



Sustainable Partners

HOW WE'RE LOOKING AFTER THE WORLD

(and each other)



Global
Sustainability Report
2016/17

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Sustainability is
close to our hearts

Introduction

About this report

OSI recognizes that our generation cannot compromise the development needs of future generations. For that reason, sustainability is close to our hearts.

Although we may not have always used the term 'sustainability' in the past, it's true to say that we have always considered the future in everything we do. We continue to work hard to ensure we care for our people, our environment and our customers.

In order to demonstrate the OSI commitment, we have created this report to highlight examples of our work. It provides an overview of our company and demonstrates our goals and achievements in three key areas:

1. **Social Responsibility**
2. **The Environment**
3. **Sustainable Supply Chain**

We have chosen these three key areas as they best reflect the nature of our businesses across the globe and our activities in all the countries where we operate.

Foreword

At OSI, we believe that conducting business in a responsible and sustainable manner is consistent with our core values.

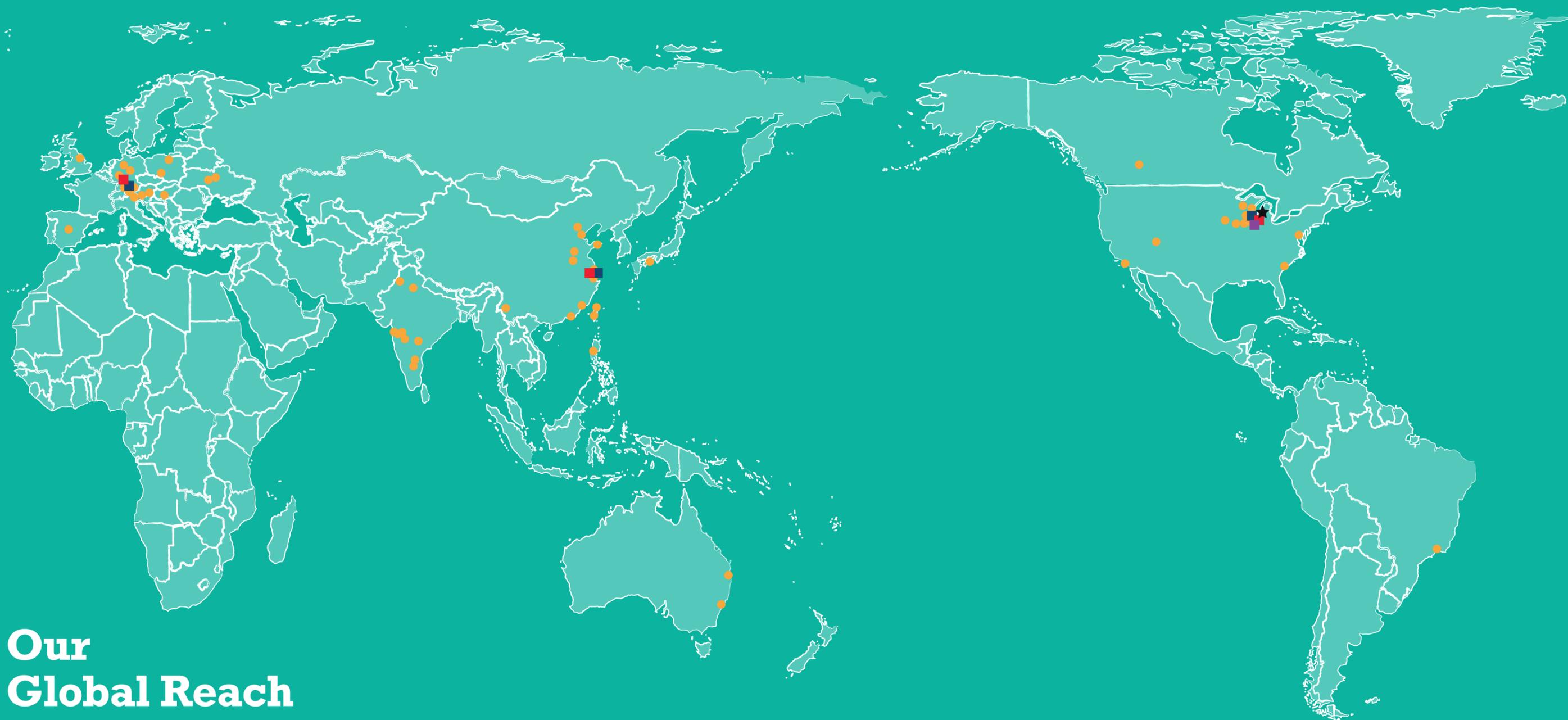
We remain committed to providing a safe workplace for our employees, making positive contributions to the communities we serve and ensuring the highest standards of quality and food safety for our customers. We also commission initiatives to reduce our overall environmental impact.

Our sustainability journey has evolved, and we are excited to share our progress in our first Global Sustainability Report. This report focuses on our efforts in the three priority areas of Social, Environmental and Supply Chain responsibility. By establishing global goals for each priority area, we are able to approach our efforts with energy, dedication and focus, enabling us to manage our business responsibly and create the greatest positive impact on society.

Our customers ask us what we are doing to operate in a sustainable manner and we are proud to respond with this report as evidence of our actions. It outlines our progress to date and details our future targets. We are pleased with what we have achieved and we are looking forward to building upon our success.



David G. McDonald
President and Chief Operating Officer
OSI Group, LLC



Our Global Reach

The Company

OSI Group, LLC is the parent company to a network of operations in 16 countries globally with more than 60 facilities, including food processing plants, farms and offices.

OSI has been a global leader in supplying value-added protein items and other food products to leading foodservice and retail brands for more than sixty years. The company is a privately held corporation that employs more than 20,000 people around the world, with global headquarters located outside of Chicago in Aurora, Illinois, USA.

Our Global Sustainability Council

Everyone within OSI is responsible for supporting sustainability, and each person feels accountable for his or her actions in the workplace. The OSI Global Sustainability Council drives this effort through all areas of the business and is comprised of a team representing a variety of locations worldwide.

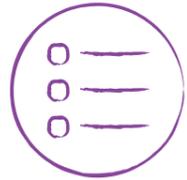
The Council meets on a regular basis via conference calls or face-to-face meetings. It tracks the progress of OSI's global initiatives and evaluates our performance, shares best practices, and keeps our company management and employees informed about the achievements against targets.

- ★ OSI Global Corporate Headquarters
- OSI Facilities
- OSI Culinary Innovation Centers
- OSI Regional Offices
- OSI Global R&D Center



01

**SOCIAL
RESPONSIBILITY**



Our Core Principles

Our goal at OSI is to provide a safe and diverse workplace for our employees – one in which they can thrive, develop, grow and add value to their local communities. This goal is founded on three core principles:

1. OSI is committed to protecting and ensuring the health and safety of all employees, suppliers, colleagues and customers and anyone who comes into contact with our activities. This commitment is reflected in the many awards for health and safety that we have received over the years.
2. OSI is committed to employee development at all levels in our business. This reflects the strong belief in our peoples' capabilities and in providing our employees with opportunities to progress to their fullest potential.

3. OSI is committed to making positive contributions to the communities we serve. We understand our role as a community leader, and we encourage our employees to take part in charitable events and activities in all our locations.

To support these principles, OSI has committed to the following global goals:

1. To achieve top rating in all third-party social accountability audits
2. To expand investment in annual leadership development programs across all zones
3. To increase total volunteer hours and report, on a minimum, three (3) activities per year from each facility actively engaging with its local community

Working in Partnership



One of OSI's core principles is partnership. We are committed to friendly, professional cooperation with our customers, employees and suppliers. This is the only way to achieve a long-term and mutual benefit for all. In this spirit, we have also committed to ensuring a safe, healthy work environment. This includes workplace safety, compliance with all statutory regulations, as well as fair and respectful treatment of employees.



Health & Safety

Keeping people safe, comfortable and protected

OSI is committed to providing a safe working environment for our people, our visitors, customers and suppliers.

We believe that the provision of strict controls on health and safety issues arising from our activities is crucial to our business. We consult our employees on maintaining a safe working environment and are committed to ensuring that we continue to improve and monitor our operations.

OSI has a comprehensive plan for ensuring health and safety across all of our plants:

- Safety committees in each location, which meet regularly to continually optimize existing occupational health, safety and fire prevention standards through risk analysis, accident reviews and improvement projects.
- Corporate Compliance Audits to confirm standards and monitor progress. OSI is regularly audited on health and safety and has received prestigious awards for our commitment and high standards.

American Society of Safety Engineers (ASSE)

A group of OSI safety professionals attends the annual ASSE conference each year. The 2015 conference was held in June in Dallas, Texas. This conference is recognized as the premier safety training conference in the United States. It gave OSI safety professionals the opportunity to gain and share knowledge and also to learn invaluable skills from some of the best safety trainers in the country. They were also able to network with safety professionals from all over the world.

Annual Safety and Risk Management Conference

The annual Americas Zone Safety and Risk Management Conference held May 12-13, 2015, was hosted by Amick Farms, an OSI Group company, in Hurlock, Maryland, USA. The event served as a venue to share knowledge, participate in roundtable discussions and attend safety specific training sessions. Safety topics were presented by OSI's Risk Management Department; OSI's Legal Department; safety managers from several facilities, and our insurance brokers.



2015 Annual Safety and Risk Management Conference Attendees
Back Row, Left to Right: Jose Lopez (Amick Farms, Hurlock), Gracia Cerant (OSI Chicago), Barbara Dunlap (OSI Corporate Legal), Ann Gudenrath (OSI Corporate Safety), Todd Campbell (Fair Oaks Farms), Jeff Anderson (OSI West Jordan), and Pablo Tomalo (OSI West Jordan). Front Row, Left to Right: Dionne Quass (OSI Ft. Atkinson), Yezlybeth Mora (OSI Riverside), Mirta Perez (Nation Pizza and Foods), Mayra Seda (OSI West Chicago), Evelyn Skiakallis (Fair Oaks Farms), Jerry Everidge (OSI Corporate Safety), and Charles Browder (Amick Farms, Batesburg).



OSI UK Health & Safety Awards

Occupational Health & Safety of Employees in the UK

In the UK, we are committed – just as we are around the globe – to conducting our business in a responsible manner while protecting people and the environment. We seek to minimize environmental and health and safety risks to our people and the communities in which we operate by employing safe technologies, operating procedures and emergency plans. We underpin these with training for all employees.

Our policies, systems and procedures are externally verified and accredited on an annual basis.

OSI Food Solutions has continually achieved 5-star status in health and safety, as well as environment, at our UK production facility, culminating in the British Safety Council's (BSC) Sword of Honour Award in 2012/2013 and again in 2015, and the Globe of Honour in 2012 and 2015. Furthermore, the site continues to maintain recognized accreditation to the international standard BS OHSAS 18001 for Occupational Health & Safety.

In addition, OSI UK is extremely proud to have been awarded our tenth consecutive BSC International Safety Award in 2015. This prestigious accolade is given to organizations with a proven commitment to workplace health and safety. The award winners spanned all sectors and came from countries around the globe. We were very pleased to be recognized once again for our commitment to health and safety.



The 2015 BSC Sword of Honour and Globe of Honour as presented by Lynda Armstrong OBE, BSC's Chair of Trustees (center) and received by Ian Hurley, OSI UK Safety, Security & Environmental Manager (left) and Ian Hughes, OSI UK Factory Manager (right).



GenOSI Human Health Initiative in the Philippines

GenOSI believes in promoting the physical, social, economic and general well-being of employees so they can be more productive members of the company and their families. This is achieved through a holistic program of wellness activities.

Wellness awareness

In cooperation with health professionals, the company has conducted awareness seminars for employees on important medical issues such as pneumonia, heart disease, and water/carrier-borne diseases. The company also periodically conducts Riding Safety Seminars for employees using motorcycles. Since 2013, the company has participated in the annual National Wellness Day celebration of the People Management Association of the Philippines (PMAP).

Medical check-ups/vaccinations

In addition to an annual physical examination, the company provides free fasting blood sugar/cholesterol screenings and flu vaccinations for employees. These services are also available to employees' dependents at discounted prices. In 2015, 248 persons were inoculated.

Social activities

The company sponsors an annual summer excursion to a water park or beach resort for employees and their families. An annual Christmas party is also held with a buffet dinner, talent contests, raffles and employee awards for service and attendance/punctuality.

Sports

For exercise and camaraderie, GenOSI holds annual basketball, volleyball and badminton tournaments along with a one-day mini-Olympics. A fitness gym, courts for basketball, volleyball and badminton, and free weekly dance fitness classes are also provided.

Results of our efforts

Thanks to our initiatives in the Philippines, we have seen:

- Employee satisfaction rates at 90%-93% based on survey results.
- More loyal employees, as reflected in the number of service awardees. About 60% of employees have at least 10 years of service.





We are committed to the development of our employees



Leadership Development

Here at OSI, we are committed to the development of our employees at all levels in the business. We understand that results come from well-trained employees who have the right skills and who are energized to do the right things at work.

Since 2005, OSI has invested heavily in leadership development programs around the globe.

In the US, the leadership program is built upon seven leadership principles:

- Interpersonal skills
- Performance management
- Problem-solving and decision-making
- Communication
- Change management
- Conflict management
- Coaching

In Europe, we have invested in five intensive 14-month, talent-based Individual Development Programs (IDP) commencing in 2009 through to 2016.



Robert Ondrus,
Senior Group IT Manager
OSI Europe

I participated in the third IDP along with some colleagues from different parts of OSI across Europe. The purpose of this program is to make managers aware of important state-of-the-art techniques and to provide us with a set of defined management tools which we can use in our daily business.

“We started by learning aspects of people’s personalities so that we are able to better understand how and why our team members, colleagues or external partners behave as they do. Following on from this, we had a ‘coaching’ section – a very effective instrument to help people to deal with problematic situations. In between topics such as leadership, team-building and presentations, we completed a colorful tour of various other management skills.

