



INTEGRATED
ANNUAL REPORT

2022



Identification

LEGAL NAME:

Salmones Camanchaca S.A.

ADDRESS:

Diego Portales 2000, piso 13, Puerto Montt, Región de los Lagos.

POSTAL CODE:

5503642

CHILEAN TAXPAYER ID NUMBER:

76.065.596-1

TYPE OF ENTITY:

Publicly Listed Company

SECURITIES REGISTRY:

1150

CONTACT E-MAIL:

inversionistas@camanchaca.cl

WEBSITE:

www.salmonescamanchaca.cl

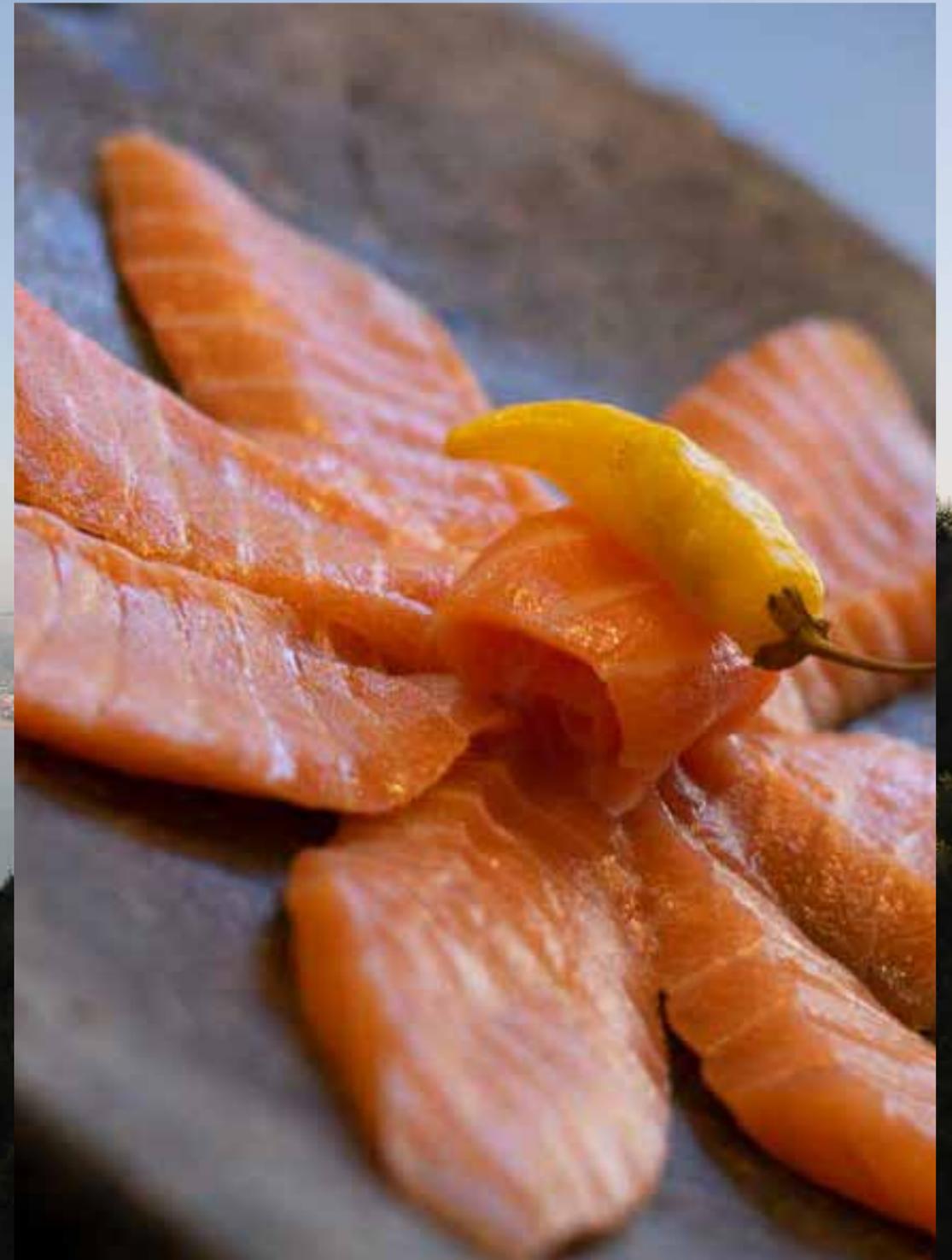
PHONE:

(56-2) 28732900

TICKER:

Santiago Stock Exchange: SALMOCAM

Oslo Stock Exchange: SACAM



Content

01

PRESENTATION

/ p.07

A word from our Chairman/ p.09

Board of Directors' Report/ p.12

Value Creation/ p.20

02

WE ARE SALMONES CAMANCHACA

/ p.23

Our company/ p.24

Salmones Camanchaca's Mission, Vision and Values/ p.26

Strategy/ p.30

Value footprint/ p.33

Historical events/ p.34

Highlights of the year/ p.36

Articles of Incorporation/ p.38

Corporate structure/ p.39

Control/ p.40

Ownership Structure/ p.43

Agreements with subsidiaries and associates/ p.45

Subsidiary companies/ p.46

Associate companies/ p.48

Board members and executives with positions at subsidiaries or associates/ p.49

03

CORPORATE GOVERNANCE

/ p.51

Corporate Governance Report/ p.52

The Board/ p.58

Senior Executives/ p.64

Directors' Committee Annual Report/ p.68

Other Committees/ p.70

Ethical management/ p.72

Risk management/ p.77

04

BUSINESS DESCRIPTION

/ p.81

Salmon Industry/ p.82

Our business/ p.86

Marketing network/ p.100

Salmones Camanchaca around the world/ p.102

05

SUSTAINABILITY

/ p.105

Sustainability model/ p.106

Healthy, nutritious food/ p.110

Meaningful Employment/ p.138

Prosperous Communities/ p.164

Healthy Ecosystem/ p.182

Profitable and responsible business/ p.212

06

FINANCIAL INFORMATION

/ p.233

Main financial indicators/ p.234

Net income statement/ p.235

Balance sheet/ p.237

Cash flow statement/ p.238

Material facts/ p.238

Share transactions/ p.240

Main risks and uncertainties/ p.243

Tax, investment and financing and dividend policies/ p.248

Financial statements, earnings report and summary of financial statements of subsidiaries/ p.251

07

METHODOLOGY

/ p.253

About this integrated report/ p.254

Contents/ p.254

Material issues and coverage/ p.254

Materiality Matrix/ p.255

08

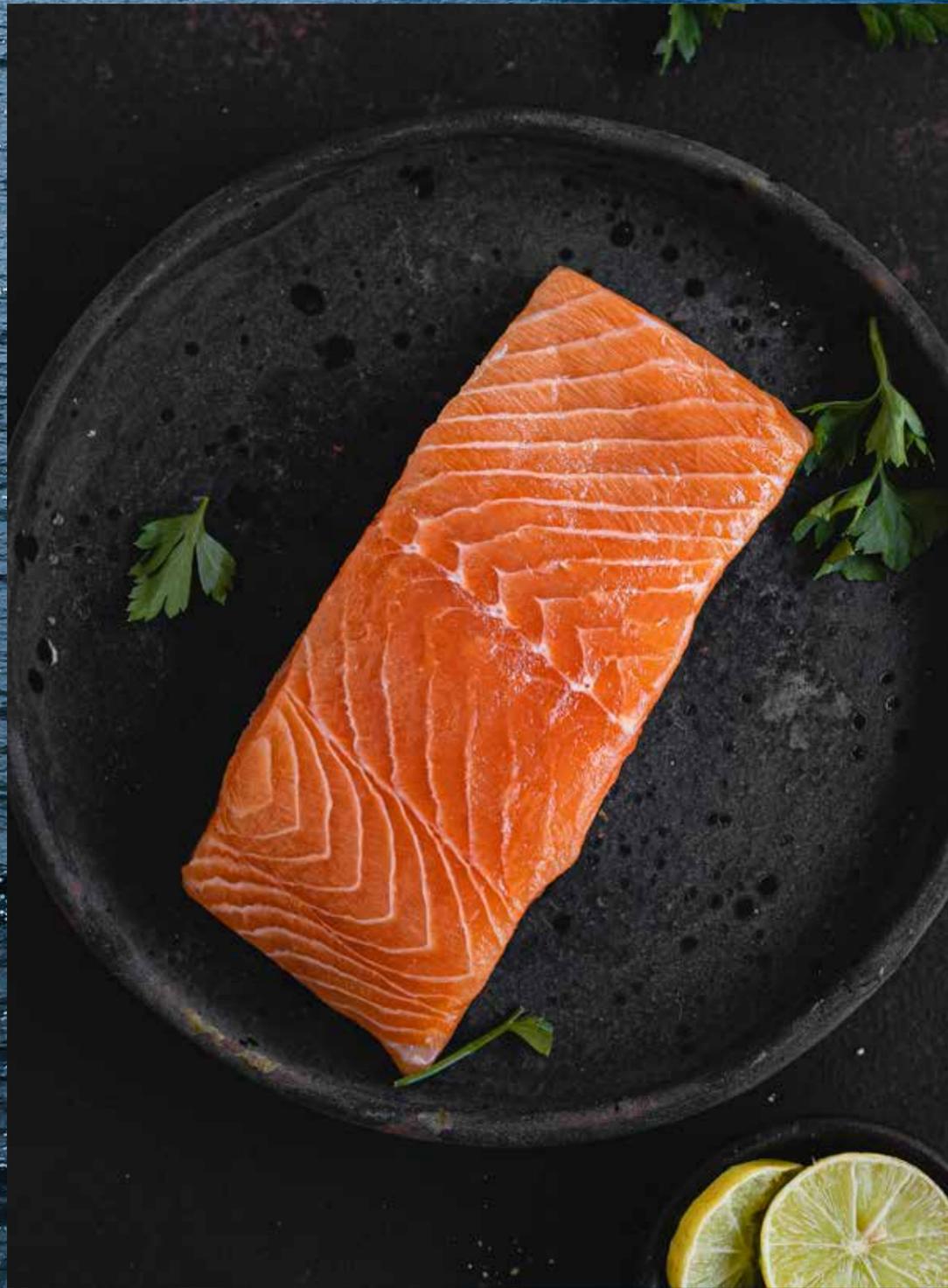
RESPONSIBILITY STATEMENT

/ p.257

09

APPENDIX

/ p.259



CHAPTER 1

Presentation

A word from our Chairman

Dear shareholders,

2022 was a positive year for Salmoes Camanchaca, with strong financial results achieved, in addition to demonstrating our capability to create value, value as well as completing a strong operational and financial recovery following the COVID-19 pandemic and algal blooms of 2021.

EBITDA for the year was USD 77.7 million, similar to pre-pandemic results and much higher than the USD 3.2 million of the previous year. In terms of production, we reached 48.6 thousand tons of WFE salmon in 2022, projecting a significant increase in this figure for 2023 and 2024.

These favorable results are based on the fact that we have seen consumers steadily incorporating salmon into their diets, which has positioned the product as a great alternative to other proteins to meet global food demand in the coming years.

Our growth strategy will continue to reinforce all of the operational excellence initiatives that we have implemented. Among them is a production plan, which aims to improve the biological and sanitary conditions of Atlantic and Coho salmon farming and is based primarily on 4 pillars: people; infrastructure, planning and site engineering; feeding systems and strategies; and health strategy. The implementation of this program resulted in significant progress during 2022, increasing average harvest weights and improving biological results above the industry average in indicators such as mortality, growth, biological conversion and cycle length. These initiatives allowed us to reduce the use of antibiotics by 36% and anti-parasitics by 35%, and 4 plants were certified by Sernapesca for the optimization of antimicrobial use.

We also signed a long-term contract with Naviera Orca to put a new 2,800 cubic meter wellboat into operation, which will allow us to efficiently transport our entire production during the year and perform more sustainable anti-parasite treatments using fresh water produced by an onboard seawater desalination system.

In the processing area, a productivity and efficiency program was implemented, which allows us to be better prepared to flexibly adapt to different product formats and markets, thus capturing the best return opportunities for the Company.

Additionally, a series of digital transformation initiatives were carried out throughout the value chain with important achievements, including, among others, the implementation of customer relationship management (CRM) tools, technological support systems assisted by artificial intelligence for feeding at farm sites and processes in support activities.

In 2022, significant progress was made in the development of the Coho Salmon species, where we see major opportunities for the Company, as this species adapts well to Chilean farming conditions and is more resistant to existing endemic diseases. This, combined with our value-added and market diversification strategy, will lead us to continue developing this species at the Company's current farm sites, increasing our potential production levels.

During this period, we continued to make progress on the roadmap defined by our Sustainability Model, which has the main objective of providing a clear conceptual framework to identify, prioritize and manage the environmental and social challenges of our business. In recent years, we have worked systematically on initiatives to address these challenges, reduce risks and create ways to reduce costs, improve operational efficiency and develop new market opportunities. For this endeavor, we have involved and engaged the talent and dedication of all areas of the Company.

Milestones that reflect our progress during the year include the implementation of the new Animal Welfare Policy, which seeks to fully safeguard the health and welfare of our fish; 100% certification of our Coho Salmon production with the American Heart Association's HeartCheck certification, which makes our product one of the healthiest for the cardiovascular system in the American market; and connecting our recirculating hatchery in Petrohué to the Hidroelena hydroelectric power plant, which will allow us to replace near-



ly 100% of the diesel used in the hatchery and reduce our corporate CO2 footprint by more than 30%.

We firmly believe in the importance of regularly measuring our sustainability performance, an exercise that allows us to focus our efforts and be transparent about our evaluation in relation to other companies. In 2022, for the second year in a row, Salmones Camanchaca was selected for the Dow Jones Sustainability Index (DJSI) of Standard & Poor's, and recognized as one of the 6 most sustainable protein-producing companies in the world by the Collier FAIRR Protein Producer Index and number 1 among Chilean companies. These results indicate that our strategy has allowed us to make consistent progress in matters related to the sustainability of the business and that we must persevere and continue to move forward along the roadmap that we have defined. Knowing this is key to meeting the expectations of our investors, customers and society, and to continue being competitive and generating value in the long term.

At Salmones Camanchaca, close to 90% of our employees live in cities near our operations; therefore, it is crucial that we work in harmony with the community and the environment to achieve sustainable development. In this context, in 2022 we worked on various initiatives such as dental procedures and science and technology fairs in Tomé as well as sustainable school programs and trade workshops for women workers in places near our farm sites in the Los Lagos and Aysén regions.

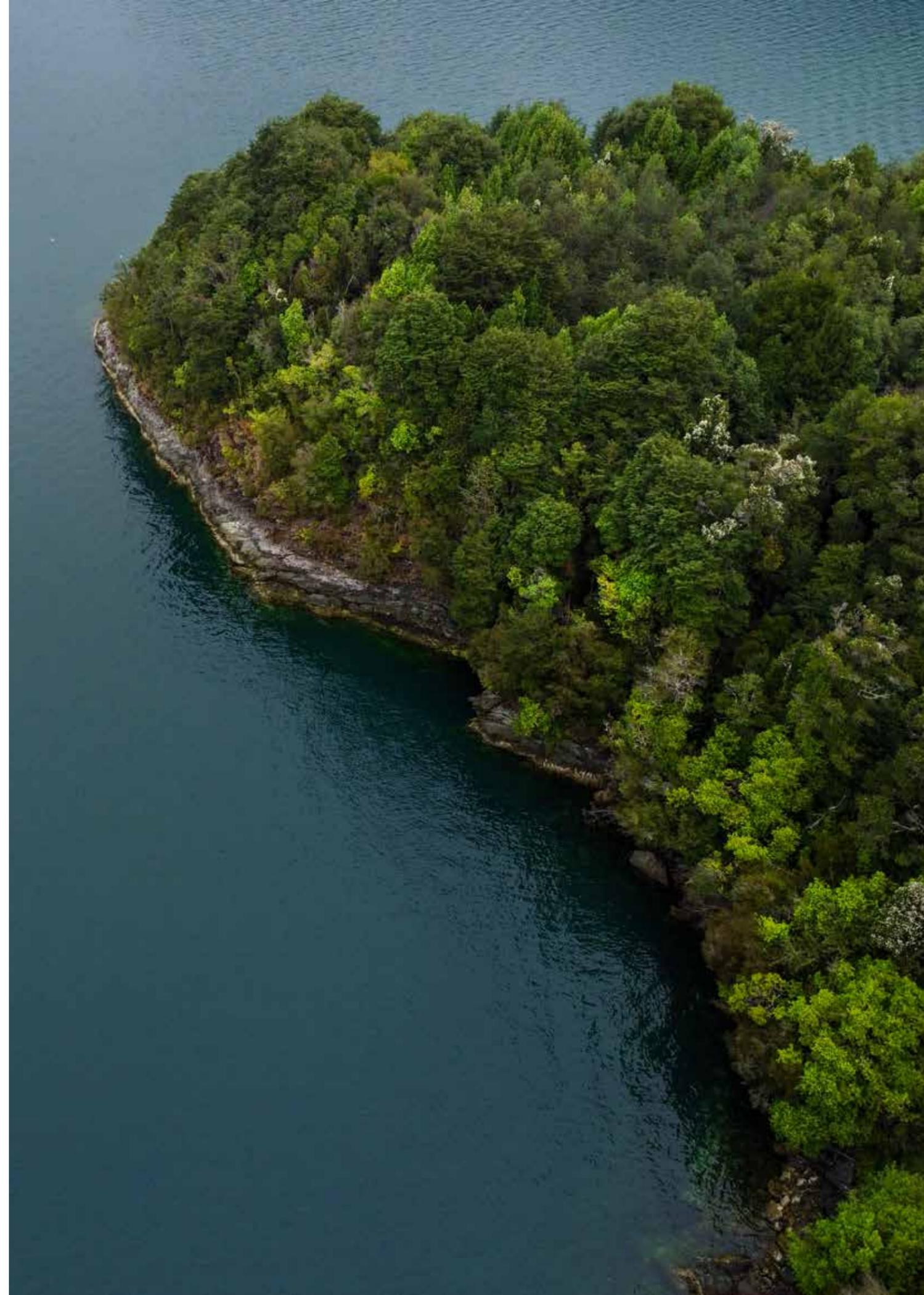
The return to standard results is largely thanks to the work done by our employees, who took on the year's many challenges hand in hand with the Corporate Values that we launched in 2022 under #Somos-Camanchaca (We Are Camanchaca), allowing us to take a decisive step in strengthening the internal culture and making our organizational purpose a reality.

We will continue to work resolutely to make Salmones Camanchaca a great place to work. This is how we positively increased our evaluation in the 2022 Organizational Climate Survey, which also recorded a significant increase in the number of participants.

While the challenges that lie ahead for 2023 are numerous, we have adequately prepared for them and learned from those of the past, making us more resilient. Our objective is to continue fulfilling our duties seriously and responsibly, generating value in the region and throughout the country. We want to demonstrate that aquaculture can be a profitable, efficient, environmentally-friendly business while also being a good neighbor to the communities where we operate.



Jorge Fernández García
CHAIRMAN
SALMONES CAMANCHACA S.A.



Board of Directors' Report

Financial Results

The Company harvested 45 thousand tons WFE in 2022, 11% higher than the 2021 harvest of 40 thousand tons WFE and in line with estimates made at the beginning of the year. Coho harvests were 4,028 MT WFE 2022, which, added to the remainder of the 2022-2023 season closing in February 2023, will amount to 5,900 MT WFE.

The farm diversification strategy focused on using a greater proportion of sites in the Aysén Region; as it is located further south, it has a lower risk of algal blooms. The total production for 2023 will be in the range of 54-58 thousand tons WFE of Atlantic salmon. This new strategy includes not only the relocation of farm sites, but also numerous projects and technologies to reduce risks, such as bubble curtains or oxygenating equipment. Atlantic and Coho salmon harvests are estimated to be at 65 to 70 thousand tons WFE by 2024.

Additionally, the Company participates in a trout farming joint venture at its own estuarine farm sites, where it holds 1/3 of the financial results. Through this initiative, 18 thousand tons were harvested in 2022, which is a substantial increase compared to the 5 thousand tons WFE from 2021 and consistent with the sites located in neighborhoods that have a mandatory fallow period in the first quarter of odd-numbered years. This JVP was renewed in 2020 for a period of six years starting in January 2023, but at 2/3 of the current stocking. It is thus estimated to reach an average annual capacity of 8-9 thousand tons.

Salmones Camanchaca employs around 1,770 people, 60% of whom work at the secondary processing and value-added plant located in Tomé, Biobío Region.

The Company's results are related to three key factors:

1. The price of Atlantic salmon, which is sensitive to Norwegian and Chilean supply conditions, and North American demand.
2. Practices and performance of sea grow-out, and their environmental-sanitary conditions, which affect survival; feed conversion factors; growth rate; and the use of pharmaceutical tools to improve fish health; largely determining the production costs (ex-cage).
3. Feed costs, which account for approximately half the unit live weight cost at harvest.

The volume sold in 2022 reached 46.2 thousand tons of Atlantic salmon, 0.3% lower than in 2021. Operating revenue for 2022 reached USD 373 million, 27% higher than the previous year, due to a 28.4% increase in the price of Atlantic salmon.

Costs of Atlantic salmon sales were affected by increases in feed prices, costs associated with further natural hazard mitigation actions and inflationary pressures on other services and inputs. Therefore, costs were USD 4.12/kg live weight (USD 4.43/kg WFE), similar to the USD 4.15/kg live weight in 2021. The total cost of Atlantic salmon processing, including harvesting, reached USD 1.12/kg WFE, in line with that of 2021 (USD 1.09/kg WFE).

Direct costs due to extraordinary mortalities and related expenses (algal blooms, oxygen depletion, sea lion attacks, among others) amounted to USD 6.3 million in 2022, USD 8.5 million lower than the same period from the previous year. These costs mainly consist of biomass mortality not covered by insurance and expenses associated with removing mortalities and mitigating these events.

As a result, operating EBIT was USD 59.9 million in 2022, which is USD 73 million higher than in the same period of the previous year, when a loss of USD 13 million was recorded.

Thus, Atlantic salmon sales generated an EBIT/kg WFE of USD 1.23 in 2022, a significant recovery from the negative USD 0.33/kg WFE in 2021. Coho EBIT/kg WFE reached USD 1.42 in 2022, improving from USD 1.07/kg WFE at the end of 2021 due to higher prices and better diversification of formats and markets.

The result of the net fair value adjustment for 2022 was a positive USD 5.7 million compared to USD 6.1 million in 2021, a negative difference of USD 0.4 million incorporating positive margin returns on sales estimated for 2022.

Other losses reflect a negative result of USD 0.3 million, mainly associated with fixed asset write-offs due to unused assets, which compares favorably with the USD 3.9 million loss in 2021 related to biomass insurance deductibles triggered by the algal events of that year. The trout farming joint venture had a positive result of USD 0.5 million, slightly better than the loss of USD 0.2 million in 2021, and a modest result mainly due to higher costs and large inventory volumes that accumulated at the end of December 2022.

All in all, the net profit after tax for 2022 reached USD 44.7 million, much higher than the USD 9.4 million loss recorded in 2021.

The variation in cash flow in 2022 was negative at USD 11.4 million, compared to a positive USD 23.1 million in 2021. This is explained by: i) a higher operating cash flow result that was positive

at USD 76 million compared to the negative USD 18.9 million in 2021, driven by higher prices of salmon sold; ii) a negative cash flow of USD 28.7 million, higher than the USD 14.5 million in 2021 as a result of the geographical diversification plans for salmon farming towards the Aysén Region and an increase in Coho salmon production, as well as the incorporation of new technologies and devices to mitigate algae and oxygen risks, which supported the capital increase carried out in December 2021; and iii) a negative cash flow from financing activities in 2022 of negative USD 58 million, as the Company voluntarily reduced its use of credit lines, compared to 2021 when USD 57.8 million was obtained from the fourth quarter 2021 share issuance and increased use of lines of credit.

The Company's total assets decreased by 0.8% to USD 423 million as of December 2022, a result mainly explained by the USD 9.2 million decrease in current assets, which is due to the USD 21.4 million reduction in receivables, including the collection of the USD 10 million algal bloom insurance claim for 2021. Inventory increased to USD 18.2 million at the close of 2022, recording 800 net tons of final product, and biological assets increased by USD 20.5 million, which is consistent with the biomass recovery included in the stocking and harvesting plan. Non-current assets increased by USD 6 million, or 4.5%, associated with the previously explained investment plan, a net of depreciation for the year.

In 2022, the Company's total liabilities decreased by 14.5%, or USD 35.6 million, as compared to the end of 2021, reaching USD 210 million as of December 2022. Current liabilities decreased by USD 18.1 million to USD 94.4 million, mainly due to a USD 23.2 mil-



lion reduction in current financial debt as a result of a voluntary reduction in the use of lines of credit by USD 23.2 million. Non-current liabilities decreased by USD 17.5 million to USD 115 million, also due to the voluntary reduction in the use of non-current financial debt of USD 35.0 million.

In this way, net financial debt decreased by USD 47 million in 2022 to USD 75 million, compared to USD 122 million as of December 2021. The Company's shareholders' equity reached USD 213 million, an increase of USD 32.4 million over December 31, 2021, due to the net period result of the minimum legal dividend provision (30%) of USD 12.2 million. As a result, the equity to total assets ratio was 50%, higher than the 42% as of year-end 2021.

THE COMPANY'S OUTLOOK

According to figures published by Kontali, a market analysis company specializing in aquaculture, the global supply of Atlantic salmon for 2023 will grow by 2% compared to 2022. For Chile, this institution forecasts a slight increase in annual production by 1% over the previous year, consisting of an estimated 5% fall in the first quarter, the same production in the second quarter, a 2% fall in the third quarter and a 9% growth in the fourth quarter.

In this context, Salmones Camanchaca expects 2023 harvest volumes to be 44,000-46,000 MT WFE for Atlantic salmon and 10,000-11,000 MT WFE for Coho salmon.

MAIN RISKS AND UNCERTAINTIES

The Company's main risks and uncertainties are phytosanitary, natural, selling price variation, purchase price variation, regulatory, social and political, liquidity, interest rate, exchange rate, credit and operating continuity risks. Chapter 6 of this Integrated Annual Report describes each risk in detail.

GOING CONCERN

The Board of Directors confirms that the financial statements have been prepared on the basis that the Company is a going concern. This is justified by its financial results, business strategy and financial situation.

Employees

The current global trends and market demands call for an explicit commitment to attracting, developing and engaging the talent of employees, who are the key driver for the achievement of Salmones Camanchaca's objectives and corporate values and supported by the following pillars:

- » Labor productivity and organizational simplification.
- » The Camanchaca Experience.
- » Talent management.

Believing that the contribution of people and their competitive and sustainable performance will position the Company in a place of excellence, Salmones Camanchaca will continue to strengthen a culture of continuous improvement, innovation and leadership in all talent management processes. Furthermore, to strengthen the business strategy, it is necessary to promote commitment, good team performance and employee development, while always building a cooperative environment that enables good relationships at each stage of the value chain.

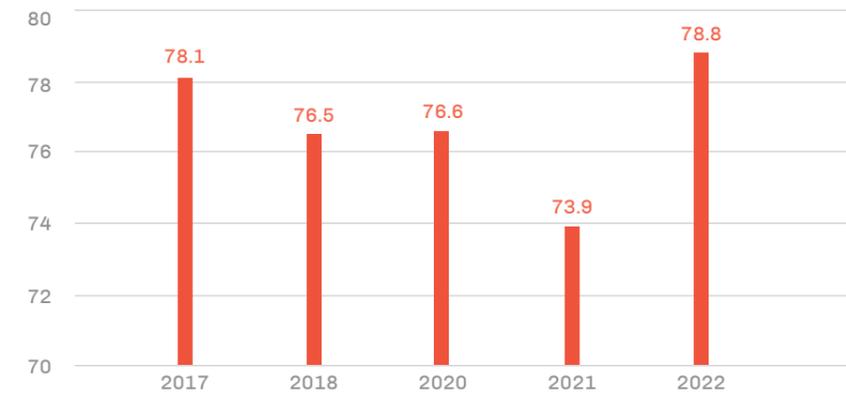
WORKING ENVIRONMENT

In pursuit of a culture focused on people, the Company is committed to building a positive work environment that fosters close, transparent relationships among all employees. This requires each business to meet high standards and workers to feel motivated and committed to their performance.

The Camanchaca Experience Index evaluation was carried out again in 2022, where the NPS question measuring how much employees recommend the company reached +12%, representing a growth of 7 points compared to the previous year's measurement. This evaluation revealed employees' opinions regarding their experience at the Company and identified areas to improve for them to be inclined to recommend Camanchaca as a place to work to those around them and become promoters and ambassadors of the Company.

To continuously monitor and identify improvements, the Company measures its workplace climate to identify how certain variables and dimensions perform over time. 2022 saw significant improvement over the previous year, reaching 78.8% compared to 73.9% in 2021.

WORKING ENVIRONMENT SATISFACTION SURVEY



These results are reviewed annually and are used to identify any variations that may have boosted or affected employee satisfaction within the organization. Accordingly, the dimensions are evaluated and an improvement plan is developed for the following year, focusing on the opportunities detected.

2022 INITIATIVES

Salmones Camanchaca continued to develop initiatives aimed at improving the working environment, where good performance is recognized, empathy is shown and new ideas are encouraged and valued. To this end, the following focus areas were defined:

- » **Launch of corporate mission, vision and values.**
- » **Improve the organizational culture** through Organizational Excellence workshops for Salmones Camanchaca executives, building cohesion, collaboration and trust and defining future guidelines. These workshops focused on the Company's vision and values.

- » **Innovation and continuous improvement:** launch of a platform for submitting ideas to improve the production process and a training day during innovation week.
- » **Camanchaca Enseña Platform:** online system for accessing corporate inductions and internal training, which optimizes and transforms the onboarding experience and automates processes.
- » **Onboarding process:** designed to help employees successfully integrate into the Company and adapt to their next professional role, allowing them to identify with the company's values and mission.
- » **Continuity of regulatory, technical and soft skills courses** to develop well-rounded, efficient and empowered professionals focused on continuous improvement.
- » **Digital transition program:** in-person training that supports employees who need to improve their digital competencies, improving the use of the BUK platform for online procedures (certificates, vacation requests, electronic signatures, among others) to streamline access to Company benefits and employment information.



DIVERSITY AND EQUAL RIGHTS

Hiring decisions are made on the basis of the skills, qualifications and experience necessary for the required duties. The same applies to employee evaluation and promotion decisions, where merit, performance and fulfillment of objectives are considered.

The Company's employees are vital to its success. For this reason, Salmenes Camanchaca promotes their continuous development to improve their competencies and capabilities, favoring internal promotion.

Salmenes Camanchaca S.A. promotes the following employment standards in its workplaces:

- » An environment in which workers can carry out their duties and grow based on their knowledge, merit and performance.
- » Opportunities for dialogue where each individual can respectfully express their opinion for the benefit of the Company, even if it differs from that of their superiors.
- » Healthy and respectful relationships, which exclude any form of abuse, including sexual abuse and/or harassment. This is also subject to the corresponding laws that govern the conduct of all employees.
- » Treatment that does not discriminate on the basis of race, religion, gender, age or other factors.

The number of women working at the Company in 2022 was 567, slightly lower than the 589 of 2021. This represents 32% of the total workforce and 1% more than the previous year, taking into account management, professional and executive positions, which amounted to 79 women, compared to 71 in the previous year. Undoubtedly, this represents a constant challenge for an organization that seeks to advance in equal opportunities.

Aiming to make progress in this area, Salmenes Camanchaca is participating in the Gender Equity Roundtable, an initiative led by Salmón

Chile. In addition, during the year it formed a Gender Equity Committee and worked on a Decalogue with concrete commitments.

As part of the procedures that ensure equal and transparent remuneration, the Company also has a Remuneration Policy, which establishes the salary for each position based on its value and competition in the market. This policy is independent of the gender or any other condition of the person holding the position. The key factors impacting the economic development of individuals are merit, the market, inflation and the Company's performance.

OCCUPATIONAL HEALTH AND SAFETY (OHS)

Salmenes Camanchaca seeks to promote the well-being of its employees through a culture of prevention and self-care, which helps to achieve continuous and systematic improvements in management indicators and fulfill objectives.

The Company is committed to maintaining the best health and environmental conditions in the workplace, as this benefits quality of life, unity, leisure and recreation, which all contribute to achieving the desired productivity.

Executives at Salmenes Camanchaca encourage an open-door policy and are approachable to their teams, fostering a culture of occupational health and safety. The Occupational Health and Safety Policy makes direct supervisors responsible for providing their employees with well-defined, clear and accurate operating procedures and constant, structured and systematic supervision, thus creating safe environments that avoid exposure to risks. They are also responsible for training their teams and informing them of the risks involved in their work, thus taking on a proactive leadership role.

The Company closed 2022 with an accident rate of 2.4%, higher than 2021, when it was 2.0%. The number of lost days amounted to 466, a

decrease from 530 of the previous year. This factor also impacted the claims rate, which closed at 27.8 days, compared to 29.2 in 2021. This result is mainly due to the reduction of lost days at processing plants.

The absenteeism rate was 17.3% in 2022, which is an increase compared to 2021 when it was 15.3%, mostly associated with the increase in medical leaves at processing plants.

Sustainability

2022 was a year of progress and important achievements in sustainability. Salmenes Camanchaca was once again selected for the Dow Jones Sustainability Index (DJSI), a prestigious ranking for evaluating the corporate sustainability of companies around the world. The Company was selected for the Latin American Integrated Market Index (DJSI MILA), which includes the leading companies listed on the stock exchanges of Chile, Peru, Colombia and Mexico.

For the second year in a row, it was also included in "The Sustainability Yearbook 2023" of the prestigious risk rating agency Standard & Poor's (S&P).

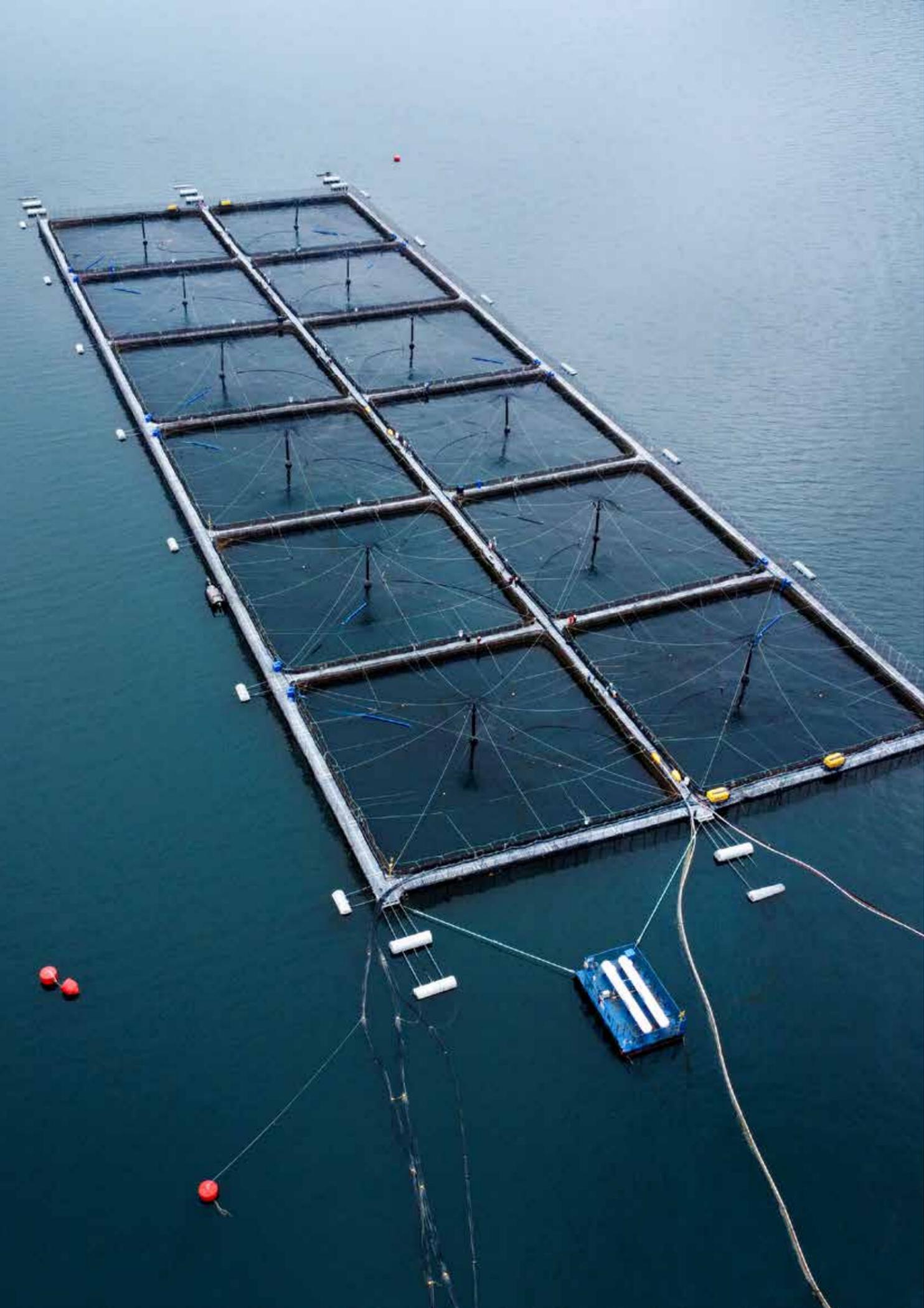
In 2022, in line with its strategy, the Company continued to systematically address the material topics prioritized in each pillar of the Sustainability Model: (i) healthy and nutritious food; (ii) healthy ecosystems; (iii) prosperous communities; (iv) meaningful employment; and (v) profitable and responsible business.

The Company certified 73% of its biomass under the ASC standard and reduced the use of anti-parasitic treatments for sea lice by 35%. The use of antibiotics was also reduced by 36%. These two reductions were due to improvements in environmental conditions and optimization of fish management.

As part of the Company's commitment to animal welfare, an Animal Welfare Policy was officially approved in May 2021; its main objective is to optimize the health and welfare of fish throughout their production cycle. Implementation began in pilot centers during 2022, with visible results in improved product quality and reduced medication use in the centers where it was implemented. Further information on the monitoring baselines, objectives and indicators can be found in Chapter 5.2 of this Integrated Report.

In 2022, moving forward in its commitment to care for the environment and the ecosystems where it operates, Salmenes Camanchaca certified the Hueñu Hueñu forest management plan in the town of Ensenada. The hydroelectric plant was also connected to the Petrohue hatchery, which will reduce around 30% of scope 1 and 2 emissions, the energy management system began implementation, and retail packaging bags were switched to recyclable material (further details can be found in Chapter 5.5 of this Report).

Working with communities held a central role in the sustainability agenda for 2022. Important factors that were identified included the need to further the Company's understanding of community expectations and bolster efforts to protect seas, beaches and marine species. Standing out amongst 2022 initiatives is the #BoyaCompostar program, which aims to promote waste management by providing vermicomposters manufactured from disused buoys and training people on how to use them. Other projects included the Sustainable Schools program, which seeks to promote environmental education in schools in Los Lagos Region; a competitive fund launched together with Fundación La Semilla to promote projects from social organizations with local impact; and a Sailing School, which brings the Company closer to the community of Los Bajos (further details can be found in Chapter 5.4).



As for the results of the sustainability indicators related to the Sustainability-Linked Loan signed in 2021, 3 of the 5 defined indicators were met during the first year of measurement: the % reduction of carbon footprint scope 1 and 2 (24,312 from 30,210), the % of ASC certified biomass (73% vs. 57%), and the FIFO ratio (0.46 from 0.59). However, the accident rate (2.38 out of 2.3) and the non-hazardous industrial waste recycling rate (38% vs. 45%) were not achieved. Undoubtedly, the focus for 2023 will be on meeting these 5 aspects.

2022 was a challenging year for human resources, as there were difficulties in recruiting personnel and an increase in turnover. Therefore, the Company continued to work to develop a culture of continuous improvement, innovation and leadership in all talent management processes. It continued to focus on occupational health, safety and well-being, creating meaningful employment and professional and personal development. Other initiatives included finalizing the implementation of the BUK human capital process management platform and arranging an organizational excellence program for the Company's executives (further details available in Chapter 5.3).

As part of our commitment to develop sustainable aquaculture, we continued implementing the Supplier Code of Conduct in 2022, which establishes guidelines and minimum requirements for the behavior of suppliers providing services to the Company. Furthermore, we began external audits of suppliers to evaluate compliance with the provisions of this document (further details can be found in Chapter 5.6).

Corporate governance

The Company complies with both Chilean and Norwegian corporate governance standards as it is listed on the stock exchanges of both countries, and it is governed by its bylaws and Code of Practice. The general principles of corporate governance approved by the Board of Directors are guidelines for Salmones Camanchaca and all its employees.

In addition, it has a corporate governance structure that defines specific responsibilities and operates under principles of transparency and ethical conduct. These principles ensure that the Company can achieve the objectives that mitigate its governance risks to have a positive impact on all its stakeholders and the general public.

Corporate governance encompasses the governance framework, the Board of Directors, Board committees, senior executives, and ethics and risk management. The Company's main objective is to create long-term value. Further information on corporate governance can be found in Chapter 3 of this document.

VALUE CREATION

GENETICS AND REPRODUCTION



FRESH WATER



SEA WATER



HARVEST



TRANSPORT



PRIMARY PROCESS



VALUE-ADDED PROCESS



DISTRIBUTION



PRODUCTION

HARVEST AND TRANSPORT

PROCESS

SALES AND MARKETING

INPUT

WORKING CAPITAL

USD 189.6
MILLION

STOCKINGS

9.8

MILLION FISH
(ATLANTIC SALMON)

1.6

MILLION FISH
(COHO SALMON)

EMPLOYEES*

567
WOMEN

1,203
MEN

88%
LOCAL
EMPLOYMENT

N° OF CUSTOMERS**

103

PRODUCTIVION ASSETS

74

AQUACULTURE
CONCESSIONS

5

FRESHWATER
SITES

2

VALUE-ADDED
PROCESSING
PLANTS

2

PRIMARY PROCESSING
PLANTS (* INCLUDES
SURPROCESO)

CORE ACTIVITIES



HEALTHY AND NUTRITIOUS
FOOD



PROFITABLE AND
RESPONSIBLE BUSINESS



HEALTHY
ECOSYSTEM



MEANINGFUL
EMPLOYMENT



PROSPEROUS
COMMUNITIES

OUTPUT

44,540

MT WFE
ATLANTIC SALMON HARVESTED

4,028

MT WFE
COHO SALMON HARVESTED

48,663

MT WFE
SALMONIDS SOLD

\$373

MILLION
IN REVENUE

363

COMMUNITY
ACTIVITIES

+10

MILLION
PROCESSED FISH

128

MILLION PORTIONS
OF HEALTHY FOOD

OUTCOME

NATURAL CAPITAL

854

MT OF
RECYCLED WASTE

0

ESCAPE
EVENTS

55

MT OF COLLECTED
BEACH WASTE

100%

BAP CERTIFIED

73%

ASC CERTIFIED*
*24 MONTHS

36%

REDUCTION IN THE
USE OF ANTIBIOTIC

35%

REDUCTION IN THE USE OF ANTIPARASITIC

HUMAN CAPITAL

CLP\$ 275

MILLION OF SOCIAL
INVESTMENT

45,040

HOURS OF
EMPLOYEE TRAINING

+40

EXPORTS
COUNTRIES

32.9%

EMPLOYEE ROTATION

524

EMPLOYEES TRAINED
IN COMMUNITY RELATIONS

* As of December 31, 2022

** Number of Premium Atlantic Salmon Customers with sales over MUS\$ 10



CHAPTER 2

We are Salmones Camanchaca

Our company

Salmones Camanchaca S.A. is a Chilean company that has been farming salmon for more than 30 years and it has been delivering this nutritious excellent product to the homes of thousands of families around the world.

It is a vertically integrated company that operates freshwater and seawater facilities, primary processing and value-added plants, which include genetics, egg production, a closed recirculating hatchery for Atlantic salmon, 74 marine grow-out concessions distributed around 14 neighborhoods in the Los Lagos and Aysén regions, two primary processing plants in the Los Lagos region, and a value-added plant and cold storage plant in the Bío Bío region. The Company is a publicly listed corporation, and its shares have been traded on the Santiago and Oslo (Norway) Stock Exchanges since 2018. Its principal shareholder is Camanchaca S.A. who owns a 70.29% interest.

The Company has 1,800 employees on average, approximately 60% of whom work in its secondary processing and value-added plant. Its products are currently sold to more than 40 countries on four continents, with the largest share being USA and Mexico with approximately 60% of total sales in 2022, in several fresh and frozen formats.

Atlantic and Coho salmon production was 48,600 MT WFE in 2022, while the Company's production target is 55,000 to 60,000 MT WFE for 2023 and 65,000 to 70,000 MT WFE for 2024.

Salmones Camanchaca will participate in a trout farming joint venture until 2028, where it has a one third share of profits. The JV uses estuarine farming sites owned by the Company, which currently harvest an average of 9,000 MT WFE per year.

The Company is a founding member of the Global Salmon Initiative (GSI) and the *Chilean Salmon Marketing Council*. It has received various awards, such as being the first salmon producer to be awarded a four star **Best Aquaculture Practices (BAP) certificate**. It is the first salmon farming company to commit to becoming fully carbon neutral under its scope 1 and 2 GHG emissions by 2025.

Integrated value chain

Salmones Camanchaca has a vertically integrated production and distribution chain that creates long-term value. Its business begins with genetic and spawning programs and continues through to selling its products in various markets and formats:



GENETICS

- » 20 year old patented genetics program using our own Lochy strain
- » Spawning hatchery supplied with our own eggs and an annual capacity of over 20 million



FRESH WATER

- » One of the largest recirculating hatcheries in Chile with an annual capacity of 12 million Atlantic salmon smolts weighing 150g
- » Two Coho salmon hatcheries with an annual capacity of 2 million smolts



SEA WATER

- » Seventy-four concessions for salmonidae farming in the Los Lagos and Aysén regions
- » During 2022, the Company used:
 - » Nineteen concessions for Atlantic salmon farming
 - » Three concessions for Coho salmon farming
 - » Seven concessions for trout farming by the joint venture



PROCESS

- » One primary plant located in the Los Lagos region with a capacity of 85,000 fish per day
- » Salmones Camanchaca owns one third of the Surproceso primary plant in Quellón in the Los Lagos region with a capacity of 140,000 fish per day
- » Two secondary plants in Tomé, in the Bío Bío region, with a daily secondary processing capacity of 20,000 frozen and fresh head on gutted fish and 50,000 fish for fillets and portions



SALES & MARKETING

- » Sales teams in the USA, Mexico, Europe, Japan, China and Chile with sales in 40 countries.
- » Development of value-added products in key markets such as the USA, Mexico and Asia.

From southern Chile to the world

Salmones Camanchaca produces high-quality salmon in Chile using environmentally responsible production processes. It has a strategic position in more than 40 international markets and over 30 years experience.

5

FIVE FRESHWATER SITES

- » Three Atlantic salmon hatcheries
 - » Genetics at Polcura
 - » Breeders at Río del Este
 - » Hatchery and smoltification at Petrohué
- » Two hatcheries for Coho salmon
 - » Hatchery at Purranque
 - » Smoltification at Lake Llanquihue
 - »

74

AQUACULTURE CONCESSIONS

These comprise 36 farming sites in the Los Lagos region and 38 in the Aysen region. The Company uses 535 hectares in the Los Lagos region and 509 hectares in the Aysén region, totaling 1,044 hectares. Only 39% of them were used during 2022, while 61% remained fallow. Seventy-three concessions are in sea water and only one in fresh water.

Nineteen concessions were used for Atlantic salmon farming in 2022 and three for Coho salmon farming. Seven concessions were used by the trout Joint Venture for its 2021/2022 season.

4

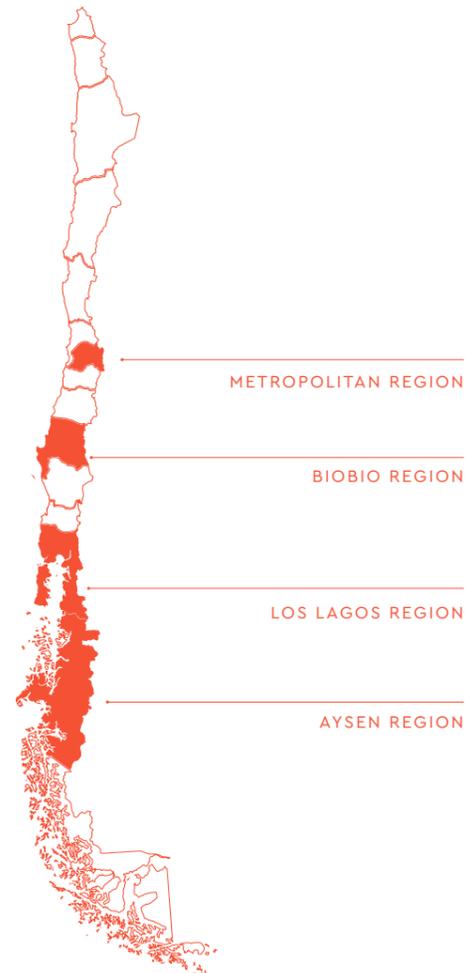
SALES OFFICES IN CHILE

at Tomé, Coronel, La Florida and Rauco.

4

PROCESSING PLANTS

- » Primary plant at San José, Calbuco
- » Primary plant at Quellón, Chiloé
- » Value-added plant at Tomé
- » Coho salmon plant at Tomé



Mission

Salmones Camanchaca's mission is to feed the world healthy, nutritious protein from the sea that is produced using sustainable processes, and fulfill our commitments to the environment and our local communities.

Vision

Become an industry benchmark for productivity and sustainability, by caring for people, promoting innovation, producing high quality customized products and strengthening ties with our customers.

Values



TALENT AND PERFORMANCE



ETHICS AND TRANSPARENCY



MODERATION AND EFFICIENCY



RESPECT



CONSERVE RESOURCES



SAFETY



AGILITY



COLLABORATION AND COMMUNICATION

SALMONES CAMANCHACA ADHERES TO THE UNITED NATIONS GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS .

Strategy

The Company has developed a strategy that is founded on its commitment to sustainability, together with an organic growth plan that promotes production efficiency and cost control, with the objective of creating long term value and optimally developing its business to achieve success.

Market development requires the flexibility to produce various products and change their destination.



ORGANIC GROWTH

Maximize the use of its assets and productive capabilities



COST COMPETITIVE

Biological control and operational efficiency



MARKET DEVELOPMENT

Focus on adding value, by leveraging processing capabilities and flexibilities to target strategic markets



COMMITMENT TO SUSTAINABILITY

- » Carbon neutrality
- » ASC Certification
- » Circularity
- » FIFO
- » Occupational safety

Salmones Camanchaca's value proposal



SUSTAINABILITY



LOW COST AND LEVERAGE



CLOSENESS TO THE BUYER



VALUE-ADDED PRODUCTS

Salmones Camanchaca strives to fulfill eight objectives that ensure its corporate strategy is correctly implemented.

1. **Raw material returns:** increase access to raw materials and improve raw material returns.
2. **Connect with customers and consumers:** increase sales in key markets by developing own brands, strengthening sales offices and focusing on retail channels and online platforms. Promote products with higher added value and reduce the volatility of products treated as "commodities".
3. **Operational excellence:** refine production processes and apply technology, which includes cost-efficient Digital Transformation without sacrificing quality.
4. **Organizational excellence:** make working at Salmones Camanchaca an extraordinary experience, with a focus on employee welfare, operational ease and talent development.
5. **Sustainable production:** improve the sustainability of production processes, to preserve the health of the ecosystem and good relationships with local communities.
6. **Financial sustainability:** achieve profitability that matches the risks, but higher than the competition and based on sustainable financing structures open to capital markets.
7. **Operational continuity:** build long-term agreements with suppliers, provide support to the Company's commercial strategy in terms of maritime and air transport, and cargo warehousing and distribution services.
8. **Digital transformation:** apply digital technology to processes, products and assets to improve efficiency, enhance customer value, manage risk and discover new revenue-generating opportunities.

Investment plans

The two main objectives of Salmones Camanchaca's investment plans are to create long-term value and to keep its assets in optimal operating condition. The farming plan has three strategic objectives i) diversify seawater concession use, ii) farm alternative species, and iii) use new technologies and devices.

Investments for 2022 amounted to US\$ 26 million, which was 40% higher than the US\$ 18.7 million in 2021, where:

- » 35% was to preserve existing assets.
- » 65% was for efficiency projects, improvements and productive expansions, which were described in the investment plans for the capital increase at the end of 2021.

INVESTMENT IN NEW TECHNOLOGIES AND MAINTENANCE

The Company aims to equip its farming sites with the latest technologies that mitigate the effects of stronger currents and algae blooms. Salmones Camanchaca will strengthen its phytoplankton monitoring program in 2022, by strengthening its technical teams and testing it using artificial intelligence technologies.

This will be complemented by upwelling systems that generate currents that keep conditions stable in the water column. Also back-up farming sites and logistic systems to transfer live fish using Wellboats, which were available throughout 2022 to protect live fish while transferring them to other areas, if environmental events had occurred.



Value footprint

Salmones Camanchaca is committed to satisfying the growing need for healthy and sustainable proteins, and distributing added value to all stakeholders, in order to contribute to a better future for the planet.

The Company generated value of close to US\$ 375 million during 2022, which has been distributed among its shareholders, employees, suppliers and other stakeholders as follows:

2023 FORECASTS

The Company plans to invest approximately US\$ 27.6 million next year, where 65% will preserve existing assets, and the remainder will be for efficiency projects, improvements and productive expansions, in accordance with the Company's growth and risk mitigation plan. This plan will be financed by its own resources and loans from financial institutions, if necessary.

GEOGRAPHICAL AND SPECIES DIVERSIFICATION

Salmones Camanchaca plans to increase Atlantic salmon farming at its own concessions in the Aysén Region.

Coho Salmon has a shorter production cycle than Atlantic salmon and is harvested before the summer season when temperatures rise, which avoids the risk of algae blooms, especially in the Los Lagos region. Furthermore, fewer antibiotics are required. It is immune to sea lice, so it does not need an antiparasitic treatment. The Company has been working on this initiative since 2019, and this business began to stabilize in 2022, with a focus on adding value and diversifying the product's target markets.

The Company's investment strategy includes investing in maintenance, in order to preserve its existing assets, and expand its productive capacity to match its growth plans.

This strategy is in line with its investment plans, in particular an integrated value chain that provides tremendous flexibility to produce many formats for various markets, and a restructured business to ensure profitable growth that continually improves costs through increased production volumes and biohazard mitigation. The Company will fulfill its commitment to sustainability and has the support of its principal investors, so has secured the financing required for its strategic plan.

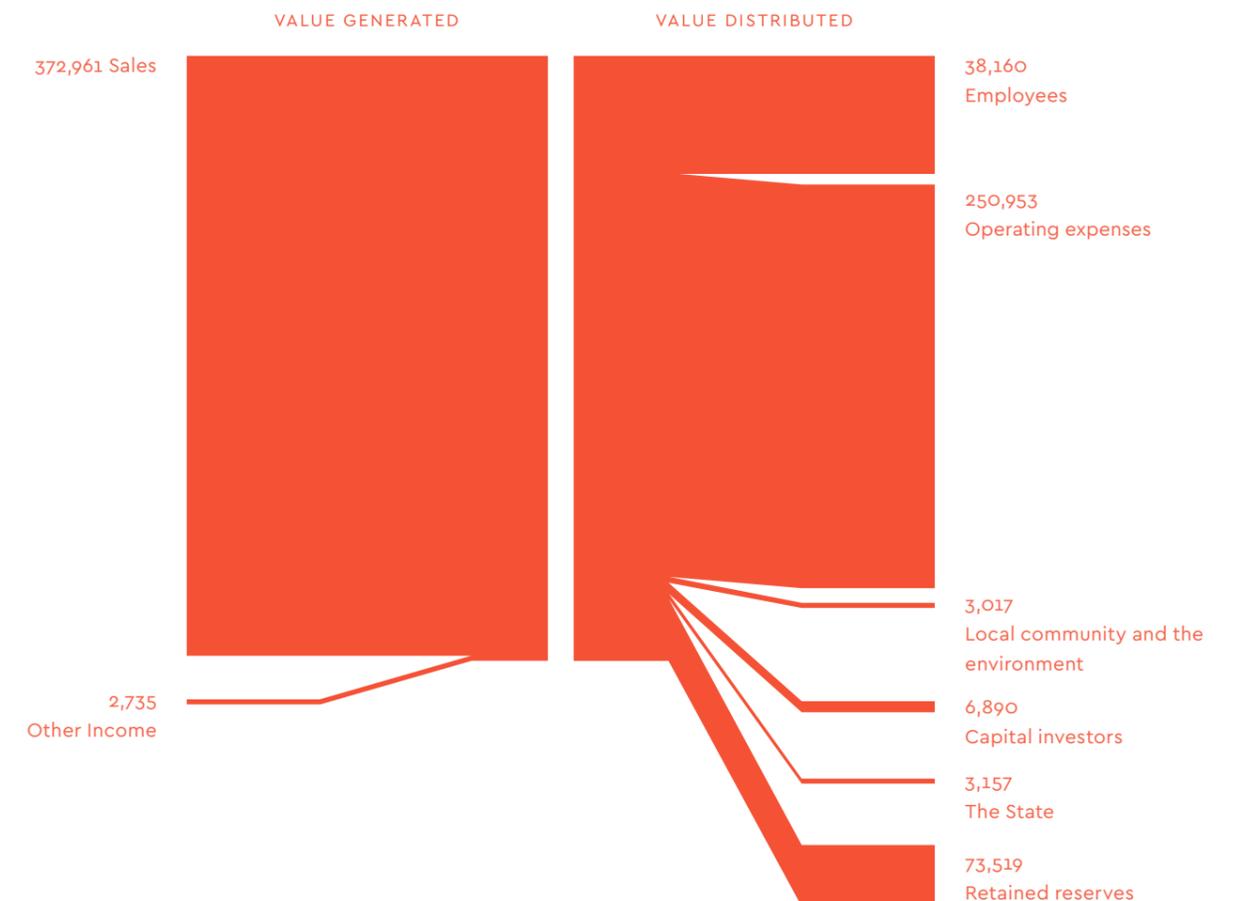
Timelines

Salmones Camanchaca has defined its timelines based on its strategic plan and an analysis of various scenarios that involve investing in processing plants and systems, taking into account the nature of its business, its existing strategy and its productive infrastructure.

The Company's short-term plans involve increasing fish harvest volumes and implementing the strategic plan for 2021 to 2023. Its medium-term plans over the next 3 to 4 years involve implementing its geographical and species diversification strategy and achieving an annual harvest volume of around 65,000 to 70,000 MT WFE.

Salmones Camanchaca's assets are mainly processing plants and concessions. The Company has defined long-term as 10 years. This is justified by the nature of the business, as assets can financially perform for that period or even longer, and permits, rights and concessions are renewable for more than 20 years or even indefinitely. Business cycles and risks affecting biomasses were also considered, as a result of which there may be tremendous variability in flows from one year to the next. This leaves a timeline of less than 10 years unrepresentative of the Company's long-term expectations.

VALUE BASED ON SALES DISTRIBUTION (THUS\$)



Net distributable income in 2022 was US\$ 40.5 million, and a final dividend payable in May 2023 of US\$ 24.3 million equivalent to 60%, will be proposed at the Annual General Shareholders' Meeting. There was no net income for 2020 and 2021, therefore there were no dividends.

Historical events

1987

Camanchaca produced its first smolts at the Polcura hatchery. The first Atlantic salmon were farmed at the Peñasmó and Terao farming sites in the Los Lagos region. Concessions were gradually acquired and the Company now has 74 concessions.

2004

The Company acquired Fiordo Blanco S.A., which contributed new aquaculture concessions.

- » The Atlantic salmon breeding program was enhanced with the unique fast-growing Lochy strain.

2009

Salmones Camanchaca S.A. was formed to consolidate salmon farming under one entity and strengthen its productive resources.

2012

Salmones Camanchaca became the world's first salmon producer to earn three stars in the Best Aquaculture Practices (BAP) certification program.

2015

The Company published its first Sustainability Report.

2018

Salmones Camanchaca completed simultaneous IPOs on the Oslo and Santiago stock exchanges, placing 30% of the Company's capital and making it the first Latin American company to be listed on the world's leading seafood market.

- » It was the first salmon farming company to register with the Huella Chile program at the Ministry of the Environment.

2021

The Company completed a US\$ 23 million capital increase to strengthen its financial position, implement its risk diversification plan and recover its capacity.

- » This was the first "loan linked to sustainability indicators" within the Chilean aquaculture industry and totaled US\$ 135 million. It was used to reschedule its borrowings and a link was introduced between the interest rate and specific sustainability metrics.
- » The Company was recognized by S&P in its annual report "The 2022 Sustainability Yearbook" as an "Industry Mover".
- » It became the first company in the industry to be certified as an Authorized Economic Operator by the Chilean General Directorate of Customs.



1989

It expanded its business within the Los Lagos and Aysen regions.

2001

Chile's first recirculating hatchery began operating, located on the Petrohué River.

2008

Atlantic salmon farming was suspended due to the ISA virus, which affected the entire industry, until regulations and protocols were introduced in Chile that established the sanitary conditions that could protect the industry.

2011

Atlantic salmon harvests were resumed, with healthy indicators and successful yields after a two-year interruption due to the ISA virus.

2013

Camanchaca became a founder member of the Global Salmon Initiative (GSI).

- » The Company created its first sustainability program, called "Friendly Camanchaca", which focuses on community outreach, caring for the environment and healthy living.

2016

The Petrohué hatchery reopened, with high safety standards and recirculation technologies, after the Calbuco volcano erupted in 2015.

- » The Tomé and San José processing plants were certified under the ASC Chain of Custody standard and the Company earned its fourth star in the BAP certification program for its Petrohué hatchery.

2019

Salmones Camanchaca presented its Sustainability Model, and created its Technical and Sustainability Department.

- » The Company produced its first Coho salmon harvest, which totaled 4,300 MT WFE.

Highlights of the year

The current global context requires the industry to implement sustainable practices. Accordingly, Salmones Camanchaca developed several initiatives during 2022 that achieved successful milestones, such as:



Dow Jones Sustainability Index (DJSI):

The Company was included among the most sustainable companies in the Pacific Alliance for the second consecutive year according to this ranking. It was included in the Dow Jones Sustainability Mila Pacific Alliance in the Food, Beverage & Tobacco category, where it improved its ranking with respect to last year, due to a score of 72/100 points that meant it was included in the S&P Yearbook.



Coller FAIRR:

Salmones Camanchaca climbed four positions in this global sustainable producers' ranking, to reach sixth place, which evaluates the top 60 protein producers worldwide. This award ranked the Company as the best in the Chilean industry as a result of its collaboration, and its commitment to the environment and local communities.



American Heart Association:

One of the most important cardiology benchmarks in the USA certified Salmones Camanchaca's Coho salmon as a nutritious food for cardiovascular health. Its concentration of fatty acids and Omega-3 helps to avoid coronary diseases.



Farming Excellence Program:

This is a strategic plan that aims to improve various aspects of salmon farming, including process standardization, using artificial intelligence and biomass estimators, improvements in the engineering and infrastructure at farming sites, combined with a sanitary strategy that incorporates complementary treatment methods, such as strengthening talented people and occupational safety.



Connection to the Hidroelena hydroelectric power plant:

The hydroelectric power plant at Petrohue Hatchery and smolt facility was completely connected by the end of 2022, so diesel generators will be replaced by renewable energy, which will reduce scope 1 carbon emissions by about 30%.

Articles of Incorporation

Salmones Camanchaca S.A. was incorporated as a privately held corporation by public instrument on June 26, 2009, granted by Santiago Notary Mr. Félix Jara Cadot. An abstract of that instrument was registered on July 23, 2009, on page 33,897 number 23,131 of the Santiago Commerce Registry and was published in the Official Gazette on July 24, 2009.

The Company has an indefinite duration. Its purpose is to undertake:

- » Aquaculture in general, especially breeding, producing and farming salmon, trout, other salmonidae and all other species or organisms grown entirely or primarily in water, including research and development of salmonidae genetics, industrializing, slaughtering, processing, cooling, freezing, dehydrating, packing, packaging, transporting and selling products, by-products and aquatic derivatives, for its own benefit and also by providing services related to these activities to third parties.
- » Research and development, production and manufacture of inputs, machinery and materials for aquaculture businesses, both for itself and to sell to third parties.

Its authorized capital is US\$ 149,325,695.95, divided into 78,000,000 nominative, single-series shares with no par value and no preferential rights. Its subscribed and paid capital is of US\$ 139,813,595.95, divided into 74,195,160 nominative, single-series shares with no par value and no preferential rights.

The Company is managed by a Board of Directors consisting of seven members, who can be re-elected indefinitely. They serve two-year terms, at which time the entire Board can be renewed.

Shareholders meet at Annual General and Extraordinary Meetings. Annual General Meetings are held within the first quarter of each year and Extraordinary Meetings may be held at any time, when required by corporate needs, to decide on any matter for which the law or the Bylaws require shareholder approval, provided that such matters are indicated in the corresponding meeting notice.

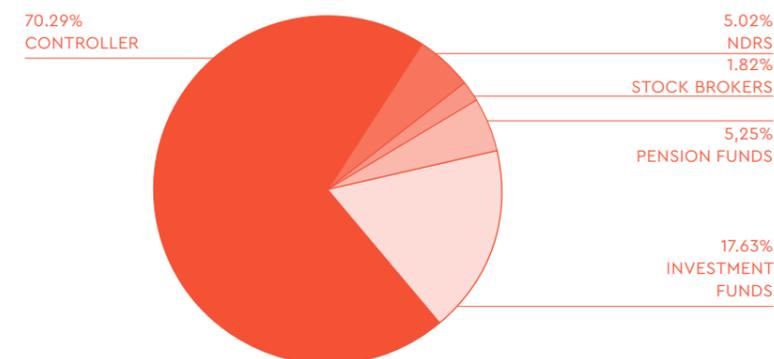
Shareholders appoint external auditors each year at the Annual General Meeting, to examine the Company's accounts and financial statements. These auditors report to shareholders in writing their compliance with this mandate at the next Annual General Meeting.

