



## **Investor Fact Book**

**Tyson Foods, Inc. 2007-2008**

# 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 production company in the *Fortune 500*, and a member of the S&P 500. Our company produces a wide variety of protein-based and prepared food products and is the recognized market leader in the retail and foodservice markets it serves. Tyson Foods provides products and service to customers throughout the United States and more than 80 countries. Our company has approximately 104,000 Team Members employed at more than 300 facilities and offices in the United States and around the world. Through our Core Values, Code of Conduct and Team Member Bill of Rights, Tyson Foods strives to operate with integrity and trust and is committed to creating value for our shareholders, customers and Team Members. Tyson Foods also strives to be faith-friendly, provide a safe work environment and serve as stewards of the animals, land and environment entrusted to us.

Tyson Foods' vision is to be the world's first choice for protein solutions while maximizing shareholder value, living our Core Values and fostering a fun place to work. Our mission is to produce and market trusted quality food products that fit today's changing lifestyles and to attract, motivate and retain the best people in the food industry.

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

*The Tyson Foods Sustainability Report is available on our web site at [www.tyson.com/Corporate/AboutTyson/](http://www.tyson.com/Corporate/AboutTyson/)*

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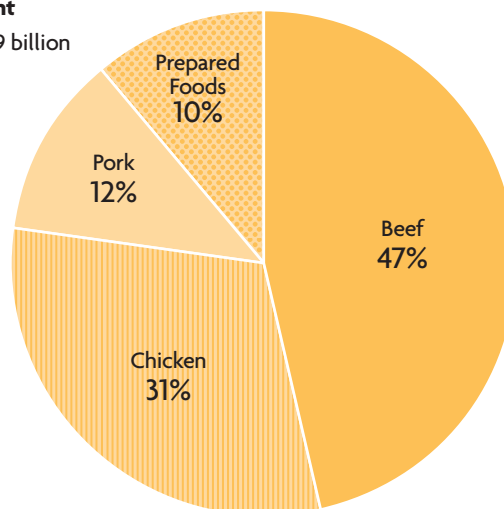
# Tyson Facts

FY07 sales	\$26.9 billion
FY07 average weekly production	
Chicken	39.3 million chickens
Beef	171,169 head
Pork	362,890 head
Team Members	104,000
Contract chicken growers	6,772
Company-owned chicken grower operations	87
Processing plants	
Chicken	51
Beef	10
Pork	6
Prepared Foods	26
Case-ready beef and pork	3
Fully cooked beef and pork	1
Animal protein	9
Pet food ingredients	16
Tanneries/hide treatment facilities	7
Tallow refinery	1
Cold Storage Warehouses	60
Forward Warehousing/Distribution Centers	8
Hatcheries (including Cobb-Vantress)	64
Feed Mills	
Poultry	36
Swine	1
Protein blending facilities	2
Swine	
Company-owned finishing farms	3
Leased finishing farms	6
Company-owned sow farms	7
Leased sow farms	8
Company-owned off-site nurseries	10
Company-owned boar facilities	3
Leased boar facilities	1

## TYSON FOODS 2007 SALES

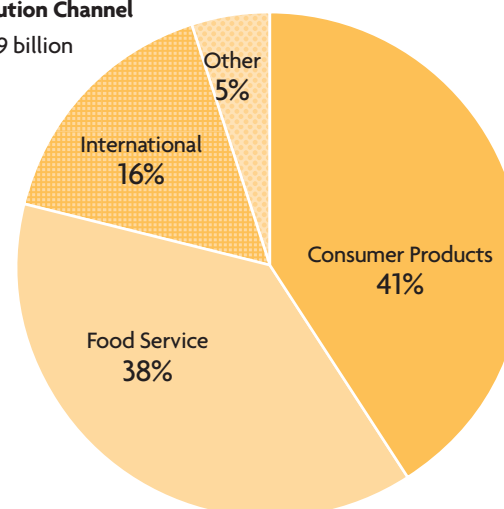
### By Segment

Total: \$26.9 billion



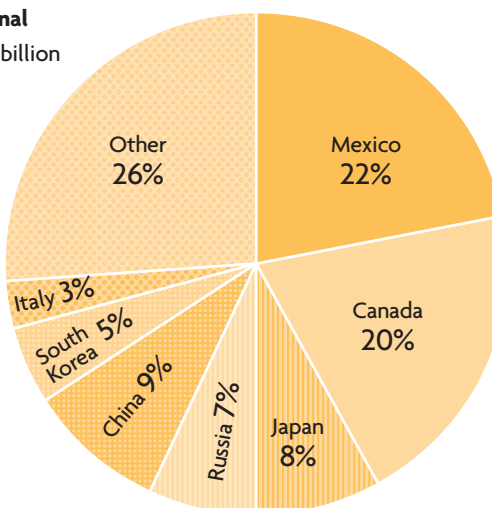
### By Distribution Channel

Total: \$26.9 billion



### International

Total: \$3.8 billion



With our talented, diverse and high-performing team, we will drive performance in a winning, highly accountable culture reflective of our Core Values.

We will:

- **Create innovative and insight-driven food solutions.**

Discover and sell market-leading products and services to grow Tyson Foods' brand equity and help our customers succeed through our commitment to joint value creation.

- **Optimize commodity business models.**

Emphasize cost focus in operations, manage margins and maximize revenue by capitalizing on scale, yield, pricing, product mix and services.

- **Build a multi-national enterprise.**

Accelerate expansion in cost-competitive regions and markets with the greatest growth potential as well as increase and diversify U.S. exports.

- **Revolutionize conversion of raw materials and by-products into high-margin initiatives.**

Commercialize opportunities outside the core business, such as creating renewable energy from fat and developing other technologically advanced platforms from materials such as feathers and other animal by-products.

With the opening of the *Tyson Discovery Center™* in fiscal 2007, Tyson Foods significantly increased its efforts to create innovative and insight-driven food solutions. This state-of-the-art research and development facility enhances our ability to create new foods and bring them to the marketplace quickly. This year we introduced 100% All Natural Chicken for our foodservice

customers. In the consumer products channel we launched *Any'tizers™* fast and flexible meal solutions and fresh chicken raised without antibiotics that impact antibiotic resistance in humans. We supported these retail product launches with the "Thank You" advertising campaign, which acknowledges in a fun way that moms usually don't get the thanks they deserve.

We also pay close attention to costs and the efficiency of our operations. In the fall of 2007, Tyson Foods undertook an initiative to examine every aspect of the business to ensure best practices are shared throughout the company. The result of this process will be an optimization of resources that align production, customer needs and efficiencies.

