



SUSTAINABILITY REPORT

2020

Minerva Foods



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INTRODUCTION

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This edition of our *Sustainability Report* marks the tenth anniversary of Minerva Foods' commitment to periodically communicating its results of operations, strategies, investments and impacts. The report describes the activities and performance of Minerva Foods and its subsidiary Athena Foods in the period from January 1 to December 31, 2020, and is inclusive of all operations in Brazil, Argentina, Chile, Colombia, Paraguay and Uruguay, as well as commercial offices in several regions around the world.

The report contents provide a comprehensive account of the environmental, social and economic performance of the Company's plants, offices and broader supply chain, and the ways that Minerva Foods has applied industry best practices in managing sustainability.

Some of the key topics in this year's report include the Company's COVID-19 response and efforts to protect the health and safety of its employees, their families, partners and communities; a culture renovation that introduced a new set of values; investments in innovation; sustainable beef practices and projects; and enhanced risk management and business intelligence processes.

SCOPE AND METHODOLOGY

As in previous years, this report has been prepared in accordance with the Core option under the Global Reporting Initiative (GRI) guidelines. The GRI disclosures in the report cover material topics selected in a stakeholder survey, and are mapped to other social and environmental

disclosures under standards and frameworks such as SASB, TCFD, ISE, FAIRR, BBFAW and CDP. Company- and industry-specific operational and financial disclosures are also reported. There are no restatements of information from previous reports or significant changes in the reporting scope and boundaries.

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MESSAGE FROM MANAGEMENT

GRI 102-14, 102-15

Year after year, we at Minerva Foods have reaffirmed our purpose to supply high quality-food products through a business model that combines world-class operations, innovation, ethics and quality with adherence to industry-relevant social and environmental standards. In 2020, this was put to the test in a challenging operating environment brought about by the COVID-19 pandemic, with the Company coming through with flying colors.

Sanitary incidents, adverse climate events and, especially, the novel coronavirus pandemic directly affected the global beef market, adding to a cycle of changes in the industry in recent years. Across our beef production and export platform in South America, we remained alert to potential operational and financial risks in the industry, and focused on protecting the health and integrity of our employees and partners, as we navigated year 2020.

Developments in the animal protein market throughout the year underscored the importance of the Company's geographic diversification and global presence. Growing beef demand in Asian markets, as the region continues to shift to Western consumer preferences, was successfully capitalized in the year by leveraging production mix optimization and business intelligence capabilities introduced as part of our innovation strategy.

Other events included the African swine fever—which has continued to affect pork production in China and other Asian countries—and production problems in Australia, an important global player. Against this background, we strengthened our position as a supplier of high-quality and competitively priced products to Asia and the Middle East, where per-capita beef consumption is clearly on an upward trend.

Concurrently, we continued to explore opportunities to build value-added businesses in new niche markets. As part of this strategy, brands such as Estância 92 and investments undertaken in disruptive businesses performed well. Our acquisition of Clara Foods, a startup based in Silicon Valley that is pioneering the development of animal-free proteins, became the first initiative in our venture capital fund portfolio and will prepare Minerva to onboard new processes, technologies and solutions that can drive change in our value chain. In parallel, we concluded the acquisition of the Bucaramanga operation in Colombia, with a slaughter capacity of 700 head per day, doubling our aggregate production capacity in the country.

Results from operations were consistent with our potential, with the Company posting consolidated gross revenue of R\$ 20.6 billion and EBITDA of R\$ 2.1 billion in 2020, up 22% from the previous year. Net income was R\$ 697.1 million. Minerva also performed well in protecting its capital structure: we ended the year with R\$ 1.9 billion in cash and reached the lowest level of leverage since 2008 during the year.

But none of these figures fully capture the enormous challenges we surmounted to keep our operations running in such an unprecedented year. On the one hand, we faced challenging market conditions which we successfully navigated to deliver positive results; on the other hand, the unexpectedly rapid spread of the COVID-19 pandemic required us to be highly alert and focused from the first confirmed cases in the countries where we operate.

In the first quarter of the year, we launched a crisis plan to protect the integrity of our people and keep our food production operations running—safely. Our teams acted quickly to redesign processes, operations and routines in accordance with recommendations issued by the World Health Organization (WHO) and local authorities.

In addition to ensuring the continued well-being of our employees and third-party workers in our value chain, by responding with a sense of urgency we were able to assess the needs of surrounding communities and aid them in the pandemic response. As of year-end 2020 we had invested more than R\$ 42 million directly in the pandemic response across South America. This included donations of personal protective equipment and food products, and initiatives to support charitable organizations. These combined actions, which we describe in the first chapter of this report,

are a testament that protecting and respecting life has been and will be integral to our organizational identity—before, during and after the pandemic.

Alongside our crisis response efforts was our continued commitment to the environmental, social and governance (ESG) agenda, which will be all the more urgent and crucial over the coming years. In 2020 we made continued and active progress across a range of sustainability issues including traceability and containing deforestation in the Amazon, the *Cerrado* and Paraguay’s *Gran Chaco*; adhering to global standards on animal welfare; and initiatives to mitigate climate change and environmental impacts from our operations.

Minerva has also worked to strengthen its corporate culture as a strategic enabler, particularly in an adverse operating environment like the current one. In a process that involved

a survey of nearly 12,000 employees, we re-articulated our purpose and reaffirmed our commitment to a sustainable food future for our planet.

Like our partners and industry peers, we entered 2021 amid uncertainty around the recovery from the COVID-19 pandemic, but were supported by the same foundation that has enabled Minerva Foods to build a solid reputation this far. We would like to thank each of our employees, partners and customers for your contribution to a successful journey in 2020, and we invite you to learn more about our year in the following pages.

Fernando Galletti de Queiroz
CEO

Ibar Vilela de Queiroz
Chairman of the Board of Directors



Fernando Galletti de Queiroz, CEO



Ibar Vilela de Queiroz,
Chairman of the Board of Directors



01. ABOUT MINERVA FOODS

A Brazilian-based company with a global presence, Minerva supplies superior-quality meats and meat products to customers on five continents

Slaughter Plant

ABOUT MINERVA FOODS

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6

Founded in 1992 in the city of Barretos, São Paulo State, southeastern Brazil, Minerva Foods has grown to become one of the leading beef exporters in South America.

The Company's business model is designed around planning, flexibility and building capacity to meet growing world demand for food. Minerva's integrated platform produces, sells, processes and exports animal protein products—including fresh beef and beef products, live cattle and co-products—to more than 100 countries on five continents.

Minerva operates 25 beef slaughter plants—ten in Brazil, five in Paraguay, three in Uruguay, five in Argentina and two in Colombia—with a total slaughter capacity of 26,180 head of cat-

tle per day. The Company's platform includes Athena Foods, a subsidiary established in 2017 which manages Minerva Foods' plants and logistics centers outside Brazil from its headquarters in Chile. Minerva's combined operations employ a workforce of more than 19,000 employees.

In other segments, the Company has three meat processing plants, one in Brazil (Minerva Fine Foods) and two in Argentina (Rosário and Pilar) producing Swift-branded products in the country. Supporting these industrial facilities are 14 distribution centers—nine in Brazil, two in Chile, one in Argentina, one in Colombia and one in Paraguay—and 16 sales offices.

With an extensive base of cattle suppliers and a network of offices and operations that con-

nects expanding markets, such as Asia, to beef production hubs in South America, Minerva has enjoyed a trajectory of strong growth. In the last 12 years, the Company has tripled slaughter volumes and acquired several new operations and facilities in Brazil and other countries.

At the end of 2020, a year dominated by the novel coronavirus pandemic, Minerva posted net revenue of R\$ 19.4 billion. Exports accounted for 68% of net revenue.

Minerva Foods is
the South American
leader in beef exports



The Company at a glance GRI 102-7

19,000+ employees

40,000+ registered cattle suppliers

Production in Brazil
390,000+ metric tons

Production in South American countries
670,000+ metric tons

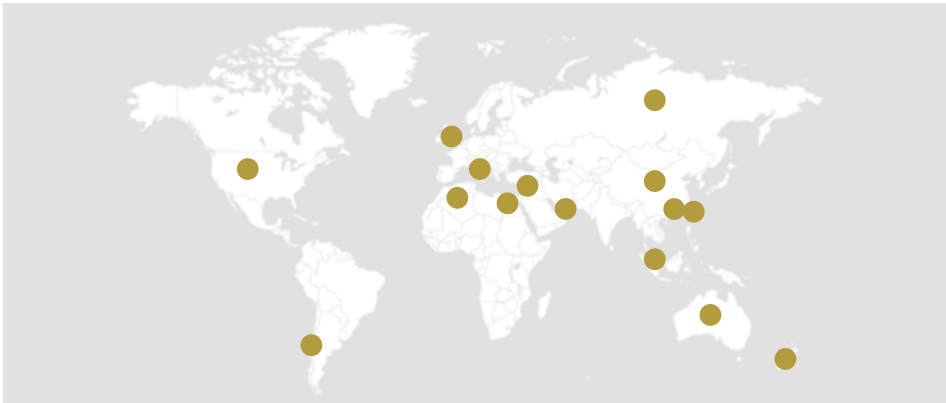
25 slaughter plants

3 processing plants

14 distribution centers

16 sales offices

OFFICES WORLDWIDE



SLAUGHTER CAPACITY BY COUNTRY

	No. of slaughter plants	Head/day	% of total
Brazil	10	10,980	41.9%
Argentina	5	5,050	19.3%
Colombia	2	1,550	5.9%
Paraguay	5	5,400	20.6%
Uruguay	3	3,200	12.2%
Total	25	26,180	100%



2020 highlights



Ethics and Compliance

100% of operations assessed
for corruption risks

More than 80% of people
in senior and middle-
management and other
leadership positions trained
on anti-bribery in Brazil



Food Safety

100% of operations covered
by risk assessment and
quality assurance programs



Animal welfare

99% compliance in third-
party audits

460 direct employees and
more than 1,150 third-party
employees trained

More than R\$1.15 million
invested in training initiatives



Workplace conditions

30% reduction in
occupational injury rates
and 2,200 fewer lost days
resulting from work injuries

Around 12,000 employees
participated in Minerva's
cultural renovation program



2020 highlights



Relationship management and local development

R\$ 42 million invested in aid and support as part of our pandemic response

Business relationships with more than 15,000 cattle producers in South America



Supply chain monitoring

More than 9.6 million hectares monitored in the Amazon

More than 2.0 million hectares monitored in the Cerrado

More than 3.6 million hectares monitored in the Gran Chaco

100% of supplier properties in the Cerrado now monitored, a first in the industry

100% of monitored cattle purchases in Brazil and 75% in Paraguay

154 direct suppliers block-listed for social and environmental nonconformities in 2020

Industry-first testing of monitoring systems for indirect suppliers



Water stewardship

13.7% reduction in absolute water consumption at plants in Brazil

7.6% reduction in absolute water consumption at plants in other countries



Greenhouse gas emissions

Zero net greenhouse gas emissions (scope 2)

More than 38,000 metric tons of CO₂e removed from the atmosphere by planted trees

First reporting of scope 3 emissions

The COVID-19 pandemic: impacts and response

GRI 103 | 403

Like all sectors of society, Minerva was taken by surprise when the World Health Organization (WHO) announced that the novel coronavirus outbreak had escalated into a pandemic.

Since early 2020, the Company—which has a business model built on a strong global presence—had been closely monitoring sanitary and market risks emerging from the outbreak. The rapid spread of the virus, however, affected business and social life in all countries and on all continents, and immediately led Minerva Foods to take measures in response out of respect for life and the safety of its employees, their families and partners across the supply chain.

For direct and third-party operational employees in all countries, the Company implemented a protocol comprising a series of measures, including:

- **COVID safety instructions**
- **Restrictions or suspension of travel**
- **Work-from-home placement for eligible office employees**
- **Maintaining all job posts while managing employees in the at-risk group, including through paid leave or temporary alternative duty**
- **Provision and installation of hand sanitizer dispensers**
- **Enhanced cleaning and disinfection of public spaces (turnstile, cafeterias, change rooms, walkways and shuttle buses)**
- **An enhanced sanitary protocol, with departments divided into clusters**
- **New sanitary barriers for hand washing, with accompanying instructions**
- **Reorganization of walkway layouts and physical segregation of duties and workstations**
- **Distancing measures including floor markings and partitions in common areas (cafeterias, change rooms and walkways)**
- **Restriction and suspension of site visits from suppliers and service providers**
- **Temperature screening of 100% of those entering the Company's premises and administration of a health questionnaire**
- **Enhanced supply and exhaust ventilation**
- **Personal protective equipment issued to employees in contact with coworkers, and to health professionals**
- **Monitoring of employees returning from vacation**
- **Provision and mandatory use of triple-layer, disposable surgical masks**
- **Provision and mandatory use of face shields in production areas where employees are in closer contact with coworkers**
- **Medical and other assistance for all employees and their families**



Other initiatives included more than 20 corporate communications about preventing, identifying and combating COVID-19; temperature screening for employees, suppliers and contractors; early influenza vaccination; and screening and monitoring of suspected and/or confirmed cases of COVID-19 infection. Layout plans were developed showing clusters of critical plant areas for hazard and risk mapping and management.

All direct and third-party employees affected by the pandemic received medicine allowances, grocery kits, expense allowances, assistance from healthcare professionals, 13th salary advances, and other benefits.

COVID-19 response by the numbers

More than 900
at-risk employees placed on
preventive, paid leave

More than 800
employees assigned to work
from home

100%
of employees in high-risk areas
covered by rapid testing

100%
of plant employees covered
by three-stage temperature
screening

More than 9,200
influenza vaccines administered

More than 22,000
grocery kits donated to
employees and their families

Community initiatives

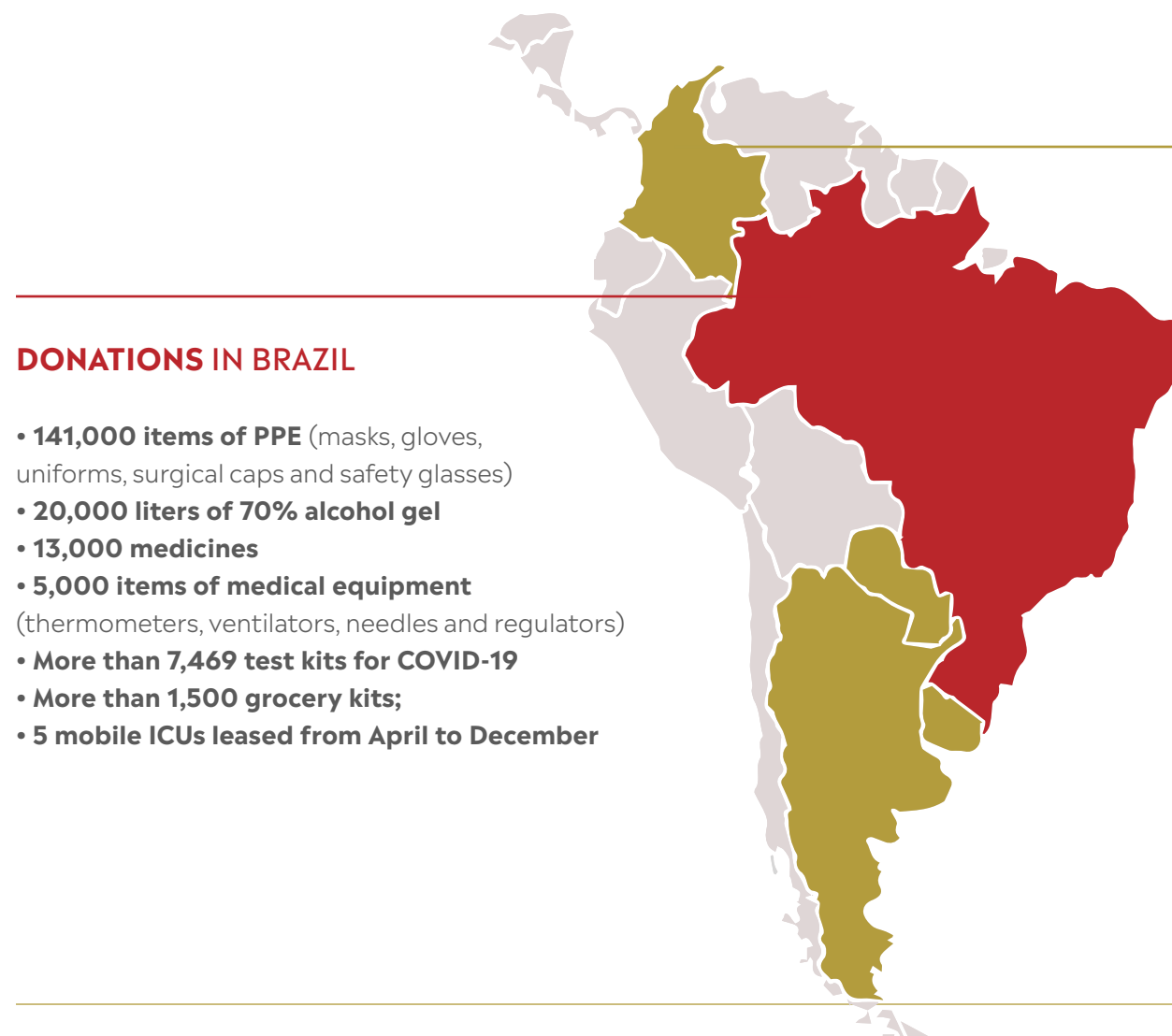
Donations of equipment and basic health care materials, assistance in equipment and hospital maintenance, and donations of food, medicines and materials were some of Minerva's initiatives in the year in neighboring communities and adjacent cities. With many of its plants located in small and medium-sized municipalities, the Company recognized the importance of not only raising public awareness about measures to prevent and combat COVID-19, but also providing direct support to local governments and social actors.

Criteria for investment decisions included the level of social impact and improvement of public health services. In addition to donations (*see below*), the Company helped the local government of Palmeiras de Goiás to lease a hospital and provided funds to purchase or lease equipment for hospitals such as Hospital das Clínicas in Campinas (SP) and the USP School of Medicine's Hospital das Clínicas in Ribeirão Preto (SP), in Brazil; Hospital Anselmo Gamen, in Argentina; and Hospital Municipal de Ciénaga de Oro, in Colombia. In Paraguay, the Company funded the construction of a contingency sanitary ward at Hospital Distrital de Belén. The new 157 square-meter (m²) facility has complete infrastructure to expand local capabilities for the COVID-19 response, and to improve health care for the community when the pandemic is over.



20,000 liters of water donated to the Paraguayan Rural Association

Community initiatives



DONATIONS IN BRAZIL

- **141,000 items of PPE** (masks, gloves, uniforms, surgical caps and safety glasses)
- **20,000 liters of 70% alcohol gel**
- **13,000 medicines**
- **5,000 items of medical equipment** (thermometers, ventilators, needles and regulators)
- **More than 7,469 test kits for COVID-19**
- **More than 1,500 grocery kits;**
- **5 mobile ICUs leased from April to December**

DONATIONS BY ATHENA FOODS (ARGENTINA, COLOMBIA, PARAGUAY AND URUGUAY)

- **3,600 items of PPE** (masks, gloves, uniforms, surgical caps and safety glasses)
- **11,080 liters of 70% alcohol gel**
- **10,000 liters of hypochlorite**
- **2,000 kilos of beef**
- **More than 3,555 meals**
- **More than 2,000 grocery kits**
- **50,000 items of medical equipment** (thermometers, ventilators, needles and regulators)
- **More than US\$ 406,150 in medicine allowances**



42 million
invested

in neighboring communities and cities adjacent to Minerva Foods' and Athena Foods' operations.

