



**San Miguel**

Sustainability  
Report

2021



**We are part of it**





We are going through times of change. These are historical times, not only because of what is going on on the planet but also because the exponentiality to which new technologies challenge us are setting the spirit of this age and because it defines a direction companies from different fields should take, warning us that the adoption of certain trends entails being left out from the competitiveness race.

We are also initiating a "Decade for Action", a last and urgent call from the United Nations to strengthen our commitment to contributing to the UN Sustainable Development Goals and 2030 Agenda throughout the planet.

In San Miguel's case, we find ourselves in a special moment, celebrating the publication of our 10th consecutive Sustainability Report, and 10 years of having consolidated, at a multi-origin company level, our commitment focused on sustainable development, managing the economic, social and environmental impact of our business, and the impact we generate on society in general. In our 10 first Reports we have disclosed how we work, our commitments and goals, in order to boost a better and more sustainable future.

**A few of our main milestones in these 10 years:**

- ✓ Consistent and impactful community development programs in areas of influence of our operations in Argentina, Uruguay, Peru and South Africa for more than 15 years.
- ✓ Maintenance of the most demanding quality and sustainability management international certifications (Global Gap Grasp, SMETA, FSA).
- ✓ Configuration of the Partnership Program with Strategic Producers and Suppliers.
- ✓ Recognition from the IADB and World Bank through the granting of long-term loans based on compliance with the latest management standards in the world.
- ✓ Native forests preservation within the framework of the Protected Productive Landscape Program (ProYungas Foundation).
- ✓ Promotion of our human capital capability and competence development plan.
- ✓ Application of our own ongoing improvement management system (SAVIA).

- ✓ Proactive management of the Corporate Risk Management Program.
- ✓ Issuance of the first sustainability-linked corporate bond in Argentina.
- ✓ Consecutive publication of 10 Sustainability Reports.

Every year, we reassert our commitment to the United Nations Global Compact Principles, presenting in this Report the Conference of the Parties and the way in which we analyse our contribution to the goals set by each of the United Nations Sustainable Development Goals.

As a reference framework to inform on sustainability material topics, this report has been developed following the Global Reporting Initiative (GRI) Standards Guide, with essential collaboration from all areas, who surveyed and systematised management results and business material aspects for stakeholders.

We concluded another year filled with challenges of all kinds: social, economic, climate-related, among other challenges, which make us seriously rethink what the near future holds for us. Therefore, we must stay committed and enhance the paradigm change that we are working on for the business to be efficient, profitable and focused on the changes that Sustainable Development demands from organizations.

We would like to thank, especially, the commitment to joint work and contribution of all those who are part of San Miguel, helping to manage key processes inherent to each area in a sustainable way, in the benefit of our business goals, promoting a better profitability and reputation, working to become a better company by the day.

For companies, it is time to become creative with respect to value generation, and to be humane regarding work and people, identifying worldwide goals that we can contribute to from our own management, and establishing specific compliance goals that will be beneficial to many. Because for us, to be sustainable is nothing but adding value to the environment that supports us and where we carry out our activity.

Pablo H. Plá

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# 01

## We are San Miguel

We are an agro-industrial company, leader in the Southern hemisphere in the production, distribution and international trade of fresh fruit and products derived from our citrus fruits. We create value from nature to offer the food we produce to thousands of people around the world.

- [🔗 We are part of it](#)
- [🔗 2021 in numbers](#)
- [🔗 Our points of origin](#)
- [🔗 A sustainability-oriented production process](#)
- [🔗 Economic performance](#)





## We are part of it

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

In everything we do, our goal is to generate a positive impact on the social, economic and environmental development of the communities where we operate. Basically, because we want to grow together and be part of a better world.

[Our history](#)



## Our business

Listening to the market, we always strive to find ways of improving ourselves, expanding our offer and adding value to each and every stage of the production process, with sustainability as a priority throughout the operation. We have developed an efficient logistics platform that brings its products to families' tables all over the world.

### FRESH FRUIT



Lemon



Orange



Mandarin



Grapefruit



Table grape



Avocado

### NATURAL INGREDIENTS



Oils

Oils derived from citrus fruits used in the food, cosmetics, pharmaceutical and fragrance industries



Juices and pulps

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



Peel

Dehydrated peel 100% natural lemon peel to obtain pectin, which gives consistency to jams, juices and other foods



## 2021 in numbers



6,825

collaborators



7

plants



241

global sales  
in million USD



143

purchases  
in million USD



7,755

hectares  
planted



1,532

fruit suppliers  
and producers



9.2%

of the counter-season  
fresh lemon market share



13.8%

of world lemon  
processing



### Health and safety

In another hard year from a sanitary standpoint, we have redoubled our efforts to preserve the health and safety of our collaborators, and we have ensured we are closer to the communities where we operate, enhancing our health, nutrition and development programs in all our operations.

[Learn more](#)



## OUR POINTS OF ORIGIN

We have plantations and our own structure in Argentina, Uruguay, South Africa and Peru.



### Plants

In our **4 packing plants** we use state-of-the-art technology to select, treat and pack fruit according to the requirements of each destination and client. **In the processing plants**, we elaborate foods derived from citrus fruits.



### Products

Our products, with powerful properties and of nutritional value, reach 5 continents through 40 ports, which makes us a strategic partner to supermarkets, food, beverage, fragrance and flavour companies.

\*Joint Venture. \*\*Novacore. \*\*\*Venco.

**Products** 🍊 🍇 🥑

🌱 1,356 hectares planted

🏭 1 packing plant

✈️ 43,203 tons of fresh fruit exported

🗣️ 54,746 tons total production

👤 2,581 own collaborators

**Products** 🍊 🍋

🌱 3,734 hectares planted

🏭 2 plants: 1 packing plant and 1 industrial processing plant

✈️ 29,319 tons of fresh fruit exported

⚙️ 300,000 tons of grinding capacity

🗣️ 225,490 tons total production

👤 793 own collaborators

🌱 161,669 plants in nurseries

**Products** 🍊 🍋 🍊

🌱 1,965 hectares planted

🏭 2 plants: 1 packing plant and 1 industrial processing plant\*

✈️ 12,768 tons of fresh fruit exported

⚙️ 50,000 tons of grinding capacity\*\*

🗣️ 59,194 tons total production

👤 887 own collaborators

🌱 64,025 plants in nurseries

**Products** 🍊 🍋 🍊 🍋

🌱 770 hectares planted

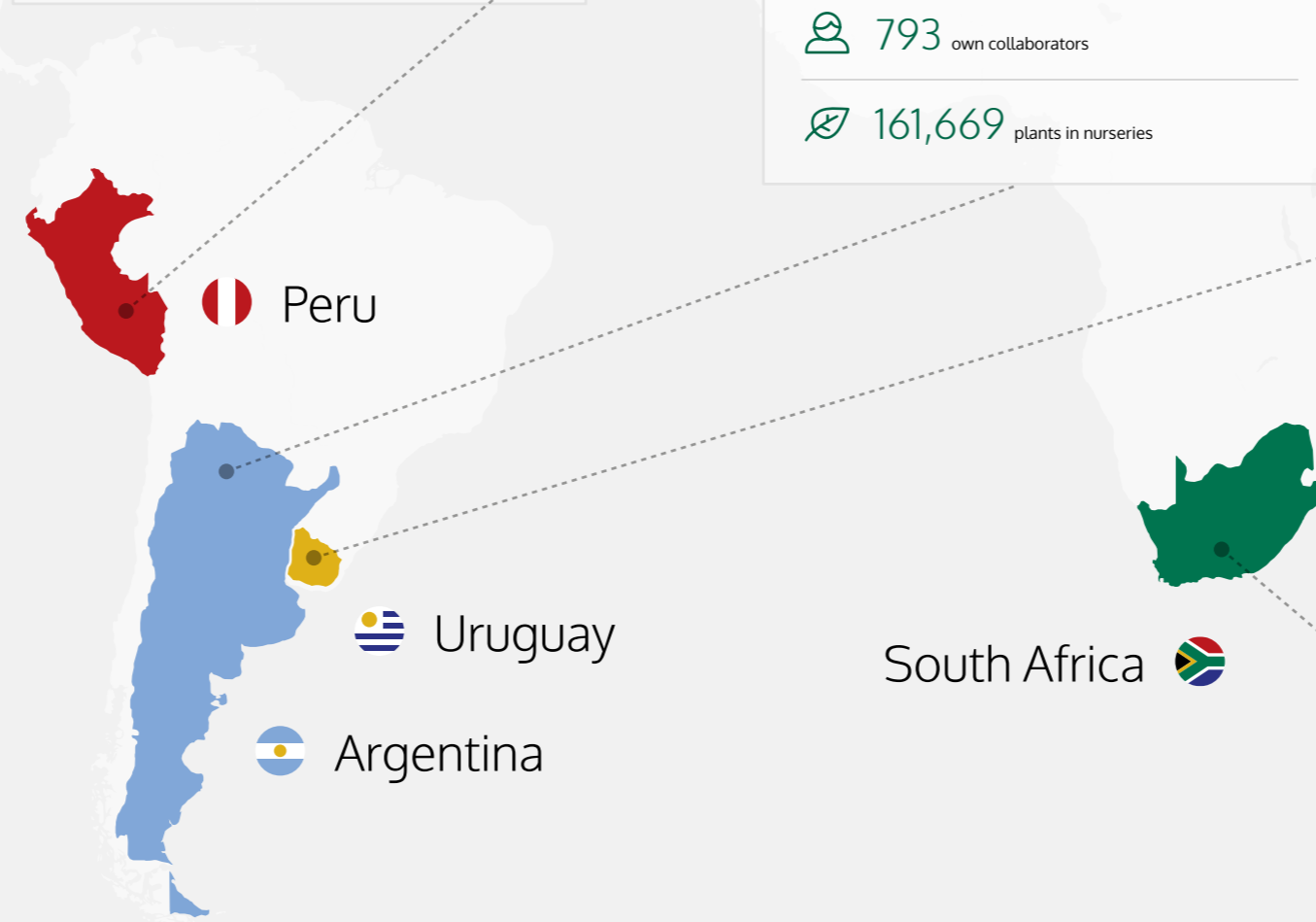
🏭 2 plants: 1 packing plant and 1 industrial processing plant\*

✈️ 57,779 tons of fresh fruit exported

⚙️ 100,000 tons of grinding capacity\*\*\*

🗣️ 76,034 tons total production

👤 383 own collaborators





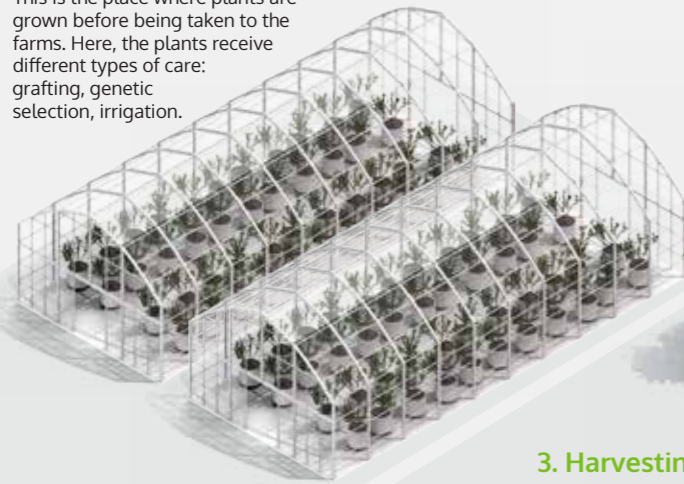
## > A SUSTAINABILITY-ORIENTED PRODUCTION PROCESS

Recognized by our customers in more than 60 countries as a long-term partner.

Multi-origin

### 1. Nursery

This is the place where plants are grown before being taken to the farms. Here, the plants receive different types of care: grafting, genetic selection, irrigation.



a) When citrus fruits are to be packed as fresh fruit, these are picked from trees using clippers and transported in bins.

### 3. Harvesting

There are two different harvesting methods:



### 2. Farms

The soil is prepared and planting is performed. The plants undergo the phytosanitary treatment, pruning, irrigation and nutrition, controlling that their management is sustainable until the fruit is ready for harvesting.

b) When fruits are to be processed, they are harvested by hand, using no tools, and transported both in bulk and in bins.



Our integrated business model includes all stages of the chain process, from production at the nurseries and our own farms to fruit supply from associate producers, to packing plants, processing and logistics, therefore looking after every step of our value chain, from the nursery to the table.

### 4a. Fresh fruit packing

At this point, the fruit undergoes the treatments necessary to ensure it is kept in good storage conditions until it reaches its final destination.

The fruit is washed, cleaned with brushes and then classified by colour, size and quality.



Pallets are prepared according to the particular requirements of each client.

### 6. Consumers

Our fresh fruit and processed foods reach millions of homes.

### 5. Logistics

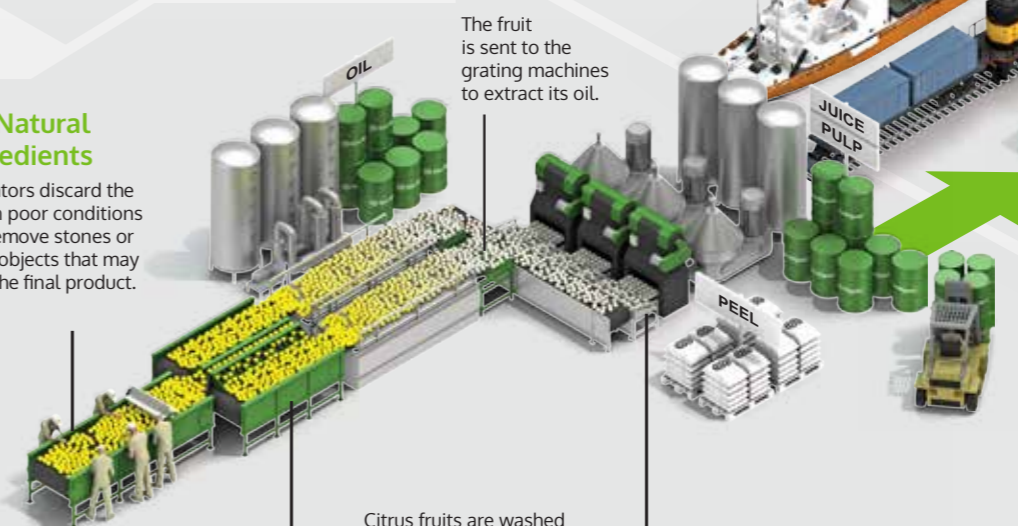
Our products are sent to 290 clients in 64 countries.



Then it is packed in boxes for different presentations.

### 4b. Natural ingredients

Operators discard the fruit in poor conditions and remove stones or other objects that may alter the final product.



The fruit is sent to the grating machines to extract its oil.

Citrus fruits are washed with water at high pressure and then separated according to their different sizes.

Using extractors, and conducting the necessary associated processes, citrus juice, pulp and peel are obtained, based on each client's needs.

# Economic performance

We keep working with the same commitment and passion to achieve big things all together.

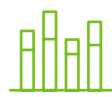
**Our ambition is to achieve sustainable and scalable growth**

Growth through **geographic and scale expansion**, improved **profitability** and **volatility reduction** are the **strategic pillars** on which we work with the aim of **achieving our maximum potential and improving our organisational effectiveness**.

[Learn more](#)



**22,863 B**  
sales in ARS



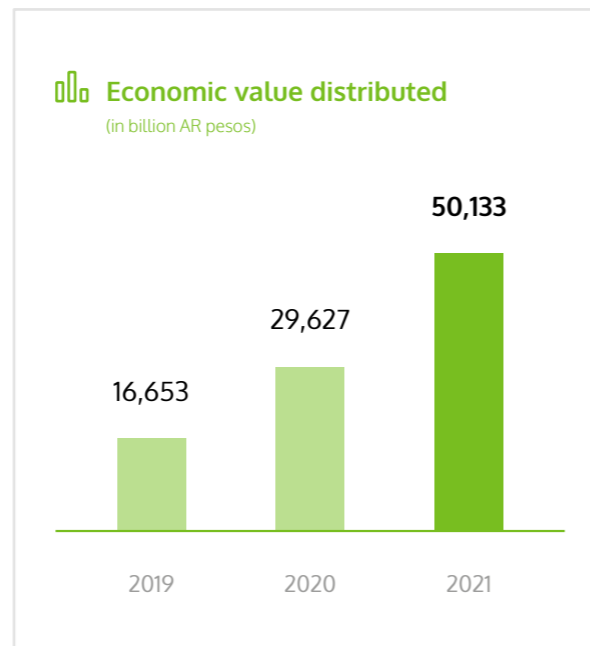
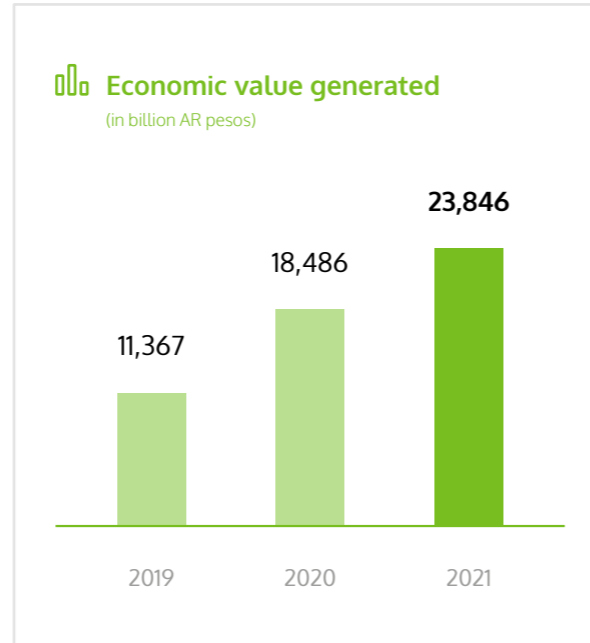
**-1,814 B**  
operating income in ARS



**-4,207 B**  
net loss in ARS



**-1,022**  
comprehensive income in ARS



## 2021 strategic milestones

The world's economic activity was still being affected by the pandemic generated by COVID-19 and, within this challenging context, **we achieved two priority goals: protecting our collaborators' health and safety and ensuring supplies**. Our geographical diversification has allowed us to continue supplying our clients, maintaining **uninterrupted operations in all the points of origin, closing the 2021 campaign with a positive balance**:

- The Argentinian lemon did great this year. We doubled shipments to the United States**, exporting more than **17,000 tons, 70% more** than the previous year. Besides, now we have **business representatives in Shanghai, Seville and Valencia** so as to be closer to our clients. Additionally, **our presence in Canada increased by 25%** compared to 2020, and also in **China**, where **our shipments increased by 10-fold**.
- A new year where we **consolidated our worldwide leadership in lemon processing** for the production of Natural Ingredients and, for the second consecutive year, **we broke the lemon juice sales record**.
- We exported **37,000 tons of mandarin**. We were able to **keep volumes** similar to 2020, mainly with premium programs from Peru and Uruguay. Further, **we expanded our mandarin program for Walmart Mexico**, growing the volume but also strengthening the brand "Clemy" advertising campaign on the shelves of this leading supermarket.
- We were able to produce a total volume of more than 12,500 tons of avocado**, with **80% more yield** than the average in the rest of the country. 90% of this fruit was intended for **export to destinations such as the European Union, the United States and Japan**. In order to keep conquering new markets, **for the first time, we exported this fruit to Argelia and Morocco**.



## We led the first sustainability-linked corporate bond in Argentina

It is the **first issuance and placement in Argentina of a corporate bond of this kind**, better known by its English acronym SLB: Sustainability-Linked Bond. These are **bonds that vary based on whether the issuer achieves sustainability goals**. Issuers commit to **future explicit result improvements** within a predefined schedule, and the goals should be **measurable** through key performance indicators (KPI).

Based on this instrument, we have **committed** to achieving **66% of renewable energy** of the total electric power consumption demanded by Famaillá Industrial Complex (Tucumán) within a 12-month term, starting on 30 September, 2021 and generating an **average saving of 6,300 tn of CO<sub>2</sub> per year**. This goal is part of our sustainability strategy, which includes our ambitious **10-year Climate Action Plan**, which main objective is to **reduce our carbon footprint**.

With this operation, carried out along with Santander Argentina, and tendered for more than 50 million dollars, **we reassert our commitment to the creation of sustainable value**, and we aim at enhancing our operation's positive impact by means of its forms of financing.



# 02

## Committed to sustainability

We are committed to growing in a sustainable way with respect to the social, environmental and economic aspects of all our actions and along our full chain. That is what makes our work meaningful. We want to do it together, looking after our present and future.

- 🔗 Key sustainability issues
- 🔗 We are part of the global agenda
- 🔗 San Miguel stakeholders
- 🔗 Awards and recognitions
- 🔗 Strategic alliances



We have started elaborating our 2030 agenda

Working jointly, articulating with the different operations and key areas of the company, **we identify and prioritise sustainability-related topics for San Miguel's future.** Additionally, **we make a diagnosis** based on the *Framework for Strategic Sustainable Development (FSSD)* methodology, which purpose is to achieve long-term objectives, based on **goals that set courses of action and facilitate progress measurement**, so as to be able to **contribute to a sustainable future.**

## > KEY SUSTAINABILITY ISSUES

Strategy Sustainability Guidelines, material topics are the most relevant matters to the business sustainability. These are our commitments and their material topics:



### Doing things based on our ethics and transparency in business management

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



### Collaborating with strategic partners in order to enhance business opportunities

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



### Interpreting our customers' needs and meeting them with integrity

- ✓ Promoting healthy life habits
- ✓ Food safety
- ✓ Customer service



### Promoting community well-being and social development

- ✓ Education
- ✓ Development
- ✓ Health



### Developing people in their human and economic dimensions

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



### 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

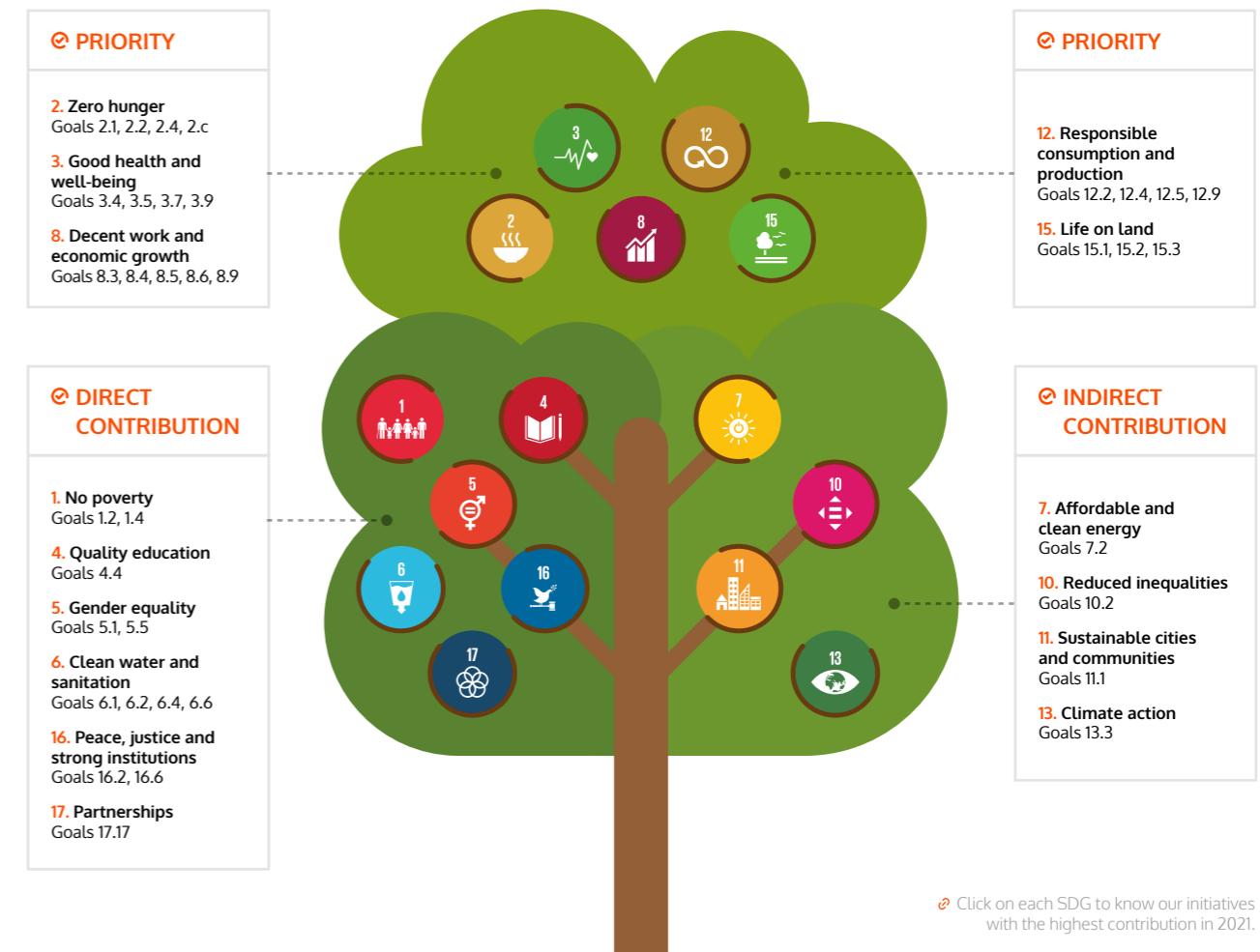
Sustainability policy

## We are part of the global agenda

In our operation and sharing with the communities, we work aligned with the 17 sustainable development goals proposed by the United Nations.

Since their launch in 2015, we have chosen to commit to the Sustainable Development Goals, as we definitely believe that, in order to achieve that, we must build it together.

We contribute to the SDG from what we know how to do: feeding the world, looking after our people and environment, promoting responsible practices along the full value chain, and promoting the development of the communities we are part of.





