

**102-43 Approach adopted by the Company to stakeholder engagement - [102-43]**

| Stakeholder  | Engagement undertaken   | Frequency   |
|--|---|---|
| Civil society, local communities                   | External ombudsman service, regular visits  | Continuously available ombudsman service, visits are realized eventually  |
| Customers  | External ombudsman service, Alô Minerva (Hello Minerva) customer attendance service   | Continuously available  |
| Own and outsourced employees                       | Internal ombudsman service, internally disposed information devices and bulletin boards, SGI journey  | Internal devices and ombudsman services are continuously available, SGI day is realized annually  |
| Trade unions                                       | Alignment and negotiation meetings  | Eventually  |
| Shareholders, investors and financial institutions | Minerva Day, conference calls talking about the Company's results, Reports to the market  | Minerva Day is realized annually in two editions; the conference calls are realized quarterly and the reports to the market are released eventually |
| Suppliers  | Associating and participating on sector working group, like the Roundtables of Paraguayan, Argentine and Colombian Meat, Abiec and the Council of Paraguayan Meat | Continuously  |
| Companies in the Sector                            | Associating and participating on sector working group, like the Roundtables of Paraguayan, Argentine and Colombian Meat, Abiec and the Council of Paraguayan Meat | Continuously  |
| NGOs   | Conference calls talking about the Company's results, Reports to the market   | Conference calls are realized quarterly and the reports to the market are released eventually   |

**Key topics and concerns raised during the engagement, by stakeholder groups - [102-44]**

| Key topics and concerns   | Measures adopted by the Company  | Stakeholder groups   |
|---|--|--|
| Animal welfare, Market Perspectives and Sustainability  | With the objective of keeping updated on the multi-stakeholder discussions and contributing to the sustainability of the meat chain, in the year of 2019 the Company joined the Global Roundtable for Sustainable Beef, which has the objective of developing strategies in meat production, prioritizing natural sources, communities and animal welfare. In addition, the Company is a member of the Director Council of the GTPS - <i>Grupo de Trabalho da Pecuária Sustentável</i> (Sustainable Livestock Working Group), a member of MPCs - <i>Mesa Paraguaya de Carne Sostenible</i> (Paraguayan Sustainable Meat Roundtable), a member of <i>Mesa de Ganadería Sostenible de Colombia</i> (Sustainable Livestock Farming Roundtable of Colombia), in addition to class associations such as ABIEC - <i>Associação Brasileira das Indústrias Exportadoras de Carne</i> (Brazilian Association of Meat Exporting Industries) and <i>Câmara de Carnes Paraguaia</i> (Paraguayan Meat Chamber). Training on animal welfare for livestock farmers also marked the year for 2019. | Livestock farmers, associations and work unions              |
| Financial Results, Company's performance towards the national and the international scenarios, Sustainability (supply chain monitoring) | Realization of the Minerva Day in Brazil and in the United States, with the special participation of Minerva's Sustainability executive manager to address the sustainable practices implemented by the Company, such as monitoring the supply chain for cattle acquisition in the Paraguayan Chaco. Quarterly conference calls are conducted to present the financial results, in addition to direct access to the Investor Relations team through e-mails, phone calls and others.   | Shareholders and financial stakeholders                      |
| Indirect cattle suppliers and deforestation caused by the fires in the Amazon rainforest  | In order to provide further explanations about these topics discussed by the stakeholders, letters were prepared for each requestor with answers to their questions, in addition to conferences for clarifications and announcements by various national and international sources of communication.   | Investors, shareholders, non-domestic market customers, NGOs |
| Food Safety, Health and Work Safety, Environment and Social Accountability  | The IMS Journey was held with the theme "Multiplying Responsible Actions" in 2019. The event includes speeches, training and awareness activities on Occupational Health and Safety, Environment, Food Safety and Social Responsibility, as well as relevant topics for the Company's Governance, such as Anti-Bribery, Anti-Corruption and Prevention of Conflicts of Interest. Speeches and training on healthy eating habits, waste sorting, golden rules, financial education, ergonomics and fire brigade trainings were present in the program. The highlight of the 5th edition of the event was the integration with the external public and the promotion of actions for the benefit of neighboring communities.  | Employees and local communities                              |

