



MATRIZ  
AGROSUPER

**INTEGRATED  
REPORT**

**2019**



We would like to thank all Agrosuper and AquaChile units that actively participated in the preparation of this Integrated Report.

**Colophon**

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M A T R I Z  
AGROSUPER

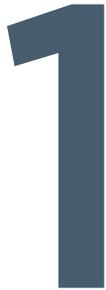


1 We are Agrosuper  
2 Sustainability approach  
3 Social value for our people and strategic partners  
4 Community outreach and contribution  
5 Circular model and environmental responsibility  
6 On every occasion with our consumers  
7 Main results  
8 Financial statements  
9 Materiality & GRI Index

# INDEX



Welcome Message 5



## We are Agrosuper

<b>Honesty and accountability</b>	7
About us	8
A history of nourishing the good things in life every day	10
Corporate governance	12
Ethics and compliance	16

## Social value for our people and strategic partners

<b>Inclusion and diversity, part of our growth</b>	31
Employees	32
Talent development	37
Work environment	39
Occupational health and safety	40
Labor relations	44
Relationship with our suppliers	46



## Community outreach and contribution

<b>Community engagement</b>	51
Main figures	52
In touch with our neighbors	54
Main social projects	58



## Sustainability approach

<b>Forward thinking</b>	21
Sustainability strategy	22
Our contribution to the sustainable development goals	24
Stakeholders and communication channels	28

# 6

## On every occasion with our consumers

<b>Excellence</b>	93
Brands with a purpose	94
Consumer trends	104
Quality and safety in our products	106
Distribution	110
Innovation is in all of us	112

# 7

## Main results

<b>Balance between prudence and boldness</b>	117
Economic and financial summary 2019	118
Market indicators	120
Economic contribution to stakeholders	145

# 8

## Financial Statements

<b>A vocation for growth: reinvestment and development</b>	147
Material events	148
Property identification Corporate purpose	150
Financial statements	151

# 5

## Circular model and environmental responsibility

<b>Respect for people and the environment</b>	71
Main figures	72
Corporate carbon footprint 2019	74
A circular management model: odors and biofertilizer	76
Water consumption, treatment and reuse	80
Energy management	84
Waste and eco-friendly packaging	85
Animal welfare, everyone's responsibility	86

# 9

## Materiality & GRI index

Definition of materiality	154
Standard 386	156
GRI index	158
Statement of responsibility	163

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index

# Over 65 years feeding Chile and the world



# WELCOME MESSAGE

In 2019, we faced significant challenges and complex situations on a social and sanitary level, which have put our country and Agrosuper to the test. Notably, we are currently experiencing the impacts of COVID-19 on human health and the global economy, which has led us to reinforce the measures adopted to protect our employees and their families, while maintaining the distribution of our products.

In business terms, during this period we saw how an outbreak of the African swine fever in China had a tremendous impact on its pork production capacity, provoking a dramatic reduction in the supply of this product, which has led to an increase in imports of pork and other meat such as chicken and turkey into this important market.

At the same time, during the first few months of the year, we began to operate as a single company in the aquaculture segment, with an aim to materialize the synergies projected and consolidate corporate processes, teams and policies. This has led to favorable results and has helped position us as a relevant player in the global salmon market.

These achievements are the result of the commitment and contribution of our teams and all those who form part of our value chain, which fills us with pride. Along this line, I would like to draw attention to two relevant events during this period: the end of salmon production in lakes, which is irrefutable evidence of our commitment to sustainability, and on a human sphere, the events of the last quarter have given us the opportunity to foster dialog within our team through round tables.

Finally, as we turn to medium- and long-term projections, these show a strong increase in the global per capita consumption of animal protein. This will mostly be seen in emerging markets as a result of increased income among a significant part of the population, which means we can anticipate a positive outlook for protein such as chicken, pork and salmon.

Due to the above, after a year of challenges and achievements, I would like to thank each person who in some way forms part of our Agrosuper team and those who place their trust in us on a daily basis when they choose our products, motivating us to continue with our purpose of nourishing the good things in life every day.



**Gonzalo Vial V.**

Chairman of Agrosuper S.A.

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index





## HONESTY AND ACCOUNTABILITY

*Our actions are based on honesty, transparency, responsibility, integrity, and ethics, both in our daily lives and in our business, and we always hold ourselves accountable to our commitments.*

# WE ARE AGROSUPER

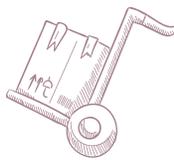
1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# WHO WE ARE

We are a company founded in the O'Higgins region that manufactures chicken, pork, turkey, salmon and processed food.\* Our production process is completely integrated and begins with the manufacture of animal feed, terrestrial and marine breeding centers, process plants, distribution centers and business offices, with a widespread portfolio of products for our customers and consumers in Chile and around the world.



**19,517**  
 Employees in 2019



**9,407**  
 Suppliers



**62,049**  
 Total customers

\* Hamburgers, nuggets, hot dogs, croquettes, pizzas, meat pies, ham, cold cuts, among others.

USD **3,236** MM  
Total sales

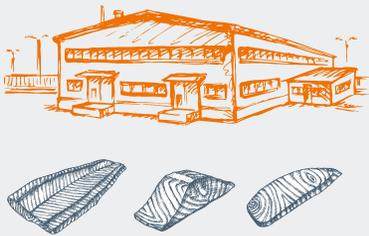
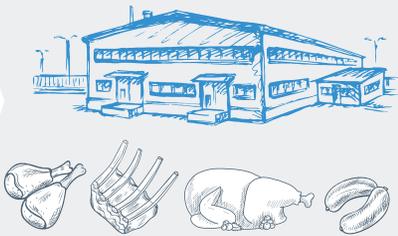
USD **1,337** MM  
Revenue from domestic sales

USD **1,899** MM  
Revenue from international sales

PROCESS PLANTS

SALE AND DISTRIBUTION

CUSTOMERS AND CONSUMERS



USD **3,9** MM  
Community engagement



USD **65,6** MM  
Environmental contribution



**4,233**  
Total products

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# OUR HISTORY

## NOURISHING THE GOOD THINGS IN LIFE EVERY DAY



1955

We started producing fresh eggs in Doñihue, O'Higgins Region.



1960

We began chicken production.



1974

We started operations in the chicken process plant in Lo Miranda.



1983

We began pork production.



1986

We expanded our products to include salmon from the south in conjunction with Los Fiordos.



2012

After a lengthy process we announced the indefinite suspension of the Huasco Project.



2011

We brought the Sopraval brand and its turkey products into the Agrosuper family.



2010

To continue nourishing the world, we created Agrosuper S.A.



2014

We inaugurated the new compost bed in the district of Las Estrella, O'Higgins Region, reducing unpleasant odor emissions by over 90%.



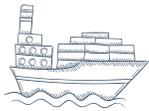
2015

Agreement between WWF and the aquaculture segment to certify its breeding centers under the Aquaculture Stewardship Council (ASC).



2017

We developed out first sustainability strategy and indicators.



1989

Operations began in the Doñihue food plant and we shipped our first exports.



1994

We inaugurated our second chicken processing plant in the district of San Vicente de Tagua Tagua.

CO<sub>2</sub>

1998

We became the first agro-industrial company in the world to issue carbon credits.



2001

We began the expansion of our international offices in USA, Mexico, Italy, Japan and China.



2004

We inaugurated operations in the first activated sludge plant for liquid hog manure in Peralillo, O'Higgins Region.



2002

We began operations in our pork processing plant in Rosario, O'Higgins Region.



2002

We founded Colegio Los Cipreses in Lo Miranda, district of Doñihue.



2018

We organized our first Supplier Meeting.  
We signed an agreement with Red de Alimentos.  
We adhered to the Sustainable Development Goals (SDGs).



2019

We finalized the acquisition of AquaChile S.A.  
We made our first carbon footprint measurement for meat and salmon.  
We renewed the memorandum of understanding for sustainability with WWF for our aquaculture segment.



2019

Matriz Agrosuper was founded.

# CORPORATE GOVERNANCE

All directors are **CHILEAN**

## BOARD OF DIRECTORS

The board is made up of six members, one woman and five men, who have been in their positions for eight to eleven years. They do not participate in company management or ownership, with the exception of the president. They hold ordinary monthly sessions to analyze and resolve relevant issues and also hold extraordinary meetings as required.

Board members were ratified for three more years during the Ordinary Shareholders' Meeting on April 24, 2017.

*Years on the board varies between*

**8 and 11** years



**Gonzalo Vial V.**  
3.806.024-4  
Chairman of the Board and founder of Agrosuper



**Fernando Barros T.**  
6.379.075-3  
Vice Chairman of the Board of Directors  
Attorney



**Verónica Edwards G.**  
7.051.999-2  
Member of the Board of Directors  
Business Engineer



**Juan Claro G.**  
5.663.828-8  
Member of the Board of Directors  
Businessman



**Canio Corbo L.**  
3.712.353-6  
Member of the Board of Directors  
Civil Engineer



**Antonio Tuset J.**  
4.566.169-5  
Member of the Board of Directors  
Business Engineer

## BOARD COMMITTEES

Our board has two corporate working committees that meet periodically to address issues related to the audit and corporate risks.

### AUDIT COMMITTEE

This committee examines the internal audit plan and reviews the company's financial statements.

#### Members

Fernando Barros, Canio Corbo and Antonio Tuset.

### RISK COMMITTEE

This committee reviews the company's risk areas and internal control policies.

#### Members

Fernando Barros, Verónica Edwards and Juan Claro.

### BOARD OF DIRECTORS' COMPENSATION

Name	Position	12.31.2019		12.31.2018	
		Board Attendance Fee USD	Profit Sharing USD	Board Attendance Fee USD	Profit Sharing USD
Mr. Gonzalo Vial Vial	Chairman	174,181	330,808	168,785	283,147
Mr. Fernando Barros Tocornal	Vice Chairman	130,637	248,105	126,586	212,362
Mr. Antonio Tuset Jorratt	Director	87,088	165,405	84,391	141,575
Mr. Canio Corbo Lioi	Director	87,089	165,405	84,391	141,575
Ms. Verónica Edwards Guzmán	Director	87,089	165,405	84,391	141,575
Mr. Juan Claro González	Director	87,089	165,405	84,391	141,575
<b>Total</b>		<b>653,172</b>	<b>1,240,531</b>	<b>632,933</b>	<b>1,061,809</b>

## EXECUTIVE TEAM

Our executives look to incorporate best practices for the business goals and sustainable development of the organization, emphasizing company culture for each of its employees and complying with internal standards and values and current legislation.

Our executive team includes 22 men and one woman.



## MAIN EXECUTIVE COMMITTEES\*

On an executive level, we have four committees that are responsible for analyzing issues related to sustainable development, crisis management, ethical compliance, and conduct issues.

### SUSTAINABILITY COMMITTEE

This committee reviews and updates financial indicators and compliance with the sustainability strategy on a monthly basis.

#### Members

Chief executive officer and unit managers.

### CRISIS MANAGEMENT COMMITTEE

This committee assesses different scenarios, criteria, and procedures in the event of crisis.

#### Members

Chief executive officer, legal manager, and corporate affairs and sustainability manager.

### CONDUCT COMMITTEE

This committee oversees operations and compliance with the ethics management system.

#### Members

Chief executive officer, legal manager, and managers of all business units.

### ETHICS COMMITTEE

This committee oversees operations and compliance with the ethics management system.

#### Members

Chief executive officer and representatives of the legal area.

\*The main executives are those notified to the Financial Market Commission (CMF).

# ETHICS AND COMPLIANCE

We have a policy that enables us to set our practices to the highest standards, establishing the necessary controls for their compliance within a context of transparent management in accordance with current legislation.

We encourage our directors, executives and employees to strive for excellence and transparency in their day-to-day activities, based on our corporate values.

## BUSINESS CODE OF CONDUCT

This is a guide that promotes a conduct centered on the ethics and integrity of people in terms of environmental protection, legal compliance, non-discrimination, and the protection of life and safety in the workplace, as well as a general commitment against corruption, among others, with the aim of achieving transparent and excellent management

## CRIME PREVENTION MODEL

This is a program that supervises company activities related to compliance with Law 20.393 on criminal liability for legal entities through different training tools such as e-learning, brochures, and in-person talks.

## FREE COMPETITION COMPLIANCE PROGRAM

This policy explains the criteria for due diligence and ethical actions for all company directors and employees regarding compliance and best practices in issues of free competition, as per the provisions of Decree Law N° 211.

### CRIME PREVENTION AND FREE COMPETITION COMPLIANCE PROGRAMS: POLICIES AND PROCEDURES

- > *Crime prevention policy*
- > *Crime prevention procedure*
- > *Due diligence integrated into diverse procedures*
- > *Reporting procedure and reporting channels*
- > *General free competition policy*
- > *Free competition compliance program*
- > *Free competition compliance guideline*
- > *Specific free competition protocols*
- > *Policies and procedures for management of related party transactions and conflicts of interest*
- > *Engagement procedure with public officials*
- > *Crime prevention model and free competition program risk matrices and controls*
- > *Annual crime prevention model and free competition program testing plans (SUPERVISION AND MONITORING)*
- > *Annual outreach and training plans on crime prevention model and free competition program (e-learning, talks and brochures).*

The Crime Prevention Model for Agrosuper and its subsidiaries is certified by BH Compliance and is currently undergoing monitoring and recertification with this entity for another two years.

The Free Competition Compliance Program for Agrosuper and its subsidiaries was audited by the Regulation and Competition Center of the Universidad de Chile (REGCOM), which concluded “that it is a real compliance model that considers the necessary elements, in keeping with national legislation and practices, as an effective model for the prevention of acts contrary to free competition.”



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

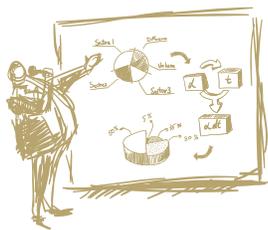
## OUTREACH AND TRAINING

We carry out ongoing outreach and training activities on the Crime Prevention Model and the Free Competition Compliance Program through e-learning courses, brochures and in-person talks.

In 2019, we trained directors, executives and employees on free competition issues and the Crime Prevention Model, through e-learning tools and in-person talks.

**3,023**  
 Trained in  
 Free Competition

**579**  
 Trained on the Crime  
 Prevention Model



### INVESTMENT IN THE DESIGN AND IMPLEMENTATION OF ANTICORRUPTION TOOLS AND TRAINING 2019

We invested in outreach and implementation tools and actions for the different stages of our Crime Prevention Model and Free Competition Compliance Program. Highlighted actions include the update of our e-learning, certification and monitoring for our programs.



USD **114,161**  
 Investment in outreach  
 and training on the Crime  
 Prevention and Free  
 Competition Manual

## ETHICS MANAGEMENT SYSTEM

# Anonymous complaints



Meat segment

Visit  
<https://denuncias.agrosuper.cl/>



Call toll free  
**800 331 600**



Write to  
[denunciasanonimas@agrosuper.com](mailto:denunciasanonimas@agrosuper.com)

Aquaculture segment

Visit  
<https://www.aquachile.com/denuncias-anonimas>

Call toll free  
**800 100 700**

Write to  
[denunciasanonimas@aquachile.com](mailto:denunciasanonimas@aquachile.com)

100

Complaints filed

99

Complaints finalized (closed)

1

Open complaints

### VERIFICATION PROCESS

Survey  
 Investigation  
 Corroboration

### ANALYSIS PROCESS

Record  
 Filter  
 Verification



CATEGORIZATION OF VERIFIED COMPLAINTS\*

(\*) Verified complaints are those where the events reported have been proven.

**1**  
We are  
Agrosuper

**2**  
Sustainability  
approach

**3**  
Social value for our people  
and strategic partners

**4**  
Community outreach  
and contribution

**5**  
Circular model and  
environmental responsibility

**6**  
On every occasion  
with our consumers

**7**  
Main  
results

**8**  
Financial  
statements

**9**  
Materiality  
& GRI Index





**FORWARD  
THINKING**

*We observe our surroundings to detect opportunities that help us anticipate the needs of our stakeholders.*

**SUSTAINABILITY  
APPROACH**

# SUSTAINABILITY STRATEGY

## SUSTAINABLE MANAGEMENT MODEL

We integrate economic, social, and environmental aspects into our daily activities to create value for the company and all of its interest groups, building trust-based relationships through ongoing direct and transparent dialog.

The sustainability committee manages, measures, and monitors each indicator.

**9**  
 of 17 Sustainable Development Goals incorporated into our management

**73**  
 KPIs in sustainability control panel

### SUSTAINABILITY COMMITTEE



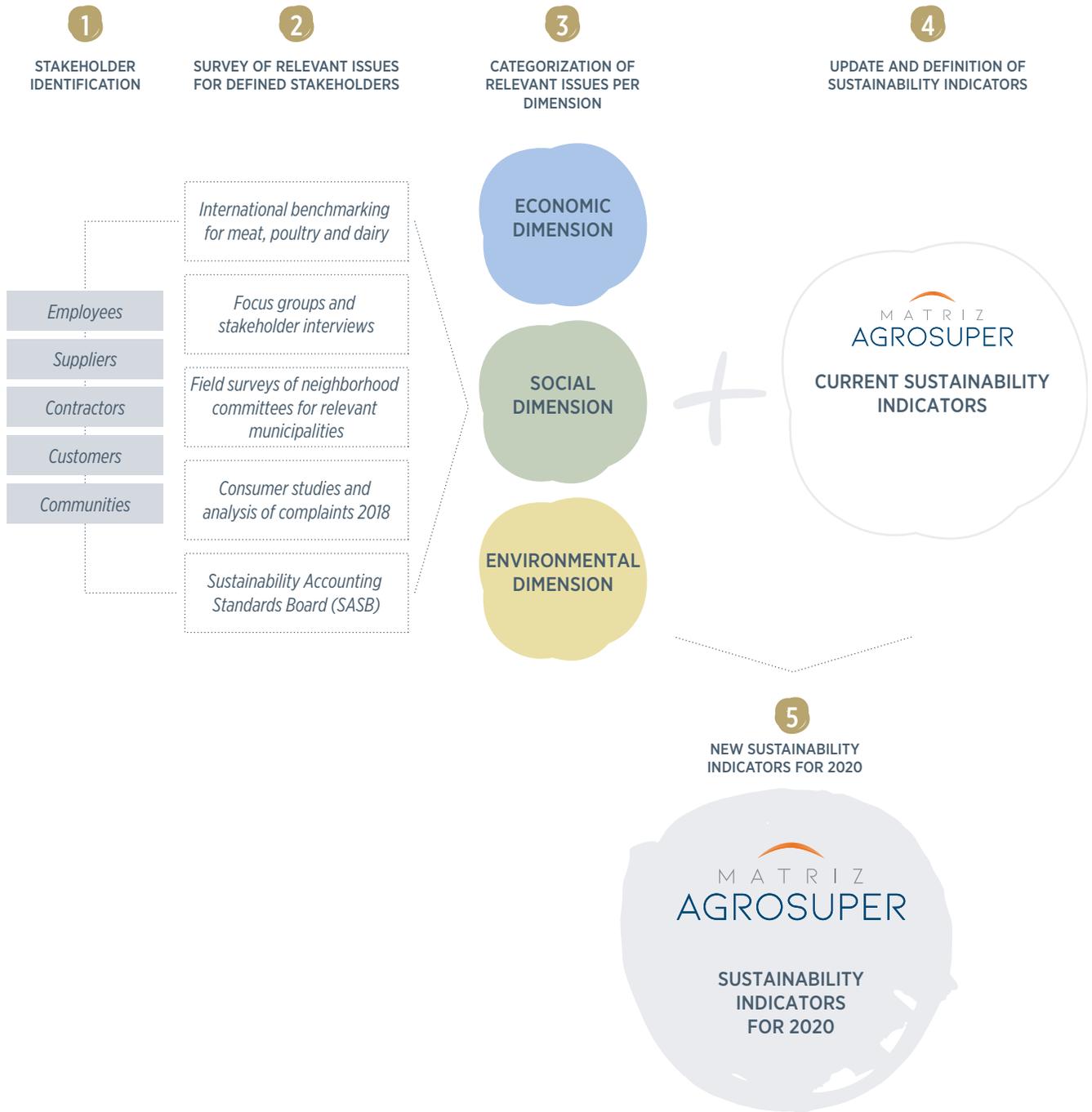
**8**  
 Members of the sustainability committee

**12**  
 Annual reviews of the indicators managed and analyzed by the committee



## UPDATE OF SUSTAINABILITY INDICATORS

In 2019, after the first few years of implementation, we updated the company's sustainability indicators control panel. The exercise considered management of relevant issues and topics for different stakeholders.



# OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

As a company we adhere to 9 of the 17 Sustainable Development Goals (SDGs) adopted by the United Nations to address the global challenges and goals to eradicate poverty, protect the planet, and ensure prosperity for 2030. We have made a commitment to ensure that the SDGs are the guiding pillars of our sustainability policy in keeping with our culture and values so we can continue to sustainably feed Chile and the world.

2 ZERO HUNGER



Through our food we provide protein to the diets of people all over the world and we avoid loss by donating to Red de Alimentos.

## NUMBERS 2019

RED DE ALIMENTOS

127,196

Beneficiaries

207

Social organizations

23,421

Kilos delivered in 2019

3 GOOD HEALTH AND WELL-BEING



Through the "Súper Sano" program, we promote healthy nutrition and lifestyles for children, parents, and guardians where our productive facilities are located.

## NUMBERS 2019

SÚPER SANO 2019

8,195

Students benefiting

772

Parents

**4 QUALITY EDUCATION**



We provide quality education for free to over 1,000 children through Colegio Los Cipreses.

**NUMBERS 2019**

**COLEGIO LOS CIPRESES**

**6121**

*Average PSU Score 2019 for Math and Spanish*

**1<sup>st</sup>**

*among subsidized private schools in the O'Higgins region*

**15**

*Best national subsidized private schools*

**8 DECENT WORK AND ECONOMIC GROWTH**



We promote local employment and development in the areas where our productive facilities are located.

**NUMBERS 2019**

**LOCAL EMPLOYMENT**

**86.57%**

*Come from districts where we have productive facilities.*

**9,995**

*Belong to contractor companies.*

**6 CLEAN WATER AND SANITATION**



We innovate in the way that we use, optimize, and recycle our water consumption through different investments.

**NUMBERS 2019**

**TREATED WATER FOR IRRIGATION**

**63.36** lts/s  
*of water*

**3,158**  
*Hectares*

**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



Our ongoing innovation aims to improve all phases of our processes, always involving employees, with a focus on providing our products and solutions to all consumers.

**NUMBERS 2019**

**INNOVATION ROUTE 2019**

**2,245**  
*Ideas presented*

**1,901**  
*Employees applying*

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**



Under a circular economy approach, we contribute bio-fertilizer to enhance the soil and stimulate the agricultural production of our country.

**14 LIFE BELOW WATER**



We are committed to life below water and its care. This is why in 2019, we were the first company to stop production in lakes.

**NUMBERS 2019**

**“SEBRANDO FUTURO” PROJECT 2019**

**40**

*Farmers participated in the “Sembrando Futuro” (Sowing the Future) program in 2019 and received free biofertilizer, which has improved the yield on their farms.*

**NUMBERS 2019**

**END TO PRODUCTION IN LAKES**

**1<sup>st</sup>**

*Salmon farm to end breeding in lakes in Chile*

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**



Our economic, social, and environmental commitment goes hand in hand with transparent management, whose maximum expression is the publication of this document.

**NUMBERS 2019**

**INTEGRATED SUSTAINABILITY REPORT**

**5**

*Years communicating our management through integrated reporting.*



# STAKEHOLDERS AND COMMUNICATION CHANNELS



## SHAREHOLDERS / INVESTORS

Website, Financial Market Commission (CMF), financial statements, integrated report, Skyview, media publications, live presentations, directors' meetings, shareholders' meetings.



## REGULATORS / AUTHORITIES

Meetings, public activities, integrated report, Skyview, website, media publications.



## UNIONS / ASSOCIATIONS

Meetings, integrated report, website, Skyview, media publications.



## NGOS / FOUNDATIONS

Meetings, integrated report, website, Skyview, media publications.



## MEDIA

Meetings, public activities, integrated report, Skyview, provision of information.



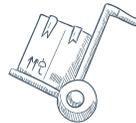
## CUSTOMERS

Meetings, website, visitor program, call centers, integrated report, Skyview, anonymous complaints hotline, media publications, direct customer service with sales executives, participation in international fairs, customer service in points of sale, social media.



## EMPLOYEES

Website, internal magazines, collaboration platform (Jam), newsletter and mailing, orientation processes, integrated report, Skyview, anonymous complaint channel, media publications, Aquanews bulletin, daily bulletin boards, bipartisan committees, union meetings, internal meetings, worker meetings.



## SUPPLIERS / CONTRACTORS

Supplier service, website, integrated report, Skyview, anonymous complaint hotline, media publications, contract management area, risk prevention area, supplier portal.



## COMMUNITIES

Meetings, integrated report, website, Skyview, open doors, social programs, activities, visitor programs, anonymous complaints hotline, media publications, working groups, community engagement program, social media.



## CONSUMERS

Website, mass media, social media, integrated report, Skyview, anonymous complaints hotline, direct customer service with sales executives, meetings in offices, participation in international fairs, pop material.

## MEMBERSHIPS

We belong to unions, associations and organization with which we engage and maintain ongoing transparent communications.



### UNION ASSOCIATIONS

- > Alimentos y Bebidas de Chile A.G. (AB Chile)
- > Asociación de Empresas de la V Región (ASIVA)
- > Asociación de Exportadores de Carnes de Chile A.G. (Chilecarne)
- > Asociación de la Industria del Salmón de Chile A.G. (SalmonChile A.G.)
- > Asociación de Productores de Salmón y Trucha de Magallanes A.G.
- > Asociación Gremial de Industrias Proveedoras (AGIP)
- > Asociación Gremial de Productores de Cerdos de Chile (Asprocer)
- > Asociación Nacional de Productores de Cecinas (ANIC)
- > Cámara Chilena Norteamericana de Comercio (AmCham)
- > Cámara Chileno-Alemana de Comercio e Industria (Camchal)
- > Cámara de Turismo de Última Esperanza
- > Chilean Salmon Marketing Council
- > Instituto Chileno de Administración Racional de Empresas (ICARE)
- > Multigremial de Aysén
- > Sociedad de Fomento Fabril (SOFOFA)
- > Unión Social de Empresarios Cristianos (USEC)



### ORGANIZATIONS WITH SUSTAINABLE IMPACT

- > Acción Empresas
- > Aquaculture Stewardship Council (ASC)
- > Corporación Casablanca
- > Corporación de Desarrollo Productivo del Litoral de Aysén (CorpAysén)
- > Corporación del Libertador Desarrollo Productivo de O'Higgins
- > Global Salmon Initiative (GSI)
- > Integrare
- > Pro O'Higgins
- > Reinventa Aysén
- > Round Table on Responsible Soy
- > Sustainable Fisheries Partnership
- > World Wildlife Fund (WWF)

### STUDY CENTERS



- > Salmon Council of the National Fisheries Institute (NFI)
- > Fundación Libertad y Desarrollo
- > Hub Sofofa
- > Instituto Chileno de Administración
- > Instituto Libertad

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index





**INCLUSION AND DIVERSITY, PART OF OUR GROWTH**

*We are sure that the inclusion and diversity of people gives us a broader outlook and enhances our processes, as it fosters innovation and the creation of new ideas.*

**SOCIAL VALUE FOR OUR PEOPLE AND STRATEGIC PARTNERS**

# EMPLOYEES

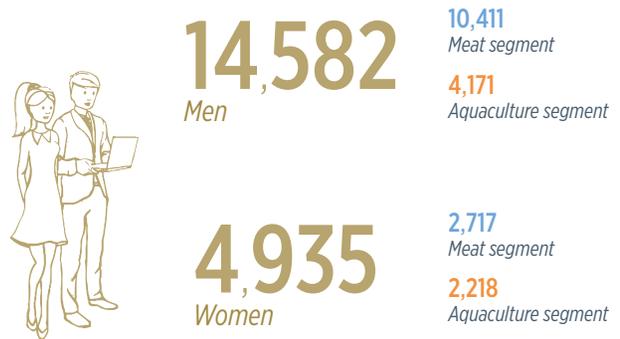


We know that people are the most important element, as they are the ones with the talent and knowledge to take on the challenges in our industry.

This is why we provide ongoing tools that let them develop their talents and we provide spaces where they can create, develop, and lead initiatives that help them grow.

Each person is called upon to “own” the company purpose, culture and values, with an aim to always do things better, with a spirit of growth and development and enjoyment of life.

## EMPLOYEES BY GENDER



## RATE OF NEW HIRES\*

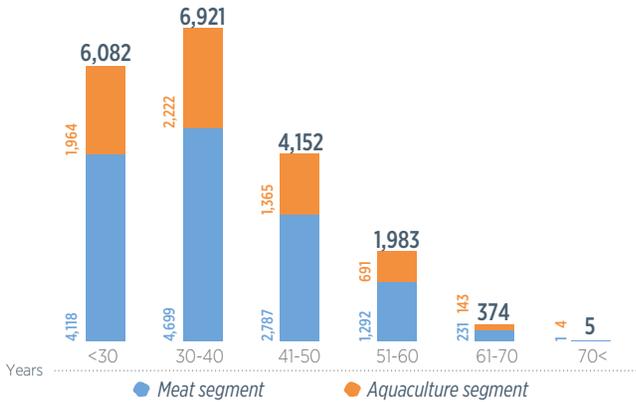


## TURNOVER RATE\*

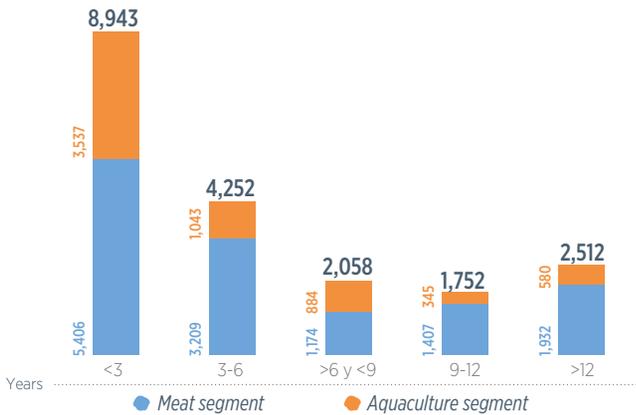


\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment.

