

Of my 71 years, the last 55 have been spent in the meat industry.

I started at Smithfield Market at the age of 16 as a trainee salesperson. I have owned 12 beef processing plants in Europe, 3 in South America and one in Australia.

16 years ago, I retired but could not rest. I wanted to build the ultimate beef plant, produce the world's best beef, and take my industry into the 21st century, "a personal legacy"!

I am extremely grateful to Uruguay, the Uruguayan Government, INAC, my people, our producers and our customers who have all majorly contributed to the success of BPU. I am extremely proud of our achievements together.

I have decided finally that I have accomplished my goal and it is time for me to retire and go fishing. Although I leave BPU with a heavy heart, I know I am leaving it in the best of hands. The NH Food Group is a great company and will open many opportunities for BPU and beautiful Uruguay (the farm).

*I feel I have kept my promise by refusing many offers of purchase from companies that I did not feel held our same values. BPU is number one for setting standards, number one in human and animal welfare, the first to introduce the humanitarian changes to traditional ritual slaughter, and with our producers, INAC, the government and the Uruguayan unique total traceability system, we produce what is regarded as **THE BEST BEEF IN THE WORLD!***

I wish Uruguay, BPU and NH Foods every further success and say again "I am very proud and honored to have played my part"!

Terry Johnson