

ANNUAL REPORT 2021



INNOVATING FOR THE FUTURE



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SETTING THE COURSE TOWARDS 100 YEARS

The celebration of our 85th anniversary was marked by a context of uncertainty, but also of new opportunities, which was the product of the cooperative's resilient capacity. In this situation, we resolved to carry out medium- and long-term strategic planning that would help us strengthen Conaprole's development.

This plan seeks to consolidate our leadership position in Latin America and enhance our global reach as a producer of dairy foods of excellence for our customers worldwide, generating a positive impact for people and the environment.

With the maximization of the price of milk as our mission, our management teams, with the support of an international consulting firm, worked intensively and proactively in the construction of strategic fronts with a 2025 vision that will lead our dairy chain to a higher layer as we move through the road towards the 100 years.

In the first place, we can mention the pillar "Development of markets and products," which has a strong orientation to provide security and reliability to those who choose us every day. For this, we have the best technology, integrated quality systems, and highly professional teams dedicated to supplying innovative and high-quality products "tailored" to the needs of international customers.

The key to this was the project's advancement for the third drying tower in Villa Rodríguez Industrial Complex, which, complementing previous investments, and the new steam boilers, constitute the largest investment project in the history of the cooperative.

We began this operational and professional challenge, prepared and convinced that we have the knowledge and resources to be successful, and to continue generating



value for our partners - more demanding in requirements and certifications - in the world and for our farmers.

Regarding the domestic market in Uruguay, we will aim to continue our leadership in the dairy categories and other lines of business that can contribute synergies to our portfolio.

The second pillar refers to the "Production of our cooperative members." This supposes elaboration in a competitive form, friendly with the environment, society, and an adequate management of risks.

To achieve this goal, we will deepen our focus on the levers and training that enable improvements in efficiencies that optimize the profitability of the production process.

We will continue working with financial tools to mitigate the adverse effects of climate variability and milk price volatility (given its direct link with international dairy prices).

The third pillar that we highlight focuses on “Technological Transformation” concerning internal processes in industrial facilities and administration to simultaneously gain agility, optimize our margins and expand new digital businesses in the local and regional market.

We aim to build a robust digital culture as a way of thinking and acting in all our projects and in daily management. The incorporation, development, and retention of qualified human capital will be essential. The objective is always to speed up compliance with our clients, pursue efficiency as continuous improvement, and make decisions on time.

Likewise, we want to point out the “Sustainability” pillar. This is an issue that is always present in the chain. We have invested heavily in recent years to ensure compliance with the ever-increasing demands of the market.

For Conaprole, as a leading “green” company, it is imperative to take care of the water in aquifers and courses, as well as the protection of the environment (through wastewater and waste treatment, and recycling), the use of clean technologies (use of a renewable energy matrix - biogas and firewood), and maintaining a close bond with the community (occupational safety, social responsibility actions).

We have defined a 2025 and 2030 agenda to direct resources to keep up with global advances and requirements, as we did when obtaining the Grass Fed certification in December.

Finally, we are convinced that the pillars identified, the actions and initiatives with indicators, deadlines, and values make up a clear roadmap for generating value in an international scenario of volatility and uncertainty that will constantly challenge us, but for which we have already demonstrated our preparedness, resilience, and proactivity.



Álvaro Ambrois

ACHIEVEMENTS THAT BUILD THE FUTURE

A challenging environment

In a particularly challenging period - as while the remittance of our partners grew by 7.7% (reaching a record of 1.542 million litres to process), the pandemic was developing in our country and affecting our international markets - we managed to carry ahead several projects and initiatives.

Under the premise of continuing to prioritize the health of our workers and our role of supplying dairy products of excellence, we responded with resilience, proactivity, and complying with our customers and consumers with the usual quality.

Key figures

Conaprole reached a record of sales revenue of **784 million dollars**, with exports of 517 million dollars and internal sales of 267 million dollars. The total payment to our farmers amounted to 496 million dollars, which represented an increase of 14.2% compared with the previous year.

The investment amounted to 75 million dollars, among which was the construction of the third drying tower in Villa Rodríguez under the highest international standards, which enable the elaboration of innovative products according to the customers' needs, and the enlargement of the steam generation room. Despite the restrictions due to the pandemic, which made the execution and expected fulfilment of the planned schedule more complex, the new tower will start to operate, which will mean a greater value for our international partners and our farmers.

With higher remittance, exports, and investments, the net financial debt of the cooperative remained practically unchanged. This shows the good



performance obtained over the invested capital translated into an important internal generation of funds.

We must highlight the success that the technological transformation we actively promote is having. The digital culture and the automation of tasks that we have implemented have allowed us to optimize time, resources, and operational efficiency in monitoring and decision-making. This is mirrored in the stability of our fixed costs when increasing the volume of milk processed.

Building the future

Long-term financing for our farmers

The most innovative initiative of this fiscal year has been the approval of the project *Fideicomiso para el Financiamiento de la Inversión de Establecimientos Lecheros (FFIEL)* (Trust for the Financing of Dairy Establishments Investment) by the IDB and the Central Bank of Uruguay. **The FFIEL offers a disruptive financial product for our market and the world.**

The central objective is not only to connect the possibilities of long-term financing of the capital market with the permanent investment needs of our partners but also to provide a flexible repayment according to the evolution of the establishments' income (by remittance of milk) in time. This allows meeting the seasonality and natural cyclicity of the dairy business without generating financial stress.

The FFIEL initiative is not specific, but it will be available at all times. Moreover, in each new investment, the farmers may, if they wish, consolidate the new financing they are going to take from the FFIEL with the one they already have with the trust. Thus, they will be able to re-profile their maturity to it, to the term of the new credit.

Grass Fed certification

Additionally, I want to highlight obtaining the Grass Fed certification: a distinction that fills us with pride for all the work and dedication implied from farmers, technicians, and the cooperative itself.

Conaprole is a green company committed to animal welfare and the environment. It has a particular concern for offering natural and healthy dairy products to its consumers.

Obtaining this distinction is a satisfaction for us because it proves to third parties a key link in our value chain. It is milk production

based on grass, open air, and without using hormones or antibiotics for growth.

Final reflection

In the year of celebrating our 85th anniversary, and despite the difficulties of the pandemic in the world, Conaprole closes a fiscal year with outstanding record numbers of remittance, income, financial solidity, projection to the future with the investment of an industrial facility to elaborate nutritional formulas with world cutting-edge technology.

Also, I would like to highlight the work teams. I feel grateful and proud to be part of a group committed to the cooperative and our customers. Each one kept up with the circumstances in a complex and unprecedented scenario, inspiring and fundamental in the positive final results.

Our responsibility is to continue making history in the future, to continue with the constant transformation and continuous improvement that allows us to maximize the price of milk for our farmers and continue saying with pride that we are the quality from Uruguay to the world.



Gabriel Valdés

WE ARE
CONAPROLE

01



85 years of history

We lead the dairy industry in Latin America. We were born in Uruguay, and we are made up of more than 1,700 farmers. Attentive to global challenges for a quality and healthy diet, during the last period, we ratified this purpose, which has been a permanent insignia during our 85 years of existence.



MISSION

To maximize the value of our milk by offering top quality, healthy and innovative products to our clients worldwide.

VISION

We aim at becoming the leading company of our industry in Latin America with global outreach in first rate dairy products, generating positive sustainable Impact upon people and the environment.

VALUES

Commitment
reSilience
Proactivity
efficiency
transpaRency
inovation
Team work





"Source of health"



"Conaprole, your healthcare provider"



"Conaprole accompanies you"



"Conaprole in your life"



"Growing together"

	1979	1989	1999	2009	2019	2021
Remittance mill Its	286	523	814	929	1.396	1.542
Income million USD	57	98	249	385	781	784



Corporate governance

Management structure

- Members of the Board of Directors
- Members of the Farmers Assembly
- Members of the Fiscal Commission



Ag. Eng. Álvaro
Ambrois Martínez
PRESIDENT



Mr. José Alejandro
Pérez Viuzzi
VICE PRESIDENT



Mr. José Noel
Alpuín Duque
MEMBER OF THE
BOARD



Mr. Gabriel
Fernández Secco
MEMBER OF THE
BOARD



Mr. Miguel Angel
Bidegain Lecuona
MEMBER OF THE
BOARD

About the Board of Directors

- The five members of the Board of Directors are elected every five years by vote of the cooperative partners' farmers.
- 4 of them correspond to the most voted list, and the fifth representative belongs to the second most voted list, only if it represents more than 10% of the total valid votes.
- The last elections took place in November 2016, the elected authorities taking office in March 2017.
- They receive a fixed remuneration not associated with the profits of the organization.
- There were no changes in the last period.

- Number of meetings in the last period: 51.
- Decision-making: simple majority except for specific provisions.
- Quorum: 4 members of the Board of Directors, except for provisions that require all of them.

Powers of the Board of Directors

- Determination of the price of milk to be paid.
- Determination of the investment program and its financing.
- Approval of movements and compensation of staff.
- Approval of the annual budget and management balance.

The Corporate Governance Report has been approved by the Board of Directors of Conaprole in its session on 09/28/2021.

Control and inspection bodies

Farmers Assembly:

- 29 members.
- Meetings at the request of the Board of Directors or ten members of the Assembly.
- Quorum to meet: half plus one of its members.
- Minimum one annual meeting to consider the Annual Report and Balance presented by the Board of Directors, giving its approval by an absolute majority of those present.
- Number of meetings in the last period: 1.

Responsibilities of the Farmers Assembly:

Advise the Board of Directors.

Approve the organization's Annual Report and Balance.

Exert censorship actions of the Board of Directors (with the vote of two-thirds of its members).



Fiscal Commission:

- Three members responsible for the control actions of the Board of Directors.
- Created under article 40 of Law No. 17.243, article 90 of Law No. 17.292, and Decree 241/03 of June 16, 2003.
- It exercises internal control, and its members are appointed simultaneously with the election of the Board of Directors.

Members of the last period:

Eng. Mario Digherio

Mr. Alessio María Ortolani

Eng. Álvaro Vera

Number of meetings in the last period: 10.

There are no remuneration mechanisms for the functions of member of the Fiscal Commission that are linked to the organization's financial results.

Responsibilities of the Fiscal Commission:

Control Conaprole's Administration regarding compliance with laws.





Examine and rule on the Cooperative's Annual Balance, analysing corresponding documentation and requesting the corresponding reports.

Provide the Farmers Assembly with the information that it requires on matters that fall within its competence.

Rule in a non-binding manner about the projects for issuing Obligations.

Audit and Monitoring Committee

4 Members:

-  Ag. Eng. Álvaro Ambrois
President
-  Mr. Gabriel Fernández Secco
Director
-  Eng. Mario Digherio
President of the Fiscal Commission
-  Acc. Virginia Torchelo
Internal Audit Manager
(No voice or vote)

Number of meetings in the last period: 3.

There are no remuneration mechanisms for the functions of member of this Committee that are linked to the organization's financial results.

Responsibilities of the Audit and Monitoring Committee:

Supervise the internal control system.

Review and approve the plan and annual schedule of the Internal Audit area and its degree of compliance and reports.

Propose to the Board of Directors the selection, appointment, re-election, and replacement of the External Auditors firm and the conditions for their hiring through the analysis of their qualifications and independence.

Know all relevant financial accounting information and, in particular, review the External Audit reports and periodically evaluate compliance with the standards of independence of the External Auditors.

Follow up on the recommendations made by both the Internal Audit area and the External Auditors, particularly on the control weaknesses detected, to strengthen the management response process on time.

Prepare reports on their performance at least every four months, to be presented to the Board of Directors.

Operating Committees

- Management Committee

- Human Capital Committee

- Industrial Projects Committee

- S&OP, Commercial and Innovation Committee

- S&OP, Exports Committee

- Food Quality and Safety Committee

- Ethics Committee

- Sustainability Committee

Management Committee



Acc. Gabriel Valdés
CEO

Central Management



Ag. Eng. Ana Echenique
Quality



Bach. Leopoldo Fernández
Logistics & Supply Chain



Mr. Gerardo Maturana
Exports



Eng. Gabriel Oleggini
Farmers



Ph D. Andrés Pastorino
Innovation, Research & Development



Bach. Francisco Petrúngaro
Commercial



Eng. Eleazar Polak
Engineering



Acc. Enriqueta Portela
Organization & Methods



Acc. José Luis Rial
Finance



Eng. Irene Rossello
Operations & Nutritional



Acc. Virginia Torchelo
Internal Audit



Acc. Diego Vázquez
Planning & Digital Transformation Technologies

Industrial Facilities Management



Eng. Lucas Baptista
Montevideo Ind. Complex



Eng. Gonzalo Senra
Villa Rodríguez Ind. Complex



Eng. Victoria Fitipaldi
San Ramón Ind. Complex



Bach. Mauricio Suárez
Florida Ind. Complex



Eng. Agustín D'Ángelo
Industrial Facility No. 11



Mr. Cledir Dos Santos
Industrial Facility No. 14



Eng. Andrea Álvarez
Industrial Facility No. 16

Ethics and anti-corruption fight

Conaprole has had its Code of Ethics since 2009.