NUMBER OF PEOPLE PER AGE RANGE



NUMBER OF PEOPLE BY YEARS OF SERVICE



SALARY GAP BY GENDER\*

Proportion of female executives/workers to male executives/workers

**-3.8%**  
Meat segment



**-15.9%**  
Aquaculture segment

NUMBER OF PEOPLE WITH DISABILITIES\*



**171**  
Total

**114**  
Meat segment

79% Men  
21% Woman

**57**  
Aquaculture segment

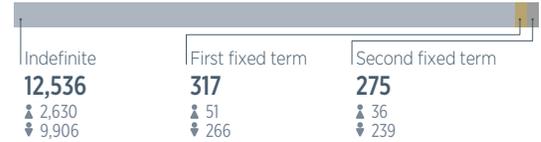
67% Men  
33% Woman

\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment

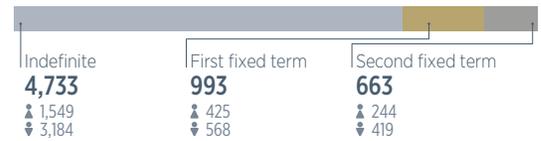
STAFF SIZE PER TYPE OF CONTRACT

**88%** Indefinite      **7%** First term      **5%** Second term

Meat segment



Aquaculture segment



STAFF SIZE BY WORK CONTRACT

**89%** Plant      **11%** Temporary

Meat segment



Aquaculture segment



STAFF SIZE BY TYPE OF SHIFT

**99,98%** Full time      **0,02%** Part time

Meat segment



Aquaculture segment

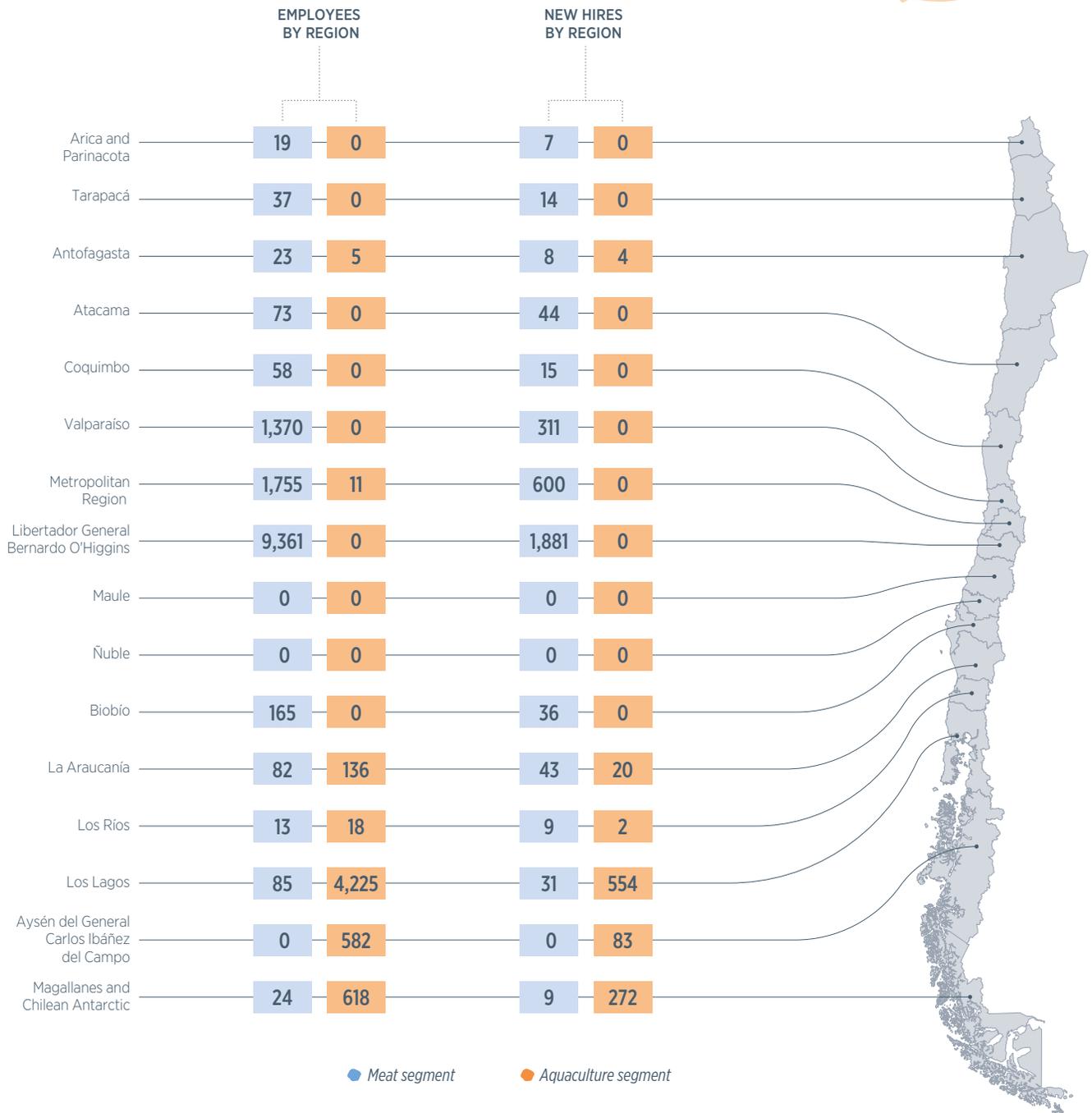


1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

### LOCAL EMPLOYMENT

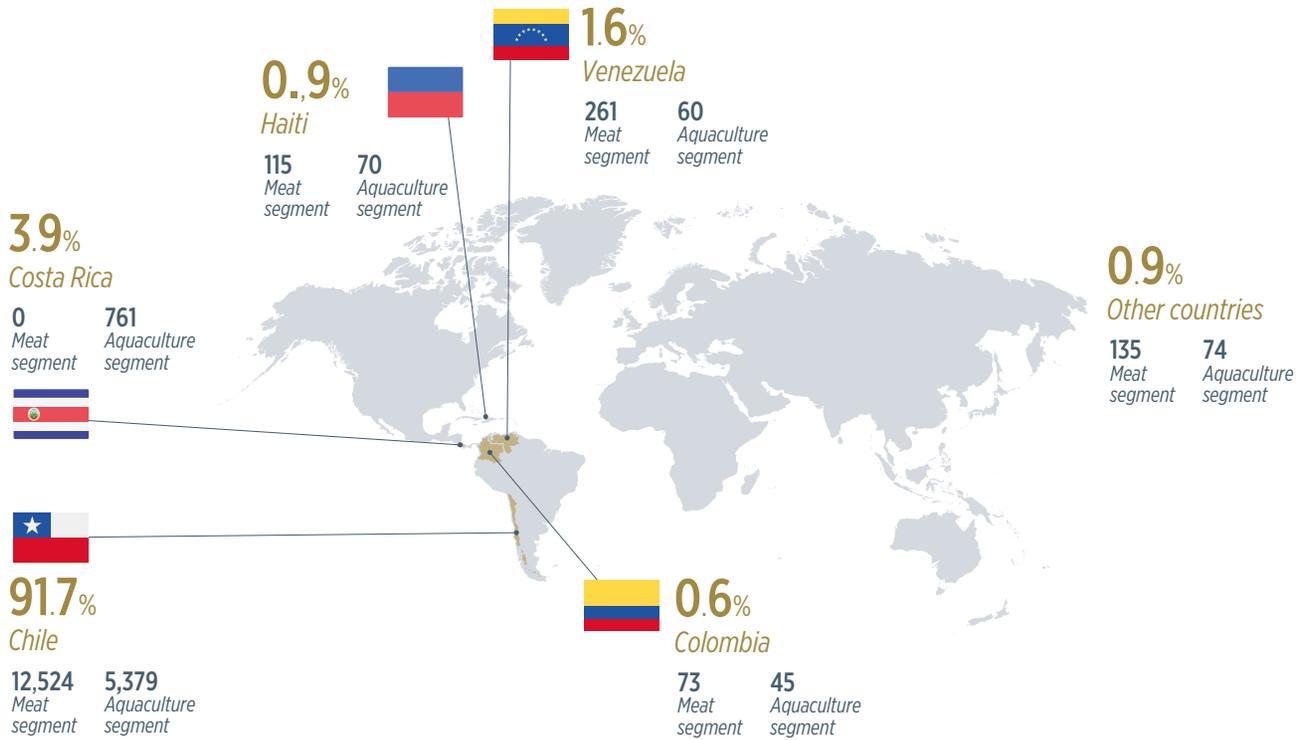
In keeping with our commitment to create shared value with neighboring communities, we strive to foster local employment, in order to take advantage of capacities and increase the diversity of our people.

*The Aquaculture segment signed an industrial commitment with the Aysén authorities to increase the level of local employment in 2019.*



Employees by region includes new hires through December 31, 2019.

MAIN NATIONALITIES



EMPLOYEES BY NATIONALITY



**17,903**  
Chilean

12,524  
Meat segment  
5,379  
Aquaculture segment

**1,614**  
Other nationalities

604  
Meat segment  
1,010  
Aquaculture segment

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index



# TALENT DEVELOPMENT

We strive to integrate and train enthusiastic people, with a spirit of growth and development and a deep love of what they do, people who are creative and willing to go the extra mile. We define ourselves as a community of entrepreneurs, always striving to do things better, imagining the future, and anticipating new market trends and those of our customers and consumers.

## TRAINING PROGRAMS

### LANGUAGE PROGRAM

Communicational development in English and Portuguese on different levels.

### EQUIVALENCY STUDIES

Secondary school equivalency studies, first and second cycle.

### TRAINING OF TRAINERS

Diploma with specialization in Facilitation and Training in the Work Place.

### SOFTWARE TRAINING PROGRAM

Skills and knowledge development in computer tech tools: Excel, Power BI, Office, etc.

## ASSESSMENT\*



**77%**

Average of people assessed

**14,375**

Number of people with performance assessment and professional development

**12,702**  
Meat segment

**1,673**  
Aquaculture segment

## TRAINING\*



**13,661**

People trained

**10,503**  
Meat segment

**3,158**  
Aquaculture segment



**531,503**

Total training hours

**462,132**  
Meat segment

**69,371**  
Aquaculture segment

**39**

Promedio horas capacitación

**44**  
Meat segment

**22**  
Aquaculture segment

\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment.

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

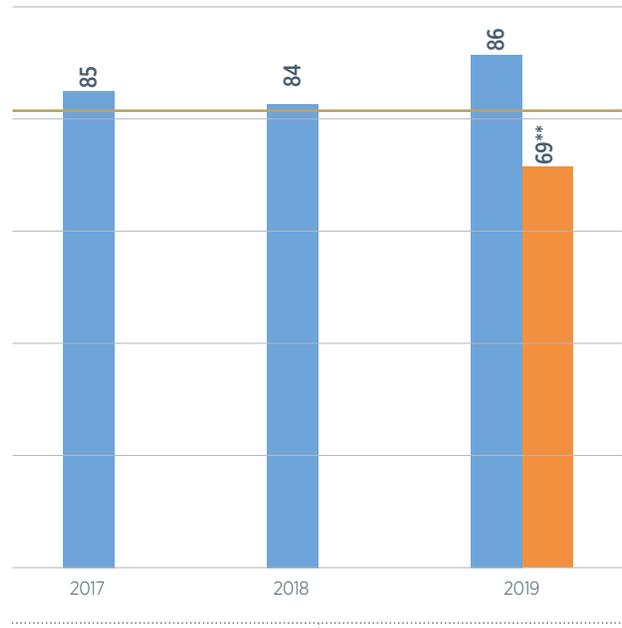
9 Materiality & GRI Index

# We create the best environments for our people



# WORKING ENVIRONMENT

Our working environments are of vital importance in promoting the motivation, creativity, and dedication of our employees in their daily tasks. Spaces that respect and value each person's contribution to teamwork are vital to ensure that each team member offers up the best of him/herself to meet both personal and business growth goals.



GPTW RESULTS 2019\*

● Meat segment ● Aquaculture segment ● Mean of top 50 companies

\*Agrosuper uses this tool internally and does not participate in the public ranking, as per corporate guidelines.  
 \*\*This is the first time this measurement has been applied to the Aquaculture segment and will be used as an internal management tool.

## DIVERSITY AND INCLUSION

In an effort to make strides on this issue, in 2019 we formed partnerships with the following foundations for the inclusion of people with disabilities:

**Fundación Tacal**  
 We have worked together to strengthen communication and work on inclusion-related issues, particularly recruiting and selection.

**Fundación Descúbreme**  
 Our focus has been to strengthen candidate recruiting and job analysis.

**Fundación Luz**  
 Through this partnership, we aim to strengthen the recruitment of blind and visually impaired people, specifically for the call center, and receive assistance and implementation of the JAWS software for blind and visually impaired people.

**Fundación Miradas Compartidas**  
 We have developed a partnership that focuses on labor inclusion of people with cognitive disabilities within the organization.

# OCCUPATIONAL HEALTH AND SAFETY

The health and safety of our employees is our priority, and we aim to create work environments and conditions that guarantee their physical and psychological care, thereby contributing to the welfare and quality of their personal, family, social and professional lives.

We have a Participative and Collaborative Risk Management Model that takes a multidisciplinary approach to care factors through working committees on comprehensive health, ergonomics, psychosocial and other factors. These opportunities involve the participation of employees, joint committee members, area leaders, benefit societies and technical experts.

Despite the instances and efforts made in our operations, we are sorry to report one fatal accident in 2019.

## WORKPLACE ACCIDENTS\*

### ACCIDENT RATE

(Number of accidents per every 100 employees)

**1.9**  
Meat segment

↓25%  
VS 2018

**3.8**  
Aquaculture segment

↑46%  
VS 2018

### LOST WORKDAY RATE DUE TO ACCIDENTS

(Number of lost workdays due to accidents per every 100 employees)

**41**  
Meat segment

↓9%  
VS 2018

**46**  
Aquaculture segment

↑27%  
VS 2018

### TOTAL ACCIDENTS

**258**  
Meat segment

↓24%  
VS 2018

**202**  
Aquaculture segment

↑46%  
VS 2018

### TOTAL LOST WORKDAYS DUE TO ACCIDENTS

**5,806**  
Meat segment

↓13%  
VS 2018

**2,587**  
Aquaculture segment

↑21%  
VS 2018

\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment.

### OCCUPATIONAL ILLNESS\*

#### OCCUPATIONAL ILLNESS RATE (Cases of illness per every 100 employees)

**0.05**  
*Meat segment*

0%  
VS 2018

**0.13**  
*Aquaculture segment*

↓13.3%  
VS 2018

#### LOST WORKDAY RATE DUE TO ILLNESS (Number of lost workdays due to illness per every 100 employees)

**3.0**  
*Meat segment*

↑50%  
VS 2018

**2.4**  
*Aquaculture segment*

↓33%  
VS 2018

#### TOTAL OCCUPATIONAL ILLNESSES

**6,0**  
*Meat segment*

↓14%  
VS 2018

**7,0**  
*Aquaculture segment*

↓22%  
VS 2018

#### TOTAL LOST WORKDAYS DUE TO OCCUPATIONAL ILLNESS

**610**  
*Meat segment*

↓20%  
VS 2018

**132**  
*Aquaculture segment*

↓29%  
VS 2018

\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment.



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2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

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6 On every occasion with our consumers

7 Main results

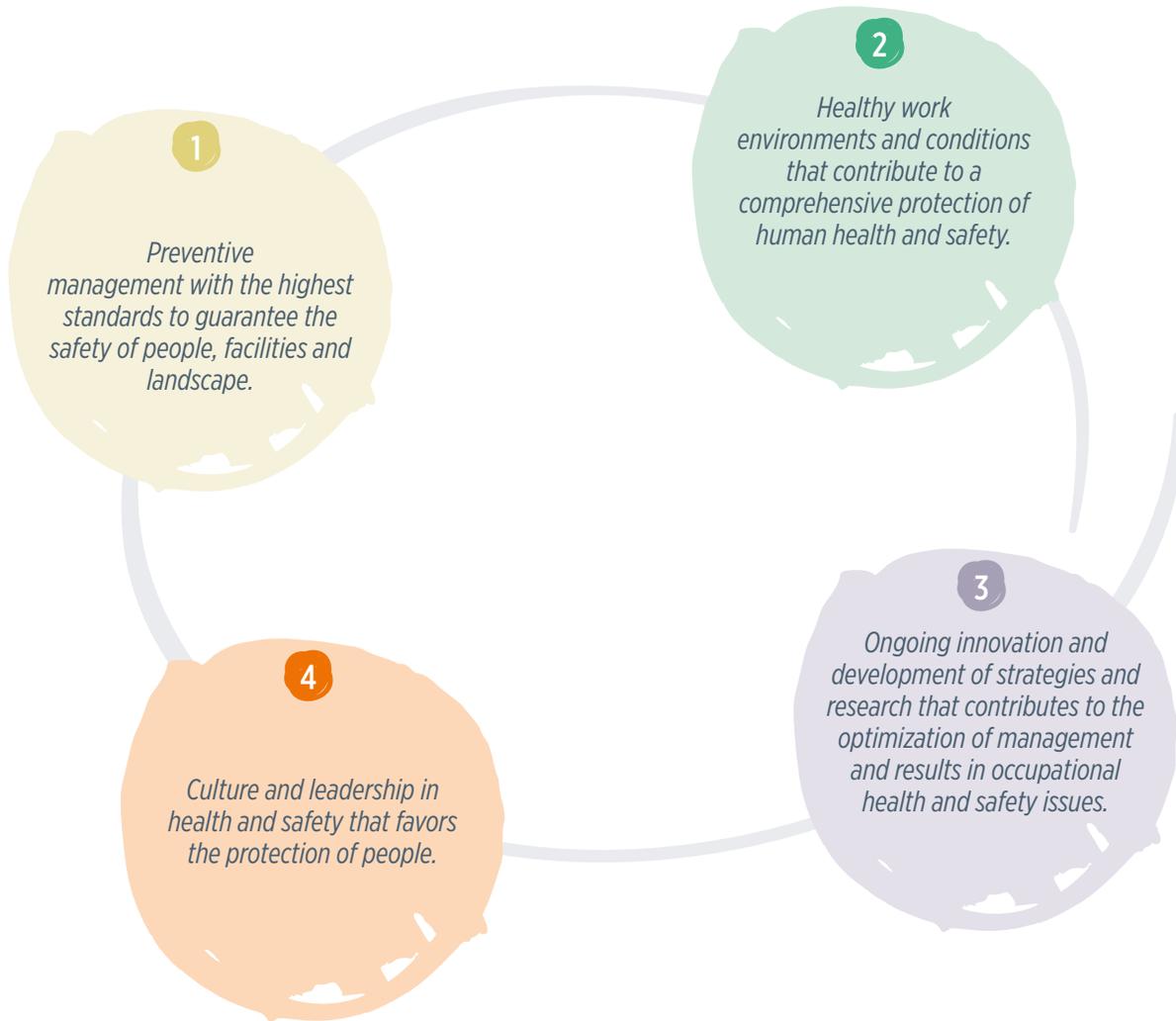
8 Financial statements

9 Materiality & GRI Index

# Human health and safety is our priority



## OCCUPATION HEALTH AND SAFETY MANAGEMENT SYSTEM



**Acknowledgment from the Labor Safety Institute (IST)**  
*We obtained three distinctions for our preventive management, highlighting employees, joint committees and executive leadership in the Rosario Processing Plant.*



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 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# LABOR RELATIONS\*

We build trust-based bonds through close dialog and collaborative relationships with each of the collectives that represent our employees (unions, joint committees and solidarity funds) for a timely management that incorporates the needs of their members and the variables unique to the business.



**61**  
Unions

**13,513**  
Unionized

**84**  
Collective bargaining instruments

## Meat Segment

**42**  
Unions

**10,716** → **81.63%**  
Unionized of the total workforce

**73** Collective bargaining instruments  
**12,337** Workforce covered

## Aquaculture Segment

**19**  
Unions

**2,797** → **50%**  
Unionized of the total workforce

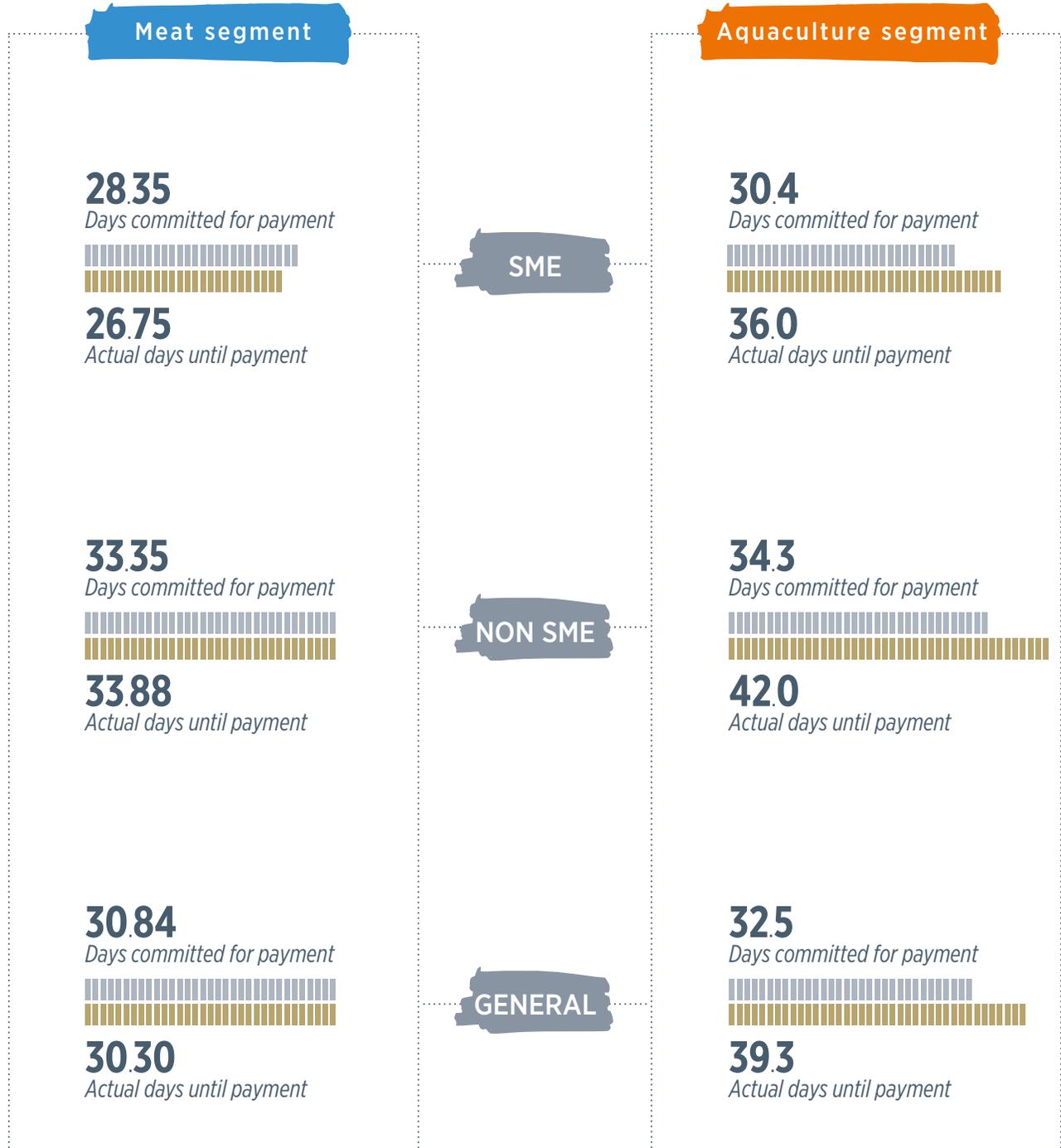
**11** Collective bargaining instruments  
**2,574** Workforce covered

\*This doesn't include operations in Costa Rica and Miami for our Aquaculture segment.



# SUPPLIER RELATIONS

## AVERAGE PAYMENT TIME 2019





**9,407**  
*Total suppliers*

Our suppliers are vital to attaining our organizational goals and we hope to join forces with them to contribute to the economic and social development of our landscape.

We prioritize the incorporation of local talent into our supply chain, in an effort to directly contribute to neighboring communities, generating shared value.



## INITIATIVES FOR OUR SUPPLIERS



### SUPPLIER PORTAL

We increased the total suppliers connected to the Portal by 52.6% between 2018 and 2019, moving from 571 to 1,086 users in 2019, equivalent to 20% of the total.

On the other hand, we optimized our online channel for managing contact information, billing and payment to suppliers, highlighting adjustments in the consultation section, enrollment methods and the information provided, among others.



### COMMODITIES MARKET AGREEMENT

We increased the amount of suppliers financed through the Commodities Market from 11.5% to 36% in 2019. The average rate dropped from 0.46 to 0.40 in the same period.

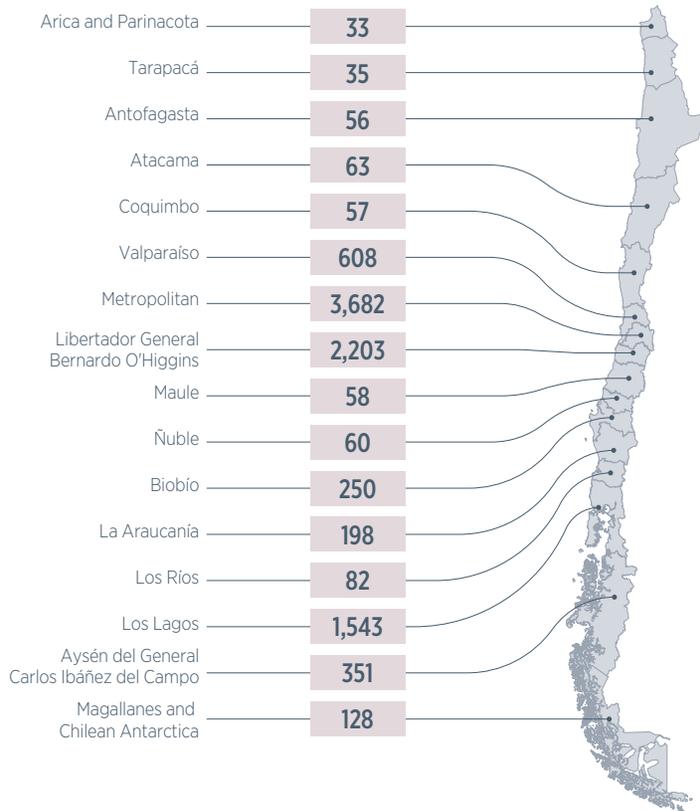
This agreement lets our suppliers access financing with interest rates that are lower than market rates, thanks to agreements signed by the company with brokers.

### MAIN SUPPLIERS

- > Acosta & Aguayo SPA
- > Agrograin Ltda.
- > Bunge Latin America LLC
- > Cargill Inc.
- > Catamutun Energía S.A.
- > Cofco Resources S.A.
- > Comercializadora Nutreco Chile Ltda.
- > Comercializadora San Luis S.A.
- > Detroit S.A.
- > Eli Lilly Interamerica Inc. y Cía. Ltda.
- > Envases Impresos S.A.
- > Ewos Chile Alimentos Ltda.
- > Graneles De Chile S.A.
- > Kabsa S.A.
- > Losur BV Sucursal Uruguay
- > Louis Dreyfus Commodities Suisse S.A.
- > Molinos Overseas Commodities S.A.
- > Naviera Detroit Chile S.A.
- > Veterquímica S.A.
- > Vitapro Chile S.A.

Note: No supplier represents more than 10% of all purchases during 2019.

### SUPPLIERS BY REGION





PORTAL  
PROVEEDORES



1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

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6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index





## COMMUNITY ENGAGEMENT

*We aim to engage in trust-based relationships with the neighboring communities to identify their interests and needs and incorporate these into our daily activities, contributing to their sustainable development.*

# COMMUNITY OUTREACH AND CONTRIBUTION

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7 Main results

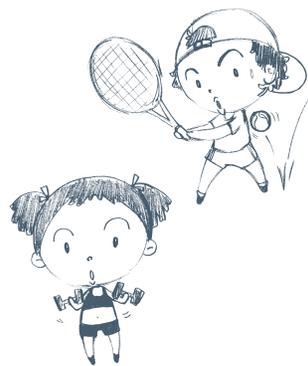
8 Financial statements

9 Materiality & GRI Index

# MAIN FIGURES

TOTAL BENEFICIARIES THROUGH ENTREPRENEURSHIP, EDUCATION AND HEALTHY LIFESTYLES

# 58,797



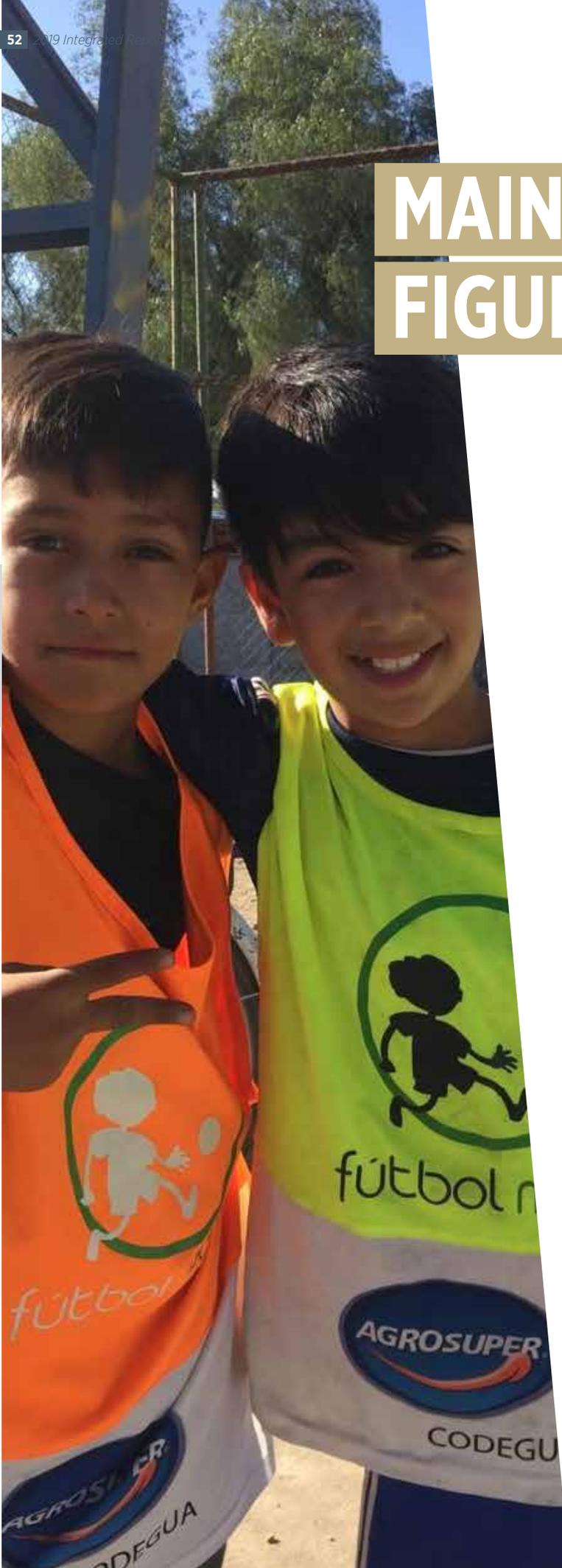
**32,249**  
*Meat segment*

**26,548**  
*Aquaculture segment*

CONTRIBUTION TO COMMUNITIES



# USD 3,88 MM



COLEGIO LOS CIPRESES

**1<sup>st</sup> Place**  
*among private subsidized schools O'Higgins region*



**612.1**  
*Average PSU Score 2019 for Spanish and Math*

**215**  
*Programs and initiatives*



MEETINGS WITH SOCIAL ORGANIZATIONS

**373**  
*Meetings with social organizations*



**258**  
*Meat segment*

**115**  
*Aquaculture segment*

TRANSPARENCY



**7,061**  
*Skyview visits during 2019*



**6,138**  
*Visits to Sopraval Open House in 2019*

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# IN CONTACT WITH OUR NEIGHBORS



## ENTREPRENEURSHIP



We believe that we can make positive changes in human development through the creation of projects that meet the needs and realities of each of the districts where our productive facilities are located.

