



Tyson Foods, Inc.

# **FISCAL 2013** **FACT BOOK**





## ABOUT TYSON FOODS

Tyson Foods, Inc. (NYSE: TSN), with headquarters in Springdale, Arkansas, is one of the world's largest processors and marketers of chicken, beef and pork, the second-largest food production company in the *Fortune* 500 and a member of the S&P 500. The Company was founded in 1935 by John W. Tyson, whose family has continued to be involved, with son Don Tyson leading the company for many years and grandson John H. Tyson serving as the current Chairman of the Board of Directors. Tyson Foods produces a wide variety of protein-based and prepared food products and is the recognized market leader in the retail and foodservice markets it serves. The company provides products and services to customers throughout the United States and approximately 130 countries. It has approximately 115,000 Team Members employed at more than 400 facilities and offices in the United States and around the world. Through its Core Values, Code of Conduct and Team Member Bill of Rights, Tyson Foods strives to operate with integrity and trust and is committed to creating value for its shareholders, customers and Team Members. The company also strives to be faith-friendly, provide a safe work environment and serve as stewards of the animals, land and environment entrusted to it.

## CONTENTS

<b>2 Tyson Facts</b>	<b>6 Chicken</b>	<b>19 International</b>
<b>2 2013 Sales</b>	<b>9 Beef</b>	<b>22 Tyson U.S. Locations</b>
<b>3 Making Great Food. Making A Difference.™</b>	<b>14 Pork</b>	<b>24 Tyson History</b>
	<b>18 Prepared Foods</b>	

# CHAIRMAN'S LETTER

Thank you for your interest in Tyson Foods and for taking the time to understand what we do by reading our Fact Book. Tyson Foods is a global food company with family roots. My grandfather, John W. Tyson, started the company in 1935, simply because times were hard and he was looking for a better way to provide for his family. He had an idea and the courage to execute it.

My father, Don Tyson, took the business to a new level in the 1970s, '80s and '90s through expansion and innovation. He was always thinking about our consumers and how we could get chicken on their plates more often by developing products that were easier to prepare and tasted great.

I've worked here most of my life, starting with after-school and summer jobs and, over the years, learning the different parts of this interesting and complex business. Since 1998, I've been honored to serve as chairman. With the acquisition of IBP, inc. in 2001, we've seen the company grow into one of the world's largest producers and providers of chicken, beef, pork and prepared foods. Our 115,000 Team Members are helping to feed the world with products that reach consumers through exports to approximately 130 countries from our operations here in the United States in addition to our production facilities in Mexico, China, Brazil and India.

Our company is one of the leading supporters of American farm families, paying more than \$15 billion last year alone to thousands of independent farmers in 39 states who supply us with livestock and poultry. Some of them have been successfully raising livestock or poultry for us for decades, and even multiple generations. That's something you'll find throughout Tyson Foods. Like me, there are many others who are the second or third generation to be associated with this company.

On page 4, you'll see our company's Core Values, which are the guiding principles for all we do. We are committed to the proper treatment of farm animals raised for food. It is important to us that we take care of the environment. It's essential that we provide a safe work environment for our Team Members as we produce safe, wholesome, affordable food to feed your families and ours.

Our Team Members and the company serve the communities where we live and work through charitable donations, public service and countless hours of volunteer

work. I believe our Team Members' commitment to these values is evident in their daily work as well as in their service to others, and I am humbled by what they do for their communities in the name of Tyson Foods. In turn, it's important that we help our Team Members in their time of need, and one of the ways we do that is through our chaplaincy program. Organized as ministers in the workplace, our 120 chaplains, mostly part-time, serve the people in 265 facilities and offices across the globe. They represent a variety of religious faith backgrounds and, when asked, help their fellow Team Members who are experiencing the difficult life events that we all face from time to time.

Hunger and food insecurity are issues no one should have to experience. In the past 15 years, Tyson Foods has donated nearly 100 million pounds of food while raising awareness of the hunger problem that affects too many Americans. We also help feed people affected by disasters by providing nutritious hot meals. Our folks have been on the ground helping after 9-11, Hurricanes Katrina, Rita, Ike and Sandy, floods in the Midwest and tornados throughout the South and the Midwest. They're not only generous with their time, they're generous with their dollars, and when there's a serious disaster such as the major earthquake in Haiti or the typhoon in the Philippines, the company matches Team Members' donations to disaster relief.

Tyson Foods is honored to be a part of bringing millions of families together to share a meal, whether it's in the United States or around the world. We will always value their trust, and we will never take that responsibility lightly.

Sincerely,



A handwritten signature in black ink that reads "John Tyson". The signature is fluid and cursive, with the first letters of "John" and "Tyson" being capitalized and prominent.

John H. Tyson  
Chairman of the Board  
Tyson Foods, Inc.

P.S. In addition to the Fact Book, I encourage you to review our Sustainability Report on our website at [www.tysonfoods.com/Ways-We-Care/Sustainability-Report](http://www.tysonfoods.com/Ways-We-Care/Sustainability-Report).

# TYSON FACTS



**FY13 Sales** \$34.4 billion

**Team Members** 115,000

**FY13 Average Weekly Production**

Chicken	40.9 million chickens
Beef	135,000 head
Pork	391,000 head
Prepared Foods	41 million pounds

**Contract Poultry Farmers** 5,500

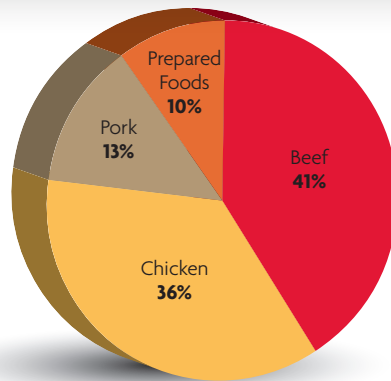
**Chicken Plants** 57

**Beef Plants** (incl. case-ready beef) 13

**Pork Plants** (incl. case-ready pork) 9

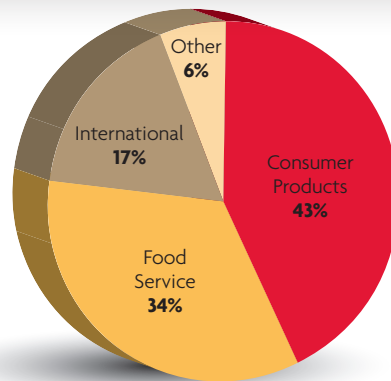
**Prepared Foods Plants** 25

**TYSON FOODS FISCAL 2013 SALES BY SEGMENT**



**Total: \$34.4 billion**

**TYSON FOODS FISCAL 2013 SALES BY DISTRIBUTION CHANNEL**



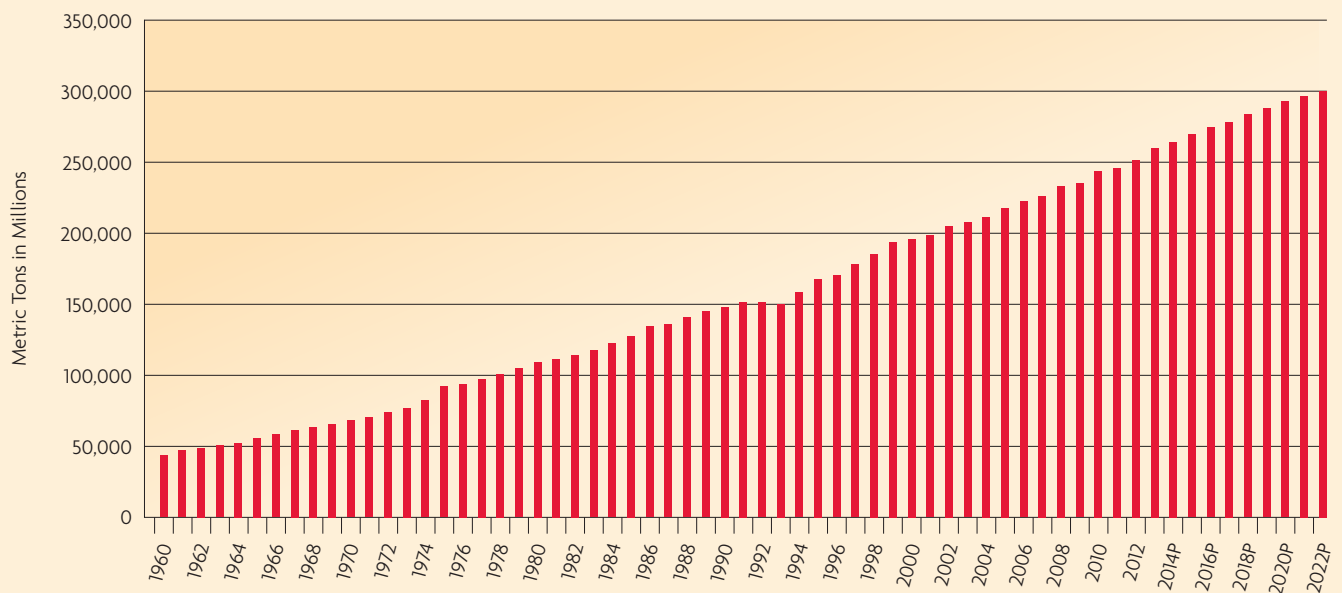
**Total: \$34.4 billion**

# MAKING GREAT FOOD. MAKING A DIFFERENCE.™

Tyson Foods has a multi-protein business model. We produce about one out of every five pounds of chicken, beef and pork in the United States along with a broad portfolio of prepared foods including pizza toppings, pizza crusts, tortillas and soups. We are a multi-channel provider of these products as a large supplier to the food service, consumer products and export channels. We are also a multi-national company with production facilities in Brazil, China, India and Mexico, in addition to our U.S. operations.

Our purpose is Making Great Food. Making A Difference.™ We believe providing wholesome, nutritious food to people in the United States and around the world is a noble endeavor. We also believe we can make a difference in people's lives by helping those in need. Each year we donate much-needed protein to food banks in communities across America. Since we began this endeavor in 2000, we have donated more than 90 million pounds of food to help feed the hungry.

## GLOBAL PROTEIN CONSUMPTION



The world is eating more protein. Over the past 60 years, global protein consumption has grown by more than 450%.

*Source: USDA FAS and OECD. Includes Beef, Veal, Pork, Broilers and Turkey*

# MAKING GREAT FOOD. MAKING A DIFFERENCE.™ CONTINUED

## WHAT WE BELIEVE

### CORE VALUES

#### Who We Are

We are a company of people engaged in the production of food, seeking to pursue truth and integrity, and committed to creating value for our shareholders, our customers, our Team Members and our communities.

- We strive to be a company of diverse people.
- We strive to be honorable.
- We strive to be a faith-friendly company.

#### What We Do

- We feed our families, the nation, and the world with trusted food products.
- We serve as stewards of the animals, land and environment entrusted to us.
- We strive to provide a safe work environment for our Team Members.

#### How We Do It

- We strive to earn consistent and satisfactory profits for our shareholders and to invest in our people, products and processes.
- We strive to operate with integrity and trust in all we do.
- We strive to honor God and be respectful of each other, our customers and other stakeholders.

We understand our primary obligation is to our shareholders, and our strategy to increase shareholder value and grow our business is simple:

**Accelerate, Innovate and Cultivate.**



**Accelerate** growth in international poultry and domestic value-added products

- Focus on China, Brazil, Mexico and India, building on existing relationships with key global customers to supply the growing global demand for protein
- Grow our domestic business in prepared foods and value-added chicken
- Increase our investment in sales and marketing
- Manage our protein supply to maximize returns and capture the value of owning the raw materials we use to make value-added products

**Innovate** with products, processes and analytics

- Use our existing capabilities – and invest more where required – to develop new products, categories and channels
- Develop new proprietary ingredients and packaging for food safety and shelf life
- Optimize existing processes to create the right product at the right cost
- Maximize our use of business analytics and consumer insights

**Cultivate** our Team Members

- Be passionate and practical about Team Member development
- Maintain a thorough succession planning process
- Prepare for international growth through a global cross-training program

### FarmCheck™

We're committed to the proper treatment of farm animals raised for food. The Tyson *FarmCheck*™ animal well-being program, launched in October 2012, includes on-site audits of the livestock and poultry farms that supply us, an animal well-being advisory panel, research program, and the involvement of an internal management team.

