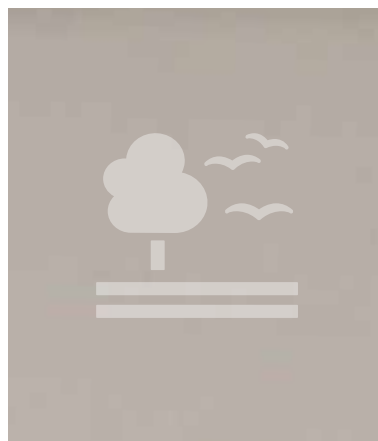


2020



2020 Sustainability Report



Martín Otero Monsegur
San Miguel's President

Without a doubt, 2020 has been marked by the Covid-19 pandemic all over the world. With unprecedented social, health and economic impacts, it has challenged everyone to live, to operate in a different and uncertain new normal way.

Within this context, in San Miguel we sought to learn and adapt quickly in order to protect the health & safety of our colleagues and guarantee the supply to our customers. Thus, we made sure that the food that we produce could reach the tables of thousands of families with the same quality as always.

Today, we want to share **our progress regarding the triple impact management - economic, social and environmental of our business.** This is our 9th Sustainability Report, where we reflect the way in which we work during such a challenging year, our commitments and our goals to promote a better and more sustainable future.

Aiming at performing in a more efficient and coordinated way, in 2020 we have applied new tools, such as a new process of strategic planning and the implementation of **SAVIA**, a system designed to standardize and detect improvement opportunities.

In terms of **social investment**, we adapted our main programs in order to keep promoting health, development and education in this new context. For it, we adapted our initiatives to respond to the pandemic context. We have also refocused part of our efforts to meet the needs that emerged during the sanitary crisis. We **supported the communities** from the four countries where we operate **by providing infrastructure, equipment, food assistance and primary health care.**

Regarding economic development, we achieved a **production record** in Uruguay, South Africa and Peru. After almost 20 years of negotiations between Argentina and **China**, in August we shipped the first shipment of Argentine lemons and oranges to the Asian giant. Furthermore, we deepened our presence in this market by partnering with the main online retail stores in Asia. Driven by a growth in the demand, we duplicated the shipments of mandarin from Peru and Uruguay, as well as Argentine lemon to the **United States**. In the Natural Ingredients business, we achieved **record sales in lemon juice.**

Focused on reducing our **carbon footprint**, as part of our **Action for Climate** program, we completed the global greenhouse gas inventory and we integrated **renewable energies** from wind sources into our matrix to supply an average of 67% of electric consumption of our Tucuman Industrial Complex (Argentina)- At the same time, **we preserve more than 7.200 hectares of native forest** that act as carbon sink. In Peru, framed under our **Water Footprint Program**, we started projects aimed at reducing water consumption and raising awareness on efficient use in the local communities.

With this Report, **we reaffirm our commitment with the Principles of the United Nations Global Compact**, making this document our Communication on Progress. **We renew our engagement to the 2030 Agenda** for the United Nations Sustainable Development, a path that we started in 2016 when we aligned our Corporate Policy with the 17 Sustainable Development Goals and started accounting which actions contribute to the global challenges. This document was made according to the Global Reporting Initiative (GRI) Standards Guide, supported by the contribution of several areas from the company, which have surveyed and systematized the result of our day-to-day management as well as the material aspects of our business.

Thus, we conclude a new year, proud of the achievements that we accomplished in our path towards sustainable growth. Thank you to each and every one of our colleagues, who even in such a challenging year as 2020, have once again shown the same **commitment, passion and entrepreneurial spirit** that we have been cultivating throughout our 65-year history.



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01

We Are
San Miguel



We Are Part of It

We are an agro-industrial company, leader in the Southern hemisphere in the production, distribution and international commercialization of fresh fruit and products derived from our citrus fruits.



Multi-origin

With operations in 4 points of origin: Argentina, South Africa, Peru and Uruguay, we have been building our history for more than 60 years. We are highly recognized for our knowledge, innovation and operational capacity.



We are aware of our role in the world

We create value from nature to offer the food we produce to thousands of people worldwide.

We apply the best practices

To positively impact the social, economic and environmental development of the communities in which we are present.

Our Values



We Honor Our Word
I TURN MY COMMITMENT INTO ACTION

- ✓ I comply with the agreements.
- ✓ I do what I said I was going to do.
- ✓ I am part of the problem to be part of the solution.
- ✓ I am committed to the results.



We Build Relationships
I ACT WITH INTEGRITY AND HUMILITY

- ✓ I understand and translate the customers' needs.
- ✓ I adapt to different contexts and take risks.
- ✓ I manage with transparency, honesty and respect.



We Always Collaborate with Each Other
WE ARE BETTER TOGETHER

- ✓ I co-build with the other.
- ✓ Teamwork.
- ✓ I give my 100%.
- ✓ I look for diversity.



We Are Passionate to Grow
I AIM TO OUTDO MYSELF EVERY DAY

- ✓ I always seek to go further.
- ✓ I always aim to improve.
- ✓ I am an active learner.

Our Products










Today more than ever,
we continue working so
that the food we produce
reaches every home
around the world.



Listening to the market needs

We always strive for finding ways to improve ourselves, by expanding our offer and adding value at each stage of the production process, with sustainability as a priority throughout the operation.



Fresh Fruit		Natural Ingredients	
 Lemon	 Orange	 Oils	Oils derived from citrus fruits used in the food, cosmetic, pharmaceutical and fragrance industries
 Mandarin	 Grapefruit	 Juices and Pulps	100% natural lemon, orange and mandarin juices and pulps that are used in the production of beverages and foods around the world
 Table Grape	 Avocado	 Peel	100% natural dehydrated peel derived from lemon to obtain pectin, which gives consistency to jams, juices and other foods



2020 in Numbers

Recognized by our customers in more than 60 countries as a long-term partner, we have an integrated business model, including all stages of the chain process and adds value from the nursery to the shelves.



Experience

We have developed an efficient logistic platform to bring our products to the table of families all over the world.



Our Points of Origin

From our 4 points of origin, we offer healthy and high quality food to families on the 5 continents.



Packing

In the 4 packing plants we manage, we use state-of-the-art technology to select, treat and pack the fruit according to the requirements of each destination and customer.



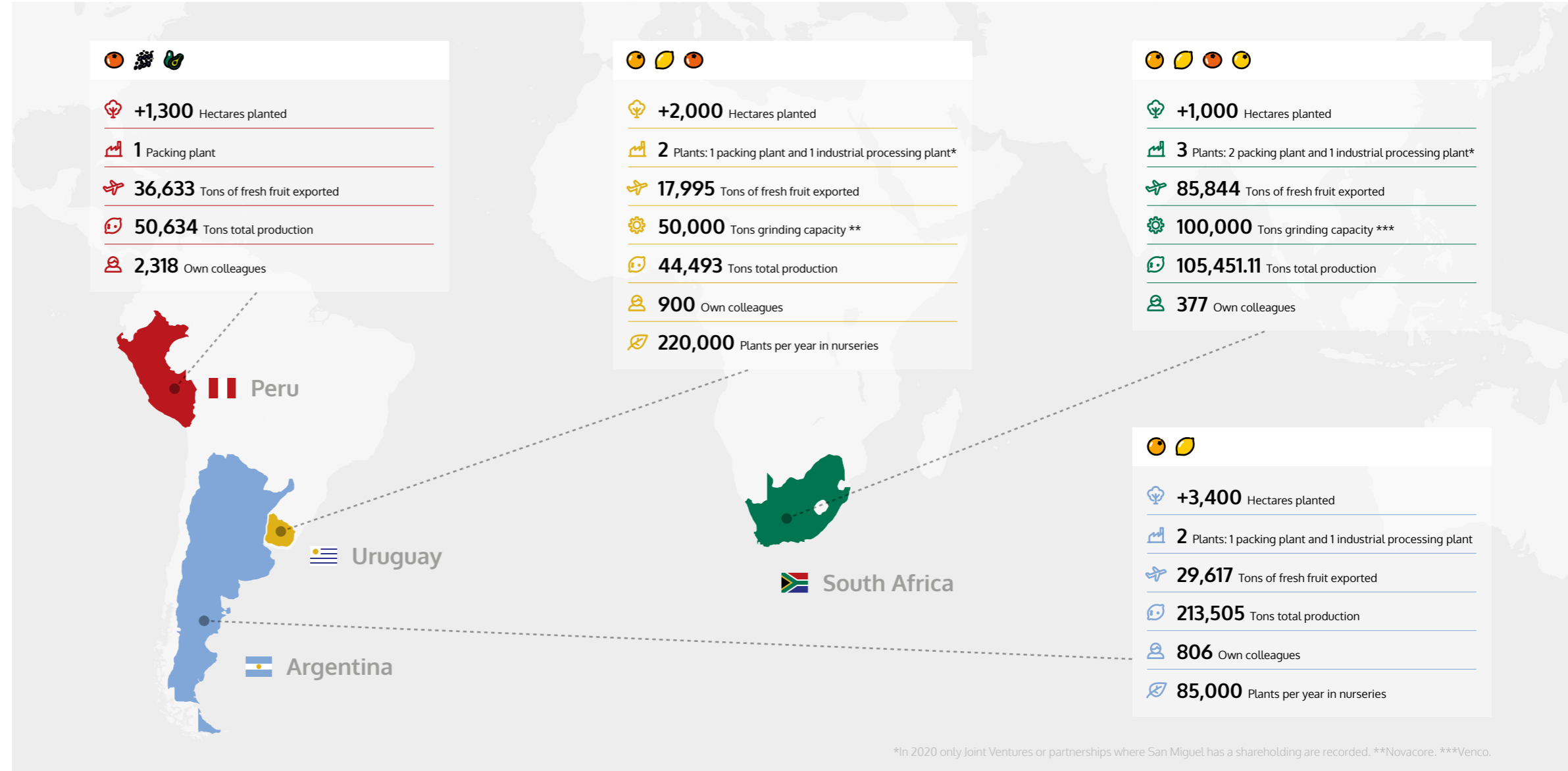
Processing

In the processing plants, we elaborate natural ingredients derived from citrus fruits. Our products reach more than 40 ports worldwide.



We have farms and operations

Both our own and in alliance with strategic partners in Argentina, Uruguay, South Africa and Peru.



*In 2020 only Joint Ventures or partnerships where San Miguel has a shareholding are recorded. **Novacore. ***Venco.

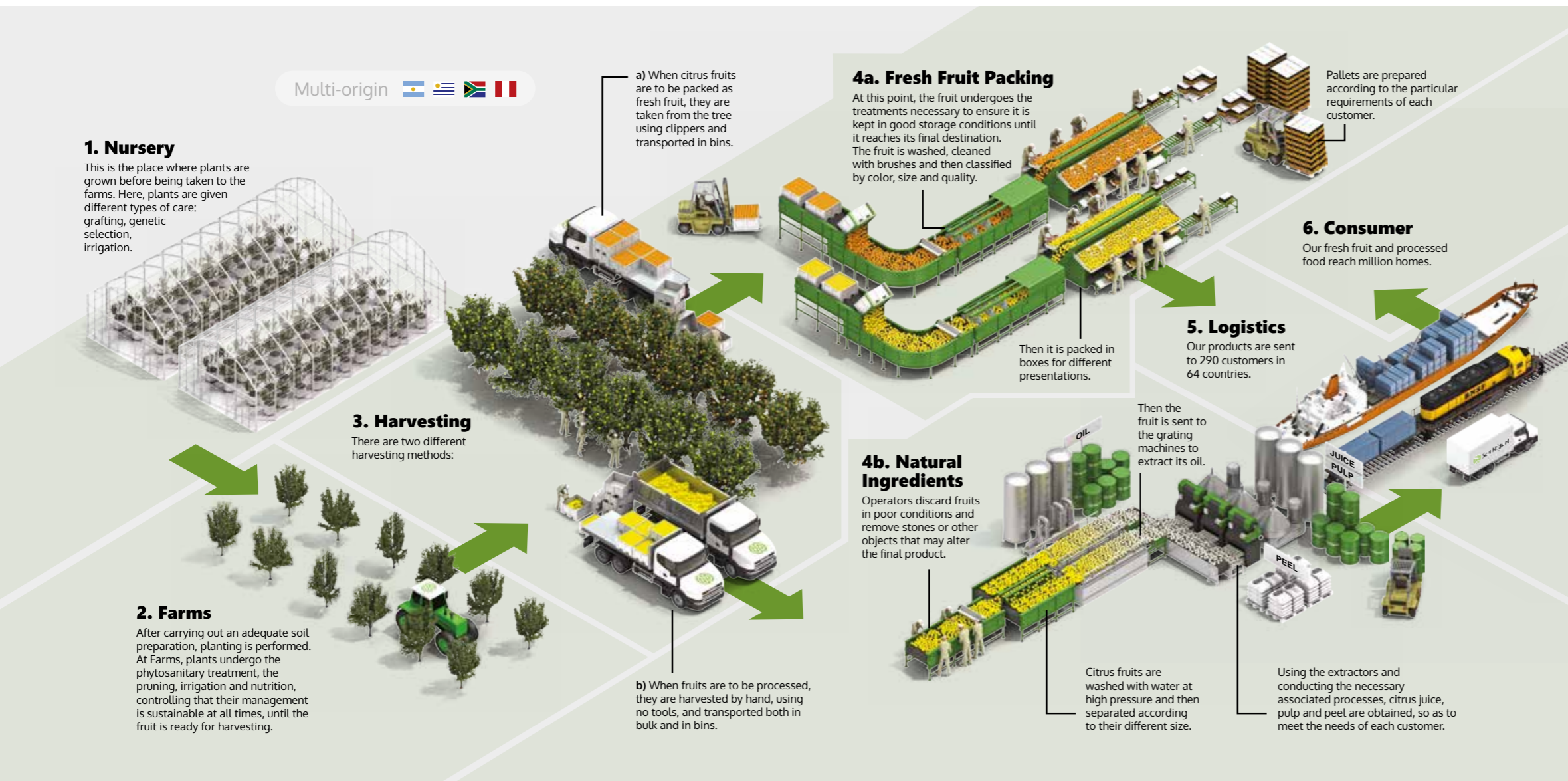
A Sustainability-Oriented Production Process

Our integrated business model runs from production in our own nurseries and farms, the provision of fruit from associated growers, packing plants, processing and logistics.



Chain

We take care of every step of our value chain, from the nursery to the table.



Economic Performance

Growth through geographic and scale expansion, improved profitability and reduced volatility are the strategic axes on which we work, with the aim of achieving the maximum potential and improving our organizational effectiveness.



Ambition

The ambition to achieve a sustainable and scalable growth guides our business strategy.

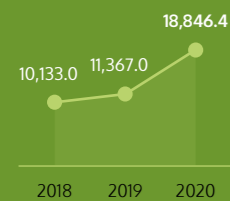


Commitment

At San Miguel we keep on working with the same commitment and passion to achieve, together, great things.

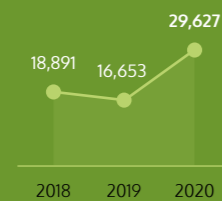
Direct Economic Value Generated

In million AR Pesos



Economic Value Distributed

In million AR Pesos



17,375 billion

Sales (in ARG)

-1,130 billion

Operating income (in ARG)

-3,095 billion

Net loss (in ARG)

2,952 billion

Comprehensive income (in ARG)



2020

Was a special year for everyone, a year in which we faced great challenges that prompted us to change and adapt to keep our commitments and overcome difficulties.



We operate every day without missing a single production day. With the emergence of COVID-19, at the beginning of the pandemic, we were able to proactively respond faced with a challenging context. We had to design protocols and quickly adapt our way of doing things to ensure that we take care of our people and supply our customers.



We demonstrated with facts the solvency of our business model. We were able to honor our commitments with the capital market and thus renew the confidence of our investors by paying 100% of the maturity of our Class III Series C Notes for a value greater than US\$ 17 million, despite a context of official restrictions on access to the Foreign Exchange Market.



We achieved an exceptional production and quality level in Uruguay, South Africa and Peru. We had a high-productivity avocado campaign with outstanding export yields that allowed us to capture value and maintain the return on the crop, in a year in which the increase in supply generated pressure on prices.



Driven by growth in demand, excellent quality and export yields, this season we doubled our shipments of mandarins to the United States from Peru and Uruguay, with more than 19,000 tons in total. In addition, we doubled Argentine lemon shipments to the northern country.



We launched a new strategic planning process to set objectives in an aligned and collaborative manner, based on the three fundamental axes of the company's strategy: growth, profitability and volatility reduction. In this way, we aligned our resources, people, processes and culture with such an approach as to allow us to provide the necessary support for the execution of the strategy defined by the company's management.



After almost twenty years of negotiations between Argentina and China, in August we sent the first Argentine shipments of lemon and orange to the Asian giant. We also strengthened our presence in this market by entering into an agreement with JD.com, one of the main online retail stores in Asia, to commercialize products with the San Miguel brand on its platform.

Our Responsible Management during COVID-19 Pandemic

2020 will be remembered in San Miguel as a year full of difficulties, but also of solutions implemented in record time to fight the advance of the virus and guarantee the global supply of essential food.



Context

In this pandemic context, we worked every day to take care of our colleagues and uphold the commitments undertaken with each customer.

Since the first news about the worldwide spread of a new Coronavirus variant began to arrive, we decided to **move quickly to take care of the health of collaborators, partners, customers and consumers**. This speed of action allowed us to design **strict security protocols that helped guarantee the normal development of our operations** and that our food continues to reach the table of thousands of families who need it, with the usual quality that characterizes our products.

The joint work of all people who are part of San Miguel was coordinated at all times by a **Global Crisis Committee** that, in turn, managed permanently with **local committees at each site**. The effort and dedication of these work teams was key to activate the protocols aimed at mitigating the risk of contagion throughout the production chain, and being able to provide a prompt response to the challenges that the pandemic posed us.

As a multi-origin company, **the exchange between the different teams allowed us to learn from the experiences in the different operations**. In addition, by means of **both internal and external communication mechanisms**, we were able to stay up-to-date with the general context to address the concerns and needs of the stakeholders with whom we interact.

At all times we exchanged experiences with companies in the sector and **we were attentive to the guidelines of the chambers or other interested parties**. In this way, we addressed the problems we faced in the most **collaborative** manner possible.

The importance of adapting **the new way of doing things for each role, each collaborator, training each one, monitoring performance, improving protocols and making sure to communicate** the appropriate information according to the legal requirement, but also **according to the culture**, the context and being aware of the level of contagion that existed in each locality. The permanent initiative for the **good practices of one workplace to be transferred to others** to speed up the learning curve and better prepare ourselves against contagion.

We faced situations of fear, concerns, doubts, myths and others that we could address without affecting the operation. **We prioritized maintaining closeness** between Safety, Medical Service, Human Resources, Quality and the leaders of the operation in each area of the committee through **open dialogues, where each one felt backed and supported** to be able to handle ourselves with transparency in times of so much uncertainty and firmly convinced that **the conduct of each one, impacts on the health of everyone**.



Essential industry
in the face of a
unique emergency

In our capacity as food producers, our activity is considered essential in this emergency. Both fresh fruits and the natural ingredients that we elaborate are products whose properties that can help complement a balanced diet and strengthen the body.

At a time when the world needed it most, the actions taken allowed us to do our jobs safely and efficiently to ensure the large-scale production of healthy foods that help strengthen our body and promote well-being.

The main measures were implemented in line with the recommendations issued by the World Health Organization and by the Ministries of Health of Argentina, Peru, South Africa and Uruguay, and ranged from behaviors to adaptation of infrastructure to prevent contagions and operate with the maximum precautions. These measures were analyzed together with the occupational health and safety team and were implemented based on the following axes:

- Avoid crowds.
- Intensify hygiene measures in people.
- Reinforce hygiene and sanitation routines in work areas, common spaces and transfers.
- Promote teleworking in all possible cases.
- Train and communicate internally all measures and action plans.
- Establish clear guidelines on how to act in the event of positive, suspected or close contact cases as well as the corresponding follow-up.

02

Committed to
Sustainability



Sustainability Commitments and Key Issues

We aim at generating economic, social and environmental value in everything we do and throughout our entire production chain. That is what makes our work meaningful. We want to grow together, taking care of our present and our future.



Commitments

The Sustainability Commitments undertaken at San Miguel have given rise to the Company's Material Issues, i.e. the most critical and relevant topics for business sustainability



Impact

They show our most significant economic, environmental and social effects which impact the assessments, decisions and perceptions of our stakeholders on our performance.



Sustainability Commitments

They are the fundamental basis to guide our company's sustainability strategy and allow us to understand our role in the face of the global challenges, take preventive actions and strengthen our commitment to sustainable development.

These Are Our Sustainability Commitments



Promoting a responsible business management within the organization

- ✓ Respect for Human Rights
- ✓ Long-term business strategy
- ✓ Ethics and transparency in business management
- ✓ Fair competition



Contributing to our suppliers network in the sustainable development of their business

- ✓ Promoting social responsibility in the supply chain
- ✓ Suppliers' assessment and development
- ✓ Fight against child labor



Developing people in their human and economic dimensions

- ✓ Management of temporary staff
- ✓ Occupational health and safety
- ✓ Diversity and equal opportunities
- ✓ Talent attraction, development and loyalty
- ✓ Work-private life balance



Interpreting the needs of our customers and satisfying them with integrity

- ✓ Promoting healthy lifestyle habits (fresh citrus fruit)
- ✓ Food safety
- ✓ Customer service



Using natural resources responsibly and with austerity

- ✓ Efficient use of water
- ✓ Sustainable agriculture
- ✓ Waste management
- ✓ Sustainable soil management
- ✓ Effluent management
- ✓ Biodiversity protection
- ✓ Climate change and ecosystem preservation
- ✓ Energy efficiency



Supporting the development of the communities in our field of action

- ✓ Education
- ✓ Housing
- ✓ Nutrition

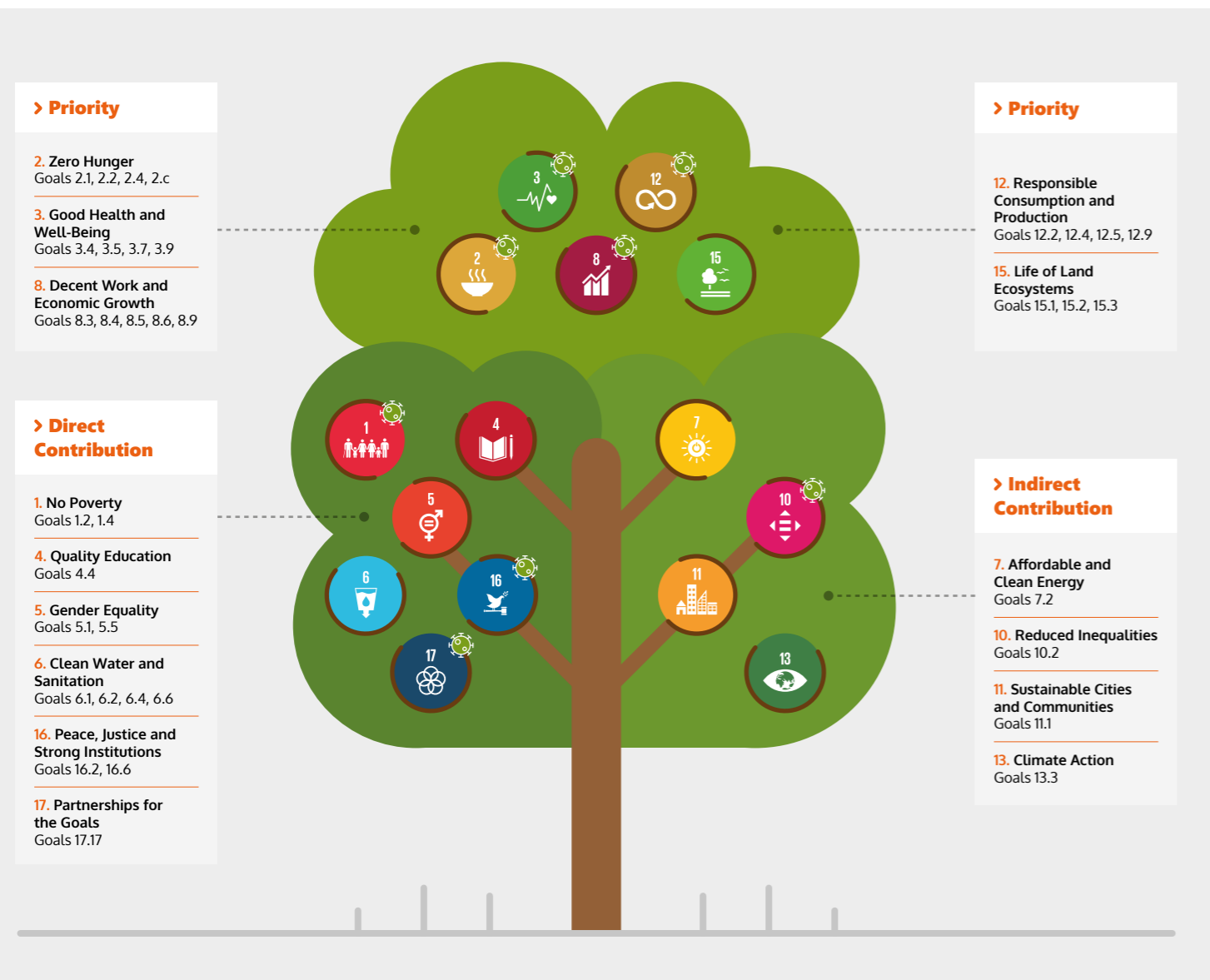
We Are Part of the Global Agenda

Being aware of our role as protagonists of the global agenda, we consider the United Nations Sustainable Development Goals as the core guide for our actions.



The pandemic

Has not only impacted the health of people and the global economic system, but it further showed the importance of working together to respond to the problems and goals that affect us all.



We contribute to the SDGs

from what we do best: feed the world, take care of our people and environment, enhance responsible practices throughout our value chain, and promote the development of the communities of which we are part.

At San Miguel, we have chosen to commit to the Sustainable Development Goals since their very launch in 2015, as we strongly believe that the path to achieving the sustainable development we all need must be built together.

In 2020, the United Nations Organization began the Decade of Action, at which time we shall speed up the initiatives that allow us to achieve the proposed objectives.

Responding to this call, we even deepened our analysis of the contribution to the Agenda and identified those SDGs that will be key to sustainable recovery.

San Miguel Stakeholders

We believe that the dialogue with stakeholders is a fundamental instance for a good performance as a company. We establish the most appropriate communication channels for dialogue, through different platforms and instances.



Communications
We maintain periodic communications to answer their questions and actively integrate them in the development of our sustainability management.

Communication Channels

Suppliers	Community	Customers and Consumers	Collaborators and Unions	Institutions and Associations	Press and the General Public	State - Government Authorities	Shareholders - Corporate Governance
<ul style="list-style-type: none"> Imports management cooperation Individual meetings Digital portal for administrative management Periodic communication via email/telephone Evaluation and development of critical suppliers Inclusive purchases Technical advice (strategic growers) Institutional communication channels (website, newsletter, social networks) 	<ul style="list-style-type: none"> Meetings with community leaders: NGOs, managers and teachers of rural schools, area supervisors of the Ministry of Education Relationship with authorities of nearby municipalities Diagnosis of the communities needs, prior to the development of the programs Social investment programs WhatsApp groups with participating neighbors Institutional communication channels (website, newsletter, social networks) - complaints and inquiries procedure 	<ul style="list-style-type: none"> Sustainability audits and other certifications. Regular communication with customers through representatives of the Commercial area and Customer Supply Chain. International Exhibitions Visits to the Plant Institutional communication channels (website, newsletter, social networks) 	<ul style="list-style-type: none"> Quarterly Global Meeting with presentations from executives on news and business monitoring. Claims attention line (Code of Ethics) Periodic communication through email, billboards, relationship meetings and WhatsApp groups. Dialogue through different committees Awareness actions on the efficient use of resources. Intranet. 	<ul style="list-style-type: none"> Presence in congress and conference panels Integration of the boards and executive committees in sector organizations Participation in meetings of sectoral associations Leadership of regional chambers Support to different NGOs Development of community programs and actions 	<ul style="list-style-type: none"> Relationship meetings Sending of formal information through reports or newsletters. Permanent attention to external requirements Institutional communication channels (website, newsletter, social networks) 	<ul style="list-style-type: none"> Relationship actions with national and provincial authorities Joint management at the sectoral level Optimization of the communication system through the implementation of visit records and Stakeholders management platforms Compliance with the work deadlines appropriately and in due time, according to schedule Environmental Management Reports requested by control bodies and financial entities 	<ul style="list-style-type: none"> Regular budget and campaign analysis meetings in which the board of directors and middle managers participate Investor Microsite Call for Results and Press Releases

Awards and Recognitions

The following, are some of the awards and recognitions that we received thanks to our way of working every day.



ASUG AWARD TO TECHNOLOGICAL INNOVATION IN SAP 2020

For the "Commercial Applications" Project.



CONSEJO EMPRESARIO ARGENTINO PARA EL DESARROLLO SOSTENIBLE (CEADS)

Programa Conectando Empresas con los ODS. Recognition to the contribution to the SDGs.



PRENSA ECONOMICA AWARD 2020 TO EXPORTATION IN THE FRUIT SECTOR



BOLSA Y MERCADOS ARGENTINOS (BYMA) - SUSTAINABILITY INDEX

The sustainable way in which we carry out our business activities has caused us to be awarded an outstanding recognition by the Bolsa y Mercados Argentinos (BYMA) (Argentine Stock Exchange and Markets), thus integrating for the third consecutive year the BYMA Sustainability Index. Performed with the support of the IDB, this index recognizes the 15 companies that are listed on Buenos Aires Stock Exchange and have a better performance in terms of sustainability.



Strategic Alliances

These are some of the organizations we are part of to work together and enhance our impact.



Agricultural Business Chamber



Agricultural Produce Agency Council



Asociación Citrícola del Noroeste Argentino



Asociación Conciencia



Asociación Tucumana del Citrus



Bolsas y Mercados Argentinos (BYMA)



Cámara de Comercio Argentina para Asia y el Pacífico



Cámara del Comercio Argentino-Sudafricana



Cámara de Exportadores de la República Argentina



Cámara de Exportadores de Citrus del Noreste Argentino



Consejo Empresario para el Desarrollo Sostenible (CEADS)



Citrus Growers Association



Exportadores del Uruguay



Federación Argentina del Citrus



Fresh Produce Exporters Forum



Fundación del Tucumán



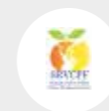
Grupo de Fundaciones & Empresas



Institute of Directors



Red de Innovación Tucumán



Sunday River Citrus Producers Forum



Unión de Productores y Exportadores Frutihortícolas del Uruguay



Unión Industrial Tucumán



Asociación de Productores de Cítricos del Perú

03

Value Chain
and Sustainable
Development in the
Suppliers Network



Responsible Value Chain

With sustainability as a priority and operational excellence as our focal point, we take care of every stage and add value throughout the entire production process.

