



Sustainable and transparent salmon farming

Capital markets day | August 2019

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Trends influencing our business



Climate change



Care for oceans and ecosystems in general



Healthy and conscious eating habits



Natural resource scarcity



Human rights



Crisis of trust



Digital transformation



Social tsunami



We will not be spectators to the challenges facing our planet



* Salmones Camanchaca contributes to 8 of the 17 UN sustainable development goals

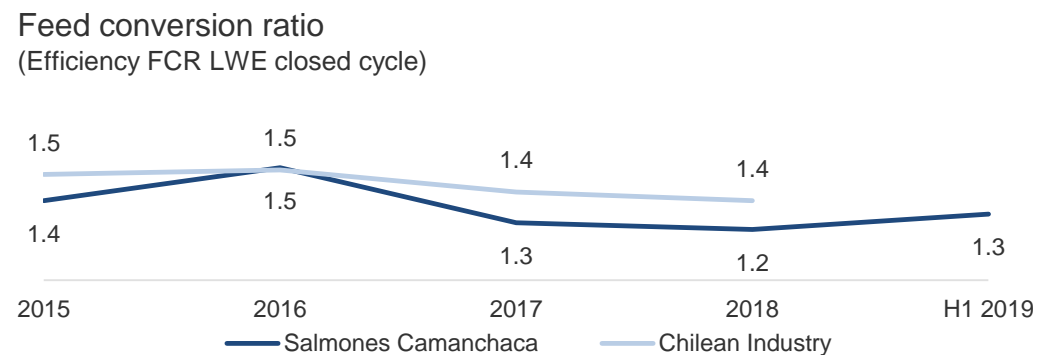
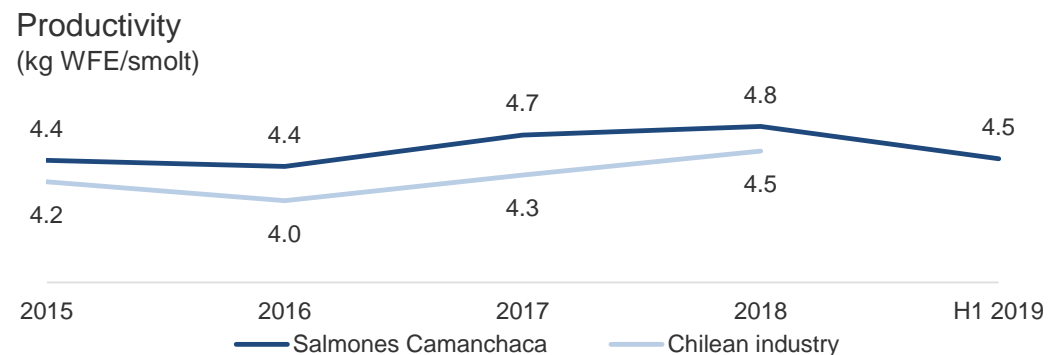
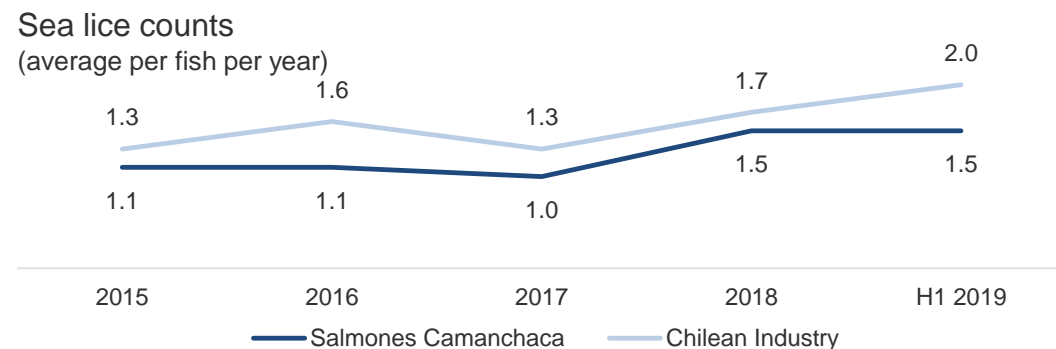
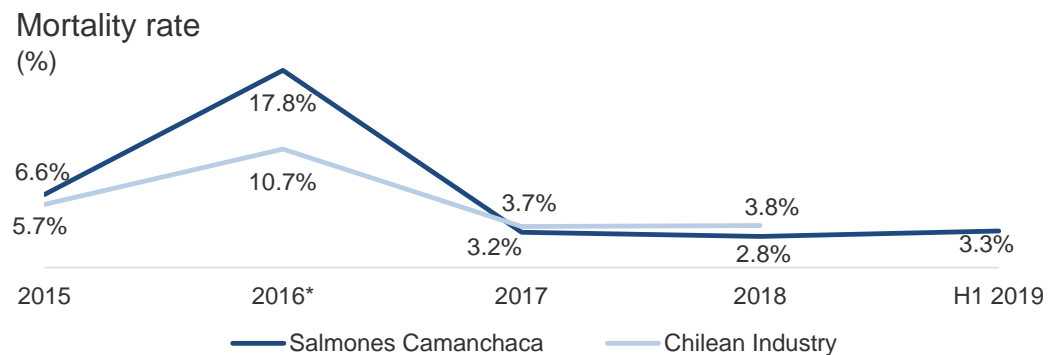
Be the industry leader in sustainable operations

