

GRI CONTENT INDEX



GRI 101: Foundation 2016						
GRI 102: General Disclosure 2016						
Standard	Page	Omission	Global Pact	ODS	External Verification	
Organizational Profile						
102-1: Name of the organization	18					
102-2: Activities, brands, products and services	25					
102-3: Location of headquarters	18					
102-4: Location of operations	22					
102-5: Ownership and legal form	21					
102-6: Markets served	21					
102-7: Scale of the organization	21					
102-8: Information on employees and other workers	21, 186, 187		6	8		
102-9: Supply chain	129					
102-10: Significant changes to the organization and its supply chain	<i>In January 2019, an exchange contract was signed with Marfrig, whereby Minerva Foods received a cattle abattoir plant in Paranatinga (MT) in exchange for another similar plant in Várzea Grande (MT).</i>					
102-11: Precautionary Principle or approach	104					
102-12: External initiatives	39					
102-13: Membership of associations	41					

Strategy

102-14: Statement from senior decision-maker	11, 13, 15
102-15: Key impacts, risks, and opportunities	104

Ethics and integrity

102-16: Values, principles, standards and norms of behavior	23	10	16
102-17: Mechanisms for advice and concerns about ethics	37	10	16

Governance

102-18: Governance structure	33		
102-22: Composition of the highest governance body and its committees	33		5, 16
	11, 13		
102-23: Chair of the highest governance body	<i>Mr. Ibar Vilela de Queiroz, does not carry out any functions nor hold any position in the Company</i>		16
102-24: Nominating and selecting the highest governance body	33		5, 16
102-25: Conflict of interest	37		16
102-29: Identifying and managing economic, environmental, and social impacts	33		16

Stakeholder engagement

102-40: List of stakeholder groups.	9		
102-41: Collective bargaining agreements	<i>100% of the (direct) employees in Brazil's operations are covered by collective labor conventions and/or agreements. In Argentina, at the end of 2019, 92.5% of employees were covered by one of the four collective labor agreements that regulate the main and secondary activities. In Paraguay, 48% of professionals are governed by collective agreements. Beef Paraguay does not have any type of contract or agreement and Frigomerc S.A. has had a collective agreement in effect since 2014 for all employees. Also in Uruguay, 100% of the professionals are covered by collective bargaining agreements, however, Colombia there is no such procedure.</i>	3	8
102-42: Identifying and selecting stakeholders	9		
102-43: Approach to stakeholder engagement	180		
102-44: Key topics and concerns raised	181		

Reporting practice

Industrial Units of Brazil (controlling): José Bonifácio (SP), Palmeiras de Goiás (GO), Batayporã (MS), Araguaína (TO), Goianésia (GO), Barretos (SP), Campina Verde (MG) and Janaúba (MG); Mirassol D'Oeste (MT), Várzea Grande (MT) and Rolim de Moura (RO). Distribution Centers of Brazil (controlling): Aparecida de Goiânia, Brasília (DF), Cariacica (ES), São Paulo (SP), Araraquara (SP), Taboão da Serra (SP), Belo Horizonte (MG), Fortaleza (CE), Uberlândia (MG) and Cabo de Santo Agostinho (PE). Industrial Units, Internal and External (controlled): Palsa S.A. and Frigorífico Carrasco S.A. (both in Uruguay), Red Cárnica S.A.S and Red Industrial Colombiana S.A.S (both in Colombia) and Frigomerc S.A. (Paraguay), Pul Argentina S.A. (Argentina). Subsidiary Companies: Minerva Dawn Farms S.A. (Minerva Fine Foods), Cia Sul Americana de Pecuária S.A., Intermeat - Assessoria and Comércio Ltda., Minerva Comercializadora de Energia Ltda., Lytmer S.A. (Uruguay), Friasa S.A. (Paraguay), Minerva Middle East (Lebanon), Minerva Live Cattle Export SPA (Chile), Minerva Foods Chile SPA (Chile), Minerva Meats USA (United States), Minerva Australia Holdings PTY Ltd (Australia), Minerva Europe Ltd; Transminerva Ltda, Minerva Overseas I, Minerva Overseas II e Minerva Luxembourg S.A; Loin Investments Ltda and Minerva Log S.A.