On December 13, 2017, the Company was registered as number 1150 in the Securities Registry held by the Financial Market Commission.

Corporate structure

Salmones Camanchaca is publicly listed on Santiago Exchange, Chile, and on the Oslo Stock Exchange, Norway. The main shareholder is Camanchaca S.A. with a 70.29% interest.

Number of shareholders as of December 31, 2022: The Company has 54 shareholders according to SERCOR's shareholder register, including direct shareholders and custodian companies.

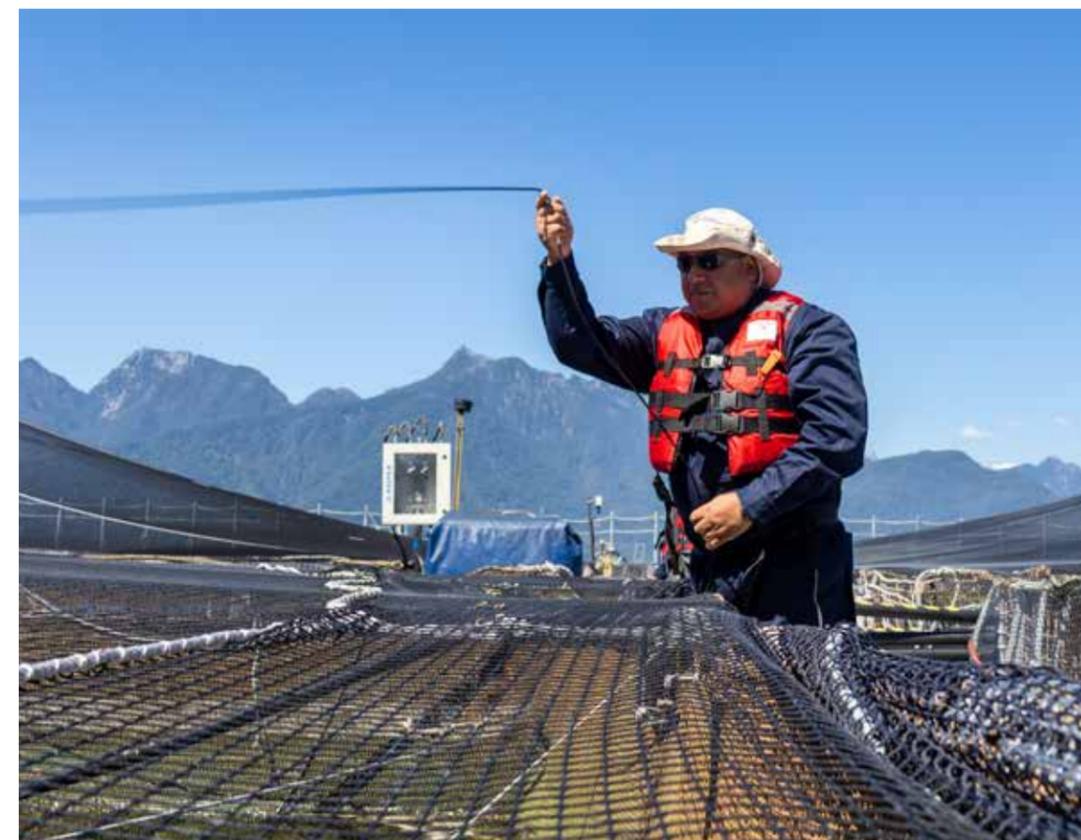


Control

MAJOR SHAREHOLDERS

As of December 31, 2022:
Top 20 shareholders

SHAREHOLDER	SHARES HELD AS OF DEC 31, 2022	PERCENTAGE AS OF DEC 31, 2022
Camanchaca S.A.	52,149,999	70.29%
DNB Bank Asa	3,725,620	5.02%
BTG Pactual Small Cap Chile Investment Fund	2,884,996	3.89%
Compass Small Cap Chile Investment Fund	2,864,742	3.86%
Siglo XXI Investment Fund	2,181,448	2.94%
Toesca Small Cap Chile Investment Fund	1,573,482	2.12%
BCI Small Cap Chile Investment Fund	1,114,323	1.50%
Banco de Chile on behalf of third parties	1,084,554	1.46%
Santander Small Cap Investment Fund	802,014	1.08%
Banchile Administradora Generalde Fondos S.A.	744,295	1.00%
Larrain Vial Asset Management A.G.F. S.A.	641,197	0.86%
Habitat Pension Fund C	568,426	0.77%
Cuprum Pension Fund A	497,755	0.67%
Capital Pension Fund A	490,673	0.66%
Habitat Pension Fund A	405,043	0.55%
Capital Pension Fund C	352,109	0.47%
Habitat Pension Fund B	347,892	0.47%
Cuprum Pension Fund C	324,620	0.44%
Capital Pension Fund B	209,489	0.28%
Cuprum Pension Fund B	209,437	0.28%
Others	1,023,046	1.38%
Total	74,195,160	100.00%



Salmones Camanchaca S.A. is controlled by Camanchaca S.A., who directly owns 70.29% of the Company. Camanchaca S.A. is controlled by Mr. Jorge Fernández Valdés, Chilean ID number 3,189,057-8, through the companies Inversiones HFG Limitada, Chilean ID number 76,076,557-0, direct owner of 33.1717% of Camanchaca S.A., and Inversiones Los Fresnos SpA, Chilean ID number 78,172,330-4, direct owner of 19.6020% of Camanchaca S.A.

Inversiones HFG Limitada is direct owner of 64.3635% of Inversiones Los Fresnos SpA. The shareholders of Inversiones HFG Limitada are:

- » Jorge Fernández Valdés with 0.00069%.
- » Inversiones MCFG Limitada, Chilean ID number 77,531,772-8 with 16.6665%, where that company is wholly indirectly owned by Ms. María Carolina Fernández García, Chilean ID number 6,377,733-1.
- » Inversiones Bahía Ranco Limitada, Chilean ID number 77,465,632-4 with 16.6665%, where that company is wholly indirectly owned by Mr. Jorge Fernández García, Chilean ID number 6,377,734-K.
- » Inversiones FC SpA, Chilean ID 78,308,550-K with 16.6665%, where 99.90% of that company is indirectly owned by Mr. Andrés Fernández García, Chilean ID number 6,446,623-2.
- » Inversiones Bahía Pastores Limitada, Chilean ID number 76,066,883-4 with 16.6665%, where that company is wholly indirectly owned by Ms. María de la Paz Fernández García, Chilean ID number 6,377,735-8.

- » Inversiones Salar Grande Limitada, Chilean ID number 76,066,856-7 with 16.6665%, where that company is wholly indirectly owned by Mr. Cristián Fernández García, Chilean ID number 9,216,903-0.
- » Inversiones Ferver Limitada, Chilean ID number 77,587,227-6 with 16.6665%, where that company is wholly indirectly owned by Mr. Gonzalo Fernández García, Chilean ID number 13,441,707-2.

The following individuals are directly related to Mr. Jorge Fernández Valdés, and are direct holders of the interests in the Company described below: Nicolás Guzmán Covarrubias, Chilean ID number 6,377,761-7 0.048%.

Control over Camanchaca S.A., is also held by Mr. Francisco de Borja Cifuentes Correa, Chilean ID number 4,333,851-K, who signed a shareholders agreement with Mr. Jorge Fernández Valdés, that limits the free disposal of shares.

Mr. Francisco de Borja Cifuentes Correa controls, in accordance with their respective bylaws, the companies Inversiones Cifco Limitada, Chilean ID number 78,172,320-7, and Inversiones HCL Limitada, Chilean ID number 76,076,548-1. These two companies own 9.7108% of the Company's shares.

The shareholders of Inversiones Cifco Limitada, which directly owns 2.4699% of Camanchaca S.A., are Mr. Francisco de Borja Cifuentes Correa, who holds 99.9621% of that company, and Inversiones HCL Limitada, which holds 0.0379% of that company.



Ownership Structure

The shareholders of Inversiones Cifco Limitada, which directly owns 2.4699% of Camanchaca S.A., are Mr. Francisco de Borja Cifuentes Correa, who holds 99.9621% of that company, and Inversiones HCL Limitada, which holds 0.0379% of that company.

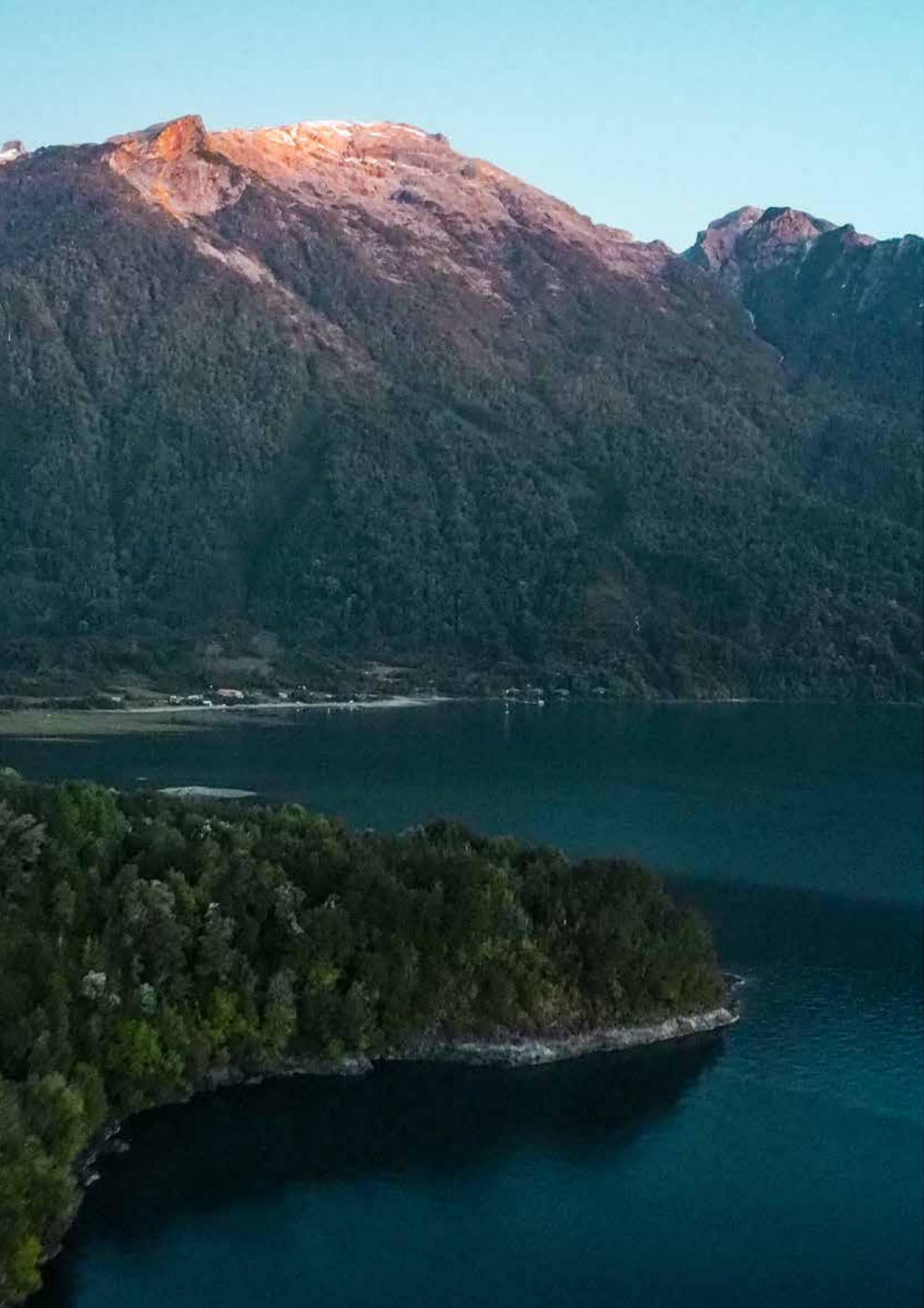
The shareholders of Inversiones HCL Limitada, which directly holds 7.24085% of Camanchaca S.A., are as follows :

- » Francisco de Borja Cifuentes Correa, with 0.0024%.
- » Inversiones Cilar Uno Limitada, Chilean ID number 76,066,821-4, with 19.9995%, where 96% of that company is owned by Ms. Mónica del Pilar Cifuentes Larios, Chilean ID number 9,007,413-5.
- » Inversiones Cilar Dos Limitada, Chilean ID number 76,066,824-9, with 19.9995%, where 96% of that company is owned by Mr. Francisco de Borja Cifuentes Larios, Chilean ID number 12,629,641-K.
- » Inversiones Cilar Tres Limitada, Chilean ID number 76,066,833-8, with 19.9995%, where 96% of that company is owned by Mr. Cristian Andrés Cifuentes Larios, Chilean ID number 12,638,234-0.
- » Inversiones Cilar Cuatro Limitada, Chilean ID number 76,066,839-7, with 19.9995%, where 96% of that company is owned by Ms. Carolina Cifuentes Larios, Chilean ID number 13,550,339-8.
- » Inversiones Cilar Cinco Limitada, Chilean ID number 76,066,842-7, with 19.9995%, where 96% of that company is owned by Ms. María José Cifuentes Larios, Chilean ID number 15,960,728-3.



The ownership structure of Salmones Camanchaca involves direct and indirect interests.

There were no changes in ownership and control with respect to the previous year



Agreements

with subsidiaries and associates

No agreements have been signed with subsidiaries or associates that have significantly impacted the business and financial performance of Salmones Camanchaca S.A.

The Company does not have any investments representing over 20% of the investee's total assets in entities that are not considered subsidiaries or associates. -

Subsidiary companies

CORPORATE NAME AND LEGAL STATUS:

FIORDO BLANCO S.A.

SUBSCRIBED AND PAID SHARE CAPITAL

US\$ 46.183.399
Subsidiary of Salmones Camanchaca S.A.

CORPORATE PURPOSE :

Farming, breeding, producing, developing, catching and marketing all types of organisms grown entirely or primarily in water, whether sea, lake or river; industrializing, transforming, producing, processing, canning, freezing, dehydrating, packaging and marketing and selling these products in any format; creating and operating hatcheries. The company may do anything and sign any contract that is directly or indirectly related to its corporate purpose.

GENERAL INFORMATION:

The company was incorporated by deed on September 20, 1988, before Valparaíso notary public Ricardo Maure Gallardo. An extract of that deed was registered with the Commercial Registry of the Los Andes Property Registrar on page 59 number 47 in 1988 and with the Commercial Registry of the Santiago Property Register on page 61,647 number 43,161 in 2009.

BUSINESS RELATIONS:

This subsidiary leases concessions and assets related to the salmon farming business to its parent company.

Chairman: Francisco Cifuentes Correa.

Board Of Directors: Francisco Cifuentes Correa, Jorge Fernández García and Ricardo García Holtz

Chief Executive Officer: Manuel Arriagada Ossa.

CORPORATE NAME AND LEGAL STATUS:

FIORDO AZUL S.A.

SUBSCRIBED AND PAID SHARE CAPITAL

Subscribed and paid share capital
US\$ 147.591

CORPORATE PURPOSE :

Aquaculture in general, especially breeding, producing and farming salmon, trout, other salmonidae and all other species or organisms grown entirely or primarily in water, including research and development of salmonidae genetics; industrializing, slaughtering, cooling, freezing, dehydrating, packing, packaging, transporting and selling products, by-products and derivatives of aquatic activities, for its own benefit and also by providing services related to these activities to third parties; and researching and developing, producing and manufacturing inputs, machinery, elements and materials for aquatic activities.

GENERAL INFORMATION:

The company was incorporated by deed on January 31, 2019, before Santiago notary public Félix Jara Cadot. An extract of that deed was registered with the Commercial Registry of the Santiago Property Register on page 11,277 number 6,013 in 2019.

BUSINESS RELATIONS:

This subsidiary leases concessions and assets related to the salmon farming business to its parent company.

Chairman: Jorge Fernández García.

Board Of Directors: Jorge Fernández García, Francisco Cifuentes Correa and Ricardo García Holtz.

Chief Executive Officer: Manuel Arriagada Ossa.

As of December 31, 2022 and 2021

CHILEAN ID NUMBER	COMPANY NAME	OWNERSHIP INTEREST		
		DIRECT %	INDIRECT %	TOTAL %
96,540,710-3	Fiordo Blanco S.A.	99.99	0.00	99.99
76,989,215-K	Fiordo Azul S.A.	99.99	0.01	100.00

The percentage that each investment represents of the Company's total assets as of December 31 .

CHILEAN ID NUMBER	COMPANY NAME	2021	2022
96,540,710-3	Fiordo Blanco S.A.	7.95%	8.25%
76,989,215-K	Fiordo Azul S.A.	-0.26%	-0.27%

Associate companies

CORPORATE NAME AND LEGAL STATUS:

SURPROCESO S.A.

SUBSCRIBED AND PAID SHARE CAPITAL

CLP\$ 600.000.000

CORPORATE PURPOSE :

Providing storage, slaughtering, calibration, grading and processing services for the salmon farming and general fishing industries.

GENERAL INFORMATION:

The company was incorporated by deed on March 17, 2005, before Santiago notary public Arturo Carvajal Escobar. An extract of that deed was registered with the Puerto Montt Commerce Registry on page 177, number 139 in 2005.

As of December 31, 2022 and 2021

CHILEAN ID NUMBER	COMPANY NAME	OWNERSHIP INTEREST		
		DIRECT %	INDIRECT %	TOTAL %
76,346,370-2	Surproceso S.A.	33.33	0.00	33.33

The percentage that each investment represents of the Company's total assets as of December 31

CHILEAN ID NUMBER	COMPANY NAME	2021	2022
76,346,370-2	Surproceso S.A.	0.95%	2.03%

Board members and executives

with positions at subsidiaries or associates

NAME	SUBSIDIARY/ASSOCIATE	POSITION IN THE SUBSIDIARY/ASSOCIATE
Jorge Fernández García	Fiordo Blanco S.A.	Director
	Surproceso S.A.	Director
	Fiordo Azul S.A.	Chairman
Francisco Cifuentes Correa	Fiordo Blanco S.A.	Chairman
	Fiordo Azul S.A.	Director
Ricardo García Holtz	Fiordo Blanco S.A.	Director
	Fiordo Azul S.A.	Director
Manuel Arriagada Ossa	Fiordo Blanco S.A.	CEO
	Fiordo Azul S.A.	CEO
Daniel Bortnik Ventura	Surproceso S.A.	Director



CHAPTER 3

Corporate Governance

Corporate Governance Report



The Company has a solid business ethic that promotes good corporate governance practices. Salmones Camanchaca is subject to Chilean and Norwegian laws and regulations, as it is listed on the Oslo Stock Exchange, and must comply with national and international standards.

The Company's superior decision-making authority is the Shareholders' Meeting (the "Shareholders' Meeting"). All Company shareholders are entitled to attend or to be represented by proxy and vote at Shareholders' Meetings, in accordance with Chilean law and the Company's bylaws (the "Bylaws"),

A Board of Directors (the "Board") and senior executives manage the Company. The Board is responsible for generally managing the business, ensuring it has a suitable organizational structure, approving plans and budgets, ensuring that the Company's business, accounts and asset management are subject to adequate controls and conducting investigations to fulfill its duties, in accordance with Chilean law and the Bylaws. The Board may exercise all the Company's duties that are not exclusively reserved for Shareholders' Meetings, in accordance with Chilean law and the Bylaws.

The Board will be composed of seven members, in accordance with the Bylaws. Directors are elected by the shareholders at the corresponding Annual General Shareholders' Meeting, or at any Extraordinary Shareholders' Meeting called for such purpose.

The Board has a subcommittee called the Directors' Committee. The current members of the Directors' Committee are Joaquín Villarino Herrera who is the Chairman, Tore Valderhaug and Rodrigo Errázuriz Ruiz-Tagle.

The main objectives of the Directors' Committee are to prepare and advise the Board on matters related to accounting, auditing, finance and risk management. The Directors' Committee reports and makes recommendations to the Board, but the Board is responsible for implementing these recommendations.

The Chief Executive Officer is responsible for day-to-day management of the Company and has the authority granted by the Board, in accordance with Chilean law. The Chief Executive Officer is the secretary to the Board, in accordance with the Bylaws, and regularly reports the Company's business, financial position and operating performance to the Board, in accordance with Chilean law.

Corporate governance implementation and compliance

As the Company is incorporated in Chile, it is subject to Chilean laws and regulations. As it is listed on the Oslo Stock Exchange, it must comply with section 3-3b of the Norwegian Accounting Act, various sections of the Norwegian Securities Trading Act, the EU Market Abuse regulations and the Norwegian Code of Corporate Governance Practices dated October 14, 2021 prepared by the Norwegian Corporate Governance Board (the "Code of Practice"), on a "comply or explain" basis. The Bylaws contain specific corporate governance provisions. The Norwegian Accounting Act can be found at www.lovdato.no and the Code of Practice can be found at www.nues.no.

The Company is committed to good corporate governance practices and has implemented a regime that complies with the Code of Practice. However, the Company is governed by Chilean laws and regulations and some of the Company's corporate governance principles deviate from some recommendations in the Code of Practice. The Board will report on the Company's corporate gov-

ernance policies and practices (the "Corporate Governance Report") in the Company's Integrated Annual Report, and will refer to that report in the Board's Report. The Corporate Governance Report will refer to each section of the Code of Practice and explain how the Company complies with it. If the Company does not fully comply with sections of the Code of Practice, the Corporate Governance Report will justify those deviations and explain the Company's alternative solutions.

SECTION 2: BUSINESS

The Company's purpose is clearly described in the Bylaws to provide shareholders with sufficient information to understand the scope of the Company's business and its risk profile. The Company must fulfill the purpose described in the Bylaws.

The Company's purpose is: a) aquaculture in general, especially breeding, producing and farming salmon, trout, other salmonidae and all other species or organisms grown entirely or primarily in water, including research and development of salmonidae genetics, industrializing, slaughtering, cooling, freezing, dehydrating, packing, packaging, transporting and selling products, by-products and aquatic derivatives, for its own benefit and also by providing related services to third parties, and b) researching, developing, producing and manufacturing aquatic inputs, machinery and materials, all for its own production or for sale to third parties.

The Company will prepare guidelines that explain how it integrates stakeholder's interests into value creation. This will focus on employees' rights, social responsibility issues, the external environment, corruption prevention, working climate, equal treatment, non-discrimination and its environmental impact. These guidelines will be tailored to stakeholders affected by the Company and will relate to value creation.

SECTION 3: CAPITAL AND DIVIDENDS

The Board is responsible for ensuring that the Company is adequately capitalized in relation to its business scope and risks, and that it complies with all legal and regulatory capital requirements. The Company's capital structure will support its objectives, strategy and risk profile. The Board will monitor the Company's capital position and will take prompt and appropriate action if the Company's equity or liquidity is deemed to be inadequate. The Board has prepared a clear and predictable dividend policy that is described in the Bylaws. Dividends will be paid in cash, as approved by the Shareholders' Meeting from time to time.

Chilean law does not authorize the Board to increase the Company's share capital, or purchase its own shares. The Shareholders' Meeting can approve purchases of the Company's own shares, subject to the restrictions and limitations in Chilean law and regulations.

SECTION 4: EQUAL SHAREHOLDER TREATMENT AND TRANSACTIONS WITH CLOSE ASSOCIATES

The Company has only one series of shares. Each share in the Company is equivalent to one vote. All shares have the same rights and no privileges, including the right to participate in Shareholders' Meetings. All shareholders will be treated in a non-discriminatory manner.

Chilean law gives shareholders the right to waive or transfer their preferential subscription rights during a capital increase. Chilean law does not authorize the Board to increase the Company's share capital. Therefore, the Board cannot waive shareholders' preferential subscription rights.

Any transactions involving the Company's own shares must comply with Chilean laws and regulations. They must take place on the Santiago Exchange at its market price. Any transactions involving the Company's own shares will be subject to notification requirements and will be publicly disclosed in an appropriate stock exchange announcement.

Transactions between the Company, its shareholders or other close associates will comply with Chilean laws and regulations. The Company is a publicly listed company, so these transactions must contribute to the corporate interest and be at the prevailing market price and conditions at the time they are approved. The Board will obtain an independent third party valuation for all material transactions between the Company, a shareholder, a parent company of a shareholder, a director, executive officer or any person related to the latter, other than transactions described in Salmones Camanchaca S.A.'s General Habitual Transactions Policy for related party transactions, which is published on the Company's website. Independent valuations will also be obtained for significant transactions between companies of the same group that are not covered by Salmones Camanchaca S.A.'s General Habitual Transactions Policy and when any of the companies involved have minority interests.

SECTION 5: SHARES AND SHARE TRADING

The Bylaws do not impose any restrictions on the purchase or sale of the Company's shares, nor do they impose any restrictions on how Company shareholders must vote. There are no limits to transfers of the Company's shares.

SECTION 6: SHAREHOLDERS' MEETINGS

The Board will ensure that shareholders can participate in Shareholders' Meetings, that as many shareholders as possible can exercise their right to vote, and that the Shareholders' Meeting is an effective forum for shareholders.

Accordingly, the Board will ensure the following:

- » Notices to call any Shareholders' Meeting will be published 20 days prior to the respective meeting. The first notice will be published at least 10 days prior to the date of that Shareholders' Meeting.
- » Resolutions and any supporting documentation must be described in sufficient detail, be comprehensive and specific, and enable shareholders to understand and form an opinion on all the matters to be discussed at that Shareholders' Meeting.
- » The registration deadline for shareholders to participate in the Annual General Shareholders' Meeting will be set at the Shareholders' Meeting, where possible and subject to Chilean law.
- » The Board and the secretary to the Shareholders' Meeting will en-

sure that the shareholders can vote on each matter, including the election of directors.

- » Directors may attend all Shareholders' Meetings.
- » Shareholders' Meetings will be chaired by the Chairman, and the CEO will act as secretary, unless the Shareholders' Meeting has designated its secretarial functions to another person.

The Company will ensure that shareholders who trade the Company's shares on the Oslo Stock Exchange and who cannot attend Shareholders' Meetings can still vote by proxy.

Shareholders' Meetings will be chaired by the Chairman, in accordance with Chilean law, which is a deviation from the Code of Practice.

SECTION 7: NOMINATIONS COMMITTEE

The Bylaws do not establish a Nominations Committee, as this is not recognized by Chilean law. This is a deviation from the Code of Practice.

The Board will ensure that all potential candidates are selected by procedures and policies that ensure they have a good reputation, similarly to a Nominations Committee.

SECTION 8: BOARD OF DIRECTORS: COMPOSITION AND INDEPENDENCE

The Board will consist of seven members. Directors will serve for no more than two years and they may be re-elected. Directors will be elected by the Shareholders' Meeting, and the Board will appoint its own Chairman. The Chairman will be appointed at the first Board meeting after the Annual General Shareholders' Meeting that elected the Directors, in accordance with the Bylaws. The Board is the only corporate body that can appoint the Chairman under Chilean law, which is a deviation from the Code of Practice.

The composition of the Board will reflect the experience, abilities and diversity required to achieve the Company's objectives, manage its challenges and the interests of all shareholders. Directors must be willing and able to work as a team, which requires the Board to function as a collegiate body. The Board will be composed in a manner that allows it to manage independently of any special interest. No Company executive officer can be a director and the majority of the directors elected by shareholders will be independent of executive management and any of the Company's significant business

connections. At least one director will be independent of the Company's principal shareholders, which is a deviation from the Code of Practice based on the Company's shareholder structure. For this purpose, a principal shareholder owns or controls 10% or more of the Company's shares or votes, and independence means that there are no circumstances or relationships that could influence an independent assessment of that person. The composition of the Board does not meet the gender guidelines recommended by the Code of Practice, but meets the need for experience and diversity required by the Company. Chapter 6 of this Report contains a brief description of the directors.

Directors may be Company shareholders.

SECTION 9: DUTIES OF THE BOARD OF DIRECTORS

The Board will define clear objectives, strategies and risk profiles for the Company's business, with the aim of creating value for its shareholders. The Board will execute the decisions of the Shareholders' Meeting and instruct executive management accordingly. It will focus on allocating internal responsibilities and duties. The objectives, responsibilities and functions of the Board and the CEO will comply with the rules and practices that apply to the Company, which are described in more detail in its Corporate Governance policy, which can be found on its website www.salmonescamanchaca.cl.

The Board will describe the Company's committees in the Integrated Report. The Company is required to have a Directors' Committee under Chilean law. The Directors' Committee functions as a preparatory and advisory committee to the Board, and the objectives, responsibilities and functions of this committee must comply with the regulations and standards that apply to the Company, which are described in its Corporate Governance Policy. Directors are independent from executive management. Consequently, the Company will not establish a separate remuneration committee, which is a deviation from the Code of Practice. The Board will determine the remuneration of executive officers.

The Board will evaluate its own performance and expertise every two years, which is a deviation from the Code of Practice, and is based on Chilean practice. This evaluation will include the composition of the Board and how its members function as a group in relation to its objectives.



SECTION 10: RISK MANAGEMENT AND INTERNAL CONTROL SECTION

The Board will ensure that the Company has sound and appropriate internal control systems, and that these are proportionate and reflect the scope and nature of the Company's business. Effective internal control systems and adequate risk management can protect the Company from situations that may damage its reputation or financial capacity. Internal control and effective and appropriate risk management are vital when building and maintaining trust, achieving objectives and creating value. Effective internal control systems ensure that the Company can manage its financial, business, operational, legal and regulatory risks, and any other significant risks. Effective internal control systems will protect the organization and its financial reporting, corporate values, ethical guidelines and corporate social responsibility principles.

The Company will ensure that a comprehensive set of significant corporate policies and procedures is prepared, which describe the processes that manage the Company's business. These policies and procedures will continually be reviewed to ensure that they reflect best practices arising from experience, or enforced by new regulations. The Board will review the Company's significant risk exposures every year and the internal controls that mitigate those risks. This review will examine any significant deficiencies in the Company's internal control and how those risks are managed.

SECTION 11: DIRECTOR'S REMUNERATION

Director's remuneration will be approved by the Company's shareholders at the Shareholders' Meeting. Director's remuneration will reflect the Company's responsibilities, experience and complexity, together with the time they devote to director's duties and the committees they attend. Director's remuneration will not be linked to the Company's performance and there will be no share options for directors. Director's remuneration will protect the Board's independence. Directors, or companies associated with them, will not become involved with the Company, other than to fulfill their duties

as a director. However, if a director does become involved, then the Board must be informed.

Information on the total remuneration and benefits in kind for each director will be disclosed in the Integrated Annual Report. Therefore, this Report must include details of every component of director's remuneration and any additional benefits they receive. This includes any amount paid to directors in addition to their remuneration.

SECTION 12: EXECUTIVE REMUNERATION

The Company has prepared guidelines that determine the remuneration of the CEO and its executive officers, which must always support the Company's strategy and prevailing values. These guidelines describe the fundamental principles governing the Company's remuneration policy, and contribute to aligning the interests of shareholders and executive officers. Performance-related executive remuneration will be linked to creating shareholder value, or the Company's earnings, or to parameters that measure long-term value creation. These agreements aim to encourage good performance and will be based on quantifiable factors that executive officers can influence and they will be rewarded accordingly. There is a limit to performance-related remuneration.

SECTION 13: INFORMATION AND COMMUNICATION

The Company is committed to providing information in a manner that contributes to building and maintaining the trust of important stakeholders and third parties. The Company has established guidelines that ensure that its financial and other information is transparently reported and that everyone in the securities market is treated equally. The Company must continuously provide timely and accurate information about the Company and its business to its shareholders, the authorities including the Santiago Exchange and the Oslo Stock Exchange, the securities market and the general financial market. The Company has published an annual electronic financial calendar with the dates of important events, such as the Annual General Shareholders' Meeting, the publication of the Integrated Annual Report and the interim financial statements.

SECTION 14: ACQUISITIONS

The Board must comply with all Chilean laws and regulations that apply to acquisitions. If the Board announces a takeover bid, then each director will issue a written report with their opinion of the benefits of the takeover bid for the shareholders. Each director will describe in this report their relationship with the Company's controller, with the bidder and any interest they may have in the acquisition. These reports must be available to the general market, together with the prospectus, which must be prepared in accordance with Chilean law, and a copy of that prospectus must be sent to the Chilean Financial Market Commission, both stock exchanges and the bidder.

SECTION 15: EXTERNAL AUDITORS

The shareholders will appoint an external auditor at each Shareholders' Meeting, to examine the Company's accounts and financial statements. They must report in writing on the fulfillment of their duties at the next Annual General Shareholders' Meeting. The external auditors will present the main features of their plan to audit the Company to the Board or the Directors' Committee.

The external auditors will provide the Directors' Committee with the following:

- » An annual written confirmation of their independence.
- » Information on services provided to the Company during the year, other than statutory audits.
- » A report on any threats to the independence of the external auditors, and documentation evidencing their measures to combat such threats.

The external auditors will participate in Board meetings when any of the following matters are discussed. The annual accounts and other important matters where there have been disagreements between the external auditors and the Company's executive officers or the Directors' Committee. The external auditors will submit a review of the

Company's internal control procedures at least once a year to the Board or the Directors' Committee, which will identify weaknesses and propose improvements. The external auditors will report to the Directors' Committee on the main features of the audit with respect to the previous financial year and it will specifically mention any material internal control weaknesses that relate to financial reporting, with the aim of strengthening the Board's internal control over financial reporting. The external auditors will attend the Shareholders' Meeting if the matters to be discussed require their attendance. In any case, the external auditors will have the right to participate in the Shareholders' Meeting.

The Company's Corporate Governance Policy and Bylaws are published on the Company's website.

Formal corporate governance procedures have been approved and published on the Company's website that comply with the regulations issued by the Chilean Financial Markets Commission. These procedures are:

- » Data analysis procedure.
- » Remuneration guidelines.
- » Data filing procedure.
- » Directors' training procedure, to update their knowledge.
- » Specialist consultants' appointment procedure.
- » Continuous improvement of the Board procedure.
- » Directors' induction procedure.
- » Publication procedure for information on prospective directors.
- » Senior executive replacement procedure.

The Board

An Annual General Shareholders' Meeting was held on April 22, 2022, which appointed the following directors:

Further details about the directors can be found at the website: <https://salmonescamanchaca.cl/inversionistas/juntas-de-accionistas/>

* Members of the Directors' Committee

** Experience in risk management

There are three directors with other mandates in publicly traded companies who are non-executive directors



JORGE FERNÁNDEZ GARCÍA
CHAIRMAN

Business Administrator,
Universidad de Chile
Chilean ID number: 6,377,734-K
Appointed: April 2018
Other directorships: 1
Nationality: Chilean
Professional experience: Food Industry.



TORE VALDERHAUG*
DIRECTOR

Norwegian State Authorized Public Accountant
Norwegian School of Economics (NHH)
Appointed: November 2017
Other directorships: 0
Chilean ID number: 26,622,508-3
Nationality: Norwegian
Professional experience**:
Food, finance and IT industries.



FELIPE SANDOVAL PRETCH
DIRECTOR

Civil Engineer
Universidad de Chile
Appointed: November 2017
Other directorships: 0
Chilean ID number: 7,673,035-0
Nationality: Chilean
Professional experience**: Food, public service, energy,
electricity, sanitary and port industries.



RICARDO GARCÍA HOLTZ
VICE-CHAIRMAN

Business Administrator with Master's in Economics
Pontificia Universidad Católica de Chile and Master's in Economics
University of California, USA
Appointed: April 2013
Other directorships: 0
Chilean ID number: 6,999,716-3
Nationality: Chilean
Professional experience**:
Food industry, finance and education sector.



FRANCISCO CIFUENTES CORREA
DIRECTOR

Attorney
Pontificia Universidad Católica de Chile
Appointed: April 2013
Other directorships: 1
Chilean ID number: 4,333,851-K
Nationality: Chilean
Professional experience**: Food industry



JOAQUÍN VILLARINO HERRERA*
DIRECTOR

Attorney
Pontificia Universidad Católica de Chile
Doctor of Law, Universidad Navarra, Spain
Appointed: April 2019
Other directorships: 1
Chilean ID number: 9,669,100-9
Nationality: Chilean
Professional experience**:
Mining, public service, health and education sectors.



RODRIGO ERRÁZURIZ RUIZ TAGLE*
DIRECTOR

Ingeniero Civil
Civil Engineer
Pontificia Universidad Católica de Chile
Appointed: April 2019
Other directorships: 0
Chilean ID number: 5,618,098-2
Nationality: Chilean
Professional experience**: Construction,
food, finance and energy industries.

DUTIES AND RESPONSIBILITIES OF THE BOARD

- » Monitor the Company's potential impact on the economy, the environment and its local communities.
- » The Board will use a procedure to select the Company's significant stakeholders every year and the reasons that justify their choice.
- » The Board will select the significant risks every year, including sustainability risks, and the principal sources of these risks. This information will be published to the market and the general public via the Company's website.
- » The Board will review the company's Code of Business Conduct and Ethics published on the Company's website every year, which defines the principles and guidelines that guide both employees and the Board.
- » The annual agenda for the Board establishes the matters to be addressed at each meeting, and includes reports on commercial, productive and operational issues, which are submitted by the executive officers responsible for these departments.

The Chief Executive Officer submits a report to the Board every year regarding the information disclosed to the market over the last 12 months, in accordance with Salmones Camanchaca S.A.'s Handling Market Sensitive Information Manual. The Board then evaluates the sufficiency, timeliness, relevance and disclosure of that information and approves its supplementation, rectification or modification, where necessary. This procedure does not require the appointment of external expert advisors. However, the Board may appoint them at any time.

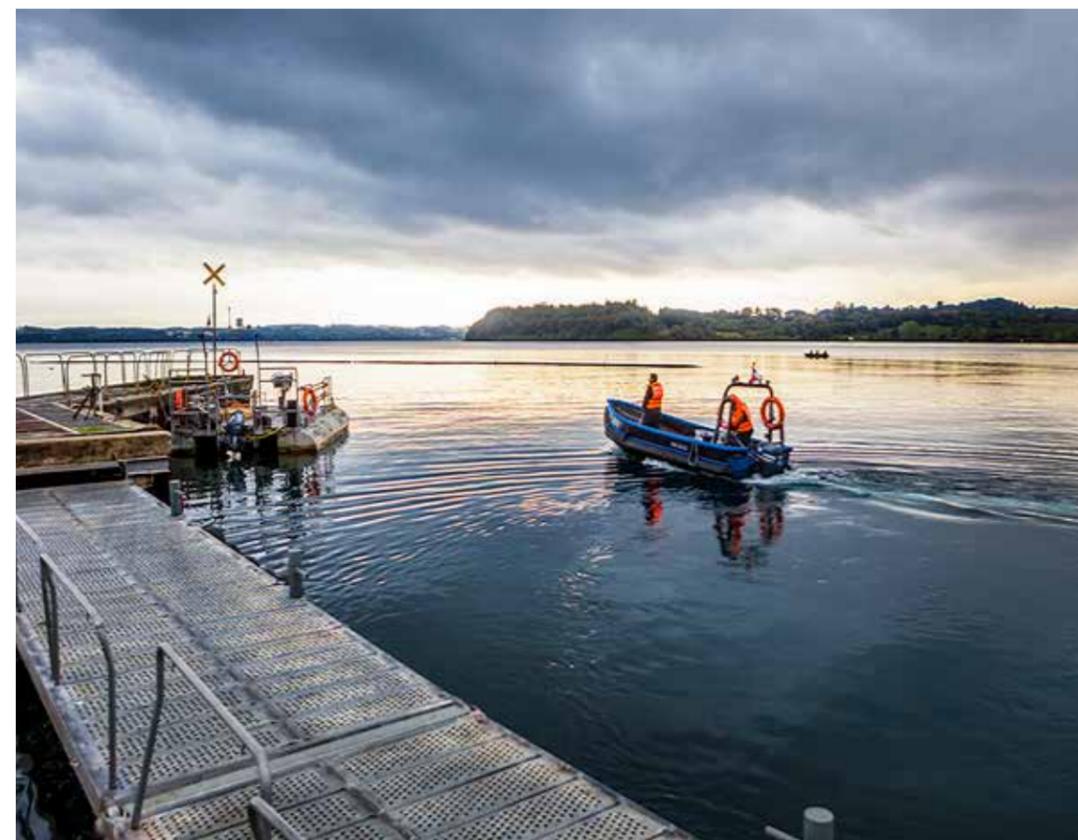
The Company has a digital repository where all board minutes have been stored since 2014, together with the documents submitted to each meeting.

The minutes can be examined after they have been approved by all the directors. This usually happens at the next meeting. Directors can securely, remotely and continuously access this repository. The Company does not have shareholding requirements for its directors or executives. However, share dealings by the Company's directors and executives are subject to the regulations governing such dealings in Securities Market Law, Corporations Law and the CMF in Chile, Norwegian regulations, and the regulations in the Handling Market Sensitive Information Manual.

Independent director

Chilean Corporate Law 18,046 states that an independent director has not experienced any of the situations described in numbers 1) to 5) of subsection 3 of Article 50 bis during the 18 months prior to their nomination.

- » Had any economic, professional, credit-related or commercial connection, interest or dependence of a significant nature and volume with the Company, other companies in the same group, its controller or senior executives, or had been directors, managers, administrators, senior executives or advisors of them.
- » Had a family relationship, up to the second degree by blood or marriage, with the individuals referred to in the previous point.
- » Had been a director, manager, administrator or senior executive of non-profit organizations that have received significant contributions or donations from the individuals indicated in point 1.
- » Had been a partner or shareholder who has directly or indirectly owned or controlled 10% or more of the capital, or been a director, manager, administrator or senior executive of entities that have provided legal or consulting services of a significant value, or external auditing services, to the individuals indicated in point 1.
- » Had been a partner or shareholder who has directly or indirectly owned or controlled 10% or more of the capital, or been a director, manager, administrator or senior executive of the Company's principal competitors, suppliers or customers.



0

DIRECTORS EXECUTIVES

2

DIRECTORS INDEPENDENTS

5

OTHERS NON-EXECUTIVE DIRECTORS

7

NUMBER TOTAL DIRECTORS

BOARD MEETING ATTENDANCE IN 2022

The Board met 16 times in 2022.

AVERAGE PERCENTAGE ATTENDANCE AT BOARD MEETINGS

DIRECTORS	
Jorge Fernández García	87.5%
Francisco Cifuentes Correa	87.5%
Ricardo García Holtz	100%
Héctor Felipe Sandoval	100%
Tore Valderhaug	100%
Joaquín Villarino Herrera	81.3%
Rodrigo Errázuriz Ruiz-Tagle	87.5%

Directors' remuneration

BOARD REMUNERATION (UF)	2021		2022	
	FIXED REMUNERATION	VARIABLE REMUNERATION	FIXED REMUNERATION	VARIABLE REMUNERATION
Total	9,180	1,440	9,180	1,440

*Fixed remuneration: Attendance fees

*Variable remuneration: Duties or employment in the Company other than their duties as a director, or representation expenses, traveling allowances, or other benefits

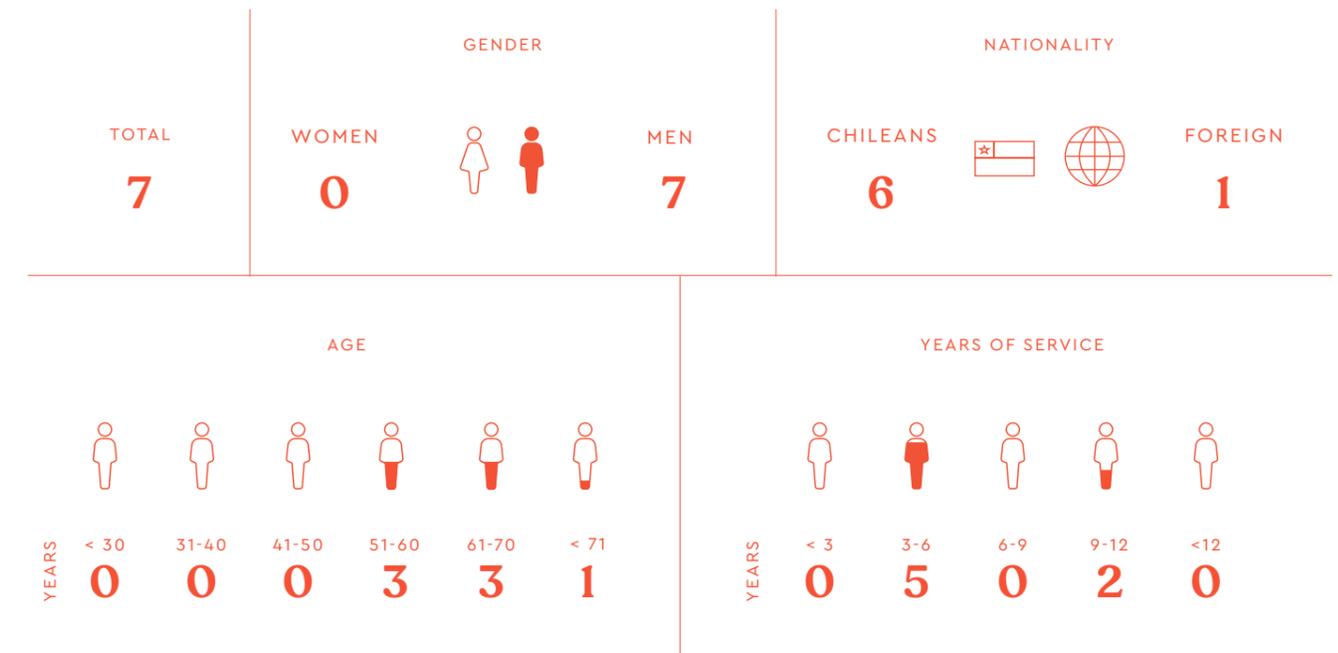
All remuneration is presented in "Unidades de Fomento" (UF).

SALMONES CAMANCHACA S.A. DIRECTORS' REMUNERATION	2021	2022
Jorge Fernández García	2,700	2,700
Francisco Cifuentes Correa	1,080	1,080
Ricardo García Holtz	1,080	1,080
Héctor Felipe Sandoval	1,080	1,080
Tore Valderhaug	1,080	1,080
Joaquín Villarino Herrera	1,080	1,080
Rodrigo Errázuriz Ruiz-Tagle	1,080	1,080

SALMONES CAMANCHACA S.A. DIRECTORS' COMMITTEE	2021	2022
Joaquín Villarino Herrera	480	480
Rodrigo Errázuriz Ruiz-Tagle	480	480
Tore Valderhaug	480	480

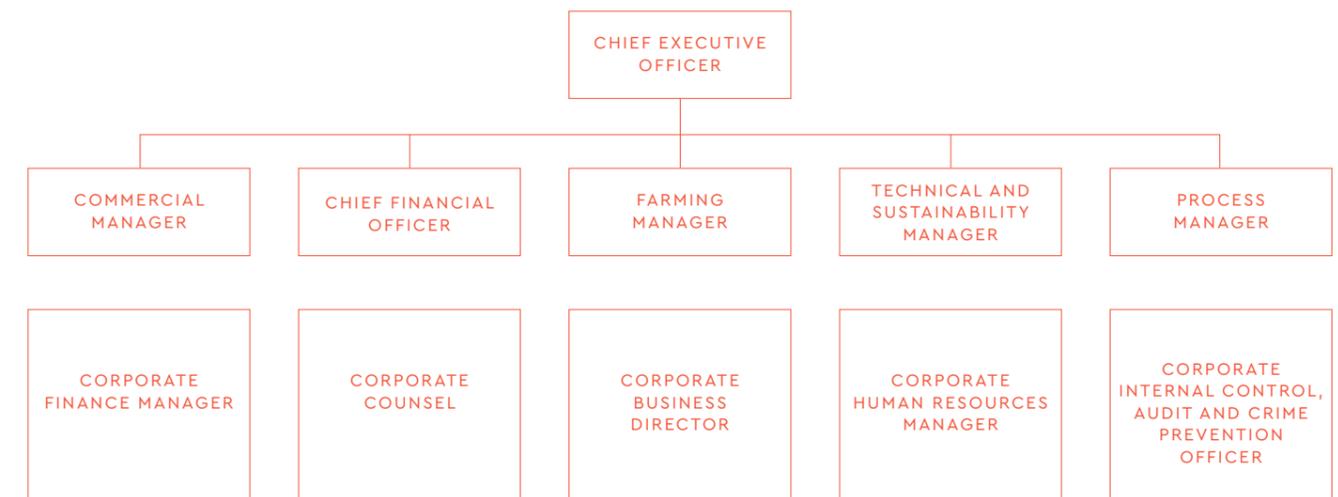
Board diversity

Composition of the Board as of December 31, 2022 by:



The average age of Salmones Camanchaca's directors was 64 as of the reporting date. They had served for an average of 5.4 years .

ORGANIZATIONAL STRUCTURE



Senior Executives

* Executives appointed by the parent company, Camanchaca S.A.
 **Replaced Marta Rojo on May 2, 2022.

MARCELO AGUILERA CONTADOR*
 CORPORATE INTERNAL CONTROL,
 AUDIT AND CRIME PREVENTION
 OFFICER

Chilean ID number: 13,047,621-K
 Business Administrator, Universidad
 Gabriela Mistral.
 Master's Degree in Business Admin-
 istration (MBA), Universidad de Chile
 Date appointed: 05/01/2019

ANTONIO TRONCOSO VÁSQUEZ**
 CHIEF FINANCIAL OFFICER

Chilean ID number: 10,769,059-K
 Civil Industrial Engineer from
 Universidad de Santiago de Chile.
 Master's Degree in Business
 Administration, Universidad Técnica
 Santa María
 Date appointed: 05/02/2022

MANUEL ARRIAGADA OSSA
 CHIEF EXECUTIVE OFFICER

Chilean ID number: 12,149,818-9
 Industrial Engineer, Pontificia Uni-
 versidad Católica de Chile
 Executive Management Program,
 Stanford University
 Date appointed: 04/11/2018



DANIEL BORTNIK VENTURA*
 CORPORATE FINANCE MANAGER

Chilean ID number: 8,036,514-4
 Business Administrator, Pontificia
 Universidad Católica de Chile
 MBA, Pontificia Universidad Católi-
 ca de Chile
 Date appointed: 08/01/2011



JUAN CARLOS FERRER ECHAVARRI*
 CORPORATE BUSINESS DIRECTOR

Chilean ID number: 6,190,572-3
 Industrial Engineer, Pontificia
 Universidad Católica de Chile
 Date appointed: 01/23/2012



PABLO HERNÁNDEZ NEIRA*
 CORPORATE HUMAN RESOURCES
 MANAGER

Chilean ID number: 10,350,784-7
 Public Administrator, Universidad
 de Chile
 MSc in Human Resources Manage-
 ment from Universidad Adolfo Ibáñez
 Date appointed: 04/01/2013



RAFAEL LE-BERT RAMÍREZ*
 CORPORATE COUNSEL

Chilean ID number: 13,273,363-5
 Lawyer, Universidad de Chile
 LL.M. Université de Franche-Comté,
 Besançon, France
 Date appointed: 03/01/2013

PABLO ALBISTUR GONZÁLEZ
 FARMING MANAGER

Chilean ID number: 13,545,377-3
 Civil and Biochemical Engineer,
 Pontificia Universidad Católica
 de Valparaíso
 Date appointed: 08/01/2021



ALFREDO TELLO GILDEMEISTER
 TECHNICAL AND SUSTAINABILITY
 MANAGER

Chilean ID number: 9,909,582-2
 Biologist in Natural Resources,
 Universidad Católica de Temuco
 PhD in Aquaculture, Stirling University
 Date appointed: 11/01/2019

DANIEL SILVA TRONCOSO
 COMMERCIAL MANAGER

Chilean ID number: 13,940,977-9
 Business Administrator, Universidad
 Diego Portales
 Date appointed: 11/01/2017



JORGE VERGARA TOLEDO
 PROCESS MANAGER

Chilean ID number: 13,951,783-0
 Industrial Engineer, Universidad de
 Desarrollo
 Date appointed: 04/01/2017





Diversity among senior executives



* Senior executives are the CEO and their first line direct reports. Local is within the same municipality. Significant business refers to the Eighth Region (Biobío), Tenth Region (Los Lagos) and Eleventh Region (Aysén), and these are significant because most of the Company's employees work in these regions.

Executive remuneration

Remuneration for the CEO and the executive officers follows the Company guidelines that are aligned with Salmones Camanchaca's strategy and values. These guidelines describe the fundamental principles of the remuneration policy and contribute to aligning the interests of shareholders and executive officers. These agreements encourage good performance and are based on quantifiable factors that executive officers can influence and they will be rewarded accordingly. There is a limit to performance-related remuneration.

The Company had 17 managers and senior executives during 2022 and their total fixed and variable remuneration was ThUS\$ 2,196. The variable component is an annual unguaranteed performance bonus that is subject to compliance with specific objectives and the performance expected by their direct manager.

TOTAL REMUNERATION RECEIVED BY MANAGERS AND EXECUTIVES (THUS\$)*	2020	2021	2022
Fixed	78%	98%	91%
Variable	22%	2%	9%
Total ThUS\$	2,709	2,063	2,196

* Calculations use the closing exchange rate each year.

Salmones Camanchaca has remuneration and benefit plans for its senior executives that are subject to compliance with individual objectives, such as financial and operating performance. These plans compete equally with other plans in the labor market.

It monitors market remuneration information to measure its competitiveness and the remuneration for each position, and this is updated annually by an external entity.

It reviews remuneration every year considering variables such as inflation, the country's economy, unemployment, market remuneration growth and the Company's financial performance. It finally proposes a matrix of nominal adjustments to employees not covered by collective bargaining agreements. The remuneration of employees covered by collective bargaining agreements is determined by those agreements.

There are bonuses for achieving annual goals and variable remuneration for certain positions, which is composed of a matrix of goals that includes management indicators linked to their individual and

functional department's performance that are evaluated at the end of each year.

There are currently no stock option schemes in the Company's remuneration model.

Salmones Camanchaca has other benefits for its employees, such as supplementary health insurance, life insurance and catastrophic insurance, which totaled ThUS\$ 36,447 during 2022.

Directors' Committee Annual Report



Appointment of the Committee The Committee's duties

Members of the Directors' Committee (hereinafter, the "Committee") were appointed at the Board meeting held on April 28, 2021, pursuant to Article 50 bis, paragraph 1, of Law 18,046 and the instructions issued by the Financial Market Commission in Circular 560 dated December 22, 2009. Mr. Joaquín Villarino Herrera and Mr. Rodrigo Errázuriz Ruiz-Tagle were elected as independent directors, and Mr. Tore Valderhaug was unanimously elected.

Chairman

Mr. Joaquín Villarino Herrera was elected Committee Chairman at its meeting held on April 28, 2021.

The Committee's duties during the period from May 2, 2022 to March 31, 2023

The duties performed during this period by the Committee were as follows, in accordance with the duties established in Article 50 bis of Law 18,046 on Corporations.

1. Review the external auditor's reports and the financial statements submitted by Management, then express its opinion on these documents prior to submitting them for shareholder approval. This was discussed in meetings held on May 11, 2022, August 17, 2022, November 16, 2022 and February 22, 2023. The Committee's review resulted in comments to management that were incorporated into the financial statements.
2. Propose external auditors to the Board, which will be submitted to the corresponding Shareholders Meeting. This was discussed in the meeting held on February 27, 2023. Proposals were received from two firms, and their merits were consequently analyzed according to their price, budgeted hours, knowledge of the Company, knowledge of the industry, and sanctions during the last five years.
3. Review the related party transactions defined in Chapter XVI of Corporations Law and prepare a report on these transactions. This was discussed in the meeting held on September 26, 2022 when the Committee reviewed related party transactions described in the final clause of Article 147 of Law 18,046 and continuous contracts with subsidiary and associate companies. It verified that these transactions took place under market terms and conditions, with the sole purpose of contributing to the Company's interests. The Committee reviewed all related party transactions, including those for insignificant amounts. These transactions were with subsidiaries where the Company indirectly owns all the share

capital and they were covered by the Company's Habitual Transactions Policy published as a Material Event on March 21, 2018.

4. Review the remuneration systems and plans for Company managers, senior executives and other employees. This was discussed at the meeting held on January 16, 2023. The review of remuneration plans included verifying that variable remuneration was correctly aligned with the Company's objectives, and that these plans do not drive behavior that is detrimental to the Company's interests.
5. Prepare an annual management report with its main recommendations for shareholders. This was discussed at the meeting held on February 27, 2023. However, the Committee had no particular recommendations for shareholders.
6. Recommend to the Board whether hiring the external auditors to provide complementary services is appropriate, when these services are not prohibited by Article 242 of Law 18,045, and might lead to the risk of loss of independence. This situation did not arise.
7. Perform any other tasks indicated in the Bylaws, or entrusted to it by a Shareholders' Meeting or by the Board, as appropriate. At a meeting held on May 15, 2019 the Board delegated monitoring the accounting systems, internal controls and management risks to the Directors' Committee. The Committee reviewed how the internal audit plan was progressing at meetings held on May 30, 2022, June 29, 2022, July 25, 2022, October 24, 2022 and December 19, 2022.

The Directors' Committee also performed the following.

- i) At a meeting held on May 30, 2022, the Committee reviewed the insurance policies and coverage.
- ii) At a meeting held on July 25, 2022, the Committee reviewed aspects of cybersecurity and auditing of business continuity plans.
- iii) At a meeting held on October 24, 2022, the Committee reviewed tax compliance issues.

iv) At a meeting held on January 16, 2023, the Committee performed an assessment of its own performance.

Budget and expenses

The Directors' Committee has an annual operating budget of UF 1,500, which was approved by the Annual General Shareholder's Meeting on April 22, 2022. The Directors' Committee did not incur any expenses during 2022.

Other Committees

Sustainability Committee

This Committee meets quarterly and is composed of the Vice Chairman of Salmones Camanchaca and its senior executives who are the senior managers and a director. Its mission is to validate, support and monitor the implementation roadmap for the Sustainability Model, which considers economic, environmental and social issues.

This Committee agreed to report SASB standards for the meat, poultry and dairy industry in 2022, because the Company mainly produces salmon.

The Company also agreed to report the metrics required by its industry.

Committee area

COMMITTEE AREA	FUNCTION	2022
Sustainability Committee	Validate, support and monitor the implementation roadmap for the Sustainability Model, which considers economic, environmental and social issues. The Committee also monitors the the implementation roadmap towards carbon neutrality within the organization. This Committee meets every quarter.	Chief Executive Officer: Manuel Arriagada
		Vice Chairman: Ricardo García
		Chief Financial Officer: Antonio Troncoso
		Technical and Sustainability Manager: Alfredo Tello
		Deputy Sustainability and Environment Manager: Daniela Alarcón
		Farming Manager: Pablo Albistur
		Commercial Manager: Daniel Silva
		Process Manager: Jorge Vergara
		Corporate Counsel: Rafael Le-Bert
Corporate HR Manager: Pablo Hernández		

Digital Transformation Committee

The Company created the Digital Transformation Committee, to develop the skills required to become more competitive, which considers five strategic objectives that involve the entire organization:

1. Improve the employee experience and develop an innovative culture
2. Prepare a diagnosis and an action plan
3. Implement digitization and automate repetitive tasks
4. Integrate data into the decision-making value chain
5. Improve the customer experience throughout the value chain

COMMITTEE AREA	FUNCTION	2022
Digital Transformation Committee	Its mission is to monitor the digital transformation strategy and it meets every month.	Chief Executive Officer: Manuel Arriagada
		Vice Chairman: Ricardo García
		Corporate Finance Manager: Daniel Bortnik
		Corporate Commercial Manager: Juan Carlos Ferrer
		Farming Manager: Pablo Albistur
		Chief Financial Officer: Antonio Troncoso
		Corporate Audit and Internal Control Manager: Marcelo Aguilera
		Commercial Manager: Daniel Silva
		Process Manager: Jorge Vergara
		Corporate HR Manager: Pablo Hernández
Corporate IT Manager: Pedro Aguirre		
Deputy Digital Transformation Manager: Carolina Casas		

Ethics Committee

Salmones Camanchaca has an Ethics Committee. Two complaints were received during 2022 that related to the Code of Ethics and point 3.2 of the occupational health and safety policy.

COMMITTEE AREA	FUNCTION	2022
Ethics Committee	Ensures compliance with the Company's Code of Ethics and Transparency, which is published on the website. This Code states that any questions, communications and authorization requests described in that Code will be channeled through the HR Department. It will also be a constantly open door to receive reports of potential breaches.	Chief Executive Officer: Manuel Arriagada
		Corporate HR Manager: Pablo Hernández
		Corporate Counsel: Rafael Le-Bert
		Corporate Finance Manager: Daniel Bortnik
		Corporate Audit and Internal Control Manager: Marcelo Aguilera

Ethical management

Ethics, transparency and compliance

Salmones Camanchaca's culture and values depend on its employees behaving ethically and correctly. Ethics is part of the uncompromising DNA that influences how the Company conducts its business, and interacts with authorities, employees, contractors, local communities and all stakeholders.

Camanchaca has a Code of Business Conduct and Ethics that describes the associated standards and how they are monitored. This is very important and applies to employee conduct at all times and in all circumstances. This Code assumes that all Company employees have a unique hallmark, that demonstrates their allegiance to these standards. The Company has an Ethics Committee, which is responsible for ensuring compliance.

Salmones Camanchaca implemented a Crime Prevention Model (CPM) in 2015, based on Law 20,393 "Criminal Liability of Legal Entities". The purpose of this CPM is to establish the Company's prevention and monitoring guidelines and introduce controls over the processes that are most exposed to the crimes described in this law. The Company does not use political or charitable contributions as a means of engaging in bribery or corruption.

There were no sanctions or regulatory non-compliances with respect to Law 20,393 in 2022.

The Crime Prevention Model has been certified for 12 crimes, including one involving water pollution.

All transactions are analyzed for compliance with the CPM.

The CPM has four components:

Crime Prevention Model timeline

2015
CPM Certification for the crimes of money laundering, financing terrorism and bribery.

2017
CPM Certification for the crime of receiving stolen goods.

2019
CPM Recertification and certification for the corporate governance crimes of bribery between individuals, unfair administration, misappropriation and incompatible trading.

2020
CPM Certification for the fishing industry crime of water pollution.

2021
CPM Recertification for the crimes of money laundering, financing terrorism, bribery, receiving stolen goods, bribery between individuals, unfair administration, misappropriation and incompatible trading.

2022
CPM Recertification for the crimes of water pollution, selling banned products, illegal fishing, and processing and storing scarce, collapsed or overexploited products without checking their origin.

Certified links: <https://salmonescamanchaca.cl/la-empresa/gobierno-corporativo/modelo-de-prevencion-de-delitos/>

Crime Prevention Model



Complaints channel

A mechanism for directors, executives, employees and stakeholders to report conduct or events that could violate the crime prevention model. It can also be used to check the status of a complaint.

There is a procedure that guarantees the confidentiality of the complaint and the identity of the complainant.

link: <https://denuncias.camanchaca.cl/Denuncias/Ingresar>



Crime prevention systems

It has identified the entity's habitual or sporadic transactions or processes that expose the entity to or increase the risk of the crimes referred to in Article 1 of Law 20,393, by implementing a risk matrix.



Crime prevention officer

This officer is appointed by the Board and is the Audit and Internal Control Manager. They are appointed for up to three years, which may be extended for similar periods, and they are independent from management. For Salmones Camanchaca, this is the Corporate Audit and Internal Control Manager, Mr. Marcelo Aguilera Contador.



Standards and training

Set of policies, reviews, codes, procedures, controls, such as training and workshops, aimed at preventing, detecting and responding to the crimes described in Chilean Law 20,393. There is a web repository for internal regulations, which is updated each time a new document is published.

Further information about the CPM can be found at this link :



<https://salmonescamanchaca.cl/wp-content/uploads/2020/11/PR-CM-EPD-006-Manual-Prevencion-de-Delitos.pdf>

Further information on the Code of Conduct can be found at this link:

<https://salmonescamanchaca.cl/la-empresa/gobierno-corporativo/codigo-de-etica/>



The CPM risk matrix contains 54 risks, classified by their associated crime, which are described in Law 20,393 on the Criminal Liability of Legal Entities and in DL 211 for antitrust crimes

The most significant risks relate to bribery between individuals during tenders for goods and services, bribery of public officials or their advisors, water pollution at farming sites and any critical task that could affect the Company's equity, assets or reputation. These risks include recruiting employees linked to public officials, purchases and tenders, appointing external consultants or services, contracting third parties through trade associations, expense claims, donations, invitations and gifts, conflicts of interest, water pollution, anti-trust violations, etc. .

These crimes are:

- » Money laundering
- » Financing terrorism
- » Bribery of a national or foreign public official.
- » Receiving stolen goods
- » Bribery between individuals
- » Unfair administration
- » Misappropriation
- » Incompatible trading
- » Water pollution
- » Selling banned products
- » Illegal fishing
- » Storing or using scarce resources
- » Fraud to obtain employment protection benefits
- » Non-compliance with isolation and other measures ordered by the authority during pandemics .

The purpose of the Complaints Procedure is to define the regulations governing the reception, analysis, investigation, response and disclosure of complaints that are received through the formal channels used by all our stakeholders.

The Company has not been subject to legal proceedings related to unfair competition, monopolistic practices or antitrust violations during 2022. The Company did not receive any complaints through the CPM channels relating to corruption during 2022 . The Company has not been sanctioned for any anti-trust violations.

Group anti-corruption and anti-bribery policies have been prepared and duly published in the Company's web repository. Salmones Camanchaca has not contributed to political parties, political representatives or political campaigns during 2022, as prescribed by Article 27 of Law 19,884 , which does not allow campaign financing by private legal entities .

Whistleblower channels

www.salmonescamanchaca.cl
 (https://denuncias.camanchaca.cl/Denuncias/Ingresar)
 E-mail: marcelo.aguilera@camanchaca.cl
 Phone: +56 2 2873 2963
 Personal Interview: With the Crime Prevention Officer.
 Certified letter addressed to: Crime Prevention Officer, Av. El Golf 99, Floor 10, Las Condes, Santiago.

