ADDITIONAL ESG INFORMATION
Salmones Camanchaca

Note: The information disclosed in this document corresponds to the 2023 period and is published as a supplementary document to the Annual Report 2023.

Governance

In relation to the financial statements, for tax purposes, Salmones Camanchaca S.A. is only resident in Chile.

Salmones Camanchaca SpA	
Main activities	a) Aquaculture activity in general, especially the breeding, production, and cultivation of salmon, trout, other salmonids, and all other types of species, beings or organisms that have their normal or more frequent means of life, including the research and development of salmonid genetics, and the industrialization, slaughter, processing, cooling, freezing, dehydration, packaging, transportation, and marketing of the products, by-products, and derivatives of the aquaculture activity, all on its own account and also providing services to third parties in the activities just mentioned, and b) Research and development, production, and manufacture of inputs, machinery, elements, and materials for aquaculture activity, all for the industry itself and for its marketing to third parties. Our main product is salmon.
Number of employees	1,931
Revenues	353,914,000
Profit (loss) before taxes	(8,485,000)
Accrued income tax	2,494
Income tax paid	0

Risk Management

Currently, the company has not implemented a governance model for risk management nor the three lines of defense model. However, the role of the first line is currently fulfilled by Managers and/or those responsible for business areas or processes, who must identify, evaluate, analyze, and monitor the risks of the processes under their responsibility. The role of the second line is carried out by the Chief Controller (audit) and the managers and/or process owners who evaluate the mitigating controls of the matrix and make the respective updates. The Controllership Management, through its internal audit unit, conducts an independent review of the design, effectiveness, and automation of the controls established in the matrix for each of the risks subject to review according to the annual audit plan approved by the Company's Board of Directors.

Currently, the company is working on implementing a governance model for risk management based on ISO 31000 and the three lines of defense model, which will allow for an appropriate model and structure. It is estimated that the model will be implemented and operational by the first half of 2025.

Risk criteria

PROBABILITY			
	likelihood	Probability	Frequency
5	Almost Certain	More than 80% chance of occurring within the year.	Event occurs one or more times a year.
4	Very Likely	50% chance of occurring within the year.	Event occurs once every two years (0.5 times a year).
3	Likely	25% chance of occurring within the year.	Event occurs once every 3 to 6 years (0.25 times a year).
2	Unlikely	15% chance of occurring within the year.	Event occurs once every 6 to 12 years (0.15 times a year).
1	Rare	Less than 10% chance of occurring within a year.	Low probability of occurring before the next 12 years (0.12 times a year).