**Accounts to receive from customers and other receivables [201-1]**

| Cash flow statements for the periods ended in december 31st 2019 and 2018 - (In thousands of Reais) | Expected     |              | Consolidated |             |
|---|--------------|--------------|--------------|-------------|
|   | 12/31/2019   | 12/31/2018   | 12/31/2019   | 12/31/2018  |
|   | Reclassified |              | Reclassified |             |
| Cash flows from operating activities  | 16,157       | (-1,264,782) | 16,157       | (1,264,782) |
| Year's result   |              |              |              |             |
| Depreciations and amortizations   | 125,688      | 98,549       | 263,994      | 221,732     |
| Estimated losses/(reversal) with dubious liquidation' credit  | 3,856        | -5,26        | 7,935        | -5,236      |
| Asset sale result   | 1,614        | 2,516        | 1,772        | 3,742       |
| Results attributed to the non-controllers   |              | -            | -            | -           |
| Fair value of biological assets   | 28,836       | 17,274       | -28,836      | 17,274      |
| Deferred tax collection   | 236,012      | -525,71      | -301,804     | -562,723    |
| Decrease in recoverable value of assets   | -            | 18,838       | -            | 18,838      |
| Equity income result  | 72,555       | 60,743       | -            | -           |
| Financial costs   | 542,709      | 729,813      | 951,676      | 989,123     |
| Unrealized exchange rate  | 325,396      | 888,875      | 307,567      | 1,202,879   |
| Monetary correction   | -            | -            | 173,058      | -           |
| Provision for procedural risks  | -3,596       | -4,038       | -4,502       | -104,569    |
| Accounts to receive from customers and other receivables  | 212,359      | -235,881     | -57,994      | -288,703    |
| Stockpiles  | -19,196      | -24,272      | -22,106      | 30,35       |
| Biological assets   | -44,543      | 23,999       | -50,239      | 40,345      |
| Taxes to be recovered   | 78,659       | 69,48        | 99,657       | 21,991      |
| Deferred taxation   | -            | 440,1        | -            | 443,466     |
| Judicial deposits   | -336         | -1,841       | -552         | -2,206      |
| Suppliers   | 421,555      | -14,771      | 510,014      | -175,891    |

| Cash flow statements for the periods ended in december 31st 2019 and 2018 - (In thousands of Reais) | Expected            |                  | Consolidated        |                  |
|---|---------------------|------------------|---------------------|------------------|
|   | 12/31/2019          | 12/31/2018       | 12/31/2019          | 12/31/2018       |
|   | Reclassified        |                  | Reclassified        |                  |
| Labor and tax liabilities   | 26,182              | 6,296            | 67,504              | 63,965           |
| Other accounts payable  | -156,72             | 755,633          | -175,409            | 680,288          |
| <b>Cash flows resulted from the operational activities</b>  | <b>1,192,381</b>    | <b>1,035,561</b> | <b>1,757,892</b>    | <b>1,329,883</b> |
| <b>Cash flows resulted from investment activities</b>   |                     |                  |                     |                  |
| Acquisition of subsidiary minus availability in the acquisition                                     | -                   | -                | -                   | -                |
| Investment acquisitions   | -2,692              | -63,7            | -                   | -                |
| Intangible assets acquisitions  | -5,726              | -5,303           | -4,797              | -8,053           |
| Immobilized acquisitions  | -154,524            | -74,99           | -242,266            | -181,037         |
| <b>Cash flows applied on investment activities</b>  | <b>-162,942</b>     | <b>-143,993</b>  | <b>-247,063</b>     | <b>-189,09</b>   |
| <b>Cash flows resulted from financial activities</b>  |                     |                  |                     |                  |
| Loans and financing obtained  | 3,505,770           | 1,506,305        | 3,723,696           | 2,150,743        |
| Loans and Financing Liquidated  | (-4,044,218)        | (-1,788,305)     | (-5,145,845)        | (-3,732,765)     |
| Financial lease   | -15,176             | -                | -21,674             | -                |
| Related parts   | -667,9              | -302,092         | -                   | -                |
| Variation in the participation of non-controllers   | -                   | -                | -                   | -                |
| Payment of capital in cash  | 172,758             | 980,405          | 172,758             | 980,405          |
| Additional proposed dividends that were paid  | -                   | -                | -                   | -                |
| Treasury shares   | 2,24                | -4,489           | 2,24                | -4,489           |
| <b>Cash from financing activities</b>   | <b>(-1,046,526)</b> | <b>391,824</b>   | <b>(-1,268,825)</b> | <b>-606,106</b>  |

