

Bachoco[®]

A woman wearing a white protective suit, hairnet, and boots is smiling and holding a small yellow chick in her hands. She is standing in a large poultry farm with many other chickens visible in the background. The floor is covered with wood shavings.

GROWING TOGETHER EVERYDAY

ANNUAL REPORT 2020

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BACHOCO'S PROFILE

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Industrias Bachoco is leader in the Mexican poultry industry and one of the ten largest poultry producers globally.

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The Company was founded in 1952 and became a public company in 1997, via a public offering of shares on the Mexican and the New York stock exchanges.

Bachoco is a vertically-integrated company with operations in Mexico and the US with its headquarters located in Celaya, Guanajuato, Mexico. Its main business lines are: chicken, table eggs, balanced feed, pork, and further process products of beef and turkey.

Bachoco owns and manages more than a thousand farms, 9 processing plants, 9 further processing plants, 22 feed mills, 22 hatcheries, and more than 80 distribution centers. At the date of this report The Company employs more than 29,000 people.

Currently the Company is rated AAA (MEX), the highest rating awarded by Fitch Mexico, and HR AAA which signals that the Company and their bonds both have the highest credit quality by HR Ratings de Mexico S.A. de C.V.



NET SALES



Chicken
83%



Egg
6%



Balance feed
5%



Others
6%

SALES BY GEOGRAPHY



Mexico
72%



United States
28%

EMPLOYEES



2020	2019	2018
29,780	28,218	27,597

OPERATING DATA

In millions pesos	U.S. Dollar ¹		December 31	
	2020	2020	2019	2018
Net sales	\$ 3,448.2	68,792.0	61,655.2	61,052.1
Gross profit	555.6	11,084.4	10,097.9	9,629.7
Operating income	215.6	4,301.5	3,976.5	3,708.0
EBITDA Result	302.6	6,036.7	5,263.0	4,993.1
Net income	\$ 199.1	3,972.1	3,232.8	3,361.6
EPS in pesos	0.33	6.56	5.37	5.58
Earnings per ADR en pesos	3.95	78.74	64.40	67.00
Gross margin	16.1%	16.1%	16.4%	15.8%
Operating margin	6.3%	6.3%	6.4%	6.1%
EBITDA margin	8.8%	8.8%	8.5%	8.2%
Net margin	5.8%	5.8%	5.2%	5.5%

¹ One dollar equal to \$19.95 pesos

STATEMENT OF FINANCIAL DATA

In millions pesos	U.S. Dollar ¹		December 31	
	2020	2020	2019	2018
TOTAL ASSETS	\$ 2,931.1	58,475.0	55,702.5	52,865.6
Cash and cash equivalents	964.5	19,242.3	19,182.7	18,458.5
Inventories	285.1	5,688.3	4,710.2	4,575.6
TOTAL LIABILITIES	\$ 729.2	14,548.2	15,442.2	14,699.9
Notes payable to banks	53.0	1,057.6	3,440.4	3,492.8
Accounts payable	288.4	5,753.1	5,158.8	5,196.3
Long-term debt	73.2	1,460.4	1,488.2	1,544.8
TOTAL STOCKHOLDERS' EQUITY	\$ 2,201.8	43,926.8	40,260.3	38,165.7
Capital stock	58.9	1,174.4	1,174.4	1,174.4
Retained earnings	1,985.4	39,607.8	36,424.4	34,792.3

¹ One dollar equal to \$19.95 pesos

MESSAGE TO SHAREHOLDERS



Dear Shareholders of Industrias Bachoco:

In 2020, with the outbreak of COVID-19 pandemic, the world faced an unprecedented situation which resulted in major human losses and lockdown measures across the globe. Affecting social and macroeconomic dynamics in matter of no time.

Global economies were negatively impacted and Mexico was no exemption. In 2020, Mexico GDP decreased 8.2%, which historically was the second lowest level since 1932. This required for industries to raise to the challenge and in Bachoco, as part of an essential sector, we played our part by reinforcing our commitment and presence with our consumers and society.

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In an effort to support Mexican families, we developed a program called "Apoyo de Corazón", in which we donated more than 858,000 kilos of chicken in coordination with public and private institutions, benefiting more than 3.5 million people across Mexico. ”

Also, through our program "Caldito de apoyo" we delivered chicken soup to people outside main hospitals in Mexico City, Morelos, Puebla, Nuevo Leon and Tabasco. With this initiative we were able to deliver more than 93,000 chicken soup plates for those who were struggling the most.

Our commitment and contribution to our society was recognized by MERCO. In 2020, Bachoco was placed number 16 on the top 50 companies with the best reputation in Mexico and ranked in the 21st place of MERCO's top 100 companies with best Social Responsibility and Corporate Governance.

Despite the challenges and uncertainty faced the last year, we continued generating and looking for both efficiency and growth opportunities. During 2020 we announced the integration of Sonora Agropecuaria (SASA) to the Bachoco family. This investment gives us the opportunity to participate in the processed pork segment as well as in the export market. We are certain that this will be an additive integration to our portfolio.

By being focus on the things we can control and by strengthening our relationship with our customers, we managed to have a good reading of changes in demand in our markets and to quickly adapt to it. As a result, for the full year of 2020, our sales totaled \$68,792.0 million which is 11.6% higher than the total sales reported in the equivalent period of 2019.



At the same time, our financial structure continued strong as we ended 2020 with a net cash of \$16,724.3 million. Keeping our financial discipline will allow us to continue growing and delivering positive results even under unpredictable and volatile conditions.

In 2020, our CAPEX had a significant increase that was used on investments allocated to organic growth, as well as in productivity projects in all our supply chain. This is key for us to continue getting closer to our customers and to consolidate ourselves as their best alternative in the industry. As a result, Bachoco remains leader in the poultry industry in Mexico and an important player worldwide with a strong and trusting brand.

Our team always has been essential in achieving our goals and in this atypical year, we couldn't have done it without their passion, effort and commitment. Today, Bachoco is integrated by more than 29,000 employees that through their hard work, were able to quickly adapt to a new reality in a safely way looking for each other while performing their top game. It is because of their great performance that we were able to bring protein products to the table of our consumers every day when they needed the most.

Once more, I would like to remind you of the commitment that we have with all of you. Our goal is to keep our position in Mexico as the leader of the poultry sector and to be one of the main players worldwide, while continuing to grow our business with profitability and in a sustainable way, maintaining the solid financial structure that has always characterized us.

Javier Bours Castelo

Chairman of the Board of Director

CEO'S LETTER



Dear Shareholders:

All figures discussed below are information of 2020 with comparative figures of 2019. It was prepared under IFRS accounting principles and is presented in millions of pesos unless otherwise indicated.

2020 was a very challenging and uncertain year. The pandemic made us redraw our plans and search for new ways to do business, for that, I want to express my gratitude to all the team members of Bachoco Industries. Thanks to their commitment we were able to serve our customers in a safe way according to the guidelines set by the authorities.

We are constantly looking for opportunities to grow and strengthen our presence. Despite the challenges that the national and global macroeconomic conditions presented, we reinforced our commitment towards becoming a multiprotein company, by consolidating a business agreement to invest in Sonora Agropecuaria (SASA).

“

In addition to our growth strategy, our financial and operating discipline allowed us to deliver positive results in a very complicated year.

”

2020 & 2019 Results

Net sales in 2020 totaled \$68,792.0 million, \$7,136.8 million more or a 11.6% increase in net sales, when compared to \$61,655.2 million reported in 2019. This increase was due to higher prices in our main business lines and more volume sold in our others business line. The increase in others was mainly as a result of the integration of SASA in the second half of the year.

In 2020, sales of our US operations represented 28.3% of our total sales, compared with 27.4% reported in 2019.

The Company's total poultry sales increased 10.2%, while our Others line increased 24.4%. The increase in poultry was a result of better prices when compared to 2019, while the higher sales in Others was mainly driven by the integration of SASA.

Cost of sales totaled \$57,707.6 million, 11.9% higher than the \$51,557.4 million reported in 2019. The increase was mainly due to impact of the Mexican peso

depreciation during most part of 2020 and the increase in raw material prices in dollar and in peso terms, mainly towards the last part of that year.

These numbers allowed us to reach a gross profit of \$11,084.4 million, which represented 16.1% of gross margin; higher than the \$10,097.9 million of gross profit and a margin of 16.4% reached in 2019.

Total SG&A expenses in 2020 were \$6,420.4 million, an increase of \$303.8 million or 5.0% when compared to \$6,116.6 million in 2019. Total SG&A expenses as a percentage of net sales represented 9.3% in 2020 and 9.9% in 2019.

In 2020, we had other expenses of \$362.5 million, compared with other expenses of \$4.7 million reported in 2019. The increase was mainly related to COVID expenses which allowed us to properly face the operational challenges that came with the pandemic.

The operating income in 2020 totaled \$4,301.5 million with a margin of 6.3%, higher than the \$3,976.5 million of operating income and 6.4% margin as reported in 2019.

In 2020, we reached an EBITDA of \$6,036.7 million, representing an EBITDA margin of 8.8%, compared to an EBITDA of \$5,263.0 million in 2019, with a margin of 8.5%.

Net financial income was \$882.2 million, an increase when compared to the net financial income of \$381.3 million in 2019. This increase was a result of higher FX gains due to the depreciation of the Mexican peso vs the U.S. dollar.

Total taxes were \$1,211.6 million. This includes \$1,321.0 million in income tax and \$109.4 million in favorable deferred taxes. These figures compare to total taxes of \$1,125.0 million, which includes income tax of \$1,064.3 and \$60.7 million of deferred tax in 2019.

As a result, net income in 2020 was \$3,972.1 million, a 5.8% net margin, which represents earnings per share of \$6.56 pesos; while in 2019, net income totaled \$3,232.8 million with an 5.2% net margin, and \$5.37 pesos of earnings per share.

Cash and equivalents as of December 31, 2020 totaled \$19,242.3 million, an increase of \$59.6 million or 0.3% more than the \$19,182.7 million of cash and equivalents reported as of December 31, 2019.

Total debt as of December 31, 2020 was \$2,518.0 million, compared to total debt of \$4,928.6 million reported as of December 31, 2019. As a result, our net cash as of December 31, 2020 totaled \$16,724.3 million, compared with a net cash of \$14,254.1 million as of December 31, 2019.

Capex in 2020 totaled \$2,752.3 million, an increase of 33.0% when compared to \$2,069.3 million reported in 2019. In 2020, the Company continued with the implementation of new projects oriented toward organic growth and productivity which reinforces our commitment to continue to be close to our customers.



Rodolfo Ramos Arvizu
Chief Executive Officer

REPORT FROM THE BOARD OF DIRECTORS

As Chairman of the Board of Directors of Industrias Bachoco, and pursuant to the provisions of Section IV of Article 28 of the Securities Market Law, I hereby inform you of the following:

This Board of Directors reviewed and approved the Chief Executive Officer's report which supports the performance of management for fiscal year 2020, and it was based on the independent auditor's Opinion.

The Board believes that the CEO's report was prepared in accordance with the Financial Reporting Standards and reflects the Company's financial position and its operating results.


We believe that the Company's policies, accounting and reporting principles followed are adequate and consistent with the Audited Financial Statements.

This Board directed the Company to continue acting in strict accordance with IFRS principals.

We determined that during year 2020, the Company did not engage in unusual operations or other activities different from the normal course of the business. No exemptions were granted to any

member of the Board, executive officers or any other member of the Company to take advantage of business opportunities for themselves or in favor of third parties.

Lastly, the Board presented in the Annual Ordinary Shareholders' Meeting the report of the Auditing and Corporate Practices Committee, the Chief Executive Officer's report, the report on prompt compliance with tax obligations, and the report on the principal accounting and information policies and criteria followed by the Company in the preparation of its financial statements for fiscal year 2020.



Javier Bours Castelo
Chairman of the Board of Directors

AUDIT AND CORPORATE PRACTICES COMMITTEE

Bachoco has an Audit and Corporate Practices Committee to support the Board of Directors, which is comprised of three Independent Directors and one Property Shareholder Director. This Committee was last ratified on the Annual and General Ordinary Shareholders' Meeting on April 22, 2020.

AUDIT COMMITTEE AND CORPORATE PRACTICES MEMBERS

- **Guillermo Ochoa Maciel (President)**
- **Humberto Schwarzbeck Noriega**
- **Avelino Fernandez Salido**
- **Ricardo Aguirre Borboa**

ANNUAL REPORT OF THE PRESIDENT OF THE AUDIT AND CORPORATE PRACTICES COMMITTEE TO THE BOARD OF DIRECTORS

In accordance with the terms of the Mexican Market Security Law (LMV), this report is issued by the President of the Audit and Corporate Practices Committee of Industrias Bachoco S.A.B. de C.V. (the "Society").

This report has been submitted to the Audit and Corporate Practices Committee of the Company, which validated content, scope and conclusions for the Board of Directors approval and through the Board, its validation in the Annual and General Ordinary Shareholders' Meeting of the Company that will take place in April 2021.

In the exercise of the Committee functions, and in attention of its responsibilities, the Committee has counseled with the Chief Financial Officer, the Internal Audit Manager and the Chief Executive Officer of the Society.

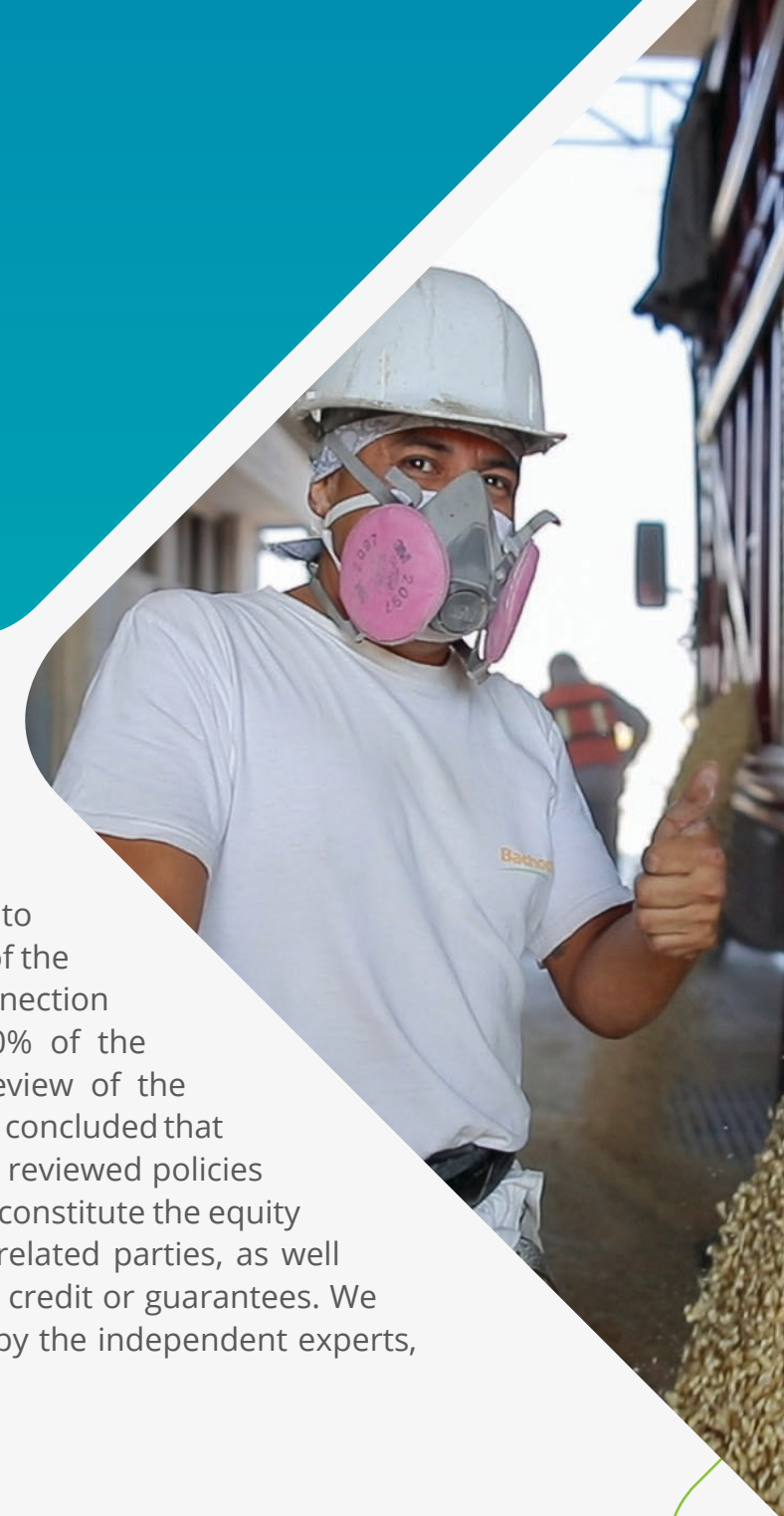
The resolutions adopted by the Audit Committee have been informed timely and submitted to the consideration of the Board of Directors by means of the respective report submitted to this ultimate superior social entity in the corresponding meetings. A file has been integrated from each meeting, including the reports and other relevant documents.

Regarding corporate practices:

We concluded that the Officers performance was aligned with the Company's objectives. We reviewed the CEO and senior officers and compensation packages were granted. We verified that there was no existence of any grant or exceptions to Directors, senior officers, or other employees of the Company. In 2020, the total transactions in connection to related parties represented less than 2.0% of the Company's net sales. After an exhaustive review of the transactions carried out with related parties, we concluded that they were conducted in fair-market terms. We reviewed policies and guidelines related to the use of goods that constitute the equity of the Company and its subsidiaries, by any related parties, as well as policies for granting of loans or any type of credit or guarantees. We analyzed and assessed the services provided by the independent experts, when it was required.

Regarding internal audit function:

The Audit and Corporate Practices Committee has remained involved with the needs of the internal audit area to make sure they have the necessary human and material resources for the suitable performance of its function. The evaluations carried out by the Internal Audit, the external auditors, and the General Director have been reviewed, and it is concluded that the internal control processes provide reasonable security to prevent or detect errors or material irregularities in the normal course of social operations, although these processes are constantly improving and the corresponding revisions continue.



Regarding Financial Information

The Financial Statements of the Company were discussed quarterly with the executives responsible for their preparation and review, there were no significant observations to the information presented. Before being forwarded to the Mexican Stock and Exchange, the Financial Statements were reviewed by the Committee for its approval or ratification by the Board of Directors. In each quarterly Committee's meeting, reports to the Stock Exchange were analyzed and approved, having made the observations or suggestions of the case and recommending to the Board of Directors its approval (or ratification) in each case regarding its public disclosure. During the period in question, Financial Statements corresponding to 2020 fiscal year were reviewed and discussed, and did not submit observations and/or qualifications, in consequence, the Committee recommended its approval by the Board of Directors for submission to the Shareholders' Meeting.

Regarding External Audit Performance:

The services of Galaz, Yamazaki, Ruiz Urquiza, S.C. (Deloitte) continued to be used as External Auditors of the Company. We worked with Deloitte to insure the compliance, from both Deloitte and the Company, of the regulation issued by the Mexican Authorities (Comision Nacional Bancaria y de Valores), regarding the "Circular Unica de Auditores Externos", (External Audit Regulation). The fees corresponding to 2020 were duly revised and approved. The Audited Financial Statements as of December 31, 2020 were received on the part of the External Auditor. The Audit Committee concludes that the performance of Galaz, Yamazaki, Ruiz Urquiza, S.C. (Deloitte) as External Auditors of the Company and of its partners in charge of the respective audit, is appropriate and that the communication between such Committee and the auditors referred herein is consistent. The External Auditors confirmed their independence.

Regarding Accounting and Self-Regulatory Policies

The main accounting policies followed by the Company were reviewed and approved in terms of the information received by reason of new regulations. During the period, the updates proposed by the Administration to various self-regulatory policies were reviewed, on which were favorably expressed for submission to the Board of Directors. The accounting policies, criteria, and information observed by the Company are adequate and sufficient.

CONCLUSIONS

The recommendations of the Audit and Corporate Practices Committee have been or are being addressed by the Administration of the company. During the reported period, the Audit and Corporate Practices Committee did not receive from Shareholders, Directors, relevant executives, employees and in general from any third party, any remarks about accounting, internal controls and other matters related to the Internal or External Audit, other than those issued by the management during the preparation or revision of the respective documentation; no complaints were received about any irregular matters regarding the Administration. The Audit and Corporate Practices Committee has followed, within its competence and in accordance with the instructions received, the resolutions of the Board of Directors and the Shareholders' Meeting during the reporting period. From all the above, the Audit and Corporate Practices Committee has fulfilled the functions stated in Article 42, paragraph II of the LMV, during the reporting period.

OPINION OF THE AUDIT COMMITTEE TO THE BOARD OF DIRECTORS ON THE ANNUAL REPORT OF THE CHIEF EXECUTIVE OFFICER

After having listened and analyzed the CEO's report for the fiscal year ended on December, 31, 2020, prepared in terms and for the purposes of the stated of Article 44, section XI of the Security Market Law, in relation to Article 172 of the General Law of Business Corporations and based on the reports of the External Audit presented to the Committee, the Audit and Corporate Practices Committee has determined that: (i) the accounting and information policies and criteria followed by the Company are adequate and sufficient, taking into account the Company's particular circumstances; (ii) these accounting policies and criteria have been consistently applied in the information presented by the CEO; (iii) as consequence of the previous numerals (i) and (ii), the information presented by the CEO reflects the Company's financial situation and results for the fiscal year 2020.

Based on the above, under the terms and for the purpose of the provisions of the Article 42, paragraph II, section e) of the LMV, the Audit and Corporate Practices Committee recommend to the Board of Directors the approval of the CEO's annual report for fiscal 2020, for its presentation to the Annual and General Ordinary Shareholder's Meeting of the Company.



Guillermo Ochoa Maciel

President of Bachoco's Audit and Corporate Practices Committee



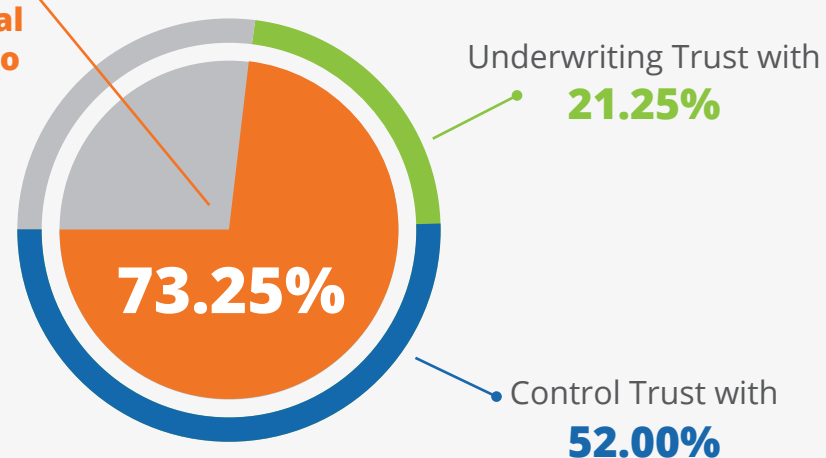
HIGHLIGHTS TO INVESTORS

In 2020, the Company's shares and ADRs reported a decrease in yield of 8.08% on the BMV and a decrease of 13.15% on NYSE.

BACHOCO IN THE STOCKS

- **600 million** shares
- One single class (**Class B**)
- Full rights
- An **ADR equals 12 shares**
- **26.75%** of float
- An estimated **\$44,910 million pesos** in market capitalization

The founding family holds **73.25%** of total shares, by two Trusts:



SHARE PRICES

Bolsa Mexicana de Valores



BACHOCO

Ticker symbol: *Bachoco*

In pesos per-Share

Year	High	Low	Average	Close
2020	82.40	58.76	69.22	74.85
2019	92.44	65.68	80.46	81.43
2018	98.16	63.50	88.29	64.52
2017	102.00	79.53	88.51	93.62
2016	85.65	62.51	77.34	84.75

The New York Stock Exchange



Ticker symbol: *IBA*

In dollars per-ADR

Year	High	Low	Average	Close
2020	52.70	28.67	38.95	45.16
2019	56.34	40.07	50.10	52.00
2018	63.84	38.08	55.23	39.56
2017	67.61	46.20	56.39	57.30
2016	55.65	41.17	49.68	49.02

Source: Yahoo Finance

BOARD OF DIRECTORS

Bachoco's Board of Directors is comprised of eight Proprietary Shareholder Directors, four Alternate Shareholder Directors, and four Independent Proprietary Directors. This board was last ratified on April 22, 2020. The Board's main duties include the following:

Determine policies, general strategies, and the organization and management criteria that guide the activities of the Company.

Prepare and develop programs to optimize resource management and the operation of the business, such as budgets and financial planning.

After considering the Auditing and Corporate Practices Committee's opinion, approve the internal control and guidelines of the internal auditing of the Company.

Authorize acquisitions or disposing, as well as the granting of guarantees or the taking of liabilities for a value equal to or higher than five per cent of the consolidated assets of the Company, except for investments in debt securities or bank instruments; provided such are made in accordance with the policies approved by the Board for such purposes.

Review and authorize operating results and work plans, and the overall compensation of the Company's senior officers.

PROPRIETARY SHAREHOLDERS DIRECTORS

Javier Bours Castelo (Chairman of the Board), Jose Gerardo Robinson Bours Castelo, Jesus Enrique Robinson Bours Muñoz, Jesus Rodolfo Robinson Bours Muñoz, Arturo Bours Griffith, Octavio Robinson Bours, Ricardo Aguirre Borboa and, Juan Salvador Robinson Bours Martinez.

INDEPENDENT PROPRIETARY DIRECTORS

Avelino Fernandez Salido, Humberto Schwarzbeck Noriega, Guillermo Ochoa Maciel and, David Gastelum Cazares.

ALTERNATE SHAREHOLDERS DIRECTORS

Jose Eduardo Robinson Bours Castelo alternate of Javier Bours Castelo and Jose Gerardo Robinson Bours Castelo.

Jose Francisco Robinson Bours Griffith, alternate of Octavio Robinson Bours and Arturo Bours Griffith.

Guillermo Pineda Cruz, alternate of Jesus Enrique Robinson Bours Muñoz and Jesus Rodolfo Robinson Bours Muñoz.

Gustavo Luders Becerril, alternate of Juan Salvador Robinson Bours Martinez and Ricardo Aguirre Borboa.

