Hidden deforestation in the Brazil - China beef and leather trade

global canopy

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Key points:

- Cattle ranching is the leading direct driver of deforestation and other native vegetation clearance in Brazil, and some international beef and leather supply chains are linked to these impacts.

- China (including Hong Kong) is Brazil's biggest importer of beef and leather, and many companies linked to this trade are exposed to deforestation risk.

- We identify 43 companies globally that are particularly exposed to the deforestation risk associated with the Brazil-China beef and leather trade and have the potential to reduce these risks.

- Most of these companies have not yet published sustainable sourcing policies to address this risk.

- Most appear unable to guarantee that their supply chains are deforestation-free, because they, or a supplier, lack a strong policy.

China is Brazil's biggest export market for cattle products, which are a major driver of deforestation and other native vegetation loss in Brazil. This brief identifies 43 companies worldwide that are highly exposed to deforestation risk through the Brazil-China beef and leather trade, and which have significant potential to help reduce this risk. The brief shows which of these companies have published policies to address deforestation risk related to these commodities. It also reveals the supplier-buyer relationships between these companies, and how their connections may mean even those buyers with commitments to reduce or end deforestation may not be able to meet them. It then makes recommendations for the next steps companies can take to address deforestation risk.

The companies include cattle processors operating in Brazil, processors and manufacturers operating in China, and manufacturers and retailers headquartered in Europe and the United States of America (US).

Deforestation risk and the Brazil-China beef and leather trade

Cattle ranching is the leading direct driver of deforestation and other native vegetation clearance in Brazil[1,2]. Deforestation and vegetation clearance occur both in response to demand for cattle products and through the expansion of soy production, which often displaces cattle production further into areas of native vegetation such as forests[3]. The effects are seen in important ecosystems, including the Amazon and the Cerrado.

"China is the biggest market for these exports"

Brazil exports 20% of its beef and more than 80% of its leather[4,5]. China is the biggest market for these exports, accounting for more than 40% of exported beef and exported leather[6]. China's imports of Brazilian beef are mainly consumed in China, where demand for beef is growing. Imported leather, on the other hand, is used to manufacture various products including car seats, shoes, and furniture[7], some of which are exported from China.

[1]The Chain Reaction Research. Cattle-driven Deforestation: A Major Risk to Brazilian Retailers, 2018. Accessed in May 2019 at https://chainreactionresearch.com/wp-content/uploads/2018/09/Cattle-Driven-Deforestation-in-Brazil.pdf

[2]Acta Amazonica. High spatial resolution land use and land cover mapping of the Brazilian Legal Amazon in 2008 using Landsat-5/TM and Modis data, 2016. Accessed in April 2019 at http://www.scielo.br/scielo.php?script=sci_arttext&pid=S0044-59672016000300291

[3]IOP Science, Environmental Research Letters. The role of pasture and soybean in deforestation of the Brazilian Amazon, 2010. Accessed in May 2019 at https://iopscience.iop.org/article/10.1088/1748-9326/5/2/024002/meta

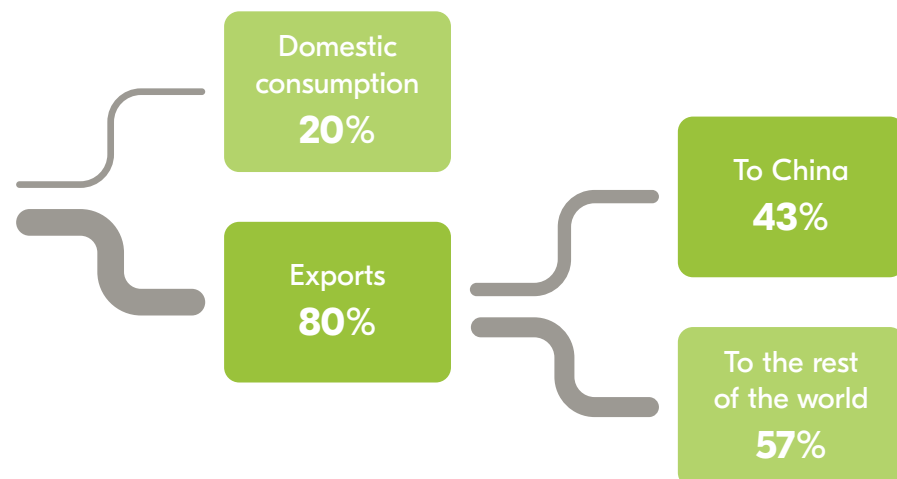[4]A Path Towards Zero Deforestation Cattle. Accessed in May 2019 at http://www.zerodeforestationcattle.org/

