AMS Reciprocal Meat Conference (RMC)
June 18, 2013

Keystone Marfrig Global Footprint

We are Keystone Foods
Multi-national, multi-protein processor
25 facilities in 6 countries across North America and Asia Pacific
Approx. $2 billion in sales for $9 billion company
Each year we process:
- 2.2 billion pounds of poultry
- Over 357 million pounds of beef
- 30 million pounds of fish
- 10 million pounds of pork

Marfrig Group: Sustainable Business Management
Adding Long Term Value

Keystar®
Sustaining the Planet
Contributing to Communities
Supporting our People
Creating Value

Sustainability
Social Responsibility

- Food Safety
  - HACCP
  - Food Safety System
  - Foreign Object Control
- Community and Global Citizenship
  - Social Initiatives
  - Charity Support
  - NGO Relationships
  - Animal Welfare
  - Sound Ethical Practices
  - Community Initiatives
- Governance
  - Code of Conduct
  - Ethics/Compliance Report
  - Legislation Compliance

Keystone Foods CSR Key Focus Areas

- Animal Welfare
- Supply Chain Sustainability
  - Energy, Water, Waste Reduction
- NGOs and Customers
  - Beef Sustainability
- Customers – Triple Bottom Line

Keystone Foods' Animal Welfare Program

Five Tenets
- Addresses any area where there is an animal-human interface
- Heavily concentrates on job-specific training and testing
- Establishes expectations and individual accountability
- Verification through 1st, 2nd and 3rd party audits
- Continuous improvement through focus on evaluation of KPIs and developing technology

Keystone Foods Global Animal Welfare Team

- To be recognized globally by our customers and industry colleagues as the leader in animal welfare practices and policies.
- Implement programs so that each animal under our direct care is treated humanely as determined by industry best practices, customer expectations, and internal standards
- Work closely with suppliers so all animals under our indirect care are treated in the same humane manner
- Be proactive in benchmarking and constantly evaluating our practices in the spirit of continuously improving
- Cross species, cross company, global subject matter experts

2013 Poultry Health and Welfare Initiatives

- Poultry Handling and Transportation
  - Quality Assurance Certification
- See it? Stop it! Initiative
- Intestinal health studies to evaluate totally drug free feeds

Supply Chain Sustainability Successes & Opportunities

- Energy Reduction Challenges
  - Capital Justification
  - Biogas Kentucky
- Water and Waste Reduction
- Hourly Employee Engagement in Plants
  - Newsletters, TV Monitors, Special Events, etc.
  - Safety
- Tier 1 and 2 Suppliers - CSR
**Sustainability KPIs: Global Stretch Goals Through 2012 & 2015**

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**Engaging Our Customers, Suppliers & NGOs**

- **Engaging Major Brands on Sustainability**
  - Beef
  - Poultry
  - Palm Oil
- **Sustainable Land Management:**
  - Sustainability issues (e.g., runoff, ammonia, water, etc.)

**Keystone Foods & Customers: Areas of Partnership**

- Environmental Scorecard
- Sustainability Goals
- Sustainable Land Management
- Social Workplace Accountability
- Sustainability Council
- Environmental Benchmarking
- Support Customer Role in NGOs
- Serve as customer subject matter experts

**Benefits of a World Class Sustainability Program**

- **Cost Savings**
- **Innovation in Operations, Packaging, Product**
- **Employee Engagement**
- **Recruiting/Transparency**
- **Customers!!**

**Questions?**