CUSTOMER SUPPORT

In addition to supporting communities and employees, Minerva Foods helped business partners directly affected by the pandemic to navigate this period with greater financial security. In partnership with BTG Pactual, the Company launched a fund to support small and medium-sized customers, with capacity to provide cash relief to 1,200 businesses, without any requirement that they use the funds for orders from Minerva. **At year-end 2020 the fund amounted to R\$ 32 million.**

Businesses and products

GRI 102-2, 102-6

With operations spanning multiple geographies and strong slaughter capacity, largely export-oriented, Minerva has a portfolio that caters to customers in more than 100 markets. The Company's businesses are organized into three divisions:

BRAZIL DIVISION

This division comprises the Company's operations in the states of Goiás, Mato Grosso, Minas Gerais, Rondônia, São Paulo, and Tocantins and distribution centers in different regions in Brazil.

ATHENA FOODS

Athena Foods aggregates Minerva's plants and distribution centers in Argentina, Chile, Colombia, Paraguay and Uruguay.

TRADING DIVISION

The Trading division operates the Company's live cattle, protein, energy, and third-party product resale segments.



A Minerva Beef Shop, in Barretos (SP).

Main business lines

Minerva Foods

MINERVA BEEF

Minerva Beef produces commodities and value-added products in Brazil, Argentina, Colombia, Paraguay and Uruguay.



Minerva Fine Foods

MINERVA FINE FOODS

A business line focused on processed meats produced from poultry, pork, and beef using different preparation, freezing, cooking and packaging processes.

Minerva Foods Asia

MINERVA FOODS ASIA

Acquired in 2016, Minerva Foods Asia was originally established in Australia in 1973 as a supplier of premium meat to the global market, and a trading company for the import and export of frozen meats.

Minerva 
BEEF SHOP

MINERVA BEEF SHOP

A showroom in Barretos (SP) for end consumers and retailers.

Minerva 
LIVE CATTLE EXPORTS

MINERVA LIVE CATTLE EXPORTS

A live cattle exporter with operations in Brazil, Chile, Colombia and Uruguay.

Main business lines



MINERVA LEATHER

Minerva Leather processes hides from the slaughtering process at Minerva Foods. The leather is marketed in both the wet blue and semi-finished states and shipped to tanneries certified by the Leather World Group (LWG) for compliance with environmental and quality requirements.



MINERVA CASINGS

Minerva Casings markets natural sausage casings produced to international quality standards. All products are managed by a control system that provides full lifecycle traceability, from farm to customer.



MINERVA INGREDIENTS

Minerva Ingredients produces and markets ingredients from rendered byproducts, including tallow, bone meal and blood meal, and bones for pet food.



MINERVA BIODIESEL

Minerva Biodiesel produces social responsibility-certified biodiesel from beef tallow. The biodiesel technology was 100% percent Brazilian developed as part of the National Biodiesel Program. All biofuel produced is sold at auctions organized by the National Petroleum Agency (ANP). The raw material comes from Minerva's processing facilities and third parties.



MINERVA ENERGIA

Minerva Energia monitors the exposure of Minerva Foods operations in the Brazilian electricity market, and manages contracts in the regulated and free electricity markets.

Our brands

Brazil

Minerva



Minerva
ANGUS

Minerva
SELEÇÃO

Minerva
do Mestre

almaLusa

Global

ANA PAULA
BLACK ANGUS

Pul

Frigomerc
ANGUS

Frigomerc
ORGANIC

Pul
ORGANIC BEEF

Frigomerc




GRAN PRADO

New businesses

GRI 102-10

As part of a growth and innovation strategy that led to the creation of a dedicated function within Minerva Foods, in 2020 the Company made its first venture capital investments in startups and technology companies connected to the value chain, and made further inroads into the Asian market.

JOINT VENTURE – Toward the end of the year, Minerva announced a memorandum of understanding with Chinese conglomerate Greenland to create a joint venture for meat imports and distribution in China.

CLARA FOODS – In October the Company announced an investment of US\$ 4 million in San Francisco-based food startup Clara Foods, which produces animal-free proteins using fermentation technologies. The production process uses pesticide-, antibiotic- and preservative-free ingredients, as well as consuming less water and energy, in line with Minerva Foods' sustainability strategy.

Learn More

Learn more about Clara Foods at
www.clarafoods.com

Values

GRI 102-16



Our purpose

To create a sustainable food future for our planet.



Values

- Sustainability
- Innovation
- Recognition
- Commitment
- Results orientation

Learn More

In 2020 we translated our mission into our purpose and reiterated our values. [Learn more here.](#)

Corporate governance

GRI 102-18, 102-22

Adhering to Brazilian and international standards on corporate governance is integral to Minerva Foods' commitment to shareholders, investors and other stakeholders. As a publicly traded company, Minerva Foods is listed on *Novo Mercado*, an enhanced-governance listing segment on the B3 stock exchange, and operates in accordance with the Brazilian Institute of Corporate Governance (IBGC) Code of Best Practices, the standards issued by the Brazilian Securities Commission (CVM), and the Brazilian Corporations Act (Law no. 6 404/76).

Decision-making within the Company is guided by the principles of transparency, equity, accountability and corporate responsibility. As part of the good governance practices adopted by the Company, 20% of the Board of Directors are independent members, a portion of the Company's stock is kept as free float, and shareholders are guaranteed tag-along rights.

Minerva Foods is the only company in the industry that is currently financed by the International Finance Corporation (IFC), a member of the World Bank Group, and accordingly adheres to its stringent social and environmental performance standards. Reflecting the maturity of its environmental, social and governance (ESG) and sustainability practices, Minerva has been named to B3's Corporate Sustainability Index (ISE) and Carbon Efficient Index (ICO₂). We are also assessed on ESG performance under standards and frameworks such as CDP, FAIRR, BBFaw, MSCI and S&P.



Flávia Regina Ribeiro da Silva Villa, Legal Director.

Corporate governance

GRI 102-18, 102-22

GOVERNANCE MODEL

The Board of Directors is the highest governance body at Minerva. Other governance bodies include Board Advisory Committees, the Board of Auditors and Executive Boards (statutory and non-statutory).

Board of Directors

The Board of Directors represents shareholders and is responsible setting business strategy, including on matters such as value creation, asset protection, risk exposure, compliance, and managing dealings with stakeholders. The Board is currently composed of 10 members, including 2 independent members, elected for a term ending in 2022. Ordinary Board meetings are held on a quarterly basis. Board members are elected by shareholders in General Meetings for two-year terms.

Board of Auditors

The Board of Auditors has six members, three regular members and three alternates. It exercises oversight of senior management activities and independently reviews the Company's financial statements and balance sheets at least on a quarterly basis.

Advisory Committees

Financial & Risk Committee – assists the Board in assessing the risks to which the Company is exposed which could adversely affect its business, financial position and results of operations, and monitors developments in the macro-economic and industry environment. In 2020 the Financial and Risk Committee had seven members and convened four meetings.

Strategy & Investment Committee – assists the Board in assessing and issuing recommendations on proposed strategic plans and business opportunities. In 2020 the Strategy & Investment Committee had seven members and convened three meetings.

People & Organizational Development Committee – advises the Board in its oversight of Human Resources practices, supporting increased efficiency and quality in Board decisions on matters within its remit. In 2020 the People & Organizational Development Committee had five members and convened two meetings.

Learn More 

Further information about the Company's governance structure can be found in Minerva's **Corporate Governance Fact Sheet** and **Investor Relations Website**.

Integrity



Edison Ticle de Andrade Melo e Souza Filho,
Chief Financial & Investor Relations Officer.

In line with industry best practices, efforts to ensure integrity and compliance at Minerva are supported by corporate policies, awareness initiatives and communications, and incident management. Key related policies include the Company's Code of Ethics, Business Conduct Guide, and Employee Handbook.

All newly hired employees are required to sign an affirmation of the Code after receiving communications and training on key topics addressed, such as compliance, anti-corruption and fraud, human rights and professional duties.

In addition to the above, other governance and management policies are in place at Minerva to ensure its leadership team, employees and other stakeholders act at all times with ethics and integrity:

- **Material Disclosures Policy**
- **Securities Trading Policy**
- **Related-party Transactions Policy**
- **Dividend Policy**
- **Risk Management Policy**
- **Compensation Policy**
- **Policy on Appointing Members of the Board of Directors, Committees and Statutory Boards**
- **Performance Assessment Policy**
- **Anti-Bribery and Anti-Corruption Policy**
- **Conflict of Interests Policy**
- **Money Laundering Prevention Policy**

In 2020 the Company's Dividend Policy was revised to incorporate new rules on paying dividends to providers of capital.

In 2021 the Company plans to develop a Business Partner Code of Conduct laying out basic guidance on compliance, the environment, sustainability, and other matters for suppliers and service providers.

Ethics management

GRI 103 | 205, 103 | 406, 103 | 412, 205-2, 205-3

The Ethics & Integrity Committee is responsible for fostering a dignified, safe, healthy and wholesome work environment, and respectful, transparent and ethical business relationships. The committee has five members—all employees—serving a renewable term of two years. Committee members are appointed by the CEO to represent the Audit & Compliance, Administrative, Legal, Human Resources and Corporate Affairs functions. In meetings held at least on a monthly basis, the committee reviews any reports or other matters related to ethics and integrity within the organization, and recommends remedial action depending on the nature of the case.

Reports, complaints and concerns can be raised via **Conexão Minerva** and **Conexão Athena** (internal and external Ombudsman offices). These channels can be used to submit questions, reports on violations, and suggestions or compliments. Reports can be made anonymously, and the channel is managed by an independent firm that receives, documents and classifies reports by topic. All reports are submitted to the Internal Ombudsman, who is responsible for investigating and reporting on concerns to the Ethics Committee. The reporting channels can be contacted 24/7 via telephone, online forms, email or snail mail.

In 2020, 175 contacts were received from internal stakeholders and 26 from external stakeholders. In 2019, 201 cases were handled involving internal stakeholders and 34 involving external stakeholders.

All cases were addressed and resolved within the year.

To raise employee awareness about compliance issues, Minerva has Anti-Bribery and Anti-Corruption and Conflict of Interests Policies in place, and in 2020 formalized a Money Laundering Prevention Policy with related guidance. The Company also has an annual training and capacity building calendar for employees.

A COMMITMENT TO HUMAN RIGHTS

GRI 406-1

Ensuring human rights compliance in both its own operations and in the broader supply chain is a public commitment expressed in the Company’s Code of Ethics and Business Conduct Guide. Minerva takes a zero-tolerance approach to abuse of power, harassment of any kind, discrimination, disrespect, intimidation, threats, and physical or mental violence.

In 2020, the Ombudsman Office received 28 reports involving harassment, aggression and discrimination. All reports were investigated by the ombudsman and by the Ethics Committee, and resulted in process improvements and disciplinary action. Another issue that is material to the industry is combating forced or slave labor in the supply chain (*read more on page 30*).

In 2021, an effort will be launched to identify human rights risks and critical factors to which the Company is exposed, and then take action to mitigate them.

ANTI-CORRUPTION

Employees receive guidance via the Minerva Foods Code of Ethics, and through training and awareness activities organized on a regular basis. In 2020, online training on anti-corruption policies and procedures was provided to managers and employees in administrative positions in the Company’s operations in Brazil. Out of 2,161 employees eligible to attend online training in 2020, 1,804 (83.47%) completed the course in Minerva’s Brazil operations. For operations employees, training was provided only to those in leadership positions in Brazil. A training program is currently being developed for employees at Athena Foods and other operations in all geographies, and should be rolled out in 2021.

There were no substantiated cases of corruption within the Company in 2020.

ANTI-CORRUPTION

Position	Eligible*	Trained	%
Executive Board	23	15	65.21
Executive Management	21	19	90.47
Managers	94	82	85.23
Coordinators/ Supervisors	418	349	83.49
Administrative	1,254	1,036	82.61
Sales representatives	326	289	88.65
Operational	24	14	58.33
Total**	2,161	1,804	83.47

* Employees in leadership and administrative positions were considered eligible to complete online training.

** The percentage of attending employees was calculated based on the total number of employees hired as of November 2020, as the training was administered in December.



02. BUSINESS PERFORMANCE

Global demand for beef continued strong in 2020, while market fundamentals remained highly attractive for exporters in South America

Luciana Tiso de Mesquita - Animal Welfare Supervisor.



BUSINESS PERFORMANCE



Fabiana de Souza Bertanha, at the Barretos (SP) plant

Protecting people while maintaining food supply to the domestic market and strategic markets in Asia, the Middle East, Europe and the US was at the center of the Company's efforts throughout 2020.

Minerva Foods **delivered strong performance in the year**, supported by its strategic plan and unique business differentiators.

Despite the pandemic and the challenges it posed for the global economy, including higher complexity and market volatility, Minerva Foods delivered strong performance in the year, supported by its strategic plan and unique business differentiators. Geographic diversification of the Company's operations in South America, coupled with enhanced traceability practices, social and environmental commitments spanning the supply chain, and a stringent COVID-19 safety protocol, were key to maximizing the profitability of the business.

STRATEGY AND MARKET OVERVIEW

Global demand for beef remained strong in 2020, reflecting impacts not only from the pandemic, but also the African swine fever—which has continued to affect supply in Asian and European markets—and problems faced by major exporters such as Australia, the US and India. As a result, beef-market fundamentals remained highly attractive for exporters in South America. Against this background, some of the key market highlights in the year included the reopening of the US market and the opening of the Thailand market to Brazilian beef. Colombia was certified to supply beef to Russia and, along with Uruguay and Paraguay, received authorization to sell beef to Saudi Arabia.

Within Minerva, new certifications were obtained to supply beef to some of the world's most demanding markets (*read more on page 52*). In 2020, several operations received approval to supply feedstocks to meat processing plants in Japan. Three additional plants were approved to supply beef to global restaurant chain McDonald's, which has stringent standards for quality, animal welfare, social responsibility and other requirements. These certifications cover not only quality but also beef traceability, decent work practices, licensing documentation, and other aspects.

Asia remains the largest market for the Minerva Beef business, accounting for 40% of the Company's revenues in 2020. Exports grew in the year to Taiwan, Singapore, the Philippines, Indonesia and Malaysia.

In 2020 Minerva developed a range of initiatives geared to innovation and end consumers, including an e-commerce and marketplace platform, advanced data analytics tools, and a venture capital arm—another initiative that aims to maximize opportunities and make further inroads into the value chain.

Entering niche markets is part of the Company's strategy for expanding its offering of higher value-added products. Following the pandemic and the closure of some food-service customers' operations, the Company worked to further diversify its channels and strengthen its retail presence with a high-quality, segmented portfolio. Minerva's Estância 92 brand was launched in 2019 in Brazil and has been a tremendous success, with its product portfolio further expanding in 2020.

Opportunities have also been explored in adjacent businesses—in the leather segment, for example, a traceability system implemented in 2019 has provided competitive advantage and opened new demanding markets to products from Minerva Leather. The same traceability system—which provides assurance that products are sustainably sourced and full traceability from farm to end customer—also covers the sausage casings produced by Minerva Casings. Minerva's processes have also helped to enhance quality and provide value proposition differentiators in the pet food segment. Similarly, the Company's social responsibility-certified biodiesel has attracted increasing interest and should grow in importance in the Company's strategy.

Alongside investments in modernized management, leadership development and new technologies—such as artificial intelligence and business intelligence—Minerva's results in 2020 reflect opportunities with the potential to create new avenues for growth.

Minerva's results
in 2020 reflect
opportunities that
can create new
avenues for growth.

Sustainability management

Achieving further progress on the environmental, social and governance (ESG) agenda is among the priorities in Minerva Foods’ corporate strategy, reflecting growing investor focus on these issues and influence on businesses, and the opportunity to create positive impacts across the value chain.

Under the direct oversight of the Sustainability team and in coordination with the different departments at the Company, social and environmental management practices aim to achieve excellence, innovation, integrity and compliance in Minerva’s operations, and ensure that risks and impacts on the value chain are adequately monitored.

Sustainability has been formally incorporated as one of Minerva’s core values, following an initiative to revitalize the organizational culture (*read more on page 62*). In 2020, the Company’s sustainability agenda was structured into three major pillars: Stewardship of our planet; Prosperity for our people; and Product quality and respect for life (*see illustration*). **As part of this, in 2020 a sustainability committee was established—comprising the CEO, CFO and other key executives—to advance the sustainability agenda organization-wide and assist in decision-making on environmental, social responsibility and animal welfare matters.**

Learn More

Learn more about this topic on Minerva’s [sustainability website](#).

Our sustainability pillars

Stewardship of our planet



Reducing our carbon footprint
Combating climate change and illegal deforestation through geospatial monitoring of cattle suppliers
Efficient use of natural resources in production processes

Prosperity for our people



Local development, creating job, income and professional opportunities
Health, safety and well-being
Engagement with and support for neighboring communities and farmers

Product quality and respect for life



Ensuring food quality and safety
Adhering to best animal welfare practices
Innovation and certification at each stage of the value chain

Our commitment to create a sustainable food future for our planet


And how we manage impacts on the value chain



Direct and indirect suppliers
16 million hectares monitored in Brazil and Paraguay; industry-first monitoring of suppliers in the *Cerrado* and *Pantanal* and pilot monitoring systems for indirect suppliers.




Animal welfare
Humane animal handling and slaughter guaranteed in 100% of our operations; an average of 99% compliance in third-party audits.



Environment
Scope 2 emissions offset by I-REC certificates and 1,471 solar panels at the Bucaramanga plant in Colombia.



Employees
Zero fatalities in the year, a 30% decrease in injury frequency rates, and 11,000 people engaged in an organizational culture survey.



Communities
More than R\$ 42 million invested in pandemic response initiatives.



Customers and end consumers
Operations certified to international standards (100% of plants in Brazil, Paraguay and Uruguay and 92.5% of plants in Argentina) and 100% of processes assessed on consumer health and safety.



Domestic and export markets
More than 1.05 million metric tons of products sold to more than 60,000 customers in more than 100 countries worldwide.

Pacts, commitments and initiatives

GRI 102-12, 102-13, 103 | 412

Minerva engages around the national and global sustainability agenda through public commitments and support for important initiatives within its industry. Learn about some of these initiatives below:

Public Livestock Commitment – This commitment, signed in October 2009, establishes requirements for the sourcing of cattle and cattle products on an industrial scale in the Amazon biome. These requirements include prohibitions on encroachment on indigenous lands and protected areas, slave labor, illegal land grabbing and violence in rural areas, and a commitment to zero deforestation and the adoption of traceability systems.

National Pact for the Eradication of Slave Labor – This commitment was established in May 2005 as a joint initiative of the Ethos Institute and the International Labor Organization (ILO) in collaboration with NGO Repórter Brasil. The initiative is currently managed by the National Pact for the Eradication of Slave Labor Institute (InPacto). Signatories undertake 10 commitments to combat slave labor in their value chains. At Minerva, compliance with these commitments is monitored on an annual basis.

Terms of Adjustment of Conduct (TAC) with the Federal Prosecution Office of the State of Pará – This agreement was signed in July 2009 to prevent sourcing of cattle in the Amazon from suppliers that are on slave-labor blocklists, are on embargoed land, or have been involved in deforestation or agrarian conflicts.

Global Roundtable for Sustainable Beef (GRSB) – In 2019 Minerva joined the GRSB to discuss strategies for responsible beef production.

Emerging Markets Investor Alliance – A group of investors who meet to discuss ESG (Environmental, Social & Governance) issues in the value chains of emerging markets.

Responsible Leather Roundtable (RLRT) – Minerva participated in the roundtable in 2020, addressing strategies and initiatives related to animal welfare and leather quality.

Grupo de Trabalho da Pecuária Sustentável (GTPS) – Minerva is a member of the Steering Board of GTPS, a working group that engages different industries around a positive agenda for sustainable livestock and balancing economic, social and environmental development.

