

ADDITIONAL ESG INFORMATION

Salmones Camanchaca

Note: The information disclosed in this document corresponds to the 2025 period and is published as a supplementary document to the [Annual Report 2025](#).

Governance

Success Metrics for CEO

The company conducts annual performance evaluations for the CEO which are based on objectives. The CEO's variable compensation depends on the accomplishment of several goals that are measured with metrics related to financial returns (EBITA target).

ESG Governance

Salmones Camanchaca manages sustainability through a two-tier governance structure anchored in the Board of Directors. As the highest governance body, the Board of Directors supervises and validates the Company's sustainability strategy and reviews, validates and signs the Annual Report. The central executive body is the Sustainability Committee, created in 2020 and meeting on a quarterly basis, which validates, supports and monitors the Company's sustainability roadmap on a cross-functional basis. The presence of the Vice-Chairman of the Board, Ricardo García Holtz, as a member of the Committee ensures a formal link between the executive management of sustainability and Board-level oversight. Operational stewardship rests with the Technical and Sustainability Management, led by Alfredo Tello Gildemeister, which reports directly to the Chief Executive Officer and executes ESG initiatives across the entire organization.

Governance structure



Matters addressed - five strategic sustainability pillars

Healthy & Nutritious Food	Healthy Ecosystems	Meaningful Employment	Prosperous Communities	Profitable & Responsible Business
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Roles and responsibilities

Body / Role	Sustainability responsibility
Board of Directors	Highest governance body for ESG. Supervises and validates the sustainability strategy; reviews, validates and signs the Annual Report. Receives reporting on the milestones and progress of environmental and social initiatives.
Sustainability Committee	Executive ESG body created in 2020. Meets quarterly. Validates, supports and monitors the Company's sustainability roadmap on a cross-functional basis. Includes the Vice-Chairman of the Board, ensuring formal linkage between executive management and Board oversight.
Technical & Sustainability Management	Operational owner. Led by Alfredo Tello Gildemeister, who reports directly to the CEO. Administers and executes ESG initiatives, environmental and social programs, sustainability strategy and sustainability-linked finance, across the entire organization.

Risk & Crisis Management

Salmones Camanchaca manages its risks through a corporate, cross-functional framework structured around the Three Lines of Defense model and articulated in an Inherent Risk Matrix that identifies specific and cross-cutting risks, grouped into five categories (biological, compliance, market, financial and operational); the criticality of each risk is determined through a methodology that weighs the likelihood of occurrence and the magnitude of impact, enabling the Company to prioritize risks and direct controls, mitigating measures and action plans toward its most significant exposures.

The Board of Directors, through the Directors' Committee supported by the Risk & Insurance Deputy Management and the Corporate Controller & Compliance Management, reviews and approves the Risk Matrix and the Company's risk exposure on an annual basis.

Risk culture is reinforced by providing directors with the methodology, definitions and key concepts to support informed decision-making, organization-wide training on risk management principles, the incorporation of risk criteria into the development and approval of products, and financial incentives linked to risk management metrics.

The risk management process is subject to both internal and external assurance: internally, through the annual plan of the Corporate Controller & Compliance Management, which reviews critical processes linked to the highest-risk factors in the matrix; and externally, through an independent third-party cybersecurity maturity assessment, the independent assurance of the Company's Integrated Report, and the annual financial-statements audit, which covers the financial risks included in the risk matrix.

Emerging risks

As part of its corporate, cross-functional risk management process, structured around the Three Lines of Defense model and governed through the Company's Risk Matrix, Salmones Camanchaca periodically reviews and updates the set of long-term emerging risks that could materially affect its strategy and business model. During the most recent review cycle, this exercise was expanded to incorporate newly identified external risks arising from the evolving global agenda on nature and biodiversity, increasing marine health pressures and AI-driven cyber threats, complementing the emerging risks previously recognized in the corporate risk matrix. The emerging risks resulting from this updated assessment are disclosed below.