We have engaged with neighboring communities by generating work spaces, promoting local entrepreneurs and creating trust-based relationships that contribute to the sustainable development of towns and districts where we are located.

## EDUCATION



### ONGOING DIALOG WITH INDIGENOUS COMMUNITIES

In 2019, we held four conciliations, giving continuity to the dialog process initiated by AquaChile prior to integrating the companies.

To kick off the opening of the Melipeuco fish farm, we undertook a participative information process with indigenous communities regarding the operation and environmental mitigation measures associated with fish farming.

## HEALTHY LIFESTYLES





# Transparency and open door policy



## SKYVIEW ROSARIO PLANT

This experience is part of a program that we have implemented to receive everyone who wants to learn about our history and see how we prepare our products. Skyview is a surprising virtual tour where we show our productive processes, the incorporation of innovation and technology in each of these, our commitment to the environment, and value creation for employees and neighboring communities.



**Sign up at:**  
[www.agrosuper.cl/experiencia-sky-view/](http://www.agrosuper.cl/experiencia-sky-view/)



**7,061**  
 Visits in 2019

**2,655**  
 Students in higher education  
 ↑3.5% VS 2018

**2,011**  
 Employees  
 ↑1.7% VS 2018

**1,233**  
 Communities  
 ↑6.0% VS 2018

**420**  
 Schools  
 ↑17.5% VS 2018

**351**  
 Customers  
 ↑5.0% VS 2018

**246**  
 Suppliers  
 ↑37.6% VS 2018

**123**  
 Authorities  
 ↑28.5% VS 2018

**22**  
 Others  
 ↑0.3% VS 2018



### SOPRAVAL OPEN HOUSE

In December 2018, this space was inaugurated for the community of La Ligua, where different social organizations in the district can develop activities, gatherings and workshops.

The open house has become a meeting point between neighbors, where experiences and information is exchanged about the company and the diverse projects it implements.

### AQUACHILE OPEN DOORS

We encourage our neighbors to visit the productive facilities to see our processes onsite and the high quality standards under which we operate.



**1,237**  
*Visits in 2019*



USD **32,054**  
*Investment 2019*

**6,138**  
*Visits in 2019*

**21**  
*Organizations used the facilities*

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# MAIN SOCIAL PROJECTS

## SUPPORTING ENTREPRENEURSHIP

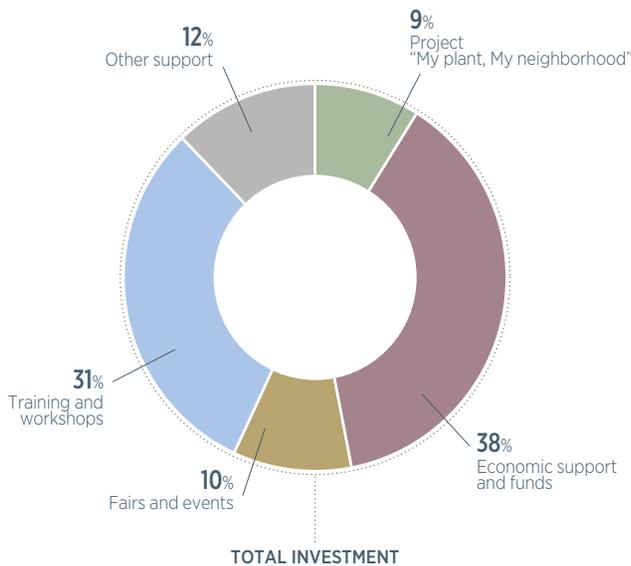


Through the company's engagement with the community, the development of local entrepreneurial skills forms a fundamental part of its strategy.

**75**  
Programs

**24,811**  
Beneficiaries

USD **3,4** M  
Total investment



**PROJECT "MY PLANT, MY NEIGHBORHOOD"**

**3,936**  
Beneficiaries

USD **0,32** M  
Investment

**ECONOMIC SUPPORT AND FUNDS**

**11,231**  
Beneficiaries

USD **1,3** M  
Investment

**FAIRS AND EVENTS**

**8,822**  
Beneficiaries

USD **0,33** M  
Investment

**TRAINING AND WORKSHOPS**

**559**  
Beneficiaries

USD **1,1** M  
Investment

**OTHER SUPPORT**

**263**  
Beneficiaries

USD **0,4** M  
Investment

## INITIATIVES IN ENTREPRENEURSHIP

### SOPRAVAL FUNDING

The purpose of this program is to support organizations in the districts of La Calera, Nogales and La Ligua, contributing to community development through athletic, artistic and social workshops.

**3,956**

*People benefiting*

USD **22,771.6**

*Investment*

### “SEMBRANDO FUTURO” (SOWING THE FUTURE) PROGRAM

Provision of biofertilizer -a fertilizer created as a result of the transformation of liquid hog manure- to farmers who use PRODESAL, improving the yield of their crops.

**40**

*Farmers benefiting*

USD **20,711.5**

*Investment*

### IMPROVEMENT OF RURAL POTABLE WATER

Agreement signed in 2019 to enable a system that provides 1,000 liters of potable water daily to 30 families in the town of Patagüilla, district of La Estrella.

**30**

*Families benefiting*

USD **160,269.3**

*Investment*

### TRAINING

Training to further professional and occupational development in the communities, such as trainings in TIG welding, repairs in aquaculture, metalworks, and English classes for receiving tourists, among others.

**30**

*People benefiting*

USD **21,836.7**

*Investment*

### TRADITIONAL CELEBRATIONS AND ACTIVITIES

Support for 21 traditional celebrations across the landscape where our company operates, to strengthen tradition and tourism and generate a positive impact on the local economy.

**8,700**

*People benefiting*

USD **12,020.2**

*Investment*

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

**“MI PLANTA MI BARRIO”  
 (MY PLANT MY NEIGHBORHOOD)**  
 Meat segment

This fund awards projects from nonprofit community organizations, sponsored by an employee from the processing plants in Lo Miranda, San Vicente and Rosario, as well as productive sectors in the districts of Doñihue and Rengo, to meet local needs in entrepreneurship, education and healthy lifestyles.

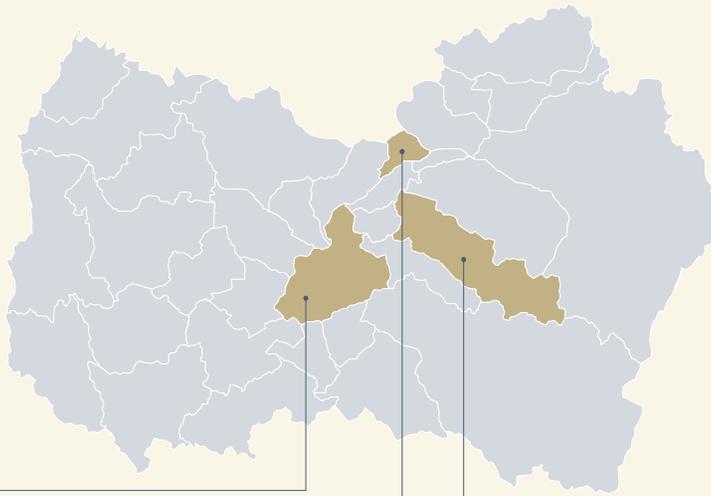
Winning organizations receive funds to implement the initiative, thereby generating a positive impact in the social, environmental and economic sphere in their area.

**33**

*Organizations benefiting 2019*

**3,936**

*Beneficiaries*



**SAN VICENTE**

**542**  
*Beneficiaries*

**9**  
*Projects*

**DOÑIHUE**

**1,538**  
*Beneficiaries*

**8**  
*Projects*

**RENGO**

**535**  
*Beneficiaries*

**8**  
*Projects*

**PRODUCTION**  
 (Rosario, Rengo and Doñihue)

**1,321**  
*Beneficiaries*

**8**  
*Projects*

## FUNDING

### Aquaculture segment

Program launched in 2019 to support neighboring communities with projects in entrepreneurship, education and equipment in the regions of La Araucanía, Los Lagos, Aysén and Magallanes.

# 169

Participating institutions

# +7,000

Beneficiaries through this program

# 23

Winning projects



#### WINNING ORGANIZATIONS

## 8

District groups and committees

## 7

Parents' centers and neighborhood committees

## 3

Athletic clubs

## 3

Indigenous communities

## 2

Senior citizens' clubs

#### WINNING PROJECTS

## 11

Investment and equipment

## 5

Environmental projects

## 4

Athletic equipment and investment

## 3

District events and programs

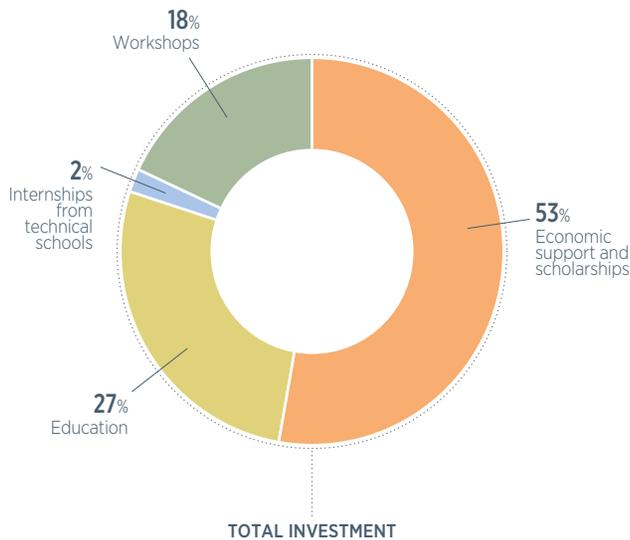
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 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# MAIN SOCIAL PROJECTS

## QUALITY AND EXCELLENCE IN EDUCATION



Education is a fundamental pillar for the company, which it fosters through Colegio Los Cipreses and diverse initiatives to strengthen learning opportunities in children and young people in neighboring communities.



Category	Beneficiaries	Investment
INTERNSHIPS FROM TECHNICAL SCHOOLS	60	USD 0,27 M
WORKSHOPS	359	USD 2,94 M
ECONOMIC SUPPORT AND SCHOLARSHIPS	4.035	USD 8,68 M
EDUCATION	4.769	USD 4,41 M

## INITIATIVES IN EDUCATION

### SUPPORT PROGRAMS

13 schools in the district of San Pedro, Metropolitan Region, are part of this initiative that seeks to promote healthy lifestyles, sports and environmental protection.

**3,650**  
*Students benefiting*

USD **42,738.5**  
*Investment*

### SCHOLARSHIPS

We give scholarships in the district of La Estrella and Las Cabras in conjunction with a science laboratory. We also provide school supplies to the Rupu Lafquén and Mapu Peñi indigenous communities and we give resources to secondary and tertiary school students in the municipality of las Guaitecas.

**382**  
*People benefiting*

USD **38,731.7**  
*Investment*

### SCHOOL INTEGRATION PROGRAM IN CATRIPULLI

We provide an acclimatized and equipped container for 34 children in the school of Catripulli, which gives them access to the stimulation room.

**34**  
*Students benefiting*

USD **6,677.9**  
*Investment*

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 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index



## COLEGIO LOS CIPRESES

Meat segment



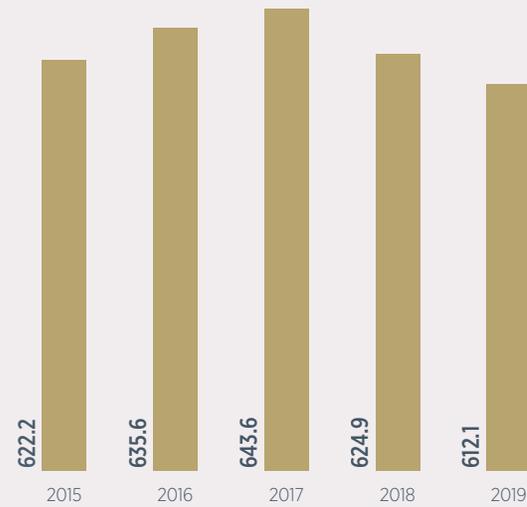
**273**  
 Alumni have enrolled in higher learning to date

Education is a central concern for our company, which is why we created Colegio Los Cipreses in 2002 through Fundación Agrosuper.

The school obtained an average of 621.1 points in the PSU for Spanish and Mathematics, placing it first in the O'Higgins Region and among the top 15 schools in the country among private subsidized schools in 2019.



**1,030**  
 Students enrolled in 2019



**1<sup>st</sup> Place**  
 among subsidized private schools in the O'Higgins region

EVOLUTION OF AVERAGE PSU SCORE IN SPANISH AND MATH

**612.1**

Average PSU Score 2019 for Spanish and Math

Among students who graduated and took the PSU, the most noteworthy was *María José Silva*, a graduate of our school, who scored **832 points** in Mathematics, with a **weighted score above 800**, added to her 7.0 high school grade point average.

**Congratulations María José!**

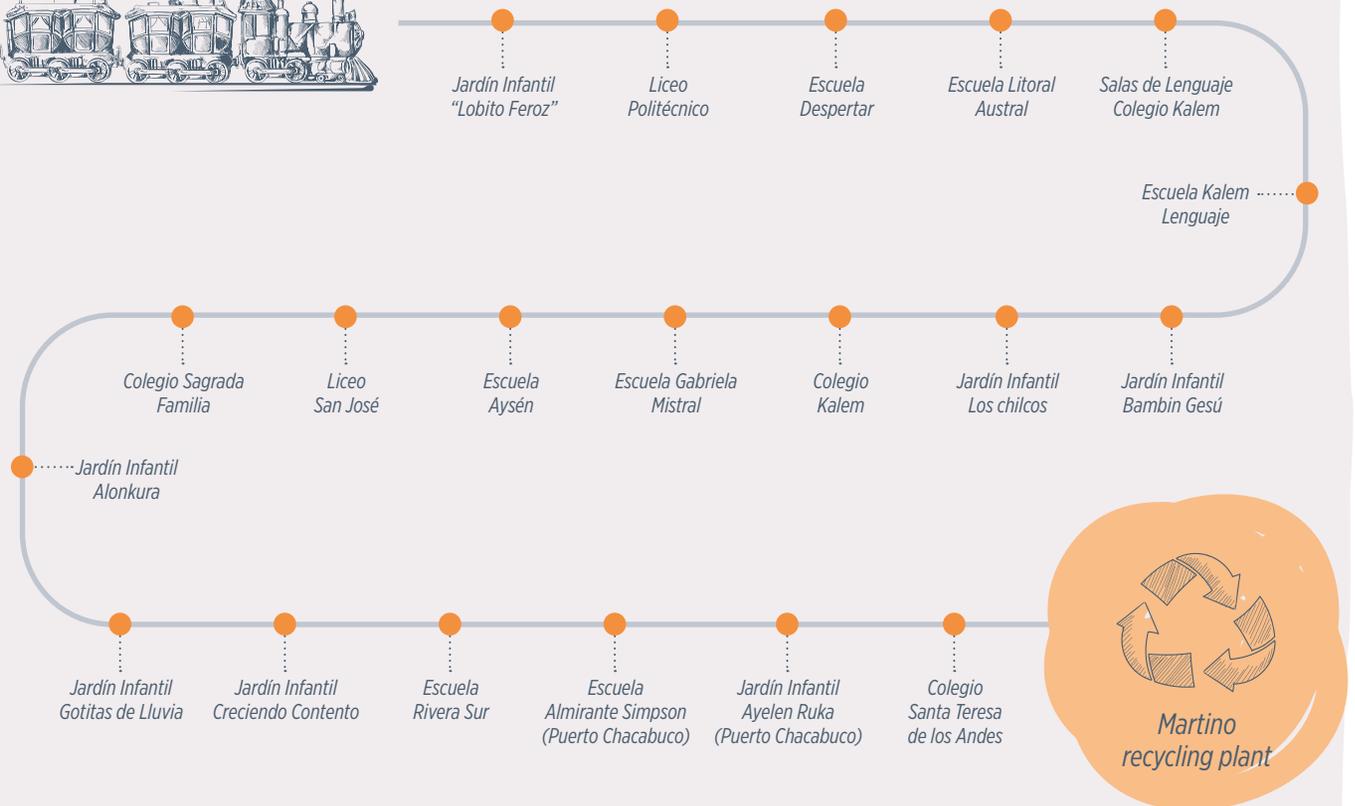
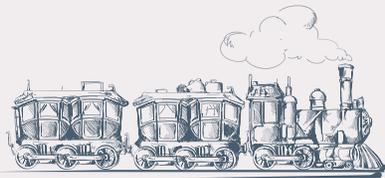
## ECOLOGICAL TRAIN

### Aquaculture segment

This project, in partnership with AquaChile, Red Reinventa Aysén and Reciclajes Martino, makes weekly visits to 20 educational establishments, 18 in Puerto Aysen and two in Puerto Chacabuco, collecting recyclable waste such as plastic, cans, glass bottles, cardboard and paper, promoting the value of waste recycling in the school community.

935 m<sup>3</sup>  
Collected and recycled

20  
Establishments benefiting



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

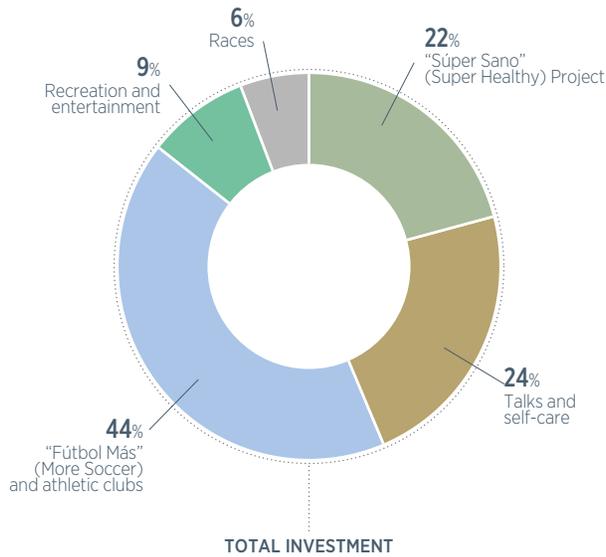
# MAIN SOCIAL PROJECTS

## PROMOTING HEALTHY LIFESTYLES



As part of the search for initiatives that contribute to the quality of life for neighbors near our facilities, we promote projects that support healthy lifestyles, the practice of sports and a balanced diet.

**63** Programs  
**24,763** Beneficiaries  
**USD 4.8 M** Total investment



Project Name	Beneficiaries	Investment
"SÚPER SANO" (SUPER HEALTHY) PROJECT	8.195	USD 82.8 M
TALKS AND SELF-CARE	6.673	USD 114.9 M
"FÚTBOL MÁS" (MORE SOCCER) AND ATHLETIC CLUBS	1.350	USD 208.4 M
RECREATION AND ENTERTAINMENT	6.065	USD 40.1 M
RACES	2.480	USD 29.4 M

## HEALTHY LIFESTYLE INITIATIVES

### AGROSUPER CUP

Sporting event where 20 male and female soccer teams in the San Pedro area competed for the 2019 Agrosuper Cup.

**2,000**  
People benefiting

USD **20,034**  
Investment

### CHILDREN'S SOCCER ACADEMY

Partnership agreement with the Municipality of La Estrella for operation of the sports school to contribute to the development of teambuilding skills and strengthening of values.

**84**  
People benefiting

USD **18,698**  
Investment

### ELEMENTARY SCHOOL YOUTH CHAMPIONSHIP

Planning of the youth championship with the support of "Fútbol Más" for elementary school students in the district of Las Cabras to provide teambuilding skills and healthy lifestyles through sports.

**600**  
People benefiting

USD **6,678**  
Investment

### SPORTS SCHOOLS

Opportunities for developing athletic skills and values for the youngest residents of the communities. These include the Newen Trumú child and youth soccer school in the district of Curarrehue and the AquaChile Quellón tennis school.

**597**  
Children benefiting

USD **26,772**  
Investment

### SPONSORSHIPS

Contribution to the Curarrehue Triathlon Club, which introduces children to triathlon training, and the Winter Solstice Biathlon in Cerro Castillo, an activity that attracted over 300 athletes in 2019.

**16**  
Children benefiting

**300**  
Deportistas

### MINI SALMON BABY SOCCER CHAMPIONSHIP

Athletic tournament held in the district of Quellón, with the participation of 30 teams and over 300 children in 2019.

**300**  
Children benefiting

USD **4,675**  
Investment

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 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index



## “SÚPER SANO” (SUPER HEALTHY) Meat segment

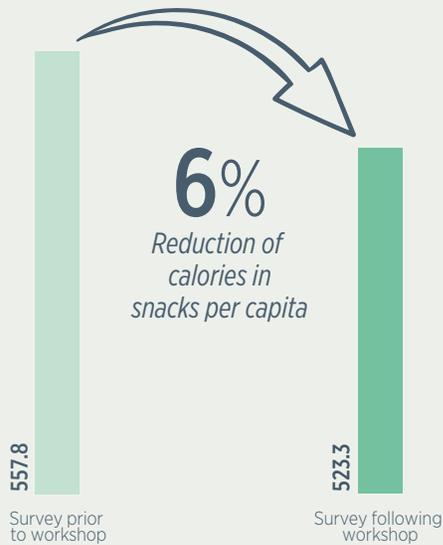
This program promotes a balanced diet and physical activity in first through fourth grade children, professors, parents and guardians. Through contents aligned with the Ministry of Education, we held workshops tailored to different audiences with hands-on activities and didactic material. We also orient parents and guardians in the preparation of healthy snacks.



**73**  
 Schools surveyed

### RESULTS OF THE SURVEY (Calories per capita)

We conducted a survey to assess the implementation of this program, and the results were the following.



**8,195**  
 Students  
 ↑ **60%** VS 2018

**772**  
 Parents and guardians  
 ↑ **30%** VS 2018

### PARENTS' AND GUARDIANS' PERCEPTION

**97%**  
 State they understand the importance of a healthy snack for their children.

**98%**  
 State they are able to identify a healthy snack after attending the workshop.

**97%**  
 State that the healthy snack workshop was a contribution for them.

**96%**  
 State that the workshop contents meet expectations of those surveyed.

## PROMOTING SPORTS

Aquaculture segment

# 716

Beneficiaries



## 360

Beneficiaries  
**SOCCER**



## 40

Beneficiaries  
**TENNIS**



## 316

Beneficiaries  
**TRACK AND FIELD**

### HIGHLIGHTED CHAMPIONSHIPS AND COMPETITIONS

#### MINI SALMON BABY SOCCER CHAMPIONSHIP

For the thirteenth time, the “Mini Salmón” baby soccer championship was organized by AquaChile and the Municipality of Quellón.

#### WINTER SOLSTICE BIATHLON SPONSORSHIP

In this eleventh version, the race was developed in two areas, Mountain Bike and Marathon, and crossed the route that connects Laguna Amarga and Lago Sarmiento with Villa Cerro Castillo.

**8**  
Day of  
competition

**10**  
Athletic clubs  
participating

**38**  
Participating  
teams

**1**  
Day of  
competition

**38**  
Kilometers  
biked

**10**  
Kilometers  
run

**30**  
Men's  
teams

**8**  
Women's  
teams

**3**  
Men's  
Categories

**1**  
Women's  
Categories

**24**  
Child through  
senior  
categories

**10**  
Women's  
Categories

**10**  
Men's  
Categories

**4**  
Mixed  
categories

**1**  
We are  
Agrosuper

**2**  
Sustainability  
approach

**3**  
Social value for our people  
and strategic partners

**4**  
Community outreach  
and contribution

**5**  
Circular model and  
environmental responsibility

**6**  
On every occasion  
with our consumers

**7**  
Main  
results

**8**  
Financial  
statements

**9**  
Materiality  
& GRI Index





**RESPECT FOR  
PEOPLE AND THE  
ENVIRONMENT**

*We foster respect for people and we are concerned with their safety, development and training. We also have an ongoing responsibility to protect the environment, where we incorporate the best technology for complying with the highest standards and sustainable production.*



**CIRCULAR MODEL AND  
ENVIRONMENTAL  
RESPONSIBILITY**

- 1 We are Agrosuper
- 2 Sustainability approach
- 3 Social value for our people and strategic partners
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- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index

# MAIN NUMBERS



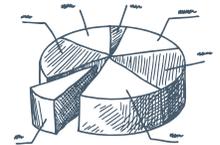
## ENVIRONMENTAL CONTRIBUTION



USD **65.6** MM

## INVESTMENT

USD **0,13** MM  
*Investment in animal welfare*



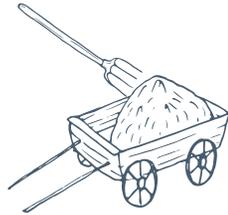
**1st**

Salmon farm to end breeding in lakes in Chile

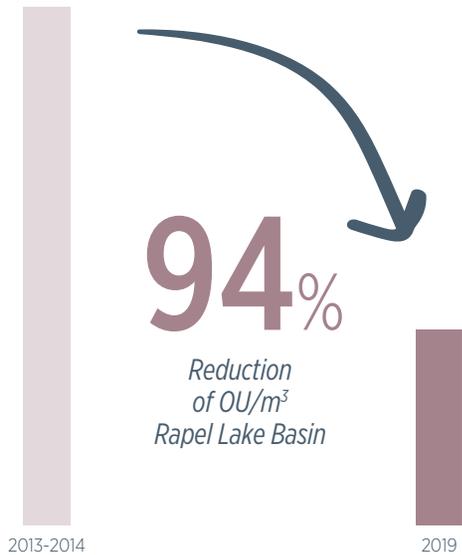
BIOFERTILIZER

208,437 m<sup>3</sup>  
Biofertilizer produced

40  
Farmers who used  
biofertilizer made available  
to them for free



ODOR REDUCTION



22,226.60 ton  
Waste recycling in  
aquaculture segment\*

\*This data doesn't consider organic waste from the industrial process and feed factories in the aquaculture segment.

CORPORATE CARBON FOOTPRINT 2019  
(Scopes 1 and 2)



637,957  
Tons of CO<sub>2</sub>eq.

WATER



63.36 lts/s  
of water for irrigation



↓ 4.3 lt/(Live kilo  
on site + kilos produced in  
processed meat plants)  
Total water consumed  
industrial meat segment

ENERGY EFFICIENCY

0.33 Kwh/kilo produced  
Total energy efficiency

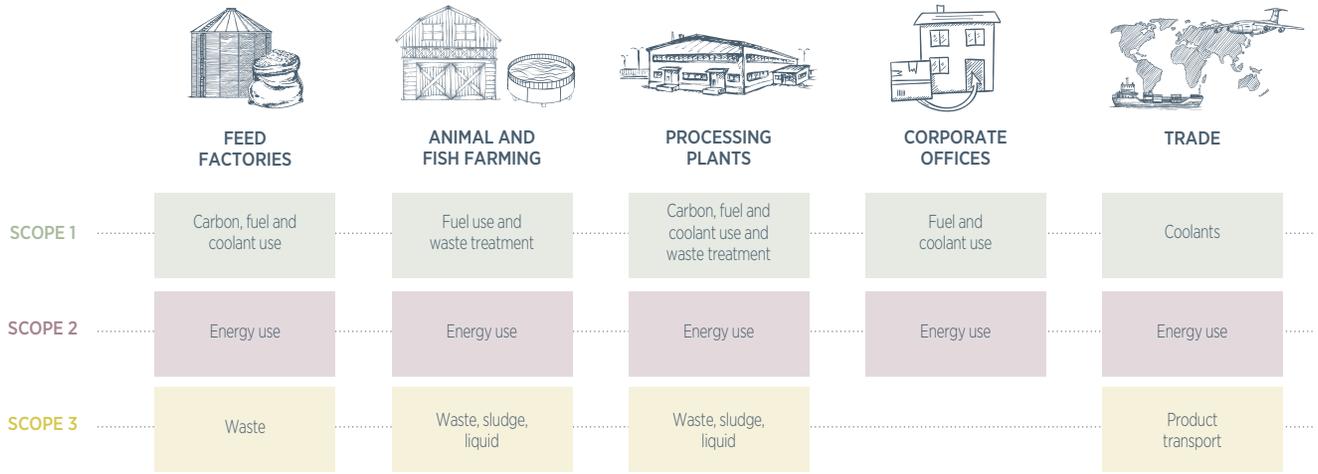
0.39 Kwh/kilo produced  
Total energy efficiency  
meat segment



0.19 Kwh/kilo produced  
Total energy efficiency  
aquaculture segment

# CORPORATE CARBON FOOTPRINT 2019

## GHG EMISSION SOURCES PER BUSINESS UNIT



As part of the company's greenhouse gas (GHG) emissions mitigation plan, in 2019 the company measured its carbon footprint for the first time.

The result was 403,060 tCO<sub>2</sub>eq. of direct emissions (Scope 1), 219,735 tCO<sub>2</sub>eq. of indirect emissions from energy (Scope 2) and 577,813 tCO<sub>2</sub>eq. derived from other indirect emissions attributable to products and services acquired by the organization (Scope 3).

This footprint was measured for operations from both the meat segment and the aquaculture segment, confirming the company's commitment to mitigate the effects of climate change.

