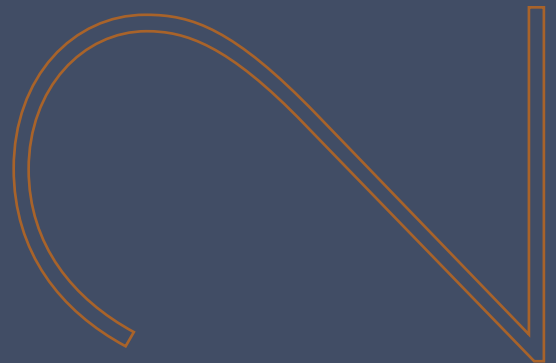
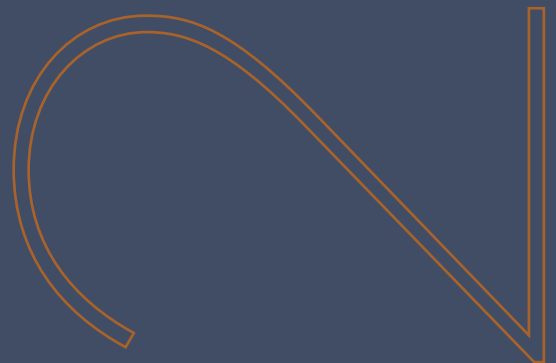




AQUACHILE 



# INTEGRATED REPORT



Entity identification

**Company name:** Empresas AquaChile S.A.  
**Trade name:** AquaChile  
**VAT ID:** 86.247.400-7  
**Telephone:** +56 65 2433500  
**Legal address:** Cardonal S/N, Lote B, Puerto Montt  
**Nature of ownership regime:** Empresas AquaChile S.A. is an open corporation whose majority shareholder is Agrosuper S.A.

Preparation of the report

**General management:** AquaChile Communities Management  
**Materiality, content development and use of GRI standard:** Sustenta+  
**Design and layout:** Baobab Diseño  
**Pictures:** AquaChile Photobank

Contact for issues related to the integrated report

For more information about the performance of the company or any of its subsidiaries in terms of sustainability, the contents of the report, and the process followed to prepare it, contact:

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## WELCOME MESSAGE

CHAIRMAN  
OF THE  
BOARD

2021 has been a period full of achievements and challenges for our company. It was a year again marked by the pandemic, which began with low demand, logistical restrictions, uncertainty, and health problems typical of summer in Chile. However, slowly the markets activated, we could reach all our clients, and the production teams were able to focus on the operation.

Our priority is people and producing safe products of the highest quality. For this reason, concerning people, we have grown with various benefits for our employees and continuous training initiatives to support their professional development. Additionally, this year we implemented numerous measures to strengthen the safety of our employees during the pandemic. Already in January, the Chilean Safety Association recognized all AquaChile plants with certification for their actions to prevent the spread of Covid-19. The standards of care and protection achieved have only been possible through teamwork between the company and its workers. I highlight the individual effort of self-care and prevention of each of AquaChile's workers.

Regarding producing safe products of the highest quality, we are proud of the recognition and preference that our customers give us every day. Today, we are a proudly Chilean company that produces healthy and nutritious food consumed worldwide: we have become a global brand. Because of this global nature, in 2021 we decided to change the brand of our products to "Aqua," which today reaches more than 50 countries. Verlasso, our ultra-premium salmon, celebrated a decade of doing a different type of aquaculture.

Verlasso's primary market is the United States, where it is sold in more than 100 cities. However, since 2021, it has started an internationalization path in Asia, the Middle East, and Europe.

The safety of our food is a fundamental and priority aspect. That is why we implement GFSI (Global Food Safety Initiative) norms and standards for safety and quality management in our plants. In addition, we periodically train our employees on these matters to promote a culture of safety and quality in each process.

As in previous years, in our territorial integration, we have made a special effort to increase our community work in all the areas where we operate today. Through competitive funds, support for schools, scholarships, participation in civil society groups, support for indigenous peoples initiatives, and workshops with social leaders and authorities, we have wanted to mark the strong vocation to be active members of the territories where we are today.

In addition, intending to promote the development of key suppliers for the salmon industry, Endeavor and AquaChile signed an agreement in which both parties commit to work to support entrepreneurs who, through the Endeavor network, can generate an impact on employment, GDP, and development of the southern zone of the country. This occurs within the framework of our company's commitment to the South and its people.

Within the year's milestones in terms of sustainability, I would like to highlight the investments in hatcheries and

farming sites at sea, which allow us to make better use of water, and better protect our fish from diseases, predators, and climate change. However, I would also like to highlight that together with the Fundación Chile Lagos Limpios, the Chilean technology company Innovex and the Environmental Research Center of the University of California Davis in Tahoe, we launched a monitoring project in Lake Llanquihue. This project consists of installing online and real-time monitoring stations of different variables related to the lake's water quality. It should be remembered that since 2019, the year in which we ended salmon production in Chilean lakes, we have made substantial efforts to protect and care for the southern lakes.

AquaChile is today the main producer of salmon in Chile and the second producer worldwide. This commits us and forces us to take care of every detail of what we do. Therefore, I would like to end by thanking each of our employees for their work with effort and dedication, often far from their families, in adverse climates, and with the responsibility of improving every day. Thanks to them, we reached 50 countries with the highest quality food, became more sustainable, and contributed to the development of thousands of families in southern Chile.

Yours sincerely

**José Guzmán Vial**  
Chairman of the Board



WE ARE  
AQUACHILE



# OUR BUSSINES

We are a company born in the south of Chile, and we are proud of our roots in Patagonia. We bring the nobility from the southern end of the globe, through a tasty and healthy product, to more than 150 million people monthly around the world.

In our production process, we make products of the highest quality, are responsible for the environment, maintain a close relationship with neighboring communities, and focus on innovation.

Our integrated model covers the entire salmon cycle: genetics, freshwater production, seawater farms, processing, salmon feed production, and marketing.

We are the second-largest salmon production company in the world.



## MISSION

A healthy aquaculture production that feeds this and future generations, respecting and valuing the environment and our people sustainably.

## VISION

To be the best salmon producer in the world.

## VALUES





MAIN FIGURES



MMUS\$ **1,183**  
In sales in the period

**5,828**

Employees

**323**

Aquaculture licenses  
in Los Ríos, Los Lagos, Aysén and  
Magallanes regions

**1,044**

Direct customers

**2,488**

Suppliers

**3**

International  
offices  
(USA, Japan and China) )

**15**

Freshwater facilities  
in Araucanía, Los Lagos, Aysén  
and Magallanes regions

**6**

Process  
plants

**+50**

Countries with the presence  
of AquaChile products

**40,974**

People benefited by social  
programs

**22**

Communes  
with  
operations

**1**

Fish  
feed plant

**3**

Stores in Chile  
to bring our products to  
domestic consumers

**5**

Sales teams in Europe  
(Spain, France, Switzerland, Germany  
and Russia)

**4**

Regions with  
a productive  
presence

**202,196**

WFE tons harvested  
(Whole Fish Equivalent)

GEOGRAPHICAL PRESENCE

Our production model covers 100% of the salmon cycle, being fully integrated: we take care of genetics, freshwater production, farming sites, the industrial process, salmon feed production, and, finally, commercialization.

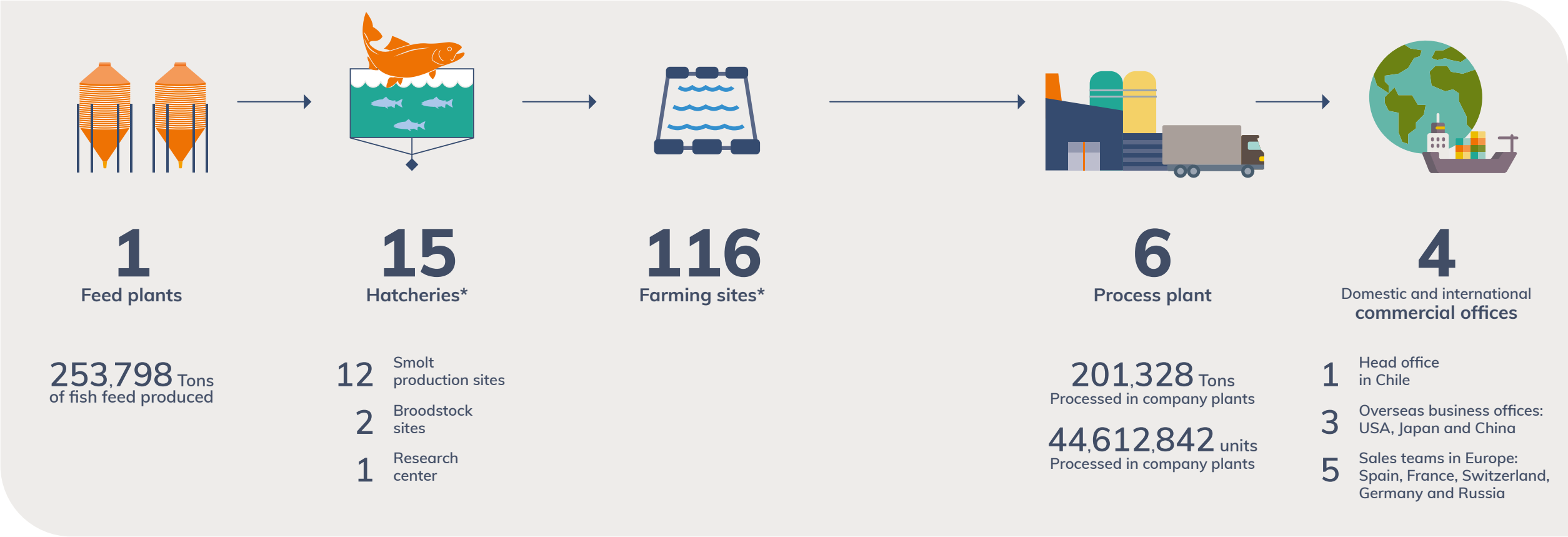
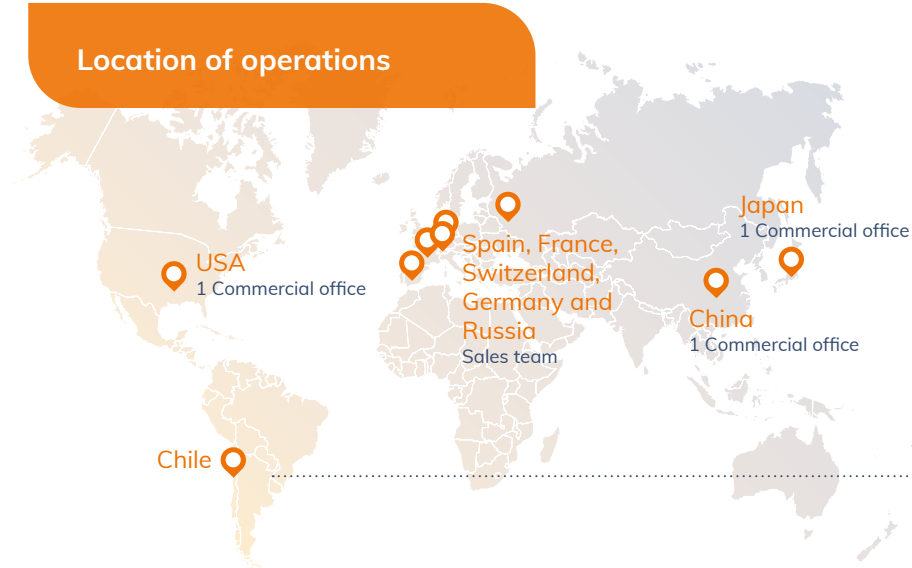
At each stage of the process, we take extreme care, maintaining the most demanding biosecurity standards and animal welfare

We have a geographic presence in 5 regions of Chile, and we have commercial offices in North America and Asia.

4 Countries

145 Total operations

Location of operations



\* Operating in 2021



# CORPORATE GOVERNANCE



30%  
of the board  
are women

Our company's board of directors comprises ten people, which is completely renewed every three years. According to the bylaws, its members may not be shareholders; they may be re-elected indefinitely and receive remuneration for their functions. The last renovation occurred in 2020.

The Board of Directors holds an ordinary monthly session on dates and times set by the Board of Directors itself, in which it receives information and updates on matters of interest to it.

For corporate governance practices, as a company we adhere to the General Character Rule No. 385 of the Commission for the Financial Market.



3  
women

7  
men

All directors  
are of **chilean**  
**nacionalidad**

## COMMITTEES

There are the following committees within the Board of Directors:

## Risk Committee

Periodically studies the risk areas of the company and its internal control policies.

**Members:** José Guzmán Vial, Verónica Edwards Guzmán, Juan Claro González and Andrés Vial Sánchez.

**Guests:** Sady Delgado Barrientos (General Manager), Luis Felipe Fuenzalida Bascuñán (Corporate Administration and Finance Manager), Felipe Silva Rivera (Legal Manager Agrosuper), Álvaro Varela Walker (Prosecutor), other members of the Board of Directors, César Segura Silva (Corporate Manager of Audit and Compliance) as a guest, and other executives depending on the matters discussed.

**Sessions:** Quarterly.

## Audit Committee

Examines the internal audit plan and reviews the financial statements of the company..

**Members:** José Guzmán Vial, Canio Corbo Lioi, Fernando Barros Tocornal and Antonio Tuset Jorratt.

**Guests:** Sady Delgado Barrientos (General Manager), Luis Felipe Fuenzalida Bascuñán (Corporate Administration and Finance Manager), Felipe Silva Rivera (Agrosuper Legal Manager), Álvaro Varela Walker (Prosecutor), other members of the Board of Directors, César Segura Silva (Corporate Audit and Compliance Manager) and Miguel Ángel Lavagnino Contreras (Administration and Finance Manager of AquaChile) as guests, and other executives depending on the matters discussed.

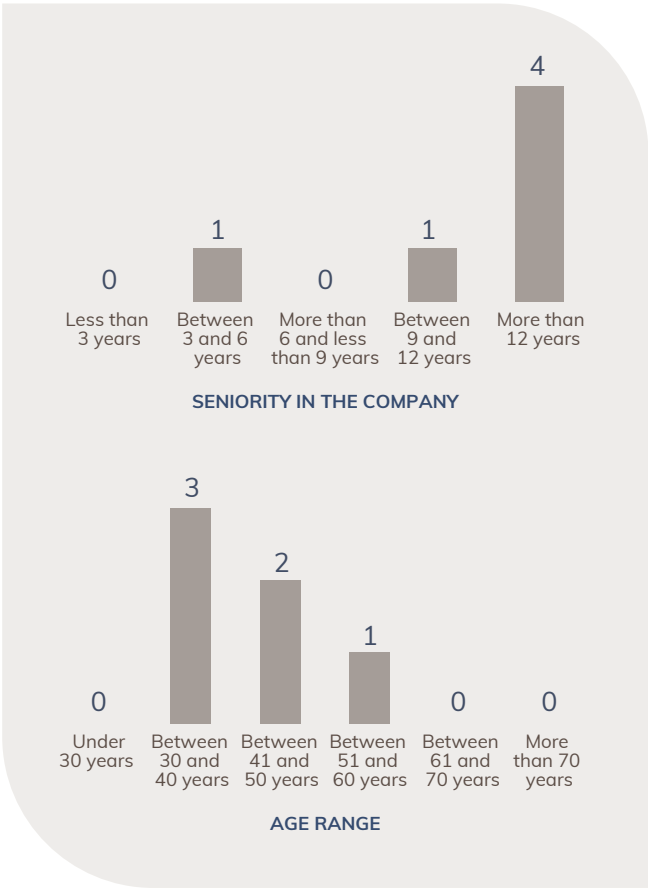
**Sessions:** Quarterly.


MAIN EXECUTIVES




<b>Sady Delgado Barrientos</b> General Manager  ID no: 8.929.166-6 Civil Engineer Start date in the position: April 1, 2019	<b>José Manuel Schwerter Gallardo</b> Production Manager  ID no: 16.236.794-3 Civil engineer Start date in the position: April 1, 2019	<b>Juan Pablo Rodríguez Carrera</b> Industrial Manager  ID no: 13.657.083-8 Civil engineer Start date in the position: April 1, 2019
<b>Miguel Ángel Lavagnino Contreras</b> Administration and Finance Manager  ID no: 15.094.927-0 Civil engineer Start date in the position: December 1, 2019	<b>Sebastián Trujillo Núñez</b> People Manager  ID no: 13.826.440-8 Bachelor of Law and Social Sciences Start date in the position: May 1, 2020	<b>Vicente de la Cruz Weinstein</b> Commercial Manager  ID no: 14.122.961-3 Business Engineer Start date in the position: April 1, 2019

At AquaChile, we do not contemplate having the advice of third parties for accounting, tax, financial, legal, or other matters. Notwithstanding the preceding, the Board of Directors is empowered to hire external advisors on any specific relevant or necessary matter, as provided in the Corporate Governance Practices, Chapter I, paragraph 3.





**50%** are under 40 years old



**67%** have more than 12 years of seniority in the company

At the executive level, we have a committee:

**Integrity Committee**

It fosters a culture of ethics and compliance within AquaChile, promoting the values indicated in the Code of Business Conduct, and facilitating legal compliance programs within the organization.

**Members:** Sady Delgado Barrientos, Sebastián Trujillo Núñez, Alex Vera Díaz, Felipe Silva Rivera, Álvaro Varela Walker, Carol Fernandois Ibarra and César Segura Silva.

**Guests:** Directors and executives depending on the matter to be discussed.

**Sessions:** Quarterly.



# ETHICAL COMMITMENT AND INTEGRITY BEHAVIOR

At AquaChile, we work every day to do the right thing. We care about promoting a behavior whose hallmark is transparency and honesty in all our activities.

To reinforce our ethical commitment, we have the Code of Business Conduct aimed at all those who work at AquaChile or on its behalf. Our policy declares that legal compliance and compliance with voluntarily acquired commitments are essential.

Four pillars determine our value heritage:



## People

With whom we work and with whom we want to count.



## Ideas

That guide business decisions.



## Management

The way it works and manages.



## Sustainability

The concern, the permanent and responsible work in the different areas of our daily work..

In 2021, we focused on strengthening and continuing the Crime Prevention Model and Free Competition Program. Also, we began to make initial inductions for a new Personal Data Protection Model.

## Code of Conduct in Business

In the reporting period, we updated the Code of Business Conduct. In addition, we disseminate it in the company through digital and physical means.

It addresses aspects such as respect for the fundamental rights of employees; the protection of life, safety, and working conditions of all AquaChile employees; alcohol and drugs; nondiscrimination; sexual or workplace harassment; conflicts of interest; personal use of internal resources; use of confidential information and respect for rights.

## Free Competition Program

By 2021, we consolidated the program in all business units and completed the preparation of the risk matrix and the control testing plan.

On the other hand, we carry out dissemination through informative triptychs.

In the company, we have a series of policies and procedures to prevent and detect behaviors that may affect free competition:

- Free Competition Policy
- Free Competition Procedure
- Free Competition Compliance Guide
- Code of Business Conduct
- Complaints Procedure

## Conflicts of Interest

We continue the annual request for the Declaration of Conflicts of Interest to directors, managers, deputy managers, and heads of departments. We analyze the information and carry out the corresponding procedures.

We conducted training through e-learning for

228 employees



329



Total trained in the Code of Conduct and Free Competition Program

91%

Compliance of the expected goal of 100%.



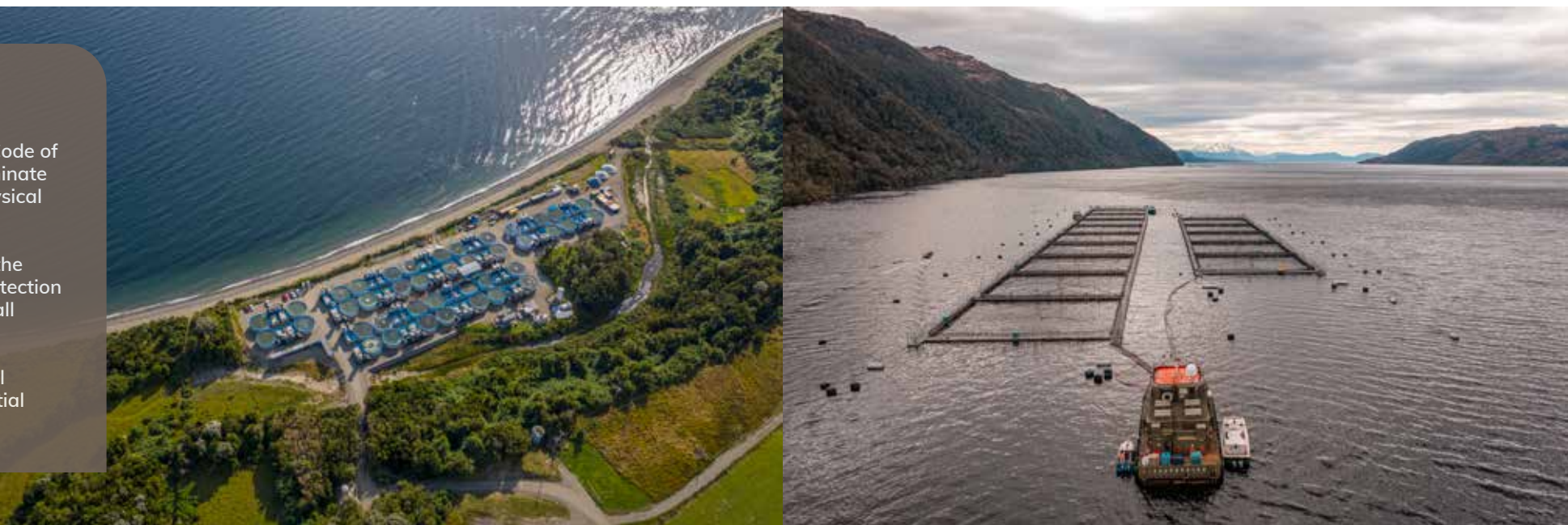
## Personal Data Protection

We carried out preliminary training on the subject for different areas of the organization.

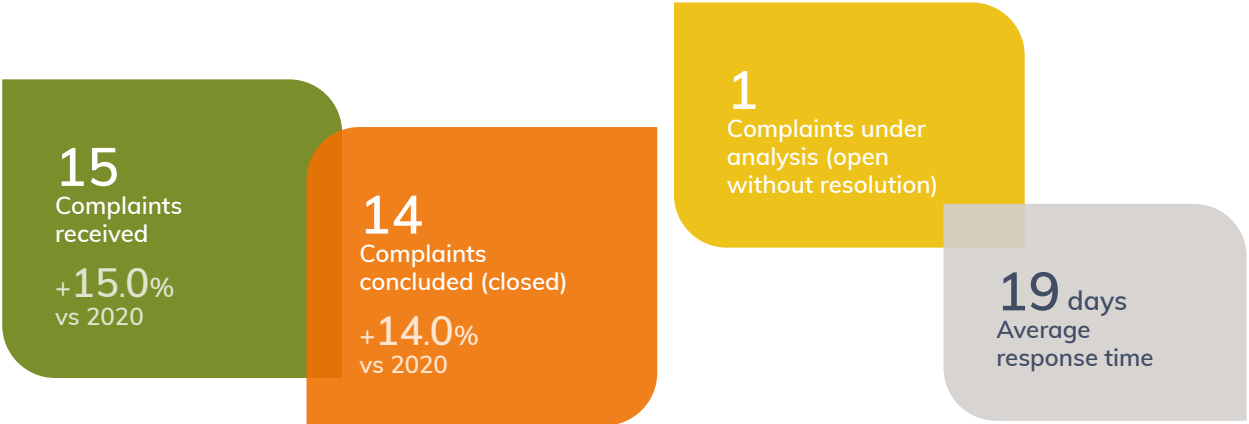
We have the following certifications related to ethics, compliance, and anti-corruption:

- Crime Prevention Model Certification
- Law 20.393
- Law 21.121
- Law 21.132

In 2021 there were no confirmed cases of corruption, fines, or lawsuits.







BY TYPE OF COMPLAINTS	2020	2021
Money laundering	0	0
Terrorism financing	0	0
Bribery of a national or foreign public official	0	0
Incompatible negotiation	0	0
Corruption between individuals	0	0
Misappropriation	0	0
Unfair administration	0	0
Water pollution	0	0
Acts that threaten public health in quarantine	0	1
Acts contrary to free competition	0	0
Conflict of interests	1	0
Theft	1	0
Fraud	1	0
Falsification of contracts, reports, or records	0	0
Conduct contrary to the Code of Conduct	1	3
Working environment	3	1
Retaliation	0	0
Contractors or vendors	1	3
Audit accounting aspects	0	0
Security	0	0
Consumer	0	0
Customers	1	2
Communities	1	0
Others	3	5
<b>Total</b>	<b>13</b>	<b>15</b>



Crime Prevention Model



**910**  
Employees trained in Crime Prevention



**US\$19,024**  
Resources allocated to advice, design, and implementation of anti-corruption tools and training

	Total number of people trained in the Crime Prevention Model 2021	Total hours of training of the Crime Prevention Model 2021
Senior management	3	1.5
Management	20	10
Head of department	106	53
Operator	4	2
Administrative	13	6.5
Supervisor	84	42
Other professionals	166	83
Other technicians	23	11.5
<b>Total</b>	<b>419</b>	<b>209.5</b>

Resources allocated to contracting or designing and implementing anti-corruption tools and training

Activity/tool/course	Amount (US\$)
Informative brochures Crime Prevention and Free Competition Model.	1,855
Communication Code of Business Conduct	758
Complaint Channel Improvement	1,333
Crime Prevention Model Certification*	10,194
Diffusion capsules Crime Prevention Model*	3,791
Personal Data Protection Training	1,089
<b>Total</b>	<b>19,023</b>

\* Disbursements made directly by the Corporate Headquarters for a total of US\$13,986.

Risks

We have contingency plans and protocols that are part of our integrated management system related to the risks to which our operations, people, and assets are exposed. We periodically train the production teams in this regard.

Periodically, the Risk Committee reviews the internal controls and findings.

# OUR PRODUCTS

We are the second-largest producer of salmon worldwide. Our products reach more than 150 million people monthly through a careful process that guarantees safety, quality, and sustainability.