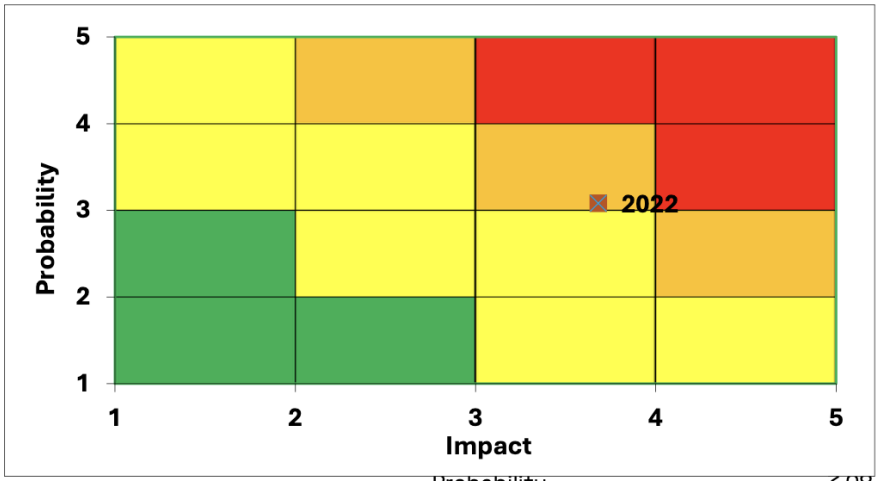
Risk rating criteria

IMPACT			
Impact	Rating	Description	Economic
Critical	5	Financial loss of over USD 15 million once, and/or a decrease in company value by more than 10% (stock price).	- Event causing catastrophic damage to the company's image, very difficult to repair within a 1–3-year horizon. - Severe loss of support or credibility from all stakeholders. - Global press and media involvement. - Severe consequences for the environmental and social environment, with irreparable impacts (unmanageable, uncompensatable) not addressed by legislation. - Global collective actions or involvement of NGOs/activists. - Partial/total intervention or closure by regulatory bodies or other entities due to regulatory non-compliance or involvement in criminal acts by shareholders, directors, or management.
High	4	Financial loss of between USD 8 and USD 15 million once, and/or a decrease in company value between 6% and 9% (stock price).	- Event causing significant damage to the company's image, repairable within a 1–2-year horizon. - Serious or significant loss of support or credibility from some stakeholders. - National and regional press and media involvement. - Severe environmental and social consequences not covered by environmental management plans, with recoverable impacts in the long-term requiring environmental and/or social compensation. - Regional collective actions or involvement of NGOs/activists. - Severe economic sanctions by regulatory bodies or other entities for regulatory or contractual non-compliance.
Medium	3	Financial loss of between USD 5 and USD 8 million once, and/or a decrease in company value by 5% (stock price).	- Event causing medium or transient damage to the company's image, repairable within the year. - Concerns from at least two or more stakeholders. - National press and media involvement. - Significant environmental and social consequences not included in environmental management plans, with recoverable/mitigable impacts in the medium term requiring social and/or environmental compensation. - Possible collective actions or involvement of local NGOs/activists.

			- Moderate economic sanctions by regulatory bodies or other entities for regulatory or contractual non-compliance.
Low	2	Financial loss of between USD 1 and USD 5 million once, and/or a decrease in company value between 2% and 4% (stock price).	- Event causing very transient damage to the company's image, recoverable within the month. - Concerns from a single stakeholder. - Growing interest from local press and media. - Minor environmental and social consequences not included in environmental management plans, with immediately recoverable/mitigable impacts. - Concerns from local NGOs/activists. - Non-conformities or requests for clarifications by regulatory bodies or other entities for regulatory or contractual non-compliance.
Not Significant	1	Financial loss of less than USD 1 million once, and/or a decrease in company value of less than 2% (stock price).	- Event with no effect on the company's image. - Requests, complaints, and claims from internal stakeholders. - Internal dissemination at process or team level. - Minimal environmental and social consequences not included in environmental management plans, with immediately recoverable/mitigable impacts. - Internal alert for potential regulatory or contractual non-compliance.

Risk 1

Risk	Type of risk	Criticality
Environmental contamination	Strategic	HIGH
Definition		
That the Company generates freshwater, marine, or other pollution in urban areas, or emits unpleasant odors because of its own production.		
Heat Map		



Probability	3,08
Impact	3,68

Mitigation actions

The company has an environmental compliance model, which is applied to all operations and ongoing projects. Periodically, and using systematic tools, monitoring of the environmental compliance plans is conducted to avoid events that have a negative impact on the environment, the communities where we operate, and the company itself. Additionally, operational and compliance audits are carried out independently by the Controllership Management and/or external advisors, which help identify control gaps and generate the necessary action plans to address them. In the event of environmental incidents, containment plans are activated, and all necessary measures will be taken to contain, control, and correct the situation.

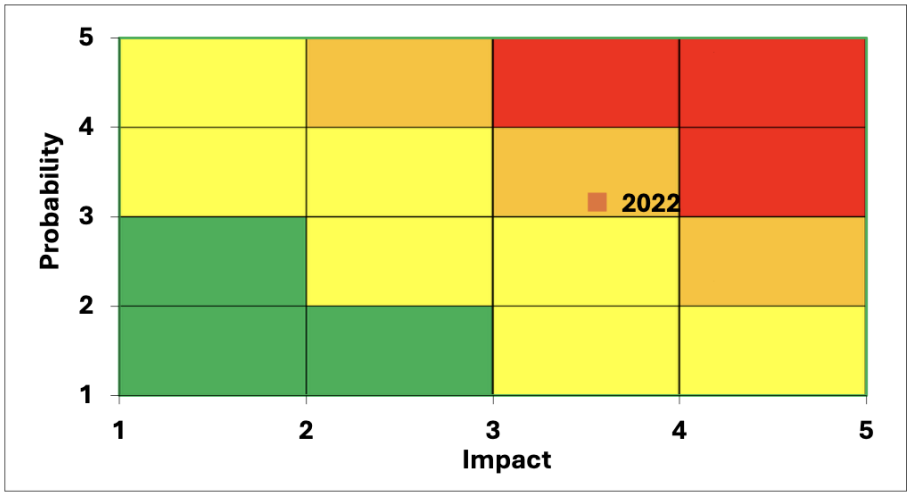
Risk 2

Risk	Type of risk	Criticality
Most Demanding and Empowered Stakeholders	Strategic	HIGH

Definición

These are the groups that are directly or indirectly affected by the development of the Company's products and, therefore, also can negatively impact, directly or indirectly, the development of the Company's products.

Heat Map



Probability	3,16
Impact	3,56

Mitigation actions

The company has a territorial engagement team dedicated to establishing bonds and proximity with the communities surrounding our operations. Our engagement model allows us to identify needs and anticipate potential negative impacts on our operations, minimizing them through actions that are responsible towards our environment. This means working transparently, prioritizing the health of our employees and contractors, avoiding environmental damage, and promoting ongoing dialogue and communication with various stakeholders.