HONORARY MEMBERS OF THE BOARD

Enrique Robinson Bours Almada (Deceased in August 2020), Mario Javier Robinson Bours Almada (Deceased in November 2020).

SECRETARY OF THE BOARD

Eduardo Rojas Crespo

SENIOR MANAGEMENT TEAM



- 1** **Rodolfo Ramos Arvizu**
Chief Executive Officer
- 2** **Drew McGee**
Director of US Operations
- 3** **Ernesto Salmon Castelo**
Director of Mexico Operations
- 4** **Andres Morales Astiazaran**
Director of Sales and Marketing
- 5** **Alejandro Elias Calles Gutierrez**
Director of Purchasing
- 6** **Arturo García Sánchez**
Director of Human Resources
- 7** **Daniel Salazar Ferrer**
Chief Financial Officer

SOCIAL RESPONSIBILITY AND SUSTAINABILITY

In 2020 we continued developing our sustainability actions, if you like to see more details please go to our website where our 2020 Sustainability public report will be available: <https://corporativo.bachoco.com.mx/inversionistas/>

Our sustainability strategy is focused on four pillars:

- Boosting our people.
- Strengthen our business.
- Contribute to our community.
- Take care of our planet.

The commitment we have made to sustainable development boosted us to act on the challenges that were presented throughout 2020, always seeking the well-being of the business, our team, communities and the environment.

We strengthen our business

We are among the top poultry companies in the world and one of the most beloved brands in Mexico, thanks to the dedication we put on each stage of our production process with the purpose of bringing nutritious, healthy and delicious food to the table of families.

Our company is governed by the highest standards of ethics and transparency, which guides us towards compliance with industry regulations to ensure the quality and safety of our products and, in this way, provide tranquility and trust to our customers.

“

In 2020 we ranked 16th out of the top 100 companies with the best corporate reputation of MERCO Mexico Edition

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We boost our people

We are proud to have a great team of collaborators who every day give us their energy and talent to continue innovating and growing as an industry-leading company. We know that they are a key factor in our business, therefore, we are constantly working on implementing initiatives that positively impact their well-being and professional development.

“

Thanks to our organizational culture we were recognized in the 29th place of the ranking Super Companies 2020 published by the magazine Expansión, in México.”

We take care of our planet

At Bachoco, we recognize the value of nature, it is the main font of natural resources and it is our responsibility to contribute to its preservation. As a result, we promote and support the implementation of initiatives that allow us to carry out the company's operations in balance with the environment.

Our commitment is reinforced with the integration of technologies that allow us to generate a responsible consumption of water and energy across our production processes. We have also focused great efforts on the development of transportation and logistics projects to mitigate the emission of polluting gases.

“

The company generated by solar energy, 120,988 kWh in our operations in Mexico, avoiding the emission of 61 tons of CO₂.

”



We contribute to our community

Our commitment to social responsibility has motivated us to join efforts with different organizations and undertake projects linking with the communities of the places where we operate, and in this way we contribute to what we do best: to provide healthy and delicious food.

One of our main initiatives is the Bachoco Half Marathon, through which we encourage on doing physical activity and raise funds to help address the problem of food scarcity in rural communities. This year we did not allow ourselves to be overcome by the health contingency and we continued doing this event, virtually.

“

We reached the goal of the special edition of the Bachoco 2020 Half Marathon thanks to the participation of 2,045 runners.

”

We provided well-being and nutrition

The health crisis, resulted from COVID-19 pandemic, was one of the biggest challenges we faced during 2020. However, the responsibility we have as an essential sector motivated us to generate strategies and take appropriate safety measures to continue the operation of the company, always prioritizing the well-being of our team.

In order to provide a message of encouragement to the Mexican population, we launched the programs “Apoyo de corazón” and “Caldito de Apoyo” through which we delivered food to people in need to help mitigate some of the negative effects of the contingency.

“

Through our programs we contribute a total of 858,956 kilos of chicken and 93,000 chicken soups.

”

GROWING TOGETHER EVERYDAY

In Bachoco we believe in the value of growth even under uncertain and volatile conditions like the ones globally experienced in 2020.

Despite the challenges faced in 2020, we kept going with our organic growth strategy at different stages of our process as we increased our CAPEX by 33.0% year over year.

On the other hand, we proudly fulfilled the agreement to invest in Sonora Agropecuaria a pork processing and distributor in Mexico with operations in Sonora and Jalisco.

With this agreement we reinforce our footprint in Mexico and our commitment to diversify our sales mix in order to keep being the best value alternative for our customers, consumers and shareholders.

We will continue to seek for opportunities that will make synergies and add value to our business model while maintaining our financial discipline which has been a key for our growth and sustainability.

DEPOSITARY BANK

Bank of New York Mellon

Shareholder Correspondence Address:

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Louisville, KY 40233-5000

Overnight correspondence Address:

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Louisville, KY 40202

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INDEPENDENT AUDITORS

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Consult online our Annual Report 2020:

<https://corporativo.bachoco.com.mx/en/investors/>

CONSOLIDATED FINANCIAL STATEMENTS

- Report of Independent Auditors
- Consolidated statements of financial position
- Consolidated statements of income and other comprehensive income
- Consolidated statements of changes in stockholders equity
- Consolidated statements of cash flows
- Notes to the consolidated financial statements

Independent Auditors' Report to the Board of Directors and Stockholders of Industrias Bachoco S.A.B. de C.V. and Subsidiaries

(Figures in thousands of Mexican pesos)

Opinion

We have audited the consolidated financial statements of Industrias Bachoco, S.A.B. de C. V. and its subsidiaries (the "Entity"), which comprise the consolidated statements of financial position as of December 31, 2020, 2019 and 2018, and the consolidated statements of profit and loss and other comprehensive income, consolidated statements of changes in stockholders' equity and consolidated statements of cash flows for the years then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Entity as of December 31, 2020, 2019 and 2018, and its consolidated financial performance and its consolidated cash flows for the years then ended in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB").

Basis for Opinion

We conducted our audits in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Entity in accordance with the *International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants* ("IESBA Code") together with the Code of Ethics issued by the Mexican Institute of Public Accountants ("IMCP Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code and the IMCP Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Effects related to COVID

We draw attention to Note 2e) "Basis of presentation - COVID" to the consolidated financial statements, where Management describes the effects of the pandemic COVID-19 on the consolidated financial information from January 1, 2020 and, as of that date of this report. Furthermore, it describes the plans that Management adopted to address the impacts of COVID-19 to its operations. Throughout the 2020 period and as of the date of this report, the Entity continues to work normally with uninterrupted operations, and as a result, there is not a material uncertainty that may cause a significant doubt to continue as a going concern and present its consolidated financial statements on a going concern basis. Our opinion is not modified in respect of this matter.



Other Matter

The accompanying consolidated financial statements have been translated into English for the convenience of readers.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in the forming our opinion, thereon and we do not provide a separate opinion on these matters. We have determined that the matters described below are the key audit issues which should be communicated in our report.

Valuation of goodwill and intangible assets of the Ok Foods - Albertville Quality Foods Inc. cash-generating unit—Refer to Notes 3(j), 15 and 16 to the consolidated financial statement

As of December 31, 2020, the carrying amount of the Entity's goodwill and intangible assets was \$2,403,940, of which \$1,925,215 was allocated to the Ok Foods - Albertville Quality Foods, Inc. cash generating unit ("AQF CGU").

The recoverable amount of the AQF CGU was determined based on its value in use, which used projections of estimated cash flows. A significant assumption used in projecting estimated cash flows was the revenue growth rate. A change in the revenue growth rate could have a significant impact on the recoverable amount of the AQF CGU. The recoverable amount of the AQF CGU exceeded its carrying value, and therefore, no impairment was recognized for the year ended December 31, 2020.

We identified the valuation of the AQF CGU goodwill and intangibles as a critical audit matter due to the significant judgment made by Management relating to the revenue growth rate used in projecting estimated cash flows. This included considering the effects arising from the coronavirus pandemic (COVID-19), the confinement measures and the slowdown in economic growth, which caused contractions of the demand in the US market. This required a high degree of auditor judgment and increased effort, including involvement of our valuation specialists, in performing audit procedures to evaluate the reasonableness of the methodology used and the revenue growth rate.

Our audit procedures related to the revenue growth rate used to project estimated cash flows in determining the recoverable amount of the AQF CGU included the following, among others:

- We obtained an understanding and evaluated the Entity's methodology for determining the recoverable amount of the AQF CGU, including the process for developing revenue growth rates.
- We tested the effectiveness of controls over Management's evaluation of revenue growth rates used in the projected estimated cash flows.
- We compared the sales of the current year with sales from the previous year, and also compared actual results obtained in previous years with the results historically budgeted.
- We evaluated the reasonableness of the growth rate assumption by comparing it to (i) historical information; and (ii) information obtained from external sources (expectation of analysts and industry reports).
- With the assistance of our valuation specialists, we evaluated the reasonableness of (1) the valuation methodology and the current market data used by Management to determine the revenue growth rate, and (2) developed an independent range of the recoverable amount of the AQF CGU.
- We evaluated whether the projected estimated cash flows were consistent with evidence obtained in other areas of the audit.



Information Other than the Consolidated Financial Statements and Auditor's Report Thereon

Management is responsible for the information other than the consolidated financial statements (the "other information"). The other information will comprise the information that will be incorporated in the Annual Report that the Entity is obliged to prepare pursuant to Article 33 Fraction I, clause b) of Title Four, First Chapter of the "General Provisions Applicable to Issuers and Other Stock Market Participants" in Mexico, together with the Instructions Guide accompanying those provisions (collectively, the "Provisions"). The Annual Report is expected to be made available to us after the date of this audit report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. When we read the Annual Report, we will issue the declaration surrounding the reading of the annual report required by Article 33 Fraction I, clause b) number 1.2. of the Provisions. If, based on the work we have performed, we conclude that there is a material misstatement therein, we are required to communicate the matter.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's consolidated financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.



As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Entity to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Galaz, Yamazaki, Ruiz Urquiza, S.C.
Member of Deloitte Touche Tohmatsu Limited

Alberto Del Castillo V.V.

L.C.C. Alberto Del Castillo Velasco Vilchis

April 20, 2021



INDUSTRIAS BACHOCO, S.A.B. DE C.V. AND SUBSIDIARIES

Consolidated Statements of Financial Position

December 31, 2020, 2019 and 2018

(Thousands of pesos)

Assets	Note	2020	2019	2018	Liabilities and equity	Note	2020	2019	2018
Current assets:					Current liabilities:				
Cash and cash equivalents	7	\$ 17,286,374	18,662,765	17,901,845	Short-term debt	18	\$ 848,061	3,440,399	3,427,820
Investment in securities at fair value through profit or loss	8	1,018,322	186,284	550,068	Current portion of long-term debt	18	209,499	-	64,973
Investment in securities at fair value through other comprehensive income	8	937,715	315,761	-	Derivative financial instruments	8	194,181	-	-
Derivative financial instruments	8	-	18,098	6,570	Trade payable and other accounts payable	19	5,753,137	5,158,827	5,196,347
Accounts receivable, net	9	4,366,019	3,867,110	3,486,354	Lease liabilities	24	278,981	149,538	-
Due from related parties	20	686	13,674	99	Income tax payable	21	815,082	82,665	248,290
Inventories	10	5,688,338	4,710,207	4,575,596	Due to related parties	20	80,842	76,704	147,514
Current biological assets	11	2,012,668	2,043,237	2,073,526	Total current liabilities		8,179,783	8,908,133	9,084,944
Prepaid expenses and other current assets	12	1,221,255	1,227,196	1,131,870	Long term liabilities:				
Assets held for sale	13	54,630	52,916	49,068	Long-term debt, excluding current installments	18	1,460,405	1,488,208	1,544,807
Total current assets		32,586,007	31,097,248	29,774,996	Lease liabilities	24	440,730	653,512	-
Non-current assets:					Deferred income tax	21	3,874,980	3,904,493	3,767,320
Property, plant and equipment, net	14	19,733,822	18,556,646	18,018,176	Employee benefits	22	592,294	487,810	302,818
Right-of-use assets	24	678,845	822,732	-	Total long term liabilities		6,368,409	6,534,023	5,614,945
Non-current biological assets	11	1,991,530	1,818,911	1,721,728	Total liabilities		14,548,192	15,442,156	14,699,889
Deferred income tax	21	261,934	245,272	103,826	Equity:	25			
Goodwill	15	1,650,716	1,578,994	1,631,771	Capital stock		1,174,432	1,174,432	1,174,432
Intangible assets	16	753,224	772,640	949,355	Share premium		413,423	414,516	414,470
Other non-current assets	17	818,922	810,048	665,742	Reserve for repurchase of shares		1,266,469	1,308,367	562,047
Total non-currents assets		25,888,993	24,605,243	23,090,598	Retained earnings		39,607,821	36,424,411	34,792,320
					Effects of derivatives classified as hedging instruments		(267,352)	(19,771)	(307)
					Foreign currency translation reserve		1,391,534	1,073,925	1,273,671
					Actuarial remeasurements, net	22	(268,692)	(195,905)	(120,378)
					Equity attributable to controlling interest		43,317,635	40,179,975	38,096,255
					Non-controlling interest		609,173	80,360	69,450
					Total equity		43,926,808	40,260,335	38,165,705
					Commitments	27			
					Contingencies	28			
					Susequent events	31			
Total assets	\$	58,475,000	55,702,491	52,865,594	Total liabilities and equity	\$	58,475,000	55,702,491	52,865,594

See accompanying notes to consolidated financial statements.

INDUSTRIAS BACHOCO, S.A.B. DE C.V. AND SUBSIDIARIES

Consolidated Statements of Profit and Loss and Other Comprehensive Income

Years ended December 31, 2020, 2019 and 2018

(Thousands of pesos, except share and per share amount)

			<u>2020</u>	<u>2019</u>	<u>2018</u>
	<u>Note</u>				
Net revenues		\$	68,792,002	61,655,245	61,052,092
Cost of sales	23		<u>(57,707,566)</u>	<u>(51,557,351)</u>	<u>(51,422,376)</u>
Gross profit			11,084,436	10,097,894	9,629,716
General, selling and administrative expenses	23		(6,420,397)	(6,116,620)	(6,024,406)
Other (expenses) income, net	30		<u>(362,527)</u>	<u>(4,734)</u>	<u>102,660</u>
Operating income			<u>4,301,512</u>	<u>3,976,540</u>	<u>3,707,970</u>
Finance income	29		1,173,520	991,632	1,140,749
Finance costs	29		<u>(291,329)</u>	<u>(610,368)</u>	<u>(332,168)</u>
Net finance income			<u>882,191</u>	<u>381,264</u>	<u>808,581</u>
Profit before income taxes			5,183,703	4,357,804	4,516,551
Income taxes	21		<u>1,211,611</u>	<u>1,124,978</u>	<u>1,154,978</u>
Profit for the year		\$	<u>3,972,092</u>	<u>3,232,826</u>	<u>3,361,573</u>
Other comprehensive income (loss) items:					
Items that may be reclassified subsequently to profit or loss:					
Currency translation effect		\$	317,609	(199,746)	5,650
Net effects of derivatives classified as hedging instruments			(247,581)	(19,464)	(307)
Items that will not be reclassified subsequently to profit or loss:					
Actuarial remeasurements	22		(103,982)	(107,897)	(30,629)
Income taxes related to actuarial remeasurements			<u>31,195</u>	<u>32,370</u>	<u>9,189</u>
Other comprehensive income			<u>(2,759)</u>	<u>(294,737)</u>	<u>(16,097)</u>
Comprehensive income for the year		\$	<u>3,969,333</u>	<u>2,938,089</u>	<u>3,345,476</u>
Profit attributable to:					
Controlling interest	26	\$	3,935,672	3,219,931	3,349,967
Non-controlling interest			<u>36,420</u>	<u>12,895</u>	<u>11,606</u>
Profit for the year		\$	<u>3,972,092</u>	<u>3,232,826</u>	<u>3,361,573</u>
Comprehensive income attributable to:					
Controlling interest		\$	3,932,913	2,925,194	3,333,870
Non-controlling interest			<u>36,420</u>	<u>12,895</u>	<u>11,606</u>
Comprehensive income for the year		\$	<u>3,969,333</u>	<u>2,938,089</u>	<u>3,345,476</u>
Weighted average outstanding shares	26		<u>599,818,022</u>	<u>599,971,832</u>	<u>599,980,734</u>
Basic and diluted earnings per share	26	\$	<u>6.56</u>	<u>5.37</u>	<u>5.58</u>

See accompanying notes to consolidated financial statements.

INDUSTRIAS BACHOCO, S.A.B. DE C.V. AND SUBSIDIARIES

Consolidated Statements of Changes in Stockholders' Equity

Years ended December 31, 2020, 2019 and 2018

(Thousands of pesos)

Note	Attributable to controlling interest									Non-controlling interest	Total equity
	Capital stock		Retained earnings		Accumulated other comprehensive income			Total			
	Capital stock	Share premium	Reserve for repurchase of shares	Retained earnings	Effects of derivatives classified as hedging instruments	Foreign currency translation reserve	Actuarial remeasurements net				
Balance at January 1, 2018	\$	1,174,432	414,385	493,141	32,367,912	-	1,268,021	(98,938)	35,618,953	58,975	35,677,928
Dividends paid	25	-	-	-	(852,000)	-	-	-	(852,000)	-	(852,000)
Dividends paid to non-controlling interest		-	-	-	-	-	-	-	-	(1,131)	(1,131)
Reserve for repurchase of shares		-	-	73,559	(73,559)	-	-	-	-	-	-
Repurchase and sale of shares	25	-	85	(4,653)	-	-	-	-	(4,568)	-	(4,568)
Comprehensive income for the year:											
Profit for the year		-	-	-	3,349,967	-	-	-	3,349,967	11,606	3,361,573
Other comprehensive income		-	-	-	-	(307)	5,650	(21,440)	(16,097)	-	(16,097)
Total comprehensive income for the year		-	-	-	3,349,967	(307)	5,650	(21,440)	3,333,870	11,606	3,345,476
Balance at December 31, 2018		1,174,432	414,470	562,047	34,792,320	(307)	1,273,671	(120,378)	38,096,255	69,450	38,165,705
Dividends paid	25	-	-	-	(840,000)	-	-	-	(840,000)	-	(840,000)
Dividends paid to non-controlling interest		-	-	-	-	-	-	-	-	(1,985)	(1,985)
Reserve for repurchase of shares		-	-	747,840	(747,840)	-	-	-	-	-	-
Repurchase and sale of shares	25	-	46	(1,520)	-	-	-	-	(1,474)	-	(1,474)
Comprehensive income for the year:											
Profit for the year		-	-	-	3,219,931	-	-	-	3,219,931	12,895	3,232,826
Other comprehensive income		-	-	-	-	(19,464)	(199,746)	(75,527)	(294,737)	-	(294,737)
Total comprehensive income for the year		-	-	-	3,219,931	(19,464)	(199,746)	(75,527)	2,925,194	12,895	2,938,089
Balance at December 31, 2019		1,174,432	414,516	1,308,367	36,424,411	(19,771)	1,073,925	(195,905)	40,179,975	80,360	40,260,335
Dividends paid	25	-	-	-	(791,744)	-	-	-	(791,744)	-	(791,744)
Dividends paid to non-controlling interest		-	-	-	-	-	-	-	-	(1,879)	(1,879)
Reserve for repurchase of shares		-	-	(39,482)	39,482	-	-	-	-	-	-
Repurchase and sale of shares	25	-	(1,093)	(2,416)	-	-	-	-	(3,509)	-	(3,509)
Increase in non-controlling interest in acquired business	25	-	-	-	-	-	-	-	-	494,272	494,272
Comprehensive income for the year:											
Profit for the year		-	-	-	3,935,672	-	-	-	3,935,672	36,420	3,972,092
Other comprehensive income		-	-	-	-	(247,581)	317,609	(72,787)	(2,759)	-	(2,759)
Total comprehensive income for the year		-	-	-	3,935,672	(247,581)	317,609	(72,787)	3,932,913	36,420	3,969,333
Balance at December 31, 2020	\$	1,174,432	413,423	1,266,469	39,607,821	(267,352)	1,391,534	(268,692)	43,317,635	609,173	43,926,808

See accompanying notes to consolidated financial statements.

INDUSTRIAS BACHOCO, S.A.B. DE C.V. AND SUBSIDIARIES

Consolidated Statements of Cash Flows

Years ended December 31, 2020, 2019 and 2018

(Thousands of pesos)

	Note	2020	2019	2018
Cash flows from operating activities:				
Profit for the year	\$	3,972,092	3,232,826	3,361,573
Adjustments for:				
Deferred income tax recognized in profit or loss	21	(109,443)	60,677	(91,869)
Current income tax recognized in profit or loss	21	1,321,054	1,064,301	1,246,847
Bargain purchase gain of domestic business acquisition	4	(90,889)		
Depreciation and amortization	14	1,735,146	1,286,443	1,226,917
Depreciation of right-of-use assets		307,757	302,804	
Intangible impairment loss	16	-	73,733	21,430
Loss (gain) on disposal of plant and equipment		12,987	(85,937)	23,227
Interest income earned	29	(705,986)	(991,632)	(1,077,507)
Interest expense and financial expense	29	291,038	330,119	332,168
Unrealized foreign exchange loss on loans		320,880	(139,830)	43,400
Subtotal		7,054,636	5,133,504	5,086,186
Derivative financial instruments		212,279	(11,528)	(13,391)
Accounts receivable, net		(335,742)	(306,588)	200,145
Due from related parties		12,988	(13,575)	227
Inventories		(850,655)	(133,572)	149,738
Current and non-current biological assets		(145,670)	(66,582)	(236,179)
Prepaid expenses and other current assets		32,866	(95,201)	(493,442)
Assets held for sale		(1,714)	(3,848)	455
Trade payable and other accounts payable		320,821	(38,542)	457,941
Due to related parties		4,138	(70,810)	92,262
Income taxes paid		(590,836)	(1,302,902)	(1,787,959)
Employee benefits		104,484	184,992	49,853
Net cash provided by operating activities		5,817,595	3,275,348	3,505,836
Cash flows from investing activities:				
Payments for acquisition of property, plant and equipment		(2,346,415)	(2,199,600)	(1,977,567)
Proceeds from sale of plant and equipment		23,802	197,059	32,455
Investment in securities at fair value through profit or loss		(832,038)	363,784	577,773
Investment in securities at fair value through other comprehensive income		(621,954)	(315,761)	-
Other assets		(26,569)	24,244	(27,983)
Interest collected		705,986	991,632	1,077,507
Net cash used in investing activities		(3,097,188)	(938,642)	(317,815)
Cash flows from financing activities:				
Payment for repurchase of shares	25	(15,594)	(10,729)	(6,454)
Proceeds from issuance of repurchased shares	25	12,085	9,255	1,887
Dividends paid	25	(791,744)	(840,000)	(852,000)
Dividends paid to non-controlling interest		(1,879)	(1,985)	(1,131)
Proceeds from borrowings	18	4,030,700	4,839,000	3,370,400
Principal payment on loans	18	(6,762,222)	(4,808,163)	(3,588,067)
Interest paid on lease	24	(53,639)	(37,797)	-
Interest paid	29	(237,399)	(292,322)	(332,168)
Payment of lease liability	24	(386,710)	(325,207)	-
Net cash used in by financing activities		(4,206,402)	(1,467,948)	(1,407,533)
Net (decrease) increase in cash and cash equivalents		(1,485,995)	868,758	1,780,488
Cash and cash equivalents at January 1		18,662,765	17,901,845	16,088,210
Effect of exchange rate fluctuations on cash and cash equivalents		109,604	(107,838)	33,147
Cash and cash equivalents at December 31	\$	17,286,374	18,662,765	17,901,845

See accompanying notes to consolidated financial statements.

INDUSTRIAS BACHOCO, S.A.B. DE C.V. AND SUBSIDIARIES

Notes to the Consolidated Financial Statements

Years ended December 31, 2020, 2019 and 2018

(Thousands of Mexican pesos, except amounts per share)

(1) Reporting entity

Industrias Bachoco, S.A.B. de C.V. and subsidiaries (hereinafter, “Bachoco” or the “Company”) is a publicly traded company and was incorporated on April 17, 1980, as a legal entity. The Company’s registered address is Avenida Tecnológico 401, Ciudad Industrial, Celaya, Guanajuato, Mexico.

The Company is engaged in breeding, processing and marketing poultry (chicken and eggs), swine and other products (primarily balanced animal feed). Bachoco is a holding company that has control over a group of subsidiaries (see note 5).

The shares of the Company are listed on the Mexican Stock Exchange (BMV for its Spanish acronym) under the ticker symbol “Bachoco,” and in the New York Stock Exchange (“NYSE”), under the ticker symbol “IBA”.

(2) Basis of preparation

a) Statement of compliance

The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (“IFRS”), issued by the International Accounting Standard Board (“IASB”).

On April 20, 2021, the accompanying consolidated financial statements and related notes were authorized for issuance by the Company’s Chief Financial Officer, Mr. Daniel Salazar Ferrer, for review and approval by the Audit Committee, Board of Directors and stockholders. In accordance with Mexican General Corporate Law and the Company’s bylaws, the stockholders are empowered to modify the consolidated financial statements after their issuance should they deem it necessary.

b) Basis of measurement

The accompanying consolidated financial statements were prepared on the historical cost basis (historical cost is generally based on the fair value of the consideration given in exchange for goods and services), except for the following items in the consolidated statement of financial position, which are measured at fair value:

- Derivative financial instruments for trading and hedging, and investment in securities at fair value through profit or loss and investment in securities at fair value through other comprehensive income
- Biological assets

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

In addition, for financial reporting purposes, fair value measurements are categorized into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurements in its entirety, which are described as follows:

Level 1 inputs are quoted prices in active markets for identical assets or liabilities.

Level 2 inputs are inputs, other than quoted prices included within Level 1, which are observable either directly or indirectly.

Level 3 inputs are unobservable inputs.

c) Functional and presentation currency

These consolidated financial statements are presented in thousands of Mexican pesos (pesos or \$), the official currency of Mexico, which is the currency in which the Company's accounting records are maintained and functional currency for most of its subsidiaries, except for foreign subsidiaries for which the U.S. dollar is the functional currency as well as the currency in which accounting records are maintained.

For disclosure purposes, in the notes to the consolidated financial statements, "thousands of pesos" or "\$" means thousands of Mexican pesos, and "thousands of dollars" means thousands of U.S. dollars.