“Not everything was totally new for me, because I have been in the business for a long time, and I had already been on some management training programs. Nevertheless, it was good to refresh myself in some areas and I have to admit that I also heard some things for the first time at IDP – interesting subjects that were really new to me.

“In the IT Management Team at OSI, we decided to use some of the IDP techniques to make us

better in our business functions and to optimize our support for the business processes. For instance, we classified (on a voluntary basis) our IT employees according to Myers-Briggs to measure their psychological preferences in how they perceive the world and make decisions. This now helps us to select the right person for certain tasks or to act as a representative of the IT department on a particular project.

“Today, I use my newly acquired coaching skills to support my employees fully and ensure that we manage stress in a more positive way. We also use our negotiation skills and techniques with our key suppliers, and this has helped us to achieve better agreements.

“The things we brought home from IDP have really provided practical help in our daily business. In summary, this program is of excellent quality and offers a tool set which is really helpful for the manager’s business life at OSI.”



Siniša Čeček,

Quality Manager
OSI Foodworks

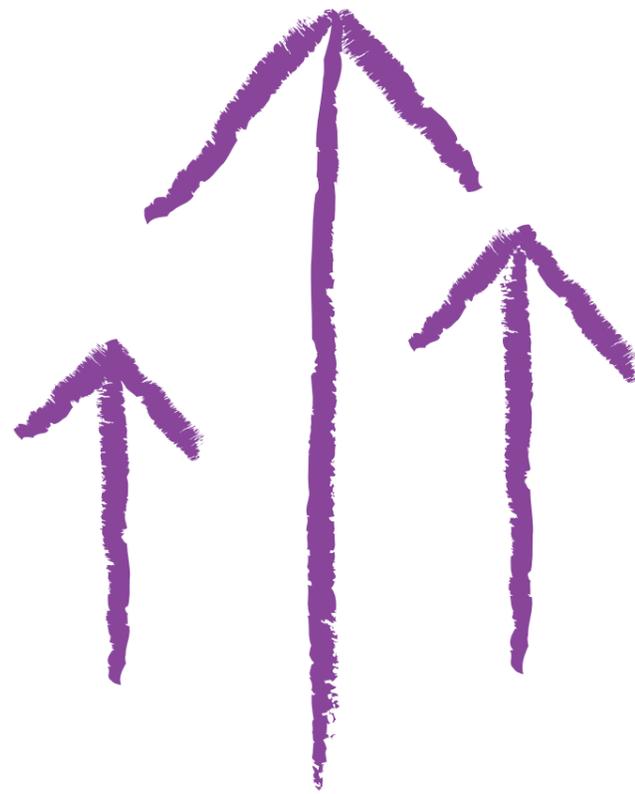
“When I found out that I was going to participate in the 4th year of OSI’s Individual Development Program

(IDP), such a sense of importance went through me. All of my efforts – the systematic approach in my daily work and my will to keep that ideal standard of safety and quality for our products – were clearly being recognized.

“The fact that there is such an investment by the company in IDP, and also in me, gave me more confidence that it is possible to grow within the OSI system and stay a part of this successful business in the future.

“OSI has the capacity to strengthen its leadership in the food processing industry and also has the capacity to discover new markets and new customers. The group has the experience to accomplish this, but what else do we need? I believe we need knowledge about the future and also need to have curious minds.

“IDP is, therefore, for me, a chance to gain new and competitive knowledge for the future and – for all of us chosen for the program – to sharpen our minds. There is only hard work missing. With hard work, every goal can be reached.”



Training Technology

We have strict regulations in our industry and, in order for us to remain competitive, we must ensure our management practices continually improve.

OSI uses a collaborative compliance learning management system that delivers engaging, multilingual computer-based training. With this system, users throughout the organization can schedule, deliver, test and record employees’ learning events as they occur. All of this provides us with rich training data which can be used for further employee development and identification of training needs.

Because of this comprehensive training system, we are confident about meeting food quality requirements and health and safety standards, as well as delivering key employee skills. This system has been implemented fully in the USA and Australia and rollout began in Europe in 2015. We are also assessing implementation in our Asia Pacific zone.

At the plant level in OSI’s Asia Pacific zone, the Human Resources department develops training programs for each position and its associated job requirements, through both internal and external training resources. We also develop programs for high-potential employees and run off-site management training.

Additionally, a Food Safety & Quality Assurance Training program has been adopted as part of the Asia Pacific Quality Control Center to develop, facilitate, and coordinate training for all further processing (FP) plants within the zone.

The training goals for our Quality department employees and plant management staff include:

1. Increasing depth of knowledge on all fronts for OSI’s Food Safety and Quality Consistency programs
2. Driving common understanding and commitments
3. Conveying clear expectations on roles and job performance
4. Equipping plant staff to make correct and timely decisions and take effective actions on the production floor if and when quality deviations are identified
5. Cultivating a quality-conscious culture and an overall improvement in product quality performance



Diversity

OSI believes that diversity enriches performance, our products, the communities we live in and the lives of our employees. We understand that diversity is about who we are as individuals and about our similarities and differences. We are committed to promoting equality and fairness in the workplace and we believe in promoting an inclusive environment for all our employees.

OSI is committed to sustaining a work environment that recognizes and appreciates the perspectives and talents of all employees, allows each employee the opportunity to reach their highest potential, and attracts and retains the most talented individuals. As an industry leader, we are committed to sustaining a work environment where employees respect each other and work cooperatively and effectively with one another to achieve our goals.

Initiatives such as partnership with the Women's Foodservice Forum (WFF) and financial sponsorship of student attendance to the annual Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) conference in North America all contribute to the commitment for recruitment and development of a diverse workforce.

*Diversity enriches
the lives of our
employees*



Over **40%** of employees are women in **Europe** and the **Americas**

Women are in over **40%** of managerial positions in the **Asia Pacific** zone

32% of employees in the **Americas** are between the **ages 50-65**

Over **20%** of employees have between **5-10 years** of service at OSI



The Women's Foodservice Forum (WFF)



OSI became a proud partner of the Women's Foodservice Forum (WFF) in North America in 2012. WFF was founded in Chicago in 1989 to advance women leaders and promote gender diversity in the foodservice industry. It has grown from 14 founding members in 1989 to several thousand members today.

WFF is the foodservice industry's premier leadership development resource in North America. For more than 25 years, the Forum has empowered individuals to build skills, expand knowledge and broaden perspectives through meaningful connections, so they can reach their full potential and accelerate their career growth. The Forum's goal is to elevate women leaders, and the organization knows that this cannot be done without the help of men in the industry. For that reason, and for reasons of inclusion and diversity, WFF membership is open to both men and women.

WFF is committed to engaging the foodservice industry to develop leadership talent and ensure career advancement for women. It is focused on providing the professional development tools and educational opportunities necessary for its members to take charge of their future. The organization offers local, regional and national events every year to help women build their networking abilities and enhance critical leadership skills that make a difference for each woman's career.

By partnering with WFF, OSI has joined more than 100 other companies to support women leaders. OSI employees that are members of WFF can take advantage of WFF programming which connects its members to the people, tools, and resources needed to help position both individuals and the OSI organization for success. OSI's Company Ambassador for the WFF is Alison Kovaleski, Director, Communications & Marketing in the Aurora, IL, USA global headquarters office.



Girls' Days in Germany

Since 2001, over 1.5 million girls have taken part in the Girls' Day Program, which was initiated by the Ministry of Family Affairs and the Ministry of Education. In 2015, more than 103,000 girls had the chance to become informed about technical and scientific jobs. More than 9,400 companies and organizations took part in the event. OSI Food Solutions Germany has been a part of this program since 2006.

A group of 10-15 girls aged between 10 and 17 years are invited to discover OSI Günzburg and Duisburg in Germany in order to get some background about the manufacturing of high-quality food products for our clients. After a presentation about OSI, the girls get a detailed overview about production processes on a plant tour. Here, they gain a lot of interesting and detailed information about what our food technology specialists do.

After that, we run a workshop in which the young women are able to create their own burgers. This is usually the fun part of the day. With our support and guidelines, the girls work on interesting and creative recipes with original OSI ingredients. Having eaten all their self-made burgers, they meet our apprentices and former apprentices who try to inspire the girls for a career as, for example, a technician, qualified IT specialist or food technology specialist. This gives our young visitors the chance to gain a good understanding of the job they are most interested in and to ask all relevant questions they have, before moving on to some informative sessions from departments within our plants.



Attracting Fresh Talent to our Business

Graduate Programs

Our Graduate Programs, both in the USA and Europe, provide an immersive and hands-on experience. Graduates develop an in-depth understanding and knowledge of the entire business – working on live projects and getting on- and off-the-job training.

The programs all show how the different parts of our business interact. We provide access to an active support network of line managers, professional mentors, career coaches and our HR teams – all on hand to help our graduates get the most from their experiences.



“The two-year Graduate Program is comprehensive and well constructed for my career development. The structure is strongly based on guidance from management and honest feedback. I am personally satisfied with the benefits received for my work.

Saule Ialgasbaeva,
Trainee, Quality Assurance Raw Material OSI Europe

Saule Ialgasbaeva studied Agricultural Science at Weihenstephan-Triesdorf University of Applied Sciences in Germany, before starting as a trainee at OSI. In 2013, she had a three-month internship at OSI and wrote her master's thesis about farm standards in the Ukraine. She assessed the compliance with our established standards and selected the farms to be used by OSI Ukraine. On April 1, 2014, Saule started working in OSI's European Quality Assurance Raw Material Department.

“From my perspective, the program offers opportunities to strengthen my skills and help me to have a better understanding of both the company and my role at OSI.

“My contact with the other trainees is very close, as through this program we have become a great team. Over and above that, we can now exchange experiences on a daily basis. I believe that, with time, we will continuously try to improve cooperation between our departments.

“My experience with the Graduate Program has been really outstanding. We have been allowed to develop ourselves with guidance and support from the company. I am confident that the program will diversify my experience, create a robust network, strengthen my experience and give me a strong foundation for my career with OSI. I am excited for the future here!”



Courteney Fox,

Rotational Management Trainee (RMT)
OSI North America

After graduating from the University of Illinois in May 2011 with a bachelor's degree in Agriculture Business, Courteney Fox had the opportunity to begin her OSI career in our newly-developed North America Rotational Management Trainee (RMT) Program in August 2011. The Program provides a unique opportunity for recent college graduates to acquire skills and company exposure through a series of rotational assignments and formal training, along with a career development plan.



As an RMT, I was able to focus on my passions and strengthen my skills. During that time I continuously worked to have a better understanding of both the company and a future role I could play within OSI. Aside from the benefits of the RMT Program, as a growing company, OSI offered me many chances for future development.

"Throughout my two years as an RMT, I rotated through a number of departments including Quality Assurance, Supply Chain, Operations and Risk Management, while also taking part in an SAP software implementation. Each of these rotations brought new and challenging work environments which taught me the importance of adaptability and gave me new skills to master.

"For example, Supply Chain gave me a greater understanding of the way OSI uses raw materials, as well as the chance to develop relationships with our direct suppliers. Additionally, my Operations rotation allowed me to grasp the 'hands-on' nature of the company while visiting OSI's production facilities across the US.

"The RMT Program gave me the unique opportunity to move between different projects with different leadership. I was able to work under diverse managerial styles, helping to further understand how to adapt based on the individuals and the specific project, while, at the same time, learning from individuals with different backgrounds.

"After two years of challenging projects and positions, I took a permanent role as Process Control Analyst at OSI Chicago in August 2013. The RMT Program had prepared me well for the challenges and experiences associated with this position. In fact, my experience as an RMT was extremely beneficial from the beginning to the end.

"The Program allowed me to develop myself with the guidance and support of individuals at all levels company-wide. The RMT Program has given me a cross-functional understanding of the company, a strong industry network, and, overall, a great base for my future career with OSI. My years with OSI have been nothing short of a great experience, and I am excited to see where my future with the company is headed!"



OSI North America Internship Program

OSI has a long history of offering summer internships to university students in North America. The OSI Internship Program focuses on Quality Assurance and Operations to develop a talent pipeline for these critical business functions. We have developed strong partnerships with American universities that offer excellent undergraduate degree programs in Food Science and Agribusiness.

We promote ourselves on campus through career fairs, and by professors and faculty who are familiar with the opportunities that we have to offer. Our internship experiences are project-based and change each year based on the needs of the business at the designated facility. Each intern is assigned one or more projects that give them an opportunity to sharpen their research, data analysis and critical thinking skills, while gaining experience in leadership and project management.

Many of our interns are later hired for full-time positions following the completion of their university degree program.

OSI held its 2015 intake of interns in June 2015. The photo below shows this group during their first visit to our Research and Development facility.

At the end of every summer, each intern prepares a report and presentation on their project learnings and outcomes. In 2015, all 16 interns gathered at the corporate office in Aurora, Illinois, USA to present their report in person to members of the management team.

OSI's most famous former intern is David McDonald, the company's president and chief operating officer. Dave is an ardent supporter of the internship program as the foundation of a strong talent pipeline for the company's future leadership.





Community Involvement

Giving back to the community has been a long-standing and founding principle at OSI. We are committed to social accountability – not only within the workplace, but also within local communities. In this section, we give some examples of the projects we've implemented around the world.

OSI UK Charity Bike Ride

In July 2014, a team from OSI UK raised over £14,500 for charity by cycling 300 miles from London to Paris to raise cash for the local chapter of Ronald McDonald House Charities (RMHC). This chapter of RMHC provides accommodations for the families of children being treated in hospitals around the UK.

“ The ride was completed in four days, and we actually rode a total of 320 miles. The money we raised was split across three RMHC houses: Arrowe Park in Liverpool, Birmingham and Brighton. After the costs of the challenge were deducted, we were able to present each house with a total of £4,004. These houses are completely self-sufficient, and it costs an average house £160,000 a year to keep operational, so we are all extremely proud to know that we made a real difference for many families who will use the facilities. The ride itself had a few ups and downs, with a crash on day one and some fatigue, but we all thoroughly enjoyed it and can't wait to sign up for our next challenge.”

