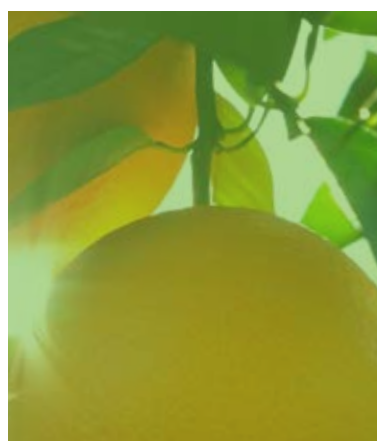
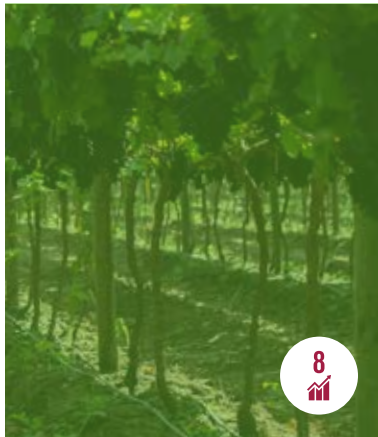
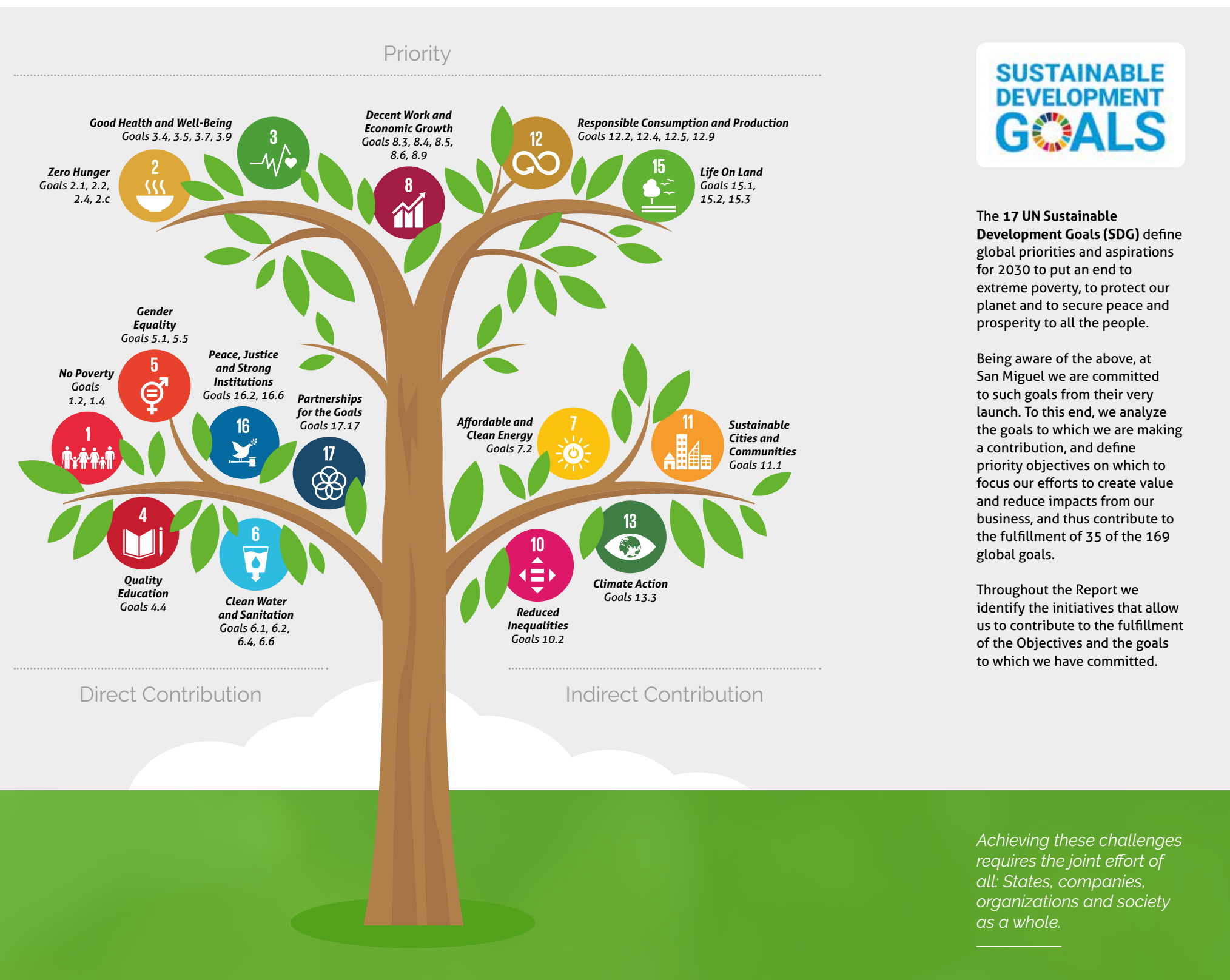


2019



2019 Sustainability Report

We Are Part of the Global Agenda



Letter From the CEO



For over 60 years, we have worked inspired by the history of our predecessors and the challenges to meet ahead, with the aim of nourishing families around the world with our products. We are strongly convinced that we create a positive impact, as shown in our way of producing, in the quality of our products, in the relationship with our employees, customers, shareholders, suppliers and the communities of which we are part.

By renewing the commitment to sustainable development, in a context of uncertainty and challenges arising from the global COVID-19 pandemic, we believe more than ever that we must be present and communicated, sharing with you how we work to drive a better and more sustainable future. Thus, we submit our 2019 Sustainability Report, which reflects the efforts of more than 8,000 people who, through their daily work, transform our commitment to creating economic, social and environmental value into concrete actions.

This was a year marked by milestones that strengthen our ambition for sustainable growth such as the redesign of our Organizational Culture focused on reaching our maximum potential and the launch of SAVIA, a management system developed to standardize our practices and identify efficiencies in our operations.

As part of our Climate Action strategy, during 2019 we incorporated renewable sources into our energy matrix in Argentina and began working on standardizing the measurement of our greenhouse gas (GHG) emissions at the global level. In addition, we measured the Water Footprint for all our crops in Peru and established work plans to make increasingly efficient use of this resource.

In terms of social impact, in 2019 we deepened our initiatives in education, health, and development in all our sites. In addition, we consolidated the beneficiary trust of Thudana Citrus, a company created under the Black Economic Empowerment (BEE) scheme in South Africa.

I invite you to go through our 8th Sustainability Report to explore the progress of our management. This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards Guide and the United Nations' social responsibility initiative: the Global Compact. We make this report be our Communication for Progress and we present our contribution to its 10 Universal Principles based on four major themes: human rights, labor rights, environment and fight against corruption. We also present our contribution to the 2030 Sustainable Development Goals, a path we initiated in 2016 to align our activity with these goals and to account for the initiatives with which we can contribute to global challenges.

Once again, I would like to highlight the commitment of all the people who build this company through their daily efforts. To each of them I am especially grateful. Together, we are part of the nature and the lives of thousands of people. Together, we make a better future.

Romain Corneille
San Miguel's CEO



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1

We Are San Miguel

SDG

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1 ► We Are San Miguel

We are a global agro-industrial company born in Argentina, leader in the Southern hemisphere in the production, distribution and commercialization of fresh fruit and natural ingredients derived from our citrus fruits.



We Create Value from Nature

We produce healthy food for people, getting the best out of each region with our work



We Share the Daily Life of Families

We nourish people around the world with our fresh fruit and natural ingredients



We Offer Diversity, Passion and Quality

We grow from our experience and with an entrepreneurial spirit. Thus we have grown in different geographies, products and learning



We Take Care of Every Link in Our Value Chain

We safeguard each process together with our suppliers and partners, to ensure food safety and quality



We Understand the Needs of Consumers

We provide solutions tailored to our clients, guided by consumer trends



We Believe in the Transformative Power of People

We develop families and their communities

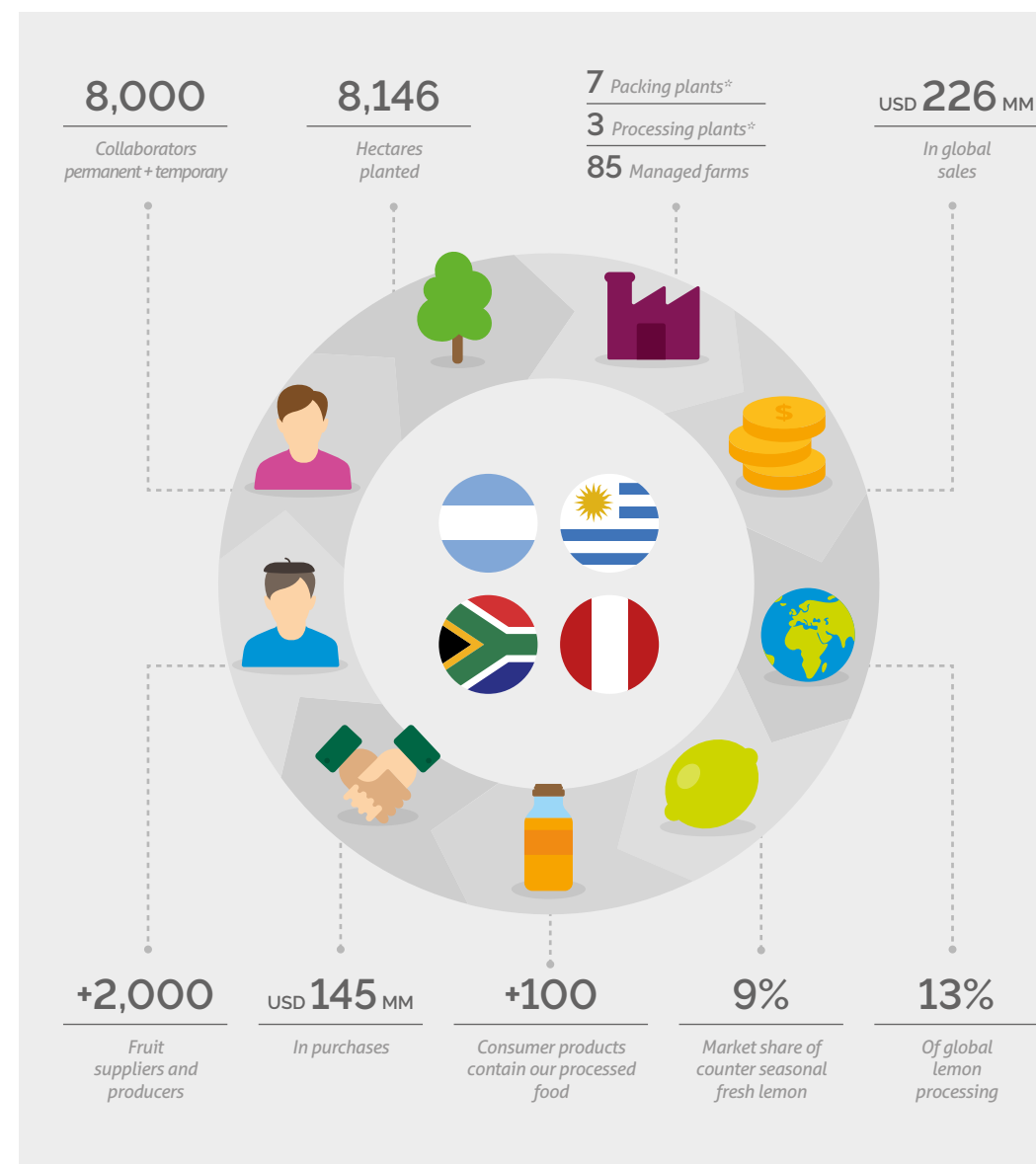


 **65**

In 65 years of experience we have developed an efficient logistic platform to bring our products to the table of families all over the world.

 **60**

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

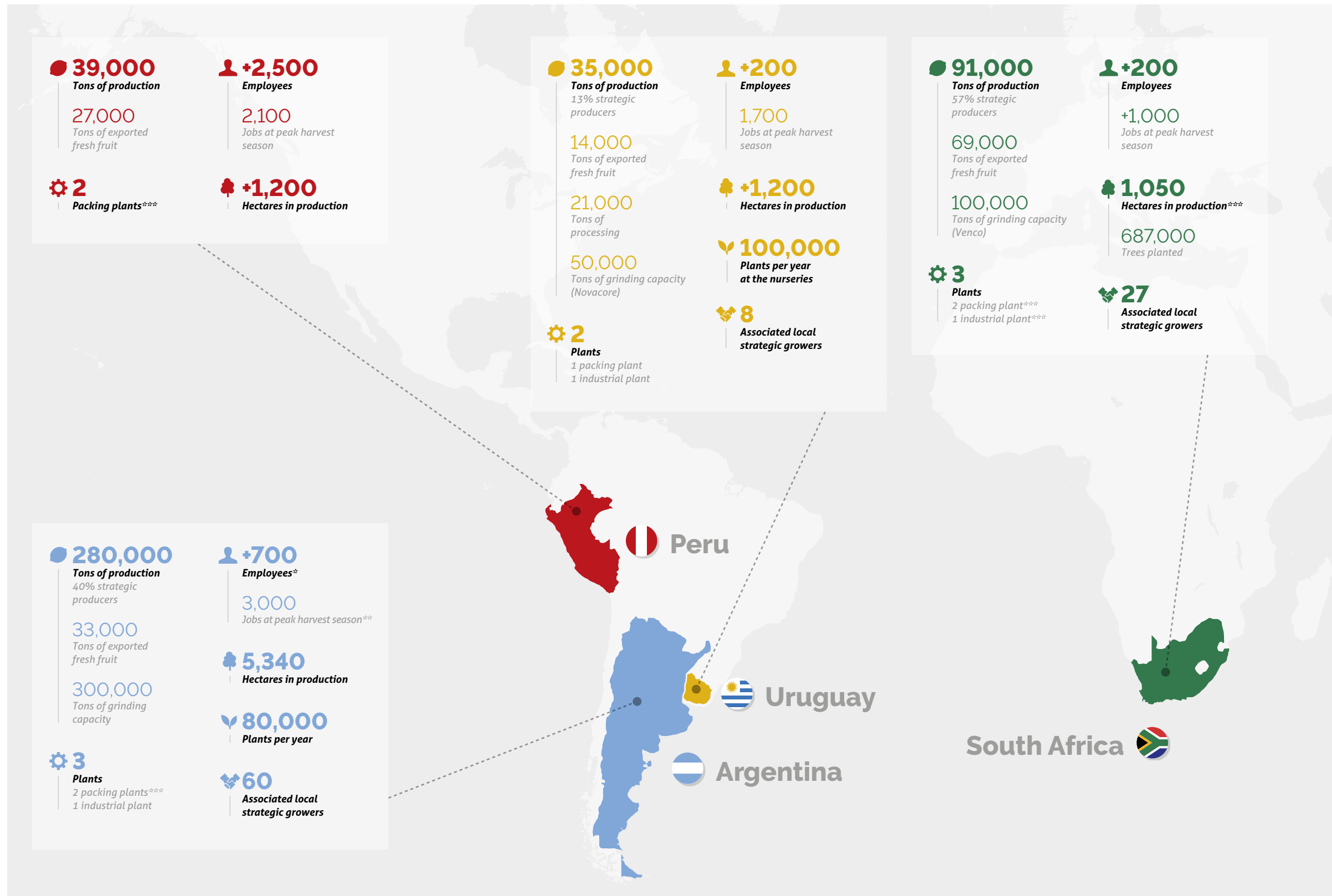


*Operation in partnership with third parties.

1.1 ▶ Our Points of Origin



From our multiple points of origin, we work in a sustainable way to bring our products to families around the world.



*It includes own, permanent and temporary employees. **It includes own and temporary jobs at peak harvest season. ***Operation in partnership with third parties.

1.2 ▶ Economic Performance

Our expertise and leadership in the lemon market translates into the position we have achieved in the market with 9% of the market share of fresh lemon in off-season and 13% in the world lemon processing.

 **50%**

In the fresh fruit business, we grew in sweet citrus fruits to exceed 50% of our export volume, while in the natural ingredients business, we decided to expand our product varieties according to the demand and needs of our customers.

 **10,852** billion

Sales (in ARS)

 **57** million

Operating income (in ARS)
-1,757 billion YoY

 **-363** million

Net income (in ARS)
+740 million YoY

 **5,743** billion

Comprehensive income (in ARS).
+624 million YoY

 **197** million

Net debt (in US Dollars)

Our fresh fruit and natural ingredients businesses work in a complementary way. This allows us to have a good risk balance to mitigate volatility, ensure predictability of flows and maximize the use of fruit within a system of circular economy almost without loss, thus allowing the continuous use of our resources as well as optimizing our returns.

The company has a geographical diversification and a network of strategic growers that add value to the company and allow us to provide better attention and supply fulfillment to our customers.

The 2019 season posed an exceptional climate challenge for us in our Tucumán operation with heavy rains in late 2018 and early 2019 affecting the quality of the fruit harvested and impacting on export performance. The operation in South Africa, through the volumes operated in the segment of strategic producers, allowed us to compensate for the lack of fruit (lemon) of Argentine origin, which meant a high compliance by the company with the programs established with our customers. In Peru, very good productivity and quality results were achieved for both avocado and mandarin, increasing the business' turnover by 195%.

As far as the Natural Ingredients business is concerned, at reasonable fruit production volumes, the lower export yield meant that a much higher amount was allocated to grinding than projected at the beginning of the year. This generated an oversupply of by-products (oil, juice and peel), creating an imbalance between supply and demand, resulting in greater difficulty in marketing the inventory that is not under contract.

Due to the conditions mentioned above, a 30% drop in turnover in USD was observed in the nominal value, 18% corresponds to the Fresh Fruit segment and 45% to the Natural Ingredients segment.

Direct Economic Value Generated and Distributed (In million Argentine pesos)



*It considers payments made for interest to our funding organizations (Banks and other Financial Institutions) and the dividends paid they have been derived from the Cash Flow Statement and the Statement of Changes in the Financial Position (EOAF, for its Spanish acronym).

1.3 ► Committed to Sustainability

In everything we do and through our productive chain we seek to generate economic, social and environmental value, because it is that what gives meaning to our work and because it is the best way to take care of our future. These are our Sustainability Commitments:

The Material Issues are the most relevant topics for the sustainability of the business and are derived from the Sustainability Commitments.

