







## Carozzi Share and enjoy



## **EXECUTIVE SUMMARY** INTEGRATED REPORT

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# ABOUT CAROZZI





## Carozzi Identity

### **Our Vision**

To be the most respected and valued mass consumption company in Latin America.

### **Our Purpose**

At Carozzi, we strive to do things right so everyone can share and enjoy a better environment.

### **Our Values**

- I respect others
- I am passionate about a job well done
- I am honest

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- I am committed to our Company
- I act with simplicity

### We are present in 25 categories of consumer products, produced in Chile, Peru, and Argentina:

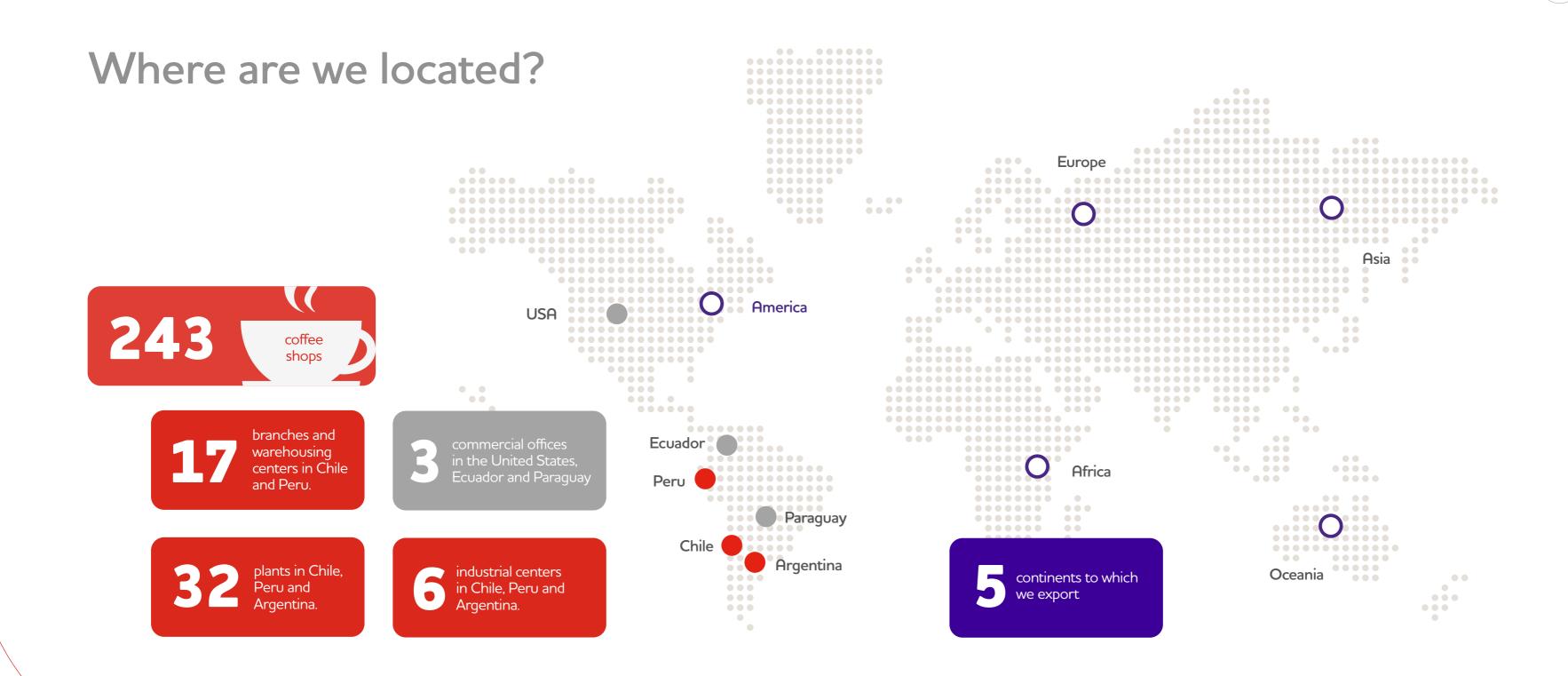


We were the first company to be recognized by the Institute of Historical Remembrance for our contribution to the social, cultural and economic development of the country.



