SUSTAINABILITY Report

2011

GCM
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OUR COMPANY
Our Company

Granjas Carroll de México (GCM) is a Mexican pork production company dedicated to the sale of cattle that leads the national market in the pork industry.

True to our motto Feeding our Mexico we contribute to the food sovereignty of the country by contributing with 13% of the domestic production of pork. Ranking 24th in the world, we have 17 technologically advanced farms that produced a total of 1,156,174 pigs at different stages for sale last year.

In 2011, our feed mill processed 377,687.13 metric tons of pelleted feed to feed our herd.

Due to its social and environmental performance, the company won for the sixth consecutive year the ESR distinctive as well as the certification of its Feed mill as Clean Industry by the Federal Bureau for Environmental Protection (PROFEPA).
Mission
To lead the Mexican pork market by producing the highest quality cattle for the consumer.

To keep a high commitment with the community in which we produce; to care for the environment and business productivity.

To do all of the above by focusing on personal and family development and encouraging our values at all times.

Vision
To be the most profitable and sustainable hog production company in Mexico.
Corporate Governance

The company is formed by a partnership between:

- Agroindustrias Unidos de Mexico (AMSA): A Mexican company specialized in agricultural products such as cotton, coffee and cocoa; it also funds agricultural activities.
- Smithfield Foods: An American company with global leadership in hog production

The performance of the General Director of GCM is evaluated annually by the Board of Managers. Both figures are elected by the General Assembly of Members.

In addition, committees were formed to help monitor the timely implementation of the goals and projects of the company:

- Executive Nomination and Compensation Committee
- Finances and Audit Committee
- Environment and Social Responsibility Committee
- Purchase Committee

The Board of Managers is the core part of our corporate governance and represents one of our main strengths for the commitment and timely performance of its duties. Counselors waived their right to receive emoluments in 2011.
Business Ethics

The Ethics Committee monitors and regulates compliance with the Code of Ethics of Granjas Carroll, which demands transparency in all business acts and is applicable to all staff regardless of the hierarchical level. This code also establishes the rights and obligations of any person who has a relationship with the company such as shareholders, suppliers, consultants, grantees, contractors, students, clients and authorities.

We receive anonymous complaints at the Ethics Hotline (01800 0003283) and at the email lineaetica@ecomtrading.com.

The zero tolerance towards corruption, bribery, bribing, discrimination, harassment, conflict of interest and influence peddling, is what makes Granjas Carroll de Mexico S de RL de CV a company that respects the human and labor rights of its employees.

Through the Ethics Committee reports were not received during the reported period. Through the Ethics Hotline 9 reports were received, 7 of them were resolved in 15 days and 2 were followed up by an investigation that lasted two months.

Types of reports received:
• 5 related to supervisors’ inappropriate behavior towards colleagues
• 2 related to peer bullying
• 2 related to property damage and abuse of authority
Our clients trust us and are loyal to us, because we provide equal opportunities for them. At the same time, our policy of transparency in business allows us to present sales reports over the last year.

1,156,274 heads of cattle were produced for sale
145 million 316 thousand 319 kg of meat were sold in the market

Sales per kilogram of meat

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight (Kg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEANING SITE 1</td>
<td>6,042,653</td>
</tr>
<tr>
<td>WEANING SITE 3</td>
<td>3,172,850</td>
</tr>
<tr>
<td>PIGLETS</td>
<td>34,930</td>
</tr>
<tr>
<td>DELAY</td>
<td>757,752</td>
</tr>
<tr>
<td>SUPREME</td>
<td>135,308,134</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>145,316,319</strong></td>
</tr>
</tbody>
</table>

The average weight of the supreme hog during 2011 was 123.31 kilograms.
Customers

The company does business with 39 clients, 10 of them represents 80% of total sales. This clientele is Mexican and it is responsible for the slaughter, processing, distribution and sale of our cattle in the national domestic market.

The origin of 86% of direct costs is national. The number of active suppliers is 1,134 of which 3% are providing grains, medicines and vaccines, 97% are suppliers of maintenance and construction. 989 suppliers are in the category MSMEs (Micro, Small and Medium Enterprises) because they have annual sales under a million pesos.