Training

E-LEARNING TRAINING:

Training on the Crime Prevention and Antitrust Model is arranged every year, to keep all the teams that need this knowledge aware of their responsibilities, as required by the law .

Training courses use an e-learning format with the support of an certified external company. A module was included that incorpo-

rates measures and controls relating to Chilean anti-trust regulations, with the aim of monitoring, mitigating and eliminating these risks.

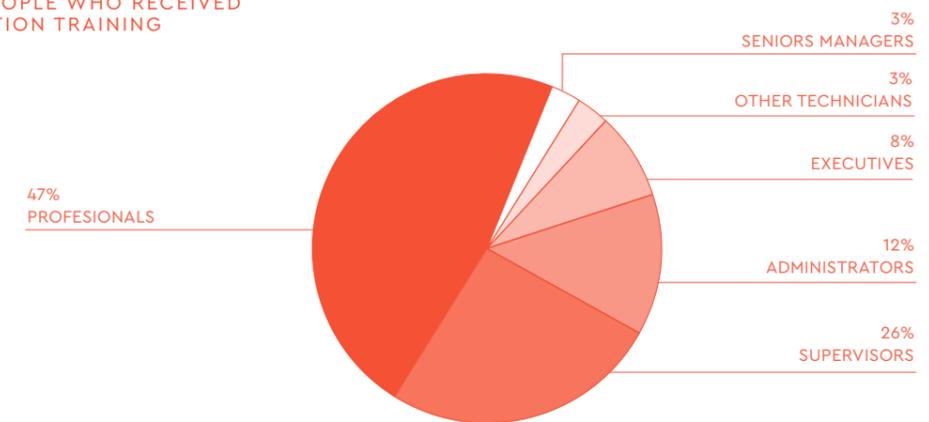
Salmones Camanchaca trained 260 employees across the entire organization, from senior executives to assistants, technicians and the sales force .

Communication and training about anti-corruption policies and procedures

Discrimination and human rights compliance

Salmones Camanchaca adheres to the Universal Declaration of Human Rights because it values the equality, diversity and dignity of people at work. Accordingly, the Company categorically rejects any kind of discrimination.

NUMBER OF PEOPLE WHO RECEIVED ANTI-CORRUPTION TRAINING



The Company implemented the following initiatives with respect to its Human Rights Policy during 2022 :

- » A Human Rights Diagnosis was performed, which involved eight focus groups composed of employees from the farming process, freshwater facilities, marine sites, and the San José and Tomé plants. Subcontractors were also involved. This information is currently being analyzed by the corresponding departments, and each department will then prepare an action plan.
- » Human rights at Salmones Camanchaca was subject to due diligence, which identified its strengths and opportunities for improvement. The resulting action plans are currently being prepared.
- » Salmones Camanchaca publicly reports any human rights mitigation or reparation measures, if they have been violated within the organization.
- » The Company does not allow child labor , discrimination, or forced labor throughout its entire value chain from its suppliers to its customers. Accordingly, it has created a complaints channel and suggestion boxes. All risks that relate to the following issues are constantly assessed with respect to the associated international standards:
 - » Forced labor
 - » Human trafficking
 - » Child labor

- » Freedom of association
- » Right to collective bargaining
- » Equal remuneration
- » Discrimination
- » The Company has policies, manuals and procedures that monitor regulatory compliance, non-discrimination and adherence to human rights.
- » Working climate surveys are conducted every year and freedom of association is encouraged.
- » A complaint was filed with the Company, in accordance with Law 20,607, which is equivalent to complaints about workplace or sexual harassment, in relation to discrimination incidents or other of human rights violations .

Compliance and penalties

Salmones Camanchaca strictly complies with the law. It has protocols regarding DL 211, which addresses anti-trust violations. These protocols and codes of conduct contain four areas: Trade associations, Commercial, Tenders and Salmon.

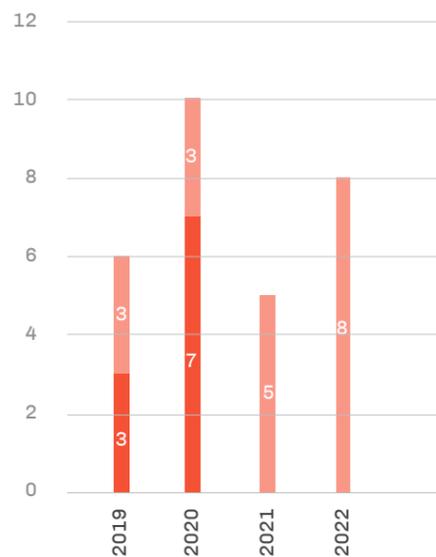
The Company received eight fines for violations of social and economic laws and regulations in 2022. No environmental violations were detected and no fines were received.

There was one labor judgment imposed on Salmones Camanchaca during 2022 that referred to employee's rights totaling Ch\$ 9,777,485 and none relating the environment or customers.

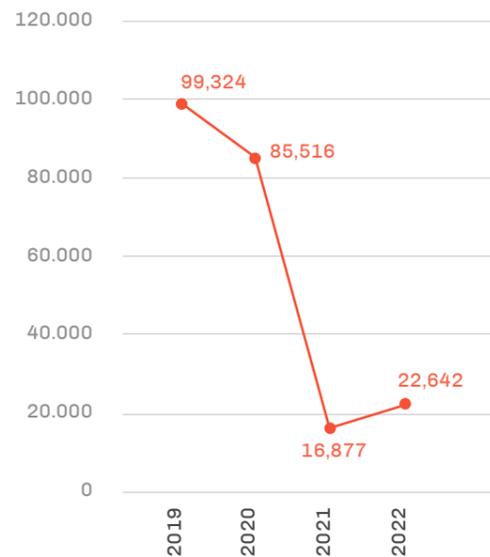
NUMBER OF FINES	2019	2020	2021	2022
Environmental	3	7		
Labor	3	3	5	8
Public Health				
Total	6	10	5	8

AMOUNT IN USD	2019	2020	2021	2022
Total	99,324	85,516	16,877	22,642

NUMBER OF FINES



TOTAL FINES USD



■ ENVIRONMENTAL ■ LABOR □ SANITARY

Risk management

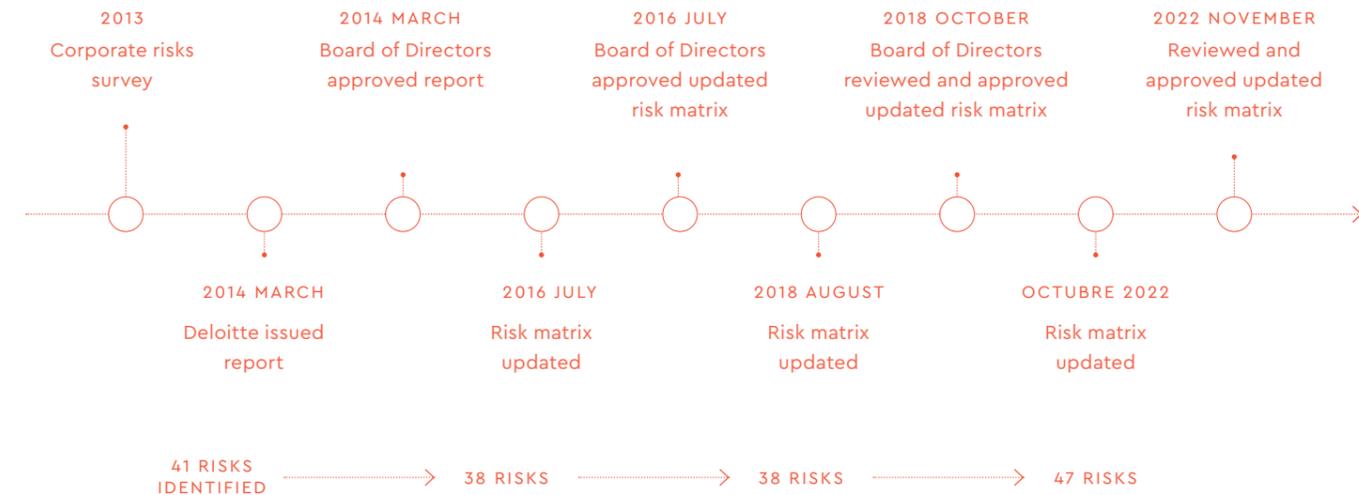
Salmones Camanchaca's risk prevention culture is based on identifying its corporate strategic and operative risks, which helps to address potential risk exposures and the respective action plans. The Company also has a risk matrix which has been developed by assessing their probability of occurrence and severity of impact. It defines the importance of those risks and how they are prioritized.

which provides guidelines to operationally manage these risks. However, all departments must develop and implement initiatives that mitigate residual risks as far as possible. The risk matrix is updated every two years, when it is reviewed and improved. The risk matrix was updated and approved during 2022.

This matrix has identified 47 universal, strategic, compliance and financial risks and specific operational risks, which were assessed by a process that involves the Company's senior executives. Risk management is the responsibility of the Board of Salmones Camanchaca,

Salmones Camanchaca has incorporated climate change into the Company's risk management. The Company has developed an initial diagnosis and a roadmap, with an initial approach to adopting the recommendations of the Task-Force on Climate-Related Financial Disclosures.

TIMELINE OF THE RISK MATRIX



PHASES OF THE IDENTIFICATION OF CORPORATE RISKS



*2022: November Board meeting reviewed and approved the updated risk matrix that identified 47 risks.



CRITICAL RISKS



There are 47 risks identified as critical and the most important are phytosanitary, natural, product sales price variation, purchase price variation, regulatory, social, political, interest rate, liquidity, exchange rate and business continuity risks. (Further details can be found in Chapter 6).

There are also emerging risks that are inherent to the business, which may worsen over the medium term and impact the organization .

EMERGING RISK	DESCRIPTION	POTENTIAL COMMERCIAL IMPACT	MITIGATING MEASURES
Mortality removal logistics	Maritime and terrestrial logistics are important factors during events that cause massive mortalities at farming sites, as a result of harmful algae blooms or other natural phenomena. Failure to establish robust strategies can cause delays in removing dead fish, which can hinder operations and lead to complaints from local communities and regulatory institutions.	Failure to establish logistics capable of responding to massive mortality events can lead to increased transportation, disposal and processing costs, and damage to the Company's reputation as perceived by the local community. It can also lead to potential fines from regulatory agencies for delays or non-compliance with regulations.	<ul style="list-style-type: none"> » Contingency plans validated by the authority. » Strategic alliances to improve responses, such as the Trident Plan » Mortality extraction system. » Monitoring microalgae along with oceanographic variables. These have been used to define risk indicators based on historical trends. » Mobile silage systems.
Climate Change	Significant changes in natural conditions could affect species growth, such as changes in oceanographic temperature or marine currents, algae blooms, red tides, storm surges, falling oxygen levels or others that could affect the biomass and facilities. Hazards such as extreme weather conditions could pose a threat to employees at farming sites.	These natural events can impact the biomass and the infrastructure at farming sites or facilities on land. Loss of biomass due to reduced growth, mortality or escaped fish due to extreme weather conditions, and damage to site infrastructure due to extreme weather events can all commercially impact the Company.	<ul style="list-style-type: none"> » Diversification of farming sites <ul style="list-style-type: none"> » Diversification of farming sites, by giving areas further south in the Aysén region greater priority, because the risk of algae proliferation and oxygen deficiencies are lower in these fjords. » Alternative species <ul style="list-style-type: none"> » Coho salmon have a shorter life cycle and are harvested before summer. » New technologies and devices <ul style="list-style-type: none"> » Wellboats that transport fish faster, when required. » Emergency oxygenation systems. » Bubble curtains. » Backup sites.
Availability of raw materials for fish feed and feeding processes.	If supplies of the main ingredients for fish feed reduce, then fish feed costs will rise. Currency fluctuations and seawater temperatures affect the supply of fish feed ingredients. The ingredients mainly affected are fish oil and fishmeal. Other key ingredients such as rapeseed oil, soy and wheat protein also suffer from unpredictable price changes caused by fluctuations in supply and demand, the weather, harvest volumes, transportation and storage costs, world politics, etc.	<p>The Company is exposed to changes in the price of salmon feed, which represents about half its farming costs.</p> <p>The Company has feed contracts with quarterly price adjustments on a cost-plus basis. During the last few years, the prices of the main consumables used in production have remained stable, but began to rise during the second half of 2021.</p>	<ul style="list-style-type: none"> » Technological tools to reduce feed falling to the seabed, which reduces the feed conversion factor and increases feed efficiency.



CHAPTER 4

Business description

Salmon Industry

Salmon represents only 1.2% of total global protein production, because salmon farming requires unique conditions and a combination of factors that can only be found in certain parts of the world.

The world supply of Atlantic salmon may grow by 2% in 2023 compared to 2022, according to forecasts from Kontali, an aquaculture market analysis company. It forecasts a slight increase in Chilean annual production of 1% with respect to the previous year. This is estimated as a decrease of 5% in the first quarter, the same production in the second quarter, a further decrease of 2% in the third quarter and an increase of 9% in the fourth quarter.

Did You Know?

Chile is the world's second largest salmon producer after Norway. This is due to this industry continuously and significantly developing in technology, innovation and scientific studies.

WHERE ARE THESE PLACES?

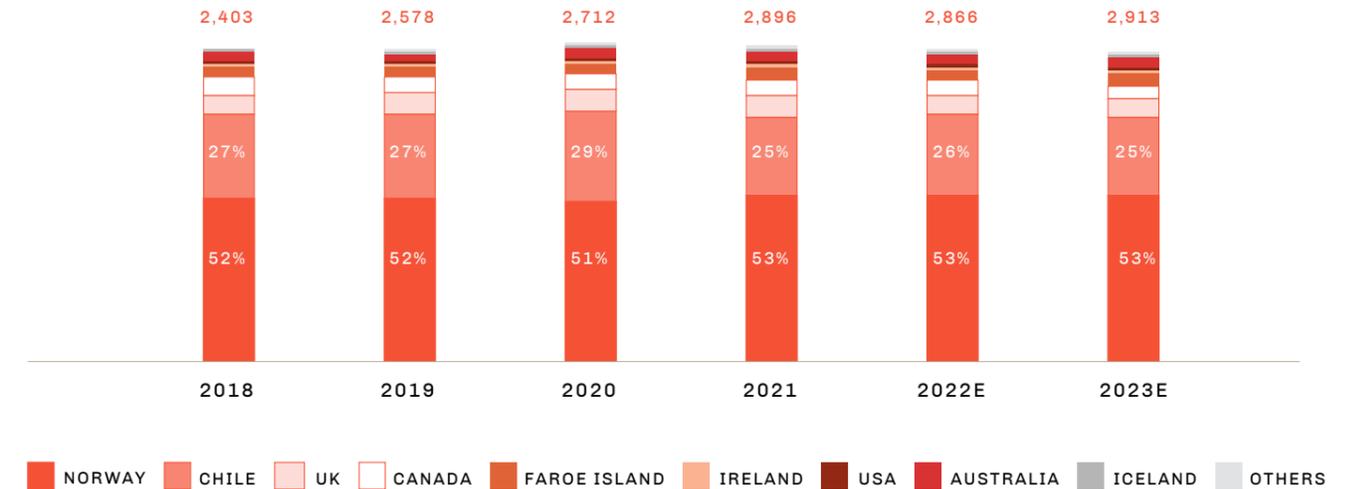
There are only a few locations that meet the ecosystem requirements for salmon farming, resulting in over 90% of global Atlantic salmon production being concentrated in just five countries. Global salmon production is 2.9 million MT WFE (Whole Fish Equivalent) per year and Chile produces 26%, making it the second largest producer in the world after Norway, which produces 53%.

HOW MUCH DOES SALMONES CAMANCHACA PRODUCE?

Salmones Camanchaca provides a "superfood" that is sustainably produced, in order to meet a growing demand from around the world for healthy and sustainable products. Meanwhile, it is committed to high-growth segments by focusing on its added value and its processing and marketing flexibility. Thus, the Company has an organic growth plan to reach annual production of 65,000 to 70,000 MT WFE by 2024.

Salmones Camanchaca estimates its harvest volumes based on the fish currently growing-out at sea. For the 2023 season this is between 44,000 and 46,000 MT WFE for Atlantic salmon and 10,000 to 12,000 MT for Coho salmon, including about 2,000 MT to be harvested in January 2024. Therefore, the total harvest volume is estimated to be between 54,000 and 58,000 MT WFE for both species.

GLOBAL SUPPLY:
HARVEST VOLUMES BY COUNTRY - ATLANTIC SALMON (MT WFE)



Fuente: Kontali marzo 2022

Competition

Salmones Camanchaca performed a national and international competitive mapping, to identify its main competitors and drive best practice.

Its main national competitors are Aquachile, Blumar, Cermaq Chile, Australis Seafood S.A., Mowi Chile, Multi X and Salmones Austral. While its international competitors are Bakkafrost, Cermaq, Grieg Seafood, Leroy Seafood, Mowi and Salmar.

Business

Salmones Camanchaca is a pioneering company in the Chilean salmon industry with more than 30 years' experience. Its business is based on integrating its value chain, from genetics, own egg production, smolt production in freshwater, farming and growing-out at marine sites, primary and secondary processing plants through to sales offices in its principal markets.

The Company currently farms, processes and sells salmonids, specifically Atlantic salmon and Coho salmon on a proprietary basis, and participates in a joint venture that farms Rainbow trout.



Species

ATLANTIC SALMON	COHO SALMON
	
<ul style="list-style-type: none"> • CARNIVOROUS COLD WATER FISH THAT IS NOT NATIVE TO CHILE. • ITS FIRST STAGE IS IN FRESH WATER. • IT IS FARMED IN THE LOS LAGOS, AYSÉN AND MAGALLANES REGIONS IN CHILE. • IT IS FARMED AT SEA FOR 14 TO 16 MONTHS, UNTIL IT REACHES AN AVERAGE WEIGHT OF 5.5 KG. • ITS AVERAGE LIFESPAN IS 3 TO 5 YEARS, ALTHOUGH SPECIMENS HAVE BEEN REPORTED TO LIVE UP TO 10 YEARS. • IT IS FARMED MAINLY IN NORWAY, SCOTLAND, FAROE ISLAND, CANADA, CHILE AND OCEANIA. 	<ul style="list-style-type: none"> • CARNIVOROUS COLD WATER FISH THAT IS NOT NATIVE TO CHILE. • ITS FIRST STAGE IS IN FRESH WATER. • IT IS FARMED IN THE LOS LAGOS, AYSÉN AND MAGALLANES REGIONS IN CHILE. • IT IS FARMED AT SEA FOR APPROXIMATELY 9 MONTHS, UNTIL IT REACHES AN AVERAGE WEIGHT OF 4 KG. • ITS AVERAGE AGE IS BETWEEN 2 AND 5 YEARS OLD.

Salmones Camanchaca's products

 <p>FRESH AND FROZEN WHOLE FISH</p>	 <p>FRESH AND FROZEN FILLETS</p>	 <p>FRESH AND FROZEN PORTIONS</p>	 <p>OTHER PRODUCTS: BITS & PIECES HARASU FROZEN SCRAPE MEAT</p>
--	---	--	--

Brands

An important element of the company's market recognition is its own and its parent company's brands that have expanded worldwide. It uses the PIER 33 Gourmet brand for Atlantic salmon and PIER 33 premium select brand for Coho salmon in the USA. It uses the Europa PIER 33 brand in Europe, while in Mexico it uses the Camanchaca Reserva Especial brand to promote Coho salmon.

Sales channels

The Company has sales offices and parent company representative offices to sell its products in the USA, Mexico, Spain, Japan and China. It also has sales offices in Chile at Tomé, Coronel, La Florida and Rauco.

Although Salmones Camanchaca is present in all its traditional markets, the North American market continues to be its main target, as it offers significant growth opportunities and potential to develop added-value products.

Suppliers

Two of Salmones Camanchaca's suppliers provided more than 10% of its total purchases in 2022. They represented 26% and 12% of total purchases, as they are both salmon feed companies.

Our business

Regulatory context

Salmones Camanchaca strictly adheres to the legal framework, while ensuring that its products are safe, contain the highest nutritional quality and are produced to the strictest regulatory standards.

The Chilean authorities that regulate the Company are as follows:

- » National Fisheries Service (SERNAPESCA)
- » Employment Directorate
- » Regional Health Authority
- » Maritime Authority
- » Environmental Superintendent (SMA)
- » Internal Revenue Service
- » National Customs Service

Its business is also regulated by the following Chilean institutions:

- » Chilean Government's Employment Directorate
- » Navy
- » Financial Market Commission
- » The Financial Supervisory Authority of Norway (Finanstilsynet) regulates Salmones Camanchaca on the Oslo Stock Exchange.

ENVIRONMENTAL AND HEALTH REGULATIONS

The Company produces the best products by complying with the standards that govern the salmon industry in Chile, which ensure that it is sustainable. These standards regulate matters such as the spatial organization of production, stocking densities, maximum production volumes, contingency action plans and "fallow periods" for aquaculture concessions.

The main regulations that regulate the industry are:

- » Regulations on the Protection, Control and Eradication Measures that apply to High Risk Diseases among Hydrobiological Species (D.S. 319 dated 2001).
- » Environmental Regulations for Aquaculture (D.S. 320 dated 2001).

Aquaculture projects are subject to the General Environmental Law, so they must be submitted to the Environmental Assessment System and be approved prior to launch.



SPATIAL ORGANIZATION OF THE INDUSTRY

"Neighborhoods" or Concession Groups have been defined to regulate the fish stocking and harvesting periods at concessions that share a geographical/environmental area defined by the authority. These regulations aim to reduce the probability of infections by coordinating sanitary measures, controlling stocking densities and limiting production, and coordinating fallow periods for aquaculture concessions.

Each salmon farming "neighborhood" operates on average for 21 months. Subsequently there can be no production in the area for 3 months. The concessions operated by Salmones Camanchaca lie fallow for an average of 8 months between production cycles. There are a total of 83 "neighborhoods" in the industry, 24 in the Los Lagos region, 37 in Aysén, and 22 in Magallanes.

LIMITS TO STOCKING DENSITIES AND PRODUCTION

Production limits for aquaculture concessions in Chile are regulated by their respective Environmental Approval Resolutions, issued by the Environmental Evaluation Service (SEA) after an Environmental Impact Assessment (EIA) has been completed.

Furthermore, fish stocking density is regulated by General Fisheries and Aquaculture Law and its accompanying regulations, which state that the maximum stocking density is 17 kg/m³ for Atlantic salmon and 12 kg/m³ for Coho salmon.

The National Fisheries Service also regulates the maximum stocking density for each salmon farming "neighborhood", based on the sanitary and environmental performance of the neighborhood, which can never exceed the maximum established by law, but can be between 4 and 17 kg/m³ for Atlantic salmon and between 3 and 12 kg/m³ for Coho salmon to protect sanitary and environmental conditions.

STAKEHOLDER ENGAGEMENT

Salmones Camanchaca believes that building long-lasting connections with its stakeholders is essential, to ensure that its business remains compatible with local communities. These stakeholders are identified using criteria, then they are prioritized and grouped, in order to appropriately engage with them.

STAKEHOLDERS	SUGGESTED ISSUES AND CONCERNS	ENGAGEMENT APPROACH
Employees	Labor practices and conditions, respect for human rights, market presence, climate change and job creation	Surveys and meetings
Trade unions	Labor practices and conditions, respect for human rights, market presence, training, education and job creation.	Meetings.
Investors	Financial issues and results, environmental, social and governance (ESG) factors, and transparent processes.	Meetings, presentations and calls.
Contractors and suppliers	Labor practices and conditions, procurement practices, job creation and supplier assessment.	Surveys and meetings
Local Communities	Procurement practices, tourism development, participation in social development, job creation, transparency, payment of local taxes, local development, impacts of the business on communities, waste management, market presence, environmental impacts, cleanup of seabed and coastline, resource use, escaped fish and climate change	Perception studies and meetings
Regional and local authorities	Involvement in local development, payment of local taxes, collaboration in tourism development, waste management, respect for human rights, labor practices, cleanup of seabed and coastline, environmental impact, antibiotics, escaped fish and climate change	Depends on the scope of each authority
National and international organizations	Food safety, environmental impact, climate change, labor practices, respect for human rights and payment of local taxes	Según alcance con cada autoridad.
	Depends on the scope of each authority	Reportes.
National and international financial regulators	Compliance with laws and regulations from their inception to their liquidation, exercise broad supervision over every aspect of its business. (CMF (Financial Market Commission) and NFSA (Financial Supervisory Authority of Norway)).	Reports
Social Organizations	Open meetings, involvement in local development, respect for human rights, transparency and participation in social development.	Meetings.
Customers and consumers	Product quality, food safety and product sustainability.	Satisfaction surveys



Initiatives and associations

Working together is crucial for Salmenes Camanchaca, because it increases productivity and achieves results beyond expectations. Collaboration is essential to achieving progress with sustainability commitments. Therefore, the Company has associations that contribute to achieving these objectives. These associations include the following :

Aysén coastal productive development corporation

Working together is crucial for Salmenes Camanchaca, because it increases productivity and achieves results beyond expectations. Collaboration is essential to achieving progress with sustainability commitments. Therefore, the Company has associations that contribute to achieving these objectives. These associations include the following

Salmon technology institute

It is known as INTESAL. The Company believes that it is crucial for Chilean salmon farming to develop in a sustainable manner. Therefore, Salmenes Camanchaca promotes this goal by being a member of this communicational and benchmark entity involved in information, science and innovation.

Chilean salmon industry association AG

It is known as SalmonChile. It is an association of companies operating in the La Araucanía, Los Lagos, Chiloé and Aysén regions, whose fundamental purpose is to promote sustainability and local community engagement, and to support its members with their national and international health, environmental, regulatory, social and economic challenges.

Global Salmon Initiative (GSI)

The Company's objectives include achieving greater cooperation and transparency within the salmon farming industry, together with continuous progress with sustainability issues. Therefore, it is a member of this organization that comprises the world's main salmon farmers who represent approximately 50% of global production. They all share

Chilean Salmon Antibiotic Reduction Program (CSARP)

This initiative was announced in March 2019 and commits members of the Chilean Salmon Marketing Council (CSMC) to reduce their antibiotics by 50%. The CSMC is a US institution that began in 2018 and strengthens the reputation of Chilean salmon. It represents 70% of the industry in Chile, including Salmenes Camanchaca.

Pincoy project

Salmenes Camanchaca participates in this collaborative initiative whose mission is to reduce the use of antibiotics in salmonid farming in Chile.

USS convention

The Company has been a member of the USS Convention since 2019, which collaborates with the Más Azul Program. This is an environmental education program for local communities that promotes critical thinking, awareness and responsibility for the conservation and sustainable use of Lake Llanquihue.

the vision of feeding a providing population with a healthy and sustainable source of protein, while minimizing their environmental footprint and continuing to improve their social and economic contributions.



MAIN MEMBERSHIP FEES IN US\$:

ASSOCIATION	2018	2019	2020	2021	2022
SalmonChile	307,940	209,997	278,528	339,165	393,261
Global Aquaculture Alliance	53,965	87,100	73,102	98,281	96,736
Global Salmon Initiative	63,038	56,072	55,136	57,594	68,457
Intesal	35,714	53,997	44,615	66,015	43,933
CorpAysén	2,090	2,073	7,416	2,727	7,054
Grand Total	462,747	409,239	458,797	563,783	609,411

Operations

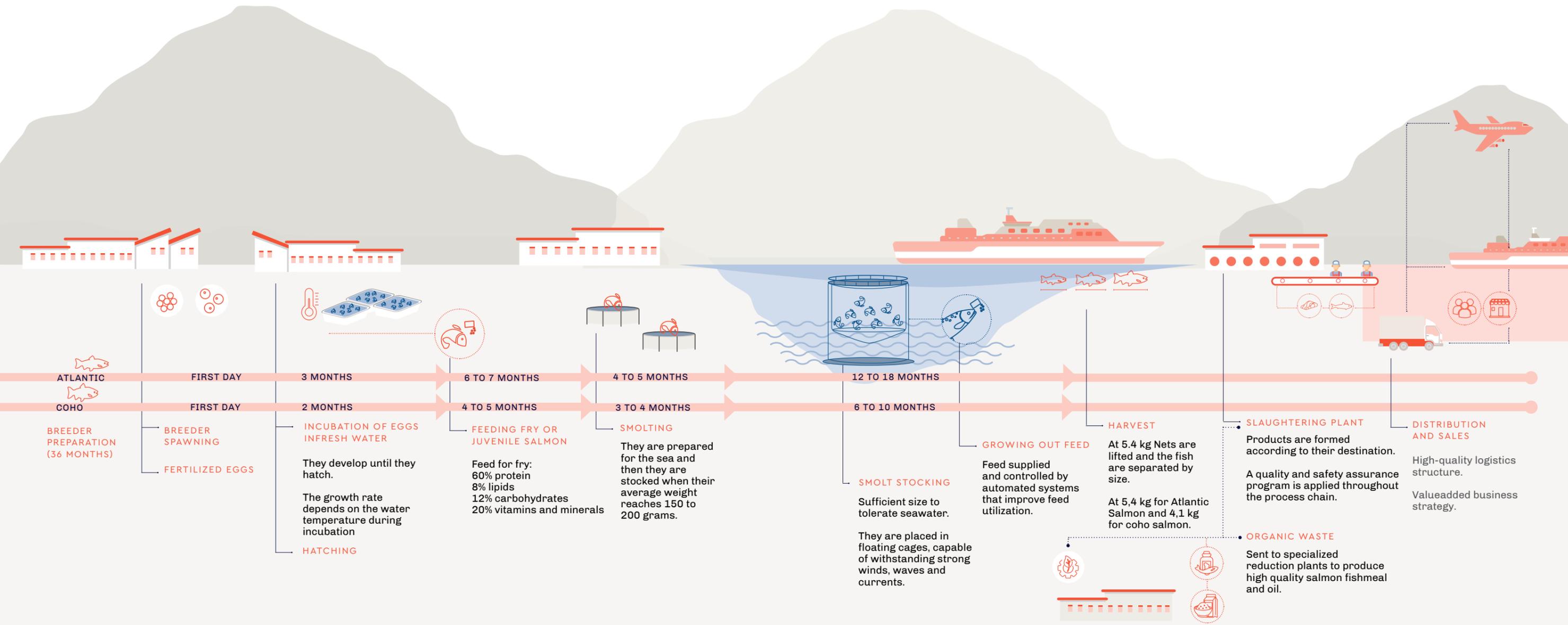
SALMON PRODUCTION CHAIN

A competitive advantage for Salmenes Camanchaca is its integrated production chain, which includes a genetic enhancement program for its Atlantic salmon.

This program has brought forward harvests and achieved faster fish growth, which has increased the average weight of Atlantic salmon by almost 12% compared to 2021, while reducing fish lives to between 13 and 16 months on average in 2022. It also encourages an optimal response to diseases, the development of new feeding

techniques, the segmentation of male and female smolts, and other innovations.

Coho salmon eggs are bought from third parties and grown at the Rio de la Plata hatchery until they reach around 40g. Subsequently, they are transferred to the Playa Maqui site on Lake Llanquihue, until they reach 250g. Finally, they are transferred to marine grow-out sites until harvest, when in 2022 they reached an average weight of 4.2 kg WFE.



Properties and facilities



Fresh water production cycle

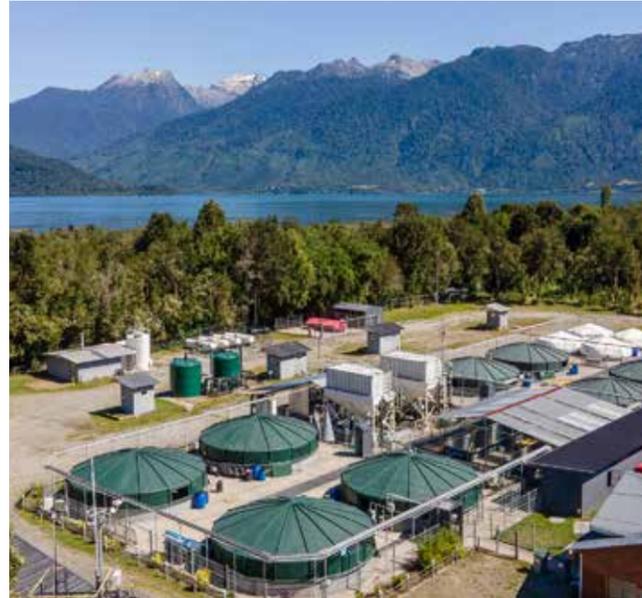
ATLANTIC SALMON POLCURA HATCHERY - GENETIC ENHANCEMENT PROGRAM (GEP)

Duration: 36 months.

Salmones Camanchaca's Genetic Enhancement Program (GEP) is more than 20 years old, and it has enhanced distinctive fish characteristics, such as their resistance to diseases and parasites, and their ability to grow faster.

This program is located within facilities at the freshwater hatchery in Polcura, Biobío Region, which at 70 years old is one of the oldest hatcheries in Chile.

Studies are performed here and the Fanad and Lochy strains are genetically crossed to obtain the best outcomes based on the strengths and potential of each strain. The Company works with Aquagen, a leading company in egg genetics, through an agreement as a genetic multiplier, in order to diversify and strengthen its genetic portfolio.



RÍO DEL ESTE HATCHERY - BROODSTOCK

Duration: 12 months.

Broodstock from the GEP in Polcura are transported overland to the Río del Este hatchery in the Los Lagos Region. Male and female gametes are obtained from the mouth of the Petrohué River then used in the fertilization process to produce selected eggs.

Production continues throughout the year, and once they reach the eyed egg stage, they are transferred to the recirculation hatchery on the Petrohué River to continue their development.



RÍO PETROHUÉ HATCHERY

Duration: 6 to 7 months

This recirculation or closed-flow hatchery is a global pioneer for Atlantic salmon farming and an icon for the Company. This site receives the eyed eggs and keeps them at an ideal temperature. After approximately 30 days of incubation, the fry hatch and are fed intensively for 3 to 4 months, until their weight reaches between 5g and 7g. Subsequently, the fry are then transferred to larger "on growing" units for two to three months, until their weight reaches between 30g and 40g, when they are moved to the Smolt Production Unit (SPU) for the final fresh-water stage.



SMOLT PRODUCTION UNIT (SPU) - RÍO PETROHUÉ

Duration: 4 to 5 months

Freshwater fish grow fastest at the UPS to reach 130g or more, depending on the production plan. These five SPU are adapted to farming larger fish and control the most critical process for fish in freshwater, which is acclimatizing to seawater and is known as smoltification.

About 90 people work in Petrohué's facilities and 70% are inhabitants of the Ensenada, Ralún and other neighboring communities.



OTHER COHO SALMON / TROUT FACILITIES

Río de la Plata

Duration: 8 to 9 months

It is located in Purranque in the Los Lagos Region. It manages initial farming through to the fry stage for trout and Coho salmon, when they are transferred to the Lake Llanquihue site at Playa Maqui.

This hatchery currently employs 24 people, about half of whom live in the Purranque community. It produces Coho salmon smolts, where eggs are farmed until they reach their target weight.

Playa Maqui - Frutillar

Duration: 4 to 5 months

Salmones Camanchaca has a smoltification site on Lake Llanquihue, in addition to the SPU at Petrohué, where it farms trout and Coho salmon. It is entirely dedicated to Coho salmon production at the moment with a total capacity of 1.5 million, and supplies smolts to stock our own sites. There are 9 employees at this site, and almost half of them live in the Frutillar community.

RESEARCH AND DEVELOPMENT DEPARTMENT

The Company's R&D department began with the Genetic Enhancement Program (GEP), and formally became a department in 2017.

It coordinates, designs and executes research, development and innovation projects with the objective of improving the Company's productive, sanitary and financial performance.

Salmones Camanchaca developed ten research projects during 2022 to constantly improve its processes: Three projects have reached the "completed" stage, while four are still at the "development" stage, while two are at the "ongoing" stage, which are its Integrated Quality project and the GEP. It is also involved in six "collaborative" projects that support research institutions.

The most important of these are described below and will be explained in greater detail in the Sustainability chapter on Profitable and Responsible Business:

1. **Evaluation of the immune status of Atlantic salmon whose diet was supplemented with Desert King (DK-PAQ Xtract) versus Pack Total (PXT) at the Ahoni farming site:** compare the immunological effect of two feed supplements in the field.
2. **Evaluation of the anti-inflammatory effect of the additive Aquaspi on fry at Petrohué:** evaluate the anti-inflammatory effect of the additive Aquaspi, especially in muscle tissue, to attenuate the consequences of PRV infections.
3. **Evaluation of gill health in fish supplemented with Ewos Gill product at Mañihueico:** evaluate the changes in gill lesions after switching to an Ewos-Gill diet.
4. **Evaluation of pigmentation and color expression in the Aquagen and Lochy high-growth strains:** quantify the effect of significant production factors and their incidence on the pigmentation of Atlantic salmon fillets.

Marine grow-out productive cycle

After the fresh water stage, smolts are transferred to seawater sites to continue growing until they reach the target harvest size for each site. They are transferred using specially prepared trucks that keep them in optimal condition, then transferred to ships designed to protect the fish, which take them to the Company's marine farming sites.

During 2022, 9.8 million Atlantic salmon smolts were stocked into four sites in the Los Lagos Region and three sites in the Aysén Region. Furthermore, 1.6 million Coho salmon smolts were stocked into two sites in the Los Lagos Region.

The production plan determines when stocking takes place, which considers the particular strain, the growing period, maturity, environmental health risks, fallow periods, plant processing capacity, market seasonality, etc.

The growing period has been decreasing as a result of genetic advances and improvements in feeding techniques, which optimize fish growth and reduce the length of time at sea and the associated risks. Sites are equipped with automatic feeding systems, which improve efficiency and perform this process remotely, which is particularly important in areas with adverse weather conditions, when ports are closed and access to the site is prevented.

Intensive high-yield diets have increased and feeding support systems have been installed, such as support software with artificial intelligence, automatic pellet detection systems and state-of-the-art camera technology to monitor feed consumption and improve physical security at sites, which can be monitored from Salmones Camanchaca's corporate offices in Puerto Montt.

NEW PRODUCTION PLAN

Salmones Camanchaca developed a new production plan in 2022 that diversifies the sites it uses across the regions, with the objective of diversifying risk, optimizing farming sites, increasing its use of concessions with greater water renewal in the Aysén Region, and installing technologies and structures that mitigate the risks inherent to its farming sites.

The company participates in a Joint Venture (JV) that produces trout and it has contributed six aquaculture concessions, which are operated by the manager Caleta Bay, in which Kabsa S.A. also participates as a third partner. The joint venture's financial results are shared a third each. The Company renewed its interest for a six-year term with effect from January 2023 through to 2028, although it will provide only four concessions this time. The volume produced by the joint venture from that date will be nine million fish in each cycle, which will leave the Company able to farm approximately three million of its own Atlantic and Coho salmon.



Harvest volumes

WELLBOATS

When the fish reach the appropriate size, they are transferred by wellboats to the Company's primary processing plants. Harvest volumes from the Los Lagos Region are transferred to the San José plant in Calbuco, and volumes from the Aysén Region are transferred to the Surproceso plant.

The ship "Orca Yka" arrived in Chile in 2022 to help with this transfer. It is the only transport ship in Chile that can treat sea lice using closed, non-pharmacological systems. The Company has chartered this ship from Naviera Orca Chile.

This ship uses the latest technology to treat fish and transfer more than 400 MT of live salmon using a hold capacity of 2,800 m3, which exceeds the average hold of 1,000 m3 among vessels currently in Chile.

It is equipped to generate zero emissions during closed transport, with water monitoring and purification, an RSW cooling system and fresh water production and treatment. It has the technology to perform non-pharmacological antiparasitic treatments in a closed environment.

Processing plants

The Company has four processing plants

SAN JOSÉ

These facilities process the fish harvested in the Tenth Region in a unique location close to the oceanic sites. It has a daily processing capacity of 85,000 salmon and can export fresh whole salmon directly to Brazil, China and Argentina.

SURPROCESO IN QUELLÓN, LOS LAGOS REGION

Salmones Camanchaca owns a 33.33% stake in this plant. It mainly processes fish from the Aysén Region and it provides these services to other salmon companies. It has a daily processing capacity of 140,000 salmon.

VALUE-ADDED PLANT

This facility is located in Tomé in the Biobío Region and it processes all the fish that are not exported as fresh whole fish from the San José plant. It has become an expert in converting these raw materials into high-quality products. It has a daily processing capacity of 380 MT of raw material with tremendous flexibility. It can produce fillets, portions and other value-added products. It employs an average of 1,149 people during each year. Its proximity to Chile's main airports gives it the flexibility to ship fresh fish to the USA by air.

COHO SALMON PROCESSING PLANT

The value-added production of Coho salmon was vigorously increased by over 90% in 2022, which processed a difficult product into fillets and portions, in accordance with the high demand for processing, for additional value-added products, and for developing Coho salmon processing.

The 2022 season produced 5,000 MT, which is forecast to reach 10,000 to 12,000 MT by 2023

The Company aims to achieve logistical excellence and in 2022 it launched an Operational Continuity plan that will be implemented in 2023 and will contribute to achieving the excellence parameters that apply to salmon farming.

Salmones Camanchaca monitors its certificates from the National Customs Service as Authorized Logistics Operator (ALO) and has included them within its integrated control system. It adopts the good practices in this system, arranges regular reviews and monitoring audits, develops action plans for non-conformities, and develops and evaluates new processes and procedures.

The logistics milestones in 2022 were as follows.

Logistics

2022 was a difficult year for logistics following the sharp rise in international air and sea freight tariffs. However, Salmones Camanchaca overcame these difficulties through appropriate planning that maintained service levels and kept costs stable to ensure that the business remained suitably profitable.



SHIPPING SERVICES WITH COSTS THAT ARE LOWER THAN OR EQUAL TO THE INDUSTRY AVERAGE.



IMPLEMENTATION OF TWO CERTIFICATES, WITH ESTIMATED SAVINGS OF US\$500,000. ONE WAS FROM THE GENERAL DIRECTORATE OF CIVIL AVIATION FOR FRESH SALMON AND THE OTHER RELATED TO ITS APPROVAL AS AN ALO.



THE MONITORING OF MANAGEMENT INDICATORS FOR LOGISTICAL DATA WAS IMPROVED. ALL PRODUCT INVENTORIES ARE NOW ONLINE, AND COSTS, SUPPLIER RELATIONSHIPS AND PAYMENTS ARE UP TO DATE.

Marketing network

Salmones Camanchaca has a marketing team that develops markets directly from Chile, through sales agreements with Camanchaca Inc. for North America and with Camanchaca Ltd. for Japan. Camanchaca México S.A. de C.V. was formed in July 2021 as a subsidiary of Salmones Camanchaca's parent company, to strengthen product distribution and sales in Mexico, as these have grown well in recent years. Camanchaca Europa was added in January 2022 to develop the European market. It has also appointed other representatives in Asia.

The marketing team is responsible for defining sales policies to maximize returns and ensure sufficient market diversification. Accordingly, the Company has internationally positioned itself as a reliable supplier of premium salmon products, and differentiated itself by delivering an excellent customer experience and building medium and long-term commercial relationships.

In fact, as international markets recovered after the pandemic, prices rose above the average for the last 10 years and Salmones Camanchaca achieved an average sales price of US\$ 7.48 /kg WFE in 2022, which was 28% higher than in 2021.

Its principal brands are Camanchaca and PIER 33 and the aim is to grow these brands every year and grow direct sales to customers by reducing the value chain.

The focus is on strengthening Coho salmon by introducing Coho 4-star certification, emphasizing the competitiveness of this salmon and promoting product diversification such as grilling portions, harasu, etc.

Customers

Salmones Camanchaca channeled 41% of total sales through Camanchaca Inc. in the USA during 2022, 3% through Camanchaca Ltd. in Japan and 8% through Camanchaca Mexico S.A. de C.V., which are all subsidiaries of the parent company Camanchaca S.A. The Company had no final customers who represented more than 10% of total sales.

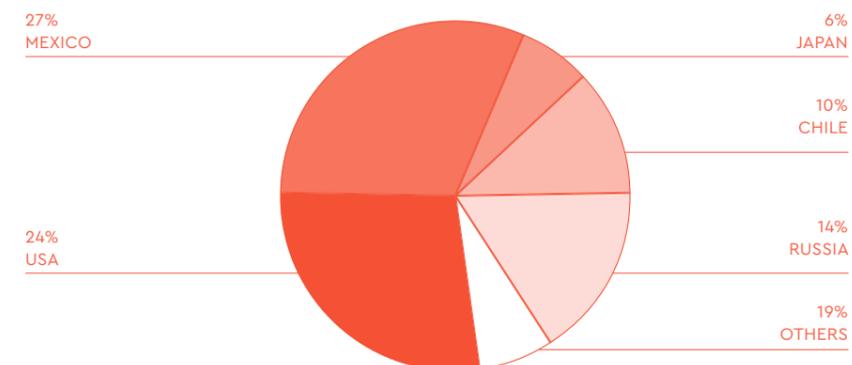
Furthermore, additional customer milestones are as follows.

- » A Salmones Camanchaca management team redefined its mission, vision and corporate values during 2022.
- » The Company strictly complies with all its regulations, including the protection of customers' rights.
- » There were no sanctions for non-compliance with customer's rights regulations.

Number of customers

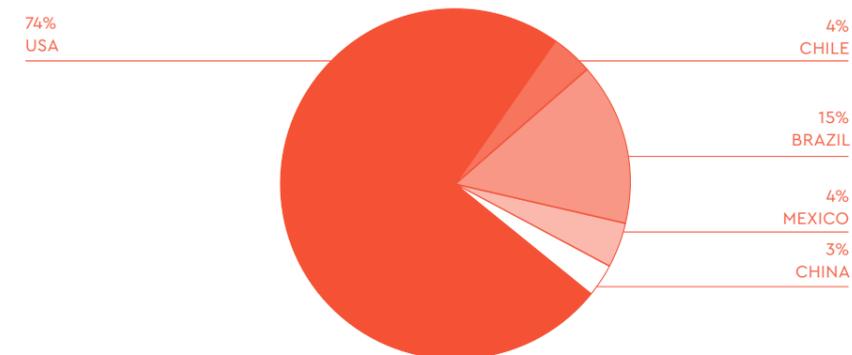
	2020	2021	2022
NUMBER OF ATLANTIC SALMON CUSTOMERS WITH SALES OVER THUS\$10	119	88	103
NUMBER OF COHO SALMON CUSTOMERS WITH SALES OVER THUS\$10	20	13	18
NUMBER OF PREMIUM ATLANTIC AND COHO SALMON AND BYPRODUCT CUSTOMERS WITH SALES OVER THUS\$10	148	110	127

FROZEN ATLANTIC SALMON



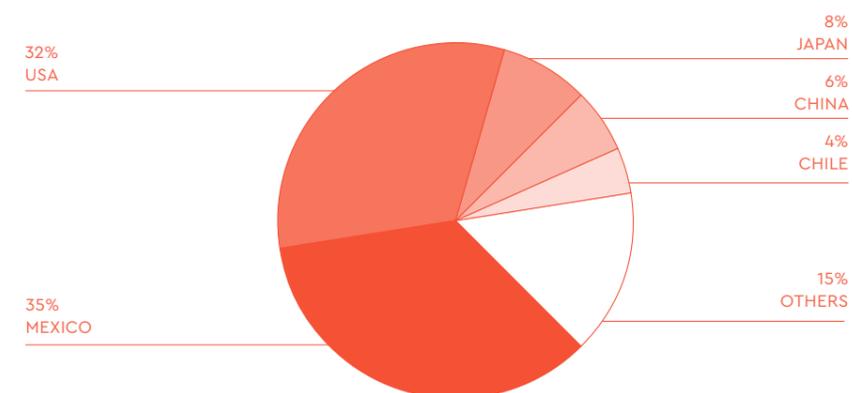
USDm 241.7
TOTAL

FRESH ATLANTIC SALMON



USDm 105.0
TOTAL

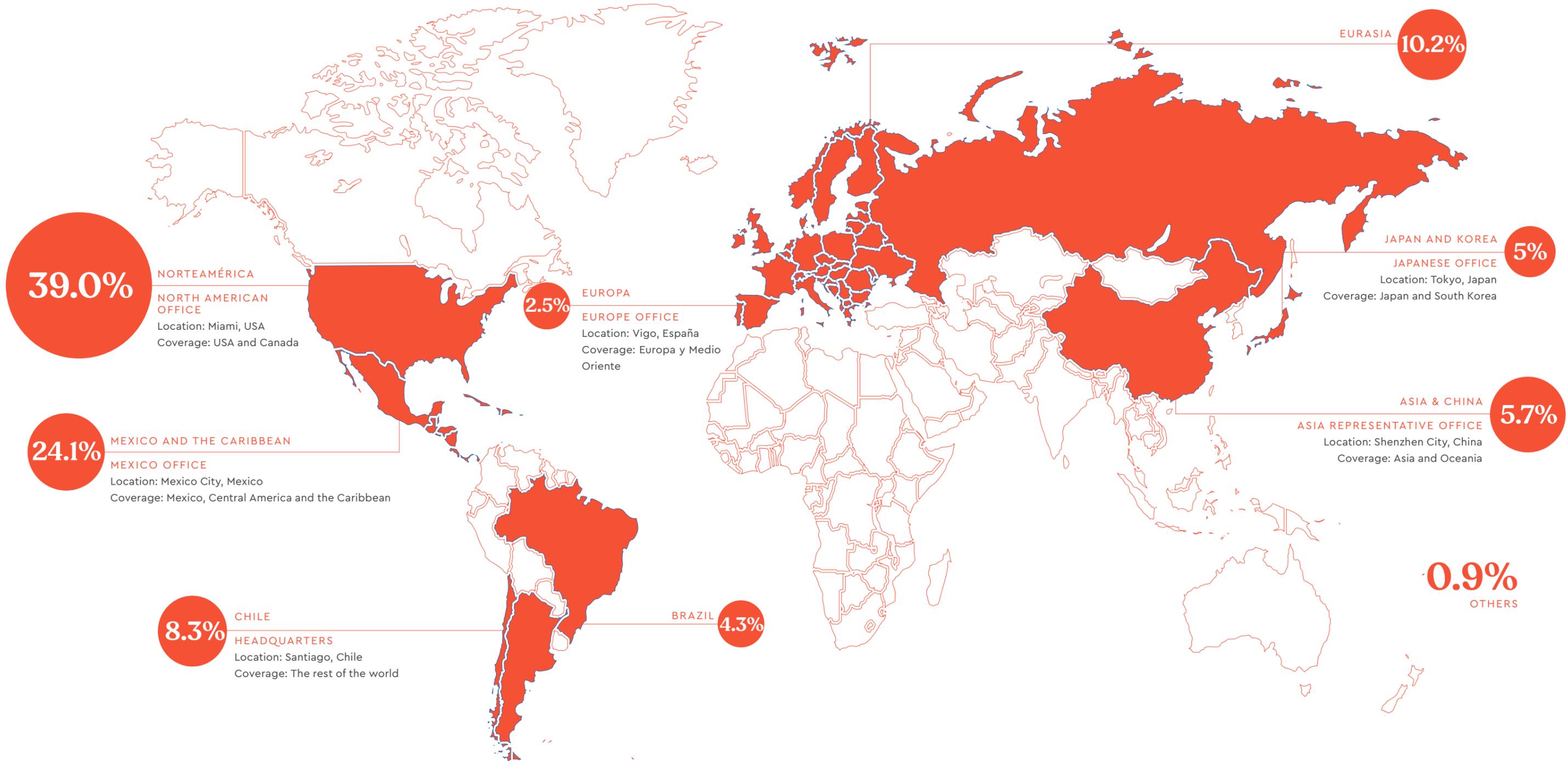
COHO SALMON



USDm 12.9
TOTAL

Salmones Camanchaca around the world

TOTAL SALES US\$ 373 MILLION
% OF PRODUCT SALES





CHAPTER 5

Sustainability

Sustainability model

Salmones Camanchaca has built its Sustainability Model on five pillars: (i) healthy and nutritious food; (ii) healthy ecosystems; (iii) meaningful employment; (iv) profitable and responsible business; and (v) prosperous communities, which build on its strategic commitments that will help it to achieve a leadership position within the aquaculture industry by operating a sustainable and transparent business.

Its performance so far is the result of reinforcing its Sustainability Strategy, which began in 2019 and has produced satisfaction within the organization, as the initiatives driven by these pillars have a positive impact on the business and on its social and environmental impact.

The Sustainability Strategy has also produced long-term plans that are aligned with the Sustainable Development Goals driven by the United Nations Agenda 2030. Its corporate Sustainability Framework was developed from these SDG, which is reflected in the Company's vision and includes a specific approach to achieve effective progress.

However, this Strategy also identifies and prioritizes the most important material issues for Salmones Camanchaca and its stakeholders based on three fundamental objectives:

1

PROVIDE A CONCEPTUAL FRAMEWORK TO ADDRESS THE CHALLENGES.

2

STRUCTURE SUSTAINABILITY PRIORITIES AND OBJECTIVES, AND STREAMLINE THEIR MANAGEMENT AND COMMUNICATION.

3

CHANGE THE COMPANY'S WORKING CULTURE.

Sustainability Pillars

Five Sustainability Pillars



Healthy and nutritious food

The Company is committed to achieving sustainable and responsible food production that ensures its customers receive high quality nutrition. This requires closely monitoring key factors in its production processes, such as food safety, biosecurity and animal welfare.



Healthy ecosystems

Salmones Camanchaca ensures that its fish are in optimal condition by farming them in Chilean Patagonia under optimal physical, chemical and biological conditions, while maintaining the quality of aquatic and terrestrial ecosystems through operational excellence and careful management of any potential impacts.



Meaningful employment

The Company's performance has been fundamentally driven by building a dedicated and committed team.



Profitable and responsible business

Ethics, transparency, regulatory compliance and timely and effective risk management are fundamental aspects of this business and govern the culture of Salmones Camanchaca. Generating value for the Company's shareholders and stakeholders.



Prosperous communities

Salmones Camanchaca operates its business throughout a nation characterized by a tremendous diversity of stakeholders and cultures. The Company has built positive and responsible relationships with its neighbors by respecting and caring for the environment, building trust and contributing to local community development.



Ambitions for 2025

ASC

MORE THAN 61%
CERTIFICATE TO
2025

50%

REDUCTION
IN THE USE OF
ANTIBIOTICS

**Carbon
neutral**

BY 2025

BE AN INCREASINGLY
VALUED MEMBER OF THE
communities

Sustainability Goals

During 2022 Salmones Camanchaca developed initiatives that made steady progress towards achieving the targets for its sustainability performance indicators.

Salmones Camanchaca acquired several commitments associated with its sustainability indicators when it renegotiated its long-term loans with financial institutions. These include five indicators to be measured annually, which are as follows.

1. Reduce greenhouse gas emissions to achieve Carbon Neutrality under Scope 1 and 2 by 2025 and reducing total emissions from 2020 levels by more than 40%. So far, its Scope 1 and 2 emissions have been reduced by 39% from their 2020 levels.
2. Increase the fraction of biomass harvested under Aquaculture Stewardship Council (ASC) certification to exceeding 61% by 2025, which is the most demanding and prestigious certification for sustainable salmon farming. By 2022, 73% of the biomass was certified to ASC standards.
3. Decrease the volume of marine ingredients in salmon feed, measured as the "Fish In-Fish Out" ratio, to below 0.5 by the end of 2025. By 2022, the FIFO ratio had fallen to 0.46, by using trimmings from marine raw materials in Coho salmon feed.
4. Increase the proportion of non-hazardous solid waste recycled by the Company and not sent to landfills to over 60% by 2025. By 2022, 38% of non-hazardous solid waste was recycled.
5. Improve occupational health and safety to match the best in Chile and reduce the accident rate to 2% by 2025. Critical Risk Control Standards were launched in 2022. This initiative will contribute to controlling the main risks at farming sites. By 2022, the accident rate was 2.4%.

Sustainability Committee

The Company created a Sustainability Committee in 2020 to strengthen its Sustainability Model. It meets quarterly and its role is to validate, support and monitor the roadmap to achieve the Company's sustainability targets. Further information on its members and functions can be found in Chapter 3.

SDG Agenda 2030

Agenda 2030: A new challenge

Salmones Camanchaca aims to be a benchmark within the aquaculture industry and to prioritize addressing the United Nations Sustainable Development Goals (SDG).

After a thorough analysis of these 17 goals and 168 targets to build a sustainable planet by 2030, the Company has selected the following goals to contribute to this international agenda.

Salmones Camanchaca relates each sustainability pillar to an SDG, in order to monitor its progress towards each goal.



Healthy, nutritious food

Healthy fish and quality assurance

One of Salmones Camanchaca's most important objectives is to farm healthy salmon, thus guaranteeing a supply of high-quality products to its customers. Therefore, the Company emphasizes sustainable and responsible production and believes that innovation and technical knowledge are fundamental parts of its processes. It respects legal regulations, animal welfare and environmental sustainability.

It assures the health and welfare of its fish through various protocols, in order to deliver a safe product that meets market requirements. The company's Sustainability Strategy was strengthened by establishing the following goals for 2025:



Justification	2022 Performance Indicators		
The Company aims to sustainably and responsibly produce salmon and contribute to people's nutrition and health. Food safety, biosecurity and animal welfare are important aspects of business development that ensure compliance with this objective.	 100% FULLY LIVAC VACCINATED ATLANTIC SALMON	MORTALITY 4.6% ATLANTIC SALMON	
		BAP CERTIFIED BIOMASS	ASC CERTIFIED BIOMASS ATLANTIC SALMON
Related SDG   	100% ATLANTIC SALMON	73% ROLLING 24 MONTHS	10.5% FRESH WATER ATLANTIC SALMON
	100% COHO SALMON	84% ROLLING 12 MONTHS	4.2% FRESH WATER COHO SALMON
Material issues	Milestones for the year		
 FOOD SAFETY AND NUTRITION	 "ORCA YKA" ARRIVES IN CHILE: A WELLBOAT THAT TREATS SEA LICE USING CLOSED NON-PHARMACOLOGICAL SYSTEMS AND CHARTERED BY SALMONES CAMANCHACA		
 BIOSAFETY AND ANIMAL WELFARE	 A 36% REDUCTION IN ANTIBIOTICS AND A 35% REDUCTION IN ANTIPARASITIC DRUGS		
 LOCAL AND GLOBAL AVAILABILITY OF OUR PRODUCTS	 73% OF THE BIOMASS HARVESTED IN 2022 WAS ASC CERTIFIED FOR ROLLING 24 MONTH PERIODS		
	 THERE WERE NO RECALLS OR REVISIONS IN ANY COUNTRY THAT IMPORTED OUR PRODUCTS		
	 PROGRESSIVE IMPLEMENTATION OF OUR ANIMAL WELFARE POLICY WITH PILOTS IN HATCHERIES, MARINE GROW-OUT SITES AND PROCESSING PLANTS		
	 ATLANTIC SALMON MORTALITIES REDUCED		
	 COHO SALMON WAS HEART-CHECK CERTIFIED		
	 A FARMING SITE HARVESTED WITH PORK FREE CERTIFICATION		
	 ANTIBIOTIC-FREE CERTIFICATION AT FOUR FARMING SITES		



Quality certificates

All the facilities and the entire value chain at Salmones Camanchaca are examined under the principles and requirements associated with well-known national and international quality standards, to ensure that the quality of the final product is excellent.

This is evidenced by various corporate certificates, such as:

CERTIFICATION	DESCRIPTION	CERTIFIED SITES
 ASC - Aquaculture Stewardship Council	<p>Considered the most demanding sustainability standard for aquaculture.</p> <p>It involves over 500 indicators covering various fields and was developed as a result of dialog between the Sustainable Trade Initiative and WWF</p>	<ul style="list-style-type: none"> » Marine grow-out sites » Primary and secondary processing plants
 Best Aquaculture Practices (BAP) Awarded: Four stars	<p>A certificate that focuses on the key elements for responsible aquaculture.</p> <p>It guarantees process quality, environmental and social responsibility, food safety, traceability and health, and animal welfare.</p> <p>Ranking: Stars are awarded for each production stage with 4 stars being the maximum.</p>	<ul style="list-style-type: none"> » 1 star for the processing plant. » 1 star for certified feed. » 1 star for smolt production in the hatchery. » 1 star for marine grow-out sites.
 ISO 9001:2015	An International Quality Management System that certifies those processing plants that implement procedures to ensure high quality products, such as the Food Safety Manual.	» Primary and secondary processing plants.
 HACCP certification from the National Fisheries and Aquaculture Service.	An international standard that defines the requirements to effectively control food safety in processing plants.	» Processing plants.
 Global G.A.P.	An internationally recognized standard for aquaculture production that guarantee safe and sustainable food production.	<ul style="list-style-type: none"> » Río del Este hatchery » San José primary plant
 Kosher	A certificate that verifies that food for human consumption has been prepared to Jewish dietary standards, due to compliance with the requirements of the Hebrew diet.	» Secondary processing plant.
 Halal	A technical procedure that verifies that a product's contents and processing complies with Islamic regulations.	» Secondary processing plant.

CERTIFICATION	DESCRIPTION	CERTIFIED SITES
 ISO 14.001:2015	A standard that defines an Efficient Environmental Management System. It provides a framework for protecting the environment and responding to changing environmental conditions.	» Primary and secondary processing plants.
 ISO 45.001:2018	An international standard for Occupational Health and Safety Management Systems. It is designed to protect employees and visitors from occupational accidents and illnesses.	» Secondary processing plant.
PROA Anti-microbial Optimization Program	<p>An official voluntary certificate awarded to each farming site that complies with the program.</p> <p>Its objectives include:</p> <ul style="list-style-type: none"> » Raise awareness of antimicrobials. » Promote good practices and publish fish health recommendations based on research by the Aquaculture Health Management Program (PGSA). 	<ul style="list-style-type: none"> » Four marine grow-out sites were certified in 2022, two for Coho salmon and two for Atlantic salmon. » Currently, all farming sites are managed under SERNAPESCA's PROA, which involves higher surveillance standards and requires additional monitoring and costs.
 American Heart Association (AHA) Heart-Check Certification	The program's nutritional requirements are based on healthy dietary recommendations that include specific feed categories, ingredients and nutrient values.	» Two Coho salmon farming sites
Antibiotic-free	This program certifies that fish were farmed without antibiotics throughout their entire life cycle.	» Marine grow-out sites, two for Coho salmon and two for Atlantic salmon.
Pork Free health certification	This SERNAPESCA program certifies that salmonids have been fed on raw materials that do not contain pork proteins or pork by-products. Program for the products exported to the United Arab Emirates.	» An Atlantic salmon grow-out site.



NUMBER OF CERTIFIED FACILITIES					
SPECIES	REPRODUCTION	BAP	ASC	GLOBAL GAP	PROA AND ANTIBIOTIC FREE.
	Fresh water	1	1	1	1
	Rio del Este hatchery (Ralún, Puerto Varas, Chile)			1	
	Petrohue hatchery (Hueñu-Hueñu, Puerto Varas, Chile)	1	1		1
	Marine production	12	9		
	Contao (Contao, Reloncavi bay, Hualaihue, Chile)	1			
	Mañihueico (South Mañihueico river, Hualaihue, Chile)	1	1		
	Ahoni (West of Punta Ahoni, Chiloe, Chile)	1	1		
	Pilpilehue (Yal channel, Punta Terao southeast sector, Chiloe, Chile)	1	1		
Atlantic salmon	Loncochalgua (Comau fjord, Barranco Colorado Sector, Hualaihué, Chile)	1			
	Isloles (Chaiten Bay, between Punta Isloles and Punta Piche Niche, Chaiten, Chile)	1	1		
	Edwards (Edwards Bay, Punta Talcan, Chaiten, Chile)	1	1		1
	Johnson 2 (Chaffers channel, East of Johnson Island, Cisnes, Chile)	1	1		
	Izaza (King Channel, Izaza Island southern sector, Cisnes, Chile)	1	1		
	Garrao (North Island Garrao 1, Cisnes, Chile)	1	1		
	Piure Channel (Northern Arbolito Island, Piure Channel, Cisnes, Chile)	1	1		
	Lautaro Pass (Lautaro Pass, Northwest of Puerto Robalo, Benjamín Island, Cisnes, Chile)	1	1		
	Lamalec (West Lamalec Island, Cisnes, Chile)	1	1		
	Leucayec (Chacao Pass, Southwest Leucayec Island, Guaitecas, Chile)	1	1		
	Freshwater Production	1			1
	Lake farm Playa Maqui (Llanquihue, Frutillar, Chile)	1			1
	Marine Production	2			2
Coho	Largo Fjord (Largo Fjord, Reñihue Estuary, Chaiten, Chile)	1			1
	Nieves (Sector 3, Reñihue Bay, Northeast of Las Nieves Island, Chaiten, Chile)	1			1
	San José primary plant (San José, Quihua Island, Calbuco, Chile)	1	1	1	
	Tomé secondary plant (Manuel Montt 1941, Tomé, Chile)	1	1		
Processing plants	San José primary plant (San José, Quihua Island, Calbuco, Chile)	1	1	1	
	Tomé secondary plant (Manuel Montt 1941, Tomé, Chile)	1	1		

ASC Certification:

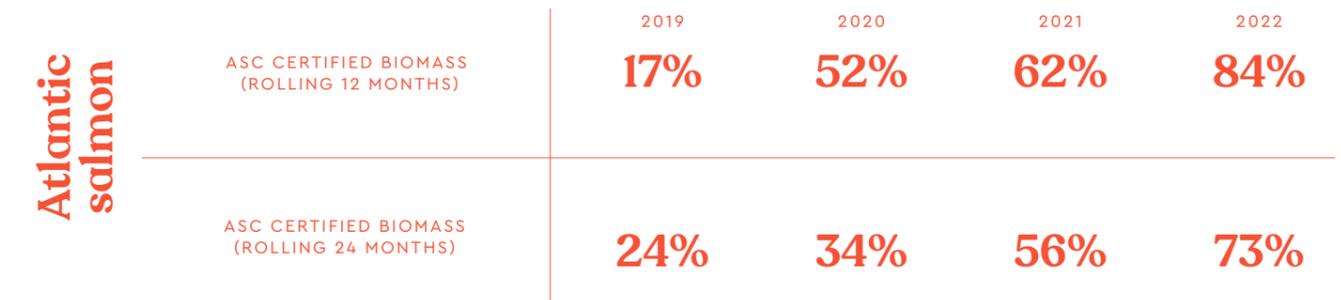
Salmones Camanchaca aims to obtain international certificates that verify its procedures, to assure its customers and stakeholders of its commitment to excellence.