Mesa Paraguaya de Carne Sostenible (MPCS) – A roundtable that aims to unite the beef value chain around sustainability.













Mesa de Ganadería Sostenible de Colombia – A roundtable that supports the development of public policy, programs and projects related to sustainable livestock development.

Material topics

GRI 102-40, 102-42, 102-43, 102-44, 102-47, 103-1

In line with Global Reporting Initiative (GRI) guidelines, Minerva conducts periodic stakeholder surveys to identify concerns and the sustainability topics that are most material in managing the Company’s communications.

In the most recent survey—in 2020—investors, customers and civil society organizations answered a questionnaire organized into four high-level pillars: business viability, industry trends, harmonious coexistence, and the environment. Out of 11 topics, 8 were validated as being most material and connected to the United Nations (UN) Sustainable Development Goals (SDGs) and the GRI topics and disclosures that are most critical for the Company’s ESG communications and management. See the outputs from the materiality exercise opposite:

PILLARS	MATERIAL TOPICS	RELATED GRI INDICATORS	RELATED SDGs	RELATED SDG TARGETS
Business viability	Ethics and compliance	205-1, 205-2, 205-3, 307-1, G4-FP1, G4-FP2		16.5, 16.6, 16.7
Industry trends	Food safety	G4-FP5, G4-FP12, G4-FP13		2.3, 2.4, 2.5
Industry trends	Animal welfare	G4-FP9, G4-FP11, G4-FP12, G4-FP13		12.4, 12.5
Harmonious co-existence	Working conditions	401-1, 401-2, 403-1 (2018), 403-2 (2018), 403-3 (2018), 403-4 (2018), 403-5 (2018), 403-6 (2018), 403-7 (2018), 403-8 (2018), 403-9 (2018), 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 409-1	 	3.5, 3.6, 8.7, 8.8
Harmonious co-existence	Relationship management and local development	412-1, 413-1	  	1.2, 1.5, 4.6, 4.7, 10.2
Environment	Deforestation and biodiversity	304-2		15.2, 15.5
Environment	Water stewardship	303-3 (2018), 303-4 (2018), 303-5 (2018)		6.4
Environment	Greenhouse gas emissions	305-1, 305-2, 305-3, 305-4, 305-5	 	13.1

Risk management

GRI 102-11, 102-15, 102-29, 103 | 409, 103 | 412, 409-1, 412-1



Minerva's Corporate Office in Barretos (SP).

Minerva sees risk management as an essential tool for ensuring operating efficiency, employee health and safety, social and environmental compliance, high standards of quality and food safety, and business resilience and endurance.

Risk management directly involves the Board of Directors, with advisory support from the Finance & Risk Committee, a non-statutory governance body that evaluates scenarios, assesses the risks to which the Company is exposed, and issues recommendations on critical reputational, integrity and business continuity matters.

Minerva's primary source of related guidance is its Risk Management Policy, which was approved by the Board of Directors in 2019 and is based on the Company's Bylaws, CVM Rule no. 480/2009, the Corporate Governance Best Practice Code, and *Novo Mercado* listing rules.

The Company manages a wide range of industry-relevant risks, including financial risks, credit risks, and risks related to international transactions and exports, economic downturns, derivative financial instruments, and interest-rate fluctuation. The scope of risk management also includes risks related to social, environmental and climate issues, customers, and sanitary barriers.

In managing financial and market risks, the Company employs a variety of analysis and monitoring tools that combine technology, management processes and the active involvement of different departments. At the center of the process is Beef Desk, a platform that informs meetings by the market intelligence team to assess market forces, their effects on the prices of inputs and products, and commodities movements. Also as part of the risk management process, weekly choice meetings are held for decision-making on raw material allocations and breakdowns, and the pricing function manages

product pricing decisions based on analyses of different market variables. These tools were further enhanced as part of a data science-enabled Production Allocation Optimization project led by the Innovation function in 2020 (*read more on page 71*).

Learn below about some of the key risks that are monitored at Minerva:

FINANCIAL



Description: the risk that a mismatch between indebtedness levels and revenues could jeopardize business continuity.



Management approach: the Company's approach is focused on reducing the ratio of net debt to adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) by generating revenues and through capital increases and debt issuances in the international market. Financial risks are monitored on a daily basis. The Board of Directors may also establish hedging requirements for long-term debt.

OPERATIONAL



Description: the Company's diverse geographic footprint requires controls over operations and efficiency, especially as this relates to balancing production, supply and demand.



Management approach: Minerva's Beef Desk platform monitors and manages demand and market risks under the oversight of the Market Intelligence function.

SUPPLY CHAIN



Description: both the intangible reputational risks as well as the tangible performance risks that arise in the beef supply chain are monitored and managed to prevent legal, reputational and business continuity issues. In terms of operations at a potentially significant risk for incidents of forced or compulsory labor, the Company recognizes that a significant risk exists in all countries where it operates.



Management approach: Minerva Foods has signed Terms of Adjustment of Conduct (TAC) with the Federal Prosecution Office (MPF) of the state of Pará and a Public Livestock Commitment with Greenpeace Brazil, and is a signatory of the National Pact for the Eradication of Slave Labor. These and other measures, including proprietary management systems, ensure that all cattle purchases are screened against

human rights, social, environmental and integrity requirements. Also worth noting is the supply-chain monitoring process in Paraguay, where Minerva has proactively implemented traceability systems (*read more in the chapter Sustainable Beef*). In addition, the Company monitors and assesses 100% of its operations for human rights impacts based on internal indicators, Ombudsman reports, and industry assessments. In 2020 Minerva Foods engaged 100% of its suppliers in Brazil in assessing their operations using criteria that include the potential involvement of their upstream suppliers in forced labor, and in 2021 the Company will initiate development of a human rights risk assessment matrix covering the entire supply chain.

MARKET



Description: commercial negotiations, promotional initiatives and product customization need to be responsive to changes in customers' profiles, structure and management maturity.



Management approach Minerva works to diversify its customer portfolio and geographies served through exports. Sales offices in 16 locations around the world enable us to provide bespoke service to customers in each region.

SANITARY RISKS AND TRADE BARRIERS



Description: disease outbreaks affecting cattle supplied to Minerva could result in restrictions on or suspension of sales to the Company or to the broader industry.



Management approach: sanitary conditions are monitored on a continuing basis. All cattle purchased for slaughter in Brazil are inspected by veterinarians from the Federal Inspection Service (SIF), an agency under the Brazilian Ministry of Agriculture, Livestock and Food Supply (MAPA),

which authorizes the production and processing of beef. Other countries have their own agencies (SENACSA in Paraguay, MGAP in Uruguay, MADR in Colombia, and MGAP in Argentina) for controlling diseases such as foot-and-mouth disease (FMD) and bovine spongiform encephalopathy (BSE)—the countries where Minerva Foods and Athena Foods operate have all been recognized by the World Organization for Animal Health (OIE) as having a negligible risk for BSE.

SOCIAL & ENVIRONMENTAL



Description: noncompliance with social and environmental laws and regulations can lead to sanctions and liability for damages to the environment and local communities in different markets. Moreover, failure to comply with labor regulations can create health and safety risks for direct and third-party employees, resulting in penalties.



Management approach: the Company has worked to improve its facilities and workplace conditions, monitor the environmental efficiency of its operations, and build engagement with surrounding communities through initiatives such as the Rural Community Assistance Project (PAS-COR) in Pará and the *Revive* program in Paraguay.

CLIMATE CHANGE GRI 103 | 201, 201-2



Description: risks such as water scarcity, shifts in rainfall patterns, an increasing frequency of extreme weather events, expanding deforestation, forest fires and greenhouse gas emissions in the value chain from industrial activities can have financial implications for Minerva Foods. Droughts, for example, can affect the ability to feed cattle and increase costs in the industry, while shifts in rainfall patterns and severe weather events can affect global supply and, ultimately, market prices for cattle. Failure to manage greenhouse gas emissions can damage the Company's reputation. Deforestation and fires on suppliers' properties can potentially lead to sanctions, reputational damage and financial losses.



Management approach: the Company's diverse geographic footprint increases its ability to balance supply and demand in response to extreme climate events; in addition, Minerva Foods has a function dedicated to energy sourcing and management and to monitoring issues such as illegal deforestation. A business intelligence function periodically monitors risks and impacts on the business from climate patterns such as *El Niño* and *La Niña*. In managing emissions, Minerva develops and publicly discloses GHG emissions inventories using the GHG Protocol framework. Suppliers are assessed against social and environmental criteria based on public commitments and industry best practices for preventing deforestation, including geospatial monitoring in the Amazon, the *Cerrado*, in the *Pantanal* wetlands, and in Paraguay (*read more on page 48*).

Minerva Foods adheres to international standards to increase transparency around its initiatives, and has undertaken commitments to advance the climate change agenda. The following pages describe key initiatives implemented throughout the year based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Task Force on Climate-related Financial Disclosures (TCFD)



GOVERNANCE

Minerva has a financial and risk committee, composed of members of the Board of Directors, the Executive Board and employees, that is responsible for identifying, quantifying, assessing and mitigating key risk factors as described in the previous section.

The Executive Board's sustainability committee also assesses risks and opportunities arising from climate change, and multidisciplinary working groups are then tasked with recommending and taking action to address identified issues. The committee monitors progress on these actions against absolute and relative indicators.

Minerva also participates in Brazilian and international governance forums, events and roundtables that enable the Company to stay at the forefront of key trends and showcase its related initiatives.

STRATEGY

Minerva is committed to creating a sustainable food future for our planet, and works to comprehensively identify risks and opportunities from climate change in the short, medium and long term. These risks can be classified as:

Physical risks: those deriving from extreme weather events, shifts in precipitation patterns, temperature rise, sea-level rise, and other factors.

Transition risks: risks related to changing customer behavior, increased costs of raw materials, regulatory changes, new low-carbon technologies, and other risks.

The climate-related risks and opportunities facing the Company are described throughout this report.

Task Force on Climate-related Financial Disclosures (TCFD)

MANAGING RISKS AND OPPORTUNITIES

Minerva Foods' corporate risk management policy establishes key guidelines and roles and responsibilities for risk management based on industry best practices.

The business intelligence function is responsible for conducting climate assessments to identify significant impacts from climate events that could potentially affect prices of raw materials and operating costs.

The Environment department, in turn, is responsible for identifying areas for improvement and managing preventive and predictive maintenance at our plants in order to control pollutant emissions in accordance with applicable environ-

mental regulations. The Sustainability department periodically prepares global greenhouse gas emissions inventories to identify, mitigate and offset emissions from the Company's operations (*read more in the chapter on Eco-efficiency, on page 75*).

The Company also has monitoring and traceability systems that the Sustainability department uses to assess, among other factors, whether suppliers are involved in deforestation in the Amazon, the *Cerrado*, the *Pantanal* and the *Grand Chaco* in Paraguay (*for further information, see page. 47*).

Business functions work with the Sustainability department to identify opportunities arising from climate change. This led, for example, to the acquisition of Clara Foods, a startup that produces animal-free proteins using natural fermentation (*read more on page 19*). Potential new niche markets are also explored as a way to build an increasingly low-carbon livestock value chain that is responsive to environmentally concerned consumers.

METRICS AND TARGETS

Each department is tasked with implementing projects related to climate change and establishing its own indicators and targets to track performance over time. These indicators and progress towards these targets are reported using different corporate communications media (company websites, sustainability reports, reference forms, etc.).



For further details on monitored risks,
read Minerva's Reference Form [here](#).

Operating and financial performance

GRI 103 | 201, 201-1



The packaging department at the Barretos (SP) plant.

In a business environment marked by growing demand in key markets and favorable conditions for geographically diversified, export-oriented companies like Minerva Foods, 2020 was a year of strong growth for the Company.

From an operational perspective, the uncertainties created by the COVID-19 pandemic had little effect on beef-market fundamentals at a global scale. Strong demand from China and other Asian countries and constrained supply from Australia (one of our primary competitors) continued to create opportunities for South American suppliers to gain market share. Exports accounted for 68% of Minerva's net revenue.

Consolidated slaughter was slightly down on 2019 (-10.5%), but was offset by good pricing and sales conditions and more efficient and strategic production allocation. The Brazil division (Minerva Foods) slaughtered 1.48 million head of cattle in the year, ending the fourth quarter with a capacity utilization rate of 69.1%. Athena Foods ended the year with a slaughter volume of 1.69 million head of cattle, and a capacity utilization rate of 77.2%. The consolidated rate across both divisions was 73.3%.

Strong production performance translated into similarly positive financial performance. Consolidated net revenue was R\$ 19.4 billion, up 13% on the previous year. Net income was R\$ 697.1 million. EBITDA, an important measure of efficiency and value creation, was 22% higher than in 2019 at a total of R\$ 2.1 billion, with an EBITDA margin of 11%.

Free cash flow, a priority for Minerva, was positive for the 12th consecutive six-month period, ending 2020 at R\$ 1.9 billion. Reflecting efforts to strengthen financial health, year 2020 saw another cycle of leverage reduction, with the ratio of net debt to LTM EBITDA ending the year at 2.4x.

These results had a positive effect on market perceptions of the Company. At year-end 2020, S&P and Fitch both upgraded their ratings on the Company, while Minerva's market cap ended the year at R\$ 5.6 billion.

Summary financials

18% market share in South America

as the leading beef exporter
on the continent

19.8% gross margin in 2020

0.5 p.p. higher than in 2019

4,000% +

net income growth
from 2019 to 2020

R\$ 6.4 billion

cash position at
year-end 2020

R\$ MILLION	2019	2020	CHANGE %
Total slaughter ('000 head)	3,548.2	3,177.0	-10.5%
Brazil Slaughter	1,773.1	1,484.8	-16.3%
Athena Slaughter	1,775.1	1,692.2	-4.7%
Total sales ('000 t)	1,158.6	1,051.8	-9.2%
Brazil Volume	607.9	524.6	-13.7%
Athena Volume	550.7	527.2	-4.3%
Gross Revenue	18,197.4	20,554.3	13.0%
Export	12,090.2	13,865.5	14.7%
Domestic	6,107.3	6,688.8	9.5%
Net Revenue	17,122.8	19,406.3	13.3%
EBITDA	1,750.6	2,142.8	22.4%
EBITDA Margin	10.2%	11.0%	0.8 p.p.
Net debt/LTM EBITDA (x)	2.8	2.4	-0.4
Net debt/LTM EBITDA (x) - USD	2.8	2.4	-0.4
Net Income (Loss)	16.2	697.1	4,214.5%

*Considering the net proceeds from the follow-on offering, after issuance costs.

Summary financials

2.2X

Net debt (adjusted for share repurchases and dividends advances in November)

Capital Expenditure

Capital expenditure in 2020 was a total of **R\$ 354.7 million**, including R\$ 189.7 million allocated to maintenance and R\$ 165 million for expansion. The most significant expenditure in the year was an investment of R\$ 75 million in the acquisition of the Vijagual plant in Colombia.

TOTAL FOOD VOLUMES (T) GRI FP5	2019	2020*
Brazil	423,793.82	395,541.62
Argentina	134,883.61	133,721.75
Colombia	31,190.15	44,460.82
Paraguay	144,888.00	330,654.60
Uruguay	88,918.00	165,115.69
Total	823,673.58	1,069,494.48

**Includes production of fresh beef and processed products.*



Indicators: Brazil **division**

**65.5% of gross
revenue** derived from exports

**15.3% higher export
revenue** compared to 2019

Exports by market/geography (%)

Asia – 53%
Commonwealth of Independent States
(CIS)/Russia – 10%
European Union – 10%
Africa – 9%
Middle East – 7%
Americas – 6%
NAFTA – 5%

PRICING CONDITIONS – DOMESTIC (DM) AND FOREIGN (FM) MARKETS

AVERAGE PRICING - FM (R\$/KG)	2019	2020	CHANGE %
Fresh beef	18.4	25.0	35.7%
Sub-products	5.1	7.1	38.1%
Processed products	23.4	34.6	48.2%
Total	15.0	20.8	38.3%

AVERAGE PRICING - DM (R\$/KG)	2019	2020	CHANGE %
Fresh beef	16.1	20.5	27.9%
Sub-products	6.1	10.6	74.2%
Processed products	15.7	19.1	21.5%
Total	12.3	16.5	33.9%

Indicators: Athena Foods division

75.4% of gross revenue derived from exports

18.4% higher export revenue compared to 2019

Exports by market/geography (%)

Asia – 36%
Americas – 22%
Commonwealth of Independent States (CIS)/Russia – 11%
Middle East – 10%
NAFTA – 9%
European Union – 8%
Africa – 3%

PRICING CONDITIONS DOMESTIC (DM) AND FOREIGN (FM) MARKETS

AVERAGE PRICING - FM (R\$/KG)	2019	2020	CHANGE %
Fresh beef	17.6	21.6	23.1%
Sub-products	7.3	8.3	14.0%
Processed products	11.1	15.1	36.2%
Total	15.5	18.7	20.6%

AVERAGE PRICING - DM (R\$/KG)	2019	2020	CHANGE %
Fresh beef	14.7	19.7	33.5%
Sub-products	2.4	4.1	65.7%
Processed products	12.0	13.9	16.0%
Total	9.3	12.6	35.4%

Trading Division

The Trading division operates the Company’s live cattle exports, protein and energy trading, and third-party product resale segments

38.5% of gross revenue derived from export markets

61.5% from the domestic market

R\$ 1,745.2 million in gross revenue (-24.8% compared with 2019)



03. PRODUCT QUALITY AND SUPPLY-CHAIN MONITORING



As a leading beef exporter and one of the largest fresh meat producers in South America, Minerva Foods fosters ethical and transparent, partnership-based relationships with cattle ranchers to support continuous improvement and the implementation of best social and environmental practices in cattle ranching. The Company also implements procedures to ensure stringent quality control across the value chain, from farm to plant.

SUSTAINABLE BEEF

GRI 103 | 304, 103 | 307, 103 | 409, 103 | 412, FP1, FP2, FP5

Geospatial traceability systems have continued to evolve to ensure and engage the value chain in advancing **best-practice cattle farming**

Minerva uses the best technology available to guaranty full traceability of its cattle suppliers, while also ensuring environmental, labor, and land-use compliance across its producer portfolio.

For regions and biomes in Brazil, direct suppliers are screened by reviewing documentation supporting ownership of their properties, their Rural Environmental Registry (CAR) records, publicly available information from IBAMA on illegal deforestation, land grabbing in indigenous lands,

quilombola communities or protected areas, and forced-labor blocklists published by the Ministry of the Economy.

In the Amazon, in addition to the screening procedures above, geospatial monitoring technology is used to intersect satellite imagery with deforestation data from the PRODES (Satellite Monitoring of Amazon Deforestation) project launched by the Brazilian Space Research Institute (INPE).

A total of 9.6 million hectares are monitored in the Amazon. In 2020, 3,770 supplier properties were monitored and, of these, 154 were block-listed for failing to meet the Company's social and environmental requirements, accounting for 4% of the beef sourcing base in the year. Block-listed suppliers are precluded from selling cattle to Minerva until the nonconformity is cured.

Geospatial traceability systems have continued to evolve to ensure, and engage the value chain in advancing, best-practice cattle farming. In 2020 Minerva became the first meatpacker to extend geospatial monitoring to suppliers located in Brazil's *Cerrado*. The Company's operations in Barretos (SP), Janaúba (MG), José Bonifácio (SP) and Palmeiras de Goiás (GO) have now been integrated into the Cattle Sourcing system and geospatial monitoring platform, and all purchases at these operations are now screened against social and environmental criteria.