Steve Bloor, OSI UK team member



Left to Right: Phil Marsden, Steve Bloor and Russell Sands (Customer Quality Department) and Dave Hewitt (Engineer)

Getting Involved in the Battle Against Hunger

In the United States, one in six adults and one in five children are not sure where they will find their next meal. The need to solve this hunger problem is great, and given OSI's position in the food industry, we are uniquely positioned to help. For that reason, we partnered with Feeding America to find ways that OSI can be part of the solution.

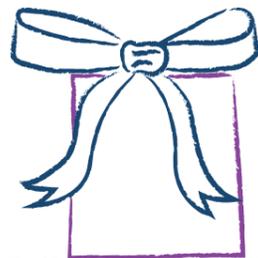


Feeding America is a nationwide network of food banks that supplies more than 46 million people through food pantries, soup kitchens and shelters. The organization also supports programs that improve food security among the people we serve, educates the public about the problem of hunger, and advocates for legislation that protects people from going hungry.

In 2015, OSI North America participated in a number of programs to support the efforts of this organization. This included support of the Northern Illinois Food Bank (NIFB), which is located near the corporate office and close to three of our facilities.

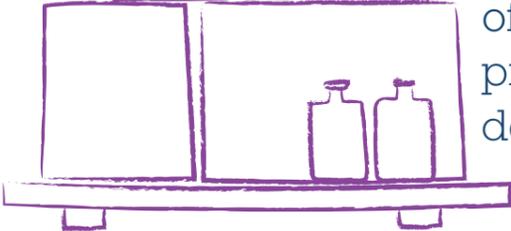
- We took a total of 252,781 lbs. (114,660 kg) of surplus product from our facilities and donated it to feed our hungry neighbors in 2015. That topped our 2014 donation of 226,834 lbs. (102,890 kg).
- We held several successful volunteer nights at NIFB, with participation from corporate and local plant employees and their families. The initiative accumulated nearly 200 volunteer hours in 2015.
- In total, the time volunteered at food banks and other charitable causes in 2015 amounted to 300 volunteer hours.

OSI supports Feeding America's initiative to eliminate hunger and will continue to contribute food donations and volunteer labor to support the effort to provide wholesome and nutritious food to those in need.



252,781 lbs.

of surplus product donated



OSI employees and their families accumulated

300 volunteer hours at local food banks and other charities



SA8000 achieved in OSI Spain

On December 18, 2013, OSI Food Solutions Spain achieved the international certification SA8000:2008, as a result of strict auditing guided by an industry consultant. This certification is a very important step in the area of corporate social responsibility and demonstrates that we consider the social impact of our operations, as well as working conditions for employees, partners and suppliers.



The audit included a detailed review of all company procedures, operational controls, objectives, improvement initiatives, as well as in-depth interviews with employees, observations of facilities and environmental performance.

This achievement recognizes the importance that our company attaches to social responsibility. For Jose Maria del Rio, Managing Director of OSI Food Solutions Spain, "Certification has been made possible by the commitment of all employees and the conviction of the management team in the importance of social responsibility."

OSI Spain is only the second company in Castilla la Mancha within the meat sector – and the fourth within the food sector in Spain – to get this international certification. It's our day-to-day actions along with effort and determination that have helped us to achieve the prestigious SA8000:2008 standard.

OSI Weihai Charitable Donations

Since 2013, all employees of OSI Weihai Poultry have volunteered to donate money to the Rushan Charity Association of Disability, which was founded by the local government to provide help to people with disabilities. For their efforts, the Shandong Provincial Benefit Association Of Disability recognized them with an award for Excellent Contribution, which they have received for two consecutive years.



GenOSI – Supporting our Local Community

At GenOSI in the Philippines, we are well aware that we belong to a larger community and that we should help those around us who are in need. We have a history of aiding victims of natural disasters and assisting local charities since we were first established in 1990.

Disaster Relief

Typhoon Haiyan struck the Southeastern Philippines in November 2013 and was the deadliest storm recorded in modern meteorological records. That year GenOSI organized employee donations of used clothing and cash to the disaster relief operations of Caritas Manila. This leading Catholic, nonprofit organization provides social services and integrated family development programs for the poor.

GenOSI also donated cash for the Typhoon Haiyan relief efforts of Ronald McDonald House Charities that year, and fifteen employees volunteered to repack rice for the typhoon victims.

Through Caritas Manila, we also made donations to victims of the typhoons that hit the Philippines in 2014, including Typhoon Fung Wong in September. We organized donations of clothing and canned goods. We have supported Caritas Manila throughout 2015, and we will continue to do so into 2016 and beyond.



Assistance to Local Municipality

GenOSI continues to support the programs and activities of Cainta, the local municipality. In July 2015 we sponsored an initiative to combat children's hunger in an impoverished area. This was in collaboration with a local non-government organization (NGO) involved in various community development activities with the municipal mayor's office.

In addition, we host a meeting of the Cainta Municipal Tripartite Industrial Peace Council (TIPC) every year. The TIPC serves to empower workers' and employers' organizations and enhance their respective rights. It also strives to maintain industrial peace and improve productivity. It gives us pride to host and support this forum.

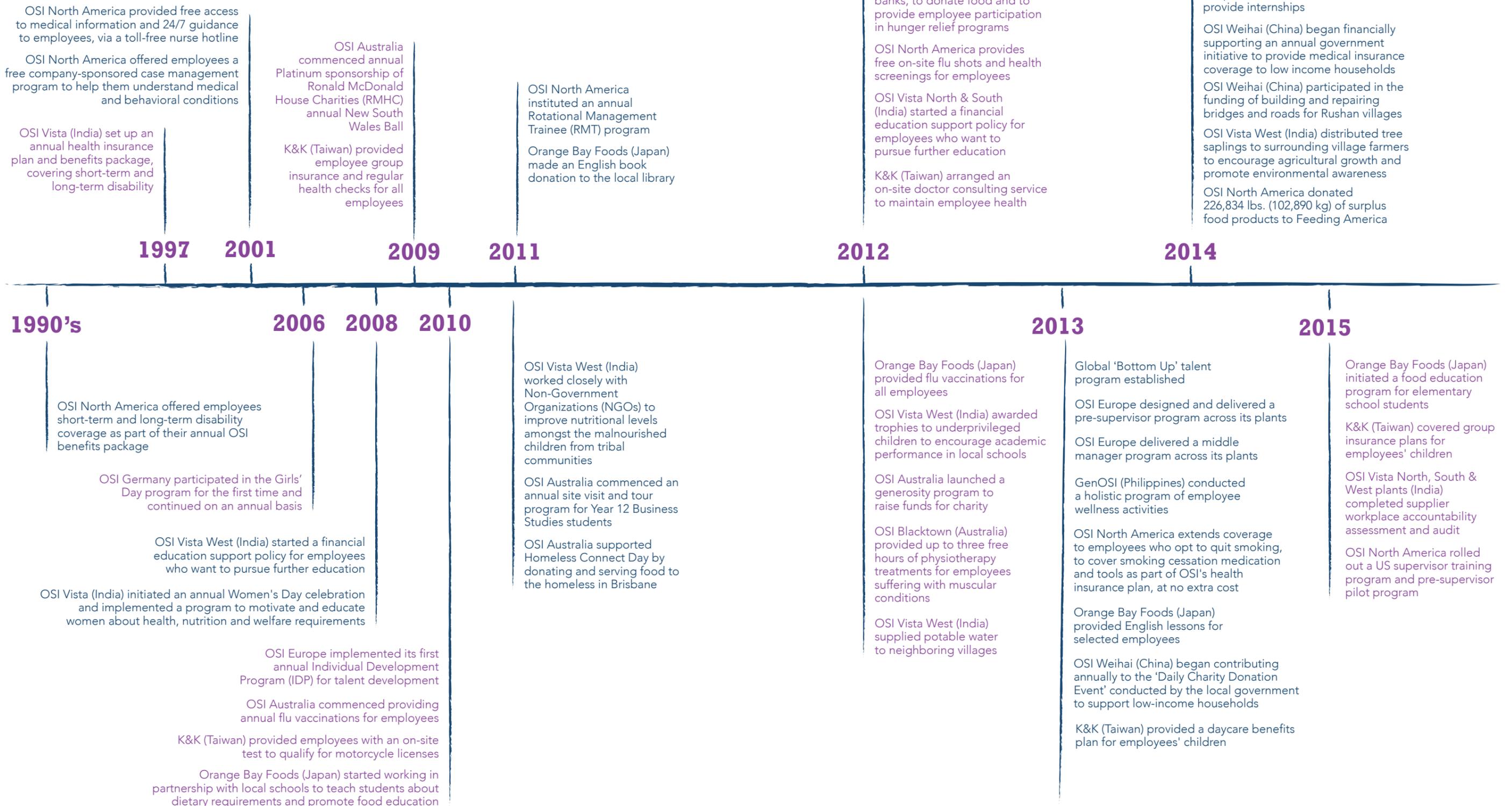
Helping Street Children

Since 2012, GenOSI has donated surplus meat materials to 'Tuloy sa Don Bosco' Foundation, an undertaking led by the religious order of Salesians of Don Bosco to take care of poor, abandoned street children. The Tuloy Foundation is a Philippines-based, non-governmental, nonprofit organization. The donations are used for the children's meals and for the Foundation's culinary arts school. Donations totaled eight metric tons (MT) of food in 2013, 17 MT in 2014 and 25 MT in 2015. We are proud to provide this type of community support and give aid to those in need.

Additional community support activities:

- Thirty GenOSI employees donated blood to the provincial chapter of the Philippine National Red Cross in July 2015.
- We donated two sets of used desktop computers (with monitors and keyboards) to Caritas Manila in February 2015.
- In May 2014, we contributed food to the local government's job fair and donated a used desktop PC and printer to the local fire station.
- We provided t-shirts for the Cainta Day parade in December 2013.

OSI Global Social Responsibility Milestones



OSI Global Social Responsibility Future Initiatives

2016

OSI Europe to design a Girls' Day event to be implemented across other European sites

OSI Europe to design the European Apprenticeship Program

OSI Australia to roll out talent development program

OSI Europe to deliver its fifth Individual Development Program (IDP)

Orange Bay Foods (Japan) to offer a free comprehensive physical check-up for all employees aged 45+

K&K (Taiwan) to review occupational hazard prevention program to identify potential improvements

OSI Vista (India) to start HR Forum amongst all of its plants



2017 2018

OSI Europe to deliver second Graduate Development Program

K&K (Taiwan) to establish an internal library (Knowledge Management Center)

K&K (Taiwan) to provide an Employee Assistance Program (EAP) for health and legal advisory services

Orange Bay Foods (Japan) to install automated carton opening system to improve employee safety

Orange Bay Foods (Japan) to initiate an employee education support system

Orange Bay Foods (Japan) to implement automated packaging system to improve employee safety



02

**THE
ENVIRONMENT**



Environmental Issues & Impacts

Identifying and evaluating our environmental impacts is a fundamental part of the business and one we treat with great importance. At OSI, we consider direct environmental impacts to be those that are the result of our own industrial activities and which we can, therefore, control. This would include areas such as:

- Waste management systems
- Wastewater emissions
- Resource consumption
- Energy use
- Air emissions

For continuous improvement of the industrial environment, we set annual objectives and targets. We then monitor and control them actively with the aid of our key performance measurement system and regularly identify and implement initiatives and projects to allow us to minimize our environmental impact.

OSI is also active in those aspects of the environment that we can only influence to a certain level. These 'indirect environmental impacts' can result from an interaction with a third party (such as fulfilling customer requirements for existing or new products), for behavior of sub-contractors and suppliers, or as a result of administrative and legislative requirements.

We regularly identify all applicable environmental legislative, regulatory and customer legal requirements, ensuring compliance in all our facilities.

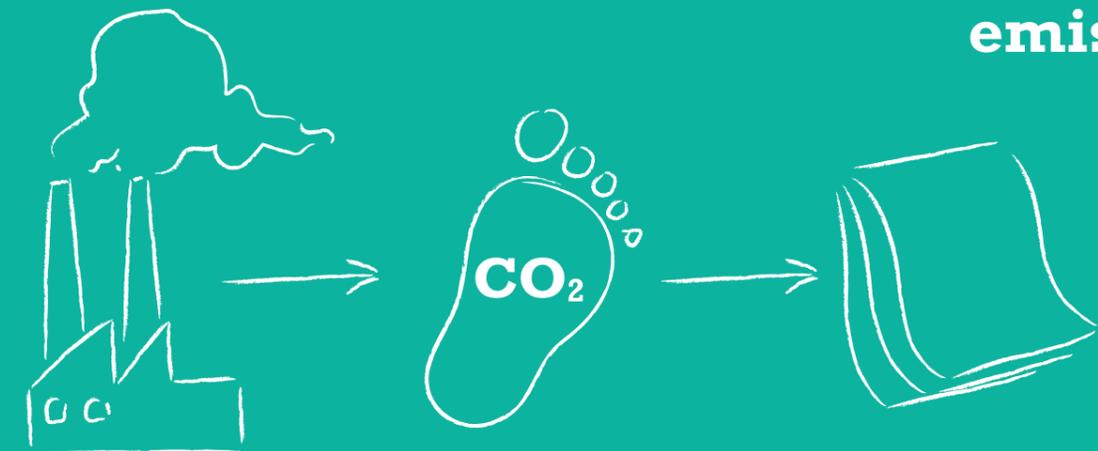
In OSI Europe, a 'Green Purchasing' system defines the responsibilities and procedures of procurement to ensure the environmental sustainability of procured goods and services and to promote environmentally conscious suppliers.