Salmon is an excellent source of protein, vitamins, and minerals, plus omega-3 fatty acids that support brain, heart, and joint health.



### Atlantic Salmon

This large fish, with an elongated body and a characteristic silver color with black dots on its body, is characterized by its meat that is very versatile for all types of cuts. It is known to be very healthy due to its high protein and omega-3 content.



### Pacific Salmon

Pacific salmon is a very popular food in Japan, where it is eaten salted and cooked in what is called "kiri-mi." It has a high percentage of DHA (docosahexaenoic acid), which makes it highly valued for its positive levels of omega-3.

## BRANDS

Our brands create value for our clients and consumers, generating more proximity and connection with global markets.



Water connects us; it is reliable, transparent, and essential. Aqua is a tribute to this essential element in our lives that allows us to farm the best salmon every day of the year to bring it to tables in every corner of the world.



Verlasso is the search for harmony in salmon farming, harmony with nature, and respect for the environment.

We are constantly exploring producing and delivering the best salmon to the most demanding references in the kitchen to those who are also challenging their limits to achieve excellence.



The best salmon, the healthiest, tastiest and a benchmark in sustainability. A healthy alternative to share with family or friends.





During the year, we carried out various marketing actions worldwide to promote our products

### VERLASSO

**Meet the Chef Series:** Campaign in the US market, together with chefs from restaurants where it is commercialized. They generated recipes and content shared on social networks and local television.

### AQUA

**Launch of the Aqua brand in the national market:** It was carried out in the last quarter of the year, through presence in written, digital, and public media.

### AQUACHILE

**Participation in China Fisheries and Seafood Expo:** We were present with a stand at the fair from October 27 to 29.

**Participation in Seafood Show Latin America Connect 2021:** Three days of virtual event of this meeting organized in São Paulo.

**Participation in Malaysia International Halal Showcase 2021:** For the first time, we participated in the largest international Halal exhibition in the world, which was virtual.

**Visit International Frozen Seafood Exhibition (CONXEMAR):** Held in Spain, it is a meeting point for the industry in Europe, bringing together wholesalers, importers, processors, etc.



### Trends in food and consumption

We always keep up to date with the latest trends in consumption and food to continue developing products that fit the needs of consumers. In this area, during the year, we carried out the following management:



We registered the main global trends through our commercial offices around the world.



We integrate the trends in the 2022-2024 Business Plan.



We defined the strategic actions and specific KPIs to meet the objectives of food and consumer trends.

Based on these trends, we developed projects:

#### Sustainability



**Packaging changes.**  
Adopt more sustainable packaging for our main brands.



**Implementation of e-commerce sales platform in the United States market.**

Bring our products closer to the consumer through new sales channels.



**E-Commerce model**

#### Traceability



**Blockchain traceability model evaluation.**

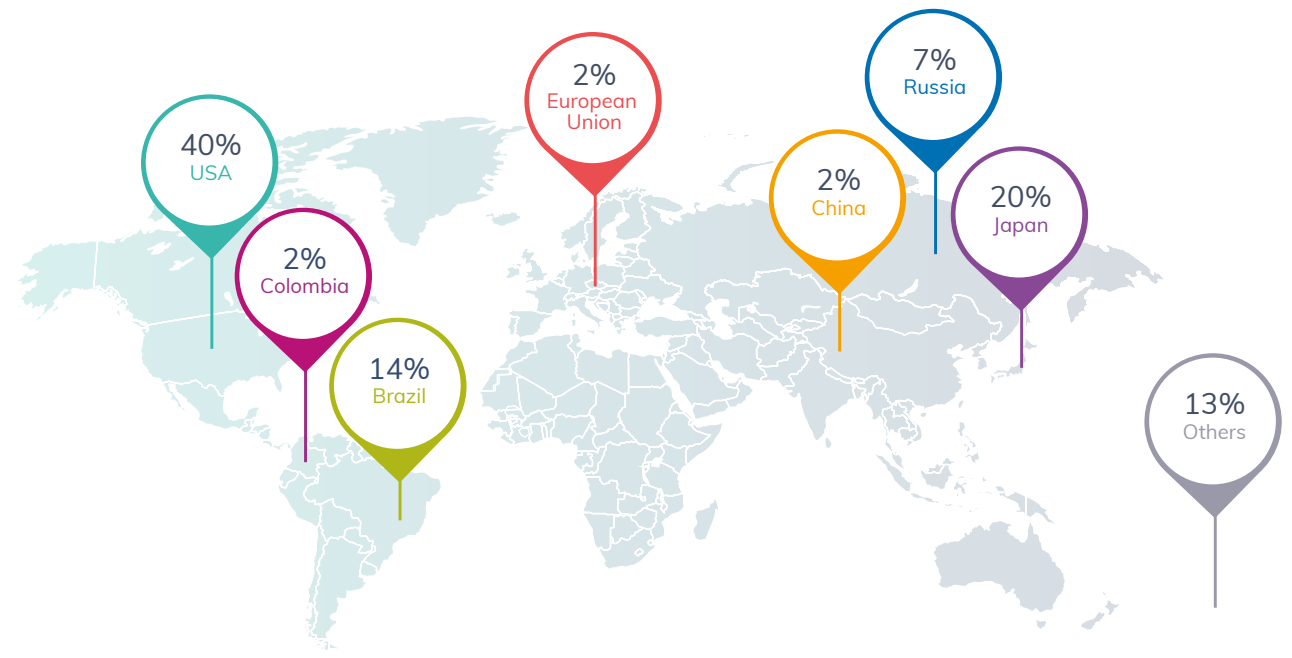
Trace our products to the final consumer in all markets.





# MAIN MARKETS AND CUSTOMERS

Our products are present in more than 50 countries, including continents such as America, Europe, and Asia. The main markets are the United States, Japan, Brazil, and Russia.



MAIN MARKETS BY PERCENTAGE OF SALES (\$)

3 Overseas business offices  
Shanghai, Tokyo and Miami

5 Commercial representation in  
Switzerland, Germany, Russia,  
Spain and France

+50  
Countries with presence of  
AquaChile products

+150  
Millions of people in the world consume our  
salmon monthly

1,044  
Customers





# CUSTOMERS

At AquaChile, our objectives are to get closer to the final consumer, increase our client portfolio and retain them.

Thanks to our offices worldwide, we are in constant contact with them to better understand their needs. Closeness to customers is a crucial element in management, which allows us to know the trends and requirements of each market.



## Main projects 2021

**Segmentation**  
We seek to identify the profile of our current and potential clients, allowing us to stratify and focus efforts on recruitment and loyalty.

**US B2B E-Commerce**  
We focus on the foodservice channel, providing tailored solutions for restaurants and small and medium-sized businesses, with payment and delivery appropriate to their operating capabilities.

**Aqua-brand launch in Chile national market**  
We launched retail products under our global Aqua brand, delivering high-quality products to consumers in Chile (such as fillets, portions, and bits & pieces).  
  
Soon, these products will be available in the global market.

**Communication with customers**  
Due to the pandemic and travel restrictions, during 2021, we kept in touch with our clients, mainly through videoconferences. Also, we have promoted the use of social networks to transmit information to them and consumers.

Milestones related to customers 2021



Dealers

Border closure impacts fresh salmon imports in China



Supermarket/ Retail

Strong demand in retail in EE.UU.



All

Difficulties in global logistics

How do we adapt?

Through our local team in China, we constantly reviewed authorizations in that market, particularly the opening of airports. With the supply chain team at the head office, we ensured presence in this market.

We worked on short and medium-term programs to ensure the supply of companies.

We reinforced logistics planning to deal with the situation. We worked together with air and shipping shippers to ensure availability, and we reinforced the loading places with people from our company, ensuring compliance in operation.

Customer satisfaction

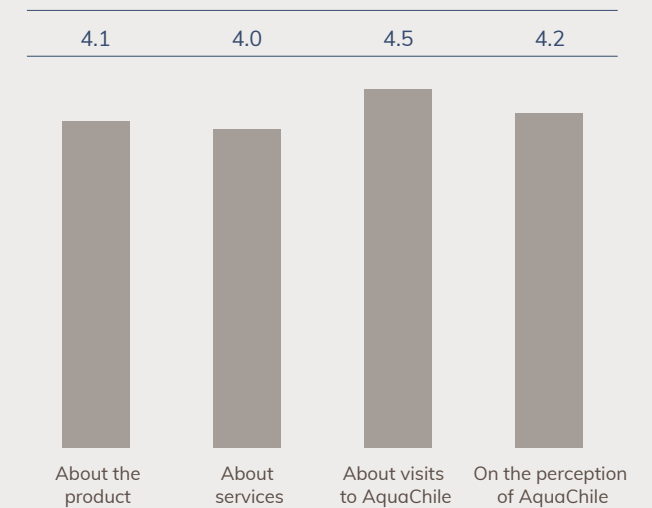
The satisfaction of our customers is one of our priorities. For this reason, we have reinforced our internal structure seeking to provide a better service.

In this line, to find out their opinion, during 2021, we carried out a survey of 16 questions evaluated on a scale of 1 to 5, in which 70 customers participated.

On the other hand, we implemented an S&OP (Sales & Operations Planning) system as a procedure to improve our sales planning, aligned with the promise of delivering quality products in the correct form and on time to our customers.



RESULTS BY DIMENSION



AVERAGE ALL PLANTS  
questions rated on a scale of 1 to 5



# MAIN FIGURES AND ECONOMIC RESULTS

## Economic value generated and distributed

	2021 (MUS\$)	2020 (MUS\$)	VAR. %
Income from business activities	1,183,829	1,139,140	3.90%
Financial income	85	89	-4.50%
Capital contribution	-	4	-
Income from sale of property, plant, and equipment	522	1,099	-52.50%
Other non-operating profit	2,928	248	1080,60%
<b>Economic value generated</b>	<b>1,187,364</b>	<b>1,140,580</b>	<b>4.10%</b>
Operating costs	1,035,142	1,175,483	-11.90%
Staff benefit expenses	72,575	58,025	25.10%
Other non-operating expenses	63,415	18,907	235.40%
Investment and contribution to communities	767	398	92.60%
Investment and environmental contribution	7,238	2,804	158.10%
Capital invested	30,880	34,543	-10.60%
Tax expenses	29,619	-4,306	-787.90%
Financial costs	7,322	4,782	53.10%
Dividends	-	-	<b>100.00%</b>
<b>Investment to obtain control of subsidiaries or other businesses</b>	<b>3,811</b>	<b>-</b>	<b>-100.00%</b>
<b>Economic value distributed</b>	<b>1,250,769</b>	<b>1,290,636</b>	<b>- 3.10%</b>





# OUR SUSTAINABILITY PATH

We know that the care, respect, and conservation of the environment surrounding us are essential for the success and sustainability of our work. To reinforce our commitment, we have adhered to nine of the Sustainable Development Goals (SDG) proposed by the United Nations (UN).

2

ZERO HUNGER



Our salmon contribute to a nutritious, high-protein diet for people worldwide..

FIGURES AND INITIATIVES 2021

US\$12,649

In food boxes delivered in the context of the health crisis

7,489

People benefited from sales of salmon products at a preferential and affordable price in Lof, the Cabedaña basin

551

People benefited by donation of food box

3

GOOD HEALTH AND WELL-BEING



We promote healthy living habits and healthy eating in the communities where we operate, encouraging children and families to improve their health..

FIGURES AND INITIATIVES 2021

1,192

Beneficiaries of healthy life programs

22,133

Beneficiaries for contributions for the prevention and mitigation of the health crisis

US\$ 1,502,648

Investment preventive measures Covid-19 AquaChile operations, PCR tests, antigens and contributions to the community to prevent and mitigate health crisis

4

QUALITY EDUCATION



We invest in education in the communities where we have production facilities.

FIGURES AND INITIATIVES 2021

100

Children and young people benefited from school and university scholarships

US\$ 55,011


Invested in scholarships and education support programs

1,706

Beneficiaries for contributions and initiatives in schools and high schools

6

CLEAN WATER AND SANITATION



We are concerned about the responsible use of water, so we innovate in the way we use, measure, optimize and recycle our consumption.

FIGURES AND INITIATIVES 2021

-19.5%

Of water consumed in 2021

42%

Of the water used in hatcheries is recirculated

8

DECENT WORK AND ECONOMIC GROWTH



It is essential to take care of the health and safety of those who work with us. On the other hand, we promote local hiring in areas with production facilities and support entrepreneurship..

FIGURES AND INITIATIVES 2021

-43.1%

Percentage of decrease in the accident rate with injury compared to the previous year

89.1%

Of our workers live in the same region where they work



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Innovation is present throughout our production process, seeking to improve the different stages.

FIGURES AND INITIATIVES 2021

**Starlink Implementation**

We installed satellite internet in four stations of our company, to improve the connectivity in isolated places

**Full fleet integration transporting smolts to the platform** for GPS visualization and online operation of company logistics

**484**

Collaborators trained in the field of digital transformation or technical skills for advance in this matter

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



We strive to bring our products to every corner of the planet with certifications that guarantee safe, responsible, and sustainable production.

FIGURES AND INITIATIVES 2021

**39.0%**

The packaging of our products is made with recycled or renewable materials

**120.2%**

Increased recycling, reuse and recovery of non-hazardous waste

**88,873**

Tons certified in ASC sustainable production

13 CLIMATE ACTION



We have a role to play in the fight against climate change. We measure and manage to reduce our carbon footprint and GHG emission.

FIGURES AND INITIATIVES 2021

**90.5%**

of electrical energy from renewable sources

**-26%**

Reduction of carbon footprint Scope 1 and 2, in relation to the previous period

**Singular Project**

For the transport of marketed products in the US, which allows us to reduce our carbon footprint

14 LIFE BELOW WATER



We are committed to underwater life and its care.

FIGURES AND INITIATIVES 2021

**0**

Fish escapes since 2016

**Coastal space management plan** of multiple uses Pitipalena-Añihué, located in the town of Raúl Marín Balmaceda

**Nanobubble implementation** to mitigate impacts on marine ecosystems

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Our management is transparent so that our stakeholders can be aware of the progress of our economic, social, and environmental commitments. Through the publication of this document, we account for these matters.

FIGURES AND INITIATIVES 2021

Publication of the first **Environmental Product Declaration (EPD)** for industry salmon in the world

**4**

Sustainability or integrated reports published since 2018



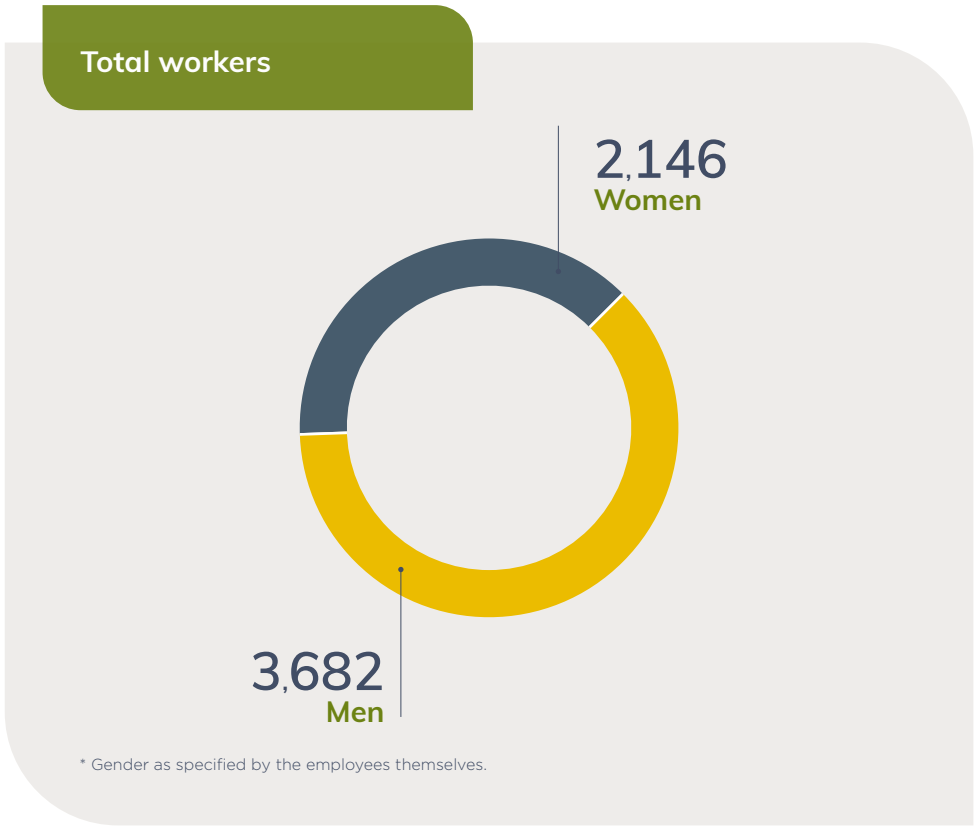
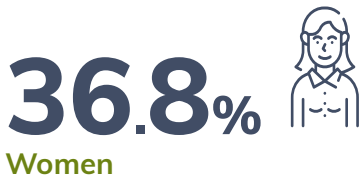
# CREATING VALUE WITH OUR EMPLOYEES





# OUR EMPLOYEES

Each one of our employees plays a fundamental role in AquaChile. The work of each one is essential to be able to produce and market our products. For this reason, we take special care to maintain and promote a relationship of trust and collaboration.



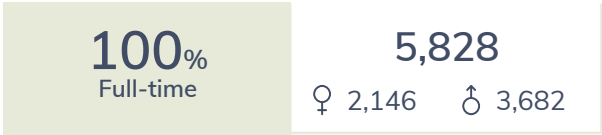
**5,828**  
Total employees

**24.5%**  
Staff turnover rate with indefinite contract

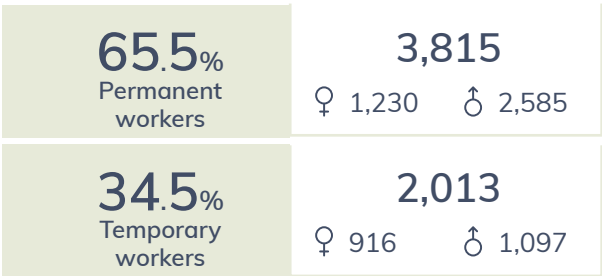
**253**  
New hires of personnel with an indefinite contract



Staff by type of workday and gender



Total permanent workers and temporary workers



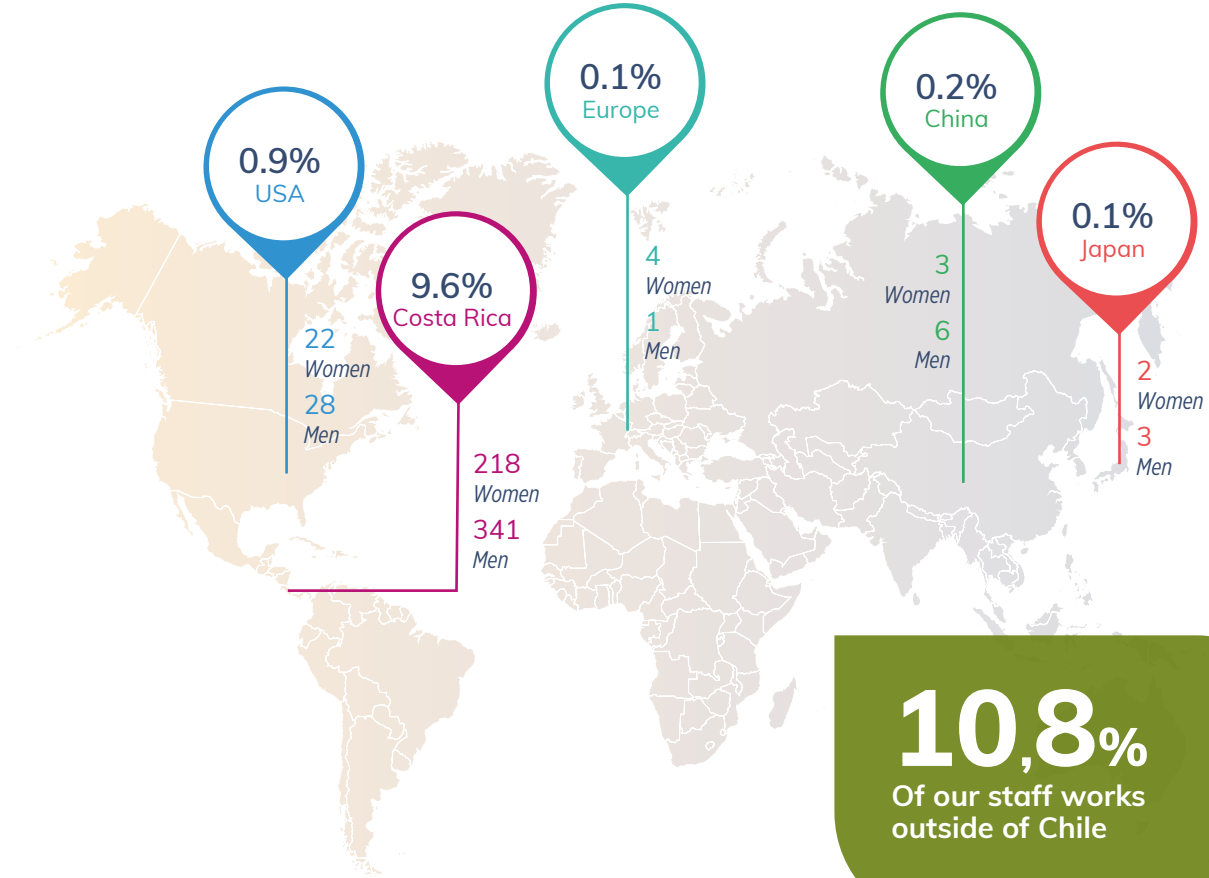
Staff by region (Chile)		Local employment by region (Chile)*	
8	0.2%	8	100.0%
151	2.8%	142	94.,7%
3,896	74.9%	3,801	97.6%
599	11.5%	194	32.4%
546	10.5%	487	89.,2%

89.1%  
Of our collaborators live in the same region where they work

\*Employees living in the same region where they work.



Staff outside Chile



10.8%  
Of our staff works outside of Chile

Employees by position type

SENIOR MANAGEMENT

6

♀ 0 ♂ 6  
2021 Staff

42.0  
Average age

13.3  
Average seniority

MIDDLE MANAGEMENT

367

♀ 77 ♂ 290  
2021 Staff

40.4  
Average age

8.4  
Average seniority

ADMINISTRATIVE

114

♀ 69 ♂ 45  
2021 Staff

32.9  
Average age

4.1  
Average seniority

OTHER PROFESSIONALS

477

♀ 208 ♂ 269  
2021 Staff

34.2  
Average age

3.7  
Average seniority

MANAGEMENT

62

♀ 9 ♂ 53  
2021 Staff

41.6  
Average age

6.5  
Average seniority

OPERATOR

3,680

♀ 1,542 ♂ 2,138  
2021 Staff

34.7  
Average age

2.3  
Average seniority

SUPERVISOR

283

♀ 65 ♂ 218  
2021 Staff

37.3  
Average age

5.9  
Average seniority

OTHER TECHNICIANS

839

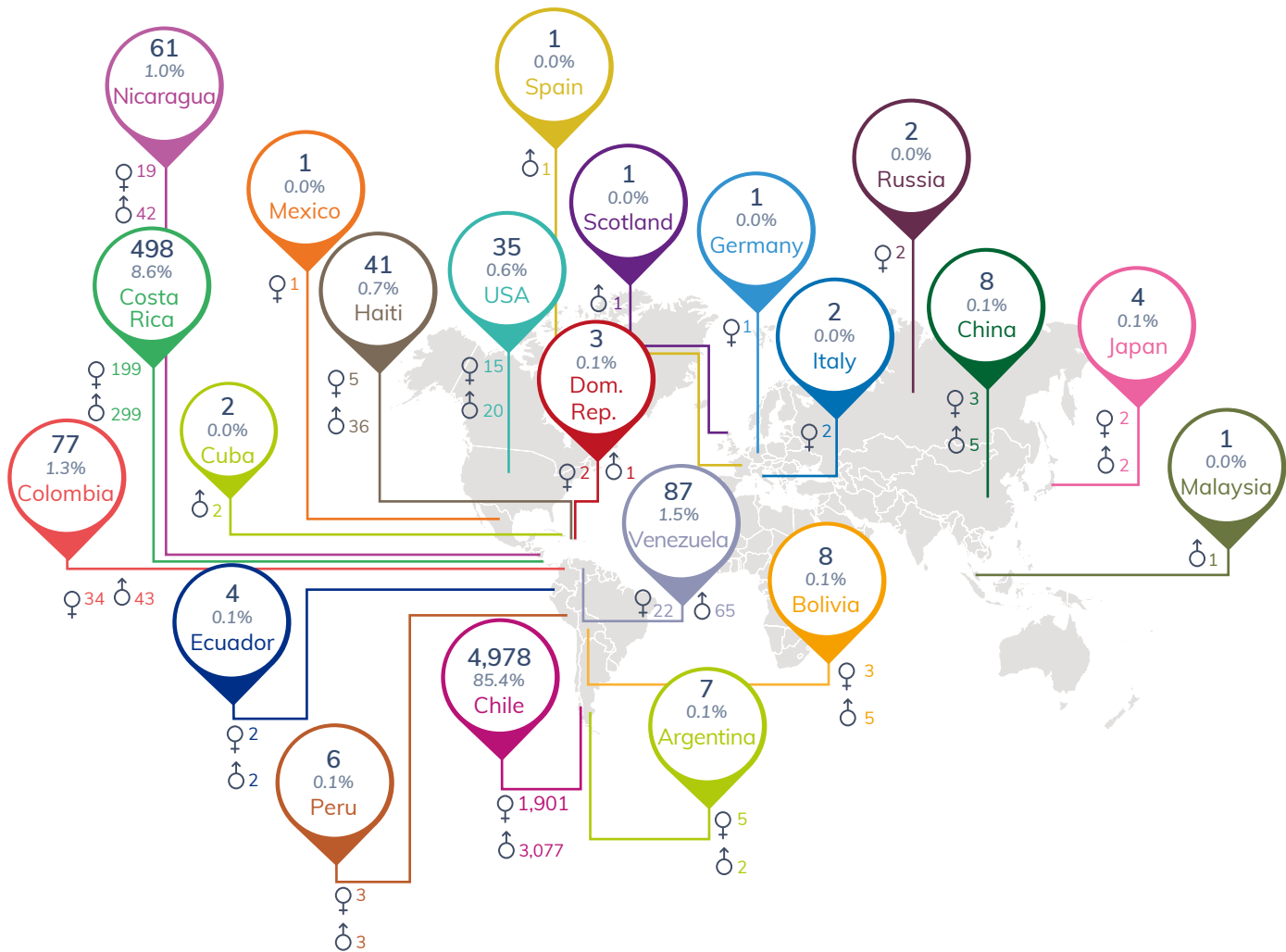
♀ 176 ♂ 663  
2021 Staff

35.3  
Average age

4.48  
Average seniority



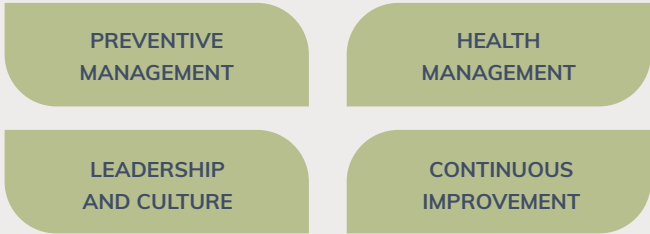
N° of employees by nationality



CARE AND WELFARE OF EMPLOYEES

At AquaChile, our employees' occupational health and safety is a primary concern. For this reason, we have focused on their physical and mental care, seeking to make workplaces safe and comfortable for everyone.