In 2020, important social and environmental initiatives were incorporated into the Company's cattle sourcing policy. Minerva implemented a stocking rate limiting system for cattle sourced within the Amazon biome in Mato Grosso, Pará, Rondônia and Tocantins, as part of its commitment under the Amazon Cattle Supplier Monito-

ring Protocol. The monitoring model is consistent with a standard developed by the Federal Prosecution Office (MPF). Cattle ranches are required to remain within a limit of three head per hectare per year, and any ranches exceeding this limit are block-listed. This aims to mitigate the risk that farms with more than 3 head per hectare could be harboring animals from other nonconforming properties (indirect suppliers). Ranches exceeding the limit are required to submit a technical report explaining how their cattle farming operation supports the high stocking rate, such as pasture confinement, semi-confinement, confinement, and other intensive livestock operations.

Value-chain social and environmental monitoring systems are verified annually by a third-party firm, and are assessed by the appropriate authorities, such as the Federal Prosecution Office (MPF) of Pará. Minerva has outperformed other major meat packing players in the MPF's compliance assessments. In September 2020, Minerva was the only company in South America invited to attend the "Traceability: Solutions for Sustainability" webinar organized by the Global Roundtable for Sustainable Beef (GRSB), to present case studies describing sustainability initiatives and supplier

monitoring systems. In May, Minerva was also the only meatpacking company invited to participate in the Animal Welfare and Leather meeting convened by the Responsible Leather Round Table (RLRT), to discuss animal welfare initiatives and how they affect leather quality.

As part of a continuous effort to improve livestock production practices, Minerva has started a pilot project in partnership with the Brazilian Agricultural Research Corporation (EMBRAPA) to assess the carbon footprint in the value chain. The project will implement a protocol developed by EMBRAPA at 20 cattle suppliers in Goiás, Mato Grosso, Rondônia and São Paulo. This will provide the Company with greater insight into the emissions generated by the livestock value chain and opportunities to improve cattle ranching practices, such as soil carbon sequestration, rangeland rehabilitation, improving productivity and increasing biodiversity. The initiative will also be rolled out in other countries with support from local organizations.

SUPPLIER SELECTION CRITERIA

Cattle are the primary input into Minerva's production process, accounting for approximately 80% of the cost of products sold. In Brazil, cattle suppliers are screened against a forced and slave labor blocklist published and regularly updated by the Office for Labor and Employment. Where suppliers are determined to be on the blocklist, no supply contracts are awarded and negotiations are immediately terminated. In other countries, where no official slave-labor blocklists are available, the Company monitors reports in the media on cases involving slave or forced labor and immediately blocklists and terminates negotiations and/or contracts with any suppliers that have been officially charged with slave-labor violations.

Learn More



Read the audit reports on Minerva's cattle sourcing systems by [clicking here](#)

Indirect suppliers GRI FP1

As part of a continuous effort to improve practices in the livestock value chain, Minerva is testing a new tool for screening indirect suppliers—a major challenge for the industry.

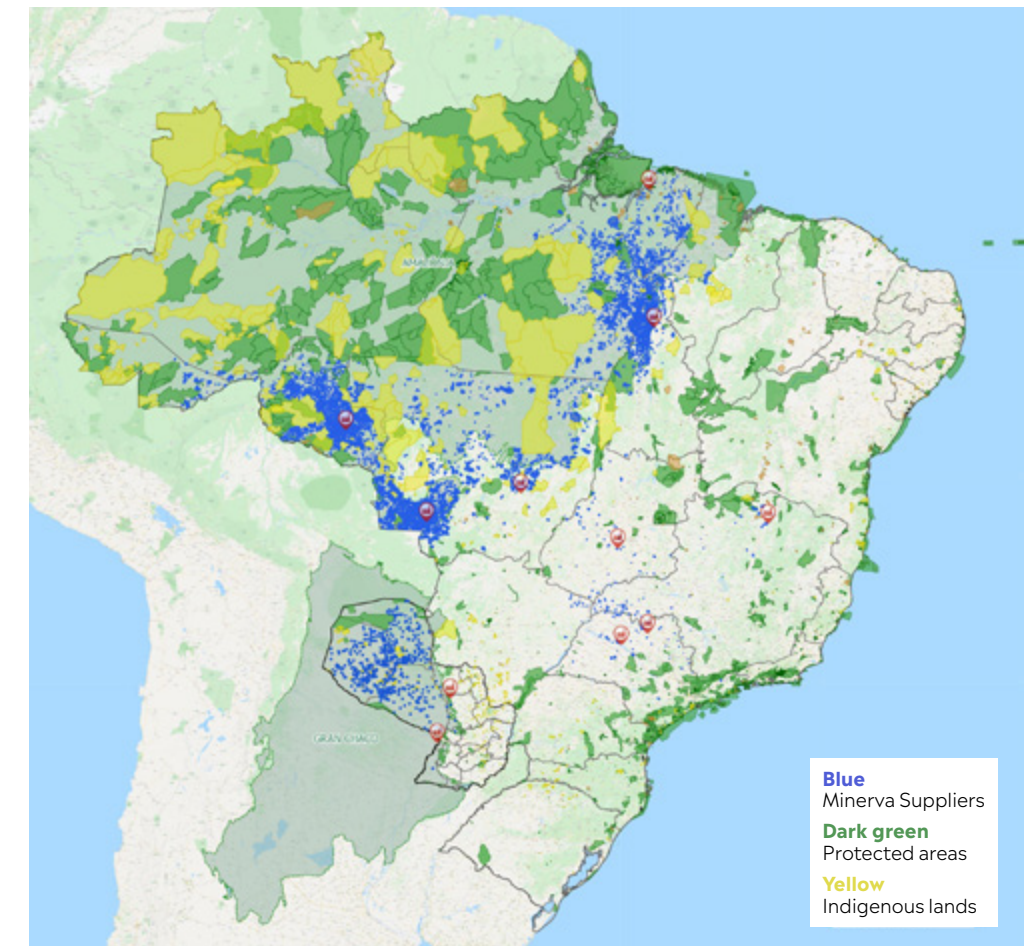
With support from the National Wildlife Federation, Amigos da Terra and Wisconsin-Madison University, Minerva became the first major global trader to deploy Visipec technology in a pilot project to extend traceability further upstream in the value chain—to the breeding and backgrounding operations selling calves or stockers to Minerva's direct suppliers. This information provides enhanced supply-chain visibility and can be used to inform the risk management process.

The tool uses data from Animal Movement Permits (GTAs)—government-issued documents required for transporting animals in Brazil—which provide historical information on animal movements including the purpose of the transfer,

sanitary conditions, and origin and destination. The 2020 pilot involved 3,314 suppliers within the Amazon biome in Mato Grosso and Rondônia, and found 99.9% to be compliant. The assessment was based on publicly available information up to 2018. In 2021 the Company will further calibrate and integrate the tool into the cattle sourcing systems for the Amazon region. The goal is to have all operations in the Amazon using the tool to screen indirect suppliers by the end of the year.

Because the tool relies on access to GTAs, deployment at scale and in real time can be a challenge, limiting screening of indirect suppliers. Despite this challenge, which affects the entire industry, this is another example of how Minerva has worked with other actors in the beef value chain in Brazil to pioneer initiatives that can enhance transparency and food safety in the cattle sourcing process.

Minerva Foods has been the top performer among major meatpacking players in the Pará MPF's audits on supplier monitoring systems.



OUR VALUE CHAIN AT A GLANCE

GRI 102-9, FP2



Brazil

Sourcing regions: Midwest, Southeast and North

Supplier count: 6,000+

Sourced volume: 1.48 million head

Certifications: BRC (British Retail Consortium Global Standard), NAMI (North American Meat Institute) and Organic Beef



Argentina

Sourcing regions: North, East and West

Supplier count: 1,500+

Sourced volume: 427,474 head

Certifications: BRC (British Retail Consortium Global Standard), NAMI (North American Meat Institute)



Paraguay

Sourcing regions: Chaco and East

Supplier count: 3,000+

Sourced volume: 738,200 head

Certifications: BRC (British Retail Consortium Global Standard), NAMI (North American Meat Institute) and Organic Beef



Uruguay

Sourcing regions: North and South

Supplier count: 1,800+ suppliers

Sourced volume: 331,72 head

Certifications: BRC (British Retail Consortium Global Standard), NAMI (North American Meat Institute) and Organic Beef



Colombia

Sourcing regions: North

Supplier count: 3,000+

Sourced volume: 192,494 head

Certifications: HACCP (Hazard Analysis and Critical Control Point)

MONITORING IN OTHER COUNTRIES

GRI FP1

Minerva's subsidiary, Athena Foods, has also evolved its systems to ensure the same level of traceability in critical geographies in other South American countries where the Company operates. Minerva was the first company to extend monitoring to suppliers in Paraguay, where 75% of cattle purchases within the *Gran Chaco* are now monitored against criteria such as encroachment into indigenous lands, protected areas and illegal deforestation. In 2020, 737,140 head of cattle, or 99.8% of the total volume of cattle supplied for slaughter in the country (738,203 head), were screened against Minerva's sourcing standards. An additional 700 properties were registered on the SMGeo platform in the year, for a current total of more than 1,200 ranches mapped. As a result, 77% of total animals in the *Gran Chaco* are now covered by geospatial monitoring, and 70% percent in the East region.

The Sustainability department has plans to implement geospatial monitoring designed for each country's rules, requirements, regulations and available official databases over the follo-

wing years. In Argentina, Colombia and Uruguay, cattle suppliers are currently managed based on guidelines outlined in a cattle sourcing policy and established onboarding criteria. 100% of cattle suppliers are compliant with the Company's procedures, which have been standardized across its different markets.

The Company's goals for 2021 include further strengthening social and environmental monitoring processes in Paraguay, and expanding geospatial monitoring in Colombia, which shares the Amazon with Brazil.

A COMMITMENT TO COMPLIANCE

Along with other major players in the industry, Minerva Foods signed Terms of Adjustment of Conduct (TAC) with the Federal Prosecution Office (MPF) of Pará in 2009, under which it undertook to source cattle only from farms conforming to specified requirements. In 2020 the

Company participated in a study by NGO Amigos da Terra that marked the 10th anniversary of the TAC. The study underscored the importance of beef traceability in monitored areas, and provided recommendations for further improvement. It also underlined the Company's positive performance in fulfilling its commitments under the agreement.

Learn More

Read the study marking the **10th anniversary of the Beef TAC**: in Portuguese and English



LEATHER TRACEABILITY

Supported by Minerva's livestock traceability processes, the leather division now also provides traceability for its raw materials, creating added value for its wet blue product. Launched in 2019, the traceability project made further progress in 2020, and the response from the market has been positive. Currently 50% of the hides marketed by the Company's operations in Brazil and Paraguay are marked directly at Minerva's slaughter plants, the primary source of raw materials supplied to Minerva Leather. Traceability information provided to customers includes the farm of origin, the corral, the slaughterhouse where the animal was slaughtered, the date of slaughter, and other information. The division's supplier base has now been restructured to accommodate the new traceability requirements (*read more about Minerva Leather on page 17*). The Company expects to achieve full traceability of all hides in 2021.

WORKING CLOSELY WITH RANCHERS

As beef markets become increasingly demanding, building partnerships with cattle ranchers to improve the quality of raw materials, enhance livestock productivity and profitability, and advance sustainable cattle farming practices, has become central to the Company's relationships with suppliers. Minerva seeks to provide thought leadership on best practices across ranching, meatpacking and inputs, sharing technical expertise and tools that can help to reduce impacts and improve quality in the market for premium meats.

One initiative that has attracted an increasing number of participants is the Company's Carcass Yields Program (PEC), with the number of participants doubling in 2020, the second year since implementation. More than 500 ranches and 237,000 head of cattle were assessed. The program ran at four of the Company's operations in 2020, two more than in the previous year.

The PEC program has become a platform for engaging with and developing ranchers to produce superior-quality cattle. Participating ranchers receive slaughter reports with details on the stock they have supplied to Minerva, such as weight, age and finish patterns, as well as recommendations on opportunities for improvement. Slaughter data can also be used by other participants to benchmark their operations and to inform action plans to improve the cattle they supply. The best cattle batches receive awards as a way to recognize excellence in production.

Due to the pandemic in 2020, site visits had to be suspended and online interaction was intensified. Key outcomes from the program have been discussed as part of the *Falando de Pecuária* and *Laço de Confiança* programs to disseminate good practices and share technical knowledge with the value chain (*read more below*).

MINERVA APP

The Minerva app features slaughter information and indicators, future sales scheduling, slaughter history, invoices for payment and weather forecasts that are updated on a daily basis. New features were incorporated in 2020, and there are plans to integrate PEC information to make it easier for program participants to view program data.

FALANDO DE PECUÁRIA

The *Falando de Pecuária* (“Talking about Livestock”) program consists of meetings and lectures to discuss topics that are relevant to the industry and cattle ranchers, such as sustainability, inputs, meat quality, and other subjects. In 2020 the COVID-19 pandemic prevented any events from being held within the program.

LAÇO DE CONFIANÇA

Laço de Confiança (“Circle of Trust”) is a communication channel created to share technical materials about quality, production and improvements in sustainable livestock farming. As of year-end 2020, a total of 5,812 ranchers had subscribed to receive technical articles—a total of 33 were published in the year.

Minerva seeks to provide thought leadership on best practices across ranching, meatpacking and inputs, sharing technical expertise and tools to manage impacts

THOUGHT LEADERSHIP GRI 102-3

Through its membership of regional and international forums, Minerva works to understand the challenges facing the beef supply chain and trends in the industry, and provide the answers that society needs. In addition to the pacts and formal commitments to which the Company has subscribed (*for further information, see page 30*), Minerva engages in industry discussions as a member of associations such as the Brazilian Association of Listed Companies (ABRASCA), the Governance Board of the Brazilian Beef Exporters Association (ABIEC), the Brazilian Rendering Association (ABRA), and the Brazilian Cold Chain Industry Union (SINDIFRIO).



Scan to learn more

QR Code

Estância 92-branded cuts now feature a QR Code on the product packaging providing information about the origin, Minerva’s sustainable sourcing policies, animal welfare practices and certifications, and information about how to prepare the cut. In 2021 the Company plans to adopt the technology for other product lines, including those produced in other countries.

Learn More



A Minerva blog features articles and tips on good practices for ranchers: [click here](#)

FOOD SAFETY

GRI FP5

From field to fork, Minerva is committed to ensuring food quality and safety across the end-to-end value chain. The Company operates in accordance with industry best practices, customer requirements, and the standards issued by national and international food safety organizations and agencies.

100% of operations certified to the British Retail Consortium Global Standard (BRCGS) in Brazil, Paraguay and Uruguay, as well as the Pilar and Rosário operations in Argentina

Minerva's quality and safety management systems are governed by an Occupational Health and Safety, Environment, Food Safety and Social Responsibility Policy. These corporate standards and policies cover each of the Company's plants; operations in Brazil, Argentina, Paraguay and Uruguay are also certified against the British Retail Consortium Global Standard (BRCGS), which is recognized by the Global Food Safety Initiative (GFSI). This attests that the Company complies with international standards in all production processes.

In Minerva's Brazil operations, 100% of food products in 2020 were processed at facilities certified by an independent organization against internationally recognized standards on food safety management, a similar percentage as in Paraguay and Uruguay. In Argentina, 92.5% of products were processed at certified facilities.

Some of the key management practices and tools in place in the Company's operations include:

- > **Hazard Analysis and Critical Control Points (HACCP) - a method of assessing product integrity and safety at each stage of the value chain;**
- > **Sanitation Standard Operating Procedures (SSOPs) - establishing sanitation and hygiene procedures for the production environment;**
- > **Operational Sanitary Procedures (OPS) - containing sanitary guidelines to ensure that products are free from any contamination;**
- > **Good Manufacturing Practices (GMP) - procedures aimed at protecting the health of consumers and employees, and preserving the environment;**

> **Animal Welfare (AW) - good practices in animal handling and slaughtering at all stages of the value chain (*learn more on page 54*).**

Amid the COVID-19 pandemic, enforcement of safety procedures and systems was enhanced to protect the health of employees and ensure all products are risk- and contamination-free. Under a contingency plan, a range of measures were implemented at the Company's plants.



In addition to internal risk assessment and verification processes, external product quality and safety audits are regularly conducted by the Department of Animal Product Inspection (DIPOA) of the Brazilian Ministry of Agriculture, Livestock and Food Supply (MAPA), by equivalent agencies in Argentina, Colombia, Paraguay and Uruguay, and by customers. Annual audits are also performed to maintain certification to export organic beef and Halal beef, which requires a stringent traceability system.

Sanitary authorities in different markets regularly assess the Company's inspection systems for compliance with Company and local requirements and regulations. Minerva also has controls covering the broader beef value chain, and assesses the quality of purchased raw materials through its quality management systems. All operations work towards a target of 100% compliance in quality audits.

PERCENTAGE OF PRODUCTION VOLUME MANUFACTURED IN SITES CERTIFIED FOR FOOD SAFETY

	2019	2020
Brazil	100%	100%
Argentina	94.80%	92.5%
Colombia ¹	-	-
Paraguay	100%	100%
Uruguay	100%	100%

¹ Athena Foods operations in Colombia are not certified according to internationally recognized food safety management system standards. Operations in the country have HACCP certification under Decree 1500/2007, which has been endorsed by the Colombian sanitary authority, Invima.

NEW APPROVALS

As part of its strategy, Minerva continuously explores opportunities to certify plants for exports to new markets, by implementing the regulatory requirements of those markets. These approvals not only create business opportunities, but further affirm the quality of the Company's production processes.

In 2020, all plants in Brazil were approved to export feedstocks for processing in Japan. Approvals were also received to export to the US, Mexico, Canada and Lebanon.

In Argentina, the Rosário plant was certified to export to Colombia and Ecuador, while the Venado Tuerto plant was approved to export to Israel, the European Union, the US, Russia and Hong Kong.

The Company also plans to expand its scope of export certifications to include Malaysia and Singapore, and to increase the number of plants approved to export fresh meat to the US.

PROCESS CONTROL

Production-control monitoring is among the tools used to ensure the quality and safety of the Company's products. Processes are monitored on a daily basis against key quality indicators on a three-tier scale of 1 to 100. This data informs the setting of targets, which are revised on an annual basis or whenever necessary, to promote continuous improvement in operations and in the manufacture and supply of products across all businesses.



ORGANIC PRODUCTION

International organic beef certifications have been obtained for plants such as Araguaína (TO), Barretos (SP), Janaúba (MG) and Palmeiras de Goiás (GO). Certified plants are subject to stringent traceability controls under regulations 834/2007 and 889/2008 of the European Community and the National Organic Program (NOP) of the United States. The Company's plants in Paraguay and Uruguay have also been certified to export organic beef.

Certified animals are guaranteed to be free from antibiotics, growth hormones and animal feed supplemented with animal products, as well as meeting the highest standards of animal welfare.

100% of animals
have documentation
certifying them to be
free from hormones
and antibiotics, and
providing a list of
medications used on
each animal

CHEMICAL RESIDUE MANAGEMENT GRI FP12

All facilities approved for meat exports are subject to annual monitoring and exploration programs under the Brazilian National Plan for Control of Residues and Contaminants (PN-CRC) for products of animal origin, established by the Brazilian Ministry of Agriculture, Livestock and Food Supply (MAPA). PNCRC activities aim to detect the presence of any chemical residues that are potentially harmful to the health of consumers. In parallel, the Company has a Chemical Residue Control Program (CRQ) that performs laboratory tests on products depending on where the cattle were slaughtered, reviews PNCRC results, and assesses warnings issued by major importing countries.

All livestock received by facilities in Brazil are accompanied by a Ranch Declaration and Letter of Guarantee certifying that no hormones

or antibiotics have been used and providing a list of veterinary medicines administered to each animal. All incoming livestock must be accompanied by documentation with information about the animals to be slaughtered, such as the administration of medications and non-application of certain antiparasitics.