- Tomato sauce and paste ٠
- Jams 2
- Coffee
- Fruit and vegetable pulp
- Preserves 2
- Biscuits and panettone
- Snacks

### 2024 Milestone

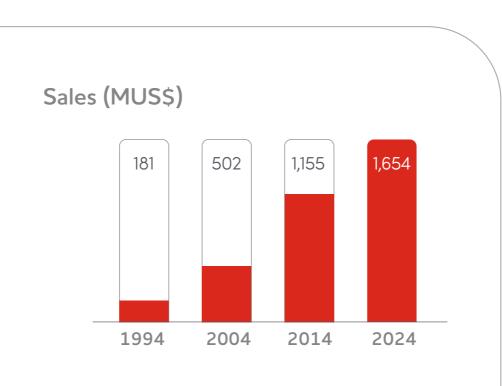




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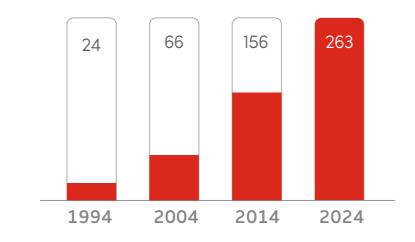




Investment (MUS\$)

Division	Percentage		
Chile	47.4	68.7%	
Peru	3.8	5.5%	
International	17.8	25.8%	
Total	69.0	100%	

EBITDA (MUS\$)



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### 2024 Milestone

We launched Carozzi Ventures, a US\$6 million investment fund, with the goal of positively impacting the entrepreneurship and innovation ecosystem and creating strategic value for our Company.

#### Sales by Division



### **Our Board of Directors**



Carlos F. Cáceres Contreras Director Taxpayer ID No.: 4.269.405-3 Business Administrator Appointment date: 04.26.2023



#### Enrique Ide Valenzuela Director

Taxpayer ID No.: 6.117.880-5 Naval Electronics Engineer Appointment date: 04.26.2023



José Juan Llugany Rigo-Righi Director

Taxpayer ID No.: 6.318.711-9 Business Administrator Appointment date: 04.26.2023



Gonzalo Bofill Schmidt Director

Taxpayer ID No.: 13.990.222-K **Business Administrator** Appointment date: 04.26.2023



#### Gonzalo Bofill Velarde Chairman

Taxpayer ID No.: 7.003.362-3 Business Administrator Appointment date: 04.26.2023

#### Alternate Directors

Alternate

Civil Engineer

Peter Pickett Pound

Taxpayer ID No.: Foreign (UK)

Appointment date: 04.26.2023

#### José Andrés Undurraga Ossa Alternate

Taxpayer ID No.: 6.061.131-9 Business Administrator Appointment date: 04.26.2023

#### Jorge Delpiano Kraemer Alternate

Taxpayer ID No.: 6.371.630-8 Lawyer Appointment date: 04.26.2023





#### Tjaart Kruger Director

Taxpayer ID No.: Foreign (South Africa) Chief Executive Officer Appointment date: 04.30.2024



#### Zayd Abrahams Director

Taxpayer ID No.: Foreign (South Africa) Chief Marketing & Strategy Officer Appointment date: 04.26.2023

#### Carlo Rossi Soffia Alternate

Taxpayer ID No.: 6.623.572-6 **Business Administrator** Appointment date: 04.26.2023

#### Luis Valdés Correa Alternate

Taxpayer ID No.: 7.052.756-1 Lawyer Appointment date: 04.26.2023

#### Pablo Bofill Schmidt Alternate

Taxpayer ID No.: 16.141.554-5 Industrial Civil Engineer Appointment date: 04.26.2023

#### Trevor Sanderson Alternate

Taxpayer ID No.: Foreign (South Africa) Business Appointment date: 04.26.2023

## Board Committees

At Empresas Carozzi S.A., we have various committees that support the Board of Directors. These committees are responsible for addressing cross-cutting and specialized issues, as well as collaborating in the decision-making process of our Company's highest governing body:

- Finance and Investment Committee
- Risk and Audit Committee
- Supply Chain (Logistics) Committee
- Governance Committee
- People Committee
- Sustainability and Risk Committee
- Strategic Planning Committee
- **Ethics Committee** •

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• Operations Committee



### **Our Management**



#### Santiago Valdés Birrel

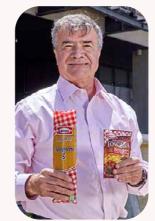
#### CEO

Taxpayer ID No.: 9.589.775-4

**Business Administrator** 

Appointment date: 1.01.2023









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#### Luz María Rojas Sepúlveda

**Corporate Sustainability** and Marketing Manager

Taxpayer ID No.: 12.880.382-3

**Business Administrator** 

Appointment date: 06.18.2021

#### José Manuel Muñoz Godoy

#### Corporate Innovation and **Digital Transformation** Manager

Taxpayer ID No.: 15.638.978-1

**Biochemical Civil Engineer** 

Appointment date: 1.01.2023

\*\*Effective March 1, Felipe Medina Meza took over as Corporate People Manager, replacing Cristián Kolubakin Muñoz.



#### Ximena Gallardo Ugarte

#### Comptroller

Taxpayer ID No.: 9.798.252-K

Certified Public Accountant

Appointment date: 07.31.2013

#### **Carlos Alberto** Hormaechea Marín

#### **Corporate Operations** Manager

Taxpayer ID No.: 7.799.196-4

Mechanical Civil Engineer

Appointment date: 01.01.2015

#### **Felipe Medina Meza**

#### **Corporate People** Manager

Taxpayer ID No.: 13.953.523-5

Business Administrator

Appointment date: 03012024

#### Sergio Espinoza Segovia

#### **Corporate Manager**

Taxpayer ID No.: 6.936.562-0

**Business Administrator** 

Appointment date: 1.01.2023



#### Juan Luis Ibarra Collado

#### **International Business** Manager

Taxpayer ID No.: 7.023.041-0

**Business Administrator** 

Appointment date: 11.01.2018



#### Cristián Áquila Arce

#### **Corporate Administration** and Finance Officer

Taxpayer ID No.: 10.600.976-7

Industrial Civil Engineer

Appointment date: 03.10.2024

# SUSTAINABILITY STRATEGY



Carozzi / 125 años COMPARTIR HACE B



ALUMINIO

































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## Our Sustainability Strategy

Sustainability is the foundation of our business strategy at Carozzi and it is guided by our purpose: we strive to do things right so everyone can share and enjoy a better environment. This philosophy, present in all our actions, strives for excellence and takes responsibility for playing a full role in the industry, country and society.

At Carozzi we promote our sustainability strategy through two pillars of action: People and Environment. We place people at the center of our management, promoting their well-being, development and quality of life, creating shared value with carozzinos, customers, suppliers, communities and those who prefer our products. At the same time, we work to increase our positive impact on society and minimize the environmental impact of our operations, addressing industry challenges with sustainable and innovative solutions throughout our value chain. This strategy is implemented through eight focus areas that guide our commitment to building a more sustainable Carozzi.



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### Our contribution to the Sustainable Development Goals (SDGs)

#### **Stakeholders**

At Carozzi, we strive to maintain constant communication and dialog with all our stakeholders, always based on trust and transparency

#### Internal stakeholders

- Carozzinos
- Shareholders

#### **External stakeholders**

- Consumers
- Customers
- Authorities
- Public institutions
- Communities
- Farmers
- Suppliers
- Trade Associations
- Academia
- Media
- Nutritionists
- Veterinarians (Veterinary community)



## **Risk Management**

At Carozzi we have adopted a continuous risk management methodology. Each year, we prioritize the risks through a comparative analysis with the emerging risks in the sector and globally, taking into account our internal and local perceptions. This activity is carried out by the executives and directors who make up the Sustainability and Risk Committee and culminates in a work plan that is approved by the Board of Directors.

Within the framework of risk management, roles and responsibilities have been established at the strategic, managerial, and operational levels. The primary objective of this framework is to manage the main risks and impacts that the organization could generate or to which it could be exposed and defining relevant methods to mitigate such risks.