To prevent direct and indirect worker accidents, our global occupational health and safety strategy is managed through four axes:



Covid-19 preventive measures with employees and contractors

Regarding the management of the Covid-19 pandemic, the precautions taken in 2020 helped us learn for the year 2021, coexisting with security measures to prevent the spread of the pandemic and keeping health protocols standardized and updated in the facilities.

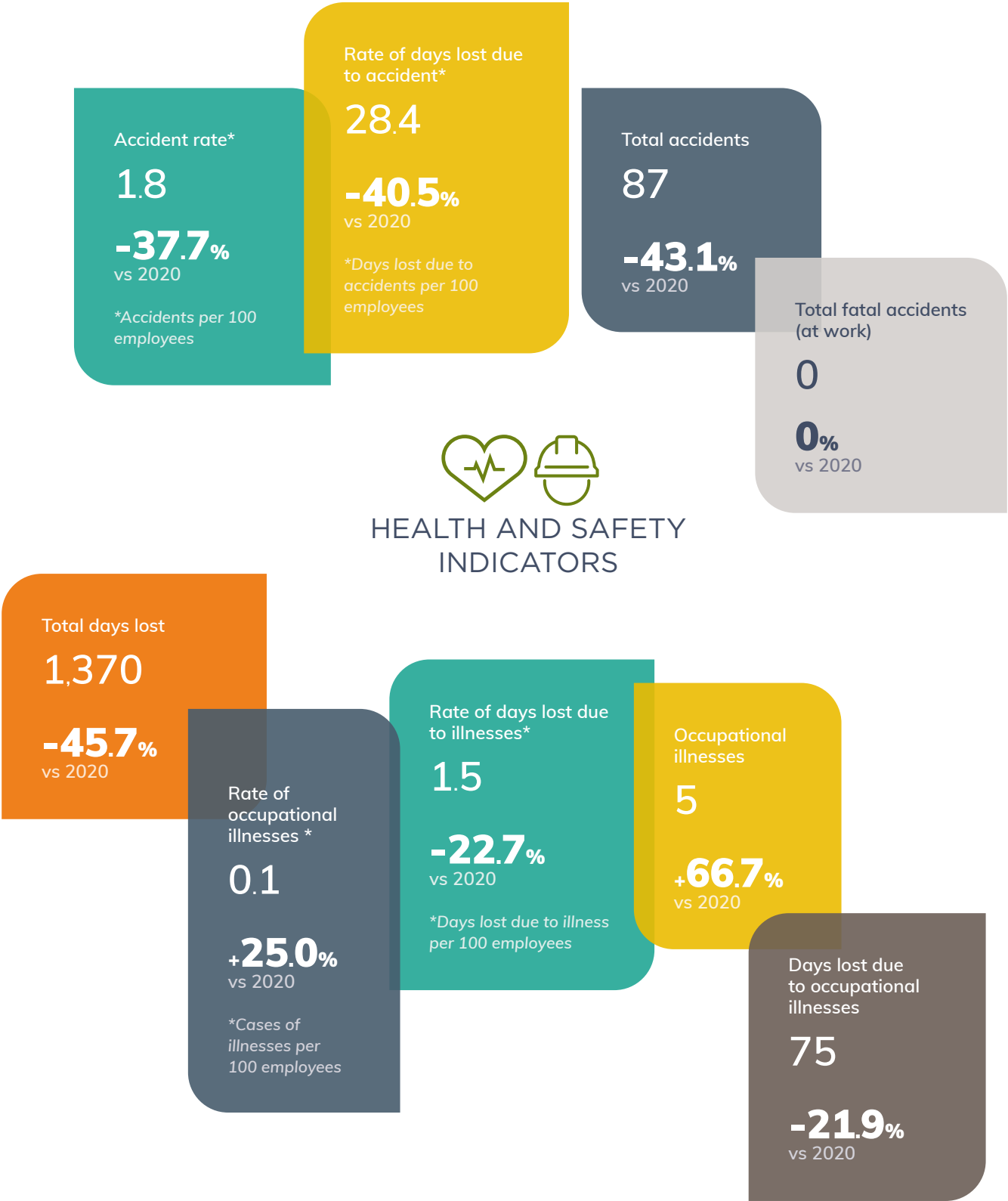
In addition, we have carried out a permanent active search, carried out controls before entering the facilities, carried out communication campaigns reminding us of the value of continuing to take care of ourselves, and developed strategies with the communities.

We promote the vaccination process, highlighting that 98% of our collaborators are vaccinated.

At the same time, we have also carried our vaccinations for influenza.

100% of AquaChile's processing plants are recognized with the Covid management seal

The Chilean Safety Association (ACHS) delivered the certification that supports the management plan to prevent the spread of Covid-19 to the Quellón, Cailín, Chonchi, and Magallanes processing plants. The certification process included the production, feed plant, fresh water, and seawater business units. The Cardonal and Calbuco plants previously received the seal. Thus, all our work centers in the industrial area have been certified.



Joint committees

The committees are made up of representatives of the workers and the company. They meet at least once a month and lead, promote, and foster initiatives to contribute preventively to caring for people.

At the end of 2021, the committees began a certification process by the Chilean Safety Association (ACHS) to validate management and work plans. 19% of joint committees are already certified.



Since 2019 we have had a strategic alliance with the Chilean Safety Association (ACHS) to accompany us in the care of employees in preventive, health, and strategic matters. The services cover 100% of our operations.

On the other hand, we have strengthened preventive management with contractor companies to safeguard standards and commitment to occupational health and safety during the year. For this:

- We have the Occupational Health & Safety Management Program, whose objective is to drive and promote a preventive strategy to eradicate occupational accidents and illnesses.
- We established a control and accreditation model for contractor companies in occupational health and safety, which defines minimum documentary requirements.
- Through the Global Diving Management Plan, we strengthened the controls and operational requirements that will allow us to mitigate risks in tasks related to diving..
- We strengthened the operational control standards for contractors who work inside our facilities.

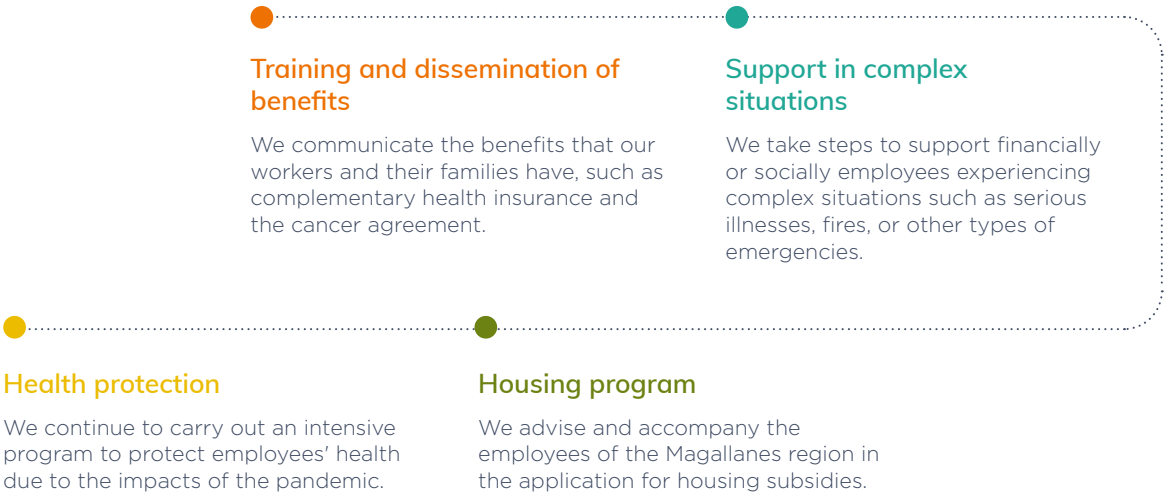


# INTEGRAL CARE OF PEOPLE




Caring for people goes beyond health and safety. We offer benefits that help improve the quality of life of our employees and their families in terms of health, education, and important moments in their lives.

Benefit	Apply for indefinite contracts	Apply for temporary contracts
Life insurance	YES	YES
Momplementary health insurance	YES	NO
Bonus of National Holidays	YES	YES
Christmas bonus	YES	YES
Christmas box	YES	YES
Christmas gift to children	YES	YES
Leveling of studies	YES	NO
School voucher	YES	NO
Scholarships	YES	NO
Academic excellence award	YES	NO
Health agreements	YES	NO
Birth bonus	YES	NO
Marriage bonus	YES	NO
Internal sale of products	YES	YES
Sale of corporate clothing	YES	YES
Family Allowance Compensation Fund	YES	YES

We develop different actions to support our employees and their families:



## Main projects

- **Employee mental health**  
We carry out initiatives linked to psychosocial factors and safe work environments.
- **Prevention and reduction of work fatigue**  
In 2021, we made progress with the Work-Related Musculoskeletal Disorder (WRMD) protocol. With this, we mitigated and reduced by 96% the red tasks and/or those with the most significant potential to generate an occupational disease in 100% of the industrial plants.
- **Reduction of physical load of employees**  
In October 2021, at the Calbuco plant, we incorporated PushPull equipment into the process. It loaded more than 70% of our frozen products together with a more efficient crane. The results were productivity improvements (reducing person-hours and increasing the number of kilos), quality (box handling decreased twice), and occupational health and safety (WRMD risks due to avoiding manual loads).

# WE WORK IN HARMONY

We have managed to integrate the different cultures of the companies that merged in 2019 to form AquaChile. Today, we can say that we have a transversal corporate culture and standards that are followed in all our units.

77 pts.

In work environment survey GPTW, indicate an improvement 4 points more than previous period

+8 pts.

Increase in work environment survey GPTW in the last two years

## Work climate

We continually work to measure and take care of our work climate. Each unit and area must take steps, and we also promote it across the company.

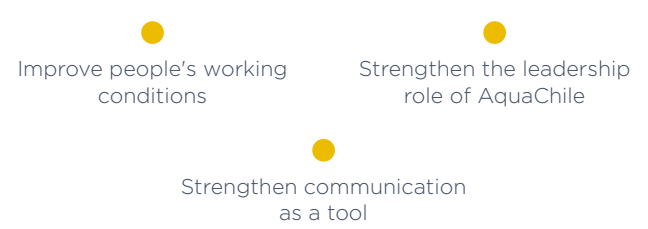
For the third consecutive year, we measured the work environment through the Great Place to Work survey, in which almost 4,000 employees participated.

Year	Number of respondents	Participation rate	AquaChile score	Average best companies
2019	4,909	88%	69	83
2020	3,956	94%	73	83
2021	3,973	95%	77	87

The result indicated an **improvement of 4 points** in one year and **8 points in two years**, which we attribute to the different ongoing programs, whether localized by area or transversal.

In 2021, we managed the work climate through a specific methodology that involved each leader and team committing to managing their work environment. Among the actions carried out are instances of conversation, dialogue, and internal awareness campaigns, in all areas of the company.

Transversely, we worked on three primary focuses during the year:



## Diversity and inclusion

Our Code of Business Conduct declares that there should be no arbitrary discrimination of any kind in the workplace and that each of the employees enjoys equal opportunities and treatment, regardless of their ethnic origin, religion, nationality, color, marital status, age, political opinion, gender, physical disability or other.

OPERATOR

41

♀ 17 ♂ 24

People in disability situation

OTHER PROFESSIONALS

7

♀ 2 ♂ 5

People in disability situation

ADMINISTRATIVE

3

♀ 1 ♂ 2

People in disability situation

OTHER TECHNICIANS

4

♀ 1 ♂ 3

People in disability situation

The Great Place to Work certification is a recognition for organizations who aspire to be part of The Best places to Work in Chile, where the collaborators participate through surveys and other procedures. AquaChile obtained this certification for the period December 2021 to December 2022, confirming its commitment to people and the environment in which they work.





N° of workers by gender, nationality, age range and seniority

DIRECTORS

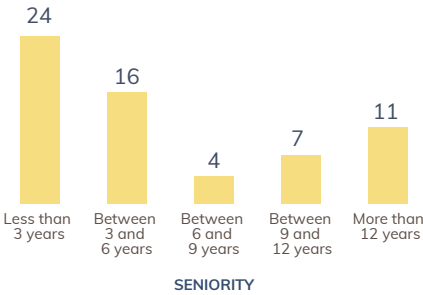
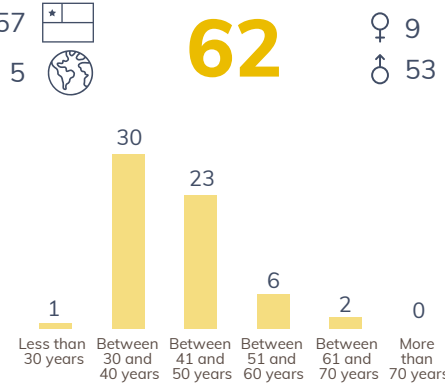
10

♀ 3  
♂ 7

MANAGEMENT

62

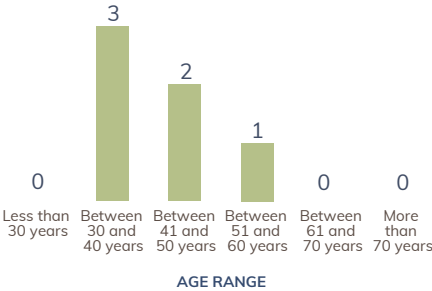
♀ 9  
♂ 53



SENIOR MANAGEMENT

6

♀ 6

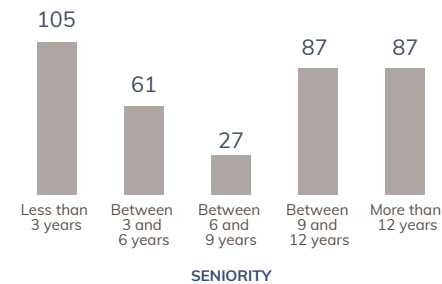
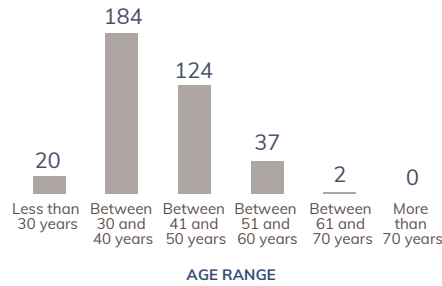


MIDDLE MANAGEMENT

317

♀ 77  
♂ 290

367

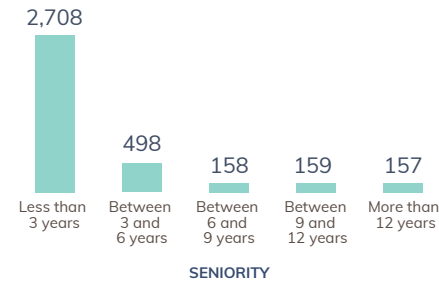
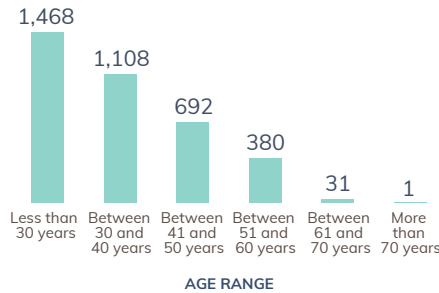


OPERATOR

3,088

♀ 1,542  
♂ 2,138

3,680

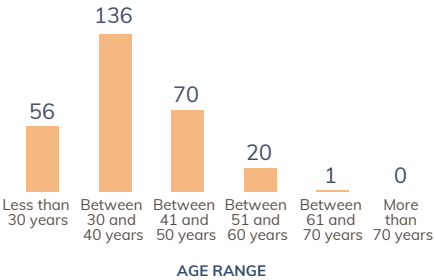


SUPERVISORS

264

♀ 65  
♂ 218

283

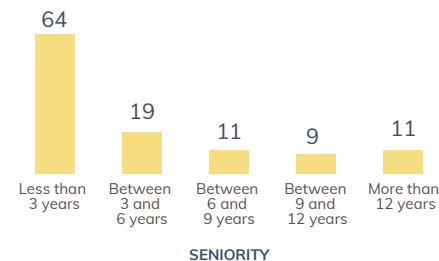
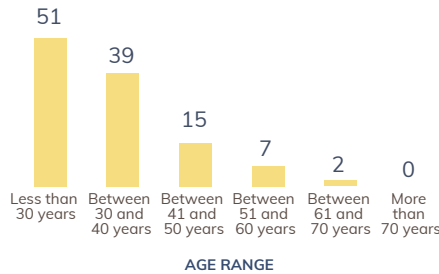


ADMINISTRATIVE

77

♀ 69  
♂ 45

114

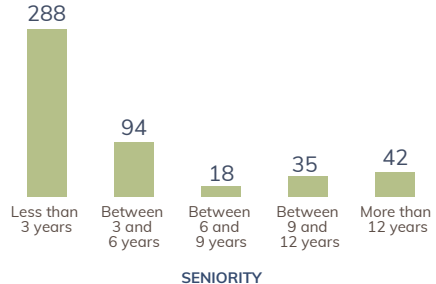
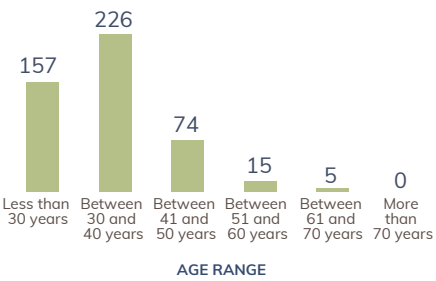


OTHER PROFESSIONALS

412

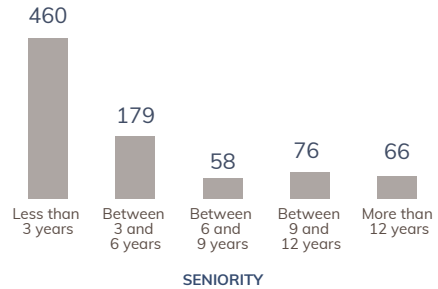
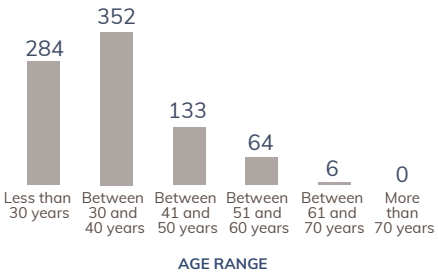
♀ 208  
♂ 269

477



OTHER TECHNICIANS

757 82 **839** 176 663



Our talent attraction, retention, and development strategy focus on people's performance, skills, experience, and knowledge. In this sense, the development and compensation policy does not make a distinction based on the gender of the employees but is oriented to the performance and contribution that each one makes to the company.

Training and development

At AquaChile, we add value to our employees through training and promoting their technical and professional development. It is part of our commitment to them.

On the other hand, to achieve a world-class and sustainable product, training for our team is essential.

We focus on work pillars that complement each other:



Performance management

We ensure that each collaborator and team focus their efforts on meeting annual results and sustainability.



Training plan management

We executed our three main programs: technical training (77,841 hours), normative training (80,189 hours), and behavioral training (166,703 hours).



Management of our work environments

We provide our employees with workspaces and a fair value offer to have a high standard of work.



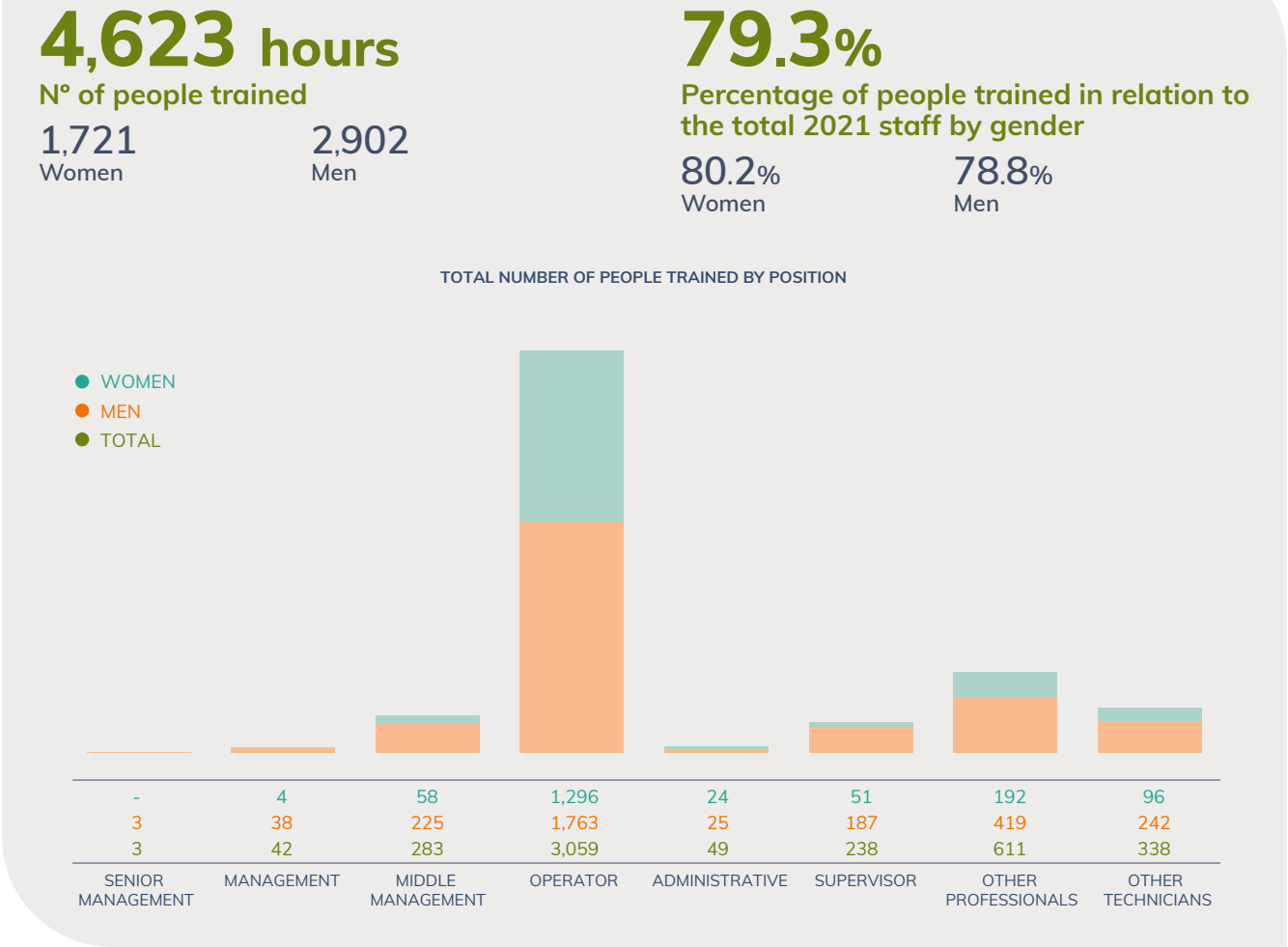
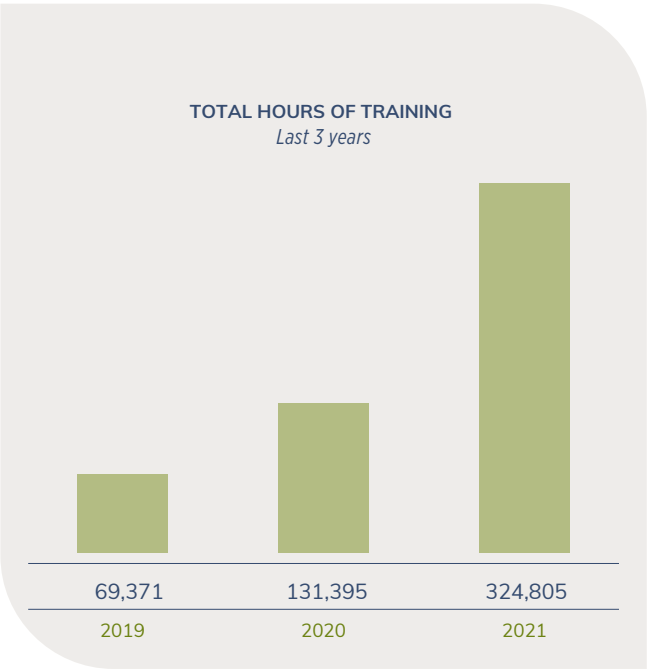
Management of our leadership team at every organizational level

We strengthen our teams to address the company's challenges in an agile way.