At Athena Foods, the program manages chemical residues under the national plans of each country, and also includes laboratory tests as required by regulatory authorities. All suppliers are required to issue a declaration certifying that no hormones or antibiotics are administered to the animals they supply.



ANIMAL WELFARE

GRI FP2, FP11

Minerva Foods' Animal Welfare Program advances humane methods of animal handling and slaughter. Launched in 2020, the program formalizes and enhances animal welfare procedures and practices, and establishes a stringent control and monitoring framework to ensure best practices are used from farm through transportation to slaughter, enhancing the ethical quality of the Company's products.

Minerva adheres to high standards of animal welfare in its processes, conforming not only to the regulations of the countries where it operates, but also to internationally recognized codes and protocols (see the chart on page 60).

An Animal Welfare Committee is actively engaged in achieving progress within the organization, bringing together the heads of the sourcing, logistics, quality, animal welfare, communications and other departments to discuss and decide on actions, improvements and investments. As a key initiative in 2020, a communication channel was created to disseminate and increase employee engagement around animal welfare practices. Initiatives were also specifically addressed to market benchmarks such as the Business Benchmark on Farm Animal Welfare (BBFAW).

Minerva has formalized its practices in an Animal Welfare Policy that establishes a zero-tolerance approach to animal abuse, negligence or cruelty, striving at all times to implement the best handling practices, training for those involved and continuous verification at all stages of production. The

Policy applies to all operations and businesses and covers slaughtering, processing, distribution and sourcing of ingredients for processing (broilers, hogs, lamb, and fish), the feedlot operations of Minerva Live Cattle Exports, and the broader supply chain. The program and policy are publicly available [here](#).

Compliance with the animal welfare policy is assured by specific clauses in supplier contracts, and by Declarations of Conformity to social, environmental, compliance and animal-welfare requirements. Compliance is verified annually through questionnaires. Any nonconformities can result in termination of the contract.

Learn More



A selection of articles on animal welfare is [available here](#).



INDICATORS

The number of indicators monitored increased from 25 to 42 in the year, covering key processes including on-farm handling and loading, transportation, unloading, holding facilities and slaughter. These indicators are monitored on a daily basis in the Company's operations through second-party audits, and have now been incorporated into a new management tool, known as a Compliance Matrix. The average compliance rate in 2020, as determined by a second-party audit based on the Compliance Matrix, was 96% across the Company's eight operations in Brazil. The matrix will be rolled out at Athena Foods operations in 2021.

In 2020, more than R\$ 1.15 million was invested in animal welfare initiatives, including infrastructure improvements such as non-slip flooring and pen shades, training for direct and third-party employees, state-of-the-art management tools, such as the use of big data, and animal welfare management applications and software. Minerva Foods' eight operations in Brazil and three operations in Uruguay have strategically placed cameras to monitor animal handling. During the pandemic, camera-based monitoring enabled social distancing during daily monitoring activities.

Minerva has contingency plans for adverse situations such as water or power outages, natural disasters, accidents during livestock transportation, and unexpected understaffing, such as during a pandemic. Transportation vehicles are inspected daily on a sampling basis, and animals are also observed when in holding pens.

The Company is committed to ensuring that 100% of animals are adequately stunned and humanely slaughtered, regardless of the species, with the exception of animals destined for markets subject to religious requirements. Kosher slaughter accounted for 2% of all slaughter in 2020, or around 33,000 animals, down 1% from the previous year. All feedstocks of animal origin purchased for processing (broilers, hogs, lamb and fish) are guaranteed to be derived from animals prestunned before slaughter.

Animal welfare indicators are tracked during weekly meetings, and some indicators, such as severity of bruising, are included in a set of corporate and industry targets which, if not met, result in loss of bonuses.

42 indicators are monitored on a daily basis in Brazil via second-party audits on on-farm handling and loading, transportation, unloading, holding facilities and slaughter. **The average compliance rate in the year was 96%**

KEY ANIMAL WELFARE INDICATORS

2020 RESULTS - AVERAGE BY COUNTRY	BRAZIL	ARGENTINA	COLOMBIA	PARAGUAY	URUGUAY
> Stunning efficacy at first attempt. Where the first attempt fails, the animal is immediately re-stunned in accordance with animal welfare requirements."	98.00%	98.00%	90.00%	98.56%	99.50%
> Poorly stunned animals on the bleed rail If animals regain consciousness before reaching the bleed rail, they are re-stunned using a portable captive bolt pistol. No operational failures occurred involving animals regaining consciousness on the bleed rail, i.e. effective stunning is ensured prior to hoisting the animal.	0.15%	0.00%	0.60%	0.00%	0.00%
> Stunning to bleed interval The time taken after the captive-bolt shot to cut the animal's large vessels.	An average of 52 seconds	Less than 60 seconds	An average of 50 seconds	An average of 60 seconds	An average of 43 seconds
> Slips during unloading and in crowd pens and chutes An animal is deemed to have slipped if its hock joint touches the ground	2.19%	1.40%	5.00%	1.52%	1.50%
> Falls during unloading and in crowd pens and chutes An animal is deemed to have fallen if its body touches the ground	0.40%	0.90%	2.00%	0.00%	0.00%
> Animal vocalization in the crowd pen, lead-up chute and stun box Vocalization is when animals make moo sounds during active handling	1.45%	1.38%	0.00%	1.24%	2.00%
> Electric prod use during handling Electric prods are used up to a maximum voltage of 50v and only in situations where the primary driving aid (flag) is ineffective. Electric prods are applied to the animal's rear for no longer than 1 second.	16.20%	2.61%	0.00%	1.86%	12.50%

2020 RESULTS - AVERAGE BY COUNTRY

> **Spray washing compliance**

The following are evaluated: animal density, water chlorination, sprinkler operation, water pressure and spraying time

2.7%
deviation

-

0%

-

0%

> **Corral density**

% occupancy in relation to total area

2.50
m²/animal

2.50
m²/animal

2.00
m²/animal

2.00
m²/animal

2.20
m²/animal

> **Average transportation time**

4.4 hours

5 hours

4 hours

6.5 hours

3.5 hours

> **Proportion of livestock transportation trips with a duration not longer than 8 hours**

91.00%

80%

80%

100%

86.00%

> **Average transportation distance**

226.2 Km

300 Km

150 Km

360 Km

236 Km

> **Bruised carcasses**

Bruises are lesions caused by direct trauma on an animal's body without abrading its hide. At Minerva Foods bruises are classified into 3 levels depending on how deep they reach into the muscle.

9.64%

-

-

0.70%

3.50%

> **No. of employees trained on animal welfare**

250

32

24

105

49

> **No. of third-party workers trained on animal welfare**

812

-

45

240

61

> **No. of animal welfare training sessions**

Both online and classroom-based training methods are used.

99

03

4

345

15

> **% compliance in second-party animal welfare audits**

Audits conducted by Minerva and Athena Foods employees.

96.00%

99.00%

-

-

-

> **% compliance in third-party animal welfare audits**

Audits conducted by third-party firms (QIMA - WQS and SGS) and accredited PAACO auditors.

99.00%

99.70%

-

99.00%

100%

TRAINING

Training was largely provided online for COVID-19 safety reasons. Training is administered by animal welfare officers every six months to all employees that handle live cattle at slaughter plants and all livestock truck drivers. Animal welfare is also addressed during induction training for new employees, and annual training programs are conducted at the Company's plants in collaboration with specialized consultants to instill good animal welfare practices in operational routines. The corporate Quality, Cattle Sourcing and Sustainability teams are regularly trained on animal welfare through lectures, workshops and national conferences.

In 2020, a larger number of digital training sessions were administered to disseminate the Company's animal welfare policy and new practices and procedures to employees in key areas. Cattle ranchers supplying cattle to Minerva also received animal welfare training as part of supplier development programs, and this should remain a focus of action in 2021.

A total of 466 animal welfare training sessions were held in 2020, attended by 460 direct employees and 1,158 third-party employees (truck drivers and suppliers).

IMPACTS FROM THE PANDEMIC

With at-risk employees being placed on leave and the changes implemented in operations teams to comply with health protocols, new employees had to be hired to the Company's workforce, especially for tasks involving direct interaction with animals. In addition, whereas ranchers could previously access the Company's premises to witness the slaughter of their animals, they were now assigned to a private room with access control to monitor slaughter operations via cameras.

OUR ANIMALS

All cattle purchased by Minerva Foods are raised with freedom of movement and with gregarious behavior being maintained and respected at all stages of the supply chain: breeding, backgrounding, finishing (in Minerva Live Cattle Exports' operations) and pre-slaughter (at slaughter plants). The Company has no cow-calf operations.

Out of the total cattle purchased in 2021, 41.61% were raised only on pasture, 10.91% in semi-confinement, 7.65% in pasture confinement and 39.83% in confinement operations (see the percentages of housing types by country in the appendixes). Only 1.7% of animals slaughtered in 2020 at the Company's facilities in Brazil were castrated, a figure 1% lower than in 2019.

Pasture-raised cattle farming is predominant in South America. Semi-confinement and pasture confinement are growing and finishing strategies in which animals spend 100% of the time on pasture and receive additional nutrition (rations) in troughs. Semi-confinement

and confinement diets consist of grains and grain-derived products (largely maize, soy and mineral supplements) and are free of animal byproducts, growth hormones or other substances for feed and finishing purposes.

Confinement is a finishing method in which animals are confined at a stocking density of 16 to 20 m²/animal for 90 to 120 days, or only 8% to 10% of their lifetime, considering the average slaughter age of 30 months. Even in this method, the breeding and backgrounding stages are entirely pasture-based.

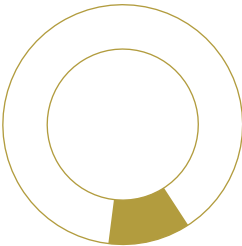
All holding pens at the Company's plants have access to high-quality water in sufficient quantity, a sprinkler system for thermal comfort, and adequate stocking densities. Holding pens have non-slip floors and are washed between batches of cattle.

Animal behavior in the holding pens is observed to identify any abnormal behavior, such as sodomy or fights. The animal mounting the other or initiating the antagonistic behavior is separated from the group. If animals are observed to be more excitable, greater care is

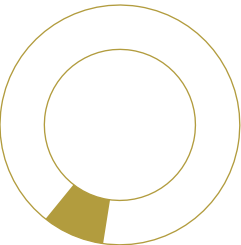
ANIMAL RAISING



41.61%
of animals raised on
pasture



10.91%
in semi-
confinement



7.65%
in pasture
confinement



39.83%
in confinement*

*During approximately 10% of the animal's lifetime.

taken in handling, and pens are placed further from noise and people.

The Company has 100 cattle ranchers in Brazil, Paraguay and Uruguay that are certified and have the capacity to supply more than 30,000 animals for organic production, in compliance with regulations 834/2007 and 889/2008 of the European Community and the National Organic Program (NOP) of the United States. Certified animals are guaranteed to be free from antibiotics, growth hormones and animal feed supplemented with animal products, as well as meeting the highest standards of animal welfare.

HOGS AND BROILERS

All hog suppliers are committed to transitioning from individual gestation crates to collective breeder gestation systems. In addition, they are committed to reducing and/or abolishing mutilations, with 100% of suppliers performing immunocastration in place of invasive surgical castration, and refraining from performing

teeth or dent cutting procedures as a form of identification and instead employing tattooing as an alternative.

In poultry sourcing, all suppliers maintain cage-free birds and do not perform dubbing or beak or wing trimming during rearing. All have a transport policy of less than eight hours. Poultry supplied to Minerva Foods do not remain in transport for longer than two hours on average.

In 2020, these suppliers answered an assessment questionnaire about animal welfare practices during breeding and their commitments to continuous improvement. The questionnaires will help to inform management actions in the coming years.

All incoming animals are assessed within the Chemical Residue Control Program (CRQ) described on page 53.



GREATER TRANSPARENCY

Learn more about Minerva's
Animal Welfare Program

[Click here](#)

CERTIFICATIONS

Minerva Foods' ethical principles and animal welfare practices go far beyond complying with Brazilian standards and regulations. The Company's operations adopt strict animal welfare practices in their processes, complying with standards such as the North American Meat Institute (NAMI) Animal Handling Guidelines, European Union Regulation 1099, and the traceability regulations of the European Union and Chile, in addition to meeting customer-specific requirements.

Minerva Foods' operations also have important, internationally recognized certifications for food quality and safety, ensuring customers and consumers are provided with high-standard, trusted products.

Plants in Brazil are certified by QIMA WQS (World Quality Services) for effectiveness in implementing animal welfare programs throughout the process. Plants in Paraguay, Uruguay and Argentina are certified by SGS (Société Générale de Surveillance), an institution that is highly prestigious in these countries. Audits are conducted in accordance with the NAMI Animal Handling Guidelines and Audit Guide, developed by world-renowned expert Temple Grandin. In 2020, the Company's eight operations in Brazil achieved 96% to 99% compliance levels. In other countries, average compliance was 99.4%.





Culture Ambassadors. Photos taken before the pandemic.

DEVELOPING OUR PEOPLE

GRI 103 | 401, GRI 103 | 404

In such a challenging year as 2020, our employees' engagement, resilience and values were brought to the fore. The dedication they demonstrated was essential in navigating the “new normal” and tackling the challenges posed by the COVID-19 pandemic. Minerva prioritized the health of its workforce while keeping its essential operations running to ensure a continued supply of highest-quality food products to its markets.

Culture is a **strategic enabler for the business**. In 2020, a culture assessment initiative engaged around 12,000 employees at Minerva Foods

In 2020 Minerva Foods implemented an organizational culture transformation program as part of efforts to continuously improve its human capital strategy.

In the first stage of the program, which directly engaged almost 12,000 employees, a culture survey elicited employee perceptions about values, beliefs and personal motivations, the values of the current organizational culture, and the desired values and vision for the future of the organization.

Employee engagement was strong despite the pandemic, with teams recognizing the importance of the program and participating online in an integrated and collaborative manner at each stage—including courses, training and exercise—connecting the Company's values to its culture. The first stage established Minerva's newly articulated purpose and values, as guiding principles for day-to-day actions.



OUR PURPOSE
TO CREATE A SUSTAINABLE
FOOD FUTURE FOR
OUR PLANET.



OUR VALUES
SUSTAINABILITY
INNOVATION
RECOGNITION
COMMITMENT
RESULTS ORIENTATION

EMPLOYEE PROFILE

GRI 102-8, 102-41, 103 | 401, 103 | 405

Minerva recognizes that culture is a strategic enabler for the business, and in 2020 created a structured roadmap of action plans for implementation throughout 2021. Forty-eight culture ambassadors were appointed to represent employees at different departments and in different countries Company-wide. The ambassadors are responsible for actively collaborating in developing the Action Plan and following and driving implementation across business areas, in order to disseminate the culture throughout the organization.

Minerva Foods ended 2020 with a workforce of 19,950 employees: 11,539 at Minerva and 8,411 at Athena Foods. Another 381 third-party employees in Brazil and 431 in other countries work at the Company's plants, distribution operations and offices, mostly in Brazil.

Minerva works to foster a safe work environment and employee well-being; organizes training and initiatives to improve quality of life; has a set of policies based on the Company's Code of Ethics, labor regulations and Brazilian Regulatory Standards (NRs); and ensures full compliance with regulations and collective bargaining agreements applicable to its operations—and requires the same of its suppliers. In recruiting, selection and employee retention, the Company has standardized hiring processes and offers

market-competitive employee benefits designed to retain top talents within the business.

Employees receive a range of fringe benefits, including meals, transportation and other benefits required by law and in collective agreements. On-site cafeterias offer meals at subsidized prices, and employees are offered discounts and other advantages from retailers and health and dental insurance providers in the cities where they work. **GRI 401-2**

Diversity is high on the Company's agenda and will be further advanced in the coming years.

Fostering a **safe work environment and employee well-being**, quality-of-life initiatives, and policies based on the Code of Ethics are Company priorities

WORKFORCE BY EMPLOYMENT CONTRACT AND GENDER

MINERVA FOODS*

Contract type	2019			2020		
	Men	Women	Total	Men	Women	Total
Indefinite term						
Total	7,691	3,287	10,978	7,955	3,584	11,539

* All contracts are for an indefinite term and all employees are full time.

ATHENA FOODS

Contract type	2019			2020		
	Men	Women	Total	Men	Women	Total
Indefinite term	6,368	1,123	7,491	6,965	1,206	8,171
Temporary	0	0	0	0	0	0
Total	6,368	1,123	7,491	7,164	1,247	8,411

COMPENSATION AND CAREERS

GRI 103 | 202, 103 | 405

Minerva’s compensation practices are designed taking account of market benchmarks, the Company’s competitiveness as an employer, salary surveys, and the ability to attract and retain highly skilled employees. Employees receive fixed compensation and annual raises under collective bargaining agreements. Currently 100% of employees are covered by collective agreements in the Company’s Brazil and Uruguay operations; 93.4% in Argentina; and 28.68% in Paraguay (two facilities). In Colombia, the local legislation does not provide for collective labor agreements. There are no gender-based differences in basic salaries under collective agreements.

PERFORMANCE ASSESSMENT

In 2020 Minerva Foods reaffirmed the importance of performance assessments as a tool for fostering and strengthening a results-oriented culture. In all, 1,258 employees, mostly in management roles, participated in the assessment in the year. The process included self-assessments, assessments by employees’ managers, target setting, feedback meetings, and design of Individual Development and Plans (IDP).

The human resources team and department managers were trained and prepared for the performance assessment process, which is extremely important for employee development and improving organizational results.

SUCCESSION

Succession is one of the Company's most important development fronts, is integral to strategic planning, and is an important driver of business growth.

In 2020, a succession committee was established and a mapping exercise identified departments with potential successors for strategic positions and those requiring development. With support from the committee, employees and their managers identified key development needs, built an IDP, and agreed with the HR department on effective actions to accelerate them on this journey of self-development.

RESILIENT LEADERSHIP

Our leadership team was put to the test during the pandemic and demonstrated the maturity to lead and rise to the different challenges it posed, such as keeping the team motivated. Minerva's Leadership Development Program supports managers in building knowledge, skills and mindsets aligned with the Company's strategic plan. Launched in 2019, the program

engaged managers and coordinators at slaughter plants in coaching sessions and lectures on the new normal (44 participants) and building resilient teams (51 participating managers).

In 2020 the Company launched a Traders Academy to train and update employees in commercial roles on skills needed to make quick and informed decisions. As part of the program, they built individual development plans, and interacted with other employees who shared inspiring stories, challenges and other insights to help them build their careers. The program also focuses on soft skills that are important for commercial roles, such as emotional intelligence, influence and negotiation, systemic vision and communication. In 2020, 12 employees participated in the program.

Training employees in different functions will remain an area of focus in 2021, in which the Company plans to set up a school to train cattle purchasers on quality practices and procedures.

Mental health was also addressed in the year to help employees cope with the pandemic and its effects on their lives. Webcast sessions en-

couraged employees to reflect on and discuss emotional balance, working from home with their families, time management, and post-pandemic skills.

Another initiative in the year worked to strengthen operations integration between Minerva Foods and Athena Foods, which operates the Company's non-Brazil plants in South America. With more regular communications for alignment on employee protection protocols, closer engagement between facilities has been an incidental benefit from this period.



Caique Augusto Ferreira Ribeiro, an employee at the corporate office in Barretos/SP.

Employee training will remain an area of focus in 2021, in which the Company plans to set up a school to train cattle buyers on quality practices and procedures

OCCUPATIONAL HEALTH AND SAFETY

GRI 103 | 403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9, 403-10

Minerva uses nationally and internationally recognized best practices in implementing occupational health and safety plans and programs, exceeding legal requirements in the countries where it operates.