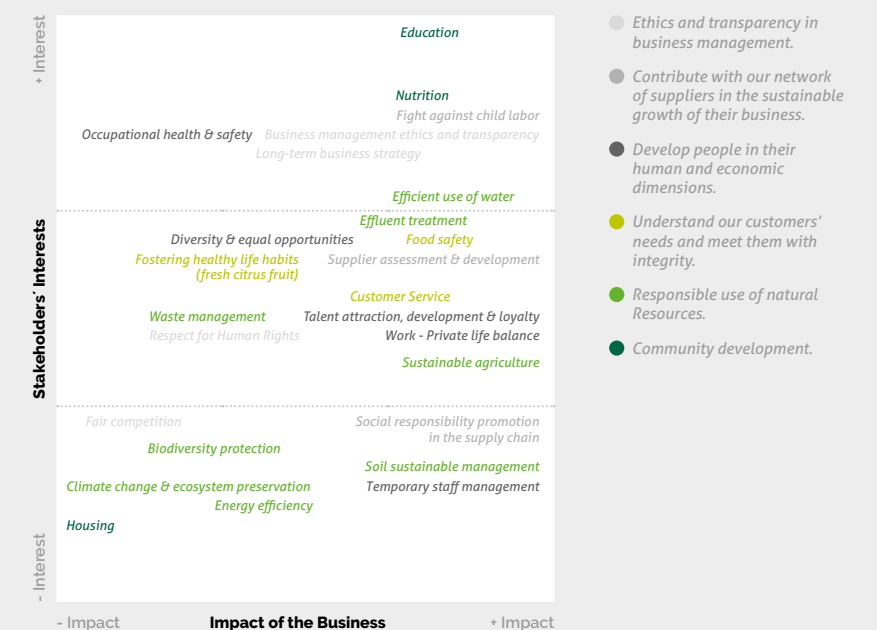
	Ethics and Transparency in Business Management	Long-term business strategy • Fair competition • Respect for Human Rights
	Contribute with our Supplier Network in the Sustainable Development of their Business	Evaluation and development of suppliers • Fight against child labour • Promoting social responsibility in the supply chain
	Developing People in their Human and Economic Dimensions	Attracting, developing and retaining talent • Reconciliation of work and personal life • Occupational Health and Safety • Diversity and equal opportunities • Management of temporary staff
	Interpreting our Clients' Needs and Meeting them with Integrity	Promotion of healthy living habits (fresh citrus fruit) • Customer service • Food Security
	Using Natural Resources with Responsibility	Efficient use of water • Effluent management • Waste Management • Sustainable soil management • Protection of biodiversity • Energy efficiency • Climate Change and Ecosystem Conservation • Sustainable Agriculture
	Accompanying the Development of the Communities in our Field of Action	Education • Nutrition • Housing



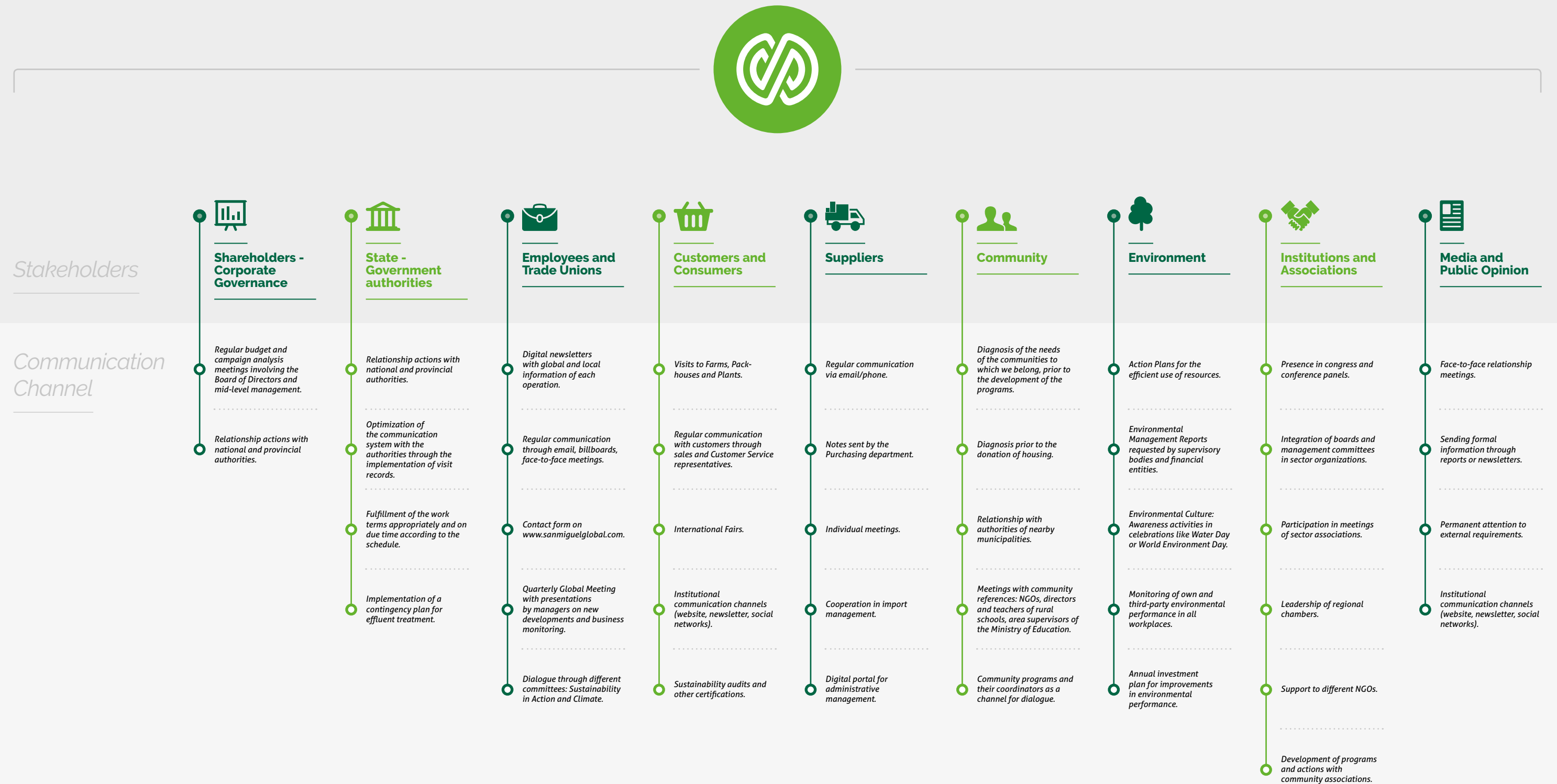
Matrix of Material Issues

These issues reflect our most significant economic, environmental and social impacts, and influence our stakeholders' assessments, decisions and perceptions of our performance. In this way, our material issues are the fundamental basis for guiding our company's sustainability strategy.

The **Materiality Matrix** reflects the importance of each material issue for Sustainability at San Miguel as assessed by its stakeholders and company board.



1.3 ▶ Committed to Sustainability



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Responsible Business Management

SDG

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2.1 ▶ Ethics, Transparency and Integrity

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We build our future from solid foundations, within a framework of commitment and transparency as essential pillars for the sustainable and responsible management of our business.

Various certifications endorse our commitment to ethics and transparency in our business management and development of our operations.



Our ambition is to achieve a sustainable and scalable growth.

For anonymous reporting: 0800 888 7264 or codigodeetica@sanmiguelglobal.com

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

San Miguel's Code of Ethics sets out the required guidelines to contribute to the business objectives and goals based on transparency and integrity principles and standards. It is applicable to all employees in all the countries, at all hierarchical levels and it includes service providers, suppliers, and customers.

▶ ETHICS COMMITTEE

Consists of two members of the Executive Committee, the HR Director, the Institutional Relations Director and the CEO of the company. Its responsibilities are:

- To ensure compliance with the Code of Ethics with all stakeholders,
- To receive the complaints,
- To carry out the corresponding investigations conducted by Human Resources and/or the Legal & Compliance Managers,
- To make the final resolution

▶ AUDIT COMMITTEE

Consists of three Board members, two of which must be independent as provided for by the current regulations of the National Securities Commission. The members of the Audit Committee are proposed by any of the Board's authorities. Its responsibilities are:

- To ensure the transparency of the company,
- To formulate and carry out an annual audit plan,
- To hold regular meetings with the rest of the Board,
- To assure an allocated budget to carry out its actions with full autonomy,
- To set out the result of its objectives and initiatives in the Minutes Book,
- To annually evaluate the external auditor designated by the Shareholders' Meeting, on its competence, Independence and performance.



SMETA

Sedex Members Ethical Trade Audit

It certifies good practices related to ethical trade, business ethics, health and safety, work standards and the environment.



GRASP

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

This assessment analyzes the risks of social practices in agricultural operations based on respect for human rights, internal procedures for complaints, application of labor regulations, fair compensation, implementation of good social practices and communication thereof, among others.



SIZA

South Africa's Sustainability Initiative that provides a platform for the different agricultural sectors, ensuring sustainable, ethical and fair trade. It monitors environmental care and compliance with local labor laws and aims to encourage continuous improvement in practices over time by exceeding minimum legal requirements and engaging in the value chain to identify needs and problems.



BASC

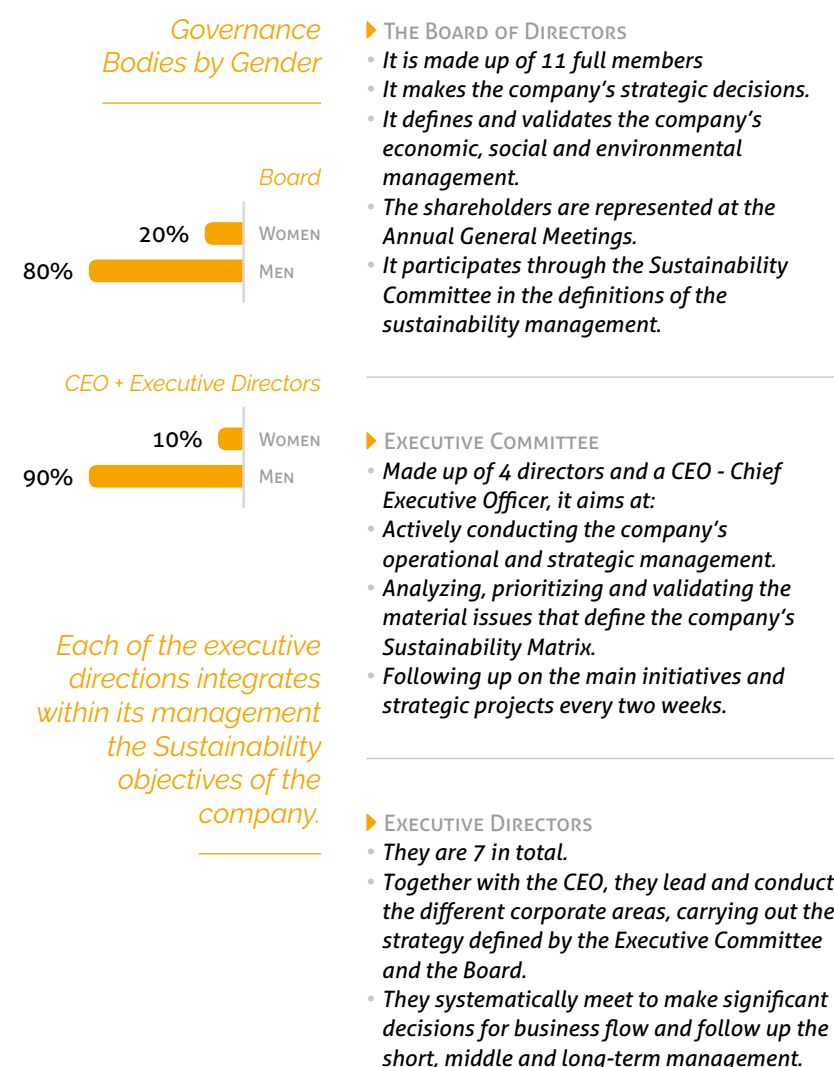
Business Alliance for Secure Commerce

It is an international business alliance that promotes safe trade, in cooperation with governments and international organizations. It is voluntary and grants a certification that confirms the control in all the productive processes, packing, shipment and transport of the load to be sent abroad, guaranteeing that there are no possibilities of contamination like smuggling and drugs.

2.2 ▶ San Miguel Governance










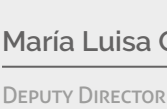
Governance Structure:
San Miguel's governance is structured by the following bodies.

Sustainability Governance:
San Miguel's Board delegates on the Board Sustainability Committee the drafting and performance of the company's comprehensive Sustainability Plan.



San Miguel's Board of Directors

The Board members do not fill executive positions at San Miguel. As of 12.31.2019

	Martín Otero Monsecur PRESIDENT 2019 - PRESENT		Cristián López Saubidet 2008 - PRESENT
	Gonzalo Tanoira VICE-PRESIDENT 2019 - PRESENT		Isela Constantini 2019 - PRESENT
	Luis Roque Otero Monsecur 2002 - PRESENT		Arturo Tomás Acevedo 2019 - PRESENT
	Alejandro de Anchorena (h) 2013 - PRESENT		Agustín Otero Monsecur 2009 - PRESENT
	Tristán Miguens DEPUTY DIRECTOR		María Luisa Otero Monsecur DEPUTY DIRECTOR

- BOARD SUSTAINABILITY COMMITTEE**
- It is made up of 2 Board members and 3 senior management members (the CEO, the Human Resources Director and the Corporate Affairs & Sustainability Director).
 - Defines the general guidelines of the Sustainability strategy,
 - Verifies compliance and progress of the Sustainability Plan,
 - Approves the Sustainability Report,
 - In its meetings, it follows up on management, best practices and industry and sustainability guidelines.

- CORPORATE AFFAIRS & SUSTAINABILITY MANAGEMENT**
- It is the area responsible for setting up and defining the company's sustainable management and operation guidelines and articulating the activities aimed at the social, environmental and economic dimensions.

- THE SUSTAINABILITY IN ACTION COMMITTEE**
- It is made up of volunteer employees at the different company sites:
 - Manages the internal dissemination of the sustainability programs,
 - Meets regularly,
 - Proposes projects aligned with the Sustainability Plan,
 - Ensures the operational implementation of the projects.

Awards

 **ALIMENT.AR AWARD** * EXPONENCIAR

Recognition to food & beverages companies for their efforts at value at creating value and enhancing the development of exports in Argentina.

 **PREMIO CIUDADANÍA EMPRESARIA** * AMCHAM (AMERICAN CHAMBER)

Sustainability award given by the American Chamber in the category Transparency and Accountability

 **ARGENTINIAN EXPORTS** * REVISTA PRENSA ECONÓMICA

Award given a Finance Magazine for being the Argentinian company with higher exports in the fruit & vegetable business.

 **PREMIO EXCELENCIA AGROPECUARIA** * LA NACIÓN-BANCO GALICIA

Recognition as Best Agri-food company.

2.3 ▶ Risk Management



Our risk management and traceability global model enables to optimize processes and to prepare ourselves for potential challenges and incidentals in the different dimensions of our business.

We follow up and monitor the Risk Map through a digital platform (Risk Management) and carry out policies, procedures, crisis action planning and business continuity planning.

The model has a team consisting of company representatives and a Risk Committee made up of the CEO and the executive directors, which meets once a month to manage and discuss the mapped risks. The risks are atomized in determinants that manage the closest references to each issue, so that the executive directors have a greater degree of follow-up and scope on the risks they manage.

The risk team is in charge of consolidating all the information, providing support to all the people involved and carrying out a macro follow-up of all risks, focusing on those with the greatest impact and probability of occurrence.

Impact of Climate Change

Short- and long-term fluctuations in weather patterns and climate change can have extreme impacts on agricultural production, drastically reducing crop yields. This risk from climate change can lead to substantial changes in our operations, revenues or expenses.

The citrus business may be affected by low productivity, and in the future this may lead us to seek out new planting areas or retrofit existing ones with new varieties or new technology.

Climate Change Prevention

In the face of this global panorama, we prepare ourselves with a system of Environmental Risk Management with which we can monitor possible risks and optimize processes in the event of any crisis, capitalize on them or transform them into opportunities for growth.

Short- and long-term fluctuations in weather patterns can have extreme repercussions on agricultural production, dramatically affecting crop yields and the sustainability of our business.

Management Strategies in Face of Climate Change

	Organic, Eco, Synthetic and Plastic Mulching	<i>Reduces root-zone temperature as a result of direct radiation • Maintains soil moisture, making the use of water for irrigation more efficient • Improves the structure of the soil and its infiltration • Increases microbial flora to improve nutrient supply and reduce fertilizer consumption • Improves weed control. Reduces herbicide application.</i>
	Netting	<i>Reduces wind and sun effect, providing 20% more shadow • Reduces thermal stress: -6°C for heat and +3°C for cold • Improves the fruit quality • Reduces wind damage • Makes water consumption more efficient.</i>
	Systematization of Cultivation Areas	<i>Reduces water erosion, wind and water logging • Conducts the excess water to follow the natural course without damaging the crops • Designs of works to channel and/or contain excesses.</i>
	By Environments	<i>Characterizes areas by levels of risk of cold damage • Selects varieties that are more genetically resistant or have harvesting times prior to frost-risk seasons.</i>
	Reduction of the Environmental Impact	<i>Plastic or organic mulching: reduces the application of herbicides • Pest monitoring: chemical applications only when the economic change threshold is exceeded • Use of pheromones for sexual confusion: reduce insect population by decreasing mating • Kaolin: prevents landing of Diaphorina citri, reduces burn damage, improves photosynthetic activity of the plant.</i>

2.4 ▶ Respect and Promotion of Human Rights



The recognition of and respect for human rights, considered essential both to the principle of legality and to the concepts of equity and social justice, are the basic foundation of most of society's essential institutions.

Talking about human rights in the citrus industry implies considering respect for rights such as life, health, food, water and care of the ecosystem, as well as the right to work, the diversity and the fight against child labor.



**We Say
No Child Labor**



**We Ensure Freedom
of Association**



**We Promote Freedom
to Choose a Decent Job**



**We Promote Diversity and
Respect for Differences**



**We Encourage Access
to Education**



**We Promote Access to
Decent Housing**



**We Care for
Health**



**We Preserve the
Environment**



Human Rights of Employees

We bet on access to employment, we accompany and motivate our employees so that they can be protagonists of their personal and professional growth, we generate a cooperative and tolerant work environment where all people can reach their potential, and we assume the following commitments aligned with the Labor Rights of the ten principles of the United Nations Global Compact:

▶ NO CHILD LABOR

We understand that harvesting operations carry a risk of incidents of child exploitation. For this reason, we regularly carry out controls during the season to detect any deviation.

▶ FREEDOM TO CHOOSE A DECENT JOB

We do not employ forced or compulsory labor to perform any work or service under threat of force or punishment. To support this, we conduct random checks on farms throughout the year.

▶ WE ENSURE FREEDOM OF ASSOCIATION

We cede our spaces for elections and allow meetings with union representatives during working hours, with whom we also maintain an open dialogue and within a framework of respect.

▶ WE PROMOTE DIVERSITY AND RESPECT FOR DIFFERENCES

We avoid any distinction, exclusion or preference that generates inequality of opportunity in treatment or occupation among our employees.

We take on with determination the respect of human rights and their promotion with all our stakeholders.

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

2.4 ▶ Respect and Promotion of Human Rights

Our commitment is embodied through programs of various kinds in each of the countries where we operate and is based on the integration and implementation of international and universal principles that promote tools for analyzing and improving the impact on human rights in every aspect of the business.

Human Rights in the Value Chain

We expect our suppliers to manage their business responsibly, with integrity, honesty and transparency, treating their employees with respect and dignity, protecting them and guaranteeing their rights.

We take care to evaluate and develop them, and drive social responsibility in the supply chain by promoting responsible principles and practices, valuing the actions they carry out to preserve the environment, protect the community and enhance its development. Thus, when registering, we identify if they have a CSR or environmental protection policy.

In order to prevent and identify risks and extend our values to the entire value chain, we share our Suppliers Code of Ethics with new suppliers. To register as such, a representative of the company concerned must sign the Code.

Created in 2014, the Suppliers Code of Ethics details how we conduct our business and includes Guidelines for Business Conduct, Employment and Care for the Environment.

Human Rights of Customers and Consumers

We respect and promote the human rights of our customers and consumers by considering **health care** in all processes.

We have a Quality Management System that covers the production activities from the nursery to the finished products, through which we guarantee the innocuousness of the products and the quality of the production processes.

Thanks to our **traceability system**, we can guarantee the **food safety, quality and innocuousness** of all our products. Each product is traceable to the raw material batches from which it originated, as well as the supplies and production processes that

were involved in the elaboration of that finished product.

At the same time, through different international quality certifications, in addition to internal audits that verify the standards and processes, we offer our customers the peace of mind they need to offer our products.

Human Rights of the Communities

Our social investment programs aim at promoting the development of our communities focused on **Health, Development and Education**.

Considering the United Nations Sustainable Development Goals as the central guide of our actions, we promote education, contribute to zero hunger, generate community enterprises and are protagonists of the economic development of the populations bordering our operations. Our aspiration is that communities are increasingly better off thanks to our presence and therefore, we work to accompany them in their growth and leave them with installed capacity for their sustainable development.

Human Rights and Environment

We believe that the right to a healthy environment is essential, due to the profound impact on the guarantee of other rights such as the right to health, food, development and culture, among others. Therefore, our business scheme complies with rigorous criteria of care for our natural environment and we are committed to environmental care:

- We create environmental awareness in our people,
- We evaluate the impact of our products,
- We implement continuous improvement actions,
- We make sustainable use of resources,
- We manage waste,
- We treat the effluents,
- We make a sustainable use of the soil,
- We protect biodiversity.

2.5 ▶ Strategic Alliances

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These are some of the organizations that we belong to in order to enhance our contribution and achieve more significant impacts for the whole activity

3

Sustainable Development In Our Value Chain

SDG

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3.1 Responsible Value Chain



We take care of every stage and add value throughout the entire production process, with sustainability as a priority throughout the operation.

