



Integrated Report 2023



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About This Document

This report has been prepared in accordance with the guidelines of the Integrated Reporting Framework (IRF)¹, a reference framework that provides investors with access to a document that provides information on the company's financial, environmental, and social performance. This is a voluntary document that has been prepared in addition to the Annual Report approved by the Annuals Shareholder Meeting of Alicorp S.A.A., according to the Manual for the preparation of annual reports, quarterly reports, and other administrative documents, pursuant to CONASEV Resolution 211-98-EF/94.11, as amended. In this report, we describe our performance and results for the period between January 1 and December 31, 2023, considering Alicorp's four strategic business units².

This document has a limited scope of assurance performed by a recognized independent firm. The assurance report is attached hereto. Finally, we are publicly sharing this report, complemented by the Complementary ESG Report 2023, as well as the company's financial statements, available on our website and the website of the Peruvian Securities and Exchange Commission (SMV).

LIABILITY STATEMENT

This document contains true and sufficient information regarding the business performance of Alicorp S.A.A. in 2023.

¹Integrated Reporting Framework: <https://www.ifrs.org/issued-standards/ir-framework/>

² Includes Alicorp S.A.A. The reader will find additional information on subsidiaries in Peru and elsewhere.

Message from the CEO



We faced significant challenges in 2023, both globally and in the countries where we operate, such as inflation, volatile commodity prices, lower consumption, social conflicts, and political instability. These circumstances were a major trial for the logistics and commercial management of all companies in our sector, but they were also an opportunity to design a strategy to consolidate Alicorp's leadership. With this objective, we fostered efficiency in our key logistics processes and shored up our competitive advantages: our flagship brands, our robust distribution system, and an optimized product portfolio focused on businesses and geographies with the highest potential returns. Today, we are enthusiastically witnessing the first fruits of this strategy, with a more profitable, resilient operation with a more solid future outlook.

In keeping with our purpose of feeding a better tomorrow, we sought to extend this capacity for resilience and uncertainty management to the communities in the countries where we operate. We achieved this through our sustainability strategy and its three pillars: wellbeing, community development, and caring for the environment. In the wellbeing pillar, we made significant contributions through Ollas que Desarrollan ("Cooking

for Development") to ensure that food kitchens can navigate current socioeconomic challenges through entrepreneurship, helping them achieve autonomy and sustainability. In the community development pillar, we strengthened our focus on creating value for our customers and took determined steps toward the sustainability of our commodity supply chain. Finally, in the environmental care pillar, we made progress on the definition and implementation of our Climate Action Strategy and its mitigation and adaptation components.

All of this commitment has been reflected in our S&P-Dow Jones Sustainability Index (DJSI) Corporate Sustainability Assessment score, which in turn consolidated our position in the Lima Stock Exchange's General ESG Index for the second consecutive year.

We know that our stakeholders require a comprehensive knowledge of our operations, rooted in transparency and clarity. Accordingly, this report presents an integrated overview of our business strategy and sustainability management, highlighting our primary initiatives in 2023 and reporting on key performance indicators and management approaches to environmental, social, and governance matters.



Feeding a Better Tomorrow



About Us

We are a leading Peruvian consumer goods company primarily active in Peru, Bolivia, Ecuador, and Chile. We have over 150 of our own brands and we export to more than twenty countries.

Feeding a better tomorrow is the purpose that guides and motivates us day-to-day. Because feeding means much more than just providing something to eat. To feed is to inspire, to improve, to share the good things in life, to help grow. That is why we strive to provide our consumers with memorable experiences, working together to feed a world of progress. Our objective is to improve the quality of life of our employees', customers', and consumers' families.

We provide business solutions through our four lines of business: Consumer Goods, Alicorp Soluciones (B2B), Balanced Feed for Aquaculture, and Grain Crushing.

Mission

“We transform markets through our leading brands, creating extraordinary experiences for our consumers. We seek to constantly innovate to create value and wellbeing for society.”

Visión

“To be leaders in the markets where we compete.”





VALUES

Our mission and vision are possible thanks to the values that unite us and guide the way we work.



WE LEAD WITH PASSION

We are leaders and we bring passion to everything we do. We are an enterprising company marked by a winning spirit and courage, which motivates us to innovate and transform markets.



WE ARE CONNECTED

We assume the organization's objectives as our own and we achieve them with excellence. We remain connected in our work to create value and wellbeing.



WE ARE AGILE AND FLEXIBLE

We have an agile and flexible team. We know how to take risks. We learn from our mistakes, and we celebrate our successes with humility.



WE ACT WITH TRUST

We live in an environment in which people feel safe expressing their thoughts. We genuinely trust in our team members and their talent.



WE ACT WITH RESPECT

Integrity and honesty are our hallmarks. We respect our people, customers, consumers, the environment, and our community. We welcome different points of view.

Our Business Strategy

We feed a better tomorrow with value propositions that meet the needs of each one of our consumers and customers, transforming markets with our leading brands, leveraged with our competitive advantages:

- Knowledge of local users that allows us to create differentiated value propositions for our consumers, a cornerstone for our flagship brands.
- Go-to-market with a robust and efficient supply chain that enables us to make our products available to our customers.
- Continuous portfolio optimization and disciplined resource allocation, with a focus on opportunities where we have a strategic fit supported by our competitive advantages.

To achieve these objectives, we leverage our capacities:



Innovation



Employee talent



Technology, digital



Sustainability





Our Sustainability Strategy



Our sustainability strategy is the result of an exhaustive analysis of the materiality of environmental, social, and corporate governance (ESG) topics related to Alicorp's operations. The analysis was performed with key stakeholders, the Board of Directors' Good Corporate Governance and Sustainability Committee, and the company's vice presidents and department leaders. ESG topics were prioritized based on their relevance to the business and the expectations of each group. Finally, the topics were grouped into three pillars that now constitute our sustainability strategy, encompassing a range of programs and initiatives.



Wellbeing of our people and our consumers.



Community development with a focus on the creation of shared value.



Caring for the environment through operational eco-efficiency and sustainable packaging.

We also defined the structural factors that support our management of this strategy and allow us to apply our ESG approach across the entire company.

Below are the three pillars of our sustainability strategy, with their key initiatives and outcomes for 2023, in addition to the most relevant structural factors:



WELLBEING

Promote a life of wellbeing and inclusion for our people and consumers.



Ollas que desarrollan (“Cooking for Development”)

This program has two objectives:

- **The first phase** seeks to help food kitchens provide higher-quality service in terms of food safety and nutrition.
- **The second** is focused on strengthening leaders so they can launch endeavors to ensure the sustainability of their kitchens.

To achieve these goals, the program has four components: training for food kitchen leaders, equipment upgrades, food delivery, and strategic alliances. In 2023, we began phase two, focused on promoting the development of businesses to earn extra income and ensure the self-sustainability of food kitchens.

Since its launch, the program has achieved the following results:

995
food kitchen leaders trained.

+357
hours of training to build management and entrepreneurship capacities.

+32,000
beneficiaries.

36
food kitchens started businesses to earn income and increase their autonomy.

+3.1
million meal rations delivered.

Our Allies



Organization in charge of the program's overall execution.



170 classroom hours, 106 hours for instructors, and 1,460 hours for volunteers.



Contributed 27 hours from teachers specializing in entrepreneurship.



Donated seed capital to start additional businesses for 36 food kitchens and financed equipment for another 104.



Offered special low prices to equip 47 kitchens with its products.



Donated 600 gas cylinders for 25 kitchens.



Gave 18 talks on prevention and performed 100 mammograms with follow-up appointments.



Joined the program to finance infrastructural improvements for food kitchens.



Our People's Development

Our employees' wellbeing is always a priority. We work to guarantee a safe, respectful work environment that fosters innovation and promotes continuous development. We put people at the center of all our decisions.

Our Indicators

We belong to the
upper quartile

of organizations with the best organizational health in the world, according to McKinsey's Organizational Health Index.

6,134

employees from 16 different countries.

61%

of positions are filled by internal candidates.

48,941

hours of training.



COMMUNITY DEVELOPMENT

Articulate ecosystems and develop the productive and entrepreneurial capacity of suppliers and customers.



Sustainable Palm Program

This technical assistance program seeks to increase productivity and help spearhead the implementation of sustainability standards among palm farmers and their trade groups that form part of our value chain. The program has four lines of action:

- Assistance in obtaining **Roundtable on Sustainable Palm Oil (RSPO) Certification** for groups of independent small producers
- Development of sustainable palm production capacities.
- Traceability and monitoring of production without deforestation.
- Supplier ESG standardization.

Results

130

producers and technical personnel from extractive companies in our supply chain received training on sustainability.

9

organizations that benefited from the program published their sustainability policies: 7 extractors and 2 producers' associations.

100%

of our oil extraction suppliers' ESG practices were audited.

1

of the three independent small producers' associations that form part of the program obtained RSPO membership.

3

small oil palm farmers' associations were trained on how to georeference their plots, starting the implementation of the digital traceability tool for the extractor's property.

Our Allies

Solidaridad

Implementing partner who provides technical assistance to suppliers and leads execution and monitoring of the program in the field.



Technical ally who executes the capacity-building component on sustainable good practices and RSPO standards.

Earthworm

Develops studies and management plans for the management and conservation of High Conservation Value and High Carbon Stock (HCV and HCS) zones.

Sustainable Soy Program

This program seeks to promote sustainable soy production in Bolivia and achieve advances in the traceability of the supply, identifying and mitigating sustainability risks.



Our Allies

Solidaridad

Implementing partner who provides technical assistance to suppliers and leads execution and monitoring of the program in the field.



Technically who facilitates traceability and monitoring management through digital georeferencing tools.

Results

18.5%

of our soy stockpile volume has achieved traceability from the field to the mill.

We performed the first

ESG risk assessment

in the field and implemented a training plan for field assessors and farmers.

We forged

strategic alliances

with Solidaridad and Ciampagna.

Suppliers' Sustainable Management Program

This program seeks to improve the efficiency and continuity of operations, developing the environmental, social, and governance skills our suppliers need to guarantee a sustainable business model.

Results

We effectively integrated

ESG criteria

into the supplier standardization process.

70%

of our critical and strategic suppliers were assessed according to these criteria.



Insuma

Insuma is the marketplace of our “Alicorp Soluciones” B2B business unit. It was created as part of the business’s digitalization strategy, in response to low productivity and informality in the culinary sector (bakeries, restaurants, etc.). It seeks to improve procurement management, productivity, and formality among our customers, connecting them to the company’s sustainability strategy. Through Insuma, our customers can access business management training, digital tools, and bank loans at preferential interest rates.

³ Survey conducted by the Instituto de Estudios Peruanos of a sample of 237 Insuma customers with over 60 days and an average purchase of over S/ 300 as of December 2022.

Results

+18,500

entrepreneurs can now obtain up to 70% of the products they need from the same place and receive them in less than 48 hours.

Our customers spent

25%

less time on purchases.

45%

increase in our B2B customer portfolio, accounting for 11% Alicorp Soluciones’ total sales and increasing revenue by 81% over the base year.

75%

de of our customers reported higher sales and 87% said their procurement management had improved.³

Our Allies



Ally in the development of the online training program.



Promotes the adoption of digital payment tools.



CARING FOR THE ENVIRONMENT

Promote care for the environment to positively impact our planet.



Climate Action Strategy

In 2023, we defined our Climate Action Strategy. This strategy includes a roadmap aligned with the Task Force on Climate-Related Financial Disclosures (TCFD), with the next steps for risk management in the face of climate change. The strategy has two components:

Mitigation

- **Carbon Footprint Reduction**

We have committed to reducing our net CO₂eq per ton of finished product by 20% by 2030, compared to the 2022 baseline, and a 10% reduction of CO₂eq in absolute terms compared to 2022.⁴ In 2023, we reduced our Scope 1 and 2 emissions by 9% compared to 2022.

- **Water Footprint Reduction**

AI We have committed to reducing our water footprint per ton of finished product by 20% by 2030, compared to the 2022 baseline, and a 5% reduction in absolute terms in our operations in Peru compared to 2022. In 2023, we reduced our direct and indirect water footprint by 41.3%.⁵

⁴The scope of the goals includes emissions categories 1, 2, and 3.

⁵This water footprint reduction includes direct consumption of water and indirect consumption due to electricity, fuels, and inputs. It is important to note that the water footprint goal for 2030 does not include inputs within its scope.





Adaptation

In 2023, we conducted the first evaluation of physical climate risks for 3 out of 7 climate event types—torrential rainfall, flooding, and landslides—in 50% of our properties of greatest operational importance. These risks were integrated into the corporate risk management system so they can be addressed holistically.

Circular Economy

Club del EcoAhorro (“Eco-savings Club”)

This initiative promotes the recycling of vegetable oil among our customers in the culinary sector with high consumption levels of this product. The Club del EcoAhorro is the result of an alliance with the company Emax, which transports and stockpiles the vegetable oil before transforming it into biodiesel. This activity promotes a circular economy by reincorporating this input into new productive cycles.

In exchange for recycling, customers receive bonuses known as Eco-soles according to how much oil they recycle. These bonuses can be redeemed for products from the Alicorp portfolio.

Product Life Cycle Analysis

Together with Pontificia Universidad Católica del Perú (PUCP), we have conducted studies to obtain more detailed information on the life cycle of margarines and a selection of plastic packaging for cooking oils, in order to identify environmental impacts throughout the value chain and use this information to define action plans aimed at reducing the environmental impact of production.



STRUCTURAL FACTORS

Management fronts that touch on sustainability issues across the entire organization, allowing us to monitor impacts and advances that will help us formulate continuous improvement plans and bolster communication and transparency with our stakeholders.



Organizational Alignment and Incentives

Alignment of ESG topics with the company's strategic policies and processes.

- We define corporate sustainability objectives that influence the objectives of the company's different vice presidents and departments.
- We integrate sustainability on a cross-cutting basis in the company's key processes, through:
 - **INVESTMENT PLAN**
We include a sustainability analysis and incentives in the investment evaluation and approval process.
 - **RISK MANAGEMENT**
We identify sustainability risks in alignment with the company's methodology, including climate change, responsible supply, and human rights aspects.
 - **BRAND SOCIAL MISSION**
We have a process for identifying opportunities and incorporating sustainability as part of our brands' value proposition.



Organizational Structure and Governance Model

Definition of areas responsible for the preparation, review, approval, and monitoring of the sustainability strategy and its initiatives.

- The Board's Good Corporate Governance and Sustainability Committee is the highest authority in charge of the approval and monitoring of the sustainability strategy that defines corporate ESG targets and evaluates performance.
- The Management Committee, General Manager, Vice President of Corporate Affairs, and Corporate Sustainable Development Management are responsible for designing and implementing the strategy, and reporting on its progress. There is also a Supply Chain Sustainability Committee, Sustainable Commodities Committee, Sustainable Supplier Management Committee, Ethics Committee, Responsible Marketing Committee, and more.

ESG Impact, Monitoring, and Reporting

Definition, monitoring, and reporting of performance indicators that track progress in the execution of the strategy, as well as management and impact assessments of our business initiatives and social projects.

- We have integrated our **ESG Materiality** with the S&P/DJSI Corporate Sustainability Assessment framework and we have a system to evaluate the maturity of the company's cross-cutting sustainability management.
- As of this report's publication date, we are in the upper decile of companies in the Food and Beverage sector worldwide, according to the S&P Dow Jones Sustainability Index Corporate Sustainability Assessment.
- Transparency and disclosure mechanisms:
 - Annual report and its attached sustainability report, in compliance with the regulations of the Peruvian Securities and Exchange Commission (SMV).
 - Integrated annual report.
 - External assurance of the integrated annual report.
 - Carbon and water footprint audits.
 - Climate action report.
 - Sustainable palm program report.

Stakeholder Engagement

Alliances and engagement with stakeholders and sustainability communication plans.

- We have a complaint, grievance, and inquiry mechanism available to all our stakeholders at **www.lineaeticaallicorp.com**
- We have earned numerous awards and acknowledgements for the way we manage marketing, sustainability, and good business practices.

SUSTAINABILITY CONTEXT: CHALLENGES AND OPPORTUNITIES 2023

In 2023, stakeholder demands increased in with regard to ESG matters, and laws were finalized to push the market, and especially our sector, toward a more sustainable, transparent performance. This, along with political and social instability in the countries where we are primarily active (Peru, Bolivia, and Ecuador) and a slow economic recovery following the COVID-19 pandemic, presented significant challenges and opportunities, which are described according to each of the pillars of our sustainability strategy.



WELLBEING

Food insecurity, especially calory deficits and anemia in Peru, is one of the company's focuses.

Ollas que Desarrollan aims to be part of the solution, positioning Alicorp as an actor working to address this problem.



COMMUNITIES

Informality and low labor productivity in the microenterprise sector in Peru are two of the main macroeconomic and sustainability-related challenges we seek to address by building capacities and encouraging the digitalization of our customers and suppliers.

Developments in international sustainability regulations for agricultural commodity supply chains represent a risk, as well as a major opportunity. As a result, we continue to make progress on our sustainable soy and palm programs.



ENVIRONMENT

Global warming poses challenges for mitigating and adapting to climate events. Financial markets, as well as many of our shareholders and employees, are demanding the increased visibility of climate risk management in our supply chain. In response, we have developed a Climate Action Strategy that is integrated into the company's operational and risk management.



STRUCTURAL FACTORS

Financial markets, with their growing interest in sustainability reporting, are now moving toward the adoption of increasingly strict integrated standards such as the ISSB's new International Financial Reporting Standards (IFRS) S1 and S2. We are preparing to adapt our ESG strategy and our monitoring and reporting structure to these new requirements while we build capacities to capture opportunities in the sustainable financing market.

Awards and Acknowledgments

2023 was a positive year for us in which our hard work and dedication was recognized by various entities in the reputation, marketing, sustainability, and talent attraction categories, among others. The awards and acknowledgments we received testify to the commitment of our entire team. They drive us to continue innovating and maintain our leadership in the sector.

S&P BVL PERU GENERAL ESG INDEX

Thanks to our strong performance in the S&P/Dow Jones Sustainability Index's 2023 Corporate Sustainability Assessment, we were included in the Lima Stock Exchange S&P/BVL Perú General ESG Index for the second consecutive year, for the 2024–2025 period. This index recognizes companies with the best environmental, social, and corporate governance practices in the local market.

MERCO RANKING

Peru



N° 1 in the Food and Beverage sector ranking.
N° 7 in the overall ranking.
N° 7 in the environmental ranking.
N° 3 in the social ranking, rising four positions.
N° 12 in the corporate governance ranking



N° 1 in the Food and Beverage sector ranking.
N° 6 in the overall ranking, one position higher than last year.



N° 1 in the Food and Beverage sector ranking.
N° 3 in the overall companies ranking, one position higher than in 2022.
N° 7 in the overall leaders ranking - Alfredo Pérez Gubbins, Alicorp CEO (until December 2023).



MERCO RANKING

Bolivia



N° 31 in the overall companies ranking, one position higher than in 2022.

N° 5 in the Food and Beverage sector ranking.

Ecuador



N° 17 in the Food and Beverage sector ranking.

N° 96 in the overall ranking.



N° 17 in the Food and Beverage sector ranking.

N° 98 in the overall companies ranking.

EFFIE AWARDS PERU

Peru



Four of our brands stood out at the EFFIE awards ceremony, winning seven awards:

- Nicolini, with the “A la conquista de Platos Bandera” campaign – Food and Beverage Category – Bronze
- Sapolio, with the “El Reto Sapolio” campaign – Household Goods Category – Silver
- Amarás, with the “¡Única como tu pelo y tu Perú!” campaign – Beauty and Fragrances Category – Silver / New Product Launch Category – Bronze / Social Media Category – Silver
- Blanca Flor, with the “No me gusta Blanca Flor” campaign – David and Goliath Category – Bronze / Seasonal Marketing Category – Bronze

KANTAR BRAND FOOTPRINT

Peru



Seven of our brands were recognized as the most chosen by Peruvians. Sapolio and Bolívar were in the Top 10. Sapolio, Bolívar, Patito, and Marsella stood out in the Household Goods category.

Bolivia

Two of our brands were recognized as the most chosen by Bolivians. Fino and Uno were in the Top 30.