Green Purchasing
ensuring sustainability

Since 2009, all plants in OSI Europe have produced, on an annual basis, a '**carbon footprint**' for their Scope 1, 2 and 3 emissions in accordance with the ISO 14064 methodology.

This methodology specifies principles and requirements on how to quantify, monitor, report and verify **greenhouse gas emissions**. This is conducted using a carbon footprint tool, which provides a comprehensive assessment of the site inputs and outputs.



A report is then generated to calculate the details of the sites' carbon emissions. The results from these calculations are **evaluated annually**.

We have also worked extensively with an external specialist to develop a specific carbon footprint tool for slaughterhouses. This was piloted with two of our meat suppliers.

Report generated, detailing site emissions



Setting our Environmental Goals

OSI is constantly striving to implement improvements within all of our plants and identify projects that will enable us to reduce our environmental impact. These improvements can range from major investment projects, such as conversion to mechanical freezing, through to smaller-scale initiatives such as employee environmental awareness campaigns.

In 2012, OSI committed to the following global goals:



Energy
Reduce energy intensity by 10%



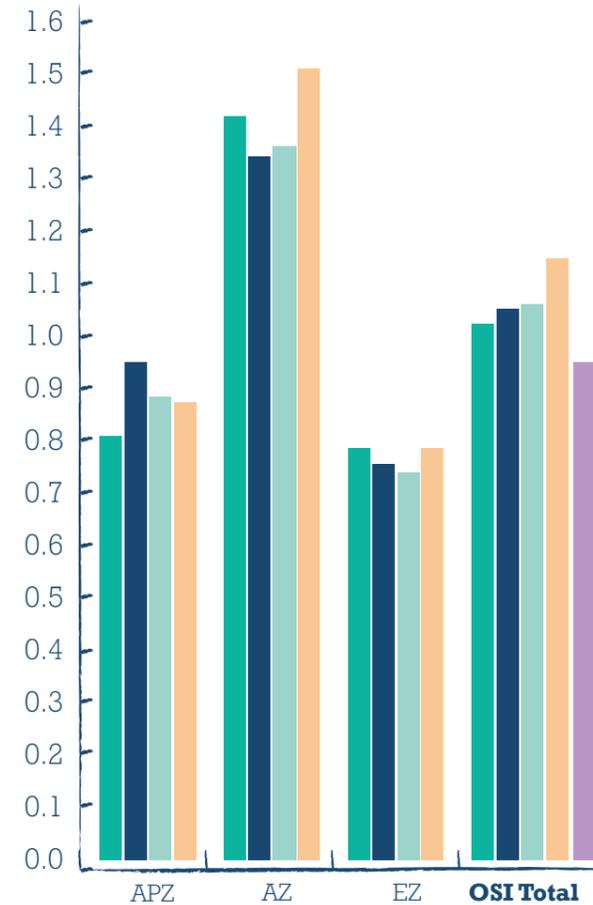
Water
Reduce water intensity by 10%



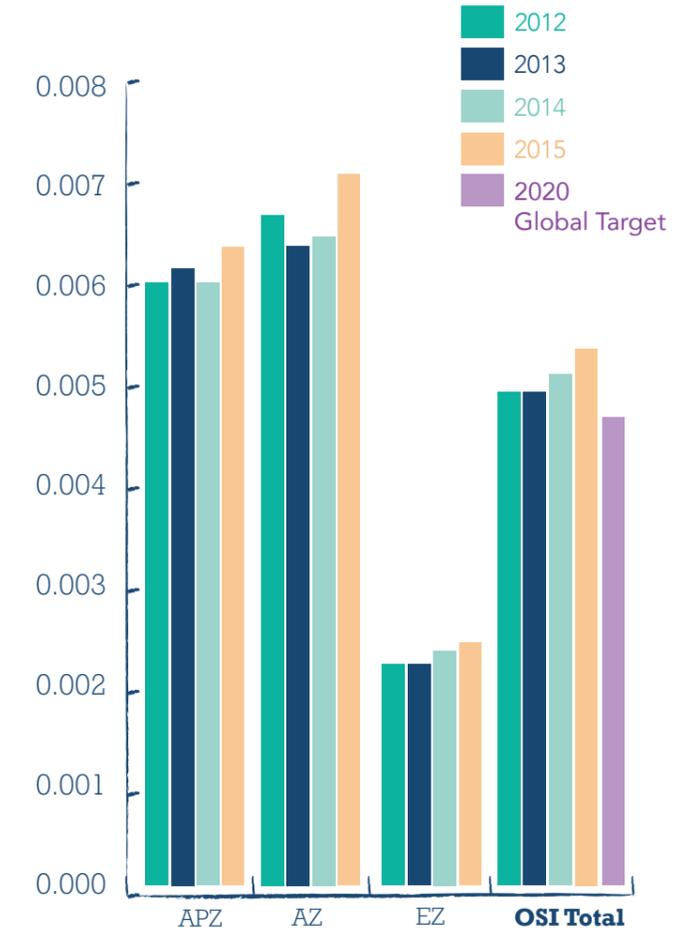
Waste
Achieve zero waste to landfill

BY 2020

OSI Global Energy Intensity



OSI Global Water Intensity



APZ - Asia Pacific Zone
AZ - Americas Zone
EZ - Europe Zone

The graphs above show our current progress towards our energy and water goals.

These 2020 targets are based on the total production volumes for the plants in each zone. The individual plants are responsible for working towards these goals through the setting of localized environmental objectives and targets which are reviewed on a regular basis.

Because the product lines vary from primarily raw products to primarily fully cooked items in each zone, the zones are measured individually. In this way, we can better measure what is happening in each area based upon the customers and markets we serve.

All plants must provide performance data using key performance indicators (KPIs) via our proprietary

OSI Global Advantage System. Reports are produced monthly and improvement is demonstrated by comparing the results to improvement targets that are set at the beginning of each year. All are closely monitored by our Global Sustainability Council.

We collaborate with our suppliers and service providers to encourage them to share our values and set high standards for their own performance.

It is also important to note regarding water intensity that, regardless of production volume, each plant is thoroughly cleaned daily. This impacts our ability to curtail some water usage based upon our commitment to food safety.



Management Systems

We have management systems in place across our plants to provide a structured framework for our processes. These systems document the procedures used to ensure that we can fulfill all tasks required to achieve our objectives.

Regular reporting ensures the sharing of information throughout the system. In particular, goals, projects and measures are discussed.



Conversion to Mechanical Freezing

We are always looking for ways to improve our production efficiencies, decrease costs and reduce environmental impact.

One of the most significant solutions we have implemented across a number of plants around the world was changing from liquid nitrogen to ammonia-based mechanical freezing. As the process of manufacturing liquid nitrogen is extremely energy intensive, this has made a significant reduction to our overall carbon footprint.

By changing to this technology, we have reduced our number of liquid nitrogen deliveries in Europe by over 2,000 a year, which is an equivalent of seven deliveries a day. This has resulted in a major reduction in transport emissions connected to this part of our process, as well as an overall cost reduction.



Reduced deliveries by over

2,000

 a year

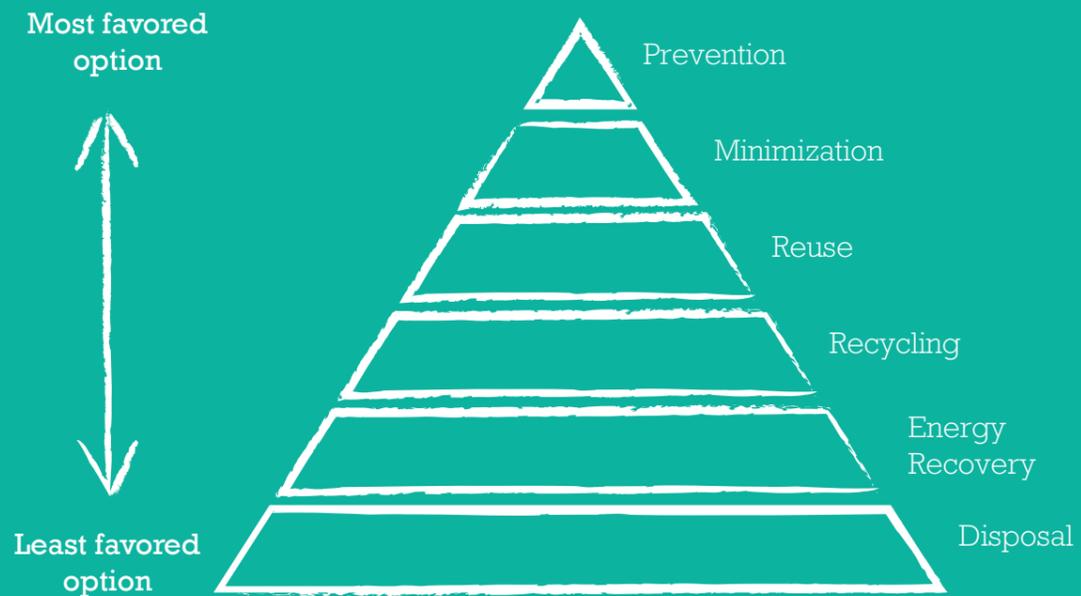
(that's **SEVEN** deliveries a day)



0 Zero Waste to Landfill

At OSI, we maintain tight waste management controls throughout our plants. Waste contractors are subjected to a thorough approval process, and, wherever possible, we keep the number of contractors we use to a minimum, so that our waste management processes remain streamlined.

Strict legal requirements have placed greater responsibility on businesses to ensure that all waste is dealt with in accordance with a clear hierarchy. The waste management hierarchy below sets out, in order of priority, the options that must be considered:



To ensure we continue to remain compliant, we evaluate our waste management systems regularly and, wherever possible, identify the best available solutions.

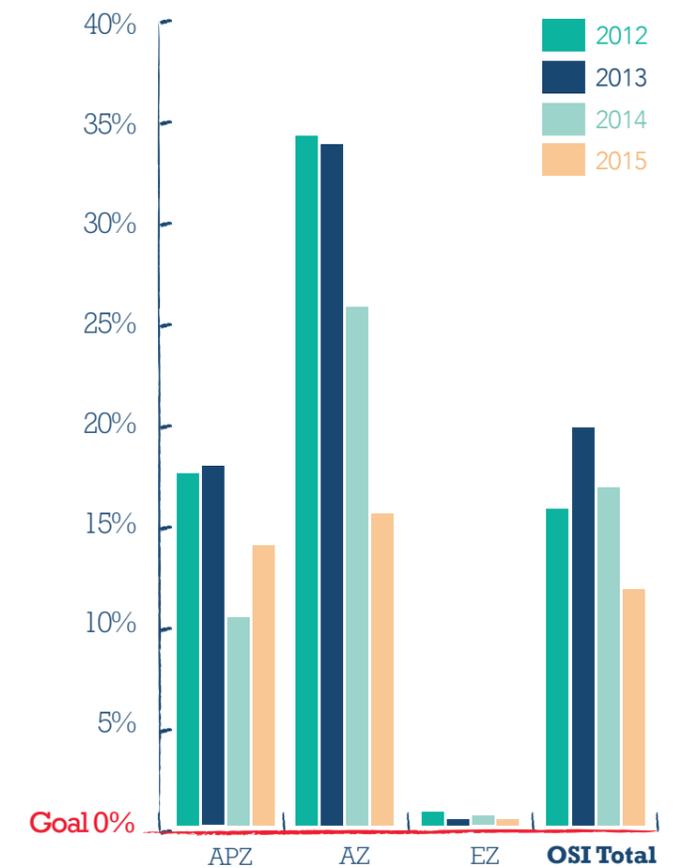
In 2013, the OSI Global Sustainability Council introduced an objective that, by 2020, all plants across the world would have zero waste sent to landfill. The graph to the right shows our current progress towards this goal.

This is a challenging business objective due to the limited waste solutions available in different countries. While the solutions are an important factor, there are some other key considerations that have to be taken into account:

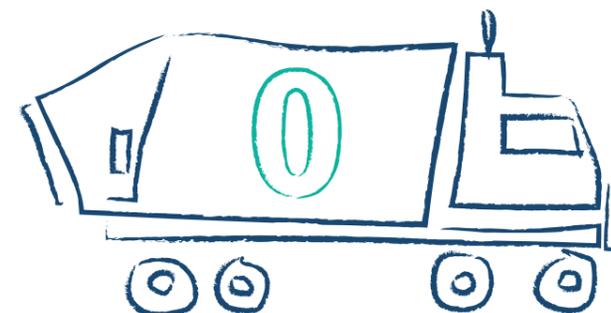
- Distance from facility
- Simplified segregation
- Costs

We believe that this is an area that we must focus on and work closely with our waste contractors to achieve.

OSI Global Waste to Landfill (%)



APZ - Asia Pacific Zone
 AZ - Americas Zone
 EZ - Europe Zone



OSI Europe Celebrates the Biggest Day for POSITIVE Environmental Action

OSI celebrated World Environment Day on June 5, 2015 in several locations around the globe. World Environment Day (WED) is the United Nations' (UN) primary tool for encouraging worldwide awareness and action for the environment. It was first celebrated in 1972 and is always held on June 5th. Every year the UN chooses a different topic with the main goal of raising awareness of the unique development challenges and successes regarding a range of environmental problems. These include climate change, waste management, unsustainable consumption, degradation of natural resources and extreme natural disasters in the midst of overpopulation and continuing industrialization.

It also serves as the 'people's day' for doing something positive for the environment.

The WED theme for 2015 was 'Seven Billion Dreams. One Planet. Consume with Care.' This focuses on how the well-being of humanity, the environment and economies ultimately depend on the responsible management of our planet's natural resources. Our plants took part by holding various campaigns to raise awareness including making presentations to our employees and distributing leaflets to provide information to them. Other initiatives included:

- 'Photo Competition' in OSI UK and OSI Bad Iburg (Germany), where employees sent photos that captured issues impacting the environment or actions that could improve it.
- 'Learn to Recycle' Handbook in OSI Spain, aimed at educating employees' children on how to recycle at home, which included games and activities.
- 'Strawberries Competition' and 'Family Fun Day' in OSI Poland to raise awareness on a range of WED topics.
- OSI Vista West (India) capped off their celebration by distributing live plants to employees at the Talaja facility, encouraging them to embrace nature at home with their families.