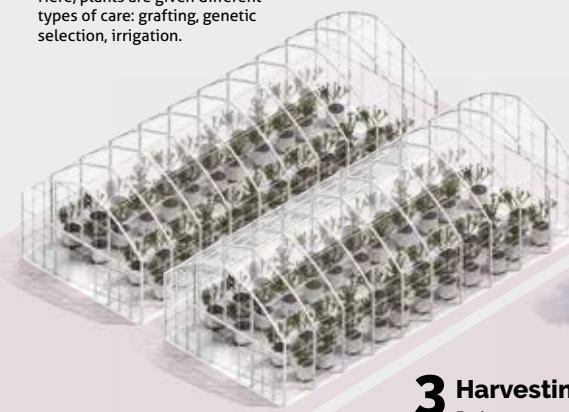


Our Production Process

Our integrated business model ranges from the nursery to the supermarket shelf, to reach the tables of millions of families around the world.

1 Nursery

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



2 Farms

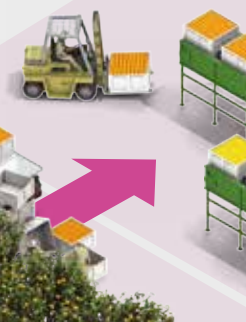
After carrying out an adequate soil preparation, planting is performed. At the farms, plants undergo the phytosanitary treatment, the pruning, irrigation and nutrition, controlling that their management is sustainable at all times, until the fruit is ready for harvesting.



3 Harvesting

Each stage complies with the safety processes required to keep fruit quality. There are two different harvesting methods:

a) **With clippers:** When citrus fruits are to be packed as fresh fruit, they are taken from the tree using clippers and transported in bins.



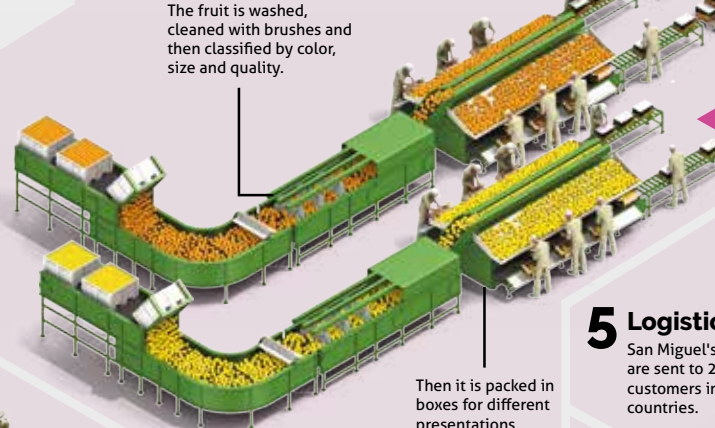
b) **By hand:** When fruits are to be grinded to make natural ingredients, they are harvested by hand, using no tools, and transported both in bulk and in bins.



Multi-origin

4a Fresh Fruit Packing

At this point, the fruit undergoes the treatments necessary to ensure its quality it reaches its destination. Then it is packed in boxes for different presentations. The fruit is washed, cleaned with brushes and then classified by color, size and quality.



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



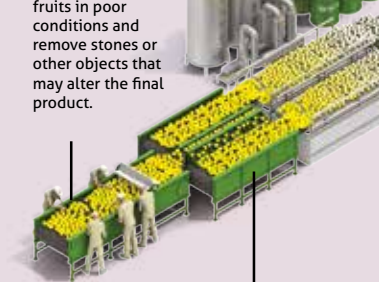
5 Logistics

San Miguel's products are sent to 200 customers in 50 countries.



4b Natural Ingredients

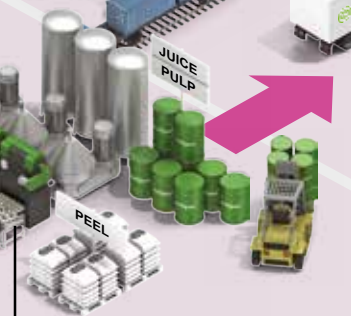
Operators discard fruits in poor conditions and remove stones or other objects that may alter the final product.



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

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

Using the extractors and conducting the necessary associated processes, citrus juice, pulp and peel are obtained, so as to meet the needs of each customer.



3.1 Responsible Value Chain



These tools organize the management and establish a unique language: we all work under the same model, in a coordinated and aligned way to obtain results of excellence year after year and thus achieve San Miguel's ambition of sustainable growth.

SAVIA

In 2019 we launched SAVIA, a system to standardize, find improvements and seek efficiencies in our operations. Through a method, processes and tools, we seek to improve ourselves every day and reach our maximum potential. With a 4-year work plan, the System is based on two pillars that work in an integral way and involve all organizational levels and all roles, from executive positions to plant floor operators (operators, harvesters, laborers, etc.).

► MANAGEMENT PILLAR

Contains the processes and tools through which we manage the company's areas.

► PEOPLE PILLAR

Contains the processes and tools through which we manage our people.

In 2019, we completed and validated the system design for the packing plants, while moving forward with implementation at the Pilot Site (Chincha Packing Plant, Peru). Plant certification is estimated for June 2020. In addition, we started the design of the system for the field and industry.

INTEGRA

It is an initiative that emerged several years ago in the agricultural area and was formalized within SAVIA during 2019. Its mission is to **share, consolidate and manage the technical knowledge available** in the different stages of the Agro-industrial process, ensuring the **implementation of best practices in all the countries where we operate** in order to achieve the maximum potential of the organization, reduce the volatility of the results and guarantee the sustainability of the business.

To achieve this, **INTEGRA** generates standards based on current good practices; it challenges them with a focus on **continuous improvement**, not only because of the advance of science and technology but also because of the genuine demand of increasingly demanding markets in constant evolution. **INTEGRA** uses tools, indicators and processes from the Management Pillar and the People Pillar and integrates them to the routine tasks, systematizing information and work modality.

The core areas (nodes) which it actually works on are:

- Nursery and varieties
- Agronomic phytosanitary management
- Irrigation and nutrition
- Estimates and harvest
- Huanglongbing
- Post-harvest and packing
- Industry

We Promote Innovative Proposals in the Agro-Industrial Chain



San Miguel, in alliance with INICIA Emprender para el Futuro Asociación Civil, launched the **EUREKA Contest**, an innovation contest for Argentine entrepreneurs aimed at promoting and developing innovative proposals related to the agro-industrial chain.

The projects gathered addressed complex issues related to the implementation of renewable

energy, precision agriculture, early detection of HLB*, drones and robots for agriculture, food dehydration, among other topics.

Following the launch of the call for proposals at the end of 2018, in March 2019 we selected and awarded the projects.

Among the 36 projects presented, 15 entrepreneurs were pre-selected and briefly presented their idea and the potential of their project before a jury of experts made up of **Dirk Trotteyn**, Executive Director of the Institute for the Productive Development of Tucumán (IDEP Tucumán); **Sebastián Senesi**, Director of the Master's Program in Agribusiness at the University of Buenos Aires; **Lorena Nuñez**, Director of INICIA; and leaders from the production and innovation areas of San Miguel. Three projects were the winners (they received the sum of AR\$ 150,000, AR\$ 100,000 and AR\$ 50,000, respectively), while two special mentions were awarded.

Throughout the year, the finalist projects also received **training and participated in educational spaces organized by INICIA** especially designed to enhance their skills and entrepreneurial development.

**HuangLongBing (HLB) is the most severe disease for citrus plants.*

“It is a great joy to have participated in EUREKA and be recognized by a company as important as San Miguel. Carrying out this type of project from an entrepreneurial point of view is quite difficult and, although it was me who presented our prototype, we are a great team with which we have been sharing more than four years of research. We feel very recognized and much more to have happened this in our province. It is a push to keep moving forward.”

Martín Lucas Zamora
Representing the winning team of the contest, a NanoBioSensor for HLB early detection.



3.2 ▶ Suppliers Network

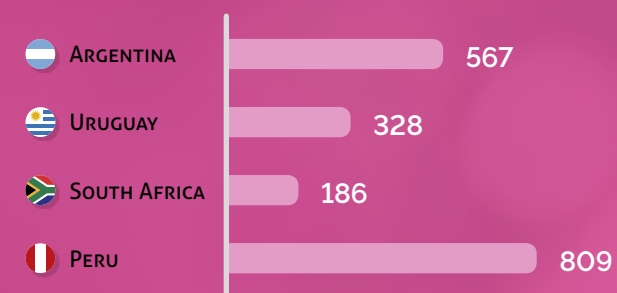
Our suppliers are a key link in our value chain. Not only to streamline our operation, but also to extend good practices and sustainable business management.

+96%

Purchases from Local Suppliers.

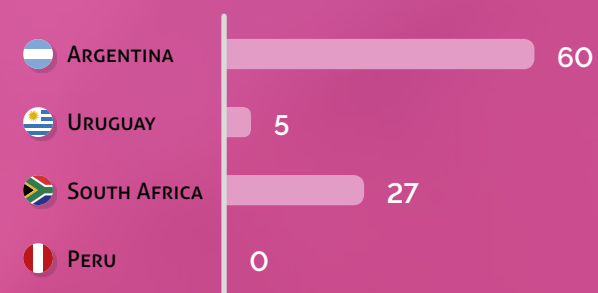
We work with a great and diverse group of suppliers, from large multinational companies to small-sized businesses. We support the development of small and local producers by offering them innovative initiatives and schemes to contribute to their social, environmental and economic development and facilitate business opportunities.

Number of Suppliers



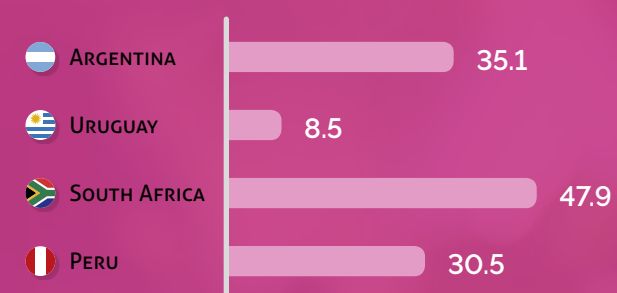
▶ Global Total: 1.890

Number of Strategic Producers



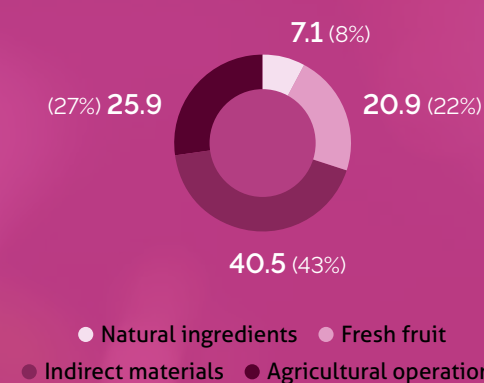
▶ Global Total: 91

Purchases in Billion USD



▶ Global Total: 142,676,056

Purchases by Business Type in USD



We Promote Good Practices and Collaboration to Grow Together

We have a **network of associated growers** with whom we establish a strategic partnership based on mutual trust. This network makes it possible to jointly improve efficiencies and practices, increase export volumes and enhance the business sustainability.

Through this bond we help them boost their growth, support them so that they can obtain certifications such as Global Gap in their farms, and provide them from financing alternatives and genetic material, to advice and training in various key integral management issues such as: quality, sustainability, chemical products and their applications, certifications.

They help us strengthen our value chain, increase and secure our volumes, as well as deepen our presence in more markets and maximize investment returns.

48,095,045

*US Dollars in purchases.
77% in fresh fruit, 23% in natural ingredients*

161.1

Thousand tons purchased, 4.4+ than in 2018

3.2 ▶ Suppliers Network

During 2019, we strengthened the critical suppliers' assessment procedure at all points of origin, both in the suppliers' registration and in the annual assessment processes at the end of our production season.

We Choose our Suppliers Responsibly

We take into account criteria related to the type of material, the complexity of the supply and the criticality in terms of food safety and maintenance.

Likewise, in the suppliers' selection process:

- We consider their experience
- We analyze and test samples
- We take into account the quality certifications and the relevant certification bodies
- We conduct audits pursuant to the Quality Area assessment standard
- We verify their background in other companies in the industry

We study the level of commitment of suppliers in terms of sustainability and reflect with them on the importance of having a sustainability policy and complying therewith. In addition, we extended our environmental care procedures to our suppliers through visits and audits aimed at verifying compliance with their environmental performance.

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

We Develop our Suppliers

We support the development of small and local producers by providing them with specialized technical advice and giving them opportunities for their growth. We work on an interdisciplinary basis among different areas (Procurement, Quality, Sustainability, Finance) so that these suppliers are capable of achieving a thorough development in all aspects, not only in those related to productive issues.

We bet on the development of SME suppliers and of local small and medium-sized

companies of the NOA, to generate business opportunities in our nearby surrounding economies. Additionally, we support and collaborate with national institutions such as the National Institute of Industrial Technology (Spanish: Instituto Nacional de Tecnología Industrial, INTI) of the Ministry of Production, in the organization of local events where business rounds and training of small companies are developed, which help us capture new local suppliers.

We work to raise awareness about the importance of **having inclusive purchases** within a framework of competitiveness, quality and legality. Along this line, during 2019:

- ▶ We acquired gifts from local artisans and small producers for our employees and external public.
- ▶ We purchased work breakfasts and lunches from small local producers, whom we previously advised, helped develop and finally approved.
- ▶ In our plantations in Peru, we hired the service of small local beekeepers during spring for the placement of beehives and consequent pollination of avocado plantations. They are family farmers from the areas bordering our farms that produce honey.

WE PROMOTE CIRCULAR ECONOMY

*We use rented **wooden pallets** for the export of fresh fruit in all markets in which they are accepted. The pallets are exported with our fruit and then circulate in different supermarkets, as opposed to a disposable pallet that is used only once. In this way it is used more than once, thus ensuring a useful life of about 10 years.*

At the same time, we intensified our repair and recovery programs for export pallets, wooden and plastic bins.

In 2020 we will work to recover and reuse single-use wooden pallets in Europe, reducing environmental impact and reinserting resources into the production cycle.

We Assess to Keep on Improving

Our **Suppliers' Assessment Policy** sets up an annual assessment schedule to be performed by the Procurement and Quality Assurance staff in order to promote continuous improvement and sustainability in their operations. Suppliers' assessment is carried out in a comprehensive way, considering various issues such as service, quality and compliance with delivery deadlines and specifications.

The follow-up and evaluation of compliance with the Code of Ethics by suppliers proves our commitment towards the international standards we have adhered to. In this way, we add to each link of our supply process, guidelines related to ethics and transparency, respect for environment, right to decent work and prohibiting child labor, among others.

We Promote Sustainable Supply Chain Practices

In all our points of origin, new suppliers are informed about the **Code of Ethics**, which they must read and sign as an unavoidable prerequisite to be incorporated into our company. This Code, in addition to the general guidelines, contains clauses related to Respect for Human Rights.

We carry out annual training activities for all procurement teams in all countries in Purchasing Policies and Codes of Ethics for suppliers and buyers.

In 2019, we carried out a specific training in Peru in Anticorruption and we also trained in ISO 20,400 of sustainable procurement to the entire procurement team in Argentina.

We carry out annual training activities for all procurement teams in all countries in Purchasing Policies and Codes of Ethics for suppliers and buyers.



4

Our Customers

SDG

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4.1 ▶ Relationship with Customers

Our daily commitment is summed up in one word: **Comply.**

That is why we work with a special focus on our customer's needs, from the field to logistics and marketing, to provide the product with the quality each one requires.

5

Continents we reach with our fresh fruit and natural ingredients derived from our citrus fruits

62

Countries

300

Customers

225.8 million

US Dollars in sales



Fresh Fruit

Our customers are the main supermarkets in the Northern hemisphere. We commercialize **lemon, orange, mandarin, grapefruit, table grape** and **avocado** mainly in **Europe, the United States** and **Asia**.

In this business, our main objective is to gain depth in the relationship with the most strategic markets, growing with the main retailers and distributors in said regions.



Netting

In South Africa and Uruguay, a crop mesh-netting technique that allows limiting the amount of seeds in mandarins for the most demanding markets such as UK & USA.



Low Residue

Low residue products such as *Chem Free* Lemon and Oranges for Japan and France or Lemon *Low MRLs* to meet the highest European standards.



Special Varieties

Plantations of special *seedless* lemon varieties in South Africa and Uruguay, keeping abreast of trends.



Premium Varieties

Premium varieties of *seedless* grapes in Peru, highly demanded in USA, China & Korea.

Development of special products

Natural Ingredients

We reach industries worldwide which use our citrus by-products as key supplies in their production chain.

We strive to become the *supplier of choice* for our customers by promoting the development of long-term programs and adapting our portfolio based on the market trends.



Juices and Pulps

We produce **100% natural lemon, orange and mandarin juices and pulps** used worldwide in the production of beverages and food.



Oils

Our oils derived from **citrus fruits** are used in the food, cosmetic, pharmaceutical and fragrance industries, taking into account the needs of each customer.



Dehydrated Peel

We produce **100% natural dehydrated peel derived from lemon** used to obtain pectin, a binder used in different industries such as food or pharmaceutical businesses.

Citrus by-products

4.1 ▶ Relationship with Customers

Every day, we work to create new ideas thinking about our customers, the market needs and consumers, putting our knowledge and experience into practice to develop innovative and sustainable solutions.

In order to better understand the specific needs of each customer and thus provide a service differentiated for each of them, we have dedicated Customer Supply Chain teams for each business.

Complementary Business (Sales by business in US Dollars)



Customer Satisfaction

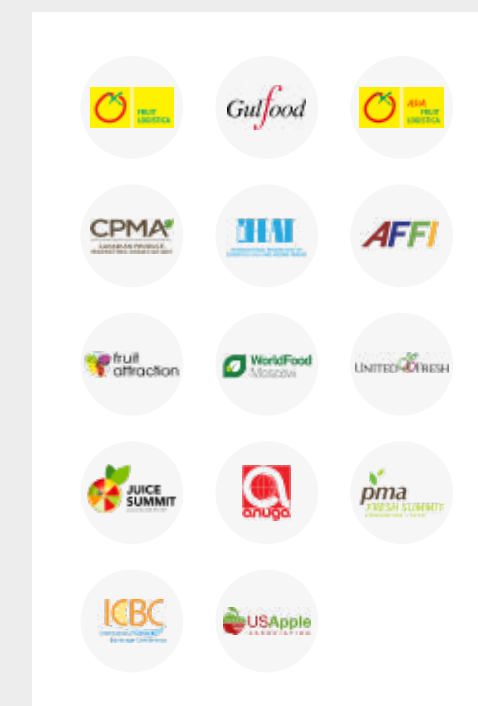
Continuing with the task of readjusting processes and defining indicators, in 2019 we implemented a new follow-up tool for the control of Fresh Fruit loads that enabled us giving customers visibility of 100% of our deliveries from our 4 points of origin in a single format and with standardized information. In addition, it was a streamlined and direct channel to share export documents and provide better traceability and control of loading times.

On the other hand, a KPI was defined to measure compliance with the delivery of the volumes agreed with the strategic customers. This made it possible to measure our performance as a comprehensive team, with all our areas having as common focus the fulfillment of the commitments undertaken with our customers.

In the Natural Ingredients business, we established a KPI for the three points of origin where we have the processing operation -Argentina, South Africa and Uruguay- called "Perfect Order" to measure the level of fulfillment of deliveries in the time, quantity and quality required. Said indicator had a significant improvement during 2019, with an average value of 85% in March 2019 and 91.9% in December. In addition to measuring our performance, this tool allows us to find opportunities for improvement and integrate all sectors of the company in order to meet commitments and optimize services.

Trade Fairs

Trade fairs are a key relationship space as they make it possible for us to meet with customers from all over the world and be in contact with the main market trends at a global level. These are the fairs and exhibitions in which we participated in 2019.



4.2 ▶ Food Quality and Safety

Developing, producing and delivering reliable and safe products to our customers, from any of our production points of origin is our priority.

We have a **Food Safety Policy** in compliance with national and international laws and regulations.