55.87% of the sale was distributed in the State of Mexico and the Federal District, targeting the rest to the following states:

- Guanajuato
- Guerrero
- México
- Morelos
- Oaxaca
- Puebla
- Tabasco
- Tlaxcala
- Veracruz
Transportation
For internal shipping and handling, there were 13 trucks, 1 gooseneck trailer, 2 tepexileras cages, 1 tubular cage, 9 aluminum cages and 2 pick-up trucks. For external shipping and handling there were 3 gravel trucks, 28 trucks, 11 two-story cages and 16 three-story cages.

Kilometers traveled in 2011:
Internal Shipping      292,532
External Shipping      3,794,261
Total                  4,086,793

Hotline
There is a hotline for the consumer. The hotline number is 018007140515. The amount allocated for this concept and the investment in advertising and public relations was $ 504,000 pesos.
Memberships

The company participates actively with Mexican organizations connected with the business: Mexican Association of Food Products AC (Amepa), National Agricultural Council (CNA), National Chamber of Transformation Industry (Canacintra) in Xalapa and Puebla, Industrial Association State of Veracruz AC (AIEVAC), Pig Farmers Association of Puebla AC, Pig Farmers Livestock Agency of Veracruz, National Swine Organization of Certification and Verification AC, BC Confederation of Mexican Pig Farmers and Mexico-German Chamber of Industry and Commerce AC.
Equal opportunities for potential employees are guaranteed in our recruitment process.

During the reported year we had 1,081 employees of whom 113 were women. 68 new jobs were created; they were distributed in the following departments: Feed Mill, Maintenance, Public Relations, Environment, Veterinary Services, Sales and Marketing, Production, Administration and Finances.

Total annual wages and salaries paid (Prestadora de Servicios Profesionales y Operativos SA de CV, PRESPO), including its miscellaneous concepts, amounted to $135,226 (thousands of pesos). In addition to Social Security benefits, GCM provides the following benefits: savings, Christmas bonus, food stamps, punctuality awards, productivity bonus, personnel transportation, uniforms, help for funeral expenses, and additional rest days to the ones required by law. Training paid by PRESPO amounted to: $829 (thousands of pesos).
The company complies with the payment of the following taxes. At the federal level: Income tax rate at 19%. It also pays local taxes in 10 municipalities and two states: property taxes, vehicle ownership, verification of vehicles, fees for issuing health certificates and vehicular rights in variable amounts; in 2011 totaled $4,022 (thousands of pesos). Also, through PRESPO the company pays the 2% payroll tax, which was $2,440 (thousands of pesos).

**GCM** eis a company with variable capital and limited liability; it has two partners involved in equity at 50%. The book value of each social share on December 31 was $523,429 (thousands of pesos).
QUALITY OF LIFE IN THE COMPANY
Training

Last year, through Prestadora de Servicios Profesionales (PRESPO), courses and workshops were offered to 312 employees.

- The 7 Habits of Highly Effective People
- Negotiation and conflict management
- NLP
- Emotional Intelligence
- Production statistical reports SPC
- General topics in the area of Security and Industrial Hygiene

A.L.E.R.T.A. Program (Logical Actions to Prevent Accidents and Occupational Hazards) $175 (thousands of pesos), 27 sessions were given and 715 employees were trained.

- First Aid
- Use and handling of vaccines for animal health care
- Necropsy process and sampling for laboratory
- Planning and production flows
- General topics in the area of Human Resources
- Production and general processes in Food Plant and supply chain.

