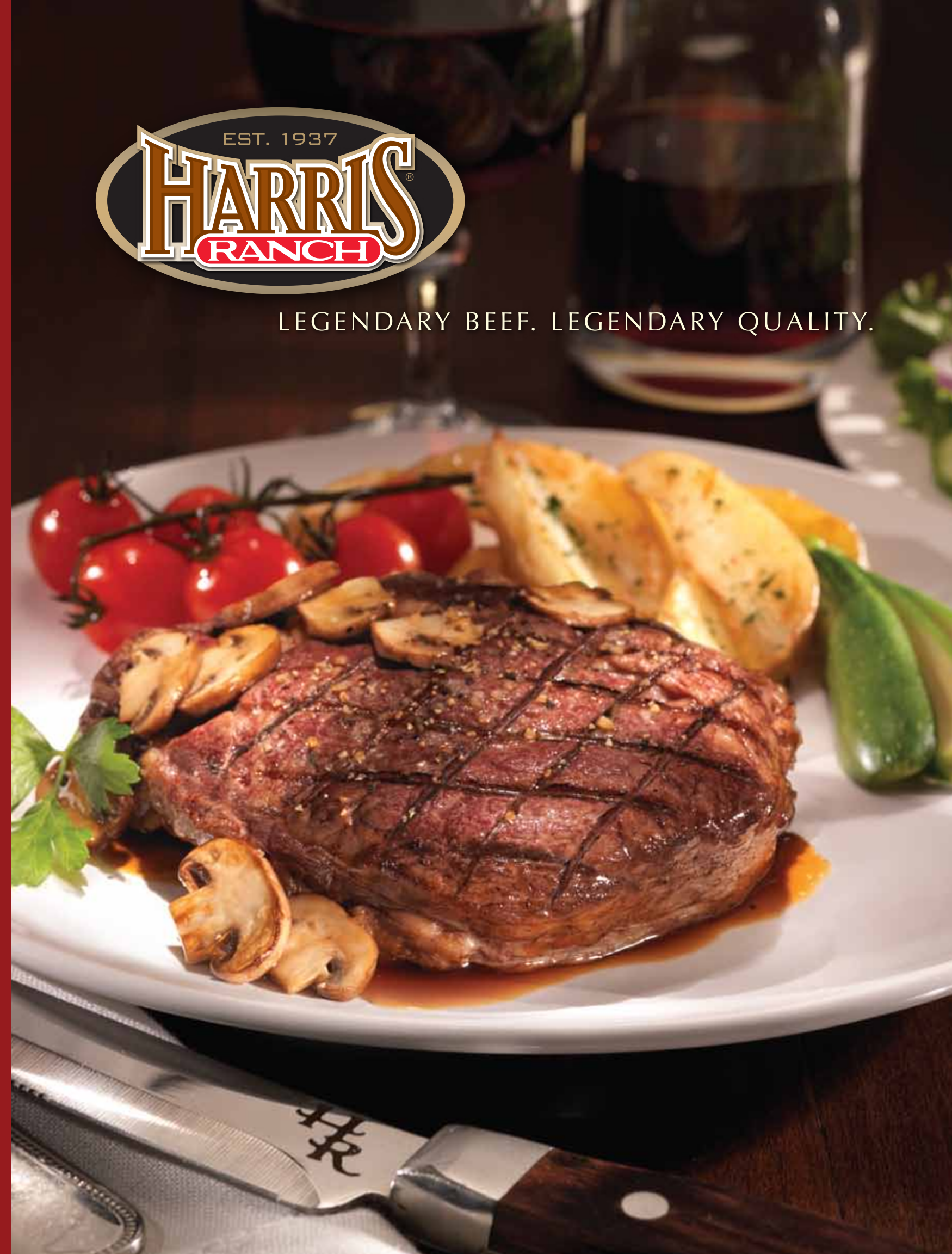




LEGENDARY BEEF. LEGENDARY QUALITY.



HARRIS RANCH BEEF COMPANY 16277 S. McCALL AVENUE, P.O. BOX 220, SELMA, CALIFORNIA 93662

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TRADITION Since the 1930s, Harris Ranch has remained focused on producing the best tasting, most wholesome beef products for customers across the globe. Located in California's Central Valley, Harris Ranch is well equipped to serve the needs of our retail, foodservice and export customers. Our tradition of quality is evident – you can truly taste the difference with Harris Ranch.