Maintain the highest level of transparency

Be a driving force within the industry



Positive development recent years

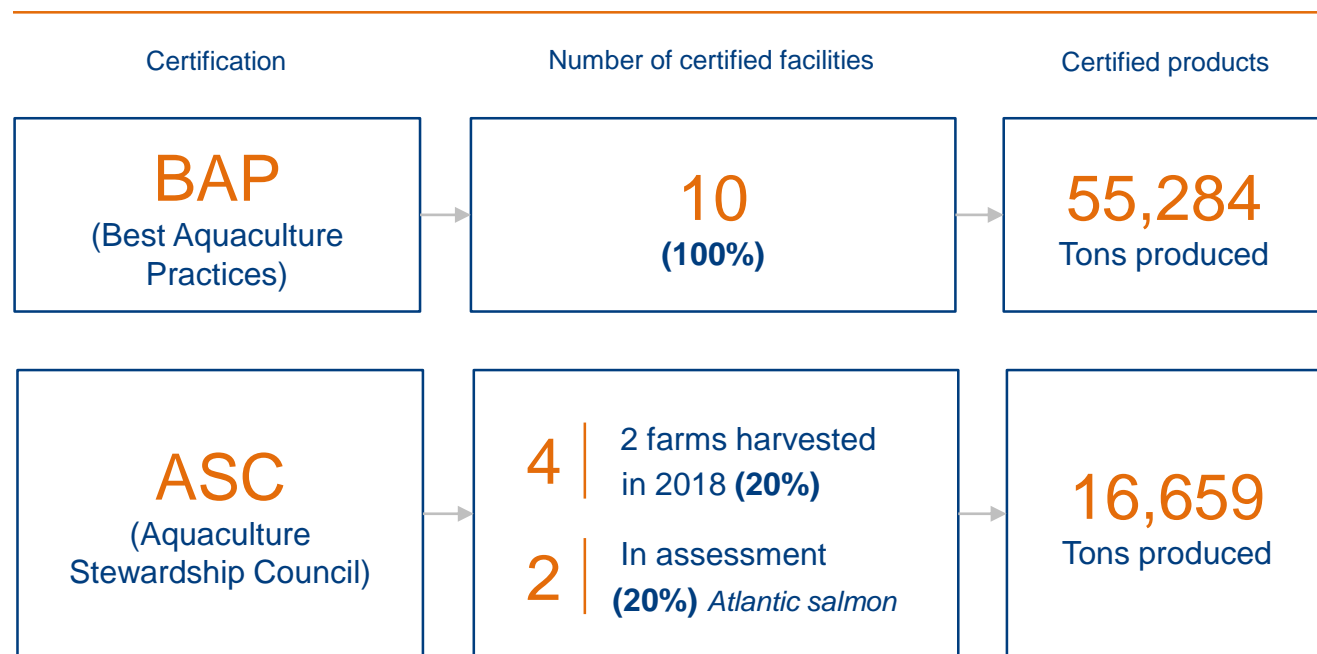


* Affected by HAB



Strong commitment to sustainable farming

Certifications



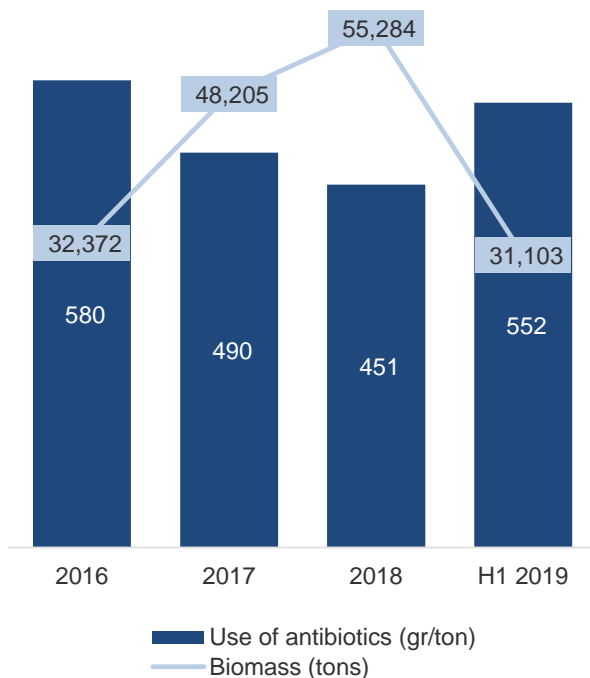
Corporate social responsibility



Targeting a sustainable future