750 farm employees were trained in the following courses, by PRESPO:

- **GCM** Induction course
- Biosafety Course to new staff
- Fundamental principles of Safety and Hygiene
- Ventilation in pig farms
- Core activities in the area of Farrowing
- Core activities in the area of Weaning
- Core activities in the area of Finishing

**Scholarships**

Granjas Carroll de Mexico, S. of R.L. de CV in association with Prestadora de Servicios Profesionales y Operativos, SA de CV, and in coordination with the incumbent union of the collective employment agreement, CROM, awarded scholarships to children of workers with academic excellence in the period 2010-2011. They are regular students of any institution in the national education system, public or private, primary, secondary and high schools, excluding only the education system for adults. 30 scholarships were awarded to unionized employees and 10 for non-unionized employees. A total of $177 (thousands of pesos) was invested.
Recreational and sporting events

To celebrate special dates, such as Children’s Day for employees’ children or the annual Christmas dinner, and the promotion of sport activities such as a soccer tournament, GCM invested a total of $1,388 (thousands of pesos)

- **Children’s Day:** We entertained the children of the workers with two parties, one in Veracruz and other in Puebla; 1,600 children participated.
- **May 10:** Working mothers had this day off and received a voucher that could be redeem at a department store for 500 pesos; future moms received a voucher worth 350 pesos
- **Summer Course for Children:** 120 children participated in these recreational workshops
- **Hiking at Cofre de Perote:** 35 people participated including employees and their families; they got to the top of the volcano.
• **Annual Christmas dinner:** UWe celebrated Christmas with 2300 attendees including employees and their guests.

• **Christmas Gift Cards:** Each of the 1,081 workers was given a redeemable card, it was worth 350 and could be redeem at department stores.

Sports activities were:

• **Internal Soccer Championship:** A total of 380 employees made 17 teams last year

• **GCM Runners Club:** Competing in 5 and 10 K, a group of 15 men and 1 woman represented us in:
  - Roadrunner Race in the port of Veracruz, Veracruz.
  - AvanRadio Race in the city of Xalapa, Veracruz
  - 10 K Race in Puebla, Puebla.
Productivity Incentives
The company invested $100 (thousands of pesos) in the motivation and reward system, integration and award trips were given to the farm with the highest production in 2010

Health and Safety
Granjas Carroll was recognized as the firm with the best performance in terms of security by the international consortium Smithfield Foods Company.

A.L.E.R.T.A. (Logical Actions to Prevent Accidents and Occupational Hazards) is an ongoing program for the safety of the company and its members.

The company invested $564,164.97 in maintenance and recharging of fire extinguishers, safety signs, medicine for first aid kits, and training courses on handling of fire extinguishers, first aid and CPR.
Health Care

GCM was certified as a Responsible Employer by the Northern Veracruz Regional Delegation of the Mexican Social Security Institute (IMSS), which accredits the timely completion of the employer-employee obligations.

In the second year of the implementation of the Vicorsat program (Monitoring and Control in Health and Labor Risks), 1,081 employees were evaluated. That was the workforce the company had at that moment. The results of the Vicorsat program were positive showing that the working population has optimal levels in parameters such as blood pressure, cholesterol and triglycerides, blood glucose and fitness.

In addition to statutory social security benefits, the staff and their immediate families have ongoing medical care provided in offices within the company. The campaign to prevent cervical cancer is performed within the company every year, and it is aimed at employees and their direct family members such as wives, mothers and daughters.
ENVIRONMENTAL CARE
The amount invested in 2011 for environmental care actions amounted to $33,968,217.00 divided in three areas:

**Environment Expenses, Annual Total: 24,382,439 pesos**
These expenses are related to the general maintenance of the facilities, including repairs of lagoons, drainage lines, recycling, pumps, mortality management, environmental auditing expenses, evaporation lagoons.

**Digesters: 9,074,092 pesos**
Maintenance of biogas digester equipment, membranes, equipment using biogas as fuel, burners, biogas pipelines, blowers.

