

Country Dashboards

Farming practices, environmental conditions, labor standards and other factors can – and often do – vary by country. Analysis of supplier performance at the country level can therefore provide greater context to global performance figures and trends.

The results of this country-level analysis are presented as a series of dashboards, which assess the same C.A.F.E. Practices metrics and Key Performance Indicators (KPIs) as the global report. This allows for easy comparison across each of the 17 countries verified in 2011 and/or 2012, as well as with aggregated global performance data.

As in the global report, the figures presented in each dashboard represent only those farms, mills and producer support organizations (PSOs) verified in a given fiscal year and are comprised of both new and continuing participants in the C.A.F.E. Practices program. For this reason, performance trends can be highly influenced by the composition of applications across analysis years.

This finer-scale analysis can also serve as an important management tool in identifying areas where countries perform particularly well and areas more challenging for producers – allowing Starbucks the opportunity to target resources where they are needed most.

KEY FINDINGS

// AFRICA

The regional analysis for Africa included 42,372 farms in 2011 and 6 farms in 2012. These farms came from three countries - Ethiopia, Rwanda and Tanzania. Africa had the highest total regional score in 2011 with 75 percent and the second highest in 2012 with 82 percent. It is the only region whose performance score has improved steadily each year since 2008. In 2011 and 2012, Africa led all other regions in implementing monitoring plans for C.A.F.E. Practices activities (CG-EM2.1). The region lagged significantly behind other regions in yield, averaging just 887 pounds of green coffee produced per hectare.

// ASIA

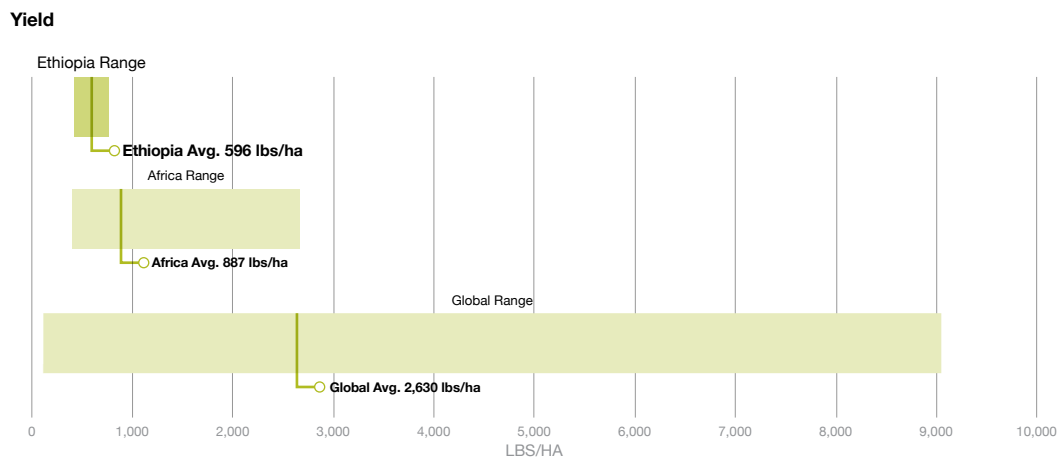
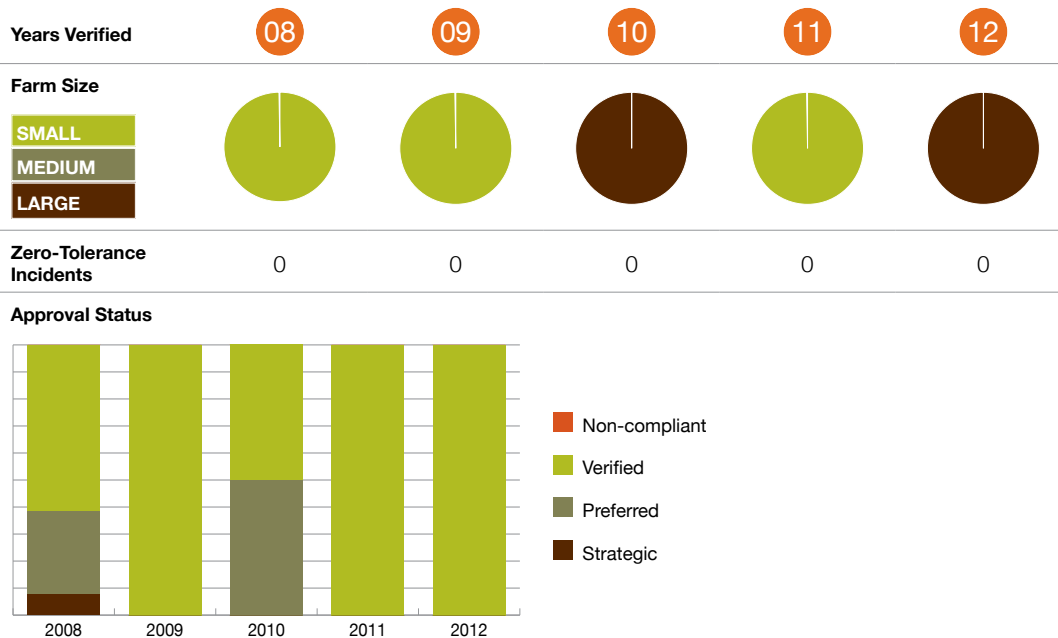
The regional analysis for Asia included 47,502 farms in 2011 and 25,081 farms in 2012. These farms came from five countries - China, East Timor, Indonesia, Papua New Guinea and Vietnam. After declining to 63 percent in 2011, Asia achieved its highest regional performance score in 2012 with 74 percent. Asia led all regions in paying temporary workers more than minimum wage in both years, but lagged behind other regions in workers using protective equipment (SR-WC4.7) and maintaining buffer zones (CG-WR1.1). Asian countries had the third-highest yield with an average of 2,439 pounds of green coffee per hectare. With an average of 7,641 pounds per hectare, yields from Vietnam's farms had the highest yield of any country, contributing significantly to the regional average.

// NORTH & CENTRAL AMERICA

The regional analysis for North & Central America included 2,027 farms in 2011 and 15,783 farms in 2012. These farms came from six countries - Costa Rica, El Salvador, Guatemala, Honduras, Mexico and Nicaragua. After declining to 71 percent in 2011, these countries collectively averaged the highest performance score of any region in 2012, with 83 percent. In 2012, North and Central America represented 99 percent of total global applications receiving strategic approval status – the highest status in the program. This region also had the second-highest yield, producing an average of 2,611 pounds of green coffee per hectare.

// SOUTH AMERICA

The regional analysis for South America included 23,334 farms in 2011 and 29,130 farms in 2012. These farms came from three countries - Brazil, Colombia and Peru. South America averaged the lowest score of any region in both years with 60 percent in 2011 and 66 percent in 2012. South America as a whole lagged behind all other regions in preventing conversion of forest area for production. South America had the highest average yield of any region at 2,906 pounds per hectare of productive land. With an average of 4,752 pounds per hectare, yields from Brazil's farms doubled the yield of any other South American country and contributed significantly to the regional average.

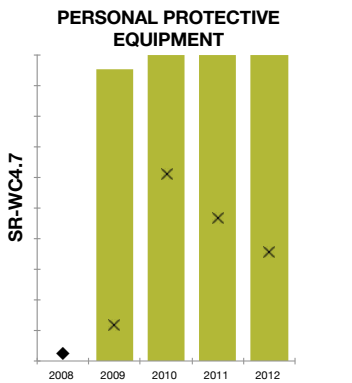
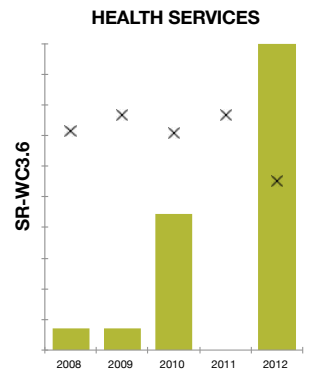
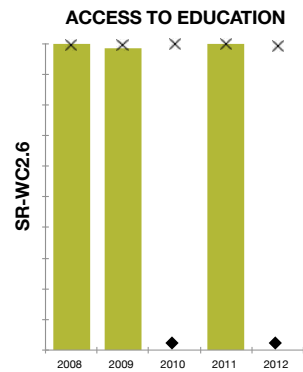
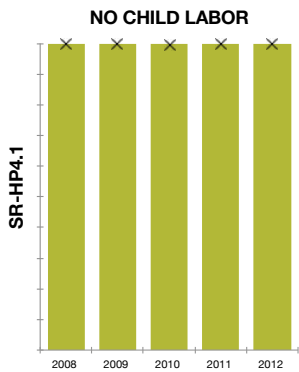
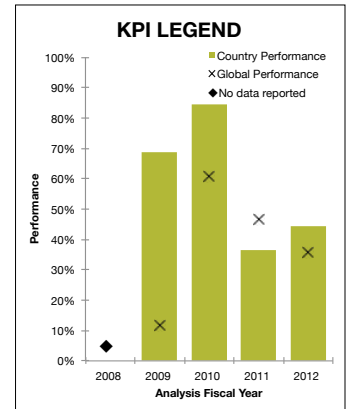
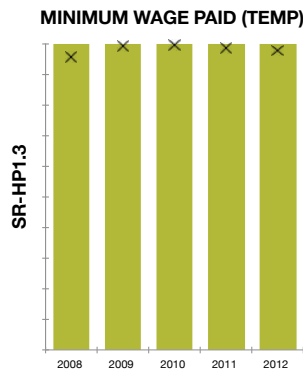
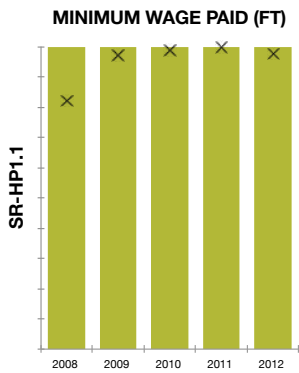


KEY FINDINGS

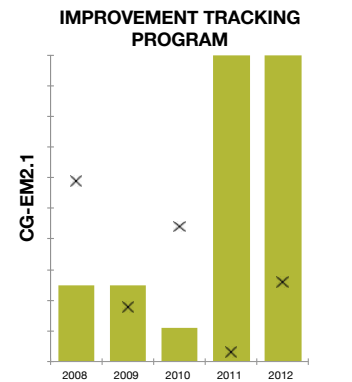
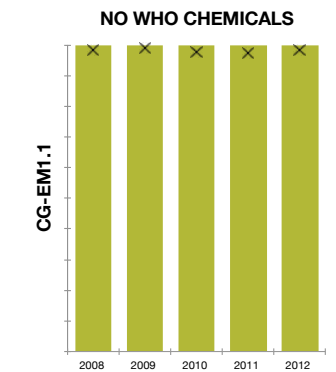
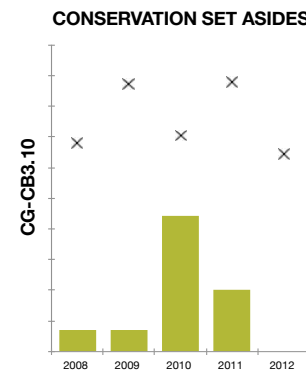
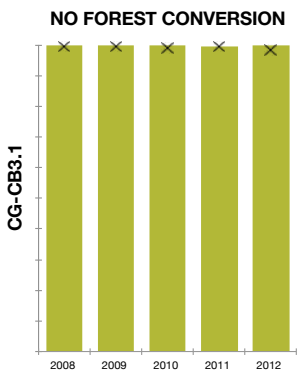
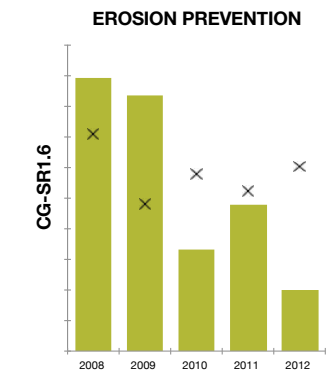
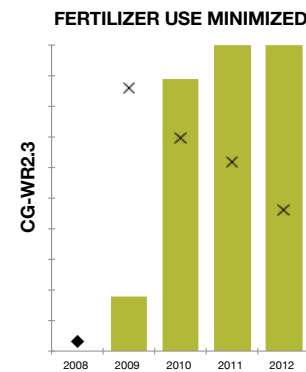
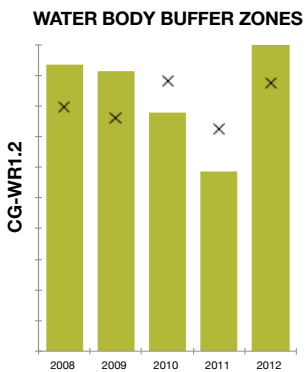
- Ethiopia achieved its best total performance score in 2011 with 77 percent, which exceeded both average global and regional scores. In 2012, Ethiopia's performance dropped to 70 percent, falling below global and regional averages. The most notable drop-off was in Social Responsibility scores, which fell from 83 percent in 2011 to 69 percent in 2012.
- Ethiopia improved its performance on farms implementing a monitoring program for C.A.F.E. Practices activities (CG-EM2.1), which reached 100 percent in both 2011 and 2012 after averaging around 20 percent in previous years.
- Ethiopia has historically had the lowest average performance of any country for farms setting aside 5 percent of total land for conservation (CG-CB3.10).
- There was a notable decline in farms controlling surface erosion on slopes (CG-SR1.6), falling from 44 percent in 2010 to 20 percent in 2011 and 0 percent in 2012.

FARMS

// SOCIAL RESPONSIBILITY

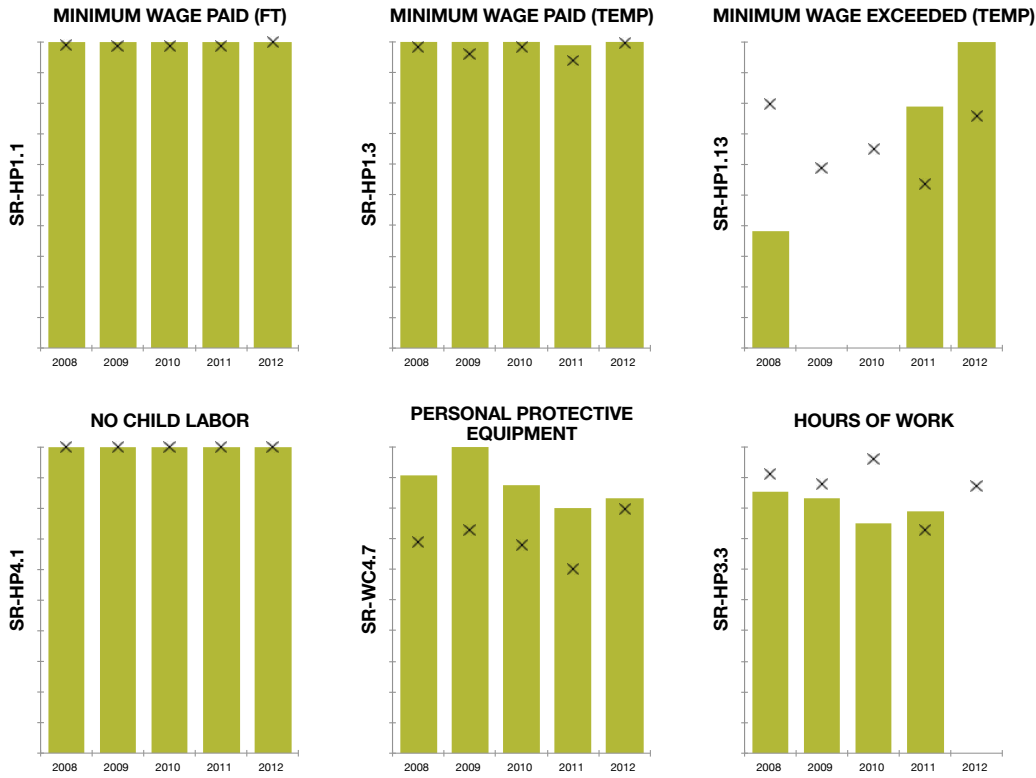


// ENVIRONMENTAL RESPONSIBILITY

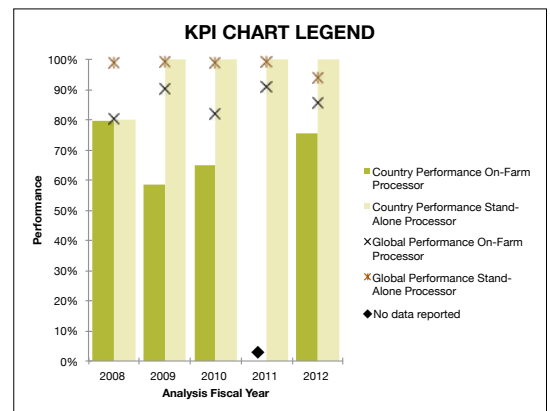
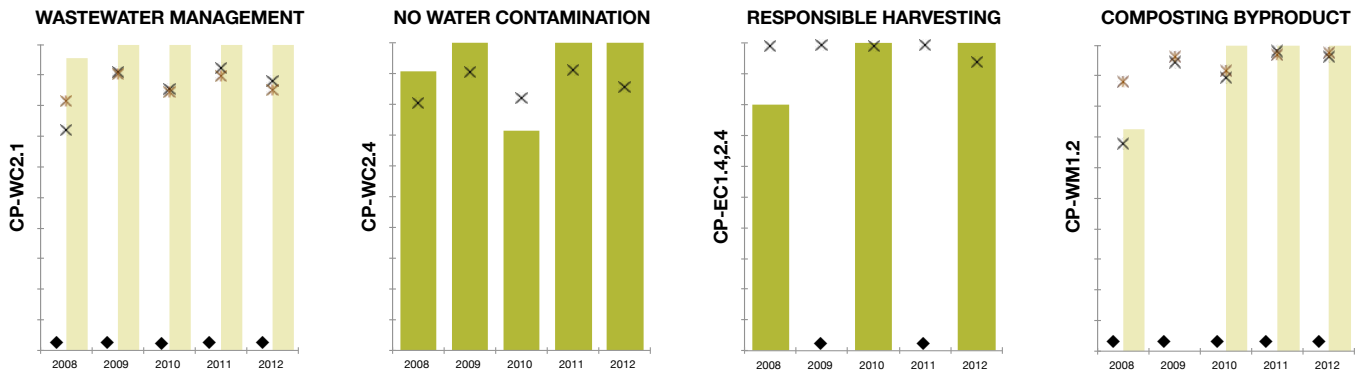


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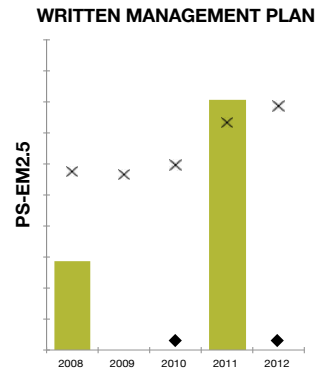
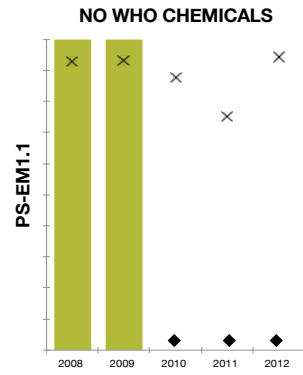
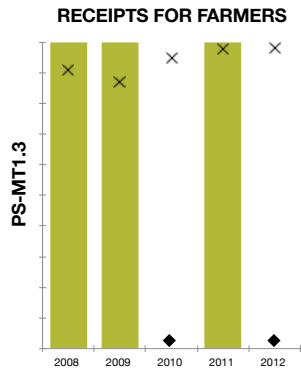
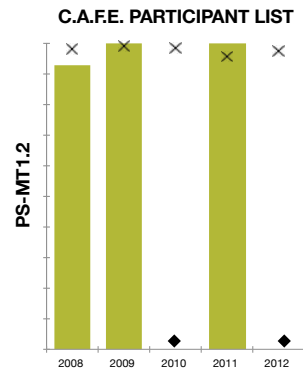
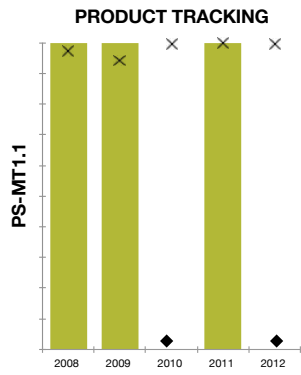
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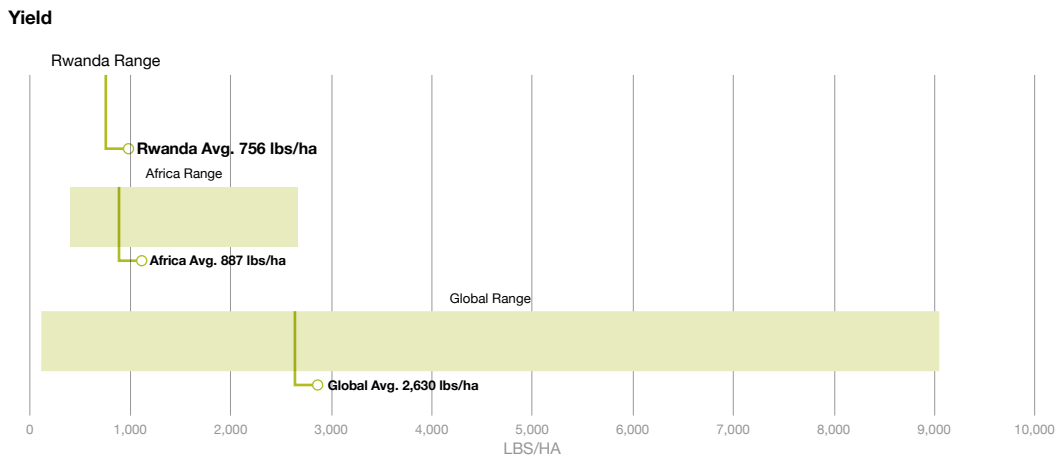
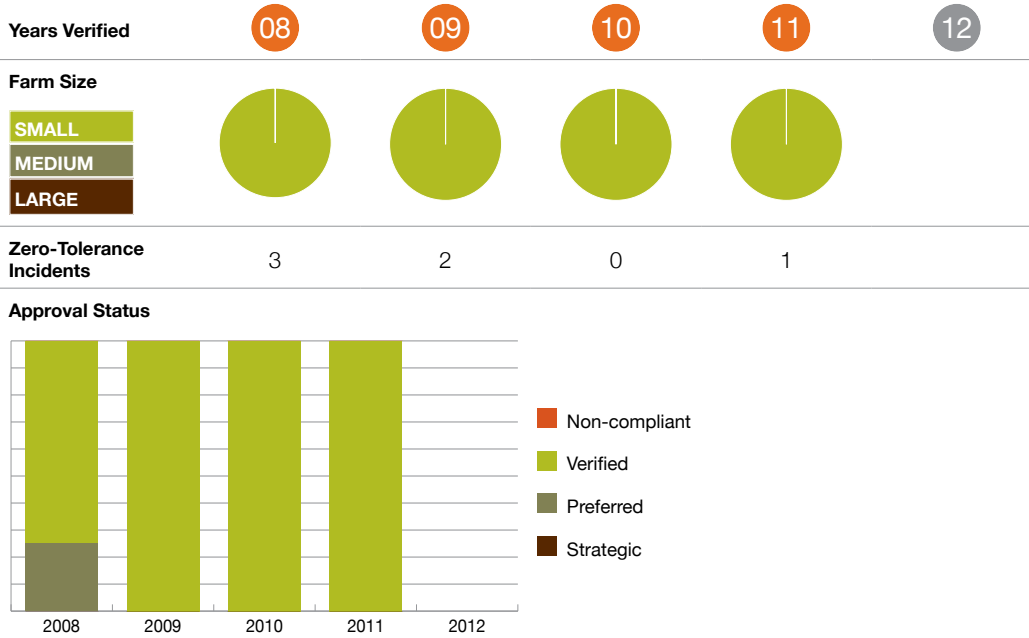


// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



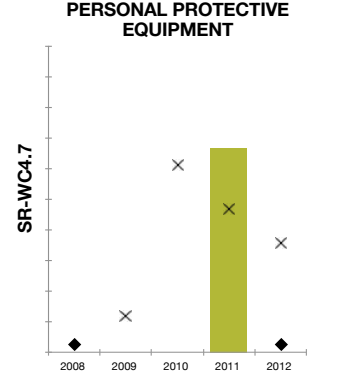
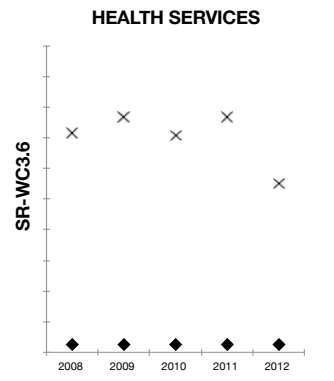
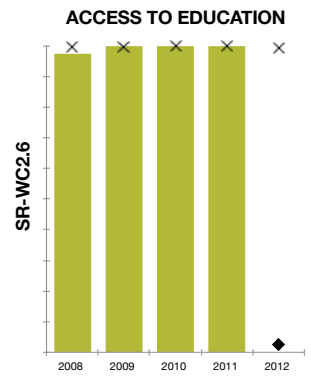
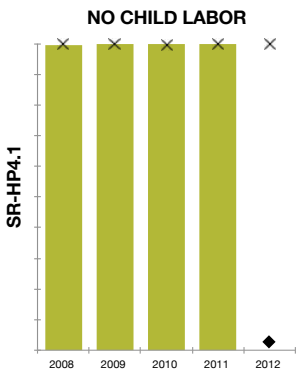
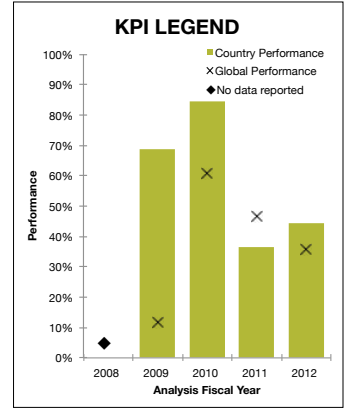
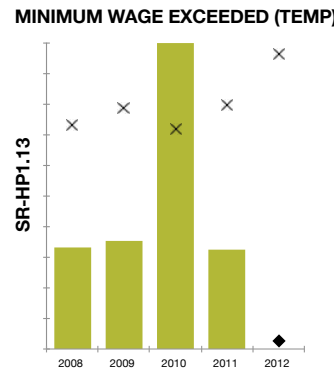
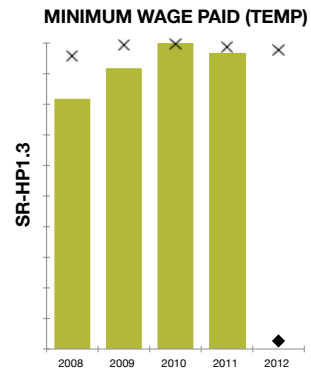
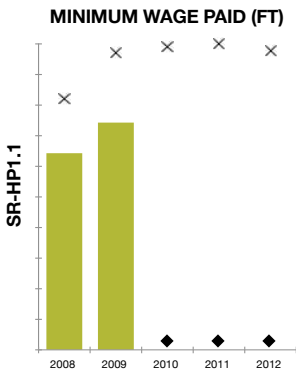


KEY FINDINGS

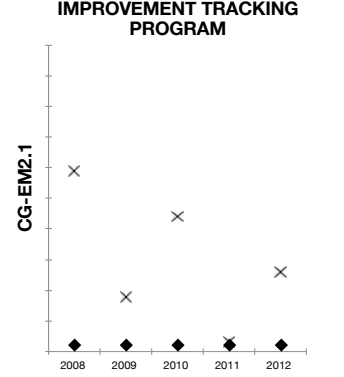
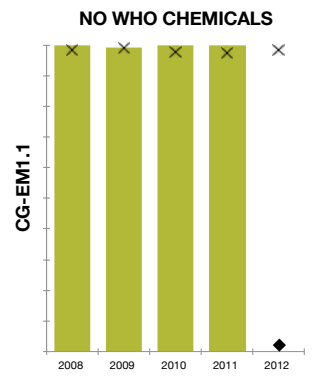
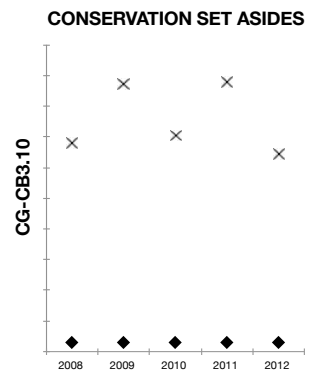
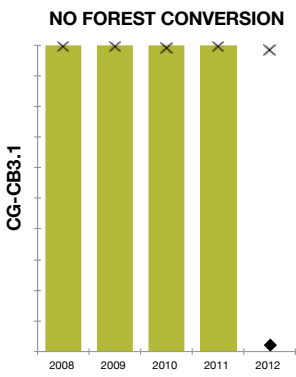
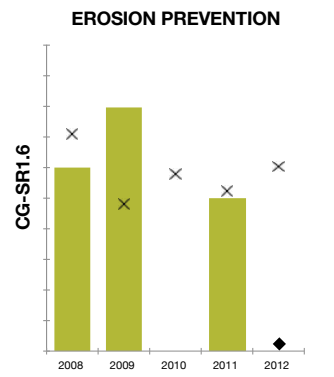
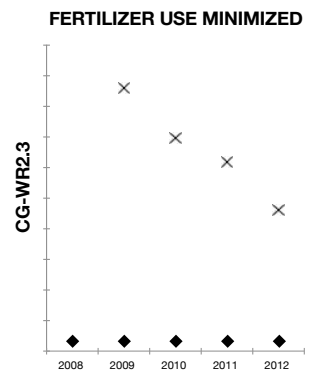
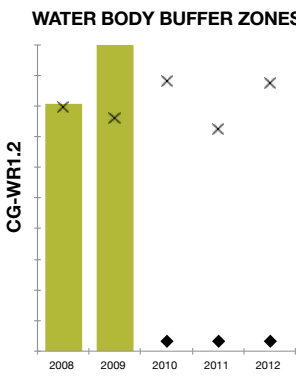
- Rwanda continued to improve its performance in 2011, with an average total score of 85 percent – tied with Costa Rica for the highest national performance score that year. Rwanda’s subject area scores for Social and Environmental Responsibility also achieved their highest scores to date – 86 and 81 percent, respectively.
- Rwanda lags behind all other African countries in temporary workers on farms and mills receiving more than minimum wage.
- Rwanda maintained its 100 percent performance for mills across all applicable environmental responsibility KPIs. PSOs in Rwanda also achieved 100 percent performance for all five PSO KPIs.

FARMS

// SOCIAL RESPONSIBILITY

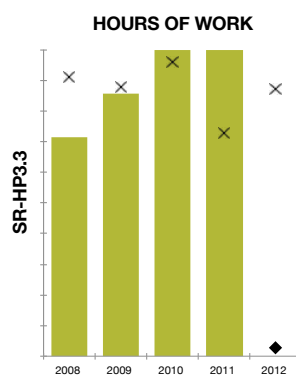
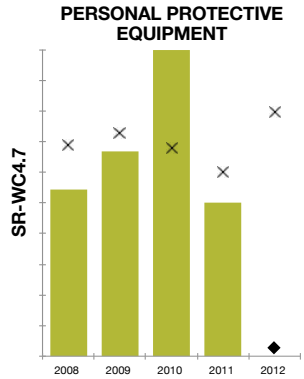
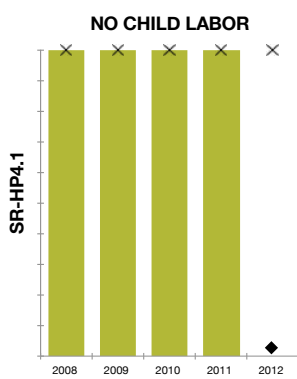
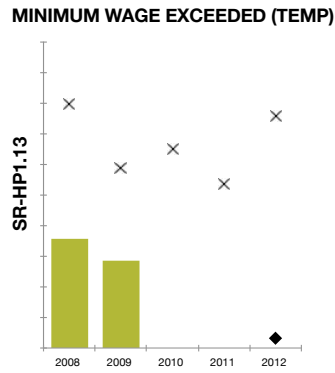
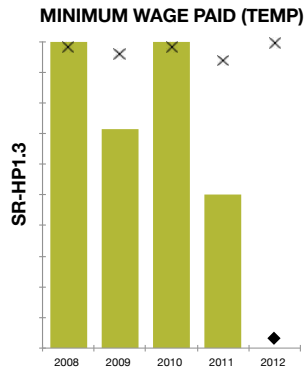
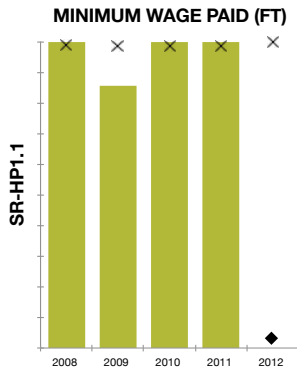


// ENVIRONMENTAL RESPONSIBILITY

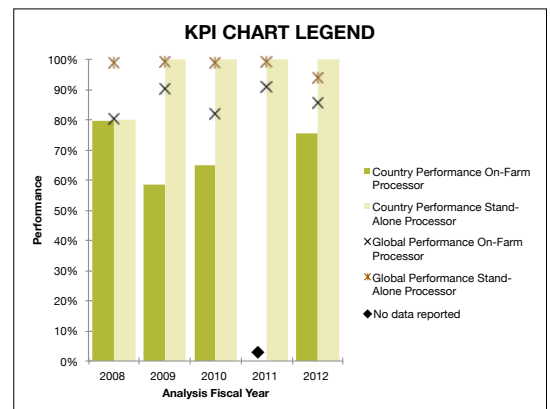
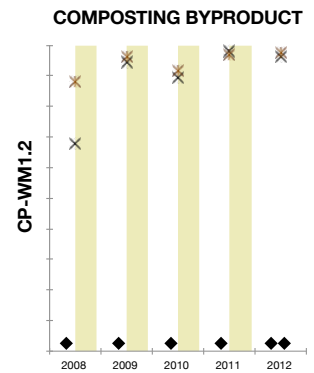
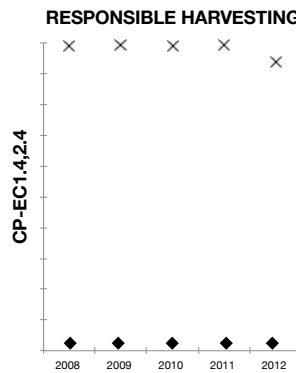
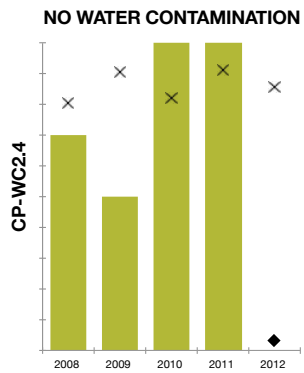
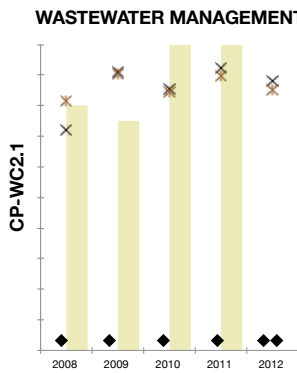