Emerging Risk Name: Nature and biodiversity regulation and market access**Description:**

The regulatory and commercial environment linked to nature and biodiversity is becoming increasingly stringent, driven by an external, global shift toward biodiversity protection (e.g., the Kunming-Montreal Global Biodiversity Framework and rising nature-related disclosure and due-diligence expectations). In Chile, the newly created Biodiversity and Protected Areas Service (SBAP, Law No. 21,600) will strengthen the protection and management of protected areas, several of which are adjacent to the Company's concessions; the specific management plans and secondary regulations that will govern activities near these areas are still to be defined and remain uncertain. In export markets, buyer and regulatory requirements continue to increase. Over a 3-to-5-year horizon, these evolving and still-uncertain requirements could reshape where and how the Company farms and sources its feed, potentially requiring the Company to adapt its production footprint and sourcing strategy.

Potential Business Impact:

The management plans to be developed by the SBAP could restrict production and/or growth capacity in certain farming areas. Non-conformity of the feed supply chain (soy) with the EU Deforestation Regulation (EUDR) could compromise access to the European market and increase sourcing costs. Failure to meet emerging nature-related disclosure expectations and certification requirements could limit access to premium customers and to sustainability-linked financing. Impact channels: reduced capacity/biomass, feed cost inflation, loss of market access, and higher cost of capital. Given the breadth of these channels, the risk has the potential to affect a significant part of the Company's operations and may require it to adapt its strategy and/or business model.

Mitigating Actions:

Fourteen farming sites located near protected areas already operate with a biodiversity management plan and a site-specific Environmental Impact Assessment (EIA); voluntary ASC and BAP certifications incorporate protected-area and wildlife-interaction criteria; a no-deforestation policy and a Fish Feed Sustainability Declaration have been in force since 2021, requiring RTRS/ProTerra-certified soy and RSPO-certified palm (in 2025, 96% of soy derivatives were RTRS-certified and no palm oil was used); and water-footprint assessments are conducted, with water-withdrawal reporting to the authority.

Emerging Risk Name: Antimicrobial resistance and restrictions on veterinary treatments**Description:**

The risk stems from the external evolution of health pressures in the marine environment, largely beyond the Company's control and intensified by changing environmental conditions (rising temperature, higher salinity and lower oxygen availability), which is reducing the effectiveness of the preventive and therapeutic tools available to the industry:

(i) For SRS, the relative efficacy of the vaccine against its main agent has favored the selection of genovariants, reducing the effectiveness of vaccination as a preventive measure; in turn, due to the characteristics of the associated bacterium, antibiotic therapies have lost effectiveness, particularly in larger fish and under challenging production conditions. This phenomenon is continuously monitored as a loss of sensitivity, not as "resistance", through Minimum Inhibitory Concentration (MIC) analysis.

(ii) In sea lice (*Caligus*) control, the declining efficacy of chitin inhibitors as the main preventive tool requires the pursuit of pharmacological and non-pharmacological alternatives; these show a good response in early culture stages, but the remaining control measures pose a significant challenge in animal welfare and in the efficiency of bath treatments, and mechanical-control pilots are not yet widespread across the industry.

Added to this is a growing pressure, of social and market origin, to reduce the use of antimicrobials (requirements from buyers of low-/no-antibiotic salmon and from certifications), together with potential future regulatory caps that remain uncertain. Over a 3-to-5-year horizon, these external trends could reduce the available therapeutic arsenal precisely as health challenges intensify, potentially requiring the Company to adapt its production strategies.

Potential Business Impact:

Reduced preventive and therapeutic effectiveness could translate into higher mortality and lower harvestable biomass and yield, particularly in larger fish and under challenging environmental conditions, as well as additional animal-welfare challenges in *Caligus* control. Commercially, higher antibiotic-use indices could exclude the Company from premium low-antibiotic market segments and certifications, eroding price premiums and market access. Both health situations also place the Company at a competitive and reputational disadvantage relative to its main competitor and, absent efficient solutions in the coming years, could affect the Company's production levels and locations, requiring adaptation of its strategy and operating model. Combined impact channels: biomass loss/mortality, loss of sustainability premium and market access, higher health costs and reputational exposure.