These tools organize management and establish a single language: we all work under the same model, in a coordinated and aligned manner in order to more efficiently manage the different areas of the company, achieving in this way results of excellence year after year.

SAVIA and INTEGRA are transforming the way we work

SAVIA, THE COMPREHENSIVE VIEW ON CONTINUOUS IMPROVEMENT

In 2020, we advanced with the implementation of SAVIA in Argentina in fields, pre-selection and industry, continuing the work previously carried out in Peru and consolidating the system at the global level. This means deepening a path to make our processes more efficient, strengthen team dynamics, synergies, and foster the empowerment of our people based on continuous learning of new management tools. In this way, we standardize processes and detect opportunities for improvement to obtain results of excellence in a sustained way.

With a 4-year work plan, the system is based on two fundamental pillars- Management and People- that work in an integral and interrelated way; they are transversally implemented throughout the organization, involving all organizational levels and roles, from executive positions to Plant operators, thus constituting the working method we choose to ensure excellence and continuous improvement in our operations.

Both pillars work on the routine tasks and assignments we do every day to have a single standard that allows us to achieve good results. The Management pillar contains the working methods and tools through which we manage the company's processes; for its part, the People pillar contains the processes and tools through which we manage our people.

Since its implementation in packing and fields in 2019, we have achieved an optimiza-

tion of resources, such as energy and materials, which translated into savings of more than US\$ 3,660,000.

In addition, in 2020 we continued consolidating INTEGRA, the set of tools and processes we use to manage knowledge and capitalize on all technical expertise aimed at growing in a sustainable way, achieving the maximum potential of the organization, improving productivity, reducing business volatility and responding to customers' expectations.

Emerged several years ago in the agricultural area, INTEGRA was formalized within SAVIA during 2019, using tools, indicators and processes from the Management Pillar and the People Pillar and integrating them into routine tasks, systematizing the information and the work modality.

THIS YEAR:

- ✓ We expanded the scope, to include, in addition to the agricultural operation, the industry, harvest, and packing areas.
- ✓ We structured the teams, with work routines and responsibilities.
- ✓ We developed instructions, procedures and standards that globally nourish technical teams.
- ✓ We implemented projects in the field, pre-selection and industry areas as initiatives for the prevention of HLB, pilot tests in the nursery and development of specialties in natural ingredients.
- ✓ We improved communication mechanisms and incorporated SAVIA tools and methods that guarantee a flawless execution.

Suppliers Network

We accompany our strategic partners to streamline each other and go further. Our suppliers are a key link in our value chain.

Together we solve and find the best solutions so that customers receive what they are waiting for appropriately and in due time under the highest international standards.

- ✓ We build long-term relationships. We build relationships for the future. We believe that humility, honesty and respect are key to doing so. We work together with them to promote production transparency and sustainability.
- ✓ We work with a wide variety of suppliers, from large multinational companies to small-sized enterprises, which jointly are a key network for our business.
- ✓ We support the development of local growers by offering them innovative initiatives. We prioritize them, within their areas of operation in each country, to generate business opportunities in our nearby surrounding economies.

Another initiative to highlight was the development of a purchase pool of boxes from Peru in association with other fruit producer colleagues, which allowed us to be more efficient and achieve better prices, also transferred to end customers.

In Argentina, we added the Sunsur technology in record time to improve the selection and detection of diseases in fresh fruit in the Packing Pre-selection process.

In addition, we reduced the immobilized inventory through the sale of various unproductive or obsolete assets, such as fruit containers, labels, and unused equipment.

In each of the links of our value chain, we aim to ensure quality and contribute to the development of our partners.

Process improvement

In a great effort marked by the Covid context, we implemented SAP ARIBA Global, an international standard tool to interact with suppliers and manage tenders in an e-commerce environment. This tool guarantees greater transparency and traceability of the entire bidding, quotation and procurement allocation process, besides achieving agility and measurable financial results. This transformation allowed us to capture savings of more than US\$500,000, a 9% in global strategic purchases.



Suppliers Network

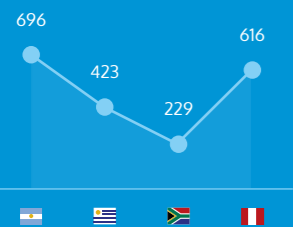
Our suppliers are a key link in our value chain. Not only to streamline our operation, but also to extend good practices and sustainable business management.



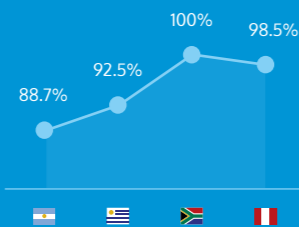
Making progress together

We offer growers our business platform to maximize their opportunities, giving them business advice in terms of products and markets, as well as our technical expertise.

Suppliers

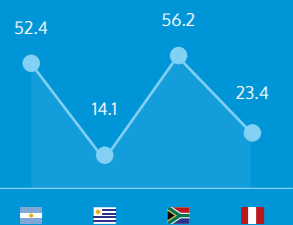


Local Suppliers



Purchases

In million US Dollars



1,964

Suppliers

95%

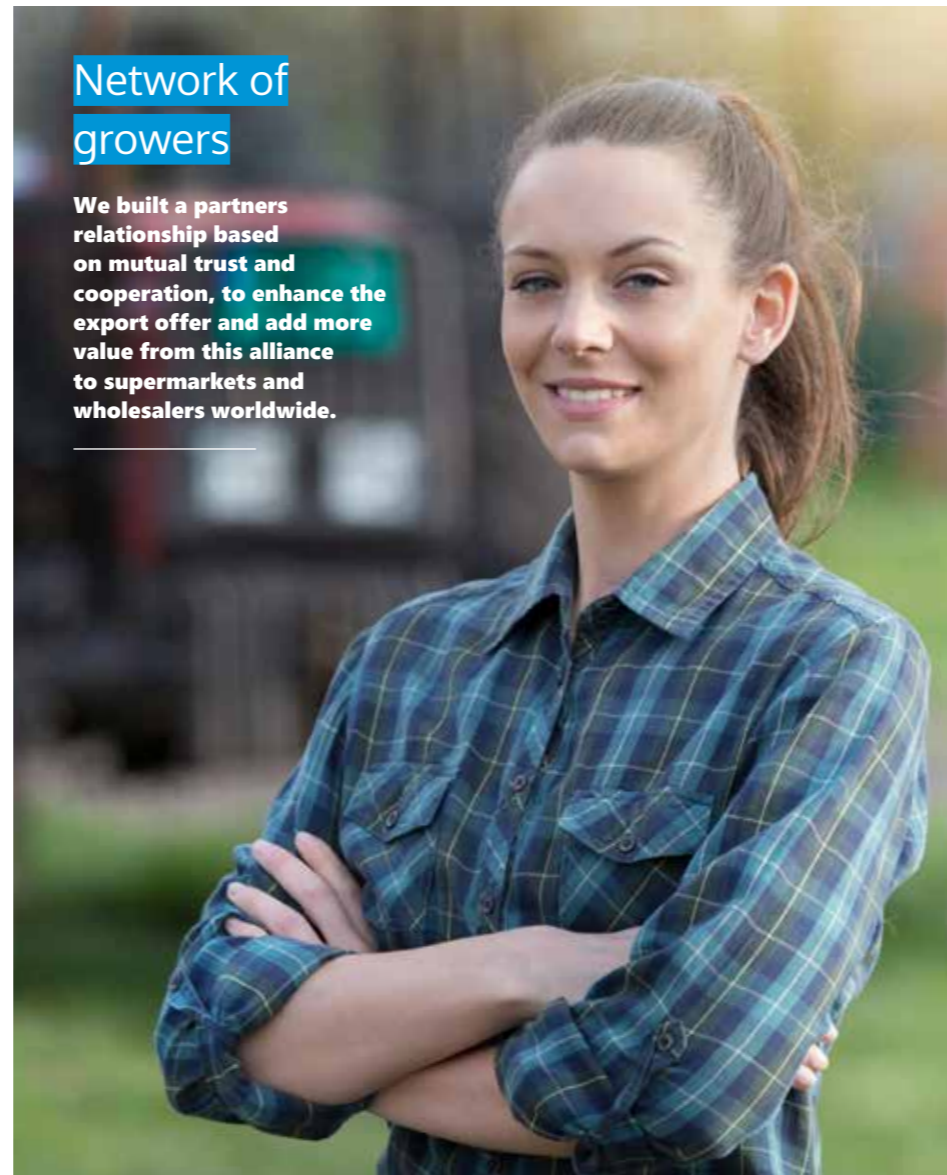
Local suppliers

146,240,220

Purchases (in US Dollars)

Network of growers

We built a partners relationship based on mutual trust and cooperation, to enhance the export offer and add more value from this alliance to supermarkets and wholesalers worldwide.



Measures taken in pandemic

Being an essential industry, we had the enormous challenge of maintaining the fluidity of the operation in this difficult context to ensure the supply of food and, at the same time, take care of the health of all the collaborators in the chain.

Within the framework of the crisis committees and emergency response protocols, we carried out the following actions coordinated by each of the headquarters:

- Incorporation of new suppliers, in view of the impossibility of working with some suppliers due to the context.
- Temporary loan of critical materials with fellow companies, pending our own supply.
- Advances of purchases and delivery dates of purchase orders to anticipate.
- Weekly meetings between the purchasing areas of all countries to share information, common problems, alternative sources and to coordinate and align actions.
- Building potential team replacements and work under Home Office modality, whenever possible, to reduce the risk of colleague's contagion.

Network of strategic growers

With growers in Argentina, Uruguay and South Africa, this Network makes it possible to jointly improve efficiencies and practices, increase export volumes and strengthen business sustainability.

Through this link we help them boost their growth, support them in the certification processes and we offer them advice and training in various key integral management issues such as agricultural, phytosanitary, packing, quality and sustainability topics.

They allow us to strengthen our value chain, enhance our offer and increase volumes, as well as deepen our presence in more markets and customers.

93

Growers in our strategic network

152

Thousand tons purchased

55,229,963

In purchases (in US Dollars)

Suppliers Network

We select our suppliers according to criteria related to the type of material, the complexity of their supply and the criticality in terms of food safety.

We support the development of small and local suppliers by providing them with specialized technical advice and we provide them growth opportunities.

In alliance with a strategic grower, we sent to China our Argentine oranges

In 2020, we took a new step forward in the fresh fruit commercial strategy through the shipment of Argentine oranges to the Asian country, harvested in Palma Sola, Jujuy and packed in Colonia Santa Rosa, Salta.

The **24 tons** of Valencia oranges, a variety that stands out due to its high juice content, were **produced by a NOA strategic partner with whom we have established relationships since more than ten years.**

Both the recent lemons trade and this orange shipment represent an **important achievement**, not only for **San Miguel**, but also for **the entire citrus sector of the country**, since it is the **first shipments from Argentina**, after the updating of the protocols with China, to one of the largest markets in the world.

“It is for us a pride to be the first to open China's border for Argentine oranges by the hand of San Miguel and, in this way, ensure that the fruit we produce with so much effort and dedication reaches the most demanding markets worldwide.”

Pablo Jenefes,
President of Radio Visión Jujuy S.A.

We choose our suppliers responsibly

We consider their experience, analyze and test samples, verify their background in other companies in the industry, the quality certifications and the relevant certification bodies and conduct audits pursuant to the Quality area assessment standard.

We promote sustainable practices in the supply chain

We study the level of commitment of suppliers in terms of sustainability and reflect with them on the importance of having a sustainability policy and complying therewith.

We work together to reduce the environmental impact. We develop various initiatives for the reuse and recycle of inputs and raw materials that allow us to increase logistics efficiency and reduce our footprint.

We promote the commitment to Transparency. Our Code of Ethics for Suppliers establishes the framework of shared principles and values that should guide both San Miguel, as well as all those who provide goods or services to the company.

In addition to general guidelines, the Code contains clauses related to **Respect for Human Rights**. In this way, we add to each link in our supply process guidelines related to integrity,

transparency, respect for the environment, the right to health, decent work and the prohibition of child labor, among other guidelines.

In all our points of origin, new suppliers are informed about the Code **to which they must adhere as an unavoidable prerequisite to join our Company**. The follow-up and evaluation of its compliance is part of our commitment to the international standards to which we have adhered.

We develop our suppliers

To achieve the development of these suppliers in all aspects, not only in that related to production, we work in an interdisciplinary way between different areas: Procurement, Quality, Sustainability, Finance).

When implementing an improvement action in the community, we take into account our materials or services suppliers, who participate in an open and transparent price bidding process.

During 2020, we intensively collaborated with medium-sized growers in Argentina with the acquisition of automatic label placement technology.

In Peru we participated in a project to purchase pallets from a technical and responsible approach, promoted by CITEmadera, a public institution that fosters the development of timber SMEs, the United Nations Food and Agriculture Organization (FAO) and GSI, an international organization of global standards having efficiency and visibility in the value chain.



Pandemic

Despite the complex logistics, commercial and social panorama, in 2020 we achieved continuous supply in all our operations.



Sustainability

We promote the adoption of sustainability standards in our suppliers



We assess to keep on improving

Our **Suppliers' Assessment Policy** sets up an annual assessment schedule to be performed by the Procurement and Quality Assurance Area in order **to promote continuous improvement and sustainability in their operations.**

Our team of internal auditors, trained for this purpose, verifies aspects that include good practices, process control, quality and safety programs and their certifications, safety and hygiene and compliance with delivery deadlines, among others. The assessment also includes the **contributions that each supplier makes in terms of Sustainability.**

Audits are effective for one to three years, depending on the result of the last one and the performance of the supplier.

04

Our Customers



Main Results

From our 4 points of origin, we respond to the needs of customers around the world, positioning ourselves as strategic partners of the main supermarkets and food, beverage, and fragrance companies from the 5 continents.



Focus

In 2020 our priority was, more than ever before, to fulfill our commercial programs. To achieve this, as a first step, we monitored the situation in all markets and drew up action plans.

WE MEET OUR CUSTOMERS' NEEDS IN DIFFICULT TIMES

Being an essential industry, we must ensure that we are able to supply our food to customers all over the planet. In the context of the pandemic, we have learned and quickly adapted to guarantee that our products continue reaching homes all over the world with the same quality that has always distinguished our company, ensuring the fluidity of our operation and taking care of the health of all those involved in our value chain.

290

Customers

64

Countries

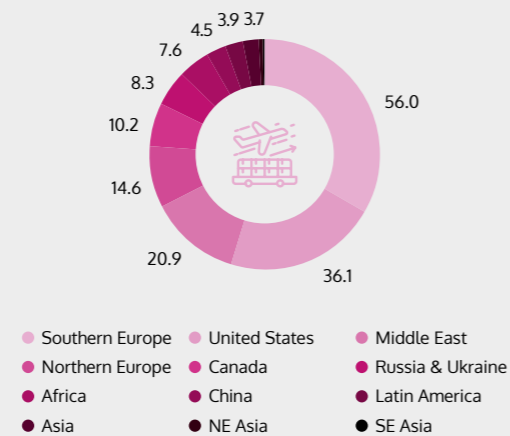
247 million

Global sales (in US Dollars)

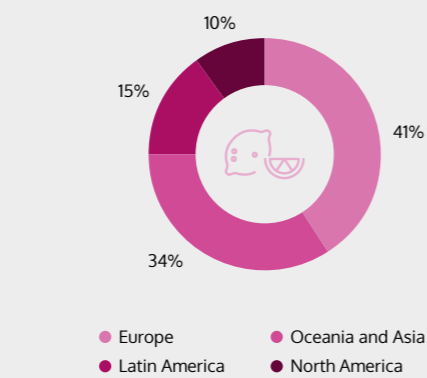
+167,600

Tons of fresh fruit exported

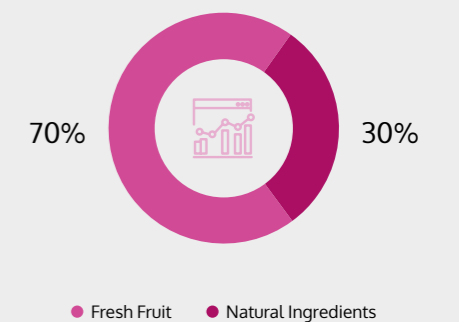
Fresh Fruit Exported (in thousand Tn)



Sale of Lemon Juice per Region

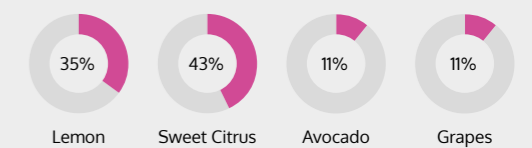


Sales by Business (MM ARS)

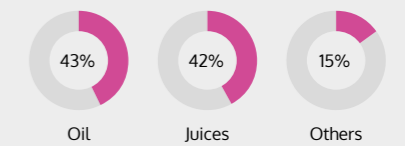


Sales by Product

Fresh Fruit



Natural Ingredients



Main Results

In the natural ingredients business, we were able to maintain, in this challenging context, our long-term agreements with our strategic customers.



In general terms, the logistics chain continued operating, although in certain specific points some inconveniences appeared, such as access controls, circulation restrictions or documentation requirements to release loads that made the operation more complex. Faced with this situation, we **redoubled our efforts throughout the logistics chain and maintained a constant dialogue** with all carriers, shipping companies, ports, phytosanitary control authorities and terminals. In addition, aiming at mitigating these impacts, we developed action plans **to keep abreast of any possible adverse scenario and we permanently monitored the situation** both at the internal level and at destination terminals, so as to give prompt response to any inconvenience that might arise.

Although the Covid-19 context had a strong impact on the Food Service industry, fresh products, especially those rich in nutrients and vitamin C, such as **citrus fruits, showed a growth in demand, particularly in oranges and mandarin**. In addition, we could see that **the pandemic influenced consumer habits**: in China, for example, fruit electronic sales considerably grew and the United States showed a strong growth in sales in the retail channel and a collapsed demand in the Food Service sector, as already mentioned.

2020 Commercial milestones

RECORD SALES OF LEMON JUICE

We achieved record sales of lemon juice. In Argentina, we grew by 43% the volume sold.

FIRST SHIPMENT OF FRESH LEMONS FROM ARGENTINA TO CHINA

On a historic date, in August 2020 we **participated in the first shipment of fresh lemons from Argentina to China**, one of the largest markets in the world, exporting **139.2 tons**.

The protocol for the opening of the Chinese market was signed in December 2019 between the Ministry of Agriculture, Livestock and Fisheries of the Nation and the General Administration of China Customs (GACC), when the one that had been in force since 2004 for sweet citrus fruits was updated. In 2019 fresh lemons were added, which had been excluded by virtue of certifications required by China.

There, our fruits (such as mandarins, grapes and oranges) are commercialized in the wholesale market and in online retail stores. In addition, lemon, in particular, is commercialized in very popular tea houses throughout China, as it is one of the main ingredients used to flavor the infusion.

WE STRENGTHENED OUR GROWTH IN THE UNITES STATES

As a result of an increase in the **demand for sweet citrus fruits**, driven by consumer interest in healthy foods and the context of the pandemic, North American retail programs boosted the sales of these products, with a significant increase in *hoarding* type purchases (different food store and supermarket companies joint purchases).

This season, we **doubled shipments of mandarins** from Peru and Uruguay, with almost **20,000 tons** of great-tasting, seedless varieties. Lemon,

meanwhile, is also consolidating in the United States: we **doubled exports** compared to 2019, shipping 10,000 tons, after the historic reopening of the market for this fruit three years ago.

SAN MIGUEL AND JD.COM: A GROWING ALLIANCE

In order to be closer and closer to the consumer, we began to sell fruit with San Miguel brand in online retail and we deepened the commercial program with **the Chinese e-commerce giant**. This alliance represents a new step to continue expanding our business in one of the **most important markets worldwide**.

JD.com, with more than 20 years of experience in the e-commerce market, is one of the largest sales platforms in China, both in terms of business volume and revenues. **The business relationship with JD.com began three years ago** and since then it has grown in depth, volume and product diversity.

We started working with JD.com through the export of oranges and grapefruits from South Africa. From there, our exported volume increased year after year. **During 2020 we added the mandarin from South Africa and then the Argentine lemon**, which allows us consolidate as a multi-origin supplier, and **we officially inaugurated our brand on the platform with own packaging**, which also included video contents that show the consumer the natural origin of the product, the care and the quality with which they are produced.



China

After almost twenty years of negotiations between Argentina and the Asian country, the first shipment of lemon from San Miguel arrived in China.

The Argentine lemon is valued by consumers in the United States due to its high juice content.

Relationship with Our Customers

We build long-term relationships with our customers, providing them with innovative and sustainable solutions according to their needs.

Our Customer Supply Chain teams dedicated to each business provide a differentiated service to each customer.

With special focus on the specific needs of the customer, from the field to the logistics and commercialization, we work aiming to provide the product with the quality each customer requires, putting our knowledge and experience into practice, generating new ideas and also taking into account the requirements of the market and the consumers.

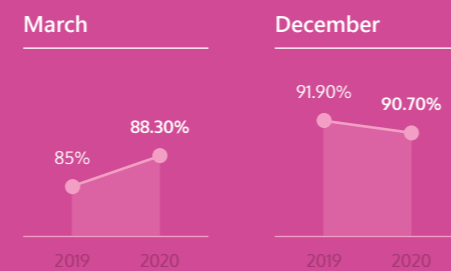
Initiatives developed to improve customer relationships

Given the context of impossibility of face-to-face visits, from the Fresh Fruit business we implemented a **regular visibility via daily updated online tools** and also video calls, which mitigated the potential lack of communication during the harvest season. Thus, we were able to report weekly on the progress of crop as well as on possible climatic or logistic events that could affect the normal flow of shipments, among other issues.

Within the Natural Ingredients business, we **developed tools** for our operations with strategic customers. Through a *ScoreCard* that gives complete visibility of the progress of hiring, dispatches, production and quality, this tool also works as a basis for meetings with customers during commercial visits or teleconferences.

Perfect Order*

To measure the level of fulfillment of deliveries in the time, quantity and quality required by our customers, we developed commercial KPIs to give visibility to the status of our operations:



*Average value KPI for the three points of origin where we have the processing operation: Argentina, Uruguay and South Africa

Also, **calls were made to different witness customers** to ask and analyze their satisfaction with the service. **The results were encouraging**, especially with customers from the United States, China and Canada, who were satisfied with the level of service, the quality of fruit received and the anticipation of their needs, identified by our teams.

Food Quality and Service

Producing food is our pride and a responsibility. We develop and deliver reliable and safe products to our customers, taking care of quality and safety.

Multidisciplinary teams are responsible for implementing the **Quality Management System throughout the entire value chain to guarantee the safety of the products, the quality of the production processes and the care for the environment**. To this aim, **resources** are provided and **objectives and indicators** established, basing decisions on **reliable measurements and concrete data**.

We developed a **pre-requisites and requirements program** that covers good manufacturing, agricultural and storage practices, pest control, allergens program, water quality program, among others, which the **different business areas must incorporate** into their work routine.

In line with this, **Quality Assurance** manages procedures, trainings, records and activities intended for the System maintenance and standards certification, while a team of internal auditors verifies compliance therewith.

This **Traceability System** allows us to track from the raw material to the finished product, through the supplies and production processes involved in their manufacturing.

We also conduct **checks from Fresh Fruit control samples**, assessing the behavior of a packed fruit from each batch until it reaches its destination and, as regards Natural Ingredients, we have samples per each batch of finished product.

Research and Development

After constantly searching for **new solutions to add value to our customers**, we work on the development and adoption of both products and technologies that respond to the needs of increasingly demanding markets.

The commercial, research and development and quality assurance teams **work in a coordinated way to provide innovative and sustainable responses**.

IN THE PHYTOPATHOLOGY AND BIOTECHNOLOGY FIELD

We evaluate the key pests that affect the lemon crop to **identify the thresholds that determine the use of fungicides**, thus limiting their use only in cases where the economic damage threshold is exceeded and it becomes a threat to the crop.

In the pre-harvest process we study the **time of application and the degradation** of fungicides that reduce the incidence of quarantine diseases, in order to optimize their use and contribute to a more profitable citrus fruits industry.

During the **post-harvest process**, we **incorporate natural products** both for washing and coating of the fruit. These products entered the **line without chemicals (NO CHE) showing high efficiency** without leaving residues that affect commercialization.

In 2020 we worked with an intelligent platform that manages, analyzes and improves the quality of the supply chain, in order to ensure quality in the United States and Europe destinations.

Food Quality and Service

We have a Corporate Quality Policy that boots an integrated quality management system, with international-class rules, procedures and standards in all our operations, and in compliance with national and international laws and regulations.

National and international standards certify our products and processes

 <p>GLOBALGAP</p> <p>Global standard for good agricultural practices, based on food safety, quality, environment, animal welfare and social responsibility.</p>	 <p>SIZA</p> <p>South African Sustainability Initiative that monitors labor and environmental conditions and engages throughout the value chain to identify needs and issues.</p>	 <p>GRASP</p> <p>Voluntary assessment additional to the Global G.A.P. standard, which analyzes the risks of social practices in agricultural operations based on respect for human rights.</p>
 <p>HACCP</p> <p>Scientific-based system that identifies specific hazards and measures for their control, in order to guarantee food safety.</p>	 <p>FOOD SAFETY SYSTEM CERTIFICATION-FSSC 22000</p> <p>Complete certification scheme in Food Safety that covers the entire supply chain, from farmers to the point of sale.</p>	 <p>FSA - FARM SUSTAINABILITY ASSESSMENT</p> <p>Program designed to improve social, environmental, economic and general management practices of agricultural productions.</p>
 <p>SMETA</p> <p>Social audit that allows evaluating sites and suppliers to know the working conditions in the supply chain.</p>	 <p>SELLO ALIMENTOS ARGENTINOS</p> <p>Argentine Foods Seal. Quality Seal that identifies and distinguishes foods made in Argentina in compliance with strict standards.</p>	 <p>BRITISH RETAIL CONSORTIUM (BRC)</p> <p>Global standard for food safety created by the British Retail Consortium.</p>
 <p>OHSAS 18.000 STANDARDS</p> <p>Series of voluntary standards related to occupational health and safety management.</p>	 <p>SURE GLOBAL FAIR (SGF)</p> <p>It certifies the authenticity of fruit juices of global suppliers.</p>	 <p>RELIGIOUS CERTIFICATIONS</p> <p>Our certification package also includes those of a religious nature, such as Kosher and HalaL.</p>

IN THE DEVELOPMENT OF NEW BUSINESSES
We create new products thinking about market **trends** and the **needs** of our customers, to provide them **solutions** and offer **added value**, always looking towards the future.

Within this framework, the new business development team in Natural Ingredients works under the Stage and Gate modality for the projects it undertakes with both internal and external customers. These initiatives range from **yield improvements**, **customized-adaptations** and analysis of the nutraceutical and pharmacological values of our products, to the development of **new products** to add to our portfolio.

TECHNOLOGY AT THE SERVICE OF OUR CUSTOMERS

Operating in different countries and in an integrated way from the nursery to the gondola presents operational challenges. To face them, we **incorporated technology** that allows us to have information in real time, generating in this way, management trustworthy sources.

Since the moment the fruit is dispatched until the time it finally reaches the customer, there are multiple factors that make it vary in price, due to market conditions or some other element that may arise from origin to destination.

To **improve the traceability of the sale price of our products**, we developed a series of **commercial applications**. This work was the result of a *Design Thinking* process, where the commercial team, the Customer Supply Chain team and the IT team worked together looking for a joint solution that later facilitated the implementation process. The project consists of 3 instances:

- Firstly, a **mobile application** that allows to reflect in real time the updates that influence the price of commercial operations.
- The other development is a **web application** for the Customer Supply Chain team, where the final settlement is reflected, once the closing of the operation has already been negotiated with the customer to simplify and make the loading task more efficient.
- At the same time, we **developed a dashboard** that captures all the information generated and makes it available to the commercial management, to measure the progress of the business in real time.

Having visibility of what is being dispatched and understanding what the revenue flow from those sales will be is a necessity for the sales force and for the entire company. In the past, this was consolidated by hand and a management control team supervised the process. In this way, it is possible to **measure the progress of the business and have visibility of the sales in an effective manner, simplifying the level of effort in the human load and reducing the risk of error.**

As a corollary of the process, and thanks to the **developments of these commercial applications**, we received the award for **technological innovation** delivered by ASUG, recognition from the SAP Users Association peer, which rewards the different ways of taking advantage of technology to provide concrete solutions to the business challenges.

Operating in different countries and in an integrated way from the nursery to the gondola presents operational challenges. To face them, we incorporated technology that allows us to have information in real time, generating in this way, management trustworthy sources.

05

Development
of Our Colleagues



Value Proposition

We are a Team: the people who form part of San Miguel are our most important asset. We are a global company that encourages exchange across different cultures to strengthen our view.



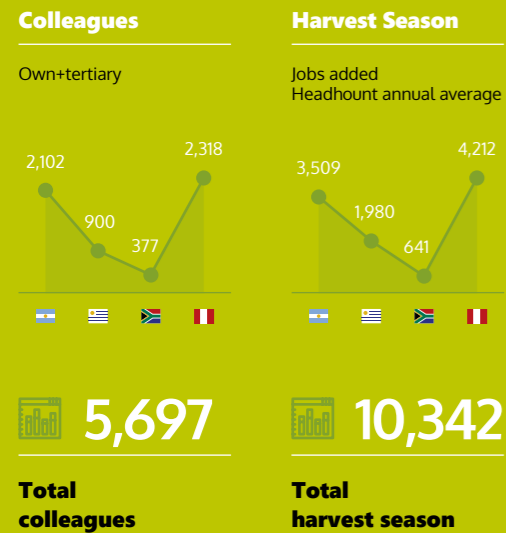
We Are Part

Every SaMi colleague plays a leading role and makes the model live.