Other aspects include the potential development of community members through contributions to education, social and health welfare, employment, and the support of local entrepreneurs (micro and small businesses).

Environmental

Energy Management Programs

As an integral part of the Energy Management System's creation process, Salmones Camanchaca launched its Energy Sustainability Policy. This policy, in its fundamental guidelines, seeks to foster an organizational culture oriented towards efficient energy use, promoting practices at all levels that favor saving and the rational use of this resource.

See our Energy Sustainability Policy

1. **Energy audits to identify opportunities for improving energy performance**

Salmones Camanchaca has been certified under the ISO 50001:2018 standard since February 2024. During 2023, this management system was implemented, and an external audit was conducted by the certification body AENOR.

Additionally, as part of the preparation and maintenance of the certification, the company conducts internal audits of the energy management system. These audits focus on verifying compliance with requirements and identifying non-conformities and opportunities for improvement. The internal audits are carried out in both the company's processing plants and cold storage, as well as in the farming facilities. This management system certification applies to the entire matrix of Camanchaca S.A.

2. Quantified targets to address energy savings

As part of the energy management system, the following objectives have been set:

In Farming:

- Improve the overall energy performance of the Petrohué fish farm by 2.9% by December 2024.
- Improve the energy performance of electricity consumption at the Petrohué fish farm by 4.8% by December 2024.

In Processing Plants:

- Improve the overall energy performance of the Salmones Tomé plant by 0.42% by December 2024.
- Improve the energy performance of electricity consumption at the Salmones Tomé plant by 0.55% by December 2024.

3. Actions to reduce the amount of energy use

Energy efficiency initiatives are managed through the Energy Management System (EMS), based on ISO 50001, which the company has implemented and certified since February 2024. The concrete actions carried out to date are:

- During 2023, frequency inverters were installed on well pumps to reduce the energy use of the pumps that supply water to the Petrohué fish farm.
- Additionally, frequency inverters have been implemented in other areas of the fish farm, such as the Riles plant, to reduce energy consumption.
- At the Tomé plant, an air compressor was replaced in 2023, which is expected to reduce electricity usage.

4. Evaluation of progress in reducing energy consumption

As part of the energy management system, monthly electricity consumption is monitored at the facilities included in our management system's scope. This includes sea centers, fish farms, and processing plants.

At the Petrohué fish farm, energy use is tracked monthly using Wenuwork software, which monitors the fish farming systems' operations within the company. In addition to having energy performance indicators that show deviations from the stipulated consumption, control measures are established in case of significant deviations.

In the processing plants, energy and fuel consumption are controlled, along with corresponding performance indicator tracking.

5. Use of clean or green energy

During 2023, the Petrohué fish farm established a direct connection to the "Hidro Elena" hydroelectric plant, which supplies clean energy and meets the entire energy demand for the facility's operations. This connection allowed an 80% reduction in the use of diesel, with generators now used only for emergencies. This achievement was made possible through a partnership with Hidro Elena Ensenada. The company has renewable energy supply contracts for both primary and secondary processing plants.

6. Investments in innovation or R&D to decrease energy consumption

Investment in the implementation of variable frequency drives to reduce energy consumption. These drives were installed in replacement pumps and well pumps.

An energy management system based on ISO 50001:2018 requirements was implemented, setting objectives and targets for energy use reduction in the facilities identified as having the highest energy consumption. For the company, the Petrohué recirculation fish farm was identified as the facility with the highest kilowatt usage, while the Tomé plant was identified as the largest energy consumer among the processing plants.

7. **Energy efficiency training provided to employees to raise awareness of energy consumption reduction**

- The company has an asynchronous course created by its staff, part of the company's energy management system. This training includes the presentation of the energy policy, energy indicators, system objectives, and other topics.
- Introduction courses on the ISO 50001:2018 management system have also been conducted.
- ISO 50001:2018 internal audit courses.

Packaging Commitment

Our company's sustainable packaging policy outlines the principles and general framework that will guide our strategy to reduce packaging waste in our value chain and make an efficient use of every material used in the packaging of our products. The policy observes the definition of sustainable packaging from the Sustainable Packaging Coalition3 and the GS1 US Best Practice Guideline for Sustainability in Packaging Materials. We observe the following principles as part of our policy:

Circularity
We will avoid the use of packaging materials that cannot be reused or recycled. We will strive to use materials that can be reintroduced into multiple value streams.

Resource efficiency
We will only use the required amount of packaging for each product to guarantee food safety and product integrity and will avoid double-packaging to the extent possible.

Innovation and collaboration
Our roadmap to sustainable packaging will be driven by innovation and collaboration throughout our value chain. We will work with suppliers and clients to innovate in materials, formats and delivery models that result in a reduction of packaging waste.