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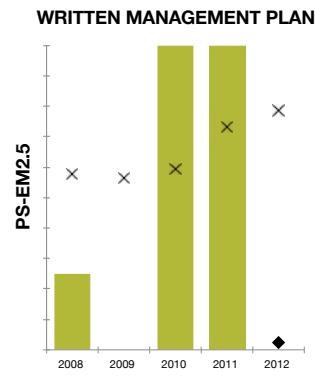
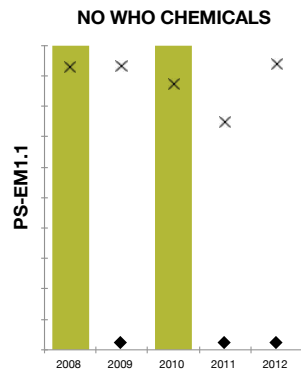
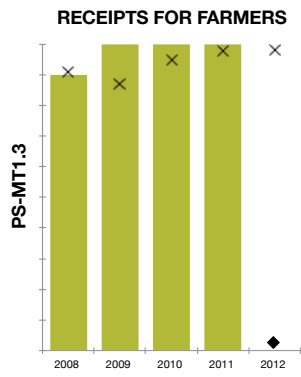
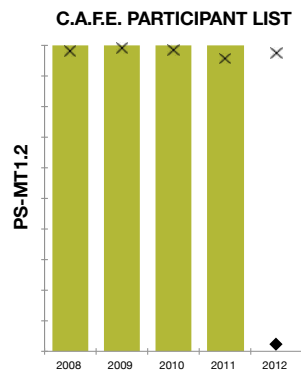
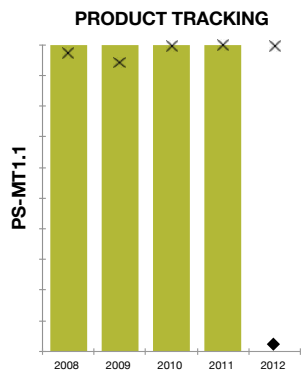
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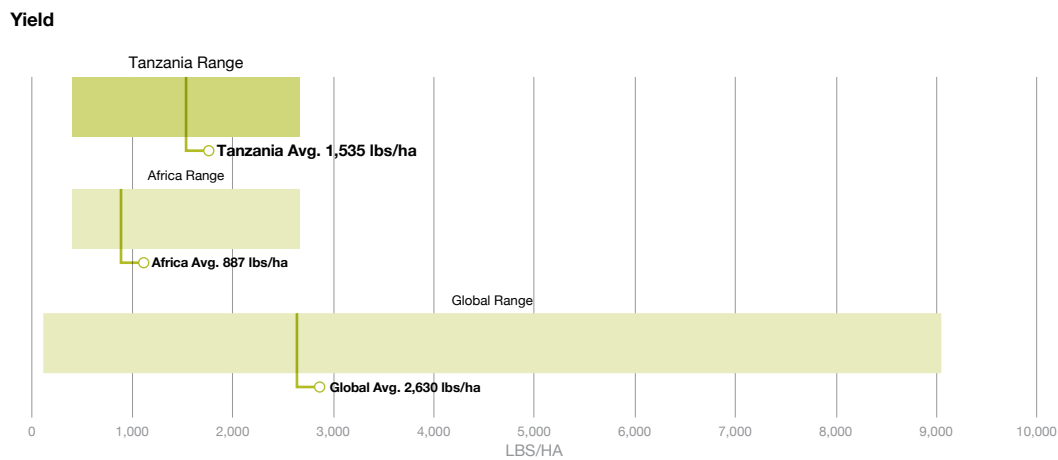
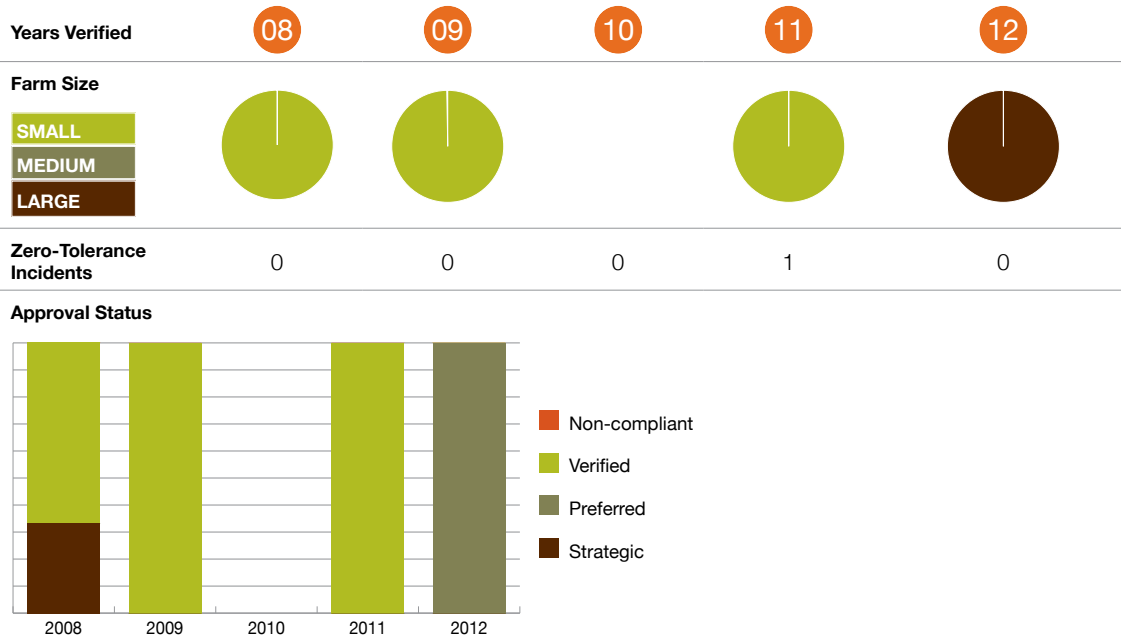


// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



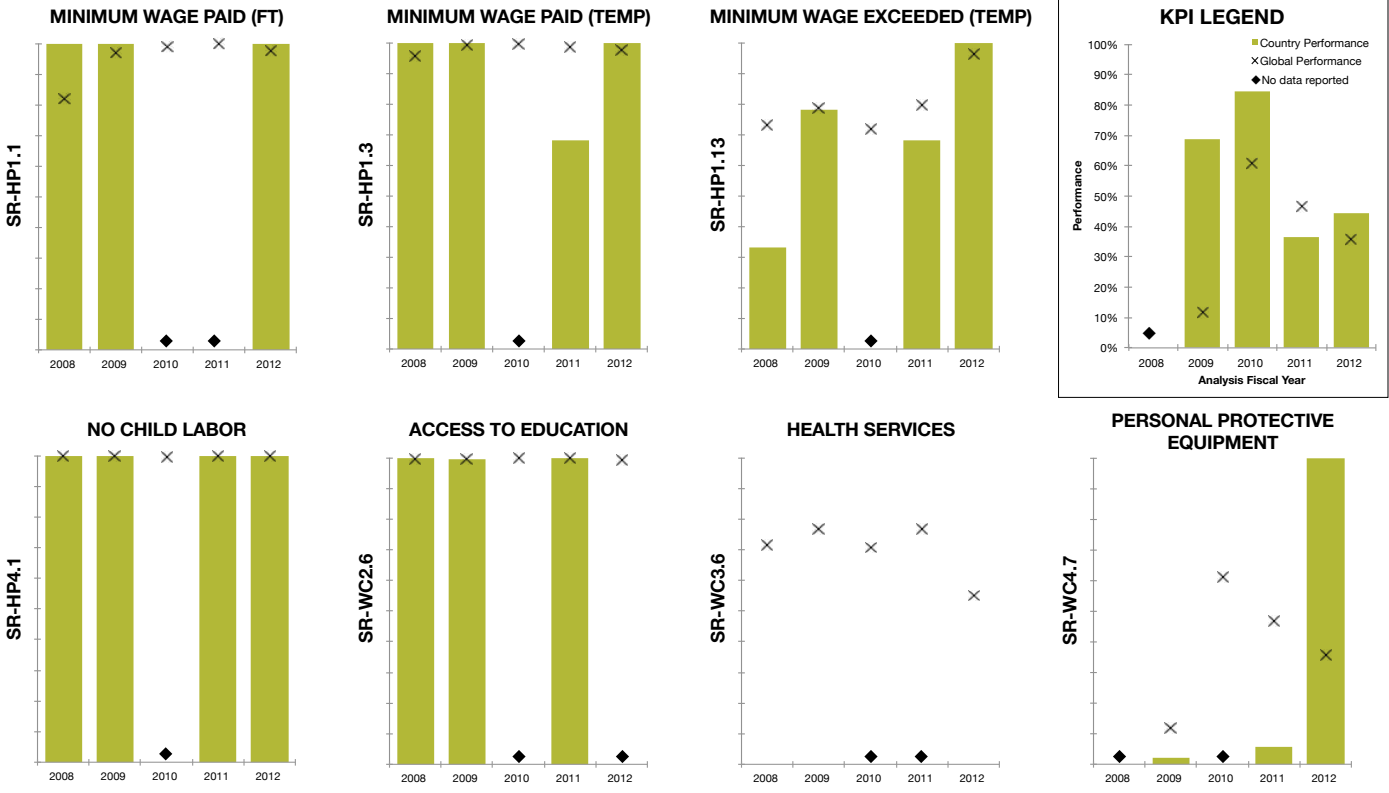


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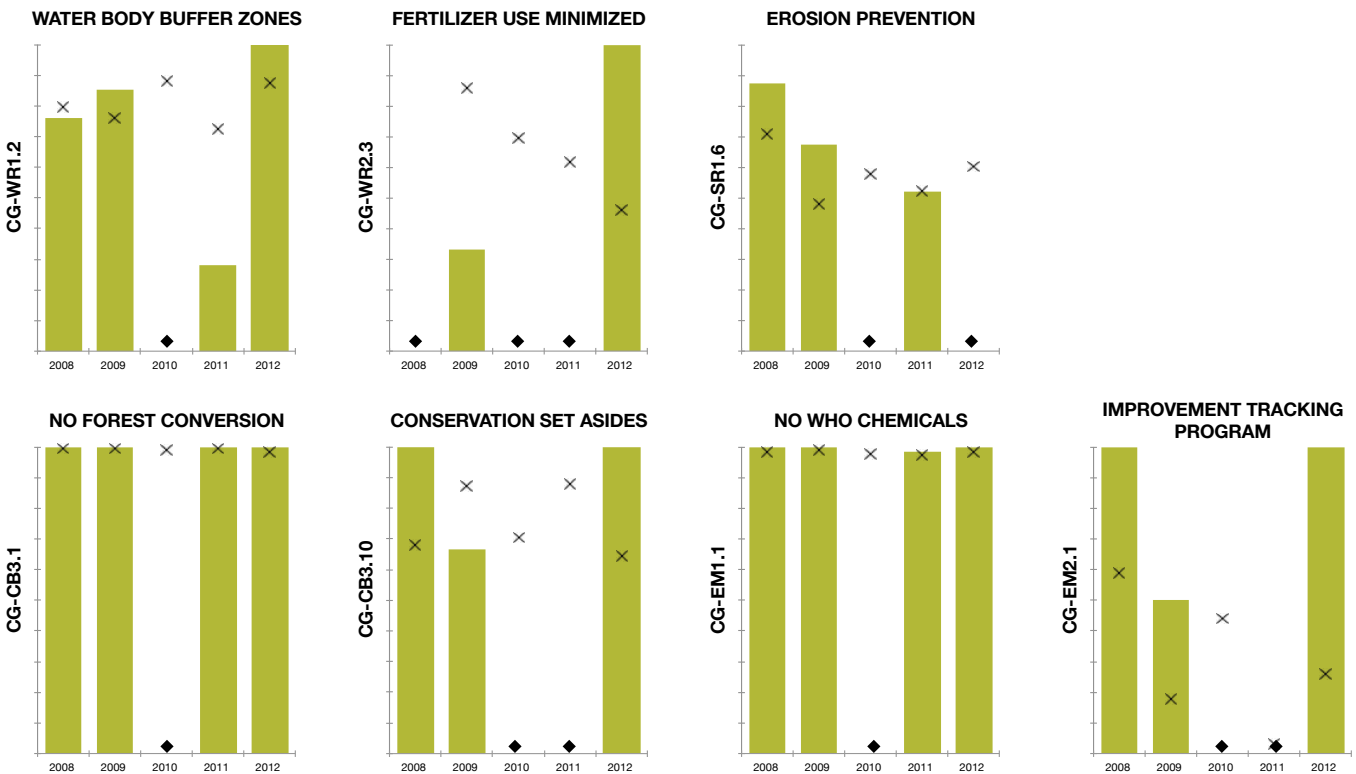
- Tanzania achieved its highest total performance score in 2012 and the highest total score of any country with 93 percent, which exceeded both global and regional averages. In 2011, Tanzania's overall performance score of 57 percent lagged behind both global and regional performance scores.
- Tanzania's only application in 2012 consisted of just one large farm.
- With 0 percent performance in 2012, Tanzania remains the only country with applicable farms where employers have never offset the cost of healthcare for all workers (SR-WC3.6).
- While Tanzania's overall farm performance on Environmental Responsibility KPIs has been relatively low prior to 2012, annual performance has been at or near 100 percent for farms not converting forest to agriculture (CG-CB3.1) and not using the most harmful pesticides (CG-EM1.1) since 2008.

FARMS

// SOCIAL RESPONSIBILITY

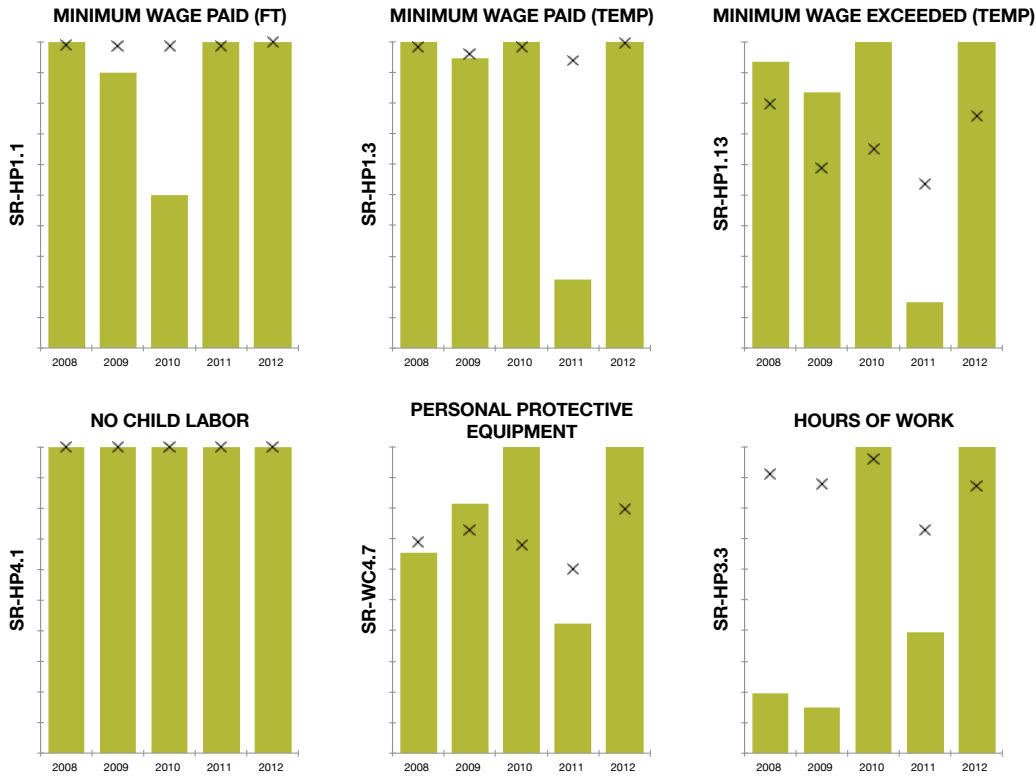


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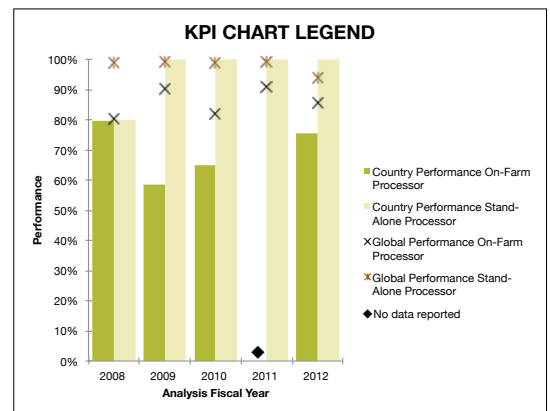
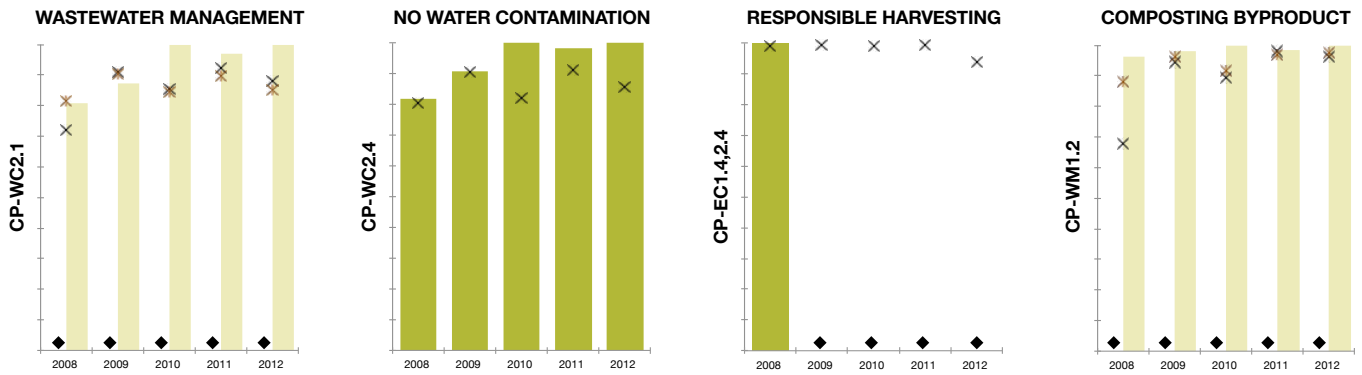


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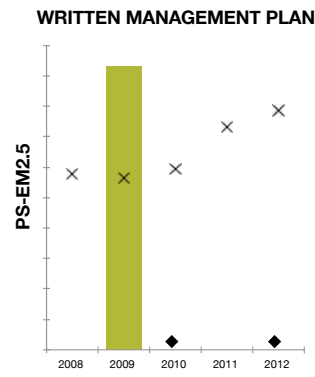
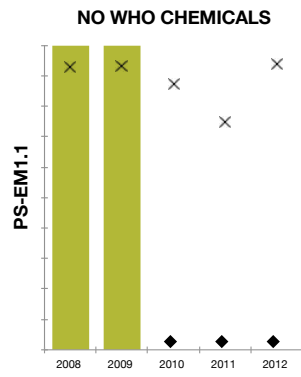
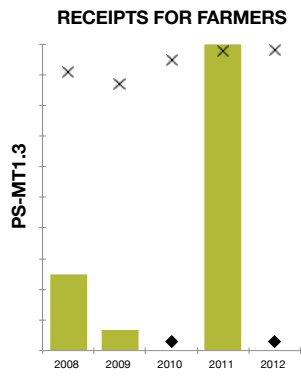
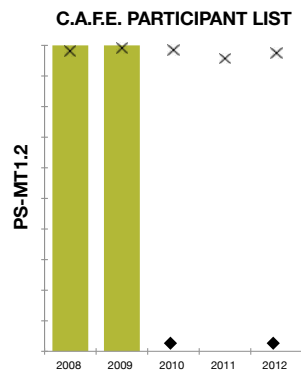
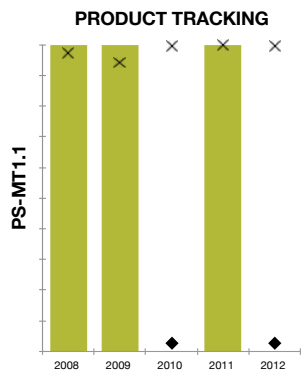
// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



Years Verified



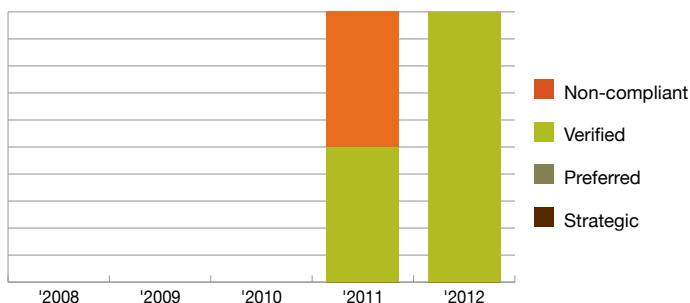
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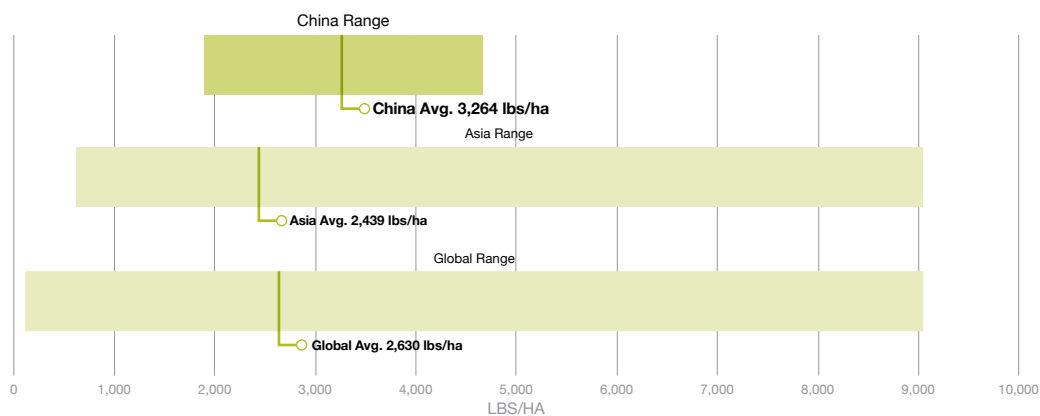
Zero-Tolerance Incidents

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Approval Status



Yield

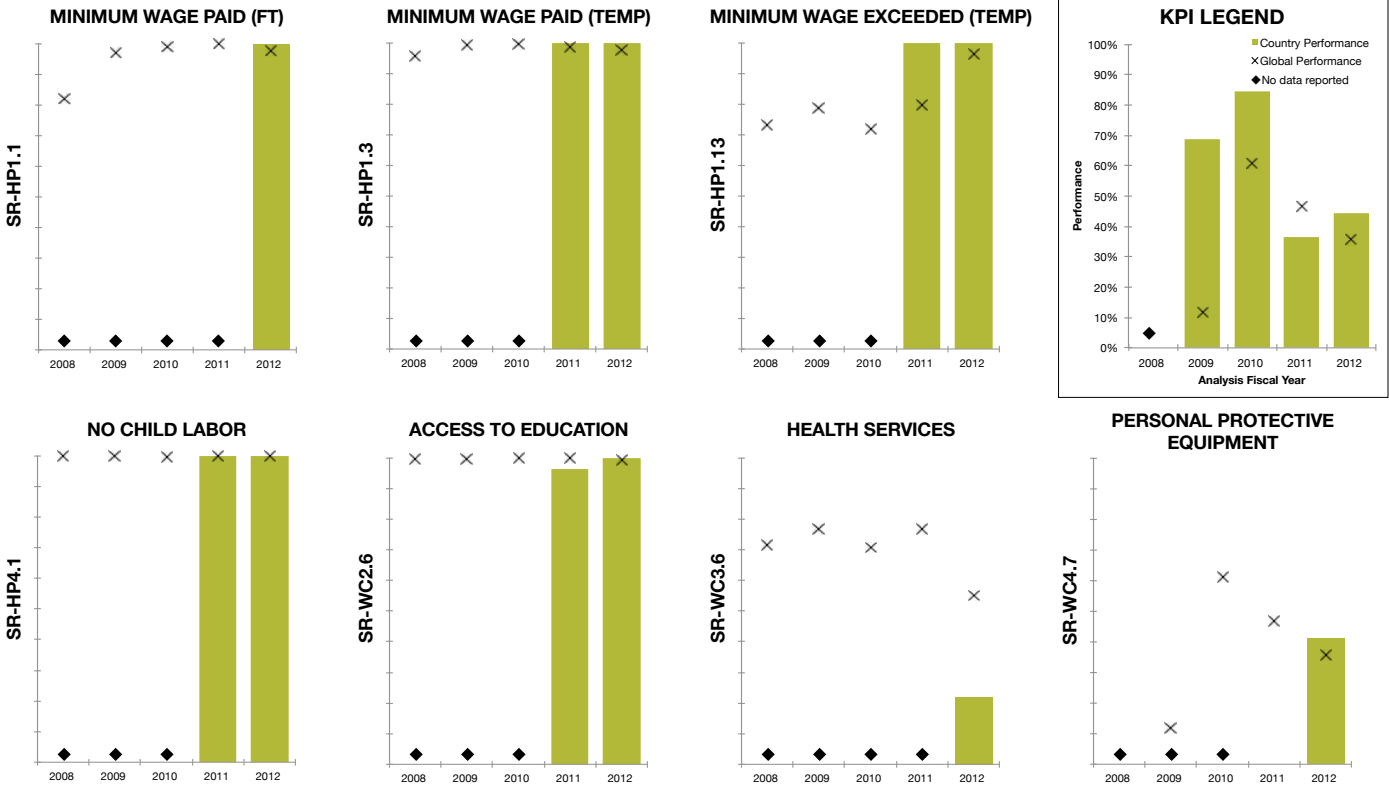


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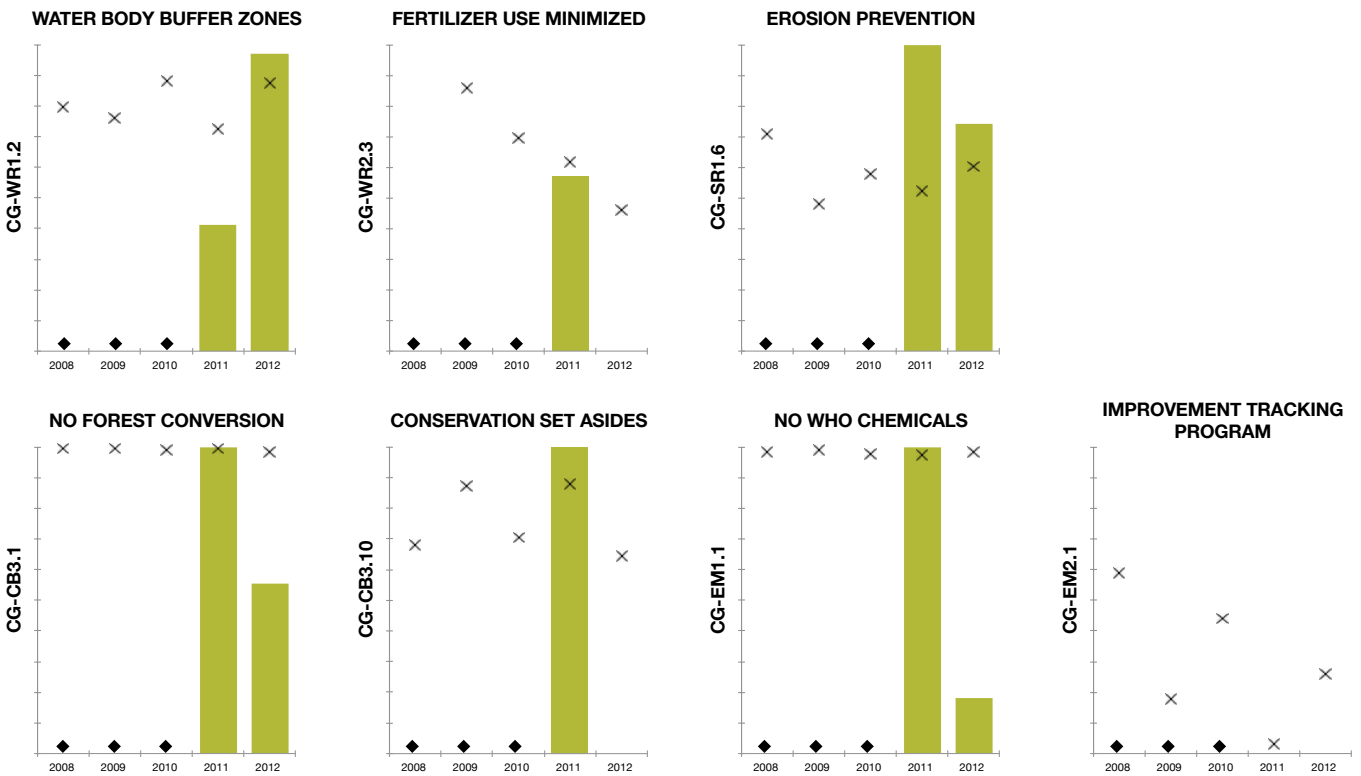
- Applications from China were verified through C.A.F.E. Practices for the first time in 2011.
- China was among the lowest countries in total performance score in both 2011 and 2012, achieving scores of 47 and 35 percent, respectively.
- Despite its low overall scores, China's farms and mills performed very well on minimum labor standards such as minimum wage for full-time (SR-HP1.1) and temporary (SR-HP1.3) employees and prevention of child labor (SR-HP4.1). China also had at or near 100 percent performance for temporary employees receiving more than minimum wage (SR-HP1.13).
- Both mills and farms in China had weak performance for workers using protective equipment when handling agrochemicals or operating machinery (SR-WC4.7), averaging about 16 percent across the two analysis years.
- With the exception of maintaining buffer zones (CG-WR1.2) which rose from 41 to 97 percent, environmental performance fell dramatically across the board from 2011 to 2012.

FARMS

// SOCIAL RESPONSIBILITY

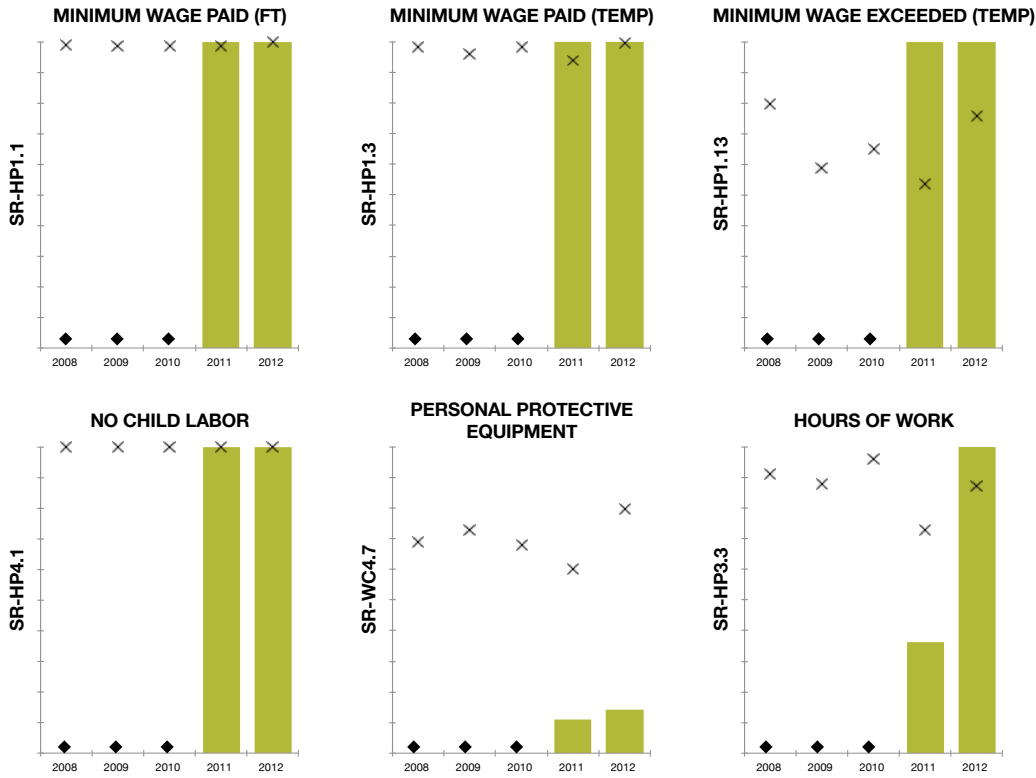


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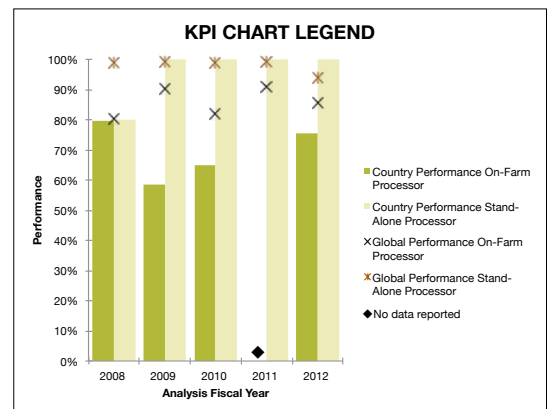
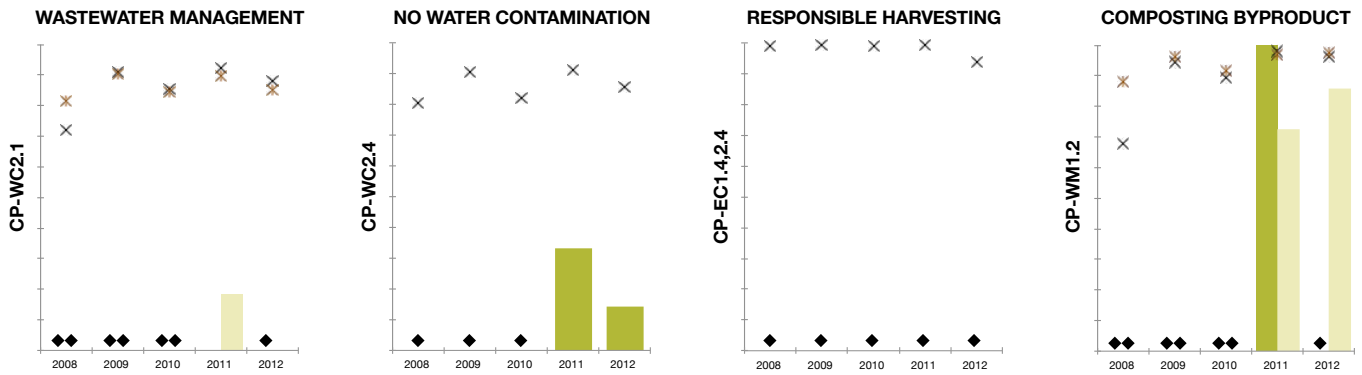


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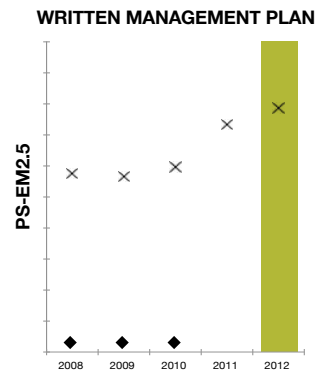
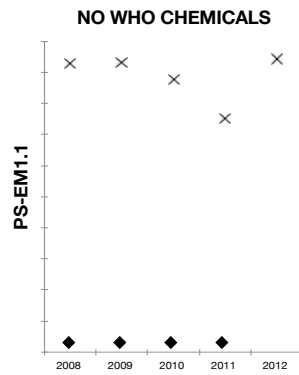
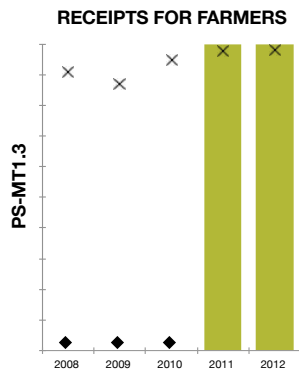
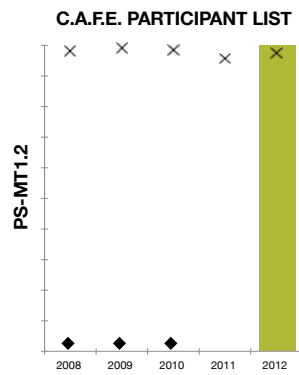
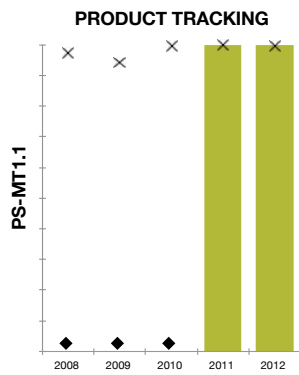
// SOCIAL RESPONSIBILITY

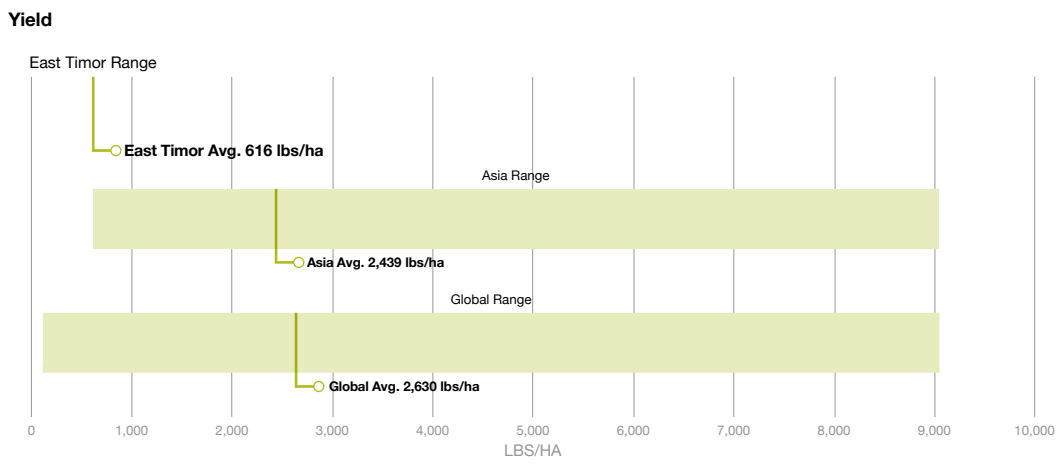
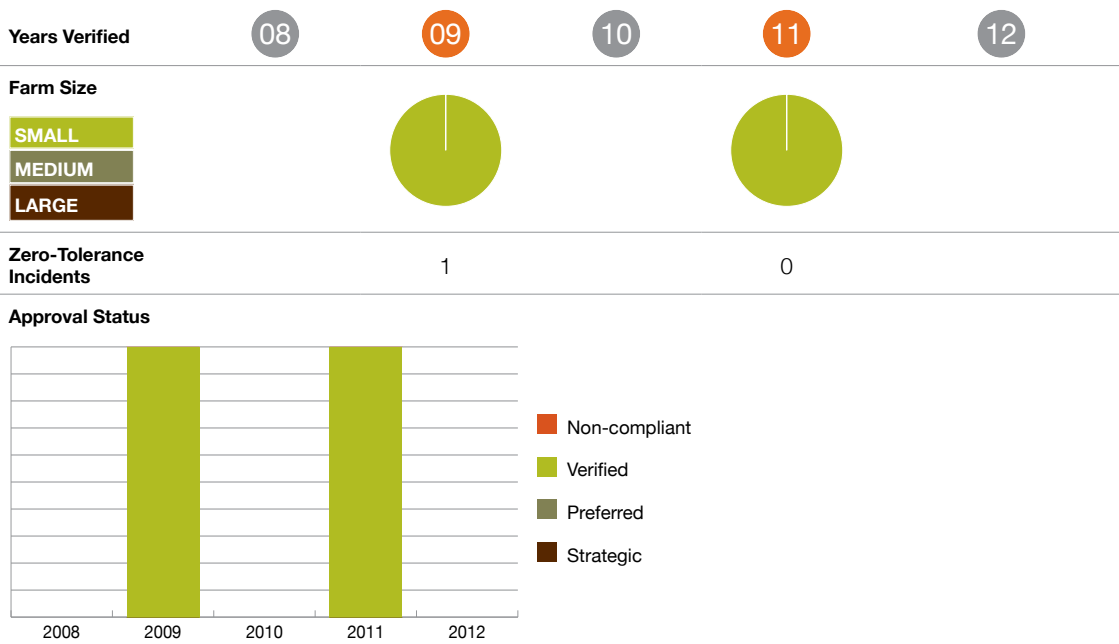


// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



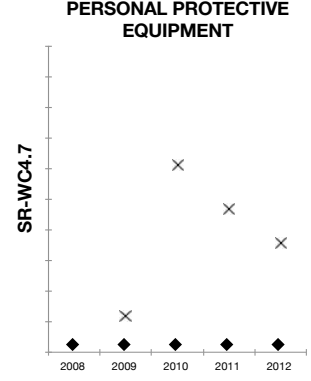
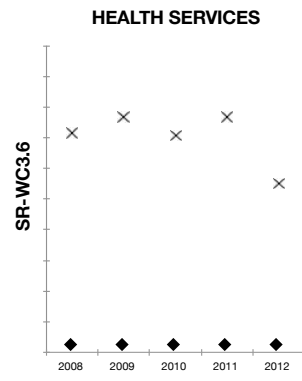
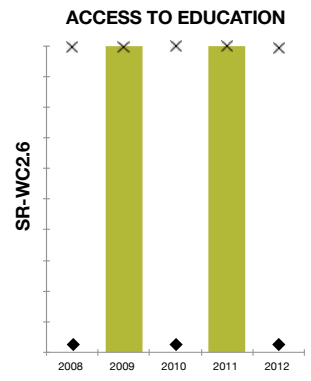
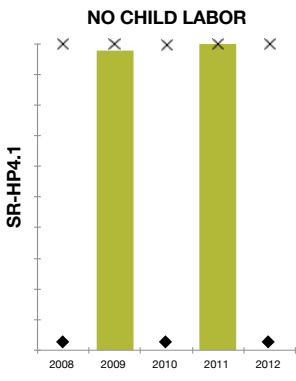
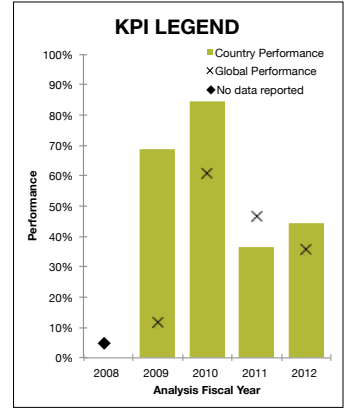
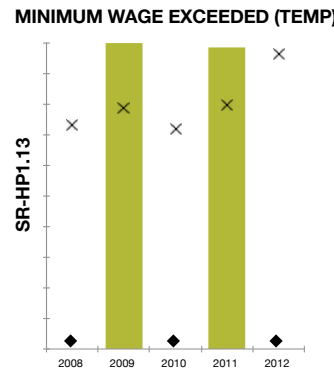
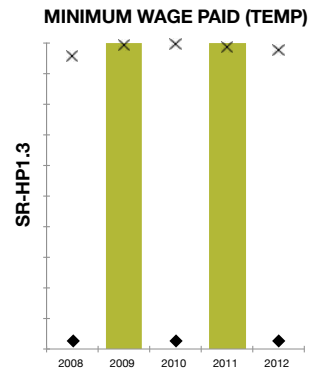
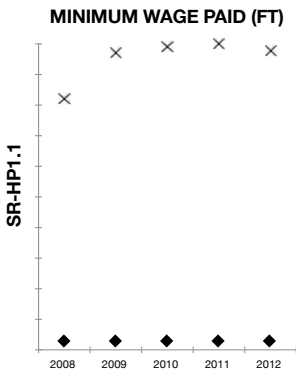


KEY FINDINGS

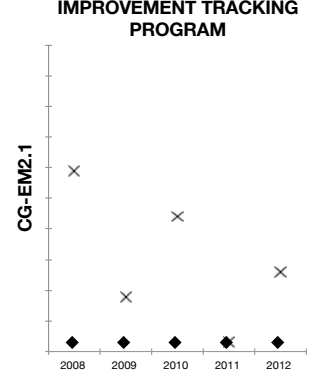
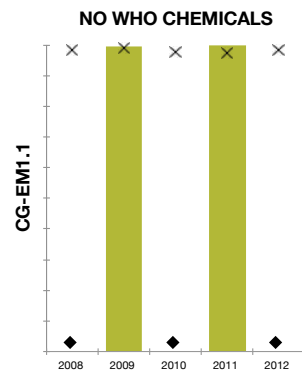
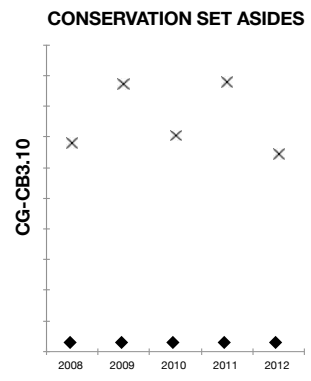
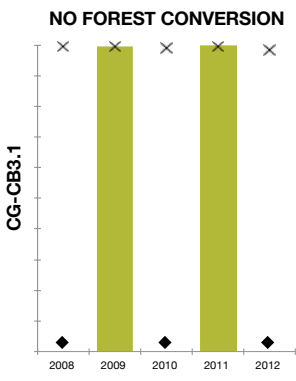
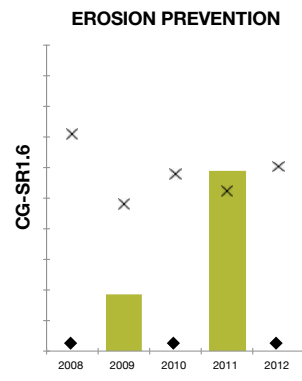
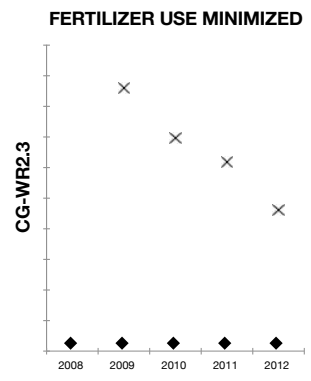
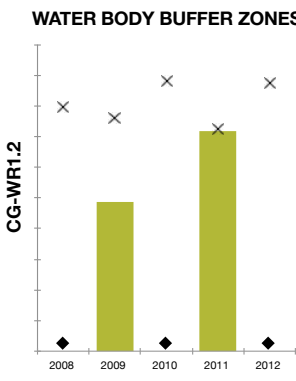
- East Timor had an overall performance score of 67 percent in 2011, just slightly higher than the global average and the regional average.
- Farms in East Timor maintained strong performance on all applicable Social Responsibility KPIs from 2009, achieving 99 percent or above across the board.
- East Timor’s farms improved performance in every Environmental Responsibility KPI – especially in maintaining buffer zones around permanent water bodies (CG-WR1.2), which jumped from 49 percent in 2009 to 72 percent in 2011, and ensuring vegetation cover on slopes (CG-SR1.6), which rose from 19 to 59 percent.
- Mill performance on water management KPIs – management of wastewater (CP-WC2.1) and no evidence of contamination in local water bodies (CP-WC2.4) – declined from 100 percent in 2009 to 50 percent in 2011.

FARMS

// SOCIAL RESPONSIBILITY

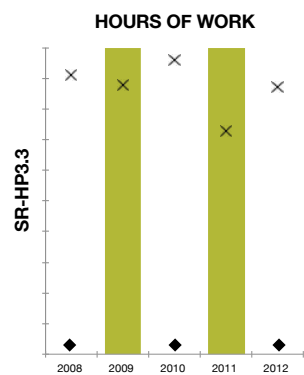
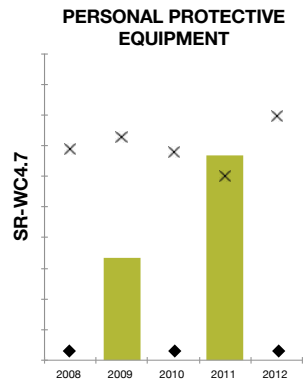
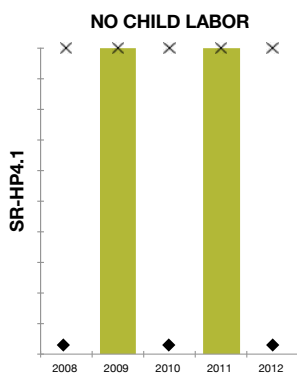
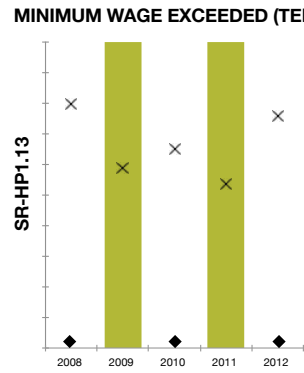
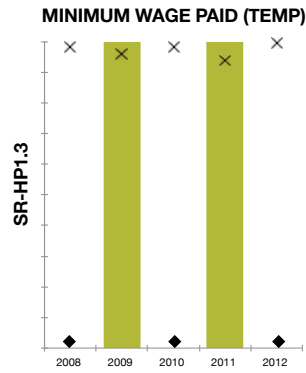
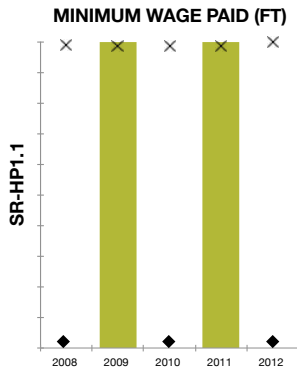


// ENVIRONMENTAL RESPONSIBILITY

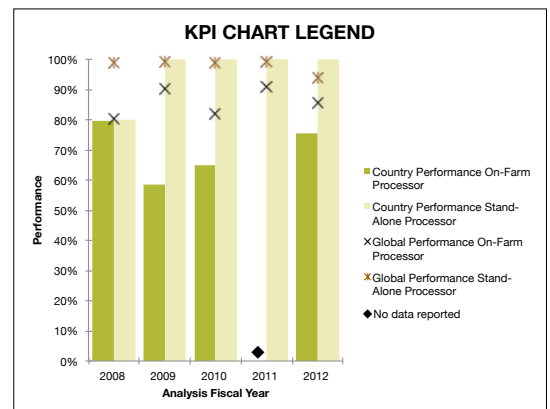
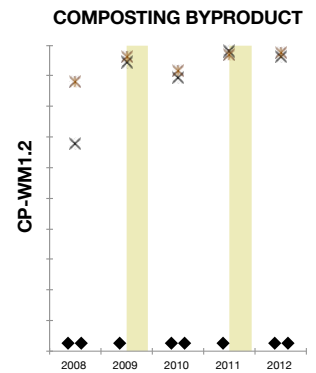
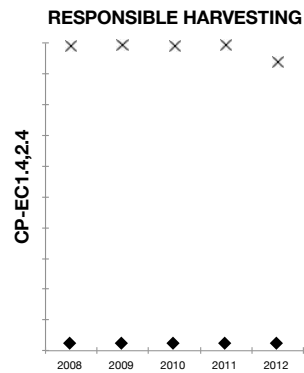
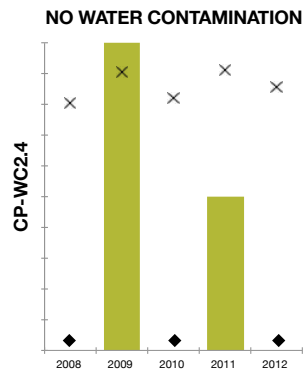
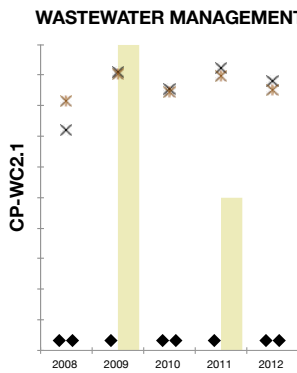


PROCESSOR

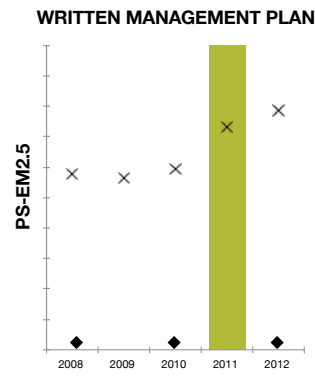
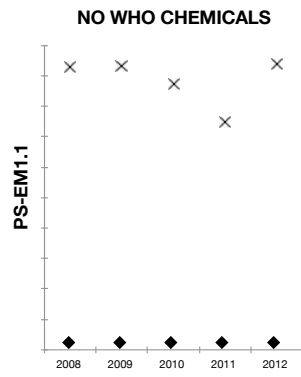
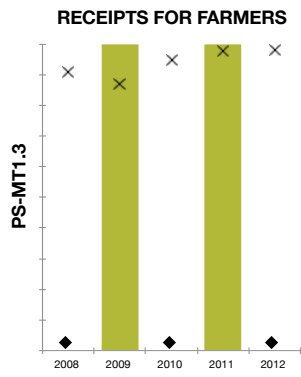
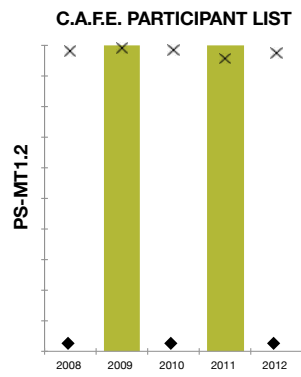
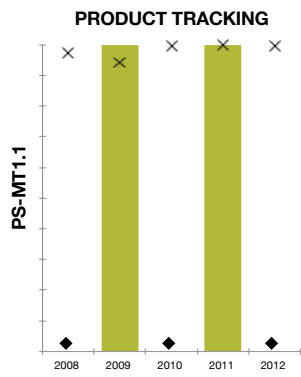
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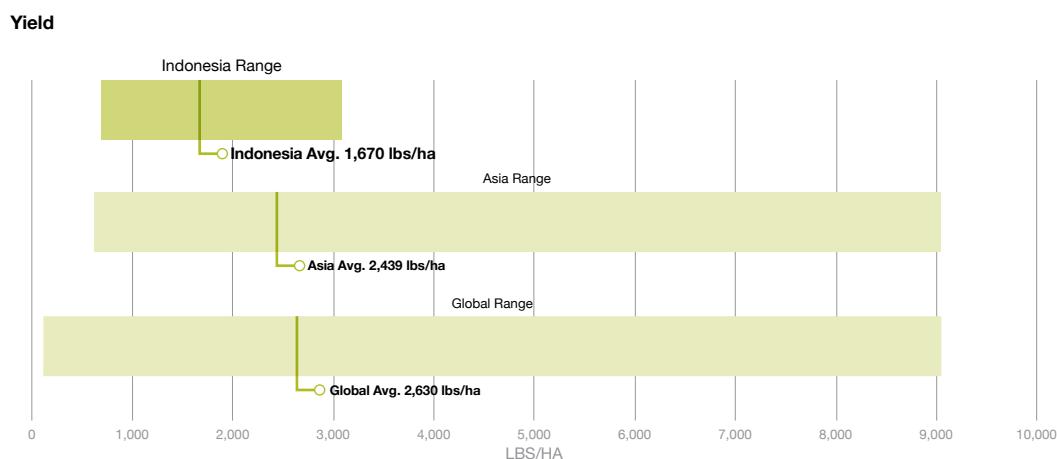
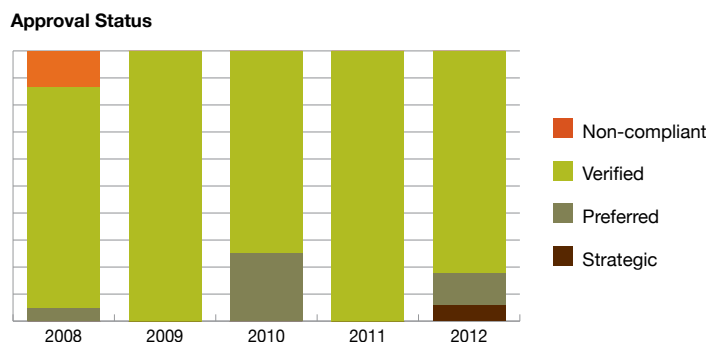
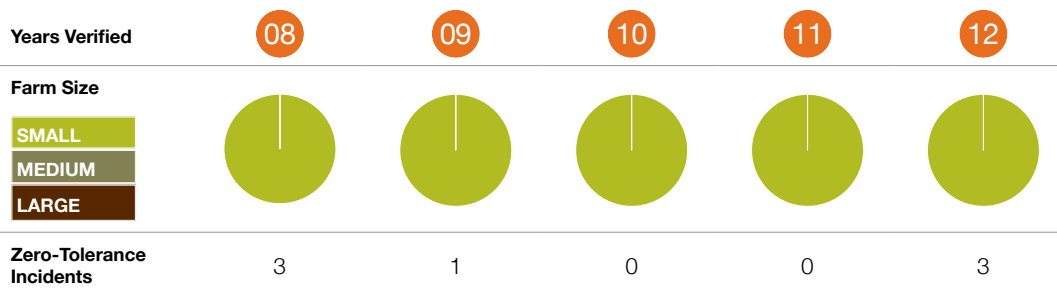


// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



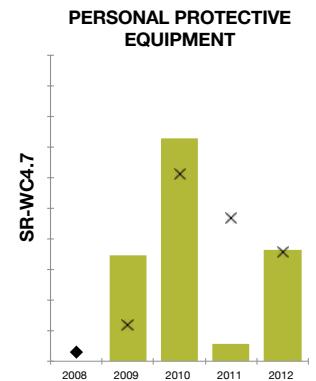
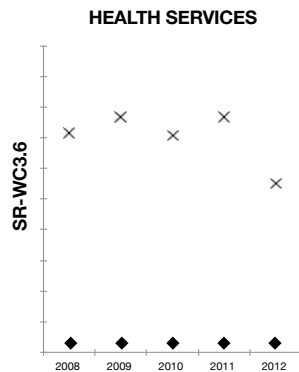
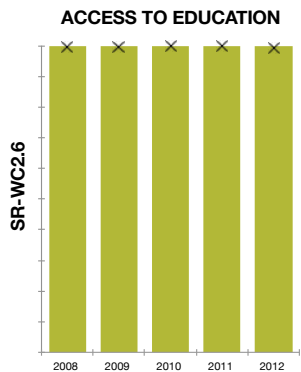
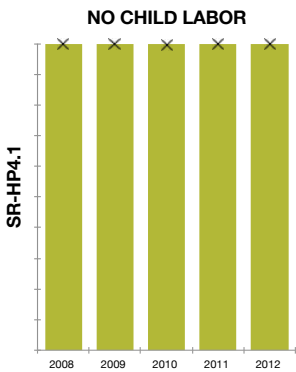
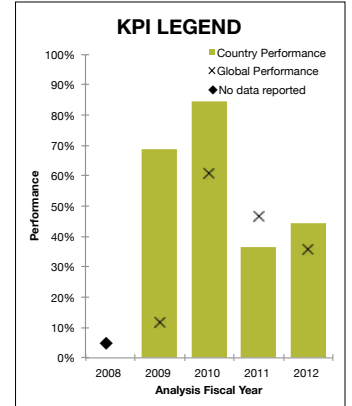
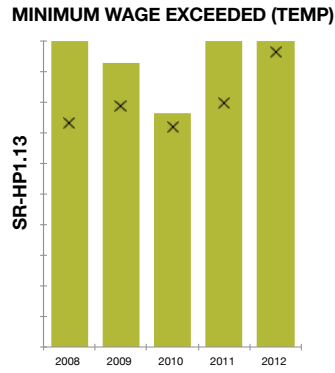
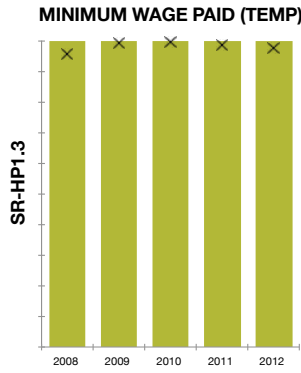
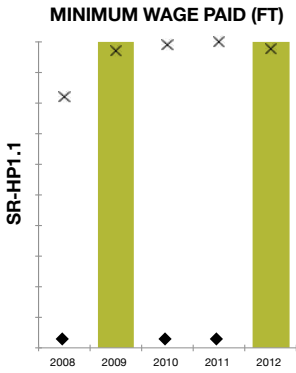


KEY FINDINGS

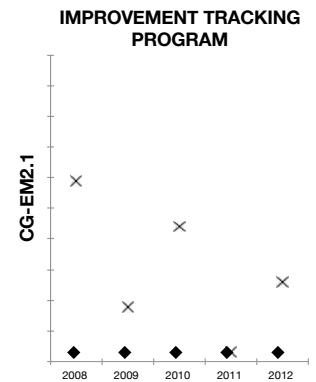
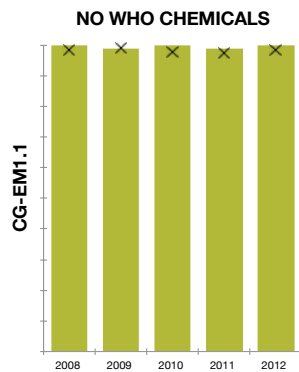
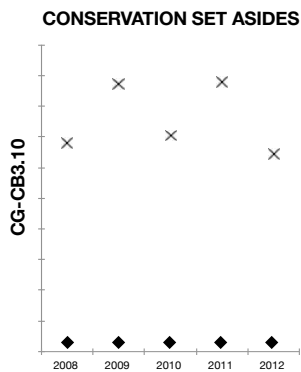
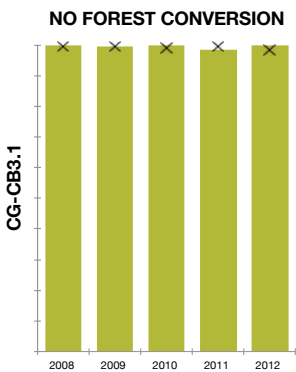
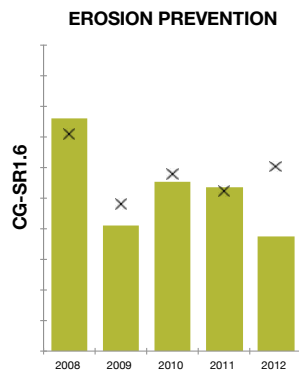
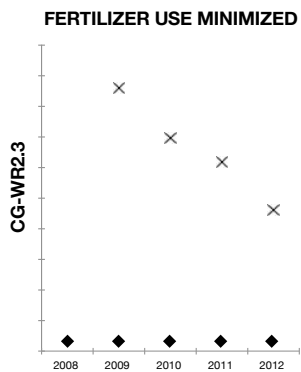
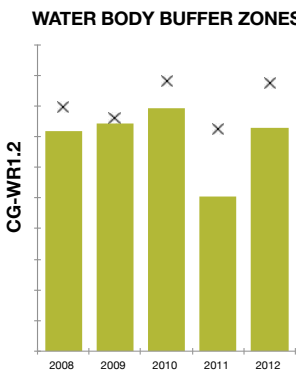
- Indonesia's overall performance scores reached their highest level to date in 2011 at 83 percent, which significantly exceeds global and regional averages for that year. In 2012, Indonesia's total score fell to 77 percent. While this still exceeds the regional score for Asia and lags just slightly behind the global average, this is Indonesia's lowest score of any analysis year.
- Indonesia's farms maintained very strong performance on all Social Responsibility KPIs, with the exception of workers' use of protective equipment when handling agrochemicals or machinery (SR-WC4.7), which fell to 6 percent in 2011 and rebounded to only 36 percent in 2012. Mills also had lower performance on this KPI in 2011 when performance fell to 27 percent; mill performance rebounded in 2012 to 71 percent.
- In 2012, Indonesian farms achieved 100 percent performance for the first time for non-use of the most harmful pesticides (CG-EM1.1).
- The performance of PSOs in developing written management plans (PS-EM2.5) has increased in Indonesia, climbing from 26 percent in 2010 to 67 percent in 2011 and 71 percent in 2012.

FARMS

// SOCIAL RESPONSIBILITY

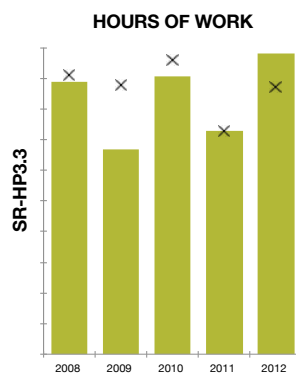
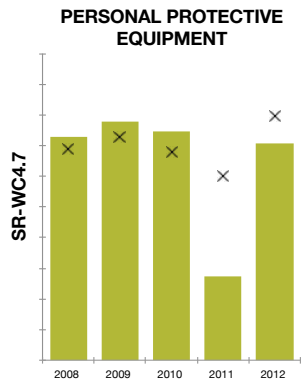
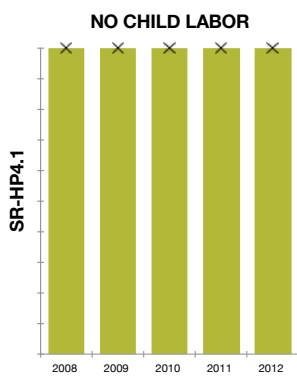
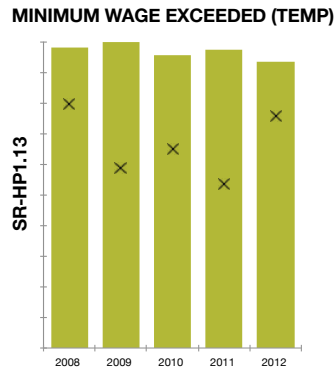
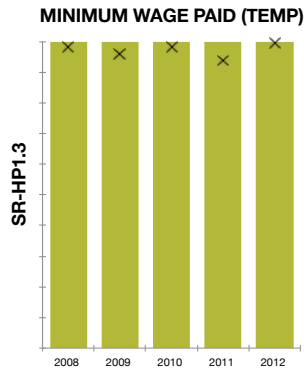
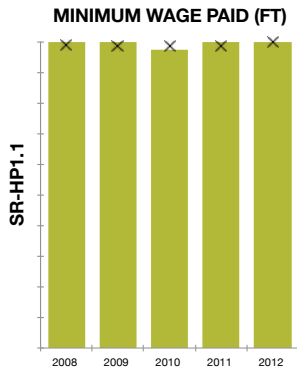


// ENVIRONMENTAL RESPONSIBILITY

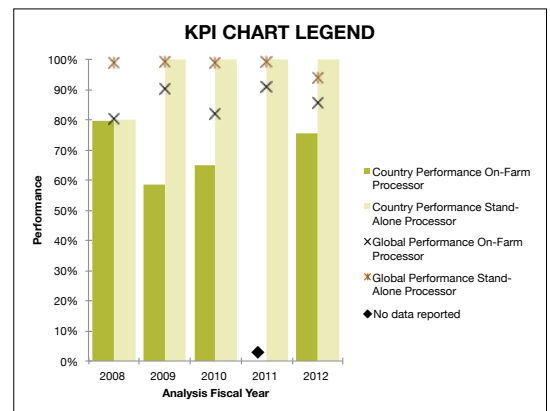
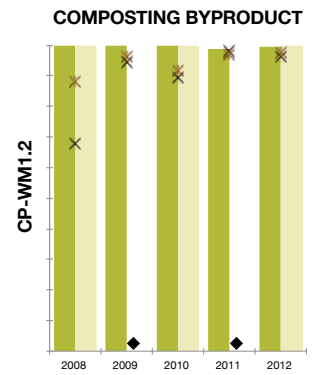
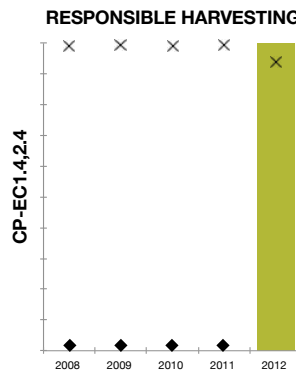
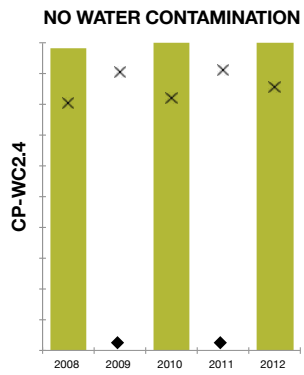
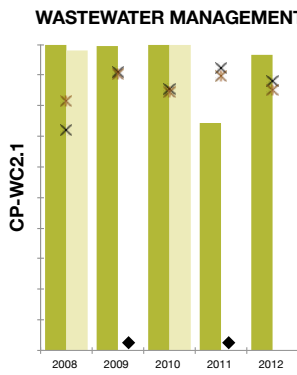


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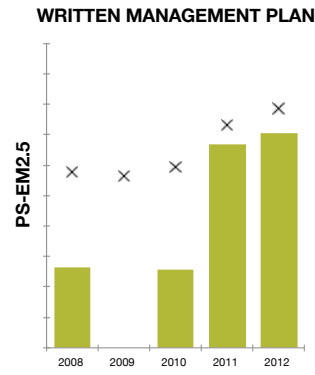
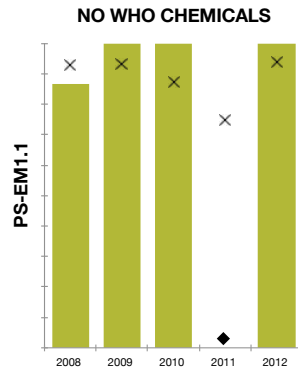
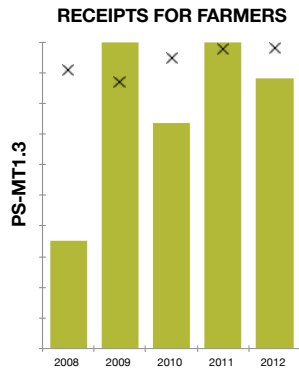
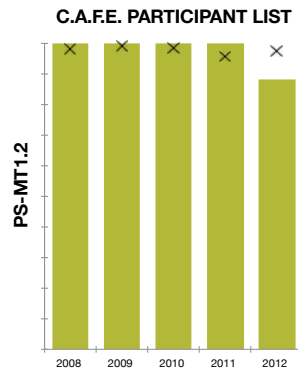
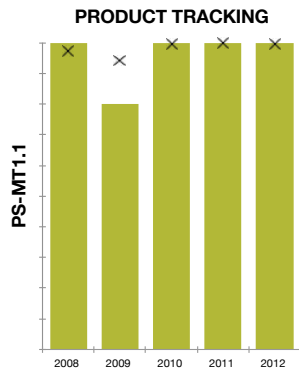
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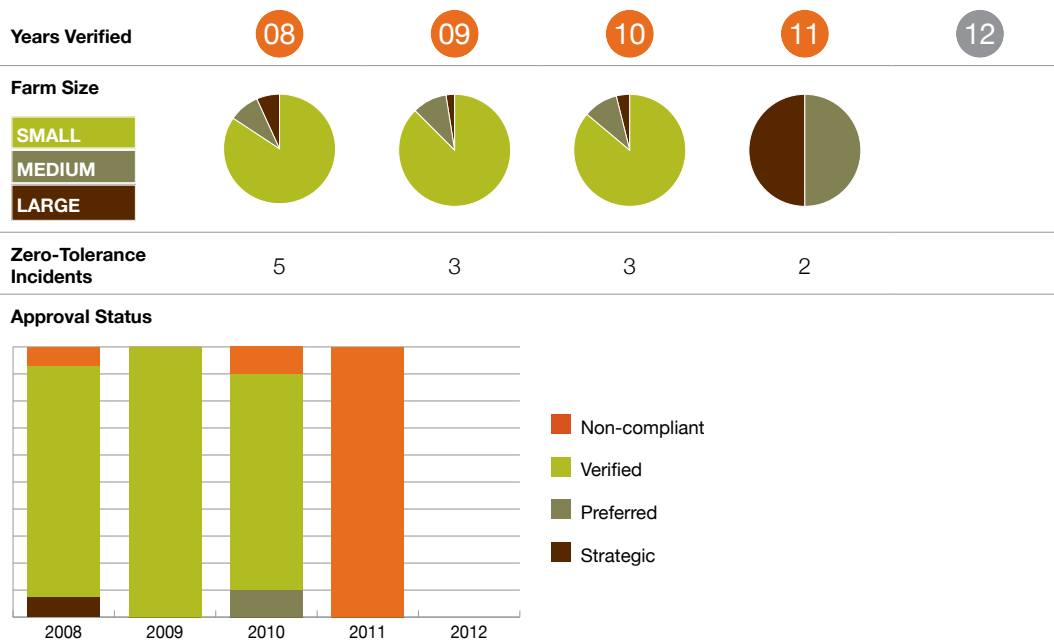


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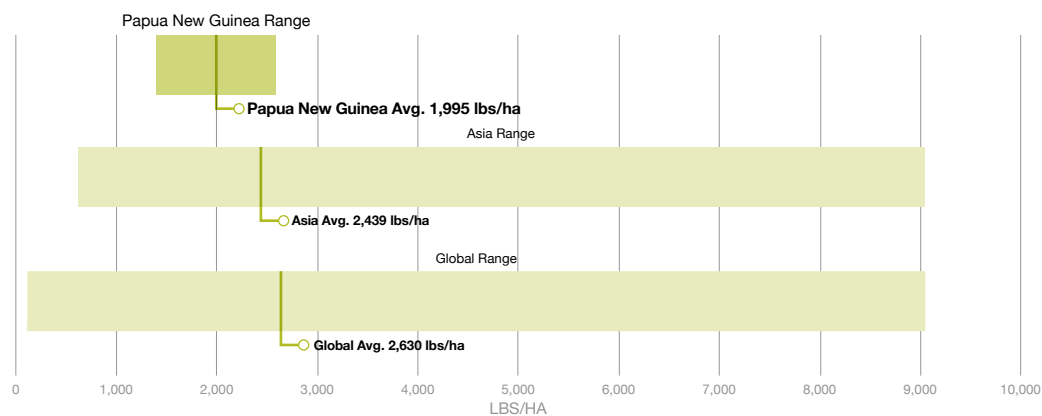


// PRODUCER SUPPORT ORGANIZATIONS





Yield

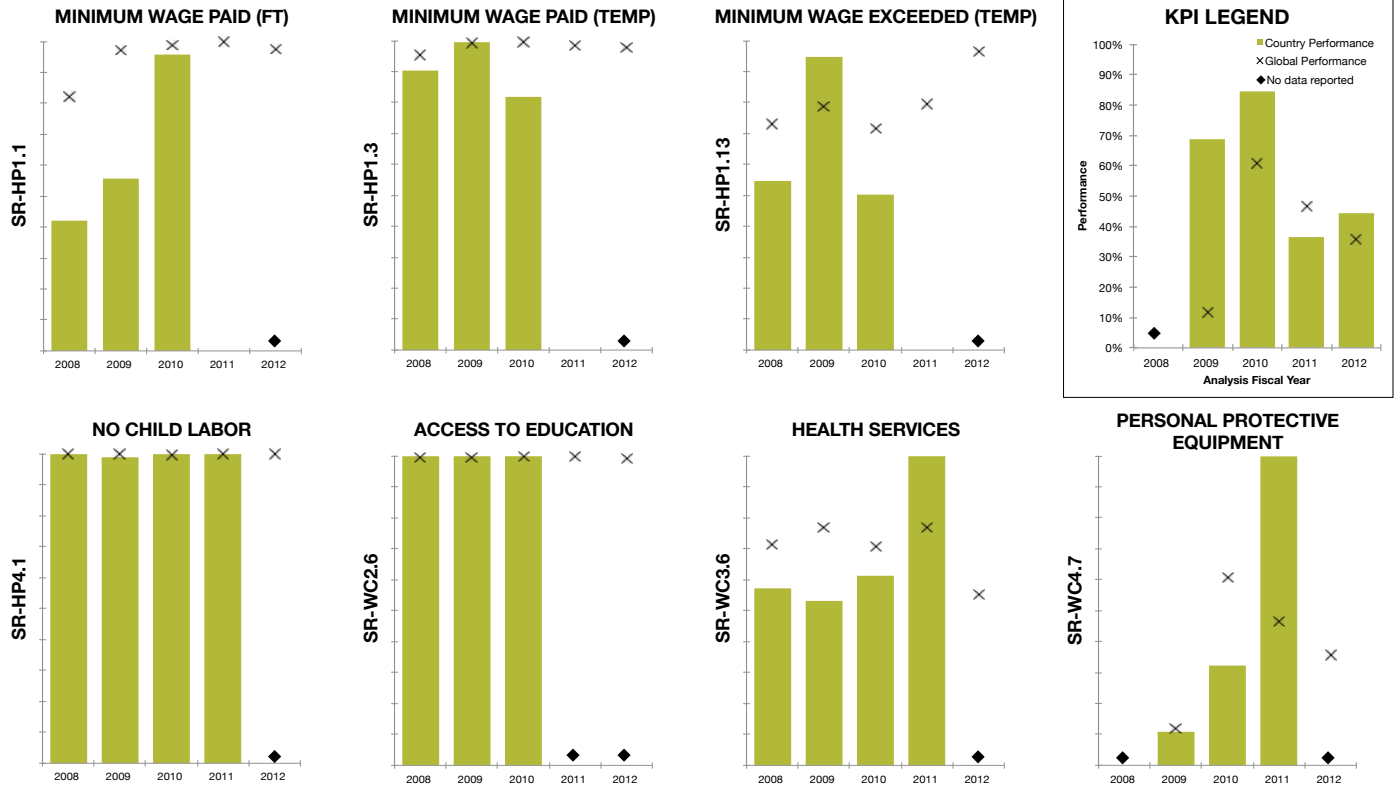


KEY FINDINGS

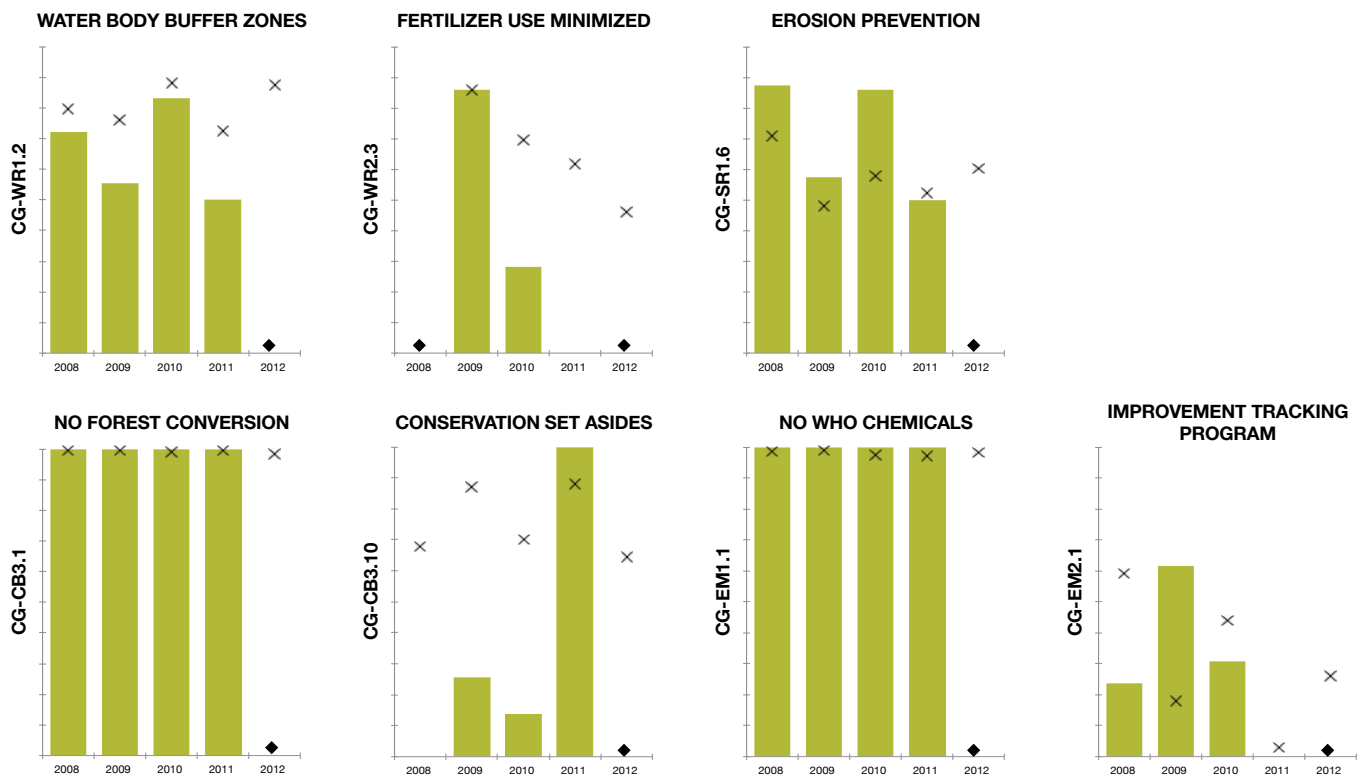
- Papua New Guinea's total performance score declined to 41 percent in 2011, which is the lowest score of any country verified that year and well below both the global and regional average.
- Both of Papua New Guinea's applications received non-compliant status in 2011.
- Both farms verified in Papua New Guinea were non-compliant with the three wage-related Social Responsibility KPIs – minimum wage paid to full-time workers (SR-HP1.1), minimum wage paid to temporary workers (SR-HP1.3), and wages exceeding the minimum paid to temporary workers (SR-HP1.13).
- From 2010 to 2011, the performance of mills in Papua New Guinea declined for all applicable Social Responsibility and Environmental KPIs, with the exception of total allowable working hours (SR-HP3.3), which maintained its 100 percent performance.