Mitigating Actions:

Antibiotic policy based on vaccination of all fish during the freshwater phase, with no prophylactic/routine use and no WHO critically important antibiotics or growth promoters; an Antibiotic Reduction Action Plan supported by genetics, smolt quality and

vaccines, environmental control (oxygen support, microalgae mitigation, stress control from Caligus/sea lions) and timely diagnosis; continuous monitoring of antimicrobial sensitivity through Minimum Inhibitory Concentration (MIC) analysis; development and piloting of pharmacological and non-pharmacological alternatives, including mechanical control, for Caligus management; participation in PROA (Sernapesca), Project Pincoy and Project Yelcho (development of SRS vaccines, incl. BioTherVax's recombinant vaccine) and the Aquabench Caligus Program since 2013; and R&D in genetic tolerance.

Emerging Risk Name: Cybersecurity exposure from AI-enabled threats and IT/OT convergence

Description:

The convergence between the corporate network (IT) and production infrastructure (OT), combined with the external evolution of increasingly complex threats, advanced ransomware and attack vectors amplified by artificial intelligence (AI), a technological development that is largely beyond the Company's control, exposes the Company to the disruption or unavailability of its critical systems. This vulnerability not only compromises business continuity but also threatens the survival of biomass at seawater sites. Added to this scenario is a highly demanding regulatory environment in Chile, marked by the Framework Cybersecurity Law (Law No. 21,663) and the new Personal Data Protection Law (Law No. 21,719), which impose rigorous standards for privacy, governance of the personal data of employees and suppliers, and mandatory incident notification. Over a long-term horizon, the trajectory of these AI-driven external threats remains uncertain and could require the Company to adapt how it secures and operates its digital and production systems.

Potential Business Impact:

A successful cybersecurity event affecting the Company's IT or OT environments would generate direct consequences for operational continuity, biological assets and financial soundness:

- Operational and biomass impact: The disruption or suspension of the OT systems for oxygenation and automated feeding at farming sites compromises animal welfare. This may result in biomass mortality, product-quality degradation, harvest delays and the halting of the supply chain.
- Financial and commercial impact: The hijacking or paralysis of IT systems (ERP, logistics and dispatch) halts commercial and export processes to international markets. This generates direct revenue loss, technology remediation overcosts, contractual penalties for delivery breaches and increased insurance premiums.
- Legal and regulatory impact: The loss of data confidentiality or non-compliance with the standards set by Law No. 21,663 may lead to sanctioning proceedings and significant fines from the regulatory authority.
- Reputational impact: Erosion of the confidence of customers, investors, insurers and communities regarding the Company's operational resilience and corporate governance.

Mitigating Actions:

Corporate governance and oversight: annual board-level oversight of the cybersecurity strategy and plan by the Board Committee, accompanied by the establishment of a Responsible Artificial Intelligence Use and Development Policy (in force since June 2026).

Information Security Management System (ISMS): consolidation of the ISMS implemented in 2024, aligned with international standards, with policies, standards and operating procedures under constant update.

Advanced monitoring and cyber-intelligence: continuous operation of a Security Operations Center (SOC) with 24/7 monitoring of networks, perimeters and endpoints, reinforced with specialized cyber-intelligence services for the preventive detection of threats on the network surface and the deep web. Security culture and human factor: an ongoing cyber-awareness program for staff through educational modules and hands-on training, including the regular execution of attack-vector simulations (three phishing exercises carried out in 2025).

Responsible Sourcing

Salmones Camanchaca's Responsible Sourcing program, governed by the Supplier Code of Conduct and Practices, is described in full in the Annual Report 2025 (pp. 178–181, 214, and 221): the identification of significant suppliers, the ESG risk-screening methodology, supplier evaluation through desk and on-site assessments, and the program's coverage KPIs, which are externally verified by Deloitte. This section complements that disclosure in four areas.

Program oversight and roles. Oversight of the supplier ESG program rests with Executive Management. Within it, the Procurement function leads supplier management under defined roles, and enforces and disseminates the Supplier Code of Conduct and Practices across contracting areas and internal users.

Procurement team training. Before each evaluation cycle, the expert evaluation panel is trained on the Supplier Code of Conduct and its pillars and on the specific criteria applied in the evaluation, ensuring consistent and informed assessments.

Screening across country, sector, and commodity risks. Beyond sector-specific risks, the company assesses country-specific and commodity-specific risks through a due-diligence process applied before tenders and to both new and active suppliers. The review covers tax compliance and the absence of fiscal debts, together with financial, legal, labor, environmental, anti-corruption, and human-rights considerations.