## Compliance Management

Empresas Carozzi S.A. is a closely-held shareholders' corporation, overseen by the Financial Market Commission (CMF), due to its status as an issuer of public securities. The Company and its subsidiaries must comply with all applicable laws and regulations, both general and specific to their business.

Strict compliance with the laws and regulations applicable to our business is essential to our Company. This function is rooted in different areas and/or departments, depending on its nature and in accordance with our organizational structure. Notwithstanding the above, we have a Compliance Department that monitors aspects that have been defined as key to the ethical and sustainable development of our business, such as:

- Anti-corruption.
- Environment.
- Anti-trust.
- Occupational health and safety.
- Food safety.
- Subcontracting law.
- Consumer rights.
- Corporation and securities law.
- Other

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Our Company maintains an Anti-trust Program that includes elements such as lectures by legal advisors, an Anti-trust Manual, a policy on meetings with competitors and trade associations, mandatory online courses for all Carozzi employees, ongoing consultations with legal advisors, and an Ethics Hotline.

2024	2023	
151	118	
141	103	
282	170	
213	122	
	151 141 282	151       118         141       103         282       170

## Innovating for our consumers

At Carozzi, we have diversified our offer to continue providing people with innovative products that meet the highest standards of quality and safety. We continue to work with the conviction of developing new proposals with a meaningful purpose and a commitment to sustainability.

10,7%

of our revenue comes from innovation.

## 101

innovations in all our segments





Product of the Year 2024 for our following products: Costa Rama Menta, Mermeladas Crackelet, Probióticos Vivo and Pantrucas Carozzi.

We received awards from Chile 3D for four of our brands. Pastas Carozzi and Costa were recognized as Brands of Excellence 2024 and Master Dog and Master Cat won first place in the pet food category. This recognition reflects our commitment to the people who choose us every day and the value of our brands.

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# Innovation and Digital Transformation

During the year, the following actions contributed to the consolidation of our innovation and digital transformation plan:



#### Carozzi Sinergia

First edition of our Open Innovation program, which aims to link the Company's challenges with the innovation ecosystem through support for startups and entrepreneurship.

#### **Startup Your Mind**

45,000 attendees, facilitated

#### **Impact Recipes**

We received over 450 ideas and 458 participants uploaded ideas or participated in the internal innovation program.

#### Implementation of the Transportation Management System (TMS)

This will allow us to increase distribution efficiency, reduce transportation costs, integrate processes into a single platform, and provide real-time visibility to the customer...

We formed and expanded the Advanced Analytics team and extended the reach of pointof-sale management tools for our marketers.

#### **R&D Law**

By the reporting date of 2024, we aim to report a total expenditure on projects classified as R&D of over Ch\$1.1 billion.



#### Data Governance Program

#### Carozzi Venture

We launched Corporate Venture Capital, an area responsible for developing new technologies, diversifying products and bringing us closer to disruptive innovation. Our fund has a total of US\$6.000.000 to invest.

#### **Consolidation of Digital Tools**

#### **Training Initiatives**

#### "Your Carozzi stamp: ideas that leave their mark" Contest

The contest was designed to encourage Carozzinos to participate by submitting ideas that solve business challenges. In 2024, we received 87 ideas from participants. All of the ideas were evaluated by a technical panel made up of representatives from various areas.

# We guarantee food safety and security

At Carozzi, maintaining the highest standards of quality and safety is a constant priority and an integral part of our daily operations. We are committed to providing our customers with the highest quality products, backed by the trust that has characterized us for 126 years.

### **ISO 17025 Accreditation**

Carozzi's main objective in seeking ISO 17025 accreditation for its central laboratories is to demonstrate its technical competence and to ensure the validity and reliability of its results.

In 2024, the chemical and microbiological laboratories of our industrial site in Nos have been working on an action plan to close the gaps identified in diagnosis and compliance with the standard.

This is a long-term objective, with the aim of achieving accreditation in 2027.