More information about World Environment Day can be found at: www.unep.org/wed



OSI North America: Increasing Energy Efficiency

In 2012, OSI North America made a big step towards identifying energy savings opportunities when it started working with a software company to utilize a web-based energy monitoring tool, which documented, consolidated and evaluated our energy usage data.

While we recognized the possibility for improvement, the solutions were not always clear to us. In 2013, we sought help and found an energy management company to analyze our energy usage data and help make improvements at our facilities.

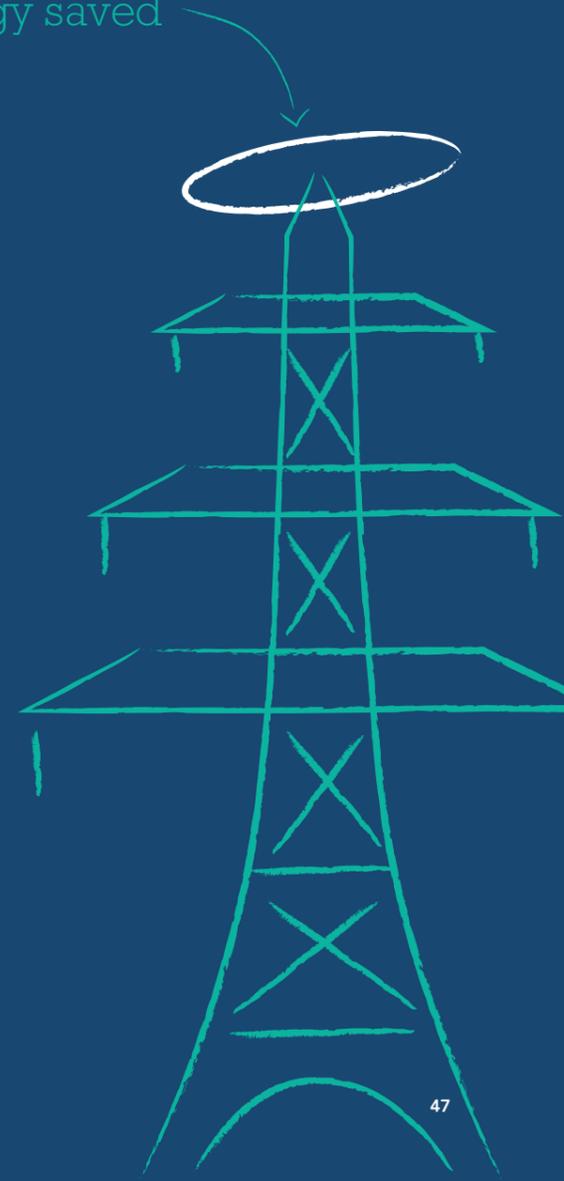
We developed a plan with the firm to not only identify waste but also find ways to reduce it. We were provided with a project management system, which incorporates real-time measurement in a custom portal. The portal consolidates data, plans, costs, and follow-up and allows us to oversee the implementation of effective solutions.

We installed the new system at our Oakland, Iowa plant, and in the first 12 months, we reduced our energy usage by 4.8%, saving more than \$200,000. By implementing several 'low cost – no cost' energy projects, we saved 8.7 million kilowatt hours (kWh) from July 2013 through to December 2015. We reduced our energy consumption, greenhouse gas (GHG) emissions and downtime while improving quality controls, and managed it all more cost effectively. We recognized more than \$580,000 in total savings from this system through the end of 2015.

The key to this successful initiative was an effective partnership with the energy management company. We agreed to a three-year, results-driven plan, which helped us maintain our momentum year over year. While our partner provided the direction, it was the OSI Oakland staff who made the changes happen. Our joint efforts made the improvements permanent and sustainable. In 2015, OSI North America began to implement the new system in four more plants.

OSI Oakland continues to work based on the first three phases of process improvement – visibility, stability and capability – while the other facilities just started their journey in 2015. We will all unite at the final phase of improvement – optimization. This is where we anticipate the greatest return in energy efficiency and cost containment for OSI North America. We also anticipate a significant reduction in our environmental impact.

8.7 million kWh
of energy saved



OSI Australia Packaging Waste Reduction Program

OSI Australia has achieved some impressive results in packaging and waste reduction.

In 2014, OSI Blacktown engaged our cardboard and plastics packaging suppliers and challenged them to come up with cost-effective solutions to minimize the outer packaging materials needed to distribute beef products in Australia. It is imperative that the structural integrity of the packaging is not compromised, so that all packaged product remains food safe through the entire supply chain from production to final use.

It was proposed to move to a different board composition for the outer carton. Trials determined that there was no noticeable difference to the structural integrity of the carton during shipping and it was fully rolled out for the domestic market in June 2014.

Our plastics supplier was also able to refine the composition of the polyliners, to successfully reduce the film gauge while maintaining the same strength and the ability to run it within our existing machinery.

As a result of this change to our outer carton packaging, we have achieved an annual saving of 63 metric tons (MT) of cardboard in the packaging of beef patties produced at the Blacktown site. Approximately 19 MT of plastic have been prevented from entering landfills each year.

OSI Eagle Farm has found a company to recycle all of the waste plastics generated from our two Queensland processing and storage facilities. While uncontaminated plastics (such as stretch wrap and pallet covers) have been recycled for many years, it has historically proven very difficult to find a company that can sustainably recycle contaminated plastics such as meat liners, from both a commercial and environmental perspective.

OSI Eagle Farm has entered into an arrangement to place all waste plastics into a recycled metal frame and have them collected daily from both sites. The material is sent to a local processing facility where it is washed, dried and shredded. The shredded material is then used to manufacture a range of products that are not food-related.



19 tons
of plastic liners have been
kept out of landfills each year



4 million liters

of water, equivalent to 1.6 Olympic pools, are saved every year



Water Saving Initiatives at Alpenrind, Salzburg

At Alpenrind in Salzburg, Austria, water reduction has been a focus for some time, and various solutions have been put in place to try to improve efficiency.

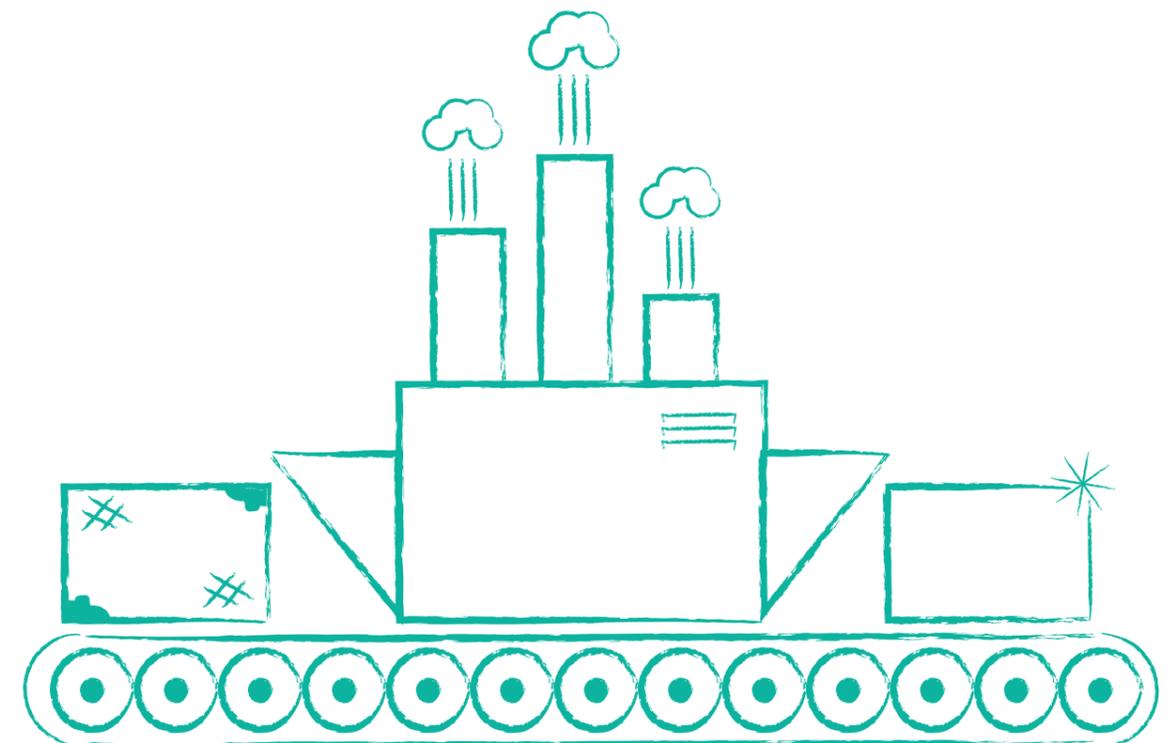
In late 2014, we invested in a new sanitizing system to clean the meat boxes. With this new equipment, we can save two liters of water for every box cleaned. With approximately 8,000 boxes going through this system every day, this equates to a daily reduction of up to 16,000 liters (4,227 gallons) of water. Over the course of a year, this means a reduction of 4 million liters (1.1 million gallons) – which is 1.6 times the volume of an Olympic pool!

Due to the success of this system, we implemented similar machinery at the OSI Foodworks plant in Chróscina, Poland in early 2015. We expect an annual water saving of 3.6 million liters (951,000 gallons) at the facility.

The Salzburg plant also changed its entire freezing system during 2013 and 2014. This brought about significant environmental improvements, because of higher efficiency levels and the use of a more environmentally friendly refrigerant.

Regular monitoring supported the improvements and allowed us to better understand usage in the plant. The information gathered was then used to raise awareness amongst employees.

A further investment in water treatment facilities in Poland and Austria began in the latter half of 2015. The new systems will reduce the volume of water discharged and significantly improve the quality of the wastewater.



OSI Vista (India) Implements Novel Wastewater Treatment System

Innovative system converts wastewater into potable water

Most of the river basins in India are experiencing moderate to severe water shortages caused by agricultural growth, industrialization and urbanization. Therefore, treated wastewater and low-quality water are emerging as potential water sources.

Washing vegetables during processing uses considerable water, but wash water containing vegetable and soil dirt from this process was previously treated and disposed. OSI Vista (India) has implemented an integrated wastewater treatment system that converts wastewater into potable water and recovers methane gas for green fuel.

The wastewater treatment system uses gravity to channel discharge water from the company's processing sections toward the wastewater plant. A flow meter continuously records the volume of water entering the plant, and water samples are taken continually to measure suspended solids and biological oxygen demand. The primary stage removes large particles and non-degradable objects and pumps sludge to the thickener which further concentrates it before disposal. The secondary treatment further reduces the suspended solids and biological oxygen demand. Anaerobic digestion occurs in the lagoon system, which holds the wastewater for several months. The wastewater lab and an off-site contract lab determine whether treated wastewater meets regulatory requirements.

The composite wastewater treatment system has a daily capacity of 530 cubic meters of raw effluent. A built-in system can reuse 60% of water through reverse osmosis and ultrafiltration. The anaerobic digestion and lagoon treatment treats 80% of wastewater, produces almost no sludge, emits fewer odors, and uses no electric power. This system can handle the effluents from farm vegetable processing and production and requires little space.



Reverse osmosis is a process in which dissolved inorganic solids (such as salts) are removed from water by pressure pushing the water through a semi-permeable membrane. This very thin membrane allows only the water to pass through, not the impurities or contaminants. These impurities and contaminants are disposed of separately.



Anaerobic digestion is a series of biological processes in which microorganisms break down biodegradable material in the absence of oxygen. One of the end products is bio-gas, which is combusted to generate electricity and heat, or can be processed into renewable natural gas and transportation fuels.

With this new system, we are generating about 800 cubic meters per day of natural methane gas to use to power our boilers, which replaces the need for 500 liters of diesel fuel. Using natural bio-gas has reduced our overall diesel consumption by almost 50%, saving 120 megawatt hours annually. Additionally, our discharge water exceeds the biological oxygen demand (BOD) levels for agricultural use set by the local government. A high BOD means that there is plenty of organic matter present which is available energy for use by plants and other organisms. The facility is rated a 'zero' discharge facility because 100% of the discharge is used for watering our lawn. We also use the minimal sludge produced in the treatment as fertilizer for planting trees and feeding the lawn.

OSI Weihai: Breeding Green Ideas for Environmental Protection in China

With operations from feed production to breeding, incubating, feeding, slaughter and processing, how does OSI Weihai maintain a clean environment?

While raising chickens, we are also breeding green ideas to improve our environmental impact.

Since we believe that protecting the environment is crucial to any company's success, we have set the strictest standards for our own operations. Our OSI Weihai facilities in Eastern China are situated on broad fields among high hills with good ventilation and are away from areas of human activity. We also use eco-friendly fuel such as liquefied natural gas for our heating requirements. A series of standardized management procedures are enforced to ensure proper sanitation and hygiene of the farm.

Inside the henery, one finds well-ordered chicken coops and an auto-control system that manages the environment and assists in growing healthy chickens. All wastewater is collected for sewage disposal and only drained when it reaches the sewage discharge standard. We use sanitization sprayers for vehicles to maintain the cleanliness of both inbound and outbound trucks. Since the company was established in 2009, all wastewater from OSI Weihai has been treated in its own sewage treatment plant.

"We are not a sewage treatment center, but as our business has expanded, we have established a growing need for wastewater disposal," said Mr. Li Changsheng, General Manager of the Broiler and Slaughter Department at OSI Weihai Poultry. "It is not only about corporate social responsibility, but also for business improvement."