FARMS

// SOCIAL RESPONSIBILITY

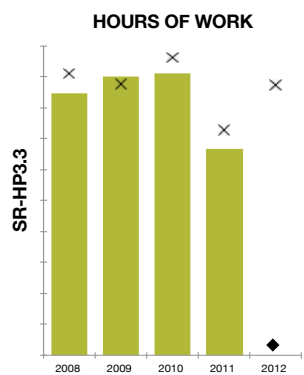
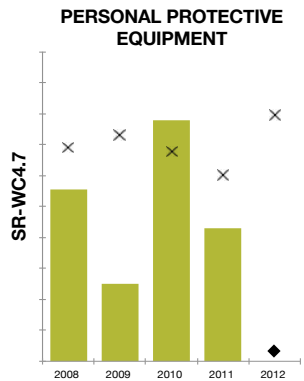
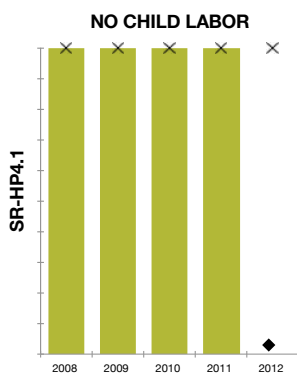
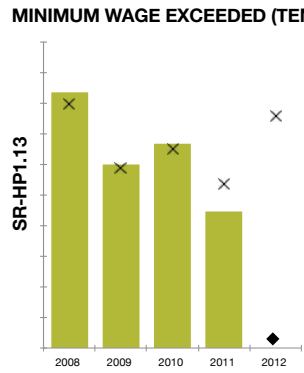
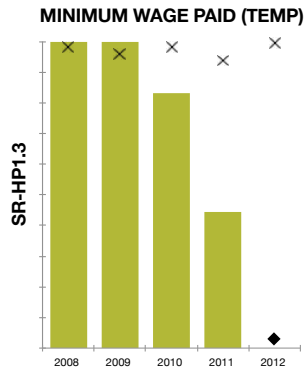
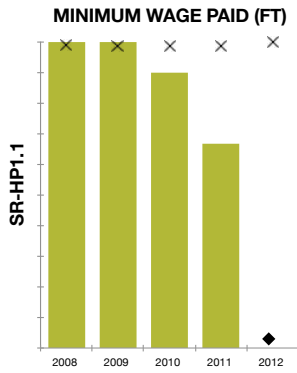


// ENVIRONMENTAL RESPONSIBILITY

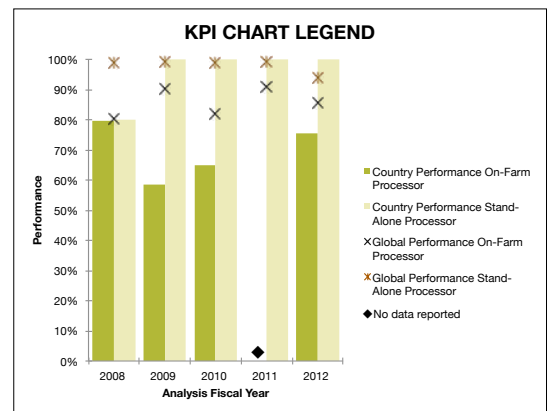
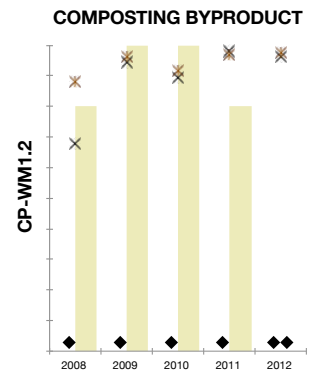
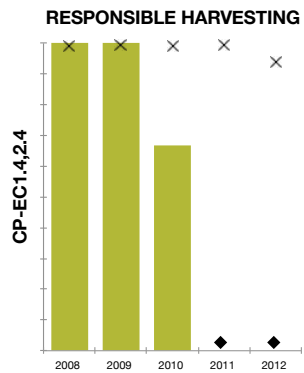
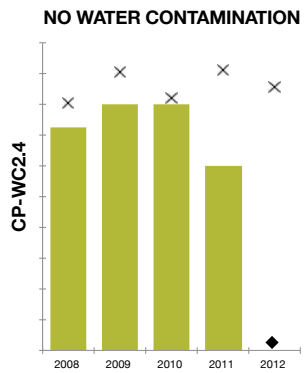
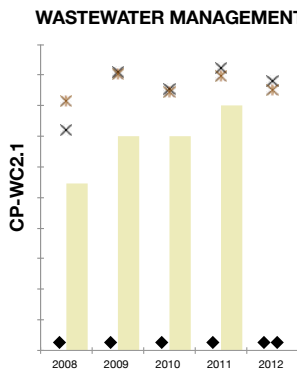


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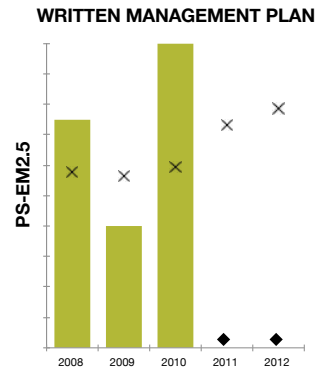
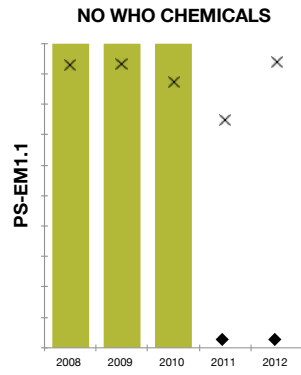
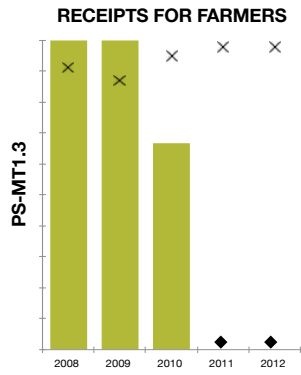
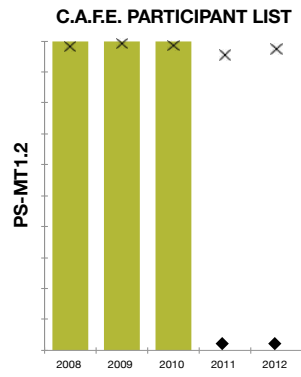
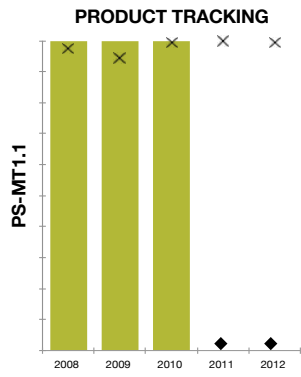
// SOCIAL RESPONSIBILITY

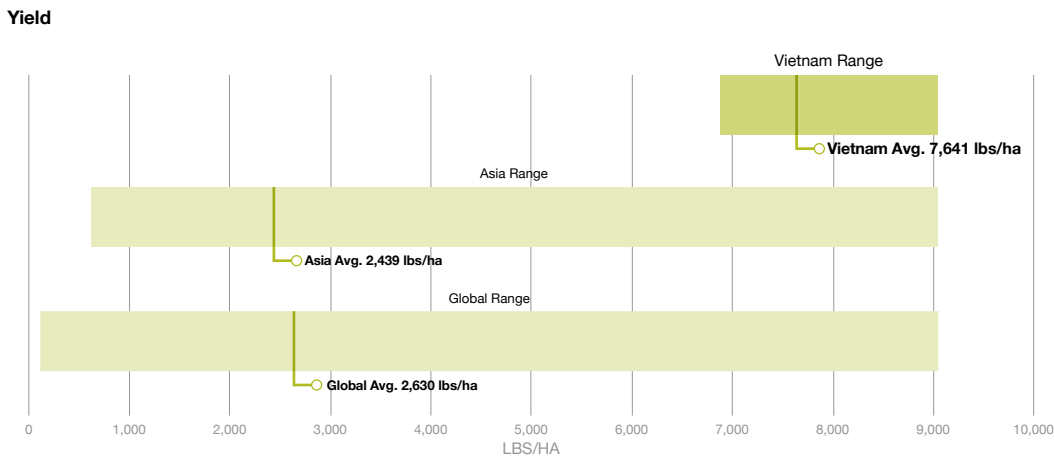
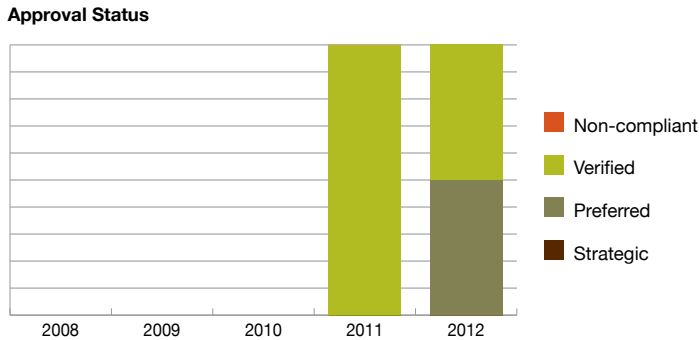
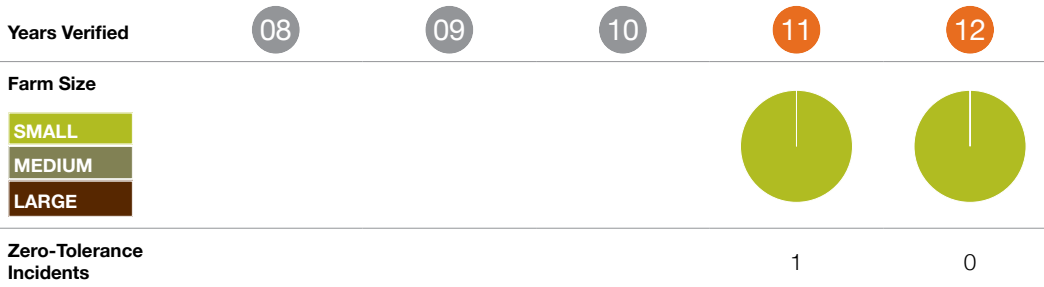


// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS



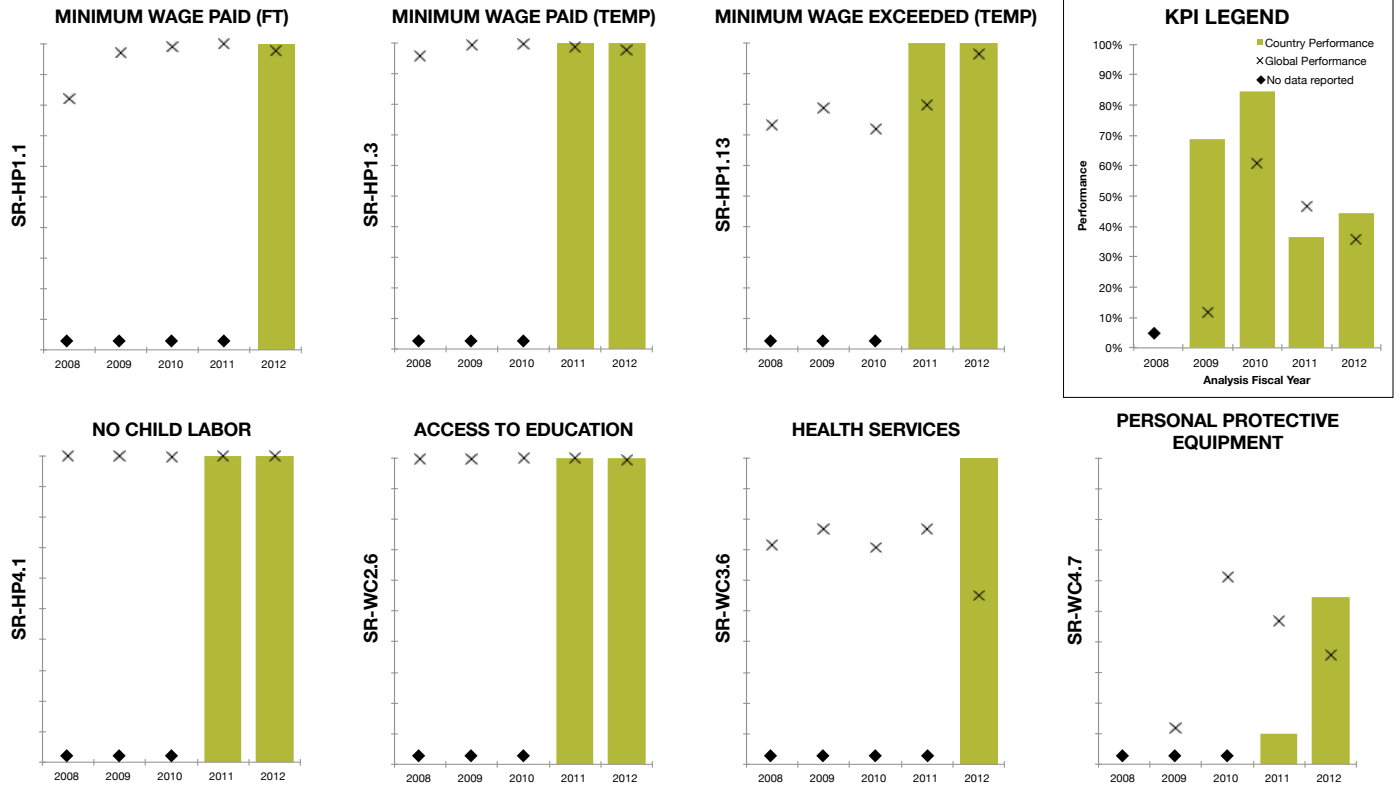


KEY FINDINGS

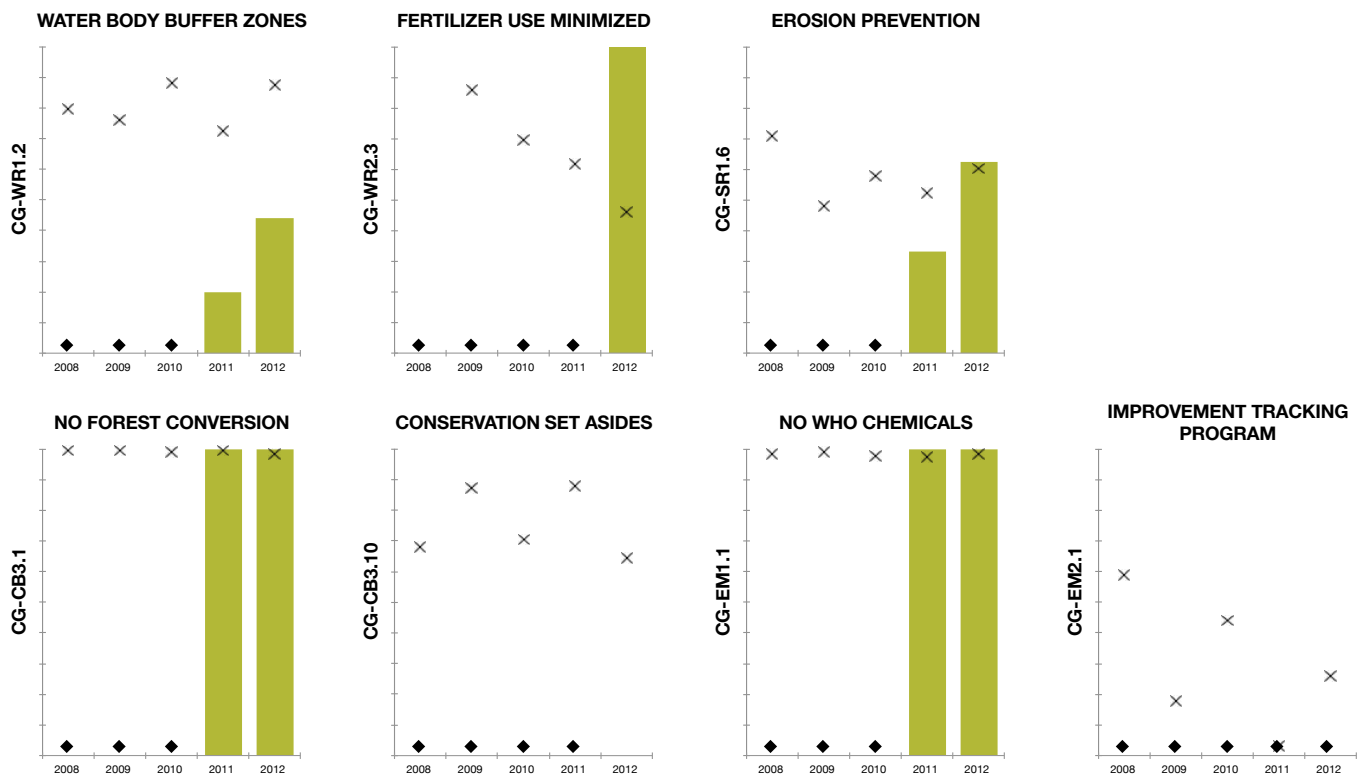
- Applications from Vietnam were verified through C.A.F.E. Practices for the first time in 2011.
- Vietnam’s total performance scores were 76 percent in 2011 and 67 percent in 2012. This exceeded both the global and regional averages in 2011, and lagged behind both in 2012.
- Both farms and mills in Vietnam had very strong performance on Social Responsibility KPIs, achieving 100 percent for all applicable indicators except for one – workers using protective equipment (SR-W4.7).
- Farm performance against Environmental Responsibility was relatively strong, with the exception of maintaining buffer zones around water bodies (CG-WR1.2) and vegetation on slopes (CG-SR1.6). However, in both cases performance improved significantly from 2011 to 2012.
- Mill performance declined from 2011 to 2012 for criteria related to reducing wastewater impacts – managing wastewater (CP-WC2.1) and no evidence of contamination in local water bodies (CP-WC2.4).

FARMS

// SOCIAL RESPONSIBILITY

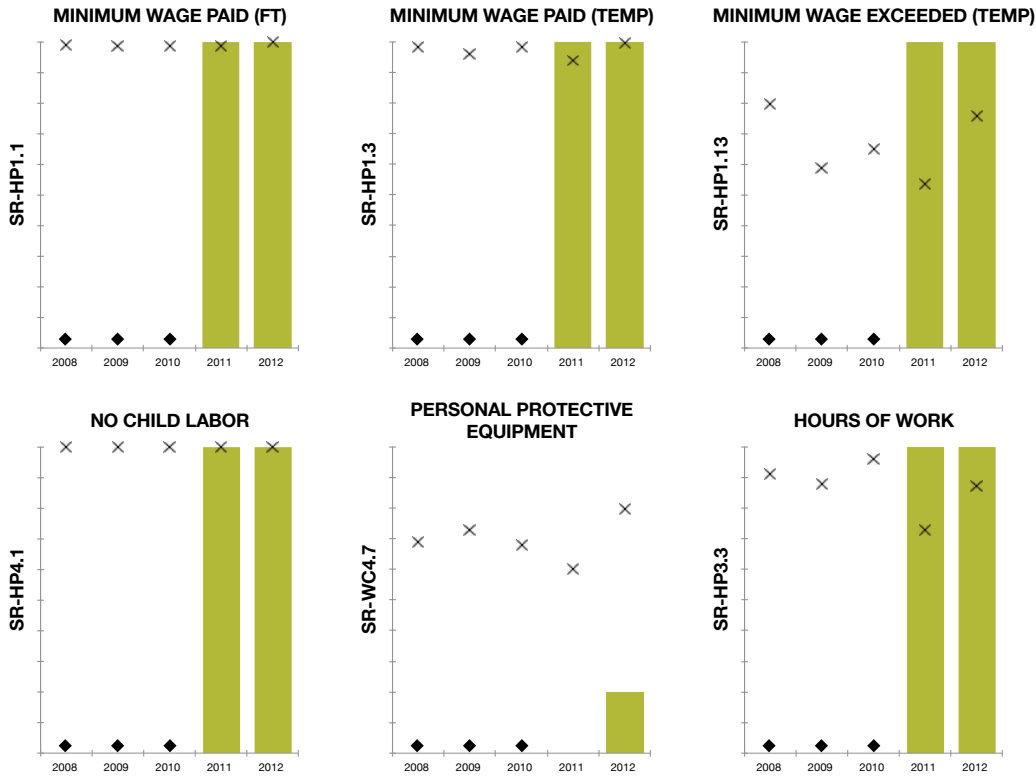


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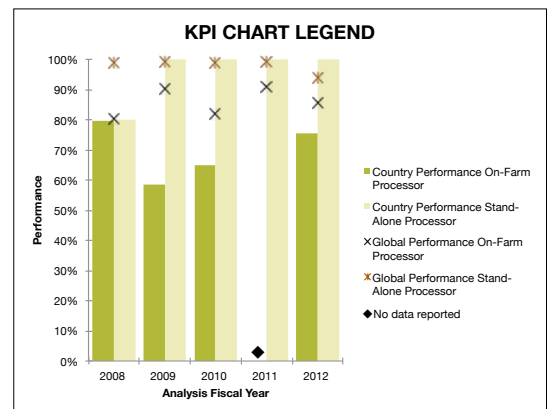
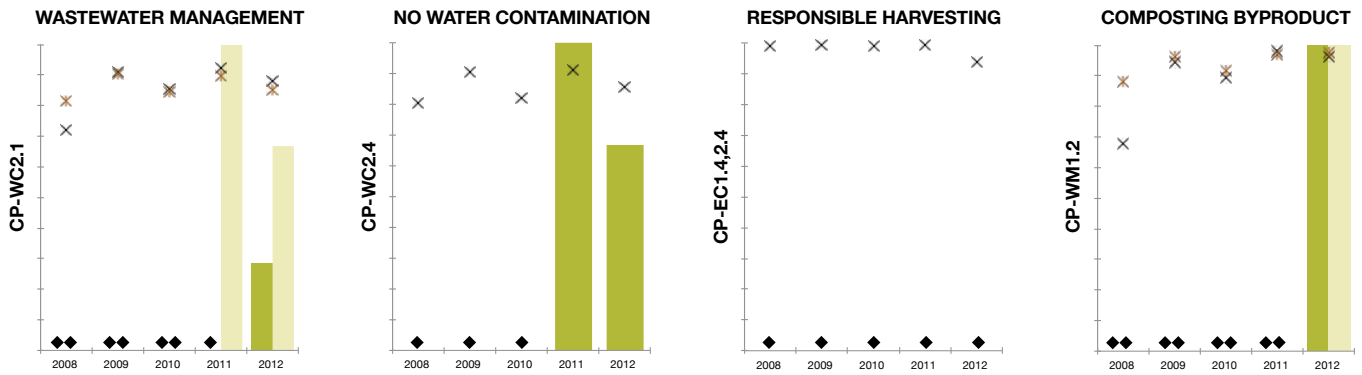


PROCESSOR

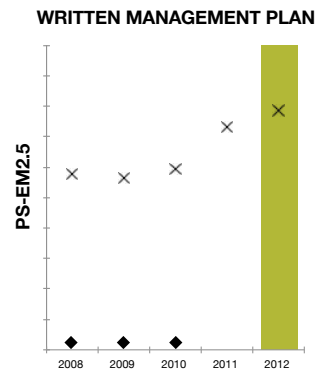
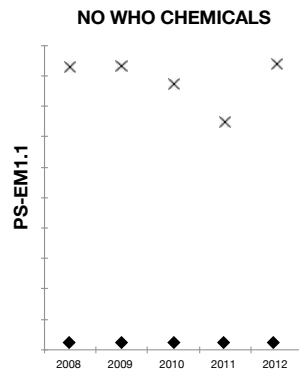
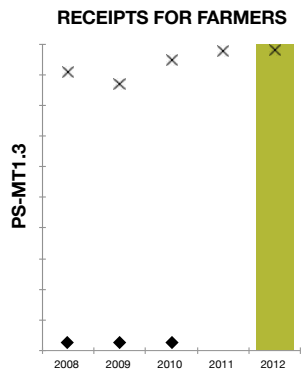
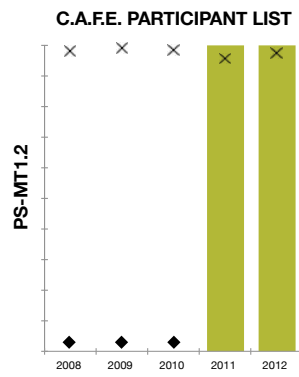
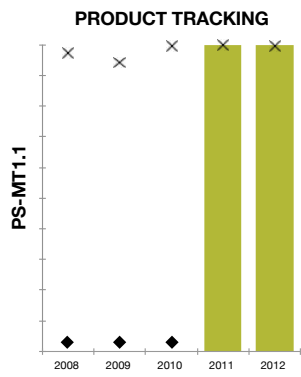
// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY

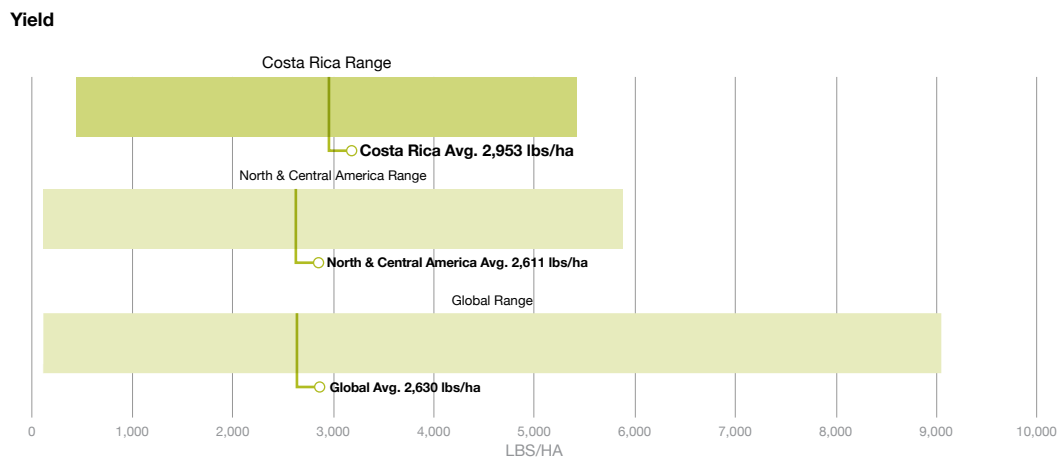
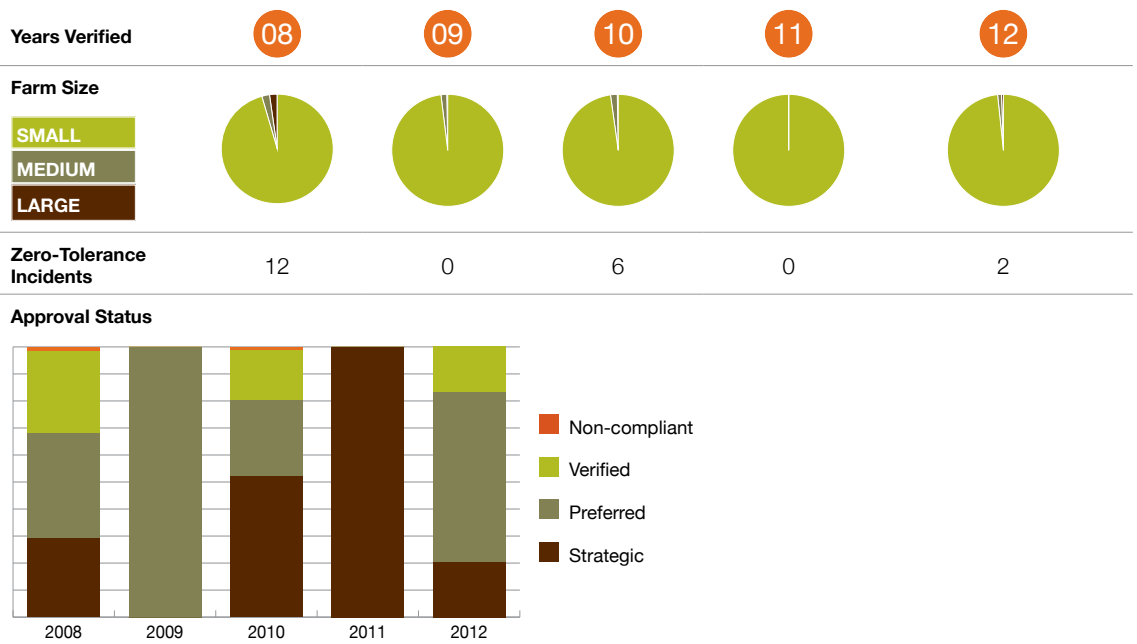


// PRODUCER SUPPORT ORGANIZATIONS



COSTA RICA

NORTH & CENTRAL AMERICA

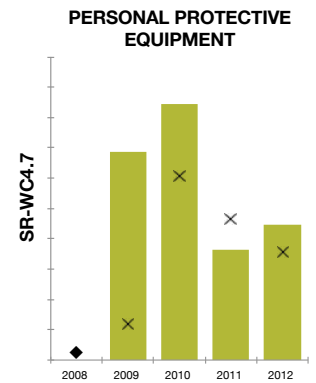
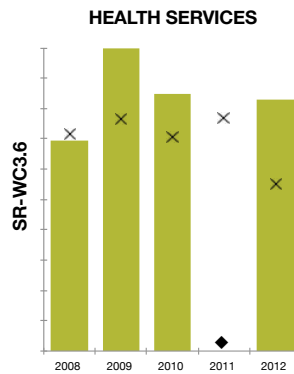
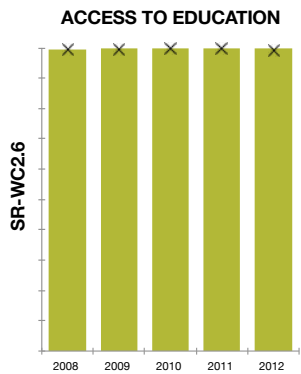
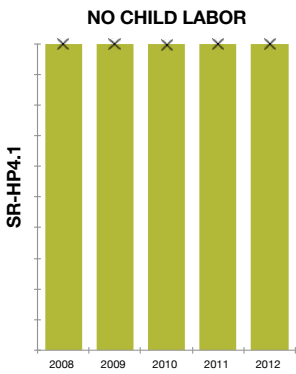
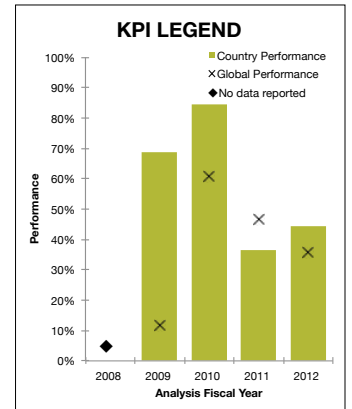
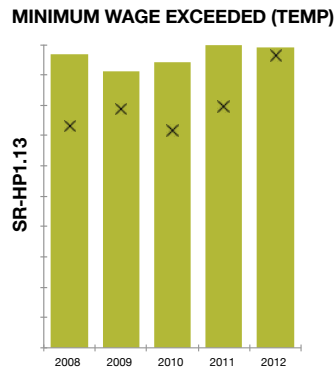
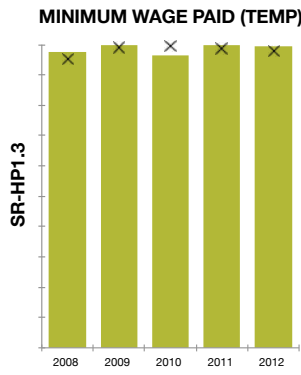
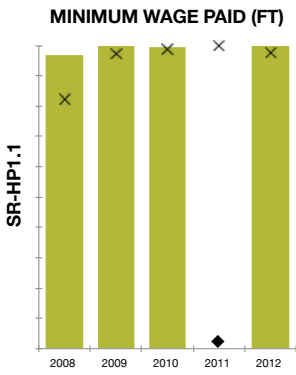


KEY FINDINGS

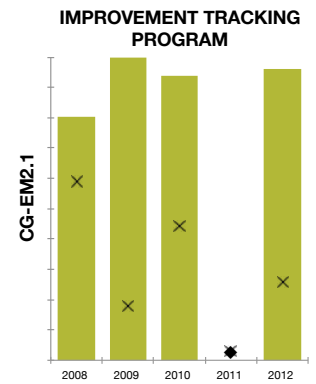
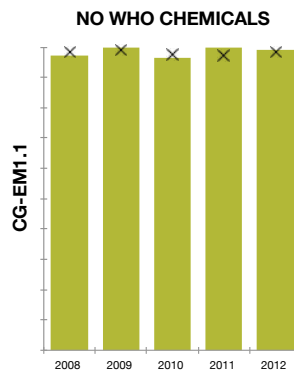
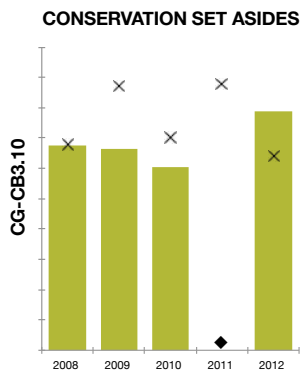
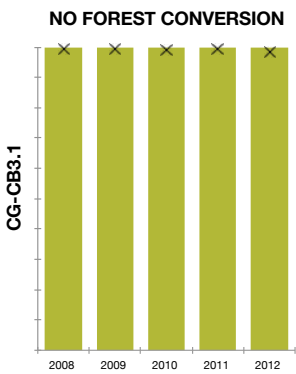
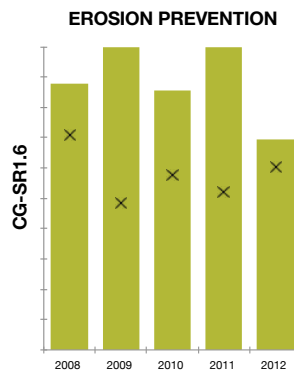
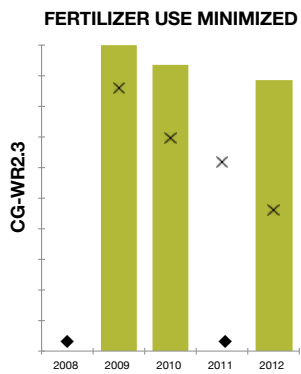
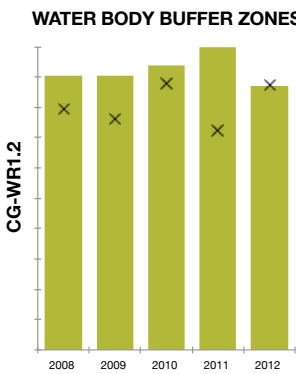
- Costa Rica maintained very strong performance in both 2011 and 2012, with an average total performance score of 85 percent and 84 percent, respectively. This exceeds both the average global and regional performance scores.
- In 2011, Costa Rica’s only application received strategic status. In 2012, the vast majority of applications from Costa Rica – 86 percent – achieved strategic or preferred status.
- Costa Rica is the only country to have achieved perfect performance on workers using protective equipment (SR-WC4.7) in both 2011 and 2012.
- While Costa Rica’s overall performance on KPIs has been fairly consistent over time, two indicators – temporary workers receiving more than minimum wage (SR-HP1.13) and PSOs developing a written management plan (PS-EM2.5) – have seen significant fluctuation in year-to-year performance.