# San Miguel stakeholders

We believe that generating space for dialogue with Stakeholders and integrating them actively in the development of our sustainability management are fundamental instances for a good performance as a company.

[Learn more](#)



Suppliers



Community



Customers and consumers



Collaborators and unions



Institutions and associations



Press and public opinion



State Government authorities



Shareholders Corporate governance

# Awards and recognitions



### First place award

SAP INNOWEEKS

For our energy efficiency and carbon footprint reduction project in Famailá plant, Tucumán.

[Learn more](#)



### Special distinction Sustainable Leadership Award

BRITCHAM

For our Climate Action Plan.

[Learn more](#)



### Caring Entrepreneur Award

FORO ECUMÉNICO SOCIAL

For our programs that respond to the pandemic.



### BYMA Sustainability Index

BYMA

For the **fourth consecutive year**, we have been part of the BYMA Sustainability Index, which recognises the companies listed on the Buenos Aires Stock Exchange Market with the **best sustainability performance**.





# Strategic alliances

To work together and enhance our impact



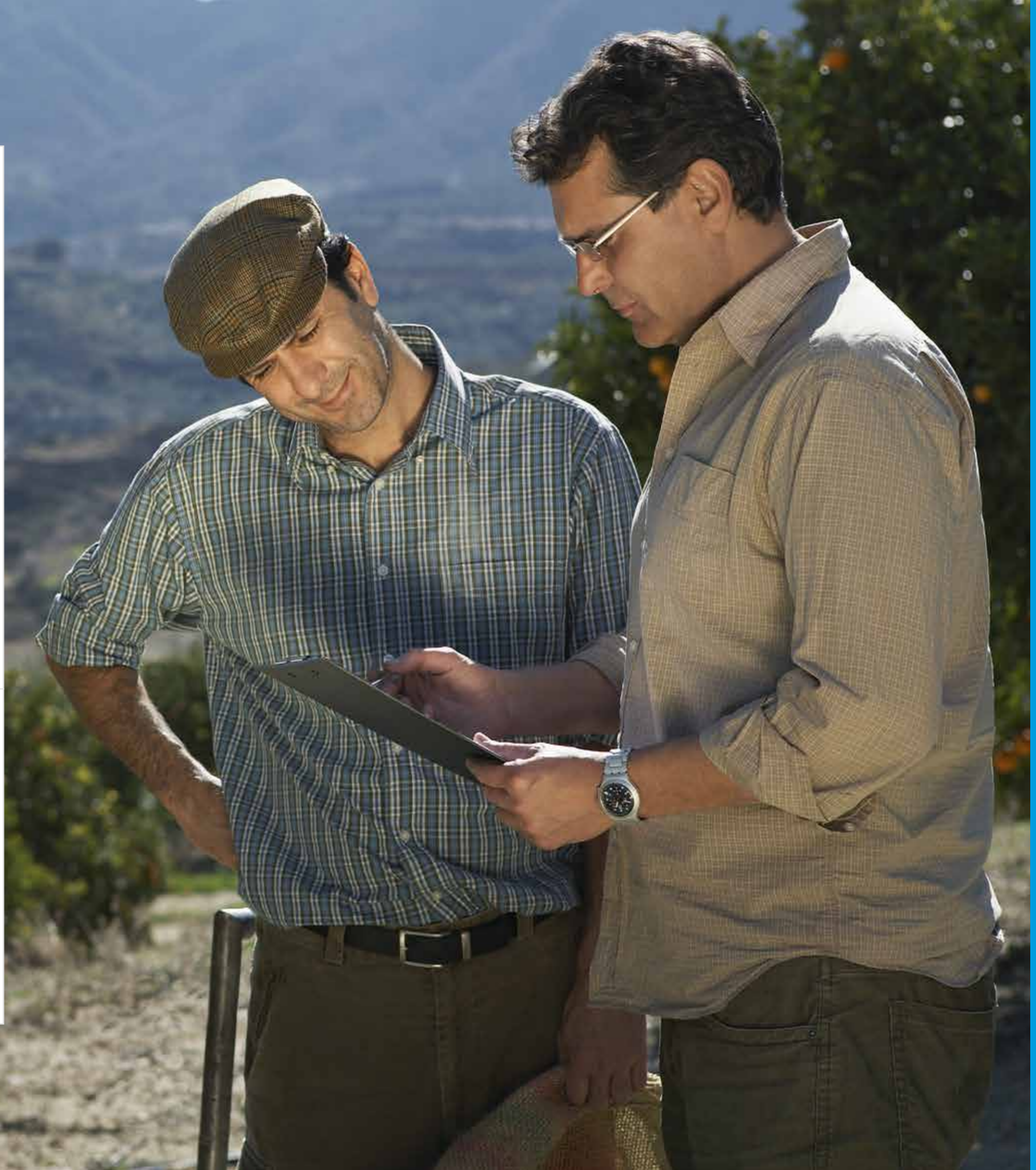
 AGRICULTURAL BUSINESS CHAMBER	 AGRICULTURAL PRODUCE AGENCY COUNCIL	 ASOCIACIÓN CITRÍCOLA DEL NOROESTE ARGENTINO	 ASOCIACIÓN CONCIENCIA	 ASOCIACIÓN TUCUMANA DEL CITRUS
 BOLSAS Y MERCADOS ARGENTINOS (BYMA)	 CÁMARA DE COMERCIO ARGENTINA PARA ASIA Y EL PACÍFICO	 CÁMARA DE COMERCIO ARGENTINO-SUDAFRICANA	 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 FRUITHORTÍCOLAS DEL URUGUAY	 UNIÓN INDUSTRIAL TUCUMÁN	 ASOCIACIÓN DE PRODUCTORES DE CÍTRICOS DEL PERÚ		

# 03

## Value chain and sustainable development in the suppliers network

With sustainability as a priority, we take care of every stage of the production process. We contribute to the development of our partners, contractors and suppliers, focusing on food quality and safety.

- [Responsible value chain](#)
- [Suppliers network](#)





# Responsible value chain



We continue enhancing its implementation, and we have redoubled our commitment to SAVIA, a management system that helps us work on the ongoing improvement and growth of our people.

## SAVIA: the path to operational excellence

SAVIA rests on the joint development of **two main pillars: Management and People**. The interrelation between the pillars aims at **optimising business results**, through the **integration of all the areas in the main processes of the company**.

This is how we work on the development of our people, who, with a holistic vision of the operation, promote continuous improvement by solving problems through a method.

SAVIA reduces the operation variability through the different tools and processes that are part of it, and a strong focus on operational routine. Then, by means of the continuous challenge of the processes, it looks for new improvement goals and guides us under a systematic and disciplined approach to achieve such goals.

Its implementation is carried out **across the entire organization**, in order to guarantee the achievement of all the goals that ensure the safety of our people, the quality of our products and our clients' satisfaction.

In 2021, we continued managing Peru and Argentina's operations through SAVIA, and **took the first step of its implementation in Uruguay**.

From its first implementation in 2019 until 2021, **SAVIA helped achieve operational improvements of over USD 6,400,000** through process optimisation and a better use of materials and resources. But the most important thing is our collaborators' response, committed to the path to operational excellence, proving that SAVIA is a transformational process for the entire operation, and confirming that **is the way forward**.

We are convinced that we generate excellent results when we get involved and focus on the management of our plants, machinery and work teams.

## > INTEGRA

In 2021, we continued enhancing **INTEGRA**, as a platform to manage knowledge and capitalise all the operational and technical expertise.

We created a **free-access virtual space, improving routines that benefited from each country's experience**. We put the values that make us stronger as global citrus experts into practice: humbleness to learn, generosity to share and a permanent innovation spirit.

 **14**  
webinars

 **6**  
speakers from our team

 **8**  
guest experts

 **500**  
attendees

- ✓ WE CONSOLIDATED 6 TECHNICAL WORK PILLARS
  1. Comprehensive Crop Management
  2. Industry
  3. Nursery
  4. Estimations and Harvesting
  5. HLB and Comprehensive Plague Management
  6. Comprehensive Post-Harvesting Management.

- ✓ TRIP AND MITE  
We developed the **criteria related to comprehensive trip and mite management**, key plagues to citrus fruit agriculture.

- ✓ HLB  
In the case of a potential appearance of the HLB vector in Peru and South Africa, we implemented the **contingency plan, and generated prevention programs**.

- ✓ WE INCORPORATED THE AUTUMN GRAFTING TECHNIQUE  
In Argentina's nursery, reducing the time to obtain a plant by six months.

- ✓ WE HELD WEBINARS  
**With speakers** from our technical team and guest experts, generating an environment for encounter open to all the areas of the company.



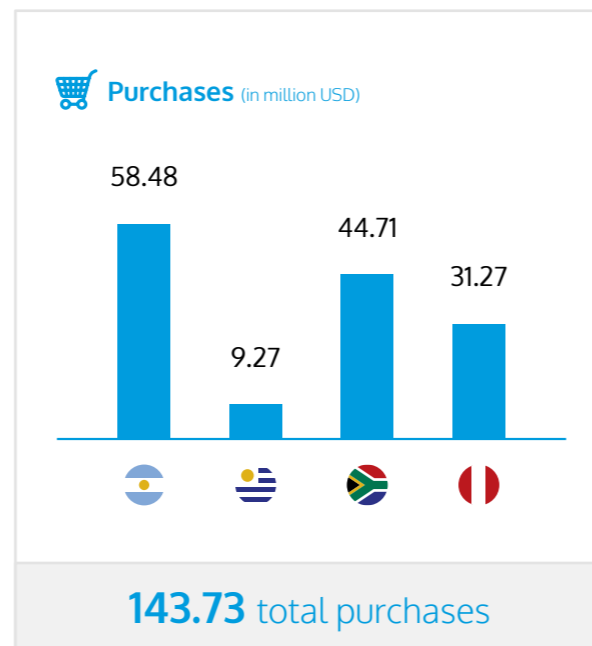
# Suppliers network

Our suppliers are a key link in the value chain to carry out our operations and make the business grow.

- ✓ **We build future relations.** We think that humbleness, honesty and respect are key to doing so. We work together with them to promote production sustainability and transparency.
- ✓ We work along with a **wide diversity of suppliers**, who, jointly, are a **key network to our business**.
- ✓ **We support local producers' development**, offering them innovating initiatives and schedules adding sustainable value and facilitating business opportunities. **We set priorities to create business opportunities in the surrounding economies.**

 **98%**  
purchases from local suppliers

 **760**  
new material suppliers and service providers incorporated in 2021



We worked together to reduce our environmental impact

Partnered up with Arcor, we developed a technical work team for the creation of biofertilisers, starting from organic waste generated by both companies.



## > STRATEGIC PRODUCERS

We created a network of associated strategic producers to incorporate them into the export value chain.



### Producers in Argentina, Uruguay and South Africa

The network allows to jointly improve efficiencies and practices, increase export volumes and enhance business sustainability.

Through this relationship, we accompany producers in the certification processes, and offer them advice and training with respect to different key matters, such as agricultural, phytosanitary, packing, quality and sustainability matters.



### Certifications

In terms of certifications, we give support for their achievement, providing customised training.

The purpose is to transfer our certification base to all the associated producers, accompany them throughout the process and develop qualified suppliers for the markets they'll reach through our company.

#### IN 2021

- ✓ We held a **training session for contractors** on the GLOBAL G.A.P. standard, in order to achieve its proper implementation. Some certifications increased their requirements for the contractor protocol application.
- ✓ We **exported associate producers' grape containers from Argentina.**
- ✓ We **consolidated the fruit supply matrix through strategic partners, initiating sourcing in the Andean Region and, mainly, in Peru,** from where we export avocado, mandarin, grape and organic lime.



**82**  
growers in our strategic network



**155,000**  
tons of fruit acquired



**42.6**  
purchases in million USD

# Suppliers network

## We choose our suppliers responsibly

Everyone is selected according to the sustainability criteria, material, supply complexity and food safety criticality.

We consider their experience, analyse and test samples, verify their background in other companies in the industry, certifications and the relevant certification bodies.

During 2021, in a very complex shortage context, delivery deadline extensions and breach of compliance by a big number of suppliers of both materials and citrus fruit services, **we don't give up on our objective of selecting suppliers who are respectful of all the sustainability criteria even at difficult times**, where the speed to solve multiple supply issues and quickly incorporate new suppliers so as not to interrupt production is a critical element.

## We develop our suppliers

We support the development of small and local producers providing them with technical advice, and we facilitate growth opportunities.

We work in an interdisciplinary manner with different areas: Procurement, Quality, Sustainability, Finance, in order to develop such suppliers in all aspects.

When it comes to implementing an improvement action in the community, we must bear in mind our material or service suppliers, who participate in an open and transparent price comparison.

During 2021, in Argentina, due to the extraordinary transit time increase in the delivery of spare parts by overseas suppliers, we resorted to the development of parts from SME suppliers, being able to mitigate supply issues from overseas.

## We promote sustainable practices in the supply chain



WE STUDY THE LEVEL OF COMMITMENT IN TERMS OF SUSTAINABILITY  
And we reflect with them on the importance of having a sustainability policy in place and complying with it.



WE WORK TOGETHER TO REDUCE 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. All new suppliers are selected based on environmental criteria.



WE PROMOTE RESPECT FOR HUMAN RIGHTS AND THE COMMITMENT TO TRANSPARENCY  
We have a **Code of Ethics for Suppliers** to extend and share our values and the work guidelines of San Miguel's culture.



# Suppliers network

## PROCESS IMPROVEMENT

During 2021 we enhanced the use of our international standard tool **SAP ARIBA**, to interact with suppliers, ensuring the **transparency and traceability** of the entire bidding, quoting and procurement allocation process, besides achieving **agility and measurable economic results**. Its intensive use has enabled us to mitigate important worldwide price increases within the COVID-19 global context regarding global strategic procurement.

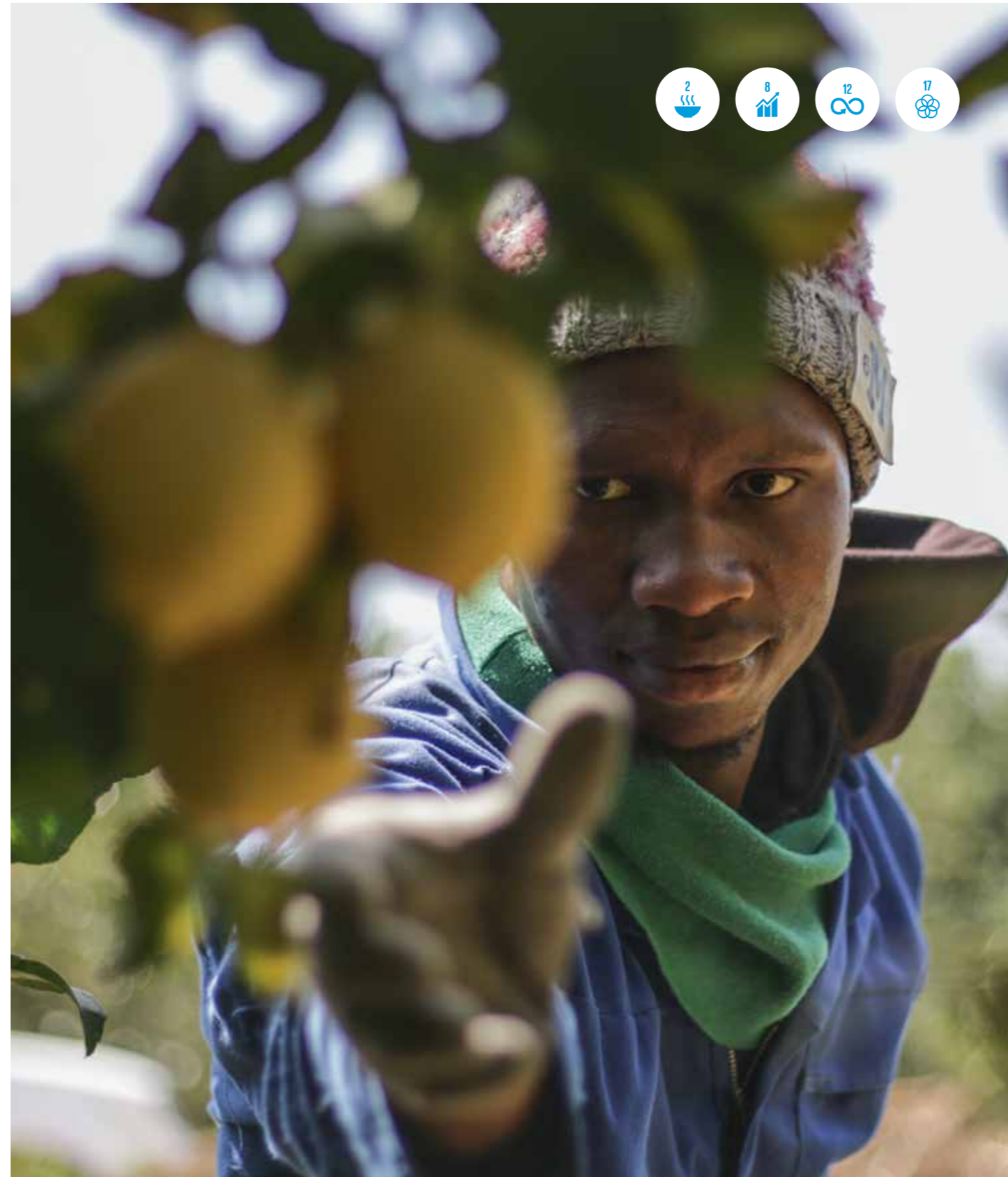
Another initiative to highlight was the development of a **pool of procurement** of different strategic supplies in 3 of our 4 operations, **partnered up with other colleagues**, which allowed us to be **more efficient** and find **better prices**, also transferring these benefits to our clients.

## We assess to keep 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 verifies aspects that include good practices, process control, quality and safety programs and their certifications, safety and hygiene and compliance with delivery deadlines. The assessment also includes the **contributions that each supplier makes in terms of Sustainability**.

In 2021, we drafted the bases for an assessment procedure for citrus fruit service providers, additional to the assessments for supply and raw material suppliers, the plan being that they are assessed during 2022.



## We empower innovating proposals in the agro-industrial chain



In partnership with INICIA-Comunidad de emprendedores, we launched the second edition of Eureka, the **contest that recognises entrepreneurs and startups' most innovating proposals in the agricultural sector in Argentina and Uruguay**. The proposals are associated to one of the three pillars that the contest rests on:

- ✓ **AGTECH**  
New technologies, instruments, apps or software applied to primary citrus fruit production.
- ✓ **INTELLIGENT PROCESSES**  
Impact on measurement, optimisation and improvement of processing plants.
- ✓ **POSITIVE IMPACT**  
On the economic, social and environmental aspects.

The proposals submitted in late 2021 will be selected and awarded in 2022. In the first quarter of 2022, we will carry out a candidate pre-selection and Demo Day, where the winners will be chosen.

- ✓ **FIRST PRIZE**  
A **seed fund of ARS 500,000**, liaison rounds with San Miguel, and three-month incubation.
- ✓ **SECOND PRIZE**  
A **seed fund of ARS 300,000**, besides liaison rounds and three-month incubation.
- ✓ **THIRD POSITION**  
Access to **liaison rounds and incubation**.

# 04

## Our clients

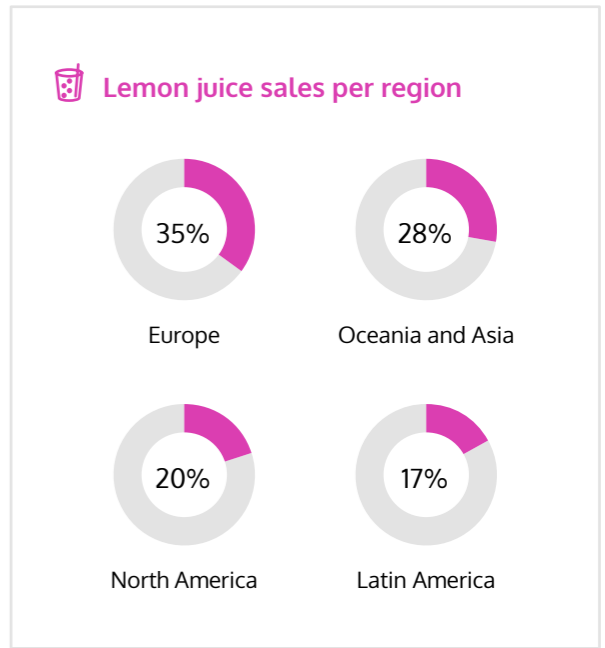
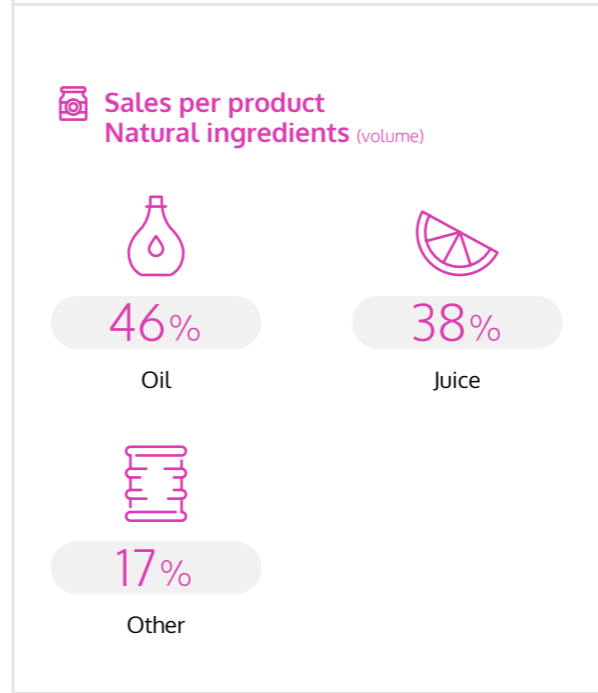
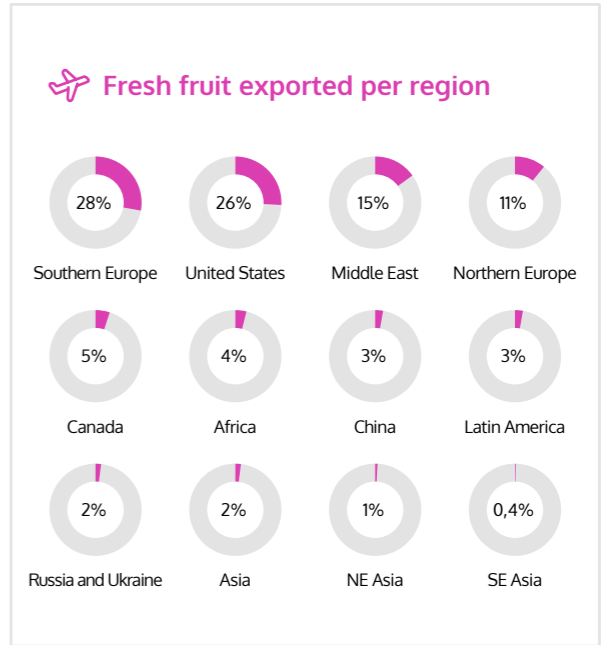
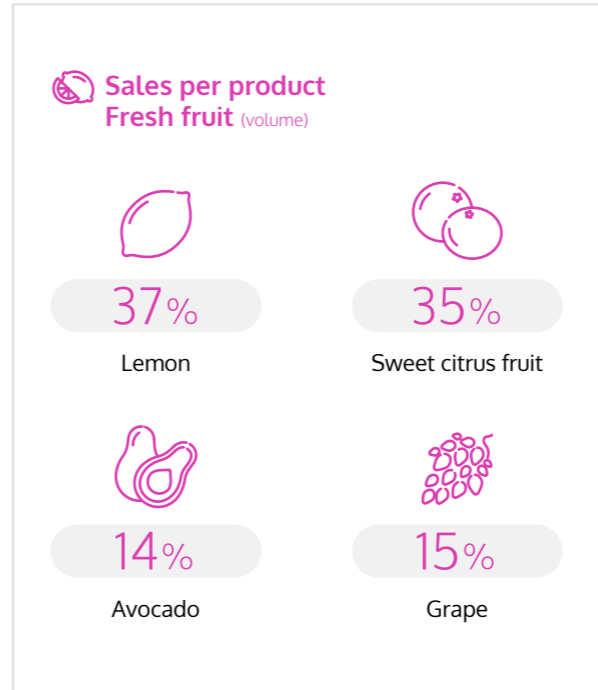
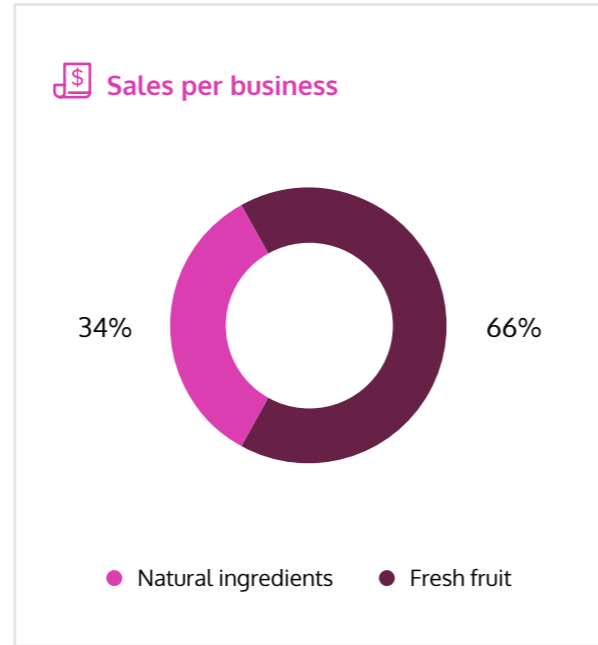
We respond to our clients' needs all around the world, positioning ourselves as strategic partners of the major supermarkets and food, beverage and fragrance companies on the 5 continents.