Ethics Committee

Members:

- Ag. Eng. Álvaro Ambrois
● *President*
- Mr. Gabriel Fernández Secco
● *Director*
- Acc. Gabriel Valdés
● *CEO*
- Acc. Carla Volaric
● *Head of Staff Administration*
- Acc. Alejandro Hernández
● *Compliance Officer*

Responsibilities

Control the application of the Code of Ethics and resolve any existing concerns about it.

Analyse and present modifications or extensions to the Code of Ethics to the Board of Directors.

Manage suspected cases of corruption and take necessary measures.

Receive the annual reports prepared by Internal Audit resulting from the evaluation of the Anti-Corruption Program.

Number of meetings in the last period: 2

There are no remuneration mechanisms for the functions of member of the Ethics Committee that are linked to the organization's financial results.

Anti-corruption Program

In June 2020, the Anti-corruption Program for Conaprole was approved. We have a Compliance Officer who reports to the Ethics Committee, whose responsibilities are: implementing the program, managing a complaints channel, and effectively managing the resolution of conflicts associated with corruption, among other issues.

Training sessions for the program were carried out. In addition, the Code of Ethics and the system of complaints by multiple means were disseminated.

Complaint's channel

We have an anonymous ethics complaint system with external access to Conaprole. The complaints made are received only by the Compliance Officer and managed by the Ethics Committee.



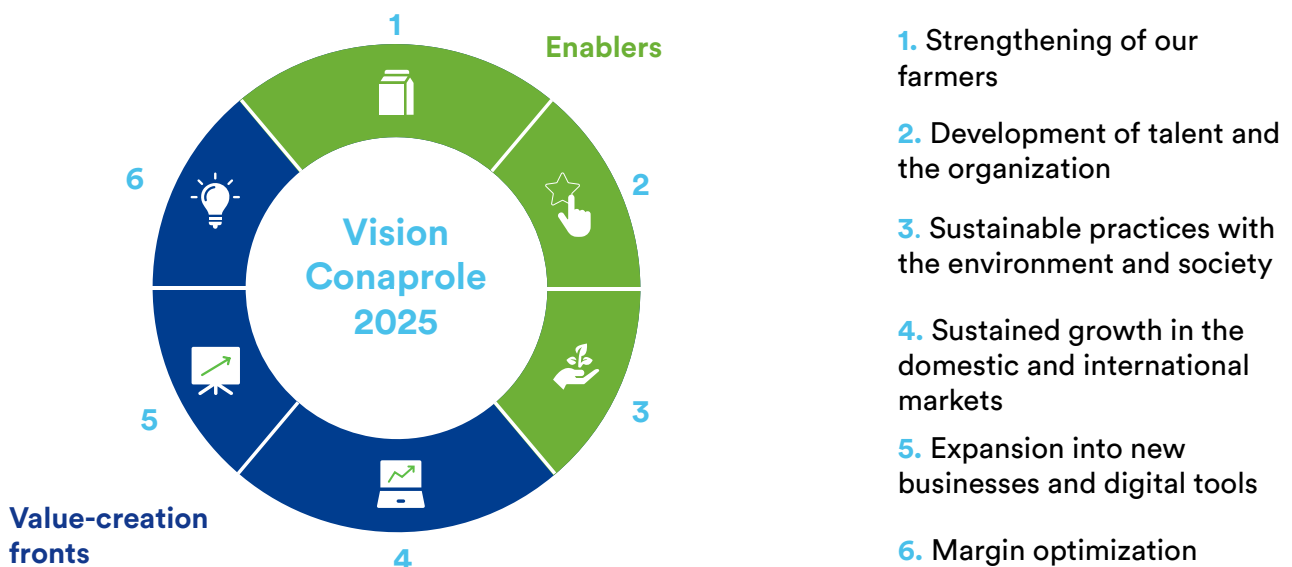
[Ethics complaint channel.](#)

Sustainable business vision 2025

In the last year, we worked on the development of our strategy.

<h2>Goals for 2025</h2>	 <p>Consolidate a diversified international presence with traditional and nutritional products, maintaining leadership in the local market.</p>
 <p>Maintain our accelerated growth through innovation and digitization, being a reference in agility and digital business.</p>	 <p>Achieve excellence in managing revenue growth, costs, and operational efficiency throughout the value chain.</p>
 <p>Maintain the benchmark in quality and be a leader in sustainability in the dairy industry.</p>	 <p>Be the most admired company by new talents in Uruguay and be the reference for talent in the region.</p>
 <p>Strengthen the relationship with farmers, professionalize the smallest ones, and promote best practices.</p>	

A strategy aligned with sustainable development



Committed to our stakeholders

We know the expectations of our stakeholders

Farmers

Improve their income and quality of life from our efficient operations for the management of the milk produced.

Regulators and government entities

Develop honest and respectful ties, in line with our cooperative values, with the governments of the various countries where we operate.

Collaborators

Generate a work environment of excellence that promotes the well-being and the professional development of each member.

Community

We are committed to providing value that contributes to the progress of society.

Customers and consumers

Be the best option for our customers based on the valuable products generated. We seek to act proactively and creatively to meet our customers' expectations with excellence.

Suppliers and distributors

Consolidate trust and mutual benefit bonds that contribute to our success based on transparent, honest, and respectful relationships.

We promote dialogue for the productive development of Uruguay

We actively participate in the major business organizations in the country:

Pan-American Dairy Federation

Uruguay's Chamber of Dairy Industry

National Milk Institute

Union of Exporters of Uruguay

Uruguay's Chamber of Industries

Industrial Chamber of Food

Federated Agricultural Cooperatives

Uruguay's National Chamber of Commerce and Services

Commerce Defence League

Chamber of Advertisers

Business Commitment to Recycling

Organization of Women Entrepreneurs of Uruguay

Awards and recognition



1st National Exporter

Recognition received from the Bank of the Oriental Republic of Uruguay and the Union of Exporters of Uruguay for 11 consecutive years.



National Energy Efficiency Award

1st place in the industrial category.



Best business reputation award

MERCO ranking in 2020.



Material aspects and their contributions to the SDGs

Our materiality matrix reflects the most significant economic, social and environmental aspects of Conaprole in consideration of the expectations of our stakeholders.

It also presents the relationship with the United Nations Sustainable Development Goals (SDGs).

		Internal impact	External impact	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
PEACE	Ethics and transparency	●	●				
	Sustainable management of farmers	●			●		
PROSPERITY	Healthy and safe products		●		●		
	Innovation and development	●	●		●		
	Promotion of nutrition and healthy life		●		●	●	
PLANET	Water management	●	●				
	Energy and emissions	●	●				
	Waste management		●				
	Sustainability in packaging		●				
PEOPLE	Diversity and inclusion	●					
	Training	●					●
	Health and safety at work	●				●	
	Well-being and development of the members of Conaprole	●				●	
	Contributions to the social development of communities		●	●			



	5 GENDER QUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY INNOVATION AND INFRASTRUCTURE	11 SUSTENTABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
							●	●
		●	●	●	●			
				●	●	●	●	
				●	●	●	●	
							●	
		●					●	
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				●				
	●			●				

**FARMERS:
THE REASON FOR
BEING**

02



We strengthen our farmers

We work in alliance with public and private organizations to offer continuous support to our farmers for their management efficiency, emphasizing quality and sustainability aspects.

Our purpose is to contribute to the improvement of their profitability and quality of life.

Commitment of farmers

1,718 remitting registrations.

1,542 MM

litres of milk processed in the year (+ 8% in relation to the previous period).

76% of the farmers are family dairy farms with a production of fewer than 3,000 litres per day.

100% of the farmers visited by Conaprole technicians.



49% of the farmers participating in business management projects.



2,368 are the dairy farm staff trained in production issues.

30% of the farmers trained in quality and safety.

77% of the farmers with the highest satisfaction for services provided by Conaprole.

136 sustainability consultancies to farmers.

High standards of quality

To ensure the remittance of quality milk to each of our production industrial facilities, we have the **Program for the Control and Continuous Improvement of Quality and Safety of milk in dairy farms**. The milk quality is defined according to the somatic cell content and the bacterial count, establishing the % of bonus or penalty. It counts on 12 veterinary doctors located in different areas of the country close to the farmers.

600 dairy farms visited on issues of milk quality and safety.



304 people trained in milk quality and safety.



Preparation of hygiene and disinfection protocols for equipment adjusted to each dairy farm.



Mastitis control program adjusted to each dairy farm.



We contribute to the competitiveness

We have a series of programs to support dairy farms' management, production, and technology. They address productive and economic aspects, such as Cost, Competitive Production, and Support for Dairy Management programs that allow to carry out an effective, economical, and financial analysis of the producer.

FosAPP is an application to facilitate the recording and analysis of productive and health information of the cattle. Another initiative is satellite fodder monitoring that measures the monthly growth of pastures in more than 60 farms.



We provide long-term financing

In Conaprole, jointly with PROLECO (Spanish initials for Capitalization Savings and Credit Cooperative) and with the support of IDB INVEST, we developed the Trust for the Financing of Investments in Dairy Establishments (FFIEL), which allows dairy farms to implement improvements in infrastructure, machinery, animals, pastures, and land.

Term 7-12 years.

Amortization in litres of milk associated with the remittance of each producer, regardless of the price of the production cycle.

43 farmers have already taken advantage of the opportunity during the year.



Grass Fed: a certification we are proud of

In the last fiscal year, we achieved the Grass Fed Certification, which guarantees milk production on grass and open air in the dairy farms that remit to Conaprole. It ensures that 80% or more of the milk sent comes from certified dairy farms.

The certification is carried out through a group audit scheme, where each dairy farm adheres individually. During the audits, aspects related to the establishment's identification, the feeding of the cattle, the absence of hormones and antibiotics as growth promoters, the traceability of cattle, animal welfare, and the social dimension are surveyed. In turn, corporate processes related to ensuring the product's chain of custody and the absence of antibiotics in milk are audited.

This certification guarantees:

Grass fed

The diet of milking cows is made up of grass in an 85% or more, and the foods available in the dairy farm are exclusive of plant origin.

No use of hormones or antibiotics

The use of hormones and antibiotics is only for those cases endorsed by current regulations and under the supervision of a veterinary doctor; their use as growth promoters is prohibited.

Traceability

The production chain has 100% of the establishments in an animal-traceability plan, georeferencing of each dairy farm, and traceability for all the milk collected and transported to industrial facilities.

Animal welfare

It is one of the main priorities in our milk production process. The cows have access to pasture every day of the year, guaranteed access to water and food, and the spaces and times required for an adequate social interaction of the herd.

Social dimension

Dairy production promotes the settlement of families in rural areas, in line with Conaprole's purpose of providing support to each producer to continuously improve their income and quality of life.



Access Conaprole Grass Fed

Thanks to all our Conaprole farmers and teams who made this outstanding achievement possible, confirming our sustainability commitment!



Sustainable dairy farms

Sustainable Dairy Farm is a Conaprole venture with support from the Inter-American Development Bank (IDB).

Its purpose is to provide comprehensive technical assistance on sustainability issues:



Energy efficiency



Water distribution for livestock



Wastewater management



Solid waste management



Consulting for roads



Access Sustainable Dairy Farm.

Highlights of the fiscal year:

43

consultings to farmers on wastewater management in dairy farms.

26

consultings on energy efficiency in dairy farms.

41

consultings on water management and distribution in dairy farms.

26

consultings on roads in dairy farms.



VALUE
GENERATION

03



We feed the world

We have seven industrial facilities and a network of commercial offices for our products to lead the Uruguayan market and can reach more than 60 countries.





Offices

- São Paulo
- Ivoti
- Miami
- Beijing

Our complexes are strategically distributed to cover the country's dairy basins

- | | |
|---|--|
| <ul style="list-style-type: none"> ○ CIVR - Villa Rodríguez Industrial Complex
Rodríguez, San José ● CISR - San Ramón Industrial Complex
San Ramón, Canelones ● Industrial facility No. 11 - Rincón del Pino
Rincón del Pino, San José ● Industrial facility No. 16
Mercedes, Soriano | <ul style="list-style-type: none"> ● CIM - Montevideo Industrial Complex
Montevideo ● CIF - Florida Industrial Complex
Florida ● Industrial facility No. 14
Rivera |
|---|--|

Our value chain



PRODUCING THE BEST

MILK PRODUCTION

- 1,718 dairy farmers
- + 300,000 cows
- 1,542 million litres of milk
- 72% country milk
- Consulting on social, environmental, and economic issues



COLLECTION IN DAIRY FARMS

- 478,000 collections
- 127 tanker trucks
- 13 million km travelled
- Initiative "Sustainable Dairy Farms"



Grass Fed certification guarantees 85% of milk production on pasture and open air

MARKETING

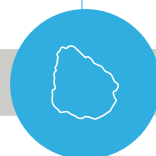
DOMESTIC MARKET

- 225,000 mKL
- 267MM USD
- +300 SKU
- 23,500 points of sale
- + 30 launchings



POST-CONSUMPTION

- We work with consumers for the proper final disposal of our products
- APP "Donde reciclo" (Where do I recycle?)