As part of our management focus, we are actively working in a number of areas, including:

### **1. Food Defense**

This is a program that we apply in all Carozzi production plants, which aims to protect the security of production and processing sites and to prevent unauthorized access to restricted areas. During 2024 we completed our Food Defense Plan.

# 2. Supplier assessment and digitization

Supplier control program, which aims to ensure the identification and management of any risks arising from raw materials, packaging materials that may affect the safety, legality, quality and authenticity of the final product. We assess the risk of all suppliers who provide us with ingredients, raw materials, and packaging materials.

Carozzi Share and enjoy In our internal survey **we average a 94**% rating on the feeling that the Company is committed to safety.

### 2024 Milestone

We have implemented Food Defense and Food Fraud Safety Programs in all of our facilities and have HACCP and/or BRC certifications to ensure the safety and quality of our products.



## People

In our goal to build a more sustainable Carozzi, we place people at the center of our management, promoting initiatives that foster their well-being, development and quality of life. We engage with a diverse community that includes our valued carozzinos, customers, suppliers, and the communities where we operate. We understand sustainable growth as the creation of shared value with all of these stakeholders.

Our culture is based on five core values that guide our daily work: respect, commitment, honesty, simplicity and passion for a job well done.

Our People Pillar is structured around four strategic focus areas:

- Consumer Experience and Satisfaction
- Culture and Talent
- Healthy Lifestyles
- Community Development

### **Culture and Talent**

Every year, we conduct our Engagement Survey to get our carozzinos' perspective on our work. The survey measures four areas:



We have 10,848 employees in Chile and other countries

## Milestone

We have reached the top 3 in the Merco Talento 2024 ranking, an achievement that reflects our commitment to the development and wellbeing of our team.

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8		
-	2024	2023
Work	91	91
Team	89	88
Leadership	85	84
Company	88	87
Overall total	88	88

J		
·	2024	2023
Work	94	94
Team	93	94
Leadership	88	90
Company	89	90
Overall total	91	92

#### **Employees by position**

	2024			
Function	Chile	Peru	Argentina	Other countries
Board of Directors	7	0	0	0
Main executives	9	0	0	0
Professionals and technicians	1.472	559	92	19
Employees	6.368	2.038	276	8
Total	7.856	2.597	368	27
Overall total	10.848			

### Health and Safety

Our Safety Policy for Machinery, Equipment, and Power Tools is designed to establish and develop commitments and guidelines so that operations involving the use of machinery do not compromise the health and safety of employees. We maintain a workplace health and safety training program that includes dissemination, training, and education on occupational safety, health, and emergencies.

### **Talent Development**

Our Carozzinos are the cornerstone of our business, so fostering their development and growth is an important part of our strategy. The design and implementation of our employees' training is guided by our Training Policy, which strengthens their skills in areas identified by each department, in line with the Company's objectives and needs.

Training is offered to our Carozzinos in face-to-face, hybrid or e-learning formats. 6,321 Training Activities.



total investment in training



In 2024, we recognized a total of 234 Carozzinos for completing between 14 and 55 years of service to thank them for their commitment and contribution to Carozzi's growth over time.





# Promoting healthy lifestyles

As part of our goal to promote healthy lifestyles, we aim to prevent sedentary lifestyles and encourage physical activity. To this end, our industrial centers in Nos, Teno, Reñaca and Lontué have more than 21,000 square meters of sports facilities, including gyms, multipurpose rooms, football fields, tennis courts, volleyball courts, basketball courts, locker rooms and bathrooms, all of which are available to our employees and the neighboring communities.

## We celebrate 30 years of the Carozzi Olympics

More than 3,000 people and 21 delegations from all Carozzi plants and offices, as well as Molitalia from Peru, Caso y Compañía, Cantabria, Interandinos and Haciendo Chorombo, gathered at the Concón Refinery Sports Complex to enjoy this sports event.