102-45: Entities included in the consolidated financial statements

102-46: Entities included in the consolidated financial statements	9
102-47: List of material topics	9
102-48: Restatements of information	9
102-49: Changes in reporting	9
102-50: Reporting period	The reporting period for this report is January 1, 2019 through December 31, 2019.
102-51: Date of most recent report	9
102-52: Reporting cycle	Annual
102-53: Contact point for questions regarding the report	9, 230
102-54: Claims of reporting in accordance with the GRI Standards	9
102-55: GRI content index	216 to 225
102-56: External assurance	228, 229

Material topics	Standard	Page	Omission	Global Pact	ODS	External Verification
GRI 201: Economic performance 2016						
GRI 103: Abordagem de gestão 2016	103-1: Explanation of the material topic and its Boundary	9				
	103-2: The management approach and its components	127		1, 8	1, 5, 8, 16	
	103-3: Evaluation of the management approach	127				
	201-1: Direct economic value generated and distributed	182, 183, 184, 185			2, 5, 7, 8, 9	
	201-2: Financial assistance received from government	127		7	13	
GRI 202: Market presence 2016						
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9				
	103-2: The management approach and its components	147		1, 8	1, 5, 8, 16	
	103-3: Evaluation of the management approach	147				
	202-1: Ratios of standard entry level wage by gender compared to local minimum wage		Minerva does not maintain this information broken down by gender. The salary is assigned according to the function.	6	1, 5, 8	
	202-2: Proportion of senior management hired from the local community	187		6	8	
GRI 205: Anti-corruption 2016						
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9				
	103-2: The management approach and its components	37		1, 8	1, 5, 8, 16	
	103-3: Evaluation of the management approach	37				
	205-1: Operations assessed for risks related to corruption		The proposed risk assessment for 2019 had its implementation schedule postponed to 2020 due to structural changes in the company. However, Minerva maintains prevention mechanisms and internal controls formalized in its Code of Ethics - Guide of Conduct, in addition to policies and procedures implemented and disclosed.	10	16	
	205-2: Communication and training about anti-corruption policies and procedures		The last training session was held in December/2018, expected to return during 2020. However, the topic was widely discussed among all employees during the SGI 2019 Conference, which included training, quizzes and distribution of material on the Company's policies and premises of conduct.	10	16	
	205-3: Confirmed incidents of corruption and actions taken		There were no detected and confirmed cases of corruption in the Company in 2019 by the Compliance area.	10	16	

GRI 302: Energy 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	124	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	124		
	302-1: Energy consumption within the organization	192	7, 8	7, 8, 12, 13
	302-4: Reduction of energy consumption	124	8, 9	7, 8, 12, 13
GRI 303: Water 2018				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	125	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	125		
	303-2 - Management of water discharge-related impacts	125	8	6
	303-3 - Water withdrawal	193		
	303-4 - Water discharge	126		
	303-5 - Water consumption	194, 195	8	6, 8, 12
GRI 304: Biodiversity 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	109	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	109		
	304-2: Significant impacts of activities, products, and services on biodiversity	129	8	6, 14, 15
GRI 305: Emissions 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	127	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	127		
	305-1: Direct (Scope 1) GHG emissions	127, 196, 197	7, 8	3, 12, 13, 14, 15
	305-2: Energy indirect (Scope2) GHG emissions	127, 197	7, 8	3, 12, 13, 14, 15
GRI 306: Effluents and Waste 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	126, 127	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	126, 127		