The Harris family grew beyond their agricultural roots and, together with the visionary management team at Harris Ranch, built the sophisticated, state-of-the-art cattle feeding and beef processing companies now under the ownership of the Brian Coelho family. Our diversified business has become the largest cattle feeder, fed beef processor, and beef marketer in California. Focused on our dynamic future, Harris Ranch remains dedicated to the core values of our iconic brand.

INTEGRATION Our integrated beef production system offers customers the advantage of a single source for the beef they buy. All Harris Ranch cattle are sourced, fed, and humanely processed exclusively by Harris Ranch for beef that's as pure and great tasting as nature intended. Few beef companies – other than Harris Ranch – can claim they control all aspects of beef production.

HARRIS RANCH AT A GLANCE

Harris Ranch Beef Company *The processing and marketing arm of the beef division*

- One of the largest fully integrated beef producers in the Western U.S.
- Controls all aspects of beef production including cattle sourcing, feeding and processing
- Established one of the first branded beef programs in the U.S. in 1982
- Retail, foodservice and export divisions
- Annual sales in excess of \$600 million
- 16th largest U.S. beef packer
- Processes over 270,000 head annually
- Expansive product line: fresh boxed beef, value-added ground beef, fresh seasoned beef, fully cooked beef entrées and multi-species deli meats
- Beef production system: feed tested for pesticide residues, finished beef tested for antibiotic residues above USDA standards, cattle humanely and sustainably raised by Harris Ranch with input from Dr. Temple Grandin, an expert consultant in animal welfare.

Harris Feeding Company *One of the largest cattle finishing facilities in the Western U.S.*

- Founded in 1963 near Coalinga, California
- 17th largest U.S. cattle feeder
- Covers over 800 acres with capacity to finish up to 120,000 head of cattle at one time
- Cattle fed for about 120 days on a nutritionally balanced diet of steamed Midwestern corn, alfalfa hay, vitamins and minerals
- Livestock welfare practices include shaded pens and sprinklers to reduce dust and cool cattle in summer months. Pens are routinely scraped and waste material composted. Cowboys ride the pens each and every day monitoring animal welfare.
- The only company in the U.S. to wash cattle transport trucks between each load to reduce the potential for cross contamination
- Harris Ranch does not feed antibiotics to our cattle – antibiotics only used to treat cattle requiring medical attention.



HERITAGE

Great brands aren't born, they're built over a lifetime of hard work, dedicated leadership and continual innovation. That's how a family name becomes a strong company and a trusted brand like Harris Ranch.

The Harris name is deeply rooted in California history. Back in 1937, Jack Harris became one of the pioneering farmers on the west side of California's San Joaquin Valley, planting crops where only desert had existed before. Through the years the farm grew to several thousand acres and today produces dozens of different crops enjoyed across the country and around the world.



