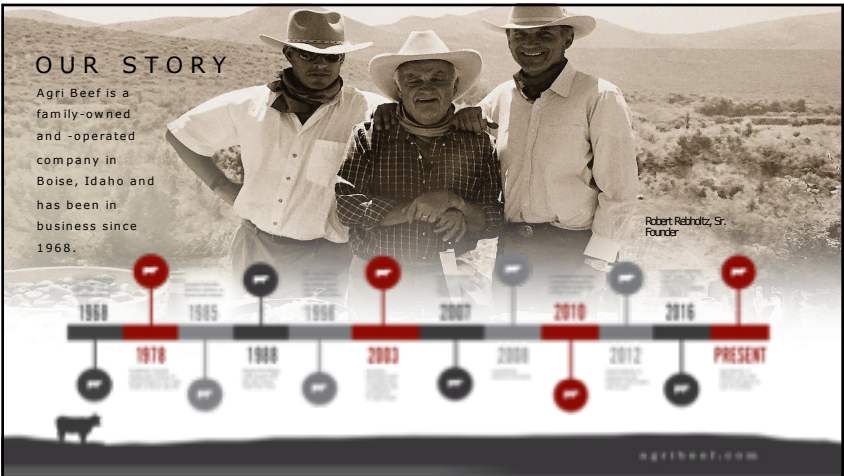
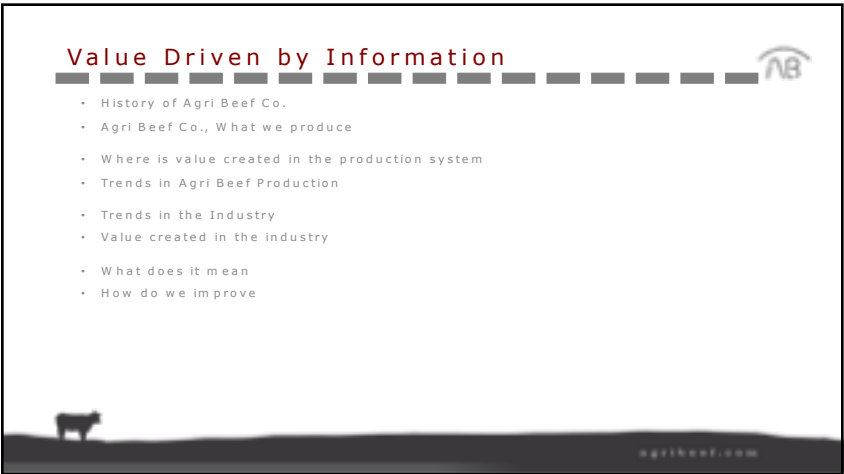
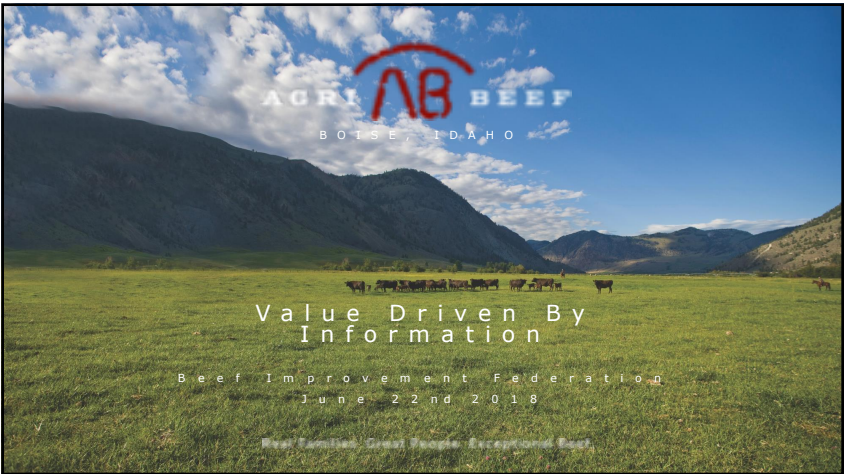




PRODUCERS

We partner with family-owned and -operated ranches throughout the entire Northwest and beyond. These relationships ensure that the cattle we source for our branded beef programs are humanely raised in a manner that adheres to our core values.