Toward our goal of international expansion, we entered into a joint venture in 2007, creating the first vertically integrated beef operation in Argentina. Tyson is pursuing additional opportunities in South America as well as Asia.

The newest aspect of our corporate strategy is to revolutionize the conversion of raw materials into high-margin initiatives. Renewable energy is an important aspect of this strategy, and we have created a new division to support this effort. Tyson Foods' Renewable Energy group has a strategic partnership with ConocoPhillips to produce renewable diesel fuel from beef, pork and chicken fat.

We also entered into a joint venture with Syntroleum Corporation, a synthetic fuels technology company. The partnership, named Dynamic Fuels LLC, will target the renewable diesel, jet and military fuels markets. When the first standalone production facility is completed in 2010, the companies anticipate production of 75 million gallons of synthetic fuels annually.

# 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.

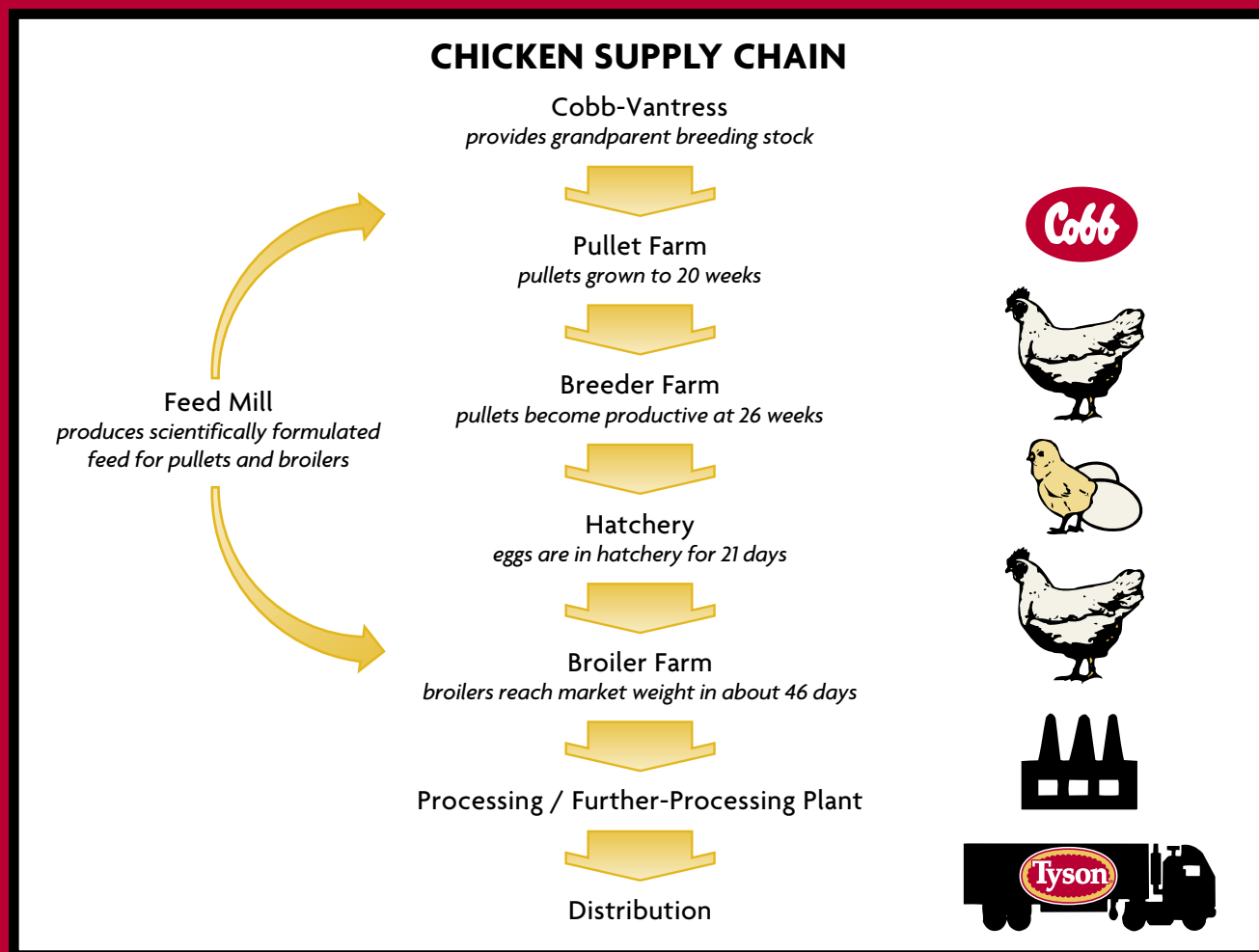
The broiler production process begins with the grandparent breeder flocks. Breeder farms specialize in producing the generations of male and female strains, with the broiler being the final progeny.

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.

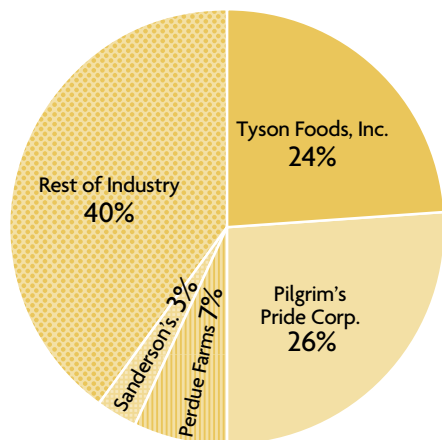
Once the chicks have hatched, they are sent to broiler farms. There, contract growers care for and raise the chicks until the broilers have reached the desired processing weight. The adult chickens are caught and hauled to processing plants. The finished products are sent to distribution centers and 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 5.7-pound chicken can now be produced in seven weeks compared to 16 weeks for a 2.5-pound bird in 1935. (See table on page 6.)