### GREENHOUSE GAS EMISSIONS (TON CO<sub>2</sub> EQ)



**421,083**  
Scope 1

**216,874**  
Scope 2

Based on the methodology used and the GHG Protocol, it is possible to exclude certain GHG emission sources that were not part of the scope. The following were excluded: 1. Transport of raw material from feed plants in the aquaculture segment; 2. Life cycle of supplies; 3. Analysis of life cycle of product; 4. Emissions related to enteric methane from pigs; 5. Supply of all types of minor supplies; 6. Emissions associated with burning methane in biodigestors; 7. Transport of workers other than business trips.



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

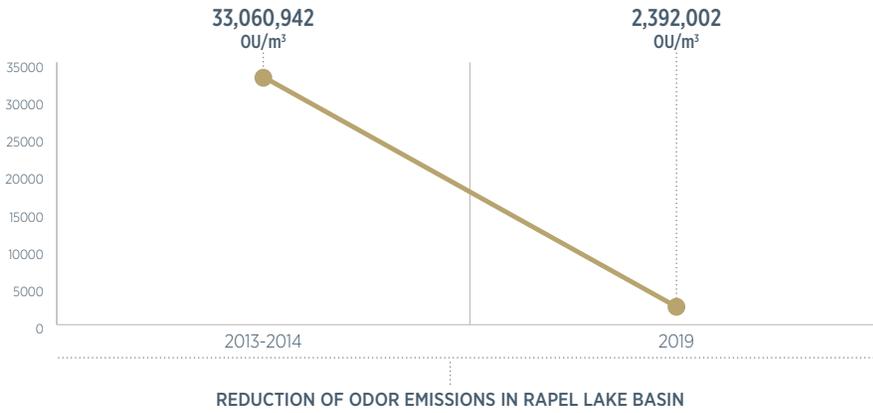
# A CIRCULAR MANAGEMENT MODEL

## ODORS AND BIOFERTILIZER

We measured the different variables involved in our productive process to innovate and mitigate our impacts.

Through our stakeholder engagement, we have identified that the main concerns in the neighboring communities are related to various impacts caused by our operations, which is why we make large ongoing investments and efforts towards decreasing these impacts.

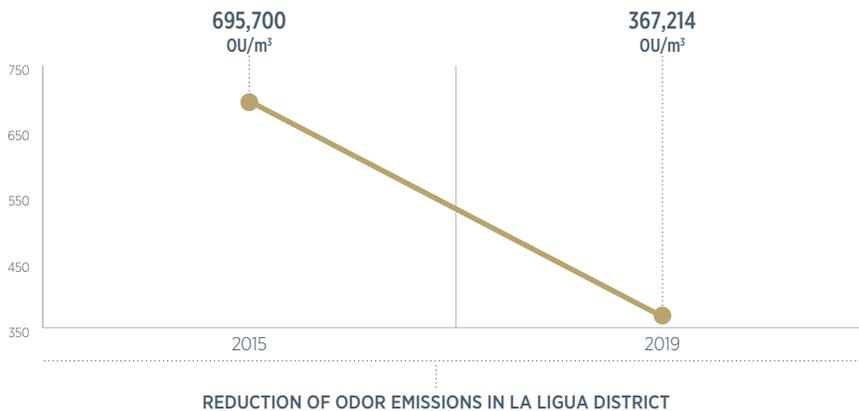
### REDUCTION OF ODOR EMISSIONS (OU/m<sup>3</sup>)



USD **45.7** MM  
 TOTAL INVESTMENT 2013-2019

↓ **94%**

Odor reduction  
 Rapel Lake basin  
 2013-2019



USD **4.5** MM  
 TOTAL INVESTMENT 2015-2019

↓ **47%**

Odor reduction  
 La Ligua district  
 2015-2019

We manage  
every step  
of our process



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2 Sustainability approach

3 Social value for our people and strategic partners

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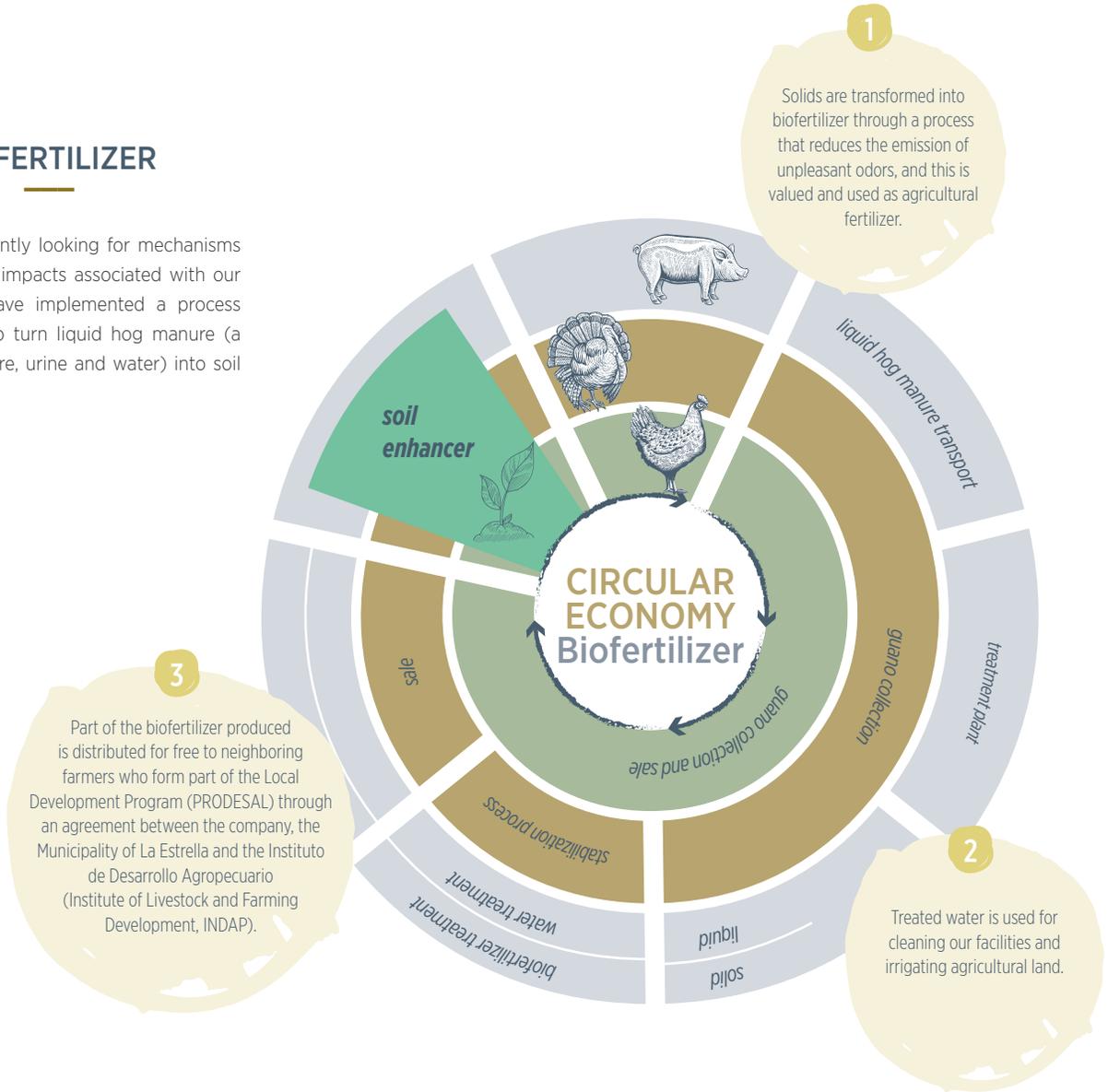
7 Main results

8 Financial statements

9 Materiality & GRI Index

## BIOFERTILIZER

We are permanently looking for mechanisms to help mitigate impacts associated with our activities. We have implemented a process that allows us to turn liquid hog manure (a mixture of manure, urine and water) into soil fertilizer.



3 Part of the biofertilizer produced is distributed for free to neighboring farmers who form part of the Local Development Program (PRODESAL) through an agreement between the company, the Municipality of La Estrella and the Instituto de Desarrollo Agropecuario (Institute of Livestock and Farming Development, INDAP).

## BENEFITS AND IMPACT OF BIRD GUANO AND HOG BIOFERTILIZER

- Contributes organic matter to the Soil**  
Improves structure (in compacted or loose soils), drainage, aeration (oxygen) and water retention.
- Prevents Soil Erosion**  
Allows the recovery of degraded soils and altered non-agricultural surfaces.
- Chemical Properties**  
Contributes nutrients while preventing the loss of other nutrients through soil volatilization or leaching.
- Biological Properties**  
Activates the soil's biological properties as a substance rich in microorganisms.
- Other Properties**  
Doesn't generate unpleasant odors and improves the output of farmlands.



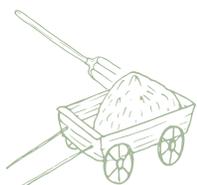
# 40

Farmers benefiting from  
"Sembrando Futuro" program



# 3,158

Hectares irrigated



# 208,347 m<sup>3</sup>

of biofertilizer produced



# WATER CONSUMPTION, TREATMENT AND REUSE

Our management approach has been based on the optimization of the water resource through the creation of standards for processing, control of consumption and implementation of technologies for their efficient use.

## WATER TREATMENT AND REUSE

### BREEDING



#### Pork

*We incorporate water from the liquid hog waste treatment process for washing our productive facilities.*



#### Turkey

*We incorporate water flow measurement systems that are used 100% in the productive sectors.*

### INDUSTRIAL



#### Processing Plant

*We reuse treated water for cleaning the floors in our processing plants and for hosing down these facilities. We also implemented pressurized cleaning systems, which gives us greater control and management of the use of this resource.*

# Water\*

## WATER USED

This considers the water consumed plus the water extracted from municipal supplies or other public or private water service

**188.41** lts/s  
Total water consumed  
crianza meat segment

**0.67** lt/ live kilo on site +  
kilos produced in processed meat plants  
Total water consumed  
industrial meat segment

**0.04** lts/s  
Total water consumed  
aquaculture segment

## EXTRACTED WATER

This includes water extracted from surface water sources (rivers and oceans), groundwater sources or other public or private water services.

**253.94** lts/s  
Total water extracted  
crianza meat segment

↓ **3.1%**  
VS 2018

**7.98** 98 lts/ live kilo on site +  
kilos produced in processed meat plants  
Total water extracted  
industrial meat segment

↑ **1.6%**  
VS 2018

**5,285.95** lts/s  
Total water extracted  
aquaculture segment  
(Includes water from rivers and oceans,  
which are returned in full to their sources)

## DISCHARGED WATER

This considers treated water returned to surface watercourses and used in irrigation and watering.

**65.53** lts/s  
Total water consumed  
crianza meat segment

↓ **14.4%**  
VS 2018

**7.31** 31 lts/ live kilo on site +  
kilos produced in processed meat plants  
Total water discharged  
industrial meat segment

↓ **2.1%**  
VS 2018

**5,285.92** lts/s  
Total water discharged  
aquaculture segment

## PERCENTAGE OF RECLAIMED WATER REUSED IN IRRIGATION

**96.68%**  
of water discharged is reused for irrigation  
crianza meat segment

**73.40%\*\***  
Total water reused from its effluents  
aquaculture segment

\*This number does not consider the grow-out process for the aquaculture segment or the Chonchi processing plant.

\*\*This corresponds to average reuse from salmon operations in Aucar, Maullin River, Manantiales, Holleberg River and Pargua.

## WATER RECLAIMED FOR IRRIGATION

One of our primary challenges is creating efficiencies in water use, which we have strengthened through the implementation of different initiatives. We aim for a rational and efficient consumption of this resource in the different stages of our process, managing and optimizing them throughout our productive chain.

Thanks to this, in 2019, we were able to irrigate hundreds of hectares in the Valparaíso, O'Higgins and Metropolitan regions.

### WATER RECLAIMED FOR IRRIGATION 2019



**63.36** lts/s

**6.49** lts/s  
Valparaíso



**34.48** lts/s  
Metropolitan Region

**22.39** lts/s  
O'Higgins

### TOTAL SURFACE AREA IRRIGATED 2019



**3,158** ha

**224** ha  
Valparaíso



**1,413** ha  
Metropolitan Region

**1,521** ha  
O'Higgins

## FIRST SALMON FARM TO END BREEDING IN CHILEAN LAKES

Considering our leadership in the salmon industry and in keeping with our concern for sustainable development, we voluntarily made the decision to end salmon production in lakes.

We stopped using 12 concessions in the Los Lagos and Aysén regions.

This progress in sustainability issues is preceded by an investment in fish farming on land with modern reclaim systems, which use less fresh water and enable the appropriate water treatment after its use.

Our commitment is for the concessions in the southern lakes to be placed at the service of scientific research for monitoring diverse environmental variables to better understand lacustrine ecosystems. To achieve this aim, we are developing partnerships with institutions like WWF, Fundación Meri and Fundación Chile Lago Limpios.



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
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 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# ENERGY MANAGEMENT

Our approach is to seek out alternatives that enable us to be more efficient in energy consumption and reduce our environmental footprint by controlling processes and equipment and fostering the use of clean fuel. In 2019, we replaced feed factory boilers in Longovilo and Casablanca that operated on FO 6 diesel to GNL/diesel and GNL/GLP, respectively.

## Energy\*

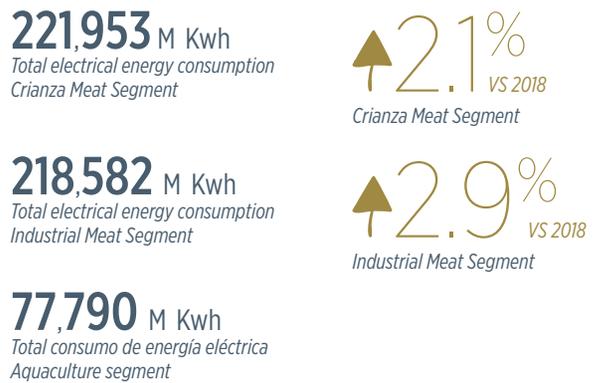
### ENERGY CONSUMPTION



### ENERGY EFFICIENCY



### ENERGY CONSUMPTION



\*This number does not consider the grow-out process for the aquaculture segment.

# WASTE AND ECO-FRIENDLY PACKAGING

In our ongoing commitment to reduce waste throughout our productive stages, in 2019 we joined “circula tu plástico” by Fundación Chile and we participated in the AB Chile Management System to work towards compliance with Law 20.920 (REP law).

At Super Pollo we have set the goal of 100% recyclable packaging, which has led us to innovate in the technology that will allow us to meet this challenge.



### THICKENED SLURRIES

**39,125.53** tons  
*Total thickened slurries*

**35,487.53** tons  
*Total thickened slurries Meat segment*

**3,638.00** tons  
*Total thickened slurries Aquaculture segment*

### RECYCLED WASTE

**27,972.28** tons  
*Total recycled waste*

**5,745.68** tons  
*Total recycled waste Meat segment*

**22,226.60** tons  
*Waste recycling Aquaculture segment*

### PACKAGING RECYCLING

**13.36%**  
*of products in the meat segment are packaged in eco-friendly containers*

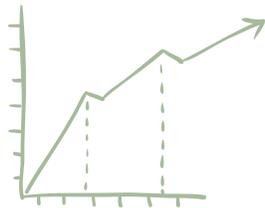
**36 M Tons**  
*of renewable materials used in packaging Meat segment*

\*Total non-hazardous waste generated in our production and breeding processes, per type of treatment (sludge, dump, recycled, compost). \*This data doesn't consider organic waste from the industrial process and feed factories in the aquaculture segment.

# ANIMAL WELFARE

## EVERYONE'S RESPONSIBILITY

Within the company, we guide our work under an animal welfare policy where we reaffirm our commitment and conviction that healthy production only exists when a responsible attitude is maintained towards animals, ensuring their ongoing welfare.



USD **129,551**  
*Investment in animal welfare*

### PRINCIPLE OF THE 5 FREEDOMS

#### FREEDOM FROM DISCOMFORT

Provide an appropriate environment for animals, including shelter and a comfortable resting area.



#### FREEDOM FROM FEAR AND DISTRESS

Ensure conditions and treatment of animals which avoid mental suffering.



#### FREEDOM FROM PAIN OR DISEASE

Quality of animal health, by prevention or rapid diagnosis and treatment.



#### FREEDOM FROM HUNGER AND THIRST

Ready access to fresh water and diet.



#### FREEDOM TO EXPRESS NORMAL BEHAVIOR

Generate positive interactions, proper facilities and company of the animal's own kind.





## ONGOING IMPROVEMENT

Animal welfare is integrated throughout our production process through an ongoing sanitary inspection, which enables us to adequately manage breeding in fish farming, fish density, and mortality control, among other aspects.

We participate in the experimental center, ATC Patagonia (Aquaculture Technology Center), where we use applied research to design genetic enhancement programs, diets, development and validation of therapeutic veterinary products, among others.

## WELFARE MILESTONES AND HIGHLIGHTED PROJECTS

### ANIMAL WELFARE DURING TRANSPORT

We incorporated a fleet of three-story trucks, which have a lift for elevating hogs, reducing the risk of injury during this stage of the process and we renovated 100% of the transport trucks for reproducers and day-old chicks.

### ANIMAL WELFARE DURING PRODUCTION

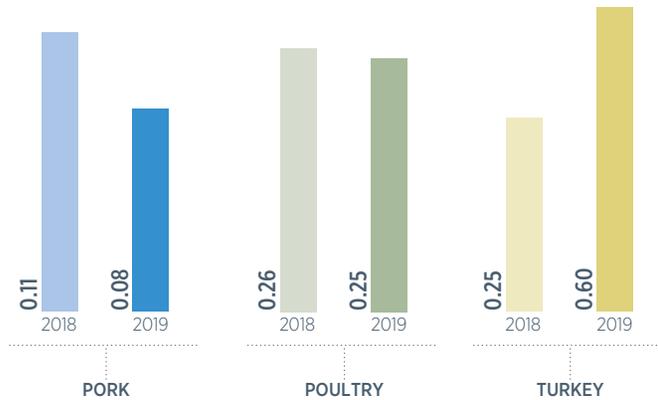
During this stage, hot water bottles installed in the maternity wards are used by piglets to maintain an adequate temperature. In addition to this, we implemented classical music in the pig gestation stage and toys for pigs to stimulate environmental enrichment.

We also developed a biosafety application to control and restrict access to breeding facilities to provide greater protection to our animals and prevent the entry of disease.

### HORMONES

We do not use hormones to promote growth, in keeping with our food quality and safety policy to provide healthy and flavorful products.

PERCENTAGE OF LOSS DURING TRANSPORT IN RELATION TO TOTAL ANIMALS TRANSPORTED

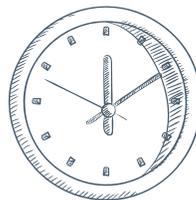


TRAININGS 2019 IN ANIMAL WELFARE MEAT SEGMENT

**4,503**  
*People trained*

**979**  
*Employees trained*

**3,524**  
*Contractors trained*



**9,006**  
*Training hours*



## REDUCTION OF ANTIBIOTICS

We only use antibiotics when necessary in specific medical situations, under strict veterinary control and recommendation, to preserve the health and welfare of our animals.

In the aquaculture segment, we vaccinate and protect our fish from illness and parasites when they are small to strengthen their immune systems and place the more robust specimens in the sea.

**411**

*grams of active antibiotic ingredient per ton of biomass harvested in closed-cycle centers*

**28%**

*of closed breeding centers without antibiotic use*

↓ **5%**  
VS 2018

↑ **15%**  
VS 2018



**SEA LICE MONITORING**

We have a weekly monitoring program to control the parasite burden in each breeding center.

We are also working in partnership with Universidad Andrés Bello to study the effectiveness of antibiotics against illnesses. Sea lice is the most significant challenge and the search is centered on alternative and natural remedies and solutions for its control.

**AVERAGE MONTHLY BURDEN OF SEA LICE IN 2019**

	Atlantic salmon	Trout
January	1.23	1.63
February	1.30	1.25
March	1.36	2.65
April		3.18
May	3.06	1.78
June	2.65	1.32
July	3.81	3.57
August	3.37	1.27
September	2.98	2.29
October	2.70	0
November	2.60	0
December	3.23	0

**2.54**  
Average Atlantic Salmon

▲ **75%** VS 2018

**1.72**  
Average Trout

▲ **29%** VS 2018

**USE OF ANTIPARASITIC MEDICATION TO CONTROL SEA LICE:**

	Atlantic salmon	Trout
Antiparasitic medication in feed (grams of active component per harvested ton).	0.08	0.68
Baths (grams of active component per harvested ton).	13.36	119.6

**ACCUMULATED MORTALITY IN 2019 PER SPECIES\***

**7.1**  
Atlantic Salmon

▲ **30%** VS 2018

**5.5**  
Pacific Salmon

▼ **13%** VS 2018

**4.5**  
Trout

▼ **11%** VS 2018

\* The accumulated mortality rate calculates the percentage of mortality for the last 12 months (January-December) in relation to the estimated number of fish in the sea in the last month of the year (adjusting for harvests and mortalities).

**CAUSES OF MORTALITY**

**81.4%**  
Non-infectious\*

**18.6%**  
Infectious\*\*

\* No apparent cause, sea lion attack, physical harm, low oxygen, outliers.  
 \*\* Presence of pathogens in salmon.

## COLLABORATIVE WORK WITH SPECIALIZED ORGANIZATIONS

In 2019, we held meetings with two large organizations specializing in animal welfare to incorporate best practices and trends in our management models.

The first encounter with the Animal Welfare area of the World Organization for Animal Health (OIE) aimed to identify recommendations for transport and slaughter of chickens, pigs and turkeys established by this entity.

The meeting with the NGO World Animal Protection (WAP), together with other Brazilian producers, helped us to update international animal welfare trends and learn more about the Business Benchmark Farm Animal Welfare (BBFAW), in which we participate every year.



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6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index





## EXCELLENCE

*We maintain a high quality standard in each of our processes, products and services. We foster a culture of excellence throughout our value chain through the continual development of innovations, inclusion of new technologies and ongoing improvements.*

**ON EVERY OCCASION WITH OUR  
CONSUMERS**

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# BRANDS WITH A PURPOSE

The role of our brands is to connect with consumers through unique, tailored and significant experiences, with healthy, tasty, quality products.

Our challenge is to continue to build brands that reflect the purpose and identity of the company.



## NOURISHING WITH LOVE

Our purpose is to nourish the body and soul with unique experiences that evoke emotions and memories through tasty, healthy, simple and nutritional preparations.





### SAVORING LIFE

We want to be a part of the flavorful moments of life of Chileans, inviting them to enjoy tasty products that are easy to prepare and practical, that bring the family together in the kitchen or a barbecue.



1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index



### YOU ARE IN FOR A SURPRISE

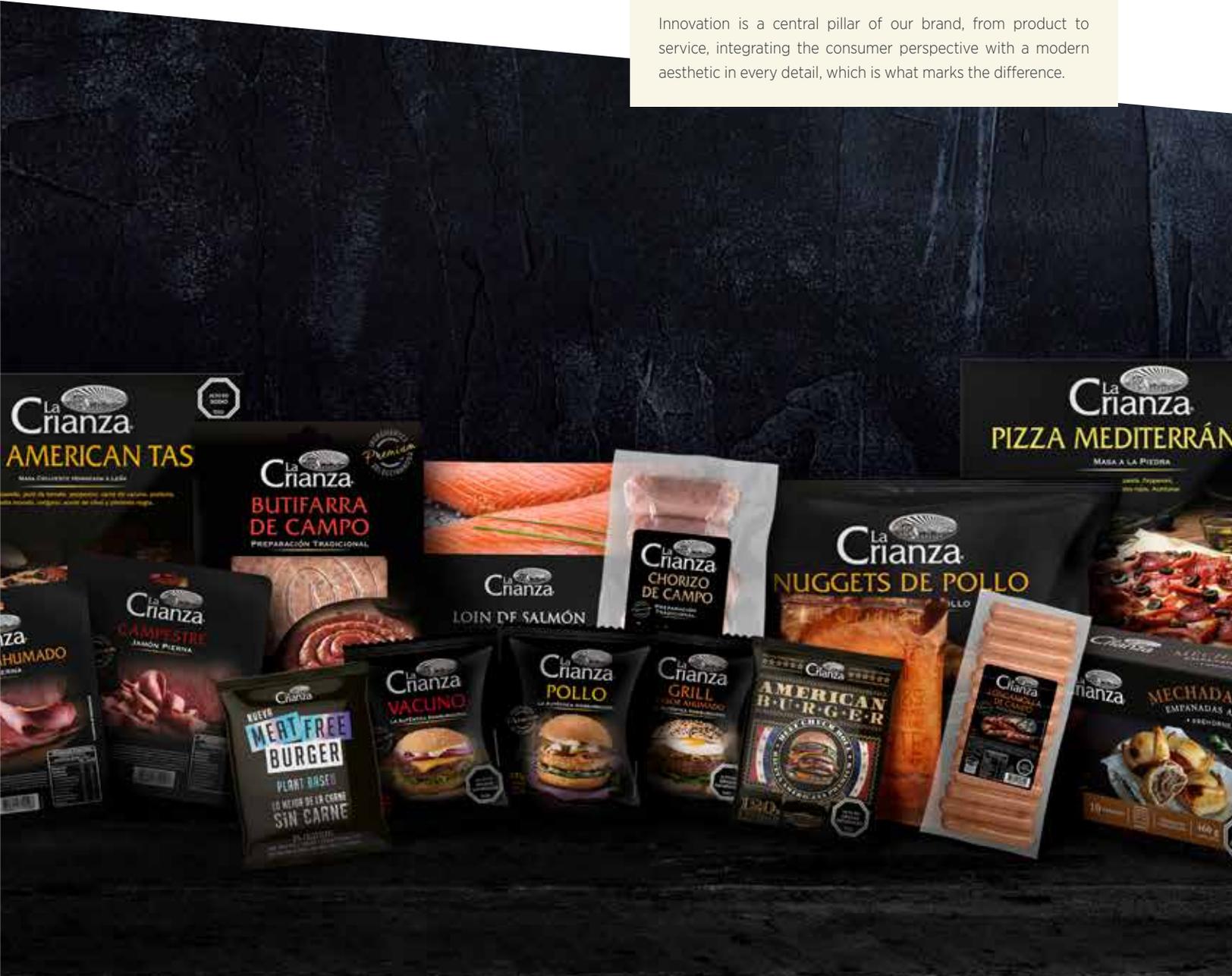
Turkey is a versatile, rich and healthy option that you can use to impress your friends and family by using it in different preparations.





**WE MAKE SOMETHING ORDINARY  
EXTRAORDINARY**

Innovation is a central pillar of our brand, from product to service, integrating the consumer perspective with a modern aesthetic in every detail, which is what marks the difference.



1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index



### A WORLD OF POSSIBILITIES

Family mealtime is always a party with high-quality, healthy, tasty and convenient chicken products that accompany you and simplify your life.





## 100% BEEF

We specialize in beef products for the well-being and enjoyment of your family with formats full of flavor and quality.



1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

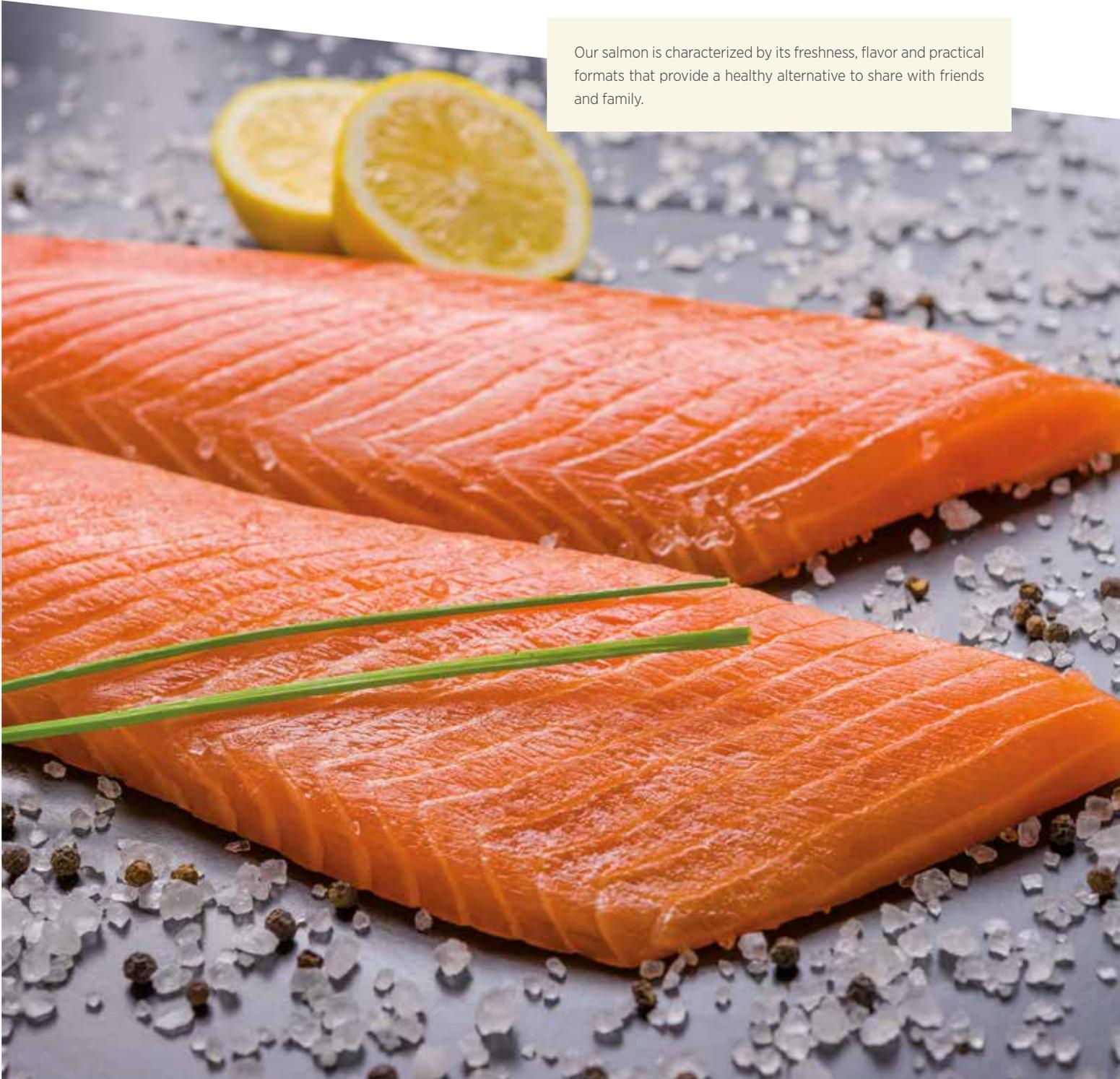
8 Financial statements

9 Materiality & GRI Index

# AQUACHILE



Our salmon is characterized by its freshness, flavor and practical formats that provide a healthy alternative to share with friends and family.