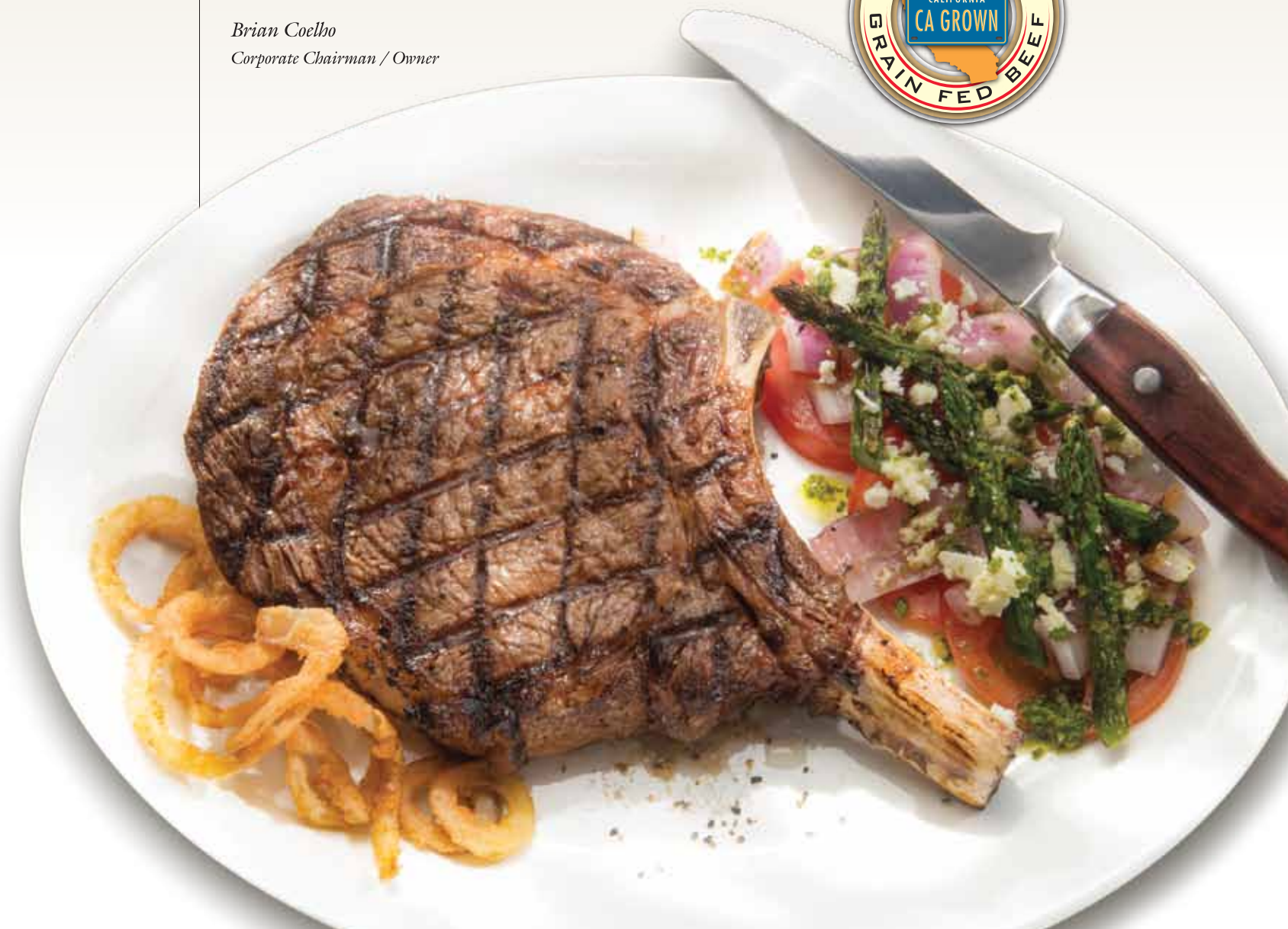
But it was Jack's son, John, who turned the Harris name into one of the most recognized and trusted brands. He assembled a visionary management team, and together they built the family's small cattle business into the sophisticated, state-of-the-art feeding and beef processing operation it is today. In fact, Harris Ranch is now the largest cattle feeder, fed beef processor and beef marketer in California. Still family owned, Harris Ranch is now operated by the Brian Coelho family.

But as large and sophisticated as Harris Ranch has become, our primary objective is to continue to serve the needs of our retail, foodservice and export partners to ensure their success. This goes beyond providing consistent, high-quality products to also providing a level of customer service unparalleled in the meats industry. Meeting our primary objective involves every aspect of Harris Ranch's operation, which is solidly focused on our customers. It means providing a highly trained sales representative who meets with customers regularly to listen to their needs and help them become more successful. It's having a customer service representative who is available at any given moment. It's owning our own fleet of trucks to ensure on-time deliveries and that proper temperatures are maintained. It's operating a production facility that is flexible and allows us to provide customized products that most other processors won't take the time to produce. Focusing on our customers involves everyone at Harris Ranch – from the dockworker to the CEO.

But despite our size, Harris Ranch is still very much a family operation at heart. That pride and attention to detail have made the Harris Ranch brand synonymous with tender, juicy and great-tasting wholesome beef. The best beef you can buy. That's a heritage we're proud to build on every day.