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FAMILY OF BRANDS

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Creating Value in the Beef Supply Chain

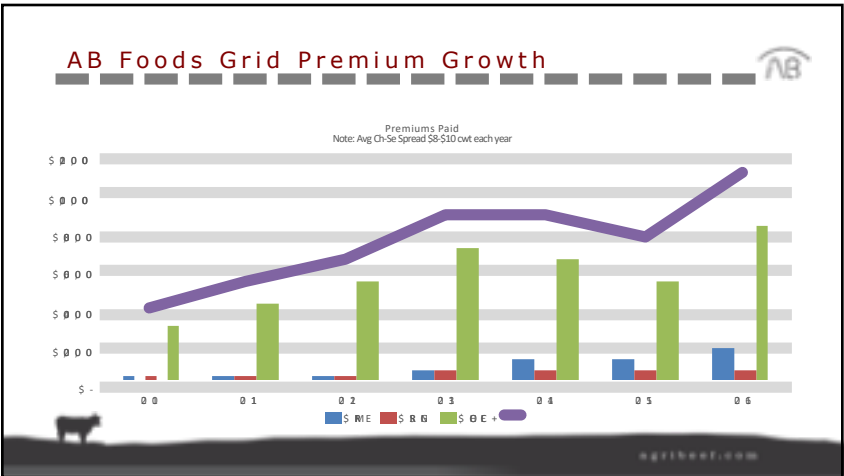
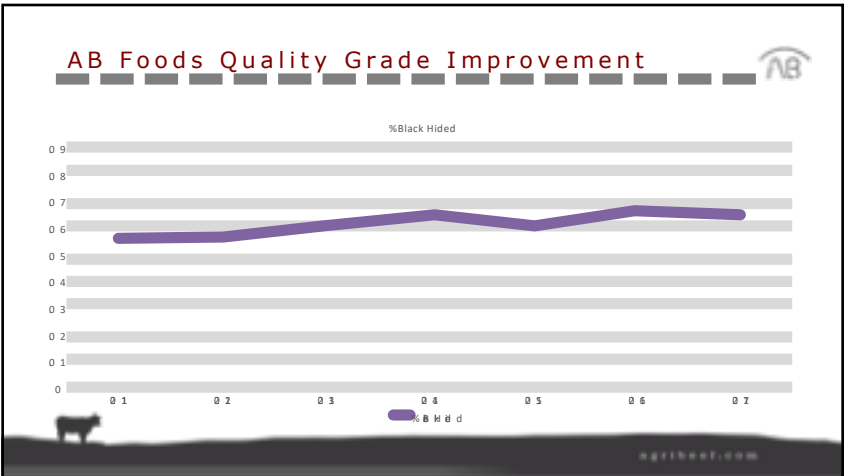
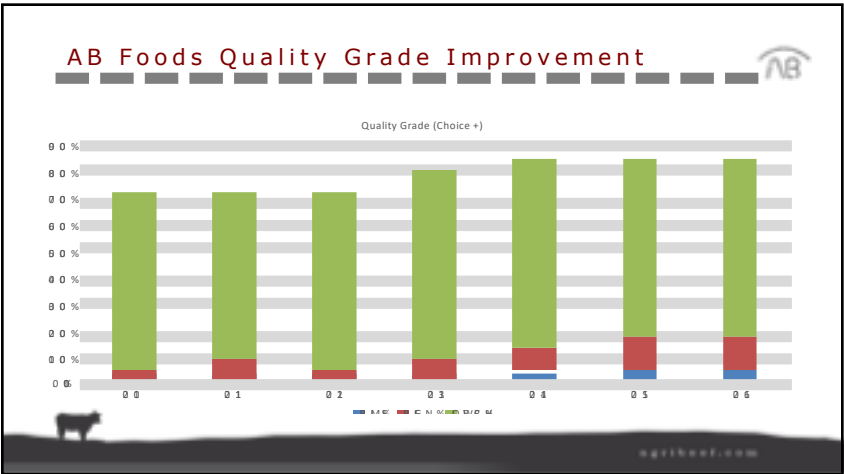
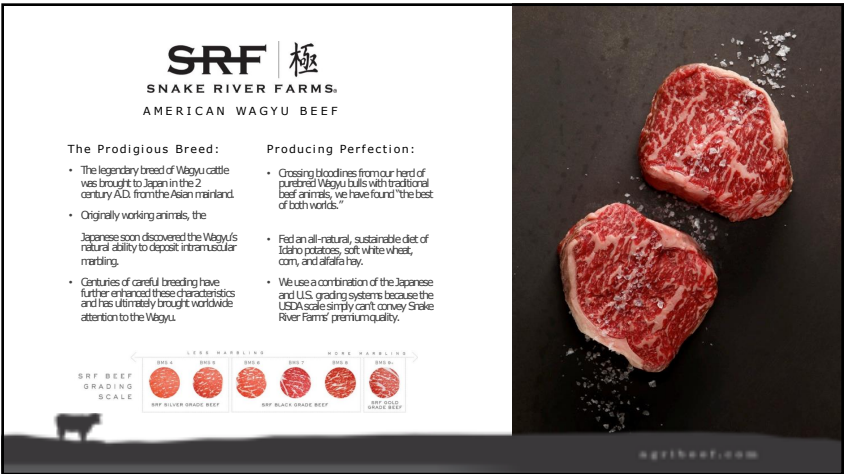
- Industry
 - Value
 - Demand
- Seedstock
 - Genetic Value
- Cow/Calf
 - Weaning weight
 - Stability
 - Covficiency
 - Health
- Stocker
 - Daily Gain
 - Feed efficiency
 - Health
- Feeder
 - Daily Gain
 - Feed efficiency
 - Carcass quality
 - Health
- Packer
 - Food Safety
 - Carcass quality
 - Reinment yield
 - Consistency
- Retailer
 - Food Safety
 - Eating experience
 - Consistency
 - Story

