



World leader
in industrial lemon processing

2022
Sustainability Report





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Transformation for the future

It is with great satisfaction that I present to you a new Sustainability Report that discloses the accountability of our management and performance in the economic, social and environmental fields for the year 2022.

We are witnessing global changes, faced with an uncertain context with great challenges, which perhaps exceed our view. That is why today companies must be managed in such a way as to anticipate to future scenarios, in the medium and long term, and develop strategies and objectives that generate value for the business and, in turn, for stakeholders. **Companies must currently manage processes that ensure the quality of products, that consider the environmental impact of activities and the social impact on their people and on the community.**

With the vision of being the world's leading company in the lemon value-added industrial processing, we develop production and industrialization processes in multiple points of origin, thus guaranteeing compliance and satisfaction of demands all over the world, with special focus on services and on mitigation of climate risks that affect the business.

Our values, such as integrity, value creation, customer-orientation, team spirit, and commitment and social and environmental responsibility, go hand-in-hand with our strategy and with the setting of our objectives, **always striving for transformation aiming at the future of all people.**

In this sense, we have achieved great **transformations in 2022**: on the one hand, the sale by San Miguel Uruguay and San Miguel International Investment of all the shares of San Miguel Fruits Peru and San Miguel Fruits South Africa, respectively, a transaction that will strengthen the capital structure and reconfigure the long-term business strategy, with a deeper approach on the development of industrial

projects based on natural ingredients -within South Africa, Argentina and Uruguay- reaffirming our position as world leader in lemon processing. This business restructuring refocuses the strategy on fruit processing, a business with less volatility and fewer risks compared to that of fresh fruit.

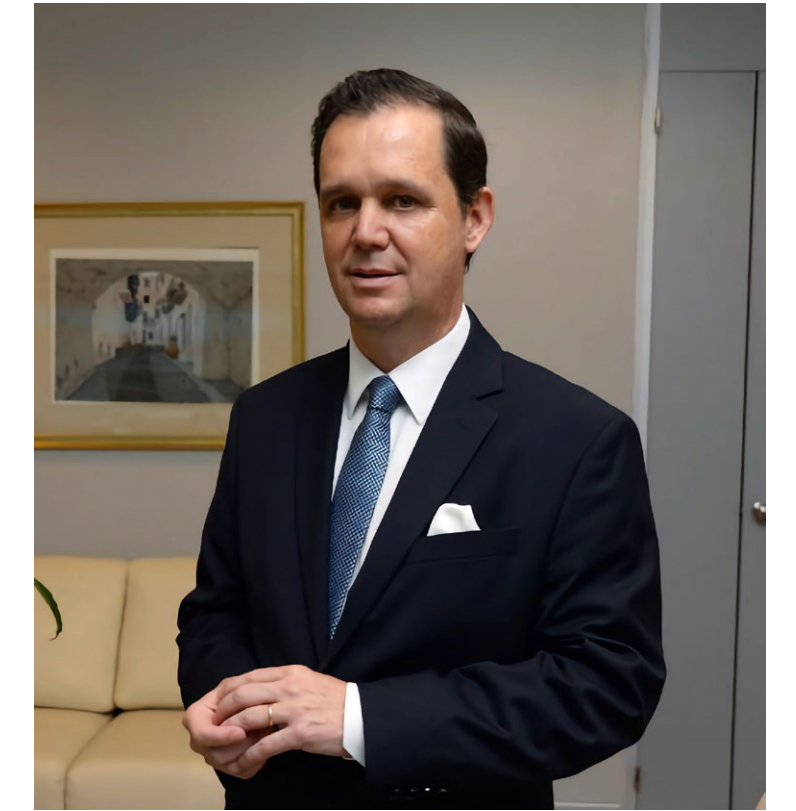
Some figures of our environmental commitment show that we have made it possible that a 57% of the total energy consumed in the Famaillá plant comes from wind energy ratifying our commitment to reducing the carbon footprint of our products.

In order to give it transparency, comparability and measurement over time, we continue reporting under the guidelines of the Global Reporting Initiative (GRI) Standards in its updated version in force since January 2023. In turn, we communicate our commitment to the United Nations Global Agenda, through the 2030 goals proposed to achieve the Sustainable Development Goals.

Working on sustainable development is possibly the greatest opportunity for business growth in the future, collaborating among all stakeholders.

I would like to thank all people at San Miguel for their commitment and hard work in the drafting of this Report, which takes months of management and analysis, in order to render a quantitative and qualitative accountability of those issues that are of interest and impact for the company and its audiences.

Now I invite you to browse these pages and receive your comments.
I send you all my kindest regards,



Pablo H. Plá
CEO San Miguel

01

We are San Miguel

-  We Are Part of It
-  A Sustainability-Oriented Production Process
-  Economic Performance



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



We Are Part of It

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.

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.

World Leader in Industrial Lemon Processing.

We share the daily life of million families through our highly nutritional products. We are strategic partners with the major international companies of the beverage, food, pharmaceutical and cosmetics industry. We are present in beverages, fragrances and sweets, snacks, jams and biscuits.

From the lemon processing we obtain the following 100% natural products.

- **Juice concentrate** to produce beverages and foods.
- **Pulp and puree** to produce beverages and foods.
- **Dehydrated peel** to obtain pectin, a binder that provides consistency to confits, jams, toothpaste and yoghurt.
- **Oils and essences** used in the food, cosmetics, pharmaceutical and fragrance industries.



Organic certification.

We are a company that trades organic lemon-based natural ingredients.

New product



An ingredient certified as lemon fiber prebiotic pectin. A 100% natural product, with no additives, obtained from carefully selected fresh raw material.



2022 in Numbers



3,782

people make up our teams



5,709

hectares planted



4

plants



106.7

global sales in Million USD



15 %

market share in worldwide lemon processing



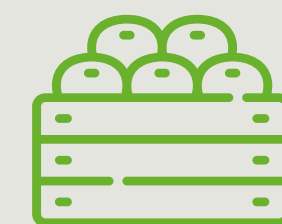
218

customers



50

purchases in Million USD



763

supplier companies

Our Points of Origin

We have plantations and our own structure in Argentina and Uruguay. Our farms are located in one of the most privileged parts of the world that, due to its agro-ecological characteristics, makes them one of the most suitable areas for counter-season citrus fruit production.

We have developed an efficient logistics platform, which is part of the value proposal that makes us stand out and that allows us to reach the 5 continents through 40 ports to the customer's door, ensuring traceability along the entire logistics chain.





- 3,728 hectares planted
- 2 plants: 1 packing plant and 1 industrial processing plant
- 20,331 of fresh fruit exported
- 300,000 tons of grinding capacity
- 233,516 of total production
- 736 own collaborators
- 126,986 plants in nurseries



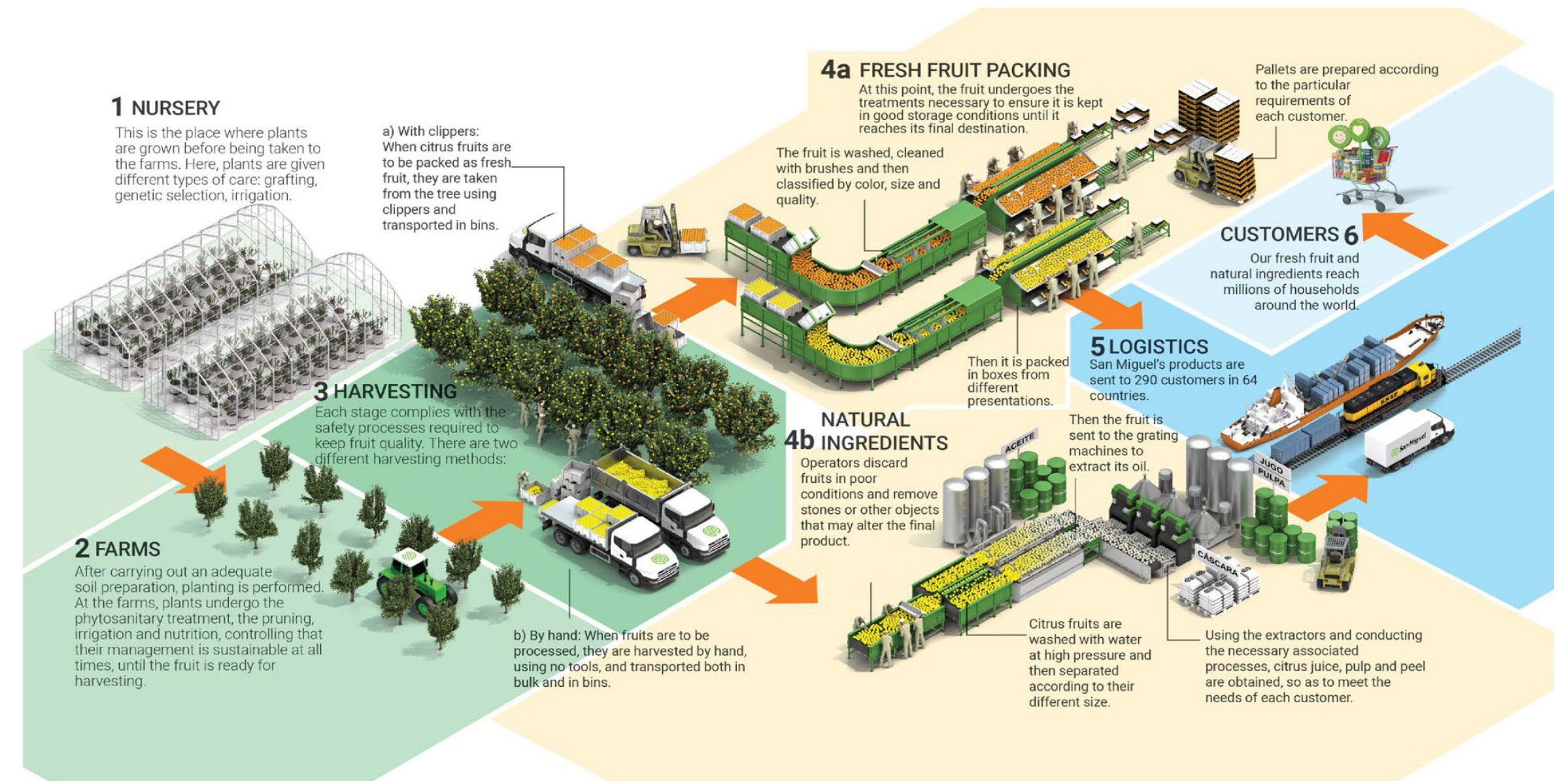
- 1,981 hectares planted
- 2 plants: 1 packing plant and 1 industrial processing plant*
- 19,925 tons of fresh fruit exported
- 50,000 tons of grinding capacity**
- 40,826 tons of total production
- 938 own collaborators
- 88,240 plants in nurseries

*Joint Venture

**Novacore

A Sustainability-Oriented Production Process

In every product we deliver natural flavors, nutrients and vitamins. But we also bring in our care, dedication and expertise. Do you know what the process is like until it reaches the table of million families?





From Genetics to the Shelf

Listening to the market, we always try 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.

Our comprehensive business model goes from the genetics to the gondolas shelving and covers from production in nurseries and own farms to fruit supply from associate producers, packing plants, processing and logistics, thus taking care of every step of our value chain.

Our traceability system offers accurate information on the origin and process of each product, providing full control starting from the seed. In this way, the delivery of products from the points of origin to every market in the world ensures the highest quality.

Economic Performance

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

Direct economic value generated and distributed (in million pesos)	2022	2021	2020
Direct economic value generated	19,388	23,846	18,486
Economic value distributed	36,066	50,133	29,627

- **ARS 13,909M** in sales
- **ARS -5,672M** operating loss
- **ARS -9,488M** net loss
- **ARS -6,956M** comprehensive income (loss)

The most relevant news in 2022 was :
 the sale of our Peru and South Africa operations and the restructuring of our business focused on Natural Ingredients.

+ To know more about our economic and financial performance, [click here.](#)



We launched a new series of Sustainability-Linked Corporate Bonds



In 2021, we were the first Argentinian company to issue Sustainability-Linked Corporate Bonds, and in 2022 we went even further. In January and November, we performed two new successful issuances of Unconditional Sustainability-Linked Corporate Bonds for USD 50 million and USD 38 million, respectively. These have a class A credit rating and a Sustainability-Linked Bond rating, as they are aligned with the ICMA (International Capital Market Association) Principles.

This is the third time we issue Negotiable Obligations in line with Sustainability-Linked Corporate Bonds, setting up a commitment associated with the use of renewable energies, specifically wind power type. This commitment is part of our **Climate Action Plan**.

This bond placement is part of a strategic transformation process, which main pillars are related to **enhancing our focus on the industry business** in order to consolidate our position as the leading worldwide lemon processor, and to **improving our capital structure**.





Strategic Milestones

During the current fiscal year, we started our pathway towards a business strategic reconversion, facing unprecedented challenges, which will enable long-term sustainability.

In the Natural Ingredients Business

Natural ingredient sales were worth \$11.007 billion, of which \$9.566 billion came from the external market, and \$1.441 billion, from the internal market.

- We keep long-term relations with major multinational customers, with whom we signed lemon essential oil supply agreements, which ensure the placement of such products in the subsequent campaigns, and which we implemented for 2022.
- Furthermore, we entered into agreements to supply the whole peel produced to different customers, and we maintain a high degree of concentration in the juice segment.





In the Fresh Fruit Business

Fresh fruit sales were worth \$2.902 billion, out of which \$2.542 billion came from the external market, and \$360 million, from the internal market.

- The lemon export volume was 35% lower than in 2021. Partly, this volume reduction is explained by a decision to change the strategy, besides the growing trend of lemon availability in different countries, which entails an oversupply in the Northern and Southern hemispheres.
- Regarding mandarin, the volumes were similar to those recorded in 2021, maintaining the focus on the US market, where we can observe a price increase with respect to the previous year, due to a shorter campaign in California and a lower volume sent from Chile.
- With regard to orange, export volumes were in line with the usual historical figures.

02

Committed to sustainability

-  Key Sustainability Issues
-  Contribution to the United Nations 2023 Agenda
-  Strategic Alliances
-  Awards and Recognitions



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 value chain. That is what makes our



San Miguel 2030

In 2021 we started outlining our 2030 agenda. Working jointly, articulating with the different operations and key areas of the company, we identified and prioritized sustainability-related topics, made a diagnosis and, in 2022, defined the following challenges:

Environment → Climate

Value Chain → Supply from strategic producers

People → Safety | Health | Development

Key Sustainability Topics

Material topics are the strategic topics for the sustainable development of our business in the medium-term. Framed in our Sustainability Commitments, these are the basis of our management to positively impact people, the environment, and to promote inclusive growth.

+ [Know more about our Sustainability Process](#)

2023 challenge: in the face of the changes we are going through as a company, we believe that it is necessary to rethink what the most strategic topics are for the sustainable development of our business. As part of the materiality analysis, we consult all our stakeholders in order to incorporate their insights and reach a Materiality Matrix.

	Commitments	Material Topics
	Acting with ethics and transparency in business management	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ Promoting social responsibility in the supply chain ✓ Supplier assessment and development ✓ Fight against child labour
	Developing people in their human and economic dimensions	<ul style="list-style-type: none"> ✓ Management of temporary staff ✓ Occupational health and safety ✓ Diversity and equal opportunities ✓ Attracting, developing and retaining talent ✓ Balancing work and personal life
	Interpreting the needs of our customers and meeting them with integrity	<ul style="list-style-type: none"> ✓ Encouraging healthy life habits ✓ Food safety ✓ Customer service
	Using natural resources responsibly and sparingly	<ul style="list-style-type: none"> ✓ Efficient use of water ✓ Sustainable agriculture ✓ Waste management ✓ Sustainable soil management ✓ Effluent management ✓ Biodiversity protection ✓ Climate change and ecosystem preservation ✓ Energy efficiency
	Promoting community well-being and social development	<ul style="list-style-type: none"> ✓ Education ✓ Development ✓ Health



Board of Directors' Sustainability Committee

Our Board of Directors delegates the development and execution of the comprehensive sustainability plan on the Board's Sustainability Committee, made up of the CEO and the Human Resources Director:

- ✓ 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,
- ✓ It approves the Sustainability Report.

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

In 2022, we worked cross-cutting the entire organisation to integrate the existing Sustainability and Quality Policy, into a single reference framework for the guidance of the management system and action lines of the company.



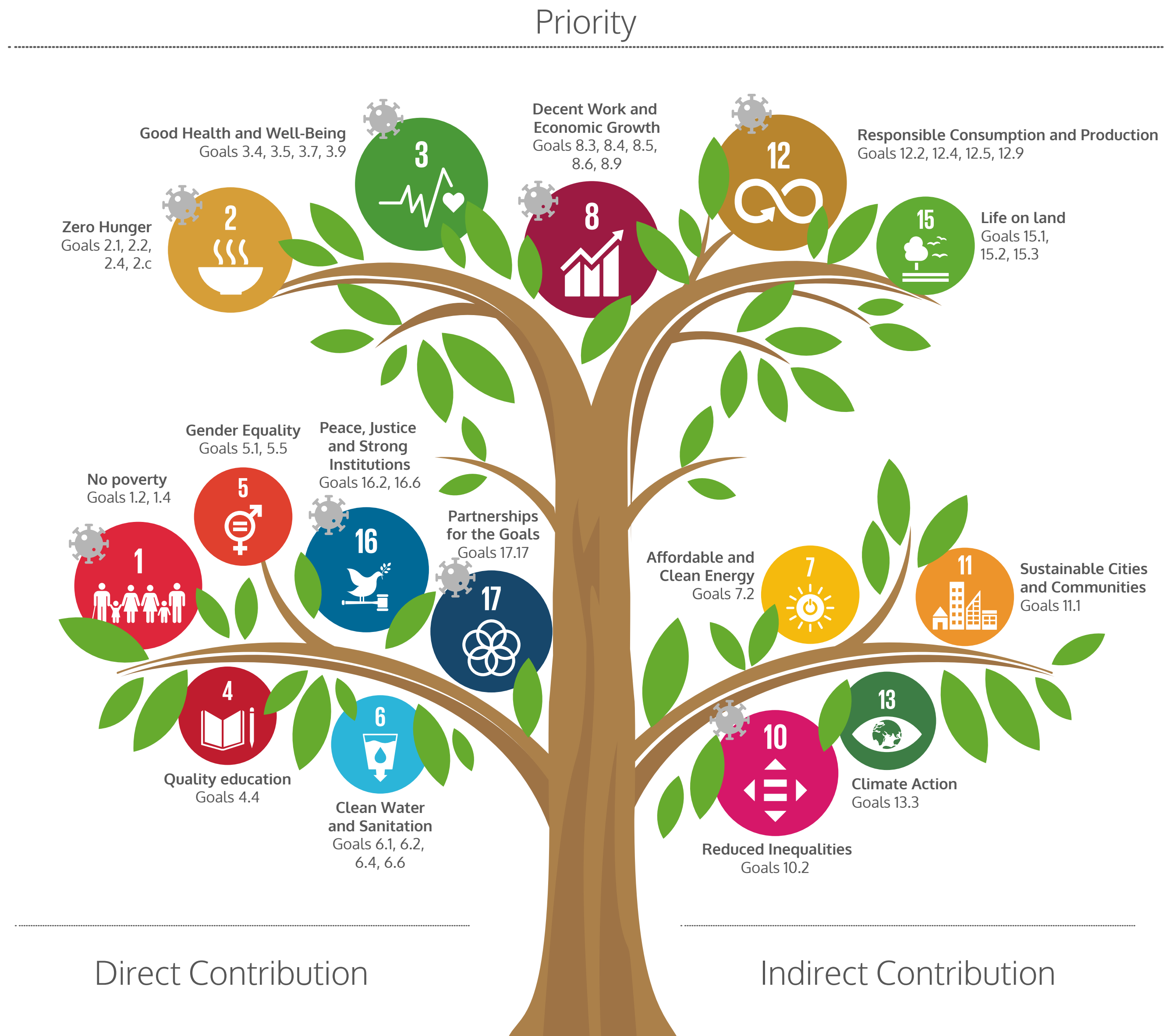


We are Part of the Global Agenda

We work aligned with the 17 United Nations Sustainable Development Goals (SDGs).

We make our contribution to the SDGs based on what we know we do best: feeding the world, taking care of our people and environment, encouraging responsible practices throughout our value chain, and promoting the development of the communities we are part of.

→ **Walk the talk:** throughout this Report, we identify the actions that contribute to the concrete goals included in the 2030 Agenda.