The Aquaculture Stewardship Council (ASC) was co-founded by the World Wildlife Fund (WWF) and the Company was awarded ASC certification, which contains the most demanding sustainability standards for aquaculture, and verifies that the Company is governed by the highest social, environmental and product safety standards. However, it also verifies that suppliers comply with the social standards required by the ASC.

This standard evaluates the smolt production process, the marine grow-out sites, the primary and secondary chain of custody, and it ensures responsible sourcing by requiring the Company's suppliers to comply with the standard's social and environmental requirements.

Salmones Camanchaca aimed to achieve compliance with this standard for most of its production in 2021, through continuous improvement and several Global Salmon Initiatives (GSI). By 2022, 84% of its harvested biomass had been ASC certified.

However, an evaluation of long-term trends led to a review of a 24-month rolling period to account for the duration of crop cycles, resulting in 73% of the biomass achieving certification.



NEW HEART-CHECK AND PORK FREE CERTIFICATIONS

Premium products were introduced in 2022 to differentiate them from the competition. This required compliance with stricter certificates aimed at specific customer niches.

Thus, the Coho salmon farming sites were certified during the year under the Heart-Check Program of the American Heart Association. This program focuses on making it easier for consumers to identify heart-healthy products that meet nutritional requirements based on scientific studies. It assures them that they have verified parameters such as fats, cholesterol and trans fats.

Salmones Camanchaca was also awarded Pork Free certification for an Atlantic salmon farming site in 2022, which means that the Company ensures that they were fed with raw materials that did not contain pork protein or derivatives throughout the entire life cycle of these fish, from their freshwater stage to the marine grow-out stage. This achievement has opened up new markets such as the United Arab Emirates.



Food health and safety

Salmones Camanchaca operates a Quality Assurance Program that verifies the quality of its products.

This program analyzes the impact of hazards resulting in the microbiological, physical or chemical contamination of feed, which ensures compliance with the Integrated Management Policy. This policy states that safety is ensured by using appropriate technologies and best practices for processing and hygiene.

During 2022 there were no cases of non-compliance with information and labeling of products and services, neither were there any cases involving marketing communications.

Finally, 33% of Salmones Camanchaca's suppliers are certified as complying with a standard approved by the Global Food Safety Initiative (GFSI) Food Safety Certification Program, such as the BAP standard. These supplier's facilities are operated by Surproceso, Abick and Caleta Bay, although only the Caleta Bay processing plant has BAP certification. The other facilities have ASC CoC, Global GAP and HACCP certifications. All the Company's plants are BAP certified, and this standard is approved by the GFSI. A BAP audit was

performed for seafood processing at its primary and secondary processing plants, which yielded the following result in 2022:

PLANT	MAJOR NON-CONFORMITY	MINOR NON-CONFORMITY
San José	0	5
Tomé	0	6

The non-conformities found during the year were addressed and resolved, in accordance with the requirements of the BAP standard, which involved introducing corrective measures to detect the root cause of these non-conformities and then implement improvements to resolve them.

NON-CONFORMITIES FOUND IN 2022

CASE	NUMBER OF FACILITIES AUDITED	NUMBER OF NON-CONFORMITIES	NUMBER OF CORRECTIVE MEASURES	NON-CONFORMITY RATE	CORRECTIVE MEASURES RATE
Major	2	0	0	0	0
Medium-Low	2	10	14	5	1.4

Each Salmones Camanchaca primary and secondary processing plant is subject to an annual internal audit and an official BAP, ASC CoC and HACCP audit, based on food safety compliance criteria that ensure that they meet the highest food standards.

There were no recalls in any country that imported Salmones Camanchaca's products in 2022, neither were sales prohibited by these markets.

RECALL POLICY

The Company has a Recall or review procedure to responsibly respond to any problem or claim that may arise and recover any non-conforming products. This procedure is as follows.



1. CONVENE A RECALL ASSESSMENT TEAM TO ANALYZE THE MAGNITUDE OF THE INCIDENT.



2. MANAGE THE RECOVERY OF THE PRODUCTS INVOLVED.



3-. ASSESS THE FINDINGS.



4-. DESTROY OR RETURN THE PRODUCT TO THE PLANT'S WAREHOUSE.



5-.IMPLEMENT CORRECTIVE MEASURES.



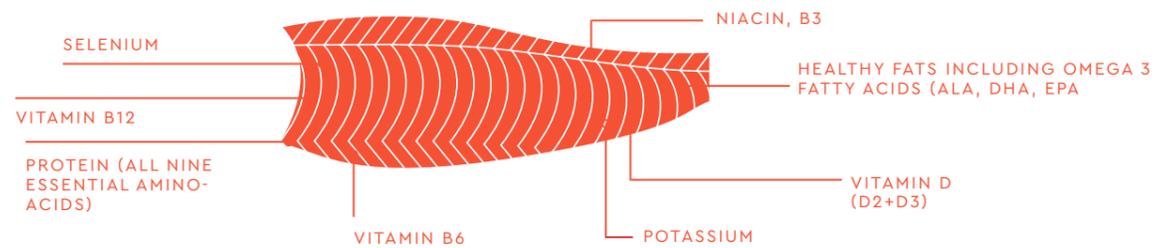
6-. CONDUCT PRODUCT RECOVERY SIMULATIONS AT LEAST TWICE A YEAR, TO VERIFY THESE RECOVERY MECHANISMS.



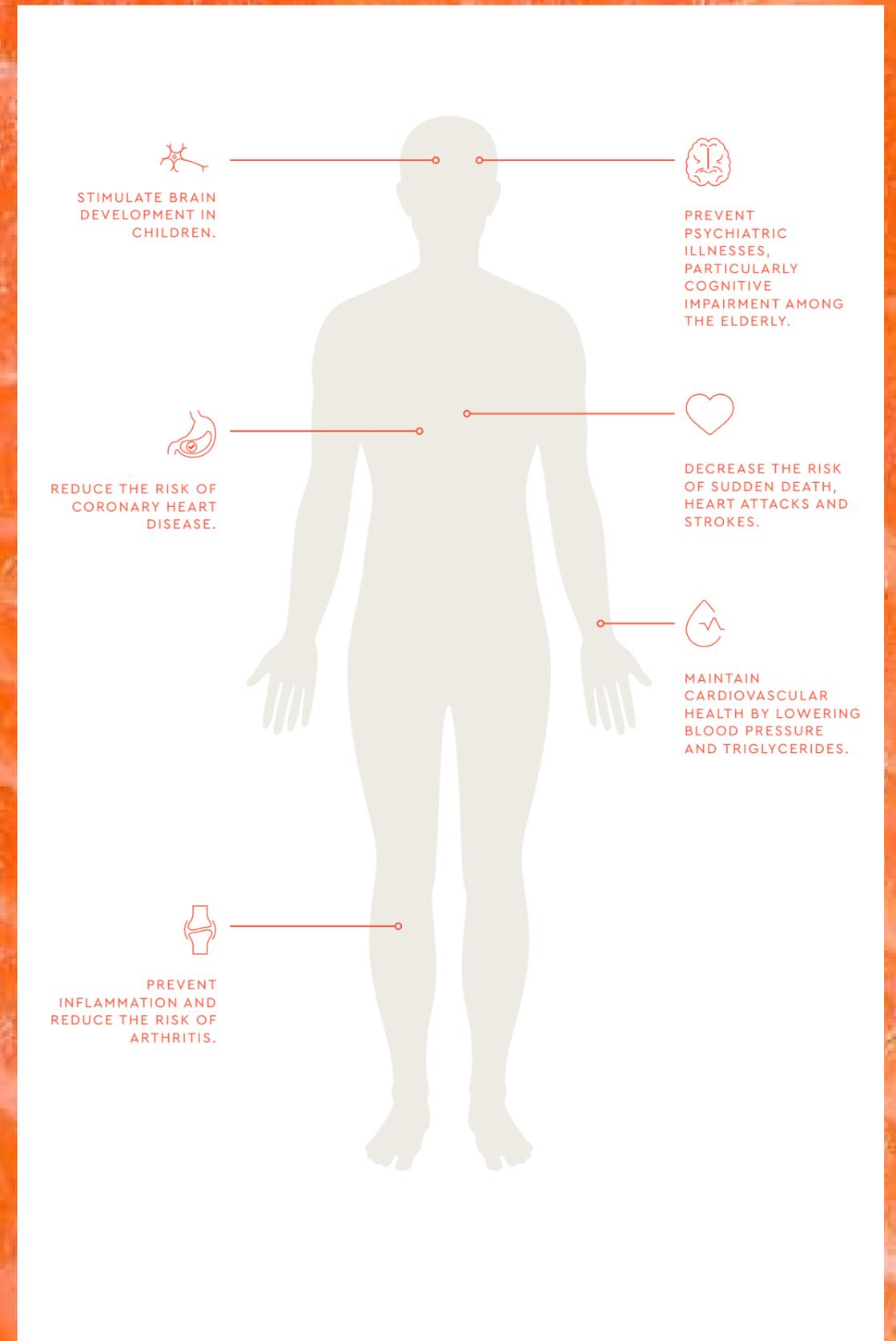
High nutritional value

Salmones Camanchaca produces excellent quality food that contains a high percentage of the nutrients that benefit people. It supports ocular, cerebral and cardiovascular functioning, as salmon contains omega 3 and 6 fatty acids, liposoluble vitamins such as A and D, minerals such as potassium and phosphorus, and a high protein content.

Moreover, salmon is rich in iodine, which is necessary to convert food into energy and contributes to normal thyroid function, which is essential for all human body cells to develop correctly.



Salmon's benefits



PREPARED FOR THE FUTURE

The world is growing at an accelerated pace from every perspective and the global population is no exception. The United Nations estimates that there will be 9.7 billion people on the planet by 2050, which will create a huge demand for resources, where food plays a pivotal role.

As traditional fishing has reached its production limits, aquaculture represents a viable alternative to satisfy this requirement.

Accordingly, Salmones Camanchaca has a farm expansion strategy and achieved the following figures in 2022 :

Salmon is one of the most efficient proteins worldwide in terms of conversion from 1.2 to 1.5 and edible portion. It is the lowest when compared to chicken or pork.



	SMOLT STOCKING	HARVEST VOLUMES	128 MILLION PORTIONS
ATLANTIC SALMON 	9.76 MILLION SMOLTS STOCKED	44,539 MT WFE (11% MORE THAN IN 2021)	
COHO SALMON 	1.59 MILLION SMOLTS STOCKED	4,028 TONS WFE (119% MORE THAN IN 2021)	

Salmon is one of the most efficient proteins worldwide in terms of conversion from 1.2 to 1.5 and edible portion. It is the lowest when compared to chicken or pork.

 1.2-1.5 FARMED ATLANTIC SALMON	 1.7-2 CHICKEN	 2.7-5 PORK	 6-10 CATTLE
--	-----------------------------	--------------------------	---------------------------

Source: GSI.

SUSTAINABILITY IN PRODUCTION

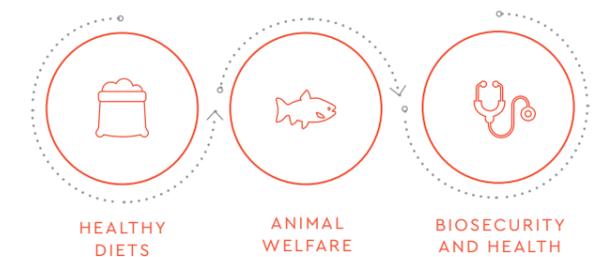
An important objective for Salmones Camanchaca is to provide consumers with a very nutritious food of excellent quality. This is achieved through compliance with high standards throughout the life cycle of these fish, to produce food with high nutritional value.

The Company has implemented rigorous process controls that achieve the sustainability criteria required to deliver products of the highest quality, and it has developed the following policies:

 IT ONLY USES SUBSTANCES APPROVED FOR AQUACULTURE AND DOES NOT USE HORMONES, NOR GENETICALLY MODIFIED (GMO) FISH THROUGHOUT THE CHAIN.	 MORE THAN 75% ATLANTIC SALMON ARE PRODUCED FROM ITS OWN GENETIC SUPPLY, AND COHO SALMON EGGS ARE SOURCED FROM AQUAGEN, A GLOBAL GAP CERTIFIED SUPPLIER THAT IS NON-GMO	 SOME VERSIONS OF THE RAW MATERIALS USED IN ITS FISH FEED, SUCH AS SOYBEAN, CORN GLUTEN AND RAPESEED OIL MAY BE GENETICALLY MODIFIED. HOWEVER, THESE RAW MATERIALS DO NOT REPRESENT A SIGNIFICANT PERCENTAGE OF THE TOTAL.
---	--	---

Salmones Camanchaca strengthens its production using sustainability as its main guideline. Therefore, it requires its feed suppliers to monitor their processes and to analyze their life cycle, environmental footprint, impact on climate change and water footprint, in line with commitments to sustainable agriculture and deforestation in their development policies.

The Company enhances the nutritional benefits of salmon by actively managing three aspects that are centered on fish welfare. These are:



Animal welfare

Operational excellence and careful management of potential impacts are at the core of Salmones Camanchaca's strategy. It has an Animal Welfare Policy that aims to harvest healthy fish and secure an appropriate environment for the biological characteristics of each species.

This value proposal has been crucial to maintaining its competitiveness, since the potential negative impact of poor disease management associated with inadequate animal welfare and biosecurity could mean an increase in diseases and high mortality, followed by an increase in antibiotics and a reduction in the quality of the final product.

THE FIVE FREEDOMS

Brambell's "Five Freedoms" were introduced worldwide in 1965, which state that animal welfare requires:



FREEDOM FROM HUNGER, MALNUTRITION AND THIRST



FREEDOM FROM FEAR AND STRESS



FREEDOM FROM PHYSICAL AND THERMAL DISCOMFORT



FREEDOM FROM INJURY AND ILLNESS



FREEDOM TO EXPRESS NORMAL PATTERNS OF BEHAVIOR

Salmones Camanchaca is committed to responsible and sustainable production, and prioritizes a moral obligation in all its dimensions to respect animals.

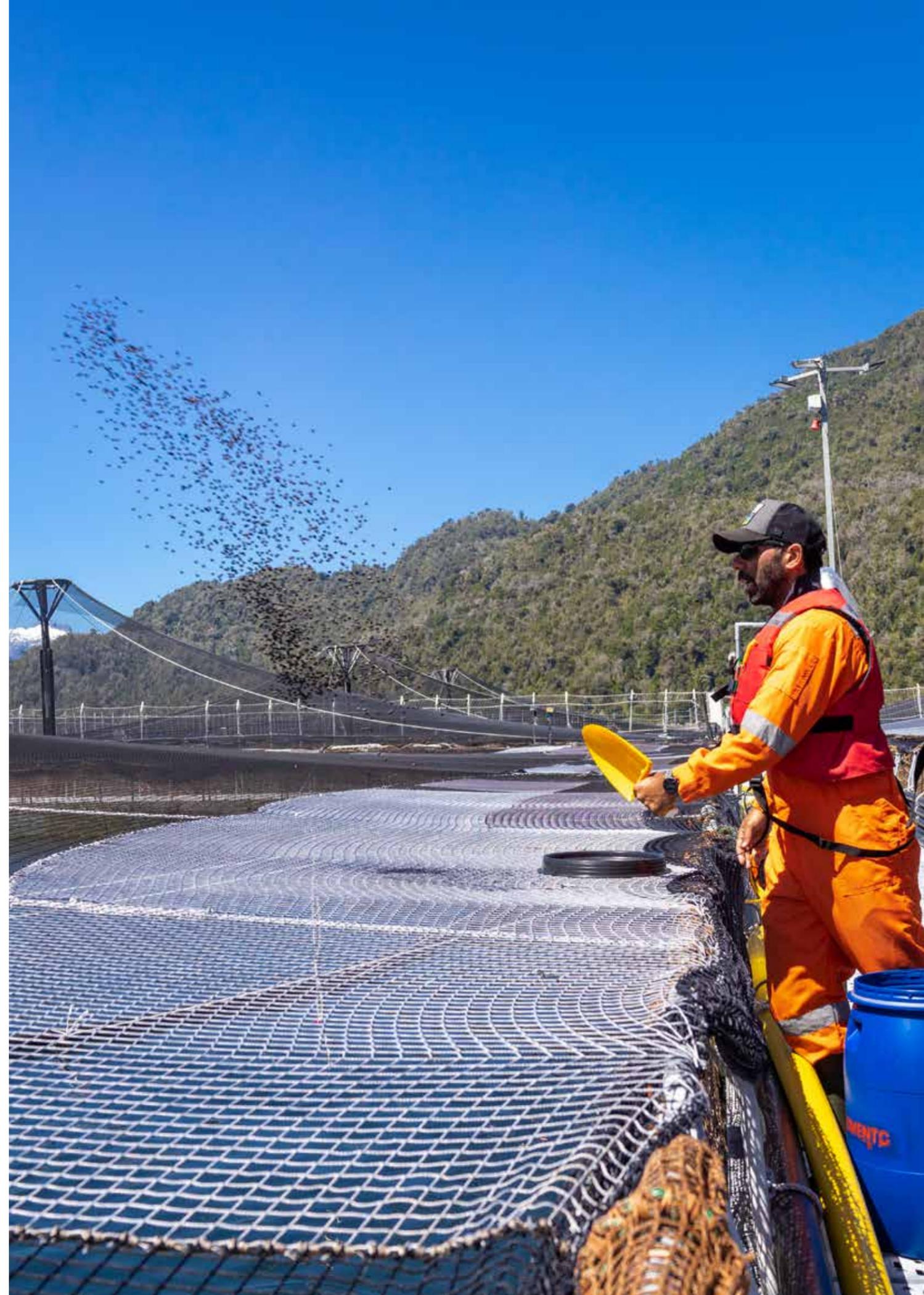
Accordingly, all the Company's initiatives comply with the law from every perspective and strictly comply with the recommendations of the OIE Aquatic Animal Health Code (Introduction to Recommendations for the Welfare of Farmed Fish), which respect the Five Freedoms.

*In 2022, no suppliers were subject to animal welfare standards assessments

SIGNIFICANT ACHIEVEMENTS IN 2022:

- » Continual employee training in biosecurity and animal welfare issues, to prevent the spread of dangerous pathogens such as the ISA virus. More than 290 people were trained.
- » The indicators described in the Animal Welfare Guide were monitored at two pilot sites.
- » Four pilot sites will be monitored during 2023, and people are also working at the processing plant.

Therefore, improving the quality of life for fish results in increased productivity and in nutritious and high quality food.



Animal welfare policy

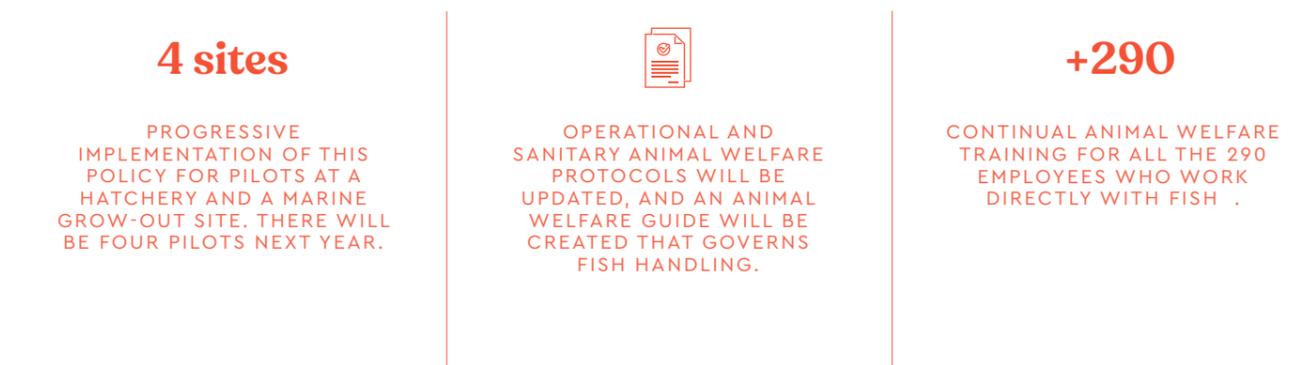
Since 2021 the Company's Animal Welfare Policy has aimed to improve the health and welfare of fish throughout their production cycle, in compliance with the Five Freedoms. Accordingly, animal welfare indicators were monitored throughout the year at two pilot sites.

This policy anticipates new short and medium term certificates and regulations and has three specific programs:



ANIMAL WELFARE POLICY ACHIEVEMENTS

2022 was a successful year for Salmones Camanchaca, as its Animal Welfare Policy achievements include the following:



ANIMAL WELFARE POLICY

Conceptual framework

5 FREEDOMS, ANIMALS FREE FROM:

- » Hunger, thirst and malnutrition
- » Fear and Anguish
- » Physical and thermal discomfort
- » Pain, injury and illness
- » Manifest natural behavior

SALMON NEEDS:

- » Resources: Good Nutrition
- » Environment: Respiration, osmotic balance, thermal regulation, water quality
- » Health: Body care, hygiene, safety and protection
- » Behavior: behavior control, social contact, rest, exploration, sexual behavior
- » Feelings: hunger, satiety, pain, panic

Operative framework

ANIMAL WELFARE INDICATOR MONITORING PROGRAM

MANAGEMENT PROTOCOL AT CRITICAL POINTS

TRAINING OF HUMAN RESOURCES

Final objective

IMPROVE ANIMAL WELFARE





SALMONES CAMANCHACA'S ANIMAL WELFARE MONITORING PROGRAM

Salmones Camanchaca's Animal Welfare Monitoring Program was established to implement a welfare system for Atlantic and Coho salmon throughout their production cycle. It implements the guidelines described by the main standards, such as the Fishwell Manual, the Pincoy Good Practices Manual, and the RSPCA Animal Welfare Standards.

SALMONES CAMANCHACA'S ANIMAL WELFARE INDICATORS

This program is monitored as follows.

- » Information is collected by production phase, which includes the freshwater, marine, transporting, harvesting and slaughtering phases.
- » Specific metrics are defined that continuously measure animal welfare throughout every phase using group, individual and environmental indicators.

The significant indicators monitored during each phase of fish farming and handling are the following:

	INDICATORS	FRESHWATER SITES	MARINE FARMING SITES	TRANSPORT	HARVESTING AND SLAUGHTERING
Individual	Sanitary surveillance	x	x	x	
	Correct stunning with pneumatic stunner				x
	Injuries and wounds*			x	x
Group	Behavior	x		x	
	Fish dying or dead before slaughtering				x
	Health/disease	x	x		
	Mortality	x	x	x	
Environmental	Density	x			x
	Microalgae		x		
		x	x	x	x

Salmones Camanchaca specially emphasizes five fundamental aspects of fish welfare that ensure its procedures are correct.



FISH ARE FED TILL THEY ARE SATISFIED, WHICH IS MONITORED USING UNDERWATER CAMERAS



REGULAR VISITS TO ALL FARMING SITES AND CHECKING BY VETERINARIANS



MORTALITIES ARE REMOVED EVERY DAY, AND THEIR CAUSES REGISTERED, IN ORDER TO PROMPTLY IMPLEMENT TREATMENTS



FISH FARMED TO STANDARDS THAT DETERMINE STOCKING DENSITIES IN KG/M3. MAXIMUM NUMBER PER CAGE, PERCENTAGE AND CAUSES OF MORTALITIES, AND SPECIFIC SANITARY PROGRAMS



FARMING SYSTEMS THAT KEEP THE FISH IN OPTIMAL ENVIRONMENTAL CONDITIONS, SUCH AS CONTINUAL NET CLEANING TO OPTIMIZE WATER IN INTERCHANGE IN CAGES, AUTOMATIC OXYGENATION SYSTEMS, UPSURGE SYSTEMS TO PREVENT AND MITIGATE MICROALGAE STRESS, PROTECTIVE NETS TO PREVENT ATTACKS BY PREDATORS, AND OTHER SYSTEMS

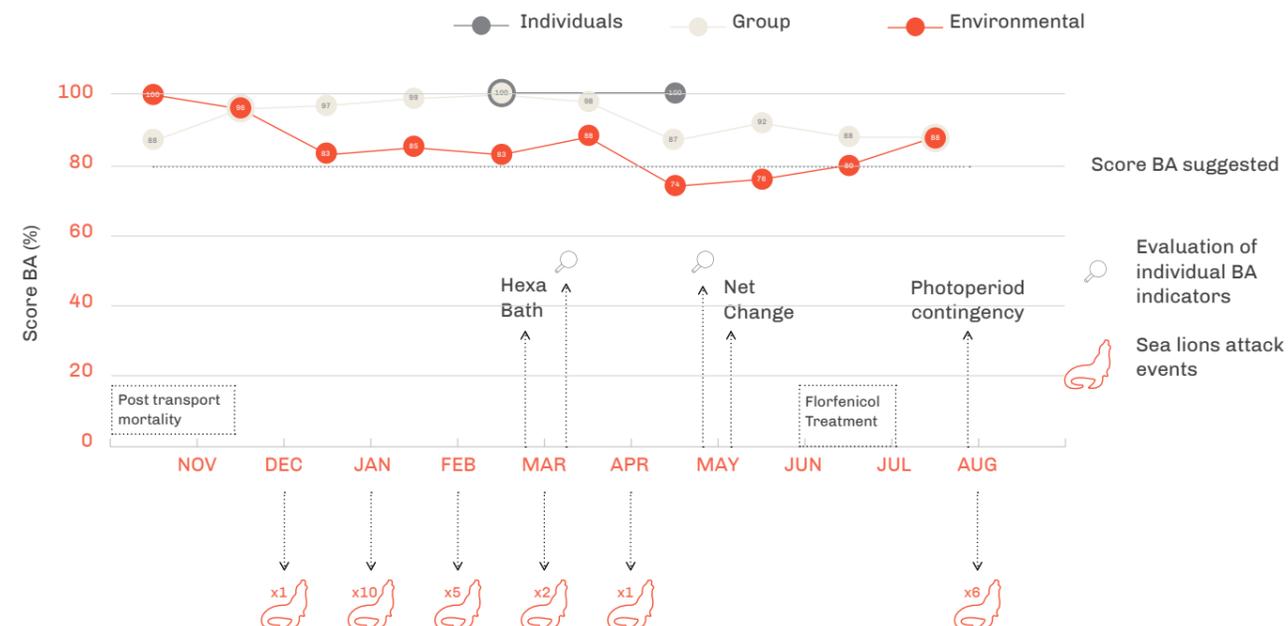


RESULTS FROM THE 2022 PILOT SITE

These indicators were monitored at the Company's pilot sites, and the following results were achieved:

- » Identify stress peaks in fish when there is a fall below the suggested score.
- » Analyze the effect of events on group and environmental indicators, such as transport, sea-lion attack, mesh change and treatments.
- » -A comparison between cycles with and without monitoring animal welfare indicators showed a substantial reduction in mortality from 23% to 3%. The same effect was found for antibiotics, which reduced from 888 to 219, and antiparasitic baths fell from 9 to 1.
- » The quality of the final product improved.

These results are presented in the image below



Healthy diets

Monitoring the feed consumed by fish is crucial to producing a high quality product. Accordingly, Salmenes Camanchaca pays special attention to the nutritional requirements at each stage of fish development and prepares several specialized feeding strategies.

Some important criteria that applied throughout 2022 were:

- » Diet with nutrient-rich foods.
- » Feed made from fishmeal and fish oil
- » Vegetable raw materials were added, such as corn, wheat, rapeseed and soybean.

FUNCTIONAL DIETS

Salmenes Camanchaca initiated a study in 2020 in conjunction with the Pontificia Universidad Católica de Valparaíso to evaluate the efficacy of various feeds and reduce antibiotics.

A year later, this study added molecular markers for immune response and productive variables, which validated mechanisms for measuring the effectiveness of functional diets.

This initiative continued in 2022, and various measures were implemented that focused on the non-pharmacological disease control process, such as:

- » Creating the Fish Feed Department.
- » Controlling daily feed plans.
- » Reviewing the standards applied to facilities.

OVERALL RESULTS

The results were:

Reduction in mortalities from infectious causes and for environmental reasons. The main causes of mortality are as follows:

CAUSES			%
Non-infectious	Atlantic salmon	Oxygen	1.76%
Non-infectious	Atlantic salmon	Sea-lions	0.45%
Non-infectious	Atlantic salmon	Transport	0.33%
Infectious	Atlantic salmon	SRS	0.32%

CAUSAS			%
Infectious	Coho salmon	Jaundice	2.5 %
Infeciosa	Coho salmon	HSMI	1.8 %
Non-infectious	Coho salmon	Mechanical damage	1.2 %
Non-infectious	Coho salmon	Transport	1.2 %

General results in seawater:

ATLANTIC SALMON	9.5 Kg/m³ FARMING DENSITY	4.6% MORTALITY (15.7% IN 2021)
COHO SALMON	5.6 Kg/m³ FARMING DENSITY	7.8% MORTALITY (6.8% IN 2021)

Mortality

	SEA WATER	FRESH WATER
ATLANTIC SALMON 	4.6% MORTALIDAD (15,7% AÑO 2021)	10.5% MORTALIDAD (10,7% AÑO 2021)
COHO SALMON 	7.8% MORTALIDAD (6,8% AÑO 2021)	4.2% MORTALIDAD (3,4% AÑO 2021)

The Company has improved its biological feed conversion ratios and its operational standards associated with the support structure and services to its farming sites. It has improved its operational, health and sanitary indicators.

Biosecurity and health

A fundamental part of Salmones Camanchaca's biosecurity and health strategy involves adequately managing fish diseases and keeping them healthy.

This strategy attaches great importance to controlling sea lice and reducing antibiotics and antiparasitics, as this produces healthier salmon under the highest standards.

The Company incorporated the following improvements to this strategy in 2022:

- » Sanitary surveillance and coordination between areas was increased using animal welfare indicators, to contain threats such as sea lice.
- » Management and engineering standards were improved, to reduce sea-lion mortality.

None of the marine grow-out sites and hatcheries operated by Salmones Camanchaca had statistically significant increases in mortality over the last three years related to transmissible agents of unknown origin in the 2021 OIE list of notifiable diseases.

Antibiotics

Salmones Camanchaca is committed to reducing its antibiotics by 50% by 2025, taking 2017 as its baseline, in relation to the collaborative initiative with CSMC and the Monterey Bay Aquarium's SeaFood Watch program.

Controlling diseases that threaten the health of salmon is no easy task, but it is a vital objective for the Company and in line with its Animal Welfare Strategy. The controlled use of antibiotics is important and necessary for fish welfare, so the focus is on using alternative disease prevention methods, such as vaccination during freshwater stages.

Therefore, Salmones Camanchaca has the following operational policies. Antibiotics or other drugs are not used on fresh water salmon until they become smolts. Fish are vaccinated before being sent to marine grow-out sites using Alphaject 5.1 and LiVac vaccines.



None of the medically important antibiotics listed in the FDA's Industry Guidance 152, nor the critically important antibiotics according to WHO are used. In 2022, 80% of the harvested biomass was treated with antibiotics, where 99% of this proportion was treated with Florfenicol and 1% with Oxytetracycline. Both are antibiotics classified as highly important by the WHO.

Salmones Camanchaca does not perform prophylactic antibiotic treatments and is committed to various agreements that efficiently use antimicrobials.

The Company does not routinely use antibiotics, only when a disease is detected and a clinical diagnosis is confirmed by a veterinarian.

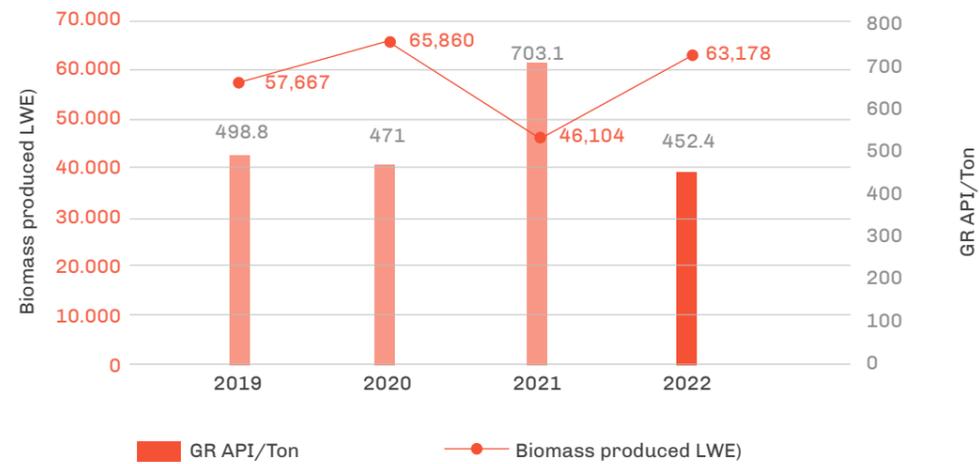
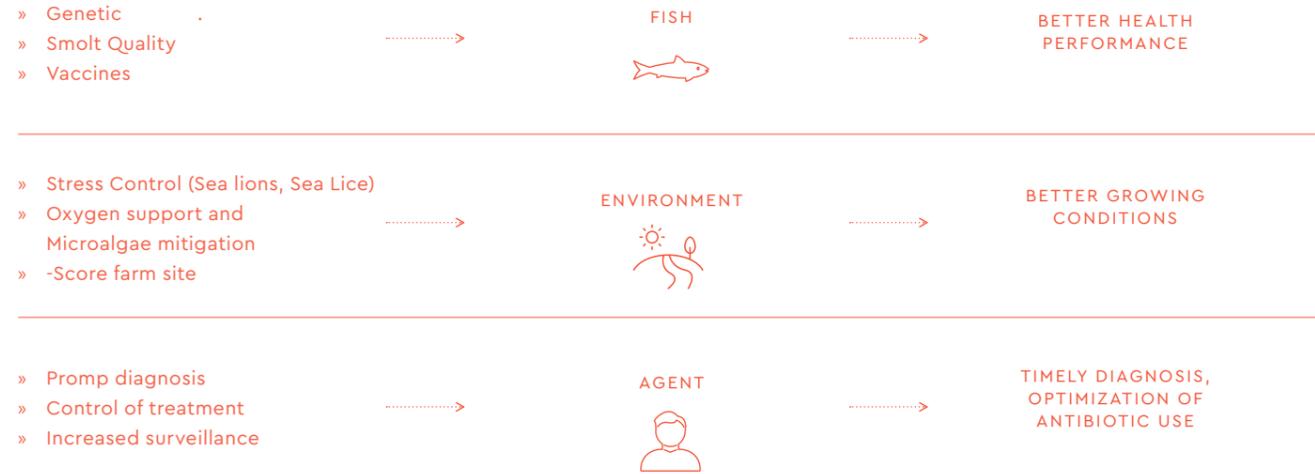
The Company does not use genetically modified fish or use hormones at its farming sites, which is corroborated by its voluntary BAP and ASC certifications, whose standards prohibit GMO fish and prophylactic treatments.

All its farming sites adhere to the voluntary PROA program (SER-NAPESCA's Anti-microbial Optimization Program), which requires additional measures such as:

- » Increased sanitary inspections.
- » Increased surveillance
- » Minimum Inhibitory Concentration (MIC) for bacterial isolates.
- » Increased biosecurity measures
- » Functional diets
- » Other measures

Salmones Camanchaca also implements its own action plan to optimize its antibiotic use, which involve three aspects:

ACTION PLAN TO REDUCE ANTIBIOTIC USE



TOTAL COMPANY ANTIBIOTIC USE BY ATLANTIC AND

YEAR	PURE DRUG IN KG	BIOMASS PRODUCED LWE	KG API/BIOMASS PRODUCED
2019	28,245	57,667	489.8
2020	31,019	65,860	471.0
2021	32,415	46,104	703.1
2022	28,581	63,178	452.4

Coho salmon production is antibiotic-free

TOTAL ANTIBIOTIC CONSUMPTION

Salmones Camanchaca has focused on reducing antibiotics and has achieved significant results, such as a 36% reduction compared to 2021. During 2022, three of the Company's farming sites were certified antibiotic-free, which is the first time that an Atlantic salmon farm has achieved this recognition.

COHO SALMON

Antibiotics used by Atlantic salmon reduced by 30% compared to 2021, with a total of 492 g API/Biomass produced.

MILESTONES IN 2022



THE COMPANY REDUCED ANTIBIOTICS BY 36%.



COHO SALMON PRODUCTION IN 2022 WAS ANTIBIOTIC-FREE. FURTHERMORE, COHO SALMON IS SOLD WITH ANTIBIOTIC-FREE AND PROA CERTIFICATES AND THE HEART-CHECK SEAL.



ONE ATLANTIC SALMON FARMING SITE WAS CERTIFIED AS PORK FREE.



A CIRCULAR ECONOMY AGREEMENT BECAME IMPORTANT AS COHO SALMON ARE NOW FED WITH LEFTOVER SALMON TRIMMINGS THAT HUMANS DO NOT CONSUME. THIS MAKES IT FIFO ZERO, WHICH BENEFITS THE ENVIRONMENT, MINIMIZES RESOURCE USE AND CARES FOR THE ENVIRONMENT.



Significant projects

PINCOY PROJECT

SRS (Salmonid Rickettsial Septicemia) is the fourth or fifth cause of mortality in fish and the main reason why antibiotics are used in Chile.

Salmones Camanchaca has joined the Pincoy Project, which is a Chilean initiative that aims to reduce antibiotics in salmon production through collaboration, to combat this infectious threat to the industry and prioritize animal welfare.

Its Good Practices Manual was launched in 2021, which aims to achieve operational excellence through good production performance, while focusing on fish health. It contains recommendations aimed at achieving optimal results, including environmental factors associated with fish health and welfare.



REDUCE THE USE OF ANTIBIOTICS



IMPROVE FISH HEALTH



IMPROVE ANIMAL WELFARE



IMPROVE PRODUCTIVE PERFORMANCE



IMPROVE PERCEPTION OF CHILE AS A SUSTAINABLE FISH PRODUCER



BUILD LINKS WITH ACADEMIA AND AUTHORITIES



CONTRIBUTE TO THE SUSTAINABLE GROWTH OF THE INDUSTRY

This project began at the Edwards site in 2021 and continued through 2022.

The Pincoy Project aims to achieve key development objectives for the salmonid industry in Chile and tries to position it as a sustainable industry.

ANTIPARASITIC TREATMENTS

Anti-parasitic treatments were reduced by 35% in 2022

Salmones Camanchaca contributes to animal welfare by regulating parasitosis. This disease is treated using oral drugs and by immersion in baths.

The measures implemented by the Company to address this problem include appointing a team of specialist veterinarians responsible for selecting the dosage for effective therapeutic schemes that minimize the impact of these products on the marine environment.

Since 2013, the Company has participated in the Aquabench Sea Lice program, which aims to control sea lice by encouraging pre-competitive collaboration.

Salmones Camanchaca has a pest control program:

- » **Pest control program** using two specific measures:
 - » Risk analysis of each farming site based on historical information from the ACS neighborhood.
 - » Preparation of action plans with the other ACS participants, which relies on coordination.

This action plan involves orally administering a drug called Lufenuron with a residual effect. It is applied during the freshwater phase to inhibit chitin synthesis, which cuts the life cycle of the parasite.

Subsequently, another chitin synthesis inhibitor called Hexaflumuron is applied in a bath when at sea. This is based on a risk analysis for the site, which significantly reduces the number of baths required using classic topical pesticides such as Azamethiphos and Pyrethroids.

- » **A partial use strategy for the site** reduces the impact of higher risk drugs on the environment, such as Hexaflumuron, and only those farming sites with a higher risk of exposure to the parasite are treated.

The Company has a pest management plan and performs biological tests on these parasites, to understand the sensitivities associated with various drugs, improve drug selection and improve control efficiency.

Salmones Camanchaca trains those employees responsible for salmon production and the teams that monitor sea lice, to ensure that each process is efficient.

PREVENTIVE TREATMENTS

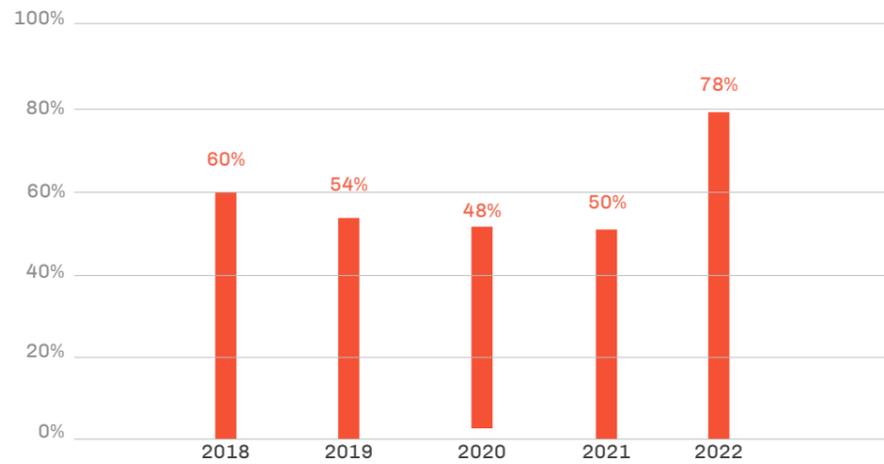
Sea lice infestation was prevented during 2022 by treating 78% of fish with Lufenuron. This is administered at the freshwater stage and minimizes antiparasitic treatments at marine grow-out sites by providing protection against sea lice that lasts up to 6 months. Salmones Camanchaca increased Hexaflumuron as a preventive treatment in 2022, which inhibits and cuts the cycle of parasites, to protect against this disease for five months at sea.

How is Lufenuron administered?

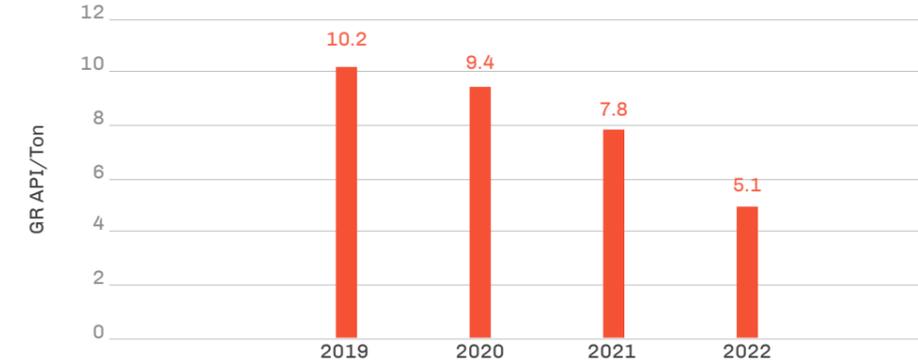
- » Orally: to freshwater fish.
- » Protection: from 6 to 8 months after the treatment finishes.

These measures, together with diets, flow observations and other measures, ensure that the risk of infestation in the production chain decreases.

% OF FISH TREATED WITH LUFENURON



ANTIPARASITIC TREATMENT



TOTAL ANTIPARASITIC DRUGS USED BY ATLANTIC AND COHO SALMON

YEAR	PURE DRUG IN KG	BIOMASS PRODUCED LW	KG API/BIOMASS PRODUCED
2019	590	57,667	10.2
2020	619	65,860	9.4
2021	360	46,104	7.8
2022	323	63,178	5.1

Antiparasitic treatments for the entire Company's production were reduced by 35%. Treatments for Atlantic salmon were reduced by 28% to 5.6 g API/Biomass produced.

HYDROGEN PEROXIDE

Salmones Camanchaca adopted an alternative approach to pharmacological treatments in 2019, which promised more effective and environmentally friendly control over parasites and improve fish health. This alternative involved using hydrogen peroxide baths, where the main advantage is that it decomposes into water and oxygen shortly after coming into contact with seawater. A barge was permanently dedicated to these treatments in the Los Lagos and Aysen regions.

Its use was reduced by 71% in 2022, as sanitary conditions had improved in these operating neighborhoods, combined with better control over sea lice, which reduced hydrogen peroxide and other treatments.

NON-PHARMACOLOGICAL TREATMENTS

Salmones Camanchaca is focused on its animal welfare strategy, and it uses Lyptus Plus as a non-pharmacological treatment. This is a natural product extracted from vegetables and is used with immersion treatments, so it is similar to the techniques already used by the industry.

The Company began to use it at three farming sites, with good results in sea lice reduction, and it can be used outside the treatment windows regulated by SERNAPESCA as it is a natural product. This continued in 2022.

It also used Salmoclinic, which is a wellboat that specializes in sea lice treatments, through the use of a closed containment system that guarantees effective treatment and that no substances are discharged into the sea. This system is used as part of the strategy of identifying new treatments that secure fish welfare, while reducing the impact on the environment.

Non-pharmacological treatments include the arrival in Chile of the "Orca Yka" in May 2022. This wellboat also handle delousing of sea lice using closed non-pharmacological fresh water bathing systems. Salmones Camanchaca has chartered this ship from the shipping company Orca Chile. It is planned to start the treatments against the Caligus with this wellboat in 2023

Important data:

- » Fresh water baths: Antiparasitic treatments.
- » SFI (Sea Farm Innovations) mechanical bath: the fish passes through a ring of pressurized water that mechanically removes parasites.

Meaningful employment

Developing people is critical for Salmenes Camanchaca, since it knows that they are the key to its success. Therefore, special emphasis is placed on strengthening the organizational culture and improving talent management through innovation and leadership. Associated guidelines have been issued by the HR Department, as it is responsible for defining the policies and procedures that apply to recruitment, selection, development, remuneration and labor relations.

Therefore, business strategy is strengthened by promoting commitment, good team performance and employee development, while building a working environment that encourages good relationships at all stages of the Company's value chain.

The HR Department has defined three principal focuses to meet this universal objective:

- » Productivity and labor simplification.
- » The Camanchaca Experience
- » Talent management

Justification	2022 Performance Indicators		
Salmenes Camanchaca is aware that a committed team performing at its peak can make a difference to the achievement of goals and objectives.	GENDER DISTRIBUTION 		ACCIDENT RATE 2.38%
		0 FATALITIES	ABSENTEEISM RATE 17.3%
Related SDG  	NUMBER OF EMPLOYEES 1,770		TURNOVER RATE 32.9%
Material topics	Milestones for the year		
 OCCUPATIONAL HEALTH, SAFETY AND WELFARE	 CREATING A "DIVERSITY HUB" TOGETHER WITH SALMONCHILE		
 COMMITMENT AND MEANINGFUL EMPLOYMENT	 FORMING A GENDER EQUITY COMMITTEE AND CREATING A DECALOGUE WITH SPECIFIC COMMITMENTS		
 PEOPLE DEVELOPMENT	 IMPROVING THE RESULTS OF THE 2022 EMPLOYEE SATISFACTION SURVEY		
	 LAUNCHING THE CRITICAL RISK STANDARDS		
	 COMPLETING THE IMPLEMENTATION OF THE BUK SYSTEM		
	 IMPROVING THE CAMANCHACA EXPERIENCE INDEX		
	NEW 2022 BENEFITS: HYBRID WORKING DAYS GRANTED TO SOME DEPARTMENTS, WHERE FEASIBLE DUE TO THE NATURE OF THEIR FUNCTIONS		
			

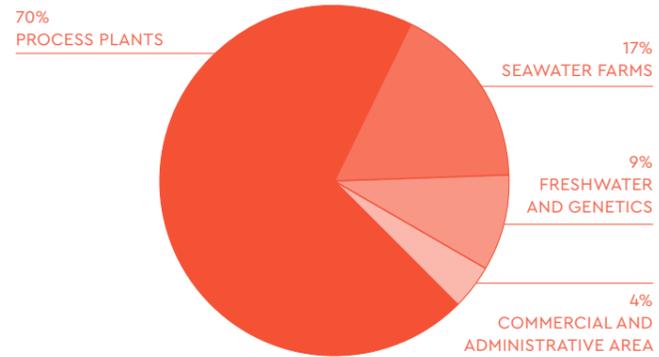
Features of the team

EMPLOYEES

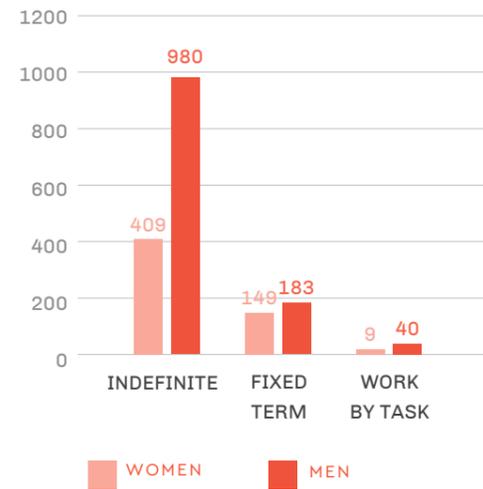
The nature of Salmones Camanchaca's business and the size of the Company requires that its 1,770 employees are committed to performing their duties associated with producing and selling salmon in the Biobío, Los Lagos and Aysén regions.

Approximately 70% of them process raw materials, either at the San José primary plant in Calbuco, Los Lagos Region, or at the value-added plant in Tomé, Biobío Region. Salmones Camanchaca employs 18 people with disabilities, where 16 are men and 2 are women.

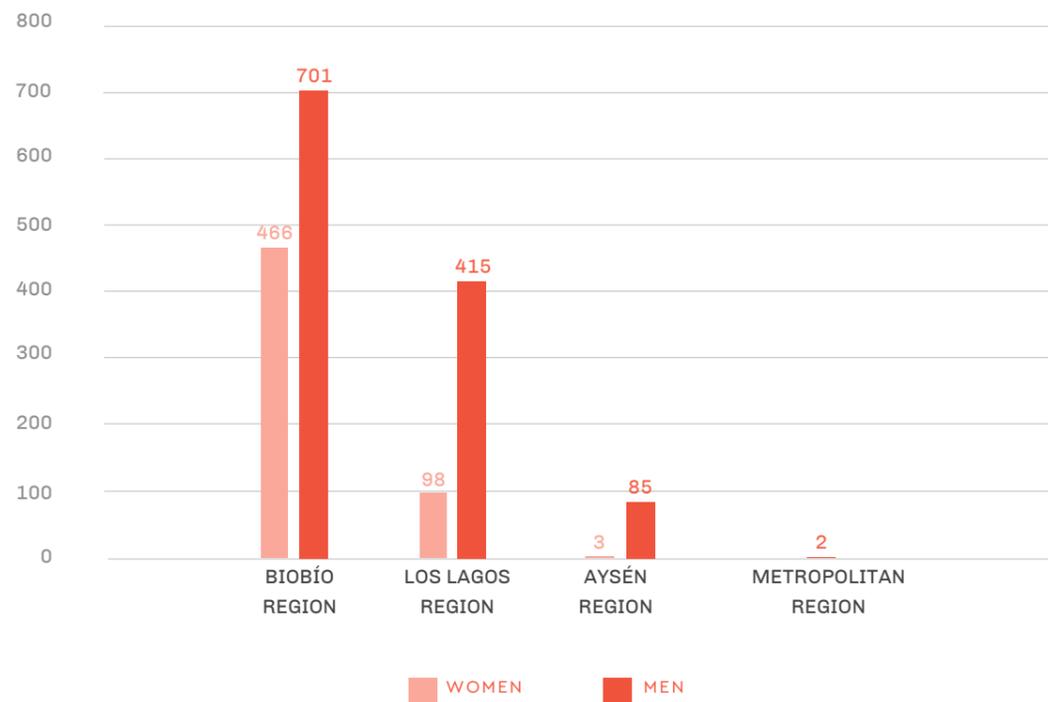
AVERAGE ANALYSIS OF EMPLOYEES IN THE VALUE CHAIN



NUMBER OF EMPLOYEES BY GENDER AND CONTRACT



NUMBER OF EMPLOYEES BY GENDER AND LOCATION



NUMBER OF EMPLOYEES BY CONTRACT AND LOCATION



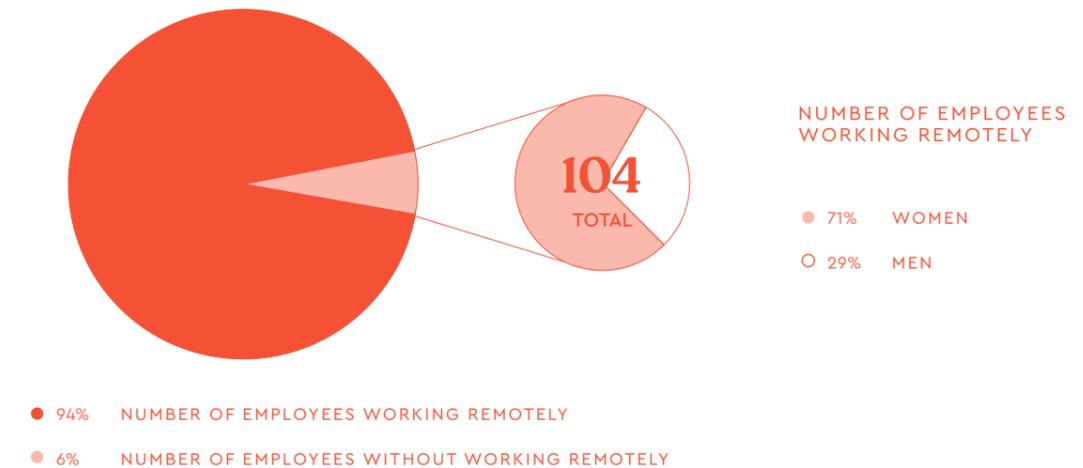
GEOGRAPHICAL DISTRIBUTION



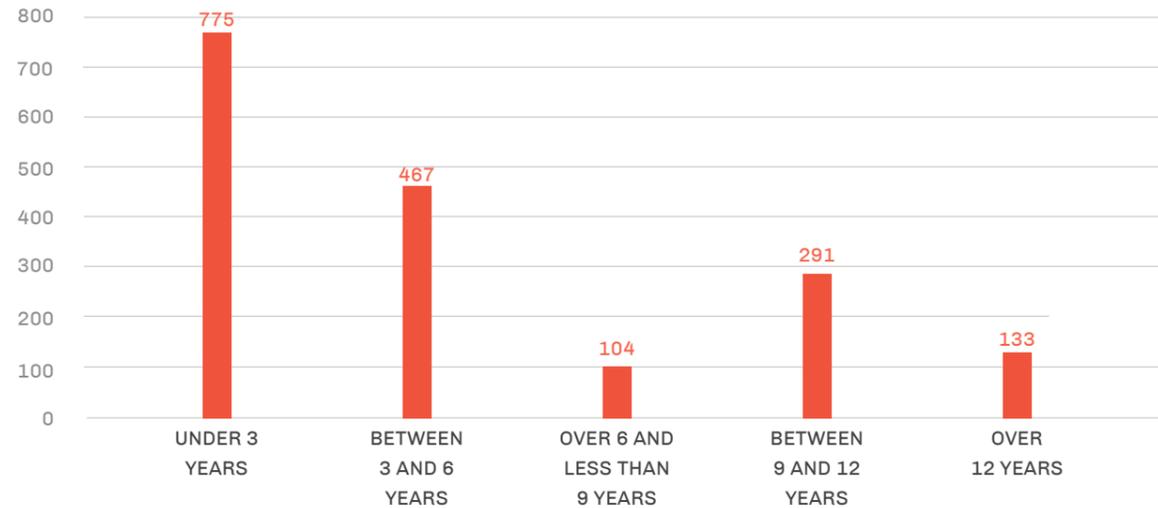
OCCUPATIONAL FLEXIBILITY

All our employees work full time. Therefore, there are no part-time employees or employees with formal labor adaptability agreements. Some employees work remotely.

EMPLOYEES WORKING REMOTELY AS A PERCENTAGE OF THE TOTAL WORKFORCE



SENIORITY



INTERNAL TRANSFERS

It is vitally important to have a team of competent, prepared, trained and experienced employees for the Company to be successful.

Accordingly, internal transfers and succession plans reward good performance and meritocracy. The following results were achieved during 2022.

Number of internal candidates	2020	2021	2022
	NUMBER OF INTERNAL CANDIDATES	24	75
PERCENTAGE OF VACANCIES FILLED BY INTERNAL CANDIDATES	1.3	11.4	6

DIVERSITY AND GENDER INCLUSION

Salmones Camanchaca promotes diversity and gender inclusion, especially where participation is not representative, such as at farming sites and in executive positions.

The Company employed 567 women in 2022, who represent 32% of the total workforce and this is an increase of 1% compared to the previous year. Sixteen women held supervisory positions as of the end of 2022.

Diversity and equal rights policy

The Company has developed several policies and practices that apply to all its departments, in order to comply with its strategy. These are:

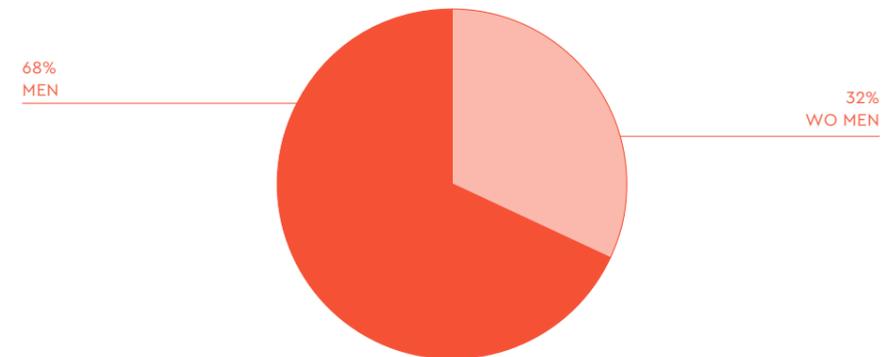
- » Encourage involvement opportunities and adequate organizational communication.
- » Manage the personal and professional development of Salmones Camanchaca's employees, so that they can achieve their targets.
- » Maintain a positive working environment based on good relationships between employees, trade unions and their representatives.
- » Internal regulations and Code of Conduct
- » Suggestion boxes.
- » Whistleblower channel and the Crime Prevention Model .
- » Good treatment policy.
- » Human rights policy
- » Employability policy.
- » Gender equity, non-discrimination and prevention of workplace harassment policy. Five commitments have been established.

1. Gender equality and diversity form part of the Company.
2. The Company is committed to gender equity.
3. Every kind of abuse, sexual and non-sexual harassment or discrimination is prohibited.
4. A work, family and personal life balance is promoted.
5. Community participation and involvement is encouraged.

CONTRIBUTING VALUE

- » The Company created a "Diversity Hub" together with Salmon-Chile, to improve female participation indicators and equalize working conditions.
- » The Company pays the remuneration that relates to the employee's position and not to their gender.
- » During 2022, the following gender equity initiatives began:
 - » A commitment was signed with 15 other companies in the industry on gender equity issues, together with a decalogue with specific commitments.
 - » A Gender Equity Committee was formed composed of processing and farming managers.
 - » A diagnosis is in process with SERNAMEG (National Women and Gender Equity Service).
 - » An empowerment workshop was arranged for 12 female employees of Salmones Camanchaca .

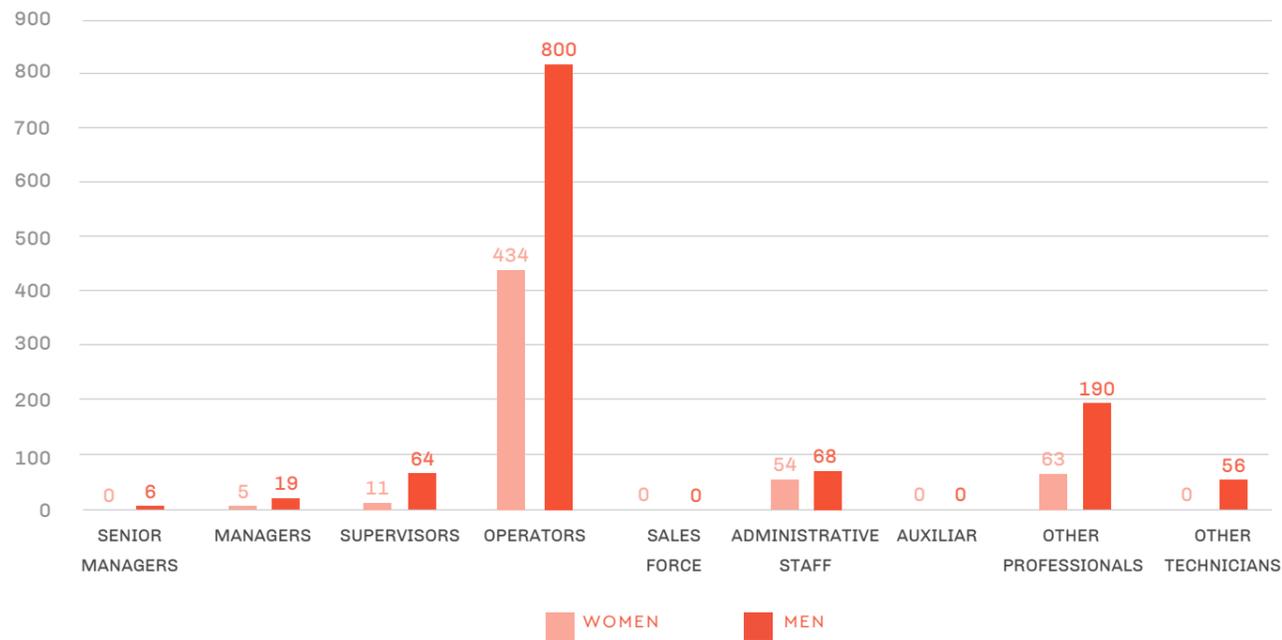
TOTAL WORKFORCE



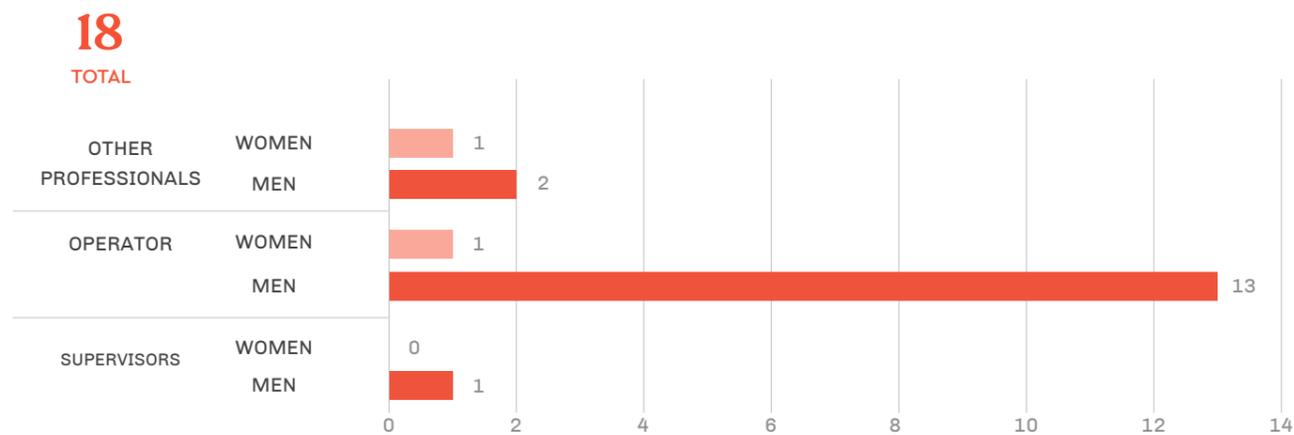
WORKFORCE BREAKDOWN: GENDER	2021	2022
Women in our total workforce	31%	32%
Women in leadership positions	14%	15%
Women in junior leadership or middle management positions	15%	20%
Women in senior leadership positions, no less than two levels below the CEO	13%	21%
Women in leadership positions in revenue-generating functions such as sales, as a percentage of total revenue-generating positions	100%	0%
Women in STEM positions	18%	17%
Mujeres en puestos STEM	18%	17%

STEM: Science, Technology, Engineering y Mathematics

WORKFORCE DIVERSITY BY POSITION AND GENDER

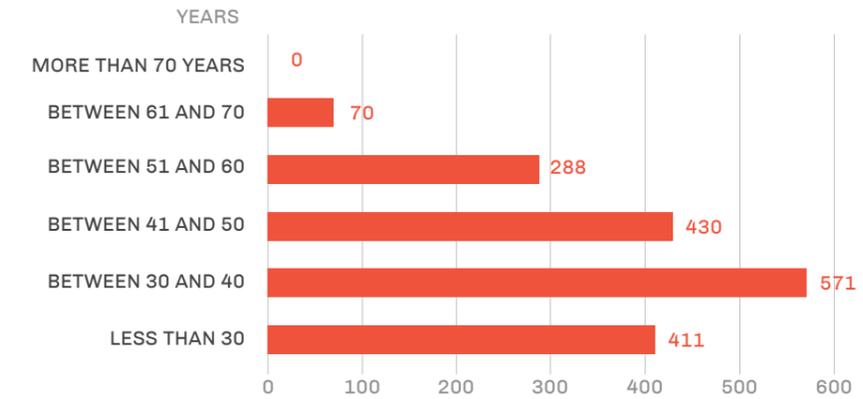


NUMBER OF PEOPLE WITH DISABILITIES:



AGE DIVERSITY

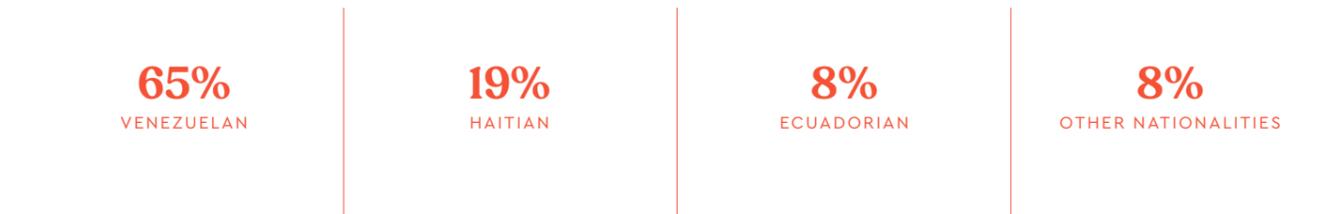
Salmones Camanchaca employs people of all age ranges, many are under 40 years old and they represent 55% of the total workforce



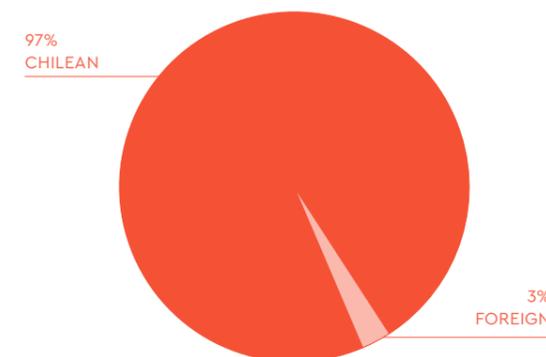
DISTRIBUTION BY NATIONALITY

The Company employs 1,770 people, 97% of them are Chilean, while those from other countries represent 3% of the total workforce. These are led by Venezuelans, Haitians and Ecuadorians who have all their documents in order and Salmones Camanchaca pays them in accordance with the law and their position.