INDUSTRY

- 7 production industrial facilities
- 2,042 employees
- 1,845 suppliers
- +1,8 million quality analyses
- 58% of energy is of renewable origin
- 27% water re-use

CIRCULAR ECONOMY

- (Pilot project) shade structures made from plastic waste.
- Animal welfare

WAREHOUSES AND DISTRIBUTION

- 3 own warehouses +.5 subcontracted
- Integral management of own and third-party logistics for products to arrive in the best conditions to any place in the world.
- 100 distributors
- +340 trucks
- 1,000 people

EXPORT

- 60 destination countries
- 168,000 mKL
- 517 MM USD
- 4.4% of the global LPE market
- Brazil, China, and Algeria main markets

Management highlights



1,718
milk producers

#1

Exporter of
Uruguay.



2,042
employees.

1,542 MM
litres of milk processed.

Revenues of

USD 784 MM



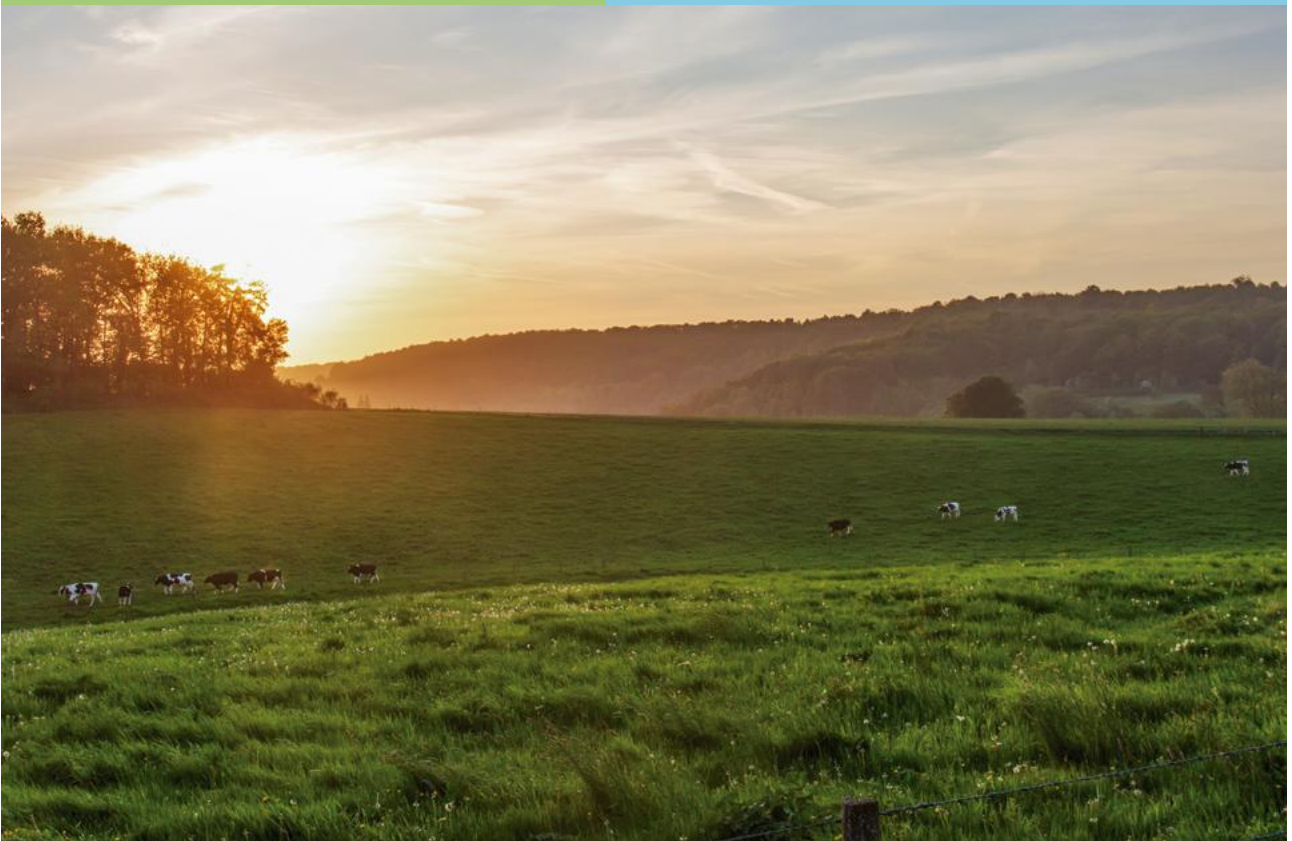
7 industrial
facilities.

85% of milk remitted is
produced on grass
and open sky.

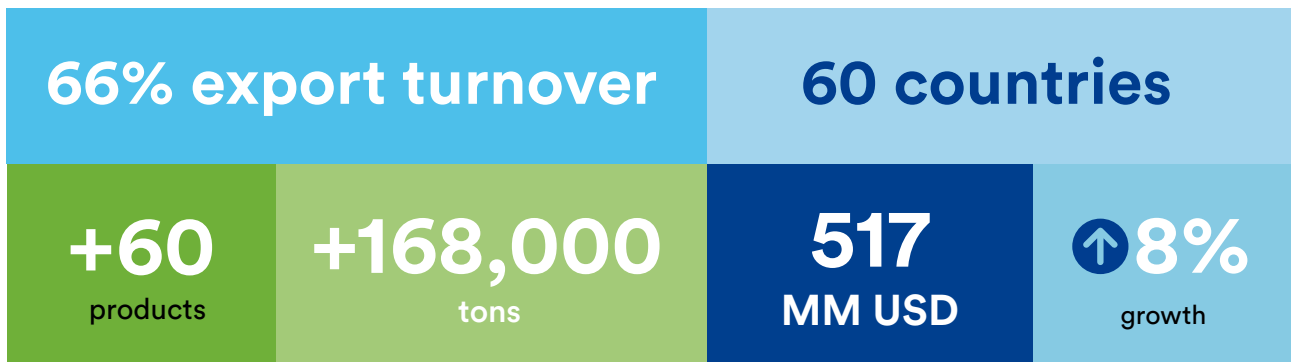


4%

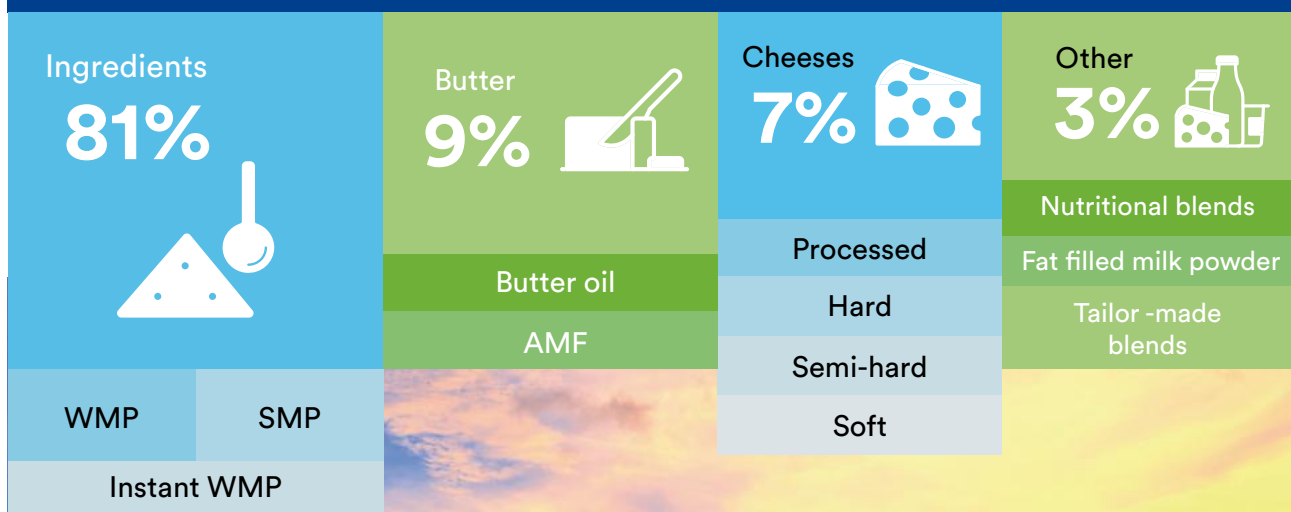
of reduction in
electricity and water
consumption per litre
of milk entered into
the industrial facility.



Export highlights



Main exported products:



Domestic market highlights



Economic performance*

Generated and distributed economic value	Fiscal year 2020/2021 MM USD	Fiscal year 2019/2020 MM USD
1. INCOME	782	738
1.1 Sales	784	742
1.2 Other income	0	3
1.4 Provision for credit impairment	-2	-7
2. PURCHASES	-573	-547
2.1 Milk and cream, freight, packaging materials, and other raw materials	-459	-433
2.2 Energy, third-party services, and others	-76	-72
2.4 Other	-38	-42
3. GROSS GENERATED ECONOMIC VALUE	209	191
4. DEPRECIATION, AMORTIZATION	-34	-29
5. NET GENERATED ECONOMIC VALUE PRODUCED BY THE ENTITY	175	162
6. GENERATED ECONOMIC VALUE RECEIVED IN TRANSFER	0	1
6.1 Result participation in subsidiaries	1	2
6.2 Financial income	1	2
6.3 Other	-2	-3
7. TOTAL GENERATED ECONOMIC VALUE	175	163
8. DISTRIBUTION OF THE GENERATED ECONOMIC VALUE	-87	-92
8.1 Staff	-79	-85
8.2 Governments (taxes, fees, and contributions)	-3	-3
8.3 Remuneration to third party capital	-5	-4
9. ECONOMIC VALUE NOT DISTRIBUTED	89	71

* Figures from individual financial statements of Conaprole

- Auditors of our financial statements: PwC, first audited balance was in 2008, with a contract until the annual balance as of July 31, 2021. As proof of its independence and that of its professionals, the audit firm is asked annually to issue a letter signed by the responsible partner confirming said independence.
- Tax and economic advice: Deloitte.
- Technical advice for the Sustainability Report: SMS Latinoamérica.

Conahorro: Economic value for our consumers

It is a transferable US dollar security issued by Conaprole since 2009.

Purpose:

- Consolidate prestige as a world-class national company.
- Diversify funding sources to meet the organization's seasonal, cyclical, and growth needs.
- Targeted to small and medium savers.



[Access Conahorro.](#)

Conahorro is the negotiable obligation with the best country risk rating for a private company in the country.¹



¹ https://www.bcu.gub.uy/Servicios-Financieros-SSF/Paginas/emisores_Lst.aspx

Our products: innovative, quality and healthy

Conaprole commitments

Contribute to the healthy diet of 9/11 million people (2025/2030).
Increase the share of daily consumption products in compliance with nutritional standards. ²
Launch products that meet special nutritional needs. ³
Increase the number of functional products in the portfolio by 25%.
Continue reducing added sugar content by 5-10% and avoid excessive levels of sweetness. ⁴
Avoid excessive use and decrease the level of added sodium by 5-10%. ⁵
Decrease the use of artificial colours and avoid them in children's products.
Carry out responsible, simple, clear, honest, and transparent communication in compliance with regulations and scientifically endorsed.
Contribute to the education and promotion of a healthy diet.

² CAGR: 3%; 0.5 l/p/d.

³ RNF; Nutriscore; other/volume of production, sale, and/or quantity of products.

⁴ Products with added nutrient or other that promotes healthy status; 17% (57) to 10% (28) in the last 4 years.

⁵ Scope conditioned on product and current content.

These commitments consolidate the sustained trajectory that in recent years has resulted in:

 **20%** reduction of added sugar.

 Increase in the offer of products for diabetic and celiac people, among others.

 Portfolio of functional and nutraceutical products as a nutritional supplement for people with specific needs.

Quality guarantees our products

All Conaprole products are manufactured in our industrial facilities, within the framework of the **Integral Management System**, with certifications that meet the increasingly demanding expectations of our national and international customers.

- ISO 9000:2015 - Quality Management System.
- ISO 22000: 2018– Food Safety Management System.
- ISO 14001: 2015 - Environmental Management System.
- OHSAS 18001: 2007 - Occupational Health and Safety Management System.
- FSSC 22000 V5.1 - Food Safety System.
- ISO 17025: 2017 - Requirements for laboratory competencies.
- ISO/TS 22002-1:2009 - Prerequisite program for food safety.
- HACCP according to CODEX.

We have a wide variety of products suitable for consumption by celiac and diabetic people publicly endorsed with the seals of ACELU (Celiac Association of Uruguay) and ADU (Diabetics Association of Uruguay), respectively. In addition to strategic agreements with the Uruguayan Society of Paediatrics, the Uruguayan Society of Rheumatology, and the Uruguayan Society of Cardiology.