When deemed relevant, certain amounts are included between parentheses as a translation into thousands of dollars, into thousands of Mexican pesos, or both, as applicable. These translations are performed for the convenience of the reader at the closing exchange rate issued by Bank of Mexico, which is \$19.95, \$18.89 and \$19.67 pesos to one U.S. dollar as of December 31, 2020, 2019 and 2018, respectively.

d) Use of estimates and judgments

The preparation of the consolidated financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and significant assumptions are reviewed on an ongoing basis. Changes in estimates are recognized in the period in which they occur and in any future periods affected.

The following are the critical accounting estimates and assumptions used by management in the application of the Company's accounting policies, which are significant to the amounts recognized in the consolidated financial statements.

Critical accounting judgments

i. Fair value of biological assets

The Company estimates the fair value of biological assets as the price that would be received or paid in an orderly transaction between market participants at the measurement date. As part of the estimate, the Company considers the maturity periods of such assets, the necessary time span for the biological assets to reach a productive stage, as well as future economic benefits obtained.

The balance of current biological assets includes hatching eggs, growing pigs and growing poultry, while the balance of non-current biological assets includes poultry in its different production stages, and breeder pigs.

Non-current biological assets are valued at production cost less accumulated depreciation or accumulated impairment losses, as there is no observable or reliable market for such assets. Additionally, the Company believes that there is no reliable method for measuring the fair value of non-current biological assets. Current biological assets are valued at fair value when there is an observable market, less estimated selling expenses.

ii. Business combinations or acquisition of assets

Management uses its professional judgment to determine whether the acquisition of a group of assets constitutes a business combination or acquisition of assets in accordance with IFRS. This determination may have a significant impact in how the acquired assets and assumed liabilities are accounted for, both on initial recognition and subsequent thereto.

iii. Aggregation of operating segments

The Company's chicken and egg operating segments are aggregated to present one reportable segment (Poultry) as they have similar products and services, production processes, classes of customers, methods used for distribution, the nature of the regulatory environment in which they operate, and similar economic characteristics as evidenced by similar five-year trends in average gross profit margins. These factors are evaluated at least annually.

iv. Discount rate estimation to calculate the present value of future minimum rent payments

The Company estimates the discount rate to be used in determining the lease liability, based on the incremental borrowing rate ("IBR").

The Company uses a two-level model, with which it determines the elements that make up the discount rate: (i) reference rate, and (ii) credit risk component. In such model, Management also considers its policies and practices to obtain financing, distinguishing between borrowings obtained at the corporate level (that is, by the holding company), or at the level of each subsidiary. Finally, for real estate leases, or in which there is significant and observable evidence of their residual value, the Company estimates and evaluates an adjustment for the characteristics of the underlying asset, taking into account the possibility that such asset may be granted as collateral or guarantee against the risk of default.

v. Estimate of the term of the lease contracts

The Company defines the term of the leases as the period for which there is a contractual payment commitment, considering the non-cancellable period of the contract, as well as the renewal and early termination options that are likely to be exercised. The Company participates in lease agreements that do not have a defined mandatory term, a defined renewal period (if it contains a renewal clause), or annual automatic renewals. Accordingly, to measure the lease liability, the Company estimates the term of the contracts considering their contractual rights and limitations, the business plan, as well as Management's intentions for the use of the underlying asset.

Additionally, the Company considers the early termination clauses of its contracts and the probability of exercising them, as part of its estimation of the lease term.

Key sources of estimation uncertainty on the application of accounting policies

i. Assessments to determine the recoverability of deferred tax assets

On an annual basis the Company prepares financial projections to determine if it will generate sufficient taxable income to utilize its deferred tax assets associated with deductible temporary differences, including tax losses and other tax credits.

ii. Useful lives and residual values of property, plant and equipment

Useful lives and residual values of intangible assets and property, plant and equipment are used to determine amortization and depreciation expense of such assets and are determined with the assistance of internal and external specialists, as deemed necessary.

Useful lives and residual values are reviewed periodically at least once a year, based on the current conditions of the assets and the estimate of the period during which they will continue to generate economic benefits to the Company. If there are changes in the related estimate, measurement of the net carrying amount of assets and the corresponding depreciation expense are affected prospectively.

iii. Measurements and disclosures at fair value

Fair value is a measurement based on the price a market participant would be willing to receive to sell an asset or pay to transfer a liability, and is not a measure specific to the Company. For some assets and liabilities, observable market transactions or market information may be available. For other assets and liabilities, observable market transactions and market information may not be available. However, the purpose of a measurement at fair value in both cases is to estimate the price at which an orderly transaction to sell the asset or to transfer the liabilities would be carried out among the market participants at the date of measurement under current market conditions.

When the price of an identical asset or liability is not observable, the Company determines the fair value using another valuation technique which maximizes the use of relevant observable information and minimizes the use of unobservable information. As the fair value is a measurement based on the market, it is measured using the assumptions that market participants would use when they assign a price to an asset or liability, including assumptions about risk.

iv. Impairment of long-lived assets and goodwill

The carrying amount of long-lived assets is reviewed for impairment when situations or changes in circumstances indicate that it is not recoverable, except for goodwill which is reviewed on an annual basis. If there are indicators of impairment, a review is carried out to determine whether the carrying amount exceeds its recoverable value and whether it is impaired. The recoverable value is the highest of the asset's fair value, less selling costs, and its value in use which is the present value of the future estimated cash flows generated by the asset. The value in use calculation requires the Company's management to estimate the future cash flows expected to arise from the asset and/or from the cash-generating unit and an appropriate discount rate in order to calculate present value.

v. Employee retirement benefits

The Company uses assumptions to determine the best estimate for its employee retirement benefits. Assumptions and estimates are established in conjunction with independent actuaries. These assumptions include: demographic hypotheses, discount rates and expected increases in remunerations and future employee service periods, among others. Although the assumptions are deemed appropriate, a change in such assumptions could affect the value of the employee benefit liability and the results of the period in which it occurs.

vi. Expected credit losses on accounts receivable

The expected credit losses on financial assets are estimated using a provision matrix based on the Company's historical experience of credit losses, adjusted for factors that are specific to each of the Company's customer and debtor groups, general economic conditions and an assessment of both current and forecast conditions at each reporting date.

vii. Contingencies

A contingent liability is defined as:

- A possible obligation that arises from past events and whose existence can only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company, or
- A present obligation that arises from past events but is not recognized because:
 - a. it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - b. the amount of the obligation cannot be measured with sufficient reliability.

The assessment of such contingencies requires the exercise of significant judgments and estimates on the possible outcome of those future events. The Company assesses the probability of loss arising from lawsuits and other contingencies with the assistance of its legal advisors. These estimates are reconsidered periodically at each reporting period.

viii. Uncertainties

Pandemics or disease outbreaks, such as the novel coronavirus ("COVID-19"), may alter consumption and trade patterns, supply chains, and production processes, which could affect the Company's business and results of operations.

e) COVID

In March 2020, the World Health Organization declared the COVID-19 a Global pandemic. As a result, measures established by the federal, state and local authorities in Mexico and the United, that required the forced closure of certain activities considered non-essential (businesses, non-essential government agencies, educational sector, among others) which negatively affected the operations of some of the Company's customers.

During 2020, Management performed an analysis to measure the financial impact on the Company derived from the possible effects of COVID 19, which included the following:

- Review of potential impairment of non-financial assets (including goodwill) - Based on medium and long-term projections, a possible impairment in goodwill and intangible assets has not been identified.
- Inventory valuation - The Company has not had a deterioration in the price of chicken and eggs. Due to the mobility restriction and in some cases of the forced closure in certain activities considered as non-essential, the Company had a negative impact in the demand from restaurant and hotel customers, mainly in the area of the Yucatan Peninsula of Mexico, which resulted in a change in the sales channels to home deliveries and sales by e-commerce platforms. This effect was offset by an increase in customer demand in self-service chains that has continued to date. As it relates to the acquisition of raw materials, even when there was volatility in the dollar exchange rate, the prices of the Company's main raw materials such as corn and soybean paste were not affected in terms of cost and supply. For other raw materials, although a lack of supply presented itself in certain cases, it did not significantly affect the Company's production activities.
- Provision for expected losses - The estimate for expected credit losses was reviewed and based on this analysis, Management considered that the allowance for doubtful accounts is sufficient to support an increase in credit risk for certain clients. During certain months of the year 2020, the level of the accounts receivable portfolio increased based on agreed terms and continues to be recovered considering the payment plans.
- Measurement at fair value - investments recognized at fair value consider all relevant market factors for their proper valuation.
- Breaches of agreements – The Company has fulfilled its commitments to suppliers and customers due to the fact that, as an essential sector, it has maintained its operations working normally, complying with the health protocols established by the competent authorities and due to its solid financial position.
- Going concern - The Company qualified as an essential activity in the markets it operates in and continues to operate normally with full operations in its farms, plants, distribution centers, logistics, supply chain and offices, despite partially working remotely in some of its corporate locations. Management has also implemented strict additional measures to guarantee the well-being of clients, suppliers and workers, as well as the quality and safety of its products, working in coordination with the health authorities and attending to all the recommendations issued by them.
- Labor relations have not been affected and no changes were made to contractual agreements with employees as the Company continues to operate normally.
- Liquidity risk management - The Company has sufficient liquidity to continue assuming its current and long-term commitments.

- Insurance recoveries related to business interruptions - The Company has insurance policies to cover business continuity, however, it is not expected that they will be used because it will continue to operate normally as it is considered to be an essential activity.
- Income tax considerations - So far, no adverse tax impact is anticipated as a result of the pandemic.

During 2020, the approximate amount of expenses incurred as non-recurring derived from the COVID-19 pandemic was \$339,000.

As the products that the Company manufactures and its industry is considered essential, there were no significant adverse effects on its consolidated position and financial performance resulting from COVID-19.

As the date of issuance of the consolidated financial statements, the Company does not consider that it should substantially modify its budgets and / or financial projections or recognize significant losses in the valuation of its monetary and non-monetary assets. However, there is no guarantee that in the future the financial situation could be affected if the negative effects of the disruption to the national and global economy are significantly altered.

f) Issuance of new IFRS

i. New and amended IFRS that affect reported balances and/or disclosures in financial statements

In the current year, the Company adopted a series of new and amended IFRS issued by the IASB which went into effect on January 1, 2020 as it relates to its consolidated financial statements.

Initial impact of the application of the of Interest Rate Benchmark Reform (Amendment to IFRS 9, IAS 39, and IFRS 7).

In September 2019, the IASB issued the document amendments to IFRS 9, IAS 39 and IFRS 7. These amendments modify specific requirements of hedge accounting, to allow hedge accounting to continue for the affected hedges during the period of uncertainty before the coverage of items or instruments affected by the current interest rate benchmark is modified as a result of the ongoing interest rate benchmark reforms.

These modifications affect for the Company since it applies hedge accounting to its exposure to interest rate benchmark. The impacts of the modifications applied to the Company's accounting are as follows:

- The Company has a variable rate of debt, indexed to IBOR, which hedges cash flows using interest rate swaps.
- The Company will retain the accumulated gains or losses by reserving the hedge of cash flows designated to cash flows that are subject to the Interest Rate Benchmark Reform, even if there is some uncertainty about the Interest Rate Benchmark Reform regarding the time and quantity of the cash flow hedged items. The Company should consider that future cash flow hedges are not expected to occur due to reasons other than those of the Interest Rate Benchmark Reform, accumulated gains or losses will be immediately reclassified to results.

Its adoption has not had any material impact on the disclosures or the amounts reported in these consolidated financial statements.

Initial impact of concessions applied to Income under IFRS 16 due to issues related to COVID-19

In May 2020, the IASB issued the amendment to IFRS 16, COVID-19 Related Rent Concessions that provides practical resources for tenant rental concessions that occurred as a direct consequence of COVID-19, thus introducing a practical expedient for IFRS 16. The practical expedient allows a tenant the choice to assess whether a COVID-19 related rental concession is a lease modification. The lessee making this choice must account for any change in rent payments resulting from the COVID-19 rental concession applying IFRS 16 as if the change were not a modification to the lease.

The practical expedient applies only to rental concessions that occur as a direct consequence related to COVID-19 and only if the following conditions are met:

- The change in lease payments results in a consideration that is substantially the same as, or less than, the lease consideration immediately prior to the change.
- Any reduction in lease payments only affects payments due on or before June 30, 2021 (a rental concession meets this condition if it results in a reduction in payments before June 30, 2021 or increases payments of lease after June 30, 2021); and
- There is no substantive change in any other clause or condition of the lease.

The Company has not had any material impact for these amendments to IFRS 16 because it did not have any applicable rental concessions.

Amendments to the Reference to the Conceptual Framework in IFRS

The Company has adopted the amendments included in *Amendments to the Reference to the Conceptual Framework in IFRS* for the first time this year. The amendments include derivative amendments to the affected standards that now refer to the new *Conceptual Framework*. Not all amendments, however, update such pronouncements with respect to *Conceptual Framework* references and phrases that refer to the revised *Conceptual Framework*. Some pronouncements are only updated to indicate which version of the *Conceptual Framework* they refer to (the IASB *Conceptual Framework* adopted by the IASB in 2001, the IASB *Conceptual Framework* of 2010, or the new and revised *Conceptual Framework* of 2018) or to indicate the definitions of the standards that have not been updated with the new definitions developed in the revised *Conceptual Framework*.

The standards that have had modifications are IFRS 2, IFRS 3, IFRS 6, IFRS 14, IAS 1, IAS 8, IAS 34, IAS 37, IAS 38, IFRIC 12, IFRIC 19, IFRIC 20, IFRIC 22, and SIC-32.

The adoption of these amendments had no impact on the Company's consolidated financial statements.

Amendments to IFRS 3 Definition of a business

The amendments clarify that, while businesses usually have outputs, outputs are not required for a series of integrated activities and assets to qualify as a business. To be considered a business, a series of activities and acquired assets must include, as a minimum, an input and a substantial process that together contribute significantly to the ability to generate outputs.

Additional guidance is provided to help determine if a substantial process has been acquired.

The amendments introduce an optional test to identify fair value concentration, which allows a simplified assessment of whether a series of activities and assets acquired is not a business if substantially all of the fair value of gross assets acquired is concentrated in a unique identifiable asset, or a group of similar assets.

The amendments apply prospectively to all business combinations and asset acquisitions whose acquisition date is on or after the first reporting period beginning on or after January 1, 2020, with early adoption permitted.

Its adoption has not had any material impact on the disclosures, or the amounts reported in these consolidated financial statements.

Amendments to IAS 1 and IAS 8 Definition of materiality

The amendments are intended to simplify the definition of materiality in IAS 1, making it easier to understand and are not intended to alter the underlying concept of materiality in IFRS Standards. The concept of obscuring material information with immaterial information has been included in the new definition.

The limit for influential materiality for users has been changed from "could influence" to "could reasonably be expected to influence".

The definition of materiality in IAS 8 has been replaced by a reference to the definition of materiality in IAS 1. In addition, the IASB amended other standards and the Conceptual Framework that contained a definition of materiality or reference to the term materiality to ensure consistency.

The amendment will be applied prospectively for reporting periods beginning on or after January 1, 2020, with early application permitted.

The adoption of these improvements had no impact on the Company's consolidated financial statements.

ii. New IFRS issued but not yet effective

As of the date of these financial statements, the Company has not applied the following new and revised IFRS that have been issued but are not yet effective.

IAS 39, IFRS 7, IFRS 4 and IFRS 16	Phase 2 of the Interest Rate Benchmark Reform (IBOR)
IFRS 17	Insurance Contracts
IFRS 10 and IAS 28 (amendments)	Sale or contribution of assets between an investor and its associate or joint venture
Amendments to IAS 1	Classification of liabilities as current or non-current.
Amendments to IFRS 3	Definition of a business
Amendments to IAS 16	Property, Plant and Equipment - before being used
Amendments to IAS 37	Onerous contracts - costs of fulfilling a contract

Annual improvements to
IFRS 2018-2020 cycle

Amendments to IFRS 1 First adoption of International Financial Reporting Standards, IFRS 9 Financial Instruments, IFRS 16 Leases and IAS 41 Agriculture

Additionally, the Company is continuously monitoring the progress of the interest rate benchmark reform project that modifies the regulations as mentioned below:

Phase 2 of the interest rate benchmark reform (IBOR- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)

Interbank rates benchmark such as LIBOR, EURIBOR, and TIBOR, which represent the cost of obtaining unsecured funds, have been questioned about their viability as long-term funding benchmarks. The changes in the reform of the interest rates benchmark in its phase 2, refer to the modifications of financial assets, financial liabilities and lease liabilities, requirements for hedge accounting and disclosure of financial instruments. These improvements are effective as of January 1, 2021 with retrospective application, without it required to redo the comparative periods.

With respect to modifying financial assets, financial liabilities and lease liabilities, the IASB introduced a practical expedient that involves updating the effective interest rate.

On the other hand, with regard to hedge accounting, the hedge relationships and documentation must reflect the modifications to the hedged item, the hedging instrument and the risk to be hedged. Hedging relationships must meet all criteria for applying hedge accounting, including effectiveness requirements.

Finally, with respect to disclosures, entities must disclose how they are managing the transition to alternative benchmark rates and the risks that may arise from the transition; in addition, they must include quantitative information on financial assets and non-derivative financial liabilities, as well as non-derivative financial instruments, that continue under the reference rates subject to the reform and the changes that have arisen to the risk management strategy.

The Company is in the process of evaluating the impacts derived from the application of these amendments.

IFRS 17 Insurance Contracts

IFRS 17 establishes the principles for the recognition, measurement, presentation and disclosure of insurance contracts and replaces IFRS 4 - Insurance contracts.

IFRS 17 describes a general model, which is modified for insurance contracts with direct participation features, which is described as the Variable Rate Approach. The general model is simplified if certain criteria are met when measuring the liability for remaining coverage using the premium allocation method.

The general model will use current assumptions to estimate the amount, timing and uncertainty of future cash flows and will explicitly measure the cost of that uncertainty, taking into account market interest rates and the impact of options and guarantees of the insured.

In June 2020, the IASB issued the amendments to IFRS 17 to address the concerns and implementation of the changes that were identified after IFRS 17 was published. The amendments defer the date of initial application of IFRS 17 (incorporating the amendments) to the annual report beginning on or after January 1, 2023. At the same time, the IASB issued a Temporary Extension of Exemption to Apply IFRS 9 (Amendments to IFRS 4) that extends the expiration date of the temporary exception to apply IFRS 9 to IFRS 4 for annual periods beginning on or after January 1, 2023.

IFRS 17 should be applied retrospectively unless it is not practical, in which case the retrospective approach will be modified, or the fair value approach will be applied.

In accordance with the transition requirements, the date of initial application is the beginning of the annual reporting period in which the entity first applies the Standard and, the transition date is the beginning of the period immediately preceding the date of the initial application.

Amendments to IAS 1 Classification of Liabilities as Current and Non-Current

The amendments to IAS 1 affect only the presentation of liabilities as current and non-current in the statement of financial position and not the amount or timing at which any asset, liability, income or expense is recognized, or the information disclosed about those items.

The amendments clarify that the classification of liabilities as current and non-current is based on the rights to exist at the end of the reporting period, specify that the classification is not affected by expectations about whether the entity will exercise the right to defer settlement of the liability, explain that rights exist if there are covenants to be met at the end of the reporting period, and introduce a definition of ‘arrangement’ to make it clear that the arrangement refers to the transfer of cash from the counterparty, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after January 1, 2023, with early application permitted.

Amendments to IFRS 3 - Reference to the Conceptual Framework

The amendments update IFRS 3 so that it can refer to the 2018 *Conceptual Framework* instead of the 1989 Framework. They also added a requirement that, for obligations within the scope of IAS 37, a buyer applies IAS 37 to determine whether the acquisition date is a present obligation or exists as a result of a past event. For liens that are within the scope of IFRIC 21 - Liens, the buyer applies IFRIC 21 to determine whether the obligation gives rise to a liability to pay the lien that occurred at the acquisition date.

Finally, the amendments add an explicit statement that the buyer will not recognize a contingent asset acquired from a business combination.

The amendments are effective for business combinations for which the acquisition date is on or after the initial period of the first annual period beginning on or after January 1, 2022. With an option for early application if the entity also applies all other updated references (published together with the *Conceptual Framework*) at the same time or early.

Amendments to IAS 16 - Property, Plant and Equipment - before Intended Use.

The amendments prohibit the deduction from the cost of an asset of property, plant or equipment of any revenue from selling the asset after it is ready for use, for example, revenue while the asset is being brought to the location and the necessary refurbishment is being carried out to make it operable in the manner intended by management. Accordingly, an entity should recognize those sales revenues and costs in profit or loss. The entity measures the costs of these items in accordance with IAS 2 *Inventories*.

The amendments clarify the meaning of ‘testing whether an asset is functioning properly’. IAS 16 now specifies this as an assessment in which the physical and technical performance of the asset is capable of being used in the production or supply of goods or services, for rental or other, or administrative purposes.

If not presented separately in the statement of comprehensive income, the financial statements must disclose the amounts of revenues and costs in income related to items that are not an outflow from the entity's ordinary activities in the line item(s) in the statement of comprehensive income where revenues and costs are included.

The modifications are applied retrospectively, but only to items of property, plant and equipment that are brought to the location and condition necessary for them to be able to operate as management intends on or after the beginning of the period in which the entity's financial statements in which the modifications are first applied.

The Company shall recognize the cumulative effect of the initial application of the amendments as a balance sheet adjustment to retained earnings (or an appropriate component of equity) at the beginning of the earliest period presented.

The amendments are effective for annual periods beginning on January 1, 2022 with an option for earlier application.

Amendments to IAS 37 - Onerous Contracts - Costs of Fulfilling a Contract

The amendments specify that the ‘costs of fulfilling’ a contract comprise ‘costs directly related to the contract’. Costs that relate directly to a contract consist of incremental costs and costs of fulfilling a contract (e.g., labor or materials) and the allocation of other costs that relate directly to fulfilling a contract (such as the allocation of depreciation to items of property, plant and equipment to fulfill the contract).

The amendments apply to contracts in which the entity has not yet complied with all of its obligations at the beginning of the annual reporting period in which the entity applies the amendments for the first time. Comparatives should not be restated. Instead, an entity should recognize the cumulative effect of the initial application of the amendments as a balance sheet adjustment to retained earnings or such other component of equity, as appropriate, for the date of initial application.

The amendments are effective for annual periods beginning on or after January 1, 2022, with an option for earlier application.

Annual Amendments to IFRS standards 2018-2020

The Annual Amendments include amendments to four standards.

IFRS 1 *First-time Adoption of International Financial Reporting Standards*, the amendment provides additional relief for a subsidiary that adopts for the first time after its parent with respect to accounting for cumulative translation differences. As a result of the amendments, a subsidiary using the IFRS 1: D16(a) exception may now elect to measure the cumulative translation effects of foreign operations at the carrying amount that is included in the parent's consolidated statements, based on the parent's date of transition to IFRS, if there were no adjustments for consolidation procedures and for the effects of business combinations in which the parent acquired the subsidiary. A similar election is available for an associate or joint venture that uses the exception in IFRS 1: D16(a).

The amendment is effective for periods beginning on or after January 1, 2022, with an early adoption option.

IFRS 9 *Financial Instruments*, the amendment clarifies that when applying the '10%' test to assess whether a financial liability should be derecognized, an entity includes only the paid fees or received between the entity (the borrower) and the lender, including paid fees or received by the entity or the lender. The amendments are applied prospectively to modifications or changes that occur on or after the date the entity first applies the amendment.

The amendment is effective for annual periods beginning on or after January 1, 2022, with an option for earlier application.

IFRS 16 *Leases*, the amendments eliminate the figure of reimbursement for leasehold improvements. As the amendments to IFRS 16 are only in respect of an illustrative example, no commencement date has been established.

IAS 41 *Agriculture*, the amendments remove the requirement in IAS 41 for entities to exclude cash flows for tax purposes when measuring fair value. This aligns the fair value measurement in IAS 41 with the requirements of IFRS 13 *Fair Value Measurement* to be consistent with cash flows and discount rates and allows preparers to determine whether cash flows and discount rates are used on a pre-tax or after-tax basis as is more appropriate to estimate fair value. The amendments are applied prospectively, i.e., the fair value measurement on or after the initial date of application of the amendments applied to the entity.

The amendments are effective for annual periods beginning on or after January 1, 2022, with an option for initial adoption.

The Company does not expect the adoption of the standards to have a material impact on the consolidated financial statements in future periods.

(3) Significant accounting policies

The significant accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

a) Basis of consolidation

i. Subsidiaries

Subsidiaries are entities controlled by the Company. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control is lost (see note 5).

Profits and losses of subsidiaries acquired or sold during the year are included in the consolidated statements of profit and loss and other comprehensive income from the acquisition date to the disposal date.

Where necessary, the financial statements of subsidiaries are adjusted to align their accounting policies with the Company's consolidated accounting policies.

ii. Transactions eliminated in consolidation

Significant intercompany balances and transactions, and any unrealized gains and losses arising from transactions between consolidated companies have been eliminated in preparing these consolidated financial statements.

iii. Non-controlling interest

Non-controlling interests in subsidiaries are identified separately from the Company's capital in them. Non-controlling shareholders' interests that are current ownership interests that entitle their holders to a proportionate share of the net assets at liquidation may be initially measured at fair value or the non-controlling share of fair value, the identifiable network of the acquiree. The choice of measure is made acquisition by acquisition. Other non-controlling interests are initially measured at fair value. Post-acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the participation of non-controlling interests in subsequent changes in capital. Total comprehensive income is attributed to non-controlling interests even if this results in non-controlling interests having a negative balance.

iv. Business combinations

Business combinations are accounted for using the acquisition method. For each business combination, any non-controlling interest in the acquiree is valued either at fair value or according to the proportionate interest in the acquiree's identifiable net assets.

In a business combination, the Company evaluates the assets acquired and the liabilities assumed for proper classification and designation according to the contractual terms, economic circumstances and relevant conditions at the acquisition date.

Goodwill is originally valued at cost and represents any excess of the transferred consideration over the net assets acquired and liabilities assumed. If the net amount of identifiable acquired assets and assumed liabilities as of the acquisition date exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquired entity and the fair value of the prior shareholding of the acquirer in the acquired entity (if any), any excess is immediately recognized in the consolidated statement of profit and loss and other comprehensive income as a bargain purchase gain.

