 20.1 pounds of fat and bone

#### Loin - 115.7 pounds, 16 percent of carcass

19.6 pounds of porterhouse steak, 9.8 pounds of T-bone steak, 15 pounds of strip steak, 15.3 pounds of sirloin steak, 6.8 pounds of tenderloin steak, 22.7 pounds of ground beef and stew meat, 26.5 pounds of fat and bone

### Rib - 66.6 pounds, 9 percent of the carcass

23.9 pounds of rib roast, 9.2 pounds of rib steak, 8.6 pounds of short ribs, 16.5 pounds of ground beef and stew meat, 8.4 pounds of fat and bone

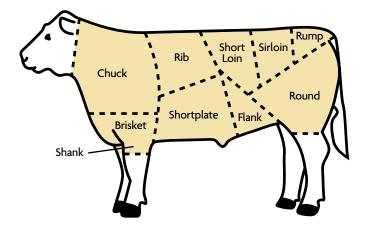
### Miscellaneous - 32.7 pounds, 5 percent of the carcass

4.9 pounds of kidney, hanging tender, 27.8 pounds of fat, suet and cutting losses

These figures are averages. Carcass data varies according to cutting method and type of cattle.

Source: New York Beef Industry Council, Inc.

### WHOLESALE CUTS OF BEEF



### TOP COMMERCIAL BEEF SLAUGHTER BY STATE

Head slaughtered and pounds liveweight in thousands

<u>State</u>	<u>Head</u>	<u>Pounds Liveweight</u>
Nebraska	6,903	8,822,089
Kansas	7,182	8,751,643
Texas	6,179	7,342,725
Colorado	2,415	3,001,327
Wisconsin	1,458	1,938,898
California	1,318	1,731,445
Pennsylvania	875	1,031,819
Minnesota	701	972,870
Washington	643	790,760
Idaho	580	729,378
Utah	540	642,740
Arizona	454	600,075
Michigan	431	578,060
Georgia	219	260,470
North Carolina	220	227,191

Includes slaughter in federally inspected and in other slaughter plants, but excludes animals slaughtered on farms.

Source: Livestock Slaughter 2004 Summary,

March 2005, NASS/USDA

### RETAIL CUTS OF BEEF

CHUCK Chuck eye roast Blade roast or steak Chuck shortribs Arm pot roast or steak Cross rib pot roast Ground beef Stew meat	RIB Rib roast Rib steak Ribeye roast or steak
SHORT LOIN Top loin steak T-bone steak Tenderloin steak or roast Porterhouse steak	BRISKET Brisket
SIRLOIN Sirloin steak	RUMP Rolled rump
SHANK Crosscut shank Stew meat Ground beef	SHORTPLATE Short ribs Stew meat Ground beef
FLANK Tip steak Tip roast Flank steak Ground beef Stew meat	ROUND Round steak Bottom round roast or steak Eye of round Heel of round Ground beef

Source: University of Kentucky College of Agriculture

### Beef

### **BEEF INDUSTRY TERMINOLOGY**

**BEEF FOREQUARTER** - the front half or section of a side of beef; includes ribs one through 12, chuck or shoulder section, brisket, shank and plate

**BEEF HINDQUARTER** - the back half or section of a side of beef; includes the round, loin, flank and kidney

**BOXED BEEF** - cuts of beef put in boxes for shipping from packing plant to retailers. These primal (round, loins, ribs, and chuck) and subprimal cuts are intermediate cuts between the carcass and retail cuts.

**BULL** - an adult uncastrated male

**BULLOCK** - a young bull

**CALF** - a young animal that has not yet reached sexual maturity, usually between three and eight months of age

**CANNER** - lowest USDA grade designation for beef, not sold at retail; used primarily in canned meats, sausage and ground meat

**CARCASS** - the two sides of the same slaughtered animal with or without the kidneys and after other viscera, hide, head, feet and tail are removed

**CHOICE** - USDA grade designation below Prime for beef, veal and lamb

**COMMERCIAL** - one of the lower USDA grade designations for beef; usually sold as ground meat

**COW** - a mature female bovine

**CUT-OUT** - quantity of saleable meat obtained from a wholesale cut

**CUTTER** - second lowest USDA grade designation for beef; used in canned meat, sausage and ground meat

**FEDERALLY INSPECTED SLAUGHTER** - required and provided at government expense for all packing plants from which meat or meat products move in interstate trade. Federal inspectors examine animals before slaughter, supervise sanitation during slaughtering and processing, inspect carcasses and internal organs for disease and certify carcasses and products as to wholesomeness

**FEEDER CATTLE** - calves that have reached 600 to 800 pounds and are sold to feed lots

**FEEDER CATTLE GRADING** - grades introduced in 1979 based on frame size and thickness. Frame size relates to the end weight normally required before an animal can be expected to grade Choice. Thickness is related to yield, ribeye size and muscle-to-bone ratio

**HEIFER** - a young female that has not had a calf

**HOT WEIGHT** - weight of a carcass before it is chilled

**LIVE CATTLE** - finished cattle of slaughter weight

LOIN - cuts from the animal's back between the ribs and hip

PALATABILITY - characteristics of the lean; "eatability"