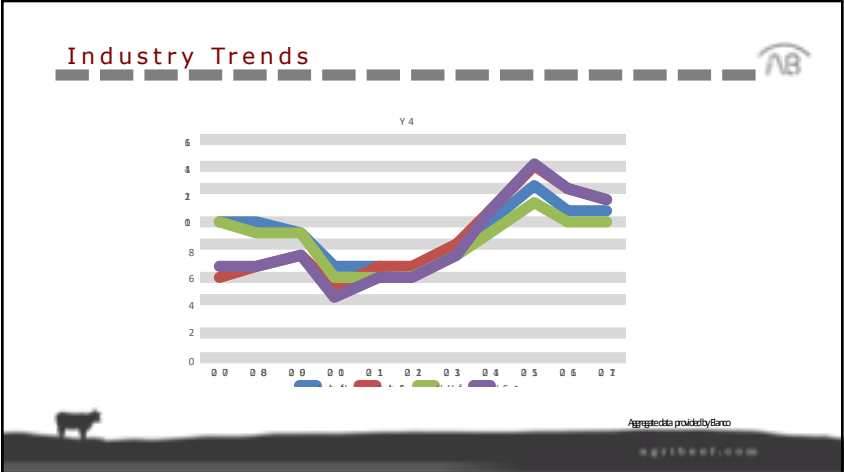
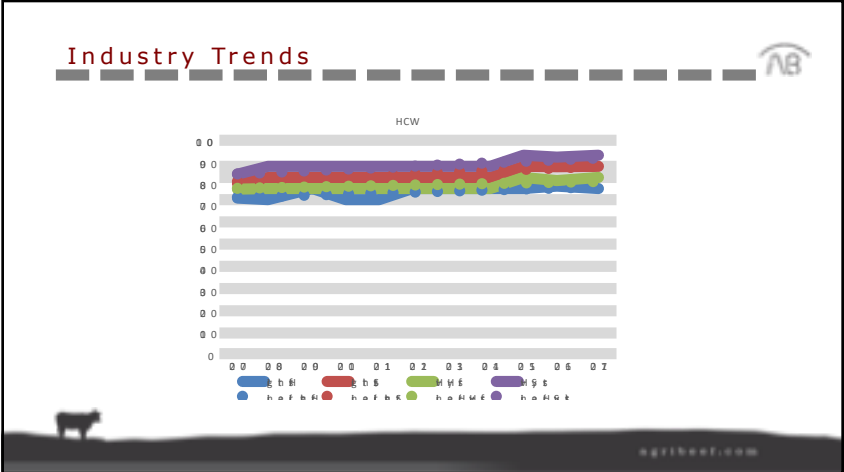
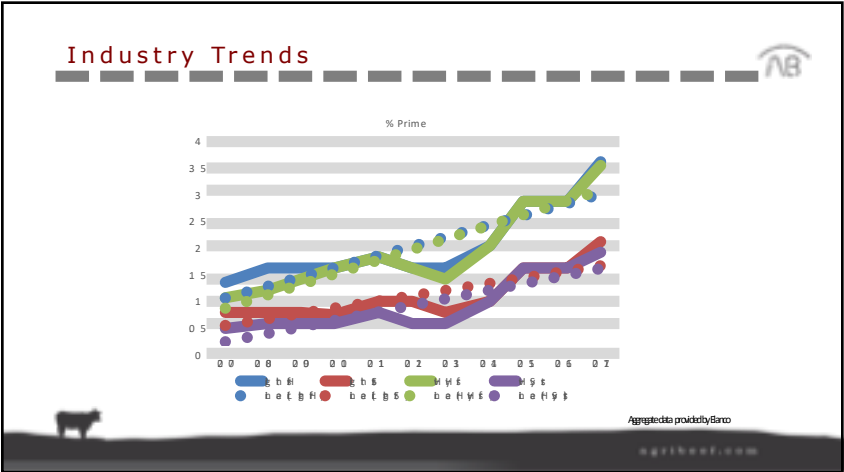
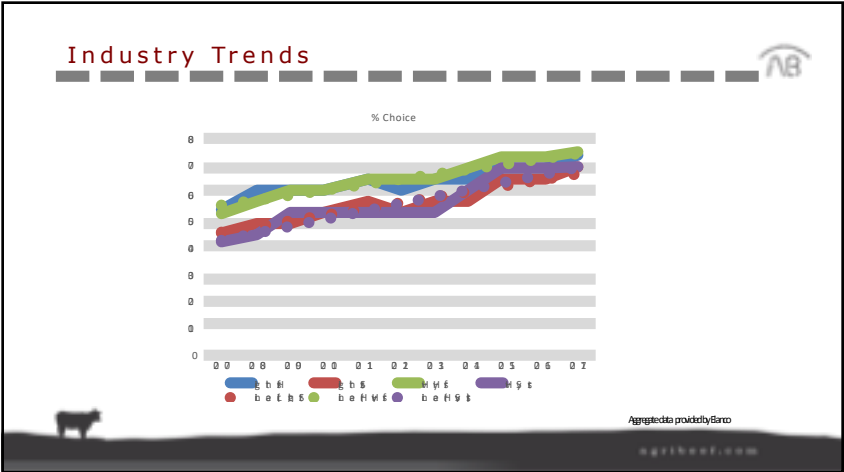
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