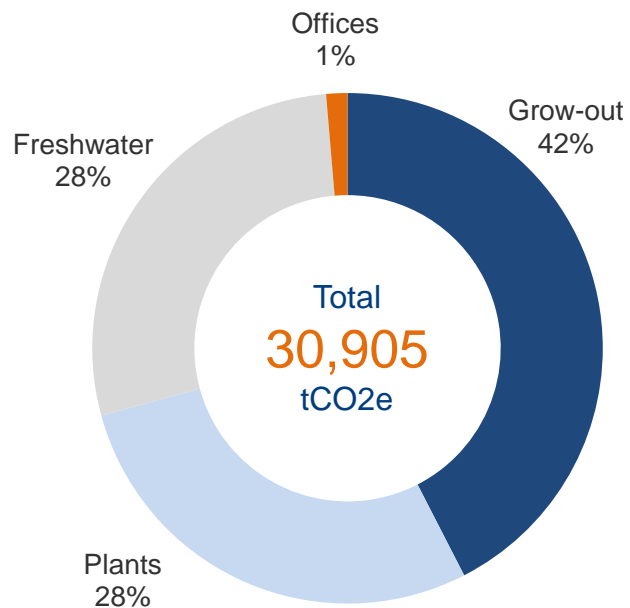
Use of antibiotics

Antibiotic use (open cycle) vs. biomass produced



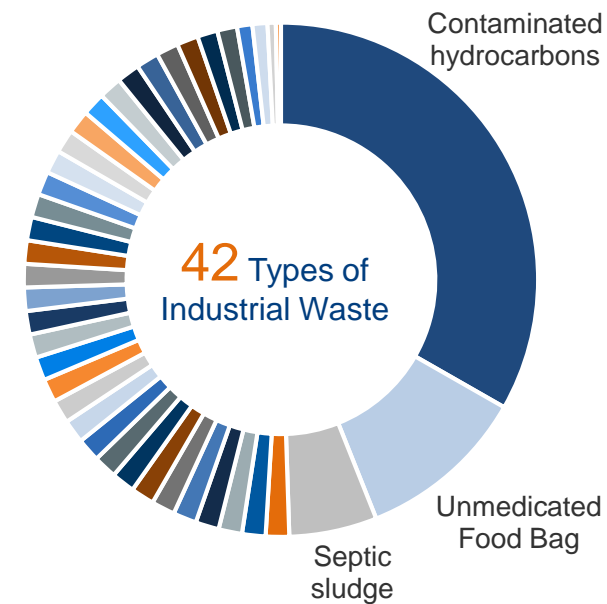
GHG emissions

Distribution of GHG emissions 2018 by business unit



Solid waste from operations

Categorization and quantification of solid wastes from operations (May 2018 – August 2019)