Medical Societies



We add the Grass Fed seal

Since the Grass Fed Certification achievement, Conaprole products have begun to incorporate this standard in their labelling.



Customers and consumers

We are present throughout Uruguay with our products through the different brands.

We supply the entire national territory with a solid support structure:

23,500 points of sale.

100 distributors.

+30 product launches.

Satisfaction

We have several channels to listen to our consumers:

Facebook Conaprote 431,566

Facebook Conamigos 71,191

Instagram Conaprote 29,600

Twitter Conaprote 5,816

LinkedIn Conaprote 50,890

We measure our customers' satisfaction for domestic markets (distributors, direct customers, and special accounts) and export. We conduct surveys every two years. The last survey for the external market was carried out during 2020. The results showed positive feedback from customers in various countries about:

We have a Customer Service that received 4,760 inquiries during the last year, of which 100% were resolved in a timely manner⁶. Conaprole's policies guarantee a response within a maximum period of 48 hours.

Our quality, reliability, and soundness were the attributes most valued by our customers.



⁶ Phone Line (0800 1936) - Email (sac@conaprole.com.uy)

Responsible communication

Since 2002, we have been part of the Chamber of Advertisers of Uruguay. Inspired by the Code of Ethics and with the National Council of Advertising Self-Regulation (CONARP) mandate, we promote responsible commercial communication.

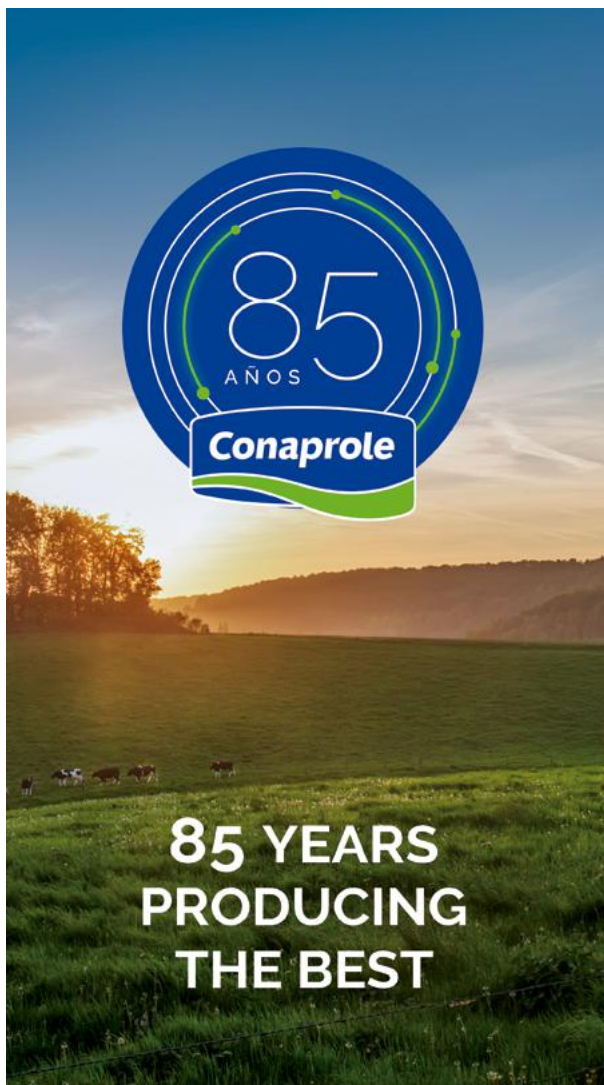
We promote recycling habits in consumers.

Through the use of the APP “¿Dónde reciclo?” (Where do I recycle?) we encourage our consumers to dispose of packaging after consumption properly. In this way, based on the consumer’s geolocation, access is made to the places where it is possible to deliver post-consumer products.



[Access ¿Dónde reciclo?](#)

This application was created by the Business Commitment for Recycling (CEMPRE), an organization of which Conaprole is an active partner. Downloads of the application increased more than 200%, with locations in 19 Departments of Uruguay.

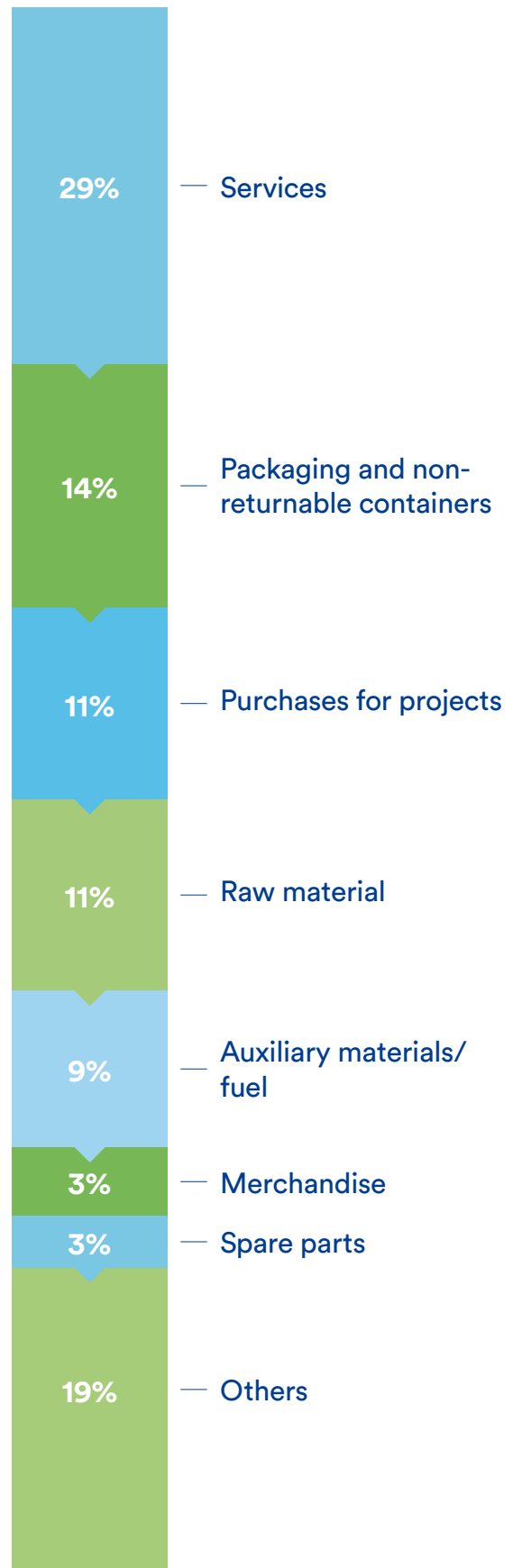


Strategic allies: suppliers and distributors

It is our purpose to consolidate transparent and long-term relationships with our suppliers and distributors. We share with them our policy of Integrated Management System and encourage them to generate good practices in social and environmental matters. We also demand quality and safety expectations for suppliers of ingredients and primary containers and third-party products of the Conaprole brand.



Material rate and % of the total in USD



OUR WORLD: AN
ENVIRONMENTAL
MANAGEMENT OF
EXCELLENCE

04



Conaprole Commitment

Our Integrated Management System translates Conaprole's commitment to caring for the environment. It allows us to manage the efficient use of natural resources, with special care for water and energy, and to dedicate efforts to minimize the impact of the waste generated. **All our industrial facilities are certified with ISO 14.001 (2015).**

As a way of ratifying these convictions, we have defined short- and long-term goals that challenge us to continue working on increasingly effective management for the care of the environment.

Energy

Target 2030:

Increase the use of renewable energies by 60% with actions such as thermal generation with biomass and cogeneration.

Target 2022:

Measure and report energy efficiency indicators by product line, starting with milk powder, which represents 60% of Conaprole's energy consumption.

Water

Target 2030:

Increase the reuse rate to 35%.

Among the initiatives to meet this ambitious goal are investments in reverse osmosis equipment to treat all the cow water generated in Villa Rodríguez Industrial Complex. The challenge is to achieve water quality that is adequate for use as process water.

Efficient use of energy

Highlights of the period

We improve the resources consumed by production.

In the last fiscal year:

 **5%**

Reduction of fuel consumption.

 **4%**

Reduction of electrical energy consumption.

Generation of biogas from wastewater

In 2020, we completed the biogas energy recovery project at the Villa Rodríguez Industrial Complex. It was a pioneering initiative until now little disseminated in Uruguay, with few experiences at the industrial level.

It allowed recovering the biogas generated in the wastewater treatment facility for fuel in the boiler, partially replacing fuel oil consumption.

8%

of fuel oil was replaced by the biogas generated.

Management indicators

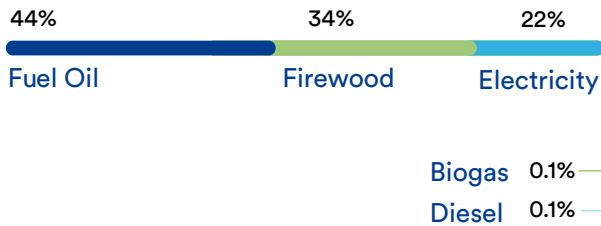
Energy consumption of the organization			2020-2021	2019-2020	2018-2019
Non-renewable sources	Fuel Oil	m3	19,721	18,226	17,230
		MWh	228,760	211,424	199,868
	Gas oil	m3	31	65	69
		MWh	355	754	800
Renewable sources	Gas oil	Toneladas	61,346	66,111	66,890
		MWh	177,904	191,721	193,981
	Biogas ⁷	m3	56,867	-	-
		MWh	516	-	-
Electrical energy consumed from the grid			2020-2021	2019-2020	2018-2019
		MWh	112,643	109,996	105,220

Energy intensity

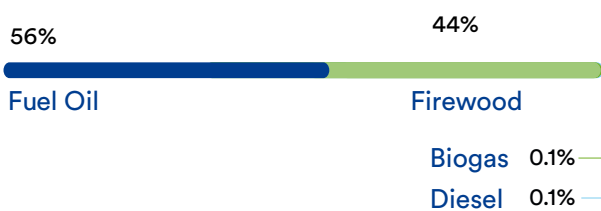
Fuel consumption per production		2020-2021	2019-2020	2018-2019	
Milk entered into the industrial facility	kWh/m ³	269	283	284	
Electricity consumption by production		2020-2021	2019-2020	2018-2019	
Milk entered into the industrial facility	kWh/m ³	74	77	76	
		MWh	112,643	109,996	105,220

⁷Biogas generated in the CIVR wastewater treatment facility and recovered to be used as an alternative fuel in the boiler (partially replacing the consumption of fuel oil).

Energy consumption 2020 – 2021



Fuel consumption 2020 - 2021



Best practices for reducing energy consumption

The energy savings obtained are the result of various initiatives such as:

Staff awareness of the good use of energy.

Creation of integrated control system of boilers of the **Florida Industrial Complex** to improve overall steam generation efficiency.

Installation of smart lighting and LED technology in warehouses of the **Florida Industrial Complex**.

Savings of **40%** of installed power
It represents more than 50 MWh in a year.

Implementation of condensation pressure control systems.

3% - 7%
Reduction of electrical energy consumption in industrial facilities.

Installation of variable speed drives in the fans of the drying tower in the **Mercedes Industrial Facility**.

Reduction of electrical energy consumption.
600 MWh

Heat recovery from the milk drying outlet air for inlet air preheating.

Acquisition of high-efficiency evaporative condensers.

National Energy Efficiency Award

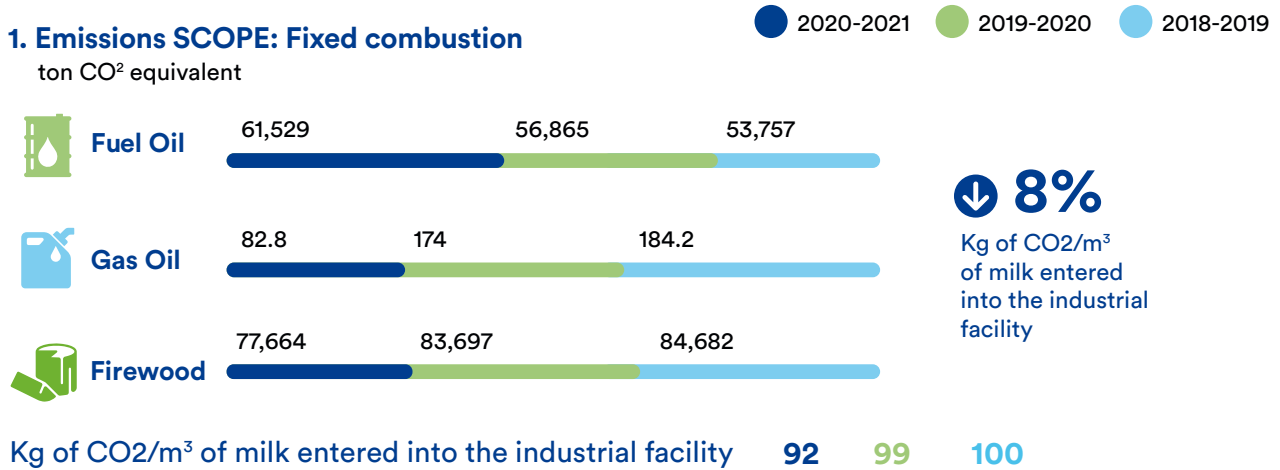
We were given this award organized by the Ministry of Industry, Energy, and Mining (MIEM) of Uruguay, in the category “Large Consumers.” Conaprole’s energy management system was highlighted, with the challenge of monitoring and managing its seven industrial facilities, in addition to its best practices in energy efficiency and incorporation of renewable energy in its operations.