**Accounts to receive from customers and other receivables [201-1] - Continuing**

| Cash flow statements for the periods ended in december 31st 2019 and 2018 - (In thousands of Reais) | Expected     |              | Consolidated  |               |
|---|--------------|--------------|---------------|---------------|
|   | 12/31/2019   | 12/31/2018   | 12/31/2019    | 12/31/2018    |
|   | Reclassified |              | Reclassified  |               |
| Exchange variation on cash and cash equivalent  | -12,678      | 216,39       | -169,302      | 54,956        |
| Net increase/decrease in cash and cash equivalent   | -29,765      | 1,499,782    | 72,702        | 589,643       |
| <b>Cash and cash equivalents</b>  |              |              |               |               |
| At the beginning of the period  | 4,053,825    | 2,554,043    | 4,396,985     | 3,807,342     |
| At the end of the period  | 4,024,060    | 4,053,825    | 4,469,687     | 4,396,985     |
| Net Increase/decrease of cash and cash equivalent   | -29,765      | 1,499,782    | 72,702        | 589,643       |
| Revenues  | 8,681,216    | 7,804,259    | 17,483,942    | 16,058,321    |
| Goods, products and services sales  | 8,642,113    | 7,693,390    | 17,440,792    | 15,830,193    |
| Other revenues  | 39,103       | 110,869      | 43,15         | 228,128       |
| Outsourced purchased inputs   | (-8,051,510) | (-7,833,299) | (-15,402,295) | (-15,802,523) |
| <b>(Included tax values - ICMS, IPI, PIS e COFINS)</b>  |              |              |               |               |
| Costs of products, goods and services that were sold  | (-7,183,795) | (-6,319,946) | (-13,586,665) | (-12,700,138) |
| Materials, energy, outsourced services and others   | -867,715     | (-1,513,353) | (-1,815,630)  | (-3,102,385)  |
| Gross value added   | 629,706      | -29,04       | 2,081,647     | 255,798       |
| Depreciation, amortization and exhaustion   | -125,688     | -98,549      | -263,994      | -221,732      |
| Net added value that was produced by the entity   | 504,018      | -127,589     | 1,817,653     | 34,066        |

|   |         |              |           |              |
|---|---------|--------------|-----------|--------------|
| Added value that was received by transfer                                   | 120,526 | 6,071        | 64,385    | 85,958       |
| Equity income results   | 72,555  | -60,743      | -         | -            |
| Financial revenues  | 47,971  | 66,814       | 64,385    | 85,958       |
| Total added value to distribute (5+6)                                       | 624,544 | -121,518     | 1,882,038 | 120,024      |
| Distribution of the value added   | 624,544 | -121,518     | 1,882,038 | 120,024      |
| Personal  | 189,047 | 205,691      | 762,242   | 368,965      |
| Taxes, fees and contributions   | -198,98 | -485,93      | 11,231    | -472,881     |
| Remuneration of third-party capital   | 618,32  | 1,423,503    | 1,092,408 | 1,488,722    |
| Interest  | 606,312 | 1,411,353    | 1,075,876 | 1,466,029    |
| Rentals   | 12,008  | 12,15        | 16,532    | 22,693       |
| Return on equity  | 16,157  | (-1,264,782) | 16,157    | (-1,264,782) |
| Profit/losses from the periods  | 16,157  | (-1,264,782) | 16,157    | (-1,264,782) |
| Non-controllers participation on the retained earnings (only consolidation) |         |              |           |              |