Strategic Alliances



Asociación Citrícola del Noroeste Argentino
(Citrus Fruit Association of North Western Argentina)



Asociación Tucumana del Citrus
(Tucumán Citrus Fruit Association)



CÁMARA DEL ASIA
Cámara de Comercio Argentina para Asia y el Pacífico
(Argentine Chamber of Commerce for Asia and the Pacific)



CÁMARA DE EXPORTADORES DE LA REPÚBLICA ARGENTINA
Cámara de Exportadores de la República Argentina
(Chamber of Exporters of the Argentine Republic)



Cámara de Exportadores de Citrus del Noreste Argentino
(Chamber of Exporters of Citrus Fruit of North Eastern Argentina)



Cámara del Comercio Argentino-Sudafricana
(Argentine-South African Chamber of Commerce)



Cámara Empresaria de Medio Ambiente
(Environmental Business Chamber)



Exportadores del Uruguay
(Uruguayan Exporters)



Federación Argentina del Citrus
(Argentine Citrus Fruit Federation)



FUNDACIÓN DEL TUCUMÁN
Fundación del Tucumán
(Tucumán Foundation)



BYMA
Bolsas y Mercados Argentinos
(Argentine Stock Exchange Markets)



Institute of Directors



Red de Innovación Tucumán
(Tucumán Innovation Network)



Unión de Productores y Exportadores Frutihortícolas del Uruguay
(Uruguay Fruit and Vegetable Producer and Exporter Union)



Unión Industrial Tucumán
(Tucumán Industrial Union)

Spaces for dialogue with our stakeholders

- Customers and consumers
- Collaborators and trade unions
- Shareholders
- Supplier companies
- Community
- Institutions and associations
- Press and public opinion
- State and governmental authorities

We believe that holding dialogues with stakeholders and actively integrating them into the development of our sustainability management are fundamental instances for good performance as a company. For their identification and selection, we base our decisions on our sustainability commitments. Likewise, responsibility, influence and closeness to San Miguel are the qualities that define our stakeholders.

Awards and Recognitions

BYMA Sustainability Index → BYMA

For the fifth consecutive year, we have been part of this Index, which recognises the companies with the best sustainability performance listed on Buenos Aires Stock Exchange.

[+ Know more](#)

Social Sustainability Award → Center for industrial organisation innovation (CINOI, from its Spanish acronym) of Montevideo University

We were recognised within the framework of the Programa de Logística Sustentable Uruguay (PLSU) (Uruguay Sustainable Logistics Program), whose main objective is to train companies and contractors in order to improve cargo transportation.

03

We empower business opportunities with strategic partners

 Responsible value chain

 Supplier Network

In this chapter, the specific goals we contribute to are identified.



With sustainability as a priority, we take care of every stage of the production process, and supporting the growth of our partners and SMEs



Responsible Value Chain

SAVIA - Transformation towards operational excellence 12.2

SAVIA is the management system that helps us work on the ongoing improvement and growth of our people.

It helps standardise, find improvements, make better use of materials and resources, optimise operational processes and maximise people's potential.

It is based on two essential pillars that allow to establish a common and coordinated working framework:

- **Management:** it focuses on the processes and tools managed by the different areas
- **People:** it focuses on talent and staff management.

The interaction between these two pillars optimises results, as it incorporates all the areas in key processes, with a holistic view of the operation.

In 2022

- ✓ We had the three operations in Argentina certified: Natural Ingredients, La Sofía and Caspinchango Farms
- ✓ We took the first step in its implementation in Uruguay

Along with SAVIA's progress and certification, **we achieved operational improvements worth approximately USD2.5M.**





INTEGRA - Knowledge Management



INTEGRA is our platform designed to manage knowledge and capitalise on all the operational technical expertise.

We have a **free-access virtual space** where we consolidate **6 technical work pillars** through theme nodes that include: Comprehensive Crop Management, Industry, Nursery, Estimations and Harvest, HLB and Comprehensive Plague Management, and Comprehensive Post-Harvesting Management. Besides, we have a **Virtual Library and Video Library**.

Theme nodes are made up of small groups of people responsible for each theme, who generate and share knowledge. Experience helps more experienced technical profiles to share their knowledge with beginners, thus accelerating knowledge sharing.

Webinars with expert speakers from our technical team address specific topics requested by the operations, and a wide range of technical topics relevant to the industry.

In **2022**



10 webinars with 25-30 attendees on average



2 Integra Tours, one in Tucumán and another one in Uruguay, where technical teams from both countries and a South African expert took part in knowledge sharing sessions.

We achieved a significant improvement in communication among the operations from the different countries, making it more fluent and natural. Likewise, we improved our technical knowledge with respect to the common and new challenges for younger technical profiles.



Supplier Company Network

Our supplier companies are a key link in the value chain to carry out our operations and make business grow. We build relationships based on transparency and sustainability. We work together with diverse suppliers and support local producers so as to add value and generate economic opportunities.



763 suppliers



Over **USD 50.14** million in purchases

Responsible Selection 12.4

All suppliers are chosen according to sustainability criteria, considering the type of material, supply complexity and relevance in terms of food safety.

We evaluate their experience, analyse and test samples, verify their background in other companies of the industry, as well as their relevant certifications and credentials.

Throughout 2022, just like in 2021, we faced a challenging context characterized by shortage and delays in delivery times. Despite the challenges, we did not give up on our objective of selecting suppliers who meet all the sustainability criteria, even in challenging times when promptness to solve supply issues and seamless onboarding of new suppliers are critical elements to keep production uninterrupted.

Process Improvement

→ We used a SAP ARIBA platform, an international standard tool, for purchases of a significant value and volume. This tool allows us to interact with suppliers, ensuring transparency and traceability in bidding, quoting and procurement allocation processes. Further, we achieved agility and measurable economic results.

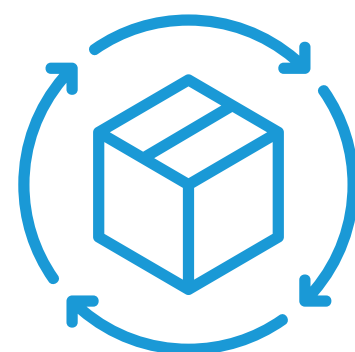
→ Jointly with other colleagues, we also worked on the evaluation of strategic supplies and products that impact on cost reduction and container optimisation. For example, we acquired more agrochemical products, which not only benefit us but also our customers.



We Develop Our Suppliers 2.4

We support the growth of small and local farmers by providing them with expert technical advice, and development opportunities. We work in an interdisciplinary way that involves different areas, such as Procurement, Quality, Sustainability and Finance, in order to ensure their comprehensive progress.

Furthermore, we carry out training sessions not only for producers but also for agricultural service providers, in order to connect them with recognised international standards, such as GLOBAL G.A.P. and GRASP. These training sessions seek to certify our providers according to globally recognised standards, which allow to trace the products' route along the supply chain and ensure that the entire volume obtained is certified.



All our products may be traced to the farm and batch where the fruit was produced.

We assess to keep on improving

2.4 8.4 12.2

Our Supplier Assessment Policy sets up an annual assessment schedule to be performed by the Procurement and Quality Assurance Area, in order to promote ongoing improvement and sustainability in our suppliers' operations.

→ **Complying with the limitations enforced resulting from the pandemic in previous years, in 2022, we resumed our combined approach consisting of in-person and on-line audits to update the status of our major citrus fruit input suppliers.**

Our team of internal auditors verifies aspects such as good practices, process control, quality and safety programs, certifications, safety and health, and compliance with delivery deadlines.

The assessment considers the contributions each supplier makes in terms of sustainability:

- ✓ We ensure that our natural ecosystem preservation policies and commitments are met, mainly regarding supply and citrus fruit service suppliers.
- ✓ To trace the source, origin and production conditions of the raw material and supplies we acquire, we demand a reliable and auditable traceability system.





GLOBAL G.A.P. and GRASP Certifications

- ✓ 100% of the raw materials of our fresh fruit business are certified.
- ✓ 90% of fruit suppliers for the industrial process are certified.
- ✓ We are working on protocol follow-up so as to reflect such activity on the remaining 10%.

In 2022, we drafted the guidelines of a procedure for assessment of citrus fruit service providers, additional to the assessments of supply and raw material providers, establishing the goals to assess them during 2023.

We promote sustainable practices in the supply chain

- ✓ We assess our suppliers' commitment to sustainability, and we promote the observance of policies and their compliance.
- ✓ We work together to reduce our impact and implement reuse and recycling initiatives, improving logistic efficiency and reducing our footprint.
- ✓ We encourage respect for Human Rights and transparency, through a Code of Ethics for Suppliers that shares the work values and standards of San Miguel's culture.

Strategic Producers 17.17

We created a network of associated strategic producers to incorporate them into the export value chain. This network allows to jointly improve efficiencies and practices, increase export volumes and enhance business sustainability.

We provide support for certifications, guidance and training with respect to agricultural, phytosanitary, quality and sustainability matters.

We aim to transfer certifications to all our associate producers, supporting them throughout the process and ensuring qualified suppliers for the market.

The quality assurance system allows us to anticipate problems and work together with producers to solve problems. We visit the fields and packing plants to build a close dialogue with our partners. Every year, in September, we provide producers with our regulatory requirements, the necessary documentation and updated regulations, among other issues related to harvest quality and export standards.

- ✓ **38 strategic producers** associated to our network
- ✓ **Over 83 thousand tons** acquired
- ✓ **Over USD 4.3 million** in purchases



We empower innovating proposals in the agro-industrial chain



LUMI Agro, a UV-C radiation technological application that helps remove microorganisms from crops and prevents the use of agrochemicals, became the winner of **Eureka**, the contest that we hold together with Inicia and which recognises entrepreneurs and start-ups.

LUMI Agro's winner received a \$500,000 seed fund, networking rounds and support for three months.





Apolo Biotech, a new clean development for clean, safe and organic technologies to replace synthetic pesticides in vegetable and fruit crops, obtained second place, while Arquito projects, **Elytron** and Originio, received special recognitions.

EUREKA 2022 received over 90 projects, a record number, out of which 15 reached their final phase and presented a jury with proposals related to the three theme areas of the contest: AgTech (new technologies, instruments, apps or software applied to primary citrus fruit production), Intelligent Processes (measurement, optimisation and improvement of processing plants) and Positive Impact (on the economic, social and environmental aspects).



04

We listen to our customers and meet their needs

-  Main Results
-  Relationship with Our Customers
-  Food Quality and Service
-  Research and Development

In this chapter, the specific goals we contribute to are identified.



We build a strategic relationship with our Customers. Our aim is to provide them with tailor-made solutions and work together to create more value.



Main Results

From the Northern hemisphere to the world, we are strategic partners with major supermarkets and food, beverage and fragrance companies.



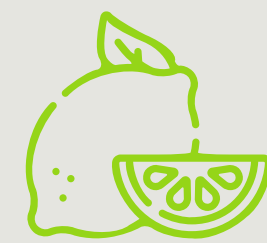
218
Customers



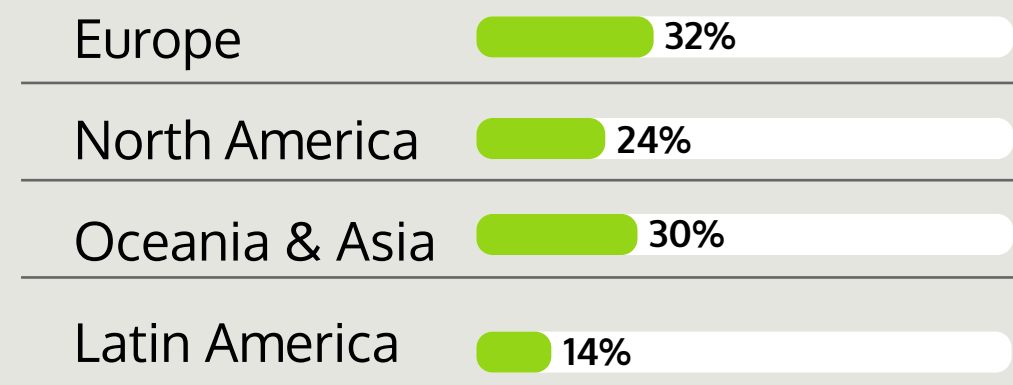
42
Countries



U\$S106.7
millions
Sales



Lemon juice sales by market



Sales distribution by business

79% → Natural Ingredients
21% → Fresh Fruit



Fresh Fruit- Distribu- tion by market

Region	Distribution %
United States	42.0
Southern Europe	36.8
Northern Europe	10.1
Canada	5.9
Latin America	3.7
Russia & Ukraine	0.9
Asia	0.4
SE Asia	0.2
China	0.1
Overall total	100

Sales volume by product

Fresh Fruit

Lemon	69%
Sweet citrus fruits	29%
Grape	1%
Cherry	1%

Natural Ingredients

Oil	41%
Juice	38%
Peel	19%
Pulp + others	2%



Relationship with our Customers

We support and provide customised assistance to every client, focusing on their needs, the market requirements and consumers' demands.

We seek to work together and develop long-term links, provide solutions from the fields to the logistics, ensure supply and fulfill our agreements.

Customer Satisfaction

Experience and professional quality provide us with the knowledge necessary to meet the market needs.

We use a **ScoreCard: Perfect order**, a management tool that measures the degree of fulfillment of the timely deliveries, quantity and quality required by our Customers: This allows us to have full visibility of the progress made in the hiring, dispatch, production and quality processes, and it is also used as basis for our meetings during business visits and teleconferences.

Perfect order*
96.60%

* Average value KPI for the points of origin where we have processing operations. Target level for 2022: 95%





Presence in Fairs 17.17

Business fairs allow us to meet up with Customers from all over the world and be in touch with the main trends of the global market.

In 2022 we took part in:



We took part in a new edition of the **Juice Summit in Amberes**, which featured several speakers and representatives from the sector. A few days later, we travelled to Paris to be part of SIAL (Salon International de l'alimentation), a fair that, under the motto "Inspire Food Business", featured more than 7,000 exhibitors.

At **SIAL 2022** we welcomed Customers in our own stall to review the season results, share the company news, and discuss topics relevant to the entire industry, such as trends, challenges and sustainable practices of the value chain.

Two new San Miguel products, **Lemon Bioactive Complex and Lemon PectoFiber Prebiotic**, were preselected by SIAL Innovation, the space within the exhibition that evaluates new developments in the food and beverage industry.

On the other hand, **Fruit Logística** in Berlin is the most important and traditional fair of the sector, a benchmark of the industry. We were one out of over 2,000 exhibitors that took part in the event holding the "Meet onsite again" motto. Buyers, visitors and representatives of the industry from over 115 countries took part in this event.

At our stall we welcomed Customers and representatives from all the links of the value chain, besides attracting new people interested in working jointly with us. We hosted a meeting with members of the World Citrus Organization, where we exchanged views and worked on a joint agenda for the year.

Last September, we participated in the **ICBC (International Citrus & Beverage Conference)**, the most important fair in the Northern hemisphere that gathers citrus fruit, juice and beverage professionals. This is a very good instance to meet up with Customers, talk about the industry and take part in conferences that include topics from updates and regulations in the USA, to global juice and beverage technology to new and innovating product commercialisation.



Food Quality and Safety 2.4

We develop and deliver reliable and safe products to our Customers.

Our **Corporate Quality Policy** boosts a quality culture, in compliance with the laws and regulations, and international-class rules, procedures and standards.

The Integrated Quality Management System is applied to the whole value chain in order to **ensure safety and quality, from the raw materials to the finished product**, through the supplies, and production processes involved, and also taking into account environmental care. It sets forth objectives and indicators, and allows us to base our decisions on reliable measurements and concrete data.

The “Quality Assurance” area manages procedures, training, records and activities that the different areas of the business need to incorporate in their daily work, and a team of **internal auditors** verifies compliance.

We also conduct checks on **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 product.





Compliance with standards and good practices of our products and processes

2.4

12.2



100% of our farms hold this worldwide standard on agricultural good practices, based on food safety, quality, the environment, animal welfare and health, the safety and the well-being of the workers who are involved in the production chain. Its objective is to achieve sustainable production, benefitting producers, retailers and consumers.



A program designed to improve social, environmental, economic and general management practices of agricultural production.



It certifies the origin and sustainability of the products, processes and services elaborated in the Yungas region.



A science-based system to ensure food safety, which identifies specific hazards and measures for the control thereof in order to guarantee food safety.



Global food safety standard created by the British Retail Consortium.



It certifies the authenticity of fruit juice from global suppliers.



Religion-related certifications.



Social audits that allow to evaluate sites and suppliers in order to know the working conditions in the supply chain.

FSMA

Food and Drug Administration (FDA) food safety law for food companies exporting to the United States.



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.



Organic production: we empower our new sustainable offer for Customers all around the world

12.2



By obtaining a new certification, as of 2022, we have started trading organic natural ingredients from the United States, Canada and the European Union.



During 2021, we took on a new challenge: obtaining the USDA–NOP organic certification (U.S. Department Of Agriculture) for our industrial process, in order to have natural ingredients with certified organic raw materials (oils, juice, pulp and dehydrated lemon peel). The protocol’s study and implementation took several months until we were awarded the certification in August, 2021.

A year later we doubled the bet to obtain the **AR-UE organic certification**, auditing both protocols together in August, 2022, and obtaining the certifications for the industrial process. Said protocols also authorise us to be a company that trades lemon-based organic natural ingredients.





Innovation and Development

Bearing in mind our Customers' needs, we are constantly searching for new solutions to contribute value, working on innovation and research, for the development of products and technologies.

Customised Products

12.5

We are solution providers. We develop special products jointly with our Customers, considering their needs and the market trends.

The new business development team works on tailor-made projects and innovating and sustainable 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.

In 2022:

- We included the **USDA certified organic juice** option for the North American market.
- We extended our **use of reusable supplies, Goodpacks**, as a packing option for our lemon juice concentrate for strategic Customers in the United States and Europe.

We increased lemon juice packing in reusable materials by **13%**.





Phytopathology and Biotechnology 12.4

Plant diseases may have a significant impact on food production and safety. Therefore, we work to understand the causes of such diseases and develop strategies to prevent or control them effectively and sustainably:

- We evaluate key pests that affect crops and their threshold to limit the use of fungicides.
- We study the time of application and degradation of fungicides during the preharvest in order to reduce the incidence of quarantine diseases and optimise their use.
- During the postharvest, we use natural products to improve fruit's quality and durability.

Through our **SAVIA-certified management model**, we have perfected our pest monitoring systems, follow-up and control. This allows us to make an ever more rational and efficient use of the pesticides and fungicides applied. Its implementation has a specific Training block, where the key follow-up indicator called PAC (Annual Training Plan, ATP) went from 65% to 90% of compliance.

In 2022, we continued improving the comprehensive solutions implemented in 2021, and we added new actions:

- We identified symptoms and did the follow-up of conditions favouring Botrytis and Colletotrichum during blooming, diseases that affect tree productivity directly.
- Together with SensorData, we worked on the development of the satellite and digital control of field spraying in Uruguay, by means of the incorporation of devices that ensure agro-chemical use optimisation.

1- Also known as grey rot, it is a disease caused by the Botrytis cinerea fungus, a common pathogen that affects many plants. It is particularly problematic in fruit production, as it may cause significant economic loss since it reduces the harvest quality and quantity.

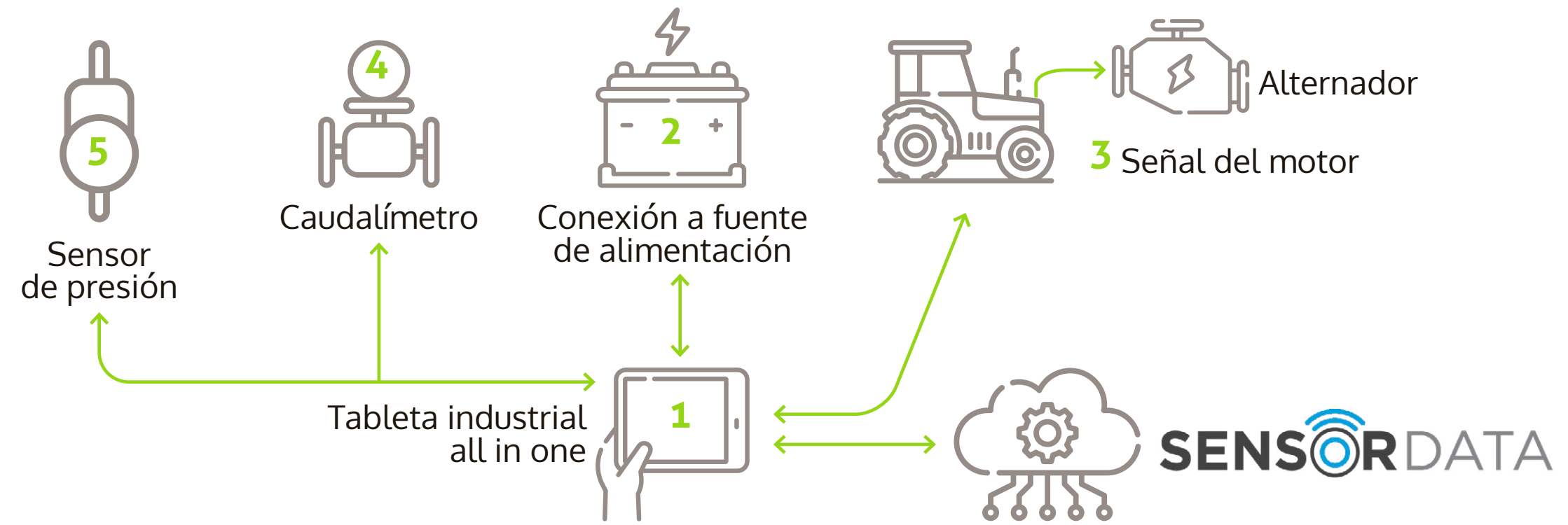
2- A type of fungi responsible for causing diseases in different plants. Infection symptoms vary depending on the plant species and the type of fungus involved, and may include spots on leaves, stems and fruit, as well as rotting and breaking down of the infected tissue. In some cases, the infections may be asymptomatic, which makes early detection difficult.