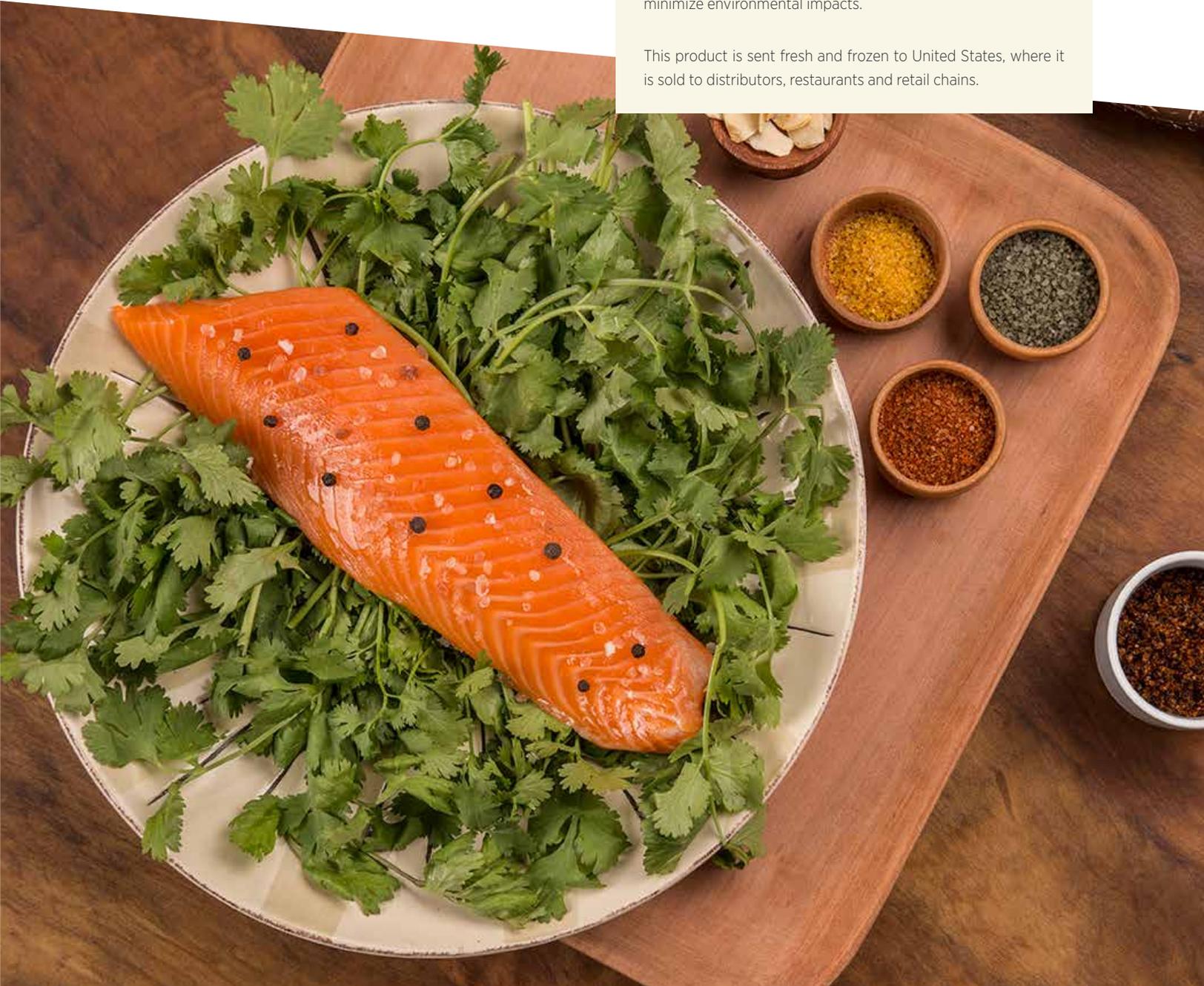




**VERLASSO™**  
HARMONIOUSLY RAISED FISH

Our Atlantic salmon is produced under innovative and sustainable management and breeding practices, which incorporate work with local communities in an effort to minimize environmental impacts.

This product is sent fresh and frozen to United States, where it is sold to distributors, restaurants and retail chains.



1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

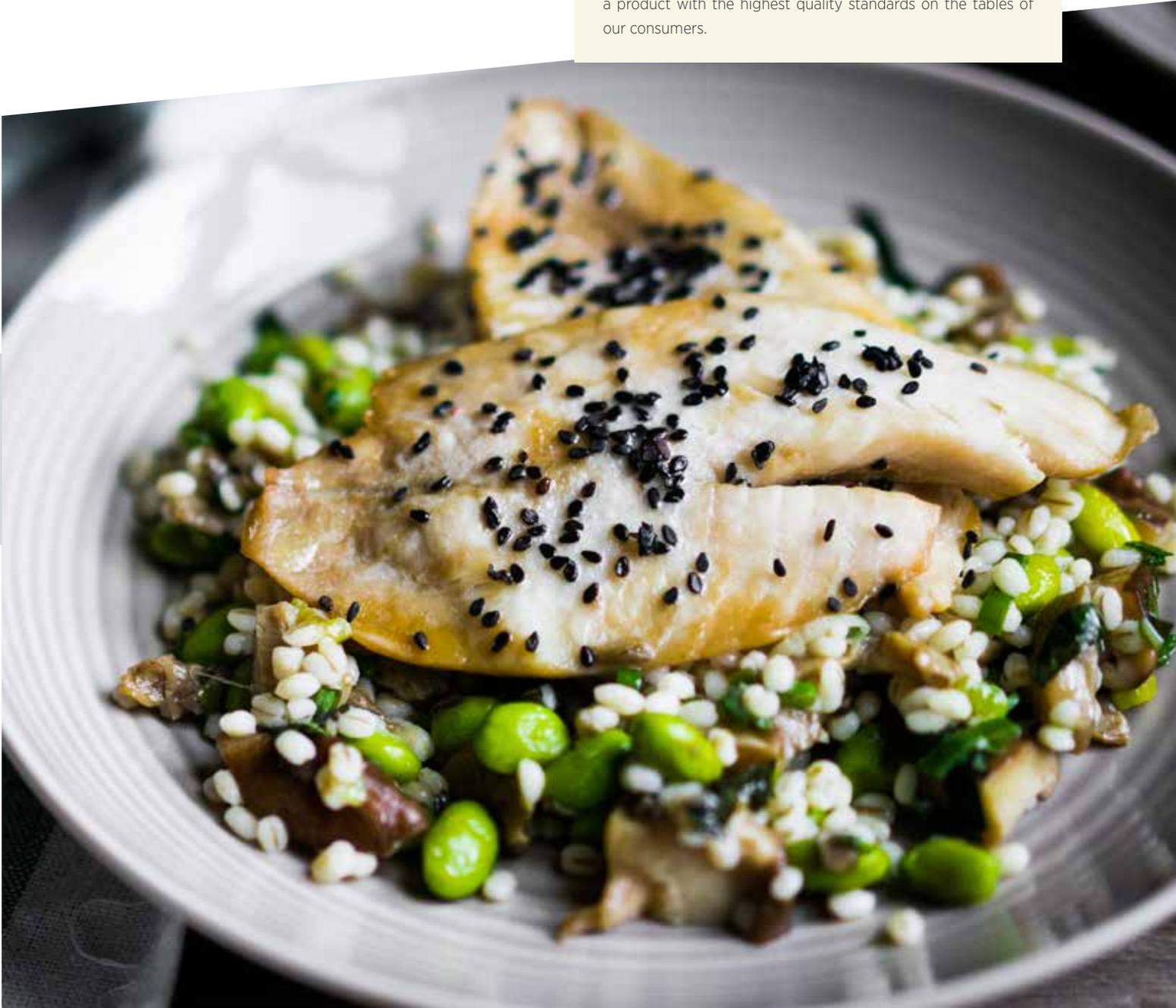
8 Financial statements

9 Materiality & GRI Index



# RAINFOREST

At Rainforest, we have the best tilapia in the world. The natural immaculate environment of Costa Rica combined with our reproduction breed creates a tender and pure flavor, ensuring a product with the highest quality standards on the tables of our consumers.





Super Salmon provides all the freshness and flavor of southern Chile, with practical, high-quality solutions for people who want to eat healthy and delicious food.



# CONSUMER TRENDS

As part of our strategy, we are always looking to surprise our consumers with new solutions and products. The Agrosuper Strategy and Trends department has developed studies to identify consumer preferences.

Through a systematization process of information provided by customers, consumers and leaders from different industries, the team concluded that current trends are in line with the main motivations today that guide human behavior around the world.



**SUSTAINABLE PACKAGING**

The way in which food is produced, a concern for animal welfare, and the development of environmentally friendly packaging are increasingly important characteristics for companies and for the consumer when choosing a product.

**THE CAUSES THAT MOVE US**

Consumers today demand that companies take a stance on issues that impact and concern society. Engaging with communities, supporting local entrepreneurs and adopting environmental concerns are some of the actions that show that if we address challenges together -as a company and society- we can build a better future.




**MULTIPLE TYPES OF DIETS**

New ways of eating are extending around the world and at the dinner table we find consumers with diverse needs. This is where the vegetarian, flexitarian, vegan and macrobiotic segments come on the scene.



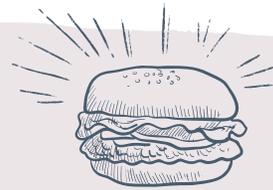
### PHYSICAL AND COGNITIVE WELFARE

This is what makes people prioritize one product over another. Today, with the high obesity rates in our country, it is indispensable that we promote a healthy and balanced diet. Innovating through healthy food without losing the entertainment of the product is part of the challenge.



### FACILITATING THE PURCHASING EXPERIENCE

Unifying physical sales with online sales, looking for new ways to be closer to consumers with immediate solutions and responses to their needs are the new challenges that food companies are facing around the world.



### AUTHENTIC PRODUCTS

Authenticity has turned into a fundamental value in these times and captivates people through products with flavors that evoke memories and are healthy but flavorful and innovative at the same time. Eating has evolved from a need for nutrition into an experience full of sensations.

### THE VALUE OF TIME

The consumption of 'prepared food' has grown at an average rate of 25% in countries like Brazil and Spain. New lifestyles, which prioritize reduced time in the kitchen and smaller families, raise the challenge of reviewing packaging sizes and preparation time of meals.



### COOKING AS A SOCIAL EVENT

Sharing the kitchen with friends and family has become an experience in itself, where elements such as technology, ingredients, new cuts, design of plates, social media, and new culinary trends play a fundamental role and invite companies and their brands to renovate and participate in this experience.

- 1 We are Agrosuper
- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index



# QUALITY AND SAFETY OF OUR PRODUCTS

The full integration of our productive process enables us to ensure traceability, quality and safety of all of the food we make.



## TRAINING IN QUALITY

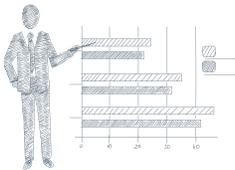
### CUSTOMERS TRAINED



**367**  
*In Meat segment*

### EMPLOYEES TRAINED (Data is only for the meat segment)

**2,953**  
*Employees trained in quality*



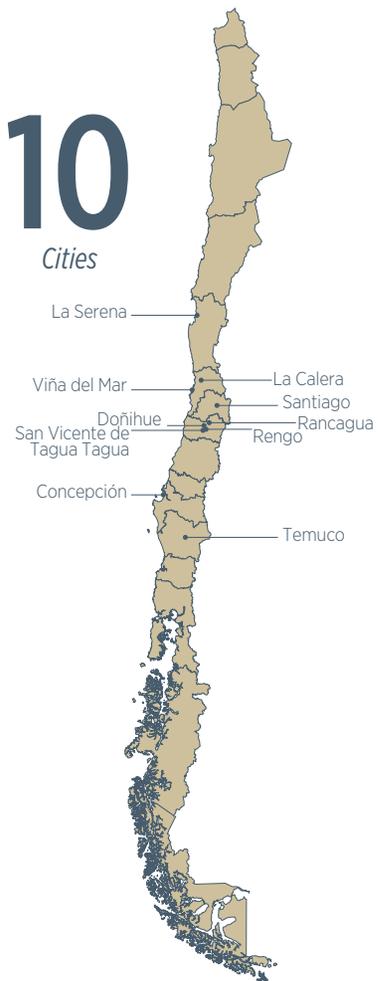
**31**  
*in international sales*

**323**  
*in branches and dispatch*

**2,599**  
*in processing plants*

### CITIES WHERE TRAININGS WERE HELD

**10**  
*Cities*



### DETAILS OF EMPLOYEES TRAINED IN PROCESSING PLANTS

**254**  
*Lo Miranda*

**632**  
*Rosario*

**1,029**  
*San Vicente*

**584**  
*Sopraval*

**100**  
*Alimentos Doñihue*

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index

## CERTIFICATIONS

Our productive process has multiple quality certifications in all its stages, and these give us peace of mind and the satisfaction of reaching the tables of Chile and the world with products that have the highest quality and safety standards.

	HACCP	BRC	ISO 9001	ISO 14001	OHSAS	ISO 22000	IFS	HALAL	KOSHER	BAP	ASC	Global G.A.P.
<b>MEAT SEGMENT</b>												
Poultry Production			●	●								
Pork Production			●	●								
Turkey Production			●	●								
Salmon Production			●	●	●					●	●	
Food Factories (LM-LV-CB)			●	●	●	●						
Sopraval Food Factories			●	●	●	●						
Fiordos Food Factories	●	●	●	●	●					●		
Lo Miranda Processing Plant	●	●	●	●	●			●				
San Vicente Processing Plant	●	●	●	●	●			●	●			
Rosario Processing Plant	●	●	●	●	●							
Sopraval Processing Plant	●	●	●	●	●			●				
Los Fiordos Processing Plant	●	●	●	●	●		●	●	●	●	●	
Doñihue	SIGAS (6 Areas: Food Safety, Quality, Environment, Health and Security, Food Defense, Food Fraud)											
Branches												
<b>AQUACULTURE SEGMENT</b>												
Reproduction and genetics										●		
Fresh water										●		●
Ocean production			●	●	●					●	●	●
Process		●	●		●		●	●	●	●	●	●
Production of salmon feed			●	●	●					●		●
Reproduction and genetics										●		
Fresh water										●		●
Ocean production			●	●	●					●	●	●
Process		●	●		●		●	●	●	●	●	●
Production of salmon feed			●	●	●					●		●

- > Ranking of "good alternative" category according to the program Seafood Watch Monterey Bay Aquarium for our producers Verlasso.
- > Sanitary compartment free from high-risk disease: OIE/ Sernapesca. Catripulli Reproducers' Center.
- > Certification by the National Fisheries Service (Sernapesca) for six breeding centers that did not use antibiotics in their productive cycle.



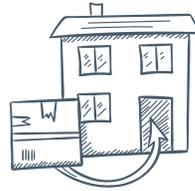


1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# DISTRIBUTION

Our 29 branches in Chile and the eight international offices bring us closer to our customers and consumers and lets us meet their requirements quickly and efficiently.

## BRANCHES



**29**  
 Branches  
 Meat segment

**7**  
 Shops in Chile  
 Aquaculture segment

## TOTAL CUSTOMERS



**62,049**

## NUMBER OF INTERNATIONAL TRIPS

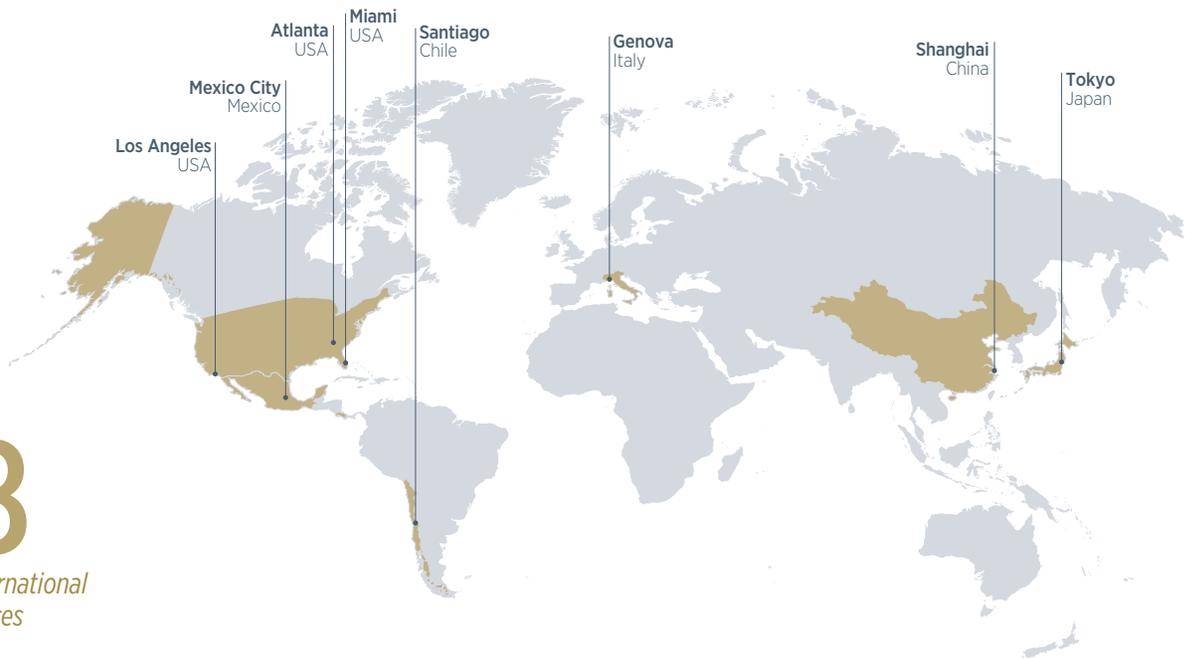
**41,436**  
 Total trips

**34,345**  
 Meat segment

**7,091**  
 Aquaculture segment



## GLOBAL PRESENCE



**8**  
 International offices



Closer to our  
customers  
in Chile and  
globally



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

# INNOVATION IS IN ALL OF US

Innovation is a fundamental tool to contribute to sustainability and provide solutions and new products to meet the needs of all consumers. We aim to enhance spaces for creativity and foster the creation of ideas between our employees, to later transform these into projects that make a contribution and add value for the company.

## OUR WORK PILLARS

**1**

**STRATEGIC INNOVATION**

This addresses an issue that is specific, relevant and of strategic value for the company.

**2**

**SUPPLIER INNOVATION**

All stakeholders need to form part of the work ecosystem to resolve issues in the company in general.

**3**

**OPEN INNOVATION**

We have designed an enterprise development program so that those who have an idea with an impact can develop and implement it.

**4**

**INTERNAL INNOVATION**

Innovation is in our DNA and its purpose is to awaken creativity in our employees.

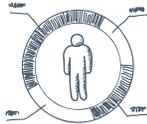
### WORK FOCUS IN 2019



*Efficiency, performance and productivity*



*Digital transformation*



*Communities and externalities*



*Suppliers and customers*



*Products, packaging and business*

## INNOVATION FOR OUR SALMON

In 2019 we created an innovation department to drive a creative culture with a focus on the development of solutions and/or generation of projects out of disruptive and sustained ideas with a high market impact in the sustainability, technology and processing pillars.

### MANAGEMENT MODEL

1

#### SUSTAINED

Significant improvement in product or process to maintain existing market position.

2

#### DISRUPTIVE

Technology or new business model that breaks away from the existing market.

3

#### INCREMENTAL

Gradual or ongoing improvement in existing products or services.

4

#### RADICAL

New business model that generally opens a new market.

---

#### INNOVATION VALUES



*Focus on the need to always think about how to do things better*



*Value speed, learning and experimentation*



*Failure as a normal part of a process to make something new*



*Enhance freedom and responsibility through a powerful innovation vision and culture*

1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
 5 Circular model and environmental responsibility  
 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

## INNOVATION ROUTE 2019



In 2019, we made two calls to employees to present their ideas for resolving challenges imposed by company stakeholders.

**1,901**  
 Participating employees



**2,245**  
 Ideas presented



**20**  
 Projects classified

### “PINTA PA’ BUENO”

**8**  
 Finalists

**1<sup>st</sup> place**  
**TECNOREPO**  
 tool for improving control and management in sales rooms for effectively implementing actions in restocking products.

**3**  
 Winners

**2<sup>nd</sup> place**  
**RENDIFÁCIL**  
 platform for virtual expense reporting, eliminating paper reporting.

**3<sup>rd</sup> place**  
**GUILLETTE PROJECT**  
 modification of machinery that removes feathers under chicken wings to meet the needs of customers in the USA and Mexico.

### “SANDIA CALÁ”

**13**  
 Finalists

**1<sup>st</sup> place**  
**FOOD WEIGHING IN REAL TIME**  
 measurement in food line for our animals, contributing to their welfare.

**3**  
 Winners

**2<sup>nd</sup> place**  
**BREAKING WALLS**  
 optimization of different processes in the Rosario Plant aimed at increasing productive capacity.

**3<sup>rd</sup> place**  
**ADJUSTING INJECTION**  
 administration of marinade (water and salt) at an appropriate controlled temperature that directly impacts the quality of our products.

**Shared Value Award**  
 For the first time, we provided this acknowledgment for the company's contribution to the neighboring communities, where we highlight the local entrepreneur support program.

MULTIPLICANDO IMPACTO



MULTIPLICANDO  
**IMPACTO**  
UNA ORGANIZACIÓN BENEFICENTE

**\$10.000 USD**

Primer Lugar

Sandia Calá

Alimentar lo bueno de la vida  
todos los días

 Hacer las cosas siempre mejor

 Espíritu de crecimiento y desarrollo

 Disfrutar la vida

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

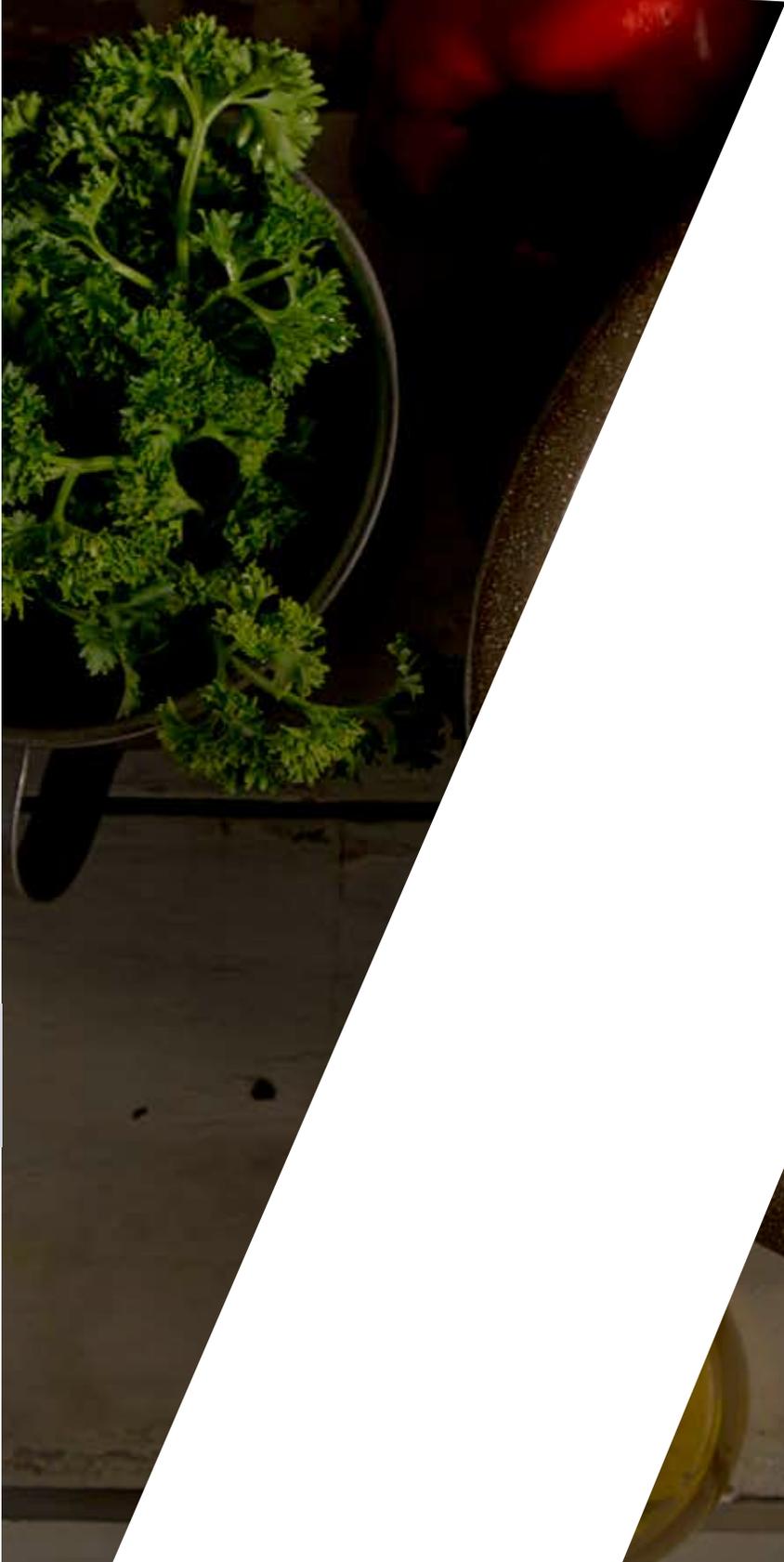
5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index





## BALANCE BETWEEN PRUDENCE AND BOLDNESS

*For the company, prudence is the virtue of acting fairly, appropriately and with moderation, while boldness is the courage to resolve complex situations and carry out diverse projects.*

# MAIN RESULTS

# 2019 ECONOMIC AND FINANCIAL SUMMARY

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

USD M	dec-19	dec-18	var. %
Total current assets	2,181,706	1,292,887	68.7%
Total non-current assets	2,670,796	1,535,306	74.0%
<b>Total assets</b>	<b>4,852,502</b>	<b>2,828,193</b>	<b>71.6%</b>
Total current liabilities	951,590	445,759	113.5%
Total non-current liabilities	1,571,459	620,981	153.1%
Non-controlling interest	5,154	1,058	387.0%
Total equity	2,329,453	1,761,453	32.2%
<b>Total liabilities and equity</b>	<b>4,852,502</b>	<b>2,828,193</b>	<b>71.6%</b>
<b>USD M</b>	<b>dic-19</b>	<b>dic-18</b>	<b>var. %</b>
<b>Net financial debt</b>	<b>1,345,550</b>	<b>404,368</b>	<b>232.8%</b>

## CONSOLIDATED INCOME STATEMENT PER FUNCTION

USD M	dec-19	dec-18	var. %
Income from ordinary activities	3,235,738	2,381,726	35.9%
Cost of sales	-2,340,318	-1,721,749	35.9%
<b>Gross profit before fair value</b>	<b>895,420</b>	<b>659,977</b>	<b>35.7%</b>
% on income	27.7%	27.7%	
Fair value of biological assets harvested and sold	-401,626	-143,594	179.7%
Fair value of biological assets for the year	411,492	162,124	153.8%
<b>Gross profit</b>	<b>905,286</b>	<b>678,508</b>	<b>33.4%</b>
Other expenses by function	-1,967	-961	104.6%
Distribution expenses	-404,835	-322,792	25.4%
Administrative expenses	-65,462	-49,122	33.3%
<b>Net operating income</b>	<b>433,022</b>	<b>305,632</b>	<b>41.7%</b>
% on income	13.4%	12.8%	
Other income (expenses)	-26,841	-9,087	195.4%
Financial income	6,594	3,863	70.7%
Financial expenses	-60,567	-12,555	382.4%
Share of the company in associated losses counted as per share method	-906	-56	1510.7%
Exchange differences	-6,426	-2,792	130.2%
Expenses per income tax	-96,771	-65,358	48.1%
<b>Earnings</b>	<b>248,106</b>	<b>219,648</b>	<b>13.0%</b>
% on income	7.7%	9.2%	
<b>USD M</b>	<b>dic-19</b>	<b>dic-18</b>	<b>var. %</b>
Depreciation and amortization	164,536	103,338	59.2%
<b>EBITDA</b>	<b>597,558</b>	<b>408,971</b>	<b>46.1%</b>
% on income	18.5%	17.2%	

1  
We are  
Agrosuper2  
Sustainability  
approach3  
Social value for our people  
and strategic partners4  
Community outreach  
and contribution5  
Circular model and  
environmental responsibility6  
On every occasion  
with our consumers7  
Main  
results8  
Financial  
statements9  
Materiality  
& GRI Index

## STATUS OF CONSOLIDATED CASH FLOW

USD M	dec-19	dec-18	var. %
Total net cash flows provided by (used in) operating activities	183,849	175,080	5.0%
Net cash flow from (used in) investment activities	-960,214	-364,160	163.7%
Net cash flow from (used in) financing activities	952,726	162,528	486.2%
Effect of exchange rate changes on cash and cash equivalents	3,957	0	100.0%
<b>Increase (decrease) in cash and cash equivalents</b>	<b>180,319</b>	<b>-26,552</b>	<b>-779.1%</b>
Cash and cash equivalents beginning of the year	96,662	130,723	-26.1%
<b>Cash and cash equivalents at end of period</b>	<b>276,981</b>	<b>104,171</b>	<b>165.9%</b>

## FINANCIAL RATES

	dec-19	dec-18
Indebtedness (a)	1.1x	0.6x
Net financial debt (b)	0.6x	0.2x
Coverage of financial expenses (c)	9.9x	32.6x
Net financial debt / EBITDA (d)	2.3x	1.0x
Current liabilities / creditors equity (e)	0.4x	0.4x
Short-term financial debt / total financial debt (f)	0.3x	0.2x
Return on equity (g)	10.7%	12.5%

(a) Indebtedness = (Total current liabilities + Total non-current liabilities) / (Total equity)

(b) Net financial debt = (Other current financial liabilities + Other non-current financial liabilities - Cash and cash equivalents to the end of the year) / (Total equity)

(c) Coverage of financial expenses = EBITDA (last twelve months) / Financial costs (last twelve months)

(d) Net financial debt / EBITDA = (Other current financial liabilities + Other non-current financial liabilities - Cash and cash equivalents to the end of the year - Active part of derived contracts) / EBITDA (last twelve months)

(e) Current liabilities / creditors equity = Total current liabilities / (Total current liabilities + Total non-current liabilities)

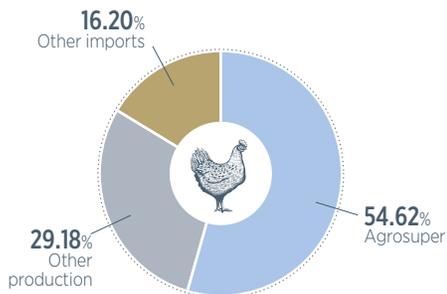
(f) Short term financial debt / Total financial debt = Other current financial liabilities / (Other current financial liabilities + Other non-current financial liabilities)

(g) Return on equity = Earnings (last twelve months) / Total equity

# MARKET INDICATORS

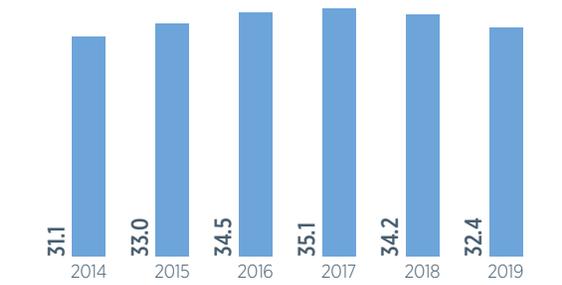
We measured our Chilean and global protein market share.