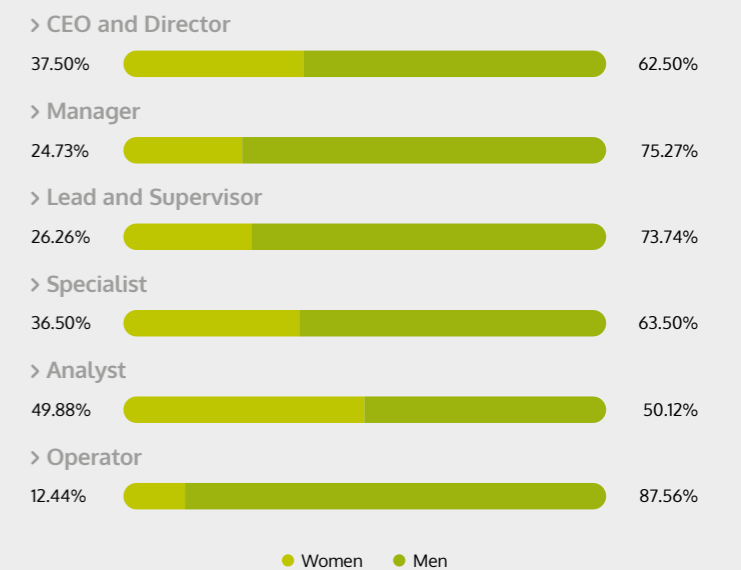


OUR CULTURE

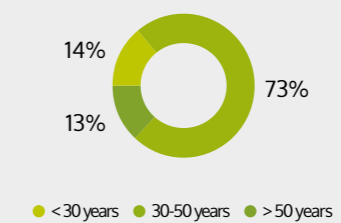
In 2020, we launched the **new model of values and behaviors**, closely connected to the culture of our organization that every colleague of SaMi helps to build, maintain and grow. Values are connected to **behaviors** that help to describe them and turn them more real for our teams. These are the **behaviors or actions through which we operate every day**: the way we make a request, respond to a task or provide feedback may be very different, and thus, it shapes different types of culture.



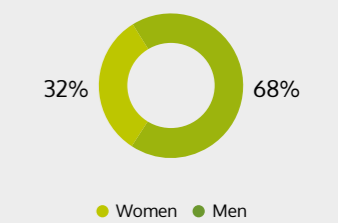
Own Colleagues



Own Colleagues



New Hires



Value Proposition

We draw strength from diversity. Through our teams, we nourish from different experiences

In 2020 we implemented our first GLOBAL Human Resources Management system.

Global structure redesign

DEEPEN OUR CULTURE-SENSITIVE MANAGEMENT
During 2020, we advanced on 4 global initiatives to deepen culture, focusing on those processes and systems that have a great impact on our everyday management.

In each of them, we sought to generate a more conscious insight and interpretation of how we do things and the impact it has on each of the colleagues. The global culture team with the support of local teams, worked along with area leaders on the analysis of its structures, in order to make them smooth and flexible, to be able to face the business challenges. This is how we intend to build constructive behaviors that can be sustained in time and that help us achieve the expected outcomes.



SaMi Challenge

Through this global initiative, which was intended to have a first-hand experience of the values and share the insights of each country on them, we encouraged colleagues to design a creative, collaborative and fun activation to represent a value. We designated a value for each point of origin, the local teams thought and executed a proposal that was shared at the year-end event, Sami Connect. The ideas ranged from a band of street musicians (with lyrics, music and wardrobe thought by the team), to a story contest, collaborative digital murals and an acted cartoon. Sami Connect was the year-end event where, for the first time, all the colleagues from all the sites were present. Together, connected in the same place and at the same time, with simultaneous translation, we have shortened the distance and connected much more!

Success Factor

GLOBAL DATABASE
Success Factor allows us to administer and manage in a consolidated and standardized way all the information of our permanent colleagues, whether they are covered by a collective agreement or not. We started to manage incorporations, modifications and deletions of positions and/or individuals from the structures, as well as organizational changes, using this system. Additionally, it allows leaders to see the organizational chart and the information of their own structure, thus promoting smooth and consolidated information management, in a single place.

Development Promotion

We want to leave our footprint in the career path of our colleagues.

Selection process

We transparently and effectively attract and select profiles. When covering a position, we first resort to our own colleagues to contribute to their development.

Through the Opportunity Committee, and in the case of head, management and direction positions, colleagues with a level higher than the vacant position may nominate internal candidates, taking into account the processes and requirements of the position. For the assistant, analyst, coordinator and supervisor levels, the selection area validates the position profile and recruits through internal media, carrying out a selection process with interviews and tests.

If no internal candidates are selected, the search continues through the Referral Program, through which colleagues may nominate external profiles that meet the search criteria. If at the end of this stage, the vacancy has not been filled, we begin the external search according to our attraction strategy.

Talent and Development Assessment (GPS)

Through this process, we create formal dialog spaces that allow us learning about the way to improve the performance of each individual, transmit and understand how individual contribution may help us to meet the business strategic objectives.

This is carried out twice a year during the Talent Review sessions and is aligned with the business strategy and variable pay (bonus).

We assess potential using Learning Agility, which measures the capacity to learn and capitalize on experience through 5 agilities: change, mental, people, results and self-awareness. We use the 9Box method to cross potential and performance variables from the last 2 years, and identify the main development actions for each of our colleagues. We have added the identification of critical positions and succession plans for middle-level positions onwards to this process.

For colleagues whose performance is "partially compliant" we carry out Individual Improvement Plans (IIP), a tool designed for colleagues and their direct boss to build a short-term performance improvement plan. For operators or colleagues under the collective agreement, we work on a performance assessment oriented to the indicators related to productivity, attendance, quality, etc.

In 2020, as a result of the context we had in the operations due to the pandemic and according to the needs of the teams, we held talent tables and assessed up to N-2, with a plan prepared for 2021 to assess up to and including N-4.

In 2020, we could generate 7 percent position movements (calculation based on permanent colleagues).

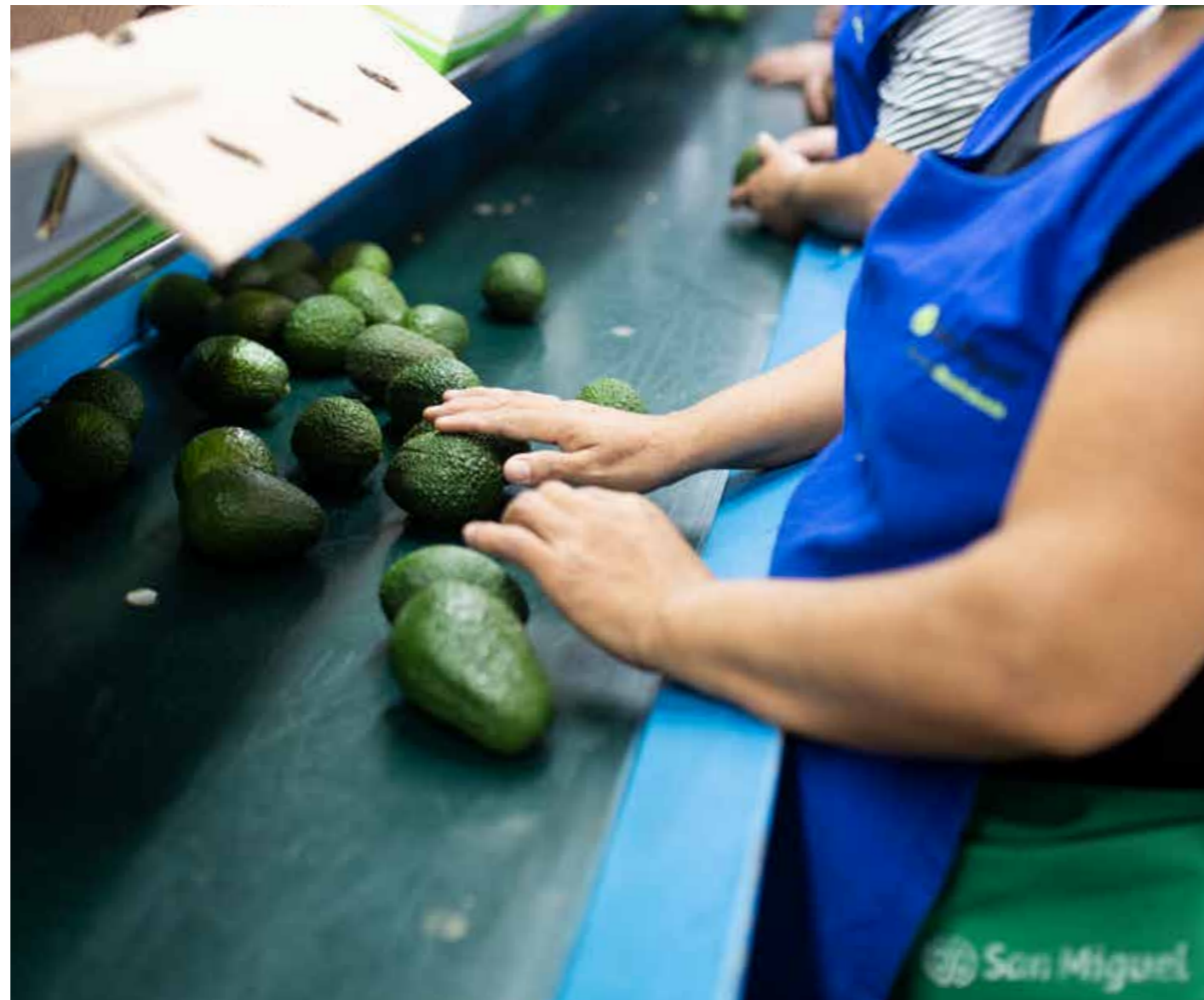
Development Promotion

Because we want them to boost their capacities to perform in their current and future roles, we drive their growth supporting and motivating talent, providing space and tools so that they may lead the development of their career.



Education

We provide comprehensive education focused on people and on their learning experiences so that they play a leading role in their personal and career growth.



Training and Development

We design programs tailored to our colleagues and according to the needs of each place where we operate, deepening insight into the business in general and into each area in particular.

 **233,284**

**Invested in training
(in US Dollars)**

Pillars



Culture

It is the way we act and think. It is our history and our identity. They are the beliefs, values and behaviors that guide the way we work and interact.



Management

Training oriented to developing specific knowledge to carry out the tasks of each position, with tailor-made trainings and programs.



Leadership

Attributes that make us a leading company. We provide tools so that they can lead their career path and that of their teams with 70-20-10 methodology, so that every individual feels responsible for managing their own learning.

Labor Conditions

The people who form part of San Miguel with their work every day are our most important asset. This is why we want to ensure their wellbeing and quality of life.



SaMi Global Benefits

-  Being healthy and taking care of our body.
-  Being in harmony at home and at work.
-  Moving conveniently, having our time and options.
-  Having support to have personal time and space.
-  Having fun, sharing, getting to know one another. Building shared moments.
-  Having gestures and moments that make us feel better. Being present to celebrate together.

Taking into account that colleagues have different needs, SaMi wants to support them with benefit package adapted to each of them. In 2020 we started to work on making benefits more flexible in order to meet these demands and remain competitive in the market.

In this first stage, we have focused on Health and Well-being, expanding this point and giving our colleagues 1 week off to be used between November 2020 and February 2021 with the possibility of adding it to days-off/vacations.

Communication

✓ SAMINET

Is the **main internal communication tool**. In 2020, we redesigned it into a global platform, thus ensuring a **single message transmission channel**. At the same time, with the implementation of Success Factors, we have unified access to both platforms, ensuring more inflow and participation in the tool.

✓ SAN MIGUEL GLOBAL MEETING

Business result meetings for all sites. We started a **series of webinars by management department** to share with the entire organization the work of each one of them.

- ✓ **Financial:** quarterly sharing the financial results of the company and the progress made in meeting our objectives in this area.
- ✓ **Commercial:** sharing initiatives and information about markets and their challenges.
- ✓ **Operations and Human Resources:** we talked about how we had been working in the Covid-19 context with our people and in operations.

✓ CONVERSATIONS WITH LEADERS

We have opened **invitations to chat freely and optionally with our directors** to ask them whatever they wanted. To ensure no one is left without the opportunity to ask and everyone is encouraged to do so, we created virtual conversation spaces with few people.

✓ SAMI CONNECT

Global year-end event where we recognized the incredible work made by all our colleagues over the year and drew attention to the great milestones of each management department.

✓ WE ALSO USED THE FOLLOWING MEDIA TO STAY CONNECTED

- ✓ WhatsApp
- ✓ Social Media
- ✓ Microsoft Teams platform
- ✓ Suggestion box
- ✓ Internal billboards
- ✓ E-mail

Compensation policy

In order to ensure equity, attracting talents and retaining our colleagues, the Compensations and Benefits area prepares the different compensation scenarios, including information from surveys, studies, independent consulting firm analyses and official indexes.

The Global Director of Human Resources and the CEO present and provide the basis for each of those scenarios to shareholders who assess them and make the decision on the strategy to follow, taking into account the continuous movement of the market and business indicators such as production, sales, costs, etc.



Benefits

We undertook the development of a global digital benefit platform, which will be launched in 2021.

We want communication to be simple, close, transparent and smooth. To such end, we empower each of our leaders and use several channels.

Labor Conditions

We offer our colleagues benefits that allow them to improve their and their family's quality of life:



+ Actions Argentina
Tucumán: Home breakfast for Mother's Day and Father's Day. Buenos Aires: Virtual After Office, Virtual Musical Bingo, Virtual SaMi Kid 2020.



+ Actions Peru
Children's Christmas, Christmas baskets, Productivity recognition, Itinerant market at Hoja Redonda village, School and health loans.

Peru	Argentina	Uruguay	South Africa
<ul style="list-style-type: none"> Health and Well-Being <ul style="list-style-type: none"> Health coverage Annual medical check-up Healthy refreshments/fruits Coffee and snack vending machines Mobility <ul style="list-style-type: none"> Fuel allowance Car for directors Gifts <ul style="list-style-type: none"> End of the year Flexibility <ul style="list-style-type: none"> Summer Fridays Home office Short Friday Flexible hours Work-Life Balance <ul style="list-style-type: none"> Unpaid leave 	<ul style="list-style-type: none"> Health and Well-Being <ul style="list-style-type: none"> Healthy refreshments/fruits Coffee and snack vending machines Education <ul style="list-style-type: none"> Gift at the beginning of the school year Financial <ul style="list-style-type: none"> Discount programs Mobility <ul style="list-style-type: none"> Car for directors Gifts <ul style="list-style-type: none"> Child birth End of the year Flexibility <ul style="list-style-type: none"> Summer Fridays Home office Short Friday Flexible hours Work-Life Balance <ul style="list-style-type: none"> Part-time maternity/adoption Paternity/adoption Unpaid leave Compensation for business trip Birthday half day off Non-working days/year-end holidays Moving house 	<ul style="list-style-type: none"> Health and Well-Being <ul style="list-style-type: none"> Health coverage Nutritional advice Annual medical check-up Mobility <ul style="list-style-type: none"> Car for directors Gifts <ul style="list-style-type: none"> Incorporation Child birth Marriage End of the year Flexibility <ul style="list-style-type: none"> Summer Fridays Home office Short Friday Flexible hours Work-Life Balance <ul style="list-style-type: none"> Part-time maternity/adoption Paternity/adoption Unpaid leave Non-working days/year-end holidays 	<ul style="list-style-type: none"> Health and Well-Being <ul style="list-style-type: none"> Health coverage Nutritional advice* Annual medical check-up* Healthy refreshments/fruits Gym membership fee allowance* Coffee and snack vending machines Education <ul style="list-style-type: none"> Gift at the beginning of the school year Financial <ul style="list-style-type: none"> Discount programs** Mobility <ul style="list-style-type: none"> Fuel allowance Car for directors Transportation for colleagues Gifts <ul style="list-style-type: none"> Incorporation Child birth Marriage End of the year Flexibility <ul style="list-style-type: none"> Summer Fridays Home office Short Friday Flexible hours Work-Life Balance <ul style="list-style-type: none"> Part-time maternity/adoption Paternity/adoption Unpaid leave Compensation for business trip Birthday half day off Non-working days/year-end holidays Moving house

*Only Buenos Aires. **Only Tucumán.



Occupational Health and Safety

With the outbreak of the pandemic at the beginning of the campaign, the activation of protocols and the commitment of each one of our colleagues were the key to operate safely without losing any day of production.

We have been working proactively since the beginning of the pandemic to take care of our colleagues and their families.

Occupational health and safety in the pandemic context

To face this emergency, we formed a **COVID-19 Global Committee** in coordination with the different **Local Committees**, which applied and adapted the protocols for each place. These measures included our own colleagues, temporary staff and all those who entered our establishments, in line with the recommendations of the World Health Organization and the Public Health Agencies of the countries where we are present. The local Action and Monitoring committees are activated with the detection of each suspicious or positive case.

We established new capacity in transport and common spaces, we periodically sanitized facilities and materials, while equipping all workplaces with hygiene and personal protection elements to reduce the spread of COVID-19. We fixed general preventive measures, such as income controls, signaling, and protocols for hygiene and hand sanitization, as well as separation of jobs and ventilation of environments.

Communication campaigns

We train and educate our collaborators on a permanent basis and we established agile and direct channels to answer questions or comments regarding the operation in this context.

We carried out graphic campaigns, to inform about contagion mitigation measures and prevention talks on different recommendations on what to do

in this new context, as the correct use of the mask and management of symptomatic cases.

A JOURNEY TOWARDS LEARNING

Open and optional webinar in two languages with tools to manage uncertainty in this context of constant change and help our colleagues to develop their potential.

THE LIGHTS AND SHADOWS OF LEADERSHIP

Open and optional webinar for leaders, with the objective of providing tools to manage teams in this context of change and uncertainty.

CONTENTS TO BE MANAGED IN COMPLEX TIMES THROUGH SAMINET

- ✓ How to manage time and have effective meetings.
- ✓ Tips to work from home with children.
- ✓ Tips to work remotely.
- ✓ Access to e-learning of emotion management.

OFFICE'S ADAPTATION TO CHANGE

- ✓ We developed the guidelines for the processing of authorizations to circulate and the reservation of working places in the offices for our colleagues who voluntarily wanted to work in person.
- ✓ We adapted the offices so that our colleagues occupied authorized jobs that comply with the mandatory social distancing, marked with green circles for easy identification. We reinforced the billboards with **hygiene and circulation** recommendations.
- ✓ We provided trainings to all the cleaning staff about the proper cleaning of common use spaces, the proper disposal of waste and we established the procedure for action, based on confirmed cases or suspected cases, that is, those with symptoms of COVID. 19 that were close contact of a confirmed case.

Management of occupational risks

In our **Sustainability Policy** we are committed to *"Identify, control, evaluate, correct and prevent all risks derived from our operations that in terms of safety and health may affect our colleagues, suppliers, contractors or the community in general."*

In this framework, **the Occupational Health and Safety Management System reaches all colleagues and workplaces** where Industrial, Packaging, Agricultural and Harvest activities are carried out.

Our Health and Safety teams monitor all tasks in progress and those planned, to ensure that workers have the necessary knowledge and the appropriate personal protection elements to prevent any accident or illness. In addition, it trains the leaders of each area so that, through the use of specific tools, they are the ones who detect and channel deviations autonomously, thus generating a more robust health and safety management. The performance indicators are shared in the daily and weekly multidisciplinary site tables, where are developed the actions, aimed at closing the detected gaps that could prevent accidents or incidents of the same nature in this or other sites, for example: the protection of a team with moving parts, this is how we incorporate continuous improvement into our daily routine.

When it comes to specific larger projects, such as the expansion of a work center, a shared worktable is started with all areas led by the Project Manager. In it, Health and Safety, as well as the rest of the intervening areas in addition to the operation (Environmental Management,



Priority

Caring for the safety and health of our people is our absolute priority.

The ARO trainings are a good way to detect deviations due that, in them, the operators are suggesting preventive measures to control risks.

Quality, Engineering & Maintenance, IT, Human Resources, etc.) analyze the new operating scenario: from its infrastructure to its operational flow, to anticipate necessary improvements in aspects ranging from legal regulatory compliance to good practices in the sector. For example, in health and safety, it would consider the necessary authorizations to operate, the safe movement between people and machines, the acquisition of new equipment with the necessary protections already incorporated, identification of the pipes according to the standard, visible safety signs in each sector, training of new staff in each task or process, among others. We call this Early Project Management.

Main functions of the Occupational Health Service

Awareness, risk minimization, joint work and training are essential for the management of occupational risks.

To identify risks, different management tools are used:

- ✓ **1. ROLE RISK ASSESSMENT (RRA)**
Role Risk Assessment (RRA), which takes into account routine or non-routine tasks, considering each risk based on the Probability of Occurrence x Consequence, which determines the Level of Intervention. This tool allows the Management to take action.

Occupational Health and Safety

Focusing also on the colleague's family and the community, we promote health and we work on disease prevention through several programs.

Those who carry out Critical Activities, such as work at height, with electrical risk, where there is a risk of explosion, tasks in confined spaces, loading by cranes, and work with ammonia are required to have a work permit.

✓ **2. OCCUPATIONAL RISK ANALYSIS (ORA)**
Systematic **Occupational Risk Analysis (ORA)**, of any task, whether routine or non-routine, in which:

- ✓ The basic steps are detailed.
- ✓ Potential risks to occupants of positions are identified and listed.
- ✓ Preventive measures are defined to control potential risks.

The ORAs and RE's are reviewed at least once a year or before, whenever there are:

- ✓ Changes in legislation or adoption of international standards that are more demanding than local ones.
- ✓ Introduction of new risks: new technology, facilities, materials, substances, workplace, methodology or changes in the organization.
- ✓ Relevant changes in previous existing risks.
- ✓ Claims
- ✓ Enforcement Authorities Inspection
- ✓ Introduction or changes in preventive measures.
- ✓ Incidents, accidents or emergency situations that have occurred
- ✓ Introduction of new staff categories: Temporary, internships and disabilities.

✓ **3. GENERATION OF RISK ALERTS**

It is a tool to **detect and correct unsafe acts and conditions**. All colleagues are authorized to carry out a risk alert, whenever a risk situation is observed due to:

- ✓ **Unsafe act:** it depends only on the person whenever he/she is not respecting a work procedure. Example: the colleague does not use the stair railing to circulate on it.

✓ **Unsafe condition:** Depends on the work environment. It is not providing the colleague with a safe work environment. Example: a staircase without a railing.

We seek that both leaders and their teams generate a risk alert in their sector with a high frequency since it is an indicator of the degree of adherence to the procedures established for the different routine tasks, and in turn, helps to prioritize the investments that are made each year to reduce unsafe conditions through job site improvements. We aim to close 85% of the risk alert lifted, since we do not settle for the diagnosis, but we require that each condition or unsafe act has a closure, and only then does this key performance indicator reflect a real improvement in the workplace.

✓ **4. WORK PERMITS**

It is a tool that allows us to carry out a preliminary analysis to control risks, before starting potentially dangerous tasks.

✓ **5. PROGRAMMED SECURITY ASSESMENT**

It is a tool that enables security monitoring through a Check List that identifies aspects related to unsafe Acts and Conditions. It is very useful for the Health and Safety area to train the leaders of the sectors in the most frequent deviations

✓ **6. MULTIDISCIPLINARY MEETINGS OF LEADERS**

As part of SAVIA's Management Pillar, daily, weekly and monthly meetings are held at each work

site where key performance indicators (KPIs) are controlled, such as Accidents with Lost Days, Notices Risk of work generated and closed.

Through these methodological processes we seek to:

- ✓ **Train staff** with ORAs to perform the task safely, know the dangers and apply preventive measures.
- ✓ **Generate Notices** to promote the detection of unsafe acts and conditions, in order to promote the Safety culture.
- ✓ **Closing of Notices** to ensure the resolution of the observations in the foreseen time and to carry out training so that they are not repeated. By incorporating changes to work standards, we build continuous improvement with a solid foundation day by day.

In the case of a **High Potential Accident or Incident Investigation:**

- ✓ Within the first 24 hours, the Health and Safety coordinator, manager and the head of the area involved, medical service, the occupational doctor and the third party's if necessary, and the HR manager are reported.
- ✓ Within 7 days from the accident, an investigation report is made and communicated to all those responsible.
- ✓ In the weekly meeting, the Security Alert is shown, which is a more in-depth report of what happened and its causes. It must be shared with the area table members to be informed, and the Global team is in charge of its replication in the workplaces of other countries for its analysis and diffusion.
- ✓ A weekly action monitoring meeting is held until the corrective action plan is finalized.

The **Mixed Health and Safety Committees** are present in all our operations and are formed by

the Health and Safety teams, colleagues and union delegates. This are spaces in which colleagues can consult and participate with what they consider, may affect the health and safety at work.

With a consensual agenda topic, concerns are raised and then actions are implemented, ensuring that these actions are closed in the proper time.

In this Committees, in accordance with current regulations, their representatives may in charge only for a limited period of time.

Within the Annual Training Plan, generic training is provided such as first aid, fire control, road safety, protection elements, good agricultural practices, among others; as well as specific dangers, dangerous activities or dangerous situations related to each job, so that each role knows the health and safety aspects that it must take into account to carry out its activity.

Main functions of the Occupational Medicine Service

-  We make evaluations on physical capacity, as well as mental and emotional characteristics.
-  We provide first medical assistance in emergency cases, injuries and professional illnesses.
-  We help staff to preserve and improve their health, providing preventive services.
-  We provide guidance on treatments for colleagues affected by non-occupational diseases.

06

We Take Care of
Our Environment



Committed to Nature

We conduct our production activity in harmony with nature. We are committed to the community and the environment in each of the regions where we carry out our production activities.



Sustainability
Our operation must meet stringent sustainability and environmental care criteria.



Environmental Monitoring System
Covers all environmental measurable aspects of our operations.

Pillars of Our Environmental Management



Environmental Risks

We identify, monitor and assess environmental risks arising from our operation, in order to minimize their impact, preserve biodiversity and prevent pollution.



Natural Resources

We make rational and efficient use of water, energy and soil.



Waste

We minimize emissions and waste generation and promote alliances for their valuation.



Communication

We maintain a transparent and open communication on environmental issues with the community, regulatory authorities, customers and all stakeholders.



We take care of the resources that nature gives us

We work at all our sites for a responsible management of water, energy, supplies and waste.

ENVIRONMENTAL MONITORING SYSTEM
It consists of a tracking and recording plan with an auditing schedule intended to verify compliance with the rules and correct, minimize or mitigate the **impact of our production on the environment**.

CONTINUOUS IMPROVEMENT
In the framework of the execution and implementation of SAVIA, our **management system**, and as part of the Continuous Improvement process, **we define environmental indicators and dashboards** that are reviewed on a monthly basis.

As a result of this work routine, we have prepared action plans intended to prevent, correct deviations and maintain a high environmental performance.



Efficient Use of Natural Resources

Energy

We make a responsible and efficient use of energy. We work in each country to reduce energy consumption and optimize its use through different initiatives.

The incorporation of clean energies into the energy matrix represents a milestone in our commitment to carbon footprint reduction and sustainable development in all our operations. Thus, we affirm our vocation for creating value in harmony with the environment.

Climate Action

Climate change is threatening the future of our planet. In order to reduce the carbon footprint of our operations, in 2020 we launched our Climate Action Plan that includes the incorporation of renewable energies, the periodical calculation of the greenhouse gas inventory and the conservation of hectares of native woodlands that serve as a CO2 sink.

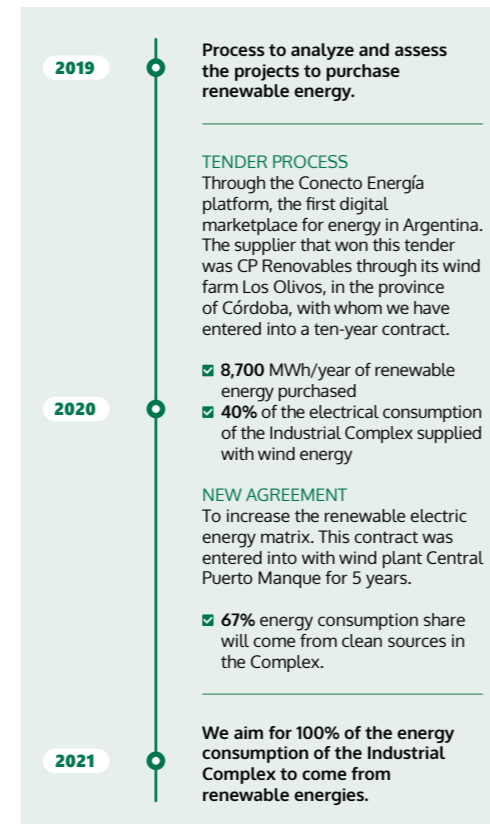
Carbon Footprint

In 2020 we completed the greenhouse gas inventory for all operations of San Miguel with base year 2019, developed based on the GHG Protocol of the World Business Council for Sustainable Development and the World Resources Institute.

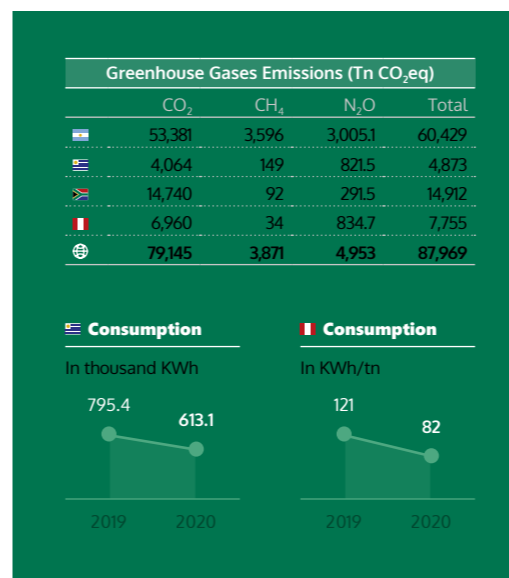
Through the carbon footprint we estimate the GHG emissions we generate during the whole life cycle of our products, from procurement of raw material to the time they are ready for distribution.

This inventory will allow us to standardize the calculation process, report emissions at a corporate level for all the countries where we operate and lay the foundations for a more efficient emission management. Based on these metrics we may set goals and identify opportunities for emission reduction and efficiency throughout our value chain.

 67% OF RENEWABLE ENERGIES IN OUR ENERGY MATRIX



Through these measures, we contribute to the attainment of the Sustainable Development Goals, regarding responsible production and clean energy use. Additionally, we have reduced the use of fossil fuels and contribute to the development of local economies by creating jobs and higher income for the Wind Farm locations.



Sustainability

At San Miguel, we want to contribute to the reduction of greenhouse gas (GHG) emissions, one of the main pillars to slow down climate change.