Access Energy Efficiency.

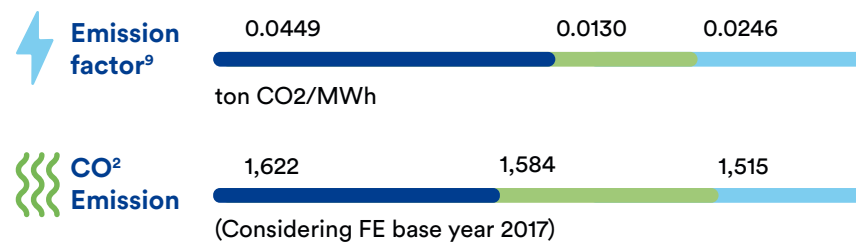


Carbon emissions

For this fiscal year, we include some results referring to our indirect emissions. We are deepening the dialogue with our suppliers and strategic allies to advance in the measurements for emissions of this scope, in line with international studies that show the characteristics of Uruguay as the second country in the world with the lowest carbon footprint in terms of milk production.⁸

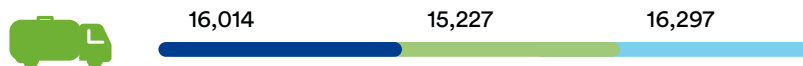


2. Emissions SCOPE: Electric energy consumed:



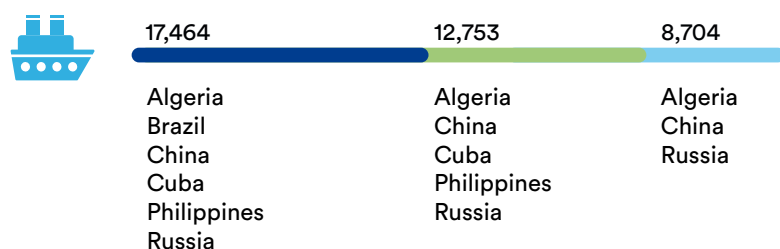
3. Emissions SCOPE: Mobile combustion - Transport of milk from dairy farms to industrial facilities

ton CO² equivalent



4. Mobile combustion - Maritime activity: transport of Conaprole products from Uruguay to the three most representative ports for our operations.

ton CO² equivalente



⁸AgResearch analysis Feb 2021

<https://www.dairynz.co.nz/media/5794083/mapping-the-carbon-footprint-of-milk-for-dairy-cows-report-updated.pdf>

⁹The annual values of electricity produced and the CO₂ emissions provided by the website of "Uruguay National Energy Balance: www.ben.miem.gub.uy/ of the Ministry of Industry, Energy, and Mining were used.

Water care

↓ 4%

Reduction in the water destined for each litre of milk.

which is added to the 14% achieved during the last decade.

27% recycled water

Litres of water/Litres of milk

2020-2021 2019-2020 2018-2019



1.96



2.04



2.10

Water extraction by source

	2020-2021	2019-2020	2018-2019
Groundwater ¹⁰ [m ³ /year]	2,354,082	2,362,438	2,309,685
Surface water ¹¹ [m ³ /year]	284,187	206,914	279,341
Municipal water supply ¹² [m ³ /year]	330,047	358,771	312,053
Total m ³	2,968,316	2,928,123	2,901,079
m ³ recycled water	812,049	821,482	816,116
% total recycled water	27	28	28

Recycled water comes from the evaporation of the milk in the milk powder manufacturing process and from the last stages of rinsing.

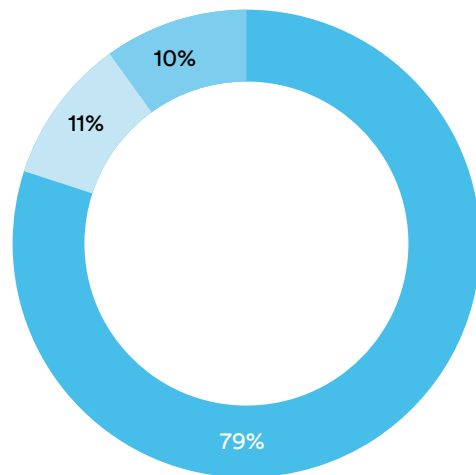
¹⁰ Extraction used for all industrial facilities. Water obtained from the Guaraní aquifer, which has an area of 1,190,000 km² and a storage capacity of 40,000km³. El Complejo Industrial Villa Rodríguez se abastece del acuífero Raigón, de menor extensión (2.300 km²).

¹¹ Extraction for industrial facility 07 Florida.

¹² Extraction for Montevideo Industrial Complex (CIM).

Sources of consumption 2020 - 2021

- Groundwater
- Surface waters (from wetlands, rivers, lakes, and oceans)
- Municipal water supply



We preserve water reserves

We constantly work towards optimizing, reusing, and improving processes for the efficient use of water. As our main supply source is drilling for groundwater extraction, we are aware of the need to preserve aquifers. We have our Supply Water Control Plan based on demanding international standards.

Relevant actions:







Monitoring by product line to identify opportunities for improvement.

Develop a centralized operation system with automatic control to continuously monitor, record, and control drilling extraction levels.

Hydrogeological characterization studies of aquifers.



Wastewater management

	2020-2021		2019-2020		2018-2019	
Total volume of water discharge (m ³)	 573,433 ¹³	 2,886,406 ¹⁴	 574,970	 2,755,380	 568,558	 2,754,200



A sustained commitment to wastewater management

At Conaprole, we seek to achieve the best discharge standards. Every year we increase the projects and adjustments made. **In the last 15 years, we have carried out treatment projects that represent a total investment of 40 million dollars.**

In 2021, we began the execution of an innovative energy recovery project. It evaluates the technical and economic feasibility of using the sludge generated

in the treatment facilities as fuel in steam generators.

It is carried out jointly with the School of Engineering and partially financed through the Sectorial Energy Fund. This fund is an instrument organized by the Ministry of Industry, Energy, and Mining (MIEM) and the National Agency for Research and Innovation (ANII), which seeks the development of new alternatives in terms of energy in the country.

¹³ Industrial facilities that discharge to drainage: CIM; P14

¹⁴ Industrial facilities that discharge into a watercourse: CIF; CIVR; CISR; P11 and P16.

Waste management

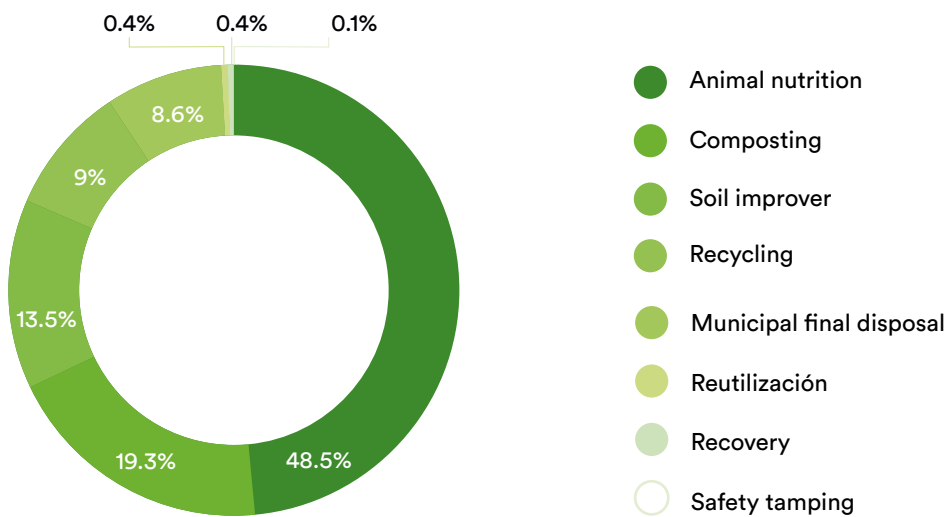
Management indicators

Waste generated by our production processes was managed as follows:
(They are expressed in wet basis tonnes).

Disposal method	2020-2021		2019-2020	
	Total weight of hazardous waste (tn)	Total weight of non-hazardous waste (tn)	Total weight of hazardous waste (tn)	Total weight of non-hazardous waste (tn)
Reuse	-	90	-	111
Recycling	13	2,124	5	2,074
Composting	-	4,511	-	3,694
Recovery (including energy rec.)	37	92	30	110
Incineration	2	-	2	-
Municipal sites for final disposal	18	2,005	16	2,179
On-site storage	11	-	4	-
Animal nutrition	-	11,303	-	10,186
Safety tamping	6	1	11	14
Sludge as a soil improver	-	3,145	-	1,313
Own disposal*	21	-	-	-
Other treatments	-	-	3	-
TOTAL	108	23,271	69	19,683

* For this period, we included the treatment and disposal of powdered whey with microbiological contamination, sent to the Wastewater Treatment Facility of our industrial facilities, which has disinfection through ultraviolet lamps, as approved by the environmental authority Dinacea.

Disposal of Non-Hazardous Waste 2020 – 2021

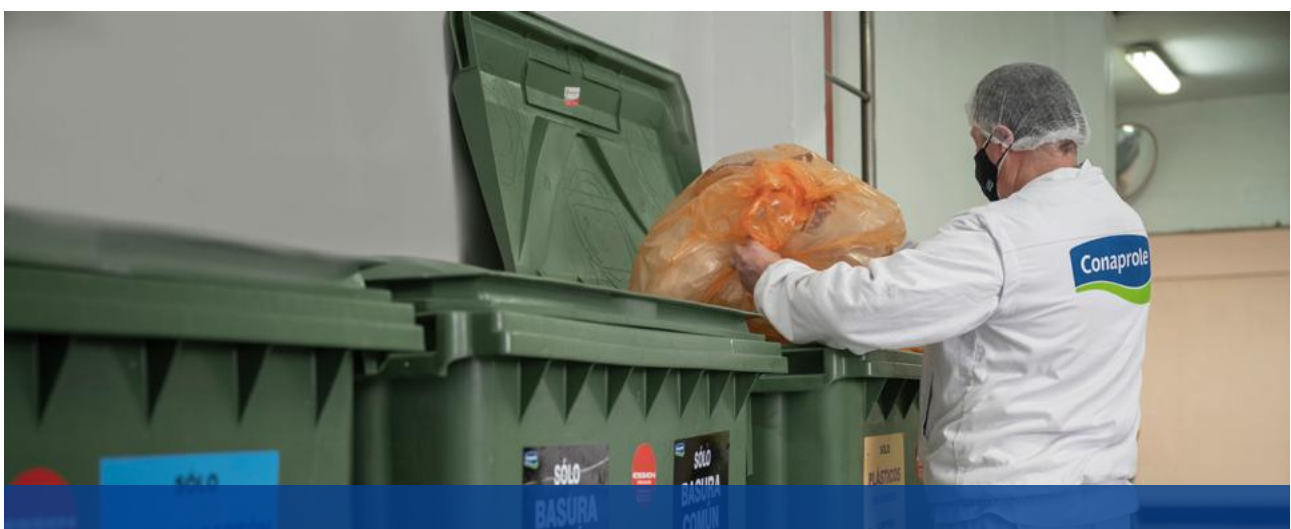


Disposal methods are chosen taking into account current regulations and the hazardousness of each waste. A tender is made to contract hazardous waste management and its transport so that they do not remain stored for more than a year in our establishments.

Hazardous waste disposed of in landfills is first subjected to treatment to remove its hazardousness; in some cases, with heat treatments, and in other instances, with chemicals.

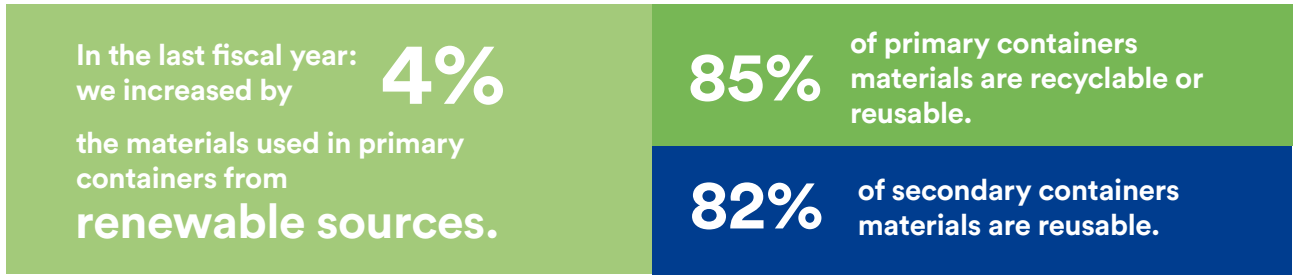
In the last period, 78 tons of hazardous waste were transported, and 86 tons were treated.

