AquaChile

2025 INTEGRATED REPORT



Entity identification

Company name: Empresas AquaChile S.A.

Trade name: AquaChile

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Legal domicile: Cardonal S/N, Lote B, Puerto Montt, Región de Los Lagos

Nature of ownership regime: Empresas AquaChile S.A. is a publicly listed corporation whose majority shareholder is Agrosuper S.A.

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MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

At AquaChile, we believe in the value of doing things right and getting better every day. We are driven by a passion for growth, development, and adding value to the communities where we operate, building our path on the principles of quality, excellence, and sustainability. With this commitment, we seek to make a positive impact through every decision we make and to extend that impact from southern Chile to the rest of the country and the world.

In 2025, we achieved growth and transformation that filled us with pride. These milestones include the inauguration of our distribution and processing center in Miami, recognition of our capacity for innovation through two major awards, and substantial progress in digital transformation and artificial intelligence. Undoubtedly, none of this would have been possible without the perseverance of our teams and a solid level of investment, which have enabled us to advance in the adoption of new technologies, drive industrial automation, strengthen our operating standards, and continue promoting the care and well-being of our people.

Looking ahead, we remain convinced that sustainability, collaboration, and innovation will be the pillars shaping the future of Chilean salmon farming. Thus, we honor the legacy of Gonzalo Vial, moving forward with conviction, building day by day a company distinguished by its commitment, excellence, and long-term vision.

I express my sincere gratitude to our AquaChile team for their steadfast commitment and dedication, as well as to our clients and communities who accompany us on this journey. Together, we will continue to promote responsible and efficient marine farming that contributes to the development of southern Chile.

José Guzmán V.
Chairman AquaChile S.A.



ABOUT THIS REPORT

Our 2025 Integrated Report details the key challenges and results in the financial, environmental, social, and governance areas for AquaChile and its subsidiaries for the period January 1 to December 31, 2025.

Published annually, this document was prepared in compliance with and under the standards of the Global Reporting Initiative (GRI Standards 2021), the Sustainability Accounting Standards Board (SASB FP-MP), and General Regulation 461 of the Financial Market Commission.

The content is compiled and reviewed by the organization's principal officers and validated by the company's Board of Directors.

Impact Matrix and Double Materiality

This year, we adopted the concept of double materiality, allowing us to prioritize relevant issues from two key perspectives: financial impact and social, environmental, and economic impact. This approach ensures strategic decisions that consider both the risks and opportunities for the business and the effects of operations on the environment. Financial materiality assesses factors that affect economic results, such as climate risks or regulatory changes, thereby strengthening operational resilience. On the other hand, impact materiality addresses the company's social and environmental effects, promoting alignment with principles of sustainability and corporate responsibility.

Key materiality figures

Identifying impacts

Analysis of International Standards	Material topics in the industry	Internal documents	Interviews	News & Media
7	**12**	**2**	**9**	
Industry standards	Companies analyzed	Climate and satisfaction surveys	Interviews with executives	Main news stories

International standards used

SASB · Dow Jones Sustainability Indexes Member 2011/12 · GRI · Morgan Stanley · World Economic Forum · FAO Fiat Panis · gsi

Prioritizing stakeholder impact

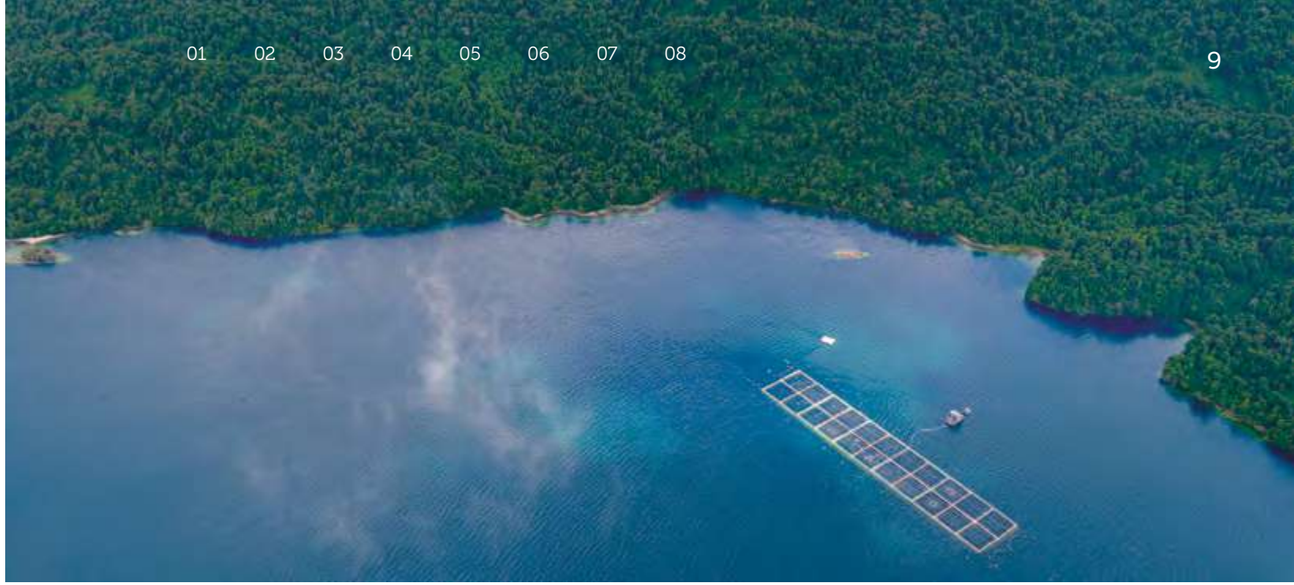
203
Materiality surveys

A total of 203 surveys were conducted among various stakeholders to prioritize their expectations and concerns and identify which issues have the greatest impact on the company's ESG performance. Communities, collaborators, suppliers, customers, and the media participated in this process.

Prioritizing financial risks for the business

23
Corporate risks at AquaChile

For this purpose, the company's Risk Management department was tasked with identifying strategic risks that could impact AquaChile's operations.



Double materiality matrix

Material category	No.	Material topic	ESG	Stakeholder impact	Business impact
Actions on Climate Change	1	Energy Management	E	0.56	0.17
	2	Carbon Footprint and Climate Change	E	0.38	0.15
Environmentally responsible production	3	Packaging and Waste Management	E	0.64	0.14
	4	Water Management and Water Stress (including wastewater)	E	0.3	0.17
	5	Biodiversity and conversion of natural ecosystems (includes fish escapes)	E	0.59	0.16
Responsible sourcing	6	Supply chain management and responsible sourcing	G	0.34	0.16
Fish Health and Welfare	7	Animal care and welfare	E	0.32	0.27
	8	Biosecurity	G	0.23	0.27
Integrity and accountability in corporate governance	9	Human rights	G	0.18	0.13
	10	Ethics and corporate integrity (includes anti-corruption)	G	0.19	0.1
A solid and innovative business	11	Economic performance and financial strength	G	0.22	0.11
	12	Data security and cybersecurity	G	0.05	0.2
	13	Digital transformation, technology, and innovation	G	0.32	0.1
Quality Portfolio and Customer Satisfaction	14	Quality, nutritional value, and food safety	G	0.28	0.28
Diverse, safe and committed teams	15	Attracting, retaining, and developing collaborators	S	0.4	0.12
	16	Occupational health and safety	S	0.25	0.14
	17	Benefits, well-being, and workplace culture	S	0.35	0.12
	18	Diversity, equity, and non-discrimination	S	0.18	0.12
Community Engagement and Development	19	Community engagement and social contributions	S	0.58	0.19
	20	Job creation and local hiring (including local suppliers)	S	0.43	0.2



01

FROM SOUTHERN CHILE TO DINING TABLES ACROSS THE 5 CONTINENTS

ABOUT US

NCG 461 21 | GRI 2-1

From Patagonia, we bring the essence of southern Chile and its communities to tables around the world, connecting our roots with a production operation that reaches a global audience.

Our integrated production model, which encompasses every stage of the salmon's life cycle, allows us to operate in an environmentally responsible manner and build relationships based on respect, collaboration, and the sustainable development of the regions where we operate.

Purpose

To produce and provide a healthy protein for Chile and the rest of the world, while maintaining an ecosystem- and people-friendly production structure.

Mission

A sustainable aquaculture to feed present and future generations, while valuing the natural environment and our people.

Vision

To be the world's leading salmon producer.

Our values and principles





General Focus on Human Rights

AquaChile conducts its operations within a robust national regulatory framework, whose labor and environmental laws incorporate fundamental human rights principles applicable to all productive activities. The Company has a set of tools, internal standards, and corporate practices that reflect these principles and guide our actions.

AquaChile adheres to the Aquaculture Stewardship Council (ASC) standard, whose environmental and social requirements—particularly in Chapters 1, 6, and 7—incorporate criteria for respect for human rights that are periodically verified by independent certifiers. Our management system addresses the United Nations (UN) Guiding Principles on Business and Human Rights through policies, procedures, and internal controls related to regulatory compliance, labor relations, occupational health and safety, and responsible engagement with communities and suppliers.

Our management is based on key documents such as:

- Code of Integrity and Ethics
- Internal Regulations on Order, Hygiene, and Safety (IROHS)
- Regulations for Contractors and Subcontractors
- Occupational Health and Safety (OHS) Protocols and Procedures

These are all inspired by the protection of people's dignity, safety, and well-being. These instruments are complemented by regular training programs and reporting and remediation mechanisms that ensure their proper implementation.

1

Fair Labor Conditions
(Based on IROHS)

- Absolute prohibition of forced labor and child labor.
- Establishment of reasonable working hours and fair compensation.
- Guarantee of clear, transparent contracts that comply with current labor laws.

2

Freedom of Association and Collective Bargaining
(Based on IROHS)

- Recognition of all workers' right to freely organize.
- Respect for the freedom to join trade unions.
- Respect for the right to collective bargaining, free from reprisals or interference.

3

Non-Discrimination and Equal Opportunity
(Based on IROHS and the Code of Integrity and Ethics)

- Equal access to employment, training, and internal promotion.
- Prohibition of any form of discrimination based on gender, religion, race, sexual orientation, disability, or ethnic origin.
- Promotion of a respectful and safe work environment from a perspective of diversity and inclusion.

4

Occupational Health and Safety (OHS)
(Based on IROHS, Code of Ethics and OHS Procedures)

- Implementation of working conditions that safeguard workers' physical and mental health.
- Provision of personal protective equipment appropriate to the tasks and associated risks.
- Ongoing safety training programs, including emergency protocols, risk prevention measures, and first aid.

5

Respect and Protection of Local Communities
(Based on the Code of Ethics)

- Commitment to engaging with communities—including Indigenous communities—in a respectful, transparent, and constructive manner in the territories where we operate.
- Adoption of a preventive approach to environmental, operational, and social impacts that may affect their quality of life or livelihoods.
- Promotion of meaningful participation and consultation in decisions that may affect their environment.

6

Complaint, Investigation, and Remediation Mechanisms
(Based on the Code of Ethics and Whistleblower Channel)

- Provision of accessible and confidential reporting channels for collaborators, suppliers, contractors, and communities.
- Commitment to the timely, objective, and professional investigation of all reported cases.

Implementation of corrective and remedial actions, where appropriate, to prevent recurrence.

COMPANY HISTORY

NCG 461

2018

- Agrosuper announces the acquisition of the salmon business assets of Friosur.
- Agrosuper reports the acquisition of Empresas AquaChile S.A., which had recently acquired Salmones Magallanes.

2019

- After receiving approval from the Financial Market Commission (CMF) and the National Economic Prosecutor's Office (FNE), the new AquaChile was formed. It comprises Los Fiordos, Salmones Friosur, AquaChile, and Salmones Magallanes.
- In order to protect the lakes of southern Chile, production of salmon has ceased in Lakes Rupanco, Llanquihue, Chapo, Riesco, and Los Palos Lagoon.

2020

- The AquaChile Laboratory was authorized to test for SARS-CoV-2 and conducted more than 82,000 tests.

2021

- We established Aqua as our global brand and Verlasso as our ultra-premium brand.
- In partnership with the Chilean Clean Lakes Foundation, Innovex, and the Tahoe Environmental Research Center at the University of California, Davis, we implemented an environmental monitoring project for Lake Llanquihue.
- We signed the Magallanes Commitment to strengthen regional ties, promote sustainable operations, and contribute to regional and community development.

2022

- To promote innovation, we launched the "Innovating from the Ground Up" pilot program.
- Using an Environmental Product Declaration (EPD), we measured the full carbon footprint of Verlasso premium salmon and reduced emissions at various stages of the process. Verlasso has been carbon neutral since April 2022.

2023

- We signed an agreement with the Interdisciplinary Research Center for Sustainable Aquaculture (INCAR) to promote knowledge, technology, and innovation in our processes, as well as the protection of southern Chile's coastal waters.
- We were the first Chilean company to sell salmon in India.
- The ESE Business School at the Universidad de los Andes and MIC Innovation recognized us as a leader in the salmon farming category of the Most Innovative Companies ranking.
- To boost the local economy and integrate more local companies into the value chain, we held supplier and entrepreneur fairs in Puerto Aysén and Puerto Natales.
- We signed an agreement with the Universidad de Magallanes.

2024

- The founder of Agrosuper, Gonzalo Vial Vial, passed away.
- We expanded our global presence with our first shipment of fresh fillets to the Israeli market.
- In the finals of AquaChile's 2024 Innovation Route, we recognized five outstanding initiatives from 144 projects submitted by more than 1,600 collaborators.
- Compassion in World Farming recognized our policies and practices that ensured the welfare of fish at all stages of production.
- We ranked third nationally in the 2024 C³ Creativity and Innovation Ranking and received the Product/Process Innovation Award in the 11th edition of this ranking, organized by Brinca in partnership with Diario Financiero and Universidad Adolfo Ibáñez.
- Our first branch in the United States began operations.

2025

- Recognized as the most innovative company in the Salmon Farming category in the MIC 2025 ranking.
- Participated in EtMday 2025, strengthening ties with the innovation and entrepreneurship ecosystem.
- Signed an agreement with the Universidad de Aysén to strengthen research, innovation, and the development of regional talent.
- Joined the Board of Directors of the Patagonian Ecosystems Research Center (CIEP), contributing to the generation of regional scientific knowledge.
- Led BSponsor's Corporate Social Impact Index, reflecting the positive impact of our social management.
- Included in the ranking of best payers, reflecting responsible management of supplier relationships.
- Participated in the Post-COP30 meeting: Agenda for the Private Sector in Chile, contributing to the discussion on corporate climate action.
- Inaugurated Casa Abierta in Puerto Natales as a permanent space for engagement with the community and the region.

BUSINESS MODEL AND VALUE CHAIN

CMF 2.3.2, 6.1.i, 6.4 | GRI 2-6

335
Aquaculture concessions

Our integrated business model encompasses genetics, freshwater and seawater farming, industrial processing, feed production, and the commercialization of our products, under strict biosecurity and animal welfare standards. This integration ensures traceability across our operations and enables us to meet the requirements of the most demanding international markets.

1
Feed plant

361,252 t
of food produced

11
Smolt production breeding sites

3
Breeding centers

146
Salmon farms operated

34
Los Lagos Region

98
Aysén Region

14
Magallanes Region

6
Processing plants

1
Processing plant in Miami

1
ATC Innovation Center

19 countries
Presence through local sales teams

Aquaculture concessions



Fish farms, breeding centers, and the ATC Innovation Center

La Araucanía

Facility name	Location	Land [ha]
Curarrehue	Curarrehue	61.58
Catripulli	Curarrehue	
Melipeuco	Melipeuco	10.10
Caburga 2	Pucón	3.50
Codinhue	Vilcún	14.00

Los Lagos

Facility name	Location	Land [ha]
Hornopirén	Hualaihué	3.98
Centro de Transferencia Pargua	Calbuco	7.57
Reloncaví	Puerto Montt	11.56
Centro de Innovación ATC	Puerto Montt	2.50
Río Maullín	Puerto Varas	2.34
Agua Buena	Puerto Octay	69.33
Aucar	Quemchi	6.60

Aysén

Facility name	Location	Land [ha]
Magdalena	Cisnes	514.00
Manantiales	Aysén	20.00

Magallanes

Facility name	Location	Land [ha]
Hollemberg	Natales	15.00

General production indicators (t)

Total produced at feed plants

361,252
2025

20.21% var.
300,511
2024

Total produced in salmon farms
100% own production

282,903
2025

12.74% var.
250,933
2024

Total tons processed in industrial plants

282,903
2025

12.74% var.
250,933
2024



Applicable Regulations and Relevant Public Services

We operate within a comprehensive and rigorous legal and regulatory framework that befits a regulated company issuing publicly traded securities and operating in a capital-intensive industry subject to strict sector-specific oversight.

As a publicly traded corporation and public issuer of securities, we are governed by Law No. 18,046 on Corporations and its implementing regulations, Law No.18,045 on the Securities Market, and the regulations issued by the Financial Market Commission (CMF), which govern disclosure obligations to the market, the duties of the Board of Directors and senior officers, as well as corporate governance and internal control standards.

With respect to fair competition and compliance, Decree-Law No. 211, which promotes and protects free competition, and Law No. 20,393, which establishes criminal liability for legal entities for certain crimes, including corruption, money laundering, and environmental offenses, apply.

Our operations fall under a strict environmental and health framework, led by Law No. 19,300 on General Environmental Principles and Supreme Decree No. 40, which regulates the Environmental Impact Assessment System (SEIA), administered by the Environmental Assessment Service and overseen by the Superintendency of the Environment. In addition, the Health Code (DFL No. 725), the Food Sanitation Regulations (DS No. 977), and Supreme Decree No. 594 apply, establishing basic health and environmental conditions in the workplace for collaborators and contractors.

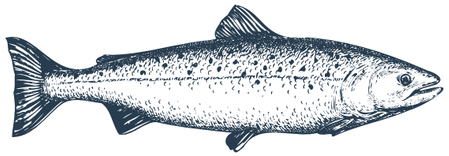
In the labor and tax spheres, we are subject to oversight by the Labor Directorate (DT) regarding compliance with labor and social security legislation, and by the Internal Revenue Service (SII) regarding tax obligations.

Additionally, as a member of the aquaculture industry, we are governed by the General Law on Fisheries and Aquaculture and its complementary regulations, as well as by the provisions and oversight of the Undersecretariat of Fisheries and Aquaculture, the National Service of Fisheries and Aquaculture, and the Undersecretariat for the Armed Forces, particularly regarding concessions, sectoral authorizations, and the use of the coastline. Added to this is the application of the Water Code, administered by the General Water Directorate (DGA), regarding the use and management of water resources.



Business segments

CMF 6.2.i, 6.2.v



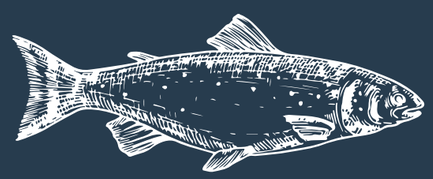
Atlantic Salmon

Main activities of the segment:

Production and commercialization of Atlantic salmon.

Brands:

VERLASSO™ AQUA



Pacific Salmon

Main activities of the segment:

Production and commercialization of Pacific salmon.

Brands:

VERLASSO™ AQUA

External environmental factors that are relevant to business development

CMF 6.2.viii

Climate and environmental conditions

The development of the fish and the production model is contingent on a healthy environment and suitable climatic conditions.

International market

Demand for salmon in markets such as the United States, Japan, and Europe directly impacts prices and the performance of the industry.

Governmental regulations

Legal changes and regulations directly influence production, marketing, and costs within the industry.

International competition

Competition from major producers, such as Norway, Canada, and Scotland, affects production and prices.

Technology and innovation

The industry allocates permanent investments to innovations that improve the efficiency of the production system.

Commodity prices

The industry's results depend on international commodity prices. Key inputs and services, such as energy, fuel, and transportation, can experience significant price fluctuations. Committed to sustainability, we are seeking new sources of renewable energy and focusing on improving efficiency to reduce our environmental footprint.



ROADMAP TO SUSTAINABILITY

CMF 3.1.ii, 4.2

Consistent with our purpose, vision, and mission, as well as the issues prioritized through the double materiality process, we have developed a sustainability roadmap as part of our strategic and value creation framework.

This update to our sustainability strategy included a review of industry and other sector best practices, as well as an assessment of AquaChile's performance on identified material issues.

The strategy was developed collaboratively with participation from all areas of the company and includes specific responsibilities and goals for implementation. We established pillars, guidelines, objectives, and indicators to guide our environmental, social, and governance management. These pillars strengthen the resilience of our business model and its capacity to generate value in the short, medium, and long term. Thus, sustainability is integrated into operations, decision-making processes, and relationships with various stakeholders.

- We aim to reduce greenhouse gas (GHG) emissions.
  % reduction in corporate carbon footprint emissions.
- Progress towards increasing recycled or recovered waste.
  % of waste recovered, recycled, or reused.

We promote a culture of animal welfare, biosecurity, and food safety at all stages of the production process.
- Mortality rate in seawater.
- Periodic update and publication of the Animal Welfare Policy.
- Comparative position in health outcomes relative to the rest of the industry.
- % of processing plants certified to food safety standards recognized by GFSI.

We guarantee the safety, quality, and accessibility of our product offerings, strengthening trust and relationships with markets and customers.
- % customer satisfaction.
- % Net Promoter Score
- % of customers who associate the brand with sustainability.

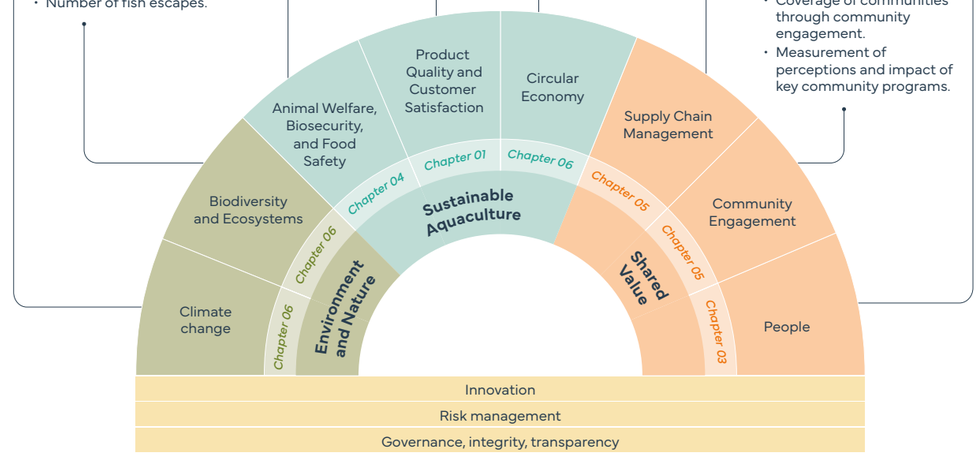
We manage our supply chain in a resilient, transparent manner aligned with sustainability criteria.
- No. of strategic suppliers supported in sustainability improvements.
- No. of strategic suppliers evaluated on sustainability criteria.

Building a Culture of Well-being, Safety, and Sustainability.
- Accident rate.
- Accident rate.
- Fatality rate.
- Workplace climate assessment.
- Internal mobility.
- Employee turnover.

We promote responsible management of facilities and plants, adhering to best aquaculture practices and protecting biodiversity.
- Number of interactions with wildlife.
- Number of fish escapes.

We integrate circularity into our operations to reduce waste and optimize resource use.
- % of waste recycled.
- % of virgin materials used.
- No. of circular economy pilot initiatives.

We build trusting relationships with communities, prioritizing initiatives that generate shared value.
- Number of participatory social investment initiatives.
- Coverage of communities through community engagement.
- Measurement of perceptions and impact of key community programs.



We adhere to nine of the 17 Sustainable Development Goals (SDGs) of the United Nations (UN).

2 ZERO HUNGER

2.1

We develop nutritious foods, contributing to food security and access to healthy foods at the local level.

Employee sales at a discount price 3 times a year.

+50
donations of salmon to charitable organizations, folk groups, among others.

3 GOOD HEALTH AND WELL-BEING

3.8 and 3.9

We promote a culture of healthy living and workplace safety, ensuring safe working environments for our collaborators.

Fatality rate
0
per 100,000 workers.

Accident rate
0.33
per 100 workers.

-81%
Reduction in the accident rate.

-89%
Reduction in the injury rate.

18,163 hours
of occupational safety training.

4 QUALITY EDUCATION

4.4 and 4.7

We contribute to the development of technical and professional skills among our collaborators and communities by promoting ongoing training and access to educational opportunities.

We will train
100%
of our collaborators on sustainability topics by 2030.

Liaison with
57
educational institutions.

5,963
collaborators trained (94.92% of the total workforce) in occupational health and safety, academic upgrading, the Leadership Program, workplace and sexual harassment, and violence, among other topics, totaling 371,601 hours of training.

22
training sessions, 9,045 hours of community training.

172
students benefited from community scholarships.

6 CLEAN WATER AND SANITATION

6.3 and 6.4

For freshwater, we incorporate technologies that enable efficient use of water resources and reduce pressure on inland sources (recirculation systems, seawater desalination, and effluent disinfection, among others).

1.277 billion m³
of water obtained from desalinated seawater.

97%
of water recirculated at 3 fish farms using recirculation technology.

-2.52%
reduction in water use.

8 DECENT WORK AND ECONOMIC GROWTH

8.3

We drive economic development in southern Chile, ensuring fair working conditions, safe environments, and promoting local employability.

87.4%
of workers live in the same region where they work.

1,843
suppliers in the Araucanía, Los Lagos, Aysén, and Magallanes regions.

649
service companies.

4,843
indirect jobs

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.4 and 9.5

We promote innovative ideas to generate sustained economic impact, positive socio-environmental impact, scalability, and cross-cutting impact.

In total, **3,200 ideas were submitted** and
1,451
participants took part in the 2025 Innovation Route.

132
projects entered in the categories of "Sustainability and Social Responsibility," "Ingenuity and Creativity," "Optimization and Processes," "Talent and Organizational Development," and "People's Choice."

14
Innovation workshops in universities.

34
trials at the ATC research center in genetics, nutrition, and health.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2 and 12.5

We promote responsible production practices through efficient resource management, the implementation of the circular economy, and waste management throughout our value chain.

92%
of total waste is recycled, recovered, or reused.

31,4%
of products use renewable or recyclable packaging.

100%
of our facilities and plants are certified to safety and quality standards, ensuring process control, traceability, and the reduction of losses and waste.

13 CLIMATE ACTION

13.2 and 13.3

To take action and contribute to climate action, we monitor our carbon footprint and greenhouse gas (GHG) emissions, and we will work to establish goals and roadmaps for reducing them.

5.11 kg CO_2 eq/ kg WFE. (scope 1,2 and 3)

38.7%
energy from renewable sources.

9,161 ton CO_2 eq prevented by shipping from Singular to the U.S. instead of air transport.

20%
reduction in CO2eq emissions resulting from the use of liquefied natural gas (LNG) trucks for transporting fresh produce to the airport.

14 LIFE BELOW WATER

14.1 and 14.2

We contribute to the sustainable use and protection of land and marine ecosystems through practices designed to prevent seabed degradation, ecosystem disruption, and biodiversity loss.

0
fish escapes.

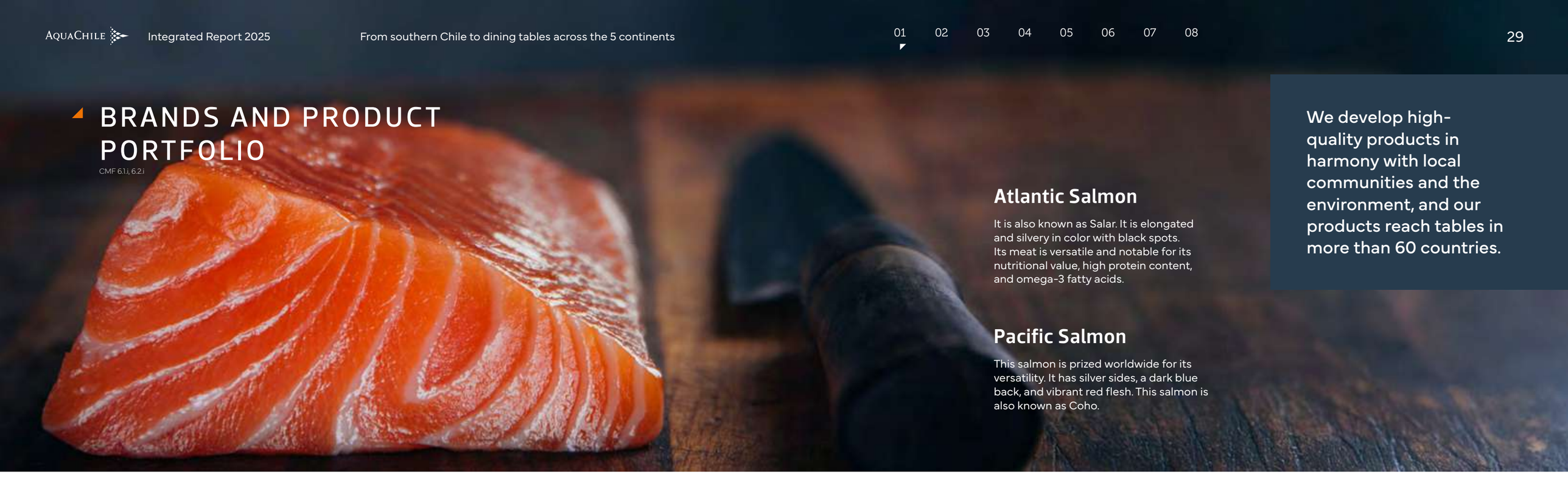
406
hectares of seabed monitored via ROV during seabed cleanup operations in 2025.
(2,010 hectares since 2019)

38
active farming centers producing algae.

22
algae farms harvested.

BRANDS AND PRODUCT PORTFOLIO

CMF 6.1.i, 6.2.i



Atlantic Salmon

It is also known as Salar. It is elongated and silvery in color with black spots. Its meat is versatile and notable for its nutritional value, high protein content, and omega-3 fatty acids.

Pacific Salmon

This salmon is prized worldwide for its versatility. It has silver sides, a dark blue back, and vibrant red flesh. This salmon is also known as Coho.

We develop high-quality products in harmony with local communities and the environment, and our products reach tables in more than 60 countries.

Food trends

We have established a systematic process to identify, analyze, and prioritize food and consumer trends that guide our marketing strategies, product development, and market positioning. To implement this process, the Business Intelligence and Product Development teams work in coordination with one another, integrating information from various sources and market perspectives gathered from our sales offices.

This process aims to anticipate market needs and direct innovation toward consumer demands, strengthening AquaChile's positioning as a healthy, natural, and sustainable food brand.

Main mechanisms used to identify trends

We monitor specialized international sources on an ongoing basis, including NielsenIQ, Euromonitor, Mintel, and FMI (the Food Marketing Institute), as well as global seafood seminars and trade shows.

We collect information on consumer and customer behavior in our main markets through our sales offices and local partners.

We track innovations and product launches in the protein and healthy foods sectors, with an emphasis on new consumption patterns and convenience.

We engage in ongoing dialogue with strategic clients, who provide direct insights into consumer preferences, formats, and valued attributes.

We align identified opportunities with our production capabilities and value proposition through **internal product development processes.**

2025 Main trends

Healthy and Natural Eating

There is a growing preference for foods that offer health benefits and promote a balanced, holistic lifestyle. Interest in sustainably sourced, traceable proteins is growing. Salmon stands out due to its nutritional profile, omega-3 content, natural origin, and low carbon footprint.

Convenience and formats tailored to the modern lifestyle

There is an increased demand for ready-to-eat or easy-to-prepare products that maintain quality and freshness. There is a growing interest in portioned formats, smoked products, ready-to-cook or ready-to-eat items, and versatile solutions for various occasions.

Gastronomic Experiences and Flavor Exploration

There is a growing interest in new and authentic culinary experiences inspired by global cultures, such as Japanese cuisine and contemporary fusion. People highly value sensory quality, color, texture, and flavor, as well as offerings that provide premium experiences at home or in restaurants.

Transparency and Responsible Sourcing

There is a greater emphasis on transparency and traceability to build trust. Consumers demand clear information on the origin of products, production processes, animal welfare, and responsible practices. These are areas in which we continue to deepen our commitment.

The ESG Value of Salmon

Salmon production incorporates sustainability as a strategic pillar, enabling progress toward greater ESG value creation.

Carbon Footprint

Salmon production generates fewer emissions than other animal proteins. According to the Global Salmon Initiative, a 40-gram serving of salmon emits 0.6 kg of CO_2, whereas a 40-gram serving of beef emits 5.92 kg.

Circular Economy

78% of salmon is suitable for consumption. The remainder is utilized in the production of byproducts, such as fish oil and fishmeal.

Water Footprint

Salmon production requires significantly less water than other animal proteins, making it a more resource-efficient alternative. According to data from the Salmon Council, salmon compares favorably to other sources of animal protein in terms of efficiency indicators.

Nutritional attributes

Salmon is an excellent source of omega-3 and omega-6 fatty acids, B vitamins, and minerals. The Food and Drug Administration (FDA) recognizes salmon as a healthy food.

Expansion of the product portfolio

In 2025, we managed the portfolio and new product launches using a strategic approach aimed at strengthening our competitiveness in various markets by balancing innovation, added value and operational consistency.

To this end, we implemented a management model that enabled us to prioritize opportunities, assess production feasibility and ensure that new product launches aligned with the value proposition of the Aqua and Verlasso brands and the company's industrial capabilities.

Priorities for new releases

Strengthening the core portfolio
Ensuring the availability of appropriate formats and consistent quality in line with the needs of each market.

Convenience-oriented innovation
Advance practical solutions and new uses with a focus on ready-to-cook or ready-to-eat products.

Adaptation to strategic customers
Tailor the product offering based on customer insights and global trends identified by the Marketing and Product Development departments.

2025 main launches

VERLASSO

Skin pack

Skin pack designed to showcase the quality of Verlasso ultra-premium salmon, ensuring optimal preservation.



Format **1 lb**

AQUA

Skin pack

Skin pack format that improves product preservation, freshness, and shelf life, while maintaining color and superior quality.



Format **1 lb**

AQUA

Salmon nuggets

Salmon nuggets developed for the North American retail market, designed for convenience and new product applications.



Format **1 lb**

AQUA

Fresh-smoked Pacific salmon fillet

Fresh-smoked fillet, designed to offer a more intense flavor profile and a unique dining experience.



Format **1 Kg**

Our brands

CMF 6.2.v

AQUA

The most reliable strategic partner, delivering high-quality salmon year-round with exceptional service.

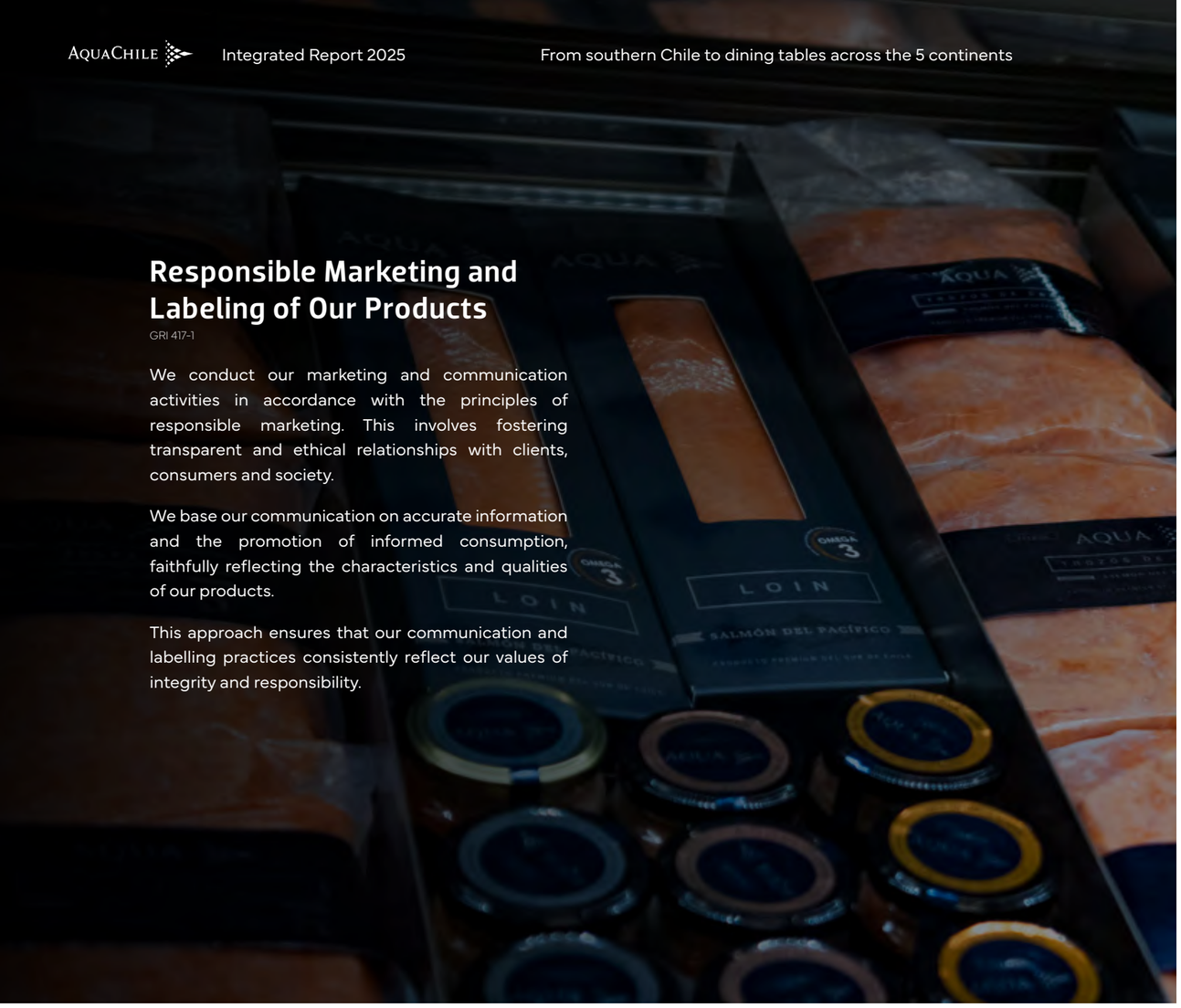
Our brands

CMF 6.2.v

VERLASSO™

HARMONIOUSLY RAISED SALMON

An ultra-premium, sustainable experience, and when paired with exceptional service, it becomes the salmon of choice for chefs.



Responsible Marketing and Labeling of Our Products

GRI 417-1

We conduct our marketing and communication activities in accordance with the principles of responsible marketing. This involves fostering transparent and ethical relationships with clients, consumers and society.

We base our communication on accurate information and the promotion of informed consumption, faithfully reflecting the characteristics and qualities of our products.

This approach ensures that our communication and labelling practices consistently reflect our values of integrity and responsibility.

Responsible Product Information and Labeling

GRI 417-1

We have standardized procedures in place to ensure compliance with international laws and regulations regarding product information, labeling, and packaging.

Management and control mechanisms

Centralized review and approval of messaging

Promotional materials and graphic assets are reviewed by the Marketing and Corporate Affairs teams to ensure consistency, accuracy, and regulatory compliance.

Regulatory compliance oversight by the Design and Development team

The Design and Development team, in collaboration with local regulatory advisors, verifies that messaging and labeling comply with applicable national and international laws in each market.

Ongoing training for marketing and sales teams on best communication practices

The Marketing and Sales teams receive regular training on best communication practices, the proper use of nutritional claims, and the verification of product information.

Technical and Development Department (Quality Sub-Management)

This department is responsible for the technical design of labels, including nutritional information, origin, batch numbers, and traceability codes.

Regulatory validation

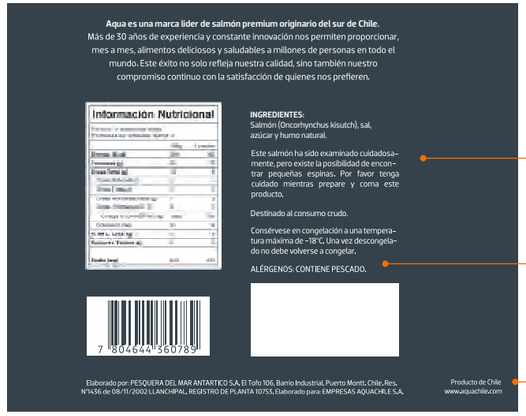
Regulatory advisors in each market review texts and icons to ensure compliance with regulations from agencies such as the FDA (United States), EFSA (European Union), SAG (Chile), and local health authorities.

Internal control prior to printing or publication

The Marketing and Quality departments verify that visual and textual content complies with responsible communication guidelines.

Periodic review

Annual update of labeling or whenever regulatory changes or changes to product formulations occur.



Labeling information

- Safe use of product or service.
- Substances that could have an environmental or social impact.
- Product sourcing.

GLOBAL PRESENCE

International

We commercialize our products in various international markets, organized by geographic region for sales management, customer relations, and operational oversight. Our main sales channels include retail, food service, and industrial. We tailor our product offerings to suit the characteristics and requirements of each market.

65
Countries where AquaChile products are available

1,292
Clients

4%
Domestic sales

96%
Foreign sales

AquaChile's Sales Offices Worldwide

CMF 6.2.ii







In 2025, we will guide our management of international markets based on three strategic pillars: profitable growth, building close relationships with clients as strategic partners, and delivering on our value proposition.

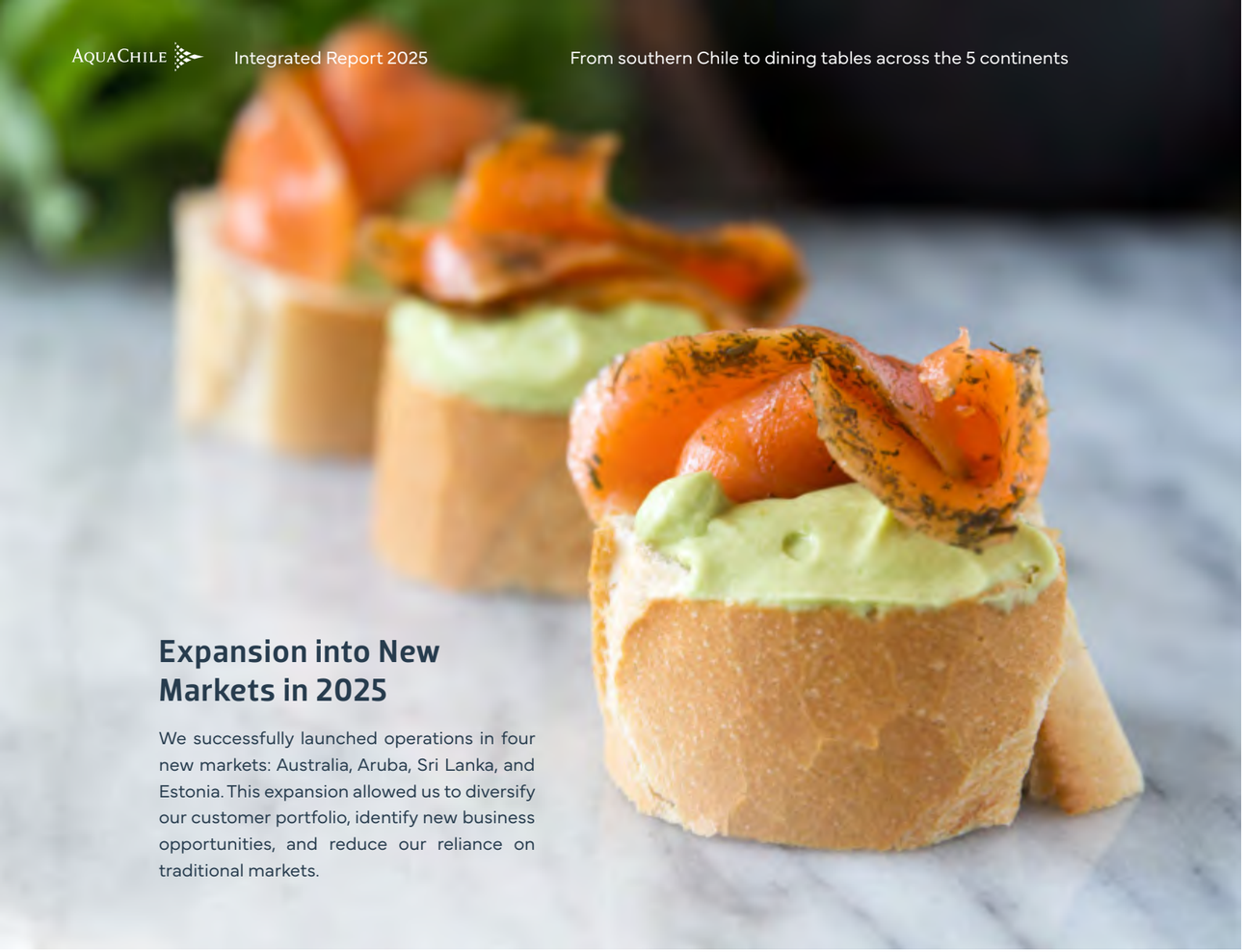
Within this framework, we prioritized strengthening our commercial presence in key markets and growing in strategic categories, such as fresh Atlantic salmon fillets in Latin America. We also positioned Verlasso as an ultra-premium salmon brand in the United States.

In line with our global strategy, we also developed new products, expanded our customer base and strengthened long-term commercial relationships.

Quality Salmon Producer in China

We received this award at the Global Salmon Industry Development Summit, where suppliers are recognized for the quality of their products in the Chinese market.





Expansion into New Markets in 2025

We successfully launched operations in four new markets: Australia, Aruba, Sri Lanka, and Estonia. This expansion allowed us to diversify our customer portfolio, identify new business opportunities, and reduce our reliance on traditional markets.



More than fresh, Singular

In March 2025, we launched Aqua Singular, an innovative product that redefines the premium salmon category. Under the "More than fresh" concept, Aqua Singular combines quality, freshness, and consistency to offer our clients a superior experience. Thanks to its availability in less than 24 hours—faster than traditional fresh salmon—Aqua Singular expands our opportunities in high-value channels in North America. It also positions itself as a truly unique salmon, with a more sustainable offering.

9,161 tons of CO_2 eq
Avoided in 2025 by choosing the Singular product.

Salmon pulp

Due to its production efficiency, economies of scale and versatility in adapting to different products and culinary cultures, ranging from burgers and nuggets to ready-to-eat meals, salmon pulp represents a high-potential global business opportunity.

In 2025, sales volume was more than five times higher than in the previous year. By November, revenue had grown by 186% compared to the same period the previous year, establishing this category as one of the fastest-growing internationally.

The versatility of smoked salmon

Valued for its versatility, nutritional profile and premium image, smoked salmon has enabled us to capitalize on the global growth in consumption of gourmet, healthy and convenient products.

To this end, we have strengthened our premium, ready-to-eat offerings in strategic markets such as Europe, the United States and Asia, establishing it as a healthy, sophisticated option for consumers and the Food Service channel.

Expansion and diversification of international salmon consumption

CMF 6.2.iv

In 2025, the strategic focus was on accelerating the growth of Atlantic and Pacific salmon consumption in key markets through commercial initiatives tailored by channel, customer segment, and country.

These efforts solidified AquaChile's position as a dynamic player in the global salmon market, achieving sustained growth in volume, market share, and profitability across key channels.

Expansion and diversification pillars

Expansion of the value-added portfolio

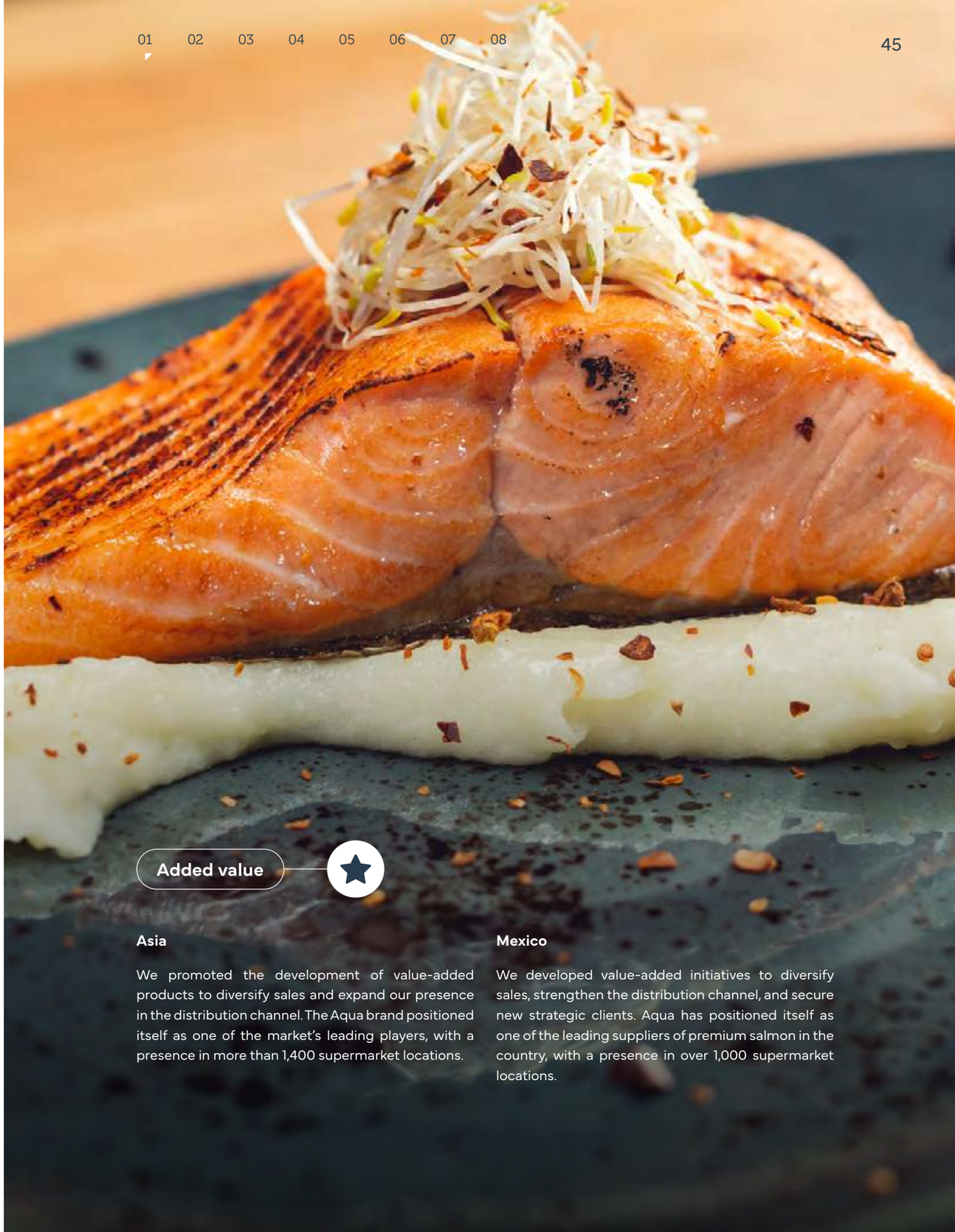
Development and launch of high-value processed products, including glaze-free IQF portions, premium cuts, retail-ready formats, and solutions for food service, tailored to the needs of each market.

Advanced channel and customer segmentation

Implementation of differentiated commercial strategies to increase penetration in modern retail, Food Service, processors, and e-commerce, supported by local activation plans and brand positioning.

Targeted communication focused on the end consumer

Development of country-specific campaigns that highlight attributes such as freshness, sustainability, traceability, and premium Chilean origin, strengthening brand recognition and preference at the point of sale.



Added value

Asia

We promoted the development of value-added products to diversify sales and expand our presence in the distribution channel. The Aqua brand positioned itself as one of the market's leading players, with a presence in more than 1,400 supermarket locations.

Mexico

We developed value-added initiatives to diversify sales, strengthen the distribution channel, and secure new strategic clients. Aqua has positioned itself as one of the leading suppliers of premium salmon in the country, with a presence in over 1,000 supermarket locations.

Total sales

ThUS$ **1,877,901**

Total sales

*Total sales for the Aquaculture segment

95.1%
Exports

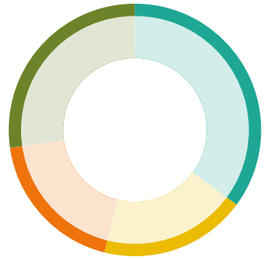
4.9%
Domestic



Domestic sales

ThUS$**91,652**

Total domestic sales



Domestic sales by distribution channel
CMF 6.2.ii

35% Reprocessors and smokers

19% Distributors

19% Supermarkets

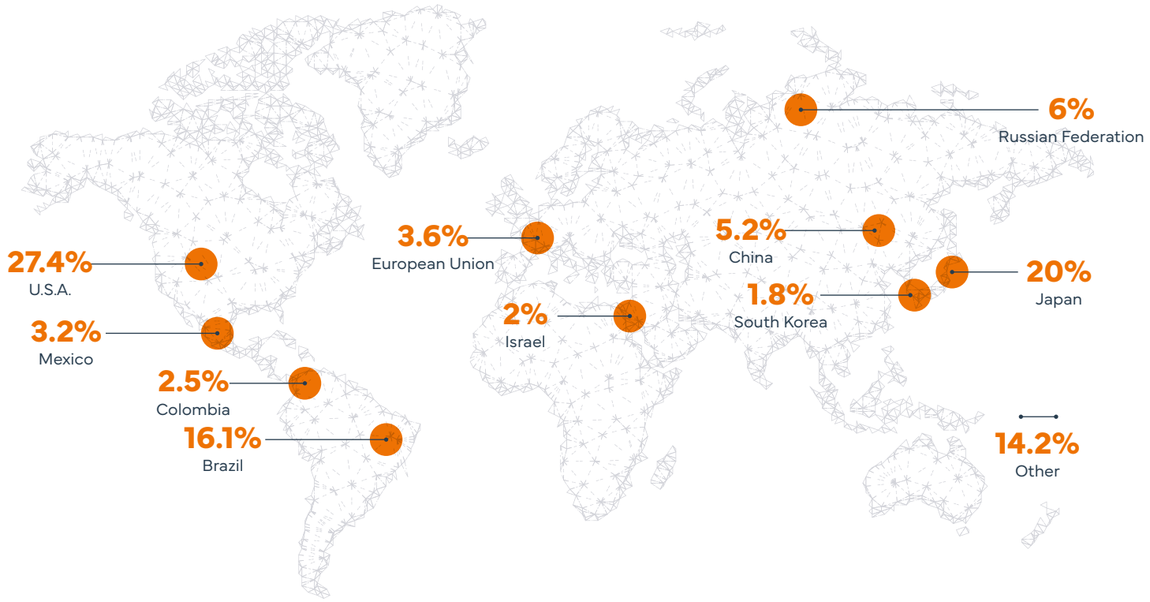
27% Food Service

International sales

ThUS$**1,786,249**

Total international sales

Percentage of sales by export destination





CLIENT SEGMENTATION

CMF 6.2.ii

Clients

1,292
2025

1,150
2024

Domestic	55	2025
	53	2024
International	1,237	2025
	1,097	2024

Distributors — 742 Clients

Distributors of the Food Service sector and supermarket chains.

Domestic		International	
17 (2025)	12 (2024)	725 (2025)	282 (2024)
19%	23%	56%	25%

Food Service — 188 Clients

Restaurants, hotels, and casinos.

Domestic		International	
5 (2025)	3 (2024)	183 (2025)	365 (2024)
27%	6%	14%	32%

Supermarket and retail — 123 Clients

With nationwide and regional presence.

Domestic		International	
9 (2025)	8 (2024)	114 (2025)	180 (2024)
19%	15%	9%	16%

Reprocessors and smokers — 239 Clients

Manufactures of specialty salmon products.

Domestic		International	
24 (2025)	30 (2024)	215 (2025)	270 (2024)
34%	57%	17%	23%

REPUTATION MANAGEMENT AND CUSTOMER RELATIONS

To strengthen customer trust and loyalty in the more than 60 countries where we operate, we have established a management model centered on customer satisfaction as the cornerstone of our global business strategy. This approach focuses on service quality and developing long-term relationships.

Digital channels and e-commerce

We manage digital and e-commerce channels as a strategic extension of our commercial presence. We utilize our own stores in Chile, as well as the online portals of major international retailers. This approach enhances product availability, reach, and convenience. We tailor our offerings to each market's pricing, product assortment, and formats in coordination with our sales offices.

