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The why Cargill established a poultry business in China in 2011, to support our customers' increasing demand for high-quality animal protein and subsequently built a vertically integrated supply chain, covering feeding, hatching, breeding, primary processing and further processing. Confidence in food safety management and performance was paramount to our global food brand customers and to ensure we delivered, Cargill implemented a comprehensive food safety management system based on FSSC 22000. By aligning with a GFSI-benchmarked certification, our customers had confidence that Cargill's approach to food safety was internationally relevant, science-based and effectively managed. Leveraging GFSI has enabled Cargill Animal Protein China and our customers to lead in the industry and address Chinese consumers' increasing demand of safe and high-quality animal protein.

“Cargill's partnership with GFSI has been an important contributor to the value proposition we offer our customers. We have worked together to raise the bar on food safety standards that increase regulatory confidence and help Cargill deliver on our purpose of nourishing the world in a safe, responsible and sustainable way.”

The How Through our risk assessment we defined three key operations in the integrated supply chain for GFSI-benchmarked certification; the feed mill, our primary processing facility, and our further processing facility. Our teams worked tirelessly to complete 4 defined stages towards certification.

Stage 1: Planning, training, and gap analysis - We selected the certification body (CB) and established an internal Cargill team. The team designed a comprehensive work plan, key training requirements, and leveraged internal auditing (calibrated with the CB) to identify gaps in our food safety management systems.

Stage 2: FSSC 22000 pilot run - A 3-month pilot was performed to allow our food safety teams to implement the management system and continuously improve it. We deliberately used a cross-functional team, including Food Safety, Quality, and Regulatory (FSQR), Research and Development (R&D), Production, Maintenance,

Warehouse, and Sanitation to evaluate the system. Everyone learned a lot about each other's work and it strengthened collaboration and understanding across the organization.

Stage 3: Conduct internal audit - An internal audit was conducted by the team and management review was a key element in evaluating the effectiveness of the system. Management review demonstrated to the whole Cargill Poultry organization that food safety was a PRIORITY and senior leadership engagement reinforced its importance.

Stage 4: Receiving official FSSC 22000 audit - The third-party audit team auditing process consisted of two stages. In Stage I, the auditors assessed if the company was ready for the certification and after that, auditors initiated Stage II, the formal assessment. We passed that formal audit and attained certification for Cargill's Animal Protein China operations in April 2015. Success!!

The Benefits Having a clear and deliberate plan for achieving GFSI-benchmarked certification was a strategic decision for Cargill and GFSI-benchmarked certification has enabled credibility and trust from our customers and governments.

Project planning, personal accountability, and clear milestones were critical elements to our success and with more than 2,000 employees receiving over 4,000 hours of training, Cargill's food safety culture was strengthened. We have seen improved coordination, understanding, and personal commitment to food safety across that integrated supply chain and management.

The certification process established strong management commitment and food safety awareness. By

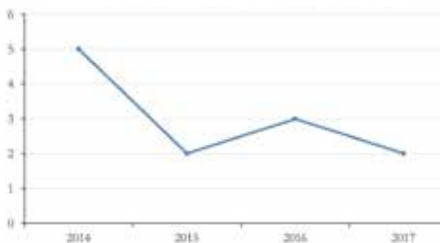
collaborating with a GFSI- accredited CBs, approximately 30 Cargill employees are qualified internal auditors and this competency strengthens our food safety performance. Cargill Animal Protein China was recognized for food safety and quality both in 2016 and 2017 by the China Business Network Seven-Star Alliance and Chinese Institute of Food Science and Technology (CIFST). We are also proud to be recognized by McDonalds China as an "A Grade Supplier" for our high performance.

Cargill's involvement with GFSI has been a positive contributor to these successes in China. That good work continues as GFSI supports activities in China and as local companies see the benefits GFSI can bring to their food safety programs and performance.



Figures

External Audit Non-Conformance (Primary Processing)



Audit Score