#### Four Guiding Principles

1. **Our Program:** Care enough to check on the farm, in person.
2. **Our Advisory Panel:** Be humble enough to seek expert advice.
3. **Our Research Program:** Be curious enough to find better ways.
4. **Our Internal Management Teams:** Be committed enough to give it our full attention.

For more information on FarmCheck™ and our animal well-being efforts, see [www.tysonfoods.com/Ways-We-Care/Animal-Well-Being.aspx](http://www.tysonfoods.com/Ways-We-Care/Animal-Well-Being.aspx).





While our *Accelerate, Innovate* and *Cultivate* strategy focuses on the future, we can't lose sight of the fundamentals that put us in a position to grow.

- Maintain our strong balance sheet and manage our capital structure for sustained competitive advantage and opportunistic agility
- Never lose focus on the business fundamentals and key metrics

Tyson Foods' culture of lean thinking, operational excellence and continuous improvement have made us a better, safer and more dependable company in recent years; however, our destiny is not to be a low-cost, commodity protein company. Our customers, shareholders and other stakeholders need us to be an innovative, growing and a solution-providing food company. That's our plan.



We encourage you to read our sustainability report to learn more about what Tyson Foods is doing now, and what we plan to do in the future, as we continue our sustainability journey. It is available online at [www.tysonfoods.com/Ways-We-Care/Sustainability-Report.aspx](http://www.tysonfoods.com/Ways-We-Care/Sustainability-Report.aspx).

## WHAT WE DO

### PURPOSE

- **Making Great Food. Making A Difference.™**

### STRATEGY

- **Accelerate**
- **Innovate**
- **Cultivate**

### RECIPE FOR SUCCESS

- **B**e our customer' go-to supplier.
- **G**row our business.
- **R**un commodity plants full.
- **E**ngage the fruit.
- **A**lways value up.
- **T**otally drive out inefficiencies.

## HOW WE BEHAVE

### CULTURAL TENETS

- We care about each other.
- We do what we say we are going to do.
- We say it in the room.
- We know our business and deliver results.
- We are passionate about taking care of our customers and consumers.
- We anticipate, embrace and thrive on change.
- We run it like we own it.
- We work hard and have fun as a TEAM.

# CHICKEN

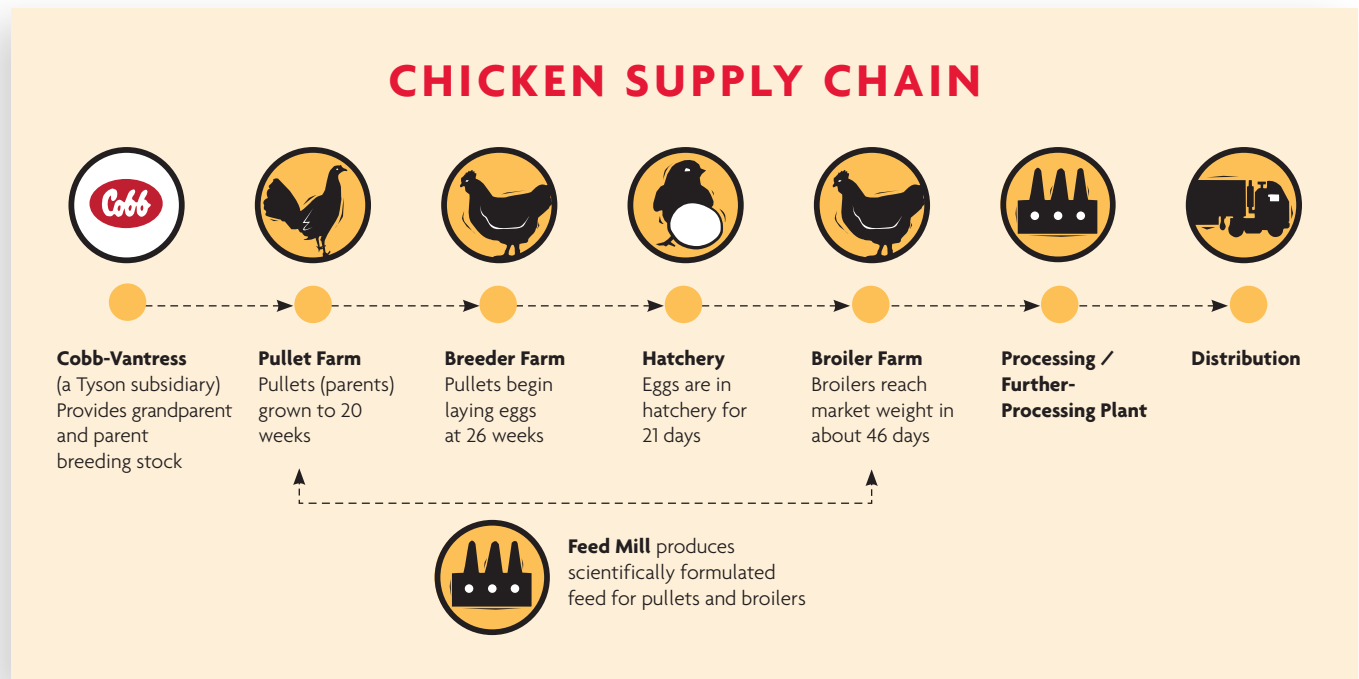
There are seven stages involved in getting chicken to the consumer:

1. Breeder flock
2. Pullet farm
3. Breeder house
4. Hatchery
5. Broiler farm
6. Processing/further-processing
7. Distribution

Each of these stages was once a separate enterprise, but today, much of the chicken industry is vertically integrated, resulting in greater efficiencies and higher product quality. Tyson Foods' chicken operations are fully vertically integrated.

The broiler chicken production process begins with the grandparent breeder flocks. The breeder flocks are raised to maturity in grandparent growing and laying farms where fertile eggs are produced. Pullets hatch from the fertile eggs, and they are sent to breeder houses. The pullets produce fertile eggs, which are sent to hatcheries.

Shortly after the eggs hatch, the chicks are sent to broiler farms. There, contract growers care for and raise the chicks according to Company standards. When the broilers reach the desired weight, they are taken to processing plants. The finished chicken products are sent to distribution centers then transported to customers who sell the chicken to consumers.



## BROILERS = 9 MONTHS



Although the response time for chicken is the fastest of the major proteins, it still takes nine months to alter supply once a decision has been made to increase or decrease production.



**FUN  
FACTS**

- In 2013, Tyson produced enough Any'tizers® Chicken Wings to supply one bag of wings to 19.7 million households.
- If all the Tyson Any'tizers® Chicken Fries made in 2013 were placed end to end, they would circle the globe.

Vertically integrated poultry companies operate feed mills to produce scientifically formulated feeds. Corn, soybean meal and other feed ingredients are major production costs in the poultry industry, representing roughly 71% of the cost of growing a chicken in fiscal 2013. A \$0.10 change in the price of corn per bushel or a \$10 change in the price of soybean meal per ton will typically result in \$0.0025 change in cost per live-weight pound of chicken.

In addition to diet, advances in selective breeding, improved production technologies and better management practices have enabled the industry to grow broilers faster and with less feed. In 1925, it took 16 weeks and almost 12 pounds of feed to grow a 2.5 pound chicken. Today a chicken more than twice that size can be grown in less than half the time with only 11 pounds of feed. Chicken is the most efficient of the meat proteins in feed conversion.

**PRODUCT MARKETING**

There are essentially three ways chicken products are marketed, ranging from raw commodity at the lowest end to fully-cooked, value-added products on the high end. Of the three major proteins, chicken has provided the most opportunities for adding value.

**PRIMARY PROCESSING (commodity, non-value added)**

*Distributed for further processing by volume users*  
Ice Pack Bulk (fresh) or Bulk Frozen

- Whole bird
- Quartered
- Individual parts

**CASE-READY TRAY PACK (first level of value-added)**

*Distributed primarily for direct consumer consumption and sold through retail markets*  
Fresh (refrigerated)

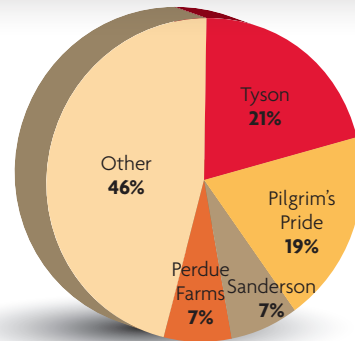
- Deboned parts
- Bone-in parts
- Whole birds
- Marinated specialty products

**FURTHER VALUE-ADDED**

*Distributed for both in-home and foodservice applications in both bulk and convenient consumer packaging*  
Fresh (refrigerated) or Frozen

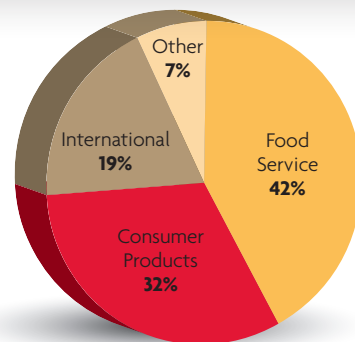
- Deboned and trimmed
- Portioned and sized
- Marinated, seasoned and flavored
- Par-cooked
- Fully-cooked
- Battered and breaded
- Custom packaging
- No antibiotics and/or vegetarian fed
- Organic
- Kosher
- Halal Certified

**U.S. CHICKEN PRODUCTION**



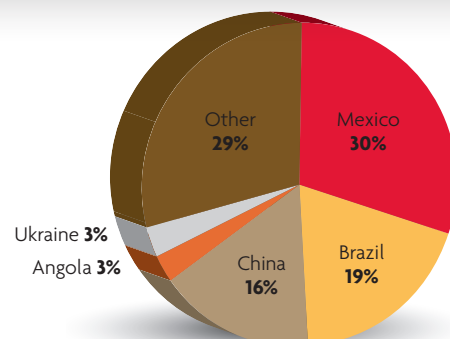
Source: Watt Poultry USA, March 2013

**TYSON FOODS 2013 CHICKEN SALES BY DISTRIBUTION CHANNEL**



**Total: \$12.3 billion**

**TYSON FOODS 2013 INTERNATIONAL CHICKEN SALES\***



**Total: \$2.3 billion**

\* Includes exports and in-country production

# CHICKEN CONTINUED

## CUTS OF CHICKEN



<b>Cut-up Chicken (8 pcs.)</b>	Whole chicken cut into two breast halves, two thighs, two drumsticks, two wings
<b>Halves or Splits</b>	Whole chicken cut lengthwise into two pieces of approximately equal weight
<b>Breast Quarter</b>	Breast, wing and back portion (white meat)
<b>Leg Quarter</b>	Drumstick and thigh (dark meat)
<b>Breast Halves or Splits</b>	Chicken breasts cut in half along the breast bone (white meat)
<b>Drumstick</b>	Portion of the leg below the knee joint (dark meat)
<b>Thigh</b>	Portion of the leg above the knee joint (dark meat)
<b>Wing</b>	Whole wing with all three sections – drumette, flat section and wing tip – intact (white meat)
<b>Drumette</b>	Wing portion consisting of only the meatier first section; looks like a tiny drumstick (white meat)
<b>Mid-joint Wing</b>	Wing portion consisting of only the flat, middle section (white meat)
<b>Tenders</b>	Strips of boneless, skinless breast meat (white meat)

Source: Tyson Foods, Inc.



### 1.96:1 Feed Conversion

3.7 Bushels of Corn to Produce 100 Pounds of Boneless, Skinless Meat

*Of the three major protein species, chicken is the most efficient converter of grain to meat.*

### CHICKEN INDUSTRY TERMINOLOGY

Chickens are classified primarily by the size, weight and age of the birds when processed. Chickens are produced to meet specific requirements of the customer, which could be a retail outlet, fast food chain or institutional buyer, among others.