We also have an online sales site in the United States operated from Miami. This site facilitates direct access to the brand and exploration of new commercial opportunities. It aligns our digital presence with global commercial priorities.

Customer satisfaction management model

Close ties and in-depth knowledge of the markets

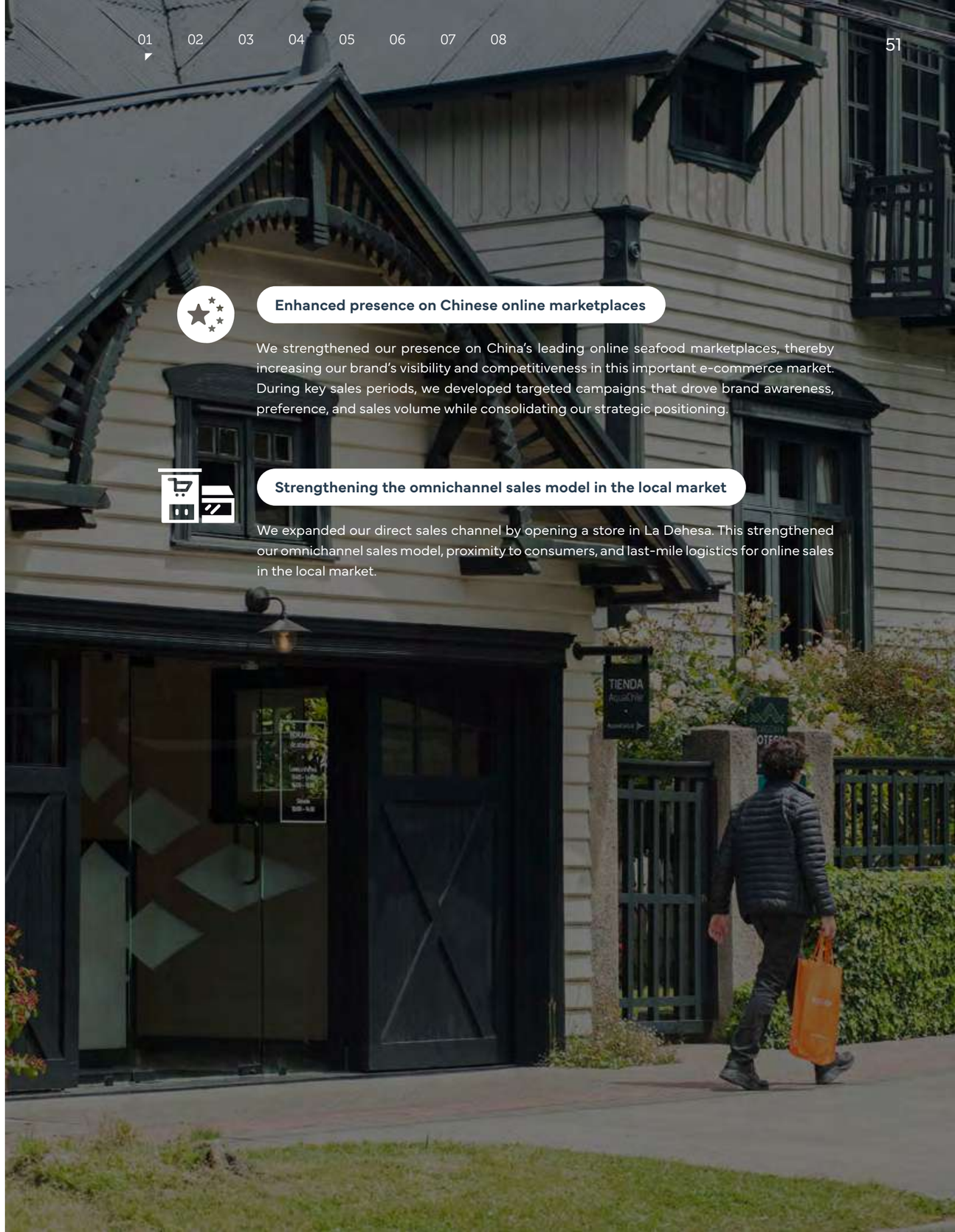
Our eight international sales offices, located in Latin America, the United States, Mexico, Europe, Japan, China, Southeast Asia, and the Middle East, enable us to maintain direct relationships with our clients. This allows us to anticipate their needs and tailor our offerings to each market.

Product quality and reliability

We ground the client experience in product quality, strengthening coordination between the Sales, Marketing, and Operations departments to ensure consistency, compliance, and excellence in every delivery.

Structured feedback management and continuous improvement

We implement systematic mechanisms for collecting and evaluating service perception, transforming feedback from strategic clients into concrete actions for continuous improvement.



Enhanced presence on Chinese online marketplaces

We strengthened our presence on China's leading online seafood marketplaces, thereby increasing our brand's visibility and competitiveness in this important e-commerce market. During key sales periods, we developed targeted campaigns that drove brand awareness, preference, and sales volume while consolidating our strategic positioning.

Strengthening the omnichannel sales model in the local market

We expanded our direct sales channel by opening a store in La Dehesa. This strengthened our omnichannel sales model, proximity to consumers, and last-mile logistics for online sales in the local market.

02
GOVERNANCE AND COMPLIANCE

CORPORATE GOVERNANCE

We adhere to General Regulation No. 461 of the Financial Market Commission (CMF).

Key mechanisms for ensuring the governance framework

12
Board sessions

- Board meetings.
- Board and executive committees.
- Ongoing and direct communication with various departments.
- Internal and external audits.



José Guzmán V.
Chairman

6.376.987-8.
Agricultural Engineer.
Chilean.



Canio Corbo L.
Vice-chairman

3.712.353-6.
Civil engineer.
Chilean.



María del Pilar Vial C.
Director

7.022.695-2.
Businesswoman.
Chilean.

AquaChile's Board of Directors defines the company's strategy, oversees its management, and ensures that its objectives are met, with a focus on transparency and the sustainability of its operations. It consists of nine members elected for three-year terms and eligible for indefinite reelection.

The most recent renewal took place at the Shareholders' Meeting on April 29, 2024. Regular meetings are held monthly on a predetermined date and time, during which reports and key management issues are reviewed.

Additionally, special meetings are convened as needed by the business and management. Although the Board of Directors does not formally adhere to international codes, it applies corporate governance practices aligned with current regulations, General Rule No. 461 of the Financial Market Commission (CMF), and industry best practices, with the aim of safeguarding the transparency and integrity of its actions.

All members are Chilean nationals.
CMF 3.2.xiii.a and 3.2.xiii.e

9 Members — 3 — 6
All directors are incumbent directors, none of them present disabilities.



María José Vial C.
Director

7.022.776-2.
Businesswoman.
Chilean.



Gonzalo del Rosario Vial C.
Director

7.022.663-4.
Businessman.
Chilean.



Andrés Vial S.
Director

6.004.844-4.
Businessman.
Chilean.



Verónica Edwards G.
Director

7.051.999-2.
Business administrator.
Chilean.



Antonio Tuset J.
Director

4.566.169-5.
Business administrator.
Chilean.



Juan Claro G.
Director

5.663.828-8.
Businessman.
Chilean.

Age range of the Board of Directors

[CMF 3.2.xiii.c]

Under 30 years old	0	0	0
Between 30–40	0	0	0
Between 41–50	0	0	0
Between 51–60	1	0	1
Between 61–70	4	3	1
Over 70 years old	4	0	4

Tenure of the Board of Directors

[CMF 3.2.xiii.d]

Less than 3 years	1	0	1
Between 3 and 6 years	8	3	5
Between 6 and 9 years	0	0	0
Between 9 and 12 years	0	0	0
More than 12 years	0	0	0

Compensation for Board Members*

[CMF 3.2.ii]

Nombre del director(a)	Cargo	12.31.2025 Board Compensation ThUS$	12.31.2024 Board Compensation ThUS$
Mr. Carlos José Guzmán Vial	Chairman	78	74
Mr. Gonzalo Vial Vial (†)	Director	-	3
Ms. María del Pilar Vial Concha	Director	39	37
Ms. María Jose Vial Concha	Director	39	37
Mr. Gonzalo Vial Concha	Director	39	34
Mr. Andrés Alberto Vial Sánchez	Director	39	37
Ms. Verónica Edwards Guzmán	Director	39	37
Mr. Canio Corbo Lioi	Director	39	37
Mr. Antonio Tuset Jorratt	Director	39	37
Mr. Juan Claro Gonzalez	Director	39	37
Total		**390**	**370**

* Gonzalo Vial Vial (+) compensation received through January 30, 2024.

Directors who hold an ownership interest in the Company

CMF 2.3.3

24.57% María del Pilar Vial Concha

24.57% María José Vial Concha

24.57% Gonzalo Vial Concha

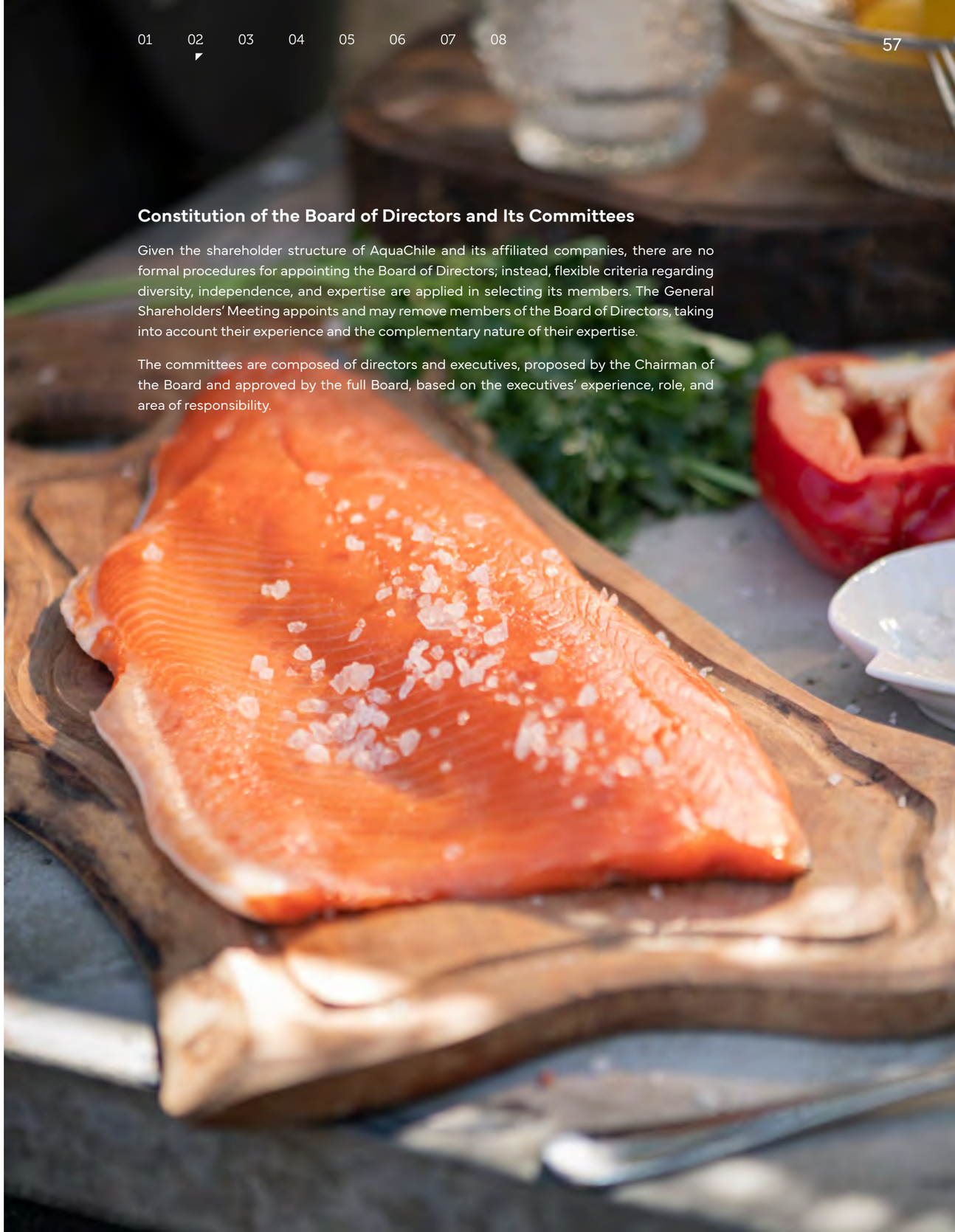
The chairman of the Board of Directors is not a senior executive of the company.

For the knowledge matrix, see the appendices.

Constitution of the Board of Directors and Its Committees

Given the shareholder structure of AquaChile and its affiliated companies, there are no formal procedures for appointing the Board of Directors; instead, flexible criteria regarding diversity, independence, and expertise are applied in selecting its members. The General Shareholders' Meeting appoints and may remove members of the Board of Directors, taking into account their experience and the complementary nature of their expertise.

The committees are composed of directors and executives, proposed by the Chairman of the Board and approved by the full Board, based on the executives' experience, role, and area of responsibility.



BOARD COMMITTEES

CMF 3.3.i, ii,iii

The Audit and Compliance Committee

Reviews the Company's financial statements, provides comments and recommendations, and proposes its approval to the Board of Directors. It also oversees internal and external audit plans, evaluating their scope, execution, and key results. In addition, it reviews and monitors the compliance plans and programs developed by the Company and its subsidiaries, including the management of the Whistleblower Hotline, the handling of conflicts of interest, training initiatives, and, in general, all elements that comprise the Regulatory Compliance and Prevention Model.

Main activities carried out in 2025: review of internal and external audit plans, financial statements, the Anti-Fraud Policy, the Whistleblower Channel, and training and due diligence processes.

The committee reports monthly to the Board of Directors.

In accordance with current regulations, the committee is not required to comply with the obligations set forth in Article 50 bis, nor has it been required to review transactions regulated by Title XVI of Law No. 18,046.

Members: Verónica Edwards, Canio Corbo, Antonio Tuset and José Guzmán.

None of its members currently serves or has ever served as an independent director.

Juan Claro (Director) served on this committee in 2024.
The members of this committee do not receive compensation for their participation, nor were any expenses incurred for external consulting services.

Sustainability and Risk Committee

Reviews, validates, and when appropriate, adjusts strategies, policies, and objectives related to sustainable development, ensuring they align with the company's values and purpose.

It has expertise in environmental, social, and corporate governance (ESG) matters, including communities, the environment, natural resources, energy, and people. It also oversees the preparation of integrated reports, corporate reputation assessments, and the corporate risk report.

Main activities carried out in 2025: regular review and monitoring of ESG indicators.

The committee reports to the Board of Directors every two months; in 2025, it was composed of Verónica Edwards, Antonio Tuset, Canio Corbo, and José Guzmán.

Directors María José Vial, Gonzalo Vial Concha, and Andrés Vial served on the Directors' Committee in 2024.

None of its members currently serves or has ever served as an independent director.

The members of this committee do not receive compensation for their participation, nor were any expenses incurred for external consulting services.

Talent and Succession Committee

This committee reviews the talent identification process and succession planning, with a focus on developing internal capabilities and ensuring leadership continuity.

Main activities carried out in 2025: identifying and highlighting collaborators with the potential to take on positions of greater responsibility, analyzing the risks associated with attracting and retaining the workforce, and reviewing the compensation policy.

The committee reports annually to the Board of Directors. During the reporting period, there were no changes in its composition.

None of its members currently serves or has ever served as an independent director.

The members of this committee do not receive compensation for their participation, nor were any expenses incurred for external consulting services.

Investment Committee

It analyzes the financial feasibility and strategic alignment of investment projects, as well as mergers and acquisitions, that contribute to the growth and development of the business.

Main activities carried out in 2025: review of investment alternatives and evaluation of merger and acquisition opportunities.

The committee reports monthly to the Board of Directors. In 2025, it was composed of José Guzmán, Juan Claro, and Canio Corbo, with Verónica Edwards and Antonio Tuset participating as guests.

Directors María del Pilar Vial, María José Vial, and Gonzalo Vial Concha served on this committee during 2024.

None of its members currently serves or has ever served as an independent director.

The members of this committee do not receive compensation for their participation, nor were any expenses incurred for external consulting services.

Finance Committee

It identifies and manages the risks associated with financial activities.

Main activities carried out in 2025: analyzing potential debt prepayments, changes to the methodology for calculating the minimum operating cash balance, setting rates for variable-rate debt, managing relationships with credit rating agencies, and evaluating alternatives to optimize the use of working capital, among other matters.

The committee reports monthly to the Board of Directors.

In 2025, the committee consisted of Canio Corbo, José Guzmán, and Antonio Tuset.

Directors Pilar Vial and Andrés Vial served on this committee in 2024.

None of its members currently serves or has ever served as an independent director.

The members of this committee do not receive compensation for their participation, nor were any expenses incurred for external consulting services.

Hiring of Experts and Consultants

The Board of Directors has a formal policy for hiring experts, known as the Policy on Hiring External Consultants for the Board of Directors. Under this policy, management is encouraged to present various options and cost estimates for the Board's review. To date, decisions have been made unanimously.

Induction of New Members

The process is led by the Chief Executive Officer and the People Manager. This mechanism aims to facilitate the new director's integration and support their decision-making by providing key information on the value chain, the operations of the main units, as well as the risks, policies, mechanisms, and controls applicable within the company.

Board Meetings with the Risk, Internal Audit, and Social Responsibility Departments

Unit	Frequency	Topics covered	Participation of the general manager	Participation of other company executives	Description
Legal and Compliance, Corporate Risk Department	Bimonthly	Risk and internal control policies	Yes	Yes	Risk management
Sustainability, Communities, Legal, and General Affairs Departments	Bimonthly	Environmental, social, and governance indicators	Yes	Yes	Social responsibility and sustainability
Internal Audit Department	Monthly	Review and compliance of audit plan	Yes	Yes	Internal Audit
External Audit	Bimonthly	Presentation and follow-up on the annual plan	Yes	Yes	External audit

Information on environmental and social matters

The Board of Directors is informed monthly on production and operational matters, with an emphasis on environmental, social, and climate change aspects when a situation requires special analysis.

Site visits

In March, directors José Guzmán, Pilar Vial, María José Vial, and Verónica Edwards visited the Miami branch and processing plant and attended the AquaChile booth at the Seafood Show in Boston. In April, directors María del Pilar Vial, María José Vial, Andrés Vial, José Guzmán, Canio Corbo, Juan Claro, and Verónica Edwards visited the Puerto Natales processing plant, the Hollemberg fish farm, the Johnson grow-out center, and AquaChile's Casa Abierta in the Magallanes Region.

Performance evaluation of the Board of Directors and its committees

The Board of Directors does not have a formal evaluation process. However, each member performs their duties with the diligence required by law and the articles of incorporation. Reports and updates are presented during meetings to enhance their expertise. The meeting dynamics are reviewed periodically, at least once a year.

Pay gap

There are no salaries, royalties, per diems, or other forms of compensation that differ by gender. All compensation applies equally to Board members.

Reducing barriers that may inhibit diversity in the Board's composition

We make ongoing efforts to comply with the Labor Inclusion Act and our Code of Ethics and Integrity, which establishes the principles and values that guide us, focused on respect for all people and the prohibition of arbitrary discrimination. These guidelines apply to collaborators, executives, and directors.

The Board does not have a specific formal procedure in this area; however, it receives ongoing information regarding legal, statutory, and regulatory changes related to its operations.

Knowledge updates

Information and updates on specific topics are presented during the sessions with the aim of strengthening the skills of directors and committee members.

The format of the meetings, the topics to be discussed, and the guests are reviewed on an ongoing basis at least once a year.

Regular meetings

The Board of Directors acts in accordance with the Corporations Act and the bylaws of Empresas AquaChile S.A.

Regular sessions are held on the first Tuesday of each month and last approximately six hours. Notice of the meeting is given two weeks in advance, and the agenda is sent at least five days prior.

In special situations, extraordinary meetings are convened on a case-by-case basis. In the face of contingencies or crises, the Board of Directors has continued to operate in accordance with legal regulations and the guidelines of the Financial Market Commission (CMF), even without a specific policy for these scenarios.

Contingency or crisis situations

There is a business continuity plan presented to the Board of Directors and reported to the Sustainability and Risk Committee. The Board prioritizes flexibility in decision-making during crisis scenarios to ensure agile responses tailored to the circumstances.

Access to information systems

We have an electronic system that allows directors to securely, remotely, and continuously access all minutes and documents made available for each Board meeting over the past three years.

Additionally, prior to each meeting, the Board Secretary sends the agenda and relevant background materials.

The electronic system also provides access to reports regarding the Whistleblower Channel implemented by the company. The electronic system allows each director to securely, remotely, and permanently access:

- **Minutes and documents** reviewed at each Board meeting, including their historical record.
- **Agendas detailing the topics and background information to be discussed at each meeting, as well as any additional materials needed for preparation** This is in addition to the legal requirements regarding the deadline for sending out meeting notices.
- **Report on the Whistleblower Channel**.
- **Final text of the minutes for each meeting** once available for review.

Role of the Board of Directors in the development, approval, and updating of the company's purpose

Through the Sustainability and Risk Committee, the Board of Directors reviews, validates, or modifies all sustainable development strategies, policies, and objectives, seeking to maintain a purpose consistent with AquaChile's values.

Role of the Board of Directors in overseeing due diligence

The Board of Directors oversees due diligence processes through the relevant committees, in accordance with current regulations.

Delegation of responsibility for managing impacts on the economy, the environment, and people

Responsibilities assigned to the Chief Executive Officer, Community Manager, Legal Counsel, and People Manager, among other positions.

Board of Directors' Compensation

The policies and criteria guiding salary, compensation, and severance structures are based on objective criteria according to the level of responsibility and impact of each position on business results. These guidelines apply across the company and to the general manager and principal officers.

Role of the Board of Directors in reviewing the integrated report

The Board of Directors receives a draft of the integrated report once the drafting and design processes have been completed. At this stage, it provides feedback and actively participates in reviewing the final version.

Meetings with Strategic Management Units

The Board of Directors engages with the units responsible for risk management, compliance, and internal audit through the Sustainability and Risk Committee and the Audit and Compliance Committee, with the participation of the general manager.

Every six months, it meets with the external auditors of the financial statements, without the presence of managers or principal officers, to review:

- **Annual audit program.**
- **Any discrepancies detected** regarding accounting practices, administrative systems, or internal audit.
- **Any serious deficiencies or irregularities detected** that, by their nature, must be reported to the competent regulatory authorities.
- **Results of the annual audit program.**
- **Potential conflicts of interest with the audit firm or its personnel,** whether due to the provision of other services to the Company, to companies within the business group, or other situations.

EXECUTIVE COMMITTEE

Executive	Position	Tax ID No.	Profession	Date*
Sady Delgado Barrientos	Chief Executive Officer	8.929.166-6	Civil engineer	01-15-2001
Andrés Langdon Frauenberg	People Manager	15.640.137-4	Business administrator	04-01-2024
Miguel Ángel Lavagnino Contreras	Finance and Administration Manager	15.094.927-0	Civil engineer	12-02-2019
Juan Pablo Rodríguez Carrera	Industrial Manager	13.657.083-8	Civil engineer	03-01-2019
José Manuel Schwerter Gallardo	Production Manager	16.236.794-3	Civil engineer	02-01-2019
Vicente De La Cruz Weinstein	Commercial Manager	14.122.961-3	Business administrator	09-01-2017
Javiera Kunstmann Leis	Legal Counsel	16.870.447-K	Lawyer	02-01-2025
Álvaro Varela Walker	General Secretary	6.017.650-7	Lawyer	02-01-2025
Francisca Ariztía Wolleter	Communications and Corporate Reputation Deputy Manager	16.020.034-0	Business administrator	03-01-2019
Francisco Sandoval Acevedo	Community Relations Manager	13.441.987-3	Lawyer	03-02-2019
Leonardo González Bravo	Logistics and Procurement Operations Manager	14.532.991-4	Information technology engineer	02-01-2019
Matías Silva Jordán	Production Services Manager	17.084.974-4	Civil engineer	06-01-2022
José Ugarte Brugues	Sales Manager	15.365.675-4	Business administrator	05-01-2024
Santiago Villarino Fresno	Public Affairs Officer	18.309.473-4	Lawyer	04-01-2025

* Date from which he/she has held the position.
Planes de compensación y beneficios de ejecutivos principales (CMF 3.4.iii): AquaChile no cuenta con planes de compensación o beneficios especiales dirigidos a sus ejecutivos principales o planes que consideren pagos basados en opciones sobre acciones de la Sociedad.



Legal and Regulatory Framework

Our business consists of the production and sale of Atlantic and Pacific salmon, in accordance with Chile's General Law on Fisheries and Aquaculture, as well as environmental, labor, and financial regulations, among others.

The main regulatory bodies are:

- Subsecretaría de Pesca y Acuicultura *(Undersecretariat of Fisheries and Aquaculture)* — Subpesca
- Servicio Nacional de Pesca y Acuicultura *(National Service for Fisheries and Aquaculture)* — Sernapesca
- Servicio de Evaluación Ambiental *(Environmental Assessment Service)* — SEA
- Superintendencia de Medio Ambiente *(Superintendency of the Environment)* — SMA
- Subsecretaría para las Fuerzas Armadas *(Undersecretariat for the Armed Forces)* — SSFF
- Dirección General de Aguas *(General Directorate of Water)* — DGA
- Comisión para el Mercado Financiero *(Financial Market Commission)* — CMF
- Dirección del Trabajo *(Department of Labor)* — DT
- Servicio de Impuestos Internos *(Internal Revenue Service)* — SII

We hold commercial aquaculture licenses and maritime concessions, for which we pay fees to the municipalities where we operate. We have also defined investment budgets that take into account compliance with regulatory and legal requirements.



ETHICS, INTEGRITY AND TRANSPARENCY

The day-to-day management of our processes is grounded in ethics, transparency, and anti-corruption. This is achieved through the Integrity Model, which analyzes, prevents, detects, and responds to misconduct. The model is organized around the values, principles, and guidelines defined in our Code of Ethics and Integrity. It includes the Crime Prevention Model, the Fair Competition Model, the Personal Data Protection Model, and the Internal Regulations on Order, Hygiene, and Safety, among others.

Ethical, integrity-based and transparent conduct guides our actions. To this end, we apply strict codes of conduct both within and outside the company, with a focus on impeccable behavior and sustainable development.

These models and programs are built around elements such as:

Commitment and oversight by senior management and the administration.

Policies and procedures applicable to all levels of the organization.

Risk management using matrices and systems that incorporate processes, risks, and controls.

Whistleblower Channel as a mechanism for reporting unethical practices and violations of internal or external regulations

Training and dissemination of the organization's core values and integrity, as well as the necessary technical and regulatory knowledge to avoid engaging in misconduct, violations, or crimes.

Constant improvement through monitoring of key performance indicators and internal and external reviews.

2025 strategic priorities:

- Training on processes, risk management, and controls related to the Integrity Model.
- Enhancing the tools of the Whistleblower Channel.
- Strengthening the culture of integrity.
- Strengthening risk matrices and standardizing their mapping.

Policies that set guidelines for identifying, preventing, and mitigating negative impacts

Code of Ethics and Integrity

A set of core values and a guide for the conduct of all collaborators.

Executive level thar approved the policy: Board of Directors.

Internal scope: the entire company.

How it is internally communicated: website, email communications, digital screens in various units, printed brochures, contract appendices, in-person training, and e-learning.

External scope: all of the company's business relationships

How it is externally communicated: AquaChile's website.

Review here.

Fair Competition Policy

Prevents anti-competitive conduct in the industry and reaffirms our commitment to fair competition.

Review here.

Animal Welfare Policy

Promoting animal welfare throughout our operations.

Review here.

Note: The linked documents are available only in Spanish, with the exception of the Code of Ethics and Integrity.

AquaChile's Policy

AquaChile's Integrated Policy.

Executive level thar approved the policy: senior management.

Internal scope: the entire company.

How it is internally communicated: AquaChile's website.

External scope: all of the company's business relationships.

How it is externally communicated: AquaChile's website.

Review here.

Crime Prevention Policy

This policy outlines a Crime Prevention Framework addressing the risks to which the company is exposed.

Executive level thar approved the policy: Board of Directors.

Internal scope: the entire company.

How it is internally communicated: AquaChile's website.

External scope: all of the company's business relationships.How it is externally communicated: AquaChile's website.

Review here.

Internal Regulations on Order, Hygiene, and Safety (IROHS)

These regulations legally govern matters related to order, hygiene, safety, obligations, prohibitions, and collaborators' rights.

This document is provided to each collaborator as part of their employment contract.

Integrity Model

It consists of the organization's values, principles, and guidelines, as set forth in AquaChile's Code of Ethics and Integrity, which incorporates other frameworks such as the Crime Prevention Framework, the Fair Competition Framework, the Personal Data Protection Framework, and the Internal Regulations on Order, Hygiene, and Safety, among other procedures.

It is promoted within the organization through training, internal communications, regulatory consulting, and continuous improvement projects in the various business units.



Crime Prevention Model

CMF 3.6.xiii

It includes mechanisms for prevention, detection, and response to risks associated with the crimes defined in Law No. 20,393 and Law No. 21,595. Its objective is to provide each collaborator, according to their role, with the necessary tools to mitigate risks and prevent the crimes covered by these laws.

No enforceable sanctions were imposed in this area during 2025.

6,160
Collaborators trained in crime prevention (3 hours per collaborator)

10,592
Accumulated trained collaborators from 2020 to 2025

The model consists of various tools:

Crime Prevention Officer (CPO)

Appointed with the autonomy, resources, and authority to implement and oversee the model.

Risk matrices

Identification of processes, risks, and controls related to the crimes specified in the regulations, including an assessment of risk exposure and the effectiveness of controls.

Internal Policies and Procedures

Definition of standards for integrity and regulatory compliance, along with the formalization of prevention or mitigation processes and controls.

Training and Outreach

Ongoing training programs for collaborators, focused on crime prevention and the promotion of an ethical culture.

Whistleblowing and Inquiry Channel

A confidential and secure mechanism for reporting irregular or criminal conduct.

Independent Third-Party Review

As required by law, periodic evaluations of the model are conducted to identify gaps and strengthen it.

Monitoring and Continuous Improvement

Periodic review of indicators related to the aforementioned elements to ensure continuous improvement.

Organizational Structure of the Crime Prevention Model

Crime Prevention Policy

Crime Prevention Procedures
(prevention, detection, response, follow-up, and monitoring activities).

Support elements

Support departments

- Legal Department.
- People Management.
- Internal Audit Deputy Management.

Internal Regulatory Instruments

- Code of Ethics and Integrity.
- Internal Regulations on Order, Hygiene, and Safety.
- Whistleblower Channel.

Legal and Labor Instruments

- Contract Annex.
- Annexes to service agreements, sales contracts, and lease agreements.
- Annex to the Internal Regulations on Order, Hygiene, and Safety.

Products

Reports

- Reports to the Board of Directors.
- Informative reports to other areas.

Complaints

- Complaints to the courts, the public prosecutor's office , or the police.

Independent third-party review

We conduct preventive, detective, and reactive controls through various control tests and training sessions.

2025 Training in the Crime Prevention Model

	Board of Directors and senior management	Management	Headships	Other professionals	Operators, administrative staff, and other technicians
Total number of people trained	**15**	**67**	**316**	**587**	**5,175**
Total hours of training	27	201	948	1,761	15,525
Average hours of training	2	3	3	3	3



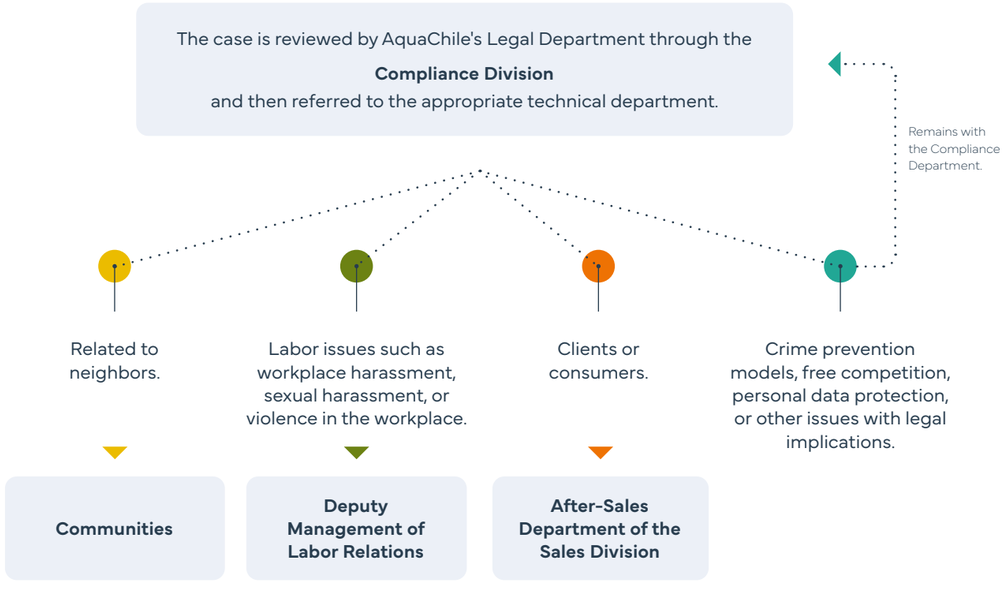
Whistleblower Channel

CMF 3.6.ix

Available for internal and external individuals to file reports and inquiries. The platform, provided by a third party, guarantees the reporter's anonymity upon request. The Legal Department manages the process under strict confidentiality guidelines.

The channel can be accessed through our website and the corporate intranet. Internal communication is carried out via corporate emails, digital screens, online training, in-person training, and printed materials. Externally, it is communicated through radio announcements and meetings with nearby communities.

Reports received are presented to the Board of Directors in aggregate form, according to established relevance criteria. The Navex EthicsPoint platform centralizes cases submitted through the channel via phone, web, or email and enables the issuance of alerts and periodic reports for management.



All cases are processed, and depending on the information provided, an investigation is launched to verify the reported facts or dismiss the allegations. In each case, preventive and/or mitigating measures are implemented, with the aim of using these cases to drive continuous improvement across the various departments. All information is recorded on the same platform, and a response is provided to the complainant regarding the resolution of their case.

We have implemented feedback mechanisms with various stakeholders to assess the functionality, effectiveness, and user experience of the Whistleblower Channel.

To this end, the following indicators are included:

- Average response and resolution time.
- Percentage of complaints resolved.
- Recurrence of issues or subject areas
- Level of channel usage across the various levels of the organization.
- Case studies and lessons learned.

These initiatives, along with internal training, help identify opportunities for improvement and strengthen the channel's operations.

Learn more about our Whistleblower Channel here.

Total complaints

121
2025

124%
var.

54
2024

6
Discrimination, retaliation, and/or mistreatment

2
Violation of the Code of Ethics and Integrity and/or internal policies

2
Sexual harrassment

26
Workplace harrassment

41
Supplier claims

44
Other



Free Competition Program

CMF 8.4

It safeguards free competition in our dealings with competitors, suppliers, and clients. It ensures that every collaborator exposed to these risks has the knowledge and skills to identify warning signs of anti-competitive behavior and to activate controls and protocols that mitigate its impact.

We have implemented policies, controls, and procedures to prevent, detect, and manage conduct that may affect free competition, unfair competition, and other economic crimes, in line with ethical and responsible business practices.

It includes tools such as:

Commitment from senior management
Guidelines on integrity and regulatory compliance are established by the Board of Directors.

Crime Prevention Model (Crime Prevention Policy and associated procedures) Emphasizes the crime of collusion as defined in Law No. 21,595 on Economic Crimes and Decree-Law 211 on the Protection of Free Competition, which addresses other anti-competitive practices.

Audit and Compliance Committee
Analyzes relevant cases, proposes improvements, and oversees the implementation of corrective measures.

Third-party due diligence
Evaluates suppliers and clients to identify risks in relationships that could affect AquaChile's operations and/or integrity.

Code of Ethics and Integrity
Sets clear standards regarding gifts, invitations, conflicts of interest, and relationships with public authorities or officials.

Risk Matrices
Identification and monitoring of processes, risks, and controls.

Whistleblower Channel
Allows collaborators to raise concerns or report potential violations.

Internal and External Audits
Conducts periodic reviews to assess the effectiveness of implemented controls.

Fair Competition Policy
Defines principles and guidelines for interactions with competitors, clients, and suppliers.

Training and Outreach Plan
Provides training for collaborators on free competition issues and the Crime Prevention Model, with an emphasis on those who have contact with the market or participate in commercial processes.

Contractual clauses
Includes specific provisions in contracts with third parties to ensure compliance with competition law.

During the reporting period, no sanctions were recorded in the area of competition law.

2025 Milestones

Compliance and Legal Risk Training Program

The program was conducted in person with the aim of helping the various departments identify the operational and legal risks present in their processes, as well as the controls needed to prevent or mitigate them. To this end, the program involved experts in environmental matters, health, quality, cybersecurity, procurement, occupational health and safety, compliance, and risk management.

Topics covered included the management of hazardous and household waste; cleanup of coastal areas and surrounding sectors; animal welfare, quality, safety, and traceability; reporting to regulatory authorities; processes involving exposure to workplace accidents; daily activities involving exposure to cybersecurity risks and cybercrime; supplier relations; and audits and the provision of information to authorities.

Main achievements:

Promote communication and clarify responsibilities by position and department to mitigate risks that affect business continuity, reputation, and legal implications.

18
Areas trained

492
Workers trained

1,476
Total training hours

3
Average training hours per person



Policy Updates via the Board of Directors

Code of Ethics and Integrity

This serves as a guide for all AquaChile collaborators. It outlines the organization's values, the laws that govern us, and promotes a work environment based on respectful relationships among collaborators and with suppliers, clients, neighbors, and all those with whom we interact.

Crime Prevention Policy

It is based on Law No. 20,393, which establishes criminal liability for legal entities. This document outlines the elements of the Crime Prevention Model, such as procedures, risk matrices, training, independent third-party reviews, and communication channels such as the Whistleblower Channel. It also addresses the offenses covered by Law No. 21,595 on Economic Crimes that are applicable to AquaChile's operations.

Compliance and Legal Risks E-Learning Program

It is implemented in 2025 through short modules available to the entire organization on the MiMundoAqua intranet.

The interactive content includes training sections and assessments and incorporates regulations applicable to AquaChile's processes.

Four modules are published:

- Integrity Modelo
- Crime Prevention Model
- Whistleblower Channel

Reach:

100%
Employees in all types of positions

- Cybersecurity

Reach:

100%
Employees with email addresses

Main achievements:

To promote a company-wide message regarding integrity, ethics, and regulatory compliance that governs collaborators' relationships with AquaChile's stakeholders.

21
Areas trained

4,591
Workers trained

13,573
Total training hours

3
Average training hours per person

Anti-Corruption Policies and Procedures

615

Total operations where corruption risk assessments were performed

100%
of operations

Total number of collaborators who have been informed of the anti-corruption policies and procedures:

9	6	67	316	3,919	69	587	1,187
Directors	Senior Management	Management	Headships	Operators	Administrative	Other professionals	Other technicians

The Code of Ethics and Integrity and the Crime Prevention Policy include anti-corruption measures. They are published on our website and communicated through contractual documents and other means to all our internal and external collaborators.

Total collaborators who have received training on anti-corruption

	Board of Directors and senior management	Management	Headships	Other professionals	Operators, administrative staff, and other technicians
	15	**67**	**316**	**587**	**5,175**
Total hours of training	15	67	316	587	5,175
Average hours of training	1	1	1	1	1

AquaChile Code of Ethics and Integrity

CMF 3.6.vii

Intended for those who work at AquaChile or on its behalf, this Code reflects how we have conducted ourselves for over 30 years and serves as a guide for every collaborator, regardless of position, to promote conduct based on transparency and honesty in every activity we undertake. It reinforces our ethical commitment and explicitly stands against corruption in any form and through any type of conduct.

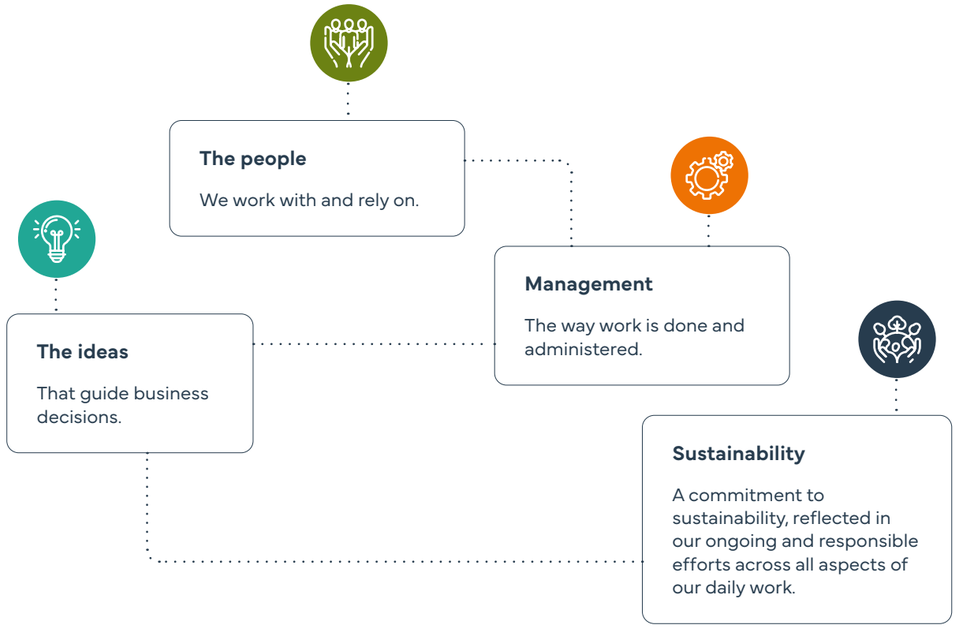
The Code of Ethics and Integrity fosters positive, healthy relationships among collaborators, as well as in our working and business relationships with third parties.

It addresses topics such as respect for the fundamental rights of internal collaborators and contractors, the protection of life and working conditions, alcohol and drug use, non-discrimination, sexual and workplace harassment, any other form of violence in the workplace, the management of conflicts of interest, the personal use of internal resources, the handling of confidential information, and conduct toward third parties and society.

Its dissemination is part of the Training and Outreach Plan.

Review our Code of Ethics and Integrity here.

Our core values are based on four pillars



Conflicts of interest

CMF 3.1.iii

We assess and review risks related to conflicts of interest through an annual disclosure form required of directors, managers, assistant managers, department heads, and other positions with influence over relevant decisions. The responses are analyzed and used to take appropriate action.

To detect conflicts of interest, we rely on our Conflict of Interest Policy and Procedure, disclosures requested from collaborators and suppliers, and due diligence processes with third parties. Conflicts of interest are managed internally in accordance with established procedures and under criteria of confidentiality and regulatory compliance.

Channels for requesting guidance on the application of company policies and practices are outlined in the Code of Ethics and Integrity, available on the AquaChile website and the corporate intranet.

Management framework in addressing conflicts of interest

Code of Ethics and Integrity

Establishes guidelines regarding conflicts of interest, including their definition, the most common situations in which they arise, and collaborators' obligations regarding their disclosure and management.

Statement of Interests

Managers, supervisors, and leaders involved in decision-making are required to submit a statement once a year. This allows for the identification of relationships, activities, or situations that may pose a risk.

Detection Mechanisms

Internal controls and periodic reviews to identify undisclosed conflicts.

Technological tools are used to cross-reference information and detect early warning signs.

Reporting and Inquiry Channel

Collaborators can consult on potential conflicts through the channel or with the Legal Department via the Compliance Department.

Assessment and Mitigation

Once a potential conflict is identified, its impact is assessed, and mitigation measures are defined, such as abstaining from participating in specific decisions, reassigning duties or responsibilities, providing additional supervision, or conducting third-party reviews.

Training and Preventive Culture

Periodic training sessions are conducted to raise awareness among collaborators about the importance of identifying and managing conflicts of interest. A culture of transparency and accountability is promoted.



For integrity issues

conversemos@aquachile.com

Immediate supervisor

Whistleblower Channel

Review here

Note: The linked document is available only in Spanish.

Preventive approach

Although there is no specific policy addressing the precautionary principle, it is incorporated into AquaChile's Policy, Code of Ethics and Integrity, Crime Prevention Policy, and Animal Welfare Policy.

Unconditional respect for human rights is grounded in current labor regulations, which ensure their protection for both internal collaborators and contractors.

Prevention and detection of regulatory violations related to the rights of customers and Law No. 19,496 on the Protection of Consumer Rights

Our direct sales are not aimed at end consumers; however, the After-Sales department handles inquiries and complaints regarding products from clients and consumers. The process is coordinated by the domestic and international sales offices, the Quality Department, and the Legal Department, with follow-up and prioritization based on the urgency of each case. Notifications from the National Consumer Service (Sernac) receive priority attention and a timely response. During the reporting period, no enforceable sanctions were recorded in this area, as a result of the control, prevention, and monitoring mechanisms implemented.

Prevention and Detection of Regulatory Violations Regarding Workers' Rights

We implement regular training programs that include talks and workshops on fundamental rights, aimed at collaborators at various levels who hold leadership roles. Additionally, procedures are in place to address sexual harassment, workplace harassment, discrimination, and any form of violence in the workplace. These measures are reinforced by tools such as the Whistleblower Channel, which is accessible to all AquaChile collaborators.

During the reporting period, six enforceable sanctions were issued in this area totaling US$18,247.60: five claims were filed by direct collaborators and one by collaborators of contractor companies. In 2025, nine labor protection actions were filed, three of which were filed by direct collaborators.

Outsourcing guidelines

All suppliers must review and sign the Occupational Health and Safety Regulations for Contractors and Subcontractors before providing services to AquaChile. In addition, procedures and guidelines detail the documents companies must submit regarding risk prevention and labor certification.

The administrative terms of negotiation, used by the Procurement Department, establish additional conditions related to labor and safety matters. The policy mandates the obligation to pay wages in full and on time each month; to ensure workers are enrolled in a mutual aid association; to maintain internal regulations governing order, hygiene, and safety; and to provide appropriate personal protective equipment.

Compliance with these requirements is verified on a monthly basis through labor certification and accreditation in the occupational health and safety module on the designated technology platform, which is a mandatory prerequisite for payment of services rendered.

Definition of Environmental Obligations

Environmental risks and compliance with relevant regulations are critical to our operations and business performance. We continuously work to implement best practices and technologies across all our facilities, along with control and reporting mechanisms to respond to regulatory authorities and comply with applicable regulations.

Compliance management falls under the responsibility of Industrial Management and Production Management, with support from the Legal Department.

Environmental risks associated with environmental crimes are identified in the Crime Prevention Model.

In 2025, no enforceable sanctions are recorded in the Public Sanctions Registry of the Superintendency of the Environment, nor are there any other significant cases of non-compliance with laws and regulations.

RISK MANAGEMENT

We manage the risks to which our operations are exposed through mechanisms that take into account strategic, financial, operational, regulatory, and reputational factors, among others. Risk management is distributed across the various business units, ensuring lines of control in the Production, Industrial, and Commercial areas, as well as in back-office functions—Management Control, Legal, and Compliance—and culminating in the independent oversight provided by Internal Audit.

Throughout these processes, preventive and detective controls are applied to mitigate risks efficiently. This framework stems from a process of identifying and controlling strategic risks, which are monitored and reported bimonthly to the Sustainability and Risk Committee.

The management approach is structured around three lines of control, responsible for the detection, quantification, monitoring, and communication of risks. To identify these risks, we utilize internal documents and tools that incorporate the Guiding Principles on Business and Human Rights established by the United Nations (UN) and the International Labour Organization (ILO).

Risk management instruments:

- Code of Ethics and Integrity.
- Crime Prevention Policy.
- Fair Competition Policy.
- Protocols and procedures for managing occupational risks.
- Protocols and procedures for managing environmental risks.
- Protocols and procedures for managing health risks.
- Occupational health and safety training plan.

1st line of control: units responsible for operations (Industrial, Production, and Commercial Management)

They manage risks on a daily basis through monitoring.

They ensure compliance with the national and international laws and standards that govern them, as well as BAP, ASC, GGAP, ISO, HACCP, IFS, and Kosher certifications.

2nd line of control: Legal Department and Compliance and Corporate Risk divisions

They advise, train, guide, and oversee the processes of the operational units to prevent risks or mitigate their impact.

The Legal Department reports its findings to the Audit and Compliance Committee with a focus on continuous improvement. It also reports to the Sustainability and Risk Committee through the Corporate Risk division.

3rd line of control: Internal Audit Department

Provides an independent and objective perspective on the review of processes and risk management in each department, as well as advice on the adequacy and effectiveness of controls.

Reports findings to the Audit and Compliance Committee to support continuous improvement.



Internal Audit Unit

The Internal Audit Unit provides independent and objective assurance regarding the review of processes and risk management in each area, as well as advising on the adequacy and effectiveness of controls. Its findings are reported to the Audit and Compliance Committee, with a focus on continuous improvement.

Key Responsibilities:

- Comply with the audit plan.
- Conduct special audits as requested by the Board of Directors or senior management.
- Follow up on post-audit action plans.
- Report to senior management and administration.
- Provide recommendations to business units based on continuous improvement.



General guidelines established by the Board of Directors regarding risk management policies

The Board of Directors exercises its oversight role through the Sustainability and Risk Committee and the Audit and Compliance Committee, which report on the identification, assessment, management, and monitoring of corporate risks. These include operational, regulatory, reputational, and financial risks, as well as environmental, social, and governance (ESG) issues, with an emphasis on corporate and regulatory risks.

Identified risks are assigned to the appropriate unit for management, with support and guidance from advisory departments. Risk mitigation is achieved through quality controls, investments, and training programs.

In 2025, a review of risks associated with climate change and human rights was initiated, with the aim of presenting them to the respective committees in 2026. In this context, climate change risks are linked to the environmental risks addressed by the control lines, including operational, regulatory, and financial risks. Meanwhile, social and human rights risks are primarily associated with occupational and community relations risks.

The Production, Industrial, and Commercial departments, along with the General Secretariat, lead the company's sustainability strategy, which incorporates risk management as a key element to ensure its continuity over time. To implement this strategy, the operational areas are supported by the Administration and Finance, People, Communities and Communication, and Corporate Reputation departments, which contribute to the achievement of strategic objectives and the management of the various associated risks.

Risk management is based on recognized standards and frameworks, such as ISO 31000, ISO 37001, ISO 37301, ISO 14001, ISO 45001, ISO 9001, and COSO ERM, in addition to compliance with applicable national and international legislation, including the General Law on Fisheries and Aquaculture, the General Framework Law on the Environment, the Energy Efficiency Law, the Labor Code, the Law on Workplace Harassment, Sexual Harassment, and Violence, the Law on Work-Related Accidents and Occupational Diseases, the Securities Market Law, the Tax Code, the Water Code, the Decree-Law on Free Competition, and regulations on personal data protection, along with the European GDPR standard.

Compliance and Legal Risk Training Program

This program was designed to help departments identify operational and legal risks in their processes and learn how to prevent or mitigate them.

Update of key compliance and internal audit policies presented to the Audit and Compliance Committee

During the first half of 2025, updates to the Crime Prevention Policy were approved, taking into account the list of crimes applicable to the organization and AquaChile's value assets, as well as the Internal Audit Bylaws. These updates formalized the Board of Directors' governance regarding internal control and the prevention of crimes covered by the Criminal Liability Act.

Continuous auditing: special reviews by the Deputy Internal Audit Department

We implemented special reviews resulting from the monitoring of continuous audit indicators. The processes addressed were expense monitoring and information security.

Among the main achievements regarding information security, the promotion of a culture of information security and cybersecurity risk prevention stands out. Regarding expense monitoring, greater efficiency in the use of the organization's resources was achieved.

Risks and opportunities that could affect business performance and financial condition

Environmental risks

Fish escape

A massive escape of fish from a fish farm, with the potential for significant impact on the marine ecosystem.

Diseases or Events Affecting Animal Health

External factors such as pests, epidemics, algal blooms, disruptions in the food supply, and ecosystem contamination, among others, that pose a risk to fish health.

Product Quality Incidents Affecting Consumers on a Large Scale

Quality or safety issues in our products that affect consumer health on a large scale, potentially leading to compensation claims, product recalls, or impacts on local and international markets. This includes incidents such as cold chain disruptions or the presence of foreign objects in product packaging, among others.

Serious Disruption in the Supply of Water or Energy

A significant decrease in the availability or quality of freshwater and non-renewable energy, with potential impacts on human and animal health, as well as on business continuity.

Market Closures Related to Animal Health

Violations of Chilean health regulations by competitors or third parties that could result in the loss of the industry's national health certificate, leading to a loss of competitive advantage and the closure of markets for AquaChile.

Natural or Unforeseen Events

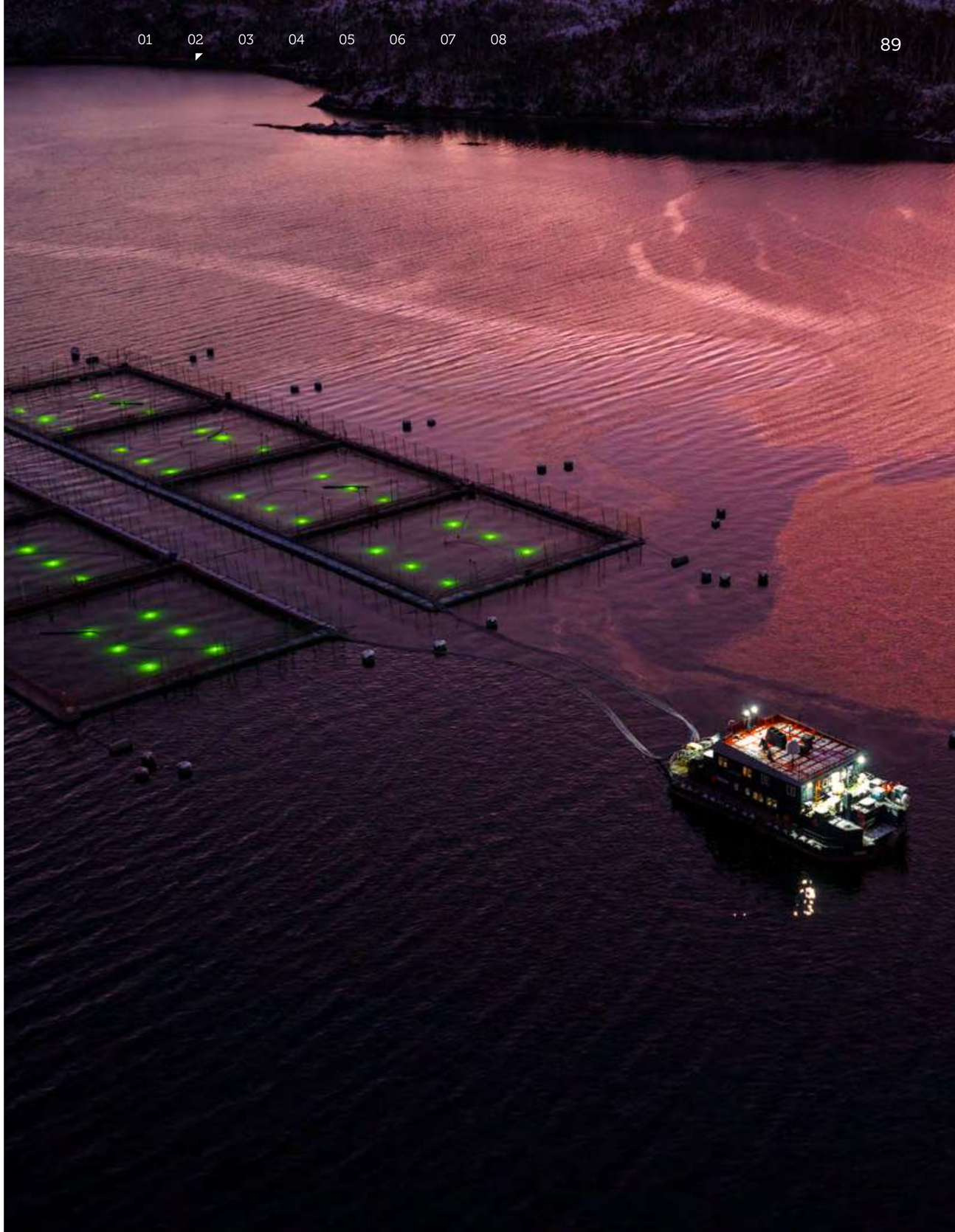
Events causing significant damage to property, infrastructure, or the environment, or loss of human life, such as floods, earthquakes, volcanic activity, landslides, tsunamis, or geomagnetic storms that disrupt business operations.

