Food Procurement
A Case Study
Why did this happen?

Tesco drops Irish supplier over horsemeat scandal
30 Jan 2013

Horsemeat in burgers traced to Polish suppliers
27 Jan 2013

Tesco launches horsemeat inquiry after withdrawn burgers found on sale
25 Jan 2013

Tesco chief uses Talking Shop blog to rein in horsemeat burger scandal
17 Jan 2013

Horsemeat scandal: discarded burgers to be converted into fuel
17 Jan 2013

Horsemeat burger scandal probably result of criminality, says minister
17 Jan 2013

Horsemeat in frozen burgers prompts urgent inquiry by food watchdogs
16 Jan 2013

Horsemeat burger scandal: history repeating itself
Felicity Lawrence
16 Jan 2013

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Confidential and Proprietary Information of Restaurant Brands International
Why did this happen?

<table>
<thead>
<tr>
<th>Supplier Quality Assurance</th>
<th>Procurement</th>
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<tbody>
<tr>
<td>• No DNA Testing Process</td>
<td>• Limited Knowledge of Raw Materials market</td>
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<tr>
<td>• Intermittent Raw Material checks at the <strong>Abbatoir</strong> level</td>
<td>• No visibility or active sourcing at <strong>Abbatoir</strong> level</td>
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<tr>
<td>• Trusted Processor (Finished Goods Supplier) to supply versus BK Specifications</td>
<td>• Relyed on Processor to provide accurate commercial quotes for Raw Materials</td>
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### Where are we today?

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<tr>
<th>Supplier Quality Assurance</th>
<th>Procurement</th>
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<tbody>
<tr>
<td>✓ DNA Testing Process</td>
<td>✓ Strong Knowledge of Raw Materials market</td>
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<tr>
<td>✓ Regular Raw Material checks at the <strong>Abbatoir</strong> level</td>
<td>✓ Strong Visibility and Involvement of sourcing at <strong>Abbatoir</strong> level</td>
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<tr>
<td>✓ Check <strong>each batch</strong> to ensure new Processor (Finished Goods Supplier) supplies versus BK Specifications</td>
<td>✓ Request real quotes from market (multiple Abbatoirs) as well as Processor to ensure a broad picture of commercial quotes for Raw Materials</td>
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