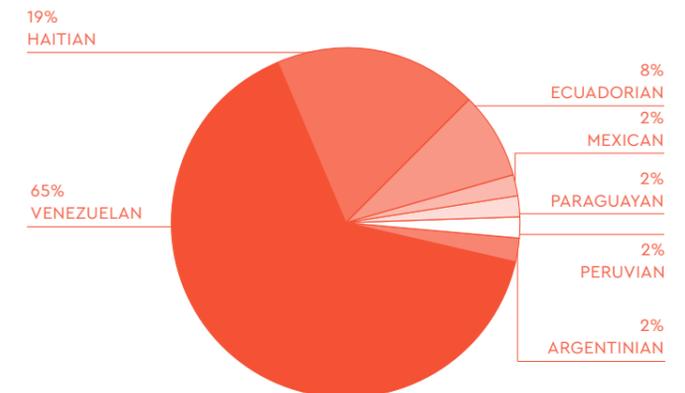
*Analysis by position in appendices



CHILEAN AND FOREIGN EMPLOYEES



NATIONALITIES OF FOREIGNERS



Living wage and equitable salary

The Company believes that its employees are a vital component of its success, so Salmones Camanchaca pays a living wage and ensures its remuneration is equal and transparent, which encourages employees to develop both inside and outside the workplace.

The remuneration policy defines the salary for each position based on the value of that position to the Company and market competition. This policy is independent of the gender or any other condition that applies to the person occupying that position. The key factors that impact each employee's salary are merit, the market, inflation and the Company's performance.

The remuneration policy ensures that no employee earns less than Ch\$600,000, which is 66% higher than the Chilean minimum wage. This policy provides fixed and variable remuneration that benefits executives, managers, professionals and operating staff, and which depends on achieving individual and corporate objectives associated with financial targets, operational excellence, sustainable production and organizational excellence. The Company provides other benefits, such as supplemental health insurance and life and catastrophe insurance.

Salmones Camanchaca calculates a basic needs salary based on the SA8000 method, in order to comply with the requirements of the ASC Standard and ensure that its employees have decent living conditions. It establishes that remuneration should never fall below the legal minimum for each country and that socially responsible employers should ensure that their salaries cover basic requirements, such as housing, transport and food, to provide a good quality of life.

The Company ensured that it complied with this requirement by re-analyzing remuneration paid in the Los Lagos and Aysén regions in 2022 where its marine farming sites and hatcheries are located, as they represent 34% of the workforce. This compares employee

remuneration with the living wage. The Company expects to evaluate all its employees at its San José processing plant and hatcheries by 2025.

The living wage evaluation references the SA800 method (Anker Method) and includes the following steps:

- » Evaluate employee's expenses.
- » Evaluate the average family size in the area.
- » Analyze the number of income earners per family.
- » Analyze government statistics on poverty.

FAIR SALARY FOR SUPPLIERS

Salmones Camanchaca ensures that it pays a living wage and equitable salary to its employees. It also monitors monthly salaries for each of its suppliers' employees using the Asem/Oval tool. The Company uses this contractors and subcontractors platform to monitor their compliance with labor and social security obligations, and it can reject subcontractors contracts if it detects any non-compliance, since the documents shared by the system indicate the salary paid to each employee.

LIVING SALARY ESTIMATE

Salmones Camanchaca uses the SA800 method (Anker Method) to estimate the minimum salary required by each employee as a living wage, which has the following steps.

- » Assess each employee's expenditure on basic requirements such as housing, transport and food.
- » Evaluate the average family size in the area.
- » Analyze the number of income earners per family.
- » Analyze government statistics on poverty.

RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE

	MINIMUM SALARY IN CHILE(CH\$)	STARTING SALARY (CH\$)	SALMONES CAMANCHACA VS CHILE RATIO
Women	400,000	665,627	166.41%
Men			

ANNUAL TOTAL COMPENSATION RATIO AND ANNUAL TOTAL COMPENSATION PERCENTAGE INCREASE RATIO

18.49	37.96%	22.82%	1.7
REMUNERATION RATIO	ANNUAL TOTAL REMUNERATION PERCENTAGE INCREASE FOR THE HIGHEST PAID PERSON	AVERAGE ANNUAL TOTAL REMUNERATION PERCENTAGE INCREASE FOR ALL EMPLOYEES	ANNUAL TOTAL REMUNERATION PERCENTAGE INCREASE RATIO

SALARY GAP (USD)	GENDER	GROSS ANNUAL SALARY	ANNUAL SALARY GAP	AVERAGE GROSS SALARY	AVERAGE SALARY GAP	MEDIAN GROSS SALARY	MEDIAN SALARY GAP
Senior Managers	Men	75,979	N/A	75,979	N/A	64,180	N/A
	Women	-		-			
Managers	Men	33,643	88%	33,643	88%	31,915	82%
	Women	29,642		29,642		26,089	
Department heads	Men	17,023	87%	17,023	87%	15,269	92%
	Women	14,835		14,835		14,021	
Operators	Men	5,473	93%	5,473	93%	5,120	95%
	Women	5,068		5,068		4,857	
Sales force	Men	-	N/A	-	N/A	-	N/A
	Women	15,111		15,111		12,954	
Administrative staff	Men	6,420	92%	6,420	92%	5,908	95%
	Women	5,897		5,897		5,600	
Other professional staff	Men	10,610	84%	10,610	84%	9,958	82%
	Women	8,961		8,961		8,131	
Other technical staff	Men	8,185	N/A	8,185	N/A	7,855	N/A
	Women	-		-		-	

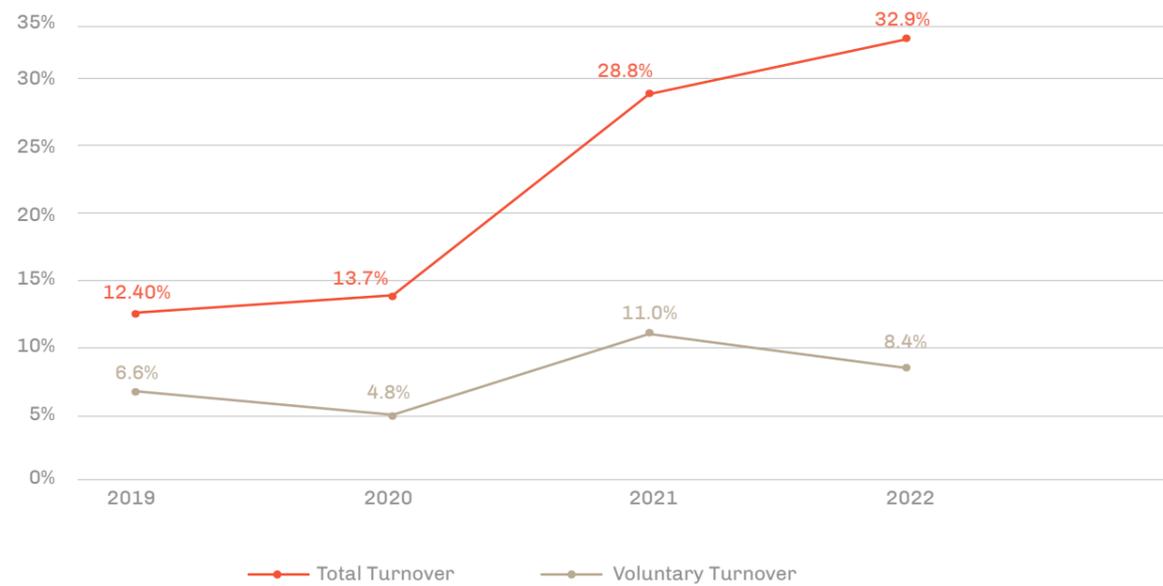
REMUNERATION EQUITY (CH\$)		
DEGREE OF COMPLIANCE	AVERAGE SALARY FOR WOMEN	AVERAGE SALARY FOR MEN
Executive (base salary only)	4,465,410	6,609,776
Executive (base salary + other incentives)	5,287,287	7,964,847
Professional (base salary only)	1,358,469	1,559,745
Professional (base salary + other incentives)	1,723,540	2,149,221
Administrative (base salary only)	453,497	538,121
Administrative (base salary + incentives)	807,339	921,215

*The remuneration policy indicates that there are no salary differences between men and women for the same function, but salaries may vary depending on length of service and performance.

RECRUITMENT

The Company is aware that each employee is important and adds value, so it is developing plans to reduce employee turnover.

TOTAL AND VOLUNTARY TURNOVER



Turnover was 32.9% in 2022, a slight increase from 28.8% in 2021. Turnover has fallen the most among employees over 50 years old. Turnover among employees who voluntarily left the Company was 8.4% during this period, which was lower than 11% in 2021.

EMPLOYEE TURNOVER

	TOTAL NUMBER OF NEW EMPLOYEES	TOTAL NUMBER OF EMPLOYEES LEAVING	TURNOVER	HIRING RATE	LEAVING RATE
Analyzed by age range					
Under 30 years old	381	241	53.5%	92.7%	58.6%
Between 30 and 50 years old	342	253	25%	34.2%	25.3%
Over 50 years old	59	59	16.4%	16.5%	16.5%
Analyzed by gender					
Women	324	198	34.3%	57.1%	34.9%
Men	458	355	28.5%	38.1%	29.5%

AVERAGE TURNOVER BY AGE RANGE

	2020	2021	2022
Under 30 years old	8.9%	13.7%	53.5%
Between 30 and 50 years old	8.0%	12.3%	25%
Over 50 years old	1.7%	2.7%	16.4%

TURNOVER BY LENGTH OF SERVICE

	2021	2022
Under 3 years	23.6%	21.8%
3-9 years	3.6%	7.6%
9-12 years	0.7%	2.3%
Over 12 years	0.9%	1.1%
Total	28.8%	32.9%



Value proposal for employees

Salmones Camanchaca believes that it is vitally important to build a working environment where good performance and empathy are valued and new ideas are encouraged. This strategy has attracted employees committed to its success, so it continually promotes policies that demonstrate this objective by implementing the following initiatives.

- » Organizational culture improvements through Organizational Excellence workshops for executives that develop cohesion, collaboration and trust, while defining future guidelines. Extended quarterly meetings to present the Company's results and its present and future projects, and workshops to present Camanchaca's new mission, vision and values.
- » There are several policies for improving the organizational culture, including the Labor Relations policy, the Good Treatment/Employability policy, and the Code of Ethics and Non-discrimination.
- » Employee satisfaction program and measurements.
- » Performance and skills evaluation
- » Onboarding process: this is designed to help employees integrate into the Company, adapt to their next professional role, and identify with the Company's values and mission.
- » Camanchaca Educational Platform: this is an online system that provides corporate induction and internal training courses and optimizes the onboarding experience while automating processes.
- » Continuity of regulatory, technical and soft skills courses to develop professionals who are integrated, efficient, empowered and focused on continuous improvement.
- » Flexible working hours for positions where remote working is possible. 1*1 working days in the field. .
- » The human resources BUK platform has now been implemented, which integrates the associated processes into a single portal and streamlines access to employee information and procedures.

BENEFITS

Salmones Camanchaca has a strategy to build a working environment that supports the wellbeing of all its employees, and it improves employee benefits every year, in particular:

- » **Vacation bonus**
 - » Granted to each employee who uses their entire annual holiday entitlement.
- » **Housing claims**
 - » Granted to employees who are owners or tenants of a house that has been damaged by a natural disaster, such as:
 - » Fire damage to the structure or contents.
 - » Material damage caused by an earthquake.
 - » Fire caused by natural phenomena.
 - » Physical damage caused by tsunamis.
- » **Education allowance**
 - » Granted to employees with children who regularly attend elementary, primary, middle, or high school, technical college or university.
- » **Marriage allowance**
 - » Granted to any employee who is legally married.
- » **Birth allowance**
 - » Granted for each child born while the employee is working for the Company.
- » **Legal bonuses**
 - » Granted to all employees during the Independence celebrations and Christmas holidays.
- » **Christmas benefit**
 - » Granted to all employees in December every year. This benefit includes a box of merchandise or its equivalent in gift cards, and a gift for the employee's children.
- » **Disability insurance**
 - » Granted to each employee, which pays a settlement for an accident or occupational disease that causes permanent disability.

- » **Parental leave**
 - » Granted to each employee where required by law with flexibility in special cases.
- » **Educational support plan**
 - » Granted to any employee who wants to study or improve their skills, where Salmones Camanchaca covers 50% of the cost of the course. No employee requested this benefit in 2022.

The following benefits were added to this extensive list during 2022:

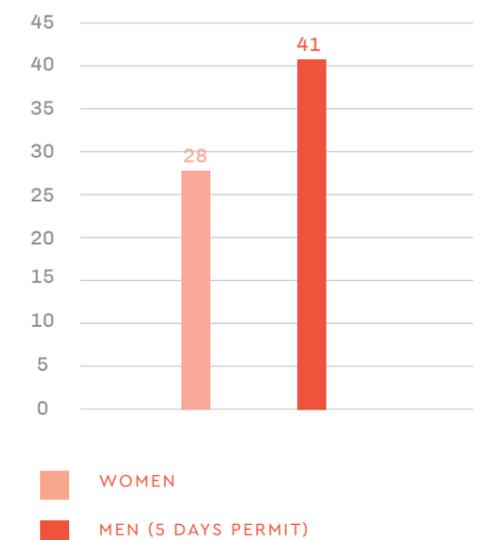
- Discounts with the Entel telephone company for employees using the BUK HR platform.
- Hybrid working days granted to some departments where possible, to improve the quality of life of employees.

Salmones Camanchaca complies with the legal obligation to deduct pension contributions payable to each employee's pension fund from their remuneration. Only legally approved funds are involved.

POSTNATAL LEAVE

Employees were fathers or mothers to 68 children born during the year, although only 28 women took parental leave, which represented 41% of those eligible. Twenty-three of them returned to work after completing their parental leave during the year.

NUMBER OF EMPLOYEES WHO TOOK POSTNATAL LEAVE





PARENTAL LEAVE	TOTAL EMPLOYEES	ANALYSIS BY GENDER			
		NO. OF EMPLOYEES	NO. OF WOMEN	NO. OF MEN	PERCENTAGE OF WOMEN
Parental leave entitlement for mothers or fathers during the year	68	28	40	41%	59%
Parental leave taken (6 weeks post natal leave for men)	28	28	0	100%	0%

	WOMEN	MEN
Return to work rate	82.14%	N/A
Retention rate	100%	N/A

PERSONAL TRAINING AND DEVELOPMENT

Salmones Camanchaca aims to improve the digital literacy of its employees, so it has developed a training and education policy that entails various measures aimed at training employees to optimally perform their functions.

The Company invested USD 192,206 during 2022 in education and professional development based on this policy, to improve its performance. This investment trained 1,007 people by providing them with 45,040 hours of training.

The administrative and senior management segments used the highest average number of training hours at 59 and 67 respectively. Sexual and workplace harassment training did not take place in 2022.

SIGNIFICANT ACHIEVEMENTS IN 2022

During the year Salmones Camanchaca achieved the following.

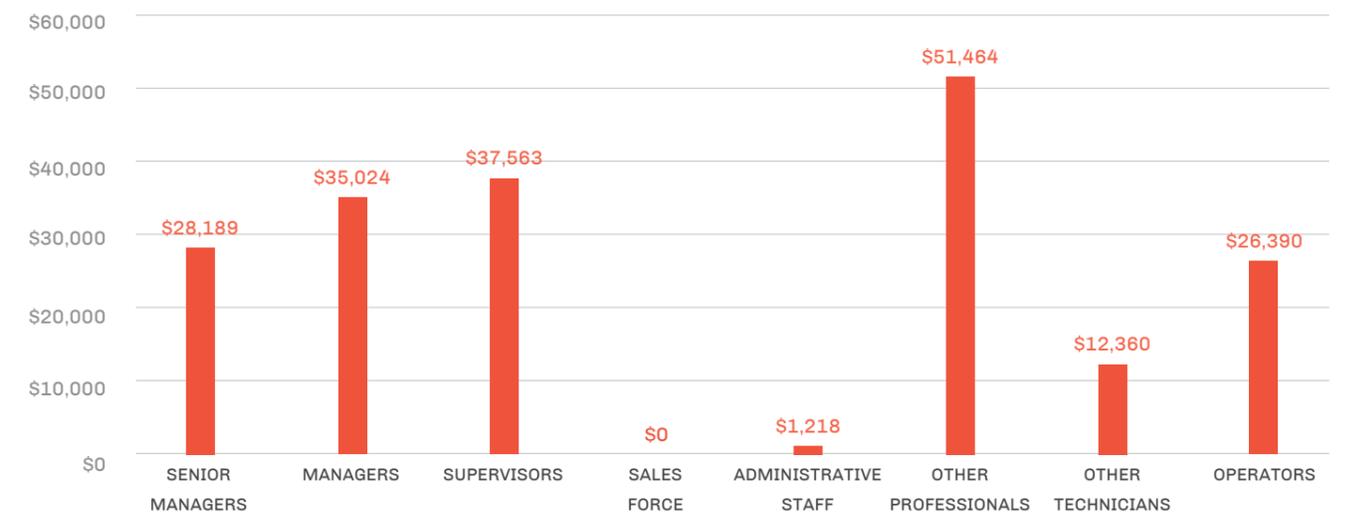
- » External courses for operational employees, in order to transfer manual processes to digital platforms, such as distributing pay-slips using the BUK platform.
- » Civic training for employees, together with the Universidad de Los Andes, which explained the country's current constitution and the new proposal.
- » Initiatives for managers include two workshops to strengthen feedback skills and deal with difficult conversations, programs to improve leadership and employee safety, and coaching courses for some strategic managers.
- » The framework of the annual training program encompassed training that strengthened the technical skills and relational competencies of team leaders, with the aim of strengthening their ability to manage performance and develop reports.

- » Virtual reality courses for operational positions that help them to adapt to productive contexts and mitigate safety risks.
- » Courses that reinforce risk prevention and safety behaviors and focus on achieving operational excellence.
- » Training for 377 operators to improve effective communication.
- » Machine training for inexperienced operators and professionals to fill critical positions.
- » Training courses for employees to complete their education.
- » **Camanchaca Educational Program:** continuity for this program that educates and trains employees. New regulatory courses became available during the year, which improved the wellbeing of employees and their families.
- » **Online training via streaming**
 - » **o Courses on Accountability and Lean** from the University of Chile 119 professionals participated in synchronous online training courses.
 - » **o Forklift crane operators license course** with classroom attendance by 79 employees
- » **Leading our culture program:** leadership focused training courses that many of the Company's leaders attended. This program covers:
 - » Training courses
 - » Financial support for external training courses or education.
 - » Sabbatical periods with guaranteed return to employment.
 - » Transitional support programs for employees who are retiring or being made redundant. These may include:
 - » Pre-retirement planning.
 - » Retraining for those who plan to continue working.
 - » Severance settlements.
 - » Job search services.
 - » Training or counseling, to support the transition to a life without work.

INVESTMENT IN TRAINING AND EMPLOYEE DEVELOPMENT 2022

UNIT	TRAINING AND BENEFITS	2021	2022
USD	Total funds allocated to education and professional development	52,438	192,206
USD	The Company's annual revenue	293,662,000	372,961,000
Percentage	Funds as a percentage of the Company's annual revenue.	0.02%	0.05%
No	Total number of people trained	1,446	1,007
No	Total workforce	1,875	1,770
Percentage	Employees trained as a percentage of the total workforce	77%	57%

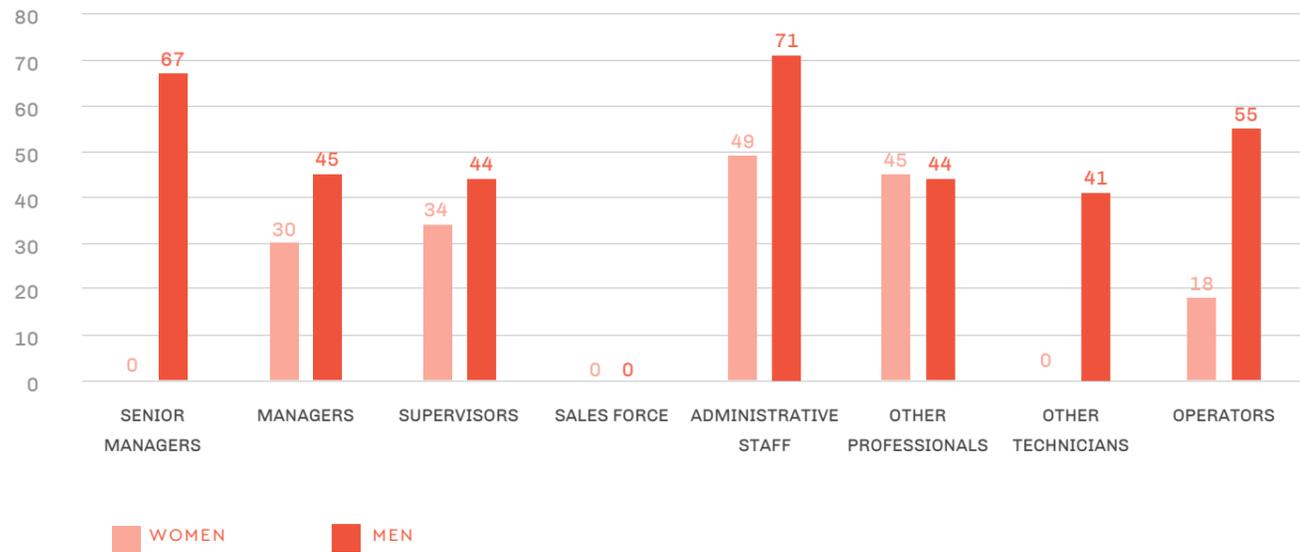
AMOUNT ALLOCATED TO EACH TRAINING USD



TOTAL COST (USD)	2021	2022
Women	10,941	34,888
Men	41,497	157,318
Total	52,438	192,206

TOTAL TRAINING HOURS	
2018	25,799
2019	36,540
2020	30,732
2021	51,725
2022	45,039

AVERAGE HOURS OF TRAINING BY POSITION AND GENDER:



AVERAGE FOR WOMEN

34

HOURS OF TRAINING PER EMPLOYEE

AVERAGE FOR MEN

48

HOURS OF TRAINING PER EMPLOYEE



WORKING ENVIRONMENT

The Company manages the factors that impact its working environment, to ensure that the highest standards are met and achieve an environment where employees feel motivated and committed.

It regularly surveys the working environment to identify how the nine variables behave over time. These are :

- » Leadership.
- » Occupational health and safety
- » Recognition
- » Autonomy
- » Labor challenges and organization
- » Creativity and innovation.
- » Communication
- » Sense of corporate belonging
- » Cohesion and teamwork

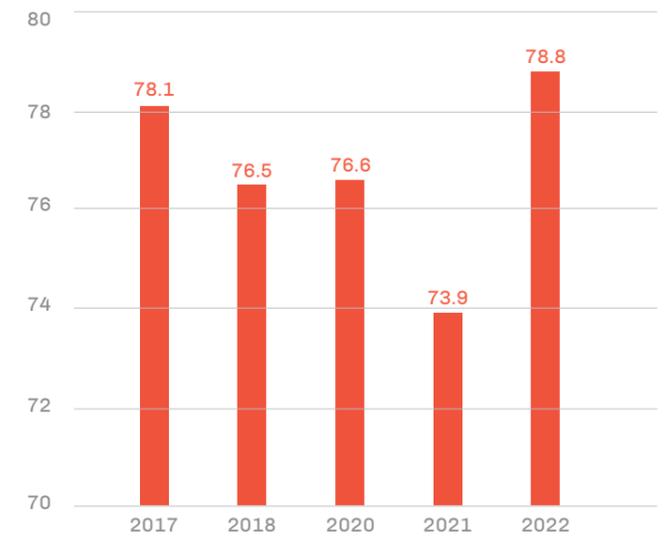
EMPLOYEE SATISFACTION SURVEY RESULTS FOR 2022

Salmones Camanchaca achieved an increase of 4.82 points with respect to last year (78.8% vs. 73.98%), which shows that satisfaction among its employees has improved with respect to the factors surveyed. The latest survey included 1,164 people.

The experience of working at Salmones Camanchaca was evaluated in December 2022, which involved 1,197 people. The NPS (Net Promoter Score) was +12%, which indicates an improvement of 7% with respect to the previous survey.

This survey found that 85% of employees are proud to work for Salmones Camanchaca.

WORKING ENVIRONMENT EMPLOYEE SATISFACTION



	SATISFACTION PERCENTAGE	RESPONSE RATE
2017	78.1%	-
2018	76.5%	-
2019	NA	NA
2020	76.6%	58%
2021	73.9%	85%
2022	78.8%	77%

PERFORMANCE EVALUATION

Salmones Camanchaca applies a performance evaluation model mainly to executive and administrative staff, but it included operators in 2022.

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE EVALUATION		
EMPLOYEE CATEGORY	2022	
	MUJERES	HOMBRES
Senior managers	0	100%
Managers	100%	100%
Supervisors	100%	97%
Operators	1%	9%
Sales force	0%	0%
Administrative staff	41%	38%
Auxiliaries	0%	0%
Other professionals	62%	69%
Other technicians	0%	73%
Total	14%	30%

LABOR RELATIONS

Collective bargaining agreements

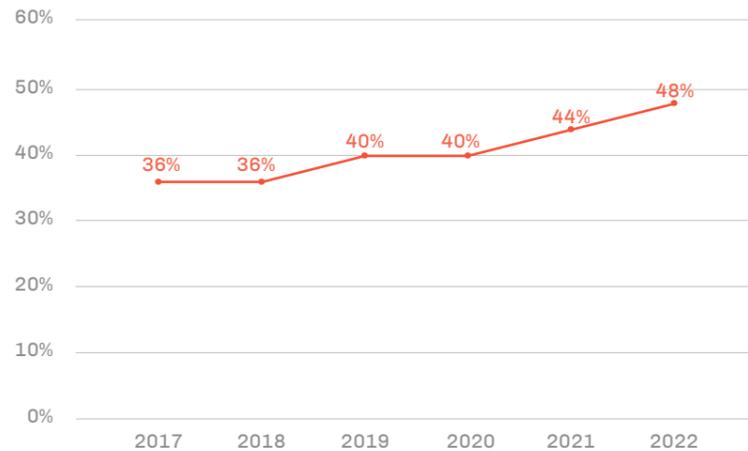
Salmones Camanchaca welcomes and supports freedom of association within its business and suppliers. The Company had 3 trade unions and 6 collective bargaining agreements in 2022 .

A total of 843 employees are union members, equivalent to 48%, which contrasts with the national average of 20.1%.

There are 86 unionized employees at farming sites and 656 at the Tomé processing plant.

Salmones Camanchaca has not yet identified any suppliers where the right to freedom of association and collective bargaining may be at risk. The Code of Conduct for Suppliers contains a freedom of association clause, which means that all contracts with suppliers as of 2021 must include this signed code as an appendix.

UNIONIZATION TRENDS



Health and safety

HEALTH AND SAFETY CULTURE

Salmones Camanchaca safeguards the lives of its employees and has developed an Occupational Health and Safety (OHS) Management Program, which contains several strategies and measures aimed at promoting a risk prevention and self-protection culture. It updates its hazard identification and risk assessment matrix every year, and constantly improves these to successfully achieve its associated goals.

This involves visiting facilities and meeting with employees where they work, which encourages the development of a risk prevention culture and strengthens self-protection. The Company actively participates in the OHS working groups led by SalmonChile, in order to replicate the industry's best practices and share standards.

This OHS program makes each Salmones Camanchaca manager directly and proactively responsible for training their employees how to follow well-defined, clear and precise operating procedures together with structured and systematic controls over procedures that create safe environments and prevent risks.

Camanchaca's farming team created the Critical Risk Control Standards that were launched in 2022. Their main purpose is to monitor critical risks and thus avoid employees and contractors employees being exposed to uncontrolled risks. Each company should now proactively conduct a compliance self-assessment, in order to implement them.

These standards are divided into people, organizational and facility requirements. They are focused on farming site tasks and separated by diving, lifting and uncontrolled energy releases.

Salmones Camanchaca's most important commitment is to occupational health and safety, and it has established basic values that regulate the correct approach to working at the Company. The Company approved a charter of values during 2022, where it:

- » Takes responsibility for the safety of others.
- » Identifies and controls risks.
- » Promotes a risk prevention culture and recognizes potential risks.
- » Promotes compliance with the standards.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Tomé plant certified to ISO 45001

Salmones Camanchaca maintains and improves its Occupational Health and Safety Management Systems (OHSMS), in order to provide standard, safe methods for the tasks performed by each employee.

The Company's Tomé plant was the first plant certified to ISO 45001. This initiative promotes healthy workplaces and creates mechanisms that ensure that all employees can promptly and adequately participate.

Certification under this standard requires evaluating the following:

- » Leadership and employee participation
- » Planning
- » Resource support
- » Operation
- » Performance evaluation.
- » Continuous improvement.

The Company's farming team is currently implementing a high performance management system with four components:

- » Critical risks.
- » Occupational health.
- » Learning.
- » Emergencies.

This management system fully complies with the legal requirements and those of internal and external customers, which are the ILO and ISO 45001.

The scope of the management system covers all the Company's own employees and employees of its contractors and suppliers.



OCCUPATIONAL HEALTH SERVICES

Salmones Camanchaca collaborates with the Chilean Safety Association (ACHS, an organization that manages insurance for occupational accidents and professional diseases), who are responsible for identifying, evaluating and applying measures to control employee health risks, and managing protocols issued by the Ministry of Health.

Accordingly, the Company has appointed a suitable professional, who monitors compliance with these protocols using a digital platform. The annual programs associated with each risk are registered

on this platform and monitored every month. These protocols are classified into:

- » Occupational noise exposure protocol.
- » Musculo-skeletal disorders of upper extremities.
- » Manual load handling.
- » UV radiation.
- » Psychosocial.

SIGNIFICANT ACHIEVEMENTS IN 2022

Salmones Camanchaca developed various initiatives during the year that mitigate occupational health and safety risks, in particular the following.



DAY OF REFLECTION IN PUERTO VARAS

An opportunity to teach safe diving standards to employees and explain the challenges in diving, which included explaining decompression sickness and diving equipment training and innovation.



HYGIENE AND OTHER QUALITATIVE EVALUATIONS

Of the processes performed at Salmones Camanchaca by the ACHS. As a result, acute and chronic respiratory risks were ruled out.



OCCUPATIONAL HEALTH EVALUATIONS

By the ACHS where it analyzes each workstation and performs occupational hygiene evaluations .



PRESENTATION OF THE PLAY "CORIOLIS EFFECT"

This initiative explains the Company's risk control guidelines and standards in an innovative and entertaining manner, by illustrating them using an occupational accident together with the scenarios that may occur.

OCCUPATIONAL HEALTH AND SAFETY IMPACT PREVENTION

Salmones Camanchaca has Joint Health and Safety Committees that meet every month to efficiently manage the health and safety impacts of each employee. It also has a suggestion box and an annual survey, and it uses all these tools to identify gaps and clarify its employees' expectations.

Employee participation is achieved using a management system with an item for communication and consultation. It includes:

- » Group and team meetings.
- » Outcomes of system reviews, which are communicated to employees and stakeholders.
- » Events to raise the organization's awareness of the need for cultural change.
- » - Mechanisms for capturing, receiving, analyzing and responding to employees' inquiries about SIGRAD (High Performance Risk Management System).

Farming sites have two Joint Health and Safety Committees and their members were re-elected in December 2021, as their term of office expires after two years. The members of the Joint Health and Safety Committees must be renewed in December 2023. Salmones Camanchaca ensures that all its employees are covered by a health and safety system.

EMPLOYEE TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

Salmones Camanchaca provided training courses during 2022 within the framework of its training program, in particular:

- » Training on the High Performance Risk Management System (SIGRAD).
- » Training on occupational risks and hygiene.
- » Training on risk prevention tools and risk assessments.
- » Training on contingency plans "Zafarranchos": man overboard, fire, abandonment, evacuating the injured.
- » Training on MINSAL programs covering occupational health and exposed employees.
- » Training aimed at reinforcing the procedures and practices required to maintain DGAC supply chain certification. This training is for employees involved in logistics, warehousing, processes and transportation.

157 employees were trained at marine farming sites and 100 at fresh water sites.

The Tomé plant has a risk management system, which is used to ensure that Company departments comply with its protocols every month.

PROMOTING OCCUPATIONAL HEALTH

The Company carried out other initiatives associated with occupational health during 2022, in particular:

- » Influenza vaccination campaign for all employees.
- » EMP for all plant employees living in Tomé, who have public health insurance.
- » Healthy living campaigns.
- » Participation in the public-private working group for gender equality coordinated by SalmonChile.



MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES.

The Company does not have minimum notice periods regarding operational changes associated with health protocols that could affect employees, although new protocols are usually published one week before they come into effect.

ACCIDENT PREVENTION

Salmones Camanchaca has identified all the potential risks to its business and prepared risk matrices that support the prevention measures that reduce the likelihood of that risk occurring. This is reinforced with self-protection talks that promote a risk prevention culture focused on:

- » Ministry of Health protocols covering repetitive work (TMR), psychosocial risks, UV radiation and occupational noise exposure (prexor).

- » OHS procedures and standards.
- » On-site compliance audits of OHS standards.
- » Anonymous risk reporting and the "no name, no blame" observer system.
- » Employees are empowered to stop working on tasks they consider risky.
- » Procedure for investigating occupational incidents.

These hazards are identified and risks assessed using the Deming process, where employee participation and consultation is vital. It includes the control hierarchy technique of elimination, substitution, technical/engineering, administrative and PPE.

The Company has identified the following measures to address each risk:



FALLS

- » Employee training.
- » Good working conditions.
- » Tidiness and cleanliness
- » Signage.
- » Good lighting.



SHARP OBJECTS

- » Self-protection training
- » Appropriate tools.
- » Personal protective equipment.
- » Signage.
- » Knocks: avoid working under suspended loads, tidiness and cleanliness.



OVEREXERTION

- » Respect weight limits.
- » Self-protection.
- » Training.
- » Good lifting and unloading practices.

Thus, Salmones Camanchaca designed 15 occupational health and safety standards, based on the hazards in its risk matrices and these were shared with each department. The following aspects were used to identify these hazards:

- » Ability to understand the information and perform tasks.
- » Direct operational control system that identifies, evaluates and generates new operational control measures.
- » Annual general survey to evaluate various aspects of the organization.

HEALTH AND SAFETY INDICATORS

The Company ended 2022 with an accident rate of 2.4% , which is higher than 2021 when it was 2.0%. However, a diving accident severely affected the Company, so it increased training and reinforced the new Critical Control Standards, which include diving, lifting and energy releases, in order to reduce the accident rate and bring it down to 2.0% by 2025.

OTHER RESULTS IN 2022

TOTAL LOST DAYS	SEVERITY RATE	ABSENTEEISM RATE	ACCIDENT RATE
492 A DECREASE FROM 530 IN 2021	29.3 REMAINING CONSTANT IN RELATION TO 2021 WHEN IT WAS 29.2	17.3% AN INCREASE FROM 15.3% IN 2021, PARTIALLY DUE TO THE REDUCTION IN DAYS WORKED DUE TO THE DECREASE IN THE WORKFORCE, COUPLED WITH A SLIGHT INCREASE IN MEDICAL LEAVE.	2.38%

Risk prevention measures include supporting contractors working on the premises

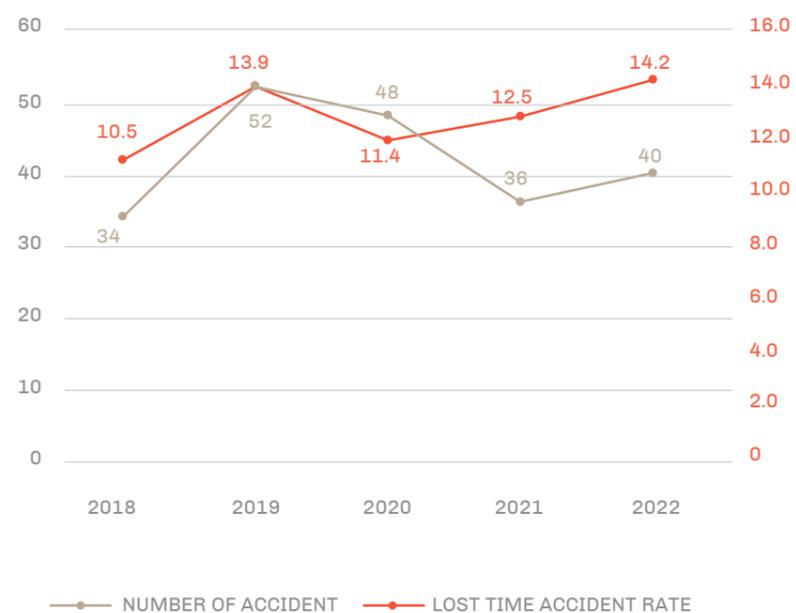
All contractors who directly or indirectly provide services to Salmones Camanchaca are covered by an Occupational Health and Safety system.

AVERAGE CONTRACTOR HEALTH AND SAFETY RATES:

3.21% ACCIDENT RATE	15.9% LOST TIME FREQUENCY RATE DUE TO ACCIDENTS	28 NUMBER OF ACCIDENTS	1 FATALITIES
-------------------------------	---	----------------------------------	------------------------

OCCUPATIONAL SAFETY	2021	2022
Accident rate	2.0%	2.38%
Fatality rate	0%	0%
Occupational illnesses rate	0.001%	0.06%
Average days lost to accidents	14.0%	12.3%
Claims rate	29.2%	29.3%

ACCIDENT INDICATORS



OCCUPATIONAL INJURY AND ILLNESS

Only one occupational injury or illness was recorded in 2022, and it was not fatal. One death was recorded on a farming site among people who are not employed by Salmones Camanchaca, but whose jobs are controlled by it.

Salmones Camanchaca performed the following in the field and its offices to evaluate, monitor and mitigate acute and chronic respiratory conditions and keep its employees in good physical shape:

Tomé plant:

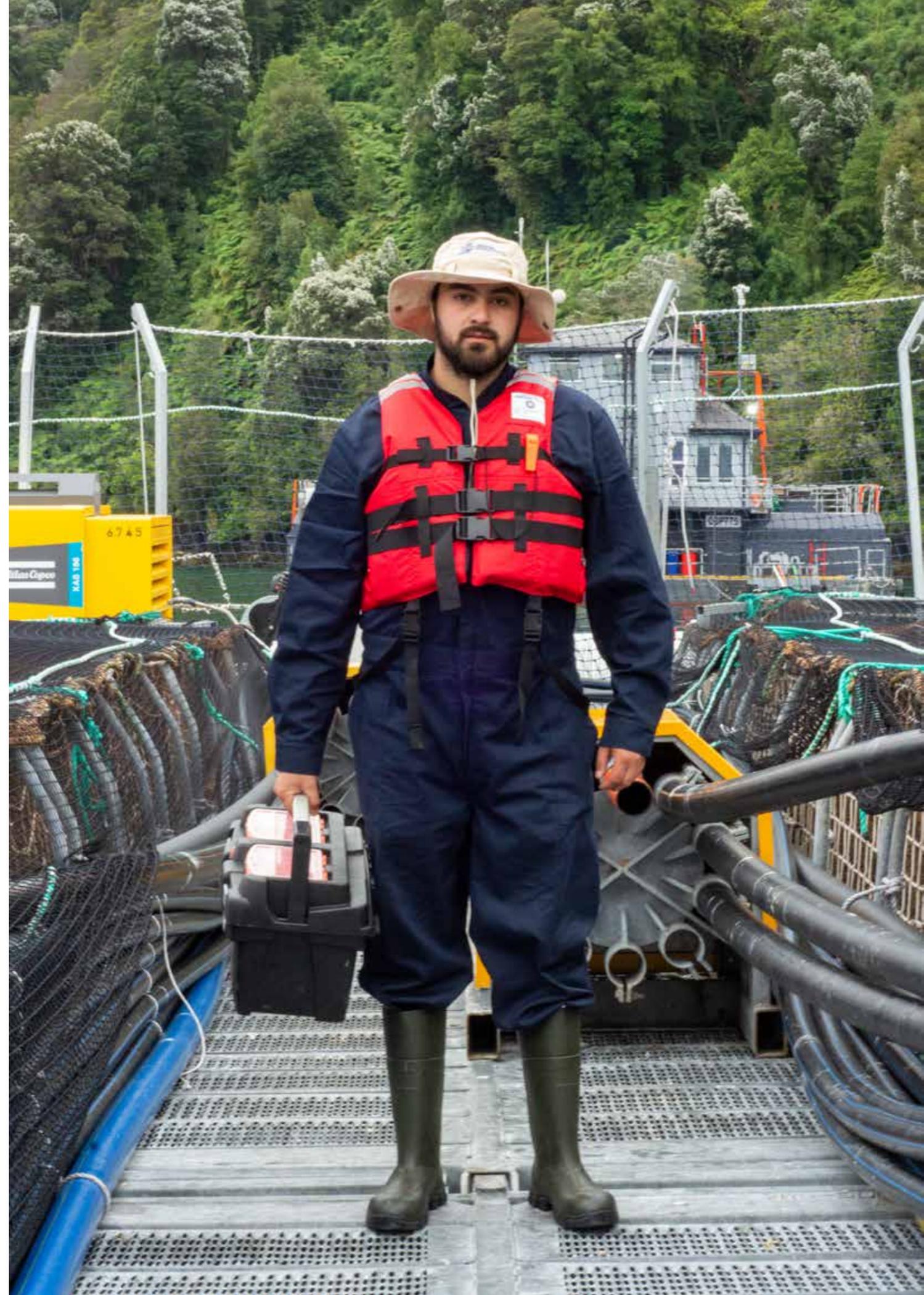
- » Preventive medical examinations by local CESFAM staff, which involve a physical evaluation and blood tests, with employees being

referred to specialists when necessary.

- » Employees with chronic respiratory conditions, such as asthma, can keep their air chamber, inhaler and medications in the first aid room, if required.

Puerto Montt:

- » Influenza vaccinations.
- » Studies of suspended dust at SPU and Petrohué (Cal Espuma Apagada) in conjunction with OAL.
- » Formic acid measurements in silage (Petrohué)
- » Formaldehyde exposure studies at Rio del Este and Polcura sites



Prosperous Communities

Salmones Camanchaca's farming sites are in southern Chile, so a fundamental component of its business strategy is to contribute to local community development and build solid relationships with neighbors sharing the same physical and cultural areas.



Justification	2022 Performance Indicators	
<p>The Company's Sustainability Model encompasses achieving this objective by contributing to local community development, as it aims to build prosperous communities through communication and dialogue, which ensures that community development is transparent.</p>	<p>LOCAL TAX PAYMENTS</p> <p>US\$ 2,087,285</p>	<p>LOCAL EMPLOYMENT</p> <p>88%</p> <p>OF THE WORKFORCE</p>
	<p>NUMBER OF COMMUNITY EVENTS</p> <p>363</p>	<p>●PEOPLE TRAINED IN COMMUNITY ENGAGEMENT</p> <p>524</p> <p>PEOPLE</p>
<p>Related SDG</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>3 GOOD HEALTH AND WELL-BEING</p> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>4 QUALITY EDUCATION</p> </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> </div>	<p>SOCIAL INVESTMENT</p> <p>Ch\$275 million</p>	<p>8</p> <p>COMMUNITY COMPLAINTS</p>
Material issues	Highlights for the year	
<p> LOCAL ENGAGEMENT AND CONFLICT RESOLUTION</p> <p> 2 INCLUSIVE LOCAL DEVELOPMENT</p> <p> HARMONIOUS USE OF THE TERRITORY AND SHARED RESOURCES</p>	<p> COMMUNITY ENGAGEMENT STRATEGY: JOINTLY WORKING WITH NEIGHBORS TO IDENTIFY, MONITOR AND MITIGATE ITS IMPACTS</p> <p> STRENGTHENING THE LOCAL COMMUNITY CONTRIBUTION POLICY</p> <p> SOCIAL INVESTMENT</p> <p> DONATIONS</p> <p> BOYACOMPOSTAR PROGRAM</p> <p> SUSTAINABLE SCHOOLS PROGRAM</p> <p> COMPETITIVE GRANTS</p> <p> SAILING SCHOOL</p> <p> LOS BAJOS QUALITY OF LIFE PROJECT</p> <p> COMMUNITY DEVELOPMENT PROGRAM</p> <p> COMPOSTING PROGRAM IN TOMÉ</p>	

Commitments to responsibly engage with communities

Since 2019, Salmones Camanchaca and other producers and suppliers within the industry who are members of the GSI have adopted "Commitments to responsibly engage with communities". This resulted from an analysis of a toolbox and responsible engagement guidelines promoted by Rabobank and WWF.

Since 2020, Salmones Camanchaca and other participating companies have submitted initiatives, created working forums and implemented action plans with local communities, in order to comply with this community engagement framework and comply with 10 commitments that respect the environment, build trusting relationships and contribute to development:

 <p>Respect and care for the environment</p> <p>The Company responsibly manages the social and environmental impacts of its business and ensures that they are compatible with the natural environment and with local culture</p>	 <p>Build trusting relationships</p> <p>Create open opportunities to exchange information and converse with residents, to build trust among local communities.</p>	 <p>Contribute to development</p> <p>The Company actively contributes to local development and creates local shared value in a manner that adapts to local circumstances.</p>
<p>COMMITMENTS</p> <ul style="list-style-type: none"> » Join together with local communities to identify the most important social and environmental impacts of its business. » Identify opportunities for stakeholder collaboration when monitoring social and environmental impacts. » Transparently communicate to local communities the results of monitoring the mitigation measures and socio-environmental impacts. 	<p>COMMITMENTS</p> <ul style="list-style-type: none"> » Develop the human resources required to build responsible community engagement. » Provide accessible channels free of charge for inquiries, suggestions and complaints from local communities, and response mechanisms that they have validated. » Rapidly inform affected communities of any emergency or incident and ensure uninterrupted communication throughout that event. 	<p>COMMITMENTS</p> <ul style="list-style-type: none"> » Create corporate policies that encourage local recruitment. » Encourage sourcing from local suppliers and establish long-term relationships that will strengthen the Company. » Prefer and support local suppliers who are environmentally and socially responsible. » Create opportunities to jointly define corporate social investments in local communities.

Community engagement strategy

Salmones Camanchaca prioritizes trust and transparency in each social initiative that benefits its stakeholders, particularly its direct neighbors, local communities, authorities, municipal departments, civil society organizations, academics, and other stakeholders.

The Company has developed a community strategy that facilitates dialog and builds agreements with each community by jointly identifying, monitoring and mitigating the impacts of its business.

Strategic community engagement principles:



Action plans:



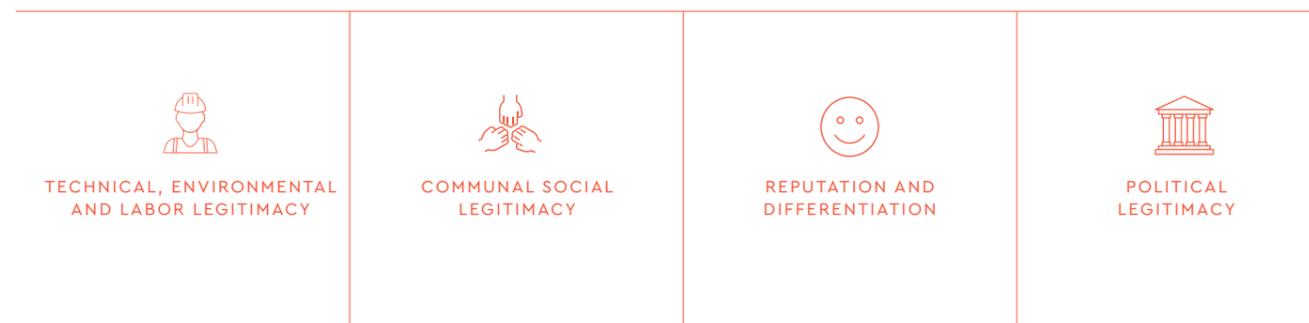


Local community engagement model

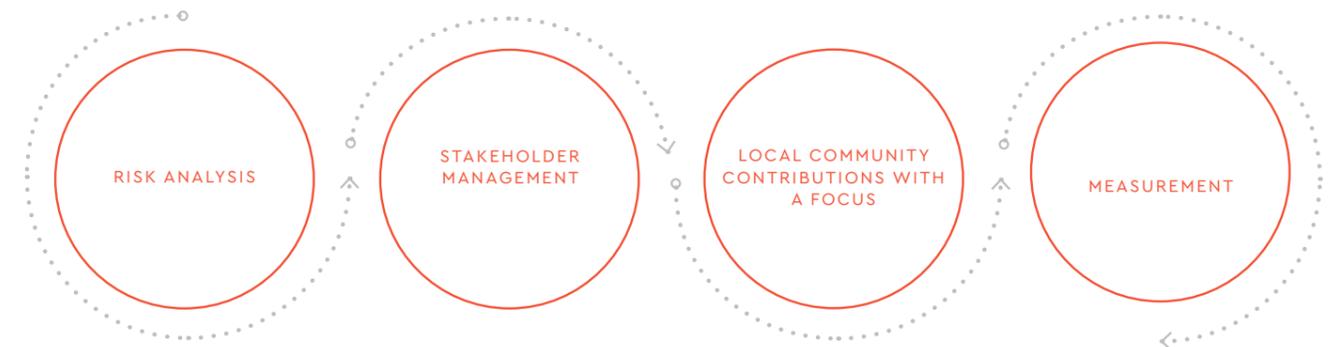
SALMONES CAMANCHACA'S COMMUNITY ENGAGEMENT MODEL IS BASED ON THREE FUNDAMENTAL PILLARS:



Focused on creating and maintaining



THE MODEL HAS FOUR STAGES:



SOCIAL RISKS > IMPACT MATRIX > DIALOG WITH THE COMMUNITY > MITIGATION PLANS

Salmones Camanchaca conducted an analysis that identified all its social risks, by evaluating its impact on all its local communities.

Various mitigation plans have been created for all these social impacts, which affect its infrastructure, operations, maintenance and supply logistics.

Salmones Camanchaca has developed comprehensive measures that address each social risk. They involve implementing best practice standards for suppliers, information policies, and incident communication protocols and training.

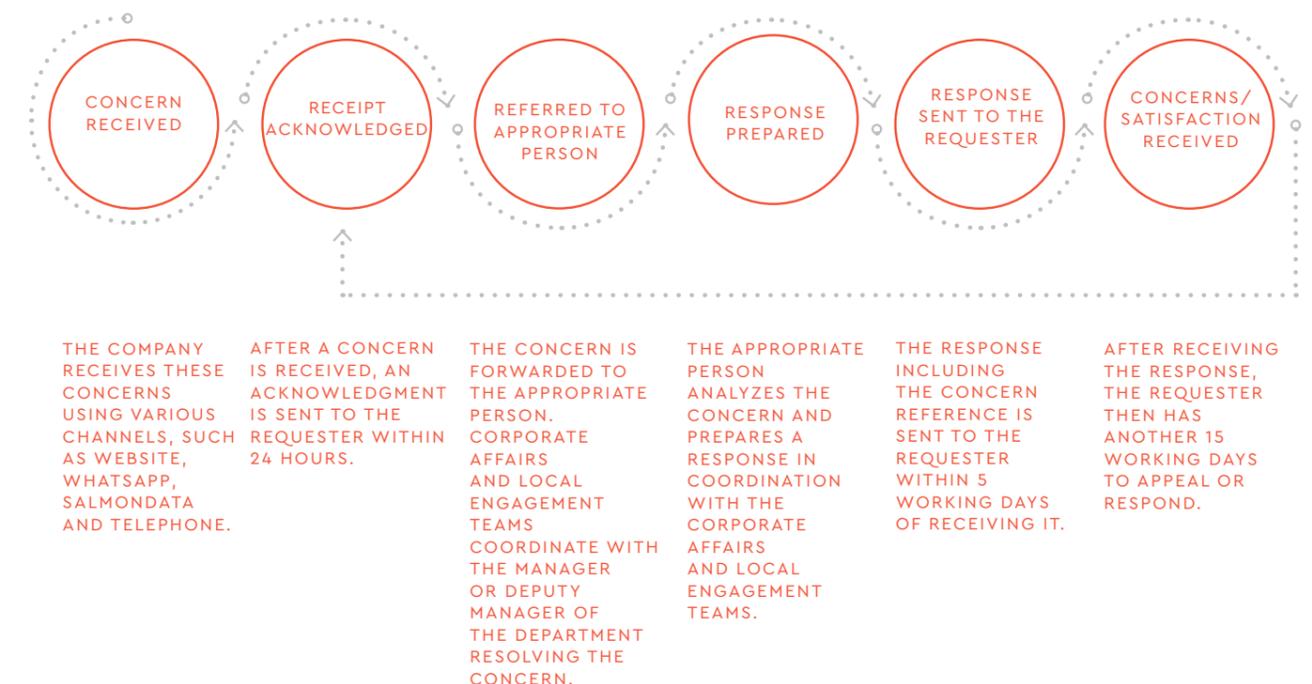
STRATEGIC OBJECTIVE	PRINCIPLES	HOW DO WE DO IT?	KPI'S	PERFORMANCE IN 2022
Technical, environmental and labor legitimacy	Salmones Camanchaca and its contractors comply with standards that maintain or improve the original environmental conditions.	Socio-environmental risk and impact analysis: » Risk action plan » Communication with stakeholders regarding operational changes or incidents	» Number of sites with a socio-environmental risk and impact analysis » Number of operational incidents reported to the community	» All sites with a risk and impact analysis
Communal social legitimacy	Salmones Camanchaca and its contractors contribute to improving the way of life and income of local residents.	» Local community contribution policy Validation of impact on the community » Regular meetings with communities, NGOs, Foundations, etc.	» Number of investments agreed on a participatory basis » Number of philanthropic donations	» 88 social investments » 94 donations
Reputation and differentiation	Salmones Camanchaca is recognized for engaging with and contributing to local communities in a special manner and it is concerned for everyone's welfare.	» Inquiries and complaints mechanisms » Communications plan	» Corporate reputation index » Number of complaints and suggestions	» 8 complaints.
Political legitimacy	Salmones Camanchaca contributes to local communities by generating local employment, developing local economies, providing each region/ community with resources and by complying with the industry's regulations. Salmones Camanchaca contributes to local communities: » Local economic development and employment. » Resources for each region/ community. » Compliance with the industry's regulations.	» Meetings with local authorities.	» Number of meetings with local authorities.	» 16 meetings with local authorities

Response to complaints, inquiries and suggestions

Salmones Camanchaca's measures include encouraging transparent communication with its stakeholders. Therefore, the Company implemented a suggestions, inquiries and complaints system in 2021 that continued in 2022, which resolves any concerns submitted by third parties within agreed deadlines, whether from suppliers, communities, authorities or local organizations and services.



After a concern has been submitted, Salmones Camanchaca follows a flow chart:





Focused local community contributions

Salmones Camanchaca collaborates with various social organizations to improve the prosperity of its local communities. It has developed a Local Community Contributions Policy, which informs these communities about the frameworks that govern the Company's contributions and clarifies the process involved in releasing these contributions to those who may benefit from them. This document defines "Local community contributions" as contributions in resources, money or goods that support the objectives of the business and promote sustainable development.

THE FOLLOWING INSTRUMENTS ARE AVAILABLE TO CHANNEL CONTRIBUTIONS UNDER THIS POLICY:



SOCIAL INVESTMENT



LOCAL SUPPLY CHAIN



DONATIONS



SPONSORSHIPS



COMPANY CAPABILITIES (EMPLOYEE'S TIME).



EMERGENCY AND SOLIDARITY



CONNECTION

Furthermore, initiatives are segregated by strategic objective:

- » Political legitimacy
- » Communal social legitimacy
- » Technical legitimacy.
- » Environmental and labor legitimacy
- » Reputation and differentiation.

Further information on the Local Community Contributions Policy can be found on the website: https://salmonescamanchaca.cl/wp-content/uploads/2022/12/Politica-de-Aportes-a-la-Comunidad_SC-VE.pdf.

This policy requires Salmones Camanchaca to classify its contributions into three groups that contribute to the UN Sustainable Development Goals (SDG):

- » Healthy living (SDG 2 and 3).
- » Care for the environment (SDG 12 and 14).
- » Local outreach and development (SDG 8 and 12).



Local outreach and development

- » Promote and support initiatives that contribute to inclusive and sustainable local economic development.
- » Various talks, workshops, training courses, neighborhood council liaisons, working forums and open-door meetings were held during 2022 with neighboring communities and several stakeholders. These totaled 571 events that directly involved 5,132 people.



Healthy living

- » Encourage healthy lifestyles and living conditions that contribute to the personal fulfillment of all Salmones Camanchaca's local communities.
- » Various sporting events were arranged during 2022, such as the Sailing School that directly involved 30 people, the Chile Sunfish Class Sailing Regatta that directly involved 50 people and the Optimis Championship that directly involved



Environmental care

Promote and support joint initiatives involving Salmones Camanchaca employees and local communities that generate a positive impact on the environment.

The Salmon farming division arranged the following programs during 2022:

- » Boyacompostar using disused buoys, with 14 events that directly involved 30 people.
- » sustainable Schools Program that provided educational open door events to farming sites and hatcheries and beach cleaning campaigns, with 55 events that directly involved 618 people.
- » The following events were arranged at the Tomé plant:
 - » The Sustainable Schools Program arranged a Provincial Science, Robotics and Technology Fair: 400 people
 - » Delivery of compost bins: 600 families.
 - » Beach cleanup: 200 people
 - » Mask recycling project: 300 people

KPIs were defined during 2022, in accordance with the Local Community Contribution Policy:

- » Social investments: according to program guidelines.
- » Donations: according to program guidelines . .

CONTRIBUTIONS	MONTO TOTAL (EN MONEDA LOCAL; CLP)	US\$
Cash contributions	0	0
Time: Voluntary work by employees during the working day	0	0
Donations in kind: donations of products, services, projects, partnerships, or similar donations	Ch\$ 281,295,066	322,217
General administrative expenses	Ch\$ 109,668,953	125,623

MONETARY CONTRIBUTIONS TO LOCAL COMMUNITIES	NUMBER			TOTAL INVESTMENT (CH\$)		
	2020	2021	2022	2020	2021	2022
Social Investment	2	3	88	\$59,700,950	\$104,483,500	\$275,608,250
Donations	177	30	94	\$55,436,003	\$16,525,344	\$83,349,893
Sponsorships	9	1	7	\$2,746,800	\$300,000	\$4,410,581
Total	188	34	189	\$117,883,753	\$121,308,844	\$363,368,724

Featured programs

The Company has developed significant community initiatives aligned with its programs. The most significant highlights of 2022 are described below, together with other initiatives that emphasize the Community Engagement Strategy implemented by Salmenes Camanchaca:

CPA (CLEAN PRODUCTION AGREEMENT) CIRCULAR ECONOMY AND CLIMATE CHANGE

The objective of Clean Production Agreements (CPA) is to clean up production by achieving specific goals within a deadline. These are voluntary agreements between a business association that represents a productive sector and public agencies responsible for the environment, public health, occupational health and safety, energy and water efficiency and productive development.

Various initiatives have been implemented by the Local Community Engagement Department through a range of social investment proj-

ects at Salmenes Camanchaca in the Bío Bío (Tomé), Los Lagos and Aysén regions. They respond to a CPA commitment to the Climate Change and Circular Economy Strategy for the salmon farming sector in the Los Lagos and Aysén regions.

Member salmon farming companies must develop local community sustainability projects, where three goals are to establish specific initiatives that contribute to the community, increase waste collection and recycling, and raise awareness through training courses.

The three projects that contributed to achieving goal 7 of the Company's CPA during 2022 were:



Sustainable Schools Program

This program was launched in 2012 by Salmenes Camanchaca together with Nodo and it collaborates with educational institutions in the Company's local communities. It focuses on the environmental needs of each establishment. This alliance contributes to local communities by working directly with the school, its families and the community in general. The program's target population is based on the following educational establishments:

- » Peninsular de Ayacara College, Chaitén.
- » Buill School, Chaitén.
- » Juan José Latorre College, Chaitén
- » Terao Rural School, Chonchi.
- » San José Primary School, Calbuco.
- » Epsom School, Ensenada.
- » Mario Pérez School, Los Bajos.

2022 MILESTONES

The educational establishments that joined the program this year were in Ensenada, Purranque, Buill, Ayacara, Frutillar, Chaitén, Calbuco and Ralún. This initiative developed several activities that responded to the particular requirements of each educational establishment, such as educational open visits to farming site/hatcheries, beach cleaning campaigns and other activities.

The program focused on positioning the environment as a fundamental issue, by connecting each school with other local stakeholders.



Encourage recycling

This is a support program that strengthens environmental care by responsibly managing waste. It is operated by Salmenes Camanchaca's own logistics team, as waste left at recycling centers in Chaitén is taken to recycling companies.

It includes an awareness and training program for recycling center operators and the user community. By April 2023, the program is expected reach out to communities where recycling facilities are few or recycling knowledge is limited.

There is also a community development program to reduce organic waste through composting, which is being managed by FUE (Fomento Upcycling Empresarial).

2022 MILESTONES

The initial pilot program removed waste. Salmenes Camanchaca supported it by transporting this waste to the recycling company.



Boyacompostar program

This program has been promoted by Salmenes Camanchaca since 2020 within the framework of its environmental care pillar and its circular economy commitments. It provides an effective and easy-to-replicate solution that uses disused buoys to recycle household and Company waste into a soil compost.

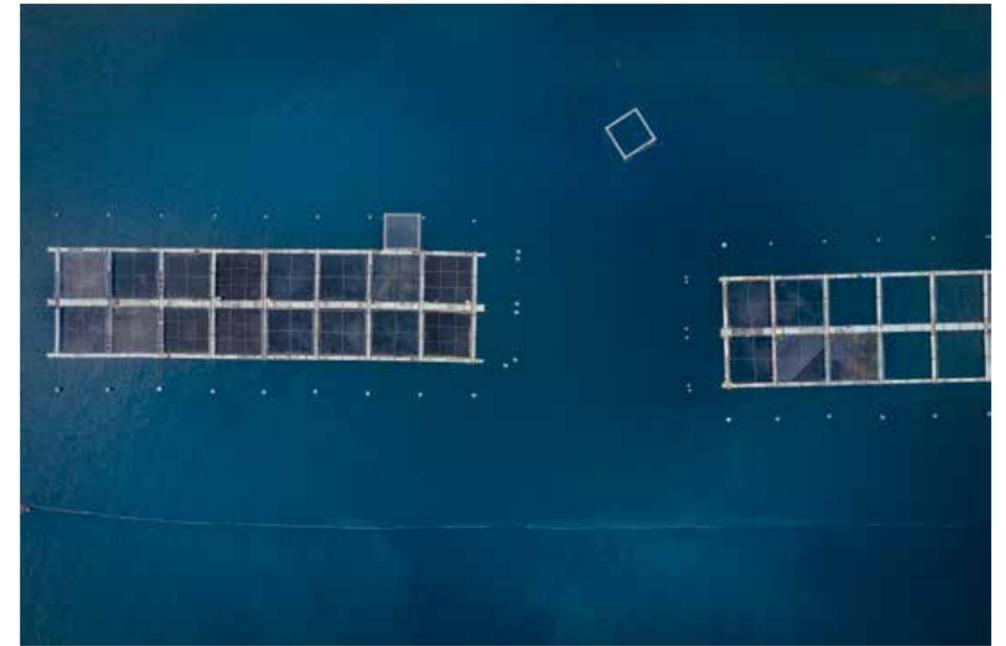
This solution provides vermi-composters made from buoys from disused farming sites, together with complementary training for beneficiaries on composting and reducing household organic waste.

The target population includes 15 families from Contao, Mañihueico and Puelche in Hualaihué district, 15 families from Melinka and 15 people from Río del Este, Ralún.

2022 MILESTONES

The program was extended during the year with the idea of promoting its sustainable benefits and consolidating its position. Vermi-composters were delivered to more communities and to some of the Company's farming sites selected by an internal contest.