	306-2: Waste by type and disposal method	198, 199, 200	8	3, 6, 12
	306-4: Transport of hazardous waste	<i>The Company does not transport hazardous waste; it only arranges for the collection and transport of such waste by specialized companies for treatment and final disposal.</i>	8	3, 12
GRI 307: Environmental compliance 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	109	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	109		
	307-1: Non-compliance with environmental laws and regulations	<i>It is the subject of Administrative Proceeding no. 33175/2015, filed by the Secretariat of Environment and Sustainability of the State of Pará, whose amount involved, albeit remotely reduced to R\$ 15.9 million, since the amount of R\$ 23 million was annulled as a result of double collection. The Company is also a party to the administrative proceeding before the Environmental Company of the State of São Paulo, arising from an ammonia-related incident that occurred on August 31, 2006 at the Barretos Unit (SP), whose fine, initially of R\$ 12.5 million, was reduced to R\$ 4 million. Based on the opinions of external legal advisors, Minerva did not need to set up a provision for these actions until September 30, 2019.</i>	8	16
GRI 308: Supplier environmental assessment 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	109	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	109		
	308-1: New suppliers that were screened using environmental criteria	<i>The Company analyzed possible social and environmental impacts on farms of 1,992 new suppliers from several Brazilian states, using as reference public inquiries made available by federal entities to ensure reliable and safe verification.</i>	8	
GRI 401: Employment 2016				
GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	140, 141	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	140, 141		

401-1: New employee hires and employee turnover	188, 189, 190, 191	6	5, 8
401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	141		8

GRI 403: Occupational health and safety 2018

GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	143	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	143		
	403-2: Hazard identification, risk assessment, and incident investigation	144		3, 8
	403-3: Occupational health services	144		3, 8
	403-5: Worker training on occupational health and safety	144		

In Brazil, 10,404 employees and 604 outsourced third-party contractors are covered by occupational health and safety management-systems, and 100% of the work carried out in the Company is under this management domain, as well as in the other countries where 100% of the employees are covered by the occupational health and safety management system.

403-8: Workers covered by an occupational health and safety management system

403-9: Work-related injuries	There were no accidents involving fatalities in the year. In Brazil, accidents with injuries that resulted in lost work days totaled 34 (Frequency Rate per 1,000,000 = 1.64) and accidents without injuries that resulted in lost work days totaled 301 (Frequency Rate per 1,000,000 = 14.56). In the countries that make up the subsidiary, accidents with injuries that resulted in lost work days were 368 (Frequency Rate of 27.63) and accidents with injuries without lost work days totaled 125 (Frequency Rate 9.39).		
------------------------------	---	--	--

In Brazil, ten cases of occupational illnesses were recorded during the year, most of them of the musculoskeletal type, such as Repetitive Strain Injury (RSI) and Work-Related Musculoskeletal Disorders (WRMD). In the countries that make up the subsidiary there were 1,391 work-related health complaints registered in the year, mainly of the musculoskeletal type, such as pain and Repetitive Strain Injury (RSI) and Work-related Musculoskeletal Disorders (WRD).

403-10: Work-related ill health

8

GRI 404: Training and education 2016

GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	142	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	142		
	404-1: Average hours of training per year per employee	188, 189, 190, 191	6	4, 5, 8

At the School of leaders, training programs are designed to build a high-performance leadership team, offering content that helps develop the employee into a benchmark and excellence in their sector. There is also the accompanying of young apprentices, for professional and personal development; the technique of Padrinhos e Amigos, of assertive communication, applied to new employees, who are trained by older employees; the Leadership Development Program and the Trainee Program, for the formation of potential young people towards strategic positions.

404-2: Programs for upgrading employee skills and transition assistance programs

8

GRI 409: Forced or compulsory labor 2016

GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	109	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	109		
	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor		4	8

In 2019, three cattle suppliers were blocked in the Company's system because they were on the list of employers that submitted workers to conditions analogous to slavery.