Environmental Non-Compliance

Errors, accidents, or intentional acts that lead the company to violate applicable health and/or environmental regulations through its operations. It also includes the inability to adapt internal regulations in a timely manner to changes in environmental and/or health requirements, which could result in market closures, fines, and strained relationships with authorities.

Market closures related to product safety

In the event that AquaChile violates Chilean health regulations and causes a facility to lose its health certificate due to product safety issues, resulting in a loss of competitive advantage and the closure of markets for AquaChile.



Social risks

Disturbances of public order

Challenges in community relations resulting from environmental or social impacts, or impacts on stakeholders, that could affect our operations.

Conflicts in the aquaculture sector

Conflicts related to issues such as the processing of coastal permits involving ECMPO (Indigenous Peoples' Coastal Marine Areas) requests, road blockades, or the occupation of production facilities due to strikes, which affect operational continuity.

Deterioration in relations with worker representatives

Issues related to inadequate management of relations and communication with worker representatives in unions, such as problems in individual or collective bargaining processes.

Infectious diseases that restrict movement

Bacteria, viruses, parasites, or fungi that spread infectious diseases uncontrollably (for example, due to resistance to antibiotics, antivirals, or other treatments) and restrict the movement of people, cause widespread deaths, and lead to significant economic disruption.

Fire at industrial facilities

Potential fires at AquaChile's industrial facilities that could lead to the interruption of operations at a business unit.

Massive, serious, or fatal workplace incident or accident

An accident at our facilities involving collaborators or contractors, associated with deficiencies in policies, information, safety conditions, support materials, training, and timely detection of occupational health and safety risks.

Deterioration of global economic conditions

Exposure to fluctuations in national and international economic conditions, such as recessions, booms, financial crises, excessive inflation, a slowdown or explosive acceleration in the growth of markets where we operate, changes in GDP, and significant variations in the unemployment rate, among others.

Rising prices for raw materials, taxes, and freight

Our results may be impacted by volatility in commodity prices, taxes, and freight costs, which account for a high percentage of operating expenses.

Governance risks

Political, economic or legal instability in relevant markets

May affect our economic interests.

Terrorist acts/cyberattacks

Malicious acts that affect collaborators, computer systems and networks, facilities, or our products, putting customers and/or collaborators at risk, as well as jeopardizing our reputation and the smooth running of our operations.

Concentration of production and/or sales

Failure to meet delivery obligations due to the concentration of production at one of our facilities and/or the concentration of sales in a particular market, limiting commercial diversification.

New regulations, sector-specific permits, and regulatory non-compliance

Risks in business units arising from failure to identify new regulations leading to regulatory non-compliance and penalties.

Non-compliance with concessions, permits, and licenses in critical units.

Problems in various business units due to non-payment of permits or licenses, or issues arising from the loss of maritime or aquaculture concessions.

Lack of liquidity

To mitigate this risk, we take out credit insurance and operate with payment against delivery. In terms of liquidity, we maintain long-term financing and manage temporary investments to ensure financial stability.

Lack of price and rate hedging

Absence or insufficiency of financial transactions that eliminate or reduce the risk of losses due to variations in interest rates, exchange rates, or fluctuations in the price of the underlying asset.

Corporate governance failure

Weaknesses in corporate governance, such as failures in risk management, transparency, or accountability, as well as fraud, corruption, or breaches of competition laws and commercial agreements.

Risks and Opportunities Related to Climate Change

The Sustainability and Risk Committee monitors strategic risks associated with natural or unforeseen events. Its management is guided by specific regulations such as the General Law on Fisheries and Aquaculture, based on its Environmental Regulations (RAMA), and the General Framework Law for the Environment. Matrices that identify processes, risks, controls, and environmental impacts are used and managed by the environmental sub-management teams.

Risks

Climate change can negatively affect the supply chain and our operations.

Main risks:

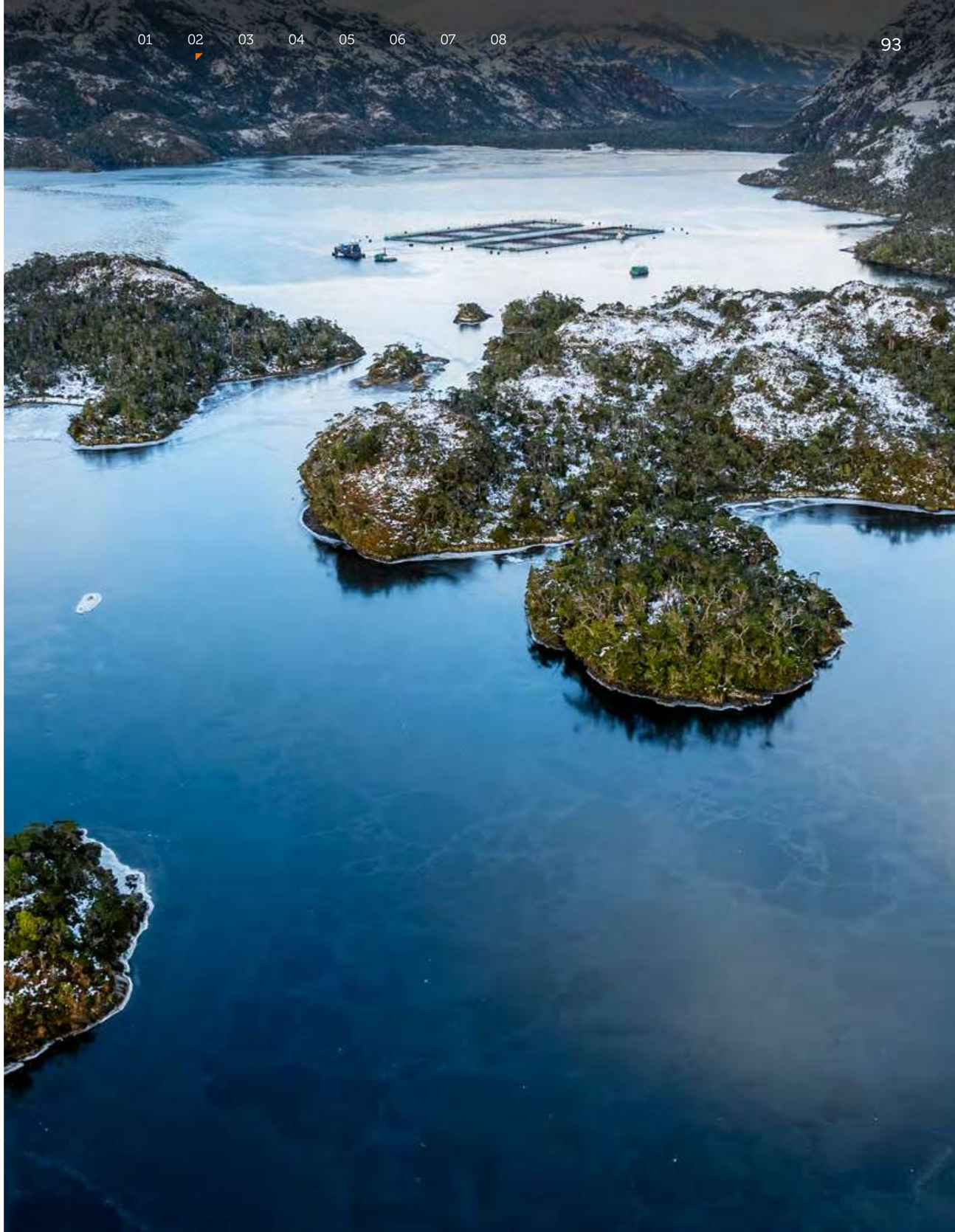
- Changes in precipitation (droughts, floods, or storms).
- Rising temperatures in the regions where we operate.
- Water scarcity and difficulties accessing key energy resources.
- Significant disruption or loss of energy supply.

Main effects:

- Fluctuations in global supply and demand for aquaculture products.
- Changes in the availability of raw materials and natural resources.
- Increases in operating costs.
- Reduction in profitability and operational efficiency.
- Restrictions on projects and investments.
- Effects on normal production and delivery of products to customers.
- Issues with fish welfare.

Opportunities

- Integrate the potential effects of climate change into operational management and the supply chain, recognizing the vulnerability of natural resources essential to our operations.
- Promote the rational and efficient use of energy by incorporating clean and renewable sources into the energy mix.
- Implement initiatives to use resources efficiently, encouraging reduced consumption and reuse for internal processes and projects in neighboring communities.
- Plan to reduce greenhouse gas (GHG) emissions and measure the carbon footprint.
- Increased use of recyclable materials. 95% of our containers and packaging are reusable.
- The Sustainability and Risk Committee's role is to monitor and ensure compliance with environmental, social, and governance indicators.



Information Security Risks and Customer Data Privacy

In 2025, we established a comprehensive information security model based on the ISO/IEC 27001:2022 standard, supplemented by best practices from the CIS 18 and NIST frameworks. In addition, we strengthened governance through specialized committees and the management of critical risks in information technology, operational technology, and cloud services.

Adopted Reference Frameworks

- ISO/IEC 27001:2022.
- ISO 27035.
- CIS 18.
- NIST.
- IEC 62443.
- Compliance with the Cybersecurity Framework Law.

Strategic priorities

Protection of systems and information
Access control, encryption, and segmentation.

Ensuring technological operations
Operational continuity and vulnerability management.

Threat detection and response
Security information and event management (SIEM) and crisis simulations.

Culture and compliance
Training and campaigns.

During the reporting period, the main cybersecurity risks we faced were:

Ransomware and advanced malware

Can result in millions in losses, disruption of critical operations, and diversion of strategic investments.

Social engineering and human error

Increase in phishing incidents, which affect continuity and trust.

Data breaches and privacy

Reputational impact and penalties.

Technological obsolescence in industrial networks

Risk of unplanned downtime and high costs.



Strategic opportunities

Cyber Resilience as a Competitive Advantage

Strengthening business continuity and recovery plans to attract customers and investors.

Regulatory Compliance

Certifications and regulatory alignment as a differentiator in demanding markets.

Impact on strategy and finance:

- Budget
  In line with international cybersecurity benchmarks.
- Business model resilience
  Integrating cybersecurity into strategic planning and keeping critical operations active.

Risks in the supply chain

Environmental

Climate change

- Water shortages in the Panama Canal are causing delays for some ships, which in turn delay the transport of goods.
- Fluctuations in the water level of the Río de la Plata are causing port delays that affect logistics and increase freight costs.

Armed conflicts

Crisis in the Red Sea

We purchase supplies from the region, where the armed conflict has disrupted the logistics chain, causing delays due to changes in transport routes.

Social

Strikes and work stoppages.

The status and the social and environmental impact of the producers of all raw materials used must be assessed.

Origin of plant-based raw materials

It is essential to know the origin of raw materials and verify existing certifications or initiatives that help reduce or eliminate impacts in areas at risk of deforestation.

Marine raw materials

- The absence or expiration of certifications: may lead to non-compliance with established codes of conduct.
- Exclusion lists apply to protected animals or those that meet the conditions established by the certification schemes to which we adhere.

2025 Milestones

Network segmentation project

Implemented to protect the company's critical infrastructure through the logical and physical separation of operational systems (OT) from corporate systems (IT), reducing the risk of cyberattacks and ensuring business continuity.

Main achievements:

- An architecture was created in which the OT network is isolated from the corporate network, with controlled connection points.
- Secure zones were defined within the OT network so that only the necessary systems can communicate.
- Mechanisms were implemented to ensure that only authorized personnel can interact with the OT systems.

Technology Upgrade for Migration to Windows 11

The project upgraded the hardware of obsolete corporate devices running Windows 10 to ensure compatibility with Windows 11, thereby improving performance, security, and operational continuity, in line with current technological and regulatory standards.

Main achievements:

- Complete inventory and diagnostic assessment.
- Hardware procurement and installation.
- Windows 11 migration and validation.

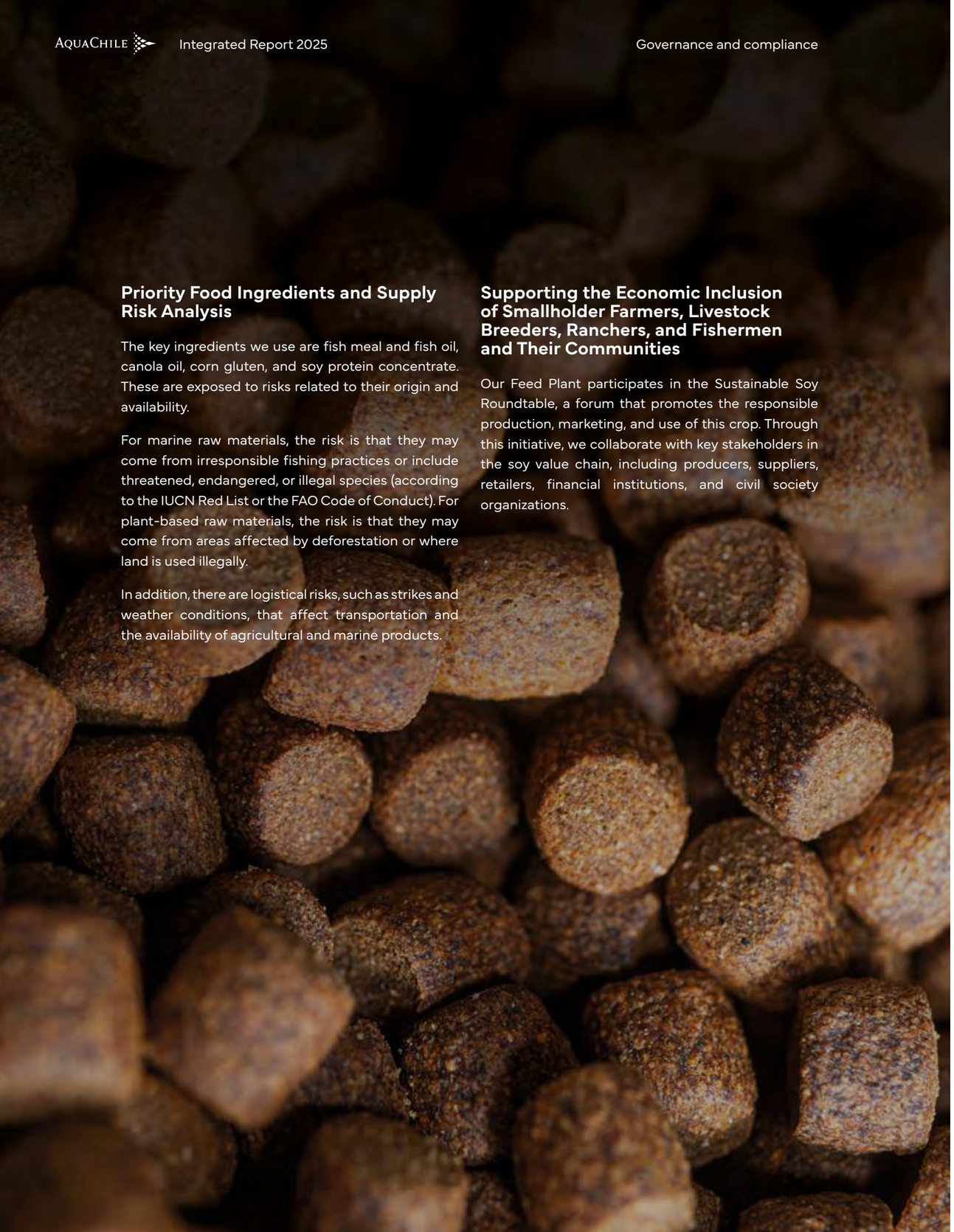
Digital awareness: IT risk training

In-person training program designed to strengthen the organization's security culture. The goal is for collaborators to understand the most common IT risks and adopt best practices to protect corporate and personal information, using practical examples, demonstrations, and recommendations applicable to daily work.

Main achievements:

100%
of the areas defined in the plan

-30%
in incidents related to human error over three months



Priority Food Ingredients and Supply Risk Analysis

The key ingredients we use are fish meal and fish oil, canola oil, corn gluten, and soy protein concentrate. These are exposed to risks related to their origin and availability.

For marine raw materials, the risk is that they may come from irresponsible fishing practices or include threatened, endangered, or illegal species (according to the IUCN Red List or the FAO Code of Conduct). For plant-based raw materials, the risk is that they may come from areas affected by deforestation or where land is used illegally.

In addition, there are logistical risks, such as strikes and weather conditions, that affect transportation and the availability of agricultural and marine products.

Supporting the Economic Inclusion of Smallholder Farmers, Livestock Breeders, Ranchers, and Fishermen and Their Communities

Our Feed Plant participates in the Sustainable Soy Roundtable, a forum that promotes the responsible production, marketing, and use of this crop. Through this initiative, we collaborate with key stakeholders in the soy value chain, including producers, suppliers, retailers, financial institutions, and civil society organizations.

Main Risks Related to Free competition

Our Free Competition Program manages key risks involving competitors, customers, and suppliers. The associated matrix is evaluated annually by the Attorney General's Office.

We train the areas with the highest exposure, such as the Commercial and Procurement Management teams, as well as key personnel in the Production and Industrial Management teams, reinforcing the proper handling of sensitive information, its protection across various communication channels, and restrictions on communications regarding prices and commercial strategies with competitors and suppliers.

Consumer Health and Safety Risks

Risks associated with product safety are managed through Hazard Analysis and Critical Control Points (HACCP) plans implemented at each plant.

These risks may arise from situations that affect product quality and safety, such as the presence of veterinary drug residues above permitted limits, unauthorized substances, contaminants, or pathogenic microorganisms. They may also arise at various stages of the production and distribution chain, including a break in the cold chain or the presence of foreign objects in the product or its packaging.

Risks Related to the Impact of Operations on the Environment and Society

- Credit and liquidity.
- Dividend payments.
- Global or local economic conditions.
- Cyclical trends in the salmon industry.
- Exchange rate fluctuations.
- Presence of diseases.
- Changes in the environmental or health regulatory framework.
- Pollution, product recalls, and civil liability.
- Procurement from suppliers.
- Natural disasters.
- Operational management failures.
- Labor-related risks.

Through the Sustainability and Risk Committee, the Board of Directors and senior management oversee and assess the environmental, social, and human rights risks that may affect us. In addition, they define the corresponding control strategies.

03

PEOPLE, WELL-BEING AND SAFETY

KEY FIGURES

6,282
Total collaborators

38.1%
Women

61
Collaborators with disabilities
Equivalent to 0.97% of the total workforce.

67.7%
Permanent unionized collaborators

10.6%
Turnover rate

1.34%
Hire rate of new collaborators

0.33
Accident rate
(per 100 workers).

0
Occupational disease rate
(per 100 workers).

18,163
Hours of occupational health and safety training

5,963
Total collaborators trained

371,601
Total training hours



OUR TEAM

Total collaborators

6,282
2025

5,889
2024

6.67%
var.

Women **2,394**
2025
2,245
2024
6.64%
var.

Men **3,888**
2025
3,644
2024
6.7%
var.



93.46%
Chilean collaborators



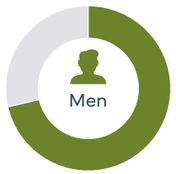
38.11%
Female staff

Collaborators by type of contract



60.19%
1,441
Permanent contract

39.81%
953
Fixed-term or temporary contract



71.60%
2,784
Permanent contract

28.40%
1,104
Fixed-term or temporary contract

We value the commitment and skills of our collaborators, as they strengthen our corporate culture, founded on the principles of excellence, quality, safety and sustainability. The unique perspectives that each collaborator brings enable us to innovate and adapt to the challenges of the aquaculture industry.

371,601
Total hours of training for the period

36.6
Average age collaborators

4.1
Average tenure

9.3%
Turnover rate permanent collaborators (12-month rolling average)

0.33
Accident rate (per 100 workers)

Standard or full-time working hours

100%
2,394
Women

100%
3,888
Men



Collaborators by job category

Job responsibilities based on the requirements of General Rule No. 461 (NCG 461) issued by the Financial Market Commission (CMF).

Senior management	6	0	6
Management	86	17	69
Headships	576	150	426
Operators	3,963	1,684	2,279
Administrative staff	69	37	32
Other professionals	636	267	369
Other technicians	946	239	707

Collaborators by business areas

Administration
472
187 285

Fresh water
396
106 290

Seawater
1,014
142 872

Feed Plant
171
24 147

ATC Innovation Center -AquaChile Laboratory
52
25 27

Processing plants
4,177
1,910 2,267

Collaborators by nationality

Job responsibilities based on the requirements of NCG 461 issued by the CMF.

		Senior management		Management		Headships		Operators		Administrative staff		Other professionals		Other technicians	
Chilean	5,871	6		15	60	143	399	1,605	2,120	37	31	231	332	228	664
Venezuelan	121				1	3	13	20	27		1	10	11	6	29
Colombian	95					2	7	32	39			2	2	4	7
Haitian	54							8	45						1
U.S.A.	44				3		2	1	19			8	11		
Cuban	15						1		7				2		5
Peruvian	14						1	6	5			2			
Bolivian	9							5	4						
Chinese	9			1	1							4	3		
Japanese	8				2							3	3		
Nicaraguan	7					1	5								1
Ecuadorian	6						1		4			1			
Argentinean	5					1	1	2	1						
Dominican	4							3	1						
Mexican	2											1	1		
Brazilian	2								1			1			
Costa Rican	2					1								1	
Malaysian	2												2		
Russian	2											2			
Puerto Rican	1						1								
Paraguayan	1							1							
Spanish	1						1								
Ukrainian	1			1											
German	1											1			
Italian	1				1										
Israeli	1												1		
South Korean	1				1										
Thai	1											1			
Filipino	1												1		

Collaborators by age range

Senior management	Between 30 and 40 years old	0	1
	Between 41 and 50 years old	0	4
	Between 51 and 60 years old	0	1
Management	Under 30 years old	0	1
	Between 30 and 40 years old	10	31
	Between 41 and 50 years old	5	31
	Between 51 and 60 years old	0	5
	Between 61 and 70 years old	2	1
Headships	Under 30 years old	7	28
	Between 30 and 40 years old	76	173
	Between 41 and 50 years old	53	146
	Between 51 and 60 years old	14	72
	Between 61 and 70 years old	0	7
Operators	Under 30 years old	557	910
	Between 30 and 40 years old	490	679
	Between 41 and 50 years old	355	408
	Between 51 and 60 years old	246	241
	Between 61 and 70 years old	36	39
	Over 70 years old	0	2
Administrative staff	Under 30 years old	14	18
	Between 30 and 40 years old	15	9
	Between 41 and 50 years old	6	2
	Between 51 and 60 years old	2	2
	Between 61 and 70 years old	0	1
Other professionals	Under 30 years old	75	95
	Between 30 and 40 years old	132	173
	Between 41 and 50 years old	52	65
	Between 51 and 60 years old	7	33
	Between 61 and 70 years old	1	3
Other technicians	Under 30 years old	101	241
	Between 30 and 40 years old	98	268
	Between 41 and 50 years old	33	135
	Between 51 and 60 years old	7	55
	Between 61 and 70 years old	0	8

Collaborators by tenure

Senior management	Less than 3 years	0	1
	Between 3 and 6 years	0	1
	Between 9 and 12 years	0	4
Management	Less than 3 years	2	11
	Between 3 and 6 years	5	28
	More than 6 and less than 9 years	6	11
	Between 9 and 12 years	1	4
	More than 12 years	3	15
Headships	Less than 3 years	38	87
	Between 3 and 6 years	50	110
	More than 6 and less than 9 years	24	49
	Between 9 and 12 years	14	34
	More than 12 years	24	146
Operators	Less than 3 years	1,279	1,635
	Between 3 and 6 years	278	370
	More than 6 and less than 9 years	46	96
	Between 9 and 12 years	28	59
	More than 12 years	53	119
Administrative staff	Less than 3 years	21	20
	Between 3 and 6 years	7	8
	More than 6 and less than 9 years	2	2
	Between 9 and 12 years	4	1
	More than 12 years	3	1
Other professionals	Less than 3 years	105	142
	Between 3 and 6 years	88	129
	More than 6 and less than 9 years	25	28
	Between 9 and 12 years	16	15
	More than 12 years	33	55
Other technicians	Less than 3 years	136	314
	Between 3 and 6 years	73	218
	More than 6 and less than 9 years	15	62
	Between 9 and 12 years	6	36
	More than 12 years	9	77



Collaborators who provide services to AquaChile through service providers and whose work is controlled by the organization.

4,843

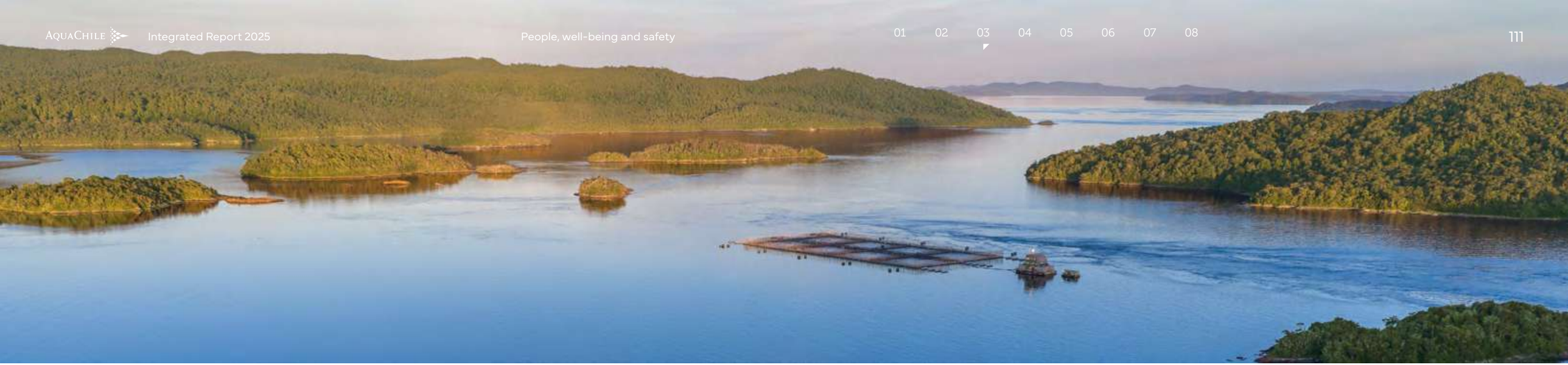
2025

4,303

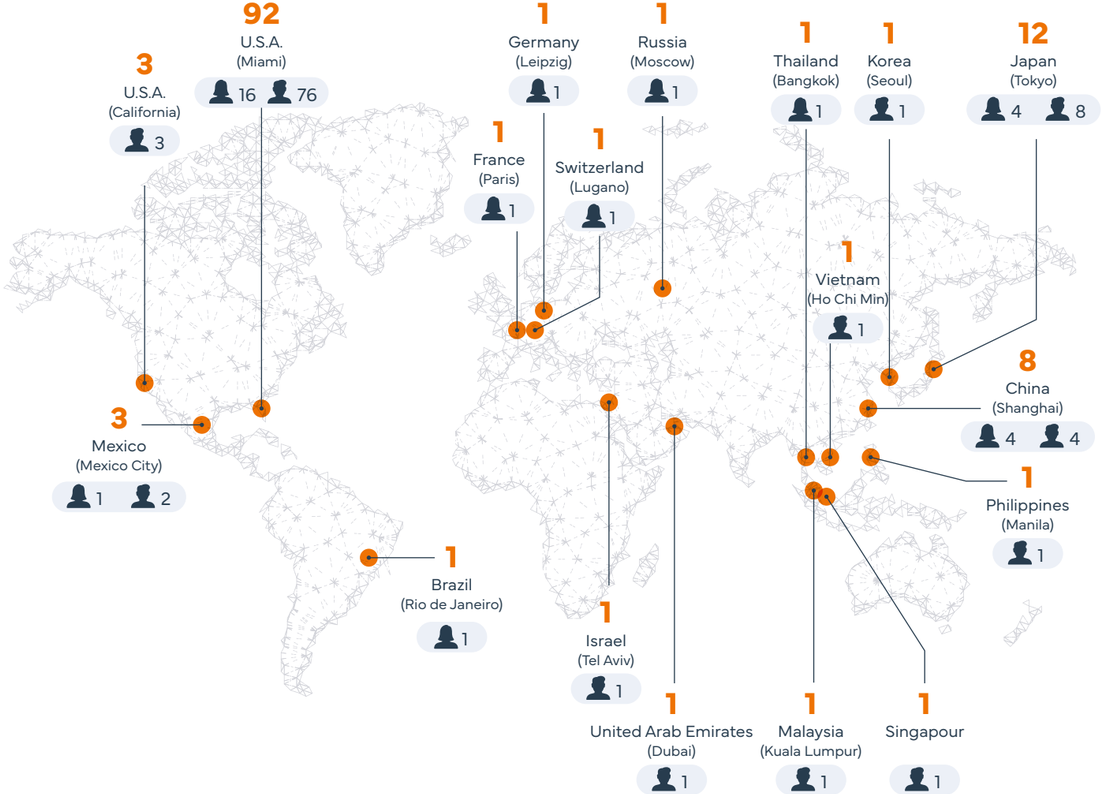
2024

Most common type of work performed

- Maintenance of systems, equipment, and facilities.
- Transportation.
- Diving.

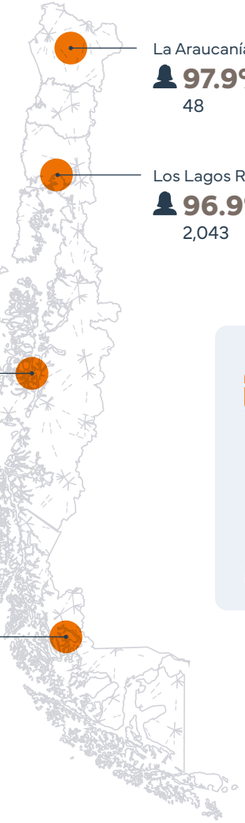


Collaborators by country and continent of work



Collaborators and percentage of local hiring by region in Chile

(Percentage of male and female collaborators residing in the same province where they work)



La Araucanía Region
97.9% 94.9%
48 117

Los Lagos Region
96.9% 94.4%
2,043 2,730

Aysén del General Carlos Ibáñez del Campo Region
39.6% 25.3%
91 541

Magallanes and Chilean Antarctic Region
93.4% 80.5%
181 400

87.4%

Percentage of local hiring

(collaborators who work and reside in the same province)

*Percentage of collaborators who work and reside in the same region: 91.2%



Diversity and inclusion

We foster an organizational culture that is accessible to all through a comprehensive approach based on diversity, inclusion, and non-discrimination, in accordance with Chilean regulations. We strive for our collaborators to promote and practice respect and fair treatment in their daily work.

To this end, we develop initiatives in recruitment, selection, and professional internships. Throughout 2025, we participated in training sessions on inclusion, both in talent acquisition processes and with management teams, strengthening inclusion as a cross-cutting priority in team development.

2025 Milestones

Training for the Recruitment and Selection Team on Workplace Inclusion

This training strengthened our talent attraction model. The team acquired tools to carry out attraction, recruitment, and selection processes in an inclusive manner, further promoting this pillar within the organization.

16
Collaborators trained

Workplace Inclusion Program

We strengthened training for all collaborators on inclusion, helping them better manage complex situations, adequately prepare their teams, and align with current regulations.

1,414
Collaborators trained

We Are Making Strong Strides Toward Inclusion

Every year, we aim to go beyond legal compliance, which is why we strive to exceed the legal quota for hiring people with disabilities.

In addition, at AquaChile, we have inclusion coordinators in every business area, whose key role is to ensure and reinforce our commitment to preventing discrimination and violence in any form.

+97%
in 2025 vs +27% in 2024

61
Collaborators with disabilities 2025

With respect and fair treatment as core values, we have a protocol to prevent violence, harassment, and discrimination in the workplace, as well as investigation procedures for any cases that may arise.

We raise awareness of these issues and train our teams, with a focus on leadership, collaboration within work teams, and risk management across all units.

We have inclusion coordinators in every business area, whose key task is to ensure and reinforce our commitment to preventing discrimination and violence in any form.

Collaborators with disabilities

Job responsibilities as required by NCG 461, published by the CMF.

Headships	3	0	3
Operators	42	12	30
Administrative staff	1	0	1
Other professionals	7	3	4
Other technicians	8	0	8

Workplace and Sexual Harassment and Violence

We develop training programs for leaders and workshops aimed at various stakeholder groups, with the goal of preventing workplace and sexual harassment. More than 270 collaborators have participated in various training sessions on this topic, and we have informed all company collaborators about the existing reporting channels.

Information related to these matters, along with the reporting and investigation procedures, is available in the Internal Regulations on Order, Hygiene, and Safety (IROHS) and in the Code of Ethics and Integrity published on our website. These documents are also provided to all collaborators.

We have integrated the prevention of workplace violence and harassment into our psychosocial risk management. Within this framework, the Protocol for the Prevention of Workplace Violence and Harassment was created to broaden its scope and actively involve the leadership of each unit through outreach, training, and campaigns.

View the Code of Ethics and Integrity here.

2

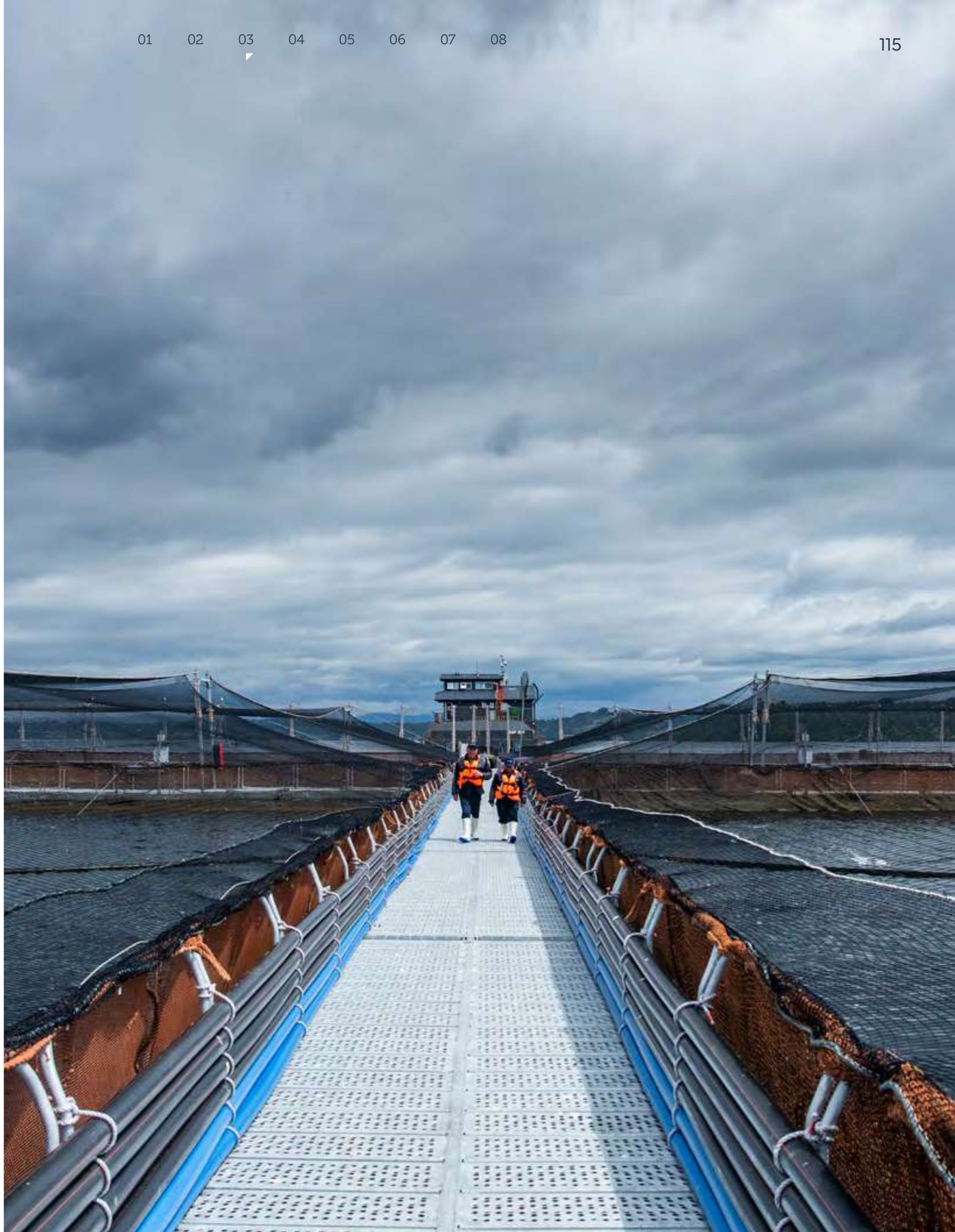
reports of sexual harassment were submitted to the company during the year, in accordance with Law No. 21,643 (Karin Law) or equivalent legislation.

7

reports of workplace harassment submitted to the company during the year, in accordance with Law No. 21,643 (Karin Law) or equivalent legislation.

4

reports of workplace harassment submitted during the year to the Labor Directorate or equivalent agency, in accordance with Law No. 21,643 (Karin Law) or equivalent legislation.



Pay Equity

We attract, develop, and retain the individuals best suited to meet the challenges of each role, without discrimination of any kind.

Fair Compensation

Pay equity is central to our compensation management. We have robust compensation processes that are reviewed periodically, ensuring fair treatment, non-discrimination, and an attractive value proposition aligned with each collaborator's responsibilities, in addition to an efficient organizational structure equipped to address our challenges.

Periodic Processes

- Review of the organizational structure and job evaluation based on proven methodologies.
- Review of benefits and non-monetary compensation.
- Analysis of competitiveness and pay equity based on proven methodologies.
- Salary reviews for each collaborator, based on internal equity and individual contribution.
- Evaluation of incentives and variable bonuses, aligned with organizational objectives.

To develop objective strategies that ensure fair and competitive compensation based on the responsibilities of each position, we review salary surveys conducted by certified consulting firms.

We have not established any specific plans or goals to reduce potential pay disparities.

Job responsibilities, in accordance with the requirements of General Rule No. 461 (NCG 461) issued by the Financial Market Commission (CMF), are used to measure the difference between the average salaries of men and women. This indicator measures progress toward gender equality.

	Senior Management	Management	Headships	Operators	Administrative staff	Other professionals	Other technicians
Mean	N.A.	88.85%	83.92%	92.01%	103.21%	94.06%	84.83%
Median	N.A.	100.71%	73.8%	90.81%	109.57%	94.38%	83.34%

When it comes to service providers, we are committed to ensuring that every individual is treated fairly by these companies. To this end, we verify full compliance with national laws, work with service providers to ensure safe work processes and environments, and ensure that every individual receives training appropriate to their role to enhance safety.



COLLABORATOR WELL-BEING

We manage our workplace culture with a focus on ensuring that collaborators have a positive experience with the organization, their teams, and their managers, thereby strengthening their motivation, pride, well-being, and sense of belonging, and enhancing their contribution to our challenges and goals.

To evaluate the work environment based on criteria of confidentiality and objectivity, we use a strategy of two annual assessments: an interim survey conducted in June and an annual survey administered in November.

Starting in 2025, we will incorporate a new methodology based on engagement, which measures the level of emotional connection, collaborator loyalty, and commitment to the organization's objectives.

At AquaChile, the work environment is everyone's responsibility and a priority on leaders' agendas. Therefore, based on the results, each leader defines an action plan focused on areas for improvement, with follow-up and support from the Organizational Development team throughout the year, using a system that consolidates information and facilitates its management and traceability.

Based on the 2024 results, we established a company-wide target of 90% for all of AquaChile.

Annual survey

November

Workplace climate survey based on an engagement model

Pulso

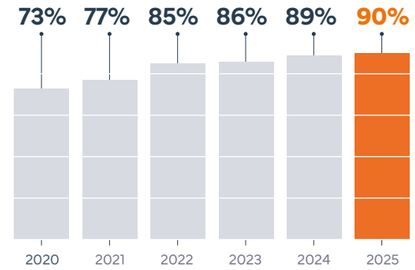
June

For information on the progress of the annual assessment.

Results

90%

in 2025



2025 Milestones

Creation of a New Survey

Based on an analysis of various key sources related to collaborator engagement, and following a review of proven methodologies, a new measurement tool was developed that aligns with the company's values and strategic pillars. This process was carried out in collaboration with a global consulting firm, with the goal of developing a new survey focused on the topics most relevant to the company.

The result is a robust survey comprising 19 dimensions and 77 questions, which incorporates eNPS (through a single question) and four open-ended questions to gather qualitative information.

Implementation of a New Workplace Climate Management Methodology Based on the Collaborator Experience

To ensure effective adoption, we defined a change roadmap that addresses risk mitigation and the key elements required to implement this new method for measuring workplace climate.

The process was successfully rolled out across the entire organization and included system implementation and configuration, team training, leadership engagement, focus groups in different areas of the company, and a communication campaign, among other initiatives.

New Communication Campaign

This campaign was implemented as a strategic pillar to support the change in the workplace climate management methodology. It was structured around three fronts: a monthly campaign aligned with AquaChile's values, the revamping of the AquaNews newsletter in line with the new dimensions of the climate survey, and the dissemination of informational videos aimed at deepening understanding among clients, suppliers, and communities.



Workplace Climate and Collaborator Satisfaction

Percentage of staff surveyed

2025	2024
97%	98%
5,745 Collaborators	**5,517** Collaborators

Satisfaction rate

2025	2024
90%	89%

eNPS Result

2025	2024
71 points	64 points

*Workplace climate measures collaborators' perceptions of their internal work environment and their satisfaction, while eNPS (Employee Net Promoter Score) is a metric that measures collaborators' intention to recommend the company, reflecting their level of engagement and loyalty.

Benefits

For AquaChile, collaborator well-being is one of the cornerstones of our human resources management. That is why we offer a comprehensive benefits program designed to improve the quality of life of our teams and their families, with a focus on areas such as education, housing, health, and financial support.

To ensure timely and equitable access to these benefits, we conduct internal awareness campaigns and maintain a digital platform where each collaborator can easily and quickly view and manage their benefits via computer or mobile device. This platform receives an average of 6,489 monthly visits.

In addition, through our social support initiatives, we provide guidance and assistance to those facing complex situations, such as illness or family emergencies. This commitment also extends to emergency situations affecting communities through solidarity campaigns under the 1+1 model, which involves voluntary contributions from collaborators and an equivalent contribution from the company.

	Permanent term	Fixed term
Insurance Program Supplementary insurance with health, catastrophic, and dental coverage, co-financed by the company.	✓	✗
Life Insurance Coverage in the event of death, accidental death, and disability, financed by the company.	✓	✓
Cancer Care Agreement Agreement for cancer treatment, co-financed by the company.	✓	✗
Christmas Gift Basket Distribution of a holiday gift basket.	✓	✓
Christmas Gift for Children Gift for children up to 12 years old.	✓	✓
Marriage Allowance Financial benefit paid to collaborators who get married.	✓	✗
Birth Allowance Financial benefit paid upon the birth of a child.	✓	✗
Holiday Bonus Bonus payment for Independence Day Holidays and Christmas.	✓	✓
Education Grants Cash benefit provided for 10 months to collaborators with children enrolled in elementary, middle, or high school.	✓	✗
School Allowance Cash benefit provided to collaborators with children who are currently enrolled in school.	✓	✗
Educational Support Program Support for collaborators who have not completed their elementary or secondary education.	✓	✗
CPI Adjustment Periodic adjustment of income.	✓	✓
Newborn Gift Gift provided upon the birth of a child for both fathers and mothers.	✓	✓
First-Home Benefit Company contribution and loan for collaborators purchasing their first home.	✓	✗
Internal sales Internal sale of AquaChile products at preferential prices.	✓	✓

Postnatal leave

Collaborators who took postnatal leave

Chile	Other countries	Chile	Other countries
108	0	0	0

100%
Total number of collaborators eligible for postnatal leave

There are no formal policies establishing a postnatal leave period.

Average number of postnatal days per year

	Management	Headships	Operators	Administrative staff	Other professionals	Other technicians
Postnatal leave: women	42.0	168.0	159.3	168.0	149.6	164.6
Paternal postnatal leave	0.0	0.0	0.0	0.0	0.0	0.0
Parental postnatal leave: men	0.0	0.0	0.0	0.0	0.0	0.0

Percentage of collaborators who have returned to work after completing parental leave

100% 0%

158.9
Average number of days of postnatal leave for women

HEALTH AND SAFETY CULTURE ACROSS THE ENTIRE COMPANY

Preventive Management

Elimination of high-risk incidents.

Health Management

Preventive occupational health management.

Culture and Leadership

Promote continuous leadership engagement at all levels.

Continuous Improvement

Optimize processes to achieve efficient, high-quality performance in health and safety.

This system applies to our own employees, contractors, and suppliers, and covers all activities across our operations. We communicate its contents through a communication strategy and by posting information in high-traffic areas and at main entrances.

We strictly comply with Chilean legislation regarding occupational accidents and illnesses, and we require the same standard from service providers.

Our health and safety strategy aims to foster a culture that ensures the well-being of our people and facilities and contributes to the organization's sustainability. It is based on four pillars.



Major Negative Impacts, Hazards, and Significant Health Risks to Collaborators, and Mitigation Measures

For operations in seawater, freshwater, and processing plants, we have general and specific models to address the risks inherent in these activities. We have identified critical points in the production chain that could affect collaborators and impact operational continuity.

The main negative impacts of health and safety incidents relate to people and their families, as well as to reputational and legal implications. The most significant risks are concentrated in diving operations, work at heights, fire hazards, work with hazardous energy sources, chemical handling, lifting and tensioning operations, and work in confined spaces. All of these are managed through work planning standards and other preventive controls that mitigate exposure and promote proactive risk management.

To prevent and mitigate risks and impacts on people's health, we have established cross-functional working groups focused on the continuous improvement of infrastructure, the incorporation of specialists, and the strengthening of analysis to ensure the proper planning and execution of work.

Seawater

- Diving operations
- Deck operations

Freshwater

- Chemical handling
- Work at heights
- Maintenance activities

Plants

- Ammonia-based refrigeration systems
- Work with machinery and equipment
- Work at heights
- Work involving hazardous energy sources or fire risks

We have developed specific lines of work related to ammonia, fire, and electrical safety—areas in which we have invested more than US$11 million with the goal of raising safety standards, strengthening critical controls, and reducing exposure to major risks.

For critical work, we have defined a sequence of activities for authorization, along with control measures at each stage of execution (before, during, and after), as well as for unforeseen or emergency situations. This standard also specifies the minimum support tools required for its proper implementation across all workplaces. To date, it has been implemented at 100% of our sites and units, with training, instruction, and on-site support, resulting in no fatal accidents associated with critical work. We were the first company in the industry to implement this comprehensive approach to preventive management.



2025 Milestones

Expansion of Methodologies and Training to Strengthen Behaviors and Culture

At the end of 2022, we began implementing models at the Feed Plant aimed at strengthening leadership and changing behaviors at all levels, in order to address the health and safety strategy from a preventive perspective.

Based on the results achieved, in 2025 we expanded this experience to Agua Mar Melinka and to the Quellón and Magallanes plants.

Performance Based on Culture Diagnosis and Indicator Trends

-89%

reduction in the accident rate

-81%

reduction in the injury rate

1st Place in the industry

ACHS occupational safety

Health and safety indicators

Collaborators covered by the occupational health and safety management system

100%
Own collaborators

100%
Third-party collaborators (service providers) whose work or workplace is controlled by the organization

Collaborators covered by the occupational health and safety management system and who have been subject to:

Internal audit

55.29%
3,199
Own collaborators

25.43%
1,156
Third-party collaborators (contractors)



42,15%
Del total de colaboradores que están cubiertos por el sistema de gestión de salud y seguridad en el trabajo que ha sido objeto de auditoría interna

External audit

61%
1,953
Own collaborators

8%
311
Third-party collaborators (contractors)



22%
Del total de colaboradores que están cubiertos por el sistema de gestión de salud y seguridad en el trabajo que ha sido objeto de auditoría externa

5,786
Monthly average of hired workers

Total hours worked
11,731,248
2025
11,180,379
2024

-55.83%
workplace injuries compared to 2024

599
Days lost due to accidents

31.53
Average number of days lost due to work-related accidents

0 Work-related fatalities	19 Work-related accidents	0 Occupational diseases
0 Fatality rate (per 100,000 workers) → **0** 2025 target	**0.33** Accident rate (per 100 workers) → **0.57** 2025 target	**0** Occupational disease rate (per 100,000 workers) → **0.04** 2025 target

Main types of work-related injuries

- Superficial injuries and open wounds.
- Fractures.
- Dislocations, sprains, and strains.

Main types of occupational diseases

- Musculoskeletal disorders.
- Mental health conditions.

Processes for Identifying Work-related Hazards and Assessing Risks

The Hazard Identification and Risk Assessment Matrix is the central tool of our preventive management system. We map out processes and continuously update control measures to reduce people's exposure to risks. ISO 45001 certification and internal audits of our health and safety strategy ensure the quality and effectiveness of our programs. These assessments are conducted by qualified external teams, corporate staff, and advisors from the certifying body. In the most recent recertification audit, we achieved a result of zero non-conformities, demonstrating the maturity of the management system and the organization's cross-functional commitment.

At AquaChile, we promote healthy and safe work environments through timely, effective risk management prioritized according to risk severity. In addition, we standardize the execution of high-risk tasks, reducing variability and establishing clear, organization-wide compliance rules. The performance of these processes is monitored through platforms that enable the tracking and control of the leadership program, on-site monitoring of compliance with critical work standards, and the management of findings, among other functions.

Processes for Investigating Workplace Incidents

Based on root cause analysis, our incident investigation standard establishes the responsibilities of each workplace and is carried out in clearly defined stages.

1. Workplace incident report.
2. Incident investigation.
3. Development and monitoring of the action plan.
4. Communication of lessons learned.

We have formal communication channels for the preventive detection of conditions and behaviors that fall below defined standards. In addition, we strengthen key teams, such as joint health and safety committees, in production and industrial areas, so they can identify and address hazards detected in operations. Likewise, we organize forums such as roundtables and periodic meetings, where identified risks are reviewed and opportunities for improvement are defined.

Collaborator Participation in Health, Safety, and Risk Management

Our strategic partnership with the Chilean Safety Association (ACHS) facilitates the provision of health services in various locations. A coordinating team of doctors and nurses supports these efforts, identifies general needs, and addresses complex cases. This approach streamlines care, reviews processes, and implements improvements.

Our Occupational Health and Safety Management System incorporates employee participation through various initiatives linked to the preventive management pillar, including:



Discussions on occupational health and safety

At each worksite, we promote the exchange of safety messages related to specific processes, using short videos, talks, and other resources.

This forum allows for reviewing the material, reflecting on it, and raising relevant concerns.

Management of occupational health and safety findings

Process leaders monitor reports, define control measures, and oversee their implementation. Additionally, they have technological tools to report unsafe actions or conditions.

Joint Health and Safety Committees

Through these committees, workers identify opportunities to improve safety systems. These can be proposed by worker representatives or employer representatives. During committee meetings, they are analyzed, and actions are defined.

Workplace health and safety

Collaborators trained

5,441 2025

4,155 2024

31% var.

Horas of training

50,394 2025

53,745 2024

-6% var.



Joint Health and Safety Committees (JHSCs)

Of the fifteen JHSCs we have, eight are certified by the Chilean Safety Association (ACHS) for their outstanding performance in occupational safety and health. This certification is granted following an audit that evaluates the proper composition of the committee, the development of its work program, the formation of subcommittees, the investigation of lost-time accidents, and compliance with current legal regulations.

At AquaChile, joint committees represent both workers and the company. Regular meetings are held at least once a month, while special meetings are convened as needed, for example, in the event of accidents with a high potential for causing serious or fatal injuries.

Functions:

- Provide guidance and training on the proper use of personal protective equipment.
- Monitor compliance with preventive health and safety measures.
- Investigate the causes of work-related accidents and occupational diseases.
- Propose necessary safety measures for the prevention of occupational hazards.
- Promote training.
- Alert others to imminent risks.
- Carry out the duties assigned by the administrative body.

Training Courses for Employees

On Health and Safety

Leadership Program

Includes the basic principles of neuroscience applied to leadership, the fundamentals of accountability and neuroplasticity, the importance of learning in leadership, and how to apply what is learned to professional growth.

Defensive Driving

Training and practical exercises for road safety. It covers knowledge of road conditions, preventive attitudes for drivers, passengers, and pedestrians, defensive driving, and traffic regulations.

Risk Maps

Theoretical and practical training focused on identifying operational processes and risks, reinforcing the supervisor's role and the implementation of control measures in response to incidents.

Regarding occupational hazards, hazardous activities, or dangerous situations

Leading with Safety (DEKRA)

A leadership-focused course. It addresses how culture shapes behaviors and the active role of each leader in shaping it. It promotes a proactive approach, with an emphasis on the specific prevention of serious and fatal injuries.

Diving School

A theoretical and practical program for our own staff and companies involved in diving. It takes place over full days and covers topics related to safe diving, using AquaChile's diving standards as the primary reference.

Voluntary Health Promotion Services and Programs

We have developed a vaccination campaign for all collaborators to prevent respiratory illnesses. Additionally, we coordinate medical screenings at plants and facilities to identify risk factors associated with cardiovascular diseases, diabetes, and eye conditions, among others. As a complementary measure, we offer monthly webinars on relevant health topics, such as the prevention of cardiovascular diseases and certain types of cancer, as well as the promotion of healthy habits.

Employee Access to Medical Services

We promote access to non-work-related medical and healthcare services by coordinating initiatives that provide preventive screenings and diagnostic tests for various conditions, along with professional guidance on comprehensive health.

Additionally, supplemental health insurance covers 100% of the copayment for relevant preventive screenings, such as mammograms and prostate exams.

TRAINING

We provide tools that enhance collaborators' skills and knowledge through training programs delivered by leading national institutions. Our training management model focuses on developing technical, regulatory, and behavioral competencies through high-quality training programs designed to boost individual and team performance.

Technical training

Skills related to specific job duties, tools, technologies, processes, etc.

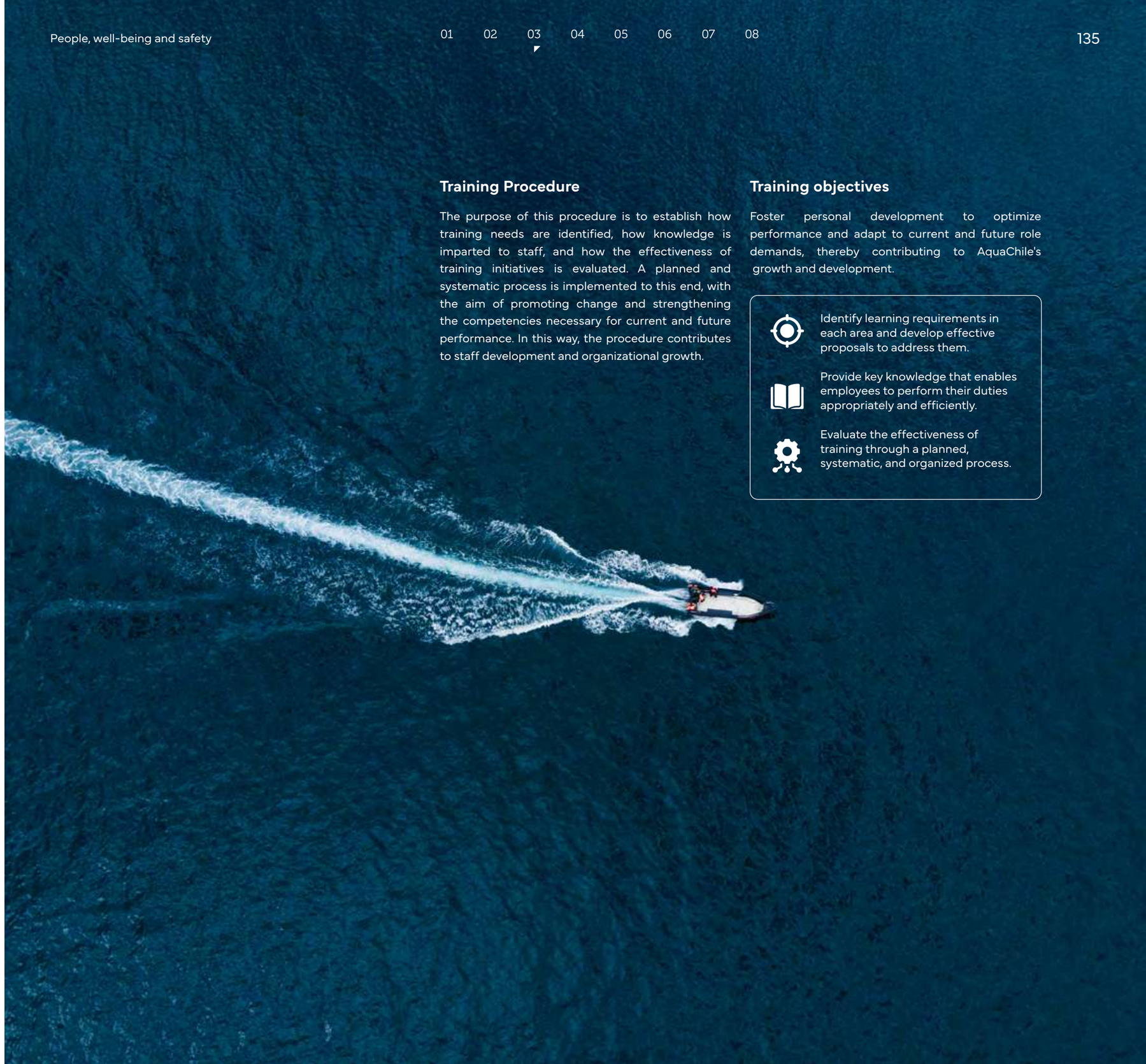
Compliance training

Understanding and adherence to the regulations, policies, and procedures established by the company, the industry, and regulatory authorities.