Within the Company's health and safety management system, all activities are assessed by an independent firm to detect risks, and potential incidents that can cause impacts are addressed by emergency response plans. All employees attend induction safety training and have dedicated channels they can contact to address safety concerns. They are also represented by Internal Accident Prevention Committees (CIPA) covering the entire operation, and have access to comprehensive workplace health services—100% of the Company's plants have outpatient services with occupational physicians, nurses, nursing technicians, ergonomics experts, speech therapists and other third-party services. Occupational physicians develop and manage Occupational Health Surveillance Programs (PCMSO) linked

to an Environmental Risk Prevention Program (PPRA). Minerva also exercises active and passive surveillance of employee health, compiling data for epidemiological assessments and to inform individual or department-wide actions and awareness campaigns.



9,270
employees and
dedicated third-
party workers were
vaccinated against
different influenza types
including Influenza A
H1N1, H3N2 and B

One of the Company's primary concerns in the year was the pandemic response and protecting employees, their families, communities and business partners. With operations in Brazil, Argentina, Chile, Colombia, Paraguay and Uruguay, Minerva's response plan included daily pandemic committee meetings to oversee implementation of a COVID-19 prevention protocol developed in collaboration with specialists from Albert Einstein Hospital, ensuring employee safety against virus spread.

People in the at-risk group were guaranteed job security, and were sent home on furlough, vacation, suspension of employment or reduced working hours, as prescribed by law. In addition, more than 900 employees in administrative positions were assigned to work from home. National and international travel was suspended. The Company also accelerated influenza vaccination (Influenza A H1N1), as well as providing vaccines for H3N2 and B, for a total of 9,270 employees and dedicated third-party workers.

There were no shutdowns of Minerva's operations—which are considered essential for maintaining food supply—in any of the countries where the Company operates. Strict COVID-19 safety protocols were planned and implemented at the Company's plants and other operations, in a collaboration with specialists from Albert Einstein Hospital. As part of the measures taken, teams were divided into clusters that were color-coded for ease of identification, hand sanitizers were provided at workstations, and precautions were taken when using change rooms and common areas such as cafeterias and break lounges. Workstations where employees were in close proximity were separated by physical partitions, and employees were safely distanced. Air blowers were installed to improve ventilation and air change in common areas.

Staggered arrival and departure times helped to prevent large gatherings, and the use of bio-

metric access control and turnstiles was discontinued. Employees were screened on a daily basis on arrival at work, which included answering a questionnaire to identify symptoms or potential contact with suspected or confirmed COVID-19 cases, and measuring body temperature.

Shuttle bus occupancy was reduced to 50% and employees are required to ride on the same seat each day.

The Company-developed health protocol was communicated to each plant immediately at the onset of the pandemic, in March, and facilities in Brazil and other countries voluntarily underwent assessments by local sanitary authorities, which approved the COVID-safety measures in place.

Awareness campaigns about the need for safe distancing were communicated via internal channels and on local radio stations to inform communities on how to prevent transmission.

Hygiene protocols, physical partitions between workstations, reduced cafeteria occupancy, 70% alcohol gel dispensers, temperature screening,

and masks issued to all employees were some of the safety measures taken for office employees.

As a result of these measures, there were no disruptions or COVID-19 outbreaks in the company's operations.

Alongside the COVID prevention measures, the Company continued to manage critical risks related to ammonia, machinery and equipment, pressure vessels and boilers, work at heights, lifting, electric safety, lockout-tagout, fires and cold storage. Mitigation of these risks is monitored on a monthly basis to inform actions to either improve or maintain performance. In addressing critical risks, corrective and preventive action was taken in order to prevent fatalities, serious injuries and occupational diseases from occurring. Employees also receive task-specific training.



100%

of direct and third-party employees are covered by occupational health and safety management systems

SAFETY AND ACCIDENT PREVENTION

There were no fatal injuries in the year across the Company's operations.

In Brazil, where Minerva is recognized as a benchmark for occupational health and safety prevention, there were 26 lost time injuries (injury frequency rate per 1,000,000 = 1.31), and 204 no-lost-time injuries (injury frequency rate per 1,000,000 = 7.27) in the year.

In the countries where the Company operates through Athena Foods there were 255 lost-time injuries (injury frequency rate = 20.66) and 101 no-lost-time injuries (injury frequency rate = 6.40).

Minerva has set internal targets for lowering injury frequency rates and absenteeism, and this was a focus area at all plants in 2020. Amid the pandemic response, the Company made significant progress in several locations, such as Paraguay, where lost-time injuries declined by 95%. Reductions greater than 20% were also achieved at plants in Uruguay and Colombia.

OCCUPATIONAL DISEASES

All activities within the company are assessed as part of occupational programs to identify hazards and risks, and corrective and preventive action is taken to either eliminate or mitigate them. There were two occupational illnesses with no lost time in Brazil, and 943 in countries where Athena Foods operates.

COVID-19 MONITORING

Suspected and confirmed cases of COVID-19 were followed daily by social assistance and health professionals via telephone interviews to determine whether symptoms had worsened, whether the individuals were self-quarantining, and whether they required medicines or any other support while in quarantine. Employees who were hospitalized were followed by the health team.

A 24/7 telephone hotline, called *Dr. Aon*, was launched to answer questions or provide advice on what to do after first experiencing COVID-19 symptoms. Minerva engaged Albert Einstein Hospital to provide advice on the pandemic response and develop a crisis plan.

COVID-19 Golden Rules – Golden Rules are a set of core principles designed to promote the cultural and behavioral changes needed to ensure the physical integrity and well-being of employees. To support the pandemic response, Minerva created a set of COVID-19 Golden Rules describing important precautions to prevent contagion.

Training – Minerva organized several training initiatives, in addition to mandatory statutory training, to continue to engage employees around safe behaviors and building a safety culture. This helped to ensure satisfactory safety performance and adherence to COVID-19 prevention protocols.

Campaigns – To mark special dates such as Yellow September, Pink October and Blue November, the Company organized campaigns to raise employee awareness about preventing mental illness, breast cancer and prostate cancer, and about the importance of regular screening tests. The campaigns included educational materials posted online and at on-site doctor's offices. In addition, Minerva organized campaigns and lectures to instruct employees on how to prevent COVID-19 transmission.

SIPAT – More than 11,000 employees participated in the Occupational Accident Prevention Week (SIPAT) event in the year, which addressed important topics such as preventing COVID-19, sexually transmitted diseases, alcohol, drugs, smoking, safe behavior and personal protection.

Minerva's primary focus in the year was the pandemic response and **protecting employees, their families, communities and business partners**

COMMUNITY DEVELOPMENT

GRI 103 | 203, 103 | 413, 203-1, 413-1

Many of the Company's initiatives in the year were geared to assisting communities in the COVID-19 response. At least 15 of the 36 municipalities where Minerva operates in Brazil and other countries have a population of less than 100,000 people, and this has led the Company to develop close ties with local communities. In 2020, Minerva joined forces with local authorities and organizations in providing food donations, leasing ambulances, distributing personal protective equipment and hand sanitizers, and other initiatives in all cities where the Company operates. In all, more than R\$ 42 million in products and equipment were donated to surrounding communities (*learn more on page 14*).

Community engagement is an ongoing process that is managed based on industry benchmarking surveys, internal and external surveys, and analysis of government statistics and Human Development Indexes. Corporate social responsibility is

addressed in Company and customer audits on Minerva's operations.

All operations currently have social and environmental impact assessment procedures, community consultation committees and processes, occupational advisory committees, and grievance and complaints mechanisms and committees. Ten plants, or 43% of the total, are covered by a stakeholder engagement plan informed by a stakeholder mapping exercise. The engagement plan was developed in 2016 and was planned to be rolled out to other operations in 2020, but the rollout had to be postponed due to the COVID-19 pandemic.

To improve its approach to managing community relations, in 2019 Minerva created an Action Committee as an internal governance forum that meets on a monthly basis to discuss and

evaluate the current situation and implement social and environmental initiatives involving employees and local communities.

The committee was especially active throughout 2020 in rolling out and adapting COVID-19 measures in all locations where Minerva operates.

100,000
average population in at
least 15 of the 36 cities
where the Company
operates

TRAINING AND INCLUSION

One of the Company's initiatives, launched four years ago, works to train people with disabilities and provide them with job opportunities at the Barretos (SP) plant. Training is administered at the municipal rehabilitation center, and in 2020 was attended by six people. Due to the pandemic, this training was also adapted to an online format to prevent large gatherings.

OPERAÇÃO ACOLHIDA

This is a Federal Government program for the interiorization of socially vulnerable Venezuelan nationals. After joining the initiative in 2019, Minerva Foods provided 26 workers with housing, food, transportation, Portuguese lessons, and training and capacity building to work at the Rolim de Moura plant in Rondônia. The Company currently has 21 employees from this first group, and another 10 employees were hired in 2020—2 via the *Operação Acolhida* program and 8 who are relatives of previously hired employees.

MÃOS QUE CRIAM

In an initiative to promote women's entrepreneurship, Minerva supported the *Mãos que Criam* project in Paranatinga (MT), which provides free sewing lessons to women looking to start a business making clothing, accessories and masks. The local plant supports the initiative by providing materials such as fabrics, scissors and thread, and sewing machine repairs. The 12-month training program was launched in October 2020.

OTHER INITIATIVES

EDUCATION FOR TRANSFORMATION

As part of this initiative, more than 5,900 employees with children in primary education received school materials in a campaign to promote inclusive and equitable education in Brazil, Paraguay and Uruguay.

WINTER CLOTHING CAMPAIGN Approximately 600 employees engaged in a campaign to collect winter clothing and blankets for at-risk people. They collected 1,450 items that were then distributed in cities where the Company operates.

RURAL COMMUNITIES ASSISTANCE PROJECT (PASCOR)

Through its stakeholder engagement efforts, the Company identified that communities near its facilities in the state of Pará were virtually entirely dependent either on Minerva's operations or on farming for their livelihoods. The PASCOR project provides professional training courses to help communities diversify their sources of income. Courses in 2020 included workshops that taught participants to sew masks and produce detergents. As Part of the project, approximately 4,000 masks were produced and distributed for free to the local community. Grocery kits were also distributed to benefited families.

The Action Committee meets on a monthly basis **to discuss and evaluate the current situation and implement social and environmental initiatives**

LEARN MORE

Learn more about Minerva's initiatives to support communities and provide infrastructure for the pandemic response on **pages 13 and 14**.



05. OPERATIONAL EFFICIENCY

Minerva's results in 2020 reflect competent management and agile decision-making to capitalize on strong global food demand in the year. The Company's geographical diversification in South America, and operations approved to export to different markets, have provided unique flexibility to match production to demand.

This has been supported by operational efficiency management and resulting process standardization, by certifications that drive operational improvements,

and by increasingly robust market analytics capabilities. Data science has become a new target of investment that will catalyze efficiency gains through initiatives such as the Company's production allocation optimizer, for example.

This enabled Minerva to deliver strong operational performance in the year by optimally utilizing slaughter plant capacity even with downsized operations to comply with COVID-19 safety protocols.

INTEGRATED MANAGEMENT SYSTEM (IMS)

Minerva has an Integrated Management System (IMS) to standardize processes and monitor key performance indicators and results across different areas, including Occupational Health & Safety, Food Safety, the Environment and Social Responsibility.

Processes managed by the IMS operate collaboratively together with a focus on continually improving production processes and sharing good practices. After progressing on routine management in its production operations—with well-defined governance processes, new daily performance indicators, and monthly meetings to assess performance against targets and deviations—the Company has captured significant improvements across each area managed by the IMS.

Process standardization has increased productivity in all production operations. By sharing experience, Minerva has also worked to drive spill-over production and efficiency improvements in Athena Foods' operations. The focus of these efforts is on ensuring full conformity to cut specifications so that products from all of Minerva's operations offer the same, superior quality.

In 2020, Minerva further developed its information management and data science capabilities and upscaled investments in business intelligence, artificial intelligence and data analytics to support operational decision-making. One newly implemented management initiative is a production allocation optimizer that provides comprehensive visibility of the Company's production assets so that managers can more efficiently schedule production in a way that accommodates quality requirements and each plant's certification and production profile.

These capabilities became especially important during the pandemic, in which plant operations had to be downsized to prevent large gatherings while ramping up production to meet high demand.

After restructuring the IMS, new efficiency programs based on employee engagement were added to the agenda, along with *Atitude Campeã*, a program that was already well cemented into operational routines.



Renato Arzani, Environment supervisor (Barretos/SP).

ATITUDE CAMPEÃ

Progress within the *Atitude Campeã* (“Winning Mindset”) program has reflected strong employee engagement in achieving business growth. This program engages employees at the Company’s plants in a healthy competition on key performance indicators (KPIs). These are measured on a monthly basis and the top-performing facilities and departments receive prizes.

In addition to production metrics, monitored KPIs cover quality, occupational health and safety, and human resources management.

In 2020, plans to roll out the program in Argentina and continue implementation in Paraguay were affected by the pandemic.

The methodology used to assess KPIs was revised in the year to incorporate new guidelines and KPIs for the 2021 edition of the program.

MINERVA QUALITY CIRCLE

In this participatory program, operations employees form groups of volunteers to identify opportunities for improvement in operational efficiency, occupational safety, eco-efficiency, and other areas. Participants receive methodological training on structuring projects and meet periodically to discuss planning.

The program was implemented in 2020 at the plants in Araguaína, Barretos, José Bonifácio and Palmeiras de Goiás, delivering significant results in terms of developing new skills and potential new leaders.

In 2021 the Company plans to roll the program out to other operations in Brazil.

5S PROGRAM

The 5S Program aims to shape cultural and behavioral changes among employees and drive continuous improvement and efficiencies. Implementation of the program began in 2020 in administrative and maintenance departments at the Araguaína, Barretos and José Bonifácio plants. Employees receive training about the methodology and undergo internal audits to assess progress on the program.

Processes managed
by the IMS work
collaboratively
together with a focus
on continually improving
production processes
and sharing good
practices

PROCESS EXCELLENCE

Through this program, production processes have been standardized Company-wide to improve efficiency. Local teams monitor processes on a daily basis using checklists to ensure continuous improvement and that targets are being met.

With the newly implemented Process Excellence program, the targets and practices within the *Osso Branco* and *Bíblia* programs have been incorporated into the same checklist routine.

Although these programs could not be implemented at Athena Foods’ operations in 2020, the teams at these sites increased their focus on these technical aspects in the year, helping to improve meat-cut standardization, uniformity, and conformity to product specifications. In Colombia, this supported rapid integration of a new acquisition in the year, which began operating within the Company’s production model in 2020.

ECO-EFFICIENCY

GRI 103 | 307

A focus on delivering efficiency and positive results in production operations is integral to Minerva's commitment to managing impacts. Environmental management spans across different areas and issues—from natural resource access and use to waste and emissions—and directly affects the Company's business strategy and related risks and opportunities.

In 2020 Minerva's Environmental Management System (EMS) was standardized and disseminated across all operations to provide guidance on routine environmental monitoring and support more effective management of related indicators.

WATER RESOURCES

GRI 103 | 303, 303-1, 303-2

All operations have tools in place for managing water consumption and effluents. Water consumption and withdrawals from public surface water and/or groundwater sources are monitored on a daily basis; water supplied from public utility companies is monitored based on utility invoices; and on-site consumption is monitored using flow meters. Water quality is also monitored on a daily basis by local teams based on regulatory standards on water treatment and the requirements of international customers.

All water withdrawals are covered by permits from the environmental authority and are largely from surface and groundwater sources, with a small portion purchased from third parties. Water management performance varies with seasonal fluctuation in production volumes, and in 2020 was affected by the COVID-19 pandemic. Plant teams have continued to implement improvement actions and to engage employees in achieving significant consumption reductions over the coming years.

TOTAL WATER CONSUMPTION (m³)

	2018	2019	2020
Minerva Foods	6478855.70	5112464.29	4493368.50
Athena Foods	5630278.00	7444218.00	6914830.00
Total	12109133.70	12556682.29	11408198.50

TOTAL WATER DISCHARGE (m³)

	2020 ¹
Minerva Foods	3788640.00
Athena Foods	5595966.00
Total	9384606.00

¹ These data were first reported in 2020.

Wastewater is treated and discharged in accordance with environmental regulations and requirements under discharge permits. All plant wastewater is pumped to a wastewater treatment facility for physical, chemical and biological treatment. Treated wastewater conforms to the quality parameters established by environmental regulators, environmental permits, state and municipal resolutions, and IFC requirements. More than R\$ 14 million was invested in improving primary and secondary treatment systems between 2019 and 2020.

CLIMATE & ENERGY

GRI 103 | 302, 103 | 305

Minerva's commitment to managing climate change is evidenced not only in the way the Company manages the beef value chain (*read more in Sustainable Beef and Risk Management*), but also in the way it operates its plants. Efforts addressing energy efficiency and greenhouse gas emissions management are central to the Company's strategy and a demand from shareholders, investors, customers and partners.

The Company develops Annual Greenhouse Gas (GHG) Emissions Inventories for all operations using the GHG Protocol, an internationally recognized reporting framework. The results from these inventories inform continued improvements. In 2020 all data was externally verified in an independent audit, and the inventory incor-

porated incorporated scope 3 emissions from business travel, livestock transportation and primary product logistics. **The Company offset its net scope 2 emissions in the year by purchasing International Renewable Energy Certificates (I-RECs) for all its operations, and removing more than 38,000 metric tons of CO₂e by planting trees in reforestation areas.**

In 2020, the Company's emissions intensity across all countries and scopes was 0.26 metric tons of CO₂ per metric ton of finished product.

Minerva's annual emissions inventories are publicly available in the **Public Emissions Registry** of the Brazilian GHG Protocol Program. The 2021 inventory will be developed throughout the year and published in our next report.

Learn More



Click here to view other water consumption and effluent indicators.



Solar panels at the Bucaramanga plant in Colombia.

GREENHOUSE GAS EMISSIONS (tCO₂e) GRI 305-1, 305-2, 305-3

	2018	2019	2020
Scope 1	340,413.47	192,897.10	233,274.66
Scope 2	16,514.82	17,292.05	14,590.81
Scope 3	-	-	34,541.27
Total	356,928.29	210,189.15	282,406.74

Minerva's energy efficiency programs manage and monitor consumption through a set of technical indicators. A committee of representatives from the Engineering and Environment departments discuss any deviations and opportunities, working toward a pre-established target for energy consumption per unit volume produced.

The different countries where the Company operates have different energy mixes and energy management models.

In Brazil, Minerva Foods was unable to improve on energy consumption in 2020 due to the impacts from the pandemic. The same consumption target as in 2020 has therefore been maintained for 2021: 165.71 KWh/Metric Ton of Finished Product

(TPA). At Athena Foods, progress was made in reducing electricity consumption as measured in KWh/TPA compared to 2019. The improvement came as a result of the implementation of best production practices and improved power supply contracts, with consumption decreasing by 2% even when accounting for the new acquisition in Colombia.

Acquired in September 2020, the Bucaramanga operation in Colombia is a strong performer in energy efficiency: 1,471 solar panels installed in the holding pen area produce approximately 1,964.8 KW/h of renewable energy, reducing carbon emissions by 204.75 metric tons of CO₂ per year. The system produces 10% of the plant's electricity requirement.

TOTAL ENERGY CONSUMPTION (GJ) GRI 302-1, 302-2, 302-3, 302-4, 302-4, 302-5

	2018	2019	2020
Minerva Foods	59,1421.64	255,180.00	258,351.45
Athena Foods	365,477.54	665,759.39	657,699.95
Total	956,899.18	920,939.39	916,051.40

International Renewable Energy Certificates (I-RECs) **ensure a clean energy mix for 100% of Minerva's operations, and zero net scope 2 emissions.** Wind power certificates were purchased in Brazil, and hydropower certificates in other countries in South America.