- **Measurable group-wide commitment to reduce the volume and/or weight of packaging.**

Salmones Camanchaca set a goal in 2019 for 100% of the retail bags of exported products to be made of 100% recyclable material. This objective was achieved during 2024. That means today, 100% of the retail packaging for portions of salmon is made of recyclable plastic.

- **Programs to increase the use of reusable packaging.**

Our goal does not consider reusable packaging. It focuses on using plastic that is recyclable at the end of its lifecycle.

- **Programs to increase the use of recyclable packaging.**

Switching retail packaging bags to recyclable material. Goals have been focused on retail portion bags, where there are recyclable plastic alternatives. In other product lines, such as vacuum-packed fillets, we do not yet have goals for recyclable plastic.

- **Programs to phase out single-use plastic packaging.**

Salmones Camanchaca has focused on migrating towards packaging that is environmentally friendly, such as those that reduce carbon footprint, promote recycling, use new materials, and eliminate single-use plastic.

- **Programs to increase the use of recycled material as packaging solutions.**

Regarding the implementation of the Extended Producer Responsibility Law (Ley REP) in Chile, recycling of materials used in the processing and packaging that remain in Chile is already being managed.

Waste Management Programs

- **Waste audits to identify opportunities for improving waste performance**

As part of the 'Committed to the Sea' initiative (https://www.comprometidosconelmar.cl/), audits were conducted to verify compliance with the management and operational definitions outlined by the initiative. These audits identified gaps that require implementation of actions to enhance waste management performance. The audits conducted include: BH Compliance, Committed to the Sea, and Law 21.410 audits. Additionally, within BAP and ASC certifications, principles of waste management and compliance with measures to prevent environmental pollution by companies are covered.

- **Action plans to reduce waste generation**

In operations located on land (fish farms and processing plants), the majority of generated waste consists of organic types (discards, frames, viscera and heads, treatment sludges from wastewater treatment plants), all of which are 100% valorized. This is achieved through reduction plants, fish meal and oil processing, or composting (sludges). The focus in these operations is to raise awareness among both employees and contractor companies regarding the proper segregation of waste to enable recycling of all recyclable materials.

For offshore facilities (grow-out centers), the generated waste is predominantly inorganic and of large volumes (buoys, walkways, nets, pipes, among others), with household-type waste being of smaller scale. In these operations, the focus has been on implementing a traceability system to monitor all infrastructure at the farming center (including mooring systems), ensuring proper management of these bulky materials. In addition to this action, training sessions are provided for both workers and service companies. Vermicomposting units have also been implemented on pontoons to reduce the disposal of household waste.

- **Quantified targets to minimize waste**

We have defined two goals aimed at addressing the different levels of challenge involved in waste management.

For all types of waste (organic and inorganic), the following has been defined:

- Achieve a company solid waste disposal rate to landfills of less than or equal to 10% by 2025.

For inorganic waste:

- With the aim of setting a more ambitious goal associated with SLL credit, an indicator of recycling has been defined focusing on those wastes that are more difficult to valorize (industrial wastes such as plastics, expanded polyethylene, metals, cables, among others) and similar to household waste. This is a phased goal to reach 55% by 2024 and 60% by 2025.

- **Investment in innovation or R&D to minimize waste**

We have sought and supported companies to exploit the development of new materials, transforming waste into new materials, primarily by developing technologies for managing waste from new raw materials resulting from the recycling process. This project focuses on innovation and the development of new products using waste as raw material, with the aim of promoting a circular economy and reducing environmental impact. Through the implementation of advanced technologies, it seeks to transform waste into valuable resources, promoting sustainable practices in both industry and society.

- **Waste reduction training provided to employees**

Employees undergo training courses in waste management, beach cleaning, and hazardous waste handling. Additionally, composting training courses have been conducted for both communities and employees.

Furthermore, environmental training sessions, including waste management topics, have been integrated into the supplier accreditation process.

- **Integration of recycling programs to reduce the waste sent to landfill**

- **Boyacompostar:** This program, initiated by Salmones Camanchaca since 2020, aims to provide a concrete, effective, and easily replicable solution using disused buoys to reduce both household and company waste, converting them into soil compost.
- **Mochacó:** Salmones Camanchaca identified Mochacó as the ideal combination for an initiative that transforms waste into ethical and fair fashion, crafted by artisan women from Patagonia. In 2023, a pilot project was conducted to valorize textile waste from Salmones Camanchaca's pontoons in collaboration with 18 artisans. The result was the "Slippers Camanchaca x Mochacó," innovative shoes made from 200 kilograms of discarded blue coveralls.
- **Mask Recycling Program:** Recycling of over 75,000 used masks monthly from operations at both plants. This was achieved in partnership with the Technological Development Unit of the University of Concepción, which transforms these masks into pellets used to manufacture products like planters, trays for cafeterias, and trash bins.
- **Composting of Fish Farm and Plant Sludges:** Enhancement of sludge and organic waste valorization from cafeteria waste, managing their delivery to companies capable of transforming them into compost.
- **Composting of Sludges from Primary and Secondary Processing Plants:** Located in the Los Lagos and Biobío regions respectively, these residues undergo physicochemical treatments and dehydration, allowing them to be reused as fertilizer for domestic and industrial crops.