IT Solutions 7.2 8.4 12.4

Pursuing ongoing improvement, we continue working towards the development of disruptive technologies that will help us operate in a more efficient and sustainable way.

In 2022, the two main innovation projects, whose pillar is responsible and efficient use of natural resources, were:



Variable measurement "SIX" project in Famaillá industrial complex

→ **Objective:** improve efficiency and decrease energy consumption in our Famaillá industrial complex (Tucumán), as well as empower the use of renewable energies.

→ **Implementation:** This project consists of the installation of an online registration system with integrated Programmable Logic Controllers that enables obtaining vital information for the plant operation, connecting scales, sensors, thermometers, flowmeters, different machines, equipment and devices to the network, generating alerts in case of deviation, and suggesting to the operation decision rules for correction.

→ **Challenge:** In a later stage, the system will be able to make even greater automations, such as the equipment self-turning on and off, and adjusting.

SENSORDATA "SensorData" project, a field land-precision agricultural project for Uruguay

→ **Objective:** optimise the application of agricultural products and, thus, the agrochemical consumption, fruit yield and energy required for that purpose, positively impacting on our carbon footprint.

→ **Implementation:** Together with **SensorData**, we implemented precision agricultural concepts in order to control, in a simple and efficient way, agricultural product applications in real time. This technology uses sensors installed in tractors, sprayers and other tools that record and send information to a tablet through satellite technology. By means of this technology, it is possible to do a detailed follow-up of agricultural applications, providing geolocalisation, flow applied, time and speed information.

Main qualities of this spraying development:

→ **Satellite tractor tracking:** report updated every 24 h of the tractor trajectory, speed, circuit covered, stopping times, effective working hours.

→ **Digital flowmeters:** continuous measurement of litres applied per hectare.

→ **Digital indicator panel:** installed in every tractor and on the area heads' mobile phones, which allow the control and follow-up and ensure appropriate spraying.

With SensorData we achieved digitalisation of **900 variables**, with **200 automatic connections**.

05

We develop our teams

-  Value proposition
-  Development promotion
-  Work environment and well-being
-  Occupational Health and Safety

In this chapter, the specific goals we contribute to are identified.



We believe in the value and in the transforming power of our people.



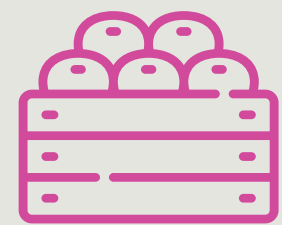
Value proposition 5.5

We get empowered in diversity. As a global company, we value sharing knowledge and perspective in order to enrich our vision.



3,782

people make up our teams
Own staff + outsourced workers

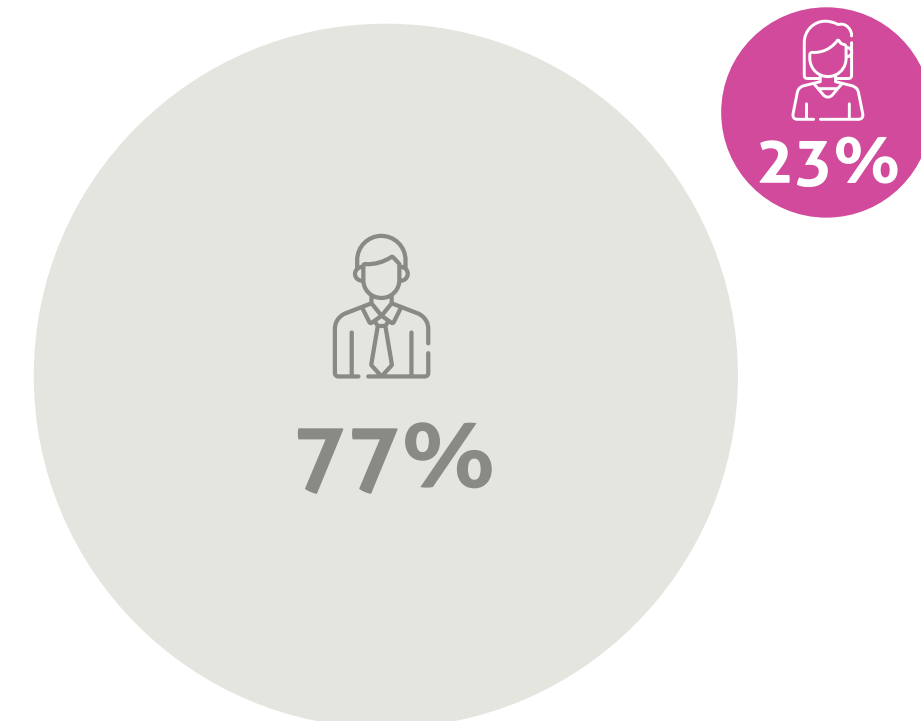
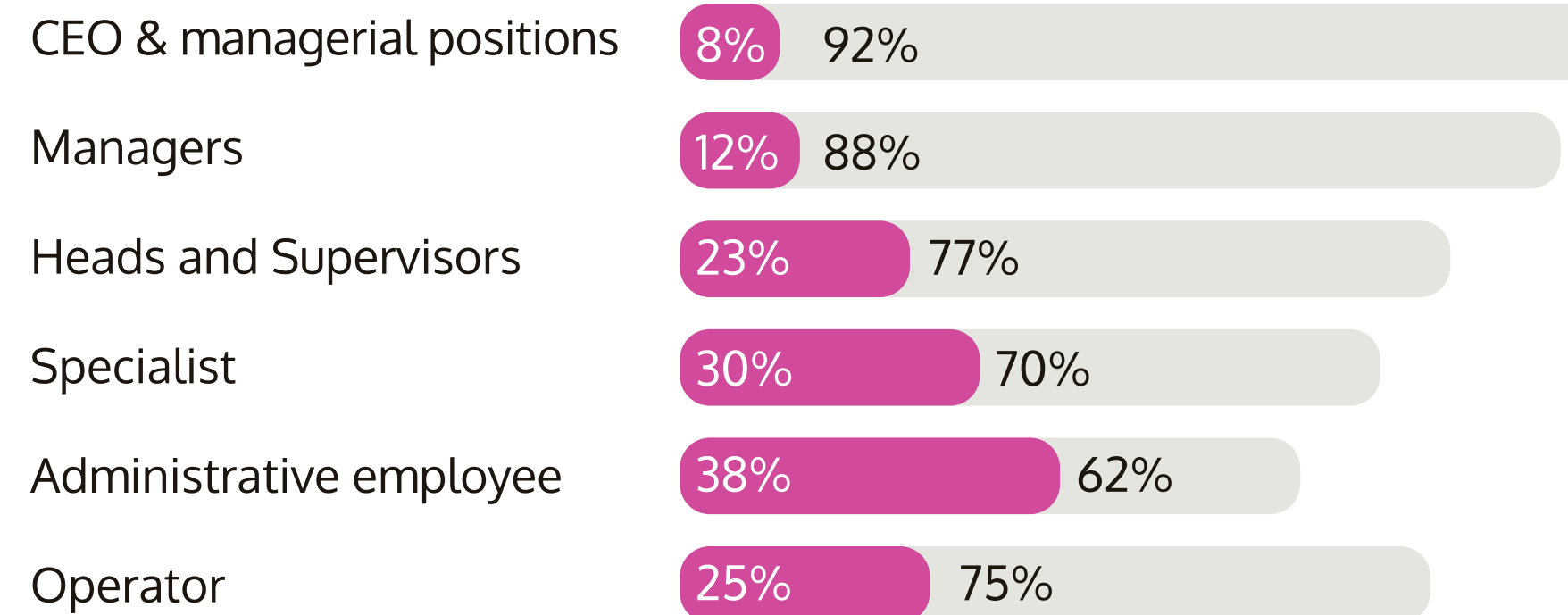


2,522

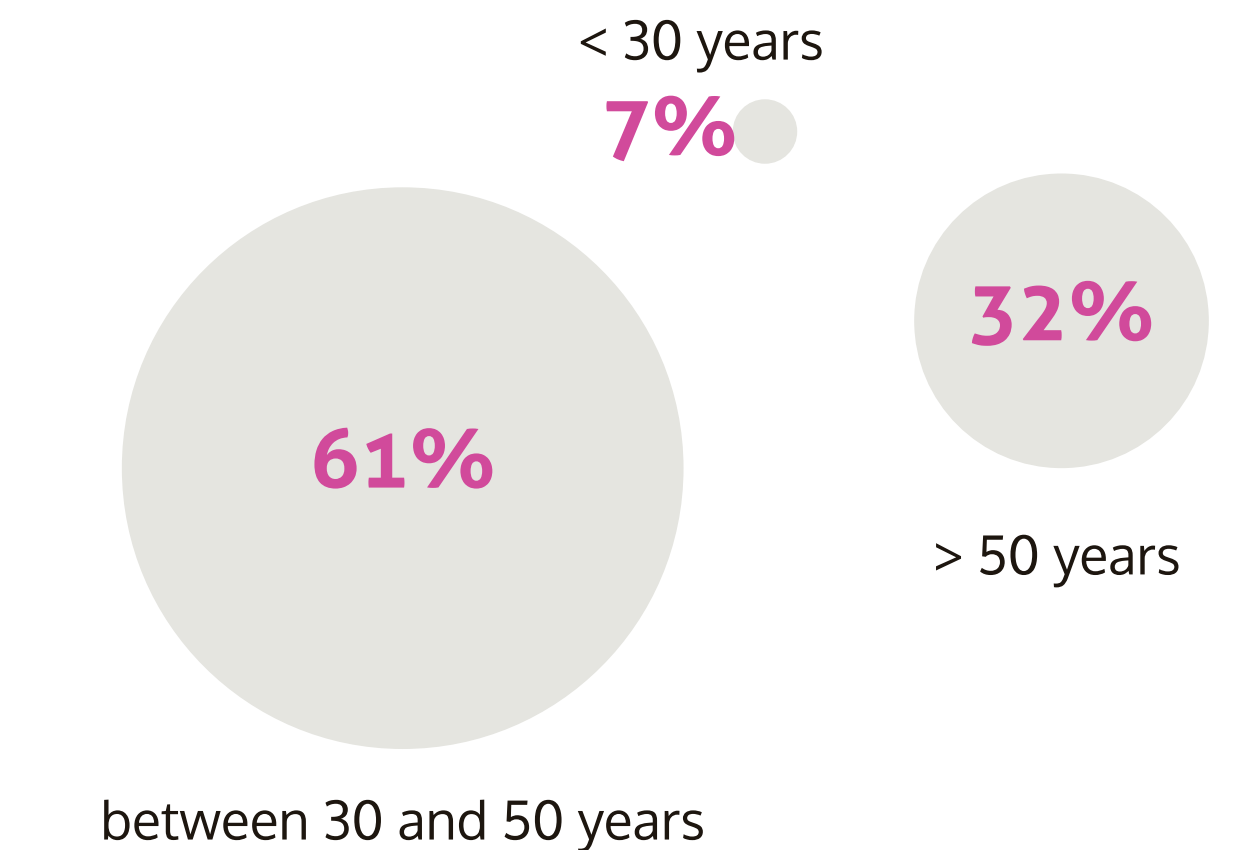
jobs are added during the harvest season
Maximum peak of people in harvest season -
Annual average headcount

Global average 2022
(Collaborators-Labor Category and Gender)

Men
Women



+ team indicators



Calculated on the total number of permanent collaborators.



San Miguel Culture

Our values and behaviors model is made up of four fundamental principles plus a fifth one that runs through everyone: WE ARE PART OF IT.

The values are associated with specific behaviors that help describe them and make them more tangible. Essentially, they define our work style and who we are at San Miguel.

In 2022, we continued enhancing this model, as a platform to achieve our organization sustainable results.



We honor our word

I turn my commitment into action

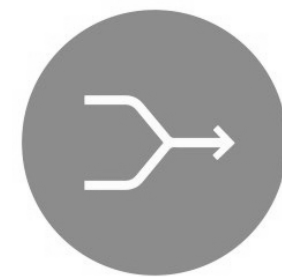
- ✓ I fulfill agreements
- ✓ I do what I said I was going to do
- ✓ I am part of the problem to be part of the solution
- ✓ I commit to the results



We build relationships

I act with integrity and humility

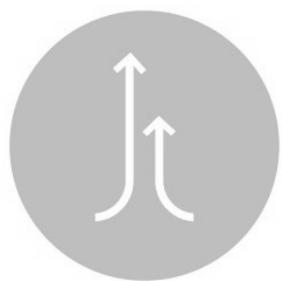
- ✓ I understand and translate customers' needs
- ✓ I adapt to different contexts and take risks
- ✓ I manage with transparency, honesty and respect



We always collaborate with each other

We are better together.

- ✓ I co-build with the other
- ✓ I am a team worker
- ✓ I give my 100%
- ✓ I seek diversity



We are passionate to grow

I aim to outdo myself every day

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



Development promotion

We promote and accompany the personal and professional growth of our people through collaborative experiences and development tools that help enhance their capabilities and lead the development of their careers.

Selection of talents at San Miguel 5.1 5.5

We carry out a transparent and effective talent attraction process, through the establishment of clear guidelines.

We value diversity and guarantee equal opportunities and non-discrimination in all selection processes. The policies are published digitally in a virtual point shared with our collaborators, along with the Code of Ethics and adhering to the 17 Sustainable Development Goals.

Searches can be generated by starting a campaign, new line or process, replacements, restructuring, new positions, among others.

To foster the internal development of our people, we first resort to them when filling a vacant position.

For the assistant, analyst, coordination and supervision levels, we carry out a selection process through internal job posting. In the case of leadership positions, we base our assessment on succession plans that consider information from annual talent reviews and individual performance results from the previous years.

In case of not finding the right profile through an internal search, we continue the search through our Referral Program, where our people may nominate external profiles. If at the end of this instance the vacancy has not been filled in yet, we start an external search in line with our talent attraction strategy.

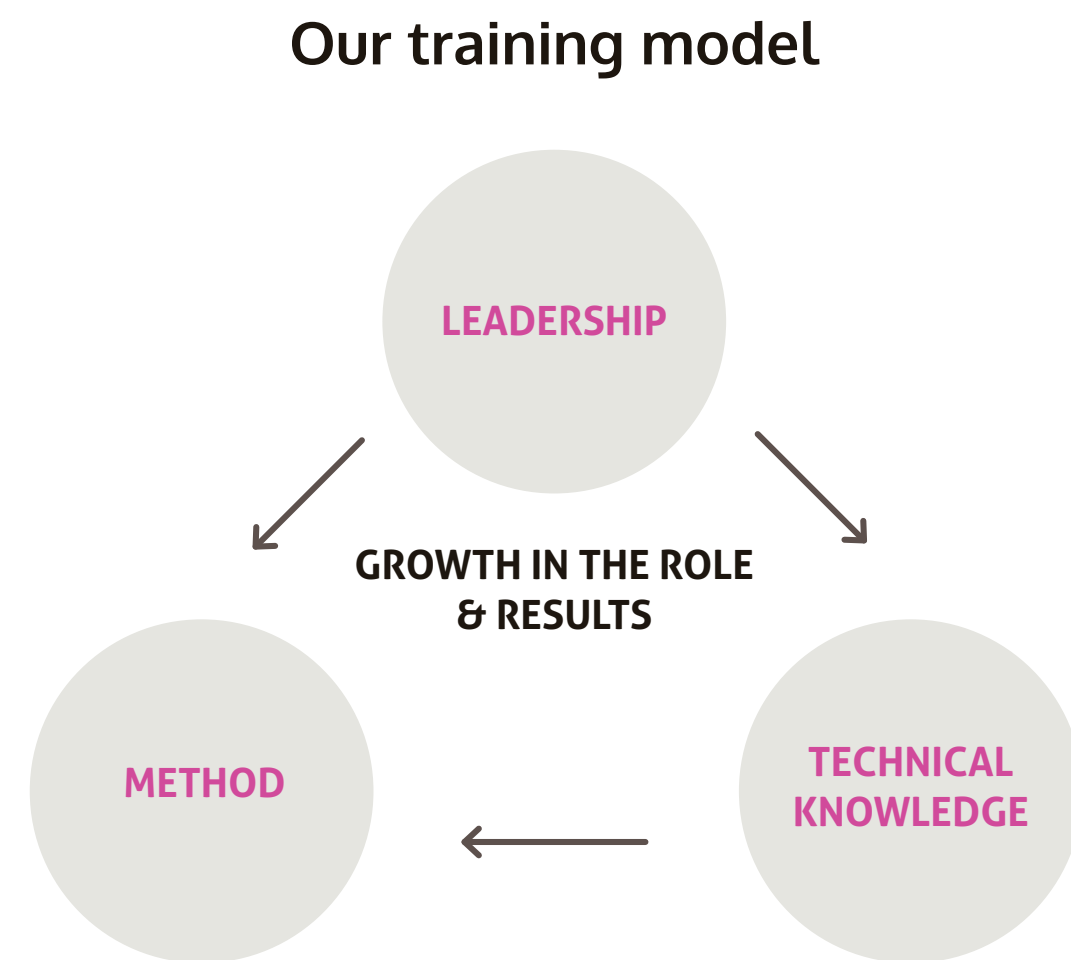




Training and development 4.4

We develop customized programs, based on the specific needs of each of the sites where we operate. We delve into the knowledge of the overall business and into each of its particular areas in order to deliver a complete and effective training.

The model we use to design our development programs is the 70-20-10 learning model:



70%

of the development is achieved through concrete work experiences, tasks and problem solving.

20%

of the development is made through the feedback, observation and working with coaches, mentors and leaders.

10%

of the development occurs through education, either in-person, e-learning and reading.

Training investment

was focused on:

Udemy **55%**

Technical training **31%**

OpenEnglish **15%**

[+ Training indicators](#)

Leadership: Set of “soft” skills for a correct exercise of the role. We focus on 3 levels according to the professional stage and the position in the organization: lead self, lead others, lead organization.

Technical: Specific knowledge of our business and closely related to the role held by each person.

Management: Methods (such as Savia, our comprehensive Management Model), systems, processes and work routines.

As e-learning platforms, in 2022 we worked with:



for leadership and management training



for English programs

120 activated licenses



Potential and development assessment

Our collaborators' **potential assessment** is performed on an annual basis and during the Talent Review sessions, using the Learning Agility methodology, which measures the ability to learn and effectively apply this learning in new situations. We base on four agilities to assess potential:

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

We also added a fifth concept to be assessed: **self-awareness**, which refers to the perception persons have of themselves and their future aspirations to combine this information with their agilities mentioned above.

This allows us to identify those profiles with a high potential and provide them with the necessary support for their development and growth in the company.



Performance assessment by job category and gender

	TUCUMÁN	URUGUAY	BUENOS AIRES
Manager	8%	12%	38%
Heads and Supervisors	45%	38%	10%
Collaborators	47%	50%	52%
Women	29%	35%	50%
Men	71%	65%	50%

On the other hand, we carry out the annual performance assessment (GPS), aligned with the business strategy and the variable payment (bonus). Through this evaluation, we create formal spaces for dialogue that allow us to communicate and understand how, from individual contribution, the business strategic goals are met, and helps us identify areas for improvement in each person's performance. Likewise, the model includes the measurement of how these goals are met, aligned with our global value and behavior model.

+ Performance assessment indicators



Work environment and well-being

We strive to provide fair working conditions respectful of human rights.

Human Resources Global Management

In 2022 we continued advancing in our **first GLOBAL Human Resources Management System** which allows us to administer and manage, in an integrated and standardized way, all the information pertaining to our personnel.

From new-hires and modifications to job terminations and organizational changes, everything is efficiently managed through this system.

In addition, people in leadership positions can access the information of their own structures and view the complete organizational chart, which enables them to manage the information in an agile and consolidated way, all in just a single place.

Dialogue

In order to ensure a simple, clear and agile communication, we use various channels:

+ Connected

Our internal communication portal that is constantly updated with relevant information on global broadcast messages, birthdays, events and internal searches, among others. The channel can be accessed from the web and the cell phone.