Climate Action Plan

Within a 10-year period, we will avoid emitting 73,972 tons of carbon dioxide and capture more than 370,000, which is equal to what 700,000 people consume at home.

Actions



- ✓ We have transformed the electric power supply system incorporating clean energies in our main operating unit, the Famaillá Industrial Complex (Tucumán), supplying more than 67 percent with wind power.
- ✓ This way we triplicate, five years in advance, the goal set by Argentine Law No. 27191 on Renewable Energies that requires that by 2025 20% of electricity demand be supplied by clean sources produced in the country.



- ✓ We use 100% of renewable energies.
- ✓ We have cut electric power consumption by 22% in packing.
- ✓ We have undertaken the plan to replace lights with LED technology, which will generate energy savings of 75 percent.



- ✓ We improved by 32 percent the efficiency of electric power consumption in the Chinchá packing plant.
- ✓ We installed solar panels in strategic points.
- ✓ We manage storing in cooling chambers, ensuring they are fully occupied.
- ✓ We monitor the turning on and off of the lights in work areas.

Efficient Use of Natural Resources

Water

Water, which is essential for life and food production, is crucial for the sustainable development of our production activities.



Responsible use
Has a dominant role in San Miguel's environmental management.

The Water Footprint decreased by 22% at our farms in Chíncha and Chepén.

Water Footprint

WATER FOOTPRINT REDUCTION

We always challenge ourselves to seek opportunities to improve the use of such a valuable resource, not only for the company, but also for all the communities We Are Part of.

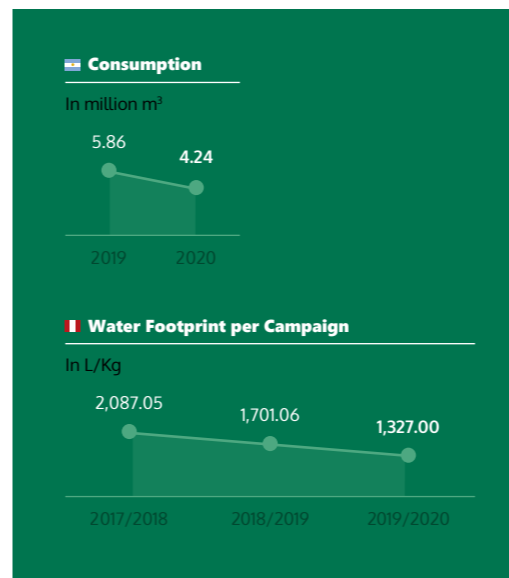
To such end, we have taken steps to get the **Certificado Azul**, a distinction that recognizes companies for their responsible use of water and we joined the **Water Footprint Program** created by the **Autoridad Nacional del Agua (National Water Authority)** of Peru.

This initiative encourages participating companies to measure their water footprint, execute projects intended to save water and implement initiatives that positively impact the neighboring communities.

Water footprint is a multidimensional indicator that assesses water-related environmental impacts. It consists in measuring the volume of fresh water used to produce our fruit throughout our supply chain.

In Peru, we started the analysis in **grape, avocado and mandarin production**, and implemented a number of projects to have a positive impact through reduced water consumption per ton of fruit produced.

In order to reduce water loss, we have roofed the reservoirs in Chíncha to prevent evaporation, while in Chepén we have **replaced 115,000 meters of irrigation hoses** with new models that are more efficient.



Actions



- ✓ We have defined the measurements and works required to get actual consumption data of each process.
- ✓ We have installed flow meters in Farms to measure water consumption for irrigation and spraying.
- ✓ We continue reusing water for fruit drying and washing.



- ✓ We incorporated pressure gages to measure soil moisture and optimize its efficiency.
- ✓ We continue managing irrigation with Phytomonitoring in farms, using Water Balance calculation to optimize it.



- ✓ We have reduced water use by 28%.
- ✓ We monitor irrigation to avoid wasting along with Lower Sundays River Water User Association.
- ✓ We continue with rooftop rainwater harvesting to reuse water.



- ✓ The Water Footprint decreased by 22% at our farms in Chíncha and Chepén.
- ✓ We have roofed the reservoirs in Chíncha to prevent evaporation.
- ✓ In Chepén we have replaced 115,000 meters of irrigation hoses with new models that are more efficient.

Efficient Use of Natural Resources

Sustainable Soil Management

We promote a sustainable method of land use to avoid its degradation and other related long-term problems.

We have a registration and continuous monitoring system of crops and agricultural operations at every farm and nursery, and we analyze soils according to the topographic characteristics of the area.

In all our operations:

- ✓ We characterize environments and classify units at landscape level.
- ✓ We identify soils from the agricultural point of view.
- ✓ We define the lands suitable for growing crops, planting site and variety/rootstock combination used in each case.
- ✓ We prepare maps of the farms to make provisions for cover crops and planting and growth programs.
- ✓ We consider the topographic features and the watershed through satellite images and planialtimetric maps.
- ✓ We maximize water efficiency, generating plant coverage in the area with the highest concentration of the active root system.
- ✓ We use chipping when we renew or prune crops to add chips into the soil as organic matter.
- ✓ We incorporate mulching of plant residues to maintain soil moisture and increase organic matter content.
- ✓ We prioritize the use of biological products over phytosanitary products.
- ✓ We regulate the use of fertilizers and phytosanitary products in order to minimize the impact on soil, on water sources and on plant and animal species.
- ✓ We have the Pest Monitoring area to minimize the use of chemicals.
- ✓ We manage agrochemical empty containers according to the regulations in force.
- ✓ We have a fallowed field schedule.

ACTIONS

✓ WILDLAND AND CULTIVATED AREAS MANAGEMENT PLAN

We continue updating the **Wildland and Cultivated Areas Management Plan**, seeking to protect woodlands with high environmental value since they are woods connected to river courses that serve to protect the productive system, preserving soils and protecting stream banks. In 2020 there were no significant changes in the total values of both areas in each of the properties, and the forest area also remains constant.

✓ ANALYSIS OF PRIORITY AREAS FOR RESTORATION ACTIONS

We conducted an **analysis of priority areas for restoration actions** through the GIS system - *Geographic Information System Mapping Technology* - which integrates various data sources, analyzing the spatial location in information layers through maps and 3D scenes.

✓ FIRE PREVENTION

Through the **Protected Productive Landscape Program**, we work on **fire prevention**, a core issue to protect soils and biodiversity, holding a **training day** for Field, Environment, Health and Safety managers.



Proper use

The proper use of soil and environmental zoning in our operations respond to the distinctive features of each region.

Actions



- ✓ We continue updating the **Wildland and Cultivated Areas Management Plan**, seeking to protect woodlands with high environmental value.
- ✓ We conducted an **analysis of priority areas for restoration actions**.
- ✓ Through the **Protected Productive Landscape Program**, we work on **fire prevention**.



- ✓ We **planted between rows**, allowing the **growth of pastures** that **minimize soil water evaporation** and **provide natural organic matter**, thus reducing the need to apply chemical products.



- ✓ **At present, lemon production is totally free from organophosphorus compounds.**
- ✓ **We have reduced the use of nitrogen fertilizers by 10%** in our lemon plantations.
- ✓ We have incorporated **biological products** (entomopathogens) **for pest control**.



- ✓ We implemented **irrigation in raised beds**, thus preventing the erosion of the entire land.
- ✓ We dump **liquid waste** from hand-washing, filters and tanks into **evaporation ponds** in order to **avoid direct contact with the soil**.

Efficient Use of Natural Resources

Biodiversity

We work in nature and assume the responsibility of conducting our activities, constantly seeking to harmoniously integrate production and the biodiversity with which we interact.

We plan for the proper use of land, protect native ecosystems and promote the enhancement of the value of flora, fauna and ecosystem services that inhabit our farms, building strategic alliances with different territorial stakeholders.

BIODIVERSITY STUDY

We have conducted a **pollinator diversity study** analyzing the influence of their presence in the woods.

This demonstrated that **these areas are a significant source of wild pollinators** and that the landscape context is related to production. Therefore, maintaining and preserving large fragments of woods such as those of Caspinchango Farm, ensures keeping the pollination role for native plants and trees while contributing to lemon production.

Additionally, we carried out a study to **characterize bird species**, their specific wealth, abundance and compare their presence in the different types of plant coverage.

55 sites between the Caspinchango y Monte Grande farms were sampled, with a total of **61 species in Caspinchango and 43 species in Monte Grande**. The family with the highest number of species detected in both farms was **Tyrannidae**, followed by *Accipitridae* and *Thraupidae* in Caspinchango and by *Thraupidae* and *Furnariidae* in Monte Grande.

From the point of view of **food**, in both farms **arthropods** play an important role for the bird population of the place, being part of the diet of more than 54 percent of the species in Caspinchango and 74 percent of the species in Monte Grande.

As part of our **aquatic ecosystem monitoring**, we carried out with the technical team of ProYungas the sampling of sites at Caspinchango Farm to **survey the diversity of aquatic macroinvertebrates**, which are useful as bioindicators of the quality of water and the aquatic ecosystem.

The analysis of water from streams, rivers and the study of bioindicator populations yielded the following results:

- ✓ **New taxons were found at the sampling sites** that have not been previously detected.
- ✓ **The six streams had excellent water quality and excellent gallery forest and river habitat quality.**
- ✓ **All sites showed heterogeneity of micro-environments to be colonized by a variety of aquatic organisms.**

Species rescued and relocated at Sylvania Farm

Species	Number
Fauna	
<i>Red sided skink</i>	1
<i>Angulate tortoise</i>	3
<i>Spotted thick toed gecko</i>	2
<i>Uroplectes scorpion</i>	2
Flora	
<i>Gasteria bicolor</i>	47
<i>Asparagus sp</i>	1
<i>Aloe africana</i>	4
<i>Euphorbia ledienii</i>	14
<i>Euphorbia mauritanica</i>	6
<i>Euphorbia clava</i>	1
<i>Ledebouria fimbriata</i>	22
<i>Crassula (sosatie plant)</i>	5
<i>Crassula sp</i>	6
<i>Cotyledon</i>	20
<i>Pachypodium sp</i>	4 and + 50 seeds
<i>Pelargonium (geranium)</i>	+ 20 cuttings
<i>Hypoxis sp</i>	15



Birds

The presence of the *Megarynchus pitangua* species stands out, which has no previous records for the province of Tucumán.

Actions



- ✓ **61% of the total area of our properties, 7,282 hectares, are preserved as wildlands.**

- ✓ **We have executed 100% of the 2020 Biodiversity Plan**, getting results that allowed us to define actions to be developed in 2021.



- ✓ In order to protect and preserve the integrity of native fauna that inhabits the area of Farm 33, **we delimited two conservation areas identifying related ecosystems.**

- ✓ We formalized our commitment to submit the **biodiversity study** with the Dirección Nacional de Medio Ambiente (National Environmental Agency).



- ✓ We implemented the Biodiversity Plan completing the **Flora and Fauna search and rescue program**, prior to delimiting the land intended for sowing.

- ✓ **Flora was relocated** to increase the density of native plants, **as well as the animals rescued**, to ensure conservation of species in the area.



- ✓ We put **signs related to biodiversity care** in strategic locations of our farms.

- ✓ We held **trainings** for our colleagues related to flora and fauna care and protection.

Efficient Use of Natural Resources

Effluents

We have systems and technologies for the treatment of our effluents and environmental monitoring programs, which allow us to have greater control in order to ensure their effectiveness and proper final disposal.

We carry out a responsible management of supplies, raw materials and waste generated with circular economy practices. This allows us reducing, recovering and reusing waste from our operations or transforming them into other useful element that adds value.

EFFICIENCY IMPROVEMENT

We achieved **86% efficiency** in a sustained manner of the anaerobic reactor of the Effluent Treatment Plant.

Within the **UASB Reactor efficiency improvement plan**, in 2020 we worked on temperature, a critical parameter that may allow or prevent the practical use of anaerobic techniques. Thus, we were able to generate **granular sludge surplus** for the first time since the installation of the reactor. This allowed that it could be available for reactors of other industries.

Under INTEGRA, our knowledge management tool, we **documented all significant equipment** of the Effluent Treatment Plant. In this way, we were able to **map the most critical aspects** of each one and **create work standards** for the critical tasks mapped.

This year, as every year, we conducted the **environmental monitoring of the water quality of the basin** where the final effluent is dumped. At the same time, we have monitored **ground water quality** of the sites used for disposal of organics.

IMPROVEMENT PLAN OF THE EFFLUENT TREATMENT PLANT

We have completed one more stage in the **improvement plan** of the Effluent Treatment Plant in Novacore, the industrial operation we have under a Joint Venture scheme in Uruguay, achieving **significant improvement in the performance of the Plant and the quality of the effluent dumped into the water course.**

We operate efficiently, working on a more constant feed flow **obtaining a better quality clarified effluent**, clearly evidencing on the **health of the treatment ponds** during the harvest season.

With the work carried out in the last 2019 and 2020 harvest seasons, **we managed to reduce BOD5** (biochemical oxygen demand - a method used to determine contamination), both in the **annual average values (58%) and the maximum values by 80%.**

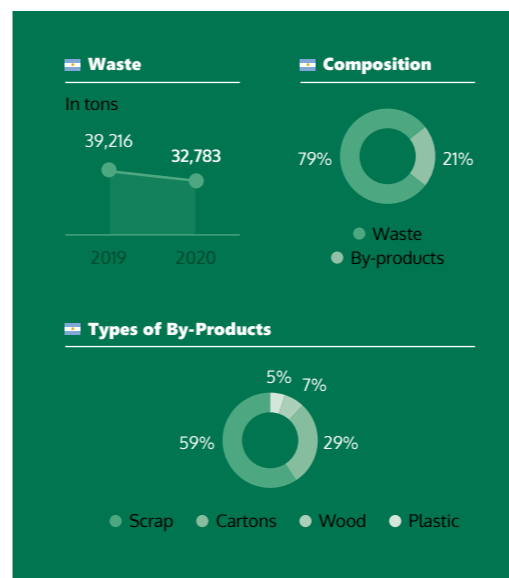
We performed upstream and downstream analysis of stream La Curtiembre at the beginning and end of the harvest, with good results.

With the elimination of pond 0, we achieve that **all the effluent that arrives from the Plant passes through all the Stages of the Treatment Plant, obtaining dewatered sludge that allows proper management and final disposal.** With the incorporation of the chute for dewatered sludge, we have streamlined management of this flow, **avoiding generating odors, leaks and dirt in the area.**

Additionally, we have built a new sampling chamber to comply with the Ministry Resolution of **effluent continuous monitoring, which will be commissioned in the next 2021 harvest season.**

Waste

As part of our management system, we monitor waste generation at source and trace all the streams to ensure they are properly managed.



Actions


- 
 - Our 2020 goal was to **reduce the volume of waste generated and ensure traceability during its final disposal.** We got favorable results in both challenges. **We have reduced + 16% waste generated in natural ingredients.** We implemented a **monitoring and traceability system** for currents generated. This allowed **recovering recyclable materials.**
 - We adhered to the **Clean Countryside Program** for managing empty phytosanitary containers.
- 
 - We started **mapping waste without final disposal in field and packing, while defining strategic storage places.**
 - We reached an agreement with a waste management company in Novacore.
- 
 - The **waste management procedure is well-established** in our farms, with assigned areas to ensure its classification.
 - Recyclables** are sent to authorized recyclers to ensure they are **transformed into new products or raw material** for further use and to prevent them from being sent to final disposal.
 - In 2020, we undertook **audits of our waste treatment and recycling companies to check the proper and environmentally friendly management** of the waste delivered.
- 
 - We revised the central waste warehouse management to ensure proper segregation, prior to final disposal.


Efficient Use of Natural Resources


Certifications

These certifications validate compliance with national and international standards and allow us to give an account of our commitment to caring for the environment, natural resources and biodiversity.

It is possible to produce profitably and preserve the environment, in the different stages of production activity.

 **PROYUNGAS**
We validated compliance with the principles of the ProductoYungas certification.

 **GLOBAL GAP**
We have certified Farm 33 under Global Gap, a standard that assesses Good Agricultural practices and is recognized by the Global Food Safety Initiative, ensuring production risk management and reduction.

 **SIZA**
We completed the **first SIZA Environmental Audit** for our farms, validating:

- ✓ The Environmental Management Plan for our daily operations and activities, which covers water, land, energy, materials and waste and biodiversity management.
- ✓ The integrated risk assessment of environmental impacts focused on: soil, water, ecosystems, energy, materials and waste.
- ✓ The survey of predominant flora.

 **CERTIFICADO AZUL**
We obtained the certificate of participation in the **Water Footprint measurement** under the **Certificado Azul** program.



Environmental Awareness

We encourage the environmental awareness and culture of our colleagues through an Annual Training Plan in all operations.



Talks and workshops on good practices

Colleagues and contractors may evaluate how daily actions impact on the environment.

Monitoring and deviations surveyed

Help us to determine specific training needs in different roles and functions.

Actions

-  ✓ We celebrate the **World Environment Day, Water Day and Earth Day**. On these special dates, we raise awareness on the rational use of natural resources and biodiversity. We also share data of the situation worldwide and in our own operations, and organize contests to encourage participation.
-  ✓ Together with Fundación ProYungas, we run **trainings in "Protected Productive Landscape"** for area heads and colleagues related to the agricultural activity.
-  ✓ We give **talks about: Waste management at Farms and Packing, Carbon footprint and greenhouse effect gases, Sustainable Logistics**, with the participation of carriers that provide us their service.
-  ✓ We created **environmental alerts** as part of the training in environmental awareness and included different **environmental issues in the induction** to Environment, Health and Safety for all field staff.
-  ✓ During the **monthly talks** we have worked on: Solid waste management and segregation, Wildlife protection, Water Resource Management, Hazardous waste management.
- ✓ During **colleague's onboarding and visitor inductions**, we made emphasis on: Reasonable use of water and energy resources, Proper waste segregation, Flora and fauna protection.

07

Our Link with the Communities




Social Investment Strategy

Promoting education for work and employability; contributing to zero hunger, fostering health and nutrition; and driving the development related to infrastructure and attending basic needs, are the commitments taken for our communities.



Support

Through different programs and actions, we provide support to the populations closer to our operations in Argentina, South Africa, Peru and Uruguay.

 Our operation is developed in rural populations, which growth is associated to production activities that require intensive labour during a specific period of the year, determined by the harvest season.

These characteristics that are shared in all of our areas of influence, together with the company's vision and its business identity, substantiate the **guidelines and mission of our social investment strategy: creating opportunities** for the people who live in such communities **to be able to grow in a sustainable way and beyond the harvest season, providing tools and improving the life quality** of temporary collaborators, their families and neighbours in the areas closer to our operations.



The Axes Of Our Programs



Health



Development



Education

Health

During 2020, the complex pandemic context has evidenced the essential role of health as a platform to access other rights, as well as the shortfall of coverage systems in the countries where we operate.



Responsiveness

From San Miguel, we work to strengthen our responsiveness in front of this emergency situation and to contribute with access to food for the more vulnerable populations.

Actions > Responding to the Pandemic



"CREATING HEALTH IN TIMES OF PANDEMIC"

We launched this new program focused on the prevention and detection of **Coronavirus and Dengue** risk cases in the neighbourhoods adjacent to our operations in **Tucumán (Est. Padilla, Caspinchango, Monte Grande and La Calera)**. Allied with the health authorities and the Boreal Foundation, it covered:

- ✓ **Visits** of health care professionals to every house in order to detect risk group patients, deliver hygiene kits and reinforce preventive measures.
- ✓ **Preventive medical check-ups** in a **mobile clinic** that visited the neighborhoods.
- ✓ **Training of community referents in the four localities** to generate knowledge and develop installed capacity.

Further, we have donated medical equipment and personal protection items to **Famaillá Hospital**.



We focus our contribution on **fruit donations** to different **institutions**. Besides our support to Esperanza Centre and the Elderly Nursing Home in Young, we also support NGOs, such as Redalco, neighbours associations, soup kitchens and senior centres that **provide food aid to vulnerable neighbours in Young, Montevideo, Fray Bentos and Canelones**.

In 2020, we also incorporated **fruit donations to temporary collaborators** that work in the fields.



Within the framework of the **Sundays River Valley Collaborative Project**, together with other local companies, and in coordination with health authorities and the local hospital, we **donated food rations**, and contributed to the **sanitation of high risk infection zones**, we **provided personal protection equipment** and made **transport** available.

Scope

✓ **+570**
Visits health care professionals

✓ **+250**
Families covered

✓ **+200**
Medical check-ups in mobile clinic

✓ **170**
Risk families detected, referred and monitored

✓ **4,000**
Kilos of fruit donated

✓ **1,000**
People reached

✓ **+17**
Institutions benefited

✓ **+3,600**
Rations of food donated

✓ **8**
Communities sanitised

Actions > Responding to the Pandemic



HEALTH INFRASTRUCTURES AND EQUIPMENT

In the **Peruvian** localities of **Chincha and Chépén**, we contributed with the **revitalisation of hospitals and primary health care centres**, and also **donated safety supplies and items** to local organizations of the different community centres.

CHEPÉN

In **Chépén**, we participated, together with local actors, in the **construction of a 120m² room for intermediate care** in the health institute "EsSalud Chépén". Besides, we **donated wooden benches and pressure metres** to Pacanguilla Health Centre.

Likewise, we facilitated **staple food** to San Juan de Dios Populated Centre and to Sagrado Corazón de Jesús Disabled Children Shelter, apart from **supplies**, such as **fuel, firewood, mattresses and tyres** to local families and organizations. We collaborated with Chépén Firefighters Company in the repair and **maintenance of its ambulance**.

CHINCHA

In **Chincha**, we collaborated with **health care equipment (stretchers and benches) and medical supplies (protection equipment, health kits and medicines)**, for the "EsSalud Chincha" health institution, and for staff from the Health Station of Poblado Hoja Redonda Health Centre. It was here where we also contributed to the disinfection and installation of hygiene stations in the area's community spaces as well as helping with the design and implementation of the traveling market where we donated protection masks for the community.

Furthermore, we collaborated with the **sanitation and installation of handwashing stations in the different populated centres**, and we **delivered supplies to the Police and Army**.

Scope

✓ **6**
Health institutions we collaborated with in 6 communities

✓ **7**
Local government institutions we articulated with

✓ **6**
Truckloads of firewood delivered to 200 families

✓ **50**
Children in the shelter received food

✓ **200**
Packs of food donated to 200 families

Health

During the pandemic context, we managed quickly to adapt the most relevant health programs that the company has been developing for several years:



“Caregivers”

From San Miguel, we not only accompany the daily work these women do, but also facilitate their ongoing professional development by means of an annual training plan.

Actions



NUTRITION AND HEALTH WORKSHOPS

Due to the pandemic, we have adapted healthy eating and health workshops, which we have been carrying out for several years, to an **online modality**. In WhatsApp groups and online meetings, this new modality has become a **permanent communication channel in the communities**.

Nutrition. By means of the “**Shared Flavours**” workshops, we provided **educational and professional information on healthy eating and other healthy habits** to rural women from Estación Padilla, Monte Grande and Caspinchango neighbourhoods.

The online modality implemented during the pandemic, has brought a **more active participation of women** from these communities, who, besides receiving information, have created and shared their own recipes on the online group. Also, several of them have shown an interest in **producing and selling the products that they've learnt to make in the workshops**, so in the last quarter of the year, we **started a pilot test** on content related to how they set up their businesses, and the provision of a minimum of supplies so that they can launch their first sales at Christmas time.

Health. We continued with the **Comprehensive Health Advisory** for young people in the secondary schools of Estación Padilla and Montegrande de Famaillá neighbourhoods. From San Miguel, we **contributed**, through a specialist, **advisory on complex adolescence-related issues**. The goal of the workshops is to create a safe space with **active** and unprejudiced **listening**, where adolescents are provided with guidance and information on topics of their interest, articulating and making referrals with other formal agencies when necessary.

In 2020, the workshops had a **core role in supporting adolescents and their mothers due to the pandemic**, providing a space for emotional support as well as **school education support**. Some of the topics consulted on were: Dengue and Covid prevention, adolescents' social isolation, sexual myths, adolescent pregnancy, grooming, cyberbullying and bullying.

Scope

- ✔ **80**
Cooking workshops delivered
- ✔ **52**
People completed the cycle
- ✔ **3**
Rural areas reached
- ✔ **50**
Health workshops carried out
- ✔ **25**
Mothers counselled
- ✔ **30**
Students on average benefited every month
- ✔ **52**
Cases referred to customised counselling

Actions



“CARING BOXES”

In order to address the food necessity resulting from the health and economic crisis, we reinforced this program that offers agricultural collaborators a basic food basket at a solidarity price. This year, in the deliveries, we **incorporated** educational materials, such as **recipes, tips and games** in order to incorporate the healthy eating habits topic in conversations at home, and **promote the best eating habits** in the families.



“CAREGIVERS” - PRIMARY CARE

We provide **health care to people with diseases** who, due to their pathologies, cannot leave their homes and have no possibility of going to a public hospital. **3 caregivers** visited Valencia county in South Africa permanently, allied with the Sisters of Mercy institution, to provide primary health care to such patients. Additionally, weight and size check-ups were carried out in children in the community's early childhood ward.

During the pandemic, these women had a core role, providing **information, supplies and food to these homes**.

WHISPERS PROJECT

We provide **feminine hygiene products to primary school girls** in Addo, who can't have access to such products for economic reasons. The lack of these sanitary items lowers their self-esteem, and leads to missing school days and social or sports activities, limiting their possibilities of development. The products donated are distributed through Sisters of Mercy.



MEDICAL CAMPAIGNS

Campaigns were carried out, addressed to our colleagues, to **prevent breast cancer, pap smear, diabetes control, tetanus and influenza vaccine**.

Scope

- ✔ **+3,000**
Food boxes
- ✔ **300**
Collaborators
- ✔ **+60**
Families assisted
- ✔ **45**
Adults cared for
- ✔ **100**
Children cared for
- ✔ **200**
Rations of food delivered
- ✔ **35**
Girls benefited
- ✔ **500**
Packs of sanitary products distributed

Development

Within the framework of this axis, we continue driving community development, bringing infrastructure and technology to meet basic needs and contribute to improving the life quality of the communities adjacent to our farms.



Water

Water is a vital resource for people's development, and is essential to be able to achieve other essential rights, such as the right to health or food.



South Africa

From San Miguel, we contribute to the access to water facilitating an ongoing drinking water supply to neighbours and collaborators.



Argentina

We contribute to the access to water driving running and indoor water connection initiatives for the neighbours from the communities adjacent to our operations.

Actions > Access to Water



In 2019, we started this **water connection** program for La Calera neighbours, close to our Santa Isabel Farm. In 2020, in alliance with multiple local actors (INTA, Sepapys, the Famaillá Town Hall and community delegations), and even in a pandemic context as the one we've been through, **we managed to finish works** in Monte Grande neighbourhood, and started works in Caspinchango neighbourhood. In all, this initiative has reached **85 families** that had been historically supplied through tanker trucks that provided them with water in their doorways. In 2021, we plan to supplement the works with training that will include hygiene habits and the correct resource use.

“The water carrier brought water three times a week, but it wasn't enough. I'm very grateful and delighted with the water they've connected. I thank everyone who has done their best to set up this water network”

María Luisa, a Monte Grande neighbour.

“Before, we had to leave the laundry for the following day because we couldn't use all the water. For the kitchen, to drink water and do the dishes, we had very little water. Now, with this system, it's better”

Graciana del Carmen.

Scope

- ✓ 85 Families
- ✓ 71 Homes
- ✓ 276 People



We have incorporated **rain water collection systems** in our farms, **we monitor it's quality**, and offer it to our collaborators in order to facilitate a **drinking water supply**.

Further, in the small rural community in front of the Mfuleni farm, we detected that the neighbours had to transport water on a weekly basis from several kilometres away to supply themselves. In the face of this situation, we set up a **purification system and four 5000-litre tanks**, each of them to pump water from our irrigation dam and to supply **25 dwellings**. Two main lines leading to the houses were installed, one of them transporting drinking water and the other one to be used for gardening and small crops in the community. Each house received two water points with valves.

- ✓ 4 5,000-litre tanks set up and a purification system
- ✓ 25 Dwellings

Actions



GROWTH OF THE COMPANY JOINTLY OWNED WITH COLLABORATORS

In 2018, San Miguel decided to actively contribute to the empowerment of historically vulnerable groups in South Africa that, so far, had not had an opportunity to participate in the development of an agricultural business. Therefore, in 2019, the Thudana Citrus Group was set up, a company co-owned with collaborators, whose main shareholders are: San Miguel, a private capital partner, and a colleagues' fund.

The colleagues' fund received a donation of 30% of the equity interest, and is made up of 120 collaborators from vulnerable groups that work for San Miguel SA or Thudana. The shares received are not associated to their jobs, which ensures not only their autonomy but also their families' autonomy in the future as well.

The company is led by a Board where colleagues are represented by two members of the fund (trust). Since its creation, San Miguel has accompanied the fund's members and beneficiaries regarding the citrus fruit business operation and providing ongoing training for them to be able to understand and develop their shareholder role. Within the framework of the education plan, topics such as compliance, finance, computing science are taught, while the development of soft and technical skills is fostered.

2020. The second year of operations in Thudana, was a great period for growth. We managed to achieve production and business objectives, and went deep into the company's identity and management. For example, they chose the Thudana logo, together with all the corporate visual identity materials, such as posters, outfits and in-house communication channels. Besides, in 2020, **Thudana Citrus launched its first Corporate Social Responsibility initiatives**, developing sewing courses for women in the community. These included the delivery of a full kit, with which they managed to fix clothes and create products in high demand, such as bags and protection masks.

Scope

- ✓ 2019 Under a co-ownership scheme, San Miguel created a new company called Thudana Citrus. Since then, we have supported them in the development of the business and their own skills in their new role.
- ✓ 30% Of the equity interest donated.
- ✓ 120 Collaborators make up the colleagues' fund



Logo

Education

Education is an essential pillar as a social comprehensive education process for people's development and the promotion of economic and social inclusion.



Germinar Program

We offer a suitable environment to guide Rural Women with regards to the development of new entrepreneurships, thus consolidating an additional income for their families, and a basis for their personal development.

Actions



GERMINAR PROGRAM

We launched the COVID Fund to assist entrepreneurships. In 2020, we identified that female entrepreneurs were having difficulty sustaining their entrepreneurships. For that reason, we launched the COVID Fund with specific raw materials delivery to reactivate their projects.