- **3s and Up** – 3 to 4.75 pounds, usually with neck and giblets for retail grocery; whole or cut-up parts; 40 to 45 days old; typical retail size
- **All-Vegetable Diet** – Poultry feed is made primarily from corn and soybean meal and may include some processed protein, fats and oils from animal by-products. If these ingredients are not used, the feed could be described as “all vegetable.” The chickens that consume this type of feed are referred to as “veg fed”

- **Broiler** – chicken raised for meat products
- **Broiler for Deboning** – 5 to 6 pound males, usually 47 to 56 days old; deboned for nuggets, patties, strips and similar boneless products; most often sold without neck and giblets
- **Broiler Roaster** – 5 to 6 pound hens, usually 55 days old
- **Capon** – surgically desexed male broiler weighing 7 to 9 pounds and 14 to 15 weeks old
- **Cornish Hen** – less than 30 days old and about 2 pounds live weight
- **Enhanced** – some raw chicken products are enhanced with chicken broth or a similar solution. The presence and percentage of the broth or other solution must be stated clearly and the actual ingredients listed on the label. Both enhanced and non-enhanced products are currently available in the marketplace. Sodium is used in the broth or solution of some enhanced products, usually at very low levels. The presence of salt or sodium is noted on the label
- **Farm-Raised** – all chickens are raised on farms; therefore, any chicken could be labeled “farm-raised”
- **Fast Food Size Broiler** – 2.25 to 3 pounds, usually cut up, without neck and giblets; may have tail and leaf fat removed; less than 42 days old
- **Free Range** – USDA generally permits the term to be used if chickens have access to the outdoors for at least some part of the day. Chicken labeled “organic” must also be free-range, but not all free-range chicken is also organic. Less than 1% of chickens nationwide are raised as free range.
- **Heavy Hens** – spent breeder hens that are no longer commercially productive for laying hatching eggs, usually 5 to 5.5 pounds, about 15 months old; used for cooked, diced or pulled meat
- **Heavy Young Broiler Roaster** – 6 to 8 pounds, sold fresh or frozen through retail grocery, both whole and parts; less than 10 weeks old; typical “roaster”
- **Light Hens** – produce table eggs; typically not used for meat
- **Natural** – under USDA regulations, a “natural” product has no artificial ingredients and is minimally processed. Most ready-to-cook chicken can be labeled “natural”
- **New York Dressed** – a whole broiler with head, feet and entrails intact
- **No Hormones Added** – no artificial or added hormones are used in the production of any poultry in the United States. Regulations of the Food & Drug Administration prohibit the use of such hormones. Any brand of chicken can be labeled “no added hormones;” however, any package of chicken with that type of label must also state that federal regulations prohibit the use of hormones in poultry
- **Organic** – the USDA has a very specific rule to define organic production and prohibits the use of the term “organic” on packaging of any food product not produced in accordance with its rule. According to USDA, the organic label does not indicate that the product has safety, quality or nutritional attributes that are any higher than conventionally raised product
- **Poultry** – domesticated fowl raised for meat and/or eggs
- **Poussin** – less than 24 days old and about 1 pound or less
- **Pullet** – young female breeder chicken that produces fertile hatching eggs, which become broilers for the market
- **Raised without Antibiotics or No Antibiotics Ever** – “Raised without Antibiotics” on a package of chicken indicates that the flock was raised without the use of products classified as antibiotics. Animal health products not classified as antibiotics may still be used. The term “antibiotic free” is not allowed to be used on a label. All chicken should be “antibiotic-free” in the sense that no antibiotic residues are present in the meat if the withdrawal periods and other precautions required by the government are observed by the chicken companies
- **Retained Water** – USDA prohibits retention of moisture in meat and poultry except for the amount that results from essential safety procedures, such as chilling processed chickens in ice-cold water to reduce their temperature and retard the growth of spoilage bacteria and other microorganisms. If any moisture is retained by the product after this procedure, it must be stated on the label
- **WOG** – a whole, dressed broiler without giblets; abbreviation for without giblets

*Weights are ready-to-cook or dressed weight unless otherwise noted.*

Source: National Chicken Council; Arkansas Livestock and Poultry Commission

There are four primary stages in cattle and beef production:

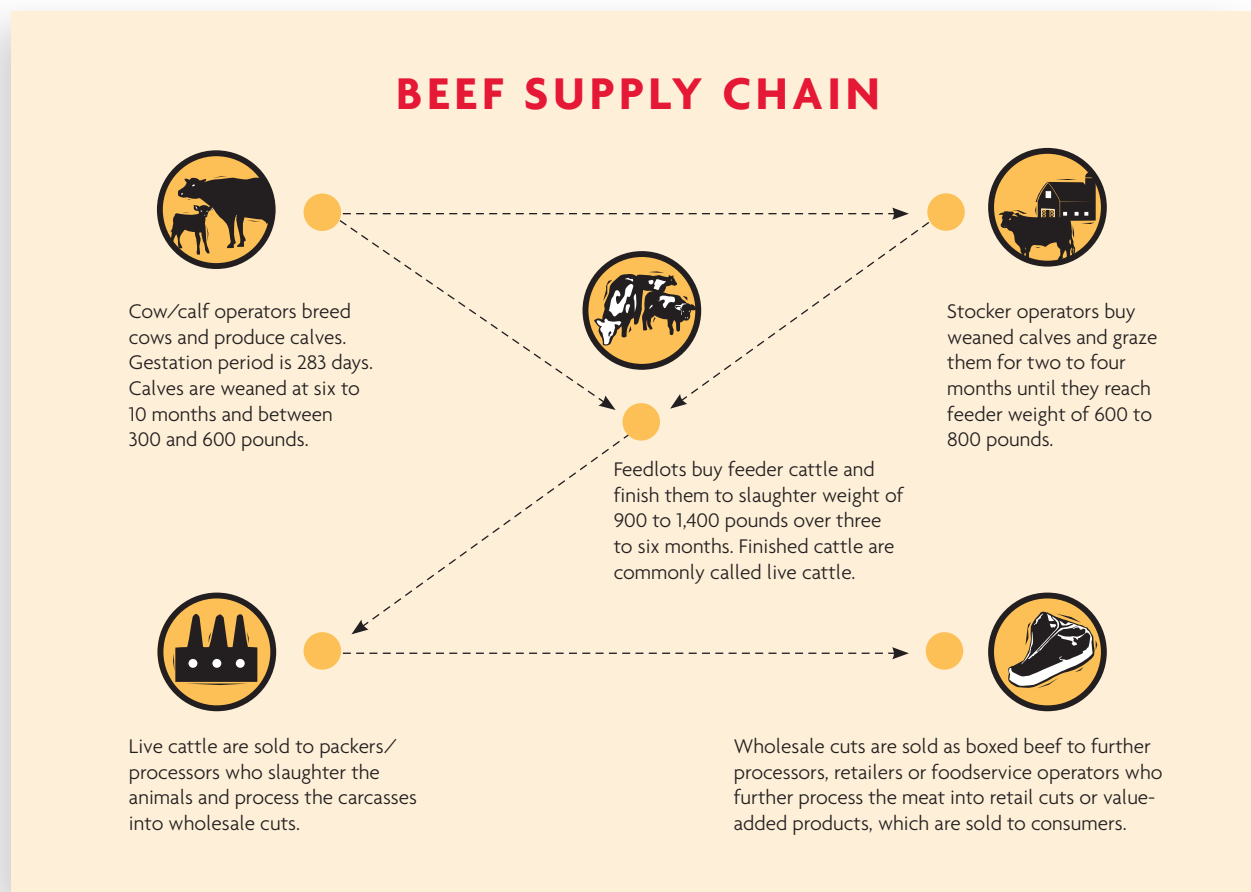
- Cow/calf operation
- Stocker operation
- Feedlot operation
- Packer/processor

The process begins with the cow/calf operator and finishes with the consumer. The cow/calf operators are traditional ranchers and farmers in the business of breeding cows and producing calves. A cow's gestation period is approximately 283 days. The calves are weaned at six to 10 months, and when they have reached 300 to 600 pounds, they are sold to the stocker operator or direct to the feedlot operator.

The stocker operator will put additional weight on the calves to bring them to 600 to 800 pounds before they go into feedlots at age eight to 14 months. The cattle, at this point called feeder cattle, are purchased by the feedlot operator and raised to a slaughter weight of 900 to 1,400 pounds.

When the cattle reach slaughter weight at 12 to 22 months, they are sold as fed cattle to packers/processors, such as our beef operations, for harvesting. Traditionally, the further processed carcasses are sold as boxed beef to purveyors who fabricate the boxed beef into cuts that are sold to consumers at retail and in foodservice operations. Tyson adds additional value by producing case-ready beef as well as branded fully cooked beef items requiring less labor on the part of the customer.

The U.S. beef cattle industry is not vertically integrated. It comprises approximately 750,000 individual farms or ranches. Each year cattle producers market approximately 34 million cattle that are eventually harvested for food. Feedlots with less than 1,000 head capacity comprise the vast majority of U.S. feedlots, but market a relatively small share of fed cattle. Lots with 1,000 head or more comprise less than 5% of total feedlots, but market 80-90% of fed cattle. Feed is the major production input of the beef production process, accounting for more than 80% of the cost of finishing fed beef.



Tyson Fresh Meats has entered into various risk-sharing and procurement arrangements with producers who help secure a supply of livestock for daily start up operations at the facilities. The Company acquires cattle through direct negotiated purchases with feedlot producers through a variety of methods including the spot market, formula (a reported price plus some amount) or a fixed price tied to a futures market. Tyson buyers purchase cattle on a daily basis, generally a few days before the animals are required for processing. Live animals are generally held in holding pens at Tyson processing facilities for only a few hours. Payment for the cattle may be made on a live weight basis, a dressed weight basis or a grade and yield basis. Grade and yield payments are paid on carcass weights generally paying a premium for preferred carcass grades, prime or choice, and discounting lesser quality and yield grades. Grade premiums or discounts may be negotiated on each purchase of cattle or may be applied using a predetermined formula grid method, usually dependent upon the supplier's preference.

The standards for grading livestock and meat have evolved in response to changing consumer preferences. To create a uniform class and naming system to be used for market reporting, the U.S. Department of Agriculture (USDA) began to develop grading standards for livestock in 1916. These initial standards were improved and modified periodically for years. In 1946, Congress passed the Agricultural Marketing Act that authorized federal grading of agricultural products. USDA currently grades more than 92% of beef produced from fed cattle and more than 80% of all beef produced in the United States. (Beef from mature beef cows, dairy cows and bulls is sold on a percent lean basis and is not normally graded by USDA.)

Meat grading and meat inspection are two different processes. Meat inspection is a mandatory program paid for by taxpayers



### 7-9:1 Feed Conversion

**11 Bushels of Corn to Produce 100 Pounds of Boneless, Skinless Meat**

*Of the three major protein species, cattle are the least efficient in converting grain to meat.*

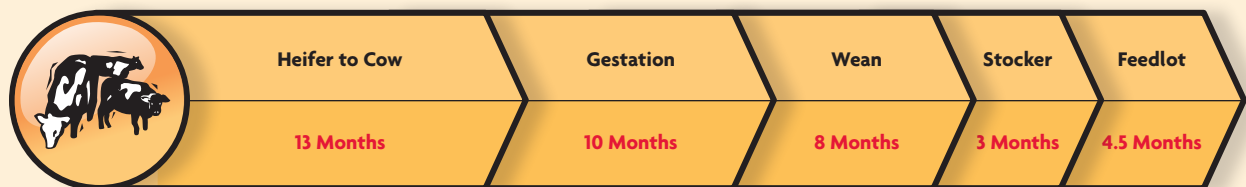
and conducted by the Food Safety Inspection Service (FSIS) of USDA. FSIS inspects cattle, ensuring production of safe and wholesome meat products for consumers. Meat grading is a voluntary service paid for by meat processors and performed by the Agricultural Marketing Service (AMS) of USDA. AMS groups carcasses into homogenous groups based on expected taste, appeal of cooked meat and the quantity of the meat from the carcass.