**Costs of the incinerator: 511,686 pesos**
Spent on mortality management via incineration..

Other environmental projects that were developed (new investments) in 2011 were:
1. The digester rehabilitation in 15.1 in which $4,003,800.00 were invested
2. The installation of a biogas-operated pump in 15.1, in which $175,000 pesos were invested, and it yielded annual savings for 937,500 pesos

**Campaigns**
- Participation in the campaign “You decide your role and Temporary Storing”:
  - 240 kilograms of newspaper
  - 610 of white bond paper
  - 240 kilograms of colored bond paper

It was all donated to the Veracruz State DIF
• Participation in the campaign “Recycling and helping Perote” in coordination with Semarnat Veracruz
• Participation in the campaign “Reciclón” coordinated by Semarnat through the enterprise REMSA, obsolete electronic equipment was donated
• Participation in the HP Planet Partners program, used cartridges were donated for recycling

Private conservation area
The nursery operates in a fraction of 2,500 m² within the area comprising the private conservation area “La Recompesa”, Altotonga Municipality, Veracruz.

Collecting of biogas
Granjas Carroll de Mexico has 11 anaerobic digesters that collected 2,454,184 m³ of biogas.

Recycled water 9,422,348 m³
We have two systems for wastewater treatment: oxidative or facultative lagoons and anaerobic digesters.
In terms of social responsibility, the company invested $3,760 (thousands of pesos) in this area by taking actions to support the inhabitants of the surrounding region through the Carroll Foundation, which during the reported year intensified its work with the responsible participation of its interest groups; livestock producers, common land owners, organized groups of women and children, suppliers, public and private institutions, as well as the active participation of GCM Volunteers.

<table>
<thead>
<tr>
<th>Community Involvement Area</th>
<th>Investment (Thousands of Pesos)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>923</td>
</tr>
<tr>
<td>Education</td>
<td>464</td>
</tr>
<tr>
<td>Community Development</td>
<td>2,311</td>
</tr>
<tr>
<td>Environment</td>
<td>60</td>
</tr>
<tr>
<td><strong>Total Investment</strong></td>
<td><strong>3,760</strong></td>
</tr>
</tbody>
</table>

* Thousands of pesos
Community Development
4,900 people benefited from courses given and projects implemented in both entities.
- backyard vegetable gardens
- illustrative hybrid maize plots (varieties: aspros 722 and asgrow Z60)
- Reuse of solid waste
- Blankets
- Making cheese from goat milk Workshop
- Industrialization of fruits and vegetables
- Production of pork
- Production of organic fertilizers
- Workshop on fur

With workshops such as making cheese from goat’s milk and industrialization of food, people in communities learn to use the available resources.
The neighboring towns around the farms take advantage of the workshops to develop their abilities.

Organic production of compost helps prepare young people for their future in productive activities.
The tanning of the skins is taught for a total utilization of livestock through the programs operated by the Foundation.

Families consume and sell lettuces, radishes, carrots among other vegetables grown in their backyard vegetable gardens.
Common land owners participating in the illustrative plot system, receiving donations of seeds and selling the grain obtained to the company to produce feed for its cattle.

People were able to make decorative items and items for personal use by reusing solid waste such as bottles, wrappings and other “junk”, all this thanks to the solid waste reuse classes.
Support and donations

- Donation of native seed to the ranger of the National Commission of Protected Natural Areas (CONANP)
- Repair of pumps for communities in Veracruz and Puebla
- Farming by contract
- Donation of swine manure to neighbors
- Support in-kind to a AA group in Perote
- Support in cash to build the Nursing Home “Unidos por una Ilusión” AC
- Support to government institutions
- Repair of the Red Cross Ambulance Perote delegation

Granjas Carroll has joined community projects such as the construction of the nursing home in Perote.
The three wise men arrived at marginalized areas every year.

- Donation of computer equipment and radios to the Perote Municipal Transit Delegation
- Donation in kind to the Delegation of the Federal Preventive Police (PFP)
- Support to the City to carry out the Perote Fair Expo 2011
- Donation of posters to Peroteño Institute of Women
• Donation of 6 protection equipment to the Department of Animal Sanitation
• Support in kind and payment for speakers at the Goat Expo Jalapasco 2011
• Support in kind for community fiestas
• Building and maintenance of local roads

Support in kind for various celebrations such as Children’s Day; this makes possible the joy in communities.
• Donation to “Juguetón”
• Donations in kind to the Food Bank AMBA
• Support to construction projects
• Donation of meat and other supplies to “Sayago” Nursing Home in Xalapa, Nursing Home “El Abue” in Puebla, and Puebla Food Bank.