FARMS

// SOCIAL RESPONSIBILITY

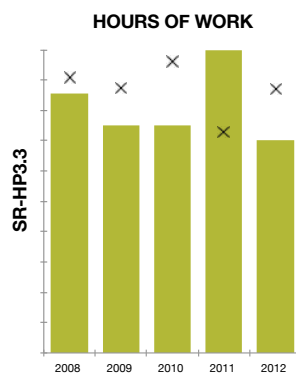
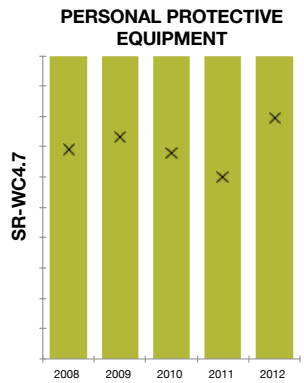
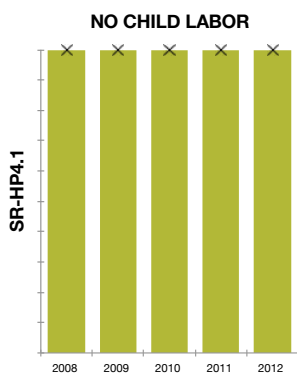
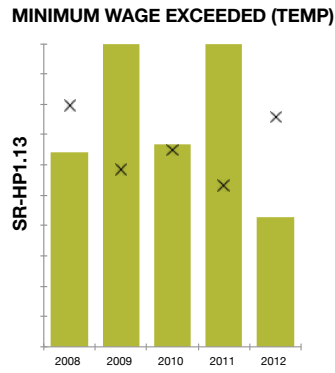
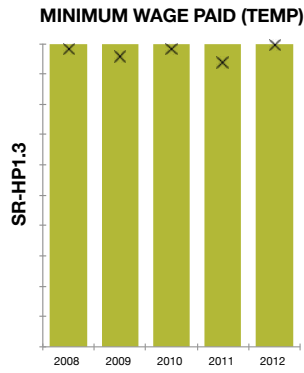
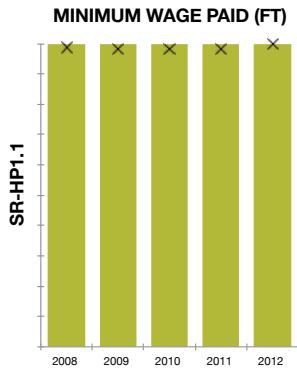


// ENVIRONMENTAL RESPONSIBILITY

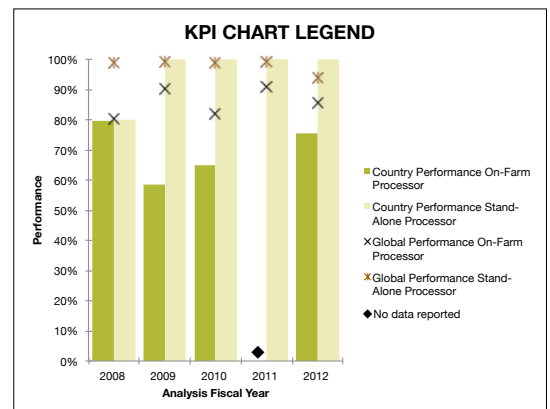
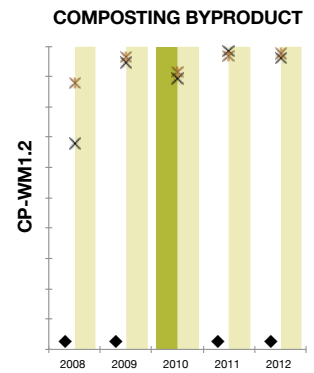
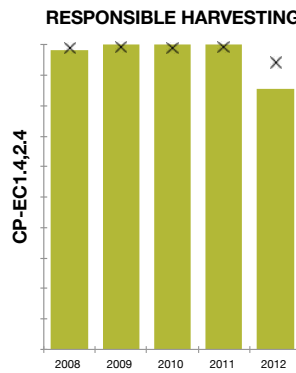
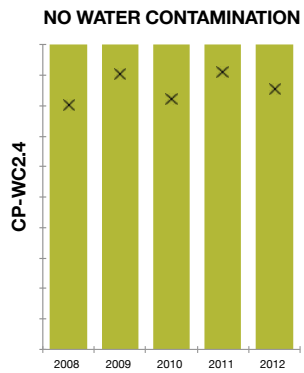
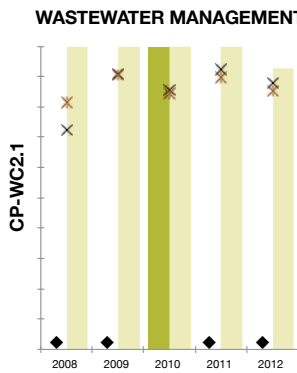


PROCESSOR

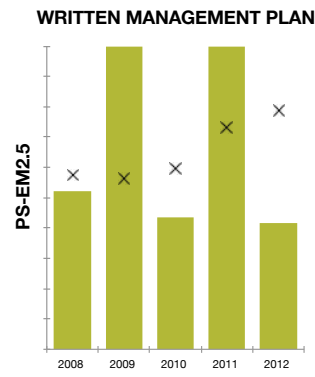
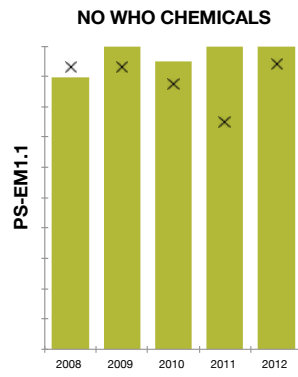
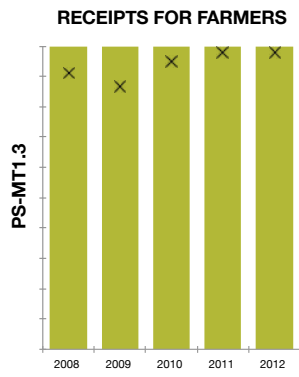
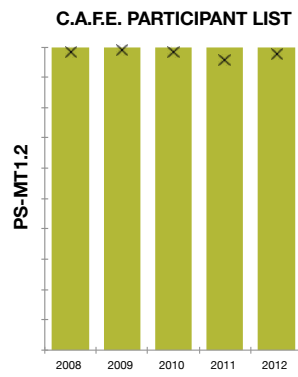
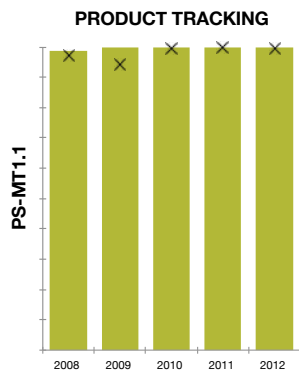
// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY

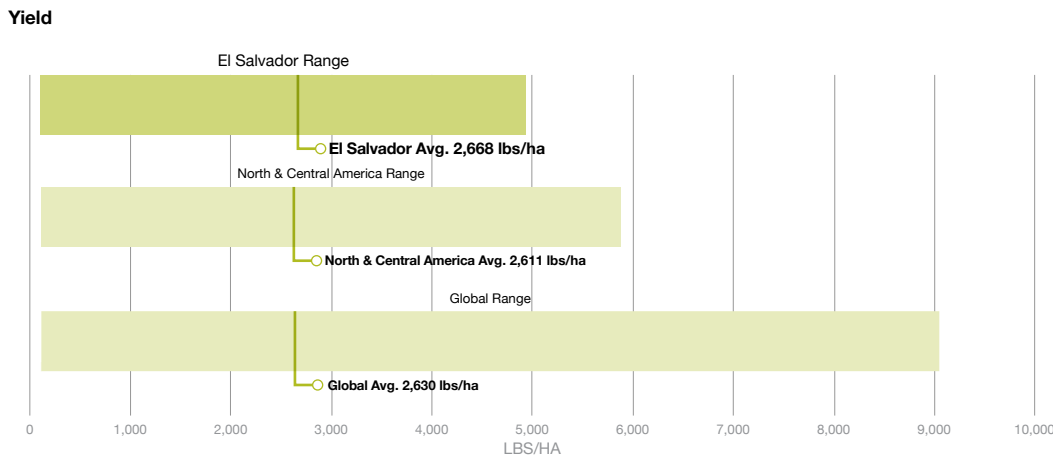
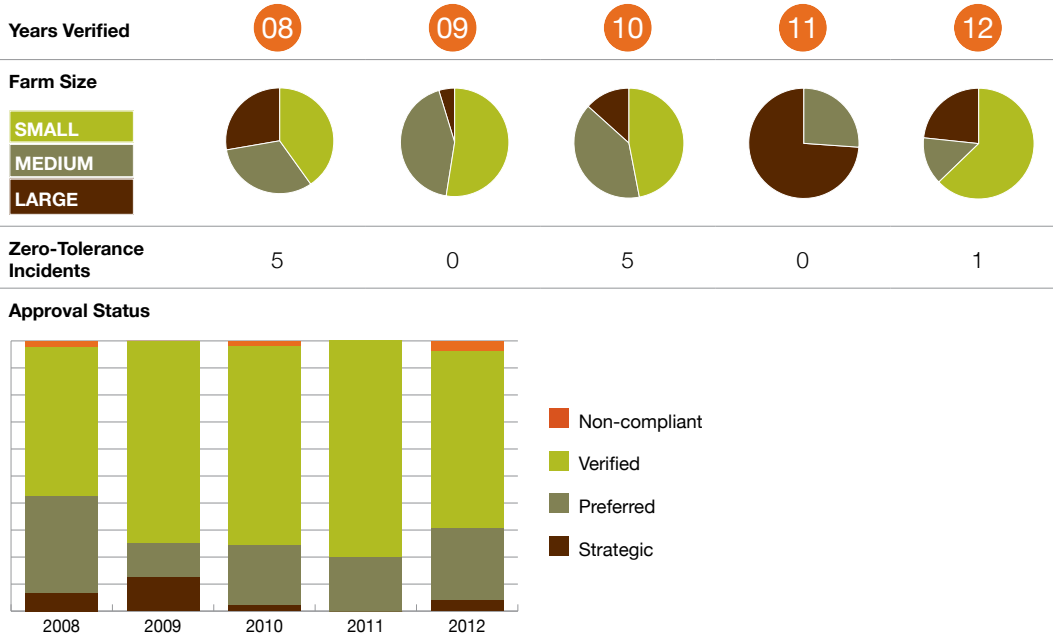


// PRODUCER SUPPORT ORGANIZATIONS



EL SALVADOR

NORTH & CENTRAL AMERICA

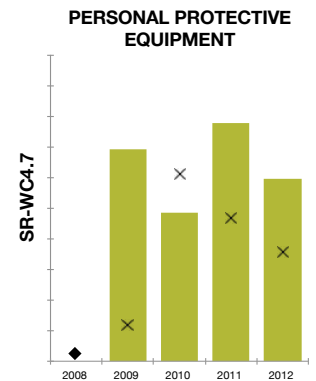
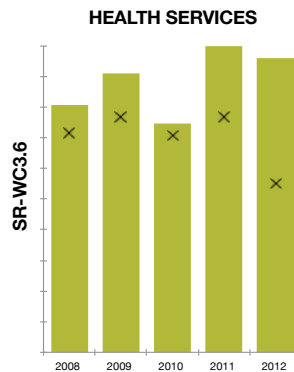
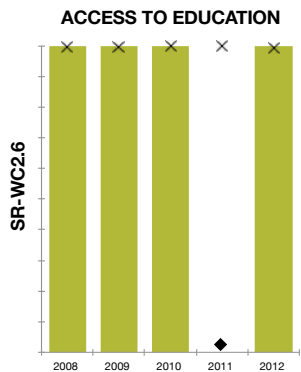
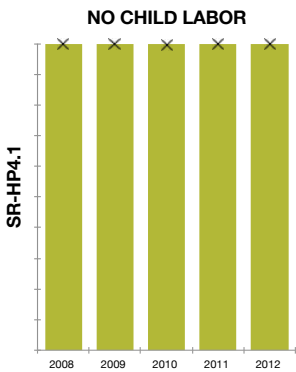
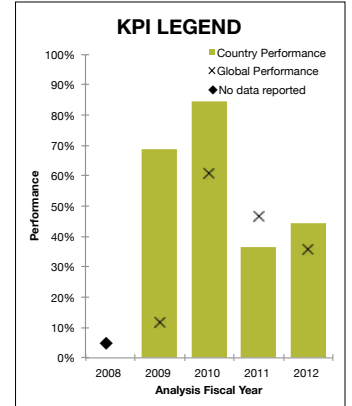
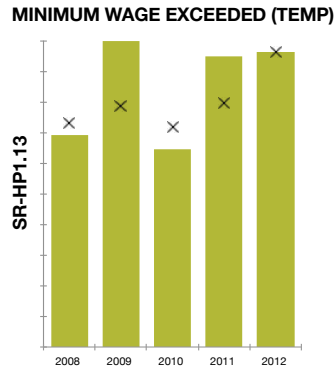
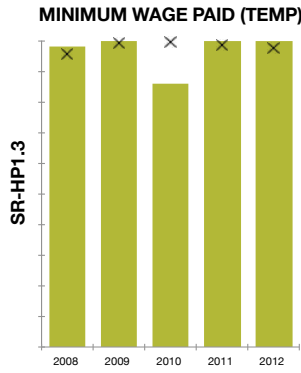
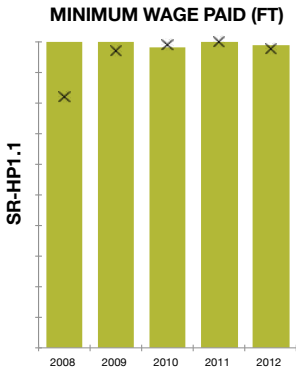


KEY FINDINGS

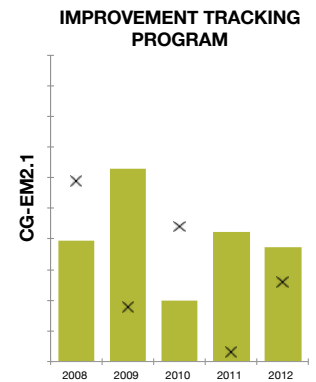
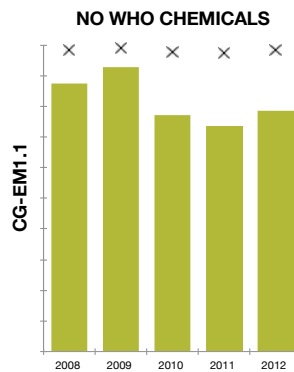
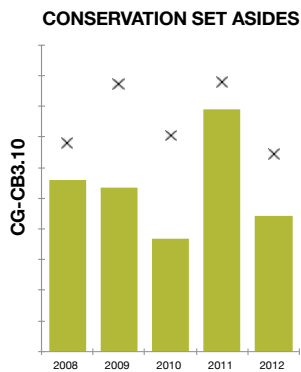
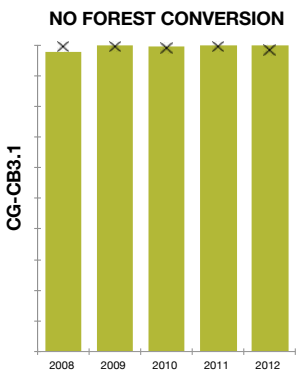
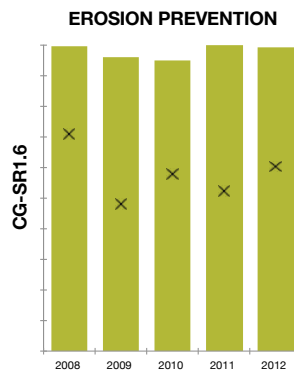
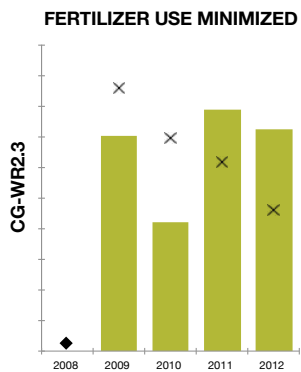
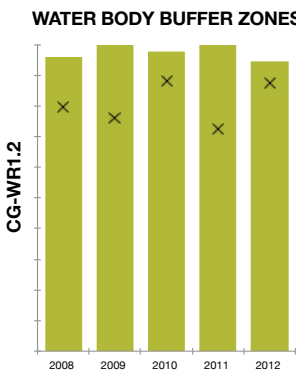
- El Salvador’s total performance scores have remained consistent over time, averaging 68 percent in 2011 and 70 percent in 2012. In 2011, El Salvador slightly exceeded the global average, but lagged slightly behind the regional average. In 2012, performance lagged both averages.
- El Salvador’s farms scored 95 percent or better on all Social Responsibility KPIs, with the exception of workers using protective equipment (SR-WC4.7). For this KPI, farms scored their highest to date – 78 percent – in 2011, but fell to 60 percent in 2012. Mill performance on this criteria reached its highest level to date in 2012 at 91 percent.
- After averaging near 80 percent from 2008-2010, mills paying more than minimum wage to temporary workers fell to 50 percent in 2011 and 58 percent 2012.

FARMS

// SOCIAL RESPONSIBILITY

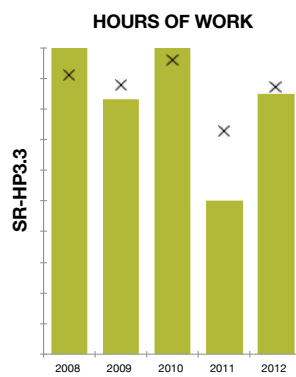
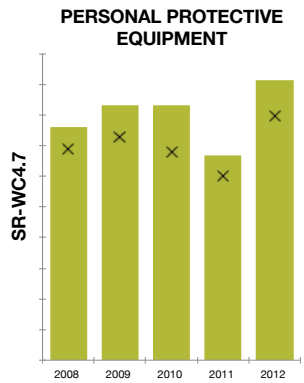
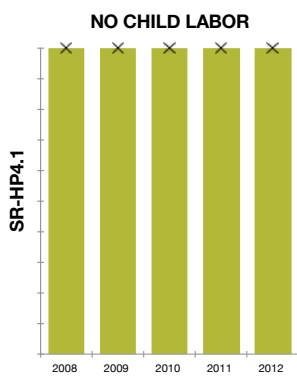
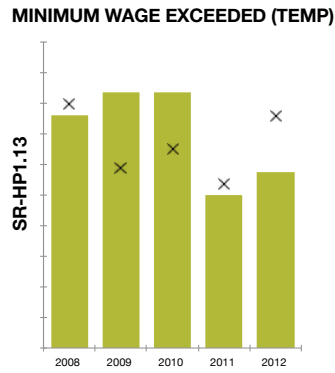
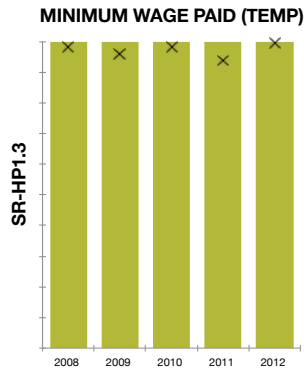
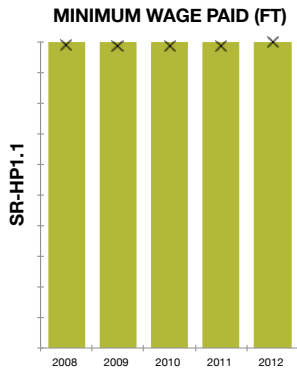


// ENVIRONMENTAL RESPONSIBILITY

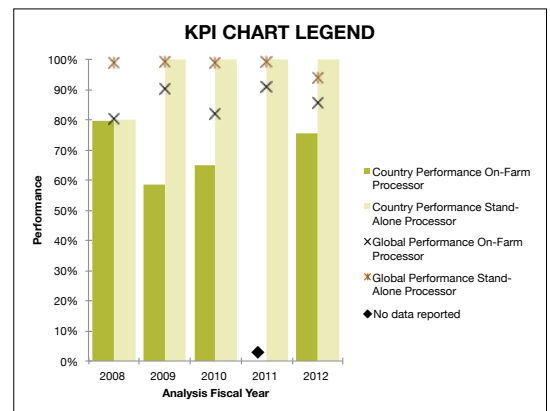
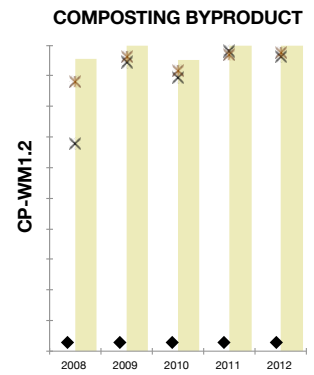
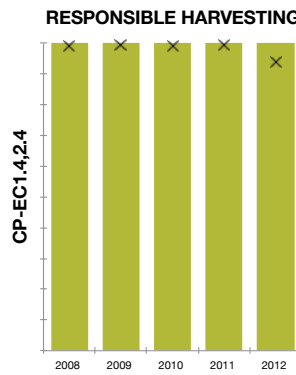
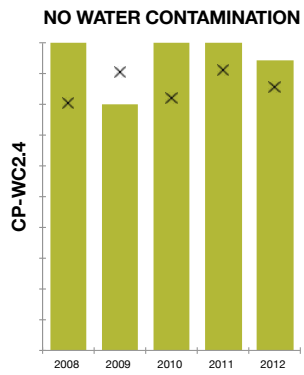
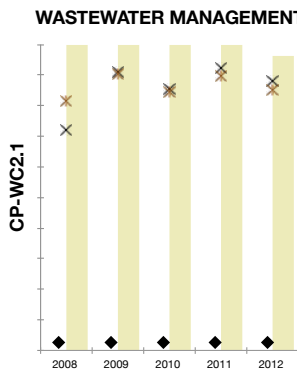


PROCESSOR

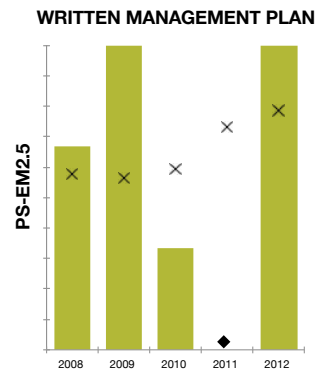
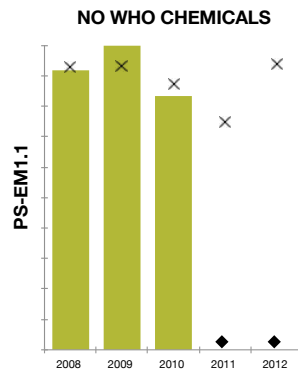
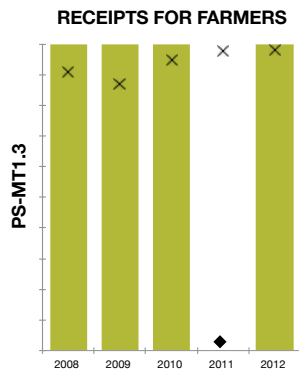
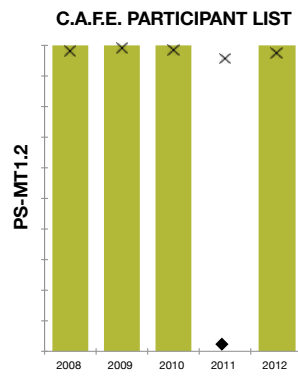
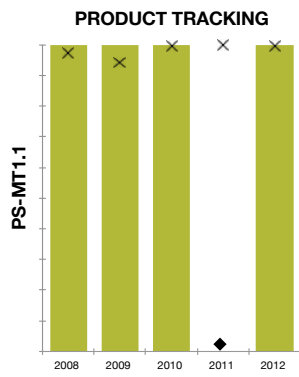
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// ENVIRONMENTAL RESPONSIBILITY

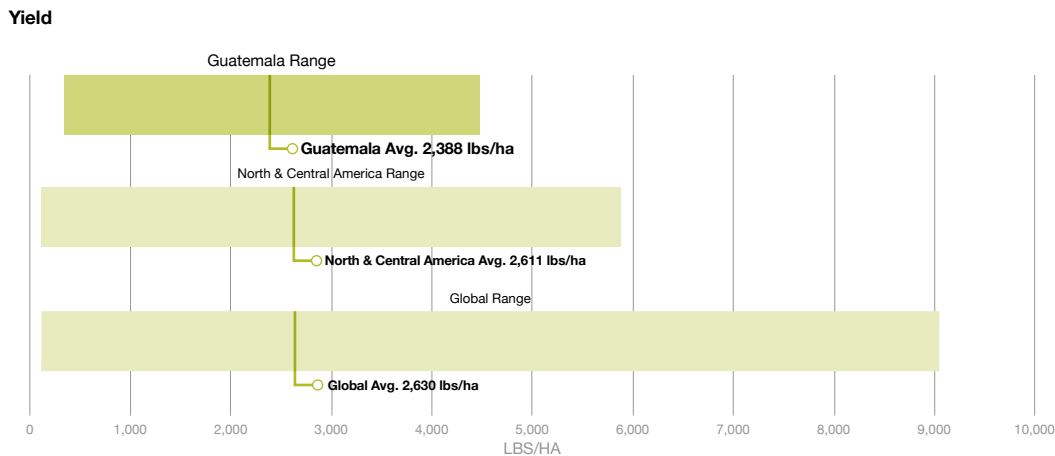
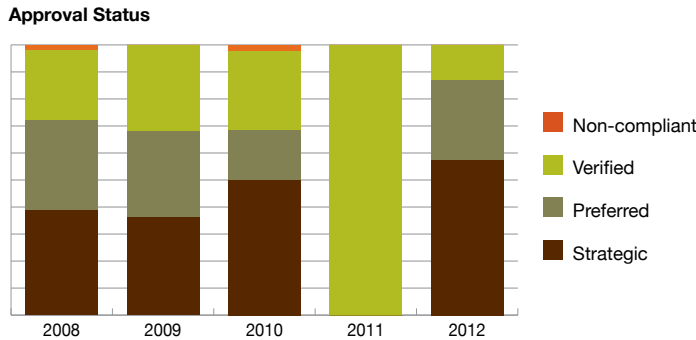
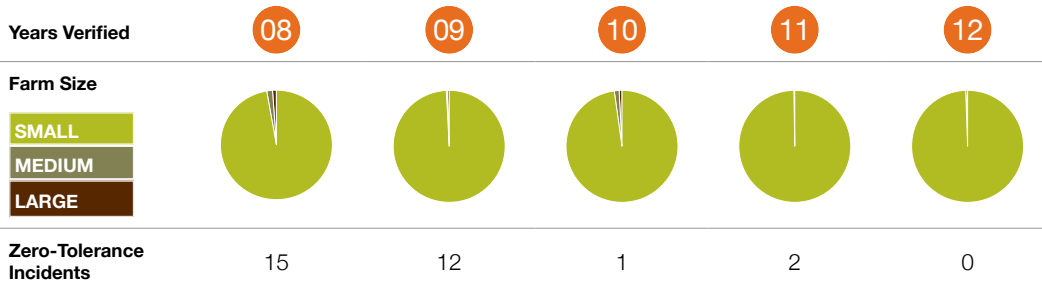


// PRODUCER SUPPORT ORGANIZATIONS



GUATEMALA

NORTH & CENTRAL AMERICA

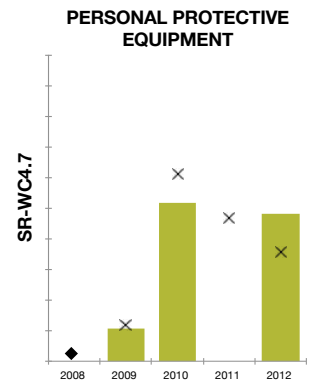
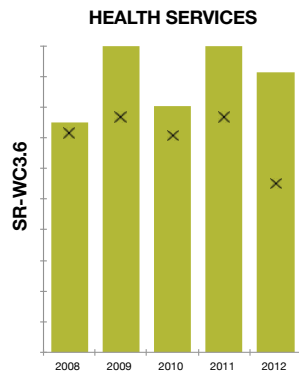
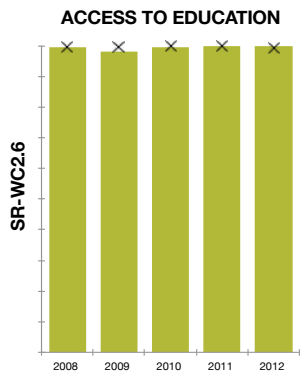
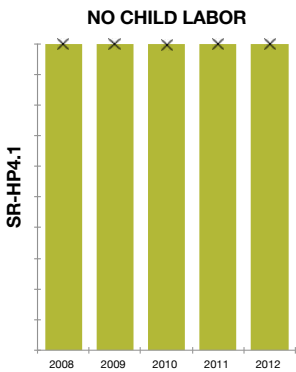
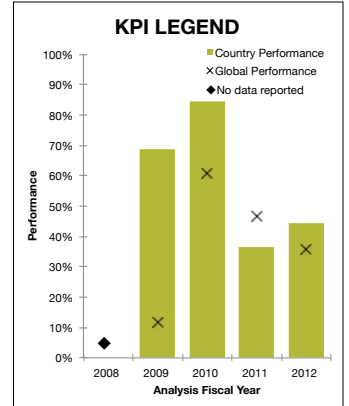
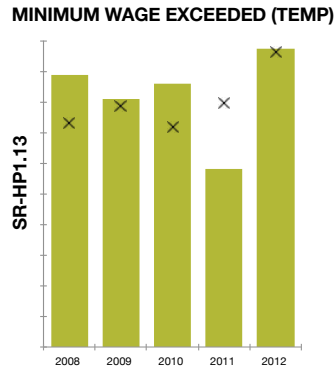
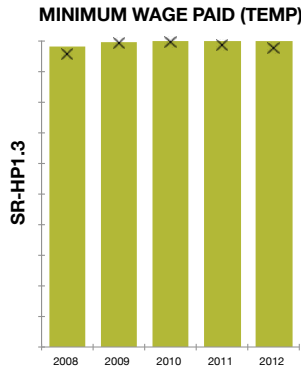
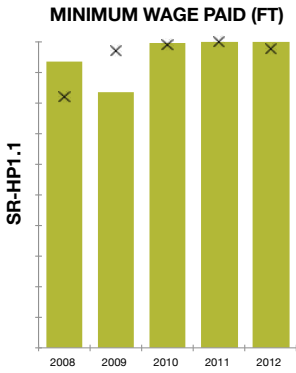


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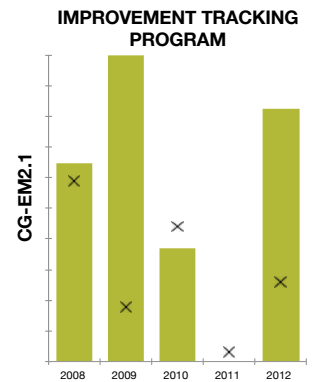
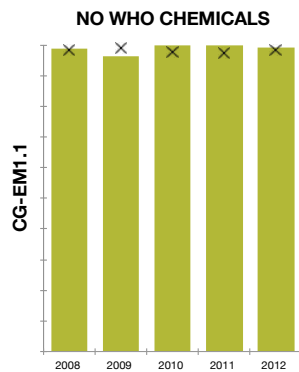
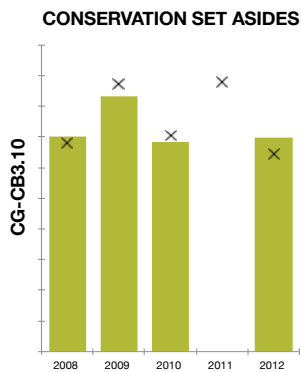
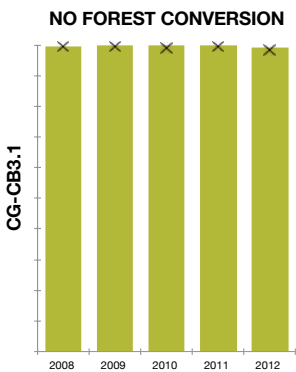
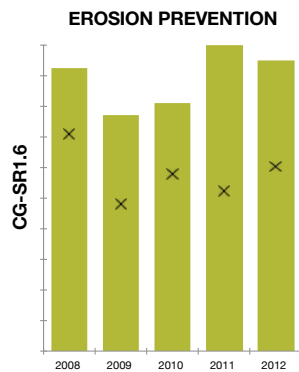
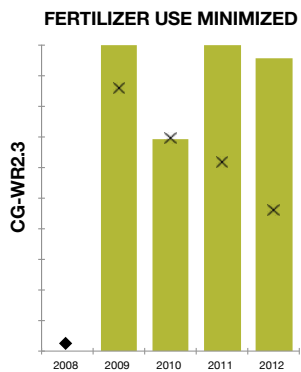
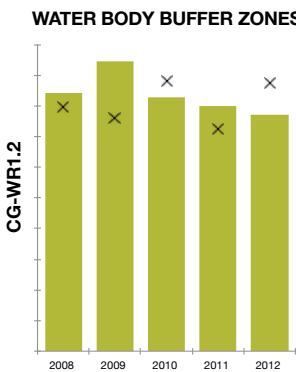
- In 2011, Guatemala's performance score fell to the lowest level to date – 64 percent, just below the global average and the regional average. In 2012, Guatemala's score rebounded to 87 percent, representing one of the highest scores of any country in that year and exceeding both global and regional averages.
- In 2012, more than half of Guatemala's 61 applications received the highest possible approval status – 35 applications received strategic, 18 preferred, and 8 verified.
- After falling to 58 percent in 2011, Guatemala farm performance on the criteria for paying temporary workers more than minimum wage rose to 98 percent – the country's highest level of any year.
- In 2011, Guatemala's farms had 0 percent performance on workers using protective equipment (SR-WC4.7). This rose to 48 percent in 2012. Mills performed much better in this area – 50 percent in 2011 and 96 percent in 2012.
- In 2011 and 2012, Guatemala had the highest rates of performance in minimizing fertilizer use (CG-WR2.3) in North & Central America.
- In 2011, after averaging around 75 percent performance on farms setting aside at least 5 percent of land for conservation (CG-CB3.10), Guatemala's score fell to 0 percent. It rebounded back to average rates in 2012, reaching 70 percent.
- Performance of Guatemala's PSOs in developing a written management (PS-EM2.5) fell to a low of 33 percent in 2011, but achieved 100 percent performance for the first time in 2012.