"Harris Ranch, our ranching partners and our entire team of associates take pride in being part of a genuine western tradition and for placing quality, consistency and great taste into every box of our Harris Ranch Beef."

*Brian Coelho
Corporate Chairman / Owner*



INNOVATION AND STEWARDSHIP

Partnering for Quality

The western ranch families that supply cattle to Harris Ranch are focused on producing a consistent, high-quality, consumer-driven product and meeting the strictest standards for animal health and welfare. At Harris Ranch, we believe that raising cattle and environmental stewardship go hand-in-hand. For us, as well as our ranching partners, the land is not just where we raise our cattle, it's also where we raise our families. We have a personal stake in the quality of the environment and are always looking for ways to improve it. For those that raise cattle, sustainability means ensuring that the land will provide for the next generation by focusing on the well-being of not only our livestock but also by maintaining the natural resources of the land.

Committed to Sustainable Beef Production

Dedicated to improving our system of sustainable beef production, Harris Ranch and our industry have made considerable improvements in key areas including animal health and well-being, reduced greenhouse gas emissions, water and land resource conservation and improved production efficiency. For instance:

- **Reduced Food Miles**

90% of Harris Ranch beef is distributed within a 250 mile-radius of our beef processing plant

- **Livestock's Contribution to GHG**

Beef cattle account for only 2.2% of U.S. Greenhouse Gas Emissions (4.2% for ALL livestock as a whole) compared to energy production (31%) and transportation (27%)

- **Feeding and Finishing**

Cattle finished on grain in feedlots, as seen at Harris Ranch, rather than raising them exclusively on grass, reduces beef's carbon footprint even more

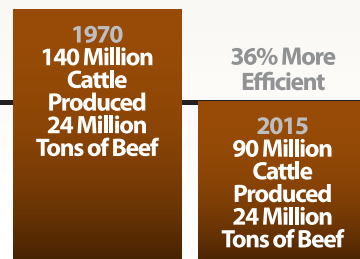
- **Harvesting Nature**

In California alone, 38 million acres of land are unsuitable for raising crops. Cattle convert forage into a nutrient-dense food – beef

- **Water Conservation**

Conservation efforts enabled Harris Ranch to reduce water usage by nearly 50% in recent years

- **Improved Efficiency**



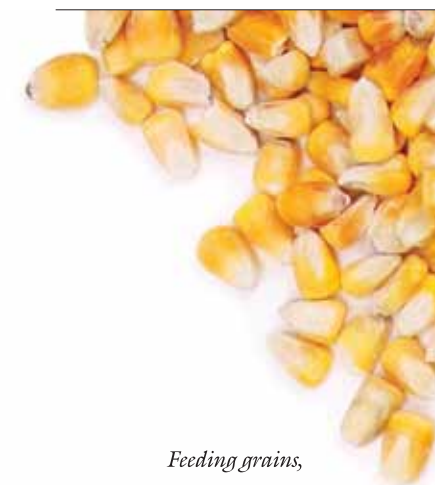
CATTLE WELFARE AND ANIMAL HUSBANDRY

The cattle used to produce Harris Ranch beef spend approximately 70-80% of the time grazing on western ranches before being finished on a nutritionally balanced diet of corn and other feed grains, plus alfalfa hay, vitamins and minerals. Cattle usually arrive at Harris Feeding Company at 16-24 months of age and spend about 120 days at our well-maintained feeding operation. Located in Central California, not far from our processing facility, our limited rainfall and relatively mild winters allow cattle to perform exceedingly well. We even take the extra step to test all feed ingredients to ensure no unwanted pesticide residues are present.



The Midwestern corn used in our cattle feed arrives by train every week at our company-owned milling operation. Our consulting nutritionist formulates all feed blends, which are designed to maximize cattle performance and produce superior quality beef. The Harris Feeding Company covers over 800 acres and has the capacity to feed up to 120,000 head of cattle at one time. Grains, like corn, are fed to cattle because they are nutritious, energy rich and can be stored for use in any season. Since grass doesn't grow in abundance year-round in most of the U.S., feeding grains helps us raise a consistent, year-round supply of nutritious beef. Feeding grains also helps us to produce beef that's more tender, juicy and flavorful.