PRIMAL CUTS - chuck, rib, loin or round

**PRIME** - Highest USDA grade designation for beef, veal and lamb; the best grade for special aging and the one most often served in finer restaurants

**QUARTER** - each of two portions that result from ribbing (cutting) a side between the 12th and 13th ribs

**RIBS** - cuts from the rib area along the back of the animal, usually includes portions of the backbone and rib bone

**ROUND** - cuts from the back leg of the animal, slightly less than onefourth of the total beef carcass located back of the loin

**SELECT** - USDA grade designation below Choice for beef, veal and lamb

**SIDE** - each of the two parts resulting from splitting a carcass lengthwise through its approximate median plane

STAG - cattle castrated after reaching sexual maturity

STANDARD - USDA grade designation below Select for beef and veal

**STEER** - a castrated male (within the first six months after birth); may be a steer calf or a feeder steer ranging in age from three months to two years

**SWEETBREADS** - thymus gland located in the neck; popular in Europe and Argentina

THIN CUTS - foreshank, brisket, shortplate or flank

TRIPE - rubbery lining of the stomachs of cattle

**UTILITY** - one of the lowest USDA designations for meat

**VARIETY MEATS** - liver, heart, tongue, tripe, sweetbreads and brains

**WHOLESALE CUT** - cuts sold to a supermarket where a butcher breaks them down to meat counter cuts

**YIELD GRADE OR CUTABILITY** - indicates the proportionate amount of saleable retail cuts that have been obtained from a carcass

Source: Cooperative Extension, Institute of Agriculture and Natural Resources, University of Nebraska-Lincoln



There are four primary segments in hog and pork production:

- Sow/farrowing barns
- Nurseries
- Finishing farms
- Packer/processor

The gestation period for hogs is approximately 114 days. Farrowings average nine to 10 pigs per litter, with a practical range of six to 13. The number of pigs weaned averages 8.7 pigs per litter. Pigs are generally weaned at three to four weeks when they weigh 10 to 15 pounds. At this time, they are moved to either a nursery, a grower or, in a new development in pork production technology, directly to a finishing building modified to meet the needs of young pigs. Most housing for newly weaned pigs has slotted floors that allow the pigs' waste to fall through into a holding pit or gutter. This keeps the floors drier and cleaner and makes it easier to provide the correct environment to keep pigs comfortable and productive.

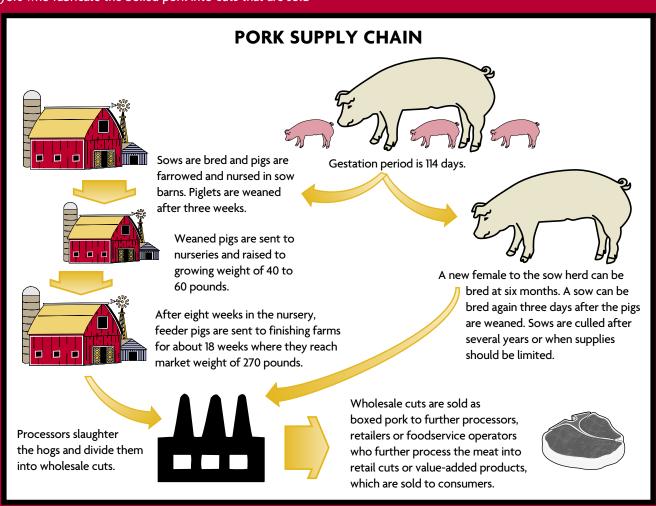
When pigs reach approximately 270 pounds, producers sell them on either a live-weight or carcass-weight basis direct to packers such as Tyson Foods, livestock exchanges or producer-owned marketing networks. Once the hogs are slaughtered, the further processed carcasses are sold as boxed pork to purveyors who fabricate the boxed pork into cuts that are sold

to consumers at retail and in foodservice operations. Tyson Foods, however, is moving pork up the value chain by producing branded, case-ready pork as well as fully cooked pork items that require less labor on the part of the customer.

Feed is the major production input to the pork production process. In fact, feed usually accounts for more than 60 percent of all production expenses. The average whole-herd feed conversion ratio (pounds of feed required per pound of live weight produced) for the U.S. pork industry is about 3.6 to 3.8 and is improving steadily.

Pork producers use purebred seed stock of nine major swine breeds (Yorkshire, Duroc, Hampshire, Landrace, Berkshire, Spotted, Chester White, Poland China and Pietrain) or synthetic lines derived from these breeds by breeding companies.

Pig prices vary cyclically and seasonally. Cyclical variation is caused by the time lags inherent to biological production. When prices are high, more sows are bred and more pigs are produced. But these pigs will not reach the market for about a year after they are conceived. When they do, supplies increase and prices fall, thus causing a price cycle. Seasonal variation is caused by changes in production efficiency due to weather and by different demand levels.