[5]CICB, 2019. Brazil's leathers start international fair season. Accessed in January 2019 at http://www.cicb.org.br/brazilian-leather/en/news/brazils-leathers-start-international-fair-season

[6]Calculated using trade data and Associação Brasileira das Indútrias Exportadoras de Carnes (ABIEC). Beef Report, Perfil da Pecuária no Brasil, 2019. Accessed in April 2019 at http://abiec.com.br/PublicacoesLista.aspx
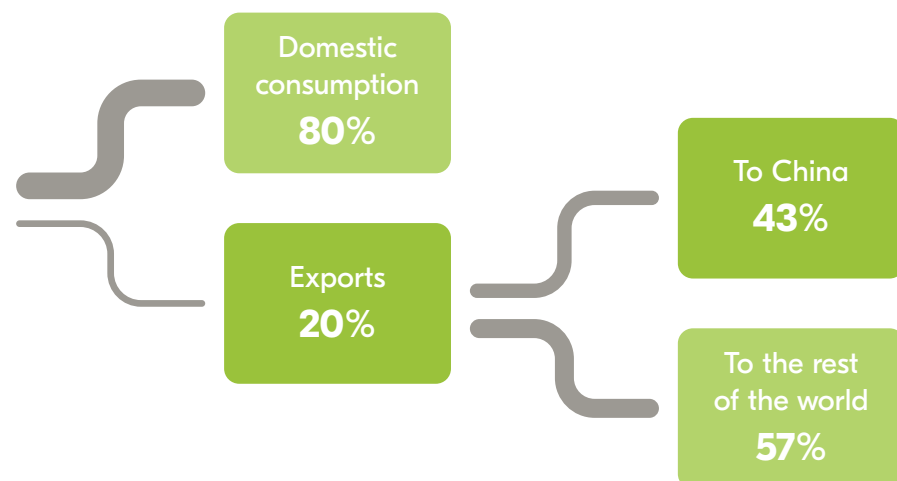
[7]Asia Pacific Leather Fair (APLF), 2017. Brazil - Cars and furniture, main consumers of exported leather. Accessed in September 2017 at http://www.aplf.com/en-US/leather-fashion-news-and-blog/news/37216/brazil-cars-and-furniture-main-consumers-of-exported-leather

Deforestation risk and the Brazil-China beef and leather trade

Brazil's leather trade

Domestic consumption **20%**	
Exports **80%**	To China **43%**
	To the rest of the world **57%**

Brazil's beef trade

Domestic consumption **80%**	
Exports **20%**	To China **43%**
	To the rest of the world **57%**

Companies involved in these supply chains could be using beef and leather associated with deforestation. However, while the link between cattle ranching and deforestation in Brazil is clear, actual levels of deforestation risk associated with particular companies and supply chains are not yet well established. Not all cattle production in Brazil is directly linked to deforestation, and it can be hard to identify the links due to the numerous facilities and stages involved in raising and processing the cattle. Factors such as corruption[9] and land speculation[10] in the cattle and soy industries also make these linkages more difficult to identify.

Companies keen to understand and address their exposure to risks associated with deforestation embedded in Brazilian beef and leather could do so by publishing and implementing strong policies to address deforestation risk, and by helping make these supply chains more transparent.