Behavioral training

Development of interpersonal skills and behaviors in the workplace to foster more effective interaction.

We contribute to the development of sustainable, high-quality products for our customers, we increase individual and collective productivity, and we foster the application of acquired knowledge. To this end, we provide in-person and e-learning training sessions for collaborators across our various business units.



Training Procedure

The purpose of this procedure is to establish how training needs are identified, how knowledge is imparted to staff, and how the effectiveness of training initiatives is evaluated. A planned and systematic process is implemented to this end, with the aim of promoting change and strengthening the competencies necessary for current and future performance. In this way, the procedure contributes to staff development and organizational growth.

Training objectives

Foster personal development to optimize performance and adapt to current and future role demands, thereby contributing to AquaChile's growth and development.

- Identify learning requirements in each area and develop effective proposals to address them.
- Provide key knowledge that enables employees to perform their duties appropriately and efficiently.
- Evaluate the effectiveness of training through a planned, systematic, and organized process.

2025 Milestones

Academic Upgrading Program

The Academic Upgrading Program at AquaChile is 100% funded by the organization and is open to all collaborators who wish to apply, provided they meet the established requirements: a performance evaluation score of 70% or higher and a permanent contract. Its purpose is to provide learning tools to those who need to complete their studies, offering the necessary materials and preparation to pass the corresponding courses.

This program has been in place since 2019; however, 2024 marked a milestone, as for the first time it not only supported collaborators seeking to complete their high school education but also included those who need to finish their elementary education to continue their educational journey.

99
Collaborators trained

22,790
Hours of training





Leadership Program

Since 2021, we have been promoting leadership programs that have steadily evolved, supporting our leaders in their personal and professional development, in line with our Leadership Model, which promotes exemplary leadership, effective management of people and teams, the delivery of results, and a forward-looking vision.

This program has evolved from strengthening self-leadership and personal skills to a training approach that incorporates key people management skills, such as effective communication, decision-making, and productivity. This evolution reflects our commitment to developing leaders who are aware of their impact, capable of inspiring through example, driving results, and fostering positive and collaborative work environments.

More recently, we have incorporated innovative approaches that reinforce adaptability, reflection, and continuous development as pillars of responsible leadership. Thus, the program has established itself as a strategic tool that enhances our leaders' capabilities and prepares them to face business challenges.

Everyone Committed

At AquaChile, we believe that the excellence and quality of our products reflect the commitment of everyone who makes our operations possible. With this conviction, we developed the Operators Program as a central pillar of our organizational culture, designed to empower those who are at the heart of our daily work.

This process began in 2022 with a focus on collaborative work, which allowed us to standardize our communication methods and strengthen our teams. Building on this foundation, during 2023 and 2024 we moved into a new phase called Our Value, in which each collaborator connected their personal purpose with the company's value chain, integrating quality and accountability as hallmarks.

In 2025, we deepened this journey with the Todos Comprometidos program, which consolidates a culture of continuous improvement and holistic well-being, promoting safe and sustainable practices. This initiative fosters more conscious and autonomous performance, aligned with organizational standards, and contributes to strengthening collective well-being and the work environment.



Programs

To align the skills of collaborators with the changing demands of the workplace

We actively support collaborators in their process of adapting to organizational changes. Among the initiatives, the Leadership Program stands out, designed to enhance the skills of supervisors and managers. This program takes a theoretical-practical approach to topics such as exemplary leadership, people and team management, employee development, driving results, and future vision.

Transition support to facilitate continued employability and the final management of professional careers, whether due to retirement or termination

The Career Development Program, focused on the Water and Marine sector, aims to promote the professional growth of collaborators. It provides the tools and knowledge necessary to advance their careers, in line with internal job opportunities that arise.

Dissemination of information and ongoing training regarding the policies, procedures, controls, and codes implemented for risk management

The Training and Outreach Plan is designed to strengthen compliance with the Crime Prevention and Integrity models. It is implemented through training and communication mechanisms, with the aim of promoting responsible behavior and comprehensive risk management.

Crime Prevention Model (CPM)

This training enables the timely activation of internal controls to prevent conduct that could result in criminal liability for the company.

Occupational Health and Safety Training

Training programs focused on preventing workplace hazards, through internal presentations and training sessions that help protect health and safety and reduce the incidence of accidents.

Environmental Compliance Training

Through the AquaChile learning platform, we offer e-learning courses on environmental compliance, reinforcing our commitment to sustainability and environmental stewardship.

We have

Digital tools: asynchronous e-learning during the onboarding process, live and regular sessions, bi-annual synchronous sessions, monthly email newsletters, and digital displays.

Physical tools: in-person classes at various business units, specialized workshops, on-the-job training, and handouts to reinforce content.

We have established outreach and training initiatives on the Integrity Model, which address issues of ethics, transparency, and anti-corruption, along with the respective reporting channels. Additionally, we implement leadership programs and talks aimed at specific stakeholder groups, for example, on the Karin Law for the prevention and management of workplace and sexual harassment and violence.

Total collaborators trained by job category

Job functions based on the requirements of NCG 461 published by the CMF.

5,963 2,277 3,686

Senior management	5	0	5
Management	64	15	49
Headships	557	145	412
Operators	3,770	1,612	2,158
Administrative staff	66	36	30
Other professionals	581	240	341
Other technicians	920	229	691

Total training hours by job category

[CMF 5.8.iii]
Job functions based on the requirements of NCG 461 published by the CMF.

371,601 127,518 244,083

Senior management	143	0	143
Management	3,271	415	2,856
Headships	86,720	23,752	62,968
Operators	159,973	64,067	95,906
Administrative staff	3,437	2,014	1,423
Other professionals	48,875	20,419	28,456
Other technicians	69,182	16,851	52,331

94.92%

Percentage of trained collaborators out of total staff

Average number of training hours per year

[CMF 5.8.iii]
Job functions based on the requirements of NCG 461 published by the CMF.

62.32 56.00 66.22

Senior management	29	0	29
Management	51	28	58
Headships	156	164	153
Operators	42	40	44
Administrative staff	52	56	47
Other professionals	84	85	83
Other technicians	75	74	76

Training by Topic and Coverage by Position

Academic Upgrading

1.58%
Collaborators trained out of total staff
99 Collaborators

22,790
Hours of training

Leadership Program

8.76%
Collaborators trained out of total staff
550 Collaborators

4,400
Hours of training

Workplace harassment, sexual harassment, and violence

11.46%
Collaborators trained out of total staff
720 Collaborators

2,076
Hours of training



COLLABORATOR DEVELOPMENT

5,963
Collaborators trained

371,601
Hours of training

In the Operators segment, 94.92% received training, totaling 95,906 training hours.

To manage teams and boost individual and group productivity, we rely on four complementary pillars:

Performance management

It helps each collaborator and team focus their efforts on achieving annual and sustainability goals.

Workplace management

The aim is to provide suitable workspaces and a compelling value proposition.

Leadership Team Management

Empowering our teams to tackle challenges with agility.

Training program management

Three main programs:

- Technical training.
- Regulatory training.
- Behavioral training.



Talent attraction and retention

We develop strategies and models aligned with AquaChile's culture to attract and retain the talent necessary for the company's success.

2%
Resignation rate for permanent collaborators

2025 Milestones

33
Instructors trained

89
Students

Instructor Development Program: Pontón Escuela

We accompanied the instructors of the Pontón Escuela program through a development process designed to strengthen their role as trainers and equip them with tools to enhance their work. Through workshops on purpose, adult education, and hands-on learning methodologies, we emphasized the importance of guiding those who are just beginning their careers at AquaChile.

At the same time, we standardized and organized key practices within the training process to ensure coherence and consistency throughout the fourteen days of the Pontón Escuela program. This work strengthened the community of instructors, aligned criteria, and enabled us to offer a more human, safe, and meaningful support system to those joining the organization.

Attraction and Engagement Plan

We aim to consolidate and strengthen initiatives that expand our presence in local, regional, and national educational institutions, in order to position AquaChile as a leader in innovation, training, and employability within the aquaculture industry.

100%
Plan compliance

200
Activities performed

+33%
Activities performed in 2025 vs. 2024

180
Students in internships

57
Institutions we connected with

Innovation Challenge

We strengthened our talent recruitment initiatives through Innovation Challenges—workshops developed in collaboration with AquaChile's Innovation team and held at various educational institutions, reaching more than 200 students.

These initiatives allowed us to expand our partnerships with educational institutions, contributing to the development of skills among students in technical and vocational training. Through methodologies such as Design Thinking and prototyping with Lego Serious Play, we promoted hands-on learning and innovation, strengthening AquaChile's positioning as an employer brand at early career stages and creating opportunities to attract talent for the organization's current and future needs.

Mentor Teachers - Industrial School

The development of schools at AquaChile addresses a strategic need: to ensure the recruitment of qualified individuals for our operations through talent selection and training processes that enable them, from the moment they join, to possess the necessary skills to perform their duties safely, to high quality standards, and in accordance with common criteria, thereby contributing to the operational continuity of the business.

In the initial phase, the training programs focused on organizing and structuring onboarding processes, moving toward a more systematic training approach with a common content foundation, formal assessments, and a standardized learning experience for new hires.

A key milestone in this process was the introduction of on-the-job training, recognizing that learning is most effective when it takes place in real-world contexts, with direct guidance and timely feedback. Within this framework, the TWI (Training Within Industry) methodology has become a cornerstone of the training model, accelerating the learning curve and enhancing talent development within teams.

92
Mentor teachers trained

736
Hours of training in TWI methodology

100%
Program coverage

This approach has strengthened the role of the mentor as a central figure in the training schools. The mentor fulfills a dual role: selecting top talent by observing their performance in practice and facilitating on-the job learning, ensuring proper knowledge transfer, supporting the integration of new collaborators, and helping to reduce errors and accidents.

This progression reflects AquaChile's advancement toward a more structured and consistent training system, where the schools and the role of the mentor are established as fundamental tools for strengthening recruitment, onboarding, on-the-job learning, and the development of internal talent, with a positive impact on productivity and operational continuity.

Indicators of new hires

Total number of new hires

84
2025

130
2024

Hiring rate for new employees

1.34%
2025

2.21%
2024

	Women	Men
	25	**59**
2025	2025	2025
2024	51	79
	2024	2024

New hires by age range

Total number of new hires

	2024	2025
Total		
Under 30	66	34
Between 30 and 50	59	47
Over 50	5	3
Total	**130**	**84**
Women		
Under 30	30	13
Between 30 and 50	21	12
Over 50	0	0
Total	**51**	**25**
Men		
Under 30	36	21
Between 30 and 50	38	35
Over 50	5	3
Total	**79**	**59**

Turnover rate by age range

Total number of employees who have left the company

	2024	2025
Total		
Under 30	166	203
Between 30 and 50	336	387
Over 50	52	78
Total	**554**	**668**
Women		
Under 30	49	76
Between 30 and 50	107	157
Over 50	22	24
Total	**178**	**257**
Men		
Under 30	117	127
Between 30 and 50	229	230
Over 50	30	54
Total	**376**	**411**

Policies Regarding the Hiring of Employees

We are committed to promoting inclusion and local development by offering job opportunities in the regions where we operate, thereby contributing to direct and indirect local employment. We invest in regional talent to support their professional development and contribute to the employability and quality of life of families and communities.

In accordance with our Policy on Inclusion, our hiring processes take into account reasonable accommodations and support for integration. In this way, we create jobs and strengthen human capital, with a positive impact on both the company and the community, by helping to invigorate the local labor market in the regions where we operate.

Succession Map

It is based on a continuous process of talent identification and internal mobility for executive roles, through which potential successors for key positions are identified. This mapping allows us to plan their preparation and ensure timely transitions that support the organization's operational continuity and sustainability.

The Succession Plan is available in the Succession and Development module of the Mi Mundo Aqua platform.

Hiring policies or commitments

The organization has an ethical hiring policy.

We ensure that every selected candidate meets the job requirements. In this way, we avoid bias in the hiring process with respect to other applicants.

Our policies and commitments prohibit the retention of identification documents such as passports.

We do not request original documents that restrict the provision of personal information.

Under our policies and commitments, workers are provided with written contracts in a language they understand.

Processes and documents are presented in the language corresponding to the position and are handled by qualified applicants.

Our policies and commitments apply to the employment agencies used to hire workers.

Processes managed by employment agencies must comply with the procedures established by the organization.

Performance Evaluation

Performance management for teams and collaborators is key at AquaChile, as it helps increase individual and collective productivity by aligning personal goals with organizational objectives. This fosters a shared vision, promotes collaborative work, and helps each team focus its efforts, maximizing individual and collective contributions toward achieving objectives.

Performance evaluations are conducted through the Mi Mundo Aqua portal, where leaders and collaborators complete the process online via fast and secure access, while maintaining a record of information.

Individual Performance Feedback (IPF)

Annual assessment focused on reviewing behavioral and functional competencies, by job category.

Individual Performance Management (IPM)

Annual assessment to evaluate objectives and behavioral competencies, by job category.



The competency model measures six functional skills, the definitions of which vary by job family, enabling the assessment of specific capabilities related to the day-to-day management of collaborators participating in the IPF evaluation model. Behavioral competencies are based on thirty criteria, also defined by job family, with flexibility serving as a cross-cutting criterion.

By 2025, we will evaluate and provide feedback to 100% of eligible employees, identifying strengths and opportunities for improvement and establishing commitments aimed at their continuous development.

Total collaborators evaluated

3,871
100%
2025
- **2,628** IPF
- **1,243** IPM

3,636
100%
2024
- **2,445** IPF
- **1,191** IPM

2025 Milestones

Internal mobility process

We strengthened the internal mobility process and increased the number of internal recruitment processes and transfers carried out, exceeding the annual target with a cumulative increase of 55% (+1% compared to 2024). The process includes support for internal candidates, with feedback sessions at each stage, regardless of the outcome, which improves the collaborators' experience.

Additionally, we implemented projects aimed at identifying critical positions and defining development paths for succession. This allowed us to expand coverage across the organization and fill leadership vacancies internally.

55%
Internal mobility
vs. **54%** 2024

80%
Internal leadership mobility

Management and Dissemination of the IPF Dictionary of Functional Competencies

To align the functional competencies of the IPF performance evaluation and ensure they measure the elements necessary to meet AquaChile's strategy and challenges, we redefined these competencies. Based on this work, we created the Functional Competencies Dictionary, which incorporates examples and concrete tools to guide leaders in the evaluation.

This process included meetings and interviews with various managers, with the aim of generating differentiated and specific material for each evaluation matrix across the different areas and units.

100%
Creation of Functional Competency Dictionary

100%
Presentation of the IPF Dictionary of Functional Competencies to Leaders

Career Development in Maintenance and Operations - Aysén Region

Designed to foster collaborator talent and professional development, the Career Development Program was established at Agua Mar in 2025 and expanded to the Operations and Maintenance segments, significantly broadening its scope and impact.

84
People impacted



Mobility Program

People promoted laterally or vertically in 2025

338

Collaborators with internal mobility

81
People promoted laterally

257
People promoted vertically

Women
97
26 Lateral mobility
71 Vertical mobility

Men
241
55 Lateral mobility
186 Vertical mobility

Internal mobility at AquaChile is a key strategy for talent development, promoting growth opportunities within the organization and strengthening our collaborators' skills, thereby contributing to the sustainability of the business and the continuity of organizational knowledge.

Labor relations

We foster lasting relationships based on trust and collaboration, with the goal of optimizing conditions in every workplace. We rely on a program coordinated with local management, unions, and employees, aligned with business guidelines and projections.

Collective bargaining agreements are negotiated every two years. In 2025, eight collective bargaining rounds took place, resulting in benefits for more than 1,500 people.

We regularly hold formal discussions with union organizations at their respective workplaces, where we address opportunities for improvement, review project plans, and provide updates on business challenges and future actions with significant impact. The perspective of union organizations is essential to ensuring positive work environments and a safe workplace. In terms of training and development, nine

18

Unions

union leaders participated in the 2025 edition of the Diploma in Labor Leadership offered annually by the Pontificia Universidad Católica.

More than 25 union leaders have already participated, with the company's support, in the last three editions of this academic program.



67.7%

Permanent collaborators who belong to unions

2,775



Union Leaders Visit AquaChile's Facilities Abroad

In January and April 2025, a delegation of 14 AquaChile union leaders, joined by company executives, visited Brazil, Mexico, and the United States to gain firsthand insight into various segments of the salmon value chain and strengthen ties between the company and the unions.

During the visit, the leaders observed the presence of AquaChile products in supermarkets and other retail channels in these markets. They also held meetings with institutional representatives linked to the industry, including ProChile teams in Brazil, Mexico, and Miami; the Chilean Ambassador to Brazil; the Chilean Consul in Miami; and officials from Mexico's Ministry of Labor and Social Welfare.

The experience allowed them to expand their knowledge of the salmon industry's international reach and understand the positioning of Chilean salmon in strategic markets.



"As part of efforts to strengthen social dialogue, the company where I have worked for 18 years organized a trip abroad that was very enriching both personally and professionally. During the visit to Brazil and the United States, we were able to explore different aspects of the industry, exchange experiences, and gain insight into other labor and cultural realities. This type of initiative reflects the organization's commitment to transparency, mutual respect, and the building of labor relations based on trust"

Jorge Jiménez, union director.



Internal Communications

The internal communications management approach aimed to strengthen the organizational culture by promoting participatory and transparent communication that aligned with the company's strategic objectives. The goal was to evolve internal communications from a primarily informative role to one that is more integrative, capable of mobilizing teams, reinforcing corporate identity, and facilitating collaboration across departments.

We have three internal communication channels

Email

The official and more formal channel for informing collaborators about key messages and announcements. This tool allows us to manage and send information clearly and consistently to all departments within the company.

+180

Internal newsletters

AquaNews

The biweekly digital magazine plays a key role in internal communication. Through this channel, the main initiatives, projects, and achievements of the different departments are clearly communicated; collaborators are kept informed; transparency is strengthened; and daily work is aligned with AquaChile's objectives. Additionally, it helps reinforce the organizational culture by highlighting best practices, featuring internal stories, and fostering a sense of belonging.

25

Issues in 2025

800

Average number of views per user

65%

Average view rate

Digital billboards

Available at all processing plants and fish farms, with a total of 33 screens that are updated weekly.

+4,000

Collaborators have access to view this information

Aqua Podcast

A corporate podcast designed to strengthen organizational culture and enhance collaborators' technical knowledge. Its dynamic content provides information and practical tools that help a better understanding of AquaChile's processes, trends, and challenges, as well as those of the industry.

71%

Average view rate

1

Monthly publication

918

Average monthly views

Information sessions

We organize in-person and hybrid meetings, led by the Chief Executive Officer, to present results, objectives, and challenges, and to strengthen coordination among the various departments.

Current internal communication channels

AquaNews

Publications

25
2025

25
2024

Average monthly views

800
2025

800
2024

Digital billboards

Distribution and No. of billboards per plant

4 to **6** per plant
2025

4 to 6 per plant
2024

Estimated number of collaborators who log in to internal digital communication platforms each month

4,000
people approx.
2025

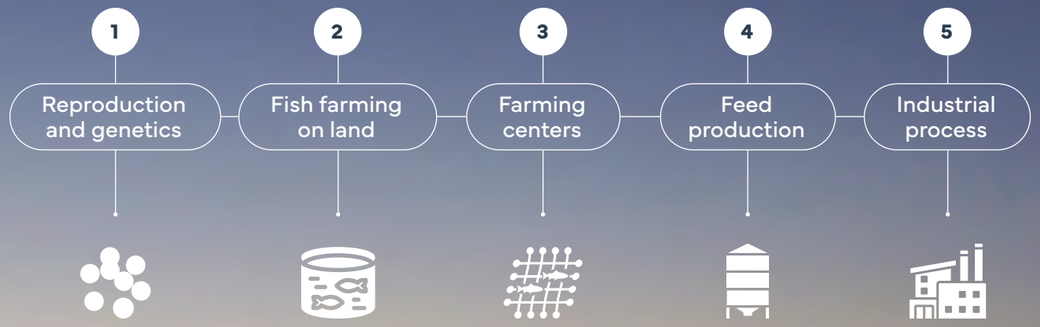
4,000
people approx.
2024

04

RESPONSIBLE PRODUCTION AND OPERATIONAL EFFICIENCY

PRODUCTIVE PROCESS

Our process





282,903

Total harvested biomass (tWFE) in 2025

146

Active centers during 2025

Reproduction and genetics

We have developed our own breeding program at three freshwater fish farms: Catripulli, Magdalena, and Manantiales, where we breed, monitor, and select broodstock to produce high-quality eggs under strict biosecurity standards.

For genetic evaluation, we apply advanced tools such as genomics and molecular markers, along with a model based on family formation and the use of sentinels to evaluate genetic groups. We maintain ongoing health management focused on the health and well-being of the fish.

The Biosecurity Plan plays a central role, with a focus on disease prevention and on training and awareness-raising processes for those involved, to reinforce compliance with health measures.

2025 Milestones

- Photoperiod control in Pacific salmon at the Magdalena fish farm.
- Consistent supply of Atlantic salmon eggs and record-high production.
- Genetic improvements focused on production indicators and processing facilities.
- On-land broodstock management for both species under strict biosecurity protocols.

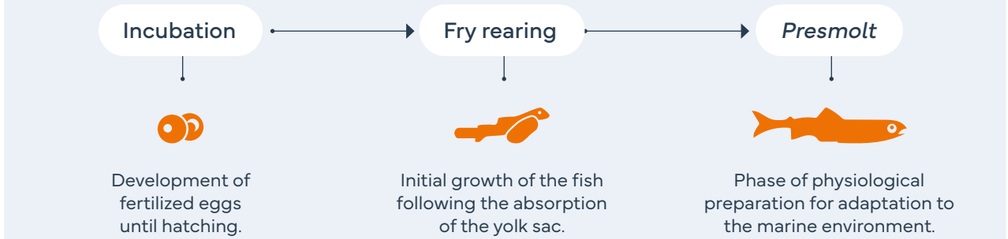
Freshwater production

The freshwater phase lasts approximately 10 to 15 months and encompasses various stages of fish development: incubation, fry rearing, presmolt, and smolt.

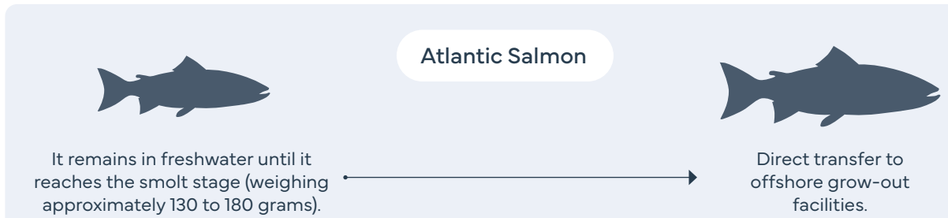
We operate three fish farms with recirculating aquaculture systems (Reloncaví, Pargua, and Hollemberg), while the rest are open-flow fish farms.

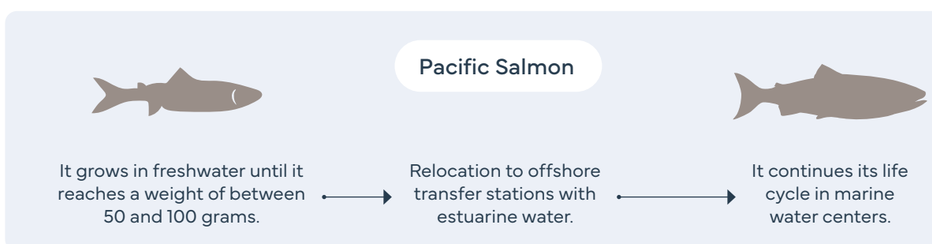
In a second phase, the fish continue their development at fish farms near the coast, which facilitates a gradual transition to the marine environment, mimicking the natural life cycle of both species.

Phase 1 Freshwater fish farms (initial phase)



Phase 2 Fish farms near the sea (advanced freshwater stage)



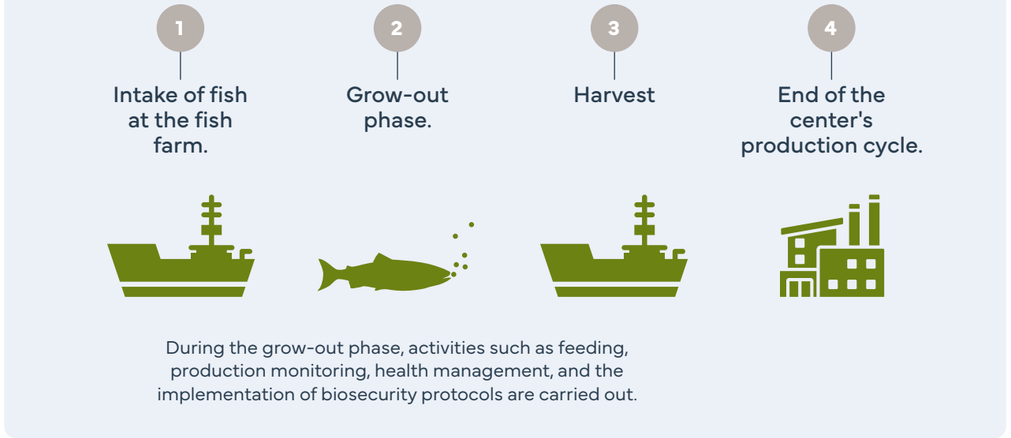


Farming Facilities

At the offshore grow-out facilities, the salmon complete the final stage of their production cycle. During this phase, they are continuously monitored using state-of-the-art technology to ensure they reach optimal weight, size, and characteristics. Production management is carried out under strict animal welfare and biosecurity policies, in compliance with rigorous legal and voluntary regulations regarding environmental and health issues.

The farming modules are continuously monitored 24 hours a day via pontoons operated by specialized teams dedicated exclusively to feeding and caring for the salmon.

The salmon life cycle



Processing plants

We have six processing plants located in Puerto Montt, Calbuco, Chonchi, Quellón, and Puerto Natales, as well as a reprocessing plant in Miami. Their role is to process our salmon to produce a wide range of products for the domestic and international markets.

They all operate under strict safety and biosecurity measures.



Receipt of Raw Materials

We ensure the continuity of the cold chain, as well as quality and safety, right from the source.

Primary processing

The slaughter, bleeding, and evisceration process is carried out under strict standards of hygiene, food safety, and animal welfare, in accordance with current regulations.

Secondary processing and added value

We tailor our products to the specific requirements of each market while maintaining high standards of quality and food safety.

Quality and Safety Control

Measures to ensure that products comply with national and international regulatory requirements.

Packaging, storage, and shipping

Traceability is maintained at every stage, from the farm to the end client.

Feed production

Feed production plant

361,252 t
2025

300,511 t
2024

20.21%
var.

We produce our own feed at the Pargua Plant and comprehensively manage the entire value chain, which includes raw materials, transportation, logistics, traceability, and quality control. This approach allows us to maintain complete control over the feed's nutritional content from the smolt stage through harvest, ensuring product safety and preserving its organoleptic properties, such as texture, odor, and flavor.

To formulate the diets, we use biological models, automated systems, and continuous monitoring of nutritional parameters at every stage of the fish's life cycle.

0.584
Fish meal dependency ratio

1.970
Fish oil dependency ratio

ASC Feed Certification

In 2025, we obtained the ASC Feed certification for our feed plant, as a result of more than a year of work focused on quality, nutrition, and compliance with the standard.

This achievement positions AquaChile as a salmon producer with a feed plant certified under the ASC standard, ensuring traceability and sustainability not only during the farming phase but also in the production of the feed used at our facilities.

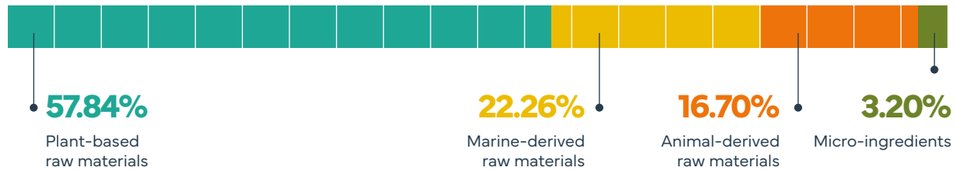
Quality Plan

This plan provides feedback to suppliers regarding compliance with the specific nutritional guidelines established for our salmon, in order to ensure the suitability of the raw materials used. We also verify the reliability of our traceability and process control systems at the plant through international certifications such as ISO 9001, ISO 14001, ISO 48001, GLOBAL GAP, BAP, and ASC.

Technology

We have implemented spectral cameras, which enable real-time measurement of the lipid composition and temperature of the pellets, thereby enhancing quality control and process efficiency.

Percentage share by raw material group included in salmon feed in 2025



HEALTH MANAGEMENT, BIOSECURITY AND ANIMAL WELFARE

According to the World Organisation for Animal Health (WOAH), animal welfare is defined as the physical and mental state of animals in relation to the conditions in which they live and die. This approach serves as the framework for our production management.

Animal welfare guides our decisions and practices at every stage of the salmon production cycle. The goal is to safeguard the health, care, and proper handling of the fish, based on clear guidelines that ensure compliance with the five freedoms established by the OIE. This reflects our conviction that healthy production is only possible when animals are treated responsibly.

Our commitment to animal welfare is applied across all our operations. Since 2020, we have had a multidisciplinary committee tasked with strengthening this approach, promoting continuous improvement, and incorporating innovative technologies for the proper rearing of our fish.

We are guided by the five freedoms proposed by the World Organisation for Animal Health (WOAH) and ensure that our salmon are:

Free from physical and thermal stress

We provide a suitable rearing environment designed to meet the physiological needs of the fish. We monitor water quality using parameters such as oxygen, temperature, and salinity.

Free from pain and disease

We provide access to veterinary care, including vaccinations and regular health checkups to prevent disease. In addition, we perform prompt diagnoses and treatments to avoid unnecessary suffering for the fish, ensuring they remain free from pain and disease at all times.

Free from hunger, thirst, and malnutrition

We provide continuous access to clean water and offer a balanced diet that meets all nutritional requirements to maintain optimal health and growth.

Free from fear and anxiety

We keep the fish in a calm environment where external disturbances are minimized. We prevent them from being exposed to predators or situations that might cause them fear or stress, contributing to their overall welfare and development in a safe environment.

Free to behave naturally

We foster positive interactions and socialization among individuals of the same species, providing adequate living spaces that allow for mobility and normal behavior, preventing overcrowding, and reducing stress.

The purpose of our Animal Welfare Policy is to care for the fish and provide guidelines for their proper handling. The document is distributed to all collaborators and is available on our website.

Review here.

Note: The linked document is available only in Spanish.



Assessments and audits

ASC, BAP, GLOBALG.A.P., and PROA Certifications

Our facilities operate under certifications that incorporate animal welfare standards and undergo regular audits, both internal and external.

A comprehensive approach to animal welfare

Housing and rearing environment

The rearing environment in both freshwater and seawater is designed to prevent injury and promote the welfare of the fish, with adequate spaces that replicate the natural environment.

During the offshore grow-out phase, the fish move freely through the water column to depths of approximately 20 meters and are actively fed until they reach harvest weight.

Throughout the production cycle, we monitor key environmental parameters daily, such as oxygen, temperature, salinity, and microalgae concentration. Turbidity and metals are monitored primarily in freshwater.

Desensitization

We recognize the importance of this stage for animal welfare. Therefore, all processing units perform pre-slaughter desensitization on 100% of the fish. The methods used are the percussive stunner and the electric stunner. We do not use CO_2.

We do not use hormones or growth promoters

We do not use hormones to promote growth in any species or production stage. This commitment reflects our focus on providing safe and healthy food of the highest quality.

Density

We monitor density in our farming units daily to prevent stress. A maximum of 60 kg/m³ in freshwater and 17 kg/m³ in the marine phase has been established, in accordance with criteria defined by the competent authority. This indicator is measured per farming unit, calculated based on biomass in kilograms and water volume in cubic meters.

In specific procedures requiring temporary increases in density—such as vaccination, dip treatments, sexing, grading, and weight and health sampling—implementation is subject to evaluation and authorization by a veterinarian. These procedures must not last more than two hours and may be performed no more than once a week.

Transportation and Handling

For fish transportation, we use infrastructure and equipment designed for optimal handling and care. Loading and unloading are performed via pipes, with densities adjusted according to the size of the individual fish.

Transportation can be by land or sea. For land transport, we use specialized trucks with oxygen control and CO2 extraction systems. Sea transport is carried out in wellboats equipped with continuous monitoring systems for pH, oxygen, and temperature.

Treatments

We have a health and welfare plan aimed at keeping the fish in optimal conditions, free from pain or disease. This plan is designed and reviewed every six months by the Health and Welfare department, led by the Health Manager—who has a veterinary background—and comprised of veterinarians and professionals working in both freshwater and marine environments.

The fish are constantly monitored, and in the event of abnormal signs, a veterinarian assesses the situation and makes a diagnosis that may be confirmed through laboratory analysis.

Based on this, pharmacological or non-pharmacological treatments are administered under an official veterinary prescription, which is recorded and reported monthly to the National Fisheries and Aquaculture Service (Sernapesca).

Anesthetics

Fish handling follows criteria for care and welfare, using techniques that avoid contact with the gills and prevent injuries. These actions are performed under sedation and only during specific procedures, such as sampling or vaccinations, with exposure out of water lasting less than 15 seconds, at a maximum frequency of once a month.

We have established formal handling protocols that are known to staff to ensure safe and respectful practices.



Commitments for the responsible and prudent use of antibiotics

Use of antibiotics

Every year, we develop an antibiotic reduction plan. We only use antibiotics when the health of the fish so requires (bacterial diseases), with the aim of preventing their suffering.

Use of vaccines

100% of the fish enter the seawater phase already vaccinated. This reduces the likelihood of infectious diseases that could lead to a decline in welfare and increased use of antibiotics.

Feed Plant

Having our own feed plant allows us to reduce response times when a group of fish needs to be treated, ensuring effective treatment to control infectious conditions.

Monitoring

Our veterinarians constantly monitor the fish, enabling timely diagnosis of diseases.

2025 Milestones

Telemedicine

Telemedicine

This involves veterinarians remotely reviewing postmortem images of fish to provide support to field teams.

During this period, a system was implemented that allows centers to upload images and receive professional evaluations online.

100%
Centers uploaded their information to the platform

90%
Case review

Evaluation of the efficacy and safety of products against sea lice

At the ATC experimental unit, new products for sea lice control are evaluated annually, taking into account antiparasitic efficacy, safety for fish, and overall safety. During this period, the evaluation of all products was completed.

100%

- Determination of efficacy
- Safety assessment
- Safety evaluation

Reassessment of the Vaccination Strategy

We conducted an analysis of the available vaccines, along with efficacy studies, to determine whether any adjustments to the vaccination strategy were necessary. As a result, the strategy was validated.

100%
Evaluation of available products

Health Module

We implemented a health training module for all staff who work directly with the fish. The content covered our Welfare Policy, the AquaChile 2025 Health Plan, biosecurity, health and disease, and mortality classification.

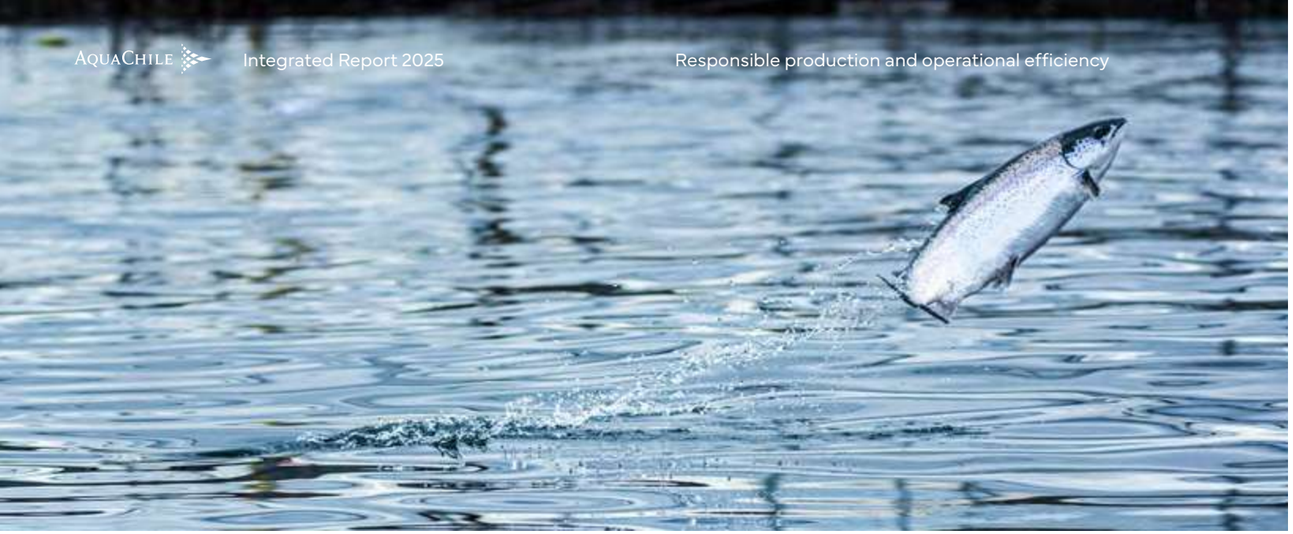
100%
Staff training

Assessment of the bioavailability of commercial florfenicol products for salmon

We assessed the bioavailability of all commercial florfenicol products for salmon to identify the most effective option.

100%
Evaluation of various florfenicol products

90%
Evaluation of various florfenicol products



Biosecurity

We work continuously to keep our fish in optimal health. Our Biosecurity Plan plays a fundamental role, as it prioritizes disease prevention and incorporates systematic training and awareness-raising initiatives to strengthen health awareness among all personnel involved. When transporting smolts, we use trucks and vessels equipped with continuous monitoring of physicochemical parameters. Stocking with heavier and more robust salmon reduces post-stocking mortality due to adaptation.

The biosecurity of our facilities, hatcheries, transport trucks, wellboats, and grow-out centers is a key pillar in preventing the entry and spread of infectious agents, complementing our vaccination strategy.

Control of marine predators

-50%

in mortality caused by sea lions in 2025 vs. 2024

Health strategy

We vaccinate **100%** of our fish against major diseases.

We constantly monitor the health of the fish.

We examine the eyes, skin, fins, gills, opercula, weight, size, and the presence and count of parasites.

We provide parasite prevention and control services using a variety of pharmacological and non-pharmacological products.

We use antibiotics only for therapeutic purposes, never to promote growth.

We only use antibiotics that are appropriate for each species.

We do not use antibiotics classified as critically important for human health by the World Organisation for Animal Health (WOAH).

Assessment of health management at the Magdalena Fish Farm

The Magdalena Fish Farm plays a key role in our production chain by safeguarding the genetic core of Pacific salmon and supplying eyed eggs to other fish farms.

For this reason, we have set the goal of progressively improving its health management and biosecurity standards, using as a reference the model applied to Atlantic salmon broodstock at the Catripulli fish farm, which has epidemiological units and is a sanitary compartment.

100%
Assessment of Magdalena's broodstock fish farming operations to identify gaps in biosecurity and health management for the future development of epidemiological units

100%
Training for department staff on strategic health management for epidemiological units

Other health control and biosecurity initiatives

We implemented preventive measures for health control and operational biosecurity. Some of these include the systematic disinfection of tanks and trucks with routine PCR monitoring, the use of dedicated disinfection bays for our own transportation, and the disposal of biofilters at the end of each production cycle, following established protocols.

Update on the risk assessment of the Catripulli fish farming health compartment

In 2015, the Catripulli broodstock fish farm obtained approval from Sernapesca as the country's first health compartment free of high-risk exotic diseases and HPR variants of the infectious salmon anemia virus. Since then, this status has been maintained through periodic official audits that verify compliance with the required standards.

To safeguard this status, we conduct internal audits and update the risk assessment, considering internal and external factors associated with the introduction, exposure, and spread of pathogens.

The results confirmed that the compartment maintains the appropriate level of protection (ALP), with risks ranging from negligible to very low, in line with the criteria established by Sernapesca.

100%
Audit of epidemiological units and compartment

100%
Update of the compartment risk assessment

100%
Compartment staff trained in strategic health management for epidemiological units and compartments

Rolling mortality index

Calculation of mortality over the past 12 months as a proportion of the estimated number of fish in the ocean during the last month of the year (adjusted for catch and mortality).

Mortality rate



Atlantic Salmon

3.6% 2025

4.08% 2024

-11.76% var.



Pacific Salmon

2.03% 2025

4.9% 2024

-58.57% var.

Closed-loop aquaculture facilities in 2025 without the use of antibiotics

12 Atlantic Salmon

31 Pacific Salmon

35 PROA-Certified Facilities

(Program for the optimized use of antimicrobials of the National Fisheries and Aquaculture Service).

Physical injury			
21.8% 2025	19.4% 2024	**12.37%** var.
Eliminated			
10.10% 2025	0% 2024	**100%** var.
Head injury			
6.5% 2025	8.4% 2024	**-22.62%** var.
Transfers			
8.8% 2025	7.7% 2024	**14.29%** var.
Other non-infectious			
6.9% 2025	7.6% 2024	**-9.21%** var.

Physicial injury			
24.2% 2025	13.6% 2024	**77.94%** var.
HSMI			
15.6% 2025	3.4% 2024	**358.82%** var.
Stranded			
10.4% 2025	7.7% 2024	**35.06%** var.
Transfers			
6.9% 2025	4.4% 2024	**56.82%** var.
Deformed			
6.3% 2025	4.5% 2024	**40%** var.

Atlantic Salmon

Grams of active antiparasitic ingredients in the feed per ton harvested



0.19 grams 2025

58.33% var.

0.12 grams 2024

Kilograms of the active ingredient hydrogen peroxide per ton harvested



20.39 Kg 2025

5.65% var.

19.3 Kg 2024

Grams of active antiparasitic ingredients used in bath treatments per ton harvested



5.19 grams 2025

-44.79% var.

9.4 grams 2024

Atlantic and Pacific Salmon

Amount of active antimicrobials used (in grams) per ton of harvested fish + mortality, in closed-loop cycles per year



154 2025

16.49% var.

132.2 2024

Percentage of production at certified sites*

Certified animal production (BAP, GLOBALG.A.P., ASC)

Atlantic Salmon



168,918 t 2025

91.35%

11.69% var.

151,237 t 2024

Pacific Salmon



111,033 t 2025

100%

7.36% var.

103,421 t 2024

*Production certified to one of the following standards: BAP, GLOBALG.A.P., or ASC.

FOOD SAFETY

Our approach to food safety management is based on the identification, assessment, and control of risks present in various processes, along with timely and effective communication. The model relies on fostering a culture of safety and quality across all processing plants, supported by the implementation and certification of GFSI-recognized international standards such as IFS, BAP, and GLOBALG.A.P.

The plants operate with robust Hazard Analysis and Critical Control Points (HACCP) plans and have food defense and fraud prevention programs in place, which allows us to provide assurances to those who purchase and consume our products.

This approach contributes to the protection of public health and the sustainability of the industry.



AquaChile Food Safety Policy

The food safety and security policy is communicated to various stakeholders through formal mechanisms, such as internal meetings, quality manuals, and posting in visible areas of the facilities.

It is part of senior management's commitment and is systematically integrated into onboarding processes and periodic staff training, reinforcing knowledge and compliance at the organizational level.

Review here.

Note: The linked document is available only in Spanish.

Certifications

View details about the certifications here.

Note: The linked document is available only in Spanish.

Progress in food quality and safety





Fostering and developing a culture of safety and quality

Promoting a culture of food quality and safety is essential to safeguarding public health, meeting international standards, and ensuring the sustainability of the business and the industry. This approach protects consumers, strengthens corporate reputation, and contributes to the well-being of society.

In 2025, we carried out various activities to consolidate this culture within the organization and among all stakeholders in the supply chain, including leadership training focused on quality and safety, fairs at all processing plants, webinars, and a seminar featuring top-tier speakers.

90.35%
Overall safety culture measurement result
(Measured through a perception survey and an evaluation by an external expert).

+3.5%
Compared to 2024

IV Quality and Safety Seminar

We held the fourth edition of the Quality and Safety Seminar: "From Research to Impact: Innovations Redefining Food Safety and Quality." This event helps spread the culture of quality and safety and update knowledge across the organization's various departments from both internal and external perspectives.

5
Participating organizations
AquaChile, Pontificia Universidad Católica, LABEN (Laboratorio de Envases y Embalajes Universidad de Santiago), NotCo and CENIA (Centro Nacional de Inteligencia Artificial)

Presentation at the Universidad de los Lagos seminar "Food Safety Culture in Organizations"

We presented our experience in developing a culture of quality and food safety, including indicators, actions, and improvements.

Implementation of digital quality systems

In 2024, we began the digital migration, and in 2025, we complemented its implementation with a digital record-keeping system that provides valuable information for real-time decision-making and establishes a traceable history.

The process resulted in high user satisfaction at the plants, and the system was validated and approved by the regulatory agency, Sernapesca.

100%
Records digitized and integrated into the process

100%
Integrated reporting

-6.18%
Reduction in the claims rate per thousand tons compared to 2024 (1.1 to 0.7)

-8.9%
Non-quality costs
(Management KPI aimed at reducing losses associated with quality defects).

BAP Standard Certification at the Miami Plant

Between May 12 and 14, 2025, the Miami Plant was audited for BAP certification (recognized by GFSI), one of the industry's most prestigious international standards in the Seafood category. The assessment was conducted by the certification body NSF, and following the joint efforts of the Miami team and the Industrial department, the certifying body recommended the plant for BAP certification.

This milestone strengthens our value proposition and will allow us to supply our clients in the United States with products manufactured at the Miami Plant backed by BAP certification.





Food safety

0

Number of recalls issued and the total quantity (units and volume) of food products recalled

We have a formal process for defining and validating the health and nutritional attributes of salmon, which allows us to establish precise parameters for characteristics such as omega-3 content and protein levels, among others. This information is clearly communicated through the packaging to inform consumers about the nutritional benefits of our products.

During the reporting period, temporary import restrictions were recorded in some markets, associated with specific regulatory findings at certain production facilities. These situations included suspensions limited to the Eurasian Economic Union (EAEU) for the Quellón (October) and Chonchi (June) plants, which were managed in accordance with the competent authority's protocols and are awaiting lifting following the implementation of the corresponding action plans.

Effectiveness of Food Safety Programs

All our processing plants hold GFSI-recognized safety and quality certifications such as IFS, BAP, and GLOBALGAP. These are audited annually by external certification bodies.

The scope of the certifications and quality and safety systems includes the processing and management of suppliers of inputs and services relevant to quality and safety, such as containers and packaging, the transportation of live fish, the transportation of finished products, and storage.

Food education is reinforced through packaging, which highlights the health benefits of consuming our products. We also provide training to the sales force in the domestic market and to clients at the regional level (Latin America), focusing on product care to ensure safety and quality.

Engagement with organizations addressing food security

GFSI
(Global Food Safety Initiative)
Ongoing communication regarding updates and the interpretation of new guidelines and directives for recognized standards.

National Service for Fisheries and Aquaculture
(Sernapesca)
We participate in the development and implementation of pilot projects, workshops, and informational sessions to improve safety certification and the standardization of procedures.

Salmon Council
Regulatory changes and contingencies that may impact operational continuity and product commercialization are addressed and discussed.

In 2025, as part of our supplier management efforts, we updated our risk-based approach, prioritizing the operations with the greatest impact. We reviewed and updated inspection guidelines, compliance criteria, and mechanisms for following up on findings identified during audits, inspections, and complaints.

Production facilities certified to standards that address food safety and security

100%

Atlantic Salmon and Pacific Salmon

Percentage of production volume (in tons) from the organization's sites that are certified by third parties under standards addressing food safety and security

279,951 t
2025

98.96%

Cases of non-compliance with regulations or voluntary codes regarding the health and safety impacts of products and services that result in fines or penalties

0%
var.

0
2025

0
2024

LOGISTICS AND OPERATIONAL EFFICIENCY

Logistics and procurement

In 2025, the Transportation division maintained a management approach focused on operational efficiency, sustainability, and the digitization of logistics processes, in line with the company's strategic pillars and its framework for continuous improvement.

3,840
Maritime trips in 2025

38,710
Road trips in 2025

The management model was based on four main pillars

Operational Planning and Control

We use the Logistics Control Tower as a central platform to coordinate and oversee operations, integrating various management and monitoring software systems that consolidate real-time information.

As a standard part of our operations, teams in each area plan ahead, review operational conditions daily, and make immediate adjustments when necessary, thereby avoiding cost overruns and ensuring service continuity.

This collaborative and flexible approach has improved efficiency, operational visibility, and the ability to respond to unforeseen events, strengthening data-driven decision-making.

Cost Optimization

We prioritize reducing logistics costs per ton transported through improved route allocation, feed return management, and constant evaluation of fuel consumption.

In feed and harvest operations, we significantly reduce demurrage charges and minimize feed returns, optimizing operational efficiency and cost control.

Use of Technology and Automation

We are making progress in implementing control and traceability technologies, notably the installation of RFID (radio-frequency identification) on all large feed bags, which has improved visibility and control of inventories in transit.

We installed flow meters at fuel intake points and enabled online platforms to monitor levels of diesel, oxygen, gas, and silage mortality silos at fish farms and marine centers, facilitating preventive management and remote control of critical resources.

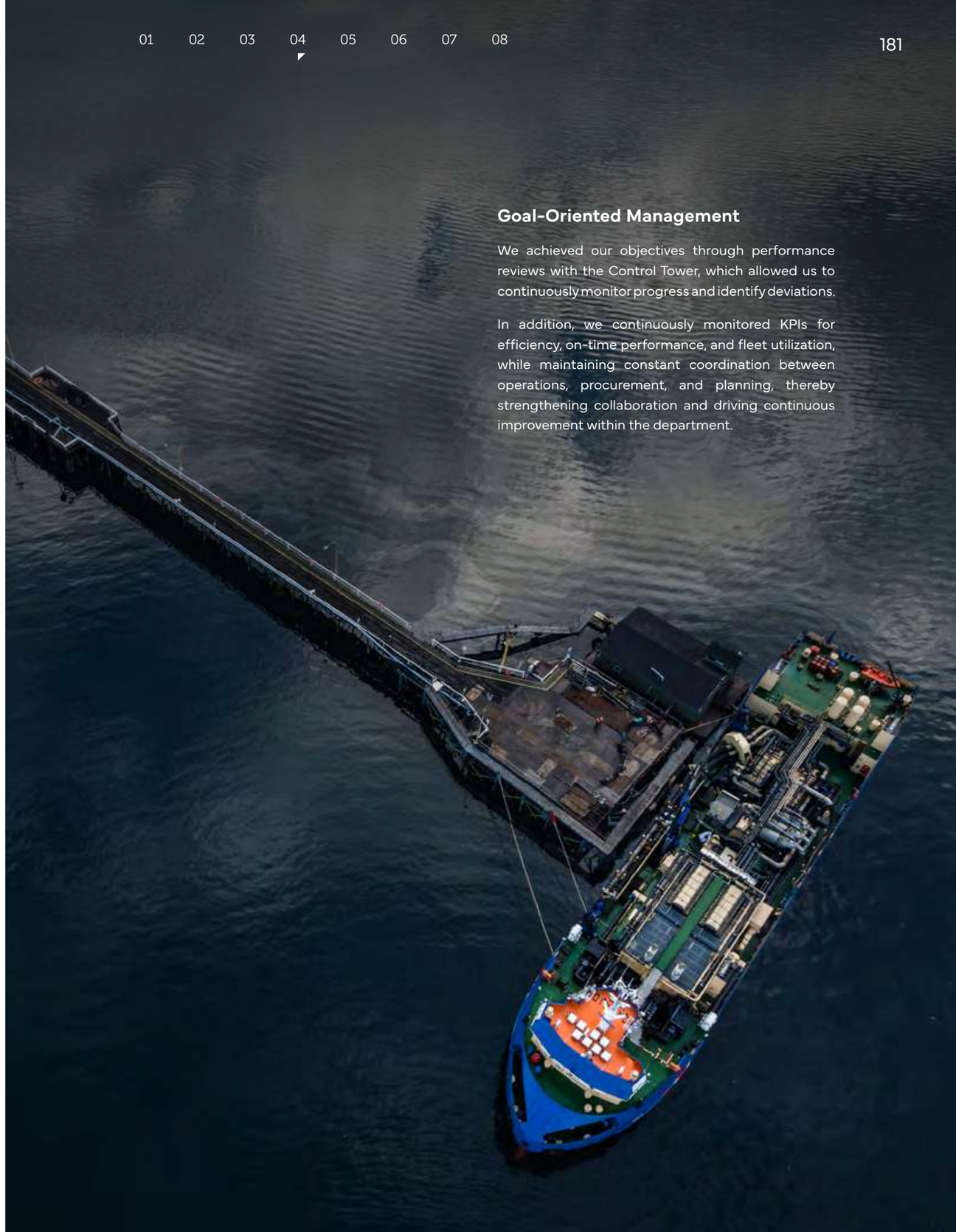
Additionally, we integrated supplier comparison platforms—especially for stocking processes—that allow for the visualization and comparison of operational KPIs, including environmental variables such as CO_2, pH, and temperature, thereby strengthening data-driven management and the performance evaluation of strategic partners.

Ensuring Welfare and Biosecurity

At AquaChile, we have a dedicated disinfection bay where we wash, disinfect, and perform a 100% water change for the entire land-based smolt fleet.

