





Success in business-in life-rarely is achieved alone. We need partnership. We need the ideas, the challenges, the strengths generated by people working together. Our goal has always been to provide quality products and to work together with our customers in mutually beneficial partnerships.

That philosophy, coupled with a strong record of internal growth and strategic acquisitions, such as our merger with Esmark, has served us well.

Today, Beatrice is a food and consumer goods powerhouse, spanning the world with a host of highly visible brands. And our expanded businesses will give us even greater opportunities to strengthen our partnerships.

This brochure provides a guide to the “new” Beatrice and a listing of the many fine products we sell. Beatrice Companies, Inc. is on the move, and we have no intention of slowing down. As our logo on the cover indicates, Beatrice has a new identity which we are using on our packaging, signage, trucks, brand advertising and promotions, linking each brand to the Beatrice name.

Other significant developments include:

- Increasing the awareness and marketing value of the Beatrice name. In fiscal 1985, advertising and sales promotion expenses increased dramatically to about \$ 680 million. These investments will help us build and maintain leadership positions in today's highly competitive marketplace.
- Simplifying the organization and management structure of the company, creating four strong operating segments.
- Divesting operations not critical to our focus on food and consumer products.

All our actions are guided by four principles: to make Beatrice the premier worldwide marketer of food and consumer products; to build strong national and international brand franchises; to gain more direct access to our trade customers and the consumers of our products; and to build and develop bigger and better people throughout the organization. In this way, we are able to address the needs of the consumer in the market.

I have always said, “the only way to get the business is to ask for the order.” Now we have an even bigger order pad to work from. Beatrice is committed to “ask for the order” by designing and carrying out the marketing and sales programs needed to best serve our customers.

Sincerely,

A handwritten signature in black ink, appearing to read "James L. Dutt", with a stylized, flowing script.

James L. Dutt  
Chairman and Chief Executive Officer

**B**









***Anthony Luiso***

Anthony Luiso was named a corporate executive vice president and president of the company's domestic food operations in July 1984. He was elected to Beatrice's board of directors in August 1984.

Mr. Luiso, 41, joined Beatrice in 1971 and became vice president-operations for the Dairy, Soft Drink, Agri-Products and International Food Divisions in 1974. He was promoted to executive vice president of the International Food Division in 1977, and was elected a corporate vice president in 1980. In September 1982, he was named president of the International Division and was named senior vice president in March 1983. In March 1984, he was named to the company's "Office of the Chairman" where he worked closely with the chairman in coordinating the work of Beatrice's group operating officers.

## **Overview**

The domestic food operations, led by Anthony Luiso, comprise three major groups.

The Grocery group includes a wide variety of packaged products. Among the group's brands are Hunt's tomato products, including Hunt's tomato sauce-which has been number one in its category for nearly 40 years-and Hunt's All Natural barbecue sauce, which became the number two national brand in less than a year. Other market leaders include Swiss Miss cocoa products, Wesson oil, Orville Redenbacher's Gourmet popping corn, and La Choy, the national leader in Oriental food.

Refrigerated Food products include Tropicana's orange juice, the largest selling ready-to-serve chilled juice in the market. Swift's Butterball turkey is the industry leader, while Brown 'N Serve sausages and Sizzlean breakfast strips are number one in their category. County Line cheese is the second-largest product in the country and Treasure Cave blue cheese is number one in its category.

Beverage includes major bottling and distribution operations for Coca-Cola, diet Coke, Tab and Sprite in Southern California, Hawaii and parts of the Midwest. Beatrice also is the largest supplier of bottled water in the country. Dairy products, principally under the Meadow Gold name, are sold throughout the United States.

## Grocery

Thomas P. Kemp, President

**Hunt's**

**Hunt's**— Tomato paste, tomato sauce, ketchup and other tomato products, Manwich sloppy Joe sauce, and All Natural barbecue sauce.