This project formed an alliance between FUE (Fomento Upcycling Empresarial) and Salmenes Camanchaca. For example, that organization estimated that the Vermi-composter program for communities in Ralun, Río del Este required the following:



BOYACOMPOSTAR PROGRAM IN THE COMMUNITIES	BOYACOMPOSTAR PROGRAM IN THE FARMS	TOTAL
<p>MELINKA RÍO DEL ESTE HUALAIHUE</p>	<p>RÍO DE LA PLATA POLCÚRA RÍO DEL ESTE ISLOTES EDWARDS</p>	<p>COMMUNITY + FARMS</p>
<p>45 Nº of vermicomposters</p>	<p>12 Nº of vermicomposters</p>	<p>57 Nº of vermicomposters</p>
<p>540 kg Recycled Plastic</p>	<p>144 kg Recycled Plastic</p>	<p>684 kg Recycled Plastic</p>
<p>8,100 kg Organic waste composted per year</p>	<p>2,160 kg Organic waste composted per year</p>	<p>10,260kg Organic waste composted per year</p>
<p>2.250 kg Kg of Organic Fertilizer produced per year</p>	<p>600 kg Kg of Organic Fertilizer produced per year</p>	<p>2,850 kg Kg of Organic Fertilizer produced per year</p>
<p>14,580 kg Reduction of kg of CO₂ emissions</p>	<p>3,888 kg Reduction of kg of CO₂ emissions</p>	<p>18,468 kg Reduction of kg of CO₂ emissions</p>



Working forum: Ensenada agreement

The Company signed an agreement with the community in Ensenada, and subsequently a working forum was created to report real time water quality parameters, in order to strengthen stakeholder trust in Salmenes Camanchaca.

2022 MILESTONES

The Ensenada Local Forum began this year, which was proposed by the municipality and brings together representatives from every neighborhood council. A project was created to provide secondary education at the Epson School for ninth and tenth grade students in 2024, together with student scholarships for eighth grade students to help them continue their education.



Competitive grants

Another Company objective is to finance projects that create an impact, as it aims to strengthen its connections with local communities every day and promote social development. Salmenes Camanchaca wants to reward collaborative value creation among all organizations by offering competitive grants.

2022 MILESTONES

Ch\$36,000,000 was awarded to 24 organizations through La Semilla Foundation. The communities that were awarded grants were Hualaihué, Chaitén, Chonchi and Queilén. Indigenous communities were given preference for some social investment initiatives, such as applications for National Regional Development Funds (NRDF) and other competitive grants.



Other initiatives

NRDF applications: the Company provided three social organizations with technical assistance to prepare projects and apply for NRDF. It also assisted four social organizations in the Los Lagos region with the same purpose.

Sailing School: students from the Mario Pérez rural school in the Los Bajos sector close to Playa Macqui were invited to participate in this initiative, in collaboration with the Sunfish class.

Los Bajos Quality of Life Project: the Company is currently working with the Los Bajos Rural Drinking Water Committee to bring technology to its rural drinking water supply.

Recreational activities: Salmones Camanchaca's Playa Macqui farming site is located in the center of Lake Llanquihue in Frutillar, Los Lagos region and it helped to develop prosperous communities through promoting sports by providing the venue for the Chile Sunfish Class Sailing Regatta.

Mask recycling project: Salmones Camanchaca, the Tomé industrial school and Gabriela Mistral school, in alliance with the Universidad de Concepción, gave new life to used surgical masks. It transformed them into various products, such as trash cans, trays and flower vases.

Community Science, Technology and Robotics Fair: 20 schools from Tomé municipality and 2 guest schools from Talcahuano participated in this fair, where they presented projects related to science, technology and robotics.

Dental campaign: the Tomé Municipality, jointly with the Community Union of Neighborhood Councils and other local organizations, arranged for 500 local children to attend this campaign.

"Empowering growth": two courses were provided to two organizations.

- » Neighbors from Isla Talcán, Chaitén.
- » Female vegetable gardeners and women from indigenous communities in El Dao.

Compost bins delivered to Tomé: the Company coordinated with the Tomé Environmental Committee to deliver 300 compost bins to various organizations, which included teaching each person who received a compost bin how to use it. The same exercise is planned for 2023, but will cover more organizations.

****Important information:** Over 150 initiatives were implemented in 2022 with various organizations in the Tomé municipality through the "Camanchaca Amiga" Program.

Monitoring and managing the impacts

Unmanaged impacts expose the Company to risks and discovering them is vital to achieving good community and operational performance. Accordingly, Salmones Camanchaca has analyzed the social impacts of its business and created various mitigation plans that involve its infrastructure, operation, maintenance and supply logistics. Measures were developed for each risk that included good practice standards for suppliers, information release policies, training and incident communication protocols.

Its social impacts were measured in all the communities associated with every Company location including hatcheries, marine fish farming sites and processing plants. Its "high" social impacts relate to:

HIGH IMPACT:

 INCREASED ROAD TRAFFIC DUE TO TRUCKS	 DETERIORATION OF ROAD INFRASTRUCTURE	 DETERIORATION IN QUALITY OF LIFE, DUE TO INCREASES IN NOISE AND DUST	 INDUSTRIAL WASTE IN COASTAL AREAS
 DETERIORATION OF THE LANDSCAPE AND VISUAL CONTAMINATION	 INCREASED BOAT TRAFFIC DUE TO OTHER COASTAL ACTIVITIES	 NOISE FROM GENERATOR SETS AND ALARMS	

MITIGATION MEASURES:

- » Improvement program for the design and beautification.
- » Regular and proactive beach cleaning campaigns.
- » Socio-territorial/cartographic interaction map.
- » Acoustic impact studies.
- » Post-transit road improvements.
- » Coordination of loading and moving schedules.

MITIGATION MEASURES IN 2022:

- » Soundproof generator sets.
- » Strategic installations for alarm noise.
- » Speed measurements on roads, identification signs and communication of start/end dates: The Community Engagement department conducts a quarterly review and performs semi-annual monitoring by meeting with other departments.

COMMUNITY IMPACT MONITORING

The main impacts that are managed and monitored include:

RISK	DATE COLLECTED	SOLUTION	PLACE
Effluent discharge monitoring	2019 and onwards	Parameter monitoring and a public monthly bulletin were launched following an agreement with the Ensenada community regarding irregular effluent discharges, which can be found at https://water.ecto.com/Petrohue	Río Petrohué hatchery
Noise monitoring	2020	Participation by the local community identified impacts such as sporadic noise from generators and alarms inside the hatchery. Noise was monitored in 2021 to detect its cause and mitigation measures were implemented, such as sound-proofing the generator room and relocating alarms.	Río del Este hatchery
Road monitoring	2020-end	Participation by the local community identified that support and coordination was required for road maintenance. Roads will be monitored to check on subcontracted trucks. The schedule and frequency of truck movements is reported along with a speed report, and a Company logo is used to identify supplier's vehicles.	Playa Maquí.
Environmental surveillance program	2018 and onwards	Annual environmental monitoring of the effluent discharged at the underwater outlet is carried out with the participation of independent fishermen. However, this was not performed in 2021 due to the pandemic, but it will be resumed in 2022.	Tomé plant

*The social impacts matrix is separated by location.

STAKEHOLDERS:

The impacts were incorporated within the agenda of ASC meetings and this information was validated in a participatory manner with local communities. The impacts were validated with four communities during the Local Community Engagement model stage, which were: Ralún, Ensenada, Playa Macqui and Isla Leucayec .

Corporate community engagement training

Develop training that describes the importance of the local social environment, based on social sustainability information, which is key to building long-term relationships with all local stakeholders.

The Company arranged several training courses for communities surrounding its farming sites in 2022, which continued the courses started in 2021 when it launched this initiative. They aim to strengthen community engagement based on trust and connection within the framework of the Company's Sustainability Model.

Training courses:

- » Sustainable development: What is it?
- » Sustainable development and Salmones Camanchaca.
- » Salmones Camanchaca's Sustainability Model: prosperous communities
- » Social impacts
- » Examples of social impacts
- » Social risks
- » Examples of social risks
- » Legitimacy: social license.
- » Reputation
- » Local objectives.
- » Complaints and suggestions mechanism: Procedure
- » Socio-territorial interaction maps
- » Incident communication protocol
- » Local contributions Contributions, donations and social investment policy
- » Expected behavior guidelines

Local community engagement training courses can be found on the Salmon Academy platform operated by the Human Resources Department at Salmones Camanchaca.

Salmones Camanchaca corporate reputation study

Salmones Camanchaca's performance depends on the image its projects and the perception of stakeholders based on its internal and external behavior.

Therefore, the Company studies its reputation within local communities, to identify the aspects that deserve investment and explore the challenges that the industry will have to address over the next 10 years, through its "2021 Corporate Reputation Study", which was reported in February 2022 and revealed the following results in relation to good practices:

Corporate reputation study:

- » Salmones Camanchaca is recognized for its concern for the health and safety of its employees, which is valued by the local community.
- » Relatively high performance for the following attributes:
 - » "Has an open and fluid channel for communicating with the local community."
 - » "The Company operates transparently."
 - » "It invests in technologies and processes that reduce its carbon footprint."
- » Investment is required, to better understand local community expectations and requirements.
- » Provide neighbors with skills that improve their employment opportunities.
- » Develop initiatives that protect oceans, beaches and marine wildlife.

The Company plans to perform another Corporate Reputation Study during the first half of 2023..

Healthy Ecosystem

In order to make its processes more sustainable, Salmones Camanchaca implements mechanisms in its operations that allow it to reduce and mitigate the impacts generated on the environment, maintaining the structure and function of the ecosystems that host its operations in the Chilean Patagonia and inland seas, where its fish are farmed.

Plan to be carbon neutral by 2025

Generating awareness about the effects of climate change should be a concern for any type of industry, regardless of the nature of their business. Based on this reality, Salmones Camanchaca committed in 2019 to becoming carbon neutral for its scope 1 and 2 emissions by 2025, and in the last few years has developed a plan to achieve this goal.



As one of their main actions, the company has set out to measure and manage their CO2 emissions, gases responsible for the increase in global temperature (including that of the oceans), which makes reducing them a central axis of their sustainability and adaptation to climate change strategy.

In this context, the company has defined a clear path with measures to achieve scope 1 and 2 carbon neutrality by 2025, and has also begun work to define their decarbonization path aligned with Science Based Targets (SBT: a group of companies seeking to establish a science-based climate goal).

Justification	2022 Performance Indicators		
The Company maintains a strong commitment to the sustainable and responsible production of salmon, contributing to the nutrition and health of consumers. To achieve this, it ensures compliance with three key parameters in each of its operations: safety, biosecurity, and animal welfare.	0 INTERACTION WITH DEAD WILDLIFE	0 FISH ESCAPES	FCRb 1.09
Related SDG RESPONSIBLE CONSUMPTION AND PRODUCTION LIFE BELOW WATER PARTNERSHIPS FOR THE GOALS	ANTIBIOTICS USE GR/TON API 453	ANTIPARASITIC USE GR/TON API 5.1	FIFO 0.46
Material Issues	RECYCLING RATE OF NON-HAZARDOUS SOLID WASTE 38%		
Highlights of the Year			
MANAGEMENT OF LIQUID, INDUSTRIAL, SOLID, CHEMICAL, AND ORGANIC WASTE	FIRST YEAR OF IMPLEMENTATION OF THE "CLIMATE CHANGE AND CIRCULAR ECONOMY STRATEGY FOR THE SALMON SECTOR" AGREEMENT.		
INTERACTION WITH WILDLIFE	CONNECTION TO A HYDROELECTRIC GENERATOR FOR THE PETROHUÉ HATCHERY		
SUSTAINABLE USE OF RAW MATERIALS	INVESTMENT IN TECHNOLOGIES TO OPTIMIZE WATER USAGE IN PROCESSES PLANT.		
GHG MITIGATION	BEGINNING OF IMPLEMENTATION OF THE ENERGY MANAGEMENT SYSTEM.		
ECO-EFFICIENCY OF ENERGY AND WATER	MANAGEMENT TO SEND SLUDGE GENERATED IN WASTEWATER TREATMENT TO COMPOSTING.		
TERRESTRIAL ENVIRONMENTAL IMPACTS	CHANGE OF PACKAGING BAGS FROM RETAIL TO RECYCLABLE MATERIAL.		
	REVALUATION OF MASKS USED IN PRODUCTION PROCESSES TO MAKE TRAYS AND POTS.		
	CERTIFICATION OF THE FOREST MANAGEMENT PLAN FOR HUEÑU HUEÑU		



The company plans to reduce its emissions by implementing these measures as follows:

KEY INDICATORS



EMISSION REDUCTION STRATEGY

Besides the annual carbon footprint measurement conducted since 2019 (using the GHG Protocol), there are various initiatives in place to meet the objectives of mitigating the effects caused by CO2 emissions in the operations. :

Renewable Energy Electricity Contract

In 2020, the Company's corporate electricity contract was switched to entirely renewable energy resources. This was achieved through an electricity supply contract with Colbún, which guarantees that as of July 2020 and for a period of 7 years the electricity generated by Colbún will come from fully non-conventional renewable energy (NCRE).

Certification of the forest management plan for the Hueñu Hueñu property.

After a study conducted in 2021 to value the natural assets present

in the Hueñu Hueñu property owned by the Company in the Ensenada municipality, which considered determining and certifying the potential for CO2 capture, the forest management plan for the approximately 1,000-hectares of land in Petrohué was certified in 2022, which includes 485 hectares of native forest, predominantly composed of coihues. This plan focuses on developing the maintenance and increase of native forest, promoting its regeneration through silvicultural practices. The additionality that this project would allow is the capture of 7,000 tons of CO2 per year. As a projection for 2023, the Company plans to begin restoration work on the property.

Diesel replaced by renewable energy at hatchery Petrohue

At the end of 2022, the Company connected to the "Hidroelena" hydroelectric power plant through an alliance with Hidroelena Ensenada, which will allow a reduction in emissions of around 35% of scope 1 and 2, by changing the use of diesel energy to emission-free renewable energy, in addition to achieving a decrease in noise pollution.

Carbon Footprint

WHAT ARE SCOPES?

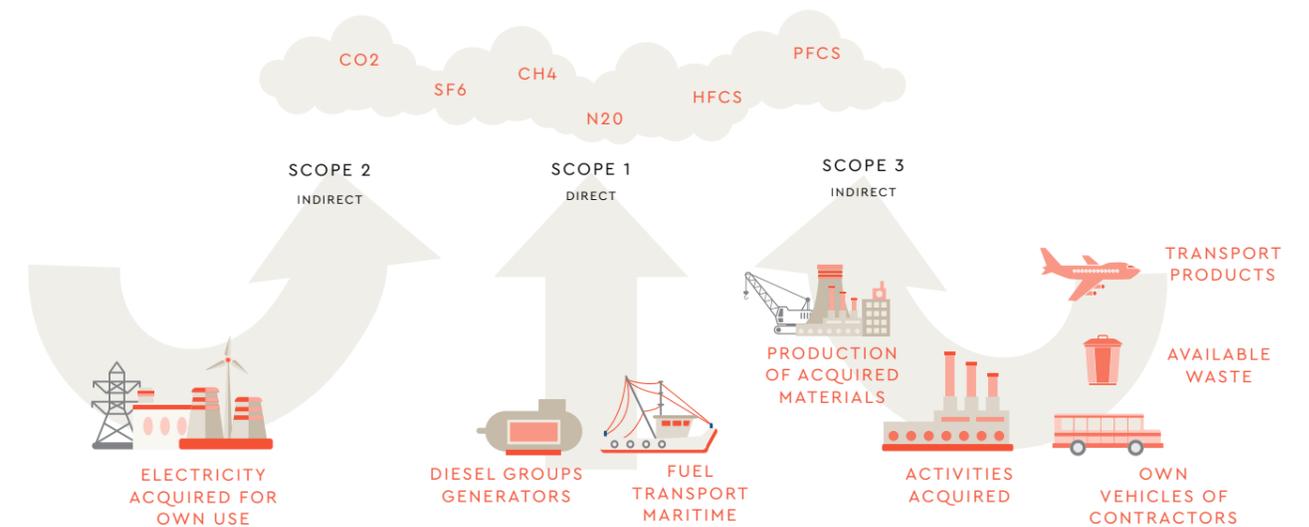
The Greenhouse Gas Protocol has classified emissions into three groups known as scopes:

Scope 1 emission: "Direct" emissions, which Salmones Camanchaca can directly control. GHG emissions from sources owned or controlled by the Company. For example, using fossil fuels in stationary or mobile engines, unintentional leaks from air conditioning equipment and other emissions.

Scope 2 emissions: "Indirect" emissions from electricity generation. This is electricity purchased or produced by the company. GHG emissions associated with electricity consumption, which comprises purchased electricity and the steam generated by third parties.

Scope 3 emissions: GHG emissions from sources not owned or controlled by the company, but feature within its value chain. For example, transporting products, transporting employees, air or land travel for business purposes, moving supplies, generating and transporting waste and other emissions.

Within fixed and mobile sources of emissions, the main contributor is diesel consumption, accounting for 80%, followed by LPG with 12%. Scope 1 currently represents the greatest challenge, as many farming sites are located in remote areas where self-generation is necessary for their operation.



CATEGORY	2018	2019	2020	2021	2022
Scope 1 (ton Co2)	26,012	29,995	32,198	21,629	23,058
Scope 2 (ton Co2)	4,070	6,659	4,397	1,674	1,233
Scope 3 (ton Co2)	822	384,887	207,783	182,009	183,195
Total	30,904	421,541	247,315	205,313	207,486

Note 1: In 2018, scope 3 only covered waste.

Note 2: The increase in scope 3 in 2019 was due to purchased goods and services (fish feed, chemicals, pharmaceuticals, salt), capital goods (nets, feed buoys and hoses), transporting fish and raw materials, transporting and disposing of waste, travel, transporting employees, outsourced processing (processing in other plants), finished product dispatch, packaging and outsourced cold storage.

TREND IN CARBON FOOTPRINT INTENSITY

INTENSITY	2018	2019	2020	2021	2022
Intensity tCO ₂ eq/ tWFE	0.602	0.632	0.645	0.550	0.500

Although net scope 1 and 2 emissions increased, the intensity was reduced by 9%, as biomass production increased in 2022 compared to 2021, resulting in fewer tons of CO₂ produced per ton of salmon produced compared to the previous year.

ENERGY

Reducing energy consumption is a factor that contributes to climate change, so ensuring its proper management is vital for Salmones Camanchaca. In addition, given the nature of the operations, it is necessary to ensure that all facilities are properly verified regarding the use of this resource, since a failure could cause massive mortality in

the fish farms due to lack of oxygen in the ponds or interruption of cold chains, among others.

However, another reason to apply special care to energy use is the expense it causes in operations, so optimizing its use helps to reduce costs.

For 2022, total non-renewable energy consumption amounted to 77,865 MWh, 8% higher than in 2021, where the increase responds to an increase in biomass produced in the year compared to 2021.

ENERGY CONSUMPTION

DATA COVERAGE (AS % OF DENOMINATOR)	% OPERATIONS	100%	100%	100%	100%	100%
ENERGY CONSUMPTION WITHIN THE ORGANIZATION (GRI 302-1)	UNITS	2018	2019	2020	2021	2022
Total fuel consumption from non-renewable sources:	MWh	89,041	96,258	118,561	67,735	73,788
Gasoline	MWh	-	-	-	3	-
Diésel	MWh	79,624	92,765	108,614	58,928	63,141
LPG	MWh	9,417	3,493	9,947	8,804	10,647
Total electricity consumption from renewable sources:	MWh	-	-	7,540	13,927	13,631
Hydroelectric	MWh	-	-	7,540	13,927	13,631
Total electricity consumption from non-renewable sources:	MWh	9,721	16,418	11,469	4,199	4,077
Non-renewable sources	MWh	9,721	16,418	11,469	4,199	4,077
Total energy consumption within the organization from non-renewable sources	MWh	98,762	112,676	130,030	71,934	77,865

SASB FB-AB-130A.1 TOTAL ENERGY CONSUMPTION	UNITS	
Total energy consumed	GJ	329,360
Consumption purchased from the grid	GJ	63,724
Consumption of renewable energy	GJ	49,072
Percentage of electricity from the grid	%	19%
Percentage of renewable energy	%	15%

* Conversion factor from kWh to GJ is 0.0036 and from MWh to GJ is 3.6

ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION (GRI 302-2)*

BY SOURCE	UNITS	2021	2022
Electricity consumption	Kwh	6,450,758	9,058,359
Total energy consumed outside of the organization	MWh	53,525	92,373
Total fuel consumption from non-renewable sources:	MWh		
Diesel	MWh	47,075	82,728
LPG	MWh		119
Gasoline	Mwh		467
Total electricity consumption from renewable sources:	MWh	0	6
Total electricity consumption from non-renewable sources:	MWh	6,451	9,053

*The increase in 2022 compared to 2021 is due to having more details on the energy consumption of suppliers.

INTENSITY

Intensity MWh/tWFE

ENERGY INTENSITY (GRI 302-3)	UNIT	2018	2019	2020	2021	2022
Total energy consumption within the organization:	MWh	98,762	112,676	137,570	85,901	91,496
Production	tWFE	48,496	58,033	56,703	41,937	48,568
Energy intensity:	Mwh/tWFE	1.74	1.94	2.43	2.05	1.88

During 2022, Salmones Camanchaca worked on implementing an Energy Management System in order to optimize energy use. This involved establishing KPIs to monitor and measure energy use, in order to develop plans to reduce and optimize consumption in three areas: fuels, electricity, and water footprint. The result of this process includes certification under ISO 50001 to maintain and improve the management system. The plan for optimization will continue in 2023.

In addition, the previously mentioned connection with the hydroelectric plant "Hidroelena" was put into operation for the installation of the fish farm in Petrohué. Additionally, the Net Zero plan was implemented, in which the Company switched to Colbún contracts in 2021 to source energy from non-conventional renewable sources, which remained in effect during 2022.

Water Eco-efficiency

Like energy, the proper management of water resources is of vital importance to achieve a balance between the production process, the environment, and communities. To carry out its operations, the Company has five salmon farms that obtain fresh water mainly from underground sources (deep wells) and to a lesser extent from surface sources (rivers and streams).

It is important to highlight that in the case of the salmon farm located in the Petrohué River, a water recirculation system is implemented, which allows for significant savings compared to other types of systems, such as an open-flow salmon farm. On the other hand, the fish grow-out process is carried out in seawater, so freshwater consumption in this stage is specifically intended for human consumption, for which the Company has different sources of potable water supply. In the primary and secondary processing plants, freshwater use comes from underground sources, considering a management plan focused on appropriate use of the available resource.

Like energy, the proper management of water resources is of vital importance to achieve a balance between the production process, the environment, and communities. To carry out its operations, the Company has five salmon farms that obtain fresh water mainly from underground sources (deep wells) and to a lesser extent from surface sources (rivers and streams).

Likewise, to take actions that help mitigate its impact, the Company takes the process water used -which becomes a Liquid Industrial Waste (LIL)- and, depending on the characteristics of each process, it is treated with various technologies that ensure a discharge water quality in accordance with current regulations. It should be noted that both in the salmon farms and in the processing plants, water consumption is measured with flow meters. These results are transmitted online to the DGA, as appropriate, while others are reported manually.

TOTAL WATER EXTRACTED IN M³

OPERATION*	2018	2019	2020	2021	2022
Hatchery	35,846,815	35,268,745	38,119,787	32,068,793	31,199,017
San Jose plant (primary processing)	78,643	63,943	203,525	173,195	152,056
Tomé plant (secondary processing)	377,908	437,494	407,319	373,554	307,181
Total	36,303,366	35,417,548	38,730,631	32,615,542	31,658,254

REGIONS	FRESH WATER EXTRACTED IN THE OPERATIONS (M ³)
Bio Bio Region	19,920,707
Los Lagos Region	11,687,436
Total	31,608,143



ALL EXTRACTED WATER IS USED IN THE PRODUCTION PROCESSES



ACCORDING TO THE WRI, NONE OF THE REGIONS WHERE THE COMPANY OPERATES ARE AT A HIGH OR EXTREMELY HIGH WATER STRESS LEVEL. THERE ARE ONLY OPERATIONS IN REGIONS WITH MEDIUM WATER STRESS SUCH AS THE POLCURA HATCHERY AND THE PROCESSING PLANT IN TOMÉ, IN THE BIOBÍO REGION.



DURING 2022, SALMONES CAMANCHACA DID NOT DISCHARGE WATER INTO AREAS WITH HIGH WATER STRESS, AND NONE OF ITS PROCESSES INVOLVE INFILTRATION INTO SOILS OR GROUNDWATER.

WATER EXTRACTION BY SOURCE (M ³)	2018	2019	2020	2021	2022
Surface water	32,925,174	32,144,863	35,240,196	29,420,726	28,873,051
Ground water	3,000,284	3,187,825	3,389,346	3,091,185	2,735,092
Sea water	55,375	84,860	101,089	103,631	50,111
Total water extraction	35,980,833	35,417,548	38,730,631	32,615,542	31,658,254

Tomé achieved a 22% reduction in water consumption intensity compared to 2021.

WATER CONSUMPTION (M³)

SOURCE	2018	2019	2020	2021	2022
Surface water	32,925,174	32,144,863	35,240,196	29,420,726	28,873,051
Ground water	3,000,284	3,187,825	3,389,346	3,091,185	2,735,092
Surface water	35,925,458	35,332,688	38,629,542	32,511,911	31,608,143

During 2022 the total consumption of freshwater in all areas was 31,608,143 m³.

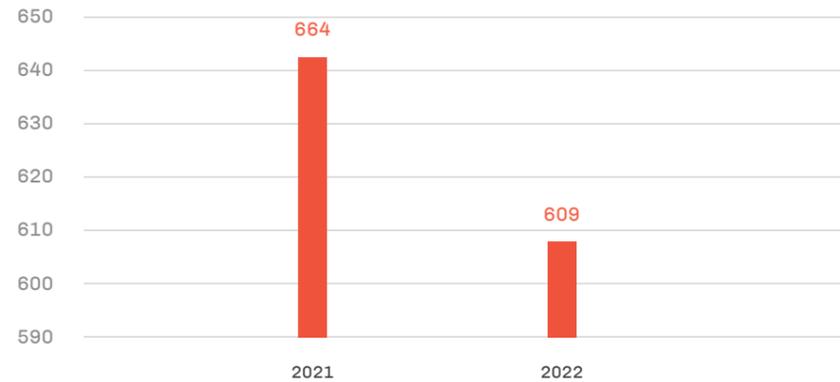
FRESH WATER CONSUMPTION					
WATER CONSUMPTION	UNITS	2019	2020	2021	2022
A. Extraction: total municipal water supplies	m ³	-	-	-	0
B. Extraction: total surface sources	m ³	32,144,863	35,240,196	29,420,726	28,873,051
C. Extraction: total underground sources	m ³	3,187,825	3,389,346	3,091,185	2,735,092
D. Water returned to its source, but of a quality similar or higher than it was originally	m ³	35,268,745	38,072,483	32,058,353	31,188,932
Total Net Fresh Water Consumption (A + B + C - D)	m³	63,943	557,059	453,558	419,211
Data coverage	% of production volume	100%	100%	100%	100%

PROCESSING PLANT WATER INTENSITY (M³/TON WFE)

	2018	2019	2020	2021	2022
San José plant	2.3	1.2	1.6	2.7	2.7
Tomé plant	9.0	9.6	8.5	9.1	7.0

In regards to suppliers located in water-stressed areas, a considerable decrease has been identified compared to the previous year. The value of the contracts associated with these suppliers amounted to CLP\$50,577,913,976 in 2022.

NUMBER OF SUPPLIERS LOCATED IN WATER-STRESSED AREAS



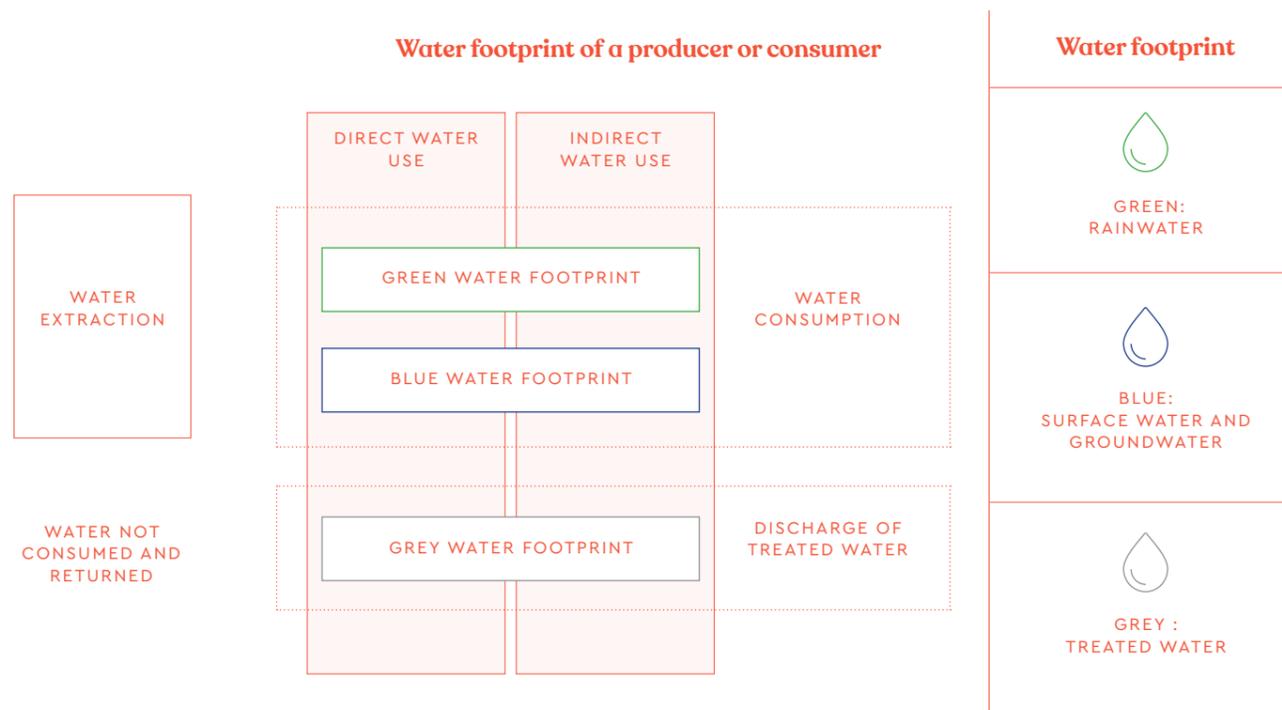
On the other hand, it has been determined that 59% of the ingredients used in the production of salmon come from regions with high or extremely high water stress levels.

WATER FOOTPRINT

As part of its water responsibility strategy, Salmones Camanchaca has been quantifying its water footprint annually since 2020 (con-

sidering the stages of freshwater, seawater, food, and processing plants) according to the Water Footprint Network methodology, for the production of each ton of salmon produced.

This quantification considers the direct and indirect use of water, as well as the various uses made of it.



WATER FOOTPRINT

FOOTPRINT	M3/YEAR	M3/MT WFE	M3/YEAR	M3/MT WFE	M3/YEAR	M3/MT WFE
	2020		2021		2022	
Blue	4,268,568	76	10,962,200	261	2,697,859	56
Grey	3,510,621	63	1,515,151	36	3,834,054	79
Indirect	97,461,086	1,900	61,578,784	1,468	105,912,464	2,181
Grand Total	105,240,275	2,039	74,056,135	1,765	112,444,376	2,315

Water quality required for fish

Water quality is a fundamental variable in the salmon production cycle, which affects the health and well-being of the fish. For this reason, it is of vital importance for the Company to maintain optimal water quality in its hatcheries and seawater grow-out farms

In the case of the Río Petrohué Hatchery, all Atlantic salmon smolts are supplied through the water recirculation process, and there is very good control over all environmental variables such as oxygen, temperature, and pH. In the grow-out stage that takes place in seawater, the company continuously monitors and tracks oceanographic, biological, and physical variables of the water in the farms in real-time.

DATA LAKE

The Company has successfully developed the pilot version of its Data Lake web platform at the Río Petrohué hatchery after two years of work. This platform is a system that improves traceability in the salmon production chain and aims to consolidate information from records from different sources and formats into a cloud-based data storage repository. The program is designed to integrate and correlate the consolidated records for better decision-making, including control of indicators such as oxygen, pH, temperature, and other aspects. In summary, Data Lake will allow for data storage to support decision-making in the Hatchery

LIQUID INDUSTRIAL WASTE (LIW)

The freshwater production stage of fish and the primary and secondary processing plants generate liquid industrial waste that the Company treats with primary, secondary, and tertiary treatment systems prior to discharge to receiving bodies.

An example of this is the processing plants located in San José, Calbuco, and Tomé, which have LIW treatment systems consisting of mechanical systems -or pretreatment- to separate larger solids from the liquid (such as remains of viscera, scales, spines, among others), then passing through a physical-chemical treatment in the Dissolved Air Flotation (DAF) plant. It should be noted that all LIW generated in these processes are discharged into the sea through a submarine outfall outside the coastal protection zone.

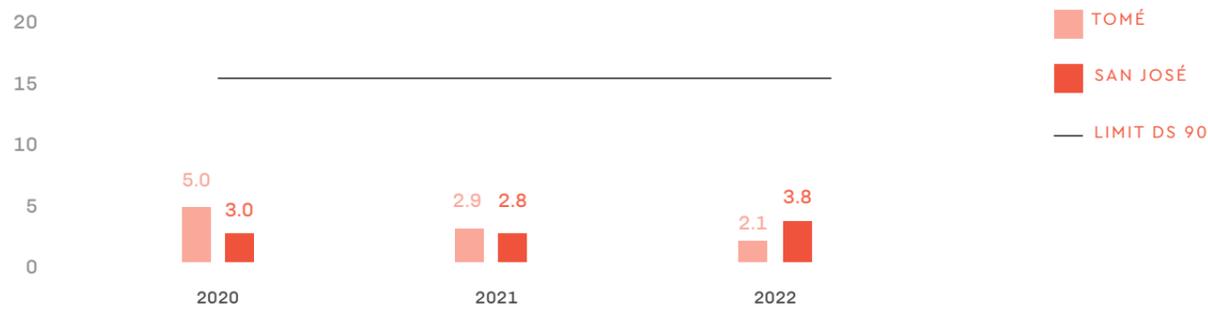
Both the processing plants and the Petrohué Hatchery, which produces 100% of Atlantic salmon smolts, have BAP (Best Aquaculture Practices) certification. This certification requires compliance with international standards for the quality of Liquid industrial waste and that all facilities are governed by the limits of discharge of liquid waste established in Supreme Decree 90.

EFFLUENT DISCHARGES IN M3					
DESTINATION	2018	2019	2020	2021	2022
Surface water	35,980,833	35,417,548	38,276,008	32,058,353	31,188,932
Sea water	334,018	626,118	675,701	602,483	538,273
Total discharges	36,016,948	35,417,548	38,951,709	32,660,836	31,727,205

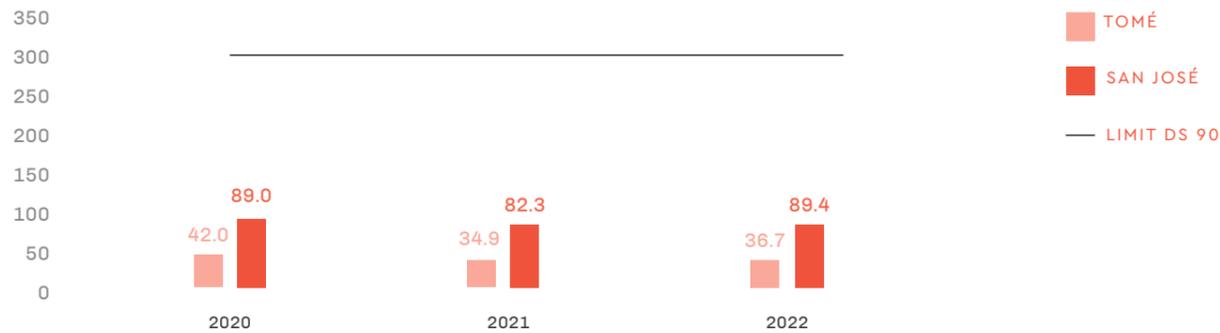
During 2022, the discharge of effluents presented a 3% reduction compared to 2021, which is in line with the reduction in water use in the processing plants. Despite increasing processed biomass, both water consumption and discharge were reduced due to process optimization.

RESULTS OF WATER QUALITY OF INDUSTRIAL LIQUID WASTE IN PROCESSING PLANTS.

OILS AND FATS (MG/L)



SUSPENDED SOLIDS (MG/L)



REPORT TO COMMUNITIES AND DIFFERENT STAKEHOLDERS

Since 2020, the company has implemented a program for online and public monitoring of the quality of Liquid industrial waste in the recirculation hatchery Río Petrohué, as well as a citizen sampling program. The program includes sensors that transmit real-time and open data of key variables to characterize the quality of effluents. Additionally, members of the Ensenada community can enter the hatchery without prior notice to take water samples that are sent to an independent laboratory. These activities are part of the commitment signed between Salmenes Camanchaca and the Ensenada community in 2019. During 2022, the parameters of turbidity and total suspended solids, both monitored online, were well below the limits established by the authority (<https://water.ecto.com/Petrohue>).

MITIGATION IMPACTS

Salmenes Camanchaca has implemented plans and strategies that allow it to mitigate the impacts that its operations have on the ecosystem, monitoring the quality of its effluents and the environmental variables of the receiving bodies

- » **Water rights:** monitoring of water extraction flows from water rights held by the Company (**as of December 2022, some data from this monitoring is transmitted online).
- » **Abiotic Monitoring of Salmon Farming (CES):** transmission online to the Superintendency of the Environment (SMA) of parameters of oxygen, temperature, and salinity at 0, 5, and 10 meters depth.
- » **Monitoring of effluents:** analysis of the parameters and frequency defined by the authority for each installation (reported monthly through the Unique Window of the MMA). (**as a result of the



- » agreement with the Ensenada community, the Company implemented a monitoring of parameters and the issuance of a monthly public bulletin available at <https://water.ecto.com/Petrohue> - Supreme Decree 90).
- » **Monitoring of Sewage Treatment Plant (PTAs) Pontones:** analysis of parameters with a semi-annual frequency that is reported to the authority.
- » **Monitoring of phytoplankton:** the company has a robust phytoplankton monitoring program for salmon farming (CES), which aims to have an early identification of the presence of harmful microalgae.
- » **Monitoring of ASC nutrients:** environmental monitoring required for ASC certification in all salmon farms, which includes monthly or quarterly nutrient analysis.
- » **ASC environmental monitoring:** monitoring at the peak of each production cycle of physical-chemical and biodiversity parameter indicators, which provide information related to the impacts generated by the salmon farms on the health of the benthos.
- » **Environmental surveillance of effluents discharge via submarine outfall:** physicochemical parameters of the water bodies that receive the effluents and subtidal benthic communities are analyzed semi-annually.

- » Daily review of the Official Gazette for monitoring and reducing regulatory risks.
- » At the Río Petrohué Hatchery, monitoring is carried out in the receiving river of effluents, where the probable impact on the water rate upstream and downstream of the effluents discharge is analyzed. This is part of the ASC standard, where it was determined that due to the high dilution power of the river, the differences in rates are minimal and not affected by the effluent discharge.

In 2022, there were no incidents of non-compliance with water quality standards and regulations, and no parameter decreed in DS 90, which establishes emission standards for regulating pollutants associated with discharges of liquid waste into marine and surface continental waters, was exceeded. The Company is committed to complying with the effluent discharge parameters established in Supreme Decree 90, Table No. 2 and No. 5 of the Ministry of the Environment of the Government of Chile





Raw materials used in feed.

The fish food is the main input for their production, and therefore, the Company uses the highest quality ingredients. A strict collaboration with food suppliers is maintained, who have quality and sustainability certifications such as GLOBAL GAP and BAP, in addition to complying with the ASC standard requirements, which is a requirement for farm certification. This ensures that raw materials, both marine and terrestrial, come from authorized sources and fisheries not listed on the International Union for Conservation of Nature (IUCN) red list.

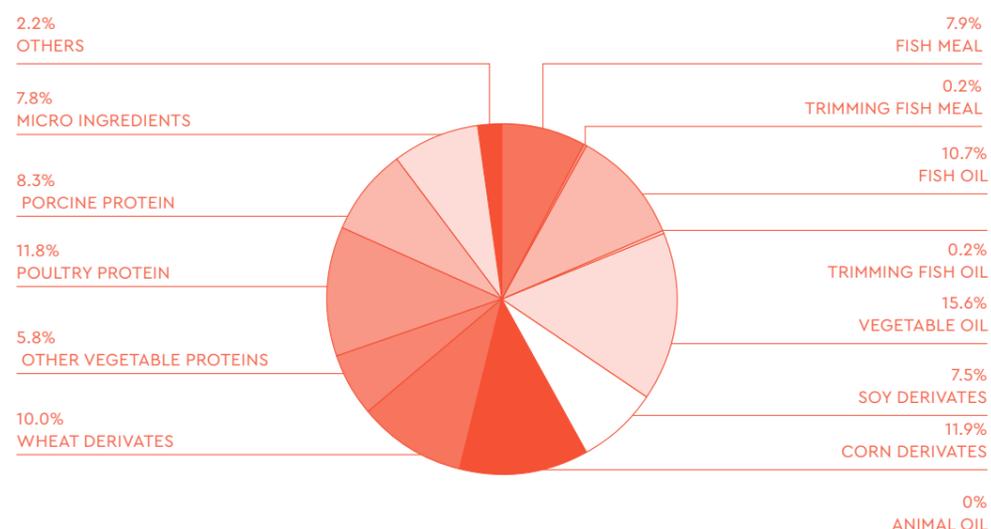
During 2022, 54% of the fish oil used for salmon food manufacturing had IFFO Marine Trust certification and 14% had MSC certification. In the case of flour, 82% had IFFO Marine Trust certification, and 12% had MSC certification. Regarding soy, 100% of the volume used was RTRS certified. In turn, palm oil, which is used as part of the oil used to seal the food, was 100% RSPO certified.

In addition, 100% of food suppliers have certifications recognized by the GFSI, such as the Global GAP standard.

RAW MATERIALS THAT MAKE UP THE FEED

The raw materials that make up the fish feed are divided as follows:

RAW MATERIALS IN FEED



COMPONENT	TOTAL KG	TOTAL %
Fish Meal	4,861,991	7.9%
Trimming Fish Meal	110,391	0.2%
Fish Oil	6,559,320	10.7%
Trimming Fish Oil	125,98	0.2%
Animal Oil	23,977	0.0%
Vegetable Oil	9,578,003	15.6%
Soy Derivates	4,611,108	7.5%
Corn Derivates	7,322,179	11.9%
Wheat Derivates	6,120,064	10.0%
Other Vegetable Proteins	3,550,252	5.8%
Poultry Protein	7,262,624	11.8%
Porcine Protein	5,123,930	8.3%
Micro Ingredients	4,815,628	7.8%
Others	1,376,424	2.2%
TOTAL	61,441,870	100.0%

	2018	2019	2020	2021	2022
Fish oil	6.2%	6.1%	6.5%	6.6%	6.8%
Fishmeal	8.1%	7.1%	6.6%	6.6%	4.6%
Raw materials of animal origin	21.1%	22.7%	19.2%	19.6%	23.3%
Raw materials of vegetable origin	52.9%	52.8%	55.4%	53.9%	50.0%



One of the important points to highlight is the increase in the use of Trimming in diets, where the use of meal and oil of this origin supports the sustainable use of fish from fishing and incorporates circular economy to the company.

The following table shows the % of use of Trimming:

	2020	2021	2022	% CHANGE
Trimming Fish Meal	0.09%	0.17%	0.18%	6%
Trimming Fish Oil	0.0001%	0.24%	0.21%	-13%

An increase in the use of Trimming flour and a reduction in the use of Trimming oil was observed during 2022.

The use of fish from pelagic fishing to produce fish flour and oil increased in terms of tons of foreign fish (originating from fishing) in 2022, this was due to the increase in fish feed used by the Company as a result of a greater biomass produced in 2022 compared to 2021.

	2021	2022
Fish Meal	17,043	21,609
Fish Oil	102,013	131,186

Farmed salmon is a very efficient species in terms of food conversion and has a significantly lower index than most land-based animal proteins. Therefore, consuming it instead of other animal proteins reduces pressure on natural resources.

The Company has worked to improve its Economic Conversion Ratio (FCRe), which reports the kilograms of food needed to increase an animal's weight by one kilogram. The FCRe reflects the efficiency in the use of natural resources as part of the animal production process.

In 2022, there is a significant reduction in the FFDRm, due to the reduced % of flour included in diets and the greater use of diets with lower % of fish meal and oil, including the use of Trimming factor in Coho farms.

COMPARISON BETWEEN THE FOOD CONVERSION FACTOR AND THE RATE OF DEPENDENCE ON FISH MEAL (FFDRM) AND FISH OIL.

	2018	2019	2020	2021	2022	% CHANGE 2021-2022
FFDRm	0.41	0.37	0.34	0.40	0.23	-43%
FFDRo	1.50	1.52	1.64	1.81	1.58	-14%
FCRe	1.22	1.24	1.25	1.38	1.17	-16%



- » • The ASC methodology is used to calculate FFDRm and FFDRo.
- » • $FCRe = \text{Total feed kg} / (\text{Final biomass kg} - \text{Initial biomass kg})$.

Another indicator that allows measuring efficiency and productive quality is the FI:FO ratio, which describes the amount of wild fish or extractive fishing needed to produce farmed fish.

For example, an FI:FO ratio of 0.5 indicates that 0.5 kg of wild fish are

needed to produce 1 kg of farmed fish. This is calculated over a continuous 12-month period for closed cycles and is proportional to the percentages of inclusion of fishmeal and fish oil in the diets administered to the salmon. The reduction of the FI:FO indicator during 2022 was due, on the one hand, to the reduction of the FCRe, and on the other hand, to the reduction in the use of fishmeal and fish oil as a result of the application of diets with lower inclusions of these products, in addition to the Trimming use strategy in Coho salmon.

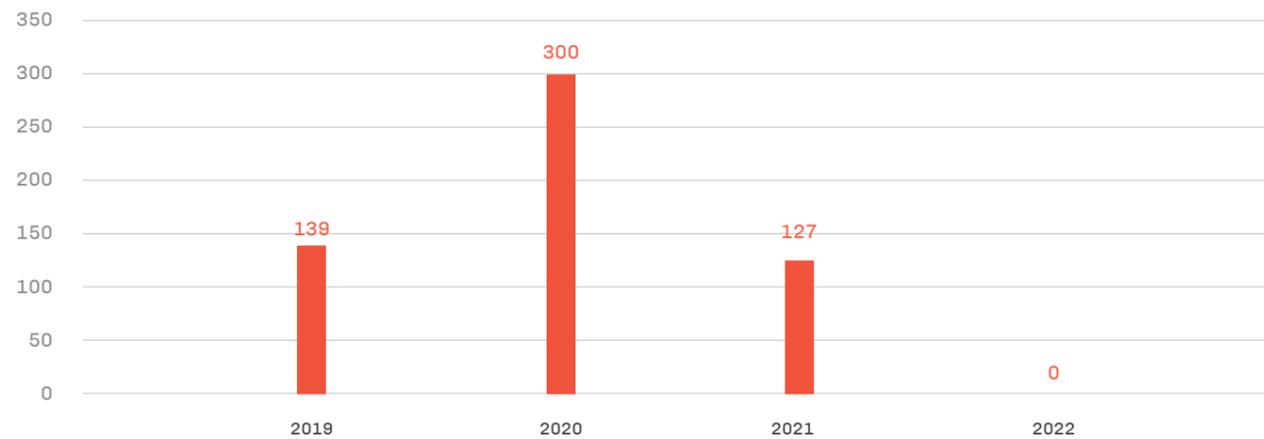


IMPACT OF FOOD LOSS AND WASTE (TONNES)

We aim to improve the management and control of food loss and waste to advance our sustainability strategy and achieve a more efficient use of resources. In 2022, we were able to find an alternative use for all organic waste from mortalities, viscera, bones, and trimmings from the plants, which were redirected to the fishmeal plant.

	2019	2020	2021	2022
Total weight of all food loss and waste.	22,285	27,596	27,505	26,274
Weight of volumes of food loss and waste used for alternative purposes.	22,146	27,296	27,378	26,274
Total amount of food lost or wasted.	139	300	127	0
Food loss and waste intensity.	0.38	0.48	0.66	0.54

TOTAL AMOUNT OF FOOD LOST OR WASTED



Biodiversity Protection

In line with the commitment to produce in a socially and environmentally responsible manner, under certifications that ensure the protection of ecosystems, Salmones Camanchaca is concerned with preserving the biodiversity present in the areas where it operates. Some of these areas are located near national parks, such as Vicente Pérez Rosales National Park, Llanquihue National Reserve, Alerce Andino National Park, Las Guaitecas National Reserve, and Pumalín Park.

To protect the ecosystem, Salmones Camanchaca has implemented certified strategies that allow it to measure the impacts caused by its commercial activity in the environments where its farming centers are located, by analyzing the existing biodiversity in the area, as well as

those listed on the IUCN Red List (International Union for Conservation of Nature).

In this regard, the company has the Biodiversity and Environment Commitment for all of its operations and its level 1 suppliers, which establishes the actions to be taken to evaluate each installation, identifying threatened species and designing prevention and mitigation measures for each impact on them.

Salmones Camanchaca also expects its suppliers to observe and comply with the guidelines and practices associated with biodiversity conservation established in the Supplier Code of Conduct:

<p>COMPANIES ARE EXPECTED TO CONSERVE BIODIVERSITY AND MINIMIZE THEIR IMPACT ON ECOSYSTEMS.</p>	<p>RESPECT LEGALLY PROTECTED AREAS AND AT ALL TIMES AVOID ENTERING RESERVES AND NATIONAL PARKS AND USING THESE RESOURCES, REGARDLESS OF WHETHER THEY ARE PUBLICLY OR PRIVATELY OWNED.</p>	<p>NEVER HUNT OR MISTREAT ANY ANIMAL, OR DISTURB OR DESTROY ANY PLANTS DESIGNATED IN A CONSERVATION CATEGORY OR THAT DO NOT HAVE A MANAGEMENT PLAN APPROVED BY THE COMPETENT AUTHORITY.</p>	<p>OBTAIN THE APPROPRIATE PERMITS TO USE WATER RESOURCES, ESPECIALLY IN AREAS SUCH AS NATIONAL PARKS.</p>
---	---	---	---

BIODIVERSITY EVALUATIONS	2022	
	NUMBER OF SITES	LAND AREA (KM2)
Operational sites, such as hatcheries and grow-out sites	28	4,41
Environmental assessment sites	25	4,28
Sites located near protected areas	10	0,8
Sites located near protected areas with a biodiversity management plan	10	0,8

HABITATS PROTECTED OR RESTORED

Protected areas near Salmones Camanchaca's facilities include:

PROTECTED AREA NAME	LOCATION	2022	
		KM ²	SIZE OF SALMONES CAMANCHACA'S PROPERTY NEAR THESE PARKS
Pumalín Park	Los Lagos Region	4,023.92	1.08
Coastal Marine Protected Area Comau Fjord - San Ignacio de Huinay	Los Lagos Region	4.15	0.1
Las Guaitecas National Reserve	Aysén Region	10,979.8	2.7
Vicente Perez Rosales National Park	Los Lagos Region	2,537.8	0.25
Llanquihue National Reserve	Los Lagos Region	339.7	0.25
Alerce Andino National Park	Los Lagos Region	392.55	0.68

Salmones Camanchaca has available complaint channels for the community, which are free and accessible for making suggestions, inquiries, and complaints, and which have response mechanisms known and validated by local communities.

To date, no associations have been created to restore habitats.

INTERACTION WITH WILDLIFE

Salmones Camanchaca adheres to various voluntary certifications such as ASC, BAP, and Global GAP, which include criteria for the pres-

ervation of protected areas and interaction with fauna. Therefore, each of the company's centers, both freshwater and seawater, has an Environmental Impact Assessment on biodiversity around the farming center, including habitats and species that aquaculture activity could affect, as well as measures to mitigate potential impacts on the environment. Additionally, training is provided to employees for a better understanding of local fauna, preparing them to avoid situations of interaction or to indicate what to do in case of entanglements. Complementarily, the company keeps a record of events and interactions that occur with marine species and ensures compliance with legal regula-

tions, in addition to avoiding the intervention of any protected areas. Also, beach cleaning and species recording activities are carried out at each installation, and contingency plans are in place for both fish escapes and food and structure losses, as well as for mammal entanglements and oil spills.

IDENTIFIED HAZARDS AND POTENTIAL IMPACTS

Thanks to the implemented strategies, Salmones Camanchaca has managed to identify some hazards and impacts associated with its operations, such as fish escapes, mass mortalities, spills, food losses, and entanglements. Each of these risks is managed through preventive protocols and procedures that have been fully identified in contingency plans with mitigation measures in case of an event. No lethal incidents with wildlife were reported during 2022.

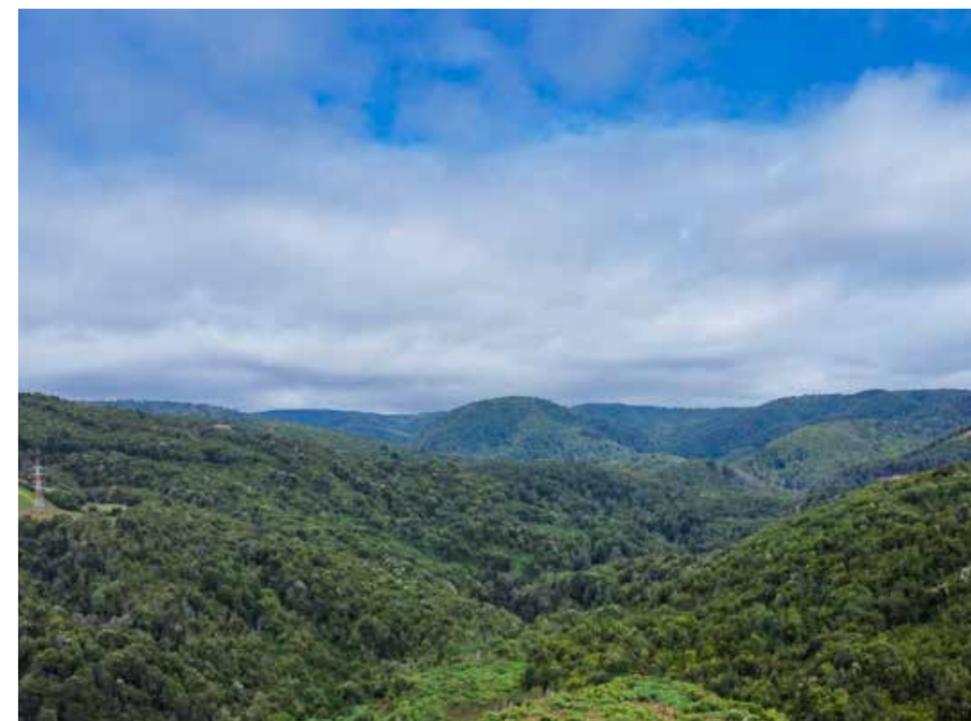
IUCN RED LIST

The IUCN Red List -founded in 1964 by the International Union for Conservation of Nature- is a critical indicator of the world's biodiversity health that serves as a tool to inform and catalyze actions for the conservation of biodiversity and protection of natural resources. According to the IUCN Red List, there are four critically endangered species and 20 endangered species in the areas where Salmones Camanchaca operates.

CRITICALITY CATEGORY	N° OF SPECIES
Critically endangered	4
Endangered	20
Vulnerable	33
Near threatened	48
Least concern	138

On the other hand, among the main species observed in the farming centers and recorded by the staff, are:

COMMON NAME	SCIENTIFIC NAME	CATEGORY IUCN
Lobo Común	Otaria flavescens	Least Concern
Gaviota Dominicana	Larus Dominicanus	Least Concern
Lile	Phalacrocorax gaimardi	Near threatened
Delfín Austral	Lagenorhynchus australis	Least Concern
Gaviotín Chico	Sternula lorata	Endangered
Delfín Tonina	Cephalorhynchus eutropia	Near threatened
Buitre Negro chileno	Coragyps atratus	Least Concern
Cisne de Cuello Negro	Cygnus melancoryphus	Least Concern
Cormorán Guanay	Leucocarbo bougainvillii	Near threatened



DEFORESTATION

Land use plays a crucial role in maintaining natural balance. Therefore, it is key to rethink the current food production models. In this regard, in 2021 the World Resources Institute (WRI) developed a report in collaboration with the World Bank, the United Nations Environment Programme, the United Nations Development Programme, and the French agricultural research agencies CIRAD and INRA. The report proposes five solutions to ensure sustainable food production without increasing CO2 emissions, deforestation or poverty. These are:

- » Reduce unnecessary food demand.
- » Increase food production without increasing the use of agricultural land.
- » Increase the supply of fishing.
- » Reduce greenhouse gas emissions (GHG) from agricultural production.
- » Protect and restore natural ecosystems.

According to these guidelines, Salmones Camanchaca understands the importance of the origin of the land raw materials used in food, in the sustainability of its value chain. Therefore, it has commitments to no deforestation, in addition to a Food Sustainability Declaration for Fish that covered the food tender for 2021. On the other hand, while the Company does not make extensive use of land to carry out its operations, its main food suppliers do play a fundamental role in preserving ecosystems and avoiding deforestation, in order to protect the biodiversity of the places where the raw materials come from.

To manage sustainable land use, Salmones Camanchaca has a No Deforestation Commitment that establishes guidelines and commitments to:

- » Use diets whose raw materials have not contributed to the deforestation of native forests.
- » Each supplier must have RTRS or proterra certification to certify the soy used.
- » Each supplier must have RSPO certification for palm oil.

To concretely measure the commitments made in this sustainability agreement, the soy and palm used in Salmones Camanchaca's diets consider the following certifications:

- » Round Table on Responsible Soy (RTRS) certification, which promotes the growth of responsible soy production, trade, and use by cooperating with relevant actors in the soy value chain.
- » Roundtable on Sustainable Palm Oil (RSPO) certification, which seeks to develop and implement global standards for palm oil production with economic, social, and environmental sustainability criteria.

FISH ESCAPES

Salmones Camanchaca has fish escape prevention plans that include specific risk assessments for each cultivation site and classification based on oceanographic conditions, according to international standards. The Company complies with regulatory requirements that seek to reduce the risk of cage sinking or massive fish escapes. To ensure that the cultivation structures remain in suitable conditions, periodic inspections are carried out with a Remotely Operated Vehicle (ROV), which certifies that surface and underwater structures, as well as mooring modules and lines, are maintained in suitable conditions during the salmon production period.



The Company is committed to preventing fish escapes and aims to maintain 0 escapes per year. The cultivation centers have physical barriers and a sea lion net to prevent sea lion attacks. The Company regularly checks the tension of the nets to ensure their stability. During 2022, no fish escape events were recorded.

Environmental compliance model

Salmones Camanchaca believes that its departments must be committed to complying with its environmental obligations. Therefore, it has implemented a compliance model where the Environmental Department has decentralized its environmental obligations to all the departments involved in regulatory compliance. This, together with the delivery of new technological tools and the assignment of new responsibilities to each area, allows for better compliance with the commitments acquired in each Environmental Qualification Resolution (RCA) and applicable environmental regulations, involving the production area, operations, fish health, and SSO in the compliance and management of environmental obligations associated with their management areas.

A platform was implemented in March 2021 that standardized and managed environmental compliance with each RCA and the environmental regulations. By December of that year, all operative farms were incorporated into the environmental management and monitoring platform, including processing plants and freshwater facilities (Hatcheries and lake farms). Additionally, this system allows for online monitoring of the progress status in complying with each installation through the issuance of reports per RCA, which

identifies the task's responsible person, criticality level, and other relevant variables.

The Environmental Compliance Model seeks to standardize the level in all installations, and to achieve this, checklists are used to review on-site the main topics that regulatory entities consult in their visits. These checklists are applied at least biannually at each establishment. It is an instance of review, improvement, and training between the environmental area and the responsible personnel of each establishment.

Clean production agreement (CPA)

Salmones Camanchaca's commitment to its Sustainability Model means it has adopted the Clean Production Agreement "Climate Change and Circular Economy Strategy for the Salmon Industry", which is led by SalmonChile. This is a voluntary agreement between a business association that represents a productive sector, and the public agencies responsible for environmental, public health and energy efficiency matters.

This CPA requires adopting seven specific targets within the framework of the United Nations Sustainable Development Goals. They include producing and measuring carbon footprint standards for the entire value chain, measuring the corporate water footprint, implementing circular economy practices and implementing environmental responsibility projects with local communities, with the aim of improving local sustainability. All the targets introduced by the CPA must be achieved within 24 months of December 2021.

Summary of targets:

1. Commitment to progress towards sustainability, climate change mitigation and a circular economy.
2. Carbon footprint measurements and GHG emissions mitigation targets.
3. Implement waste information system and guidelines for incorporating a circular economy into the business.
4. Inorganic solid waste recovery targets.
5. Waste managers and recyclers to design new circular business models.
6. Salmon-farming companies to measure their corporate water footprint.
7. Implement sustainability projects with stakeholders.

The implementation of this APL aims to promote and educate companies on issues related to circular economy in their production processes, helping to reduce both emissions generated and waste sent to landfills. In 2022, some of the concrete actions taken were:

- » Inclusion of commitments to mitigate climate change and implement circular economy principles in the Environmental Policy, as well as manage the energy consumed by the Company.
- » Participation of the staff responsible for implementing the APL in circular economy courses and sectorial roadmaps to establish guidelines for the management of inorganic waste in the sector.
- » Participation in practical circular economy workshops for producers, with the aim of developing specific projects for solid waste in the sector.

Inputs: Packaging

Being committed to environmental sustainability involves considering and adapting multiple factors in the production chain, among which packaging stands out. Salmones Camanchaca has focused on migrating towards packaging that is friendly to the environment, such as those that allow for a reduction in carbon footprint, promote recycling, use new materials, and eliminate single-use plastic. In this line, in 2022 the percentage of used cartons containing recycled fibers was maintained at 37%, and the Company does not consider the use of wood, metal, or glass in packaging. During 2022, the initiative to change the 22 types of bags destined for retail in the Mexican and US markets to recyclable packaging was approved.

The sustainable packaging initiative reinforces Salmones Camanchaca's environmental focus on its Sustainability Strategy and seeks to emphasize those packages that promote a lower environmental impact.

Regarding compliance with waste management (REP Law), Salmenes Camanchaca has a Procurement Policy that seeks to take care of them, hiring services and considering compliance.

Salmenes Camanchaca aims to have 100% of its retail bags for products exported to the US and Mexico be 100% recyclable material by 2023.

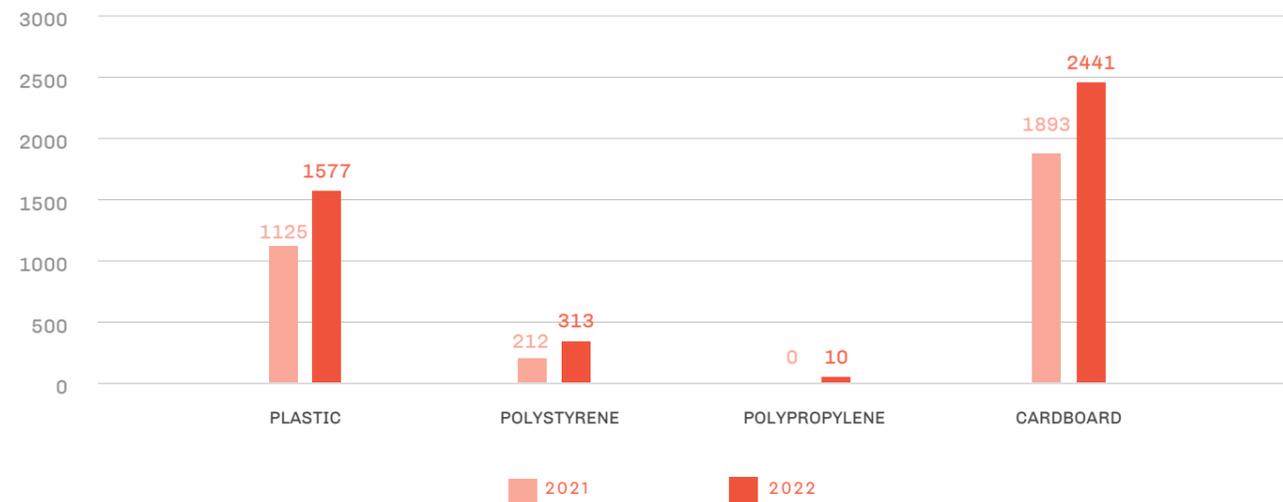
MAIN NON-RENEWABLE AND RENEWABLE PACKAGING MATERIALS [MT]

	TOTAL WEIGHT (TON)	
	2021	2022
Non-Renewable Materials		
Plastic	1,125	1,577
Polystyrene	212	313
Polypropylene	-	10
Renewable Materials		
Cardboard	1,893	2,441
Total	3,230	4,341

This covers all the information.

Salmenes Camanchaca buys cardboard from suppliers certified by the PEFC program and uses 37% recycled fiber in its manufacturing.

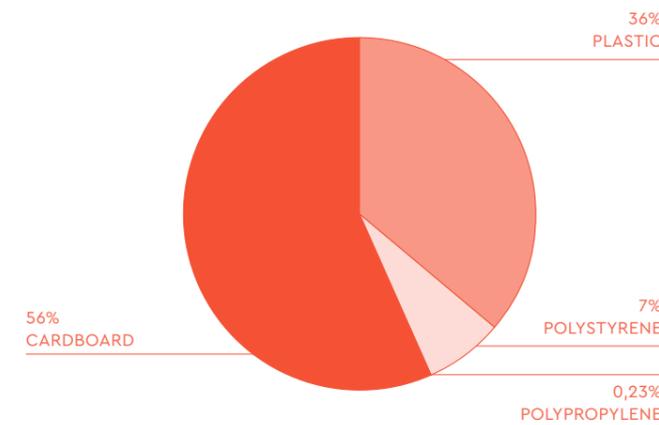
MATERIALS



TOTAL WEIGHT OF PLASTIC CONTAINERS (MT)

	2019	2020	2021	2022
PLASTIC	1,536	878	1,337	1,900

**This is entirely virgin plastic, neither recycled nor compostable (covers all the information).



OUR SUSTAINABLE PACKAGING PRINCIPLES

- 1. Circularity**
Avoid using packaging materials that cannot be reused or recycled. Use materials that can be reintroduced into multiple value chains.
- 2. Efficient resource use**
Only use as much packaging as necessary to ensure the safety and integrity of the product and avoid double packaging as far as possible.
- 3. Innovation and collaboration**
The road map towards sustainable packaging will be driven by innovation and collaboration in the value chain. Innovation in materials, formats and delivery models that reduce the waste associated with packaging will be developed together with suppliers and customers.