### **Pork**

Tyson Foods acquires hogs through direct negotiated purchases with producers through a variety of methods. The four primary methods are: formula (a reported price plus some amount), the spot market, a fixed price tied to feed or a fixed price tied to a futures market. Hogs are purchased on a daily basis, generally a few days before the animals are required for processing. Payment for the hogs may be made on a live weight basis or on a grade and yield basis. Grade and yield payments are paid on carcass weights generally paying a premium for preferred carcass grades and discounting undesirable grades. Grade premiums or discounts are applied using a predetermined formula grid method.

The Pork Group, Inc., a wholly owned subsidiary of Tyson Foods, Inc., produces finished hogs, feeder pigs and weaned pigs for sale to pork processors and finishers throughout the country. The Pork Group has an inventory of more than 70,000 sows and has a total herd inventory of more than 300,000 hogs. Tyson Foods' equity ownership of live hog operations represents less than one percent of the Company's total pork production.

### **TOP PORK PRODUCING STATES**

Head slaughtered and pounds liveweight in thousands

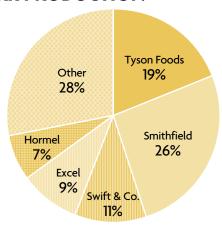
<u>State</u>	<u>Head</u>	Pounds Liveweight
Iowa	29,891	8,011,551
North Carolina	10,811	2,727,502
Illinois	9,237	2,544,450
Minnesota	9,090	2,398,149
Indiana	7,153	1,870,389
Nebraska	6,953	1,845,711
Oklahoma	4,929	1,361,828
South Dakota	4,691	1,218,856
Virginia	3,925	995,623
Pennsylvania	2,846	699,565
Kentucky	2,488	657,978
California	2,520	613,268
Ohio	1,205	325,438
Tennessee	661	318,199
Wisconsin	562	254,187

Includes slaughter in federally inspected and in other slaughter plants, but excludes animals slaughtered on farms.

Source: Livestock Slaughter 2004 Summary,

March 2005, NASS/USDA

### **U.S. PORK PRODUCTION**

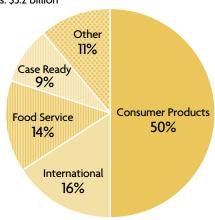


Note: Market share is expressed as a percentage of total U.S. commercial hog slaughter.

Source: Cattle Buyers Weekly, October 2005

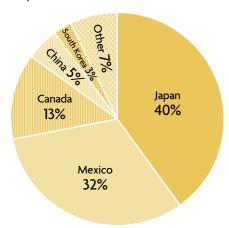
### TYSON FOODS 2005 PORK SALES BY DISTRIBUTION CHANNEL

Total pork sales: \$3.2 billion



### TYSON FOODS 2005 INTERNATIONAL PORK SALES

Total international pork sales: \$508.9 million





### **HOG CARCASS BREAKDOWN**

With a market weight of 250 pounds and a yield of 73.6 percent, the typical hog will produce a 184-pound carcass. The carcass will yield approximately 140 pounds of pork and 44 pounds of skin, fat and bone.

### Ham - 45 pounds, 24 percent of the carcass

25.5 pounds of cured ham, 2.3 pounds of fresh ham, 5.8 pounds of trimmings and 11.4 pounds of skin, fat and bone

#### Side (Belly) - 34.9 pounds, 19 percent of the carcass

19 pounds of cured bacon, 5.8 pounds of spareribs, 9.1 pounds of trimmings and 1 pound of fat

### Loin - 33.8 pounds, 18 percent of the carcass

3.2 pounds of backribs, 10.7 pounds of boneless loin, 7.6 pounds

of country-style ribs, 5.7 pounds of sirloin roast, 1.6 pounds of tenderloin, 1.6 pounds of trimmings and 3.4 pounds of fat and bone

### Picnic - 16.6 pounds, 9 percent of the carcass

12.6 pounds of boneless picnic meat and 4 pounds of skin, fat and bone

### Boston Butt - 14.7 pounds, 8 percent of the carcass

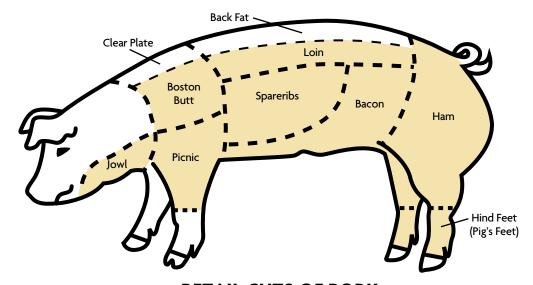
4.4 pounds of blade steaks, 7.8 pounds of blade roast, 1.7 pounds of trimmings and 0.8 pounds of fat

### Miscellaneous - 39.2 pounds, 22 percent of the carcass

15.4 pounds of jowls, feet, tail, neck bones, etc., 22 pounds of skin, fat and bone and 1.8 pounds of shrink and miscellaneous loss

Source: National Pork Producers Council

### WHOLESALE CUTS OF PORK



### **RETAIL CUTS OF PORK**

BOSTON BUTT Blade Steak Blade Boston roast	LOIN Blade chop Ribs Top loin roast Blade loin Rib chop Loin chop Tenderloin Center loin Sirloin chop Sirloin cutlet Sirloin	HAM Ham Center cut ham slice	HIND FEET Pig's feet
JOWL Jowl	PICNIC Picnic roast Arm steak Hock	SPARERIBS Spareribs	BACON / BELLY Bacon

Source: University of Kentucky College of Agriculture

### Pork

### PORK INDUSTRY TERMINOLOGY

**BACK FAT** - amount of fat over a pig's back, an indicator of the overall fat content of the animal; used in selection of breeding stock and in carcass grading

**BARROW** - a male hog castrated before it reaches sexual maturity

**BOAR** - a male pig used for breeding purposes

**BOSTON BUTT** - upper part of a pork shoulder

**BOXED PORK** - cuts of pork put in boxes for shipping from packing plant to retailers. These cuts are intermediate cuts between the carcass and retail cuts.