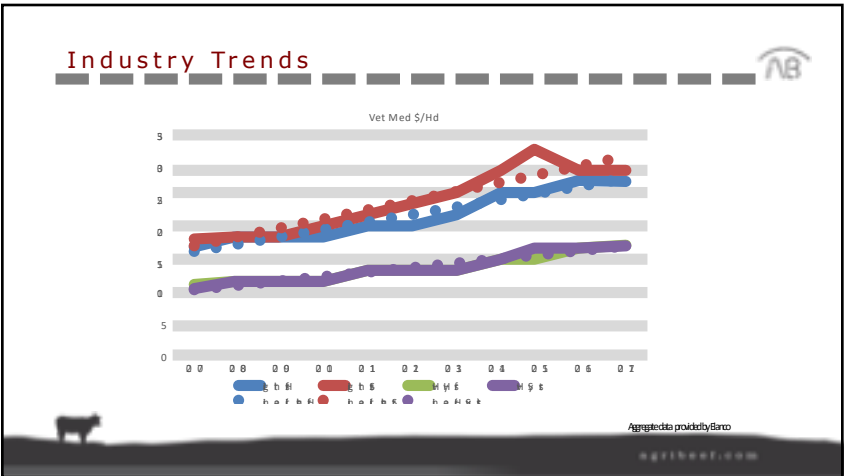
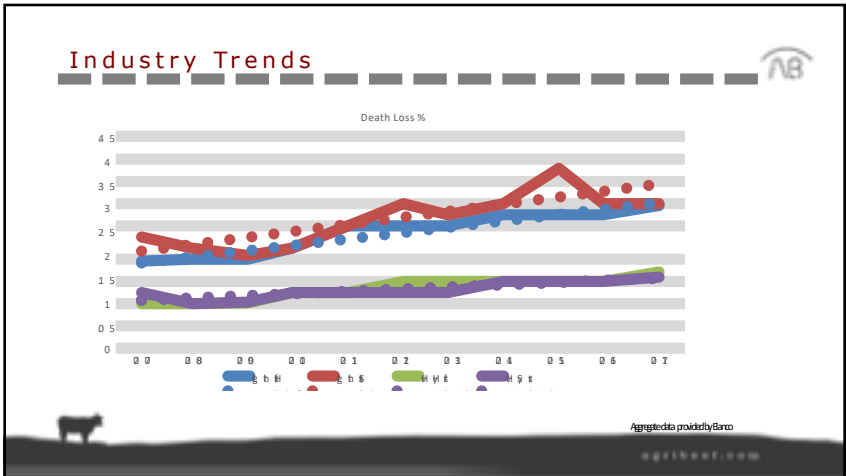
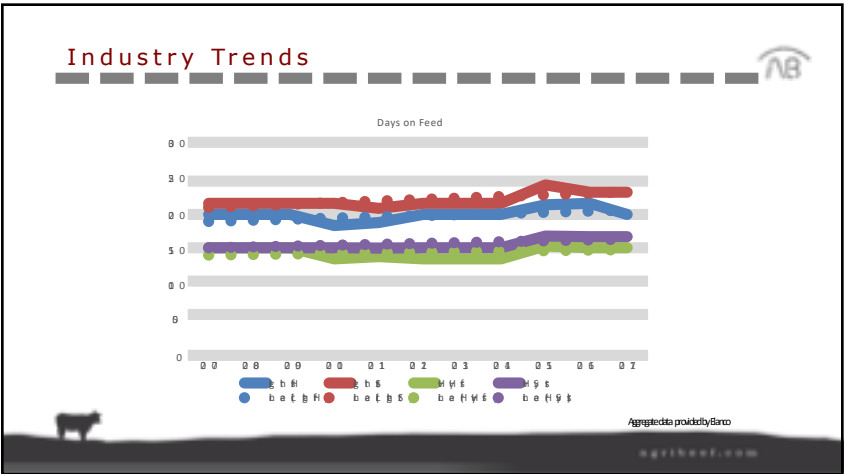
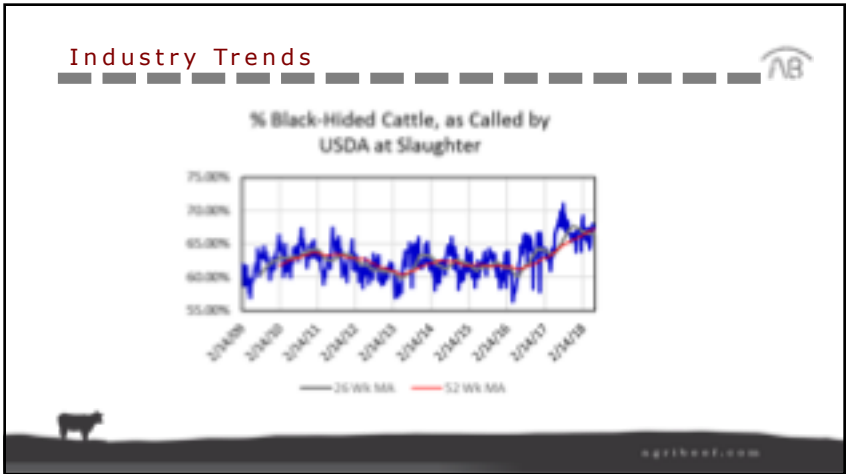
Creating Value in the Beef Supply Chain