**Wesson**

**Wesson**— Wesson oil and Sunlite cooking oils.

**Peter Pan**

**Peter Pan**— Peanut butter products.

**Orville Redenbacher's**

**Orville Redenbacher's**— Gourmet popping corn, microwave popping corn and popcorn oil.

**Swiss Miss**

**Swiss Miss**— Hot cocoa mix, sugar-free hot cocoa mix, refrigerated puddings, frozen pudding bars and chocolate.

**LA CHOY**

**La Choy**— Canned and frozen Oriental vegetables, en trees and dinners, soy sauce and egg rolls.

**FISHER**

**Fisher**— Salted nuts, reduced-sodium nuts, salt-free nuts and sunflower seeds.

**Martha White**

**Martha White**— Flour, corn meal, convenience baking mixes and dinner mixes.

**Rosarita**

**Rosarita**— Canned and frozen Mexican foods, dinners and en trees, sauces, tortillas and refried beans.

**Swift**

**Swift**— Soup starter and stew starter.

**LOWREY'S**

**Lowrey's**— Meat snacks and beef jerky.

**Aunt Nellie's**

**Aunt Nellie's**— Glass packed and canned vegetables, sloppy Joe sauce and spaghetti sauce.

**BONKERS**

**Bonkers**— Cat treats.

**DERBY**

**Derby**— Tamales.

**FPI**

*Food Producers International*

**Food Producers International**— Snack coatings, cheese sauces, fruit fillings, concentrated drink bases and dessert toppings.

**Swift**

**Eckrich**

**Plume de Veau**

**Kneip**

**Tropicana**

**Pauly**

**Treasure Cave**

**County Line**

**Reddi Wip**

**Swiss Rose**

**Coca-Cola**

**diet Coke**  
**Tab**  
**Sprite**

## Refrigerated Food

Fred M. Adamany, President

**Swift**— Butterball turkey, turkey breast, and other poultry products; Brown 'N Serve breakfast meats, Sizzlean, and dry sausages including hard salami and pepperoni, Hostess ham.

**Eckrich**— Smoked sausage, hot dogs, luncheon meats and bacon.

**Plume de Veau**— Veal products from Berliner and Marx.

**Kneip**— Corned beef.

**Tropicana**— 100% pure orange, grapefruit and apple juices, as well as juice drinks: including "Pure Premium"; the only nationally branded orange juice not made from concentrate.

**Pauly**— Natural cheeses.

**Treasure Cave**— Blue cheese.

**County Line**— Natural cheeses, and cheese spreads.

**Reddi-Wip**— Whipped cream.

**Swissrose International**— Imported cheeses, including Flora Danica, Papillon, King's Choice, Rupp and Metco.

## Beverage

John R. Attwood, President

**Coca-Cola, diet Coke, Tab, Sprite**— Regional bottlers and distributors of soft drinks in Southern and Central California, Hawaii, Southern Nevada, Missouri, Iowa, Kansas, Illinois, Wisconsin and Nebraska.

**Meadow Gold**

**VIVA**

**Louis Sherry**

**MOUNTAIN HIGH**

**ARROWHEAD**

**Great Bear**

**Ozarka**

**Meadow Gold**— Milk, butter, ice cream, yogurt, cottage cheese and dairy specialties.

**Viva**— Lowfat milk and cottage cheese.

**Louis Sherry**— Ice cream and frozen desserts.

**Mountain High Yoghurt**— High quality yogurt.

**Arrowhead**— Bottled drinking water systems and sparkling water in Southern California.

**Great Bear**— Bottled drinking water and drinking water systems in the Northeastern United States.

**Ozarka**— Bottled drinking water and drinking water systems in Texas and other Sunbelt states.

**Beatrice Specialty Products**— Powders, emulsifiers, enzymes, food colorings, and other dry ingredients used in various food products.

**Beatrice Cold Storage**— Denver, Colorado.

**Chicago Cold Storage**— Chicago, Illinois.

**Grand Trunk Warehouse & Cold Storage**— Detroit, Michigan.

**Inland Center**— Kansas City, Kansas.

**Lehigh Valley Refrigerated Services**— Fogelsville, Pennsylvania.

**Quincy Market Cold Storage**— Watertown, Massachusetts.

**Tampa Cold Storage**— Tampa, Florida.

**Termicold**— Portland Oregon. (20 locations)

**Terminal Refrigerating**— Los Angeles, California

**B**









***Frank Grzelecki***

Frank Grzelecki was named a corporate executive vice president and president of the company's consumer products operations in October 1984.