Likewise, vessels transporting live fish are disinfected, reinforcing the organization's biosecurity standards

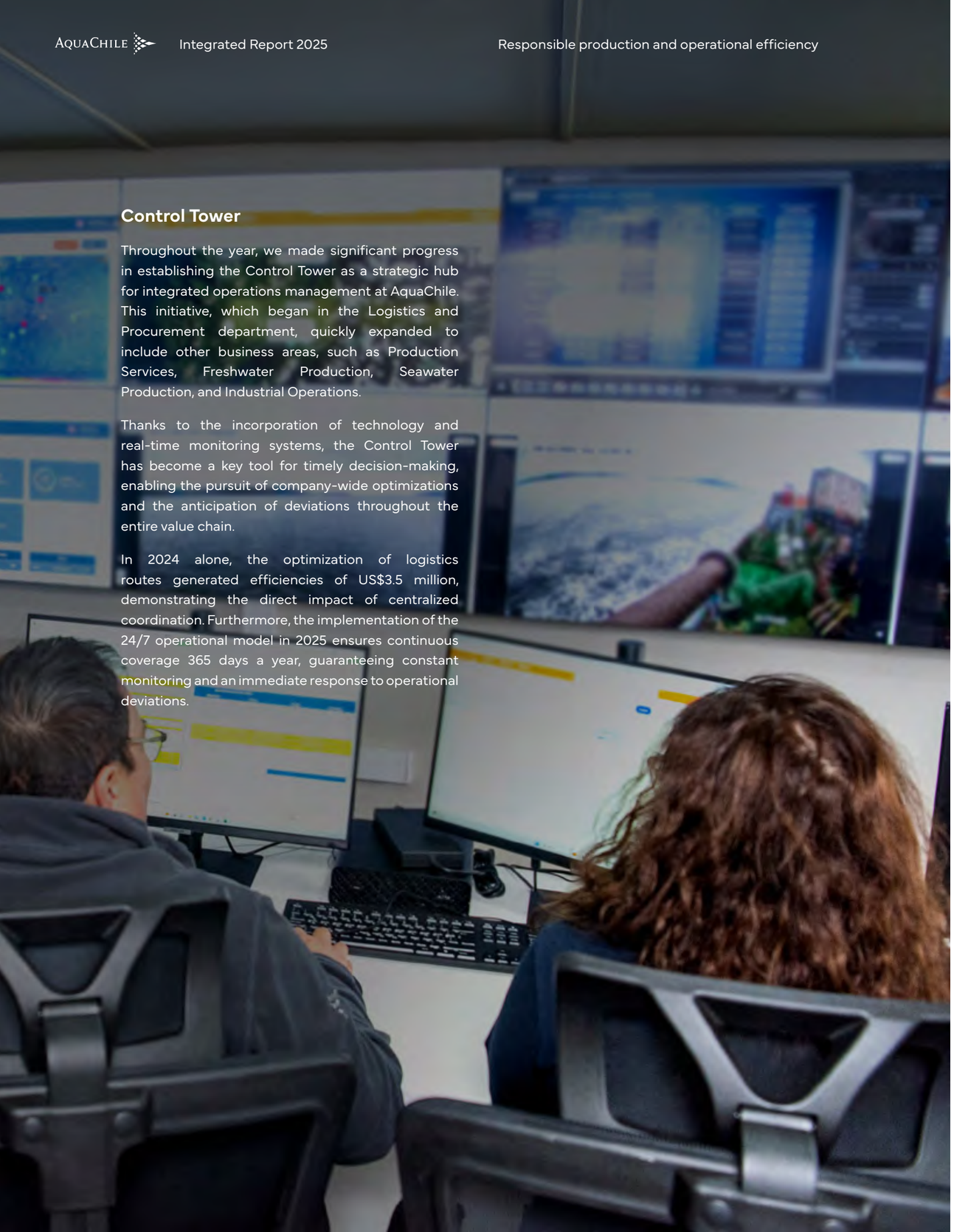
We continuously conduct internal audits of suppliers to verify the proper functioning of critical equipment (such as sensors, O_2 diffusers, CO_2 extractors, among others), ensuring animal welfare, regulatory compliance, and transportation quality.



Goal-Oriented Management

We achieved our objectives through performance reviews with the Control Tower, which allowed us to continuously monitor progress and identify deviations.

In addition, we continuously monitored KPIs for efficiency, on-time performance, and fleet utilization, while maintaining constant coordination between operations, procurement, and planning, thereby strengthening collaboration and driving continuous improvement within the department.



Control Tower

Throughout the year, we made significant progress in establishing the Control Tower as a strategic hub for integrated operations management at AquaChile. This initiative, which began in the Logistics and Procurement department, quickly expanded to include other business areas, such as Production Services, Freshwater Production, Seawater Production, and Industrial Operations.

Thanks to the incorporation of technology and real-time monitoring systems, the Control Tower has become a key tool for timely decision-making, enabling the pursuit of company-wide optimizations and the anticipation of deviations throughout the entire value chain.

In 2024 alone, the optimization of logistics routes generated efficiencies of US$3.5 million, demonstrating the direct impact of centralized coordination. Furthermore, the implementation of the 24/7 operational model in 2025 ensures continuous coverage 365 days a year, guaranteeing constant monitoring and an immediate response to operational deviations.

Harvest Logistics

The Control Tower has been key to ensuring timely supply to processing plants, managing wellboat loading and unloading schedules in detail and guaranteeing compliance with contractual timelines with shipping lines.

Feed Logistics

We strengthened compliance with the delivery schedule to salmon farms, ensuring timely and proper unloading.

Stocking Logistics

The focus was on ensuring water quality and 100% compliance with the Biosecurity Plan for trucks and vessels transporting fish from hatcheries to grow-out facilities. Each transportation is monitored online, and the proper disinfection of the vehicles is verified before operation.

Fish farms

We made progress in real-time visualization of critical supply stocks and continuous monitoring of oxygen levels, ensuring optimal conditions for fish welfare.

Production Services

The Control Tower enabled efficient coordination of the movement of module trailers and pontoons, as well as the opening of centers prior to stocking, minimizing inefficiencies. Additionally, we integrated the monitoring of replacement vessels and net maintenance that support production in seawater.

Seawater production

We incorporated the monitoring of photoperiods and the coordination of maintenance to ensure proper operation, promoting fish growth.

Likewise, we made progress in preventing unscheduled fasting periods throughout the logistics chain, both during pre-harvest and in storage prior to the industrial processing, minimizing these periods without compromising fish health.

Industrial Area

We have implemented monitoring of processing rates and the operational autonomy of processing plants, enabling the early detection of supply deviations and ensuring nearly 100% compliance with the production schedule.

For 2026, the challenge will be to integrate the Commercial area and deepen coordinated management across the different areas, incorporating new technologies that allow for real-time visualization of more stages of the value chain. The Control Tower will continue to be a key enabler for operating collaboratively, efficiently, and with a comprehensive view of our operation.



Main programs

Implementation of liquefied natural gas (LNG) trucks for transporting fresh produce to the airport

We transitioned to cleaner, more efficient, and safer ground transportation, with a focus on reducing our environmental footprint and improving operational quality on critical routes. We were industry pioneers in implementing LNG transportation.

Objectives:

- Reduce emissions and noise pollution.
- Improve safety and reduce the risk of spills.
- Ensure operational continuity with a dedicated fleet.

10
LNG trucks in operation

90%
Reduction in particulate matter

20%
Reduction in de CO_2 emissions

50%
Reduction in noise pollution

Temperature monitoring platform

With this platform, we transformed transportation into a predictive and preventive process that ensures cold chain compliance, reducing spoilage and strengthening client delivery.

Objectives:

- Achieve complete traceability of location and temperature conditions.
- Increase responsiveness to deviations or incidents.
- Reduce product losses and risks associated with transportation.

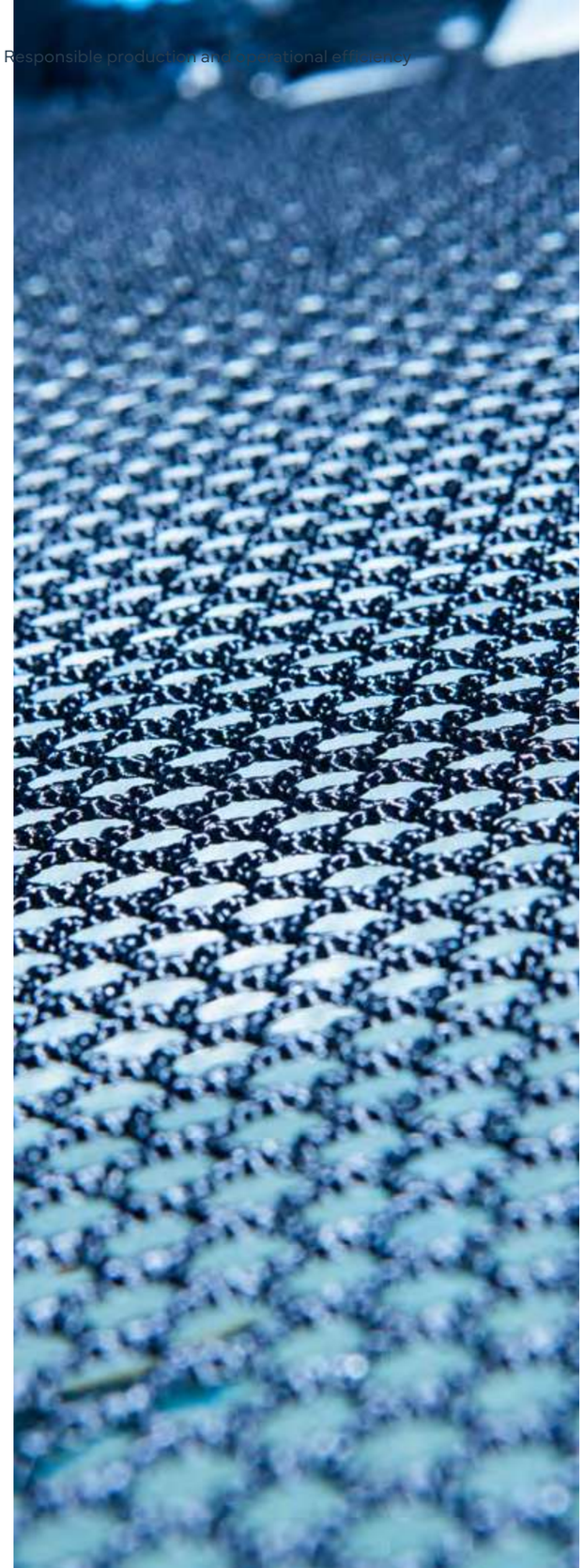
100%
Of exports monitored

Early warnings
of temperature deviations.

Main indicators of transportation and travel efficiency

	Road trips	Maritime trips	Units transported
Stocking (Atlantic salmon + Pacific salmon + transfers + in-house)	6,015	685	167.71 million
Feed	27,715	1,171	361,253 Tons transported
Harvest	4,980	1,948	282,903 Tons transported
Mortality removals	554	1,838 Dockside unloading	8,766 Tons transported

INNOVATION, R+D AND PROCESS IMPROVEMENT



Innovation model

At AquaChile, innovation is a strategic pillar of our DNA and a focus that cuts across all areas of our business management. We are committed to continuously improving our production and operational processes, as well as developing new solutions that address the challenges of the aquaculture sector and the expectations of our various stakeholders.

Our innovation model promotes collaboration with employees, suppliers, clients, and regional stakeholders to generate ideas, facilitate shared learning, and implement sustainable initiatives. Through this model, we aim to enhance the company's efficiency and competitiveness while promoting responsible practices that minimize environmental impact and maximize social well-being, aligning with our vision of sustainable development.

Innovation management system

Opportunity Exploration and Selection

We identify the strategic challenges we face through market analysis, trend reviews, and meetings with various departments to identify opportunities for improvement and growth.

- Objective: to define the areas where innovation can generate significant value, in line with AquaChile's vision and long-term objectives.

Survey of solution ideas

We foster creativity and participation among all collaborators, inviting each unit to propose ideas that address the identified challenges. We support the process with workshops that facilitate collaboration.

- Objective: to generate a wide range of proposals that reflect the diversity of knowledge and experience within the teams.

Development and validation of solutions

We select the proposals with the greatest potential and create a portfolio of strategic projects. We analyze costs and conduct pilot tests to measure potential benefits, adjusting the proposals as necessary.

- Objectives: to select projects for prototyping and conduct tests to validate the technical and economic viability of the solutions.

Value Exploitation and Scaling

We conduct a detailed economic assessment to measure the project's impact on the company.

- Objectives: to implement and scale the selected pilot project.

The Innovation Committee, composed of representatives from each management team, participates in all stages, accompanying and guiding the development of the proposed initiatives.

2025 Milestones

Industrial Innovation Seminar

A special workshop designed to train AquaChile's industrial management leaders in advanced digital strategies, fostering an environment of innovation that drives sustainability and efficiency in management operations. The goal was to generate real impact, viewing innovation as a tool for bringing about concrete changes in how we work, make decisions, and create value for the organization. The seminar featured four presentations that addressed topics such as innovation in large companies, how to manage failure, advances in aquaculture since 1980, and specific research on the control of bacterial pathogens.

Qualitative achievements:

To engage top management leaders so that they would understand innovation as one of the ways to drive changes in team management and improvements at AquaChile.

Main results:

65
Participants from the industrial team and guests from other management teams

4
Presentations



Innovation Roadmap 2025

Ideas received

3,200
2025

3,492
2024

For the third consecutive year, we are rolling out this internal innovation initiative across all our management teams, with the aim of gathering ideas and projects that come directly from our collaborators and add value to the units where they work.

Projects presented

132
2025

144
2024

We believe that our teams' creativity strengthens our solutions and helps us tackle challenges more effectively.

Categories

- Sustainability and social responsibility
- Ingenuity and creativity
- Optimization and processes
- Digital transformation

Through this call for proposals, we aim to optimize our processes, strengthen continuous improvement, and encourage a creative and proactive mindset throughout the organization. This is more than a one-time initiative; it is an ongoing process that allows us to build a culture of shared innovation where every individual feels like an active participant in AquaChile's transformation.

We foster an environment of trust that encourages our teams to propose, challenge, and develop new solutions. We believe that diverse perspectives enrich our work, strengthen collaboration, and enable us to overcome challenges with greater resilience.

These initiatives ensure that all our employees have a real opportunity to contribute to AquaChile's sustainable and competitive development.

Criteria, competencies, and skills assessed in the submitted projects

Economic impact

Short-term projects requiring low investment and yielding quick results.

Long-term projects with sustained economic impact.

Socioenvironmental impact

Projects that have a positive impact on the environment and/or communities.

Scalability

Projects that can be implemented across the board.

Winning projects

Adding Kilos
Ingenuity and creativity

Design of a new tearing tool for the upper section of boning knives and installation of a floating guide to improve fillet positioning on Baader equipment.

Smart Sealing
Digital transformation

This is a system that enables the continuous, autonomous, and standardized sampling of 100% of the product passing through the vacuum-sealing machines using AI-trained equipment. This process optimizes the use of resources from the Quality team, allowing collaborators to focus on higher-value tasks.

Immediate detection of sealing defects improves product consistency, ensuring that every unit meets the highest standards of presentation and preservation, and helps boost customer satisfaction.

Salmon Footprint
Sustainability and social responsibility

Real-time monitoring of AquaChile's carbon footprint through a web-based platform that quantifies the company's emissions online by business unit and tracks strategic indicators for the management and optimization of associated critical resources.

Lodoff (Sludge off)
Process optimization

A specialized truck equipped with technology to dehydrate sludge, thereby reducing the volume of final waste at each fish farm.

Digital transformation

Operate using a robust sales management system that centralizes and aligns all our sales offices, integrated with the company's official data (SAP), enabling the tracking of all customer and sales order data.

Featured Project 2025

Cloud for Customer (C4C)
Category: Digital transformation

Launch of the first SAP CRM (Customer Relationship Management) module at AquaChile, a sales management platform that centralizes the entry of demand by market, product, and destination, integrating it with the customer portfolio, production and logistics capabilities, and the creation of final SAP orders.



Product innovation

At AquaChile, we believe that innovation should be a part of our daily lives, which is why we have created four asynchronous online courses where our collaborators can receive training in various areas, such as:



This content will enable collaborators to manage innovation projects focusing primarily on making operations more sustainable.

Workshop at universities

Since 2023, we have been conducting workshops at universities in various regions. That year, we held two workshops attended by 50 students. **In 2025 we carried out**:

14 Workshops → where we showcased our industry → **+320** Students and suppliers

Participants in these hands-on workshops, organized by AquaChile's Innovation Team, have the opportunity to gain an in-depth understanding of the salmon industry and the challenges it faces.

During the workshops, students explored current opportunities in aquaculture, learning key methodologies such as design thinking and prototyping, which enabled them to creatively address the challenges facing the industry and propose innovative solutions.



2025 Partnerships

Sofofa Hub

We partner with companies, institutions, and trade associations to drive innovation.

Patagonia Biotech Hub

We are founding partners of the region's first biotechnology innovation center, dedicated to developing biotechnology solutions and projects in the region and throughout the country.

Universidad de Magallanes (UMAG)

We have an agreement in place to promote research, innovation, development, and technology transfer.

School of Economics and Business - Universidad de Chile

The objective of this project is to provide student consulting services for the Digital Transformation course. The goal is to gain an understanding of and work in real-world environments across various organizations, and also to develop relevant technology-based improvement proposals.

Innovation awards

C3 Creativity and Innovation Ranking 2025

Brinca

Assessment of the organization's creative and innovative culture.

Second place nationally
81 points
(15 points above the benchmark)

2025 Most Innovative Companies Ranking

ESE Business School at the Universidad de los Andes

Recognition of the most innovative companies in each industry for their development of new processes, products, services, and community initiatives.

First place in the salmon farming industry

Innovation based on AI

Brinca

Recognition for the project "Salmon Fillet Evaluator and Grader for Processing Lines" in the AI-Based Innovation category.

ThUSD 1,358

R+D Investment



Research and development

ATC Innovation Center

(*Aquaculture Technology Center*)

34
Tests

8
Genetics

15
Nutrition

11
Health

In 2007, we set up a biotechnology innovation and transfer center in Lenca, Los Lagos Region, to drive our continuous improvement processes and evaluate the latest available technological solutions. This facility allows us to accelerate innovation and generate knowledge that improves the efficiency and performance of our production operations.

A specialized multidisciplinary team conducts bioassays under controlled conditions on Atlantic and Pacific salmon. It addresses areas such as disease resistance, genetic improvement programs, diet evaluation, development and validation of veterinary products, and vaccine testing. The results are reported to the units for application in their processes.

The center has a built area of 2,000 m² and is equipped with state-of-the-art technology, including sixteen isolated and independent recirculation systems and five reuse systems, with the flexibility to conduct independent trials in either freshwater or seawater. It allows for temperature adjustment within a range of 5°C to 28°C. It adheres to strict biosecurity and quality standards for all trials conducted.

Notable Activities and Studies 2025

- Improvements to general infrastructure, freshwater and seawater effluent disinfection systems, automation of biofilter washing, and improvements to fecal recovery systems per tank, aimed at obtaining precise data for biotests.
- Development of new biotest models, incorporating mixed IP infection models with cohabitation to study and understand disease development.
- Anatomical, physiological, and amino acid profile characterization, as well as fatty acid and proximate analysis at different time points in salmon grow-out models for both sexes.
- Health challenges against pathogens for the families comprising the genetic nuclei, to complement and validate the genetics team's production strategy.

AquaChile Laboratory

To support our production, in 2009 we began operating a laboratory in Puerto Montt, integrated into the network of laboratories authorized by the National Fisheries and Aquaculture Service. Its role is to support the diagnosis of pathogens affecting fish in production units and those associated with the food safety of the final product in processing plants.

Additionally, it conducts genomic and proteomic studies of pathogens present in the production chain, enabling us to maintain up-to-date knowledge and anticipate potential health challenges. The laboratory is ISO 17025 certified, ensuring the quality of its tests, and has consolidated its position as a top-tier support for production. It has also collaborated on human health diagnostics, such as H1N1 influenza in 2009 and SARS-CoV-2 in 2020.

CERTIFICATIONS AND QUALITY STANDARDS

Our production operations are conducted in accordance with international certifications that ensure high standards of sustainability, animal welfare, traceability, and food safety throughout the entire value chain.

AquaChile's salmon production is conducted under rigorous international standards that verify compliance with good environmental, social, and production practices at every stage of the process.

These certifications cover everything from feed production and hatcheries to farming facilities and processing plants, ensuring that each stage meets these globally recognized requirements.

Compliance with these standards is periodically evaluated through external audits conducted by independent organizations, which ensures the continuous improvement of our processes and builds trust among customers, consumers, and international markets.

Thus, these certifications serve as a key pillar in guaranteeing that our products are produced under responsible and safe conditions, aligned with best practices in the aquaculture industry.

Certifications in the production chain



These certifications share the goal of ensuring that salmon is produced in accordance with high standards of environmental responsibility, animal welfare, quality, and safety.

International Standards

The international certifications applied by AquaChile are based on standards designed to ensure responsible production, traceability, quality, and safety throughout the production processes.

These standards are applied at different stages of the value chain, allowing for verification of compliance with criteria related to environmental sustainability, animal welfare, food safety, and social responsibility.

Main international certifications

The international standards under which we operate set rigorous criteria to ensure responsible production, focusing on environmental protection, animal welfare, traceability, and food safety. Below are some of the most relevant certifications that support our operations.

Best Aquaculture Practices

An international certification that comprehensively evaluates aquaculture production, considering environmental criteria, animal welfare, food safety, social responsibility, and occupational health and safety.

This standard covers different stages of the value chain, including feed plants, fish farms, salmon farms, and processing plants.

Aquaculture Stewardship Council

An international standard focused on promoting responsible aquaculture, with special emphasis on protecting biodiversity, reducing environmental impacts, and adhering to good social practices in operations.

Its implementation aims to ensure that production activities are carried out in harmony with marine ecosystems.

GLOBALG.A.P.

An international standard that establishes good production practices focused on risk management, traceability, and food safety.

This standard ensures that production processes are carried out under rigorous control and documentation criteria, strengthening supply chain transparency.

International Featured Standards

An international certification focused on food safety in processing facilities, which evaluates quality management systems, risk control, and compliance with the food safety standards required by global markets.

Halal and Kosher

Certifications that guarantee products meet specific processing and preparation requirements in accordance with religious guidelines, enabling access to international markets that require these standards.

05
LOCAL COMMUNITY DEVELOPMENT

KEY FIGURES

91,427
People participated in joint programs and projects with AquaChile

10
Professionals are part of the community team

23
Municipalities where community engagement takes place

1,517
Leaders and affiliated organizations

4
Regions

39
Permanent working groups

TERRITORIAL DIALOGUE

We have set up a community relations team composed of ten professionals based in the regions of La Araucanía, Los Lagos, Aysén, and Magallanes.

This regional presence allows us to carry out programs and initiatives with local relevance that reflect the realities of each community, seeking to have a positive impact on them.

Community engagement model

We integrate community engagement into our business model, recognizing it as key to the social license and legitimacy of our operations.

We develop and support social initiatives that align with the pillars established by the company: Local Development, Environment, Education, and Healthy Living.

Lines of work

Local Development	Environment	Education	Healthy Living
34,244 Beneficiaries (people)	1,304 Beneficiaries (people)	14,343 Beneficiaries (people)	12,573 Beneficiaries (people)
100 Benfited organizations	18 Benfited organizations	73 Benfited organizations	55 Benfited organizations

Community engagement is a fundamental part of AquaChile's sustainability strategy and falls under the Shared Value pillar.

We foster close, collaborative relationships with communities, promoting local development, ongoing dialogue, and programs that have a positive impact on education, the environment, and healthy living.

Focusing on creating comprehensive value for people, suppliers, customers, and communities in the regions where we operate, we are updating our community engagement strategy with a view toward 2030, incorporating initiatives that contribute to regional development, community well-being, and the creation of job opportunities in 100% of the locations where we have operations.

Participation and Dialogue Initiatives

100%
Of operations with local community participation programs, impact assessments, and development initiatives

113
Dialogue initiatives implemented

6,131
People who participated in dialogue initiatives

7
Complaints received and addressed

39
Local radio stations with AquaChile presence

4
Local guilds with active participation

Partnership work

In 2025, we worked in coordination with the following civil society institutions on community initiatives:

Cámara de Turismo de Puerto Aysén, Fundación Chile Lagos Limpios, Fundación UC Davis, Balloon Latam, Fundación Musicarte, Taller Verde Sur, Fundación Área Marina Protegida Pitipalena- Añihué, Fundación Cultural Escena Sur, Fundación Educacional Santa Teresa, Club de Leones de Punta Arenas Cruz del Sur, Universidad del Desarrollo, Reserva Elemental Melimoyu, Fundación Huella Local, among others.

Community Engagement Framework

We continuously evaluate our community engagement strategy and its implementation at the regional, municipal, and local levels.

To this end, we have developed a matrix that integrates the perceived impacts of operations, the importance of production facilities within the value chain, the mapping of various stakeholder groups, and a risk assessment for each territory, allowing us to define the most appropriate strategy for each location where the company operates.

Open-Door Policy

We promote an open-door policy through which we welcome scheduled visits from employees' families, neighbors, educational institutions, and local authorities. These interactions allow them to learn firsthand about our standards at fish farms, grow-out centers, and industrial processing and feed manufacturing plants, thereby strengthening trust in our operations.



2025 Milestones

Community Engagement Working Groups

The community relations team holds working group meetings with organizations located near our facilities. Through ongoing dialogue, we agree on annual work plans and agendas that enable us to develop community projects tailored to the specific needs of each organization.

Breakfast with Pargua Neighbors

Every year, we invite organizations near our feed plant in Pargua to a breakfast to share relevant information about our operations and ongoing projects. The event includes a guided tour of the facilities and a roundtable discussion to identify potential community support initiatives.

Local stakeholders attend, including police officers, firefighters, neighborhood associations, parent-teacher associations, senior citizen clubs, the local health clinic, educational institutions, and indigenous communities.

Connecting with Indigenous Peoples

We recognize the vital role of Indigenous peoples in the regions where we operate. For this reason, we maintain an ongoing dialogue with the Indigenous communities and associations with whom we coexist (Mapuche, Huilliche, and Kawésqar communities).

They are part of our stakeholders, and we work together on initiatives related to cultural preservation, local development, education, and healthy living.

We also encourage their participation in the production chain through the creation of service companies. The community team has been trained to learn about and understand the cosmovision of these peoples.

Indigenous communities and associations with whom we developed initiatives in 2025



La Araucanía Region

3	6	2	11
Vilcún	Melipeuco	Pucón	Curarrehue

Los Lagos Region

3	5	1	1	3
Calbuco	Hualaihué	Cochamó	Chonchi	Quellón

Aysén Region

4	6
Cisnes	Aysén

Magallanes Region

12
Magallanes

2025 Milestones

Cultural Preservation

We have reaffirmed our commitment to the indigenous communities connected to our operations by supporting initiatives that safeguard their cultural heritage and strengthen local identity. These efforts include educational projects, cultural preservation initiatives in areas such as crafts and gastronomy, tours of ancestral territories, and the development of community infrastructure.

We also actively participate in traditional celebrations and activities, including Wetripantu, Trafkintu, and Indigenous Women's Day.

Initiatives supported in 2025:

- Support for training traditional authorities in Melipeuco.
- Technical tour for Mapuche artisans from Pucón. Huilliche loom training in Quelgo.
- Support for the construction of a ruca (traditional house) for the Barrio Costero community in Quellón.
- Kawésqar basketry workshops taught to the Natales community by Kawésqar artisans.

Working Group with Lof Cuenca del Cabedaña

This year, we continued our working group with the Lof Cuenca del Cabedaña, composed of six Mapuche communities in the Curarrehue district. Together with them, we seek to promote participatory community projects that directly benefit the families that make up this group.

6	350
Communities	Families

Strawberry Project: Antonio Calficura Mapuche Community

To support the development of our neighboring communities in the municipality of Vilcún, in the rural area of Codinhue, we launched an agricultural strawberry planting project in partnership with the Antonio Calficura Mapuche community, which has benefited fifteen families from that community in its initial phase.

The project involved a collaborative effort between AquaChile and the community. The community's contribution consisted of preparing twelve family gardens, which involved tilling the soil, installing irrigation systems, and planting beds. AquaChile contributed by providing 45,000 Albion variety strawberry plants.

The implementation of this project has ensured the generation of employment and economic resources for these fifteen families living in remote rural areas for three years through the production, harvest, and sale of more than 135,000 kilos of strawberries annually.

Magallanes Commitment

In 2021, we made several commitments to the Kawésqar communities in the region, including preferential access to salmon, support for the preservation of Kawésqar culture, and the strengthening of education through a scholarship program.

COMMUNITY PROGRAMS BY AREA OF FOCUS

Local Economic Development

Job creation and the promotion of local development are priorities. Our operations in remote areas have generated opportunities for new services and ventures. To strengthen this growth, we have implemented support programs for the companies linked to our operations as well as for local community businesses.

34,244
People benefited 2025

100
Benfited organizations 2025

818
Applications received

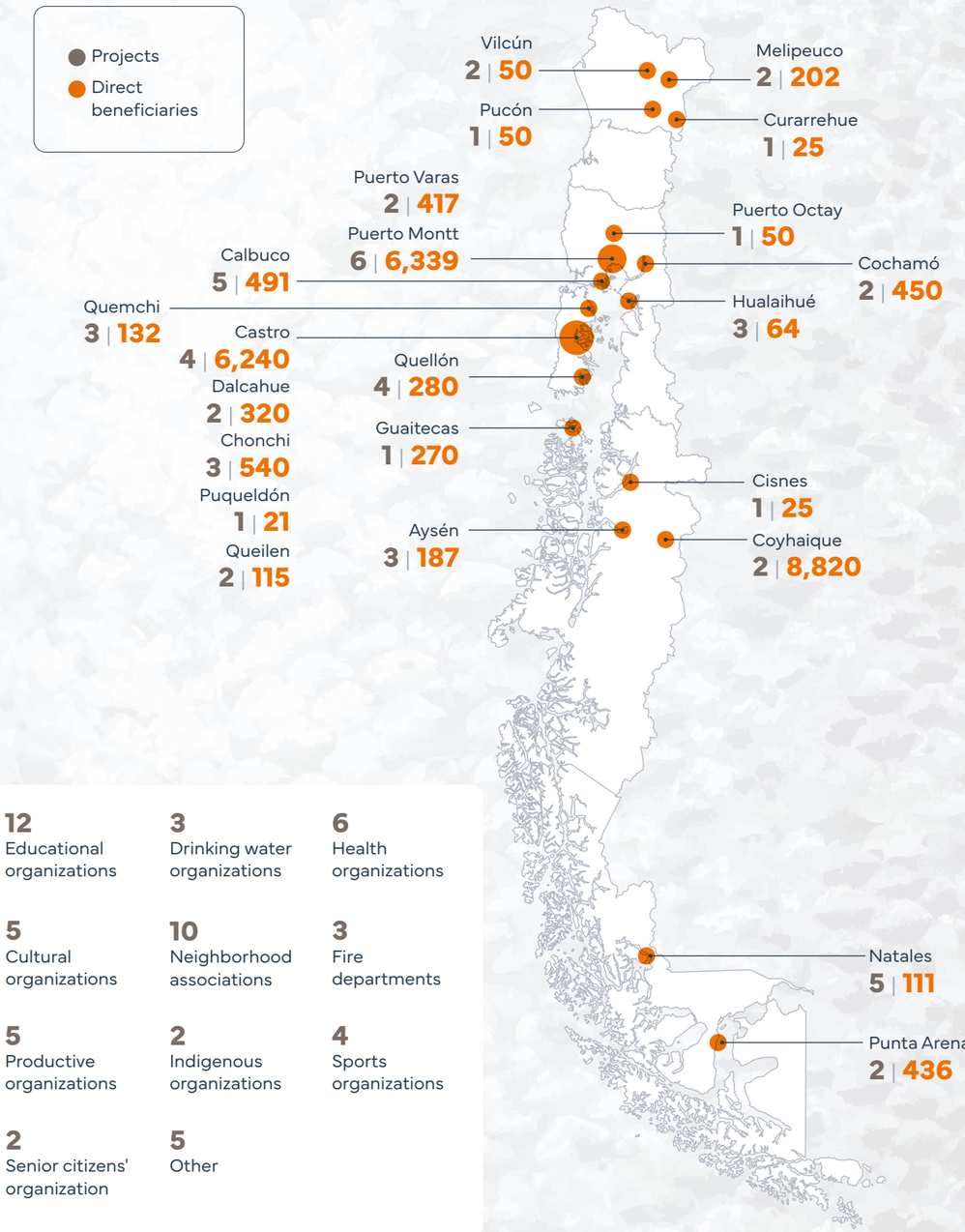
25,635
People directly benefited

57
Winning social organizations

AquaChile Competitive Fund 2025

We launched the seventh edition of the AquaChile Competitive Fund, open to all community organizations in the areas where we operate. In 2025, the grant amount was increased from up to one million pesos to $1,250,000 to fund projects in the areas of sustainability and the environment, inclusion, healthy living, equipment and infrastructure, education, culture, and local productive development.

- **6** La Araucanía Region
- **37** Los Lagos Region
- **7** Aysén Region
- **7** Magallanes Region



- **12** Educational organizations
- **3** Drinking water organizations
- **6** Health organizations
- **5** Cultural organizations
- **10** Neighborhood associations
- **3** Fire departments
- **5** Productive organizations
- **2** Indigenous organizations
- **4** Sports organizations
- **2** Senior citizens' organization
- **5** Other



Initiatives 2025

Partnership with Fundación Huella Local

We remain in partnership with Fundación Huella Local. We have participated in convergence roundtables for underserved areas in Los Lagos, Cisnes, and Guaitecas, with Cochamó set to join in 2025. This initiative accelerates public infrastructure projects, allowing us to contribute directly to improving the quality of life in the communities where we operate.

The convergence roundtables are public-private initiatives that bring together local and regional governments with companies operating in the territories through work coordinated by the foundation.

Internet connectivity in isolated areas

Since 2022, we have been collaborating on the implementation of Starlink satellite internet access in various locations near our operations. As a result, we have managed to connect remote areas such as Puerto Gala, Melimoyu, Puerto Aguirre, Puerto Edén, Puqueldón, and Melinka.

4

Projects approved in 2025

$4,841,075,426

Public investment approved

Project Status as of December 2025

Phase of the investment project

33 Projects

- Technical approval **3**
- Design **13**
- Execution **2**
- Delivered **8**
- Funded **5**
- Application **2**

Tourism engagement

Salmon Route

Since early 2025, we have been working with the Municipality of Puerto Montt to bring cruise ship tourists visiting the city to our Huenquillahue fish farm, with the aim of giving them a firsthand look at salmon farming and the high environmental standards by which AquaChile operates.

Collaboration with the Aysén Chamber of Tourism

We actively participate in the Aysén Chamber of Tourism, where we have worked on various initiatives, such as the Water Route.

In 2025, we supported the Aysén International Kayak Meeting (EIKA), where we facilitated the participation of athletes from Chacabuco, Aysén, and Huichas Island, providing them with the opportunity to become certified in ACA standards.

Collaboration with the Última Esperanza Chamber of Tourism

We are members and actively collaborate in the various activities organized by this association to promote year-round tourism in Natales, and we support the training and development of its members.

MakerSur Program: Melimoyu and Puerto Gala

In collaboration with the School of Engineering at the Universidad del Desarrollo, we carried out this project aimed at bringing technology to isolated coastal communities in Aysén, specifically in Melimoyu, Puerto Gala, and the Meri Foundation's Melimoyu Reserve.

With the goal of putting technological tools at the service of the community and promoting self-sufficiency in areas where access to external products is limited, we have provided training in hydroponic farming and 3D printing.

Now, local residents have the knowledge and equipment to strengthen their food sovereignty and produce useful supplies through recycling and digital fabrication, helping to address local challenges in a sustainable way.

AquaChile Open House

In early 2025, we opened this public space so that the Natales community and tourists could learn about the salmon farming process in Magallanes at our facilities.

More than 1,000 people visited during its first year of operation, including guests from the Skorpios cruise ship, school and university groups, and the general public.

Traditional Festivals

Recognizing the cultural diversity present in the regions where we operate, we promote the preservation of local identity by supporting traditional activities and celebrations. These initiatives are tailored to the specific characteristics and needs of each region and municipality.



33
Traditional festivals supported

73,719
Participants

Municipality	Name of activity / meeting
Aysén	San Pedro Aysen Celebration
Aysén	National Casserole Day Celebration
Aysén	Indigenous Women's Day Celebration
Aysén	We Tripantu Mawun Mapu
Aysén	We Tripantu Wapi
Aysén	Chacabuco Anniversary Rodeo
Calbuco	Magical Communities 2025
Calbuco	Trafkintu
Calbuco	Chayahué Traditional Sports Club
Calbuco	We newen mapu
Cisnes	Traditional Peasant Festival Between the Mountains and the Sea
Cisnes	Puerto Cisnes Rodeo
Cisnes	Fried Fish Festival
Cisnes	Cisnes Week
Cochamó	Cochamó Minga
Coyhaique	Coyhaique Anniversary
Curarrehue	Mawiza del Pahuen Cultural Fair
Curarrehue	Trawun, the twins of Catripulli
Guaitecas	Melinkana Week
Guaitecas	Repollal Bajo Traditional Festival
Guaitecas	Repollal Alto Traditional Festival
Melipeuco	Changle Gastronomic Festival
Melipeuco	Kutralkura Entrepreneurs' Winter Festival
Melipeuco	Egg Fair, Francisco Meli Quidel Community
Natales	Fjord Plunge
Natales	Chilean-Style Festival in Torres del Paine
Natales	Chilote Traditional Festival
Puerto Montt	Lenca Traditional Festival
Queilén	"Reitimiento de Chancho en Queilen" Traditional Festival
Quellón	Mapuche Gastronomy Festival of Quellón
Quellón	Festival of Rodeo and Creole-Williche Skills, Yaldad Indigenous Community
Quellón	El Quelcun de Chaiguao Traditional Festival
Quellón	Chilote Lamb Traditional Festival

Courses and Training Programs 2025

Training programs play a fundamental role in our local development initiatives. We recognize their value as a cornerstone for strengthening the economic development of individuals and their families. For this reason, we implement training programs tailored to the specific needs of different stakeholder groups, taking into account the unique characteristics of each region where we operate.

Municipality	Name of activity / meeting	Participants	Hours of training
Aysén	Food Handling Training	15	15
Aysén	ROV Pilot Training	12	30
Aysén	Vermicomposting Workshop	10	2
Aysén	Fermentation Training	20	12
Aysén	Chilean Cuisine Training	15	4
Aysén	Crafts Workshop	20	80
Calbuco	Quelgo Loom Training	12	60
Calbuco	First Aid Training	15	8
Cisnes	Class B Driver's License Training	22	16
Cochamó	Cut Flower Production and Commercialization Course	19	50
Dalcahue	UV RESIN TRAINING	20	16
Guaitecas	Pastry and Baking Course	15	20
Guaitecas	Course on Carpentry Techniques for Structural Work	15	60
Guaitecas	Fire Extinguisher Use and Handling Training	20	5
Guaitecas	Welding Workshop	10	10
Natales	Balloon Latam Training Academy	60	15
Natales	Boost and Promote Your Brand	50	3
Puerto Montt	Plumbing Training	20	30
Puerto Montt	CERT Training	20	8
Quellón	Pastry Course	16	30
Natales	Mentoring in Salmon Butchering and Charcuterie	16	8
Aysén	ACA Kayak Certification	5	20



22
Trainings

427
Participants

9,045 hrs.
of training

Artisanal fishing support program

We share our environment with artisanal fishermen, which is why we have launched various support initiatives. These include engaging them as service providers for AquaChile, training programs, and the development of initiatives aimed at strengthening productivity and community infrastructure.

Productive chain:

32 companies made up of artisanal fishermen provide services to AquaChile in Los Lagos, Aysén, and Magallanes.

Innovation and diversification:

we began implementing seaweed seeding services in aquaculture concessions, provided by artisanal fishermen.

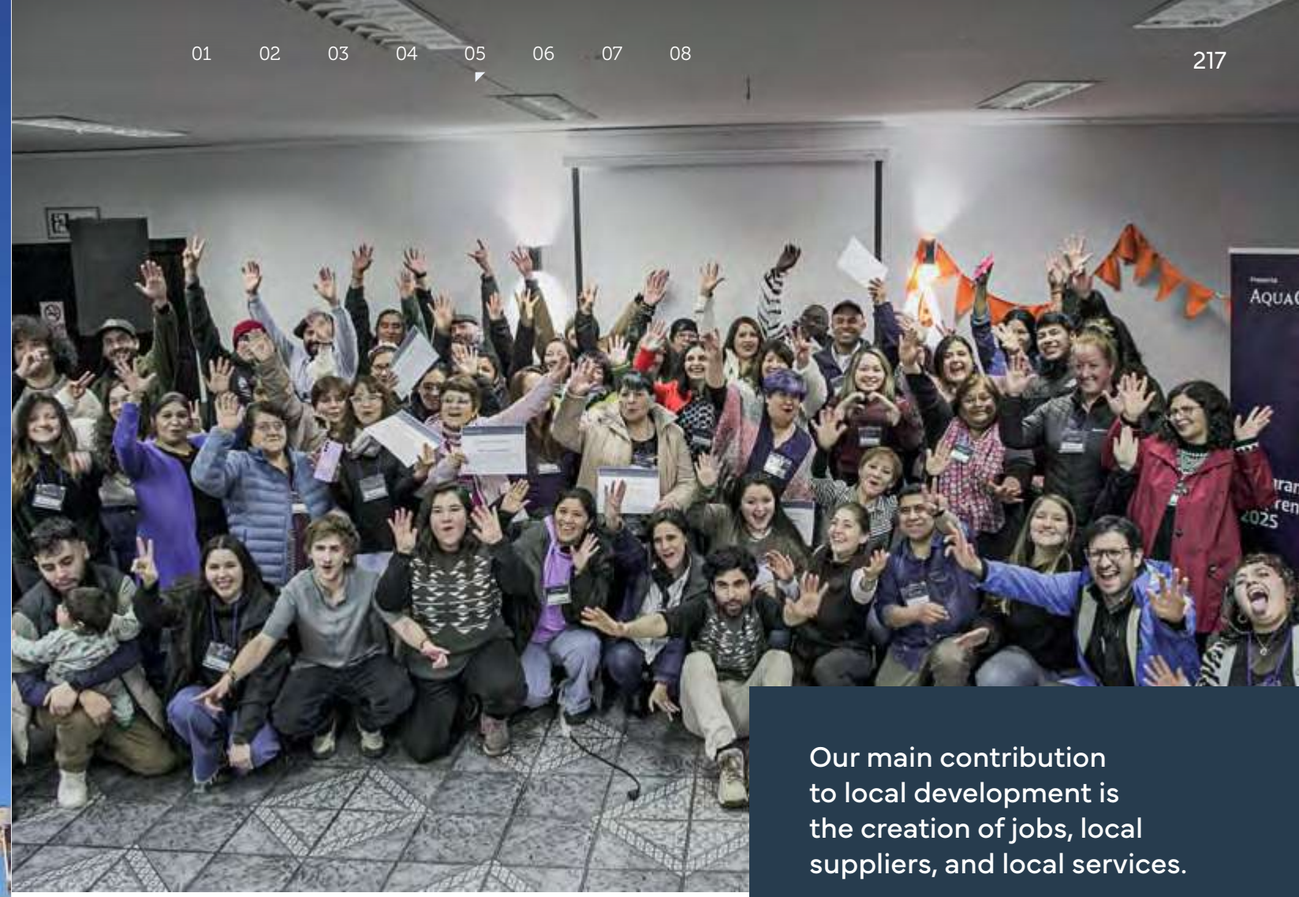
Transfer of skills:

we supported a technical tour for fishermen from Puerto Montt (Chaicas) to Cochamó to strengthen their knowledge of mussel aquaculture.

Dialogue and inclusion:

we participate in the Women Fisherfolk Roundtable in the Aysén Region, promoting spaces for collaboration and development from a gender perspective.





Our main contribution to local development is the creation of jobs, local suppliers, and local services.

Local Entrepreneurship Program in Puerto Natales in partnership with Balloon Latam

With the goal of strengthening the community's entrepreneurial ecosystem, we implemented this program in 2025, which allowed local entrepreneurs to participate in a personalized mentoring process and acquire tools to improve their business models.

The initiative included technical consulting for the creation and refinement of brands and logos, and culminated in the delivery of a branding kit to each entrepreneur and a fair open to the Puerto Natales community.

50

Entrepreneurs benefited

Local employment

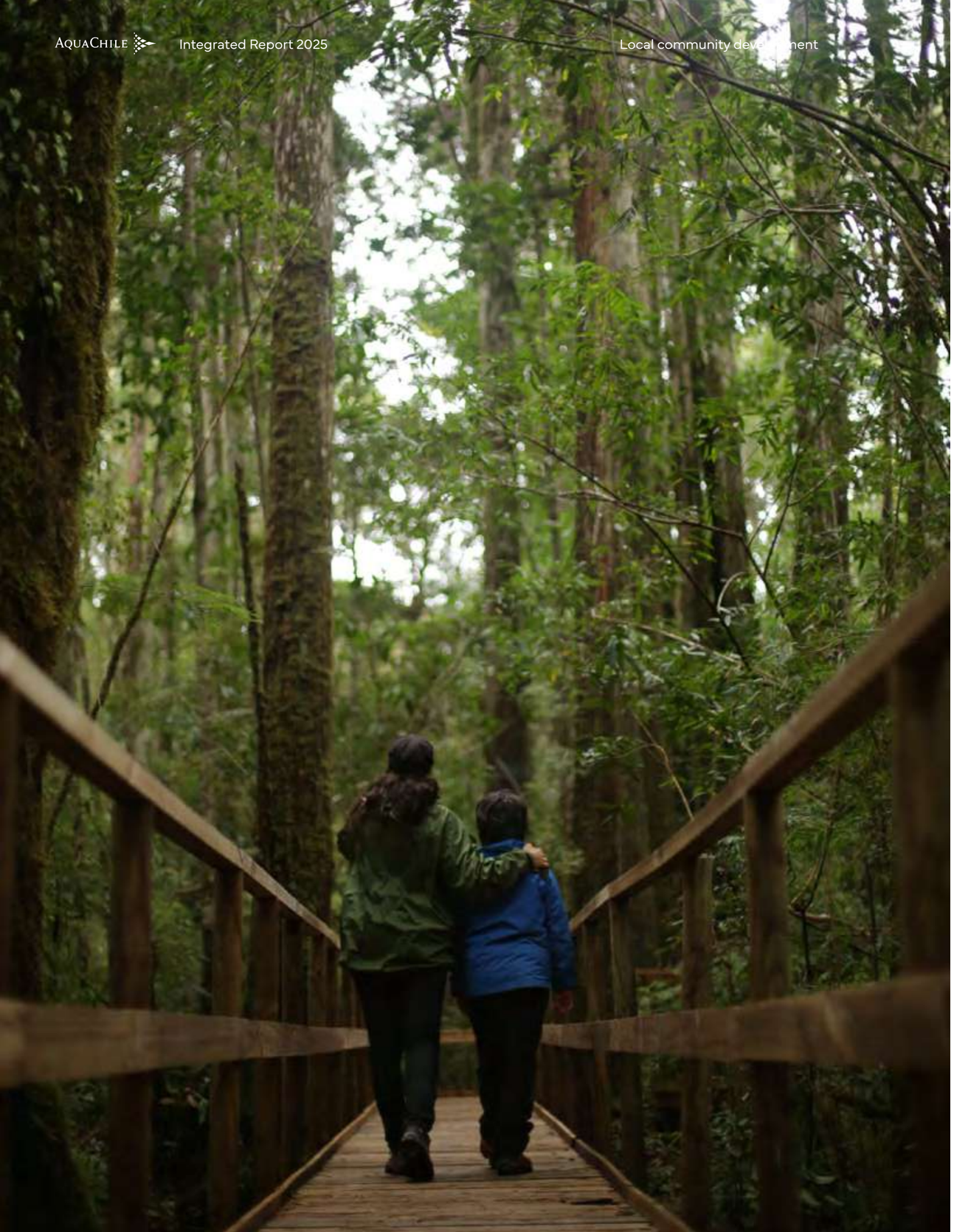
5,378

Collaborators work and reside in the same province

87.4%

Local hiring rate (collaborators who work and live in the same province)

*Percentage of staff who work and live in the same region: 91.2%.



Environment

1,304

People benefited 2025

18

Organizations benefited 2025

Initiatives 2025

Beach cleanups

We work alongside local communities to carry out cleanup programs on hard-to-reach beaches in Calbuco, Hornopirén, Melinka, Cisnes, Puerto Aysén, and Puerto Natales. This commitment has endured over time, and in 2025, we continued to strengthen these initiatives to protect the environment and promote community collaboration.

Eco-Train

In partnership with Reciclajes Martino, this initiative visits educational institutions in Puerto Aysén and Puerto Chacabuco to collect recyclable waste. We also conduct workshops on environment and recycling at various schools and high schools in the municipality.

Waste Revaluation, HDPE Reuse, Feed Pipes, and Watering Troughs

Together with the Rural Office of the Municipality of Cisnes, for over a year we have been providing feed pipes and watering troughs to residents of Puerto Cisnes. This initiative aims to promote the reuse of industrial-grade HDPE plastics, contributing to the development of the local agricultural sector and reaffirming AquaChile's commitment to the circular economy, environmental stewardship, and collaboration with the community.

National Policy Roundtable on Education for Sustainable Development

We are active members of this roundtable, where in 2025 we organized the seminar "Aysén Facing the Climate Challenge: Local Reflections for a Sustainable Future," as well as the 2025 Sustainable Development Fair: "The Future Is Today," held in Coyhaique's main square.

We Support the Chaicas School in Its Environmental Seal Initiative

At the Chaicas School, we supported the Environmental Culture project, developed at the school for fifth- and sixth-grade students, with the goal of fostering values of environmental stewardship and strengthening sustainable practices. Thanks to these initiatives, the school received the Environmental Seal of Excellence, awarded by the Ministry of the Environment through the SNCAE (National System for Environmental Certification of Educational Institutions in Chile), which publicly recognizes schools that successfully implement environmental education strategies within their school communities.

Education

14,343
People benefited 2025

73
Benfited organizations 2025

Initiatives 2025

Throughout the year, we strengthened educational opportunities for children, youth, and adults in the most remote areas where we operate, continuing our scholarship programs in Hualaihué, Melinka, Cisnes, and the Magallanes Region. In Hualaihué, we continued to support students in the Lago Cabrera area by providing school supplies, backpacks, and shoes for elementary and middle school students, as well as financial aid for higher education. In Melinka, the program focuses on high-achieving college students. In Magallanes, we launched an excellence scholarship for students from the Kawésqar community, promoting equity and recognition of indigenous cultures.

44
College scholarships

128
School scholarships

Micelio Project

This initiative aims to connect young people in southern Chile with science, innovation, and education—key pillars for local sustainable development.

104 students from five schools in Puerto Montt and Puerto Varas visited AquaChile facilities and, thanks to Micelio's methodological approach, were able to learn about the industry, conduct research, and develop projects related to salmon farming.

Cooperation with Educational Institutions

We have entered into collaboration agreements with high schools, technical training centers, and universities to help design educational programs aligned with our workforce qualification requirements and to offer training opportunities through internships at our facilities.

Some of the institutions we collaborate with include the Puerto Aysén State Technical Training Center (CFT), Inacap, the University of Magallanes, the Monte María Technological High School in Pucón, the Hornopirén High School in Hualaihué, and the Luis Cruz Martínez High School in Puerto Natales, among others.

32
Institutions

Voices of the South

We continued to work with the MusicArte Foundation on the Voices of the South program, which this year included a repeat of Voices of Quellón and added a new project: Christmas Voices.

The initiative sought to identify and strengthen the vocal talent of students from public schools in different municipalities through in-person and virtual workshops to refine their singing technique.

20
Young people benefited

Collaboration Agreement with the Monte María Technological High School in Pucón

For more than seven years, we have maintained a collaborative partnership with the Monte María Technological High School in Pucón, which has allowed us to participate in the training of 11th and 12th-grade students specializing in aquaculture.

This collaboration has facilitated educational initiatives such as field trips and professional internships at our facilities—including fish farms, salmon farms, processing plants, and feed plants—with the aim of introducing students to the salmon production process.

We have also provided technical support, such as career readiness workshops, the provision of supplies, and assistance in ensuring the proper functioning of the water and electrical systems at the school's experimental trout center.



Healthy Living

12,573
People benefited 2025

55
Benfited organizations 2025

Initiatives 2025

We produce a nutritious and healthy protein and collaborate in promoting sports and healthy lifestyles in the communities where we operate.

Smiles for the Community

This project was carried out in partnership with the Municipality of Puerto Montt to provide dental care to the residents of Maillen Island.

The initiative included dental cleanings, scaling, restorations, fillings, and extractions.

The initiative tangibly improved the quality of life for families on the island and reaffirmed our commitment to the well-being and health of the communities where we operate.

Newen Trumun Youth Soccer Academy

Since 2012, we have remained committed to the Newen Trumun Youth Soccer Academy, located in Catripulli, in the municipality of Curarrehue, facilitating the participation of boys and girls in training sessions twice a week.

This project continues to be a recreational space that promotes an active and healthy lifestyle, while reinforcing essential values such as teamwork, discipline, and perseverance—fundamental pillars for their holistic development.

25
participating children





Local Sports Events

One of the pillars of our community work is the promotion of healthy living and sports. Therefore, throughout 2025, we have continued to support various sports activities in the regions where we operate, highlighting initiatives that foster integration, well-being, and the holistic development of communities.

Among these, the following stand out:

46
Sports activities

9,317
Participants in supported sports activities

Quellón Soccer School

We reaffirmed our commitment to youth sports and healthy living through the AquaChile Soccer School in Quellón. This initiative aims to provide children with a safe space to learn values such as respect, teamwork, and perseverance while developing their athletic skills.

60
participating children

Mini Salmón 2025

Quellón once again hosted the 17th edition of the Mini Salmón Cup, a sporting event that has become a winter tradition, promoting physical activity, sportsmanship, and family and community integration.

42
Teams

450
participating children

We sponsored the third edition of the 2025 Salmon Regatta in Quellón

The event brought together the local community and visitors around sports, maritime culture, and entrepreneurship, with the participation of 20 local entrepreneurs, who offered products and services over the two days. We were present with an interactive booth, where attendees could learn more about the company and sample the event's star product: salmon.



EMPLOYABILITY AND DEVELOPMENT OF LOCAL SUPPLIERS

61.13%

of local suppliers contributing to the development of areas where we operate

Suppliers are key partners, which is why we foster long-term relationships that ensure operations meet the standards required by our company and the industry.

When procuring services and supplies, we give priority to local suppliers, offering them equal opportunities in the bidding process and supporting the growth of the local economy.

2025 Milestones

Training for Local Suppliers

We organize training sessions for local suppliers, focusing on strengthening relationships and improving service management. These sessions covered topics such as new business opportunities, workforce certification, occupational health and safety, and purchasing and invoicing processes.

Throughout the year, we held meetings in various areas of the organization, bringing together more than 100 companies and over 180 attendees, promoting collaborative work and shared learning.

50
Participants in training for suppliers at the Puerto Aysén hatchery

100
Participants in training for suppliers at processing plants and salmon farms in Chiloé

30
Participants in training for suppliers at fish farms in the Araucanía Region

No. regional suppliers

Region	No. suppliers				
	2021	2022	2023	2024	2025
La Araucanía	106	116	68	108	132
Los Lagos	1,086	1,122	911	1,209	1,254
Aysén	204	209	166	191	244
Magallanes	166	174	151	193	213

Region	Total invoiced (USD)				
	2021	2022	2023	2024	2025
La Araucanía	24,073,031.88	79,387,292.67	19,060,202.84	60,813,101.56	47,430,631.44
Los Lagos	336,386,450.44	431,280,857.38	437,319,980.31	517,698,155.06	572,506,769.63
Aysén	33,936,181.08	34,143,011.31	42,166,717.61	50,506,862.53	54,744,274.62
Magallanes	25,142,109.06	32,506,903.56	48,036,232.45	34,952,708.41	36,610,323.50



Contracts Awarded to Local Suppliers

Giving preference to local suppliers is a cornerstone of our management approach. We are constantly evaluating opportunities to have services that are traditionally outsourced provided by companies in the regions where we operate. In this way, we help strengthen regional economic development and improve operational efficiency.

We highlight the addition of a shipyard in Punta Arenas, which has allowed us to avoid transporting naval equipment from Magallanes to Puerto Montt, resulting in cost savings, optimized turnaround times, and reduced operational risks.

Similarly, working with a net workshop in Magallanes has allowed us to eliminate transportation of nets to Puerto Montt, which improved logistics, reduced risks, and contributes to strengthening local capabilities.

Chiloé Supplier Seminar in Quellón

We held two seminars aimed at suppliers for AquaChile's marine processing and production plants on the island of Chiloé. The event brought together more than 80 contractor companies, who participated in training sessions on services and opportunities, supplier evaluation, certification of compliance with labor, health, and occupational safety obligations, as well as procurement and finance processes, with the goal of strengthening relationships and collaborative work. The event also featured a speaker from Sercotec Chiloé, who presented the various consulting and funding options available to support the development and growth of their businesses.