Creation of Germinar Civil Association. In early 2020, we supported the formalisation of the legal entity and, throughout the year, our efforts were focused on its strengthening. Led by a group of female entrepreneurs, the organization seeks to be able to self-manage with greater autonomy, generate capacity to apply new alternatives and financing, and implement different initiatives that will impact on community growth.

Germinar Production and Education Centre. In an alliance with the Bemberg Foundation, the Foundation for Development in Tucumán and Famaillá Town Hall, we started the revitalisation of a Multiple-purpose Room in Estación Padilla locality. The purpose was to turn it into a community centre working as a space for local entrepreneurs' encounter, where they may develop their activities and trade their products, as well as a place where to train rural women and neighbours in the development of skills that may favour employability. Work completion is expected for March, 2021.

SCHOLARSHIP PROGRAM

We recognise their studying effort, and accompany them in their education process, granting scholarships for tertiary and university studies to our collaborators and their children. In 2020, we incorporated an economic incentive, a series of interviews to follow up each case, and a later analysis of the indicators.

Furthermore, we donated computers through a raffle for collaborators under contract with school children, in order to support Famaillá, Caspinchango and Salta's families with online schooling due to the pandemic.

Scope

- ✔ **5th**
 Consecutive year.
 We have continued with this program that promotes the growth of the actual drivers and key agents of family development: Rural Women.
- ✔ **30**
 Current entrepreneurships
- ✔ **USD 60,000**
 Investment
- ✔ **21**
 Scholarships
- ✔ **10**
 Computers donated



Education

At San Miguel, we aim at developing our collaborators, their families and neighbours' skills in the communities where we are present.



Employability

We focus on employability and education to obtain jobs, in such a way that each of them can create their life project and meet the objectives they set forth.

Actions



RURAL COMMUNITY SUPPORT PROGRAM

As members of the Rural School Patron Association, we **collaborated with over 10 educational institutions** through different initiatives associated to the development of pedagogical projects or the development of school life.

During 2020, we kept supporting Santa Isabel School No. 37 in Young, which we sponsor, and the Nursing Home, where we donated equipment and supplies for its revitalisation. Additionally:

- ✓ We received **educational visits** in our Farms and the Plant located in Young.
- ✓ We **donated pallets** to make orchards, and for recycling projects.
- ✓ We delivered an **orchard workshop** led by San Miguel's Agricultural Engineers.

Scope

- ✓ **12**
Children attended the orchard workshop



WORK 4 A LIVING

We continue **training young people** in Kikwood, South Africa, in the development of social and working skills, understanding it as a key initiative to **promote their inclusion and projection** in an active search for **formal employment**.

In 2020, we had to adapt the initiative due to the pandemic restrictions. First, we launched an **online modality**, with a limited response given the connectivity limitations in rural populations. Then, we **relaunched small group in-person workshops** to be able to meet the protocol capacity requirements.

As per its impact, the rate of young people who did manage to get a job also dropped, because of their difficulty to complete the 3 phases of the program, and the general drop in economic activity.

- ✓ **118**
Students have graduated to date
- ✓ **30%**
Of 2020 participants got a job

Actions



LIVING A WINNING LIFE

Under diverse topic matters, we provide **recreational activities** to collaborators and neighbours from Sunday River Valley, where we **train them in values and socio-emotional skills**. During these activities, we address topics such as the power of listening, time management, interpersonal communication, money administration, personal relationships and personal health and safety, among others.

SAN MIGUEL'S SOCCER CLINIC

Within the framework of the **Living a Winning Life program**, in March, 2020, we carried out the **8th Soccer Clinic Edition** in Sundays River Valley.

Starting in 2012, this event has provided a **space for sport and social and life skill development**. The people involved in the clinics are mostly colleagues from the valley and neighbours from the local communities. It is a significant project given that they gain knowledge, motivation and confidence, and they always carry what they have learnt to their communities. For the second consecutive year, San Miguel has partnered up with the famous Kaizer Chiefs professional football club to implement the project, giving the initiative greater impact and scale.

With over **1600 beneficiaries** directly involved, the 2020 activities included:

- ✓ **4-day football training clinics,**
- ✓ **A talent search** for Kaizer Chiefs Youth Development Academy,
- ✓ **A football tournament and inspirational talks** led by **reknown Kaizer Chiefs professional football stars**, a professional club located in Johannesburg, who play in the Premier Soccer League and who are a team supported in Sub-Saharan Africa, with over 16 million fans.











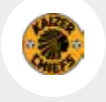





In 2020, we also received support from the prestigious company JD.com, the main online retail in China. This provides a renewed drive to the project, and helps have greater impact.

Scope

- ✓ **170**
Adults benefited
- ✓ **1,360**
Students took part in inspirational workshops
- ✓ **400**
Students joined the recruitment program
- ✓ **5**
Young people selected for the young professional development program

Alliances, Sponsorships and Donations

Entities with which we Partner through alliances, donations and sponsorships.

			
Asociación Albergue Infantil "Corazón de Jesús"	Asociación Conciencia	Banco de Alimentos de Tucumán	Centro Esperanza (Young)
			
FANN - Fundación Ayuda al Niño Necesitado	Fundación Boreal	Fundación Minka	Fundamind
			
Fundación para el Desarrollo del Tucumán	Instituto Nacional Tecnología Agropecuaria	Kaizer Chiefs Football Club	Municipalidad de Famaillá
			
Place of Mercy and Hope	Redalco	Seguro Social de Salud EsSalud	Servicio Provincial de Agua Potable y Saneamiento



08

Responsible
Business Management



Ethics, Transparency and Integrity

We build our future on solid grounds, within a framework of commitment and transparency, in order to achieve the maximum potential and improve organizational effectiveness by promoting a responsible business management.

In 2020, we renewed our Code of Ethics, incorporating the new values of the company and also began to include it in the agreements entered into with our customers.

Our Code of Ethics sets the guidelines required to contribute to the business objectives and goals based on transparency and integrity principles and standards.

It is applicable to all collaborators in all countries, at all hierarchical levels and also includes service providing companies and suppliers.

✓ The Ethics Committee is responsible for ensuring compliance with the Code by all stakeholders, receives complaints, carries out the corresponding investigations led by Human Resources and/or by the Legal Affairs & Compliance Managers, and makes the final decision. The Committee is made up of two members of the Executive Committee, the Directors of Human Resources and Corporate Affairs and the CEO of the company.

✓ The Audit Committee, made up of three members of the Board of Directors, ensures the transparency of the company, designing and executing an annual internal audit plan and holding regular meetings with the rest of the Board members. It has a budget to carry out its actions with total independence and annually evaluates the external auditor as regards suitability, independence and performance.



For anonymous reporting
0800 888 7264
codigodeetica@sanmiguelglobal.com

International certifications that show our commitment to ethics and transparency



SMETA
Sedex Members Ethical Trade Audit

Social audit to evaluate sites and suppliers, and to know the working conditions in the supply chain.



GRASP
Global G.A.P. Risk Assessment on Social Practice

Voluntary assessment that analyzes the risks of social practices in agricultural operations based on respect for human rights.



SIZA

Sustainability Initiative that monitors working conditions and engages in the value chain to identify needs and problems.



Code of Ethics
100% of colleagues from all job categories and all operating sites signed the Code of Ethics.



Training
In addition, members of management positions and of Human Resources were trained in the contents and scope of said Code.



It is our ambition

To achieve a sustainable and scalable growth.

San Miguel Governance Structure

San Miguel governance body is structured as follows:



Board of Directors

Delegates to the Board's Sustainability Committee the drafting and execution of the company's comprehensive Sustainability plan, and each of the executive directions integrates the Sustainability Goals into its management.



Sustainability

Likewise, within the governance structure there are specific bodies in charge of ensuring the consistency of the sustainability strategy and its implementation.

THE BOARD

- ✓ It makes the strategic decisions of the company.
- ✓ It defines and validates the economic, social and environmental management.
- ✓ Two members are part of the Sustainability Committee, a body responsible for analyzing issues related to Sustainability and setting its general guidelines.

THE EXECUTIVE COMMITTEE

- ✓ Made up of 4 directors and the CEO.
- ✓ It actively directs the operational and strategic management of the company.
- ✓ It analyzes, prioritizes and validates the material issues that define the company's Sustainability Matrix.
- ✓ It follows-up, on a fortnightly basis, the main initiatives and strategic projects of the company.

THE EXECUTIVE DIRECTORS

- ✓ Made up of 6 members.
- ✓ Along with the CEO, they lead and manage the different corporate areas, carrying out the strategy defined by the Executive Committee and the Board.
- ✓ They meet on a regular basis to make decisions relevant to the fluid running of the business and follow the management of the company in the short, medium and long term.



Board Members



Martín Otero Monsegur

President
2019 - to date



Gonzalo Tanoira

Vicepresident
2019 - to date



Luis Roque Otero Monsegur

2002 - to date



Alejandro de Anchorena (h)

2013 - to date



Cristián López Saubidet

2008 - to date



Isela Constantini

2019 - to date



Arturo Tomás Acevedo

2019 - to date



Agustín Otero Monsegur

2009 - to date

Tristán Miguens

Deputy Director

María Luisa Otero Monsegur

Deputy Director

The members of the Board of Directors are Independent and do not hold executive positions in San Miguel.

Board of Director's management bodies

THE AUDIT COMMITTEE

Permanent members: Arturo Tomás Acevedo, Gonzalo Tanoira, Isela Costantini.
Alternate member: Martín Otero Monsegur.

THE EXECUTIVE COMMITTEE

Martín Otero Monsegur, Agustín Otero Monsegur, Cristián López Saubidet y Gonzalo Tanoira.

STRUCTURE AND RESPONSIBILITY OF THE SUSTAINABILITY GOVERNANCE

The Board's Sustainability Committee, made up of 2 members of the board of directors and 2 members of the senior management (the CEO and the Director of Human Resources and Corporate Affairs).

- ✓ Defines the general guidelines of the Sustainability strategy,
- ✓ Analyzes the best Sustainability practices and guidelines of the industry,
- ✓ Verifies compliance with and progress of the Sustainability Plan,
- ✓ Approves the Sustainability Report.

The Human Resources and Corporate Affairs Direction is the area responsible for setting up and defining the company's sustainable management and operation guidelines and for coordinating activities geared towards the social, environmental and economic fields.

Risk Management

Our risk management and trucking global model allows optimizing processes and preparing ourselves for potential challenges that may occur in our business and affect its sustainability.

Through the Risk Management process and its corresponding digital platform, we follow-up and monitor the Risk Map and then implement policies, procedures, crisis action plans and business continuity plans.

A team made up of company representatives and a Risk Committee made up of the CEO and the executive directors meet on a regular basis in order to manage and discuss the risks mapped.

The risk team is in charge of consolidating all the information, providing support to the people involved and monitoring the risks, focusing on those with the greatest impact and probability of occurrence.

To complement the *Risk Management* system, in 2020 we launched **Business Continuity Plans**, a set of programmed actions, prior to the occurrence of any event included in the management model, aimed at facilitating the decision-making process. This system helps us prepare for the emergence of the most critical risks for business sustainability.

Risks caused by climate change

Short and long-term fluctuations in weather patterns and climate change have a major impact on agricultural production, dramatically reducing crop yields.

Our business can be significantly affected by low productivity. This risk derived from climate change can generate substantial changes in our operations, income or expenses.

Faced with this scenario, we prepare ourselves with the risk management and trucking global model to monitor them, optimize processes in case of possible crises and transform them into growth opportunities

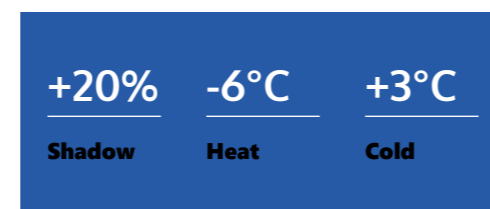
Initiatives to mitigate the impact of climate fluctuations

MULCHING

- ✓ Reduces root-zone temperature as a result of direct radiation.
- ✓ Maintains soil moisture, making the use of water for irrigation more efficient.
- ✓ Improves the structure of the soil and its infiltration.
- ✓ Increases microbial flora for provision of nutrients.
- ✓ Improves weed control.

NETTING

- ✓ Reduces wind and sun effect.
- ✓ Reduces thermal stress.
- ✓ Makes water consumption more efficient.



Respect for and Promotion of Human Rights

We are resolutely committed to respect for human rights and to their promotion with all our stakeholders.

COLLEAGUES

Aligned with the Labor Rights set in the ten principles of the United Nations Global Compact, we are committed to access to employment, we accompany and motivate our colleagues so that they are the protagonists of their personal and professional growth, generating a collaborative and tolerant work environment where all people can reach their potential.

VALUE CHAIN

We expect our suppliers to manage their businesses responsibly, with integrity, honesty and transparency, treating their colleagues with respect, protecting them and guaranteeing their rights. We foster social responsibility in the supply chain, promoting responsible principles and practices, valuing the actions carried out to preserve the environment, protect the community and enhance its development. We have a **Code of Ethics for Suppliers** that includes guidelines for business conduct, employment and care for the environment.

CUSTOMERS AND CONSUMERS

We **respect and promote** our customers and consumers' human rights, considering health care in all processes. We have a **Quality Management System** that covers the productive activities from the nursery to the finished products and through which we guarantee **the safety of the products as well as the quality and traceability of the production processes.**

COMMUNITIES

Our social investment programs aim to promote the development of our communities with focus on **Education, Health and Development**. It is our aspiration that communities are increasingly better thanks to our presence and therefore, we work to accompany them in their growing process and generate capacities for their sustainable development.

ENVIRONMENT

We believe that the right to a healthy environment is essential, due to the profound impact it entails in guaranteeing other rights such as the right to health, food, development and culture, among others. Hence, our business scheme meets **rigorous criteria for the caring** of our natural environment.

Given the challenges and nature of our industry, we place special focus on the right to life, health, food, water and care of the ecosystem, as well as on the right to work, diversity and fight against child labor.



Respect for and Promotion of Human Rights

Our commitment is reflected through programs of various kinds in each of the countries where we operate, based on international and universal principles.











Reporting channel

In the event of any breach of human rights, our colleagues have the anonymous reporting channel codigodeetica@sanmiguelglobal.com or 0800 888 7264



This Is Our Commitment

 #1 > WE SAY NO CHILD LABOR	 #2 > WE ENSURE FREEDOM OF ASSOCIATION	 #3 > WE CARE FOR HEALTH	 #4 > WE ENCOURAGE ACCESS TO EDUCATION
 #5 > WE PROMOTE FREEDOM TO CHOOSE A DECENT JOB	 #6 > WE PROMOTE ACCESS TO DECENT HOUSING	 #7 > WE PROMOTE DIVERSITY AND RESPECT FOR DIFFERENCES	 #8 > WE PRESERVE THE ENVIRONMENT



09

Challenges and Achievements



Challenges and Achievements



Each year we define commitments

in accordance to the 7 core subjects of the ISO 26000 Standard aimed at becoming a better and more sustainable company. In this chapter, we provide information based on the challenges established the previous year, its progress and the sum of new challenges that we set up for the next period.



Corporate Governance

✔ **Goal 2020:** Reinforce the integration of all sites under a unique P&L (Profit&Loss), to develop the SAP management model to Peru and South Africa.

› Goal accomplished successfully. Nowadays, all the management information comes from the same source.

✔ **Goal 2020:** Design and apply a Business Continuity Plan to support the Risk Management Matrix with action plans associated to the more strategic risks.

› The development and implementation of the BCP, within the risk management system, was fulfilled. They are available for colleagues of the company in order to ensure its implementation.

✔ **Goal 2020:** Continue with the implementation of the SAVIA and INTEGRA in the four different sites and teams aiming at achieving a more efficient management, focused on reaching our maximum potential.

› We successfully advanced with the implementation of SAVIA and INTEGRA, expanding their scope.

Challenges 2021

- ✔ Strengthen the Code of Ethics and the Integrity Program.
- ✔ Issue an emission of corporate bonds to cover the working capital needs of the 2021 campaign and meet future obligations.



Fair Practices in our Operations

✔ **Goal 2020:** Analyze the possibility of reusing the one way or disposable wooden pallets that come from our transport of fresh fruit, its arrival to Europe and from all our origins.

› This initiative was deeply analyzed with Customer Supply Chain area, but was dismissed due to the lack of acceptance from our customers in destinations where this service is currently available.

✔ **Goal 2020:** Develop a complete "Innovation Day" with suppliers in Tucuman, that can help us gather new ideas, capture and promote innovative initiatives, making special mention to sustainability issues.

› The initiative had to be postponed due to the complexity of the pandemic context.

✔ **Goal 2020:** Find high qualified consulting service suppliers that allow us to improve the Energy Efficiency and the Renewable Energy of our Famailla Industrial Plant.

› 2 nationally renowned consulting firms were integrated.

Challenges 2021

- ✔ Develop in partnership with a 3rd party, a technical work team for the implementation of biofertilizer or compost products, starting from organic residues of both companies.
- ✔ Design a complete "Innovation Day" with suppliers in Tucuman, that can help us gather new ideas, capture and promote innovative initiatives, making special mention to sustainability issues.
- ✔ Enhance our fruit sourcing strategy, strengthening partnerships with growers and revisiting our value proposition.



Commitment to Human Rights

✔ **Goal 2020:** Carry out a Human Rights diagnosis as a basis to improve our contribution in this matter.

› Due to the pandemic, other types of actions were prioritized, having only a partial progress. This action will be completed in 2021.

✔ **Goal 2020:** Strengthen the alignment of the social investment strategy with the goals and indicators of the Sustainable Development Goals.

› Shared global community initiatives across all sites were launched for the first time in response to the Covid emergency. Within each site, some initiatives of the plan were refocused, to prioritize those that had greatest impact and contribution to the social investment strategy.

✔ **Goal 2020:** Continue consolidating the local teams for a more effective management of social investment and according to each context needs/necessities.

› We were able to consolidate a working routine, with standardized meetings, planning tools and monitoring kpi's. The donations procedure led by local referents at each site was updated and applied.

Challenges 2021

- ✔ Define San Miguel's positioning for 2030 SAMI and prioritize main cornerstones for the long term.
- ✔ Carry out a Human Rights assessment to identify the baseline, challenges and improvement opportunities.
- ✔ Integrate technologies to enhance controlling of documentation and identity in our farming operations.

Challenges And Achievements



Customers

✔ **Goal 2020: Strengthen our offer by working to obtain the quality that the customer requires, from the farm to logistics and commercialization, and differential products development.**

› We expanded and diversified our suppliers abroad to provide a better service level to each one of our customers, minimizing the risk of non-compliance.

✔ **Goal 2020: Continue developing alliances with clients to promote social, environmental and economic projects.**

› We received the support of the prestigious Company JD.com, one of the largest retailers in China, to work with the community of our South African operation and we have several projects in the portfolio to be completed in 2021.

✔ **Goal 2020: Encourage a global agreement to promote the lemon category.**

› We moved forward with the design of a promotional activation to be carried out in the USA during 2021.

Challenges 2021

- ✔ Create a global dashboard to track the sales progress, available for all the company's management areas.
- ✔ Continue and deepen our global sourcing matrix, adding fresh fruit suppliers in the different geographies.
- ✔ Achieve an extend business growth in the United States with key retailers, including not only fruit from our own production but also from strategic suppliers.
- ✔ Adapt our sales to a more expanded lemon sales scenario, including physical, online and food service retailers in a context of a gradual exit from Covid-19 restrictions in different markets.



Labor Practices

✔ **Goal 2020: Continue working on the organizational design to reach our full potential and support the business strategy.**

› Regardless of the global context, we were able to redesign global structures. We have worked with leaders from all areas to analyze their structures. The purpose was being able to meet the challenges of our business by making structures more agile and flexible.

✔ **Goal 2020: Deepen conscious management of our culture.**

› We moved forward with 4 global initiatives: Strategic planning, management Information, SAP and SAVIA. All process and systems with high impact in our day-to-day management. Culture global core team lead these initiatives with the help from local culture teams. With a more comprehensive, agile and effective approach. They aimed to achieve a more conscious understanding of how we do things and the impact that this has on our colleagues. Thus, we encouraged constructive and sustainable behaviors that can Help us reach better results.

✔ **Goal 2020: Implementation of Savia (Management System- People Pillar) in Argentina, in field and plant. Develop new blocks in Peru and work on continuous improvement.**

› In Peru, we kept consolidating the people pillar with facilitators in each area. In Argentina, we implemented SAVIA (18%) in farms, plants and packing houses through several actions: We developed a team of facilitators, representatives within each area that are trained as experts in team management processes and help to amplify impact. Performance evaluation (GPS) for operators was redesigned. People empowerment was deepened based on continuous learning of new management tools.

Challenges 2021

- ✔ Keep accompanying our colleagues in this new context.
- ✔ Strengthen the company's talent map and leadership skills of our colleagues.
- ✔ Strengthen skills in global commercial teams (focus on achievement and customer relations).



Environmental Management

✔ **Goal 2020: Carry out the complete design stage of the Environmental Pillar under San Miguel Management System (SAVIA).**

› Design phase of the environmental pillar has been fully developed for Argentina. This stage has been exclusively managed by the EH&S team.

✔ **Goal 2020: Develop a Greenhouse Gas Inventory for all operations of San Miguel (baseline year 2019).**

› The challenge has been completed for all owned operations; from nursery until destination port. We were able to elaborate a baseline that was key to the 2020 analysis.

✔ **Goal 2020: Carry out the Biodiversity Plan with ProYungas in Argentina and create alliances with organizations in Uruguay, South Africa and Peru for joint work plans.**

› The biodiversity plan was fully executed in Argentina. By the time this report has been written, the 4th Audit of "Producto Yunga" took place. Thus, we successfully achieved the certification once again. Visits to South Africa and Peru were made, aiming at gaining a deeper knowledge of these environments. The challenge to create a sustainable partnership with specialized organizations in both sites, still remains. In Uruguay, we carried out several biodiversity studies with certified professionals in order to outline an environmental management plan of this productive units.

Challenges 2021

- ✔ Maintain the performance of the effluent treatments systems.
- ✔ Define clear reduction targets based on the GHG inventory, for global and local operations.
- ✔ Environmental risk management and environmental monitoring (internal and external).
- ✔ Keep work standards in every site.



Active Engagement and Development of Our Communities

✔ **Goal 2020: Encourage the development agenda over that of assistance through programs that seek to focus on the long term.**

› Covid-19 has deepened the crisis in all the site, leading us to reinforce assistance plan to meet the most basic needs of our communities emerged during the pandemic. Nevertheless, we sought to provide a development focus to each initiative. As an example, we had to broaden our Food box program to temporary workers, but at the same time to we managed to include nutritional content and activities within the boxes to train families on healthy eating.

✔ **Goal 2020: Get an updated survey on the social conditions in each of our communities in order to accommodate the current and future programs based on their results.**

› Partially achieved. It still pending to perform the survey in Chepén (PE) y Port Elizabeth (SA).

✔ **Goal 2020: Strengthen and make the most outstanding programs of our social investment global and boost them through the adequate alliances.**

› Partially achieved. We were able to consolidate a common understanding, focused on the same cornerstones globally but adapting them to each local context. However we haven't been able to replicate some of our core initiatives given the restrictions and more short-term needs during the pandemic. It needs to be deepened in 2021.

Challenges 2021

- ✔ Consolidate strategic focus of the programs, in order to guarantee impact and consistence globally.
- ✔ Keep deepening partnerships with customers and third parties in community projects.
- ✔ Implementing an impact program in Uruguay and Peru, based on insights from social-economic surveys and more focused in long-term development.

10

Technical Criteria for
This Report



Report Drafting Process

The drafting of this Sustainability Report entails a process within our company that activates the involvement of all the areas to answer specifically on relevant topics related to our citrus fruits business management.



Contents

Within this framework, we define the contents of the Report based on the GRI principles covering stakeholders inclusion, sustainability context, materiality and completeness.

The Materiality Process Includes The Following Phases



Identification

We identify material topics to incorporate in the content of the Report, considering key topics of the agricultural-citrus industry and its local context, together with San Miguel's values and sustainability commitment.

Additionally, we analyze the thematic Standards and consider, as input, improvement opportunities and the resulting proposals provided by stakeholders, based on the most recent Report process.



Priorization

We review the year's achievements, the international standard requirements used and the expectations arising from consulting the different audiences.



Revision and Validation

The content is reviewed and validated in-house by the areas and referents that take part in the development thereof. The Sustainability area checks that all the material topics are included in the Sustainability Report.



Scope of Material Topics

This is our impact evaluation of every material topic related to our stakeholders and the relation between our material topics and the Global Reporting Initiative (GRI) standards used, in order to become accountable for the topics mentioned.

GRI Content Index

This report has been drafted in compliance with the GRI standards, Core option.

In the table below we present the answers to the requirements of the Global Reporting Initiative (GRI) standards, which also include a few contents required for the "comprehensive" option.

Due to the enforcement of new standards, as from this year, we have started to report Water 2018 and Occupational Health and Safety 2018 standards.

Also, we show our compliance with the Universal Principles of the United Nations Global Compact, the ISO 26000:2010 Standard and the Sustainable Development Goals (SDG) presented by the United Nations Organization.

Scope of Material Topics

Scope of Material Topics		Stakeholders						
Material topics	Related GRI Standards	SG	E	S	C	CC	G	EN
Business • Promote business responsible management within the organization								
Ethics and transparency in business management	GRI 205: Anti-corruption 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 419: Socio-economic Compliance 2016	✓	✓	✓	✓	✓	✓	✓
Long-term business strategy	GRI 201: Economic Performance 2016	✓	✓	✓	✓	✓	✓	✓
Fair competition	GRI 206: Unfair Competition 2016	✓	✓	✓	✓	✓	✓	✓
Respect for human rights	GRI 406: Non-discrimination 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 409: Forced or Compulsory Labor 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 407: Freedom of Association and Collective Bargaining 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 412: Human Rights Assessment	✓	✓	✓	✓	✓	✓	✓
Suppliers • Contribute to our suppliers' network in the sustainable development of their business								
Supplier assessment and development	GRI 204: Procurement Practices 2016	✓	✓	✓	✓	✓	✓	✓
Fight against child labor	GRI 408: Child Labor 2016	✓	✓	✓	✓	✓	✓	✓
Promoting social responsibility in the supply chain	GRI 414: Supplier Social Assessment 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 308: Supplier Environmental Assessment 2016	✓	✓	✓	✓	✓	✓	✓
Labour Practices • Develop people in their humane and economic dimensions								
Talent attraction, development and retention	GRI 401: Employment 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 404: Training and Education 2016	✓	✓	✓	✓	✓	✓	✓
Work-life balance	GRI 402: Labor/Management Relations 2016	✓	✓	✓	✓	✓	✓	✓
Occupational health and safety	GRI 403: Occupational Health and Safety 2018	✓	✓	✓	✓	✓	✓	✓
Diversity and equal opportunity	GRI 405: Diversity and Equal Opportunity 2016	✓	✓	✓	✓	✓	✓	✓
Temporary work management	GRI 401: Employment 2016	✓	✓	✓	✓	✓	✓	✓
Customers • Interpret our customers' needs and meet them with integrity								
Fostering healthy life habits	GRI 416: Customer Health and Safety 2016	✓	✓	✓	✓	✓	✓	✓
Customer service	Customer satisfaction	✓	✓	✓	✓	✓	✓	✓
	GRI 417: Marketing and Labeling 2016	✓	✓	✓	✓	✓	✓	✓
Food safety	Healthy and accessible food	✓	✓	✓	✓	✓	✓	✓
	GRI 416: Customer Health and Safety 2016	✓	✓	✓	✓	✓	✓	✓
Environment • Using natural and energy resources responsibly and sparingly								
Efficient use of water	GRI 303: Water 2018	✓	✓	✓	✓	✓	✓	✓
Effluent management	GRI 306: Effluents and Waste 2016	✓	✓	✓	✓	✓	✓	✓
Waste management	GRI 306: Effluents and Waste 2016	✓	✓	✓	✓	✓	✓	✓
Soil sustainable management	GRI 304: Biodiversity 2016	✓	✓	✓	✓	✓	✓	✓
Biodiversity protection	GRI 304: Biodiversity 2016	✓	✓	✓	✓	✓	✓	✓
Energy efficiency	GRI 302: Energy 2016	✓	✓	✓	✓	✓	✓	✓
Climate change and ecosystem preservation	GRI 305: Emissions 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 304: Biodiversity 2016	✓	✓	✓	✓	✓	✓	✓
Sustainable agriculture	GRI 307: Environmental Compliance 2016	✓	✓	✓	✓	✓	✓	✓
Community • Supporting community development in our fields of action								
Education	GRI 413: Local Communities 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 203: Indirect Economic Impacts 2016	✓	✓	✓	✓	✓	✓	✓
Nutrition	GRI 413: Local Communities 2016	✓	✓	✓	✓	✓	✓	✓
	Healthy and accessible food	✓	✓	✓	✓	✓	✓	✓
Housing	GRI 413: Local Communities 2016	✓	✓	✓	✓	✓	✓	✓
	GRI 203: Indirect Economic Impacts 2016	✓	✓	✓	✓	✓	✓	✓

References
SG: Shareholders and corporate governance
E: Employees
S: Suppliers
C: Community
CC: Customers and consumers
G: Government, State and public authorities
EN: Environment

GRI Content Index

GRI Content Index		Page	Omission	SDG	Compact	ISO 26000
GRI 101: Foundation 2016 • General Disclosures						
Corporate Profile						
102-1 Name of the organization		1				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-2 Activities, brands, products and services		8-9, Note 1				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-3 Location of headquarters		Note 2				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-4 Location of operations		12-13				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-5 Ownership and legal form		Note 3				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-6 Markets served		40				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-7 Scale of the organization		10-13, 50, 127				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-8 Information on employees and other workers		130-131		8.5	Principle 6	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-9 Supply chain		14-15, 34-35, 128-129				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-10 Significant changes to the organization and its supply chain		Note 4			Principle 8	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
102-11 Precautionary Principle or approach		22-23, 102				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
102-12 External initiatives		2, 24, 152				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
102-13 Membership of associations		29				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
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102-14 Statement from senior decision-maker		2				4.7, 6.2, 7.2, 7.4.2
102-15 Key impacts, risks and opportunities		2, 24-25, 108-111				4.7, 6.2, 7.2, 7.4.2
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102-16 Values, principles, standards and norms of behavior		98-99, 103-105			Principle 10	4.4, 6.2, 6.6.3, 7.2, 7.4.3, 7.7.5
102-17 Mechanisms of advice and concerns about ethics		98-99			Principle 10	4.4, 6.6.3, 7.2
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102-18 Governance structure		100-101				6.2, 7.2, 7.4.3, 7.4.5
102-19 Delegating authority		100-101				6.2, 7.2, 7.4.3, 7.7.5
102-20 Executive-level responsibility of economic, environmental and social topics		100-101				6.2, 7.2, 7.4.3, 7.7.5
102-21 Consulting executives on economic environmental and social topics		Note 5				6.2, 7.2, 7.4.3, 7.7.5
102-22 Composition of the highest governance body and its committees		100-101		5.5, 16.7		6.2, 7.2, 7.4.3, 7.7.5
102-23 Chair of the highest governance body		100-101		16.6		6.2, 7.2, 7.4.3, 7.7.5
102-24 Nominating and selecting the highest governance body		Note 6		5.5		6.2, 7.2, 7.4.3, 7.7.5
102-25 Conflicts of interest		Note 7		16.6		6.2, 7.2, 7.4.3, 7.7.5
102-26 Role of highest governance body in setting purpose, values and strategy		100				6.2, 7.2, 7.4.3, 7.7.5
GRI 102: General Disclosures 2016						

GRI Content Index

GRI Content Index							
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GRI 102: General Disclosures 2016	102-29 Identifying and managing economic environmental and social impacts	100-102				6.2, 7.2, 7.4.3, 7.7.5	
	102-30 Effectiveness of risk-management processes	102				6.2, 7.2, 7.4.3, 7.7.5	
	102-31 Review of economic, environmental and social topics	100-102				6.2, 7.2, 7.4.3, 7.7.5	
	102-32 Highest governance body's role in sustainability reporting	101				6.2, 7.2, 7.4.3, 7.7.5	
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	102-36 Process for determining remuneration	Note 10				6.2, 7.2, 7.4.3, 7.7.5	
	102-37 Stakeholders' involvement in remuneration	Note 11				6.2, 7.2, 7.4.3, 7.7.5	
	102-38 Annual total compensation ratio	132				6.2, 7.2, 7.4.3, 7.7.5	
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	102-42 Identifying and selecting stakeholders	Note 12					5.3, 7.2
	102-43 Approach to stakeholder engagement	26-27					5.3, 6.7.1- 6.7.2, 6.7.6, 7.2
	102-44 Key topics and concerns raised	Note 13					5.3, 6.7.1- 6.7.2, 6.7.6, 7.2
	Reporting Practice						
	102-45 Entities included in the consolidated financial statements	127					5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-46 Defining report content and topic Boundaries	116					5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
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	201-2 Financial implications and other risks and opportunities due to climate change	102			Principle 7	6.5.5	

GRI Content Index						
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	201-4 Financial assistance received from government	Note 20				
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	103-2 The management approach and its components	24, 32-37				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluation of the management approach	34, 35				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	34, 35		8,3		6.4.3, 6.6.6, 6.8.1- 6.8.2, 6.8.7
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	22-23, 114-115				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
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	103-3 Evaluation of the management approach	Note 22				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 206: Unfair Competition	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Note 22				6.6.1-6.6.2, 6.6.5, 6.6.7
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GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	22-23, 114-115				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
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	417-2 Incidents of non-compliance concerning product and service information and labeling	Note 39				6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	22-23, 114-115				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 The management approach and its components	98-101				4.8, 6, 6.3.1-6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 419: Socio-economic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Note 41				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	419-2 Incidents of non-compliance concerning marketing communications	Note 40				4.6, 6.7.1-6.7.2
Healthy and Accessible Food						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	22-23, 114-115				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 The management approach and its components	24, 82-83				4.8, 6, 6.3.1-6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 103: Management Approach 2016	103-3 Evaluation of the management approach	84-87				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	Programs that promote healthy lifestyles, chronic disease prevention, access to healthy, nutritious and accessible food, improvement of the community well being	84-87				

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GRI Standard	Content	Page	Omission	SDG	Compact	ISO 26000
Customer Satisfaction						
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundary	22-23, 114-115				
	103-2 The management approach and its components	40-47				
	103-3 Evaluation of the management approach	44				
	Survey results to measure customer satisfaction	44				

Notes

NOTE 1
There are no forbidden products, but markets that are not yet open for some of our products. For different reasons (commercial, diplomatic, phytosanitary, etc.) some of them are closed for exporting certain citrus fruits. San Miguel is actively involved, together with official bodies and sector chambers, to promote the opening of new markets that today remain closed.