Before joining Beatrice, Mr. Grzelecki, 47, was president and chief operating officer of Lenox, Inc. since 1981. Previously, he held a number of senior marketing management jobs at Textron, Inc., eventually becoming corporate group vice president. He began his career in sales and product management at Colgate-Palmolive.

## **Overview**

The consumer products operations, headed by Frank Grzelecki, consist of two major groups: International Playtex and Consumer Durables.

International Playtex serves a number of consumer markets. Playtex is one of the world's most widely recognized names in intimate apparel, with well-established products such as Cross Your Heart, and Support Can Be Beautiful bras, and newer brands such as the WOW and Thank Goodness It Fits bras. In addition, Playtex markets the number two national tampon brand plus a line of personal products items ranging from baby nursers to rubber gloves. Its Round-the-Clock and Givenchy brand hosiery are among the market leaders, and its Danskin division continues as the market leader in activewear. Other Playtex brands include Almay cosmetics, Jhirmack hair care products, Max Factor cosmetics and fragrances, Halston ready-to-wear fashion clothing, and Halston/Orlane fragrances and skin care products.

Consumer Durables includes a number of well-known consumer brands. Samsonite is the worldwide leader in hard- and soft-side fashion luggage, marketed under the Samsonite and Lark brands. Culligan is the most recognized name in water treatment around the world, serving residential, industrial and commercial customers in 90 countries. Other products for the home include high-quality Stiffel lamps, fashionable LouverDrape and Del Mar window coverings and Samsonite furniture.

## International Playtex

**Hercules P Sotos, President**

International Playtex, Inc.

**Playtex**– Intimate apparel, infant nursers, tampons, rubber gloves.

**DANSKIN**

**Danskin**– Bodywear, leotards, tights and leg warmers.

**Round the Clock**

**MAX FACTOR**

**Round**– the-Clock and Givenchy-Hosiery.

**Max Factor**– Cosmetics and fragrances.

**ALMAY**

**Almay**– Hypoallergenic cosmetics.

**Jhirmack**

**Jhirmack**– Hair care products.

**HALSTON ORLANE**  
PARIS

**Halston/Orlane**– Fragrances and skin care products.

**HALSTON**

**Halston III**– Ready-to-wear fashion clothing.

 **Samsonite**

## Consumer Durables

**Nolan D. Archibald, President**

**Lark**

**Lark**– High-end, hand-crafted luggage with unique patented zipper expansion features.

**Stiffel**

**Stiffel**– Traditional brass, crystal and ceramic table lamps and brass floor lamps of original design.

**Culligan**

**Culligan**– Residential, industrial and commercial water treatment equipment and services.

**del mar**  
window coverings  
**Louver Drape**

**Del Mar and Louver Drape**– Window shades, one-inch aluminum blinds, wood blinds, vertical blinds, pleated shades, and woven woods.

 **Samsonite**

**Samsonite Furniture**– Patio furniture, folding chairs and tables, and office contract specialty furniture.

 **DAY-TIMERS**

**Day-timers**– Time management planners and diaries.

 **Waterloo Industries**

**Waterloo**– Tool boxes and chests, work benches, medical/health care products. Sold under the All-American and private label brands.

**Aristokraft**

**Aristokraft**– Traditional and contemporary kitchen cabinets and bath vanities, sold under Aristokraft and Decora brands.

**Chicago Specialty**

**Chicago Specialty**– Plumbing repair and remodeling products.

**webcraft**

**Webcraft**– Specialty printing and paper products.

**JENSEN**  
SOUND LABORATORIES

**Jensen**– Quality maker of audio speakers, car radios, and record care products.

## Rusty Jones, Inc.

**Michael Mater, President**



**Rusty Jones**– provides a system of professional automotive appearance services marketed primarily through its network of automobile dealers in the Midwest, Northeast, and Florida.



**B**









***William S. Mowry Jr.***

William S. Mowry, Jr. was named a corporate executive vice president and was elected to Beatrice's board of directors in August 1984. He also continues as president of the company's international food operations.

Mr. Mowry, 45, joined Beatrice in 1971 when RC-Canada Dry Bottling Co. in Louisville, Ky., merged with the company. He held several key positions in our bottling operations until 1983, and was then named president of the Institutional Food Division of the Refrigerated Food/Distribution Services Group. Before being appointed head of international operations in March 1984, he was director, administration/organization of Beatrice's grocery operations.