Water Risk Management Programs

- **Dependency-related water risks considered in risk assessment**

In Tomé, at the beginning of 2024, a project was carried out to evaluate the plant's water cycle, aiming to diagnose the current situation and devise a plan to reduce water consumption. This evaluation was conducted to optimize water usage in the plant, thereby reducing extraction and mitigating the risks of freshwater scarcity from the wells and rivers supplying water to the process.

- **Impact-related water risks considered in risk assessment**
- **Water Pollution:** Discharge of untreated or insufficiently treated wastewater into bodies of water, which can contaminate drinking water sources and harm aquatic ecosystems.
- **Chemical Spills:** Leaks or spills of toxic chemicals that can infiltrate the soil and contaminate groundwater and surface water.
- **Conflicts with Communities:** Disputes between water users, including communities, farmers, and other industries.
- **Remediation Costs:** Expenses associated with the cleanup and restoration of bodies of water or seabeds as stipulated by regulations.
- **Loss of Productivity:** Reduction in production due to the lack of good quality water. For example, reduced harvest weights due to fasting caused by low oxygen levels.

- **Assessment of future water quality-related risks**
- **Identification of Pollution Sources:** Compliance programs for wastewater (RILES) are established for fish farms and plants to prevent contamination risks of the receiving body. Monitoring of treated water is also conducted to ensure the current and future quality of available water.
- **Climate Projections and Climate Change:** Future temperature projections are maintained to anticipate risks of increased harmful algal bloom events that could cause mortality.
- **Infrastructure Evaluation in Tomé:** Evaluation of the capacity and condition of wastewater and potable water treatment plants.

- **Assessment of impacts on local stakeholders**

The relationship with the communities was evaluated through engagement and joint work to obtain a social license to operate. In the case of Petrohué, there is a public platform where the status of the quality of the effluents discharged into the river can be reviewed. This initiative arose as a voluntary agreement between the residents of the Ensenada community and Salmones Camanchaca.

- **Assessment of future potential regulatory changes at a local level**

Evaluations of the environmental compliance model are carried out as follows:
Compliance with RILES regulations: The Company must comply with the DS90 regulation on the quality of RILES discharge water. Environmental Surveillance Programs are conducted, where the physicochemical parameters of the water bodies receiving the RILES are analyzed semiannually. Online connection with the SMA (SEREMI Medio Ambiente): Since December 2021, all salmon grow-out centers at sea transmit oxygen concentration, salinity, and temperature data online to this agency.

Financial Risks of Climate Change

- **Risks driven by changes in regulation:**

Brief description of the most significant risk and methods used to manage this risk:
One of our main productive operations is located in the Biobío Region (Chile), an area declared highly contaminated in Particulate Material, for which the environmental authority established a decontamination plan (in implementation process). Given this, emission reduction measures must be implemented to achieve a 30% reduction as a whole from the base year (2013) to December 2024. We must implement improvement measures to comply with the new regulations & comply with defined business principles to respect the environment. Failure to comply with the new legal regulations can range from the payment of fines to affecting our operations. Specifically, the authority set an emission limit, if exceeded, we may face tax burdens of up to USD 850,000 per charge. We are implementing the monitoring of the fuel flow of the generator sets, periodic maintenance, hour meters & flow meters. With this, it'll be possible to monitor operational deviations and have a better control of our emissions.

Estimated financial implications of the risk before taking action: USD 850,000

Average estimated time frame (in number of years) for financial implications of this risk: 1 year

Estimated costs of these actions: USD 50,000

- **Risks driven by change in physical climate parameters or other climate-change related developments**

Brief description of the most significant risk and methods used to manage this risk:
Certain oceanographic events, like oxygen reduction in the water column and harmful algal blooms, have been linked to global patterns that may be influenced by climate change. During the last production cycles, we have experienced sporadic reductions in the oxygen concentration of the water column. Regarding harmful algal blooms, although they are stochastic and very hard to predict, it is a latent threat between spring and late summer. Both of these climate related risks are acute events that have a low frequency.

Estimated financial implications of the risk before taking action: USD 5,000,000 (assumes that a whole production cycle at sea is lost in the middle of its production cycle, when fish are 2.5 kg in weight on average.