- 🔗 Main results
- 🔗 Relationship with our clients
- 🔗 Food quality and service
- 🔗 Innovation and development





# Main results



## Relationship with our clients

We strive to develop long-term bonds with our clients, focusing particularly on each of our clients' needs, the market requirements and consumers' demands.

We seek to work together, hand in hand, as strategic partners, providing **solutions from the field to the logistics**. Therefore, faced with an scenario marked by an unprecedented complexity such as the one 2021 presented, we were able to **ensure procurement and fulfil our agreements**.

The commercial and customer supply chain teams dedicated to each business provide guidance and distinctive support to each client, which renew and strengthen such **long-term relationships** every day.

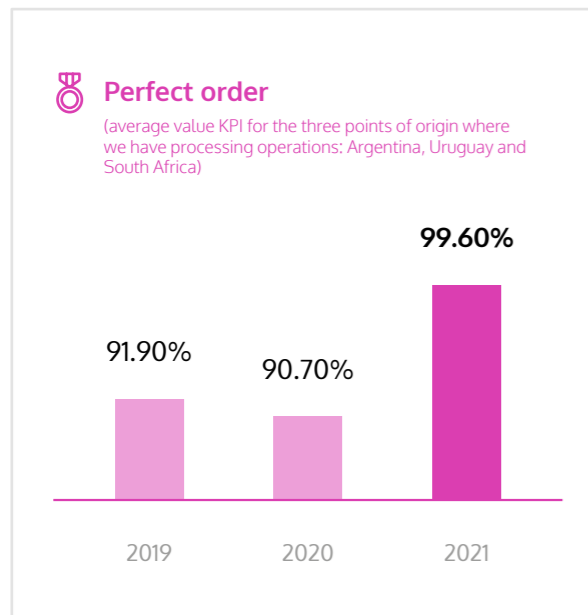
### Initiatives developed to improve our relationship with clients

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

In the second semester of the year we were able to reestablish the face-to-face modality and **schedule meetings with our major clients, both in their offices as well as exhibitions and congresses associated to the activity**. In this respect, some of the main fairs where we participated were Fruit Attraction for the fresh fruit and Anuga business, IEEA (ICBC) and USAPPLE for the industrial business.

Within the Natural Ingredients business, a *ScoreCard* is used to have full visibility of the progress of hiring, dispatch, production and quality processes. This tool also serves as a basis for meetings with clients during commercial visits or teleconferences. **"Perfect order"** enables the **measurement of the degree of fulfilment of deliveries** in the time, quantity and quality required by our clients.

As from 2021, we will carry out comparisons between December, 2021 and the goal proposed for each year: 91.5%



## Food quality and service

**THE CORPORATE QUALITY POLICY**  
Boosts an **integrated quality management system**, with international-class rules, procedures and standards and in compliance with the laws and regulations.

**THE QUALITY MANAGEMENT SYSTEM**  
Is **implemented throughout the entire value chain** to guarantee the safety of the products, the quality of the production processes and the care for the environment.

We developed a **prerequisite and requirement program** that covers good manufacturing, agricultural and storage practices, pest control, an allergen program, a water quality program, among others, which **the different business areas must incorporate** into their work routine.

**QUALITY ASSURANCE**  
Manages procedures, training, records and activities intended for the System maintenance and standard 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 supply and production processes involved in their manufacturing.

We also **conduct checks from Fresh Fruit control samples**, assessing the behaviour 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 products.















We developed and delivered reliable and safe products to our clients, taking care of the quality and safety.

Corporate quality policy

## Food quality and service

Certifications that validate our compliance with standards and good practices of our products and processes.



 <p><b>GLOBAL G.A.P.</b> Global standard for good agricultural practices, based on food safety, quality, the environment, animal welfare and social responsibility.</p>	 <p><b>HACCP</b> (HAZARD ANALYSIS CRITICAL CONTROL POINT) Scientific-based system that identifies specific hazards and measures for their control, in order to guarantee food safety.</p>	 <p><b>SMETA</b> (SEDEX MEMBERS ETHICAL TRADE AUDIT) Social audits that allow to evaluate sites and suppliers to know the working conditions in the supply chain.</p>				 <p><b>SIZA</b> (SUSTAINABILITY INITIATIVE OF SOUTH AFRICA) South African Sustainability Initiative that monitors labour and environmental conditions, and engages throughout the value chain to identify needs and issues.</p>	 <p><b>GRASP</b> (GLOBAL G.A.P. RISK ASSESSMENT ON SOCIAL PRACTICE) Voluntary assessment additional to the Global G.A.P. standard, which analyses the risks of social practices in agricultural operations based on respect for Human Rights.</p>
 <p><b>FSMA</b> (FOOD SAFETY MODERNIZATION ACT) FDA food safety law for food companies exporting to the United States.</p>	 <p><b>BASC</b> (BUSINESS ALLIANCE FOR SECURE COMMERCE) International business alliance that promotes safe trading, in cooperation with governments and international bodies.</p>	 <p><b>BRC</b> (BRITISH RETAIL CONSORTIUM) Global food safety standard created by the British Retail Consortium.</p>	 <p><b>SELO ALIMENTOS ARGENTINOS</b> A quality stamp that identifies and distinguishes foods elaborated in Argentina in compliance with strict standards.</p>		 <p><b>RELIGIOUS CERTIFICATIONS</b> Our certification package also includes those of a religious nature, such as Kosher and Halal.</p>	 <p><b>PRODUCTO YUNGAS</b> It certifies the origin and sustainability of the products, processes and services elaborated by companies or small, medium and big producers from the Yungas region.</p>	 <p><b>USDA ORGANIC</b> In 2021 we certified as an organic fresh fruit trading and organic natural ingredient processing company in the Famaillá Industrial Complex.</p>



## Innovation and development



The research and development, commercial and quality assurance teams constantly seek new solutions to contribute value to our clients, working on product development and technologies to respond to the market's increasingly demanding needs.

### In the phytopathology and biotechnology field

We evaluate the key pests that affect crops, to **identify the thresholds that determine the use of fungicides**, thus limiting their application.

In the **preharvest process we study the time of application and degradation of fungicides** that reduce the incidence of quarantine diseases, in order to optimise their use.

During the **postharvest process, we incorporate natural products** both for washing and coating the fruit.

#### IN 2021

WE WORKED ON COMPREHENSIVE SOLUTIONS THAT MAKE EVERY TASK MORE EFFICIENT AND ACCURATE:

- ✓ Packing environmental monitoring;
- ✓ Commercial line application effectiveness control;
- ✓ "In-company" detection of waste in fruit and *Imazalil, Piry-metanyl* OPP solution, by means of the use of an *easy kit*;
- ✓ Critical fruit supply control, such as bicarbonate;
- ✓ Online Citricide optimisation for commercial line disinfection;
- ✓ Adjustment of thresholds and key pest monitoring times, such as the Australian red cochineal and citrus bud mite in our Latam operations;
- ✓ A unified procedure to perform tests and later incorporate to the commercial operation;
- ✓ Optimising key pest monitoring, such as the citrus leafminer, in order to improve its control efficiency through aerial applications;
- ✓ Monitoring quarantine disease fields, such as the citrus canker;
- ✓ Copper dissipation study in 2 commercial batches with fruit destined for fresh fruit and industry;
- ✓ We adjusted a batch-to-batch phytosanitary program for which monitoring was optimised and doses were adjusted;
- ✓ Identification of *Cladosporium* symptoms in mandarins in Peru.

### In the development of new products

**We develop special products jointly with our clients**, thinking about their needs and market trends, in order to provide them with solutions and offer them added value.

The new business development team undertakes projects with clients, which cover initiatives that range from yield improvement, customised adaptations and analysis of nutraceutical and pharmacological values of our products, to the development of new products to add to our portfolio.

#### Technology at the service of our clients

Operating in different countries and in an integrated way from the nursery to the shelf presents operational challenges. To face such challenges, **we incorporate technology** that allows us to have real-time information, thus generating trustworthy management sources.

Since the moment the fruit is dispatched until the time it finally reaches the client, there are multiple factors that make its price vary, due to market conditions or some other elements that may arise from its point of origin to its 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, Customer Supply Chain and IT teams **worked together** looking for a joint solution that later facilitated the implementation process.





## First place in 2021 SAP Innoweeks



It's an **innovation competition** organised by SAP Labs Latin America, where **technological solutions** are presented for organisations in the region, with an **impact on ESG** (Environmental, Social & Corporate Governance).

After one and a half months of competition, we were awarded the **first place for our carbon footprint reduction and energy efficiency improvement project** for Famaillá plant (Tucumán, Argentina), a project developed by a **multidisciplinary team** where the IT, Operations and Sustainability areas took part.

In order to determine the winner of the competition, a **diverse jury** chose the group that presented the concept test with the best, innovation and purpose and market potential, who were awarded the best design, best showcase and 2021 Innoweeks prizes.



## INNOVATION MONTH

In 2021 we celebrated our **1st Innovation Month at San Miguel** globally: a space where we shared knowledge and experiences in search for more efficient solutions that may contribute to capturing new growth opportunities for our business. **This initiative was developed on two main pillars:**

### MEETINGS WITH SUPPLIERS

Which presented innovating solutions for pain points identified in the operations. Thus, opportunities were deployed for the disruptive transformation of our way of operating.

### "TRANSFORMATIVE ACTIONS" CONTEST

It focused on the recognition of specific initiatives and projects that the company collaborators carried out, having a positive impact on sustainability (quality, environment, safety, health).



**+25**  
suppliers



**+30**  
initiatives presented



**4**  
special distinctions:  
✓ global box project,  
✓ logistic stays,  
✓ RPA under invoicing,  
✓ organic mulching.



**Winner:** Energy efficiency at Famaillá Industrial Complex

# 05

## Development of our collaborators

We are a team: our most important asset are the people that are part of San Miguel.

- 🔗 Value proposition
- 🔗 Development promotion
- 🔗 Labour conditions
- 🔗 Occupational health and safety







# Value proposition

We get empowered in diversity. We are a global company that promotes sharing among different cultures in order to empower our views. Through our teams, we feed on different experiences.

## #BePartofit We want to know more about you! Survey

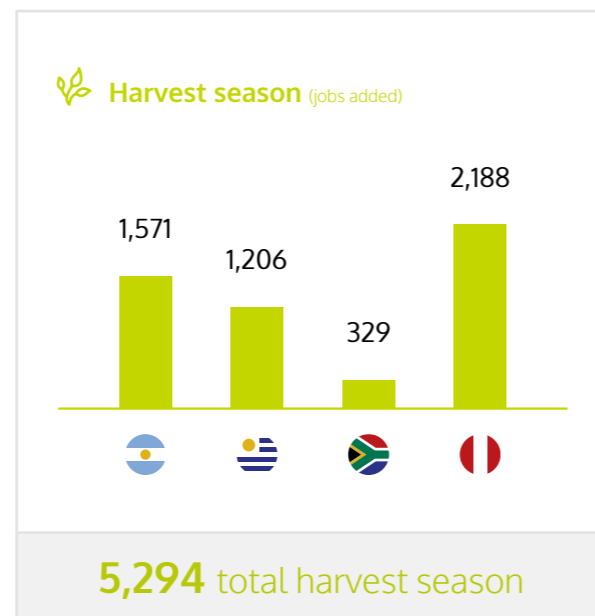
With this action, we open more and new **listening and dialogue spaces**. The survey allows us to **get to know our teams' perception and opinion** on some aspects that impact on San Miguel's everydayness.

In an optional and confidential manner, we invite the entire permanent population and no-pay scale collaborators to answer the survey through **multiple choice and open questions**, so that collaborators can expand with respect to their perceptions.

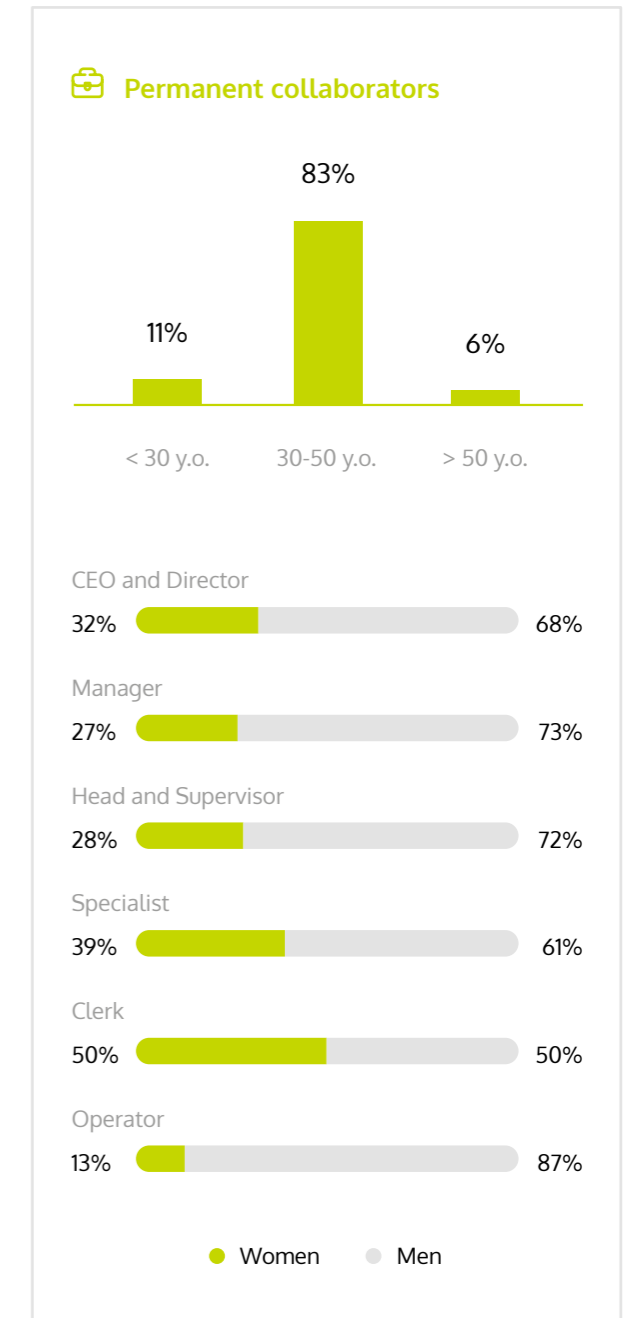
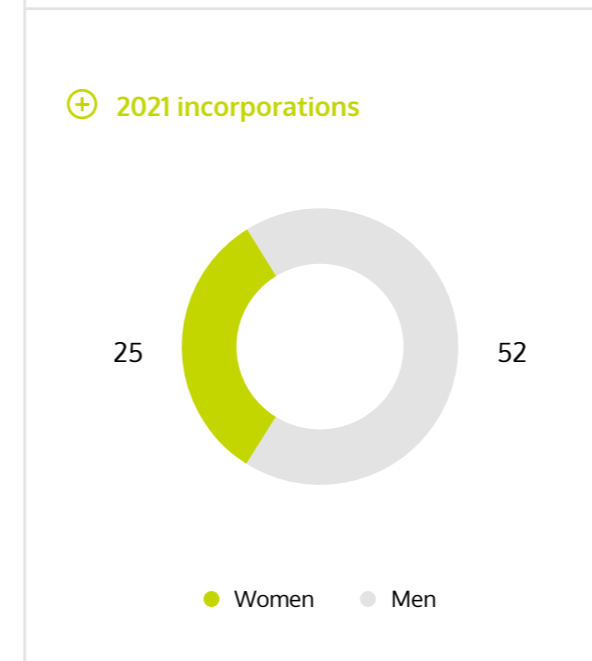
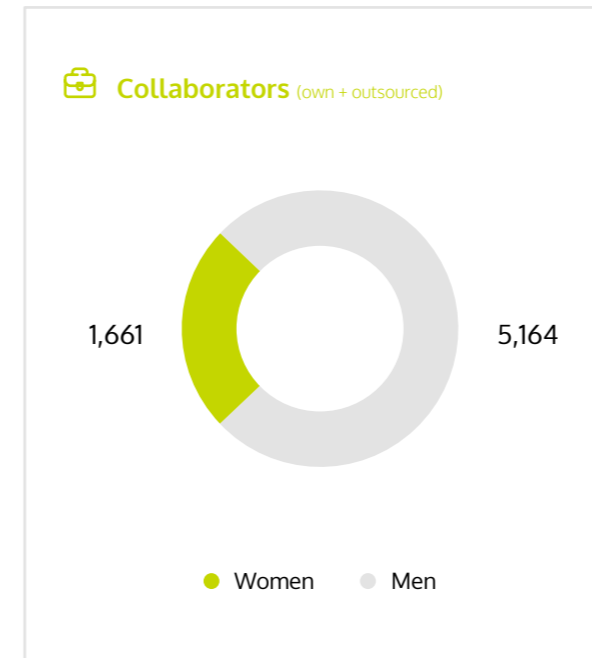
At the end of the process, we give every leader the results obtained by their team, always maintaining confidentiality, and **we officially communicate the whole organization on the main results**.

 **351**  
attendees

 **85%**  
attendance



Highest peak of people in harvest season - Annual average headcount



 Collaborators' indicators

## > OUR CULTURE

Our value and behaviour model is made up of four values plus a fifth one: WE ARE PART OF IT, which is applicable to all the rest. Each of our collaborators is a protagonist and brings the model to life day after day.

WE ARE PART OF IT | I LOOK AFTER THE FUTURE WITH EVERY DECISION I MAKE



**We keep our word**  
I turn my commitment into action

- ✓ I fulfil agreements.
- ✓ I do what I said I'd do.
- ✓ I'm part of the problem to be part of the solution.
- ✓ I commit to results.



**We build relationships**  
I act with integrity and humbleness

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



**We always collaborate**  
Together we are better

- ✓ I co-build with others.
- ✓ I am a team worker.
- ✓ I give 100%.
- ✓ I seek diversity.



**We are passionate about growing**  
I always look to do better every day.

- ✓ I dare do more.
- ✓ I look to do better always.
- ✓ I'm an active apprentice.

The values are associated to behaviours that help describe them and make them tangible for our teams. Each of them describes the way we work at San Miguel. During 2021, we continued enhancing this model, as a platform to achieve the organization's sustainable results.

## Development promotion

We promote our collaborators' growth by supporting and motivating their talent and providing the necessary space and tools so that they may empower their capabilities, lead their careers development and execute their current and future roles.

### Selection process

We transparently and effectively attract and select profiles.

When covering a position, we first resort to our own collaborators to contribute to their development. For head, management and direction positions, we do it through the **Opportunity Committee**, where internal candidates may be nominated. For assistant, analyst, coordinator and supervisor levels, we carry out a selection process through **internal job postings**.

If no internal candidates are selected, the search continues through a **Referral Program**: collaborators may nominate external profiles. If at the end of this instance the vacancy has not been filled yet, we begin the external search according to our attraction strategy.

### Training and development

We provide comprehensive training focused on people and their learning experiences for them to be the protagonists of their own personal and professional growth.

We design **tailor-made programs** for our collaborators and based on the needs of each of the places where we operate, enhancing the knowledge of the overall business itself and each of its particular areas.

### 70-20-10 learning model

The model we use to design our development programs is the **70-20-10 learning model**. We put together different learning experiences, bearing in mind our collaborators' development needs.

- ✓ **70% of the development** happens through concrete work experiences, tasks and problem solution.
- ✓ **20% of the development** happens through feedback, observation and working with coaches, mentors and leaders.
- ✓ **10% of the development** happens through formal education. In-person, e-learning, reading.

### Pillars



#### CULTURE

It is the way we act and think, our history and identity. It's the beliefs, values and behaviours that guide the way we work and interact.



#### MANAGEMENT

Training sessions intended to develop specific knowledge to carry out tasks pertaining each position, with tailor-made training and programs.



#### LEADERSHIP

We provide tools for collaborators to be able to lead their professional development and their teams', and for each person to feel responsible for managing their own learning.

# Development promotion



During 2021, we enhanced our culture model in the local leadership teams of each site, looking to generate internal capabilities for them to be the culture role models themselves in the organisation.



## A new proposal to drive potential!

In 2021 we activated this **skill development program**, thought of as a global platform, with local adaptation and implementation.

Within the framework of our value and behaviour model, the program is divided into three learning categories related to the life cycle of the people in the organisation: **I lead my experience, I lead others, and I lead the organisation**. In turn, each category is subdivided into development sub-pillars.

In order to implement it, **we developed an internal App** that facilitates the user experience and helps them understand what content is associated to each pillar.

To develop the content, each sub-pillar was assigned different courses through the *Udemy*\* platform for our collaborators to choose the content that facilitates their learning experience and supports their Personal Development Plan (PDP), with the behaviours we wanted to promote during 2021.

\* Udemy is a global e-learning platform with over 15,000 courses on different topics and learning methods.



**150**  
active licenses



**+279**  
courses attended by our collaborators

## Other 2021 development milestones

Due to the implementation of ON and the design of our own content on the "Flawless Execution" topic that is found within the 3 leadership pillars, we implemented the following actions:



### WE REDEFINED THE SUPERVISOR ROLE

Together with the main leaders of the Operation, we **redefined the Supervisor role**, with a comprehensive view of everything that leading a process entails. We reviewed the critical points to work on and prioritised contents. For the program implementation, we chose a pool of supervisors to work on the **Flawless Execution** workshop.



### CBE PROGRAM

The leader team in South Africa did a pilot test of the 12-module **CBE (Conscious Business Essentials)** program, which let them explore the relevance of mental models and how to use them to increase their effectiveness and that of their teams. They obtained tools to generate constructive conversations, achieve sustainable results and create a common language for leaders.

Collaborators' indicators

## Talent and development assessment

Our collaborators' **potential assessment** is performed twice a year, during the *Talent Review* sessions.

The assessment methodology we use is **Learning Agility**, which measures the capacity to learn and capitalise such learning in new situations and in a successful way. We measure potential through four agilities:

- ✓ Change agility
- ✓ Mental agility
- ✓ People agility
- ✓ Result agility

And we added a 5th concept to assess: **self-awareness**, which is the perception a person must have of themselves and their future aspirations to combine with their agilities.

The **performance assessment (GPS)** is an annual assessment and is aligned with the business strategy and variable pay (bonus). It creates formal dialogue spaces that help us communicate and understand how, from individual contribution, the business strategic goals are met, and also how to improve each person's performance.

In 2021, to this assessment we added the measurement of **how** said goals are met, aligned with our global value and behaviour model.

Using the 9Box methodology, we crossed the **potential** and **performance** variables of the last 2 years, which allows us to identify the main development actions for each of our collaborators. To this process we added the identification of critical positions and succession plans for middle management positions and upwards.

During 2021, we held Talent review sessions in all our operations, evaluating up to level N-4.

Performance assessment indicators



# Labour conditions

## Success Factor Global information database

In 2021, we continued working on our first **GLOBAL Human Resource Management System**. Success Factor allows us to **administer and manage, in a consolidated and standardised way, all the information pertaining our collaborators.**

We started to manage Incorporations, modifications, deletions of positions and organisational changes through this system. Besides, this allows leaders to visualise the organisational chart and information of their own structures therefore enabling an agile and consolidated management of the information in just one place.

## Communication

In order to ensure an effective reception and that communication is simple, close, clear and agile, we use different channels:

### WE USE THE FOLLOWING MEANS OF COMMUNICATION TO STAY CONNECTED

- ✓ WhatsApp
- ✓ Social networks
- ✓ Microsoft Teams platform
- ✓ Suggestion box
- ✓ Internal bulletin boards
- ✓ E-mail

## Channels

✓ **SAMINET.**  
It is the main internal communication tool. It is a live and dynamic channel that keeps being updated based on the context needs. The main global dissemination messages are shared: birthdays, events, internal searches, among others, and it may be accessed via the web and mobile phone.

✓ **FINANCIAL WEBINARS**  
Global interaction spaces where we share the progress of the financial indicators every month, and collaborators may make enquiries, comments and suggestions.

✓ **COMMERCIAL WEBINAR**  
Information on demand on the markets and challenges in charge of the global commercial team.

✓ **OPEN TALKS**  
Monthly interaction spaces between the CEO and the management team with all our collaborators. We review business indicators, initiatives, projects, campaign progress and all the information relevant to our teams.

✓ **SAMI CONNECT**  
**A global year-end event** where we recognise the work done over the year and share big milestones.

📍 Compensation indicators



## Survey of our collaborators

During 2021, we carried out a survey of our collaborators in Tucumán and Buenos Aires, in order to know more about our current benefits package and benefits associated to teleworking; consequently, we were able to cover certain needs our teams had.





We offer our collaborators benefits that let them improve their life quality and that of their family's.

## > SAMI GLOBAL BENEFITS

- |   |   |
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| <p><b>HEALTH AND WELL-BEING</b></p> <ul style="list-style-type: none"> <li>✓ Mindfulness workshop</li> <li>✓ Medical insurance</li> <li>✓ Annual medical check-up</li> <li>✓ Healthy refreshments/fruit</li> <li>✓ Coffee and snack vending machines</li> </ul> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>✓ Start of school gift</li> <li>✓ Schooling and health loans</li> </ul> <p><b>WORK-LIFE BALANCE</b></p> <ul style="list-style-type: none"> <li>✓ Part-time maternity/adoption</li> <li>✓ Paternity/adoption</li> <li>✓ Unpaid leave</li> <li>✓ Children's Christmas</li> </ul> | <p><b>FINANCIAL</b></p> <ul style="list-style-type: none"> <li>✓ Productivity recognition</li> </ul> <p><b>MOBILITY</b></p> <ul style="list-style-type: none"> <li>✓ Fuel allowance</li> <li>✓ Collaborators' relocation</li> </ul> <p><b>GIFTS</b></p> <ul style="list-style-type: none"> <li>✓ Incorporation</li> <li>✓ Mother's/Father's/Children's Day</li> <li>✓ Agricultural Worker's Day</li> <li>✓ Merchandising at closing of planting campaigns</li> <li>✓ Christmas baskets</li> </ul> <p><b>FLEXIBILITY</b></p> <ul style="list-style-type: none"> <li>✓ Summer Fridays</li> <li>✓ Home office</li> <li>✓ Short Friday</li> <li>✓ Flexible hours</li> </ul> |
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\*Only Buenos Aires. \*\*Only Tucumán.