Corrective actions and outcomes. In the latest evaluation cycle, four significant suppliers with identified actual or potential negative impacts were required to submit an immediate improvement plan. Three developed and evidenced corrective actions through joint work with the company's supplier-management team, with a final review confirming the closure of the identified weaknesses; the remaining supplier, which did not submit a plan, is no longer part of the supplier base.

Information Security

Salmones Camanchaca operates a formal Information Security Management System (ISMS), implemented in 2024 and governed by its Information Security Policy. The foundational components of the program are described in the Annual Report 2025 (pp. 186–187): the information security management system and its business-continuity and disaster-recovery arrangements; the 24/7 Security Operations Center (SOC) and vulnerability analysis; the external cyber-intelligence service, including threat monitoring on the surface web and the dark web; the incident reporting and escalation channels; the company-wide security awareness platform and phishing-simulation exercises; and the record of information security incidents, with no security breaches recorded in 2025. This section complements that disclosure by detailing the company’s internal and external cybersecurity audit processes.

Internal audit of the IT infrastructure and the ISMS

The Company’s Internal Audit function, led by the Corporate Controller and Compliance Manager, reports to the Chair of the Directors’ Committee and presents an annual audit plan to the Board. Its scope covers the internal control environment, including IT and information-security processes: information-security incidents are formally escalated to and managed by the Audit and Internal Control function, and the Board Committee reviews the cybersecurity strategy and plan annually. The Company is progressively strengthening the coverage of dedicated cybersecurity reviews within its audit plan.

Independent external assessment

During 2025, an independent third-party firm assessed the Company’s compliance with Chile’s Framework Law on Cybersecurity (Law No. 21,663) and the maturity of its controls against NIST CSF 2.0 and CIS Controls v8.1, including Breach and Attack Simulation (BAS) testing. Results confirmed robust operational maturity, with the Protect, Detect and Recover functions rated “Very Good” and 15 of 18 CIS Controls met; the improvement opportunities identified are being addressed through a prioritized remediation roadmap.

Additionally, the company’s annual financial audit includes an independent review of the main cybersecurity and information security processes, providing a dual-assurance mechanism. The Company’s IT infrastructure is hosted on Google Cloud Platform and Amazon Web Services, both ISO 27001-certified, ensuring alignment with global security standards.

Responsible Artificial Intelligence

Salmones Camanchaca has established a formal Commitment to the Ethical and Responsible Use of Artificial Intelligence, approved by Senior Management. This framework guides the adoption, use, and development of AI tools across the company’s productive and administrative processes, ensuring that technological innovation advances in line with the company’s corporate values, ethics, and regulatory compliance. AI is conceived exclusively as a support tool that respects human autonomy: direct human control is maintained over critical processes and decisions (“human in the loop”), and final responsibility for AI actions and content always rests with the people and business areas, never with the technological systems.

The policy addresses the following aspects:

- **Personal data protection:** confidentiality and personal data are safeguarded throughout the entire AI lifecycle (design, development, and use).
- **Cybersecurity of AI systems:** every tool must be validated by the Information Security Committee.
- **Bias prevention:** the data used must be free of bias, safeguarding equity and non-discrimination.
- **Human oversight:** direct human control over critical processes and decisions (“human in the loop”).
- **Transparency and explainability:** transparent, documented, and traceable algorithms whose results can be understood.
- **Accountability:** final responsibility for AI actions and content assigned to the people and business areas, never to the systems.
- **Defined limits on AI use:** AI applications classified by risk level to apply proportional controls.
- **Environmental care:** AI implementation and development must actively contribute to environmental protection and sustainable development.
- **Prohibition of misuse:** unauthorized tools are prohibited, as is using AI to generate discriminatory or false content, impersonate identities, perform critical automated actions without supervision, or compromise the security of third parties.

During 2026, the company reinforced this framework with concrete control activities. It defined the use of a single AI tool operating within a protected environment and restricted the use of open AI, reducing the exposure of confidential and personal information. In parallel, it launched a company-wide program on the ethical and safe use of AI, communicated to all personnel through informational micro-capsules.