**CARCASS** - the two sides of the same slaughtered animal with or without the kidneys and after other viscera, skin, head, feet and tail are removed

**CUT-OUT** - quantity of saleable meat obtained from a wholesale cut

FARROW - to give birth to piglets

**FEDERALLY INSPECTED SLAUGHTER** - required and provided at government expense for all packing plants from which meat or meat products move in interstate trade. Federal inspectors examine animals before slaughter, supervise sanitation during slaughtering and processing, inspect carcasses and internal organs for disease and certify carcasses and products as to wholesomeness

FEEDER PIG - a pig weighing between 30 and 90 pounds

FINISH - to feed a pig until it reaches market weight, 250-260 pounds

GILT - a young female that has not farrowed her first litter

**HAM** - cured and smoked meat from the hind leg of pork, excluding the shank

**HOT WEIGHT** - weight of a carcass before it is chilled

**NURSING PIG** - any pig not yet weaned

PALATABILITY - characteristics of the lean; "eatability"

**PICNIC SHOULDER** - lower or shank part of a pork shoulder

**PORK BELLY** - lower side of a hog remaining after the loin and spareribs have been removed; the source of bacon

**QUARTER** - each of two portions that result from ribbing (cutting) a side between the 12th and 13th ribs

**RIBS** - cuts from the rib area along the back of the animal, usually includes portions of the backbone and rib bone

**SIDE** - each of the two parts resulting from splitting a carcass lengthwise through its approximate median plane

**SOW** - an adult female that has farrowed at least one litter

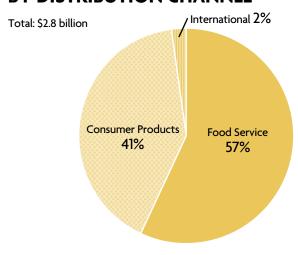
**WEAN** - to separate pigs from the sow

**WHOLESALE CUT** - cuts sold to a supermarket where a butcher breaks them down to meat counter cuts

**YIELD GRADE OR CUTABILITY** - indicates the proportionate amount of saleable retail cuts that have been obtained from a carcass

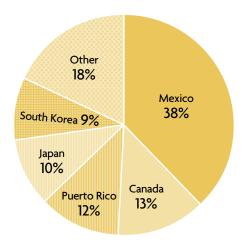
Source: Cooperative Extension, Institute of Agriculture and Natural Resources, University of Nebraska-Lincoln and the National Pork Producers Council

# TYSON FOODS 2005 PREPARED FOODS SALES BY DISTRIBUTION CHANNEL



### TYSON FOODS 2005 INTERNATIONAL PREPARED FOODS SALES

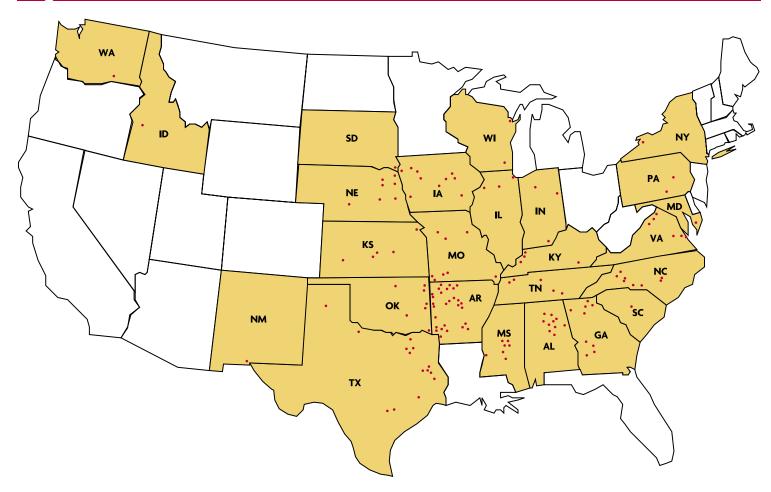
Total international sales: \$60.1 million



# **Prepared Foods**

The Company's prepared foods operations manufacture and market frozen and refrigerated food products. Products include pepperoni, beef and pork toppings, pizza crusts, flour and corn tortilla products, appetizers, hors d'oeuvres, prepared meals, ethnic foods, soups, sauces, side dishes, specialty pasta and meat dishes as well as branded and processed meats. The Prepared Foods segment markets its products to food retailers, distributors, wholesalers, restaurants and hotel chains.