80
Participating companies

Engagement with trade associations

We strengthened our relationship with local suppliers by signing a framework agreement with the Aysén trade associations Agrupaysén and Acuiprov. This milestone consolidates the strategic role of local suppliers in our operations, boosts local employment, and contributes to the sustainable development of the region.

We also maintain a close relationship with APSIA, the Trade Association of Service Providers for Aquaculture and Fisheries of Natales.

Supplier Evaluation

We have formal procedures in place for evaluating new suppliers, which include reviewing commercial, tax, labor, and occupational health and safety matters.

We divide our suppliers into two categories: contractors and general material and service providers.

To evaluate potential contractors, we examine the documents provided by the company's Procurement department, verify compliance with labor and social security regulations, and review occupational health and safety requirements through certification platforms. The information gathered is centralized in internal systems, and the associated procedure is updated annually.

We evaluate their compliance with occupational health and safety standards based on the standards of labor and health authorities and our internal evaluation standards.

We verify and provide guidance to our suppliers who require it, to ensure they meet their legal obligations. We also regularly verify that service providers comply with required safety standards, including the use of personal protective equipment (PPE), regulations, and mandatory protocols.

To create new suppliers in the system, we need

- Signed Conflict of Interest Policy.
- Conflict of Interest Declaration.
- Declaration of Compliance with Law No. 20,393.
- Declaration of Relationship with Politically Exposed Persons.

Total suppliers

Domestic	3,015	2025
0.97% var.	2,986	2024
Foreign	119	2025
10.19% var.	108	2024

We do not have any suppliers that individually account for at least 10% of our purchases.



The Supplier Quality Assurance department at our processing plants evaluates the performance of suppliers of materials and services to the division. The risk-based analysis focuses on three criteria: service quality, product quality and price. The results of audits conducted at our suppliers' various facilities and operations are also taken into account. We value the commitment and capabilities of our collaborators, as they reinforce our corporate culture of excellence, quality, safety and sustainability. The diverse perspectives that each collaborator brings allow us to innovate and adapt to the challenges of the aquaculture sector.

Inputs

Quality of Service
(Warehouse Managers)

- Communication.
- Supply.
- Flexibility.

Product Quality
(Supplier Quality Assurance)

- Number of complaints received during the period.
- Percentage of complaints related to safety issues.
- Quality of response
- Response time to complaints.

Price
(Purchases)

- Opportunities where price changes occurred.

Services

Quality of service
(Users by area per plant)

- Communication.
- Response time.
- Compliance.

Formal complaints
(Supllier Quality Assurance)

- Number of formal complaints.
- Resolution.
- Response time.

Price

- Opportunities where price changes occurred.

Each year, within the Nutrition Sub-Management, the Sustainability and Quality Assurance department conducts a performance evaluation of raw material suppliers, reviewing the following areas:

Initial evaluation of new suppliers

- Nutritional characteristics
- Raw material risks
- Hazards based on the origin of raw materials (all necessary documentation is requested to meet requirements for nutrition, quality, safety, sustainability, governance, etc.)

Evaluation of active suppliers

- Updating of environmental and sustainability certifications by raw material.
- Review of traceability back to the origin of each raw material, identifying potential gaps.

Supplier Evaluation Policies

In the Industrial Division, we have a procedure for selecting and evaluating suppliers, available on the document management platform.

At our industrial processing plants, we conduct an initial assessment to identify risks related to quality, safety, legality, and authenticity. The analysis includes an initial document review to determine whether an annual audit is warranted, particularly when the supplier does not hold GFSI certification.

Payment to suppliers

We adhere to a 30-day payment term and plan our purchases in advance to provide certainty to suppliers through purchase orders. In addition, we have an automated process for validation, accounting, and payment that ensures impartiality, objectivity, and fairness.

Main payment indicators and payment terms for suppliers

Domestic suppliers

Payment period range (calendar days)	Up to 30 days	Between 31 and 60 days	More than 60 days
Number of suppliers	2,592	369	54
Number of invoices committed for payment	145,379	12,274	2,381
Number of invoices paid	145,379	12,274	2,381
Number of invoices paid (ThUS$)	1,159,594	177,319	26,089
Total amount of late payment interest on invoices (US$)	0	0	0
Number of agreements registered in the Registry of Agreements with Exceptional Payment Terms	0	0	0

International suppliers

Payment period range (calendar days)	Up to 30 days	Between 31 and 60 days	More than 60 days
Number of suppliers	94	126	84
Number of invoices committed for payment	4,747	1,457	557
Number of invoices paid	4,747	1,457	557
Number of invoices paid (ThUS$)	41,055	27,239	33,617
Total amount of late payment interest on invoices (US$)	0	0	0
Number of agreements registered in the Registry of Agreements with Exceptional Payment Terms	0	0	0

Total suppliers

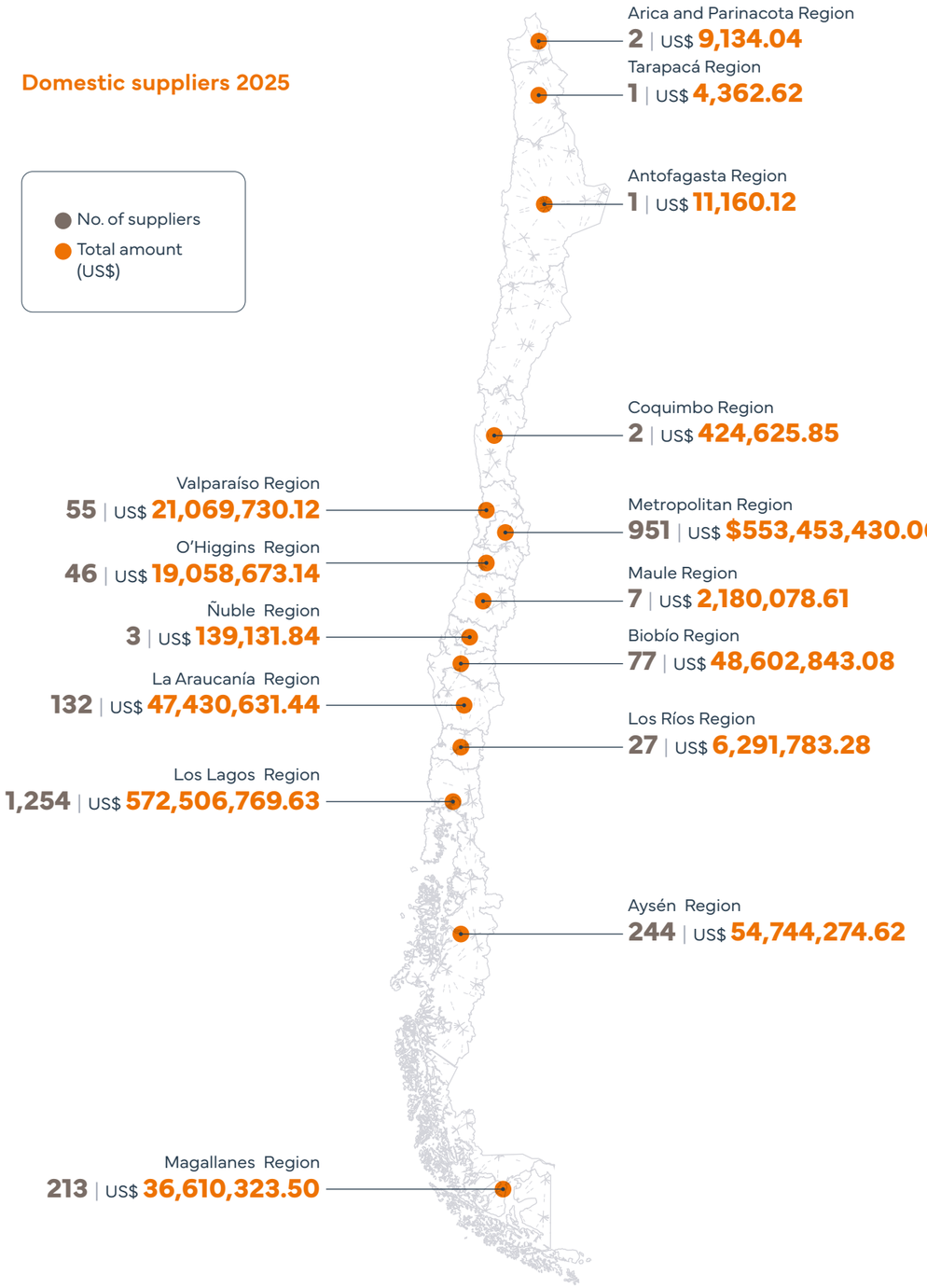
Payment period range (calendar days)	Up to 30 days	Between 31 and 60 days	More than 60 days
Number of suppliers	2,686	495	138
Number of invoices committed for payment	150,126	13,731	2,938
Number of invoices paid	150,126	13,731	2,938
Number of invoices paid (ThUS$)	1,200,649	204,558	59,706
Total amount of late payment interest on invoices (US$)	0	0	0
Number of agreements registered in the Registry of Agreements with Exceptional Payment Terms	0	0	0

*No agreements with Exceptional Terms were recorded.
*Although the company maintains processes and procedures for reviewing new suppliers that take into account commercial, tax, and labor aspects (including occupational health and safety criteria), there is no formal supplier evaluation policy in place.

Average number of days to payment during the period

	SME	Non-SME	General
Average days of payment agreed-upon			
2025	29	31	30
Var.	-3.3%	0%	-3.2%
2024	30	31	31
Average actual payment days			
2025	27	31	30
Var.	-6.9%	-3.1%	-3.2%
2024	29	32	31
Total amount of payments made within the agreed-upon timeframe (ThUS$)			
2025	238,991	1,177,500	1,416,492
Var.	0.2%	15.7%	12.7%
2024	238,522	1,017,816	1,256,338
Percentage of payments made after the agreed-upon timeframe			
2025	5%	13%	12%
Var.	-37.5%	0%	0%
2024	8%	13%	12%

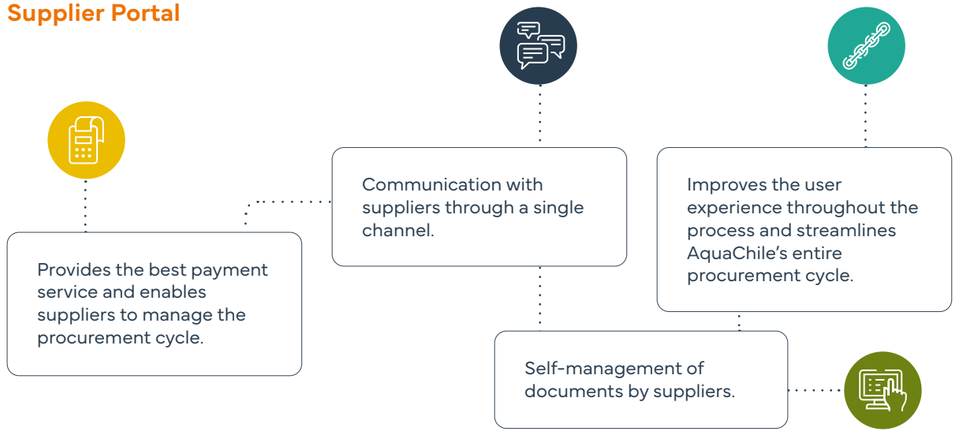
Domestic suppliers 2025



Commitment and Relationships with Suppliers

Suppliers are key to achieving our goals. That is why we select individuals and companies that share our standards, principles of integrity, and commitment to sustainable production. We prioritize local players to drive economic development in the areas where we operate.

Supplier Portal



Supplier Portal Indicators

Suppliers registered on the portal

28.47% var.

1,593 2025

1,240 2024

Average response time

0% var.

24 hrs. 2025

24 hrs. 2024

Indirect employment

Service providers

649

2025

627

2024

Indirect collaborators

4,843

2025

4,303

2024

Service companies by industry

Category	No. companies
Personnel support	2
Cleaning	10
Professional consulting and systems	3
Caligus bath	12
Diving and mortality	18
Coastal shipping	26
Casino	6
Ultrasound scans	1
Anchoring	11
Habitability	7
Laboratory	8
Laundry	1
Cleaning and disinfection	50
Maintenance of systems, equipment, and facilities	380
Network installation and maintenance	16
Underwater robotics	21
Security	6
Transportation	65
Wastewater treatment	2
Vaccination	4

Women

518

2025

448

2024

Men

4,325

2025

3,855

2024



CHALLENGES OF COMMUNITY MANAGEMENT

In the context of our guiding principles of continuous improvement and innovation, we have decided to move towards a model that strengthens the relationship between community engagement and the company's social licene. This approach involves creating more opportunities for participatory governance with our communities, developing shared-value initiatives more strongly, and assessing the impact of our social investments and the perceptions of neighboring communities.

All of the above forms part of the work agenda of our sustainability strategy.

Stakeholders and communication channels

Collaborators

Essential to the company's production process and organizational culture.

Activities that have a direct impact:

- Compensation policy.
- Occupational safety conditions
- Performance evaluations
- Workplace climate.
- Freedom of association
- Collective bargaining procedures.
- Internal communications.

Communication channels:

- Informational meetings
- AquaNews Newsletter.
- News on TV screens and daily bulletin boards.
- Collective bargaining.
- Regular meetings with unions.
- Production meetings.
- Website.
  Integrated Report.
- Publication on Regional Contribution and Sustainable development.
- Press releases.
- Social media.

Clients

Recipients of the majority of our products.

Activities that have a direct impact:

- Business strategy.
- Pricing.
- Product quality.
- Compliance with logistics requirements.

Communication channels:

- Direct engagement with sales executives.
- Meetings at sales offices.
- Participation in international trade fairs.
- Customer service in sales showrooms.
- Website.
- Integrated Report.
- AquaNews Newsletter.
- Social media.



Stakeholder and Media Relations

Our Communications department manages media relations and internal communications, while each management team leads the work with their specific stakeholders.

Consumers

End users of our products.

Activities that have a direct impact:

- Product quality and presentation.
- Brand attributes.
- Availability through various sales channels and AquaChile stores.

Communication channels:

- Press releases.
- Social media.
- Advertising in high-traffic areas such as airports.
- Direct sales at AquaChile stores.

Suppliers

They supply the materials and equipment needed for the farming, processing, and commercialization of salmon.

Activities that have a direct impact:

- Rate negotiation procedures.
- Payment procedures and deadlines.
- Communication channels.
- Internal corporate ethics guidelines.
- Training opportunities.

Communication channels:

- Meetings with client departments.
- Coordination with the Procurement Department, Treasury Department, and Supplier Payments Department.
- Supplier Portal.
- Website.
- Whistleblower Channel.

Contractors

They perform tasks essential to the production process at the company's facilities.

Activities that have a direct impact:

- Rate negotiation procedures.
- Payment procedures and deadlines.
- Communication channels.
- Internal corporate ethics guidelines.
- Training programs.
- Certification of compliance with labor and occupational safety requirements.

Communication channels:

- Meetings with client departments.
- Coordination with the Procurement Department, Treasury Department, and Supplier Payments Department.
- Supplier Portal.
- Certilap accreditation system.
- Website.
- Whistleblower Channel.

Shareholders/ Investors

Owners of the company.

Activities that have a direct impact:

- Achievement of annual business objectives.
- Adherence to the budget.
- Achievement of profit targets.

Communication channels:

- Board of Directors meetings.
- Shareholders' meetings.
- Financial statements.
- Integrated Report.
- Material events reported to the Financial Market Commission.
- Contribution and Sustainable Development Document.
- AquaNews Newsletter.
- Website.
- Social media.

Authorities / regulatory body

Identifies applicable industry regulations and oversees various aspects of the production process.

Activities that have a direct impact:

- Participation in trade associations.
- Participation in regulatory discussions.
- Compliance training programs.

Communication channels:

- Meetings.
- Public events.
- Integrated Report.
- Website.
- Contribution and Sustainable Development Document.
- AquaNews Newsletter.
- Social media.
- Press releases.

Communities

Neighbors, organizations, and local leaders located near our operations.

Activities that have a direct impact:

- Production and industrial operations.
- Impact management.
- Local hiring.

Communication channels:

- Meetings.
- Working groups.
- Integrated Report.
- Website.
- Community engagement program.
- Plant visits.
- Contribution and Sustainable Development Report.
- Whistleblower Channel.
- Social media.
- Press releases.

Membership in associations



Salmon Council

A trade association comprising five salmon farming companies with extensive experience (AquaChile, Australis Seafood, Cermaq, Mowi, and Salmones Aysén). It promotes a sustainable and competitive industry.

Magallanes Salmon Farmers Association

A trade association that represents five salmon farming companies with operations in the Magallanes Region in public affairs. It promotes the development of sustainable salmon farming in the region.

Global Salmon Initiative (GSI)

A collaborative leadership initiative that brings together the world's leading salmon producers to accelerate progress toward sustainable salmon farming.

Manufacturing Development Society (SOFOFA)

A non-profit trade federation that brings together companies and trade associations linked to the Chilean industrial sector. It comprises more than 7,000 companies, 42 industry associations, and 21 regional trade associations, covering the country's main productive sectors.

Chilean Salmon Marketing Council (CSMC)

A U.S.-based organization dedicated to promoting responsibly farmed Chilean salmon, with the aim of strengthening its reputation and enhancing the value and healthy growth of its member companies.

IdeaAysén

This organization comprises the leading trade associations and companies operating in the Aysén Region. It was formed with the aim of proposing public policies to enhance the region's competitiveness and human capital.

CPC Magallanes

A multi-trade business organization that brings together the main trade associations and manufacturing companies in the Magallanes and Antarctic Region of Chile.

Aysén Coastal Development Corporation (CorpAysén)

Promotes the balanced development of communities and economic sectors along the Aysén coastline by organizing joint activities and programs that foster educational and cultural growth in the region.

Última Esperanza Chamber of Tourism

A provincial association that promotes collaboration and sustainable development in the tourism sector in Puerto Natales, aiming for quality service and the preservation of the area's natural and cultural wealth.

Round Table on Responsible Soy

Promotes the growth of responsible soy production, trade, and use through cooperation with key stakeholders in its value chain.

Magallanes Development Corporation (CORMAG)

A private, non-profit organization. Promotes the economic, social, cultural, and sports development of the region. Composed of 41 members from the public, private, and civil society sectors.

Coyhaique Municipal Corporation for Economic and Productive Development

An entity created to promote community economic development, with a focus on entrepreneurs, micro and small businesses, local tourism, and productive competitiveness. Composed of stakeholders from the community's economic ecosystem.

06

INNOVATIVE ENVIRONMENTAL MANAGEMENT

KEY FIGURES

0
Incidents of fish escapes

103,665 t
Recycled, valorized or reused waste

97.1%
Recirculated water at our 3 recirculating aquaculture facilities

1,277 million m^3
Freshwater derived from seawater desalination

99.15%
Efficiency in odor removal

5.11
Kg CO_2 eq/kg WFE
GHG emissions intensity ratio

5.05
Gigajoules of electricity consumed per ton of WFE

31.4%
Products with renewable or recyclable packaging

12
Aquaculture concessions in lakes without salmon farming

MARINE ECOSYSTEMS AND BIODIVERSITY

10,571

Recorded sightings of seabirds and marine mammals

Our focus is on collecting and maintaining up-to-date information on our facilities and assessing how they interact with the surrounding environment and ecosystems. We also provide staff training as a preventive measure to reinforce best practices and ensure compliance with applicable regulations.

Additionally, we maintain a regional wildlife interaction plan and update information on the species present at our facilities annually, in compliance with the requirements of the BAP standard.

The following is a list of the species recorded in our operational areas, classified according to the International Union for Conservation of Nature (IUCN) and national lists.

Endangered

- Huemul
- Chiloé fox
- Southern right whale
- Blue whale
- Ñandú
- Chungungo
- Huillín
- Darwin's frog
- Peladilla fish
- Piuquén
- Northern royal albatross
- Antipodean albatross
- Arctic sandpiper
- Freshwater lamprey
- Sea whip
- Puye
- White shearwater
- Westland petrel
- Bottlenose dolphin

Critically Endangered

- Sei whale
- Fin whale
- Northern curlew
- Leatherback turtle
- Yellow-red gorgonian

Vulnerable

- Humpback whale
- Chilean silverside
- Chilean frog
- Chilean dolphin
- Elephant seal
- Sperm whale
- Olive ridley sea turtle
- Pudú
- Humboldt penguin
- Guiña
- Basking shark
- Brown catbird
- Red-tailed hawk
- Caranca
- Southern royal albatross
- Wandering Albatross
- Grey-headed Albatross
- Salvin's Albatross
- Southern Pidén
- Antarctic Giant Petrel
- Pouch Lamprey
- Catfish
- Hydrochoral
- Northern Cauque
- Cauque
- Southern Pocha
- Puye
- Snowy Plover
- Garuma Gull
- Straight-billed Curlew

Near threatened

- Southern gray wolf
- Monito del Monte
- Colo Colo

Minor concern

- Guanaco
- Culpeo fox

Responsible sourcing of marine ingredients

In the production of our diets, we use fish meal and fish oil. We prioritize the rational and sustainable use of these ingredients by sourcing them exclusively from legal fisheries that comply with recognized international standards, such as those promoted by organizations affiliated with ISEAL. In accordance with our Responsible Sourcing Policy, we only use raw materials from verified legal origins. We do not use species classified as vulnerable or endangered according to the IUCN Red List.

Our feed plant is both BAP- and ASC-certified, and we are constantly working to reduce our use of fish meal and oil. We do not use trimmings, canned fish or raw materials intended for human consumption. Nor do we use meal or oil derived from such by-products.

Seabed

Since salmon farming takes place within the marine ecosystem, the care and sustainable management of the seabed are essential to ensuring long-term suitable farming conditions.

This activity is regulated by the Undersecretariat of Fisheries and Aquaculture and supervised by Sernapesca. These authorities require environmental reports to monitor seabed and water column conditions during periods of peak biomass or sanitary rest. Depending on the type of seabed, the evaluated parameters include organic matter, pH, redox potential, benthic macrofauna, seabed fouling, and dissolved oxygen levels. The concession can only resume operations when the results remain within established limits.

Species Produced and Rearing Methods

We farm two species of salmonids: Salmo salar and Oncorhynchus kisutch. The production process begins in freshwater hatcheries at the egg stage, primarily through our own breeding programs. The fish then develop through the fry and smolt stages. They are then transferred to offshore salmon farms, where they grow to the required weight for processing at industrial facilities.

Throughout the entire production cycle, we adhere to animal welfare, biosecurity and regulatory compliance standards to produce high-quality protein in a responsible and sustainable manner.

Algae Cultivation

We cultivate algae by installing suspended lines within the salmon farm. The algae do not require feeding during their growth because they absorb inorganic nutrients present in the water column.

The process involves seeding, growth, monitoring, and harvesting stages, and we submit reports to the relevant authorities. This practice aims to improve water quality, reduce eutrophication processes, and increase biodiversity in compliance with current regulations.

Bird Surveys in Magallanes

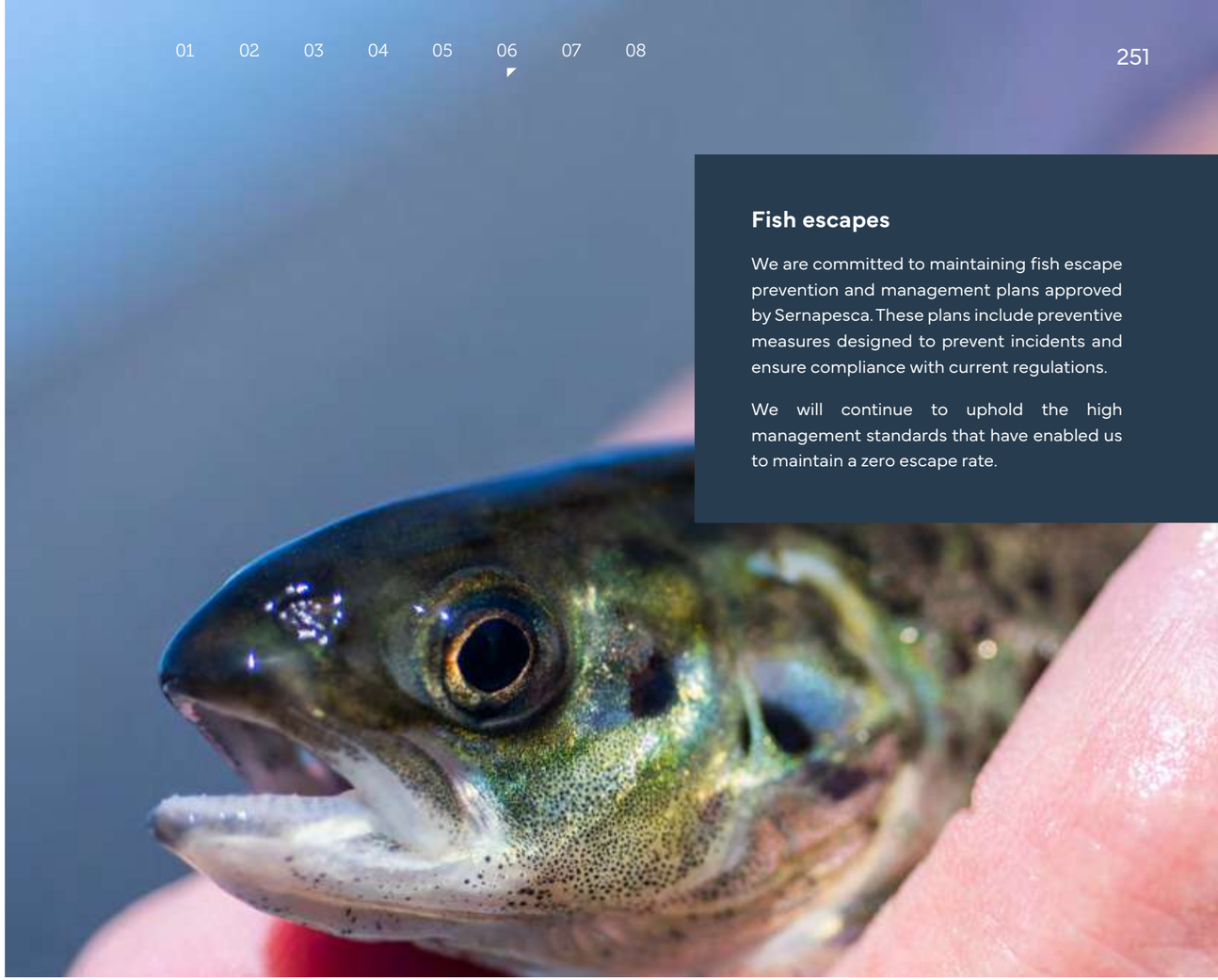
Since 2023, we have been studying birds and mammals from the Hollemberg fish farm to the Kochifas pier in Puerto Natales.

Additionally, universities and biodiversity experts conduct bird and mammal surveys.

Fish escapes

We are committed to maintaining fish escape prevention and management plans approved by Sernapesca. These plans include preventive measures designed to prevent incidents and ensure compliance with current regulations.

We will continue to uphold the high management standards that have enabled us to maintain a zero escape rate.



Operational Sites in Protected Areas or Areas of High Biodiversity Value

We have operational sites located within protected areas or areas of high biodiversity value, as designated under national law. One such site is located within Magdalena Island National Park and covers two hectares.

Biodiversity Plans and Studies

Current certification requirements stipulate that salmon farms must have a Wildlife Interaction Plan to ensure compliance with applicable regulations and protect the surrounding environment's biodiversity. The plan characterizes the area's biodiversity, identifies zones and species of particular ecological sensitivity, and establishes policies and procedures to prevent impacts on wildlife while safeguarding operational continuity and production infrastructure.

CARBON FOOTPRINT AND CLIMATE GOALS

Within our corporate risk matrix, climate change is classified under the category of natural or fortuitous events.

We calculate our carbon footprint every year to identify our main sources of emissions. In 2025, we automated and improved the data collection process used for this calculation. We also continued measuring the carbon footprint of our food products and their respective raw materials.

Currently, we do not have a formal short- or long-term plan to manage greenhouse gas emissions.

However, in the second half of 2025, we started defining objectives and targets to guide our future work in this area.

The opening of the reprocessing plant in Miami as part of the Singular project in 2024 and its commissioning in 2025 created new opportunities to optimize the international logistics of our products. This initiative reduces CO_2 equivalent emissions by prioritizing the commercialization of the Singular product, thereby lowering the transportation-related carbon footprint.

It is estimated that this logistics optimization prevented the emission of 9,161.7 tons of CO_2 equivalent in 2025. This reduction is comparable to removing approximately 1,950 cars from the road for a year or to the annual carbon capture of about 415,000 trees.

How we calculate the carbon footprint

We calculate our carbon footprint in accordance with the GHG Protocol, including direct emissions (Scope 1), electricity consumption (Scope 2), and value chain activities (Scope 3). The inventory reports greenhouse gases in tCO_2eq and uses DEFRA 2025 emission factors and national factors for electricity.

Salmon Footprint Project

This project was the winner in the Sustainability and Social Responsibility category of the 2025 Innovation Roadmap. The goal is to develop a platform to measure and manage our carbon footprint, with phased implementation set to begin in 2026. This platform will enable us to monitor emissions per unit of production and track reduction targets through online data.

Optimization of Navigation Routes Using the Control Tower

Route optimization allowed us to reduce the distance traveled by the vessels and cut fuel consumption and associated emissions.

Trucks running on liquefied natural gas (LNG)

We have added a fleet of ten Scania LNG trucks to our supply route, thereby reducing emissions from ground transportation and moving toward more sustainable logistics.

5.11
kg CO_2 eq/kg WFE
GHG Emission Intensity Ratio*
* Specific parameter (denominator) selected to calculate the ratio: kg WFE/kg CO_2eq.

Total emissions by scope, in tCO_2eq

1,445,596 tCO_2eq
2025

15.42% var.

1,252,426 tCO_2eq
2024

Scope 1
Direct emissions from the company, such as those resulting from the use of fuels.

84,538 tCO_2eq
2025

2.02% var.

82,868 tCO_2eq
2024

Scope 2
The company's indirect emissions associated with electricity consumption.

28,553 tCO_2eq
2025

30.19% var.

21,931 tCO_2eq
2024

Scope 3
Indirect emissions that occur within the company's value chain but are controlled by a third party. This scope includes raw materials used to manufacture food products, their transportation, land and sea shipping of food products, the transport of live animals, exports of finished products, and waste, among others.

1,332,505 tCO_2eq
2025

16.11% var.

1,147,627 tCO_2eq
2024

Odor emissions

We conduct annual odor measurements at the points specified by regulations. At the Pargua feed plant, we continue to use the biofilter installed in 2007 to reduce odors generated during the pellet production process.

During this time, we increased maintenance of the biofilter and optimized associated equipment, including dryers, vents, steam systems, and condensate systems. This maintains their operational efficiency and reduces fugitive emissions.

2025 Milestones

2,185 m^3

Wood chips replaced in the biofilter

US$ **171,132**

Investment in odor mitigation through the replacement of wood chips

99.15%

Odor Removal Efficiency

Ongoing maintenance of the biofilter

We have continued to replace wood chips and repair ducts, making progress on improvements to the management of vapors, dryers, and steam and condensate systems, which strengthened the biofilter's operational performance in 2025.

Main qualitative achievements reached:

Maintaining operational odor removal capacity throughout the year.

Main results or indicators reached:

- Odor Removal Efficiency (ORE):
  Value 2025: 99.15%.
  (Reference range: 98.22% ≤ pod ≤ ...)

- Biofilter operating according to the maintenance schedule (no extended shutdowns):
  Value 2025: 0 extended shutdowns.

- Number of complaints or reports regarding odors originating from the plant (annual):
  Value 2025: 0 complaints recorded



ENERGY OPTIMIZATION

In 2025, we improved our energy efficiency management by providing training to teams across our various units. Additionally, we conducted internal audits to identify opportunities.

Based on the monitoring advancements made in 2024, we optimized thermal operations and steam usage. These efforts align with AquaChile's energy efficiency policy and are supported by a management system that promotes operational and innovative measures to ensure compliance.

We calculate energy consumption using data reported by each unit, farming center, and fish farm through our integrated management system, as well as information from the electrical system and coal usage. We analyze consumption and production records using this data and conduct an annual Pareto analysis that identifies significant energy uses. This allows us to pinpoint the 80% of relevant consumption. This analysis revealed that boilers and extruders are the primary consumers of energy. We established the following baseline indicators: electrical kWh and tons of coal per ton of feed produced.



5.05
GJ electricity/t WFE
Energy consumed per ton produced

38.7%
Energy from renewable sources, including the energy produced by our generators

43.1%
Electricity consumed from the power grid

Feed plant

Energy Optimization of Dryers

Improving the airflow and steam flow in the dryers was one of our key priorities. We incorporated recirculation, traps, heat exchangers, and control adjustments, which optimized thermal efficiency, stabilized product moisture content, and reduced steam consumption per ton processed.

Reduction of reprocessing

We have succeeded in reducing reprocessing through operational improvements and by planning production and controlling raw materials. We have implemented a weighing system by area to quantify process residues and manage rework more accurately, thereby reducing energy losses and improving overall process efficiency.

2025 Indicators

- Gradual decrease in reprocessing volume.
- Steam consumption (tons) per ton of feed produced.
- Electricity consumption (kWh/ton of feed produced).

Aquaculture and salmon farms

Replacement of lighting fixtures at the Melipeuco fish farm

We replaced the indoor and outdoor lighting fixtures with LED lights.

Smart-M

This energy consumption monitoring system on the pontoons of salmon farms allows us to track the photoperiod, generators, power supply systems, and living conditions. We currently have 75 monitors and are exploring new options.

Program for the Maintenance and Optimal Operation of Generators at Salmon Farms

We have implemented a generator maintenance and operation system that tracks and monitors operating hours. We work with an authorized supplier and have a program in place to ensure the generators' efficiency.

Quellón Plant

Optimization of the Lighting System at the Quellón Plant

We replaced older LED fixtures (90–110 lm/W) with more efficient models (>130 lm/W), which reduced installed power and electricity consumption in process and service areas.

Installation of a variable frequency drive (VFD) on the high-capacity compressor

We replaced the soft starter with a variable frequency drive on the high-capacity compressor COMP-S10-07 (287 kW). This allowed us to adjust the unit's capacity according to thermal demand and reduce the energy consumption of the cooling system.

General indicators of energy management and renewable energy use

Total energy consumption (GJ)

3.3% var.	2025	2024
	977,430	945,996

	2025	2024	var.
From non-renewable sources	598,854	582,700	2.8%
From renewable sources	378,576	363,295	4.2%

	2025	2024	var.
Feed plant	271,.082	238,477	13.7%
Production	464,390	483,917	-4,.0%
Industrial	241,957	223,602	8.2%

Electricity consumed from the grid (GJ)

	2025	2024	var.
Feed plant	63,892	58,434	9.34%
Production	133,845	134,871	-0.76%
Industrial	223,704	207,700	7.71%

Energy intensity ratio

-6.8% var.	2025	2024
	1.49	1.60

	2025	2024	var.
Feed plant	0.75	0.79	-5.48
Production	3.18	3.63	-12.45
Industrial	0.91	0.91	0.26

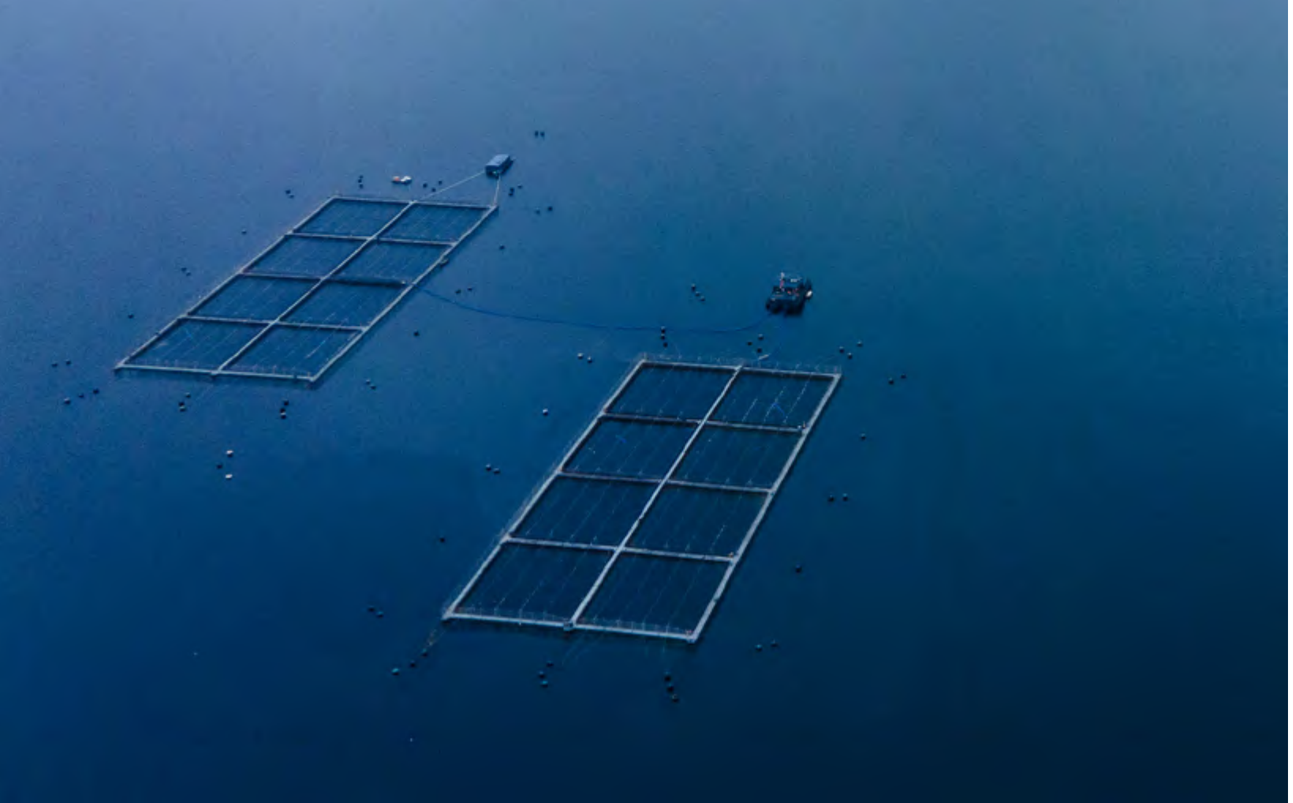
*The kWh of energy generated were calculated based on the efficiency of our generators.

WATER MANAGEMENT

In 2025, we reinforced responsible water use and effluent treatment at all our fish farms, which operate using either open-flow or recirculation systems depending on the facility. Sludge management is a central pillar of our circular economy strategy, ensuring the highest quality effluent and operational continuity. We separate and contain organic matter in settling systems, managing sludge safely. We remove and recover it at authorized facilities for energy generation and the production of organic amendments for agricultural use.

We promoted projects such as ozone treatment at Melipeuco and Caburgua 2, a rotor filter at the Maullín River, and studies at fish farms that discharge into the Villarrica Lake basin to evaluate improvements and new equipment.

Additionally, we measure water quality for certifications and monitoring at marine centers. These measurements include parameters such as temperature, salinity, oxygen, microalgae, and nutrients.



Interaction with water

We interact with water in in open-flow fish farms, where we extract and return treated water; and in recirculation and reuse systems (RAS), where we filter and reuse water to reduce extraction and discharge.

At our marine facilities, we maintain optimal environmental conditions for the well-being of the fish and to protect the environment.

The primary impacts are effluents and sludge, which we manage in accordance with regulations. We monitor water flow and quality, improving efficiency with recirculation and treatment technologies.

In 2025, we took online measurements in Lakes Llanquihue and Riesco in collaboration with Fundación Chile Lagos Limpios, Innovex, UC Davis Tahoe, and the CIEP.

Milestones

2021

Installation of three oceanographic buoys and six monitoring sensors to measure environmental variables in Lake Llanquihue, as part of the lake's Monitoring and Modeling Program.

2022

Presentation of the initial results of the Llanquihue Lake Monitoring and Modeling Program.

2023

- Launch of the Lake Llanquihue Roadmap Program, involving public-private governance coordination to define watershed management actions.
- Implementation of a hydrodynamic model to define management actions.

2024

Installation of an oceanographic buoy in Lake Riesco.

2025

Launch of the project in partnership with Fundación Chile Lagos Limpios and the UC Davis Chile Foundation to make environmental information publicly available.

Total water extracted

(Megaliters)

Total AquaChile

	2024	2025
Total surface water	253,921.11	253,676.11
Total groundwater	4,314.64	6,888.71
Total seawater	5,482.73	3,509.28
Total treated water	0.00	0.00
Total other water	43.92	85.40
Total water extracted	**263,762.40**	**264,159.50**

264,159.5

2025

263,762.4

2024

0.15% var.

Feed plant

	2024	2025
Total surface water	0,00	0,00
Total groundwater	59,48	59,51
Total seawater	0,00	0,00
Total treated water	0,00	0,00
Total other water	0,00	0,00
Total water extracted	**59,48**	**59,51**

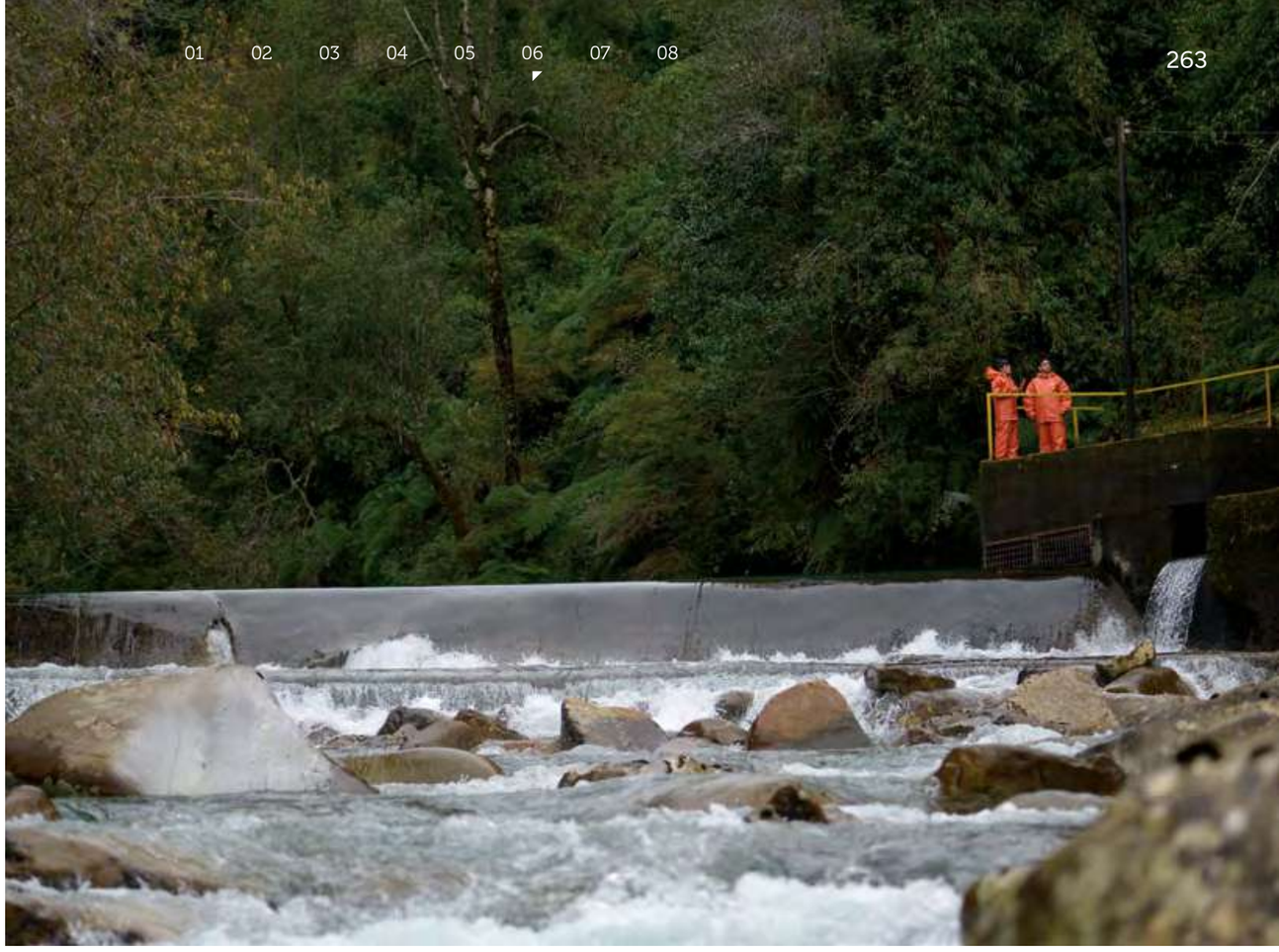
Production

	2024	2025
Total surface water	253,728.11	253,436.22
Total groundwater	3,450.31	5,978.40
Total seawater	4,649.22	2,587.38
Total treated water	0.00	0.00
Total other water	0.00	0.00
Total water extracted	**261,827.64**	**262,002.00**

Processing plants

	2024	2025
Total surface water	193.01	239.89
Total groundwater	804.85	850.81
Total seawater	833.51	921.90
Total treated water	0.00	0.00
Total other water	43.92	85.40
Total water extracted	**1,875.29**	**2,097.99**

No operations recorded in high or very high water-stressed areas in 2025.



Water-Related Impacts and Risks

We assess and monitor each fish farm to identify risks and impacts, measuring flow rates, water quality, and effluents in accordance with regulations. These analyses are based on the Environmental Regulations for Aquaculture (RAMA), environmental permits, and internal procedures. We review the results annually to update risk assessments and identify areas for improvement.

The discharge of liquid waste is governed by Supreme Decree No. 90/2000 of the Ministry of the Presidency's General Secretariat, which defines the maximum permitted limits of contaminants in effluents discharged into marine and inland surface waters.

We have sector-specific authorizations that require certain analyses. We supplement this information by measuring our water footprint annually according to the Water Footprint Network standard. We monitor effluent quality according to each regulation's parameters and report the results to the authorities.

We also comply with the ASC, BAP, and GLOBALG.A.P. standards, which require more rigorous monitoring of water conditions throughout the production process.

Total water discharge

(Megaliters)

Total AquaChile

	2024	2025
Total surface water	242,188.57	242,060.32
Total groundwater	6.50	15.20
Total seawater	22,535.34	22,535.33
Total other water	86.80	0.00
Total discharged water	**264,817.20**	**264,710.65**

Feed plant

	2024	2025
Total surface water	0.00	0.00
Total groundwater	6.50	7.85
Total seawater	0.00	0.00
Total other water	0.00	0.00
Total discharged water	**6.50**	**7.85**

264,710.65

2025

-0.04% var.

264,817.20

2024

Production

	2024	2025
Total surface water	241,825.06	241,664.25
Total groundwater	0.00	0.00
Total seawater	20,002.57	20,337.75
Total other water	0.00	0.00
Total discharged water	**261,827.63**	**262,002.00**

Processing plants

	2024	2025
Total surface water	363.51	396.07
Total groundwater	0.00	7.35
Total seawater	2,532.76	2,297.38
Total other water	86.80	0.00
Total discharged water	**2,983.07**	**2,700.80**

Total water discharge by treatment

(Megaliters)

Without treatment

0

2025

0

2024

With treatment

264,710.65

2025

-0.04% var.

264,817.20

2024

Total AquaChile

	2024	2025	Var %
Without treatment	0.00	0.00	0.00%
With treatment	264,817.20	264,710.65	-0.04%

Feed plant

	2024	2025	Var %
Without treatment	0.00	0.00	0.00%
With treatment	6.50	7.85	20.73%

Production

	2024	2025	Var %
Without treatment	0.00	0.00	0.00%
With treatment	261,827.63	262,002.00	0.07%

Processing plants

	2024	2025	Var %
Without treatment	0,00	0.00	0.00%
With treatment	2,983.07	2,700.80	-9.46%

Reused water in recirculating aquaculture systems

At AquaChile, we operate three recirculating aquaculture systems: Hollemberg, Reloncaví, and Pargua, in addition to other open-flow aquaculture facilities.

During 2025, our recirculating aquaculture systems reused

97.1%

of the water, which saved 251,418 megaliters of water compared to an open-flow system.

Total water consumption

(Megaliters)

Water consumption

51.66

2025

Water consumption in areas experiencing water stress, according to the Water Resource Institute

0

2025

Desalination Projects to Minimize Freshwater Use

At our fish farms in Hollemberg and Pargua, we have water desalination systems that allow us to optimize water use and ensure the necessary supply for the operation of these facilities.

In 2025, we used 1,277,742 m³ of freshwater obtained through seawater desalination.

Fresh water generated

(Megaliters)

Hollemberg

2025	2024
0.81	0.84

Pargua

2025	2024
0.46	0.53

*Fish farms use freshwater or seawater for the development and growth of fish. Since this water is subsequently returned to authorized waterways, the process does not result in a net consumption of water.



WASTE AND PACKAGING

92%

Recycled, recovered, or reused waste

Waste disposal is managed in accordance with our internal environmental management system. Industrial waste is sent to external companies authorized by the competent health authority, with traceability maintained through shipping documents that record quantities and final destinations. Meanwhile, household and industrial waste that cannot be reused or recycled is collected by authorized waste management companies for proper final disposal.

In 2025, we strengthened waste management at our processing plants, ensuring compliance with current Chilean regulations and enhancing the systems for controlling and recording generated data. In this context, we prioritized source separation, resource recovery, and traceability, with the goal of progressively moving toward a more circular economy model.

In the vicinity of the salmon farms, to comply with the obligations established in Supreme Decree No. 320, we conduct periodic cleanups of the surrounding beaches. Additionally, we carry out voluntary initiatives alongside the Salmon Council on beaches that serve as waste sinks, with the aim of contributing to the protection and conservation of the coastline.

Furthermore, certain reusable waste—such as maxi bags—or recyclable waste—such as ropes, nets, and buoys—from salmon farms is delivered to the Atando Cabos program, promoting its recovery and reintegration into new production chains.

In addition, at some processing plants, we have implemented recycling stations for cardboard, polystyrene, PET bottles, and plastic bags. We are also promoting the partial reduction of non-recyclable packaging and have strengthened oversight of external waste management companies through permit reviews, facility visits, and monitoring of monthly reports. We are defining corporate goals for the recovery and recycling of operational waste, based on a thorough assessment of our current baseline.

Waste generation in the production cycle

- Activities that generate waste
- Output materials that generate waste

	Upstream		Production or manufacturing		Downstream	
Feed plant	• Raw material intake	• Maxi bags and pallets • Cardboard	• Plant Maintenance	• Scrap metal and unused parts	• Feed packaging	• Plastics, maxibags • Pallets for transporting maxibags
			• Operation of the coal-fired boiler	• Boiler slag		
			• Use of facilities by workers	• Household waste • Septic sludge		
			• Plant cleaning	• Detergent-contaminated water		
			• Feed manufacturing process	• Solid industrial waste		
Fish farms	• Feed consumption	• Maxi bags	• Fish farming	• Sludge and silage waste		
			• Fish farm maintenance	• Scrap metal and spare parts		
			• Biosecurity equipment	• Plastic sheeting		
			• Use by fish farm workers	• Household waste		
			• Feed manufacturing process	• Solid industrial waste		
Farming	• Feed consumption	• Maxi bags	• Fish Farming	• Nets • Feed pipes • Buoys • Mortality		
			• Fish Feeding	• Packaging plastics		
			• Habitability	• Household waste		
Plants	• Raw material intake	• Packaging materials (cardboard boxes, polystyrene, plastic containers, etc.)	• Salmon Processing	• Contaminated water (containing blood, internal organs, etc.)	• Product consumption	• Packaging materials (cardboard boxes, polystyrene, plastic containers, etc.)
			• Packaging	• Packaging materials (cardboard boxes, polystyrene, plastic containers, etc.)	• Storage	• Packaging materials (cardboard boxes, polystyrene, plastic containers, etc.)
			• Cleaning and Hygiene	• Empty plastic containers		
			• Cold Storage	• Unused pallets, wood scraps		
			• Maintenance	• Scrap metal (iron, structural components, etc.) • Lubricants, oils, etc.		

Total weight of waste generated (t)

Feed plant		Production		Industrial	
3,333	2025	23,718	2025	85,424	2025
62.27% var.	2,054 2024	-17.77% var.	28,842 2024	3.50% var.	82,538 2024

Total waste recovered and disposed of

Total weight of recovered waste generated (t)

103,665	2025
-2.10% var.	105,886 2024

Feed plant		Production		Industrial	
2,663	2025	20,190	2025	80,812	2025
155.81% var.	1,041 2024	-17.10% var.	24,354 2024	0.40% var.	80,491 2024

Total weight of waste generated and disposed of (t)

8,810	2025
16.72% var.	7,548 2024

Feed plant		Production		Industrial	
670	2025	3,528	2025	4,612	2025
-33.86% var.	1,013 2024	-21.39% var.	4,488 2024	125.31% var.	2,047 2024

Total weight of waste intended for disposal (t)

Non-hazardous		Hazardous	
8,629	2025	181	2025
17.83% var.	7,323 2024	-19.20% var.	224 2024

Total weight of waste not intended for disposal (t)

Non-hazardous		Hazardous	
103,665	2025	0	2025
-2.09% var.	105,874 2024	-100.00% var.	12 2024

Third-party services

We conduct bidding and evaluation processes before contracting waste management services to ensure that suppliers have the necessary technical capabilities and authorizations. Once contracts have been awarded, we record waste shipments and receive final disposal certificates. We also review permits and monitor the receipt of shipped waste through the RETC regulatory system.

Packaging and packing

We record packaging material consumption in SAP by plant and time period. We then convert these figures to weight and classify them by material. Finally, we report waste to the National Waste Reporting System (SINADER). We categorize waste based on its origin in the process into three stages: upstream, production, and downstream.

We manage waste generated at our facilities, focusing on recycling and reuse to minimize landfill disposal and comply with regulations. In each area, we monitor material usage to manage waste generation associated with operations.

At the Pargua Feed Plant, we recycle 100% of the maxibags and cardboard boxes, repurpose boiler slag, and refurbish pallets for community energy use.

For external management, we verify the permits and capacities of each waste management company, as well as monitor operations through traceability, transport records, and final disposal certificates. We are developing and validating circular economy solutions that will reduce our use of virgin materials and increase the recyclability of our packaging.

Total products with renewable or recyclable packaging

-38.33 var.	37 2025	60 2024

-55.14% var.	31.4% 2025	70% 2024

Total weight of materials used (t)

Total materials used (t)

60.05% var.	16,005 2025	10,000 2024

Renewable or recyclable material (t)

9,49% var.	6,324 2025	5,776 2024

Non-renewable or non-recyclable material (t)

129.19% var.	9,681 2025	4,224 2024

Percentage of renewable or recyclable material

-31.59% var.	39.51% 2025	57.76% 2024

2025 Milestones

Aquatrail Project

We maintain initiatives aimed at reducing the use of packaging materials, which are currently under review.

Box of:

10 lb	70 lb
Change of form for some destinations.	Sent to certain destinations

Waste compactor

We continue to operate the recyclable waste compactor at the feed plant, expanding its use to also compact industrial waste. This improvement has reduced the total volume of waste generated and the number of monthly pickups, thereby optimizing internal management and the costs associated with transportation and disposal.



Achievements

Reduce the volume and number of industrial and recyclable waste pickups.

Indicators 2025

4
Pickups per month

7.7 t
Average amount of plastic per pickup

30 t
Amount of recycled plastic per month

07
FINANCIAL STATEMENTS

CORPORATE PURPOSE

The group's purpose is to import, export, cultivate, produce, raise, grow, process, transform, modify, and commercialize, both in Chile and abroad, hydrobiological species, particularly salmonids.

Name or business name:
Empresas AquaChile S.A.

Tax ID number:
86.247.400-7

Type of entity:
Listed public corporation*.

Securities registry listing:
No. 1,069 dated April 12, 2011.

Registered address:
Cardonal s/n Lote B, Puerto Montt, Los Lagos Regio, Chile.

Structure:
The company is headquartered in the city of Puerto Montt, without prejudice to any agencies, offices, or branches established or to be established both domestically and abroad. The company's structure consists exclusively of a general management team based in Puerto Montt.