Our senior management chose to hire some professionals to help in this area. After a thorough search, we started to cooperate with Beijing Enterprises Water Group (BEWG). This company provides a broad range of water services and environmental protection services in China and has a good reputation in sewage treatment. This cooperation has resulted in clean water and a picturesque landscape for OSI.

Bio-safety disposal is another field which makes us proud. Any sick or dead chicks found during the production process are collected in hermetically sealed vehicles and transported to a treatment plant. After high temperature and high-pressure processing, these chicks are made into organic fertilizers for farming. The problems of pollution are solved and, at the same time, we are able to benefit economically from the sale of the fertilizers.

We employ a monitoring system across the whole process to minimize any possible pollution. This not only lays a solid foundation for our sustainable development, but also makes a positive contribution to the city's environment.



OSI Henan and OSI Ostróda – LEED certification

LEED, or Leadership in Energy & Environmental Design, is a green building certification program that recognizes best-in-class building strategies and practices. To receive LEED certification, building projects satisfy prerequisites and earn points to achieve different levels of certification.



OSI Henan opened in Xihua, Henan Province, China in October 2013. Established as our largest food processing facility globally, OSI Henan was designed with sustainability in mind. In addition, this chicken and beef processing operation is one of the first LEED-certified protein plants in China, and one of only a small group of meat-processing plants in the world to obtain this certification.

The facility incorporates a number of environmentally responsible and resource-efficient features, including:

- Heat recovery system
- ‘Heat pump’ system to capture latent heat
- Extra high Solar Reflectance Index (SRI) ‘cool roof’ to reduce sunshine ‘heating’ impact on refrigerated areas (processing and cold storage)
- Rain water harvest system
- Solar energized outdoor lighting (renewable energy)
- LED indoor lighting
- Daylight lighting in office buildings
- Wide use of energy efficient motors
- High-voltage-powered compressors to reduce electrical line loss
- Real-time energy monitoring system

In the construction, we used a high percentage of recycled, recyclable and regional materials, as well as those producing low emissions. The design allows for use of fresh poultry supply from the neighboring DaOSI poultry operation, decreasing the carbon footprint and transportation costs. We have also incorporated a parking area for ride-share buses and bicycles.

One of only a few to obtain this certification



OSI Food Solutions Ostróda opened in Poland in September 2013. The facility includes a three-story, 6,000 square meter (64,600 ft²) processing and storage building and is situated on approximately 11.5 hectares (27 acres) of land. The construction was designed with significant regard to sustainability and incorporated a number of environmentally responsible and resource-efficient measures, including:

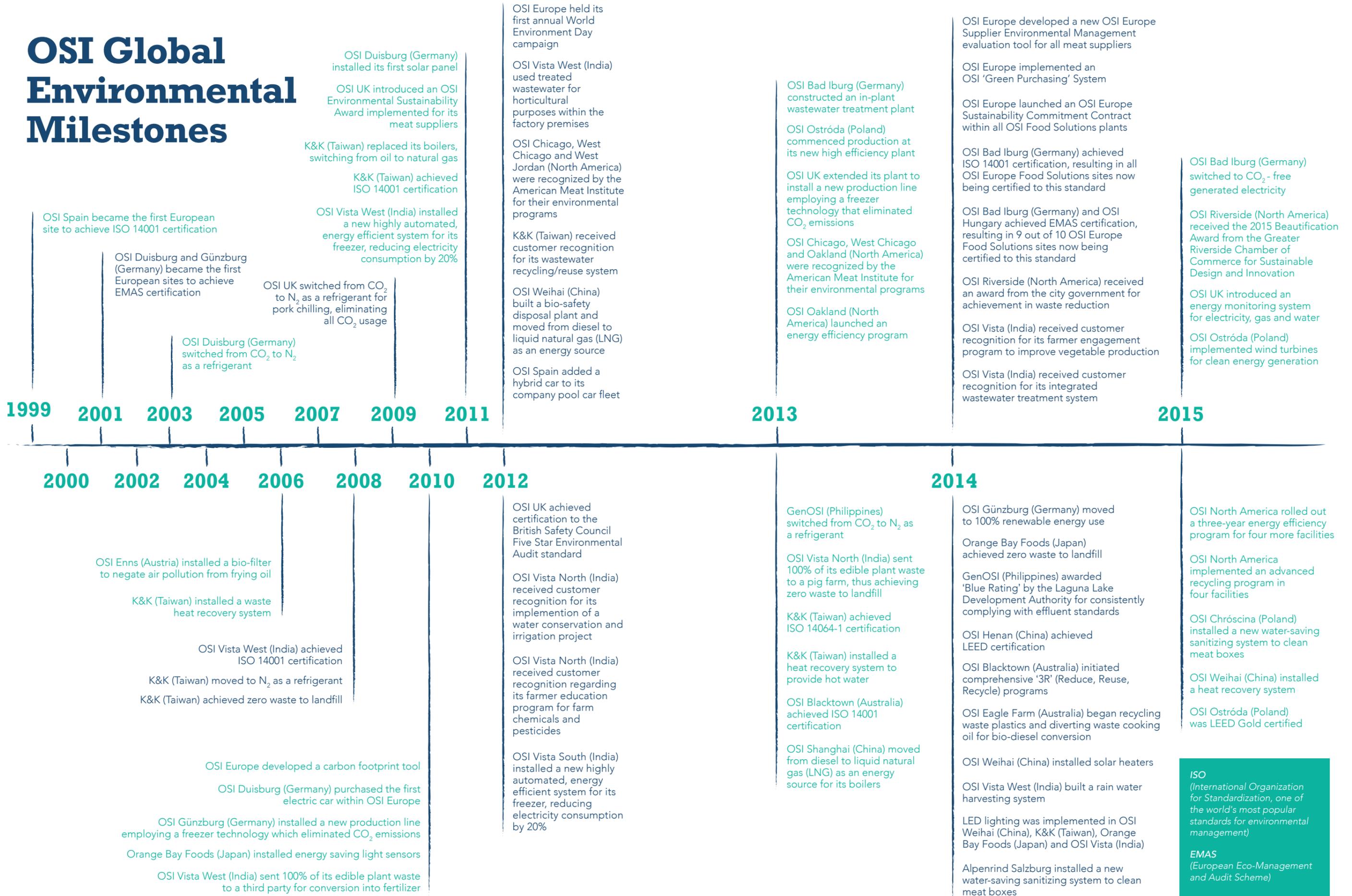
- Water-saving faucets
- Efficient indoor and outdoor LED lighting
- Renewable energy sources (photovoltaic, wind)
- Above-standard building insulation
- Chemical-free water treatment system
- Rainwater capture and heat recovery for cleaning water
- Energy monitoring system

We ensured that we used a high percentage of recycled and regional materials and that the design incorporated a parking area for ride-share buses and bicycles. **As a result of our efforts, the facility was LEED Gold certified in October 2015.**

This facility mainly processes beef from the company's nearby abattoir, making it into hamburger patties to supply quick-service restaurants in Eastern Europe, including Poland, the Czech Republic, Slovakia and the Baltic States, as well as Sweden and Finland.



OSI Global Environmental Milestones



ISO
(International Organization for Standardization, one of the world's most popular standards for environmental management)

EMAS
(European Eco-Management and Audit Scheme)

OSI Global Environmental Future Initiatives

2016

OSI Bad Iburg (Germany) to introduce an energy monitoring system for electricity, gas and water

OSI Ostróda (Poland) to increase usage of the deep well water and rainwater captured on site

OSI Spain to extend chicken processing plant and install new high efficiency equipment

OSI Europe to implement an internal environmental audit system

OSI Blacktown (Australia) to install a new high efficiency IQF freezer

K&K (Taiwan) to implement a water saving program

Orange Bay Foods (Japan) to implement disposable heat utilization

Orange Bay Foods (Japan) to implement a water saving program

OSI Vista North (India) to replace thermal fluid system's furnace oil with bio-fuel briquettes

OSI Vista South (India) to replace thermal fluid system's furnace oil with bio-fuel briquettes

OSI Vista West (India) to install a thermal fluid heat recovery system



2017 2018 2019

OSI Asia Pacific to implement recycling programs across all sites

K&K (Taiwan) to begin replacing existing compressor with new high efficiency equivalent (in stages)

GenOSI (Philippines) to install solar lighting system in selected areas

OSI Eagle Farm (Australia) to apply for ISO 14001 certification

Orange Bay Foods (Japan) to install a new system to supply hot water

OSI Australia achieves zero waste to landfill

GenOSI (Philippines) to apply for ISO 14001 certification

Orange Bay Foods (Japan) to implement water saving nozzles

K&K (Taiwan) to complete replacement of existing compressor with new high efficiency equivalent



03

**SUSTAINABLE
SUPPLY CHAIN**



Improving Supply Chain Standards

Our goal is to establish standards of excellence in our supply chain by being an economically responsible partner. To us, a Sustainable Supply Chain includes the management of environmental, social and economic impacts. Our objective is to create, protect and grow long-term environmental, social and economic value for all our stakeholders. We can protect and enhance our business and the brands of our customers through innovation and sustainability.

Our work in this area is founded on three core principles:

1. Independent quality standards are essential to ensuring quality, food safety and sustainability.
2. Animal welfare programs and practices are enforced within our facilities and those of our suppliers. We strive for continuous improvements and to raise awareness of this key issue.
3. Traceability and transparency in the supply chain increase consumer confidence. We have established standards of excellence for both our internal sources and those of our partners and suppliers.

To support these principles, OSI has committed to the following global goals:

1. Quality audits will be conducted at least annually in all production facilities, either internally or by a third party, to ensure standards are being met.
2. Animal welfare audits will be conducted on suppliers according to strict standards and at agreed-upon intervals.
3. We will test our traceability systems as an ongoing part of our production and quality assurance practices.

In keeping with our core tenets, we support or are actively involved in a number of industry organizations that strive to enhance global standards regarding sustainable supply chains.

Our goal is to establish standards of excellence in our supply chain



Quality, Food Safety and Sustainable Practices

OSI is committed to a socially responsible supply chain. We are also advancing socially responsible supply chains for our top raw material suppliers around the world, because we have a leading role to play in many markets. These programs are underpinned by the core tenets of protecting animal welfare and respecting human rights.

Suppliers are thoroughly checked

All auditors review the supplier facilities' Good Manufacturing Practices (GMPs) and Food Safety & Quality Systems. The plants' manufacturing processes are thoroughly examined to ensure product safety of the highest level at every stage. This includes plant, process, personal hygiene and condition of the building.

During supplier visits, we evaluate whether the supplier participates in recognized good sustainable practices. The supplier's programs and results are reviewed through data analysis and/or physical observation. Any gaps are identified and we suggest programs to fill these gaps.

Documentation

Based on Hazard Analysis Critical Control Point (HACCP) principles, each plant must have documented monitoring in place to ensure food safety programs have been implemented. Relevant parts are microbiological analysis for meat, equipment surfaces and water; cleaning schedules; pest control; foreign material control; temperature control; waste management; and training of employees. The plant's traceability system is also part of the assessment.





Global Roundtable for Sustainable Beef

OSI is a member of the Global Roundtable for Sustainable Beef (GRSB). We support the mission of this organization to advance continuous improvement in global beef value chain sustainability through leadership, science, and multi-stakeholder engagement and collaboration.

Along with other leading organizations from within the beef industry, as well as environmental organizations, food retailers and stakeholders, we are seeking to facilitate a global dialogue and advance continuous improvement in the sustainability of the global supply chain by:

- Identifying, evaluating and enabling increased adoption of current leading production and supply chain practices, policy and technology
- Supporting action-oriented, regional and local multi-stakeholder initiatives focused on producing measurable outcomes and ensuring local adaptation

- Addressing high-priority issues related to sustainability by sharing locally relevant and science-based information, and support related pilot projects based on this information
- Providing a forum and opportunities for constructive engagement, information exchange and technical problem solving

GRSB is the only global forum dedicated to connecting a network of local, regional and global leaders in the beef industry with a common vision and mission. The organization gives stakeholders an equal opportunity through member ownership of the roundtable.

For more information, please visit www.grsbeef.org



Support of Sustainable Fishing Practices

We support the mission of the Marine Stewardship Council (MSC), which is to contribute to the health of the world's oceans by recognizing and rewarding sustainable fishing practices. Through use of MSC's ecolabel and fishery certification program, the organization is influencing the choices people make when buying seafood. MSC is working with its partners to transform the seafood market to operate on a more sustainable basis. Its vision is to see the world's oceans teeming with life, with seafood supplies safeguarded for current and future generations.

100% of our Alaskan Pollock purchases consist of Marine Stewardship Council (MSC) certified fish from suppliers that are assessed against the MSC Fisheries Standard. Certification to the MSC Fisheries Standard is voluntary and is open to all fisheries involved in the wild-capture of marine or freshwater creatures. This includes most types of fish and shellfish, of any size, type or location.

To be eligible for certification, enhanced fisheries must meet criteria on the wild stock of fish, how the fish are fed and looked after, and the impact the enhanced fishery has on fish habitats and the wider ecosystem.

For more information, please visit www.msc.org

Enhanced Fisheries

Any activity aimed at supplementing or sustaining the recruitment, or improving the survival and growth of one or more aquatic organisms, or at raising the total production or the production of selected elements of the fishery beyond a level that is sustainable by natural processes. It may involve stocking, habitat modification, elimination of unwanted species, fertilization or combinations of any of these practices.





Sustainable Forestry Initiative in North America

100% of OSI North America's corrugated purchases are Sustainable Forestry Initiative (SFI) certified.

SFI Inc. is an independent, nonprofit organization that is solely responsible for maintaining, overseeing and improving the internationally recognized Sustainable Forestry Initiative® (SFI®) program. Across Canada and the United States, 250 million acres (100 million hectares) are certified to the SFI forest management standard, the largest single forest standard in the world.