Average estimated time frame (in number of years) for financial implications of this risk: 1.5 years

Estimated costs of these actions: USD 1,000,000

Financial Opportunities Arising from Climate Change

Brief description:
A significant opportunity we have identified as a result of climate change is the opportunity to become a significantly low carbon - or carbon neutral - supplier of healthy proteins. Salmon is a protein source that has a significantly lower carbon footprint than traditional land-based proteins. In addition, we have implemented a strategy to become carbon neutral in our scope 1 and 2 emissions by 2025, which will be followed by a strategy to reduce our scope 3 emissions. This will translate into a reduction in costs as we move towards increasingly energy-efficient operations and renewable energy, and an expected increase in margins associated with a differentiated product.

Estimated annual financial positive implication of this opportunity: USD 3,000,000

Estimated time frame (in number of years) for positive financial implications of this opportunity: 4 years

Estimated current annual costs associated with developing this opportunity: USD 200,000

Social

Living Wage Commitment

Given the importance of this issue, Salmones Camanchaca is committed to evaluating whether its employees and contractors receive a living wage under the Anker methodology. During 2023 and 2024, Salmones Camanchaca successfully evaluated 100% of its workers and is committed to evaluating 20% of its contractors by 2025.

Discrimination & Harassment

During 2023 and 2024, labor talks have been held for all executive levels, management, professionals, and supervisors, covering current labor regulations, workplace harassment, among other topics.

All seawater production workers are trained on discrimination (ASC Principle 6). Additionally, discrimination training is provided during corporate inductions in the section of remuneration and personnel services, covering 100% of new hires.

No reports of discrimination or workplace harassment were filed during 2023.

Workforce Breakdown: Gender

Diversity Indicator	% 2023	Target 2023	Target Year
Share of women in total workforce (as % of total workforce)	30%	32%	2026
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	16%	18%	2026
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	16%	18%	2026
Share of women in top management positions, i.e. maximum two	15	18%	2026

levels away from the CEO or comparable positions (as % of total top management positions)			
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	33%	25%	2026
Share of women in STEM-related positions (as % of total STEM positions)	17%	18%	2026

Human Rights Mitigation & Remediation

In 2023, Salmones Camanchaca developed human rights (HR) workshops aimed at all company managers, using information from previously conducted HR assessments as input. These workshops generated analysis and reflection on the identified areas for improvement.
The same exercise was carried out with the team of administrators of contracting companies.

During 2024, training plans are planned that address topics such as the prevention of workplace harassment, sexual harassment, workplace violence, and gender equity. These plans aim to build relationships based on respect for all company personnel.

The mitigation plans cover personnel from all areas of the company, including all Salmones Camanchaca sites. However, the company was neither directly nor indirectly involved in a human rights impact during 2023.

Employee Development Programs

	Program 1	Program 2
Name & Description of the program	LIDERANDO LA CULTURA CAMANCHACA- During 2023, a program was developed for professionals who lead people, based on the concept of practical andragogical learning with modules. Two modules were worked on: one focused on the leader's role as a communicator, which sought to enhance listening skills, construct assertive messages, identify communication styles, and strengthen the role. A second module focused on mobilizing leadership to generate a current context of the leader in processes of crisis or change, in addition to developing a mapping of the teams in relation to maturity and performance against results.	Management Skills Program - High Performance Teams: A stage 1 and 2 program was developed for front-line managers to develop strategic People Management skills. High Performance Teams were trained in communication skills, teamwork, empathy and collaboration. It was carried out from the second semester of 2021 on a face-to-face basis and extends until today. It was impacted by an external person. An individual meeting was held with each manager, they had to take an individual test, feedback was given based on the results and training was given to the whole group. The duration of this program is more than 2 years. The second stage incorporates the Strategic Objectives and OKR of each Management, to bring the management level to high standards in the Company.
Business benefits of the program	This program seeks develop the ability to recognize individuals and align teams, expanding the horizon through collaborative conversations, giving meaning to work, and turning the Company's strategic objectives into reality. Achieve improving leadership skills to enhance competencies in communication, empowerment, trust-building, and teamwork. With these leadership advancements, the goal is to positively impact operational workers, fostering a better organizational climate, increased motivation, and employee satisfaction. This approach will enable the achievement of the company's strategic objectives while ensuring the happiness and motivation of the employees.	The program sought to develop High Performance Teams with leadership skills, encourage participation and synergies among the different areas and generate trust so that these dynamics would continue to occur outside the program among the different teams of the company. Training in communication skills, teamwork, empathy and collaboration was foreseen.
Quantitative	It is a program that has a great impact, first for	The Organizational Climate was positively impacted by