NOTE 2
San Miguel's headquarters are located in Buenos Aires, Argentina.

NOTE 3
Legal form: S.A. San Miguel Agrícola, Ganadera, Industrial, Comercial, Inmobiliaria y Financiera.

NOTE 4
There have been no changes in the company's size, structure, ownership or supply chain.

NOTE 5
Stakeholders' consultations on economic, environmental and social topics are escalated to the Board of Directors, where they are solved or defined. Depending on the scope of the matters submitted, and within the framework of the functions delegated by the Board, the different topics may be addressed by the Executive Committee, the Sustainability Committee, the Risk Management Committee or even through each Management, according to the organizational chart. Those mentioned above provide the administration body, on a regular basis, with the relevant reports (within the Executive Committee scope, if applicable), who decides on such regard.

NOTE 6
The mechanisms for the selection of Board members and its diversity and independence are applied in accordance with the provisions stated under Law 19.550, Act 26.831, 2013 CNV T.O. Standards, applicable ByMA listing regulations.

NOTE 7
(i) To date, no contracts have been signed with directors. In case it becomes necessary, such contracts shall be in line

with the development of the corporate purpose and concentrate on the market conditions; they shall mandatory be subject to approval by the Board or the supervisory committee, if the requirements are not met. (ii) In any deliberation carried out by the administrative body, and even the governing body, the directors and/or shareholders, as applicable, must report such circumstance. (iii) The directors are not allowed to carry out activities that may compete with the company, which may only be authorized by the shareholders' meeting, upon giving relevant notice thereof. (iv) The company's final beneficiaries have been informed to the control authority, as well as the positions held by the members of the Board, the members of the supervisory committee and the first line managers and the direct family members of all those mentioned above. (v) The conflicts of interest are managed through the processes established in the Code of Ethics. Their prevention is associated to the dissemination of such Code among the employees and other stakeholders, such as suppliers and customers. The Code of Ethics demands that the decision-making process is carried out based on professional criteria, ensuring not using hierarchy or influence to gain personal benefits. External activities performed by the collaborators should not come into conflict with their responsibilities towards the Company and San Miguel's interests. Collaborators may not be employees, or render services, or receive payments from any supplier, customer or competitor of the Company. Additionally, collaborators may not supervise, either, directly or indirectly, any other collaborator with whom they have a business, family or sentimental relationship (close relatives and friends). It's the collaborator's responsibility to communicate the relevant relationship to the Human Resources Department and to their direct supervisor.

NOTE 8
Critical concerns related to citrus fruits are escalated to the senior governance body through the Executive Committee's regular meetings.

NOTE 9
No relevant concerns have been informed to the senior governance body. In order to address and resolve the critical concerns informed to the Executive Committee or to the Board, the Audit Committee works based on the internal regulation duly established, which includes the scope of the information to be provided to the Executive Committee and to the Board.

NOTE 10
The Board's remuneration is set according to the responsibilities undertaken, the time dedicated, competence and professional reputation and the market value of the services. It has a fixed component, a performance component and these are aligned with the market remunerations. The external consulting firms we work with only provide salary scales and comparative data from other companies and the general market. They are not involved in the salary determination and are independent from the administration.

NOTE 11
The Compensation and Benefit area prepares the different compensation scenarios, including information on: surveys, studies, analyses performed by independent consulting firms, official indexes, etc., and the HR Director along with the General Manager, present such scenarios to the Shareholders and justify each of them. The Shareholders evaluate the scenarios and take a decision on whether to choose one strategy or the other, bearing in mind the ongoing market fluctuation and the production, sale, cost indicators, among other issues.

NOTE 12
In order to identify and select stakeholders, we base our decisions on our sustainability commitments. Furthermore, responsibility, influence and closeness to San Miguel are the characteristics that define our stakeholders.

NOTE 13
We have a procedure for the systematization of suggestions and/or complaints, comprising steps and people responsible for each operation, clearly defined.

NOTE 14
No significant restatements have been made concerning the information in previous reports. When an information restatement affected the year-on-year comparability of the information presented, the modification thereof is detailed in a note.

NOTE 15
There have been no changes related to material topics or their scope with respect to previous Reports.

NOTE 16
The previously Sustainability Report published corresponds to the year 2019.

NOTE 17
Our Sustainability Report publishing cycle is an annual cycle.

NOTE 18
This Report has not been externally verified.

NOTE 19
We comply with the legal requirements of each country concerning Social Security deductions and contributions. Besides, we have no special pension plans and do not allocate funds for retirement plans. Regarding South Africa, we have a retirement fund in place available to all our employees. As part of the employees' CTC, the company makes the contributions on behalf of the employees, and the latter may make voluntary contributions to the fund themselves.

We have an Early Retirement Benefit (BRP: its Spanish acronym) in place, a tool that provides collaborators who are close to retiring with the possibility of terminating their contracts in a consensual and assisted manner. In Argentina, 25 collaborators joined the program.

NOTE 20
No significant financial help was received from the government of any of the countries where San Miguel operates. Regarding Peru, we paid out a loan within the framework of the "REACTIVA PERÚ" (Reactivate Peru) Program, where the State serves as guarantor of the or-

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Notes

organizations that apply for loans, which in turn are granted by commercial banks. In our case, it was Banco de Crédito de Perú, and the amount paid out was 10 million soles within a 36-month term.

The Argentine Government, represented by ANSES (National Administration of Social Security), is present in the shareholding structure with 26.1% of the shares, with no shareholding from other Governments in the rest of our operations.

NOTE 21
Three cases that were reported for violating the Code of Ethics were resolved in 2020.

NOTE 22
No lawsuits were registered due to unfair competition, monopolistic practices or against free competition.

NOTE 23
The presence of the Chatty Parrot (*Amazona aestiva*) stands out, which is a species considered "Endangered" by the Argentine Bird Categorization, and "Vulnerable" by the International Union for Conservation of Nature (IUCN) (MAyDS and AA 2017). The justification for its inclusion in these categories is the native forest deforestation, considered the main cause of its decreasing number (MAyDS and AA 2017). From our paired sample performed in 2010, we can observe a 70% reduction in the

areas with a high deforestation index (MAyDS and AA 2017).

NOTE 24
No significant spills have occurred in any of our operations.

NOTE 25
We work together with authorized companies in the collection, treatment and final disposal of the waste categorized according to the laws in force and the categories of each type of waste. The treatment carried out on hazardous waste is pyrolytic incineration. Hazardous waste transported: 59 Tn / Hazardous waste imported: 0 Tn / Hazardous waste exported: 0 Tn / Hazardous waste treated: 59 Tn / Hazardous waste transported to other countries: 0.

NOTE 26
Total monetary value of fines due to non-compliance of legislation and environmental regulations: USD 6,000

Number of non-monetary sanctions: 0 / Cases subjected to dispute resolution mechanisms: 0.

NOTE 27
We have not detected suppliers with significant negative impacts on the environment. Anyway, gradually, such measurement will be performed in a systematic manner in all the countries, together with the Environment Department, with our citrus fruit providers. In

2020, a grid was designed jointly.

NOTE 28
The minimum notice period to employees and their representatives in the case of significant operational changes that could affect them are those agreed upon in every work agreement. In Argentina: one month if the seniority is lower than, or equal to, 5 years; and 2 months if the seniority is over 5 years. Also, before initiating the harvest season, its starting date is published in a newspaper of the province one month in advance. Uruguay: A meeting is held with trade unions every fortnight so as to update them on the changes in the operation. South Africa: under 6 months of seniority: 1 week in advance; 6 months-1 year: 2 weeks in advance; over 1 year: 4 weeks. Peru: There isn't a policy in place for operational changes; however, meetings are held at diverse levels to communicate such changes (leader meeting, HR and operations meeting).

NOTE 29
In Uruguay and South Africa, there are no programs to facilitate ongoing employability or the management of professional career end due to retirement or dismissal. In Peru, the Outplacement program is delivered at Head and manager levels. In Argentina, depending on the role within the organization and, upon mutual agreement, outplacement activities may be carried out to help the person reinsert in the labor market.

NOTE 30
No discrimination cases have been registered during the period object to this Report.

NOTE 31
No potentially risky activities have been registered by the company or its suppliers where the freedom of association and the right to join collective bargaining agreements may be violated or endangered.

NOTE 32
No activities with a potential risk of child labor incidents have been registered by the company or its suppliers.

NOTE 33
No activities with a risk of originating forced or compulsory labor episodes have been registered by the company or its suppliers.

NOTE 34
Through the Ethical Business Initiative audits in the countries where we operate, 100% of the operations are subject to evaluations with regards to human rights. The whole organization is under the scope of the Human Resources Policy and the Code of Ethics in Argentina, Uruguay, Peru and South Africa.

NOTE 35
This indicator is not available, as it's a project to be implemented between 2020 and 2021. Nevertheless, we have not detected any suppliers having negative social impacts so far.

NOTE 36
In all of our points of origin, 100% of the products are evaluated regarding their impact on the consumers' health and safety.

NOTE 37
No breach of regulation with regards to the products' impact on the customers' health and safety has been detected.

NOTE 38
100% of our products are marketed with their corresponding label, in compliance with the applicable regulations in force. Additionally, we comply with the Globally Harmonized System of Classification and Labeling of Chemicals-GHS, for certain products, such as essential oils. The information included in the packed food labels arises from the statements in the legal framework, and it includes such matters as the origin of its components and safe use, in all languages required. In the case of fresh fruit, the phytosanitary authority demands information on the traceability, registry of the productive unit, post-harvest additives used, if applicable, and labels with detail of the fruit final destination.

NOTE 39
No breach of the regulation and the voluntary codes related to the information and labeling of the products and services has been registered.

NOTE 40
No breach of the regulation and the voluntary codes related to the marketing and advertising communications has been registered.

NOTE 41
No breach, fines or sanctions due to the non-compliance of the laws and regulations has been registered in the social and economic fields.

GENERAL NOTE
The definition used throughout this Report, when we refer to the term "local" and "facilities or locations with significant operations" covers the totality of San Miguel's locations in every country. If there were any cases where such definition was not followed, clarification would be provided with the corresponding scope.

Supplementary Information

We Are San Miguel

GRI 102-7

	Financial Information (in millions of pesos)					
	2020	2019	2018	2017	2016	2015
Net income for the financial year	-3,095	-362,7	-1,103	456.9	363.9	348.8
Total capitalization*	31,117	21,001**	12,649	11,212	8,706.5	4,192.1
Shareholders' equity	19,059	16,108	10,621	2,432.7	1,369.2	1,467.2
Non-current loans	10,618	9,066	4,930	1,215.3	1,216.3	723.6
Current loans	10,407	5,696	1,752	1,848.1	424.6	816

*Share value (Market price) x number of shares as of 12/31 of each year + loans (CP and LP) - Cash - Other financial assets. **This figure is different from the one included in the 2019 Sustainability Report, due to an error in the transcription of such Report. Significant year-on-year changes respond to the inflation adjustment established in the IAS 29. For more information, refer to the annual reports and balance sheets available on <http://sanmiguelglobal.com/estados-contables-y-documentos-publicos>

	Data by Site (in billions of pesos)																		
	Argentina				Uruguay				South Africa				Peru						
	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017			
Assets	40	32	19	5.2	3.2	7.62	5.31	2.97	2.9	0.8	6.45	4.36	2.4	1.1	0.8	15.93	8.38	4.8	0.1
Sales	6.45	5	7.2	2.5	2.9	1.82	0.96	0.01	0.5	0.3	4.83	2.42	1.4	0.9	0.8	4.52	2.65	0.9	0.01
Costs	7	4	4.3	2.1	1.7	1.67	0.85	0.02	0.5	0.3	3.9	2.04	1.4	0.7	0.6	3.11	2.42	1.3	0.01

Significant year-on-year changes respond to the inflation adjustment established in the IAS 29. For more information, refer to the annual reports and balance sheets available on <http://sanmiguelglobal.com/estados-contables-y-documentos-publicos>

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Entities Included in San Miguel's Consolidated Financial Statements	
S.A. San Miguel Uruguay	100%
San Miguel Internacional Investments S.A	100%
Samifruit Uruguay S.A	100%
San Miguel Fruits South Africa Limited	100%
San Miguel Fruits Perú	100%
Coop. Fruit NL Coöperatief U.A	100%
Novacore S.A.	50%
Venco Fruit Processors Pt.& Ltd.	35%
EC Citrus Investments (Pty) Ltd	49%

GRI 201-1

	Direct Economic Value Generated and Distributed (in million AR pesos)					
	2020	2019	2018	2017	2016	2015
Direct economic value generated	18,486.44	11,367.00	10,133.00	3,938.60	4,048.00	2,319.30
Net sales	17,375.44	10,852.00	9,958.00	3,862.8	4,023.90	2,316.40
Income from financial investments	96.00	78.00	49.00	11.7	4.80	2.70
Income from sale of assets	1,015.00	437.00	126.00	64.10	19.30	0.20
Economic value distributed	29,627.18	16,653.00	18,891.00	5,038.90	4,563.00	2,051.70
Payment to suppliers	4,705.00	4,053.00	5,201.00	3,604.00	2,962.30	978.50
Salaries, wages and employer's contributions	3,466.00	2,539.00	1,985.00	962.40	710.90	433.10
Payment to capital providers	20,382.00	7,987.00	10,074.00	121.80	218.70	170.60
Investment in property, plant and equipment and other assets	1,124.00	2,289.00	1,186.00	490.60	468.80	266.90
Investment in the community	12.18	11.00	16.00	5.20	3.70	2.30
Taxes	-62.00	-226.00	429.00	-145.10	198.60	200.30
Income Tax	-162.00	-347.00	301.00	-223.00	166.20	177.30
Direct Taxes	58.00	45.00	36.00	73.60	30.50	18.90
Taxes, levies and contributions	42.00	76.00	92.00	4.3	1.90	4.10
Economic value retained	-11,140.74	-5,286.00	-8,758.00	-1,100.30	-515.00	267.60

Supplementary Information

Supplier Network

GRI 102-9

Percentage of Local Input Suppliers*						
País	2020	2019	2018	2017	2016	2015
Argentina	88.70%	96.80%	93.26%	94.31%	93.79%	93.7%
Uruguay	92.50%	93.30%	92.2%	86.10%	96.20%	95.4%
South Africa	100%	100%	100%	100%	99.65%	100%
Peru	98.55%	98.01%	96.68%	91.70%	-	-

*By "local" and "significant operation location" we understand each of the countries where San Miguel operates.

Number of Suppliers						
Country	2020	2019	2018	2017	2016	2015
Argentina	696	567	564	684	580	553
Uruguay	423	328	335	513	342	408
South Africa	229	186	264	409	288	188
Peru	616	809	905	699	-	-
Total	1,964	1,890	2,068	2,305	1,210	1,149

Total Purchases by Country in USD					
	Argentina	Uruguay	South Africa	Peru	Total
2020	36,637,367	13,484,553	17,484,000	23,404,317	91,010,237
2019	32,965,527	8,378,210	22,720,263	30,517,011	94,581,011
2018	41,261,365	9,447,908	11,815,195	30,009,044	92,533,512
2017	44,414,395	9,114,898	11,278,024	30,165,506	94,972,823
2016	50,450,077	6,427,107	9,788,566	-	66,665,750

Purchases by Country in USD (suppliers + strategic growers)					
	Argentina	Uruguay	South Africa	Peru	Total
2020	52,473,583	14,103,652	56,258,648	23,404,317	146,240,200
2019	54,311,032	9,878,210	47,969,803	30,517,011	142,676,056
2018	66,022,211	10,889,908	41,308,195	30,009,044	148,229,358
2017	71,969,325	10,315,898	37,498,404	30,165,506	149,949,133

Total Purchases by Type of Business in USD					
Business	2020	2019	2018	2017	2016
Natural Ingredients	10,790,681.00	7,138,699.00	11,162,656	16,909,097	19,761,722
Fresh Fruit	25,041,885.00	20,930,354.62	17,945,505	26,531,690	12,623,032
Indirect materials	18,195,563.00	40,593,028.41	25,287,258	26,475,715	14,859,553
Agricultural operations	36,982,108.36	25,918,928.78	36,595,896	25,056,321	19,421,433
Total	91,010,237.36	94,581,011	90,991,315	94,972,823	66,665,750

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GRI 203-2

Strategic Growers by Country - Amount					
	Argentina	Uruguay	South Africa	Peru	Total
2020	56	3	34	0	93
2019	60	5	26	0	91
2018	63	3	26	0	92
2017	97	7	27	0	131

Purchases from Strategic Growers in Thousands of Tons by Country					
	Argentina	Uruguay	South Africa	Peru	Total
2020	91.6	2.3	58.1	0	152
2019	109.6	4.9	51.6	0	166.1
2018	111.4	4.5	46	0	161.7

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Purchases from Strategic Growers in USD by Country					
	Argentina	Uruguay	South Africa	Peru	Total
2020	15,836,216	619,099	38,774,648	-	55,229,963
2019	21,345,505	1,500,000	25,249,540	-	48,095,045
2018	24,760,846	1,442,000	29,493,000	-	55,695,846
2017	27,554,930	1,201,000	26,220,380	-	54,976,310

Purchases from Strategic Growers by Type of Business in Millions of USD				
	2020	2019	2018	2017
Natural ingredients	8.90	11.00	10.90	11.00
Fresh fruit	46.33	37.10	44.80	44.00
Total	55.23	48.10	55.70	55.00

Purchases from Strategic Growers by Type of Business in Thousands of Tons				
	2020	2019	2018	2017
Natural ingredients	35.6	51.7	70.6	58.3
Fresh fruit	102.4	114.4	91.1	87.1
Total	138.0	166.1	161.7	145.4

Suppliers by Type of Input by Country												
Input	2020		2019		2018		2017		2016		2015	
	Amount ¹	Purchases ²	Amount	Purchases	Amount	Purchases	Amount	Purchases	Amount	Purchases	Amount	Purchases
Argentina*												
Productive materials	135	15,356,048	134	16,712,483	151	16,952,150	147	20,876,665	165	21,488,152	150	21,583,967.67
Indirect materials	183	3,515,693	186	3,547,465	177	5,092,499	181	5,230,893	302	8,169,789	265	7,493,700.26
Assets and services	265	17,350,852	304	11,587,568	288	15,718,644	247	17,226,794	291	20,792,136	307	13,823,583.50
Other ³	113	414,775	135	1,118,011	135	3,498,072	109	1,080,043	-	-	-	-
Total	696	36,637,368	759	32,965,527	564	41,261,365	684	44,414,395	758	50,450,077	722	42,901,251
Uruguay*												
Productive materials	47	7,898,063	49	3,551,408	49	3,456,246	51	3,889,860	47	3,309,091	52	2,927,377.34
Indirect materials	82	1,569,970	98	941,515	94	685,976	142	1,088,376	274	1,670,855	152	885,426.47
Assets and services	151	2,895,663	167	2,697,428	174	2,897,331	161	2,559,890	140	1,447,161	204	3,525,520.93
Other ³	143	1,120,657	155	1,187,859	168	2,408,356	159	1,576,772	-	-	-	-
Total	423	13,484,353	328	8,378,210	335	9,447,908	513	9,114,898	461	6,427,107	408	7,338,325
South Africa*												
Productive materials	10	1,950,327	19	4,878,043	20	3,622,717	27	3,110,884	29	3,375,644	21	1,877,516
Indirect materials	36	366,551	43	507,863	44	601,384	66	590,928	188	2,264,282	41	423,790
Assets and services	169	15,075,409	174	17,214,434	250	7,532,539	231	6,527,837	225	4,148,640	126	1,895,791
Other ³	14	91,713	31	119,923	34	58,555	85	1,048,375	-	-	-	-
Total	229	17,484,000	186	22,720,263	264	11,815,195	409	11,278,024	442	9,788,566	188	4,197,096
Peru*												
Productive materials	167	13,537,395	145	12,696,909	155	14,574,688	114	12,968,448	-	-	-	-
Indirect materials	171	1,633,029	182	4,366,646	190	3,496,132	134	4,009,818	-	-	-	-
Assets and services	236	6,604,364	482	13,453,455	560	11,938,222	451	13,187,240	-	-	-	-
Other ³	42	1,629,528	809	30,517,011	905	30,009,043	699	30,165,506	-	-	-	-
Total	616	23,404,316	145	12,696,909	155	14,574,688	114	12,968,448	-	-	-	-

*One same supplier may provide more than one input. ¹Includes local and overseas suppliers. ²Stated in US dollars. ³Materials or services with SAP code associated to our computer system, as they are occasional or one-time purchases.

Supplementary Information

Development of Our Collaborators

GRI 102-8

In Numbers* - Global 2020			
	♂	♀	Total
By Type Of Job			
Full-time	3,207	1,273	4,480
Part-time	1	0	1
Total	3,208	1,273	4,481
By Type Of Contract			
Indefinite or permanent contract ¹	803	238	1,041
Definite or temporary contract ²	2,405	1,035	3,440
Total	3,208	1,273	4,481
By Type Of Employee			
In-house	3,208	1,273	4,481
Outsourced ³	1,161	55	1,216
Total	4,369	1,328	5,697

*A person with a work relationship with the organization, according to the national legislation. ¹A contract signed by an employee to work full-time or part-time for an indefinite period. Annual total by December considered. ²A contract signed with an employee, which terminates when the definite period ends, or when a specific task is finished, for which its duration has been calculated. ³Workers that are not San Miguel's direct employees.

In Numbers															
	2020*			2019			2018			2017			2016		
	♂	♀	Total	♂	♀	Total	♂	♀	Total	♂	♀	Total	♂	♀	Total
Argentina - Tucumán															
By Type of Job															
Full-time	696	103	799	652	75	727	565	50	615	893	111	1,004	985	139	1,124
Part-time	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
Total	697	103	800	653	75	728	566	50	616	894	111	1,005	986	139	1,125
By Type of Contract															
Indefinite or permanent contract	291	36	327	333	45	378	333	44	377	391	46	437	444	63	507
Definite or temporary contract	406	67	473	320	29	349	233	6	239	503	65	568	541	75	616
Total	697	103	800	653	29	349	566	50	616	894	111	1,005	986	139	1,125
By Type of Employee															
In-house	697	103	800	653	75	728	566	50	616	894	111	1,005	987	138	1,125
Outsourced	1,161	55	1,216	0	0	0	0	0	0	162	3	165	157	1	158
Total	697	103	2,016	653	75	728	566	50	616	1,056	114	1,170	1,144	139	1,273
By Seasonal Variation**															
Max. month			3,509							1,093					1,213
Min. month			699							1,005					1,125
Total			3,509			3,123				3,000					-
Argentina - Buenos Aires															
By Type of Job															
Full-time	47	39	86	54	37	91	60	45	105	65	35	100	60	31	91
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	47	39	86	54	37	91	60	45	105	65	35	100	60	31	91
By Type of Contract															
Indefinite or permanent contract	47	39	86	52	36	89	59	44	103	65	34	99	58	29	87
Definite or temporary contract	0	0	0	2	0	2	1	1	2	0	1	1	2	2	4
Total	47	39	86	54	36	91	60	45	105	65	35	100	60	31	91
By Type of Employee															
In-house	47	39	86	54	37	91	60	45	105	65	35	100	60	31	91
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	47	39	86	54	37	91	60	45	105	65	35	100	60	31	91

*Given that the Full-time Equivalent (FTE) is allocated in a different way in every country, as from 2020, the seasonal variation calculation method has been changed and from now on, the annual average headcount is used in every country. **As from 2018, the calculation method has changed, considering the campaign peak average according to the location.

GRI 102-8

In Numbers															
	2020*			2019			2018			2017			2016		
	♂	♀	Total	♂	♀	Total	♂	♀	Total	♂	♀	Total	♂	♀	Total
Uruguay															
By Type of Job															
Full-time	704	196	900	133	72	205	194	84	278	425	114	539	415	128	543
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	704	196	900	133	72	205	194	84	278	425	114	539	415	128	543
By Type of Contract															
Indefinite or permanent contract	61	35	96	70	37	107	70	37	107	76	39	115	88	42	130
Definite or temporary contract	643	161	804	63	35	98	124	47	171	349	75	424	327	86	413
Total	704	196	900	133	72	205	194	84	278	425	114	539	415	128	543
By Type of Employee															
In-house	704	196	900	133	72	205	194	84	278	425	114	539	415	128	543
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	704	196	900	133	72	205	194	84	278	425	114	539	415	128	543
By Seasonal Variation**															
Max. month			1,980									1,520			1,445
Min. month			248									539			543
Total			1,980			1,700			1,500			-			-
South Africa															
By Type of Job															
Full-time	348	29	377	188	44	232	198	77	274	251	97	348	334	128	472
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	348	29	377	188	44	232	198	77	274	251	97	348	334	128	472
By Type of Contract															
Indefinite or permanent contract	51	15	66	72	17	89	79	37	117	135	76	211	140	85	225
Definite or temporary contract	297	14	311	116	27	143	118	39	158	116	21	137	204	43	247
Total	348	29	377	188	44	232	198	77	274	251	97	348	344	128	472
By Type of Employee															
In-house	348	29	377	188	44	232	198	77	274	251	97	348	140	85	225
Outsourced	0	0	0	0	0	0	0	0	0	23	3	26	204	43	247
Total	348	29	377	188	44	232	198	77	274	274	100	374	344	128	472
By Seasonal Variation**															
Max. month			641									1,256			1,248
Min. month			83									348			472
Total			641			1,068			900			-			-
Peru															
By Type of Job															
Full-time	1,412	906	2,318	1,453	1,063	2,516	1,758	993	2,751	783	1,225	2,008	-	-	-
Part-time	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-
Total	1,412	906	2,318	1,453	1,063	2,516	1,758	993	2,751	783	1,225	2,008	-	-	-
By Type of Contract															
Indefinite or permanent contract	353	113	466	474	188	662	457	105	563	78	354	432	-	-	-
Definite or temporary contract	1,059	793	1,852	979	875	1,854	1,300	888	2,188	705	871	1,576	-	-	-
Total	1,412	906	2,318	1,453	1,063	2,516	1,758	993	2,751	783	1,225	2,008	-	-	-
By Type of Employee															
In-house	1,412	906	2,318	1,453	1,063	2,516	1,758	993	2,751	783	1,225	2,008	-	-	-
Outsourced	0	0	0	0	0	0	0	0	0	0	0	0	-	-	-
Total	1,412	906	2,318	1,453	1,063	2,516	1,758	993	2,751	783	1,225	2,008	-	-	-
By Seasonal Variation**															
Max. month			4,212										-		-
Min. month			1,122										2,008		-
Total			4,212			2,172			3,000			-	-		-

Supplementary Information

Development of Our Collaborators

GRI 102-38

Ratio Between the Total Annual Compensation of the Best Paid Collaborator and the Annual Mean Compensation for All Employees

	2020	2019	2018	2017	2016
Argentina - Tucumán	5.65	6.57	10.92	9.86	10.6
Argentina - Buenos Aires*	6.96	6.80	11.03	4.97	6.0
Uruguay	10.11	8.51	9.73	3.41	6.0
South Africa	4.68	6.89	8.22	6.48	-
Peru	5.99	6.74	9.48	10.69	-

As from 2018, the target bonus is calculated within the total annual compensation. *Including CEO + Directors.

