



NEWSLETTER

YOUR CHOICE, OUR COMMITMENT

Editorial by Stéphane DUTHOIT

Six months ago we announced strategic developments in our production platform to meet the new global health and sanitary challenges.

The objectives we had proposed have been achieved; the Brazilian, Hungarian and English subsidiaries are up and running. Algeria is covered by a distribution agreement with Hubbard's traditional partners: the farms are in place and the hatchery is under construction.

Hubbard invested considerably in its subsidiaries in order to meet these objectives by building a farm in Brazil, purchasing a hatchery in England and farms in Hungary. In addition, extensive work on the French facilities is under way with new buildings, renovations and considerable investment in the hatcheries.

The goal is to achieve a consistent chick quality throughout the company worldwide, regardless of the site of production.

The quality of our broiler products is acknowledged by Hubbard's partners. Extensive work carried out on the parent stock level will soon show notable development.

Our distribution network is expanding and partnerships are multiplying; we have signed two new agreements over the past four months, in Italy and New Zealand.

Hubbard has introduced new tools to further improve the efficiency of its R&D department, in particular by signing, in January 2007, a partnership agreement with Metamorphix, the undisputed leader in the use of SNP's.

This partnership is well ahead of the schedule we had foreseen, and this is due to perfectly harmonious coordination between the teams in the two companies.



In the year 2007, we implemented systematic duplication of our pedigree lines in order to limit the potential impact of a sanitary problem (AI, ND) on a given site, while maintaining the individual particularities of each of the various sites.

The company has revamped its media and communication materials as part of the new corporate and product campaign, responding to the expectations of our partners by committing to the choices they will make.

Ultimately, people are what make a company... Hubbard is actively pursuing its policy of recruitment and strategic promotions.

After the retirement of Jim Ranson, Bill Gibson and Jean-Jacques Trévidy, new specialists have joined Hubbard in the recent months. Our objective remains to supply the best possible customer service by gathering the best competences.

Finally, we would like to express our sympathy to the family of Dr. Farouk Bedewi, who gave so much to Hubbard and to the poultry industry in Egypt, and who sadly passed away this year.


Stéphane Duthoit
CEO

Hubbard in the news



HUBBARD AND METAMORPHIX ANNOUNCE THEIR ALLIANCE TO PRODUCE PREDICTIVE MARKERS FOR BROILER BREEDING

During the International Poultry Exhibition in Atlanta in January 2007, **Hubbard S.A.S. ("Hubbard")** and **MetaMorphix, Inc. ("MetaMorphix")** announced an alliance to jointly develop a set of genomic markers to **maximize the genetic progress of Hubbard's products.**

MetaMorphix is a leader in the development of genomic selection tools, and make use of MetaMorphix's GENIUS - Whole Genome System™ to develop predictive genetic markers for desired broiler performance traits.

The use of the GENIUS - Whole Genome System™ will allow Hubbard to understand the natural variability expressed at the DNA-level for desirable traits in their pedigree lines more accurately.

Hubbard geneticists will be able to quickly and accurately identify associations of predictive genetic markers with economically important traits, including **health, welfare, meat quality, breeder and broiler traits.**

In the future the poultry industry will benefit from the application of this technology via the development of more desirable products for the avian industry, and accelerate Hubbard's ability to bring these improvements to the marketplace. Examples of **improvements are: better technical and financial results, reduction in cost price, better uniformity and better quality of products.**

MetaMorphix now has commercial agreements with industry leaders for their genomic technology in all three major livestock species, including beef (Cargill), swine (Monsanto) and chicken (Hubbard).



HUBBARD'S NEW CORPORATE CAMPAIGN

By mid 2007 Hubbard introduces its new corporate campaign which features in all major international poultry magazines around the world. This campaign has been launched to show Hubbard's **commitment to the poultry industry**, today and in the future:

<p>Hubbard operates its selection programs in 3 different R&D centres in North America and Europe</p> <p>Hubbard offers a range of products to respond to current and future needs of the broiler industry</p>	<p>Giving you the choice to make the difference.</p>  	<p>Giving you the choice to make the future.</p>  	<p>Hubbard has a longstanding experience in breeding, developing and marketing breeding stock for the conventional and alternative markets</p> <p>Hubbard has its own production sites in North America, Europe and Brazil, and a large distribution network around the world</p>
	<p>Giving you the choice for each different market.</p>  	<p>Giving you the choice all around the world.</p>  	

Hubbard in the news

CPC POULTRY SCHOOL HONOURS Dr. MOHAMMED FAROUK BEDEWI

The 9th CPC Poultry School organized by the **Cairo Poultry Company**, parent company of CPGP and CMPG, distributors of Hubbard breeding stock in Egypt, took place on 4-10 March 2007 in Egypt at Hurgada on the Red Sea.