SOCIAL RESPONSIBILITY-CERTIFIED BIODIESEL

In 2011, Minerva developed a breakthrough technology to produce biodiesel from byproducts from animal slaughter, making further progress toward the Company's goal to process all parts of biological assets into high-value products.

In 2020, the biodiesel segment more than tripled its production, to 56,000 cubic meters. In addition to beef tallow, other materials used to produce biodiesel include soy, coconuts and chicken fat supplied by 50 smallholders with which Minerva has established a close partnership. The company provides training to continually develop these smallholders, helping them to adjust their operations to supply raw materials for biodiesel, and pays a bonus on purchases.

Minerva Biodiesel is also working to obtain certification to issue carbon credits (CBios) within RenovaBio, a Brazilian Federal Government program that provides incentives for the production and sale of renewable fuels. This, combined with its social responsibility certification and status as a renewable fuel, will support continued expansion of Minerva Biodiesel's operations over the coming years.



1,471
solar panels

generate electricity in the holding pen area. The system produces 1,964.8 KW/h (an average of 1500 KW/h per day), accounting for approximately 10% of the electricity requirement for the Bucaramanga plant



0.65

energy intensity
at Minerva Foods (GJ/t)

0.97

energy intensity
at Athena Foods (GJ/t)



WASTE

GRI 103 | 306, 306-1, 306-2, 306-3

Waste Management Plans in place at each of Minerva Foods' and Athena Foods' operations establish procedures on segregation, management and compliant disposal of solid waste. Waste is segregated into four categories—industrial, general, special/infectious and salvaged for recycling—and disposed of in accordance with applicable regulations and resource-efficiency criteria.

The waste materials generated at Minerva with the highest potential to generate adverse impacts are those classified as hazardous waste under applicable regulations: oil and grease, lamps, batteries and infectious waste. The largest volumes of waste, such as rumen and wastewater treatment sludge, are classified as nonhazardous waste. The Company implements reverse logistics and circular-economy arrangements for its waste materials, selling them to licensed third-party companies.

TOTAL WASTE GENERATED, BY CATEGORY (t)

MINERVA FOODS

	2018	2019	2020
Hazardous	155.55	1.05	87.54
Nonhazardous	5508.18	48623.15	41646.94
Total	5663.73	48624.19	41734.48

ATHENA FOODS

	2018	2019	2020
Hazardous	14.9	18008.32	29800.87
Nonhazardous	3209.07	5527.42	15999.00
Total	3223.97	23535.74	45799.87

Learn More



[Click here](#) to view other waste indicators.



06. SUPPLEMENTARY DISCLOSURES

HUMAN CAPITAL

TEAM PROFILE

GRI 102-8, 405-1

TOTAL WORKFORCE BY EMPLOYMENT TYPE, EMPLOYMENT CONTRACT, AND REGION MINERVA FOODS (BRAZIL)*

Region	2019			2020		
	Indefinite term	Temporary	Total	Indefinite term	Temporary	Total
NW	2,105	-	2,105	2,315	-	2,315
NE	77	-	77	73	-	73
MW	3,785	-	3,785	3,887	-	3,887
SE	5,009	-	5,009	5,264	-	5,264
South	2	-	2	0	-	0
Total	10,978	-	10,978	11,539	-	11,539

* All contracts are for an indefinite term and full-time employment.

WORKFORCE BY BUSINESS UNIT

Business	2020		
	Men	Women	Total
Minerva Foods	7,955	3,584	11,539
Athena Foods	7,164	1,247	8,411
Total	19,950		

TOTAL WORKFORCE BY EMPLOYMENT TYPE, EMPLOYMENT CONTRACT, AND REGION ATHENA FOODS (ARGENTINA, COLOMBIA, PARAGUAY AND URUGUAY)*

Region	2019			2020		
	Indefinite term	Temporary	Total	Indefinite term	Temporary	Total
Argentina	2,388	-	2,388	2,712	-	2,712
Chile	51	-	51	27	-	27
Paraguay	2,557	-	2,557	2,568	-	2,568
Uruguay	1,795	-	1,795	1,878	-	1,878
Colombia	700	-	700	1,226	-	1,226
Total	7,491	-	7,491	8,411	-	8,411



WORKFORCE BY EMPLOYEE CATEGORY AND GENDER (%)

BRAZIL

2020

	Total	Homens	Mulheres
Executive Board	39	94,87%	5,13%
Managers	109	78.90%	21.10%
Leaders/coordinators	94	71.28%	28.72%
Technical/supervisor	811	78.30%	21.70%
Administrative	1,393	59.44%	40.56%
Operational	9,023	69.44%	30.56%
Trainees/apprentice	70	51.43%	48.57%
Total	11,539	68.94%	31.06%

WORKFORCE BY EMPLOYEE CATEGORY AND GENDER (%)

OTHER REGIONS - ARGENTINA, PARAGUAY, URUGUAY AND COLOMBIA

2020

	Total	Homens	Mulheres
Executive Board	11	100%	0%
Managers	70	84.29%	15.71%
Leaders/coordinators	124	75.81%	24.19%
Technical/supervisor	427	78.69%	21.31%
Administrative	447	62.86%	37.14%
Operational	7,292	87.15%	12.85%
Trainees/apprentice	40	70.00%	30.00%
Total	8,411	85,17%	14,83%

WORKFORCE BY EMPLOYEE CATEGORY AND AGE GROUP (%)

BRASIL

2020

	Total	< 30 anos	30 a 50 anos	> 50 anos
Executive Board	39	0%	43.59%	56.41%
Managers	109	1.83%	82.57%	15.60%
Leaders/coordinators	94	10.64%	82.98%	6.38%
Technical/supervisor	811	20.10%	71.89%	8.01%
Administrative	1,393	42.14%	54.27%	3.59%
Operational	9,023	46.13%	44.56%	9.31%
Trainees/apprentice	70	100.00%	0%	0%
Total	11,539	43.28%	48.05%	8.67%

WORKFORCE BY EMPLOYEE CATEGORY AND AGE GROUP (%)

OTHER REGIONS - ARGENTINA, PARAGUAY, URUGUAY AND COLOMBIA

2020

	Total	< 30 anos	30 a 50 anos	> 50 anos
Executive Board	11	0%	63,64%	36.36%
Managers	70	5.71%	70.00%	24.29%
Leaders/coordinators	124	9168%	74.19%	16.13%
Technical/supervisor	427	10.30%	69.33%	20.37%
Administrative	447	38148%	50.78%	10.74%
Operational	7,292	34191%	53.83%	11.26%
Trainees/apprentice	40	90.00%	10.00%	0%
Total	8,411	33.46%	54.69%	11,85%

REMUNERATION AND GENDER

GRI 405-2

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

BRAZIL		
Executive Board	women	1.11
	men	1.16
Managers	women	1.19
	men	1.63
Leaders/coordinators	women	1.17
	men	1.29
Technical/supervisor	women	1.32
	men	1.29
Administrative	women	1.57
	men	2.3
Operational	women	1.34
	men	1.47

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

ARGENTINA, PARAGUAY, URUGUAY AND COLOMBIA *		2020
Executive Board	women	-
	men	29.97
Managers	women	17.24
	men	24.33
Leaders/coordinators	women	10.86
	men	8.84
Technical/supervisor	women	3.52
	men	5.37
Administrative	women	4.45
	men	4.37
Operational	women	2.46
	men	2.41

*The average for these countries.

RATIO OF STANDARD ENTRY-LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE*

2020	BRAZIL	ARGENTINA	COLOMBIA	PARAGUAY	URUGUAY
Entry-level wage paid by the organization	1,061.53	43,372.40	877,803.00	84,341.00	32,054.00
Minimum wage as established by legislation or the relevant union	1,045.00	20,587.50	877,803.00	84,341.00	16,300.00
Percent ratio (%)	101.58	210.67	100.00	100.00	196.65

* Figures in local currency. The percent ratio, the minimum wage and the wage required by law or the relevant union are the same for women and men.

TRAINING AND CAPACITY BUILDING

GRI 404-1, 404-3

EMPLOYEE TRAINING BY CATEGORY*

	2018	2019	2020
Brazil			
Administrative	1.6	1.54	3.62
Commercial	0	19.42	-
Leadership	0.41	0.29	4.80
Operational	0.35	0.33	4.41
Mixed	0.21	0.24	-
Total	2.59	21.85	12.84
Argentina			
Administrative	-	8.56	0.02
Commercial	-	10.79	-
Leadership	-	18.84	28.91
Operational	-	5.57	0.004
Mixed	-	-	0.10
Total	-	6.65	29.03
Paraguay			
Administrative	11.08	-	11.72
Commercial	-	-	-
Leadership	-	1.46	18.66
Operational	3.88	1.05	21.40
Mixed	-	1.17	-
Total	14.97	1.14	20.88

* Data by employee category is currently not available for Colombia and Uruguay.

HOURS OF EMPLOYEE TRAINING BY GENDER

GENDER	BRAZIL	ARGENTINA	COLOMBIA	PARAGUAY	URUGUAY*
2020					
Men	5.07	9.71	0.04	10.06	-
Women	3.22	5.51	0.40	8.42	-
Total	4.33	9.33	0.07	9.70	2.66

*In 2020, training data for Uruguay were not segmented by gender.

EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS, BY
EMPLOYEE CATEGORY (%)
MINERVA FOODS (BRASIL)

	WOMEN	WOMEN	TOTAL
Executive Board	30.00	22.20	28.81
Managers	100.00	100.00	100.00
Coordinators	89.71	78.57	86.46
Supervisors	100.00	100.00	100.00
Administrative	33.65	26.22	30.32
Operational	1.85	0.49	1.45
Total	10.4	8.3	9.75

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

GRI 401-1

EMPLOYEE HIRES BY AGE GROUP

AGE GROUP	BRAZIL		ARGENTINA		COLOMBIA*		PARAGUAY		URUGUAY	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate
< 30	2315	46.00%	265	25.70%	525	111.46%	447	41.70%	30	9.62%
30 - 50	47	0.01%	171	13.19%	402	56.85%	333	24.36%	24	2.01%
> 50	1297	125.00%	26	6.75%	27	56.25%	18	13.74%	39	10.10%
Total	3,659	30.94%	462	17.04%	954	77.81%	798	31.05%	93	4.92%

*With the acquisition of a new plant in the year, some of the existing teams in the operation were restructured, resulting in a considerable number of new hires.

EMPLOYEE HIRES BY GENDER

GENDER	BRAZIL		ARGENTINA		COLOMBIA		PARAGUAY		URUGUAY	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate
Men	2530	31.02%	412	16.72%	-	-	600	29.88%	74	4.64%
Women	1129	30.76	50	20.16%	-	-	198	35.23%	19	6.40%
Total	3,659	30.94%	462	17.04%	954	77.81%	798	31.05%	93	4.92%

EMPLOYEE HIRES BY REGION

BRAZIL	Total No.	RATE
North	879	37.08%
Northeast	19	25.67%
Midwest	1,351	33.44%
Southeast	1,410	26.38%
South	0	0
Total	3,659	30.94%

EMPLOYEE HIRES BY REGION

Region	Total No.	RATE
Argentina	462	17.04%
Colombia	954	77.81%
Paraguay	798	31.05%
Uruguay	93	4.92%

TURNOVER BY AGE GROUP

AGE GROUP	BRAZIL		ARGENTINA		COLOMBIA		PARAGUAY		URUGUAY	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate
< 30	1,678	3.31%	120	11.64%	247	52.44%	368	34.33%	30	9.62%
30 - 50	1,403	2.45%	88	6.79%	170	24.05%	562	41.11%	24	2.01%
> 50	118	1.13%	15	3.90%	11	22.92%	37	28.24%	39	10.10%
Total	3,199	2.80%	223	8.22%	428	34.91%	967	37.63%	93	4.92%

TURNOVER BY GENDER

GENDER	BRAZIL		ARGENTINA		COLOMBIA		PARAGUAY		URUGUAY	
	No.	Rate	No.	Rate	No.	Rate	No.	Rate	No.	Rate
Men	2,341	2.05%	209	8.48%	368	33.61%	779	38.79%	74	4.64%
Women	858	0.75%	14	5.65%	60	45.80%	238	42.35%	19	6.51%
Total	3,199	2.80%	223	8.22%	428	34.91%	1017	39.57%	93	4.93%

TURNOVER BY REGION

BRAZIL	Total No.	RATE
North	698	0.61%
Northeast	23	0.02%
Midwest	1,208	1.06%
Southeast	1,268	1.11%
South	2	0.0018%
Total	3,199	2.80%

TURNOVER BY REGION

Region	Total No.	RATE
Argentina	223	8.22%
Colombia	428	34.91%
Paraguay	1,017	39.57%
Uruguay	93	4.93%

ANIMAL WELFARE

PERCENTAGE AND TOTAL OF ANIMALS RAISED AND/OR PROCESSED

GRI FP11

SPECIES	HOUSING TYPE	NO. OF ANIMALS	PERCENTAGE BY HOUSING TYPE
Brazil			
Cattle	Confinement	881,395	59.36%
Cattle	Pasture confinement	242,759	16.35%
Cattle	Pasture	158,516	10.68%
Cattle	Semi-confinement	202,102	13.61%
TOTAL		148,4772	100%
Colombia¹			
Cattle	Pasture	192,494	100%
TOTAL		192,494	100%
Argentina²			
Cattle	Pasture	98,852	23.12%
Cattle	Confinement	184,399	43.14%
Cattle	Semi-confinement	144,223	33.73
TOTAL		427,474	100%

SPECIES	HOUSING TYPE	NO. OF ANIMALS	PERCENTAGE BY HOUSING TYPE
Paraguay			
Cattle	Pasture	558,555	75.66%
Cattle	Confinement	179,648	24.34%
TOTAL		738,203	100%
Uruguay			
Cattle	Pasture	312741	94.28%
Cattle	Confinement	18984	5.72%
TOTAL		331,725	100%

¹ A new plant was acquired in Colombia in 2020 and integrated in September within the year. This explains the increase in total slaughter volumes in the year.

² Data for Argentina is for the Rosario and Venado Tuerto plants.

ENVIRONMENT

The environmental indicators reported below are for all active operations.

WATER WITHDRAWAL AND DISCHARGE GRI 303-3, 303-4

COUNTRY/PLANT	SURFACE WATER (m³/YEAR)		GROUNDWATER (m³/YEAR)		UTILITY (m³/YEAR)		TOTAL WITHDRAWAL (m³/YEAR)		WATER STRESS
	2019	2020	2019	2020	2019	2020	2019	2020	
Araguaína	369,452.25	300,106.08	123,150.75	100,035.60	0.00	0.00	492,603.00	400,141.68	No
Barretos	576,785.72	513,819.08	50,155.28	44,679.92	0.00	0.00	626,941.00	558,499.00	Yes
Janaúba	140,067.57	221,827.49	238,493.43	130,285.51	0.00	0.00	378,561.00	352,113.00	No
José Bonifácio	0.00	0.00	600,758.45	512,776.51	0.00	0.00	600,758.45	512,776.51	No
Mirassol D'Oeste	556,543.00	424,464.00	0.00	0.00	0.00	0.00	556,543.00	424,464.00	Yes
Palmeiras de Goiás	1,278,008.61	1,141,457.60	0.00	0.00	0.00	0.00	1,278,008.61	1,141,457.60	No
Paranatinga	547,349.43	435,205.80	0.00	0.00	0.00	0.00	547,349.43	435,205.80	No
Rolim de Moura	631,699.80	668,711.00	0.00	0.00	0.00	0.00	631,699.80	668,711.00	No
TOTAL - Brazil	4,099,906.38	3,705,591.05	1,012,557.91	7,877,77.54	0.00	0.00	5,112,464.29	4493368.59	-

COUNTRY/PLANT	SURFACE WATER (m ³ /YEAR)		GROUNDWATER (m ³ /YEAR)		UTILITY (m ³ /YEAR)		TOTAL WITHDRAWAL (m ³ /YEAR)		WATER STRESS
Rosario	4,383,817.00	3,608,710.00	0.00	79,200.00	0.00	0.00	4,383,817.00	3,687,910.00	N/D
Pontevedra	0.00	0.00	120,000.00	138,450.00	0.00	0.00	120,000.00	138,450.00	N/D
Venado Tuerto	N/D	N/D	N/D	N/D	N/D	N/D	N/D	N/D	N/D
Pillar	0.00	0.00	22992.00	34,336.00	0.00	0.00	22992.00	34336.00	N/D
TOTAL - Argentina	4,383,817.00	3,608,710.00	142,992.00	251,986.00	0.00	0.00	4,526,809.00	3,860,696.00	-
Frigomerc - P2	0.00	0.00	323,672.00	276,011.00	32,630.00	18,814.00	356,302.00	294,825.00	N/D
Mussa - P8	0.00	0.00	328,696.00	235,166.00	97,383.00	22,816.00	426,079.00	257,982.00	N/D
San Antonio - P3	0.00	0.00	424,723.00	424,723.00	0.00	0.00	424,723.00	424,723.00	N/D
Belén - P23	379,652.00	440,440.00	0.00	0.00	0.00	0.00	379,652.00	440,440.00	N/D
TOTAL - Paraguay	379,652.00	440,440.00	1,077,091.00	935,900.00	130,013.00	41,630.00	158,6756.00	1,417,970.00	-
Melo	539,860.00	674,362.00	0.00	0.00	0.00	0.00	539,860.00	674,362.00	N/D
Carrasco	525,433.00	612,259.00	0.00	0.00	304.00	286.00	525,737.00	612,545.00	N/D
Canelones	366,564.00	0.00	0.00	0.00	0.00	0.00	366,564.00	0.00	N/D
TOTAL - Uruguay	1,431,857.00	1,286,621.00	0.00	0.00	304.00	286.00	143,2161.00	1,286,907.00	-
Red Cárnica	0.00	0.00	4,148.00	0.00	273,996.00	275,110.00	278,144.00	275,110.00	N/D
Bucaramanga*	0.00	74,147.00	0.00	0.00	0.00	0.00	0.00	74,147.00	N/D
TOTAL - Colombia	0.00	74,147.00	4,148.00	0.00	273,996.00	275,110.00	278,144.00	349,257.00	-
TOTAL - Athena Foods	6,195,326.00	5,409,918.00	1,224,231.00	1,187,886.00	404,313.00	317,026.00	7,823,870.00	6,914,830.00	-

*Data was not available for the Bucaramanga plant as it had been newly acquired by Athena Foods in 2020.

TOTAL WATER WITHDRAWAL IN ALL AREAS AND IN AREAS WITH WATER STRESS (m³) – MINERVA FOODS (BRAZIL)

TYPE OF SOURCE	ALL AREAS	AREAS WITH WATER STRESS
Surface water		
Araguaína*	0	N.A.
Barretos	0	802,993.00
Janaúba	0	N.A.
José Bonifácio	414,567.00	N.A.
Mirassol D'Oeste	0	362,570.00
Palmeiras de Goiás	913,350.00	N.A.
Paranatinga	383,860.00	N.A.
Rolim de Moura	550,550.00	N.A.
TOTAL	2,262,330.00	1,165,560.00
Water sent to third parties		
Janaúba	360,750.00	N.A.

*At the Araguaína plant, treated wastewater is used for fertigation on a neighboring property.

**Not Applicable.

TOTAL WATER WITHDRAWAL IN ALL AREAS AND IN AREAS WITH WATER STRESS (m³) – ATHENA FOODS

TYPE OF SOURCE	ALL AREAS	AREAS WITH WATER STRESS
Surface water		
Argentina	3,088,557.00	N.A.
Uruguay	1,093,628.00	N.A.
Paraguay	1,134,376.00	N.A.
Colombia	279,405.00	N.A.
TOTAL	5,595,966.00	-
Water sent to third parties	0.00	N.A.