In the winter, the Foundation makes more donations, especially in mountainous areas that recorded the lowest temperatures in both entities where we work.
• Delivery of supplies for the construction of a bridge in the Rio Valiente community, Tlachichuca municipality, Puebla.
• Construction of Sidewalks and paving of roads
• Support in kind for the carpentry workshop in El Paisano community, Las Vegas municipality, Veracruz
Volunteering events at GCM

- Collection of food to join the National Campaign of the Food Bank (AMBA) “Mexico Without Hunger”
- Internal campaign to collect clothes and toys
- Christmas party in El Paisano community, Las Vegas de Ramírez municipality, Veracruz. Toys, clothes and sweets were distributed in this place.

During contingencies, GCM responds to calls from DIF state systems to carry food to the homeless.
• Support for the celebration of Epiphany in Quechulac community, Puebla
• Donation of pantry staples
• Donation to UV house to build an extension of the facility
• Voluntary Donation to the governor’s office; 400 chickens were donated to families in Ayahualulco, Ver.

We are looking forward to contributing to the harmonious development of children in rural areas by partnering fun and education.
Education and sport

We have partnership agreements with educational institutions that assist us with courses, workshops and training: Veracruz Goat Species Product System (Sipecav), Training Unit for Rural Development No. 2 (Uncader), High School of Agricultural Technology No. 86 (CBTA), Veracruz State University, Institute of Ecology, AC (INECOL)

In terms of education, more than 20 institutions were supported in kind and cash:
- The Telesecundaria in Frijol Colorado was supported in order to obtain its SEP register
- Donation of computers
- Rehabilitation of bathrooms and bathroom furniture donation
- Construction of walls
- Donation of gasoline
- Materials for backyard vegetable gardens

Sustainability is possible at home. That is the goal of Granjas Carroll Foundation in the community.
• Support for transportation for school trips
• Support for meals and transportation
• Donation of books
• Sponsorship of Sports trip for Perote Tiburoncitos Rojos Club
• Donation of shirts for seniors hike
• Donation of paint to schools
• Donation of pigs for school parties
• Rehabilitation of schools (classrooms, sports fields, sidewalks)

In this year, Pachuca Polytechnic University and Tehuacán Institute of Technology joined our initiative, we endorse our relationship with the following institutions:
The collaboration agreements with higher education institutions allow the company to develop research and boost cultural and social programs.

- Puebla Autonomous University
- Veracruz State University
- Xalapa Institute of Technology
- Xalapa University
- Tepeaca Institute of Technology
- Tecamachalco University
The donation of chemicals from our laboratory provides students materials to carry out their practices.
Health
13,138 free medical consultations were provided in Puebla and Veracruz in 2011, of which 2,546 were for GCM employees’ families.

1. Health campaigns
   • Early Detection of Cervical Cancer 2011, 75 hybrid tests was administered
   • Dental Health Campaign: we partnered with the Veracruz State University to provide dental care to 2,400 patients in five communities in Veracruz.
2. Getting Drug donations

Donations of drugs through laboratories such as Pfizer, Bayer, Boehringer, DIF and State secretariats of Health of Veracruz and Puebla.

3. Workshops in collaboration with Pfizer.

We work with Pfizer through a roaming mobile unit. Lab tests were used to diagnose chronic degenerative diseases, benefiting 1,800 people directly and indirectly.

4. Health talks.

Nutrition talks “Let food be thy food and food your medicine”: 280 attendees in 5 communities in Veracruz and 8 communities in Puebla.

Since 2006 free medical care has been provided for 48,000 people in nine towns in Puebla and six in Veracruz.
Environmental Care

1. Donations and support for the national parks Cofre de Perote and Pico de Orizaba: corn seed donation, construction of the toll booth for the National Park Cofre de Perote and support for staff equipment.

2. Reforestation campaign “Creciendo de tu Mano”: In 2011, the company initiated a reforestation campaign in schools located in Veracruz and Puebla; high schools, secondary schools and elementary schools helped plant 2,410 plants.