WhatsApp

We implemented dissemination groups by geography where we share relevant information, new-hires, among other topics.

SaMi Connect

Year-end event where we recognize the work done throughout the year and share the big milestones.

100% Site meetings

Monthly meetings by site (field / industry) where each operation leader shows campaign progress, ongoing projects and collaborators are recognized for their performance.

We also use the following means to stay connected:

- Microsoft Teams Platform
- Suggestion Box
- Internal bulletin boards
- E-mail

+ See compensation indicators 

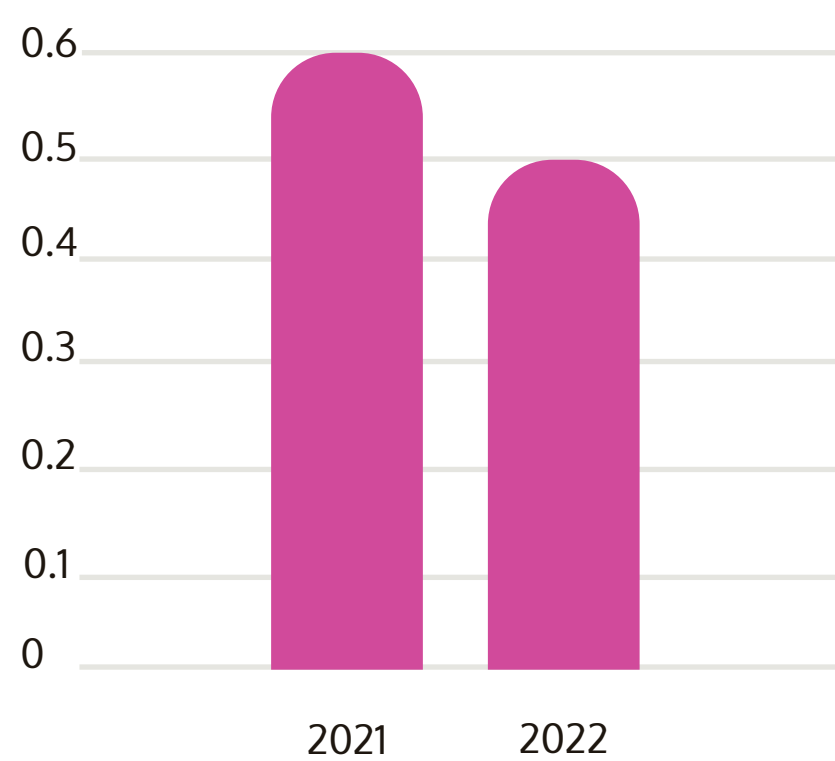


Occupational Health and Safety 3.4

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, including those where administrative, industrial, agricultural and harvesting activities are carried out.

Our Health and Safety team supervises that health and safety procedures and requirements are in place and complied with, establishing and controlling the area's rules, developing plans and programs that ensure that people are properly trained and equipped to prevent any type of accident or disease.



Lost Workday Rate

-17% year-on-year

Lost days *1,000/ h worked

0 deaths resulting from work-related accidents and diseases

0 work-related injuries with significant consequences for the worker

(staff under permanent work contract)

+ Occupational Health and Safety indica-*

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 for occupational risk management.

We share the performance indicators in daily, weekly and monthly multidisciplinary roundtables to control and formulate actions that close gaps and prevent accidents and incidents at each site. These indicators are regularly monitored to identify possible risks and take timely preventive measures.

For the identification and evaluation of risks, the tool used is the NTP 330 standard - Simplified Risk Assessment, belonging to the set of Technical Prevention Standards issued by the National Institute for Occupational Safety and Health of Spain (INSST).

Through this tool, we classify the risks identified by activity, and assign a level of criticality, in order to develop a series of measures that must be taken in the short, medium and long term, according to the indicated level.



This work is carried out by prevention professionals, who instruct the rest of the ASyS team for the subsequent development of procedures, training and control of the measures.

We also use indicators and other management tools:

- We carry out **Risk Assessments (RA) and Occupational Risk Analysis (ORA)** of each position and sector.
- **Work Risk Notices (WRN)** generated to promote the detection of unsafe acts and conditions and foster a safety culture. All people at San Miguel are entitled to make a WRN in a risk situation.
- **Work Permits:** tool that allows us to carry out a preliminary analysis to control risks, before starting potentially dangerous tasks, such as works at height, those involving electrical risk, among others.
- **Schedule Safety Assessment (SSA):** tool that identifies points related to unsafe acts and conditions issues.
- **Notice Closure:** we implemented them to ensure the resolution of the observations made and to hold training sessions so that they are not repeated.
- We analyze and investigate accidents or complex incidents and generate notifications with corrective and preventive actions.

Joint Health and Safety Committees

These are spaces where collaborators can consult about what they consider may affect health and safety at work.

These committees are made up of the Health and Safety team, collaborators and union delegates, and are present in all our operations.

There, concerns are raised, actions are taken and issues are discussed are followed up in order to manage occupational risks in an effective and participatory way. ASyS assistants and supporting staff participate in safety controls, and, when verifying existing risks, notify heads and supervisors through work risk notices-WRN.

The validity of the mandates of their representatives is established in accordance with current regulations.





Occupational Health and Safety Training 8.5

We train area leaders to be those to detect and channel deviations autonomously, thus generating a more robust health and safety management.

We implemented an **Annual Training Plan** based on the activities carried out in each work process and in those considered non-routine, through the following development:

- Health and Safety Standards
- Use of WRN (Work Risk Notice)
- First Aid
- Health and Safety to harvest operators
- Reports of work accidents and incidents
- Accident alerts
- Fire Emergency Plan
- Safe use of chainsaws
- Maintenance and safe operation of forklifts
- Safe handling of Phytosanitary Products Treatments and herbicides.
- Backpack herbicide application
- Spill procedure
- Safety in manual pruning and weeding
- Safety in mechanical pruning.
- Safety in bin repair. Use of pneumatic nailer
- General safety regulations and truck cargo cover
- Safety in Quality control
- Safe use of fertilizers
- Safety in mechanical weed control
- Ant control. Safe use of PFS
- Safety in tree netting.
- Safety in field planting.
- Safety in fine maintenance agricultural tasks
- Ophidism. Prevention and first aid measures
- Controlled burns
- Management of hand and power tools
- Safety in transplanting to pots
- Safety in unbudding/topping
- Greenhouse maintenance
- Occupational safety for Bipartite Commissions
- Handling of extinguishers. Fire vs. Burning
- Defensive driving of light vehicles
- Welding safety measures



Occupational health service



Through this service, we evaluate jobs with a view on the risks associated with health, and provide first medical assistance in cases of emergencies, injuries and occupational diseases.

In addition, we help staff preserve and improve health, providing a preventive service, through the **Health Surveillance Plan** that includes communications, controls and programs such as COVID-19 vaccination campaigns, alcohol breath tests and chemical risk prevention plan and evaluations.



Control médico a personal vinculado con aplicaciones.

06

We use natural resources responsibly

-  Action for Climate
-  Efficient Use of Natural Resources
-  Waste Management
-  Biodiversity Protection

In this chapter, the specific goals we contribute to are identified.



Working in harmony with nature is part of San Miguel's DNA



Action for Climate 7.2 12.2 13.3

10 years -plan in Argentina

1 Renewable Energies



67% of our energy in Famaillá Industrial Complex

This results in saving 74,000 tons of CO₂

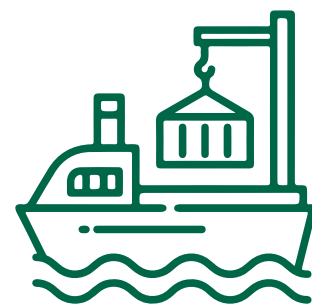
2 Native Forests



61% of our land is protected as native forest

This means capturing 371,400 tons of CO₂

3 Greenhouse Gas Inventory GHG Protocol



Global scope from nursery to port

Enhancing our **Action for Climate Plan**, a 10-years initiative launched in 2020, we actively look for new strategies to renew our commitment to the conscious management of natural resources and reduction of our carbon footprint.

We have been progressively increasing the renewable energy share in our Famaillá Industrial complex in Tucumán, **reaching 100% peak supply with clean energy.**

This plan also has important benefits in its economic dimension, due to the savings it generates and because it allows us to access financing opportunities.

In 2022, we issued Series III of Sustainability-linked Negotiable bond, an instrument we were pioneered in Argentina in September 2021, after issuing the first Sustainability-Linked Bonds (SLB) in the country.



Responses to Climate Change



We follow up the risks associated to climate change and its effects in the short, medium and long terms, in order to turn them into growth opportunities.

In 2022, we developed the following initiatives to mitigate the impact of climate fluctuations:

→ Organic production

We developed **300 hectares of organic production in Argentina, decreasing by 31% the use of synthetic herbicide and synthetic fertilizer products.**

→ Drip irrigation

We increased the drip irrigation system by 90% at the expense of sprinkle irrigation. This reduces loss due to evaporation and enables a more efficient use of water and its subsequent savings.

→ Ecological mulching

Natural vegetable coverage produced on-site which reduces the use of agrochemicals, the spreading of soil fungus diseases and optimizes the use of water.

✓ **40% of Uruguay's surface and 20% of Argentina's surface implement this technique.**

→ 0 unirrigated hectares

To offset the impact caused by the water shortage of the past few years, we've stopped producing in Tucumán Province Northern region, thus reducing lemon production to zero without risks. This will allow us to significantly limit production volatility.

→ 100% industrial lemon

We have changed our lemon production strategy, significantly reducing the use of agrochemicals, particularly fungicides and insecticides, combustion energy and waste generated.

✓ Reductions

Fungicides: 108,588 Kg in total

Insecticides: 24,207 L in total

Herbicides: 19,187 L in total

→ Manual pruning

We have minimized the use of mechanical pruning machinery, migrating by **90% to manual pruning**, with tools such as handsaws, electric and pneumatic scissors. Also in this case, the reduction in the use of gas oil was significant:

✓ **70% in Argentina**

✓ **61% in Uruguay**

→ Environmental Monitoring

Through an audit schedule, we evaluate the measurable environmental aspects of our operations so as to verify compliance with the standards and correct and minimize environmental impact. Within the framework of SAVIA, our management system, and as part of the ongoing improvement process, we define environmental indicators and dashboards that are review on a monthly basis.

→ Environmental Culture

Through an **Annual Training Plan**, which includes talks and workshops on good practices, collaborators and contractors may evaluate how their daily actions impact on the environment.

We celebrate World Environment Day, Water Day and Earth day, raising awareness of the rational use of natural resources and biodiversity, sharing data on the situation worldwide and our own operations.



Efficient Use of Natural Resources

Water 6.4 6.6

We manage water-related impacts by means of a management plan. In our SAVIA system we have a block where a multi-area improvement group intervenes, which duty is to implement good practices in order to optimize use and reduce consumption in the medium and long terms.

The follow-up and monitoring of productive processes, from a water management and preservation standpoint, also includes monitoring with weekly and monthly follow-up indicators.

In order to maximize the water resource:

- We produce a natural vegetable coverage to preserve soil humidity and reduce the need to use water.
- We enhance dripping irrigation, achieving a more efficient use of the resource, with multiple benefits.

 9% water reduction

→ Water Supply



The water that supplies Faimallá's industrial facility process comes from 3 wells. The water used on farms is for irrigation and comes from underground and surface sources.



On our farms, irrigation water is withdrawn from rivers, streams and cutwaters. At the packing plant we use water from the network and semi-artisan wells.

+ Environmental indicators 





Energy 7.2 8.4

The clean energies of our energy matrix reaffirm our vocation for creating value in harmony with nature.



→ We reached peaks of 100% of renewable energy supply*

→ 57% of electric power in Faimallá Industrial Complex came from wind sources.

→ We surpassed the goal set forth by the Law on Renewable Energies that requires that, by 2025, 20% of the electricity demand be supplied by clean sources produced in the country.



→ We used 100% of electric power from renewable sources.

*For 6 months

In 2022, we improved consumption ratios both of electric power as well as natural gas, continuing with the previous year trend, based on improvements introduced in some equipment, and the management of definite indicators.

Argentina – Energy consumption		
Source	2021	2022
Electric power (MW)	20,882	20,577
Petrol (liters)	40,610	37,251
Natural gas (Nm ³)	14,588,016	13,846,692

Consumption reductions (vs 2021)

- ⬇️ 1% electricity
- ⬇️ 8% petrol
- ⬇️ 5% gas

Argentina – Energy Efficiency*	
2021	2022
84.9	81.5

⬆️ 4% improvement in electric power consumption efficiency (vs 2021)

* Electric power MWh/T Grinding

Uruguay – Energy consumption			
	Electric power (KWh)	Petrol (L)	Gas oil (L)
2021	2,661,411	32,065	1,005,050
2022	2,468,594	12,437	393,765

Consumption reductions (vs 2021)

- ⬇️ 7% electricity
- ⬇️ 61% petrol
- ⬇️ 61% gas oil

Uruguay – Energy efficiency*	
2021	2022
12.8	10.6

⬆️ 17% improvement in electric power consumption efficiency (vs 2021)

* Electric power Kwh/T Grinding



Emissions

We record general emissions in every phase of the life cycle of our products, from receiving the raw material to its final distribution¹. Such metrics allow us to establish concrete goals and implement improvement and efficiency actions along our value chain, in order to reduce our carbon footprint.

In Argentina, we have air and particulate matter analysis in place for the dryer sector, carried out by **Estación Experimental Agroindustrial Obispo Colombres** (Obispo Colombres Agro-industrial Experimental Station).

In 2022, we measured and quantified the Carbon stock in the wild areas of our plantations. This is the amount of carbon accumulated and removed from the atmosphere and fixed on vegetation. From the studies performed together with Proyungas Foundation, the following arises:

→ We have a stock of carbon stored in the plantations of Caspinchango Farm, made up of **75.92 tn/ha**, and an annual carbon fixation rate of **3.4 tn/ha/year**.



¹[GRI 305] Due to restructuring and the big changes the company went through in 2022, we were not able to carry out emission measurements. However, we maintain our commitment to continue with this practice, so we are analysing options involving support from experts.



Waste Management 12.4 12.5

We promote circular economy practices in our operations, which allow us to reduce, recover, reuse or transform waste into other added value useful elements.

In order to face impacts, and as part of our management system:

→ We monitor waste generation at source, and trace all the streams to ensure they are properly managed.

→ We implement circular economy measures so as to prevent waste generation from our own activities and upflow and downflow activities in the value chain.

→ We carry out staff induction sessions for seasonal staff, focused on recycling, waste management, loss and leak detection, preventative and supportive measures.

→ We promote waste management through bulletin boards, announcements and campaigns.

→ We follow up indicators on a daily and weekly basis.

Argentina		
Total waste	Not directed to disposal (for re-use)	Directed to disposal
25,781	25,238	543

* In tons

98% of waste reused

Uruguay		
Waste generated	Not directed to disposal (for re-use)	Directed to disposal
29,990	29,757	233

* In tons

99% of waste reused

Collaboration measures in the value chain

Waste such as cardboard paper, wood, scrap, plastic and sub-products resulting from our production, such as peel dust, are turned into supplies for another organization.



Industrial process supply and waste flow chart

Upflow in the value chain

- **Organic**
Farm fruit (Lemon)
- **Plastic**
Drum plastic bags
Chemical product containers
- **Cardboard paper**
New drum protection
- **Metals**
Spare parts and components for machines, equipment and facilities
Supplies for new and repaired drums
- **Wood**
Disposable pallets
Wood pallets for filled drums

Our own activities



Incorporation, extraction and packing of pulp juice, oil and peel

Downflow in the value chain

- **Organic waste**
Lemon, pulp, sludge 1st. phase, sludge 3rd. phase
- **Plastic waste**
Patching bags
- **Hazardous waste**
Barrels with chemical product remains
- **Scrap waste**
Metal components and drums
- **Wood waste**
Disposable pallets
- **Urban solid waste**

- **Organic waste**
Final disposal into leased facilities
- **Plastic waste**
Service provider
- **Hazardous waste**
Service provider
- **Scrap waste**
Service provider
- **Wood waste**
Service provider
- **Urban solid waste**

Intervention measures at the end of service life

We have an area where we receive, classify and dispose of waste, called the **Green Island**, where we carry out preparation work for waste withdrawal to be done appropriately for the reuse and recycling thereof.

In 2022, in Argentina, we introduced waste collection improvements and replaced the manual waste withdrawal system for a new recording system that uses SAP.

In all our operations, we ensure that the supplier hired to dispose of waste complies with the legal requirements concerning transport and operation authorizations, which are included in the affidavits and oversight carried out by the environmental authorities.



Effluents

We manage impacts related to waste water discharge. We have environmental monitoring systems, technologies and programs in place, which ensure the quality of the discharges, considering standards and the receiver water agent profile.



We achieved a greater productivity in the UASB reactor² through pipe redesign. Also, with the new boiler, we consolidated the gas recovery process to increase the temperature in the reactor.

→ 98% total efficiency in effluent treatment

→ 70% of the biogas generated was reused as energy source

+ Environmental indicators 



2- The UASB (Upflow Anaerobic Sludge Blanket) reactor is an anaerobic biological management system used for the treatment of waste water to remove the organic load and reduce water contamination. The sludge layer in the reactor provides a surface of highly concentrated active microorganisms, which allows a high rate of organic matter degradation and biogas production.



Biodiversity protection 15.1

We plan the proper use of the territory, we protect native ecosystems and promote the recovery of the flora, fauna and ecosystem services that inhabit our farms.

In our Sustainability Policy we state our commitment to the preservation of protected areas and to keeping communication with our stakeholders transparent, building strategic alliances with different territory players.



- 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 collect data on the aquatic environment and flora and fauna.
- We monitor the Environmental Units of our properties, identified as Zooning High Environmental Value units, on a regular basis.
- We validate compliance with the PROYUNGAS certification principles in the different instances of the production activity, and on the farms.



- We define and demarcate preservation zones, identifying the associated ecosystems to be preserved.
- 417 hectares are situated within an area defined as a preservation priority area. It is inhabited by varied bird and reptile species, aside from livestock, and there are two 44-hectare reservoirs, which facilitate the appropriate growth of lemon plantations.
- We implement the Multifunctional Landscape Program, through which areas within the crops are recovered as biodiversity shelters.

07

We promote community well-being and development

 Social Investment Strategy

 Health

 Development

 Education

 Alliances and Sponsorship

In this chapter, the specific goals we contribute to are identified.



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



Social Investment Strategy

Focused on temporary collaborators, their families and the people living in the areas closer to our operations, we promote access to health and nutrition, we encourage development related to infrastructure and meeting basic needs, and we boost education for employability.



Health



Building Health

- In order to promote health in Tucumán rural communities, we have turned the "Creating Health in Times of Pandemic" program launched in 2020 into "Building Health".
- In 2020, allied with **Boreal Foundation**, we diagnosed the health of the communities, and took prevention and awareness-raising actions concerning the pandemic, bringing healthcare professionals in health vehicles.
- In 2021, we added ophthalmological check-ups and first-aid courses.
- In 2022, and with the aim of addressing health issues in a more comprehensive way, we brought medical, dentistry, phonoaudiological and obstetric check-ups to schools and communities.
- Besides, we continued with our traditional **healthy eating "Shared Flavors" and "Health and Well-being for Adolescents" workshops**. In the latter we incorporated physical education teachers to promote physical activity and raise awareness on the importance thereof. We delivered dental care kits, fruit and fresh juice.

Pillars of our programs



Health



Development



Education

5 communities

303 families assisted

114 clinical check-ups

39 phonoaudiological check-ups

19 obstetric consultations

63 workshop attendees

300 dental care kits

150 liters of natural juice donated

120 kg of bananas donated



Activities

5 mobile health vehicle **visits**

7 mobile health vehicle **visits** to the communities

13 sports and recreational events for children and adolescents

39 healthy cooking **workshops**

1 cultural-recreational activity open to the community to consolidate the knowledge gained throughout the year.



Caring Boxes

Together with **Fundación Banco de Alimentos de Tucumán** (Tucumán Food Bank Foundation), we continued implementing this program that provides temporary workers with a chance to buy a **basic food basket** at an affordable price during the downtime season.

→ **1,500** food boxes

→ **207** families benefited



Fruit donation to institutions

We continue providing our support to institutions in Young, such as “Centro Esperanza” (Hope Centre) and “Hogar de Ancianos” (Nursing Home). During 2022, we delivered tunics, maps and other materials to a rural school located close to the packing plant in Young, which we are honored to sponsor. Also, we donated fruit to the NGO “Plato Lleno” (Full Plate).

Allied with Río Negro Municipal Council and Uruguay’s Ministry of Social Development, we distributed fruit to socially vulnerable people throughout the country.