TRANSFORMATIVE COMPANIES

Peru



We were recognized for our Insuma program, a digital platform launched in 2021 to meet the needs of the hotels, restaurants, and catering (HORECA) channel and contribute to its digitalization. The “Transformative Companies” initiative is spearheaded by the RPP Group, USAID, and FSG, in an effort to acknowledge shared value initiatives that transform social and environmental needs into business opportunities.

COSAS AWARD

Bolivia



Recognition of CSR efforts by the European Union, World Bank, and COSAS magazine.

ESG SUMMIT



Alicorp was recognized as an outstanding company for its corporate environmental, social, and governance (ESG) actions.

PAUL HARRIS AWARD



For business excellence, in recognition of its ESG actions.

RECOGNITION OF RESILIENCE 2023



For the fourth consecutive year, we received this recognition in the Environment, Technology and Innovation, and Solidarity categories, given out by the European Union, the National Chamber of Industry (CNI), and two media outlets specializing in CSR: InfoRSE and Gente Motivando Gente.

Peru

PwC and G de GESTIÓN MOST ADMIRE COMPANIES



For 12 consecutive years, we have ranked among the Top 10 most admired companies in Peru’s corporate community.

MOST PROFITABLE CEOs



Alfredo Pérez Gubbins, Alicorp’s CEO up until 2023, ranked among the Top 10 most profitable CEOs out of a list of 25 CEOs evaluated according to financial, sustainability, and management criteria by the magazine Semana Económica.

TOP CEO DIGITAL



Alfredo Pérez Gubbins also earned a spot in this ranking’s Top 10, organized by the digital consulting firm Café Taipá. This ranking evaluates and recognizes business leaders with an online presence by analyzing the value of the content they share.

ESTUDIO ARELLANO: MOST RECALLED BRANDS



Alicorp and Sapolio were recognized among the most recalled brands in the overall ranking.

Ethics and Corporate Governance











Corporate Governance Management



We are committed to integrating good corporate governance practices that allow us to create more value for our shareholders, employees, customers, and other stakeholders. Our good corporate governance management is based on the policies and guidelines contained in six documents:

- 
Corporate bylaws
- 
Shareholders' meeting regulations
- 
Board of directors' regulations
- 
Minority shareholder protection procedure
- 
Ethical commitments guide
- 
Corporate insider trading policy

SHAREHOLDER STRUCTURE

Alicorp S.A.A. is a publicly listed company (Sociedad Anónima Abierta) with 4,305 ordinary shares as of the close of 2023. Our shareholders with stakes of more than 5% of the company's subscribed and paid-in capital stock are:

- **14.43%** Inversiones Piuranas S.A.
- **12.93%** Birmingham Merchant S.A.
- **10.00%⁶** Alicorp S.A.A.
- **7.79%** Grupo Piurano de Inversiones S.A.
- **7.52%** AFP Integra S.A.
- **6.17%** Prima AFP S.A.

SHAREHOLDERS' MEETING

The Shareholders' Meeting is the company's supreme body and is in charge of approving the Board of Directors' compensation policy, the financial statements, the appointment of board members, and other matters.

⁶ Own shares acquired with the authorization of the Shareholders' Meeting held on July 6, 2022.



BOARD OF DIRECTORS

Our Board of Directors consists of nine (9) directors with the powers of management and legal representation necessary to supervise and control company business in keeping with its corporate purpose, with the exception of those matters that correspond to the Shareholders' Meeting or any other corporate body in accordance with the law or the corporate bylaws.

In the Annual General Meeting held on March 31, 2022, the following board members were elected for the March 2022 to March 2025 period:

DIONISIO ROMERO PAOLETTI

DIRECTOR – CHAIRMAN

CALIXTO ROMERO GUZMÁN

DIRECTOR

ARÍSTIDES DE MACEDO MURGEL

DIRECTOR

**LUIS JULIÁN MARTÍN CARRANZA
UGARTE**

INDEPENDENT DIRECTOR

JOSÉ ANTONIO ONRUBIA HOLDER

DIRECTOR

LIÉNEKE MARÍA SCHOL CALLE

INDEPENDENT DIRECTOR

MARCO AURELIO PESCHIERA FERNÁNDEZ

DIRECTOR

**JORGE EDMUNDO HUMBERTO ZOGBI
NOGALES**

INDEPENDENT DIRECTOR

LUIS ENRIQUE ROMERO BELISMELIS

DIRECTOR

BOARD OF DIRECTORS' PERFORMANCE

In 2023, our Board of Directors met 16 times, with an average attendance of over 93%. The required minimum attendance is 75%. The Board of Directors performs an annual self-evaluation of its performance as a group and as individuals.

BOARD COMMITTEES

Our Board of Directors has special committees designed as support mechanisms that include the participation of independent directors. As of the close of 2023, we have five committees: the Risk Committee; the Audit Committee; the Good Corporate Governance and Sustainability Committee; the Talent, Compensations, and Nominations Committee; and the Investments Committee. Each committee consists of at least three directors.

MANAGEMENT



Note:
- Luis Miguel Alfredo Pérez was CEO until December 31, 2023.
- Hugo Ramón Carrillo was the General Manager of Vitapro until January 31, 2024.



Ethics, Compliance, and Transparency

To ensure that our business dealings and processes are conducted in accordance with the law and our ethical commitments, Alicorp has an Ethics and Compliance Program. We closed 2023 with zero (0) sanctioning administrative proceedings or fines pertaining to antitrust or corruption issues.

CORPORATE POLICIES

We strive to ensure compliance with internal and external rules and regulations by promoting an ethical and transparent culture in all our operations. We have ten key corporate policies associated with our ethics and compliance program:

- **Ethical Commitments Guide (GCE)**
- **Corporate International Economic Sanctions Policy**
- **Corporate Conflict of Interest Policy (updated in 2022)**
- **Corporate Gifts and Hospitality Policy**
- **Corporate Donations Policy**
- **Corporate Sexual Harassment Prevention Policy**
- **Corporate Human Rights Policy**
- **Corporate Information Security Policy**
- **Corporate Insider Trading Policy**
- **Antitrust Policy**

ANTICORRUPTION SYSTEM

In 2023, we maintained ISO 37001⁷ certification of our antibribery management system after successfully passing the follow-up audit.

DISSEMINATION AND TRAINING

We bolstered our culture of ethics and integrity through training sessions on our Antitrust Policy, Anticorruption Policy, and Ethical Commitments Guide. These sessions were aimed at administrative and plant personnel, covering 90% of the target audience.

⁷ ISO 37001 is an international standard established by the International Organization of Standardization for antibribery management systems. The correct implementation of this standard is audited annually by an authorized auditing firm.

GRIEVANCE AND REDRESS MECHANISMS

Grievance and redress mechanisms allow us to learn about and respond to situations involving possible violations of our ethical commitments, laws, policies, and procedures. These mechanisms include:

Alicorp Ethics Line

Available to all our employees and other stakeholders. Managed by an independent third party, guaranteeing the confidentiality of all information and ensuring the anonymity of those who report their concerns. For more information, visit www.lineaeticaallicorp.com.

Immediate Supervisor

Leaders are responsible for forwarding any reports they receive from their teams to the Ethics Committee

Human Resources

Human resources business partners and labor relations managers are trained to receive reports from employees and forward them to the Ethics Committee.

Legal and Compliance

The legal and compliance team is trained to receive reports from employees and external individuals, handling them according to the report type.

In 2023, we received 109 grievances, of which 54 were reported through the Ethics Line. As of the close of the year, we had resolved 84% of the cases received.⁸ The annexes of this report contain information on the cases reported and their current status.

⁸ At the time of publication, 100% of cases have been resolved.

Risk Management

We have a management process that enables us to proactively analyze and respond to different types of potential risks that may affect our strategic and business objectives. The reference framework for this process are COSO 2013 – Internal Control Integrated Framework and COSO 2018 – Enterprise Risk Management (ERM) – Integrating with Strategy and Performance.

Risk Management Process



- During the year, we conducted 255 risk assessments and agreed to 488 action plans for the mitigation of these risks in prioritized processes, according to the defined plan.





RISK MANAGEMENT GOVERNANCE

We have a Board Risk Committee that meets quarterly. In 2023, this committee approved the new governance model, risk management policy, and corporate methodology, at both the entity and operational levels, and approved updates to the Risk Committee Regulations.

FOCUS ON RISK MANAGEMENT CULTURE

We bolstered our risk management by incorporating a compliance evaluation initiative for mitigation action plans in the annual objectives of employees responsible for managing the company's risks. We also incorporated ESG and environmental impact criteria (legal, compliance, reputational, safety, environment, and quality) into our risk assessment methodology, while updating guidelines on impact evaluation, risk handling, and heat maps. Additionally, we formally integrated the concept of "emerging risks" into our risk management methodology.

In 2024, we will perform the identification of emerging risks and provide comprehensive risk management training to the company's leaders and middle managers.

ACHIEVEMENTS 2023



WE CONDUCTED 255 ASSESSMENTS, of which 108 have completed plans. This means that 42% of risks have been mitigated. mitigados.



WE INTEGRATED PHYSICAL CLIMATE RISKS and developed an El Niño preparedness plan, defining a strategic, tactical, and operational governance model that enabled us to implement timely action plans that were aligned across all involved fronts.

Digital Transformation, Information Security, and Cybersecurity



Digital Transformation

[9.4]



We are constantly searching for new ways to assist our customers and consumers, using technology and the implementation of digital tools as enablers of efficiency and profitability. We boost our teams' capacities with a focus on data-based decision-making, a user-centric approach, and a flexible mentality.

DIGITAL ECOSYSTEMS FOR CUSTOMERS

The Insuma, Diadía, and genIA digital ecosystems are managed using a hybrid model (online and/or in-person service), and are part of the digital services for our Alicorp Soluciones, Consumer Goods, and Aquaculture customers, respectively. The goal of these platforms is to improve the buying experience, promoting our customers' digitalization and development with a focus on shared value creation.

insuma

This digital ecosystem—designed for restaurants, bakeries, patisseries, and laundry services—offers a complete portfolio of goods and services, an optimized buying experience, digital tools, and training for entrepreneurs.



diadia

This platform provides a digital ecosystem for our bodega customers, with direct delivery within 24 hours, a portfolio of over 800 products, and an experience design created with their needs in mind.



genIA
NICOVITA

This is a comprehensive solution for the aquaculture industry that combines digitalization, advanced analytics, the Internet of Things, and the expertise of specialized technical advisors to maximize productivity and efficiency.



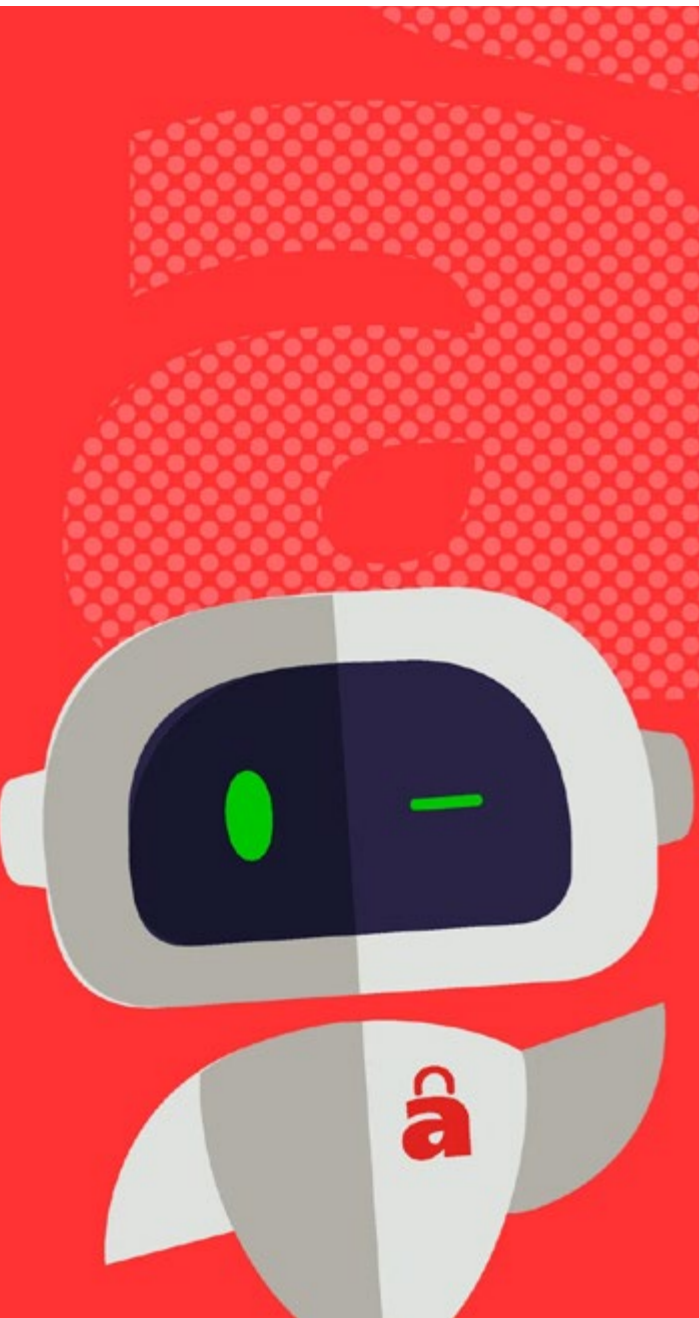
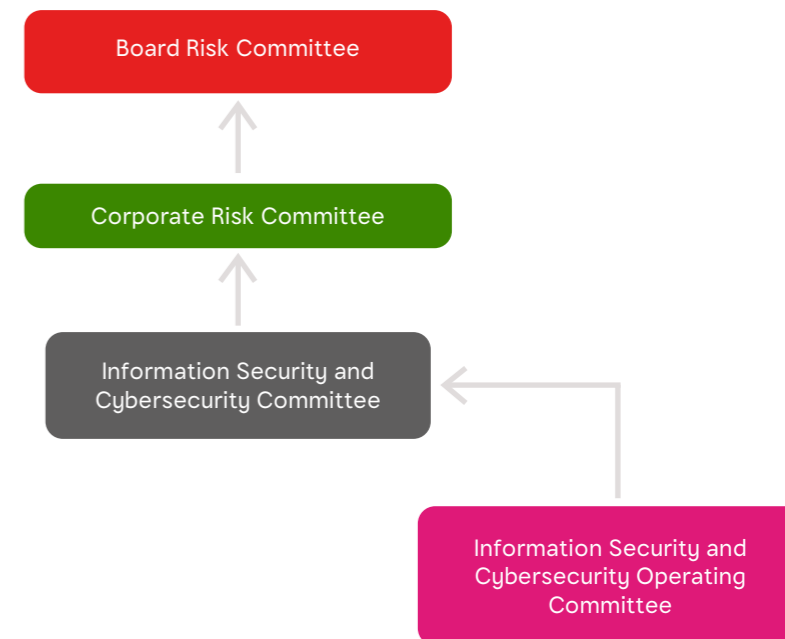
Information Security and Cybersecurity

GOVERNANCE IN INFORMATION SECURITY MANAGEMENT

The Board Risk Committee is the highest supervisory body for information security and cybersecurity management. Its members include the CEO, vice presidents, the Chief Audit Officer, the Risk Management Department, the Director of Information Technology and Process Transformation, and Alicorp's Chief Information Security Officer (CISO).

Reports are also submitted to the Corporate Risk Committee and Board Risk Committee according to criteria previously established by the company in order to inform them of the status of information security and cybersecurity risk management.

For its part, our Information Security and Cybersecurity Department, led by the CISO, is responsible for managing prevention, detection, and response to possible information security and cybersecurity threats in the company. To boost its efforts, in 2023, the business security role was created, a cross-cutting capacity designed to support the implementation objective and act as a bridge with the business, in order to achieve employees' adoption and sensitization regarding the good practices being rolled out in the company.



Policies and Procedures

Our Corporate Information Security and Cybersecurity Policy establishes a governance framework for managing this topic, with a focus on risks and practices aligned with international standards such as ISO/IEC 27001 and the Cybersecurity Framework (CSF) of the National Institute of Standards and Technology. We also have other internal policies and procedures aimed at guaranteeing the protection of information assets against threats that pose a risk to the confidentiality, integrity, and availability of information.

Information Security and Cybersecurity Incident Preparedness

We have an incident response procedure and action protocols in case of possible threats. In 2023, we continued to roll out the information security and cybersecurity strategy, whose key initiatives and achievements are as follows:



INFORMATION SECURITY/ CYBERSECURITY TRAINING

- We implemented an information security and cybersecurity sensitization and training program, reaching over 3,300 employees, with a 68% success rate in the adoption of good practices.



CYBERSECURITY VULNERABILITIES MANAGEMENT

- We performed controlled tests to detect security breaches and remedied the findings in our information technology (IT) and operational technology (OT) environments.
- We expanded the monitoring and alert management service for prompt detection and containment of threats.
- We performed technical and executive drills to validate and update cybersecurity incident response protocols.



RISK ANALYSIS AND STRENGTHENING OF THE PROGRAM

- We identify and assess potential security threats that may affect our information assets so that we can strengthen our information security capacities.

Product Innovation, Research, and Nutrition Strategy





Innovation (R&D)



We strive to innovate in the way we innovate, with the goal of identifying and understanding consumers' current and future needs and improving both internal and external processes and services through our "Corporate Start-up" management. The objective of this model is to make us more agile and flexible when implementing initiatives and entering new businesses. In 2023, we made 45 new launches.

Sales from these innovations in our products accounted for 20.91% of our total sales, increasing the innovation index by 4 percentage points over the previous year.

ADVANCES IN INNOVATION 2023

Total Innovation Index⁹

The consolidated total innovation index for 2023 in Consumer Goods Peru, Consumer Goods International, and Alicorp Soluciones accounted for 20.9% of our total sales, 4.2 pp higher than 2022.

Pure Innovation Index¹⁰

The consolidated Pure Innovation Index for 2023 in Consumer Goods Peru, Consumer Goods International, and Alicorp Soluciones accounted for 5.9% of our total sales, 0.9 pp higher than 2022.

⁹ Note: The Total Innovation Index measures the percentage of sales coming from our new products, i.e., those that are still in their first 36 months on the market. To calculate this index, we added up all sales of new products for the fiscal year and divided that number by the total annual sales for each business unit.

¹⁰ We also calculated the pure innovation index, which includes only new product launches (new categories, line extensions), excluding relaunches (updated formulas, packaging, and/or artwork).

Research

To generate knowledge that adds value to the company and society, we are working on research projects together with external advisors and in alliance with local and foreign universities and research centers.¹¹ Some of the studies undertaken involved the following topics:

- **Reuse** of derived lipids.
- **Mapping of our products' nutritional status** with the implementation of nutritional indices
- **Optimization of technological processes** for our oils.

Notable among this research for the optimization of technological processes are the environmental impact assessments on oil and margarine packaging.

- **We performed two environmental impact** studies using the life cycle analysis methodology for vegetable oil and margarine packaging. Both were done in alliance with Pontificia Universidad Católica del Perú (PUCP).

¹¹ Local universities: Pontificia Universidad Católica del Perú (PUCP), Universidad Peruana Cayetano Heredia (UPCH), Universidad de Ingeniería y Tecnología (UTEC), and Universidad de Lima. Foreign universities: Ohio State University, University of Georgia (we have been members of the Center for Food Safety since 2022), Universidad Católica de Murcia, and others.

Product Nutrition Strategy

Our nutrition efforts aim to develop high-quality products with a suitable nutritional value, while also promoting balanced habits and lifestyles among our consumers, employees, and the general public.

We ensure that all of our products' labels are compliant with local and international regulations, as well as our internal policies.¹² This includes additional information above and beyond what is required by law, such as nutrition facts labels (NFLs), to promote the responsible consumption of our products.

In the last few years, we have focused on reformulating our products to improve their nutritional profile, reducing added sugars, sodium, and fat contents and fortifying certain products with iron. For example, we have reduced the sugar content of our cereals and fortified our pastas and cereals with vitamins and minerals.

15%

of our products¹³ are fortified with vitamins and minerals.



¹² The regulatory framework for food in Peru is as follows:

- Law 30021: Act for the Promotion of Healthy Diets for Children and Adolescents.
- Executive Order (Decreto Supremo) 007-2015-SA: Regulations establishing technical parameters for sugar, sodium, and saturated fat content in processed foods and nonalcoholic beverages.
- Executive Order 033-2016-SA: Regulations establishing a gradual reduction process for eliminating trans fats in processed foods and nonalcoholic beverages.
- Law 29571: Code of Consumer Protection and Defense.
- FAO Codex Alimentarius International Food Standards.
- WHO and U.S. Food and Drug Administration (FDA)

¹³ Stockkeeping units (SKUs).