There are eight grades of beef: Prime, Choice, Select, Standard, Commercial, Utility, Cutter and Canner. Only three are used for marketing: Prime, Choice and Select. Quality grades are assigned to beef carcasses by AMS officials based on relationships between marbling and the age of an animal. Marbling is the fat dispersed within the muscle.

Prime meat comes from young animals with at least slightly abundant marbling. Choice meat comes from young animals with moderate, modest or small marbling and Select comes from young animals with slight marbling.

Sources: National Cattleman's Beef Association, CommoditySeasonals.com, Informa Economics, USDA Economic Research Service and Tyson Foods, Inc.

## CATTLE = 39 MONTHS



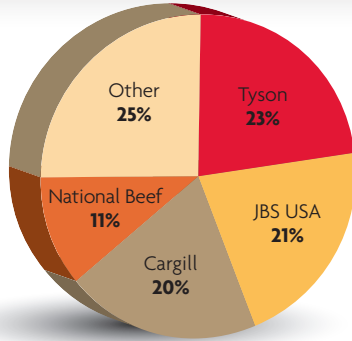
*Cattle producers need about 39 months to alter supply once a decision has been made to increase or decrease production. At more than three years, cattle production has the slowest response time of the three major proteins.*

**FUN FACT**

- The ground beef Tyson produces annually is enough to cover 13,306 football fields with hamburger patties.

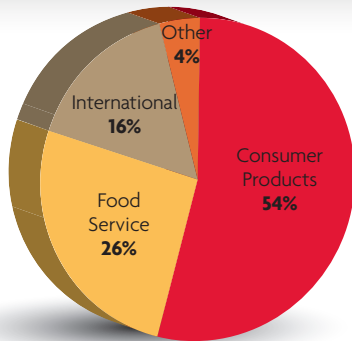


**TOP U.S. BEEF PACKERS**



Source: Cattle Buyers Weekly, % of Daily Slaughter Capacity (head), 2013

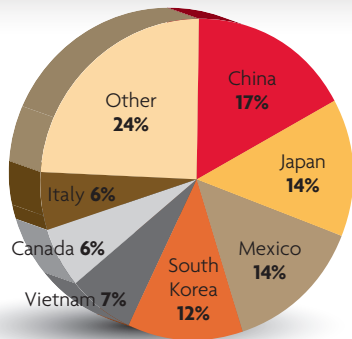
**TYSON FOODS 2013 BEEF SALES BY DISTRIBUTION CHANNEL**



**Total: \$14.2 billion\***

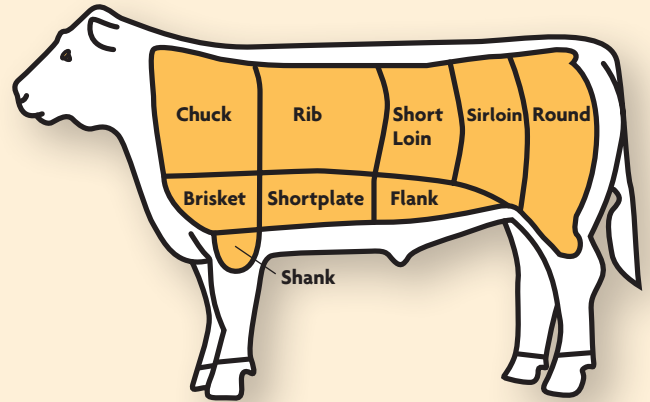
\* Excludes \$226 million of intersegment sales

**TYSON FOODS 2013 INTERNATIONAL BEEF SALES**



**Total: \$2.3 billion**

**CUTS OF BEEF**



With a market weight of 1,250 pounds and a yield of 62.2%, the typical steer will produce approximately 777 pounds of beef.

<b>Chuck</b> (228 pounds, 29% of carcass)	Chuck 7 Bone Pot Roast, Chuck Pot Roast, Chuck Steak, Chuck Eye Steak, Shoulder Top Blade Steak, Flat Iron Steak, Shoulder Pot Roast, Shoulder Steak, Ranch Steak, Petite Tender, Petite Tender Medallions, Boneless Short Ribs
<b>Rib</b> (72 pounds, 9% of carcass)	Rib Roast, Rib Steak, Ribeye Roast, Ribeye Steak, Back Ribs
<b>Short Loin &amp; Sirloin</b> (126 pounds, 16% of carcass)	Short Loin – Porterhouse Steak, T-Bone Steak, Top Loin Steak, Tenderloin Roast, Tenderloin Steak Sirloin – Tri-Tip Roast, Tri-Tip Steak, Top Sirloin Steak
<b>Round</b> (169 pounds, 22% of carcass)	Top Round Steak, Bottom Round Roast, Bottom Round Steak (Western Griller), Eye Round Roast, Eye Round Steak, Round Tip Roast, Round Tip Steak, Sirloin Tip Center Roast, Sirloin Tip Center Steak, Sirloin Tip Side Steak
<b>Thin Cuts:</b> Brisket, Shortplate, Flank, Shank (146 pounds, 19% of carcass)	Brisket Flat Cut, Skirt Steak, Flank Steak, Shank Cross Cut
<b>Other</b> (36 pounds, 5% of carcass)	Ground Beef, Cubed Steak, Stew Meat, Beef for Kabobs, Beef for Stir Fry

Source: National Cattlemen's Beef Association and Tyson Foods, Inc.



## BEEF INDUSTRY TERMINOLOGY

**Beef Forequarter** – the front half or section of a side of beef; includes ribs 1-12, chuck or shoulder section, brisket, shank and plate

**Beef Hindquarter** – the back half or section of a side of beef; includes the round, loin, flank and kidney

**Bovine** – of or related to cattle

**Bovine Spongiform Encephalopathy (BSE)** – frequently called “mad cow disease,” BSE is a degenerative neurological disease affecting the central nervous system in cattle. BSE affects older cattle, typically more than 30 months of age. The vast majority of the cattle going to market in the United States are younger than 24 months

**Boxed Beef** – cuts of beef put in boxes for shipping from packing plant to retailers. These primal (round, loins, ribs and chuck) and subprimal cuts are intermediate cuts between the carcass and retail cuts

**Bull** – an adult uncastrated male

**Bullock** – a young bull, typically less than 20 months of age

**By-product** – also referred to as “the drop,” by-products comprise non-meat items derived from slaughter including the hide, cheek meat, liver and tripe, among others

**Calf** – an animal that has not yet reached sexual maturity, usually under one year of age

**Canner** – lowest USDA grade designation for beef, not sold at retail; used primarily in canned meats, sausage and ground meat

**Carcass** – the two sides of the same slaughtered animal with or without the kidneys and after other viscera, hide, head, feet and tail are removed

**Carcass Merit** – desirability of a carcass relative to quantity of components (muscle, fat and bone), USDA quality grade and potential eating quality

**Carcass Quality Grade** – an estimate of palatability based primarily on marbling and maturity and, to a lesser extent, on color, texture and firmness of lean

**Case-ready** – pre-cut, pre-packaged meats received by the retailer that do not require further processing. Case-ready products can go directly to the retail meat case for selling

**Choice** – USDA grade designation immediately below Prime for beef, veal and lamb

**Commercial** – one of the lower USDA grade designations for beef; usually sold as ground meat

**Commercial Producers** – producers whose primary goal is to produce animals for herd replacement, feeding and slaughter rather than for breeding stock

**Cow** – a mature female

**Cut-Out** – quantity of saleable meat obtained from a wholesale cut

**Cutter** – second lowest USDA grade designation for beef; used in canned meat, sausage and ground meat; below utility grade

**Dressing Percentage** – percentage of the live animal weight that becomes the carcass weight at slaughter. It is determined by dividing the carcass weight by the live weight then multiplying by 100 (also referred to as yield)

**Fat Thickness** – depth of fat in tenths of inches over the rib eye muscle at the 12th rib

**Federally Inspected Slaughter** – required and provided at government expense for all packing plants from which meat or meat products move in interstate trade. Federal inspectors examine animals before slaughter, supervise sanitation during slaughtering and processing, inspect carcasses and internal organs for disease and certify carcasses and products as to wholesomeness





- 96% of U.S. households purchase fresh meat. *Source: The Perishable Group*

**Feed Efficiency (Feed Conversion Ratio)** – the amount of feed consumed to produce a pound of meat

**Feeder Cattle** – calves that have reached 600 to 800 pounds and are sold to feed lots

**Feeder Cattle Grading** – grades introduced in 1979 based on frame size and thickness; relates to the end weight normally required before an animal can be expected to grade Choice; thickness is related to yield size and muscle-to-bone ratio

**Finished Cattle** – fed cattle whose time in the feedlot is completed and are ready for slaughter; also known as live cattle

**Frame Score** – a score based on subjective evaluation or actual hip height measurement; relates to slaughter weights at which cattle should grade Choice or at which different groups of cattle should have comparable amounts of fat

**Futures Market** – electronic market through which buyers and sellers trade contracts on commodities or raw materials; used as a risk management tool or as a speculative venture

**Grades** – designation for slaughter cattle and carcasses to indicate value and palatability; determined primarily by marbling and age of an animal

**Harvest** – to slaughter an animal

**Hedge** – risk management strategy to lock in a price for a given commodity at a specified time

**Heifer** – a young female that has not had a calf

**Hot Weight** – weight of a carcass before it is chilled

**Intramuscular Fat** – fat within the muscle or marbling

**Live Cattle** – finished cattle of slaughter weight

**Loin** – cuts from the animal's back between the ribs and hip

**Marbling** – specks of fat (intramuscular fat) distributed in muscular tissue; evaluated in the rib eye between the 12th and 13th rib; a major factor in assigning USDA quality grade of a beef carcass

**Middle Meats** – rib and loin of a beef carcass; these primal cuts generally yield the highest-priced beef cuts

**Palatability** – characteristics of the lean; "eatability"

**Primal Cuts** – chuck, rib, loin or round

**Prime** – highest USDA grade designation for beef, veal and lamb; the best grade for special aging and the one most often served in finer restaurants

**Quarter** – each of two portions that result from ribbing (cutting) a side between the 12th and 13th ribs

**Retail Cuts** – cuts of beef in sizes that are purchased by the consumer

**Ribs** – cuts from the rib area along the back of the animal, usually includes portions of the backbone and rib bone

**Round** – cuts from the back leg of the animal, slightly less than one-fourth of the total beef carcass located in back of the loin

**Select** – USDA grade designation below Choice for beef, veal and lamb

**Side** – each of the two parts resulting from splitting a carcass lengthwise through its approximate median plane

**Stag** – a male castrated after reaching sexual maturity

**Standard** – USDA grade designation below Select for beef and veal

**Steer** – a castrated male (within the first six months after birth); may be a steer calf or a feeder steer ranging in age from three months to two years

**Sweetbreads** – thymus gland located in the neck; popular in Europe and Argentina

**Thin Cuts** – foreshank, brisket, shortplate or flank

**Tripe** – rubbery lining of the stomach

**Utility** – one of the lowest USDA designations for meat; below commercial grade

**Variety Meats** – liver, heart, tongue, tripe, sweetbreads and brains

**Veal** – meat from very young calves (under 3 months of age); typically comes from dairy bull calves

**Wholesale Cut** – cuts sold to a supermarket where a butcher breaks them down to meat counter cuts

**Yield Grade or Cutability** – indicates the proportionate amount of saleable retail cuts that have been obtained from a carcass

# PORK

There are four primary stages in hog and pork production:

- Sow/farrowing barns
- Nurseries
- Finishing farms
- Packer/processor

The gestation period for hogs is approximately 114 days. Farrowings range from six to 13 pigs per litter, with the average being about 10. The number of pigs weaned averages nine pigs per litter. Pigs are generally weaned at three to four weeks when they weigh 10 to 15 pounds. At this time, they are moved to either a nursery, a grower or directly to a finishing building modified to meet the needs of young pigs. Most housing for newly weaned pigs has slotted floors that allow the pigs' waste to fall through into a holding pit or gutter. This keeps the floors drier and cleaner and makes it easier to provide the correct environment to keep pigs comfortable and productive.