Feed conversion is now approximately 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: 174.71 million head

Source: Watt Poultry USA, February 2007

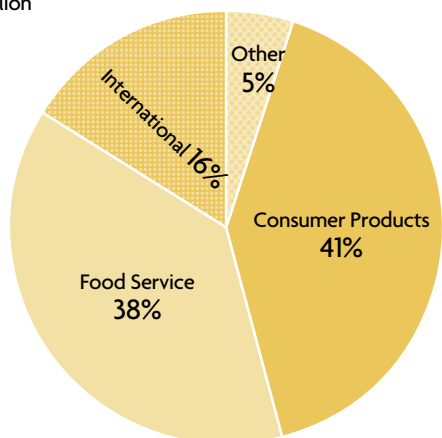
## TOP BROILER PRODUCING STATES

Head and pounds in thousands

State	Number Broilers	Pounds Liveweight
Georgia	1,382,100	7,186,900
Arkansas	1,185,400	6,282,600
Alabama	1,053,400	5,688,400
Mississippi	803,800	4,662,000
North Carolina	749,000	5,093,200
Texas	628,300	3,330,000
Kentucky	289,000	1,589,500
Maryland	271,800	1,304,600
Delaware	269,100	1,803,000
Virginia	256,200	1,332,200
Oklahoma	249,400	1,346,800
South Carolina	227,100	1,408,000
Tennessee	213,500	1,088,900
Pennsylvania	144,900	782,500

## TYSON FOODS 2007 CHICKEN SALES BY DISTRIBUTION CHANNEL

Total: \$8.2 billion



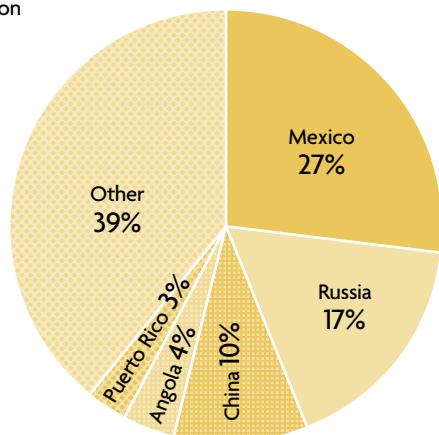
December 1, 2005, through November 30, 2006

Includes other domestic meat-type strains

Source: Poultry-Production and Value 2006 Summary, April 2007, NASS/USDA

## TYSON FOODS 2007 INTERNATIONAL CHICKEN SALES

Total: \$1.4 billion



# 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 (average 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	48	5.53	1.95
2007 (est.)	49	5.70	1.93

*Source: National Chicken Council; US Broiler Performance November 2007*

## 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, usually cut up, without necks and giblets; may have tail and leaf fat removed; less than 42 days old

**3s AND UP** - 3 to 4.75 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 5.5 pounds, about 15 months old; used for cooked, diced or pulled meat

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

**NEW YORK DRESSED** - a whole broiler with head, feet and entrails intact

**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

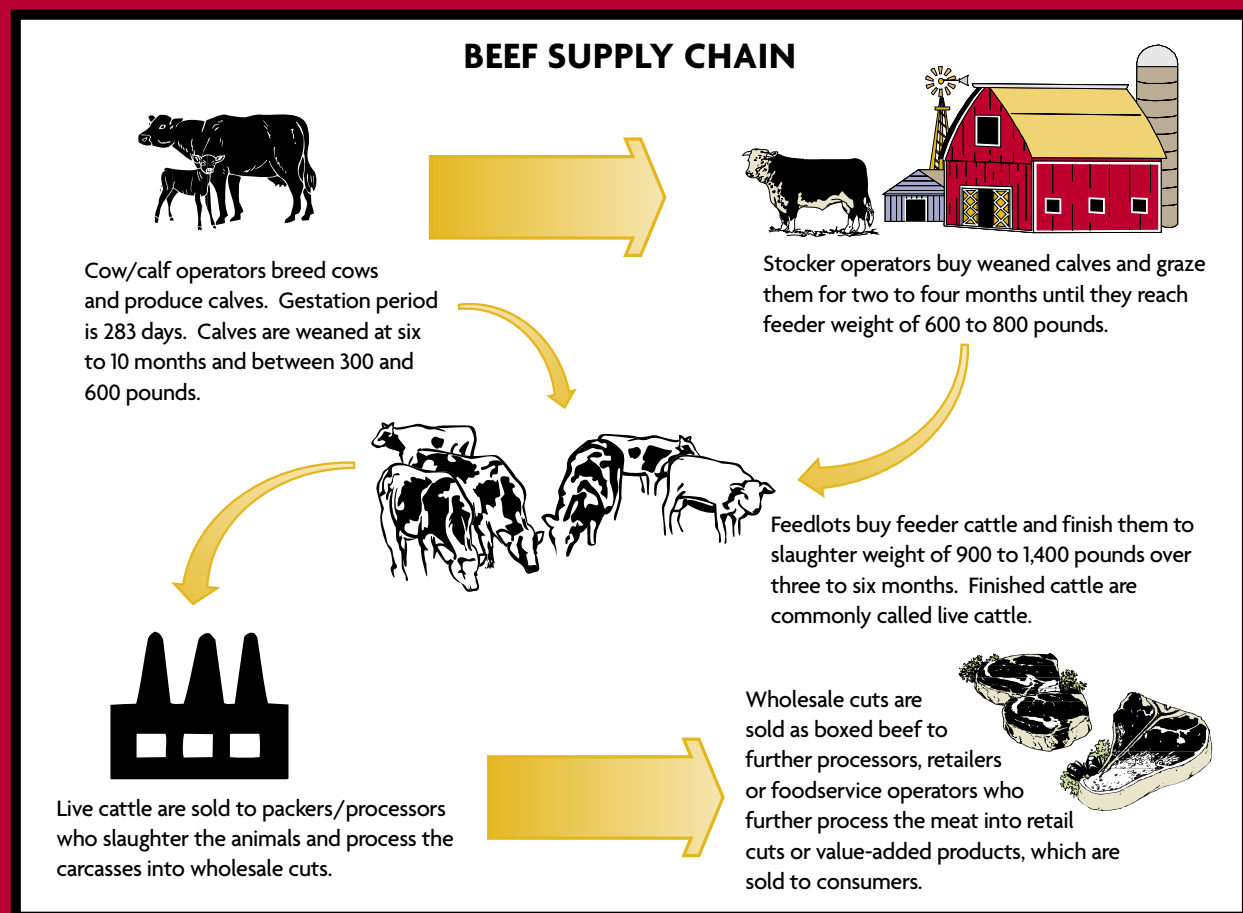
The process begins with the cow/calf operator and finishes with the consumer. The cow/calf operators are traditional ranchers and farmers in the business of breeding cows and producing calves. The gestation period for cattle is approximately 283 days. Once the calves have been weaned at six to 10 months 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 case-ready 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 approximately 60 major beef packing operations processing about 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.



Tyson Foods' Canadian subsidiary, Lakeside, primarily has a beef carcass production and boxed beef processing facility and cattle feeding facilities. Lakeside's feedlots provide 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.