Conaprole does not import or export hazardous waste.



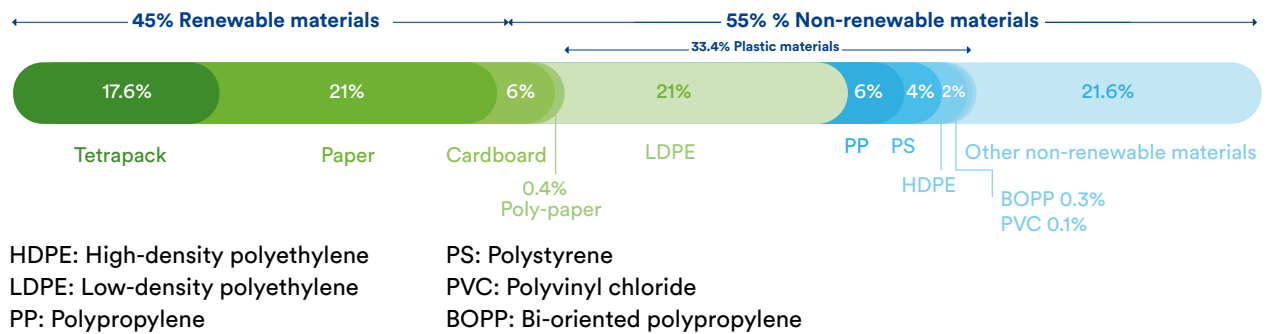
Packaging and materials

Highlights of the period

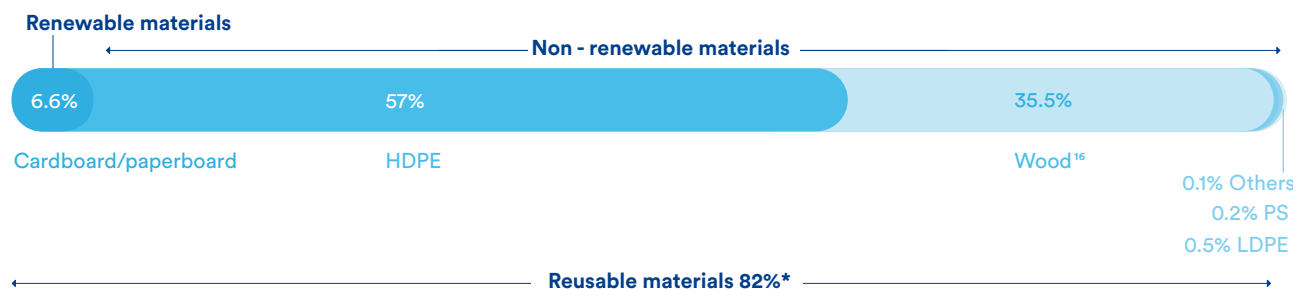


Management indicators

Primary materials: used in containers that are in direct contact with the product. They contain the product and also protect it.



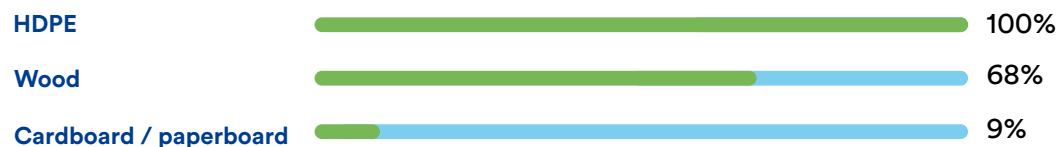
Secondary materials: used in secondary containers, those containing one or more primary containers, protecting the product for commercial distribution. Of the materials used in secondary containers, 6.6% come from renewable sources, and 82% of the total are reusable.



* Not all materials are reused, but a percentage depending on each material.

Reusable materials

Reusable % of total material weight

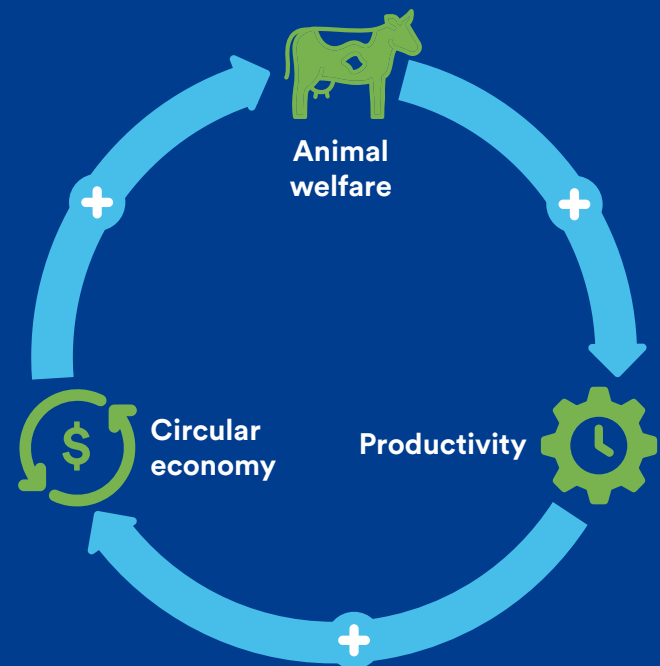


¹⁶ It is considered non-renewable since we cannot guarantee that it is FSC (we do not have a certificate of origin of the wood used).

We encourage circular economy

We are actively collaborating with the process of preparing the National Waste Management Plan within the framework of the regulations of the Law on Integral Waste Management.

On the other hand, we began implementing the pilot project of an initiative that excites us. This project seeks to provide shade structures to Conaprole farmers. These sheets, similar to agglomerate, aim to be an economical, efficient, and sustainable solution for farmers to mitigate the effects of thermal stress on livestock while allowing the reuse of plastic waste from our production process.



Allies:

- School of Engineering - University of the Republic.
- URUPLAC

In this pilot project, once the performance of these structures has been evaluated and optimized, Conaprole will make them available to all farmers through Prolesa.



WE EMPOWER
OUR PEOPLE AND
THE COMMUNITY

05





A committed management

We are one of the leading employers in the country. We have a solid system of labour relations based on dialogue, respect for labour rights, and people's welfare.

During the COVID-19 pandemic, we maintained a solid commitment to the care of every member of Conaprole and all teams of contractors. We implemented high-demand protocols in line with the expectations of our

international customers, daily monitoring, and follow-up from the CEO.

At the end of this fiscal year, we implemented an orderly schedule of return to face-to-face attendance, always guaranteeing strict prevention measures.

2,042
Members.



20%
Women.

30%
Of responsibility
positions led by women.

100% Of reinstatement of
women after their
maternity leave.

29%
Of the management staff
is occupied by women.

↑ 1.5%
we increased the
endowment during the
pandemic.



100%
Of members reached by
collective agreement.

↓ 12%
Reduction of
accidents at
work.



Exclusive telephone line
for COVID-19 cases.

2,000 Free and voluntary
COVID-19 tests in the
workplace.



Our team

	Under 30		Between 30 and 50		Over 50		TOTAL
	Female	Male	Female	Male	Female	Male	
Responsibility positions	1	2	26	35	6	41	111
Monthly staff	31	32	112	239	32	210	656
Day labourers	7	83	115	601	13	226	1045
Casual labourers/ monthly day labourers	20	107	37	65	0	1	230
TOTAL	59	224	290	940	51	478	2,042

We promote our people

We offer a good work environment to promote a balance between work and personal life. We take care of the needs of each collaborator and their families at significant moments of their lives. We encourage possibilities of mobility between the different teams and sectors of the organization to provide new challenges to each member of Conaprole.

Welfare

We encourage motherhood and paternity

We have policies to accompany our members in this special moment of their lives. In the case of mothers, they have the benefit, beyond the leave established by law, of reducing the working day until the first year of their child's life.

Maternity/paternity benefit in the period:

 **53 men** and  **14 women**

de Conaprole ejercieron su derecho a licencia por paternidad y maternidad.

100% resumed work

at the end of their leave.

100% of the women and 81% of the men¹⁷

remained in Conaprole after the 12 months of their reintegration from their leave.

¹⁷ The cases of men who did not stay in the organization were due to the termination of their employment contract.

 **Leave and special accompaniments**

- We grant an additional day to bereavement leave and have extended its application to bereavement for grandparents' death.
- We have established a special leave for domestic violence, supporting female employees in such a vulnerable moment.
- Members next to their retirement have Conaprole's support to go through this special stage of their lives.

 **Awards**

- All members received gifts for the end of the year and special dates such as Children's Day to share with their families.

 **Assistance during the pandemic**

- We developed listening channels for our members and their families in the face of positive cases of COVID-19, situations of uncertainty due to the context, and needs for accompaniment in these times of pandemic.

Training and development

Our training efforts seek to improve the technical and attitudinal capacities of each member. The annual training plan includes a varied offer of educational and training activities, even in e-learning formats.

During the last year, when we faced the health emergency due to COVID-19, we had a new challenge: to adapt our training processes. This is how training in e-learning mode remarkably increased, facilitating internal and external courses, nationally and internationally.

In this sense, we highlight the training provided by international institutions such as the Institut National de la Recherche Agronomique (INRA) and NIZO "For better food & health" to contribute to the development of new nutritional products or their redesign. Seventeen technicians from various areas of the cooperative participated.

3,875
hours of training.



31%
hours of training for women.



Distribution by gender

	2020/2021			2019/2020		
	Female	Male	Total	Female	Male	Total
Responsibility positions	556	481	1,037	928	917	1,834
Effective staff	671	1,940	2,612	2,092	4,082	6,174
Casual labourers and interns	140	568	708	260	690	949
TOTAL	1,367	2,989	4,356	3,279	5,689	8,968
AVERAGE	31%	69%		37%	63%	

Main training topics

INDUSTRY AND PRODUCTION MANAGEMENT SYSTEM
RESEARCH AND DEVELOPMENT
QUALITY HR MAINTENANCE IT
SALES AND MARKETING
OCCUPATIONAL HEALTH AND SAFETY
FOOD SAFETY ENVIRONMENT LOGISTICS
ADMINISTRATION ORGANIZATIONAL MANAGEMENT



We value our talents

Driven by our values and to promote proximity and greater integration between the teams, we promote a series of initiatives in which the members of Conaprole themselves transmit their knowledge and experiences concerning the business. With more creative and dynamic formats, we are developing a model of internal training based on the exchange between the different areas.

The first experience with this approach was the training provided by technicians from the areas of Quality and Research, Innovation and Development (IID+) to the Exports team.

19 members participated during the 7 virtual meetings that included dynamics and challenges such as the “Cona Experimento” to undergo the consumer experience. In addition, a face-to-face meeting was included under strict security protocols, which consisted of a visit to Conaprole’s Centre for Innovation and Quality.



We prioritize health

We have a sustained track record of promoting safe and healthy behaviours for each member through continuous training to all collaborators. **The OSHAS 18.001 certification provides the framework for management whose priority is to reduce the risk of accidents at work.** We focus on those riskiest activities such as work at height, electrical hazards, work with ammonia, and tasks in confined spaces.

In each industrial facility, we have an external automatic defibrillator and trained staff for the attention of medical emergencies. We also have emergency brigades in case of possible incidents, and we carry out periodic drills that ensure the staff’s training.

↓ 12%

Reduction in accidents

compared with the previous period.

100%
Of the workers

represented in formal committees worker/company of health and safety.

Accident Frequency Rate¹⁸ = 19

¹⁸ Equals number of accidents/HHT x 1,000,000

#Conaprole Attitude

During the pandemic, our Occupational Health and Safety team doubled its work to take care of each member of Conaprole and make the continuity of our production possible.

We implemented the most demanding security protocols at the international level, highlighted by government agencies.

We provided supplies, equipment, and preventive tests.

We applied prevention measures 24 × 7.



We adapted the workspaces.

We guaranteed the optimal functioning of the work teams of suppliers and work contractors in our facilities.

We managed operations for more than 2,000 voluntary swabs in our facilities.



Thanks to our Occupational Health and Safety team!

We support the community

At Conaprole, we are committed to the problems of our communities through the donation of products, the promotion of healthy eating and habits, and the support of civil society organizations.

+10,000 kg

of milk powder donated to SINAIE (National Emergency System).

+10,000 kg

of milk powder donated to the "United to Help" Campaign.

24 Conaprole volunteers

collaborated with the "United to Help" Campaign.



Alliance

with the Food Bank of Uruguay.



+172,000

products donated.

61 social organizations

benefited.

An outstanding milestone of the fiscal year was the alliance with the Food Bank of Uruguay.

We are pleased to strengthen this ecosystem to meet the food needs of the most vulnerable people and work to reduce food waste.