GRI 102-39

Ratio Between the Percentage Increase of the Total Compensation for the Best Paid Collaborator and the Average Percentage Increase of the Total Annual Compensation for All Employees

	2020	2019	2018	2017
Argentina - Tucumán	0.83	0.88	0.75	0.81
Argentina - Buenos Aires	0.98	0.84	1.47	1.12
Uruguay	0.89	0.85	0.76	0.99
South Africa	1	1.0	1.0	0.72
Peru	1.31	0.17	0.0	-

GRI 401-1

GRI 102-41

Employees Under Collective Bargaining Agreement

	2020	2019	2018	2017	2016
Argentina	74%	81%	82%	74%	81%
Uruguay	94%	87%	87%	67%	97%
South Africa	39%	29%	0%	0%	7%
Peru	0%	0%	0%	0%	-

GRI 401-1

New Hires by Age and Gender

	2020		2019		2018		2017	
	Number	%*	Number	%*	Number	%*	Number	%*
Argentina - Tucumán								
Total employees	327	100.00	378	100	377	100	1,005	100
Total new hires	6	1.83	9	2.38	15	3.98	24	2.39
By Gender								
Females	3	50.00	3	33.33	7	46.67	0	0
Males	3	50.00	6	66.67	8	53.33	24	100
By Age								
Under 30 years old	4	66.67	4	44.44	7	46.67	2	8
30-50 years old	2	33.33	5	55.56	7	46.67	13	54
Over 50 years old	0	0.00	0	0	1	6.66	9	38
Argentina - Buenos Aires								
Total employees	86	100.00	89	100	103	100	100	100
Total new hires	11	12.79	18	20.28	24	23.76	23	23
By Gender								
Females	7	63.64	13	72.22	17	70.83	9	39
Males	4	36.36	5	27.78	7	29.17	14	61
By Age								
Under 30 years old	4	36.36	7	38.89	11	45.83	11	48
30-50 years old	7	63.64	10	55.56	13	54.17	11	48
Over 50 years old	0	0.00	1	5.56	0	0	1	4
Uruguay								
Total employees	96	100.00	107	100	107	100	539	100
Total new hires	2	2.08	1	0.93	2	1.86	5	0.93
By Gender								
Females	1	50.00	1	100	2	100	3	60
Males	1	50.00	0	0	0	0	2	40
By Age								
Under 30 years old	0	0.00	1	100	0	0	3	60
30-50 years old	2	100.00	0	0	2	100	2	40
Over 50 years old	0	0.00	0	0	0	0	0	0

New Hires by Age and Gender

	2020		2019		2018		2017	
	Number	%*	Number	%*	Number	%*	Number	%*
South Africa								
Total employees	66	100.00	89	100	117	100	348	100
Total new hires	24	36.36	7	7.87	11	9.40	12	3.45
By Gender								
Females	6	25.00	1	14.29	2	18.19	3	25
Males	18	75.00	6	85.71	9	81.81	9	75
By Age								
Under 30 years old	6	25.00	2	28.58	4	36.36	6	50
30-50 years old	12	50.00	5	71.42	7	63.64	6	50
Over 50 years old	6	25.00	0	0	0	0	0	0
Peru								
Total employees	466	100.00	662	100	563	100	2,008	100
Total new hires	38	8.15	67	10	84	14	86	4.28
By Gender								
Females	9	23.68	19	28.00	28	33.33	15	17
Males	29	76.32	48	72.00	56	66.67	71	83
By Age								
Under 30 years old	13	34.21	35	53.00	32	38.09	46	44
30-50 years old	24	63.16	31	46.00	52	61.91	32	29
Over 50 years old	1	2.63	1	1.0	0	0	8	9

*Calculated as the ratio between the total new hires and the total number of employees, using permanent employees as a basis.

Turnover by Age and Gender

	2020		2019		2018		2017	
	Number	%*	Number	%*	Number	%*	Number	%*
Argentina - Tucumán								
Total employees	327	100	378	100	377	100	1,005	100
Total turnover	56	17.13	78	20.63	64	16.98	79	18.1
By Gender								
Females	6	10.71	8	10.26	13	20.31	14	30.40
Males	50	89.29	70	89.74	51	79.69	65	16.60
By Age								
Under 30 years old	3	5.36	2	2.56	5	7.81	7	38.90
30-50 years old	26	46.43	39	50	25	39.06	21	11.50
Over 50 years old	27	48.21	37	47.44	34	53.13	51	21.50
Type of Turnover								
Voluntary turnover ¹	1.83%		14.28%		12%		-	
Involuntary turnover ²	15.29%		6.35%		4%		-	
Argentina - Buenos Aires								
Total employees	86	100	89	100	103	100	100	100
Total turnover	26	30.23	30	33.80	23	22.33	18	18.20
By Gender								
Females	10	38.46	9	30	11	47.83	7	20.60
Males	16	61.54	21	70	12	52.17	11	16.90
By Age								
Under 30 years old	6	23.08	8	26.67	6	26.09	6	37.50
30-50 years old	17	65.38	22	73.33	15	65.22	8	11.80
Over 50 years old	3	11.54	0	0	2	8.69	4	26.70

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Development of Our Collaborators

GRI 401-1

Turnover by Age and Gender								
	2020		2019		2018		2017	
	Number	%*	Number	%*	Number	%*	Number	%*
Argentina - Buenos Aires								
Type Of Turnover								
Voluntary turnover ¹		13.95%		30.42%		14%		-
Involuntary turnover ²		16.28%		3.38%		9%		-
Uruguay								
Total employees	96	100	107	100	107	100	539	100
Total turnover	15	15.63	13	12.14	12	11.21	18	0.16
By Gender								
Females	6	40.00	5	38.46	5	41.67	5	0.04
Males	9	60.00	8	61.53	7	58.33	13	0.11
By Age								
Under 30 years old	1	6.67	0	0	0	0	3	0.02
30–50 years old	6	40.00	9	70	4	33.33	9	0.08
Over 50 years old	8	53.33	4	30	8	66.67	6	0.05
Type of Turnover								
Voluntary turnover ¹		6.25%		6.5%		9%		-
Involuntary turnover ²		9.38%		5.6%		2%		-
South Africa								
Total employees	66	100	89	0	117	100	348	100
Total turnover	20	30.30	30	33.71	44	37.61	21	9
By Gender								
Females	1	5.00	19	63.33	9	20.45	5	2
Males	19	95.00	11	36.67	35	79.55	16	7
By Age								
Under 30 years old	3	15.00	1	3.33	4	9.09	5	2
30–50 years old	15	75.00	24	80.00	29	65.91	9	4
Over 50 years old	2	10.00	5	16.67	11	25.00	7	3
Type of Turnover								
Voluntary turnover ¹		17%		3.37%		2%		-
Involuntary turnover ²		14%		30.34%		15%		-
Peru								
Total employees	466	100	662	100.00	563	100	2,008	100
Total turnover	262	56.22	40	6.00	60	10.65	21	13.91
By Gender								
Females	187	71.37	12	30.00	18	30.00	9	5.96
Males	75	28.63	28	70.00	42	70.00	12	7.95
By Age								
Under 30 years old	52	19.85	12	30.00	19	31.66	2	1.32
30–50 years old	147	56.11	23	58.00	40	66.67	12	7.95
Over 50 years old	63	24.05	5	12.00	1	1.67	7	4.64
Type of Turnover								
Voluntary turnover ¹		10.94%		2.27%		6%		-
Involuntary turnover ²		45.28%		4.54%		5%		-

*Calculated as the division between the number of permanent employees who left the company voluntarily and involuntarily and the total number of employees by the end of each year*100. ¹Permanent employees who left the company voluntarily/total number of employees by the end of the year*100. ²Permanent employees who left the company involuntarily (retirement, dismissal or death during service)/total number of permanent employees by the end of the year*100.

GRI 401-3

	2020 Parental Leave									
	Tucumán		Corporate		Uruguay		South Africa		Peru	
	♀	♂	♀	♂	♀	♂	♀	♂	♀	♂
Number of employees with a right to parental leave ¹	36	291	39	47	35	61	15	51	113	353
Number of employees who made use of their parental leave	5	2	2	0	1	16	0	2	5	13
Number of employees who returned to work after the end of their leave	5	2	2	0	1	16	0	2	5	13
Number of employees who returned to work after the end of their leave and continued being employees one year after the end of their leave	5	2	2	0	1	1	0	2	4	12
Return-to-work and retention rates of the employees who made use of their leaves ²	100%	100%	100%	100%	100%	100%	100%	100%	80%	92%

¹The term "employees with a right to parental leave", refers to those employees covered by the policies, agreements or contracts with the organization that include parental leave rights. It considers only permanent and in-house employees. ²Return-to-work rate = Total number of employees that have returned to work after parental leave/Total number of employees who must return to work after parental leave x 100. It considers permanent and in-house employees.

GRI 403-2

	Occupational Health and Safety Indicators 2020									
	Tucumán		Buenos Aires		Uruguay		South Africa		Peru	
	Number	% of the total	Number	% of the total	Number	% of the total	Number	% of the total	Number	% of the total
Employees and workers that are not employees covered by the health and safety management system	0	0	0	0	0	0	0	0	2,068	100
Employees and workers who are not employees covered by an internally audited system of this kind	0	0	0	0	0	0	0	0	127	100
Employees and workers who are not employees covered by an internally audited or externally certified system of this kind	0	0	0	0	0	0	0	0	0	0

	Injuries and Diseases Related to the Employees' Job, by Gender 2020										
	Tucumán		Buenos Aires		Uruguay		South Africa		Peru		
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀	
Accident frequency rate ¹	13.48	13.48	0	0	2.3	2.6	13.05	0	4	4	
Number of deaths resulting from work-related injuries	0	0	0	0	0	0	0	0	0	0	
Rate of deaths resulting from work-related injuries	0	0	0	0	0	0	0	0	0	0	
Number of deaths resulting from work-related diseases	0	0	0	0	0	0	0	0	0	0	
Number of work-related injuries	S/D	S/D	0	0	23	7	38	0	4	4	
Work-related injury rate	S/D	S/D	0	0	0	0	49.59	0	0.04	0.04	
Number of work-related injuries with serious consequences	22	2	0	0	0	0	10	0	0	0	
Rate of work-related injuries with serious consequences ²	33.78	33.78	0	0	24.4	25.6	13.05	0	0	0	
Number of work-related ill health cases	0	S/D	0	0	0	0	0	0	0	0	
Main types of work-related injuries	Contusions		S/D	0	0	S/D	S/D	Stairway falls	0	0	0
Main types of work-related diseases	0	S/D	0	0	0	0	0	0	0	0	
Number of hours worked	1,780,438	S/D	S/D	S/D	367,837	1,001,996	30,183	6,788	0	0	
Absenteeism rate ³	0.21	0.21	0	0	0	0	0.0017	0	0.00004	0.00002	
Absenteeism rate ⁴	S/D	S/D	0	0	S/D	S/D	0.17	0	0.83	0.43	

¹Frequency = AT x 1000000 / hr worked. ²Incidence = (AT x 1,000) / Average staffing. ³I. G = (Days lost x 1,000) / hours worked, based on working days scheduled. The days lost are counted as from the day after the accident. ⁴Measure of the actual days that an absent worker misses, expressed as a percentage of the total of working days scheduled.

Supplementary Information

Development of Our Collaborators

GRI 404-1

		Hours of Training per Employee					
		Tucumán	Buenos Aires	Uruguay	South Africa	Peru	Average
2020	Average hours of training per employee	2.75	0.65	2.95	0.62	3.00	1.99
		By Gender					
	Males	0.45	0.36	1.98	0.56	1.58	2.37
	Females	2.30	0.30	0.96	0.06	1.44	1
		By Occupational Category					
	CEO and Director	-	0.04	-	-	-	0.04
	Manager	0.10	0.20	-	0.04	0.02	0.11
	Head and supervisor	0.60	0.19	0.60	0.21	0.10	2.56
	Specialist	0.30	0.23	-	-	-	2.18
	Administrative Employee	0.04	-	0.17	0.04	0.13	2.51
	Operator	1.70	-	2.18	0.32	2.78	2.22
	Average hours of training per employee	1.59	13.84	17.20	9.57	32.32	11.51
		By Gender					
Males	1.37	25.12	13.50	4.90	21.30	13.24	
Females	2.53	30.25	19.32	9.75	15.20	15.41	
	By Occupational Category						
Country Manager	-	-	-	-	-	-	
Director ¹	1	1.41	-	-	-	1.21	
Manager	1.47	10.25	4.10	15.62	47.65	15.82	
Head	2.08	11.80	48.30	9.34	61.64	26.63	
Supervisor/coordinator/responsible person	2.48	-	20.20	15.78	26.55	16.25	
Site manager	1.28	-	17.40	4	-	7.56	
Foreman	1.30	-	8.33	-	-	4.82	
Analyst/clerk/assistant/attendant	1.81	31.91	16.38	6.15	10.02	13.25	
Operator	1.33	-	5.72	3.49	15.75	6.57	
Average hours of training per employee	3.97	9.38	13.70	15.06	32.32	14.89	
	By Gender						
Males	4.43	6.62	12.90	14.46	21.30	11.94	
Females	8.56	4.75	15.21	16.43	15.20	12.03	
	By Occupational Category						
Country Manager	-	16.00	4.0	-	-	10	
Director	-	12.25	-	-	-	12.25	
Manager	10.34	0.9	4.60	-	47.65	15.87	
Head	7.54	6.0	51.30	2.43	61.64	25.78	
Supervisor/coordinator/responsible person	9.39	6.0	17.08	2.92	26.55	12.39	
Site manager	6.54	-	15.58	4	-	8.71	
Foreman	3.69	-	-	-	-	3.69	
Analyst/clerk/assistant/attendant	5.64	9.38	18.53	2.32	10.02	9.18	
Operator	3.47	-	3.92	4.33	15.75	6.87	
Average hours of training per employee	4.67	4.74	3	6.32	2.02	4.15	
	By Gender²						
Males	4.60	6.13	3	5.99	-	4.93	
Females	4.97	3.85	2	3.07	-	3.47	
	By Occupational Category³						
Country Manager	67.50	-	-	4	78	49.83	
Director	-	25.75	-	-	-	25.75	
Manager	45.78	49.65	-	17.76	107	55.04	
Head	26.27	18.91	19	25.23	15	5.00	
Supervisor/coordinator/responsible person	14.59	21.70	793	-	8.9	209.55	
Site manager	4.66	-	10	-	-	7.33	
Foreman	3.86	-	-	-	-	3.86	
Analyst/clerk/assistant/attendant	10.17	24.14	5	11.88	4.1	11.05	
Operator	2.91	-	2	5.43	1.7	3.01	

GRI 404-1

		Hours of Training per Employee					
		Tucumán	Buenos Aires	Uruguay	South Africa	Peru	Average
2016	Average hours of training per employee⁴	8.20	17.98	7.02	2.76	-	8.99
		By Gender					
	Males	5.42	6.70	10.03	0.38	-	5.63
	Females	4.24	5.82	23.42	2.31	-	8.95
		By Occupational Category					
	Country Manager	36.00	-	-	2.00	-	19.00
	Director	74.00	29.75	-	-	-	47.38
	Manager	103.91	20.09	44.6	15.78	-	46.10
	Head	70.41	19.40	47.2	-	-	45.67
	Supervisor/coordinator/responsible person	22.12	5.52	28.16	4.16	-	14.99
	Site manager	13.92	-	4.21	-	-	9.06
	Foreman	8.28	-	35.8	-	-	22.04
	Analyst/clerk/assistant/attendant	29.39	27.46	14.08	36.55	-	26.87
Operator	5.06	-	5.31	45.33	-	18.57	

Blank cells do not correspond to the location due to its structure. Peru: Data was considered as from August, 2017 and with no gender distinction. Argentina: The average country manager hour is high due to the implementation of the IBP system. Uruguay: the high average hour in the supervisor category is due to the engagement of one of them in MBA.

¹In Buenos Aires (Global), the CEO is included in this category, which we call Leadership Team. ²Training hours mean per female = Total number of training hours provided to female employees/Total number of female employees. Training hours mean per male = Total number of training hours provided to male employees/Total number of male employees. ³Training hours mean per occupational category = Total number of training hours provided to each occupational category/Total number of employees in each category. ⁴Training hours mean per employee = Total number of training hours provided to employees/Total number of employees. It considers only permanent employees.

GRI 404-2

		Training Investment – All the Countries				
		2020	2019	2018	2017	2016
Funds allocated	USD 233,284	USD 653,808	USD 347,587	\$2,138,563	USD 202,407.36	
San Miguel's invoicing	USD 249,839,601.65	USD 225,847,181	USD 373,441,312.5	\$3,862,791	USD 185,000,000	
Percentage invested	0.09%	0.26%	0.09%	0.0553%	0.11%	

GRI 404-3

		Performance Assessment			Performance Assessment		
		2020	2019	2018	2020	2019	2018
Argentina - Tucumán							
By Occupational Category							
Manager	10%	100%	100%				
Head and supervisor	46%	100%	100%				
Employees	43%	70%	86%				
By Gender							
Females	23%	20%	-				
Males	77%	80%	-				
Argentina - Buenos Aires							
By Occupational Category							
Director	6%	12%	-				
Manager	29%	30%	35%				
Head and supervisor	28%	25%	17%				
Employees	37%	33%	46%				
By Gender							
Females	44%	38%	42%				
Males	56%	56%	58%				
Uruguay							
By Occupational Category							
Manager	8%	14%	12%				
Head and supervisor	64%	64%	27%				
Employees	28%	21%	61%				
By Gender							
Females	48%	39%	36%				
Males	52%	61%	63%				
South Africa							
By Occupational Category							
Manager	27%	13%	11%				
Head and supervisor	17%	32%	42%				
Employees	56%	55%	47%				
By Gender							
Females	39%	24%	29%				
Males	51%	76%	71%				

Supplementary Information

Development of Our Collaborators

GRI 404-3

Performance Assessment			
	2020	2019	2018
Peru			
By Occupational Category			
Manager	9%	8%	4%
Head and supervisor	46%	15%	47%
Employees	45%	77%	50%
By Gender			
Females	33%	34%	34%
Males	67%	66%	66%

Those with a seniority of over 6 months in the position or Company are part of it. The CEO is excluded from the calculation. Employee category: includes specialists, administrative employees and operators. As from 2020, we've changed the way we present the information: the engagement by category by site is shown.

GRI 405-1

Occupational Category and Gender										
	2020		2019		2018		2017		2016	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
Argentina - Tucumán										
CEO and Director	0.00%	0.00%	100%	0%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
Manager	83.33%	16.67%	86%	14%	100.00%	0.00%	100.00%	0.00%	90.91%	9.09%
Head and supervisor	80.36%	19.64%	81%	19%	83.00%	17.00%	82.22%	17.78%	75.00%	25.00%
Specialist	70.69%	29.31%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Clerk	60.00%	40.00%	71%	29%	68.00%	32.00%	68.18%	31.82%	75.23%	24.77%
Operator	95.78%	4.22%	96%	4%	97.00%	3.00%	91.75%	8.25%	91.19%	8.81%
Argentina - Buenos Aires										
CEO and Director	62.50%	37.50%	88%	13%	86.00%	14.00%	100.00%	0.00%	100.00%	0.00%
Manager	61.90%	38.10%	64%	36%	74.00%	26.00%	76.92%	23.08%	73.68%	26.32%
Head and supervisor	60.00%	40.00%	70%	30%	59.00%	41.00%	60.71%	39.29%	53.33%	46.67%
Specialist	55.26%	44.74%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	0.00%	0.00%	46%	54%	38.00%	62.00%	55.00%	45.00%	61.22%	38.78%
Operator	0.00%	0.00%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Uruguay										
CEO and Director	0.00%	0.00%	100%	0%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Manager	80.00%	20.00%	100%	0%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
Head and supervisor	68.75%	31.25%	67%	33%	67.00%	33.00%	78.13%	21.88%	80.00%	20.00%
Specialist	50.00%	50.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	33.33%	66.67%	45%	55%	47.00%	53.00%	36.36%	63.64%	61.67%	38.33%
Operator	74.29%	25.71%	68%	32%	71.00%	29.00%	80.58%	19.42%	77.94%	22.06%
South Africa										
CEO and Director	0.00%	0.00%	100%	0%	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%
Manager	63.64%	36.36%	76%	24%	62.00%	38.00%	91.30%	8.70%	87.50%	12.50%
Head and supervisor	100.00%	0.00%	90%	10%	82.00%	18.00%	60.71%	39.29%	63.33%	36.67%
Specialist	64.29%	35.71%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	50.00%	50.00%	76%	24%	56.00%	44.00%	45.45%	54.55%	68.21%	31.79%
Operator	100.00%	0.00%	100%	0%	77.00%	23.00%	76.28%	23.72%	100.00%	0.00%
Peru										
CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	-	-
Manager	87.50%	12.50%	100.00%	0.00%	83.00%	17.00%	0.00%	100.00%	-	-
Head and supervisor	59.57%	40.43%	87.00%	13.00%	67.00%	33.00%	14.81%	85.19%	-	-
Specialist	77.27%	22.73%	N/A	N/A	N/A	N/A	N/A	N/A	-	-
Administrative employee	57.14%	42.86%	54.00%	46.00%	74.00%	26.00%	41.67%	58.33%	-	-
Operator	80.16%	19.84%	74.00%	26.00%	62.00%	38.00%	39.26%	60.74%	-	-

Calculated on total permanent employees. As from 2020, the occupational category nomenclature has been modified so that it matches the new human resources management system implemented in 2020.

GRI 405-1

	Occupational Category and Age											
	2020			2019			2018			2017		
	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-44	> 45
Argentina - Tucumán												
CEO and Director	0.00%	0.00%	0.00%	0%	0%	100%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Manager	0.00%	91.67%	8.33%	0%	93%	7%	0.00%	92.00%	8.00%	0.00%	53.85%	46.15%
Head and supervisor	7.14%	73.21%	19.64%	9%	70%	21%	11.00%	69.00%	20.00%	3.33%	56.67%	40.00%
Specialist	17.24%	67.24%	15.52%	26%	60%	14%	22.00%	68.00%	10.00%	29.55%	52.27%	18.18%
Administrative employee	0.00%	80.00%	20.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Operator	0.00%	54.22%	45.78%	0%	53%	47%	3.00%	64.00%	33.00%	8.50%	45.32%	46.18%
Argentina - Buenos Aires												
CEO and Director	0.00%	87.50%	12.50%	0%	75%	25%	0.00%	71.00%	29.00%	0.00%	66.67%	33.33%
Manager	4.76%	90.48%	4.76%	5%	86%	9%	0.00%	85.00%	15.00%	0.00%	80.77%	19.23%
Head and supervisor	0.00%	100.00%	0.00%	17%	78%	4%	9.00%	81.00%	9.00%	7.14%	78.57%	14.29%
Specialist	42.11%	55.26%	2.63%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	0.00%	0.00%	0.00%	51%	46%	3%	49.00%	46.00%	5.00%	37.50%	52.50%	10.00%
Operator	0.00%	0.00%	0.00%	0%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Uruguay												
CEO and Director	0.00%	0.00%	0.00%	0%	0%	100%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Manager	0.00%	60.00%	40.00%	0%	25%	75%	0.00%	25.00%	75.00%	0.00%	33.33%	66.67%
Head and supervisor	6.25%	62.50%	31.25%	0%	83%	17%	0.00%	83.00%	17.00%	3.13%	37.50%	59.38%
Specialist	16.67%	83.33%	0.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	13.33%	86.67%	0.00%	27%	67%	7%	27.00%	67.00%	7.00%	13.64%	72.73%	13.64%
Operator	2.86%	71.43%	25.71%	27%	57%	16%	29.00%	55.00%	16.00%	41.54%	38.00%	20.88%
South Africa												
CEO and Director	0.00%	0.00%	0.00%	0%	100%	0%	0.00%	100%	0.00%	0.00%	0.00%	100.00%
Manager	9.09%	90.91%	0.00%	8%	88%	4%	0.00%	100%	0.00%	30.43%	52.17%	17.39%
Head and supervisor	27.27%	54.55%	18.18%	0%	70%	30%	30.00%	63.00%	7.00%	3.57%	57.14%	39.29%
Specialist	21.43%	78.57%	0.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	28.57%	57.14%	14.29%	39%	53%	8%	32.00%	54.00%	14.00%	43.18%	40.91%	15.91%
Operator	9.09%	59.09%	31.82%	0%	73%	27%	32.00%	56.00%	12.00%	25.30%	48.22%	26.48%
Peru												
CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Manager	0.00%	87.50%	12.50%	0.00%	100.00%	0.00%	0.00%	92.00%	8.00%	0.00%	50.00%	50.00%
Head and supervisor	12.77%	87.23%	0.00%	8.00%	89.00%	3.00%	21.00%	75.00%	4.00%	18.52%	66.67%	14.81%
Specialist	45.45%	54.55%	0.00%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Administrative employee	46.43%	53.57%	0.00%	44.00%	55.00%	1.00%	45.00%	51.00%	4.00%	45.00%	51.67%	3.33%
Operator	15.87%	67.06%	17.06%	18.00%	61.00%	21.00%	37%	50.00%	14.00%	36.67%	39.47%	23.86%

Calculated on total permanent employees. As from 2018, the age ranges have changed. As from 2020, the occupational category nomenclature has been modified so that it matches the new human resources management system implemented in 2020.

	Government Bodies by Gender			
	2020		2019	
	♂	♀	♂	♀
Board of Directors	8	2	8	2
CEO + Executive Directors	4	2	6	1

Supplementary Information

Development of Our Collaborators



GRI 405-1

	Government Bodies by Age											
	2020			2019			2018			2017		
	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
Board of Directors	0%	73%	27%	0%	73%	27%	0%	73%	27%	0%	73%	27%
CEO + Executive Directors	0%	86%	14%	0%	58%	42%	0%	92%	8%	0%	92%	8%

GRI 405-2

	Male/Female Salary Ratio by Occupational Category				
	2020	2019	2018	2017	2016
Argentina - Tucumán					
Manager	1	-	-	1.00	1.18
Head	0.94	1.04	1.02	0.85	1.06
Employees	0.79	1.02	0.99	0.98	1.03
Argentina - Buenos Aires					
Manager	1.2	1.17	1.05	0.98	1.30
Head	1.13	1.07	1.05	0.92	1.09
Employees	1.25	0.88	1.05	0.80	1.08
Uruguay					
Manager*	1.69	-	-	-	-
Head	0.79	0.68	0.68	1.20	1.12
Employees	1.09	1.01	1.01	0.91	1.57

	Male/Female Salary Ratio by Occupational Category				
	2020	2019	2018	2017	2016
South Africa					
Manager	1.04	1.08	1.43	1.20	1.02
Head	1.16	-	0.88	1.05	1.05
Employees	1.23	1.98	0.98	1.27	1.22
Peru					
Manager	1.28	1.00	1.00	-	-
Head	0.80	0.88	0.94	1.12	-
Employees	1.08	1.19	1.20	1.49	-

In 2018 the calculation method changed: the male basic salary mean/female basic salary mean is considered, replacing the average.
*The calculation can not be performed, as we only have male managers.

Environmental Management

WATER

Total Global - Water Consumption (m ³ /year)		
Year	Total	Variation
2016	19,350,604.00	-
2017	20,934,424.00	8.18%
2018	31,750,944.00	51.67%
2019	27,535,798.00	-13.28%
2020	30,121,047.00	9.39%*

The variation in water consumption is due to the droughts taking place in Argentina and Uruguay.

Water Footprint for Peru Campaign (L/Kg)				
Crop	2017/2018	2018/2019	2019/2020	Variation %
Mandarin	264.94	292.26	276	-6%
Avocado	1,304.11	886.8	656	-26%
Grape	518	522	395	-24%
Total	2,087.05	1,701.06	1,327	-22%

Argentina - Water Consumption (m ³ /year)					
Year	Natural Ingredients	Farms	Nursery	Total	Variation
2016	3,114,250	2,105,237	4,578	5,224,065.00	-
2017	2,664,760	2,666,777	3,789	5,335,326.00	2.13%
2018	3,391,870	3,888,005	4,200	7,284,075.00	36.53%
2019	2,828,595	2,793,000	4,754	5,626,349.00	-22.76%
2020	2,749,717	5,683,576	6,816	8,440,109.00	50.01%

The variation in water consumption is due to the droughts taking place in 2020.

Uruguay - Water Consumption (m ³ /year)					
Year	Farms	Industry	Packing	Total	Variation
2016	1,813,907	-	-	1,813,907	-
2017	1,727,764	-	-	1,727,764	-4.70%
2018	2,758,256	-	-	2,758,256	59.60%
2019	2,101,662	-	-	2,101,662	-23.80%
2020	3,606,971	34,235	1,426	3,642,632	71.62%

The variation in water consumption is due to the droughts taking place in 2020.