GRI 413: Local communities 2016

GRI 103: Management Approach 2016	103-1: Explanation of the material topic and its Boundary	9		
	103-2: The management approach and its components	146	1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	146		
	413-1: Operations with local community engagement, impact assessments, and development programs	146, 147, 148, 149	1	

413-2: Operations with significant actual and potential negative impacts on local communities	<p><i>Environmental: atmospheric and odor emissions, water consumption and effluent generation, in cattle abattoirs that have effluent treatment plants; safety: ammonia leakage, in industrial units and distribution centers that use the product in the cooling system; and labor: unit closure, in all Company operations. Throughout this report, the Company presents all initiatives adopted to avoid, mitigate and/or eliminate these impacts.</i></p>	1	1, 2
---	--	---	------

Sector Specific Indicators: Procurement/Sourcing Practices

FP1: Percentage of purchased volume from suppliers compliant with company's sourcing policy	<p><i>In Brazil, 100% of the cattle acquired come from properties that comply with the strict criteria adopted by Minerva regarding environmental, labor and land issues. The Company does not acquire animals from properties involved with land issues, environmental embargoes and labor analogous to slavery throughout the Brazilian territory. The 1,773,094 heads slaughtered in 2019 went through these evaluations. After the Company assumed the Public Commitment with Greenpeace in the fight against zero deforestation and overlapping of Conservation Areas and Indigenous Lands in the Amazon Biome Trading, 100% of the purchases are in compliance with this criteria adopted. In Paraguay, over 50% of the Company's cattle purchases in the Chaco biome come from properties that comply with the strict criteria adopted. Such as overlapping with indigenous lands, environmental protection areas and deforestation. A total of 713,010 head slaughtered in 2019 went through these checks. In 2019, 270 properties were registered and analyzed on the SMGeo platform, for a total area of 339,120 hectares monitored.</i></p>	2	6, 8, 16
---	--	---	----------

FP2: Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard	201	2	6, 8, 16
--	-----	---	----------

Sector Specific Indicators: Customer Health and Safety

FP5: Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards	202		
--	-----	--	--

Sector Specific Indicators: Animal Welfare

FP9: Percentage and total of animals raised and/pr processed, by species and breed type	203	
---	-----	--

FP10: Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic		<p><i>There is no animal husbandry in Minerva Foods' units in any country, so these practices are not carried out by the Company. The Company has no products produced from cloned or genetically modified animals and advises producers that animals should not receive growth promoting hormones at any stage of the breeding system either. In addition, it does not require any of these practices on animals to produce any of its lines.</i></p>
---	--	--

FP11: Percentage and total of animals raised and/or processed by species and breed typed, per housing type	204, 205	
--	----------	--

FP12: Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type		<p><i>All lots of cattle received at the units are accompanied by a Producer's Declaration confirming that no hormones, anabolic substances, antibiotics, or growth factors have been administered. When submitted to treatment with medications, it must be prescribed by veterinary doctors and be registered by the Ministry of Agriculture, Livestock and Supply (MAPA), and their grace period must have been rigorously respected. In addition, 100% of the lots must be accompanied by a letter of guarantee, established by the company and forwarded to the owner at the time of purchase of the cattle, containing information about the animals that will be slaughtered, such as administration of medication, absence of application of some anti-parasitic, among others. The units also have the Program for Control of Chemical Residues, which includes laboratory analyses, according to the risk assessment of factors such as, the regions of Brazil where the cattle is slaughtered and the evaluation of the "violation alert" systems issued by the main importing countries about chemical products.</i></p>
---	--	--

FP13: Total number of incidents of significant non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling and slaughter practices for live terrestrial and aquatic animals		<p><i>Eight incidents of non-compliance with laws and/or regulations related to transportation, handling and/or slaughtering practices that resulted in a fine or penalty and 30 incidents of non-compliance with laws and/or regulations of the nature that resulted in a warning were recorded during the year.</i></p>
--	--	---