Multidisciplinary teams are responsible for the implementation of the **Quality Management System** throughout the entire value chain to guarantee safety of products, quality of production processes and care for the environment.






To that aim, we developed a prerequisites and requirements program that covers the good manufacturing, agricultural and storage practices, pest control, allergen program, water quality program, etc., which the different business areas must incorporate into their work routine. In line with this, **Quality Assurance** manages procedures, training, records and activities aimed to the maintenance of the System and to the certification of the Standards, while a team of internal auditors verifies compliance therewith.

TRACEABILITY SYSTEM

This system allows us making the follow-up of each product, from the raw material to the finished product, going through the inputs and production processes involved in its manufacturing.

We also conduct checks based on fresh fruit control samples, assessing the performance of a fruit packed from each batch until it reaches its destination; we also have samples from every batch of finished product in terms of natural ingredients.

All our plantations, processes and products are certified by the following national and international Quality Standards:

	GLOBAL GAP
	HACCP
	SMETA
	BRITISH RETAIL CONSORTIUM (BRC)
	NORMAS OHSAS 18.000
	SELLO ALIMENTOS ARGENTINOS
	SURE GLOBAL FAIR (SGF)
	GRASP
	SIZA
	BASC
	CERTIFICACIONES RELIGIOSAS
	FOOD SAFETY SYSTEM CERTIFICATION-ISO 22000:2005-FSSC 22000
	SUSTAINABLE FARMING ASSESSMENT

4.3 ▶ Research and Development

The commercial, quality assurance, and research and development teams work in a coordinated way to strengthen the agricultural operation and focus it on providing innovative and sustainable responses to constantly evolving markets.

In the Phytopathology and Biotechnology field, we work in the control of pests and diseases, the prevention of Huanglongbing (HLB), studies to reduce the amount of applications or residues in the product and in post-harvest activities.

▶ PESTS

- We worked on the evaluation of outsourcing the monitoring service of the citrus miner insect vs. own- monitoring, determining the economic and opportunity advantages of the latter.
- We achieved an effective coordination between monitoring and zone heads, ensuring the availability of information for decision-making in advance.
- We modified the monitoring times and the thresholds for key pests, reducing the risk of negative impacts for production.

▶ DISEASES

- We deepened our knowledge of the main diseases as a strategy to design "integrated programs".
- We made use of a 100-hectare farm to apply management alternatives and assess the impact on the production and on the quality of the fruit obtained.
- In Peru we designed and applied a specific management program for *Cladosporium* spp, a fungus that had significantly reduced the quality of the fruit during the previous season.

▶ MAXIMUM RESIDUE LIMIT

- Aware of the commercial importance of the residues, studies were initiated to determine the degradation curve of molecules of Piraclostrobin, Mancozeb, Carbendazin and Chlorpyrifos, in fruit and oil.

▶ POSTHARVEST

- We worked to reduce the number of molecules without affecting the fruit preservation.
- We shared good practices for treatments and integrated post-harvest handling programs among the different points of origin.

▶ HLB

- Fortunately, until December 2019, this bacterial disease that affects citrus fruits has not been detected in Uruguay, South Africa, Peru or in the Northwest of Argentina. Convinced that prevention is the best tool, we conducted new training activities for awareness, prevention plans for *Diaphorina citri*, and vector and disease monitoring.
- We believe that producers should lead these programs, in coordination with the National and Provincial Phytosanitary authorities, complying with and enforcing all recommended management measures, in an integrated and simultaneous way.

CUSTOMIZED PRODUCTS

*We create new products thinking about market trends. Every day we work to develop ideas thinking about our customers, consumer trends and the needs of families worldwide, putting our knowledge and experience into practice. Since 2014 we have a **New Business Development** area, exclusively dedicated to thinking and executing solutions focused on the future to adapt our service to the new trends.*

One case to be highlighted is the development of a low sedimentation lemon juice for radler beers, which allows achieving the perfect level of turbidity, providing the right quality for the consumer's taste.

We are permanently searching for new solutions to add value to our customers and citrus activity.

5

Development Of Our Employees

SDG

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5.1 ▶ Value Proposal



Our greatest value is the people making up San Miguel.

We believe in the transformative capacity of individuals. We are a team.



We are Cultivators of Relationships

People who work and grow together and in that daily relationship our values are deployed.



We are a Team of Passionate People

The pleasure of doing what we like is what inspires us every day.



Diversity Empowers our Strengths

We are a global multi-origin company that encourages exchange between cultures to enhance our outlook, nourishing ourselves with different experiences through our teams.



We Share Leadership

We accompany, support and motivate our employees to be the protagonists of their personal and professional growth.

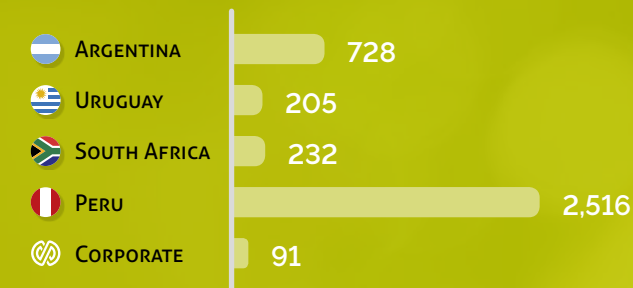


We Promote Development

We want to leave our imprint on our employees' career development. We promote their growth through experiences in co-creation spaces in a collaborative environment.

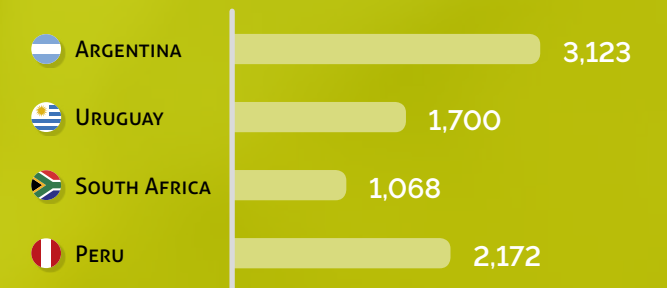


Total Employees



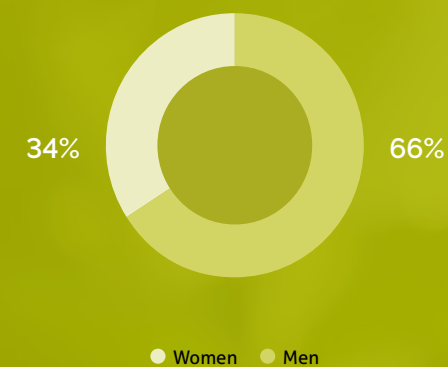
▶ Global Total: 3,772

Harvest Season (Jobs added)

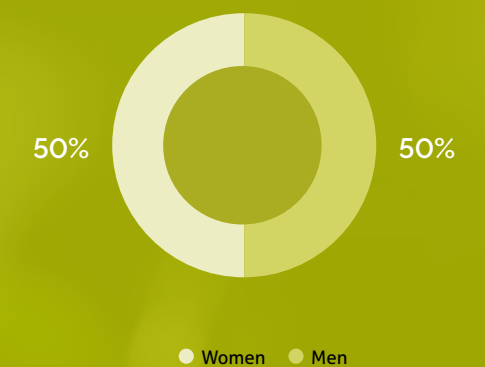


▶ Global Total: 8,063

Direct Employees



New Hires (Total 2019: +100)



5.1 ▶ Value Proposal



The behaviors we expect from each of our employees allow us to achieve the expected success and act with willingness, talent and innovation faced with the changing business demands.

+100

New permanent hires in 2019. We attract and select talented people with technical experience following a transparent and effective process.

Generic Competences



We Manage Changes with Flexibility

We promote changes and adapt and work efficiently in different situations or with different groups.



We are Proactive and Innovative

We apply initiative and anticipation whenever we act, proposing creative, disruptive and/or continuous improvement solutions to solve those problems that may arise.



We Commit to Sustainability

We are responsible for safety at work, for caring for the environment and for seeking a balance between work and personal life.



We Permanently Learn

And we develop new skills to continually improve the tasks we perform.

Leadership Competences



We Think Strategically

We set and implement the company strategies with a forward-looking and systematic view, being aware of and understanding how the environment and its economic variables impact the business results.



We Focus on the Customer

We develop an optimal value chain to provide products and services that meet the current and potential needs of our customers, generating with them long-term links.



We Achieve the Best Results

We aim to achieve high quality and productivity standards, setting challenging objectives to deliver results in an efficient and sustainable way.



We Work as a Team

We collaborate with others within our own area and between different areas, showing interest in being part of a single team to achieve common goals through dedication and perseverance.



We Undertake our Responsibility

We undertake the responsibility for the decisions made, for the consequences of our actions and for compliance with the company's rules, valuing and taking care of resources, assets and costs in the best way possible.



We Lead and Develop our People

We guide and motivate people to achieve the objectives set, we follow them up and give continuous feedback on performance, considering the development of employees as a non-delegable duty of each leader.

Selection Process

Whenever a position needs to be filled, we first **resort to our own employees** to foster their development.

In the case of head, manager and director positions, we do it through the **Opportunities Committee**: a group of employees having a level higher than that of the vacant position may nominate internal candidates, bearing in mind the multiple processes and the requirements for said position. After this instance, it is defined whether the position is filled with an in-house candidate or if it is necessary to resort to an external search.

For the assistant, analyst, coordinator and supervisor levels, the search also starts with in-house personnel. The selection area validates the profile of the position and recruits through internal means, carrying out a selection process consisting of interviews and exams.

If no internal candidates are selected, the search continues by means of the **Referral Program**, through which any employee can refer an external candidate as long as the search conditions are fulfilled. If at the end of this instance the vacancy has not yet been filled, we start an external search in accordance with our attraction strategy.



5.2 ▶ Training and Development



Employees' Development Pillars

We want our employees to enhance their capabilities to perform in current and future roles. We support and promote talent, providing the space and tools so that they can lead the development of their career.

We use the same axes in all countries, and the development of each of them depends on the specific need inherent to the business at that time.



Culture

We transmit our history, identity, values and behaviors that guide the way each of us works and interacts within the Company.



Leadership

We provide tools so that each employee can lead his/her professional development by managing his/her own learning and that of his/her teams. The methodology used is 70-20-10: 70% of learning comes from practice and experience in the position, 20% is acquired through relationships with other people (feedback, conversations, etc.) and 10% comes from formal courses and structured programs.



Management

We offer training activities aimed at developing, leveling or maintaining specific technical and management knowledge to carry out the tasks inherent to a position, with customized training and programs.

REDESIGN OF THE CULTURE PLAN FOR THE UPCOMING YEARS

San Miguel leadership team (LT) conducted an in-depth analysis of the business in order to define the 5-year strategic plan.

To understand our starting point, we made a diagnosis to a group of associates with the Organizational Culture Inventory (OCI) tool. This allowed us to quantitatively measure the Culture of San Miguel through online surveys, individual and in-depth interviews and focus groups that involved employees from different hierarchical levels, areas and geographies.

Furthermore, we used the same survey process with the leadership team to define which is the culture that we need to build in order to achieve the organization's strategy.

To design the Culture Plan for the following 3 years, a team called Core Team (CT) was created, made up of employees with global positions and with different levels of impact on the organization that carried out a training process on the methodology of the OCI tool, and helped in the development and building of the Culture Plan. Likewise, teams of culture sites called Local Stream (LS) were created who will help in the initial delivery of the actions involved in the plan.

Development Management

Our development platform follows the company's strategy, managing the performance and evolution of the key competences of each employee through multiple processes that consider the short, medium and long-term talent needs.

- Performance Management System (PMS)
- Succession Plans / Replacement Charts
- Individual Career Plans: Individual Development Plan (IDP)
- Development Opportunities Identification Program (DOIP)
- Talent Review (TR)
- Talent Grant Programs
- Internal Mobility: Internal Searches and Opportunities Committee

Talent and Performance Evaluation

Our talent evaluation is carried out at two times of the year during the *Talent Review* sessions. The potential evaluation methodology is that of Learning Agility, which measures the ability to learn and capitalize on the experience of our employees.

Potential is measured through four agility abilities: change, mental, with people and with results, we added a 5th agility: that of **self-knowledge**, the perception the person must have of itself and of its aspirations to combine them with agility skills.

We use the 9Box methodology, we cross-check the **potential** and **performance** variables (last 2 years), which allows us to identify and design action plan for the development of each one of our employees.

To this process we added identification of critical positions and succession plans for mid-level management positions upwards.

The Performance Management System (PMS) is carried out on an annual basis and is aligned with the business strategy and the variable payment (bonus). It creates formal spaces for dialogue, helps us transmit and understand how, from the individual contribution, it contributes to meet the business strategic objectives and allows us to know how to improve the performance of each person.

Individual Improvement Plans (IIP) are carried out with those employees who have a "partially compliant" performance; this tool has been designed to build a short-term performance improvement plan between the employee and the immediate supervisor. In the case of operators or collectively bargained employees, a performance evaluation is carried out aimed at the indicators associated with productivity, assistance, quality, among others.

During 2019 we evaluated permanent collaborators in Talent Review

+USD 600,000 invested in training in 2019

5.3 ▶ Labor Conditions

3



Because our greatest value is people, we offer our employees benefits that allow them to improve their quality of life and that of their family group.



5.3 ▶ Labor Conditions

3
-1/2

Through channels that facilitate the flow of timely, transparent and updated information, Internal Communication contributes to strengthening San Miguel culture and values.

Activities we Carry out with Family Participation

- Environment Day Contest, with the participation of the employees' children
- Contest in Networks for the Women's Day celebration
- Celebrations of national days, women's day, father/mother's day, children's day and birthdays
- New Year's Eve party
- Team building activities for certain areas
- SamiTours
- SamiFest for the employees
- Initiatives for the Worker's Day and the Agricultural Worker's Day
- Season Closures
- Children's Christmas
- Sami Kids: employees are invited with their children to spend a games afternoon at the offices
- Football Tournament for men and women
- Gifts for fathers, mothers, newlyweds, University graduates and for those entering the company

(These activities vary according to the site)

COMPENSATION POLICY

Aiming at:

- Guaranteeing equity
- Talent attraction
- Building loyalty among our employees

Through the Compensation Policy, we want to guarantee that the payment received is consistent with the importance of each position in the organizational structure and that the full compensation is similar to that obtained for similar functions in other organizations.

In order to attract profiles, compensation levels must be in line with the current supply and demand conditions in the labor market. To this aim, the compensation level must be competitive in the labor market.

For said purpose we make sure to have market data, participating in labor surveys.

Communication with Employees

▶ SAMINET

Our Global Intranet that we finished implementing in March 2019, where we channel all day-to-day communications (birthdays, events, benefits, policies, procedures, internal searches, news, among others). The employees have the information at their disposal each time they want to see or consult it, and in turn, it works as a two-way channel since through it they can send us queries, doubts, exchange best practices with other sites, etc.

▶ SAN MIGUEL GLOBAL MEETING

Led by the CEO and business leaders at all sites and held every four months.

▶ BREAKFASTS WITH THE CEO

For new hires.

▶ BOX FOR SUGGESTIONS

In operations, so that any employee can share suggestions and/or queries about any topic.

▶ INTERNAL BILLBOARDS

Mainly in Farms and Plant.

▶ E-MAIL

Through which important changes in the structure of each Direction are communicated and it is usually shared from the manager's own box.

5.4 ▶ Health and Safety

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We Manage Occupational Risks

Our Health and Safety team monitors all tasks in order to ensure that workers have all the knowledge and protection elements they need to prevent any incident or disease.

RISK WARNING CAMPAIGN

We use indicators to detect and eliminate unsafe acts and conditions in operations in all countries, which also allow us to keep a record of the situations in which workers put their integrity at risk due to their own attitude or to environmental agents. In the event of an unsafe behavior, the worker is made aware of its fault, corrected and trained. In the case of unsafe conditions, these are reported in the daily meetings and the Head is requested to act for the improvement management. Safety issues that contribute to drawing up action plans to budget for improvements are also considered.

NOISE MANAGEMENT

Reducing noise, either at its source or along its path, is a priority of the management programs in which both the design and maintenance of equipment and the workplace are considered. At San Miguel, we monitor the noise level in the various facilities of the Company with trained and qualified personnel. In sectors where noise exceeds the level accepted by local regulations, we study the sources to eliminate or isolate them.

WE HAVE JOINT HEALTH AND SAFETY COMMITTEES IN ALL OUR OPERATIONS

A space for workers to consult and participate in what they consider may affect health and safety at work, the purpose of which is to ensure:

- Prevention of occupational hazards from their source or origin.
- Providing diagnostic tools for continuous risk assessment.
- Evaluating new risks derived from technological innovation, or new tasks.
- Promoting and collaborating in the planning of training courses for the prevention of occupational risks.
- Keeping a record of statistics on accidents and diseases at work and analyzing them.

Training in Occupational and Family Health and Safety

Our team carries out an Annual Training Plan that includes general topics such as first aid, fire control, road safety, protection elements, good agricultural practices among several others, and field specific topics, packaging and natural ingredients such as handling of agrochemicals, ergonomics, safety in machinery, pruning and packing, etc.

These annual plan is integrated within the People Pillar of SAVIA, so that each role can understand which are the H&S aspects that they need know when implementing an activity.

Focusing also on the employee's family and on the community, we promote health and work on disease prevention through various programs, such as addiction prevention programs, programs against gender violence, chronic diseases, vaccination campaigns, health control in all our points of origin and even treatment of HIV and tuberculosis in our Clinic in South Africa.

Caring for the health and safety of our people is our absolute priority. Therefore, in 2019 we consolidated the structure of the Global Environment, Health and Safety Management which reaches all San Miguel operations and defined objectives and goals for continuous improvement.

Raising awareness, minimizing risks, joint work and training are key aspects for the management of occupational risks.

100% of San Miguel workers perform their tasks in locations where Risk Warnings are carried out.

ACHIEVEMENTS REACHED IN 2019

-  **47% reduction in lost-time accidents**
92% improvement in itinere accidents
-  **50% reduction in the monthly incidence rate of accidents per each 1,000 workers exposed**
0 accidents in staff with permanent contract
-  **0 accidents in independent contractors**
-  **81% reduction in lost-time accidents**

6

Committed to Nature

SDG

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6.1 ▶ We Take Care of the Environment



Our business scheme must meet stringent sustainability and environmental care criteria that allow us to work in harmony with nature and ensure the future of our business.

We have an Environmental Monitoring System to minimize the impact of our activities, which covers all environmental measurable aspects of our operations and allows us to record information through an internal and external audit scheme.

Our Environmental Management is based on:



Waste

Minimizing waste generation and promoting alliances for their valuation.



Natural Resources

Making a rational and efficient use of our natural resources.



Environmental Risks

Identifying, monitoring, assessing and mitigating the environmental risks arising from our operation, in order to preserve biodiversity, prevent pollution and minimize the potential impact of our activities.



Communication

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



We Monitor and Assess the Impact of Our Products

- Water consumption measuring
- Ground water and surface water quality analysis
- Receiving body monitoring
- Analysis of our organic solids
- Noise level monitoring
- Gas emission quality
- Waste segregation at source, treatment and final disposal



Beyond our Quality System, we implement the **Good Agricultural Practices (GAP)** guidelines promoted by the Chamber of Agricultural Health and Fertilizers (Cámara de Sanidad Agropecuaria y Fertilizantes), which define the basic elements and essential practices for fruit production. The implementation is based on the following principles:

- Maintain consumer trust on food quality and safety.
- Minimize environmental impact and degradation, preserving the flora and fauna.
- Reduce the use of agrochemicals.
- Improve the efficient and rational use of natural resources.
- Ensure a responsible attitude towards the health, safety, well-being and education of those who work with us.

We Promote Environmental Awareness

During 2019, we continued with the **Annual Training Plan to promote environmental awareness and culture** in all operations, both for associates and contractors.

Through **talks and workshops on good environmental practices**, we prioritize that they may assess how their daily actions impact the environment, adding environmental responsibilities to the ones they already know in their roles, thus covering theoretical and practical knowledge on waste management, environmental incidents, and effluent and energy management. This way we ensure the transfer of basic environmental information and of our corporate policy.