The Company's Other segment includes the logistics group and other corporate activities not identified with specific protein groups.



ALABAMA ...... Team Members: 3,615

Albertville Chicken feed mill, hatcheries (2), chicken processing/further-processing plant, cold storage warehouse, pet food facility

Ashland Chicken processing/further-processing plant, pet food facility

Blountsville Chicken processing/further-processing plant, cold storage warehouse, pet food facility

Cullman Blending mill
Empire Hatchery
Fairknoll Hatchery

Gadsden Chicken processing/further-processing plant, cold storage warehouse, pet food facility

Heflin Chicken processing/further-processing plant, pet food facility

Ivalee Chicken feed mill Talledega Chicken feed mill

ARKANSAS ...... Team Members: 23,707

Bergman Chicken feed mill

Berryville Chicken processing/further-processing plant, cold storage warehouse

Clarksville Chicken hatchery, chicken processing/further-processing plant, cold storage warehouse, animal protein facility,

pet food facility

Dardanelle Chicken processing/further-processing plant, cold storage warehouses (2), pet food facility

Fayetteville Cobb hatchery, Tyson Prepared Foods plant, cold storage warehouse

Grannis Chicken processing/further-processing plant

Green Forest Chicken hatchery, chicken processing/further-processing plant, cold storage warehouses (2), pet food facility

Hope Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Lincoln Hatchery

Little Rock Chicken cold storage warehouse

Morrilton Hatchery

Morrison Bluff Animal protein facility

Murfreesboro Hatchery

Nashville Chicken feed mill, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Natural Dam Hatchery

North Little Rock Chicken further-processing plant

Pine Bluff Chicken feed mill, blending mill, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Rison Hatchery

Rogers Chicken further-processing plants (2), cold storage warehouse, distribution center, The Pork Group headquarters

Russellville Chicken feed mill, chicken further processing plant, cold storage warehouse, distribution centers (2)

Siloam Springs Cobb feed mill, Cobb hatcheries (2)

Spadra Chicken feed mill

Springdale Tyson Foods, Inc. world headquarters, chicken feed mill, hatchery, chicken processing/further-processing plants (3),

cold storage warehouses (2)

Star City Hatchery

Texarkana Animal protein facility

Van Buren Chicken further-processing plant, cold storage warehouse

Waldron Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse

Wickes Hatchery

Blairesville Cobb hatchery
Bolivar Chicken feed mill

Buena Vista Chicken processing/further-processing plant

Cleveland Cobb hatchery

Cumming Chicken processing/further-processing plant, cold storage warehouse

Dahlonega Hatchery

Dawson Chicken further-processing plant
Oglethorpe Chicken feed mill, hatchery

Vienna Chicken processing/further-processing plant, cold storage warehouse

IDAHO ...... Team Members: 275

Boise Beef processing plant

Chicago Beef further-processing plant, Tyson Prepared Foods plant, cold storage warehouse Joslin Beef processing plant, hide treatment facility, tannery, cold storage warehouse

Ottawa Beef /pork forward warehouse

INDIANA Team Members: 2,971

Corydon Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse

Logansport Pork processing plant

Portland Tyson Prepared Foods plant, cold storage warehouse

IOWA ...... Team Members: 9,799

Cherokee Tyson Deli, Inc. plant

Council Bluffs Case Ready beef/pork processing plant, Tyson Refrigerated Processed Meats plant

Denison Beef processing plant Independence Tyson Deli, Inc. plant

Muscatine (Louisa County) Pork processing plant, cold storage warehouse
Oelwein Tyson Deli, Inc. plant, distribution center
Perry Pork processing plant, cold storage warehouse

Sioux City Cold storage warehouse

Storm Lake Pork processing plant, cold storage warehouse

Waterloo Pork processing plant, Tyson Prepared Foods plant, cold storage warehouse

Emporia Beef processing plant, hide treatment facility, cold storage warehouse

Holcomb (Finney County) Beef processing plant, hide treatment facility, tannery, cold storage warehouse

Hutchinson Tyson Prepared Foods plant

Olathe Distribution center

South Hutchinson Tyson Prepared Foods plant, technology center

KENTUCKY Team Members: 1,465

Calhoun Hatchery

Monticello Cobb hatcheries (2)

Robards Chicken processing/further-processing plant, cold storage warehouse, animal protein facility

Sebree Chicken feed mill

Snow Hill Chicken feed mill

MISSISSIPPI Team Members: 5,258

Carthage Chicken processing/further-processing plant, cold storage warehouse

Forest Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse

Magee Chicken feed mill, hatchery

Newton Hatchery

Union Chicken feed mill

Vicksburg Chicken further-processing plant, cold storage warehouse

Walnut Grove Hatchery

MISSOURI Team Members: 4,623

Aurora Chicken feed mill
Concordia Tyson Deli, Inc. plant

Dexter Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Monett Hatchery, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Montgomery City Beef/pork forward warehouse

Noel Chicken processing/further-processing plant

Pineville Cobb hatchery

Sedalia Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse, animal protein facility

NEBRASKA ...... Team Members: 9.865

Dakota City Beef processing plant, hide treatment facility, tannery

Lexington Beef processing plant, hide treatment facility, cold storage warehouse

Madison Pork processing plant, cold storage warehouse, Tyson Refrigerated Processed Meats plant