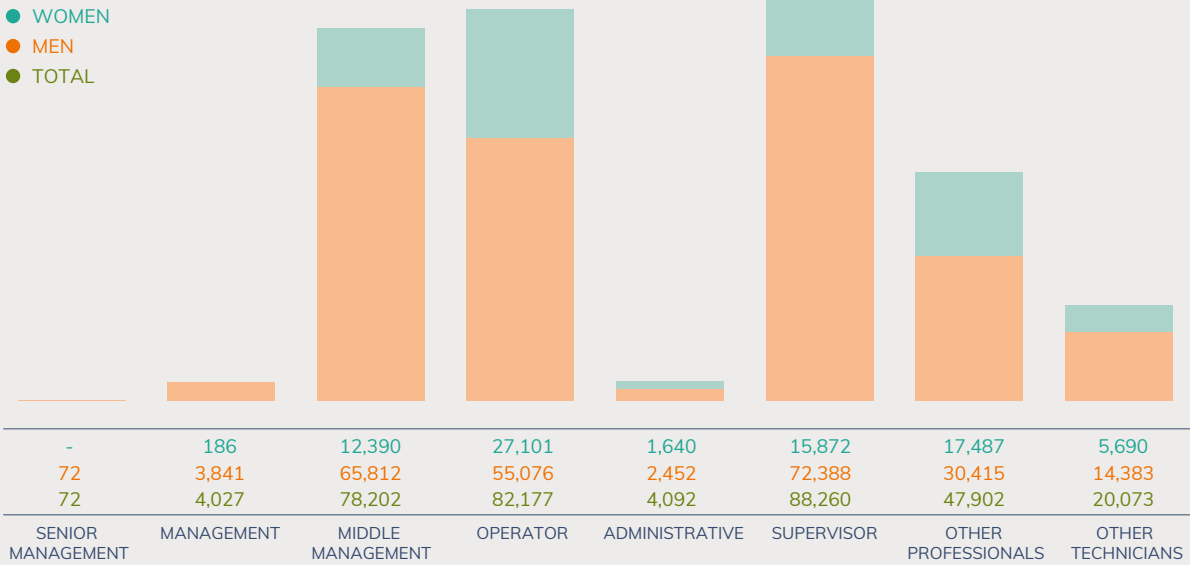




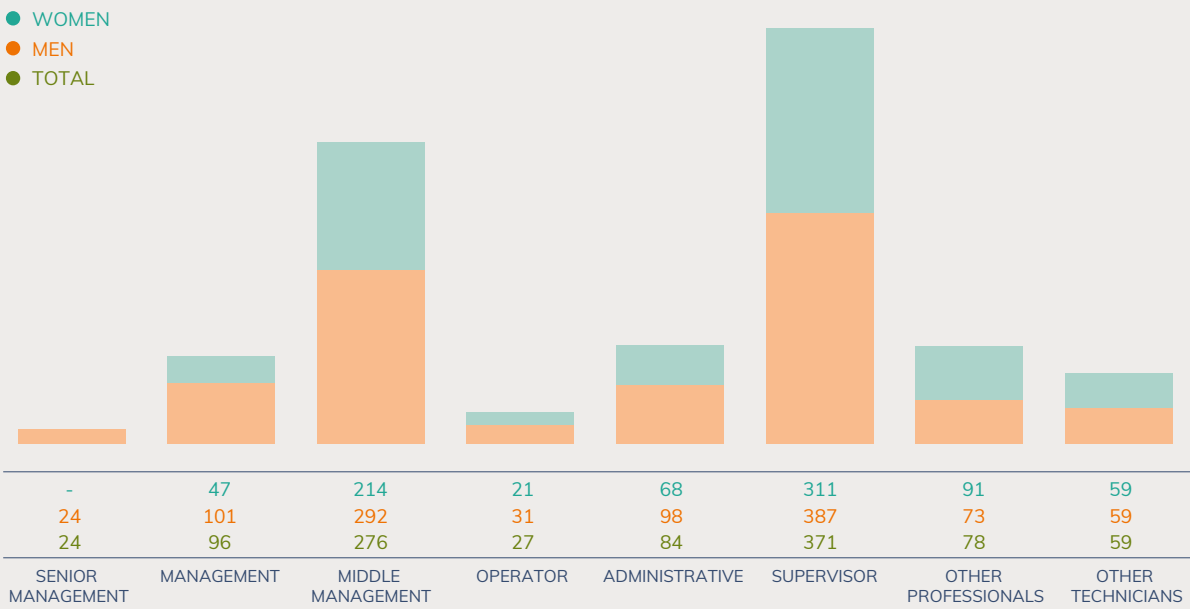
In 2021 we experienced significant progress in this area compared to previous years, increasing the hours of training and education by 368% in three years.



TOTAL NUMBER OF TRAINING HOURS BY POSITION



AVERAGE TRAINING HOURS BY POSITION



698  
Workshops in 2021

US\$33,637  
Investment in Scholarships

US\$833,050  
Investment in Courses

US\$5,013  
Investment in External training



INTERNAL  
MOBILITY

At AquaChile, we give our employees options when new job opportunities arise, allowing them to advance in their careers and develop their goals within the company.

We seek to facilitate the internal mobility of our employees, promoting various development opportunities within the company, using internal means of communication in all business units to make vacancies visible.

In this line, and to detect opportunities for improvement, we have a feedback instance for the employees who participate in these processes, which allows them to identify their strengths and work on development plans to meet their professional and personal challenges.

Leader's Program

For the second consecutive year, we carried out the leader's program with the help of two expert consultants. The program has four modules during the year.

In 2021, **327** people participated in the program.

In 2021

**38.0%**

of the vacancies for the period were filled by internal staff



To develop and fulfill our training and education programs, we have established alliances with various local and national institutions:

- Pontificia Universidad Católica de Chile
- Universidad de Chile
- Universidad Austral de Chile
- Instituto Bosque Nativo de Puerto Montt
- Instituto del Mar Capitán Williams de Chonchi
- Liceo Arturo Prat Chacón de Puerto Cisnes

School Leveling Program

With this program, which we finance 100%, we allow our employees to achieve personal goals.

HIGH SCHOOL  
GRADUATES 2020

**111** students

HIGH SCHOOL  
GRADUATES 2021

**84** students



PERFORMANCE EVALUATION

With the performance evaluation, we can assess the programs’ effectiveness and if our objectives have been met. On the other hand, it is a relevant indicator in the career development of each collaborator.

We apply three types of performance evaluation: Ongrowing Performance Management (OPM), Individual Performance Management (IPM), and Individual Performance Feedback (IPF).

IPM  
(Individual Performance Management )

764

People with performance evaluation and professional development

♀ 272   ♂ 492

90%

Average score of people evaluated

♀ 90%   ♂ 89%

IPF  
(Individual Performance Feedback )

1,566

People evaluated Individual Performance Feedback

♀ 586   ♂ 980

86%

Average score (or similar result) year

♀ 84%   ♂ 87%





# COLLABORATIVE RELATIONSHIPS

## DIALOGUE WITH UNIONS

At AquaChile, we promote work with union organizations based on the permanent construction of labor relations of trust and collaboration, allowing better conditions to be achieved in each work environment.

This effort has been supported by reaching reasonable and fair agreements with each organization.

We receive permanent advice to keep us updated on changes related to working conditions that must be implemented, both internally and with our service providers.

2,645  
Unionized

5,200  
Active staff

51%  
Of active staff

3,815  
Staff with an indefinite contract

69%  
Of staff with an indefinite contract

18  
N° of unions

34  
N° of collective instruments

2,959  
Covered staff



WE WORK  
SAFELY





# CONTINUITY AND OPERATIONAL EFFICIENCY

Our production cycle is integrated, including broodstock, freshwater, ongrowing, processing plant, and commercialization, incorporating the salmon feed plant.

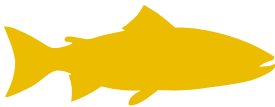
Cycle management is based on the efficiency and sustainability of the processes, allowing detailed control and generating improvements to obtain a final product of the best quality for our consumers. We ensure compliance with the highest quality standards, both in the production processes and the inputs used.

In 2021 we focused on the sanitary control of fish farms and farming sites to reduce losses in the fattening stage and achieve the best conversion efficiently.

In the reported period, we highlight three milestones:

- Approval of freshwater production processes, improving standards in search of better quality smolts.
- Seawater Mortality Control Plan.
- Incorporation of oxygenation equipment in ongrowing.

Total closed sites (seawater production), by species, average farming time and average weight



Atlantic Salmon

42  
N° of sites

487 days  
Average farming time

5,199 Kg  
Average weight



Pacific Salmon

22  
N° of sites

235 days  
Average farming time

3,528 Kg  
Average weight

Total number of hatcheries by region, farmed species and type of water use



Name of facility	Species	Water use
La Araucanía Region	Caburga 2	Atlantic Salmon
	Codinhue	Pacific Salmon
	Curarrehue	Atlantic Salmon
	Melipeuco	Atlantic Salmon
	Quetroleufu	Atlantic Salmon
	Catripulli	Atlantic Salmon
Los Lagos Region	Agua Buena	Atlantic Salmon - Pacific Salmon
	Aucar	Atlantic Salmon
	Pargua	Atlantic Salmon
	Hornopirén	Atlantic Salmon
	Río Maullín	Atlantic Salmon - Pacific Salmon
	ATC	Experimental center
Aysén Region	Reloncaví	Atlantic Salmon
	Magdalena	Pacific Salmon
Magallanes Region	Hollemberg	Atlantic Salmon

LOGISTICS

This area is in charge of supplying internal customers, avoiding stock breakage, and complying with quantity, timeliness, and quality following the required standards.

Logistics is divided into three areas:

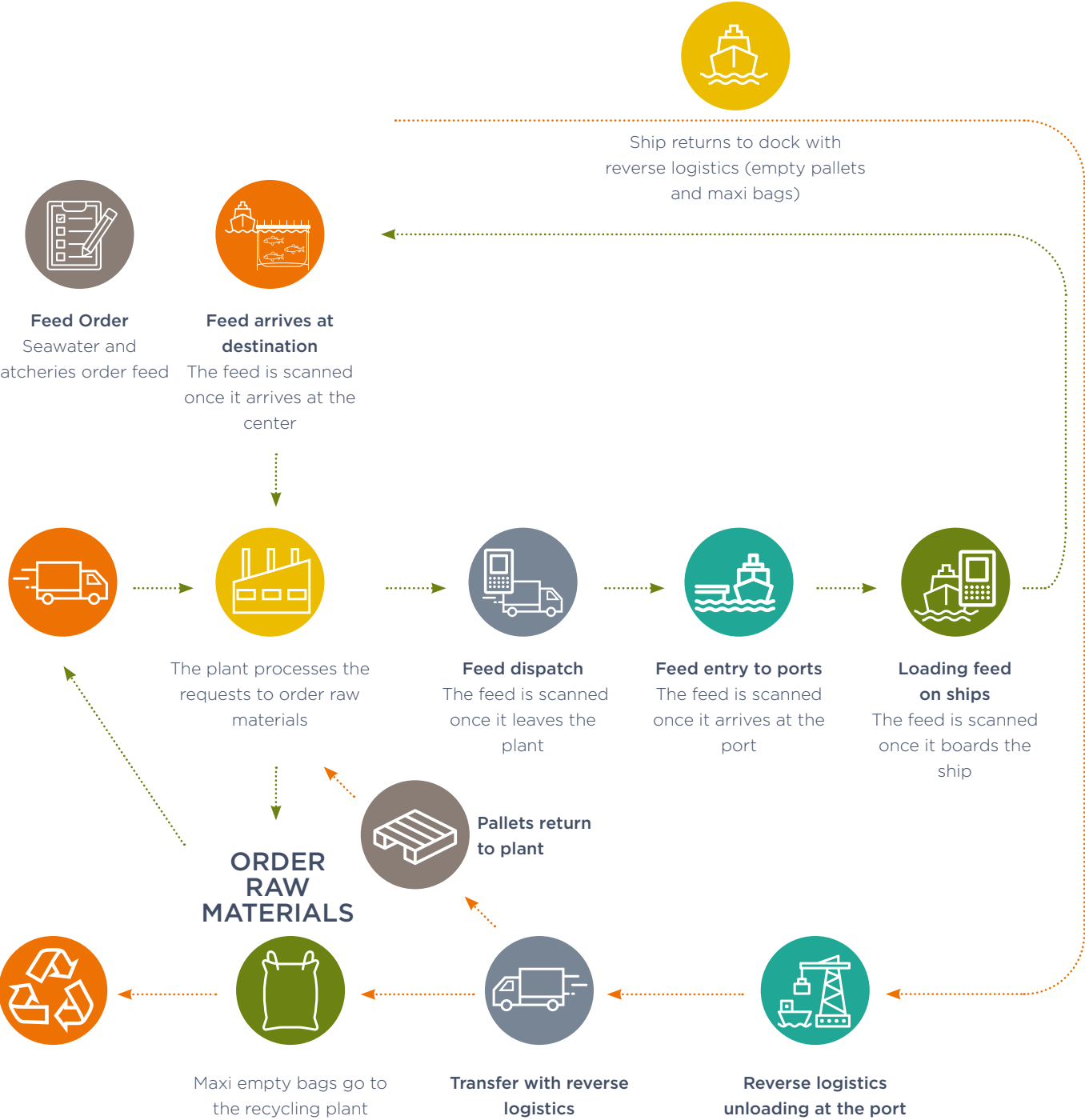
1. Harvest

Corresponds to the process of transporting adult salmon to industrial plants.



2. Feed and raw materials

It is the process of acquiring raw materials to manufacture feed for salmon and dispatching it to fish farms and production sites.





3. Smolt

Transfer of young fish from hatcheries to farming sites..



Main milestones of the Logistics Area 2021



**Logistics optimization of harvesting vessels**  
We review and analyze harvest planning to define, through algorithmic methods, models, and experience, which resources (ships, trucks, etc.) are suitable for transferring the demand from each site to the respective plants of interest to minimize the cost of operation and maximize the quality of meat.



**Feed RFIDArch - Feed QR System**  
We incorporated a QR code system in the entire logistics line of feed transport, which allows us to have traceability and absolute control of the product.



**Internal audit transport from harvest to process plants**  
We audited the harvest transfer process to processing plants to determine the controls' effectiveness and efficiency and identify opportunities for improvement.



**Fleet logistics modeling (routing)**  
We created an optimization method for improving the logistics capacity of wellboats, generating transport assignments in the logistics network of ships.

TRANSPORTATION

The Transportation Area aims to maintain the efficiency of land and sea services while considering animal welfare (densities and water conditions in transfers).

Regarding the transfer of feed, during 2021, we incorporated low-tonnage ships for exclusive use in medicated shipments.

Main milestones in the Transportation Area 2021



Fleet integration

We carried out the integration of the entire Smolt transport fleet to the QAnalytics platform (a comprehensive management system for logistics areas), which allows GPS visualization and online management of the company's logistics, in matters such as the position of ships, barges and pontoons, and their speed in real time.



GPS integration

In 2021, we integrated different software to complement our SAP platform (computer system to manage company information). One of them is the Packing List system, which improves the traceability of stocks of feed bags on the docks and groups maritime dispatch information under the same ID. On the other hand, we integrated the Aquafeed software, through which you can see the production plan of the Feed Plant, including dispatches, stock, and receipts of raw materials. In addition, we implemented Mercatus, the production software that reviews the biological stock, daily consumption, and reception of feed bags from the farming sites and hatcheries.



Wellboat fleet renewal

We incorporated state-of-the-art wellboats (boats for the storage and transport of live fish) into the harvesting operation in the Los Lagos and Aysén regions.



Harvest improvement XII

In the Magallanes region, we perfected the quality and operations of the harvest method, operating as an in-situ harvest, achieving a more efficient and controlled operation.





FEED

We make sure to work with the best raw materials in the Feed Plant to deliver balanced diets that allow optimal growth in the fattening stage.

We control the ongrowing, transportation, and harvesting process to guarantee reaching the processing plant and our destination markets with a product of the best quality and highest food safety standards.

In 2021, the total consumption of vegetable raw materials increased by 20% compared to 2020. We constantly added corn starch to the mix of raw materials.

We included canola oil with omega-3 in the usual formulation and used guar gum for diets in recirculation systems.



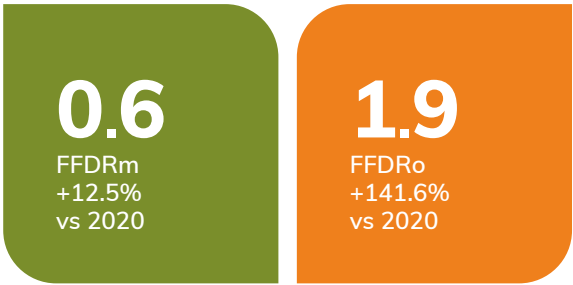
The certification standards in which we participate have agreed that, on average in the world, one ton of wild fish delivers 240 kilos of fishmeal and 50 liters of fish oil.

For this reason, we only use fishmeal and fish oil extracted from wild catches from the coasts of Chile and Peru, mainly based on anchovy and sardines. This has had an average yield in the last 10 years of 24% meal and between 5% and 6% oil.

Thus, a ton of wild fish has delivered an average of 24 kilos of meal and between 50 and 60 liters of oil in the last 10 years, which are part of the diet for feeding the salmon. This proportion allows our Feed Plant in Pargua to produce 1.6 tons of feed for each ton of wild fish.

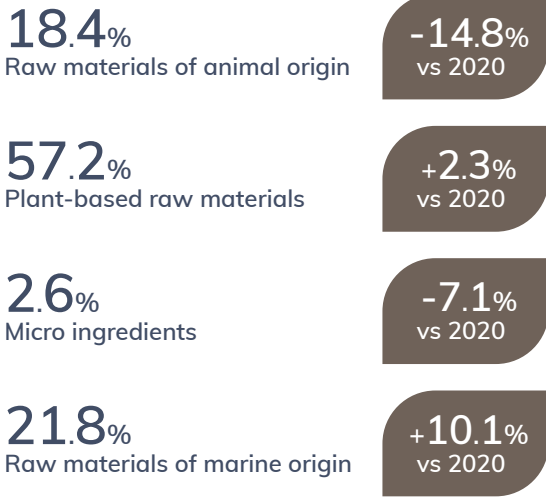
The weighted average economic conversion for Atlantic salmon and Pacific salmon in 2021 was 1.4 (eFCR), which is equivalent to 1,142 kilos of live salmon.

Forage Fish Dependency (FFDRm y FFDRo) ratio farming sites AquaChile 2021



\* This year's FFDR is up from the previous year due to the addition of High Energy coho diets, which contain more marine ingredients.

Inclusion percentage of raw materials



BREEDING AND GENETICS

Another characteristic of our integrated model is that we have our own genetic program. At our breeding centers in Curarrehue and Magdalena, we raise broodstock families to self-supply with eggs for Pacific and Atlantic salmon species.



# QUALITY AND SAFETY IN OUR PRODUCTION

We have the challenge of guaranteeing our clients that we deliver a healthy and wholesome product. Our salmon meet the highest safety and innocuousness standards

## ANIMAL WELFARE

We know that there is only a sustainable and healthy production if, during the process, we care about the well-being of our salmon, ensuring that they are comfortable, free of diseases, well-fed and that they can behave normally. Thus, we have integrated the concept of animal welfare into our value chain in each stage of the production process: from

the genetic plants, through the stages of freshwater, seawater, transport, and harvest.

Every day we review our procedures in the process of continuous improvement. Likewise, we train internal and external personnel on the subject.

- We strictly comply with veterinary care, sanitary vaccination procedures, water quality control, slaughter methods, and farming and transport conditions.
- In October 2020, we created a Multidisciplinary Animal Welfare Committee to ensure that our production processes are carried out with the least impact on animals.
- In addition, we comply with the requirements of world-class certifications such as ASC, Global GAP, BAP, and ISO.



### 7 animal welfare hotspots



#### BIOSECURITY

- We have a biosecurity system to bring fish into all the breeding facilities, freshwater, and seawater.
- We anesthetize the animals before stressful handlings such as vaccination and ultrasound.



#### HEALTH MANAGEMENT

- We use antibiotics only if the health of our animals is at risk, prescribed by veterinarians and respecting the withdrawal periods, not as growth promoters.
- We vaccinate and protect fish from diseases when they are small to strengthen their immune system when they enter the sea.
- We do not use hormones.



#### TRANSPORT

- We manage in a friendly way a low transfer density to reduce stress.
- We incorporate oxygen monitoring and control into the CO<sub>2</sub> extractor trucks.
- For the harvests, we operate with high-tech wellboats, monitoring the relevant parameters for the animals (Ph, oxygen, and temperature).
- The maximum densities are:  
Smolt transport:  
- Truck: 50 kg/m<sup>3</sup>  
- Ships: 60 kg/m<sup>3</sup>  
Adult transportation:  
- Wellboat: 120 kg/m<sup>3</sup>



#### DEVELOPMENTS

- We implement genomic selection to accelerate the improvement in robustness against diseases such as IPNV (infectious pancreatic necrosis), SRS (Septicemia Rickettsial Salmonidea), and parasites such as caligus.



#### NO USE OF GMO

- We do not use genetically modified salmonids.
- For a more efficient and sustainable activity, we have a genetic improvement program based on training and evaluation of fish families.



#### FARMING DENSITIES

- We manage in a friendly way a low farming density.
- The densities in the farming units are monitored daily, allowing optimal feeding, swimming, and behavior conditions, and avoiding stress on the fish.
- The maximums are:  
Freshwater:  
- First stage: maximum 40 kg/m<sup>3</sup>.  
- Second stage: maximum 60 kg/m<sup>3</sup>.  
Seawater:  
- Maximum: 17kg/m<sup>3</sup>  
(According to Subpesca calculation formula).



#### SLAUGHTER

- All of our slaughter units have effective stunning systems before slaughtering the fish.



ANIMAL HEALTH

The health of our salmon and how we manage it is a fundamental variable in production and ensuring the safety of products for customers and end consumers.

Our approach is preventive. We seek to minimize the risk of diseases by using all available tools that incorporate biosafety, such as vaccines, genetic and nutritional improvements, smolt quality, and improvement in production infrastructure.

We carry out timely controls to avoid losses due to mortality and minimize the use of antibiotics and antiparasitics.

We highlight four projects developed in 2021:

Approval of productive processes in freshwater

We standardize production and sanitary processes in freshwater.

Plan for the control and eradication of PRV and BKD in freshwater

We seek to control and eradicate PRV (Piscine orthoreovirus) and BKD (bacterial kidney disease) in hatcheries.

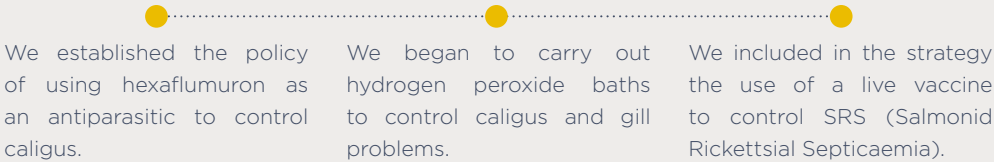
Smolt index

We improve the standard and monitoring of smolt quality.

Sanitary surveillance plan in seawater

Permanent monitoring of the sanitary condition in farming sites to control diseases with the highest incidence.

We highlight three milestones in the use of medicines:



During the reported period, we also underline that:



We vaccinate 100% of the Pacific and Atlantic salmon smolts against the main bacterial and viral diseases as a preventive measure.

- Atlantic salmon smolts vaccinated against IPN (infectious pancreatic necrosis), ISA (infectious salmon anemia), SRS, and Aeromonas-Vibrio.
- Pacific salmon smolts vaccinated against IPN-SRS.

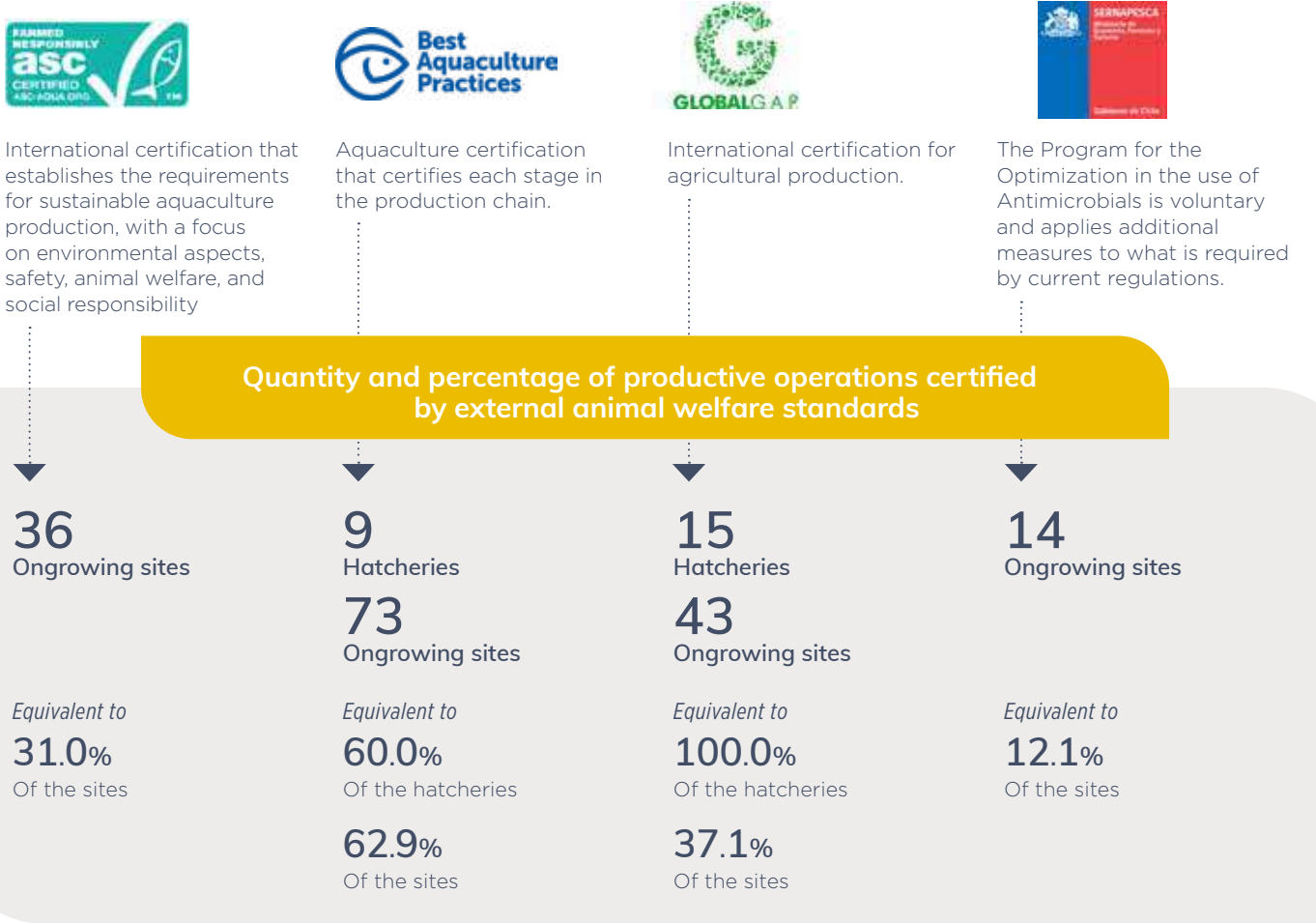


In our experimental unit ATC (Aquaculture Technology Center), we carry out challenge trials of vaccines for SRS and BKD, genetic treatments for SRS and IPN, and nutritional ones focusing on SRS control to improve the health condition of the fish and reduce mortality

In 2021, we trained 15 company employees in animal welfare matters. The courses taught were the following:



We have alliances and certifications that help us meet global standards in animal welfare and health:



During 2021 we participated in meetings with organizations related to animal care and welfare:

- 5 meetings of the GSI (Global Salmon Initiative).
- 1 meeting of FishWECare (Fish and Shellfish Health and Welfare Consortium).