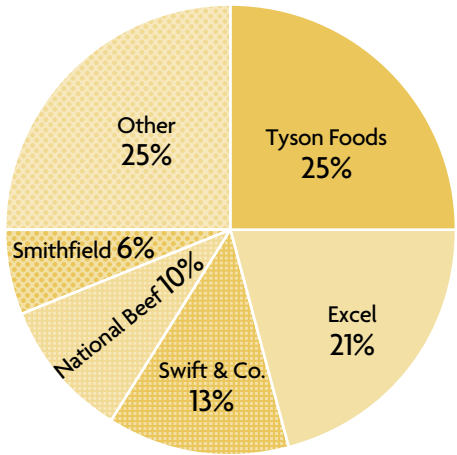
Prime meat comes from young animals with at least slightly abundant marbling. Choice meat comes from young animals with moderate, modest or small marbling and Select comes from young animals with slight marbling.

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 the major production input of the beef production process. Feed usually accounts for about 80 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

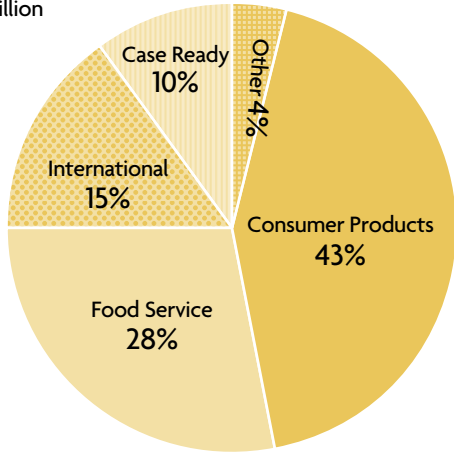


Note: Market share is expressed as a percentage of total U.S. commercial cattle slaughter.

Source: Cattle Buyers Weekly, October 2007

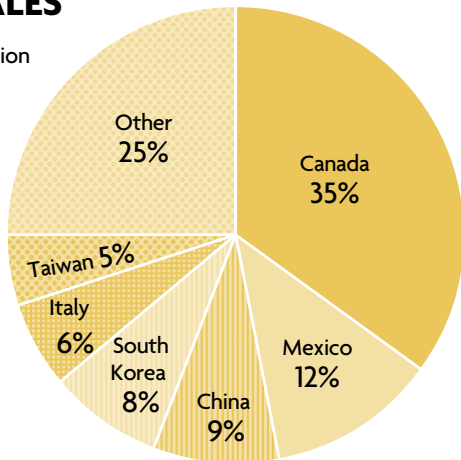
## TYSON FOODS 2007 BEEF SALES BY DISTRIBUTION CHANNEL

Total: \$12.7 billion



## TYSON FOODS 2007 INTERNATIONAL BEEF SALES

Total: \$1.9 billion



## BEEF CARCASS BREAKDOWN

With a market weight of 1,250 pounds and a yield of 62.2 percent, the typical steer will produce a 777-pound carcass. The carcass will yield approximately 618 pounds of red meat and trim and 159 pounds of fat, bone and loss, not including the variety meats (liver, heart, tongue, tripe, sweetbreads and brains), which account for about 29 pounds.

### Chuck - 228 pounds, 29 percent of the carcass

36.8 pounds of blade roasts and steaks, 90.5 pounds of ground beef and stew meat, 38.6 pounds of arm pot roasts and steaks, 27.6 pounds of cross rib pot roast, 34.1 pounds fat and bone

### Round - 169 pounds, 22 percent of the carcass

37.6 pounds of top round, 33.9 pounds of bottom round, 18.3 pounds of tip, 8.5 pounds of rump, 36.3 pounds of ground beef, 34.8 pounds of fat and bone

### Thin cuts - 146 pounds, 19 percent of the carcass

3.9 pounds of flank steak, 3.2 pounds of pastrami squares, 2.4 pounds of outside skirt, 2.7 pounds of inside skirt, 17.4 pounds of boneless brisket, 94.9 pounds of ground beef and stew meat, 21.8 pounds of fat and bone

### Loin - 126 pounds, 16 percent of carcass

21.3 pounds of porterhouse steak, 10.7 pounds of T-bone steak, 16.3 pounds of strip steak, 16.6 pounds of sirloin steak, 7.4 pounds of tenderloin steak, 24.7 pounds of ground beef and stew meat, 28.8 pounds of fat and bone

### Rib - 72 pounds, 9 percent of the carcass

26 pounds of rib roast, 10 pounds of rib steak, 9.3 pounds of short ribs, 17.9 pounds of ground beef and stew meat, 9.1 pounds of fat and bone

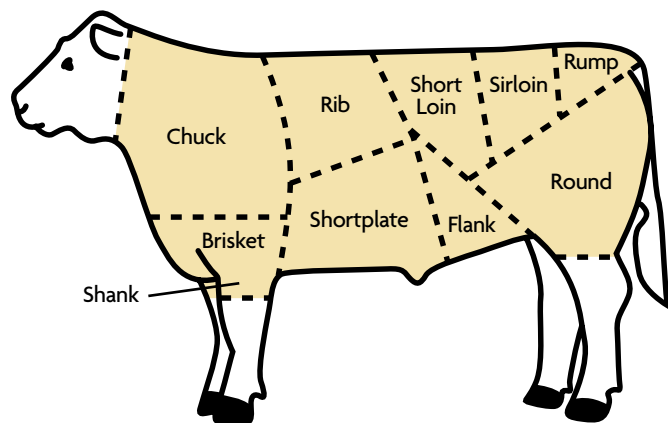
### Miscellaneous - 36 pounds, 5 percent of the carcass

5.3 pounds of kidney, hanging tender, 30.2 pounds of fat, suet and cutting losses

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

Source: Tyson Foods, Inc.

## WHOLESALE CUTS OF BEEF



## COMMERCIAL BEEF SLAUGHTER BY STATE

Head slaughtered and pounds liveweight in thousands

State	Head	Pounds Liveweight
Kansas	7,543	9,509,055
Nebraska	7,069	9,287,561
Texas	6,485	7,816,688
Colorado	2,116	2,753,056
North Carolina	1,945	229,610
Wisconsin	1,583	2,117,144
California	1,553	2,016,239
Washington	938	1,227,387
Pennsylvania	859	1,054,425
Minnesota	725	1,001,570
Utah	634	810,036
Michigan	511	699,309
Georgia	271	251,391
South Carolina	154	172,915

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

Source: *Livestock Slaughter 2006 Summary*, March 2007, NASS/USDA

## RETAIL CUTS OF BEEF

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

Source: University of Kentucky College of Agriculture

## 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 one-fourth 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