# Occupational health and safety

Our absolute priority is to look after the health and safety of our people.

The Occupational Health and Safety Management System reaches all workers and workplaces where administrative, industrial, agricultural and harvesting activities are carried out.

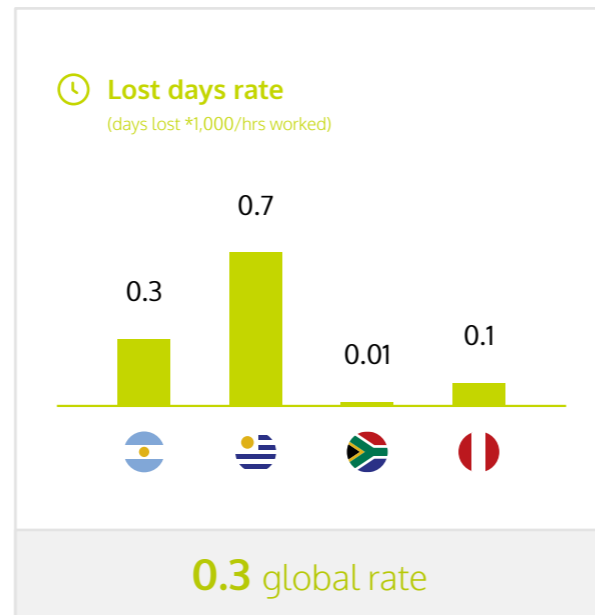
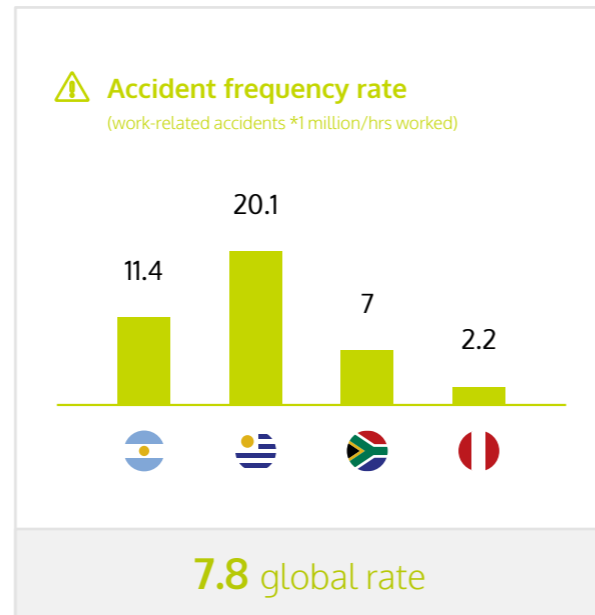
Our Health and Safety team monitors all tasks, in order to ensure that collaborators are properly trained and have the elements necessary to prevent any accidents or diseases.



0 deaths resulting from work-related accidents or diseases



0 work-related injuries with significant consequences for the worker



\*Permanent contract staff.

Labour health and safety indicators

## Occupational risk management

We are committed to identifying, monitoring, assessing, correcting and preventing any risks arising from our operations in terms of safety and health that may affect our collaborators, suppliers, contractors or the overall community.

Raising awareness, risk reduction and elimination, joint work and training are essential to occupational risk management.

Performance indicators are shared at daily, weekly and monthly multidisciplinary tables, and there we control and elaborate actions aimed at bridging gaps that could have prevented accidents or incidents of the same nature in each site.

We train leaders of every area so that they are the ones to detect and steer deviations autonomously, thus generating a more robust safety and health management. Further, we apply an Annual Training Plan (ATP), through which we provide generic training, 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 position, so that each role is aware of the health and safety aspects that it must take into account to carry out its activity.

## Combined health and safety committees

Present in all our operations and formed by the Health and Safety teams, collaborators and union delegates, the Combined Health and Safety Committees are spaces for collaborators to consult on what they consider may affect the health and safety in the workplace.

With a consensual topic agenda, concerns are raised and then actions are implemented, ensuring that such actions are closed in a timely manner. Its representatives' term in office is established according to the current regulations.

So as to identify hazards, we use different management indicators and tools:

- ✓ We take measurements of Physical and Chemical Environmental Factors.
- ✓ We make Occupational Risk Assessments and Analyses (RA) and (ORA) of each position and sector.
- ✓ We generate Work Risk Notices (WRN) in order to promote the detection of unsafe actions and conditions, and promote a safety culture. All collaborators are authorised to perform an ORA in case of a risk event.
- ✓ Work Permits: a tool that allows us to carry out a preliminary analysis to control risks, before starting potentially dangerous tasks, such as high-rise work, electrical risk, among others.
- ✓ Scheduled Safety Assessment (SSA): a tool that enables safety monitoring through a checklist that identifies elements associated to unsafe Actions and Conditions.
- ✓ We make a Notice Closure to ensure resolution of the observations and hold training sessions so that they don't happen again.
- ✓ We investigate high potential accidents and incidents immediately after they happen, in order to find the root causes and take action so that they don't occur again.



## We have redoubled our efforts

In another hard year from a sanitary standpoint due to COVID-19, we have redoubled our efforts to preserve the health and safety of our collaborators.

# Occupational health and safety

## Occupational medicine service

By means of this service, we evaluate job positions with our minds set on health-related risks, taking the necessary remedial actions, and we **promote health and disease prevention through different programs:**

- ✓ We manage **evaluations on physical capacity, as well as mental and emotional characteristics.**
- ✓ We provide **first medical assistance** in case of emergencies, injuries and professional diseases.
- ✓ We help staff to **preserve and improve their health**, providing preventive services.
- ✓ We provide guidance on **treatments** for collaborators affected by **non-occupational diseases.**
- ✓ We carry out influenza and COVID-19 vaccination campaigns.

## Proactive work in the face of COVID-19

We continued adapting our protocols to the **recommendations from the relevant health bodies and the new legal regulations of each work site.**

**We concluded another year where the operation was never affected by COVID-19.** The occupational health service focused on infection prevention, **supporting each of our collaborators' needs in a customised way.**

We provide **permanent medical guidance:** follow-up of detected cases, testing scheduling, vaccinating in-company collaborators, among others.

The **weekly COVID-19 Committee** remained as the main space to share information with leaders and to provide tools to support their teams.



## ARGENTINA

- ✓ In Buenos Aires, we maintained a **home office modality**, with an option to work at the office, respecting the relevant protocol.



## URUGUAY

- ✓ We started a campaign to foster vaccination, ending 2021 with **87% of our collaborators with 2 doses**, above the country's vaccination percentage.
- ✓ We incorporated a **doctor exclusively dedicated to COVID-19-related matters**, who also served as liaison between our operation and the Ministry of Health Emergency Committees of each department.



## SOUTH AFRICA

- ✓ We did **antigen tests in situ** in order to reduce the waiting time of PCR results.
- ✓ **We partnered up with the Health Department** to receive vaccines in the workplace.



## PERU

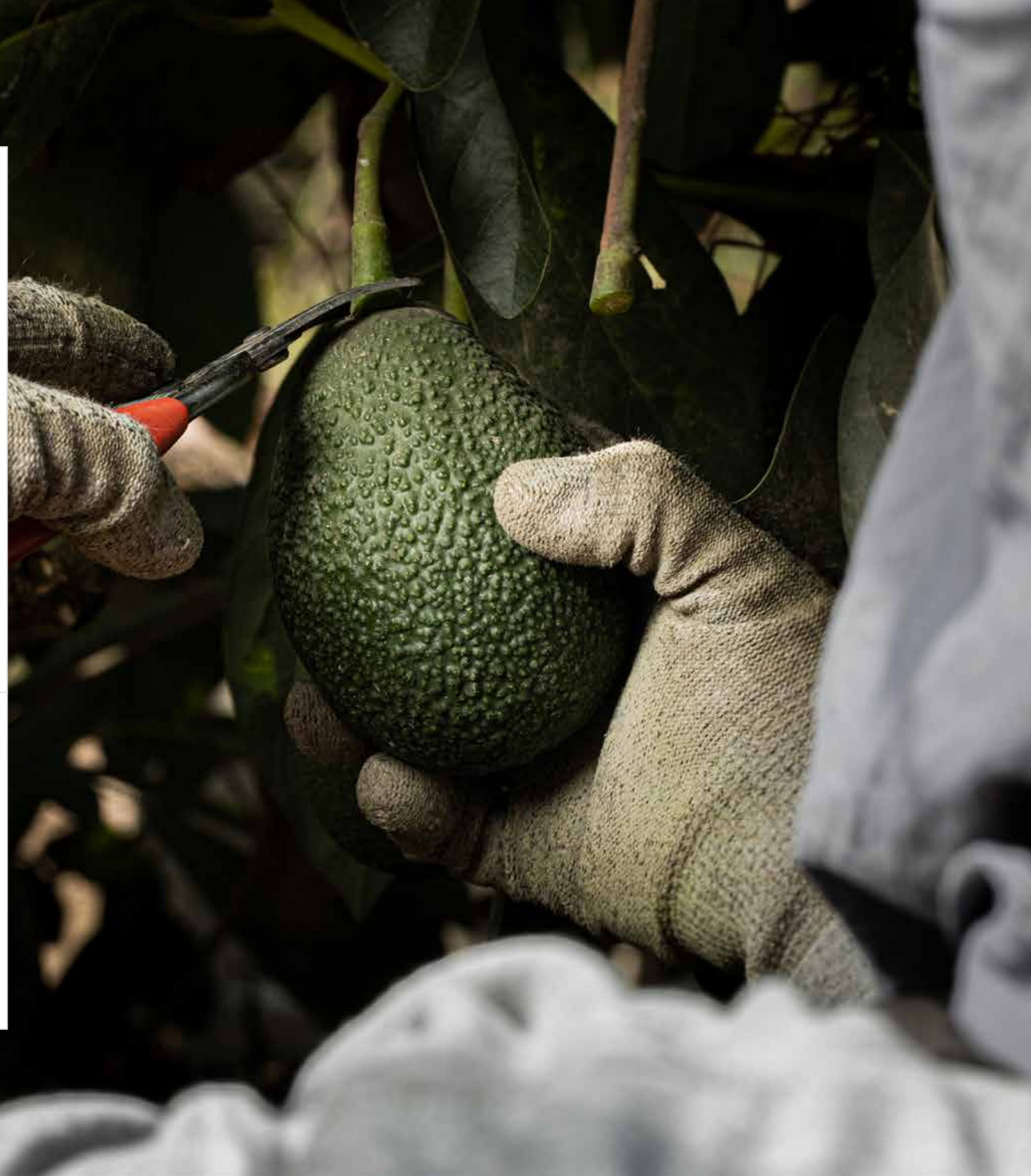
- ✓ We set up a **strategic alliance with the Ministry of Health**, being able to prioritise vaccine administration in the localities where we operate. **Hence, we achieved a 92% coverage of collaborators with a second dose.**
- ✓ We were **recognised by the country authorities** on our management within the COVID-19 context.

# 06

## We look after our environment

Committed to our environment in each of the regions where we produce, we look after natural resources and protect native ecosystems.

- [🔗 Climate Action Plan](#)
- [🔗 Efficient use of natural resources](#)
- [🔗 Biodiversity protection](#)







# Climate Action Plan

Renewing our commitment to natural resources conscientious management and our carbon footprint, in 2020 we launched the Climate Action Plan: a 10-year initiative that incorporates the use of renewable energies, the preservation of more than 6,000 hectares of native forests -serving as a CO<sub>2</sub> sink- and calculation of Global Greenhouse Gas Inventory (GHG), from which improvement actions are identified and implemented.



Year after year we continue achieving milestones that empower the plan's impact, closing 2021 with an **increase in renewable energies, and 100% supply peaks in Tucumán**. Besides, **we issued a new sustainability-associated bond**.

Promoting a triple-impact view, the program has also got **important benefits on its economic aspect**. At the end of 2021, **the initiative showed savings worth USD 250,000**.

### Environmental monitoring system

The measurable environmental aspects of our operations are recorded, observed and **evaluated by means of an auditing schedule**, intended to verify compliance with the standards and to correct, minimise and mitigate the impact of our production on the environment.

Within 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.

### Environmental awareness







We encourage **environmental awareness and culture** through an **Annual Training Plan**. Through good practice talks and workshops, collaborators and contractors may evaluate how daily actions impact on the environment. On the other hand, the monitoring performed helps us detect specific training needs in different roles and functions.

Further, **we celebrate World Environment Day, Water Day and Earth day**, raising awareness of the rational use of natural resources and biodiversity, and sharing data of the situation worldwide and in our own operations, through different activations.

## ACTION FOR CLIMATE

10-year plan in Argentina



TRIPLE-IMPACT	IT WILL ENTAIL	2021 ADVANCEMENTS
<p><b>1</b> </p> <p><b>Renewable energies</b></p>	<p><b>67% of our energy in Faimallá Industrial Complex</b></p> <hr/> <p>WITH THIS WE WILL SAVE</p> <p> <b>74,000 tons of CO<sub>2</sub></b></p>	<ul style="list-style-type: none"> <li>1st sustainability-associated bond in Argentina. Commitment to a renewable energy KPI</li> <li>Distinctions: SAP ESG Hackaton, British Chamber in Argentina</li> </ul>
<p><b>2</b> </p> <p><b>Native forests</b></p>	<p><b>61% of our land is protected as native forests</b></p> <hr/> <p>THIS MEANS CAPTURING</p> <p> <b>371,400 tons of CO<sub>2</sub></b></p>	<ul style="list-style-type: none"> <li>Fauna and flora monitoring + aquatic ecosystem quality</li> <li>Caspinchango Private Natural Reserve + 4,000 hectares</li> </ul>
<p><b>3</b> </p> <p><b>Greenhouse gas inventory</b></p> <p>GHG Protocol</p>	<p><b>Global scope from nursery to port</b></p> <hr/> <p></p>	<ul style="list-style-type: none"> <li>The Energy Efficiency Improvement Group was formed in Tucumán</li> <li>15% energy efficiency improvement in Faimallá Industrial Complex</li> <li>70% biogas reused to improve the effluent treatment plant process</li> </ul>



## Strategies to face climate change risks

With the purpose of reducing volatility and ensuring continuity of production processes, we track and monitor risks associated to climate change and their short-, medium- and long-term impacts so as to transform such risks into growth opportunities.



### > INITIATIVES

We've incorporated the initiatives below to mitigate the impact of climate fluctuations:



**Synthetic mulching**  
Implemented in Peru, to mandarin growing.

- ✓ It reduces the soil temperature, favouring root growth.
- ✓ It maintains soil moisture, making the use of irrigation water more efficient.
- ✓ It improves the soil structure and its infiltration, increasing its physical fertility.
- ✓ It increases microbial flora, improving biological fertility.
- ✓ It improves weed control, as it reduces weed growth and the use of agrochemicals.



**Ecological mulching**  
Vegetable coverage produced on-site with natural or planted pasture. Implemented on 40% of the surface in Uruguay.

- ✓ Just like synthetic mulching:  
It reduces the use of agrochemicals, optimises the use of water and enhances carbon balance in citrus farms.
- ✓ It reduces the propagation of soil fungal diseases 6-fold; such diseases cause post-harvest fruit decomposition.



**Netting**  
We place crop protective nets in order to reduce the effects of winter and temperature fluctuations:

- ✓ It increases the trunk diameter and biomass.
- ✓ It fast-forwards blooming in all varieties.
- ✓ It increases fruit size.
- ✓ It increases production per area.
- ✓ It reduces the damage caused by wind and sun
- ✓ It reduces thermal stress (-6 °C).
- ✓ It makes water consumption more efficient.



# Efficient use of natural resources

## WATER

We have a Water Management and Good Practices Plan in place aimed at optimising use, monitoring and reducing consumption in the medium and long terms.

- ✓ We maximise the water resource efficiency, generating a vegetable coverage in the area, with the highest concentration of the active root system.
- ✓ We incorporate mulching of plant residues to maintain soil moisture and increase organic matter content, reducing the need to use water.



We look after the resources provided by nature. We manage water and energy in a responsible way.



### URUGUAY

- ✓ Irrigation is done by **phytomonitoring-drip irrigation, using water balance calculation** for its optimisation.
- ✓ We incorporated **pressure gauges to measure soil moisture** and **optimise irrigation efficiency**.



### SOUTH AFRICA

- ✓ **We monitor irrigation based on soil moisture probes**, along with Lower Sunday River Water Users Association.
- ✓ We continue **collecting rain water** from roofs for **reuse**.
- ✓ We bought **our own mulch spreading machinery**, increasing the number of hectares with organic matter and reducing the amount of water lost due to evaporation.

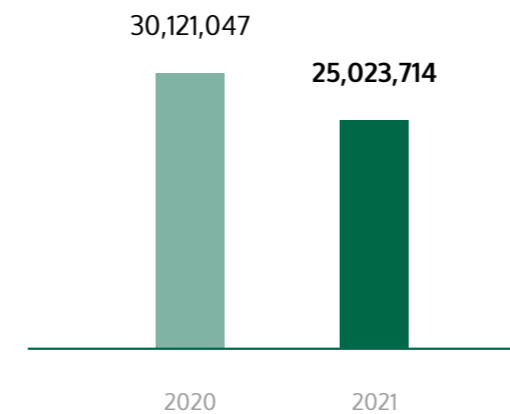


### PERU

- ✓ We were granted a Certificado Azul, a distinction by the Autoridad Nacional del Agua (National Water Authority), which recognises the responsible use of the resource and participation in the Water Footprint Program.
- ✓ We developed **shared value projects for water resource care** with stakeholders.
- ✓ We completed a **hydrogeological study** for the Chincha branch.

## 16% water consumption reduction

Water consumption (m<sup>3</sup>)



### Water use reduction in our sites compared to 2020

- > **-31%** in Argentina
- > **-25%** in Uruguay
- > **-46%** in South Africa
- > **-4%** in Peru

## EFFLUENTS

In order to ensure the discharge quality, we have systems, technologies and environmental monitoring programs in place for the treatment of our effluents.



### ARGENTINA

We achieved over **98% of total efficiency** at the effluent treatment plant and, since the incorporation of a **new boiler**, we managed to **reuse 70% of the biogas** generated.

[Learn more](#)





# Efficient use of natural resources

## ENERGY

We work in order to reduce energy consumption and optimise its use through different initiatives.

The incorporation of clean energies into the energy matrix reaffirms our vocation for creating value in harmony with nature.



### ARGENTINA

#### We reached peaks of 100% renewable energy supplies

Our **Climate Action Plan** includes the **incorporation of clean energies** and the periodical calculation of the **greenhouse gas inventory**.

Within this framework, we transformed the electric power supply system by incorporating wind power into our main operating unit, the Famaillá Industrial Complex in the Province of Tucumán, **supplying more than 67% of it with wind power, and reaching 100% peaks**.

This way we **triplicate, four years in advance**, the goal set by Argentine Law No. 27191 on Renewable Energies that requires that, by 2025, 20% of the electricity demand be supplied by clean sources produced in the country.



### URUGUAY

- ✓ We used **100% renewable energies**.
- ✓ We improved the efficiency of electric power consumption by **40%** (KWh consumed/total harvest Tn) **in packing**.
- ✓ We cut electric power consumption by **10%** in our operations.
- ✓ We continued with our **plan to replace lights with LED technology**, which will generate energy savings of up to **75%**.
- ✓ We associated the **operation of cooling chambers to hours when energy is cheaper and more efficient**.



### SOUTH AFRICA

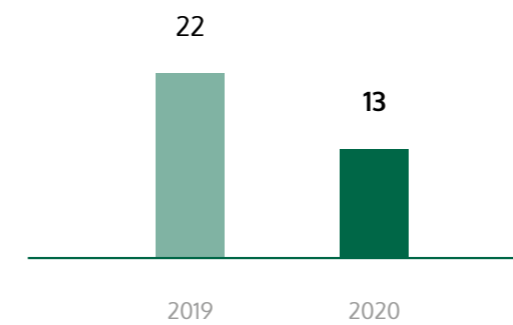
- ✓ We cut the consumption of electric power by **18%**.



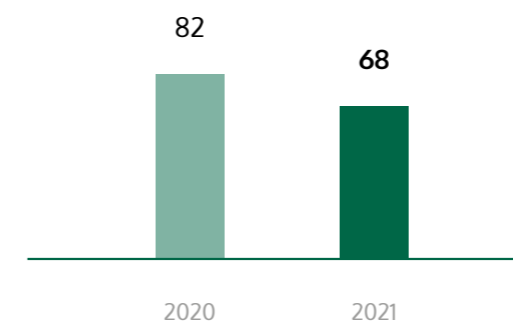
### PERU

- ✓ We improved by **17%** the efficiency of electric power consumption in the Chincha packing plant.
- ✓ We installed **solar panels** in strategic spots.
- ✓ We managed **storing in cooling chambers**, ensuring these are **fully occupied**.
- ✓ We monitor the **turning on and off of lights** in work areas.

#### Efficiency of electric power consumption in packing - Uruguay (KWh consumed/Tn of harvested fruit)



#### Efficiency of electric power consumption in packing - Peru (KWh consumed/Tn of fruit entering the plant)



+40%

+17%





# Efficient use of natural resources



## EMISSIONS

For the second consecutive year, we collected data for a greenhouse gas study in all the operations, in order to reduce our carbon footprint.

We contribute to **the reduction of greenhouse gas (GHG) emissions**, one of the main pillars to **slow down climate change**, calculating the emissions we generate during the whole life cycle of our products, from the procurement of

raw materials to the time the products are ready for distribution. Based on these metrics we may **set goals and identify opportunities for emission reduction and efficiency throughout our value chain**.



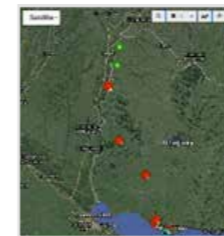
### URUGUAY

#### Fewer emissions and more efficiency in our value chain

We launched the **Sustainable Logistics Program aimed at enhancing efficiency, reducing greenhouse gas emissions and promoting responsible practices** in our freight carriers, thus minimising the negative impacts that our activity could have on the environment.

This initiative, carried out together with the **Federal Development Agency of Uruguay (ANDE, its Spanish acronym)** consists of two phases: a **diagnosis phase**, deployed in 2020, and a subsequent phase developed in 2021, intended to **implement new tools to achieve more sustainable logistics**, enhancing its productivity and cutting down on fuel consumption.

**7 domestic cargo transport companies** enrolled voluntarily, and these companies contribute almost 70% of the total fleet, committing to monitoring and providing a consumption log and key indicators on a regular basis.



#### GPS SYSTEM

We installed and implemented a **GPS system** for a better traceability of logistics processes. With this incorporation, transport companies were able to know the number km covered, determine fuel consumption and know the number of trips made.

In turn, this improved lorry assignment, based on the loading site and distance to be covered, as they knew the location of each unit and called the lorry that was closer to the loading area.



#### WE TRAINED DRIVERS

Through two on-site theoretical and practical courses in order to raise awareness of the need to implement preventive and defensive behaviours as a way of avoiding traffic accidents. Efficient Driving training contributed a new vision on how to drive to

contribute to minimising emissions, fuel consumption and environmental impact.



Each of the participants took a **psychotechnical test** that included their medical records, a physical check-up and a psychological test.



We held a **Transport Sustainable Logistics webinar**, presenting good practices and how to implement them, which include fleet aerodynamics optimisation, preventive maintenance and route optimisation, among others.



We developed a **Good Sustainable Practices Manual for carriers**.



[Learn more](#)



# Efficient use of natural resources

## WASTE

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

We carry out a responsible management of supplies, raw materials and waste through circular economy practices that allow to reduce, recover and reuse waste from our operations, or transform them into another useful element that adds value.

### ARGENTINA

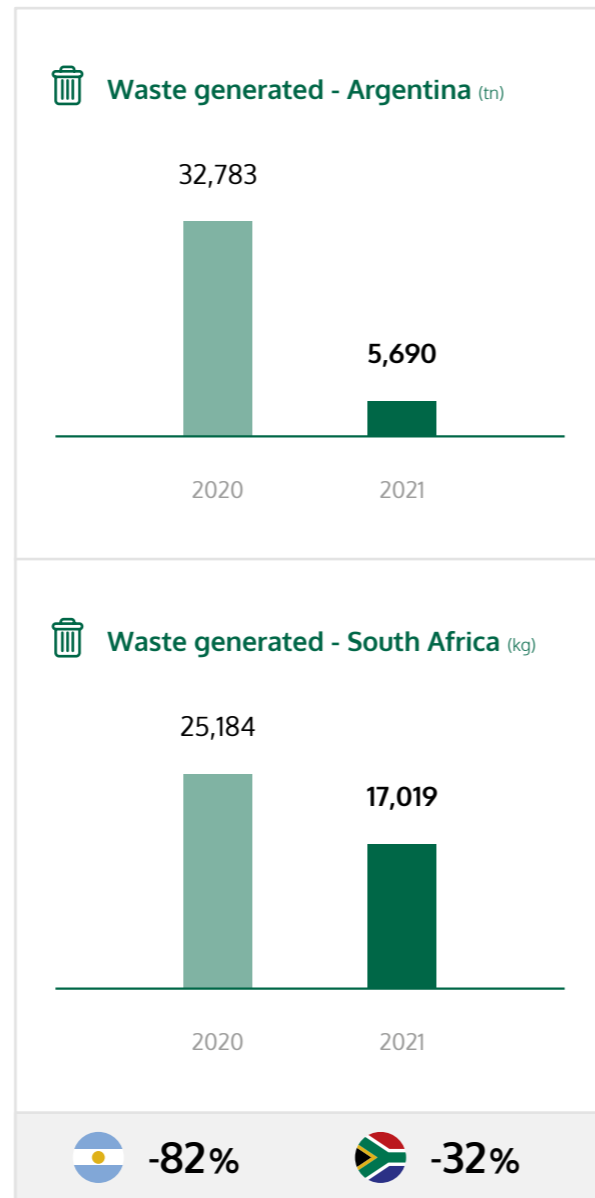
- ✓ 95% of the waste generated was recovered: reused and recycled.
- ✓ 82% less waste generated.