Access the website the Food Bank of Uruguay



BANCO DE
ALIMENTOS
URUGUAY



Initiatives to alleviate the impacts of the pandemic

During this period, we redirected our efforts to accompany new initiatives that emerged in response to the economic, social, and health impacts generated by the COVID-19 pandemic. We took an active role working in coordination with government agencies, companies, and civil society organizations.

#StayInYourBubble

We were part of a group of 30 companies that promoted the “United to Help” campaign. The purpose of this solidarity initiative was to deliver food supplies to support families affected by the difficult situation generated by the COVID-19 pandemic. We distributed 210,000 food baskets. From Conaprole, we participated with the donation of 10,000 kg of fractionated milk powder and the commitment of our members as volunteers for the initiative.



“Being part of this campaign was a source of pride. As Conaprole is the largest company in the country, it is important to confirm that we share the same values of solidarity and commitment to society at such a special time, when many families need all the help possible. In addition to helping, I could meet people from other company areas and work as a team for a common goal. A very nice climate of union was generated among all the volunteers. On the other hand, people see Conaprole as part of their life, and when we go as volunteers, we feel that gratitude, in addition to feeling part of something bigger.”

Marcela Pearce, Conaprole volunteer





We donated to the National Emergency System (SINAE) more than 10,000 kg of milk powder to alleviate the situation of people affected by the health situation generated by the pandemic throughout the country.

We accompanied the vaccination against COVID-19 of 522 people with Down Syndrome carried out in Montevideo City Torque.



We supported the Embassy of Uruguay in Colombia by donating 200 kg of milk powder that were sent to the Food Bank of Bogotá and the Mariana Novoa Foundation.

Strategic alliances for social development

We continue to accompany the work of social organizations that work tirelessly to improve the quality of life of people in vulnerable situations.

Teletón

The Teletón Foundation works in Uruguay to make available to all children and adolescents who need it, regardless of their socioeconomic level, a third-level physical rehabilitation model based on three pillars: assistance, research, and teaching. Like every year, we continue to support their annual fundraising event, which was able to readapt and meet its goal.

Virtual Down 5K

We joined this initiative by accompanying the Down Association of Uruguay in its mission to promote the social, labour, and economic inclusion of people with Down Syndrome.

Nuestro Camino Foundation

We continue to support this foundation by being part of the Christmas Fair held last December. **“Nuestro Camino” is a comprehensive training centre with the main objective of promoting inclusive education for children and young people with intellectual disabilities.**



We promote the empowerment of women

We deepened our support to the “Entre Todas” program of the Organization of Women Entrepreneurs of Uruguay (OMEU). Its purpose is that women entrepreneurs from peripheral neighbourhoods of Montevideo and communities in the country’s interior can strengthen their professional development.

The program reached 150 women in Conaprole’s communities of influence.



Attitude of solidarity

We encourage our members and milk producers to join the campaign carried out by the Friends of Pereira Rossell Foundation, the main hospital centre for child care in Uruguay so that children can have coats for the winter season.

For each contribution made voluntarily, Conaprole doubled the contribution made.





ANNEXES

06

GRI INDICATORS

GRI Standards

General disclosures	ISO 26000	Chapter
102-1 Name of the organization		Chapter 1
102-2 Activities, brands, products, and services		Magallanes 1871 - Montevideo - Uruguay
102-3 Location of headquarters		Chapter 3
102-4 Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the sustainability report that are addressed in the annual Report.		Conaprole is a cooperative created by Law No. 9.526 of 12/14/1935. It does not issue equity participations. In its second paragraph, article 18 of Law No. 9.526 determines the number of votes that corresponds to each voter in the cooperative. This article establishes that no voter can have more than three votes. As of 07.31.2021, the members with voting power are 1,523, and the maximum number of possible votes is 1,739. Therefore, the member with the highest voting capacity has a weight of only 0.17% (= 3/1739) in the election of authorities held every 5 years.
102-5 Ownership and legal form		Chapter 3
102-6 Markets served by the organization	6.3.10;	Chapter 5
102-7 Determine the scale of the organization	6.4.1-6.4.2; 6.4.3;	Chapter 3
102-8 Information on employees and other workers	6.4.4; 6.4.5;	Chapter 5
102-9 Describe the supply chain of the organization	6.8.5; 7.8	Chapter 3
102-10 Significant changes in the organization and its supply chain		Chapter 3
102-11 Precautionary principle or approach		Letters from the President and the CEO
102-12 External initiatives		We have tools for the constant monitoring of the different risks that may hinder the management of our business. Through the Board of Directors' Audit Committee, created in 2002, we carry out periodic analysis of the treatment of the main risks that affect the company, working with the COSO methodology, under the Internal Control Integrated Framework suggested by the Institute of Internal Auditors. A monthly report is drafted and submitted to the management from work on the main business processes and the continuous audits on specific aspects.
102-13 Membership to associations		Chapter 1
102-14 Statement from senior executives in charge of decision-making to address it	4.7; 6.2; 7.4.2	Letters from the President and the CEO
102-15 Key impacts, risks, and opportunities		
102-16 Values, principles, standards, and norms of the organization	4.4; 6.6.3	Chapter 1
102-17 Mechanisms for advice and ethical concerns		
102-18 Governance structure		
102-19 Delegating authority		
102-20 Responsibility at the executive level for economic, environmental and social issues		
102-21 Consultation to stakeholders on economic, environmental, and social issues		
102-22 Composition of the highest governing body and its committees	6.2; 7.4.3; 7.7.5	Chapter 1
102-23 Chair of the highest governing body		
102-24 Nominating and selecting the highest governing body		
102-25 Conflicts of interest		
102-26 Role of highest governing body in setting purpose, values, and strategy		

General disclosures	ISO 26000	Capítulo
102-27 Collective knowledge of the highest governing body		Chapter 1
102-28 Performance evaluation of the highest governing body		
102-29 Identification and management of economic, environmental and social impacts		
102-30 Effectiveness of risk management processes		
102-31 Frequency with which the highest governing body analyses economic, environmental and social impacts, risks and opportunities		
102-32 Role of the highest governing body in the drafting of sustainability reports		This Report includes all the information required by articles 184.11 and 184.12 of the Compilation of Standards of the National Securities Commission (RNCV). All the contents of this document were approved by the Board of Directors of Conaprole in its session of September 28, 2021, and they were put to the consideration of the Farmers Assembly for its approval.
102-33 Communicating critical concerns	6.2; 7.4.3; 7.7.5	Chapter 1
102-34 Nature and total number of critical concerns		
102-35 Remuneration policies		The remuneration of the Cooperative's Board of Directors is set following the provisions of Law No. 16.002 of November 25, 1988, and is adjusted -since then- based on the general wage increases granted to the cooperative's staff. The members of the Fiscal Commission are the Audit and Monitoring Committee that do not receive remuneration for these functions. The senior staff's remuneration is set annually by the Management. To define the wage adjustment of collaborators, Conaprole fully follows what has been agreed upon in the Salary Councils.
102-36 Processes for determining remuneration		
102-37 Stakeholders' involvement in remuneration		
102-38 Calculate the ratio between the annual total compensation of the highest-paid person in the organization and the average annual total compensation of the entire workforce		7.81
102-39 Ratio between the percentage increase in the annual total compensation of the highest-paid person in the organization and the percentage increase in the average annual total compensation of the entire workforce		In all cases, the increase was 6.74%
102-40 Prepare a list of stakeholders linked to the organization	5.3	Chapter 1
102-41 Collective bargaining agreements		Chapter 5
102-42 Identifying and selecting stakeholders		
102-43 Approach to stakeholders engagement		Chapter 1
102-44 Key topics and concerns mentioned		
102-45 Entities included in the consolidated financial statements	5.2;7.3.2; 7.3.3; 7.3.4; 5.3; 7.5.3; 7.6.2	Information on this aspect is reflected in the financial statements attached to this Report.
102-46 Defining report content and topic boundaries		Chapter 1
102-47 List of material topics		
102-48 Restatements of information		There were no restatements
102-49 Changes in reporting		There were no changes
102-50 Reporting period		From August 1, 2020, to July 31, 2021
102-51 Date of the most recent Report		Annual Report 2020
102-52 Reporting cycle		Annually
102-53 Contact point for questions regarding the Report		Tel: (598) 2924 71 71 - Magallanes 1871, Montevideo Uruguay
102-54 Claims of reporting in accordance with the GRI Standards		This Annual Report is Conaprole's 4th Sustainability Report under the guidelines of the Global Reporting Initiative (GRI). It has been prepared in accordance with the comprehensive option of the GRI Standards and their correspondence with the guidelines of the ISO 26000 Standard according to the association we make between the principles and indicators. In this edition, the SASB Standards are added. It was led by the Sustainability Committee and had the active participation of more than 25 collaborators from Conaprole and the technical advice from SMS Latinoamérica. This Report has not been externally verified. Through its annual Report, Conaprole maintains a space for communication and dialogue with its stakeholders.

Economic indicators

General disclosures	ISO 26000	Chapter	
201 Economic Performance			
103-1 Explanation of the material topic and its boundary	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 3	
103-2 The management approach and its components			
103-3 Evaluation of the management approach			
201-1 Direct economic value generated and distributed			
201-2 Financial implications and other risks and opportunities due to climate change			
201-3 Defined benefit plan obligations and other retirement plans			Information not reported
201-4 Financial assistance received from government			Tax credits for USD 15,009,443 (vs 13,914,973 in the previous period)
202 Market Presence			
103-1 Explanation of the material topic and its boundary	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 3	
103-2 The management approach and its components			
103-3 Evaluation of the management approach			
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	6.3.7; 6.3.10; 6.4.3; 6.4.4; 6.8.1-6.8.2	The initial entry wage ratio for both men and women is 2.41 times the minimum wage. Cat. 10023 category is taken into account.	
202-2 Proportion of senior management hired from the local community where the organization operates	6.4.3; 6.8.1-6.8.2; 6.8.5; 6.8.7	100% of the Directors and Managers of Conaprole are Uruguayan.	
203 Indirect Economic Impacts			
103-1 Explanation of the material topic and its boundary	6.3.9; 6.6.6; 6.6.7; 6.7.8; 6.8.1-6.8.2; 6.8.5; 6.8.7; 6.8.9	Chapter 3	
103-2 The management approach and its components			
103-3 Evaluation of the management approach			
203-1 Infrastructure investments and services supported			
203-2 Significant indirect economic impacts			
204 Procurement Practices			
103-1 Explanation of the material topic and its boundary	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 1	
103-2 The management approach and its components		Chapter 3	
103-3 Evaluation of the management approach			
204-1 Proportion of spending on local suppliers			
205 Anti-corruption			
103-1 Explanation of the material topic and its boundary	6.6.1-6.6.2; 6.6.3; 6.6.6	"Deloitte was hired, jointly with Conaprole's Internal Audit, to carry out the design and implementation of the Anti-Corruption Program in the Conaprole Group. As part of this process, a survey of corruption risks was carried out in all areas of Conaprole, as well as in the subsidiary companies. In Conaprole, 88 risks of corruption were detected. After evaluating the controls applicable to each activity, the following residual risks were determined: 6 high-risk activities, 65 medium-risk activities, and 17 low-risk activities."	
103-2 The management approach and its components			
103-3 Evaluation of the management approach			
205-1 Operations assessed for risks related to corruption		Chapter 1	
205-2 Communication and training on anti-corruption policies and procedures			
205-3 Confirmed incidents of corruption and actions taken			Information not reported
206 Anti-competitive behaviour			
103-1 Explanation of the material topic and its boundary	6.6.1-6.6.2; 6.6.3; 6.6.6	Information on this aspect is reflected in the financial statements attached to this Report.	
103-2 The management approach and its components			
103-3 Evaluation of the management approach			
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			

Environmental indicators

General disclosures	ISO 26000	Chapter
301 Materials		
103-1 Explanation of the material topic and its boundary	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 1
103-2 The management approach and its components		Chapter 4
103-3 Evaluation of the management approach		
301-1 Materials used by weight or volume		
301-2 Recycled input materials used		
301-3 Reused products and packaging materials		
302 Energy		
103-1 Explanation of the material topic and its boundary	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 4
103-2 The management approach and its components		Chapters 2 and 4
103-3 Evaluation of the management approach		
302-1 Energy consumption within the organization		
302-2 Energy consumption outside of the organization		
302-3 Energy intensity		
302-4 Reduction of energy consumption		
302-5 Reductions in energy requirements of products and services		
303 Water		
103-1 Explanation of the material topic and its boundary	6.5.4	Chapters 2 and 4
103-2 The management approach and its components		Chapter 4
103-3 Evaluation of the management approach		
303-1 Water extraction by source		
303-2 Water sources significantly affected by the extraction of water.		
303-3 Recycled and reclaimed water		
305 Emissions		
103-1 Explanation of the material topic and its boundary	6.5.35;6.5.4; 6.5.5; 6.5.6	Chapters 1 and 4
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
305-1 Direct GHG emissions (Scope 1)	6.5.5	Chapters 2 and 4
305-2 Indirect GHG emissions when generating energy (Scope 2)		
305-3 Other indirect GHG emissions (Scope 3)		
305-4 GHG emissions intensity		
305-5 Reduction of GHG emissions		
305-6 Emissions of ozone-depleting substances (ODS)		No emissions of ozone-depleting substances have been detected
305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions	6.5.3;6.5.5	The efficiency actions applied in boilers allow us to control this type of emissions, whose measurements had been discontinued in the previous fiscal years. Progress is being made with the tender that will be awarded in September 2021 to advance later with the measurements