## Employees [102-8]

| Number of employees, by country and gender |     | 2019         |       | TOTAL |
|--|-----|--------------|-------|-------|
|  |     | Woman        | Man   |       |
| Country                                    |     |              |       |       |
| Argentina                                  | 211 | 2,177        | 2,388 |       |
| Chile                                      | 15  | 36           | 51    |       |
| Colombia                                   | 56  | 644          | 700   |       |
| Paraguay                                   | 547 | 2,010        | 2,557 |       |
| Uruguay                                    | 294 | 1,501        | 1,795 |       |
| <b>Total</b>                               |     | <b>7,491</b> |       |       |

## Number of outsourced employees, by employee category and country

| Activity area      | Argentina  | Colombia | Paraguay   | Uruguay   | Total      |
|--------------------|------------|----------|------------|-----------|------------|
| Administrative     | 88         | -        | -          | 1         | 89         |
| Supportive Sectors | -          | -        | 117        | 71        | 3          |
| Comercial          | 6          | -        | -          | -         | 138        |
| Industrial         | 138        | -        | -          | -         | 188        |
| <b>Total</b>       | <b>232</b> | <b>-</b> | <b>117</b> | <b>72</b> | <b>421</b> |

## 202-1 Variation in proportion of the lowest wage, broken down by gender, compared to the local minimum wage \*Argentina [202-1]

|   | Argentina |        |        | 2018   |        |        |
|---|-----------|--------|--------|--------|--------|--------|
|   | 2019      | 2019   | 2019   | 2018   | 2018   | 2018   |
|   | Male      | Female | Total  | Male   | Female | Total  |
| Number of professionals that receive the lowest of the category | ND        | ND     | ND     | ND     | ND     | ND     |
| Lowest value paid as the lowest of the category (\$)            | 22,971    | 26,668 | 22,971 | 15,488 | 22,550 | 15,488 |
| National minimum wage (\$)                                      | 16,875    | 16,875 | 16,875 | 9,000  | 9,000  | 9,000  |
| Proportion between the entry wage and the minimum wage          | 1.36%     | 1.58%  | 1.36%  | 1.72%  | 2.5%   | 1.72%  |

| Proportion between the entry wage and the minimum wage          | Uruguay |        |       | 2018   |        |       |
|---|---------|--------|-------|--------|--------|-------|
|   | 2019    | 2019   | 2019  | 2018   | 2018   | 2018  |
|   | Male    | Female | Total | Male   | Female | Total |
| Number of professionals that receive the lowest of the category | ND      | ND     | ND    | ND     | ND     | ND    |
| Lowest value paid as the lowest of the category (\$)            | 48,364  | 48,364 | -     | 33,400 | 33,400 | -     |
| National minimum wage (\$)                                      | 15,650  | 15,650 | -     | 13,430 | 13,430 | -     |
| Proportion between the entry wage and the minimum wage          | 67%     | 67%    | -     | 60%    | 60%    | -     |

## Paraguay

Only 3 employees are paid less than the minimum wage of the country by virtue of collective agreement.

## Colombia

There are various types of wage payment in the country, which are payment of a fixed wage, payment for hours worked and payment for production.

## Proportion of senior management hired from the local community, by country [202-2]

|           |     |
|-----------|-----|
| Argentina | 83% |
| Colombia  | 50% |
| Paraguay  | 37% |
| Uruguay   | 82% |

**Average number of training hours, by employee category and gender - Argentina [404-1]**

| Gender | Employee category | Number of Company employees by category | Number of training hours by category | Average of hours |
|--------|-------------------|---|--------------------------------------|------------------|
| Male   | Operational       | 2,103                                   | 11,324.20                            | 5.38             |
| Male   | Administration    | 137                                     | 1,021.95                             | 7.46             |
| Male   | Commercial        | 33                                      | 318                                  | 9.65             |
| Male   | Supervisor        | 71                                      | 1,501.25                             | 21.14            |
| Male   | Director          | 28                                      | 544                                  | 19.41            |
| Male   | Management        | 20                                      | 245                                  | 12.26            |
| Female | Operational       | 111                                     | 456                                  | 4.11             |
| Female | Administration    | 72                                      | 769                                  | 10.68            |
| Female | Commercial        | 11                                      | 157                                  | 14.25            |
| Female | Supervisor        | 12                                      | 126                                  | 10.52            |
| Female | Director          | 7                                       | 209                                  | 29.81            |
| Female | Management        | 2                                       | 13                                   | 6.63             |