Leadership initiative established by top CEOs of the salmon farming industry, world level, who share the vision to offer a healthy and sustainable protein to feed to a growing population, at the same time minimizing footprint environment and continue to improve the social contribution of salmon farming.

We supply antibiotics only when the health of our salmon is at risk, and always prescribed by one of our veterinarians.

The recipes are reported to the authority and have a traceability system. The use of antibiotics includes a guard period to ensure that the meat is free of traces of antibiotics at the time of processing. We only use products authorized by the World Organization for Animal Health, the National Fisheries and Aquaculture Service, and the Agricultural and Livestock Service.

We do not use antibiotics as growth promoters. Following the guidelines of the One Health initiative of the WHO, the World Organization for Animal Health (OIE), and the Food and Agriculture Organization of the United Nations (FAO), we have a plan to reduce the use of antibiotics that seeks to reduce the risk of antimicrobial resistance.

Amount of antibiotics used

Total Atlantic salmon + Pacific salmon

495.8

G API per ton  
closed cycle  
Year 2020

6.5%  
VAR

528

G API per ton  
closed cycle  
Year 2021

Percentage and variation of farming sites  
closed without use of antibiotics

17.8%

Year 2020

15.9%

Year 2021

-1.9%  
VAR

Medicinal treatments in baths  
(use of antiparasitic agents for the control  
and treatment of caligus)

9.9

G API per ton in  
Atlantic salmon and  
Pacific salmon (production)

-60.6%  
vs 2020

Use of hydrogen peroxide (H<sub>2</sub>O<sub>2</sub>)  
for the control of caligus

6.9

G API per ton in  
Atlantic salmon and Pacific salmon (production)

Medicinal treatments in feed  
(use of antiparasitic agents for the control  
and treatment of caligus)

0

G API per ton in  
Atlantic salmon and  
Pacific salmon (production)

-100.0%  
vs 2020

Monthly and annual average of caligus

ATLANTIC SALMON	
January	2.5
February	3.0
March	3.1
April	3.9
May	1.8
June	1.8
July	1.3
August	1.1
September	2.2
October	1.5
November	1.6
December	1.3
Annual	2.1



HEALTH  
MANAGEMENT

We comply with all current national and international regulations related to animal processing and food production.

In 2021, events occurred that affected the health of our salmon, such as algae blooms and low oxygen levels, and SRS, Tenacibaculum, HSMI, and BKD.

Rotating mortality 12 months

9.3

Mortality rate  
Atlantic Salmon  
Year 2020

-0.1%  
VAR

9.2

Mortality rate  
Atlantic Salmon  
Year 2021

4.8

Mortality rate  
Pacific Salmon  
Year 2020

+1.9%  
VAR

6.7

Mortality rate  
Pacific Salmon  
Year 2021

Main causes of mortality and percentage of total mortalities

16.0%

Mortality by  
Physical damage

11.5%

Mortality by  
Tenacibaculosis

9.8%

Mortality by  
Looser fish

7.4%

Mortality by  
Sea lion

Percentage of diseases with the highest incidence

11.5%

Tenacibaculosis

7.5%

HSMI

5.5%

SRS

2.3%

BKD



CERTIFICATIONS AND STANDARDS

We carry out conscientious work to obtain the most prestigious international certifications for our industry, which allow us to guarantee the quality and safety of our products and prove that we respect good practices and the environment.

We adhere to the principles of the ASC (Aquaculture Stewardship Council), BAP (Best Aquaculture Practices), and GlobalGAP standards.

88,873 ASC certified tons

43.9% ASC certified production

131 BAP certified facilities

Certifications in farming sites and hatcheries

FARMING SITES

62.9% of our farming sites have BAP certification

37.1% of our operating farming sites have GLOBAL G.A.P. certification

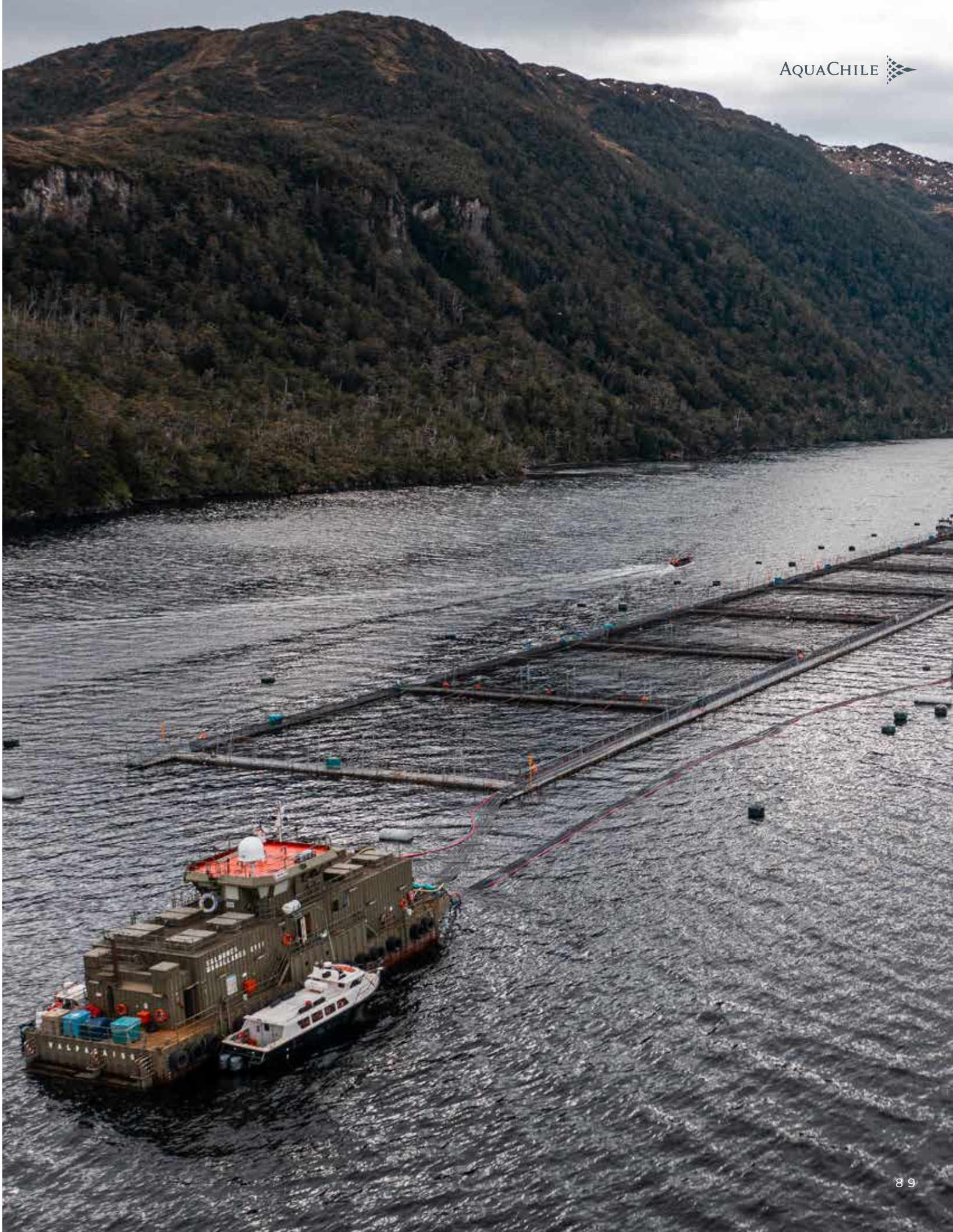
49.0% of our farming sites have ASC certification

12.1% of our operating farming sites have PROA SALMÓN certification

HATCHERIES

60.0% of our hatcheries have BAP certification

100.0% of our operating hatcheries have GLOBAL G.A.P. certification





QUALITY AND SAFETY IN THE PROCESS

The end of the production cycle is the salmon process. We have 6 plants in the Los Lagos and Magallanes regions. In them, we have implemented rigorous food safety and safety standards so that our salmon meets the requirements of the most demanding markets in the world.

Total and annual variation in weight and processed units by process plant

Process Plants	Units			Weight (ton)		
	2020	2021	Var%	2020	2021	Var%
Own	48,476,348	43,098,605	-11%	227,710,629	194,308,372	-15%
From third parties	3,914,126	1,514,237	-61%	19,862,806	7,020,490	-65%
Grand total	52,390,474	44,612,842	-15%	247,573,435	201,328,862	-19%

FOOD SAFETY

In our processing plants, we identify, evaluate, manage, and communicate the risks of the different processes related to safety.

We promote a culture of safety and quality in each plant, in addition to putting into practice GFSI (Global Food Safety Initiative) norms and standards for safety and quality management, which are supported by the implementation of HACCP plans (Hazard Analysis and Critical Control Points), food defense and food fraud programs.

In 2021 we highlight three projects:

Measurement and development of a culture of quality and safety

We determine the degree or level of safety and quality culture at each plant. For this, we take as a reference the guidelines of the GFSI Safety Culture and Food Safety Culture Excellence guides of BRCSV8, evaluating nine dimensions that summarize the main areas that make up the organizational culture in quality and food safety.

We apply surveys, conduct interviews, talk, and carry out focus group analyses of workers and positions of high responsibility.

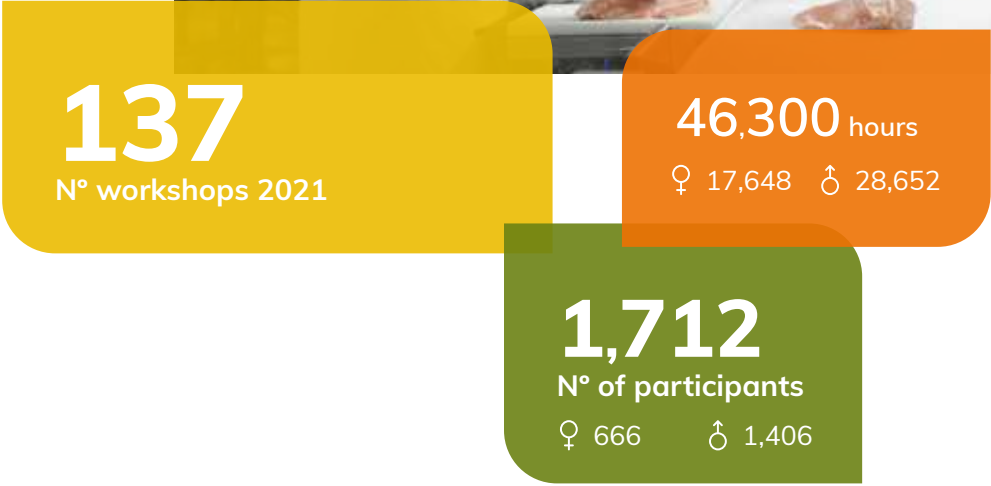
With the evaluation results, the teams at each plant prepared and executed an action plan to work on the gaps identified in each of the dimensions.

Traceability reporting in quality modules in SAP

We develop and implement new queries and transactions in the SAP system, which allow obtaining detailed and consolidated information in less time for the traceability and balances of products and raw materials.

Authorization of plants for export to China

After the entry into force of new food export requirements to China related to the control of Covid-19, we implemented these measures in our plants to continue exporting to this market..



Percentage of significant product and service categories for which impacts on health and safety are assessed to make improvements

Product category	Total SKUS produced	Total SKUS evaluated
Fresh Atlantic Salmon (chilled/refrigerated)	24	24
Frozen Atlantic Salmon	37	37
Fresh Pacific Salmon (chilled/chilled)	3	3
Frozen pacific salmon	12	12
Fresh rainbow trout (chilled/chilled)	2	2
Frozen rainbow trout	1	1
Others	0	0
Total	79	79



CERTIFICATIONS AND STANDARDS

Our process plants are constantly audited and certified to ensure that this production stage complies with aquaculture's most important quality standards.

Among the main certifications we currently have are:

Main certifications

Aquaculture Stewardship Council (ASC)

It helps companies and organizations promote and identify aquaculture fish produced responsibly. It covers a wide variety of aquaculture processes on a global scale. Consider environmental and social aspects to guarantee responsible production.

HACCP

A system that addresses food safety by identifying, analyzing, and controlling physical, chemical, biological, and radiological hazards. It ranges from the raw materials and the stages of the production process to the distribution and consumption of the finished product.

BAP

The Global Aquaculture Alliance (GAA) developed the BAP standards, a voluntary certification program for aquaculture facilities, addressing social and environmental responsibility, animal welfare, food safety, and traceability.

GLOBALG.A.P.

It brings together a set of protocols good practices managed by Food Plus GmbH, a non-profit organization company that develops standards for process certification of obtaining products from the sector globally, including the aquaculture.

ISO 9001

It brings together a set of good practice protocols managed by Food Plus GmbH. This non-profit organization develops standards for the certification of processes for obtaining products from the primary sector worldwide, including aquaculture.

ISO 14001

Norma internacional de sistemas de gestión ambiental (SGA), que ayuda a identificar, priorizar y gestionar los riesgos ambientales de la empresa.

ISO 45001

An international standard that applies to quality management systems (QMS) and that focuses on all the elements that a company must have to have an effective system that allows it to manage and improve the quality of its products or services.

IFS

This certificate indicates that the company has established appropriate processes to ensure safety and safety of the products it manufactures.

KOSHER

The word "kosher" means "fit," and determine what foods can be consumed by members of the Jewish community.

HALAL

An international standard for environmental management systems (EMS), which helps to identify, prioritize, and manage the company's environmental risks.



Summary of AquaChile production cycle certifications

	ASC	HACCP	BAP	GLOBALG.A.P.	IFS	ISO 9001	PROA SALMÓN	ISO 14001	ISO 45001	HALAL	KOSHER
Farming sites	X		X	X			X				
Hatcheries			X	X							
Feed plant		X	X	X		X		X	X		
Industrial plant Calbuco	X	X	X	X	X						X
Industrial plant Cailín	X	X	X	X	X						
Industrial Chonchi	X	X	X	X	X						
Industrial Magallanes	X	X	X	X	X						X
Industrial plant Cardonal	X	X	X	X	X					X	X
Industrial plant Quellón	X	X	X	X	X			X	X	X	X

# INNOVATION AND TRANSFORMATION OF PROCESSES

In March 2021, we created the Digital Transformation Area at AquaChile. We want the digital transformation to be a pillar in the company, and we know that this implies a cultural change in the way we do things.

We highlight the following milestones related to innovation and digital transformation:



### Starlink implementation

We installed satellite internet in four company stations to improve connectivity in isolated places.



### Digital Transformation Table

It seeks to promote and enhance digital transformation in the company. The entire Administration and Finance Management participated, addressing the main points of the digital transformation and the main projects that we have in progress.



### Monitoring of naval devices

We implemented georeferencing technologies with computer technology to georeference the naval artifacts that we possess and the main characteristics of each one.



### Datalake

We established a storage repository that allows us to centralize and consolidate data from the company's different transactional systems.



### Monitoring of generators and photoperiods

We launched a system that allows us to optimize the fuel consumption of generators on pontoons in farming sites.

484

Participants training in the subject of digital transformation or technical skills to advance in this subject.

♀ 194 ♂ 240

80

Workshops

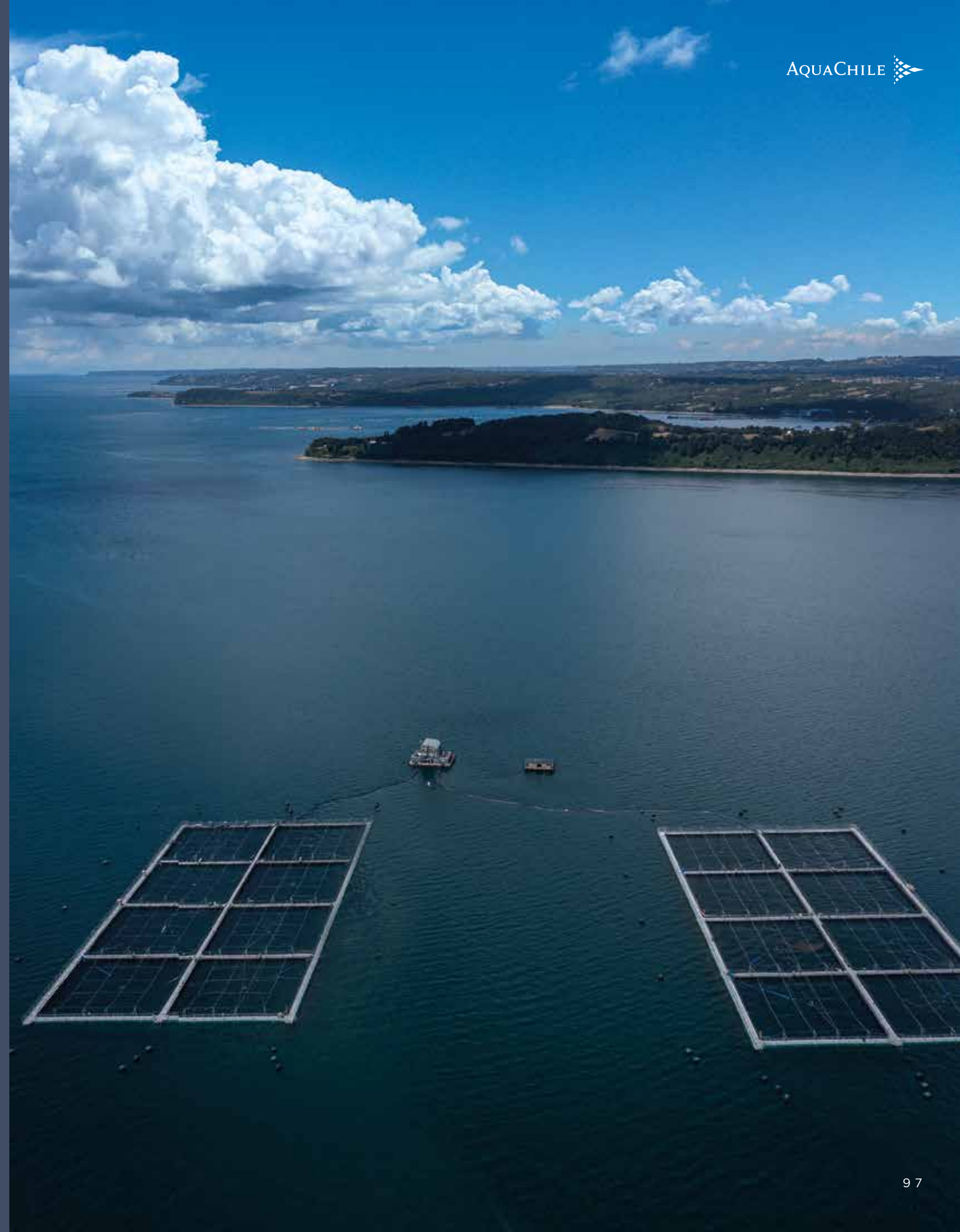
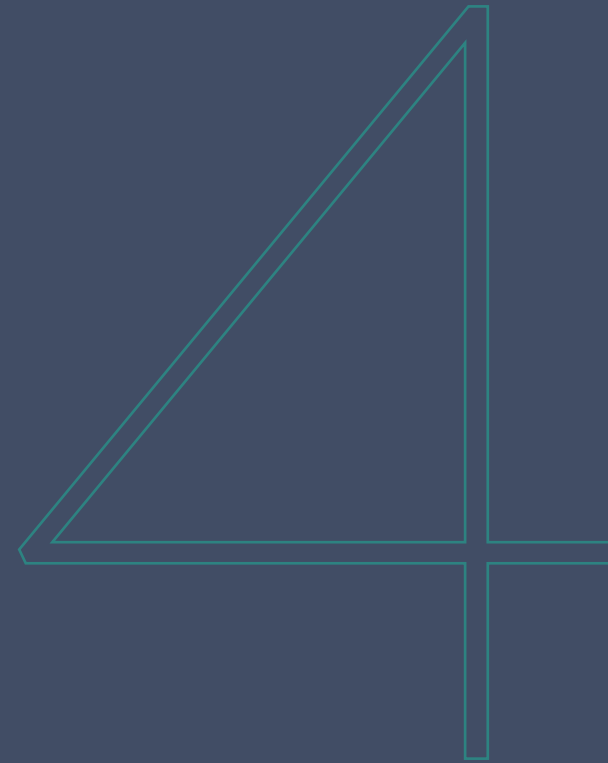
12.852

Total hours

♀ 5,351 ♂ 7,501



# INFLUENCE ON THE ENVIRONMENT



# WE TAKE CARE OF OUR BLUE ECOSYSTEM

## RESPONSIBLE WATER MANAGEMENT

Water is the primary natural resource that we use in our production processes. WE use freshwater in hatcheries and, for this reason, we have taken special care in the use we make of it and how to make it more efficient.

In the Industrial Area, we focus on complying with the maintenance plans to reduce consumption by minimizing failures in the operation of the water collection, distribution, and use systems within the plants.

At the Quellón and Magallanes plants, we maintained the medium pressure systems' operation for hygiene activities, which minimized freshwater consumption from underground wells.

Regarding water treatment, the focus in the period was on regulatory compliance, considering the update carried out by the Eurasian Economic Union on the chlorination parameters for process water. For this, we automated the chlorine dosing system in the process water at the Cailín, Chonchi, Calbuco, Cardonal, Quellón, and Magallanes plants.

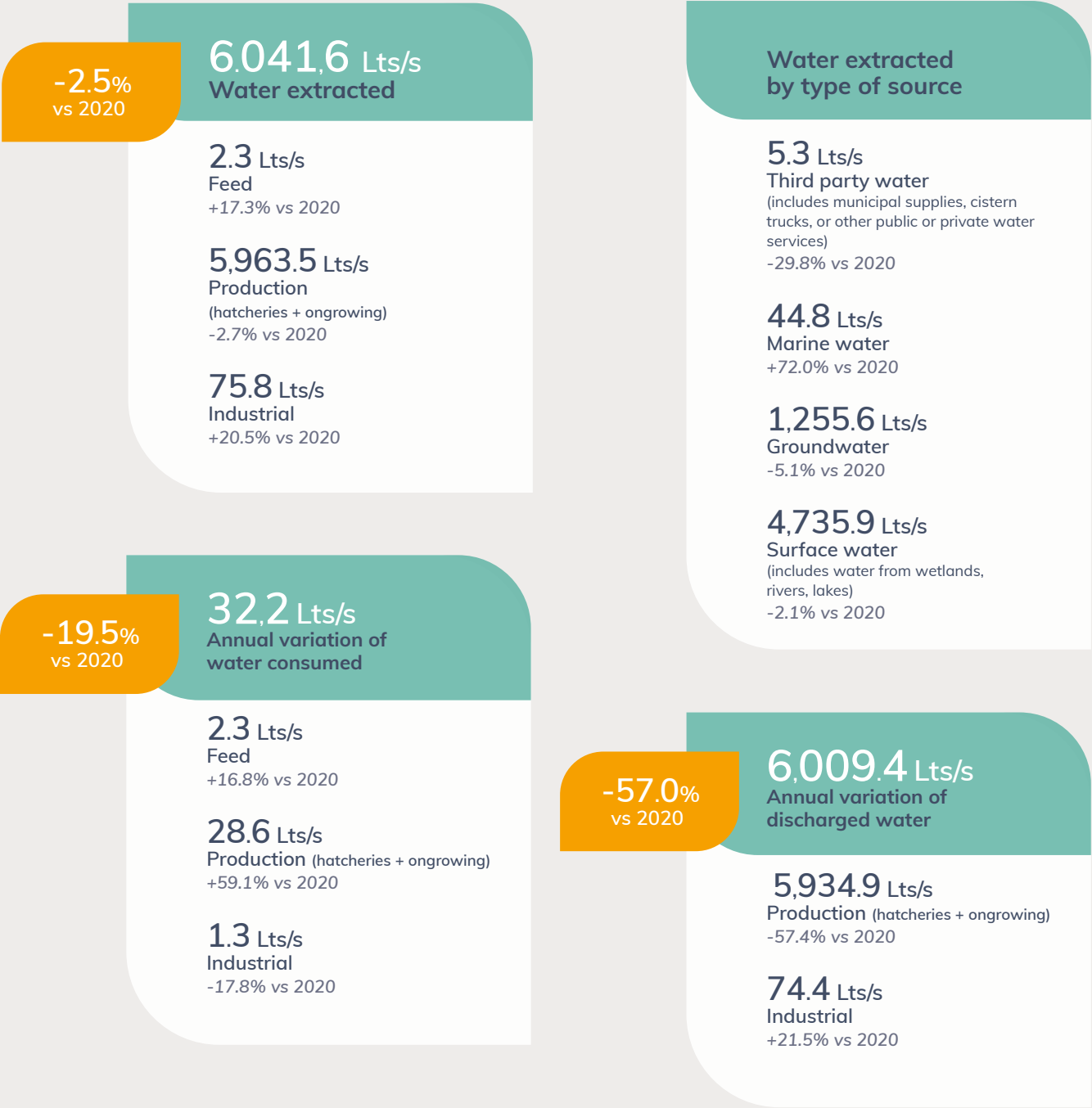
To mitigate risks related to water, we have established the following strategies:

We established and **monitored KPIs** and indicators of water consumption and discharges that consider the volumes of seawater, freshwater, and LIWs and their relationship with processed biomass.