This year the school was dedicated to a dear friend of the Egyptian poultry industry, **Dr. Mohammed Farouk Bedewi**, who very sadly passed away earlier this year after a long period of illness.

Complimenting the invitees from Egypt the school also had some international attendees with 4 participants from Saudi Arabia of the Taasil Company and 3 from the Al Jazeera Grandparents company in Jordan.

Dr. Alaa Abdou, Director of Technical Services for the Hubbard distributor, introduced the CPC School and its lecturers on behalf of **Dr. Nabil Darwish**, Executive Managing Director. All aspects of modern poultry husbandry Management were covered. As in previous years this event was very much appreciated by all attendees, as it offers them an excellent transfer of technical knowledge.



SOMKUAN SANGJARUIX AWARDED FOR HIS MANY YEARS OF LOYAL SERVICE TO HUBBARD

Somkuan Sangjaruix, **Managing Director of World Agri Co Ltd** (Thailand), has been awarded with a plaque for his many years of loyal and excellent service to Hubbard. **World Agri** has been agent for Hubbard in Thailand for many years. It all started with ISA in 1990, followed by Hubbard ISA and Hubbard in 2003.

On the picture:

Back row left to right - Monthon Khomcharoen (Technical Services), David Fyfe (Asian Business Director), Somkuan Sangjaruix (Managing Director World Agri Co Ltd), Catherine Duby (General Manager Hubbard Asia).
Front row left to right - Chomjinda Khummuangplook (Customer Services) and Thanatchorn Yaemkong (Marketing and Administrative Assistant).



VERY SUCCESSFUL VIV ASIA FOR HUBBARD

The **VIV Asia** show held on March 7th - 9th 2007 in Bangkok has been very successful for Hubbard with many customers and prospective customers visiting the booth.

The **Hubbard cocktail party** on March 7th gathered all friends, partners and business associates of Hubbard, and was an ideal opportunity for customers of different countries to meet each other and to hear more about the Hubbard family.

Congratulations to the Hubbard Asian team for this perfect organisation!



Continuously growing distribution network

FIRST GGP PLACED AT HUBBARD DO BRAZIL

The first GGP flock was introduced in our Brazilian subsidiary in March 2007. The first breeding stock will hatch early 2008. By then the new hatchery, located separately from the farms, will be operational.

Hubbard's brand new (G)GP farm is located in the centre of Brazil in the province of Goias. The 300 ha of farmland is well isolated from other poultry operations (at least 80 km). The facilities are brand new and are already registered within the National Poultry Health Scheme.

This project would not be achieved without the strong will and commitment of a team highly supported by **Frédéric Grimaud** (Group Grimaud CEO): **Olivier Behaghel** (Hubbard Business Director), **Paulo Pires** (General Director of the subsidiary), **Ben Hur Marcom** (Production Manager), and **Michel Riviere** (Hubbard's customers Technical Support).

Hubbard do Brazil will present itself at the Latin American Poultry Congress which will be held in Porto Alegre in September 2007. Boa Sorte Brasil!



Overview of Hubbard do Brazil GP farms

GRAND PARENT POULTRY IN PAKISTAN CELEBRATES ITS 15TH ANNIVERSARY WITH INAUGURATING A NEW BREEDER HATCHERY

During May 2007 Grand Parent Poultry (Pvt) Ltd in Pakistan held a commemoration ceremony in collaboration with Hubbard SAS from France to herald the successful completion of its **15 years as leading producer of broiler parent stock in Pakistan** and the **inauguration of one of the world's largest breeder hatcheries** equipped with the latest machinery.



The **12 million PS breeder hatchery** was inaugurated by His Excellency **Mr. Regis de Belenet**, the **Ambassador of France**. **Mr. Abdul Basit (GPP)** welcomed His Excel-

lency, **Mr. Frederic Grimaud** (President of Hubbard and CEO of Group Grimaud), **Mr. Eric Bohéz** (MD Petersime) and all the distinguished guests.

In the opening speech Mr. Basit highlighted the support of Pakistan's poultry industry and his group's efforts to deliver to the industry's expectations.



The French Ambassador (left) inaugurates the new breeder hatchery together with Mr. Abdul Basit (GPP), Mr. Frederic Grimaud (Hubbard/Grimaud) and Mr. Muhammad Sadiq (SB Poultry)

HUBBARD ENTERS NEW ZEALAND WITH FLEX GP

Hubbard reached an agreement with **Country Pride Group Ltd.** to handle the sales and distribution of **Hubbard Flex parent stock** in New Zealand.