Additionally, in 2019, and as part of our Environmental Promotion calendar, we celebrated the **World Water Day** and the **World Environment Day**. These celebrations were intended to raise awareness among all our associates of the rational use of natural resources and biodiversity, providing data on the global situation and the situation in our own operations, and we have also organized trivia games and contests at each location to encourage engagement.



Continuous Improvement Groups

We have implemented a dashboard that is used every month to revise all strategic performance indicators at a **Multidisciplinary Committee** formed by leaders, sector heads and area managers. As a result of this routine, we have prepared the action plans to prevent and/or correct the deviations detected and, consequently, maintain a high environmental performance.

6.2 ▶ Efficient Use of Natural Resources



We promote the responsible use of water in our farm, harvest and packing processes.

Responsible resource management and environmental care are embedded in our company's DNA. We work at all our sites for a sustainable and responsible management of water, energy, supplies, raw materials, waste and effluents.

We Take Care of Water in Our Production Origins

Water, as an essential resource for life and food production, is crucial for the sustainable development of our production activities. We understand that its responsible use is not only necessary, but also occupies a preponderant role in our environmental management. Even more, when **operating in countries where the water situation becomes critical as in Peru and South Africa**. This makes us even more aware that it is a scarce resource when we manage it.

Measuring Our Water Footprint

OUR GLOBAL CHALLENGE

We have set the goal of **assessing the water footprint for the production of one kilogram of each product produced for each location** and, based on the results of the water footprint analysis (water consumptions and impacts), we have proposed to:

- Implement actions within the company to reduce its water footprint.
- Develop responsible water management projects to offset and mitigate our water impacts in the basin identified.

Success Story: Water Footprint in Peru

We have analyzed our water footprint in Peru as part of the process to get the *Certificación Azul* (blue certification), recognition from the Government of Peru for the practices applied by companies in the efficient use of water resources in the basins.

We have measured the **Water Footprint for the production of each fruit** over a season through the method proposed by ISO 14046:2014 standard, a system defined as "cradle to gate". The results of this job were as follows:

► CHINCHA (SITE)

- Mandarin: 121.99 liters of water/kg of mandarins harvested
- Avocado: 700.11 liters of water/kg of avocado

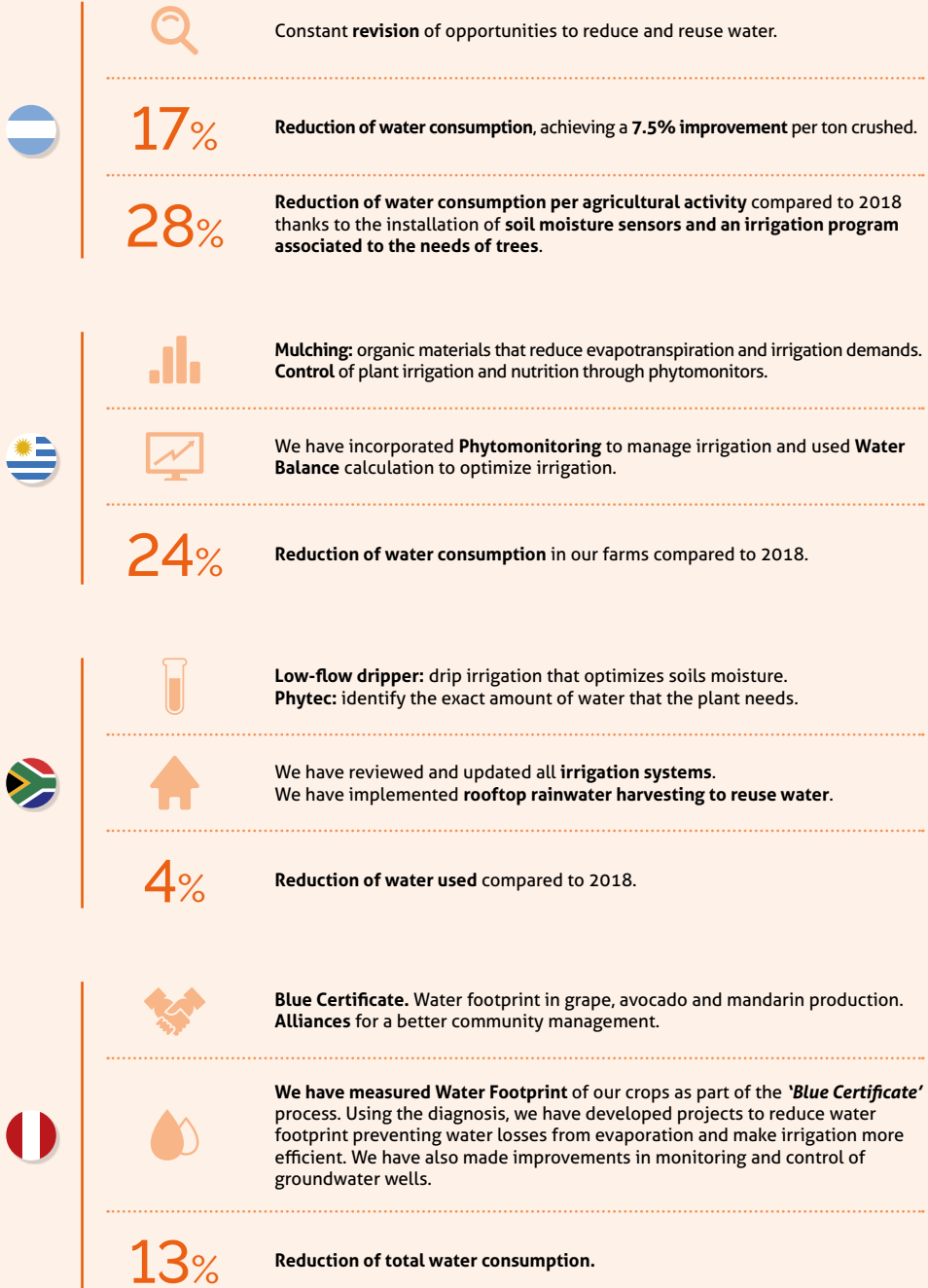
► CHEPÉN (SITE)

- Mandarin: 143 liters of water/kg of mandarins
- Avocado: 604 liters of water/kg of avocado
- Grape: 518 liters of water/kg of grapes

The methodology is based on the **life cycle analysis** applied to the use of water, calculating the consumption and quality alteration in the value chain of a product or service, process or organization, in addition to the potential impacts on human health and ecosystem quality.

Aiming to reduce water footprint, we have defined an **interdisciplinary work team** to propose and define the projects to be run in the short and medium term. We proposed **roofing the reservoirs** in the Chíncha location and changing the irrigations hoses in the Chépén location, both projects aimed at reducing water loss, due to evaporation in the first case, and due to inefficiencies in the irrigation method in the second case. Besides these measures, we have prepared **projects to raise awareness** of water management in the community.

Water Use and Consumption



The technical assessment on the Water Footprint indicator and the commitments made to local communities show our commitment to be increasingly efficient in the use of water and in processes, and lead this change among associates, partners and suppliers.

6.2 ▶ Efficient Use of Natural Resources



In order to make an increasingly efficient use of natural resources and reduce our footprint, we have decided to incorporate renewable energy sources into our energy matrix.

We Make a Responsible and Efficient Use of Energy

With carbon footprint reduction as one of the central themes of our environmental management, we work in each country to reduce energy consumption and optimize its use through different initiatives.

Carbon Footprint

As part of our Weather Action strategy, in 2019 we started to work to standardize the measurement of our greenhouse gas (GHG) emissions globally, from the processes initiated in our nurseries to the ones of the port of destination.

To such end, we are using the “**Greenhouse Gas Protocol**”, jointly developed by World Business Council for Sustainable Development (WBCSD) and World Resources Institute (WRI). This emission management standard is the most widely used by companies and governments worldwide, and is aligned with **ISO 14064**.

The GHG inventory will allow us to standardize the emission calculation and reporting process at a corporate level for all the countries where we operate and will lay the foundations for a **more efficient emission management**, allowing to identify opportunities for emission reduction throughout the value chain, as well as the reliable calculation and reporting of emission management with the relevant indicators.

The development of this custom-made tool is intended to **contribute to reducing emissions through the diagnosis of the entire value chain**, to obtain the calculation of emissions (using 2019 as the baseline year) and based on these metrics establish reduction and efficiency goals for the short, medium and long term. At the time of closing this report, we are completing the corporate emission calculator.

Weather Action Plan: Renewable Sources in Our Energy Matrix



In order to make an increasingly efficient use of natural resources and reduce our footprint, we have decided to incorporate renewable energy sources into our energy matrix. Thus, starting in January 2020, **40% of the energy consumed in Famaillá Industrial Complex in Tucumán, our largest operating unit, will be supplied by renewable energy sources.**

CP Los Olivos S.A.U., a company of Central Puerto group will be supplying wind power for ten years starting in 2020. The volume of electric power from renewable sources will be purchased at the Renewable Energy Forward Market (Mercado a Término de Energía Renovable, “MATER”) and corresponds to **8,700 MWh**.

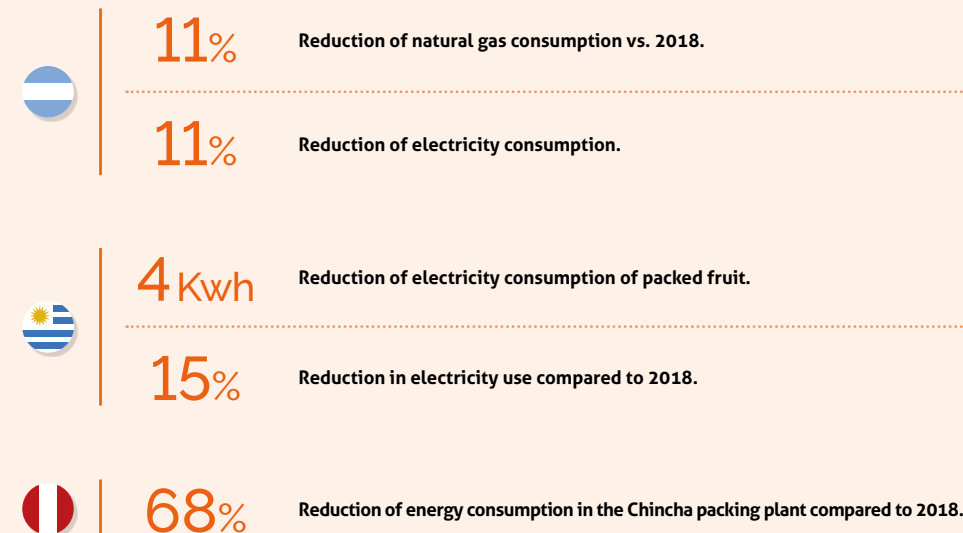
Through this decision we strengthen the commitment to **reduce the carbon footprint of our products** and favor sustainable development in our operations, while we contribute to meeting the **Sustainable Development Goals** proposed by the United Nations.

“This way, San Miguel will be duplicating five years in advance the goal set by Law No. 27191 on Renewable Energies, which requires that by 2025 20% of electricity demand be supplied by clean sources produced in Argentina”

Paula Marincioni
Global Environment, Health and Safety
Manager for San Miguel.

 For more information, click here.

⚡ Responsible Use of Energy



6.2 ▶ Efficient Use of Natural Resources



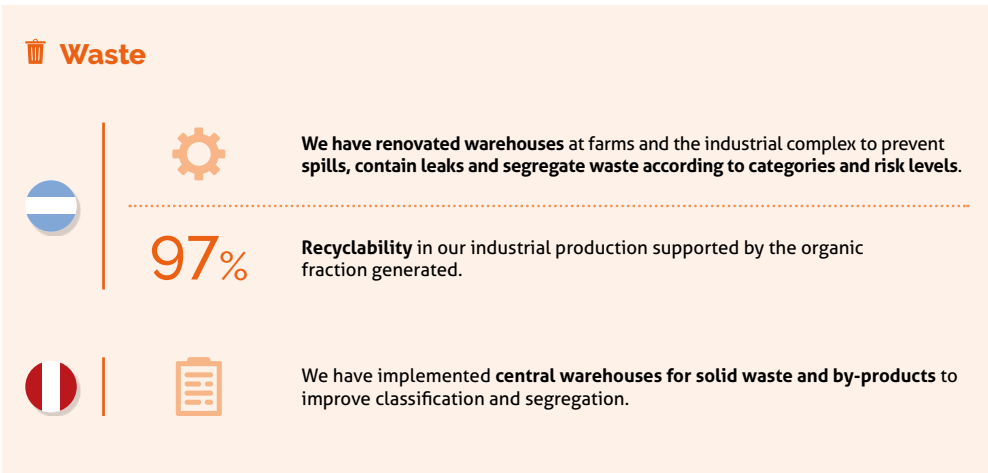
As part of our commitment to the Sustainable Development Goals, we have systems and technologies for the treatment of our effluents and environmental monitoring programs to ensure its effectiveness and appropriate final disposal.

We Manage Our Waste and Effluents Responsibly

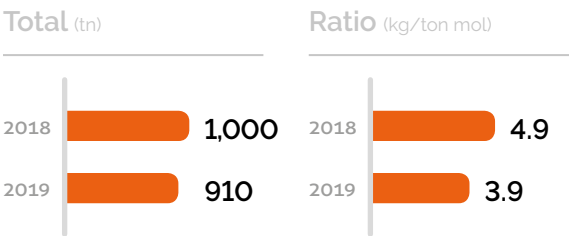
We manage supplies and raw materials in a responsible manner with initiatives that allow recovering and reusing different types of materials from all our operations.

Through these actions, we get to **reduce, recycle or transform the materials into other useful element by adding value.**

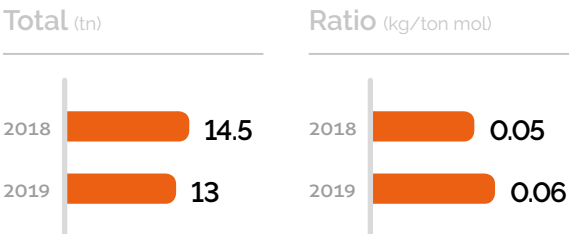
As part of our management system, we monitor waste generation at source and trace all the streams to ensure they are properly managed.



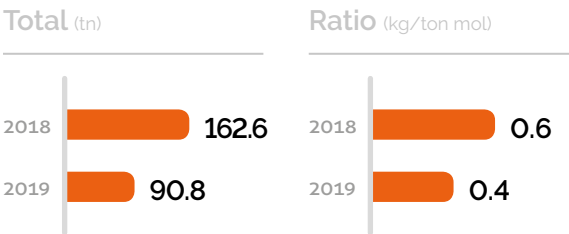
Waste



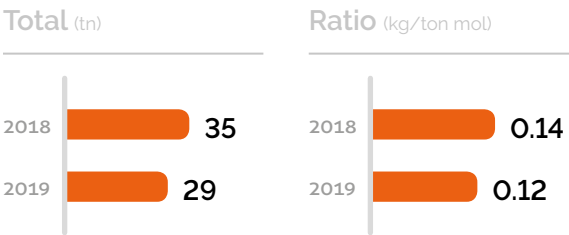
Plastic



Scrap Metal

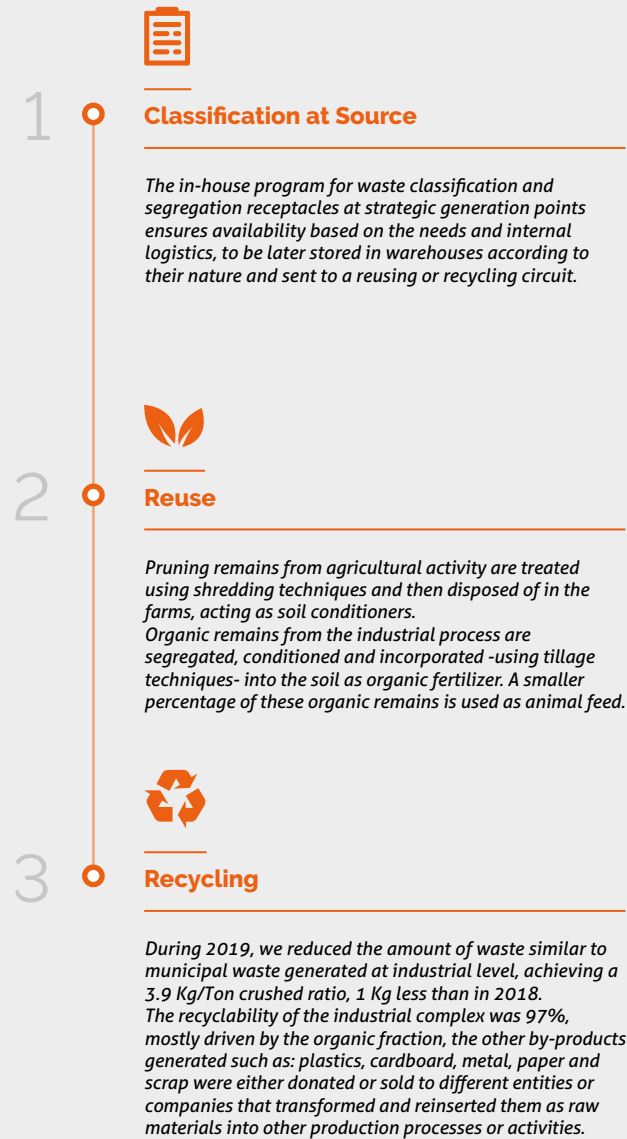


Cartons



The Responsible Supply and Waste Circuit in Argentina

During 2019 we monitored and assessed our internal management. As a result, we have updated procedures and operating practices, modified responsibilities by sector and storage sites, and applied our procedures to our suppliers through visits and compliance audits of their environmental performance.



6.3 Sustainable Soil Management



The proper use of soil and environmental zoning in our operations respond to the distinctive features of each region where we operate, land planning and particular interest areas, each of our operations.

We regulate and rationalize the use of fertilizes and phytosanitary products in order to minimize the impact on soil, on surface or ground water sources and on plant and animal species. We choose the most suitable fertilizers and the latest technology to ensure a better use of nutrients based on fewer losses. Likewise, for crops, we apply chemicals that are approved by the countries of origin and destination of fruit, thus preventing risks for our associates, operators, consumers and the environment.

Some of our initiatives for soil sustainable management in all our operations are:

► We characterize environments and classify units at landscape level.

► We characterize soils in all farms from the agricultural point of view.

► We define the lands suitable for growing citrus, planting site and the variety/rootstock combination used in each case.

► We prepare maps of the farms to make provisions for cover crops and planting and growth programs.

► We consider the topographic features and the watershed through satellite images and planialtimetric maps.

► We have a fallowed field schedule: once the land is suitable for farming, we let it fallow for two years by planting an annual summer crop (fodder sorghum) and an annual winter crop (black barley). This way, we incorporate organic matter that improves soil, reduce the use of phytosanitary products and enhance plant health, as well as its productive potential.

► We use chipping when we renew or prune crops to add chips into the soil as organic matter.

► We incorporate mulching of plant residues to maintain soil moisture and increase organic matter content.

► We maximize water efficiency, generating plant coverage in the area with the highest concentration of the active root system.

► We have created the Pest Monitoring area to minimize the use of chemicals and determine the best time to apply these products, thus increasing application efficiency, replacing the old application practice according to calendar date.

► We manage agrochemical empty containers according to the rules in force through triple washing and perforation and we send them for final disposal through an operator authorized for transportation and operation.

Update on the Current Use and Zoning of Our Farms

In 2019, along with Proyungas, we conducted an analysis of the current use and zoning of four of our farms, which have more than 300 hectares of forest: Taficillo, Monte Grande, Luz María and Caspinchango. This analysis is an update of the report made in 2014.

As shown in the table below, the period under analysis (2014-2019) shows no significant changes in the total values of productive and wild areas for each property.

The differences of a few hectares identified in farms such as Caspinchango, El Naranjo, Luis María or María Luisa, are due to the use of higher resolution images that allowed to define in more detail the limit between the different environmental categories.

The forest area also remains constant. Forests tied to river courses protect the productive system (soil conservation, protection of stream banks, presence in sloping areas, etc.), but also have a role as biological connectors that ensure the transit of the animals that use larger forest patches, but in contact or close to citrus fields. **Because of this, some wider protective forests (Caspinchango and Luz María properties) were revised in their preliminary zoning of 2014 and moved to a high conservation value category.**

Every farm and nursery at San Miguel has a registration and continuous monitoring system of crops and agricultural operations, and we analyze soils according to the risk and the topographic characteristics of the area.