## COMPANY MARKET SHARE IN DOMESTIC MARKET



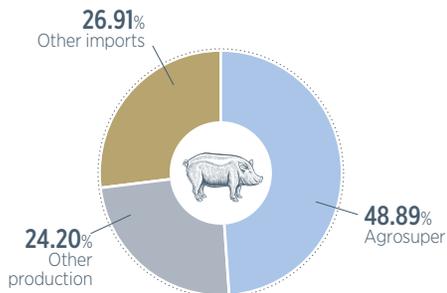
CHILEAN DOMESTIC MARKET SHARE (KG)

Sources: INE and Agrosuper



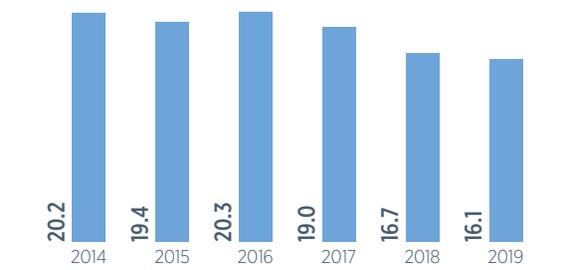
EVOLUTION OF PER CAPITA CONSUMPTION (KG)

Values reported by ExpoCarnes for 2018 were corrected, previous year used internal projection with INE data. Sources: ExpoCarnes, INE and Chilean Customs.



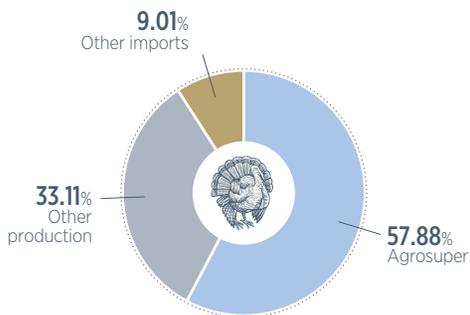
CHILEAN DOMESTIC MARKET SHARE (KG)

Sources: INE and Agrosuper



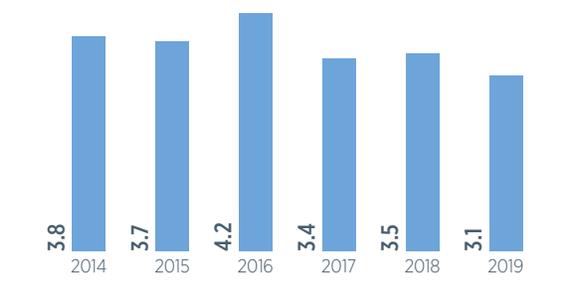
EVOLUTION OF PER CAPITA CONSUMPTION (KG)

Value reported by OECD-FAO for 2018 was corrected, previous year used internal projection with INE data. Sources: OECD-FAO Agricultural Outlook 2019-2028, INE and Chilean Customs.



CHILEAN DOMESTIC MARKET SHARE (KG)

Sources: INE and Agrosuper



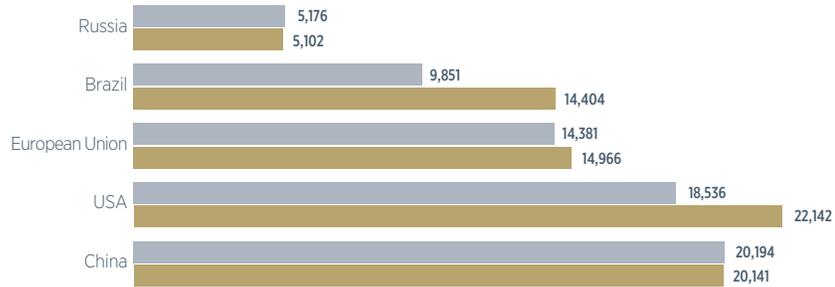
EVOLUTION OF PER CAPITA CONSUMPTION (KG)

Values reported by ExpoCarnes for 2018 were corrected, previous year used internal projection with INE data. Source: ExpoCarnes, INE and Chilean Customs.

## COMPANY SHARE IN GLOBAL MARKET



↑ **0,43%**  
 Agrosuper share in poultry world market



### PRODUCTION AND CONSUMPTION 2019

(Main countries / thousands of tons)

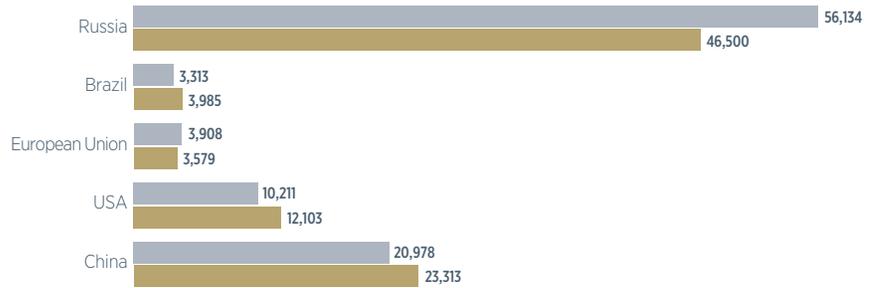
● Production ● Consumption

Source: OECD-FAO Agricultural Outlook.

\* Poultry includes the production and consumption of chicken, turkey and others.



↑ **0,39%**  
 Agrosuper share in pork world market



### PRODUCTION AND CONSUMPTION 2019

(Main countries / thousands of tons CWE\*)

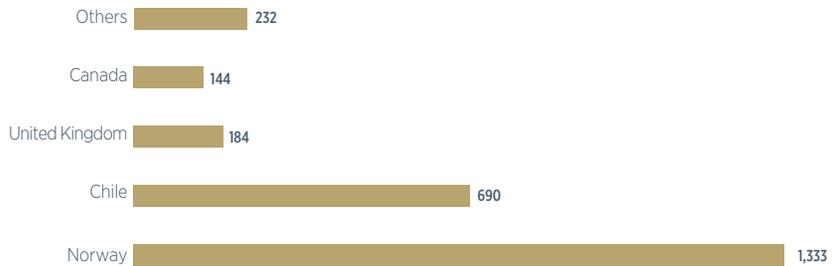
● Production ● Consumption

Source: USDA, Livestock and Poultry: World Markets and Trade.

\* Carcass Weight Equivalent



↑ **8,48%**  
 AquaChile share in Atlantic salmon world market



### PRODUCTION 2019

(Main countries / thousands of tons WFE\*)

● Production ● Consumption

Source: Monthly Salmon Report, Kontali January 2019.

\* Whole Fish Equivalent

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2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

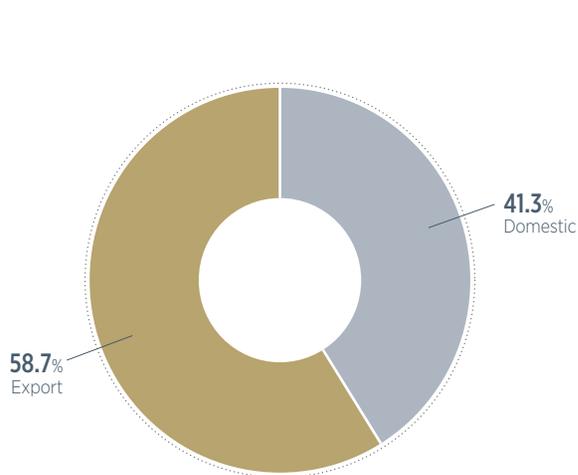
8 Financial statements

9 Materiality & GRI Index



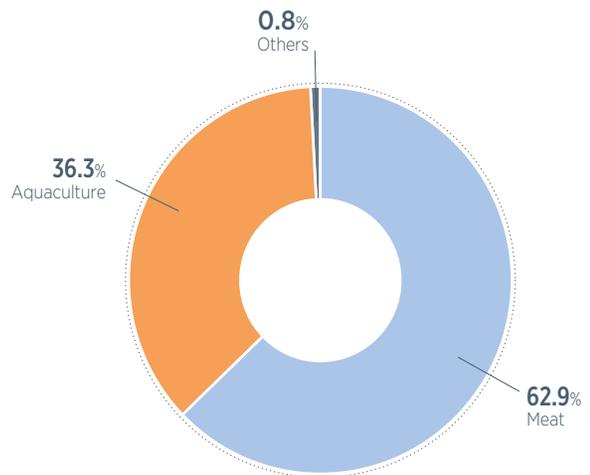
USD **3,236** MM  
Total Sales

# TOTAL SALES



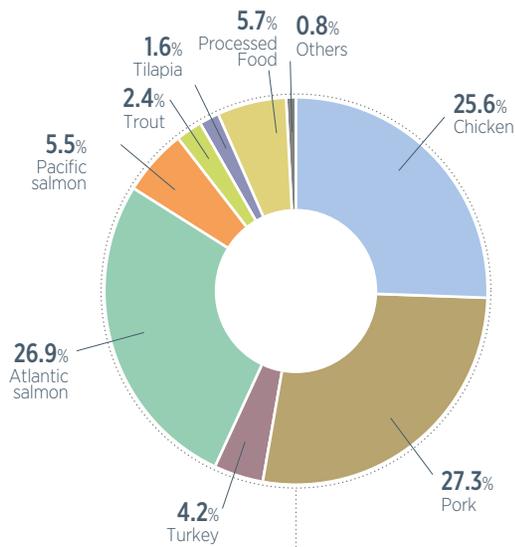
TOTAL DOMESTIC / EXPORT SALES (USD)

Source: Agrosuper



TOTAL SALES PER SEGMENT (USD)

Source: Agrosuper

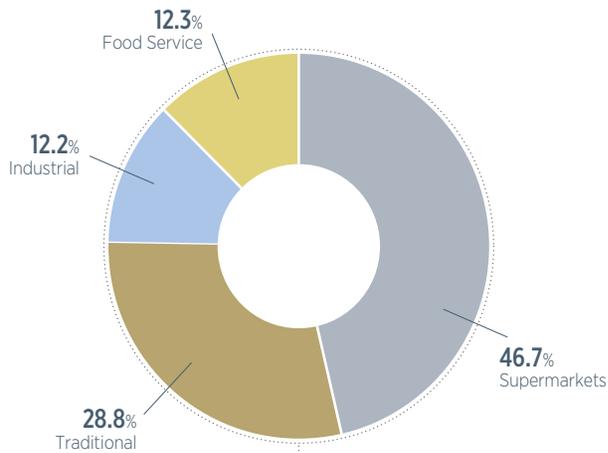


TOTAL SALES PER BUSINESS (USD)

Source: Agrosuper

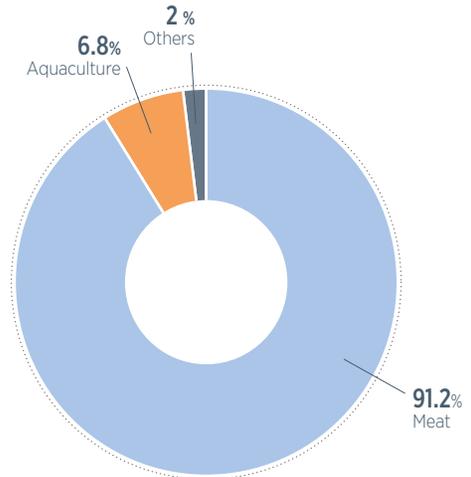
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 2 Sustainability approach  
 3 Social value for our people and strategic partners  
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 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

## DOMESTIC SALES



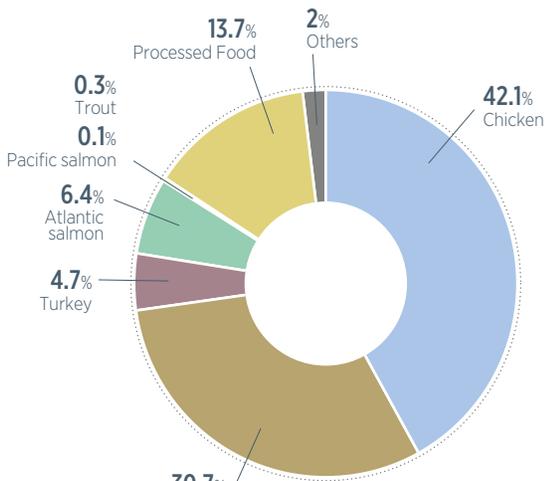
DOMESTIC SALES PER DISTRIBUTION CHANNEL (USD)

Source: Agrosuper



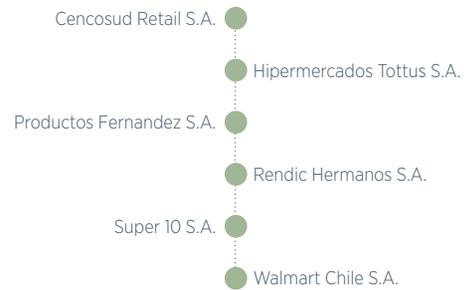
DOMESTIC SALES PER SEGMENT (USD)

Source: Agrosuper



TOTAL SALES PER BUSINESS (USD)

Source: Agrosuper



MAIN CUSTOMERS

USD **1,337** MM  
Total Domestic Sales



**13,744**  
*Food services*



**328**  
*Industrial*



**71**  
*Supermarkets*



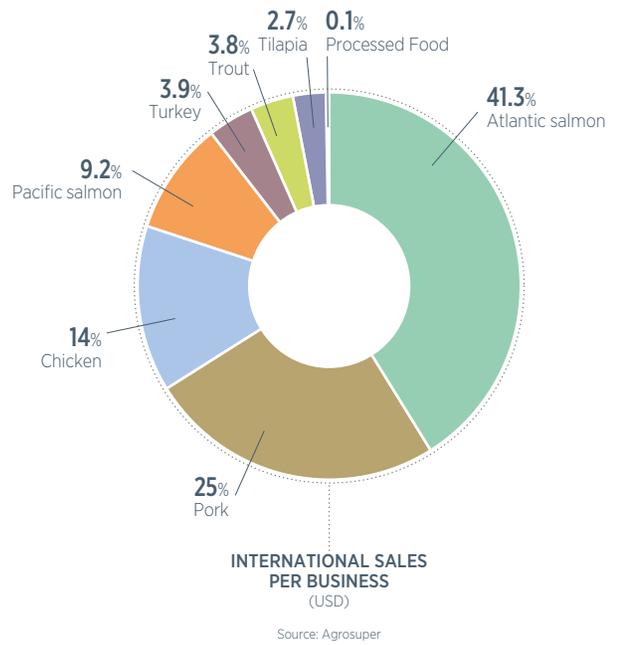
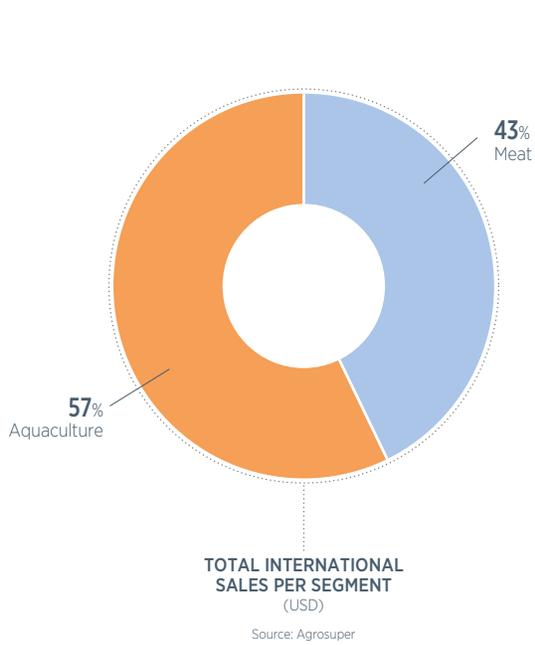
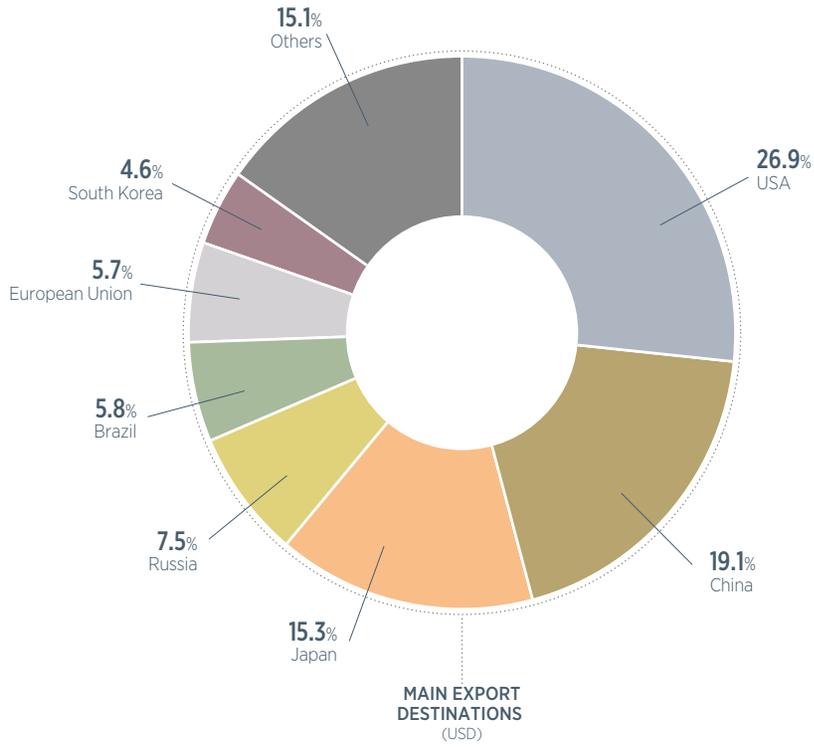
**46,527**  
*Traditional*

**60,670**  
*Total domestic customers*



1 We are Agrosuper  
 2 Sustainability approach  
 3 Social value for our people and strategic partners  
 4 Community outreach and contribution  
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 6 On every occasion with our consumers  
 7 Main results  
 8 Financial statements  
 9 Materiality & GRI Index

## INTERNATIONAL SALES

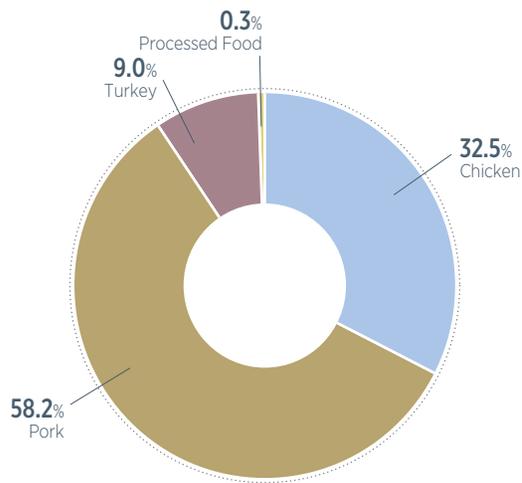


USD **1,899**MM  
Total International Sales

**1,379**

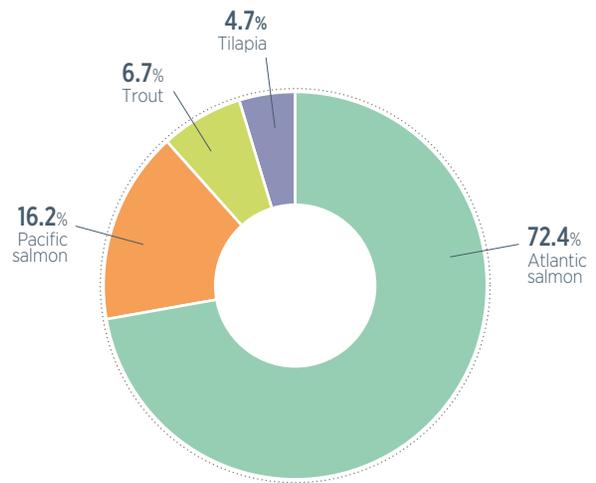
Total international customers

PROTEIN EXPORTED PER CONTINENT



INTERNATIONAL SALES MEAT SEGMENT (USD)

Source: Agrosuper



INTERNATIONAL SALES AQUACULTURE SEGMENT (USD)

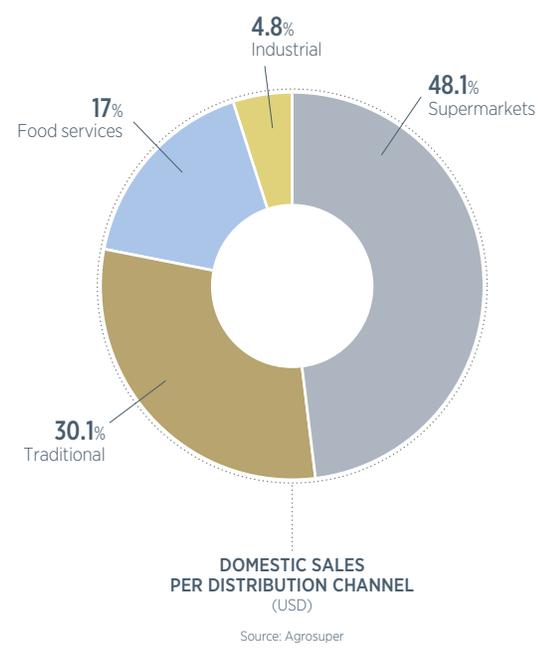
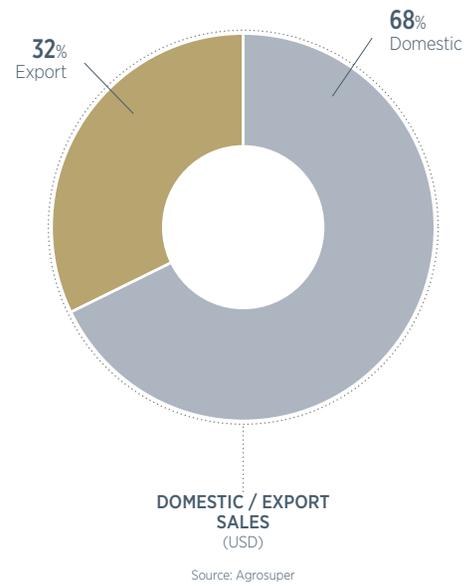
Source: Agrosuper

- 1 We are Agrosuper
- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index

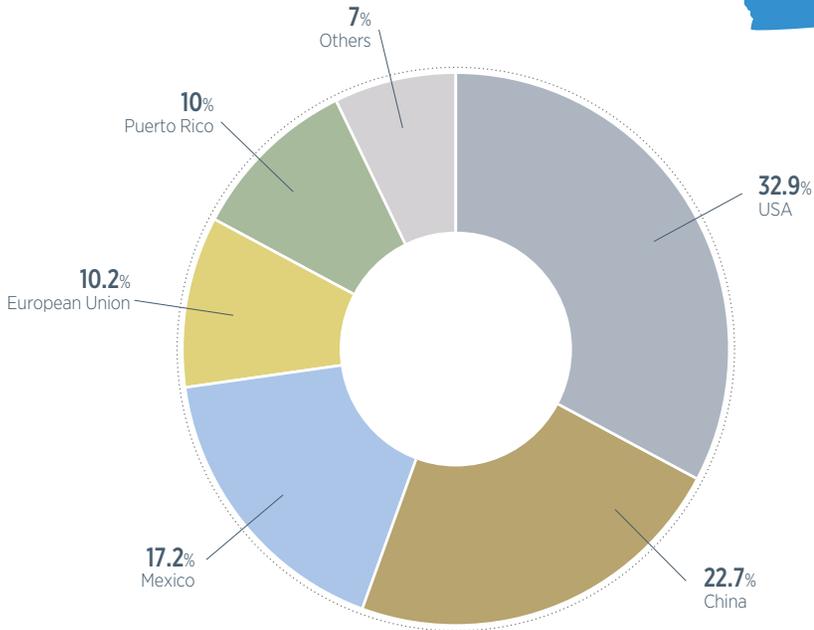


# MEAT SEGMENT

## CHICKEN

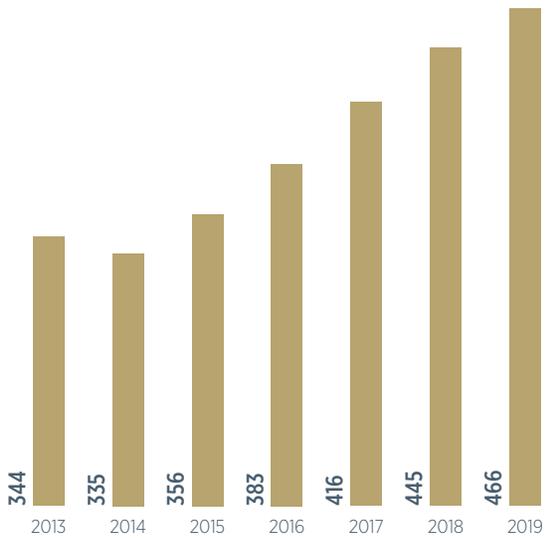


USD **828.23** MM  
Total sales



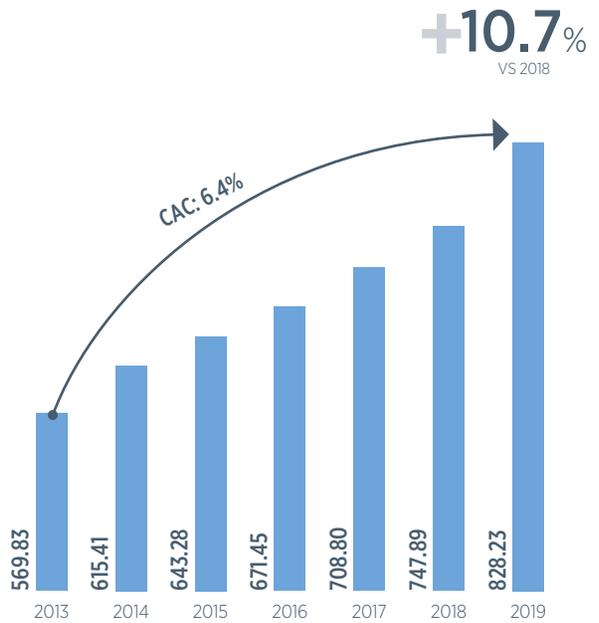
MAIN EXPORT DESTINATIONS (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

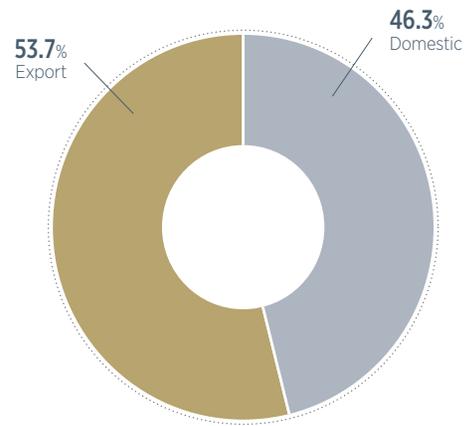
Source: Agrosuper

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- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index



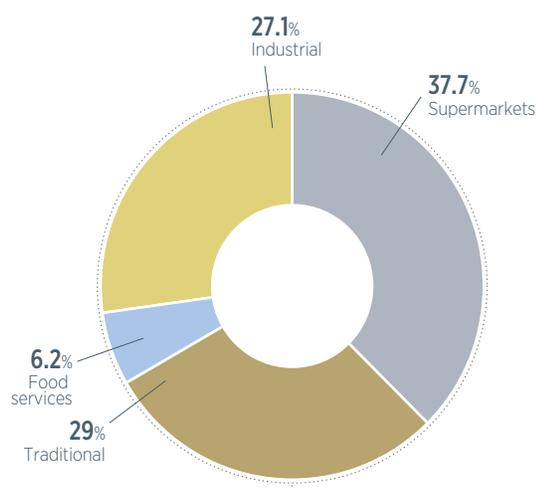
# MEAT SEGMENT

## PORK



DOMESTIC / EXPORT SALES (USD)

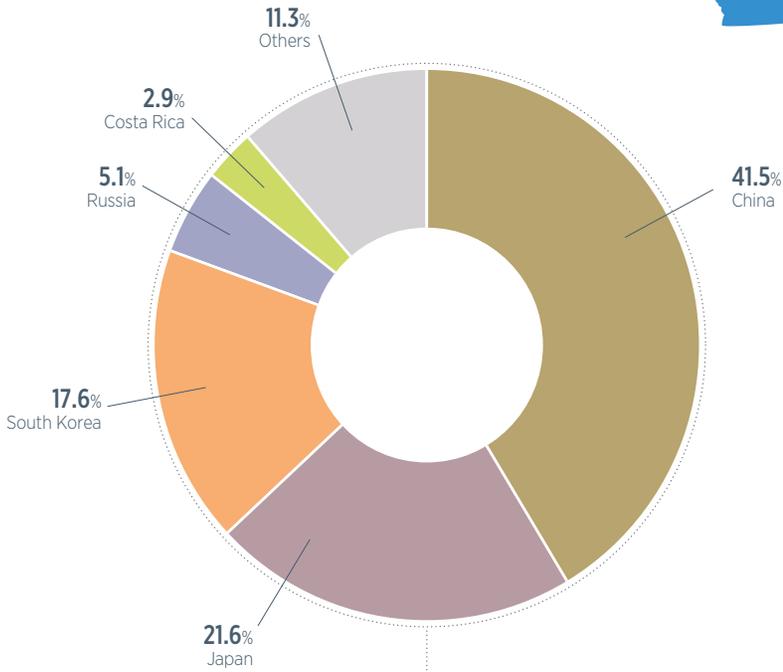
Source: Agrosuper



DOMESTIC SALES PER DISTRIBUTION CHANNEL (USD)