→ **107,650 kg** of fruit donated



Development



Access to water

Aware of the fact that water is a vital resource for people development, and that it impacts significantly on health, hygiene and food, we promote initiatives to **provide access to running and indoor water connection to the municipalities close to our operations in Argentina.**

In 2021, we completed the program initiated in 2019 to connect running water for La Calera, Caspinchango and Monte Grande families that depended on tanker trucks.

In 2022, we carried out a diagnosis to help the more remote and isolated families from the communities adjacent to our operation have access to the **drinking water network.**

After a thorough analysis and consultations with professionals, **we started works to install 2,000 meters of pipes, a propelling pump and pipe crossing through the bridge located in Route 306.** Additionally, in view of the frequent issues in the water well that the community school faces, we started working on a water connection, so that the school can have a second source of supply.

The degree of progress as of 31 December was 50%, **with 3 families connected.** Completion is expected by March, 2023, allowing 96% of the families from our affected communities to have access to safe water.

In 2020, 45% of the families from one of our affected communities did not have access to the water network. In 2022, **100%** of the families from one of the communities, and **85%** from another community were supplied with safe water network, and go even further!



Education



Focusing mainly on employability and education for work, we focus our efforts on developing the capabilities of our people, their families and the communities we are part of.

Germinar Program

Created in 2016, this program seeks to **empower rural women and support them in the development of their own entrepreneurs, based on their ideas, talents and trades.**

In 2021, the members of the original group completed the creation of **Germinar Civil Association**, and we finished the recovery of the **Multi-Purpose Room in Estación Padi-lla**, in order to turn it into a **Production and Education Centre**, a community space where training sessions focused on the development of skills for work inclusion will be carried out.

In 2022, we achieved such objective. We donated furnishing, sewing machines, a freezer and the necessary supplies to put the kitchen to work, **improving the center capacity to deliver workshops and bring programs** from local and provincial government agencies.

We also diagnosed and monitored the entrepreneurs generated, and provided support for the growth of some of them.

During the year we carried out:

- **4 transversal workshops**
- **2 entrepreneur forums**
- **2 one-on-one tutoring events**
- **1 knowledge-sharing visit with associated entrepreneurs**

18 entrepreneurs
22 entrepreneurs
30 workshop attendees

Activities and Workshops

- ✓ Point of sale of social milk "From the Milking Yard to the Table" program at a preferential price: **800 liters of milk/month sold.**
- ✓ Community Wi-fi point of access
- ✓ Citrus fruit packer course with provincial certification
- ✓ Sewing, Mexican embroidery and toy making courses
- ✓ School support lessons
- ✓ Dermatological check-ups
- ✓ Miscellaneous procedures (such as ANSES -National Administration of Social Security- among others)

[+ Know more about Germinar](#)



Scholarship Program 4.4

We support youngsters' education process as we believe in education as a key component of personal growth and future development of the communities.

Many are the factors that impact on education desertion and dropping out in rural communities. Therefore, during 2021, together with **Minkai Foundation**, to the traditional tertiary study scholarships, we added a secondary school scholarship module, based on 3 work pillars: **educational and emotional support, economic support, and family workshops.**

100% of the people to whom scholarships had been granted, continued their school studies.

Given the success of this project, **in 2022, we increased the number tertiary and university study scholarships.**

- 31 people were granted scholarships
- 20 one-on-one and group tutoring sessions
- 4 vocational guidance workshops
- 1 "Creative Minds" contest
- 1 community project
- 6 workshops with families of scholarship holders
- 4 teacher workshops

+ Check out **Soledad's testimonial, a family workshop mum attendee** 



Alliances and Sponsorship 17.17

✓ “Corazón de Jesús” Child Shelter Association

✓ Tucumán’s Food Bank

✓ Hope Center (Young)

✓ Ingenio Lules Social, Cultural and Sports Club

✓ Santa Lucía Commune

✓ El Chañar Commune

✓ Teniente Berdina Commune

✓ Generar Cooperative

✓ Batalla de Salta School Caspinchango

✓ Isabel Mena Mata School El Chañar

✓ Monte Grande School - Famaillá

✓ Niño Jesús de Praga School Juan XIII Neighbourhood

✓ FANN Fundación Ayuda al Niño Necesitado (Children in Need Aid Foundation)

✓ A Ganar Foundation

✓ Boreal Foundation

✓ FAI- Children Shelter Foundation

✓ Del Viso Foundation

✓ Las Gracias Foundation

✓ Minka Foundation

✓ Minkai Foundation

✓ INTA - National Agricultural Technology Institute

✓ Famaillá Municipality

✓ Redalco

✓ Uruguay’s Ministry of Social Development

✓ Río Negro Municipality

✓ Full Plate Project

✓ Provincial Drinking Water and Water Treatment Service of Tucumán

08

We act with ethics and transparency

-  San Miguel Governance
-  Ethics and Transparency
-  Risk Management
-  Respect for and Promotion of Human Rights

In this chapter, the specific goals we contribute to are identified.



We sustain our future based on solid foundations within a framework of commitment and transparency as essential pillars in order to build relationships and responsibly manage our business.

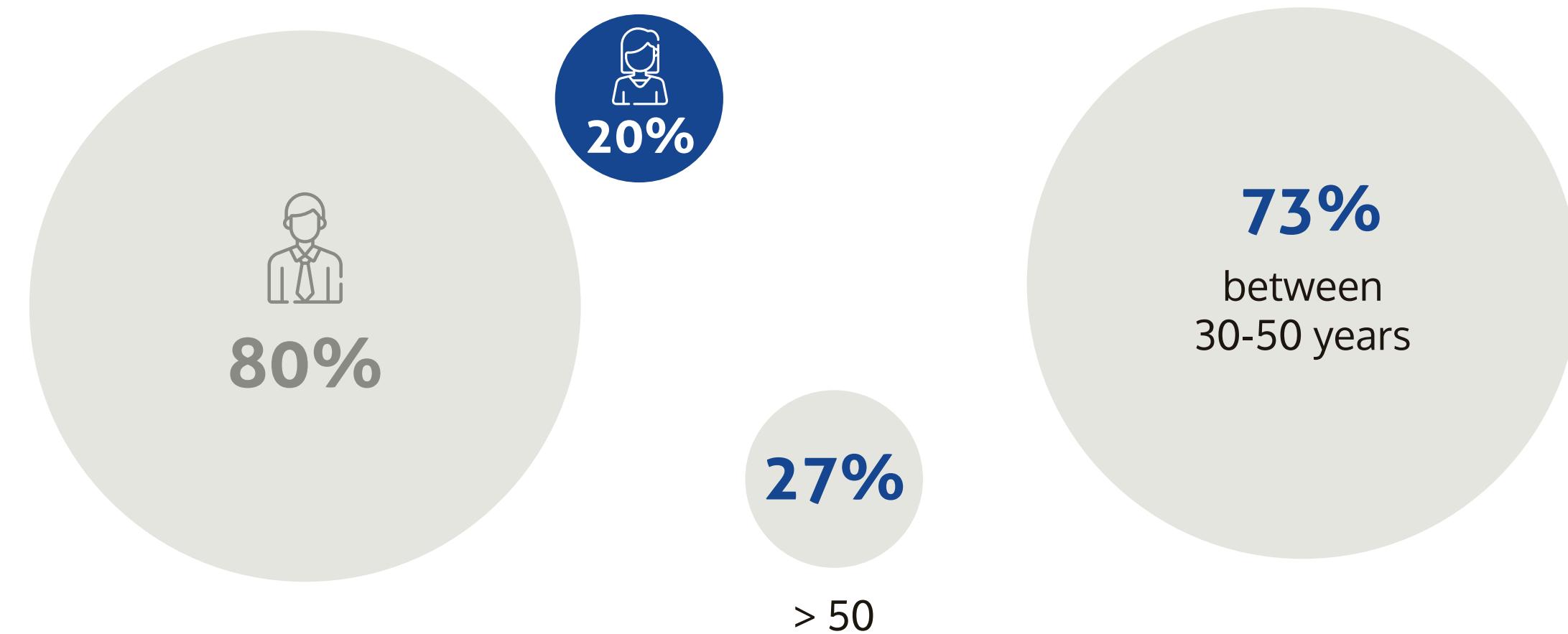


San Miguel Governance 16.6

We make progress by thriving day after day, deeply rooted in the vision and commitment of our Board of Directors, Management and collaborators.

Board of Directors

It establishes and promotes the culture and values of San Miguel, and guarantees the highest ethics and integrity standards. In turn, it makes strategic decisions, and defines and validates the economic, social and environmental management of the company.



Gonzalo Tanoira	President	(2022 - To date)
Martín Otero Monsegur	Vice-president	(2022 - To date)
Luis Roque Otero Monsegur	Director	(2002 - To date)
Alejandro de Anchorena (Jr.)	Director	(2013 - To date)
Cristián López Saubidet	Director	(2008 - To date)
Isela Costantini	Directora	(2019 – 2022)
Arturo Tomás Acevedo	Director	(2019 - To date)
Agustín Otero Monsegur	Director	(2009 - To date)
Roberto Javier Ortega	Director	(2022-To date)
Tristán Miguens	Deputy Director	(2020 -To date)
María Luisa Otero Monsegur	Deputy Director	(2006 - To date)

The members of the Board of Directors do not hold executive positions in San Miguel. In turn, Acevedo, Constantini and Ortega are independent members, according to the criteria of the National Securities Commission.



Executive Committee

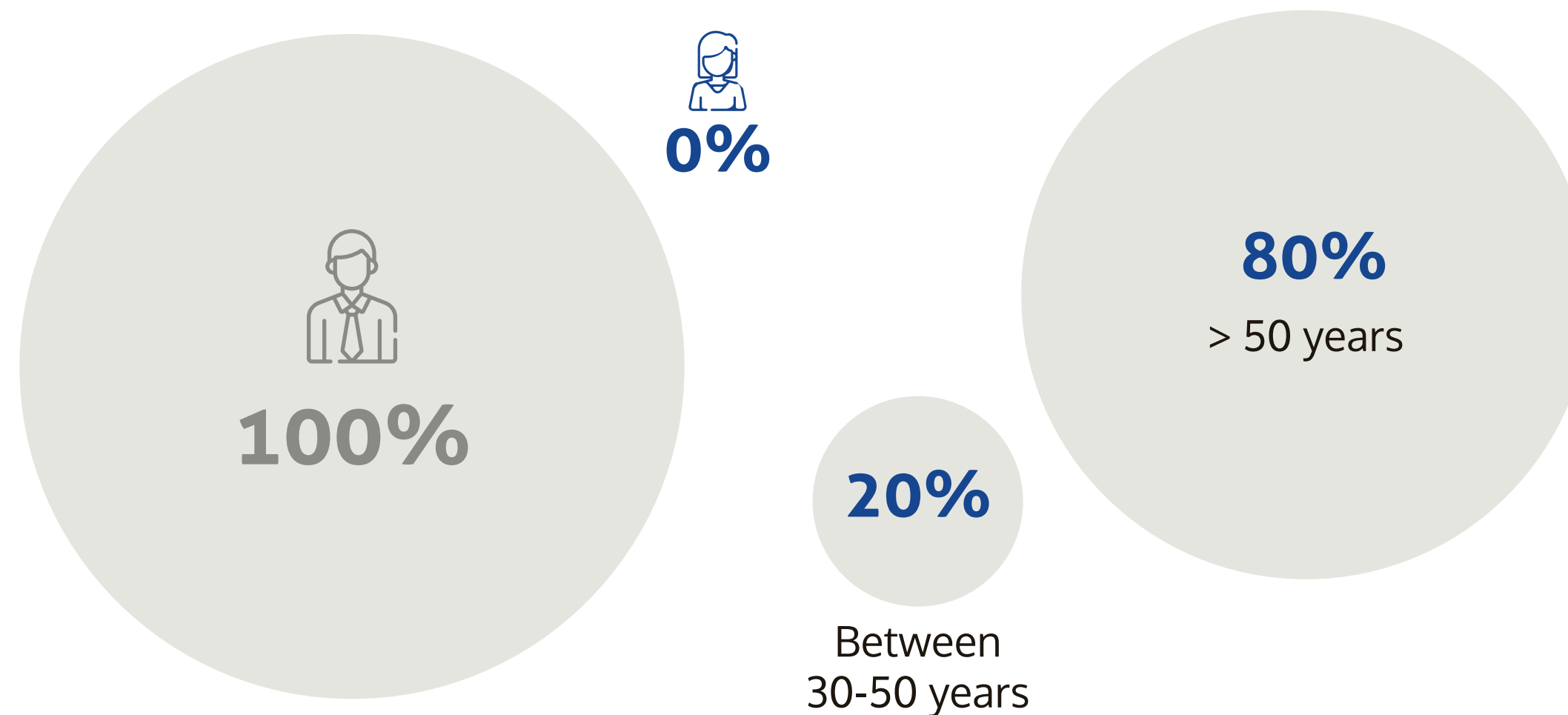
It runs the operational and strategic management of the company, monitoring the main initiatives and projects.

- Agustín Otero Monsegur
- Cristián López Saubidet
- Martín Otero Monsegur
- Gonzalo Tanoira

Management

The Executive Directors, along with the CEO, lead and manage the corporate areas by implementing the strategy defined by the Executive Committee and the Board. They meet on a regular basis to make decisions relevant to the business flow and follow-up the management in the short, medium and long terms.

Pablo H. Plá	CEO
Pablo Miedziak	CFO
Manuel Suarez Altuna	Natural Ingredients Director
Christian Newton	Human Resources Director
Ernesto Martín Galiana	Engineering & Industry Director





Ethics and Transparency

Integrity is one of our essential values and guide to act ethically, with respect and rectitude. Being transparent, trustworthy, responsible, and honoring the commitments we take on are values we rely on in order to achieve our goals and conduct our business with integrity.

Our **Code of Ethics** establishes the guidelines we must follow to work under such principles. It sets the general guidelines so that our values are reflected in our daily actions, decisions and attitudes.

It is generally applicable to all people who work in San Miguel and includes supplier companies and customers.

The **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.

The **Ethics Committee**, made up of San Miguel directors and the CEO, is responsible for ensuring adherence to the Code and analyzing matters related to its compliance. It receives complaints submitted through the authorized channels, takes precautions to maintain confidentiality and initiates investigations, led by the Human Resources Management, the Legal & Compliance Management and any other management relevant to the case.

In 2022:

- Collaborators and Management and Human Resources members were trained on the contents and scope of the Code of Ethics.
- 100% of our people have signed it.¹
- It was shared among clients, supplier companies and counterparts, requiring compliance therewith.

¹- It includes all the job categories and operation sites.

Contact for anonymous reporting



Argentina: **0800-444-8181**

Uruguay: **0800-7264**

From anywhere in the world: **5411-4721-8390**



codigodeetica@sanmiguelglobal.com



Certifications that attest our commitment to transparency and ethics

16.6



(Sedex Members Ethical Trade Audit). An audit that assesses ethical business practices, such as fight against corruption and transparency in the supply chain. Besides corporate ethics, it audits aspects related to compliance with legal and labor matters, human rights, health and safety at work and the environment.



(Global G.A.P. Risk Assessment on Social Practice) It evaluates social and labor practices in agricultural workers and local communities. It identifies risks in terms of compliance with labor laws and regulations, working conditions and well-being of collaborators. It also verifies whether social dialogue and impact on local communities are encouraged, considering aspects such as local employment, environmental care, and respect for the rights of indigenous communities.

Risk Management

Our global integrated risk management and follow-up prepare us for the challenges that may affect the sustainability of our business. Through the Risk Management process and its digital platform, we monitor the **Risk Map** in order to implement policies, processes and crisis action plans.

In order to supplement this system, we have different Business Continuity Plans developed for each risk. These are scheduled actions, previous to the occurrence of any event, oriented to facilitating decision-making and preparing to face more critical challenges.

There are people responsible for the different risks, executive directors who are experts in the subject matter, who set forth the determinants that may impact on such risks, to which an owner is assigned for a regular follow-up according to the impact and occurrence likelihood.

The **Risk Management Committee** is made up of the CEO, the executive directors and the Legal & Compliance Manager, who regularly meet to manage and debate on the events mapped.



Respect for and Promotion of Human Rights 1.4 8.5 10.2 16.2

We recognize the importance and universality of Human Rights that makes such rights applicable in an indivisible way to all situations. Hence, we assume with conviction respect and promotion of human rights with all our stakeholders.

Due to the nature of our activity and the challenges thereof, we focus on the right to health, food, water and ecosystem care, as well as the right to work, to diversity and the fight against child labor.

✓ Our commitment rests on the alliances and guidelines we adhere to. We participate in the United Nations Global Compact, aligning our strategy with the ten principles that cover matters related to Human Rights, work, the environment and the fight against corruption, and the 17 United Nations Sustainable Development Goals and Objectives for 2030.



We say NO to child labor



We ensure freedom of association



We take care of health



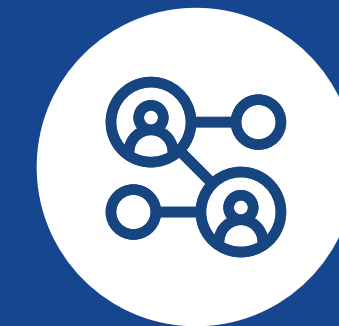
We promote access to education



We promote freedom and choice of a decent work



We promote access to decent housing



We promote diversity and respect for differences



We preserve the environment

In case of any breach of Human Rights, the anonymous reporting channels available are: codigodeetica@sanmiguelglobal.com or 5411-4721-8390



Based on these principles, our commitment is reflected through the different programs we implement:

→ **With our People**

We create jobs and support and motivate our people so that they are the protagonists of their own personal and professional growth. We create a cooperative and tolerant work environment where everyone may achieve their potential. We do not employ forced labor, we ensure freedom of association, and promote diversity and respect for individualities.

→ **Value Chain**

We promote responsible principles and practices, and expect our supplier companies to manage their businesses with integrity, honesty and transparency, treating their collaborators with respect, protecting them and ensuring their rights. We have a Code of Ethics for Suppliers that includes guidelines for business conduct, employment and environmental care.

→ **Customers and Consumers**

We consider health care in all the processes. Our Corporate Quality Policy, together with the Quality Management Integrated System, and compliance with standards and audits, ensure the safety of our products, the quality and traceability of the production processes.

→ **Communities**

Our social investment strategy promotes the development of our communities with a focus on Education, Health and Development. These pillars, on which we base our initiatives, are part of the UN Declaration of Human Rights, and are achieved through different programs.

→ **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

 Sustainability Process and Report

 Report Scope and Guidelines

In this chapter, the specific goals we contribute to are identified.



Our sustainability management is carried out throughout the entire business. Therefore, when drafting this document, all areas are involved, and with their daily work, they manage our key topics and help us move towards a more sustainable future.



Sustainability Process and Report

In order to advance in our **sustainability commitments**, every year we develop an interdepartmental and ongoing improvement process that consists of 3 big phases:

Phase 1: Assessment and recalibration

- We assess the progress of, and compliance with our objectives.
- We analyse the best practices of the local and international industry.
- We review key topics of the company agenda in different contexts, as well as in the agricultural-citrus fruit industry and stakeholders' opinions.
- We search for improvement opportunities to strengthen our management.
- We raise awareness in the different teams regarding sustainability

Phase 2: Active expectation listening and integration

- We listen to our stakeholders' needs and expectations.
- We apply and incorporate relevant changes to our policies, practices and action plans in order to respond according to the requirements.

Phase 3: Accountability

- We publish our annual Sustainability Report, a tool with which we show our stakeholders our progress and challenges of the management of every material topic of our business. This document is validated by our Top Management.

This process is fed back from the learning of the previous managements and implies an improvement that brings us closer to a more sustainable management of our business.

Commitment with the United Nations Global Compact

This report is presented as a complement to the new Communication for Progress (COP, from its Spanish acronym) for the fiscal year corresponding to January 1–December 31, 2022, and our progress and work carried out on the 10 universally accepted principles to promote sustainable development in the human rights, labour laws, environment and anti-corruption areas. In this way, we restate our commitment to the United Nations Global Compact.



Report Scope and Guidelines 16.6

This is San Miguel’s 12th Sustainability Report, and it includes all the operations belonging to S.A San Miguel A.G.I.C.I.F (Argentina), S.A. San Miguel Uruguay (Uruguay), San Miguel International Investments S.A. (Uruguay), Samifruit Uruguay S.A. (Uruguay) for the fiscal year corresponding to January 1–December 31, 2022.

Our main accountability goal is to disclose the progress made concerning each material topic identified, committing to publishing our performance on an annual basis in order to enhance sustainable development in the countries where we operate and the 2030 Global Agenda.