We have improved but there is room for further progression

Community Perception Study 2018 (vs. 2014)



Local employment considered relevant contribution to territory



What the company takes away from the territories does not match its contribution. Communities have greater expectations



Relationship between local communities and the company has strengthened but addressing certain issues takes too long



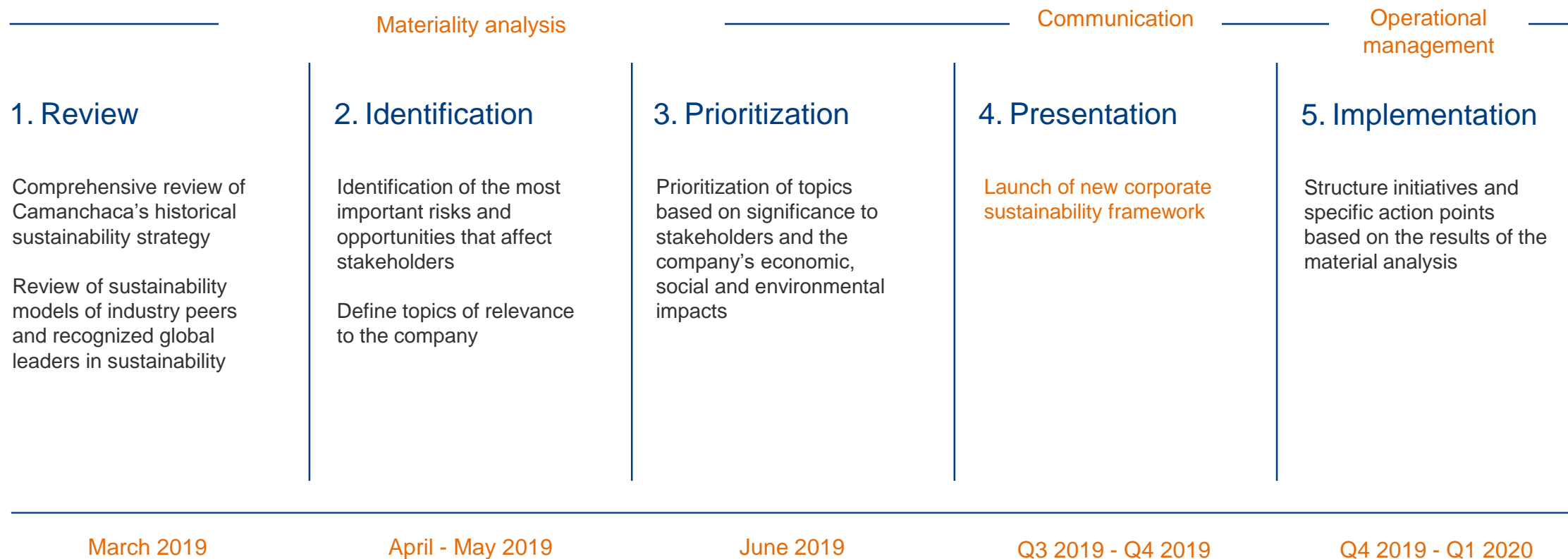
Negative perception of environmental performance has been reduced but is still present



Communities and authorities are open to- and will welcome increased interaction with the company



Refining our sustainability framework





Help satisfy the growing need for healthy
and sustainable protein, and in
doing so contribute to a better future
for our planet and humanity



Salmones Camanchaca's sustainability model

Healthy and Nutritious food



Premium quality, healthy, nutritious, sustainable and responsible with fish welfare

Healthy Ecosystems



Maintain the structure and function of the aquatic and terrestrial ecosystems in which we operate

Prosperous communities



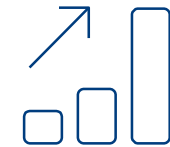
Operations integrated in harmony with the territory and its inhabitants

Meaningful jobs



Teams that are committed and conscious of their impact

Profitable and responsible business



Resilient and profitable business, committed with the creation of value for all stakeholders