Business Performance



Our business faced significant challenges in 2023 due to the national and international economic situation, but it was also a year of strengthening our strategy and plotting a path of profitable growth. In the Consumer Goods and Alicorp Soluciones business units, we took decisive steps toward recovering our profit margins and we reaffirmed our focus on our most valuable brands, as well as differentiation.

The Aquaculture and Crushing businesses faced volatile international shrimp and commodities prices. In response, Aquaculture adopted strategies to maintain the health of our client portfolio and consolidate the capacities required for the recovery of the market. Meanwhile, Crushing lightened inventory to increase input flows. We were thus able to maintain our resilience, strengthening the added value and competitive advantages of our brands while promoting innovation and the diversification of our businesses.

Consumer Goods



We accompany millions of households through our portfolio of food, household cleaning, and personal care products. In 2023, our total volume was 766,000 tons, representing S/ 5.1 billion in sales. While this was a 10.6% decrease from the previous year's sales, our gross profit per ton was higher, reflecting our strategic efforts focused on our highest-value brands and the traditional channel.

Main Categories (% of sales, in value)



Sales Distribution by Country (% of sales, in value)



Key advances in our Consumer Goods business are shown below, broken down by category and country.

PERU

Personal Care

We continued to bolster our position in the hair care market with our new brand Amarás and its differentiated proposition under the slogan “Unique, just like your hair and your Peru.” In 2023, we supplemented the existing portfolio with the launch of two new collections: Magia andina (Andean Magic), focused on intensive hair repair, and Amor de Verano (Summer Love), an in & out product focused on hydration and protection against UV rays during the summer.

In our Diosa rulosa (Curly Goddess) collection, we innovated with products that will allow us to continue building a unique experience for Peruvian consumers, adding a styling cream and a pre-shampoo, thus designing a full hair treatment line.

Amarás’ brand differentiation is based on four core concepts:

- In-depth knowledge of Peruvian consumers through products specially designed for them.
- Innovative portfolio, with a benefit focused on local conditions in Peru, taking advantage of its natural riches with ingredients such as passionfruit oil, mango extract, and sachu inchi oil.
- 360° campaign to highlight the diversity of Peruvian beauty and surprise consumers in each activation.
- Go to market designed to ensure our presence in the sales channels most relevant to customers.



Amarás outperformed expectations by far, confirming the brand’s potential and the relevance of its value proposition. It captured a market share of 5.5% by volume, positioning itself as the fifth most relevant brand in its category in less than a year following its launch. The brand power results¹⁴ achieved by Amarás show that its target audience values its broad portfolio, designed specifically for Peruvian women’s needs.

¹⁴ Brand power: Used to measure and combine brand relevance, difference, and notoriety into a single indicator.



Household Cleaning Products

We obtained outstanding results in each one of our product categories:

Detergents

We remained the leaders in our target market with a 60.1% share.



Body Wash and Soap

Our gross earnings rose by +S/ 12MM, achieving an EBITDA of S/ 53.7MM.



Bleach

Our flagship brand, Sapolio, increased its market share by 3.8 percentage points, consolidating its leadership in Lima.



Dish Soap

We led the market with a 24% increase in turnover compared to 2022, driven by the growth of Sapolio liquid dish soap.



Leaders in Detergents

During the year, we remained the market leaders in the detergents category thanks to our in-depth understanding of our consumers' needs.

We strengthened our position with the launch of a new powder detergent: Bolívar Protección Micelar. This micellar action formula not only provides a deep clean, but is also gentle on clothing fibers, helping clothes to maintain their quality and color for longer.



Food

We achieved positive results in the majority of our food product categories, with the most notable being the following:



COOKING OILS

This category's EBITDA rose by 22% in 2023 over the previous year.

PRIMOR

Cocinero

il

Capri



SAUCES AND CONDIMENTS

During the first half of 2023, the sales volume of our AlaCena mayonnaise fell by 13%. However, during the second half of the year, we achieved a 3% growth over the same period in 2022.

AlaCena
EL RICO SABOR DE CASA



NOODLES AND PASTA

We maintained our share by volume with the help of our main brands: Don Vittorio, Nicolini, and Espiga de Oro.

DON VITTORIO | nicolini



COOKIES AND CRACKERS

We increased the category's EBITDA by 200% over 2022, leveraging the focus on our core segment and the efficiency achieved in our production lines.

casino

Galletas

Margarita

Tentación

Casino Cookies

CASINO: "Life doesn't come in just one flavor"

Casino Cookies are committed to creating memorable moments and offering choices for you to explore at your leisure, thanks to our expert fillings and wide range of flavors. In 2023, we relaunched our iconic brand Galletas Casino, giving it a more fun, modern image. Through our 360° plan, we implemented a new image and communication strategy, with activities aimed at our target audience. We organized musical events, meetings, and experience points to connect with this audience.

360° Plan

- We revamped the brand's image with a fun, modern design, transforming the logo and refreshing the color palette.
- We redefined our language to connect with our target audience.
- We launched a positioning strategy in points of sale, public areas, traditional media, and social media. We highlighted the new flavor names: "fresa flow, lucu magic, choco chill, menta lover, choco intense, and vainilla go."
- We increased the category's EBITDA by 200% over 2022, leveraging the focus on our core segment and the efficiency achieved in our production lines.





BOLIVIA

In 2023, we focused on strengthening our presence in Bolivia and consolidating our leadership in strategic categories. Key results included the following:

- We became leaders in detergents with a 30% market share and butters with a 49.6% market share.
- We inaugurated commercial offices in Cochabamba, which will allow us to more closely and efficiently serve the city.
- We strengthened our sales and distribution model, as shown in the sidebar.

Distribution Model in Bolivia

Our strategy to make our business in Bolivia more profitable included the strengthening of distribution channels. This included more training for our direct sales team and the expansion of our reach through allied distributors in the country's largest cities.

Thanks to these efforts, our brands are available throughout the country at over

25 mil

retail points of sale.

Our allied distributors have reached

18,600

customers, accounting for 38% of all points of sale in the country.

ECUADOR AND NEW GEOGRAPHIES

In 2023, we redefined our strategy in Ecuador, focusing on categories that create more value and contribute to our positioning: detergents, insecticides, sauces and condiments, and pastas. **Our sales volume rose by 7%** in these prioritized categories and 4% in all categories over the previous year. To achieve this, we concentrated on redesigning and improving the execution of our route-to-market, as well as launching advertising campaigns for our Alacena, Don Vittorio, and Sapolio brands.

In new geographies, we redefined the operating model of our export business based on the following lines of action:

- Define profitable export products and streamline the rest of the portfolio.
- Implement a pricing strategy adapted to the business.
- Minimize inventory management to reduce risk and associated expenses.

As a result, we **grew by 5.2% in Chile and 118.5% in the United States, in terms of sale volume, compared to the previous year.**

TARI, PERU'S #1 CHILI SAUCE, NOW IN THE UNITED STATES!

In 2023, we began selling our Tari sauce in the U.S. market.

Our goal is to win over “adventurous eaters,” who currently lead the trend toward the search for new products in supermarkets. These consumers are increasingly interested in exploring new flavors and culinary styles, developing their creativity and having fun with preparing each meal.

Our Tari sauce offers a solution to those looking for new culinary experiences, standing out as an exclusive product thanks to the inclusion of unique ingredients such as ají amarillo and rocoto, two chili peppers grown in Peru.



Alicorp Soluciones – B2B

Our B2B business unit is focused on providing inputs for the culinary, baking, and cleaning sectors, as well as industrial customers. In 2023, we sold a total volume of 612,000 tons, equivalent to S/ 2.5 billion. Key initiatives this year included the following:

CUSTOMER ASSISTANCE AND TRAINING PROGRAMS

We provided online training for over 250,000 users. We also achieved a positive impact on over 4,000 customers through assistance and training programs, as well as events designed to cover their technical and commercial needs, such as:

¹⁵ "Advisory Focus Effectiveness" is an internal indicator showing the ability of projects performed to meet the needs of our B2B customers and achieve the commercial objectives set for each of them, which involve increasing or maintaining the customer's sales volume. This indicator denotes the percentage of executed projects that achieved the planned commercial objective in the course of the year.



ADVISORY FOCUS

We developed 246 projects focused on customer needs with regard to the use of our products, achieving a 94% effectiveness rate¹⁵.



"NICOLINI: MORE FOR YOUR BUSINESS"

In the year of the relaunch of the most beloved brand in Peru's bakery industry, a series of initiatives was rolled out, including: masterclasses on techniques for production processes and business management; online clips; advisory sessions; and promotional events and benefits, to contribute to businesses' sustained development over time.



WEBINARS

Training program consisting of online seminars led by local experts, segmented by line of business and audience (baking, cooking, cleaning, laundry) through the "Crecemos Juntos" ("Growing Together") platform.



LIVESTOCK DEVELOPMENT

Training program focused on transferring knowledge and tools that meet the needs of customers in the poultry, pork, and beef farming industry nationwide, contributing to the development of their businesses while increasing their loyalty.



SALES AND CUSTOMER PROSPECTING

We foster internal and external efficiency and digitalization through sales and customer prospecting processes.



DIGITAL SALES

We encourage customers to use our digital sales channels, reaching a 34% rate of digital sales among wholesalers and co-distributors, and 62% digital sales among retailers.



PROSPECTING APPROACH

Using digital tools, we have created a better registration process for current and potential customers, which translated to better customer prospecting. We also segment industrial customers by volume, profitability, and growth potential to design value propositions tailored to each segment's needs.

INSUMA

Comprehensive digital solutions ecosystem that boosts the competitive advantages of our distribution model, making us a strategic ally for our customers by offering goods and services from our own portfolio and those of our partners.

18,500

customers, a 27% increase over 2022

65

allied companies now sell their products through Insuma¹⁷

55

NPS¹⁶

¹⁶ NPS (Net Promoter Score) is a market research metric that measures customers' likelihood of recommending a company, good, or service.
¹⁷ 20 companies more than 2022.

CRECEMOS JUNTOS

This program was designed as part of Peru's economic reactivation following the pandemic, seeking to foster the growth of our B2B customers and bakery and restaurant owners. We provide digital tools, financing services, advice on implementing marketing strategies, and other areas of training.



Crushing

OUR PERFORMANCE IN 2023

Our crushing business is rooted in a big-picture approach. We buy commodities to produce and commercialize soy and sunflower byproducts, such as meals and oils, while also assisting Bolivian farmers with inputs and technical advice to maximize their productivity and sustainability. In 2023, our crushing business reported a sales volume of 1.1 million metric tons, equal to S/ 2.5 billion in net sales.

KEY INITIATIVES

In 2023, we continued to provide assistance to farmers, fostering improved agricultural productivity and the implementation of good sustainability practices in our supply chain. This was done through online and in-person conferences, contests, fairs, and other initiatives. Some of our most notable actions included:



SPECIALIZED ADVISORY

We worked hand-in-hand with farmers, making around 560 field visits to 84 of them, assisting them in the process to help them obtain optimal results.



CONSULTATIVE SELLING PROJECTS

We implemented eight projects aimed at improving our customers' agricultural management as part of our after-sales service.



TALKS FOR FARMERS

We strengthened our bonds with our customers, providing important information through international experts on trends in the soy and sunflower market.



POSITIONING FAIRS

We accompanied our customers in their development through our participation in the Exposoya Fair, National Sunflower Day, and the VIDAS Faire, where we demonstrated the benefits and features of our products.



PRODUCTIVITY CONTEST

We fostered farmers' maximum potential with the 2023 edition of this contest. Over 30 farmers participated, with the top three most productive winning a guided visit to Brazil, where they learned about new technologies and better agricultural practices.



SUSTAINABILITY TRAINING

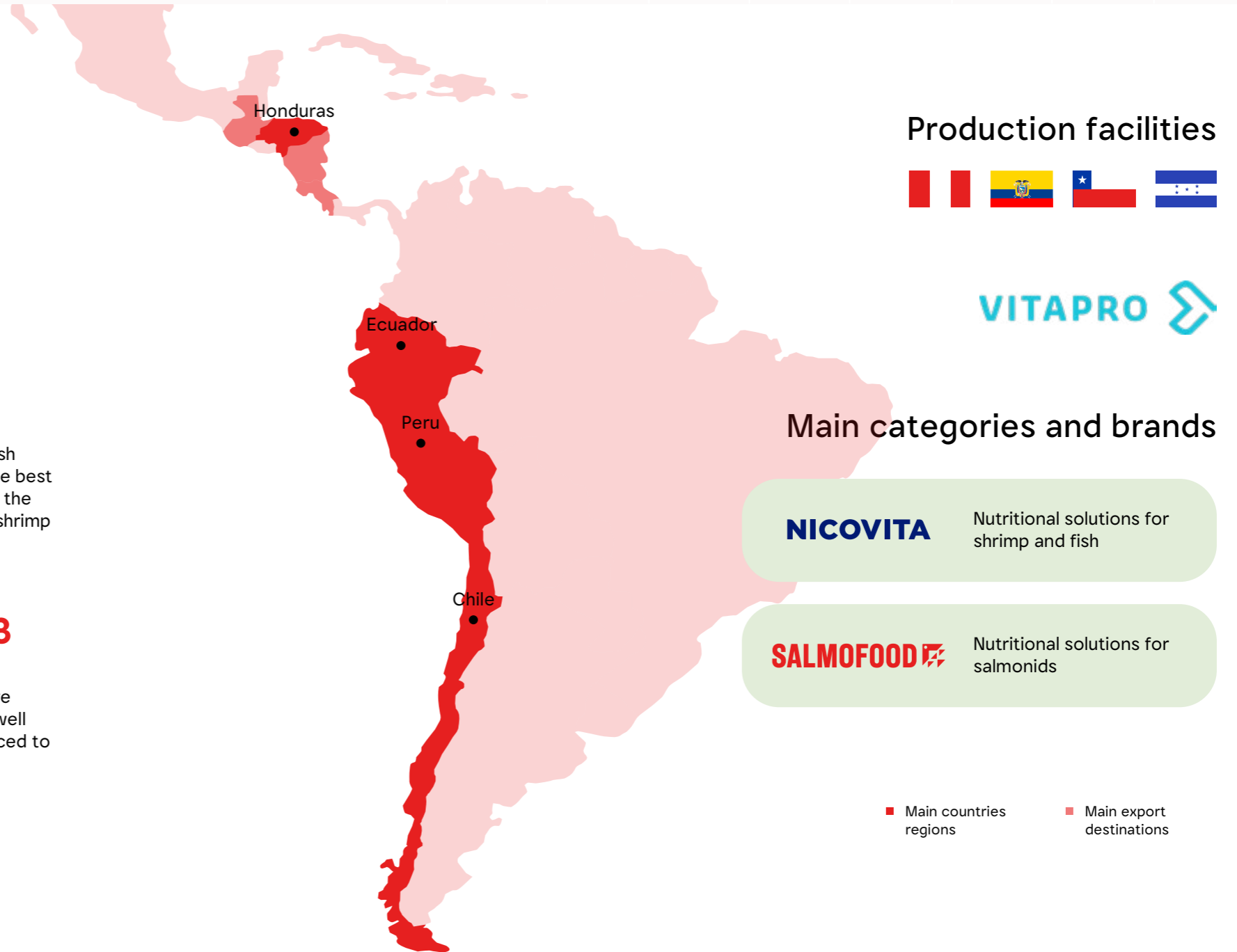
We shared sustainability-related topics and trained over 200 farmers through technical talks in the field. We also performed a risk diagnosis with 50 farmers to strengthen our Responsible Supply Policy (RSP).

Aquaculture Business - Vitapro

Driven by our purpose of transforming aquaculture to nourish tomorrow, our aquaculture business is focused providing the best comprehensive, cost-efficient, and sustainable solutions to the needs of Latin American professionals engaged in fish and shrimp farming.

OUR PERFORMANCE IN 2023

2023 was a very challenging year for the global aquaculture industry, especially for shrimp farmers, who faced prices well below historical levels. Many aquaculturists were even forced to sell at below production cost.



In response, customers significantly reduced production levels, looking for higher discounts and more flexible commercial conditions. One of the countries that was most seriously affected by this situation was Ecuador, where farmed shrimp exports rose by 14% while their value dropped by 5% compared to the previous year.

In this difficult context, the business effectively adapted its strategy to market conditions, shielding portfolio health and providing assistance to aquaculturists with additional discounts and products developed especially for this context. Decisions were made to prioritize and attend to certain customer segments due to the increase in risks posed to this business by the challenging context.

Sales by volume and value fell by -9.3% and -8.2%, respectively, while EBITDA declined by -21.4%. These results are primarily due to the contraction of small-scale customers and a lower share in a key account company.

In the midst of this difficult outlook, 2023 was a decisive year for building and consolidating the capacities Vitapro needs to position itself to better capitalize on the market's recovery.

Key milestones included:



NICOVITA BECAME THE MARKET LEADER IN CENTRAL AMERICA FOR THE FIRST TIME IN ITS HISTORY THANKS TO A WELL-DESIGNED COMMERCIAL STRATEGY in a market that was less affected by the price crisis, as well as improved formulas in its products in response to local shrimp farmers' demands.



IN ECUADOR, NICOVITA BUILT THE MOST MODERN BALANCED SHRIMP FEED PLANT IN THE WORLD, increasing the brand's production capacity in Ecuador by 45% and guaranteeing its ability to reach the projected sales volumes for 2026, and thus contributing to the sustained growth of the Ecuadorian shrimp farming sector in the coming years. As of the publication of this report, the plant is already operating.



2023 MARKED A MILESTONE FOR VITAPRO WITH THE INCORPORATION OF SUSTAINABILITY AS A KEY PILLAR in its brands' value proposition. In keeping with this renewed commitment, the business launched:

- **KATAL PROTERRA**, the Nicovita shrimp diet that nourishes, cares for, and protects the environment by ensuring that the level of organic matter is maintained in each harvest cycle.
- **SALMOFOOD ANTIOX+**, a nutritional supplement that contributes to animal wellbeing by reducing oxidative stress levels, leading to greater wellness, health, and growth of harvests.

Guided by its sustainability roadmap and its three pillars, Vitapro also continued to make progress toward sustainability in 2023.

In its “Promoting a healthy diet and wellness” pillar

- The world’s largest shrimp research network was consolidated with the start of operations at the Nicovita Experimental Technological Aquaculture Center (CEAT), primarily dedicated to research, technology validation, and a model production center. Additionally, the Salmofood Experimental Aquaculture Center (CEA) partnered with the Chilean Aquaculture Innovation Club to boost innovation and automation in fish farming.

In its “Transforming the value chain” pillar

- In a highly challenging year for global fisheries, and especially for Peruvian fisheries due to the major impact of El Niño, Vitapro’s purchase management and the Responsible Supply Program it has run since 2019 in collaboration with Marin Trust allowed it to keep its supply of all whole fish products certified by the Marine Stewardship Council (MSC). Additionally, the purchase of sustainable fish byproducts increased by 5 pp to 39% certified fish byproducts. Also in 2023, all Ecuadorian suppliers achieved MSC certification.

In its “Caring for the environment” pillar

- Vitapro defined its roadmap for reducing greenhouse gas emissions (Scope 1 and 2), committing to a 30% emissions reduction by 2030. It also established the baseline for Scope 3 by conducting the corporate measurement of its operations.



Sustainable Supply Chain Management



Sustainable Supplier and Distribution Chain Management



Our Responsible Supply Policy (RSP) establishes standards of environmental and social action to manage risks, boost positive impacts, and drive the development of our value chain.

As of the end of 2023, we have evaluated 70% of our critical and strategic suppliers, who received training on the Alicorp's various digital tools for supplier management and billing, as well as quality and occupational safety and health. These results will be used to implement a sustainability training program for suppliers to ensure they have opportunities to improve in their evaluation, assisting them in closing gaps and mitigating potential risks of violation of our Responsible Supply Policy.

OUR DISTRIBUTION CHAIN

For this purpose, we reduced the distances traveled by finished goods by increasing direct shipments from production centers to clients from 30% to 60%, and we reduced our stock from 100 to 65. We also improved our "service level" from 76% to over 90% in merchandise delivery effectiveness.