Healthy living	<ul> <li>Gyms and multipurpose rooms available.</li> <li>Compensatory breaks in manufacturing and administrative areas.</li> <li>Physical activity workshops.</li> <li>Preventive screenings.</li> </ul>	80% participation in active breaks (total number of plants).
Sports	<ul> <li>High-quality standard sports facilities.</li> <li>Team and individual sports championships.</li> </ul>	More than <b>4.000</b> Carozzinos registered in internal championships.
Sports days	<ul> <li>"Get out of your routine" interventions.</li> <li>Recreational workshops for boys and girls.</li> <li>Activities in contact with nature.</li> <li>Physical activities for the neighborhoods of the industrial centers.</li> </ul>	<b>4.475</b> participants in sports days (Nos and Teno)

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### **Community development**



**"Open Doors" Program:** By the end of 2024, we had received more than 200,000 visits.





Through our programs, we have worked with or had the participation of **57 neighborhood associations.** 



Through **"Neighborhood Entrepreneurs"**, we provided more than 800 neighbors with the knowledge and skills needed to start a bakery or pastry shop, as well as the tools to start their own business.



This year, we donated 682 tons of food to **Red de alimentos**, a private nonprofit organization that created the first food bank in Chile in 2010 and distributes the products collected to vulnerable people.



#### **Actions for Pets**

Through Corporación Bocalán-Confiar, we directly helped 703 people with activities carried out at the Pedro Aguirre Cerda Rehabilitation Institute, Clínica Alemana and the Courts of Justice.

Throughout the year, we continued to organize our Healthy Control and Responsible Ownership Days, with a total of 19 days during which 191 microchips were implanted and 542 pets were cared for.

Through Pasta Móvil and Master Vet, we provided humanitarian aid and support during the Viña del Mar fires, donating Ch\$200,000,000 worth of products, more than 27,000 food rations and 108 visits from our Mastervet mobile clinic to help those affected.

### 2024 Milestone

We opened Master House, a recreation center for more than 60 cats, built with recycled plastic from Master Dog, Master Cat and other containers. This project allowed us to recover 4.5 tons of plastic, preventing the emission of 6 tons of CO2eq.

## Environment

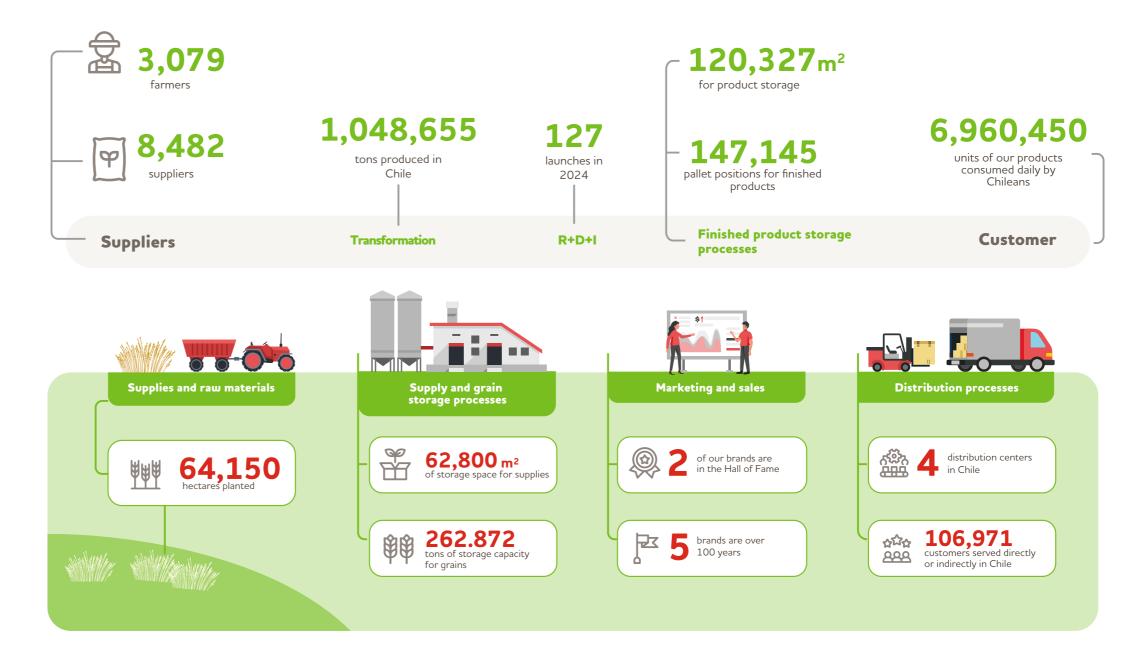
In our efforts to build a more sustainable Carozzi, we have implemented a series of initiatives and actions aimed at increasing the positive impact of the Company on society and minimizing the impact of our operations on the environment. The climate crisis and water scarcity challenge us as an industry to look to the future with a long-term sustainable vision, integrating innovative and responsible solutions at every stage of our value chain.

