

**MINERVA S.A.**  
Publicly Held Company - CVM 20931-1  
Corporate Taxpayer ID (CNPJ/MF): 67.620.377/0001-14  
Company Registry (NIRE): 35.300.344.022  
Av. Antônio Manço Bernardes, s/nº, Rotatória Família Vilela de Queiroz, Chácara Minerva  
CEP 14781-545 – Barretos, São Paulo

## NOTICE TO THE MARKET

### Crisis in the Middle East

Barretos, February 23<sup>rd</sup>, 2011 – 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, live cattle and byproducts, with operations also in the beef, pork and poultry processing segments, informs the general market that, due to the latest facts about in the Middle East and North of Africa, and the potential impact to its business, Minerva's exposure, in 2010, to these countries was as follows:

Beef Exports – 2010		
Country	Brazil Breakdown *	Minerva Breakdown **
Iran	16.8%	5.1%
Egypt	9.0%	3.1%
Algeria	2.1%	2.2%
Saudi Arabia	2.6%	1.3%
Libya	1.2%	0.8%
Jordan	0.8%	0.5%
Bahrain	0.1%	0.1%
Tunisia	0.1%	0.0%
Morocco	0.0%	0.0%
Syria	0.1%	0.0%
Yemen	0.0%	0.0%
<b>TOTAL</b>	<b>32.9%</b>	<b>13.0%</b>

\* Percentage of the total volume exported. Source: SECEX

\*\* Percentage of the 2010 Gross Revenues of the Company. Source: Company

The Company further clarifies that the participation of the Middle East (21%) and Africa (20%) of total exports disclosed in its earnings report of the third quarter of 2010 refer only to the period of three months ended September 30<sup>th</sup>, 2010. During this period, the festivities of Ramadan strongly increase the demand of the Islamic countries.

The Company analyzes also that the import needs in these countries should not vary significantly, as the local production is not enough to meet the demand. In times of crisis it is common the build-up of food stocks as a way of diminish instabilities.

Minerva S.A. has no production plants and distribution facilities in these countries, thus allowing for great flexibility in the reallocation of the destinations of its exports.

The Company focuses its efforts on the strategy of market diversification to mitigate any risks arising from concentration of exports to a single country and/or group of customers. On top of that, exports do not present any credit risks, as they are backed by confirmed and irrevocable letter of credits or CAD structures (cash against documents).

The Administration, through its business contacts in that region, has followed with caution the impact of this crisis, taking precautionary measures to minimize risks, and to identify new opportunities that may arise in these situations.

#### **Investor Relations**

E-mail: [ri@minerva.ind.br](mailto:ri@minerva.ind.br)

Tel: +55 (11) 3074-2444

+55 (17) 3321-3355

Website: [www.minerva.ind.br/ir](http://www.minerva.ind.br/ir)

#### **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. Minerva has daily slaughter capacity of 8,940 head of cattle and beef processing capacity of 1,890 tonnes, which is equivalent to approximately 11,962 head. Present in the states of São Paulo, Rondônia, Goiás, Tocantins, Minas Gerais, Mato Grosso do Sul and in Paraguay, Minerva operates nine slaughter and deboning plants, one tannery and eight distribution centers. Minerva also operates in the food service segment through the joint venture Minerva Dawn Farms (MDF), which currently has meat processing capacity of 120 tons per day, producing food made from beef, pork and poultry. In the 12 months ended September 30th, 2010, the Company recorded net sales revenue of R\$3.2 billion, a growth of 36% on the same period a year earlier.