[8]Reuters, Shady slaughterhouses, 'cow laundering' drive spike in Amazon deforestation, 4 July 2017. Accessed June 2019, https://www.reuters.com/article/us-brazil-environment-deforestation-idUSKBN19P1MS

[9]Mongabay, Brazil's key deforestation drivers: Pasture, cropland, land speculation, 19 March 2019. Accessed June 2019, https://news.mongabay.com/2019/03/brazils-key-deforestation-drivers-pasture-cropland-land-speculation/

Key companies that could make a difference

This study identifies 43 companies based on an assessment of their potential exposure to deforestation risk and influence in the Brazil–China beef and leather supply chains. They are categorised in three groups:

- **Group A:** 20 companies that are the biggest importers[11] and processors of Brazilian beef and leather in China, or that are otherwise likely to be significantly exposed to Brazilian beef and leather due to their roles in the car seat, furniture and footwear industries. No Group A companies have deforestation policies for beef or leather.

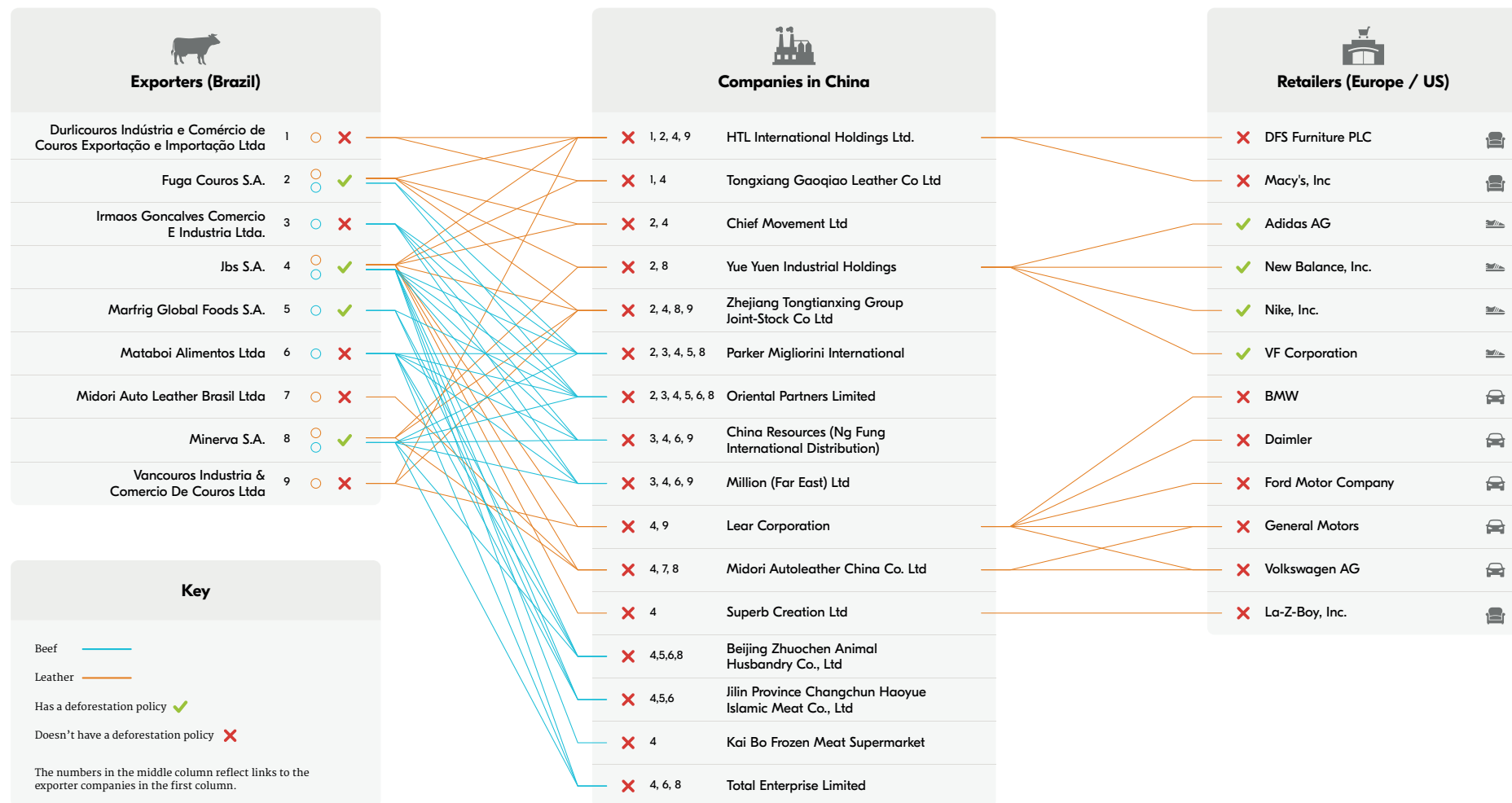*"None of the companies identified in China have deforestation policies for beef or leather"*