These Responsible AI control activities include:

- **Restricted access to sensitive AI capabilities:** AI use consolidated onto a single approved tool within a protected environment, with the use of open AI restricted.
- **Ethical and safe AI training:** micro-capsules that teach staff how to verify AI-generated answers and detect errors, without assuming AI-provided figures are correct, and what information may be uploaded in order to safeguard personal and confidential data.
- **Appeal mechanisms for automated decisions:** channels through which automated outcomes can be reviewed.

AI is currently applied across the company's operations, including automated quality classification in the Tomé plant, real-time data integration and machine learning to optimize feeding across farming sites, faster detection of cybersecurity threats, and algorithms applied in research and development to optimize sea production, harvesting, and farming.

Product Quality Management

Salmones Camanchaca's Product Quality and Safety Management Program, led by the Quality Assurance area and governed by the Integrated Management Policy, is reported in full in the Annual Report 2025 (pp. 83–90) covering topics related to: the Quality Assurance Program and hazard analysis (microbiological, physical and chemical), the recall procedure and recovery drills, the annual internal and official BAP / ASC CoC / IFS / HACCP audits conducted at every processing plant, the portfolio of external certifications, supplier adherence to GFSI-approved standards, and the disclosure of 2025 non-conformities and their corrective actions. This section complements that disclosure with the following topics:

Quantitative quality targets. Beyond the ASC certified-biomass objective (> 50%) reported in the Annual Report, the company sets and monitors, on a monthly basis and across all processing plants, additional quantitative targets for product-quality performance: a customer-complaint response-time target of 7 business days; a ceiling of $\leq 36\%$ for open non-conformities past their deadline as a share of total open non-conformities; a customer-questionnaire response-time target of 8 business days; and the rate of favorable qualifications issued by Sernapesca (favorable qualifications / total qualifications delivered, with a 100% target). Premium-product output is also tracked.

Integration of technologies to enhance product quality. The company applies data-analytics and automation tools within its quality control to strengthen the precision and consistency of inspection and monitoring, complementing the manufacturing and hygiene technologies referenced in the Integrated Management Policy.

Internal training on the quality management system. Quality training is delivered annually and remotely to all plant personnel, ensuring staff understand their roles and responsibilities within the Quality Management System, and is complemented by quality induction for all incoming personnel.

External complaint channel. Independently of the recall procedure described in the Annual Report, customers can submit complaints about non-conforming products through the Customer Complaint Handling Instruction (I-CV-PVE-MPL-01), linked to the Customer Satisfaction Procedure. Complaints are received via the commercial area, logged by the Certifications Analyst in the ISOtools platform, which assigns a unique correlative number, and acknowledged with a defined investigation-and-response window of 7 business days (10 business days when external primary/maquila plants are involved). Root-cause analysis is assigned by area; where warranted, a corrective action is raised, and the case is reviewed by the Quality Deputy Manager before the commercial response is issued and the complaint is closed. The complaint history and follow-up of measures taken have been maintained in ISOtools since 2021. Overall customer satisfaction is measured through an annual Customer Satisfaction Survey.

Product recall reporting (four-year history). The Annual Report 2025 discloses that no recall requirements were issued in 2025 by any of the countries to which products were exported (p. 84). The following table extends that disclosure to a four-year history:

Product Recall Records

Metric	2022	2023	2024	2025
Number of recalls issued	0	0	0	0
Quantity of products recalled	0	0	0	0
Unit	Tonnes	Tonnes	Tonnes	Tonnes

Environmental

Energy Management Programs

In 2025, approximately USD 210,000 was invested in the acquisition of more energy-efficient equipment, such as pumps.

Packaging Commitment

A project was implemented to eliminate the use of individual product bags, which weighed 20 g per unit, achieving a significant reduction in plastic consumption per box. As a reference, a 35 lb box containing 2–3 lb fillets holds approximately 12 units, which previously resulted in the use of 240 g of plastic per box solely for individual bags. Currently, the products use only a 46 g master bag per box, reducing plastic consumption from 240 g to 46 g per box, equivalent to an approximately 80% reduction (excluding the box and label).