Our performance matrix

Healthy and Nutritious food

FOOD SAFETY COMPLAINTS

2018: 0

STOCKING DENSITY

2018: < 17kg/m3

Healthy Ecosystems

ANTIBIOTICS USE

2018: 451 gr/ton

ESCAPES

2018: 0

FEED CONVERSION RATIO*

2018: 1.2

SOLID WASTES

2018: 4,798 ton

FISH IN: FISH OUT RATIO

2018: 0.6

Prosperous communities

COMMUNITY ENGAGEMENT ACTIVITIES

2018: 244

LOCAL EMPLOYMENT

2018: 57%

LOCAL TAXES

2018: 50%

Meaningful jobs

EMPLOYEE TRAINING HOURS

2018: 23,269

OF ACCIDENTS

2018: 34

Profitable and responsible business

COMPLIANCE POLICIES & TRAINING

2018: 85%

EBITDA/TOTAL ASSETS

2018: 24%

* Efficiency FCR LWE closed cycle



Ambitions for a sustainable future

ASC

majority of production
certified by 2021

Carbon neutral

by 2025

50% reduction

in the use of antibiotics
by 2025

Communities

Be an increasingly
valuable member of
our communities



Majority of production ASC certified by 2021

100% of Salmones Camanchaca's operations currently undergoing ASC Certification Audits

We seek compliance with key sustainability principles

Regulatory compliance

Biological conservation

Efficient use of natural resources

Fish health and welfare

Social responsibility

Community engagement

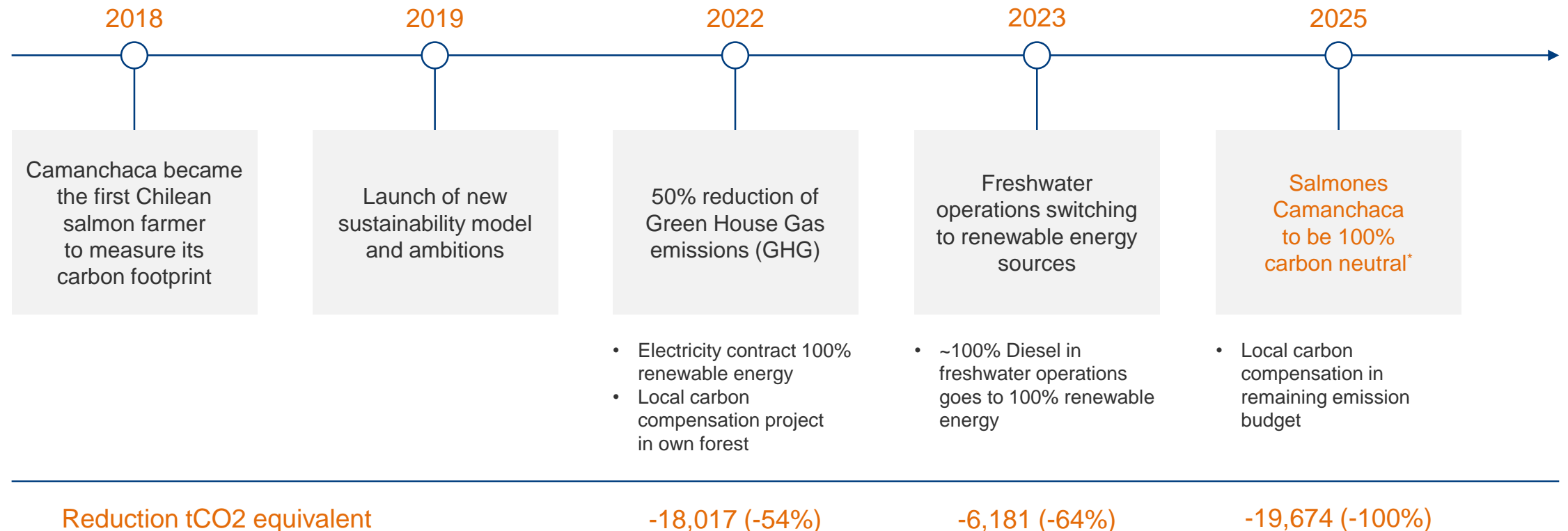


We are currently working on

- Strategic use of in-feed medical treatment Lufenuron
- Leading the use of non-medicinal treatments in Chile
- Assessing wellboat treatments with water treatment for chemical removal and sea lice removal
- Genetic enhancement program
- Support of basic R&D to solve knowledge gaps