- **Group B:** nine beef and leather processing companies operating in Brazil. They supply over three quarters of the Brazilian beef and leather imported by the Group A companies. Six have no deforestation policy (one of these companies also belongs to Group A); three have limited policies related to the Amazon only.

- **Group C:** 15 companies, headquartered in Europe and the US, which manufacture and/or sell furniture, shoes or cars using leather[12], and which are customers of companies known to process leather in China (including several of the Group A companies). Five have limited policies on beef and leather, e.g. related to the Amazon only. The remainder have none.

For the full list of companies and more detail on how these companies were identified, see the Appendix of this document.

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[10]https://www.globalcanopy.org/sites/default/files/documents/resources/20%20key%20companies%20in%20China_table%20Feb%202019_0.pdf Accessed June 2019.

[11]https://www.globalcanopy.org/sites/default/files/documents/resources/Fifteenkeycompanies-inEUandUS_table%203.4.19.pdf. Accessed June 2019.

Links in the beef and leather supply chains

Exporters (Brazil)

Durlicouros Indústria e Comércio de Couros Exportação e Importação Ltda	1	○	✗
Fuga Couros S.A.	2	○○	✓
Irmaos Goncalves Comercio E Industria Ltda.	3	○	✗
Jbs S.A.	4	○○	✓
Marfrig Global Foods S.A.	5	○	✓
Mataboi Alimentos Ltda	6	○	✗
Midori Auto Leather Brasil Ltda	7	○	✗
Minerva S.A.	8	○○	✓
Vancouros Industria & Comercio De Couros Ltda	9	○	✗

Companies in China

✗	1, 2, 4, 9	HTL International Holdings Ltd.
✗	1, 4	Tongxiang Gaoqiao Leather Co Ltd
✗	2, 4	Chief Movement Ltd
✗	2, 8	Yue Yuen Industrial Holdings
✗	2, 4, 8, 9	Zhejiang Tongtianxing Group Joint-Stock Co Ltd
✗	2, 3, 4, 5, 8	Parker Migliorini International
✗	2, 3, 4, 5, 6, 8	Oriental Partners Limited
✗	3, 4, 6, 9	China Resources (Ng Fung International Distribution)
✗	3, 4, 6, 9	Million (Far East) Ltd
✗	4, 9	Lear Corporation
✗	4, 7, 8	Midori Autoleather China Co. Ltd
✗	4	Superb Creation Ltd
✗	4,5,6,8	Beijing Zhuochen Animal Husbandry Co., Ltd
✗	4,5,6	Jilin Province Changchun Haoyue Islamic Meat Co., Ltd
✗	4	Kai Bo Frozen Meat Supermarket
✗	4, 6, 8	Total Enterprise Limited

Retailers (Europe / US)

✗	DFS Furniture PLC	🛋
✗	Macy's, Inc	🛋
✓	Adidas AG	👟
✓	New Balance, Inc.	👟
✓	Nike, Inc.	👟
✓	VF Corporation	👟
✗	BMW	🚗
✗	Daimler	🚗
✗	Ford Motor Company	🚗
✗	General Motors	🚗
✗	Volkswagen AG	🚗
✗	La-Z-Boy, Inc.	🛋

Key

Beef ———
Leather ———
Has a deforestation policy ✓
Doesn't have a deforestation policy ✗

The numbers in the middle column reflect links to the exporter companies in the first column.

Note:

This diagram only includes those of the 43 companies where trading links were identified. For a full list see the Appendix. .

Most companies lack commitments

The identified companies' websites were searched for policies on deforestation risk related to their beef and/or leather supply chains. In total, eight of the 43 companies (19%) were found to have policies on deforestation related to beef or leather. This suggests they are at least aware of the deforestation risk in their beef or leather supply chains.