**Average number of training hours, by employee category and gender - Paraguay [404-1]**

| Category    | Participants | Total time spent, in hours | Average time spent |
|-------------|--------------|----------------------------|--------------------|
| Leadership  | 2,422        | 3,536.75                   | 1.46               |
| Operational | 10,454       | 11,044.40                  | 1.06               |
| Mixed       | 3,628        | 4,256.33                   | 1.17               |
| Total       | 16,504       | 18,837.48                  | 1.14               |
| Gender      | Participants | Total time spent, in hours | Average time spent |
| Male        | 12,177       | 12,849                     | 1.06               |
| Female      | 4,327        | 5,989                      | 1.38               |
| Total       | 16,504       | 18,837.48                  | 1.14               |

**Average number of training hours, by employee category and gender - Colombia [404-1]**

| Employee Category              | Number of participants Male | Number of participants Female | Average of training hours - Male | Average of training hours - Female |
|--------------------------------|-----------------------------|-------------------------------|----------------------------------|------------------------------------|
| Environment                    | 688                         | 18                            | 0.03                             | 0.03                               |
| Quality                        | 1,725                       | 85                            | 0.04                             | 0.89                               |
| Human resources                | 96                          | 14                            | 0.16                             | 1.07                               |
| Health and occupational safety | 852                         | 23                            | 0.07                             | 2.74                               |

The information in the previous table "Average number of training hours, by employee category and gender - Colombia" has not been audited.

**Average number of training hours, by gender - Uruguay [404-1]**

| Average of training hours |       |
|---------------------------|-------|
| Male                      | 11.34 |
| Female                    | 10.27 |

\*For Uruguay and Colombia, there is no information classified by employee category

### Energy consumption, by unit (GJ) [302-1]

| Country   | Unit              | Consumption       |
|-----------|-------------------|-------------------|
| Argentina | Rosario           | 207,639.36        |
|           | Pontevedra        | 30,977.59         |
|           | Venado Tuerto     | N/D               |
|           | Pilar             | 27,643.67         |
|           | <b>Total</b>      | <b>266,260.63</b> |
| Paraguay  | Asunción Planta 2 | 61,918.33         |
|           | Asunción Planta 8 | 45,364.73         |
|           | San Antonio       | 47,809.13         |
|           | Belén             | 74,851.11         |
|           | <b>Total</b>      | <b>229,943.30</b> |
| Uruguay   | Melo              | 44,740.93         |
|           | Carrasco          | 45,527.28         |
|           | Canelones         | 34,317.38         |
|           | <b>Total</b>      | <b>124,585.58</b> |
| Colombia  | Ciénaga De Oro    | 44,969.88         |
|           | <b>Total</b>      | <b>44,969.88</b>  |

N/D: Not declared.

### Water withdrawal, by source and unit [303-3]

| Argentina     |   |   |  |              |                       |
|---------------|---|---|--|--------------|-----------------------|
| Unit          | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total        | Area of hydric stress |
| Rosario       | 4,383,817.00                              | -                                       | -  | 4,383,817.00 | N/D                   |
| Pontevedra    | -   | 120,000.00                              | -  | 120,000.00   | N/D                   |
| Venado Tuerto | -   | -                                       | -  | -            | N/D                   |
| Pilar         | -   | 22,992.00                               | -  | 22,992.00    | N/D                   |

| Colombia       |   |   |  |            |                       |
|----------------|---|---|--|------------|-----------------------|
| Unit           | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Ciénaga de Oro | -   | 4,148.00                                | 273,996.00                                   | 278,144.00 | N/D                   |