Norfolk Beef processing plant, cold storage warehouse, beef/pork forward warehouse

Omaha Tyson Refrigerated Processed Meats plant, cold storage warehouse

West Point Beef processing plant
York Tyson Prepared Foods plant

Santa Teresa Tyson Prepared Foods plant

Buffalo Tyson Deli, Inc. plant

NORTH CAROLINA Team Members: 5,294

Claremont Hatchery

Harmony Animal protein facility

Hays Hatchery

Monroe Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse

Roaring River Chicken feed mill

Sanford Tyson Prepared Foods plant, cold storage warehouse

Wadesboro Cobb hatchery

Wilkesboro Hatchery, chicken processing /further-processing plants (3), cold storage warehouses (3), pet food facility

OKLAHOMA ····· Team Members: 2,180

Broken Bow Chicken feed mill, hatchery, chicken processing/further-processing plant, cold storage warehouse, pet food facility

Holdenville Pork feed mill

Ponca City Tyson Refrigerated Processed Meats plant

Stilwell Hatchery
Rose Cobb hatchery
Spavinaw Cobb hatcheries (2)
Westville Chicken feed mill

Mt. Joy Hatchery

New Holland Chicken processing/further-processing plants (2), cold storage warehouse, pet food facility

Columbia Tyson Prepared Foods plant

SOUTH DAKOTA ...... Team Members: 611

Dakota Dunes Tyson Fresh Meats, Inc. headquarters

Estill Springs Chicken feed mill

Goodlettsville Case Ready beef/pork processing plant

Shelbyville Hatchery, chicken processing/further-processing plant, cold storage warehouse, pet food facility

South Fulton Chicken feed mill

Union City Hatchery, chicken processing/further-processing plant, cold storage warehouse

Amarillo Beef processing plant, hide treatment facility, tannery, cold storage warehouse, beef/pork forward warehouse

Carthage Chicken processing/further-processing plant, cold storage warehouse

Center Hatchery, chicken processing/further-processing plant, cold storage warehouse

Dallas Tyson Prepared Foods plant

Fort Worth Tyson Prepared Foods plant, distribution center

Gonzales Chicken feed mill

Houston Tyson Refrigerated Processed Meats plant, slicing facility

Nacogdoches Chicken feed mill, hatchery North Richland Hills Tyson Prepared Foods plant

Seguin Hatchery, chicken processing/further-processing plant, animal protein facility

Sherman Case Ready beef/pork processing plant, cold storage warehouse

Teneha Chicken feed mill, hatchery

Timpson Cobb hatchery

Vernon Tyson Refrigerated Processed Meats plant

VIRGINIA ...... Team Members: 2,361

Broadway Hatchery

Glen Allen/Richmond Chicken processing/further-processing plant, cold storage warehouses (2), pet food facility
Harrisonburg Chicken processing/further-processing plant, cold storage warehouse, pet food facility

Jetersville Chicken feed mill, hatchery

Mt. Jackson Chicken feed mill

Temperanceville Hatchery, chicken processing/further-processing plant, cold storage warehouse, animal protein facility

WASHINGTON Team Members: 2.419

Pasco Beef processing plant, hide treatment facility, tallow refinery

WISCONSIN ...... Team Members: 786

Green Bay Tyson Prepared Foods plants (2)
Jefferson Tyson Prepared Foods plant

# **Tyson Locations - International**

Argentina Cobb-Vantress joint venture
Brazil Cobb-Vantress subsidiary

Canada Chicken further processing joint venture, beef processing plant, international sales office

China Chicken further processing joint venture, pork processing plant (part ownership),

casings processing plant (part ownership), international sales offices

India Cobb-Vantress joint venture

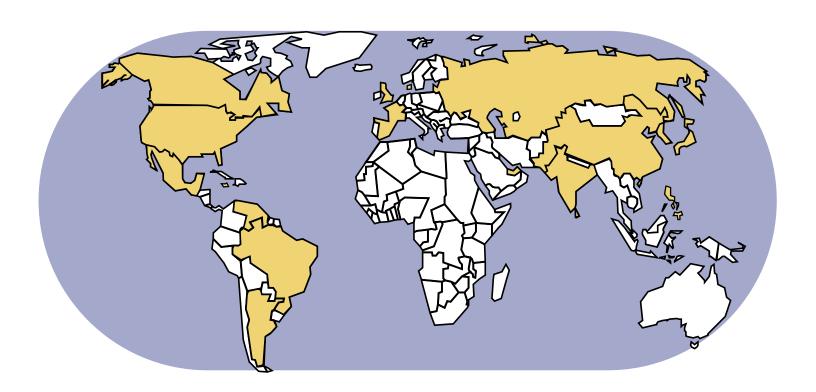
Japan International sales offices, Cobb-Vantress joint venture

Mexico Tyson de Mexico headquarters, poultry complex, international sales office

**Netherlands** Cobb-Vantress subsidiary **Philippines** Cobb-Vantress subsidiary International sales office Puerto Rico Russia International sales office International sales office Singapore International sales office South Korea Cobb-Vantress joint venture Spain Taiwan International sales office **United Arab Emirates** International sales office

United Kingdom Cobb-Vantress subsidiary, international sales office

Venezuela Cobb-Vantress joint venture



### Significant events in the history of Tyson Foods, Inc. (By calendar year)

### 1935

 John Tyson, founder of the Company, began hauling chickens from Springdale to market in Kansas City and St. Louis.