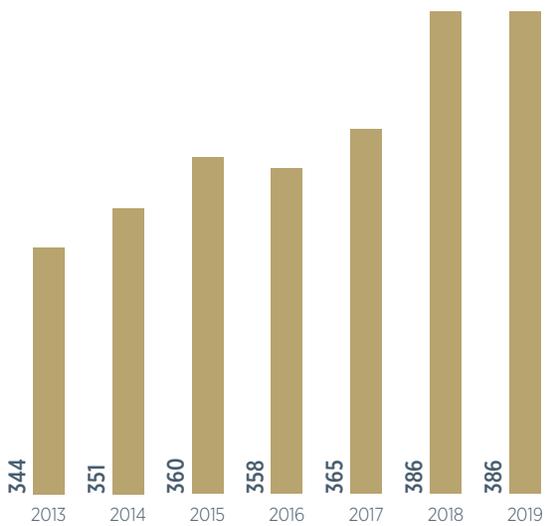
Source: Agrosuper

USD **885.39** MM  
Total sales



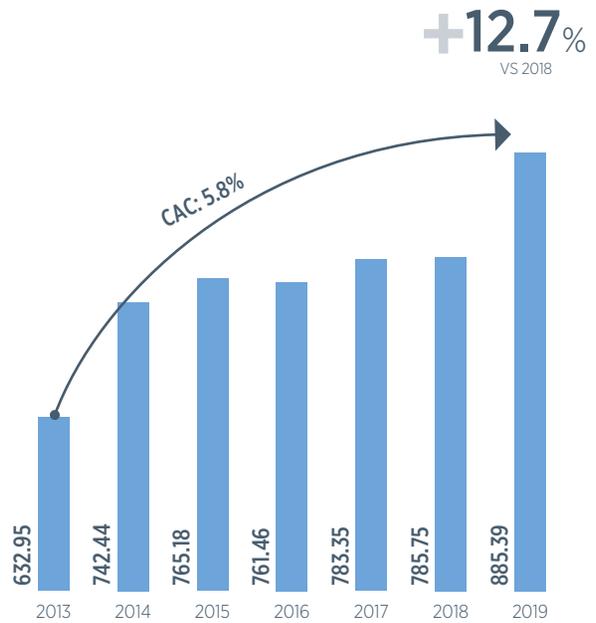
MAIN EXPORT DESTINATIONS (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

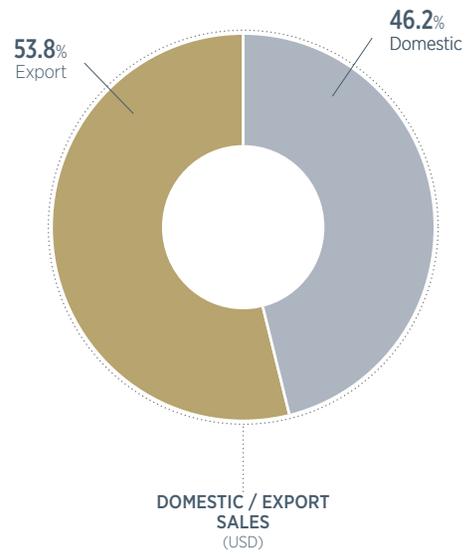
Source: Agrosuper

- 1 We are Agrosuper
- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index

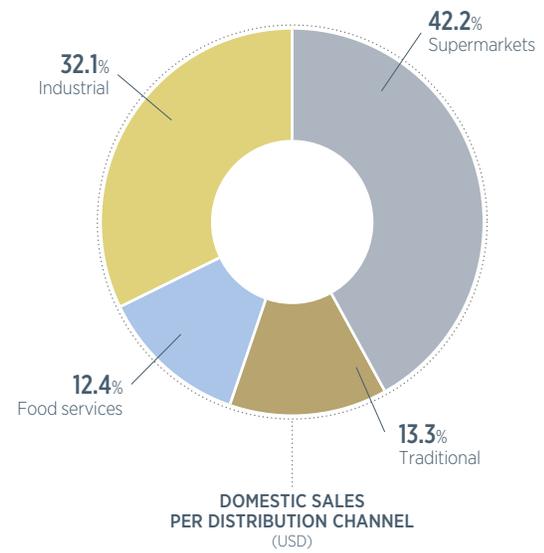


# MEAT SEGMENT

## TURKEY

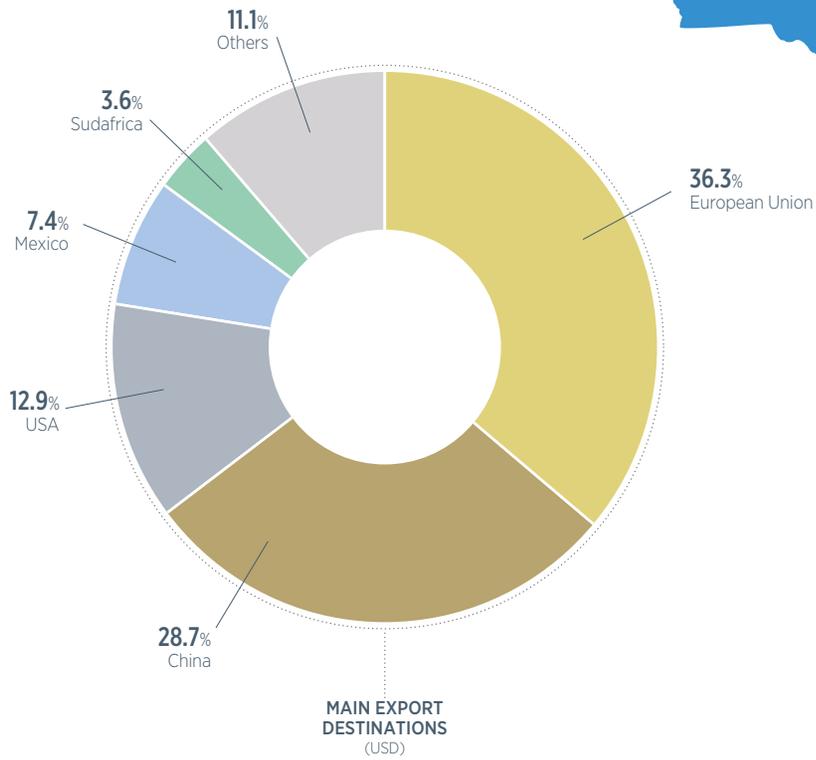


Source: Agrosuper



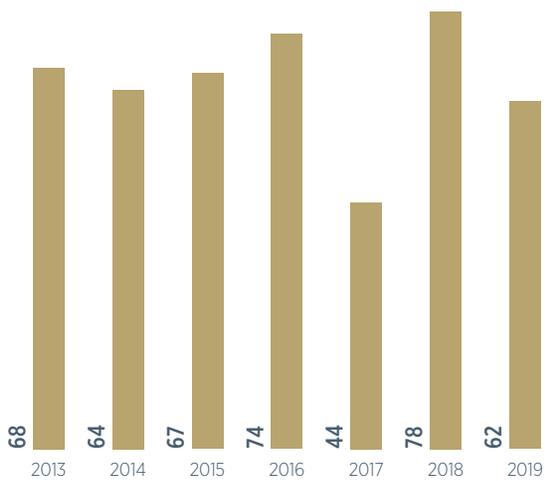
Source: Agrosuper

USD **136.59** MM  
Total sales



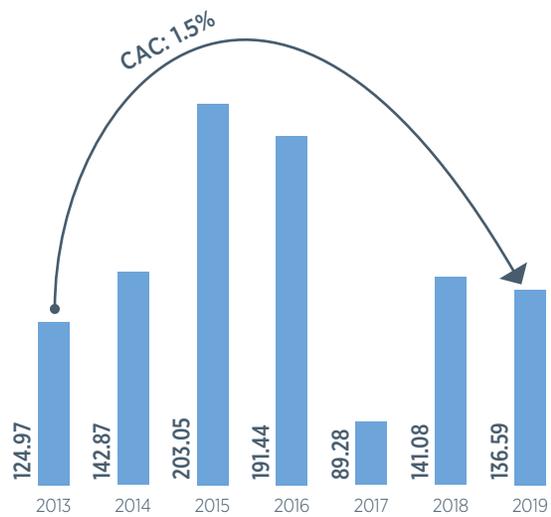
Source: Agrosuper

- **3.2%**  
VS 2018



SALES VOLUME  
(Thousands of tons)

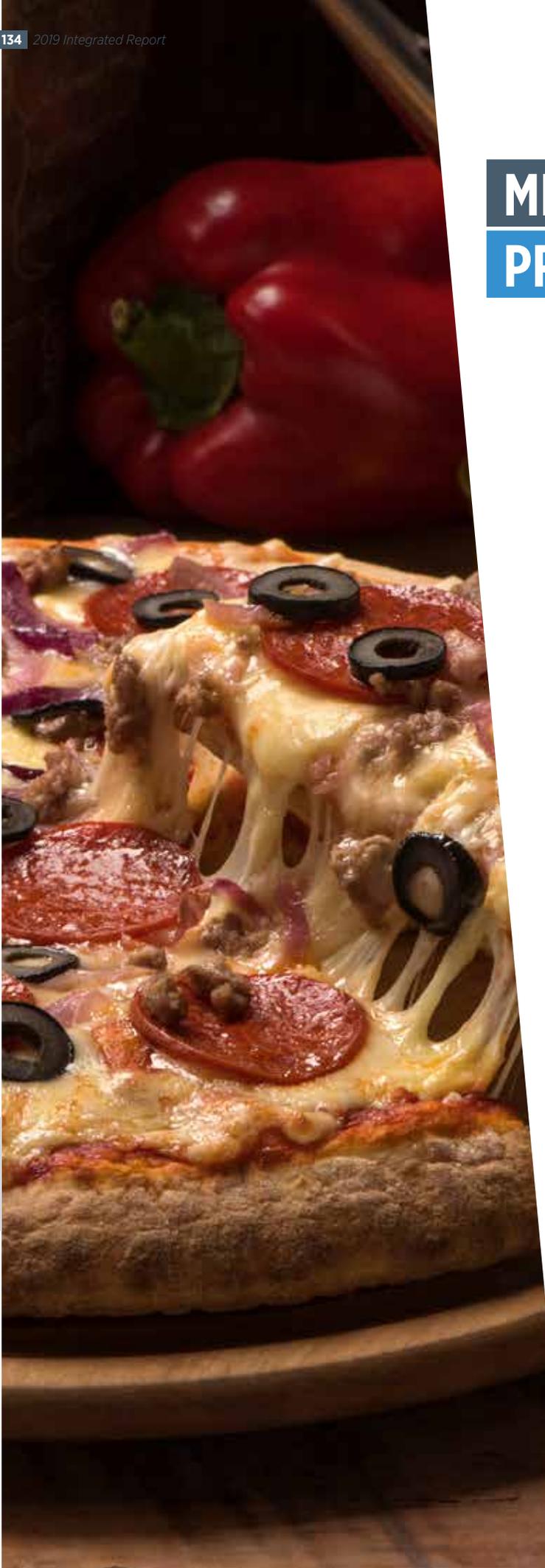
Source: Agrosuper



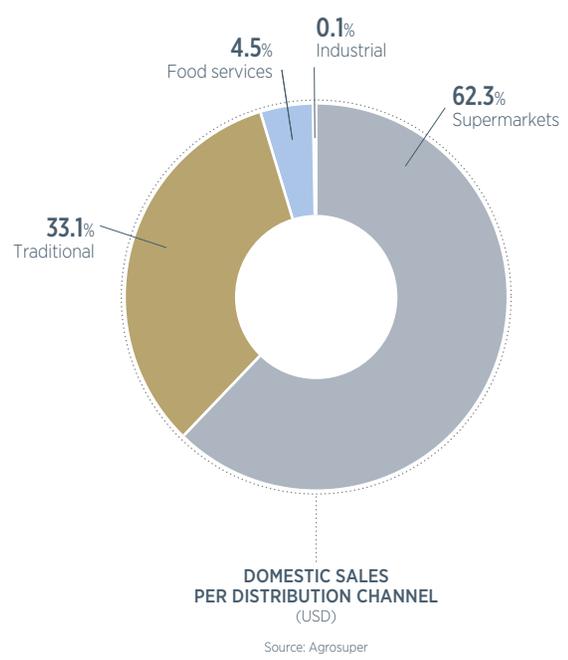
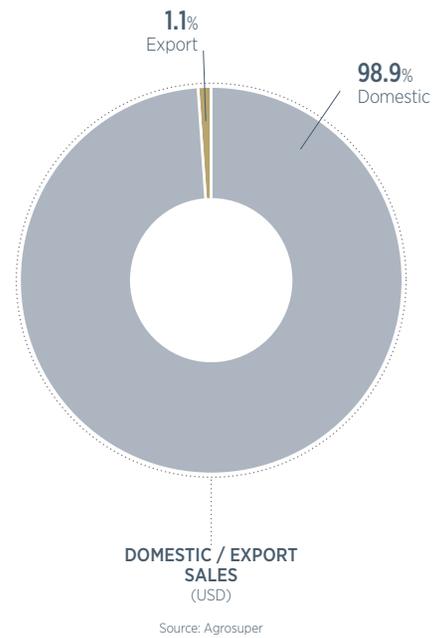
NET SALES  
(USD MM)

Source: Agrosuper

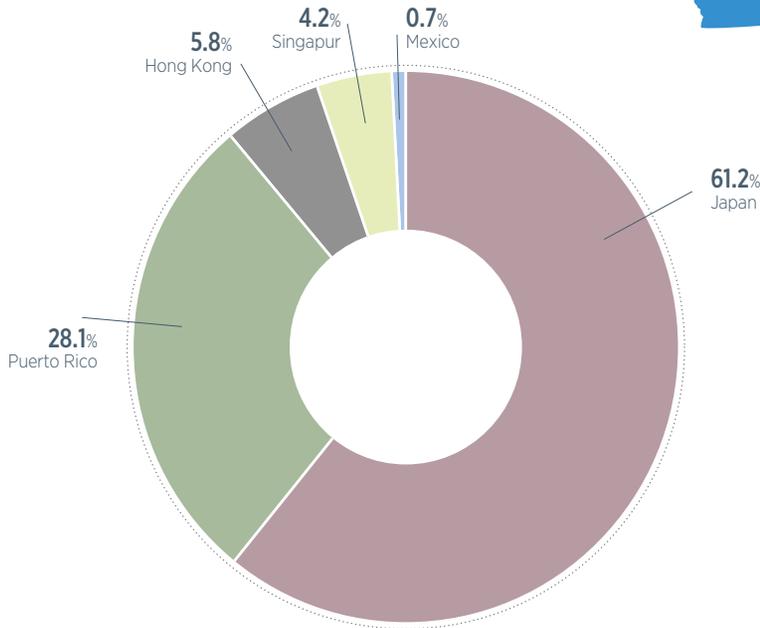
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- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index



# MEAT SEGMENT PROCESSED PRODUCTS

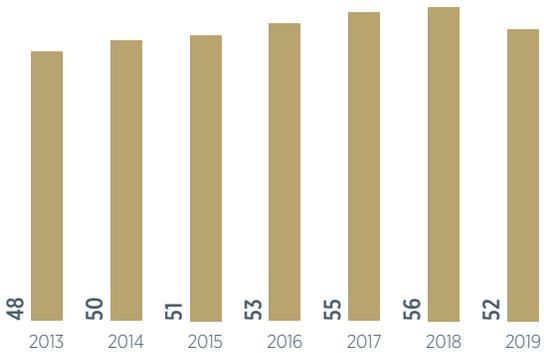


USD **185.62** MM  
Total sales



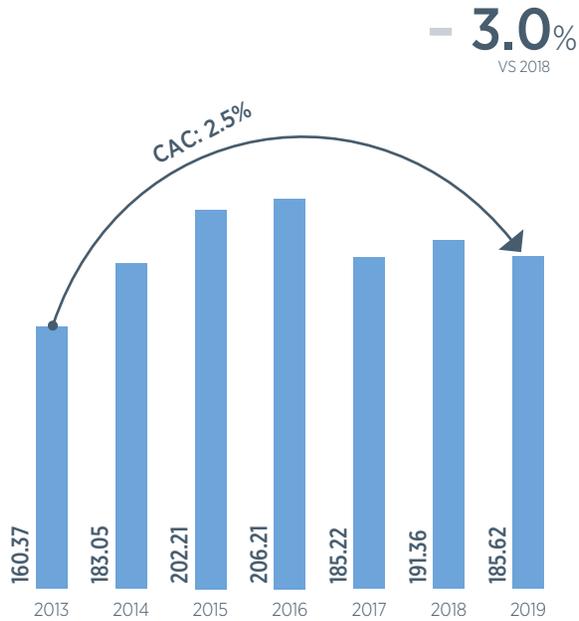
MAIN EXPORT DESTINATIONS (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

Source: Agrosuper

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

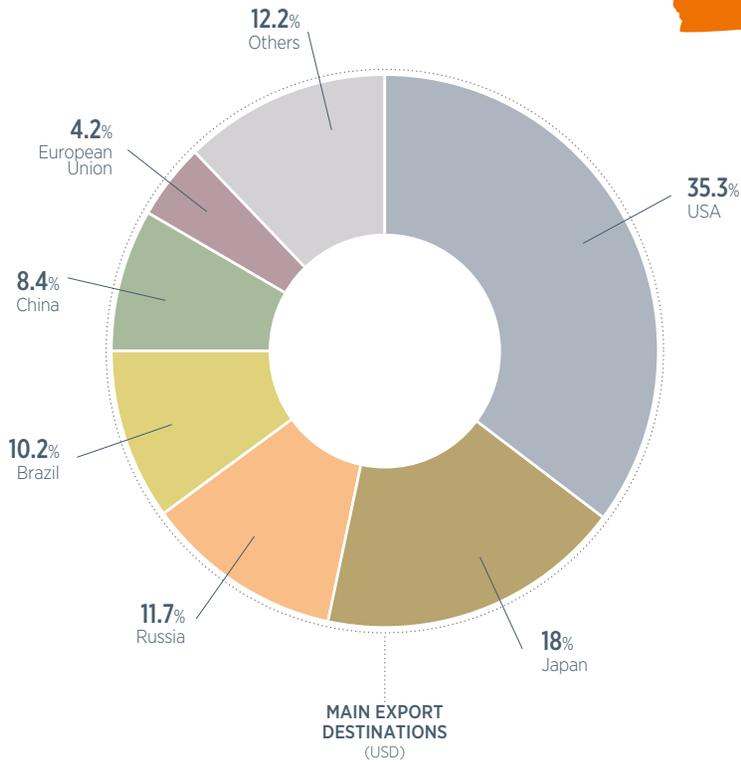
9 Materiality & GRI Index

# AQUACULTURE SEGMENT

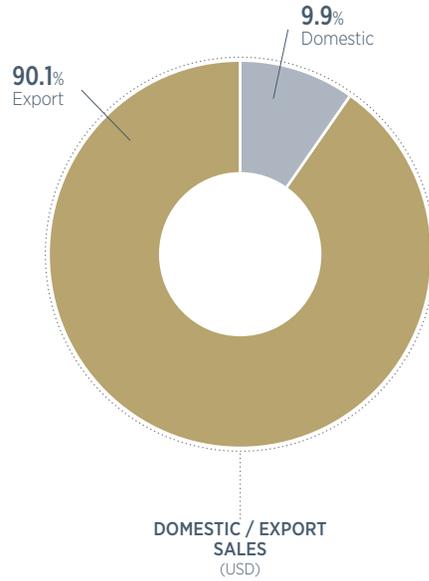
## ATLANTIC SALMON



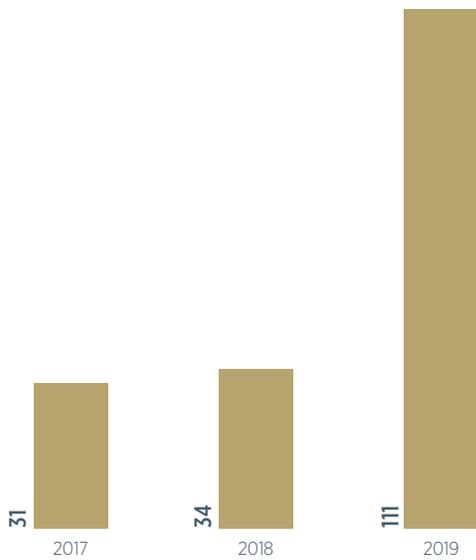
USD **869.71** MM  
Total sales



Source: Agrosuper

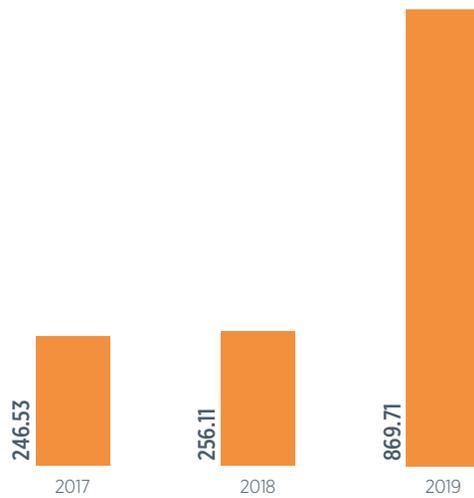


Source: Agrosuper



SALES VOLUME  
(Thousands of tons)

Source: Agrosuper



NET SALES  
(USD MM)

Source: Agrosuper

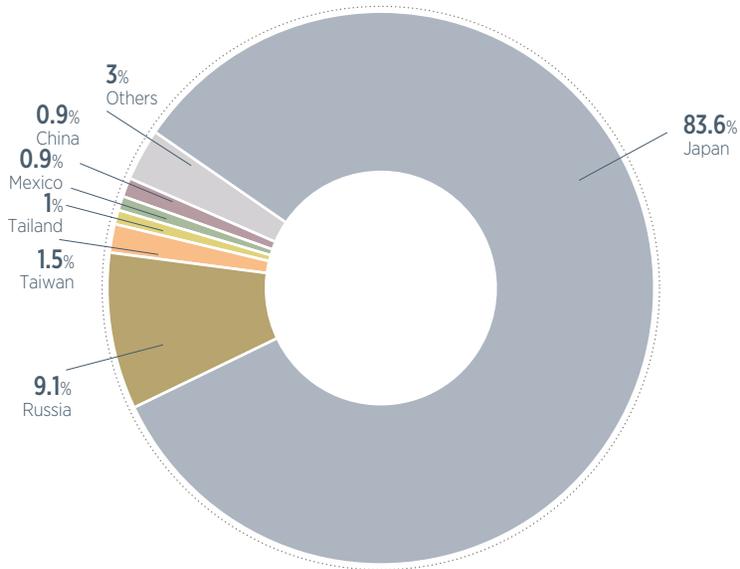
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- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index

# AQUACULTURE SEGMENT

## PACIFIC SALMON

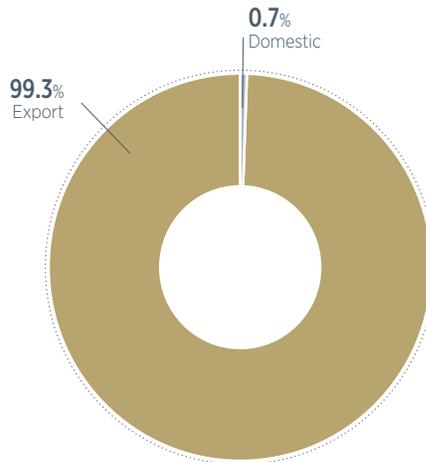


USD **176.84** MM  
Total sales



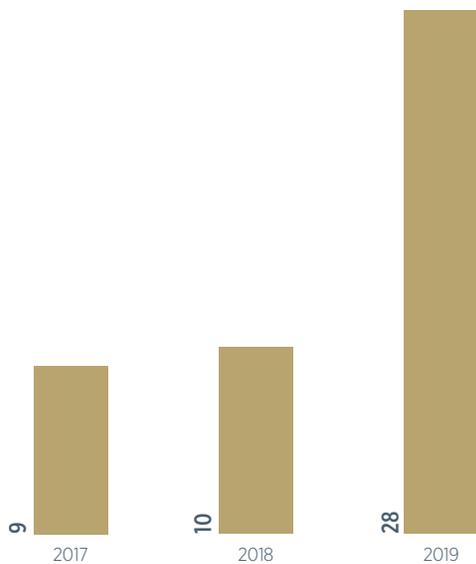
MAIN EXPORT DESTINATIONS (USD)

Source: Agrosuper



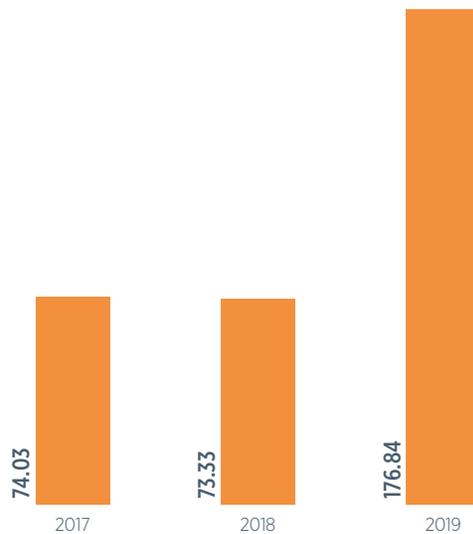
DOMESTIC / EXPORT SALES (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

Source: Agrosuper

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2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

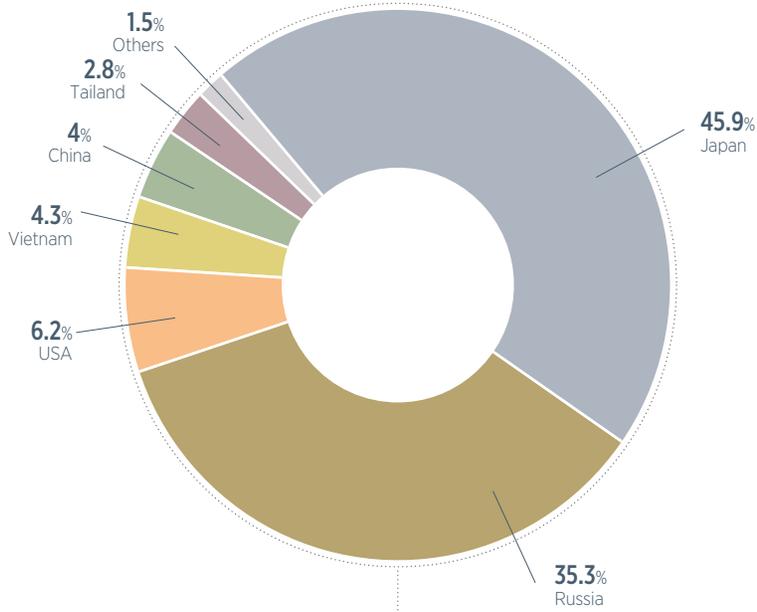
9 Materiality & GRI Index

# AQUACULTURE SEGMENT

## TROUT

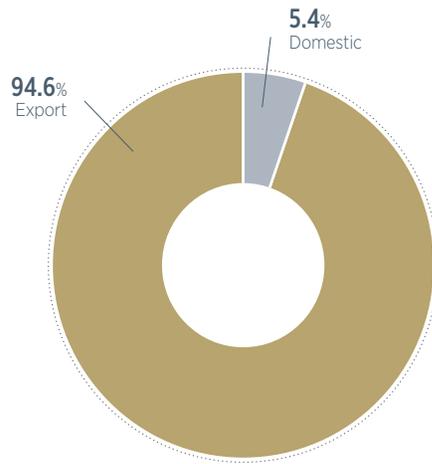


USD **76.25** MM  
Total sales



MAIN EXPORT DESTINATIONS (USD)

Source: Agrosuper



DOMESTIC / EXPORT SALES (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

Source: Agrosuper

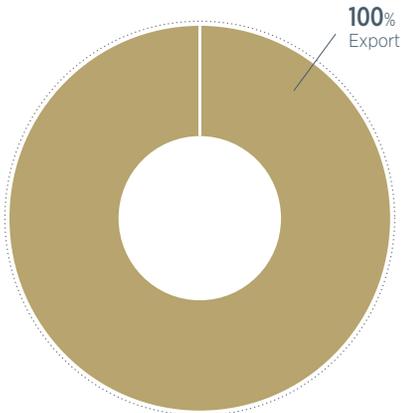
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- 2 Sustainability approach
- 3 Social value for our people and strategic partners
- 4 Community outreach and contribution
- 5 Circular model and environmental responsibility
- 6 On every occasion with our consumers
- 7 Main results
- 8 Financial statements
- 9 Materiality & GRI Index

# AQUACULTURE SEGMENT

## TILAPIA



USD **51.20** MM  
Total sales



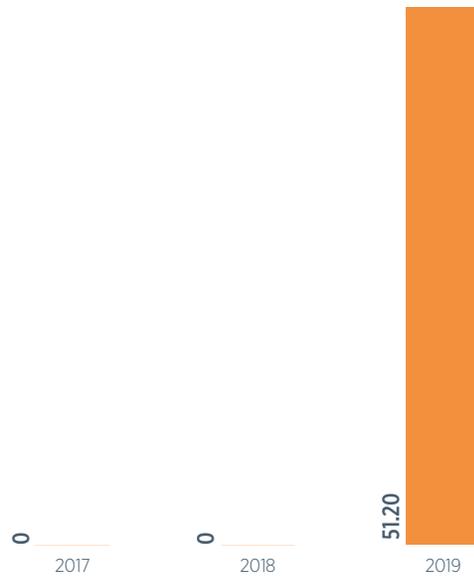
DOMESTIC / EXPORT SALES (USD)

Source: Agrosuper



SALES VOLUME (Thousands of tons)

Source: Agrosuper



NET SALES (USD MM)

Source: Agrosuper

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index

# Committed to sustainable management, always!



# ECONOMIC CONTRIBUTION TO STAKEHOLDERS

Attaining a solid financial performance with profitable and sustainable growth enables us to collaborate with the social and environmental development of our country, directly supporting our stakeholders. The economic value generated and distributed shows the direct contribution to society and to the communities where we operate for 2018 and 2019.