We implement **operational controls** to control water consumption and rational use during production activities.

We **periodically monitor** the discharge parameters in RILs, to verify that they are within limits established by current regulations.

We have focused on **the maintenance and improvements of the ILW pipeline** and treatment system. In addition, we prioritize the use of seawater for consumption in some plants.





Percentage of operations working in areas affected by the water crisis

Industrial	Feed	Production (hatcheries + ongrowing)	Total
5 Operations in zones of water scarce	1 Operations in zones of water scarce	39 Operations in zones of water scarce	45 Operations in zones of water scarce
83.3%	100.0%	29.7%	32.6%

Incidents related to breaches in water quality issues, standards, permits and regulations

PLANT	INCIDENT	DESCRIPTION	RESOLUTION STATUS
Cardonal Plant	Manganese and iron parameter over the tolerance limit established in the Chilean Drinking Water Standard NCh 409/2005.	Manganese concentrations in freshwater: 0.6 mg/L in well 1 and 0.7 mg/L in well 2.  Iron concentrations in freshwater: 0.8 mg/L in well 2.	In the process of implementing abatement filters.



ENVIRONMENTAL COMPLIANCE AND CONCESSIONS

The activities that we carry out in AquaChile adhere to current environmental and regulatory ordinances. We have internal environmental management policies that allow us to carry out the productive activity in harmony with the environment to ensure environmental compliance.

Milestones 2021



Environmental parameters measurement sensors

We installed sensors to measure environmental parameters in all active sites. These allow us to monitor relevant environmental indicators continuously and in line with the Superintendence of the Environment.



Environmental product declaration for salmon

We made an environmental product declaration (EPD) for salmon, measuring the environmental impact throughout the production chain. This methodology allows us to identify the effects within the production model and generate corrective measures.

This unprecedented project is the first environmental product declaration for salmon made globally.



Waste traceability in the Aysén region

This program, a pioneer in the industry, allows us to trace the industrial waste generated in our sites in the region and transform it into new high-quality products such as fruit boxes, bulb boxes, mining sleepers, drain buckets, and detergent bottles, among others.

MARINE BIODIVERSITY AND ECOSYSTEMS

At AquaChile, we use natural resources responsibly and sustainably. It is a priority for us to take care of biodiversity and the environment surrounding us while carrying out the production process.

Featured projects:



Nanobubbles

We use nanobubbles to mitigate the impacts of eutrophication of marine ecosystems due to feces and feed residues in farming sites. This method implies the application of water enriched with oxygen at concentrations that vary according to the natural characteristics of each site.



Sea lion nets

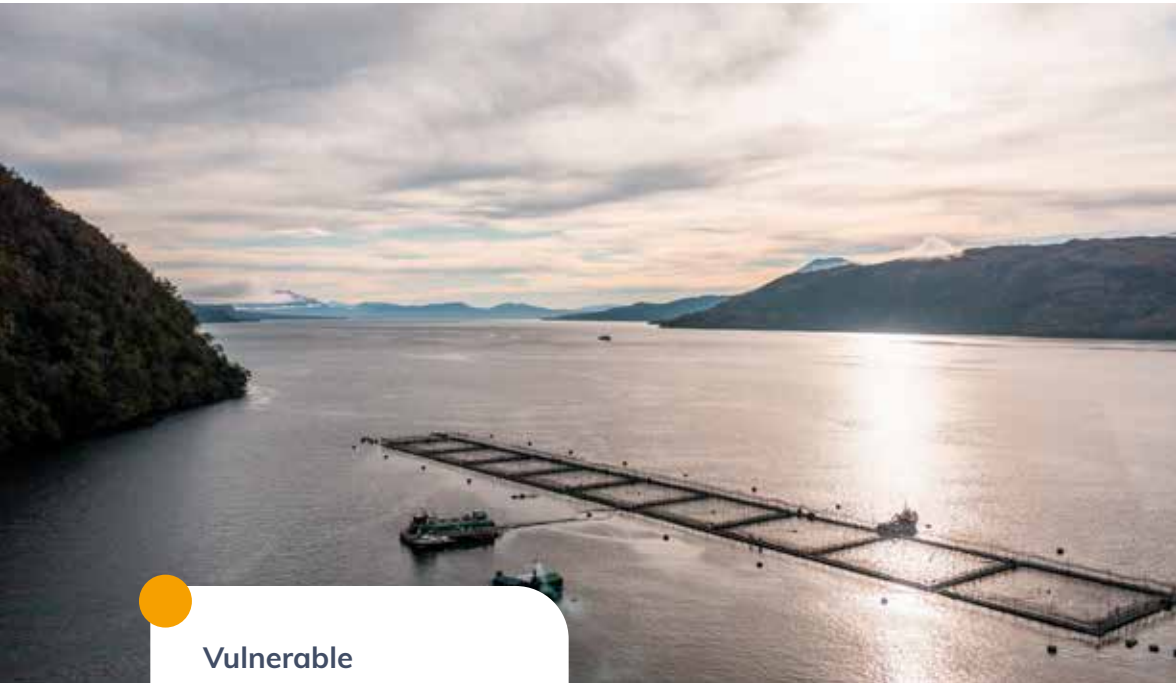
To prevent or minimize the interaction of salmon with marine mammals, we use sea lion nets on the farming sites.

We work with top-quality materials and review them frequently.



Beach cleaning

We assume the commitment to permanently contribute to the community by collaborating with the cleaning of beaches.



Species appearing on the IUCN red list and on national conservation lists whose habitats are in areas affected by operations

Critical hazard

Los Lagos Region

- Whale sei
- Fin whale
- Leatherback turtle
- Botaal curlew
- Yellow-red gorgon

Aysén Region

- Whale sei
- Fin whale
- Leatherback turtle

Magallanes Region

- Whale sei
- Fin whale
- Leatherback turtle

In danger

Los Lagos Region

- Southern river otter
- Bottle nose dolphin
- Southern Right Whale
- Blue whale
- Black-necked swan
- Arctic sandpiper
- Sea Whip

Aysén Region

- Southern river otter
- Bottle nose dolphin
- Southern Right Whale
- Blue whale
- Black-necked swan
- Arctic sandpiper
- Sea Whip

Magallanes Region

- Southern river otter
- Bottle nose dolphin
- Southern Right Whale
- Blue whale
- Coscoroba swan
- Arctic sandpiper
- Sea Whip

Vulnerable

Los Lagos Region

- Pouched lamprey
- Marine otter
- Elephant seal
- Humpback Whale
- Sperm whale
- Olive ridley sea turtle
- Andean seagull
- Humboldt penguin
- Chilean flamenco
- Inca Tern
- Black-necked swan

Aysén Region

- Pouched lamprey
- Marine otter
- Chilean dolphin
- Elephant seal
- Humpback Whale
- Sperm whale
- Olive ridley sea turtle
- Andean seagull
- Chilean flamenco

Magallanes Region

- Pouched lamprey
- Marine otter
- Chilean dolphin
- Elephant seal
- Humpback Whale
- Sperm whale
- Olive ridley sea turtle
- Black-necked swan
- Chilean flamenco

Near threatened

Los Lagos Region

- Stone coral

Aysén Region

- Stone coral

Magallanes Region

- Stone coral

Least concern

Los Lagos Region

- South American sea lion
- South American fur seal

Aysén Region

- South American sea lion
- South American fur seal

Magallanes Region

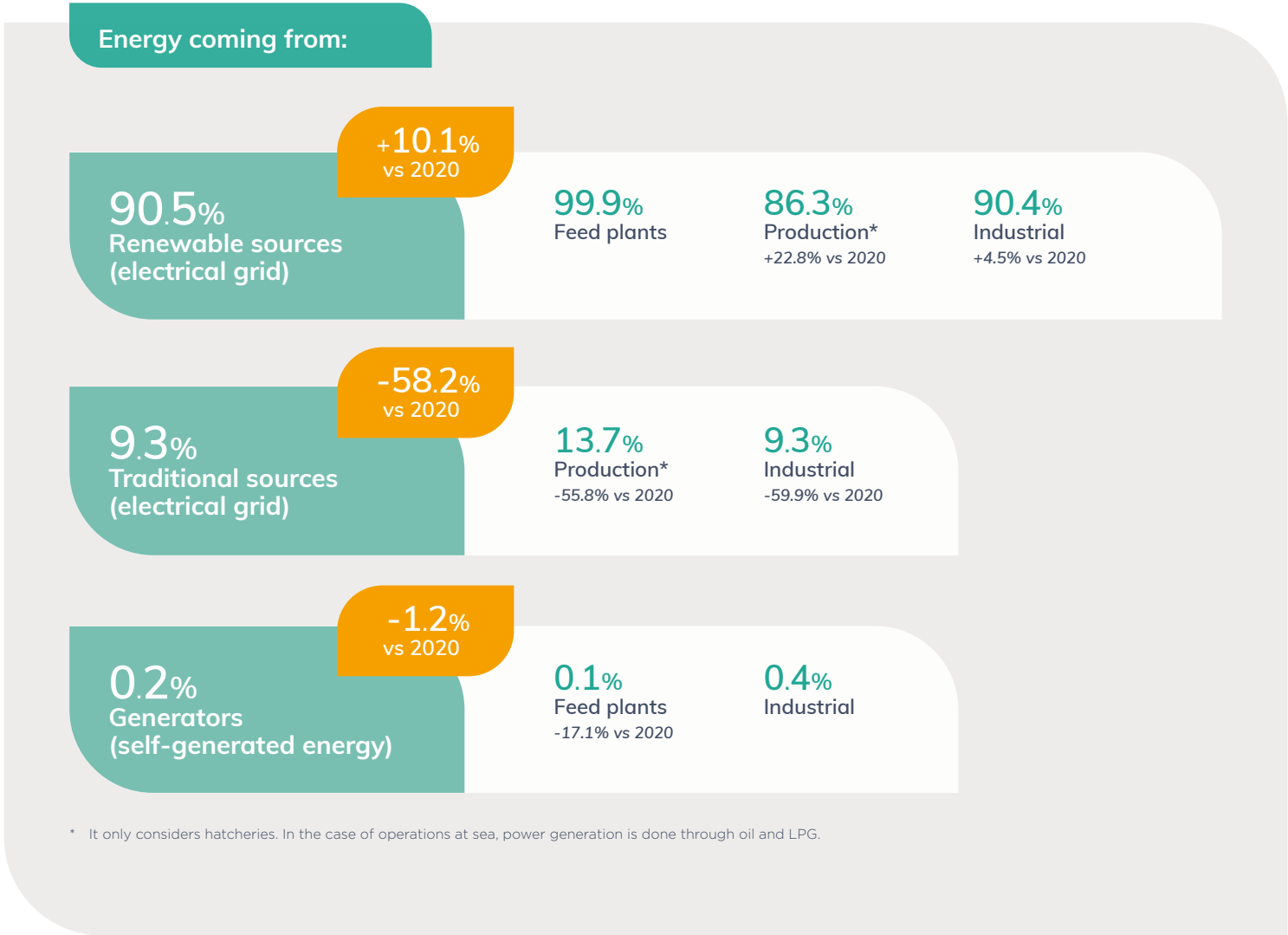
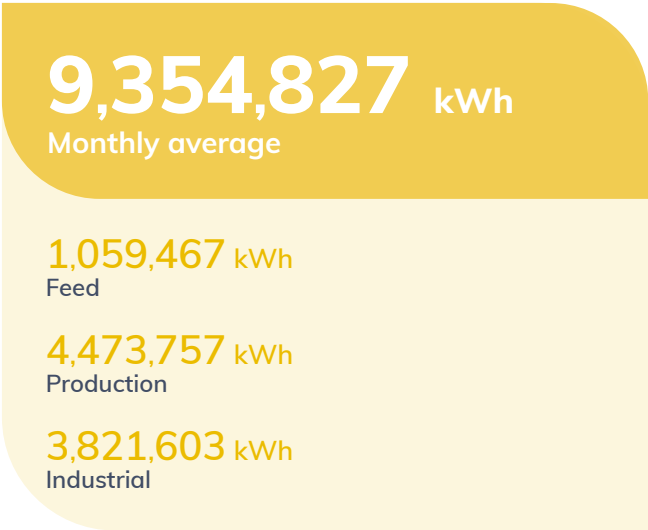
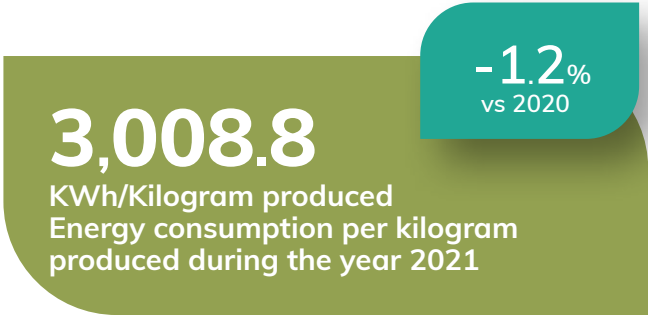
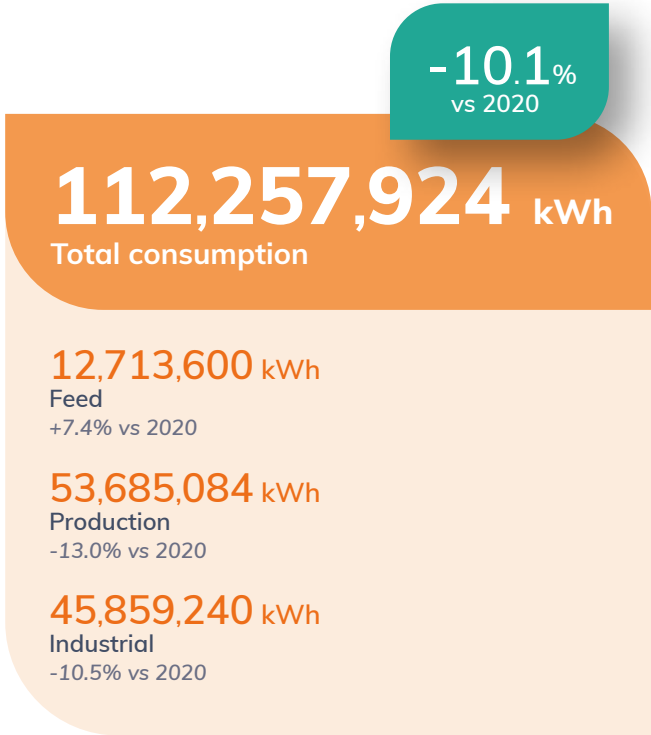
- South American sea lion
- South American fur seal



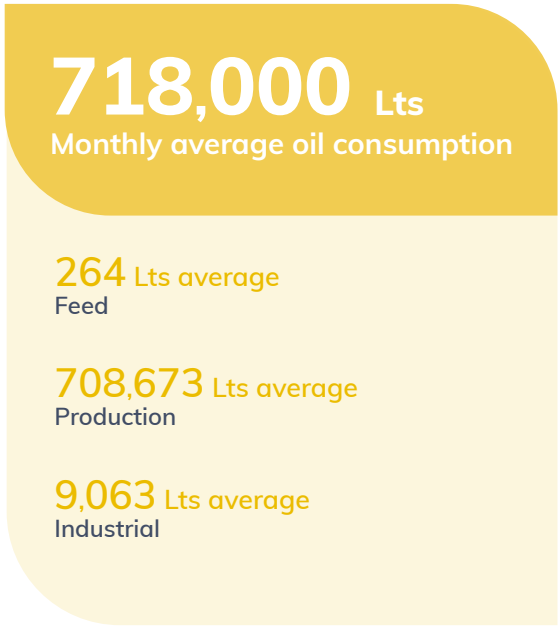
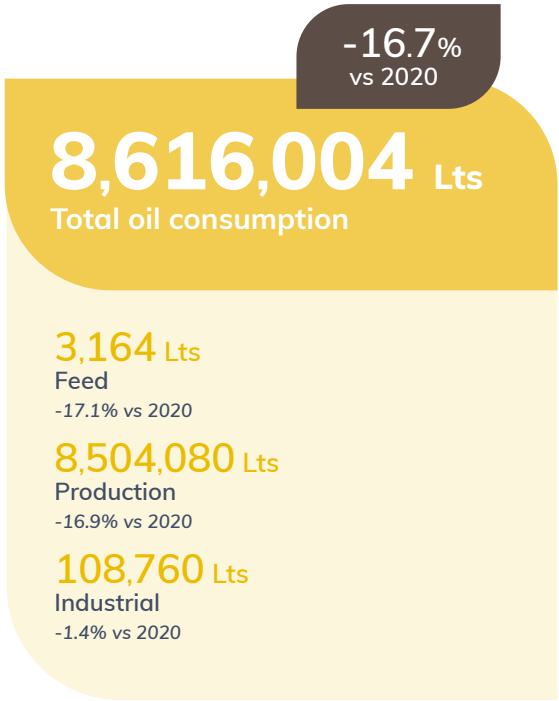
# COMMITTED TO CLIMATE CHANGE

## ENERGY TRANSITION

We look for alternatives in our processes to have a more efficient energy consumption.







## EMISSIONS AND CO<sub>2</sub> FOOTPRINT

We have measured our carbon footprint to reduce it in recent years, defining up to four scopes. The fourth scope includes our suppliers and the entire production line.



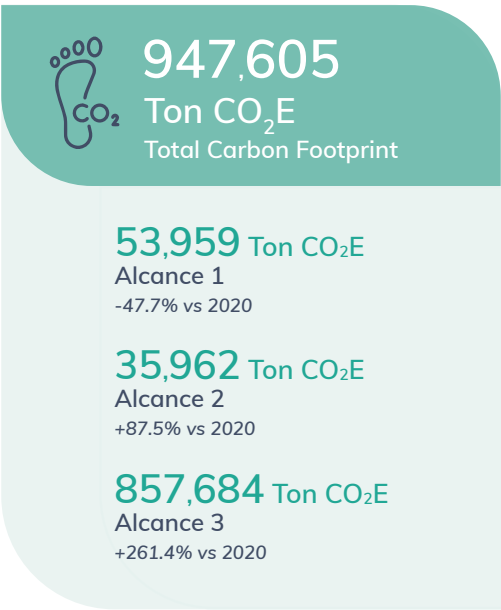
### Singular Project

We have developed this project to reduce our carbon footprint. We transport frozen products from Chile to the United States, where it is defrosted and marketed. This allows us to ship the product instead of by plane, significantly reducing our carbon footprint.

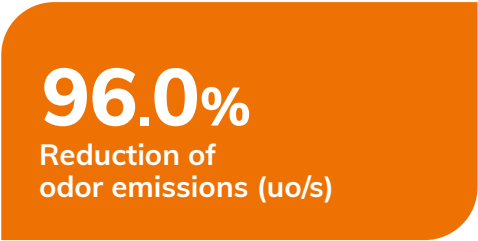


### Generation of compost from the organic waste of the casino, pre-consumer, and post-consumer

At the Cardonal industrial plant, we carried out this project that involved a reduction of **8,345** kg of carbon footprint (kg CO<sub>2</sub> eq) between January and December.



	Scope 1	Scope 2	Scope 3
On the way to the customer	-	-	199,166
Logistics	-	-	43,792
Ongrowing	23,545	0	550,342
Process plant	6,213	20,287	29,690
Hatchery	11,296	10,592	30,572
Feed plant	12,139	4,967	3,115
Office	766	116	1,007
<b>Total</b>	<b>53,959</b>	<b>35,962</b>	<b>857,684</b>



### Biofilter

We changed the biofilter media at the feed plant for a new one. In addition, we made other structural improvements to optimize its operation and reduce odor emissions.



CIRCULAR ECONOMY

WASTE MANAGEMENT

Year after year, we improve our waste management, making an effort to reduce the amount of waste coming from our production process and increasing the amount we recycle.

87.2%

Non-hazardous waste recovered or recycled during the year 2021

12.8%

Non-hazardous waste in Landfills

100%

Non-dangerous organic waste managed in Nutrient Plan

Total volume of scheduled and unscheduled water discharges

Plant	Volume (m³)	Destination / water treatment method	Reused (yes/no)
Feed plant	303.5	Rilesur	Yes
	26.9	Cosemar	No
Industrial Plant Cailín	90,154.0	Sea / Physicochemical primary treatment with solid filters and DAF	No
Industrial Plant Calbuco	278,880.0	Sea / Physicochemical primary treatment with solid filters and DAF	No
Industrial Plant Chonchi	47,094.0	Sea / Physicochemical primary treatment with solid filters and DAF	No
Industrial Plant Magallanes	266,808.0	Sea / Physicochemical primary treatment with solid filters and DAF	No
Industrial Plant Cardonal	238,571.0	Sanitary company/ Physicochemical primary treatment with solid filters and DAF	No
Industrial Plant Quellón	1,357,706.0	1,167,944 m³/year. Discharge via outfall, governed by Supreme Decree 90/2000 and Monitoring Resolution 1092/2019. Physical pretreatment and disinfection with 10% sodium hypochlorite. 189,762 m³/year. Discharge to a sanitation company governed by DS 609. Physical treatment through filters.	No



+105.4%  
vs 2020

191 Ton

Total hazardous waste

Final disposal/treatment in an authorized company

158.7 Ton  
Production

5.4 Ton  
Feed

27.3 Ton  
Industrial

+475.6%  
vs 2020

30,106 Ton

Recycled non-hazardous waste

(includes mortality, reused sludge, returns to supplier, and other household waste)

4,394 Ton  
Production

332 Ton  
Feed

25,380 Ton  
Industrial

+67.7%  
vs 2020

41,570 Ton

Recovered non-hazardous waste

(composting, biomass or similar)

27,354 Ton  
Production

334 Ton  
Feed

13,882 Ton  
Industrial

-50.0%  
vs 2020

10,025 Ton

Non-hazardous waste disposed of in landfill

(sanitary landfill, waste dump or similar authorized)

5,381 Ton  
Production

1,228 Ton  
Feed

3,417 Ton  
Industrial

Plant or unit	Animal waste/organic remains	Weight of waste managed according to nutrient management plan (ton)	% Managed	Destination
Production (ongrowing+ hatcheries)	Ensiled mortality	25,532	100%	Fiordo Austral-La portada
Industrial	Viscera and mortality	60,612	100%	Fiordo Austral-La portada
Total		86,144	100%	

## PACKAGING

In 2021 we explored replacement alternatives for the non-recyclable packaging currently used.

We are replacing the packaging and transportation material for our products, which used to be polystyrene, with cardboard, a recyclable and non-polluting material.

Projects:

### New formats cardboard boxes

Together with our suppliers, we developed new formats of cardboard boxes. We carry out validation tests to increase its use.

### Modification of materiality in gel packs

We carried out validation tests with gel packs whose composition is 100% recyclable, and we standardized their use in all plants.

Use of eco-friendly packaging in our brands:

- Verlasso: cardboard boxes for chilled refrigerated products.
- Aqua: recyclable cardboard packaging for all frozen products.

25%

Percentage of recyclable containers and packaging

75%

Percentage of non-renewable materials used to produce and package the main products

25%

Percentage of renewable materials used to produce and package the main products

### Percentage of products with packaging with sustainable attributes packaged in 2021

#### Aqua

255

Products with packaging with sustainable attributes

36%

of total products

#### Verlasso

11

Products with packaging with sustainable attributes

8%

of total products

7,036 ton

Total packaging weight



39%

Packaging made with recycled or renewable materials

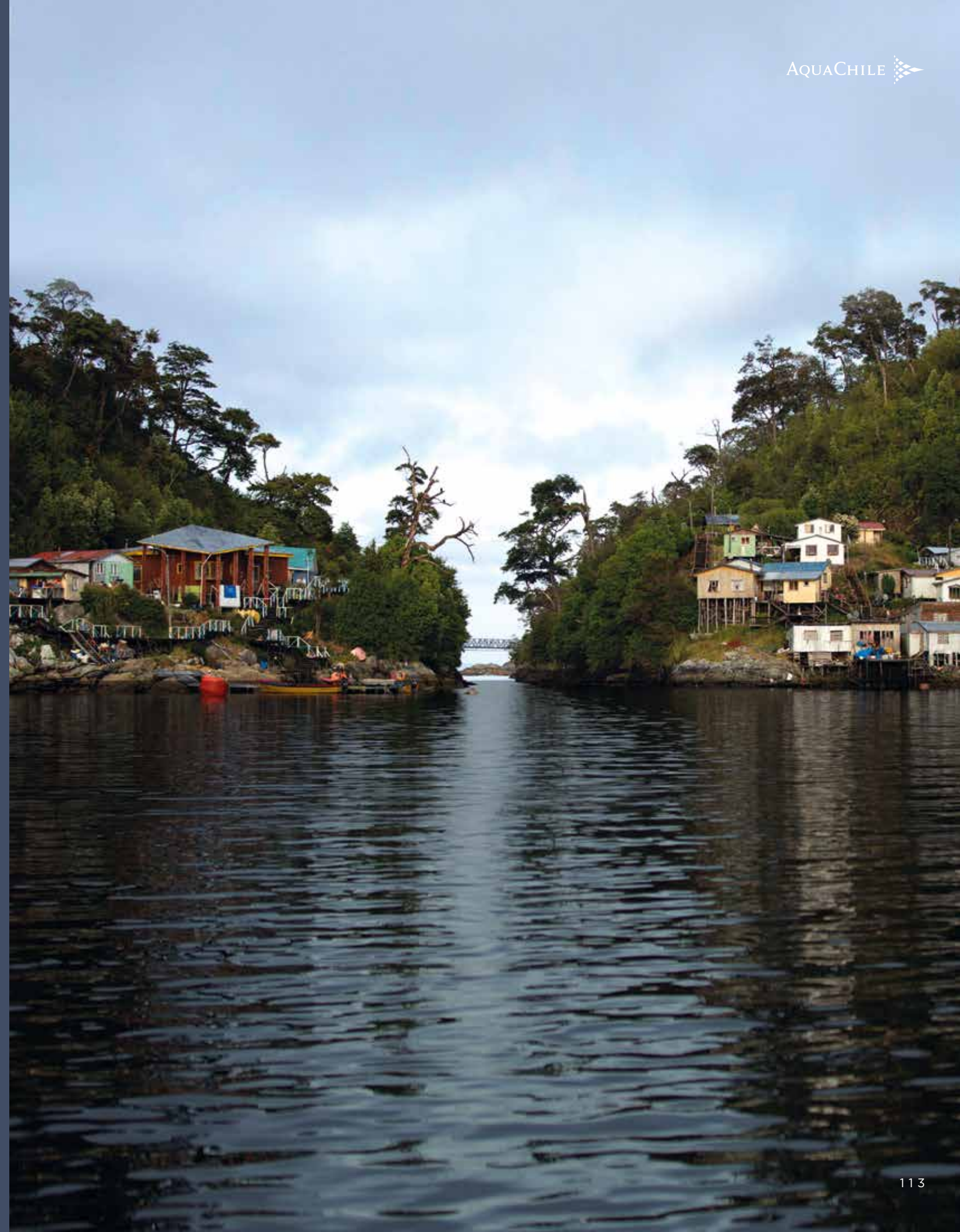
39%

Packaging possible to recycle, reuse and/or compost



# CLOSENESS WITH THE COMMUNITIES

# 5



# RELATIONSHIP WITH THE COMMUNITIES

Our operations are located in 22 communes of Chile. Permanent and direct dialogue with our neighbors is part of our production model, and we are concerned with incorporating the community variable into our entire process.