### 1936

• In the spring, John Tyson delivered his first load of 500 Arkansas grown chickens to Chicago and netted a profit of \$235. He kept \$15 for the 700-mile trip back to Arkansas and wired the remaining money home with instructions to pay his debts, buy another load of birds and have them ready on his return. Although no one realized it at the time, he was laying the foundation for the modern day poultry business and Tyson Foods.

### 1947

 October 7, incorporation of Tyson Feed and Hatchery, Inc., the predecessor of Tyson Foods, Inc., for the business of producing and selling baby chicks and feed to farmers.

### 1958

 Built first poultry processing plant in Springdale, Ark., and became a fully integrated processor.

### 1962

Acquired Oklahoma City poultry and egg distribution facility.

### 1963

- Name of corporation changed to Tyson's Foods, Inc.
- First public offering of common stock.
- Acquired Garrett Poultry, a poultry processing plant feed mill and hatchery in Rogers, Ark.

### 1966

 Acquired Washington Creamery Corp., a poultry marketing organization in Hempstead, Long Island, N.Y., and a turkey processing plant in Terre Haute, Ind.

### 1967

 Acquired Franz Food Products, a poultry processing plant and freezer facility in Green Forest, Ark.

### 1968

- Introduced Chill Pak, pre-priced chicken kept at 28°F, named T-28.
- April, formed a subsidiary, Chicken Hut Systems, Inc., to operate and offer franchised fried chicken restaurants. Operations were later discontinued.

- September 28, common stock split 2-for-1.
- December 6, second public offering of common stock.

### 1969

- Acquired Prospect Farms, Inc. of North Little Rock, Ark., a poultry further-processing plant specializing in food service products.
- Acquired a poultry processing/further-processing plant in Monett, Mo.

### 1972

- Acquired Krispy Kitchens, a poultry further-processing plant in Bentonville, Ark.
- Acquired Ocoma Foods Division of Consolidated Foods
   Corporation consisting of poultry processing plants in Shelbyville
   (Dixie Home Foods) and Humboldt, Tenn., and a poultry processing/further-processing plant in Berryville, Ark.
- Name changed from Tyson's Foods, Inc. to Tyson Foods, Inc.
- Built Nashville, Ark. plant.

### 1973

• Acquired Cassady Poultry Co. in Nashville, Ark.

### 1974

 Acquired interest in Vantress Pedigree, Inc., a leading supplier of poultry breeding stock and successor to Vantress Farms, Inc. of Georgia.

### 1975

 Acquired a further-processing plant in Springhill, La., from Mountaire Poultry, Inc. for producing chicken bologna and hot dogs.

### 1977

 Created a new subsidiary known as Tyson Carolina, Inc., which acquired swine production facilities from First Colony Farms of Creswell, N.C.

### 1978

- Acquired Wilson Foods Broiler Division with four integrated broiler facilities in Arkansas, Georgia and North Carolina.
- Stock split 4-for-1.
- Sold two North Carolina poultry operations originally acquired from Wilson Foods.

### 1981

 Acquired Honeybear Foods, Inc., a poultry processing/furtherprocessing plant in Neosho, Mo.

# **Tyson History**

### 1982

• Sold commercial egg division to Cargill, Inc.

### 1983

- Stock split 2-for-1.
- Acquired Mexican Original<sup>®</sup>, Inc., a corn and flour tortilla processing plant in Fayetteville, Ark.

### 1984

 Acquired Valmac Industries, Inc., including its Tastybird division, with poultry facilities in Bloomer, Clarksville, Dardanelle, Pine Bluff, Russellville and Waldron, Ark., and Carthage, Texas.

### 1985

- Stock split 5-for-2.
- Third public offering of common stock.

### 1986

- Acquired Heritage Valley, a poultry further-processing plant in Van Buren, Ark.
- Acquired Lane Processing, Inc. and its poultry facilities in Arkansas, Alabama, Oklahoma and Texas.
- Board of Directors authorized 2-for-1 stock split in the form of stock dividend.
- Stockholders approved reincorporation of the Company to Delaware from Arkansas. New Tyson corporation has two classes of stock, Class A and Class B.

### 1987

• Stock split 3-for-2.

### 1988

Poultry joint venture with Trasgo of Mexico, 18 percent interest (CITRA).

### 1989

 Acquired Holly Farms Corporation consisting of seven poultry complexes in North Carolina, Texas and Virginia, as well as Quik-to-Fix and Harker's beef facilities in Texas and Iowa, and Henry House pork further-processing facility in Michigan.

### 1990

- Sold by-products, flour, bakery and pie filling operations that had been subsidiaries of Holly Farms.
- Fourth public offering of common stock.