The fundamental purpose of this forest certification system is to decrease deforestation rates. SFI is using third-party accredited organizations for certification, which verifies that the requirements set out in the relevant SFI standard and supporting documents have been met. Competent, accredited independent certification bodies evaluate planning, procedures and processes in the forest, in the mill or in the plant to ensure they conform to SFI requirements.

SFI is the only forest certification standard in the world that requires participants to support forestry research. These activities include improving forest health, productivity and sustainability. Better management of forest resources and enhancing the environmental benefits and performance of forest products are also central to the SFI research mission.

For more information, please visit www.sfiprogram.org

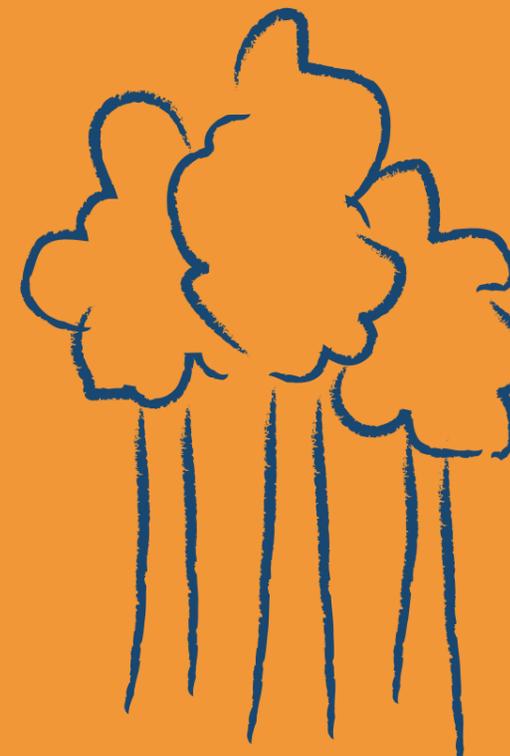


Protecting the Rainforests

Rainforests provide homes and habitats for the majority of the earth's species as well as for millions of indigenous communities. The rainforests also store massive amounts of carbon, which is one of the planet's key defenses against global warming. Over 40% of the world's oxygen is produced from the rainforests, so protecting this natural habitat is important to our lives.

OSI's responsible purchases include certified sustainable palm oil (CSPO) and other items whose specifications clearly support the protection of rainforests.

CSPO is palm oil that has been grown on a plantation that has been managed and certified according to the principles and criteria of the Roundtable on Sustainable Palm Oil (RSPO). This means the plantation was established on land that did not contain significant biodiversity, wildlife habitat or other environmental values, and meets the highest environmental, social and economic standards as set out by the RSPO.



Protecting the Amazon Biome in Brazil

The Amazon Biome is a cluster of various interlocking tropical ecosystems. It covers an area of 6.4 million km² (2.47 million square miles), of which 4 million km² (1.5 million square miles) are in Brazil.

OSI aims to help preserve this one-of-a-kind rainforest region, often referred to as the 'green lung' of the planet, for ourselves and for future generations.

We are well aware of our responsibility, especially with regard to the feedstuff we use. Soybean meal plays a major role as a protein source in the diet of chickens in the supply chain and most of this soybean meal comes from South America. All of the soybean products we use originate from farming regions outside of the Amazon Biome.



OSI North America: Animal Welfare

OSI North America Commits to Advancing Best Practices and Education

In 2013, we began sponsoring poultry welfare auditor training in conjunction with the Professional Animal Auditor Certification Organization (PAACO). The first step in the process of becoming a PAACO-certified poultry welfare auditor is a three-day course featuring an impressive array of instructors and corporate sponsors, offering trainees an opportunity for hands-on experience at broiler, layer or turkey facilities. At these sites, they perform mock audits and see welfare criteria demonstrated in the context of day-to-day operations, before returning to campus to take a written examination on the course materials.



In October 2015, the North American Meat Institute (NAMI) and the NAMI Foundation presented at the Animal Care and Handling Conference in Kansas City, Missouri.

This annual conference is the leading animal welfare education opportunity for companies in the meat industry, and includes three focused tracks: Management and Policy, Applied Pig Handling, and Applied Cattle Handling. Leading academic experts in the field offered instruction at a range of levels,

The training is held every year in Raleigh, North Carolina. In 2015, 89 individuals from four different countries attended the sessions, representing various segments of the poultry industry with a diversity of education and experience. In addition there was a small group of PAACO-certified auditors that attended for continuing education purposes.

For more information on this auditor training program, visit www.animalauditor.org

from beginner to advanced, and their presentations were complemented by practical insights from industry experts. In 2013, OSI became an annual sponsor of this event to advance industry best practices and support important animal welfare education.



OSI Europe Spearheads Enrichment Project for Chicken

Improving animal welfare is a high priority for us and has prompted our team to drive a European project focused on the enrichment of chicken housing. It is generally accepted that such enrichment can make a significant contribution to improving the health and welfare of chicken. According to research, domestic fowl spend a large part of their time in perching and pecking related behavior and this behavior can be encouraged by providing suitable enrichment within chicken houses.

In early 2012, the OSI Europe team, in conjunction with some of our chicken suppliers, carried out various trials to test and evaluate different enrichment objects. Some of the integrations have included creative initiatives – testing, for instance, the use of cartons, crates filled with litter material or the placement of strings on drinker lines.

Whatever the choice of enrichment, it is important that the objects employed are safe, bio-secure, durable, affordable and do not decrease in attractiveness over time. We ensure that objects such as litter bales and pecking stones consist of natural material, which is more appropriate than man-made substances. We also use platforms or perches so birds can sit in a higher, more desirable position, allowing them to rest and observe the environment.

Although it is difficult to quantify, enrichment may lead to production benefits through increased welfare, cleaner plumage and better foot and leg health.

We have received positive feedback from farm management and our own Quality Assurance Raw Material Team regarding the use of platforms. They increase the available space and improve the behavior, feet health and general wellbeing of the birds. Pecking objects such as straw bales have been shown to stimulate the birds and increase their activity level. They are also used by chicks to follow their natural instincts and hide from potential predators.

We have implemented these tests to determine the most suitable objects for enrichment at each supplier, and we will continue to determine the best solutions for each chicken integration. OSI Europe will phase in the implementation of these objects at all chicken suppliers with a target completion date of 2020. This means that we will increase and optimize animal welfare standards for the whole supply chain, along with clearly defined rollout plans, in a relatively short period of time.





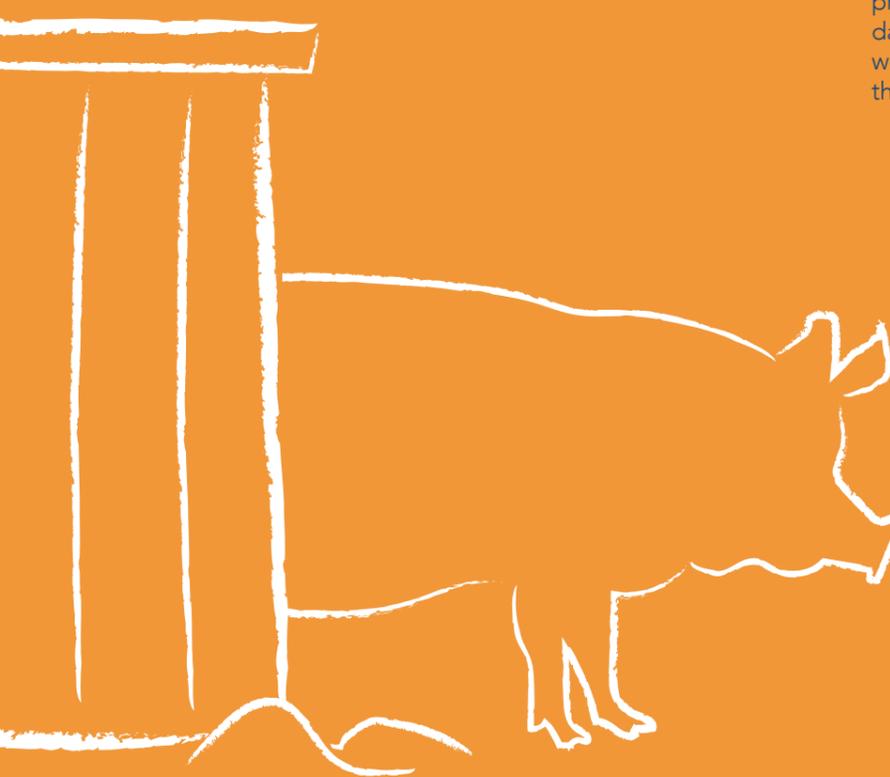
Sow Housing in North America

Responding to consumers' calls for change, many of the largest foodservice companies in the US have weighed in on the issue of sow housing practices in this country. These companies have set targets for when they would like to see a transition from use of gestation stalls in the live animal husbandry practices of their supply chain to more frequent use of group housing for the pregnant sows. OSI's customers have asked us to get involved in the conversation to help facilitate change.

While OSI does not own any animals in North America, our efforts to impact the industry in the US have been focused on bringing the stakeholders together, raising awareness, encouraging dialogue, and providing timely updates of the progress being made.

OSI has sponsored several discussion sessions since 2012, bringing together the key stakeholders from the National Pork Board, National Pork Producers Council, our major pork suppliers and our key customers in the foodservice industry to foster open dialogue and define next steps. We have found willingness on both sides to find common ground, and the industry is working to incorporate more frequent and widespread use of the many alternatives available for group sow housing.

Many of OSI's foodservice customers have established target deadlines for our pork suppliers to transition from the use of gestation stalls to group housing for the pregnant sows on their farms. These target dates look to be a bit aggressive; however, we are much closer to making this a reality than we have ever been before.



Pig Welfare: RSPCA Assured Pork in the UK

Because animal welfare has always been a priority for us, we are continually working hard to influence our supply chains to adopt higher animal welfare standards, particularly at the farm level. Good examples of animal welfare projects to deliver improved pig welfare on farms can be seen in the UK.

In 2012, OSI UK stated our intention to move to the Freedom Food scheme for all UK pork in the first quarter of 2013. After steadily increasing our volumes of Freedom Food pork, we succeeded in moving to 100% of this product within the required timeframe. Freedom Food has been the RSPCA's (Royal Society for the Prevention of Cruelty to Animals) farm assurance and food labeling scheme in the UK, which aims to improve the welfare of farm animals by ensuring farmers adhere to strict animal welfare criteria when raising their pigs. In 2016, the Freedom Food label was replaced by the RSPCA Assured Label, as shown below.



The RSPCA

is the leading UK animal welfare charity and specializes in rescue, animal welfare and preventing animal cruelty.



Improving Vegetable Production with Farmer Engagement in India

Program increases soil nutrients and saves production costs

In India, recent reports suggest a declining trend in rice and wheat production due to reduced soil nutrients. Inappropriate fertilizer application and declining soil organic content have created soil imbalances and raised environmental costs, so farmers must continually monitor nutrients. Regardless of location or size, all farms can be prone to soil degradation from erosion, poor crop productivity, and higher use of chemical fertilizers.

OSI Vista (India) is leading an effort to educate vegetable growers across India to help them maintain soil fertility and productivity. The company has developed integrated crop husbandry practices, encouraging crop rotation and fallowing. In some locations, vegetables are an intercrop grown between perennial fruit crops, such as apples, to conserve nutrients and add organic matter to the soil. Farmers have modified cultivation to suit the geography and climate.

Micronutrient companies and university labs have helped provide training sessions for farmers in Integrated Nutrient Management (INM). INM maps soil nutrients for villages to identify soil pH and deficiencies and prescribes a nutrient application program for major and micronutrients throughout the crop cycle. INM also prescribes micronutrient kits suited to individual farmers that can cover the requirements of one crop at a time.

Farmers are applying farmyard manure, chemical fertilizers, bio-fertilizers, vermi-compost, and green manure and are using soil reclamation practices to maintain neutral pH. We are helping farmers comply with chemical residue standards, use environmentally safe chemicals and avoid banned chemicals.

As a result, our supplier farms are increasing their use of organic manures, vermi-compost, micronutrients and bio-fertilizers to consistently improve productivity and product quality, such as freshness and extended shelf life. Yield has increased by about 25% in the last three years.

We have also helped farmers make sustainability decisions about reclaiming soil and discontinuing cultivation of some crops, by advising them to map the various nutrient categories of their soil. Nutrient kits are helping growers follow recommended doses of fertilizer/micronutrient application based on this soil analysis. Growers are rotating crops and intercropping with perennial fruit crops for improved soil productivity and developing a diverse income by reducing dependence on one crop. Further, farmers are accepting the necessary expense of soil nutrient supplementation and have saved 3% to 5% on production costs.