We have a deep commitment to developing the territories where we carry out productive operations.





Programs carried out in 2021

40,974  
Beneficiaries

US\$420,595  
Total investment



Education

3,342  
Beneficiaries

US\$55,011  
Investment

50 Programs  
18 Communes  
62 Benefited organizations



Healthy life

1,192  
Beneficiaries

US\$17,649  
Investment

27 Programs  
9 Communes  
26 Benefited organizations



Entrepreneurship and local development

21,388  
Beneficiaries

US\$258,051  
Investment

130 Programs  
25 Communes  
115 Benefited organizations



Covid-19 Support

8,390  
Beneficiaries

US\$35,044  
Investment

67 Programs  
18 Communes  
87 Benefited organizations



Link Actions

6,662  
Beneficiaries

US\$54,840  
Investment

155 Programs  
20 Communes  
133 Benefited organizations

Quantity and percentage of operations that apply relationship plans or community contributions

	Total operations (Considers hatcheries, plants, farming sites)	N° operations with community rela- tionship plans and/or programs	% operations with community relationship plans and/or programs
La Araucanía	6	6	100%
Los Lagos	39	39	100%
Aysén	77	77	100%
Magallanes	16	16	100%
<b>TOTAL</b>	<b>138</b>	<b>138</b>	

Efforts made by the company to communicate its social programs and projects to the communities around its operations



123 meetings  
with authorities.



29 permanent  
worktables.



Visit to facilities, which during 2021  
decreased due to the restrictions due  
to the pandemic.



Integrated Report



Report Linkage with Communities  
Aysén Region 2021



Regional Contribution and  
Sustainable Development Report,  
Los Lagos, Aysén, Magallanes.



Presence in 28 radios in  
4 regions of the country  
(La Araucanía, Los Lagos,  
Aysén and Magallanes).



889 publications in the press,  
78% positive mentions  
and 13% neutral.



More than 3.3 million users  
reached by our messages  
on social networks..

MAIN INITIATIVES



Llanquihue Lake Monitoring

In 2021, we installed three oceanographic buoys and six monitoring stations to measure various environmental variables that allow us to monitor the environmental status of the lake basin and model multiple scenarios.

Working group with chamber of tourism of Puerto Aysén-Patagonia

We signed a collaboration agreement to support the implementation of tourist hostels, training, logistical support, and the implementation of tourist circuits that allow us to get to know the AquaChile farming sites.

Magallanes Commitment

We voluntarily committed ourselves to the Magallanes region to promote local development, research, and the rescue of the Kawésqar culture. Under this commitment, we have carried out training activities for local suppliers, added new companies to our value chain, brought salmon to Kawésqar communities at preferential prices, and implemented a scholarship program for children and partners of Kawésqar communities.

Initiatives linked to environmental issues

We have implemented permanent beach cleaning programs in isolated localities with the support of neighbors, and we have established recycling and waste collection points.

Community dialogue and relationship tables with the community in general

Commune/sector	Name or type of meeting	N° of meetings	N° of participating organizations
Aysén	Aysén Maritime Governance Board	2	7
Aysén	Aysén Table of the National Education Policy for Sustainable Development	10	8
Aysén	Economic Reactivation Table	6	10
Aysén	Integrated Territorial Program PTI entre Fiordos y Canales of Aysén	12	10
Aysén	Business Advisory Council of the Polytechnic School of Puerto Aysén	6	5
Aysén	Worktable with the Aysén-Patagonia Chamber of Tourism	3	2
Cisnes	Convergence Table for the Local Development of Cisnes	2	8
Guaitecas	Environmental Committee	3	6
Natales	Commitment to Magallanes	7	7
Natales	Artisanal Fishing Table	2	16
Pucón	Quetroleufo Roads Technical Table	2	7
Pucón	Monte María de Pucón Business Advisory Council	4	5
Puerto Montt	Convergence Table for the Development of Lagging Areas of Los Lagos	1	16
Puerto Montt	Worktable with artisanal fishing represented by COREPA	15	20
Puerto Montt	Council of the Sea: Worktable between COREPA A.G., Armasur, and AquaChile	4	3
Puerto Varas	Lake Llanquihue monitoring	12	8
Quellón	Beach cleaning worktable	2	12
Quellón	Oqueldán wetland worktable	2	10
Quellón	Quellón Environment Office	2	2
Totales		97	164

US\$ 72,586  
Invested in linking actions

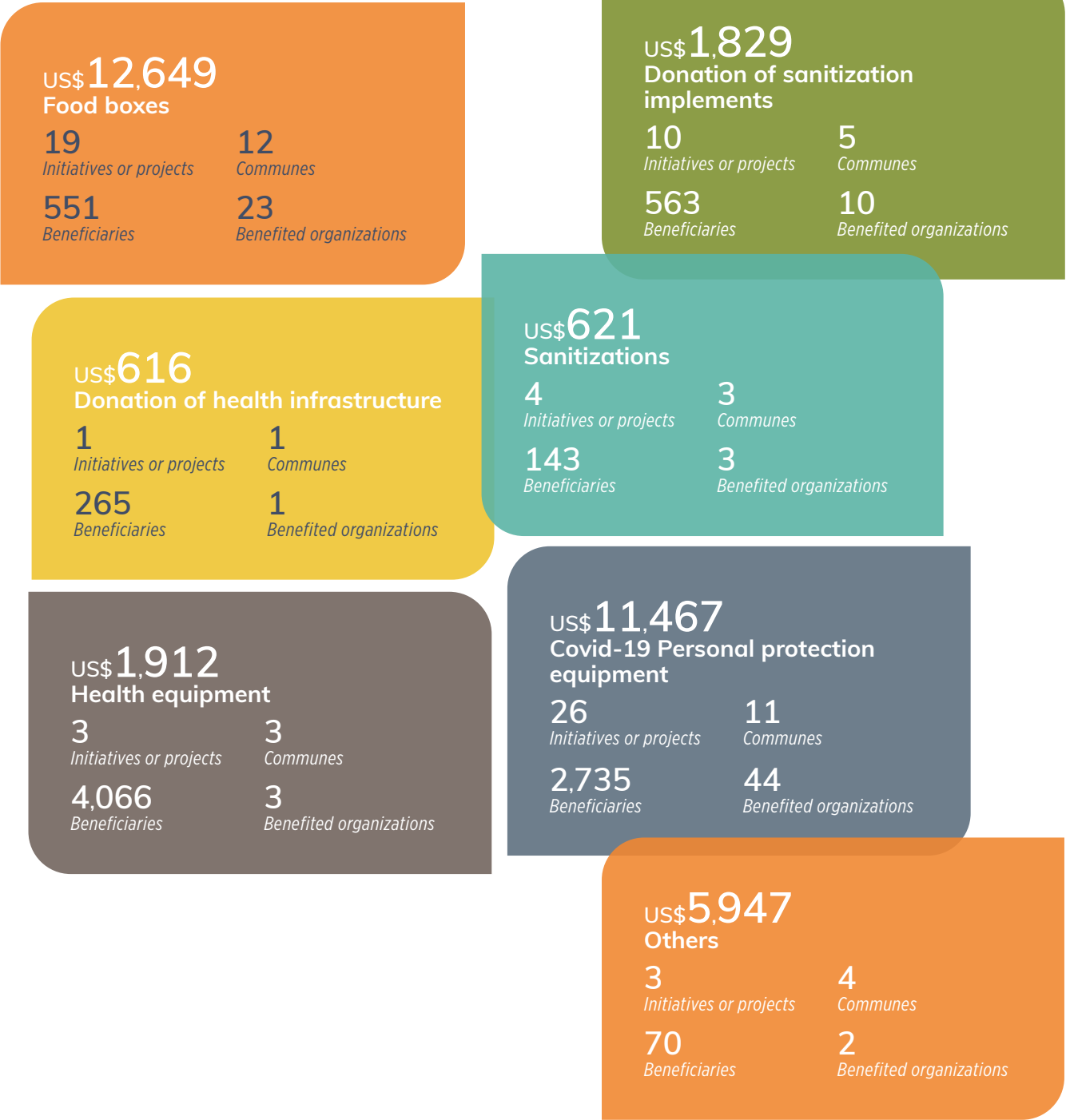
164  
Organizations that participated in the dialogue tables

97  
Meetings with neighborhood and community leaders



COVID-19  
SUPPORT  
MEASURES

In 2021, we continued with support measures for the community related to the Covid-19 pandemic, which we must face together to overcome. These included actions to help families in need, health centers, PCR tests, and Competitive Funds for projects related to health contingency, among others.



AquaChile competitive fund for communities

For the second year, we directed the Competitive Funds Program to needs derived from the Covid-19 pandemic in terms of access to goods and services, reactivation, and support. These funds are open to all social organizations in the communes where we operate.

The program allowed us to support high-impact projects designed and postulated by the communities.

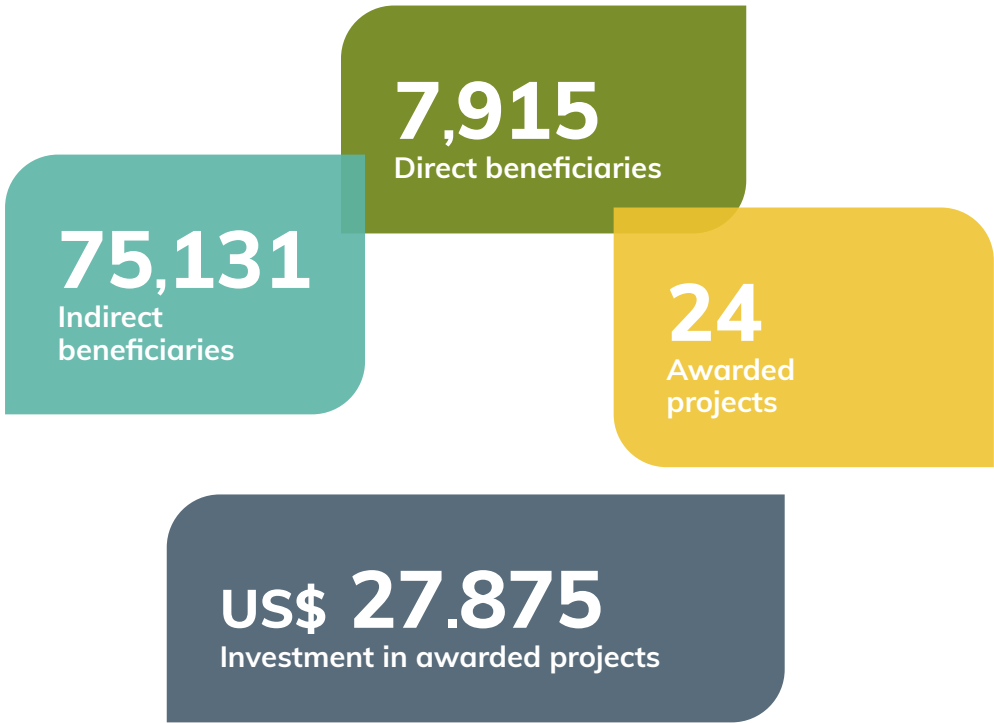


Financing: up to  
**US\$ 1,180**  
per project.



**24**  
funded projects.

Purpose and objectives competitive funds



Awarded project name and description	Implementation commune	Benefited organization	Amount awarded (US\$)	Direct beneficiaries	Indirect beneficiaries
Tools for a better future	Aysén	Group of relatives of people with disabilities Fuerza de Avanzar	1,178	35	135
Psychosocial support in times of crisis in the commune of Aysén	Aysén	Functional organization of comprehensive rehabilitation Puerto Aysén Lions Club	1,168	77	160
We bring health to the home	Calbuco	Health advisory council	1,179	15	30
Learning internet	Calbuco	Alumco indigenous community of Chuyehua	1,179	1,243	1,889
Acquisition of personal protective equipment for 5th firefighters company in Castro	Castro	5th Castro Fire Company	1,185	279	43,807
Production and marketing of organic berry crops	Chonchi	Epu Mari Kewpu Likan Women's Association of Cucao	1,179	24	96
Melimoyu Connected	Cisnes	Melimoyu Neighborhood Council	1,179	5	15
Covered space in pandemic	Cochamó	Cochamó Community Health Council	1,151	3,900	3,900
Reactivation Kula Pehuén	Curarrehue	Kula Pehuén Entrepreneurs of Purranque	1,061	16	48
Accumulating water in times of pandemic	Dalcahue	Quetalco Rural Water Committee	1,179	800	1,000
Strengthening the crafts and heritage of the island	Guaitecas	Newen Wapi artisan group	1,168	12	36
Implementing our Rolecha family health center	Huailahué	Rolecha Health Committee	1,179	800	900
Jetakuálok	Natales	K'skial indigenous community	1,179	35	18,505
Start the morning with energy with AquaChile	Natales	General Center for Parents and Guardians Captain Juan Ladrillero School	1,177	100	300
Connectivity and technology in the Carhuello sector	Pucón	Ladies of San Sebastian de Carhuello	1,092	45	120
Supplying the continuity of the common pot of the Myrtles of Pucón	Pucón	Board of neighbors the Arrayanes Libertad	1,174	300	900
Supplies for response to the evacuation of COVID19 positive patients Isla Maillen and Tenglo	Puerto Montt	Volunteers Puerto Montt Lifeboats	1,179	11	50
Help to Queremos vivir	Puerto Montt	Corporation We Want to Live	1,125	12	60
Educational care for girls and boys with special needs in home mode	Puerto Montt	Aprendo Corporation	1,128	25	100
Mini online music concerts in Puerto Montt	Puerto Montt	Latin American Musicians Cultural Association of the University of Los Lagos	1,129	25	2,500
Delivery of supplies and sanitary items for families of the SENAME network in Magallanes region	Punta Arenas	Esperanza Foundation	1,179	40	160
Implementation of sanitary elements for a peasant fair	Quellón	Cultural and social group of peasants from Quellón Neighborhood council Las Lagunas de Tutil Alto	1,179	30	90
Tutil connects the Lagunillas	Quellón	Neighborhood Board No. 9 Aucar	1,179	56	180
Tools for access to the available social offer and strengthening of our board of Aucar	Quemchi	Group of relatives of people with disabilities Fuerza de Avanzar	1,179	30	150



# COMMITMENT AND RESPECT FOR THE INDIGENOUS PEOPLES

We are in permanent contact with the communities of native peoples found in the areas where we operate. We have implemented joint worktables and projects for training, creation of local suppliers, infrastructure development, and training on their worldview for employees of our company.



### Worktable with the Cabedaña Basin Lof

This instance has been operating since 2013 between AquaChile and six indigenous communities in the Catripulli sector in the Curarrehue commune. At this worktable, environmental and social initiatives are agreed upon that benefit the 300 families that make up the Lof.

The main program of the table is the participatory budgets that finance social investment projects for the community.

In 2021, **100%** of the budgeted investment was made with a project portfolio for a total of US\$31,860

### We Newen Mapu Community worktable of Chayahué Calbuco

We have supported various milestones to realize their dream of their own ruca. In 2021 the ruca was electrified, and the toilets were built..

### Worktable community Juan Hueñir de Vilcún

Durante 2021, se consolidó la mesa de In 2021, the worktable was consolidated, through which we have supported the creation of local suppliers for Codinhue hatchery, conducted training in crafts with native wood, supported agricultural projects, and delivered bio stabilized for family agrarian production.

### Quellón coastal neighborhood community worktable

We developed an arc welding training course during the reported period that had 21 participants who received a welding machine, mask, and electrodes as equipment.

### Worktable with kawésqar communities

In 2021, we carried out two training sessions on the Kawésqar worldview for our company's workers, we supported the creation of Kawésqar service companies, we implemented an access system at preferential prices for the communities, we awarded scholarships of excellence for students, we supported the implementation of the Barbarita cultural center Caro, and we made a cultural tour with two Kawésqar communities from Puerto Natales.

### Dialogue tables held

Commune/sector	Name or type of meeting	Nº of meetings	Nº of participating organizations	Investment US\$
Calbuco	We Newen Mapu community worktable	7	1	2,452
Curarrehue	Lof Cuenca Cabedaña	9	6	44,840
Hualaihué	Mapu Peñi indigenous community	6	1	9,528
Hualaihué	Rupu Lafquen indigenous community	4	1	2,950
Calbuco	Quechalen Aitue Community	3	1	329
Quellón	Coastal neighborhood indigenous community	1	2	9,440
Quellón	Folil Trincao Indigenous Community	1	1	3,292
Pucón	Mariano Millahual Community	3	1	590
Vilcún	Juan Hueñir Community	6	1	7,670
Melipeuco	Juan Meli Community	4	1	4,366
<b>TOTALES</b>		<b>44</b>	<b>16</b>	<b>85,457</b>

# PROMOTION OF EDUCATION AND A HEALTHY LIFE

## SCHOLARSHIPS AND EDUCATIONAL SUPPORT

As a company, we are interested in supporting communities by providing educational and development opportunities.

### Aquachile scholarship Municipality of Melinka

Together with the Municipality of Guaitecas, we designed and implemented a scholarship model for higher education. The focus is to support the logistical and economic difficulties of studying outside of Melinka.

In the first edition of this program, **17** students were selected who received **US\$590** per semester for maintenance.

### Scholarships of excellence for kawésqar

In 2021 we launched this new program under the umbrella of the Commitment to Magallanes.

We supported **28** excellent students from Kawésqar communities in primary, secondary, and higher education with an investment of **US\$8,260**

### Total programs

	Total programs	Total communes	Total beneficiaries	Total benefited organizations	Total investment amount US\$
Scholarships and economic support (scholarships)	3	3	100	3	20,674
Other initiatives (recycling, innovation, etc.) in schools and high schools (port educational establishments)	27	15	633	27	20,576
Other	20	8	2,609	32	13,761
<b>Total</b>	<b>50</b>	<b>18</b>	<b>3,342</b>	<b>62</b>	<b>55,011</b>



## HEALTHY LIFE ACTIVITIES

We have a series of projects related to promoting sports and healthy eating.

### Aquachile Quellón soccer school

This soccer school open to the community resumed its functions after a year and a half suspended due to the Covid-19 restrictions.

**30** boys and girls participated in the activities.

### Total programs

	Total programs	Total communes	Total beneficiaries	Total benefited organizations	Total investment amount US\$
Sport activities	15	8	924	15	9,005
Sport School	1	1	152	1	4,939
Other	11	1	116	10	3,705
<b>Total</b>	<b>27</b>	<b>9</b>	<b>1,192</b>	<b>26</b>	<b>17,649</b>



# PROMOTION OF THE LOCAL ECONOMY

## Local trade and employment

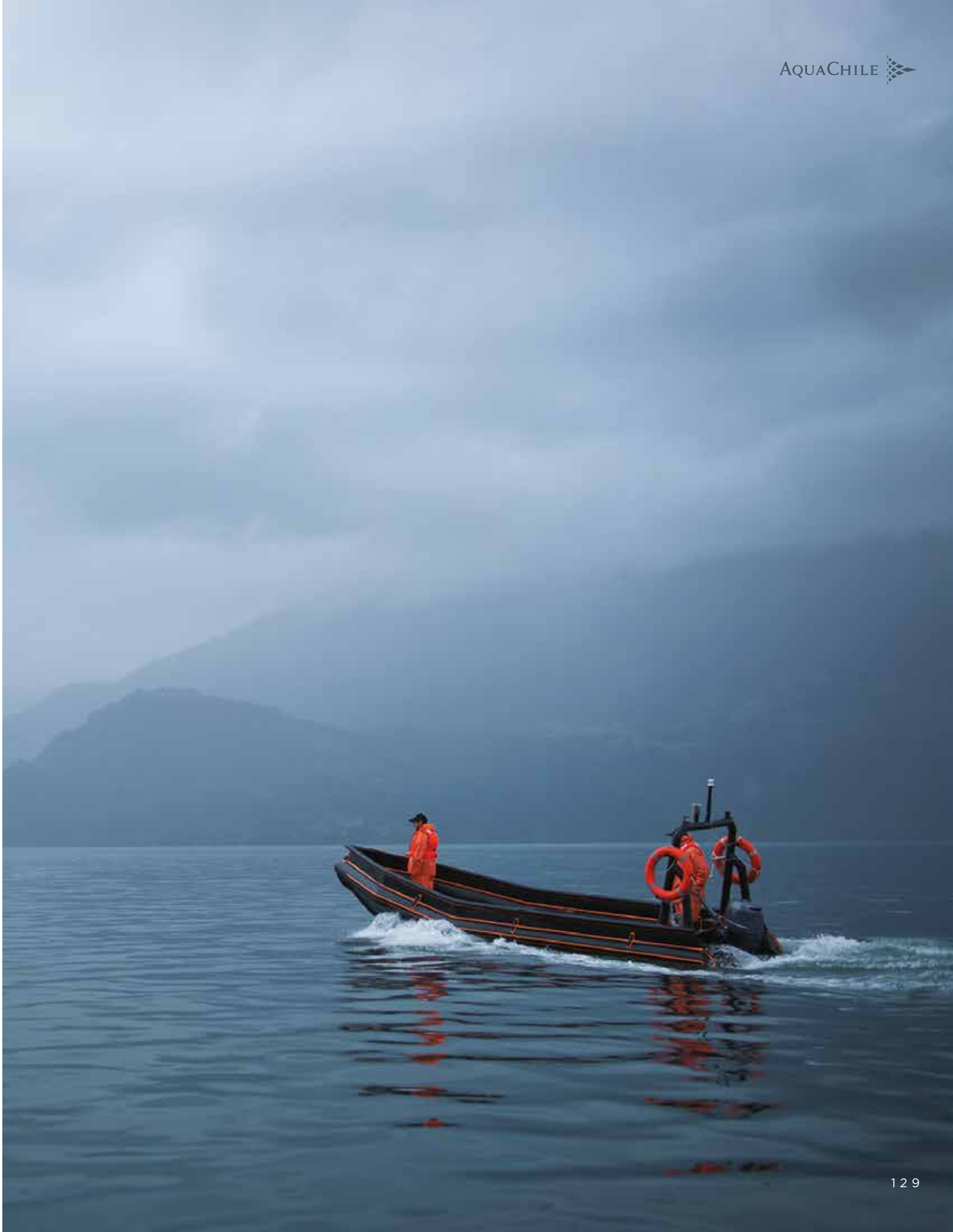
89,1%

Of employees  
reside and work in  
the same region.

### Local employment by region (Chile)\*

Metropolitana	8	100.0%
La Araucanía	142	94.7%
Los Lagos	3,801	97.6%
Aysén	194	32.4%
Magallanes	487	89.2%

\* Percentage of staff residing in the same region where they work.



Tax contribution

Aquaculture and commercial licenses and other taxes

De acuerdo con lo establecido en la Ley de Pesca y Following the Fisheries and Aquaculture Law provisions, 50% of the aquaculture licenses are allocated to the region where the concession is located. 25% goes to the National Fund for Regional Development, 25% to the commune where the concession is located and 50% goes to the Treasury at the central level.

US\$ 4,353,905  
Aquaculture licenses

US\$ 852,121  
Municipal licenses

US\$ 293,301  
Real estate contributions

US\$ 61,972  
Maritime concessions

US\$ 304,539  
Total water rights

Training and support for entrepreneurs

We support local entrepreneurs to help improve the economy of the areas where we are located. For this, we have promoted the creation of companies. We have carried out training programs so that local companies can be our suppliers and guided entrepreneurs to establish their companies.

Local services for Codinhue hatchery

We have promoted and supported the creation of two local businesses that provide food services, maintenance and green areas to our facilities.

Point of sale vecino del Lof Cuenca Cabedaña

Since 2019, this point of sale is managed by the Lof Cuenca del Cabedaña. For this, a commercial company was set up that sells 700 kilos of salmon weekly to the inhabitants of Curarrehue at a preferential price. The profits have been invested in the purchase of land to develop a tourism project and, in addition, have been distributed to the communities for the execution of a portfolio of social investment projects.

Participation in the Fiordos y Canales de Aysen Integrated Territorial Program

We participate in the board of directors of this program promoted by CORFO, whose objectives are to increase the participation of regional suppliers in the industry value chain and address gaps in the provision of services. We have promoted business roundtables, training sessions, and workshops to have more and better suppliers in the region.