Both this Report and the sustainability management are based on the following guidelines:

- GRI (Global Reporting Initiative) standards and GRI 13 sector supplement: Agriculture, Aquaculture and Fishing Sectors 2022
- 10 Principles of the United Nations Global Compact
- United Nations Sustainable Development Goals (SDGs) and 2030 Objectives. SDG Compass Tool - 2015 Guide (United Nations Global Compact, GRI, WBCSD)
- Social Responsibility International Standard ISO 26000

Report drafting cycle : annual

External verification: this report has not been externally verified.

Publication date: July, 2023

General Coordination

Human Resources and Sustainability Management, jointly with the General Management and Finance, Technology, Supply Chain, Commercial and Operations, Logistics, Management Control, Accounting, Commercial, Procurement, Quality, Field Operations, Industry Operation, Innovation and Processes, HR, Environment, Health and Safety, Legal Affairs, CSR and IR teams.

External facilitators: Punto ESG | www.puntoesg.com

Design: Thesia | www.thesia.com.ar

10

ESG performance indicators

 Economic Indicators

 Social Indicators

 Environmental Indicators



Economic Indicators

GRI 2-2

Entities included in San Miguel's consolidated financial statements	2022	2021	2020
S.A. San Miguel Uruguay	100%	100%	100%
San Miguel International Investments S.A	100%	100%	100%
Samifruit Uruguay S.A	100%	100%	100%
San Miguel Fruits South Africa Limited	0%	100%	100%
San Miguel Fruits Perú	0%	100%	100%
Coop. Fruit NL Coöperatief U.A	100%	100%	100%
Novacore S.A.	50%	50%	50%
Venco Fruit Processors Pt. & Ltd.	0%	39%	35%
EC Citrus Investments (Pty) Ltd	0%	49%	49%

Financial Information (In million pesos)	2022	2021	2020
Net loss for the financial year	-9,488	-4,206	-3,095
Total capitalization*	133,590	37,079	31,117
Shareholders' equity	11,297	18,038	19,059
Non-current loans	32,137	17,941	10,618
Current loans	16,930	10,929	10,407
Operating income (loss)	-5,672	-2,661	-1,130
Comprehensive income (loss)	-6,956	-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. Starting in 2020, the significant year-on-year changes are the result of the exchange rate evolution, due to the conversion of the functional currency (USD) into the presentation currency (ARS). As of 2019, these were the consequence of the inflation adjustment provided for in IAS 29. For more information, refer to the annual reports and balance sheets available on <http://sanmiguelglobal.com/estados-contables-y-documentos-publicos>.

Details by operation In billion pesos	Argentina			Uruguay		
	2022	2021	2020	2022	2021	2020
Assets	77.89	50	40	16.99	9.57	7.62
Sales	10.31	9.65	6.45	3.5	2.45	1.82
Costs	11.5	9.5	7	3.5	2.25	1.67

Starting in 2020, the significant year-on-year changes are the result of the exchange rate evolution, due to the conversion of the functional currency (USD) into the presentation currency (ARS). As of 2019, these were the consequence of the inflation adjustment provided 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 201-1

Direct economic value generated and distributed (in million pesos)	2022	2021	2020
Direct economic value generated	19,388	23,846	18,486.44
Net sales	13,909	22,863	17,375.44
Income from financial investments	3,213	89	96
Income from sale of assets	2,266	894	1,015
Economic value distributed	36,066	50,133.42	29,627.18
Payment to suppliers	6,974	4,805	4,705
Salaries, wages and employer's contributions	4,759	4,741	3,466
Payment to capital providers	23,020	17,705	20,382
Investment in property, plant, equipment and other assets	1,059	1,875	1,124
Investment in the community	7.4	20,152.42	12.18
Taxes	247	855	-62
Income Tax	0	725	-162
Direct Taxes	247	42	58
Taxes, levies and contributions	0	88	42
Economic value retained	-16,678	-26,287.42	-11,140.74



GRI 2-6

	2022	2021	2020
Number of customers	218	304	290
Number of countries	42	64	64

Sales distribution by business	2022	2021	2020
Fresh Fruit	21%	66%	70%
Natural Ingredients	79%	34%	30%

Sales volume by product	2022	2021	2020
Fresh Fruit			
Lemon	69%	37%	35%
Sweet citrus fruits	29%	35%	43%
Avocado	0%	14%	11%
Grape	1%	15%	11%
Cherry	1%	0%	0%
Natural Ingredients			
Oil	41%	46%	43%
Juice	38%	38%	42%
Peel	19%	17%	15%
Pulp + others	2%	n/a	n/a

Lemon juice sales by market	2022	2021	2020
Europe	32%	35%	41%
North America	24%	20%	10%
Oceania & Asia	30%	28%	34%
Latin America	14%	17%	15%

Fresh fruit - Distribution by market	2022		2021		2020	
	Peso Neto (Tn)	% de distribución	Peso Neto (Tn)	% de distribución	Peso Neto (Tn)	% de distribución
Región						
Southern Europe	12,518	36.8	47,001	27.98	56,020	33.42
United States	14,303	42.0	43,747	26.04	36,143	21.56
Middle East	-	-	25,064	14.92	20,982	12.52
Northern Europe	3,432	10.1	18,674	11.12	14,629	8.73
Canada	1,992	5.9	9,127	5.43	10,292	6.14
Russia and Ukraine	301	0.9	3,411	2.03	8,379	5.00
Africa	-	-	5,916	3.52	7,622	4.55
China	19	0.1	5,176	3.08	4,578	2.73
Latin America	1,259	3.7	4,226	2.52	3,902	2.33
Asia	146	0.4	4,043	2.41	3,759	2.24
NE Asia	-	-	1,000	0.60	973	0.58
SE Asia	52	0.2	609	0.36	326	0.19
Overall total	34,022	100	167,994	100	167,605	100



GRI G4-PR5

	2020	2021	2022
Perfect order*	90,70%	99,60%	99,60%

*Degree of fulfillment of deliveries in the time, quantity and quality required by our Customers. Target level for 2022: 95%

GRI 2-6

Total purchases by country in USD			
	Argentina	Uruguay	Total
2022	32,926,615	12,917,664	45,844,279
2021	43,160,338	8,978,203	52,138,541
2020	36,637,367	13,484,553	50,121,920

Purchases by country in USD (suppliers + strategic growers)

	Argentina	Uruguay	Total
2022	37,226,199	12,918,546	50,144,745
2021	58,487,140	9,275,493	143,761,944
2020	52,473,583	14,103,652	146,240,200

Total purchases by type of business in USD

Business	2022*	2021	2020
Natural Ingredients	15,443,523	17,206,725	10,790,681.00
Fresh fruit	5,436,414	29,134,292	25,041,885.00
Indirect materials	10,827,716	13,693,285	18,195,563.00
Agricultural Operations	13,906,356	41,067,032	36,982,108.36
Total	45,614,009	101,101,334	91,010,237.36

*Argentina and Uruguay only

Purchases from strategic growers in USD by country

	Argentina	Uruguay	Total
2022	4,299,584	875	4,300,466
2021	15,326,802	297,290	15,624,092
2020	15,836,216	619,099	16,455,315

Purchases from strategic growers in thousands tons by country

Origin	2020	2021	2022
Argentina	92	102	83
Uruguay	2	2	0.02
Total	94	104	83.02

*Los totales 2020 y 2021 incluyen datos de Sudáfrica y Perú



Social indicators

GRI 2-7

GLOBAL-Collaborators ¹	2022			2021			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
By type of job									
Full-time	1,290	383	1,673	3,106	1,535	4,641	3,207	1,273	4,480
Part-time	1	0	1	1	0	1	1	0	1
Total	1,291	383	1,674	3,107	1,535	4,642	3,208	1,273	4,481
By type of contract									
Indefinite or permanent contract ²	1,290	87	401	661	205	866	803	238	1,041
Definite or temporary contract ³	1	296	1,273	2,447	1,331	3,778	2,405	1,035	3,440
Total	1,291	383	1,674	3,108	1,536	4,644	3,208	1,273	4,481
By hiring condition									
Own-workers	1,291	383	1,674	3,108	1,536	4,644	3,208	1,273	4,481
Outsourced staff ⁴	1,988	120	2,108	2,056	125	2,181	1,161	55	1,216
Total	3,279	503	3,782	5,164	1,661	6,825	4,369	1,328	5,697
Jobs added during harvest season									
Total⁵	2,522			5,294			4,731		

The difference compared to 2021 is due to the restructuring of the business, due to the cessation of operations in South Africa and Peru.

1. Person who has an employment relationship with the organization, in accordance with national legislation. The figures correspond to January - December of each reporting year. / 2 Contract entered into with an employee to work on a full-time or part-time basis for an indefinite time-period. Annual total considered as of December./ 3 Contract entered into with an employee that ends when a predetermined period of time expires or when a specific task for which a duration has been calculated is completed.

4 Workers who are not direct employees of San Miguel. / 5 Calculated considering the maximum peak of people - annual average Headcount.

Tucumán (Argentina)	2022			2021			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
By type of job									
Full-time	576	100	676	615	103	718	696	103	799
Part-time	1	0	1	1	0	1	1	0	1
Total	577	100	677	616	103	719	697	103	800
By type of contract									
Indefinite or permanent contract ²	209	43	252	242	39	281	291	36	327
Definite or temporary contract ³	353	72	425	374	64	438	406	67	473
Total	562	115	677	616	103	719	697	103	800
By hiring condition									
Own-employees	577	100	677	616	103	719	697	103	800
Outsourced staff	1,988	120	2,108	2,056	125	2,181	1,161	55	1,216
Total	2,565	220	2,785	2,672	228	2,900	1,858	158	2,016
Jobs added during the harvest season (Tucu-									
Highest peak of people	4,323			4,471			3,509		
Total	1,538			1,571			1,493		



Uruguay	2022			2021			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
By type of job									
Full-time	680	258	938	659	228	887	704	196	900
Part-time	0	0	0	0	0	0	0	0	0
Total	680	258	938	659	228	887	704	196	900
By type of contract									
Indefinite or permanent contract	57	34	91	56	33	89	61	35	96
Definite or temporary contract	623	224	847	603	195	798	643	161	804
Total	680	258	938	659	228	887	704	196	900
By hiring condition									
Own-employees	680	258	938	659	228	887	704	196	900
Outsourced staff	0	0	0	0	0	0	0	0	0
Total	680	258	938	659	228	887	704	196	900
Jobs added during the harvest season (Uru-									
Highest peak of people	1,922			2,093			1,980		
Total	984			1,206			1,080		

Buenos Aires (Argentina)	2022			2021			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
By type of job									
Full-time	34	25	59	41	31	72	47	39	86
Part-time	0	0	0	0	0	0	0	0	0
Total	34	25	59	41	31	72	47	39	86
By type of contract									
Indefinite or permanent contract	48	10	58	41	31	72	47	39	86
Definite or temporary contract	1	0	1	1	1	2	0	0	0
Total	49	10	59	42	32	74	47	39	86
By hiring condition									
Own-employees	34	25	59	42	32	74	47	39	86
Outsourced staff	0	0	0	0	0	0	0	0	0
Total	34	25	59	42	32	74	47	39	86



GRI 2-21

Ratio between the total annual compensation of the highest paid person and the mean annual compensation for the rest of the people	2022	2021	2020
Argentina – Tucumán	3.75	2.6	5.65
Argentina-Buenos Aires (includes CEO + senior executives)	4.23	3	6.96
Uruguay	3.62	6.51	10.11
Global	3.87	4.04	7.57

Ratio between the percentage increase of the total compensation of the highest paid person and the average percentage increase of the total annual compensation for the rest of the	2022	2021	2020
Argentina – Tucumán	1.87	1.06	0.83
Argentina-Buenos Aires (includes CEO + senior executives)	2.59	1	0.98
Uruguay	4.66	0.54	0.89
Global	3.04	0.87	0.90

GRI 405-2

Tucumán (Argentina) Male/Female salary ratio by job category	2022	2021	2020
Managers	1.02	0.89	1
Heads and Supervisors	1.06	0.94	0.94
Collaborators (includes specialists, administrative employees and operators)	0.92	1.06	0.79

Uruguay Male/Female salary ratio by employment category	2022	2021	2020
Managers	1.16	1.6	1.69
Heads and Supervisors	0.07	2.22	0.79
Collaborators (includes specialists, administrative employees and operators)	1.06	1.55	1.09

Buenos Aires Male/Female salary ratio by employment category	2022	2021	2020
Managers and directors	1.31	1.22	1.2
Heads and Supervisors	1.23	0.96	1.13
Collaborators (includes specialists, administrative employees and operators)	0.91	0.8	1.25

Calculation methodology: the mean men basic salary/mean women basic salary is considered.

The staff salaries, for both women and men, who are not employees, but whose work is controlled by the company, are governed by collective bargaining agreements where salary categories or scales are specified according to the task they perform. There is no salary difference if the task is performed by women or men.



GRI 2-30

Percentage of collaborators under collective bargaining agreement	2022		2021		2020	
	Number	% ⁽¹⁾	Number	% ⁽¹⁾	Number	% ⁽¹⁾
Argentina (Tucumán + Buenos Aires)	73%		84%		74%	
Uruguay	98%		98%		94%	

People who are not covered by collective bargaining agreements are ruled by the Labor Contract Law. The rest of the personnel is framed within the collective agreements CCT 244/94-Food for Industry personnel and CCT 271/96 for Packaging and Harvesting personnel.

GRI 401-1

New hires	2022		2021		2020	
	Number	% ⁽¹⁾	Number	% ⁽¹⁾	Number	% ⁽¹⁾
Tucumán (Argentina)						
Total number of employees	252	100%	281	100.00%	327	100.00%
Total new hires	10	4%	17	6.05%	6	1.83%
By gender						
Women	3	30%	8	47.06%	3	50.00%
Men	7	70%	9	3.20%	3	50.00%
By age						
Under 30 years old	3	30%	9	52.94%	4	66.67%
30 - 50 years old	7	70%	8	47.06%	2	33.33%
Over 50 years old	0	0%	0	0.00%	0	0.00%

New hires	2022		2021		2020	
	Number	% ⁽¹⁾	Number	% ⁽¹⁾	Number	% ⁽¹⁾
Uruguay						
Total number of employees	78	100%	89	100.00%	96	100.00%
Total new hires	6	8%	5	5.60%	2	2.08%
By gender						
Women	3	50%	2	40%	1	50.00%
Men	3	50%	3	60%	1	50.00%
By age						
Under 30 years old	3	50%	1	20%	0	0.00%
30 - 50 years old	2	33%	4	80%	2	100.00%
Over 50 years old	1	17%	0	0.00%	0	0.00%
Buenos Aires						
Total number of employees	59	100%	77	100.00%	86	100.00%
Total new hires	16	27%	12	15.58%	11	12.79%
By gender						
Women	10	63%	2	16.67%	7	63.64%
Men	6	38%	10	83.33%	4	36.36%
By age						
Under 30 years old	4	25%	5	41.67%	4	36.36%
30 - 50 years old	10	63%	5	41.67%	7	63.64%
Over 50 years old	2	13%	2	16.67%	0	0.00%

(1 Calculated as the ratio between the total new hires and the total number of employees based on permanent employees.



Turnover by age and gender	2022		2021		2020	
	Number	% ⁽¹⁾	Number	% ⁽¹⁾	Number	% ⁽¹⁾
Tucumán (Argentina)						
Total number of employees	252	100%	281	100%	327	100%
Total turnover	91	36%	45	16.01%	56	17.13%
By gender						
Women	12	13%	8	17.78%	6	10.71%
Men	79	87%	37	82.22%	50	89.29%
By age						
Under 30 years old	7	4%	2	4.44%	3	5.36%
30 - 50 years old	45	24%	15	33.33%	26	46.43%
Over 50 years old	39	20%	28	62.22%	27	48.21%
Voluntary turnover **	21%		3.56%		1.83%	
Involuntary turnover ***	79%		12.46%		15.29%	
Uruguay						
Total number of employees	91	100%	89	100%	96	100%
Total turnover	6	7%	8	8.99%	15	15.63%
By gender						
Women	2	33%	2	25.00%	6	40.00%
Men	4	67%	6	75.00%	9	60.00%
By age						
Under 30 years old	0	0	1	0.125	1	0.07%
30 - 50 years old	5	83%	5	63%	6	40%
Over 50 years old	1	17%	2	25%	8	53%
Voluntary turnover **	100%		2.25%		6.25%	
Involuntary turnover ***	0		6.74%		9.38%	

Turnover by age and gender	2022		2021		2020	
	Number	% ⁽¹⁾	Number	% ⁽¹⁾	Number	% ⁽¹⁾
Buenos Aires						
Total number of employees	59	100%	72	100%	86	100%
Total turnover	34	58%	18	25.00%	26	30.23%
By gender						
Women	13	38%	8	44.44%	10	38.46%
Men	21	62%	10	55.56%	16	61.54%
By age						
Under 30 years old	8	24%	5	27.78%	6	23.08%
30 - 50 years old	25	74%	12	66.67%	17	65.38%
Over 50 years old	1	3%	1	5.56%	3	11.54%
Voluntary turnover **	68%		23.61%		13.95%	
Involuntary turnover ***	32%		1.39%		16.28%	

*Calculated as the division between the number of permanent collaborators who left the company voluntarily and involuntarily by the total number of permanent collaborators as of the end of each year*100

**Permanent collaborators who left the company voluntarily/total permanent collaborators as of the end of the period*100

***Permanent collaborators who left the company involuntarily (retirement, dismissal or death in service) / total permanent collaborators as of the end of the period *100



GRI 401-2

SaMi Benefits	Argentina		Uruguay
	Buenos Aires	Tucumán	
Health and well-being			
Medical Insurance	X	X	
Nutritional Guidance	X		
Annual Medical Check-up	X		
Healthy refreshments/Fruits	X	X	
Coffee and snack vending machines	X	X	
Education			
Start of school gift	X	X	X
Scholarships for collaborators' children		X	
Work-life balance			
Part-time maternity/adoption	X	X	X
Paternity/adoption	X	X	X
Unpaid leave	X	X	X
Compensation for business trip	X	X	X
Birthday half day off	X	X	X
Non-working days / Year-end holidays	X	X	X
Moving house	X	X	X
End of season celebration	X		
Financial			
Discount program	X	X	X

SaMi Benefits	Argentina		Uruguay
	Buenos Aires	Tucumán	
Mobility			
Car for Directors / Fuel on the road for managers	X	X	
Transfer of collaborators	X	X	
Gifts			
Incorporation	X	X	X
Child birth	X	X	X
Marriage	X	X	
End of the year	X	X	X
Christmas boxes		X	
Flexibility			
Summer Fridays	X	X	X
Home Office	X	X	X
Flexible hours	X	X	X



GRI 401-3

Parental leave - 2022	Buenos Aires		Tucumán		Uruguay	
	Women	Men	Women	Men	Women	Men
Number of people entitled to parental leave ⁵	25	34	100	577	34	57
Number of people who made use of parental leave	3	0	4	7	2	1
Number of people who returned to work after leave termination	3	0	4	7	2	1
Number of people who returned to work after their leave termination and continued to be part of the company after one year as from its termination	3	9	4	7	2	1
Rate of return to work and retention of employees who exercised the leave ⁶	100%	100%	100%	100%	100%	100%

5. Employees entitled to parental leave" refers to employees who are covered by organizational policies, agreements, or contracts that include rights to parental leave. Only permanent and own employees are considered.

6. Return to work rate = Total number of employees who have returned to work after parental leave/Total number of employees who must return to work after parental leave x 100. Permanent and own employees are considered.

GRI 403-9 //GRI 403-10

Employee injury, disease and absenteeism indicators	2022			2021		
	Tucumán	Buenos Aires	Uruguay	Tucumán	Buenos Aires	Uruguay
Accident frequency rate ¹	3.7	0	77*	11.5	0,00	20,14
Number of fatalities due to work accidents	0	0	0	0	0	0
Work accident fatality rate	0	0	0	0	0	0
Number of work accident injuries	5	0	112	16	0	28
Rate of injuries related to work accidents ²	8.38	0	119,4	28.50	0	21.96
Number of injuries due to work accidents with great consequences for the person	0	0	0	0	0	0
Rate of injuries due to work accidents with great consequences for the person ³	0	0	0	0	0	0
Main types of work accident injuries	Proyección Líquidos	0	Contusiones/torceduras y esguinces	Atrapamientos / caída en motos	0	Contusiones/torceduras y esguinces
Number of fatalities due to work-related injuries and diseases	0	0	0	0	0	0
Number of work-related injuries and diseases	0	0	0	0	0	0
Main types of work-related injuries and diseases	0	0	0	0	0	0
Number of hours worked	1,354,277	144,000	1,465,707	1,389,564	13,400	1,390,537
Lost workday rate due to accident ⁴	0.05	0	1.1	0.29	0	0.67
Absenteeism rate ⁵	0.06	0.02	0.09	0.02	0	0.05

(1) Frequency = AT x 1,000,000/h worked. / (2) Incidence = (AT x 1,000) /Average Staffing / (3) Number of injuries due to work accidents with major consequences (not including fatalities) x 1,000,000/hours worked / (4) (Lost Days x 1,000) / hours worked, according to scheduled working days. Lost days begin to be counted on the day after the accident. / (5) Measurement of days actually lost by an absent worker, expressed as a percentage of the total scheduled workdays / * 80% of the accidents that occurred in 2021 were classified as doubtful, with criteria later redefined in 2022. For that reason, the number is high compared to 2021.