This is how we seek a long-term sustainable system that enables us to prevent soil degradation and other related problems.



Farm	PRODUCTIVE AREA (HA)		AREAS OF NATIVE FOREST (HA)		Total
	2014	2019	2014	2019	
Angelina	115	115	0	0	115
Caspinchango	1,006	999	6,272	6,285	7,284
Caspinchango II	72	72	0	0	72
Chabela	112	112	0	0	112
Don Alberto	119	119	30	30	149
El Naranjo	229	229	74	74	303
El Sunchal	120	121	26	25	146
Elmira	256	256	0	0	256
José Luis	36	36	0	0	36
La Salina	143	145	46	44	189
Luz María	287	306	414	396	702
María del Milagro	134	142	44	36	178
María Luisa	200	197	21	24	221
María Verónica	260	260	3	3	263
Monte Grande	1,069	1,071	340	340	1,411
Patricia	215	214	53	54	268
Santa Isabel	571	571	18	18	590
Taficillo	301	302	982	981	1,283
Total 2019	5,439	5,269	8,456	8,309	13,577
	39%	39%	61%	62%	100%

Farm	CASPINCHANGO		LUZ MARÍA		MONTE GRANDE		TAFICILLO		Total
	2014	2019	2014	2019	2014	2019	2014	2019	
Yungas	6,286	6,281	363	347	244	241	982	979	7,848
Riverside forest	-	-	51	48	94	88	-	-	136
Open forest	-	4	-	-	-	4	-	2	10
Wetlands (river course)	-	-	-	1	3	8	-	-	9
Deforested	-	-	-	-	-	-	46	46	46
Infraestructure	39	16	4	4	77	77	10	6	103
Service areas	-	31	-	15	-	2	-	5	53
Forest plantations	-	-	-	43	91	90	-	-	133
FP (harvested)	-	-	69	26	-	-	-	-	26
Citrus plantations	954	952	214	218	901	901	245	245	2,316

Area in hectares of environmental units (wild and productive) present in the four properties selected.

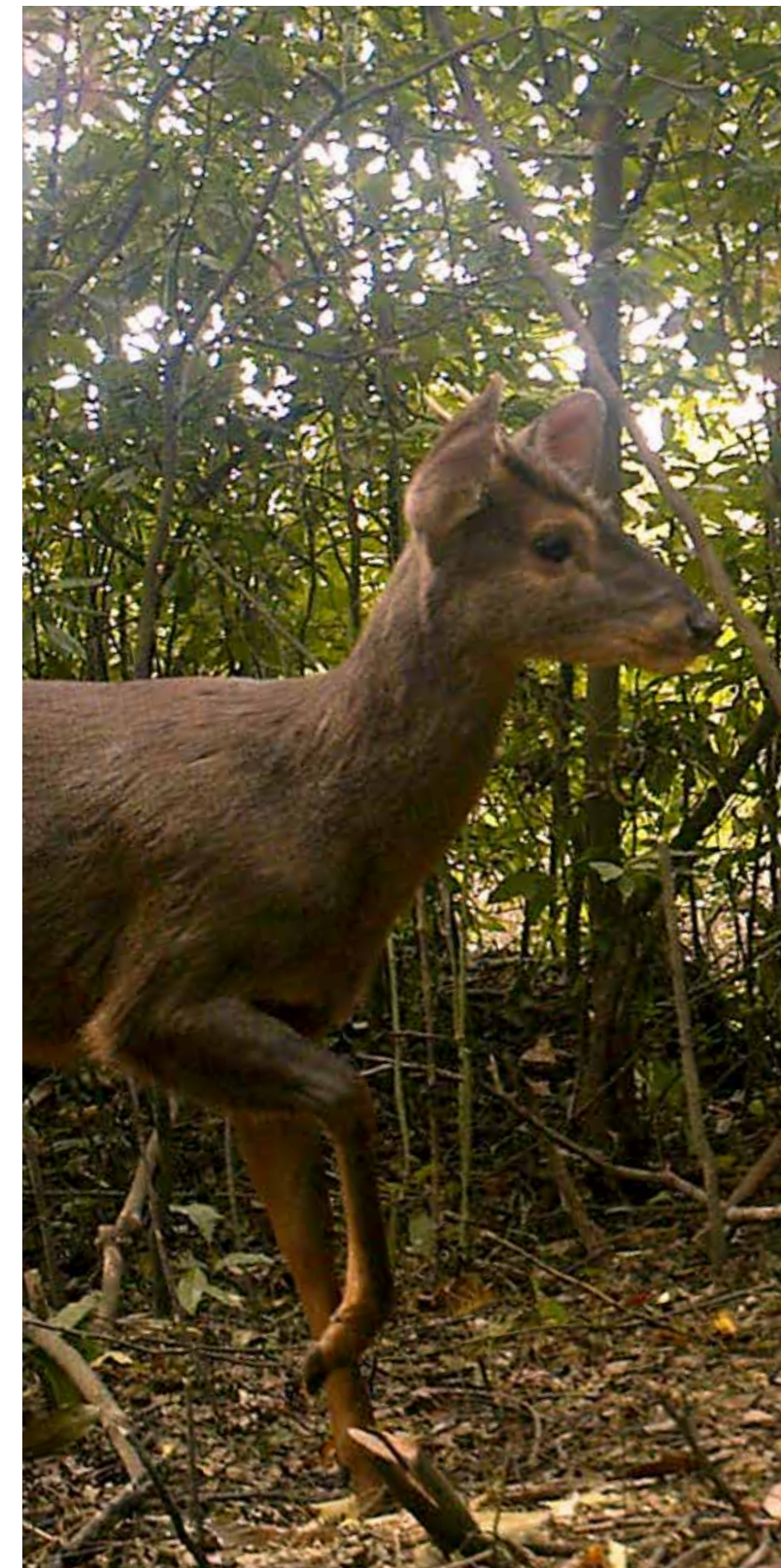
6.4 ▶ Biodiversity Protection



We work in nature and assume the responsibility of conducting our activities within a sustainability framework, constantly seeking to harmoniously integrate production into biodiversity conservation.

🔧 Biodiversity Protection

		We study the quality of the aquatic environment and its biodiversity . Watercourses had a good-excellent ecological quality, hosting a high diversity of macroinvertebrates (54 taxons).
	3	Years in a row we have achieved the 'Producto Yungas' certification , validating compliance with the certification criteria throughout the different stages of production activity and the progress made in the continuous improvement process at farms and the industrial plant.
	62%	Of the total area (13,577 hectares) of the environmental units of the properties are wild areas and the rest are areas used for agricultural and forest production.
	10	Species of large and medium-sized mammals were registered in the 21 sampling stations in farms (least weasel and lutrine opossum, ocelot, Pampas fox and crab-eating fox, eira barbara, South American raccoon, collared peccary, gray brocket and Brazilian guinea pig).
	1,5	Hectares preserved of native woodlands for every one productive hectare.
		We carry out a Flora and Fauna Search and Rescue Program , according to relocation plans.
		We have identified and reallocated plants to relocate them in the protected area adjacent to the site.
		We undertook an on-foot search for reptiles, invertebrates, amphibians and mammals led by a professional team specialized in each habitat.
		We held trainings and talks related to flora and fauna care and protection .
		We put signs for flora and fauna protection in strategic points of our farms.



7

Our Relationship with the Communities

SDG

1



2



3



4



5



6



8



11



17



7.1 ▶ Social Investment Strategy

We keep addressing new challenges and seeking to consolidate the social investment program in each of our operations taking into account their needs, to help them thrive.

Our colleagues actively participate in the activities we held with our communities through Corporate Volunteering and Sustainability Committees.

Cornerstones of Our Strategy



Health



Development



Education



For each cornerstone, we have undertaken initiatives in the 4 countries where we are present, prioritizing our more vulnerable associates, their families and the neighbors of the small communities that are closer to our operations.

Executives and associates actively participate in the activities we carry out in our communities, through Volunteering and the Sustainability Committee.



Sustainable Development Goals



Aware of our role as key players in the global agenda, we consider the Sustainable Development Goals of the United Nations as the core guidelines of our actions.

Promoting quality education, contributing to zero hunger, encouraging labor inclusion and being key players of the economic development of the communities adjacent to our operations are some of the main commitments we have made for our management of community relations.

7.2 ▶ Community Actions



Our main aspiration is that the communities with which we relate have more and more opportunities.

III. Development

	GERMINAR PROGRAM We encourage the development of Rural Women Entrepreneurs based on their own capacities and the support of their businesses, to help them consolidate an additional income for their families, as well as personal development.	▶ 32 enterprises underway ▶ 4th stage
	WORK 4 A LIVING We offer training to youth for the active search of a formal job , in Kirkwood, South Africa. Together with Tesco, one of the world's leading supermarkets, we have implemented this program so that unemployed people of Addo receive training in skills , thus contributing to reduce the current high unemployment rate . The 3 phases of the program are: preparing for work and changing mindset as regards poverty, developing administrative skills, learning specific skills.	▶ •68 students graduated ▶ 65% of graduates got their first job ▶ 10 students undertook their own business
	ACCESS TO WATER We have created initiatives for piped and household water connection for neighbors of the locations adjacent to our operations in Argentina, and we have ensured the provision of water tanks to employees in South Africa to ensure continuous supply.	▶ 50 families benefited
	INCLUSIVE PURCHASES We have incorporated NGO CADY , Centro Esperanza in Young, as the exclusive supplier for the food service of internal activities and trainings, to contribute to their development .	
	REFURBISHED HOMES We have refurbished the homes of associates within the farms in Uruguay and Argentina. Additionally, we have initiated a property and land donation for more than 100 families in Argentina.	
	REMODELED CHILDREN'S PLAY AREA We have remodeled the children's play area of Hoja Redonda village and we have improved the homes of the most outstanding associates in the season of each crop in Peru.	▶ •2.100 people benefited
	REMODELED ENTRANCE OF HOJA REDONDA HEALTH POST We have remodeled the entrance of Hoja Redonda Health Post , to facilitate access for people with disabilities and the entry of stretchers for transferring patients from this Health Post that provides primary care in the community.	

Thudana Citrus

As part of the creation of this **new company jointly owned with our associates in South Africa** under the rules of the *Black Economic Empowerment* (BEE) program, where we **assigned 30% of equity interest to the 120 workers of Thudana Citrus**, we have established a **training and development program** for the new shareholders, given the responsibility the have as owners.

In 2019, trainings and support meetings focused on **providing management tools for their new role, leadership skills and more knowledge on the how a citrus industry company works**. Additionally, we support them in the process of nominating and voting for the representatives that would become board members and the logo that will represent the company.

This project takes place within the framework of the **BEE Promotion Law that forms part of South Africa National Development Plan 2030**, which addresses the inequalities affecting South African black citizens as a result of Apartheid. The main challenge considered in the Plan is to roll back poverty and inequality by 2030, which involves a combination of 3 factors: increasing employment, higher incomes through productivity growth and good-quality public services. This initiative is intended to empower these partners and create the opportunities that they or their families had not been able to access before.

Access to Drinking Water

The goal of the program is to provide access to piped and household water to 100% of the homes in the communities of our main farms. In 2019, we started with Santa Isabel, to continue in 2020 in Monte Grande and Caspinchango.

- ▶ **14 household connections made**
- ▶ **20 families benefited**
- ▶ **98 people started to have water in their homes**

We Empower Rural Women Germinar Program: Stage 4

In partnership with Fundación Cultural del Norte and Fundación para el Desarrollo de Tucumán, the purpose of the program is **to transform their skills into productive undertakings that generate an additional income for the family and a future with more opportunities for everyone**.

▶ **IN 2016**
We **implemented the first stage** of this program, where rural women neighbors were called to participate in a training space. They were mostly the wives of agricultural workers and came from communities near our main operation. We prepared a personal and group profile to encourage integration and provided empowerment courses.

▶ **IN 2017**
We **implemented the second phase**, with the objective that each one can develop the tools required to think, create and grow their micro-undertaking.

▶ **IN 2018**
We supported the **36 micro-undertakings** so that they could boost and sustain their development, formulating a business plan more adequate for each undertaking. In a big qualitative leap, 3 women entrepreneurs got seed capital (**\$250,000**) to use in their projects.

▶ **IN 2019**
Support was strengthened for those undertakings that were most affected by the widespread crisis, and the procedures required to form the non-for-profit organization **Asociación Civil Germinar**, integrated by the women entrepreneurs, were completed, thus favoring a path to independence. This formal organization will favor the joint work of all of them, driving their growth in business terms and gathering all efforts under an entity that represents them.

Women in rural communities are the engine of family development, and that is why we work, for the fourth consecutive year, to empower them through their own engagement and leadership.



7.2 ▶ Community Actions



We work to support the communities with which we relate while they grow and encourage capacity so that they can thrive by their own means in a sustainable manner.

Education

	TUTTI-FRUTTI PROGRAM In a joint program with Asociación Conciencia, validated by the Ministry of Education of the Province of Tucumán, we encourage healthy habits in primary schools as educational support. Additionally, we work on the contribution offered by new technologies to students, teachers and families.	<ul style="list-style-type: none">▶ 263 students of 1st and 4h grade▶ 16 teachers trained▶ 4 schools from 2 participating rural areas: Monte Grande and Estación Padilla
	OCCUPATIONAL TRAINING PROGRAMS We provide occupational courses open to the community in order to create opportunities for alternative jobs. In 2019, Monte Grande, Chañar and Famaillá locations participated in packing, electricity and air conditioner repair workshops.	<ul style="list-style-type: none">▶ 70 people benefited
	RURAL COMMUNITY SUPPORT PROGRAM As members of 'Supporters of Rural Schools Association', we collaborate through several initiatives related to the completion of teaching projects or the development of school life like educational visits in our farms and the Young plant, donations as well as involving in vegetable garden workshop given with agricultural engineers from San Miguel.	<ul style="list-style-type: none">▶ 10 educational institutions benefited▶ 12 children from Santa Isabel school participated in the vegetable garden workshop
	▶ Besides, we sponsor Santa Isabel rural school in Young, supporting them in their needs throughout the year, from fruit donation to collaboration in the development of infrastructure, and through volunteering activities and facility maintenance.	
	TRAINING PROGRAM OPEN TO THE COMMUNITY Together with Sociedad Rural de Río Negro, we initiated a series of open talks on topics of general interest. In the first edition, the topic was "Computer Security at Home", in order to warn about the risks behind connectivity, with an excellent response.	<ul style="list-style-type: none">▶ 1 meeting for parents▶ 1 talk for teenagers and youth
	LIVING A WINNING LIFE Recreational activities to provide training in values and social and emotional skills for associates and neighbors in Sunday River Valley, South Africa, as well as in money management, labor skills, personal relationships and health and personal safety . The main activities of this program are:	<ul style="list-style-type: none">▶ 130 beneficiaries▶ 8 participating companies▶ 3 professional coaches▶ 4 players of the community identified to join professional academies
	▶ Soccer Clinic: A sport platform where we invite neighboring companies of <i>Sundays River Valley</i> to participate and build a good work relationship through soccer and work on subjects such as teamwork, goal setting, personal development, exceeding goals and the role of each individual in a group.	
	▶ Ladies Tea: Designed to empower women in <i>Sundays River Valley</i> , this workshop provides the opportunity to share experiences, by listening to and learning from the experiences of others.	<ul style="list-style-type: none">▶ 180 beneficiaries▶ 10 participating companies▶ 3 moderating professionals
	HOLIDAY CLUB We provide healthy meals to a summer holiday club for the children of <i>Sundays River Valley</i> , in a 5-day program with funny educational and sporting activities to keep them away from the streets.	<ul style="list-style-type: none">▶ 400 beneficiaries

Education

	SAMITOUR We implemented this pilot project intended for students of the last years of Agronomy studies to visit our facilities to share the technical experience in our operation. Students from Universidad Nacional de Trujillo, Universidad Nacional Pedro Ruiz Gallo, Instituto de Virú and CEFOP were given talks about crop technical issues and visited the mandarin, grape and avocado fields.	<ul style="list-style-type: none">▶ 150 students benefited
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The depth and scope of the initiatives of each operation varies based on the size of the operation, the context and its needs.

Health

	EARLY CHILDHOOD In order to strengthen early childhood development in rural areas, we carry out a program with Fundación FANN to train families in early childhood care .	<ul style="list-style-type: none">▶ 2 workshops held in Estación Padilla, in coordination with the Municipality of Famaillá.
	TEENAGE EDUCATION We provide Comprehensive Health advice for Monte Grande and Estación Padilla secondary schools, in Famaillá. Through workshops, the purpose is to generate a safe space with active and unprejudiced listening for teenagers, providing guidance and information on topics they are interested in and connecting them to formal entities if necessary.	<ul style="list-style-type: none">▶ 400 beneficiaries▶ 13 workshops held
	RURAL NUTRITION: SHARED FLAVORS PROGRAM We provide educational and professional training through diet and nutrition workshops that provide tools to promote a better nutritional development of the participants' families.	<ul style="list-style-type: none">▶ 61 cooking and healthy habit workshops in 3 rural areas of influence▶ 63 people completed the cycle
	CAREGIVERS We assist sick people that lie at home with no possibility of going to a public hospital, through 3 social workers who visit the Valencia location in South Africa on a permanent basis, in partnership with the institution Sisters of Mercy.	<ul style="list-style-type: none">▶ 50 families benefited▶ 90 patients seen or referred all year round
	HEALTH CAMPAIGNS We conducted dental and hand-washing campaigns for students of schools near our farms in Peru.	
	VACCINATION CAMPAIGN In order to create a prevention and health care culture in associates, we conducted an influenza vaccination campaign in partnership with the Ministry of Health of Chepén.	<ul style="list-style-type: none">▶ 450 beneficiaries
	PSYCHOLOGICAL CARE FOR CHILDREN We implemented a pilot project to provide psychological care for children of Santa Catalina school located in the Hoja Redonda village, and thus strengthening their educational development and providing customized care for some special cases.	<ul style="list-style-type: none">▶ 8 group workshops held▶ 2 workshops for teachers▶ 1 parent school
	NUTRITION We promote healthy eating habits in families in Argentina, Peru and Uruguay, including the food box subsidy, parent workshops and soup kitchens, and training for mothers in the proper development of early childhood.	<ul style="list-style-type: none">▶ 1,200 people benefited

7.3 Corporate Volunteering



We promote solidarity and commitment to sustainability among our associates.