Training for communities in specialties linked to the Aquachile value chain

In 2021, we incorporated four Kawésqar service companies in beach cleaning tasks and habitability boats, developing training programs so that they reach the standards we demand.

Incorporation of kawésqar service companies into the value chain

In 2021, we incorporated four Kawésqar service companies in beach cleaning tasks and habitability boats, developing training programs so that they reach the standards we demand.

Production of smoked salmon snack in joint with Jetárkte

Together with the company of Kawésqar origin, Jetárkte, we developed as a pilot project a smoked salmon snack made with salmon from our company.

Total programs

	Total programs	Total communes	Total beneficiaries	Total benefited organizations	Total investment amount US\$
Funds to support community organizations (Competitive Funds)	24	16	7,915	24	27,875
Fairs and events	5	3	8,752	6	8,397
Training and workshops for entrepreneurs (training)	13	8	279	14	28,762
Agricultural or fisheries development projects (fisheries)	9	4	213	10	18,968
Development initiatives in conjunction with indigenous communities	22	8	1,618	22	83,708
Infrastructure and equipment	27	9	1,710	25	65,264
Development of local suppliers	14	8	156	10	17,419
Other	16	5	735	4	7,599
Total	130	25	21,378	115	258,051



Main institutions with which AquaChile makes alliances

Lof Cuenca Cabedaña

Socio-environmental worktable since 2013.

Chile Lagos Limpios Foundation  
- Enviromental Tahoe Center of  
California Davis University- Innovex

Environmental monitoring of Lake Llanquihue. Implementation of monitoring stations for environmental and climatic variables.

Chamber of Tourism of Aysén-  
Patagonia

Cooperation agreement for the implemen-  
tation of equipment that supports the  
dissemination of tourist attractions, training,  
logistical support, and implementation of a  
circuit that brings AquaChile's farming sites  
closer to the region's tourist attractions.

Piti-Palena Añihué Foundation

We are part of the management plan for  
this multiple-use marine protected area, and  
we have committed to specific measures to  
operate its farming sites in the area. We also  
financially support the management of the  
Pitipalena Añihué Foundation.

Technical Training Center of the  
Austral University of Chile

Cooperation agreement to promote  
the formation of human capital in the  
Aysén region in training areas related to  
aquaculture.

Cooperation agreements with  
technical high schools

Through agreements and participation in  
advisory councils, we bring the productive  
and technical reality of salmon production  
closer to students of related technical  
careers: Liceo Monte María de Pucón, Arturo  
Prat de Puerto Cisnes, Politécnico de Aysén  
and Luis Cruz Martínez de Puerto Natales  
are the technical high schools with which we  
have developed a close collaboration.



Local Footprint Foundation, Regional  
Government of Los Lagos and  
Municipality of Puerto Cisnes

Collaboration agreements to support the  
design and execution of impact public works  
in underserved Los Lagos Region and the  
Cisnes district areas.

Cooperation agreement between the  
Municipality of Hualaihué and the  
San Sebastián University

Agreement to help older adults from distant  
community sectors with medical and  
dental care and for the implementation of  
infrastructure.

Total of initiatives and projects

Type of project or initiative	Total number of initiatives or projects	Total communes	Total beneficiaries	Total benefited organizations	Total investment amount (US\$)
Requests ( plus meetings and round tables)	76	18	4,552	70	42,620
Others ( others, meetings, media)	63	13	1,456	63	12,220
<b>Total</b>	<b>139</b>	<b>20</b>	<b>6,008</b>	<b>133</b>	<b>54,840</b>

# RELATIONSHIP WITH SUPPLIERS

As a company, we have always given priority to local suppliers, encouraging them to participate in the bidding processes. Thus, we provide equal conditions to applications while promoting local industry.

We constantly evaluate new suppliers that we classify as contractors or suppliers of materials and general services.

In the case of contractors, we analyze the documents of the company and workers related to health and operational safety.

When we hire new providers, we require the following:

- Signature Conflict of Interest Policy
- Declaration of compliance with Law 20,393
- Declaration of conflict of interest
- Statement linking politically exposed persons

In addition, in the case of contractors, we evaluate compliance with occupational health and safety according to AquaChile standards. Through Dicom, we analyze if they have labor or social security debts with their workers.

Every month, we monitor contractor companies' labor and social security compliance with their workers through an external provider. It controls:

- Payment of salaries and social security contributions.
- Compliance with occupational safety requirements: internal regulations, delivery of PPE, right to know.

308  
Audited diving operations

172  
Works suspended or pending authorization

## Local supplier management program

We started this program at the end of 2021. We identified the suppliers in the Aysén region and met with them to explain our procedures and invite them to participate in our tenders and negotiations.

## Audit of diving companies

We have audited the diving operations to determine the most significant deficiencies in safety issues. Thus, we have stopped those in which there could be a risk to people.

We are working on a training program for divers.



176  
Suppliers evaluated according to social criteria

New suppliers evaluated – contractors

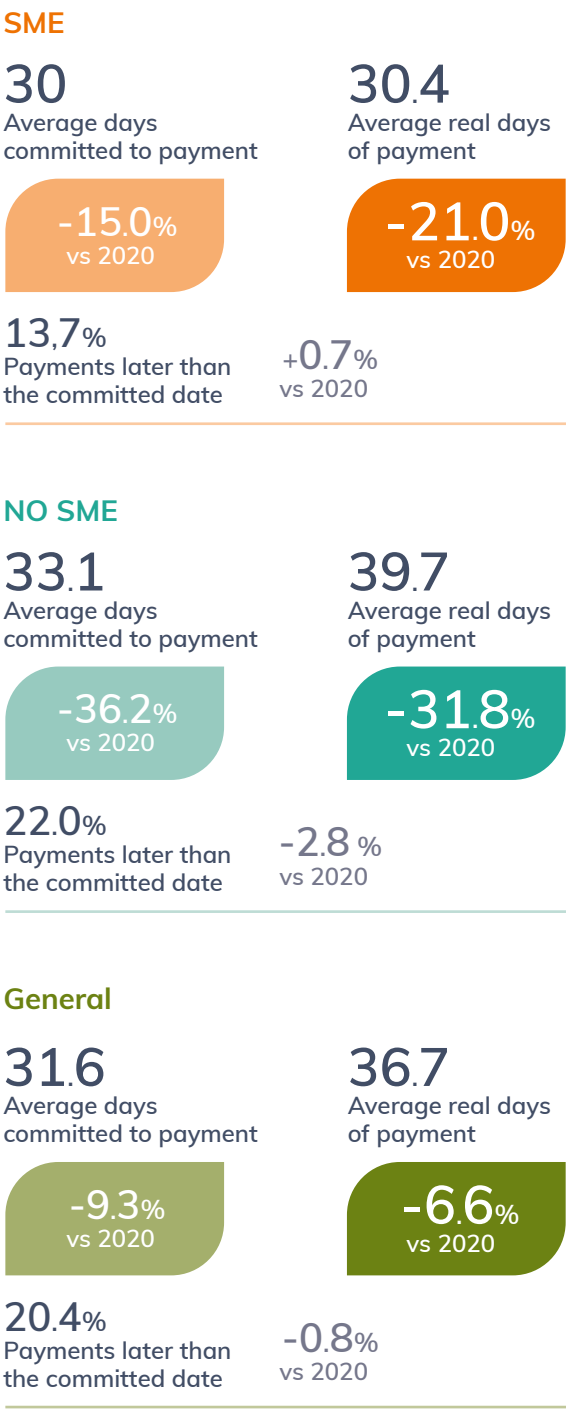
127  
Evaluated according to social criteria

Suppliers audited in their diving operations

49  
Evaluated according to social criteria



PAYMENT TO SUPPLIERS



Main payment indicators and payment terms to suppliers

Pay period range (calendar days)	N° paid invoices	Total amount (MMUS\$)	N° of suppliers
Less than days	76,503	665.5	2,199
Between 31 and 60 days	12,495	215.0	1,036
More than 60 days	7,745	138.8	899
Total	96,743	1,019.3	2,488

In the latest installment of the payer ranking to suppliers of the year 2021 prepared together by the Product Exchange and the Association of Entrepreneurs of Chile, AquaChile stands out as the best salmon producer to pay SME suppliers.

**2.310**  
Local suppliers that provided services equivalent to 92,8%

**178**  
Foreign suppliers that provided services equivalent to 7,2%

Number of local suppliers that provided services in period 2021



**2,488**  
National and foreign suppliers\* with contracts in force as of December 31, 2021

\* Includes suppliers of materials and services.



- Arica y Parinacota
- Tarapacá
- Antofagasta
- Atacama
- Coquimbo
- Valparaíso
- Metropolitana
- O'Higgins
- Maule
- Ñuble
- Biobío
- La Araucanía
- Los Ríos
- Los Lagos
- Aysén
- Magallanes

Suppliers that provided services	Total amount per payment to suppliers (ThUS\$)
3	795
3	151
1	54
0	-
3	1.040
52	15,942
755	422,811
38	44,280
2	126
7	300
60	64,535
84	23,977
28	6,142
964	332,124
173	33,816
137	24,209

\*Exchange rate used \$759.42/dollar, corresponding to the daily average of the exchange rate observed during 2021..



Alliance with Endeavor

With the aim of promoting the development of key suppliers for the salmon industry, Endeavor and AquaChile signed an agreement to empower suppliers in the southern area. The lines of management that seek to promote this alliance are:

- Energy resource management
- Water resources management
- Development of new production technologies and/or processing
- Animal and plant health
- Circular economy
- Traceability and food safety

Suppliers' portal

In 2020 we created a virtual supplier portal available through our website. Suppliers can check the information associated with their purchase orders, check the status of their invoices, review the payment schedule, and access the historical file.

Goals:

- Deliver the best payment service and purchase cycle management to our suppliers.
- Generate a system that allows self-management of documents by suppliers.
- Promote communication with suppliers in a single channel.
- Ensure the user experience during the process and fully unify the AquaChile purchase cycle.



224  
Providers connected  
to the portal



20,7 hours  
Average request response  
time on the portal



38  
Users  
factoring  
equivalent  
at 14,5%

224  
Users  
supplier  
equivalent  
at 85,5%

To complement our effort to reduce payment terms, we are constantly promoting solutions for our suppliers: public and online financing conditions, competitive financing rates and rapid liquidity through the Product Exchange.

Sum of Documents traded on the product exchange\*

Company	Amount (US\$)	Total documents
Exportadora Los Fiordos Ltda.	24,284,925	3,668
Empresas AquaChile S.A.	7,017,264	934
Procesadora Mar del Sur Spa	210,409	44
AquaChile Spa	1,801,216	307
Piscicultura Codinhue Spa	169,950	63
Procesadora Cailin Spa	49,265	15
Salmones Reloncavi Spa	2,975	212
AquaChile Magallanes Spa	1,107,767	221
Centro de Innovación Aquainnovo-Biomar S.A.	66,014	2
AquaChile Maullín Spa	1,565,870	308
Procesadora Calbuco Spa	4,522	20
Grand total	36,280,177	5,794

\* The Agricultural Products Exchange is a special open corporation whose sole purpose is to provide its members with the premises and the necessary infrastructure to carry out product transactions through continuous public auction mechanisms, ensuring a fair, competitive, and transparent market



# AFFILIATIONS AND STAKEHOLDERS

## Communication with stakeholders



Membership in associations

- Chilean Salmon Council
- GSI (Global Salmon Initiative)
- Asociación de Productores de Salmón y Trucha de Magallanes
- CorpAysén: Corporación de Desarrollo Productivo
- Multigremial de Aysén
- Cámara de Turismo de Última Esperanza
- Chilean Salmon Marketing Council
- Round Table on Responsible Soy

Our Communications and Corporate Reputation team is responsible for communicating the main AquaChile news to external and internal audiences.



889

Publications or mentions in the press in 2021



Aquanews

Bi-weekly newsletter for workers and relevant external actors



Presence in

28

radio stations in the regions of La Araucanía, Los Lagos, Aysén and Magallanes



67.673

Instagram followers



19.441

Facebook followers



12.298

LinkedIn followers

Documents published in 2021:

- Contribution and Sustainable Development. Labor and economic contribution of AquaChile at the national level and for the regions of Los Lagos, Aysén and Magallanes.
- Linkage with communities in the Aysén region.





# SCOPE OF THE REPORT

# 6



# FINANCIAL REPORT

## STOCK EXCHANGE ANNOUNCEMENTS

- 1.- On April 7, 2021, Empresas Aquachile S.A. communicated a stock exchange announcement to the Commission for the Financial Market, notifying the holding of an ordinary meeting of the company's board of directors, in which it was agreed to call an ordinary shareholders' meeting for April 30, 2021, to deal with the following matters:
1. Approval of the annual report, balance sheet, financial statements, and External Auditors report for the year ended December 31, 2020.
  2. Distribution of profits for the year corresponding to the year 2020.
  3. Presentation of the Company's dividend policy.
  4. Set the remuneration of the Board of Directors for the year 2021.
  5. Report the expenses of the Board of Directors during 2020.
  6. Appoint External Auditors for the year 2021.
  7. Determine the newspaper in which the Company's publications will be published.
  8. Account for operations with related persons.
  9. Other matters of corporate interest and competence of the ordinary shareholders' meeting.

- 2.- On April 28, 2021, it communicated an essential fact to the Commission for the Financial Market, the publication of the quarterly, half-yearly, and annual Financial Statements and reasoned analysis on the company's website.
- 3.- On April 30, 2021, it communicated a stock exchange announcement to the Commission for the Financial Market to report the following: at the ordinary meeting of shareholders of the Company, among other matters, the following:
1. Approve the Annual Report, the Balance Sheet, the Financial Statements, and the report of the company's external auditors, all of them referring to the year ended December 31, 2020.
  2. Appoint PricewaterhouseCoopers Consultores, Auditores y Compañía Limitada as external auditors to examine the financial statements for the year 2021.
  3. Appoint the electronic journal El libero for the company's publications.
- 4.- On August 2, 2021, it communicated a stock exchange announcement to the Commission for the Financial Market to report the following:
1. The publication date of the Financial Statements as of June 2021 will be September 2, 2021..



# IDENTIFICATION OF THE ENTITY

**Name or corporate name:**

Empresas AquaChile S.A.

**VAT Number:**

86.247.400-7

**Entity type:**

Open Stock Company

**Registration in the Securities Registry:**

N° 1,069 dated April 12, 2011

**Legal address:**

Cardonal s/n Lote B, Puerto Montt, Los Lagos Region, Chile

**Organization:**

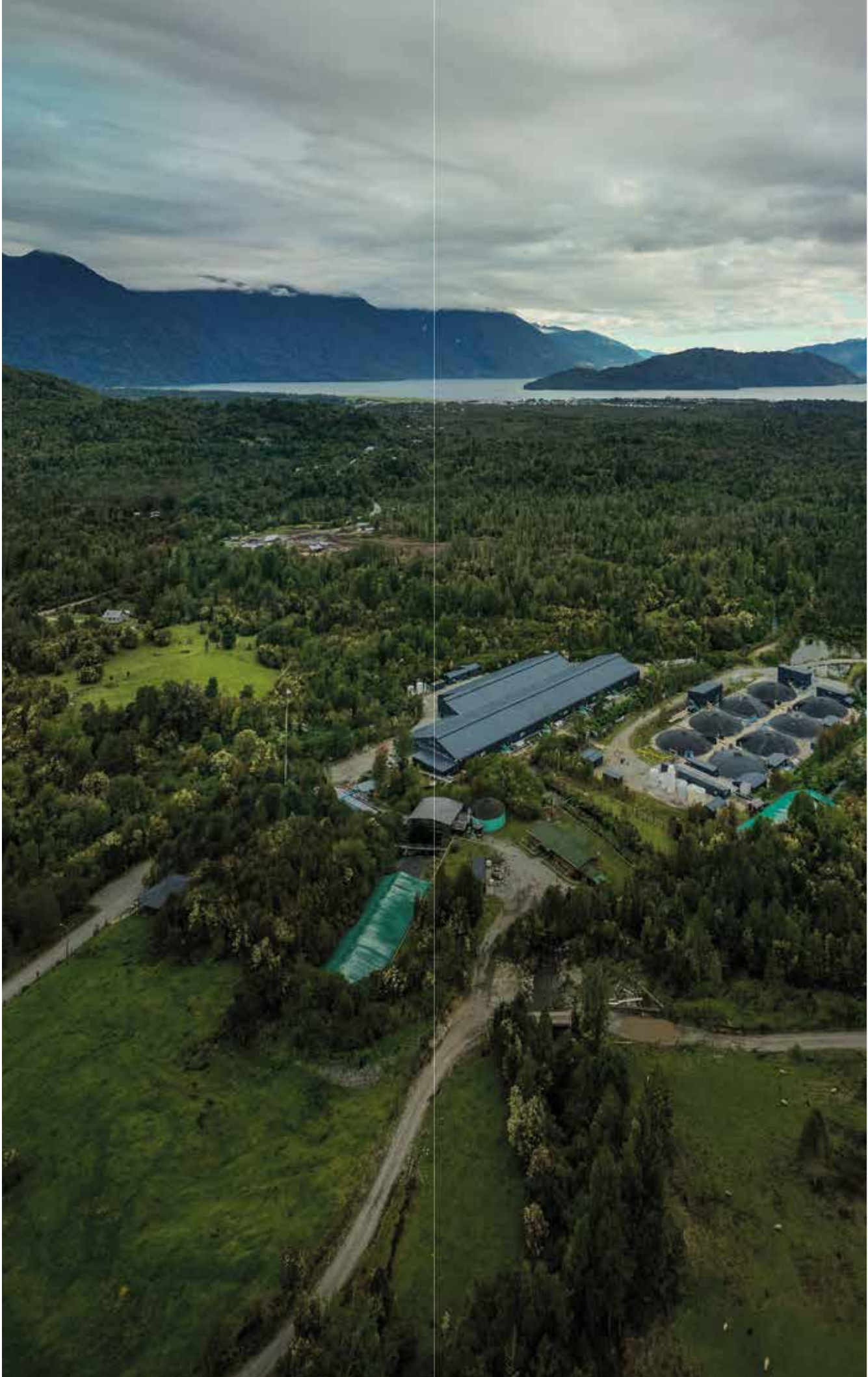
The company is domiciled in the city of Puerto Montt, without prejudice to the agencies, offices, or branches established or established both in the country and abroad. The company's structure considers exclusively a General Management based in Puerto Montt.

# PURPOSE OF THE COMPANY

The purpose of the Group is: to import, export, elaborate, produce, breed, fatten, process, transform, modify, and commercialize, both in Chile and abroad, species of hydrobiological farms, especially salmonids and tilapia.

**Controllers**

The Company is controlled by Agrosuper S.A. with a 99% direct interest in the property, which in turn is controlled by Mr. Gonzalo Vial Vial, ID No. 3,806,024-4, and his children, Mrs. María Cristina Vial Concha, ID No. 7,032,945-K, Mrs. María del Pilar Vial Concha, ID No. 7.022.795-2, Mrs. María José Vial Concha, ID No. 7.022.776-2 and Mr. Gonzalo Vial Concha, ID No. 7.022.663-4, through their participation indirectly in the Company. The natural persons mentioned participate in Empresas Aquachile indirectly, through their participation in Agrosuper S.A., through the companies Agrocomercial El Paso S.A., Promotora Doñihue Limitada, Agrícola GV S.A., and Inversiones VC Limitada, being holders, directly and indirectly, of 100% of the shares and social rights of said companies.



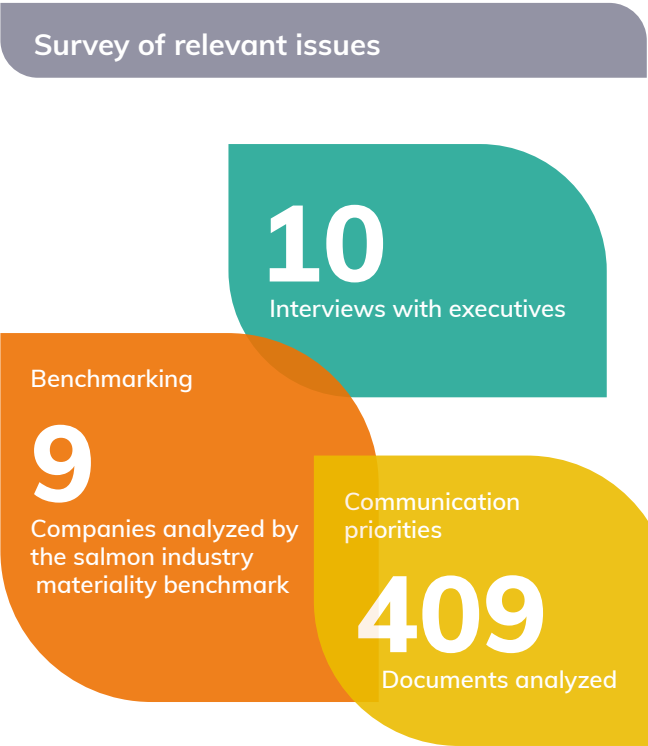


# MATERIALITY

This 2021 Integrated Report gives an account of the sustainability challenges and results for AquaChile in the period between January 1 and December 31, 2021. This document was prepared under the Global Reporting Initiative (GRI) Standards, in its standard version, through a process that includes three stages and is based on the definition of content for the year 2021.

During the materiality process, we define the relevant issues for the organization's stakeholders, identifying the main economic, environmental, and social effects and impacts of the company and those that significantly influence the decisions of these groups.

The sources for materiality were as follows:



## 5 International sustainability standards

- Materiality Map 2021 - Sustainability Accounting Standards Board (SASB)
- The Sustainability Yearbook 2021 - Dow Jones Sustainability Indexes (DJSI)
- Vision 2050: Time to Transform - World Business Council for Sustainability Development (WBCSD)
- Sustainability Indicators - Global Salmon Initiative (GSI)
- The Salmon Industry and Human Rights in Chile - INDH & The Danish Institute for Human Rights

## Stakeholders survey





Identification of esg impacts (environmental, social and corporate governance)

- 1. Sustainable acquisitions (packaging materials).
- 2. GHG emissions and carbon footprint reduction.
- 3. Food safety, product safety, and quality (procedures, standards, certifications).
- 4. Creation of value for workers' training and professional development.
- 5. Positive impact on local employment, productive linkages, and installation of capacities for local economic development.
- 6. Animal health (pest control, diseases, and medication).
- 7. Relations and work environment (focus on salary conditions, fluid communication with unions, and improvement of work experience through technology).
- 8. Sustainable acquisitions (raw materials for animal feed and other critical or scarce materials).
- 9. Water consumption, pollution by effluents, footprint, and water crisis.
- 10. Impacts on biodiversity and ecosystems (fish escapes, interactions with fauna, eutrophication, and shipwrecks).
- 11. Occupational health and safety with a focus on Covid-19, accidents, and mental health.
- 12. Community relationship (conflict resolution, native peoples, and reputational risks).

ENVIROMENT	2	6	2	2	6
COMMUNITY	5				
COLLABORATORS	4 7				
SUPPLIERS	5		1		
CORPORATE GOVERNANCE					



CORPORATE GOVERNANCE					
SUPPLIERS	8 9			10	
COLLABORATORS	11				
COMMUNITY	12				
ENVIROMENT	8 9	9	10	9	

Material topics 2021

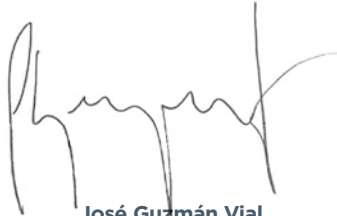
- Impacts on biodiversity and ecosystems (fish escapes, interactions with fauna, eutrophication, and shipwrecks)
- Climate change and direct consequences for the business (water temperature)
- Sustainable acquisitions (raw materials for Feed, packaging, and other critical or scarce materials)
- Animal welfare (mortality, prohibition of mistreatment, and slaughter methods)
- Water consumption, pollution by effluents, and water footprint
- GHG emissions and carbon footprint reduction
- Animal health (pest control, diseases, and medication)
- Food safety, product safety, and quality (procedures, standards, certifications)
- Occupational health and safety with a focus on Covid-19 and accidents
- Creation of value for workers' training and professional development
- Relations and work environment (focus on salary conditions, fluid communication with unions, and improvement of work experience through technology)
- Community relations (conflict resolution, native peoples, and reputational risk of the aquaculture industry)
- Positive impact on local employment, productive linkages, and installation of capacities for local economic development
- Economic performance, financial strength, and return to shareholders
- Digital transformation and industry 4.0 (big data, robotics, IoT, blockchain, machine learning, remote feeding)
- Ethical commitment and integrity of business conduct (anti-corruption, prevention of economic crimes, and exposure to litigation)
- Research, innovation, and development for business sustainability
- Continuity and operational efficiency, improvement in costs, and productivity
- Responsible sourcing and supplier evaluation



# LIMITATION OF LIABILITY

The Directors and the Chief Executive Officer of AquaChile S.A., who have signed this sworn statement, are liable for the authenticity of all information included in this Integrated Report.

INTEGRATED REPORT AQUACHILE 2021



**José Guzmán Vial**  
6.376.987-8  
Chairman of the Board



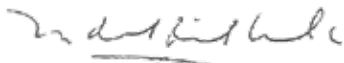
**Gonzalo Vial Vial**  
3.806.024-4  
Director



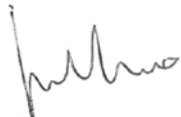
**Andrés Vial Sánchez**  
6.004.844-4  
Director



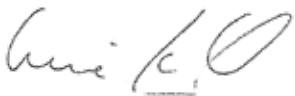
**Canio Corbo Lioi**  
3.712.353-6  
Director



**María Del Pilar Vial Concha**  
7.022.695-2  
Director



**Juan Claro González**  
5.663.828-8  
Director



**María José Vial Concha**  
7.022.776-2  
Director



**Antonio Tuset Jorratt**  
4.566.169-5  
Director



**Fernando Barros Tocornal**  
6.379.075-3  
Director



**Verónica Edwards Guzmán**  
7.051.999-2  
Director



**Sady Delgado**  
8.929.166-6  
Chief Executive Officer