When pigs reach approximately 270 pounds, producers sell them on either a live-weight or carcass-weight basis to livestock exchanges, producer-owned marketing networks or directly to packers such as Tyson Fresh Meats. Once the hogs are slaughtered, the further processed carcasses are sold as boxed pork to purveyors who fabricate the boxed pork into cuts sold to consumers at retail and in foodservice operations. Tyson, however, also adds value to pork by producing branded, case-ready pork as well as fully cooked pork items requiring less labor on the part of the customer.

Feed is the major production input to the pork production process, accounting for about two-thirds of production costs. The average whole-herd feed conversion ratio (pounds of feed required per pound of live weight produced) for the U.S. pork industry is 3.4 to 3.6 and continues to improve.

Pork producers use purebred seed stock of nine major swine breeds (Yorkshire, Duroc, Hampshire, Landrace, Berkshire, Spotted, Chester White, Poland China and Pietrain) or synthetic lines derived from these breeds by breeding companies.

Pig prices vary cyclically and seasonally. Cyclical variation is caused by the time lags inherent to biological production. When prices are high, more sows are bred and more pigs are produced; however, these pigs will not reach the market for about a year after they are conceived. When they do, supplies increase and prices fall, thus causing a price cycle. Seasonal variation is caused by changes in production efficiency due to weather and by different demand levels.

Tyson Foods acquires hogs through direct negotiated purchases with producers using a variety of methods. The four primary methods are: formula (a reported price plus some amount), the spot market, a fixed price tied to feed or a fixed price tied to a futures market. Hogs are purchased on a daily basis, generally a few days before the animals are required for processing. Payment for the hogs may be made on a live-weight basis or on a grade and yield basis. Grade and yield payments are paid on carcass weights generally paying a premium for preferred carcass grades and discounting undesirable grades. Grade premiums or discounts are applied using a predetermined formula grid method.

The Pork Group, Inc., a wholly owned subsidiary of Tyson Foods, Inc., produces finished hogs, feeder pigs and weaned pigs for sale to pork processors and finishers throughout the country. Tyson Foods' equity ownership of live hog operations represents less than 3% of the Company's total pork production.

*Source: [www.pork.org](http://www.pork.org), Informa Economics and Tyson Foods, Inc.*



**3.5:1 Feed Conversion**

**8 Bushels of Corn to Produce 100 Pounds  
of Boneless, Skinless Meat**

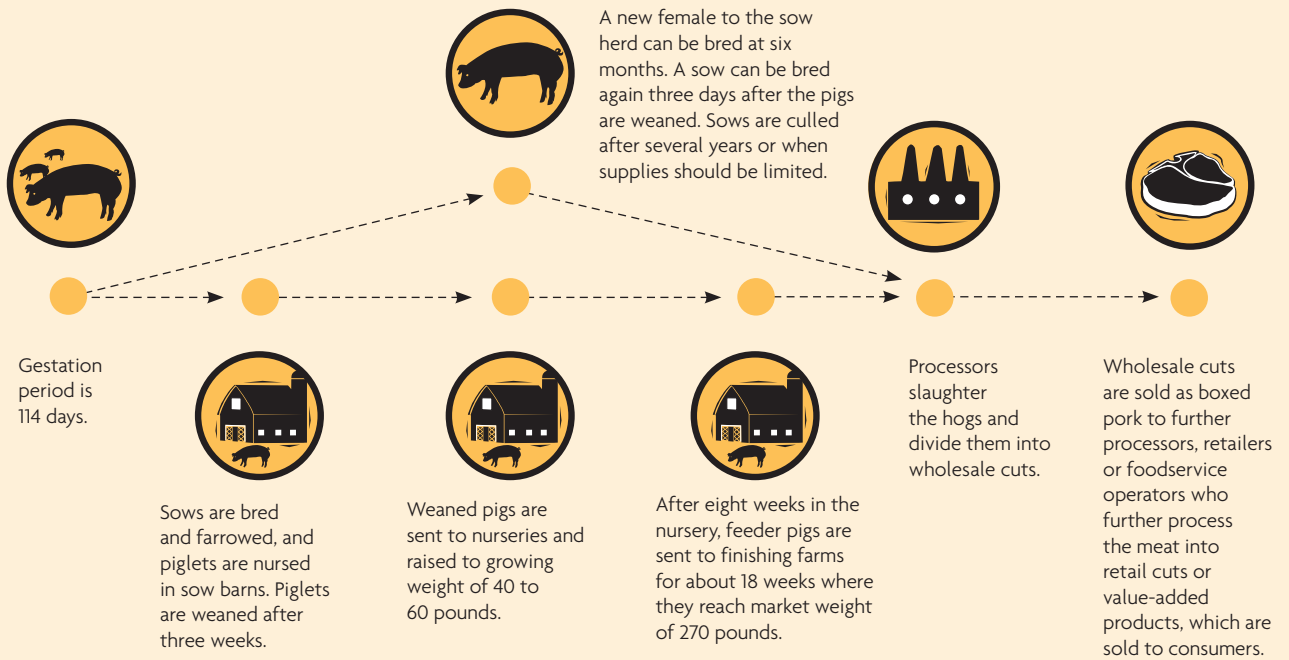
*Of the three major protein species, hogs are in the middle of the pack in their efficiency of converting grain to meat.*

**FUN  
FACTS**

- Tyson Fresh Meats produces enough hams each year to make a stack of breakfast sandwiches to reach 7,357 miles high.



## PORK SUPPLY CHAIN

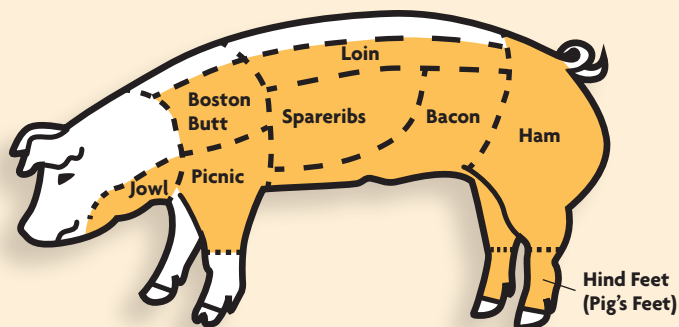


## HOGS = 20 MONTHS



Hog producers need about 20 months to alter supply once a decision has been made to increase or decrease production.

## CUTS OF PORK



With a market weight of 265 pounds and a yield of 75.5%, the typical hog will produce a 200-pound carcass. The carcass will yield about 151 pounds of pork and 49 pounds of other products.

<b>Leg</b> (51 pounds, 25% of carcass)	Bone-in Fresh Ham, Smoked Ham, Leg Cutlets, Fresh Boneless Ham
<b>Side (Belly)</b> (28 pounds, 14% of carcass)	Spareribs, Slab Bacon, Sliced Bacon
<b>Loin</b> (46 pounds, 23% of carcass)	Sirloin Chop, Rib Chop, Loin Chop, Boneless Rib End Chop, Boneless Center Loin Chop, Butterfly Chop, Center Rib Roast (Rack of Pork), Bone-in Sirloin Roast, Boneless Center Loin Roast, Boneless Rib End Roast, Boneless Sirloin Roast, Tenderloin, Canadian-style Bacon, Country-style Ribs, Back Ribs
<b>Picnic Shoulder</b> (22 pounds, 11% of carcass)	Smoked Picnic, Arm Picnic Roast, Smoked Hocks
<b>Boston (Shoulder) Butt</b> (21 pounds, 11% of carcass)	Bone-in Blade Roast, Boneless Blade Roast, Blade Steak, Ground Pork, Sausage
<b>Other</b> (32 pounds, 16% of carcass)	Jowls, Feet, Pork Rinds (Skin), etc.

Source: National Pork Board and Tyson Foods, Inc.

## PORK INDUSTRY TERMINOLOGY

**Back Fat** – amount of fat over a pig's back; an indicator of the overall fat content of the animal; used in selection of breeding stock and in carcass grading

**Barrow** – a male castrated before it reaches sexual maturity

**Boar** – a male used for breeding purposes

**Boston Butt** – upper part of a pork shoulder

**Boxed Pork** – cuts of pork put in boxes for shipping from packing plant to retailers. These cuts are intermediate cuts between the carcass and retail cuts

**Carcass** – the two sides of the same slaughtered animal with or without the kidneys and after other viscera, skin, head, feet and tail are removed

**Case-ready** – pre-cut, pre-packaged meats received by the Retailer that do not require further processing. Case-ready products can go directly to the retail meat case for selling

**Cut-Out** – quantity of saleable meat obtained from a wholesale cut

**Farrow** – to give birth to piglets

**Federally Inspected Slaughter** – required and provided at government expense for all packing plants from which meat or meat products move in interstate trade. Federal inspectors examine animals before slaughter, supervise sanitation during slaughtering and processing, inspect carcasses and internal organs for disease and certify carcasses and products as to wholesomeness

**Feed Efficiency (Feed Conversion Ratio)** – the amount of feed consumed to produce a pound of meat

**Feeder Pig** – a pig weighing between 30 and 90 pounds

**Finish** – to feed a pig until it reaches a market weight, 250-270 pounds

**Gilt** – a young female that has not farrowed her first litter

**Ham** – cured and smoked meat from the hind leg of pork, excluding the shank

**Hog** – generic term, usually applied to growing swine

**Hot Weight** – weight of a carcass before it is chilled

**Nursery Pig** – any pig not yet weaned

**Palatability** – characteristics of the lean; “eatability”

**Picnic Shoulder** – lower or shank part of a pork shoulder

**Pig** – term usually applied to a young, immature swine

**Piglet** – newborn pig

**Porcine** – of or related to swine

**Pork Belly** – lower side of a hog remaining after the loin and spareribs have been removed; the source of bacon

**Quarter** – each of two portions that result from ribbing (cutting) a side between the 12th and 13th ribs

**Ribs** – cuts from the rib area along the back of the animal, usually includes portions of the backbone and rib bone

**Shoat** – a growing pig (term largely replaced by nursery pig or grow-finish pig)

**Side** – each of the two parts resulting from splitting a carcass lengthwise through its approximate median plane

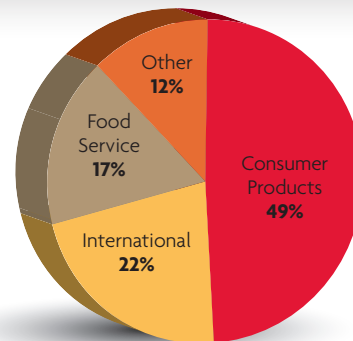
**Sow** – an adult female that has farrowed at least one litter

**Wean** – to separate pigs from the sow

**Wholesale Cut** – cuts sold to a supermarket where a butcher breaks them down to meat counter cuts

**Yield Grade or Cutability** – indicates the proportionate amount of saleable retail cuts that have been obtained from a carcass; 1 is the leanest and 5 is the fattest

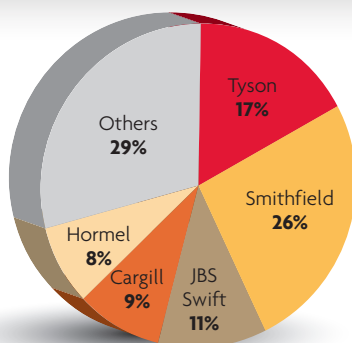
### TYSON FOODS 2013 PORK SALES BY DISTRIBUTION CHANNEL



**Total: \$4.5 billion\***

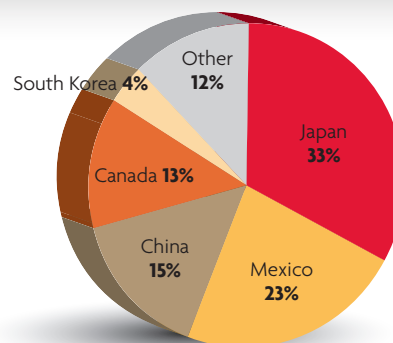
\* Excludes \$872 million of intersegment sales

### U.S. PORK PRODUCTION



Source: National Pork Board, 2013 Quick Facts  
Based on Estimated Daily U.S. Slaughter Capacity

### TYSON FOODS 2013 INTERNATIONAL PORK SALES



**Total: \$1 billion**

**FUN FACTS**

- Tyson makes about half of all pepperoni used by the major restaurant pizza chains and about 90% of the pepperoni for frozen pizzas.
- Tyson's Mexican Original subsidiary makes Doritos® Locos Taco shells.