**TRIPLE** - rubbery lining of the stomach

**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.

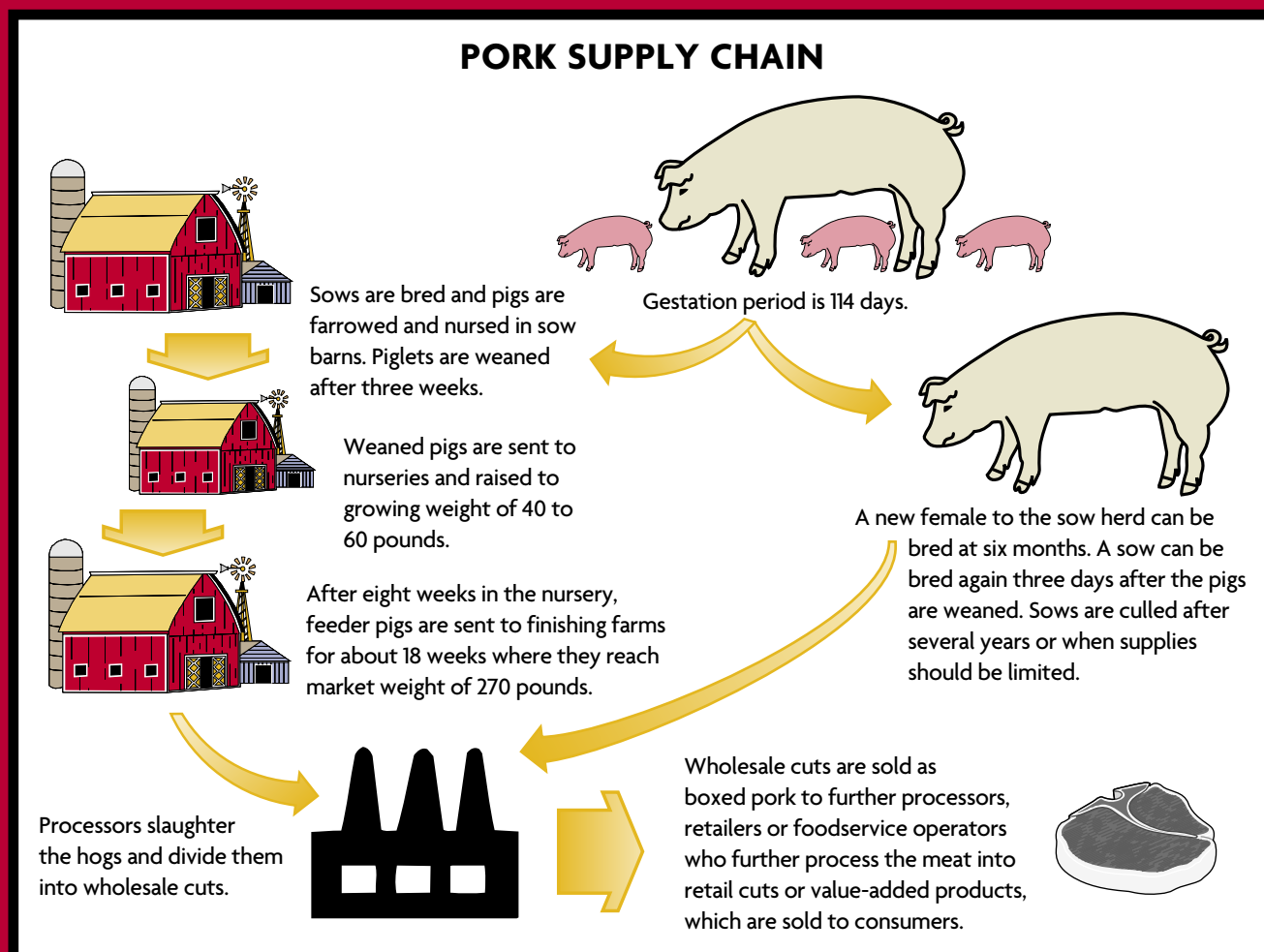
When pigs reach approximately 270 pounds, producers sell them on either a live-weight or carcass-weight basis direct to packers such as Tyson Foods, livestock exchanges or producer-owned marketing networks. Once the hogs are slaughtered, the further processed carcasses are sold as boxed pork to purveyors 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 about two-thirds 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 3.4 to 3.6 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.





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.

Source: [www.pork.org](http://www.pork.org), Informa Economics and Tyson Foods, Inc.

## TOP PORK PRODUCING STATES

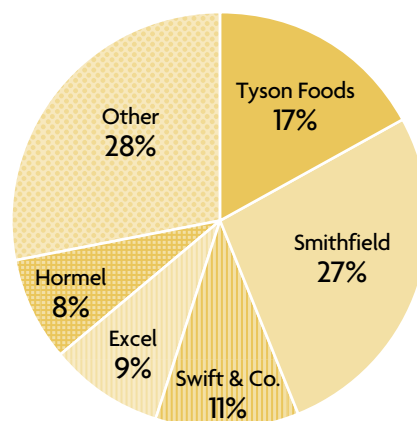
Head slaughtered and pounds liveweight in thousands

State	Head	Pounds Liveweight
Iowa	29,650	8,023,172
North Carolina	11,318	2,891,315
Illinois	9,491	2,648,704
Minnesota	9,378	2,452,324
Indiana	7,385	1,947,341
Nebraska	7,216	1,943,013
Oklahoma	4,903	1,362,493
South Dakota	4,358	1,135,672
Pennsylvania	2,960	738,291
California	2,582	613,941
Kentucky	2,467	654,310
Virginia	2,065	534,680
Ohio	1,115	303,301
Tennessee	637	306,650

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

Source: *Livestock Slaughter 2006 Summary*, March 2007, NASS/USDA

## U.S. PORK PRODUCTION

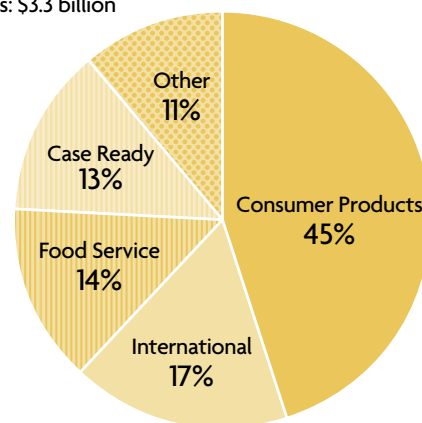


Note: Market share is expressed as a percentage of total U.S. commercial hog slaughter.