Transaction costs, other than those associated with the issuance of debt or equity securities, that the Company incurs related to a business combination are expensed as incurred.

Certain contingent consideration payable are measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not re-measured and settlement is accounted for within equity. Otherwise, subsequent changes in the fair value of the contingent consideration are recognized in profit and loss.

b) Foreign currency

i. Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of the Company at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain and loss on monetary items is the difference between amortized cost in the functional currency at the beginning of the period, adjusted for interest and principal payments during the period, and the amortized cost in foreign currency translated at the exchange rate at the end of the reporting period.

Non-monetary items that are measured at historical cost in a foreign currency are translated using the exchange rate at the date of the transaction.

ii. Translation of foreign operations

Assets and liabilities, including goodwill and fair value adjustments arising on acquisition, of foreign operations whose functional currency differs from the reporting currency, are translated into Mexican pesos at the exchange rates at the reporting date. Income and expenses are translated to pesos at the average exchange rate of the period of the transactions.

Foreign currency differences associated with translating foreign operations into the reporting currency (Mexican peso) are recognized in other comprehensive income and presented in the foreign currency translation reserve in stockholders' equity.

Foreign exchange gains and losses arising from amounts receivable or payable to a foreign operation, whose settlement is neither planned nor likely in the foreseeable future, are considered part of a net investment in a foreign operation and are recognized under the other comprehensive income account and presented within stockholders' equity in the foreign currency translation reserve. For the years ended December 31, 2020, 2019 and 2018 the Company did not enter into such transactions.

c) Financial instruments

i. Financial assets

Classification of financial assets

The Company classifies and measures its financial assets under the following criteria:

- The Company's debt instruments are subsequently measured at amortized cost if the financial asset is maintained in a business model whose objective is to hold financial assets with the objective of obtaining contractual cash flows; and the contractual terms of the financial asset give rise on specific dates to cash flows that are only principal and interest payments on the amount of the principal.

- Furthermore, debt instruments are subsequently measured at fair value through other comprehensive income if the financial asset is maintained within a business model whose objective is met by obtaining contractual cash flows and selling financial assets; and the contractual terms of the financial asset give rise, on specific dates, to cash flows that are only principal and interest payments on the outstanding amount of the principal.
- By default, all other financial assets are subsequently measured at fair value through profit and loss.

Recognition and derecognition of financial assets

Assets are initially recognized on the date of the contract in which the Company becomes a member of the contractual provisions of the instruments and they are initially valued at their fair value. Transaction costs that are directly attributable to the acquisition or issuance of financial assets and liabilities (other than financial assets at fair value through profit or loss) are added to or reduced from the fair value of the financial assets or liabilities, where applicable, at initial recognition. Transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are recognized immediately in profit or loss.

All regular purchases or sales of financial assets are recognized and derecognised on a trade date. Regular purchases or sales are purchases or sales of financial assets that require the delivery of assets within the period established by the regulation or usual practices in the market.

All recognized financial assets are subsequently measured in full, either at amortized cost or fair value, according to the classification of financial assets.

Financial assets of the Company include cash and cash equivalents, investment in securities at fair value through profit or loss, derivative financial instruments and trade receivables.

The Company initially recognizes accounts receivable and cash equivalents on the date that they arise. All other financial assets (including assets measured at fair value through profit and loss) are initially recognized on the trading date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognizes a financial asset when the contractual rights to cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which all the risks and rewards of ownership of the financial asset are substantially transferred.

Financial assets and liabilities are offset and the net amount is presented in the consolidated statement of financial position solely if the Company has a legal right to offset the amounts and intends either to settle them on a net basis of financial assets and liabilities or otherwise realize the asset and settle the liability simultaneously.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date, which are subject to an insignificant risk of changes in their fair value, and are used by the Company in the management of its short-term commitments.

Receivables

Receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognized initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, receivables are measured at amortized cost. Receivables comprise trade, due from related parties and other receivables.

Impairment of financial assets

The Company evaluates whether its financial assets accounted for at amortized cost and at fair value through other comprehensive income are impaired on the basis of losses due to expected credit losses.

The amount of expected credit losses is updated on each reporting date to reflect changes in credit risk since the initial recognition of the respective financial instrument.

The Company recognizes lifetime expected credit losses for commercial accounts receivable, contract assets and accounts receivable for leases. The expected credit losses on these financial assets are estimated using a provision matrix based on the Company's historical experience of credit losses, adjusted for factors that are specific to the debtors, the general economic conditions and management's assessment of both the current and forecast conditions at the reporting date, including the time value of money when appropriate.

For all other financial instruments, the Company recognizes the lifetime expected credit loss when there has been a significant increase in credit risk since the initial recognition. However, if the credit risk in the financial instrument has not increased significantly since the initial recognition, the Company measures the provision for losses for that financial instrument in an amount equal to the 12-month expected credit losses.

The Company considers a significant increase in credit risk to have occurred when the financial investment asset's credit rating falls to the level of speculation, or when the rating provided by external ratings agencies has decreased by more than 2 levels with respect to the level at which it was acquired. Additionally, the Company considers that default has occurred when a financial asset is more than 90 days past-due, unless there is reasonable and reliable information demonstrating that a later default criterion is more appropriate.

ii. Financial liabilities

Debt and/or equity instruments are classified as financial liabilities or as equity according to the substance of the contractual agreement and the definitions of liability and equity.

All financial instrument liabilities are initially recognized on the trade date, which is the date that the Company becomes a party to the contractual provisions of the instrument.

The Company derecognizes a financial instrument liability when its contractual obligations are met, cancelled or expire.

The Company has the following non-derivative financial instrument liabilities: short-term and long-term debt, and trade and other payables and accounts payable to related parties.

The aforementioned financial liabilities are originally recognized at fair value, plus costs directly attributable to the transaction. Subsequently, these financial liabilities are measured at amortized cost using the effective interest method or at fair value through profit or loss during their contractual term.

iii. Derivative financial instruments

The Company participates in a variety of derivative financial instruments to manage its exposure to exchange rate risks, including currency forward contracts.

Derivative financial instruments entered into for fair value hedging or for trading purposes are initially recognized at fair value; any attributable transaction costs are recognized in profit and loss as incurred. Government grants are recognized initially as a liability, and subsequently recognized to profit and loss as the related obligation is settled. Subsequent to the initial recognition, such derivative financial instruments are measured at fair value, and changes in such value are immediately recognized in profit and loss unless the derivative is designated and is effective as a hedging instrument, in which case, its recognition in profit and loss will depend on the nature of the hedging.

Fair value of derivative financial instruments that are traded in recognized financial markets is based on quotes issued by these markets; when a derivative financial instrument is traded in the “*Over the Counter*” market, the fair value is determined based on internal models and market inputs accepted in the financial environment.

A derivative with a positive fair value is recognized as a financial asset, while a derivative with a negative fair value is recognized as a financial liability. Derivatives are not offset in the financial statements unless the Company has both the legal right and the intention to offset. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realized or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

The Company analyzes if there are embedded derivatives that should be segregated from the host contract and accounted for separately if the economic characteristics and risks of the host contract and the embedded derivative are not closely related. A separate instrument with the same terms as those of the embedded derivative meets the definition of a derivative, and the combined instrument is not measured at fair value through profit and loss. Changes in fair value of the separable embedded derivatives are immediately recognized in profit and loss.

iv. Hedge Accounting

The Company designates certain derivatives as hedging instruments with respect to foreign currency risk with fair value hedges, cash flow hedges or hedges of net investments in foreign operations. Firm commitments that hedge foreign currency risk are accounted for as cash flow hedges.

At the beginning of the hedge relationship, the Company documents the relationship between the hedging instrument and the hedged item, together with its risk management objectives and its strategy to carry out various hedging transactions. In addition, at the beginning of the hedge and on an ongoing basis, the Company documents whether the instrument is effective to offset changes in the fair values or cash flows of the hedged item attributable to the hedged risk, which is when the hedging relationships comply with all of the following coverage effectiveness requirements:

- There is an economic relationship between the hedging instrument and the hedged item;
- The effect of credit risk does not dominate the value of the changes resulting from the economic relationship; and
- The coverage ratio of the coverage ratio is the same as that resulting from the amount of the hedged item that the Company actually covers and the amount of the hedging instrument that the Company actually uses to cover that amount of the hedged item.

If the hedging instrument no longer meets the effectiveness requirement related to the hedging relationship, but the risk management objective for that designated hedging relationship remains the same, the Company adjusts the hedging relationship (that is, rebalances) so that it meets the qualification criteria again.

The Company designates the entire change in the fair value of a forward contract (that is, it includes the forward elements) as the hedging instrument for all its hedging relationships that involve forward contracts.

The Company designates only the intrinsic value of option contracts as a hedged item, that is, excluding the time value of the option. Changes in the fair value of the option are recognized in other comprehensive income and are accumulated in the cost of the hedge reserve. If the hedged item is related to the transaction, the fair value is reclassified to profit or loss when the hedged item affects the profit or loss. If the hedged item is related to the period of time, then the accumulated amount in the cost of the hedge reserve is reclassified to profit or loss in a rational manner: the Company amortizes the accumulated hedge reserve to profit or loss using the straight-line method. These reclassified amounts are recognized in profit or loss on the same line as the hedged item. If the hedged item is a non-financial item, the accumulated amount in the cost of the hedge reserve is eliminated directly from equity and is included in the initial carrying amount of the recognized non-financial item. In addition, if the Company expects that part or all of the accumulated loss in the cost of the hedge reserve will not be recovered in the future, that amount will be reclassified immediately to results.

v. Capital stock

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of ordinary shares are recognized as a deduction from equity, net of any tax effects.

Stock repurchase

When share capital recognized as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognized as a deduction from equity. Repurchased shares are classified as treasury shares and are presented in the reserve for repurchase of shares. When treasury shares are sold or are re-issued subsequently, the amount received as well as the resulting surplus or deficit on the transaction is recognized in equity.

d) Property, plant and equipment**i. Recognition and measurement**

Property, plant and equipment, except for land, are recorded at acquisition cost less accumulated depreciation and any accumulated impairment losses. Land is measured at the acquisition costs less any accumulated impairment losses.

Acquisition cost includes the purchase price, as well as any cost directly attributable to the acquisition of the asset, including all costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

When components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

An item of property, plant and equipment is derecognized at the time of disposal or when no future economic benefits are expected to arise from the continued use of the asset. Gains or losses on the sale of an item of property, plant and equipment are determined by comparing the proceeds from the sale with the carrying amount of property, plant and equipment, and are recognized net under “other income (expenses)” in profit and loss for the year.

ii. Subsequent costs

The replacement cost of an item of property, plant and equipment is capitalized if the future economic benefits associated with the cost are expected to flow to the Company and the related cost is reliably determined. The carrying amount of the replaced item is written off from the accounting records. Maintenance and repair expenses related to property, plant and equipment are expensed as incurred.

iii. Depreciation

Depreciation is calculated over the cost of the asset less its residual value, using the straight line method, based on the estimated useful life of the assets. Depreciation is recognized in profit and loss beginning from the time when the assets are available for use.

Below are the estimated useful lives for 2020, 2019 and 2018:

	<u>Average useful Life</u>
Buildings	46
Machinery and Equipment	19
Vehicles	11
Computers	8
Furniture	11

The Company has estimated the following residual values as of December 31, 2020, 2019 and 2018:

	<u>Residual Value</u>
Buildings	9%
Machinery and Equipment	8%
Vehicles	5%
Computers	0%
Furniture	2%

e) Goodwill

Goodwill arises as a result of the acquisition of a business over which control is obtained and is measured at cost less cumulative impairment losses; it is subject to annual tests for impairment.

f) Intangible assets

They are mainly comprised of trade names and customer relationships derived from the acquisition of businesses in the United States of America. The cost of intangible assets acquired through a business combination represents their fair value at the acquisition date and they are recognized separately from goodwill. Subsequently, they are valued at cost less amortization and accumulated impairment losses.

Intangible assets are classified as having a definite or indefinite life. Those with a defined life are amortized under the straight-line method during their estimated life and when there are impairment indicators, they are tested for impairment. The amortization methods and the useful life of the assets are reviewed and adjusted, if necessary, at the date of each statement of financial position. Amortization is charged to income in the general expenses category. Those with an indefinite life are not amortized, but are subject to impairment tests at least annually.

g) Biological assets

Biological assets whose fair value can be measured reliably are measured at fair value less costs of sale, with any change therein recognized in profit and loss. Costs of sale include all costs that would be necessary to sell the assets, excluding finance costs and income taxes.

The Company's biological assets consist of growing poultry, poultry in its different production stages, hatching eggs, breeder pigs, and growing pigs.

When fair value cannot be reliably, verifiably and objectively determined, assets are valued at production cost less accumulated depreciation, and any cumulative impairment loss. Depreciation related to biological assets forms part of the cost of inventories and current biological assets and is ultimately recognized within cost of sales in the statement of profit and loss and other comprehensive income.

Depreciation of poultry and breeder pigs is estimated based on the expected future life of such assets and is calculated on a straight-line basis.

	Expected average useful life (weeks)
Poultry in its different production stages	40-47
Breeder pigs	156

Biological assets are classified as current and non-current assets, based on the nature of such assets and their purpose, whether for commercialization or for reproduction and production.

h) Leased assets

Until December 31, 2018 operating lease rentals paid by the Company were recognized in profit and loss using the straight-line method over the lease term, even though payments may not be made on the same basis.

Assets held under finance leases were depreciated over their expected useful lives on the same basis as owned assets. However, when there is no reasonable certainty that ownership will be obtained at the end of the lease term, assets are depreciated over the shorter of the lease term or their useful lives.

During 2020 and 2019, the Company evaluates whether a contract is or contains a lease at the beginning of the contract term. A lease is defined as a contract that grants the right to control the use of an identified asset, for a specified period, in exchange for consideration. The Company recognizes a right-of-use asset and a corresponding lease liability, with respect to all the lease agreements in which it operates as lessee, except in the following cases: short-term leases (defined as leases with a term of lease less than 12 months); low-value asset leases (defined as asset leases with an individual market value of less than 5 thousand dollars); and, the lease contracts whose payments are variable (without any fixed contractually defined payment). For these contracts that exclude the recognition of a right-of-use asset and a lease liability, the Company recognizes rental payments as a straight-line operating expense during the lease term.

The right-of-use asset is made up of discounted lease payments at present value; direct costs of obtaining a lease; advance lease payments; and the dismantling or asset removal obligations. The Company depreciates the right-of-use asset over the shorter period of the lease term and the useful life of the underlying asset; In this sense, when a purchase option in the lease is likely to be exercised, the right-of-use asset depreciates over its useful life. Depreciation begins on the start date of the lease.

The lease liability is measured at initial recognition by discounting future minimum income payments at present value according to a term, using a discount rate that represents the cost of obtaining financing in an amount equivalent to the value of the contract's income, for the acquisition of the underlying asset, in the same currency and for a period similar to the corresponding contract (incremental borrowing rate). When the contract payments contain non-lease components (services), the Company has chosen, for some asset classes, not to separate them and to measure all payments as a single lease component; however, for the rest of the asset classes, the Company measures the lease liability only considering the payments of components that are rents, while the services implicit in the payments are recognized directly in results as operating expenses.

To determine the term of the lease, the Company considers the mandatory term, including the probability of exercising any right to extend the term and / or an early termination.

Subsequently, the lease liability is measured by increasing the book value to reflect the interest on the lease liability (using the effective interest method) and reducing the book value to reflect the rental payments made.

When there are modifications to the lease payments for inflation, the Company remits the lease liability from the date the new payments are known, without reconsidering the discount rate. However, if the modifications are related to the term of the contract or the exercise of a purchase option, the Company re-evaluates the discount rate in the measurement of the liability. Any increase or decrease in the value of the lease liability subsequent to this re-measurement is recognized by increasing or decreasing to the same extent, as the case may be, the value of the right-of-use asset.

Finally, the lease liability is derecognized at the time the Company pays all of the contract's payments. When the Company determines that it is probable that it will exercise an early termination from the contract that merits a cash outlay, said consideration is part of the re-measurement of the liability mentioned in the preceding paragraph; however, in those cases in which the early termination does not imply a cash outlay, the Company pays the lease liability and the corresponding right of use asset, recognizing the difference between the two immediately in the consolidated statement of income.

i) Inventories

Inventories are measured at the lower of cost and net realizable value. The cost of inventories is based on average cost, and includes expenditures incurred for acquiring inventories, production or transformation costs, and other costs incurred for bringing them to their present location and condition.

Agricultural products derived from biological asses are processed chickens and commercial eggs.

Net realizable value is the estimated selling price in the ordinary course of business, less the costs necessary to make the sale.

Cost of sales represents cost of inventories at the time of sale, increased, if applicable, by reductions in inventory to its net realizable value, if lower than cost, during the year.

The Company records the necessary reductions in the value of its inventories for impairment, obsolescence, slow movement and other factors that may indicate that the use or performance of the items that are part of the inventory may be lower than the carrying value.

j) Impairment

i. Financial assets

A financial asset that is not recorded at fair value through profit and loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if there is objective evidence of a loss event after the initial recognition of the asset, and that such loss event had a negative impact on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired includes default or delinquency by a debtor, restructuring of an amount due to the Company, evidence that a debtor may go bankrupt, or the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged reduction in its fair value below its cost is objective evidence of impairment.

The Company considers evidence of impairment for financial assets valued at amortized cost (accounts receivables) both individually and collectively. All individually significant receivables and other financial assets are assessed for specific impairment. Assets that are not individually significant are collectively assessed for impairment by grouping together assets with similar risk characteristics.

In assessing collective impairment, the Company follows an expected loss model and the calculation is applicable to all receivables regardless of whether or not they have objective evidence of impairment. For these estimates, management uses historical trends of probabilities of default, timeliness of recoveries and the amount of loss incurred, adjusted for management's judgment as to whether current economic and credit conditions are such that the actual losses are greater or less than those implied by historical trends.

An impairment loss related to a financial asset valued at amortized cost is calculated as the difference between the carrying amount of the asset and the present value of estimated future cash flows discounted at the effective interest rate. Losses are recognized in profit and loss and reflected in an allowance account against receivables.

ii. Non-financial assets

The carrying amounts of the Company's non-financial assets, other than inventories, biological assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the recoverable amount of the asset is estimated or cash generating units, as the lowest between its value in use and the fair value less cost of sale. Goodwill and indefinite-lived intangible assets are tested annually for impairment on the same dates.

The Company defines the cash generating units and also estimates the periodicity and cash flows that they should generate. Subsequent changes in the group of cash-generating units, or changes in the assumptions that support the cash flow estimates or the discount rate could impact the carrying amounts of the respective asset.

The main assumptions for developing estimates of recoverable amounts requires the Company's management to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate its present value. The Company estimates cash flow projections considering current market conditions, determination of future prices of goods and volumes of production and sales. In addition, for the purposes of the discount and perpetuity growth rates, the Company uses indicators of market and expectations of long-term growth in the markets in which it operates.

The Company estimates a discount rate before taxes for the purposes of the goodwill impairment test that reflects the risk of the corresponding cash-generating units and that enables the calculation of present value of expected future cash flows, as well as to reflect risks that were not included in the cash flow projection assumptions and premises. The discount rate that the Company estimates is based on the weighted average cost of capital. In addition, the discount rate estimated by the Company reflects the return that market participants would require if they had made a decision about an equivalent asset, as well as the expected generation of cash flow, time, and risk-and-return profiles.

The Company annually reviews the circumstances which led to an impairment loss arising from cash-generating units to determine whether such circumstances have been changed and that may result in the reversal of previously recognized impairment losses. An impairment loss in respect of goodwill is not reversed. For other long-lived assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if the impairment loss had not been recognized.

Impairment losses are recognized in profit and loss. Impairment losses recognized in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (or group of CGUs), and subsequently to reduce the carrying amount of the other long-lived assets within the cash-generating unit (or group of CGUs) on a pro rata basis.

k) Held-for-sale assets

Available for sale assets mainly consist of foreclosed assets. Foreclosed assets are initially recorded at the lower of fair value less costs to sell or the net carrying amount of the related account receivable.

Immediately before being classified as held-for-sale, assets are valued according to the Company's accounting policies in accordance with the applicable IFRS. Subsequently, held-for-sale assets are recorded at the lower of the carrying amount and fair value less costs to sell. Impairment losses on initial classification of held-for-sale assets and subsequent remeasurement gains and losses are recognized in profit and loss. Recognized gains shall not exceed cumulative impairment losses previously recognized.

l) Other assets

Other long-term assets primarily include advances for the purchase of property, plant and equipment, investments in insurance policies and security deposits.

The Company owns life insurance policies of some of the former stockholders of Bachoco USA, LLC (foreign subsidiary). The Company records these policies at their net cash surrender value which approximates its fair value (see note 17).

m) Employee benefits

The Company grants to its employees in Mexico and abroad, different types of benefits as described below and as detailed in note 22.

i. Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions to a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognized as an employee benefit expense in profit and loss in the periods during which the related services are rendered by employees. Prepaid contributions are recognized as an asset to the extent that the Company has the right to a cash refund or a reduction in future payments is available. Contributions to a defined contribution plan due more than 12 months after the end of the period in which the employees render the service are discounted at present value.

ii. Defined benefit plan

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. It is funded by contributions made by the Company and is intended to meet the Company's labor obligations to its employees.

The Company's net obligations in respect of defined benefit plans is calculated separately for each plan, estimating the amount of the future benefit that the employees have earned in return for their service in the current and prior years; that benefit is discounted to determine its present value, and is reduced by the fair value of the plan assets. The discount rate is the yield at the end of the reporting period on high quality corporate bonds (or governmental bonds in the instance that a deep market does not exist for high quality corporate bonds, which is the case in Mexico) that have maturity dates approximating the terms of the Company's obligations and that are denominated in the currency in which the benefits are expected to be paid. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset. Defined benefit costs are categorized as follows:

- Service cost (including current service cost, past service cost, as well as gains and losses on curtailments and settlements)
- Net interest expense or income

The Company presents service cost as part of operating income in the consolidated statements of profit or loss and other comprehensive income (loss). Gains and losses for reduction of service are accounted for as past service costs.

The calculation is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a benefit to the Company, the recognized asset is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans. When the benefits of a plan are modified or improved, the portion of the improved benefits related to past services by employees is recognized in profit and loss on the earlier of the following dates: when there is a modification or curtailment to the plan, or when the Company recognizes the related restructuring costs or termination benefits.

Remeasurement adjustments, comprising actuarial gains and losses, the effect of changes to the asset ceiling (if applicable) and the return on plan assets (excluding interest), are reflected immediately with a charge or credit recognized in other comprehensive income in the period in which they occur. Remeasurement recognized in other comprehensive income is reflected immediately in equity and is not reclassified to profit or loss.

iii. Short-term benefits

Short-term employee benefits are valued on a non-discounted basis and are expensed as the respective services are rendered.

A liability is recognized for the amount expected to be paid under the short-term cash bonus plans or statutory employee profit sharing (PTU for its acronym in Spanish), if the Company has a legal or constructive obligation to pay such amounts as a result of prior services rendered by the employee, and the obligation may be reliably estimated.

iv. Termination benefits from constructive obligations

The Company recognizes, as a defined benefit plan, a constructive obligation from past practices. The liability accrues based on the services rendered by the employee. Payment of this benefit is made in one installment at the time that the employee voluntarily ceases working for the Company.

n) Provisions

A provision is recognized if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

When the effect of time value of money is significant, the amount of the provision is the present value of the disbursements expected to be necessary to settle the obligation. The discount rate applied is determined before taxes and reflects market conditions at the reporting date and takes into account the specific risk of the relevant liability, if any. The unwinding of the present value discount is recognized as a financial cost.

o) Interests in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The Company as a joint operator recognizes, in relation to its interest in a joint operation: its assets, including its share of any assets held jointly; its liabilities, including its share of any liabilities incurred jointly; its revenue from the sale of its share of the output arising from the joint operation; its share of the revenue from the sale of the output by the joint operation, and its expenses, including its share of any expenses incurred jointly.

The Company accounts for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the IFRSs applicable to such assets, liabilities, revenues and expenses.

The Company has joint operations derived from the agreements for the development of its biological assets. For such operations, the Company accounts for its biological assets, its obligations derived from technical support, as well as the expenses it incurs with respect to the joint operations. The live poultry produced by the joint operation is ultimately used internally by the Company and may be sold by the Company to third parties. As a result, the joint operation itself does not generate any revenues with third parties.

p) Revenues

Revenues from the sale of goods in the course of ordinary activities are measured at the fair value of the consideration received or receivable, net of returns, trade discounts and volume rebates. Revenues are recognized when persuasive evidence exists, usually in the form of an executed sales agreement, that control over the product has been transferred to the customer. If it is probable that discounts will be granted and the amount can be measured reliably, the discount is recognized as a reduction of revenue.

The Company generally does not accept sales returns. No asset is recognized for product returns, due to the fact that such products are not expected to be sold or recovered in another manner given that they are perishable. To the extent sales returns occur, the product returns are made simultaneously with the delivery and acceptance of the product (same day).

The Company has concluded that all performance obligations are satisfied at the time of delivery of the product to the customer.

The Company has a variety of credit terms for its various distribution channels, all of which have short terms, consistent with market and industry practices. Accordingly, there are no financing components. A significant portion of sales in Mexico are collected in cash on delivery.

q) Financial income and costs and dividend income

Financial income comprises interest income from funds invested, fair value changes on financial assets at fair value through profit or loss and foreign currency exchange gains. Interest income is recognized in profit and loss, using the effective interest method. Dividend income is recognized in profit and loss on the date that the Company's right to receive the payment is established.

Financial costs comprise interest expense for borrowings, foreign currency exchange losses and fair value changes on financial assets at fair value through profit and loss.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognized in profit and loss using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the costs of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

Exchange gains and losses are reported on a net basis.

r) Income taxes

Income tax expense is comprised of current and deferred tax. Current income taxes and deferred income taxes are recognized in profit and loss provided they do not relate to a business combination, or items recognized directly in equity or in other comprehensive income.

Current income tax is the expected tax payable or receivable on the taxable income or loss for the fiscal year, which can be applied to taxable income from previous years, using tax rates enacted or substantively enacted in each jurisdiction at the reporting date, plus any adjustment to taxes payable with respect to previous years. Current income tax payable also includes any tax liability arising from the payment of dividends.