	Program 1	Program 2
impact of business benefits (monetary or non-monetary)	those who carry it out in terms of motivation, integration between teams, and then a great impact with the teams, in relevant issues such as recognition of workers, good feedback in performance evaluation, and continuous updating that generates a positive impact and a good organizational climate. There was a increase of one percentage point in the leadership factor from 2022 to 2023 and an increase in job satisfaction within the Division by 0.6 percentage points. Also, the results in the Camanchaca Experience Index (NPS) were positive, obtaining 14% (in 2021 it had been 5%).	increasing the score by 0.6% (the result was 79.4%). On the other hand, the results in the Camanchaca Experience Index (NPS) were positive, obtaining 14% (in 2021 it had been 5%). This increased performance and had a positive impact on the company's production results. Improvement of the relationship between teams, work environment, reduction of errors in decision making. Agility in process times, motivation. Reduction of the turnover rate in each area.
% of FTEs participating in the program	10.5	1

Type of Performance Appraisal

Salmones Camanchaca has performance appraisals of the Management by objectives.
The company has a matrix of Annual Objectives for all executives, managers, professionals and administrative staff, which establishes the Financial Profitability, Productive and Process Efficiency, and Organizational, Sustainability, and Safety Objectives.
Annually, performance evaluation processes are developed based on results from the management level to the administrative levels.

Additionally, a performance evaluation by objectives is conducted for all employees at each center of Agua Mar Management. The results are published in the Integrated Annual Report 2023. Performance appraisals are carried out semi-annually and annually.

Long-Term Incentives for Employees

Salmones Camanchaca has an incentive program for production cycles at seawater production centers, which consists of cash bonuses. There is an additional cash incentive payment for production cycles that exceed one year, and this payment is made on average after 2 years, depending on the duration of the cycle (1 year or more). This incentive program applies to all workers at a farming center: Operators, Foremen, Cooks, Center Assistants, and Center Managers, who represent 10.6% of the total workforce.

This long-term incentive program includes objectives related to sustainability performance. Parameters include antibiotics, total loss (mortality + productive elimination + inventory difference), safety, people, waste management, and environmental management. It is worth noting that the company’s Objectives Matrix establishes a Sustainability Pillar, which includes defined objectives for stakeholder relations and focuses on Technical and Environmental Legitimacy as well as Community Social Legitimacy.

Employee Support Programs

- Family Benefits:
    - Childcare facilities or contributions
      The company has an agreement with childcare centers and if the child has health problems (medical certificate) the company gives an economic bonus to the employee in salary settlement.

- Breast-feeding/lactation facilities or benefits
  All arrangements are made for workers to breastfeed at home, allowing them to leave one hour before the end of the workday.

- Paid family or care leave beyond parental leave (care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition) is subject to individual review for each worker who requests it to activate the benefit and determine its duration.

OHS Policy

Two accident prevention methodologies are implemented: one originating from Dekra called LGF (Serious and Fatal Injuries), which aims to control hazards that could cause serious or fatal injuries; and another focused on Machine Safety, which addresses risks related to man-machine interactions.

OHS Programs

We have an OHS management system. Currently, in farming we are starting to implement a high-performance risk management system (never existed before). In the case of the Tomé process plant, it has an Occupational Health and Safety system certified under the ISO 45001: 2018 standard.

It covers the following elements:

- OHS risk and hazard assessments to identify what could cause harm in the workplace
  In farming, we have technical reports from safety analysts (internal) and ACHS (external - Workers Safety Agency). In the case of the Tomé process plant, there is a procedure and documentation associated with the processes of hazard identification, evaluation, and determination of controls.

- Prioritization and integration of action plans with quantified targets to address those risks
  Executive-wise, there are Inspection programs and the preventive management model called LGF, which aims to identify and control risks that could cause serious and fatal injuries. To achieve this, checklists were created and are being applied weekly in the workstations defined with a high risk of injury.

- Integration of actions to prepare for and respond to emergency situations
  A procedure for hazard identification, risk assessment, and control determination is in place. To operationalize the hazard identification process, a matrix was created to identify situations that could lead to an emergency. From these situations, an emergency preparedness and response procedure was developed, outlining how to address them. These methodologies are tested annually through drills aimed at training staff to evacuate the facility as quickly as possible. Additionally, the plant has a first response brigade consisting of 28 workers who train monthly to handle emergency situations.

- Evaluation of progress in reducing/preventing health issues/risks against targets
  In farming, ACHS technical reports are followed up at work centers. In the case of the Tomé process plant, a hazard elimination matrix is in place.
  Additionally, in 2023, two new preventive methodologies were implemented to complement the Occupational Health and Safety (OHS) management: specifically, LGF and Machine Safety. Both management models were provided by our mutual organization ACHS.

- Internal inspections
  Weekly inspections are conducted at all work sites, and ACHS also helps identify unsafe working conditions. Additionally, checklists are used on-site each week to detect potential hazards, as part of the LGF management model (prevention of serious and fatal injuries).

