NOTICE TO THE MARKET

Barretos, November 30, 2009 - Minerva S.A. (*BOVESPA: BEEF3; Bloomberg: BEEF3.BZ; Reuters: BEEF3.SA*), one of the market leaders in Brazil in the production and sale of fresh beef, leather and live cattle exports, announces that its Executive Board has approved the inauguration of a new distribution center (DC) in Bauru, São Paulo. We currently operate six DCs in the states of Espírito Santo, Goiás, Santa Catarina and São Paulo. The new DC, which is scheduled to start operations in December 2009, has the following objectives: (1) intensifying our operations in the Bauru region; (2) expanding our distribution in the northern of Paraná state; (3) strengthening our strategy to direct sales to small and midsized retailers and food service chains; and (4) improving our distribution channels and services. We expect the new distribution center to mature within a period of six months, with no need for additional investments.

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About Minerva S.A.
Minerva S.A. is one of the leading producers and sellers of beef, leather and live cattle exports in Brazil, and is one of the country's three largest exporters in the sector in terms of gross revenue, exporting to some 100 countries. The Company has slaughter capacity of 6,600 head/day and beef processing capacity of 1,730 tonnes/day, equivalent to approximately 10,900 head. Present in the states of São Paulo, Rondônia, Goiás, Tocantins, Mato Grosso do Sul and in Paraguay, Minerva operates eight slaughter and deboning plants, one tannery and six distribution centers. Minerva also operates in the food service segment through the joint venture Minerva Dawn Farms (MDF), which has current meat processing capacity of 10 to 15 tonnes per hour, producing food made from beef, pork and poultry. In the 12 months through September 2009, Minerva recorded gross sales revenue of R$2.6 billion, for growth of 12% on the same period a year earlier.