The European Agribusiness Cooperative Top 100

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The Netherlands has a strong agricultural sector. With 215 agricultural and horticultural cooperatives this sector provides almost half of the Netherlands Cooperative Top 100. How big are cooperatives in the European food & agribusiness? What are the big names and where do they come from?

In the European Agribusiness Cooperative Top 100, 'The Netherlands' ranks high with the numbers one (FrieslandCampina) and two (Vion). The **country summary table** shows the following:

- First, the total turnover: 195 billion euro - that is an amazing figure! Equally, the average sales growth of 14% over the last year is significant. From crisis there seem no signs.
- France is a very strong, cooperative country. It is represented with no less than 29 cooperatives with 25% of the total turnover of the top 100.
- After France Germany follows with 15 cooperatives with a total share of 19%.
- Netherlands ranks third with "only" eleven cooperatives and with a significant revenue share of 18%. Vion and HZPC as farmer-owned businesses are included in this list.
- The Dutch co-operatives are, on average, after the Danish, the largest in Europe. The French and Danish cooperatives grow faster than the Dutch.
- Denmark ends in fourth place in the country ranking with a 12% share. The Danish cooperatives are quite similar in structure to the Dutch cooperatives: many have merged nationally and even internationally.
- Poland is also striking that two dairy cooperatives in the list. These cooperatives have experienced wonderful growth rates for over a decade now.
- At the bottom, the UK is striking in that it has only four cases in the top 100, collectively accounting for only 1% of total turnover. Cooperatives outside agriculture are doing better there.
- Sweden, too, is actually marginally visible in the list. This is partly because several Swedish cooperatives merged with the Danes, as a result of which the position of the Danes in the Top 100 is somewhat inflated. Cooperatives in Norway and Finland are doing better than in Sweden.

The **sector table** also makes some things clear:

- The dairy cooperatives Largest sector, both in terms of the number of cooperatives (33) and in terms of revenue share (28%). And with a good growth rate, prior to the abolition of quotas already.
- The supply and marketing sector has 15 cases and a revenue share of 23%. These are, with on average more than 3 billion euro turnover, also the largest cooperatives relatively speaking.
- The arable cooperatives (e.g. sugar, starch, grains) are also strong, especially when also the (mainly French) multi-purpose cooperatives are included. The latter cooperatives, in addition to the supply and marketing of arable products, are often active in sectors like meat, dairy, fruit & vegetables, etc.
- The meat industry is still quite strong in this list, although the number of 'pure' cooperatives this sector is clearly declining. The meat sector appears to be a difficult one in terms of cooperation.
- Striking is the small size of the horticultural cooperatives sector (fruit and vegetables, flowers, plants and trees, including grapes and olives). There are many horticultural

cooperatives, but they are often not very large in size. Hence, only few of them make it to the list.

Complex cooperatives in terms of governance.
Behind each of these 100 cooperatives is a story hidden. In that respect, there are few cooperatives that are not "exceptional". However, it would seem important to particularly highlight the presence of a large number of hybrid cooperatives. "Hybrid" because the cooperatives and / or the underlying companies are not 100% member owned.

- There are a number of listed cooperatives BayWa (40% free float), Atria (45%), Emmi (37%), Glanbia (46%), Kerry Co-op (83%), Südzucker (34%) , HKScan (53%) and Tereos (38% of its foreign operations). The voting rights of the listed shares of the Finnish cooperative enterprises Atria and HKScan is limited. A major subsidiary of Limagrain, Vilmorin, 27% is publicly traded.
- A number of cooperatives (still) have a federated structure, ie they have cooperatives as members, not individual farmers: Agravis, InVivo, Axereal, RWZ Rhein Main, Irish Dairy Board, Valio, Granarolo, Bayernland, Cristal Union, Coren, Moelven, Berglandmilch, ZG Raiffeisen Karlsruhe, RWZ Kurhessen Thuringen, Lactogal, Eurial, GLAC, Virgillo, Anecoop, Hojiblanca and VOG. In the Netherlands, this administrative model has disappeared as federated cooperatives fused into single entities with direct membership. Only Rabobank and FresQ remain.
- Moelven is not a formal cooperative, but has several cooperatives as owners. The same applies to the French Siclae. The Belgian Aveve is not a cooperative, but owned by the Farmers, and in this respect similar to the Vion ZLTO in terms of ownership.

In terms of governance and protecting members' interests these are all somewhat complex cases. In the same category of "complex governance" you can also place the category of "multi-purpose” cooperatives. Not easy to treat various groups of members equitably and address them in financial terms, when there are gains or losses to be distributed. In France, where many such mixed cooperatives exist, they appear to have realized this as well. Many multi-purpose cooperatives are involved in a reshuffling of sectoral businesses. Instead of neatly unbundling everything per individual sector, they tend to create joint subsidiaries in which each cooperative shares different size interests. Hence, underlying control issues are not solved.