### URUGUAY

- ✓ 96% of the waste and subproducts were recovered: recycled or used for animal food.

### SOUTH AFRICA

- ✓ 98% of the waste was recovered: recycled and prepared for reuse.
- ✓ 17 tons of waste were recycled.
- ✓ 32% less waste generated.



-82%      -32%

[Learn more](#)



## Together for environmental management

We optimise containers for fresh fruit exports from all our origins. This multi-area project has enabled us to unify and optimise the dimensions and capacities of cardboard paper containers, in a way that more kilos of fruit may be transported in each sea container, with multiple economic and environmental benefits.

USD 253,000 saved

Natural resource use optimisation

63% less GHG emissions per transport

[Watch video](#)



# Biodiversity protection



We promote the recovery of biodiversity and ecosystem services that inhabit our farms.



ARGENTINA

## We preserve 6,000 hectares of native forests

61% of the total surface of our properties is preserved as wild areas, and the remaining 39% is intended for agricultural and forest production.

- ✓ We continued **collecting quality data** from the **aquatic environment** and its biodiversity, as well as from the **flora and fauna**, expanding monitoring to new farms.
- ✓ We monitor the Environmental Units of our properties, identified as of Zooning High Environmental Value: Monte Grande, Luz María and Caspinchango, and **no changes have been observed in the surfaces of natural environments.**
- ✓ We validated compliance with the **PROYUN-GAS certification** in the different instances of the production activity, and the progress made in the process of ongoing improvement in the Farms and industrial Plant.
- ✓ We hosted the **IV National Meeting of Private Natural Reserves**, hosted by the San Pablo University Reserve Network, Villa Nogués, Tucumán.



URUGUAY

## Biodiversity Study

We submitted a **Biodiversity Study** to the National Environment Directorate, in order to protect and preserve the native fauna of the Farm 33 zone.

The **demarcated location, 417 hectares**, is situated within an area defined as a **preservation priority area.**

It is inhabited by varied bird and reptile species, aside from livestock and two 44-hectare reservoirs, which facilitate the appropriate growth of lemon plantations.



We defined and demarcated **preservation zones**, identifying the associated ecosystems to be preserved.



We implemented the **Multifunctional Landscapes Program**, through which areas within the crops are recovered as biodiversity shelters.



SOUTH AFRICA

## Biodiversity Plan

We implemented the **Biodiversity Plan**, which included **the development of a document and mapping of areas with invading toxic species** on the farms, and propagation of native plants, such as the *Spekboom (Portulacaria Afra)*, a resistant bush capable of capturing more than 4 tons of carbon dioxide a year per hectare planted.



PERU



We set up **biodiversity care signalling** in strategic spots located in our estates.



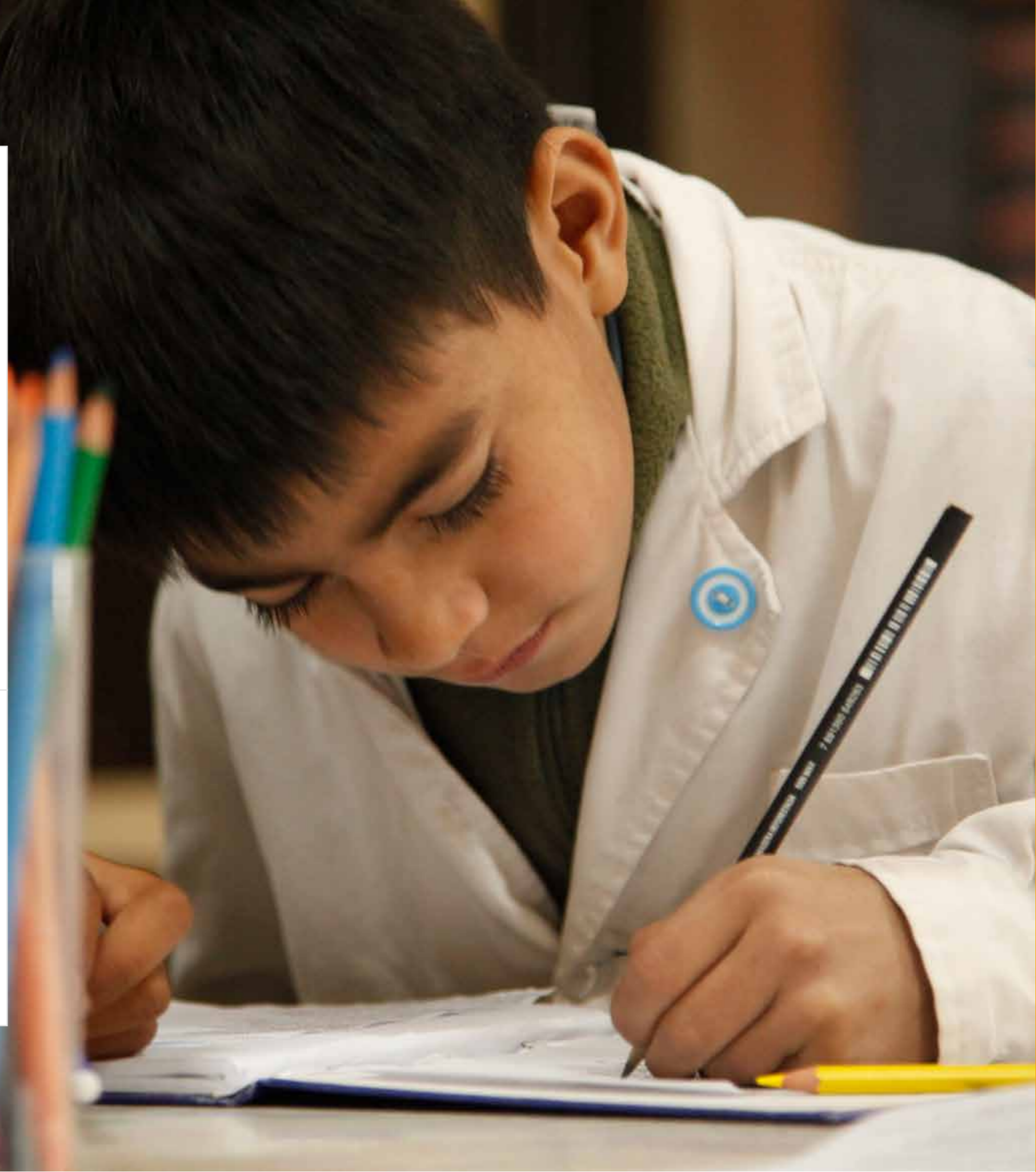
We held **training sessions** related to flora and fauna care and protection, for our collaborators.

# 07

## Our link with the communities

Focused on temporary workers, their families and neighbours from the areas closest to our operations, we promote education for employability; we encourage access to health and nutrition; and we encourage development pertaining infrastructure and meeting basic needs.

- 🔗 Social investment strategy
- 🔗 Health
- 🔗 Development
- 🔗 Education
- 🔗 Alliances and sponsorship







## Social investment strategy

We seek to create opportunities for rural communities to be able to develop in a sustainable way.

### The pillars of our programs



Education



Health



Development



## Health



### PANDEMIC



#### ARGENTINA

##### CREATING HEALTH IN TIMES OF PANDEMIC

We empowered this program launched in 2020 in order to **promote health in Tucumán rural communities**. Besides the awareness actions and preventive medical check-ups with mobile health vehicles performed the previous year, ophthalmological check-ups and first aid courses were delivered.

With the intention of addressing health comprehensively, we **incorporated into this initiative our traditional healthy eating workshops "Shared Flavours" and "Health and Well-being for Adolescents"**. In this way, we want to promote access to health and foster prevention habits, focused on nutrition and COVID-19 risk factors, such as obesity, diabetes, high blood pressure and sedentarism.

##### ACTIVITIES

- ✓ 10 visits to the mobile health vehicles
- ✓ 4 first aid courses
- ✓ 400 hygiene kits delivered
- ✓ 39 healthy cooking workshops
- ✓ 22 sports/recreational meetings for adolescents. We also addressed life project and health self-care matters.
- ✓ 1 cultural-recreational activity open to the whole community to consolidate the knowledge gained around the year.
- ✓ 11 topics with delivery of audiovisual contents on health prevention and promotion (obesity, etc.)
- ✓ Community wifi spots to facilitate access to audiovisual contents.



5 communities



+250 families reached



+415 consultations



115 people underwent clinical check-ups in mobile health vehicle



280 people underwent ophthalmological check-ups in mobile health vehicle



+120 workshop attendees (adults, children and adolescents)



+220 pairs of glasses delivered



#### SOUTH AFRICA AND PERU

##### HEALTH EQUIPMENT DONATION

In order to enhance our health centres' responsiveness, we made **important donations to health institutions**: EsSalud Chíncha and EsSalud de Chepén in Peru, and to the local hospital of the community in South Africa.

- ✓ 1 power generator
- ✓ 10 oximeters
- ✓ 10 nebulizers
- ✓ 3 vaccine containers
- ✓ Wheelchairs
- ✓ Oxygen balloons
- ✓ Orthopaedic beds

# Health

## PROGRAMS



### ARGENTINA

#### CARING BOXES

In partnership with Bando de Alimentos de Tucumán, we continued developing this program that offers temporary agricultural collaborators a food shopping basket at a solidarity price. The boxes include educational materials, such as recipes, tips and games in order to incorporate the healthy eating habits topic in conversations at home, and promote better eating habits in the families.

 1,500  
food boxes

 +200  
beneficiaries



### URUGUAY

#### FRUIT DONATION TO INSTITUTIONS

Apart from continuing supporting Young institutions, such as Centro Esperanza and Hogar de Ancianos, in 2021 we partnered up with Río Negro Intendancy and Uruguay's Ministry of Social Development in order to distribute fruit to people in the worst vulnerability conditions throughout the country.

 +110,000 kg  
of fruit donated



### SOUTH AFRICA

#### "SISTERS OF MERCY" - PRIMARY CARE

We provide health care to people with diseases who, due to their pathologies, cannot leave their homes and go to a public hospital. Three health caregivers visit Valencia municipality permanently to assist these patients. Additionally, they check the weight and size of the infants in the community. During the pandemic, these women had a core role, providing information, supplies and food to such households.

 +3,600  
rations of food donated

 8  
communities sanitised

 35  
girls benefited

 500  
packs of sanitary  
products distributed

#### 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 self-esteem, and leads to missing school days and social or sports activities, affecting their development.



### PERU

#### Child nutrition

In order to promote the healthy development of children in rural communities, in 2021, we launched initiatives focused on raising awareness on healthy eating habits in adults who are in charge of children, and we also focused on delivering the supplies and food required for appropriate child nutrition.


#### CHINCHA

The program is developed in the Salud El Carmen centre, and it includes anthropometrics check-ups, medicine supply, nutritional health consultation and training for more than 150 mothers.

#### CHEPÉN

The action takes place in the children's shelter, and it includes anthropometrics check-ups, workshops for children and cooks and delivering food baskets.

 220  
children benefited

 170  
adults benefited



In 2021, we continued working deeply on our health intervention, so as to strengthen the local response to emergencies, and to contribute to health access by the more vulnerable sectors.

# Development



## INFRASTRUCTURE AND TECHNOLOGY

### ACCESS TO WATER

**Water is a vital resource** for people development, which impacts on health, hygiene and feeding. We drive initiatives concerning **running and indoor water connection** for neighbours from the communities adjacent to our operations in Argentina, and we facilitate **ongoing running water supply** to neighbours and collaborators in South Africa.



### ARGENTINA

In 2021 we completed the program initiated in 2019 which purpose is to **ensure access to running water** for families from 3 communities (La Calera, Caspinchango and Monte Grande) who lacked such connection and were historically supplied by tanker trucks. This project was the result of a public-private articulation between local authorities (Famaillá Town Hall, Community Delegations), Sepays, INTA and San Miguel.

To complete this initiative, **together with Fundación Agua Segura, Coca Cola and Arca Continental, we delivered community workshops to provide resource care tools**, and raise the voice with respect to health and personal hygiene habits. Also, within this framework, **safe water filters were delivered** to the 3 schools in these communities, and teachers were trained in the use, care and benefits of the filters. Further, they were handed printed and digital material to work with the students on **hygiene, health, COVID-19 prevention and water care matters**.

85 families

71 dwellings

276 people

"I won't waste my time going for water to do the laundry, prepare mate and cook every day anymore. I don't have to worry about the water my children drink anymore; I know it's good and clean. This is a huge change in our lives"

**Carmen**  
Neighbour from Monte Grande



### SOUTH AFRICA

### COMMUNITY INFRASTRUCTURE

In **Mfuleni Village**, a community adjacent to one of the main farms in South Africa, **we formed a community forum** in order to create a space for engagement and dialogue, promoting the development of skills and collaboration among its members.

After a co-construction engagement process with the neighbours, critical projects were identified and prioritised to **improve the infrastructure and life conditions** in the area. Consequently, together with the neighbours, we started **renovation and roof recovery works**. The work is expected to be completed during the first quarter of 2022.

100 people benefited

22 homes

# Education



## EMPLOYABILITY



### ARGENTINA

### GERMINAR PROGRAM

**Launched in 2016, Germinar is a program which purpose is to empower rural women and support them in the development of their own entrepreneurship based on their own ideas, talents and trades.**

### IN 2021

- ✓ The members of the original group completed the creation of **Germinar Civil Association, which will allow them to self-manage**, apply new financing alternatives and implement initiatives that will impact on community growth.
- ✓ We completed the recovery of the **Multi-purpose Room** in Estación Padilla locality. The purpose was to turn it into a **Production and Training Centre**, as a space for encounter and development for local and neighbouring entrepreneurs, to develop skills favouring work inclusion.
- ✓ We launched a new call for engagement: "**Young Germinar**", aimed at women entrepreneurs of between 18 and 36 years of age from the Famaillá, Estación Padilla and La Banda Padilla areas, which purpose is to encourage the entrepreneurial vocation and present it as a work alternative based on training, mentoring and access to the national information network of entrepreneurship tools.

6th consecutive year

30 enterprises generated

16 young entrepreneurs



### SOUTH AFRICA

### WORK 4 A LIVING

**We trained young people from the Kirkwood community** so that they may develop key social and work skills for their future labour insertion. Just like in 2020, we had to adjust to the pandemic, holding **in-person workshops for small groups** so as to comply with the protocol capacity demands.

10 young people found a job, 3 started their own businesses, and 4 started complementary studies.

55 young people completed phase 1 of soft skills

52 young people completed administrative skill courses.

# Education

## PROGRAMS



### ARGENTINA

#### SCHOLARSHIP PROGRAM

Understanding that education is a key factor in personal growth and the future of the communities, we **provide support for young people training**.

The pandemic has deepened the educational gap even more, particularly in rural communities, where the lack of access to technology and the needs to generate additional incomes for the households have impacted on educational desertion and dropouts.

Therefore, during 2021, aside from the already traditional tertiary study scholarships, we added a **secondary school scholarship module**, together with Fundación Minkai, based on 3 work pillars: educational and emotional support, economic support, and family workshops.

#### TRADES COURSES

We offer **tools for job opportunities** as an alternative to the harvest season, holding trades training workshops. In 2021, along with Fundación Las Gracias, we offered theoretical-practical **bathroom installation courses**. After finishing the workshops, we handed out materials for the attendees to do their first practice, improving the installations in their homes based on the course.



**13 graduates:** 3 made improvement works in their bathrooms, 10 indoor water connections



**44** scholarship holders:  
24 tertiary or university study  
and 20 secondary school  
(Monte Grande School)



**40** meetings with families  
one-on-one and group  
tutoring



**15** attendees  
(reduced capacity due to  
the pandemic)



### SOUTH AFRICA

#### Farming for the Future

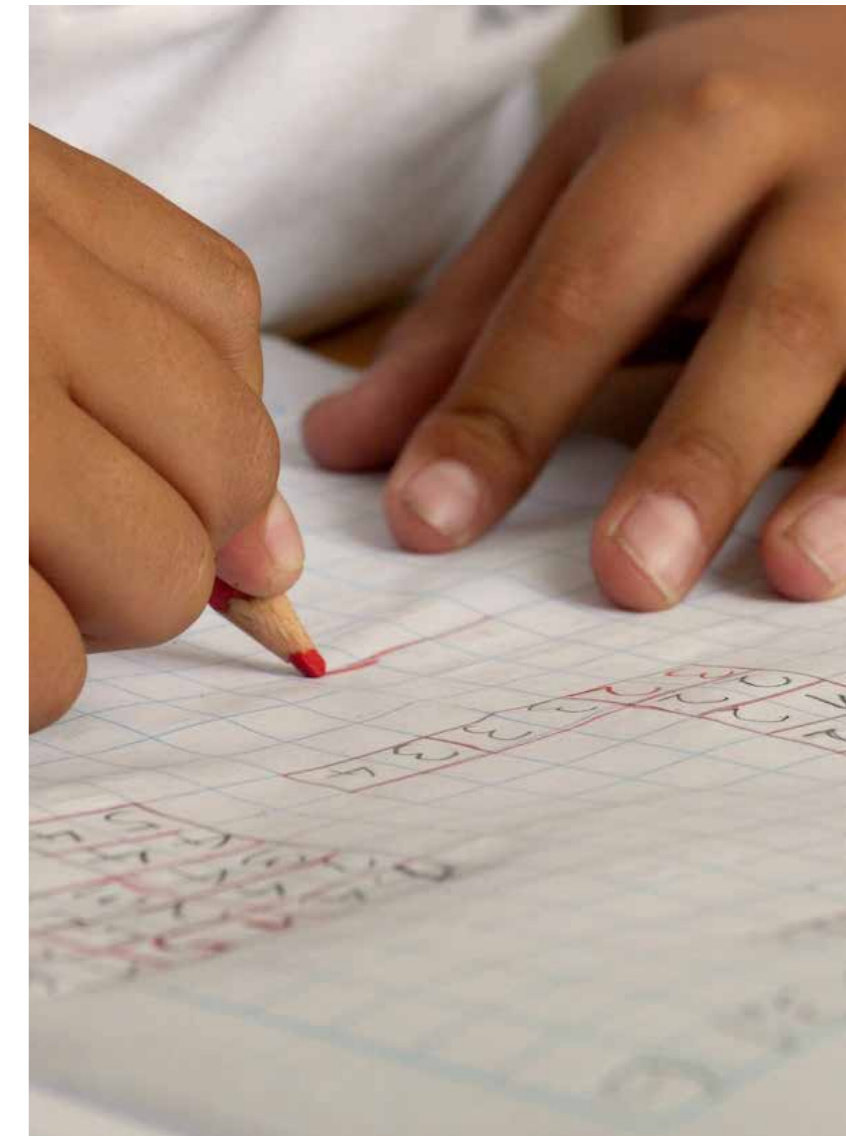
In 2021, we started a **new program** in South Africa with the purpose of **promoting family agriculture** with Mfuleni Village neighbours. Our goal was to train the families regarding the knowledge and skills necessary to cultivate their own orchards, contribute to nutrition in their households and be able to trade their produce.



**25** attendees



**20** family orchards



We aim at developing the capacities of our collaborators, their families and neighbours from the communities, with a special focus on employability and work-oriented education.



### URUGUAY

#### ENTREPRENEURIAL DRIVE

We promote the **development of social and work skills and foster entrepreneurial drive** in our temporary collaborators working at packing in Young City.

The initiative, together with Funcación A Ganar, consisted of 2 modules. The first one, focused on accompanying every collaborator in the selection, follow-up and sustainability of their personal development project through personal interviews and group workshops; and the second one, intended to stimulate an entrepreneurial spirit, providing training in order to develop a business project.



**35** attendees to  
module 1

























**21** attendees to  
module 2



# Alliances and sponsorship



 ASOCIACIÓN ALBERGUE INFANTIL "CORAZÓN DE JESÚS"	 ASOCIACIÓN CONCIENCIA	 FUNDACIÓN BANCO DE ALIMENTOS TUCUMÁN		
 CENTRO ESPERANZA YOUNG	 FANN - FUNDACIÓN AYUDA AL NIÑO NECESITADO	 FARMING GOD'S WAY	 FUNDACIÓN A GANAR	 FUNDACIÓN BOREAL
 FUNDACIÓN MINKA	 MINKAI	 FUNDAMIND	 FUNDACIÓN DEL TUCUMÁN	 FUNDACIÓN RUTA 40
 INSTITUTO NACIONAL TECNOLOGÍA AGROPECUARIA	 KAIZER CHIEFS FOOTBALL CLUB	 MUNICIPALIDAD DE FAMAILLÁ	 PLACE OF MERCY AND HOPE	 REDALCO
 MINISTERIO DE DESARROLLO SOCIAL	 RÍO NEGRO GOBIERNO DEPARTAMENTAL	 SEGURO SOCIAL DE SALUD ES SALUD	 SERVICIO PROVINCIAL DE AGUA POTABLE Y SANEAMIENTO	

# 08

## Business responsible management

Within a framework of commitment and transparency as essential pillars, we build our future on solid grounds in order to create honest relationships and manage our business responsibly.

- [Ethics and transparency](#)
- [San Miguel governance](#)
- [Risk management](#)
- [Respect for and promotion of Human Rights](#)





# Ethics and transparency

Our Code of Ethics establishes the guidelines we must follow to work with honesty and integrity. It sets the general guidelines for our values to be reflected in actions, decisions and daily behaviours. It is to be applied by all our collaborators, and this includes service provider companies, suppliers and clients.

### IN 2021

- ✓ Collaborators and members of management and Human Resources were trained on the contents and scope of the Code.
- ✓ It was signed by 100% of the collaborators from all job categories and operation sites.
- ✓ It was shared among clients, suppliers and counterparts, requiring compliance.

#### ETHICS COMMITTEE

Made up of San Miguel and the CEO, is **responsible for ensuring adherence to the Code** and analysing matters related to its compliance. The queries and complaints made through the authorised channels are communicated to the Ethics Committee, who initiates and investigation led by the Human Resources Management and any other managements relevant to the case.

#### AUDIT COMMITTEE

Made up of three members of the Board of Directors, two of whom are of an independent nature, **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.

### Certifications that attest our commitment to transparency and ethics



BASC  
(BUSINESS ALLIANCE FOR SECURE COMMERCE)



SMETA  
(SEDEX MEMBERS ETHICAL TRADE AUDIT)

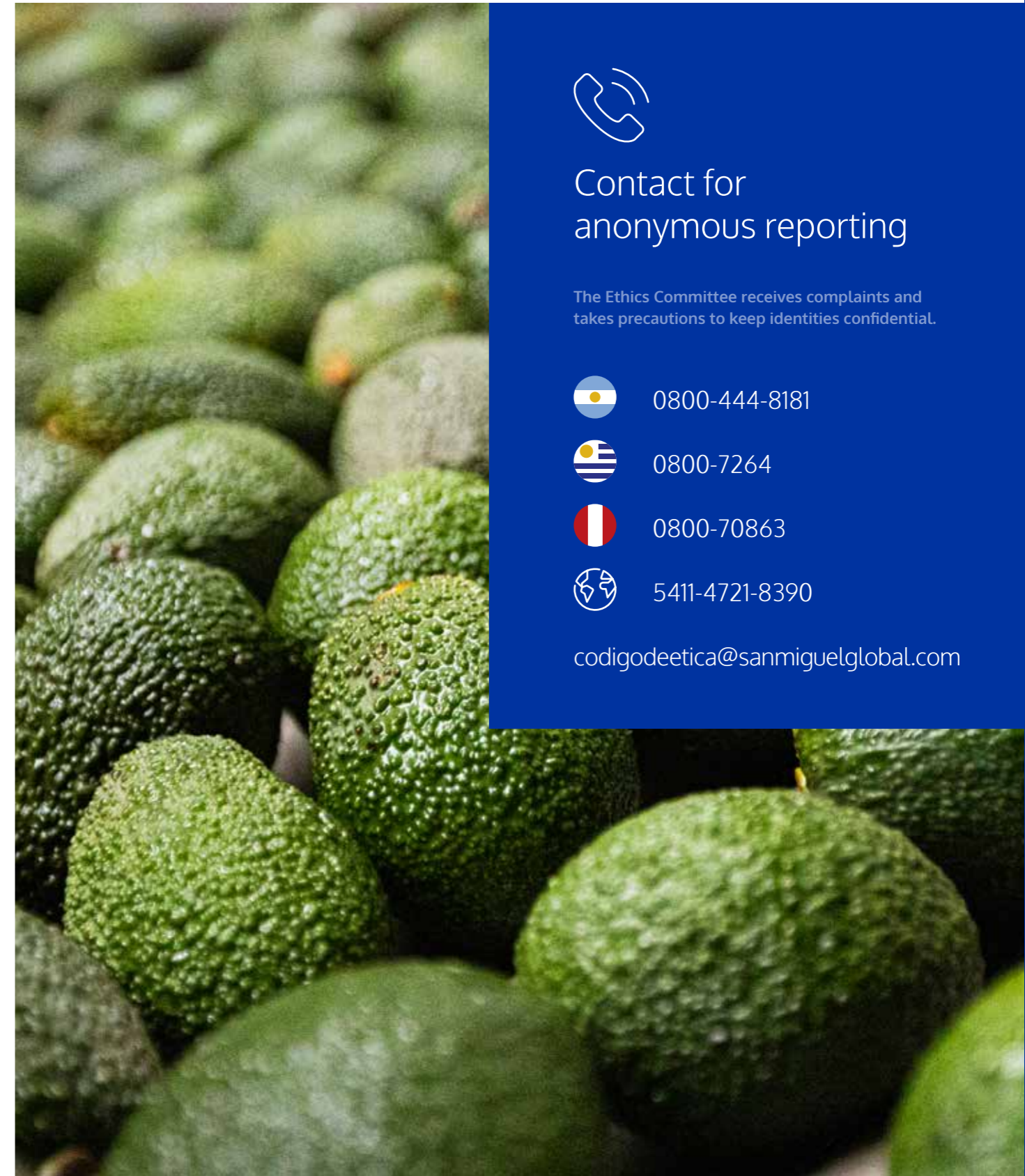


GRASP  
(GLOBAL G.A.P. RISK ASSESSMENT ON SOCIAL PRACTICE)




SIZA  
(SUSTAINABILITY INITIATIVE OF SOUTH AFRICA)


[Learn more](#)




## Contact for anonymous reporting

The Ethics Committee receives complaints and takes precautions to keep identities confidential.