# PREPARED FOODS

Tyson products aren't limited to center-of-the-plate protein. In fact, you probably enjoy several of our products every week without realizing they come from Tyson.

- Pepperoni
- Beef and pork pizza toppings
- Pizza crusts
- Hams
- Flour and corn tortillas and chips
- Bacon
- Deli meats
- Hot dogs
- Fully-cooked dinner meats
- Ethnic foods
- Soups
- Sauces
- Side items
- Appetizers
- Entrees
- Prepared meals
- Meal kits

We market our prepared foods products to retail grocers, foodservice distributors, restaurant operators and on-site foodservice establishments such as schools, universities, corporate cafeterias, hotel chains, healthcare facilities and the military.

Tyson Foods is the largest supplier of pepperoni and pizza toppings to the foodservice industry. We sell our products to other food processors, too, which is why the frozen pizza you pick up at the supermarket could be made with Tyson toppings, sauce and crust.

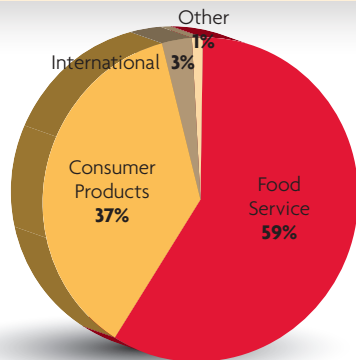
We are the second largest manufacturer of flour and corn tortillas and chips in the United States. Quick service Mexican restaurant chains are the primary outlets for our tortilla products.

Tyson is a leading supplier of bacon and hams to the foodservice industry, in addition to high-end culinary products such as crepes, blintzes and stuffed chicken breasts.

We also provide custom soups and dips for casual dining chains. We are able to supply consistently delicious, homemade-tasting products to restaurants, which frees their skilled labor to work on other menu items.

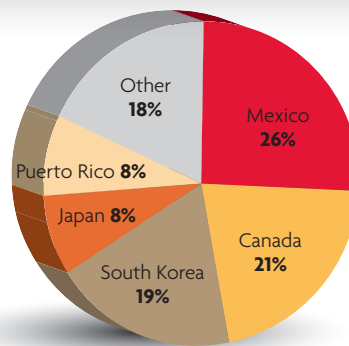
Our culinary and customer development teams work with our customers in the Tyson Discovery Center to produce exciting new prepared foods to build incremental sales.

**TYSON FOODS 2013 PREPARED FOODS SALES BY DISTRIBUTION CHANNEL**



**Total: \$3.3 billion**

**TYSON FOODS 2013 INTERNATIONAL PREPARED FOODS SALES**



**Total: \$93 million**



# INTERNATIONAL

With today's global economy, growing international markets and an increasing demand for safe, high-quality food, Tyson Foods has made it a strategic priority to expand our business outside the United States. We produce and brand international products for customers and consumers around the world, exporting to approximately 130 countries. Our largest markets include Brazil, Canada, China, Japan, Mexico and South Korea.

Tyson Foods also maintains in-country poultry operations in China, India, Mexico and Brazil. As one of the world's largest protein processors and marketers, we have brought the best practices from our U.S. operations to our international locations and believe we are well-positioned to manage our in-country international operations with actions and programs that:

- Provide safe, high-quality food to our customers and consumers
- Create business and industry value
- Benefit our Team Members and local communities
- Build collaborative partnerships focused on responsible and sustainable business

## CHINA

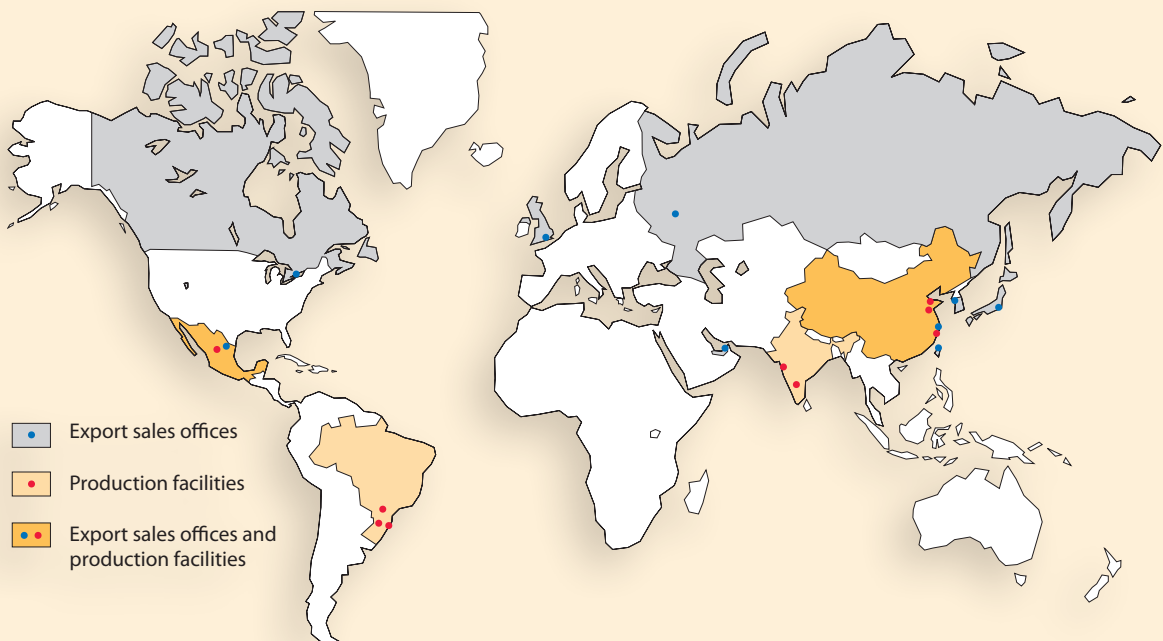
Tyson Foods has had a presence in China since 2001 and currently has three poultry operations employing approximately 4,300 Team Members.

*Tyson DaLong* is a joint venture established in 2001. This facility houses two chicken further-processing lines and has par-fry capabilities, supplying customers in the quick-service restaurant, retail, food service and wholesale channels. Tyson is the majority owner.

*Tyson Nantong* was established in 2008 in the Jiangsu province to grow our business with the quick-service restaurant, retail, food service, industrial and wholesale channels in the Shanghai market. Tyson Nantong is a fully integrated poultry complex with broiler operations and a processing plant. Tyson has 100% ownership.

*Tyson Rizhao*, located in the Shandong province, was established in 2009. It is a fully integrated poultry complex with broiler operations and a processing plant. Tyson Rizhao supplies retail, quick-service restaurant, food service, industrial and wholesale customers. Tyson has 100% ownership.

## INTERNATIONAL LOCATIONS





Our facilities in China currently include two feed mills, with plans to add a third in Nantong and double the capacity of the Rizhao mill.

China remains one of our key markets for international growth. With a population of more than 1.3 billion and chain restaurants opening at a rate of one every 18 hours, the Chinese market needs more poultry production. Demand for high-quality, residue-free chicken is significantly outpacing availability. We are investing in and developing a fully-integrated poultry business in China, with a goal of 100% of our chicken supply coming from company controlled farms. By growing our own chickens we can ensure efficiency, use maximum bio-security measures, provide a healthy living environment for the chickens and produce birds that are free of chemical residues to ensure a secure, safe and traceable food supply for Chinese consumers.

We will continue developing premium, branded products in China to provide the quality chicken our customers and consumers deserve.

## INDIA

In 2008, we acquired majority ownership of one of India's leading branded chicken companies. In addition to serving the foodservice market, **Godrej Tyson Foods** produces retail fresh chicken under the *Real Good Chicken* brand and further-processed chicken under the *Yummiez* brand. The combined production of the two plants in Mumbai and Bangalore, which are state-of-the-art processing plants, is currently 280,000 chickens per week with expansion planned for both plants.

India has a population of more than one billion, and many people there are vegetarian. Per-capita chicken consumption is less than five pounds per year; however, it is growing at a rate of 10% a year, which is among the highest in the world.

The country's poultry industry is fragmented, with more than 90% of the chickens being sold in live markets. Due to rapid urbanization in India, there is an increasing demand for safe processed chicken as consumption shifts from a grain-based diet to poultry, meat, fish, fresh fruits and vegetables. Accordingly, India's organized, processed chicken industry is growing rapidly, and mechanized processing capacity has been increasing steadily.

Tyson is focused on serving the growing demand for high-quality poultry in India. Godrej Tyson Foods is the first company to market fresh, chilled chicken in India, and we are evaluating opportunities to expand into the northern and eastern regions of the country to meet the demand of our foodservice and retail customers. We also are exploring the possibility of live operations and expanding value-added production to other areas of India to reduce logistical costs and improve product availability. Godrej Tyson Foods is committed to offering consumers safe, wholesome products.



## MEXICO

Tyson Foods has had a presence in Mexico for more than 20 years. *Tyson de Mexico* is a vertically-integrated poultry producer and marketer employing approximately 5,400 Team Members. Tyson de Mexico holds the No. 3 market-share position and is the country's leading value-added chicken company. We process approximately 2.7 million chickens per week, and our three processing plants are at full capacity in a market that continues to grow.

Tyson de Mexico markets products under the *Tyson*®, *Del Dia*® and *Granja San Martin*® brands. From our Mexico facilities, we export chicken to Vietnam and Guatemala, and we expect to achieve our first exports to the United States and Africa in the near future. In line with our long-term strategy, we have expanded into central Mexico to accommodate our commodity customers in that region.



## BRAZIL

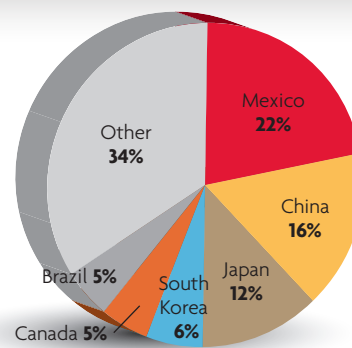
In 2008, Tyson Foods created *Tyson do Brasil* when we acquired three companies in southern Brazil, two in the state of Santa Catarina, and one in the state of Parana. Our three plants are now at full capacity, producing approximately two million chickens per week. Tyson do Brasil offers a wide variety of chicken products, including frozen, fresh and marinated cuts.

Brazil has a population of 192 million people, a growing economy and a rising middle class. A favorable climate and low input costs have allowed a very profitable poultry industry to develop. Through our Brazilian operations, we have additional access to growing international export markets, including the European Union, which currently does not allow chicken from the United States to be imported.



Tyson Foods is firmly positioned in China, India, Mexico, Brazil and other emerging markets. We want to help develop the poultry industry in each of these markets by leveraging our best-in-class live production and processing operations and our global customer base. We are committed to bringing high-quality and safe food to our global customers and to helping raise the standards of poultry farming and processing in a socially responsible and culturally relevant way.