In addition to reducing plastic use, this improvement simplified the production process by eliminating individual bagging and the use of the bagging machine, thereby also reducing the energy consumption associated with this operation.

Water Consumption in Water-Stressed Areas

	Unit	2022	2023	2024	2025
Total net freshwater consumption in water-stressed areas	million cubic metres	0	0.35	0.36	0.41
Coverage (as % of denominator)	percentage of production volume	75%	100%	100%	100%

The increase in water consumption in 2025 compared to 2024 is mainly due to an improvement in the data source through the installation of flow meters in wells and water extraction points, as well as an increase in production at facilities with water consumption.

Exposure of Suppliers to Water Risks

The 27% of ingredients used by feed suppliers comes from countries classified as having high or extremely high water stress, according to the World Resources Institute (WRI). Of this percentage, 1% corresponds to soy, which is reported separately due to its environmental relevance, particularly considering the risks associated with land use, deforestation, biodiversity loss, and water consumption in its areas of origin. The remaining 26% corresponds to other ingredients used in the production of fish feed and is reported in aggregate, as specific information is currently unavailable to disaggregate it by individual ingredient.

Percentage of sourced agricultural commodities originating from water-stressed areas (%)	
Cattle products	-
Maize	-
Palm oil	-
Rice	-
Soy	1%
Sugar	-
Tobacco	-
Cotton	-
Other: Fish feed	26%
Percentage of cost of goods purchased in the last financial year	18%

Biodiversity Mitigating Actions

Following a study conducted in 2021 to assess the value of the natural assets of the Hueñu Hueñu property, located in the commune of Ensenada and owned by the Company, the land's CO₂e capture potential was assessed and certified. In 2022, the property's forest management plan was certified. The property covers approximately 1,000 hectares in the Petrohué area, including 485 hectares of native forest, predominantly composed of coihue trees. The management plan focuses on maintaining and increasing native forest cover and promoting its regeneration through silvicultural practices. The additionality associated with this project is estimated to enable the capture of 7,000 tonnes of CO₂e per year.

Certifications of Agricultural Crops

Agricultural crop	Amount (metric tonnes)	Certification	Percentage of certified crops (%)
Palm oil	137	RSPO	100%
Soy	10,659	RTRS, ADM Responsible Soybean Standard & Cargill Triple S	97%
Sugar	NAP	NAP	NAP
Cacao	NAP	NAP	NAP

Coffee	NAP	NAP	NAP
Cereals	NAP	NAP	NAP
Cotton	NAP	NAP	NAP
Tobacco	NAP	NAP	NAP

NAP: Not Applicable

Certifications of Animal Products

Animal products	Amount (metric tonnes)	Certification	Percentage of certified animal products (%)
Aquaculture products	61,501	ASC BAP	84% 100%
Cattle products	NAP	NAP	NAP
Dairy products	NAP	NAP	NAP
Swine products	7,890	No certification	0%
Poultry products	11,104	No certification	0%
Wild fisheries products	7,854	MSC, Marine Trust and FIP	89%

NAP: Not Applicable

Social

Labor Practices Programs

Provide training or reskilling to mitigate negative effects of industrial or climate transition changes

The company currently offers vocational training courses in Petrohué as part of an established program, including training in plumbing, electrical work, pallet crafts, and other areas. In 2025, these activities were carried out during December.

Employee Development Programs

The company has various programs and initiatives aimed at supporting the development of its employees. The following section provides supplementary information to that publicly disclosed in the [2025 Annual Report](#) on this matter:

Learning methods offered for employee development:

- **Coaching or Mentorship**

Annual coaching programs are implemented for executives, managers, and professionals to address skills gaps and continuously improve their performance across various competencies. The development plan includes the competency model. For executives, managers, and professionals, the program includes executive coaching, soft skills workshops, technical training, and regulatory knowledge programs. For other job families, soft skills workshops and regulatory knowledge programs are provided. In addition, organization-wide workshops are conducted to reinforce internal policies and procedures, corporate values, and other cross-cutting topics. Workshops are also conducted with teams to strengthen their interpersonal skills, improve their ability to adapt to change, and adapt to new organizational guidelines.

- **Teams and Networks**

During 2026, the “Pionero Digital” program is being implemented, which consists of creating a support network among employees for learning different tools.