Volunteering Activities in 2019

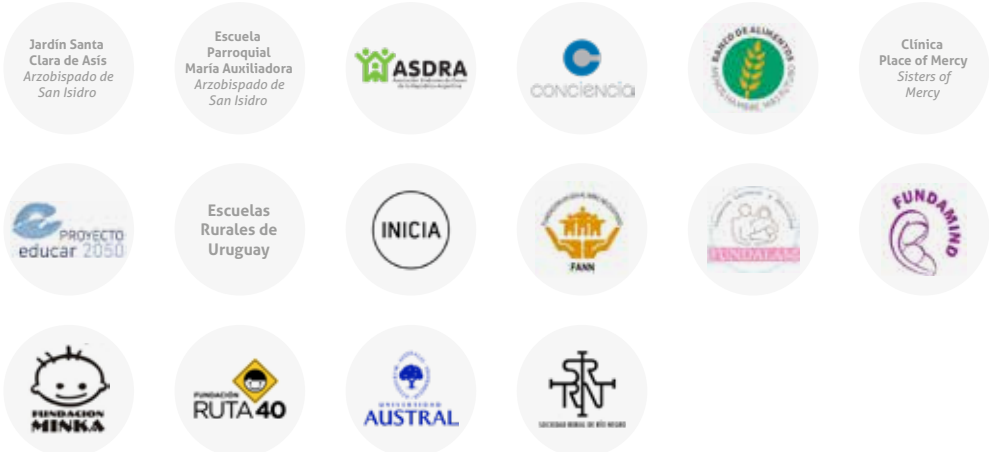
	WE GATHERED FOOD With Banco de Alimentos of Tucumán. Additionally, our proposed Caring Boxes project was accepted by this organization as new offer to vulnerable families.	▶ 1,660 kg of food gathered
	SOLIDARITY DAY Within the framework of Solidarity Day , we collected toys, educational kits and food for the Children's Day celebration for institutions of rural areas.	
	TUTTI FRUTTI PROGRAM Volunteers participated in the closing activities of the Tutti Frutti Program .	▶ 9 volunteers
	WINTER CAMPAIGN We carried out a "Winter Campaign" for Santa Isabel school, which consisted of donating clothes with Sociedad Rural de Rio Negro.	
	EDUCATIONAL VISITS TO OUR FARMS Volunteers participated as guides in the educational visits to our farms .	▶ 25 volunteers
	FUND RAISING Volunteers collaborated in a fund raising initiative for Santa Isabel rural school.	▶ 50 volunteers
	CHILDREN'S DAY We celebrated Children's Day at Santa Isabel school with a handicrafts workshop.	▶ 3 volunteers
	HOLIDAY CLUB Volunteers participated in the Holiday Club for children of Sundays River Valley in educational and sporting activities .	▶ 40 volunteers
	WHISPERS PROJECT We provided feminine hygiene products to girls of primary schools of Addo who cannot afford them. The lack of these hygiene products undermines their self-esteem, and leads to missed school days and social or sporting activities, limiting their development possibilities. In a monthly campaign, San Miguel's employees donate the products that are later distributed through the Sisters of Mercy.	▶ 4,380 pads distributed
	CHILDREN'S CHRISTMAS CELEBRATION We participated in the Children's Christmas celebration of the educational institution 82197 Kawachi – Pacanga.	▶ 50 children benefited
	WE DONATED TOYS For a hot coco party coordinated by El Carmen police station.	▶ 50 children benefited
	DONATION OF READING BOOKS To the Library of Sagrado Corazón de Jesús Parish located in the Hoja Redonda village.	

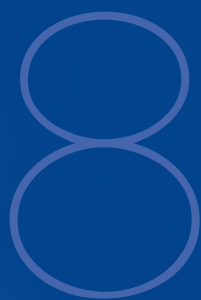
Volunteering Activities in 2019

	WASTE AND ENERGY Environmentally, we define Waste and Energy as the main lines of action. In line with this: we reviewed and improved the recycling circuit, we added instruction signage in the cafeteria where the bin area is.	
	CONBECA PROGRAM In social matters, we participate as volunteers in the ConBeca Program, of Asociación Conciencia, oriented to support youth schooling and ensure school completion through comprehensive follow-up and training for the development of social and labor skills. To such end, each of the 12 volunteers from San Miguel was named as mentor of a senior student at School No. 16 of La Lonja Neighborhood in the Province of Buenos Aires. Each couple held individual meetings, and monthly activities were organized at the school, where experiences, tools and practical resources were exchanged to make it easier for young people to enter the labor/ university world.	▶ 12 volunteers
	CHRISTMAS TOUCH CAMPAIGN For the end of the year, we carried out the Christmas Touch campaign intended to give food and presents to families of Buenos Aires so that they could celebrate such special evening.	▶ 12 families benefited

We encourage teamwork and the coordination with third sector organizations through Corporate Volunteering efforts.

Entities with which we Partner through Alliances, Donations and Sponsorships





Achievements and Challenges

Just like every year, we provide information on our performance based on the challenges established in the previous year Sustainability Report, and we add new challenges for next year. With each stakeholder, we have a commitment to work towards.

The table below shows the progress made in achieving those goals, aligned with the seven core subjects of ISO 26000 standard:

- GOAL ACHIEVED
- GOAL PARTIALLY ACHIEVED
- GOAL NOT ACHIEVED



Corporate Governance		
Goal 2019	Achievement	
Design and implement an environmental and social management improvement plan for the company within the framework of the loan jointly granted by IFC, BID Invest and Rabobank.	We completed the design of the improvement plan, with initiatives to be implemented between 2019 and 2021.	⬆
Consolidate the BEE (Black Economic Empowerment) project in South Africa, developing the Thudana operation and training all associates that form part of the project.	We made progress on the support and training for the 120 workers that form part of Thudana trust.	⬆
Carry out an organizational culture-sensitive design and intervention, involving the Board team, the CEO and their reports and associates of the organization as part of this process.	We formed the Culture Core team, who, together with the leadership team, designed a Culture Plan that was reviewed and initiated in coordination with the local culture teams at each site.	⬆
CHALLENGES 2020: Enhance the integration of the sites under a single P&L (Profit&Loss) applying the SAP management model also in Peru and South Africa • Design and implement Business Continuity Plans to complement the Risk Matrix with action plans related to the most strategic risks • Continue with the implementation of SAVIA and Integra projects at the different sites and teams to achieve a more efficient management focused on achieving our full potential.		

Fair Practices in Our Operations		
Goal 2019	Achievement	
Strengthen the assessment and systematization of the supplier assessment by designing a grid/checklist covering social and environmental aspects.	Sourcing and Sustainability teams have prepared a checklist with the Sustainability area to assess our critical suppliers.	⬆
Strengthen sustainable management of Suppliers in our operation in Peru, by training the Sourcing team in sustainable procurement and implementing an assessment of critical suppliers as regards the anti-bribery and anti-corruption policies carried out by the top companies in that country and that will allow ensuring greater transparency in Procurement processes.	Corporate sourcing teams organized and provided training sessions to all Procurement teams in Peru (Lima, Chinchá, Chepén).	⬆
Develop sustainability awareness actions for all the suppliers with whom the company relates.	We drew up concrete guidelines for all Procurement staff, in order to make suppliers aware of the supreme importance our company gives to sustainable management, both in the sourcing processes and during negotiations.	⬆
CHALLENGES 2020: Analyze the possibility of reusing one way or disposable wood pallets coming from the transportation of our fresh fruit, upon their arrival in Europe and from all our points of origin • Organize an "Innovation Day" with suppliers in Tucumán, which will help us gather new ideas, capture and drive innovative initiatives and novelties, with special emphasis on sustainability • Search for highly skilled consulting service suppliers that enable us to improve energy efficiency and the renewable energy of our Famaillá industrial plant.		

Commitment to Human Rights		
Goal 2019	Achievement	
Align the CSR strategy of the company with its global strategic vision, intending to contribute to each of the pillars the company has defined as key to its future.	We have achieved a better alignment of the CSR strategy with the company's growth vision.	⬆
Provide the operations with a unified strategy for community relations and social investment in the neighboring locations, prioritizing associates, their families and their own communities.	In line with the above item, we have shared and worked on the social investment strategy in all operations.	⬆
Consolidate committed teams aligned with the strategy of the area in each operation, to be able to manage projects specific to each location without missing the global idea.	We have made progress on the designation of representatives to lead social investment in all sites.	⬆
CHALLENGES 2020: Carry out a Human Rights diagnosis as a basis to improve our contribution in this matter • Enhance the alignment of the social investment strategy with the goals and indicators of the Sustainable Development Goals • Continue consolidating the local teams for more effective social investment management consistent with the needs of each context.		

Customers		
Goal 2019	Achievement	
Implement a container tracking and document control tool to optimize customer supply chain service.	We implemented this tool that allowed giving customers visibility of 100% of our deliveries from the 4 points of origin in a single format and with standardized information. Additionally, it served as a streamlined and straight channel to share export documents and provide better traceability and control of the shipping times.	⬆
Develop projects together with our customers that enable us to leverage our development in sustainability with their requirements.	We advanced on the search of new alliances and project implementation. In 2019, 3 initiatives were carried out and we agreed on a fourth initiative for February 2020: 3 with Fresh Fruit customers and 1 with a Natural Ingredients customer.	⬆
Continue developing new products focused on meeting the specific needs of our customers.	We continued developing products in the Natural Ingredients business and we implemented lines of work to incorporate new varieties or attributes demanded in fresh fruit (premium and seedless varieties, changes in canopy structure, netting, Low MRL products, etc.)	⬆
CHALLENGES 2020: Strengthen our offer working to get the quality that customers require, from the field to logistics and sales, and develop differentiated products such as organic, low residue and seedless products (according to the varieties) • Continue developing alliances with customers to promote social, environmental and economic sustainability projects • Encourage a world agreement for the promotion of the lemon category.		

Labor Practices		
Goal 2019	Achievement	
Implement and operate an agile organizational design, which supports the business strategy.	The Human Resources team supported the business in its analysis to streamline and expedite its structures to continue boosting the business and achieve sustainable and scalable growth. This way, we got to improve business indicators and encourage our associates with new challenges and more challenging goals, promoting the development of new roles.	⬆
Carry out an organizational culture-sensitive design and intervention.	By the end of 2018 and beginning of 2019, we made a Culture diagnosis, revealing the current culture and the one desired for the Company. Throughout the year, we made a deeper analysis of the diagnosis with a group of leaders of the organization to define the culture plan for the next 3 years. The purpose of this transformation is related to the business strategy for the next 5 years.	⬆
San Miguel Management System, implementation of SAVIA (People Pillar) in Argentina and Peru.	We completed and validated the system design for the packing plants. We advanced on the implementation in the Pilot Site, defined in the packing plant of Chinchá, Peru, and began designing the system for the field and industries.	⬆
CHALLENGES 2020: Continue working on the organizational design to reach our full potential and support the business strategy • Deepen our culture-sensitive management • Implementation of Savia (Management System-People Pillar) in Argentina, in field and plant. Develop new blocks in Peru and work on continuous improvement.		



Environmental Management		
Goal 2019	Achievement	
Standardize and measure the Water Footprint in all operations of San Miguel with a clear action plan and specific reduction objectives.	We used the method established in ISO 14046:2014 to measure the Water Footprint of all mandarin, avocado and grape crops. We proposed reduction projects such as roofing water reservoirs to prevent losses from evaporation and we changed irrigation hoses to improve water efficiency.	⬆
Standardize and measure the Carbon Footprint in all operations of San Miguel with a clear action plan and specific reduction objectives.	At the time of publication of this Report we have finished the standardization of the Greenhouse Gas (GHG) Inventory.	⬆
Implement Basic Blocks for the Environmental Management System in all operations of San Miguel.	We designed Basic Blocks that form the Environmental Management Pillar. As part of this process, in 2019 we implemented a method for mapping and tracking the legal requirements for all operations.	⬆
CHALLENGES 2020: Carry out the complete design stage of the Environmental Pillar under San Miguel Management System (SAVIA) • Develop a Greenhouse Gas Inventory for all operations of San Miguel (baseline year 2019) • Carry out the Biodiversity Plan with Proyungas in Argentina and create alliances with organizations in Uruguay, South Africa and Peru for joint work plans.		
Active Participation and Development of Our Communities		
Goal 2019	Achievement	
Encourage the development agenda over that of assistance through programs that seek to focus on the long term.	During 2019, we revised and reformulated our projects and programs to align them with the development agenda y participated and led public-private participation programs for local infrastructure projects.	⬆
Accurately identify and define the communities targeted for social investment in each of the company operations.	We continued working on redefining our action focus and we approached more specifically to the communities adjacent to our operations, making our local impact less dispersed.	⬆
Get an updated survey on the social conditions in each of our communities in order to accommodate the current and future programs based on their results.	We completed exhaustive surveys of the Chíncha (Peru) and Young (Uruguay) communities to create new programs starting in 2020 based on those results.	⬆
Strengthen and make the most outstanding programs of our social investment global and boost them through the adequate alliances.	We worked on the Germinar Production Center project in Argentina and we got external investment to carry it out. Additionally, we closed a preliminary agreement with a customer to promote our Soccer Clinic in South Africa.	
CHALLENGES 2020: Encourage the development agenda over that of assistance through programs that seek to focus on the long term • Get an updated survey on the social conditions in each of our communities in order to accommodate the current and future programs based on their results • Strengthen and make the most outstanding programs of our social investment global and boost them through the adequate alliances.		



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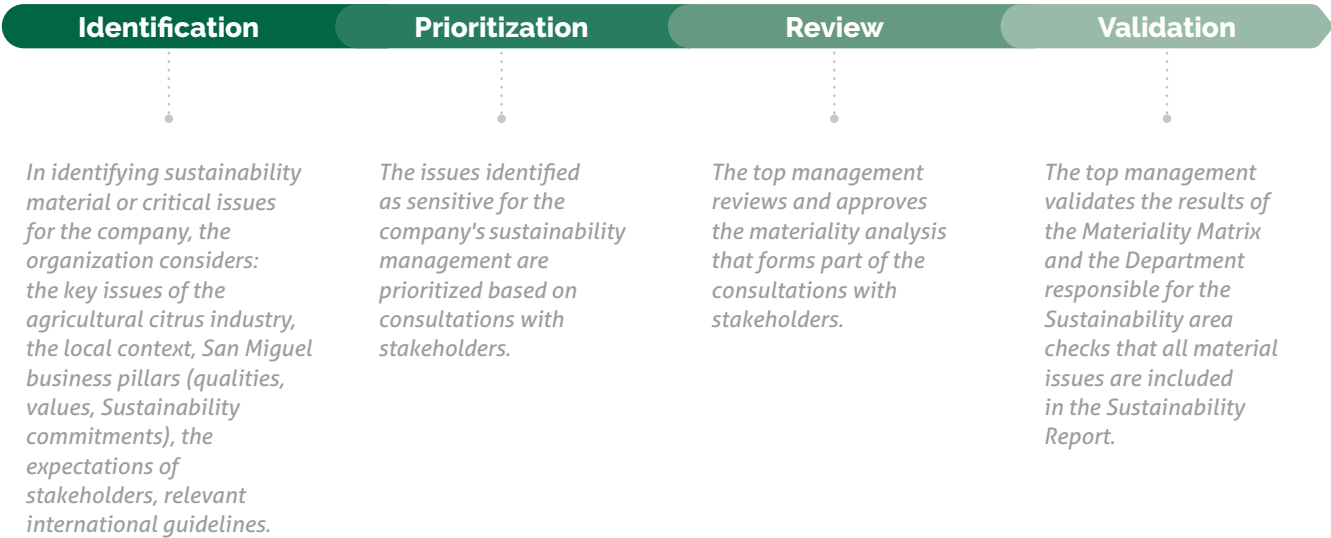
Technical Criteria for this Report



Materiality Stages

The preparation of this Sustainability Report implies a process within our company that engages all areas to specifically respond on the relevant issues related to our management of the citrus business.

Within this framework, we define the Report contents considering the GRI principles of stakeholder inclusiveness, sustainability context, materiality and completeness, through a process that covers the following Materiality Stages, according to its guidelines:



Coverage of Material Issues

This is our assessment of the impact of each material issue on our stakeholders. Additionally, we present the relationship between our material issues and the GRI topic-specific Standards.

- REFERENCES
- A: Shareholders and corporate governance
 - Col: Associates
 - P: Suppliers
 - C: Community
 - CL: Customers and consumers
 - G: Government, state and public authorities
 - MA: Environment

Coverage of Material Issues		Stakeholders						
Material issues	Relevant GRI topic-specific standards	A	Col	P	C	CL	G	MA
Business • Promoting responsible business management within the organization								
Ethics and transparency in business management	GRI 205: Anti-corruption 2016	x	x	x	x	x	x	x
	GRI 419: Socioeconomic Compliance 2016							
Long-term business strategy	GRI 201: Economic Performance 2016	x	x	x	x	x	x	x
Fair competition	GRI 206: Anti-competitive Behavior 2016	x	x	x	x	x	x	x
	GRI 406: Non-discrimination 2016							
Respect for human rights	GRI 409: Forced or Compulsory Labor 2016	x	x	x	x	x	x	x
	GRI 407: Freedom of Association and Collective Bargaining 2016							
	GRI 412: Human Rights Assessment							
Suppliers • Contributing to our network of suppliers in the sustainable development of their business								
Supplier assessment and development	GRI 204: Procurement Practices 2016	x	x	x	x	x	x	x
Fight against child labor	GRI 408: Child Labor 2016	x	x	x	x	x	x	x
Promoting social responsibility in the supply chain	GRI 414: Supplier Social Assessment 2016	x	x	x	x	x	x	x
	GRI 308: Supplier Environmental Assessment 2016							
Labor Practices • Developing people in their human and economic aspects								
Talent attraction, development and retention	GRI 401: Employment 2016	x	x	x	x	x	x	x
	GRI 404: Training and Education 2016							
Work-life balance	GRI 402: Labor/Management Relations 2016	x	x	x	x	x	x	x
Occupational health and safety	GRI 403: Occupational Health and Safety 2016	x	x	x	x	x	x	x
Diversity and equal opportunity	GRI 405: Diversity and Equal Opportunity 2016	x	x	x	x	x	x	x
Temporary employee management	GRI 401: Employment 2016	x	x	x	x	x	x	x
Customers • Interpreting the needs of our customers and meeting them with integrity								
Encouraging healthy life habits	GRI 416: Customer Health and Safety 2016	x	x	x	x	x	x	x
Customer service	Customer satisfaction	x	x	x	x	x	x	x
	GRI 417: Marketing and Labeling 2016							
Food Safety	Healthy and Affordable Food	x	x	x	x	x	x	x
	GRI 416: Customer Health and Safety 2016							
Environment • Using natural resources responsibly and sparingly								
Efficient use of water	GRI 303: Water 2016	x	x	x	x	x	x	x
Effluent management	GRI 306: Effluents and Waste 2016	x	x	x	x	x	x	x
Waste management	GRI 306: Effluents and Waste 2016	x	x	x	x	x	x	x
Sustainable soil management	GRI 304: Biodiversity 2016	x	x	x	x	x	x	x
Biodiversity protection	GRI 304: Biodiversity 2016	x	x	x	x	x	x	x
Energy efficiency	GRI 302: Energy 2016	x	x	x	x	x	x	x
Climate change and ecosystem conservation	GRI 305: Emissions 2016	x	x	x	x	x	x	x
	GRI 304: Biodiversity 2016							
Sustainable agriculture	GRI 307: Environmental Compliance 2016	x	x	x	x	x	x	x
Community • Going along with the development of the communities in our fields of activity								
Education	GRI 413: Local Communities 2016	x	x	x	x	x	x	x
	GRI 203: Indirect Economic Impacts 2016							
Nutrition	GRI 413: Local Communities 2016	x	x	x	x	x	x	x
	Healthy and Affordable Food							
Housing	GRI 413: Local Communities 2016	x	x	x	x	x	x	x
	GRI 203: Indirect Economic Impacts 2016							

GRI Table of Contents

This report has been prepared pursuant to the GRI standards: Core option. The table below shows the responses to the requirements of the Global Reporting Initiative (GRI) standards, additionally including some contents required for the “comprehensive” option.