Waste

No products or packaging materials are currently reused in processing.



The proper handling and disposal of waste are fundamental to reducing GHG emissions and pollution in the air, soil, and water. In order to achieve this in the best possible way, impacts are measured by the level of pollution and gases generated in landfills, and their management in them.

Based on this reality, and in order to maintain a responsible production cycle throughout the value chain, Salmenes Camanchaca has a Waste Management Policy that defines actions to identify and monitor the types of waste produced in its operations, as well as procedures and instructions for handling hazardous and non-hazardous waste.

The total waste produced by the company in each of its operations is recorded in the National Waste Declaration System of the Ministry of the Environment (Sinader) and in the Hazardous Waste Declaration and Tracking System (Sidrep). Monitoring these wastes allows for the design of necessary strategies to increase reuse, recycling, and valorization.

Salmenes Camanchaca has a Sustainable Packaging Policy that guides its strategy to reduce waste and make efficient use of packaging materials. To achieve this, it has a testing program to seek replacement alternatives. Since 2019, the Company has focused on transitioning to recyclable packaging to reduce plastic waste in its portioned products destined for export in retail. In total, 22 types of bags containing production from the United States and Mexico markets will be changed to recyclable packaging.



Five types of waste produced in the operations are identified, and there are procedures and instructions for handling hazardous and non-hazardous waste.

Non-hazardous		Hazardous	
<p>Organic</p> <p>WASTE FROM PROCESSING SALMON, SUCH AS TRIMMINGS, BONES, GUTS AND SILAGE.</p> <p>Most are reused by recovering their nutrients and using them to produce fishmeal and fish oil, which are used as raw materials for other industries.</p>	<p>Industrial</p> <p>WASTE GENERATED AT FRESHWATER AND SEAWATER FARMS, AND PROCESSING PLANTS.</p> <p>Sent for final disposal to authorized sanitary landfills.</p>	<p>Recyclable</p> <p>CARDBOARD, PLASTICS, SCRAP, PAPER, NETS, BUOYS, POLYSTYRENE AND OTHER WASTE.</p> <p>Sent to specialist waste treatment companies. we report the waste on salmon chile's salmon technology institute (intesa) platform.</p>	<p>THESE ARE GENERALLY EXPIRED BATTERIES AND CHEMICALS.</p> <p>Sent to safe authorized sanitary landfills.</p>
	<p>Liquid</p> <p>SLUDGE GENERATED BY WASTEWATER TREATMENT SYSTEMS.</p> <p>Sent for final disposal to sanitary and environmental authorized facilities.</p>		

WASTE BY CLASSIFICATION (MT)	2018	2019	2020	2021	2022
Non-hazardous	24,248	32,809	35,233	34,115	31,848
Hazardous	80	143	115	44	75
Total	24,328	32,952	35,348	34,159	31,923

NON-HAZARDOUS WASTE BY TREATMENT METHOD IN MT

WASTE BY CLASSIFICATION MT	2019	2020	2021	2022
Recovery, including recycling and composting	608	851	1,180	2,209
Reduction plants (organic recovery)	24,679	27,598	27,378	26,274
Total	25,287	28,449	28,558	28,483

*No se realizó tratamiento de residuos peligrosos a través de valorización ni plantas reductoras.

DANGEROUS AND NON-DANGEROUS WASTE ACCORDING TO DISPOSAL METHOD (TONS)

Final disposal in landfills	2019		2020		2021		2022	
	NON-HAZARDOUS	HAZARDOUS	NON-HAZARDOUS	HAZARDOUS	NON-HAZARDOUS	HAZARDOUS	NON-HAZARDOUS	HAZARDOUS
NON-HAZARDOUS	7,379	143	7,464	115	5,557	44	3,365	75
HAZARDOUS								

*Incineration was not used as a waste disposal method.

Circularity measures were implemented in the facilities to reduce organic waste generated in silage, fish frames, and trimmings. These are sent to reducing plants to produce fish oil and meal, which are used in other industries. Plant and fish farm sludge are sent to a third party for composting, and starting in 2022, a service was established with a supplier to transform them into compost and avoid their direct shipment to landfills.

HIGHLIGHTED ACTIONS IN 2022

» A Waste Strategy was developed that defines a series of actions to improve waste management in all operations. This establishes high-level goals (or ambitions), lines of work and KPIs, as well as specific objectives and actions to advance its implementation.

» The valorization of sludge and organic waste from the casino was strengthened by managing their shipment to companies that can transform them into compost, contributing to increasing the country's circular economy.

» Masks used during work hours are revalued with the aim of making trays and planters. Once made, the trays were given to elementary schools, high schools, and neighborhood councils. Additionally, industrial bicentennial high school was given planters, trays, and waste bins made with the masks.

Through various channels, the company disseminates educational videos that aim to train employees on changes in recycling regulations, color-coded waste bins, recycling promoters, among others

HIGHLIGHTED OF VALORIZATION IN 2022

55% of the sludge generated at the Tomé wastewater treatment plant was composted by specialized companies. Meanwhile, 69% of the sludge generated at the Petrohué Hatchery was sent for composting. It is worth noting that the Tomé processing plant aims to achieve zero waste in its operations, implementing recycling measures for a large part of its solid waste, which led the Company to recycle 95% of the total waste generated during 2022.

Aware of this information and in the interest of acting responsibly, the Company maintains constant monitoring of its actions, which allows it to design strategies focused on waste reduction, recycling, and valorization.

However, with the aim of expanding this responsible work management throughout the entire value chain, the Company seeks to encourage its suppliers to implement actions associated with the prevention of marine pollution since they are part of the process that generates the most waste in sea centers, such as the assembly and disassembly of modules or the delivery sacks of feed, which are returned to suppliers.

TOTAL WEIGHT OF WASTE GENERATED (MT) AS A FUNCTION OF WASTE COMPOSITION

	2021	2022
Silage, trimmings and bones at reduction plants	27,378	26,274
Silage, landfill	127	0
Sludge, landfill	3,586	1,950
Composting organic waste, dining facilities and sludge	259	1,355
Humus, worm filters	121	280
Solid industrial waste	1,844	1,415
Recycled	800	854
RESPEL	44	75
Total	34,159	32,203

ORGANIC WASTE

Compared to other protein production sources, salmon production is the most efficient given that the edible portion - which is calculated by dividing the edible meat by the total body weight - reaches 68%. The remaining 32% corresponds to viscera, bones, and trimmings that are sent as raw material to reducing plants to produce other products based on them.

During 2022, the Company showed a significant reduction in silage waste due to a lower mortality rate in the cultivation centers compared to the previous year. Meanwhile, the tons of viscera and trimmings increased due to the increase in harvested biomass.

ORGANIC WASTE (MT)

	2018	2019	2020	2021	2022
Silage	5,336	5,132	6,138	8,122	3,301
Guts, trimmings and bones	18,569	17,153	20,780	19,383	22,973

COVERED NUTRIENTS (MT)

	2018	2019	2020	2021	2022
Protein	3,355	4,195	4,576	4,613	4,450
OMEGA 3	395	494	538	543	524

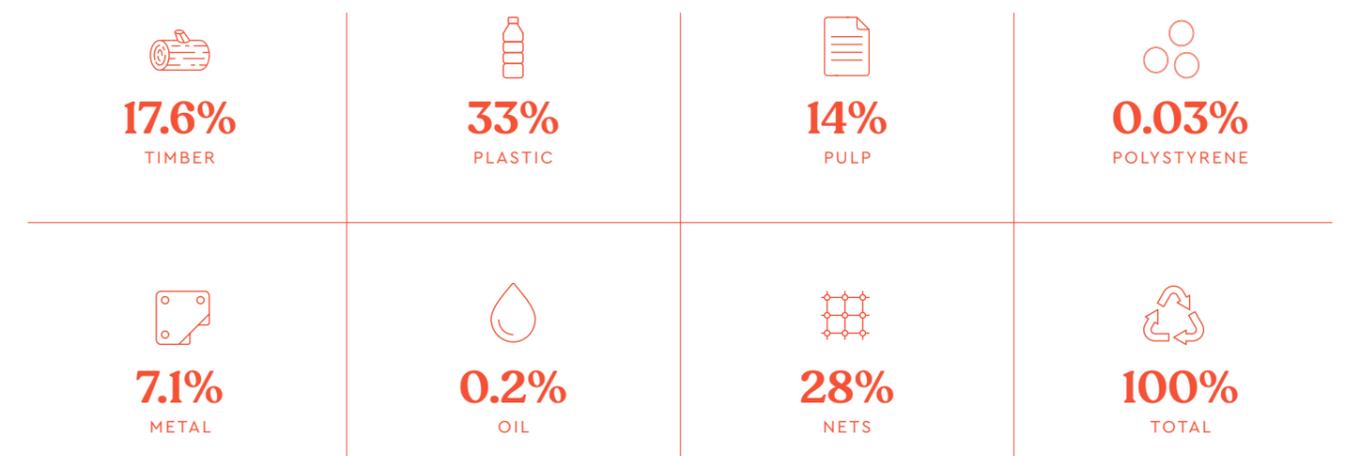
WASTE RECYCLING

This year Salmones Camanchaca strengthened its recycling training for employees, which raises awareness and increases the volume and variety of recycled waste.

The solid non-hazardous waste recycling rate in 2022 was 38%, and in line with the Sustainability Linked Loan, the goal is to reach 60% by 2025.

	2018	2019	2020	2021	2022
WASTE RECYCLING MT	333	680	851	800	854

BREAKDOWN OF RECYCLED MATERIALS 2021





	2018	2019	2020	2021	2022
SOLID INDUSTRIAL WASTE (MT)	1,316	1,715	1,834	1,844	1,415
RECYCLING SOLID INDUSTRIAL WASTE MT	28%	35%	45%	43%	38%

HAZARDOUS WASTE

Hazardous waste is mainly generated by maintenance in each department. Therefore, it is directly related to the number of operating sites and the maintenance required by each department, according to the annual production plan.

	2018	2019	2020	2021	2022
HAZARDOUS WASTE MT	80	143	119	44	75



Profitable and responsible business

Salmones Camanchaca aims to become an industry benchmark in terms of efficiency, productivity, prudence and sustainability, with the aim of operating a profitable and responsible business. Therefore, it contributes to caring for people, while promoting innovation, developing high quality customized products and strengthening ties with its customers.

Salmones Camanchaca's corporate culture is based on ethics, transparency, regulatory compliance and timely and effective risk management. Creating value for the Company's stakeholders, including shareholders, requires a business that is profitable, resilient over time and can learn and innovate from its experiences.



Justification

The nature of Salmones Camanchaca's business requires it to comply with the social, economic and environmental standards that apply to this highly regulated industry.

The Company is listed on the Santiago (Chile) and Oslo (Norway) stock exchanges, which require compliance with the highest corporate governance standards.

Related SDG



Milestones for the year



RECOVERY OF FINANCIAL RESULTS THAT HAD BEEN AFFECTED BY THE PANDEMIC AND ALGAE BLOOMS IN PREVIOUS YEARS, WITH EBITDA OF US\$ 77.7 MILLION IN 2022, UP FROM US\$ 3.2 MILLION IN 2021.



A MULTIDIMENSIONAL FARMING EXCELLENCE PLAN WAS IMPLEMENTED.



PRODUCTIVE FLEXIBILITY AND MARKET DIVERSIFICATION INCREASED.



DIGITAL TRANSFORMATION PROJECTS WERE STRENGTHENED.



IMPLEMENTATION OF THE ENERGY MANAGEMENT SYSTEM BEGAN.

Material topics



ADAPTING TO CLIMATE CHANGE



ETHICS, TRANSPARENCY AND COMPLIANCE



CORPORATE CULTURE: CORPORATE GOVERNANCE AND RISK MANAGEMENT



CUSTOMER SATISFACTION.



HUMAN RIGHTS FOR EMPLOYEES AND THE LOCAL COMMUNITY



PARTNERSHIP FOR SUSTAINABILITY



RESPONSIBLE PROCUREMENT



INNOVATION, R&D, DIGITAL TRANSFORMATION



BUSINESS PROFITABILITY (SEE CHAPTER 6)

Responsible procurement

Logistical challenges tested companies during the pandemic in 2021. This phenomenon led to supply chain disruptions around the world. 2022 was challenging year due to hikes in shipping tariffs and widespread inflation affected the prices of raw materials, inputs and spare parts, driven by Russia's invasion of Ukraine in February 2022. Accordingly, Salmones Camanchaca prioritized operational continuity, with a focus on cost efficiency, which forced it to review its processes, suppliers and operational consumables, in order to more efficiently use its resources.

The Procurement Department implemented various strategies to strengthen ties with suppliers and ensure responsible procurement. These initiatives included long-term agreements that maintained commercial relationships with local suppliers for specific requirements, and service support for corporate commercial strategies regarding maritime and air freight, cargo warehousing and distribution services.

The Company launched its Energy Efficiency Management System (EEMS), which should secure certified compliance with the 50001 standard, to respond to the requirement for continual responsible energy for the sustainability of its business.

PROTOCOLS FOR CRITICAL PROCESSES

Salmones Camanchaca responsibly publishes the management approach to its supply chain, in accordance with industry guidelines, which includes an analysis of its expenses with summary information that considers metrics such as the number of suppliers, categories, total values and geographical distribution.

Each Company plant has risk matrices for its critical inputs and services, which address and mitigate their specific risk exposures.

Suppliers are reviewed every year and action plans established for suppliers that perform below expectations. Serious breaches of conduct may be sanctioned and the business relationship with the Company terminated.

CODE OF CONDUCT FOR SUPPLIERS (CCS)

The Corporate Procurement department implemented the Code of Conduct for Suppliers (CCS) in 2021, which aims to develop aquaculture with a focus on responsible procurement, and to publish standard, clear guidelines for the behavior and practices of companies and individuals who supply goods and services to Salmones Camanchaca.

It was published on the Company's website during 2022 within the Supplier Portal to increase its visibility. It formed the basis for maintaining good relationships with suppliers during the year, and enabled supplier assessment to expand in line with the corresponding matrices.

Suppliers can also review online the requirements for each private tender, which emphasizes that each supplier must be aware of the CCS. This last point is complemented by the Code of Ethics that each external Salmones Camanchaca supplier must also sign to indicate having understood and adopted its Crime Prevention Model.

Self-assessment of Code of Conduct

How does it work?

Each supplier must answer 61 questions associated with the five principles of the Code of Conduct:

- 1-. The Environment
- 2-. Human and employment rights
 - » Child and forced labor

- » Working conditions
- » Remuneration

3-. Ethics

- » Corruption
- » Anti-trust practices
- » Each Salmones Camanchaca supplier must have a Sustainable Procurement Policy for its own suppliers .

4-. Health and safety

5-. Communities.

Salmones Camanchaca develops assistance programs in response to supplier performance, to help each supplier achieve the required standards and operate responsibly according to corporate guidelines.

Salmones Camanchaca created a Code of Conduct for Suppliers in 2021, which contains its expectations with respect to environmental, social and labor issues. This instrument specifies the requirements for working with the organization.

SUPPLIER ASSESSMENT

This assessment mechanism gives Salmones Camanchaca the information it requires to decide whether to maintain long-term commercial relationships with its key suppliers. This assessment is described in its general terms and conditions, technical specifications and quantities in tender documents, or contracts when these are directly negotiated.

There are several types of supplier assessment, which review service fulfillment and compliance with Code of Conduct criteria. These assessments are performed by the Company's departments and by the suppliers themselves using self-assessments.

Self-assessments are requested from suppliers that the Company believes are exposed to high socio-environmental risks, due to the nature of their services and their revenue.

During 2022, high-risk suppliers were assessed by external auditors who audited 11 high-risk suppliers representing 22% of all such suppliers to farming sites and 12% of all the Company's high-risk suppliers.

ASSESSMENT RESULTS

During 2021, all suppliers were classified to determine those that affected our environmental, social and corporate governance (ESG) performance, which were then classified by revenue into high, medium or low impact, while suppliers that were expected to have no impact were left out. This exercise resulted in 1,305 suppliers, where 774 were classified as suppliers with environmental and social impacts, where 90 could potentially have high significant negative impacts, so are considered high risk suppliers by the company and represent 12% of the classified suppliers and 123 have the potential to have significant medium impacts. Together they represent 80% of the total supplier purchases.

The Company has been encouraging the 774 suppliers with potential impacts to perform a self-assessment since 2021, starting with those classified as high risk, then those classified as medium risk and finally those classified as low risk. During 2021, 86 suppliers were assessed who represented 97% of high-risk suppliers, and in 2022, a further 81 suppliers were assessed who represented the remaining high-risk suppliers plus some medium-risk suppliers.

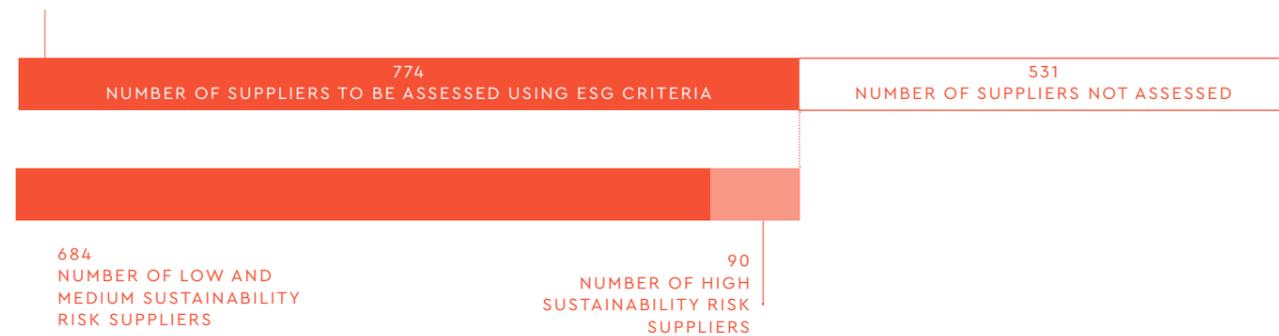
Therefore, since the Code of Conduct was introduced through to 2022, 167 suppliers have been assessed out of the 774 classified as having an ESG impact.

These suppliers have agreed an improvement plan as a result of their self-assessment ratings based on a continuous improvement cycle, as this plan is determined by the ranges described below .

RANGE	COMPLIANCE	RESULT
0.00 – 3.99	Low	Immediate improvement plan
4.00 – 7.99	Partial	Continuous improvement plan
8.00 – 12.00	High	Maintenance plan

Three companies were rated with low compliance in 2022, so an immediate improvement plan was requested that focused on the lowest performing areas, where deadlines and evidence for the implementation of improvements were requested. While 26 suppliers achieved partial compliance, so a continuous improvement plan has been requested.

Salmones Camanchaca has not yet terminated its commercial relationship with any of its suppliers, while all new suppliers are assessed using environmental and social selection criteria, and they total 53 suppliers to date. .



Since the second half of 2021, significant investment contracts must also comply with the Code of Conduct for Suppliers, similarly to all procurement contracts.

The Company assessed suppliers with negative impacts classified as "higher risk" and requested action plans to increase their compliance, under its implementation of the Code of Conduct for Suppliers.

The Company has also created various mitigation plans associated with its social impacts involving infrastructure, operation, maintenance and suppliers logistics. Comprehensive measures have been developed for each risk, which involve implementing best practices for suppliers, information policies, training and incident communication protocols .

There are no operations or suppliers exposed to child labor risks to date. The Company has policies, manuals and procedures that monitor regulatory compliance, non-discrimination and adherence to human rights. Therefore, the Company does not allow child labor or forced labor in any part of its value chain, from its suppliers through to its customers.

Salmones Camanchaca has a Human Rights Policy and requires its entire value chain to comply with it.



SUPPLIER CLASSIFICATION

The Company assesses its suppliers then classifies them using a risk matrix.

"Suppliers that did not meet the requirements were trained and supported by Salmones Camanchaca. The objective was to provide them with opportunities and to develop them together with the Company".

107
CRITICAL SUPPLIERS

Suppliers with special characteristics are classified as critical, as they are critical to operational continuity. They are difficult to replace for strategic reasons, or because they provide unique services, or have a specialized workforce.

90
HIGH-RISK SUPPLIERS

Suppliers that could cause negative effects on operational continuity, variations in revenue and costs, damage to the Company's reputation, threaten the business model or deteriorate labor relations due to non-compliance with regulations.

2023 TARGET



KPI DESCRIPTION	2020	2021	2022
100% of high-risk suppliers that will be evaluated for their compliance with the Code of Conduct for Suppliers	5%	96%	100%
Local suppliers	356	483	573
High sustainability risk supplier subject to external audit	Not applicable	Not applicable	12%

LOCAL SUPPLIERS: LOCAL SUPPLY CHAIN

During 2022 Salmones Camanchaca began developing a Service Suppliers and Local Purchasing Policy[1] to help them bid for the Company's services.

Therefore, during 2022 it obtained the following results:

It used 573 local suppliers from the Biobío and Aysén regions, who represented 47% of total purchases.

The Company is concerned about local suppliers and the development of SMEs as a supply chain strategy for continuity and resilience".

Total payments to suppliers were US\$ 354 million .



SUPPLIER PAYMENTS

Prompt payment for services and products is one of Salmones Camanchaca's commitments to its suppliers.

Suppliers are paid within contractual payment terms with the general payment term being 30 days. Since 2020, Law 21,217 allows exceptions to be mutually agreed, and exceptional payment agree-

ments must be reached for payment terms exceeding 30 days. These exceptional agreements must be reported to the Ministry of the Economy. The objective is to avoid delays in payments to suppliers, except for agreed conditions for some purchases, such as salmon feed, whose payment terms are extended to 90 or 120 days.

	DOMESTIC SUPPLIERS 2022			FOREIGN SUPPLIERS 2022		
	UNDER 30 DAYS	31 TO 60 DAYS	OVER 60 DAYS	UNDER 30 DAYS	31 TO 60 DAYS	OVER 60 DAYS
Number of invoices paid	33,547	957	1,549	103	21	13
Total amount (Ch\$ million)	183,858	12,490	106,705	514.1	104.1	87.2
Number of suppliers	1,221	120	45	21	10	6

*Salmones Camanchaca has registered 17 agreements with the Exceptional Payment Agreements Register at the Ministry of the Economy.
*No interest has been paid for late payment of invoices

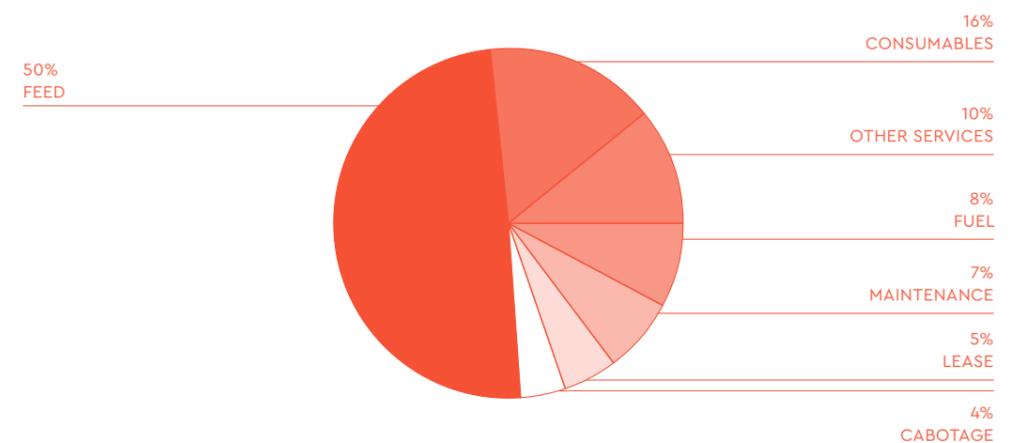
During 2022, 97% of suppliers had their invoices paid on time (97% in 2021).

SUPPLIER BENEFITS

Salmones Camanchaca has alliances with various financial institutions, which provide our suppliers with advance payments at terms negotiated by a large company, which gives them access to financing on good terms and contributes to the development of SMEs.

Accordingly, 58 SME and 9 non-SME suppliers used the Moneda Cumplo fund during 2022, and Ch\$ 5,525 million has been advanced through this alliance.

SUPPLIER BREAKDOWN





SUPPLY CHAIN TRACEABILITY

The objective of traceability is to trace products as they pass through all processes, from raw materials to production, consumption and disposal, to clarify "when, where, what was produced and by whom", which is an essential task for Salmones Camanchaca within its responsible procurement and production strategy.

The Company ensures that its suppliers have traceability tools that provide the origin and species of the fish used to make feed and the origin of their vegetable raw materials. Therefore, it purchases all of its fish feed from suppliers aligned with this commitment.

Sustainability commitment feed tender 2021 - 2022

Salmones Camanchaca developed commercial relationships with its feed suppliers during 2021 and 2022, and they understand that sustainability is a significant aspect of Salmones Camanchaca's value creation strategy. Therefore, feed suppliers were requested to comply with or commit to a plan with targets, deadlines and KPIs during the first quarter of 2021 that cover the following issues:

- » Supply feed to their customers that is produced from raw materials that have not contributed to the destruction of native forests anywhere on the planet. This must be proven with the corresponding certifications.
- » Set greenhouse gas reduction targets, according to guidelines produced by the Science Based Targets initiative (www.sciencebasedtargets.org).
- » Use electricity from fully renewable sources in the plants that produce fish feed for customers.
- » Use Life Cycle Analysis to optimize fish feed at the request of customers, based on specific impact metrics, such as GHG emissions, land use change, eutrophication, etc.

Sustainability indices - achievements 2022

Worldwide climatic conditions urgently require that practices become sustainable, and this premise forms part of Salmones Camanchaca's DNA.

The Company is aware that behaving responsibly is important, so has implemented a Sustainability Model that guides the entire production chain, and includes measures that are demonstrated by the results from:

- » Integrating significant international indices: Dow Jones MILA Pacific Alliance and Collier FAIRR, which recognize best corporate practices in environmental, social and governance (ESG) issues.
- » Reducing water consumption at the Tomé plant.
- » Migrating to recyclable packaging for export retail products.
- » Substituting diesel for hydroelectric energy to supply electricity to the hatchery in Petrohué.
- » Developing various initiatives and contributions to local communities, and other significant milestones and awards

DOW JONES SUSTAINABILITY INDEX (DJSI)

The DJSI evaluates the social, environmental and governance (ESG) performance of thousands of companies worldwide and selects the best. It recognizes companies that meet high corporate sustainability standards.

Salmones Camanchaca was selected to form part of the Dow Jones Sustainability Index (DJSI) for 2022, for the DJSI MILA Pacific Alliance.

Salmones Camanchaca was selected once again for the DJSI MILA Pacific Alliance Index in 2022

This index includes the largest companies listed on the stock exchanges of Chile, Peru, Colombia and Mexico.

The Company was included in "The Sustainability Yearbook 2023" for the second consecutive year, which is published by the prestigious risk rating agency Standard & Poor's (S&P) in recognition of its sustainability achievements.

COLLER FAIRR

The Collier FAIRR index identifies and evaluates the most important ESG issues that affect the protein production industry and aims to

accelerate the transition to a healthier food system. It measures ten sustainability aspects of the world's largest animal protein producers and publishes its results annually. The index evaluates 60 companies selected by their stock market capitalization and classifies them into the following five animal production categories: (i) livestock, (ii) dairy, (iii) pork, (iv) poultry and eggs, and (v) aquaculture. This evaluation rates companies as high, medium or low risk, and a further category called best practices.

During 2022 Salmones Camanchaca was ranked sixth out of the 60 companies evaluated worldwide, which was an improvement on its 17th position last year.



TASK FORCE ON CLIMATE RELATED FINANCIAL DISCLOSURES (TCFD)

Salmones Camanchaca began to collect information in 2021, in order to adopt the guidelines issued by the Task Force on Climate Related Financial Disclosures (TCFD). This initiative was created by the G20 Financial Stability Board and promotes climate-related disclosures, with the objective of improving informed decision making, minimizing costs, preventing risks and capturing opportunities associated with climate change.

The recommendations issued by this Board are linked to the four principles of governance, strategy, objectives, and risk management and metrics. The Company has made progress on the communication stage of the diagnosis and its implementation status.

This diagnosis required identifying gaps and creating a road map, to integrate the recommendations into Salmones Camanchaca's risk management and value creation strategy. An action plan will be prepared to close these gaps and to identify, manage and monitor the risks and opportunities related to climate change.

PROGRESS ON SUSTAINABILITY AND CLIMATE CHANGE ISSUES

PRINCIPLE	PROGRESS
Governance	The Company has a Sustainability Committee that meets quarterly, which is attended by the executive team and the Vice-President of Salmones Camanchaca. Its responsibility is to monitor the Sustainability Strategy, assign responsibilities and implement the initiatives. The Board is regularly informed about ESG issues and there is sufficient communication between the Board and this Committee .
Strategy	The Sustainability Strategy is connected with the Company's creation of long-term value, which is integrated by the target of achieving carbon neutrality by 2025. Climate change is one of the foundations for the Healthy Ecosystem principle within the Sustainability Strategy. Climate factors are also considered in its investment plans (see Chapter 3). Its Risk Matrix identifies potential corporate risks, where climate change is recognized as an emerging risk as well as a source of opportunities. Therefore, the Company has arranged a preliminary survey of its principal opportunities and risks.
Risk management	The identification and management of climate-related risks forms part of general risk management, which follows the process described in the "Risk Management" chapter. Camanchaca's corporate risks have been identified, where climate change is considered an emerging risk.
Metrics and targets	Salmones Camanchaca has made a public commitment to reduce its Scope 1 and 2 emissions to zero by 2025, and has a roadmap with concrete measures to reduce its emissions. An annual report is produced with an inventory of its scope 1, 2 and 3 emissions. These have been measured using the standard issued by the GHG Protocol and have been externally verified. The Company is working with WWF and the Global Salmon Initiative (GSI) to standardize emissions measurement within the industry. Salmones Camanchaca linked its long-term bank loans to 5 sustainability indicators in 2021, and these are measured every year.

Opportunities	Risks	
<ul style="list-style-type: none"> » Become a supplier of proteins with a carbon neutral footprint » Reduce the costs of using renewable energy » Shorter production cycles due to rising sea temperatures » Sustainable loan facilities 	<p>PHYSICAL RISKS</p> <p>significant changes in climatic conditions, such as changes in oceanographic temperatures, marine currents, algae blooms, storm surges, oxygen deficiencies, forest fires, sabotage or other risks could affect the biomass at our facilities. Availability of raw materials (medium to long term impact).</p>	<p>TRANSITIONAL RISKS</p> <ul style="list-style-type: none"> » Current products and services substituted by alternatives with lower-emissions » Transition costs to lower emission technologies » Unsuccessful investment in new technologies and cyber-attack risks. » Changes in consumer preferences Increased concern about negative reporting by the media or stakeholders

Adaptation measures

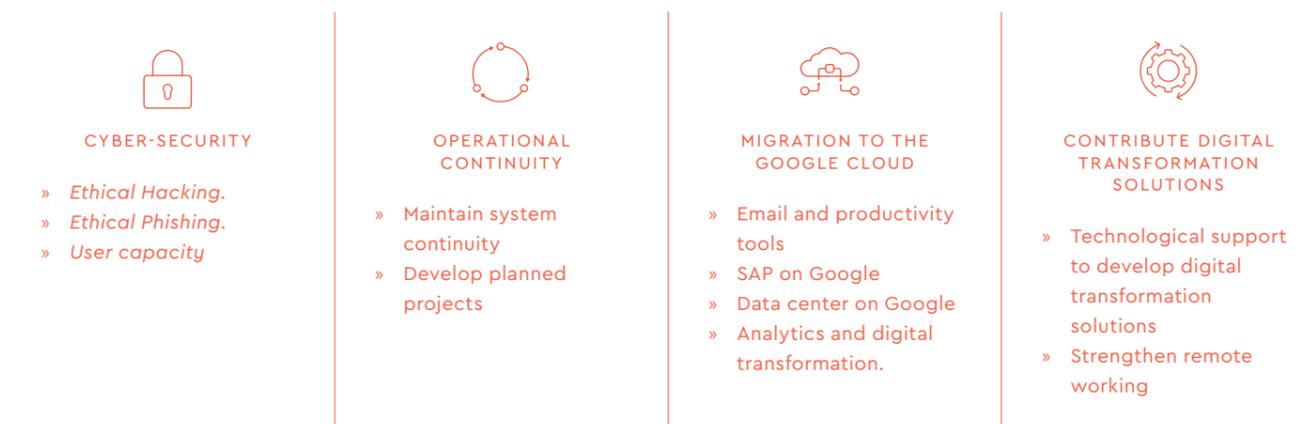
ALTERNATIVE SPECIES	NEW TECHNOLOGIES AND DEVICES
<p>Produce Coho salmon, as it has shorter cycles and can be harvested before summer</p>	<ul style="list-style-type: none"> » Modern and larger wellboats to harvest and transfer fish. » Emergency oxygenation systems. » Bubble curtains to mitigate algae blooms. » Back-up sites to receive fish from environmentally impaired areas » Sophisticated oceanographic information to design and locate farming sites. » Trident Project: use deep-sea fishing vessels to rapidly remove large-scale salmon mortalities » Vertical current systems to mitigate algae blooms. » Increase safety factors in engineering designs. » Staff training and retraining on contingency plans for extreme natural conditions.
<p>DIVERSIFY FARMING SITES</p> <p>The Los Lagos region fjords contain challenging conditions and a drier climate. Fjords have a higher risk of algae blooms and oxygen deficiencies. Diversification of farming sites to the Aysén region.</p>	

Technology and digital transformation

TECHNOLOGY STRATEGY (IT)

Salmones Camanchaca is constantly optimizing and improving the efficiency of its internal processes, to provide its customers with the best result. This objective includes implementing a robust technology and digital transformation strategy that supports various processes and meets our goals.

IT strategy 2021-2022



Similarly to any strategy, it has principles and purposes that ensure good management:

IT STRATEGY PRINCIPLES AND PURPOSES



These principles were associated with 118 IT projects and 43 improvements during the year, to deliver effective and timely solutions, reliable information and ensure the Company's operational continuity.

The IT manager is responsible for cyber-security risks, and has a team within the Operational Continuity Department who monitor and control cyber-security tasks. This team includes a security engineer with technical and managerial responsibilities .

DIGITAL TRANSFORMATION STRATEGY

Salmones Camanchaca has a digital transformation strategy that incorporates digital solutions, in order to continuously and systematically improve processes and add value to the Company.

DIGITAL TRANSFORMATION COMMITTEE

The Company created a team of facilitators who accelerate these initiatives, in order to identify digital transformation opportunities and to define and execute similar projects

This committee has been meeting every month since August 2020, to execute these initiatives, whose mission is to evaluate and monitor digital transformation strategy.

This committee executed several initiatives during 2022, including the first phase of a project to optimize the daily production plan based on imported harvests, and the Company intends to make this process more sophisticated and scalable. Three pilot projects have been executed so far, along the same lines.

AUTOMATION

Automation has many benefits, it eliminates manual tasks that can be automated, and reassesses the requirements of data-based processes, to identify opportunities for value improvement.

These attributes and advantages help the Company to deliver a complete experience for both external and internal customers.

PROGRESS AND DESCRIPTION BY PROJECT 2022

Salmones Camanchaca focused on automating and systematizing various reports and documents in 2022 that improve the quality and availability of information for decision-makers. Substantial progress was achieved in setting KPI's, monitoring unit costs and benchmarking with our main competitors.

LIST OF AUTOMATION PROJECTS 2022

PROJECT NAME	DESCRIPTION
Attendance control system	Replace the Vortec system with the BUK system, which is integrated with the HR management platform.
QuickWins: forms and applications	Digitize application forms submitted by email, including their approval flows.
INNOVA Tomé	Implement the following improvements: <ul style="list-style-type: none"> » Degradation and by-product controls. » Endowment controls. » Improvements in reporting, including installing monitors in process rooms.
KPIs for people	<ul style="list-style-type: none"> » Development of a dashboard with the KPIs that are reported to the Board, to automatically update these indicators with information direct from the HR system. » The company Datalized is collaborating in this initiative, as it has previous experience building dashboards that are integrated with BUK.
Farming site optimization using AI	<ul style="list-style-type: none"> » Aquabyte: uses AI to detect and count sea lice, and to identify biomass and animal welfare parameters. » Video analytics by the Retina project: a device that robotically captures samples and sends them via Internet to the cloud. A biologist uses assisted classification software to classify and count the microalgae in the sample and the results are automatically displayed on a BI panel, although how these online results are displayed can be tailored.
Digitizing staff recruitment	A tool that performs recruitment tests online. Selected tool: KeyClouding .

Transformation is everyone's responsibility and their involvement is essential to its success. Accordingly, Salmones Camanchaca has defined four strategic objectives:



IMPROVE WORKING EXPERIENCES WITHIN THE COMPANY, BY INCORPORATING ISSUES ASSOCIATED WITH OCCUPATIONAL SAFETY.



AUTOMATION AND DIGITALIZATION.



IMPROVE THE EXTERNAL CUSTOMER EXPERIENCE



INTEGRATE INFORMATION THROUGHOUT THE VALUE CHAIN

Other milestones:

Salmones Camanchaca developed a system to handle, define, maintain and read technical and commercial data sheets, which were previously managed manually using programs such as Excel and Word.

The entire product specification system is being executed, which includes costing and automating processes.

No substantiated complaints regarding privacy breaches or loss of customer data were identified during 2022.

VALUE-ADDED STRATEGY AND PRODUCTIVE FLEXIBILITY

After the pandemic had subsided and the markets had reactivated, Salmones Camanchaca quickly adapted to changes in demand and forecast tremendous growth opportunities. Accordingly, it used its productive flexibility to capture market opportunities for various formats and target markets.

Its value-added strategy includes selling more sophisticated and directly consumed products, where portions form an important component.

This was reflected in Atlantic salmon products, where sales of portions increased from 29% in 2020 to 37% in 2022.

TONS WFE	2020		2021		2022	
Whole	7,390	17%	6,206	13%	9,925	20%
Fillets	23,834	54%	21,098	45%	19,778	43%
Portions	12,645	29%	19,081	41%	16,558	37%
Total	43,869	100%	46,386	100%	46,262	100%

CUSTOMER SATISFACTION

Measuring and monitoring customer satisfaction is a priority for Salmones Camanchaca. Therefore, Net Promoter Scores (NPS) were implemented during 2020, which measure the percentage of the Company's promoters and detractors.

Positive NPS values are considered good, while values over 50% are considered excellent and values over 70% are considered world leading, with the nuances required by various industries, products and services.

The customer satisfaction survey in 2022 covered every active customer over the last 6 months and the response rate was 19%, with an NPS score of 56%, which met the objective of reaching an NPS ≥ 50% by 2025.



COMPLEMENTARY TOOL:

During 2022, the CRM project was implemented and commissioned, which created a centralized database of customer information, centralized complaints and claims, reduced the time spent by customer service staff, and centralized the measurement of digital marketing campaigns.

	2020	2021	2022
NPS index CUSTOMER SATISFACTION	65%	40%	56%

RESEARCH AND DEVELOPMENT (R&D)

The R&D department was created in 2017 under the Genetic Enhancement Program (GEP), which was designed to improve the Company's productive, sanitary and economic performance by designing and executing research, development and innovative projects.

"R&D spending in 2022 was US\$ 1,002,112, which represents a 9% increase over 2021"

The R&D department has 4 areas: (1) production, with a focus on health and nutrition, (2) quality, with a focus on color, gaping and melanosis, (3) the environment, with a focus on stress, HAB and oxygen, and (4) associations, with a focus on sustainability, quality and the environment.

	2019	2020	2021	2022
R+D spending	US\$ 0	US\$ 501,584	US\$ 916,646	US\$ 1,002,112
Number of people in R&D positions	-	-	1	1*

*There is a Genetics, Research and Development Manager who is responsible for coordinating projects throughout the Company within various departments.

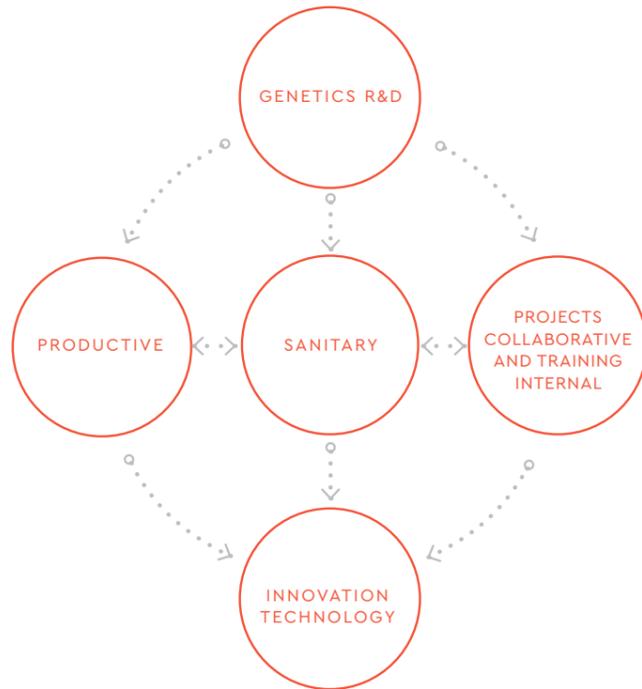


SPECIAL INITIATIVES

An important initiative was the pilot version of the Data Lake web platform at the Petrohué hatchery. This is a globally unique system that promises traceability within the salmon production chain, making it the first step towards integrating artificial intelligence into the industry.

Various modules use the cloud to consolidate the life cycle of salmon and its production by uploading information from several sources.

Several initiatives were developed in 2022 using artificial intelligence, such as software that schedules daily feeding in accordance with feeding policy, which is described in the Company's working standards.



INNOVATION PROJECTS COMPLETED IN 2022

Details of the projects developed by Salmones Camanchaca in 2022 are as follows: Nine research projects, three completed projects, four projects under development, and two "continuous" projects studying integrated quality and the GEP. It has six "collaborative" projects that support institutions and research centers.

PROJECT	OBJECTIVE	SUBJECT	SUSTAINABILITY CONTRIBUTION	PROJECT PROGRESS
Evaluation of the immune status of Atlantic salmon subjected to diets.	Evaluate the health, immunological and productive effects of Paq-Xtract consumption in a farmed population of Atlantic salmon, compared to Pack Total (PXT).	Compare the immunological effect of two feed supplements in the field, using immune response markers and productive history, mortality, growth, etc. as effectiveness indicators.	» Improve the health status of our facilities. » Decrease antibiotic and antiparasitic use	Closed » Comparative differences were established in the expression of genes associated with immune status between fish subjected to diets.
Evaluation of gill health in supplemented fish.	Evaluate the evolution of gill lesions after starting a gill diet.	» Review cell histology, immunofluorescence, stress and immune status. » Clinical and productive evaluation.	» Improve the health status of our facilities. » Decrease antibiotic and antiparasitic use	Closed » Cells were detected that gave a contradictory result compared to the trend. » No consistent data were found between cages in relation to diet, and the trends require significant differences to robustly support effective biological processes.
Evaluation of the anti-inflammatory effect in fry.	Evaluate the anti-inflammatory effect of the AQUASPI additive, especially in muscle tissue, to mitigate the consequences of PRV infection.	Gene expression was analyzed by qPCR in the heart, muscle, liver and gill.	Improve the health status of our facilities.	Closed » Some genes are significantly overexpressed in fish samples treated with the AQUASPI dietary additive.

PROJECT	OBJECTIVE	SUBJECT	SUSTAINABILITY CONTRIBUTION	PROJECT PROGRESS
Evaluation of pigmentation and color expression in two high-growth strains.	<ul style="list-style-type: none"> » Quantify the effect of significant production factors and their incidence on Atlantic salmon fillet pigmentation. » Establish pigmentation differences between strains, gender, pigment concentration in diets, antioxidants in diets, farming stress effects and feeding rates. 	The effectiveness indicators will be as follows (KPI): <ul style="list-style-type: none"> » Pigment color. » Pigment quantification. » Lipid quantification. » General productive indicators (SFR, GF3, FC, etc.). 	Efficient use of resources used in fish pigmentation.	<p>Projects under development</p> <ul style="list-style-type: none"> » The project has been completed at the experimental stage, which covers testing + records + laboratory analysis. Data analysis and conclusions are pending.
Genetic fingerprint Lochy strain.	Use forensic genetic methods to identify the origin of fish from different strains of Atlantic salmon, with an emphasis on the Lochy strain.	Differentiation of other Atlantic salmon strains using public data from North American and Oceania salmon strains.	Develop an effective traceability system.	<p>Projects under development</p> <ul style="list-style-type: none"> » The first analyses detected three clearly different groups in strain origin and total variation. » There is a very good likelihood that this analysis can separate, trace and identify the origin by strain of any individual belonging to these groups.
Immunity and stress.	Develop an overall pathogen resistance strategy based on strengthening the innate immune system and stress response in Atlantic salmon.	Analyze innate immune response and stress tolerance under field conditions.	<ul style="list-style-type: none"> » Improve the health status of our facilities. » Decrease antibiotic and antiparasitic use 	<p>Projects under development</p> <ul style="list-style-type: none"> » Identification of classic immunity and stress markers. » The second stage is currently being evaluated at farming sites.
Maturity and genomics.	Genomic analysis of maturity age in the Lochy strain.	<ul style="list-style-type: none"> » Compare overall gene expression in early maturing and immature Lochy strain fish farmed in freshwater. » Identify genetic variants associated with age at maturity in Lochy strain fish farmed in seawater. 	Improve the farming status of our facilities, and avoid the negative effectors that foul the normal farming process.	<p>Projects under development</p> <ul style="list-style-type: none"> » Identification of genes associated with maturity and their relationship with physiological functions in the Lochy strain.

PROJECT	OBJECTIVE	SUBJECT	SUSTAINABILITY CONTRIBUTION	PROJECT PROGRESS
Epigenetics.	Reduction of early maturity in Atlantic salmon males using epigenetic prediction.	Pontificia Universidad Católica de Valparaíso	Collaborative project	Project submitted to the IdeaA R&D 2023 competition.
Early maturity.	Prediction of early maturity in Lochy strain Atlantic salmon males using DNA methylation patterns.	Pontificia Universidad Católica de Valparaíso.	Collaborative project	Project submitted in support of a Doctoral Thesis.
Compostable packaging.	Flexible compostable packaging with active properties, to extend the shelf life of fresh chilled salmon for export.	Universidad de Concepción	Collaborative project	Project submitted to the IdeaA R&D 2023 competition.
Hypoxia.	Analyze how environmental hypoxia affects the gill immune status of Atlantic salmon.	Pontificia Universidad Católica de Valparaíso.	Collaborative project	FONDECYT regular 2023 of the National Research and Development Agency.
Self-cleaning disc.	Development and validation of a self-cleaning system for fish farming tanks.	LHIA / Pontificia Universidad Católica de Concepción.	Collaborative project	CORFO Project.
Automatic sexing.	Automation of the fish sexing process.	UPSIDE and AQUATICODE companies.	Collaborative project	Support from Salmones Camanchaca with infrastructure and fish to train the system.



CHAPTER 6

Financial information

Financial information

Main financial indicators

	12/31/2021	12/31/2022
Liquidity Indicators		
1) Current Liquidity	2.60	3.01
2) Acid Ratio	1.22	0.95
3) Working Capital (USD million)	180.6	189,6
Debt Indicators		
4) Net debt ratio	1.18	0.89
5) Current Liabilities / Total Liabilities	0.46	0.45
6) Non-Current Liabilities / Total Liabilities	0.54	0.55
Profitability Indicators		
7) Return on Equity	-5.18%	20.98%
8) Return on Assets	1.03%	18.66%

Notes:

- 1) Current Liquidity: Current Assets / Current Liabilities
- 2) Acid Ratio: Current Assets Net of Inventory and Biological Assets / Current Liabilities
- 3) Working Capital: Current Assets - Current Liabilities
- 4) Net Debt Ratio: Total Liabilities - Available Cash / Total Equity
- 7) Return on Equity: Net income (loss) attributable to owners of the parent company / Total equity
- 8) Return on Assets: Gross margin before fair value adjustment / Total assets

Net income statement

THUSD	2021	2022
Operating revenue	293,662	372,961
Cost of sales	(289,294)	(294,101)
Gross margin	4,368	78,860
Administrative expenses	(8,828)	(9,573)
Distribution costs	(8,582)	(9,374)
EBIT	(13,042)	59,913
EBITDA	3,213	77,676
Net fair value adjustments to biological assets	6,125	5,740
EBIT after fair value adjustments	(6,917)	65,653
EBITDA after fair value adjustments	9,338	83,416
Total non-operating expenses	(6,039)	(5,180)
Net income (loss) before taxes	(12,956)	60,473
Net income (loss) for the period	(9,364)	44,704

Annual Atlantic salmon harvest volumes were 44,540 MT WFE, which were 11% higher than the 2021 harvest of 40,095 MT WFE, due to algae events and oxygen deficiencies during the previous summer. Coho salmon harvest volumes were 4,028 MT WFE for 2022, which included 663 MT WFE from the final part of the 2021 season that was harvested in early 2022.

Thus, total harvest volumes were 48,568 MT WFE, an increase of 15.8% over harvest volumes in 2021 of 41,937 MT WFE.

Operating revenue for 2022 was USD 373 million, an increase of 27% or USD 79 million over the previous year when it was USD 294 million. Atlantic salmon sales volumes were 46,262 MT WFE, which were in line with 2021 sales volumes. However, average sales prices were USD 7.48/kg WFE, an increase of 28.4% or USD 1.66/kg WFE over 2021.

The costs of Atlantic salmon sales were driven up by increases in feed prices, higher costs associated with mitigation measures to counteract algae bloom and oxygen deficiency risks, and inflationary pressures on other services and consumables. There were oxygen deficiency and algae bloom events at four sites during the year, which have increased the cost of harvested products. Thus, ex-cage costs for 2022 were USD 4.12/kg live weight (USD 4.43 /kg WFE), which were slightly below 2021, with ex cage costs of USD 4.15/kg live weight.

Extraordinary mortalities and associated expenses due to algae blooms, oxygen deficiencies and sea lion attacks cost USD 6.3 million, which was USD 8.5 million lower than last year when they were USD 14.8 million, which were all directly expensed in the month they occurred.



Balance sheet

THUSD	12/31/2021	12/31/2022
Current assets	293,139	283,976
Property, plant, and equipment	116,506	121,592
Other non-current assets	16,141	17,008
Total assets	425,786	422,576
Current liabilities	112,550	94,403
Non-current liabilities	132,597	115,121
Total Liabilities	245,147	209,524
Equity	180,639	213,052
Total equity and liabilities	425,786	422,576

Atlantic salmon processing costs including harvesting costs were USD 1.12/kg WFE, above the long-term target of USD 1/kg, due to smaller harvest volumes in the first and fourth quarter 2022, but similar to the USD 1.09/kg WFE for 2021.

Consequently, the gross margin for the year was USD 78.9 million, an improvement of USD 74.5 million with respect to 2021, due to lower levels of extraordinary mortalities and significantly higher prices.

Administrative expenses for 2022 increased by 8.4% or USD 0.7 million, but decreased from 3.0% to 2.6% as a percentage of operating revenue compared to 2021. Distribution and selling costs increased by USD 0.8 million, due to higher cold storage and freight costs. Thus, the Company's selling and administrative expenses increased in absolute terms but decreased as a percentage of operating revenue from 5.9% in 2021 to 5.1% in 2022.

Operating EBIT before fair value adjustments was positive USD 59.9 million for 2022, which was USD 73 million higher than for 2021 when it was negative USD 13 million.

Atlantic salmon sales for 2022 generated a positive EBIT/kg WFE of USD 1.23, due to higher salmon sales prices, a significant recovery from the negative USD 0.33 generated in 2021. Coho salmon sales for 2022 generated an EBIT/kg WFE of USD 1.42, which was higher than the Atlantic salmon and higher than in 2021 when it was USD 1.07. This improvement was generated by higher prices and well diversified product types and markets.

The net fair value adjustment was positive USD 5.7 million as of December 31, 2022, compared to positive USD 6.1 million as of December 31, 2021. This decrease of USD 0.4 million was caused by positive margin reversals on estimated sales in 2022, partially offset by an improvement in forecasted margins for 2022 given the higher biomass and rising prices towards the end of 2022.

Although financial debt fell by 37.8% to USD 95.9 million at the end of 2022, financial expenses increased from USD 4.8 million in 2021 to USD 6.9 million in 2022, due to an increase in the reference interest rate for bank loans (Libor).

Other gains (losses) reflect a net loss of USD 0.3 million, mainly due to reductions in unused property, plant and equipment, which compares favorably with the net loss of USD 3.9 million for 2021 associated with the biomass insurance deductibles for the algae blooms in 2021. The trout joint venture recorded a positive annual result of USD 0.5 million for the Company, which was an improvement over the net loss of USD 0.2 million for 2021, a modest result mainly due to both, higher costs and inventory levels at the end of 2022.

Accordingly, net income after tax for 2022 was USD 44.7 million, which was a substantial improvement over the net loss of USD 9.4 million for 2021.

ASSETS

The Company's total assets decreased by 0.8% during 2022 to USD 423 million.

During the year, the decrease in current assets of USD 9.2 million was mainly due to a reduction in receivables of USD 21.4 million, which includes collecting, during 2022, a USD 10 million insurance indemnity for the 2021 algae bloom, recovering current tax assets of USD 10.9 million during the year, and a cash reduction of USD 11.4 million mainly due to debt payments.

Biological assets increased by USD 20.5 million, which was consistent with the biomass recovery under the smolt stocking and salmon harvesting plan. Finished product inventories increased by USD 18.2 million, which reflects an increase of 800 MT and the strategy of bringing forward harvests in the third quarter 2022 to capture the higher prices expected towards the end of 2022 and during the first quarter 2023 as a result of falling Chilean supply expectations.

Non-current assets increased by USD 6 million or 4.5%, mainly driven by increases in property, plant and equipment of USD 5.1 million associated with the investment plan carried out by the Company, net of depreciation for the period.

LIABILITIES AND EQUITY

The Company's total liabilities decreased by USD 35.6 million or 14.5%, compared to December 2021 to reach USD 210 million as of December 2022. Current liabilities decreased by USD 18.1 million to USD 94.4 million, mainly due to a reduction in current financial debt associated with voluntary credit line repayments of USD 23.2 million. Non-current liabilities decreased by USD 17.5 million to USD 115 million, similarly due to the reduction in long-term financial debt of USD 35.0 million, offset by an increase in deferred taxes of USD 16.1 million.

Consequently, net financial debt decreased by USD 47 million to USD 75 million during 2022, compared to USD 122 million as of December 2021.

The Company's equity increased by USD 32.4 million during 2022 to reach USD 213 million as of December 31, 2022. This increase was explained by net income earned during the year, less the 30% minimum legal dividend provision of USD 12.2 million. As a result, the equity to total assets ratio rose to 50%, up from 42% as of December 31, 2021.



Cash flow statement

THUSD	2021	2022
Cash and cash equivalents at the beginning of the period	9,038	32,169
Cash flow from (used by) operating activities	(18,923)	76,000
Cash flow from (used by) investing activities	(14,536)	(28,660)
Cash flow from (used by) financing activities	57,769	(57,994)
Effects of exchange rate changes on cash and cash equivalents	(1,179)	(724)
Cash and cash equivalents at the end of the period	32,169	20,791

Net cash flow for 2022 was negative USD 11.4 million compared to positive USD 23.1 million for 2021, which was explained by:

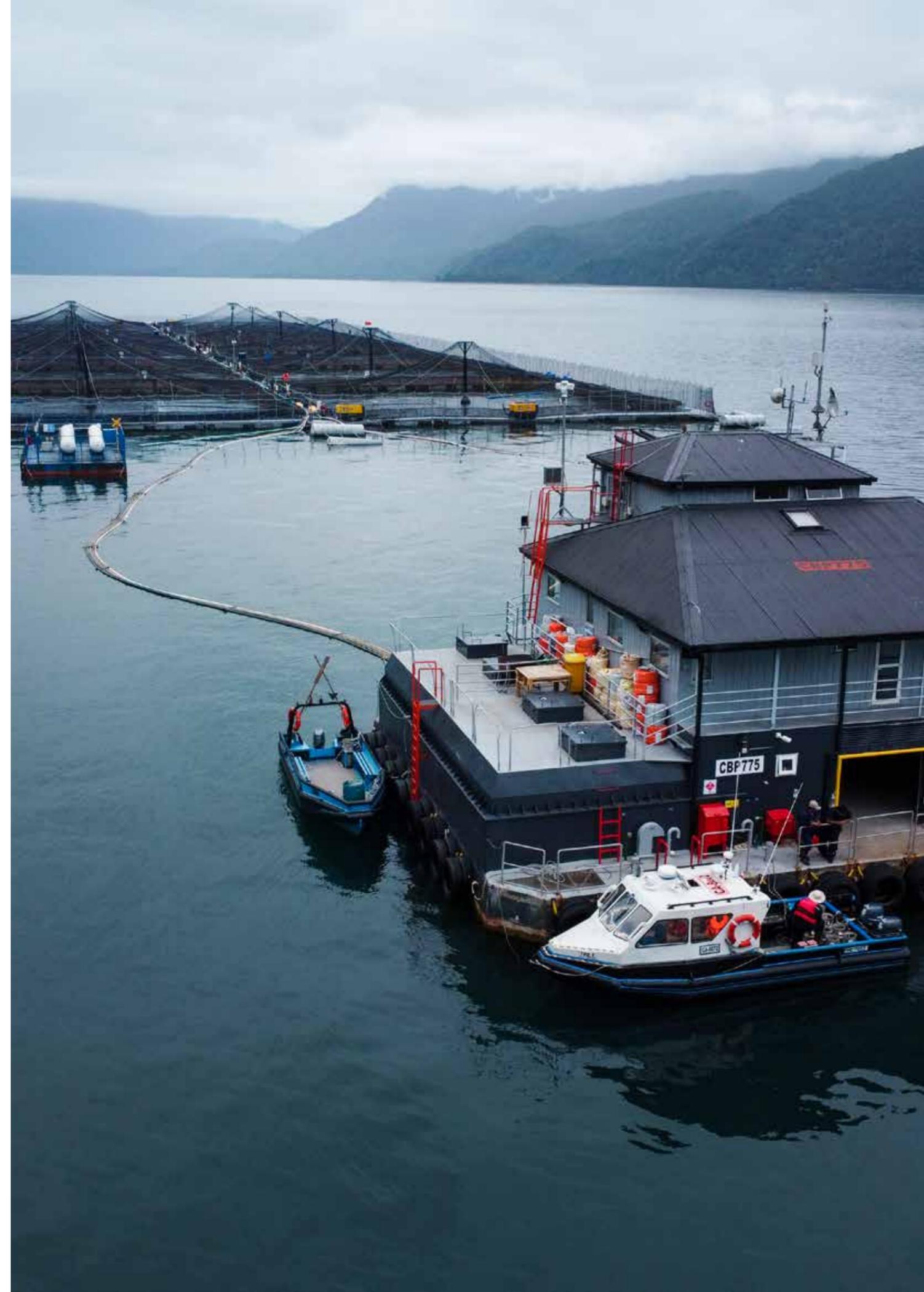
Positive operating cash flow of USD 76 million, compared to negative USD 18.9 million in 2021. This improvement was mainly driven by higher salmon prices.

Negative investing cash flow of USD 28.7 million, higher than the negative USD 14.5 million invested during 2021. This was driven by geographically diversifying farming towards the Aysén region, a higher production plan for Coho species and new technologies for algae and oxygen risks mitigation, which were financed by the capital increase in December 2021.

Negative financing cash flow of USD 58 million, as the Company voluntarily reduced its borrowing from credit lines, in contrast to 2021 when it was positive USD 57.8 million, from a share issue in the fourth quarter 2021 and drawdowns from bank credit lines that year to finance its operating losses.

Material facts

During 2022, the Company has not reported material facts to the Financial Market Commission or to the Norwegian regulatory authority.



Share transactions

TRANSACTIONS OF EXECUTIVES AND CONTROLLERS

NAME / CORPORATE NAME	RELATION	TRANSACTION DATE	PURCHASE			OPERATION'S INTENTION	
			N° OF SHARES	PRICE (CLP)	AMOUNT	COMPANY CONTROL	FINANCIAL INVESTMENT
Nicolás Guzmán Fernández	Controller related	10-06-2022	2,070	3,610	7,472,700		Yes
Domingo García Gutiérrez	Board member related	31-01-2022	520	2,865	1,489,800		Yes
Juan Carlos Ferrer Echavarrí	Manager	28-12-2021	1,006	2,350	2,364,100		Yes
Ricardo García Holtz	Board member	28-12-2021	1,545	2,350	3,630,750		Yes
Daniel Bortnik Ventura	Manager	10-12-2021	2,013	2,350	4,730,550		Yes
Camanchaca S.A.	Controller	30-11-2021	5,949,999	2,350	13,982,497,650	Yes	

Below is a summary of the main executives who own shares of the Company as of December 31, 2022:

NAME	SHARES	PARTICIPATION (%)
Manuel Arriagada	2,604	0.0035
Juan Carlos Ferrer	8,821	0.0119
Ricardo García	13,545	0.0183
Daniel Bortnik	17,644	0.0238

SHARE TRANSACTIONS IN CHILE

2022	SHARES	AMOUNT (CLP)	AVERAGE PRICE
1st quarter	1,886,218	4,783,421,378	2,535.99
2nd quarter	2,121,312	6,479,850,191	3,054.64
3rd quarter	1,037,859	3,469,975,177	3,343.40
4th quarter	631,844	2,092,792,439	3,312.20

2021	SHARES	AMOUNT (CLP)	AVERAGE PRICE
1st quarter	642,631	3,454,196,277	5,375.09
2nd quarter	974,037	4,601,279,082	4,723.93
3rd quarter	1,041,231	3,780,137,515	3,630.45
4th quarter	1,254,939	3,046,105,752	2,427.29

Source: Santiago Stock Exchange, Chilean electronic Stock Exchange.

SHARE TRANSACTIONS IN NORWAY

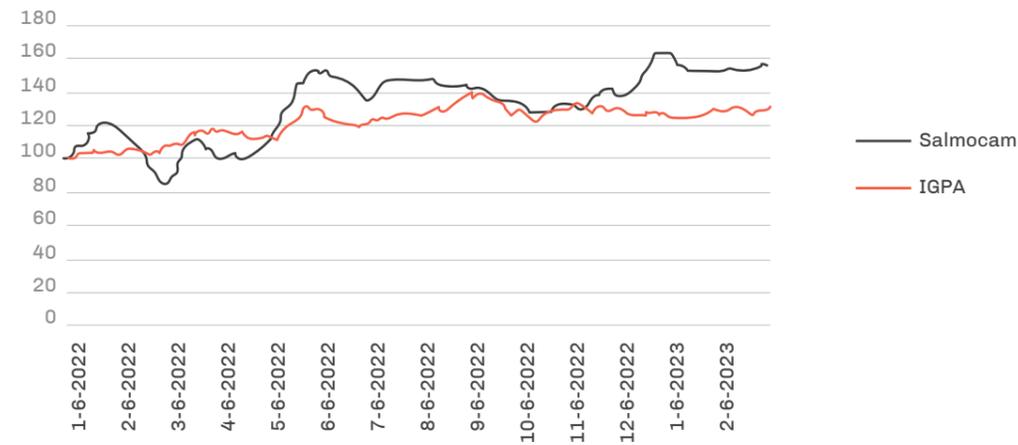
2022	SHARES	AMOUNT (NOK)	AVERAGE PRICE
1st quarter	121,891	4,049,777	33.22
2nd quarter	87,571	3,719,220	42.47
3rd quarter	22,324	796,357	35.67
4th quarter	131,440	4,865,450	37.02

2021	SHARES	AMOUNT (NOK)	AVERAGE PRICE
1st quarter	428,300	24,610,900	57.19
2nd quarter	91,680	5,020,467	54.85
3rd quarter	91,118	3,927,111	43.46
4th quarter	80,597	2,768,016	32.89

Source: Oslo Stock Exchange

SHARE PRICE DEVELOPMENT

Santiago Stock Exchange
Base 100 (06-01-2022)



Source: Santiago Stock Exchange

Oslo Stock Exchange
Base 100 (06-01-2022)



Source: Oslo Stock Exchange.



Main risks and uncertainties

External variables might materially impact the Company's annual performance. The main variable affecting revenue is the price of Atlantic salmon, while the main variable affecting costs is the sanitary and environmental status of farming sites and fish feed prices.

Salmon farming is exposed to various risks that Salmones Camanchaca manages using a risk matrix that guides the Company in order to: i) review and update the critical risk inventory and generate a map that helps manage risks; ii) assess these risks on the basis of impact and probability parameters that indicate priorities; iii) implement an internal control plan based on the risk map that focuses resources on the most vulnerable areas; iv) generate strategies to reduce their probability and impact, including insurance wherever this is feasible and financially attractive. These risk maps guide management to continuously mitigate each risk and establish the corresponding responsibilities, as well as review the frequency and severity of internal controls to validate the effectiveness of its mitigating measures.

A. PHYTOSANITARY RISKS

The Company is exposed to the risk that disease or parasites can affect the biomass, increase mortality or reduce growth, and thereby affect costs, production volumes and sales. Examples of these risks are increases in parasitic concentrations, outbreaks of SRS or ISA in 2008-2009. Salmones Camanchaca has adopted standards to reduce these risks and comply with the requirements of the authority, such as fallow periods, fish density in cages, monitoring and reporting the biomass and its biological condition, vaccinations against ISA and SRS, smolt production in closed hatcheries, harvests in well-boats, coordinated anti-parasite baths, net cleaning, and supplemental oxygen for fish farms.

The risks associated with increased concentrations of parasites can result in early harvests, under certain circumstances, with consequent lower harvest weights that may limit their usability. The Company rigorously applies anti-parasitic treatments and diversifies its treatment options to mitigate these risks.