WASTE DISPOSAL GRI 306-5

TOTAL WASTE DISPOSAL, BY OPERATION, IN METRIC TONS (t) – MINERVA FOODS (BRAZIL)

WASTE CLASSIFICATION	TYPE OF WASTE	2018	2019	2020
Nonhazardous Waste		Total	Total	Total
Recovery, including energy recovery	Tallow acid	0.052	477.00	0
Landfill	General waste	2,698.00	2,139.15	1,773.29
Recycling	Paper and cardboard, clear plastic, mixed plastics, containers and drums, gunny sacks, ferrous metals, non-ferrous metals, pallets and grease waste	2,810.00	2,984.00	2,584.35
Composting	Rumen content and organic waste from cafeterias	0.02586	43,023	37,289.30
Incineration (mass burn)	Waste from health services, used personal protective equipment, cloth and objects saturated with chemicals or oils and grease	-	-	-
Total		5508.08	48623.15	41646.94

WASTE CLASSIFICATION	TYPE OF WASTE	2018	2019	2020
Hazardous waste		Total	Total	Total
Recovery, including energy recovery	Batteries, electronic waste, light bulbs, used vegetable oils and other used oils	0.021	0.026	23
Landfill	Toxic chemical containers	155.00	0.0389	7.81
Recycling	Paper and cardboard, clear plastic, mixed plastics, containers and drums, gunny sacks, ferrous metals, non-ferrous metals, pallets and grease waste	-	-	-
Composting	Rumen content and organic waste from cafeterias	-	-	-
Incineration (mass burn)	Waste from health services, used personal protective equipment, cloth and objects saturated with chemicals or oils and grease	0.53	0.985	56.73
Total		155.551	1.0499	87.54
Total waste directed to disposal		5,663.63	48,624.19	41,734.48

TOTAL WASTE DISPOSAL, BY OPERATION, IN METRIC TONS (t) – ATHENA FOODS

WASTE CLASSIFICATION	TYPE OF WASTE	2018	2019	2020
Nonhazardous Waste		Total	Total	Total
Recovery, including energy recovery	Tallow acid	0.267	-	-
Landfill	General waste	3017.66	2587.06	4270.00
Recycling	Paper and cardboard, clear plastic, mixed plastics, containers and drums, gunny sacks, ferrous metals, non-ferrous metals, pallets and grease waste	89.37	2127.36	1652.00
Composting	Rumen content and organic waste from cafeterias	29.861	813.00	10077.00
Incineration (mass burn)	Waste from health services, used personal protective equipment, cloth and objects saturated with chemicals or oils and grease	71.917	-	-
Total		3209.07	5527.42	15999.00

Waste classification	TYPE OF WASTE	2018	2019	2020
Hazardous waste		Total	Total	Total
Recovery, including energy recovery	Tallow acid	-	-	-
Landfill	Toxic chemical containers	1.83	16,578.95	28,813.87
Recycling	Paper and cardboard, clear plastic, mixed plastics, containers and drums, gunny sacks, ferrous metals, non-ferrous metals, pallets and grease waste	10.86	-	8.00
Composting	Rumen content and organic waste from cafeterias	-	14,28.62	-
Incineration (mass burn)	Waste from health services, used personal protective equipment, cloth and objects saturated with chemicals or oils and grease	2.21	0.749	979.00
Total		14.9	18,008.32	29,800.87
Total waste directed to disposal		3,223.97	23,535.74	45,799.87

ENERGY GRI 302-1

TOTAL ENERGY CONSUMPTION (GJ), BY REGION – MINERVA FOODS (BRAZIL)

OPERATION	2019	2020
Araguaína	62,833.24	52,931.32
Barretos	83,180.31	85,442.54
Janaúba	38,108.37	37,402.03
José Bonifácio	70,175.90	61,746.56
Mirassol D'Oeste	62,225.43	58,768.54
Palmeiras de Goiás	129,449.52	127,795.79
Paranatinga	54,212.27	55,514.35
Rolim de Moura	68,566.40	82,322.00
Total	255,180.00	258,351.45

TOTAL ENERGY CONSUMPTION (GJ), BY REGION – ATHENA FOODS

COUNTRY	OPERATION	2019	2020
Argentina	Rosario	207,639.36	21,6136.29
	Pontevedra	309,77.59	26,241.48
	Venado Tuerto	-	23,837.76
	Pillar	27,643.67	21,673.33
Paraguay	Asunción Plant 2	61,918.33	50,426.01
	Asunción Plant 8	45,364.73	36,114.92
	San Antonio	47,809.13	41,852.94
	Belén	7,4851.11	76,961.18
Uruguay	Melo	44,740.93	54,376.38
	Carrasco	45,527.28	51,945.26
	Canelones	34,317.38	0.0
Colombia	Ciénaga De Oro	44,969.88	49,933.07
	Bucaramanga	-	8,201.33
Total		665,759.39	657,699.95

* The Bucaramanga plant was acquired in September 2020.

GREENHOUSE GAS EMISSIONS (tCO₂e) - TOTAL FOR COMPANY

GAS	SCOPE 1			SCOPE 2			SCOPE 3*
	2018	2019	2020	2018	2019	2020	2020
CH ₄	308,695.58	133,738.50	176,758.92	-	-	-	57.34
CO ₂	277,46.17	527,93.09	50,383.62	16,514.82	17,292.05	14,590.81	33,946.15
HFC-32	7.56	152.35	30.02	-	-	-	-
HFC-125	39.20	789.98	155.64	-	-	-	-
HFC-134	-	-	0.66	-	-	-	-
HFC-134a	3.09	22.82	0.29	-	-	-	-
N ₂ O	3,921.88	5,400.36	5,945.52	-	-	-	537.78
TOTAL	340,413.47	192,897.10	233,274.66	16,514.82	17,292.05	14,590.81	34,541.27

GREENHOUSE GAS EMISSIONS (tCO₂e) - BY COUNTRY

GAS	SCOPE 1			SCOPE 2			SCOPE 3*
	2018	2019	2020	2018	2019	2020	2020
Brazil	290,919.45	102,024.52	87,874.82	13,246.09	13,864.85	11,262.66	34,541.27
Argentina	18,193.47	45,595.24	80,443.04	1,327.60	1,937.93	1,956.03	-
Colombia	64,98.81	8,312.61	9,087.27	531.33	582.50	631.42	-
Paraguay	62,13.73	14,824.98	23,390.88	-	-	-	-
Uruguay	18,588.01	22,457.02	32,478.65	14,09.80	9,06.77	740.70	-
TOTAL	340,413.47	192,897.10	233,274.66	16,514.82	17,292.05	14,590.81	34,541.27

GREENHOUSE GAS EMISSIONS (tCO₂e) - TOTAL FOR COMPANY

GAS	SCOPE 1			SCOPE 2			SCOPE 3*
	2018	2019	2020	2018	2019	2020	2020
Renewable CO ₂	147,474.70	204,800.86	157,200.68	18,346.73	-	-	3,907.52

GREENHOUSE GAS EMISSIONS (tCO₂e) - SCOPE 3 - **BRAZIL**

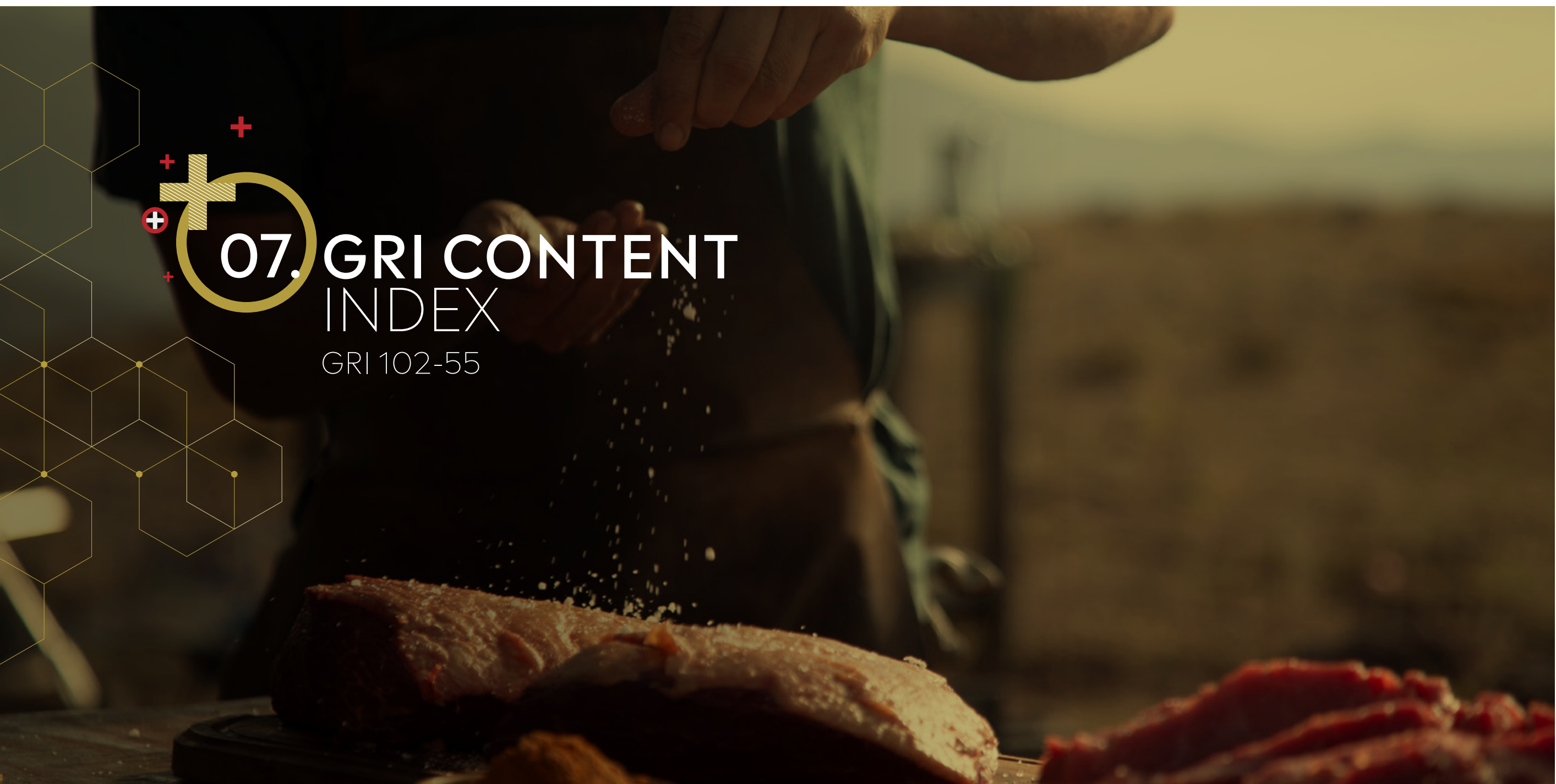
CATEGORY	SCOPE 3*
2020	
Employee commuting	1,720.41
Transportation and distribution (upstream)	32,212.87
Business travel	607.99
TOTAL	34,541.27

**Monitoring of scope 3 emissions began in 2020 for operations in Brazil.*

GHG EMISSIONS PER METRIC TON OF FINISHED PRODUCT (TPA)

	2019	2020
TOTAL	0.22	0.26





07. GRI CONTENT INDEX

GRI 102-55

GENERAL DISCLOSURES

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• GRI 101: Foundation 2016				
	GRI 101 contains no disclosures			
• Organizational profile				
GRI 102: General disclosures 2016	102-1 Name of the organization	7		
	102-2 Activities, brands, products, and services	7 and 15		
	102-3 Location of headquarters	7 and 50		
	102-4 Location of operations	7		
	102-5 Ownership and legal form	7		
	102-6 Markets served	7 and 15		
	102-7 Scale of the organization	8		
	102-8 Information on employees and other workers	63 and 80		8, 10
	102-9 Supply chain	47		
	102-10 Significant changes to the organization and its supply chain	19		
	102-11 Precautionary principle or approach	32		
	102-12 External initiatives	30		
	102-13 Membership of associations	30		
• Strategy				
GRI 102: General disclosures 2016	102-14 Statement from senior decision-maker	4		
• Ethics and integrity				
GRI 102: General disclosures 2016	102-16 Values, principles, standards, and norms of behavior	19		16

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Governance				
GRI 102: General disclosures 2016	102-18 Governance structure	20 and 21		
• Stakeholder engagement				
	102-40 List of stakeholder groups	31		
	102-41 Collective bargaining agreements	63		8
GRI 102: General disclosures 2016	102-42 Identifying and selecting stakeholders	31		
	102-43 Approach to stakeholder engagement	31		
	102-44 Key topics and concerns raised	31		
• Reporting practices				
	102-45 Entities included in the consolidated financial statements	3		
	102-46 Defining report content and topic Boundaries	3		
	102-47 List of material topics	31		
	102-48 Restatements of information	3		
	102-49 Changes in reporting	3		
GRI 102: General disclosures 2016	102-50 Reporting period	3		
	102-51 Date of most recent report	3		
	102-52 Reporting cycle	3		
	102-53 Contact point for questions regarding the report	3		
	102-54 Claims of reporting in accordance with the GRI Standards	No disclosures for this topic		
	102-55 GRI content index	102		
	102-56 External assurance	The report has not been externally assured		

MATERIAL TOPICS

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Economic performance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	38		
	103-3 Evaluation of the management approach	38		
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	38		8, 9
	201-2 Financial implications and other risks and opportunities due to climate change	35		13
• Market presence				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	83		
	103-3 Evaluation of the management approach	83		
GRI 202: Market presence 2016	202-1 Ratio of standard entry level wage by gender compared to local minimum wage	83		1, 5, 8
• Indirect economic impacts				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	69		
	103-3 Evaluation of the management approach	69		
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	69		5, 9, 11

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Anti-corruption				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	23		
	103-3 Evaluation of the management approach	23		
GRI 205: Anti-corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	23		16
• Energy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	75		
	103-3 Evaluation of the management approach	75		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	76 and 99		7, 8, 12, 13
	302-2 Energy consumption outside of the organization	76		7, 8, 12, 13
	302-3 Energy intensity.	77		
	302-4 Reduction of energy consumption	76		7, 8, 12, 13
	302-5 Reductions in energy requirements of products and services	76		7, 8, 12, 13
• Water & Effluents				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	74		
	103-3 Evaluation of the management approach	74		

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	74		6, 12
	303-2 Management of water discharge related impacts	74		6
	303-3 Water withdrawal	92		6
	303-4 Water discharge	92		6
	303-5 Water consumption	74		6
• Biodiversity				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	44		
	103-3 Evaluation of the management approach	44		
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	The company has no quantitative data available on significant direct and indirect impacts on biodiversity. Initiatives to address deforestation and supplier management are detailed in the chapter Sustainable Beef.		6, 14, 15
• Emissions				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	75		
	103-3 Evaluation of the management approach	75		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	76		3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions	76		3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	75		3, 12, 13, 14, 15
	305-4 GHG emissions intensity	75		13, 14, 15
	305-5 Reduction of GHG emissions	75		13, 14, 15

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Effluents and waste				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	78		
	103-3 Evaluation of the management approach	78		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	78		
	306-2 Management of significant waste-related impacts	78		
	306-3 Waste generated	78		
	306-5 Waste directed to disposal	95		
• Environmental compliance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	44 and 74		
	103-3 Evaluation of the management approach	44 and 74		
GRI 307: Environmental compliance 2016	307-1 Non-compliance with environmental laws and regulations	Information is currently being updated and will be published in the <i>Company's reference form.</i>		16
• Employment				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	62 and 63		
	103-3 Evaluation of the management approach	62 and 63		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	87		5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	63		3, 5, 8

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Occupational Health & Safety				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	11 and 66		
	103-3 Evaluation of the management approach	11 and 66		
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	66		8
	403-2 Hazard identification, risk assessment, and incident investigation	66		8
	403-3 Occupational health services	66		8
	403-4 Worker participation, consultation, and communication on occupational health and safety	66		8, 16
	403-5 Worker training on occupational health and safety	66		8
	403-6 Promotion of worker health		The Company's medical services provide first aid and refer employees to specialists as needed. Our health services are occupational in nature.	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	66		8
	403-8 Workers covered by an occupational health and safety management system	66		8
	403-9 Work-related injuries	66		3, 8, 16
	403-10 Work-related ill health	66		

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Training and education				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	62 and 63		
	103-3 Evaluation of the management approach	62 and 63		
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	85		4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	65		8
	404-3 Percentage of employees receiving regular performance and career development reviews	85		5, 8, 10
• Diversity and equal opportunity				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	63 and 64		
	103-3 Evaluation of the management approach	63 and 64		
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	80		5, 8
	405-2 Ratio of basic salary and remuneration of women to men	83		5, 8, 10

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Non-discrimination				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	23		
	103-3 Evaluation of the management approach	23		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	xx		5, 8
• Forced or compulsory labor				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	32 and 44		
	103-3 Evaluation of the management approach	32 and 44		
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	32		8
• Human rights assessment				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	23, 30, 32 and 44		
	103-3 Evaluation of the management approach	23, 30, 32 and 44		
GRI 412: Human rights assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	32		

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Local communities				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	31		
	103-2 The management approach and its components	69		
	103-3 Evaluation of the management approach	69		
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	69		
• Outsourcing and procurement				
Food Processing Sector Supplement – Outsourcing and procurement	FP1 Percentage of purchased volume from suppliers compliant with company's sourcing policy	44, 46 and 48		
	FP2 Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	44, 47 and 54		2, 12, 14, 15
	FP5 Percentage of production volume manufactured in sites certified by an independent third party according to internationall-recognized food safety management system standards	40, 44 and 51		2, 12, 14, 15

GRI STANDARD	DISCLOSURE	PAGE/URL	OMISSION	SUSTAINABLE DEVELOPMENT GOALS
• Animal welfare				
Food Processing Sector Supplement – Animal welfare	FP9 Percentage and total of animals raised and/or processed, by species and breed type, per housing type	No animals are raised in Minerva Foods' operations in any of the countries where it operates, and therefore no mutilations or genetic modification practices are used. In Minerva Live Cattle Exports' operations, which include breeding, backgrounding and finishing, animal welfare policy guidelines are strictly observed. Minerva Foods also ensures that all suppliers of ingredients and raw materials do not use genetic engineering practices, animal cloning or growth hormones.	2, 15	
	FP11 Percentage and total of animals raised and/or processed, by species and breed type, per housing type	54 and 91		
	FP12 Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type	No animals are raised in the Company's slaughtering and processing operations. Animals are purchased when the breeding, backgrounding and finishing process has been completed, and therefore no antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments are used in Minerva's operations. In addition, all suppliers are required to ensure that the cattle they supply conform to sanitary regulations and animal welfare standards, and are advised not to use antibiotics prophylactically, in accordance with Internationally recognized best practice. No genetic engineering, cloning or growth promotion practices are used in cattle raising. Invasive surgical procedures, such as dehorning, delivery assistance and cesarean sections, are required to be performed by competent employees and pre-operation and post-operation precautions are required to be strictly in accordance with recommendations to mitigate pain. In Minerva Live Cattle Exports' operations, which include breeding, backgrounding and finishing, the Company's animal welfare policy guidelines are strictly observed.	2	
	FP13 Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals	In Brazil, there were seven incidents of noncompliance that resulted in warnings. Minerva has not set targets for violation notices, but has achieved significant reductions in recent years. There were no violations at Athena Foods. All violation notices issued by the Federal Inspection Service (SIF) or equivalent agencies are considered significant as they relate to noncompliance with laws and regulations, and all identified nonconformities have been addressed through effective action plans to prevent recurrence.		

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