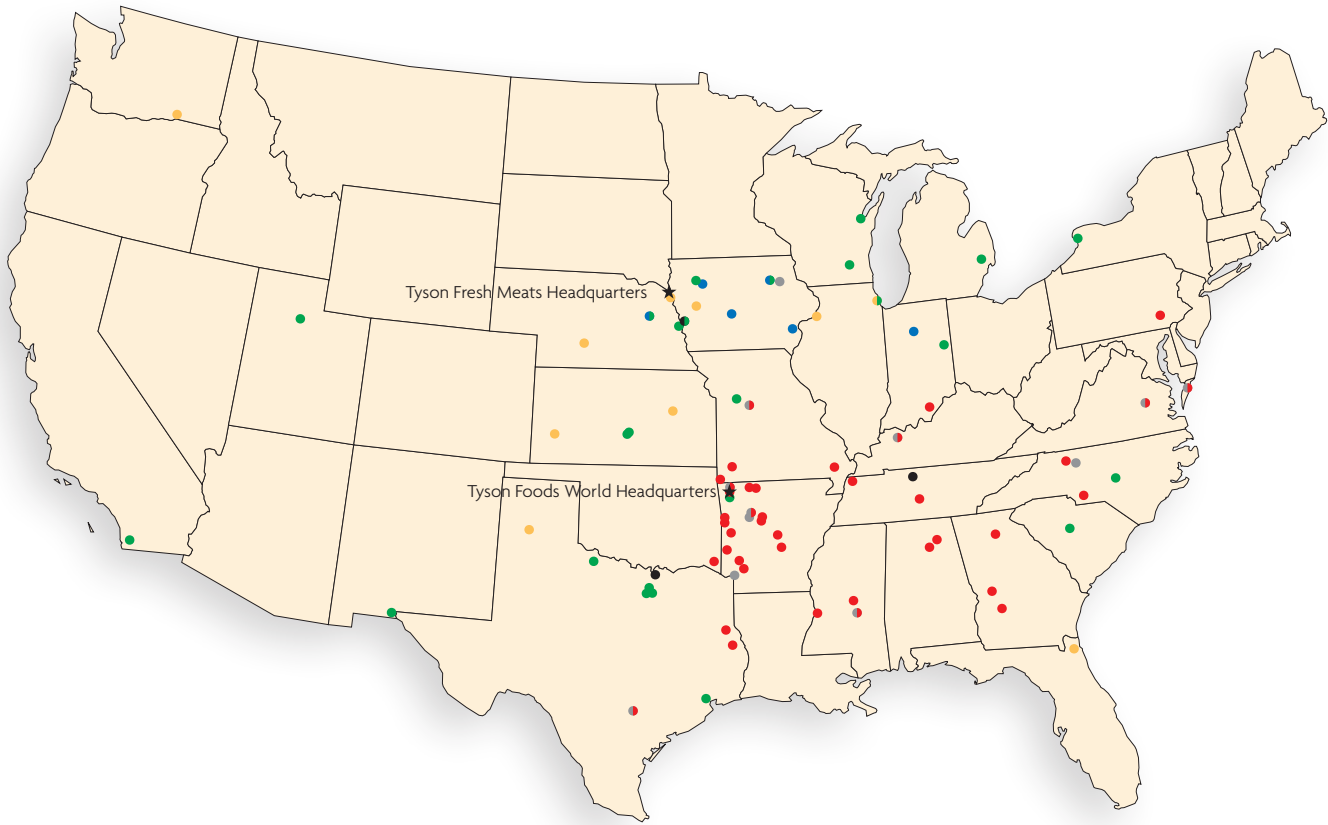
## TYSON FOODS 2013 INTERNATIONAL SALES\*



**Total: \$5.7 billion**

\* Includes U.S. exports and in-country production

# TYSON U.S. LOCATIONS\*



\* As of January 2014

STATE	COMPLEX/PLANT	TYPE
<b>Alabama</b> 1,900 Team Members	Albertville	Chicken; Animal Nutrition
	Blountsville	Chicken
<b>Arkansas</b> 23,200 Team Members	Berryville	Chicken; Animal Nutrition
	Clarksville	Chicken; Animal Nutrition
	Dardanelle	Chicken; Animal Nutrition
	Fayetteville	Prepared Foods
	Fort Smith	Chicken
	Grannis	Chicken
	Green Forest	Chicken; Animal Nutrition
	Hope	Chicken; Animal Nutrition
	Nashville	Chicken
	North Little Rock	Chicken
	Pine Bluff	Chicken; Animal Nutrition
	Rogers	Chicken; Animal Nutrition
	Russellville	Chicken
	Scranton	Animal Nutrition
	Springdale	Tyson Foods World Headquarters; Chicken; Animal Nutrition
Texarkana	Animal Nutrition	
Van Buren	Chicken	
Waldron	Chicken	
<b>California</b> 900 Team Members	San Diego	Prepared Foods
<b>Florida</b> 100 Team Members	Jacksonville	Further-processed Beef
<b>Georgia</b> 2,900 Team Members	Buena Vista	Chicken
	Cumming	Chicken
	Dawson-Vienna	Chicken
<b>Illinois</b> 3,400 Team Members	Chicago	Prepared Foods; Further-processed Beef
	Joslin	Beef
<b>Indiana</b> 2,900 Team Members	Corydon	Chicken
	Logansport	Pork
	Portland	Prepared Foods
<b>Iowa</b> 9,200 Team Members	Cherokee	Prepared Foods
	Council Bluffs	Case-ready Beef & Pork; Prepared Foods
	Denison	Beef
	Independence	Animal Nutrition
	Louisa County	Pork
	Perry	Pork
	Storm Lake	Pork
	Waterloo	Pork; Prepared Foods
<b>Kansas</b> 5,300 Team Members	Emporia	Further-processed Beef
	Finney County	Beef
	Hutchinson	Prepared Foods
	South Hutchinson	Prepared Foods
<b>Kentucky</b> 1,700 Team Members	Robards	Chicken; Animal Nutrition

STATE	COMPLEX/PLANT	TYPE
<b>Michigan</b> 150 Team Members	Warren	Prepared Foods
<b>Mississippi</b> 3,900 Team Members	Carthage	Chicken; Animal Nutrition
	Forest	Chicken; Animal Nutrition
	Vicksburg	Chicken
<b>Missouri</b> 4,800 Team Members	Concordia	Prepared Foods
	Dexter	Chicken; Animal Nutrition
	Monett	Chicken; Animal Nutrition
	Noel	Chicken
	Sedalia	Chicken; Animal Nutrition
<b>Nebraska</b> 8,900 Team Members	Dakota City	Beef
	Lexington	Beef
	Madison	Pork; Prepared Foods
	Omaha	Prepared Foods
<b>New Mexico</b> 300 Team Members	Santa Teresa	Prepared Foods
<b>New York</b> 400 Team Members	Buffalo	Prepared Foods
<b>North Carolina</b> 5,100 Team Members	Harmony	Animal Nutrition
	Monroe	Chicken
	Sanford	Prepared Foods
	Wilkesboro	Chicken
<b>Oklahoma</b> 2,200 Team Members	Broken Bow	Chicken; Animal Nutrition
<b>Pennsylvania</b> 900 Team Members	New Holland	Chicken; Animal Nutrition
<b>South Carolina</b> 200 Team Members	Columbia	Prepared Foods
<b>South Dakota</b> 500 Team Members	Dakota Dunes	Tyson Fresh Meats Headquarters
<b>Tennessee</b> 4,300 Team Members	Goodlettsville	Case-ready Beef & Pork
	Obion County	Chicken
	Shelbyville	Chicken; Animal Nutrition
<b>Texas</b> 11,000 Team Members	Amarillo	Beef
	Carthage	Chicken
	Center	Chicken
	Dallas	Prepared Foods
	Fort Worth	Prepared Foods
	Houston	Prepared Foods
	North Richland Hills	Prepared Foods
	Seguin	Chicken; Animal Nutrition
	Sherman	Case-ready Beef & Pork
	Vernon	Prepared Foods
<b>Utah</b> 32 Team Members	Clearfield	Prepared Foods
<b>Virginia</b> 2,200 Team Members	Glen Allen	Chicken; Animal Nutrition
	Temperanceville	Chicken; Animal Nutrition
<b>Washington</b> 1,400 Team Members	Pasco	Beef
<b>Wisconsin</b> 800 Team Members	Green Bay	Prepared Foods
	Jefferson	Prepared Foods



# TYSON HISTORY

## 1935 \*

- John W. Tyson, founder of the Company, began hauling chickens from Springdale to market in Kansas City and St. Louis.

## 1936

- In the spring, John W. Tyson delivered his first load of 500 Arkansas grown chickens to Chicago and netted a profit of \$235. He kept \$15 for the 700-mile trip back to Arkansas and wired the remaining money home with instructions to pay his debts, buy another load of birds and have them ready on his return. Although no one realized it at the time, he was laying the foundation for the modern day poultry business and Tyson Foods.

## 1947

- October 7, incorporation of Tyson Feed and Hatchery, Inc., the predecessor of Tyson Foods, Inc., for the business of producing and selling baby chicks and feed to farmers.



## 1958

- Built first poultry processing plant in Springdale, Ark., and became a fully-integrated processor.

\* Dates represent calendar years rather than fiscal years

## 1962

- Acquired an Oklahoma City poultry and egg distribution facility.

## 1963

- Name of the Company changed to Tyson's Foods, Inc.
- First public offering of common stock.
- Acquired Garrett Poultry, a poultry processing plant, feed mill and hatchery in Rogers, Ark.

## 1966

- Acquired Washington Creamery Corp., a poultry marketing organization in Hempstead, Long Island, N.Y., and a turkey processing plant in Terre Haute, Ind.

## 1967

- John W. and Helen Tyson died in an automobile-train accident.
- Don Tyson named president of the Company and its board of directors.
- Acquired Franz Food Products, a poultry processing plant and freezer facility in Green Forest, Ark.

## 1968

- Introduced Chill Pak, pre-priced chicken kept at 28°F, named T-28.
- April, formed a subsidiary, Chicken Hut Systems, Inc., to operate and offer franchised fried chicken restaurants. Operations were later discontinued.
- September 28, common stock split 2-for-1.
- December 6, second public offering of common stock.

## 1969

- Acquired Prospect Farms, Inc. of North Little Rock, Ark., a poultry further-processing plant specializing in food service products.
- Acquired a poultry processing/further-processing plant in Monett, Mo.



**FUN  
FACT**

- John W. Tyson devised a way to attach chicken coops to a flat-bed truck and used a new system to feed and water chickens in transit. This allowed him to haul chickens over greater distances, giving him access to markets in Kansas City, St. Louis and Chicago.



**1972**

- Acquired Krispy Kitchens, a poultry further-processing plant in Bentonville, Ark.
- Acquired Ocoma Foods Division of Consolidated Foods Corporation consisting of poultry processing plants in Shelbyville (Dixie Home Foods) and Humboldt, Tenn., and a poultry processing/further-processing plant in Berryville, Ark.
- Company name changed from Tyson's Foods, Inc. to Tyson Foods, Inc.
- Built Nashville, Ark. plant.

**1973**

- Acquired Cassidy Poultry Co. in Nashville, Ark.

**1974**

- Acquired interest in Vantress Pedigree, Inc., a leading supplier of poultry breeding stock and successor to Vantress Farms, Inc. of Georgia.

**1975**

- Acquired a further-processing plant in Springhill, La., from Mountaire Poultry, Inc. for producing chicken bologna and hot dogs.

**1977**

- Created a new subsidiary known as Tyson Carolina, Inc., which acquired swine production facilities from First Colony Farms of Creswell, N.C.

**1978**

- Acquired Wilson Foods Broiler Division with four integrated broiler facilities in Arkansas, Georgia and North Carolina.
- Stock split 4-for-1.
- Sold two North Carolina poultry operations originally acquired from Wilson Foods.

**1981**

- Acquired Honeybear Foods, Inc., a poultry processing/further-processing plant in Neosho, Mo.

**1982**

- Sold commercial egg division to Cargill, Inc.

**1983**

- Stock split 2-for-1.
- Acquired Mexican Original, Inc., a corn and flour tortilla processing plant in Fayetteville, Ark.

**1984**

- Acquired Valmac Industries, Inc., including its Tastybird division, with poultry facilities in Bloomer, Clarksville, Dardanelle, Pine Bluff, Russellville and Waldron, Ark., and Carthage, Texas.

**1985**

- Stock split 5-for-2.
- Third public offering of common stock.