A carbon neutral company by 2025

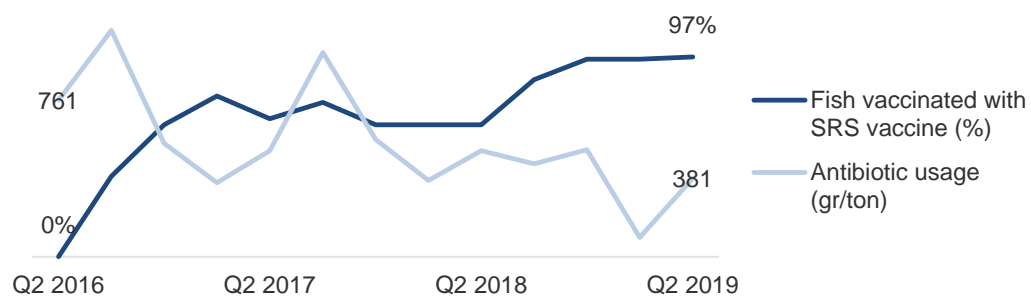


* Carbon Neutral ambition based on Scope 1 and Scope 2 emissions according to GHG Protocol, plus waste disposal as part of Scope 3

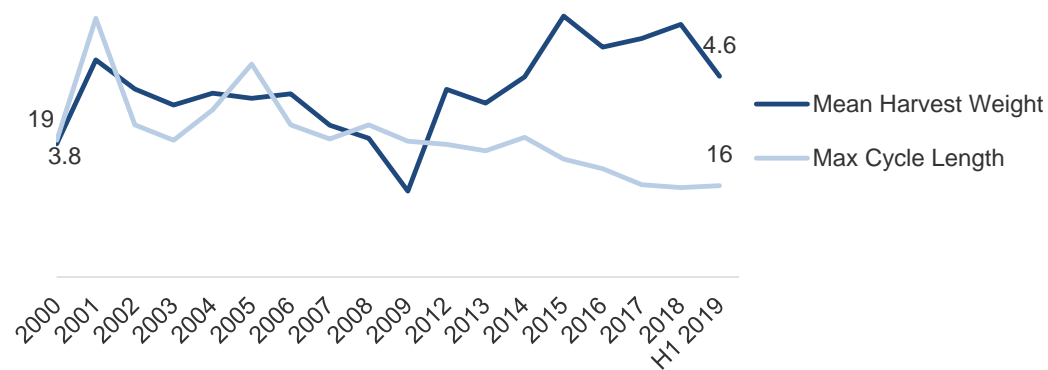


50% reduction of antibiotic usage by 2025

Vaccination vs. Antibiotic usage



Shorter cycles at sea



- A prime site portfolio
- Best operational practices
- State of the art vaccines
- Cycle length, reducing time at sea
- Genetics/strain
 - Development of fast growing Lochy and hybrid strains
 - Gender selection
 - Promote growth and reduce feed conversion ratio
 - Photoperiod (Reduce maturity and increase growth)
- Control of environmental conditions
 - Isolation of sites in cooperation with other farmers
 - Clean nets the whole cycle
 - Early detection of bacteria
- Engaged in SeaFood Watch – SalmonChile program to reduce the use of antibiotics by 50% towards 2025





Be an increasingly valuable member of our communities

New Department created in Salmones Camanchaca
(Corporate Affairs and Community Relations)



Leveraging on existing and new talent

Transform the way we relate with our communities

Deep diagnosis for new strategy development

Strategic vision of social licence and risk



A key pillar in our plan for value creation

- Sustainability provides a purpose beyond profit that will have a positive impact on our teams, key stakeholders and the business
- We have expanded the boundaries of responsibility and impact and set clear and progressive ambitions for the future
- We have committed the necessary talent and resources to meet our ambitions





Feeding the world from the *ocean*