Source: *Cattle Buyers Weekly*, October 2007

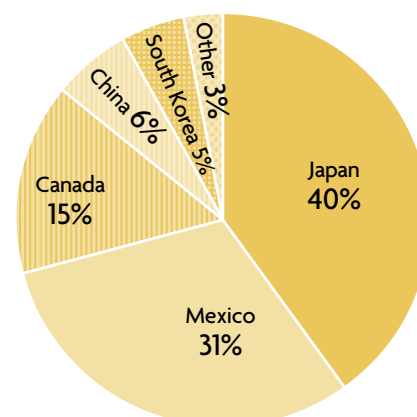
## TYSON FOODS 2007 PORK SALES BY DISTRIBUTION CHANNEL

Total pork sales: \$3.3 billion



## TYSON FOODS 2007 INTERNATIONAL PORK SALES

Total international pork sales: \$571 million



## HOG CARCASS BREAKDOWN

With a market weight of 265 pounds and a yield of 75.5 percent, the typical hog will produce a 200-pound carcass. The carcass will yield about 151 pounds of pork and 49 pounds of other products.

### Ham - 51 pounds, 25 percent of the carcass

28.5 pounds of cured ham, 2.3 pounds of fresh ham, 5.8 pounds of trimmings and 14.1 pounds of skin, fat and bone

### Side (Belly) - 28 pounds, 14 percent of the carcass

15.4 pounds of cured bacon, 7.6 pounds of spareribs, 4.1 pounds of trimmings and 1 pound of fat

### Loin - 46 pounds, 23 percent of the carcass

3.5 pounds of backribs, 16 pounds of boneless loin, 6.2 pounds of

sirloin roast, 2 pounds of tenderloin, 13 pounds of trimmings and 5.3 pounds of fat and bone

### Picnic - 22 pounds, 11 percent of the carcass

15.5 pounds of boneless picnic meat and 6.1 pounds of skin, fat and bone

### Boston Butt - 21 pounds, 11 percent of the carcass

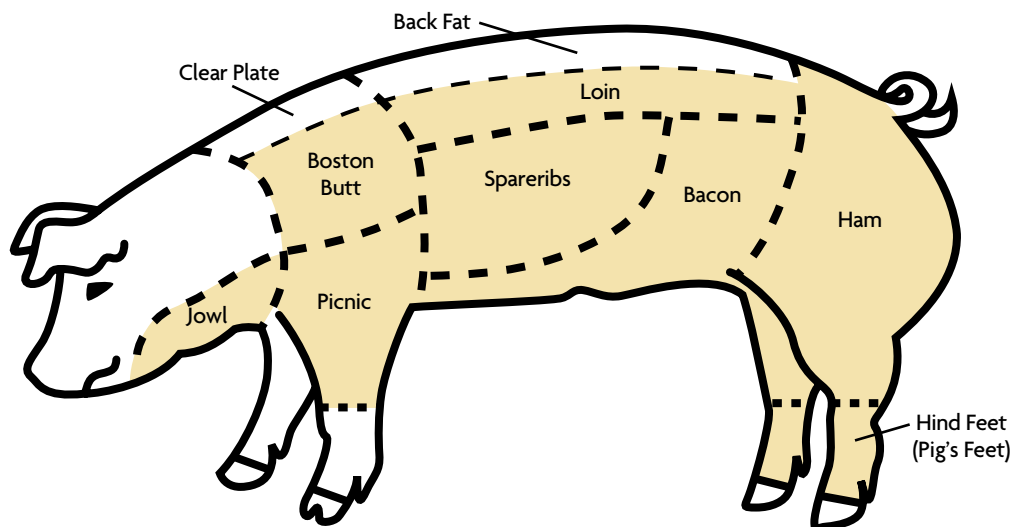
5.9 pounds of blade steaks, 10.5 pounds of blade roast, 2.1 pounds of trimmings and 2.9 pounds of fat

### Miscellaneous - 32 pounds, 16 percent of the carcass

12.6 pounds of jowls, feet, tail, neck bones, etc., 17.6 pounds of skin, fat and bone and 2 pounds of shrink and miscellaneous loss

Source: [www.pork.org](http://www.pork.org)

## WHOLESALE CUTS OF PORK



## RETAIL CUTS OF PORK

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

Source: University of Kentucky College of Agriculture

## 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, 250-270 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; "edibility"

**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

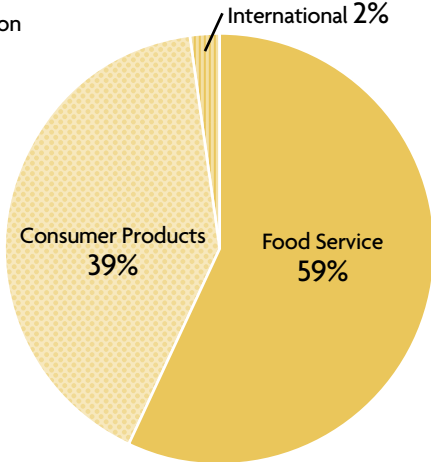
*Source: Cooperative Extension, Institute of Agriculture and Natural Resources, University of Nebraska-Lincoln and the National Pork Producers Council*