Conclusion
There are quite a few ‘special’ cases included in the European Agribusiness Cooperative Top 100. Netherlands 'scores' gold and silver in the list and in terms of its total turnover share, it is highly visible. Internationally, the Dutch co-operatives are well-positioned. That is also clear when you look at their international business expansion. It would be good, however, if they would also begin to export their cooperative model itself. Rather than remaining nationalistic cooperatives in essence.

European Agri Coop Top 100

	Count	EURm Tot	Avg	%Tot	Δ
TOT	100	195.418	1.954	100%	13%
AT	1	770	770	0%	26%
BE	2	1.830	915	1%	9%
CH	2	3.216	1.608	2%	10%
DE	15	37.556	2.504	19%	11%
DK	6	23.504	3.917	12%	23%
ES	5	3.230	646	2%	10%
FI	4	11.068	2.767	6%	6%
FR	29	49.439	1.705	25%	18%
GB	4	2.204	551	1%	16%
IR	5	7.049	1.410	4%	14%
IT	8	5.020	627	3%	9%
NL	10	35.208	3.521	18%	9%
NO	4	7.141	1.785	4%	8%
PL	2	1.246	623	1%	28%
PT	1	657	657	0%	-0%
SE	2	6.281	3.140	3%	-0%

	Count	EURm Tot	Avg	%Tot	Δ
TOT	100	195.418	1.954	100%	13%
Arable	14	24.842	1.774	13%	14%
Dairy	34	55.726	1.639	29%	14%
Forestry	3	8.302	2.767	4%	4%
Horti	10	11.857	1.186	6%	12%
Meat	11	28.212	2.565	14%	7%
Multipurp	13	20.097	1.546	10%	13%
Other	1	954	954	0%	76%
Sup/Mark	14	45.428	3.245	23%	15%

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Nationale Coöperatieve Raad voor land- en tuinbouw