 0800-444-8181

 0800-7264

 0800-70863

 5411-4721-8390

[codigodeetica@sanmiguelglobal.com](mailto:codigodeetica@sanmiguelglobal.com)

# San Miguel governance

## Members of the Board of Directors

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



**MARTÍN OTERO MONSEGUR**  
PRESIDENT  
2019 - To date



**CRISTIÁN LÓPEZ SAUBIDET**  
DIRECTOR  
2008 - To date



**GONZALO TANOIRA**  
VICE-PRESIDENT  
2019 - To date



**ISELA COSTANTINI**  
DIRECTOR  
2019 - To date



**LUIS ROQUE OTERO MONSEGUR**  
DIRECTOR  
2002 - To date



**ARTURO TOMÁS ACEVEDO**  
DIRECTOR  
2019 - To date



**ALEJANDRO DE ANCHORENA (H)**  
DIRECTOR  
2013 - To date



**AGUSTÍN OTERO MONSEGUR**  
DIRECTOR  
2009 - To date

**TRISTÁN MIGUENS**  
DEPUTY DIRECTOR | 2020 - To date

**MARÍA LUISA OTERO MONSEGUR**  
DEPUTY DIRECTOR | 2006 - To date

[Competences of the Board members](#)

[Gender and age range indicators](#)

Each of the executive managements incorporates the sustainability objectives to their management.

### THE BOARD OF DIRECTORS

Determines and promotes San Miguel's culture and values, and ensures the highest ethics and integrity standards. It makes strategic decisions, and defines and validates the economic, social and environmental management of the company.

### THE EXECUTIVE COMMITTEE

Made up of 4 directors and the CEO, directs the operational and strategic management of the company, carrying out the follow-up of the main initiatives and strategic projects.

### THE EXECUTIVE DIRECTORS

Along with the CEO, lead and direct the different corporate areas, carrying out the strategy defined by the Executive Committee and Board of Directors, meeting on a regular basis to take decisions relevant to the business fluidity and follow the management of the company in the short, medium and long term.

### Sustainability management

San Miguel's Board delegates on the **Board's Sustainability Committee**, made up of 2 Board members, the CEO and the Human Resources Director, the development and execution of the sustainability comprehensive plan:

- ✓ It defines the general guidelines of the Sustainability Strategy;
- ✓ It analyses the best sustainability practices and guidelines of the industry;
- ✓ It verifies compliance with and progress of the Sustainability Plan; and
- ✓ It approves the Sustainability Report.



## RISK MANAGEMENT

**In 2021, we enhanced the development of the Business Continuity Plans elaborated in 2020.**

In order to be ready to face challenges that may impact on the business sustainability, we have a **global risk management and tracking model** in place.

Through the **Risk Management process** and its digital platform, **we track and monitor the Risk Map** in order to implement policies, processes and crisis action plans.

To supplement this system, we have **Business Continuity Plans** in place, a set of **programmed actions, prior to the occurrence of any event**, aimed at facilitating the decision-making process, which **help us prepare** to face the most critical risks to the business sustainability.

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

With the purpose of reducing volatility and ensuring continuity of the production processes, we track and monitor risks associated to climate change and their short-, medium- and long-term impacts so as to transform them into growth opportunities.

[Learn more](#)



# Respect for and promotion of Human Rights

We are resolutely committed to respecting Human Rights and their promotion with all our stakeholders.



We say NO to child labour



We ensure freedom of association



We care for health



We encourage access to education



We preserve the environment



We promote freedom to choose a decent job



We promote access to decent housing



We promote diversity and respect for differences

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

We participate in the **United Nations Global Compact**, aligning our strategy with the ten principles that cover matters related to human rights, labour, the environment and fight against corruption.

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



#### TO COLLABORATORS

We fight for access to employment, support and motivate our collaborators for them to be the protagonists of their own personal and professional growth, and we create a cooperative and tolerant work environment where everyone may realise their potential. In case of breach of Human Rights, our collaborators may reach us through an anonymous reporting channel: [codi-godeetica@sanmiguelglobal.com](mailto:codi-godeetica@sanmiguelglobal.com) or 5411-4721-8390.



#### TO CLIENTS AND CONSUMERS

We respect and promote our customers and consumers' human rights, considering their health care in all processes. We have a **Quality Management System** in place that covers production 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.**



#### TO THE VALUE CHAIN

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. San Miguel expects that its suppliers manage their businesses responsibly, with integrity, honesty and transparency, treating all their employees with dignity and respect, protecting them and guaranteeing their rights. We have a **Code of Ethics for Suppliers** that includes guidelines for business conduct, employment and environmental care.



#### TO THE COMMUNITIES

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



#### TO THE ENVIRONMENT

We believe that the right to a healthy environment is essential, due to the significant 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.

# 09

## Report technical information

This document is drafted with the active involvement of the different areas of the company associated to the topics deemed relevant to citrus fruit business sustainability.

- [Report drafting process](#)
- [Performance indicators](#)
- [GRI content index](#)
- [Report scope and guidelines](#)



### Report drafting process

-  **IDENTIFICATION**  
Key topics are identified in the company agenda in different contexts, as well as in the agricultural-citrus fruit industry and stakeholders' opinions.
-  **PRIORITISATION**  
Based on outstanding improvement opportunities, international standard requirements, and expectations arising from consultation spaces with different publics, material topics are prioritised.
-  **REVIEW AND VALIDATION**  
The definition of materiality and the report contents are reviewed and validated by the directors and different areas of the company.

# Scope of material topics

Scope of material topics		Stakeholders					
Material topics	Related GRI standards	SG	Col	S	C	CC	G
<b>Business - Doing things based on our ethics and transparency in business management</b>							
<b>Ethics and transparency in business management</b>	GRI 205: Anti-corruption 2016	✓	✓	✓	✓		✓
	GRI 419: Socio-economic compliance 2016	✓	✓	✓	✓		✓
<b>Long-term business strategy</b>	GRI 201: Economic performance 2016	✓	✓	✓	✓	✓	✓
<b>Fair competition</b>	GRI 206: Unfair competition 2016	✓		✓			✓
	GRI 406: Non-discrimination 2016	✓	✓	✓	✓	✓	✓
<b>Respect for Human Rights</b>	GRI 409: Forced or compulsory labour 2016	✓	✓	✓	✓	✓	✓
	GRI 407: Freedom of association and collective bargaining 2016	✓	✓	✓	✓	✓	✓
	GRI 412: Human Rights assessment	✓	✓	✓	✓	✓	✓
<b>Suppliers - Collaborating with strategic partners in order to enhance business opportunities</b>							
<b>Supplier assessment and development</b>	GRI 204: Procurement practices 2016			✓		✓	
	GRI 203: Indirect economic impacts 2016			✓		✓	
<b>Fight against child labour</b>	GRI 408: Child labour 2016			✓	✓	✓	
<b>Promoting social responsibility in the supply chain</b>	GRI 414: Supplier social assessment 2016	✓		✓		✓	
	GRI 308: Supplier environmental assessment 2016	✓		✓		✓	
<b>Labour practices - Develop people in their humane and economic dimensions</b>							
<b>Talent attraction, development and retention</b>	GRI 401: Employment 2016	✓	✓		✓		
	GRI 404: Training and education 2016	✓	✓		✓		
<b>Work-life balance</b>	GRI 402: Labour/management relations 2016		✓				
<b>Occupational health and safety</b>	GRI 403: Occupational health and safety 2018		✓	✓	✓		✓
<b>Diversity and equal opportunity</b>	GRI 405: Diversity and equal opportunity 2016		✓	✓			✓
<b>Temporary work management</b>	GRI 401: Employment 2016	✓	✓	✓			✓
<b>Clients - Interpret our clients' needs and meet them with integrity</b>							
<b>Fostering healthy life habits</b>	GRI 416: Customer health and safety 2016	✓			✓	✓	
<b>Customer service</b>	Customer satisfaction						✓
	GRI 417: Marketing and labelling 2016				✓	✓	
<b>Food safety</b>	Healthy and accessible food				✓	✓	
	GRI 416: Customer health and safety 2016				✓	✓	
<b>Environment - Using natural and energy resources responsibly and sparingly</b>							
<b>Efficient use of water</b>	GRI 303: Water and effluents 2018			✓	✓		✓
<b>Effluent management</b>	GRI 303: Water and effluents 2018			✓	✓		✓
<b>Waste management</b>	GRI 306: Waste 2020			✓	✓		✓
	GRI 306: Waste 2020			✓	✓		✓
<b>Sustainable soil management</b>	GRI 304: Biodiversity 2016			✓	✓		✓
<b>Biodiversity protection</b>	GRI 304: Biodiversity 2016			✓	✓		✓
<b>Energy efficiency</b>	GRI 302: Energy 2016			✓	✓		✓
<b>Climate change and ecosystem preservation</b>	GRI 305: Emissions 2016			✓	✓	✓	✓
	GRI 304: Biodiversity 2016			✓	✓	✓	✓
<b>Sustainable agriculture</b>	GRI 307: Environmental compliance 2016			✓	✓		✓



THIS IS OUR IMPACT ASSESSMENT 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.

Scope of material topics		Stakeholders					
Material topics	Related GRI standards	SG	Col	S	C	CC	G
<b>Community - Promoting community well-being and social development</b>							
<b>Education</b>	GRI 413: Local communities 2016		✓	✓	✓		✓
	GRI 203: Indirect economic impacts 2016		✓	✓	✓		✓
<b>Health</b>	GRI 413: Local communities 2016		✓	✓	✓		✓
	Healthy and accessible food		✓	✓	✓		✓
<b>Development</b>	GRI 413: Local Communities 2016		✓	✓	✓		✓
	GRI 203: Indirect economic impacts 2016		✓	✓	✓		✓

#### References

- SG: Shareholders and corporate governance
- Col: Collaborators
- S: Suppliers
- C: Community
- CC: Clients and consumers
- G: Government, State and public authorities



# Performance indicators: economic

## GRI 102-7

Financial information (in millions of pesos)			
	2021	2020	2019
Net income for the financial year	-4,206	-3,095	-362.7
Total capitalisation*	37,079	31,117	21,001
Shareholders' equity	18,038	19,059	16,108
Non-current loans	19,326	10,618	9,066
Current loans	11,224	10,407	5,696
Operating income (loss)	-1,814	-1,130	-
Comprehensive income (loss)	-1,021	2,952	-

\*Share value (Market price) x number of shares as of 31/12 of each year + loans (CP and LP) - Cash - Other financial assets.  
Significant year-on-year changes respond to the inflation adjustment established in 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		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
Assets	50	40	32	9.57	7.62	5.31	6.98	6.45	4.36	19.92	15.93	8.38
Sales	9.65	6.45	5	2.45	1.82	0.96	4.58	4.83	2.42	6.35	4.52	2.65
Costs	9.5	7	4	2.25	1.67	0.85	4.01	3.9	2.04	4.53	3.11	2.42

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

## GRI 102-45

Entities included in San Miguel's consolidated financial statements		
	2021	2020
S.A. San Miguel Uruguay	100%	100%
San Miguel International Investments S.A	100%	100%
Samifruit Uruguay S.A	100%	100%
San Miguel Fruits South Africa Limited	100%	100%
San Miguel Fruits Perú	100%	100%
Coop. Fruit NL Coöperatief U.A	100%	100%
Novacore S.A.	50%	50%
Venco Fruit Processors Pt. & Ltd.	39%	35%
EC Citrus Investments (Pty) Ltd	49%	49%

## GRI 201-1

Direct economic value generated and distributed (in millions of pesos)			
	2021	2020	2019
<b>Direct economic value generated</b>	<b>23,846.00</b>	<b>18,486.44</b>	<b>11,367.00</b>
Net sales	22,863.00	17,375.44	10,852.00
Income from financial investments	89.00	96.00	78.00
Income from sale of assets	894.00	1,015.00	437.00
<b>Economic value distributed</b>	<b>50,133.42</b>	<b>29,627.18</b>	<b>16,653.00</b>
Payment to suppliers	4,805	4,705.00	4,053.00
Salaries, wages and employer's contributions	4,741	3,466.00	2,539.00
Payment to capital providers	17,705.00	20,382.00	7,987.00
Investment in property, plant and equipment, and other assets	1,875.00	1,124.00	2,289.00
Investment in the community	20,152.42	12.18	11.00
<b>Taxes</b>	<b>855.00</b>	<b>-62.00</b>	<b>-226.00</b>
Income tax	725	-162.00	-347.00
Direct taxes	42	58.00	45.00
Taxes, levies and contributions	88	42.00	76.00
<b>Economic value retained</b>	<b>-26,287.42</b>	<b>-11,140.74</b>	<b>-5,286.00</b>



# Performance indicators: social

## GRI 102-9

Percentage of local input suppliers*			
Origin	2019	2020	2021
Argentina	96.80%	88.70%	92%
Uruguay	93.30%	92.50%	94.52%
South Africa	100%	100%	100%
Peru	98.01%	98.55%	98%

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

Number of suppliers			
Origin	2019	2020	2021
Argentina	567	696	538
Uruguay	328	423	264
South Africa	186	229	145
Peru	809	616	503
Total	1,890	1,964	1,450

Total purchases by country in USD					
	Argentina	Uruguay	South Africa	Peru	Total
2021	43,160,338	8,978,203	19,781,983	29,180,809	101,101,333
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

Purchases by country in USD (suppliers + strategic growers)					
	Argentina	Uruguay	South Africa	Peru	Total
2021	58,487,140	9,275,493	44,719,502	31,279,809	143,761,944
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

Total purchases by type of business in USD			
Business	2021	2020	2019
Natural ingredients	17,206,725	10,790,681,00	7,138,699
Fresh fruit	29,134,292	25,041,885,00	20,930,355
Indirect materials	13,693,285	18,195,563,00	40,593,028
Agricultural operations	41,067,032	36,982,108,36	25,918,929
Total	101,101,334	91,010,237,36	94,581,011

## GRI 102-9

## GRI 203-2

Strategic producers by country - Amount			
Origin	2019	2020	2021
Argentina	60	56	43
Uruguay	5	3	3
South Africa	26	34	36
Peru	0	0	0
Total	91	93	82

## GRI 102-9

Purchases from strategic growers in USD by country					
	Argentina	Uruguay	South Africa	Peru	Total
2021	15,326,802	297,290	29,937,518	2,099,000	42,660,610
2020	15,836,216	619,099	38,774,648	0	55,229,963
2019	21,345,505	1,500,000	25,249,540	0	48,095,045

Purchases from strategic growers in thousands of tons by country			
Origin	2019	2020	2021
Argentina	109.6	91.6	102.4
Uruguay	4.9	2.3	2.2
South Africa	51.6	58.1	50.7
Peru	0	0	0
Total	166.1	152	155.3

Suppliers by type of input by country*							
Input	2021		2020		2019		
	Amount <sup>1</sup>	Purchases <sup>3</sup>	Amount <sup>1</sup>	Purchases <sup>3</sup>	Amount	Purchases	
Argentina	Productive materials	110	17,065,842	135	15,356,048	134	16,712,483
	Indirect materials	124	2,935,321	183	3,515,693	186	3,547,465
	Assets and services	221	22,249,190	265	17,350,852	304	11,587,568
	Other <sup>2</sup>	80	909,984	113	414,775	135	1,118,011
Total	535	43,160,338	696	36,637,368	759	32,965,527	
Uruguay	Productive materials	32	6,175,901	47	7,898,063	49	3,551,408
	Indirect materials	58	966,973	82	1,569,970	98	941,515
	Assets and services	69	736,443	151	2,895,663	167	2,697,428
	Other <sup>2</sup>	105	1,098,885	143	1,120,657	155	1,187,859
Total	264	8,978,203	423	13,484,353	328	8,378,210	

# Performance indicators: social

## GRI 102-9

Suppliers by type of input by country*							
Input	2021		2020		2019		
	Amount <sup>1</sup>	Purchases <sup>3</sup>	Amount <sup>1</sup>	Purchases <sup>3</sup>	Amount	Purchases	
South Africa	Productive materials	7	2,553,055	10	1,950,327	19	4,878,043
	Indirect materials	21	455,018	36	366,551	43	507,863
	Assets and services	105	16,683,911	169	15,075,409	174	17,214,434
	Other <sup>2</sup>	12	100,000	14	91,713	31	119,923
<b>Total</b>	<b>145</b>	<b>19,781,984</b>	<b>229</b>	<b>17,484,000</b>	<b>186</b>	<b>22,720,263</b>	
Peru	Productive materials	146	18,281,158	167	13,537,395	145	12,696,909
	Indirect materials	109	1,719,192	171	1,633,029	182	4,366,646
	Assets and services	183	8,750,330	236	6,604,364	482	13,453,455
	Other <sup>2</sup>	65	430,129	42	1,629,528	809	30,517,011
<b>Total</b>	<b>503</b>	<b>29,180,809</b>	<b>616</b>	<b>23,404,316</b>	<b>145</b>	<b>12,696,909</b>	

<sup>1</sup> Includes local and overseas suppliers.

<sup>2</sup> Materials or services with SAP code associated to our computer system, as they are occasional or one-time purchases.

<sup>3</sup> Stated in dollars.

\*One same supplier may provide more than one input.

## GRI 102-8

Employees <sup>1</sup>							
	2021			2020			
	Males	Females	Total	Males	Females	Total	
Global	By type of job						
	Full-time	3,106	1,535	4,641	3,207	1,273	4,480
	Part-time	1	0	1	1	0	1
	<b>Total</b>	<b>3,107</b>	<b>1,535</b>	<b>4,642</b>	<b>3,208</b>	<b>1,273</b>	<b>4,481</b>
	By type of contract						
	Indefinite or permanent contract <sup>2</sup>	661	205	866	803	238	1,041
	Definite or temporary contract <sup>3</sup>	2,447	1,331	3,778	2,405	1,035	3,440
	<b>Total</b>	<b>3,108</b>	<b>1,536</b>	<b>4,644</b>	<b>3,208</b>	<b>1,273</b>	<b>4,481</b>
	By type of employee						
	In-house	3,108	1,536	4,644	3,208	1,273	4,481
Outsourced <sup>4</sup>	2,056	125	2,181	1,161	55	1,216	
<b>Total</b>	<b>5,164</b>	<b>1,661</b>	<b>6,825</b>	<b>4,369</b>	<b>1,328</b>	<b>5,697</b>	
Jobs added during the harvest season							
<b>Total<sup>5</sup></b>	<b>5,294</b>			<b>4,731</b>			

## GRI 102-8

Employees <sup>1</sup>										
	2021			2020			2019			
	Males	Females	Total	Males	Females	Total	Males	Females	Total	
Argentina Tucumán	By type of job									
	Full-time	615	103	718	696	103	799	652	75	727
	Part-time	1	0	1	1	0	1	1	0	1
	<b>Total</b>	<b>616</b>	<b>103</b>	<b>719</b>	<b>697</b>	<b>103</b>	<b>800</b>	<b>653</b>	<b>75</b>	<b>728</b>
	By type of contract									
	Indefinite or permanent contract	242	39	281	291	36	327	333	45	378
	Definite or temporary contract	374	64	438	406	67	473	320	29	349
	<b>Total</b>	<b>616</b>	<b>103</b>	<b>719</b>	<b>697</b>	<b>103</b>	<b>800</b>	<b>653</b>	<b>29</b>	<b>349</b>
	By type of employee									
	In-house	616	103	719	697	103	800	653	75	728
Outsourced	2,056	125	2,181	1,161	55	1,216	0	0	0	
<b>Total</b>	<b>2,672</b>	<b>228</b>	<b>2,900</b>	<b>697</b>	<b>103</b>	<b>2,016</b>	<b>653</b>	<b>75</b>	<b>728</b>	
Jobs added during the harvest season <sup>5</sup>										
Highest peak of people	4,471			3,509			-			
<b>Total</b>	<b>1,571</b>			<b>1,493<sup>6</sup></b>			<b>-</b>			
Uruguay	By type of job									
	Full-time	659	228	887	704	196	900	133	72	205
	Part-time	0	0	0	0	0	0	-	-	-
	<b>Total</b>	<b>659</b>	<b>228</b>	<b>887</b>	<b>704</b>	<b>196</b>	<b>900</b>	<b>133</b>	<b>72</b>	<b>205</b>
	By type of contract									
	Indefinite or permanent contract	56	33	89	61	35	96	70	37	107
	Definite or temporary contract	603	195	798	643	161	804	63	35	98
	<b>Total</b>	<b>659</b>	<b>228</b>	<b>887</b>	<b>704</b>	<b>196</b>	<b>900</b>	<b>133</b>	<b>72</b>	<b>205</b>
	By type of employee									
	In-house	659	228	887	704	196	900	133	72	205
Outsourced	0	0	0	0	0	0	-	-	-	
<b>Total</b>	<b>659</b>	<b>228</b>	<b>887</b>	<b>704</b>	<b>196</b>	<b>900</b>	<b>133</b>	<b>72</b>	<b>205</b>	
Jobs added during the harvest season <sup>5</sup>										
Max. month	2,093			1,980			-			
<b>Total</b>	<b>1,206</b>			<b>1,080</b>			<b>-</b>			
South Africa	By type of job									
	Full-time	351	32	383	348	29	377	188	44	232
	Part-time	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>351</b>	<b>32</b>	<b>383</b>	<b>348</b>	<b>29</b>	<b>377</b>	<b>188</b>	<b>44</b>	<b>232</b>
	By type of contract									
	Indefinite or permanent contract	55	17	72	51	15	66	72	17	89
	Definite or temporary contract	296	15	311	297	14	311	116	27	143
	<b>Total</b>	<b>351</b>	<b>32</b>	<b>383</b>	<b>348</b>	<b>29</b>	<b>377</b>	<b>188</b>	<b>44</b>	<b>232</b>

# Performance indicators: social

## GRI 102-8

		Employees <sup>1</sup>									
		2021			2020			2019			
		Males	Females	Total	Males	Females	Total	Males	Females	Total	
South Africa	By type of employee										
	In-house	351	32	383	348	29	377	188	44	232	
	Outsourced	0	0	0	0	0	0	-	-	-	
	<b>Total</b>	<b>351</b>	<b>32</b>	<b>383</b>	<b>348</b>	<b>29</b>	<b>377</b>	<b>188</b>	<b>44</b>	<b>232</b>	
	Jobs added during the harvest season <sup>5</sup>										
	Max. month			712			641				-
	<b>Total</b>			<b>329</b>			<b>264<sup>6</sup></b>				-
	By type of job										
	Full-time	1,440	1,141	2,581	1,412	906	2,318	1,453	1,063	2,516	
	Part-time	0	0	0	0	0	0	0	0	0	
<b>Total</b>	<b>1,440</b>	<b>1,141</b>	<b>2,581</b>	<b>1,412</b>	<b>906</b>	<b>2,318</b>	<b>1,453</b>	<b>1,063</b>	<b>2,516</b>		
By type of contract											
Indefinite or permanent contract	267	85	352	353	113	466	474	188	662		
Definite or temporary contract	1,173	1,056	2,229	1,059	793	1,852	979	875	1,854		
<b>Total</b>	<b>1,440</b>	<b>1,141</b>	<b>2,581</b>	<b>1,412</b>	<b>906</b>	<b>2,318</b>	<b>1,453</b>	<b>1,063</b>	<b>2,516</b>		
Peru	By type of employee										
	In-house	1,440	1,141	2,581	1,412	906	2,318	1,453	1,063	2,516	
	Outsourced	0	0	0	0	0	0	0	0	0	
	<b>Total</b>	<b>1,440</b>	<b>1,141</b>	<b>2,581</b>	<b>1,412</b>	<b>906</b>	<b>2,318</b>	<b>1,453</b>	<b>1,063</b>	<b>2,516</b>	
	Jobs added during the harvest season <sup>5</sup>										
	Max. month			4,769			4,212				-
	<b>Total</b>			<b>2,188</b>			<b>1,894<sup>6</sup></b>				-
	By type of job										
	Full-time	41	31	72	47	39	86	652	75	727	
	Part-time	0	0	0	0	0	0	1	0	1	
<b>Total</b>	<b>41</b>	<b>31</b>	<b>72</b>	<b>47</b>	<b>39</b>	<b>86</b>	<b>653</b>	<b>75</b>	<b>728</b>		
By type of contract											
Indefinite or permanent contract	41	31	72	47	39	86	333	45	378		
Definite or temporary contract	1	1	2	0	0	0	320	29	349		
<b>Total</b>	<b>42</b>	<b>32</b>	<b>74</b>	<b>47</b>	<b>39</b>	<b>86</b>	<b>653</b>	<b>29</b>	<b>349</b>		
Argentina Buenos Aires	By type of employee										
	In-house	42	32	74	47	39	86	653	75	728	
	Outsourced	0	0	0	0	0	0	0	0	0	
	<b>Total</b>	<b>42</b>	<b>32</b>	<b>74</b>	<b>47</b>	<b>39</b>	<b>86</b>	<b>653</b>	<b>75</b>	<b>728</b>	

<sup>1</sup> A person with a work relationship with the organisation, according to the national legislation.  
<sup>2</sup> A contract signed by an employee to work full-time or part-time for an indefinite period. Annual total by December considered.  
<sup>3</sup> A 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.  
<sup>4</sup> Workers that are not San Miguel's direct employees.  
<sup>5</sup> Calculated considering the highest peak of people - Annual average headcount.  
<sup>6</sup> This figure has been modified for this publication, being different from that included in the previous report, in order to be compared using the new methodology as of 2021.