General disclosures	ISO 26000	Chapter
306 Effluents and Waste		
103-1 Explanation of the material topic and its boundary	6.5.3; 6.5.4	Chapter 3
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
306-1 Water discharge by quality and destination	6; 7.3.1; 7.4.3; 7.7.3; 7.7.5	Chapter 4
306-2 Waste by type and disposal method		No significant spills were recorded
306-3 Significant spills		Chapter 4
306-4 Weight of waste transported, imported, exported or treated considered hazardous under Annexes I, II, III and VIII of the Basel Convention, and percentage of waste transported internationally		
306-5 Water bodies affected by water discharges and/or runoff		No water body was significantly damaged
307 Environmental compliance		
103-1 Explanation of the material topic and its boundary	4.6	here were breaches in some industrial facilities that are in the process of technological updating.
103-2 El enfoque de gestión y sus componentes		
103-3 Evaluation of the management approach		
307-1 Non-compliance with environmental laws and regulations		
308 Supplier Environmental Assessment		
103-1 Explanation of the material topic and its boundary	6.3.5; 6.6.6; 7.3.1	Chapters 1 and 3
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
308-1 Percentage of new suppliers that were examined based on environmental criteria		Chapter 3
308-2 Significant real and potential negative environmental impacts in the supply chain and actions taken		There were no negative environmental impacts

Social Indicators

General disclosures	ISO 26000	Chapter
401- Employment		
103-1 Explanation of the material topic and its boundary		Chapters 1 and 5
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
401-1 New employee recruitment and staff rotation	6.4.3; 6.4.4; 6.8.7	627 additions and 701 losses. Turnover rate: 3.6%
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Chapter 5
401-3 Parental leave		
402- Labour/Management Relations		
402- Management approach		
402-1 Minimum notice periods regarding operational changes	6.4.3	Conaprole has about 200 collective agreements, which have complaint and pre-warning mechanisms. Conaprole values the system of labour relations, with a commitment to dialogue.
403- Occupational Health and Safety		
403- Management approach		
403-1 Workers representation in formal joint management /worker health and safety committees		Chapter 5
403-2 Types of accidents and frequency rates of accidents, occupational diseases, missed days, absenteeism and number of deaths due to work accidents or occupational diseases per region and per sex	6.4.6; 6.8.8	
403-3 Workers with high incidence or high risk of diseases related to their occupation		
403-4 Health and safety topics covered in formal agreements with trade unions		
404 Training and Education		
404 Management approach	6.4.7; 6.8.5	Chapters 1 and 5
404-1 Average hours of training per year per employee	6.4.7	
404-2 Programs for upgrading employee skills and transition assistance programs	6.4.7; 6.8.5	
404-3 Percentage of employees receiving regular performance and career development reviews disaggregated by sex and professional category	6.4.7	Reaches 100% of seasonal staff.
405 Diversity and equality of opportunities		
405- Management approach	6.2.3; 6.3.7; 6.3.10; 6.4.3; 6.4.4	Chapters 1 and 5
405-1 Diversity in governing bodies and employees	6.2.3; 6.3.7; 6.3.10; 6.4.3	
405-2 Ratio of basic salary and remuneration of women to men	6.3.7; 6.3.10; 6.4.3; 6.4.4	Considering only the base wage for the calculation, the difference is 6% in all Conaprole, reaching 11% in the "confidential" category. In the monthly casual labourers category, women's remuneration is 7% higher than that of men.
406 Non-discrimination		
406- Management approach		There were no cases of discrimination in the period
406-1 Incidents of discrimination and corrective actions taken	6.3.6; 6.3.7; 6.3.10; 6.4.3	
407 Freedom of association and collective bargaining		
407 Management approach		No significant risks were found
407-1 Operations and suppliers whose right to freedom of association and collective bargaining may be at risk	6.3.6; 6.3.7; 6.3.10; 6.4.3	

General disclosures	ISO 26000	Chapter
408 Child labour		
408 Management approach	6.3.3; 6.3.4; 6.3.5; 6.3.7; 6.3.10; 6.6.6; 6.8.4	No significant risks were found
408-1 Operations and suppliers at significant risk of cases of child labour		
409 Forced or Compulsory Labour		
409 Management approach	6.3.3; 6.3.4; 6.3.5; 6.3.10; 6.6.6	No significant risks were found
409-1 Operations and suppliers at significant risk of cases of forced or compulsory labour		
410 Security practices		
410 Management approach	6.3.4; 6.3.5; 6.6.6	For outsourced security staff, the contracting companies comply with the guards' training required by the regulations.
410-1 Security personnel trained in human rights policies or procedures		
412 Human Rights Assessment		
412 Management approach	4.8; 6.3.1-6.3.2	Our Villa Rodríguez Industrial Complex successfully passed the SEDEX/SMETA external audit carried out by international customers in the last period. This involved an intersectoral process of high dedication on the part of the Conaprole teams.
412-1 Operations that have been subject to human rights reviews or impact assessments	6.3.3; 6.3.4; 6.3.5	
412-2 Employee training on human rights policies or procedures	6.3.5	
412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	6.3.3; 6.3.5; 6.6.6	
413 Local Communities		
413 Management approach	6.3.9; 6.5.1-6.5.2; 6.5.3; 6.8	Chapter 5
413-1 Operations with local community, impact evaluations and development programs		
413-2 Operations with significant actual and potential negative impacts on local communities		
414 Supplier Social Assessment		
414 Management approach	6.3.5; 6.6.1-6.6.2; 6.6.6; 6.8.1-6.8.2; 7.3.1	There were no negative impacts. Our suppliers meet all standards and requirements in terms of employment and decent work.
414-1 New suppliers that were screened using social criteria		
414-2 Negative social impacts in the supply chain and actions taken		
415 Public Policy		
415- Management approach	6.6.1-6.6.2; 6.6.4	Code of Ethics section 12.6: "It is not allowed to make contributions, in the name of Conaprole, either in money or in kind, to any political institution, except those approved by the Board of Directors. It is hereby established that Conaprole is not linked, nor will it be linked to any political party or institution."
415-1 Contributions to political parties and/or representatives		
416 Customer Health and Safety		
416- Management approach	6.7.1-6.7.2; 6.7.4; 6.7.5; 6.8.8	Chapters 1 and 3
416-1 Assessment of the health and safety impacts of product and service categories		Chapter 3
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.6; 6.7.1-6.7.2; 6.7.4; 6.7.5; 6.8.8	There were no cases of non-compliance
417 Marketing and labelling		
417 Management approach	6.7.1-6.7.2; 6.7.3; 6.7.4; 6.7.5; 6.7.9	Chapter 3
417-1 Requirements for product and service information and labelling		All our products have the origin of their components, content, and instructions for use detailed. They also include information for their proper final disposition. 100% of Conaprole products comply with the provisions of Decree No. 272/018 on the front labelling of food.
417-2 Incidents of non-compliance concerning product and service information and labelling		4.6; 6.7.1-6.7.2; 6.7.6°
417-3 Incidents of non-compliance concerning marketing communications	4.6; 6.7.1-6.7.2; 6.7.3; 6.7.4; 6.7.5; 6.7.9	

General disclosures	ISO 26000	Chapter
418 Customer Privacy		
418 Management approach		
418-1 Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	6.7.1-6.7.2; 6.7.7	There were no claims
419 Socioeconomic Compliance		
419 Management approach		
419-1 Non-compliance with laws and (regulations in the social and economic area)	6.3.6; 6.6.1-6.6.2; 6.8.1-6.8.2	There were no significant non-compliances

SABS INDICATORS

Sustainability Accounting Standards Board (SASB)

Agricultural Products

Topic	Counted metric	Code	Chapter
 Greenhouse gases emissions	Scope 1 Global Emissions	FB-AG-110a.1	04
	Discussion of the long- and short-term strategy or plan for managing Scope 1 emissions, reduction targets, and a performance analysis regarding those targets.	FB-AG-110a.2	
	Fleet fuel consumed and renewable percentage.	FB-AG-110a.3	
 Energy management	(1) Operating energy consumed, (2) percentage of electricity from the grid, (3) renewable percentage.	FB-AG-130a.1	04
 Water management	(1) Total water extracted, (2) total water consumed, percentage of each in regions with high or extremely high reference water stress.	FB-AG-140a.1	04
	Description of the risks of water management and discussion of strategies and practices to mitigate those risks.	FB-AG-140a.2	
	Number of non-compliance incidents associated with water quantity and/or quality permits, rules, and regulations.	FB-AG-140a.3	
 Food safety	(1) Non-compliance rate and (2) associated corrective index for (a) major and (b) minor non-conformities of the Global Food Safety Initiative (GFSI) audit.	FB-AG-250a.1	03
	Percentage of agricultural products coming from suppliers to a food certification program recognized by the Global Food Safety Initiative (GFSI).	FB-AG-250a.2	
	(1) Number of product recalls issued, and (2) total amount of product recalled.	FB-AG-250a.3	
 Workforce health and safety	(1) Total Recordable Incident Rate (TTIR), (2) Fatality Rate, and (3) Near Miss Frequency Rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees.	FB-AG-320a.1	05
 Environmental and social impacts of the ingredient supply chain	Percentage of agricultural products obtained that are certified with a third-party environmental and/or social standard, and percentages per standard.	FB-AG-430a.1	02
	(1) Non-compliance rate and (2) associated corrective actions for (a) major and (b) minor non-compliances of the suppliers' social and environmental responsibility audit.	FB-AG-430a.2	
	Discussion of the strategy for managing environmental and social risks arising from contract cultivation or commodity sourcing.	FB-AG-430a.3	
 Ingredient sourcing	Identification of main crops and description of risks and opportunities presented by climate change.	FB-AG-440a.1	03 04
	Percentage of agricultural products from regions with high or extremely high reference water stress.	FB-AG-440a.2	




Sustainability Accounting Standards Board (SASB)

Processed foods

Topic	Counted metric	Code	Chapter
 Energy management	(1) Total energy consumed, (2) percentage of electricity from the grid, (3) renewable percentage.	FB-PF-130a.1	04
 Water management	(1) Total water extracted, (2) total water consumed, percentage of each in regions with high or extremely high reference water stress.	FB-PF-140a.1	04
	Number of non-compliance incidents associated with water quantity and/or quality permits, rules, and regulations.	FB-PF-140a.2	
	Description of the risks of water management and discussion of strategies and practices to mitigate those risks.	FB-PF-140a.3	
 Food safety	(1) Non-compliance rate and (2) associated corrective index for (a) major and (b) minor non-conformities of the Global Food Safety Initiative (GFSI) audit.	FB-PF-250a.1	03
	Percentage of agricultural products coming from facilities of Tier 1 suppliers with a food certification program recognized by the Global Food Safety Initiative (GFSI).	FB-PF-250a.2	
	(1) Total number of notices received for food safety violation, (2) percentage corrected.	FB-PF-250a.3	
	(1) Number of product recalls issued, and (2) total amount of food product recalled.	FB-PF-250a.4	
 Health and Nutrition	Revenue from products labelled and/or marketed to promote healthy and nutritious qualities	FB-PF-260a.1	03
	Discussion on the process of identifying and managing products and ingredients in relation to health and nutrition concerns among consumers.	FB-PF-260a.2	
 Labelling and Marketing	Percentage of communications (1) generated in children and (2) generated in children's products that meet dietary guidelines.	FB-PF-270a.1	03
	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-genetically modified organisms.	FB-PF-270a.2	
	Number of incidents of non-compliance with industry or regulatory labelling and/or marketing codes.	FB-PF-270a.3	
	Total amount of monetary losses as a result of legal proceedings related to labelling and/or marketing practices.	FB-PF-270a.4	

Sustainability Accounting Standards Board (SASB)

Processed foods

Topic	Counted metric	Code	Chapter
 Management of containers during the life cycle.	(1) Total weight of containers, (2) percentage created from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable.	FB-PF-410a.1	03 04
	Discussion of strategies to reduce the environmental impact of containers during its life cycle.	FB-PF-410a.2	
 Environmental and social impacts of the ingredient supply chain	Percentage of food ingredients obtained that are certified with a third-party environmental and/or social standard, and percentages per standard.	FB-PF-430a.1	03
	(1) Non-compliance index and (2) index of associated corrective actions for (a) major and (b) minor non-compliances of the suppliers' social and environmental responsibility audit.	FB-PF-430a.2	
 Ingredient sourcing	Percentage of food ingredients from regions with high or extremely high reference water stress.	FB-PF-440a.1	03
	List of priority food ingredients and discussion of supply risks due to social and environmental considerations.	FB-PF-440a.2	



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