COÖPERATIE-ONTWIKKELING

2010-2011

www.jaarvandecooperatie.nl

	Name	Country	Sector	Latest bookyear	Turnover (in million €)	% Change
1	FrieslandCampina	NL	Dairy	Dec11	9,626	7%
2	Vion Food	NL	Meat	Dec10	8,870	-2%
3	BayWa	DE	Supply/Marketing	Dec10	7,903	9%
4	Arla Foods	DK	Dairy	Dec11	7,384	12%
5	Danish Crown	DK	Meat	Sep11	6,954	15%
6	Agravis	DE	Supply/Marketing	Dec11	6,468	18%
7	Südzucker	DE	Arable	Feb11	6,161	8%
8	InVivo	FR	Supply/Marketing	Jun11	6,083	37%
9	DLG	DK	Supply/Marketing	Dec11	5,494	4%
10	Metsäliitto	FI	Forestry	Dec11	5,346	-1%
11	ForFarmers	NL	Supply/Marketing	Dec11	5,224	25%
12	Tereos	FR	Arable	Sep11	4,409	22%
13	Lantmännen	SE	Multi-purpose	Dec11	4,244	6%
14	DMK	DE	Dairy	Dec10	4,175	-6%
15	FloraHolland	NL	Horticulture	Dec10	4,130	7%
16	Sodiaal	FR	Dairy	Dec10	4,021	62%
17	Terrena	FR	Multi-purpose	Dec10	3,871	11%
18	Axéréal	FR	Supply/Marketing	Dec11	3,375	53%
19	Champagne Cereales	FR	Arable	Jun11	2,903	19%
20	Glanbia	IR	Dairy	Dec11	2,735	26%
21	Tine	NO	Dairy	Dec11	2,496	4%
22	HKScan	FI	Meat	Dec11	2,491	18%
23	Nortura	NO	Meat	Dec11	2,334	5%
24	Agrifirm	NL	Supply/Marketing	Dec11	2,272	15%
25	Agrial	FR	Multi-purpose	Dec10	2,261	4%
26	Emmi	CH	Dairy	Dec11	2,236	4%
27	Triskalia	FR	Multi-purpose	Jun11	2,200	0%
28	Danish Agro	DK	Supply/Marketing	Dec11	2,130	19%
29	Södra	SE	Forestry	Dec11	2,037	-7%
30	Westfleisch	DE	Meat	Dec10	1,930	2%
31	Valio	FI	Dairy	Dec11	1,929	6%
32	RWZ Rhein Main, Köln	DE	Supply/Marketing	Dec10	1,910	11%
33	Irish Dairy Board	IR	Dairy	Dec10	1,905	5%
34	Coforta / The Greenery	NL	Horticulture	Dec10	1,843	13%
35	Landgard	DE	Horticulture	Dec10	1,841	8%
36	Nordzucker	DE	Arable	Feb11	1,815	1%
37	Even	FR	Dairy	Dec10	1,800	29%
38	Siclaé	FR	Arable	Jun11	1,779	9%
39	Cosun	NL	Arable	Dec11	1,776	-5%
40	Cooperl Arc Atlantique	FR	Meat	Dec10	1,700	13%
41	Limagrain	FR	Arable	Jun11	1,555	15%
42	Felleskjøpet Agri	NO	Supply/Marketing	Dec11	1,392	5%
43	Euralis	FR	Multi-purpose	Aug11	1,326	7%
44	Maîtres Laitiers du Cotentin	FR	Dairy	Mar10	1,305	0%
45	Atria	FI	Meat	Dec11	1,302	0%
46	Cecab	FR	Multi-purpose	Dec10	1,300	18%
47	Maïsadour	FR	Multi-purpose	Jun11	1,206	20%
48	Kerry Co-operative Creameries	IR	Dairy	Dec10	1,180	10%
49	Hochwald	DE	Dairy	Dec10	1,148	9%
50	Bayernland	DE	Dairy	Dec10	1,146	14%
51	Cristal Union	FR	Arable	Sep11	1,100	-2%
52	Aveve	BE	Supply/Marketing	Dec10	1,010	9%
53	Conserve Italia	IT	Horticulture	Jun11	1,009	-1%
54	Coren	ES	Meat	Dec11	1,005	11%
55	Fenaco	CH	Multi-purpose	Dec10	980	16%
56	Kopenhagen Fur	DK	Other	Oct10	954	76%
57	Moelven	NO	Forestry	Dec10	919	19%
58	Granarolo	IT	Dairy	Dec10	884	-2%
59	Milcobel	BE	Dairy	Dec10	820	9%
60	Berglandmilch	AT	Dairy	Dec10	770	26%
61	ZG Raiffeisen, Karlsruhe	DE	Supply/Marketing	Dec10	760	7%
62	Capsa	ES	Dairy	Dec10	738	2%
63	Uneal	FR	Supply/Marketing	Jun10	723	-13%
64	3A	FR	Dairy	Dec10	709	11%
65	CAP Seine	FR	Arable	Jun11	698	43%
66	Dairygold	IR	Dairy	Dec10	694	25%
67	RWZ Kurhessen-Thüringen, Kassel	DE	Supply/Marketing	Dec10	684	11%
68	Apo Conerpo	IT	Horticulture	Dec10	671	-2%
69	Milk Link	GB	Dairy	Mar11	666	8%
70	Lactogal	PT	Dairy	Dec10	657	-0%
71	First Milk	GB	Dairy	Mar11	652	9%
72	Mlekpol	PL	Dairy	Dec10	636	13%
73	Eurial	FR	Dairy	Dec10	625	4%
74	Milchunion Hocheifel	DE	Dairy	Dec10	622	18%
75	GLAC	FR	Dairy	Dec10	620	14%
76	Mlekovita	PL	Dairy	Dec10	610	43%
77	Lur Berri	FR	Multi-purpose	Aug11	610	25%
78	Grandi Salumifici Italiani	IT	Meat	Dec10	601	3%
79	Arterris	FR	Arable	Jun11	594	19%
80	Tican	DK	Meat	Sep11	588	10%
81	Le Gouessant	FR	Multi-purpose	Dec10	588	14%
82	Nouricia	FR	Arable	Jun11	580	29%
83	Terres du Sud	FR	Multi-purpose	Jun11	553	27%
84	Grupo AN	ES	Multi-purpose	Jun10	528	-5%
85	Avebe	NL	Arable	Jul11	525	1%
86	Virgilio	IT	Dairy	Dec10	507	27%
87	Anecoop	ES	Horticulture	Sep10	506	8%
88	Omira	DE	Dairy	Dec10	503	16%
89	FresQ	NL	Horticulture	Dec10	494	15%
90	EMC2	FR	Arable	Sep11	491	17%
91	Ammerland	DE	Dairy	Dec10	490	35%
92	Riunite	IT	Horticulture	Jul11	467	19%
93	United Dairy Farmers	GB	Dairy	Mar11	455	23%
94	Noriap	FR	Arable	Jun11	455	18%
95	Hojiblanca	ES	Horticulture	Dec10	453	33%
96	DOC Kaas	NL	Dairy	Dec11	448	14%
97	VOG (Südtiroler Obstgenossenschaften)	IT	Horticulture	Jun11	443	23%
98	Unipeg	IT	Meat	Dec10	437	3%
99	Fane Valley	GB	Multi-purpose	Sep10	431	23%
100	CZAV	NL	Supply/Marketing	Sep11	426	40%