### 1991

Stock split 2-for-1.

### 1992

- Acquired Arctic Alaska Fisheries Corp. based in Seattle, Wash., including 34 fishing and at-sea processing vessels and freighters and certain shore-based processing facilities.
- Acquired Louis Kemp Seafood Company, consisting of two surimi further-processing plants in Duluth, Minn. and Olympia, Wash.
- Acquired a pork slaughter facility in Marshall, Mo.
- Acquired Brandywine Foods, Inc., consisting of two poultry further-processing plants in Pennsylvania and Mississippi.

### 1993

Acquired a poultry processing plant in Sedalia, Mo.

### 1994

- Acquired Gorges Foodservice, Inc., consisting of two beef processing/further-processing facilities in Harlingen, Texas.
- Acquired 100 percent of Cobb-Vantress, Inc. poultry breeding operations based in Siloam Springs, Ark.
- Acquired Culinary Foods, Inc. of Chicago, Ill., manufacturer and processor of value-added specialty frozen foods.
- Acquired a majority interest and managerial control of Trasgo of Torreon, Mexico (Tyson de Mexico).

### 1995

- Acquired Star of Kodiak, a fish processing facility in Kodiak, Alaska, and 22 percent partnership interest in a fishmeal plant in Kodiak from All Alaskan Seafoods, Inc.
- Acquired Multifoods Seafood, Inc. and JAC Creative Foods, Inc. with surimi plants in Motley, Minn., Los Angeles, Calif., and Toronto, Canada.
- Acquired the U.S. broiler operations of Cargill, Inc. with processing plants in Buena Vista and Vienna, Ga., a processing facility in Jacksonville, Fla., two further-processing plants in Dawson, Ga., and several feed mills and hatcheries.
- Acquired McCarty Farms, Inc., including two processing and three further-processing plants, two feed mills and three hatcheries in Mississippi.

### 1996

 Sold Gorges/Quik-To-Fix beef processing plants to an entity formed by the existing senior management of the Gorges/Quik-To-Fix Division and their financial partner, Cravey, Green & Wahlen, Inc.

### 1997

- Acquired Mallard's Food Products, Inc., producer of shelf-stable, pre-packaged foods, with two plants in Modesto, Calif.
- Stock split 3-for-2.

# **Tyson History**

### 1998

- Acquired Hudson Foods, Inc. of Rogers, Ark., the nation's sixth largest poultry processor.
- Sold Pierre Foods of Cincinnati, Ohio, a pre-packaged meat producer, to Fresh Foods, Inc.
- Sold the Caryville, Tenn., meat processing facility to Advance Food Co.
- Sold Willow Brook Foods of Springfield, Mo., a turkey producer and processor, and a processing facility in Albert Lea, Minn., to PLF Meats, Inc., a subsidiary of MCMI Food, Inc. of San Antonio, Texas.
- Sold the National Egg Products business in Social Circle, Ga., to Rose Acre Farms, Inc. of Seymour, Ind. (Pierre Foods, Caryville, Willow Brook Foods and Albert Lea were acquired with Hudson Foods, and the sale was part of the Company's strategy to focus on its core business, chicken.)

### 1999

 Sold Tyson Seafood Group in two separate transactions. The analog business was sold to Bumble Bee Seafoods, Inc., a wholly owned subsidiary of International Home Foods, Inc. of Parsippany, N.J. The remaining seafood assets were sold to TT Acquisition, Inc., a wholly owned subsidiary of Trident Seafoods Corporation of Seattle, Wash.

### 2000

Cobb Vantress, Inc. acquired assets of Avian Farms, Inc.

### 2001

 Acquired IBP, inc., the world's largest supplier of premium beef and pork products.

### 2002

- Purchased bacon processing plant in Omaha, Neb., from Millard Refrigerated Services.
- Sold Mallard's Foods processing plants in Modesto, Calif., to Michael Angelo's Gourmet Foods, Inc.
- Sold Specialty Brands, Inc., acquired in the IBP acquisition of 2001, to Fremont Partners.

### 2003

- Closed Stilwell, Okla., and Jacksonville, Fla., poultry operations.
- Phased out poultry operations in Berlin, Md.
- Opened state-of-the-art quality assurance lab dedicated to food safety.
- Consolidated Pine Bluff, Ark., poultry processing facilities.
- · Acquired Choctaw Maid Farms, Inc. of Miss.
- Closed Augusta, Maine, and Manchester, N.H., prepared foods facilities.

### 2004

- Consolidated manufacturing operations in Jackson, Miss., into the Carthage, Miss., facility.
- · Launched "Powered by Tyson" marketing campaign.
- Announced the closing of facilities in Portland, Maine.

### 2005

- Announced plans to open a new case-ready beef and pork plant in Sherman, Texas.
- Tyson named "Most Admired Company in Food Production" by Fortune magazine.
- Sold hot dog production plant in Russia.
- Broke ground on the Discovery Center at corporate headquarters in Springdale, Ark.
- Announced plans to expand the Russellville, Ark., plant; close the Bentonville, Ark., plant; and consolidate operations in Forest, Miss.
- Tyson added to the S&P 500 stock index.

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