SUPPLIER CLASSIFICATION, EVALUATION, AND TRAINING

We have a supplier classification system that categorizes them by strategic importance and criticality, or their relevance for sustainability.¹⁸ Based on this distribution, our supplier standardization process executed by independent third parties evaluates each supplier in a maximum of eight modules covering social, environmental, and economic dimensions¹⁹: wellbeing, human rights, occupational safety and health, environment, business ethics, finances, operational capacity, and commercial management.

¹⁸ Strategic importance is determined based on annual billing amount, while criticality or relevance to sustainability is defined based on the risk level associated with their sector. This classification makes it possible to differentiate the level of complexity involved in the evaluation and monitoring of each supplier, based on a risk management approach.

¹⁹ Not every supplier goes through all eight modules. The number and type of modules depends on the classification described above.

²⁰ Service level is a key performance indicator that establishes the percentage of merchandise delivered in an order compared to the order total. A higher score indicates a better ability to meet demand and fulfil customer needs.

Sustainable Agriculture

We know that our sector faces sustainability risks tied to commodities supply chains. In response, we have developed the Sustainable Palm Program in Peru and the Sustainable Soy Program in Bolivia, together with Solidaridad, a leading international organization in this area. Through these programs, we promote a shared responsibility approach, encouraging a balance between economic, social, and environmental dimensions.



This program seeks to articulate and strengthen supply chain actors to advance toward a sustainable palm supply in Peru. The program consists of four components:



Capacity building for sustainable palm production, aimed at technical teams from our suppliers and small groups of independent farmers.



Technical assistance for producers and palm farmers' associations to increase productivity and make progress in implementation and certification under the Independent Smallholder standard of the Roundtable on Sustainable Palm Oil (RSPO), the most widely recognized sustainability standard in the sector.



Traceability and monitoring of deforestation-free production, using digital tools that facilitate the participatory georeferencing of farmers' plots in order to achieve farm-to-mill traceability.



Sustainable supplier management, con helping our suppliers to close sustainability gaps and ensuring compliance with our Responsible Supply Policy.

Main Achievements

- We trained 130 producers and technical personnel from extraction companies on sustainability management in alignment with RSPO standards.
- We trained three small palm oil farmers' associations on georeferencing plots.
- We developed digital tools for monitoring and farm-to-mill traceability to help technical personnel perform georeferencing.
- We evaluated all of our extract suppliers according to environmental, social, and governance criteria.
- APROMAN, one of the independent producers' associations involved in the program, was admitted as a member of the RSPO. The association's strong performance also helped obtain RSPO financing for certification implementation.
- Seven extractors and two smallholders' associations involved in the program developed and published their sustainability policies.

SINCE STARTING OUT IN 2022, WE HAVE ACHIEVED SOMETHING IMPORTANT FOR THE ASSOCIATION, FOR THIS GROUP OF SMALLHOLDERS: RSPO MEMBERSHIP. AS OF THE CLOSE OF 2023, 27 PRODUCERS WITH 478 HECTARES OF OIL PALM CROPS ARE MEMBERS OF THE RSPO. WE ARE NOW WORKING TO ACHIEVE "ELIGIBILITY" CERTIFICATION IN THE NEAR FUTURE.²¹ IT HASN'T BEEN EASY, BUT THANKS TO THE PRODUCERS' COMMITMENT, WE WERE ABLE TO ACHIEVE IT."

PEDRO SEIJAS

Manager of the APROMAN RSPO group



²¹ The RSPO's independent smallholder certification system consists of three phases: Eligibility, Milestone A, and Milestone B. Each one involves a complementary compliance level with the standard, with a field audit conducted in each phase to evaluate the specific requirements.



SUSTAINABLE SOY

This program promotes sustainable soy production in Bolivia, working together with farmers to effectively implement best practices in soy cultivation. This is a major opportunity for our crushing business, allowing us to improve the traceability of our supply and identify and mitigate environmental and social risks. It consists of three key components:



Risk identification and management in areas such as deforestation, land rights, human rights, and waste management.



Sustainable purchases in which we train our suppliers on compliance with our Responsible Supply Policy, and define incentives and criteria for its application.



Alliances with authorities, trade associations, civil society, and companies from the sector to promote the sustainable soy agenda in Bolivia.

Main Achievements

- **We performed a traceability analysis that covered 18.5%** of our soy stockpile, with the intention to continue increasing this number in the coming years.
- **We trained field assistants and farmers** with the support of the NGO Solidaridad, with the following results:
 - 26 farmers trained on human rights with a focus on labor.
 - 35 farmers instructed on legal compliance with a focus on legal certainty.
- **We created a sustainability risk map** for a sample of farmers from our supply chain, analyzing risks associated with deforestation, conflicts, human rights, waste management, and other topics.
- **We joined the “Multisectoral Soy Roundtable”**, where we are participating in the drafting of a sustainable soy protocol in Bolivia.

Customer Relations: Shared Value Creation Initiatives

Our customers and consumers are always at the center of our decisions. That's why we develop differentiated value propositions focused on their needs. As part of our sustainability strategy's Community Development pillar, we promote shared value creation initiatives in our chain in an effort to contribute to the growth of micro- and small entrepreneurs, increase labor productivity, create jobs, and invigorate the supply chain. Our key value creation programs for customers are as follows:

insuma

Insuma was established with the goal of transforming the sector through technology adoption and digitalization among micro-, small, and medium-sized culinary, bakery, and laundry businesses, optimizing our customers' management to achieve higher productivity, growth, and resilience. As of the close of 2023, Insuma increased its reach by 27.5% compared to 2022, reaching 18,500 customers, or 42% of the SMEs customers of Alicorp's B2B business in Peru. 75% of our restaurant and bakery customers stated that their sales had improved, while 87% felt the platform improved their purchase management.²²

Through Insuma, our customers can place orders 24 hours a day and find up to 70% of the products they require for their operations. They also have access to digital tools for managing collections, payments, and loans, as well as training on business management, marketing, digitalization, finances, formalization, and more, through the "Crecemos Juntos" learning platform.



Insuma recognized as a "Transformative Company"²³

²² Survey conducted by the Instituto de Estudios Peruanos of a sample of 237 Insuma customers with more than 60 days in the system and an average ticket of over S/ 300 as of December 2022.

²³ "Transformative Companies" is a recognition program that seeks to foster and promote the adoption of shared value initiatives, acknowledging the companies who are working to implement them, as well as the organizations that are contributing to the country's development. This initiative is spearheaded by IPAE Acción Empresarial, the RPP Group, USAID, and the Frieda and Manuel Delgado Parker Association.



This learning platform is designed to assist in the country's economic reactivation, supporting the growth of our B2B customers using digital tools to offer training and advisory services. As of 2023, we have assisted over 250,000 users with different tools to help develop their business, providing support through webinars and personalized advisory sessions.

In 2023, we revamped the "Crecemos Juntos" training program with a certified training curriculum in alliance with Centrum PUCP (Pontificia Universidad Católica del Perú). This online program is equivalent to 40 hours of training, covering key aspects for business success in the food industry, such as strategies for increasing sales in the digital world, the advantages of formalizing your business, and how to manage resources in order to optimize service.



This platform provides a full digital ecosystem for our bodega customers, with 24/7 service and direct delivery in 24 hours or less, a portfolio of over 800 products, and a loyalty program designed to meet their needs. Using the website, bodega owners can purchase ingredients, foods, and other products they sell in their stores.



GenIA is the digital ecosystem of our Aquaculture business, under the Nicovita brand. Its objective is to create more accurate recommendations, thus ensuring the most cost-efficient growth of shrimp harvests. genIA's key success factor lies in its integration of a series of disruptive technologies, including an advanced analytics model, alongside a team of specialized human advisors to make these technologies even more powerful in adding value to shrimp production.

What makes it unique?



Cocreated with shrimp experts:

Specialists in the shrimp industry with digital, statistical, and innovation expertise in multiple fields.



Comprehensive assistance:

Advice and assistance throughout the entire production process.



Designed for your business:

Solutions for different roles in the business, adapted to each operation.



Nicovita's experience and expertise in Latin America:

Backed by 35 years of accumulated knowledge and experience in shrimp farming in the region.



CUSTOMER ASSISTANCE AND TRAINING

Our close relationship with our customers allows us to develop greater empathy and an understanding of their needs in order to place them at the center of our business decisions. Our key customer assistance and training activities and most notable achievements for 2023 were as follows:

Consulting approach

We have a consulting development and technical assistance area through which we developed 246 personalized projects, focused on our customers' most important needs, with a 94% effectiveness rate.²⁴ This approach allowed us to provide solutions adapted to each customer, with a significant impact on their operations.

Training programs

We have training and development programs focused on the different target audiences with whom we work, such as the Nicolini Club for bakeries and patisseries; Reposteras de Oro ("Gold Star Pastry Makers") for pastry businesses; and Livestock Development, for the poultry, pork, and beef industry. Each of these programs works to develop and provide training modules with a focus on transferring knowledge and tools that are designed to meet our customers' key business needs.

These initiatives had a significant impact on more than 4,100 customers during 2023, offering comprehensive assistance and strengthening our relationships with them. We are committed to continuing to innovate and adapt ourselves to the market's needs so we can offer increasingly personalized and effective solutions.

²⁴ "Consulting Approach Effectiveness" is an internal indicator of a project's ability to meet the needs of our B2B customers and achieve the commercial objectives established for each one of them, in terms of increasing or maintaining the customer's purchase volume. This indicator denotes the percentage of projects executed that achieved the commercial objective defined in the course of the year.

Social Performance





Human Resources Management: One Alicorp

At Alicorp, we put people at the center of our decisions. That is why our personnel management strategy is focused on our people's development and wellbeing, with the following goals:

- Promote a healthy and inclusive workplace.
- Look out for our team members' wellbeing and boost their development.
- Strengthen our value proposition as an organization.
- Ensure the availability of talent to achieve the company's priorities.

As of the close of 2023, we had 6,134 employees around the world.

PERU
5,120
(84%)

BOLIVIA
884
(14%)

ECUADOR
61
(1%)

OTHER GEOGRAPHIES
69
(1%)

6,134

team members from 16 countries.²⁵

22%

of top management positions held by women.

24%

female and 76% male.

We are in the upper quartile of companies with the best organizational health worldwide²⁶, and we achieved a

74%

workplace climate score.²⁷

61%²⁸

of open positions filled with internal candidates.

S/ 2,898,738²⁹

invested in training programs.

²⁵ The scope of this information is focused on Alicorp and does not include Vitapro, or employees currently enrolled in trainee programs

²⁶ Alicorp obtained an 80% organizational health index (OHI) score. This score reflects our performance in a number of factors comprising the "Organizational Health" variable according to McKinsey & Company's Organizational Health Index methodology. To learn more about the evaluation methodology, visit: <https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index>

²⁷ 74% of our operators perceive a positive organizational climate and are satisfied with their jobs and committed to the company.

²⁸ The 61% of open positions filled with internal candidates includes Alicorp Perú, and excludes Vitapro, operators, and trainees.

²⁹ Includes operations and administrative personnel.

ORGANIZATIONAL CULTURE

We have two diagnostic instruments that allow us to focus our organizational climate and culture management efforts: the Organizational Health Index (OHI)³⁰ and the Work Climate Questionnaire.

Organizational Health Index (OHI)

- Gathers employees' perceptions regarding nine dimensions of organizational health.
- **2023 results:** 80% score in the evaluation, situating us in the upper quartile of participating companies worldwide.
- **Scope:** Administrative personnel.

Work Climate Questionnaire

- Allows us to learn about employees' perceptions, satisfaction, and commitment to the organization.
- **2023 results:** 74% of employees perceive a positive work climate.
- **Scope:** Operations personnel.

³⁰ Alicorp obtained an 80% organizational health index (OHI) score. This score reflects our performance in a number of factors comprising the "Organizational Health" variable according to McKinsey & Company's Organizational Health Index methodology. To learn more about the evaluation methodology, visit: <https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index>

TRANSPARENT HIRING PROCESS

Our hiring process includes a number of controls that guarantee its transparency and integrity, and incorporates ISO 9001-compliant internal auditing processes.³¹ We also follow our Due Diligence Procedure for the Prevention of Crimes of Corruption in the Selection of Employees, which establishes positions exposed to risk and the guidelines for mitigating those risks. Lastly, we implement anticorruption and antibribery controls, such as training for hiring personnel, the CEO's knowledge of hiring plans and processes, affidavits on conflicts of interest and relationships to public servants, among other things. Compliance with this procedure and its controls is audited annually as part of our ISO 37001 certified anticorruption system.

PERFORMANCE EVALUATION MODEL

The evaluation model consists of three main stages during the year: planning, review, and evaluation. In each one of these stations, our Human Resources Business Partners provide support to the different areas, assisting in the design of performance targets and indicators, in alignment with our corporate objectives. The competency-based evaluation process is performed simultaneously with the goal-based performance evaluation.



PLANNING

Allows us to define objectives to work toward during the year, fostering alignment with our business strategy. At the start of each year, we define the competencies to be worked on and develop action plans for such purpose.



MIDYEAR REVIEW

Active conversation space where we review our progress toward achieving our objectives, as well as our initiatives and competencies.



EVALUATION

Each employee receives a score on objectives achieved and competencies developed, comparing planned progress to actual achievements for the year. This stage consists of four substages: self-evaluation, evaluation, calibration, and feedback.

³¹ ISO 9001 is an international standard established by the International Organization of Standardization for quality management systems. The correct implementation of this standard is audited annually by an authorized auditing firm.

We conduct performance evaluations once a year, while implementing ongoing monitoring and feedback processes over the course of this period. In 2023, a total of 2,180 employees participated in the “Commitments for Success” (CPE) performance evaluation process.

ORGANIZATIONAL DEVELOPMENT

Alicorp Training Model

We provide our team members with comprehensive preparation for current and future challenges using a training model that prioritizes learning management across the entire organization. Our learning experiences were designed using the 70:20:10 Development Action Model.

As a result, we trained 4,692 employees in 2023, with an average of 8.83 annual hours of training and development for each FTE (Full Time Equivalent³²). This required an average investment of S/ 587.86 in training per FTE, in order to continue fostering their development and training process.

DEVELOPMENT ACTIONS



70%

Learn from experience

Development based on work experiences, activities, and tasks that challenge the employee.



20%

Learn from others

Development through feedback and/or assistance from others.



10%

Formal learning

Development through courses, programs, readings, workshops, podcasts, etc.



³² FTE (Full-Time Equivalent) refers to the number of hours worked by a single full-time employee in a week, converting part-time hours into their equivalent in full-time employees. Alicorp does not have any part-time employees, for which reason one FTE equals one employee.



Leadership School

This program aims to develop team, business, and change management capacities on a cross-cutting basis by providing leadership tools to our employees through six lines of action:



Big-picture mentality



Strategy and prioritization



Innovation and a focus on the customer



Leadership with a purpose



Leading change



Personal development

We provided training to 245 of our organization's leaders³³, with an attendance of 79% and an average perceived effectiveness of 90%.

³³ Unique participants (without counting those who took more than one training course at the Alicorp Leadership School twice). The program's participants consisted of the Management Committee, directors, and middle managers.

Other training programs

We also have other programs for employees aimed at improving their professional profile at the company.

"INCURSIONA" CROSS-CUTTING COURSES

1,691

employees trained

SUPPLY CHAIN TECHNICAL ACADEMY

776

employees trained

DIVERSITY, EQUITY, AND INCLUSION

[5.5]



In 2023, we continued working to promote a healthy and inclusive environment for all our employees. This year, we implemented the following initiatives:

Launch of EPS insurance for same-sex couples

- **This benefit allows our employees to enroll their partner in the EPS health insurance plan with access to the same coverage and benefits.**

50% extension of paternity leave

- **In Peru, we extended paternity leave to 50% more than required by law.**

Extended adoption leave

- **In Peru, we implemented extended leave in cases of adoption, equal to the length of maternity leave.**

LABOR RELATIONS MANAGEMENT

Negotiation and Freedom of Association

We maintain direct communication with our unions through labor relations representatives and the head offices of our different industrial plants. In 2023, we maintained a collective bargaining agreement with one union and signed agreements with two other unions³⁴, which included annual raises for each year of the agreement and additional labor benefits.

Salaries

We have a Salary Policy establishing the compensation guidelines and directives at our company. Through this policy, we guarantee that pay bands and compensation packages are assigned under equal conditions and opportunities for women and men. We also have a Salary Equality Plan to diagnose, measure, and reduce pay gaps.



³⁴ Sindicato Nacional de Trabajadores de Alicorp (Lima), Sindicato de Trabajadores de Alicorp (Arequipa), and Sindicato Unitario de Trabajadores de Alicorp (Lima).

Occupational Safety and Health Management



At Alicorp, we continuously work to improve our Occupational Safety and Health Management System (OSHMS) using the structure defined in the ISO 45001:2018 standard.³⁵

This system is part of our Comprehensive Management System Policy, which expresses our commitment to:

- Prevention of accident and effects on our employees' health.
- Legal compliance.
- Continuous improvement of the OSHMS.
- Participation and consultation of our employees.

[DJSI 3.4.1; 3.4.2]

³⁵ ISO 45001 is an international standard established by the International Organization of Standardization for occupational safety and health management systems. The correct implementation of this standard is audited annually by an authorized auditing firm.



This scope of the OSHMS encompasses all of the organization's locations, as well as its own works and third-party employees performing work inside our facilities. This system uses a risk management approach based on risk identification and risk assessment so that new mitigation measures can be implemented, or existing measures can be supplemented.

In 2023, we also published our Corporate Occupational Safety and Health Policy detailing responsibilities associated with this subject, and we undertook to reduce the frequency rate of incapacitating accidents, for employees and contractors, to less than 2 per million man-hours worked by 2030.

EVALUATION OF OUR OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT SYSTEM

We have established targets and objectives to progressively and systematically eliminate hazards and risks within our OSHMS. These objectives are measured using seven indicators.

- Compliance with the annual occupational safety and health (OSH) program.
- Progress percentage in the implementation of control measures proposed in HIRARCs.³⁶
- Completion and attendance of training courses by employees.
- Leaders' involvement in keeping records of findings.
- Performance of scheduled inspections.
- Compliance with the internal audit program.
- Rectification of any nonconformities reported.

³⁶ Hazard identification, risk assessment, and risk control tool.

2023 SAFETY AND HEALTH COMMITTEE

This committee is tasked with monitoring the performance of the OSHMS and proposing any preventive and corrective measures it deems necessary, following the guidelines established in the labor laws in force. The committee consists of twelve members and twelve alternates, of which 50% are appointed by the company and the other 50% are designated by employees in an audited election process.

SAFETY AND HEALTH TRAINING

We provide occupational safety and health training for all administrative and operations personnel as applicable to their respective duties. Topics covered include:

- Hazard identification and risk assessment at the workstation and in the work environment.
- Use and maintenance of personal protective equipment.
- Occupational safety and health standards in our operations.
- Theory of fire and extinguisher use.
- Effects of noise on health; hearing protection and conservation.
- Prevention of bone and muscle injuries and active breaks.



ACHIEVEMENTS:

2,150

hours of safety training for chains of command.

2,450

hours of safety training for employees.

7,500

hours of safety training for suppliers and subcontractors.

S/ 3.8

million invested in the implementation and upgrading of emergency systems.

To bolster our safety culture, we have worked on:



Review of the HIRARC
with a focus on critical tasks and the application of the hierarchy of controls.



Application of cross-inspections by management.



Third-party/contractor management.



Reinforcement of our safety culture at all levels.



Strengthening of the accident investigation process to ensure that causes are determined.

Human Rights

We use a proactive management approach, as reflected in the commitments assumed in our **Corporate Human Rights Policy**, in which we subscribe to the United Nations Guiding Principles on Business and Human Rights and the principles of the United Nations Global Compact. This policy is compulsory for all our subsidiaries, as well as our suppliers and other actors that form part of our value chain. Key topics addressed include respect for International Labor Organization conventions, supplier capacity building, and respect for and promotion of the rights of vulnerable groups associated with our value chain.

Proactive Human Rights Management

The policy's commitments are expressed in a management system with four core components to which we constantly return in an effort to improve our management and increase its robustness.