B. NATURAL RISKS

The Company is exposed to natural hazards that may affect its business, such as pronounced oxygen deficiency events or harmful algae blooms, such as those seen in the Reñihue and Comau fjords between the end of the fourth quarter 2020 and the beginning of the second quarter 2021. It is also exposed to volcanic eruptions such as the Calbuco volcano in 2015, storm surges, tsunamis, earthquakes, natural predators, water pollution and other factors that can threaten the biomass and production infrastructure, such as the severe currents produced by heavy rains in May 2020 that affected the Punta Islotes site. Furthermore, it is exposed to external risks that affect people working in aquaculture, such as highly contagious diseases that limit normal production, intermediate or final logistic chains that can limit production and sales, such as those imposed by the COVID-19 pandemic.

The Company is constantly monitoring these variables and seeking the best available sites, the latest risk prevention technologies and tools available in Chile, developing contingency plans, and negotiating appropriate insurance coverage for these risks, where available.

C. FIRE RISKS

Salmones Camanchaca's industrial facilities, including its hatcheries and processing plants, are exposed to the risk of fires caused internally, for example working with heat, handling flammable products, short circuits, etc. or caused by nature, for example earthquakes, volcanic eruptions, tsunamis or adjacent forest fires. Salmones Camanchaca has introduced preventive measures to protect itself from these risks,



which include teams of experts at each location, updated maintenance plans for equipment and facilities that keep incandescent sources of heat near its plants under control, a water network with water storage tanks where the risk is greater, among other measures. The Company's insurance policies cover these risks, together with additional coverage for damages due to stoppages at the locations where it is possible.

The value-added plant operated by Salmones Camanchaca in Tomé, Bio Bio region, was exposed to an imminent fire during the first few days of February 2023, due to multiple catastrophic fires in the Maule, Bio Bio and Araucanía regions. No-one was harmed, there was no damage to the plant and it is currently operating normally, due to the preventive measures taken by the Company. These included its significant investment in 2022 in water networks built in accordance with NFPA (National Fire Protection Association) standards, together with a proper response from the risk managers.

D. PRODUCT SALE PRICE RISKS

The Company exports its products to numerous markets and evaluates the prices it obtains using a broad commercial network. The Company adjusts the speed of its sales in accordance with production and market conditions, which are constantly in flux. However, it does not accumulate inventory in order to gain from sale price fluctuations in the future.

Prices are highly dependent on supplies from Norway and Chile and on fluctuations in exchange rates used by the Company's major trading partners, which affects demand in these markets. Demand may also fall for external reasons, such as in the restaurant and hotel segment in 2020 due to the COVID-19 pandemic. Salmones Camanchaca has sought to safeguard against this risk through diversifying its commercial network and flexing its range of products to enable its raw material to be sent to any market.

The Company complies with production standards and protocols applied by the country with the strictest requirements in the world, in or-

der to take advantage of all available commercial opportunities. However, there is a risk that occasionally some markets may be limited as a result of tariff, para-tariff, war or sanitary measures, such as limited access to the Russian or Chinese markets. Should this occur, the Company believes that it is sufficiently diversified across various markets to divert trade elsewhere, although this may result in price decreases in the short-term depending on market conditions.

E. PURCHASE PRICE RISKS

The Company is exposed to changes in the price of salmon feed, which represents about half the cultivation cost. Salmones Camanchaca ensures its diets achieve a balance between feed cost and nutritional quality at each fish development stage. The Company aims to produce a final product that contains the same amount of Omega 3 as wild salmon, as well as keeping the marine sourced feed compared to farmed fish (the fish in-fish out ratio) to less than 1:1. The Company has feed contracts with prices adjusted quarterly, on an ingredient cost plus defined margin basis. During the last few years, the prices of the main consumables used in production have remained stable, but raw material prices and global inflation began to rise during the second half of 2021.

F. REGULATORY RISKS

Aquaculture is strictly regulated by laws and regulations, so significant changes could have an impact on the Company's results. These regulations are mainly established by the General Law on Fisheries and Aquaculture, and its associated regulations that assign concessions, manage the biomass and set preventive sanitary standards. The Company is constantly monitoring changes in regulations in order to anticipate and mitigate any potential impact.

The regulations governing salmon farming densities were changed with effect from the fourth quarter 2016, and a smolt stocking reduction program was introduced (SRP) as an alternative to the general density regime. This program requires stocking and farming

densities to be reduced when sanitary performance has fallen, or when smolt stockings are expected to grow in the area. The PRS mechanism gives producers the choice between replacing a reduction in density, when appropriate, with a smolt stocking plan that restricts growth with respect to the prior cycle, maintaining densities at maximum permitted levels.

Since the Company's policy has been to use its assets to provide services to third parties/producers, it has routinely leased out several farming sites. Regulations attribute the history of concession use to the concession owner, enabling the Company to increase its smolt stocking and harvesting as it recovers farming sites leased to third parties, without affecting optimum density or smolt stocking in these areas. Therefore, as leased concession contracts expire, the Company expects Atlantic salmon harvests to grow to potentially 55,000 to 60,000 MT WFE at its own farming sites, plus another 15,000 to 20,000 MT WFE of other species.

Most of the concessions held by Salmones Camanchaca for farming fish are of indefinite duration. However, in order to retain the concession, the current regulation requires a minimum amount of use to avoid their expiry. This has led the Company to operate some of its sites under risk of expiration at minimum capacity, which results in unproductive expenditure and generates a contradiction between the regulations requiring concessions to be used and regulations that restrict smolt stocking growth to retain favorable sanitary conditions.

Examples of these risks are limitations on smolt stocking due to anaerobic marine conditions in the concessions, the obligatory use of concessions to avoid them lapsing, and changes in anchoring requirements, all of which can materially impact costs.

The financial statements could be affected by changes in economic policies, specific regulations and other standards introduced by authorities.

G. SOCIAL AND POLITICAL RISKS

Specific social conditions and/or political situations, such as riots, violence or protests, can generate temporary operational and logistical interruptions that affect the continuity of processing plants, primary and/or secondary logistics at export ports, access to specific public services, such as customs or health authorities, availability of labor or security of onshore facilities when faced with strikes or protests. These situations can affect and delay harvests and export shipments. For example, the social unrest during the second half of 2019.

The Company continuously monitors these situations to ensure that its staff, facilities and products are safe, and regularly evaluates mitigating measures, including whether insurance policies are cost-effective.

H. LIQUIDITY RISKS

Liquidity risk is the risk of potential mismatches between the funds needed for investments in assets, operating expenses, finance costs, repayment of debt as it matures and dividend payments, and funding sources such as product sales revenue, collections from customers, disposal of financial investments and access to financing.

Salmones Camanchaca conservatively and prudently manages this risk by preparing cash flow forecasts that meet the expected conditions and maintain sufficient liquidity with access to third-party financing facilities, while carefully ensuring that it complies with all its financial obligations. Accordingly, it restructured its debt in 2013, 2017, 2020 and 2021.

I. INTEREST RATE RISKS

The Company is exposed to interest rate risk since its long-term financing includes a variable interest rate component, which is adjusted every six months and aligned with market conditions. The Company evaluates its hedging options but has not used them during recent years. Exposure to this risk has increased as a result of increased rates and increased borrowing, although borrowing has been reduced in 2022.



J. FOREIGN EXCHANGE RISKS

A substantial proportion of Salmones Camanchaca's revenue arises from contracts and commercial agreements in US dollars. However, given the diversity and importance of markets other than the North American market, which have historically represented close to 50% of total exports, any devaluation of the US dollar against these markets' currencies and/or the Chilean Peso, could have an impact on market demand and consequently on prices, which would affect the financial performance of the Company.

Corporate policy is to agree income, cost and expenses in US dollars whenever possible. The Company does not habitually hedge against local currency appreciation to cover Chilean peso expenses paid from export proceeds.

The Company borrows from financial institutions in U.S. dollars.

K. CREDIT RISKS

1. Surplus cash investment risk

The Company has a highly conservative policy for investing its cash surpluses. This policy covers the quality of both financial institutions and their financial products. Its policy has been to reduce the use of credit when it has cash surpluses.

2. Sales Risks

The Company has credit insurance policies covering most sales that do not require immediate payment. The remaining sales are backed by letters of credit, advance payments, or are sales to customers with a long history of good payment performance.

Operational stoppages at ports or by customs or other facilities, as well as protests, marches or road blockages, may delay shipments of our products to the markets where they are sold. Therefore, the Company maintains surplus liquidity to cover these circumstances.

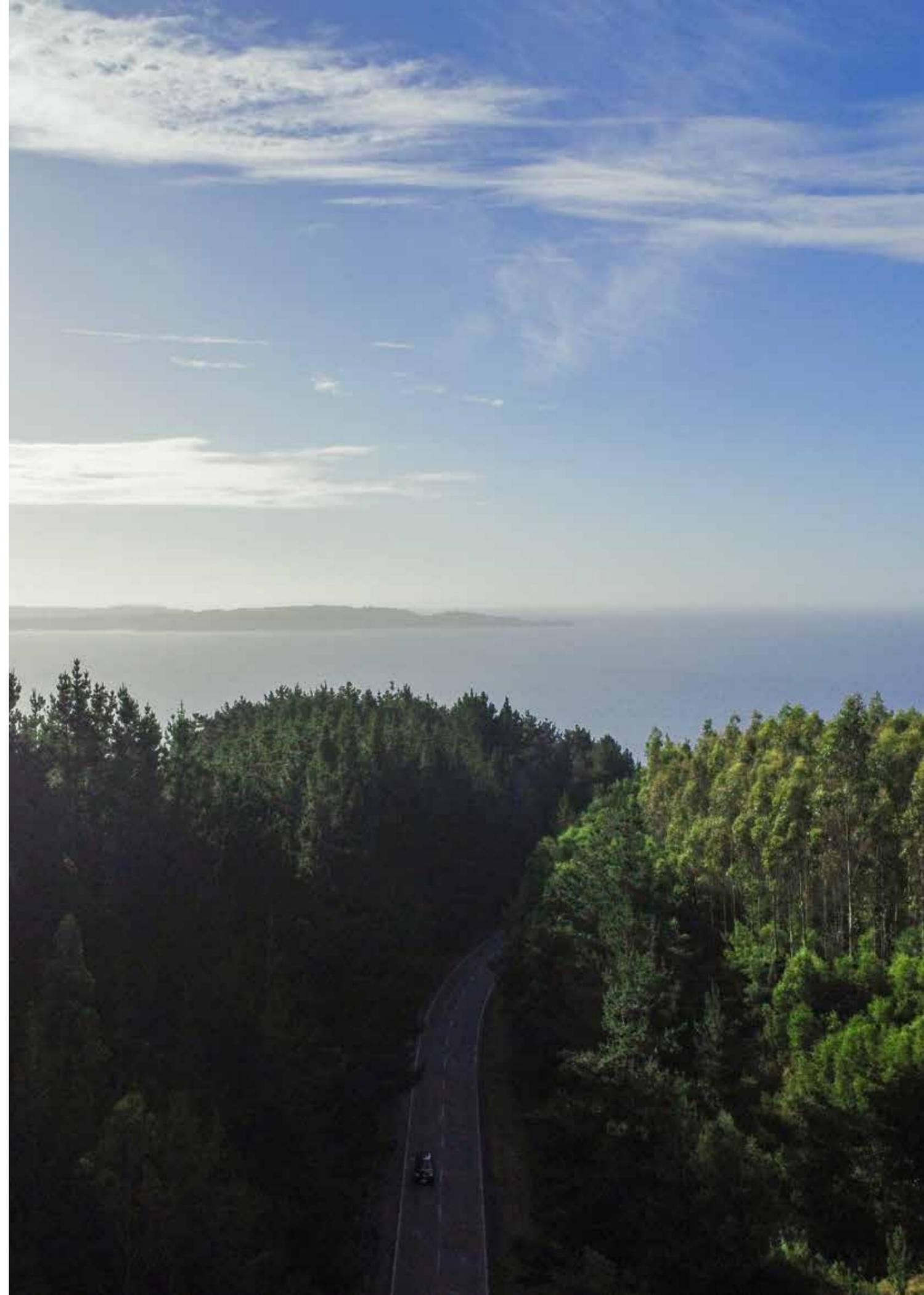
L. BUSINESS CONTINUITY RISKS

The Company operates an ERP platform called SAP version HANA, which produces the financial statements and is fed by specific peripheral systems, such as Mercatus, BUK, Innova, etc. These databases contain cloud security systems and protocols, firewalls, continual monitoring systems, the latest antivirus software that prevents and detects attacks in a timely manner, and other security measures. The Company continually tests this security by conducting Ethical Hacking and Ethical Phishing to identify any vulnerabilities. However, despite these precautions, the Company is subject to attacks that may affect its data security leading to the potential risk of operational interruption, which could have financial consequences.

M. PRODUCTS FOR HUMAN CONSUMPTION RISKS

Salmones Camanchaca operates its farming, harvesting, processing and logistics processes to high quality standards that exceed regulatory requirements, to ensure that its entire value chain guarantees that its products for human consumption are safe.

However, accidental or unintentional contamination, such as an interruption in the cold chain, or malicious sabotage, which is not promptly detected by our quality protocols, could potentially cause health problems for some consumers, resulting in liability claims and associated costs.



Tax, investment and financing and dividend policies

TAX POLICY

This policy, approved by the Board of Directors on 23 June 2021, defines the internal procedures that relate to compliance with the tax obligations of the Company and its subsidiaries.

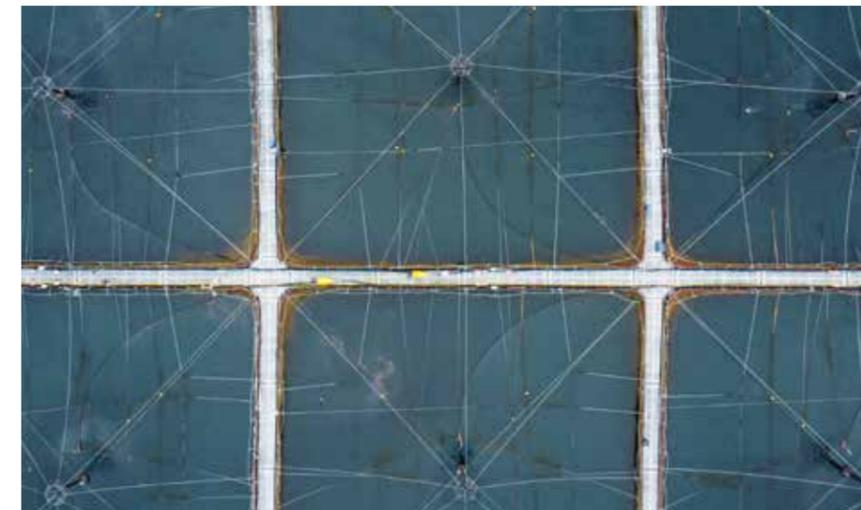
1. Salmones Camanchaca S.A. and its subsidiaries will ensure compliance with tax legislation in Chile and every nation. They will pay their tax obligations in accordance with the legal and tax regulations in each country.
2. The company will be governed by the principle of cooperation with the tax authorities, based on trust, good faith, professionalism, and collaboration; without prejudice to the legitimate differences that, based on the above principles and in the interpretation of the applicable norms, may arise in the defense of the social interest of Salmones Camanchaca.
3. The Company commits to provide the information requested by the respective authorities, provided it is required to comply with fiscal or tax regulations.
4. Salmones Camanchaca relies on external expert advisors to comply with these principles. They will ensure that the appropriate tax regulations are correctly interpreted, and that the taxation processes associated with declarations, payments, and the flow of information to the respective tax authorities are correctly controlled.
5. The company undertakes that it does not transfer the value earned from its businesses to jurisdictions with lower tax rates.
6. Market conditions and the corporate interest will apply to transactions between related companies and transfer prices at Salmones Camanchaca. These conditions will be similar to those that apply to independent counterparties for comparable transactions and circumstances. The corresponding balances and principal transactions are reported every quarter in the respective notes to the financial statements.
7. Salmones Camanchaca committed to not using secret jurisdictions or "tax havens" to evade taxation and that its corporate structure is not designed for that purpose. 8. The company's management seeks adoption of measures required to disseminate and verify full compliance with this Corporate Taxation Policy.

INVESTMENT AND FINANCING POLICY

Over time, the Company's investment policy has focused on maintaining all production assets in optimal operating conditions. Therefore, each year it invests a fraction of the book basis depreciation of its property, plant and equipment incurred during the prior year. It also makes investments in property, plant and equipment and concessions in order to boost its production capacity in order to comply with its strategic development plan. These investments are financed using corporate resources, by selling assets or with long-term loans from financial institutions. Investments in working capital are funded with corporate resources or short-term bank financing. The Company has covenants with these banks to maintain a debt over EBITDA coverage ratio no greater than 4 times and a ratio of equity to assets equal to or greater than 40%, in accordance with the lending agreement signed in November 2017.

Investments for the year 2022 amounted USD 26 million, of which 35% focused on plans to maintain and preserve current assets and 65% on efficiency projects, improvements and expansions of productive capacities, consistent with the investment plans announced in the capital increase at the end of 2021 especially focused on geographic and species diversification, risk mitigation measures, and efficiencies in value-added plant.

By 2023, it is expected to invest approximately USD 28 million, where 65% will be destined to maintain and preserve current assets, and the rest will focus on efficiency projects, improvements and expansion of productive capacities according to the Company's growth and risk mitigation plan.



DIVIDEND POLICY

The Board of Directors unanimously adopted the following agreements regarding the dividend policy of Salmones Camanchaca S.A. effective as of December 2017:

- a. The Company shall distribute definitive annual dividends after the approval of the balance sheet of each fiscal year by the Annual general Meeting, in an amount that will be at least equal to 30% of the net profits susceptible of being distributed as shown in the relevant balance sheet.
- b. The Company will not distribute interim dividends unless so decreed by the Board for a particular distribution.
- c. The terms indicated in "a" and "b" above may be modified by the Board in the future.

DIVIDENDS PAID

DIVIDEND TYPE	FINANCIAL YEAR	DIVIDEND PER SHARE (USD)	PAYMENT DAY
Final	2017	0.05081	May 25, 2018
Final	2018	0.36015	May 13, 2019
Final	2019	0.255302	May 12, 2020

DIVIDENDS

Salmones Camanchaca presents in its financial statements a provision for dividends payable for the year ended December 31, 2022, equivalent to USD 12.2 million, equivalent to the legal minimum of 30% of net distributable income.

The Board of Directors of Salmones Camanchaca agreed in a meeting held on March 27, 2023, to propose to the Annual General Meeting, the payment of a final dividend of 60% of the net distributable income, equivalent to US\$ 24.3 million.



Financial statements, earnings report and summary of financial statements of subsidiaries



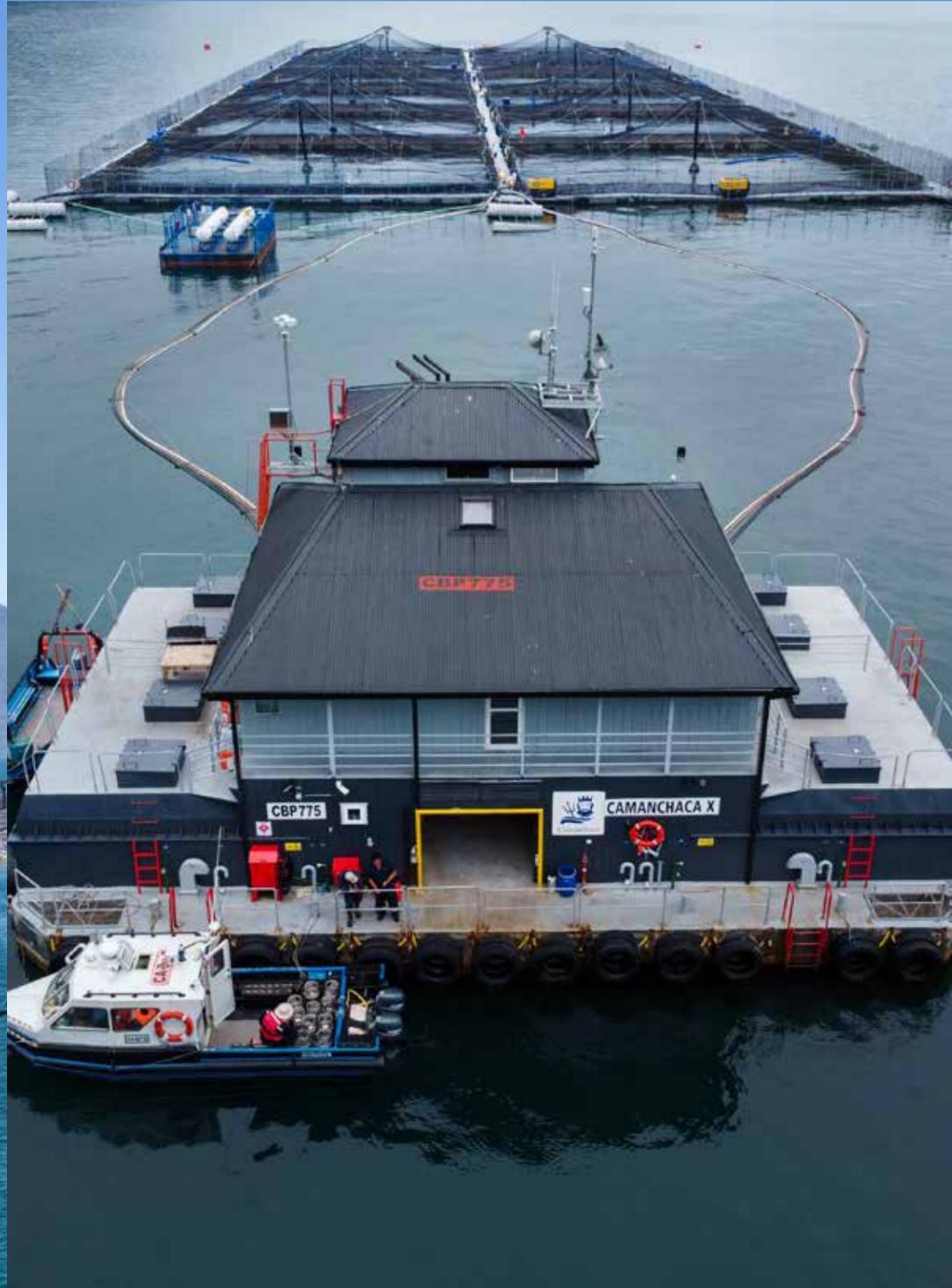
FINANCIAL
STATEMENTS 2022



EARNINGS REPORT
2022



SUBSIDIARY FINANCIAL
STATEMENTS 2022



CHAPTER 7

Methodology

Methodology

About this integrated report

Salmones Camanchaca has published a single document for the second consecutive year that brings together financial and sustainability information in an Integrated Report. The objective being to communicate its progress on economic, social, environmental and governance issues to its stakeholders.

This is the Company's ninth consecutive report containing its sustainability indicators, and includes information from January 1 to December 31, 2022 from its farming sites, hatcheries and processing plants.

Contents

Global Reporting Initiative (GRI) recommendations, reasons and indicators in the 2016 and 2018 GRI Standard version under the "essential" option have been used to select the environmental, social and governance (ESG) issues that affect Salmones Camanchaca. The Company's strategy and goals are aligned with the UN Sustainable Development Goals (SDG) in its 2030 Agenda.

This Integrated Report is prepared in accordance with the criteria and requirements of GS 461 issued by the Financial Market Commission (CMF) and with Norwegian regulations, which include sustainability information in annual reports.

All financial, food safety, environmental and social performance information is regularly and independently evaluated in accordance with Best Aquaculture Practices (BAP), the Aquaculture Stewardship Council (ASC), Global GAP, ISO Standards 9001, 14001 and 45001, and by the Company's customers.

Salmones Camanchaca reports that this 2022 Integrated Report was verified by the external auditors Deloitte who verified the accuracy of each indicator, to improve transparency for stakeholders.

Finally, this document has restated information with respect to previous reports, which has been clearly indicated for each indicator, where appropriate. There are no changes to methods or other criteria.

Material issues and coverage

Salmones Camanchaca developed a materiality process in 2019 that was based on its operational impacts, global trends and an analysis of the priorities for each stakeholder. This process identified 25 material issues, which now form the most important strategic trends in its Sustainability Model.

The Company explored its progress on these issues during 2022, based on the achievements and particularities of that year. The Company's 11 departments were consulted, and as a result several material issues were reorganized and the group reduced to 16 important issues.

Materiality Matrix

IMPORTANCE TO STAKEHOLDERS	High	<ul style="list-style-type: none"> » Inclusive local development. » Environment and ecosystems: sustainable use of raw materials. » Environment and ecosystems: GHG mitigation. » People development. » Employees: commitment and meaningful employment. 	<ul style="list-style-type: none"> » Product: food safety and nutrition. » Local communities: Local engagement and conflict resolution. » Fish: biosecurity and animal welfare. » Environment and ecosystems: liquid, solid industrial, chemical and organic waste management. » Environment and ecosystems: interaction with wildlife. » Corporate culture: ethics, transparency and compliance. » Human rights: employees and the local community. » Employees: occupational health, safety and welfare. 	
	Moderate	<ul style="list-style-type: none"> » Local and global availability of our products. » Harmonious use of the locality and shared resources. » Environment and ecosystems: energy and water eco-efficiency. » Environment and ecosystems: local environmental impact. » Responsible procurement. » Innovation, R&D, digital transformation. 	<ul style="list-style-type: none"> » Corporate culture: corporate governance and risk management. » Customer satisfaction. » Business profitability. » Adaptation to Climate Change. 	
	Low	<ul style="list-style-type: none"> » Associations for sustainability 		
		Low	Moderate	High
IMPORTANCE TO THE BUSINESS				

Please send any questions or concerns regarding our Integrated Report by e-mail to: inversionistas@camanchaca.cl

Details of the companies included in the consolidated financial statements can be found in the Integrated Annual Report, available at: <https://www.camanchaca.cl/inversionistas/memoriasanuales/>



Responsibility statement

The Board of Directors and the CEO of Salmones Camanchaca S.A., sign this Annual Report and state under oath that the information contained in it is the faithful expression of the truth and they confirm, to the best of their knowledge, that the financial statements for the period January 1 to December 31, 2022 have been prepared in accordance with current applicable accounting standards, and give a true and fair view of the assets, liabilities, financial position and

profit or loss of the entity and the group taken as a whole. They also confirm that the Board of Directors' Report includes a true and fair review of the development and performance of the business and the position of the entity and the group, together with a description of the main risks and uncertainties the entity and the group face.

Santiago, 27 March 2023.

Jorge Fernández García
CHAIRMAN
 6.377.734-K

Ricardo García Holtz
VICECHAIRMAN
 6.999.716-3

Francisco Cifuentes Correa
DIRECTOR
 4.333.851-K

Joaquín Villarino Herrera
DIRECTOR
 9.669.100-9

Tore Valderhaug
DIRECTOR
 26.622.508-3

Felipe Sandoval Precht
DIRECTOR
 7.673.035-0

Rodrigo Errázuriz Ruiz-Tagle
DIRECTOR
 5.618.098-2

Manuel Arriagada Ossa
CEO
 12.149.818-9



CHAPTER 9

Appendix

CHAPTER 5: MEANINGFUL EMPLOYMENT
NUMBER OF PEOPLE BY LENGTH OF SERVICE

POSITION	2022									
	UNDER 3 YEARS		BETWEEN 3 AND 6 YEARS		BETWEEN 6 AND 9 YEARS		BETWEEN 9 AND 12 YEARS		OVER 12 YEARS	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Senior Managers	0	2	0	2	0	0	0	2	0	0
Executives	1	5	0	2	2	0	0	1	2	11
Supervisors	2	6	2	13	1	8	3	15	3	22
Operator	241	340	103	228	11	45	778	147	2	40
Sales force	0	0	0	0	0	0	0	0	0	0
Administrators	27	29	17	18	3	4	4	8	3	10
Auxiliaries	0	0	0	0	0	0	0	0	0	0
Professionals	34	68	13	60	4	14	6	25	6	22
Other technicians	0	20	0	9	0	12	0	3	0	12
TOTAL	305	470	135	332	21	83	90	201	16	117

AGE DIVERSITY - DETAIL BY POSITION AND GENDER

JOB POSITION	2021		2022	
	WOMEN	MEN	WOMEN	MEN
Senior Managers	0	5	0	6
Executives	3	18	5	19
Supervisors	10	71	11	64
Operator	460	882	434	800
Sales force	2	0	0	0
Administrators	58	131	54	68
Auxiliaries	0	0	0	0
Professionals	55	180	63	190
Other technicians	0	0	0	56
Total by gender	588	1,287	567	1,203
Total	1,875		1,770	

AGE DIVERSITY - DETAIL BY POSITION AND AGE

JOB POSITION	2022														TOTAL	
	UNDER 30 YEARS		BETWEEN 30 AND 40 YEARS		BETWEEN 41 AND 50 YEARS		BETWEEN 51 AND 60 YEARS		BETWEEN 61 AND 70 YEARS		OVER 70					
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN				
Senior Managers						6										6
Executives			2	3	2	6		1	7		3					24
Supervisors	2	1	5	28	4	25			10							75
Operator	113	202	130	213	107	190		72	150	12	45					1,234
Sales force																0
Administrators	19	18	20	25	8	11		7	13		2					123
Auxiliaries																0
Professionals	22	24	30	94	8	49		3	19		3					252
Other technicians		10		21		14			6		5					56
Total	156	255	187	384	129	301		83	205	12	58	0	0			1,770

DISTRIBUTION BY NATIONALITY - DETAIL BY CHARGE

NATIONALITY	2022															
	SENIOR MANAGEMENT		EXCECUTIVES		SUPERVISORS		OPERATORS		SALES FORCE		ADMINISTRATORS		PROFESIONALS		OTHER TECHNICIANS	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Chilean		6	5	19	11	64	415	780			52	67	61	183		55
Argentinian											1					
Venezuelan							12	10			1	1	2	7		1
Ecuadorian							2	2								
Haitian							4	6								
Mexican							1									
Paraguayan								1								
Peruvian								1								
Total by gender	0	6	5	19	11	64	434	800	0	0	54	68	63	190	0	56
Total by position	6		24		75		1,234		0		122		253		56	

POSTNATAL LEAVE

POSITION AND DURATION OF THE LEAVE		NUMBER OF COLLABORATORS WHO TOOK THE LEAVE	
		MEN	WOMEN
Leadership	Postnatal leave 5 days	2	
	Postnatal leave 6 weeks		
Operators	Postnatal leave 5 days	18	20
	Postnatal leave 6 weeks		
Administrative	Postnatal leave 5 days	2	7
	Postnatal leave 6 weeks		
Professionals	Postnatal leave 5 days	14	1
	Postnatal leave 6 weeks		
Other technicians	Postnatal leave 5 days	5	
	Postnatal leave 6 weeks		

EMPLOYEE TRAINING AND DEVELOPMENT

REQUIREMENT	2022																		
	SENIOR MANAGEMENT		MANAGEMENT		LEADERSHIP		SALES FORCE			ADMINISTRATIVE		OTHER PROFESSIONALS		OTHER TECHNICIANS		WORKER		TOTAL	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN		WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Total number of trained personnel	0	7	10	32	24	140	0	0		25	19	98	319	0	21	89	223	246	761
Number of training hours	0	466	304	1,438	816	6,190	0	0		1,231	1,349	4,393	14,195	0	851	1,610	12,197	8,354	36,686
Average training hours	0	67	30	45	34	44	0	0		49	71	45	44	0	41	18	55	34	48
Average training hours	67		41		43		0			59		45		41		44		45	
Amount allocated to each training USD	0	\$28,189	\$11,857	\$23,167	\$7,423	\$30,140	\$-	\$-		\$1,159	\$59	\$14,332	\$37,132	\$-	\$12,360	\$118	\$26,272	\$34,888	\$157,318

STATEMENT OF USE	SALMONES CAMANCHACA HAS SUBMITTED THE INFORMATION CITED IN THIS GRI CONTENT INDEX FOR THE PERIOD FROM JANUARY 1, 2022, TO DECEMBER 31, 2022, USING THE GRI STANDARDS AS A REFERENCE.
GRI 1: FUNDAMENTOS (2021)	

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
GRI 2: GENERAL CONTENTS (2021)				

The organization and its reporting practices

2-1	Organizational details	2. We are Salmones Camanchaca	Our Company	24, 26, 38
2-2	Entities included in sustainability reporting	7. Methodology	Methodology	255
2-3	Reporting period, frequency, and point of contact	7. Methodology	Methodology	254, 255
2-4	Information update	7. Methodology	Methodology	254
2-5	External verification	7. Methodology	Methodology	254

Activities and workers

2-6	Actividades, cadena de valor y otras relaciones comerciales	2. We are Salmones Camanchaca	Our Company	25
2-7	Employees	5. Sustainability	Meaningful employment	140

Governance

2-9	Structure and composition of governance	3. Corporate governance	Board of Directors	58
2-10	Nomination and selection of the highest governing body.	3. Corporate governance	Corporate governance practices	55
2-11	President of the highest governing body.	3. Corporate governance	Board of Directors	58
2-12	Function of the highest governing body in supervising impact management.	3. Corporate governance	Board of Directors	60
2-13	Delegation of responsibility for impact management.	3. Corporate governance	Board of Directors	60
2-14	Function of the highest governing body in the preparation of sustainability reports.	3. Corporate governance	Other committees	70
2-15	Conflicts of interest.	3. Corporate governance	Corporate governance practices	68
2-16	Communication of critical concerns.	3. Corporate governance	Risk Management	77
2-18	Performance evaluation of the highest governing body.	3. Corporate governance	Corporate governance practices	55
2-19	Remuneration policies.	3. Corporate governance	Key executives	67
2-21	Total annual compensation ratio.	5. Sustainability	Meaningful employment	147

Strategy, policies, and practices

2-22	Statement on sustainable development strategy.	5. Sustainability	Sustainability model	106
------	--	-------------------	----------------------	-----

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
2-23	Policy commitments.	3. Corporate governance	Ethical Management	75
2-24	Incorporation of policy commitments.	3. Corporate governance	Ethical Management	72
2-25	Processes for remedying negative impacts.		This indicator is developed in each section.	
2-26	Mechanisms for seeking advice and raising concerns.	3. Corporate governance	Ethical Management	73
2-27	Compliance with laws and regulations.	3. Corporate governance	Ethical Management	76
2-28	Member associations.	4. Business description	Our Business	91

2-23	Policy commitments.	3. Corporate governance	Ethical Management	75
------	---------------------	-------------------------	--------------------	----

2-24	Incorporation of policy commitments.	3. Corporate governance	Ethical Management	72
------	--------------------------------------	-------------------------	--------------------	----

2-25	Processes for remedying negative impacts.		This indicator is developed in each section.	
------	---	--	--	--

2-26	Mechanisms for seeking advice and raising concerns.	3. Corporate governance	Ethical Management	73
------	---	-------------------------	--------------------	----

2-27	Compliance with laws and regulations.	3. Corporate governance	Ethical Management	76
------	---------------------------------------	-------------------------	--------------------	----

2-28	Member associations.	4. Business description	Our Business	91
------	----------------------	-------------------------	--------------	----

Stakeholder engagement

2-29	Approach to stakeholder engagement	4. Business description	Our Business	88, 254
------	------------------------------------	-------------------------	--------------	---------

2-30	Collective bargaining agreements	5. Sustainability	Meaningful employment	156
------	----------------------------------	-------------------	-----------------------	-----

GRI 3: MATERIAL TOPICS (2021)

3-1	Process for determining material topics	7. Methodology	Methodology	254
-----	---	----------------	-------------	-----

3-2	List of material topics	7. Methodology	Methodology	255
-----	-------------------------	----------------	-------------	-----

3-3	Management of material topics	7. Methodology	Methodology	212
-----	-------------------------------	----------------	-------------	-----

GRI SPECIFICS

CATEGORY: Economy

Economic Performance

201-1	Direct economic value generated and distributed.	2. We are Salmones Camanchaca	Value footprint	33
-------	--	-------------------------------	-----------------	----

201-2	Financial implications and other risks and opportunities due to climate change.	5. Sustainability	Profitable and responsible business	182, 222
-------	---	-------------------	-------------------------------------	----------

201-3	Defined Benefit Plan Obligations and Other Retirement Plans	5. Sustainability	Meaningful employment	151
-------	---	-------------------	-----------------------	-----

201-4	Financial assistance received from the government.		No financial assistance received from the government is presented.	
-------	--	--	--	--

Market Presence

202-1	Ratio of standard entrylevel salary by sex to local minimum wage	5. Sustainability	Meaningful employment	146
-------	--	-------------------	-----------------------	-----

202-2	Proportion of executives who come from the local community.	3. Corporate governance	Key executives	66
-------	---	-------------------------	----------------	----

Indirect economic impacts

203-1	Investments in supported infrastructure and services	6. Financial information	Tax, investment and financing and dividend policies	238
-------	--	--------------------------	---	-----

203-1	Investments in supported infrastructure and services	6. Financial information	Tax, investment and financing and dividend policies	238
-------	--	--------------------------	---	-----

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
203-2	Significant indirect economic impacts	6. Financial information	Main risks and uncertainties	243
Acquisition Practices				
204-1	"Proportion of spending on local suppliers"	5. Sustainability	Profitable and responsible business	218
Anti-corruption				
205-1	Operations evaluated for risks related to corruption	3. Corporate governance	Ethical Management	72, 73, 74
205-2	Communication and training on anti corruption policies and procedures	3. Corporate governance	Ethical Management	74
205-3	Confirmed Corruption Cases and Actions taken	3. Corporate governance	Ethical Management	74
Anticompetitive Behavior				
206-1	Legal actions related to unfair competition and monopolistic practices and against free competition	3. Corporate governance	Ethical Management	74
Fiscal Performance				
207-1	Tax Approach	6. Financial information	Tax, investment and financing and dividend policies	248
207-2	Fiscal Governance, Control, and Risk Management	6. Financial information	Main risks and uncertainties	243
207-3	Stakeholder Engagement and Management of Concerns on Fiscal Matters	3. Corporate governance	Ethical Management	74
207-4	Country-by-Country	6. Financial information	Cash flow statement	238
CATEGORY: Environment				
Materials				
301-1	Materials used by weight or volume	5. Sustainability	Healthy ecosystems	204
301-2	Recycled input materials used	5. Sustainability	Healthy ecosystems	205
301-3	Repurposed products and packaging materials	5. Sustainability	Healthy ecosystems	205
Energy				
302-1	Energy consumption within the organization.	5. Sustainability	Healthy ecosystems	186
302-2	Energy consumption outside the organization.	5. Sustainability	Healthy ecosystems	187
302-3	Energy intensity	5. Sustainability	Healthy ecosystems	186
302-4	Reduction of energy consumption	5. Sustainability	Healthy ecosystems	186
Water				
303-1	Interaction with water as a shared resource	5. Sustainability	Healthy ecosystems	188
303-2	Management of impacts related to water discharges	5. Sustainability	Healthy ecosystems	191
303-3	Water extraction	5. Sustainability	Healthy ecosystems	189
303-4	Water spills	5. Sustainability	Healthy ecosystems	189
303-5	Water consumption	5. Sustainability	Healthy ecosystems	189

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Biodiversity				
304-1	Operation farms owned, leased or managed located within or next to protected areas or areas of high value for biodiversity outside protected areas	5. Sustainability	Healthy ecosystems	198
304-2	Significant impacts of activities, products and services on biodiversity	5. Sustainability	Healthy ecosystems	191
304-3	Habitats protected or restored	5. Sustainability	Healthy ecosystems	198
304-4	Species that appear on the UINC Red List and on national conservation lists whose habitats are in areas affected by operations	5. Sustainability	Healthy ecosystems	200
Emission				
305-1	Direct GHG emissions (scope 1) last 4 years	5. Sustainability	Healthy ecosystems	185
305-2	Indirect GHG emissions when generating energy (scope 2) last 4 years	5. Sustainability	Healthy ecosystems	185
305-3	Other indirect GHG emissions (scope 3)	5. Sustainability	Healthy ecosystems	185
305-4	GHG emissions intensity	5. Sustainability	Healthy ecosystems	185
305-5	Reduction of GHG emissions	5. Sustainability	Healthy ecosystems	185
Waste				
306-1	Generation of waste and significant impacts related to waste	5. Sustainability	Healthy ecosystems	207
306-2	Management of significant impacts related to waste	5. Sustainability	Healthy ecosystems	210
306-3	Waste generated	5. Sustainability	Healthy ecosystems	207
306-4	Waste not Intended for Disposal	5. Sustainability	Healthy ecosystems	207
306-5	Waste Intended for Disposal	5. Sustainability	Healthy ecosystems	207
Supplier Environmental Assessment				
308-1	New suppliers that have passed evaluation and selection filters in accordance with environmental criteria	5. Sustainability	Profitable and responsible business	216
308-2	Negative environmental impacts in the supply chain and actions taken.	5. Sustainability	Profitable and responsible business	218
CATEGORY: Social performance				
Job				
401-1	New employee hires and staff turnover	5. Sustainability	Meaningful employment	149
401-2	Benefits for full-time employees that are not given to part-time or temporary employees	5. Sustainability	Meaningful employment	150
401-3	Parental leave	5. Sustainability	Meaningful employment	152
Labor Relations				
402-1	Minimum notice periods on operational changes	5. Sustainability	Meaningful employment	160
Health and Safety at Work				
403-1	Occupational health and safety management system	5. Sustainability	Meaningful employment	157

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
403-2	Hazard identification, risk assessment and incident investigation	5. Sustainability	Meaningful employment	160
403-3	Occupational health services	5. Sustainability	Meaningful employment	159
403-4	Worker participation, consultation and communication on health and safety at work	5. Sustainability	Meaningful employment	159
403-5	Training of workers on health and safety at work.	5. Sustainability	Meaningful employment	159
403-6	Promotion of workers' health	5. Sustainability	Meaningful employment	160
403-7	Prevention and mitigation of impacts on the health and safety of workers directly linked through commercial relationships	5. Sustainability	Meaningful employment	159
403-8	Workers covered by an occupational health and safety management system.	5. Sustainability	Meaningful employment	162
403-9	Work accident injuries.	5. Sustainability	Meaningful employment	162
403-10	Occupational diseases and illnesses	5. Sustainability	Meaningful employment	162
Training and teaching				
404-1	Average hours of training per year per employee	5. Sustainability	Meaningful employment	154
404-2	Programs to improve employee skills and transition assistance programs	5. Sustainability	Meaningful employment	152
404-3	Percentage of employees receiving regular performance and career development reviews	5. Sustainability	Meaningful employment	156
Diversity and equal opportunities				
405-1	Diversity in governing bodies and employees	5. Sustainability	Meaningful employment	63
405-2	Ratio of base salary and remuneration of women to men by position	5. Sustainability	Meaningful employment	147
Non-discrimination				
406-1	Cases of discrimination and corrective actions taken	3. Corporate governance	Ethical Management	76
Freedom of association and collective bargaining				
407-1	Operations and suppliers whose right to freedom of association and collective bargaining could be at risk		No operations or suppliers have been identified whose right to freedom of association and collective bargaining may be at risk.	157
Child labor				
408-1	Operations and suppliers with significant risk of cases of child labor	5. Sustainability	Profitable and responsible business	75

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Forced or compulsory labor				
409-1	Operations and suppliers with significant risk of cases of forced or compulsory labor	5. Sustainability	Profitable and responsible business	75
Security practices				
410-1	Trained security personnel in human rights policies or procedures		No security worker has received formal training in human rights policies or procedures and their application to security.	
Indigenous peoples' rights				
411-1	Cases of violations of indigenous peoples' rights.		There were no incidents of violations of indigenous peoples' rights.	
Local communities				
413-1	Operations with local community participation, impact evaluations and development programs	5. Sustainability	Prosperous communities	171
413-2	Operations with significant negative impacts - actual and potential - on local communities	5. Sustainability	Prosperous communities	180
Social Evaluation of Suppliers				
414-1	New suppliers that have passed evaluation and selection filters according to social criteria	5. Sustainability	Profitable and responsible business	216
414-2	Negative social impacts in the supply chain and actions taken	5. Sustainability	Profitable and responsible business	215
Public politics				
415-1	Contribution to political parties and/or representatives	3. Corporate governance	Ethical Management	74
Customer health and safety				
416-1	Assessment of the health and safety impacts of the product and service categories	5. Sustainability	Nutritious and healthy food	112
Marketing and labeling.				
417-1	Requirements for information and labeling of products and services	5. Sustainability	Nutritious and healthy food	112
417-2	Cases of non-compliance related to information and labeling of products and services	5. Sustainability	Nutritious and healthy food	116
417-3	Cases of non-compliance related to marketing communications	5. Sustainability	Nutritious and healthy food	116
Client Privacy				
418-1	Substantiated complaints regarding violations of customer privacy and loss of customer data	5. Sustainability	Profitable and responsible business	226

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
GRI INDUSTRIA				
13.1	Emissions	5. Sustainability	Healthy ecosystems	185
13.2	Climate adaptation and resilience	5. Sustainability	Healthy ecosystems	146
13.3	Biodiversity	5. Sustainability	Healthy ecosystems	202
13.4	Conversion of natural ecosystems	5. Sustainability	Healthy ecosystems	184
13.5	Soil health	5. Sustainability	Healthy ecosystems	201
13.6	Pesticide use	5. Sustainability	Nutritious and healthy food	136
13.7	Water and effluents	5. Sustainability	Healthy ecosystems	189
13.8	Waste	5. Sustainability	Healthy ecosystems	208
13.9	Food security	5. Sustainability	Nutritious and healthy food	116
13.10	Food safety	5. Sustainability	Nutritious and healthy food	116
13.11	Animal health and welfare	5. Sustainability	Nutritious and healthy food	124
13.12	Local communities	5. Sustainability	Prosperous communities	172
13.13	Land and resource rights	5. Sustainability	Healthy ecosystems	198
13.14	Indigenous peoples' rights	5. Sustainability	Prosperous communities	178
13.15	Non-discrimination and equal opportunities	5. Sustainability	Meaningful employment	76
13.16	Forced or compulsory labor	3. Corporate governance	Ethical Management	75
13.17	Child labor	3. Corporate governance	Ethical Management	75
13.18	Freedom of association and collective bargaining	5. Sustainability	Meaningful employment	156
13.19	Health and safety at work	5. Sustainability	Meaningful employment	157
13.20	Labor practices	5. Sustainability	Meaningful employment	146
13.21	Fair income and wages	5. Sustainability	Meaningful employment	146
13.22	Economic inclusion	5. Sustainability	Profitable and responsible business	219
13.23	Supply chain traceability	5. Sustainability	Profitable and responsible business	218
13.24	Public policies.	5. Sustainability	Ethical Management	72

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Index of contents				
1.a.	Index of contents			
Perfil de la entidad				
2.1.	Mission, vision and values	2. We are Salmones Camanchaca	Mission, vision and values	27,28,29
2.2	Historic information	2. We are Salmones Camanchaca	Historical background	34
2.3.1	Control situation	2. We are Salmones Camanchaca	Ownership structure	40
2.3.2	Significant changes in ownership or control	2. We are Salmones Camanchaca	Ownership structure	43
2.3.3	Identification of partners or majority shareholders	2. We are Salmones Camanchaca	Corporate structure	39
2.3.4	Shares, their characteristics and rights	6. Financial information	Tax policies, investment, financing and dividend	39
2.3.5	Other values	6. Financial information	Tax policies, investment, financing and dividend	248
Corporate governance				
3.1	Governance framework	3. Corporate governance	Ethical management	63
3.2	Directory	3. Corporate governance	Board of Directors	58
3.3	Board committee	3. Corporate governance	Other committees	70
3.4	Main executives	3. Corporate governance	Key executives	64
3.5	Adherence to national or international codes	4. Business Description	Our operations	86
3.6	Risk management	3. Corporate governance	Risk Management	77
3.7	Relationship with shareholders and the general public	4. Business Description	Our operations	88, 60
Strategy				
4.1	Time horizons	2. We are Salmones Camanchaca	Value footprint	32
4.2	Strategic objectives	2. We are Salmones Camanchaca	Strategy	31
4.3.	Investment plans	2. We are Salmones Camanchaca	Strategy	31

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
People				
5.1.1.	Number of people by sex	5. Sustainability	Meaningful employment	144
5.1.2	Number of people by nationality	5. Sustainability	Meaningful employment	145
5.1.3	Number of people by age range	5. Sustainability	Meaningful employment	145
5.1.4	Labor Old	5. Sustainability	Meaningful employment	142
5.1.5	Number of people in a situation of disability	5. Sustainability	Meaningful employment	144
5.2	Labor formality	5. Sustainability	Meaningful employment	140
5.3	Work adaptability	5. Sustainability	Meaningful employment	141
5.4.1	Equity policy	5. Sustainability	Meaningful employment	146
5.4.2	Salary gap by gender	5. Sustainability	Meaningful employment	147
5.5	Workplace and sexual harassment	5. Sustainability	Meaningful employment	75
5.6.	Job security	5. Sustainability	Meaningful employment	161
5.7.	Postnatal leave	5. Sustainability	Meaningful employment	151
5.8.	Training and benefits	5. Sustainability	Meaningful employment	150
5.9.	Subcontracting Policy	5. Sustainability	Profitable and responsible business	214
Business Model				
6.1.	Industry sector	4. Business Description	Industry sector	82
6.2	Business	4. Business Description	Industry sector	83
6.3.	Stakeholders	4. Business Description	Our operations	90
6.4	Properties and facilities	4. Business Description	Our operations	94
6.5.1	Subsidiaries and associates	2. We are Salmones Camanchaca	Subsidiaries	46
6.5.2	Investment in other companies	2. We are Salmones Camanchaca	Agreements and contracts with subsidiaries or associates	46

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Supplier Management				
7.1	Payment to suppliers	Sustainability	Profitable and responsible business	217
7.2	Supplier Evaluation	Sustainability	Profitable and responsible business	215
Indicators				
8.1.1	In relation to clients	4. Business Description	Commercial network	100
8.1.2	In relation to your workers		There were no enforceable sanctions in this area.	
8.1.3	Environmental		There were no enforceable sanctions in this area.	
8.1.4	Free competition	3. Corporate governance	Ethical management	76
8.1.5	Others	3. Corporate governance	Ethical management	72
8.2	Indicadores de sostenibilidad por tipo de industria	3. Corporate governance	Other committees	70
Financial information.				
9	Relevant or essential facts	6. Financial information	Main financial indicators	234
10	Shareholder and directors committee comments	6. Financial information	Financial statements	251
11	Financial reports	6. Financial information	Financial statements	251

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Greenhouse gas emission				
FB-MP-110a.1	Gross Global Scope 1 Emissions	5. Sustainability	Healthy ecosystems	185
FB-MP-110a.2	Analysis of the long-term and short-term strategy or plan to manage scope 1 emissions, emission reduction targets, and analysis of results in relation to those targets	5. Sustainability	Healthy ecosystems	182
Energy management				
FB-MP-130a.1	(1) Total energy consumed, (2) percentage of electricity from the grid, (3) percentage of renewables	5. Sustainability	Healthy ecosystems	186
Water management				
FB-MP-140a.1	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with high or extremely high initial water stress	5. Sustainability	Healthy ecosystems	188
FB-MP-140a.2	Description of water management risks and analysis of strategies and practices to mitigate them	5. Sustainability	Healthy ecosystems	192
FB-MP-140a.3	Number of incidents of non-compliance with water quality permits, standards and regulations		There were no incidents of noncompliance related to permits, water quality standards, and regulations.	193
Land use and effects				
FB-MP-160a.1	Amount of manure and animal waste generated, percentage managed under a nutrient management plan	5. Sustainability	Healthy ecosystems	208
FB-MP-160a.2	Percentage of pastures and grazing lands managed according to the conservation plan criteria of the Natural Resources Conservation Service (NRCS).	5. Sustainability	Healthy ecosystems	199
FB-MP-160a.3	Animal protein production from concentrated animal feeding operations (CAFOs)	5. Sustainability	Nutritious and healthy food	161
Food safety				
FB-MP-250a.1	Global Food Safety Initiative (GFSI) Audit: (1) nonconformity rate and (2) corresponding corrective action rate for a) major and b) minor nonconformities	5. Sustainability	Nutritious and healthy food	116
FB-MP-250a.2	Percentage of supplier facilities certified under a Global Food Safety Initiative (GFSI) food safety certification program	5. Sustainability	Nutritious and healthy food	116
FB-MP-250a.3	(1) Number of recalls issued and (2) total weight of recalled products		The total number of withdrawals and total weight of products withdrawn is zero	117
FB-MP-250a.4	Analysis of markets that prohibit the import of products from the entity	5. Sustainability	Nutritious and healthy food	117

INDICATOR	DESCRIPTION	CHAPTER	SECTION OMISSIONS/RESPONSE	PAGE
Use of antibiotics in animal production				
FB-MP-260a.1	Percentage of animal production that received (1) antibiotics of medical importance and (2) antibiotics of non-medical importance, by type of animal	5. Sustainability	Nutritious and healthy food	131
Health and workforce safety				
FB-MP-320a.1	(1) Total Recordable Incident Rate (TRIR) and (2) Fatality Rate	5. Sustainability	Meaningful employment	162
FB-MP-320a.2	Description of activities to assess, monitor and mitigate acute and chronic respiratory conditions	5. Sustainability	Meaningful employment	158
Animal Welfare				
FB-MP-410a.1	Percentage of pork produced without the use of farrowing crates.		N/A	
FB-MP-410a.2	Percentage of sales of eggs from cage-free hens.		N/A	
FB-MP-410a.3	Percentage of production certified according to an external animal welfare standard.	5. Sustainability	Nutritious and healthy food	114
Impacts environmental and social supply chain supply of animals				
FB-MP-430a.1	Percentage of production facilities of suppliers and contractors that have been verified to meet animal welfare standards.		There were no suppliers subject to animal welfare standards evaluation.	114
FB-MP-430a.2	Percentage of supplier and contracted production facilities that have been verified as meeting animal welfare standards	5. Sustainability	Nutritious and healthy food	116
Supply of food and animals				
FB-MP-440a.1	Percentage of animal feed sourced from regions with high or extremely high initial water stress.	5. Sustainability	Healthy ecosystems	190
FB-MP-440a.2	Percentage of contracts with producers located in regions with high or extremely high initial water stress.	5. Sustainability	Healthy ecosystems	190
FB-MP-440a.3	Analysis of the management strategy of the opportunities and risks for obtaining pellets and the supply of livestock presented by climate change	5. Sustainability	Nutritious and healthy food	121

Independent Auditor Report

Santiago, March, 2023

Salmones Camanchaca S.A.
Present

Of our consideration:

We have reviewed the following aspects of the Greenhouse Gas Emissions Inventory for the 2022 period, of Salmones Camanchaca.

Alcance

Salmones Camanchaca has requested Deloitte to verify the Inventory of Greenhouse Gas Emissions, for the period 2022.

Said report contemplates the estimation of the Corporate Carbon Footprint of the operations over which Salmones Camanchaca exercises total control for the period between January 1, 2022 and December 31, 2022. The process was carried out considering consumption GHG emissions fuel, refrigerant gases, electricity consumption, food consumption, product transportation by air, land and sea, diesel oil from logistics providers, waste generation and transportation, salt consumption, personnel transportation, electricity from suppliers and pharmaceutical products.

The total emissions declared in the 2022 Greenhouse Gas Emissions Inventory Salmones Camanchaca are presented in table 1.

Method	Scope 1	Scope 2	Scope 3	Total
Market	23.058	1.233	183.195	207.486
Location	23.058	5.330	183.195	211.583

Methodology

Our review of the Greenhouse Gas Emissions Inventory, 2022 period, was carried out in accordance with the guidelines of ISO 14064 Part 3. It should be noted that this verification does not constitute an audit and, consequently, we do not express an audit opinion. about this statement.

The review process considered the official receipt of information, in addition to the verification activities carried out through analytical procedures and review tests described below.:

- Receipt of Excel calculations "Information consolidated by Scope Salmones Camanchaca 2022" and GHG emissions report "GHG Report Salmones Camanchaca 2022 Greenticket", as well as folders with information and evidence for each of the scopes.
- Review of the consistency and coherence of the calculations for each of the scopes of the Greenhouse Gas Emissions Inventory. These were verified by random samples, presenting the inconsistencies by emails..
- Request and receipt of evidence not covered by the 2022 Greenhouse Gas Emissions Inventory calculation process.

- Review of the coherence of information and data of the Greenhouse Gas Inventory of Salmones Camanchaca.

Conclusions

- No aspect has been revealed that would make us believe that the Inventory of Greenhouse Gas Emissions carried out by Salmones Camanchaca has not been prepared in accordance with the applicable international standards.
- All the inconsistencies found were clarified and improved, therefore, no aspect has been revealed that would make us believe that the information provided about the Greenhouse Gas Emissions Inventory contains significant errors.

Responsibilities of Salmones Camanchaca and Deloitte

- The preparation of the Inventory of Greenhouse Gas Emissions, period 2022, as well as its content, is the responsibility of Salmones Camanchaca, which is also responsible for defining, adapting and maintaining the internal management and control systems from which it is obtained. information.
- Our responsibility is to issue an independent report based on the procedures applied in our review.
- This report has been prepared exclusively in the interest of Salmones Camanchaca, in accordance with the terms established in the Letter of Commitment.
- The conclusions of the verification carried out by Deloitte are valid for the Inventory of Greenhouse Gas Emissions of Salmones Camanchaca, period 2022 received on March 30, 2023.
- The scope of a limited security review is substantially less than that of a reasonable security review or audit. Therefore, we do not provide an audit opinion on the Inventory of Greenhouse Gas Emissions of Salmones Camanchaca Period 2022.

Kind regards to you,

David Falcon

Partner



www.deloitte.cl

Deloitte presta servicios profesionales de auditoría, impuestos, consultoría y asesoría financiera, a organizaciones públicas y privadas de diversas industrias. Con una red global de firmas miembro en cerca de 164 países, Deloitte brinda su experiencia y profesionalismo de clase mundial para ayudar a que sus clientes alcancen el éxito desde cualquier lugar del mundo en donde operen. Los aproximadamente 240.000 profesionales de la firma están comprometidos con la visión de ser el modelo de excelencia.

Esta publicación sólo contiene información general y ni Deloitte Touche Tohmatsu Limited, ni sus firmas miembro, ni ninguna de sus respectivas afiliadas (en conjunto la "Red Deloitte"), presta asesoría o servicios por medio de esta publicación. Antes de tomar cualquier decisión o medida que pueda afectar sus finanzas o negocio, debe consultar a un asesor profesional calificado. Ninguna entidad de la Red Deloitte será responsable de alguna pérdida sufrida por alguna persona que utilice esta publicación.

Deloitte © se refiere a Deloitte Touche Tohmatsu Limited, una compañía privada limitada por garantía, de Reino Unido, y a su red de firmas miembro, cada una de las cuales es una entidad legal separada e independiente. Por favor, vea en www.deloitte.com/cl/acercade la descripción detallada de la estructura legal de Deloitte Touche Tohmatsu Limited y sus firmas miembro.

Deloitte Touche Tohmatsu Limited es una compañía privada limitada por garantía constituida en Inglaterra & Gales bajo el número 07271800, y su domicilio registrado: Hill House, 1 Little New Street, London, EC4A 3TR, Reino Unido.

© 2023 Deloitte. Todos los derechos reservados.

Oficina central

Rosario Norte 407
Las Condes, Santiago
Chile
Fono: (56) 227 297 000
Fax: (56) 223 749 177
deloittechile@deloitte.com

Regiones

Simón Bolívar 202
Oficina 203
Iquique
Chile
Fono: (56) 572 546 591
Fax: (56) 572 546 595
iquique@deloitte.com

Av. Grecia 860
Piso 3
Antofagasta
Chile
Fono: (56) 552 449 660
Fax: (56) 552 449 662
antofagasta@deloitte.com

Los Carrera 831
Oficina 501
Copiapó
Chile
Fono: (56) 522 524 991
Fax: (56) 522 524 995
copiapo@deloitte.com

Alvares 646
Oficina 906
Viña del Mar
Chile
Fono: (56) 322 882 026
Fax: (56) 322 975 625
vregionchile@deloitte.com

Chacabuco 485
Piso 7
Concepción
Chile
Fono: (56) 412 914 055
Fax: (56) 412 914 066
concepcionchile@deloitte.com

Quillota 175
Oficina 1107
Puerto Montt
Chile
Fono: (56) 652 268 600
Fax: (56) 652 288 600
puertomontt@deloitte.com

Deloitte
Auditors y Consultores Limitada
Rosario Norte 407
Rut: 85.276.200-5
Las Condes, Santiago
Chile
Fono: (56) 227 297 000
Fax: (56) 223 749 177
deloittechile@deloitte.com
www.deloitte.cl



INDEPENDENT REVISION LETTER OF LATAM INTEGRATED REPORT 2022

April 5th, 2023
Sirs of Salmones Camanchaca S.A.

From our consideration:

We have carried out the review of the following aspects of the Integrated Report 2022 of Salmones Camanchaca S.A.

Scope

Limited assurance review of the adaptation of the contents and indicators of the Integrated Report 2022, with the provisions of the Global Reporting Initiative (GRI) Standards regarding the profile of the organization and material indicators arising from the materiality process carried out by the company around the criteria established by said standard, related to the Economic, Social and Environmental dimensions.

Standards and verification processes

We have carried out our work in accordance with the International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000), issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accounts (IFAC).

Our review work has consisted of asking questions to various units and management of Salmones Camanchaca S.A. who have been involved in the process of performing this report, as well as in the application of analytical procedures and review tests described below.

- Meeting with the team that led the process of preparing Integrated Report 2022.
- Request for requirements and review of evidence, for the indicators referenced in this letter as a result of the materiality process, with the participating areas of the preparation of the Integrated Report 2022.
- Analysis of the adaptation of the contents of the Integrated Report 2022 to those recommended by the GRI Standard and verification that the indicators referenced in this letter are based on the protocols established by this guide and the non-applicable or non-material indicators are justified.
- Verification by means of review tests of the quantitative and qualitative information, corresponding to the indicators of the GRI Standard included in the Integrated Memory 2022, and its adequate compilation from the data provided by the sources of information of Salmones Camanchaca S.A.

Conclusions

The verification process was carried out based on the indicators declared from the materiality process carried out by the company. Once identified, prioritized, and validated, the indicators were included in the memory. The reported indicators subject to verification are indicated in the following table:

General and specific GRI indicators

2-1	2-2	2-3	2-4	2-5	2-6	2-7	2-8	2-9	2-10	2-11
2-12	2-13	2-14	2-15	2-16	2-17	2-18	2-19	2-20	2-21	2-22
2-23	2-24	2-25	2-26	2-27	2-28	2-29	2-30	3-1	3-2	3-3
3-3	201-1	201-2	201-3	201-4	202-1	202-2	203-1	203-2	204-1	205-1
205-2	205-3	206-1	207-1	207-2	207-3	207-4	301-1	301-2	301-3	302-1
302-2	302-3	302-4	302-5	303-1	303-2	303-3	303-4	303-5	304-1	304-2
304-3	304-4	305-1	305-2	305-3	305-4	305-5	305-6	305-7	306-1	306-2
306-3	306-4	306-5	308-1	308-2	401-1	401-2	401-3	402-1	403-1	403-2
403-3	403-4	403-5	403-6	403-7	403-8	403-9	403-10	404-1	404-2	404-3
405-1	405-2	406-1	407-1	408-1	409-1	410-1	411-1	413-1	413-2	414-1
414-2	415-1	417-1	417-2	417-3	418-1					

Sectoral indicators

13.1	13.2	13.3	13.4	13.5	13.6	13.7	13.8	13.9	13.10	13.11
13.12	13.13	13.14	13.15	13.16	13.17	13.18	13.19	13.20	13.21	13.22
13.23	13.24									

Company Indicators

- Payment of local taxes
- Community Grievances
- Work environment
- R+D Expenditure
- FIFO rate
- Comparison between feed conversion factor and mealmeal (mFFDRm) and fish oil (FFDRo) dependency ratio.
- FCR_e
- FCR_b (kg LWE)
- Raw material (% of animal and vegetable origin)
- Customer satisfaction percentage
- Use of antibiotics
- Share of expenditure on local suppliers
- Definition and number of critical suppliers for the organization
- High Risk Supplier Assessment Last 3 years
- High-risk suppliers in sustainability
- Suppliers with sustainability clauses

- Total number of suppliers supported in the implementation of corrective action plans
- Total non-renewable energy consumption
- Total renewable energy consumption
- Fresh Water Consumption
- Total weight of all food loss and waste
- Intensity of food loss and waste
- % Production ASC
- % Production BAP
- Total net freshwater consumption in water-stressed areas
- Ratio of basic salary and remuneration of women to men per position
- Percentage of women in leadership, junior and senior leadership positions
- Number of fatalities for employees
- Number of fatalities for contractors
- LTIFR: Accident Frequency Rate with Time
- lost (workers and contractors)
- Organic waste management / Nutrient recovery (Omega-3 and Protein)

Regarding the verified indicators, we can affirm that no aspect has been revealed that makes us believe that these indicators incorporated in the Integrated Memory 2022 of Salmones Camanchaca S.A., has not been developed in accordance with the GRI Standard in the aspects and indicators indicated in the scope.

Responsibilities of Salmones Camanchaca S.A. and Deloitte

- The preparation of the Integrated Report 2022, as well as the content of the same is the responsibility of Salmones Camanchaca S.A., which is also responsible for defining, adapting, and maintaining the management and internal control systems from which the information is obtained.
- Our responsibility is to issue an independent verification letter, based on the procedures applied in our review.
- This report has been prepared exclusively in the interest of Salmones Camanchaca S.A., in accordance with the terms established in the commercial conditions of the service proposal.
- We have conducted our work in accordance with the standards of independence required by the IFAC Code of Ethics.
- The verification conclusions made by Deloitte are valid for the latest version of the Integrated Memory 2022 in our possession, received dated 28/03/2023.
- The scope of a limited safety review is substantially less than that of a reasonable safety audit or review, so we do not provide an audit opinion on the Integrated Report of Salmones Camanchaca S.A.





Salmones
Camanchaca