- Industry has done a great job at responding to economic drivers that are easy to measure
 - Rate of Gain
 - Marbling
- Value may be different depending on production system/market
 - Vertically integrated
 - Natural
 - Retail vs food service
- Value may also change with changes in consumer demands and industry trends
 - More focus on animal welfare
 - Increased regulation on antibiotics

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How do we improve?

- Data feed back
 - Industry standardization/benchmarking
 - Cow/Calf participation
 - DNA testing/parent verification
- Removing bias
 - Breed
 - Hide color
 - Let the data lead
- Use the tools we know will work
 - Crossbreeding
 - DNA
- Must involve the middle
 - Cow/Calf
 - Backgrounder
 - They have the most at risk



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Challenges

- No standardized data collection systems
- Difficult to collect data
- Difficult data to collect
- Fearful of what the data might tell us
- Fearful of who owns the data
- Consolidation
 - Seedstock
 - Feeding
 - Packing
- Difficult to see the value
 - Everyone wants paid
 - What's it going to cost and what are you going to pay me



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What I hear in the industry

- Cow stayability is a concern
- Animal Health is a problem
 - Weaning calves
 - Long days on feed
 - Labor
 - How do we get cow/calf producers on board
- Antibiotics will be more scrutinized
- Animal welfare is a top priority
- The consumer does not care who owns the data
- Beef demand is fantastic
 - Let's keep it That Way



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"Over time, many things may change as we strive to achieve new levels of quality and excellence. But we won't change our core fundamentals—our integrity and highly motivated team. We want our customers to want to do business with us."

- Robert Rebholz, Sr.
Founder

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