## GRI 102-38

	Ratio between the total annual compensation of the best paid collaborator and the annual mean compensation for all employees		
	2021	2020	2019
Argentina - Tucumán	2.6	5.65	6.57
Argentina - Buenos Aires (including CEO + Directors)	3	6.96	6.80
Uruguay	6.51	10.11	8.51
South Africa	3.56	4.68	6.89
Peru	8.22	5.99	6.74

## 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		
	2021	2020	2019
Argentina - Tucumán	1.06	0.83	0.88
Argentina - Buenos Aires	1	0.98	0.84
Uruguay	0.54	0.89	0.85
South Africa	1	1	1.0
Peru	2.82	1.31	0.17

## GRI 102-41

	Employees under collective bargaining agreement		
	2021	2020	2019
Argentina	84%	74%	81%
Uruguay	98%	94%	87%
South Africa	37.50%	39%	29%
Peru	0%	0%	0%

# Performance indicators: social

**GRI 401-1**

		New hires					
		2021		2020		2019	
		Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>
	Total employees	281	100.00	327	100.00	378	100.00
	Total new hires	17	6.05	6	1.83	9	2.38
	By gender						
	Females	8	47.06	3	50.00	3	33.33
	Males	9	3.20	3	50.00	6	66.67
	By age						
	Under 30 years old	9	52.94	4	66.67	4	44.44
	30-50 years old	8	47.06	2	33.33	5	55.56
	Over 50 years old	0	0.00	0	0.00	0	0.00
		Total employees	89	100.00	96	100.00	107
Total new hires		5	5.60	2	2.08	1	0.93
By gender							
Females		2	40	1	50.00	1	100
Males		3	60	1	50.00	0	0
By age							
Under 30 years old		1	20	0	0.00	1	100
30-50 years old		4	80	2	100.00	0	0
Over 50 years old		0	0.00	0	0.00	0	0
		Total employees	72	100.00	66	100.00	89
	Total new hires	9	13	24	36.36	7	7.87
	By gender						
	Females	2	22	6	25.00	1	14.29
	Males	7	78	18	75.00	6	85.71
	By age						
	Under 30 years old	5	56	6	25.00	2	28.58
	30-50 years old	4	44	12	50.00	5	71.42
	Over 50 years old	0	0.00	6	25.00	0	0
		Total employees	352	100.00	466	100.00	662
Total new hires		34	9.66	38	8.15	67	10.00
By gender							
Females		11	32.35	9	23.68	19	28.00
Males		23	67.65	29	76.32	48	72.00
By age							
Under 30 years old		20	58.82	13	34.21	35	53.00
30-50 years old		14	41.18	24	63.16	31	46.00
Over 50 years old		0	0.00	1	2.63	1	1.0

		New hires					
		2021		2020		2019	
		Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>
	Total employees	77	100.00	86	100.00	89	100
	Total new hires	12	15.58	11	12.79	18	20.28
	By gender						
	Females	2	16.67	7	63.64	13	72.22
	Males	10	83.33	4	36.36	5	27.78
	By age						
	Under 30 years old	5	41.67	4	36.36	7	38.89
	30-50 years old	5	41.67	7	63.64	10	55.56
	Over 50 years old	2	16.67	0	0.00	1	5.56

<sup>1</sup>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					
		2021		2020		2019	
		Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>
	Total employees	281	100	327	100	378	100
	Total turnover	45	16.01	56	17.13	78	20.63
	By gender						
	Females	8	17.78	6	10.71	8	10.26
	Males	37	82.22	50	89.29	70	89.74
	By age						
	Under 30 years old	2	4.44	3	5.36	2	2.56
	30-50 years old	15	33.33	26	46.43	39	50
	Over 50 years old	28	62.22	27	48.21	37	47.44
	Type of turnover						
Voluntary turnover <sup>2</sup>	3.56%		1.83%		14.28%		
Involuntary turnover <sup>3</sup>	12.46%		15.29%		6.35%		
	Total employees	89	100	96	100	107	100
	Total turnover	8	8.99	15	15.63	13	12.14
	By gender						
	Females	2	25	6	40.00	5	38.46
	Males	6	75	9	60.00	8	61.53
	By age						
	Under 30 years old	1	12	1	6.67	0	0
	30-50 years old	5	63	6	40.00	9	70
	Over 50 years old	2	25	8	53.33	4	30



# Performance indicators: social

GRI 401-1

Turnover by age and gender							
	2021		2020		2019		
	Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>	
Uruguay	Type of turnover						
	Voluntary turnover <sup>2</sup>	2.25%	6.25%	6.5%			
	Involuntary turnover <sup>3</sup>	6.74%	9.38%	5.6%			
	Total employees	72	100	66	100	89	0
	Total turnover	6	8.33	20	30.30	30	33.71
	By gender						
	Females	1	16.67	1	5.00	19	63.33
	Males	5	83.33	19	95.00	11	36.67
	By age						
	Under 30 years old	1	16.67	3	15.00	1	3.33
30-50 years old	4	66.67	15	75.00	24	80.00	
Over 50 years old	1	16.67	2	10.00	5	16.67	
South Africa	Type of turnover						
	Voluntary turnover <sup>2</sup>	7%	17%	3.37%			
	Involuntary turnover <sup>3</sup>	1%	14%	30.34%			
	Total employees	352	100	466	100	662	100.00
	Total turnover	62	17.61	262	56.22	40	6.00
	By gender						
	Females	19	31	187	71.37	12	30.00
	Males	43	69.35	75	28.63	28	70.00
	By age						
	Under 30 years old	21	33.87	52	19.85	12	30.00
30-50 years old	38	61.29	147	56.11	23	58.00	
Over 50 years old	3	4.84	63	24.05	5	12.00	
Peru	Type of turnover						
	Voluntary turnover <sup>2</sup>	9.66%	10.94%	2.27%			
	Involuntary turnover <sup>3</sup>	7.95%	45.28%	4.54%			
	Total employees	72	100	86	100	89	100
	Total turnover	18	25	26	30.23	30	33.80
	By gender						
	Females	8	44.44	10	38.46	9	30
	Males	10	55.56	16	61.54	21	70
	By age						
	Under 30 years old	2	27.78	6	23.08	8	26.67
30-50 years old	12	66.67	17	65.38	22	73.33	
Over 50 years old	1	5.56	3	11.54	0	0	
Argentina Buenos Aires	Type of turnover						
	Voluntary turnover <sup>2</sup>	23.61%	13.95%	30.42%			
	Involuntary turnover <sup>3</sup>	1.39%	16.28%	3.38%			

Turnover by age and gender						
	2021		2020		2019	
	Number	% <sup>1</sup>	Number	% <sup>1</sup>	Number	% <sup>1</sup>
Argentina Buenos Aires	Type of turnover					
	Voluntary turnover <sup>2</sup>	23.61%	13.95%	30.42%		
	Involuntary turnover <sup>3</sup>	1.39%	16.28%	3.38%		

<sup>1</sup> Calculated as the division between the number of permanent employees who left the company voluntarily or involuntarily and the total number of employees by the end of each year\*100  
<sup>2</sup> Permanent employees who left the company voluntarily/total number of employees by the end of the year\*100  
<sup>3</sup> Permanent 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

	2021 Parental leave									
	Tucumán		Buenos Aires		Uruguay		South Africa		Peru	
	F	M	F	M	F	M	F	M	F	M
Number of employees with a right to parental leave <sup>1</sup>	52	377	26	44	34	56	17	55	1,141	1,440
Number of employees who made use of their parental leave	4	4	2	0	0	2	0	4	4	7
Number of employees who returned to work after the end of their leave	4	4	2	0	0	2	0	4	4	7
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	4	4	2	0	0	2	0	4	4	6
Return-to-work and retention rates of employees who made use of their leaves <sup>2</sup>	100%	100%	100%	100%	100%	100%	100%	100%	100%	85.71%

<sup>1</sup> The term "employees with a right to parental leave" refers to those employees covered by the policies, agreements or contracts with the organisation and which include parental leave rights. Only permanent and in-house employees are considered.  
<sup>2</sup> Return-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. Permanent and in-house employees are considered.

GRI 403-9

	2021 Employee injury, ill health and absenteeism indicators						
	Tucumán	Buenos Aires	Uruguay	South Africa	Peru		
Accident frequency rate <sup>1</sup>	11.5	0.00	20.14	7.0	2.2		
Number of deaths resulting from work-related accidents	0	0	0	0	0		
Rate of deaths resulting from work-related accidents	0	0	0	0	0		
Number of injuries resulting from work-related accidents	16	0	28	0	13		
Rate of injuries resulting from work-related accidents <sup>2</sup>	28.50	0	21.96	0	0.002		
Number of work-related injuries with serious consequences for the worker	0	0	0	0	0		
Rate of work-related injuries with serious consequences for the worker <sup>3</sup>	0	0	0	0	0		
Main types of injuries resulting from work-related accidents	Entrapment Fall from motorbike		0	Contusion Twists and sprains		0	Falls/Blows Entrapment
Number of deaths due to work-related ailments and ill health	0	0	0	0	0		

# Performance indicators: social

## GRI 403-9

2021 Employee injury, ill health and absenteeism indicators					
	Tucumán	Buenos Aires	Uruguay	South Africa	Peru
Number of cases of work-related ailments and ill health	0	0	0	0	0
Main types of work-related ailments and ill health	0	0	0	0	0
Number of hours worked	1,389,564	13,400	1,390,537	861,477	5,789,620
Rate of accident-related days lost <sup>4</sup>	0.29	0	0.67	0.01	0.13
Absenteeism rate <sup>5</sup>	0.23	0	0.53	0.07	0.01

<sup>1</sup>Frequency = AT x 1,000,000 / hrs worked.  
<sup>2</sup>Incidence = (AT x 1,000) / Average staffing.  
<sup>3</sup>Number of work-related injuries with serious consequences (excluding deaths) x 1,000,000 / hrs worked.  
<sup>4</sup>(Days lost x 1,000) / hours worked, based on working days scheduled. The days lost are counted as from the day after the accident.  
<sup>5</sup>Measure of the actual days that an absent worker misses, expressed as a percentage of the total working days scheduled.

Average hours of training per employee			
	2021	2020	2019
Buenos Aires	2.18	0.65	13.84
Tucumán	4.56	2.75	1.59
Uruguay	1.7	2.95	17.2
South Africa	1.10	0.62	9.57
Peru	11.12	3	32.32
Global average	4.13	1.99	14.9

Average hours of training by gender						
	2021		2020		2019	
	Males	Females	Males	Females	Males	Females
Buenos Aires	2.34	1.88	0.356	0.295	25.12	30.25
Tucumán	2.56	2	0.45	2.3	1.37	2.53
Uruguay	1.42	0.28	1.98	0.96	13.5	19.32
South Africa	0.94	0.16	0.56	0.56	4.9	9.75
Peru	4.56	6.56	1.58	1.44	21.3	15.2
Global average	2.37	2.18	2.37	1	13.24	15.41

Average hours of training by occupational category								
	2021					2020	2019	
	Buenos Aires	Tucumán	Uruguay	South Africa	Peru	Global	Global	Global
CEO and Director	1.55	0	0	0	0	1.55	0.04	0
Manager	1.53	0.3	0	0.004	0.0	0.61	0.11	1.21
Head And Supervisor	2.62	0.4	0.49	0.045	0.07	0.72	2.56	15.82
Specialist	2.94	1.3	0	0	0	2.12	2.18	26.63
Administrative Clerk	0	1.28	0.1	0.002	0.04	0.35	2.51	16.25
Operator	0	1.28	1.11	1.05	11	3.61	2.22	7.56

## GRI 404-2

Training investment - All countries (in USD)			
	2021	2020	2019
Funds allocated	210,003	233,284	653,808
San Miguel's invoicing	241,048,812	249,839,601.65	225,847,181
Percentage invested	0.09	0.09	0.26

## GRI 404-3

Performance assessment					
		GPS 2021	2021	2020	2019
By occupational category					
	Manager	12	9%	10%	100%
	Head and Supervisor	50	39%	46%	100%
	Employees	66	52%	43%	70%
	Manager	3	12%	8%	14%
	Head and Supervisor	14	54%	64%	64%
	Employees	9	35%	28%	21%
	Manager	10	23%	27%	13%
	Head and Supervisor	7	16%	17%	32%
	Employees	27	61%	56%	55%
	Manager	7	8%	9%	8%
	Head and Supervisor	34	39%	46%	15%
	Employees	47	53%	45%	77%
	Manager	21	39%	29%	30%
	Head and Supervisor	5	9%	28%	25%
	Employees	28	52%	37%	33%
	By gender				
	Females	31	24%	23%	20%
	Males	97	76%	77%	80%
	Females	13	50%	48%	39%
	Males	13	50%	52%	61%
	Females	15	34%	39%	24%
	Males	29	66%	51%	76%
	Females	32	36%	33%	34%
	Males	56	64%	67%	66%
	Females	22	41%	44%	38%
	Males	32	59%	56%	56%

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 clerks and operators.

# Performance indicators: social

## GRI 404-3

GPS 2021 - Number of collaborators that applied	
Argentina - Tucumán	128
Uruguay	26
South Africa	44
Peru	88
Argentina - Buenos Aires	54

## GRI 405-1

		Occupational category and gender					
		2021		2020		2019	
		Males	Females	Males	Females	Males	Females
🌐 Global average	CEO and Director	68.13%	31.87%	62.50%	37.50%	-	-
	Manager	73.21%	26.79%	75.27%	24.73%	-	-
	Head and Supervisor	72.16%	27.84%	73.74%	26.26%	-	-
	Specialist	61.33%	38.67%	63.50%	36.50%	-	-
	Administrative Clerk	50.04%	49.96%	50.12%	49.88%	-	-
	Operator	87.44%	12.57%	87.56%	12.44%	-	-
	Average	87.44%	12.57%	87.56%	12.44%	-	-
🇦🇷 Argentina Tucumán	CEO and Director	0.00%	0.00%	0.00%	0.00%	100%	0.00%
	Manager	88.34%	11.66%	83.33%	16.67%	86%	14%
	Head and Supervisor	82.77%	17.23%	80.36%	19.64%	81%	19%
	Specialist	67.34%	32.66%	70.69%	29.31%	N/A	N/A
	Administrative Clerk	72%	28%	60.00%	40.00%	71%	29%
	Operator	95.52%	4.48%	95.78%	4.22%	96%	4%
	Average	81.19%	18.81%	78.03%	21.97%	87%	13%
🇺🇷 Uruguay	CEO and Director	0.00%	0.00%	0.00%	0.00%	100%	0%
	Manager	68%	32%	80.00%	20.00%	100%	0%
	Head and Supervisor	67%	33%	68.75%	31.25%	67%	33%
	Specialist	51%	49%	50.00%	50.00%	N/A	N/A
	Administrative Clerk	32%	68%	33.33%	66.67%	45%	55%
	Operator	73%	27%	74.29%	25.71%	68%	32%
	Average	58.20%	41.80%	61.27%	38.73%	76%	34%
🇿🇦 South Africa	CEO and Director	0.00%	0.00%	0.00%	0.00%	100%	0%
	Manager	64.12%	35.88%	63.64%	36.36%	76%	24%
	Head and Supervisor	100%	0.00%	100.00%	0.00%	90%	10%
	Specialist	65.79%	34.21%	64.29%	35.71%	N/A	N/A
	Administrative Clerk	38.69%	61.31%	50.00%	50.00%	76%	24%
	Operator	100%	0.00%	100.00%	0.00%	100%	0%
	Average	73.72%	26.28%	75.58%	34.42%	88%	12%

## GRI 405-1

		Occupational category and gender					
		2021		2020		2019	
		Males	Females	Males	Females	Males	Females
🇵🇪 Peru	CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Manager	86.67%	13.33%	87.50%	12.50%	100.00%	0.00%
	Head and Supervisor	57.77%	42.23%	59.57%	40.43%	87.00%	13.00%
	Specialist	67.99%	32.01%	77.27%	22.73%	N/A	N/A
	Administrative Clerk	57.48%	42.52%	57.14%	42.86%	54.00%	46.00%
	Operator	81.22%	18.78%	80.16%	19.84%	74.00%	26.00%
	Average	70.23%	29.77%	72.33%	27.67%	78.75%	21.25%
🇦🇷 Argentina Buenos Aires	CEO and Director	68.13%	31.87%	62.50%	37.50%	88%	13%
	Manager	58.91%	41.09%	61.90%	38.10%	64%	36%
	Head and Supervisor	53.25%	46.75%	60.00%	40.00%	70%	30%
	Specialist	54.52%	45.48%	55.26%	44.74%	N/A	N/A
	Administrative Clerk	0.00%	0.00%	0.00%	0.00%	46%	54%
	Operator	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Average	58.70%	41.30%	59.92%	40.08%	67%	33%

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.



# Performance indicators: social

GRI 405-1

		Occupational category and age								
		2021			2020			2019		
		< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
	CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%	0%	100%
	Manager	0.00%	92.64%	7.36%	0.00%	91.67%	8.33%	0%	93%	7%
	Head and Supervisor	8.84%	69.96%	21.21%	7.14%	73.21%	19.64%	9%	70%	21%
	Specialist	15.85%	71.14%	13.01%	17.24%	67.24%	15.52%	26%	60%	14%
	Administrative Clerk	0.00%	76%	24%	0.00%	80.00%	20.00%	N/A	N/A	N/A
	Operator	0.23%	55.03%	44.74%	0.00%	54.22%	45.78%	0%	53%	47%
	Average	4.98%	72.95%	22.06%	4.88%	73.27%	21.86%	7.00%	55.20%	37.80%
	CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0%	0%	100%	
	Manager	0.00%	67.57%	32.43%	0.00%	60.00%	40.00%	0%	25%	75%
	Head and Supervisor	4.12%	66.21%	29.67%	6.25%	62.50%	31.25%	0%	83%	17%
	Specialist	17.14%	65.71%	17.14%	16.67%	83.33%	0.00%	N/A	N/A	N/A
	Administrative Clerk	12.63%	87.37%	0.00%	13.33%	86.67%	0.00%	27%	67%	7%
	Operator	3.27%	71.61%	25.13%	2.86%	71.43%	25.71%	27%	57%	16%
	Average	7.43%	71.69%	20.87%	7.82%	72.79%	19.39%	10.80%	46.40%	43.00%
	CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0%	100%	0%	
	Manager	14.50%	85.50%	0.00%	9.09%	90.91%	0.00%	8%	88%	4%
	Head and Supervisor	16.67%	66.67%	16.67%	27.27%	54.55%	18.18%	0%	70%	30%
	Specialist	21.58%	72.11%	6.32%	21.43%	78.57%	0.00%	N/A	N/A	N/A
	Administrative Clerk	49.64%	45.99%	4.38%	28.57%	57.14%	14.29%	39%	53%	8%
	Operator	4.44%	62.96%	32.59%	9.09%	59.09%	31.82%	0%	73%	27%
	Average	21.37%	66.65%	11.99%	19.09%	68.05%	12.86%	12.86%	12.86%	12.86%
	CEO and Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
	Manager	0.00%	87.78%	12.22%	0.00%	87.50%	12.50%	0.00%	100.00%	0.00%
	Head and Supervisor	13.11%	86.89%	0.00%	12.77%	87.23%	0.00%	8.00%	89.00%	3.00%
	Specialist	34.49%	65.26%	0.25%	45.45%	54.55%	0.00%	N/A	N/A	N/A
	Administrative Clerk	53.08%	46.92%	0.00%	46.43%	53.57%	0.00%	44.00%	55.00%	1.00%
	Operator	15.09%	66.90%	18.01%	15.87%	67.06%	17.06%	18.00%	61.00%	21.00%
	Average	28.94%	70.75%	10.16%	24.10%	69.98%	5.91%	17.50%	76.25%	6.25%
	CEO and Director	0.00%	85.71%	14.29%	0.00%	87.50%	12.50%	0%	75%	25%
	Manager	4.65%	90.70%	4.65%	4.76%	90.48%	4.76%	5%	86%	9%
	Head and Supervisor	0.00%	100.00%	0.00%	0.00%	100.00%	0.00%	17%	78%	4%
	Specialist	40.60%	53.83%	5.57%	42.11%	55.26%	2.63%	N/A	N/A	N/A
	Administrative Clerk	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	51%	46%	3%
	Operator	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Average	11.31%	82.56%	6.13%	11.72%	83.31%	4.97%	18.25%	71.25%	10.25%

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.

	Government bodies by gender					
	2021		2020		2019	
	Males	Females	Males	Females	Males	Females
Board of Directors	80%	20%	80%	20%	80%	20%
CEO + Executive Directors	90%	10%	80%	20%	90%	10%

	Government bodies by age								
	2021			2020			2019		
	< 30	30-50	> 50	< 30	30-50	> 50	< 30	30-50	> 50
Board of Directors	0%	73%	27%	0%	73%	27%	0%	73%	27%
CEO + Executive Directors	0%	86%	14%	0%	86%	14%	0%	58%	42%

GRI 405-2

		Male to female salary ratio by occupational category		
		2021	2020	2019
	Manager	0.89	1	-
	Head	0.94	0.94	1.04
	Employees	1.06	0.79	1.02
	Manager	1.6	1.69	-
	Head	2.22	0.79	0.68
	Employees	1.55	1.09	1.01
	Manager	0.89	1.04	1.08
	Head	1.06	1.16	-
	Employees	1.55	1.23	1.98
	Manager	1.18	1.28	1.00
	Head	0.82	0.80	0.88
	Employees	1	1.08	1.19
	Manager	1.22	1.2	1.17
	Head	0.96	1.13	1.07
	Employees	0.8	1.25	0.88

Calculation method: the male basic salary mean/female basic salary mean is considered.

# Performance indicators: environmental

WATER AND EFFLUENTS **GRI 303-3** **GRI 303-4** **GRI 303-5**

		Water withdrawal and consumption (m <sup>3</sup> /year)				
		2017/2018	2019	2020	2021	Variation %
Global	Total	-	27,535,798	30,121,047	25,023,714	-
	Variation	-	-13.28	9.39 <sup>1</sup>	-16.92	-
Argentina <sup>2</sup>	Industrial complex	-	2,828,595	2,749,717	2,790,307	1.48
	Farms	-	2,793,000	5,683,576	3,054,764	-46.25
	Nursery	-	4,754	6,816	7,845	15.10
	Total	-	5,626,349	8,440,109	5,852,916	-30.65
Uruguay	Total	-	2,101,662	3,642,632	2,746,149	-
	Variation %	-	-23.80	71.62 <sup>3</sup>	-24.61	-
South Africa	Water withdrawn	6,116,400	5,324,300	5,324,300	3,101,291 <sup>4</sup>	-41.75
	Water used	5,823,041	5,865,300	5,783,710	3,101,291	-46.38
	Use %	95	110	80	100	-
Peru	Chincha <sup>5</sup>	-	5,807,507	5,884,307	6,051,938	-
	Variation %	-	-24.38	1.32	2.85	-
	Chepén <sup>6</sup>	-	8,134,980	7,947,500	7,271,960	-
	Variation %	-	-0.86	-2.30	-8.50	-
	Total	-	13,942,487	13,831,807	13,323,358	-
	Total variation %	-	-12.23	-0.79	-3.68	-

<sup>1</sup>The variation in water consumption is due to the droughts taking place in Argentina and Uruguay.  
<sup>2</sup>The water withdrawn is underground water. Total dissolved solids > 1,000 mg/L. We do not extract surface, sea, produced water, or water from third parties. We do not operate in hydric-stress areas.  
<sup>3</sup>The variation in water consumption is due to the droughts taking place in 2020. We do not operate in hydric-stress areas.  
<sup>4</sup>The water extracted and consumed is fresh water (total dissolved solids ≤ 1,000 mg/L), surface water and water from third parties: Gariep Dam in Orange Free State, from whom we receive water through a plan, and we have an exact amount allocated per year. We operate in a hydric-stress area. We do not extract or consume underground, sea or produced water.  
<sup>5</sup>The water extracted and consumed from Chincha is fresh underground water (total dissolved solids ≤ 1,000 mg/L) and it's not a hydric-stress area.  
<sup>6</sup>The water extracted and consumed from Chepén is fresh surface water (total dissolved solids ≤ 1,000 mg/L) and it is a hydric-stress area stated by SUPREME DECREE No. 185-2020-PCM. We do not extract or consume sea, produced water, or water from third parties.

Uruguay - Water withdrawal by source (m <sup>3</sup> /year)		2021
Surface water (Total dissolved solids ≤ 1,000 mg/L)		2,003,357
Underground water (Total dissolved solids ≤ 1,000 mg/L)		665,256
Water from third parties (Water from Obras Sanitarias del Estado (OSE). Total dissolved solids > 1,000 mg/L)		10,169
Total		2,678,782

We do not extract sea or produced water. We do not operate in hydric-stress areas.

2021 Water discharge by destination (m <sup>3</sup> )		
	Surface water	Water from third parties
Argentina	825,782	-
Uruguay	134,943 <sup>1</sup>	5,160 <sup>2</sup>

<sup>1</sup>This effluent generated in the Novacore juice plant goes through the effluent treatment plant, which consists of a physical-chemical stage (sieves and DAF), and a biological stage (3 natural ponds), before it is discharged into the surface water.  
<sup>2</sup>Obras Sanitarias del Estado (Public Water Works) is in charge of treating the discharge. More information: Notes 23, 24 and 25.