Our Environment pillar is organized around four strategic focus areas:

- Sustainable agriculture.
- Energy, water and emissions.
- Circularity and waste.
- Sustainability in the value chain.

### Sustainable agriculture

At Carozzi, the responsible management of our supply chain and the development of our suppliers is key to creating shared value in our business. We are a multi-brand, multi-category company dedicated to the production, marketing, distribution, import and export of food products, with a production chain that includes nearly 3,000 farmers and more than 8,000 suppliers.





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#### "Growing Together" Program

Through our "Growing Together" program, we contribute to the promotion of sustainable agriculture by bringing together all the initiatives that support and guide our farmers and suppliers to improve their productivity and operate in an efficient and environmentally friendly manner.

Some of the areas covered by this initiative are:

#### **Contract farming**

This benefits a group of farmers whom we support with technical assistance - through teams of specialized agronomists - inputs for their crops, and certified seed, among other things.

#### **Premiums for INDAP farmers**

We bring together small wheat and rice farmers affiliated with the National Institute for Agricultural Development (INDAP), giving them access to commercial scale by considering their total volume as if it were purchased from a single supplier.

#### Price Discovery Model for Wheat and Rice

This model, applicable to contract farming (wheat and rice), contributes significantly to eliminating uncertainty about the price to be paid to farmers by establishing a methodology that takes into account, among other things, generally accepted benchmarks.

#### Support in the areas of mechanization, automation, fertigation and agricultural development

We provide agricultural inputs and advice, and interact with our farmers through annual meetings to share new tools and provide training on technologies to enable them to produce safe, sustainable products that meet the needs of our target markets.

#### Meetings with Farmers

In 2024, we held workshops with wheat and tomato farmers to provide information on contract farming and agrochemical container recycling. More than 600 farmers participated, confirming our closeness and commitment to Chilean agriculture.







### Energy

At Carozzi, in line with Sustainable Development Goal 13 (Climate Action), we are working to diversify our energy matrix and transition to less polluting renewable energy sources. This goal has led us to reduce the use of conventional fuels and to establish an Energy Policy and Management System.

#### **Energy matrix**

Energy consumption		2024	
(in gigajoules)	2016		
Electricity	631,368	781,920	
Natural Gas	583,070	1,991,393	
Fuel oil No. 6-Diesel	1,201,239	53,024	
Biomass	114,375	42,413	
Liquefied Gas	66,595	40,068	
Total	2,596,647	2,908,630	

In line with this, and for our operations in Chile, the energy distribution company certifies and guarantees

that 100% of the electricity we use comes from renewable sources.

#### Managing our CO2 emissions

A company like ours is aware of the role it plays and has always sought to make a real impact on the sustainable development of the country. That is why in 2022, we added a new sustainability challenge: to reduce our Scope 1 and 2 CO2 emissions intensity by 50% by 2030 from 2016 levels across all our operations in Chile, Peru and Argentina.

We are proud to have been recognized for the second consecutive year by the Chilean Energy Sustainability Agency for our Agrozzi Agroindustrial business for compliance with the "Giro Limpio" program. This achievement underscores our commitment to sustainability and reducing emissions in freight transportation.

To date, we have achieved a 40% reduction in our emissions, or 80% progress toward our goal, and we are on track to meet it.

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### Water

We have continuously invested in the efficient use of water and in improving the treatment of water from industrial liquid waste. At the Nos Industrial Center, for example, we reuse it for watering green areas and washing sports fields. The same applies to the water mirrors and pools in front of the Pasta plant and the corporate building. We have also invested in our industrial liquid waste plant in Teno, thanks to which 50% of the water used there is reused in our processes and the other 50% goes to an irrigation canal used by small farmers to irrigate 400 hectares of crops.