**1986**

- Acquired Heritage Valley, a poultry further-processing plant in Van Buren, Ark.
- Acquired Lane Processing, Inc. and its poultry facilities in Arkansas, Alabama, Oklahoma and Texas.
- Board of Directors authorized 2-for-1 stock split in the form of stock dividend.
- Stockholders approved reincorporation of the Company to Delaware from Arkansas. New Tyson corporation has two classes of stock, Class A and Class B.
- Cobb-Vantress is formed as a joint venture between Tyson Foods and The Upjohn Co., establishing it as an international leader in poultry breeding.

**1987**

- Stock split 3-for-2.

**1988**

- Poultry joint venture with Trasgo of Mexico, 18% interest.

# TYSON HISTORY CONTINUED

## 1989

- Acquired Holly Farms Corporation consisting of seven poultry complexes in North Carolina, Texas and Virginia, as well as Quik-to-Fix and Harker's beef facilities in Texas and Iowa and Henry House pork further-processing facility in Michigan.

## 1990

- Sold by-products, flour, bakery and pie filling operations that had been subsidiaries of Holly Farms.

## 1991

- Stock split 2-for-1.
- Leland Tollett named chief executive officer after Don Tyson retired from the Company's daily operations. Mr. Tyson retained his role as chairman.

## 1992

- Acquired Arctic Alaska Fisheries Corp.
- Acquired Louis Kemp Seafood Company.
- Acquired a pork slaughter facility in Marshall, Mo.
- Acquired Brandywine Foods, Inc., consisting of two poultry further-processing plants in Pennsylvania and Mississippi.

## 1993

- Acquired a poultry processing plant in Sedalia, Mo.

## 1994

- Acquired Gorges Foodservice, Inc., consisting of two beef processing/further-processing facilities in Harlingen, Texas.
- Acquired remaining 50% of Cobb-Vantress, Inc. poultry breeding operations based in Siloam Springs, Ark.
- Acquired Culinary Foods, Inc. of Chicago, Ill., manufacturer and processor of value-added specialty frozen foods.
- Acquired a majority interest and managerial control of Trasgo of Torreon, Mexico (Tyson de Mexico).

## 1995

- Acquired Star of Kodiak, and 22% partnership interest in a fishmeal plant from All Alaskan Seafoods, Inc.
- Acquired Multifoods Seafood, Inc. and JAC Creative Foods, Inc.
- Acquired the U.S. broiler operations of Cargill, Inc. with processing plants in Buena Vista and Vienna, Ga., a processing facility in Jacksonville, Fla., two further-processing plants in Dawson, Ga., and several feed mills and hatcheries.
- Acquired McCarty Farms, Inc., including two processing and three further-processing plants, two feed mills and three hatcheries in Mississippi.
- Leland Tollett named chairman of the board.
- Don Tyson named senior chairman.

## 1996

- Sold Gorges/Quik-To-Fix beef processing plants.

## 1997

- Acquired Mallard's Food Products, Inc., producer of shelf-stable, pre-packaged foods.
- Stock split 3-for-2.

## 1998

- Acquired Hudson Foods, Inc. of Rogers, Ark., the nation's sixth largest poultry processor.
- Sold Pierre Foods, Caryville, Tenn., meat processing facility, Willow Brook Foods and National Egg Products, which had been owned by Hudson Foods.
- Leland Tollett retired as chairman and chief executive officer.
- John H. Tyson named chairman of the board.
- Wayne Britt named chief executive officer.

## 1999

- Sold Tyson Seafood Group.

**FUN  
FACT**

- Don Tyson's vision and entrepreneurial spirit took his father's small local chicken company and turned it into a *Fortune* 500 company and one of the largest food companies in the world.



**2000**

- John H. Tyson named chief executive officer in addition to duties as chairman.
- Cobb-Vantress, Inc. acquired assets of Avian Farms, Inc.

**2001**

- Don Tyson retired as senior chairman. He retained his seat on the board of directors.
- Acquired IBP, inc., the world's largest supplier of premium beef and pork products, and its Foodbrands prepared foods division.

**2002**

- Purchased a bacon processing plant in Omaha, Nebraska.
- Sold Mallard's Foods processing plants.
- Sold Specialty Brands, Inc., acquired in the IBP acquisition.

**2003**

- Closed Stilwell, Okla., and Jacksonville, Fla. poultry operations.
- Phased out poultry operations in Berlin, Md.
- Opened state-of-the-art quality assurance lab dedicated to food safety.
- Consolidated Pine Bluff, Ark., poultry processing facilities.
- Acquired Choctaw Maid Farms, Inc. of Mississippi.
- Closed Augusta, Maine, and Manchester, N.H., prepared foods facilities.

**2004**

- Consolidated manufacturing operations in Jackson, Mississippi, into the Carthage, Mississippi, facility.
- Announced the closing of facilities in Portland, Maine.

**2005**

- Tyson named "Most Admired Company in Food Production" by *Fortune* magazine.
- Sold hot dog production plant in Russia.
- Announced expansion of the Russellville, Ark., plant; closing of the Bentonville, Ark., plant; and consolidation of operations in Forest, Mississippi.
- Tyson added to the S&P 500 stock index.

**2006**

- Closed Independence and Oelwein, Iowa, facilities
- Opened a new case-ready beef and pork plant in Sherman, Texas.
- Consolidated beef operations in northeast Nebraska by closing the beef processing plant in Norfolk and the beef slaughter plant in West Point. Production was shifted to Dakota City, Nebraska.
- Richard L. Bond named president and chief executive officer after John H. Tyson stepped down from the Company's daily operations. Mr. Tyson retained his role as chairman.
- Announced closing of the beef slaughter plant in Boise, Idaho, and scaled back operations at the Pasco, Washington, beef processing plant.

**2007**

- Heflin, Alabama, poultry plant destroyed by fire; did not rebuild.
- Opened the *Tyson Discovery Center*<sup>™</sup>, a research and development facility for product innovation and consumer insights.
- Sold poultry plants in Ashland and Gadsden, Alabama, to Koch Foods.
- Created Dynamic Fuels LLC, a joint venture to produce synthetic fuels made from by-product fats, greases and oils to target the renewable diesel, jet and military fuels markets.
- Created a new business unit, Tyson Renewable Fuels.

**2008**

- Restructured beef operations in Emporia, Kan. The plant ceased slaughter operations, but continued to be used for further processing as well as a cold storage and distribution warehouse.
- Ceased operations at a prepared foods plant in York, Neb., and shifted production to Emporia, Kan.
- Jiangsu Tyson Foods formed in the Jiangsu Province of China to produce chicken under the Tyson brand for sale in eastern China.
- Acquired a 51% ownership of Godrej Foods, one of the leading poultry processing businesses in India.
- Fourth public offering of common stock.
- Announced joint venture involving vertically integrated poultry operations in eastern China. Tyson to hold a 60% share in Shandong Tyson Xinchang Foods Company.
- Entered the poultry business in South America by acquiring Macedo, Avita and Frangobrás chicken companies in southern Brazil.

# TYSON HISTORY CONTINUED

## 2009

- Richard L. Bond resigned as president and CEO. Leland E. Tollett named interim president and CEO.
- Sold Canadian beef processing operation.
- Announced closure of Ponca City, Oklahoma, prepared foods plant.
- Finalized a 60% joint venture for Shandong Tyson Xinchang Foods Company.
- Donnie Smith named president and CEO; Jim Lochner named chief operating officer.

## 2010

- *True Chews*™ dog chews and treats product line launched.
- Dynamic Fuels completed construction of a first-of-its-kind renewable diesel plant in Geismar, Louisiana.

## 2011

- Don Tyson died January 6 at the age of 80 following a brief illness.
- Sold the Harrisonburg, Va., poultry complex to George's, Inc.
- Reactivated a program to repurchase up to 22.5 million shares of Tyson Class A common stock.
- Became 100% owner of the poultry operation in the Shandong province of China. Now known as Tyson Shandong.

## 2012

- Unveiled the “Meals That Matter” truck to feed those in need at disaster sites. Outfitted with enough refrigerated space to store up to 20,000 pounds of foods, a 5,500-watt generator and satellite communications, the truck was put into use following Hurricane Sandy.
- Announced FarmCheck™ program to audit the treatment of animals at the livestock and poultry farms that supply the Company. The effort is in line with the Company's core value to serve as a steward of the animals entrusted to it.

## 2013

- Made capital investments of more than \$40 million with plants in Sherman, Texas; Goodlettsville, Tenn.; Glen Allen, Va.; Jacksonville, Fla.
- Received an “A” from the Global Reporting Initiative for Tyson corporate social responsibility report.
- Acquired assets of Don Julio Foods of Utah.
- Teamed with the Alliance for a Healthier Generation in the fight against childhood obesity.
- Acquired assets of California-Based Circle Foods.
- Sold non-core assets in Weifang, China.
- Partnered with World Vision to fight hunger in Tanzania.
- Completed a record year with a 15% increase in earnings per share from continuing operations, record sales of \$34.4 billion and an operating income increase of 7%.
- Repurchased 21.1 million shares for \$550 million.



*Tyson Discovery Center™*



## CONTACTS

### Jon Kathol

Vice President, Investor Relations &  
Assistant Secretary  
Telephone: (479) 290-4235  
Fax: (479) 757-6712  
E-mail: jon.kathol@tyson.com

### Julie Kegley

Director, Investor Relations  
Telephone: (479) 290-3918  
Fax: (479) 757-6576  
E-mail: julie.kegley@tyson.com

### Gary Mickelson

Senior Director, Media Relations  
Telephone: (479) 290-6111  
Fax: (479) 757-7984  
E-mail: gary.mickelson@tyson.com

## TYSON FACT BOOK PREPARED BY

Tyson Foods, Inc.  
Investor Relations Department  
2200 Don Tyson Parkway  
Springdale, AR 72762

## TRADEMARKS AND REGISTERED TRADEMARKS

Making Great Food. Making A Difference™;  
FarmCheck™; Tyson®; Tyson Discovery Center™;  
Wright®; Wilson™; Mexican Original®; Del Dia®;  
Granja San Martin®; Any'tizers®; True Chews™; Macedo

DORITOS is a trademark owned by Frito-Lay  
North America, Inc.

LOCO TACO is a trademark of Taco Loco  
Products, Inc.

The terms "Tyson," "Tyson Foods," "the Company,"  
"our," "we" and "us" refer to Tyson Foods, Inc., to  
one or more of its consolidated subsidiaries or  
to all of them taken as a whole. These terms are  
used for convenience only and are not intended  
as a precise description of any of the separate  
companies, each of which manages its own affairs.

©2014 Tyson Foods, Inc.

## Useful websites:

*Tyson Foods Consumer Information*  
[www.tyson.com](http://www.tyson.com)

*Tyson Foods Corporate Information*  
[www.tysonfoods.com](http://www.tysonfoods.com)

*Tyson Foods Investor Information*  
<http://ir.tyson.com>

*Tyson Foods Sustainability Report*  
[www.tysonfoods.com/sustainability](http://www.tysonfoods.com/sustainability)

*The U.S. Department of Agriculture*  
[www.usda.gov](http://www.usda.gov)

*CME Daily Livestock Report*  
[www.dailylivestockreport.com](http://www.dailylivestockreport.com)

*The National Agricultural Statistics Service*  
[www.nass.usda.gov](http://www.nass.usda.gov)

*USDA Economic Research Service*  
[www.ers.usda.gov](http://www.ers.usda.gov)

*World Agricultural Supply and  
Demand Estimates Report*  
[www.usda.gov/oce/commodity/wasde](http://www.usda.gov/oce/commodity/wasde)

*Agricultural Long-Term Projections*  
[www.usda.gov/oce/commodity/ag\\_baseline.htm](http://www.usda.gov/oce/commodity/ag_baseline.htm)



TYSON FOODS, INC. • 2200 DON TYSON PARKWAY, SPRINGDALE, ARKANSAS 72762 • [www.tysonfoods.com](http://www.tysonfoods.com)