In 2023, our progress in each one of these components was as follows:



POLICY AND GOVERNANCE

We updated the Ethical Commitments Guide to include the commitment not to do business or engage in partnerships with third parties who promote practices that violate human rights, and to investigate and take action in case of grievances filed against third parties.



RISK AND IMPACT MANAGEMENT

We incorporated a human rights approach to assessing our supplier risks, with particular emphasis on palm and soy suppliers.



EVALUATION AND DISCLOSURE

We shared and reported on our performance and progress in this integrated report. We created a new “Personal Respect” category for cases of noncompliance reported through the Alicorp Ethics Line.³⁷ This category groups together grievances involving failures to comply with the company's human rights guidelines in accordance with the Corporate Human Rights Policy and the Ethical Commitments Guide. Additionally, we shared and reported on our performance and progress in this integrated report. In 2023, we received 42 reports of “Personal Respect” violations, of which 18 were submitted through the Ethics Line and 24 were reported to leaders or those responsible for human resources. As of the first quarter of 2024, 100% of these cases had been satisfactorily resolved.



GRIEVANCE AND REDRESS MECHANISMS

We aligned our Alicorp Ethics Line with the United Nations Guiding Principles on Business and Human Rights to strengthen this grievance mechanism.

³⁷ Personal respect is a category for reporting noncompliance with our Ethical Commitments Guide and policies, which groups together all cases involving human rights violations, such as discrimination, harassment, forced and child labor, etc.

Social Management

We strive to contribute to the development of the communities where we operate through our three sustainability pillars: Wellbeing, Community Development, and the Environment.

OLLAS que DESARROLLAN

This shared-value program is designed to turn ollas comunes (food kitchens)³⁸ into economically independent and sustainable organizations in the long-term. The initiative consists of four lines of action:



CAPACITY-BUILDING

We have developed a program to build leaders' management and entrepreneurial capacities.



EQUIPMENT UPGRADES

We improve food kitchen service areas by providing stoves and pots, gas cylinders, and utensils to boost the service they provide to their communities.



FOOD DELIVERIES

Over 3.1 million meal rations were delivered in 2022 and 2023.



STRATEGIC ALLIANCES

We have brought in allies including private institutions, social organizations, academic institutions, and media outlets to amplify the program's impact.

³⁸ Ollas comunes are volunteer associations consisting of local community members aimed at meeting basic food needs. They are typically led by women who work to make sure that their families and neighbors get the food they need.

Our Allies





This initiative's key results, from its launch through 2023, include the following:

3.1

million+ meal rations delivered

9

departments benefited around the country

357+

hours of training provided

8

participating allies

36

food kitchens started businesses

256

better-equipped food kitchens

995

leaders trained

32,000+

beneficiaries

Our program is implemented in two phases:

FASE I: Management Strengthening

We work to develop leaders' capacities to improve their management of the kitchens, thus boosting their impact in four ways:

Finances and accounting

- Implement tools for better resources management and planning.

Food safety and hygiene

- Implement best practices for the safe preparation and consumption of food.

Nutrition

- Cook more nutritious dishes.
- Anemia prevention habits

Leadership and negotiation

- Map potential allies and establish alliances.

FASE II: Entrepreneurship

This phase is designed to provide assistance to food kitchens so they can start and run businesses that earn supplemental income, thus boosting their autonomy and sustainability.

In 2023, we began this phase with food kitchens in Lima and Callao, who received assistance from different specialized allies through four modules:

- Module 1: Drive to start a business**
 Focused on finding motivation for the undertaking and the necessary governance and organization of the food kitchen, with the assistance of Juguete Pendiente, the NGO in charge of the program's execution.
- Module 2: Products to capture customers**
 Focused on identifying customers, developing a successful product, and logistics management. This stage was executed and assisted by the Universidad Peruana de Ciencias Aplicadas (UPC).
- Module 3: Clear accounts to ensure progress**
 Focused on product costing, sales and income records, and budgeting. This content was implemented by Mibanco.
- Module 4: Communication and alliances to grow**
 A space led by Alicorp where leaders learned about communication strategies and alliance building.

Entrepreneurial kitchen roadmap



Throughout the entire process, the food kitchens were assisted by a group of students in their final years of study at Universidad Peruana de Ciencias (UPC), who acted as advisors. After completing the four modules, the kitchens presented their business ideas to an interdisciplinary jury. A total of 36 food kitchens were chosen to receive seed capital from Cargill for the implementation of their business ideas, as well as specialized workshops on their commercial, sales, and accounting areas.



SOCIAL MANAGEMENT SYSTEM

At Alicorp, we are committed to a responsible and proactive management approach with nearby communities. We have developed a social management system aligned with our corporate environmental and human rights policies, which consists of three components:



CONTEXTUAL ANALYSIS

Identification and assessment of social and environmental risks associated with our operations and projects.



COMMUNITY RELATIONS

Getting to know stakeholders and development of relations strategies.



IMPACT MANAGEMENT PLANS

Implementation of plans to mitigate the identified impacts or boost positive impacts.

Through this system:

- We manage community relations in the 32 properties of greatest operational importance to Alicorp. Social Capital Group, a firm specializing in social management and community relations, is our ally in this task.
- We define impacts based on safety and health, environmental, compliance, and reputational criteria.
- All impacts have an action plan designed to manage and mitigate them, or, in the case of positive impacts, to boost them.
- We strengthen trust-based relationships with our stakeholders through participatory processes and communication.



SOCIAL MANAGEMENT AND CLIMATE CHANGE

Together, we can get through El Niño

Given the predicted impact of the El Niño weather event, we joined forces with Acción contra el Hambre and Juguete Pendiente, civil society organizations with experiencing in handling humanitarian crises, so that we could provide assistance to highly vulnerable communities in Lima and Piura. This alliance enabled us to provide tools and inputs to food kitchens and their beneficiaries, helping increase their preparedness in case of natural disasters (torrential rainfall, flooding, and landslides). We also executed a regional radio communication campaign.

In Piura

In alliance with Acción contra el Hambre, we made a direct impact on **1,979 beneficiaries at 15 food kitchens** in the districts of Cura-Mori and Catacaos through the delivery of food and hygiene kits, as well as tarps to protect roofs. This initiative also included training and monitoring of **45 kitchen leaders** to optimize their communities' organization in the face of the possible effects of El Niño.

In Lima

we worked with the organization Juguete Pendiente to provide support to vulnerable communities. This collaboration has indirectly benefited **2,570 people through training** in natural disaster management. Training sessions were aimed at 30 food kitchens, fostering the creation of community brigades together with the competent authorities.

Overall Impact

45

food kitchens better prepared to handle extreme climate events

270

leaders trained in emergency management

4,500+

food kitchen beneficiaries

450,000

meal rations delivered

Environmental Performance



Environmental Management Policy and Systems



[9.4] 

The management of our operations and processes based on ecoefficiency and environmental compliance plays an indispensable part in our ability to achieve our goals. We have two policies that serve as a framework for our environmental commitments: the Corporate Environmental Policy and the Integrated Management System Policy, as well as an environmental management system, all of which comply with national law in the countries where we operate and are certified under the ISO 14001³⁹ international standard.

Our Corporate Environmental Policy consists of six components:



Management of climate change challenges



Water resource management



Energy efficiency



Packaging material management



Agricultural and biodiversity management



Waste management



³⁹ ISO 14001 is an international standard established by the International Organization of Standardization for environmental management systems. The correct implementation of this standard is audited annually by an authorized auditing firm.



The Integrated Management System Policy contains guidelines for the evaluation and management of our operations' environmental aspects and impacts.

ENVIRONMENTAL REGULATORY COMPLIANCE

Our industrial properties in Peru have environmental and operating certifications granted by the Ministry of Production, which are subject to our ability to meet the commitments established in our environmental management instruments or other commitments under the environmental laws in force in the countries where we operate. We have general assurance measures for compliance with environmental laws:

- **Assessment of our activities' environmental impacts.**
- **Implementation and assessment of the operational controls defined in our environmental management instruments (EMIs).**
- **Application of public participation mechanisms.**

In 2023, we obtained the approval of eleven environmental management instruments (EMIs) tied to expansion and closure projects for our activities in Alicorp S.A.A.

During the year, we executed a number of environmental management initiatives:

- **Sensitization of administrative and operations employees** about our environmental aspects and environmental care activities.
- **Redesign of the solid waste management system** to minimize the waste generated and increase waste valorization.
- **Update to our environmental strategy**, adapting to national and international trends. In 2023, we made changes to our chemical substance and solid waste management in Peru, in accordance with Legislative Order (Decreto Legislativo) 1570, which contains the Comprehensive Chemical Substance Management Act; and Ministerial Resolution 089-2023-MINAM, which establishes the "Minimum Content of the Non-Municipal Solid Waste Minimization and Management Plan."

Climate Change Management



Our climate action strategy was designed based on a self-evaluation aligned with the recommendations of the **Task Force on Climate Related Financial Disclosures (TCFD)**. Using this analysis, we created a roadmap for short-, medium-, and long-term carbon footprint reduction to close identified gaps and consolidate our climate management.

In keeping with this roadmap, in 2023 we defined our climate action governance and strategy and two of its components: **mitigation**, reducing our carbon and water footprints; and the **adaptation** of our operations to climate change through the management of physical and transition risks.

Key Advances in our Climate Action Strategy

- **Mitigation component:** We managed our carbon footprint, reducing our Scope 1 and 2 emissions in Peru by 9% compared to 2022.
- **Adaptation component:** We performed the first physical climate risk assessment, prioritizing 17 properties (50% of the properties of greatest operational importance). The analysis was focused on three climate events: floods, landslides, and torrential rain.



CARBON FOOTPRINT



OUR 2030 TARGET

ACHIEVE A 20% NET REDUCTION OF GREENHOUSE GAS (GHG) emissions per ton of finished product and a 10% reduction of absolute emissions compared to 2022 in our operations in Peru and Bolivia for Scopes 1, 2, and 3.

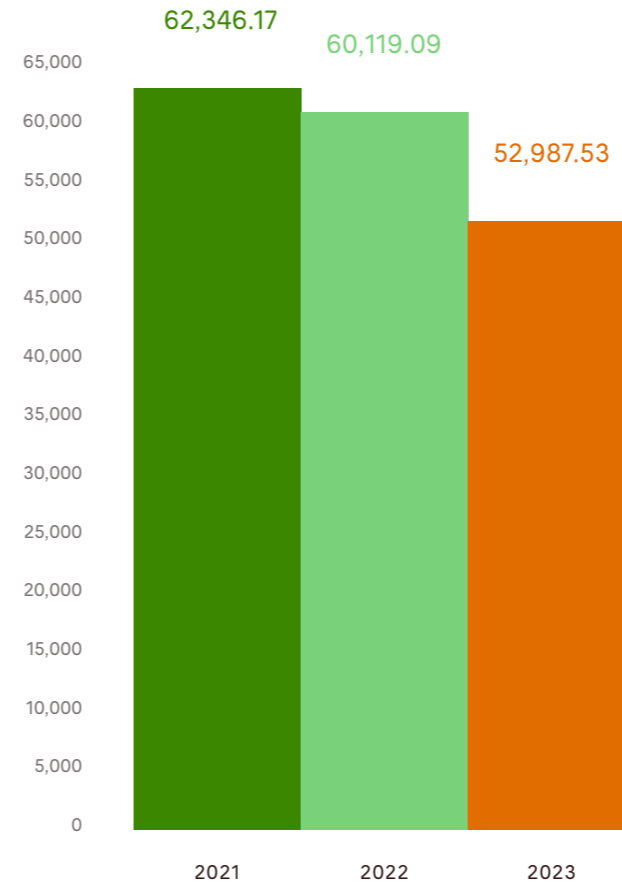
Scope 1 and 2 GHG Emissions Management

In 2023, Alicorp S.A.A. reported total emissions of 77,931.21⁴⁰ tons of CO₂ equivalent, a decrease of 9% compared to 2022, due primarily to the execution of 17 energy consumption reduction projects, along with lower production volumes.

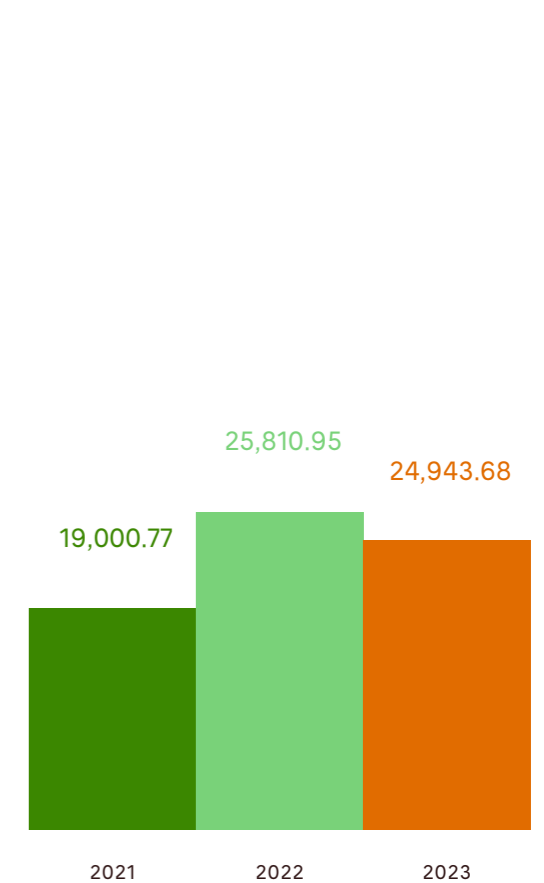
Our Scope 1 emissions (52,987.53 tCO₂e) were reduced by 11.8% compared to 2022 due to lower fuel use in stationary machinery and electric generators.

Scope 2 emissions fell by 3.4%, compared to 2022, totaling 24,943.68 tCO₂e. One of the contributing factors was the installation and startup of solar panels at our Arequipa plant, which had a maximum installed power of 130 kW.

TOTAL SCOPE 1 EMISSIONS (tCO₂e)



TOTAL SCOPE 2 EMISSIONS (tCO₂e)



⁴⁰ This value represents the sum of total Scope 1 and 2 emissions. The scope is Alicorp S.A.A. and does not include other subsidiaries.

Scope 3 and 4 GHG Emissions

In 2023, our indirect Scope 3 and 4 emissions totaled 1,542 million tCO₂e, a reduction of 28.5% compared to 2022 due to lower wheat and soybean oil consumption. We were also able to optimize the distribution routes that contributed to this result.

ENERGY MANAGEMENT IN OPERATIONS

[7.1]



We easily surpassed our savings targets for electric energy consumption, reducing consumption by over 7.5 million kWh at our main premises, SIDSUR Arequipa, and the Callao and Arequipa mills.

Our energy consumption totaled 396,256,604 kWh, of which 16% came from renewable energy.

The key energy milestones for 2023 were as follows:

- **Solar panel installation:** We implemented the first stage of solar panels at the SIDSUR plant in Arequipa, which generated **136 MWh**.
- **Technology replacement:** We saved **410,000 kWh** by changing from metal-halide lighting to LED lighting.
- **Reduced natural gas consumption:** We improved the efficiency of the boilers at the Copsa plant, our main oil plant, by controlling flow, pressure, level, and temperature, reducing natural gas consumption by **3%** per ton of steam produced.
- **Equipment and capacity optimization:** We achieved a reduction of **62,000 kWh** thanks to optimizations in transformation processes and changes in the voltage levels of electrical substations.





WATER FOOTPRINT

[6.3]



OUR TARGET FOR 2030

REDUCE OUR WATER FOOTPRINT per ton of finished product by 20% and our absolute water footprint by 5% compared to 2022 for our operations in Peru, counting direct consumption of energy and fuel.

Water Management in Operations

We measure our water footprint and identify water stress risks⁴¹ using the **ISO 14046** standard as a methodological guideline. The results for the year were as follows:

2023 WATER FOOTPRINT⁴²

70,794,694.93m³

in Peru

ANNUAL WATER CONSUMPTION⁴³

808,110.14 m³

in Peru

DECREASE IN OUR WATER FOOTPRINT

41.33%

over 2022

⁴¹ Note on water stress assessment: The production units in Arequipa, including SIDSUR and the Arequipa Mill, are located in high water stress areas. The two plants employ a total of 322 employees, with a total water consumption of 35,784.14 m³, equal to 111.13 m³ per employee at the close of 2023. Our water footprint reduction plans seek to prepare operations for the potential effects of water stress.

⁴² Water footprint data include direct water consumption and indirect consumption from electrical energy, fuel, and inputs. Does not include Vitapro.

⁴³ The consumption rate is 58.34 m³ of water per ton of finished product.

Packaging Management

[12.5]



In our search for actions that will provide us with more sustainable packaging, we are committed to:



PROMOTING COLLABORATIVE RELATIONSHIPS WITH KEY SUPPLIERS AND MARKET ACTORS to implement initiatives that contribute to our goal of decreasing the volume of materials sent to final disposal sites.



PRIORITIZING THE USE OF RECYCLABLE MATERIALS in the design of our packaging and packing.



INCORPORATION OF ECODSIGN GUIDELINES IN OUR PACKAGING, optimizing the use/weight of materials based on technological and operational feasibility.

In 2023:

- **We developed 23 new initiatives that reduce the consumption of packaging and packing materials** by 340 tons per year, of which 61% is plastic and 39% is paper and cardboard.
- **We conducted a study titled “Estimation of GHG Emissions Reduction Due to Reduced Use of Packaging and Packing,”** calculating a reduction of 657.37 CO₂e in our operations in Peru and Bolivia.





In November 2023, we held the ninth Alipack meeting, with the theme of **“Ecoefficiency in Packaging and Packing,”** and the **“First Packaging and Packing Fair,”** a space for different areas of the company to come together with outside experts to share knowledge and experiences around sustainability in packaging management. Over 100 people from different areas of the company traveled from Peru, Bolivia, and Ecuador to attend Alipack.

Participants included Amcor, Pamolsa, San Miguel Industrias, Trupal, Pontificia Universidad Católica del Perú, and the Packaging Development area. Speakers came from Peru (Reciclame, PUCP, Libélula, FSC, Aptar, and others), Argentina (Instituto Argentino del Envase), Brazil (Instituto de Embalagens de Brasil), Chile (CMPC), and Italy (SACMI).



Waste Management

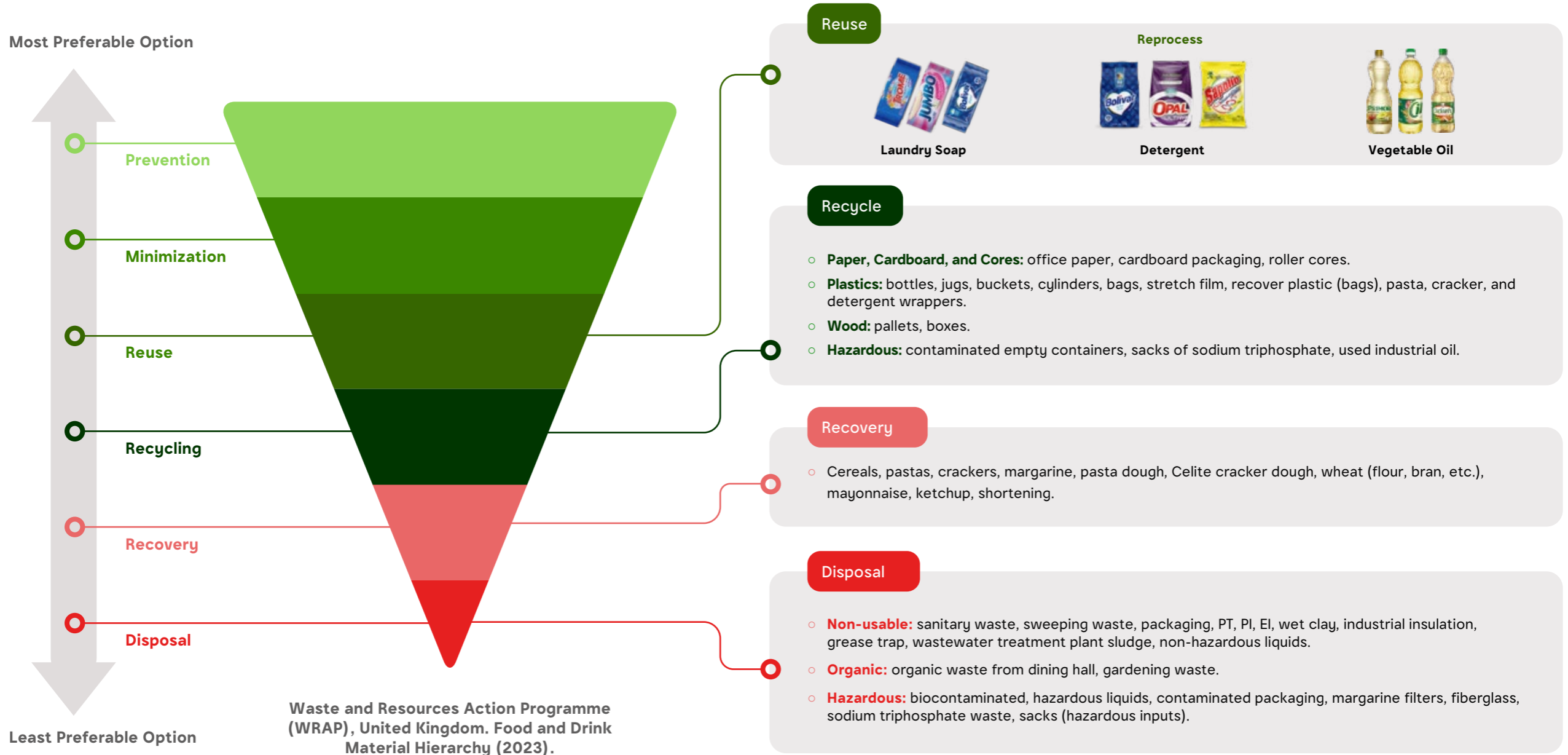
[12.5]



Our waste management is compliant with the Comprehensive Solid Waste Management Act, regulated by Executive Order 014-2017-MINAM and our Environmental Management System. We promote comprehensive waste management through the following actions:

- Maximize the reuse, recycling, and proper management of waste (solid and liquid) generated by our operations.
- Develop strategies to minimize waste caused in our operations.
- Promote good commodity handling practices to decrease waste in our production processes.