FARMS

// SOCIAL RESPONSIBILITY

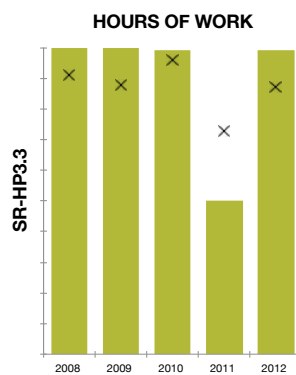
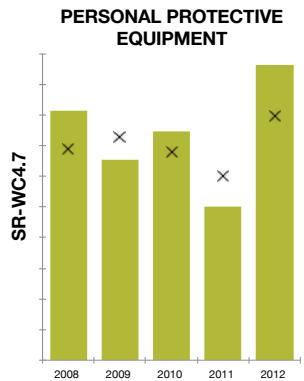
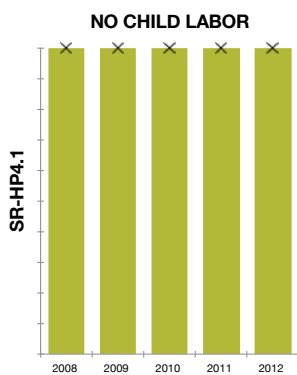
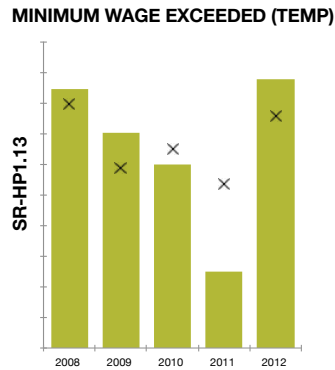
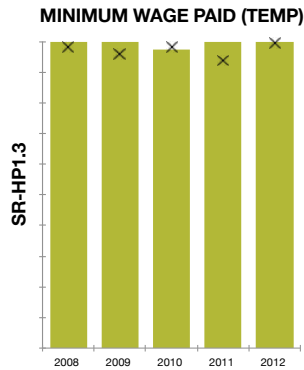
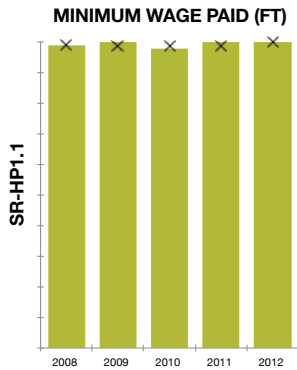


// ENVIRONMENTAL RESPONSIBILITY

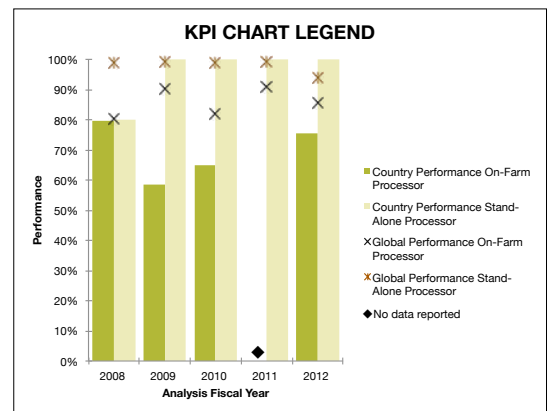
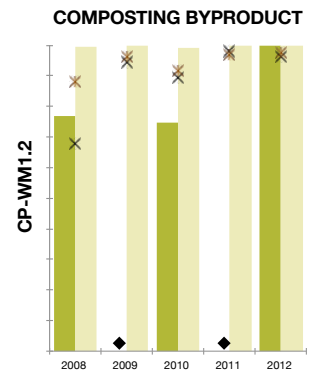
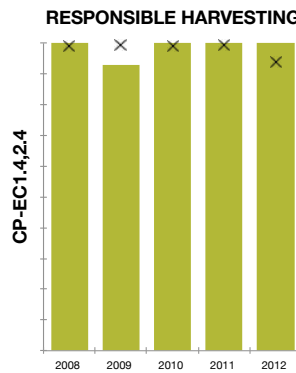
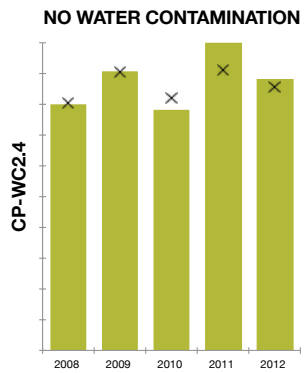
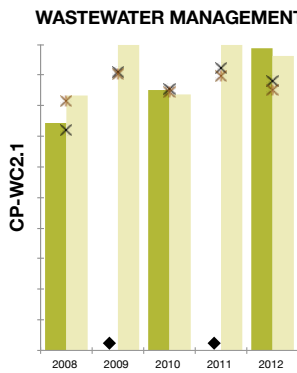


PROCESSOR

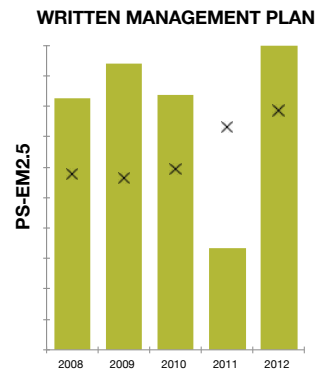
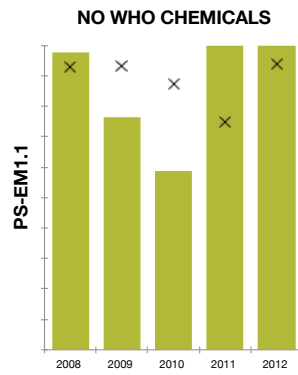
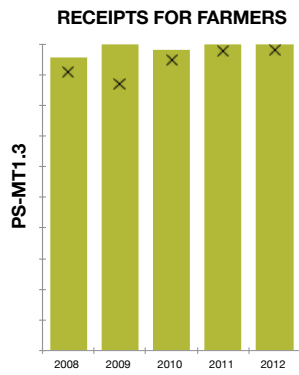
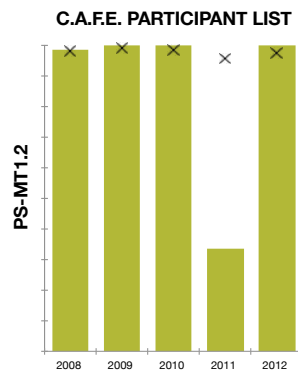
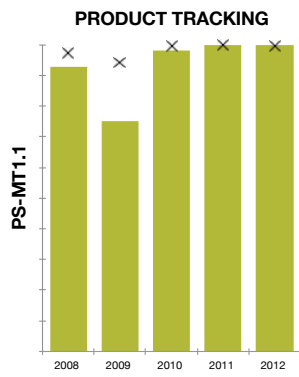
// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY

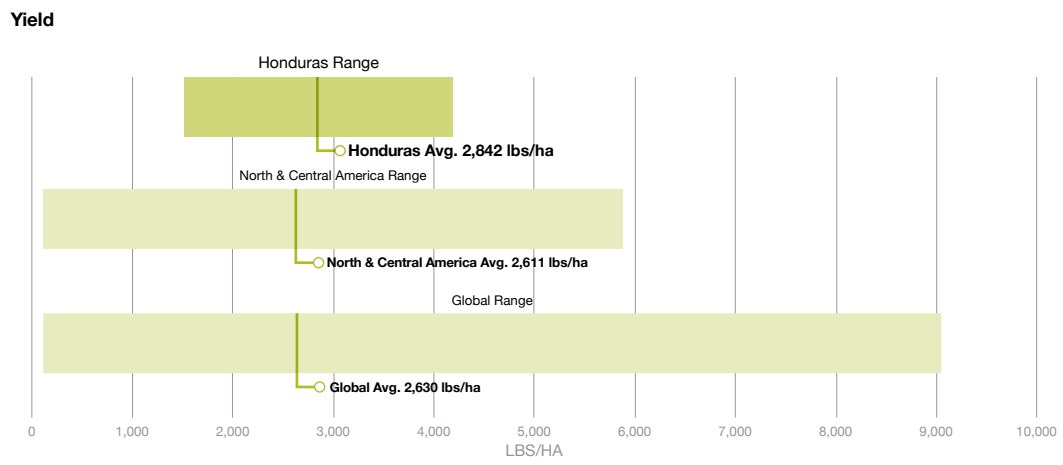
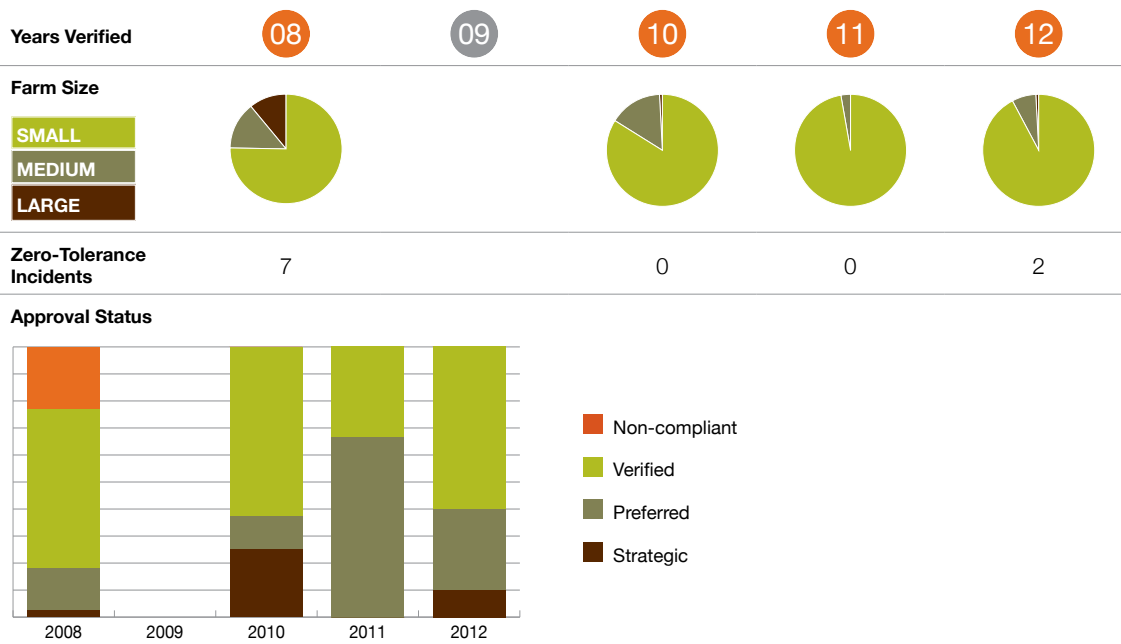


// PRODUCER SUPPORT ORGANIZATIONS



HONDURAS

NORTH & CENTRAL AMERICA

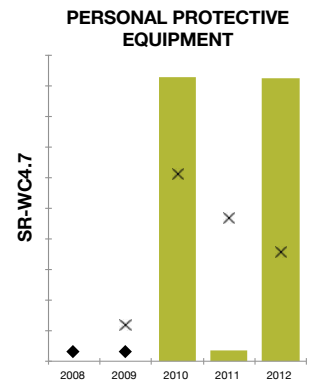
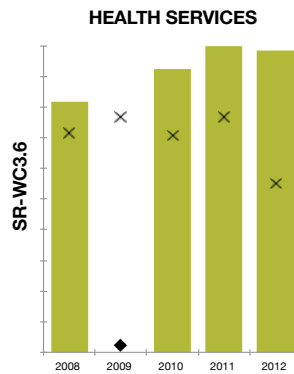
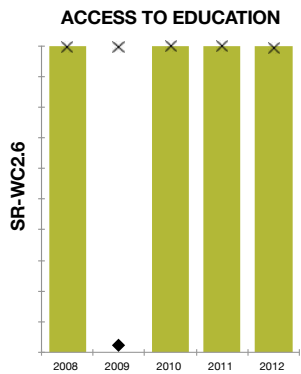
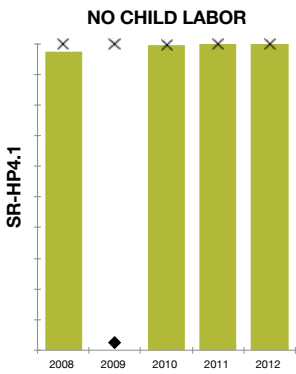
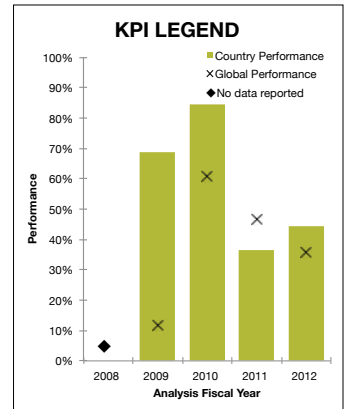
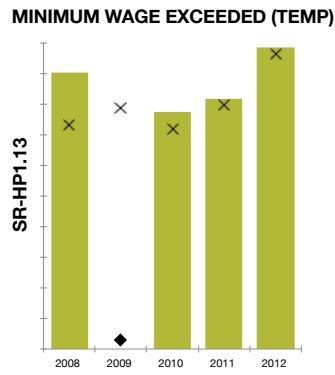
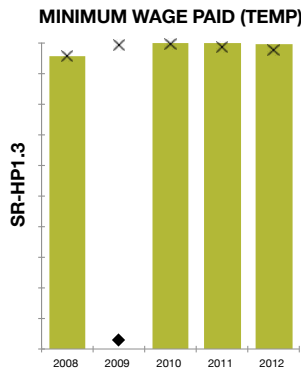
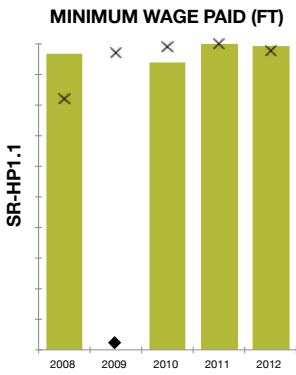


KEY FINDINGS

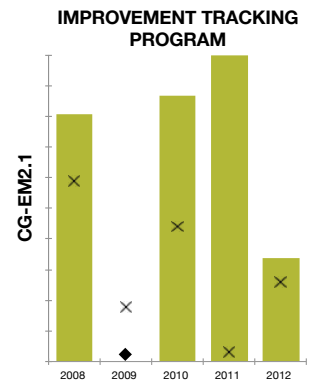
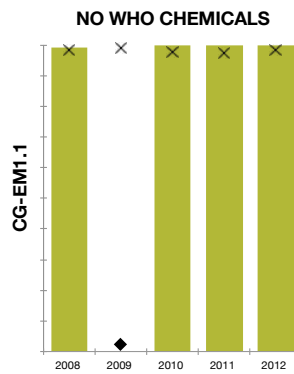
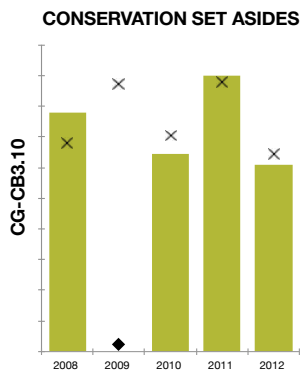
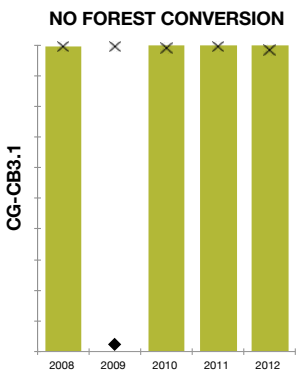
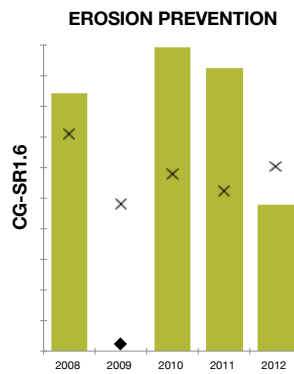
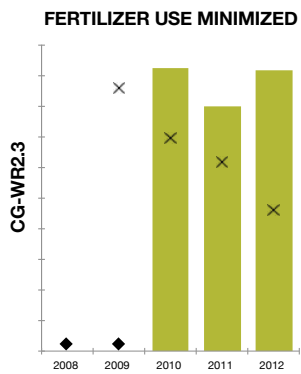
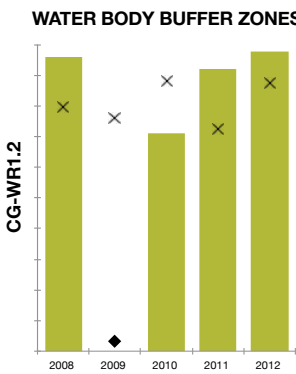
- Honduras maintained its consistently good performance in 2011 and 2012, with a total performance score of 76 percent in each year. In 2011, this exceeded both the global and regional average scores. However, in 2012, this fell below both averages as other countries' performance scores improved.
- Farms in Honduras improved their performance in paying temporary workers minimum wage (SR-HP1.13) – from 82 percent in 2011 to an all-time high of 99 percent in 2012.
- Farm managers tracking farm activities and improvements for C.A.F.E. Practices rose to 100 percent in 2011, before falling to a low of 34 percent in 2012.

FARMS

// SOCIAL RESPONSIBILITY

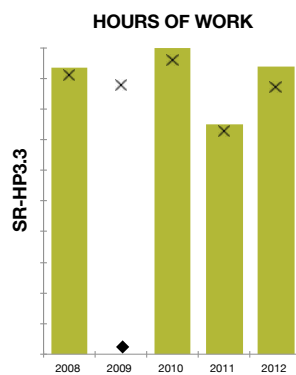
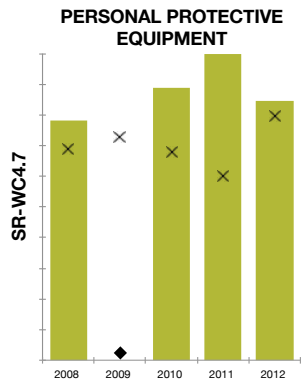
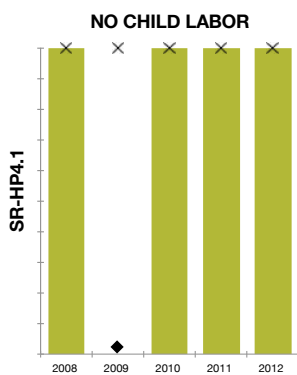
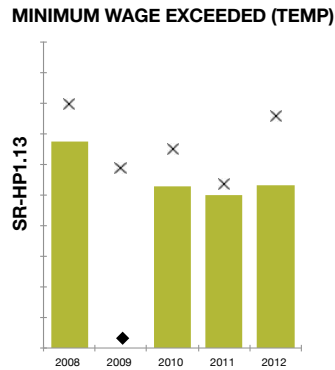
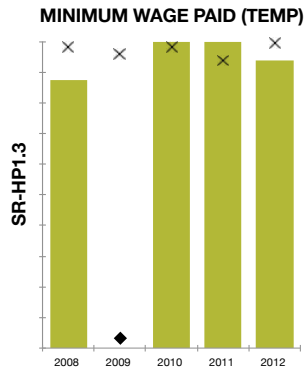
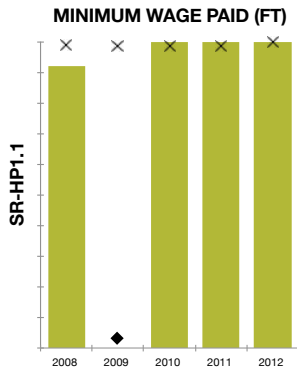


// ENVIRONMENTAL RESPONSIBILITY

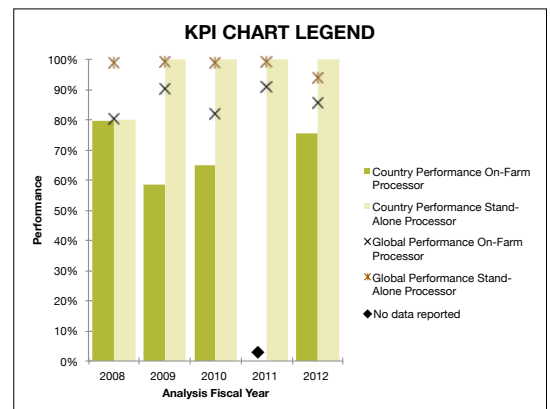
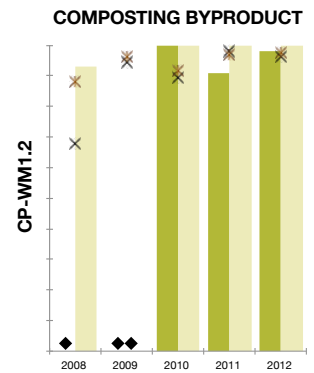
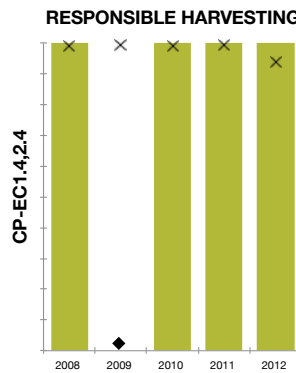
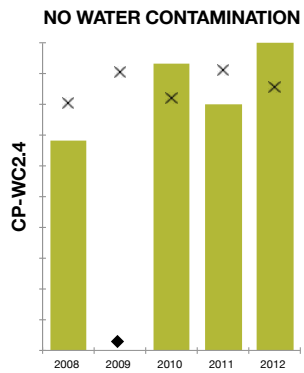
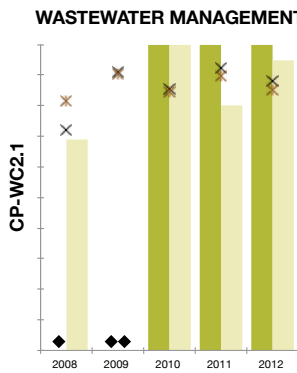


PROCESSOR

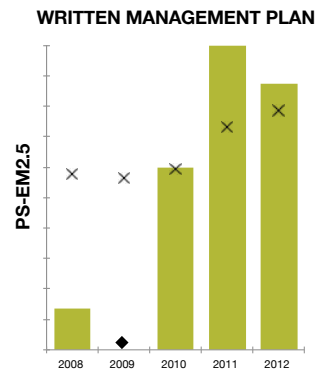
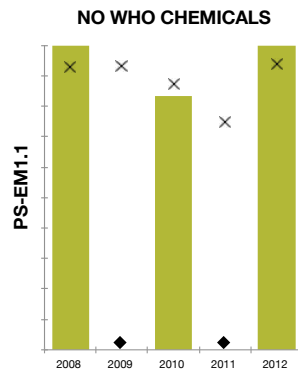
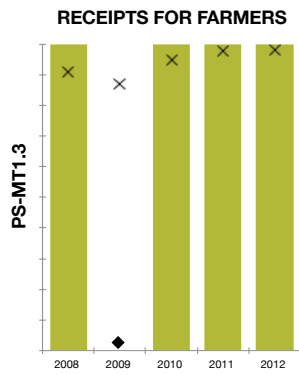
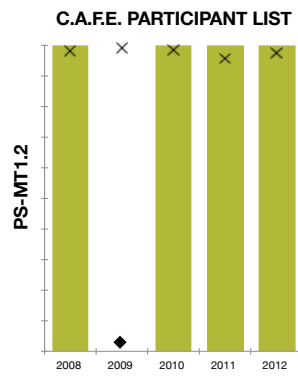
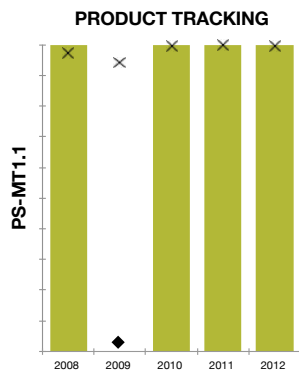
// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY

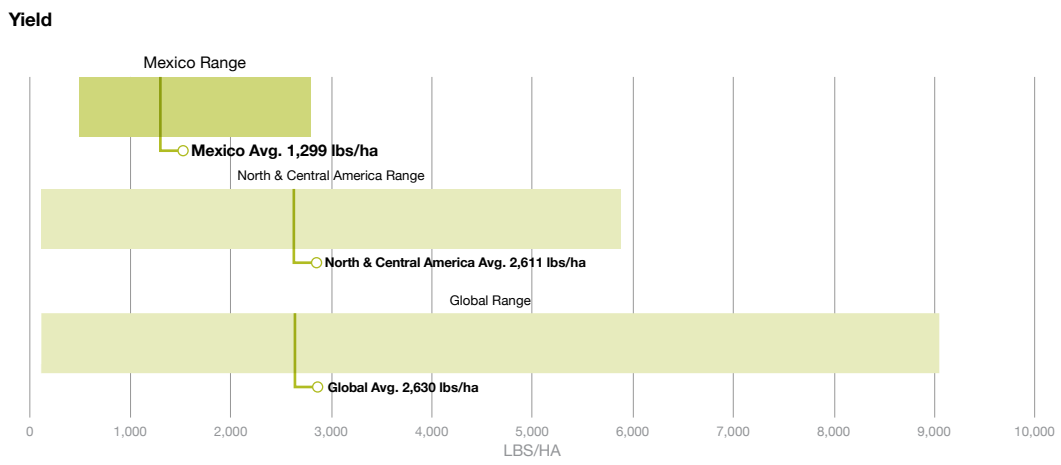
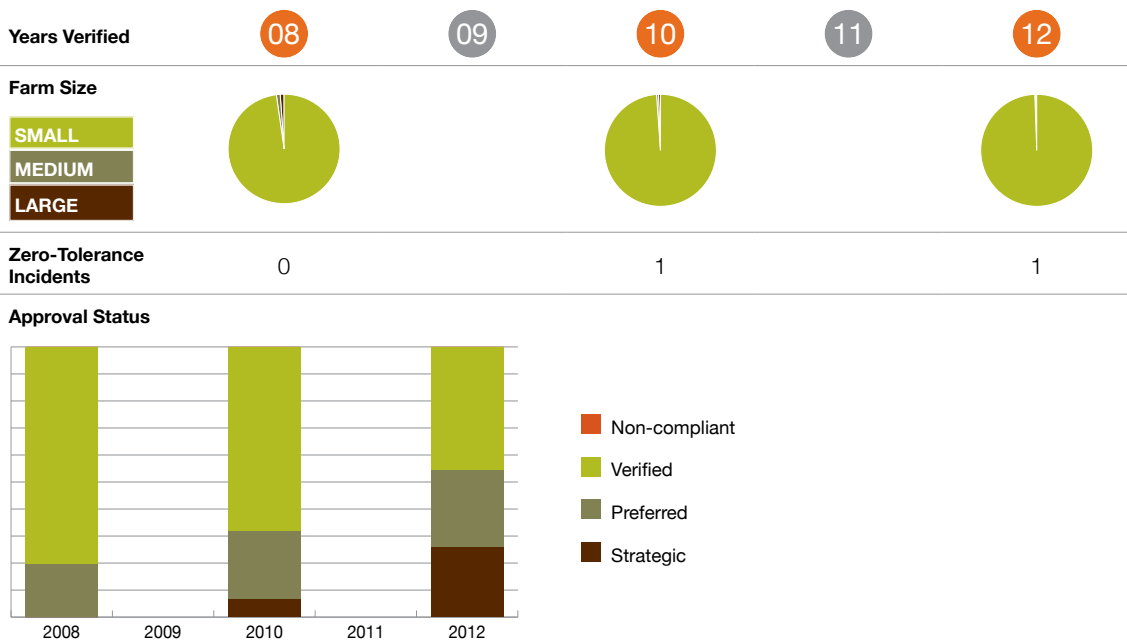


// PRODUCER SUPPORT ORGANIZATIONS



MEXICO

NORTH & CENTRAL AMERICA

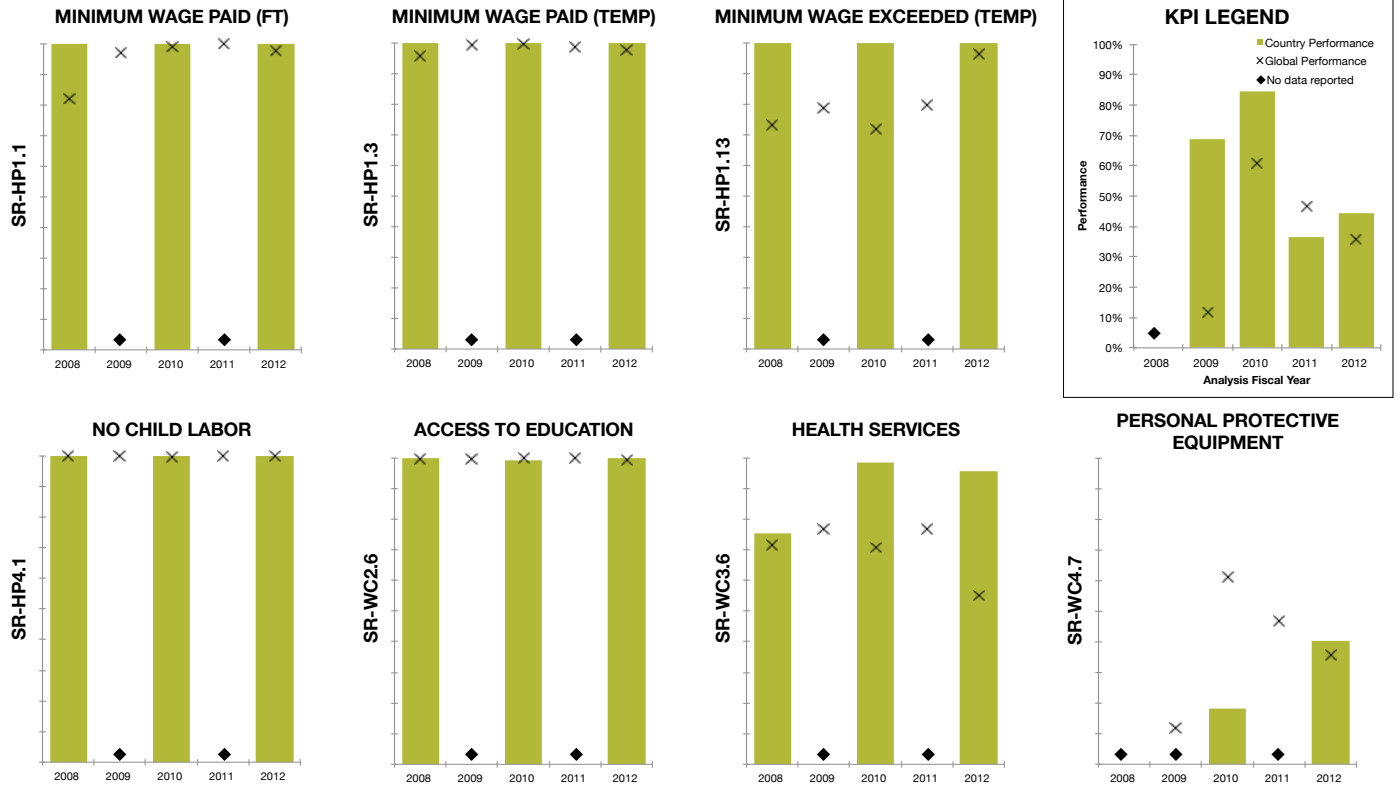


KEY FINDINGS

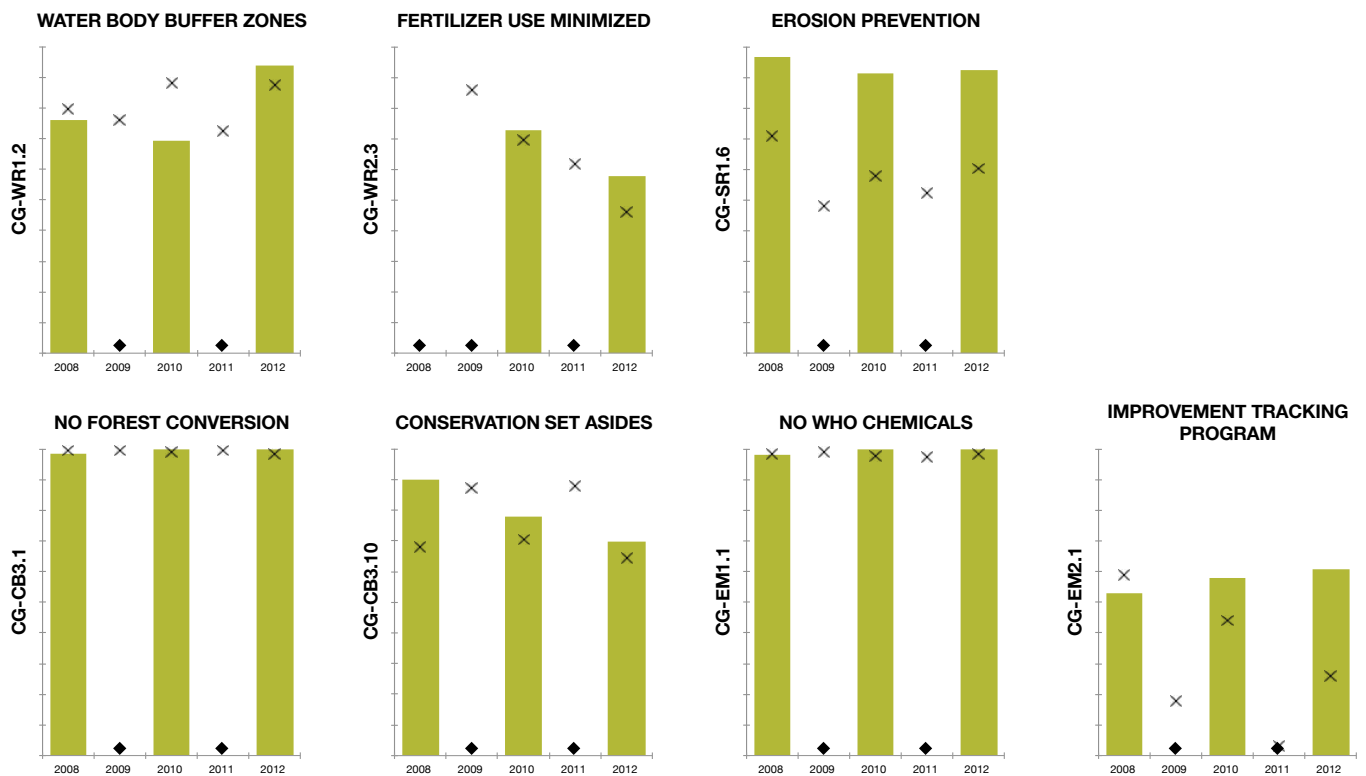
- Mexico's total performance score was 87 percent in 2012 – a high point for the country, and a score that exceeded both the average global score and regional score for that year.
- Mexico's farms and mills achieved 100 percent performance against Social Responsibility KPIs related to minimum wage paid to permanent (SR-HP1.1) and temporary (SR-HP1.3) employees, wages exceeding minimum wage paid to temporary employees (SR-HP1.13), and no child labor (SR-HP4.1).
- Mexico's farms and mills also improved performance in workers using protective equipment, with farms improving from 18 percent in 2010 to 40 percent in 2012 and mills improving from 58 to 85 percent in that time.
- Mill performance improved in each of the four Environmental Responsibility KPIs and farm performance improved in most environmental KPIs, with the exceptions being minimized fertilizer use (CG-WR2.3) and farms with more than 5 percent of total land set aside for conservation (CG-CB3.10).