(*) In a material event reported to the Financial Market Commission on January 8, 2026, the Special Shareholders' Meeting resolved to request the cancellation of the company's shares from the CMF's Securities Registry and, consequently, to cease operating as a publicly traded corporation and become a privately held corporation.



MATERIAL EVENTS

I

On April 1, 2025, Empresas AquaChile S.A. notified the CMF via a material disclosure that, at a regular meeting of the Company's Board of Directors held on that date, it was agreed to convene an General Shareholders' Meeting on April 30, 2025, at 10:00 a.m., at the Company's offices, located at Cardonal s/n Lote B, Puerto Montt, to address the following matters:

1. Approval of the annual report, balance sheet, financial statements, and report of the External Auditors for the fiscal year ended December 31, 2024.
2. Distribution of profits and payment of dividends for the fiscal year 2024.
3. Setting the Board of Directors' compensation for the fiscal year 2025.
4. Reporting on the Board of Directors' expenses during 2024.
5. Appointment of an External Audit Firm for the 2025 fiscal year.
6. Determination of the newspaper in which the Company's publications will be made.
7. Report on Transactions with Related Parties (Title XVI of Law 18,046).
8. Other matters of corporate interest and within the jurisdiction of the General Shareholders' Meeting.

II

On April 30, 2025, Empresas AquaChile S.A. informed the CMF via a material disclosure that, at the General Shareholders' Meeting held on that date, the following were agreed:

1. To approve the annual report, balance sheet, financial statements, and report of the External Auditors for the fiscal year ended December 31, 2024.
2. To set the Board of Directors' compensation for the 2025 fiscal year.
3. To appoint PricewaterhouseCoopers Consultores Auditores y Compañía Limitada as external auditors to examine the financial statements for the 2025 fiscal year.
4. To designate El Diario Financiero as the official publication for the Company.

III

On May 7, 2025, the Board of Directors of Empresas AquaChile S.A. approved the Company's Consolidated Financial Statements as of March 31, 2025, and reported them to the CMF.

IV

On August 6, 2025, the Board of Directors of Empresas AquaChile S.A. approved the Company's Interim Financial Statements as of June 30, 2025, and reported them to the CMF.

V

On November 5, 2025, the Board of Directors of Empresas AquaChile S.A. approved the Company's Interim Financial Statements as of September 30, 2025, and reported them to the CMF.

VI

On January 8, 2026, Empresas AquaChile S.A. reported to the Financial Market Commission (CMF) a material event regarding the request to cancel its registration in the Securities Registry, with the aim of transforming the Company from a publicly traded corporation to a privately held corporation.

Concurrently, on December 11, 2025, Agrosuper S.A., in its capacity as parent company, agreed to formalize suitability criteria for the appointment of directors in group companies—a policy that applies to Empresas AquaChile S.A. due to its status as a subsidiary.

Shareholder comments

The Company does not have a board committee due to its ownership structure. The minutes of the shareholders' meetings are published on the CMF website and include shareholders' comments on the Company's performance.

Shares and dividends

There are no distinct classes of shares; all are common, registered, and have no par value. Furthermore, no securities other than shares have been issued.

Dividend policy

The Company's bylaws, as well as Article No. 79 of the Corporations Act, establish that a mandatory dividend equal to 30% of the net distributable profits for the relevant fiscal year shall be distributed annually, provided there are no losses for the fiscal year or accumulated losses from prior fiscal years, unless otherwise agreed upon by a unanimous vote of the issued shares at an Ordinary Shareholders' Meeting. The Board of Directors reviews the allocation of the percentage of profits on an annual basis, subject to the Company's final net distributable profits. To date, management has not agreed to any changes to the policy for the next two years.



OWNERSHIP AND CONTROL

The Company has a controlling shareholder in accordance with the provisions of Title XV of Law No. 18,045.

The Company does not have different classes of shares.

Controller

Agrosuper S.A.
99.9983%
Ownership interest

Agrosuper SpA
0.0017%
Ownership interest

2,109,073,681
Total shares
76.129.263-3
Tax ID No.

36,460
Total shares
76.126.154-1
Tax ID No.

The members of the board do not have a joint action agreement.

Individuals behind the legal entities of the controlling group

The Company is controlled by María Cristina Vial Concha, national ID number 7.032.945-K; María del Pilar Vial Concha, national ID number 7.022.795-2; María José Vial Concha, national identity card number 7.022.776-2; and Gonzalo Vial Concha, national identity card number 7.022.663-4, who hold indirect interests in the Company.

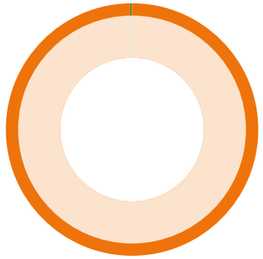
Full name	ID. No.	%
The estate of Gonzalo Vial Vial	-	1.72
María Cristina Vial Concha	7.032.945-K	24.57
María del Pilar Vial Concha	7.022.795-2	24.57
María José Vial Concha	7.022.776-2	24.57
Gonzalo Vial Concha	7.022.663-4	24.57

The individuals mentioned above hold interests in Agrosuper S.A. through the companies Promotora Doñihue Limitada and Agrocomercial El Paso S.A., holding, directly and indirectly, 100% of the shares and corporate rights of said companies. The individuals identified above belong to the same business group by kinship, and therefore there is a legal presumption of joint action established in the Securities Market Law.

Changes in Ownership Over the Past Year

Following the death of Mr. Gonzalo Vial Vial (January 30, 2024), who was both the founder and controlling shareholder of the Company, his previously identified children have become the sole controlling shareholders.

Shareholders' Ownership Percentages



99.9983%
Controlling shareholders

0.0017%
Other shareholders

0%
Majority shareholders
ADRs or other securities issued abroad
Pension funds
Other funds
Other shareholders

Shareholder Participation and Access to Information

The Company does not have a procedure to inform shareholders, prior to the shareholders' meeting at which directors are to be elected, about the diversity of skills, qualifications, experience, and perspectives that the Board of Directors considers advisable for board members to possess in order to safeguard the Company's interests. Likewise, shareholders are not informed of the experience, profession, or trade of those candidates for the Board of Directors.

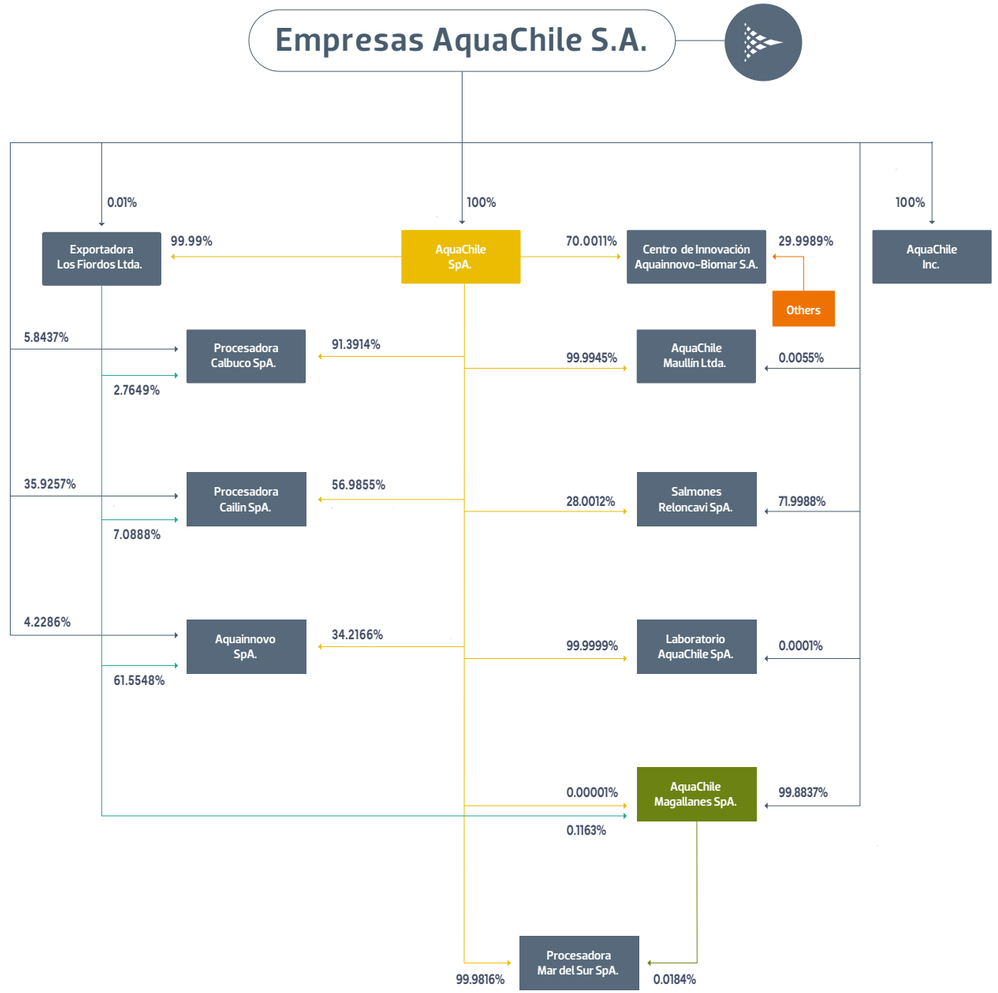
The Company does not have policies ensuring that members of the same gender on the Board do not exceed 60%.

Although there is no formal mechanism, system, or procedure allowing shareholders to participate in or exercise their voting rights remotely, they may attend by proxy, in accordance with the provisions of the law and the regulations governing corporations.

Notwithstanding the foregoing, there is an electronic mechanism that allows directors to securely, remotely, and permanently access all minutes and documents made available for each Board meeting over the past three years. Prior to each meeting, the Board secretary sends the agenda of items to be discussed and, if required, promptly provides any specific minutes or presentations requested by the directors.

In instances where changes to the Board's composition must be reviewed, the candidates proposed by management, as well as any proposals from the directors themselves, are made available to the Board of the parent company, and the relevant information for each candidate is reviewed..

CORPORATE STRUCTURE AND SUBSIDIARIES



EMPRESAS AQUACHILE S.A.

Legal status: Publicly traded corporation.

Tax ID No.: 86.247.400-7

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Farming and breeding marine fish.

Corporate purpose: To import, export, develop, produce, raise, fatten, process, transform, modify, and commercialize, both in Chile and abroad, hydrobiological species, particularly salmonids; to provide all types of services related to the aquaculture, fishing, and industrial sectors; to sell materials and supplies; and to lease movable and immovable property.

Subscribed and paid-in capital (US$): 959.881.796

Current percentage of ownership by the parent company: Parent Company.

Percentage of the investment relative to the parent company's total assets: 100%

Total equity of the subsidiary (US$): 1,661,711.287

Total assets of the parent company (US$): 2,123,297,929

Board of Directors: José Guzmán Vial, María del Pilar Vial Concha, María José Vial Concha, Verónica Edwards Guzmán, Canio Corbo Lioi, Gonzalo Vial Concha, Antonio Tuset Jorrat, Andrés Vial Sánchez, Juan Claro González.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

EXPORTADORA LOS FIORDOS LTDA

Legal status: Limited liability company.

Tax ID No.: 79.872.420-7

Address: La Estrella 401, depto. 13, Punta de Cortés, comuna Rancagua, ciudad Rancagua.

Business activities: Farming and breeding marine fish.

Corporate purpose: The extraction, farming, and fishing of aquatic creatures or organisms whose natural habitat is water; the freezing, preservation, processing, and transformation of such creatures or organisms; the operation of the fishing industry in general and its derivatives; the production of fish meal and fish oil and their derivatives; the freezing of such products, the manufacture of canned goods and other consumer or industrial products whose raw materials are derived from the ocean or its coasts; and, in general, the exploitation, industrialization, trade, distribution, export, and utilization of all kinds of products, by-products, and derivatives of marine resources; the purchase, sale, construction, leasing, or other transactions related to fishing vessels and equipment and their operation. The commercialization, distribution, importation, and exportation—whether directly or through third parties, on its own account or on behalf of others—of meat and by-products from poultry, livestock, and animals in general, and their by-products; the sale and processing of salmonid by-products. Likewise, participation in all types of civil and commercial partnerships, regardless of their purpose. In the case of limited partnerships, it may act as a limited partner or as a general partner; furthermore, the company may provide general services as well as engage in any other activity agreed upon by the partners. The legalization of the corporate amendment is currently in process.

Subscribed and paid-in capital (US$): 357,821,895

Current percentage of ownership by the parent company: Direct subsidiary 0.02%

Percentage of the investment relative to the parent company's total assets: 50%

Total equity of the subsidiary (US$): 640,467,787

Total assets of the parent company (US$): 1,061,008,300

Board of Directors: N/A

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

AQUAINNOVO SpA.

Legal status: Joint Stock Company.

Tax ID No.: 76.794.910-3

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Farming and breeding marine fish.

Corporate purpose:(i) To make, directly or indirectly, in Chile and abroad, all types of investments in the biotechnology industry and scientific research in general, developing and providing consulting services in scientific research aimed at improving competitiveness and creating new business opportunities in the aquaculture industry through incorporating biotechnology and molecular genetics tools into the production process; (ii) To provide consulting and advisory services by applying advances in science and biotechnology to the breeding of aquatic species and animals in general, and to provide advice on biotechnology matters that contribute to improving aquaculture and agri-food efficiency, delivering added value through product commercialization, as well as through the production and marketing of aquatic species and animals; (iii) To make, directly or indirectly, in Chile and abroad, all types of investments in the biotechnology industry and scientific research in general, or in sectors related or connected thereto, such as the manufacturing, importation, exportation, distribution, and/or general commercialization of services, as well as chemical, pharmaceutical, and/or veterinary products of any nature, and may participate as a partner or shareholder or take an interest or stake of any kind in domestic or foreign companies or corporations whose purpose is the pharmaceutical industry in general, and in activities in the clinical, diagnostic, and veterinary fields, whether involving research, development, and innovation, financing, promotion, administration, and investment, to promote research, development, and experimentation in treatments of all kinds that contribute to human and animal well-being; (iv) The provision of all kinds of professional, administrative, industrial, or other services, technical consulting, as well as the provision of services related to any other business activity in the areas of clinical laboratories, pharmaceuticals, or those ancillary or related thereto, including assistance or consulting in the research and development of pharmaceutical products; (v) The performance of any other activities related to or conducive to the aforementioned objectives and other businesses related to the company's line of business; (vi) Leasing facilities for the conduct of trials and offering analyses and experimental studies in general; (vii) The exploitation, in the broadest sense, of all types of hydrobiological resources, whether through their cultivation, production, distribution, commercialization, industrialization, extraction, importation, and exportation, which may be carried out on its own behalf or on behalf of third parties; (viii) Leasing movable and immovable property; and (ix) Commercializing, purchasing, selling, importing, and exporting all types of marine species.

Subscribed and paid-in capital (US$): 4,433,773

Current percentage of ownership by the parent company: Direct subsidiary 4.2286%

Percentage of the investment relative to the parent company's total assets: 1.00%

Total equity of the subsidiary (US$): 1,548,692

Total assets of the parent company (US$): 21,220,524

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

PROCESADORA CAILÍN SpA

Legal status: Joint Stock Company.

Tax ID No.: 78.512.930-k

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Processing and preservation of salmonids.

Corporate purpose: The company engages in sea fishing using owned or leased vessels and equipment; the purchase, lease, and general acquisition of all types of vessels intended for fishing; the acquisition and installation, in any capacity, of plants and machinery for the industrial processing of fish, shellfish, and by-products or derivatives; the sale and distribution of products from its own industry or from third parties, both domestically and abroad; and the installation of equipment, hatcheries, and any other activity related to the fishing industry. Furthermore, the company may invest in other companies, even if their corporate purpose is not fishing, and may form partnerships with other individuals or legal entities, regardless of their line of business; it may purchase shares in already incorporated companies and become a part of them. In general, the company may undertake all activities and businesses that allow it to fulfill its proposed purposes.

Subscribed and paid-in capital (US$): 8,489,744

Current percentage of ownership by the parent company: Direct subsidiary 35.9257%

Percentage of the investment relative to the parent company's total assets: 2%

Total equity of the subsidiary (US$): 16,707,486

Total assets of the parent company (US$): 36,062,428

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

AQUACHILE SpA

Legal status: Joint Stock Company.

Tax ID No.: 79.800.600-2

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Farming and breeding marine fish.

Corporate purpose: The exploitation, in the broadest sense, of all hydrobiological resources, whether through cultivation, production, distribution, commercialization, industrial processing, extraction, importation, or exportation, on behalf of the Company or third parties; providing consulting and training services in this field; conducting research and developing technologies; and leasing movable and immovable property.

Subscribed and paid-in capital (US$): 274,.252,.283

Current percentage of ownership by the parent company: Direct subsidiary 100%

Percentage of the investment relative to the parent company's total assets: 38%

Total equity of the subsidiary (US$): 794,504,969

Total assets of the parent company (US$): 809,085,321

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

LABORATORIO AQUACHILE SpA

Legal status: Joint Stock Company.

Tax ID No.: 76.300.265-9

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Laboratory activities.

Corporate purpose: (i) The harvesting, fishing, hunting, or farming of organisms that live naturally in water, including marine and freshwater aquaculture; (ii) the freezing, preservation, processing, and transformation of such organisms or other organisms; (iii) the construction or repair of vessels suitable for industrial or commercial fishing; (iv) the commercialization, importation, and exportation of all kinds of products and goods, including acting as an agent for domestic and foreign entities; (v) the manufacture of all types of products and the provision of services of all kinds; (vi) participation in other companies or legal entities and the performance of any other activity agreed upon by the partners.

Subscribed and paid-in capital (US$): 207,532

Current percentage of ownership by the parent company: Direct subsidiary 0.0012%

Percentage of the investment relative to the parent company's total assets: 0%

Total equity of the subsidiary (US$): 1,033,256

Total assets of the parent company (US$): 1,207,367

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

CENTRO DE INNOVACIÓN AQUAINNOVO-BIOMAR S.A.

Legal status: Closely held corporation

Tax ID No.: 76.452.811-5

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Research and experimental development in the field of science.

Corporate purpose: To efficiently and cohesively operate, manage, and maintain all physical and intangible assets, human resources, and other complementary assets located at the Lenca Experimental Station and designed for conducting fish trials; to carry out any other related activities or those conducive to the stated objectives, as well as other business activities related to the company's line of business.

Subscribed and paid-in capital (US$): 6,823,563

Current percentage of ownership by the parent company: Indirect subsidiary 70.0011%

Percentage of the investment relative to the parent company's total assets: 0%

Total equity of the subsidiary (US$): 4,991,888

Total assets of the parent company (US$): 5,835,491

Board of Directors: N/A.

General Manager or administrator: Alexis Martínez Hernández.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

AQUACHILE MAGALLANES SpA

Legal status: Joint Stock Company.

Tax ID No.: 78.754.560-2

Address: Barros Arana 77-79, Puerto Natales.

Business activities: Farming and breeding marine fish.

Corporate purpose: (i) The provision of aquaculture services in general, whether on the Company's own account or on behalf of others; (ii) the breeding in captivity or in the wild of any marine species, such as fish, crustaceans, and other marine organisms; (iii) the commercialization of such species, including the purchase, sale, import, and export of these species; (iv) generally, the conduct of any business, management, or agricultural, mining, commercial, or industrial activity related to or conducive to the aforementioned corporate purpose; and (v) the leasing of movable and immovable property.

Subscribed and paid-in capital (US$): 100,614,176

Current percentage of ownership by the parent company: Direct subsidiary 99.88369%

Percentage of the investment relative to the parent company's total assets: 19%

Total equity of the subsidiary (US$): 263,218,790

Total assets of the parent company (US$): 396,213,635

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

SALMONES RELONCAVÍ SpA

Legal status: Joint Stock Company.

Tax ID No.: 76.125.666-1

Address: Barr Cardonal s/n, Lote B, Puerto Montt.

Business activities: Freshwater aquaculture.

Corporate purpose: Corporate purpose: (i) the production, import, export, purchase, sale, exchange, distribution, consignment, and commercialization, on its own behalf or on behalf of others, of all types of tangible and intangible assets, including products for fishing and fish farming, items or supplies for aquaculture, salmonid, fishing, agricultural, and commercial uses, and in general the exploitation of assets in all their forms; (ii) the operation of the fish farming business and the provision of consulting services, technical assistance, commissioning, repair, and maintenance of the goods and equipment mentioned in the preceding paragraph; and, in general, any other purpose determined by the parties.

Subscribed and paid-in capital (US$): 17,294,783

Current percentage of ownership by the parent company: Direct subsidiary 7.9988%

Percentage of the investment relative to the parent company's total assets: 4%

Total equity of the subsidiary (US$): 22,077,093

Total assets of the parent company (US$): 88,833,771

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

AQUACHILE INC.

Legal status: Foreign.

Address: 5200 Blue Lagoon Drive, Suite 750, United States.

Business activities: Commercialization and distribution of products abroad.

Corporate purpose: Commercialization and distribution of products abroad.

Subscribed and paid-in capital (US$): 200,000

Current percentage of ownership by the parent company: Direct subsidiary 100%

Percentage of the investment relative to the parent company's total assets: 4%

Total equity of the subsidiary (US$): 20,940,008

Total assets of the parent company (US$): 80,198,546

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

PROCESADORA MAR DEL SUR SpA

Legal status: Joint Stock Company.

Tax ID No.: 88.274.600-3

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Processing and preservation of salmonids.

Corporate purpose: purchase, sale, import, export, and brokerage of all types of agricultural, livestock, poultry, horticultural, and other similar or complementary products; the capture, harvesting, production, processing, freezing, dehydration, commercialization, and export of all types of fish, seaweed, or shellfish; and the shipping activities necessary for fishing, transportation, and/or cold storage of the products, whether on its own behalf or on behalf of third parties; the maritime, land, or air transportation of these goods; and, in general, the execution and development of businesses or projects related to its corporate purpose, including the representation or agency of domestic or foreign firms or brands related to these activities, the formation or incorporation of companies, or the acquisition of interests in already incorporated companies related to the same purposes; finally, the leasing of movable and immovable property.

Subscribed and paid-in capital (US$): 2,978,389

Current percentage of ownership by the parent company: Indirect subsidiary 0%

Percentage of the investment relative to the parent company's total assets: 1%

Total equity of the subsidiary (US$): 2,081,943

Total assets of the parent company (US$): 26,753,877

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

PROCESADORA CALBUCO SpA

Legal status: Joint Stock Company.

Tax ID No.: 76.495.180-8

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Processing and preservation of salmonids.

Corporate purpose: (i) The provision of all types of services and consulting in the fields of aquaculture, fisheries, and industry; (ii) the cultivation, rearing, production, harvesting, processing, transformation, commercialization, industrialization, packaging, and distribution in any form of all aquatic organisms that inhabit water, including eggs; (iii) the rearing, fattening, and commercialization of other animal species; (iv) the manufacture of food; (v) the production of canned goods; (vi) the processing of food for fish or other aquatic organisms; (vii) the exploitation, industrial processing, commercialization, and utilization of all products and derivatives of marine or animal resources; (viii) any other activities agreed upon by the partners; (ix) the leasing of movable and immovable property.

Subscribed and paid-in capital (US$): 7,532,622

Current percentage of ownership by the parent company: Direct subsidiary 5.84365%

Percentage of the investment relative to the parent company's total assets: 1%

Total equity of the subsidiary (US$): -4,450,422

Total assets of the parent company (US$): 28,679,920

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.

AQUACHILE MAULLÍN LTDA.

Legal status: Limited liability company.

Tax ID No.: 76.728.530-7

Address: Cardonal s/n, Lote B, Puerto Montt.

Business activities: Farming and breeding marine fish.

Corporate purpose: (i) The harvesting, fishing, hunting, or farming of organisms that live naturally in water, including marine and freshwater aquaculture; (ii) the freezing, preservation, processing, and transformation of such organisms or other organisms; (iii) the construction or repair of vessels suitable for industrial or commercial fishing; (iv) the commercialization, importation, and exportation of all kinds of products and goods, including acting as an agent for domestic and foreign entities; (v) the manufacture of all types of products and the provision of services of all kinds; (vi) participation in other companies or legal entities and the performance of any other activity agreed upon by the partners.

Subscribed and paid-in capital (US$): 38,666,.628

Current percentage of ownership by the parent company: Direct subsidiary 0.0055%

Percentage of the investment relative to the parent company's total assets: 4%

Total equity of the subsidiary (US$): 40,411,678

Total assets of the parent company (US$): 76,283,843

Board of Directors: N/A.

General Manager or administrator: Sady Delgado Barrientos.

Main executives of the company holding some of the positions: Sady Delgado Barrientos, Álvaro Varela Walker, Juan Pablo Rodríguez Carrera, José Manuel Schwerter Gallardo, Vicente De La Cruz Weinstein, Miguel Ángel Lavagnino Contreras, Andrés Langdon Frauenberg, María Francisca Ariztía Wolleter, Francisco Javier Sandoval Acevedo, Javiera Beatriz Kunstmann Leis, Leonardo Andrés González Bravo, Matias Andrés Silva Jordan.

Description of business relationships: The subsidiary is an operating entity, and the parent company provides back-office services.



INVESTMENT PLAN

Although no short- or long-term investment plan has been approved, the company has established specific budgets to comply with regulatory and statutory requirements.

Useful life of assets

Management's approach to depreciation and time horizons

Property, plant, and equipment (PPE) are recorded at cost, excluding routine maintenance costs, less accumulated depreciation and accumulated impairment provisions. This cost includes the cost of replacing parts of property, plant, and equipment when those costs are incurred, provided the recognition criteria are met. When major maintenance is performed, its cost is recognized in the carrying amount of PPE as a replacement if the recognition criteria are met. In the case of additional factors affecting the valuation of plant and equipment and their corresponding depreciation, the relevant accounting policies and criteria are applied.

The gain or loss resulting from the disposal or retirement of an asset is calculated as the difference between the price obtained from the disposal and the carrying amount, with the gain or loss recognized in profit or loss for the period. The Company reviews the carrying amount of its assets to determine if there is any indication that the carrying amount may not be recoverable in accordance with IAS 36. If such an indication exists, the recoverable amount of the asset is estimated to determine the extent of the impairment. In the impairment assessment, assets that do not generate independent cash flows are grouped into a cash-generating unit (CGU) to which the asset belongs. Recoverable amount is the higher of fair value less costs of disposal and value in use. To determine value in use, the present value of future cash flows discounted at a rate associated with the asset being evaluated is calculated. If the recoverable amount of an asset is estimated to be less than its carrying amount, the latter is reduced to the recoverable amount.

Assets with an indefinite useful life, such as land, are not subject to depreciation and are tested annually for impairment. Assets subject to depreciation are tested for impairment whenever an event or change in circumstances indicates that the carrying amount may not be recoverable. Impairment losses may be reversed for accounting purposes only up to the amount of losses recognized in prior periods, so that the carrying amount of these assets does not exceed the value they would have had if such adjustments had not been made.

Asset time horizons

Financial useful life (range in years)

Land
Indefinite

Buildings
40 and 50

Plant and equipment
20 and 50

Information Technology Equipment
3 and 5

Permanent fixtures and accessories
10 and 25

Motor vehicles
3 and 10

Most relevant characteristics of the key assets the company possesses to carry out its business operations

No.	Name	Region	Municipality
63	Aquaculture concessions	Los Lagos	
242	Aquaculture concessions	Aysén	
29	Aquaculture concessions	Magallanes	
1	Aquaculture concession	Los Rios	
	Breeding center (Catripulli)	Araucanía	Curarrehue
	Breeding center (Magdalena)	Aysén	Cisnes
	ATC Innovation Center	Los Lagos	Puerto Montt
	AquaChile Laboratory	Los Lagos	Puerto Montt
	Caburga 2 Fish Farm	Araucanía	Pucón
	Curarrehue Fish Farm	Araucanía	Curarrehue
	Melipeuco Fish Farm	Araucanía	Melipeuco
	Codinhue Fish Farm	Araucanía	Vilcún
	Agua Buena Fish Farm	Los Lagos	Puerto Octay
	Aucar Fish Farm	Los Lagos	Quemchi
	Hornopirén Fish Farm	Los Lagos	Hualaihué
	Pargua Transfer Center Fish Farm	Los Lagos	Calbuco
	Rio Maullin Fish Farm	Los Lagos	Puerto Varas
	Reloncaví Fish Farm	Los Lagos	Puerto Montt
	Hollemberg Fish Farm	Magallanes	Natales
	Cardonal Plant	Los Lagos	Puerto Montt
	Calbuco Plant	Los Lagos	Calbuco
	Chonchi Plant	Los Lagos	Chonchi
	Cailín Plant	Los Lagos	Quellón
	Quellón Plant	Los Lagos	Quellón
	Magallanes Plant	Magallanes	Natales
	Feed Plant	Los Lagos	Calbuco
	Control Tower	Los Lagos	Puerto Montt
	Breeding center (Manantiales)	Aysén	Aysén

FINANCIAL STATEMENTS

To view our financial statements, scan or click on the QR code.

You can also find the financial statements at the following link from the Financial Market Commission (CMF).

Financial Performance and Financial Strength

Empresas AquaChile S.A. and subsidiaries

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2025 and 2024
(In thousands of U.S. dollars - ThUS$)

ASSETS	12.31.2025 ThUS$	12.31.2024 ThUS$
Cash and cash equivalents		
Cash and cash equivalents	199,742	59,031
Other current financial assets	12,890	9,280
Other current non-financial assets	6,241	9,632
Trade receivables and other current receivables	159,454	79,359
Current receivables from related parties	101,710	82,804
Current inventory	177,804	232,573
Current biological assets	738,586	722,205
Current tax assets	65,125	36,664
TOTAL CURRENT ASSETS	**1,461,552**	**1,231,548**
Non-current assets		
Other non-current financial assets	13	9
Non-current accounts receivable	393	932
Intangible assets other than goodwill	280,693	280,984
Goodwill	192,700	192,700
Property, plant, and equipment	308,021	292,683
Right-of-use assets	6,578	7,430
Non-current biological assets	62,738	59,715
Current and non-current tax assets	27,916	51,645
Deferred tax assets	4,149	5,652
TOTAL NON-CURRENT ASSETS	**883,201**	**891,750**
TOTAL ASSETS	**2,344,753**	**2,123,298**

Empresas AquaChile S.A. and subsidiaries

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

As of December 31, 2025 and 2024
(In thousands of U.S. dollars - ThUS$)

LIABILITIES AND EQUITY	12.31.2025 ThUS$	12.31.2024 ThUS$
Current Liabilities		
Other Current Financial Liabilities	2,227	808
Current Lease Liabilities	1,002	979
Trade Payables and Other Payables	191,344	209,617
Current Payables to Related Parties	64,428	64,851
Current Tax Liabilities	47,409	9,112
Current Provisions for Employee Benefits	14,686	12,594
TOTAL CURRENT LIABILITIES	**321,096**	**297,961**
Non-current liabilities		
Other non-current financial liabilities	-	-
Non-current lease liabilities	5,576	6,451
Deferred tax liability	174,282	157,175
TOTAL NON-CURRENT LIABILITIES	**179,858**	**163,626**
TOTAL LIABILITIES	**500,954**	**461,587**
Equity		
Issued and paid-in capital	959,882	959,882
Accumulated earnings (losses)	676,214	493,297
Other reserves	206,666	207,034
EQUITY ATTRIBUTABLE TO OWNERS OF THE CONTROLLER	**1,842,762**	**1,660,213**
NON-CONTROLLING INTERESTS	**1,037**	**1,498**
TOTAL EQUITY	**1,843,799**	**1,661,711**
TOTAL EQUITY AND LIABILITIES	**2,344,753**	**2,123,298**

Empresas AquaChile S.A. and subsidiaries

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

For the years ended December 31, 2025 and 2024
(In thousands of U.S. dollars - ThUS$)

	Accumulated	
Profit (Loss)	**01.01.2025 12.31.2025 ThUS$**	**01.01.2024 12.31.2024 ThUS$**
Revenue from ordinary activities	1,847,935	1,653,270
Cost of sales	(1,378,217)	(1,267,867)
Gross margin before fair value	**469,718**	**385,403**
(Charge) credit to income from fair value of harvested and sold biological assets	(378,166)	(261,713)
(Charge) credit to income from fair value adjustment of biological assets for the period	383,106	301,404
Gross margin	**474,658**	**425,094**
Distribution costs	(177,903)	(170,027)
Administrative expenses	(31,021)	(28,160)
Other income (loss)	(1,863)	(3,601)
Financial income	6,455	5,585
Financial costs	(548)	(4,135)
Foreign exchange differences	(2,132)	(5,071)
PROFIT (LOSS) BEFORE TAX	**267,646**	**219,685**
Income tax expense	(69,998)	(61,113)
Profit (Loss) from continuing operations	**197,648**	**158,572**
Profit (Loss) from discontinued operations	**-**	**-**
PROFIT (LOSS)	**197,648**	**158,572**
PROFIT (LOSS) ATTRIBUTABLE TO		
Profit (Loss) attributable to owners of the controller	197,569	158,526
Profit (Loss) attributable to non-controlling interest	79	46
PROFIT (LOSS)	**197,648**	**158,572**
PROFIT (LOSS) PER BASIC SHARE - CONTROLLING INTEREST		
Basic profit (loss) per share from continuing operations (US$/share)	0.0937	0.0752

Empresas AquaChile S.A. and subsidiaries

CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

For the years ended December 31, 2025 and 2024

(In thousands of U.S. dollars - ThUS$)

STATEMENT OF CHANGES IN EQUITY	Issued capital ThUS$	Cash Flow Hedge Reserve ThUS$	Other Reserves ThUS$	Total other reserves ThUS$	Accumulated Earnings (Losses) ThUS$	Equity Attributable to Owners of the Controller ThUS$	Non-controlling interests ThUS$	Total Equity ThUS$
Total Equity at the end of the period 12/31/2024	**959,882**	**2,756**	**204,278**	**207,034**	**493,297**	**1,660,213**	**1,498**	**1,661,711**
Increase (decrease) in equity due to changes in accounting policies	-	-	-	-	-	-	-	-
Increase (decrease) in equity due to corrections	-	-	-	-	4,682	4,682	-	4,682
Equity at the beginning of the current period 01/01/2025	**959,882**	**2,756**	**204,278**	**207,034**	**497,979**	**1,664,895**	**1,498**	**1,666,393**
Changes in equity								
Comprehensive income								
Profit (loss)	-	-	-	-	197,569	197,569	79	197,648
Other comprehensive income	-	(368)	-	(368)	-	(368)	-	(368)
Comprehensive income	-	(368)	-	(368)	197,569	197,201	79	197,280
Reversal of prior year dividend provision [a]	-	-	-	-	38,879	38,879	-	38,879
Dividend provision for the year [a]	-	-	-	-	(58,213)	(58,213)	-	(58,213)
Increases (decreases) due to other changes, equity	-	-	-	-	-	-	(540)	(540)
Increase (decrease) in equity	-	(368)	-	(368)	178,235	177,867	(461)	177,406
Total Equity at the end of the period 12/31/2025	**959,882**	**2,388**	**204,278**	**206,666**	**676,214**	**1,842,762**	**1,037**	**1,843,799**

STATEMENT OF CHANGES IN EQUITY	Issued capital ThUS$	Cash Flow Hedge Reserve ThUS$	Other Reserves ThUS$	Total other reserves ThUS$	Accumulated Earnings (Losses) ThUS$	Equity Attributable to Owners of the Controller ThUS$	Non-controlling interests ThUS$	Total Equity ThUS$
Total Equity at the end of the period 12/31/2023	**959,882**	**3,204**	**223,506**	**226,710**	**373,650**	**1,560,242**	**1,452**	**1,561,694**
Increase (decrease) in equity due to changes in accounting policies	-	-	-	-	-	-	-	-
Increase (decrease) in equity due to corrections	-	-	-	-	-	-	-	-
Equity at the beginning of the current period 01/01/2024	**959,882**	**3,204**	**223,506**	**226,710**	**373,650**	**1,560,242**	**1,452**	**1,561,694**
Changes in equity								
Comprehensive income								
Profit (loss)	-	-	-	-	158,526	158,526	46	158,572
Other comprehensive income	-	(448)	-	(448)	-	(448)	-	(448)
Comprehensive income	-	(448)	-	(448)	158,526	158,078	46	158,124
Provision for dividends for the year [a]	-	-	-	-	(38,879)	(38,879)	-	(38,879)
Increases (decreases) due to other changes in equity	-	-	(19,228)	(19,228)	-	(19,228)	-	(19,228)
Increase (decrease) in equity	-	(448)	(19,228)	(19,676)	119,647	99,971	46	100,017
Total Equity at the end of the period 12/31/2024	**959,882**	**2,756**	**204,278**	**207,034**	**493,297**	**1,660,213**	**1,498**	**1,661,711**

Empresas AquaChile S.A. and subsidiaries

CONSOLIDATED STATEMENTS OF CASH FLOWS

For the years ended December 31, 2025 and 2024
(In thousands of U.S. dollars - ThUS$)

	Accumulated	
	01.01.2025 12.31.2025 ThUS$	**01.01.2024 12.31.2024** ThUS$
Cash flows from (used in) operating activities		
Categories of cash receipts from operating activities		
Cash receipts from sales of goods and provision of services	1,791,604	1,686,295
Categories of cash payments from operating activities		
Payments to suppliers for the supply of goods and services	(1,615,452)	(1,491,686)
Payments to and on behalf of employees	(145,162)	(128,656)
Payments for premiums and benefits, annuities, and other obligations arising from underwritten policies	(11,979)	(1,413)
Cash flows from (used in) operations		
Interest received, classified as operating activities	6,363	5,551
Income taxes paid (refunded), classified as operating activities	1,752	8,624
Other cash inflows (outflows), classified as operating activities (a)	249,124	219,597
Net cash flows from (used in) operating activities	**276,250**	**298,312**
Cash flows from (used in) investing activities		
Purchases of property, plant, and equipment	(97,889)	(50,273)
Purchases of intangible assets	(95)	(234)
Interest received, classified as investing activities	-	-
Net cash flows from (used in) investing activities	(97,984)	(50,507)
Cash flows from (used in) financing activities		
Payments to acquire or redeem the entity's shares	(540)	-
Loans from related parties	50,142	36,072
Repayments of loans	-	(99,637)
Payments of finance lease liabilities	(1,225)	-
Repayments of loans to related parties	(85,925)	(149,373)
Interest paid	(7)	(4,292)
Net cash flows from (used in) financing activities	**(37,555)**	**(217,230)**
Effect of exchange rate changes on cash and cash equivalents		
Effect of exchange rate changes on cash and cash equivalents	**-**	**-**
Net increase (decrease) in cash and cash equivalents	**140,711**	**30,575**
Cash and cash equivalents at the beginning of the period	**59,031**	28,456
Cash and cash equivalents at the end of the period	**199,742**	**59,031**

Main financial and operational indicators

Liquidity Ratios (times)	**12/31/25**	**12/31/24**
Current Ratio (a)	4.6	4.1
Acid Ratio (b)	1.7	0.9

Leverage Ratios (times)	**12/31/25**	**12/31/24**
Debt-to-Equity Ratio (c)	0.3	0.3
Net Debt-to-Equity Ratio (d)	-0.1	0
Net Debt / EBITDA (e)	-0.6	-0.3
Current Debt / Total Debt (f)	0.6	0.6
Long-term debt to total debt (g)	0.4	0.4
Interest coverage ratio (h)	566.1	32.7

Activity Ratios (times)	**12/31/25**	**12/31/24**
Inventory turnover (i)	1.4	2.4
Inventory turnover (j)	6.7	10

(a) Current ratio = (Total current assets) / (Total current liabilities).
(b) Acid ratio = (Total current assets - Inventories - Current biological assets) / (Total current liabilities).
(c) Debt-to-equity ratio = (Total liabilities) / (Total equity).
(d) Net debt ratio = (Other current and non-current liabilities - Cash and cash equivalents / Equity).
(e) Net debt / EBITDA = Other current and non-current liabilities - Cash and cash equivalents / EBITDA excluding FV (LTM).
(f) Short-term debt to total debt = (Total current liabilities / Total liabilities).
(g) Long-term debt to total debt = (Total non-current liabilities / Total liabilities).
(h) Interest coverage ratio = EBITDA excluding FV (LTM) / Interest expense (LTM).
(i) Inventory turnover = Cost of sales (LTM) / (Inventories + Biological assets).
(j) Inventory turnover (excluding biological assets) = Cost of sales (LTM) / Inventories.

08
APPENDICES

APPENDIX: ESG METRIC TABLES

Appendix: Board of Directors, Experience and Expertise

José Guzmán Vial

Chairman of the Board of Directors

6.376.987-8

Agricultural Engineer

Chilean

Date of most recent appointment: 04-29-2024

Experience: Director and Vice Chairman of Agrosuper since 2020. He holds a degree in agricultural engineering from the Pontificia Universidad Católica de Chile. He joined Agrosuper in 1989 and in 1993 was appointed to lead the teams operating the industrial plants. In 1997, he became commercial manager, and in April 2000, general manager of the company, a position he held until 2020 when he was appointed to the Board of Directors. In April 2021, he was elected to the Board of Directors of Sofofa (Sociedad de Fomento Fabril).

Other positions held: Director and vice chairman Agrosuper S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

María del Pilar Vial Concha

Director

7.022.695-2

Entrepreneur

Chilean

Date of most recent appointment: 04-29-2024

Experience: Entrepreneur and director of Agrosuper since 2020. She has attended Board of Directors meetings since 2010.

Other positions held: Director Agrosuper S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

María José Vial Concha

Director

7.022.776-2

Entrepreneur

Chilean

Date of most recent appointment: 04-29-2024

Experience: Entrepreneur and director of Agrosuper since 2020. She has attended Board of Directors meetings since 2010.

Other positions held: Director Agrosuper S.A

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Gonzalo Vial Concha

Director

7.022.663-4

Entrepreneur

Chilean

Date of most recent appointment: 04-29-2024.

Experience: Entrepreneur and director of Agrosuper since 2023.

Other positions held: Director Agrosuper S.A, Director and controller of Graneles del Sur S.A. and its subsidiaries.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Andrés Vial Sánchez

Director

6.004.844-4

Entrepreneur

Chilean

Date of most recent appointment: 04-29-2024

Experience: An entrepreneur in the agricultural sector for over 45 years. He has also been a member of the Board of Directors of the Santiago Equestrian Club since 2005.

Other positions held: Member of the Board of Directors of the Santiago Equestrian Club since 2005 and director of Agrosuper S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Verónica Edwards Guzmán

Director

7.051.999-2

Business administrator

Chilean

Date of most recent appointment: 04-29-2024

Experience: She holds a degree in business administration from the Pontificia Universidad Católica de Chile. She currently serves on the boards of directors of several other Chilean companies, including Ripley Corp. S.A. and Fundación Amigos por Siempre, and acts as an advisor to Comunidad Mujer. She was a partner and executive director at Adimark for 30 years, a renowned firm specializing in market research and public opinion polling. She also served on the board of directors of ICARE and as vice president of Círculo de Marketing. She has extensive experience in both the private and public sectors.

Other positions held: Director Agrosuper S.A and director Ripley Corp. S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Antonio Tuset Jorratt

Director

4.566.169-5

Business administrator

Chilean

Date of most recent appointment: 04-29-2024

Experience: He holds a degree in business administration from the Universidad de Chile. He has been a member of the Board of Directors of Inversiones Enaco SPA since 2022. He served as Chairman of the Board of Directors of Conservas y Néctares Watt's S.A., Sabco Administradora de Fondos Privados S.A., and Avansalud S.A. He has also served as a director of other companies, including: Cristalerías de Chile S.A., Isapres Banmédica and Vida Tres S.A., SCL Terminal Aéreo de Santiago S.A., Tricolor, and Endesa. He also served as general manager of Celulosa Arauco y Constitución S.A. and Industria Procesadora de Acero S.A.

Other positions held: Director Agrosuper S.A. and director Inversiones Enaco SPA.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Canio Corbo Lioi

Director

3.712.353-6

Civil engineer

Chilean

Date of most recent appointment: 04-29-2024

Experience: He holds a degree in engineering from the Pontificia Universidad Católica de Chile. He has been a member of the Board of Directors of Inmobiliaria Manquehue S.A. since 2011. He also serves as Chairman of the Board of Directors of Empresas Pizarreño S.A. and as a member of the Board of Directors of Empresas Santa Carolina S.A. Previously, he was a member of the Board of Directors of Watts S.A., Compañía Sudamericana de Vapores S.A., Orizon (a Copec Group company), Universidad de Los Andes, and Fundación Belén Educa. He also served as CEO of the Etex Group in Belgium.

Other positions held: Director Agrosuper S.A., director Inmobiliaria Manquehue S.A., director Empresas Pizarreño S.A., director Santa Carolina S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Juan Claro González

Director

6.379.075-3

Businessman

Chilean

Date of most recent appointment: 04-29-2024

Experience: He is chairman of the Board of Directors of Embotelladora Andina S.A. and Energía Coyanco S.A. He is also a member of the Board of Directors of Antofagasta Plc, Antofagasta Minerals S.A., Energía Andina Geothermal SpA, Energía Llaima SpA, Melón S.A., Red de Televisión Chilevisión S.A., and the Centro de Estudios Públicos. He previously served as chairman of: the Confederation of Production and Commerce, Empresas EMEL S.A., SOFOFA (Sociedad de Fomento Fabril), Metrogas S.A., and Energía Llaima SpA. He also served as a member of the Board of Directors of Entel S.A., CMPC Papeles S.A., Empresas Gasco S.A., and Empresas CMPC S.A.

Other positions held: Director Agrosuper S.A., director Embotelladora Andina S.A., director Melón S.A., director Energía Coyanco S.A., director Antofagasta Plc, director Antofagasta Minerals S.A., director Energía Andina Geothermal SpA, director Energía Llaima SpA, director Red de Televisión Chilevisión S.A.

Regular or alternate director: Regular.

Independent director under Law No. 18,046: No.

Principal officers

Name of officer	Position	R.U.T	Profession	Date since which he has held the position
Sady Delgado Barrientos	Chief Executive Officer	8.929.166-6	Civil engineer industrial	01/15/2001
Andrés Langdon Frauenberg	People Manager	15.640.137-4	Business administrator	04/01/2024
Miguel Lavagnino Contreras	Administration and Finance Manager	15.094.927-0	Civil engineer	12/02/2019
Juan Pablo Rodriguez Carrera	Industrial Manager	13.657.083-8	Civil engineer	04/01/2019
José Manuel Schwerter	Production Manager	16.236.794-3	Civil engineer	04/01/2019
Vicente De La Cruz Weinstein	Commercial Manager	14.122.961-3	Business administrator	04/01/2019

Customer satisfaction

National and international complaint indicators, by category

Total complaints	2024	2025	Var %
Quality	868	560	-35.48%
Shipping	325	436	34.15%
Documentation	67	419	525.37%
Order delay	56	58	3.57%
Safety	6	12	100.00%
Other	9	39	333.33%
Total complaints received	**1,331**	**1,524**	**14.50%**
National			
Quality	55	33	-40.00%
Shipping	0	13	0.00%
Documentation	0	0	0.00%
Order delay	0	0	0.00%
Safety	0	0	0.00%
Other	3	7	133.33%
Total complaints received	**58**	**53**	**-8.62%**
International			
Quality	813	527	-35.18%
Shipping	325	423	30.15%
Documentation	67	419	525.37%
Order delay	56	58	3.57%
Safety	6	12	100.00%
Other	6	32	433.33%
Total complaints received	**1,273**	**1,471**	**15.55%**

Transportation

Smolt transportation

	2025
Total land trips	6,015
Total maritime trips	685
Units transported	**167,714,116**

Harvest transportation

	2025
Total land trips	4,980
Total maritime trips	1,948
Tons transported	**282,903**

Feed transportation

	2025
Total land trips	27,715
Total maritime trips	1,171
Tons transported	**361,253**

Mortality removed

	2025
Total land trips	554
Dockside unloading	1,838
Tons transported	**8,776**

Ownership and control

Members of the controller

	R.U.T	Total shares	Ownership interest
Agrosuper S.A.	76.129.263-3	2,109,073,681	99.9983%
Agrosuper SpA	76.126.154-1	36,460	0.0017%

Collaborators

Staff

	2024	2025	Var %
Total collaborators: women	2,245	2,394	6.64%
Total collaborators: men	3,644	3,888	6.70%
Total collaborators	**5,889**	**6,282**	**6.67%**

Staff by Contract Type 2025

CMF 5.2 | GRI 2-7

	Women	Men	Total
Collaborators with permanent employment contracts	1,441	2,784	4,225
Collaborators with fixed-term or temporary contracts	953	1,104	2,057
Collaborators with contracts for specific tasks, projects, or assignments	0	0	0
Collaborators with non-guaranteed hours	0	0	0

	Women	Men	Total
Collaborators with permanent employment contracts	60.19%	71.60%	67.26%
Collaborators with fixed-term or temporary contracts	39.81%	28.40%	32.74%
Collaborators with contracts for specific tasks, projects, or assignments	0.00%	0.00%	0.00%
Collaborators with non-guaranteed hours	0.00%	0.00%	0.00%

Staff by Work Schedule Type 2025

CMF 5.3 | GRI 2-7

	Women	Men	Total
Full-time collaborators	2,394	3,888	6,282
Part-time collaborators	0	0	0

	Women	Men	Total
Full-time collaborators	100.00%	100.00%	100.00%
Part-time collaborators	0.00%	0.00%	0.00%

Workplace Adaptability Staff 2025

CMF 5.3 | GRI 2-7

	Women	Men	Total
Collaborators who choose to work remotely part-time	0	0	0
Percentage of collaborators who choose to work remotely part-time	0.0%	0.0%	0.0%

*Collaborators with flexible work arrangements for those with family responsibilities, flexible work schedules for those caring for children up to 12 years old, or those who opt for full-time remote work are not included in the count.

Staff by type of position 2025

CMF 5.1.1

	Women	Men	Total
Senior management	0	6	6
Management	17	69	86
Headships	150	426	576
Operators	1,684	2,279	3,963
Sales force	0	0	0
Administrative staff	37	32	69
Other professionals	267	369	636
Other technicians	239	707	946
Total	**2,394**	**3,888**	6,282

*No collaborators are listed in the support staff or sales force categories.

Staff by nationality 2025

CMF 5.1.2 | GRI 405-1

	Women	Men	Total
Senior management			
Chilean	0	6	6
Management			
Chilean	15	60	75
Venezuelan	0	1	1
American	0	3	3
Chinese	1	1	2
Italian	0	1	1
South Korean	0	1	1
Japanese	0	2	2
Ukrainian	1	0	1
Headships			
Chilean	143	399	542
Venezuelan	3	13	16
Colombian	2	7	9
Costa Rican	1	0	1
Peruvian	0	1	1
U.S.	0	2	2
Argentine	1	1	2
Ecuadorian	0	1	1
Cuban	0	1	1
Spanish	0	1	1
Operators			
Chilean	1,605	2,120	3725
Venezuelan	20	27	47
Haitian	8	45	53
Colombian	32	39	71
Bolivian	5	4	9
Ecuadorian	0	4	4
Peruvian	6	5	11
Argentine	2	1	3
Dominican	3	1	4
Cuban	0	7	7
Paraguayan	1	0	1
Puerto Rican	0	1	1
Nicaraguan	1	5	6
Brazilian	0	1	1
U.S.	1	19	20

	Women	Men	Total
Administrative staff			
Chilean	37	31	68
Venezuelan	0	1	1
Other professionals			
Chilean	231	332	563
Venezuelan	10	11	21
U.S.	8	11	19
Chinese	4	3	7
Mexican	1	1	2
Japanese	3	3	6
Colombian	2	2	4
Peruvian	2	0	2
Brazilian	1	0	1
Russian	2	0	2
Thai	1	0	1
Malaysian	0	2	2
German	1	0	1
Cuban	0	2	2
Ecuadorian	1	0	1
Israeli	0	1	1
Filipino	0	1	1
Other technicians			
Chilean	228	664	892
Venezuelan	6	29	35
Colombian	4	7	11
Costa Rican	1	0	1
Cuban	0	5	5
Haitian	0	1	1
Nicaraguan	0	1	1

Staff by age range 2025

CMF 5.1.3 | GRI 405-1

	Women	Men	Total
Senior management			
Under 30 years old	0	0	0
Between 30 and 40 years old	0	1	1
Between 41 and 50 years old	0	4	4
Between 51 and 60 years old	0	1	1
Between 61 and 70 years old	0	0	0
Over 70 years old	0	0	0
Management			
Under 30 years old	0	1	1
Between 30 and 40 years old	10	31	41
Between 41 and 50 years old	5	31	36
Between 51 and 60 years old	0	5	5
Between 61 and 70 years old	2	1	3
Over 70 years old	0	0	0
Headships			
Under 30 years old	7	28	35
Between 30 and 40 years old	76	173	249
Between 41 and 50 years old	53	146	199
Between 51 and 60 years old	14	72	86
Between 61 and 70 years old	0	7	7
Over 70 years old	0	0	0
Operators			
Under 30 years old	557	910	1,467
Between 30 and 40 years old	490	679	1,169
Between 41 and 50 years old	355	408	763
Between 51 and 60 years old	246	241	487
Between 61 and 70 years old	36	39	75
Over 70 years old	0	2	2

	Women	Men	Total
Administrative staff			
Under 30 years old	105	142	247
Between 30 and 40 years old	88	129	217
Between 41 and 50 years old	25	28	53
Between 51 and 60 years old	16	15	31
Between 61 and 70 years old	33	55	88
Over 70 years old	0	0	0
Other professionals			
Under 30 years old	73	218	291
Between 30 and 40 years old	15	62	77
Between 41 and 50 years old	6	36	42
Between 51 and 60 years old	9	77	86
Between 61 and 70 years old	0	0	0
Over 70 years old	0	0	0
Other technicians			
Under 30 years old	0	0	0
Between 30 and 40 years old	0	3	3
Between 41 and 50 years old	12	30	42
Between 51 and 60 years old	0	0	0
Between 61 and 70 years old	0	1	1
Over 70 years old	3	4	7

Staff by tenure (2025)

CMF 5.1.4

	Women	Men	Total
Senior management			
Less than 3 years	0	1	1
3 to 6 years	0	1	1
More than 6 and less than 9 years	0	0	0
9 to 12 years	0	4	4
More than 12 years	0	0	0
Management			
Less than 3 years	2	11	13
3 to 6 years	5	28	33
More than 6 and less than 9 years	6	11	17
Between 9 and 12 years	1	4	5
More than 12 years	3	15	18
Headships			
Less than 3 years	38	87	125
Between 3 and 6 years	50	110	160
More than 6 and less than 9 years	24	49	73
Between 9 and 12 years	14	34	48
More than 12 years	24	146	170
Operators			
Less than 3 years	1,279	1,635	2,914
Between 3 and 6 years	278	370	648
More than 6 and less than 9 years	46	96	142
Between 9 and 12 years	28	59	87
More than 12 years	53	119	172

	Women	Men	Total
Administrative staff			
Less than 3 years	21	20	41
Between 3 and 6 years	7	8	15
More than 6 and less than 9 years	2	2	4
Between 9 and 12 years	4	1	5
More than 12 years	3	1	4
Other professionals			
Less than 3 years	105	142	247
Between 3 and 6 years	88	129	217
More than 6 and less than 9 years	25	28	53
Between 9 and 12 years	16	15	31
More than 12 years	33	55	88
Other technicians			
Less than 3 years	136	314	450
Between 3 and 6 years	73	218	291
More than 6 and less than 9 years	15	62	77
Between 9 and 12 years	6	36	42
More than 12 years	9	77	86

Staff with disabilities 2025

CMF 5.1.5 | GRI 405-1

	Women	Men	Total
Senior management	0	0	0
Management	0	0	0
Headships	0	3	3
Operators	12	30	42
Administrative staff	0	1	1
Other professionals	3	4	7
Other technical staff	0	8	8
Total	**15**	**46**	**61**

Percentage of the staff with disabilities 2025

	Women	Men	Total
Senior management	0.00%	0.00%	0.00%
Management	0.00%	0.00%	0.00%
Headships	0.00%	0.70%	0.52%
Operators	0.71%	1.32%	1.06%
Administrative staff	0.00%	3.13%	1.45%
Other professionals	1.12%	1.08%	1.10%
Other technical staff	0.00%	1.13%	0.85%
Total	**0.63%**	**1.18%**	**0.97%**

Collaborators by country where they work

	Women	Men	Total
United States	16	79	95
Japan	4	8	12
China	4	4	8
Mexico	1	2	3
Brazil	1	0	1
France	1	0	1
Germany	1	0	1
Switzerland	1	0	1
Israel	0	1	1
Russia	1	0	1
United Arab Emirates	0	1	1
Thailand	1	0	1
Malaysia	0	1	1
Vietnam	0	1	1
South Korea	0	1	1
Singapore	0	1	1
Philippines	0	1	1

Collaborators by region of Chile where they work

	Women	Men	Total
La Araucanía	48	117	165
Los Lagos	2,043	2,730	4,773
Aysén del General Carlos Ibáñez Del Campo	91	541	632
Magallanes and Chilean Antartic	181	400	581

Diversity, Equity, and Non-Discrimination

CMF 5.1.5

Reports of sexual harassment under Law No. 20,005

	Women	Men	Total
Total number of sexual harassment complaints during the year	1	1	2
Total number of sexual harassment complaints filed with the Labor Directorate or equivalent agency during the year	0	0	0

Reports of workplace harassment under Law No. 20,607

	Women	Men	Total
Total number of workplace harassment complaints during the year	5	2	7
Total number of workplace harassment complaints filed with the Labor Directorate or equivalent agency during the year	1	3	4

Reports of violence

	Women	Men	Total
Total number of violence complaints during the year	4	2	6
Total number of violence filed with the Labor Directorate or equivalent agency during the year	0	0	0

Cases of discrimination

GRI 406-1

	Women	Men	Total
Total number of discrimination cases during the year	0	0	0

Health and Safety

Collaborators covered by the Occupational Health and Safety Management System 2025

GRI 403-8

	2025
Total number of own employees covered by the occupational health and safety system	5,786
Total number of third-party workers (contractors) covered by the occupational health and safety system	4,546
Percentage of own employees covered by the occupational health and safety system	100%
Percentage of third-party workers covered by the occupational health and safety system	100%

Collaborators subject to internal audit in 2025

GRI 403-8

	2025
Percentage of own employees covered by the occupational health and safety management system that have undergone an internal audit	55.29%
Percentage of contractor employees covered by the occupational health and safety management system that have undergone an internal audit	25.43%

Collaborators subject to external audit in 2025

GRI 403-8

	2025
Percentage of own employees covered by the occupational health and safety management system that have undergone an external audit	61%
Percentage of contractor employees covered by the occupational health and safety management system that have undergone an external audit	8%

General occupational health and safety indicators

CMF 5.6 | GRI 403-9 | SASB FB-MP320a.1

	2025
Total work-related fatalities	0
Total work-related accidents	19
Total days lost due to accidents	599
Total occupational diseases	0
Fatality rate (per 100,000 workers)	0.00
Accident rate (per 100 workers)	0.33
Average days lost due to work-related accidents	31.53
Occupational illness rate (per 100 workers)	0.00

Occupational Health and Safety Targets

CMF 5.6

	2025
2025 target: fatality rate per accident	0.00
2025 target: accident rate	0.57
2025 target: lost-time injury rate	10.00
2025 target: occupational illness rate	0.04

Other accident rate indicators for own employees

GRI 403-9

	2024	2025
Total number of serious work-related accidents	0	0
Total number of reportable work-related accidents	41	19
Total hours worked	11,180,379	11,731,248
Serious work-related accident rate	0.00	0.00
Reportable work-related accident rate	0.73	0.32

Does not include fatalities. Calculated based on 200,000 hours worked.
Main types of work-related accidents: Superficial injuries and open wounds, fractures, dislocations, sprains, and strains.