This agreement means a major breakthrough for Hubbard as this is the first time that Hubbard products will be available in New Zealand.

Country Pride has already invested in state-of-the-art quarantine and production facilities to assure the highest

quality of the Hubbard breeding stock that will become available to the market by early 2008.



Mr. Eric van Tiel, Director Country Pride and Mr. Said Abuwad, Executive Director Country Pride Group Ltd together with Mr. Jim Hunnable, Business Development Hubbard, and Mr. David Fyfe, Hubbard's Asia Business Director

HUBBARD SIGNS CONTRACT FOR ULTRA YIELD GP IN ITALY

Hubbard has signed a distribution agreement with **"Azienda Agricola Dal Verme"** in Italy, who obtained the exclusive rights to distribute the Hubbard Ultra Yield in the country.

Filippo Dal Verme and his company are very well known within the Italian poultry industry as a high quality producer of parent stock. Dal Verme will start selling and supplying the **Ultra Yield** as from January 2008.

Their high technical level and the quality of their production system are important assets that will contribute to enlarge the success of the Ultra Yield in Italy. The Hubbard Ultra Yield is already well known and well appreciated in North America, especially for its excellent breast meat yield.



Mr. Filippo Dal Verme and Mr. Olivier Behaghel (Business Director) signing the distribution agreement

Continuously growing distribution network

FIRST FLEX PS DELIVERED BY HUBBARD SOUTH AFRICA IN MAY 2007

Jim Gray, Managing Director, is very pleased with the progress made since the establishment of Hubbard South Africa mid 2006.

"For us the challenge was to provide a focused, independent GP stock supply, which producers could trust not to compete with them. The two largest producers have extensive vertically integrated operations and cover everything from breeding stock, feed milling, day old broiler chick production and even processed chicken. So, now we provide an independent alternative and I have to admit that from the response we've received we're coming at just the right time", he states.



Hubbard South Africa :
One of the incubation rooms

Phase one is to produce **750.000 parent females** per annum which will be achieved in 2008, and the **hatchery** is built in such a way that it can be doubled easily without affecting the bio-security and production capability.



Hubbard South Africa : New hatchery Entrance

SECOND GP OPERATION IN RUSSIA: NEWLY BORN AND ALREADY BIG!

Just nine months after the import of the first F15 grand-parent stock flock at Krasnojarskij Broiler (Belgorod's region), **Grazvydas Grigaliunas** and **Pascal Charpentier** (ISABALT's Directors) and **Nikolai Ivanovitch Tolstoi** (Deputy Director of ZAO Prioskolje) have agreed to double the placement size as from the end of this year.

This follows the amazing evolution of the production at ZAO Prioskolje (up to 600.000 tonnes of meat per year), and the continuously increasing demand of Hubbard products, today's leader in the Russian market.



Overview of the brand new GP farms in Belgorod

With the technical support of **Nicolas Neyra** (Hubbard's technical Advisor for North and East Europe) the farm's extension started in August 2007.

Under the supervision of **Leonid A. Segal** (director of Krasnojarskij Broiler) and **Dimitri A. Buchkovsky** (director of the grand-parent farms and hatcheries) a remarkable work has been accomplished by the local teams.



The architects of this fantastic adventure (from left to right): Sergey Nikolaevitch Timashenko (chief veterinarian of the grand-parent operation), Dimitri Anatolavitch Buchkovsky (director of the grand parent farms and hatcheries), Leonid Abramovitch Segal (director of Krasnojarskij Broiler) and Alexander Fedorovitch Mashev (hatchery manager) in the brand new GP hatchery, equipped by Pas Reform

In coordination with Nicolas Neyra, they have been supported by **Alexander Voronkoff** (BALTISA's technical service) and **Arvydas Sirvydis** (ISABALT's technical service).

With the contribution of the main equipment suppliers, regular training sessions are organized to stay familiar with the latest techniques of grand-parent stock production management.

HUBBARD STRENGTHENS ITS POSITION IN THE UNITED KINGDOM WITH THE ACQUISITION OF FULLETTY HATCHERY

In July 2007 Hubbard SAS has entered into an agreement to acquire **Fulletby hatchery from Joice and Hill Poultry Ltd.** Joice and Hill have been contract hatching parent stock for Hubbard at the Lincolnshire hatchery for the last twelve months.