Deferred income tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for tax purposes. Deferred income tax is not recognized for:

- the initial recognition of assets or liabilities in a transaction that is not a business combination and did not affect either accounting or taxable profit or loss;
- differences related to investments in subsidiaries to the extent that it is probable that the Company is able to control the reversal date, and the reversion is not expected to take place in the near future.
- taxable temporary differences arising from the initial recognition of goodwill.

Deferred income tax is determined by applying the tax rates that are expected to apply in the period in which the temporary differences will reverse, based on the regulations enacted or substantively enacted at the reporting date.

The measurement of deferred income tax assets and liabilities reflect the tax consequences derived from the manner in which the Company expects to recover or settle the carrying amounts of its assets and liabilities.

In determining the amount of current and deferred income tax, the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Company believes that the balance for its income tax liabilities are appropriate for all tax years subject to be reviewed by the tax authorities based on its assessment of several factors, including the interpretation of the tax laws and prior experience.

A deferred income tax asset is recognized for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred income tax assets are reviewed at each reporting date and are reduced to the extent that it is not probable that the related tax benefit will be realized.

s) Earnings per share

The Company presents information on basic and diluted earnings per share (“EPS”) related to its ordinary shares. Basic EPS is computed by dividing the profit and loss attributable to the holders of the Company’s common shares by the weighted average number of outstanding ordinary shares during the period, adjusted for treasury shares held. Diluted EPS is determined by adjusting the profit and loss attributable to the holders of the ordinary shares and the outstanding weighted average number of ordinary shares, adjusted for treasury shares held, for the potential dilutive effects of all ordinary shares, including convertible instruments and options on shares granted to employees. At December 31, 2020, 2019 and 2018, the Company has no potentially dilutive shares, for which reason basic and diluted EPS are the same.

t) Segment information

An operating segment is a component of the Company: i) that is engaged in business activities from which revenues and expenses may be obtained and incurred, including revenues and expenses related to transactions with any of the other components of the Company, ii) whose results are reviewed periodically by the chief operating decision maker for the purpose of resource allocation and assessment of segment performance, and iii) for which discrete financial information exists.

The Company discloses reportable segments based on operating segments whose revenues exceed 10% of the combined revenues from all segments, whose absolute value of profit or loss exceeds 10% of the combined absolute value of profit or loss from all segments, whose assets exceed 10% of the combined assets from all segments, or that result from the aggregation of two or more operating segments that share similar economic characteristics and meet the aggregation criteria under IFRS (note 2 d) iii.).

u) Costs and expenses by function

Costs and expenses in the consolidated statements of profit and loss and other comprehensive income were classified by their function. The nature of costs and expenses is presented in Note 23.

v) Statement of cash flows

The Company presents cash flows from operating activities by using the indirect method, in which the income or loss is adjusted by the effects of items that do not require cash flows, including those related to investing or financing activities.

The Company classifies all interest received from its investments and accounts receivable as investment activities, and all interest paid as financing activities.

(4) Business and asset acquisitions

Acquisition of Sonora Agropecuaria, S.A. de C.V.

On June 26, 2020, the Company acquired 54.80% of voting stock of Sonora Agropecuaria, S.A. de C.V. The operating results are included in the consolidated financial statements as of that date. Sonora Agropecuaria, S.A. de C.V. is dedicated to the processing and distribution of pigs, and has operations in the states of Sonora, Jalisco, Guanajuato, Mexico City and Yucatan, Mexico. The purchase price paid as a capital contribution amounted to \$215,000.

The purchase of Sonora Agropecuaria, S.A. de C.V. benefits the “Other” segment as it will allow it to accelerate the pace of growth and continue advancing in the process of diversifying other animal proteins.

The assets acquired and the assumed liabilities of Sonora Agropecuaria, S.A. de C.V. were recognized based on the best estimate of their fair value at the acquisition date.

The fair value of the assets was determined using cost and market approaches. The cost approach, which estimates the value based on the current replacement cost of an asset by another asset of equal usefulness, was used mainly for plant and equipment. The market approach, in which the value of an asset is based on available market prices for comparable assets, was used mainly for real estate.

Due to their liquidity or short-term maturities, as appropriate, the Company concluded that Sonora Agropecuaria, S.A. de C.V.’s pre-acquisition carrying amounts for cash equivalents, accounts receivable, inventories, other current assets, accounts payable and other current liabilities approximate their fair value at the acquisition date.

Identifiable assets acquired and liabilities assumed

The following is a summary of the recognized amounts of acquired assets and assumed liabilities at the date, compared to the consideration paid:

	Acquisition value
Current assets, other than inventories	\$ 349,834
Inventories	123,959
Property, plant and equipment	383,680
Total assets	<u>857,473</u>
Current liabilities	(263,365)
Deferred income tax	(35,916)
Acquired net identifiable assets	<u>558,192</u>
Controlling interest	305,889
Non-controlling interest	252,303
Consideration paid	215,000
Bargain purchase gain (note 30)	<u>\$ 90,889</u>

At the acquisition date, the non-controlling interest is measured on the basis of the proportional participation of the acquiree's identifiable net assets.

The bargain purchase gain arises because the net of fair value of the assets at the acquisition date exceeds the amount of the consideration transferred. The business strategies followed by the acquiree in the past resulted in a high cost structure and limited opportunity for improving profitability, resulting in a fair value of the business below that of its component parts. For this reason, a gain was recognized in other (expense) income (see note 30) in the consolidated statement of profit or loss and other comprehensive income.

Had the acquisition occurred on January 1, 2020, management estimates that consolidated revenues and consolidated profits for the year ended December 31, 2020 would have totaled \$70,337,002 and \$3,991,092, respectively. In determining these amounts, management has assumed that the provisional adjustments to fair value recognized at the date of acquisition would have been similar if the acquisition had occurred on January 1, 2020.

Costs related to acquisition.

During 2020, the Company incurred costs related to the acquisition of Sonora Agropecuaria, S.A. de C.V. of \$1,704 corresponding to external legal fees and due diligence costs, which are included in other expenses in the Company's consolidated statement of profit and loss and other comprehensive income.

(5) Subsidiaries of the Company

A list of subsidiaries and the Company's shareholding percentage in such subsidiaries as of December 31, 2020, 2019 and 2018 are presented below:

Name	Country	Shareholding percentage in subsidiaries		
		December 31,		
		2020	2019	2018
Bachoco, S.A. de C.V.	México	99.99	99.99	99.99
Bachoco USA, LLC. & Subsidiary	U.S.	100.00	100.00	100.00
Campi Alimentos, S.A. de C.V.	México	99.99	99.99	99.99
Induba Pavos, S.A. de C.V.	México	99.99	99.99	99.99
Bachoco Comercial, S.A. de C.V.	México	99.99	99.99	99.99
PEC LAB, S.A. de C.V.	México	64.00	64.00	64.00
Aviser, S.A. de C.V.	México	99.99	99.99	99.99
Operadora de Servicios de Personal, S.A. de C.V.	México	99.99	99.99	99.99
Secba, S.A. de C.V.	México	99.99	99.99	99.99
Servicios de Personal Administrativo, S.A. de C.V.	México	99.99	99.99	99.99
Sepetec, S.A. de C.V.	México	99.99	99.99	99.99
Wii kit RE LTD.	Bermuda	100.00	100.00	100.00
Provedora La Perla S.A. de C.V.	México	100.00	100.00	100.00
Sonora Agropecuaria, S.A. de C.V.	México	54.80	-	-

The main subsidiaries of the group and their activities are as follows:

- Bachoco, S.A. de C.V. (“*BSACV*”) (includes four subsidiaries which are 51% owned, and over which *BSACV* has control). *BSACV* is engaged in breeding, processing and marketing poultry goods (chicken and eggs).

- Bachoco USA, LLC. holds the shares of OK Foods, Inc. and, therefore, all operations controlled by the Company in the United States of America. The primary activities of Bachoco USA, LLC and its subsidiary are comprised of the production of chicken products and hatching eggs, mostly marketed in the United States of America and, to a lesser extent, in other foreign markets.
- Campi Alimentos, S.A. de C.V., is engaged in producing and marketing balanced animal feed and pet treats, mainly for sales to third parties.
- The main activity of Bachoco Comercial, S.A. de C.V. is the distribution of chicken, turkey and beef value-added products.
- The main activity of Induba Pavos, S.A. de C.V. and Proveedora La Perla, S.A. of C.V. is the leasing of property, plant and equipment to its related parties.
- PEC LAB, S.A. de C.V. is the holding of the shares of Pecuaris Laboratorios, S.A. de C.V. Its main activity consists of the production and distribution of medicines and vaccines for animal consumption.
- Aviser, S.A. de C.V., Operadora de Servicios de Personal, S.A. de C.V., Secba, S.A. de C.V., Servicios de Personal Administrativo, S.A. de C.V. and Sepetec, S.A de C.V. are engaged in providing administrative and operating services rendered to their related parties.
- Wii kit RE LTD. in Bermuda, it is a Class I reinsurance company that provides insurance coverage to its affiliates.
- Sonora Agropecuaria, S.A. DE C.V., in Mexico, it is dedicated to the pig processing and distribution.

None of the Company's contracts or loan agreements restrict the net assets of its subsidiaries.

(6) Operating segments

Reportable segments have been determined based on a product line approach. Intersegment transactions have been eliminated. The poultry segment consists of chicken and egg operations. The information included in the "Others" segment corresponds to operations of swine, balanced feed for animal consumption and other by-products that do not meet the quantitative thresholds to be considered as reportable segments.

Inter-segment pricing is determined on an arm's length basis comparable to those which would be used with or between independent parties in comparable transactions. The accounting policies of operating segments are as those described in note 3 t).

Below is the information related to each reportable segment. Performance is measured based on each segment's income before taxes, in the same manner as it is included in management reports that are regularly reviewed by the Company's Board of Directors.

a) *Operating segment information*

	Year ended December 31, 2020		
	<u>Poultry</u>	<u>Other</u>	<u>Total</u>
Net revenues	\$ 61,323,853	7,468,149	68,792,002
Cost of sales	51,165,650	6,541,916	57,707,566
Gross profit	10,158,203	926,233	11,084,436
Finance income	998,654	174,866	1,173,520
Finance costs	260,570	30,759	291,329
Income before taxes	4,626,582	557,121	5,183,703
Income taxes	1,060,876	150,735	1,211,611
Net income attributable to controlling interest	3,532,589	403,083	3,935,672
Property, plant and equipment, net	17,146,405	2,587,417	19,733,822
Goodwill	1,562,404	88,312	1,650,716
Intangible assets	753,224	-	753,224
Total assets	51,081,829	7,393,171	58,475,000
Total liabilities	13,144,941	1,403,251	14,548,192
Purchases of property, plant and equipment	1,978,818	773,463	2,752,281
Depreciation and amortization	1,542,031	193,115	1,735,146
	<u>Poultry</u>	<u>Other</u>	<u>Total</u>
	revenues	revenues	revenues
Total revenues	\$ 61,332,013	7,506,962	68,838,975
Intersegments	(8,160)	(38,813)	(46,973)
Net revenues	\$ 61,323,853	7,468,149	68,792,002
	Year ended December 31, 2019		
	<u>Poultry</u>	<u>Other</u>	<u>Total</u>
Net revenues	\$ 55,653,027	6,002,218	61,655,245
Cost of sales	46,456,076	5,101,275	51,557,351
Gross profit	9,196,951	900,943	10,097,894
Finance income	860,140	131,492	991,632
Finance costs	529,226	81,142	610,368
Income before taxes	3,854,474	503,330	4,357,804
Income taxes	993,652	131,326	1,124,978
Net income attributable to controlling interest	2,849,145	370,786	3,219,931
Property, plant and equipment, net	16,440,851	2,115,795	18,556,646
Goodwill	1,490,978	88,016	1,578,994
Intangible assets	772,640	-	772,640
Total assets	49,533,440	6,169,051	55,702,491
Total liabilities	14,066,224	1,375,932	15,442,156
Purchases of property, plant and equipment	1,811,086	258,241	2,069,327
Depreciation and amortization	1,171,200	115,243	1,286,443

	Poultry revenues	Other revenues	<u>Total revenues</u>
Total revenues	\$ 55,656,645	6,037,772	61,694,417
Intersegments	(3,618)	(35,554)	(39,172)
Net revenues	<u>\$ 55,653,027</u>	<u>6,002,218</u>	<u>61,655,245</u>

Year ended December 31, 2018

	<u>Poultry</u>	<u>Other</u>	<u>Total</u>
Net revenues	\$ 55,308,141	5,743,951	61,052,092
Cost of sales	46,562,214	4,860,162	51,422,376
Gross profit	8,745,927	883,789	9,629,716
Finance income	1,094,377	46,372	1,140,749
Finance costs	288,703	43,465	332,168
Income before taxes	4,025,050	491,501	4,516,551
Income taxes	1,028,335	126,643	1,154,978
Net income attributable to controlling interest	2,986,328	363,639	3,349,967
Property, plant and equipment, net	16,060,590	1,957,586	18,018,176
Goodwill	1,543,755	88,016	1,631,771
Intangible assets	962,738	(13,383)	949,355
Total assets	47,205,252	5,660,342	52,865,594
Total liabilities	13,364,922	1,334,967	14,699,889
Purchases of property, plant and equipment	1,747,286	235,297	1,982,583
Depreciation and amortization	<u>1,121,751</u>	<u>105,166</u>	<u>1,226,917</u>

	Poultry revenues	Other revenues	<u>Total revenues</u>
Total revenues	\$ 55,312,273	5,785,289	61,097,562
Intersegments	(4,132)	(41,338)	(45,470)
Net revenues	<u>\$ 55,308,141</u>	<u>5,743,951</u>	<u>61,052,092</u>

b) Geographical information

When submitting information by geographic area, revenue is classified based on the geographic location where the Company's customers are located. Segment assets are classified in accordance with their geographic location. Geographical information for the "Others" segment is not included below because the operations are carried out entirely within Mexico.

	Year ended December 31, 2020			
	Domestic poultry	Foreign poultry	Operations between geographical segments	Total
Net revenues	\$ 41,835,033	19,573,023	(84,203)	61,323,853
Non-current assets other than financial instruments, deferred tax assets, post-employment benefit assets, and investments in insurance policies:				
Non-current biological assets	1,185,308	806,222	-	1,991,530
Property, plant and equipment, net	14,659,461	2,486,944	-	17,146,405
Goodwill	212,536	1,349,868	-	1,562,404
Intangible assets	-	753,224	-	753,224
	Year ended December 31, 2019			
	Domestic poultry	Foreign poultry	Operations between geographical segments	Total
Net revenues	\$ 38,778,025	16,931,735	(56,733)	55,653,027
Non-current assets other than financial instruments, deferred tax assets, post-employment benefit assets, and investments in insurance policies:				
Non-current biological assets	1,058,126	760,785	-	1,818,911
Property, plant and equipment, net	13,799,774	2,641,077	-	16,440,851
Goodwill	212,833	1,278,145	-	1,490,978
Intangible assets	-	772,640	-	772,640

	Year ended December 31, 2018			
	Domestic poultry	Foreign poultry	Operations between geographical segments	Total
Net revenues	\$ 37,766,974	17,599,239	(58,072)	55,308,141
Non-current assets other than financial instruments, deferred tax assets, post-employment benefit assets, and investments in insurance policies:				
Non-current biological assets	979,034	742,694		1,721,728
Property, plant and equipment, net	13,002,755	3,057,835	-	16,060,590
Goodwill	212,833	1,330,922	-	1,543,755
Intangible assets	-	962,738	-	962,738

c) Major Customers

In Mexico, the Company's products are traded among a large number of customers, without significant concentration with any specific customer. Therefore, in 2020, 2019 and 2018, no customer represented over 10% of the Company's total revenues.

As of December 31, 2020, 2019 and 2018, the Company did not have operations with an individual customer that represented a significant concentration in the United States of America.

(7) Cash and cash equivalents

The consolidated balances of cash and cash equivalents as of December 31, 2020, 2019 and 2018 are as follows:

	December 31,		
	2020	2019	2018
Cash and banks	\$ 12,941,334	13,106,862	13,566,098
Investments with maturities less than three months	4,305,998	5,513,276	4,331,423
	17,247,332	18,620,138	17,897,521
Restricted cash	39,042	42,627	4,324
Total cash and cash equivalents	\$ 17,286,374	18,662,765	17,901,845

Restricted cash corresponds to the minimum margin required by the intermediary for the Company's derivative financial instruments on commodities in order to meet future commitments that may stem from adverse market movements affecting prices on the open positions as of December 31, 2020, 2019 and 2018.

(8) Financial instruments and risk management

The Company is exposed to market risks, liquidity risks and credit risks for the use of financial instruments, for which reason it exercises its risk management.

This note presents information on the Company's exposure to each one of the aforementioned risks, as well as the Company's objectives, policies and processes for the measurement and management of financial risks.

Risk management framework

The philosophy adopted by the Company seeks to minimize risks and, therefore maximize business stability, focusing decisions on creating an optimum combination of products and assets that produce a risk – return ratio more in agreement with the risk profile of its stockholders.

In order to establish a clear and optimal organizational structure with respect to risk management, a Risk Committee has been established which is the specialized body in charge of defining, proposing, approving and implementing the objectives, policies, procedures, methodologies and strategies, as well as the determination of the maximum limits of exposure to risk and contingency plans.

At December 31, 2020, 2019 and 2018, the Company has not identified the existence of embedded derivatives.

Some of the Company's derivative financial instruments as of December 31, 2020, 2019 and 2018 meet the requirements to be treated as hedging instruments for accounting purposes (319,506, 24,352 and 1,500 thousand U.S. dollars of notional amounts).

Some of the Company's derivative financial instruments as of December 31, 2020 are recognized in earnings through profit or loss for accounting purposes (60,000 thousand U.S. dollars of notional amounts). During 2019 and 2018 certain derivative financial instruments held by the Company do not meet the requirements to be treated hedging instruments for accounting purposes.

Management by type or risk**a) Categories of financial assets and liabilities**

The Company's financial assets and liabilities are shown below:

	December 31,		
	2020	2019	2018
Financial assets			
Cash and cash equivalents	\$ 17,286,374	18,662,765	17,901,845
Investment in securities at fair value through profit or loss	1,018,322	186,284	550,068
Investment in securities at fair value through other comprehensive income	937,715	315,761	-
Investments in life insurance	71,431	65,545	66,177
Trade receivables	2,704,058	2,523,092	2,444,013
Due from related parties	686	13,674	99
Other long-term receivables	193,689	173,488	171,222
Derivative financial instruments	-	18,098	6,570
Financial liabilities			
Current and non-current financial debt	\$ (2,517,965)	(4,928,607)	(5,037,600)
Trade payables, sundry creditors and expenses payable	(5,049,103)	(4,491,171)	(4,593,344)
Current and non-current lease liabilities	(719,711)	(803,050)	-
Due to related parties	(80,842)	(76,704)	(147,514)
Derivative financial instruments	(194,181)	-	-

b) Credit risk

Credit risk is defined as the potential loss of a portfolio of an amount owed to the Company due to lack of payment from a debtor, or for breach by a counterparty with which derivative financial instruments and investment in securities transactions are conducted.

The risk management process contemplates the use of derivative financial instruments, which are exposed to a market risk, as well as counterparty risk.

Measurement and monitoring of counterparty risk

In terms of valuation and monitoring of *Over the counter* (“OTC”) derivative financial instruments and investments in securities, the Company currently measures its counterparty risk by identifying the *Credit Valuation Adjustment* (“CVA”) and *Debit Valuation Adjustment* (“DVA”).

For investments in securities denominated in Mexican pesos, the financial instruments valuation models used by price vendors incorporate market movements and credit quality of issuers, thereby implicitly including the counterparty risk of the transaction in the fair value measurement; therefore, the position in investment in securities includes the counterparty risk and no additional adjustment is carried out. The price of the instruments obtained from the price vendor is the mid-point between the bid price and the ask price (the “mid-price”).

Investments in securities denominated in a foreign currency, not listed in Mexico, are recorded at prices contained in the broker's statements of account. The Company validates these market prices using Bloomberg, which incorporate market movements and the credit quality of issuers; thereby implicitly including the counterparty risk of the transaction and no related adjustment is carried out. The prices obtained from Bloomberg are mid prices.

Trade accounts receivable and other accounts receivable measurement and monitoring

It is the policy of the Company to establish an allowance for doubtful accounts to cover the balances of accounts receivable that are not likely to be recovered. To set the required allowance, the Company considers historical losses, assesses current market conditions, as well as customers' financial conditions, accounts receivable in litigation, price differences, portfolio aging and current payment patterns.

The impairment assessment of accounts receivable is performed on a collective basis, as there are no accounts with individually significant balances. The Company's products are marketed to a large number of customers without, except as described in note 6 c, any significant concentration with a specific customer. As part of the objective evidence that an account receivable portfolio is impaired, the Company considers past experiences with respect to collection, increases in the number of overdue payments in the portfolio exceeding the average loan period, as well as observable changes in national and local economic conditions that correlate to defaults.

The Company has a credit policy under which each new customer is analyzed individually in terms of its creditworthiness before offering it payment terms and conditions. The Company's review includes internal and external assessments, and in some cases, bank references and a search in the Public Registry of Properties. For each customer, purchase limits are established, which represent the maximum credit amount. Customers that do not meet the Company's credit references can solely conduct transactions in cash or through advance payments.

The allowance for doubtful accounts includes trade accounts receivable that are in process of legal recovery, which amount to \$143,278, \$140,304 and \$142,388 as of December 31, 2020, 2019 and 2018, respectively. The reconciliation of movements of the allowance for doubtful accounts, and the analysis of past-due accounts receivable but not impaired, are presented in note 9.

The Company receives credit enhancements on credit lines granted to its clients, which consist of real and personal property, such as land, buildings, houses, vehicles, letters of credit, cash deposits and others. As of December 31, 2020, 2019 and 2018, the fair value of such credit enhancements, determined by an appraisal at the time the credit lines were granted, is \$180,513, \$663,500 and \$572,085, respectively.

The fair value of trade accounts receivable is similar to the carrying amount, as the terms granted under credit lines are of a short term nature and do not include significant finance components.

Investments

The Company limits its exposure to credit risk investing solely with counterparties that have been rated on a well-recognized credit rating scale or are deemed to be investment grade. Management constantly monitors credit ratings, and as it invests solely in securities with high credit ratings, it is not expected that any counterparty will fail to fulfill its obligations.

Financial guarantees granted

It is the Company's policy to grant financial guarantees solely to 100% owned subsidiary companies.

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure, which as of the reporting date is as follows:

	December 31,		
	2020	2019	2018
Cash and cash equivalents	\$ 17,286,374	18,662,765	17,901,845
Investments in securities at fair value through profit or loss	1,018,322	186,284	550,068
Investment in securities at fair value through other comprehensive income	937,715	315,761	-
Investments in life insurance	71,431	65,545	66,177
Accounts receivable net of guarantees received	2,717,920	2,046,754	1,986,102
Derivative financial instruments	-	18,098	6,570
	<u>\$ 22,031,762</u>	<u>21,295,207</u>	<u>20,510,762</u>

c) Liquidity risk

Liquidity risk is defined as the potential loss stemming from the impossibility to renew liabilities or enter into other liabilities under normal terms, the early or forced sale of assets or the need to grant unusual discounts in order to meet obligations, or by the fact that a position cannot be disposed of, acquired or covered promptly through the establishment of an equivalent contrary position.

Liquidity risk management process considers the management of the assets and liabilities included in the consolidated statements of financial position (*Assets Liabilities Management - ALM*) in order to anticipate funding difficulties because of extreme events.

Monitoring

The Company's areas of risk management and financial planning measure, monitor and report to the Risk Committee liquidity risks associated with the ALM and prepare limits for the authorization, implementation and operation thereof, as well as contingent action measures in case of liquidity requirements.

Liquidity risk caused by differences between current and projected cash flows at different dates are measured and monitored, considering all asset and liability positions of the Company denominated in local and foreign currency. Similarly, funding diversification and sources to which the Company has access are evaluated.

The Company quantifies the potential loss arising from early or forced sale of assets or sale at unusual discounts to meet its obligations in a timely manner, as well as by the fact that a position cannot be disposed of, acquired or covered timely through the establishment of a contrary equivalent position.

Liquidity risk monitoring considers a liquidity gap analysis, scenarios for lack of liquidity and use of alternative sources of financing.

Below are the contractual maturities of the financial liabilities, including estimated interest payments. As of the date of the consolidated financial statements, there are no financial instruments which have been offset or recognized positions that are subject to offsetting rights.

Maturity table

	December 31, 2020		
	Less than 1 year	1 to 3 years	3 to 5 years
Trade payables, sundry creditors and expenses payable	\$ 5,049,103	-	-
Due to related parties	80,842	-	-
Derivative financial instruments	194,181	-	-
Lease liabilities	278,981	379,926	60,804
Financial debt, maturities at variable rates			
In U.S. dollars	778,050	-	-
In pesos	279,510	1,460,405	-
Interest	85,340	44,613	-
Total financial liabilities	\$ 6,746,007	1,884,944	60,804

	December 31, 2019		
	Less than 1 year	1 to 3 years	3 to 5 years
Trade payables, sundry creditors and expenses payable	\$ 4,491,171	-	-
Due to related parties	76,704	-	-
Lease liabilities	149,538	598,040	55,472
Financial debt, maturities at variable rates			
In U.S. dollars	2,831,191	-	-
In pesos	609,208	1,488,208	-
Interest	134,535	207,643	-
Total financial liabilities	\$ 8,292,347	2,293,891	55,472

	December 31, 2018		
	Less than 1 year	1 to 3 years	3 to 5 years
Trade payables, sundry creditors and expenses payable	\$ 4,593,344	-	-
Due to related parties	147,514	-	-
Financial debt, maturities at variable rates			
In U.S. dollars	2,757,459	-	-
In pesos	735,334	44,014	1,500,793
Interest	145,860	270,977	79,719
Total financial liabilities	\$ 8,379,511	314,991	1,580,512

At least on a monthly basis, management evaluates and advises the Board of Directors on its liquidity. As of December 31, 2020, the Company has evaluated that it has sufficient resources to meet its obligations in the short and long term; therefore, it does not consider having liquidity gaps in the future and it will not be necessary to sell assets to pay its debts at unusual discounts or at out-of-market prices.

d) Market risk

Market risk is defined as the potential loss arising from the portfolio of derivative financial instruments and investment in securities for changes in risk factors that affect the valuation of short or long positions. In this sense, the uncertainty of future losses resulting from changes in market conditions (interest rates, foreign currency, prices of commodities, among others), which directly affects movements in the price of both assets and liabilities, is detected.