Type of program offered for employee development:

- **Leadership development program**

Since 2014, a leadership development program has been implemented with external consultants. Since 2020, the program has been delivered through a structured curriculum, with each module focused on a specific topic. The objective is to strengthen the leadership skills of individuals currently in management positions, as well as employees with leadership potential, while developing new competencies to support current leaders in their roles and foster the development of new professionals.

The topics covered in the program include: Feedback Culture; From Difficult Conversations to Productive Conversations; Mobilizing Leadership; Communicator Role; Business Management Skills (Making Things Happen and Efficiency Management); Change Management; Accountability; among others.

- **Transition program for retiring and terminated employees**

There are opportunities for employees to receive guidance on how to apply for retirement and on subsequent processes.

- **Digital transition program**

Training is being provided on the use of artificial intelligence tools (such as Gemini) to improve the efficiency and timeliness of processes. Additionally, Excel courses are available through the online training platform, and Power BI courses are also provided.

Trend of Employee Wellbeing

Work-related stress is assessed through the psychosocial survey conducted by ACHS, known as the Workplace Environment and Mental Health Assessment Questionnaire. This survey is conducted every two years and includes aspects related to work-related stress, such as:

- Workload.
- Emotional demands.
- Work-life balance.
- Violence and harassment.

Based on the results obtained, follow-up is conducted and measures are implemented when any of these aspects receive low scores.

Human Rights Due Diligence Process

The company has a human rights due diligence process, which is described in detail in its [2025 Annual Report](#). In addition, various surveys are conducted to assess risks associated with critical aspects of employee safety and well-being.

These include the Workplace Environment and Psychosocial Risk Assessment Survey, which is conducted every two years and is currently being carried out in 2026.

Additionally, since 2026, Salmones Camanchaca has conducted the Occupational Health and Safety Culture Assessment, covering the Farming and Primary and Secondary Processing areas, through the DEKRA survey developed jointly with ACHS. This survey seeks to understand employees' perceptions regarding aspects such as leadership, communication, preventive management, and operational safety, with the aim of identifying opportunities for improvement.

Customer Relations Management

Process to incorporate customer feedback into product and service development

The company has a customer satisfaction procedure, through which a customer satisfaction survey (NPS) is sent annually to customers to measure their level of satisfaction with respect to quality and service.

According to this procedure, the feedback obtained from the survey results is analyzed. This analysis may include meetings with customers and coordination with the relevant responsible parties to implement improvements to the management system regarding aspects that receive an approval rate below 75%, considering that the survey uses a scale from 0 to 100%.

The results of the customer satisfaction surveys and the actions taken to address deficiencies are analyzed, at a minimum, during the following System Performance Review.

Complaint handling and resolution process

Complaints are processed through the Commercial Department and referred to the area responsible for the origin of the complaint for analysis and response, which takes approximately 7 days. According to the company's Customer Complaint Handling Instruction, complaints are managed as follows:

1. The complaint is communicated by the customer to the Certification Analyst through the Customer Complaint / Queja de Cliente record.
2. The Certification Analyst acknowledges receipt of the complaint by email, considering an investigation and response period that must not exceed 7 business days. If additional information is required from the customer, the response period is suspended until the customer provides the requested information. When the complaint involves external primary processing plants (contract manufacturing), the response period is set at 10 business days, applying the same criterion when additional information is required.
3. Individuals responsible for conducting the root cause analysis are designated according to the areas involved.
4. Once feedback has been collected from all designated individuals, an Investigation Results Report is prepared, including the investigation results, root cause analysis, and measures adopted. The report is then evaluated and conclusions are issued.
5. Finally, the complaint is closed when the additional information requested from the customer is not provided, or when the customer accepts the terms of the response provided, either explicitly or through the absence of a negative response within 15 days.

In addition, the processing plants of the company hold ISO 9001 certification and conduct periodic and independent assessments in accordance with the guidelines established by this standard. ISO 9001 provides criteria for the management, review, and follow-up of customer complaints, including their recording, analysis, and response, as well as the identification of causes and implementation of corrective actions where applicable. It also considers the analysis of trends and customer feedback to support continuous improvement and customer satisfaction.