"We have been impressed with the high quality chicks and the skilled staff at Fulletby over the past year", said **Stéphane Duthoit, CEO of Hubbard**, "We have built a UK farming operation and, given the rising demand for both our Hubbard Flex and alternative breeds, both in the UK and abroad, it makes sense to consolidate our investment by adding a British hatchery to our expanding network."

Robert Haynes, Director of Joice and Hill, said "the team had enjoyed working with Hubbard over the last year and had seen demand for Hubbard products grow rapidly. This move will ensure a good supply base for Hubbard's customers and provide the excellent staff at Fulletby with an international company employer".

Continuously growing distribution network

TAIWAN HUBBARD GPS FARM RECOGNISED FOR THEIR LONG-TERM PARTNERSHIP WITH HUBBARD

At the last VIV Asia in March 2007 **Frédéric Grimaud**, President of Group Grimaud, presented a plaque to **Mr. A. H. Chuang**, President of **Taiwan Hubbard GPS Farm Co. Ltd**, recognizing their long-term partnership with the Hubbard Company.

Taiwan Hubbard is one of Hubbard's longest established distributors in Asia working with the Hubbard product range for over 25 years. Their commitment to the Taiwanese market by their investment two years ago in new Grand Parent facilities has further strengthened their position in the market where they have a 25% share.

David Fyfe (Business Director Asia) said: "We are very pleased to be represented by Taiwan Hubbard GPS Farm, it is a well respected company and we look forward to continued and steady growth".



From left to right: David Fyfe (Hubbard Business Director Asia), Frédéric Grimaud (president of Group Grimaud), Mr. A. H. Chuang (president of Taiwan Hubbard), Mr. Okumura from Japan and Jeff Sharp (Hubbard Business Development Asia)

MANIKER (SOUTH KOREA): 1ST HUBBARD FLEX GP ON PEAK PRODUCTION

In June 2007, **Jeff Sharp** (Area Sales Manager) and **David Fyfe** (Business Director Asia) visited **Maniker Grand Parent Breeder Companies** new breeder farm along with **Mr Dong In Lee** of Maniker.

The Korean project has received technical support and training by **Jean-Yves Blevin** at the Grand Parent level and **David Harrower** at parent stock and hatchery level. At the time of the visit, the first parent stocks were due to hatch. **Mr Ki-Hong Chung** President of Maniker Grand Parent Farms commented that the birds had been very straight forward to rear, production was ahead of

target for both male and female lines at 29 weeks and still increasing.

Additional Grand Parents have already been placed to meet the needs of Parent breeder placements schedule, both for their own integration as well as outside sales.



Overview of the GP farms in South Korea

BALTISA (RUSSIA) CELEBRATES ITS 11TH ANNIVERSARY

During the last month of June, **BALTISA**, Hubbard's distributor for Russia and the CIS countries, celebrated its 11th anniversary.

Organised by **Gennady Petrovich** (BALTISA's Director), **Grazydas Grigaliunas** and **Pascal Charpentier** (ISABALT's Directors), the celebrating week started with a detailed review of the F15 and Flex parent stock and broiler performances. Considering the actual market evolution, particular emphasis was given to the production forecast for the years to come.

Dr. **Costas Constantinou** (Hubbard's Technical Advisor) highlighted the principles of prophylactic programmes in broilers. His presentation was followed by a training session on post-mortem analysis. It was carried out at the Lebiage's grand-parent stock farm lab.

A visit was organised to the newly built poultry unit with a capacity of 40.000 grand-parent stock.

The week ended at the Iagodnoie's (a forest near Saint-Petersburg) where the entire ISABALT, BALTISA, Lebiage and Hubbard teams, as well as their partners, met during two days.



The "Sukimis" team, made of the members of the technical service of ISA-BALT, BALT-ISA, Hubbard and Laboveta, winners of the 2-days' competition at Iagodnoie's forest

HUBBARD ESTABLISHES JOINT VENTURE FOR NEW GP OPERATION IN HUNGARY

In July 2007, Hubbard signed an agreement with **ABONA kft** to establish a local Joint company called "**AGRABONA kft**" which will be producing and distributing the **Hubbard FLEX breeders** in Hungary.

The GP facilities, located close to Budapest, have been designed under Hubbard highest bio-security standards by the Directors of **AGRABONA**, **Jozef Nemeth** and **Ferenc Voroshazi**, and are under the technical supervision and management of Hubbard SAS in France.

The target for 2008 is to produce close to 1.5 million breeders, but the farms will be expanded for a higher volume in 2009.

Olivier Behaghel (GP Operations Director of Hubbard) and **Jean-Louis Gac** (Area Manager of Hubbard) confirm that with this new base in Central Europe, Hubbard increases its capacity to fulfil the strong demand for FLEX breeders in Central Europe, South Europe and other markets outside Europe.