The Company measures, monitors and reports all financial instruments subject to market risk, using sensitivity measurement models to show the potential loss associated with movements in risk variables, according to different scenarios on rates, prices and types of change during the period.

Monitoring

Sensitivity analyses are prepared at least monthly and are compared with the limits established. Any excess identified is reported to the Risk Committee.

Stress tests

At least monthly, the Company conducts stress tests calculating the value of the portfolios and considering changes in risk factors observed in historical dates of financial stress.

i. Commodities price risk

With respect to risks related to commodities designated in a formal hedging relationship, the Company seeks protection against downward variations in the agreed-upon price of corn and/or sorghum with the producer, which may represent an opportunity cost as there are lower prices in the current market upon receiving the inventory, and to hedge the risk of a decline in prices between the receipt date and that of inventory consumption.

Purchases of corn and/or sorghum are formalized through an agreement denominated "Forward buy-sell agreement", which has the following characteristics:

- Transaction date
- Number of agreed-upon tons
- Harvest, state and agricultural cycle from which the harvest originates
- Price of product per ton, plus quality award or penalty

Agricultural agreements that result in firm commitments are linked to two corn and/or sorghum agricultural cycles, and in contracting purchases, both contracting cycles and dates are itemized as follows:

- Fall-winter Cycle - The registration window period is at the discretion of the Agency of Services for Distribution and Development of Agricultural Markets (ASERCA, for its Spanish acronym), which is usually between December and March, while the fall-winter cycle harvest period takes place during May, June and July. However, corn and/or sorghum harvest could lengthen up to one month or several months, depending on the weather conditions, such as drought and frost.
- Spring-summer Cycle - The registration window period is at the discretion of ASERCA; the spring-summer cycle usually takes place during the July and August and the harvest depends on each state of the country and is highly variable.

During 2020 the Company did not participate in any program. As of December 31, 2019 and 2018, the Company participated in the ASERCA program as buyer of the corn and / or sorghum crops, for which the Company had to prove that a risk management instrument was maintained against market price fluctuations. Based on the foregoing, the Company entered into "put" options with maturities in March 2020 and 2019, July, September and December 2020, 2019 and 2018, with companies listed on the Chicago Mercantile Exchange. As of December 2019, and 2018, the gain on valuation is \$574 (30 thousand dollars) and \$217 (11 thousand dollars), respectively.

As of December 31, 2020 and 2018, the Company did not receive any subsidy. During 2019 there is a subsidy of \$50,730 by ASERCA for the purchase of hedging "puts" to the consumer. The Company participated in the "Agriculture by Contract" program with ASERCA, where contracts for the purchase of "put" options are registered with companies listed on the Chicago Mercantile Exchange and the benefit of this program is the recovery of the breach of Call hedge purchased, in turn, by the producer with ASERCA. The benefit under this scheme benefit as of December 31, 2019 is \$1,802. During 2020 and 2018, no benefits have been realized under this scheme.

With respect to the risk in *commodities* that are not designated in a formal hedging relationship and to which the Company is exposed, sensitivity tests on corn and sorghum futures agreements are performed, considering different (bullish and bearish) scenarios. The results of these sensitivity analyses are presented in paragraph g) of this note.

ii. Chicken price risk

The Company is exposed to financial risks mainly related to changes in the price of chicken. The Company presently does not anticipate that the price of chicken will decrease to a level that represents a risk to the Company in the future; therefore, as of December 31, 2020, 2019 and 2018, it has not entered into any derivative financial instrument or other agreement for managing the risk related to a decrease in the chicken price.

The Company reviews chicken prices frequently in order to evaluate the need of having a financial instrument to manage the risk of price increases.

iii. Exchange risk

The Company is exposed to the effects of exchange rate volatility, mainly in relation to Mexican pesos/dollars exchange rates on the Company's assets and liabilities, including: investments in securities and derivative financial instruments hedging commodities, which are denominated in a currency other than the Company's functional currency. In this regard, the Company has implemented a sensitivity analysis to measure the effects that currency risk may have over the assets and liabilities described.

The Company protects itself from exchange rate risk through economic hedging with derivative financial instruments, which cover a percentage of its estimated exposure to exchange rate volatility in relation to projected sale and purchase transactions. All instruments entered into as economic hedges of foreign exchange risk have maturities of less than one year from the contract date.

As of December 31, 2020, 2019 and 2018, the Company entered into derivative financial instrument positions as economic hedges to mitigate exchange rate risks.

iv. Foreign currency position

The Company has financial instrument assets and liabilities denominated in foreign currency on which there is an exposure to currency risk.

Below is the foreign currency position that the Company has as of December 31, 2020, 2019 and 2018.

	December 31,					
	2020		2019		2018	
	Dollars	Mexican Pesos	Dollars	Mexican Pesos	Dollars	Mexican Pesos
Assets						
Cash and cash equivalents	\$ 479,325	9,562,534	569,569	10,759,165	384,119	7,555,616
Investment in securities at fair value through profit or loss	40,424	806,459	4,576	86,447	19,447	382,519
Investment in securities at fair value through other comprehensive income	47,003	937,715	16,716	315,761	-	-
Accounts receivable	2,683	53,517	2,160	40,809	252	4,950
Total assets	<u>569,435</u>	<u>11,360,225</u>	<u>593,021</u>	<u>11,202,182</u>	<u>403,818</u>	<u>7,943,085</u>
Liabilities						
Trade accounts payable	(107,224)	(2,139,115)	(120,699)	(2,280,003)	(194,701)	(3,829,765)
Financial debt	(39,000)	(778,050)	(149,878)	(2,831,191)	(140,186)	(2,757,459)
Lease liabilities	(6,558)	(130,828)	(7,635)	(144,224)	-	-
Total Liabilities	<u>(152,782)</u>	<u>(3,047,993)</u>	<u>(278,212)</u>	<u>(5,255,418)</u>	<u>(334,887)</u>	<u>(6,587,224)</u>
Net asset position	<u>\$ 416,653</u>	<u>8,312,232</u>	<u>314,809</u>	<u>5,946,764</u>	<u>68,931</u>	<u>1,355,861</u>

The Company performs a sensitivity analysis related to the potential effects of changes in exchange rates on its financial information. These results are shown in paragraph g) of this note. This analysis represent the scenarios that Management considers reasonably possible of occurring.

The following is a detail of exchange rates effective during the fiscal year:

	Average exchange rate			Spot exchange rate at		
	2020	2019	2018	December 31,		
	2020	2019	2018	2020	2019	2018
Dollars \$	21.49	19.25	19.23	19.95	18.89	19.67

The exchange rate at the date of issuance of the consolidated financial statements is \$19.84.

v. Interest rate risk

The Company is exposed to fluctuations in interest rates for certain financial instruments, such as its investments in financial instruments, bank loans and debt securities. This risk is managed taking into account market conditions and the criteria of its Risk Committee and Board of Directors.

Interest rate fluctuations impacted mainly bank loans by changing either their fair value (fixed rate debt) or the future cash flows (variable rate debt). Management does not have a formal policy to determine how much of the Company's exposure to interest rates should be at fixed or variable. However, at the time of obtaining new loans, management uses its judgment considering technical analyses and market forecasts to decide whether fixed or variable rate instruments would be more favorable during the terms of such instruments.

To monitor this risk, the Company performs sensitivity tests at least monthly to measure the effect of the change in interest rates in the instruments described in the preceding paragraph, which are summarized in subsection g) of this note.

e) Financial instruments at fair value

The amounts of accounts payable and accounts receivable approximate their fair value because of their nature and short-term maturities.

The table below summarizes the fair value of the financial instruments that are recognized at amortized cost, together with the carrying amount included in the consolidated statements of financial position:

Liabilities recorded at amortized cost	Carrying amount	Fair value	Carrying amount	Fair value	Carrying amount	Fair value
	2020	2020	2019	2019	2018	2018
Financial debt	\$ 2,517,965	2,550,758	4,928,607	4,952,445	5,037,600	5,037,688

f) Fair value hierarchy

The fair value of financial assets and liabilities is determined as follows:

- The fair value of the financial assets and liabilities that have standard terms and conditions and are traded in active liquid markets, which are determined by reference to quoted market prices (market approach), therefore, these instruments are considered Level 1 hierarchy according to the classification of fair value hierarchy described in note 2 b).

- The fair value of derivative financial instruments of the Company (*commodities*) is determined based on the future prices of the Chicago Stock Exchange, so these instruments are considered Level 2 hierarchy.

The following table summarizes financial instruments carried at fair value:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2020				
Investment in securities at fair value through profit or loss	\$ 1,018,322	-	-	1,018,322
Investment in securities at fair value through other comprehensive income	937,715	-	-	937,715
Derivative financial instruments	-	(194,181)	-	(194,181)
	<u>\$ 1,956,037</u>	<u>(194,181)</u>	<u>-</u>	<u>1,761,856</u>

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2019				
Investment in securities at fair value through profit or loss	\$ 186,284	-	-	186,284
Investment in securities at fair value through other comprehensive income	315,761	-	-	315,761
Derivative financial instruments	-	18,098	-	18,098
	<u>\$ 502,045</u>	<u>18,098</u>	<u>-</u>	<u>520,143</u>

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2018				
Investment in securities at fair value through profit or loss	\$ 550,068	-	-	550,068
Derivative financial instruments	-	6,570	-	6,570
	<u>\$ 550,068</u>	<u>6,570</u>	<u>-</u>	<u>556,638</u>

Information regarding the hierarchy of fair value measurements related to financial liabilities that are not recognized at fair value, but for which disclosures are required, is summarized below:

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2020				
Financial debt - bank institutions	\$ -	(1,059,300)	-	(1,059,300)
Financial debt – debt securities	(1,491,458)	-	-	(1,491,458)
	<u>\$ (1,491,458)</u>	<u>(1,059,300)</u>	<u>-</u>	<u>(2,550,758)</u>

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2019				
Financial debt - bank institutions	\$ -	(3,455,810)	-	(3,455,810)
Financial debt – debt securities	(1,496,635)	-	-	(1,496,635)
	<u>\$ (1,496,635)</u>	<u>(3,455,810)</u>	<u>-</u>	<u>(4,952,445)</u>

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
As of December 31, 2018				
Financial debt - bank institutions	\$ -	(3,536,895)	-	(3,536,895)
Financial debt – debt securities	<u>(1,500,793)</u>	<u>-</u>	<u>-</u>	<u>(1,500,793)</u>
	<u>\$ (1,500,793)</u>	<u>(3,536,895)</u>	<u>-</u>	<u>(5,037,688)</u>

g) Quantitative sensitivity measurements

The following are sensitivity analysis for the most significant risks to which the Company is exposed as of December 31, 2020, 2019 and 2018. These analysis represent the scenarios that management believes are reasonably possible of occurring in future periods and were evaluated in accordance with the policies of the Company’s Risk Committee.

i. Derivative Financial Instruments related to exchange rate and commodities risks

As of December 31, 2020, the Company has taken positions on derivative financial instruments to hedge exchange rate risks and commodities.

A 15% increase in the Mexican peso with respect to the U.S. dollar as of the end of 2020, 2019 and 2018 would have resulted in a valuation gain of \$506,705, \$16,824 and \$28,767 on the fair value of the Company’s exchange rate derivative financial instruments position. On the other hand, a decrease of 15% in the aforementioned rate would have resulted in an additional valuation loss during the respective periods of \$1,405,538, \$31,133 and \$48,429.

The following table shows the Company’s sensitivity to an increase and decrease of 15% for 2020, 2019 and 2018 in the “bushell” price of corn and short ton price of soybeans.

	<u>Effect of Increase</u>			<u>Effect of Decrease</u>		
	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Loss (profit) for the year	\$ (87,711)	(121,762)	(2,665)	\$ (12,530)	100,490	105

ii. Interest rate risk

As described in Note 18, the Company has financial debt denominated in pesos and dollars, which bear interest at variable rates based on TIIE and LIBOR, respectively.

The following table shows the Company’s sensitivity to an increase and decrease of 50 basis points for 2020, 2019 and 2018, in the variable rates to which the Company is exposed.

	<u>Effect of Increase</u>			<u>Effect of Decrease</u>		
	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>
Loss (profit) for the year	\$ 13,390	24,465	30,192	\$ (13,390)	(24,465)	(30,192)

iii. Exchange risk

As of December 31, 2020, 2019 and 2018, the Company's net monetary liability position in foreign currency was \$8,312,232, \$5,946,764 and \$1,355,861, respectively.

The following table shows the Company's sensitivity of an increase and decrease of 30% for 2020 and 2019 and 10% for 2018, in exchange rate, which would have an effect in the result from foreign currency position.

	Effect of Increase			Effect of Decrease		
	2020	2019	2018	2020	2019	2018
Loss (profit) for the year	\$ (2,493,673)	(1,784,045)	(135,586)	\$ 2,493,673	1,784,045	135,586

(9) Accounts receivable, net

As of December 31, 2020, 2019 and 2018, accounts receivable are as follows:

	December 31,		
	2020	2019	2018
Trade receivables	\$ 2,772,418	2,595,978	2,523,950
Allowance for doubtful accounts	(68,360)	(72,886)	(79,937)
Income tax receivable	190,110	187,912	114,935
Recoverable value-added tax and other recoverable taxes	1,471,851	1,156,106	927,406
	<u>\$ 4,366,019</u>	<u>3,867,110</u>	<u>3,486,354</u>

Past-due but not impaired portfolio

Below is a classification of trade accounts receivable according to their aging as of the reporting date, which has not been subject to impairment:

	December 31,		
	2020	2019	2018
Past due at 60 days	18,811	20,463	144,604
Past due by more than 60 days	98,054	47,573	17,250
	<u>\$ 116,865</u>	<u>68,036</u>	<u>161,854</u>

The Company believes that non-impaired amounts that are past-due by more than 60 days can still be collected, based on the historical behavior of payments and analysis of credit ratings of customers.

Reconciliation of movements in allowance for doubtful accounts

	2020	2019	2018
Balance as of January 1	\$ (72,886)	(79,937)	(96,900)
Increase in allowance	(1,826)	(57)	(7,862)
Amounts written off	6,458	7,030	24,826
Currency translation effect	(106)	78	(1)
Balance as of December 31,	<u>\$ (68,360)</u>	<u>(72,886)</u>	<u>(79,937)</u>

As of December 31, 2020, 2019 and 2018 the Company has receivables in legal proceedings (receivables for which legal counsel is seeking recoverability) of \$143,278, \$140,304, and \$142,388, respectively.

To determine the recoverability of an account receivable, the Company considers any change in the credit quality of the account receivable from the date of authorization of the credit line to the end of the reference period. In addition, the Company estimates that the credit risk concentration is limited as the customer base is very large and there are no related party receivables or receivables from entities under common control.

Expected credit losses

Beginning in 2018, the Company recognizes expected credit losses for life for trade accounts receivable, which are estimated using a provision matrix based on the Company's historical experience of credit losses, adjusted for factors that are specific each of the Company's customer and debtor groups, general economic conditions and an assessment of both the current and forecast conditions at the reporting date, including the time value of money when appropriate. During 2017 the estimated credit losses were based on the incurred loss model.

The expected credit losses for 2020, 2019 and 2018 in trade accounts receivable under IFRS 9 were estimated at \$25,962, \$50,753 and \$45,823, considering the balances of the portfolio and the different customer groups of the Company.

As part of the implementation analysis and once planned activities were executed, the Company decided to maintain its previously recorded estimated reserve for doubtful accounts for its subsidiaries, although such amounts were higher than the expected credit losses in 2020, 2019 and 2018.

(10) Inventories

As of December 31, 2020, 2019 and 2018, inventories are as follows:

	December 31,		
	2020	2019	2018
Raw materials and by-products	\$ 2,410,275	1,836,783	1,688,527
Medicine, materials and spare parts	1,110,559	877,837	903,337
Balanced feed	380,121	330,238	322,522
Processed chicken	1,575,985	1,554,115	1,548,597
Commercial eggs	55,364	56,599	52,050
Processed beef	151,402	47,954	39,709
Processed turkey	2,472	4,482	10,762
Other processed products	2,160	2,199	10,092
Total	<u>\$ 5,688,338</u>	<u>4,710,207</u>	<u>4,575,596</u>

Inventory consumption for the years ended December 31, 2020, 2019 and 2018 was \$44,747,933, \$39,823,395 and \$40,115,184, respectively (note 23).

The adjustment to the net realizable value of certain inventories during 2020, 2019 and 2018 was for \$ 57,074, \$ 35,328 and \$ 30,242, respectively.

(11) Biological assets

For the years ended December 31, 2020, 2019 and 2018, biological assets are as follows:

	Current biological assets	Non-current biological assets	Total
Balance as of January 1, 2020	\$ 2,043,234	1,818,910	3,862,144
Increase due to purchases	686,756	797,039	1,483,795
Sales	-	20,966	20,966
Net increase due to births	264,386	2,507,769	2,772,155
Production cost	35,585,551	1,877,418	37,462,969
Depreciation	-	(2,565,283)	(2,565,283)
Transfers to inventories	(36,786,599)	(2,507,769)	(39,294,368)
Other	219,340	42,480	261,820
Balance as of December 31, 2020	<u>\$ 2,012,668</u>	<u>1,991,530</u>	<u>4,000,198</u>
	Current biological assets	Non-current biological assets	Total
Balance as of January 1, 2019	\$ 2,073,526	1,721,728	3,795,254
Increase due to purchases	510,403	701,764	1,212,167
Sales	-	(73,409)	(73,409)
Net increase due to births	267,773	2,378,419	2,646,192
Production cost	32,894,675	1,761,456	34,656,131
Depreciation	-	(2,262,245)	(2,262,245)
Transfers to inventories	(33,651,137)	(2,378,419)	(36,029,556)
Other	(52,003)	(30,383)	(82,386)
Balance as of December 31, 2019	<u>\$ 2,043,237</u>	<u>1,818,911</u>	<u>3,862,148</u>
	Current biological assets	Non-current biological assets	Total
Balance as of January 1, 2018	\$ 1,942,193	1,617,503	3,559,696
Increase due to purchases	334,710	629,902	964,612
Sales	-	(119,297)	(119,297)
Net increase due to births	274,286	2,292,178	2,566,464
Production cost	33,189,920	1,729,478	34,919,398
Depreciation	-	(2,136,224)	(2,136,224)
Transfers to inventories	(33,690,071)	(2,292,178)	(35,982,249)
Other	22,488	366	22,854
Balance as of December 31, 2018	<u>\$ 2,073,526</u>	<u>1,721,728</u>	<u>3,795,254</u>

The “Other” category includes the change in fair value of biological assets that resulted in a decrease of \$31,701 in 2020, increase of \$35,487 in 2019 and decrease of \$22,270 in 2018.

The Company is exposed to different risks relating to its biological assets:

- Future excesses in the offer of poultry products and a decline in the demand growth of the chicken industry may negatively affect the Company's results.
- Increases in raw material prices and price volatility may negatively affect the Company's margins and results.
- In addition, in the case of the Company's operations in the United States of America, the cost of corn and grain may be affected by an increase in the demand for ethanol, which may reduce the market's available corn inventory.
- Operations in Mexico and the United States of America are based on animal breeding and meat processing, which are subject to sanitary risks and natural disasters.
- Hurricanes and other adverse climate conditions may result in additional inventory losses and damage to the Company's facilities and equipment.

(12) Prepaid expenses and other current assets

As of December 31, 2020, 2019 and 2018, prepaid expenses and other current assets are as follows:

		December 31,		
		2020	2019	2018
Advances to suppliers of inventories	\$	613,188	628,286	704,563
Prepaid expenses for services		303,345	280,950	217,074
Prepaid expenses for insurance and sureties		74,565	128,178	129,582
Other current assets		230,157	189,782	80,651
Total	\$	<u>1,221,255</u>	<u>1,227,196</u>	<u>1,131,870</u>

(13) Assets held for sale

As of December 31, 2020, 2019 and 2018, assets held for sale are as follows:

		December 31,		
		2020	2019	2018
Buildings	\$	24,208	22,394	18,920
Land		29,563	29,563	27,310
Other		859	959	2,839
Total	\$	<u>54,630</u>	<u>52,916</u>	<u>49,068</u>

The Company recognized gains (losses) on sales of these assets of \$510, \$2,311 and (\$13) during 2020, 2019 and 2018, respectively.

(14) Property, plant and equipment

As of December 31, 2020, 2019 and 2018, property, plant and equipment are comprised as follows:

Cost	Balance as of January 1, 2020	Additions	Disposals	Currency translation effect	Balance as of December 31, 2020
Land	\$ 1,553,499	102,847	(5,900)	4,982	1,655,428
Buildings and construction	12,340,405	686,270	(297,490)	92,008	12,821,193
Machinery and equipment	15,866,952	1,240,779	(145,320)	154,497	17,116,908
Transportation equipment	2,111,999	462,344	(130,089)	1,380	2,445,634
Computer equipment	134,481	13,784	(244)	3,096	151,117
Furniture	190,289	21,325	(6,463)	782	205,933
Leasehold improvements	3,598	4,439	-	-	8,037
Construction in progress	1,459,922	220,493	-	(4,521)	1,675,894
Total	\$ 33,661,145	2,752,281	(585,506)	252,224	36,080,144

Accumulated depreciation	Balance as of January 1 2020	Depreciation for the year	Disposals	Currency translation effect	Balance as of December 31, 2020
Buildings and construction	\$ (5,750,971)	(299,865)	229,718	(15,632)	(5,836,750)
Machinery and equipment	(8,253,772)	(1,048,758)	96,589	(61,396)	(9,267,337)
Transportation equipment	(856,429)	(204,384)	96,553	(1,275)	(965,535)
Computer equipment	(107,016)	(21,721)	160	(1,610)	(130,187)
Furniture	(136,311)	(15,575)	5,863	(490)	(146,513)
Total	\$ (15,104,499)	(1,590,303)	428,883	(80,403)	(16,346,322)

Cost	Balance as of January 1, 2019	Additions	Disposals	Currency translation effect	Balance as of December 31, 2019
Land	\$ 1,378,090	209,752	(30,677)	(3,666)	1,553,499
Buildings and construction	11,943,476	472,095	(7,478)	(67,688)	12,340,405
Machinery and equipment	15,182,044	891,008	(92,623)	(113,477)	15,866,952
Transportation equipment	1,792,273	474,960	(154,116)	(1,118)	2,111,999
Computer equipment	136,183	3,828	(3,257)	(2,273)	134,481
Furniture	178,455	17,684	(5,295)	(555)	190,289
Leasehold improvements	4,350	-	(752)	-	3,598
Construction in progress	1,501,697	-	(38,065)	(3,710)	1,459,922
Total	\$ 32,116,568	2,069,327	(332,263)	(192,487)	33,661,145

Accumulated depreciation	Balance as of January 1 2019	Depreciation for the year	Disposals	Currency translation effect	Balance as of December 31, 2019
Buildings and construction	\$ (5,536,825)	(230,450)	2,199	14,105	(5,750,971)
Machinery and equipment	(7,505,222)	(874,447)	65,136	60,761	(8,253,772)
Transportation equipment	(829,664)	(134,708)	106,955	988	(856,429)
Computer equipment	(98,034)	(13,635)	3,145	1,508	(107,016)
Furniture	(128,647)	(12,151)	4,109	378	(136,311)
Total	\$ (14,098,392)	(1,265,391)	181,544	77,740	(15,104,499)

Cost	Balance as of January 1, 2018	Additions	Disposals	Currency translation effect	Balance as of December 31, 2018
Land	\$ 1,353,643	24,400	-	47	1,378,090
Buildings and construction	11,440,284	513,033	(11,546)	1,705	11,943,476
Machinery and equipment	14,021,881	1,255,026	(96,727)	1,864	15,182,044
Transportation equipment	1,773,153	101,645	(82,543)	18	1,792,273
Computer equipment	125,991	10,441	(318)	69	136,183
Furniture	169,752	12,985	(4,258)	(24)	178,455
Leasehold improvements	2,661	1,689	-	-	4,350
Construction in progress	1,435,147	63,364	-	3,186	1,501,697
Total	\$ 30,322,512	1,982,583	(195,392)	6,865	32,116,568

Accumulated depreciation	Balance as of January 1 2018	Depreciation for the year	Disposals	Currency translation effect	Balance as of December 31, 2018
Buildings and construction	\$ (5,323,314)	(221,565)	9,315	(1,261)	(5,536,825)
Machinery and equipment	(6,706,824)	(857,930)	66,578	(7,046)	(7,505,222)
Transportation equipment	(771,406)	(118,439)	60,276	(95)	(829,664)
Computer equipment	(81,504)	(16,598)	305	(237)	(98,034)
Furniture	(119,423)	(12,385)	3,218	(57)	(128,647)
Total	\$ (13,002,471)	(1,226,917)	139,692	(8,696)	(14,098,392)

Carrying amounts, net	December 31,		
	2020	2019	2018
Land	\$ 1,655,428	1,553,499	1,378,090
Buildings and construction	6,984,443	6,589,434	6,406,651
Machinery and equipment	7,849,571	7,613,180	7,676,822
Transportation equipment	1,480,099	1,255,570	962,609
Computer equipment	20,930	27,465	38,149
Furniture	59,420	53,978	49,808
Leasehold improvements	8,037	3,598	4,350
Construction in progress	1,675,894	1,459,922	1,501,697
Total	\$ 19,733,822	18,556,646	18,018,176

Additions of property, plant and equipment in 2020 include assets acquired through business combinations of \$383,680 that consist of the following:

Land	\$ 62,050
Buildings and construction	231,264
Machinery and equipment	73,332
Transportation equipment	4,825
Computer equipment	1,761
Furniture	1,115
Construction in progress	9,333
Total	\$ 383,680

Depreciation expense during the years ended December 31, 2020, 2019 and 2018 was \$1,590,303, \$1,265,391 and \$1,226,917, respectively, which was charged to cost of sales and operating expenses.

(15) Goodwill

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Balances at beginning of the year	\$ 1,578,994	1,631,771	1,631,094
Foreign currency effects	71,722	(52,777)	677
Balances at end of year	<u>\$ 1,650,716</u>	<u>1,578,994</u>	<u>1,631,771</u>

The recoverable amount of the cash-generating unit is determined based on a calculation of its value in use, which uses projections of the estimated cash flows based on financial budgets approved by management for a determined projection period, which are discounted using an annual discount rate.