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

GRI 101: Fundamentos 2016 • Contenidos Generales						
Estándar GRI	Contenido	Página	Omisión	ODS	Pacto	ISO 26000
GRI 102: CONTENIDOS GENERALES 2016	Perfil de la Organización					
	102-1 Nombre de la organización	6				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-2 Actividades, marcas, productos y servicios	8-11, 42-43, Nota 1				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-3 Ubicación de la sede.	Nota 2				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-4 Ubicación de las operaciones	10-11				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-5 Propiedad y forma jurídica	Nota 3				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-6 Mercados servidos	42				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-7 Tamaño de la organización	9-11, 51, Anexo				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-8 Información sobre empleados y otros trabajadores	Anexo		8.5	Principio 6	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-9 Cadena de suministro	32-33, 36-37, Anexo				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-10 Cambios significativos en la organización y su cadena de suministro	Nota 4			Principio 8	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-11 Principio o enfoque de precaución	24-25				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
	102-12 Iniciativas externas	21, 46, 63, 105				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
	102-13 Afiliación a asociaciones	29				6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2, 7.8
	Estrategia					
	102-14 Declaración de altos ejecutivos responsables de la toma de decisiones	4				4.7, 6.2, 7.2, 7.4.2
	102-15 Impactos, riesgos y oportunidades principales	2-3, 4, 105				4.7, 6.2, 7.2, 7.4.2
	Ética e Integridad					
	102-16 Valores, principios, estándares y normas de conducta	9, 14, 10, 26			Principio 10	4.4, 6.2, 6.6.3, 7.2, 7.4.3, 7.7.5
	102-17 Mecanismos de asesoramiento y preocupaciones éticas	20			Principio 10	4.4, 6.6.3, 7.2
	Gobernanza					
	102-18 Estructura de gobernanza	22-23				6.2, 7.2, 7.4.3, 7.4.5
	102-19 Delegación de autoridad	22-23				6.2, 7.2, 7.4.3, 7.7.5
	102-20 Responsabilidad a nivel ejecutivo de temas económicos, ambientales y sociales	22-23				6.2, 7.2, 7.4.3, 7.7.5
	102-21 Consulta a grupos de interés sobre temas económicos, ambientales y sociales	Nota 5				6.2, 7.2, 7.4.3, 7.7.5
	102-22 Composición del máximo órgano de gobierno y sus comités	22-23		5.5, 16.7		6.2, 7.2, 7.4.3, 7.7.5

GRI 101: Fundamentos 2016 • Contenidos Generales						
Estándar GRI	Contenido	Página	Omisión	ODS	Pacto	ISO 26000
GRI 102: CONTENIDOS GENERALES 2016	Gobernanza					
	102-23 Presidente del máximo órgano de gobierno	22-23		16,6		6.2, 7.2, 7.4.3, 7.7.5
	102-25 Conflictos de Intereses	Nota 6		16.6		6.2, 7.2, 7.4.3, 7.7.5
	102-26 Función del máximo órgano de gobierno en la selección de propósitos, valores y estrategia	22-23				6.2, 7.2, 7.4.3, 7.7.5
	102-29 Identificación y gestión de impactos económicos, ambientales y sociales	22-24				6.2, 7.2, 7.4.3, 7.7.5
	102-30 Eficacia de los procesos de gestión del riesgo	24-25				6.2, 7.2, 7.4.3, 7.7.5
	102-31 Evaluación de temas económicos, ambientales y sociales	22-23				6.2, 7.2, 7.4.3, 7.7.5
	102-32 Función del máximo órgano de gobierno en la elaboración de informes de sostenibilidad	22-23				6.2, 7.2, 7.4.3, 7.7.5
	102-33 Comunicación de preocupaciones críticas	Nota 7				6.2, 7.2, 7.4.3, 7.7.5
	102-35 Políticas de remuneración	Nota 8				6.2, 7.2, 7.4.3, 7.7.5
	102-36 Proceso para determinar la remuneración	Nota 8				6.2, 7.2, 7.4.3, 7.7.5
	102-37 Involucramiento de los grupos de interés en la remuneración	Nota 9				6.2, 7.2, 7.4.3, 7.7.5
	102-38 Ratio de compensación total anual	Anexo				6.2, 7.2, 7.4.3, 7.7.5
	102-39 Ratio del incremento porcentual de la compensación total anual	Anexo				6.2, 7.2, 7.4.3, 7.7.5
	Participación de los Grupos de Interés					
	102-40 Lista de grupos de interés	16-17				5.3, 7.2
	102-41 Acuerdos de negociación colectiva	Anexo			Principio 3	6.3.10, 6.4.1-6.4.2, 6.4.3, 6.4.4, 6.4.5, 6.8.5, 7.2
	102-42 Identificación y selección de grupos de interés	Nota 10				5.3, 7.2
	102-43 Enfoque para la participación de los grupos de interés	Nota 11				5.3, 6.7.1- 6.7.2, 6.7.6, 7.2
	102-44 Temas y preocupaciones clave mencionados	Nota 12				5.3, 6.7.1- 6.7.2, 6.7.6, 7.2
	Prácticas para la Elaboración de Informes					
	102-45 Entidades incluidas en los estados financieros consolidados	105				5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-46 Definición de los contenidos de los informes y las Coberturas del tema	92-93				5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-47 Lista de temas materiales	14-15				5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-48 Reexpresión de la información	Nota 13				5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-49 Cambios en la elaboración de informes	Nota 14				5.2, 7.2, 7.3.2, 7.3.3, 7.3.4
	102-50 Periodo objeto del informe	105				7.2, 7.5.3, 7.6.2
	102-51 Fecha del último informe	Nota 15				7.2, 7.5.3, 7.6.2
	102-52 Ciclo de elaboración de informes	Nota 16				7.2, 7.5.3, 7.6.2
	102-53 Punto de contacto para preguntas sobre el informe	105				7.2, 7.5.3, 7.6.2
	102-54 Declaración de elaboración del informe de conformidad con los estándares GRI	105				7.2, 7.5.3, 7.6.2
	102-55 Índice de Contenidos del GRI	94-104				7.2, 7.5.3, 7.6.2
	102-56 Verificación externa	Nota 17				7.2, 7.5.3, 7.6.2

Temas Materiales						
Estándar GRI	Contenido	Página	Omisión	ODS	Pacto	ISO 26000
Desempeño Económico						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	12-13			Principio 1 Principio 8	4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	12-13, 24-25				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 201: DESEMPEÑO ECONÓMICO 2016	201-1 Valor económico directo generado y distribuido	12-13				6.8.1-6.8.2, 6.8.3, 6.8.7, 6.8.9
	201-2 Implicaciones financieras y otros riesgos y oportunidades derivados del cambio climático	24-25			Principio 7	6.5.5
	201-3 Obligaciones del plan de beneficios definidos y otros planes de jubilación	Nota 18				6.8.7
	201-4 Asistencia financiera recibida del gobierno	Nota 19				
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GRI 408: TRABAJO INFANTIL 2016	408-1 Operaciones y proveedores con riesgo significativo de casos de trabajo infantil	Nota 33			Principio 5	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.7, 6.3.10, 6.6.6, 6.8.4
Trabajo Forzoso u Obligatorio						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	20, 26-28, 39, 50-52				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	Nota 34				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5

Temas Materiales						
Estándar GRI	Contenido	Página	Omisión	ODS	Pacto	ISO 26000
Trabajo Forzoso u Obligatorio						
GRI 409: TRABAJO FORZOSO U OBLIGATORIO 2016	409-1 Operaciones y proveedores con riesgo significativo de casos de trabajo forzoso u obligatorio	Nota 34			Principio 4	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.3.10, 6.6.6
Evaluación de Derechos Humanos						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	20, 26-28, 39, 50-52				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	Nota 35				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 412: EVALUACIÓN DE DERECHOS HUMANOS 2016	412-1 Operaciones sometidas a revisiones o evaluaciones de impacto sobre los derechos humanos	Nota 35			Principio 1	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.5
Comunidades Locales						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	76-77				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	78-83				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 413: COMUNIDADES LOCALES 2016	413-1 Operaciones con participación de la comunidad local, evaluaciones del impacto y programas de desarrollo	78-83			Principio 1	6.3.9, 6.5.1-6.5.2, 6.5.3, 6.8
Evaluación Social de los Proveedores						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	34-39				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	38-39, Nota 36				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 414: EVALUACIÓN SOCIAL DE LOS PROVEEDORES 2016	414-1 Nuevos proveedores que han pasado filtros de selección de acuerdo con los criterios sociales	38-39		8.8, 16.1	Principio 2	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.4.1-6.4.2, 6.4.3, 6.6.1-6.6.2, 6.6.6, 6.8.1-6.8.2, 7.3.1
	414-2 Impactos sociales negativos en la cadena de suministro y medidas tomadas		Nota 36	8.8	Principio 2	4.8, 6.3.1-6.3.2, 6.3.3, 6.3.4, 6.3.5, 6.4.1-6.4.2, 6.4.3, 6.6.1-6.6.2, 6.6.6, 6.8.1-6.8.2, 7.3.1
Salud y Seguridad de los Clientes						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	46-47				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	Nota 37, Nota 38				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 416: SALUD Y SEGURIDAD DE LOS CLIENTES 2016	416-1 Evaluación de los impactos en la salud y seguridad de las categorías de productos o servicios	Nota 37				6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8
	416-2 Casos de incumplimiento relativos a los impactos en la salud y seguridad de las categorías de productos y servicios	Nota 38				4.6, 6.7.1-6.7.2, 6.7.4, 6.7.5, 6.8.8
Marketing y Etiquetado						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5

Temas Materiales						
Estándar GRI	Contenido	Página	Omisión	ODS	Pacto	ISO 26000
Marketing y Etiquetado						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-2 Enfoque de gestión y sus componentes	44-47				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	46, Nota 39, Nota 40, Nota 41				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 417: MARKETING Y ETIQUETADO 2016	417-1 Requerimientos para la información y el etiquetado de productos y servicios	Nota 39		12.8		6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9
	417-2 Casos de incumplimiento relacionados con la información y el etiquetado de productos y servicios	Nota 40				4.6, 6.7.1-6.7.2, 6.7.3, 6.7.4, 6.7.5, 6.7.9
	417-3 Casos de incumplimiento relacionados con comunicaciones de marketing	Nota 41				4.6, 6.7.3,
Cumplimiento Socioeconómico						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	20-23				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	Nota 42				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
GRI 419: CUMPLIMIENTO SOCIOECONÓMICO 2016	419-1 Incumplimiento de las leyes y normativas en los ámbitos social y económico	Nota 42				4.6, 6.7.1- 6.7.2
Alimentos Saludables y Accesibles						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				5.2, 6, 7.2, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4.3, 7.7.3, 7.7.5
	103-2 Enfoque de gestión y sus componentes	46-47, 76-77				4.8, 6, 6.3.1- 6.3.2, 6.3.6, 6.4.1-6.4.2, 6.5.1-6.5.2, 6.6.1-6.6.2, 6.8.1-6.8.2, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	103-3 Evaluación del enfoque de gestión	80-81				6, 7.3.1, 7.4.3, 7.7.3, 7.7.5
	Programas que promueven estilos de vida saludables, prevención de enfermedades crónicas, acceso a comida saludable, nutritiva y accesible; mejoramiento del bienestar de la comunidad	80-81				
Satisfacción del Cliente						
GRI 103: ENFOQUE DE GESTIÓN 2016	103-1 Explicación del tema material y su cobertura	14-15, 92-93				
	103-2 Enfoque de gestión y sus componentes	42-45				
	103-3 Evaluación del enfoque de gestión	45				
	Resultados de las encuestas para medir la satisfacción de los clientes		Nota 43			

Notes

<p>NOTE 1 There are no prohibited products, but there are markets not yet open for some of our products. For different reasons (commercial, diplomatic, phytosanitary, etc.) some of them are closed to the export of certain citrus. San Miguel actively participates with official agencies and trade associations to promote the opening of new markets that are closed today.</p> <p>NOTE 2 San Miguel's headquarters are located in Buenos Aires, Argentina.</p> <p>NOTE 3 Legal form: S.A. San Miguel Agrícola, Ganadera, Industrial, Comercial, Inmobiliaria y Financiera.</p> <p>NOTE 4 During 2018, there were no changes in the share capital structure of the company, the current structure being as follows: Number of Class A Shares: 30,437 (value per share 0.1, right to 5 votes per share, unlisted). Number of Class B Shares: 40,714 (value per share 0.1, right to 1 vote per share, listed).</p> <p>NOTE 5 Inquiries by stakeholders are submitted to the highest governance body of the company, where the steps to be taken are resolved, defined or delegated.</p> <p>NOTE 6 Conflicts of interest are handled through the processes established in the Code of Ethics. Prevention of conflicts of interest is related to the diffusion of said Code among associates and other stakeholders such as suppliers and customers. The Code of Ethics requires that decisions are made based on professional criteria, ensuring not to use hierarchy and influence to get a personal advantage. External work activities done by associates personally should not come into conflict with their responsibilities inside the Company and San Miguel's interests. Associates may not be employees of or provide services to or receive payments from any supplier, customer or competitor of the Company. Additionally, associates may not supervise directly or indirectly any other associate with whom they have a commercial, family or romantic relationship (close relatives and friends). It is the associates' responsibility to disclose the relationship to the Human Resources Department and his/her immediate superior.</p>	<p>NOTE 7 Critical concerns are submitted to the highest governance body through the periodical meetings of the Executive Committee.</p> <p>NOTE 8 Remuneration of Board members is fixed based on the responsibilities taken, the time devoted, professional competence and reputation and the value of the services in the market. It has a fixed performance component and is aligned with the remunerations of the market. The external consulting firms with which we work only provide the wage structures and comparative data from other companies and the general market. They are not involved in determining wages and are independent from the management.</p> <p>NOTE 9 The Compensations and Benefits Area prepares the different compensation scenarios, including information from: surveys, studies, independent consulting firm analyses, official indexes, etc. and the HR Director, together with the General Manager, present such scenarios to Shareholders and provide the basis for each of the scenarios. Shareholders study the scenarios and make the decision to choose one or other strategy taking into account the constant movement of the market and the production, sales, cost indicators, etc.</p> <p>NOTE 10 In order to identify and select stakeholders, we rely on our sustainability commitments. Additionally, responsibility, influence and closeness to San Miguel constitute the characteristics that define them.</p> <p>NOTE 11 We encourage dialog, because we consider it essential to have a good performance as a company. We set up the most adequate communication channels to respond to their inquiries and actively integrate them into the development of our sustainability management.</p> <p>NOTE 12 During 2018, we advanced on the preparation of a procedure to systematize suggestions and/or complaints, with steps and persons in charge clearly defined for each operation.</p> <p>NOTE 13 No significant restatements of information provided in previous</p>	<p>reports have been made. In the cases where the restatement of the information affected the year-on-year comparison of the information presented, the modification is detailed in a note.</p> <p>NOTE 14 There have been no changes as regards material issues and their coverage from previous Reports.</p> <p>NOTE 15 The previous Sustainability Report was published in 2018.</p> <p>NOTE 16 Our Sustainability Reports is published annually.</p> <p>NOTE 17 This Report has no external assurance.</p> <p>NOTE 18 We meet each country's legal requirements as regards employee's and employer's contributions to Social Security. In South Africa, as regards legal contributions. Moreover, we have no special pension plans in any country and we do not have funds allocated to retirement plans. We have the Early Retirement Benefit (<i>Beneficio de Retiro Previo</i>, BRP), a tool that provides associates close to retirement the possibility of an agreed and assisted retirement. The main benefits relate to having the possibility of improving conditions in last stage of their career and reducing professional risks related to work.</p> <p>NOTE 19 No financial assistance was received from governments in any of the countries where San Miguel operates. Additionally, the Argentine Government, represented by ANSES, has 26.1% of the equity structure, there being no holdings by other governments in our other operations.</p> <p>NOTE 20 No corruption incidents have been reported in 2019.</p> <p>NOTE 21 No legal actions for anti-competitive behavior, anti-trust or monopoly practices have been filed.</p> <p>NOTE 22 In Argentina, in industry, we have no direct heating system, we only use steam for some heating process. Cooling consumption: the maximum power of consumption measured in the machine room was 3,398,004 kW/year. Steam consumption: it is estimated</p>	<p>considering that 35% of gas consumed is to generate steam, leaving 5,491,620.75 Nm³/year. In 2020, we will put gas flow meters in the boilers in order to monitor exact consumption.</p> <p>NOTE 23 At the moment, we do not have this information, but we are working to provide it.</p> <p>NOTE 24 No significant spills have taken place in any of our operations.</p> <p>NOTE 25 No hazardous waste has been transported outside the limits established by the local, provincial and/or national regulations.</p> <p>NOTE 26 USD 6 thousand for non-compliance with environmental laws and regulations.</p> <p>NOTE 27 We have not detected suppliers with significant negative impacts on the environment. Nevertheless, starting gradually, this measurement will be consistently applied in all countries by 2020 together with the Environmental area with critical suppliers.</p> <p>NOTE 28 The minimum notice periods to employees and their representatives upon significant operational changes that may affect them are those agreed by each bargaining agreement. In Argentina: one month if length of service is less than or equal to 5 years and 2 months if length of service is greater than 5 years. Additionally, before the harvest season begins, its commencement is informed one month in advance through the province newspaper. Uruguay: We hold bimonthly meetings with unions to inform them about the changes in the operation. South Africa: if length of service is less than 6 months: 1 week's notice; 6 months to 1 year: 2 weeks' notice, more than 1 year: 4 weeks' notice. Peru: There is no advance notice policy for operational changes (relevant issue at management meetings).</p> <p>NOTE 29 Only in Argentina and Uruguay do agreements with unions cover health and safety.</p> <p>NOTE 30 We do not carry out programs to facilitate continued employability and the management of career ending due to retirement or dismissal.</p>
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Notes

<p>NOTE 31 No discrimination incidents have been reported during the reporting period.</p> <p>NOTE 32 No suppliers at potential risk of violation of or threat to the right to freedom of association and collective bargaining have been reported.</p> <p>NOTE 33 No suppliers at potential risk for incidents of child labor have been reported.</p> <p>NOTE 34 No suppliers at risk of being source of forced or compulsory labor incidents have been reported.</p> <p>NOTE 35 Through the audits of the Ethical Trading Initiative in the countries where we operate, 100% of operations are subject to assessments related to human rights. The Human Resources Policy and the Code of Ethics are applicable to the entire company</p>	<p>in Argentina, Uruguay, Peru and South Africa.</p> <p>NOTE 36 This indicator is not available because it is a future project to be implemented in 2020-2021. Nevertheless, so far, we have not detected any suppliers with negative social impacts.</p> <p>NOTE 37 In all our points of origin, 100% of the products are assessed for impact on consumer health and safety.</p> <p>NOTE 38 No incidents of non-compliance with regulations concerning the impacts of products on the health and safety of customers have been reported.</p> <p>NOTE 39 100% of our products are sold with their corresponding label, in compliance with current applicable regulations. Additionally, we comply with the Globally Harmonized System</p>	<p>of Classification and Labeling of Chemicals-GHS, for certain products, such as essential oils. The information included in packed food labels complies with the legal rules and includes data such as the origin of its components and safe use, in all languages required. For fresh fruit, the phytosanitary authority requires including information on traceability, production unit registration, post-harvest additives used, if applicable, and labels showing the fruit final destination.</p> <p>NOTE 40 No incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling have been reported.</p> <p>NOTE 41 No incidents of non-compliance with regulations and voluntary codes concerning marketing communications and advertising have been reported.</p>	<p>NOTE 42 No significant breaches, fines or sanctions for non-compliance with laws and regulations have been reported.</p> <p>NOTE 43 In 2018, we conducted a customer satisfaction survey as part of the analysis of the company strategy. At the moment, its results are confidential.</p> <p>GENERAL NOTE The definition used throughout this Report when referring to the term "local" and "facilities or locations with significant operations" covers all San Miguel locations in all countries. In any case this definition is not applicable, a clarification with the relevant scope will be provided.</p>
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Scope and Guidelines of this Sustainability Report

Issue: 8

Period covered: 2019

Scope: Argentina (S.A San Miguel A.G.I.C.I Y F), Uruguay (S.A. San Miguel Uruguay, San Miguel Internacional Investments S.A., Samifruit Uruguay S.A.), South Africa (San Miguel Fruits South Africa Limited), Peru (Agrícola Hoja Redonda), Holanda (Coop. Fruit NL Coöperatief U.A).

International Guidelines Used

- **GRI Standards (Global Reporting Initiative)**
This report has been prepared according to the Core option of GRI Standards.
- **ISO 26000 International Standard for Social Responsibility**
As a guideline to integrate social responsibility in our values and practices.
- **United Nations Global Compact**
Valid as annual presentation of the Communication on Progress (Active COP).
- **Sustainable Development Goals**
We apply the SDG Compass tool, jointly developed by the Global Compact, GRI and WBCSD.

*The company's sustainability management in its six core dimensions is based on the Core Subjects of ISO 26000 Standard for Social Responsibility: For the first time, the structure of the Sustainability Report reflects the **Sustainability Commitments** in its chapters.*

More Information

- **ISO 26000**
www.iso.org/iso/social_responsibility
- **GRI Standards**
www.globalreporting.org
- **United Nations Global Compact**
www.pactoglobal.org.ar
- **Sustainable Development Goals**
www.un.org/sustainabledevelopment/es/

Contact Us

We welcome your opinions, suggestions, concerns or any other comment related to the management presented in this Report. Please write to: sustentabilidad@sanmiguelglobal.com



Our Sustainability Reports



Sustainability Report 2019

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Prepared by San Miguel's Sustainability, Quality and Institutional Relations area.

External Facilitator: ReporteSocial www.reportesocial.com

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