We are leading an effort to educate vegetable growers across

India

to help them maintain **soil fertility** and **productivity**



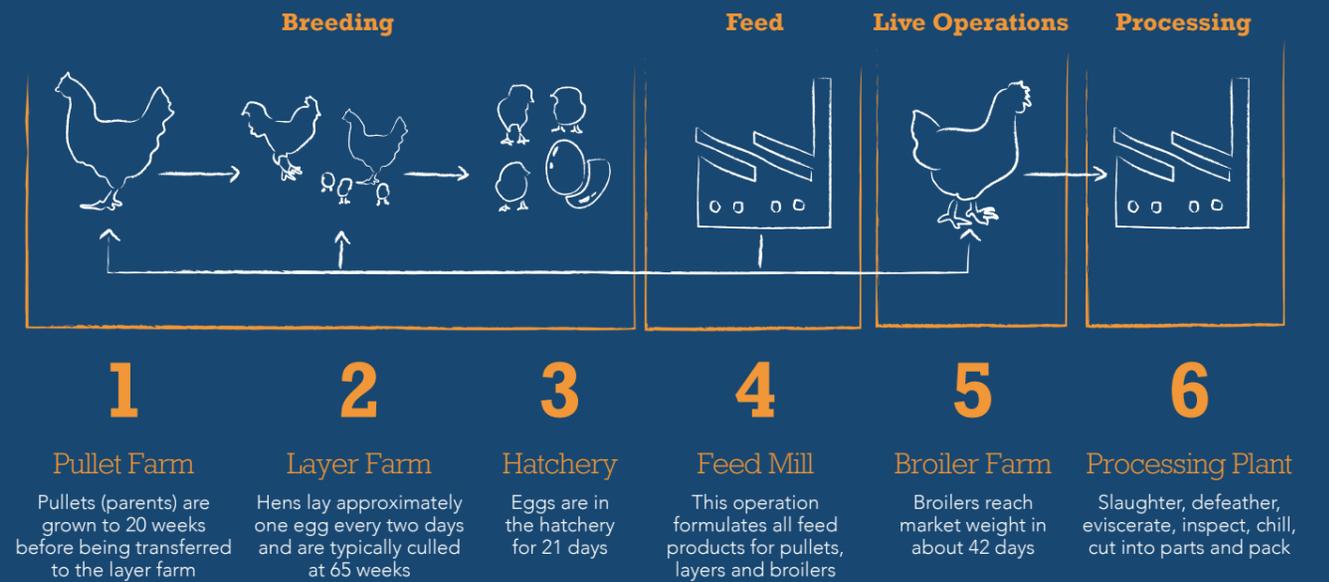


OSI China – Vertically Integrated (VI) Poultry Operations

OSI participates in three vertically integrated poultry operations in China: the wholly-owned OSI Weihai Poultry operation in Shandong Province and two joint ventures – SunOSI in Fujian Province and DaOSI in Henan Province.

By managing the entire process, from the hatching of the chicks and the birds' diet through to how they are raised and eventually harvested, the safety and security of the food products produced are more easily assured. The controlled supply chain environment of a vertically integrated operation produces quality birds to convert to safe quality food products for our customers.

The Vertical Integration Story for Poultry



OSI China VI Map



- Primary Processing Operations (100% owned)
- Joint Ventures

Footprint and Milestones of OSI CHINA

Since 2010, OSI has established three Vertically Integrated (VI) poultry operations in China. Through this integration of pullet farms, layer farms, hatchery, feed mill, broiler farms and processing plants, we can centrally manage and control our operations much more effectively.

Capacity Analysis

1 OSI Weihai Poultry (established 2010)

Hatchery: 70m eggs/year
 Broiler farms: 50 farms
 Feed mill: 360,000 MT/year
 Slaughter: 60m birds/year
 Certifications: Halal, HACCP, ISO 14000, CIQ, STAR, SA

3 DaOSI Poultry (established 2012)

Hatchery: 150m eggs/year
 Broiler farms: 54 farms
 Feed mill: 750,000 MT/year
 Slaughter: 120m birds/year
 Certifications: Halal, HACCP, SQMS, SA

2 SunOSI-1 Poultry (established 2011)

Broiler farms: 15 farms
 Feed mill: 120,000 MT/year
 Slaughter: 30m birds/year
 Certifications: Halal, HACCP, SQMS, SA

4 SunOSI-2 Poultry (established 2013)

Hatchery: 65m eggs/year
 Broiler farms: 34 farms
 Feed mill: 350,000 MT/year
 Slaughter: 60m birds/year
 Certifications: Halal, HACCP, ISO 9000, ISO 22000



Sustainable Development of OSI China

LED replacing incandescent bulbs

OSI Weihai Poultry has 59 poultry farms (50 broiler and 9 pullet). These farms use many incandescent bulbs for lighting inside fully-enclosed chicken houses, resulting in large electric bills and inefficient use of energy. In late 2013, we initiated a program to replace all incandescent bulbs with LED bulbs, which are 36% more efficient. By making this change, we expect to reduce our CO₂ emissions by approximately 4,600 metric tons (MT) per year.



LED bulbs inside chicken (layer) house

Reduction of ammonia gas discharge

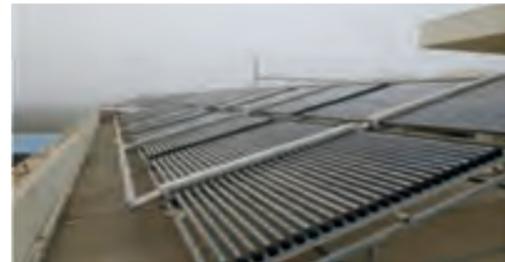
A trial of adding Poultry Litter Treatment (PLT) to our broiler houses during the winter season (November through April) has shown savings of 5 MT of gas fuel per house. We plan to continue application of this technology, and the estimated savings may amount to 2.8 million RMB per year. The approach may also lead to an estimated reduction of 100 MT of ammonia discharge into the atmosphere, resulting in cleaner air.



Poultry Litter Treatment (PLT)

Solar heater usage

In 2014, we chose solar energy heaters for our breeder and broiler farms, hatchery, feed mill and the slaughterhouse of OSI Weihai. When compared to electric water heaters, the estimated electricity cost savings will be about 220,000 RMB per year by implementing solar energy, and we expect this to reduce CO₂ emissions by 337 MT annually.



Solar Heaters

Liquefied Natural Gas (LNG) to replace traditional coal heating

In order to reduce carbon emissions and decrease air pollution, the chicken farms of OSI Weihai and SunOSI poultry use Liquefied Natural Gas (LNG) as their energy resource. As a clean energy, LNG has many advantages compared to Liquefied Petroleum Gas (LPG), and using LNG instead of coal for heating has achieved zero emissions of sulfur dioxide (SO₂) and oxynitride with an annual reduction of 297.5 MT and 259 MT respectively. This also amounts to an annual reduction of CO₂ of up to 72,060 MT, compared with coal.



Farm LNG Heating System



Traceability

Our customers have a right to expect consistently high-quality products. To ensure this quality level, we have traceability systems in place which allow us to track our products through the supply chain.

There are legal requirements surrounding food traceability and OSI complies with, or exceeds, all of these in each country that we operate in.

This is an example of our traceability system:

- When a consumer buys a hamburger and wants to know where the meat is from, OSI can trace back the patty to a particular plant and a specific production date based on the information on the packaging.

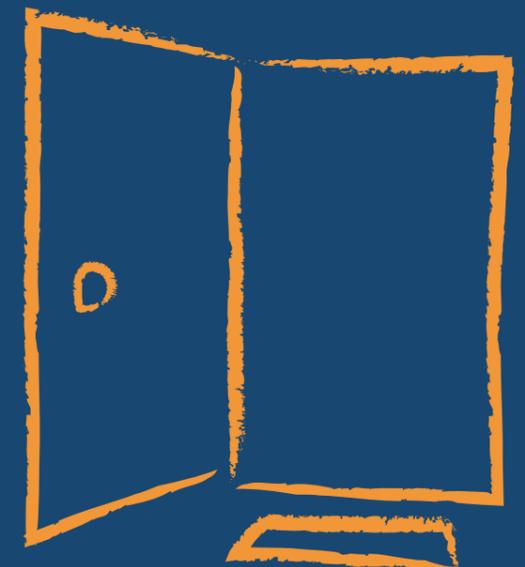
- This information, when combined with the processing time, forms the batch number. This can be used to go back to the grinding area at OSI where documentation shows clearly which meat from which supplier was processed at this time.
- When meat is delivered to OSI, it comes with identification codes otherwise known as slaughter numbers. These contain information on the specific carcasses used to prepare the bin or pallet of meat.
- Using the supplier internal traceability systems, we can then trace the patty back to its original source.

We conduct exercises to validate that the traceability system works effectively.

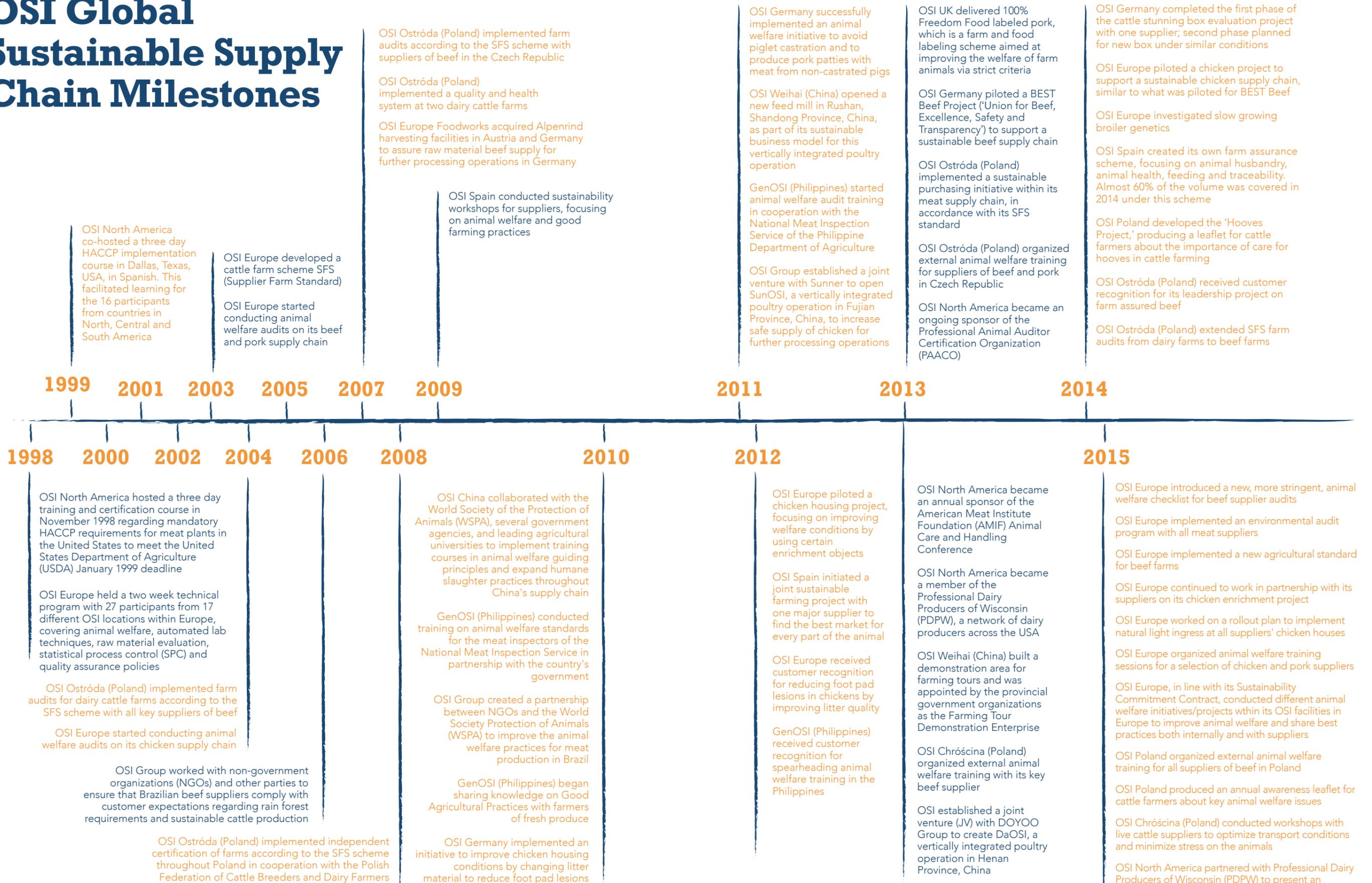


Transparency about all that we do

We can demonstrate the transparency of our traceability systems, and we do this for our customers and others in the supply chain. For instance, we regularly give insight into patty production to meat industry members and supplier partners. Through such sharing, we can show the transparency of our operations – and of our supply chain as a whole – which allows supplier partners and customers to see our commitments in action.



OSI Global Sustainable Supply Chain Milestones



OSI Global Sustainable Supply Chain Future Initiatives

2016

OSI Europe to implement a new supplier environmental audit checklist in Poland and Spain

OSI Europe to implement a new agricultural standard for beef and chicken farms

OSI Europe to conduct preference tests of certain enrichment objects at chicken farms, e.g. platforms vs. perches and straw bales vs. carton boxes filled with litter material

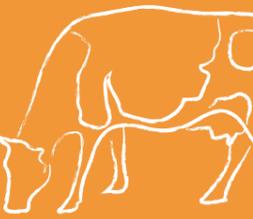
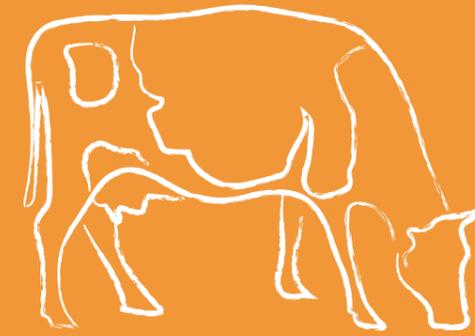
OSI Europe to implement natural light and enrichment tools at several suppliers for certain customer markets

OSI Spain to extend supplier test project to consider seasonal weather conditions' effect on meat quality

OSI Poland to distribute leaflet about the importance of hooves to further beef suppliers in Poland and evaluate hoof condition at slaughterhouse level to verify leaflet's efficacy

OSI Poland to continue producing animal awareness leaflets for cattle farmers regarding important topics

Alpenrind (Salzburg) and OSI Chróscina (Poland) will each install a new stunning box to meet the highest animal welfare standards



2017 2018

OSI Europe requires all meat suppliers to achieve Grade 'A' against its OSI environmental specification or achieve ISO 14001 certification

OSI Europe to organize animal welfare trainings to refresh the knowledge of our employees on certain topics

OSI Europe to support the establishment of a European sustainability standard for feed used in chicken integrations

OSI Europe to ban from their chicken supply chain all antibiotics defined by the World Health Organization (WHO) as being of highest priority critically important to human health



Further Information

If you would like to know more about the work OSI is doing around sustainability, we would be delighted to hear from you.

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Sustainable Partners



Global Sustainability Report 2016/17

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