USD M	dic-19	dic-18	var. %
Income for business activities	3,235,738	2,381,726	35.9%
Financial income	6,594	3,863	70.7%
Capital contribution	-	-	
Income from sale of property, plant and equipment	6,592	1,434	359.7%
Other income not from operations	11,798	12,502	-5.6%
<b>Economic value generated</b>	<b>3,260,723</b>	<b>2,399,525</b>	<b>35.9%</b>
Operating expenses	2,404,692	1,727,021	39.2%
Expenses for benefits given to personnel	343,398	305,452	12.4%
Others expenses not from operations	43,449	19,078	127.7%
Investment and contribution to communities	3,885	6,174	-37.1%
Investment and contribution to the environment	65,606	63,438	3.4%
Invested capital	184,959	246,686	-25.0%
Tax expenses	96,771	62,663	54.4%
Financial expenses	60,567	12,555	382.4%
Dividends	1,697	69,791	-97.6%
Investment to obtain control of subsidiaries or other businesses	725,601	112,958	542.4%
<b>Economic value distributed</b>	<b>3,930,625</b>	<b>2,625,817</b>	<b>49.7%</b>
<b>Economic value retained</b>	<b>-669,903</b>	<b>-226,292</b>	<b>196.0%</b>

**1**  
We are  
Agrosuper

**2**  
Sustainability  
approach

**3**  
Social value for our people  
and strategic partners

**4**  
Community outreach  
and contribution

**5**  
Circular model and  
environmental responsibility

**6**  
On every occasion  
with our consumers

**7**  
Main  
results

**8**  
Financial  
statements

**9**  
Materiality  
& GRI Index



A man with a beard and mustache, wearing a light blue shirt, is smiling and looking at a computer monitor. The background is a blurred office environment with other people. A green circular graphic with a white arrow points from the text to the man's face.

## A VOCATION FOR GROWTH: REINVESTMENT AND DEVELOPMENT

*Our vocation is marked by the growth and development of people. We take advantage of the business processes to implement these in another business while keeping our objective in sight: always be sustainable.*

# FINANCIAL STATEMENTS

# MATERIAL EVENTS

## January 09, 2019:

The board of directors of Agrosuper S.A. called an extraordinary shareholders' meeting, which agreed to a capital increase of approximately CLP 272,253,135,000, through the shares determined in the meeting. The purpose of the capital increase is due to an investment plan for the company.

## January 14, 2019:

Through an extraordinary shareholders' meeting for the company held on January 14, 2019, the following was agreed:

Increase the corporate capital of CLP 683,412,290,611, divided into 16,826,294,857 ordinary, nominative shares from a single series, each of equal value and without nominal value, fully subscribed and paid on this date, to the amount of CLP 954,485,015,611, divided in 23,500,376,756 shares of equal characteristics, through the emission of 6,674,081,899 shares representative of the amount of CLP 271,072,725,000.

## January 20, 2019:

In compliance with article 212 of Law 18.045 of the Securities Market, on January 20, Agrosuper S.A. published the notification of the corresponding result of its bid to buy up to 100% of subscribed and paid-in shares issues by Empresas AquaChile S.A., declaring the bid successful and acquiring 1,153,643,052 subscribed and paid-in shares issued by Empresas AquaChile S.A., representative of 99.71% of all issued shares.

## 20 de enero 2019:

Empresas AquaChile S.A. reported that in compliance with article 212 of Law 18.045 of the Securities Market, on January 20, Agrosuper S.A. published the notification of the corresponding result of its bid to buy up to 100% of subscribed and paid-in shares issues by Empresas AquaChile S.A. On this date, Agrosuper S.A. was documented to have acquired 1,153,643,052 shares from Empresas AquaChile S.A., representative of 99.71% of all issued shares.

## January 22, 2019:

On January 22, 2019, the following agreements were adopted by the board of Empresas AquaChile S.A.:

- > Members of the board acknowledged resignation from their positions as directors from that day forth;
- > The following new directors were designated in their stead: Gonzalo Vial Vial, Carlos José Guzmán Vial, Andrés Vial Sánchez, María Pilar Vial Concha, María José Vial Concha and Luis Enrique Álamos Olivios.
- > New members of the Directors' Committee were designated.

## February 12, 2019:

- > In an extraordinary shareholders' meeting of Empresas AquaChile S.A. held on the same date, the following was agreed: Annul the capital increase of the company agreed in the extraordinary shareholders' meeting on July 31, 2018.
- > Approve the capital increase of the company in an amount of US\$340,000,000, from US\$371,603,068.27 to US\$711,603,068.27, by issuing 462,040,505 new nominative, ordinary shares without preference and each of equal value.

## March 14, 2019:

Empresas AquaChile S.A. reported that on March 14, 2019, it signed a share purchase promise with Biomar Chile S.A., meaning that Empresas AquaChile S.A. was required to sell Biomar all shares in Alitec Pargua S.A. The sales price agreed by the parties was US\$17 million.

## April 02, 2019:

The Board of Directors of Empresas AquaChile S.A. gathered on this occasion in ordinary session, acknowledged the voluntary resignation of Agustín Ugalde Preuss from the position of Chief Executive Officer of the company for personal reasons, as of March 31, 2019.

In this session, the board agreed to appoint Sady Delgado Barrientos as Chief Executive Officer of the company as of April 02, 2019.

## April 03, 2019:

On this date, Empresas AquaChile S.A. reported that on April 2, the Board of Directors of the company agreed to call an Ordinary Shareholders' Meeting for April 30, 2019 to make a determination on the following issues:

- > Examination of the corporate situation and external auditors' report and make a determination on the annual report, balance sheet and financial statements as of December 31, 2018.
- > Presentation on dividend policy.
- > Total renovation of the Board of Directors.
- > Acknowledge Board expenses in 2018.
- > Appointment of independent auditors for 2019.
- > Establish remuneration for board members and members of the directors' committee for 2019.

- > Acknowledge activities and expenses of the directors' committee for 2018.
- > Determine periods in which corporate publications will be made.
- > Acknowledge transactions with related parties.
- > Other corporate matters.

**April 04, 2019:**

On this date, Agrosuper S.A. reported that on April 3, 2019, the Board of Directors of the company agreed to call an Ordinary Shareholders' Meeting for April 30, 2019 to make a determination on the following issues:

- > Examination of the corporate situation and external auditors' report.
- > Approval of the integrated report, annual report and financial statements as of December 31, 2018.
- > Policies and procedures on profits and dividends.
- > Designation of external auditors for 2019.
- > Board fees.
- > Other matters of corporate interest that fall under the authority of shareholders.

**April 30, 2019:**

Through an Ordinary Shareholders' Meeting, the company Empresas AquaChile S.A. reached the following agreements:

- > Approval of the annual report, balance sheet, financial statements and independent auditors' report for the period ended December 31, 2018.
- > Election of the Board of Directors.
- > Approve the Director's compensation for 2019.
- > Approve compensation for the members of the Directors' Committee and Directors' Committee budget for 2019.
- > The company PricewaterhouseCoopers was designated as independent auditors for the 2019 financial statements.
- > The electronic journal El Libero was designated for corporate publications.

**May 07, 2019:**

In the Board of Directors' session of Empresas AquaChile S.A., an agreement was reached to elect Mr. Carlos José Guzmán Vial as Chairman of the Board of Empresas AquaChile S.A.

In the same session, independent Director Mr. Francisco Puga Matte proceeded to designate directors Luis Enrique Álamos Olivos and Andrés Vial Sánchez to the Directors' Committee of the company.

The aforementioned was rectified through a material event notified on May 8, 2019, to indicate the name of Luis Enrique Álamos Olivos.

**June 10, 2019:**

On June 7, Empresas AquaChile S.A. reported that in keeping with the promissory shares purchase contract entered into on March 14, 2019 with Biomar S.A., through which AquaChile was bound to sell all its shares in the company Alitec Parque S.A., once this had been met, the operation was materialized and Biomar S.A. became 100% shareholder in Alitec Pargua S.A.

In addition, on June 7, 2019, Empresas AquaChile S.A. and Benchmark Chile SpA, ended the partnership entered into on 2018 with Benchmark Genetics Limited and Benchmark Chile SpA. As a result of the aforementioned, Empresas AquaChile acquired 100% of shares in Benchmark Genetics Chile S.A.

**December 19, 2019:**

In an extraordinary shareholders' meeting of Empresas AquaChile S.A. entered into on December 18, 2019, attendees agreed to modify the corporate purpose, incorporating "provision of all types of services related to the aquaculture, fishing and industrial industry, sale of materials and consumables, lease of real estate and property."

# PROPERTY IDENTIFICATION

**Name:** Agrosuper S.A.

**Address:** Camino La Estrella 401, Of.56, Sector Punta de Cortés, Rancagua.

**ID Number:** 76.129.263-3.

**Type of company:** Privately held corporation

## ACT OF INCORPORATION

**City:** Santiago

**Date:** October 29, 2010

**Notary:** Andrés Rubio Flores

## NOTARIZATION

**Publication Date in the Official Journal:** December 24, 2010

**Subscription in the Commerce Registry:** Santiago

**Pages:** 69,043

**Number:** 48.224

**Date:** December 21, 2010

## ADDRESSES, TELEPHONES AND OTHERS

**Main address:** Camino La Estrella 401, of. 56, Sector Punta de Cortés, Rancagua

**Telephone:** 72 2356000

**Web site:** [www.agrosuper.com](http://www.agrosuper.com)

## SHAREHOLDERS OF THE COMPANY

PROMOTORA DOÑIHUE LTDA.

**ID Number:** 78.407.260-6

**Share:** 98.48%

AGROCOMERCIAL EL PASO S.A.

**ID Number:** 96.733.090-6

**Share:** 1.52%

# CORPORATE PURPOSE

The corporate purpose of the company is: (a) the investment in all type of goods, whether they are movable property or immovable property, tangible/intangible assets, including acquisition of shares, duties or rights in all type of partnership whether it is commercial or civil partnership, communities or associations, bonds, financial instruments, bills of trade and, in general, in all type of transferable securities and market instruments and management and operation of these investments and its fruits or products; (b) the incorporation of companies or associations of any kind and their inclusion whether as a partner or as a shareholder, its modification and the administration of the latter; (c) the administration, manufacture, preparation, operation and sale, whether directly or through other people, in all types of movable property, specially from derived products or those related products with agriculture, mining, fishing, feeding, electricity and fuels; (d) the administration, construction, operation and sale whether directly or through other people, in all types of farming and/or non-farming real estate, dedicated to breeding all types of animals, forestry products, fruit growing and agribusiness, in general; (and) provision of all type services to individuals or legal entities and other types of entities, specifically to people or entities related to the company, including, but not limited to services, such as administration, finance, accounting, treasury, accounting controllership and human resources whether it is in the country or abroad; and (f) to request, get, register, acquire, lease license and trade, in any other way, brands, advertisement and trade names, domain names, patents, inventions and processes, drawings, designs, know-how and other intangible assets related with intellectual and industrial property.

## CONTROLLERS

The Company is controlled by Mr. Gonzalo Vial Vial, ID Number 3.806.024-4 and by his children, Ms. María Cristina Vial Concha, ID Number 7.032.945-K, Ms. María of the Pilar Vial Concha, ID Number 7.022.795-2, Ms. María José Vial Concha, ID Number 7.022.776-2 and Mr. Gonzalo Vial Concha, ID Number 7.022.663-4, through their indirect shares in the Company. The aforementioned individuals participate in Agrosuper S.A. by means of the following Companies, Sociedad Agrocomercial El Paso S.A., Promotora Doñihue Ltda., Agrícola GV S.A. e Inversiones VC Ltda. They are directly and indirectly holders of 100% of the shares and of the social rights of the aforementioned companies.

## REGULATORY FRAMEWORK

Agrosuper S.A. is a privately held corporation registered in the Registry of Securities of the Chilean Securities and Insurance Superintendent with the number 1,084 as issuer of public securities other than shares (bonds), regulated by Law 18.045 on Stock Market and Law 18.046 on Corporations. Additionally, Agrosuper S.A. and its subsidiaries must comply with applicable Regulations for its activities and business, among them: Decree 977 on Sanitary Regulation on Food, Decree 725 Health Code; Law 18.892 General Fishing & Aquaculture Law; compliance with the Regulatory Framework on Sanitary Control, Plagues and Epidemics (SAG) and Environment, concerning approvals of Environmental Impact of Breeding Farms (SEIA).

**1**  
We are  
Agrosuper

**2**  
Sustainability  
approach

**3**  
Social value for our people  
and strategic partners

**4**  
Community outreach  
and contribution

**5**  
Circular model and  
environmental responsibility

**6**  
On every occasion  
with our consumers

**7**  
Main  
results

**8**  
Financial  
statements

**9**  
Materiality  
& GRI Index





# MATERIALITY AND GRI INDEX

# DEFINITION OF MATERIALITY

Our Integrated Report 2019 presents the challenges and results on sustainability issues for the period comprised between January 1 and December 31, 2019. The content is defined based on the standard version of GRI standards.

## SURVEY OF RELEVANT ISSUES

### STAKEHOLDER FOCUS GROUP

We defined relevant stakeholders for the company based on the analysis of the main risks and how different stakeholders may cause these or be affected by them. Once identified, we gathered their perceptions and points of view through five focus groups and 13 telephone interviews held between October 25 and December 18, 2019.

#### CHARACTERIZATION OF THE SURVEY POOL



Employees



Customers  
(Food services/  
Traditional)



Media



Suppliers



Contractors

## MEAT INDUSTRY BENCHMARK

The benchmark was based on eight companies in the meat industry with which the company compares itself on an international level. By checking with public sources of information (such as sustainability reports, annual reports, financial reports and information available on websites for companies analyzed) twelve material topics were identified, of which three are mentioned by 75% of the industries studied.

### INTERNATIONAL SUSTAINABILITY STANDARDS:

- > Dow Jones Sustainability Index: as a source of information the assessment criteria for food industries and retail food and basic product sales were analyzed, as per questionnaire DJSI 2019.
- > Sustainability Accounting Standards Board (SASB): this addresses the most important sustainability issues for each industry in the USA and it has an impact on the financial conditions or operating

#### 1. IDENTIFICATION OF RELEVANT ISSUES

Each topic was weighted, depending on the frequency with which it appeared in the survey, the source, and its importance for the business.

#### 2. EXECUTIVE VALIDATION

The result was presented to the different areas through working groups to ensure inclusion of all topics in the report and to involve everyone in its preparation.

## MATRIX AND MATERIAL ASPECTS

**GOVERNANCE:**

- 1. SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

**EMPLOYEES:**

- 2. OCCUPATIONAL HEALTH AND SAFETY
- 3. TALENT ATTRACTION, RETENTION AND DEVELOPMENT

**CUSTOMERS:**

- 4. FOOD SECURITY

**SOCIAL:**

- 5. GREATER OUTREACH AND COMMUNICATION OF SOCIOENVIRONMENTAL PROGRAMS
- 6. COMMUNITY OUTREACH AND ENGAGEMENT

**ENVIRONMENTAL:**

- 7. WATER CONSUMPTION, TREATMENT AND REUSE
- 8. ANIMAL PROTECTION AND WELFARE
- 9. MANAGEMENT OF ENERGY AND NON-CONVENTIONAL RENEWABLE ENERGIES
- 10. ODORS, EMISSIONS AND GREENHOUSE GAS
- 11. ECO-FRIENDLY PACKAGING



# APPENDIX 386

## COMPLIANCE WITH STANDARD 386 AND OTHER INDICATORS

### Main executives notified to the Financial Market Commission (CMF).

Chilean ID	Name	Type	Position	Year started in position
6.376.987-8	José Guzmán Vial	Chief Executive Officer	Corporate CEO	08-01-99
10.581.977-3	Guillermo Díaz del Río Riesco	Senior Executive	CEO Meat Segment	08-01-99
8.929.166-6	Sady Delgado Barrientos	Senior Executive	CEO Aquaculture Segment	01-15-01
10.786.211-0	Felipe Fuenzalida Bascañán	Senior Executive	Administration & Finance Manager	02-01-04
13.829.053-0	Felipe Silva Rivera	Senior Executive	Treasurer	08-20-13
7.003.548-0	Alejandro Montes Ortúzar	Senior Executive	Acquisitions Manager	02-01-98
11.471.986-2	Rafael Prieto Castillo	Senior Executive	Corporate Affairs Manager	04-01-11
12.658.905-0	Fernando Morelli Bravo	Senior Executive	Talent Manager	02-01-09
8.545.803-5	Juan Pablo Uriarte Diez	Senior Executive	Finance Manager	07-01-04
6.582.119-2	Felipe Ortiz García	Senior Executive	Animal Production Business Unit Manager	09-01-02
6.869.748-4	Alex Francisco Vera Díaz	Senior Executive	Audit Manager	11-11-14
21.180.782-2	Facundo Porolli Goransky	Senior Executive	Agrosuper Business Unit Manager	07-03-19

### Salaries of main executives

Annual bonuses for the senior executives depend on meeting individual and consolidated goals, based on annual results. They are contract based and variable. Neither executives nor employees participate in post-employment benefit plans.

	12.31.2019 USD M	12.31.2018 USD M
Wages and salaries	2,820	2,762
Social security and other social benefits	20	23
Employee severance benefits	578	28
<b>Salaries of key management personnel</b>	<b>3,418</b>	<b>2,813</b>

### Distribution by gender

Position	Men	Women	Total
Directors (CMF)	5	1	6
Managers (CMF)	12	0	12
Employees (CMF)	14,57	4,935	19,505

### Distribution by nationality

Position	Chilean	Foreign	Total
Directors (CMF)	6	0	6
Managers (CMF)	12	1	12
Employees (CMF)	17,892	1,613	19,505

**Total people by age range**

Position	years	From 30 to 40	From 41 to 50	From 51 to 60	From 61 to 70	Over 70	Total
Directors (CMF)	0	0	0	0	2	4	6
Managers (CMF)	0	1	4	6	1	0	12
Employees (CMF)	6,082	6,920	4,148	1,977	373	5	19,505

**Number of people by years of service**

Position	Less than 3 years	From 3 to 6	More than 6 and less than 9	From 9 to 12	Over 12	Total
Directors (CMF)	0	0	0	6	0	6
Managers (CMF)	0	0	3	2	7	12
Employees (CMF)	8,943	4,252	2,055	1,750	2,505	19,505

**Number of people with disabilities**

Position	Men	Women	Total
Directors (CMF)	0	0	0
Managers (CMF)	0	0	0
Employees (CMF)	128	43	171

**Salary gap by gender\***

Position	Proportion of female executives/workers to male executives/workers
Employees (average)	-9.9%

\*The salary gap by gender does not consider AquaChile operations in Costa Rica and Miami.

# GRI INDEX

## GRI INDICATORS - CORE

GROUP OF INDICATORS	CODE INDICATOR	NAME OF INDICATOR	PAGE
<b>GRI INDICATORS - CORE</b>			
	102-1	Name of the organization	150
	102-2	Activities, brands, products, and services	8-9; 94-103; 110; 120-143
	102-3	Location of headquarters	150
	102-4	Location of operations	110
	102-5	Ownership and legal form	150
	102-6	Markets served	110; 120-143
<b>ORGANIZATIONAL PROFILE</b>			
	102-7	Scale of the organization (staff size)	8-9; 32-35; 94-103; 110; 118-143
	102-8	Information on employees and other workers	32-35
	102-9	Supply chain	8-9; 47-48; 110
	102-10	Significant changes to the organization and its supply chain	148-149
	102-11	Precautionary principle or approach	16; 22-23
	102-12	External initiatives	10-11; 29; 83; 108
	102-13	Membership of associations	10-11; 29
<b>STRATEGY</b>	102-14	Statement from senior decision-maker	5
<b>ETHICS AND INTEGRITY</b>	102-16	Values, principles, standards and norms of behavior	16; 18-19
<b>GOVERNANCE</b>			
	102-18	Governance structure	12; 14
	102-40	List of stakeholder groups	28
	102-41	Collective bargaining agreements	44
<b>STAKEHOLDER ENGAGEMENT</b>			
	102-42	Identifying and selecting stakeholders	154
	102-43	Approach to stakeholder engagement	154
	102-44	Key topics and concerns raised	154-155
	102-45	Entities included in the consolidated financial statements	151
	102-46	Defining report content and topic boundaries	154-155
	102-47	List of material topics	155
	102-48	Restatement of information	There is no restatement of information
	102-49	Changes in reporting	There are no changes in reporting
	102-50	Reporting period	154
<b>REPORTING PRACTICE</b>			
	102-51	Date of most recent report	2018
	102-52	Reporting cycle	Annual
	102-53	Contact point for questions regarding the report	2
	102-54	Claims of reporting in accordance with the GRI standards	This report has been made according to GRI Standards: Core option
	102-55	GRI Content Index	158-161
	102-56	External assurance	No external

GROUP OF INDICATORS	CODE INDICATOR	NAME OF INDICATOR	PAGE
<b>MATERIAL TOPIC - WATER CONSUMPTION, TREATMENT AND REUSE</b>			
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary	80
	103-2	The management approach and its components	80-83
	103-3	Evaluation of the management approach	81-82
WATER	303-1	Water withdrawal by source	81
	303-2	Water sources significantly affected by water withdrawal	81-82
<b>MATERIAL TOPIC - SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY</b>			
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary	47
	103-2	The management approach and its components	47-48
	103-3	Evaluation of the management approach	46; 48
This Material Topic does not have an associated specific GRI Standard	INFORMATION MATERIAL TOPIC - SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY		46-48
<b>MATERIAL TOPIC - FOOD SECURITY</b>			
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary	88-90; 106
	103-2	The management approach and its components	88-90; 106-108
	103-3	Evaluation of the management approach	89-90; 107-108
CUSTOMER HEALTH AND SAFETY	416-1	Evaluation of the health and safety impacts of product and service categories	89-90
This Material Topic does not have an associated specific GRI Standard	INFORMATION MATERIAL TOPIC - FOOD SECURITY		88-90; 106-108
<b>MATERIAL TOPIC - GREATER OUTREACH AND COMMUNICATION OF SOCIO-ENVIRONMENTAL PROGRAMS</b>			
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary	54
	103-2	The management approach and its components	54; 56-57
	103-3	Evaluation of the management approach	53; 56-57
This Material Topic does not have an associated specific GRI Standard	INFORMATION MATERIAL TOPIC - GREATER OUTREACH AND COMMUNICATION OF SOCIO-ENVIRONMENTAL PROGRAMS		53-54; 56-57
<b>MATERIAL TOPIC - OCCUPATIONAL HEALTH AND SAFETY</b>			
MANAGEMENT APPROACH	103-1	Explanation of the material topic and its boundary	40
	103-2	The management approach and its components	40;43
	103-3	Evaluation of the management approach	40-41
OCCUPATIONAL HEALTH AND SAFETY	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	40-41
	403-3	Workers with a high incidence or rate of diseases related to the activity	40-41
	403-4	Topics related to health and safety in formal union agreements	40-41

# GRI INDEX

## GRI INDICATORS -CORE

GROUP OF INDICATORS	CODE INDICATOR	NAME OF INDICATOR	PAGE
<b>MATERIAL TOPIC - TALENT ATTRACTION, RETENTION AND DEVELOPMENT</b>			
	103-1	Explanation of the material topic and its boundary	37
<b>MANAGEMENT APPROACH</b>	103-2	The management approach and its components	37
	103-3	Evaluation of the management approach	34; 37
<b>EMPLOYMENT</b>	401-1	New employee hires and employee turnover	34
	404-1	Average hours of training per year per employee	37
<b>TRAINING AND EDUCATION</b>	404-2	Programs for upgrading employee skills and transition assistance programs	37
	404-3	Percentage of employees receiving regular performance and career development reviews	37
<b>MATERIAL TOPIC - ANIMAL PROTECTION AND WELFARE</b>			
	103-1	Explanation of the material topic and its boundary	86
<b>MANAGEMENT APPROACH</b>	103-2	The management approach and its components	86-91
	103-3	Evaluation of the management approach	86; 88-90
<b>This Material Topic does not have an associated specific GRI Standard</b>		INFORMATION MATERIAL TOPIC - ANIMAL PROTECTION AND WELFARE	86-91
<b>MATERIAL TOPIC - COMMUNITY OUTREACH AND ENGAGEMENT TEMA MATERIAL - RELACIONAMIENTO COMUNITARIO Y VINCULACIÓN CON LA COMUNIDAD</b>			
	103-1	Explanation of the material topic and its boundary	54
<b>MANAGEMENT APPROACH</b>	103-2	The management approach and its components	54-69
	103-3	Evaluation of the management approach	52-69
<b>DERECHOS DE LOS PUEBLOS INDÍGENAS</b>	411-1	Incidents of violations involving rights of indigenous people	54
<b>COMUNIDADES LOCALES</b>	413-1	Operations with local community engagement, impact assessments, and development programs	58-69
<b>MATERIAL TOPIC- MANAGEMENT OF ENERGY AND NCRE</b>			
	103-1	Explanation of the material topic and its boundary	84
<b>MANAGEMENT APPROACH</b>	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	73; 84
<b>ENERGY</b>	302-1	Energy consumption within the organization	84
	302-3	Energy intensity	73
	302-4	Reduction of energy consumption	84
<b>MATERIAL TOPIC - ECO-FRIENDLY PACKAGING</b>			
	103-1	Explanation of the material topic and its boundary	85
<b>MANAGEMENT APPROACH</b>	103-2	The management approach and its components	85
	103-3	Evaluation of the management approach	85
<b>MATERIALS</b>	301-2	Recycled materials used	85
	301-3	Reused products and packaging	85

GROUP OF INDICATORS	CODE INDICATOR	NAME OF INDICATOR	PAGE
<b>MATERIAL TOPIC - ODORS, EMISSIONS AND GREENHOUSE GAS</b>			
<b>MANAGEMENT APPROACH</b>	103-1	Explanation of the material topic and its boundary	74; 76
	103-2	The management approach and its components	74; 76
	103-3	Evaluation of the management approach	74; 76
<b>EMISSIONS</b>	305-1	Total direct (Scope 1) GHG emissions	74

1 We are Agrosuper

2 Sustainability approach

3 Social value for our people and strategic partners

4 Community outreach and contribution

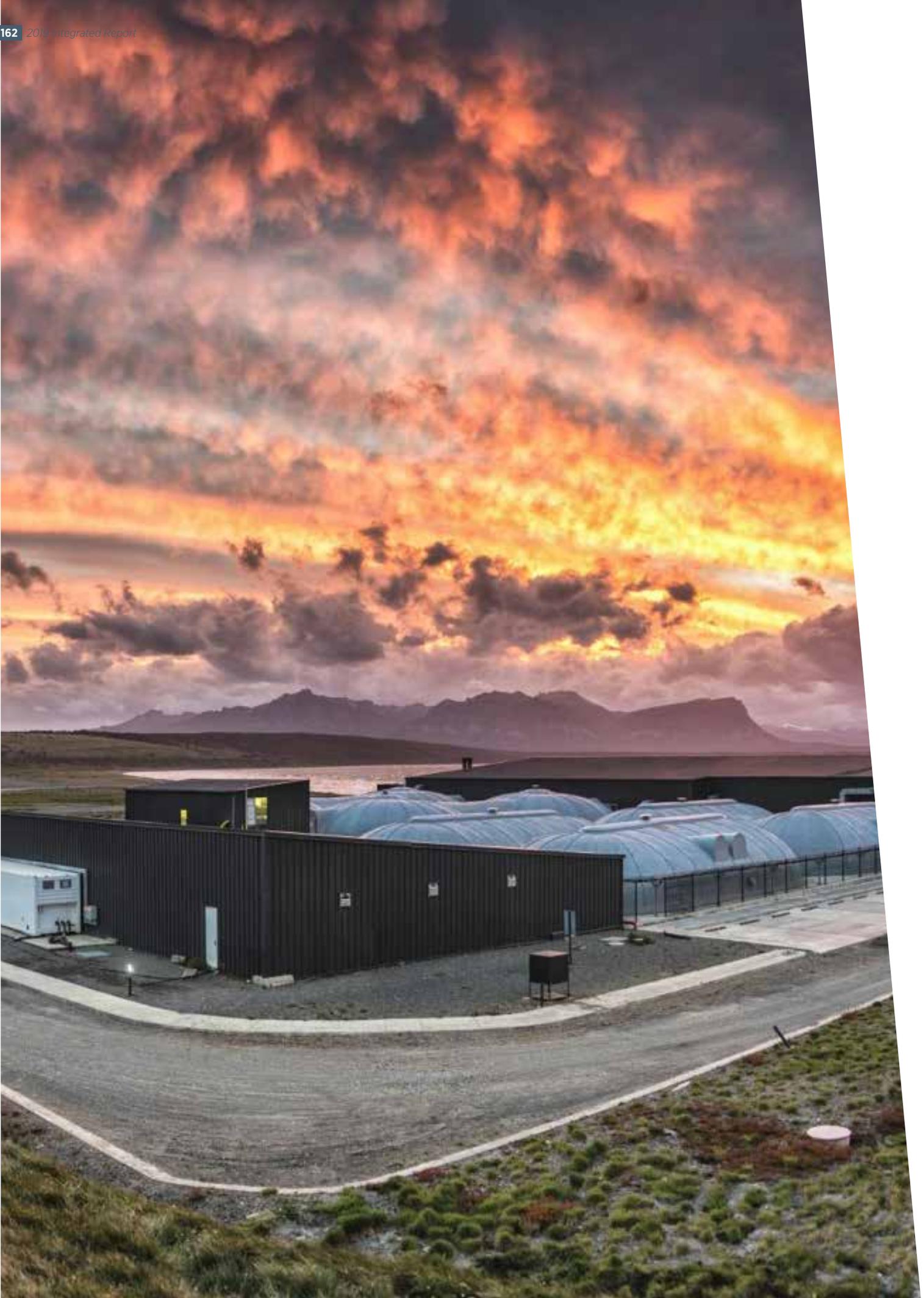
5 Circular model and environmental responsibility

6 On every occasion with our consumers

7 Main results

8 Financial statements

9 Materiality & GRI Index



# STATEMENT OF RESPONSIBILITY

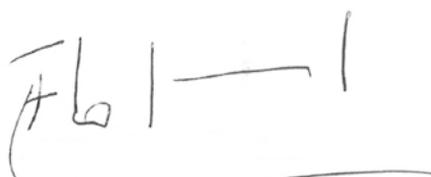
The Directors and the Chief Executive Officer of Matriz Agrosuper S.A., who have signed this sworn statement, are liable for the authenticity of all information included in this Integrated Report.



**Gonzalo Vial Vial**

Chairman

ID Number: 3.806.024-4



**Fernando Barros Tocornal**

Vice Chairman

ID Number: 6.379.075-3



**Verónica Edwards Guzmán**

Director

ID Number: 7.051.999-2



**Canio Corbo Lioi**

Director

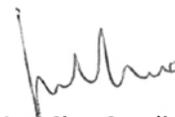
ID Number: 3.712.353-6



**Antonio Tuset Jorratt**

Director

ID Number: 4.566.169-5



**Juan Claro González**

Director

ID Number: 5.663.828-8



**José Guzmán Vial**

Chief Executive Officer

ID Number: 6.376.987-8



MATRIZ  
AGROSUPER