# Prepared Foods

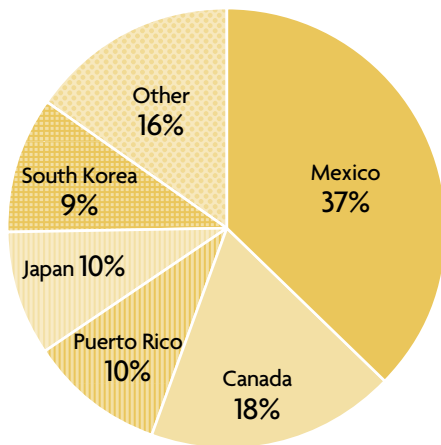
## TYSON FOODS 2007 PREPARED FOODS SALES BY DISTRIBUTION CHANNEL

Total: \$2.7 billion



## TYSON FOODS 2007 INTERNATIONAL PREPARED FOODS SALES

Total international sales: \$62 million



## PREPARED FOODS

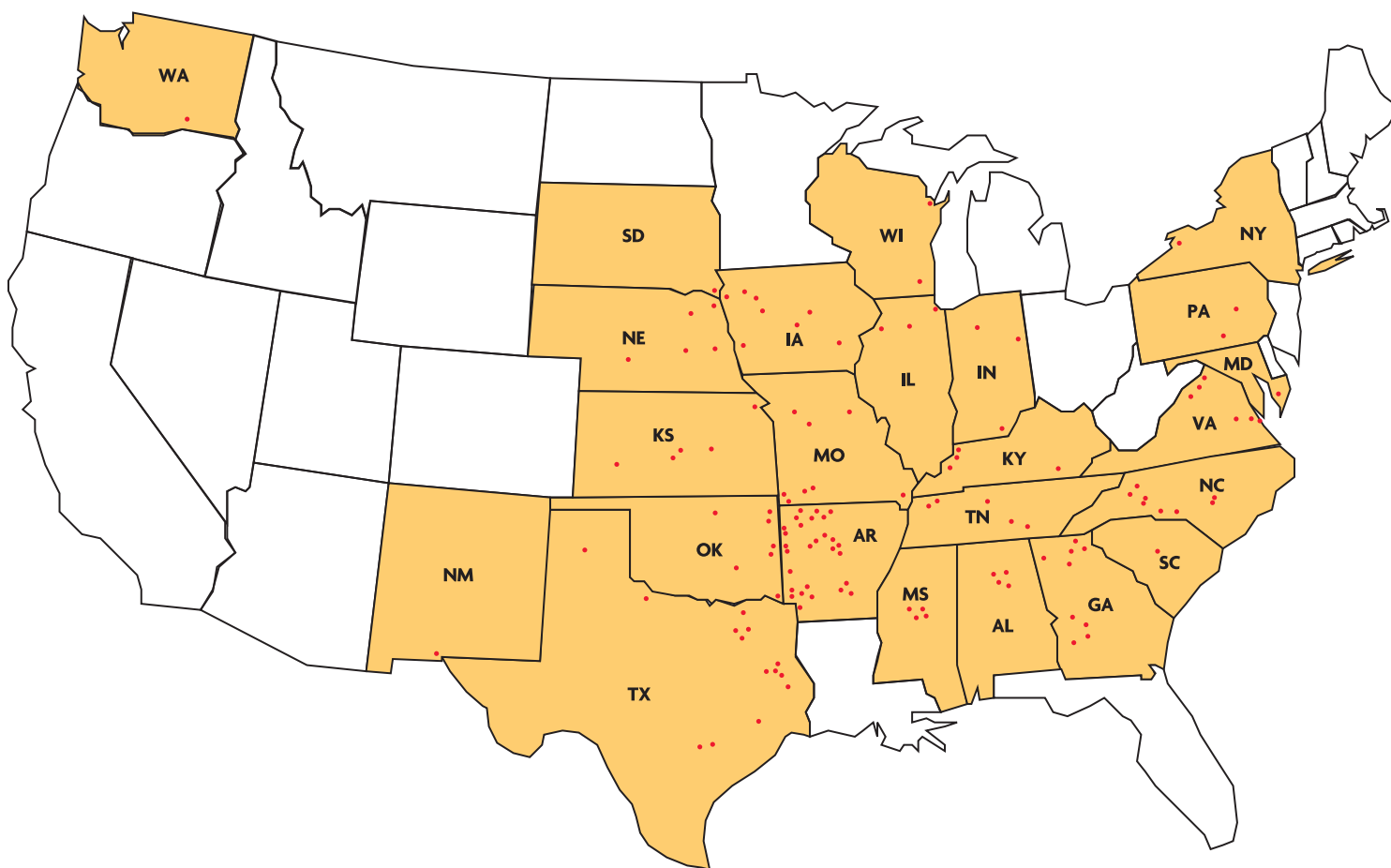
Tyson's products aren't limited to center-of-the-plate meat entrees. Tyson Prepared Foods can be found in any part of the menu for any time of day. They include pepperoni, beef and pork pizza toppings, pizza crusts, flour and corn tortillas and chips, appetizers, prepared meals, ethnic foods, soups, sauces, side dishes, meat dishes and processed meats. Tyson markets prepared foods to food retailers, foodservice distributors, restaurant operators and on-site foodservice establishments such as schools, hotel chains, healthcare facilities, the military and other food processors.

Tyson holds a significant market share in several prepared foods categories with a 40 percent share in pepperoni, a 25 percent share in chicken appetizers, a 10 percent share in bacon and a 30 percent share in pizza crusts and toppings.

## FUN FACTS ABOUT TYSON PREPARED FOODS

- If you placed all the pizza crusts Tyson produced in 2007 end-to-end, they would circle the Earth seven times.
- Each year Tyson produces enough soup to fill nearly seven Olympic sized pools.
- The taco meat Tyson produces in a year weighs about as much as 118 Boeing 747 airplanes.
- Tyson sells more than four times the weight of the Statue of Liberty in pizza toppings every year.
- Tyson produced enough pepperoni in 2007 that, placed end-to-end, it would span the length of 6.5 Amazon Rivers.

# Tyson Locations - United States



## ALABAMA

Team Members: 2,167

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

## ARKANSAS

Team Members: 22,266

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

# Tyson Locations - United States

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

## GEORGIA

Team Members: 3,214

Blairsville	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

## ILLINOIS

Team Members: 3,447

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: 2,826

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: 9,015

Cherokee	Tyson Deli, Inc. plant
Council Bluffs	Case Ready beef/pork processing plant, Tyson Refrigerated Processed Meats plant
Denison	Beef processing plant
Muscatine (Louisa County)	Pork processing plant, cold storage warehouse
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

## KANSAS

Team Members: 6,127

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

# Tyson Locations - United States

## KENTUCKY ..... Team Members: 1,365

Calhoun	Hatchery
Monticello	Cobb hatcheries (2)
Robards	Chicken processing/further-processing plant, cold storage warehouse, animal protein facility
Sebree	Chicken feed mill

## MARYLAND ..... Team Members: 28

Snow Hill	Chicken feed mill
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## MISSISSIPPI ..... Team Members: 4,645

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: 4,597

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: 8,397

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
Omaha	Tyson Refrigerated Processed Meats plant, cold storage warehouse
York	Tyson Prepared Foods plant

## NEW MEXICO ..... Team Members: 342

Santa Teresa	Tyson Prepared Foods plant
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## NEW YORK ..... Team Members: 431

Buffalo	Tyson Deli, Inc. plant
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## NORTH CAROLINA ..... Team Members: 5,519

Claremont	Hatchery
Fayetteville	Chicken feed mill
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

# Tyson Locations - United States

## OKLAHOMA

Team Members: 2,104

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

## PENNSYLVANIA

Team Members: 1,233

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

## SOUTH CAROLINA

Team Members: 198

Columbia	Tyson Prepared Foods plant
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## SOUTH DAKOTA

Team Members: 520

Dakota Dunes	Tyson Fresh Meats, Inc. headquarters
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## TENNESSEE