FARMS

// SOCIAL RESPONSIBILITY

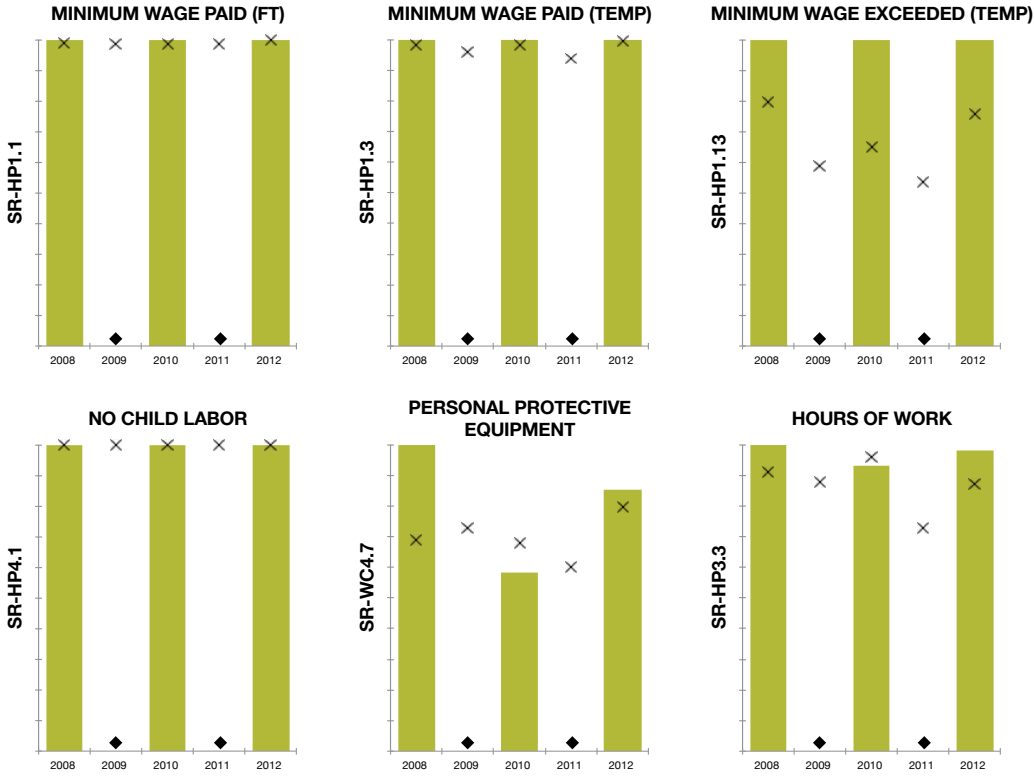


// ENVIRONMENTAL RESPONSIBILITY

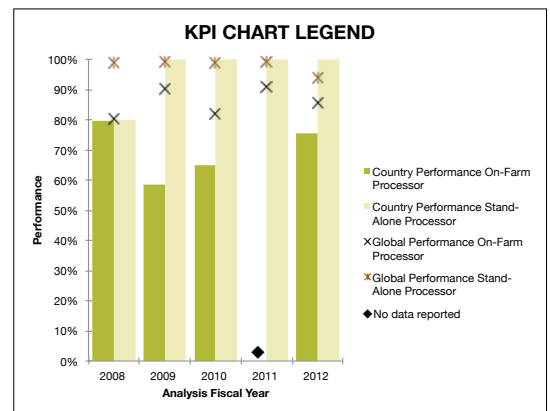
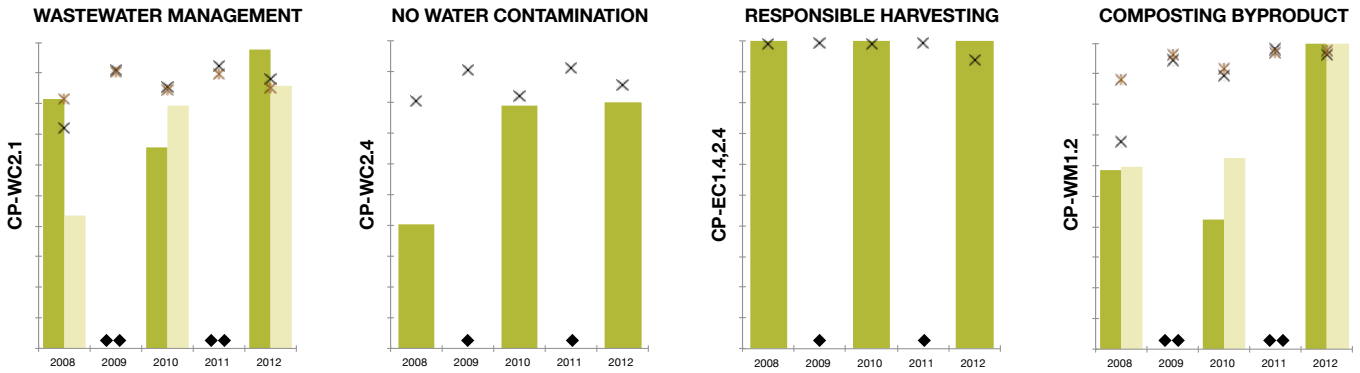


PROCESSOR

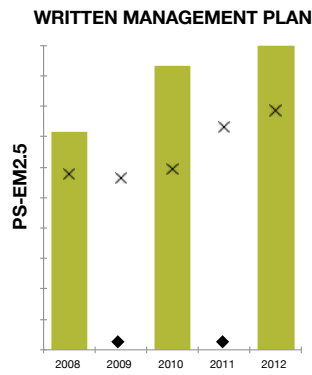
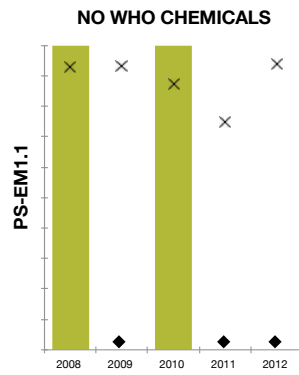
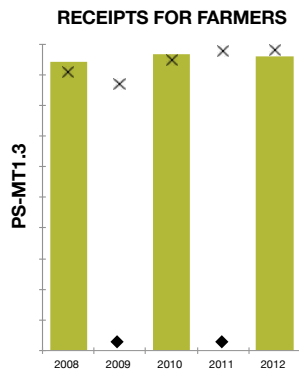
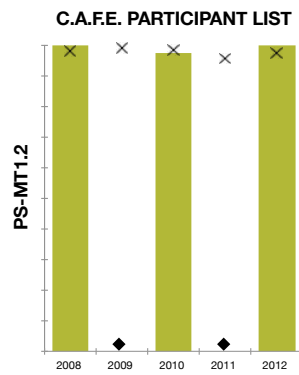
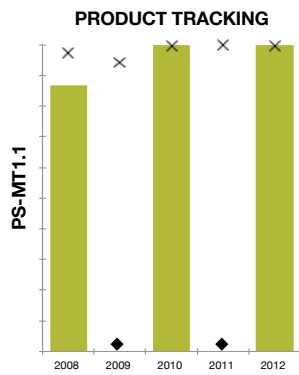
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// ENVIRONMENTAL RESPONSIBILITY

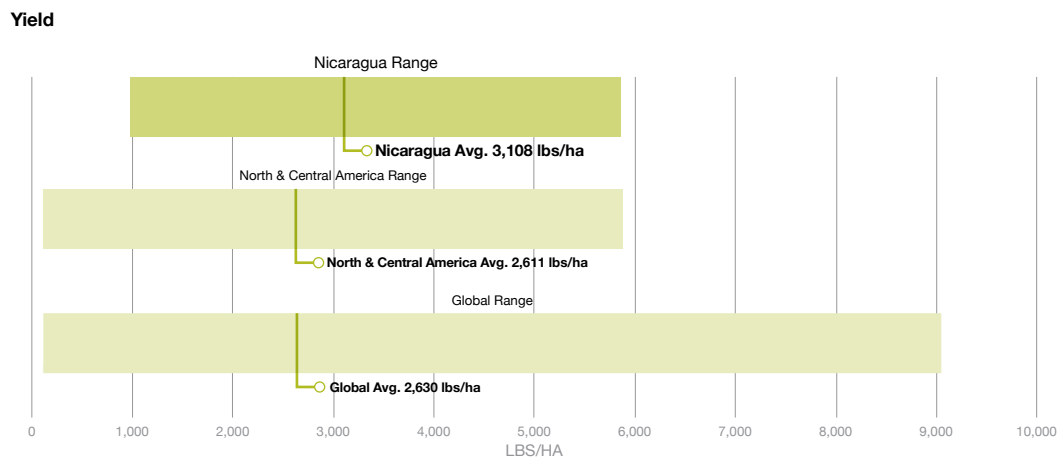
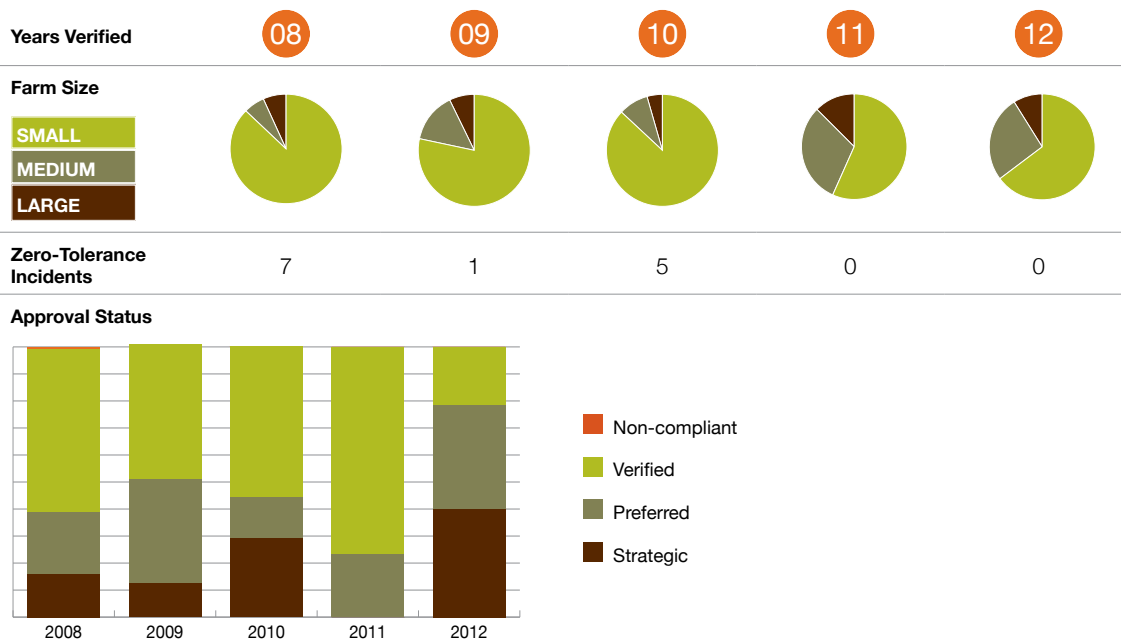


// PRODUCER SUPPORT ORGANIZATIONS



NICARAGUA

NORTH & CENTRAL AMERICA

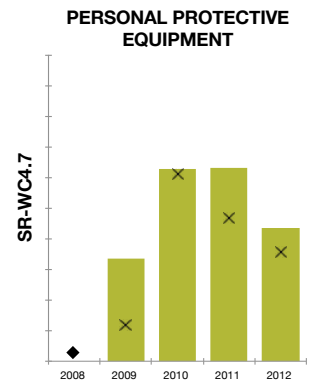
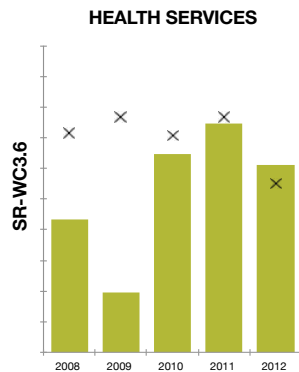
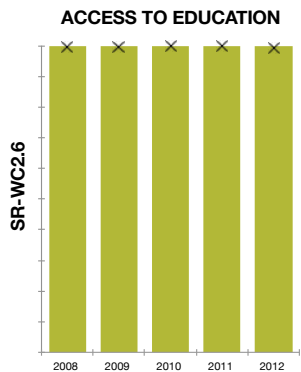
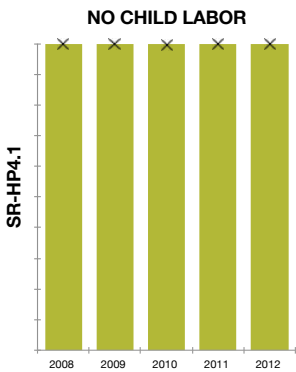
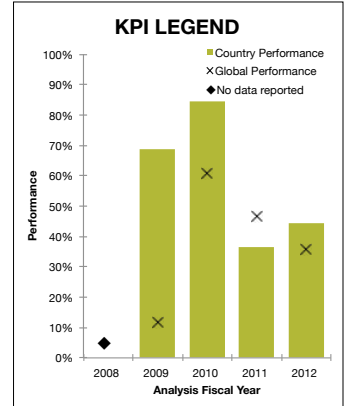
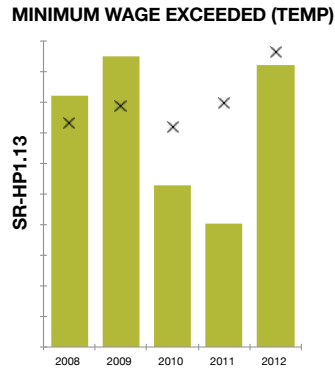
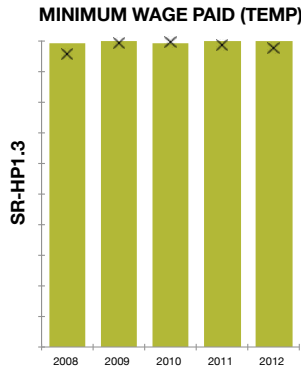
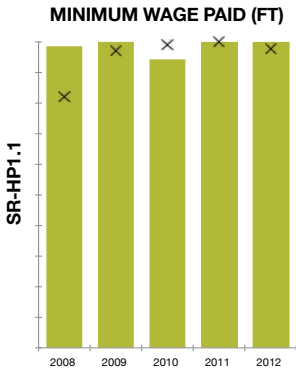


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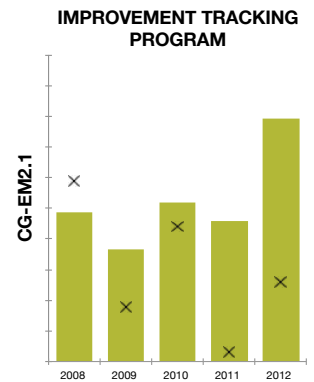
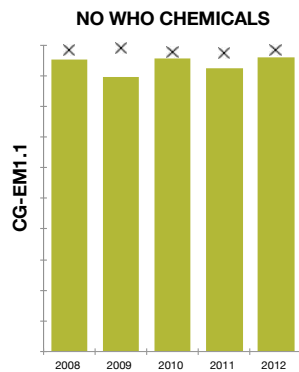
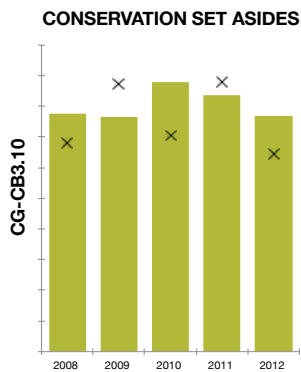
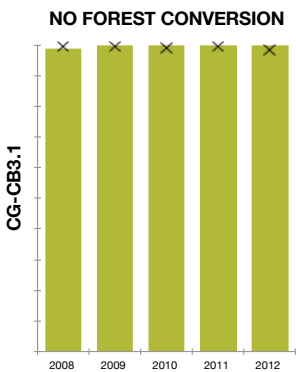
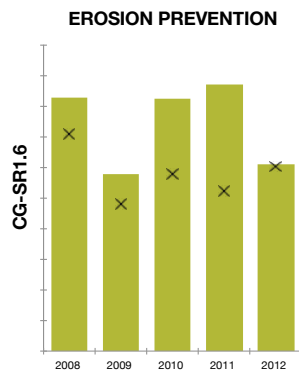
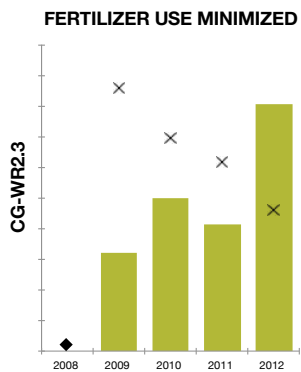
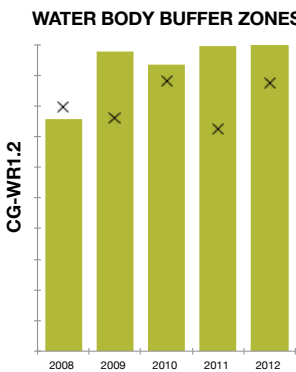
- Nicaragua received a total performance score of 71 percent in 2011 and 83 percent in 2012 – exactly the same as regional averages for North & Central America, both of which exceed the global averages for those years.
- In 2012, 78 percent of Nicaragua’s 60 applications received one of the two highest statuses – 24 received strategic status and 23 preferred. 13 applications received verified status in 2012.
- Nicaragua’s farm performance for temporary workers paid more than minimum wage (SR-HP1.13) rose from 40 percent in 2011 to 92 percent in 2012 – the first time it’s exceeded the 90 percent mark since 2009.
- Mills in Nicaragua reached 100 percent performance against requirements for allowable working hours (SR-HP3.3) for the first time in 2012.
- In 2012, farms in Nicaragua almost doubled their performance in minimizing fertilizer use (CG-WR2.3) reaching 81 percent after averaging 41 percent between 2009 and 2011.
- Farms also achieved their highest performance levels to date – 79 percent – for farm managers implementing a monitoring program to track C.A.F.E. Practices activities and improvements (CG-EM2.1).

FARMS

// SOCIAL RESPONSIBILITY

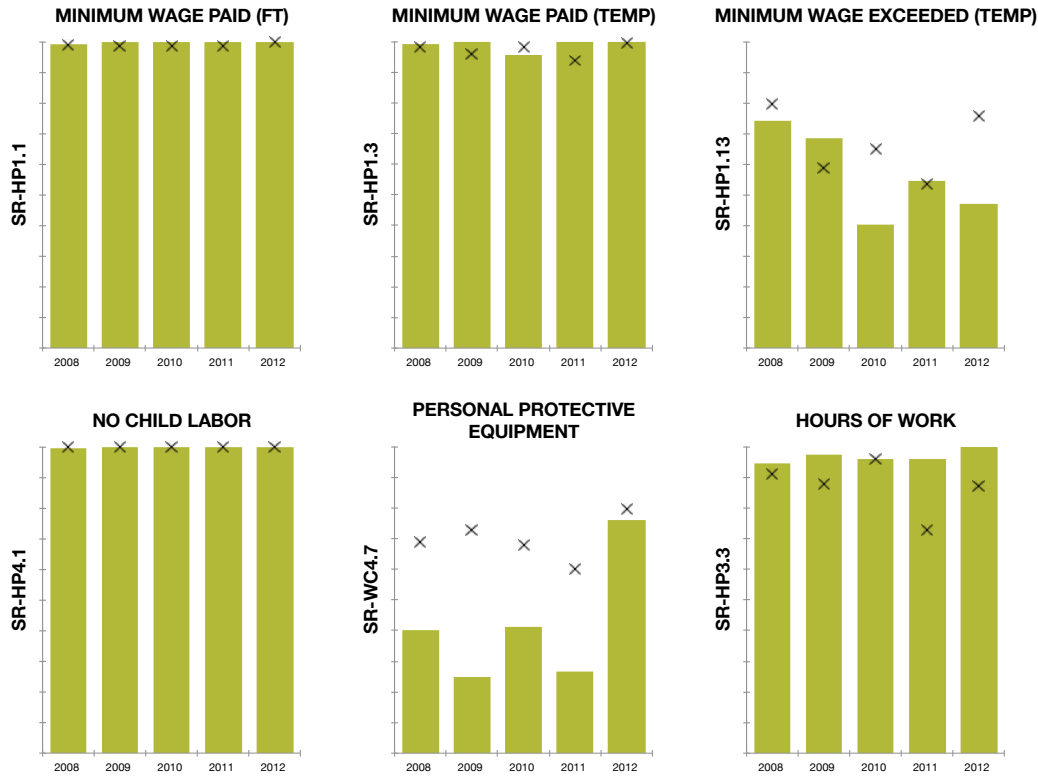


// ENVIRONMENTAL RESPONSIBILITY

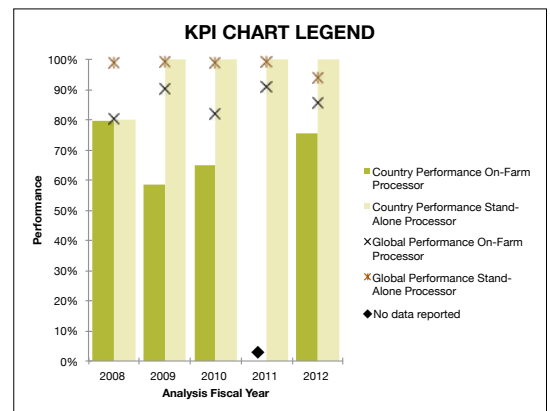
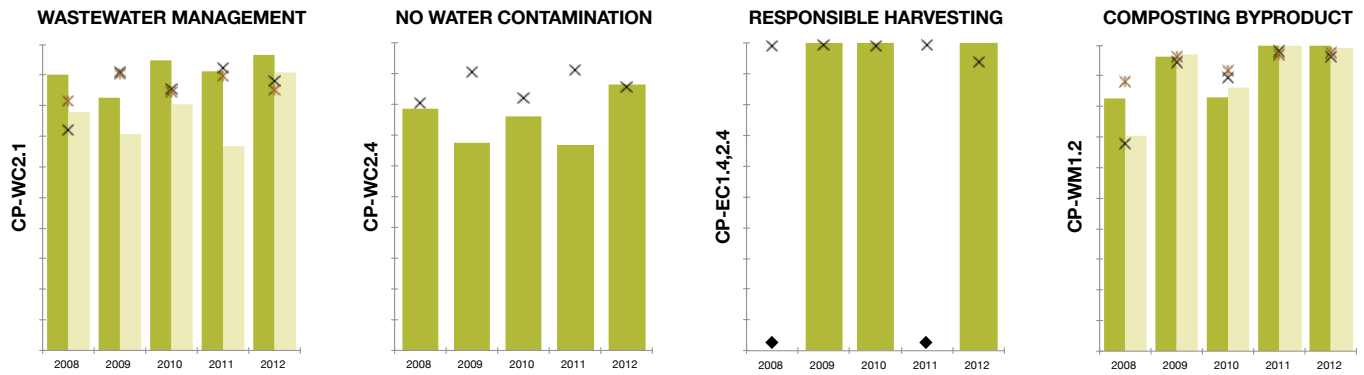


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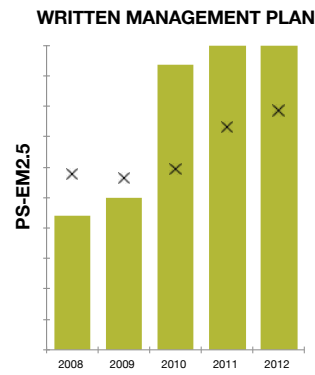
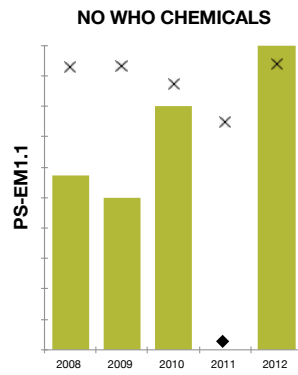
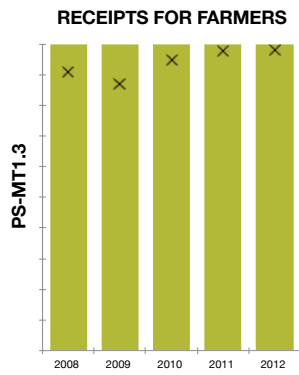
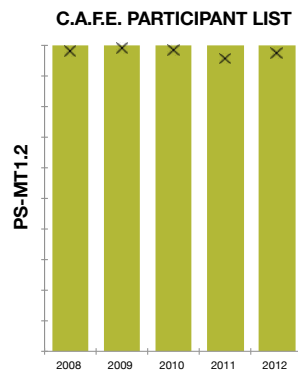
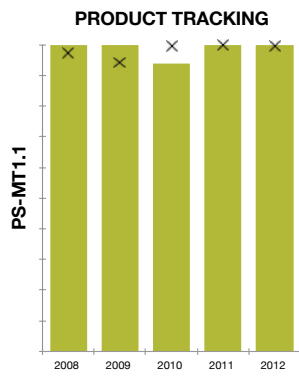
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// ENVIRONMENTAL RESPONSIBILITY

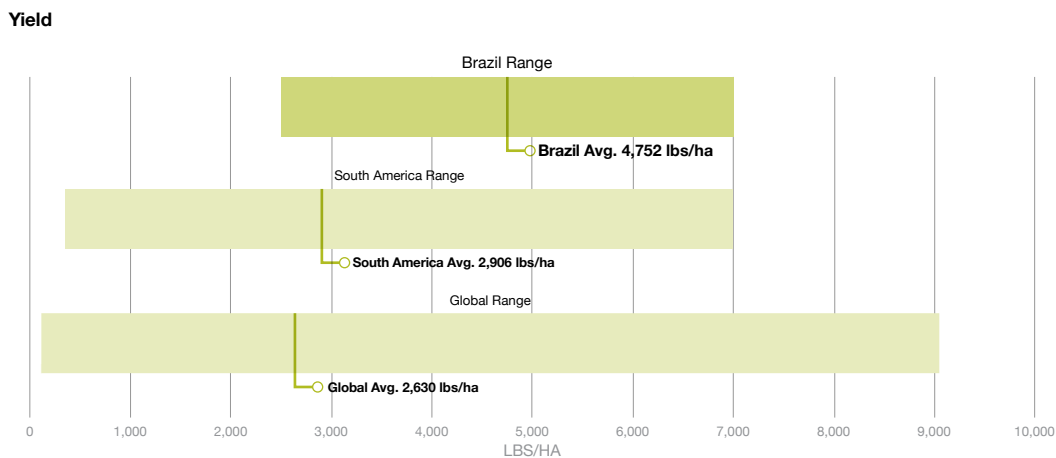
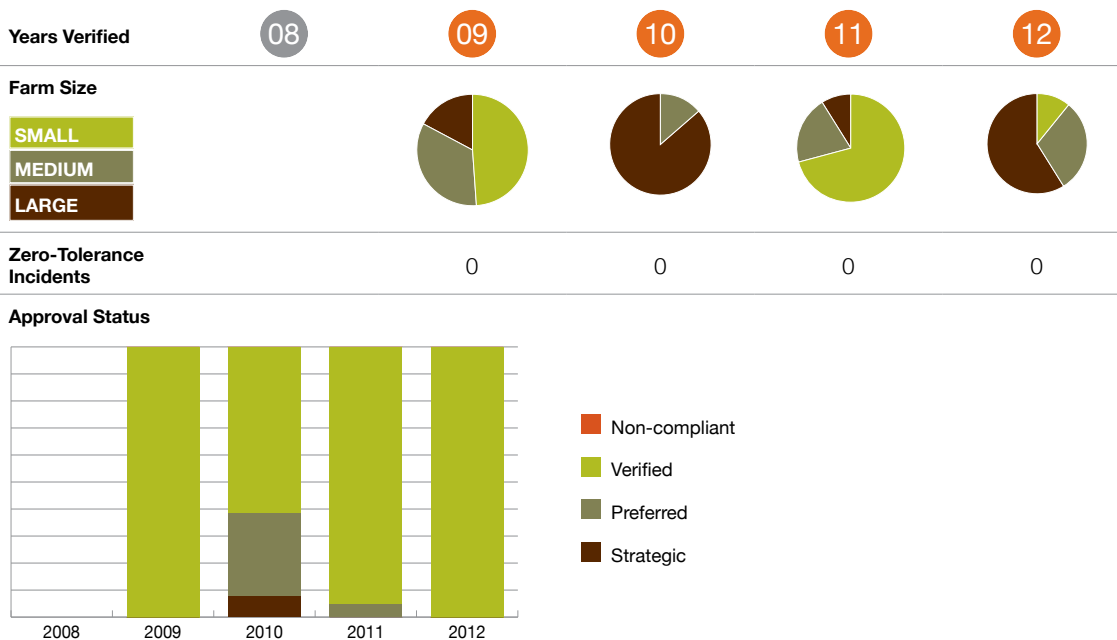


// PRODUCER SUPPORT ORGANIZATIONS



BRAZIL

SOUTH AMERICA

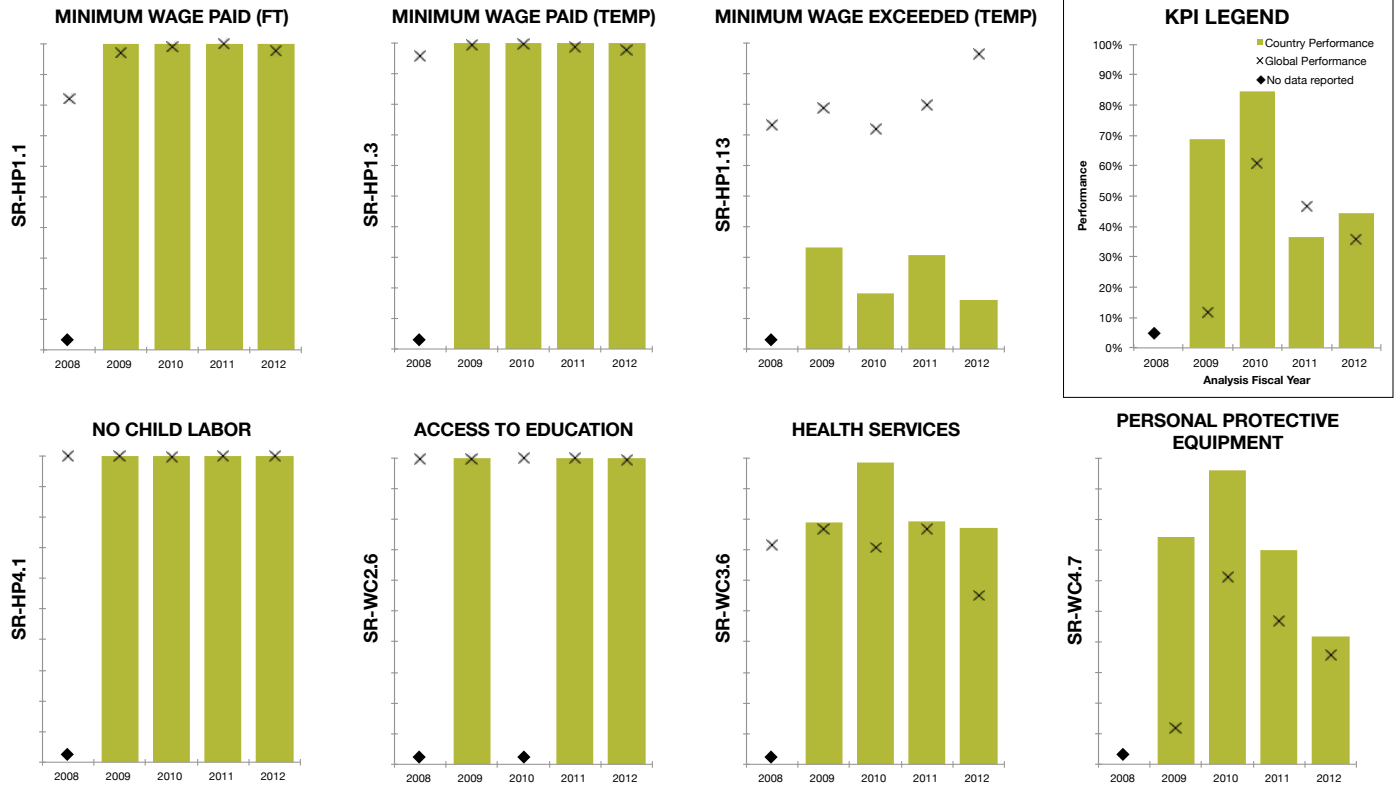


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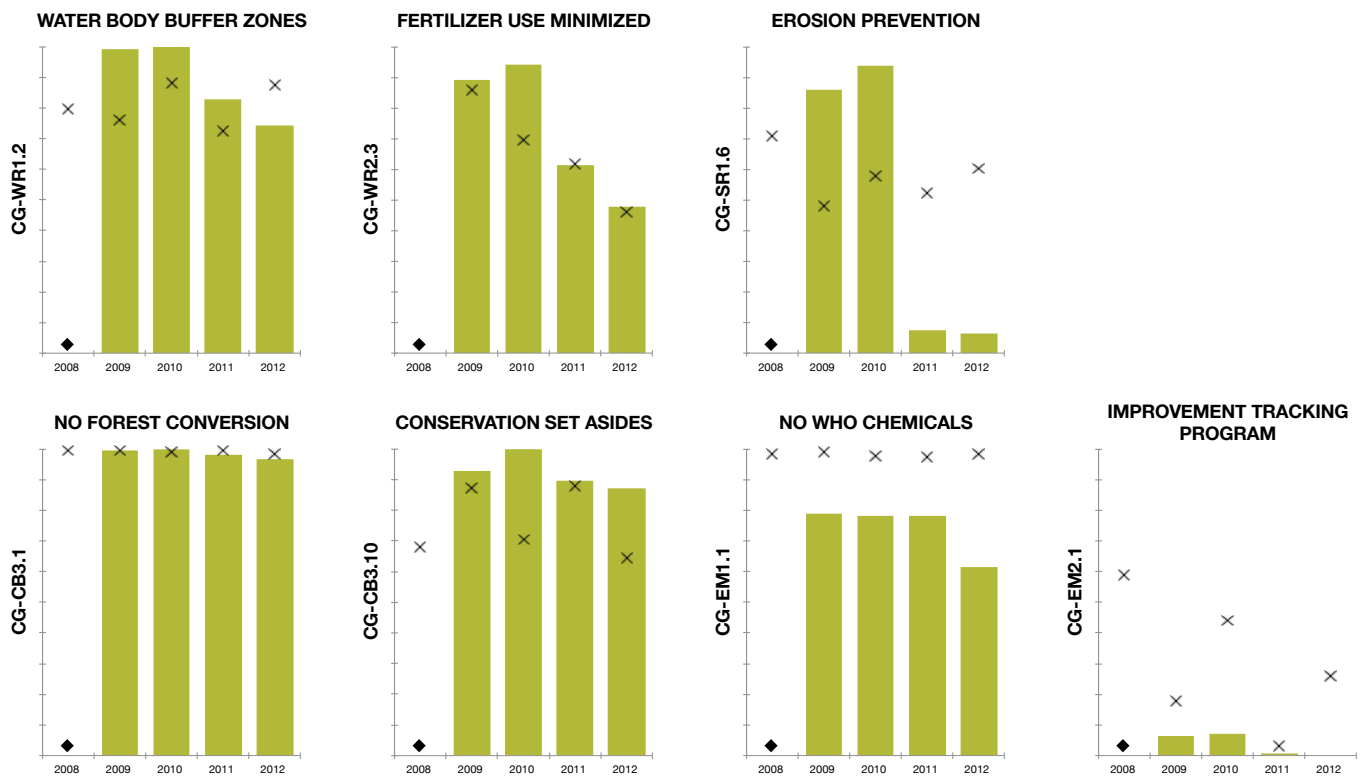
- Brazil's total performance scores fell to 60 percent in 2011 and a low of 44 percent in 2012, both of which lag significantly behind global averages in 2011 and 2012. Brazil's performance was on par with the South America regional average in 2011, but below in 2012.
- Brazil's farms and mills achieved 100 percent compliance with all Zero-Tolerance KPIs for Social Responsibility.
- Both farms and mills had very low performance for temporary workers paid more than minimum wage – farms fell from 31 percent in 2011 to 16 percent in 2012, and mills fell from 37 to 20 percent.
- Brazil's farms were near global average for Environmental Responsibility KPIs with the exception of vegetation cover for slopes (CG-SR1.6), which fell from 94 percent in 2010 to 8 percent in 2011 and 7 percent in 2012, and farm managers tracking C.A.F.E. Practices activities and improvements (CG-EM2.1), which was less than 1 percent in 2011 and 0 percent in 2012.
- Mill performance in Brazil against Environmental Responsibility KPIs is fairly strong, exceeding the global average for nearly all criteria.
- Performance of PSOs in developing written management plans (PS-EM2.5) remained at 0 percent for Brazil in both 2011 and 2012.