| Paraguay            |   |   |  |            |                       |
|---------------------|---|---|--|------------|-----------------------|
| Unit                | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Asunción - Planta 2 | -   | 323,672.00                              | 32,630.00                                    | 356,302.00 | N/D                   |
| Asunción - Planta 8 | -   | 328,696.00                              | 97,383.00                                    | 426,079.00 | N/D                   |
| San Antonio         | -   | 424,722.54                              | -  | 424,722.54 | N/D                   |
| Belén               | 379,651.69                                | -                                       | -  | 379,651.69 | N/D                   |

| Uruguay   |   |   |  |            |                       |
|-----------|---|---|--|------------|-----------------------|
| Unit      | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Melo      | 539,860.00                                | -                                       | -  | 539,860.00 | N/D                   |
| Carrasco  | 525,433.00                                | -                                       | 304.00                                       | 525,737.00 | N/D                   |
| Canelones | 366,564.00                                | -                                       | -  | 366,564.00 | N/D                   |

N/D: Not declared

### Water consumption, by source and unit [303-5]

| Argentina     |   |   |  |              |                       |
|---------------|---|---|--|--------------|-----------------------|
| Unit          | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total        | Area of hydric stress |
| Rosario       | 4,383,817.00                              | -                                       | -  | 4,383,817.00 | N/D                   |
| Pontevedra    | -   | 120,000.00                              | -  | 120,000.00   | N/D                   |
| Venado Tuerto | -   | -                                       | -  | -            | N/D                   |
| Pilar         | -   | 22,992.00                               | -  | 22,992.00    | N/D                   |

| Colombia       |   |   |  |            |                       |
|----------------|---|---|--|------------|-----------------------|
| Unit           | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Ciénaga de Oro | -   | 4,148.00                                | 273,996.00                                   | 278,144.00 | N/D                   |

| Paraguay            |   |   |  |            |                       |
|---------------------|---|---|--|------------|-----------------------|
| Unit                | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Asunción - Planta 2 | -   | 323,672.00                              | 32,630.00                                    | 356,302.00 | N/D                   |
| Asunción - Planta 8 | -   | 328,696.00                              | 97,383.00                                    | 426,079.00 | N/D                   |
| San Antonio         | -   | 424,722.54                              | -  | 424,722.54 | N/D                   |
| Belén               | 379,651.69                                | -                                       | -  | 379,651.69 | N/D                   |

| Uruguay   |   |   |  |            |                       |
|-----------|---|---|--|------------|-----------------------|
| Unit      | Surface water (m <sup>3</sup> /year.2019) | Groundwater (m <sup>3</sup> /year.2019) | Municipal supply (m <sup>3</sup> /year.2019) | Total      | Area of hydric stress |
| Melo      | 539,860.00                                | -                                       | -  | 539,860.00 | N/D                   |
| Carrasco  | 525,433.00                                | -                                       | 304.00                                       | 525,737.00 | N/D                   |
| Canelones | 366,564.00                                | -                                       | -  | 366,564.00 | N/D                   |

### Direct GHG emissions - Scope 1 (tCO<sub>2</sub>e) [305-1]

| Family           | Gas              | GWP    | Scope 1          |
|------------------|------------------|--------|------------------|
| CH <sub>4</sub>  | CH <sub>4</sub>  | 25     | 37,068.36        |
| CO <sub>2</sub>  | CO <sub>2</sub>  | 1      | 51,484.12        |
| HFC              | HFC-32           | 675    | 434.18           |
|                  | HFC-125          | 3,500  | 83.73            |
|                  | HFC-134a         | 1,4300 | 21.45            |
| N <sub>2</sub> O | N <sub>2</sub> O | 298    | 1,780.73         |
| <b>Total</b>     |                  |        | <b>90,872.57</b> |

Scope 1: Direct emissions. GWP = Global Warming Potential. Values given in tCO<sub>2</sub>e.