These actions are part of our waste management hierarchy, shown below:





In 2023, we generated 20,605 tons of waste, of which 5% was hazardous waste. We were able to valorize 46% of waste through alternative uses, recycling, etc., thus reducing the quantity of waste sent to landfills. Food waste, on the other hand, was valorized by transforming it into balanced animal feed or incorporating it into recycling processes or other uses, reinserting it into new value cycles.

Our progress in 2023

Reduction of industrial waste sent to landfills

530

fewer tons of used clay sent to the landfill thanks to the optimization of the humidifying process, which also saved S/ 54,859.

Return and sale of cardboard waste using a circular model

We worked with TRUPAL S.A. on the return and sale of cardboard waste, selling

971.37

tons of cardboard, for which we received S/ 370,603.60 in annual revenue for the company.

Reuse

We reused

2,848

drums that originally contained tomato paste to store organize waste from our plants, saving S/ 236,170.

Waste sales

We sold

5,410

tons of saleable waste at improved prices, obtaining an income of S/ 528,792.

FOOD WASTE MANAGEMENT

[12.3]



This management process is part of our general waste system, and seeks to minimize food loss by developing strategies for efficient manufacturing processes, e.g., recirculating oil waste and using food scraps generated during manufacturing. We also seek to ensure that finished products apt for human consumption that cannot be sold for some reason are evaluated for donation. 35.5% of our food donations consist of products in good condition that have lost their commercial value.

We also have a continuous improvement system to reduce waste, as well as procedures for waste management in the industrial and logistics centers of each one of our subsidiaries and their operating units. In 2023, Alicorp S.A.A. achieved the following results:

INDICATOR	2022	2023	VARIANCE
Tons of total losses	5,956	5,366	-10%
Tons of losses valorized and reused	5,322	4,957	-7%
Tons of food waste disposed of or discarded	634	409	-35%
Kilograms of food waste per thousand soles of food sales	0.00012	0.000088	-27%
Kilograms of food waste per ton of food sold	0.62	0.45	-27%

88.4%

of food waste is valorized and used to create animal feed.



Food Loss and Waste Efficiency and Reduction Programs

We have various programs focused on increasing efficiency in our processes to minimize food loss and waste at our plants and in our supply chain. These programs include:

- **SUMA+** (Unified Alicorp Manufacturing System)
- **OLA+** (Optimizing Alicorp's Logistics)

These initiatives have allowed us to improve in key areas such as:

- **Process standardization**
- **Indicator monitoring**
- **Inventory management**

In 2023, these programs enabled us to identify the main categories that generate food losses and waste, most notably flours (29.6%), pastas (18.39%), sauces (16%), and cookies and crackers (11.37%) (see annexes for more details). Action plans were developed to reduce and reuse these losses.

Alternative Uses for Food Waste

To efficiently manage the food waste generated in manufacturing processes, we seek out alternatives such as valorization for animal consumption and other purposes; and reprocessing for the manufacture of byproducts. In 2023, Alicorp S.A.A. achieved the following results:

88.4%

sent to solid waste operating companies (EO-RS)⁴⁴ for sale as an input in the manufacture of animal feed

3.9%

reprocessed to make byproducts

The remaining

7.6%

was sent to the landfill for proper final disposal.



⁴⁴ EO-RSs are in charge of selling organic waste to their end clients, who use it to make food for animal consumption. Alicorp ensures that these end clients make suitable and responsible use of this organic waste, checking that they have the legally required authorization of the Ministry of the Environment (MINAM) for the transportation and sale of this type of waste, thus promoting sustainable, circular practices.



Commitment to Biodiversity and Non-Deforestation

We recognize the importance of comprehensive biodiversity management and non-deforestation in our operations and the local and regional surroundings of the company's operations. All our operations have Environmental Management Instruments (EMIs) used to identify likely impacts on biodiversity and establish management commitments subject to audits by the competent authorities.

It is important to note that no risks to biodiversity have been identified in our operations, given that they are performed in urban industrial areas that do not fall within the National Protected Areas System of the countries where we do business, nor in High Conservation Value areas. Nevertheless, we seek to forge alliances to ensure that our agricultural commodity supply is increasingly aligned with the challenges of sustainable agriculture.

We work with our supply chains to promote the conservation of forests and biodiversity. This includes two programs for the sustainable management of commodities in our supply chain.

- **Sustainable Palm Program**
Technical assistance program for action plans implemented by palm farmers and their producers' associations, with the goal of increasing productivity and implementing sustainability standards. The program includes four lines of action: (i) assistance on Roundtable on Sustainable Palm Oil (RSPO) certification for groups of small independent producers; (ii) capacity-building for sustainable palm production; (iii) traceability and monitoring of deforestation-free production; and (iv) standardization of suppliers according to environmental, social, and ethical criteria.
- **Sustainable Soy Program**
This program aims to promote sustainable soy production in Bolivia and increase supply traceability in our crushing business, identifying and mitigating sustainability risks.



Annexes

Annex 1: Value Creation Matrix



CAPITAL TYPE



Intellectual capital

Knowledge-based intangibles.

INPUTS

Flagship brands in Consumer Goods Peru

Don Vittorio, Primor, Alacena, Casino, Amarás, and Bolivar.

Alicorp Soluciones' main brands

Nicolini, Famosa, Primavera, Crisol Fritura Intensa, Macbel, Sapolio Profesional, and Insuma.

Certifications

- ISO 14000 Environmental Management System
- ISO 45000 Occupational Health and Safety Management System
- ISO 37000 Anti-bribery Management System
- ISO 9001 Quality Management System
- ISO 22000 Food Safety Management System (Bolivia only)
- ISO/IEC 27001 Information Security Management System
- Hazard Analysis and Critical Control Points (HACCP) System (validated by Digesa-Perú)
- Roundtable on Sustainable Palm Oil (RSPO) certification of sustainable management of palm oil and its byproducts in finished products

LINES OF BUSINESS

Alicorp Soluciones (B2B)



Ingredients and inputs for bakeries, restaurants, cleaning, and big industry.

We reach enterprises such as bakeries, restaurants, laundry services, and other industries through our food and cleaning portfolio.

OUTPUTS

- Cooking oil
- Supplements
- Flour
- Baking inputs
- Bleach, cleaners, and detergent
- Butter
- Margarine
- Pasta
- Ready-mixes
- Stain removers, fabric softeners, and detergents
- Sauces and condiments

We also supply inputs for livestock feed through our Nutritional Solutions business.

OUTCOMES

Savings thanks to the Design to Value program

- S/ 30.47 million

Innovation Index⁴⁵

21% consolidated Total Innovation Index for Consumer Goods – Peru and International and Alicorp Soluciones, as a percentage of our total sales.

⁴⁵ The Total Innovation Index measures the percentage of sales of our new products, i.e., those that are still in their first 36 months on the market. To calculate this index, we added up all sales of new products for the fiscal year and divided that number by the total annual sales for each business unit. We also calculate the Pure Innovation Index, which includes only new product launches (new categories, line extensions), excluding relaunches (updated formulas, packaging, and/or artwork).

CAPITAL TYPE



Human capital

Employees' knowledge, skills, experience, and motivation.



Natural capital

Natural resources potentially affected by the company's activities.

INPUTS

Investment per full-time equivalent (FTE)⁴⁶ in human capital during 2023

S/ 600.06 invested per FTE in 2023

Spending on employee salaries and benefits

S/12,762,431.81 in salaries and benefits for Alicorp employees.

- **16%** renewable energy use.
- **396,256,604 kWh** kWh total energy consumption.
- **808,110.14 m³** total water consumption.
- **17 efficiency projects** to reduce our carbon footprint.
- **23 initiatives** to reduce consumption of packaging and packing materials.

LINES OF BUSINESS

Crushing



Refined flours and oils made from sunflower seeds and soybean.

We are active in the soybean and sunflower seed crushing business. We work directly with farmers, providing them with the support they need to achieve high-quality harvests, as well as training them on technical topics and sustainability. The byproducts of this process are used in other business units, such as B2B, consumer goods, aquaculture, and animal feed.

OUTPUTS

- Flours
- Oils

OUTCOMES

Openings filled with internal candidates

61% of job openings filled with internal candidates.

Women in top management positions

22% of top management positions held by women.

Organizational Health Index (OHI) and work climate⁴⁷

80% Organizational Health Index (OHI) and 74% work climate.

Lost Time Injury Frequency Rate

- 4.32 LTIFR employees
- 2.87 LTIFR contractors

Zero fatalities

- **9% reduction** of direct and indirect GHG emissions compared to 2022.
- **41.3% decrease** in our water footprint.
- **Publication of our first climate action report** de using the guidelines of the Task Force on Climate-related Financial Disclosure (TCFD).
- **88.4% of food waste** is valorized and reused.
- **18.5% progress** in soy supply traceability for the Crushing unit in Bolivia.

⁴⁶ FTE (Full-Time Equivalent) refers to the number of hours worked by a single employee in one week. The annual count is considered to be equal to 2,080 hours, distributed into a number of hours per day and per week, according to the different employment regimes.

⁴⁷ Alicorp obtained an 80% organizational health index (OHI) score. This score reflects our performance in a number of factors comprising the "Organizational Health" variable according to McKinsey & Company's Organizational Health Index methodology. To learn more about the evaluation methodology, visit: <https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index>. Among our operational employees, 74% perceive a positive organizational climate and are satisfied with their jobs and committed to the company.

CAPITAL TYPE



Social and relational capital

Capacities to share, relate, and collaborate with stakeholders, fostering development and community wellbeing.

INPUTS

Customers

Over **120.000** customers

Initiatives for shared value creation with our customers:

- INSUMA
- DIADIA
- GENIA
- and others

Community and stakeholder engagement

S/ 7,378,012.54 in social investment⁴⁸

LINES OF BUSINESS

VITAPRO



Balanced feeds for shrimp, salmon, and fish.

We assist aquaculturists in Ecuador, Chile, Peru, and Central America with comprehensive nutritional solutions so they can continue strengthening and developing the aquaculture industry.

OUTPUTS

- Nicovita
- Salmofood

OUTCOMES

Customers Net Promoted Score (NPS)

- **38 NPS** Consumer Goods.
- **55 NPS** Alicorp Soluciones.
- **84 NPS** VITAPRO.
- **50 NPS** Crushing.

Community and stakeholder engagement

“Ollas que Desarrollan” program

Since its creation, the program has achieved the following:

- **995 food kitchen leaders** trained.
- **Over 3.1 million** meal rations delivered.
- **32,000** beneficiaries.
- **37** food kitchen businesses started.

Other community support actions

- **Over 251 tons** of products delivered to nongovernmental organizations to contribute to SDG 2: Zero Hunger.
- **20 trade associations** supported as part of our institutional and community engagement.

⁴⁸ Includes investment in social management, sustainable development programs, donations, and contributions to civil society organizations and trade groups.



Annex 2: Application of the Integrated Reporting Framework

INTEGRATED REPORTING FRAMEWORK COMPONENTS

General description of the organization and its external environment

ASPECTS INCLUDED

- The organization's culture, ethics, and values
- Ownership structure and operating structure
- Main activities and markets
- Competitive and market outlook
- Position in the value chain
- Key quantitative information on business and employee management (e.g., number of employees, revenue, and number of countries where the organization operates)

SECTION

- **Sección II.** Ética y gobierno corporativo
- **Sección V.** Desempeño de los negocios
- **Sección VI.** Gestión sostenible de la cadena de valor
- **Sección V.** Desempeño de los negocios
- **Sección VII.** Desempeño social

INTEGRATED REPORTING FRAMEWORK COMPONENTS	ASPECTS INCLUDED	SECTION
Governance	<ul style="list-style-type: none"> ○ Leadership structure of governance bodies ○ Specific processes used for risk management 	<ul style="list-style-type: none"> ○ Sección II. Ética y gobierno Corporativo <ul style="list-style-type: none"> · Gestión de gobierno corporativo ○ Sección II. Ética y gobierno corporativo <ul style="list-style-type: none"> · Gestión de riesgos
Business model	<ul style="list-style-type: none"> ○ Business model and its relation to value creation 	<ul style="list-style-type: none"> ○ Anexo 1. Matriz de generación de valor
Risks and opportunities	<ul style="list-style-type: none"> ○ Main risks and opportunities of the sustainability context 	<ul style="list-style-type: none"> ○ Sección I. Alimentamos un mañana mejor <ul style="list-style-type: none"> · Contexto de sostenibilidad: retos y oportunidades 2023
Resource strategy and allocation	<ul style="list-style-type: none"> ○ Business strategy ○ Sustainability strategy 	<ul style="list-style-type: none"> ○ Sección I. Alimentamos un mañana mejor
Performance	<ul style="list-style-type: none"> ○ Financial performance of business units ○ Organization's effects, both negative and positive, on capital 	<ul style="list-style-type: none"> ○ Sección III. Transformación digital, seguridad de la información y ciberseguridad ○ Sección IV. Innovación, investigación, estrategia de nutrición de los productos ○ Sección V. Desempeño de los negocios ○ Sección VI. Gestión sostenible de la cadena de valor ○ Sección VII. Desempeño social ○ Sección VIII. Desempeño ambiental ○ Anexo 1. Matriz de generación de valor
Bases for preparation and presentation	<ul style="list-style-type: none"> ○ Summary of the materiality identification process. ○ Summary of significant frameworks and methods 	<ul style="list-style-type: none"> ○ Our Sustainability Strategy ○ About This Document



Annex 3: Environmental, Social, and Corporate Governance Indicators

ECONOMIC AND GOVERNANCE INDICATORS

Corporate Governance and Business Ethics

Table 1: Investment Stock

HOLDINGS	NO. OF SHAREHOLDERS	STAKE PERCENTAGE
Less than 1%	4,289	16.30%
From 1%–5%	10	24.85%
Entre 5%–10%	4	31.49%
Over 10%	2	27.36%
Total	4,305	100.00%

This information was taken from the Peruvian Securities and Exchange Commission (SMV): Microsoft Word - 2022056683 - RSMV - Modifica Reporte Cumplimiento BGC.docx

Table 2: Investment Stock

HOLDINGS	NO. OF SHAREHOLDERS	STAKE PERCENTAGE
Less than 1%	1,542	50.16%
From 1%–5%	12	23.53%
Entre 5%–10%	2	10.85%
Over 10%	1	15.47%
Total	1,557	100.00%

This information was taken from the SMV: Microsoft Word - 2022056683 - RSMV - Modifica Reporte Cumplimiento BGC.docx

Table 3: Dual-Class Shares

HOLDINGS	VOTES PER SHARE	NO. OF SHARES	POWER TO VOTE
No voting rights (excluding non-voting preferred and treasury stock)	7,388,470	7,388,470	0
One vote	762,472,558	762,472,558	100
Other	84,719,173	84,719,173	0
Total			100.00

Table 4: Voting Rights

	2020	2021	2022	2023
No. of company shares with voting rights	847,191,731	847,191,731	847,191,731	847,191,731
No. of non-voting shares	7,388,470	7,388,470	7,388,470	7,388,470

Information taken from the BGC report published on the SMV: Reporte Cumplimiento Código BGC.pdf (smv.gob.pe)

Table 5: Board Performance Indicators f[DJSI- 1.2.6]

	2020	2021	2022	2023
Average Board meeting attendance	93.6%	93.3%	87.31%	93%
Minimum attendance percentage for all board members	N/A	75%	75%	75%

Table 6: Main Board Indicators [DJSI – 1.2.5: 1.2.6: 1.2.7]

	2020	2021	2022	2023
Average tenure of board members in years	11.4	13.54	11.35	12.11
No. of independent or non-executive board members with experience in the industry	8	8	7	7
No. of independent non-executive directors with other board mandates (4 or fewer)	4	2	3	3
No. of independent female directors	1	1	1	1
No. of restrictions Alicorp places on its directors' participation in other boards	0	0	0	0
No. of regular self-assessments of board performance	0	1	2	2
No. of directors individually elected by shareholders	9	9	9	9
No. of directors elected annually	0	0	0	0

Table 7: 2023 Code of Conduct Coverage [Dow Jones – 1.5.2:1.5.4]

WORKER GROUP	TRAINING PROVIDED	WRITTEN/DIGITAL ACKNOWLEDGMENT (%)	COVERAGE PERCENTAGE ⁴⁹
Employees	Onboarding training on ethical commitments and policies	90%	100%
Contractors and suppliers	Digital acknowledgment of ethics policies and procedures (Whistleblower Hotline and Ethical Commitments Guide)	90%	90%
Affiliates	Onboarding training on ethical commitments and policies	85%	100%
Joint ventures (including stakes of more than 10%)	N/A	N/A	N/A

Table 8: Number of concerns reported through the whistle blowing system (Ethics and Compliance Program) [DJSI 1.5.5.]

GRIEVANCES RECEIVED	2020	2021	2022	2023
Total number of cases received	53	54	74	109
Percentage of grievances resolved	100%	98%	86%	84% ⁵⁰
Number of closed cases	53	51	64	92
Number of dismissed cases ⁵¹	0	2	1	6
Percentage of cases under investigation	0	2%	14%	16%
Number of cases under investigation	0	1	10	17

⁴⁹ The percentage of the stakeholder group (employees, suppliers, etc.) obligated to comply with the company's code of ethics.

⁵⁰ At the time of publication, 100% of cases have been resolved.

⁵¹ A grievance is ruled "inadmissible" when it is determined that there are no grounds to open an investigation.

Table 9: Report on breaches against the codes of conduct/ethics [DJSI 1.5.5.]

OTHER VIOLATIONS	DESCRIPTION	NO. OF CASES REPORTED	NO. OF CASES INVESTIGATED	NO. OF CASES RESOLVED
Dishonesty	Cases of fraud, corruption and bribery, and influence peddling	19	19	16
Personal respect	Cases of sexual harassment, discrimination, inappropriate personal behavior, and human rights grievances	44	44	33
Customer Complaints	Cases referred to after-sales service regarding product and service issues	18	18	18
Breaches of internal policies and procedures	Breaches of internal policies (e.g., antitrust)	9	9	8
Conflicts of interest	Cases involving conflicts of interest in the public or private sector	17	17	15
Other	Cases that do not fall under any of the foregoing concepts	2	2	2

Table 10: Details of actions taken regarding substantiated cases [DJSI 1.5.4]

ACTIONS	TOTAL NO. OF GRIEVANCES 2023
1. Substantiated cases with some sort of disciplinary action, dismissal, or termination of business relationship	39
2. Ethics awareness training	15
3. Inadmissible or unrelated to ethics violations	32
4. Dismissed for lack of evidence	6
	92

Note: The company has not been fined for any of the ethics code violations reported in 2023.