At Harris Feeding Company, no animal proteins and no antibiotics are ever fed to our cattle. Antibiotics are used only in a therapeutic manner to treat cattle that require medical attention. We believe it's inhumane to not treat an animal that becomes ill. Just like caregivers with children who become sick and need medicine, we administer antibiotics to sick cattle to make them well again. If antibiotics are administered, withdrawal periods (the time it takes for a drug to be naturally eliminated from an animal's system) are strictly followed to make sure no antibiotic residues are present in the animal at the time of harvest.



Feeding grains, like corn, helps produce premium quality beef.

Harris Ranch uses IMI Global, an independent third party, to verify our compliance with the Beef Quality Assurance program and its animal care requirements. Livestock welfare practices include shaded pens as well as an automated sprinkler system that reduces dust and helps cool the cattle during warm summer months – all in an effort to reduce stress and enhance cattle performance. Also, we routinely scrape pens and compost waste material for use in our farming operation. Livestock handling facilities have been designed with input from Dr. Temple Grandin, a world-renowned expert in animal welfare, who has also assisted in training our staff on proper livestock handling techniques. Finally, cattle health is evaluated daily – rain or shine – by Harris Ranch cowboys.

HARVESTING NATURE

Once cattle reach optimum weight and quality, harvesting takes place at Harris Ranch Beef Company, located a short distance from our feeding operation. Because of this close proximity, cattle are not subjected to the stressful conditions associated with long rides in trailers. Deliveries of cattle to our processing plant are staged throughout the day to eliminate the added stress of maintaining a large, crowded herd of cattle at the processing pens. Less stress means better quality beef.



By owning our own cattle processing facility we complete our “closed loop” quality control process. Our state-of-the-art harvest facility incorporates the latest technologies in sanitary dressing and improved ergonomics throughout. Food safety improvements have been incorporated into all aspects of our operation, making Harris Ranch Beef Company one of the most advanced plants in the nation. Our facility has USDA inspectors onsite each day, and all of our beef is USDA inspected and certified by Harris Ranch to be of premium quality. We

also employ a large Quality Assurance staff to help make sure quality standards are upheld and all products are produced in accordance with our customers’ strict specifications. These steps enable Harris Ranch to provide beef products that retail, foodservice and export customers — along with health-conscious consumers — can trust with each and every purchase.

One Source. One Standard. One Unparalleled Commitment to Quality.

During harvesting, the use of thermal pasteurization and organic acid carcass washes help ensure lower bacteria counts. Our strategic plan for pathogen reduction involves hundreds of daily samples taken in all areas of the plant. Our spray chill system and carcass coolers quickly reduce carcass temperatures resulting in additional bacteria control. We even take the extra step to randomly test finished beef to make sure no unwanted antibiotic residues are present. In total, our unique practices and processes help Harris Ranch provide customers with a point of difference and a unique brand of high-quality beef.

Harris Ranch is proud of our long-standing reputation as a producer of premium-quality beef products. Whether producing our fresh boxed beef or fresh or frozen ground beef, Harris Ranch remains dedicated to continuing in this tradition as we move into the future. Our food safety practices and procedures have allowed Harris Ranch to establish unsurpassed microbiological safety standards. In fact, Harris Ranch has been awarded a Double-A (AA+) rating by the British Retail Consortium (BRC), which established the world’s most stringent food safety standards. In total, these steps enable Harris Ranch to provide beef products that embrace new technologies and practices that allow us to remain an industry leader in terms of quality, safety and new product innovation.

A SHOWCASE FOR QUALITY

Probably no other beef marketer can offer a showcase for premium beef similar to the legendary Harris Ranch Inn & Restaurant. Designed as an early-California hacienda and located in the heart of the Golden State, this treasured landmark is an internationally-known destination for tender, delicious beef. Guests can choose from several different dining rooms, each featuring its own distinct style. Plus, the Country Store features freshly baked pastries and our tender, aged Harris Ranch beef packed fresh for travel. A large conference and meeting space, plus 153 well-appointed hotel rooms and suites, round out the luxurious facility that has gained a reputation for excellent food, superior service, relaxing amenities and beautifully landscaped grounds.





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