AMSA Reciprocal Meat Conference (RMC)

June 18, 2013
We are Keystone Foods

Multi-national, multi-protein processor

25 facilities in 6 countries across North America and Asia Pacific
Keystone Marfrig Global Footprint

- 20 industrial protein units
- 2 industrial units/leather office

- 8 industrial protein units
- 1 industrial unit/leather office

- 5 industrial protein units
- 4 industrial units/leather office

- 51 industrial protein units
- 1 industrial unit/leather office
- 2 distribution centers

- 2 distribution centers

- 15 industrial protein units
- 1 industrial unit/leather office

- 5 industrial protein units
- 1 industrial unit/leather office

- 1 industrial unit/leather office

- 3 industrial units/leather office

- 1 industrial protein unit

- 51 industrial protein units
- 1 industrial unit/leather office

- 5 industrial protein units
- 1 industrial unit/leather office

- 2 distribution centers
# Marfrig Group: Sustainable Business Management

Adding Long Term Value

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<th>Social</th>
<th>Supply Chain</th>
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<th>Technology</th>
<th>Economic</th>
<th>Product</th>
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<td>- Climate Changes</td>
<td>- Innovation</td>
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## Sustainability Strategic Dimensions and their Pillars, including the Stakeholders

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<tr>
<th>ETHICS</th>
<th>CORPORATE GOVERNANCE</th>
<th>COMMUNICATION</th>
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</tbody>
</table>

- Investor CDP

- INSTITUTO MARFRIG DE SUSTENTABILIDADE entregado a mundo melhor
- Keystones Foods
- Global Reporting Initiative
- MARFRIG GROUP
Sustaining the Planet
Contributing to Communities
Supporting our People
Creating Value
Sustainability

Environment
- Carbon Reduction
- Water Reduction
- Recycling
- Electricity Reduction
- Fuel Reduction
- Conservation
- Pollution Control (Noise, Air, Water)

Health and Safety
- Safety
- Safety Mgt. System
- Training

Risk Management
- Business Threat
- Succession Planning
- Data Security & Mgmt.
- Contingency Planning
- Business Continuity/Incident Mgmt.
- Food Defense
- Loss Prevention/Risk Mapping

Food Quality
- Supplier Control
- Process Control
- Inspection Process

Economic
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

Employees
- Safety
- Talent Management
- Diversity
- Training and Development
- Scholarship/Education
- Engagement
- Benefits
- Open Culture
- Communication
- Labor Relations
- Strategic Planning

Social Accountability (Workplace)

Economics
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
Benefits of a World Class Sustainability Program

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