South Africa - Water Consumption (m ³ /year)				
Year	Water extracted	Water used	Use %	Variation
2017/ 2018	6,116,400	5,823,041	95	-
2019	5,324,300	5,865,300	110	0.73%
2020	5,324,300	4,242,160	80	-27.67%

Peru - Water Consumption (m ³ /year)						
Year	Chincha	Variation	Chepén	Variation	Total	Total variation
2016	6,307,392.00	-	6,005,240.00	-	12,312,632.00	-
2017	7,565,396.00	19.94%	6,305,938.00	5.01%	13,871,334.00	12.66%
2018	7,679,682.00	1.51%	8,205,890.00	30.13%	15,885,572.00	14.52%
2019	5,807,507.00	-24.38%	8,134,980.00	-0.86%	13,942,487.00	-12.23%
2020	5,884,307.00	1.32%	7,947,500.00	-2.30%	13,831,807.00	-0.79%

Supplementary Information

ENERGY

GRI 302-1

GRI 302-3

GRI 302-4

ARGENTINA

Argentina - Energy Consumption - Natural Ingredients							
Source	2015	2016	2017	2018	2019	2020	Variation
Electric power (MW)	21,861	23,508	21,828	26,002	22,207	19,355.43	-0.12
LPG (kg)	0	0	39,541	100,214	86,700	1,015,386.14	10.71
Gas (liters)	0	0	3,782	6,246	1,996	636.00	-0.68
Gas oil (liters)	6,205	49,960	36,254	29,617	34,282	13,415.50	-0.60
Natural gas (Nm³)	16,151,875	14,937,575	13,196,047	16,513,675	15,690,346	12,066,133.36	-0.23

Argentina - Monthly Consumption - Natural Ingredients						
Month	2015	2016	2017	2018	2019	2020
Electric Power (MW)						
January	510.00	745.96	575.00	636.10	399.50	522.58
February	542.00	1,116.32	701.00	603.18	394.10	418.07
March	739.00	1,699.02	1,220.66	1,694.03	1,093.90	928.60
April	1,972.50	2,311.79	2,044.49	2,597.17	2,095.00	2,168.94
May	2,761.00	2,755.24	2,672.12	3,204.42	3,360.30	3,473.89
June	3,206.00	3,319.05	3,651.36	3,647.90	3,703.50	3,320.93
July	3,385.00	3,674.26	3,597.25	3,512.50	3,968.00	3,376.60
August	2,695.00	3,492.80	3,027.93	3,643.19	3,476.60	2,588.39
September	2,651.00	1,666.35	1,589.13	2,923.49	2,086.40	1,218.30
October	1,906.00	1,216.15	1,088.18	1,785.72	772.30	585.68
November	1,067.00	963.08	1,031.17	1,192.27	629.90	373.01
December	426.00	548.00	629.81	562.01	227.60	380.44
Total	21,860.50	23,508.01	21,828.08	26,001.99	22,207.10	19,355.43

Argentina - Monthly Consumption - Natural Ingredients (Continued)						
Natural Gas (Nm³)						
January	41,577.00	79,335.00	10,827.00	65,702.00	0.00	0.00
February	51,048.00	240,956.00	90,304.00	0.00	35,660.00	0.00
March	299,256.00	853,775.00	561,931.00	124,485.00	414,167.00	200,417.50
April	694,759.00	1,386,225.00	1,409,922.00	1,981,979.00	1,376,690.00	1,600,546.33
May	2,747,827.00	2,089,020.00	2,071,182.00	2,542,491.00	2,896,957.00	2,922,668.00
June	3,278,103.00	2,917,327.00	3,179,411.00	3,017,297.00	3,229,454.00	2,743,124.00
July	3,200,440.00	3,168,716.00	2,920,869.00	2,778,524.00	3,452,499.00	2,659,992.00
August	1,990,680.00	3,090,332.00	2,033,449.00	3,131,073.00	2,935,620.00	1,531,077.00
September	2,245,960.00	755,593.00	530,715.00	1,949,664.00	1,286,145.00	321,357.00
October	1,245,620.00	176,367.00	191,370.00	693,702.00	59,516.00	86,951.53
November	255,041.00	166,142.00	196,007.00	228,758.00	3,638.00	0.00
December	101,564.00	13,787.00	60.00	0.00	0.00	0.00
Total	16,151,875.00	14,937,575.00	13,196,047.00	16,513,675.00	15,690,346.00	12,066,133.36

Argentina - Electric Power L/T Grinding - (Kw/Tn)		
2018	2019	2020
94.9	89.9	106.4

Argentina - Natural Gas Consumption/T Grinding - (Nm³/tn)					
2015	2016	2017	2018	2019	2020
72	70	70.1	64.3	63.5	66.4

ENERGY

GRI 302-1

GRI 302-3

GRI 302-4

Argentina - Monthly Consumption						
Month	Natural Ingredients			Packing		
	LPG (kg)	Gas (L)	Gas oil (L)	LPG (kg)	Gas (L)	Gas oil (L)
January	0.00	105	1,206	0	0	78
February	0.00	35	1,015	15	10	20
March	0.00	0	809	0	0	72
April	30.00	0	1,475	0	0	0
May	12,873.25	60	1,629	13,068.25	0	5
June	11,442.89	40	1,879	19,616.39	0	0
July	15.00	36	1,852	270	0	0
August	4,695.00	70	1,055	7,997	0	0
September	3,490.00	65	595	3,490.24	0	0
October	1,940.00	65	652	0	0	0
November	980,900.00	120	520	0	0	0
December	0.00	40	728.5	0	0	0
Total	1,015,386.14	636	13,415.5	44,456,878	10	175

URUGUAY

Uruguay - Energy Consumption					
	Electric power (KWh)	LPG (Kg)	Gas (L)	Gas oil (L)	Natural gas (Nm³)
2015	0	0	0	6,205	0
2016	0	0	0	49,960	0
2017	2,083,488	39,541	3,782	36,254	0
2018	2,460,457	100,214	6,246	29,617	0
2019	2,096,191	23,140	19,952	463,501	0
2020	2,349,143	24,680	21,010	511,900	0

Uruguay - Energy Consumption - Breakdown by Area				
Year	Area	Gas oil (L)	Gas (L)	LPG (kg)
2019	Packing	-	1,200.00	23,140.00
	Field	463,501.00	18,752.00	-
	Total	463,501.00	19,952.00	23,140.00
2020	Packing	-	1,400.00	24,680.00
	Field	511,900.00	19,610.00	-
	Total	511,900.00	21,010.00	24,680.00

Uruguay - Electric Power Consumption - Breakdown by Area (KWh)				
	Field Administration	Packing	Total	Variation
2017	1,405,899	45,907	631,682	2,083,488
2018	1,692,791	43,928	723,738	2,460,457
2019	1,260,586	40,205	795,400	2,096,191
2020	2,313,640	35,503	613,154	2,349,143

SOUTH AFRICA

South Africa - Energy Consumption		
	Electric power (KWh)	Gas oil (L)
2017	2,135,924	N/A
2018	2,600,267	N/A
2019	2,836,146	N/A
2020	3,626,737	238,238

South Africa - Energy Efficiency			
	2018	2019	2020
Energy consumed	723,738 Kw/h	795,400 Kw/h	613,154 Kw/h
Total harvested	27,705.9 Tn	35,565 Tn	28,353 Tn
Ratio	26 Kw/h/Tn	22 Kw/h/Tn	21.6 Kw/h/Tn

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Environmental Management

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II PERU

Peru - Consumption				
	2017	2018	2019	2020
Total Energy Consumption				
Electric power (in KWh)	9,075,686	4,179,207	3,767,806	4,504,811
LPG (in m ³)	76	108	65	84
Gas (in Jules)*	-	2,204,239,020	2,620,136,499	2,555,811,731
Oil (in Jules)**	-	7,418,429,230	8,379,311,917	5,807,862,755
Monthly Consumption at Chincha Packing Plant				
Electric power (in KWh)	2,304,041	2,485,188	1,682,791	2,311,282
LPG (in m ³)	76	108	65	84
Gas (in Jules)*	-	914,400,161	953,055,033	963,212,197.41
Oil (in Jules)**	-	4,366,774,700	3,891,027,473	2,477,476,890.15
Monthly Consumption in Chepén				
Electric Power (in KWh)	6,771,645	1,694,019	2,085,015	2,193,529
Gas (in Jules)*	-	1,289,838,859	1,667,081,466	1,592,599,533.84
Oil (in Jules)**	-	3,051,654,530	4,488,284,444	3,330,385,864.36

*90 octanes. **Diesel fuel oil - Diesel fuel B5 S50.

Peru - Energy Efficiency						
Year	Chincha			Chincha		
	Fruit input ¹	Annual average ²	Year-on-year variation	Fruit exported ³	Annual average ²	Year-on-year variation
2018	33,849.70	121.87	-84.61%	18,235.60	195.37	-80.43%
2019	15,719.60	121	-0.70%	10,840.20	165	-15%
2020	28,235.20	82	-32%	21,548	107	-35%

¹Tn. ²Calculation method: KWh/Ton of fruit entering the plant. ³Calculation method: KWh/Ton of fruit exported or leaving the plant.

Peru - Monthly Oil Consumption*						
Month	2018		2019		2020	
	Amount (Gal)	Amount (Jules)	Amount (Gal)	Amount (Jules)	Amount (Gal)	Amount (Jules)
Chincha						
January	7,757.62	283,541,011	11,887.70	434,495,435	4,333.90	158,404,072.02
February	12,008.42	438,907,751	10,384.91	379,568,461	5,493.71	200,794,931.84
March	13,226.61	483,432,596	13,000.71	475,175,951	4,117.92	150,509,860.60
April	12,272.33	448,553,662	12,558.54	459,014,637	2,105.88	76,969,929.05
May	6,627.53	242,236,222	7,681.59	280,762,115	7,605.87	277,994,485.20
June	6,465.56	236,316,218	6,184.33	226,037,262	5,728.23	209,366,707.70
July	8,785.73	321,118,432	8,392.16	306,733,448	3,968.52	145,049,408.32
August	11,590.21	423,622,176	9,459.99	345,762,635	8,872.85	324,302,543.99
September	12,673.49	463,216,060	6,117.78	223,604,859	8,480.73	309,970,544.10
October	8,653.67	316,291,639	4,665.68	170,530,604	7,155.14	261,520,344.61
November	10,778.34	393,948,327	4,724.31	172,673,531	3,846.18	140,577,996.33
December	8,634.49	315,590,610	11,399.98	416,669,269	6,074.31	222,016,066.39
General total	119,474.00	4,366,774,700	106,457.66	3,891,027,473	67,783.23	2,477,476,890.15

ENERGY

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Peru - Monthly Oil Consumption*						
Month	2018		2019		2020	
	Amount (Gal)	Amount (Jules)	Amount (Gal)	Amount (Jules)	Amount (Gal)	Amount (Jules)
Chepén						
January	8,557.70	312,783,935	6,859	250,696,450	6,913.67	252,694,716.08
February	7,020.60	256,602,930	6,592.90	240,970,495	6,706.64	245,127,756.45
March	7,395.00	270,287,250	7,833.44	286,312,232	5,036.04	184,067,247.33
April	6,970.00	254,753,500	7,964.07	291,086,759	4,684.16	171,206,056.88
May	6,175.05	225,698,078	9,554.23	349,207,107	6,962.14	254,466,242.86
June	5,850.30	213,828,465	9,577.72	350,065,666	8,925.28	326,218,881.34
July	6,279.06	229,499,643	9,913.91	362,353,411	8,349.59	305,177,688.95
August	9,624.50	351,775,475	7,965.46	291,137,563	13,343.92	487,720,160.60
September	8,283.93	302,777,642	7,843.50	286,679.93	8,311.69	303,792,137.12
October	6,808.82	248,862,371	8,278.20	302,568,210	8,542.21	312,217,867.36
November	4,863.55	177,762,753	18,373.70	671,558,735	9,195.09	336,080,492.03
December	5,664.09	207,022,490	22,041.90	805,631,445	4,148.20	151,616,617.37
General total	83,492.60	3,051,654,530	122,798.48	4,488,284,444	91,118.63	3,330,385,864.36

*Diesel fuel oil - Diesel fuel B5 S50.

Peru - Monthly Gas Consumption*						
Month	2018		2019		2020	
	Amount (Gln)	Amount (Jules)	Amount (Gln)	Amount (Jules)	Amount (Gln)	Amount (Jules)
Chincha						
January	593.75	69,731,208	636.25	74,722,494.77	602.03	70,703,515.48
February	676	79,390,816	632.25	74,722,494.77	670.97	78,799,761.03
March	597.25	70,142,255	785.764	92,281,723.19	722.55	84,857,605.97
April	715.25	84,000,416	671.258	78,833,905.53	527.17	61,912,166.86
May	713.75	83,824,252	738.71	86,755,605.67	579.12	68,013,510.01
June	686	80,565,236	640.095	75,174,059.39	805.97	94,655,210.84
July	682.75	80,183,549	680.34	79,900,514.09	646.14	75,883,490.51
August	762.72	89,575,389	614.828	72,206,651.49	794.86	93,349,520.81
September	604	70,934,989	740.185	86,928,832.68	674.29	79,189,663.62
October	607.5	71,346,036	584.884	68,689,967.20	836.47	98,237,192.91
November	650.75	76,425,404	639.919	75,153,389.60	666.68	78,296,694.91
December	496.25	58,280,610	750.623	88,154,692.64	675.34	79,313,864.46
General total	7,785.97	914,400,161	8,115.11	953,055,032.65	8,201.60	963,212,197.41
Chepén						
January	760.55	89,320,539.72	980.15	115,110,811	886.58	104,121,262.09
February	463.2	54,399,150.61	886.48	104,110,015	739.18	86,811,025.42
March	578.21	67,906,159.06	631.83	74,203,401	669.79	78,661,019.45
April	571.17	67,079,367.13	845.58	99,306,636	920.21	108,070,824.09
May	672.8	79,015,001.15	1,276.93	149,965,258	1,016.87	119,423,047.74
June	932.6	109,526,441.84	1,327.34	155,885,511	1,017.78	119,529,638.48
July	1,111.80	130,572,054.51	2,056.33	241,499,580	1,850.38	217,312,007.04
August	1,891.07	222,091,109.13	1,569.37	184,310,006	1,681.56	197,485,509.66
September	981.32	115,248,217.79	887.77	104,261,515	1,144.43	134,404,162.07
October	754.62	88,624,108.45	911.45	107,042,543	1,045.87	122,829,579.84
November	1,246.43	146,383,275.69	1,393.60	163,667,220	1,204.85	141,500,228.09
December	1,019.00	119,673,433.67	1,428.10	167,718,970	1,383.25	162,451,229.86
General total	10,982.77	1,289,838,859	14,194.93	1,667,081,466	13,560.73	1,592,599,533.84

*90 octane gas.

Supplementary Information

ENERGY

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Peru - Monthly Consumption of Electric Power (in KWh)				
Month	2017	2018	2019	2020
Packing Plant - Chinchá				
January	18,506	29,299	14,843	78,362
February	60,895	80,851	94,389	145,578
March	214,025	198,499	106,523	171,048
April	258,327	350,008	124,148	195,651
May	277,091	317,328	214,423	273,027
June	222,811	335,428	252,504	301,246
July	450,753	381,201	374,543	451,406
August	431,125	436,161	311,515	319,599
September	154,022	197,797	119,259	238,479
October	105,343	106,189	27,218	84,987
November	78,658	37,584	20,874	24,250
December	32,485	14,843	22,505	27,649
Total	2,304,041	2,485,188	1,682,791	2,311,282
Chepén				
January	468,108.00	114,357.02	180,991.45	246,442
February	419,243.00	106,545.44	195,384.89	225,511
March	428,118.00	139,441.22	248,115.43	223,423
April	386,949.00	120,813.29	216,796.96	183,928
May	385,122.00	99,995.90	137,715.27	131,056
June	439,398.00	73,463.65	96,698.90	132,422
July	417,424.00	113,996.89	112,104.84	126,677
August	397,932.00	131,066.46	112,715.61	138,416
September	589,078.00	159,264.93	157,836.52	174,153
October	931,565.00	242,316.71	232,202.22	254,539
November	968,341.00	194,214.21	213,738.60	182,068
December	940,367.00	198,543.21	180,714.50	174,894
Total	6,771,645.00	1,694,019.00	2,085,015.00	2,193,529

Peru - Monthly Consumption of LPG at Packing Plant - Chinchá (in m³)								
Month	Citrus fruit line				Avocado line			
	2017	2018	2019	2020	2017	2018	2019	2020
January	0	0	0	0	0	0	0	0
February	0	0	0	0	0	0	0	0
March	0.52	0	0	0	0	0	0	0
April	0.87	0	0	0	0	0	0	0
May	11.22	11.76	0	0	2.87	4	4.84	3
June	0	10	3.93	3	0	5	6.00	9
July	17.29	26	20.56	19	8.9	4	0	2
August	28.22	42	28.72	30	1.26	0	0	1
September	4.66	6	0.57	11	0	0	0	0
October	0	0	0	5	0	0	0	0
November	0	0	0	0	0	0	0	0
December	0	0	0	0	0	0	0	0
Total	62.78	94.86	53.78	69	13.03	13.25	10.84	16

EMISSIONS

GRI 305-1

GRI 305-2

GRI 305-3

SCOPE 1

Direct Emissions: all those emissions generated in sources that belong to, or are controlled by the company. It includes:

- ✓ Emissions due to fuel consumption in the company's processes.
- ✓ Emissions from production activity in fields.
- ✓ Transport of materials, raw materials, products, waste and employees in mobile sources belonging to the company.
- ✓ Emissions from the treatment of waste and effluents on site.

SCOPE 2

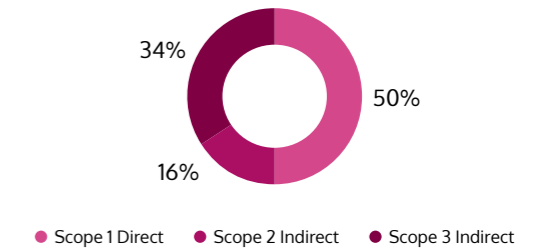
Indirect Emissions: emissions resulting from the power taken from the network to be used in operations or the company's equipment.

SCOPE 3

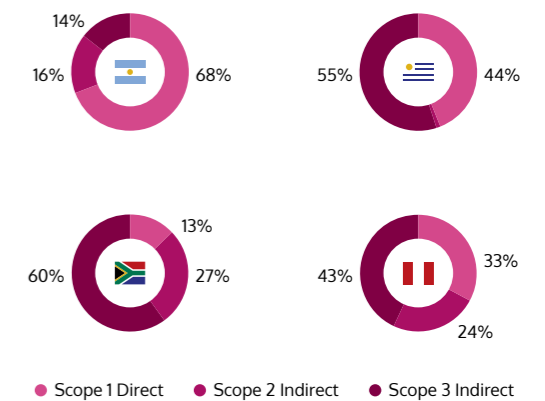
Other Indirect Emissions: resulting from the company activities, but they take place in sources that are not property of, or controlled by, the company. They're emissions generated in the value chain, mostly all the outsourced logistics of input, products and external waste management.

Scope 1 Direct Emissions represent 50% of the total emissions. **Scope 2 Indirect Emissions represent 16%**, and **scope 3 Indirect Emissions represent 34%** of the total emissions.

Total GHG Emissions by Scope



GHG Emissions by Scope



GHG Emissions (CO ₂ Tons eq) - 2019	
Scope 1 - Direct	44,348
Scope 2 - Indirect	14,107
Scope 3 - Indirect	29,514
Total Direct and Indirect	87,969

GHG Emissions (Tons CO ₂ eq)				
	Argentina	Uruguay	South Africa	Peru
Direct				
Scope 1	37,905	2,159	1,567	2,717
Indirect				
Scope 2	8,708	55	3,480	1,864
Scope 3	13,816	2,659	9,866	3,173
Total CO₂ eq	60,429	4,873	14,912	7,755



Supplementary Information

EMISSIONS

GRI 305-1

GRI 305-2

GRI 305-3

Emissions by Source/Activity

Below is a detail of the emissions subdivided by source category (fixed combustion, process combustion, transport, etc.), and the types of activities for every country.

Greenhouse Gas Emissions (CO ₂ Tons eq)				
	CO ₂	CH ₄	N ₂ O	Total CO ₂ eq
Argentina				
Scope 1 Direct Emissions				
Nursery, plantation and irrigation fuel consumption	1,514.06	4.86	0.64	1,519.56
Harvest fuel consumption	396,808	1.27	0.17	398.25
Packing fuel consumption	202,426	0.65	0.09	203.16
Industry fuel consumption	30,655.37	76.85	6.15	30,738.37
Use of nitrogen fertilizers			4.30	1,139.38
Fungicide application	2,651.80			2,651.80
Effluent generation and treatment emissions		44.81		1,254.57
Subtotal scope 1	35,420.46	128.44	11.34	37,905.09
Scope 2 Indirect Emissions				
Packing process energy consumption	497.16			497.16
Industrial process energy consumption	8,210.65			8,210.65
Subtotal scope 2	8,707.80			8,707.80
Scope 3 Indirect Emissions				
Raw material transportation	3,527.88			3,527.88
Staff transportation	183.56			183.56
Waste generation and treatment emissions	39.89			39.89
Emissions originated from the ground transportation of products to distribution centers	2,205.59			2,205.59
Emissions originated from the maritime transportation of products to distribution centers	3,295.61			3,295.61
Emissions originated from the ground transportation of fruit to distribution centers	1,535.39			1,535.39
Emissions originated from the maritime transportation of fruit to distribution centers	3,028.17			3,028.17
Subtotal scope 3	9,252.53			13,816.09
Total emissions	53,380.79	128.44	11.34	60,429
Uruguay				
Scope 1 Direct Emissions				
Nursery, plantation and irrigation fuel consumption	50.26	0.16	0.02	50.45
Harvest fuel consumption	619,564	1.99	0.26	621.82
Packing fuel consumption	119,161	0.38	0.05	119.59
Industry fuel consumption	6.66	0.00	0.00	6.66
Use of nitrogen fertilizers			2.75	727.43
Fungicide application	554.83			554.83
Effluent generation and treatment emissions		2.79		78.05
Subtotal scope 1	1,350.48	5.32	3.08	2,158.83
Scope 2 Indirect Emissions				
Cultivation energy consumption	15.33			15.33
Packing process energy consumption	10.33			10.33
Industrial process energy consumption	29.07			29.07
Subtotal scope 2	54.74			54.74
Scope 3 Indirect Emissions				
Raw material transportation	839.86			839.86
Staff transportation	488.09			488.09

EMISSIONS

GRI 305-1

GRI 305-2

GRI 305-3

Greenhouse Gas Emissions (CO ₂ Tons eq)				
	CO ₂	CH ₄	N ₂ O	Total CO ₂ eq
Uruguay				
Waste generation and treatment emissions	0.29			0.29
Emissions originated from the ground transportation of products to distribution centers	1.31			1.31
Emissions originated from the maritime transportation of products to distribution centers	6.27			6.27
Emissions originated from the ground transportation of fruit to distribution centers	220.04			220.04
Emissions originated from the maritime transportation of fruit to distribution centers	1,103.66			1,103.66
Subtotal scope 3	2,659.52			2,659.52
Total emissions	4,064.74	5.32	3.08	4,873
South Africa				
Scope 1 Direct Emissions				
Nursery, plantation and irrigation fuel consumption	349.11	1.12	0.15	350.38
Harvest fuel consumption	390,362	1.25	0.16	391.78
Packing fuel consumption	279,018	0.90	0.12	280.03
Use of nitrogen fertilizers			0.63	167.10
Fungicide application	377.93			377.93
Subtotal scope 1	1,396.42	3.27	1.06	1,567.22
Scope 2 Indirect Emissions				
Cultivation energy consumption	1,619.41			1,619.41
Packing process energy consumption	1,860.17			1,860.17
Subtotal scope 2	3,479.58			3,479.58
Scope 3 Indirect Emissions				
Raw material transportation				
Staff transportation	348.48			348.48
Waste generation and treatment emissions	0.23			0.23
Emissions originated from the ground transportation of fruit to distribution centers	1,468.09			1,468.09
Emissions originated from the maritime transportation of fruit to distribution centers	8,048.17			8,048.17
Subtotal scope 3	9,864.97			9,864.97
Total emissions	14,740.97	3.27	1.06	14,912
Peru				
Scope 1 Direct Emissions				
Nursery, plantation and irrigation fuel consumption	159.95	0.51	0.07	160.53
Harvest fuel consumption	162,016	0.52	0.07	162.60
Packing fuel consumption	50,170	0.16	0.02	50.35
Use of nitrogen fertilizers			2.99	793.13
Fungicide application	1,550.75			1,550.75
Effluent generation and treatment emissions				
Subtotal scope 1	1,922.89	1.20	3.15	2,717.37
Scope 2 Indirect Emissions				
Cultivation energy consumption	1,080.42			1,080.42
Packing process energy consumption	783.62			783.62
Subtotal scope 2	783.62			1,864.04
Scope 3 Indirect Emissions				
Raw material transportation				
Staff transportation	817.26			817.26
Waste generation and treatment emissions	0.03			0.03
Emissions originated from the ground transportation of fruit to distribution centers	670.01			670.01
Emissions originated from the maritime transportation of fruit to distribution centers	1,686.06			1,686.06
Subtotal scope 3	817.29			3,173.37
Total emissions	6,960.29	1.20	3.15	7,755

Supplementary Information

WASTE

GRI 306-2

ARGENTINA

Argentina - Waste Generated - Natural Ingredients									
Type	Waste	Tons						Treatment / Final disposal	
		2015	2016	2017	2018	2019	2020		
Non-hazardous	Household	General	446.00	727	567	1,414	918	306.1	Landfill
		Industrial	Plastic	35.00	10	12	27	14.18	4.84
		Cardboard paper	39.00	72	67	41	28.96	27.28	Recycling
		Fruit waste	4,335.00	2,441	1,736	4,466	2,347.76	2,530.78	Bioremediation
		Factory pulp*	7.50	38	11	N/A	N/A	7,006.4	Bioremediation
	Production	Effluent pulp	7,158.00	10,198	7,526	7,653	12,309.80	7,473.00	Bioremediation
		Dry sludge	3,608.00	7,946	15,074	26,136	22,636.51	15,376.00	Bioremediation
	Liquid sludge	43,381.00	38,114	3,329	0	891.8	N/A	Bioremediation	
Hazardous	Hazardous waste	3.50	1.8	102	87.9	69.14	58.76	Incineration	
Total		59,013.00	59,547.80	28,424.00	39,824.90	39,216.15	32,783.16		

*As from 2018. "Factory Pulp" waste is recorded as the only entry together with "Fruit Waste".

URUGUAY

Uruguay - Waste Generated - Natural Ingredients						
Type	Waste	Tons			Treatment / Final disposal	
		2018	2019	2020		
Household	General	11.9	10.1	10	Municipal Landfill	
	Industrial	Clean plastic (nylon)	15.5	1.29	0.1	Recycling
Non-hazardous	Industrial	Clean paper and cardboard paper	13.5	38.12	19	Recycling
		Factory wet peel	632.6	881.9	2,406.69	Animal food
	Production	Fruit remains				
		Effluent pulp	45.3	262	58	Animal food
		Ferrous scrap	2.8	-	9.1	Recycling
Hazardous	Industriales	Boiler ash	21.7	21	21	Municipal Landfill
		Oils used	1.6	1.1	3.4	Recycling
		Rags	0.06	0.09	0.08	Temporary storage previous to recycling
Total		744.96	1,215.6	2,527.37		

Uruguay - Waste Generated - 2020

Type	Waste	Tn/L/Units	Treatment / Final disposal
Packing			
Non-hazardous	Industrial	Clean paper and cardboard paper	17.03 tn Recycling/Rotondaro Company
	Production	Fruit remains	1,454 tn Animal food/Municipal landfill
Hazardous	Industrial	Empty containers	0.035 tn Campo Limpio Organization
Total		1,471.03 tn	
Field			
Non-hazardous	Production	Scrap	Information not available Recycling at farm
		Oils used	700 L Own temporary stocking for later management
Hazardous	Production	Rags	Information not available Own temporary stocking for later management
		Empty containers	6.12 tn Campo Limpio Organization
		Batteries	20 units Own temporary stocking for later management
		Filters	2.5 tn Own temporary stocking for later management

WASTE

GRI 306-2

SOUTH AFRICA

South Africa - Waste Generated - 2020				
Type	Waste	Tons	Treatment / Final disposal	
Non-hazardous	Industrial	Plastic (nylon)	2,656	Recycle company
		Paper and paperboard	12,271	
Hazardous	Industrial	Rags	740	Hazardous waste site
		Other waste (specific)	9,517	Chemical containers tyres and irrigation pipes
Total		25,184		

PERU

Peru - Waste Generated					
Type	Waste	Tons		Treatment / Final disposal	
		2019	2020		
Non-hazardous	Household	General	22.36	64,868	Landfill
		Industrial	Clean paper and cardboard paper	2	0
	Production	Factory wet peel	1,151.58	1,566.44	It's buried
		Fruit remains			
		Ferrous scrap	500	0	Recycling
Hazardous	Industrial	Oils used	50	50	Safety landfill
		Rags	23.79	35.96	Safety landfill
Total		1,749.73	1,717.27		

EFFLUENT TREATMENT

GRI 306-1

GRI 306-5

Argentina - Industrial Effluents - Natural Ingredients

Year	Volume (m³)	Grinding (Tn)	m³/Tn	Year-on-year variation
2020	980,636	186,664	5.25	21.61%
2019	1,067,298	247,185	4.32	-14.62%
2018	911,177	267,262	3.40	-25.27%
2017	867,867	190,550	4.55	-22.75%
2016	1,263,415	214,297	5.89	1.32%
2015	1,182,292	221,973	5.32	-0.75%
2014	533,021	99,419	5.36	6.14%
2013	1,196,690	236,777	5.05	-

Uruguay - Industrial Effluents

Year	Volume (m³)	Grinding (Tn)	m³/Tn
2020	59,477	24,577	2.42

SUSTAINABILITY REPORT SCOPE AND GUIDELINES

- ✓ **Publication Number:** 9
- ✓ **Period covered:** year 2020
- ✓ **Scope:** Argentina (S.A San Miguel A.G.I.C.I Y F), Uruguay (S.A. San Miguel Uruguay, San Miguel Internacional Investments S.A., Samifruit Uruguay S.A.), South Africa (San Miguel Fruits South Africa Limited), Peru (San Miguel Fruits Perú), The Netherlands (Coop. Fruit NL Coöperatief U.A).

CONTACT US

We would appreciate your opinions, suggestions, doubts or any comment related to the management presented in this Report to be sent to the following e-mail address: sustentabilidad@sanmiguelglobal.com

INTERNATIONAL GUIDELINES USED

- ✓ **GRI Standards (Global Reporting Initiative).** GRI Standards Core Option.
- ✓ **International Standard ISO 26000. Social Responsibility.** As a guide to integrate RSE in our values and practices, incorporating their recommendations and principles throughout the process.
- ✓ **United Nations Global Compact.** Valid as annual presentation of the Conference of the Parties (COP).
- ✓ **Sustainable Development Objectives.** We use the SDG Compass tool, developed, precisely, by the Global Compact, GRI and WBCSD.

The 2020 Sustainability Report is distributed free of charge and is available to any stakeholder upon request. Its digital version is available on www.sanmiguelglobal.com

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