3. Reforestation Campaign “World Tree Day”: The site Caja de Agua was reforested, participating Volunteers from GCM, suppliers and customers, schools and municipal authorities.

The company has an open doors policy so that students and anyone interested in our production can visit the facilities.
4. Recycling Campaign (PET) in schools in Puebla

5. Making ecological stoves workshop: Donation of 30 ecological stoves (to Dipro-UV, Cofre de Perote National Park and communities in Puebla)

6. Agreement INECOL-GCM: Monitoring the preservation of the endemic squirrel, Perotensis Xerospermophilus (chichilote), in Perote Valley.

Hundreds of housewives have been given saving wood stoves, therefore this has benefited the health of the families.
**Economic Results**

Below is a summary of the financial information in thousands of pesos in purchasing power on December 31, 2011:

<table>
<thead>
<tr>
<th>OVERALL BALANCE THOUSAND OF PESOS</th>
<th>2011</th>
<th>2010</th>
<th>var.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>34,059</td>
<td>21,390</td>
<td>59%</td>
</tr>
<tr>
<td>Operations with financial instruments</td>
<td>940</td>
<td>449</td>
<td>109%</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>189,257</td>
<td>190,004</td>
<td>0%</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,143,891</td>
<td>908,647</td>
<td>26%</td>
</tr>
<tr>
<td>Prepayments</td>
<td>924,353</td>
<td>769,140</td>
<td>20%</td>
</tr>
<tr>
<td>Prepayments</td>
<td>924,353</td>
<td>769,140</td>
<td>20%</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>1,635,496</td>
<td>1,444,219</td>
<td>13%</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
<td>238</td>
<td>-100%</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>3,927,996</td>
<td>3,334,087</td>
<td>18%</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>977,250</td>
<td>1,081,412</td>
<td>-10%</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td>675,171</td>
<td>333,601</td>
<td>102%</td>
</tr>
<tr>
<td>Partners Investment</td>
<td>1,953,089</td>
<td>1,689,643</td>
<td>16%</td>
</tr>
<tr>
<td>LIABILITIES AND CAPITAL</td>
<td>3,927,996</td>
<td>3,334,087</td>
<td>18%</td>
</tr>
<tr>
<td>Description</td>
<td>Thousand Pesos</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>----------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income</td>
<td>3,036,170</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>-2,479,760</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>-90,557</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other products</td>
<td>-5,687</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financing Cost</td>
<td>-103,451</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income tax</td>
<td>-93,268</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>NET INCOME</strong></td>
<td><strong>263,447</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources generated by operation</td>
<td>274,159</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in fixed assets</td>
<td>327,824</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Banks Funding</td>
<td>0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foreign Banks Funding</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Net Income: 263,447 Thousand Pesos**
Distribution of added value

In 2011, Granjas Carrol de Mexico Carroll Farms contributed financially to the generation of added value in different sectors of the economy. The distribution of this value in thousands of pesos is as follows:

<table>
<thead>
<tr>
<th>DISTRIBUTION OF VALUE ADDED</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of goods and services used in production</td>
<td>2,239,974</td>
<td>1,816,963</td>
</tr>
<tr>
<td>Personnel (Including taxes and social security contributions)</td>
<td>183,468</td>
<td>168,247</td>
</tr>
<tr>
<td>Operation Services</td>
<td>30,332</td>
<td>34,941</td>
</tr>
<tr>
<td>Interest and other financial costs</td>
<td>103,451</td>
<td>22,116</td>
</tr>
<tr>
<td>Health, Education, Environment and Community Development</td>
<td>3,760</td>
<td>7,401</td>
</tr>
<tr>
<td>Taxation</td>
<td>72,943</td>
<td>139,515</td>
</tr>
<tr>
<td>Retained earnings (includes depreciation and amortization)</td>
<td>400,231</td>
<td>594,707</td>
</tr>
<tr>
<td>Distribution of value generated by sales</td>
<td>3,036,170</td>
<td>2,783,890</td>
</tr>
</tbody>
</table>