Projections of the cash flows during the budgeted period are based on sales projections which include increases due to inflation, as well as the projection of expected gross margins and operating margins during the budgeted period. Cash flows that exceed such period are extrapolated using an annual stable growth rate, which is the long-term weighted average growth rate for the market in which the cash-generating unit operates.

The assumptions and balances of each cash-generating unit are as follows:

2020				
Cash-generating unit	Final balance of the year	Projection period (years)	Annual discount rate (%)	Annual growth rate (%)
Bachoco - Istmo and Peninsula regions	\$ 212,833	5	12.95%	3.00%
Campi	88,015	5	12.95%	3.00%
Ok Farms - Morris Hatchery, Inc. Arkansas	66,162	5	3.43%	0.00%
Ok Farms - Morris Hatchery Inc. Georgia	111,715	5	3.43%	0.00%
Ok Foods- Albertville Quality Foods, Inc.	1,171,991	5	3.43%	0.00%
	<u>\$ 1,650,716</u>			
2019				
Cash-generating unit	Final balance of the year	Projection period (years)	Annual discount rate (%)	Annual growth rate (%)
Bachoco - Istmo and Peninsula regions	\$ 212,833	5	12.84%	3.00%
Campi	88,015	5	12.84%	3.00%
Ok Farms - Morris Hatchery, Inc. Arkansas	62,647	5	5.22%	0.00%
Ok Farms - Morris Hatchery Inc. Georgia	105,780	5	5.22%	0.00%
Ok Foods- Albertville Quality Foods, Inc.	1,109,719	5	5.22%	0.00%
	<u>\$ 1,578,994</u>			

2018				
Cash-generating unit	Final balance of the year	Projection period (years)	Annual discount rate (%)	Annual growth rate (%)
Bachoco - Istmo and Peninsula regions	\$ 212,833	5	13.17%	3.00%
Campi	88,015	5	13.17%	3.00%
Ok Farms - Morris Hatchery, Inc. Arkansas	65,233	5	5.87%	0.00%
Ok Farms - Morris Hatchery Inc. Georgia	110,147	5	5.87%	0.00%
Ok Foods- Albertville Quality Foods, Inc.	1,155,543	5	5.87%	0.00%
	<u>\$ 1,631,771</u>			

(16) Intangible assets

The balances as of December 31, 2020, 2019 and 2018 for \$753,224, \$772,640 and \$949,355 are mainly comprised of trade names and customer relationships derived from the purchase through its subsidiary OK Foods, Inc. Customer relationships are generally amortized over 15 years based on the pattern of revenue expected to be generated from the use of the asset.

Indefinite life intangible assets are initially recorded at their fair value and are not amortized, but they are reviewed for impairment at least annually or more frequently if impairment indicators arise.

During 2019 and 2018, the Company ended a relationship with clients for which an intangible asset was recognized. The Company does not expect to do future business with those clients resulting in an impairment in intangible assets from customer relationships of \$73,733 and \$ 6,139 in 2019 and 2018, respectively, which was charged to the results of the fiscal year as other expenses.

During 2018 the Company decided to discontinue a product line that it was no longer producing and did not have any success in selling the trademarks associated with that line. Accordingly, an impairment charge of \$11,756 in trade names was recognized. The remaining intangible assets were evaluated internally and an independent external impairment study was performed to determine the fair value. This study resulted in impairment charges of \$3,535 in the trade names in addition to the amounts listed above. Therefore, total impairment charges recognized during 2018 for intangible assets were \$21,430.

a) Intangible assets consist of the following:

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Amortizable intangible assets			
Customer relationships	\$ 941,582	891,553	1,020,500
Accumulated amortization	(219,702)	(74,859)	(95,911)
Impairment loss	-	(73,733)	(6,139)
Total net amortizable intangible assets	721,880	742,961	918,450
Trade names not subject to amortization	31,344	29,679	46,196
Impairment loss	-	-	(15,291)
Total intangible assets	<u>\$ 753,224</u>	<u>772,640</u>	<u>949,355</u>

b) Reconciliation between the carrying amounts at the beginning and at the end of the intangible assets

	Customer relationships	Trade names not subject to amortization	Total
Carrying amounts			
Balance as of January 1, 2020	\$ 817,820	29,679	847,499
Additions	-	-	-
Currency translation effect	123,762	1,665	125,427
Balance as of December 31, 2020	<u>941,582</u>	<u>31,344</u>	<u>972,926</u>
Accumulated amortization			
Balance as of January 1, 2020	(74,859)	-	(74,859)
Additions	-	-	-
Amortization expense	(144,843)	-	(144,843)
Balance as of December 31, 2020	<u>(219,702)</u>	<u>-</u>	<u>(219,702)</u>
Total intangible assets	<u>\$ 721,880</u>	<u>31,344</u>	<u>753,224</u>
	Customer relationships	Trade names not subject to amortization	Total
Carrying amounts			
Balance as of January 1, 2019	\$ 1,014,361	30,905	1,045,266
Additions	-	-	-
Impairment loss	(73,733)	-	(73,733)
Currency translation effect	(122,808)	(1,226)	(124,034)
Balance as of December 31, 2019	<u>817,820</u>	<u>29,679</u>	<u>847,499</u>
Accumulated amortization			
Balance as of January 1, 2019	(95,911)	-	(95,911)
Additions	-	-	-
Amortization expense	21,052	-	21,052
Balance as of December 31, 2019	<u>(74,859)</u>	<u>-</u>	<u>(74,859)</u>
Total intangible assets	<u>\$ 742,961</u>	<u>29,679</u>	<u>772,640</u>

(17) Other non-current assets

Other non-current assets consist of the following:

	December 31,		
	2020	2019	2018
Advances for purchase of property, plant and equipment	\$ 472,828	495,015	326,676
Investments in life insurance (note 3 (I))	71,431	65,545	66,177
Security deposits	23,476	21,545	20,745
Other long-term receivable	193,689	173,488	171,222
Intangible assets in process	2,996	2,841	26,898
Other	54,502	51,614	54,024
Total non-current assets	<u>\$ 818,922</u>	<u>810,048</u>	<u>665,742</u>

(18) Financial debt**a) Short-term financial debt is as follows:**

	December 31,		
	2020	2019	2018
Loan denominated in pesos, maturing in January 2019, at TIE (1) FIRA (2) rate plus 1.25 percentage points.	\$ -	-	100,306
Loan in the amount of 140,000 thousand dollars, maturing in February 2019, at fixed rate 2.29 percentage points.	-	-	2,757,460
Loan denominated in pesos, maturing in February 2019, at TIE (1) rate plus 1.25 percentage points.	-	-	300,028
Loan denominated in pesos, maturing in March 2019, at TIE (1) rate plus 1.25 percentage points.	-	-	250,023
Loan denominated in pesos, maturing in May 2019, at TIE (1) rate plus 0.40 percentage points.	-	-	20,003
Loan in the amount of 70,000 thousand dollars, maturing in January 2020, at LIBOR (3) rate plus 0.62 percentage points.	-	1,322,176	-
Loan denominated in pesos, maturing in January 2020, at TIE (1) rate plus 0.50 percentage points.	-	50,000	-
Loan in the amount of 80,000 thousand dollars, maturing in February 2020, at LIBOR6 (4) rate plus 0.35 percentage points.	-	1,509,015	-
Loan denominated in pesos, maturing in February 2020, at TIE (1) rate plus 1.05 percentage points.	-	449,572	-
Loan denominated in pesos, maturing in May 2020, at TIE (1) rate plus 1.05 percentage points.	-	99,678	-
Loan denominated in pesos, maturing in June 2020, at TIE (1) rate plus 0.50 percentage points.	-	9,958	-
Loan in the amount of 39,000 thousand dollars, maturing in January 2021, at LIBOR (3) rate plus 0.60 percentage points.	778,050	-	-
Loan denominated in pesos, maturing in February 2021, at TIE (1) rate plus 0.90 percentage points.	70,011	-	-
Total short-term debt	<u>\$ 848,061</u>	<u>3,440,399</u>	<u>3,427,820</u>

The annual weighted average interest rate of short-term loans denominated in pesos for 2020, 2019 and 2018 was 6.71%, 9.24% and 9.14%, respectively. The average interest rate for loans outstanding as of December 31, 2020, 2019 and 2018 was 5.50%, 8.77% and 9.15%, respectively.

The annual weighted average interest rate of short-term loans denominated in dollars for the years 2020, 2019 and 2018 was 1.61%, 2.36% and 2.26%, respectively. The average interest rate for loans outstanding as of December 31, 2020, 2019 and 2018 was 0.75%, 2.37% and 2.29%, respectively.

- (1) TIEE (for its acronym in Spanish) = Interbank Equilibrium Rate
- (2) FIRA (for its acronym in Spanish) = Agriculture Trust Funds
- (3) LIBOR= London Interbank Offered Rate
- (4) LIBOR6= London InterBank Offered Rate (6 months)

b) Long-term debt consists of the following:

	December 31,		
	2020	2019	2018
Loan denominated in pesos, maturing in 2019, at TIEE (1) FIRA (2) rates plus 0.25 percentage points.	\$ -	-	53,980
Loan denominated in pesos, maturing in 2023, at TIEE (1) FIRA (2) plus 0 percentage points.	-	-	55,007
Loan denominated in pesos, maturing in May 2021, at TIEE (1) plus 1.05 percentage points.	209,499	-	-
Debt securities (subsection (d) of this note)	<u>1,460,405</u>	<u>1,488,208</u>	<u>1,500,793</u>
Total	<u>1,669,904</u>	<u>1,488,208</u>	<u>1,609,780</u>
Less current maturities	<u>(209,499)</u>	<u>-</u>	<u>(64,973)</u>
Long-term debt, excluding current maturities	<u>\$ 1,460,405</u>	<u>1,488,208</u>	<u>1,544,807</u>

The annual weighted average interest rate on long-term debt for 2020, 2019 and 2018 was 6.49%, 8.53% and 8.42%, respectively. The average rate for outstanding loans as of December 31, 2020, 2019 and 2018 was 4.91%, 8.26% and 8.46%, respectively.

- (1) TIEE (for its acronym in Spanish) = Interbank Equilibrium Rate
- (2) FIRA (for its acronym in Spanish) = Trust Established in Relation to Agriculture

During 2020 and 2019 the Company made early payments on its long-term debt of \$17,877 and \$51,000, during 2018 the Company did not make early payments on its long-term debt.

As of December 31, 2020, 2019 and 2018, unused lines of credit amounted to \$6,919,625, \$3,325,981 and \$5,723,011, respectively. In all such years, the Company did not pay any fee for undrawn balances.

c) Maturities of long-term debt, excluding current maturities, as of December 31, 2020, are as follows:

<u>Year</u>	<u>Amount</u>
2022	\$ 1,460,405

The amount of future unearned interest is \$ 122,722.

Interest expense on total loans during the years ended December 31, 2020, 2019 and 2018, amounted to \$159,169, \$250,820 and \$185,913, respectively, (note 29).

Certain bank loans establish certain affirmative and negative covenants, as well as the requirement to maintain certain financial ratios, which have been met as of December 31, 2020, among which are:

- a) Provide financial information at the request of the bank.
- b) Not to contract liabilities with financial cost or grant loans that may affect payment obligations.
- c) Notify the bank regarding the existence of legal issues that could substantially affect the financial situation of the Company.
- d) Not to perform substantial changes to the nature of the business, or the administrative structure.
- e) Not to merge, consolidate, separate, settle or dissolve except for those mergers in which the Company or surety are the merging company and do not constitute a change in control of the entities of the group to which the Company or the surety belong at the date of the agreement.

d) Issuance of debt securities

On August 25, 2017, a second issuance of debt securities was carried out for a total amount of \$1,500,000 with ticker symbol: "BACHOCO 17" for a term of 1,820 days, equivalent to 65 periods of 28 days, approximately five years, with 15,000,000 debt securities and a par value of \$100 pesos per certificate.

From the date of issuance, and while the debt securities have not been paid, they will accrue annual gross interest on their face amount, at an annual interest rate, which is calculated by adding 0.31 percentage points at the 28-day TIIE, and in the event the 28-day TIIE is not published, at the nearest term published by the Bank of Mexico. The debt issue that expired in 2017 accrued a gross interest on its nominal value, at an annual interest rate, which was calculated by adding 0.60 percentage points to the 28-day TIIE.

The payment of the debt securities is carried out at the expiration of the contractual term of each issuance. Direct costs arising from debt issuance or contract are deferred and paid as part of financial expense using the effective interest rate through the term of each transaction. Such costs include commissions and professional fees.

(1) UDIS = Investment units

Derived from the issuance of debt securities, the Company is subject to certain requirements, affirmative and negative covenants, with which they comply as of December 31, 2020.

e) Reconciliation of liabilities arising from financing debt

	December 31,		
	2020	2019	2018
Balance as of January 1	\$ 4,928,607	5,037,600	5,249,024
Changes that represent cash flows			
Proceeds from borrowings	4,030,700	4,839,000	3,370,400
Principal payment on loans	(6,762,222)	(4,808,163)	(3,588,067)
Changes that do not represent cash flows			
Other	320,880	(139,830)	6,243
Balance as of December 31	<u>\$ 2,517,965</u>	<u>4,928,607</u>	<u>5,037,600</u>

(19) Trade accounts and other accounts payable

	December 31,		
	2020	2019	2018
Trade payables	\$ 4,516,424	3,972,460	3,996,014
Sundry creditors and expenses payable	532,679	518,711	597,330
Provisions	24,099	64,154	103,494
Statutory employee profit sharing	62,075	86,710	68,432
Retained payroll taxes and other local taxes	375,086	275,214	259,828
Direct employee benefits	232,083	213,345	160,431
Interest payable	10,575	28,060	10,728
Others	116	173	90
	<u>\$ 5,753,137</u>	<u>5,158,827</u>	<u>5,196,347</u>

Note 8 discloses the Company's exposure to the exchange and liquidity risks related to trade accounts payable and other accounts payable.

In December 2009, the National Water Commission (CNA, for its Spanish acronym) imposed credits and fines to the Company for supposed infractions made by the Company in water administration for exploitation of livestock. The Company has recognized a provision for the amount that it expects to be probable to pay.

Bachoco USA, LLC. is involved in claims with the *United States of America Department of Labor* and the *United States Immigration and Customs Enforcement*, and various other matters related to its business, including workers' payment claims and environmental issues. As of December 31, 2020 and 2019 the Company has not recorded any provision. During 2018 the Company recorded provisions of \$39,340 (2,000 thousand dollars) for estimated probable payments, which were reversed in 2019 based on Management's estimate of risk of loss.

(20) Transactions and balances with related parties

a) Transactions with management

Compensation

The following table shows the compensation paid to the directors and executives for services provided in their respective positions for the years ended December 31, 2020, 2019 and 2018:

	December 31,		
	2020	2019	2018
Compensation	\$ 57,429	52,635	61,189

b) Transactions with other related parties

Below is a summary of the Company's transactions and balances with other related parties, which are comprised of affiliates that are under common control:

i. Revenues and balances receivable to related parties

	Transaction value			Balance as of		
	December 31,			December 31,		
	2020	2019	2018	2020	2019	2018
Sales of products to:						
Vimifos, S.A. de C.V.	\$ 4,055	9,323	8,812	\$ 400	785	99
Frescopack, S.A. de C.V.	53	58	-	-	58	-
Taxis Aéreos del Noroeste, S.A. de C.V.	31	42	28	-	-	-
Alimentos Kowi, S.A. de C.V.	832	934	-	286	337	-
Sonora Agropecuaria, S.A. DE C.V.	123,756	178,624	-	-	12,494	-
	<u>\$ 128,727</u>	<u>188,981</u>	<u>8,840</u>	<u>\$ 686</u>	<u>13,674</u>	<u>99</u>

ii. Expenses and balances payable to related parties

	Transaction value			Balance as of		
	December 31,			December 31,		
	2020	2019	2018	2020	2019	2018
Purchases of food, raw materials and packing supplies						
Vimifos, S.A. de C.V.	\$ 411,129	582,458	557,490	\$ 58,836	41,399	103,371
Frescopack, S.A. de C.V.	143,849	148,210	193,396	9,554	26,233	28,951
Pulmex 2000, S.A. de C.V.	21,414	20,667	37,794	2,407	3,976	5,227
Qualyplast, S.A. de C.V.	1,184	244	230	251	-	41
Alimentos Kowi, S.A. de C.V.	-	907	-	-	2	-
Sonora Agropecuaria, S.A. de C.V.	4,425	3,374	-	-	-	-
Purchases of vehicles, tires and spare parts						
Maquinaria Agrícola, S.A. de C.V.	\$ -	-	-	5	5	64
Llantas y Accesorios, S.A. de C.V.	42,554	38,947	38,581	6,378	4,213	3,374
Autos y Accesorios, S.A. de C.V.	48,129	10,776	18,776	339	124	4,712
Autos y Tractores de Culiacán, S.A. de C.V.	42,857	11,519	17,671	336	149	1,486
Camiones y Tractocamiones de Sonora, S.A. de C.V.	91,098	270,968	19,490	2,636	149	216
Agencia MX-5, S.A de C.V.	63	904	47	6	9	7
Alfonso R. Bours, S.A. de C.V.	2,651	187	307	50	49	40
Cajeme Motors S.A. de C.V.	287	183	30	44	89	5
Airplane leasing expenses						
Taxis Aéreos del Noroeste, S.A. de C.V.	\$ -	24,971	8,368	-	307	20
				\$ <u>80,842</u>	<u>76,704</u>	<u>147,514</u>

As of December 31, 2020, 2019 and 2018, balances payable to related parties correspond to current accounts denominated in pesos that bear no interest and are payable on a short-term basis.

(21) Income Tax

Under the tax legislation in Mexico and the United States of America in effect through December 31, 2020, entities are subject to pay income tax (ISR, by its Spanish acronym).

a) ISR

The Company and each of its subsidiaries file separate income tax returns (including its foreign subsidiary, which files income tax returns in the United States of America, based on its fiscal year ending in April of every year). For the years ended December 31, 2020, 2019 and 2018, the applicable rate under the general tax regime in Mexico is 30%; this rate will be applicable in future years as well. The applicable rate during 2020, 2019 and 2018 for the Company's US subsidiary is 21% (plus state taxes).

As of December 31, 2020, 2019 and 2018, BSACV, the Company's primary operating subsidiary is subject to the agriculture, cattle-raising, forestry and fishing regime of the ISR law, which is applicable to entities exclusively dedicated to such activities. The ISR Law establishes that such activities are exclusive when no more than 10% of an entity's total revenues are generated from something other than those activities or from industrialized products.

b) Tax charged to profit and loss

For the years ended December 31, 2020, 2019 and 2018, the income tax (benefit) expense included in profit and loss is as follows:

	December 31		
	2020	2019	2018
Operation in Mexico:			
Current ISR	\$ 1,321,021	1,066,160	1,242,553
Deferred ISR	341,131	324,415	(33,718)
	<u>1,662,152</u>	<u>1,390,575</u>	<u>1,208,835</u>
Foreign operations:			
Current ISR	33	(1,859)	4,294
Deferred ISR	(450,574)	(263,738)	(58,151)
Total ISR expense	<u>\$ 1,211,611</u>	<u>1,124,978</u>	<u>1,154,978</u>

Total income tax expense

The income tax expense attributable to income before income taxes differed from the amount computed by applying the ISR rate of 30% in 2020, 2019 and 2018 due to the items listed below:

	December 31,					
	2020		2019		2018	
	ISR	Percentage	ISR	Percentage	ISR	Percentage
Expected expense	\$ 1,555,111	30%	\$ 1,292,925	30%	\$ 1,354,965	30%
Increase (decrease) resulting from:						
Net effects of inflation (Non-taxable income)	(196,379)	(4%)	(168,822)	(4%)	(276,758)	(6%)
Non-deductible expenses	7,641	0%	11,027	0%	16,648	0%
Effect of rate difference of foreign subsidiary	20,907	0%	48,658	1%	(16,572)	(0%)
Effect from non-deductible employee benefits	115,496	2%	70,202	2%	90,820	2%
Effect of tax incentive	(69,920)	(1%)	(60,861)	(1%)	-	-
Effect of carryback tax losses in the United States of America ⁽¹⁾	(190,144)	(4%)	-	-	-	-
Bargain purchase gain of domestic business acquisition	(27,267)	(0%)	-	-	-	-
Other	(3,834)	(0%)	(68,151)	(2%)	(14,126)	(0%)
Income tax expense	<u>\$ 1,211,611</u>	<u>23%</u>	<u>\$ 1,124,978</u>	<u>26%</u>	<u>\$ 1,154,978</u>	<u>26%</u>

⁽¹⁾ On March 27, 2020, the Coronavirus Aid, Relief and Economic Security (CARES) Act was enacted. The most significant provisions of the CARES Act that will materially affect the Company's accounting for income taxes includes a five-year carryback allowance for taxable net operating losses generated in tax year 2018 through 2020 and a technical correction to the Tax Cuts and Jobs Act, enacted on December 22, 2017, that disallowed the carrying back of taxable net operating losses to offset prior years' taxable income.

c) Deferred income tax

The Company and each one of its subsidiaries determine the deferred taxes that are reflected at a consolidated level on stand-alone basis. *BSACV*, the main operating subsidiary of the Company, is subject to tax payment under the agriculture, cattle-raising, forestry and fishing regime, in which the tax base for ISR is determined on collected revenues minus paid deductions.

The tax effects of temporary differences, tax losses and tax credits that give rise to significant portions of deferred tax assets and liabilities as of December 31, 2020, 2019 and 2018 are detailed below:

	December 31,		
	2020	2019	2018
Deferred tax assets			
Accounts payable	\$ 2,207	2,481	27,738
Employee benefits	199,087	164,019	53,398
PTU payable	16,690	26,020	20,536
Tax loss carryforwards	60,354	56,163	-
Inventories	-	616	-
Property, plant and equipment	1,696	1,113	-
Other provisions	648	-	2,205
Total deferred tax assets	280,682	250,412	103,877
Deferred tax liabilities			
Property, plant and equipment	-	-	51
Prepaid expenses	2,872	4,593	-
Other provisions	7,655	547	-
Derivative financial instruments	8,221	-	-
Total deferred tax liabilities	18,748	5,140	51
Net deferred tax assets	\$ 261,934	245,272	103,826

	December 31,		
	2020	2019	2018
Deferred tax assets			
Accounts payable	\$ 1,090,676	1,097,422	1,483,275
PTU payable	1,037		
Tax loss carryforwards	606,935	271,772	59,883
Goodwill	-	-	3,879
Other provisions	144,861	63,314	76,025
Total deferred tax assets	1,843,509	1,432,508	1,623,062
Deferred tax liabilities			
Inventories	1,820,929	1,696,300	1,639,156
Accounts receivable	497,655	445,198	366,825
Property, plant and equipment	2,915,222	2,667,824	2,503,172
Prepaid expenses	286,844	332,392	647,480
Goodwill	5,147	584	-
Intangible assets	188,919	190,900	233,749
Derivative financial instruments	3,773	3,803	-
Total deferred tax liabilities	5,718,489	5,337,001	5,390,382
Net deferred tax liability	\$ 3,874,980	3,904,493	3,767,320

d) Unrecognized deferred tax liabilities

Deferred taxes related to investments in subsidiaries have not been recognized as the Company is able to control the moment of the reversal of the temporary difference, and the reversal is not expected to take place in the foreseeable future. Deferred income tax on investments in subsidiaries not recognized as of December 31, 2020, 2019 and 2018 amounts to \$1,802,451, \$1,919,720 and \$2,049,327, respectively. The Company's policy has been to distribute accounting profits when the respective taxes have been paid and in the case of foreign profits, such tax may be duly credited in Mexico.

e) Movement in temporary differences during the fiscal year

	January 1, 2020	Recognized in profit and loss	Acquired or/ Recognized directly in equity	December 31, 2020
Accounts payable	\$ (1,099,903)	8,163	(1,143)	(1,092,883)
Employee benefits	(164,060)	(35,027)	-	(199,087)
PTU payable	(26,020)	8,293	-	(17,727)
Tax loss carryforwards	(327,935)	(314,628)	(24,726)	(667,289)
Interest carryforwards	-	1,551	(1,551)	-
Other provisions	(62,767)	(74,804)	(283)	(137,854)
Goodwill	584	4,371	192	5,147
Intangible assets	190,900	(12,248)	10,267	188,919
Inventories	1,695,684	114,135	11,110	1,820,929
Accounts receivable	445,198	52,457	-	497,655
Property, plant and equipment	2,666,752	177,372	69,402	2,913,526
Prepaid expenses	336,985	(47,269)	-	289,716
Derivative financial instruments	3,803	8,191	-	11,994
Net deferred tax liability	<u>\$ 3,659,221</u>	<u>(109,443)</u>	<u>63,268</u>	<u>3,613,046</u>
	January 1, 2019	Recognized in profit and loss	Acquired or/ Recognized directly in equity	December 31, 2019
Accounts payable	\$ (1,511,013)	410,152	958	(1,099,903)
Employee benefits	(53,398)	(197,728)	87,107	(164,060)
PTU payable	(20,536)	(5,484)	-	(26,020)
Tax loss carryforwards	(59,883)	(273,479)	5,427	(327,935)
Other provisions	(78,230)	15,436	27	(62,767)
Goodwill	(3,879)	4,391	72	584
Intangible assets	233,749	(34,220)	(8,629)	190,900
Inventories	1,639,156	64,120	(7,592)	1,695,684
Accounts receivable	366,825	78,373	-	445,198
Property, plant and equipment	2,503,223	184,454	(20,966)	2,666,752
Prepaid expenses	647,480	(310,495)	-	336,985
Derivative financial instruments	-	3,803	-	3,803
Net deferred tax liability	<u>\$ 3,663,494</u>	<u>(60,677)</u>	<u>56,404</u>	<u>3,659,221</u>

	January 1, 2018	Recognized in profit and loss	Acquired or/ Recognized directly in equity	December 31, 2018
Accounts payable	\$ (1,187,175)	(323,784)	(54)	(1,511,013)
Employee benefits	(45,519)	(1,317)	(6,562)	(53,398)
PTU payable	(12,917)	(7,619)	-	(20,536)
Tax loss carryforwards	(22,013)	(37,004)	(866)	(59,883)
Other provisions	(61,045)	(17,240)	55	(78,230)
Goodwill	(7,562)	3,604	79	(3,879)
Intangible assets	253,898	(19,825)	(324)	233,749
Inventories	1,601,498	37,319	339	1,639,156
Accounts receivable	421,191	(54,366)	-	366,825
Property, plant and equipment	2,428,417	74,819	(13)	2,503,223
Prepaid expenses	393,936	253,544	-	647,480
Net deferred tax liability	<u>\$ 3,762,709</u>	<u>(91,869)</u>	<u>(7,346)</u>	<u>3,663,494</u>

f) Tax on assets and tax loss carryforwards

As of December 31, 2020, tax loss carryforwards expire as shown below. Amounts are indexed for inflation as permitted by Mexican income tax law:

Year	Amount as of December 31, 2020	
	Tax loss carryforwards	Year of expiration / maturity
2017	\$ 59,033	2027
2018	199,632	2028
2019	1,250,964	2029
2020	1,535,909	2030
	<u>\$ 3,045,538</u>	

(22) Employee benefits

a) Employee benefits in Mexico

Defined contribution plans

The Company has a defined contribution plan which receives contributions from both the employees and the Company. Employees can make contributions from 1% to 5% of their wage and the Company is obligated to make contributions as follows: i) 20% of employee contributions for employees with 1 - 4.99 years of service, ii) 40% of employee contributions for employees with 5 – 9.99 years of service, and iii) 100% matching contributions for employees with 10 or more years of service or when the employee reaches 40 years of age, regardless of the years of service.