- Independent external verification of health, safety and well-being: please provide the names and standards used (such as ISO 45001)
  In farming we have external inspections by the ACHS.
  Additionally, external audits are conducted annually to verify compliance with the following standards:
  - ISO 45001 Follow-Up Audit
  - Internal ISO 45001 Audit
  - BAP Audit
  - IKEA Social Responsibility Audit

- Procedures to investigate work-related injuries, ill health, diseases and incidents
  The company has procedures in place to investigate occupational accidents, poor health, illnesses and incidents. Occupational accidents are dealt accordingly to the established procedures.

- OHS training provided to employees and/or other relevant parties to raise awareness and reduce operational health & safety incidents
  In farming, we have training programs. In the case of the Tomé process plant, there is also a training program for workers. Tomé is in line with the process of identifying hazards, and therefore, actions are defined to be carried out monthly in each of the sections, departments, and levels of responsibility, through a software specially designed for this purpose, which is called Direct Operations Controls (COD).

- OHS criteria introduced in procurement and contractual requirements
  We have contractual requirements in the internal regulations and in the employment contracts. The criteria used are defined in the procedure of identification of hazards, risk assessment and determination of controls.
  The organization has a safety regulation for contractors that outlines the obligations to be fulfilled for performing tasks within the company. Additionally, contractors must register as service providers on a digital platform and formally demonstrate compliance with the established safety criteria. Annually, the internal audit team of Salmones Camanchaca S.A. conducts audits of contractor management.

Online Strategies & Customers Online

After conducting a cost-benefit analysis of having our own online sales channels for Camanchaca products (both B2B and B2C), it was decided not to proceed at this time with the development of digital platforms or channels for direct sales of our products to third parties (customers and/or consumers).
However, recognizing the significance of online sales in the food industry today, Camanchaca opted for an alternative commercial strategy, enhancing investment in promotional and marketing activities for its Pier 33 brand products on last-mile or marketplace online sales platforms used or developed by third parties and/or our customers.
The sales amount of our products through this modality in 2023 reached approximately 375,000 USD, 43% more than in 2022, which corresponds to less than 1% of Salmones Camanchaca's total sales in 2023.

	FY 2020	FY 2021	FY 2022	FY 2023
% of revenues generated online	0.3	0.05	0.09	0.13

COLLER FAIR COMPLEMENTARY INFORMATION 2023

DEF 7.4 Feed Innovation. Risk assessment

Risk Description: The reduction in availability of key ingredients used in fish feed production could lead to an increase in their costs. The primarily affected ingredients include fish oil and fishmeal, and other key ingredients such as canola oil, soy protein, and wheat are also subject to unpredictable price changes caused by supply and demand fluctuations, climate variations, harvest sizes, transportation and storage costs, global policies, etc.
Potential Business Impact of the Risk: The Company is exposed to price changes in salmon feed, which accounts for approximately half of the cultivation cost. The Company has feed contracts that are adjusted quarterly based on cost plus a margin. Over the past years, prices of major inputs used in production processes had remained stable, but significant price hikes have been observed since the latter part of 2021 due to reduced fishing in the southern hemisphere and increased costs resulting from supply reductions due to the Ukraine conflict. Additionally, rising fuel costs have increased the cost of raw material transportation.
Mitigation Actions: Technological tools to reduce feed that falls to the seafloor, thereby lowering the feed conversion ratio and increasing feeding efficiency.

DEF 7.6 Disclosure EPA+DHA

In 2023, the EPA+DHA content of the company's salmon were 0.98 g per 100 g of salmon.

WORK 2.9 System for medical leave payments for workers

Salmones Camanchaca adheres to the local Chilean legislation that establishes the system for medical leave payments for workers who need to be absent due to illness, which is regulated by Law 16,744 and other labor regulations. The process and benefits considered in the legislation are as follows:

Occupational Disease or Work Accident: All days corresponding to an occupational disease or work accident are covered through the Mutual Insurance Company to which the company is affiliated, with the applicable taxable income limits.
Medical Leave: When a worker falls ill, they must obtain a medical leave certificate issued by an authorized healthcare professional. This certificate must be presented to their employer and the corresponding social security institution.
Payment of Disability Subsidy: The worker is entitled to a disability subsidy, which is paid from the fourth day of illness if the leave is less than 11 days or from the first day if it is 11 days or more. The amount of the subsidy is calculated based on the worker's most recent wages and can cover up to 100% of the salary, depending on the conditions of the leave and the healthcare system to which the worker is affiliated, with the corresponding taxable income limits

WORK 3.8 Turnover by position

Position	Turnover
Managers	0,1%
Supervisors	0,4%
Operators	23,6%
Administrative Staff	0,4%
Other professionals	1,2%
Other Technicians	2,1%
TOTAL	27,8%