### Direct GHG emissions - Scope 1 (tCO<sub>2</sub>e)

| Gas                       | Country                                   | Scope 1          |
|---------------------------|---|------------------|
| Renewable CO <sub>2</sub> | Argentina, Colombia, Paraguay and Uruguay | 84,516.75        |
| <b>Total</b>              |   | <b>84,516.75</b> |

Scope 1: Direct emissions

### Energy indirect GHG emissions - Scope 2 (tCO<sub>2</sub>e) \*Argentina, Colombia, Paraguay and Uruguay [305-2]

| Gas family      | Gas             | GWP | Scope 2         |
|-----------------|-----------------|-----|-----------------|
| CO <sub>2</sub> | CO <sub>2</sub> | 1   | 3,427.21        |
| <b>Total</b>    |                 |     | <b>3,427.21</b> |

Scope 2: Energy indirect GHG emissions by energy consumption. GWP = Global Warming Potential. Values given in tCO<sub>2</sub>e

**Total amount of waste, by type and disposal method (kg) [306-2]**

| Country      | Common waste        | Hazardous waste      | Recyclable          |                   |                  | Total                |
|--------------|---------------------|----------------------|---------------------|-------------------|------------------|----------------------|
|              |                     |                      | Paper               | Plastic           | Metals           |                      |
| Argentina    | 1,842,151.00        | 811,475.75           | 1,135,180.00        | 58,162.00         | -                | 3,846,968.75         |
| Paraguay     | 11,320.00           | 16,578,951.88        | 127,282.00          | 620,278.00        | -                | 17,337,831.88        |
| Uruguay      | 172,047.00          | 2,000.00             | 37,460.00           | 33,259.00         | 57,602.00        | 302,368.00           |
| Colombia     | 561,820.25          | 1,428,617.2          | 39,871.00           | 4,064.00          | 14,200.00        | 2,048,572.45         |
| <b>Total</b> | <b>2,587,338.25</b> | <b>18,821,044.83</b> | <b>1,339,793.00</b> | <b>715,763.00</b> | <b>71,802.00</b> | <b>23,535,741.08</b> |
|              |                     |                      | <b>2,127,358.00</b> |                   |                  |                      |

\* Common wastes are collected by authorized companies in each location and bound for landfills.

\* Hazardous wastes are collected in each unit by licenced companies and bound accordingly to their classifications.

\* Recyclable wastes are collected by cooperatives specialized on material recovery

**FP2 - Percentage of volume purchased subject to verification in accordance to internationally recognized responsible production standards, broken down by standards [FP-2]**

| Country   | 2019   |  | 2018   |  |
|-----------|--|--|--|--|
|           | Type of purchased food product/responsible production regulation | Percentage of volume purchased in accordance to internationally recognized standards | Type of purchased food product/responsible production regulation | Percentage of volume purchased in accordance to internationally recognized standards |
| Argentina | Cattle - Beef  | 100%   | Cattle - Beef  | 100%   |
| Colombia  | Cattle - Beef  | 100%   | Cattle - Beef  | 100%   |
| Paraguay  | Cattle - Beef  | 100%   | Cattle - Beef  | 100%   |
| Uruguay   | Cattle - Organic Beef  | 100%   | Cattle - Organic Beef  | 9,09%  |

\*All units own internationally recognized certifications like BRC and HACCP

**Percentage of volume of production in operational units accredited by independent organization in compliance with regulations internationally renowned for management systems of food safety. [FP5]**

| Country   | Total volume of production (KG) | Volume of production of accredited units (KG) | Percentage of volume of production in accredited units |
|-----------|---------------------------------|---|--|
| Colombia  | 31,190,146.89                   | 31,190,146.89                                 | 100%   |
| Argentina | 134,883,615.00                  | 127,927,112.00                                | 94,80%   |
| Paraguay  | 144,888,000.00                  | 144,888,000.00                                | 100%   |
| Uruguay   | 88,918,000.00                   | 88,918,000.00                                 | 100%   |