FARMS

// SOCIAL RESPONSIBILITY

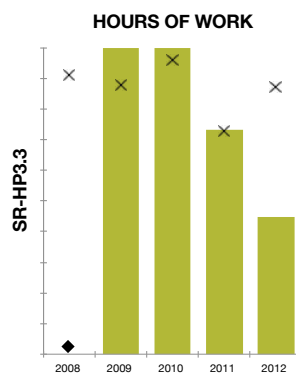
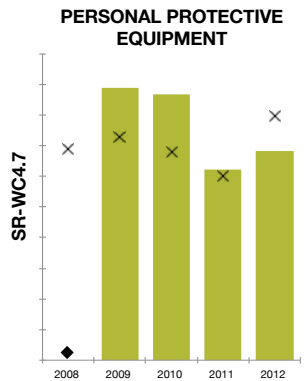
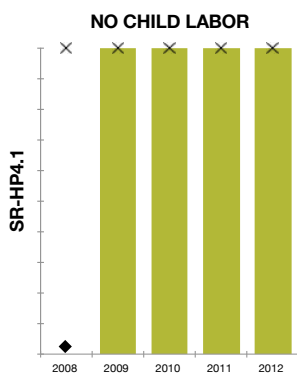
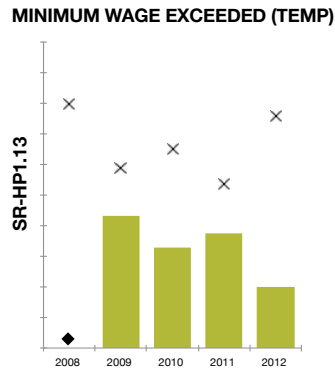
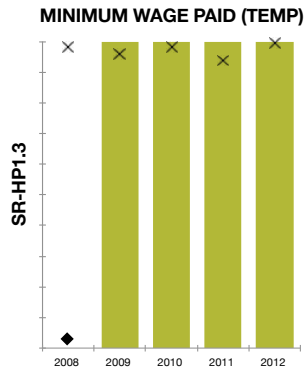
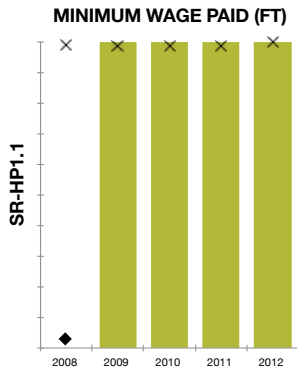


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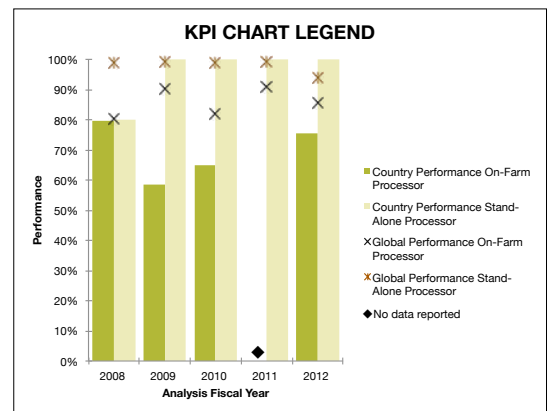
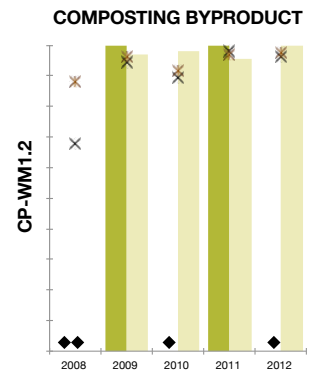
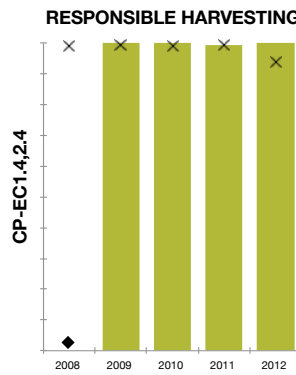
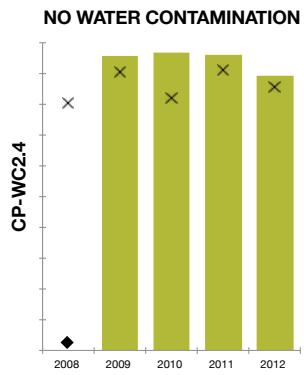
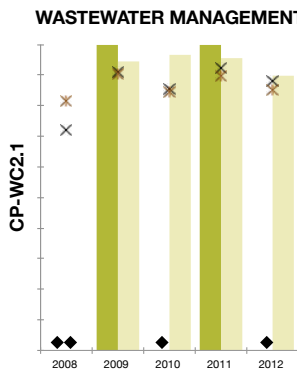


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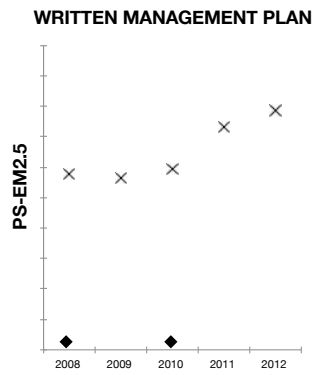
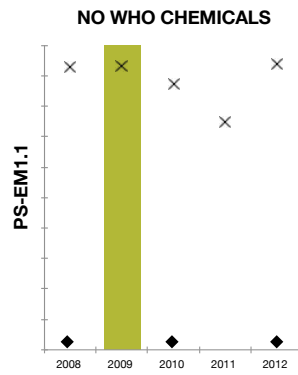
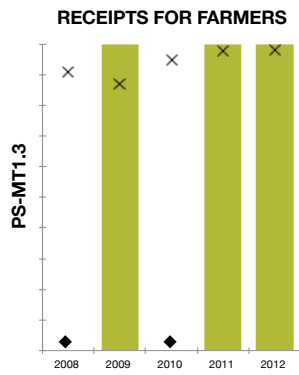
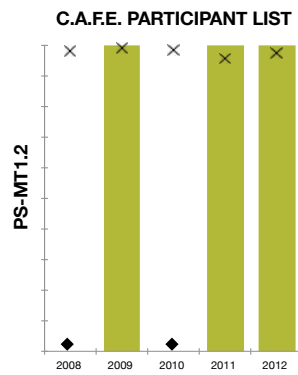
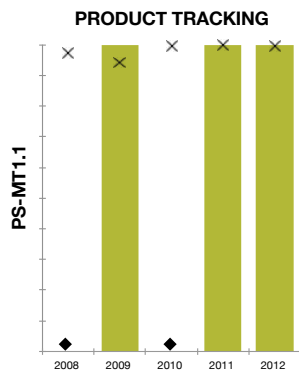
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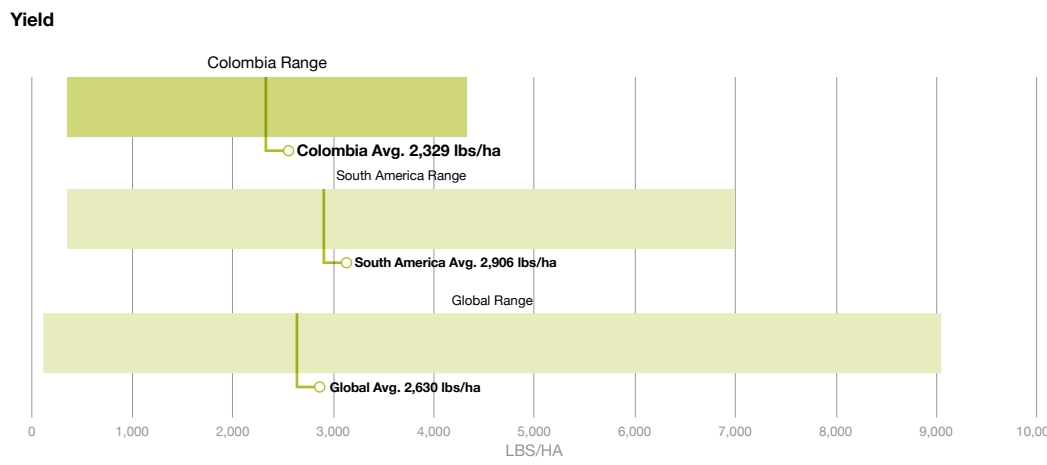
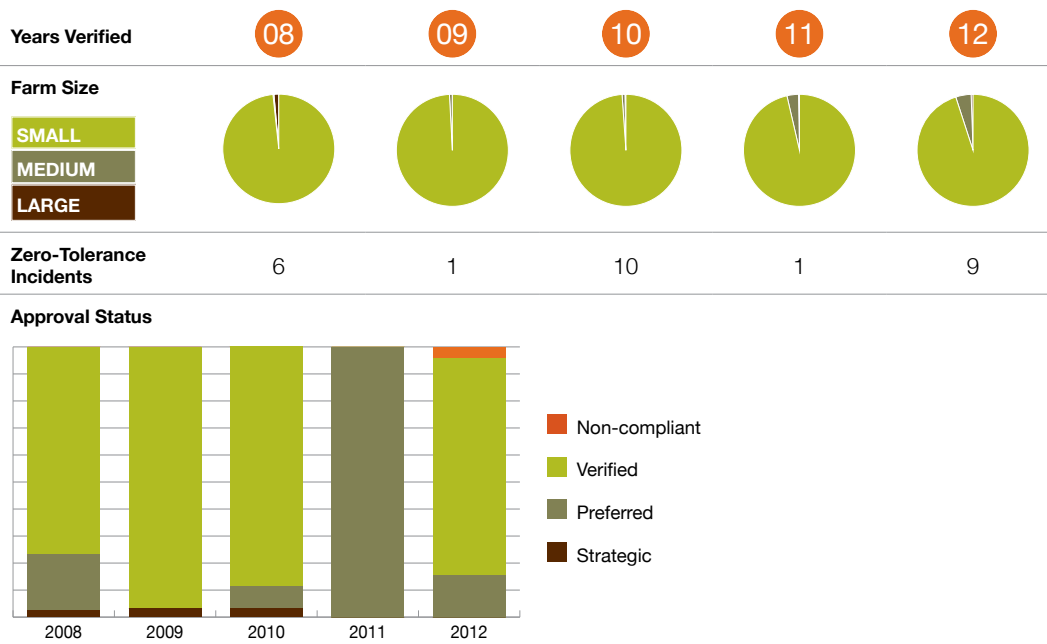


// PRODUCER SUPPORT ORGANIZATIONS



COLOMBIA

SOUTH AMERICA

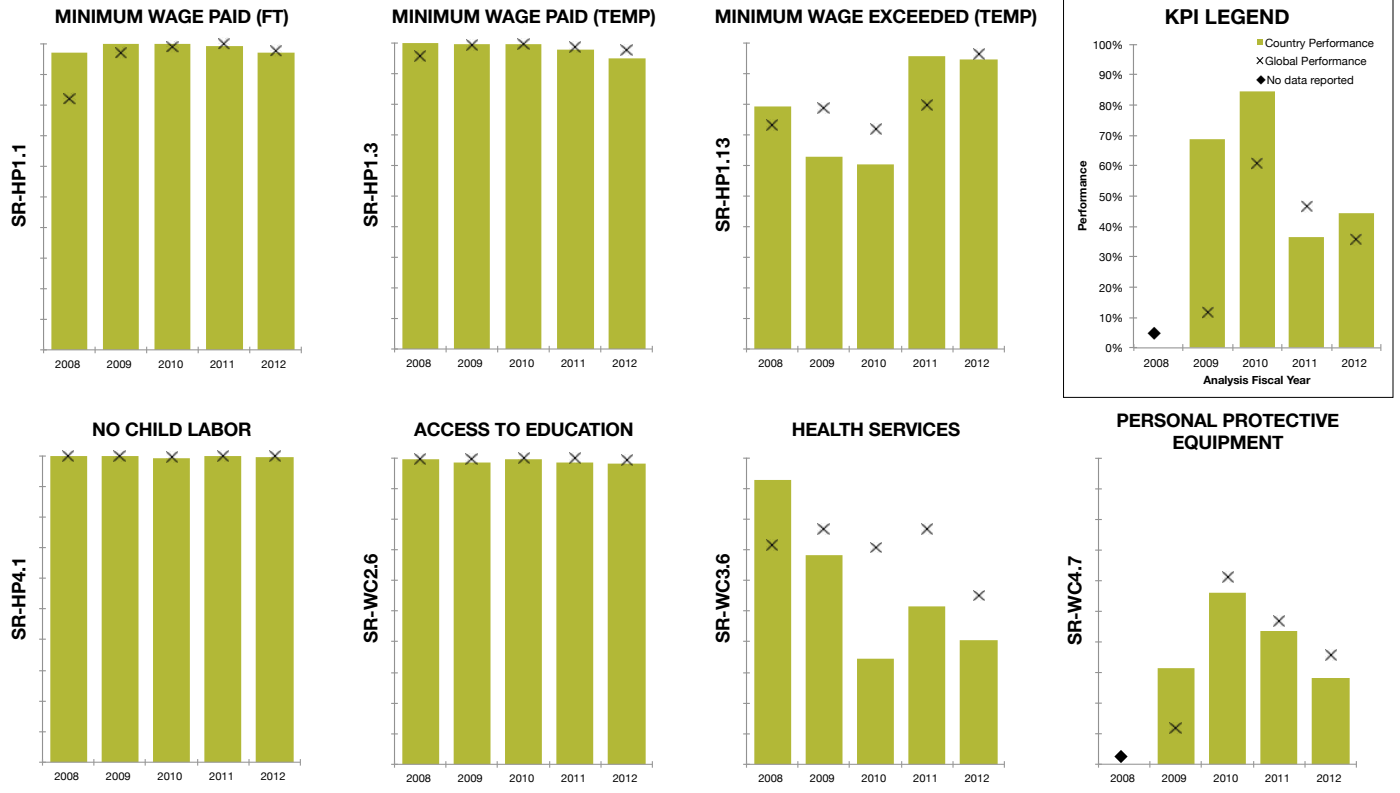


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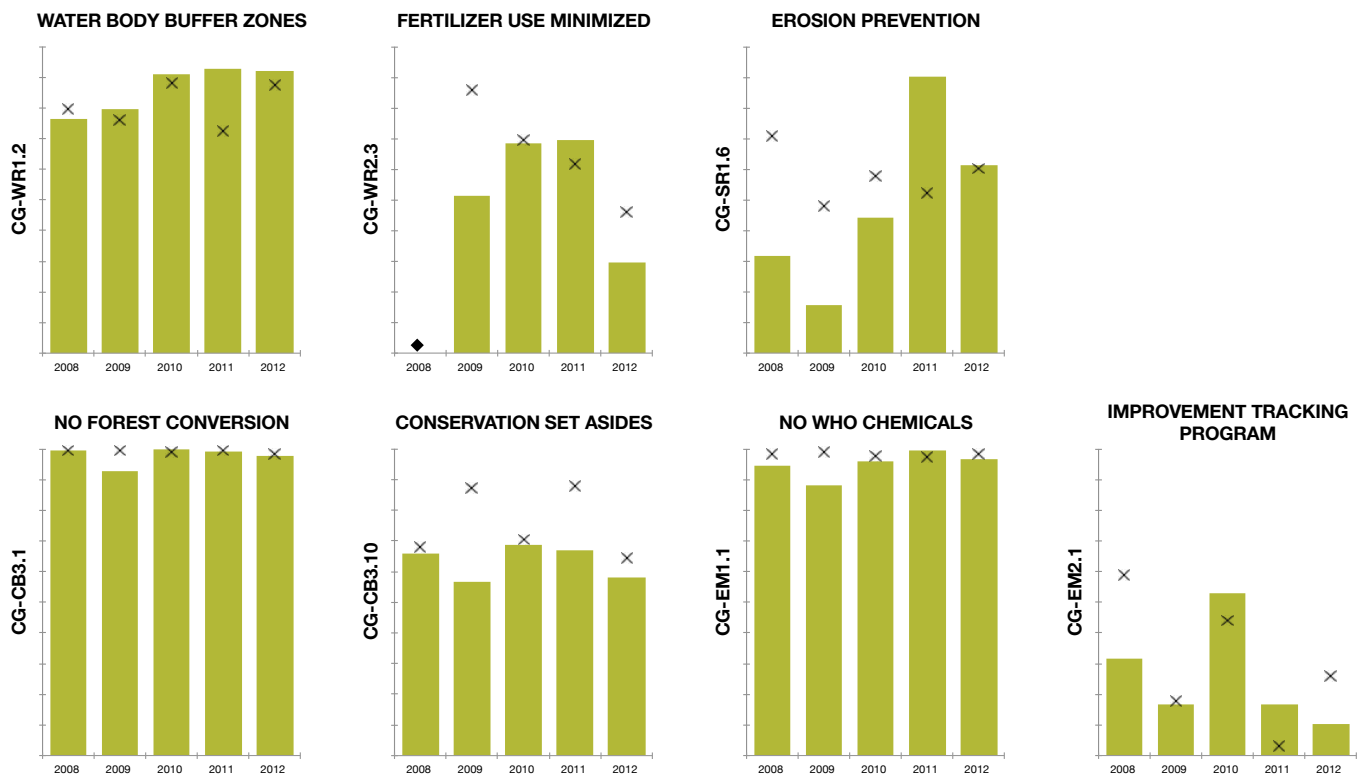
- In 2011, Colombia's total performance score was 61 percent, which lags behind the global average, but slightly exceeds the regional average for South America. In 2012, Colombia's performance improved to 65 percent, which lagged behind both the global and regional average.
- Performance of Colombia's farms against Social Responsibility KPIs related to minimum wage for both permanent (SR-HP1.1) and temporary (SR-HP1.3) workers declined in 2011 and again in 2012. However, farm and mill performance against KPIs for temporary workers paid more than minimum wage reached some of the highest levels to date in 2011 and 2012.
- After reaching a high of 56 percent performance in 2010, Colombia's farm performance in workers using protective equipment when handling agrochemicals or operating machinery (SR-WC-4.7) declined to 43 percent in 2011 and 28 percent in 2012.
- Colombia's farms and mills also achieved some of the highest levels of performance against Environmental Responsibility KPIs in 2011. Performance against these KPIs declined slightly in 2012.

FARMS

// SOCIAL RESPONSIBILITY

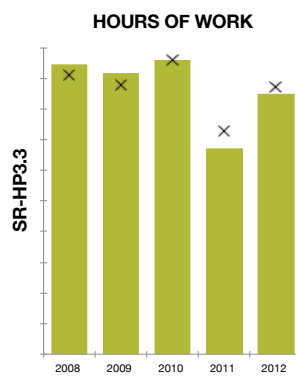
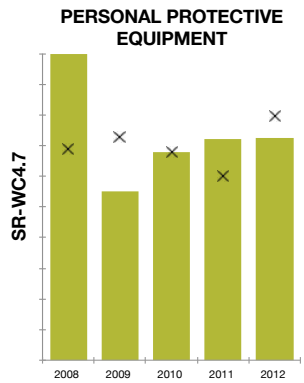
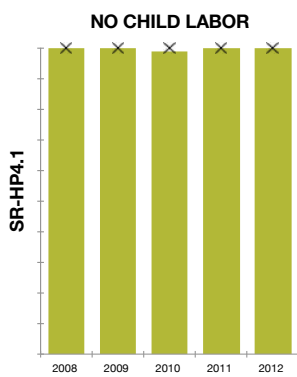
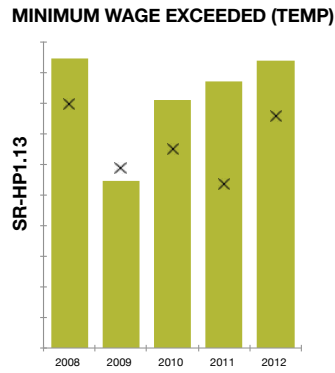
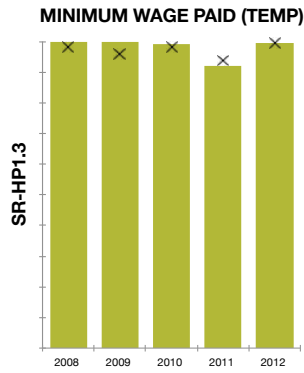
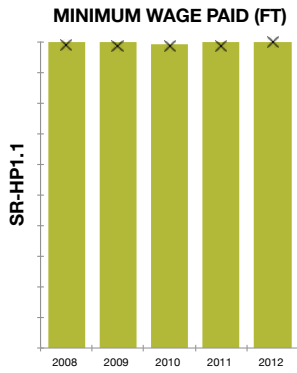


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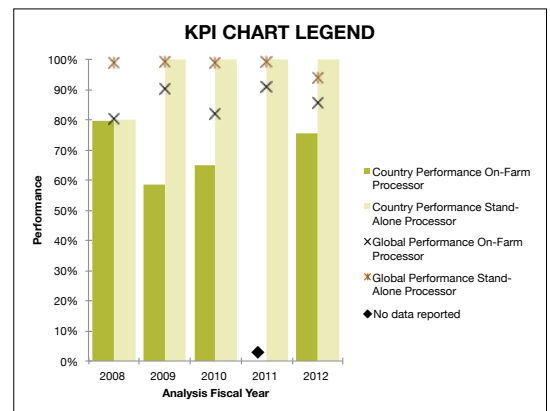
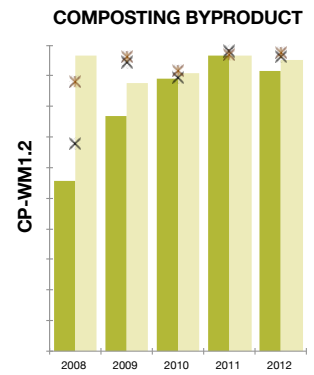
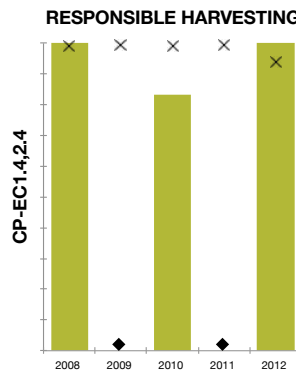
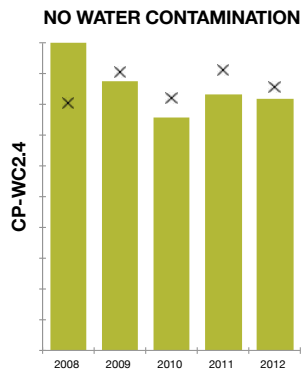
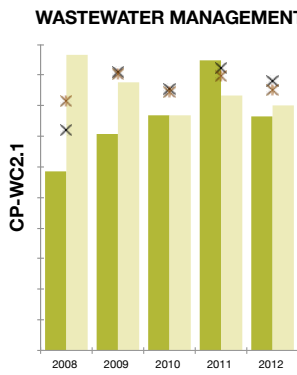


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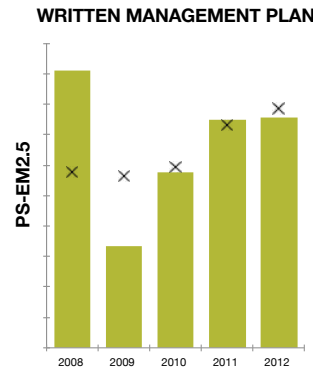
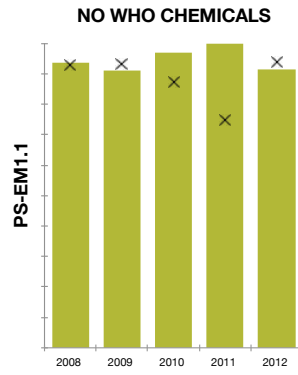
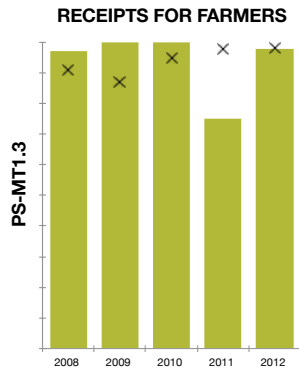
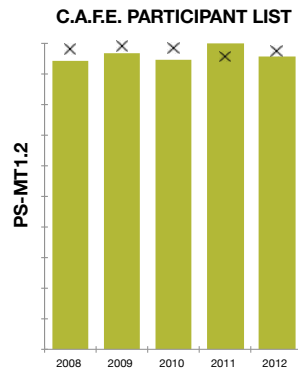
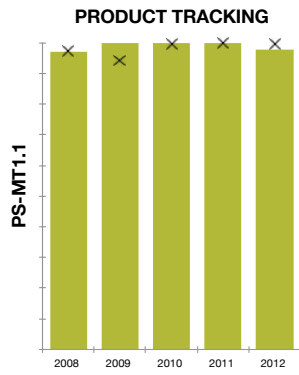
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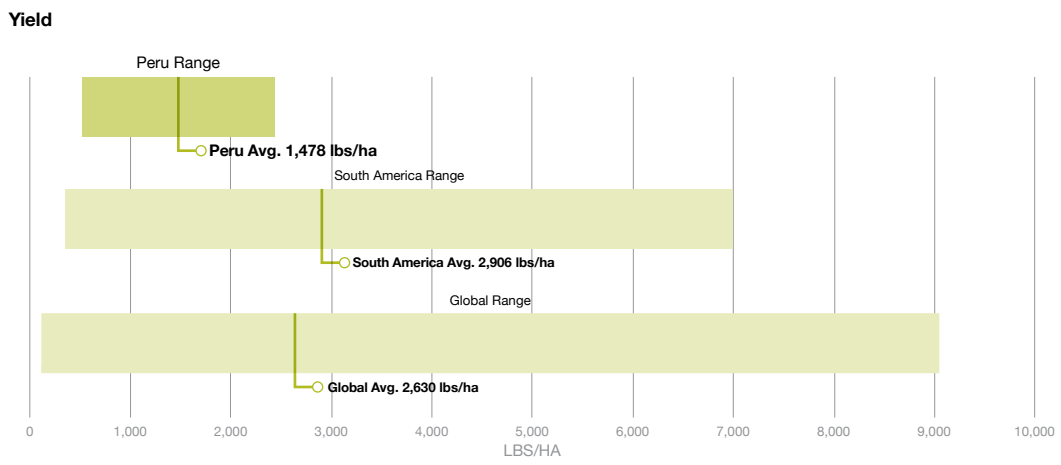
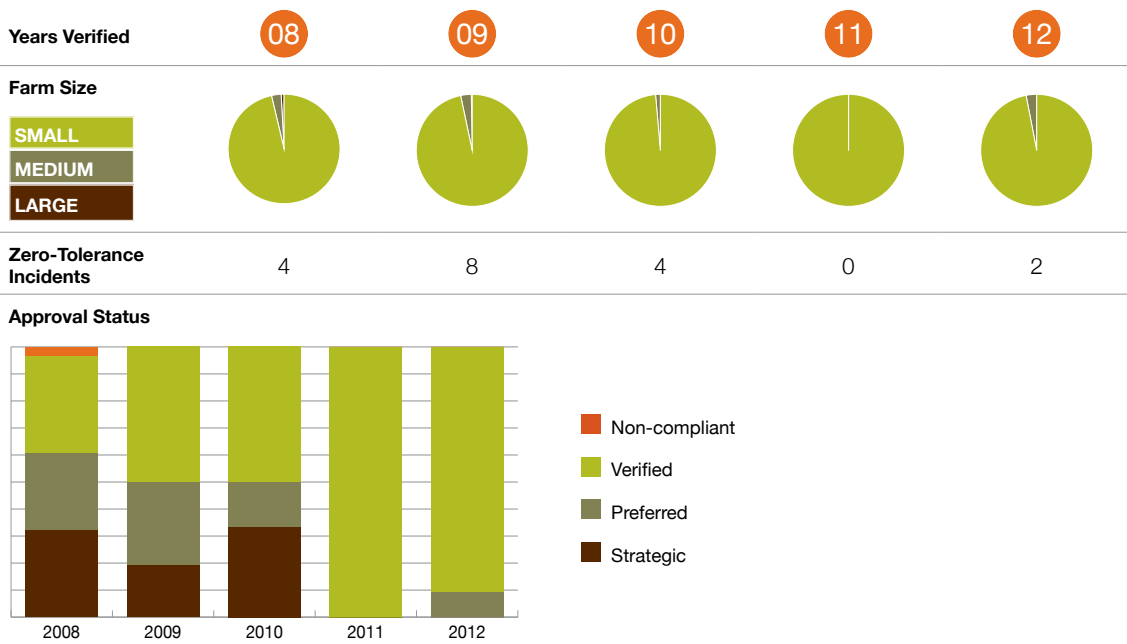


// PRODUCER SUPPORT ORGANIZATIONS



PERU

SOUTH AMERICA

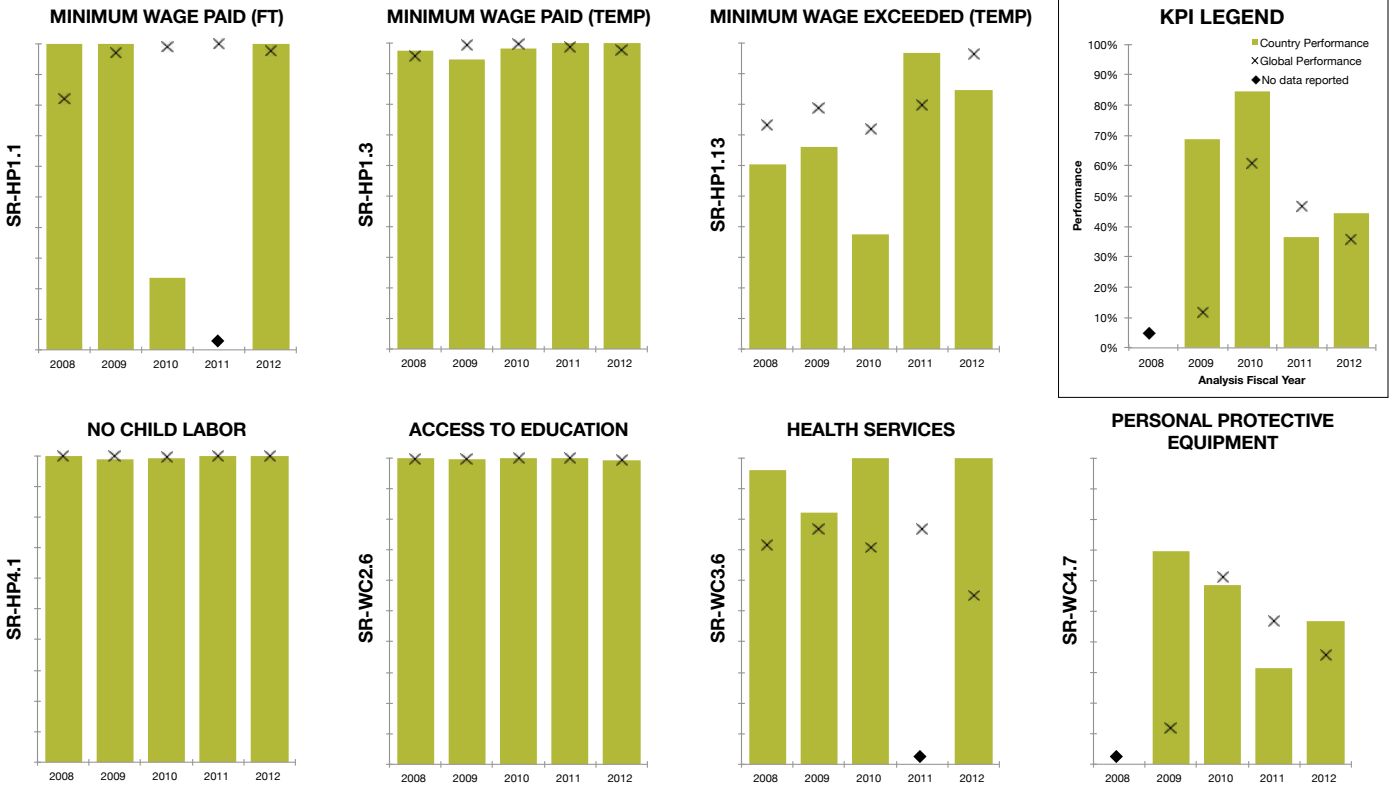


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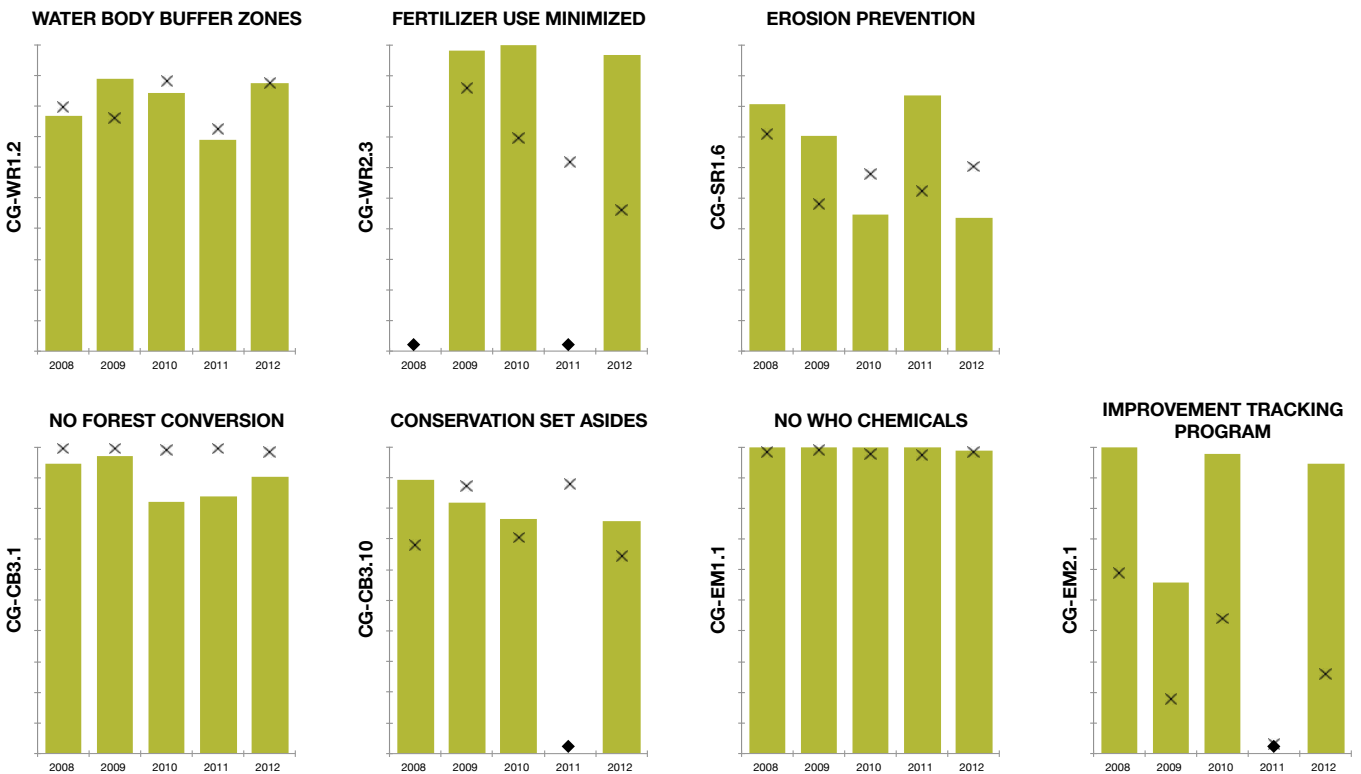
- Peru achieved the highest total performance scores in South America for both years – with 68 percent in 2011 and 83 percent in 2012. Peru’s scores exceed both the global and regional average scores.
- Peru’s farms achieved their highest performance levels to date for temporary workers paid more than minimum wage (SR-HP1.13), climbing from 37 percent in 2012 to 97 percent in 2011 and 85 percent in 2012. After mills reached 92 percent performance for this indicator in 2010, performance fell to 0 percent in 2011 before rebounding to 90 percent in 2012.
- Mill performance in Peru improved to almost 100 percent across all Environmental Responsibility KPIs in 2011, with the exception of composting (CP-WM1.2) on small, on-farm mills, which still had strong performance at 92 percent in 2011 and 98 percent in 2012.
- Mill workers using protective equipment (SR-WC4.7) reached 100 percent for the first time in 2011. However, there have been fluctuations in performance across years, with performance significantly declining in analysis years 2010 and 2012..

FARMS

// SOCIAL RESPONSIBILITY

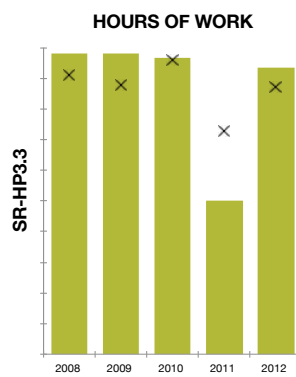
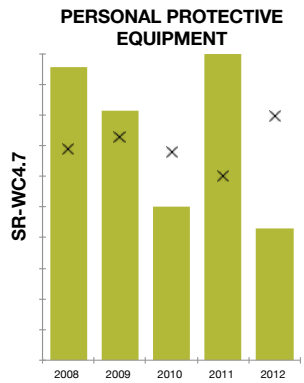
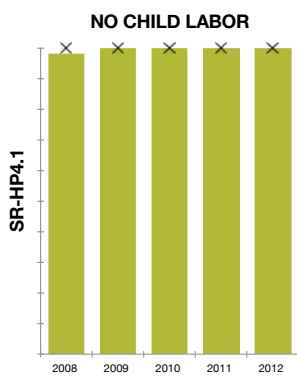
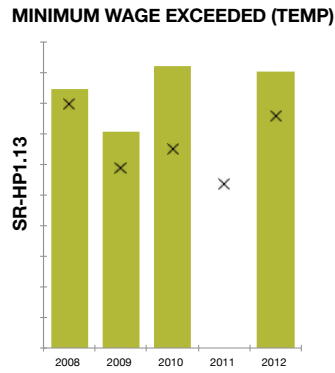
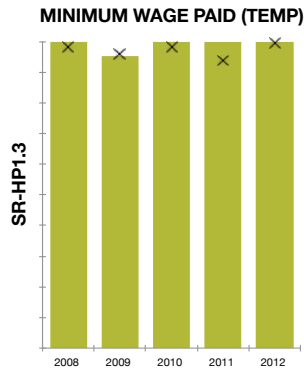
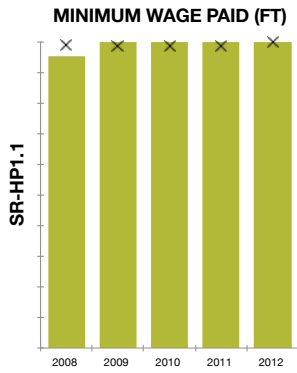


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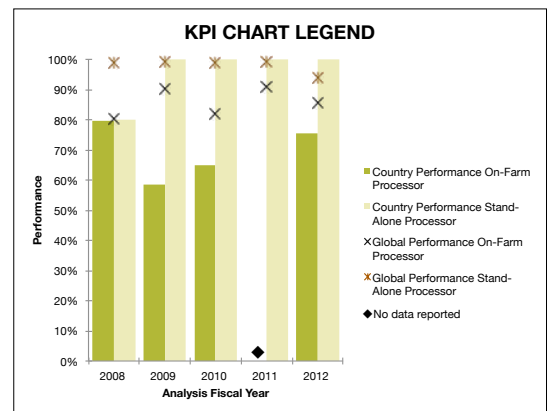
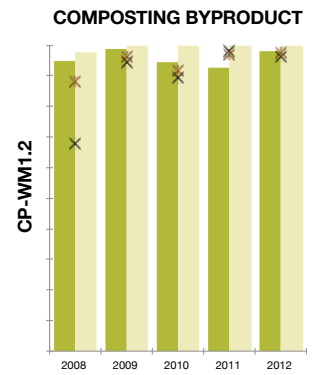
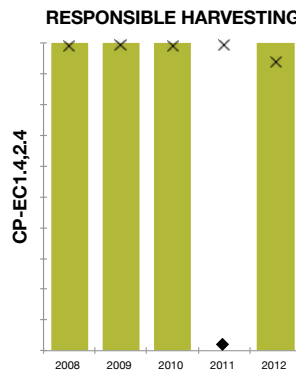
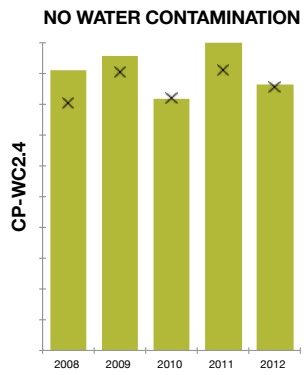
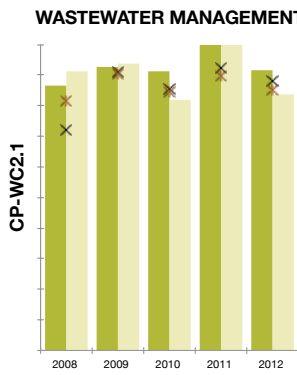


PROCESSOR

// SOCIAL RESPONSIBILITY



// ENVIRONMENTAL RESPONSIBILITY



// PRODUCER SUPPORT ORGANIZATIONS