GRI 404-2

Investment in training – all countries	2022	2021	2020
Funds allocated	USD 55,000	USD 210,003	USD 233,284
San Miguel invoicing	USD 106,659,368	USD 241,048,812	USD 249,839,601.65
Invested percentage	0.05	0.09	0.09

GRI 404-3

Tucumán Performance assessment by job category and gender	2022	2021	2020
Managers	8%	9%	10%
Heads and supervisors	45%	39%	46%
Collaborators	47%	52%	43%
Women	29%	24%	23%
Men	71%	76%	77%

In 2022, 120 people applied

Uruguay Performance assessment by job category and gender	2022	2021	2020
Managers	12%	12%	8%
Heads and supervisors	38%	54%	64%
Collaborators	50%	35%	28%
Women	35%	50%	48%
Men	65%	50%	52%

In 2022, 26 people applied

Buenos Aires Performance evaluation by job category and gender	2022	2021	2020
Managers	38%	39%	29%
Heads and supervisors	10%	9%	28%
Collaborators	52%	52%	37%
Women	50%	41%	44%
Men	50%	59%	56%

In 2022, 42 people applied

Those who have been in the position or in the Company for more than 6 months participate. The CEO is excluded from the calculation.

The “collaborators” category includes specialists, administrative staff and operator positions.



GRI 405-1

Collaborators by job category and gender	2022		2021		2020	
	Men	Women	Men	Women	Men	Women
Tucumán (Argentina)						
CEO and senior executives	100%	0%	0%	0%	0%	0%
Managers	82%	18%	88%	12%	83%	17%
Heads and Supervisors	84%	16%	83%	17%	80%	20%
Specialist	81%	19%	67%	33%	71%	29%
Administrative Employee	82%	18%	72%	28%	60%	40%
Operator	83%	17%	96%	4%	96%	4%
Average	85%	15%	81%	19%	78%	22%
Uruguay						
CEO and senior executives	0%	0%	0%	0%	0%	0%
Managers	100%	0%	68%	32%	80%	20%
Heads and Supervisors	67%	33%	67%	33%	69%	31%
Specialist	44%	56%	51%	49%	50%	50%
Administrative Employee	42%	58%	32%	68%	33%	67%
Operator	67%	33%	73%	27%	74%	26%
Average	64%	36%	58%	42%	61%	39%
Buenos Aires (Argentina)						
CEO and senior executives	83%	17%	68%	32%	63%	38%
Managers	82%	18%	59%	41%	62%	38%
Heads and Supervisors	80%	20%	53%	47%	60%	40%
Specialist	83%	17%	55%	45%	55%	45%
Administrative Employee	0%	0%	0%	0%	0%	0%
Operator	0%	0%	0%	0%	0%	0%
Average	82%	18%	59%	41%	60%	40%

Calculated on the total number of permanent collaborators

Global average Collaborators by job category and gender	2022		
	< 30	30 - 50	> 50
CEO and senior executives	0%	50%	50%
Managers	0%	83%	17%
Heads and Supervisors	5%	71%	24%
Specialist	29%	65%	5%
Administrative Employee	9%	70%	22%
Operator	1%	28%	71%
Average	7%	61%	32%

Calculated on the total number of permanent collaborators



Collaborators by job category and age	2022			2021			2020		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Tucumán (Argentina)									
CEO and senior executives	0%	40%	60%	0%	0%	0%	0%	0%	0%
Managers	0%	90%	9%	0%	93%	7%	0%	92%	8%
Heads and Supervisors	2%	74%	24%	9%	70%	21%	7%	73%	20%
Specialist	17%	72%	10%	16%	71%	13%	17%	67%	16%
Administrative Employee	0%	72%	28%	0%	76%	24%	0%	80%	20%
Operator	2%	45%	54%	0%	55%	45%	0%	54%	46%
Average	3%	66%	31%	5%	73%	22%	5%	73%	22%
Uruguay									
CEO and senior executives	0%	0%	0%	0%	0%	0%	0%	0%	0%
Managers	0%	66%	34%	0%	68%	32%	0%	60%	40%
Heads and Supervisors	11%	52%	37%	4%	66%	30%	6%	63%	31%
Specialist	33%	67%	0%	17%	66%	17%	17%	83%	0%
Administrative Employee	17%	67%	16%	13%	87%	0%	13%	87%	0%
Operator	0%	11%	89%	3%	72%	25%	3%	71%	26%
Average	12%	53%	35%	7%	72%	21%	8%	73%	19%
Buenos Aires (Argentina)									
CEO and senior executives	0%	60%	40%	0%	86%	14%	0%	88%	13%
Managers	0%	92%	8%	5%	91%	5%	5%	90%	5%
Heads and Supervisors	3%	88%	10%	0%	100%	0%	0%	100%	0%
Specialist	38%	56%	6%	41%	54%	6%	42%	55%	3%
Administrative Employee	0%	0%	0%	0%	0%	0%	0%	0%	0%
Operator	0%	0%	0%	0%	0%	0%	0%	0%	0%
Average	10%	74%	16%	11%	83%	6%	12%	83%	5%

Calculated on the total number of permanent collaborators



Governance structure by gender	2022		2021		2020	
	Men	Women	Men	Women	Men	Women
Board of Directors	80%	20%	80%	20%	80%	20%
CEO + Executive Directors	100%	0%	90%	10%	80%	20%

Governance structure by age	2022			2021			2020		
	< 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%	25%	75%	0%	86%	14%	0%	86%	14%

GRI 2-6

Origin	Percentage of local input suppliers*		
	2020	2021	2022
Argentina	89%	92%	93%
Uruguay	93%	95%	3%**

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

** Year-on-year variation responds to the fact that the previous measurements included overseas suppliers.

Origin	Number of Suppliers		
	2020	2021	2022
Argentina	696	538	525
Uruguay	423	264	238
Total*	1,964	1,450	763

*2020 and 2021 total numbers include data from South Africa and Peru.

**GRI 2-6**

Strategic producers by country-amount			
Origin	2020	2021	2022
Argentina	56	43	35
Uruguay	3	3	3
Total	93	82	38

*2020 and 2021 totals include data from South Africa and Peru.

GRI 2-6

Suppliers by type of input by country: Argentina*						
Input	2022		2021		2020	
	Amount ¹	Purchases ³	Amount ¹	Purchases ³	Amount ¹	Purchases ³
Productive materials	132	17,182,092	110	17,065,842	135	15,356,048
Indirect materials	183	3,329,256	124	2,935,321	183	3,515,693
Assets and services	280	11,819,899	221	22,249,190	265	17,350,852
Other ²	108	595,367	80	909,984	113	414,775
Total	703	32,926,614	535	43,160,338	696	36,637,368

Suppliers by type of input by country: : Uruguay *						
Insumo	2022		2021		2020	
	Amount ¹	Purchases ³	Amount ¹	Purchases ³	Amount ¹	Purchases ³
Productive materials	52	7,273,835	32	16,175,901	47	7,898,063
Indirect materials	85	255,570	58	966,973	82	1,569,970
Assets and services	68	1,078,354	69	736,443	151	2,895,663
Other ²	143	4,309,905	105	1,098,885	143	1,120,657
Total	348	12,917,664	264	8,978,203	423	13,484,353

¹ Includes local and overseas suppliers.

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

³ Stated in U.S. dollars.

*One single supplier may provide more than one input.



Environmental indicators

Water and effluents

GRI 303-3 / GRI 303-5

GLOBAL – WATER Withdrawal and Consumption		
Year	Total	Variation %
2019	27,535,798	-13.28
2020	30,121,047	9.39*
2021	25,023,714	-16.92
2022	7,799,394	-68.83**

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

** This variation is due to the fact that we have stopped operating in South Africa and Peru, besides efficiency actions.

Argentina: Water withdrawal and Consumption by Source (m ³ /year)	2022	2021	Variation %
Surface water	745,850	N/A	N/A
Underground water	5,076,092	5,852,916	-13.27
Total	5,821,942	5,852,916	-0.53

Total dissolved solids > 1,000 mg/L. / We do not withdraw sea water, produced water or water from third parties. / We do not operate in hydric-stress areas.

Uruguay: Water withdrawal and Consumption by Source (m ³ /year)	2022	2021	Variation %
Surface water*	1,185,061	2,003,357	-40.85
Underground water**	780,565	665,256	17.33
Water from third parties***	11,826	10,169	16.29
Total	1,977,452	2,746,149	-28

* Total dissolved solids ≤ 1,000 mg/L. / ** Includes 735 m3 of water from third parties (Public Water Works, OSE) Total dissolved solids ≤ 1,000 mg/L.

*** Water from Obras Sanitarias del Estado (Public Water Works, OSE). Total dissolved solids > 1,000 mg/L. / We do not withdraw sea or produced water. / We do not operate in hydric-stress areas.

GRI 303-4

GLOBAL – Water Discharge by Destination (m³)

Year	Total
2021	965,885
2022	1,251,774
Variation %	29.60

Argentina - Water Discharge by Destination (m³)

Year	In surface water
2021	825,782
2022	1,142,257
Variation %	38.32%

The effluent generated in Famaillá Industrial Complex goes to the effluent treatment plant, passing through Phase 1 (Physical-chemical), Phase 2 (Anaerobic), Phase 3 (Aerobic), before being discharged into surface water. The irrigated effluent goes through a physical-chemical treatment.

Uruguay - Water Discharge by Destination (m³)

Year	In surface water*	Water from third par-	TOTAL
2021	134,943	5,160	140,103
2022	104,897	4,620	109,517
Variation %	-22.27	-10.47	-21.83

*This effluent generated in the Novacore juice plant goes through the effluent treatment plant, which includes a physical-chemical stage (sieves and DAF), and a biological stage (3 natural ponds), before it is discharged into surface water.

** The Packing effluent does not require any type of treatment before being discharged into a collector. Obras Sanitarias del Estado (Public Water Works) is in charge of treating the discharge.

**Energy**

GRI 302-1 / GRI 302-3 / GRI 302-4

Argentina -Energy consumption - Natural ingredients				
Source	2020	2021	2022	Variation %
Electric power (mw)	19,355.43	20,882.26	20,577.22	-1.46
Lpg (kg)	38,882*	36.112*	39,137	8.38
Petrol (liters)	636	40,609.60	37,251.24	-8.36
Gas oil (liters)	14,393*	64,119**	19,528	-69.54
Natural gas (nm ³)	12,066,133.36	14,588,015.57	13,846,692	-5.08

*These figures were modified based on data review and validation.

** The consumption peak is associated to the use made, due to a gas restriction in the plant during June.

Argentina - Energy Efficiency

2020	2021	2022	Variation %
106.4	84.9	81.5	-4

ELECTRIC POWER/T Grinding 2022: 237,369 (MWh/Tn)

Argentina - Natural gas consumption/t grinding (nm³/tn)

2020	2021	2022	Variation %
66.4	59.3	58.3	-1.69

NATUTAL GAS/T Grinding 2022: 237,369 (Nm³/Tn)**Uruguay - Energy consumption**

	ELECTRIC POWER (kwh)	LPG (kg)	PETROL (L)	GAS OIL (L)	NATURAL GAS (Nm³)
2020	2,349,143	24,680	21,010	511,900	0
2021	2,661,411	24,622	32,065	1,005,050	0
2022	2,468,594	18,780	12,437	393,765	0
Variation %	-7.24	-23.73	-61.21	-60.82	0

Uruguay - Energy efficiency - Packing

	2020	2021	2022	Variation %
Electric Power Consumed (KWh)	613,154	746,146	628,301	-15.79
Total Harvested (Tn)	28,353	58,085	59,228	1.97
RATIO (KWh/Tn)	21.6	12.8	10.6	-17.19

**Waste****GRI 306-3**

Argentina						
Waste Composition (tn)	2022			2021		
	Waste generated	Waste not directed to disposal (for re-use)	Waste directed to disposal	Waste generated	Waste not directed to disposal (for re-use)	Waste directed to disposal
Urban Solid Waste	271	0	271	272	0	272
Organic Waste (discarded leaves and lemons, food remains)	2,404	2,404	0	2,962	2,962	0
1st Stage Sludge (Organic)	2,901	2,901	0	41	41	0
3rd Stage Sludge (Organic)	4,315	4,315	0	46	46	0
1st and 3rd Stage Mix (Organic)	4,585	4,585	0	2	2	0
Effluent Pulp (Organic)	8,742	8,742	0	148	148	0
Special Juice Pulp (Organic)	2,116	2,116	0	2,023	2,023	0
Recyclable Plastic Waste	59	59	0	40	40	0
Recyclable Cardboard Paper Waste	34	34	0	26	26	0
Recyclable Scrap Waste	56	56	0	76	76	0
Recyclable Wood Waste	26	26	0	28	28	0
Hazardous Waste	272	0	272	24	0	24
Total Waste	25,781	25,238	543	5,690	5,393	297



Uruguay						
Waste Composition (tn)	2022			2021		
	Waste generated	Waste not directed to disposal (for re-use)	Waste directed to disposal	Waste generated	Waste not directed to disposal (for re-use)	Waste directed to disposal
Urban Solid Waste	205	0	205	283	0	283
Clean plastic	3	3	0	0,4	0,4	0
Clean paper and cardboard paper	0	0	0	31	31	0
Factory wet peel, fruit remains	27,066	27,006	0	29,185	929,185	0
Effluent pulp	1,000	1,000	0	213	213	0
Ferrous scrap	3	3	0	2	2	0
Boiler ash	28	0	28	21	0	21
Oils used (L)	0	0	0	0	0	0
Fruit waste	1,682	1,682	0	709	0	709
Paper/cardboard paper/nylon	3	3	0	9	9	0
Non-returnable chemical containers	0.18	0.18	0	0.10	0.10	0
Non-returnable chemical boxes	0	0	0	0.001	0.001	0
Total Waste	29,990	28,757	233	30,454	29,441	1,013



GRI 306-4

Argentina						
Waste re-used (not directed to disposal)	2022			2021		
	At the facilities	Outside the facilities	Total	At the facilities	Outside the facilities	Total
Hazardous waste						
Preparation for re-use	0	0	0	0	0	0
Recycling	0	0	0	0	0	0
Other re-use operations	0	0	0	0	0	0
Total	0	0	0	0	0	0
Non-hazardous Waste						
Preparation for re-use	0	15,610	15,610	5,222	0	5,222
Recycling	0	176	176	0	171	171
Other re-use operations	0	0	0	0	0	0
Total	0	25,238	25,238	5,222	171	5,393
Uruguay						
Hazardous waste						
Preparation for re-use	0	0	0	0	0	0
Recycling	0	9	9	0	34	34
Other re-use operations	0	0	0	0	0	0
Total	0	9	9	0	34	34
Non-hazardous Waste						
Preparation for re-use	0	0	0	0	0	0
Recycling	0	0	0	0	934	934
Other re-use operations	0	28,748	28,748	0	29,398	29,398
Total	0	28,748	28,758	0	30,332	30,366



GRI 306-5

Waste directed to disposal (in tons)	Argentina	
	2022	2021
	Outside the facilities	Outside the facilities
Hazardous waste		
Incineration (with energy recovery)	0	0
Incineration (without energy recovery)	272	24
Transfer to landfill	0	0
Other disposal operations	0	0
Total	272	24
Non-hazardous Waste		
Incineration (with energy recovery)	0	0
Incineration (without energy recovery)	0	0
Transfer to landfill	271	272
Other disposal operations	0	0
Total	271	272
Total waste directed to disposal	543	296

Waste directed to disposal (in tons)	Uruguay	
	2022	2021
	Outside the facilities	Outside the facilities
Hazardous waste		
Incineration (with energy recovery)	0	0
Incineration (without energy recovery)	0	0
Transfer to landfill	0	0
Other disposal operations	0	0
Total	0	0
Non-hazardous Waste		
Incineration (with energy recovery)	0	0
Incineration (without energy recovery)	0	0
Transfer to landfill	232	993
Other disposal operations	0	0
Total	205	993
Total residuos destinados a eliminación	232	993

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**GRI content
index**



Statement of use: San Miguel has reported in accordance with the GRI Standards for the period January 2022-December 2022.

GRI 1 used: GRI 1: Foundation 2021

Applicable GRI Sector Standard(s): Sector Standard for Agriculture, Aquaculture, and Fishing (GRI 13)

Content	Location	Omission		
		Requirement(s) omitted	Reason	Explanation
GRI 2: GENERAL DISCLOSURES 2021				
1. The organization and its sustainability reporting practices				
2-1 Organizational details	4, 7, 109, Note 1			
2-2 Entities included in the organization’s sustainability reporting	70, 72			
2-3 Reporting period, frequency and contact point	74, 109			
2-4 Restatements of information	Note 2			
2-5 External assurance	74			
2. Activities and collaborators				
2-6 Activities, value chain and other business relationships	5-8, 19-21, 24			
2-7 Employees	34, 75-76			
2-8 Workers who are not employees	34, 75-76			
3. Governance				
2-9 Governance structure and composition	62-63			
2-10 Nomination and selection of the highest governance body	Note 3			
2-11 Chair of the highest governance body	62			
2-12 Role of the highest governance body in overseeing the management of impacts	13, 62-63, Note 4			
2-13 Delegation of responsibility for managing impacts	13			
2-14 Role of the highest governance body in sustainability reporting	13			

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**A gray cell indicates that omission are not permitted for the disclosure ot that a GRI Sector Standard reference number is not available.



Content	Location	Omission					
		Requirement(s) omitted	Reason	Explanation			
2-15 Conflicts of interest	Note 5						
2-16 Communication of critical concerns	Note 6						
2-17 Collective knowledge of the highest governance body	13						
2-19 Remuneration policies	Note 7						
2-20 Process to determine remuneration	Note 8						
2-21 Annual total compensation ratio	77						
4. Strategy, policies and practices							
2-22 Statement on sustainable development strategy	3, 12						
2-23 Policy commitments	14, 21, 64-67						
2-24 Embedding policy commitments	21, 62, 64-66						
2-25 Processes to remediate negative impacts	64, 66						
2-26 Mechanisms for seeking advice and raising concerns	64, 66						
2-27 Compliance with laws and regulations	Note 9						
2-28 Membership associations	15						
5. Stakeholder engagement							
2-29 Approach to stakeholder engagement	15						
2-30 Collective bargaining agreements	78						
GRI3: MATERIAL TOPICS 2021							
3-1 Process to determine material topics	69						
3-2 List of material topics	12, Note 10						
Strategy axis	GRI Standard	Content	Location	Omission			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
MATERIAL TOPICS							

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Strategy axis	GRI Standard	Content	Location	Omission			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
Long-term business strategy							
BUSINESS	GRI 3: Material Topics 2021	3-3 Management of material topics	8-10, 12- 14				
	GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	72				
		201-3 Defined benefit plan obligations and other retirement plans	Note 11				
		201-4 Financial assistance received from government	Note 12				
Business management ethics and transparency							
BUSINESS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 64-67				13.26.1
	GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	64				16.26.3
		205-3 Confirmed incidents of corruption and actions taken	Note 13				13.26.4
Respect for Human Rights							
BUSINESS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 66-67				13.15.11 13.16.1 13.18.1 13.21.1
	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 14				13.18.2
	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022-Living income and living wage	Report the percentage of employees and workers who are not employees and whose work is controlled covered by collective bargaining agreements that have terms related to wage levels and frequency of wage payments at significant locations of operation.	78				13.21.2
	GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Note 15				13.15.4
	GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Note 16				13.16.2

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Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
Fair competition							
BUSINESS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 62-65				13.25.1
	GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Note 17				13.25.2
Supplier assessment and development							
SUPPLIERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 19-21				13.22.1 - 13.23.1
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	20-22				13.22.3
		203-2 Significant indirect economic impacts	20-22				13.22.4
	GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	72, 85				
	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022-Supply chain traceability	Describe the level of traceability in place for each product sourced.	8, 20-21, 28				13.23.2
		Report the percentage of sourced volume certified to internationally recognized standards that trace the path of products through the supply chain, by product and list these standards.	20-21				13.23.3
Describe improvement projects to get suppliers certified to internationally recognized standards that trace the path of products through the supply chain to ensure that all sourced volume is certified.		20-21				13.23.4	
Promotion of responsibility in the value chain							
SUPPLIERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 19-21				13.4.1
	GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	19				
		308-2 Negative environmental impacts in the supply chain and actions taken	Note 18				
	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	20				
414-2 Negative social impacts in the supply chain and actions taken		Note 19					