Sustainable Supply Chain

Table 11: Total number of Suppliers by Geographical Region

	2020	2021	2022	2023
Local	3,912	3,144	4,400	4,342
International	740	634	600	687
Total Suppliers	4,652	3,778	5,000	5,029

Table 12: Spending on Purchases from Suppliers

	2022 ⁵²	2023
Total amount spent on suppliers of materials and services (S/)	5,765,138,627.00	5,836,032,835.00
Total amount spent on significant suppliers of materials and services (S/)	960,000,000.00	925,667,079.00
Percentage spent on significant suppliers (%)	16.65%	15.86%

Table 13: Significant suppliers

DESCRIPTION	2021	2022	2023
Total number of critical suppliers ⁵³ of materials and services	436	384	250
Percentage of significant suppliers	12%	12%	6%
No. of suppliers classified as a high sustainability risk ⁵⁴	677	384	681
Percentage of high sustainability risk suppliers assessed	18%	12%	16%

⁵² Starting in 2022, with the implementation of a new sustainable supplier management system and its classification model (Critical and Strategic), we included commodities suppliers within the scope of this indicator. This change in the methodology and breakdown of the data, which now has a broader scope, is not comparable with years prior to 2022.

⁵³ Suppliers classified as high-risk in Human Rights, Safety and Health, Environmental, Ethics and Good Governance, and/or Financial modules.

⁵⁴ Suppliers may qualify as high-risk if they exhibit some type of shortcoming in the following categories: Financial, Ethics and Good Governance, Human Rights, Health and Wellbeing, Occupational, or Environmental.

Innovation

Table 14: Innovation sales vs. business-as-usual (BAU) sales in the Consumer Goods Business

DESCRIPTION	UNIT	2020	2021	2022	2023
Sales from innovation	Millions of soles	1,113.64	977.36	1,097.96	1,076.03
BAU sales	Millions of soles	5,405.48	4,847.63	5,609.23	5,062.70
Innovation Index (percentage of total sales accounted for by innovation)	Percentage	20.60%	20.16%	19.57%	21.3%

Table 15: Innovation and BAU sales in Consumer Goods and Alicorp Soluciones (millions of soles)

DESCRIPTION	UNIT	2020	2021	2022	2023
Sales from innovation	Millions of soles	1,184.66	1,201.48	1,351.11	1,562.60
BAU sales	Millions of soles	6,924.30	7,002.21	8,097.18	7,473.36
Innovation Index (percentage of total sales accounted for by innovation)	Percentage	17.11%	17.16%	16.69%	20.9%

Business Performance

Table 16: Consumer Goods Business Performance

BUSINESS PERFORMANCE	UNIT	2020	2021	2022	2023
Sales volume	Tons	934,795	881,333	857,106	766,091
Net sales	Thousands of soles	4,623,042	4,842,507	5,525,454	5,129,100
EBITDA	Thousands of soles	795,778	513,402	527,122	604,147

Table 17: Percentage of Sales by Country – Consumer Goods

BUSINESS PERFORMANCE	YEAR	PERU	BOLIVIA	ECUADOR	NEW GEOGRAPHIES
Percentage of sales by country	2022	78%	14%	4%	4%
Percentage of sales by country	2023	78%	14%	4%	4%

Table 18: Business Performance – Crushing

BUSINESS PERFORMANCE	UNIT	2022	2023
Sales volume	Tons	1,154,428	1,107,927
Net sales	Thousands of soles	3,239,680	2,585,977
EBITDA	Thousands of soles	455,337	-36,763

Note: While the volume sold in the fourth quarter rose by 17.7%, gross profit fell by 42.3% due to the volatility of commodities prices, especially for soy. This negative impact was partially reversed by the positive effect of foreign exchange for USD 6 million. While these effects are operational, they are not considered part of the operating results due to accounting policies and are thus excluded from EBITDA.

Table 19: Percentage of Net Sales by Commodity

NET SALES	2022	2023	VARIANCE
Soy	74.1%	80.0%	5.9%
Sunflower	14.4%	11.9%	-2.6%
Inputs	4.1%	4.8%	0.8%
Trading beans	7.4%	3.3%	-4.1%
Total percentage	100%	100%	0,0%

Table 20: Business Performance – B2B

BUSINESS PERFORMANCE	UNIT	2020	2021	2022	2023
Sales volume	Tons	617,445	659,702	642,979	603,517
Net sales	Thousands of soles	1,518,358	2,169,483	2,721,164	2,448,044
EBITDA	Thousands of soles	77,884	201,748	251,088	293,705

Validated with the audited consolidated financial statements of Alicorp S.A.A. and subsidiaries

Table 21: Percentage of Sales by Category

BUSINESS PERFORMANCE	YEAR	RESTAURANTS	BAKERIES	LAUNDRY SERVICES	INDUSTRIES	OTHER
Percentage of sales by category	2023	29.99%	50.46%	3.68%	6.60%	9.27%

Table 22: Percentage of Sales by Country – Vitapro

BUSINESS PERFORMANCE	YEAR	ECUADOR	PERU	HONDURAS	CHILE
Percentage of sales by country	2022	63%	4%	5%	28%
Percentage of sales by country	2023	61%	3%	6%	30%

Table 23: Business Performance – Vitapro

BUSINESS PERFORMANCE	UNIT	2020	2021	2022	2023
Sales volume	Tons	543,215	662,649	780,691	707,582
Net sales	US\$	547,664	719,112	1,016,982	932,758
EBITDA	US\$	58,423	72,382	104,145	81,779

Customer Satisfaction and Online Strategies

Table 24: Customer Satisfaction Measurement – Consumer Goods

CUSTOMER SATISFACTION	UNIT	2020	2021	2022	2023
“Aló Alicorp” Satisfaction Indicator – Question: “Would you recommend Alicorp?”	Percentage	Not performed	88%	89%	90%
Data coverage	Percentage of direct customers	Not performed	46%	88%	80%
Net Promoter Score (NPS) de Alicorp	N/A	N/A	N/A	N/A	38

Table 25: Customer Satisfaction – Vitapro

CUSTOMER SATISFACTION	UNIT	2020	2021	2022	2023
Net promoter score (NPS) – Question: “Would you recommend Vitapro?”	NPS	80	89	N/A	84

Table 26: Customer Satisfaction – Crushing

SATISFACTION MEASUREMENT	UNIT	2023
Net promoter score (NPS) – Question ⁵⁵ : “Would you recommend Alicorp?”	NPS	50
Data coverage	Percentage of direct customers surveyed	20%

Table 27: Customer Satisfaction – Alicorp Soluciones – BAU and INSUMA⁵⁶

CUSTOMER SATISFACTION	UNIT	2022	2023
Net promoter score (NPS) – Question: “Would you recommend Alicorp?”	NPS	32	55
Data coverage	Percentage of direct customers	6	60

Table 28: Online Strategies and Online Customers of Alicorp Soluciones⁵⁷

DESCRIPTION	2020	2021	2022	2023
Total percentage of customers who use the online sales/service solutions platform	17%	29%	34%	31%
Percentage of revenue generated online (e.g., through direct sales, advertising, etc.)	3%	16%	26%	23%

⁵⁵ Answer the question “On a scale of 0 to 10, how likely are you to recommend Alicorp to a business like yours? Where 0 is completely unlikely and 10 is almost certain. Alicorp’s NPS is the result of the percentage of customers who answer with a 9 or 10, less the percentage of customers who respond between 0 and 6.

⁵⁶ This year, the NPS for Alicorp Soluciones (BAU) and Insuma was combined.

⁵⁷ This year, the methodology was changed to include the universe of domestic B2B customers in the DEX.

ENVIRONMENTAL INDICATORS

Emissions

Table 29: Direct (Scope 1) Greenhouse Gas Emissions [DJSI – 2.6.1⁵⁸] GRI 305-1/FB-AG-110a.1

COMPONENT	UNIT	2020	2021	2022	2023	TARGET FOR 2023
Gross value of direct GHG emissions (Scope 1), in metric tons of CO ₂ equivalents	Metric tons/CO ₂ eq	68,684.37	62,346.17	60,119.12	52,987.52	Reduction of 3% vs. BAU
Data coverage	Percentage	100%	100%	100%	100%	

From 2020 to 2023, the data represent the emissions of the company's main production sites: Main Premises, Callao Mill, Santa Rosa Mill, Huachipa Distribution Center, SIDSUR Plant, Arequipa Mill. Details of the calculations can be found in the "Greenhouse Gas Inventory" report prepared by the consulting firm Libélula.

Table 30: Indirect (Scope 2) Greenhouse Gas Emissions [DJSI – 2.6.2⁵⁹] GRI 305-2 FB-AG-110a.1

COMPONENT	UNIT	2020	2021	2022	2023	TARGET FOR 2023
Gross value of indirect GHG emissions (Scope 2), in metric tons of CO ₂ equivalents (market-based)	Metric tons/CO ₂ eq	20,602.63	19,000.77	25,894.46	24,943.68	Reduction of 4% vs. BAU
Data coverage	Percentage	100%	100%	100%	100%	

From 2020 to 2023, the data represent the emissions of the company's main production sites: headquarters, Callao mill, Santa Rosa mill, Huachipa distribution center, SIDSUR plant, Arequipa mill. Details of the calculations can be found in the "Greenhouse Gas Inventory" report prepared by the consulting firm Libélula.

Table 31: Indirect (Scope 3) Greenhouse Gas Emissions [DJSI-2.6.3] GRI 305-3/FB-AG-110a.1

COMPONENT	UNIT	2020	2021	2022	2023	TARGET FOR 2023
Gross value of indirect GHG emissions (Scope 3), in metric tons of CO ₂ equivalents	Metric tons/CO ₂ eq	2,246,344.12	2,045,045.57	2,159,432	1,542,248.10	Reduction of 3% vs. BAU (emissions from transportation)

⁵⁸ Corresponds to the question "2.3.1. Scope 1 GHG Emissions."

⁵⁹ Corresponds to DJSI question "2.6.2. Scope 2 GHG Emissions."

Environmental Violations

Table 32: Violations of Environmental Law [DJS 2.14]⁶⁰ GRI 2-27

	UNIT	2020	2021	2022	2023
Number of violations of legal environmental obligations/regulations	Un	0	0	0	0
Amount of fines/penalties related to such violations (currency: S/)	S/.	0	0	0	0
Cumulative environmental liabilities at the close of the fiscal year (currency: S/)	S/.	0	0	0	0

⁶⁰ Only fines in excess of USD 10,000 are reported.

⁶¹ Corresponds to DJSI question "2.5.2. Water Consumption."

Water Consumption

Table 33: Water Consumption [DJSI – 2.5.2⁶¹] GRI 303-5/FB-PF-140a.1

WATER CONSUMPTION	UNIT	2020	2021	2022	2023
A. Withdrawal: Total municipal water supply (or other water services)	Millions of cubic meters	0.030250	0.036209	0.044661	0.037480
B. Withdrawal: Surface freshwater (lakes, rivers, etc.)	Millions of cubic meters	0	0	0	0
C. Groundwater	Millions of cubic meters	0.737560	0.735535	0.775376	0.750186
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applicable to B and C)	Millions of cubic meters	0.191953	0.192936	0.174081	0.1969165
Total freshwater consumption (A + B + C – D)	Millions of cubic meters	0.575858	0.578808	0.645956	0.5907495
Data coverage	Percentage of Alicorp S.A.A.'s production volume	100%	100%	100%	100%

For 2020, 2021, and 2022, the data represent reported consumption quantities at the company's main production sites: Main Premises, Callao Mill, Santa Rosa Mill, Huachipa Distribution Center, SIDSUR Plant, and Arequipa Mill. Details on the calculations can be found in the "Water Footprint" report prepared by the consulting firm Libélula. In 2023, the measurement includes: Main Premises, Callao Mill, Huachipa Distribution Center, SIDSUR Plant, Arequipa Mill. Details on the calculation can be found in the "Water Footprint" report prepared by the consulting firm Libélula. The Arequipa production units, such as SIDSUR and the Arequipa Mill, are located in high water stress areas. The two plants have a total of 322 employees and a total water consumption of 35,784.14 m3, resulting in 111.13 m3 per employee at the close of 2023. Our water footprint reduction plans aim to prepare operations for the potential effects of water stress. At Alicorp, we have no records of any incidents related to water consumption.

Energy Consumption

Table 34: Energy Consumption [DJSI - 2.2.2] GRI 302-1/FB-PF-130a.1*

TOTAL ENERGY CONSUMPTION	UNIT	2020	2021	2022	2023
Total non-renewable energy consumption	MWh	364,624.279	337,903.493	315,965.770	333,780.73
Total renewable energy consumption	MWh	86,458.314	79,763.70	71,995.52	62,475.88
Data coverage	percentage of production volume	100%	100%	100%	100%

Note: * For conversion to gigajoules, the reported data are multiplied by 3.6.

Waste Management

Table 35: Waste Elimination [DJSI - 2.4.2] GRI 306, 3-306-4, 306-5

WASTE DISPOSAL	UNIT	2020	2021	2022	2023
Total waste generated	Metric tons	18,730.55	19,128.16	25,758	20,605
Total waste disposed	Metric tons	9,637.45	8,671.36	12,818	11,222
Waste deposited in landfills	Metric tons	9,637.45	8,671.36	12,818	11,222
Waste incinerated with energy valorization	Metric tons	0	0	0	0
Waste incinerated without energy recovery	Metric tons	0	0	0	0
Waste otherwise disposed	Metric tons	0	0	0	0
Waste with unknown elimination method	Metric tons	0	0	0	0
Data coverage (as a % of denominator)	Percentage of operations	100%	100%	100%	100%

Packaging Management

Table 36: Plastic Packaging⁶² [DJSI - 2.3.3⁶³]

PLASTICS	UNIT	2020	2021	2022	2023
A. Total weight (tons) of all plastic packaging	Metric tons	9,362.26	8,820.95	17,371.98	21,088
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	Percentage	93%	93%	68%	92.0%
C. Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	Percentage	0	0	0	0%
D. Percentage of recycled content within your plastic packaging (as a % of the total weight of all plastic packaging)	Percentage	0	0	0	0.051%
Data coverage (as a % of denominator) ⁶⁴	Percentage	4.2%	4.2%	100%	100%

Table 37: Reduction of CO₂ emissions by improved management of packaging materials

COMPANY	Reduction of CO ₂ equivalents, in metric tonnes
Alicorp	501.85
Intradevco	28.27
Bolivia	127.25
Total	657.37

⁶² Important: In previous years, only the most important materials with the highest consumption volumes were reported, representing 115 materials codes out of 300+ codes. Since 2022, we have reported 100% packaging coverage.

⁶³ Corresponds to DJSI question 2.3.3. "Plastic Packaging."

⁶⁴ Indicates coverage as a percentage of the cost of all goods sold by Alicorp S.A.A. Our data include the plastic packaging of all products sold. Thus, the coverage is equal to 100%.

Food Loss and Waste Management

Table 38: Impact on Food Loss and Waste [DJSI – 2.4.4⁶⁵] FB-RN-150a.1

FOOD LOSS AND WASTE⁶⁶	UNIT	2020	2021	2022	2023
A. Total weight of all food loss and waste	Metric tons	5,691	7,306	5,956	5,366
B. Total weight of volumes of food loss and waste used for alternative purposes	Metric tons	4,888	6,633	5,322	4,957
C. Total discarded (a-b)	Metric tons	803	673	634	409
D. Food loss and waste intensity	Metric tons/(S/1,000)	0.00000023	0.00000015	0.00000012	0.000000088
E. Food loss and waste intensity – waste intensity	Metric tons discarded / metric tons sold	0.00039	0.00063	0.00062	0.00045
F. Landfill diversion rate	Percentage	85.89%	90.79%	89.36%	92.38%
Coverage	Percentage of operations of Alicorp S.A.A.	100%	100%	100%	100%

⁶⁵ Corresponds to DJSI question "2.4.4. Impact of Food Loss and Waste."

⁶⁶ The calculation of food loss and waste intensity was based on the rationale of Dow Jones CSA question "2.4.4. Impact of Food Loss and Waste," which suggests using two variables in the equation, namely: 1) Total weight of losses/total food waste discarded (metric tons); and 2) Total annual revenue from the sale of food products (S/). To calculate this figure, the quantity of losses was divided by total food waste discarded, which was then divided by total sales of food products.

Table 39: Main Food Loss and Waste Categories

CATEGORIES	2022 WEIGHT (T)	2023 WEIGHT (T)
Flours	1,173	1,593
Pastas	1,073	987
Sauces and condiments	908	859
Cookies and crackers	851	610
Butters and margarines	473	495
Cooking oils	646	400
Other	859	421
Total	5,983	5,366

Table 40: Food Loss and Waste by End Destination

DESTINATION	2022 WEIGHT (T)	2023 WEIGHT (T)
Animal consumption	4,710	4,746
Landfill	628	409
Reprocessing	646	211
Total	5,983	5,366

SOCIAL INDICATORS

General Labor Indicators

Table 41: Employees and Contractors – Alicorp S.A.A⁶⁷

DESCRIPTION	2020	2021	2022	2023
No. of direct employees	4,032	4,784	4,440	4,291
Total hours worked by all direct employees during the fiscal year	10,194,392	10,790,462	10,092,497	10,147,650
No. of outsourced employees	2,000	2,143	2,515	1,558
Total hours worked by all contractors during the fiscal year	4,872,333	4,985,792	4,360,219	4,188,270

Table 42: Direct Employees and Contractors – Alicorp Perú⁶⁸

DESCRIPTION	2020	2021	2022	2023
No. of direct employees	5,393	6,145	6,141	5,302
Total hours worked by all direct employees during the fiscal year	13,607,138	14,423,834	13,742,372	13,273,321
No. of outsourced employees	3,260	3,403	3,775	3,580
Total hours worked by all contractors during the fiscal year	9,931,649	11,336,845	9,754,970	7,733,676

⁶⁷ Data correspond to Alicorp S.A.A. only, not including employees currently enrolled in trainee programs. These indicators were measured directly.

⁶⁸ Data correspond to Alicorp and its subsidiaries in Peru, not including Vitapro or employees currently enrolled in trainee programs. These indicators were measured directly.

Table 43: Distribution of Team Members by Contract Type⁶⁹

TEAM MEMBERS	2022	2023 EMPLOYEES	2023 OPERATIONAL PERSONNEL	2023
Fixed-term contract	900	255	201	456
Permanent contract	5,839	2,783	2,288	5,071
Total	6,739	3,038	2,489	5,527

Does not include Vitapro or employees currently enrolled in trainee programs.

Table 44: Base Salary and Incentives by Gender at Alicorp S.A.A.

	AVERAGE SALARY – WOMEN	AVERAGE SALARY – MEN	RATIO
Executives (Base Salary)	1,000	1,144.710	0.874
Executives (Base Salary + Incentives)	1,000	1,396.997	0.716
Management (Base Salary)	1,000	1,013.223	0.987
Management (Base Salary + Incentives)	1,000	1,014.042	0.986
Non-management level (Base Salary)	1,000	1,027.919	0.973

Note: The amounts indicated do not correspond to salaries in real soles. They have been rescaled based on actual data.

⁶⁹ Starting this year, this indicator is being broken down by job category thanks to improvements made to the personnel analytics system.

Diversity and Inclusion Indicators

Table 45: Workforce breakdown by nationality

EMPLOYEE NATIONALITY	2020	2021	2022	2023
Peru	6,353	6,484	5,694	5,120
Bolivia	946	950	917	884
Chile	259	280	4	3
Ecuador	413	495	59	61
Colombia	7	9	15	13
Argentina	568	554	7	5
Other countries	1,059	102	43	48
Total	9,605	8,874	6,739	6,134

Does not include Vitapro or employees enrolled in trainee programs.