"In total, eight of the 43 companies (19%) were found to have deforestation polices related to beef or leather"

But the eight companies' policies are all limited in their reach. For example, they only relate to sourcing from the Amazon biome, do not include reporting on progress, or lack a clearly defined aim. Most score less than 50% for their cattle policies when assessed using the 2018 Forest 500 assessment methodology, which scores companies based on the strength of their deforestation policies[13].

Crucially, many of the 43 companies are connected to each other in supplier-buyer relationships, so weaknesses in one company's policy (or the lack of a policy) could reduce the effectiveness of the policies of other downstream companies in the supply chain.

"No European and US companies appear able to guarantee their supply chain is deforestation-free"

This highlights the importance of companies reporting on their progress in implementing their policies. Without this, little can be understood about their effectiveness, especially where suppliers are not making similar commitments to those made by buyers.

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[12]Global Canopy, 2018. The Forest 500: 2018 Company Assessment Methodology. Global Canopy, Oxford, UK https://forest500.org/about/how-do-we-identify-500

Areas of great potential risk and opportunity

The lack of policies among companies in the car leather supply chain is significant, and poses a major potential risk, given that around half of Brazil's leather exports are used by the global car industry for seats and interiors[14]. Lear and Adient together account for over 60% of the car seat manufacturing market in China[15,16], yet neither has a policy on deforestation risk associated with leather.

Among furniture companies, HTL's leather imports from Brazil account for 10% of China's imports of Brazilian leather[17]. Almost none of the assessed companies in HTL's supply chain, including two of its major suppliers in Brazil and two important retailers in Europe and the US, have a policy on deforestation associated with beef or leather.

Among those companies in the shoe leather supply chains that do have deforestation policies, most focus solely on the Brazilian Amazon but not on other important areas for biodiversity, carbon storage, and livelihoods, such as the Cerrado. It is also notable that those with policies are downstream brand-owning companies. Yue Yuen, an upstream manufacturer of shoes for several of those brands, has none. This raises the question of whether the downstream companies will be able to implement their policies without a chain of commitments running through the supply chain.

Addressing these policy gaps and weakness as priorities could have significant positive impacts for awareness and action on Brazilian deforestation risk within the supply chains investigated in this study.

[13] APLF, Brazil – Cars and furniture, main consumers of exported leather. Accessed in June 2019 http://www.aplf.com/en-US/leather-fashion-news-and-blog/news/37216/brazil-cars-and-furniture-main-consumers-of-exported-leather

[14] Trefis Team, 2016. Adient to rely on China for growth in the future. Forbes. Accessed in May 2018 at https://www.forbes.com/sites/greatspeculations/2016/11/23/adient-to-rely-on-china-for-growth-in-the-future/#386563a355fe

[15] Trefis Team, 2017. Lear's seating division is primted to grow through decade-end. Forbes. Accessed in May 2018 at https://www.forbes.com/sites/greatspeculations/2017/01/20/lears-seating-division-is-primed-to-grow-through-decade-end/#6f24eb373e7a

[16] Based on analysis of Brazilian leather export data, September 2017–August 2018.

Next steps for companies

The companies identified here, and other companies with possible links to the Brazil-China beef and leather trade, need to understand their exposure to deforestation risk, and take actions to address this. In the first instance, companies should:

- Assess their exposure to deforestation risk in their beef and leather supply chains. New supply chain transparency tools, such as Trase, can support companies to understand their risk exposure.

- Make time-bound, robust commitments to address deforestation risk. These must apply across all of their operations and sourcing areas, particularly beyond the Amazon.

- Policies must include clear plans for implementing the commitments, with clear milestones and regular, public reporting of progress against their milestones. Initiatives such as the Accountability Framework provide a robust framework for progress reporting and guidance on developing and implementing policies on ethical and sustainable sourcing. Companies can use CDP's reporting platform to report to their investors and customers against the Core Principles of the Accountability Framework using standardized and widely accepted methods.

- Where policies already exist, the focus should be on implementation, including monitoring and engaging suppliers on compliance, and policies for dealing with non-compliance.