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Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
SUPPLIERS	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022-Natural ecosystem conversion	Report the percentage of sourced volume determined to be deforestation- or conversion-free, and describe the assessment methods used;	20-21				13.4.3
		Report the size in hectares, the location, and the type of natural ecosystems converted since the cut-off date by suppliers or in sourcing locations.	20-21				13.4.5
Fight against child labor							
SUPPLIERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 19-21, 65-67				13.17.1
	GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Note 20				13.17.2
Occupational health and safety							
LABOR PRACTICES	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 40-43				13.19.1
	GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	40				13.19.2
		403-2 Hazard identification, risk assessment, and incident investigation	40-41				13.19.3
		403-3 Occupational health services	40-43				13.19.4
		403-4 Worker participation, consultation, and communication on occupational health and safety	41				13.19.5
		403-5 Worker training on occupational health and safety	42				13.19.6
		403-6 Promotion of worker health	43				13.19.7
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	40-41				13.19.8
		403-8 Workers covered by an occupational health and safety management system	40, Note 21				13.19.9
		403-9 Work-related injuries	81				13.19.10
403-10 Work-related ill health	81				13.19.11		

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Strategy axis	GRI Standard	Content	Location	Requirement(s) omitted			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
Temporary staff management							
LABOR PRACTICES	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 34-36				13.20.1
	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	78-79				
Talent attraction, development and retention							
LABOR PRACTICES	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 35-39				13.20.1
	GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Note 22	404-1 a.	No disponible	Nota 22	
		404-2 Programs for upgrading employee skills and transition assistance programs	Note 23				
		404-3 Percentage of employees receiving regular performance and career development reviews	38				
	GRI 401: Employment 2016	401-1 New employee hires and employee turnover	78-79				
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	80				
401-3 Parental leave		81					
Diversity and equal opportunity							
LABOR PRACTICES	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 34, 39				13.15.1
	GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	83-85				13.15.2
		405-2 Ratio of basic salary and remuneration of women to men	77				13.15.3
Work/life balance							
LABOR PRACTICES	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 35, 39				
	GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Note 24				

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Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
Promotion of healthy living habits							
CUSTOMERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 27-32				
	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Note 25				
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Note 26				
Customer care							
CUSTOMERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 25				
	Customer Care	G4 PR5 Results of customer surveys to measure customer care and satisfaction	74				
Food safety							
CUSTOMERS	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 27-32				13.10.1
	GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Note 25				13.10.2
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Note 26				13.10.3
	GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Note 27				
		417-2 Incidents of non-compliance concerning product and service information and labeling	Note 28				
		417-3 Incidents of non-compliance concerning marketing communications	Note 29				
Healthy and Affordable Food	Programs promoting healthy lifestyles, prevention of chronic diseases, access to healthy, nutritious and affordable food, and improvement of community well-being	17-21, 27-32, 55-60					

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Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
Efficient use of water-Effluent management							
ENVIRONMENT	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 45-47, 52				13.7.1
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Note 30				13.7.2
		303-2 Management of water discharge-related impacts	Note 31				13.7.3
		303-3 Water withdrawal	87				13.7.4
		303-4 Water discharge	87				13.7.5
		303-5 Water consumption	87				13.7.6
Waste management							
ENVIRONMENT	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 45-46, 50-52				13.8.1
	GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	50-52				13.8.2
		306-2 Management of significant waste-related impacts	50-52				13.8.3
		306-3 Waste generated	89-90				13.8.4
		306-4 Waste diverted from disposal	91				13.8.5
		306-5 Waste directed to disposal	92				13.8.6
Climate change and ecosystem preservation							
ENVIRONMENT	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 45-46, 49				13.1.1 / 13.2.1
	GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	49	a, b,c, d, e, f, g	No disponible	49	13.1.2
		305-2 Energy indirect (Scope 2) GHG emissions	49	a, b,c, d, e, f, g	No disponible	49	13.1.3
		305-3 Other indirect (Scope 3) GHG emissions	49	a, b,c, d, e, f, g	No disponible	49	13.1.4
		305-4 GHG emissions intensity	49	a, b,c, d	No disponible	49	13.1.5
		305-5 Reduction of GHG emissions	49	a, b,c, d, e	No disponible	49	13.1.6
		305-6 Emissions of ozone-depleting substances (ODS)	49	a, b, c, d, e	No disponible	49	13.1.7
		305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	49	a, b, c	No disponible	49	13.1.8

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Eje de la estrategia de sustentabilidad	Estándar GRI	Contenido	Ubicación	Omisión			N° de referencia del suplemento sectorial GRI
				Requerimientos omitidos	Motivo	Explicación	
	GRI 201: Desempeño Económico 2016	201-2 Implicaciones financieras y otros riesgos y oportunidades derivados del cambio climático	46				13.2.2
Manejo Sustentable del Suelo							
AMBIENTE	GRI 3: Temas materiales 2021	3-3 Gestión del tema material	12-14, 45-46, Nota 32, Nota 33				13.5.1 / 13.6.1
	GRI 13: Agricultura, Acuicultura y Sectores Pesqueros 2022-Usos de pesticidas	Información sobre el volumen y la intensidad de los pesticidas usados	Nota 34				13.6.2
Eficiencia energética							
AMBIENTE	GRI 3: Temas materiales 2021	3-3 Gestión del tema material	12-14, 45-46, 48-49				
	GRI 302: Energía 2016	302-1 Consumo energético dentro de la organización	88				
		302-2 Consumo energético fuera de la organización	88				
		302-3 Intensidad energética	88				
		302-4 Reducción del consumo energético	88				
	302-5 Reducciones de los requisitos energéticos de los productos y servicios	49, 88					
Protección de la biodiversidad							
AMBIENTE	GRI 3: Temas materiales 2021	3-3 Gestión del tema material	12-14, 19-21, 45-46, 53				13.3.1/13.4.1
	GRI 304: Biodiversidad 2016	304-1 Centros de operaciones en propiedad, arrendados o gestionados ubicados dentro de o junto a áreas protegidas o zonas de gran valor para la biodiversidad fuera de áreas protegidas	53				13.3.2
		304-2 Impactos significativos de las actividades, los productos y los servicios en la biodiversidad	53				13.3.3
		304-3 Hábitats protegidos o restaurados	53				13.3.4
	304-4 Especies que aparecen en la Lista Roja de la UICN y en listados nacionales de conservación cuyos hábitats se encuentren en áreas afectadas por las operaciones	Nota 35				13.3.5	

*A la fecha de publicación de este Reporte no hay disponible un matching oficial entre los estándares GRI, los Objetivos de Desarrollo Sostenible, los Principios del Pacto Global de Naciones Unidas y la Norma ISO 26000.

**Las celdas en gris indican que las omisiones no están permitidas para ese estándar o que no se dispone de un número de referencia del estándar sectorial GRI.



Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022-Natural ecosystem conversion	The percentage of production volume from land owned, determined to be deforestation- or conversion-free.	19-21				13.4.2
		The size in hectares, the location, and the type of natural ecosystems converted into land owned by the organization.	53				13.4.4
Sustainable agriculture							
ENVIRONMENT	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 19-21, 29-31, 45-46, 53				
Education							
COMMUNITY	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 55, 58-60				13.12.1
	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	58-59				13.12.2
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	58-59				
203-2 Significant indirect economic impacts		58-59					
Health							
COMMUNITY	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 55-56, 60				13.12.1
	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	55-56				13.12.2
		413-2 Operations with significant actual and potential negative impacts on local communities	Note 36				13.12.3
	Healthy and Affordable Food	Programs that promote healthy lifestyles, prevention of chronic diseases, access to healthy, nutritious and affordable food, and community well-being improvement	55-60				
Development							
COMMUNITY	GRI 3: Material Topics 2021	3-3 Management of material topics	12-14, 55, 57, 60				13.12.1

*As of the date of publication of this Report there is no official matching between the GRI standards , the Sustainable Development Goals, the United Nations Global Compact Principles and ISO 26000 Standard.

**A gray cell indicates that omission are not permitted for the disclosure ot that a GRI Sector Standard reference number is not available.



Strategy axis	GRI Standard	Content	Location	Omisión			GRI sector standard reference number
				Requirement(s) omitted	Reason	Explanation	
	GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	57				13.12.2
	GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	57				
		203-2 Significant indirect economic impacts	57				

Topics in the applicable GRI Sector Standards determined as not material

TOPIC	EXPLANATION
GRI 13.9 Food Security	We work on ongoing improvement processes that allow us to use 100% of the fruit in our processes, preventing food waste. Hence, the topic is determined as not material.
GRI 13.11 Animal Health and Welfare	No animals are transported, stored, handled or processed in any processes of our operation or that of the suppliers.
GRI 13.13 Land and Resource Rights	Given the location of our operations and the absence of land ownership claims, this topic is determined as not material.
GRI 13.14 Rights of Indigenous Peoples	Given the location of our operations and the absence of land ownership claims, this topic is determined as not material.
GRI 13.24 Public Policy	Our Integrity Program monitors standard compliance and includes relations with public figures. This topic is determined as not material.

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NOTES

Note 1: San Miguel's headquarters are located in Buenos Aires, Argentina. Its legal name is S.A. San Miguel Agrícola, Ganadera, Industrial, Comercial, Inmobiliaria y Financiera.

Nota 2: 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.

Nota 3: The mechanisms for the selection of the Board members and the selection criteria in relation to diversity and independence are carried out in accordance with the provisions set forth in Law 19550, Law 26831, CNV Consolidated Text 2013 Standards, ByMA Regulation on listing and applicable rules.

Nota 4: Stakeholders' consultations on economic, environmental and social issues are submitted to the Board of Directors, where they are solved or defined. Depending on the scope of the issues raised, 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 each Management, depending on the organizational chart. Those mentioned above, provide the administration body, on a regular basis, with the relevant reports (within the scope of the Executive Committee, if applicable), who decides on said issues.

Nota 5: (i) To date, no contracts with any directors have been entered into. In case it becomes necessary, such contracts shall be in line with the development of the corporate purpose and be agreed under market

conditions; they shall invariably be subject to approval by the Board or the 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 authorized by the shareholders' meeting, upon giving relevant notice thereof. (iv) The company's final beneficiaries have been informed to the control authority, as well as the positions held by the members of the Board, the members of the supervisory committee and 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 linked to the dissemination of such Code among collaborators, suppliers and customers. The Code of Ethics demands that the decision-making process be carried out based on professional criteria, ensuring not using hierarchy or influence to achieve personal benefits. External activities performed by collaborators should not come into conflict with their responsibilities towards the Company and with the interests of San Miguel. Collaborators may not be employees of, or render services to, or receive payments from any supplier, customer or competitor of the Company. Likewise, they may not supervise any other collaborator with whom they have a business, family or sentimental relationship. It is the collaborator's responsibility to communicate the relevant relationship to the Human Resources Department and to his/her direct superior.

Nota 6: No relevant concerns have been informed that need to be communicated to the highest governing body. Critical concerns are raised to the highest governing body through the Executive Committee's re-

gular meetings. In order to address and resolve the critical concerns reported to the Executive Committee or the Board, the Audit Committee works based on the internal regulation duly established, which foresees the scope of the information to be provided to the Executive Committee and the Board of Directors.

Nota 7: Pursuant to Law 19550, the Annual General Shareholders Meeting establishes the directors' fees depending on their technical-administrative duties, and those of the members of the supervisory committee. With respect to senior executives' remuneration, this is aligned with the company's compensations policy, which seeks to maintain external competitiveness and internal equity. Hiring bonuses or hiring incentive payments do not apply. Policies on severance pay for contract termination and notification periods among members of the highest governing body and senior executives and other employees do not differ. Reimbursement policies do not apply.

Nota 8: Each person has a compensation based on the responsibility or tasks performed in his/her job position. For people covered by the bargaining agreement, which applies to operational positions, this compensation is based on the corresponding category according to each agreement. For non-bargaining unit employees, which applies to managerial positions, compensation is based on the role/responsibility inherent to their position, evaluated through a position evaluation tool, which yields a category or grade. This category or grade is related to a salary structure built based on the market. In addition to their basic salary, they are added an annual bonus linked to three goal blocks: Business, Position, Individual. In both cases, the relevant withholdings are applied in accordance with the local regulations applicable to each per



son. Payment in kind does not apply.

Nota 9: No breach, fines or sanctions due to non-compliance with the laws and regulations have been registered in the social and economic fields. Total monetary value of fines due to non-compliance with environmental laws and regulations: 0/ Number of non-monetary sanctions: 0 / Cases subjected to dispute resolution mechanisms: 0.

Nota 10: There have been no changes related to the material topics or their scope with respect to previous Reports.

Nota 11: We comply with the legal requirements of each country in relation to social security and other contributions. Likewise, we do not have special pension plans and we do not have funds intended to retirement plans. We have the Pre- Retirement Benefit (PRB), a tool that offers our people about to retire the possibility of a consensual and assisted retirement.

Nota 12: No significant financial contributions were 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.

Nota 13: No cases of corruption reporting were registered during the period covered by this Report.

Nota 14: 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.

Nota 15: No cases of discrimination based on race, color, sex, religion, political opinion, national ancestry or social origin or other relevant forms of discrimination involving internal or external stakeholders were registered in any of our operations during the reporting period.

Nota 16: No activities with a risk of originating forced or compulsory labour episodes have been registered by the operations or suppliers.

Nota 17: We participated in anti-dumping administrative procedures before the National Foreign Trade Commission and the Unfair Competition Directorate, filed by the company Tort Valls against products derived from cuprous oxide of Chilean, Brazilian and Peruvian origin. No additional measures were imposed. Further, we participated in the framework of the dumping investigation filed before the US Department of Commerce for Argentine lemon juice, regarding the possibility of keeping the price agreement subscribed with said agency or proceeding to its review. The current conditions regarding the agreement were maintained.

Nota 18: We have not detected any suppliers with significant negative impacts on the environment.

Nota 19: We have not detected any suppliers having negative social impacts so far.

Nota 20: No activities with a potential risk of child labour incidents have

been registered by the operations or suppliers.

Nota 21: The occupational health and safety management system covers 100% of people from all countries and has been implemented, in Argentina, based on good management practices in Occupational Health and Safety and on laws: 19,587 - Regulation of Law on Occupational Health and Safety, Decree 351/79 and Decree 617/97 - Regulation of Health and Safety for Agricultural Activity. In Uruguay, in accordance with the following laws: Law 5032- Prevention of work accidents, Law 16074- Insurance for accidents at work and occupational diseases, Law 15296- Fires and accidents Ley 18099- Rights of workers in case of decentralization processes (outsourced companies), Law 18251- Labor responsibility in decentralization processes (outsourced companies), Law 19196- Corporate criminal liability, Law 19313- Rules for night work activity, Law 19927- Manual handling of loads, Decree 406/88- Prevention of accidents at work place (industry and commerce), Decree 474/009- Amending 406/88 - corridors and lighting, Decree 474/010- Regulation of the international labor agreement No. 184 on safety and health in agriculture, Decree 143/012- Amending 406/88 80dB, Decree 07/018- Amending 406/88 - safety measures from 2 m in height, Decree 651/990- Mandatory basic health card, Decree 330/009- Regulations on the acquisition and use of automated external defibrillators (AEDs), Decree 307/009- Risks with chemical agents, Decree 53/014- Exposure to magnetic fields, Decree 210/011- List of occupational diseases, Decree 127/014- Occupational health and safety services, Decree 291/007- Safety committee, Decree 15/016- Amending decree 291/007 bipartite committee on safety issues, Decree 260/013- Firefighters authorizations, Decree 260/013- Amending decree 260/013, Decree 128/016- Prevention of consumption of and entry to work premises under the influence of alcohol and other



drugs, Decree 150/016- Firefighters authorizations, Decree 234/015- Night work regulatory decree, Decree 560/003- Transportation of dangerous goods, Decree 323/021- Manual load limitation to 25 kg., Ordinance 145/009- Medical controls and analyses (physical-chemical risks), Norma unit 680/83- Safety techniques applied to machines, Norma unit 38/48- Identification of pipes in services, Norma unit 3864-1- Graphic symbols. Safety colors, safety signs.

Nota 22: Due to the business changes recorded in 2022, we have not been able to register our people average training hours by gender and job category. However, we will resume reporting these indicators next year.

Nota 23: In Uruguay, programs to facilitate continued employability and the management of the termination of the professional careers due to retirement or dismissal are not carried out. In Argentina, depending on the role in the organization and, in case of mutual agreement, activities can be carried out to help the person's reinsertion into the job market.

Nota 24: The minimum period of advanced notice to employees and their representatives in case of significant operational changes that could affect them are those agreed upon by each collective bargaining agreement. In Argentina: one month if seniority is less than or equal to 5 years and 2 months if seniority is greater than 5 years. Likewise, before the harvest season starts, beginning thereof is reported with one-month advanced notice through the provincial newspaper. Uruguay: Bi-weekly meetings are held with unions in order to inform them of the changes taking place in the operation.

Nota 25: In all of our points of origin, 100% of the products are evaluated regarding their impact on the health and safety of consumers.

Nota 26: No breach of regulation with regards to the products' impact on customers' health and safety has been detected.

Nota 27: 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 provisions stated in the legal framework, and includes issues such 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, registration of the productive unit, postharvest additives used, if applicable, and labels with detail of the final fruit destination.

Nota 28: No breaches of the regulation and voluntary codes related to the information and labelling of the products and services have been registered.

Nota 29: No breaches of the regulation and voluntary codes related to marketing and advertising communications have been recorded.

Nota 30: In Argentina, risk is ruled by Resolution No. 13 of the Secretaría de Estado de Medio Ambiente del Gobierno de Tucumán, SEMA (Tucumán's Government Environmental Secretariat), File No. 506/630-EE-2012. Waste water is treated at the Treatment Plant, and discharged into La Cruz Stream. In Uruguay, plant treated effluents are discharged

into La Curtiembre Stream.

Regarding our current or future impact on water that may be the direct or indirect result of our operations, we conducted an environmental impact study (EIA, its Spanish acronym) in 2019. This report, among other recommendations, proposes the follow-up and monitoring of the production processes from a water management standpoint so as to address the potential risks and improvement opportunities or optimization of the water resource consumption and preservation.

Nota 31: In Argentina, risk is ruled by Resolution No. 30 of Secretaría de Estado de Medio Ambiente del Gobierno de Tucumán, SEMA (Tucumán's Government Environmental Secretariat), File No. 018/621-DFA-2008. In Uruguay, among the criteria required that exceed the regulatory quality control requirements for effluent discharges are the International Finance Corporation (IFC) requirements, for a variety of effluents according to their characteristics, which are applicable to Novacore effluents, as the case may be. Within the internal monitoring plan, we have added parameters to be controlled, demanded by IFC.

Nota 32: Through tree response tests to the use of the main macronutrients, we were able to efficiently use Nitrogen, Phosphorus and Potassium migrating from a historical Nitrogen recipe: 300 units, Phosphorus: 70 units, Potassium: 300 units; to a standard Nitrogen recipe: 180-200 units; Phosphorus: 35 units; Potassium: 150 units. The challenge for the next 3 years is to sustain high productivity/ha, and maintain the initial nutrient levels of the soil.

Nota 33: Standard phytosanitary management for pest control consists mainly of the following assets: Cupric Oxide, Copper Oxychloride, Pyra



clostrobin, Azoxystrobin, Trifloxystrobin, Abamectin, Pyriproxyfen, Acetamiprid, Difenconazole and Insecticide Oil. On the other hand, we eliminated Chlorpyrifos and changed our phytosanitary management strategy, going from 10 to 5 spraying circuits.

Nota 34: Pesticides used by toxicity hazard level:

- Extremely hazardous: We do not use products with such characteristics.
- Highly hazardous: We do not use products with such characteristics.
- Moderately hazardous: Cupric Oxide, Abamectin, Pyraclostrobin, Azoxystrobin, Trifloxystrobin, Acetamiprid, Difenconazole, Pyriproxyfen.

Nota 35: 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), (Ministerio de Ambiente y Desarrollo Sostenible y Aves Argentinas 2017) (Ministry of Environment and Sustainable Development and Argentine Birds 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).

Nota 36: We use different phytosanitary products on all our Farms, whose classification is established according to the regulations set forth by the World Health Organization (WHO) <https://www.who.int/es/publications/i/item/9789240005662>. However, we do not use extremely or highly hazardous pesticides. The pesticides classified as moderately hazardous we have implemented are those that follow: Cupric Oxide, Abamectin, Pyraclostrobin, Azoxystrobin, Trifloxystrobin, Acetamiprid, Difenconazole, Pyriproxyfen, which are administered following the best practices concerning safety, hygiene, storage and final disposal.

mectin, Pyraclostrobin, Azoxystrobin, Trifloxystrobin, Acetamiprid, Difenconazole, Pyriproxyfen, which are administered following the best practices concerning safety, hygiene, storage and final disposal.

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.



We will be glad to hear your opinions, suggestions, doubts or any comments related to the management presented in this Report.

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