When an employee retires from the Company he/she has the right to receive the contribution he/she has made to the plan, and i) if the employee retires between the first and the 4.99 year of services, he/she does not have the right to receive the contribution made by the Company, ii) if he/she retires on the fifth year of services he/she has the right to receive 50% of the contributions made by the Company and, for each additional service year, the employee has the right to receive an additional 10% of the contributions made by the Company.

During 2020, 2019 and 2018 there were not the expenses for paid contributions to defined contribution plans, other than those mandated by Mexican law.

The Company makes payments equivalent to 2% of the integrated wage of its workers to the defined contribution plan for the retirement saving fund system established by Mexican law.

The expense for this concept was \$72,121, \$66,134 and \$62,028, in 2020, 2019 and 2018, respectively.

Defined benefits plan

The Company has a defined benefit pension plan covering non-unionized personnel in Mexico. The benefits are based on the age, years of service and the employee's payment. The retirement age is 65 years, with a minimum of 10 years of services, and there is an option for an anticipated retirement option, in certain circumstances, at 55 years of age. The Company's policy to fund the pension plan is to make contributions up to the maximum amount that can be deducted for ISR.

According to the Mexican Federal Labor Law, the Company is obligated to pay a seniority premium as a retirement benefit if an employee retires and has of least 15 years of services, which consists of a sole payment of 12 days for each worked year based on the last wage, limited to the two minimal wages established by law.

The Company recognizes constructive obligations from past practices. Such constructive obligations are associated with service time the employee has worked for the Company. The payment of this benefit is disbursed in a single installment at the time the employee voluntarily stops working for the Company. As of 2018 and in future periods, this obligation is only recognized for directors and executives.

The plans in Mexico expose the Company to actuarial risks such as interest rate risk, longevity risk and salary risk:

Interest risk	A decrease in the interest rate for the governmental bonds will increase the plan's liability.
Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The projected net liability presented on the consolidated statements of financial position is as follows:

	December 31,		
	2020	2019	2018
Present value of unfunded obligations	\$ 592,294	487,810	302,818
Present value of funded obligations	<u>163,651</u>	<u>148,392</u>	<u>197,254</u>
Total present value of benefit obligations (“PBO”)	755,945	636,202	500,072
Plan assets at fair value	<u>(163,651)</u>	<u>(148,392)</u>	<u>(197,254)</u>
Projected liability, net	<u>\$ 592,294</u>	<u>487,810</u>	<u>302,818</u>

ii. Composition and return of plan assets

	Actual return of the plan assets			Composition of the plan assets		
	2020	2019	2018	2020	2019	2018
Fixed income securities	11.28%	12.67%	5.10%	63%	62%	67%
Variable income securities	<u>9.47%</u>	<u>15.65%</u>	<u>(10.95%)</u>	<u>37%</u>	<u>38%</u>	<u>33%</u>
Total				<u>100%</u>	<u>100%</u>	<u>100%</u>

ii. Movements in the present value of PBO

	2020	2019	2018
PBO as of January 1	\$ 636,202	500,072	462,986
Benefits paid by the plan	(78,149)	(54,932)	(38,393)
Service cost	38,987	30,108	28,084
Interest cost	53,343	50,421	41,410
Actuarial losses recognized in other comprehensive income	105,562	110,533	494
Past service cost – plan amendments	-	-	5,491
PBO as of December 31	<u>\$ 755,945</u>	<u>636,202</u>	<u>500,072</u>

iii. Movements in the fair value of plan assets

	2020	2019	2018
Plan assets at fair value as of January 1	\$ 148,392	197,247	259,245
Transfer of assets to fund defined contribution benefit plan	-	(39,079)	(38,327)
Benefits paid by the plan	-	(32,027)	(16,772)
Expected return on plan assets	13,678	19,615	23,244
Actuarial losses in other comprehensive income	<u>1,581</u>	<u>2,636</u>	<u>(30,136)</u>
Fair value of plan assets as of December 31	<u>\$ 163,651</u>	<u>148,392</u>	<u>197,254</u>

iv. Expense recognized in profit and loss

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Current service cost	\$ 38,987	30,108	28,084
Interest cost, net	39,665	30,806	18,166
	<u>\$ 78,652</u>	<u>60,914</u>	<u>46,250</u>

v. Actuarial gains and (losses)

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Amount accumulated as of January, 1	\$ (279,144)	(171,247)	(140,617)
Recognized during the year	(103,982)	(107,897)	(30,630)
Amount accumulated as of December, 31	<u>\$ (383,126)</u>	<u>(279,144)</u>	<u>(171,247)</u>

vi. Actuarial assumptions

Primary actuarial assumptions at the consolidated financial statements date (expressed as weighted averages) are as follows.

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Discount rate as of December, 31	7.75%	8.75%	10.50%
Rate for future salary increases	4.50%	4.50%	4.50%
Social security wage increase rate	<u>3.50%</u>	<u>3.50%</u>	<u>3.50%</u>

The assumptions related to mortality are based on statistics and experiences over the Mexican population. The average expected life of an individual that retires at 65 years of age is 17.13 years for men and 10.92 years for women (Experience Chart of Demographic Mortality for Active EMSSA 1997).

vii. Historical information

	<u>December 31,</u>		
	<u>2020</u>	<u>2019</u>	<u>2018</u>
Present value of defined benefit obligation	\$ 755,945	636,202	500,072
Plan assets at fair value	(163,651)	(148,392)	(197,254)
Plan deficit	<u>\$ 592,294</u>	<u>487,810</u>	<u>302,818</u>
Experience adjustments arising from plan liabilities	<u>\$ (105,562)</u>	<u>(110,533)</u>	<u>(494)</u>
Experience adjustments arising from plan assets	<u>\$ 1,581</u>	<u>2,636</u>	<u>(30,136)</u>

viii. Sensitivity analysis of the defined benefits obligations as of December 31, 2020, 2019 and 2018

<u>2020</u>	<u>Pension plan</u>	<u>Seniority premium</u>	<u>Constructive obligation</u>	<u>Total PBO</u>
Discount rate 7.75%	\$ (531,251)	(203,282)	(21,412)	(755,945)
Rate increase (+ 1%)	\$ (511,884)	(200,058)	(21,209)	(733,151)
Rate decrease (- 1%)	\$ (554,180)	(206,605)	(21,619)	(782,404)

2019	Pension plan	Seniority premium	Constructive obligation	Total PBO
Discount rate 8.75%	\$ (442,133)	(173,401)	(20,668)	(636,202)
Rate increase (+ 1%)	\$ (434,134)	(170,812)	(20,490)	(625,436)
Rate decrease (- 1%)	\$ (450,391)	(176,067)	(20,852)	(647,310)
2018	Pension plan	Seniority premium	Constructive obligation	Total PBO
Discount rate 10.50%	\$ (358,635)	(119,973)	(21,464)	(500,072)
Rate increase (+ 1%)	\$ (313,585)	(109,872)	(20,258)	(443,715)
Rate decrease (- 1%)	\$ (364,699)	(121,572)	(21,649)	(507,920)

ix. Expected cash flows

	Total
2021-2031 \$	640,387

x. Future contributions to the defined benefits plan

The Company does not expect to make contributions to the defined benefit plans in the following financial year.

b) Foreign employee benefits

Defined contribution plans

Bachoco USA, LLC. (foreign subsidiary) has a defined contribution retirement 401(k) plan, covering all employees who meet certain eligibility requirements. The Company contributes to the plan at the rate of 50% of employee's contributions up to a maximum of 2% of the individual employee's contribution. The cumulative contribution expense for this plan was \$16,418, \$14,919 and \$12,999 for the year ended December 31, 2020, 2019 and 2018, respectively.

Equity-based compensation

Bachoco USA, LLC. has a deferred payment agreement with certain key employees. Amounts payable under this plan are vested after 10 years from the date of the agreement. The benefit value of each unit is equal to the increase in the initial book value from the date of the agreement to the conclusion of the vesting period. Under the agreement, 26,000 units were outstanding as of December 31, 2020, 2019 and 2018, all of which were fully vested. The total liability under this plan totaled \$44,994, \$32,874 and \$20,922 as of December 31, 2020, 2019 and 2018, respectively. The expense recognized for this plan for the year ended December 31, 2020 and 2019 was \$4,678 and \$1,772, respectively. During 2018 no expense was recognized for this concept.

c) **PTU**

Industrias Bachoco, S.A.B de C.V. and *BSACV* has no employees. Each of the subsidiaries of the Company that has employees in Mexico is required under Mexican laws to pay employees, in addition to their payment and benefits, statutory employee profit sharing in an aggregate amount equal to 10% of each subsidiary's taxable income. The accrued liability as of December 31, 2020, 2019 and 2018 is shown in note 19, Trade payable and other accounts payable.

(23) Costs and expenses by nature

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Cost of sales	\$ 57,707,566	51,557,351	51,422,376
General, selling and administrative expenses	<u>6,420,397</u>	<u>6,116,620</u>	<u>6,024,406</u>
Total costs and expenses	<u>\$ 64,127,963</u>	<u>57,673,971</u>	<u>57,446,782</u>
Inventory consumption	\$ 44,747,933	39,823,395	40,115,184
Wages and salaries	8,507,124	7,561,229	7,348,795
Freight	5,037,768	5,047,007	4,809,678
Maintenance	2,006,848	1,715,820	1,719,907
Other utility expenses	1,402,459	1,595,993	1,591,920
Depreciation	1,590,303	1,265,391	1,226,917
Depreciation of right-of-use assets	307,757	302,804	-
Leases ⁽¹⁾	119,592	96,825	453,162
Other	<u>408,179</u>	<u>265,507</u>	<u>181,219</u>
Total	<u>\$ 64,127,963</u>	<u>57,673,971</u>	<u>57,446,782</u>

(1) Leasing expense in 2020 and 2019 includes contracts classified as low value or those with terms less than twelve months. The expense corresponding to the 2018 annual period includes everything previously classified as operating leases under IAS 17 - Leases, which was replaced by IFRS 16 Leases.

(24) Leases

Operating leases as lessee

During 2018 the Company has entered operating leases for certain offices, production facilities, and automotive and computer equipment. Some leases contain renewal options. These agreements have terms between one and five years.

Lease expenses	<u>\$ 453,162</u>
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a) As of December 31, 2020 and 2019, the leased assets with recognized right of use are comprised as follows:

Right-of-use assets	Balance as of January 1, 2020	Additions	Modifications and disposal	Balance as of December 31, 2020
Buildings and construction	\$ 380,011	101,272	(11,896)	469,387
Machinery and equipment	447,179	39,020	(38,775)	447,424
Transportation equipment	283,332	4,767	61,109	349,208
Computer equipment	15,014	2,572	1,806	19,392
Total	\$ 1,125,536	147,631	12,244	1,285,411

Depreciation of right-of-use assets	Balance as of January 1, 2020	Depreciation for the year	Currency translation effect	Balance as of December 31, 2019
Buildings and construction	\$ (97,736)	(58,148)	1,897	(153,987)
Machinery and equipment	(116,391)	(119,740)	(199)	(236,330)
Transportation equipment	(84,120)	(126,211)	3,704	(206,627)
Computer equipment	(4,557)	(3,658)	(1,407)	(9,622)
Total	\$ (302,804)	(307,757)	3,995	(606,566)
Total right-of-use assets	\$ 822,732			678,845

Right-of-use assets	Balance as of January 1	Additions	Balance as of December 31, 2019
Buildings and construction	\$ 320,528	59,483	380,011
Machinery and equipment	370,410	76,769	447,179
Transportation equipment	219,132	64,200	283,332
Computer equipment	12,340	2,674	15,014
Total	\$ 922,410	203,126	1,125,536

Depreciation of right-of-use assets	Balance as of December 31, 2019
Buildings and construction	\$ (97,736)
Machinery and equipment	(116,391)
Transportation equipment	(84,120)
Computer equipment	(4,557)
Total	\$ (302,804)
Total right-of-use assets	\$ 822,732

b) The movements in liabilities for these lease contracts were as follows:

Lease liabilities	Balance as of January 1, 2020	Additions	Modifications and disposals	Payment	Interest paid	Currency translation effect	Balance as of December 31, 2020
Buildings and construction	\$ 280,277	101,272	31,213	(121,909)	17,903	1,258	310,014
Machinery and equipment	308,710	39,020	(19,990)	(143,240)	26,143	28,007	238,650
Transportation equipment	204,258	4,767	57,473	(115,851)	9,228	2,517	162,392
Computer equipment	9,805	2,572	1,560	(5,710)	365	63	8,655
Total	\$ 803,050	147,631	70,256	(386,710)	53,639	31,845	719,711
Current Lease liabilities	(149,538)	(123,276)	-	-	-	(6,167)	(278,981)
Long term lease liabilities	\$ 653,512	24,355	70,256	(386,710)	53,639	25,678	440,730

Lease liabilities	Balance as of January 1, 2019	Additions	Payment	Interest paid	Currency translation effect	Balance as of December 31, 2019
Buildings and construction	\$ 320,528	59,297	(113,097)	17,423	(3,874)	280,277
Machinery and equipment	370,410	63,662	(124,435)	11,933	(12,860)	308,710
Transportation equipment	219,132	64,129	(82,381)	8,070	(4,692)	204,258
Computer equipment	12,340	2,674	(5,294)	371	(286)	9,805
Total	\$ 922,410	189,762	(325,207)	37,797	(21,712)	803,050
Current Lease liabilities	-	-	-	-	-	(149,538)
Long term lease liabilities	\$ -	-	-	-	-	653,512

c) The detail of the maturity of the long-term lease liabilities is shown below:

2022	\$	184,407
2023		137,727
2024		57,792
Subsequent		60,804
	\$	<u>440,730</u>

d) During 2020 and 2019, an amount of \$36,153 and \$19,116 was charged as expense for rental contracts with a term of less than one year and \$83,439 and \$77,709 for rental contracts with insignificant amounts, a total of \$119,592 and \$96,825, respectively (note 23).

(25) Stockholders' equity and reserves**a) Capital risk management**

An adequate capital risk management allows ongoing business continuity and the maximization of the return towards the Company's investors, which is why management has taken actions that ensure the Company maintains an adequate balance of the funding sources that build its capital structure.

Within its activities in risk management, the Company ensures that the ratio between financial debt and EBITDA of the last 12 months does not exceed 2.75 times and that the interest coverage ratio is at least 3 to 1.

During 2020, 2019 and 2018 these ratios were below the thresholds established by the Company's Risk Committee.

b) Common stock and premiums

As of December 31, 2020, 2019 and 2018, the Company's capital stock is represented by 600,000,000 Series "B" registered shares with a par value of \$1 peso per share.

The Robinson Bours family owned 439,500,000 shares through two family trusts: the placement trust and the control trust, which collectively represented 73.25% of the Company's total shares. The remaining 26.75% represents the floating position:

Shareholding integration as of December 31, 2020, 2019 and 2018		
	Shares ⁽¹⁾	Position
Familiar Trusts	439,500,000	73.25%
- Control Trust	312,000,000	52.00%
- Placement Trust	127,500,000	21.25%
Floating Position ⁽²⁾	160,500,000	26.75%

(1) All Series B shares with voting power.

(2) Operating at the BMV and the NYSE.

Based on the information provided to the Company, as of December 31, 2020, stockholders with 1% or more interest in the Company, in addition to the family trusts, are as follows:

	Shares	Position
Renaissance Technologies LLC	8,058,540	1.34%
GBM Fondo de Inversión Total, S.A. de C.V.	7,336,703	1.22%

c) Other comprehensive income items**i. Foreign currency translation reserve**

This concept is related to the translation of the Company's U.S. operations from their functional currency (U.S. dollar) to the reporting currency, the Mexican peso.

ii. Actuarial remeasurements

Actuarial remeasurements are recognized as other components of comprehensive income and are related to variations in actuarial assumptions that generate actuarial gains or losses as well as adjust the actual yields from plan assets from the net interest cost calculated over the net defined benefits liability balance. Actuarial remeasurements are presented net of income tax within other comprehensive income in the consolidated statement of changes in stockholders' equity, the amount of these actuarial remeasurements net of taxes as of December 31, 2020, 2019 and 2018 amounts to \$268,692, \$195,905 and \$120,378, which includes a deferred tax effect of \$114,430, \$83,236 and \$50,867, respectively.

iii. Derivatives classified as hedging instruments

Derivatives classified as hedging instruments, are a hedge of the exposure to the variability of cash flows that is attributable to a particular risk associated with a recognized asset or liability or a forecasted transaction that may affect the income statement.

A cash flow hedge, which meets all the hedging criteria, is accounted for as follows:

- A portion of the gain or loss of the hedging instrument that is determined to be effective is recognized in other comprehensive income; and
- The ineffective portion of the gain or loss of the hedging instrument is recognized immediately in the income statement.

The amount of cash flow hedges as of December 31, 2020, 2019 and 2018 amounts to \$267,352, \$ 19,771 and \$ 307, respectively.

d) Reserve for repurchase of shares

In 1998, the Company approved a stock repurchase plan in conformity with the Mexican Securities Trading Act and created a reserve for that purpose of \$180,000 charged to retained earnings in such year.

On April 22, 2020, pursuant to a resolution at the General Ordinary Stockholders' Meeting, an amount of \$1,260,000 was approved to be used in the reserve for acquisition own shares.

The following table shows the movements of the reserve for acquisition of shares during the years ended December 31, 2020, 2019 and 2018:

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Balance as of January 1	100,396	86,928	20,000
(+) Total shares purchased	212,860	133,488	86,928
(-) Total shares sold	<u>(160,488)</u>	<u>(120,020)</u>	<u>(20,000)</u>
Balance as of December 31	<u>152,768</u>	<u>100,396</u>	<u>86,928</u>

The net amount of repurchase and treasury share sale transactions was of (\$3,509), (\$1,474) and (\$4,568), during the years ended December 31, 2020, 2019 and 2018, respectively.

As of December 31, 2019, the Company has 152,768 treasury shares.

e) Dividends

During the years ended December 31, 2020, 2019 and 2018, the Company has declared and paid the following dividends:

On April 22, 2020, the Company declared a payment of dividends in cash at nominal value of \$791,744 or \$1.32 pesos per outstanding share. The payment was made in two equal installments, on May 12 and July 7, 2020.

On April 24, 2019, the Company declared a payment of dividends in cash at nominal value of \$840,000 or \$1.40 pesos per outstanding share. The payment was made in two equal installments, on May 14 and July 9, 2019.

On April 25, 2018, the Company declared a payment of dividends in cash at nominal value of \$852,000 or \$1.42 pesos per outstanding share. The payment was made in two equal installments, on May 11 and July 6, 2018.

Dividends that the Company pays to stockholders are subject to ISR solely insofar as such dividends exceed the balance in its net tax income account (“CUFIN”) consisting of income in which ISR is already paid by the Company. The ISR paid on dividends corresponds to a tax payable by legal entities and not by individuals. However, as a result of changes to the income tax law described in note 20(a), beginning on January 1, 2014, a new withholding tax of 10% for resident individuals in Mexico and for all residents in foreign countries who receive dividends from entities was established. Such tax is considered a withholding tax by the entity that pays the dividends. This tax will be applicable only to the income generated from period 2014. Thus, the Company must update its CUFIN from income generated up to December 31, 2013 and must calculate a new CUFIN with the income generated from January 1, 2014.

The Company obtains most of its revenue and net income from *BSACV*. For fiscal years 2020, 2019 and 2018, net income of *BSACV*, accounted for 61%, 63% and 63%, respectively, of consolidated net income. Dividends for which *BSACV* pays ISR will be credited to the Company’s CUFIN account, and accordingly, any future liabilities arising from ISR will be incurred when such amounts are distributed as dividends to the stockholders.

f) Tax balances of stockholders’ equity

CUFIN	Balance as 2013	Balance from 2014	Total
IBSA individual	\$ 6,257,362	9,007,377	15,264,739
IBSA Consolidated	6,587,262	21,437,186	28,024,448

The restated amount as of December 31, 2020 on tax bases of the contributions made by stockholders (“CUCA”), totaling \$3,151,852, may be refunded to them tax-free, to the extent that such amount is the same or higher than equity.

(26) Earnings per share

The basic and diluted earnings per share for the years ended December 31, 2020, 2019 and 2018 are \$6.56, \$5.37 and \$5.58, respectively. The calculation of earnings per share was based on income attributable to ordinary stockholders of the Company (net income attributable to controlling interest) \$3,935,672, \$3,219,931 and \$3,349,967 for the years ended December 31, 2020, 2019 and 2018, respectively.

The average weighted number of common outstanding in 2020, 2019 and 2018 was 599,818,022, 599,971,832 and 599,980,734 shares, respectively.

The Company has no ordinary shares with potential dilutive effects.

(27) Commitments

- Bachoco USA, LLC has self-insurance programs for health care costs and workers' payments. The subsidiary is liable for health care claims up to \$6,983 (350 thousand dollars) each year per plan participant and workers' payments claims up to \$19,950 (1,000 thousand dollars) per event. Self-insurance costs are recorded based on the aggregate of the liability for reported claims and an estimated liability for claims incurred but not reported. The provision for this concept is recorded in the accompanying consolidated statement of financial position within current liabilities amounting to \$89,576 (4,327 thousand dollars), \$81,737 (4,327 thousand dollars) and \$74,766 (3,801 thousand dollars) as of December 31, 2020, 2019 and 2018, respectively. Additionally, the consolidated statement of comprehensive income includes expenses relating to self-insurance plans of \$164,356 (6,565 thousand dollars), \$126,376 (6,565 thousand dollars) and \$139,783 (7,269 thousand dollars) for the years ended December 31, 2020, 2019 and 2018, respectively. The Company is required to maintain letters of credit on behalf of the subsidiary of \$57,855 (2,900 thousand dollars) during 2020, \$54,781 (2,900 thousand dollars) during 2019 and \$57,043 (2,900 thousand dollars) during 2018, to secure self-insured workers' payments.
- The Company has entered into grain supply agreements with third parties as part of the regular course of its operations.
- The Company has entered into certain contracts with suppliers under which advanced payments are rendered in order to assure the supply of materials and services.

(28) Contingencies**a) Insurance**

The Company has established a risk management program under a best practices methodology that assures the main risks of the business with the objective of reducing losses due to relevant claims. The Company set up a captive reinsurance company to complement its risk management strategy. Notwithstanding the foregoing, since all the exposures are not covered, there is a risk that the loss or destruction of certain assets may have a significant adverse effect on the Company's operations and financial situation.

b) Lawsuits

The Company is involved in a number of lawsuits and claims arising from the regular course of business. In the opinion of the Company's management, they are not expected to have significant effects on the Company's financial position, operating results and future consolidated statements of cash flows.

c) Tax contingencies

In accordance with tax laws, Mexican authorities are empowered to review transactions carried out during the five years prior to the most recent ISR return filed. For the operations in the United States of America, the authorities of that country are empowered to review transactions carried out during the three years prior to the due date of the most recent annual tax return. The Company has not identified factors that may indicate the existence of a contingency.

(29) Financial income and costs

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Interest income	\$ 698,962	988,005	1,072,991
Income from interest in accounts receivable	7,024	3,627	4,516
Foreign exchange gain, net	467,534	-	39,323
Effects of valuation of derivative financial instruments	-	-	23,919
Financial income	<u>1,173,520</u>	<u>991,632</u>	<u>1,140,749</u>
Effects of valuation of derivative financial instruments	(291)	(8,029)	-
Foreign exchange loss, net	-	(272,220)	-
Interest expense and financial expenses on financial debt	(159,169)	(250,820)	(185,913)
Interest paid on lease	(53,639)	(37,797)	-
Commissions and other financial expenses	(78,230)	(41,502)	(146,255)
Financial costs	<u>(291,329)</u>	<u>(610,368)</u>	<u>(332,168)</u>
Financial income, net	<u>\$ 882,191</u>	<u>381,264</u>	<u>808,581</u>

(30) Other (expenses) income

	<u>2020</u>	<u>2019</u>	<u>2018</u>
Other income			
Sale of scrap of biological assets, raw materials, by-products and other	\$ 866,027	1,203,836	1,041,677
Bargain purchase gain of domestic business acquisition (note 4)	90,889	-	-
Total other income	<u>956,916</u>	<u>1,203,836</u>	<u>1,041,677</u>
Other expenses			
Cost of disposal of biological assets, raw materials, by-products and other	(825,415)	(944,848)	(737,077)
Other	(494,028)	(263,722)	(201,940)
Total other expenses	<u>(1,319,443)</u>	<u>(1,208,570)</u>	<u>(939,017)</u>
Total other (expenses) income, net	<u>\$ (362,527)</u>	<u>(4,734)</u>	<u>102,660</u>

(31) Subsequent events

The Company announced in December 2020 that an agreement was reached to invest in the company RYC Alimentos (“RYC”), a multiprotein processing and marketing company with production centers in the state of Puebla, Mexico. This agreement will allow the Company to continue taking solid steps towards consolidation in other proteins, as well as in value-added products. At the date of issuance of the consolidated financial statements, the acquisition is currently under review by the Federal Economic Competition Commission (COFECE, for its Spanish acronym). Management expects to complete the process associated with the acquisition during 2021.