From left to right: Jean-Louis Gac (Hubbard), Ferenc Voroshazi (Director of Agrabona) and Ferenc Komlosi (President of Abona)



The ones who recently joined us...



Mark Barnes: Chief Operating Officer of Hubbard LLC

Mark is responsible for all operations of Hubbard in the Americas, with the exception of Brazil, where the recently established subsidiary "Hubbard do Brasil" will continue to report directly to the headquarters in France. Mark Barnes brings a strong breeder industry background. Over the past 19 years he has held several senior positions for "Cobb-Vantress" in the USA, Brazil and South America. He has worked in technical service and sales in the Latin American region as well as for a period of 5 years as marketing manager. He also spent time in Brazil overseeing the company's subsidiary between 2002 and 2004. Most recently he has served as General Manager of the South America region overseeing operations in Brazil and the company's joint ventures in Argentina and Venezuela.



Mitch Zachary: GGP & GP Breeder Production Manager - Hubbard LLC (North Carolina & Tennessee)

Mitch grew up and worked on his family's poultry farm in Boonville, North Carolina. Upon receiving a BS in Poultry Science from North Carolina State University in 1989, he successively experienced both broiler and breeder Flock Supervisor functions.

In 1998 Mitch started his career with Hubbard in Statesville as Breeder Flock Supervisor. In 2001 he became Assistant Hatchery Manager at the Statesville hatchery, and he finally moved to Pikeville when he was appointed Breeder Manager.

Tony Britt: Quality Manager, Hatchery Maintenance, Incubation Safety & Quality Assurance - Hubbard LLC



Tony serves an integral role maintaining the product quality, monitoring the ongoing preventive maintenance program, adjusting incubation to breed, flock and egg age characteristics and adjusting hatchery environments to the seasonal effects. He will update the Standard Operating Procedures, coordinate Quality Assurance activities with those of the independently monitored Quality Control department, and lead Hubbard's Safety Program for the Southern Operations.



Dr. Andy McRee: Veterinary and Technical Services Director - Hubbard LLC

Andy is responsible for developing and overseeing Hubbard's North American technical service team: Sean Holcombe (customer service Southwest US) and Mike Hellwig (technical service and nutrition departments). Andy will liaise with the internal production departments and also the quality control

department. For the last ten years, Andy has been senior technical services specialist for Intervet Inc. His assorted experience in areas of the broiler industry, in addition to his knowledge on FDA and USDA guidelines, will strengthen Hubbard's share in the North American market and provide valuable assistance internally and externally on all health-related issues.

Eddy Slick: Sales Representative - Hubbard LLC



Eddy is a graduate of Southern Arkansas University with a degree in Agribusiness. He has worked with Hubbard LLC over the last nine years in the production departments in Hot Springs, Arkansas and Pikeville, Tennessee.

Eddy is responsible for increasing the Hubbard market share in the states of Nebraska, Minnesota, Indiana, Mississippi, Tennessee, and Kentucky.



Dr. James Bentley: Nutritional Consultant - Hubbard SAS

Dr. Bentley has extensive experience in poultry having formerly being Director of Breeding and R&D at British United Turkeys Ltd (B.U.T.) prior to its sale in 2005. Dr. Bentley's responsibilities included the management of both the turkey breeding programme as well as the technical and veterinary service in Europe and the Americas.

Dr. Bentley consults with Hubbard, both internally and externally with their customers, principally in the field of Nutrition. This appointment reflects on Hubbard's commitment to further expand their technical customer support in the light of continued gains in market shares both within Europe and Asia.

Joël Laudrin: Production Director - Hubbard SAS



Joel Laudrin has appointed as Production Director when Dominique Chavatte left early 2007. He is based at Hubbard's Headquarters in Brittany - France, and is responsible for the Production team.

Joel brings a strong in-depth experience in technical poultry management: he started his professional life with two of the largest French poultry companies - Unicopa and Bourgoin, as broiler technician, he then took on the responsibility of the breeder and hatchery departments.

David Harrower (MSc): Technical Service Manager in Asia



Initially South Korea, Taiwan, Indonesia and Malaysia will be the main focus areas, but this will be extended to other international markets in the near future.

David Harrower has more than 30 years experience and in-depth knowledge of the international poultry industry through his previous responsibilities in both the integrated and international breeding business.

David Harrower's career started with 14 years working for DB Marshall, followed by an international breeding company for 8 years as Area Farms and Hatchery Manager. The last 8 years David has been Operations Manager at Grampian Country Chickens.



Hubbard

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