We have grown over time, acquiring new plants such as Bresler in 2020 and San Francisco de Loncomilla in 2022. However, thanks to efficiency measures, water consumption has decreased by 12% compared to our 2016 baseline.

### **Circularity and Waste**

One of our objectives is to promote circularity, based on the optimization and recycling of packaging, in order to maximize efficiency in the use of resources and raw materials. As part of this commitment, 100% of our products have the Carozzi eco-label, which informs people about the materiality of the packaging, how to recycle it and how to dispose of it correctly.

At Carozzi, this management is a constant concern and for this reason, since 2020, we have made progress in the implementation of five specific objectives in this area.

1,715,958 m3 of water reused in internal processes in 2024 at our Nos, Teno and Reñaca plants.







#### Progress towards circular economy goals

Goal	Deadline	Progress 2020–2024
Reduce the weight of plastic, aluminum, and cardboard packaging.	Ongoing	889 tons
Implement the Carozzi eco-label.	2024	100%
Use PEFC certified cardboard in boxes and displays	2025	97%
Improve the recyclability of our packaging	2030	90% (*)
Use recycled materials in packaging	2030	Under evaluation
	I	

(\*) Percentage of recyclable packaging (by weight).

#### Industrial waste management

In 2024, we continued to make progress in the separation and recovery of waste generated in our production processes, through the implementation of reduction, reuse and recycling strategies, in order to achieve our Zero Waste to Landfill commitment by 2025.

In terms of waste management, we recover and recycle our industrial waste and separate it at source in both our plants and our office recycling stations. In addition, our Industrial Center has received the Zero Waste to Disposal Clean Production Agreement (APL) certification from the Agency for Sustainability and Climate Change.

#### Measures taken to reduce waste

- Preventing upstream waste
- Preventing downstream waste
- Managing the impact of generated waste
- Third-party verification processes



We recover 92.6% of our industrial waste



#### Waste by type (tons)

	2024
Valued shrinkage	10,458
Cardboard and stone	2,407
Metals	1,211
Timber	854
Plastics	1,126
Composting and soil remediation	88,776
Co-processing	9,993
Landfill	9,070
Total	122,896

#### Waste destination (tons)

	2024	
Recovery	113,825	
Disposal	9,070	-
<b>`</b>	I	

# Sustainability in the value chain

Our commitment to sustainability means that we strive to extend our initiatives throughout the value chain. This is why we highlight actions such as:



Our Supplier Meeting at the Nos plant, which brought together more than 900 service providers. During this meeting, we recognized those who have demonstrated continuous improvement through innovation and a commitment to sustainability through responsible practices.



Signing the My SME Commitment, an agreement that promotes the development and empowerment of small and medium-sized entities by encouraging large companies to buy locally, with the goal of ensuring long-term business relationships with local suppliers.



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Winning the Operational Excellence Award at the Walmart Supplier Summit for the second year in a row.



### Customers

Our products reach consumers through a wide range of sales partners and channels, which in turn serve different markets. They correspond to the following:

#### Supermarket chains:

Large retail companies.

#### **Distributors:**

Distribution companies for traditional channels (retailing).

#### Mini markets and small businesses:

Mini-markets that sell products in their neighborhoods.

#### **Food Service:**

Food preparation and distribution companies such as hotels, restaurants and casinos.

#### International customers:

Global food production companies that use our agro-industrial inputs.

We export our agro-industrial products through international commercial agents and industrial customers in destination countries, while our consumer products are exported through a network of local distributors. In Chile, Peru, Argentina and the United States, we use our own sales force, which extensively covers both the traditional channel and supermarkets.



During 2024, we continued with internal programs that bring the voice of the consumer to different levels of the Company:



The positive sentiment is a reward for the working groups formed by production whose objective is to reduce complaints.



Consumer Day, held in March, featured senior executives responding to consumer inquiries, visiting homes, and developing support materials to address questions and requests.