Note:

The findings of this study were first published as a series of blogs, which can be accessed here. Companies can find out if they have a Forest 500 assessment, look for their scores and benchmark against their peers at www.forest500.org.

Project partner: **CDP** DISCLOSURE INSIGHT ACTION   Project supported by NICFI and UK Aid: **NICFI** Norway's International Climate and Forest Initiative   **UKaid** from the British people

Appendix

Reasons for company selection include one or more of the following:

- Exports or imports significant amounts of beef or leather from Brazil into China

- Exports or imports shoes, sofas, or car seats from China

- Important in a relevant industry, e.g. largest beef processor in China, or market leader in world car manufacturing

- Active across different parts of the supply chain, hence likely greater supply chain influence (e.g. a major importer, manufacturer and retailer)

- Is a major client of one of the other companies or is otherwise known to be sourcing leather materials or products from manufacturers in China.

The below tables detail the selection rationale for each company, and are split into companies exporting from Brazil (Table 1), importing or processing beef (Table 2), importing or processing leather (Table 3) and key companies in the US and EU (Table 4).

A variety of trade data, market research, business and government sources, and company websites were used in this research. Beef importer ranks were obtained by processing data available from https://trase.earth.

Table 1. Companies exporting beef and/or leather from Brazil to China.

Company name	Headquarters	Why this company is important
Durlicouros Ind e com de Couros Exp e Importacao Ltda.	Brazil	Biggest exporter of leather from Brazil to key companies in China.
Vancouros Industria & Comercio de Couros Ltda.	Brazil	Second biggest exporter of leather from Brazil to key companies in China.
JBS S.A.	Brazil	Third biggest exporter of leather from Brazil to key companies in China. Biggest exporter of beef from Brazil to key companies in China.
Minerva S.A.	Brazil	Fourth biggest exporter of leather from Brazil to key companies in China. Third biggest exporter of beef from Brazil to key companies in China.
Midori Auto Leather Brasil Ltda.	Brazil, parent HQ in Japan	Fifth biggest exporter of leather from Brazil to key companies in China.
Fuga Couros S.A.	Brazil	Sixth biggest exporter of leather from Brazil to key companies in China.
Marfrig Global Foods S.A.	Brazil	Seventh biggest exporter of leather from Brazil to key companies in China, 14th biggest exporter of beef from Brazil to key companies in China, and the biggest importer from Brazil into China.
Mataboi Alimentos Ltda.	Brazil	Second biggest exporter of beef from Brazil to key companies in China.
Irmaos Goncalves Comercio E Industria Ltda.	Brazil	Fourth biggest exporter of beef from Brazil to key companies in China.

Table 2. Companies involved in importing, processing, manufacturing or retailing beef or beef products known or likely to include Brazilian beef.

Company name	Headquarters	Why this company is important
Beijing Zhuochen Animal Husbandry Co., Ltd	China	One of the top 10 importers of Brazilian beef into China, with multiple supply chain roles including processor and distributor.
China Resources National Corporation	China	One of the top 30 importers of Brazilian beef into China, with multiple supply chain roles including distributor and retailer. Subsidiaries collectively have the second biggest market share (over 5%) among supermarkets in China.
Jilin Province Changchun Haoyue Islamic Meat Co. Ltd.	China	One of the top 30 importers of Brazilian beef into China; a major processor: one of the top 10 meat processors in China and the top beef processor in China.
Kai Bo Food Supermarket	China (Hong Kong)	One of the top 20 importers of Brazilian beef into China, with multiple supply chain roles including distributor and retailer.
Million (Far East) Limited	China (Hong Kong)	One of the top 10 importers of Brazilian beef into China, with multiple supply chain roles including importer, processor, retailer and distributor to other retailers.
Oriental Partners Limited	China (Hong Kong)	One of the top 10 importers of Brazilian beef into China, with multiple supply chain roles including processor and distributor.
Parker–Migliorini International	US	One of the top two importers of Brazilian beef into China, with multiple supply chain roles including processor, manufacturer, and distributor.
Total Enterprise Limited	China (Hong Kong)	One of the top three importers of Brazilian beef into China, with multiple supply chain roles including importer, processor and manufacturer.
WH Group Limited	China (Hong Kong)	One of the top three meat processors in China with multiple supply chain roles including manufacturer, retailer and distributor. Mainly involved in pork currently, but is expanding its beef business.