ENERGY **GRI 302-1** **GRI 302-3** **GRI 302-4**

		Energy consumption				
		Source	2019	2020	2021	Variation %
Argentina	Electric power (MW)		22,207	19,355.43	20,882.26	7.89
	LPG (kg)		86,700	1,015,386.14	36,127.44	-96.44
	Petrol (litres)		1,996	636.00	0.00	-100
	Gas oil (litres)		34,282	13,415.50	61,548	358.75
	Natural gas (Nm <sup>3</sup> )		15,690,346	12,066,133.36	14,588,015.57	20.90
Uruguay	Electric power (KWh)		2,096,191	2,349,143	2,661,411	13.29
	LPG (kg)		23,140	24,680	24,622	-0.24
	Petrol (L)		19,952	21,010	32,065	52.62
	Gas oil (L)		463,501	511,900	1,005,050	96.34
	Natural gas (Nm <sup>3</sup> )		0	0	0	0
South Africa	Electric power (KWh)		2,836,146	1,800,308 <sup>1</sup>	1,467,257.91 <sup>2</sup>	-18.50
	Gas oil (L)		N/D	238,238 <sup>3</sup>	215,345 <sup>2</sup>	9.61
Peru	Electric power (KWh)		3,767,806	4,504,811	4,276,092	-5.08
	LPG (m <sup>3</sup> )		65	69	85	23.19
	Petrol (jules) <sup>3</sup>		2,620,136,499	2,555,811,731	2,967,146,998	16.09
	Oil (jules) <sup>4</sup>		8,379,311,917	5,807,862,755	6,255,013,921	7.70

<sup>1</sup>Mistakenly, in the previous report, we included the electricity used by a packing machine that was not part of San Miguel in 2020 any more.  
<sup>2</sup>Riverbend, Imiti and Mfuleni farms are included.  
<sup>3</sup>90 octanes  
<sup>4</sup>Diesel fuel oil - diesel fuel B5 S50

		Energy efficiency			
		2019	2020	2021	Variation %
Uruguay	Electric power consumed (KWh)	795,400	613,154	746,146	21.69
	Total harvested (Tn)	35,565	28,353	58,085	104.86
	Ratio (KWh/Tn)	22	21.6	12.8	-40.53
South Africa	Energy consumed (KWh)	-	1,800,308	1,467,257.91	-18.50
	Total harvested (Tn)	-	89,994	90,421	0.47
	Ratio (KWh/Tn)	-	20	16	-20
Peru	Chincha (KWh/Ton of fruit entering the plant)				
	Annual average (KWh/Tn)	121	82	68	-
	Variation %	-0.70	-32	-17	-
	Chincha (KWh/Ton of fruit exported or leaving the plant)				
	Annual average (KWh/Tn)	165	115	91	-
	Variation %	-15	-30	-21	-

# Performance indicators: environmental

## ENERGY

GRI 302-1

GRI 302-3

GRI 302-4

Argentina - Electric power L/T grinding (MWh/Tn)				
	2019	2020	2021	Variation %
Electric power	89.9	106.4	84.90	-20.21

Argentina - Natural gas consumption/T grinding (Nm <sup>3</sup> /tn)				
	2019	2020	2021	Variation %
Natural gas	63.5	66.4	59.3	-10.69

## EMISSIONS

GRI 305-1

GRI 305-2

GRI 305-3

GHG emissions (CO <sub>2</sub> tons eq)			
	2020	2021	
Scope 1 - Direct	44,348		
Scope 2 - Indirect	14,107		
Scope 3 - Other indirect	29,514		To be assessed in 2022
Total	87,969		

GHG emissions (CO <sub>2</sub> tons eq) by country								
	2019				2020			
	Argentina	Uruguay	South Africa	Peru	Argentina	Uruguay	South Africa	Peru
Scope 1	37,905	2,159	1,567	2,717	29,424	2,713	2,073	2,676
Scope 2	8,708	55	3,480	1,864	4,431	54.74	2,343	3,596
Scope 3	13,816	2,659	9,866	3,173	21,005	2,666	10,267	3,887
Total	60,429	4,873	14,913	7,754	54,861	5,452	14,683	10,159

### 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 which take place in sources that are not the property of, or controlled by, the company. These are emissions generated in the value chain, mostly all the outsourced logistics of input, products and external waste management.

## WASTE

GRI 306-3

2021 Waste (in tons)					
	Composition of waste generated	Waste generated	Waste diverted from disposal	Waste directed to disposal	
Argentina	Urban solid waste	272.21	0	272.21	
	Organic waste*	2,961.51	2,961.51	0	
	1st stage sludge (organic)	40.76	40.76	0	
	3rd stage sludge (organic)	46.08	46.08	0	
	1st and 3rd stage mix (organic)	2.46	2.46	0	
	Effluent pulp (organic)	147.98	147.98	0	
	Special juice pulp (organic)	2,023.28	2,023.28	0	
	Recyclable plastic waste	40.10	40.10	0	
	Recyclable cardboard paper waste	26.15	26.15	0	
	Recyclable scrap waste	76.24	76.24	0	
	Recyclable wood waste	28.29	28.29	0	
	Hazardous waste	24.46	0	24.46	
Total waste	5,689.53	5,392.86	296.67		
Uruguay	General household waste	283.16	0	283.16	
	Clean plastic	0.38	0.38	0	
	Clean paper and cardboard paper	31.31	31.31	0	
	Factory wet peel, fruit remains	29,185.16	29,185.16	0	
	Effluent pulp	213.13	213.13	0	
	Ferrous scrap	1.85	1.85	0	
	Boiler ash	20.76	0	20.76	
	Fruit waste	709.43	0	709.43	
	Paper/cardboard paper/nylon	9.21	9.21	0	
	Non-returnable chemical containers	0.10	0.10	0	
	Non-returnable chemical boxes	0.001	0.001	0	
	Total waste	30,454.49	29,441.14	1,013.35	
South Africa (in kg)	Paper	9,396	9,396	0	
	Oil	1,950	1,950	0	
	Polypropylene	3,643	3,643	0	
	Plastic	1,480	1,480	0	
	Paperboard	75	75	0	
	Office paper	275	275	0	
	Hazardous waste	200	0	200	
	Total waste	17,019	16,819	200	
	Peru	Hazardous waste	38,551	0	38,551
		General waste	66,639	767,035	66,639
		Waste water	405,797	0	405,797
		Total waste	510,987	767,035	510,987

\*Discarded leaves and lemons, food remains.

# Performance indicators: environmental

**WASTE**
**GRI 306-4**

		2021 Waste re-used (diverted from disposal) (in tons)			
		At the facilities	Outside the facilities	Total	
	Hazardous waste	Preparation for re-use	0	0	0
		Recycling	0	0	0
		Other re-use operations	0	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Non-hazardous waste	Preparation for re-use	5,222.07	0.00	5,222.07
	Recycling	0.00	170.79	170.79	
	Other re-use operations	0.00	0.00	0.00	
	<b>Total</b>	<b>5,222.07</b>	<b>170.79</b>	<b>5,392.86</b>	
	Hazardous waste	Preparation for re-use	0	0	-
		Recycling	0	33.54	-
		Other re-use operations	0	0	-
		<b>Total</b>	<b>0</b>	<b>33.54</b>	<b>-</b>
	Non-hazardous waste	Preparation for re-use	0	0	-
	Recycling	0	934.15	-	
	Other re-use operations*	0	29,398.29	-	
	<b>Total</b>	<b>0</b>	<b>30,332.4</b>	<b>-</b>	
	Hazardous waste	Preparation for re-use	0	0	-
		Recycling	0	0	-
		Other re-use operations	0	0	-
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>-</b>
	Non-hazardous waste	Preparation for re-use	5,593	0	-
	Recycling	11,226	0	-	
	Other re-use operations	0	0	-	
	<b>Total</b>	<b>16,819</b>	<b>0</b>	<b>-</b>	
	Hazardous waste	Preparation for re-use	0	0	-
		Recycling	0	0	-
		Other re-use operations	0	0	-
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>-</b>
	Non-hazardous waste	Preparation for re-use	0	767,035	-
	Recycling	0	0	-	
	Other re-use operations	0	0	-	
	<b>Total</b>	<b>0</b>	<b>767,035</b>	<b>-</b>	

\*Animal food.

**WASTE**
**GRI 306-5**

		2021 Waste directed to disposal (in tons)		
		At the facilities	Outside the facilities	
	Hazardous waste	Incineration (with energy recovery)	0	0
		Incineration (without energy recovery)	0	24.46
		Transfer to landfill	0	0
		Other disposal operations	0	0
		<b>Total</b>	<b>0</b>	<b>24.46</b>
Non-hazardous waste	Incineration (with energy recovery)	0	0	
	Incineration (without energy recovery)	0	0	
	Transfer to landfill	0	272.21	
	Other disposal operations	0	0	
	<b>Total</b>	<b>0</b>	<b>272.21</b>	
	Hazardous waste	Incineration (with energy recovery)	0	0
		Incineration (without energy recovery)	0	0
		Transfer to landfill	0	0
		Other disposal operations	0	0
		<b>Total</b>	<b>0</b>	<b>0</b>
Non-hazardous waste	Incineration (with energy recovery)	0	0	
	Incineration (without energy recovery)	0	0	
	Transfer to landfill	0	992.59	
	Other disposal operations	0	0	
	<b>Total</b>	<b>0</b>	<b>992.59</b>	
	Hazardous waste	Incineration (with energy recovery)	0	0
		Incineration (without energy recovery)	0	0
		Transfer to landfill	0	200
		Other disposal operations	0	0
		<b>Total</b>	<b>0</b>	<b>200</b>
Non-hazardous waste	Incineration (with energy recovery)	0	0	
	Incineration (without energy recovery)	0	0	
	Transfer to landfill	0	0	
	Other disposal operations	0	0	
	<b>Total</b>	<b>0</b>	<b>0</b>	
	Hazardous waste	Incineration (with energy recovery)	0	0
		Incineration (without energy recovery)	0	0
		Transfer to landfill	0	38,551
		Other disposal operations	0	0
		<b>Total</b>	<b>0</b>	<b>38,551</b>
Non-hazardous waste	Incineration (with energy recovery)	0	0	
	Incineration (without energy recovery)	0	0	
	Transfer to landfill	0	0	
	Other disposal operations	0	472,436	
	<b>Total</b>	<b>0</b>	<b>472,436</b>	



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

GRI 101: Foundation 2016 - General disclosures						
GRI Standard	Content	Page	Omission	SDG	Global Compact	ISO 26000
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102-2	Activities, brands, products and services	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
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102-8	Information on employees and other workers	105-110		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
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102-13	Membership of associations	24				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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102-15	Key impacts, risks and opportunities	20-22, 102-103				4.7, 6.2, 7.2, 7.4.2
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102-16	Values, principles, standards and norms of behaviour	94, 98-99			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	95			Principle 10	4.4, 6.6.3, 7.2
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102-31	Review of economic, environmental and social topics	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
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**GRI 102**  
General disclosures 2016





# GRI content index

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	201-2 Financial implications and other risks and opportunities due to climate change	68-69			Principle 7	6.5.5
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GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts	76		6.3, 6.4, 6.6, 12.4	Principle 8	6.5.3, 6.5.4
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GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103				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	66				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	143				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 307 Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	Note 27			Principle 8	6.5.1-6.5.2
Supplier environmental assessment							
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103				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	33-34, 66				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	33, 143				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 308 Supplier environmental assessment	308-1	New suppliers that were screened using environmental criteria	33-34			Principle 8	6.3.5, 6.5.1-6.5.2, 6.6.6, 7.3.1
	308-2	Negative environmental impacts in the supply chain and actions taken	Note 28			Principle 8	6.3.5, 6.5.1-6.5.2, 6.6.6, 7.3.1
Employment							
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103				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	50, 52, 56				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	56-59, 112-115				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5



# GRI content index

GRI 101: Foundation 2016 - Material topics						
GRI Standard	Content	Page	Omission	SDG	Global Compact	ISO 26000
Employment						
GRI 401 Employment 2016	401-1	New employee hires and employee turnover	112-115			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	56-59		Principle 6	6.4.3
	401-3	Parent leave	115		Principle 6	6.4.4
Labour/management relations						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	50, 52			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	143			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 402 Labour/management relations 2016	402-1	Minimum notice periods regarding operational changes	Note 29		Principle 3	6.4.3, 6.4.5
Occupational health and safety						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	50, 52, 60			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	60-63, 115-116, 143			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 403 Occupational health and safety 2018	403-1	Occupational health and safety management system	Note 30		8.8	6.4.6
	403-2	Hazard identification, risk assessment, and incident investigation	61		8.8	6.4.6, 6.8.8
	403-3	Occupational health services	63		8.8	6.4.6, 6.8.8
	403-4	Worker participation, consultation, and communication on occupational health and safety	61		8.8, 16.7	6.4.6
	403-5	Worker training on occupational health and safety	61		8.8	
	403-6	Promotion of worker health	63		3.5, 3.7, 3.8	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked with business relationships	61, 63		8.8	
	403-8	Workers covered by an occupational health and safety management system	Note 30		8.8	6.4.6
	403-9	Work-related injuries	60, 115-116		8.8	6.4.6, 6.8.8
	403-10	Work-related ill health	60, 115-116		3.4, 8.8	6.4.6, 6.8.8
Training and education						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	52-55			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	52-55, 116-118, 143			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 404 Training and education 2016	404-1	Average hours of training per year per employee	116		4.4, 5.1, 8.5	6.2.3, 6.3.7, 6.3.10, 6.4.3, 6.4.4, 6.4.7, 6.8.7
	404-2	Programs for upgrading employee skills and transition assistance programs	Note 31		8.2, 8.5	6.4.7, 6.8.5
	404-3	Percentage of employees receiving regular performance and career development reviews	117-118		5.1, 8.5	6.4.7
Diversity and equal opportunity						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	50, 52			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	118-121			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 405 Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	118-121		Principle 6	6.2.3, 6.3.7, 6.3.10, 6.4.3, 6.4.4, 6.8.7
	405-2	Ratio of basic salary and remuneration of women to men	121		Principle 6	6.3.7, 6.3.10, 6.4.3, 6.4.4



# GRI content index

GRI 101: Foundation 2016 - Material topics						
GRI Standard	Content	Page	Omission	SDG	Global Compact	ISO 26000
Non-discrimination						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	50, 52, 94, 98-99			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	95, 144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 406 Non-discrimination 2016	406-1	Total number of incidents of discrimination during the reporting periods	Note 32		5.1, 5.5, 8.5, 8.7, 8.8 Principle 6	4.8, 6.3.1-6.3.2, 6.3.6, 6.3.7, 6.3.10, 6.4.3
Freedom of association and collective bargaining						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	50, 52, 94, 98-99			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	95, 144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 407 Freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Note 33	8.8	Principle 3	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.8, 6.4.5, 6.6.6
Child labour						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	95, 98-99			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	95, 144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 408 Child labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	Note 34		Principle 5	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.7, 6.3.10, 6.6.6, 6.8.4
Forced or compulsory labour						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	95, 98-99			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	95, 144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 409 Forced or compulsory labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Note 35		Principle 4	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.10, 6.6.6
Human Rights assessment						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	94, 98-99			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	95, 144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 412 Human Rights assessment 2016	412-1	Operations that have been subject to Human Rights reviews or impact assessments	Note 36		Principle 1	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.5
Local communities						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	82			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	83-90			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 413 Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	83-90		Principle 1	6.3.9, 6.5.1-6.5.2, 6.5.3, 6.8
Supplier social assessment						
GRI 103 Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	27-28, 33-34			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	144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5



# GRI content index

GRI 101: Foundation 2016 - Material topics						
GRI Standard	Content	Page	Omission	SDG	Global Compact	ISO 26000
Supplier social assessment						
<b>GRI 414</b> Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	Note 37			4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.4.1-6.4.2, 6.4.3, 6.6.1-6.6.2, 6.6.6, 6.8.1-6.8.2, 7.3.1
	414-2	Negative social impacts in the supply chain and actions taken	Note 38		8.8	Principle 2
Customer health and safety						
<b>GRI 103</b> Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	41-43			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	144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
<b>GRI 416</b> Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Note 39			6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Note 40			4.6, 6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8
Marketing and labelling						
<b>GRI 103</b> Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	42-43			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	144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
<b>GRI 417</b> Marketing and labelling 2016	417-1	Requirements for product and service information and labelling	Note 41		12.8	6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9
	417-2	Incidents of non-compliance concerning product and service information and labelling	Note 42			4.6, 6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9
	417-3	Incidents of non-compliance concerning marketing communications	Note 43			4.6, 6.7.3,
Socio-economic compliance						
<b>GRI 103</b> Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	16, 94			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	144			6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
<b>GRI 419</b> Socio-economic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	Note 44			4.6, 6.7.1-6.7.2
Healthy and accessible food						
<b>GRI 103</b> Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			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	82, 98-99			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	84-85			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	84-85			
Customer satisfaction						
<b>GRI 103</b> Management approach 2016	103-1	Explanation of the material topic and its boundary	20-21, 101-103			
	103-2	The management approach and its components	36, 40			
	103-3	Evaluation of the management approach	40			
			Survey results to measure customer satisfaction	40		



# GRI content index

**NOTE 1**

There are no forbidden products, but markets that are not yet open to some of our products. For different (commercial, diplomatic, phytosanitary, etc.) reasons, some of them are closed to exporting certain citrus fruits. San Miguel is actively involved, together with official bodies and sector chambers, in the promotion of the opening of new markets that still 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 through the Management, depending on the organisational chart. Those mentioned above provide the administration body, on a regular basis, with the relevant reports (within the Executive Committee's scope, if applicable), who decides on such regard.

**NOTE 6**

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

**NOTE 7**

(i) To date, no contracts have been signed with any directors. In case it becomes necessary, such contracts shall be in line with the development of the purpose of the company, and concentrate on the market conditions; they shall invariably be subject to approval by the Board or supervisory committee should the requirements not be met. (ii) In any deliberation carried out by the administrative body, and even the governing body, the directors and/or shareholders must report such circumstance. (iii) The directors are not allowed to carry out activities that may compete with the company, which may only be authorised by the shareholders' meeting, upon giving relevant notice thereof. (iv) The company's final beneficiaries have been informed on to the control authority, as well as the positions held by the members of the Board, the members of the supervisory committee and first line managers, and the direct family members of all those mentioned above. (v) 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, suppliers and clients. 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 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 suppliers, clients or competitors of the Company. Additionally, collaborators may not supervise any other collaborator with whom they have a business, family or sentimental relationship. It's the collaborator's responsibility to communicate the relevant relationship to the Human Resources Department and 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 critical concerns informed to the Executive Committee or to the Board, the Audit Committee works based on the internal regulation, which includes the scope of the information to be provided to the Executive Committee and the Board.

**NOTE 10**

The Board's remuneration is set according to the responsibilities undertaken, the time dedicated, the 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 that 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, and official indexes. The HR Director, along with the General Manager, submit such scenarios to the stakeholders, who evaluate them and take a decision on whether to choose one strategy or the other, bearing in mind the ongoing market fluctuation, and production, sale, cost indicators, among other aspects.

**NOTE 12**

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

**NOTE 13**

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

**NOTE 14**

No significant restatements have been made concerning the information included in previous reports. When an information restatement has 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 Sustainability Report published corresponds to the year 2020.

**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 collaborators. As part of the employees' CTC, we makes the contributions on behalf of our collaborators, and the latter may also 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 have joined the program.

**NOTE 20**

No significant financial help was received from the government of any of the countries where San Miguel operates. 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**

No corruption-related reports were registered in 2021. Concerning the Ethics Line, four reports were made that were analysed by the Ethics Committee, and the corresponding resolutions were adopted in order to comply with the Code of Ethics provisions and safeguard the collaborators' integrity.

**NOTE 22**

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

**NOTE 23**

On our Uruguay farms, irrigation water is withdrawn from nearby rivers, streams, cutwaters, or semi-artesian wells, depending on the area. At the packing plant we use water from the OSE network, as well as from a semi-artesian well. Water is poured through the plant effluents into the water stream (La Curtiembre Stream). In South Africa, water is withdrawn from a canal system managed by Lower Sunday River Valley Water Association (LSRVWA).

**NOTE 24**

In Uruguay, among the criteria required that exceed the regulatory quality control requirements for effluent discharge are the IFC requirements for a variety of effluents, according to their characteristics, which are applicable to Novacore effluents, as the case may be. Within the existing internal monitoring plan, we have added parameters to be controlled demanded by IFC.

**NOTE 25**

In South Africa, we do not discharge effluents. We have a sewage effluent reticulation system, and we use septic tanks and portable toilets. In Peru, we discharge liquid waste, generated from handwashing, filters and tanks, into evaporation pits.

**NOTE 26**

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 for 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 27**

Total monetary value of fines due to non-compliance with the legislation and environmental regulations: USD 889 / Number of non-monetary sanctions: 0 / Cases subjected to dispute resolution mechanisms: 0.

**NOTE 28**

We have not detected any suppliers with significant negative impacts on the environment.

**NOTE 29**

The minimum notice period to collaborators 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 30**

The occupational health and safety management system covers 100% of employees from all countries and has been implemented in Argentina based on the Good Management Practices related to Hygiene, Occupational Health and Safety, and laws: 19.587 - Decree 351/79 regulating Occupational Health and Safety Law, and Decree 617/97 regulating Agricultural Activity Health and Safety Law. In South Africa, the system is aligned with Occupational Health and Safety Law 95, 1983 and its regulations thereof. In Peru, it is aligned with Occupational Health and Safety Law No. 29783, and Law No. 3110 related to agricultural labour and incentives for the agricultural and irrigation, agricultural export and agricultural industrial sector. In Uruguay, based on the following laws:

Reference	Detail
Law 5032	Work-related accident prevention
Law 16074	Work-related accidents and work-related ill health insurance
Law 15896	Fires and incidents
Law 18099	Worker rights under decentralisation process (Outsourced companies)
Law 18251	Labour responsibility under decentralisation process (Outsourced companies)
Law 19196	Corporate criminal responsibility
Law 19313	Night work activity regulations
Law 19927	Manual load handling
Decree 406/88	Work-related accident prevention (industry and commerce)
Decree 474/009	Amendment to 406/88, corridors and lighting
Decree 474/010	Regulation of the international labour agreement no. 184 On agricultural activity health and safety
Decree 143/012	Amendment to 406/88 80db
Decree 07/018	Amendment to 406/88, safety measures for work above 2 m high
Decree 651/990	Mandatory basic health card
Decree 330/009	Regulation on the acquisition and use of automated External defibrillators (DEA)
Decree 307/009	Chemical agent risk
Decree 53/014	Exposure to magnetic fields
Decree 210/011	List of work-related diseases
Decree 127/014	Occupational health and safety services
Decree 291/007	Safety commission
Decree 155/016	Amendment to decree 291/007, bipartite safety
Decree 260/013	Firefighter authorisation
Decree 260/013	Amendment to 260/013
Decree 128/016	Prevention of use of and reporting to work under the Effects of alcohol and other drugs
Decree 150/016	Firefighter authorisation (article amendment)
Decree 234/015	Night work regulatory decree
Decree 560/003	Transport of dangerous goods
Decree 323/021	Regulation on 25 kg manual load limit
Ordinance 145/009	Medical check-ups and tests (physical-chemical risks)
Unit standard 680/83	Safety machinery-handling techniques
Unit standard 38/48	Operating pipe identification
Unit standard 3864-1	Graphic symbols: security colours, security signals

**NOTE 31**

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 organisation and, upon mutual agreement, outplacement activities may be carried out to help the person reinsert in the labour market.



# GRI content index

**NOTE 32**  
No discrimination cases have been registered during the period object to this Report.

**NOTE 33**  
No potentially risks have been registered by the operations or suppliers, where the freedom of association and the right to join collective bargaining agreements may be violated or endangered.

**NOTE 34**  
No activities with a potential risk of child labour incidents have been registered by the operations or suppliers.

**NOTE 35**  
No activities with a risk of originating forced or compulsory labour episodes have been registered by the operations or suppliers.

**NOTE 36**  
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 organisation is under the scope of the Human Resources Policy and the Code of Ethics in Argentina, Uruguay, Peru and South Africa.

**NOTE 37**  
All our suppliers are selected based on sustainability criteria.

**NOTE 38**  
We have not detected any suppliers having negative social impacts so far.

**NOTE 39**  
In all of our points of origin, 100% of the products are evaluated regarding their impact on the consumers' health and safety.

**NOTE 40**  
No breach of regulation with regards to the products' impact on the customers' health and safety has been detected.

**NOTE 41**  
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 Labelling 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 the languages required. In the case of fresh fruit, the phytosanitary authority demands information on the traceability, registry of the productive unit, postharvest additives, if applicable, and labels with detail of the final fruit destination.

**NOTE 42**  
No breach of the regulation and voluntary codes related to the information and labelling of the products and services has been registered.

**NOTE 43**  
No breach of the regulation and voluntary codes related to marketing and advertising communications has been registered.

**NOTE 44**  
No breach, fines or sanctions due to 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.



## Sustainability Report scope and guidelines

**PUBLICATION NUMBER**  
10

**PERIOD COVERED**  
2021

- SCOPE**
- ✓ **Argentina:** S.A San Miguel A.G.I.C.I.F.
  - ✓ **Uruguay:** S.A. San Miguel Uruguay, San Miguel International 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.

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

**THE 2021 SUSTAINABILITY REPORT**  
Is distributed free of charge and is available to any stakeholder upon request. Its digital version is available on [sanmiguelglobal.com](http://sanmiguelglobal.com)  
Drafted by San Miguel's Human Resources and Sustainability Management, jointly with the Finance, Technology, Supply Chain, Commercial and Operations teams.

**External facilitator:** ReporteSocial



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