## **Overview**

The international food operations, led by William Mowry, serve five geographic areas: Europe, Latin America, Canada, Australasia and the Far East. The segment represents roughly 90 percent of Beatrice's international volume, with operations well-positioned to capitalize on strengths in local markets around the world.

European operations-largest of the segment-include food distribution; processed meats; ice cream and yogurt; beverages; and snacks and confectionery.

Beatrice's Latin American businesses include snacks; confectionery and baked goods; and dairy, ice cream and beverages.

Canadian operations include dairy; baked goods; beverages; cheese; and specialty products/flavorings. Australasia, which covers Australia and New Zealand, includes confectionery; beverages; specialty meats; and food distribution.

An area with strong growth potential, the Far East, includes dairy and ice cream; Oriental food specialties; snacks and confectionery; and beverages. In addition, promising new business opportunities are being evaluated in the Middle East, Africa and the Indian subcontinent.

**Australasia:**



**Van Camp**– Confections.



**Red Tulip**– Confections.



**Molly Bushell**– Confections.



**Europe**– Food bars.



**Baron's Table**– Frozen meats.

**Patra**– Fruit juices and drinks.



**Canada:**

**Beatrice**– Yogurt, milk and dairy by-products.



**Royal Crest**– Yogurt.



**Olde Fashioned Recipe**– Ice cream.



**Blue Boy**– Ice cream.



**Coca-Cola, diet Coke, Tab, Sprite**– Regional distributors of soft drinks in Western Canada.



**Colonial**– Cookies and wafers.

**Europe:**



**Tayto**– Snack foods.



**Gallard & Bowser**– Confections.



**Smith Kendon**– Confections.



**Nuttall's**– Confections.



**Artic**– Ice cream.



**Sanson**– Ice cream.



**Premier Is**– Ice cream.



**La Menorquina**– Ice cream.



**Kalise**– Ice cream.



**Campofrio**– Sausage, luncheon and specialty meats.



**Boizet**– Specialty sausages.



**Stute**– Jams and fruit juices.



**Tropico**– Fruit drinks.



**Dwan's**– Regional distributor of soft drinks in Ireland.



**Sunco**– Regional distributor of soft drinks in Belgium, Holland and France.



**Winters**– Regional distributor of soft drinks in Belgium, Holland and France.



**Migros**– Food distribution.



**Record**– Food distribution.



**Franprix**– Food distribution.

**Baud**– Food distribution.

**Australasia:**

**Guangmei Foods, Ltd.**– Snack foods, soft drinks, and sherbet.



**Meadow Gold**– Dairy products.



**Bireley's**– Juice drinks.



**Doll**– Oriental foods.

**Latin America:**

**Jack's Snacks**– Snack foods.



**Adisa**– Snack foods.



**Chipy**– Snack foods.



**Boquitas Fiestas**– Snack foods.



**Adams International**– Snack food machinery.



**Savoy**– Confections and biscuits.



**Ailiram**– Confections and biscuits.



**Pernigotti**– Confections and snack foods.



**Holanda**– Ice cream and ice cream franchise stores.



**Payco**– Ice cream and novelties.



**Gremo**– Milk, dairy by-products.



**Wilson**– Specialty meats.



**B**





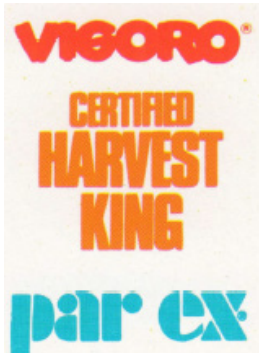


The other segments that comprise Beatrice's operations are involved in a variety of businesses. These segments are:

***Avis-***

J. Patrick Barrett, Chairman and Chief Executive Officer

Avis is the second largest car rental company domestically and the leading car rental company outside the United States. Avis operates in more than 100 countries from 3,500 locations including 1,000 airports. It operates a worldwide fleet of approximately 239,000 vehicles.



***Estech-***

Edward R. Vrablik, President

Estech produces and markets branded fertilizer products and has interests in phosphate mining, industrial chemicals distribution and international investments. Major brands include Vigoro, Certified Harvest King and Par Ex fertilizers.

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