Table 3. Companies involved in importing, processing, manufacturing or retailing leather or leather products known or likely to include Brazilian leather.

Company name	Headquarters	Why this company is important
Adient PLC	Ireland	The biggest automotive seat manufacturer in China (over 40% market share). Makes seats using leather among other materials. A major actor in a key industry (car seat manufacturing) that uses Brazilian leather.
Belle International Holdings Ltd	China (Hong Kong)	The second biggest footwear manufacturer in China (over 5% market share); the biggest shoe retailer in China (over 15% market share): a major actor in a key industry (footwear manufacturing) that uses Brazilian leather.
Chief Movement Ltd	China (Hong Kong)	One of the top 20 importers of Brazilian leather into China, with multiple supply chain roles including processor and manufacturer. Processing and manufacturing specialities include two key industries using Brazilian leather: footwear and upholstery.
HTL International Holdings Ltd.	China	One of the top two importers of Brazilian leather into China, with multiple supply chain roles including processor, manufacturer, distributor and retailer.
KUKA Home	China	One of China's top two reclining sofa manufacturers (9% market share) and a major sofa retailer in China; uses Brazilian leather in sofa manufacturing; parent company Jason Furniture has imported Brazilian leather and is among China's top 10 home furnishings companies.
Lear Corporation	US	The second biggest automotive seat manufacturer in China (21% market share), making seats using leather, among other materials. Subsidiary Eagle Ottawa is one of the top 20 importers of Brazilian leather into China.
Man Wah Holdings Ltd.	Japan	One of China's top two reclining sofa manufacturers (over 40% market share); has imported Brazilian leather; a major sofa retailer in China.

Table 3 continued.

Company name	Headquarters	Why this company is important
Midori Autoleather Co. Ltd	Japan	One of the top 10 importers of Brazilian leather into China, with multiple supply chain roles including processor and manufacturer. Processing and manufacturing specialities include a key industry using Brazilian leather in China: automotive interiors. Also makes leather apparel in China.
Tongxiang Gaoqiao Leather Co Ltd	China	One of the top 20 importers of Brazilian leather into China, and a processor in a key industry using Brazilian leather: furniture upholstery.
Yue Yuen Industrial Holdings Ltd	China (Hong Kong)	The biggest footwear manufacturer in China (over 8% market share). Linked to Brazilian leather imports via subsidiary Dongguan Yuxiang Shoes Material Company Ltd.
Zhejiang Tongtianxing Group Joint-Stock Co Ltd	China	One of the top 15 importers of Brazilian leather into China, and a processor in a key industry using Brazilian leather: furniture upholstery.

Table 4. Fifteen key companies headquartered in the EU or US that manufacture and/or retail shoes, cars or furniture; are significantly exposed to the risk of Brazilian deforestation in their leather supply chains via suppliers in China; and have significant share in key markets.

Company name	Headquarters	Industry	Why this company is important
BMW AG	Germany	Automotive	One of the top five buyers of car seats from Lear Corporation and a customer of Adient. (See Table 2 for why Lear and Adient are important suppliers.) Has significant market share: e.g. it is one of the top three companies in the global luxury car market and one of the top five car brands in UK.
Daimler AG	Germany	Automotive	One of the top five buyers of car seats from Lear Corporation. Also buys from Adient: Daimler's Mercedes division is Adient PLC's second biggest customer in Europe, accounting for 7% of Adient's global sales. (See Table 2 for why Lear and Adient are important suppliers.) Daimler exports car seats from China, e.g. Beijing Benz, Daimler's joint venture with China's BAIC, exports Lear car seats from China to India for installation in Daimler's Mercedes-Benz cars. Daimler has significant market share, being one of the top three car manufacturers globally and in Europe by revenue; its Mercedes-Benz division is one of the top three luxury car manufacturers in the world.
DFS Furniture PLC	UK	Furniture	Key retailer of Chinese-made HTL furniture in the UK, where it is the second biggest home furnishings company. (See Table 2 for HTL's importance.)
Ford Motor Company	US	Automotive	One of the top five buyers of car seats from Lear Corporation, and Adient's biggest customer globally. (See Table 2 for why Lear and Adient are important suppliers.) Has significant market share: e.g. Ford is one of the top four car manufacturers globally and in the US, and a leading car brand in the UK.