Other accident rate indicators for third-party workers (contractors)

GRI 403-9

	2024	2025
Total number of serious work-related accidents	0	0
Total number of reportable work-related accidents	64	63
Total hours worked	9,012,432	10,401,248
Serious work-related accident rate	0.00	0.00
Reportable work-related accident rate	1.42	1.21

Does not include fatalities. Calculated based on 200,000 hours worked.
Main types of work-related accidents: Superficial injuries and open wounds, fractures, dislocations, sprains, and strains.

Other indicators of occupational diseases among own employees

GRI 403-10

	2024	2025
Total number of deaths resulting from an occupational disease	0	0
Total number of reportable cases of occupational injuries and diseases	4	0

Main types of occupational diseases: Musculoskeletal disorders and mental health conditions.

Other indicators of occupational diseases among third-party workers (contractors)

GRI 403-10

	2024	2025
Total number of deaths resulting from an occupational disease	0	0
Total number of reportable cases of occupational injuries and diseases	0	0

Main types of occupational diseases: Musculoskeletal disorders and mental health conditions.

Training and Development

Collaborator training

CMF 5.8 | GRI 404-1

	2024	2025
Total number of trained collaborators	5,814	5,963
Total training hours	481,491	371,601
Percentage of staff trained	98.73%	94.92%
Average training hours	82.82	62.32

Collaborator training by job category

CMF 5.8 | GRI 404-1

	Women	Men	Total
Senior management	0	5	5
Management	15	49	64
Supervisors	145	412	557
Operators	1,612	2,158	3,770
Administrative staff	36	30	66
Other professionals	240	341	581
Other technicians	229	691	920
Total collaborators	**2,277**	**3,686**	**5,963**

*No collaborators are listed in the support staff or sales force categories.

Total training hours for collaborators by position type

CMF 5.8 | GRI 404-1

	Women	Men	Total
Senior management	0	143	143
Management	415	2,856	3,271
Supervisors	23,752	62,968	86,720
Operators	64,067	95,906	159,973
Administrative staff	2,014	1,423	3,437
Other professionals	20,419	28,456	48,875
Other technicians	16,851	52,331	69,182
Total collaborators	**127,518**	**244,083**	**371,601**

*No collaborators are listed in the support staff or sales force categories.

Average number of training hours per collaborator by job category

CMF 5.8 | GRI 404-1

	Women	Men	Total
Senior management	0.00	29.00	25.71
Management	28.00	58.00	52.16
Supervisors	163.81	152.83	155.69
Operators	39.74	44.44	42.43
Administrative staff	55.94	47.43	52.08
Other professionals	85.08	83.45	84.12
Other technical staff	73.59	75.73	75.20
Total collaborators	**56.00**	**66.22**	**62.32**

*No collaborators are listed in the support staff or sales force categories.

Resources allocated to collaborator training and development

CMF 5.8.i

	2025
Total amount of funds allocated to collaborator training and development (US$)	1,184,258
Percentage of revenue allocated to training funds	0.1%

Collaborator training to prevent and address workplace harassment, sexual harassment, and violence

CMF 5.5

	2024	2025
Total number of collaborators trained in these subjects	554	720
Total number of training hours in these subjects	889	2.076
Percentage of staff trained in these subjects	9.41%	11.46%
Average number of training hours in these subjects	1.60	2.88

Performance Evaluation and Internal Mobility

Collaborator Performance Evaluation

	2024	2025
Total collaborators evaluated: Individual Performance Management (IPM)	1,191	1,243
Total collaborators evaluated: Individual Performance Feedback (IPF)	2,445	2,628
Total collaborators evaluated	3,636	3,871
Percentage of staff evaluated	100%	100%

Collaborators evaluated in Individual Performance Management by job category

GRI 404-3

	2024	2025
Senior management	5	5
Management	74	84
Supervisors	439	433
Operators	20	23
Administrative staff	53	37
Other professionals	526	587
Other technicians	74	74
Total	**1,191**	**1,243**

Average Individual Performance Management (IPM) evaluation by job category

	2024	2025
Senior management	95.71%	95.53%
Management	95.82%	95.52%
Supervisors	96.14%	95.40%
Operators	94.76%	95.27%
Administrative staff	93.02%	93.39%
Other professionals	94.22%	94.88%
Other technicians	95.47%	94.41%

Collaborators evaluated in Individual Performance Feedback (IPF) by job category

	2024	2025
Senior management	-	-
Management	-	-
Supervisors	32	10
Operators	1,777	1,936
Administrative staff	17	15
Other professionals	19	19
Other technicians	600	648
Total	**2,445**	**2,628**

Average Individual Performance Feedback (IPF) evaluation by job category

	2024	2025
Senior management	-	-
Management	-	-
Supervisors	95.90	95.20
Operators	91.02	90.67
Administrative staff	93.71	95.02
Other professionals	91.46	95.07
Other technicians	92.58	92.38

Internal mobility

	2024	2025
Horizontal mobility: total number of collaborators	83	81
Vertical mobility: total number of collaborators	169	257
Total number of collaborators with internal mobility	**252**	**338**

New talent

Indicators of new employee hiring

GRI 401-1

	2024	2025
Total number of new hires: women	51	25
Total number of new hires: men	79	59
Total number of new hires	**130**	**84**
New hire rate:	2.21%	1.34%

New hires by age group: women

	2024	2025
Under 30 years old	30	13
Between 30 and 50 years old	21	12
Over 50 years old	0	0
Total number of new hires: women	**51**	**25**

New hires by age group: men

	2024	2025
Under 30 years old	36	21
Between 30 and 50 years old	38	35
Over 50 years old	5	3
Total number of new hires: men	**79**	**59**

Total new hires by age group

	2024	2025
Under 30 years old	66	34
Between 30 and 50 years old	59	47
Over 50 years old	5	3
Total number of new hires	**130**	**84**

General turnover ratios

GRI 401-1

	2024	2025
Total number of employees who have left the company: women	178	257
Total number of employees who have left the company: men	376	411
Total number of employees who have left the company	**554**	**668**
Employee turnover rate	9.41%	10.63%

Turnover rate by age group: women

	2024	2025
Under 30 years old	49	76
Between 30 and 50 years old	107	157
Over 50 years old	22	24
Total number of employees who have left the company: women	**178**	**257**

Turnover rate by age group: men

	2024	2025
Under 30 years old	117	127
Between 30 and 50 years old	229	230
Over 50 years old	30	54
Total number of employees who have left the company: men	**376**	**411**

Total number of employees who have left the company

	2024	2025
Under 30 years old	166	203
Between 30 and 50 years old	336	387
Over 50 years old	52	78
Total number of employees who have left the company: men	**554**	**668**

Postnatal Leave Indicators

CMF 5.7 | GRI 401-3

	Women	Men
Collaborators eligible for postnatal leave: Chile	108	0
Collaborators eligible for postnatal leave: Other countries	0	0
Collaborators who took postnatal leave: Chile	108	0
Collaborators who took postnatal leave: Other countries	108	0
Percentage of collaborators who took postnatal leave	100.0%	-
Collaborators who have returned to work after completing postnatal leave	108	-
Percentage of employees who have returned to work after completing postnatal leave	100.0%	-

Average number of postnatal leave days by job category

	Postnatal women	Postnatal paternal	Postnatal parental men
Senior management	0.0	0.0	0.0
Management	42.0	0.0	0.0
Supervisors	168.0	0.0	0.0
Operators	159.3	0.0	0.0
Administrative staff	168.0	0.0	0.0
Other professionals	149.6	0.0	0.0
Other technicians	164.6	0.0	0.0
Total	**158.9**	**0.0**	**0.0**

Animal welfare

Total animal production that received antibiotics

SASB FB-MP-260a.1

	Atlantic Salmon		Pacific Salmon		Total	
	2024	2025	2024	2025	2024	2025
Percentage of animal production that received medically important antibiotics	0.00%	0.00%	0.00%	0.00%	0.00%	**0.00%**
Percentage of animal production that received non-medically important antibiotics	74.49%	86.20%	9.12%	11.92%	47.29%	**58.33%**

Mortality rates by leading causes: Atlantic salmon
GRI 13.11.3

	2024	2025
Physical injury	19.4%	21.8%
Deceased	0.0%	10.1%
Transfer	7.7%	8.8%
Other non-infectious causes	7.6%	6.9%
Head injury	8.4%	6.5%

Mortality rates by leading causes: Pacific salmon
GRI 13.11.3

	2024	2025
Physical injury	13.6%	24.2%
HSMI	3.4%	15.6%
Laggards	7.7%	10.4%
Transfer	4.4%	6.9%
Deformed	4.5%	6.3%

Mortality rates by main diseases: Atlantic salmon
GRI 13.11.3

	2024	2025
HSMI	11.4%	6.4%
Tenacibaculum	5.6%	6.4%
Piscirickettsiosis	3.9%	5.2%
Furunculosis	3.8%	3.6%
BKD	1.2%	0.4%

Mortality rates by main diseases: Pacific salmon
GRI 13.11.3

	2024	2025
HSMI (disease)	3.4%	15.6%
BKD	6.0%	4.5%
Tenacibaculum	3.5%	3.4%
Piscirickettsiosis	0.2%	1.4%
Flavobacteriosis	0.0%	0.6%

Community Engagement

Indicators of Participation and Dialogue Initiatives

	2025
Percentage of projects that have implemented programs for local community participation, impact assessments, and development	100%
Total number of dialogue initiatives implemented	113
Total number of people who participated in dialogue initiatives	6,131

Complaint indicators

	2025
Total complaints received	7
Total complaints processed	7
Total complaints resolved	7

Programs and social contribution:

	2025
Local Development Pillar	
Total number of people benefited	34,244
Total number of organizations benefited	100
Education Pillar	
Total number of people benefited	14,343
Total number of organizations benefited	73
Healthy Living Pillar	
Total number of people benefited	12,573
Total number of organizations benefited	55
Environment Pillar	
Total number of people benefited	1,304
Total number of organizations benefited	18

Climate Action and Climate Change Mitigation

Total emissions by scope, in t CO_2eq
GRI 305 | SASB FB-MP-110a.1

	2024	2025	% var.
Total emissions: Scope 1	82,868	84,538	2.02%
Total emissions: Scope 2	21,931	28,553	30.19%
Total emissions: Scope 3	1,147,627	1,332,505	16.11%
Total GHG emissions	**1,252,426**	**1,445,596**	**15.42%**

Greenhouse gas emissions intensity ratio
GRI 305-6

	2024	2025	% var.
Emission intensity ratio	4.99	5.15	3.21%

Waste management

Total waste

	Feed plant	Production	Processing plants	Total
Total waste intended for disposal in 2024 (t)	1,013	4,488	2,047	7,548
Total waste intended for disposal in 2025 (t)	670	3,528	4,612	8,810
Percentage change 2024–2025	-33.86%	-21.39%	125.31%	16.74%
Total waste not intended for disposal in 2024 (t)	1,041	24,354	80,491	105,886
Total waste not intended for disposal in 2025 (t)	2,663	20,190	80,812	103,665
Percentage change 2024–2025	155.81%	-17.10%	0.40%	-2.10%
Total waste generated in 2024 (t)	2,054	28,842	82,538	113,434
Total waste generated in 2025 (t)	3,333	23,718	85,424	112,475
Percentage change 2024–2025	62.27%	-17.77%	3.50%	-0.85%

Total hazardous waste not intended for disposal

	Feed plant	Production	Processing plants	Total
Total waste in other recovery operations 2024 (t)	0	0	0	0
Total waste in other recovery operations 2025 (t)	0	0	0	0
Percentage variation 2024–2025	0.00%	0.00%	0.00%	0.00%
Total hazardous waste not intended for disposal 2024 (t)	0	12	0	12
Total hazardous waste not intended for disposal 2025 (t)	0	0	0	0
Percentage variation 2024–2025	0.00%	100.00%	0.00%	100.00%

* Waste management was not carried out using reuse or recycling techniques.

Total non-hazardous waste not intended for disposal

	Feed plant	Production	Processing plants	Total
Total recycled waste 2024 (t)	244	924	4,635	5,803
Total recycled waste 2025 (t)	812	1,433	1,650	3,895
Percentage variation 2024–2025	232.79%	55.09%	-64.40%	-32.88%
Total waste in other recovery operations 2024 (t)	797	23,418	75,855	100,070
Total waste in other recovery operations 2025 (t)	1,851	18,757	79,162	99,770
Percentage variation 2024–2025	132.25%	-19.90%	4.36%	-0.30%
Total hazardous waste not intended for disposal 2024 (t)	1,041	24,342	80,491	105,874
Total hazardous waste not intended for disposal 2025 (t)	2,663	20,190	80,812	103,665
Percentage change 2024–2025	155.81%	-17.06%	0.40%	-2.09%

* Waste management was not carried out using reuse or recycling techniques.

Total hazardous waste intended for disposal

	Feed plant	Production	Processing plants	Total
Total waste incinerated (with energy recovery) 2024 (t)	10	0	0	10
Total waste incinerated (with energy recovery) 2025 (t)	6	0	0	6
% variation	-40.00%	0.00%	0.00%	-40.00%
Total waste incinerated (without energy recovery) 2024 (t)	0	0	0	0
Total waste incinerated (without energy recovery) 2025 (t)	0	0	0	0
% variation	0.00%	0.00%	0.00%	0.00%
Total waste sent to landfills 2024 (t)	0	186	28	214
Total waste sent to landfills 2025 (t)	0	135	40	175
% variation	0.00%	-27.42%	42.86%	-18.22%
Total hazardous waste intended for disposal 2024 (t)	10	186	28	224
Total hazardous waste intended for disposal 2025 (t)	6	135	40	181
% variation	-40.00%	-27.42%	42.86%	-19.20%

* Waste management was not carried out using incineration techniques with energy recovery.

Total non-hazardous waste intended for disposal

	Feed plant	Production	Processing plants	Total
Total waste incinerated (with energy recovery) 2024 (t)	0	0	0	0
Total waste incinerated (with energy recovery) 2025 (t)	0	64	0	64
% variation	0.00%	0.00%	0.00%	0.00%
Total waste incinerated (without energy recovery) 2024 (t)	0	20	0	20
Total waste incinerated (without energy recovery) 2025 (t)	0	0	0	0
% variation	0.00%	-100.00%	0.00%	-100.00%
Total waste sent to landfills 2024 (t)	1,003	4,251	2,019	7,273
Total waste sent to landfills 2025 (t)	664	3,329	4,572	8,565
% variation	-33.80%	-21.69%	126.45%	17.76%
Total waste in other disposal operations 2024 (t)	0	30	0	30
Total waste in other disposal operations 2025 (t)	0	0	0	0
% variation	0.00%	-100.00%	0.00%	-100.00%
Total hazardous waste intended for disposal 2024 (t)	1,003	4,301	2,019	7,323
Total hazardous waste intended for disposal 2025 (t)	664	3,393	4,572	8,629
% variation	-33.80%	-21.11%	126.45%	17.83%

* Waste management was not carried out using incineration techniques with energy recovery.

Total production

	2024	2025	% var.
Total produced at feed mills (t)	300,511.90	361,252.95	20.21%
Total produced at fish farms (t)	6,543.10	7,658.80	17.05%
Total produced at salmon farms	250,933.00	282,903.00	12.74%
Total processed at processing plants	250,933.00	282,903.00	12.74%

Production by species

	2024	2025	% var.
Total Atlantic salmon production (t)	148,254.00	172,772.00	16.54%
Total Atlantic salmon production by subcontractors (t)	0.00	0.00	0.00%
Total Pacific salmon production (t)	102,679.00	110,131.00	7.26%
Total Pacific salmon production by subcontractors (t)	0.00	0.00	0.00%

Water Management

Total water withdrawn, by source (megaliters)

	2024	2025	% var.
Feed plant			
Total surface water	0.00	0.00	0.00%
Total groundwater	59.48	59.51	0.05%
Total seawater	0.00	0.00	0.00%
Total treated water	0.00	0.00	0.00%
Total other water	0.00	0.00	0.00%
Total water withdrawn	**59.48**	**59.51**	**0.05%**
Production			
Total surface water	253,728.11	253,436.22	-0.12%
Total groundwater	3,450.31	5,978.40	73.27%
Total seawater	4,649.22	2,587.38	-44.35%
Total treated water	0.00	0.00	0.00%
Total other water	0.00	0.00	0.00%
Total water withdrawn	**261,827.64**	**262,002.00**	**0.07%**
Processing plants*			
Total surface water	193.01	239.89	24.29%
Total groundwater	804.85	850.81	5.71%
Total seawater	833.51	921.90	10.60%
Total treated water	0.00	0.00	0.00%
Total other water	43.92	85.40	94.46%
Total water withdrawn	**1,875.29**	**2,097.99**	**11.88%**
Total AquaChile			
Total surface water	253,921.11	253,676.11	-0.10%
Total groundwater	4,314.64	6,888.71	59.66%
Total seawater	5,482.73	3,509.28	-35.99%
Total treated water	0.00	0.00	0.00%
Total other water	43.92	85.40	94.46%
Total water withdrawn	**263,762.40**	**264,159.50**	**0.15%**

No operations are planned in high or very high water stressed areas in 2025.

*A review of the water sources used in industrial processes is currently underway.

Total water discharge by destination (megaliters)

	2024	2025	% var.
Feed plant			
Total surface water	0.00	0.00	0.00%
Total groundwater	6.50	7.85	20.73%
Total seawater	0.00	0.00	0.00%
Total other water	0.00	0.00	0.00%
Total water discharged	**6.50**	**7.85**	**20.73%**
Production			
Total surface water	241,825.06	241,664.25	-0.07%
Total groundwater	0.00	0.00	0.00%
Total seawater	20,002.57	20,337.75	1.68%
Total other water	0.00	0.00	0.00%
Total water discharged	**261,827.63**	**262,002.00**	**0.07%**
Processing plants*			
Total surface water	363.51	396.07	8.96%
Total groundwater	0.00	7.35	100.00%
Total seawater	2,532.76	2,297.38	-9.29%
Total other water	86.80	0.00	-100.00%
Total water discharged	**2,983.07**	**2,700.80**	**-9.46%**
Total AquaChile			
Total surface water	242,188.57	242,060.32	-0.05%
Total groundwater	6.50	15.20	133.75%
Total seawater	22,535.33	22,635.13	0.44%
Total other water	86.80	0.00	-100.00%
Total water discharged	**264,817.20**	**264,710.65**	**-0.04%**

*A review of the water sources used in industrial processes is currently underway.

Total water discharge by treatment (megaliters)

	2024	2025	% var.
Feed plant			
Without treatment	0.00	0.00	0.00%
With treatment	6.50	7.85	20.73%
Production			
Without treatment	0.00	0.00	0.00%
With treatment	261,827.63	262,002.00	0.07%
Processing plants*			
Without treatment	0.00	0.00	0.00%
With treatment	2,983.07	2,700.80	-9.46%
Total AquaChile			
Without treatment	0.00	0.00	0.00%
With treatment	264,817.20	264,710.65	-0.04%

*A review of the water sources used in industrial processes is currently underway.

Total water consumption (megaliters)

	2024	2025	Var %
Feed plant			
Water consumed	52.98	51.66	-2.0%
Water consumed in water-stressed areas	0.00	0.00	0.00%
Production			
Water consumed	0.01	0.00	-100.00%
Water consumed in water-stressed areas	0.00	0.00	0.00%
Processing plants*			
Water consumed	0.00	0.00	0.00%
Water consumed in water-stressed areas	-	-	0.00%
Total AquaChile			
Water consumed	52.99	5.66	-2.52%
Water consumed in water-stressed areas	0.00	0.00	0.00%

*A review of the water sources used in industrial processes is currently underway.

Total recirculated or reused water (megaliters)

	2024	2025	Var %
Feed plant			
Total recirculated or reused water	0.00	0.00	0.00%
Percentage of recirculated or reused water	0.00%	0.00%	0.00%
Production			
Total recirculated or reused water	0.00	7.60	0.00%
Percentage of recirculated or reused water	0.00%	0.00%	0.00%
Processing plants*			
Total recirculated or reused water	0.00	0.00	0.00%
Percentage of recirculated or reused water	0.00%	0.00%	0.00%
Total AquaChile			
Total recirculated or reused water	0.00	7.60	0.00%
Percentage of recirculated or reused water	0.00%	0.00%	0.00%

Incidents related to non-compliance with water quality standards

SASB FB-MP-140a.3 | GRI 303-4

	2024	2025	Var %
Number of incidents of non-compliance with water quality permits, standards, and regulations	1	1	0.00%
Number of incidents of non-compliance with discharge limits	4	0	-100.00%

Materials - Packaging

GRI 301

Materials used by weight

	2024	2025	Var %
Total renewable or recyclable material (t)	5,776	6,324	9.49%
Total non-renewable or non-recyclable material (t)	4,224	9,681	129.19%
Percentage of recovered products and packaging materials	0.00%	36.75%	0.00%
Percentage of renewable or recyclable material	57.76%	39.51%	-31.59%

Renewable products

	2024	2025	Var %
Total number of products with renewable packaging	60	37	-38.33%
Percentage of products with renewable packaging	70.0%	31.4%	-55.14%

Non-compliance issues related to the health and safety impacts of products

Cases of non-compliance

GRI 416-2 | SASB FB-MP-250a.3

	2024	2025	Var %
Total number of regulatory violations resulting in fines or penalties	0	0	0.00%
Total number of regulatory violations resulting in a warning	0	0	0.00%
Total number of voluntary code violations	0	0	0.00%

GFSI Non-Compliance Rate

SASB FB-MP-250a.1

	2024	2025	Var %
Total GFSI non-compliance rate: Major	1	0	-100.00%
Total GFSI non-compliance rate: Minor	40	29	-27.50%
GFSI corrective action rate: Major	1	0	-100.00%
GFSI corrective action rate: Minor	40	29	-27.50%

Number of products recalled

GRI 13.10.5 | SASB FB-MP-250a.3

	2024	2025	Var %
Total number of product recalls	0	0	0.00%
Total number of units recalled	0	0	0.00%
Total weight of recalled products (t)	0	0	0.00%

Funds allocated to the promotion of innovation, research, and development

CMF 3.1.v

	2025
Funds allocated to the promotion of innovation, research, and development (US$)	1,358,000

Sites located in areas of high biodiversity value

GRI 304-2

	Size (km²)
Centro Canalad 2 / Parque Magdalena	20



INDICES AND STANDARDS

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6.5.1.IX	Brief summary of the acts and contracts entered into with the subsidiaries or associates	283-290	
6.5.1.X	A diagram showing ownership relationships	283-290	
6.5.2	Investments in other companies	283-290	
6.5.2.I	Identification of these entities and their legal status	283-290	
6.5.2.II	Ownership interest	283-290	
6.5.2.III	Description of the Company's main activities	283-290	
6.5.2.IV	Percentage of the Company's total assets represented by these investments	283-290	
7. Supplier management			
7.1	Payments to Suppliers	232	
7.1.I	Number of invoices paid	232	
7.1.II	Total amount paid (in millions of pesos)	232	
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7.1.IV	Number of suppliers	228	
7.1.V	Number of agreements registered in the Registry of Agreements with Exceptional Payment Terms maintained by the Ministry of Economy	232	
7.2	Supplier evaluation	228	
8. Legal and Regulatory Compliance			
8.1	Legal and regulatory compliance: regarding customers	82	
8.2	Legal and regulatory compliance: regarding employees	82	
8.3	Legal and regulatory compliance: environmental	83	
8.4	Legal and regulatory compliance: fair competition	75	
8.5	Legal and regulatory compliance: other	70	
9. Sustainability			
9.1	SASB Metrics	338-340	
9.2	Independent verification	-	The company does not have a process in place for a third party outside the organization to verify information and metrics related to sustainability.
10. Key or material events			
10.1	Summary of the key or material events disclosed by the entity during the fiscal year	278	
11. Comments from shareholders and the Board of Directors			
11.1	An accurate summary of the comments and proposals regarding the company's business performance, as presented by shareholders and the directors' committee	279	
12. Financial Reports			
12.1	Availability of the entity's financial statements on the Financial Market Commission's website and on the entity's own website	294-301	

SASB Index

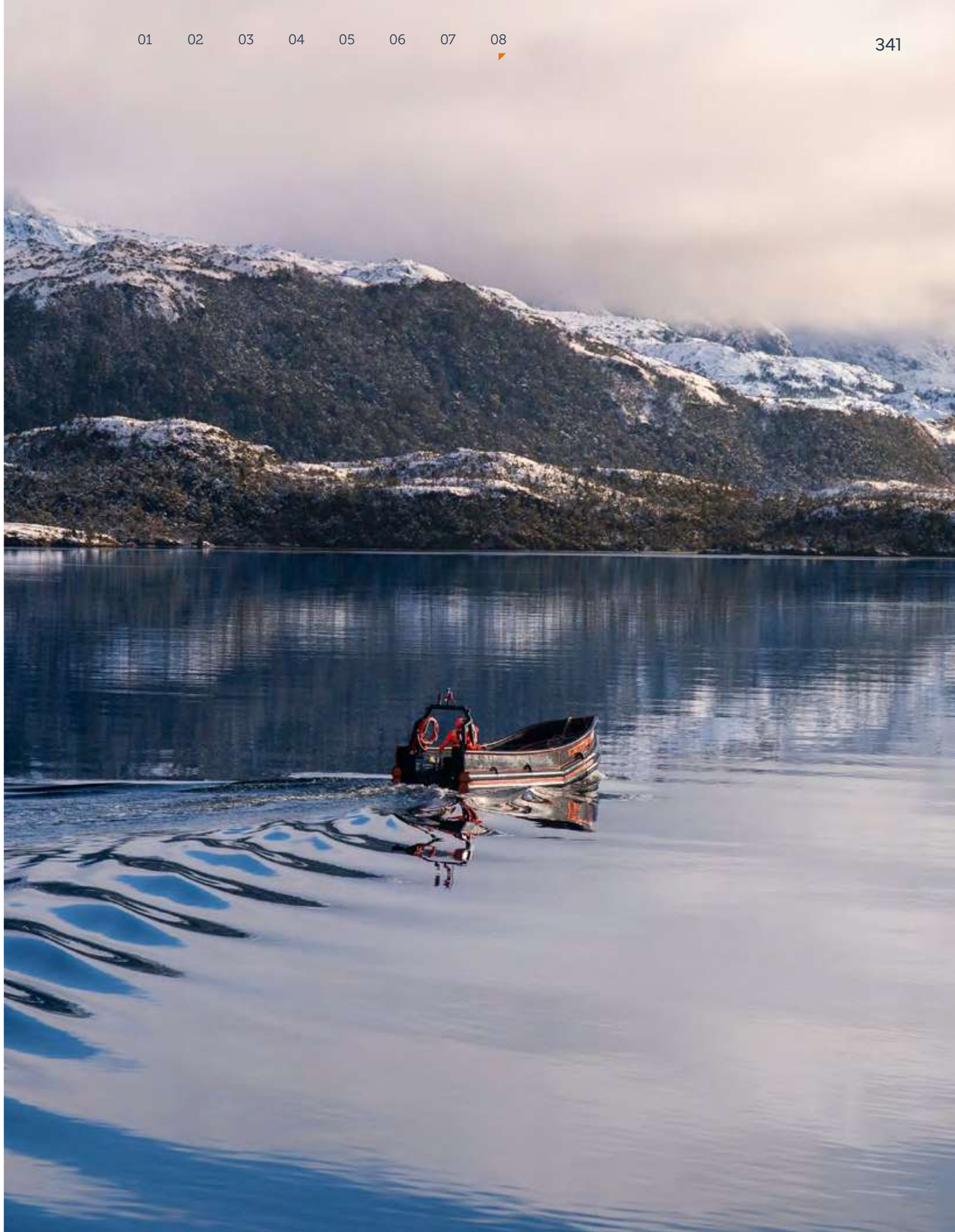
Topics related to sustainability and accounting standards.

Food and Beverage Sector: Meat, Poultry, and Dairy

Industry Code: FB-MP

Topic	Code	Activity metric	Category	Unit of measure	Page	Comment
General Indicators						
	FB-MP-000.A	Number of processing and manufacturing facilities	Quantitative	Number	18	146
	FB-MP-000.B	Animal protein production, by category: Salmon	Quantitative	Tons of animal production	20	282.903
	FB-MP-000.B	Percentage of animal protein production outsourced, by category: Salmon	Quantitative	Percentage (%)	-	0%
Greenhouse gas emissions						
	FB-MP-110a.1	Scope 1 global gross emissions	Quantitative	Metric tons (t) of CO_2e	253	84.538
	FB-MP-110a.2	Analysis of the long- and short-term strategy or plan for managing Scope 1 emissions, emission reduction targets, and an analysis of performance against those targets	Debate and analysis	N/A	252	At AquaChile, we monitor and track the amount and type of energy used in our operations, and we also measure and manage our emissions and carbon footprint. For more information, please see page 252 of our 2025 Integrated Report.
Energy management						
	FB-MP-130a.1	(1) Total energy consumed	Quantitative	Gigajoules (GJ)	259	977.430
	FB-MP-130a.1	(2) Percentage of energy consumed from the grid	Quantitative	Percentage (%)	257	38,70%
	FB-MP-130a.1	(3) Percentage of renewable energy consumed	Quantitative	Percentage (%)	257	43,10%
Water management						
	FB-MP-140a.1	(1) Total water withdrawn	Quantitative	Megaliters	262	264.160
	FB-MP-140a.1	(2) Total water consumed	Quantitative	Megaliters	266	739
	FB-MP-140a.1	(3) Percentage of water withdrawn in regions with high or extremely high initial water stress	Quantitative	Percentage (%)	262	0,00%
	FB-MP-140a.1	(4) Percentage of water consumed in regions with high or extremely high initial water stress	Quantitative	Percentage (%)	266	0,0%
	FB-MP-140a.2	Description of water management risks and analysis of strategies and practices to mitigate them	Debate and analysis	N/A	260	The primary natural resource we use in our production processes is water. For this reason, we are particularly committed to its conservation and efficient use. In this context, our fish farms hold the necessary water use permits issued by the General Water Directorate. For more information, please refer to page 260 of our 2025 Integrated Report.
	FB-MP-140a.3	Number of incidents of non-compliance with water quality permits, standards, and regulations	Quantitative	Number	328	1
Land use and ecological impacts						
	FB-MP-160a.1	Amount of manure and animal waste generated, managed in accordance with a nutrient management plan	Quantitative	Metric tons (t)	-	Does not apply to the aquaculture industry.
	FB-MP-160a.1	Percentage of manure and animal waste generated, managed in accordance with a nutrient management plan	Quantitative	Percentage (%)	-	Does not apply to the aquaculture industry.
	FB-MP-160a.2	Percentage of pastures and grazing lands managed in accordance with the criteria of the Natural Resources Conservation Service (NRCS) conservation plan	Quantitative	Percentage (%) per hectare	-	Does not apply to the aquaculture industry.
	FB-MP-160a.3	Production of animal protein from concentrated animal feeding operations (CAFOs)	Quantitative	Metric tons (t)	-	Does not apply to the aquaculture industry.
Food safety						
	FB-MP-250a.1	(1) Global Food Safety Initiative (GFSI) Audit: Non-conformity rate for major non-conformities	Quantitative	Rate	329	0
	FB-MP-250a.1	(2) Global Food Safety Initiative (GFSI) Audit: Non-conformity rate for minor non-conformities	Quantitative	Rate	329	29
	FB-MP-250a.1	(3) Global Food Safety Initiative (GFSI) audit: Rate of corrective actions for major non-conformities	Quantitative	Rate	329	0
	FB-MP-250a.1	(4) Global Food Safety Initiative (GFSI) audit: Rate of corrective actions for minor non-conformities	Quantitative	Rate	329	29
	FB-MP-250a.2	Percentage of supplier facilities certified under a Global Food Safety Initiative (GFSI) food safety certification program	Quantitative	Percentage (%)		0
	FB-MP-250a.3	(1) Number of recalls issued	Quantitative	Number, metric tons (t)	329	0
	FB-MP-250a.3	(2) Total weight of recalled products	Quantitative	Number, metric tons (t)	329	0
	FB-MP-250a.4	Analysis of markets that prohibit the importation of the entity's products	Debate and analysis	N/A	178	During the reporting period, temporary import restrictions were imposed in some markets due to specific regulatory findings at certain production facilities. These situations included suspensions limited to the Eurasian Economic Union (EAEU) at the Quellón (October) and Chonchi (June) plants, which were handled in accordance with the protocols of the competent authority and are awaiting lifting following the implementation of the corresponding action plans. For more information, please refer to page 178 of our Integrated Report 2025.
Use of antibiotics in animal production						
	FB-MP-260a.1	(1) Percentage of animal production that received medically important antibiotics	Quantitative	Percentage (%) by weight	321	0%
	FB-MP-260a.1	(2) Percentage of animal production that received non-medically important antibiotics	Quantitative	Percentage (%) by weight	168, 321	58,3%

Topic	Code	Activity metric	Category	Unit of measure	Page	Comment
Occupational Health and Safety						
	FB-MP-320a.1	(1) Total Recordable Incident Rate (TRIR)	Quantitative	Rate	129	0,33
	FB-MP-320a.1	(2) Fatality rate	Quantitative		129	0
	FB-MP-320a.2	Description of activities to assess, monitor, and mitigate acute and chronic respiratory conditions	Debate and analysis	N/A	124	At AquaChile, our goal is to foster a culture of occupational health and safety that ensures the well-being of our people and facilities and contributes to the organization's sustainability. For more information, see page 124 of our 2025 Integrated Report.
Animal Care and Welfare						
	FB-MP-410a.1	Percentage of pork produced without farrowing crates	Quantitative	Percentage (%) by weight	-	Not applicable to the aquaculture industry
	FB-MP-410a.2	Percentage of egg sales from cage-free hens	Quantitative	Percentage (%)	-	Not applicable to the aquaculture industry
	FB-MP-410a.3	Percentage of production certified to an external animal welfare standard	Quantitative	Percentage (%) by weight	173	Certified production animals (BAP, GLOBALG.A.P., ASC): Atlantic Salmon 91.35%; Pacific Salmon 100%. For more information, please refer to page 173 of our 2025 Integrated Report.
Environmental and social impacts of the animal supply chain						
	FB-MP-430a.1	Percentage of supplier livestock that meet the criteria of the Natural Resources Conservation Service (NRCS) conservation plan or an equivalent program	Quantitative	Percentage (%) by weight	-	Not applicable due to the nature of the business
	FB-MP-430a.2	Percentage of supplier and contractor production facilities that have been verified as meeting animal welfare standards	Quantitative	Percentage (%)	-	Not applicable due to the nature of the business
Purchase of feed and animals						
	FB-MP-440a.1	Percentage of animal feed sourced from regions with high or extremely high initial water stress	Quantitative	Percentage (%) by weight	163	N/A due to the nature of the business. For more information, see page 163 of our 2025 Integrated Report.
	FB-MP-440a.2	Percentage of contracts with producers located in regions with high or extremely high initial water stress	Quantitative	Percentage (%) of contract value	163	N/A due to the nature of the business. For more information, see page 163 of our 2025 Integrated Report.
	FB-MP-440a.3	Analysis of the strategy for managing the opportunities and risks posed by climate change to feed procurement and livestock supply	Debate and analysis	N/A	163	N/A due to the nature of the business. For more information, see page 163 of our 2025 Integrated Report.



GRI Index

Statement of Use: Empresas AquaChile S.A. has reported the information listed in this GRI Content Index for the period from January 1 to December 31, 2025, in accordance with the GRI Standards.

GRI 1 Used: GRI Standards: Fundamentals 2021.

GRI Standard	Indicator	Page	Comment
General Content			
GRI 2: General content 2021	2-1 Organizational details	Colofón	
	2-2 Entities covered by the organization's sustainability reports	6	
	2-3 Reporting period, frequency, and contact point	Colofón, 6	
	2-4 Disclosure considerations	-	There are no changes in the calculation method compared to 2024.
	2-5 External assurance	-	The preparation and consolidation of the data and content in this report in accordance with the GRI are not subject to external verification.
	2-6 Operations, value chain, and other business relationships	18-20, 22, 32-35, 38-39, 48-49	
	2-7 Employees	104-111, 307-308	
	2-8 Non-employee workers	312	
	2-9 Governance structure and composition	54-55, 58-59, 304-305	
	2-10 Nomination and selection of the highest governance body	57	
	2-11 Chair of the highest governance body	56, 304	
	2-12 Role of the highest governance body in overseeing the management of impacts	63, 86	
	2-13 Delegation of responsibility for managing impacts	63	
	2-14 Role of the highest governance body in sustainability reporting	353	
	2-15 Conflicts of interest	80-81	
	2-16 Communication of critical concerns	62, 72-73	
	2-17 Collective expertise of the highest governance body	60-63, 304-305	
	2-18 Evaluation of the performance of the highest governance body	60-63	The Board of Directors does not have a formal evaluation process. However, each member performs their duties with the diligence required by law and the bylaws. Reports and updates are presented at meetings to strengthen their competencies. The dynamics of the meetings are reviewed periodically, at least once a year.
	2-19 Remuneration policies	61, 116	
	2-20 Process for determining compensation	61, 116	
	2-21 Annual total compensation ratio	-	Indicator not reported as it is strategic information.
	2-22 Statement on Sustainable Development Strategy	4	
	2-23 Policy Commitments	78-83	
	2-24 Embedded Policy Commitments	25-27, 78-83	
	2-25 Processes for addressing negative impacts	25-27, 78-83	
	2-26 Mechanisms for seeking advice and raising concerns	72-73	
	2-27 Compliance with laws and regulations	70, 75, 82-83	
	2-28 Partnerships and membership	242-243	
	2-29 Approach to Stakeholder Engagement	238-241	
	2-30 Collective Bargaining Agreements	152-153	
Material topic: Energy management			
GRI 3: Material Topics 2021	3-3 Management of Material Issues	256-259	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	256-259	
	302-1 Energy consumption outside the organization	256-259	
	302-3 Energy intensity	256-259	
	302-4 Reduction of energy consumption	256-259	
	302-5 Reductions in energy requirements for products and services	256-259	
Tema material: Carbon footprint and climate change			
GRI 3: Material topics 2021	3-3 Management of Material Issues	92, 252-253, 323	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	252-253, 323	
	305-2 Indirect (Scope 2) GHG emissions	252-253, 323	
	305-3 Other indirect (Scope 3) GHG emissions	252-253, 323	
	305-4 GHG emissions intensity	252-253, 323	
	305-5 GHG Emissions Reduction	252-253, 323	
	305-6 Emissions of Ozone-Depleting Substances (ODS)		No record is kept of this indicator
	305-7 Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and Other Significant Air Emissions		No record is kept of this indicator

GRI Standard	Indicator	Page	Comment
GRI 13: Agriculture, Aquaculture, and Fishing Sectors 2022	3-3 Management of Material Issues	92, 252-253, 323	
	13.1.1 Management of Material Issues	252-253, 323	
	13.1.2 Emissions from land-use change (Scope 1).	252-253, 323	
	13.1.3 Indirect energy (Scope 2) GHG emissions	252-253, 323	
	13.1.4 Emissions from land-use change (Scope 3).	252-253, 323	
	13.1.5 GHG Emissions Intensity	252-253, 323	
	13.1.6 GHG Emissions Reduction		No record is kept of this indicator
	13.1.7 Emissions of Ozone-Depleting Substances (ODS)		No record is kept of this indicator
	13.1.8 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	92, 252-253, 323	
	13.2.1 Management of material issues	92	
Material topic: Packaging waste management			
GRI 3: Material Issues 2021	3-3 Management of Material Issues	268-273, 323-325, 329	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	268-273, 323-325, 329	
	301-2 Recycled input materials used	268-273, 323-325, 329	
	301-3 Recovered products and their packaging materials	268-273, 323-325, 329	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	268-273, 323-325, 329	
	306-2 Management of significant waste-related impacts	268-273, 323-325, 329	
	306-3 Waste generated	268-273, 323-325, 329	
	306-4 Waste diverted from disposal	268-273, 323-325, 329	
	306-5 Waste destined for disposal	268-273, 323-325, 329	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.8.1 Management of material issues	268-273, 323-325, 329	
	13.8.2 Generation of significant waste	268-273, 323-325, 329	
	13.8.3 Management of significant waste-related impacts	268-273, 323-325, 329	
	13.8.4 Waste generated	268-273, 323-325, 329	
	13.8.5 Waste not intended for disposal	268-273, 323-325, 329	
	13.8.6 Waste intended for disposal	268-273, 323-325, 329	
Topic: Water management and water stress			
GRI 3: Material topics 2021	3-3 Management of Material Issues	260-266, 326-328	
GRI 303: Water and Effluents 2018	303-1 Interactions with Water as a Shared Resource	260-266, 326-328	
	303-2 Management of Impacts Related to Water Discharges	260-266, 326-328	
	303-3 Water Withdrawal	260-266, 326-328	
	303-4 Water Discharge	260-266, 326-328	
	303-5 Water Consumption	260-266, 326-328	
GRI 13: Agriculture, Aquaculture, and Fishing Sectors 2022	13.7.1 Management of Material Issues	260-266, 326-328	
	13.7.2 Interactions with Water as a Shared Resource	260-266, 326-328	
	13.7.3 Management of Impacts Related to Water Discharges	260-266, 326-328	
	13.7.4 Water Withdrawal	260-266, 326-328	
	13.7.5 Water Discharge	260-266, 326-328	
	13.7.6 Water consumption	260-266, 326-328	
Material topic: Biodiversity and the conversion of natural ecosystems			
GRI 3: Material topics 2021	3-3 Management of Material Topics	248-251, 330	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, or managed that are located within or adjacent to protected areas or areas of high biodiversity value outside protected areas	248-251, 330	
	304-2 Significant impacts of activities, products, and services on biodiversity	248-251, 330	
	304-3 Protected or restored habitats	248-251, 330	
	304-4 Species listed on the IUCN Red List and national conservation lists whose habitats are located in areas affected by operations	248-251, 330	

GRI Standard	Indicator	Page	Comment
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.3.1 Approach to preventing and managing escapes of aquatic organisms from breeding facilities.	248-251, 330	
	13.3.2 Owned, leased, or managed operational sites located within or adjacent to protected areas or areas of high biodiversity value outside protected areas	248-251, 330	
	13.3.3 Significant impacts of activities, products, and services on biodiversity	248-251, 330	
	13.3.4 Protected or restored habitats	248-251, 330	
	13.3.5 Species listed on the IUCN Red List and national conservation lists whose habitats are located in areas affected by operations	248-251, 330	
	13.3.6 Populations of wild-caught juveniles used as inputs in aquaculture production and the use of fishery products in feed	-	N/A due to the nature of the business
	13.3.7 For each species of aquatic organisms captured or reared, including non-target species, report the following:	-	N/A due to the nature of the business
	13.4.1 Policies or commitments to reduce or eliminate the conversion of natural ecosystems	248-251, 330	
	13.4.2 Production volume from land considered free of deforestation or conversion, by product	-	As of the reporting date, the organization has not conducted a specific analysis regarding this indicator.
	13.4.3 Products supplied by the organization	-	As of the reporting date, the organization has not conducted a specific analysis regarding this indicator.
	13.4.4 Provide information on the size in hectares, location, and type of natural ecosystems converted since the reporting date on land owned, leased, or managed by the organization.	-	As of the reporting date, the organization has not conducted a specific analysis regarding this indicator.
	13.4.5 Provide information on the size in hectares, location, and type of natural ecosystems converted since the reporting date by suppliers or at sourcing sites.	-	As of the reporting date, the organization has not conducted a specific analysis regarding this indicator.
Material topic: Supply Chain Management and Responsible Sourcing			
GRI 3: Material Topics 2021	3-3 Management of material topics	225-238	
GRI 204: Procurement Practices 2016	204-1 Percentage of spending on domestic suppliers	225-238	
GRI 308: Environmental Assessment of Suppliers 2016	308-1 New suppliers that have passed selection filters based on environmental criteria	225-238	
	308-2 Negative environmental impacts in the supply chain and measures taken	225-238	
GRI 308: Social Assessment of Suppliers 2016	308-1 New suppliers that have passed selection filters based on social criteria	225-238	
	308-2 Negative social impacts in the supply chain and actions taken	225-238	

GRI Standard	Indicator	Page	Comment
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.23.1 Management of material issues	225-238	
	13.23.2 Level of traceability established for each sourced product	225-238	
	13.23.3 Percentage of sourced volume certified according to internationally recognized standards that track products through the supply chain, by product, and list these standards	225-238	
	13.24.4 Improvement projects to help suppliers obtain certification under internationally recognized standards that track products through the supply chain to ensure that the entire harvested volume is certified.	225-238	
Material topic: Animal care and welfare			
GRI 3: Material topics 2021	3-3 Management of Material Issues	164-169, 321	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.11.1 Management of Material Issues	164-169, 321	
	13.11.2 Percentage of production volume from the organization's sites certified to third-party animal health and welfare standards, and list these standards.	164-169, 321	
	13.11.3 Survival rate of farmed aquatic animals and the main causes of mortality.	164-169, 321	
Material topic: Biosecurity and food safety			
GRI 3: Material topics 2021	3-3 Management of material issues	170-179, 329	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	170-179, 329	
	416-2 Non-compliance incidents related to the health and safety impacts of products and services	170-179, 329	
GGRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.9.1 Food safety management	170-179, 329	
	13.10.1 Management of material issues	170-179, 329	
	13.10.2 Assessment of the health and safety impacts of product and service categories	170-179, 329	
	13.10.3 Non-compliance incidents regarding the health and safety impacts of products and services	170-179, 329	
	13.10.4 Report the percentage of production volume at sites certified to internationally recognized food safety standards and list these standards.	170-179, 329	
	13.10.5 Report the number of recalls issued for food safety reasons and the total volume of products recalled.	170-179, 329	

GRI Standard	Indicator	Page	Comment
Material topic: Human rights			
GRI 3: Material topics 2021	3-3 Management of Material Issues	14-15	
GRI 408: Child Labor 2016	408-1 Operations and suppliers with a significant risk of child labor	14-15	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.7.1 Management of Material Issues	14-15	
	13.17.2 Operations and suppliers with a significant risk of child labor	14-15	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers with a significant risk of forced or compulsory labor	14-15	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.16.1 Management of material issues	14-15	
	13.16.2 Operations and suppliers with a significant risk of forced or compulsory labor	14-15	
Material topic: Corporate Ethics and Integrity (including Anti-Corruption)			
GRI 205: Anticorruption 2016	3-3 Management of material issues	67-71, 75, 82-83	
	205-1 Operations assessed for corruption-related risks	67-71, 75, 82-83	
	205-2 Communication and training on anti-corruption policies and procedures	67-71, 75, 82-83	
	205-3 Confirmed incidents of corruption and actions taken	67-71, 75, 82-83	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.26.1 Management of material issues	67-71, 75, 82-83	
	13.26.2 Operations assessed for corruption-related risks	67-71, 75, 82-83	
	13.26.3 Communication and training on anti-corruption policies and procedures	67-71, 75, 82-83	
	13.26.4 Confirmed incidents of corruption and actions taken	67-71, 75, 82-83	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions regarding anti-competitive practices, antitrust, and monopoly	67-71, 75, 82-83	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.25.1 Management of material issues	67-71, 75, 82-83	
	13.25.2 Legal actions regarding anti-competitive practices, antitrust, and monopoly	67-71, 75, 82-83	
Material topic: Financial Performance and Financial Strength			
GRI 3: Material topics 2021	3-3 Management of material issues	295-301	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	295-301	
	201-2 Financial implications and other risks and opportunities due to climate change	92	
	201-3 Obligations under defined benefit plans and other retirement plans		
	201-4 Financial assistance received from the government	295-301	

GRI Standard	Indicator	Page	Comment
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022		236	
	13.21.1 Actions taken to support the economic inclusion of farmers and fishermen	295-301	
Material topic: Data security and cybersecurity			
GRI 3: Material topics 2021	3-3 Handling of Material Issues	94-95	
GRI 418: Customer Privacy 2016	418-1 Fundamental complaints regarding violations of customer privacy and loss of customer data	94-95	
Material topic: Digital Transformation, Technology, and Innovation			
GRI 3: Material topics 2021	3-3 Management of material issues	186-197	
*This material topic does not have a specific GRI Standard associated with it		186-197	
Material topic: Product quality, portfolio diversification, and brand enhancement			
GRI 3:Material topics 2021	33-3 Management of material issues	198-199	
*This material topic does not have a specific GRI Standard associated with it		198-199	
Material topic: Attracting, retaining, and developing employees			
GRI 3: Material topics 2021	3-3 Management of material issues	144-147, 318-320	
*This material topic does not have a specific GRI Standard associated with it		144-147, 318-320	
Material topic: Occupational health and safety			
GRI 3: Material topics 2021	3-3 Management of material issues	124-133, 313-315	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	124-133, 313-315	
	403-2 Risk identification, risk assessment, and incident investigation	124-133, 313-315	
	403-3 Occupational health services	124-133, 313-315	
	403-4 Worker participation, consultation, and communication regarding occupational health and safety	124-133, 313-315	
	403-5 Worker training on occupational health and safety	124-133, 313-315	
	403-6 Worker Health Promotion	124-133, 313-315	
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships	124-133, 313-315	
	403-8 Workers Covered by an Occupational Health and Safety Management System	124-133, 313-315	
	403-9 Work-Related Injuries	124-133, 313-315	
	403-10 Work-Related Health and Illness	124-133, 313-315	

GRI Standard	Indicator	Page	Comment
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.19.1 Policies on maximum working hours and minimum rest periods for fishing vessel workers and the approach to limiting worker fatigue.	124-133, 313-315	
	13.19.2 Occupational safety and health management system	124-133, 313-315	
	13.19.3 Risk identification, risk assessment, and incident investigation	124-133, 313-315	
	13.19.4 Functions of occupational health services addressing occupational health and safety risks to workers on board fishing vessels	124-133, 313-315	
	13.19.5 Worker participation, consultation, and communication regarding occupational health and safety	124-133, 313-315	
	13.19.6 Worker training on occupational health and safety	124-133, 313-315	
	13.19.7 Worker health promotion	124-133, 313-315	
	13.19.8 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	124-133, 313-315	
	13.19.9 Workers covered by an occupational health and safety management system	124-133, 313-315	
Material topic: Benefits, Well-being, and Workplace Environment			
GRI 3: Material topics 2021	3-3 Management of material issues	119-123	
*This material topic does not have a specific GRI Standard associated with it		119-123	
Material topic: Diversity, equity, and non-discrimination			
GRI 3: Material topics 2021	3-3 Management of material issues	104-117	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	54-57, 104-117	
	405-2 Ratio of base salary and compensation for women to men	117	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	141, 312-313	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022		104-117	
	13.15.2 Diversity of governing bodies and employees	54-57, 104-117	
	13.15.3 Report on the ratio of base salary to total compensation for women and men among workers who are not employees but whose work is directed by the organization.	117	
	13.15.4 Incidents of discrimination and corrective actions taken	141, 312-313	
	13.15.5 Describe differences in terms of employment and compensation practices based on workers' nationality or migrant status, by location of operations.	141, 312-313	

GRI Standard	Indicator	Page	Comment
Material topic: Community Engagement and Social Contributions			
GRI 3: Material topics 2021	3-3 Management of material issues	202-225, 234-236, 322	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Cases of violations of the rights of indigenous peoples	208-209	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.14.1 Approach to engaging with indigenous peoples	208-209	
	13.14.2 Incidents of violations of the rights of indigenous peoples	208-209	
	13.14.3 Operations where indigenous peoples are present or affected by the organization's activities	208-209	
	13.14.4 Processes for seeking free, prior, and informed consent from indigenous peoples	208-209	
	413-1 Operations involving local community engagement programs, impact assessments, and development	202-225, 234-236, 322	
GRI 413: Local Communities 2016	413-2 Operations with significant negative impacts—actual or potential—on local communities	202-225, 234-236, 322	
GRI 13: Agriculture, Aquaculture, and Fisheries Sectors 2022	13.12.1 Management of material issues	202-225, 234-236, 322	
	13.12.2 Operations with local community engagement programs, impact assessments, and development	202-225, 234-236, 322	
	13.12.3 Operations with significant negative impacts—actual or potential—on local communities	202-225, 234-236, 322	
	13.12.3 Operations with significant negative impacts—actual or potential—on local communities		
Material topic: Job creation and local hiring (including domestic suppliers)			
GRI 3: Material topics 2021	3-3 Management of material issues	109, 111, 234-236	
GRI 401: Employment 2016	401-1 Hiring of new employees and employee turnover	146, 318-320	
	401-2 Benefits for full-time employees that are not provided to part-time or temporary employees	122	
	401-3 Parental leave	320	



STATEMENT OF RESPONSIBILITY

The directors and the Chief Executive Officer of Empresas AquaChile S.A., the signatories of this statement, certify under oath the accuracy of all information contained in this Integrated Report.

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