Team Members: 4,012

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

## TEXAS

Team Members: 10,011

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: 2,538

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: 1,269

Pasco	Beef processing plant, hide treatment facility, tallow refinery
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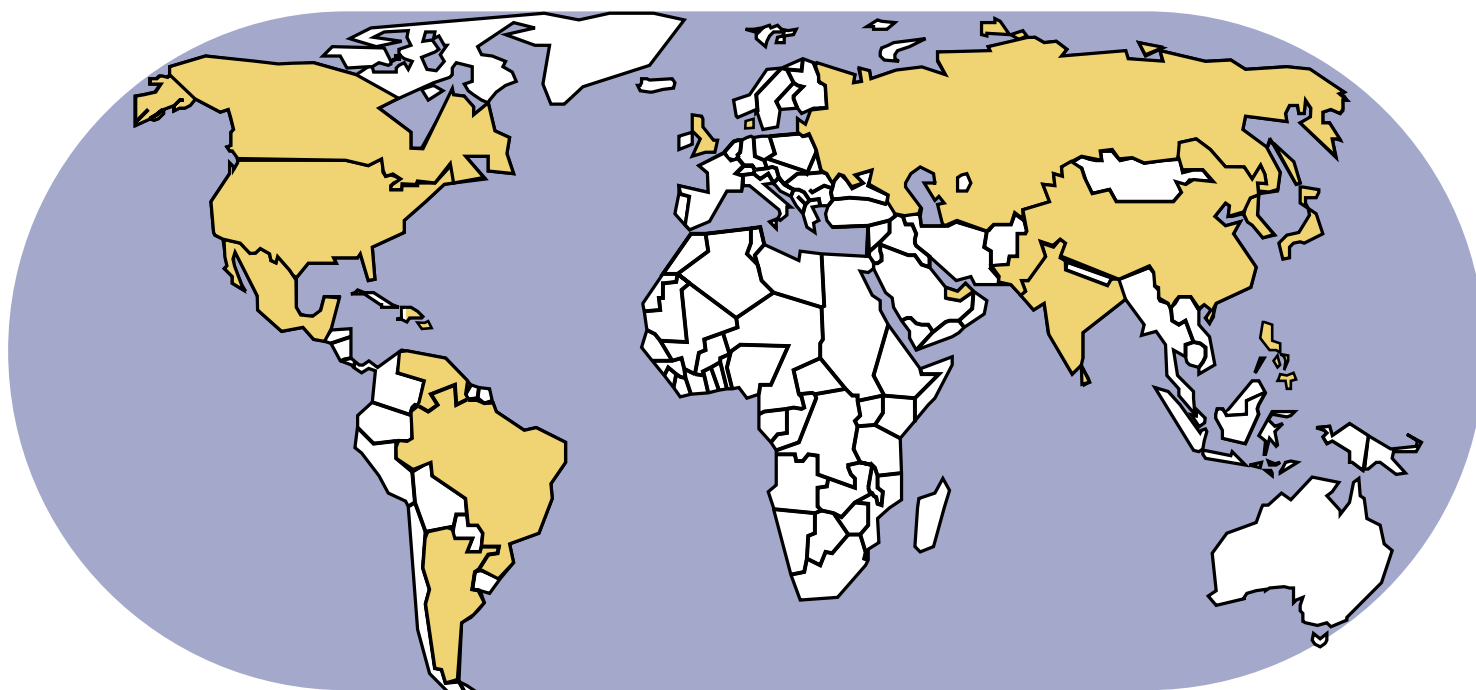
## WISCONSIN

Team Members: 839

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

# Tyson Locations - International

Argentina	Cobb-Vantress joint venture, beef slaughter operation, feedlot operation
Brazil	Cobb-Vantress subsidiary
Canada	Beef processing plant, beef slaughter operation, international sales office
China	Chicken further processing joint venture, pork processing plant (part ownership), international sales offices
Dominican Republic	Cobb-Vantress joint venture
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
Puerto Rico	International sales office
Russia	International sales office
South Korea	International sales office
Spain	Cobb-Vantress joint venture
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 W. Tyson, founder of the Company, began hauling chickens from Springdale to market in Kansas City and St. Louis.

### 1936

- In the spring, John W. 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

- John W. and Helen Tyson died in an automobile-train accident.
- Don Tyson named president of the Company and its board of directors.
- 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/further-processing plant in Neosho, Mo.

### 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.



# Tyson History

## 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.
- Leland Tollett named chief executive officer after Don Tyson retired from the Company's daily operations. Mr. Tyson retained his role as chairman.

## 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.
- Leland Tollett named chairman of the board.
- Don Tyson named senior chairman.

## 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.

## 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.)

- Leland Tollett retired as chairman and chief executive officer.
- John H. Tyson named chairman of the board.
- Wayne Britt named chief executive officer.

## 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

- John H. Tyson named chief executive officer in addition to duties as chairman.
- Cobb Vantress, Inc. acquired assets of Avian Farms, Inc.

## 2001

- Don Tyson retired as senior chairman.
- 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 expansion of the Russellville, Ark., plant; closing of the Bentonville, Ark., plant; and consolidation of operations in Forest, Miss.
- Tyson added to the S&P 500 stock index.

## 2006

- Added bacon production capacity to Cherokee, Iowa, facility.
- Closed Independence and Oelwein, Iowa, facilities.
- Dakota City, Nebraska, plant renovation and addition made it the state-of-the-art processing facility in the industry.
- Opened a new case-ready beef and pork plant in Sherman, Texas.
- Consolidated beef operations in northeast Nebraska by closing the beef processing plant in Norfolk and the beef slaughter plant in West Point. Production was shifted to Dakota City, Nebraska.
- Richard L. Bond named chief executive officer after John H. Tyson steps down from the Company's daily operations. Mr. Tyson retained his role as chairman.
- Instituted a \$200 million cost management plan.
- Announced closing of the beef slaughter plant in Boise, Idaho, and scaled back operations at the Pasco, Washington, beef processing plant.

## 2007

- Chose not to rebuild the Heflin, Alabama, poultry plant damaged by fire.
- Entered into a joint venture with Cactus Feeders, Inc. and Cresud S.A.C.I.FyA. to create the first vertically integrated beef operation in Argentina.
- Opened the *Tyson Discovery Center*<sup>™</sup>, Tyson's new research and development facility for product innovation and consumer insights.
- Announced sale of poultry plants in Ashland and Gadsden, Alabama, to Koch Foods. The sale included a feed mill in Talladega and hatcheries in Fair Knoll and Empire.
- Tyson and ConocoPhillips announced a strategic alliance to produce next generation renewable diesel fuel using animal by-product fat.
- Launched the "Thank You" advertising and marketing campaign.
- Announced all *Tyson* brand fresh chicken would be produced from birds raised without antibiotics that impact antibiotic resistance in humans.
- Announced the creation of Dynamic Fuels LLC, a 50/50 joint venture with Syntroleum Corporation, to produce synthetic fuels made from by-product fats, greases and oils to target the renewable diesel, jet and military fuels markets.
- Announced the creation of a new business unit, Tyson Renewable Products.

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