Table 4 continued.

Company name	Headquarters	Industry	Why this company is important
General Motors Company	US	Automotive	One of the top five buyers of car seats from Lear Corporation and Adient PLC. (See Table 2 for why Lear and Adient are important suppliers.) Leather parts may be exported from China for use in GM car assembly elsewhere, but also some GM cars are assembled in China and exported to the US and Europe. GM has significant market share, being one of the top four car manufacturers globally, in the US, and in China.
Volkswagen AG	Germany	Automotive	A customer of Lear Corporation and Adient PLC; Adient PLC's biggest customer in Europe and joint-second biggest customer, accounting for 10% of Adient's global sales. (See Table 2 for why Lear and Adient are important suppliers.) Volkswagen has significant market share, being one of the four biggest car manufacturers globally and in the UK, with its Audi division being one of the top three in the global luxury car market.
Ashley Furniture Industries, Inc.	US	Furniture	Key retailer of Chinese-made HTL furniture in the UK, where it is the second biggest home furnishings company. (See Table 2 for HTL's importance.)

Company name	Headquarters	Industry	Why this company is important
Inter IKEA Holding B.V.	Netherlands	Furniture	Manufactures sofas in China; exports furniture from China; sources cattle leather sofas from sofa manufacturers in China; and uses significant amounts of Brazilian leather in furniture manufacturing. Has significant market share: is the biggest home furnishings company globally and one of the top three furniture manufacturers in many individual countries including European countries and the US.
La-Z-Boy, Inc.	US	Furniture	China-based manufacturers produce La-Z-Boy furniture. La-Z-Boy imports leather sofas to the US, e.g. from China-based Superb Creation, an importer of leather from Brazil into China. Also has sales presence in China through licensing arrangement with KUKA. (See Table 2 for KUKA's importance.) Has significant market share: is the third biggest home furnishings company in the US (excluding bed-specialists) and one of the biggest home furnishings companies in the world.
Macy's, Inc.	US	Furniture	Key retailer of HTL furniture in the USA. (See Table 2 for HTL's importance.) Has significant market share: one of the biggest department store retailers in the USA and globally.
Adidas AG	Germany	Footwear	About a fifth of Adidas footwear is made by various companies in China, including Yue Yuen Industrial Corporation. (See Table 2 for Yue Yuen's importance.) Ships shoes containing leather from China to various countries including Colombia, India, Indonesia, Mexico, Peru and US. Has significant market share: is the second biggest footwear company in the world by sales, and one of the top five in the US and China.

Table 4 continued.

Company name	Headquarters	Industry	Why this company is important
New Balance, Inc.	US	Footwear	Customer of Yue Yuen Industrial Corporation. (See Table 2 for Yue Yuen's importance.) Has significant market share: is one of the ten biggest footwear companies in the world, China and the US by retail value.
Nike, Inc.	US	Footwear	Over a quarter of Nike Brand footwear is made by various companies in China, including Yue Yuen Industrial Corporation. (See Table 2 for Yue Yuen's importance.) Ships shoes containing leather from China to various countries including Chile, Indonesia, Pakistan and US. Has significant market share: is the biggest footwear company in the world, China, and the US by sales.
Skechers USA, Inc.	US	Footwear	Most Skechers shoes are made in China and Vietnam. Ships shoes from China to various countries including Colombia, Kazakhstan, Mexico and US. Has significant market share: is the third biggest footwear company in the world by sales and one of the top three brands in the USA.
VF Corporation	US	Footwear	Customer of China-based manufacturer Yue Yuen Industrial Corporation and ISA TanTec, whose joint venture, Heshan Bestway Leather Product Ltd., imports Brazilian leather into China. (See Table 2 for Yue Yuen's importance.) Has significant market share: is the sixth biggest footwear company in the world by sales and owns several global leading brands.