**Percentage of volume of production in operational units accredited by independent organization in compliance with regulations internationally renowned for management systems of food safety, by unit. [FP5]**

| Country   | Unit                         | Accreditations received or maintained in 2019          | Total volume of production (KG) |
|-----------|------------------------------|--|---------------------------------|
| Argentina | Rosario                      | BRC, NAMI  | 127,927,112.00                  |
|           | Venado Tuerto                | -  | 6,906,503.00                    |
| Colombia  | Red Carnica - Ciénaga de Oro | HACCP  | 39,872,741.50                   |
| Paraguay  | Planta 2 - Asunción          | BRC, Organic, Halal, MC Donalds (animal welfare), NAMI | 31,531,000.00                   |
|           | Planta 8 - Asunción          | BRC, Organic, Halal, MC Donalds (animal welfare), NAMI | 29,694,000.00                   |
|           | Belén                        | BRC, Organic, Halal, MC Donalds (animal welfare), NAMI | 55,681,000.00                   |
| Uruguay   | San Antonio                  | BRC, Organic, Halal, MC Donalds (animal welfare), NAMI | 27,982,000.00                   |
|           | Melo                         | BRC, Organic, Animal welfare, NAMI                     | 34,736,000.00                   |
|           | Carrasco                     | BRC, Organic, Animal welfare, NAMI                     | 23,466,000.00                   |
|           | Canelones                    | BRC, Animal welfare, NAMI                              | 30,716,000.00                   |



**Percentage and total of animals raised and/or processed, by type and form of raising [FP-9]**

| Argentina        |                   |   | Colombia         |                   |   |
|------------------|-------------------|---|------------------|-------------------|---|
| Form of raising  | Number of animals | Percentage of animals raised and/or processed by type and form of raising | Form of raising  | Number of animals | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | 146,644           | 28%   | Confinement      | -                 | 0%  |
| Pasture          | 184,622           | 36%   | Pasture          | 158,916           | 100%  |
| Semi-confinement | 186,291           | 36%   | Semi-confinement | -                 | 0%  |
| <b>TOTAL</b>     | <b>517,557</b>    | <b>100%</b>   | <b>TOTAL</b>     | <b>158,916</b>    | <b>100%</b>   |

  

| Paraguay         |                   |   | Uruguay          |                   |   |
|------------------|-------------------|---|------------------|-------------------|---|
| Form of raising  | Number of animals | Percentage of animals raised and/or processed by type and form of raising | Form of raising  | Number of animals | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | 106,409           | 15%   | Confinement      | 38,736            | 10%   |
| Pasture          | 602,981           | 85%   | Pasture          | 348,622           | 90%   |
| Semi-confinement | -                 | 0   | Semi-confinement | -                 | 0%  |
| <b>TOTAL</b>     | <b>709,390</b>    | <b>100%</b>   | <b>TOTAL</b>     | <b>387,358</b>    | <b>100</b>  |

**FP 11 Percentage and total of animals bred and/or processed, by species and type of breeding, and form of raising [FP-11]**

| Argentina        |                            |   |
|------------------|----------------------------|---|
| Form of raising  | Number of animals - cattle | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | 146.644                    | 28,00%  |
| Pasture          | 184.622                    | 36,00%  |
| Semi-confinement | 186.291                    | 36,00%  |
| <b>TOTAL</b>     | <b>517.557</b>             | <b>100,00%</b>  |

  

| Colombia         |                            |   |
|------------------|----------------------------|---|
| Form of raising  | Number of animals - cattle | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | -                          | 0,00%   |
| Pasture          | 158,916                    | 100,00%   |
| Semi-confinement | -                          | 0,00%   |
| <b>TOTAL</b>     | <b>158,916</b>             | <b>100,00%</b>  |

  

| Paraguay         |                            |   |
|------------------|----------------------------|---|
| Form of raising  | Number of animals - cattle | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | 106,409                    | 15,00%  |
| Pasture          | 602,981                    | 85,00%  |
| Semi-confinement | -                          | 0,00%   |
| <b>TOTAL</b>     | <b>709,390</b>             | <b>100,00%</b>  |

  

| Uruguay          |                            |   |
|------------------|----------------------------|---|
| Form of raising  | Number of animals - cattle | Percentage of animals raised and/or processed by type and form of raising |
| Confinement      | 38,736                     | 10,00%  |
| Pasture          | 348,622                    | 90,00%  |
| Semi-confinement | -                          | 0,00%   |
| <b>TOTAL</b>     | <b>387,358</b>             | <b>100,00%</b>  |