Table 46: Workforce Breakdown by Gender and Age – Alicorp S.A.A

GENDER	AGE GROUP	2021	2022	2023
Male	18-25	331	247	190
	26-35	1,089	994	940
	36-45	889	845	783
	46 or older	1,021	1,070	1,078
	Total	3,330	3,156	2,991
Female	18-25	137	113	112
	26-35	568	527	541
	36-45	300	286	281
	46 or older	127	141	154
	Total	1,132	1,067	1,088
TOTAL	18-25	468	360	302
	26-35	1,657	1,521	1,481
	36-45	1,189	1,131	1,064
	46 or older	1,148	1,211	1,232
	Total	4,462	4,223	4,079

Does not include employees enrolled in trainee programs.

Table 47: Number of Employees by Management Level and Gender – Alicorp S.A.A

MANAGEMENT LEVEL	GENDER	2021	2022	2023
Senior management	Male	6	5	5
	Female	2	2	2
Executive	Male	79	71	64
	Female	48	38	43
Middle management	Male	219	202	212
	Female	181	174	186
Individual contributor	Male	721	642	639
	Female	678	606	645
Line leader	Male	58	56	54
	Female	5	4	4
Operator	Male	2,247	2,180	2,017
	Female	218	243	208
TOTAL		4,462	4,223	4,079

Does not include employees enrolled in trainee programs.

Table 48: Workforce breakdown by nationality and managerial position (%)

BREAKDOWN BASED ON (SPECIFY):	SHARE OF TOTAL WORKFORCE (AS A PERCENTAGE OF TOTAL PAYROLL)	SHARE OF ALL MANAGERIAL POSITIONS, INCLUDING JUNIOR, MIDDLE, AND SENIOR MANAGERS (AS A PERCENTAGE OF THE TOTAL MANAGERIAL PAYROLL)
Peruvians	83.51%	85.55%
Bolivians	14.42%	11.24%
Ecuadorians	0.99%	1.12%
Colombians	0.21%	1.28%
Chileans	0.05%	-
Venezuelans	0.16%	0.80%

All companies except Vitapro. Does not include employees enrolled in trainee programs.

Table 49: Workforce breakdown by age group and managerial position (%)

BREAKDOWN BASED ON (SPECIFY):	SHARE OF TOTAL WORKFORCE (AS A PERCENTAGE OF TOTAL PAYROLL)	SHARE OF ALL MANAGERIAL POSITIONS, INCLUDING JUNIOR, MIDDLE, AND SENIOR MANAGERS (AS A PERCENTAGE OF THE TOTAL MANAGERIAL PAYROLL)
Less than 20 years old	0.03%	-
20–30 years old	20.70%	5.16%
31–40 years old	31.43%	55.56%
41–50 years old	29.75%	27.70%
51–60 years old	14.96%	9.86%
61 and older	3.13%	1.72%

All companies except Vitapro. Does not include employees enrolled in trainee programs.

Table 50: Workforce breakdown by gender and managerial position (%)

BREAKDOWN BASED ON (SPECIFY):	SHARE OF TOTAL WORKFORCE (AS A PERCENTAGE OF TOTAL PAYROLL)	SHARE OF ALL MANAGERIAL POSITIONS, INCLUDING JUNIOR, MIDDLE, AND SENIOR MANAGERS (AS A PERCENTAGE OF THE TOTAL MANAGERIAL PAYROLL)
Male	76.06%	58.06%
Female	23.94%	41.94%

All companies except Vitapro. Does not include employees enrolled in trainee programs.

Labor Relations Management Indicators

Table 51: Freedom of Association [DJSI – 3.2.6⁷⁰]

TEAM MEMBERS	2020	2021	2022	2023
No. of unions or collective bargaining agreements	3	3	3	1 (Arequipa) (the 2 previous agreements remain in force until 2023)
No. of conflicts with unions or collective bargaining agreements	0	0	0	0
No. of employees represented by a union or covered by a collective bargaining agreement	Sindicato Nacional= 135 Sindicato Unitario= 48 Sindicato Trabajadores Arequipa = 58 TOTAL= 241	Sindicato Nacional= 114 Sindicato Unitario= 56 Sindicato Trabajadores Arequipa = 56 TOTAL= 226	Sindicato Nacional= 92 Sindicato Unitario= 78 Sindicato Trabajadores Arequipa= 55 TOTAL= 225	Sindicato Nacional= 94 Sindicato Unitario= 121 Sindicato Trabajadores Arequipa= 55 TOTAL= 270
% of employees represented by a union or covered by a collective bargaining agreement	Operators and Employees = 5.3%	Operators and Employees = 5.2%	Operators and Employees = 5.3%	Operators and Employees = 6.7%

⁷⁰ Corresponds to DJSI question "3.2.6. Freedom of Association."

⁷¹ Starting this year, this indicator is being broken down by gender thanks to improvements made to the personnel analytics system.

Table 52: Distribution of Team Members by Work Contract

TEAM MEMBERS	2022	2023 EMPLOYEES	2023 OPERATORS	2023 (EMPLOYEES + OPERATORS)
Fixed-term contract	900	255	201	456
Permanent contract	5,839	2,783	2,288	5,071
Total	6,739	3,038	2,489	5,527

Organizational Development

Table 53: Training and Development [DJSI – 3.3.1]⁷¹

TEAM MEMBERS	2022	2023 EMPLOYEES	2023 OPERATORS	2023
Average hours of training and development per FTE (hours)	2023	7.4	9.9	8.6
Average amount invested in training and development per FTE (USD)	151.26	247.8	99.6	173.7

Does not include Vitapro or employees enrolled in trainee programs.

Table 54: Hours of Training by Gender and Management Level [DJSI – 3.3.1]⁷²

MANAGEMENT LEVEL	2022			2023		
	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN
Senior management	49.5			40.0	34.0	6.0
Executive	8,311.0			1,301.0	781.5	519.5
Middle management	30,372.0	105,940.0	93,450.0	5,710.5	3,328.0	2,382.5
Individual contributor	117,474.0			17,211.0	8,720.0	8,491.0
Line leader	540.0			576.0	540.0	36.0
Operator	42,647.0			24,102.0	21,947.0	2,155.0

Does not include Vitapro or employees enrolled in trainee programs

Table 55: Average hours per FTE of training and development. Breakdown by gender, aged and job categories [DJSI – 3.3.1]⁷³

GENDER	2022	2023 EMPLOYEES	2023 OPERATORS	2023 ⁷⁴
Male	14.8	7.1	11.5	9.3
Female	16.8	7.7	10.0	8.9
AGE	2022	2023 EMPLOYEES	2023 OPERATORS	2023
Less than 20 years old	10.5	-	8.0	8.0
20–30 years old		5.4	11.1	8.2
31–40 years old	16.1	8.9	11.1	10.0
41–50 years old	4.4	7.9	11.6	9.7
51–60 years old		8.9	11.6	10.2
61 and older	0.8	7.3	11.2	9.3

Does not include Vitapro or employees enrolled in trainee programs.

⁷² Starting this year, this indicator is being broken down by gender and management level thanks to improvements made to the personnel analytics system.

⁷³ Starting this year, this indicator is being broken down by management level thanks to improvements made to the personnel analytics system.

⁷⁴ Includes employees and operators.

Table 56: Total number of employees trained by Gender and Age⁷⁵

DIVERSITY CATEGORIES	2022	2023 EMPLOYEES	2023 WORKERS	2023
Male	4,051	1,296	2,056	3,352
Female	1,588	1,100	240	1,340
Total	5,639	2,396	2,296	4,692
Less than 20 years old	13	-	9	9
20–30 years old	1,600	744	356	1,100
31–40 years old	1,841	1,021	525	1,546
41–50 years old	1,427	421	822	1,243
51–60 years old	615	170	476	646
61 and older	143	40	108	148
Total	5,639	2,396	2,296	4,692

Includes employees and operators.
Does not include Vitapro or employees enrolled in trainee programs.

Table 57: Total number of employees trained by Nationality and job category⁷⁶

COUNTRY	2022	2023 EMPLOYEES	2023 WORKERS	2023
Peru	5,106	1,832	1,924	3,756
Bolivia	462	367	372	739
Ecuador	45	173	0	173
Other countries	26	24	0	24
Total	5,639	2,396	2,296	4,692

Includes employees and operators.
Does not include Vitapro or employees enrolled in trainee programs.

⁷⁵ Starting this year, this indicator is being broken down by management level thanks to improvements made to the personnel analytics system.

⁷⁶ Starting this year, this indicator is being broken down by management level thanks to improvements made to the personnel analytics system.

Table 58: Average amount spent per FTE on training and development [DJSI – 3.3.1]

TEAM MEMBERS	TOTAL 2022	2023 EMPLOYEES	2023 WORKERS	2023
Male	S/ 589.79	S/ 150.51	S/ 68.48	S/ 109.50
Female	S/ 1,176.74	S/ 1,572.32	S/ 21.98	S/ 797.15
Less than 20 years old	S/ 789.43	S/ 0.00	S/ 1,634.61	S/817.30
20–30 years old		S/ 793.99	S/ 23.31	S/408.65
31–40 years old	S/ 789.43	S/781.98	S/ 35.32	S/408.65
41–50 years old	S/ 789.43	S/ 700.37	S/ 116.93	S/408.65
51–60 years old		S/ 657.97	S/ 159.34	S/408.65
61 and older	S/ 789.43	S/ 678.78	S/138.53	S/408.65

Includes employees and operators.
Does not include Vitapro or employees enrolled in trainee programs.

Table 59: Total Amount Invested in Training and Development, in Soles, by Gender, Age, and Job [DJSI – 3.5.1]

TEAM MEMBERS	2023 EMPLOYEES	2023 WORKERS	2023 (EMPLOYEES + OPERATORS)
Male	1,679,515.17	204,837.09	1,884,352.26
Female	1,425,514.42	23,910.94	1,449,425.36
Total	3,105,029.59	228,748.04	3,333,777.62
Less than 20 years old	0	896.66	896.66
20–30 years old	1,207,929.95	35,467.90	1,243,397.85
31–40 years old	1,158,031.05	52,305.19	1,210,336.24
41–50 years old	490,515.59	81,894.99	572,410.58
51–60 years old	195,829.64	47,423.37	243,253.01
61 and older	52,723.36	10,759.93	63,483.29
Total	3,105,029.59	228,748.04	3,333,777.63

Note: Starting this year, this indicator is being broken down by management level thanks to improvements made to the personnel analytics system.
Includes employees and operators.
Does not include Vitapro or employees enrolled in trainee programs.

Talent Attraction and Retention

Table 60: Total number of new employee hires by gender and age [DJSI – 3.4.1]

TEAM MEMBERS	2020	2021	2022	2023
Male	2,500	2,687	2,407	1,825
Female	541	484	362	304
TEAM MEMBERS	2020	2021	2022	2023
Less than 20 years old	176	46	46	
20–30 years old	1,789	1,950	1,577	1,246
31–40 years old	876	977	1,183	652
41–50 years old	154	168		167
51–60 years old	41	27	9	17
61 and older	5	0		1
Total	3,041	3,171	2,769	2,129

Does not include Vitapro or employees enrolled in trainee programs.

⁷⁷ Internal coverage includes new hires and job openings filled with internal personnel in Peru (does not include trainees or operators).

Table 61: Number of of open positions filled by internal candidates [DJSI – 3.4.1]

TEAM MEMBERS	2020	2021	2022	2023
Total number of open positions filled by internal candidates	503	774	563	652
Total percentage of open positions filled by internal candidates	49%	66%	53%	61%

Internal coverage includes new hires and job openings filled with internal personnel in Peru (does not include trainees or operators).

Table 62: Percentage of of open positions filled by internal candidates by gender [DJSI – 3.6.1]⁷⁷

TEAM MEMBERS	2020	2021	2022	2023
Male	54%	51%	53%	51%
Female	46%	49%	47%	49%

Does not include trainees or operators.

Table 63: Employee turnover rate

INDICATOR DESCRIPTION	2020	2021	2022	2023
Total employee turnover rate	23%	26%	33%	30%
Voluntary employee turnover rate	5%	7%	9%	7%

Does not include Vitapro or employees enrolled in trainee programs. "Employees" refers to the corporate "Employees, line leaders/workers" personnel area.

Table 64: Employee turnover rate by age, gender and management level

TEAM MEMBERS	2020	2021	2022	2023
Male	25%	28%	35%	33%
Female	11%	18%	22%	17%
TEAM MEMBERS	2020	2021	2022	2023
Less than 25 years old	47%	54%	64%	63%
25–30 years old	32%	38%	46%	42%
31–35 years old	25%	29%	38%	34%
36–45 years old	13%	15%	22%	24%
Over 45 years old	7%	6%	8%	12%
TEAM MEMBERS	2020	2021	2022	2023
Senior management	10%	29%	0%	22%
Executive	4%	10%	15%	17%
Middle management	5%	12%	19%	15%
Individual contributor	12%	22%	25%	22%
Line leader	11%	4%	6%	2%
Operator	29%	30%	37%	36%

Includes permanent contract and Fixed-term contract. Includes employees, line leaders/workers. Does not include Vitapro or employees in trainee programs.

Table 65: New employee hires [DJSI – 3.6.7]

EMPLOYEES	2020	2021	2022	2023
Total number of new employee hires	505	436	2,769 ⁷⁸	2,129
Percentage of job openings filled with internal candidates (internal hires)	63.4%	30%	30%	30%

Does not include Vitapro.
Does not include employees enrolled in trainee programs or operators.
Includes stable personnel from Individual Contributor up.

Table 66: New operator hires

OPERATORS	2020	2021	2022	2023
Total number of new operator hires	520	334	317	212
Percentage of job openings filled with internal candidates (internal hires)	100%	100%	97%	94%

Table 67: Total number of employees who received a regular performance review

COMPONENT	2020	2021	2022	2023
Total	2,392	2,526	2,492	2180
Percentage of employees assessed by Goal-Based Performance appraisal	82%	83%	83%	75%
Percentage of operators assessed by Goal-Based Performance appraisal	80.1%	99.8%	95.3%	87.1%

⁷⁸ Does not include employees enrolled in trainee programs or operators. The significant difference between 2021 and 2022 is due to a change in the calculation basis of this indicator, which now includes both new job openings filled with new hires and new job openings and preexisting positions filled with new hires and vertical or horizontal promotions.

Table 68: Number of employees who received a regular performance review, by gender and management level⁷⁹

COMPONENT	2020	2021	2022	2023
BREAKDOWN BY GENDER:				
Men	1,421	1,479	1,405	1,183
Women	971	1,047	973	997
MANAGEMENT LEVEL:				
Category 1: DIRECTORS	22	17	17	7
Category 2: EXECUTIVES	159	160	151	117
Category 3: SELF-MANAGED	2,211	2,349	2,210	2,056
Total	2,392	2,526	2,378	2,180
Percentage of employees evaluated by performance	28.75%	30.37%	29.00%	34%

Table 69: Number of employees that participated in the Organizational Health Index (OHI) Survey [DJSI – 3.4.6.]

TEAM MEMBERS	2020	2021	2022	2023
No. of team members who participated in the Organizational Health Index (OHI) survey	2,730	2,100	2,103	2,216

Does not include workers enrolled in trainee programs.

⁷⁹ Performance evaluations are only conducted for individual contributors, middle managers, executives, and directors. This group represents 34% of all workers.

⁸⁰ Line leaders and operators do not form part of the scope of the Organizational Health Index survey. However, these two groups respond to a Work Climate Questionnaire that is tailored to operational activities.

Table 70: Number of employees that participated in the Organizational Health Index (OHI) Survey, by gender and age group [DJSI – 3.4.6.]

TEAM MEMBERS	2020	2021	2022	2023
Male	1,652	1,255	1,235	1,244
Female	1,078	845	868	972
Less than 25 years old	144	151	71	74
25–30 years old	610	460	543	598
31–35 years old	647	468	500	555
36–45 years old	809	623	612	636
Over 45 years old	520	398	377	353

Does not include workers enrolled in trainee programs.

Table 71: Number of employees that participated in the Organizational Health Index (OHI) survey, by management level [DJSI – 3.4.6.]⁸⁰

TEAM MEMBERS	2020	2021	2022	2023
Senior Management	9	6	6	5
Executive	163	139	128	124
Middle Management	593	493	482	499
Individual Contributor	1,965	1,462	1,487	1,588

Table 72: Employee Wellbeing Survey [DJSI – 3.6.8]⁸¹

INDICATORS AND SCOPE	2022	2023
Organizational Health Index (OHI) ⁸²	85%	80%
Target population coverage (employees)	79%	84%
Employee satisfaction survey	76%	74%
Target population coverage (operators)	77%	74%

Table 73: Employee satisfaction survey participants (operators) [DJSI – 3.4.6.]

OPERATORS	2023
Employee satisfaction survey participants (operators)	2,993

Table 74: Employee satisfaction survey participants (operators), by gender and age [DJSI – 3.4.6.]

TEAM MEMBERS	2023
Male	2,706
Female	287
Less than 26 years old	166
26–34 years old	724
35–44 years old	974
45–54 years old	832
55 and older	297

Table 75: Employee satisfaction survey participants (operators), by job category [DJSI – 3.4.6.]

TEAM MEMBERS	2023
Line leader	167
Operators	2,826

Note: Senior Management, Executives, Middle Management, and Individual Contributors do not form part of the scope of the Work Climate Questionnaire. However, these groups have an Organizational Health Index survey that is tailored to their work as staff.

⁸¹ Does not include workers enrolled in trainee programs.

⁸² Measurement of "Organizational Health" according to McKinsey & Company's Organizational Health Index methodology. To learn more about the evaluation methodology, visit: <https://www.mckinsey.com/solutions/orgsolutions/overview/organizational-health-index>

Occupational Safety and Health

Table 76: Number of Work-related injuries – Alicorp S.A.A

	2020	2021	2022	2023
Registered work-related minor injury cases	95	40	89	17
Number of recordable work-related injuries	41	42	30	61 ⁸³
Number of hours worked	10,194,392	10,790,462	10,092,497	15,990,843

Only includes data for Alicorp S.A.A. Does not include trainee programs.

Table 77: Average hours of OHS training per employee per year

	2021	2022	2023
Hours of OHS training for management	7,488	2,150	686 ⁸⁴
Hours of safety training for employees	11,200	2,450	10,133.70
Hours of safety training for suppliers or subcontractors	24,000	7,500	8,521.5

Does not include Vitapro or employees enrolled in trainee programs.

⁸³ As part of our accident reduction strategy, we are working on the following fronts: 1) Restructuring of the industrial safety team; 2) Review of the HIRARC, with a focus on critical tasks and application of the hierarchy of controls; 3) Application of managerial cross-inspections; 4) Third-party/contractor management; 5) Reinforcement of safety culture at all levels; 6) Strengthening of the accident investigation process to ensure that root causes are determined.

⁸⁴ This year, a range of content was covered in two courses aimed at command lines. These combined topics such as health management and occupational safety and health hazard identification and risk assessment. We have focused on our group of team members, increasing training from 2,450 to 10,133.70 hours.

⁸⁵ Corresponds to DJSI question "3.8.3. Fatalities."

⁸⁶ In 2021, a fatal accident occurred at the Santa Rosa Mill. According to internal investigations, as well as the report issued by the Peruvian National Police to the Government Attorney General's Office, the event occurred due to the team member's failure to follow work standards and safety instructions.

⁸⁷ Lost Time Injury Frequency Rate: Number of hours lost due to workplace accidents for every 1 million hours worked.

Table 78: Work-related fatalities [DJSI – 3.8.3⁸⁵]

TYPE	2020	2021	2022	2023
Employees	0	1 ⁸⁶	0	0
Contractors	0	0	0	0

Table 79: Lost Time Injury Frequency Rate for Employees (per million hours worked) [DJSI – 3.8.4] – Alicorp S.A.A.

TYPE	2020	2021	2022	2023
No. of employees LTIFR ⁸⁷	4	3.9	3.0	4.32
Data coverage (as a percentage of employees, operations, or revenue)	68%	68%	70%	64%

Does not include Vitapro or employees enrolled in trainee programs.

Table 80: Lost Time Injury Frequency Rate – Contractors [DJSI – 3.8.5]

TYPE	2020	2021	2022	2023
No. of contractors LTIFR	2.1	3.0	1.6	4.32
Data coverage (as a percentage of employees, operations, or revenue)	32%	32%	30%	36%

Does not include Vitapro or employees enrolled in trainee programs.

Table 81: Work-related illness rate

	2020	2021	2022	2023
Work-related illness rate per 200,000 hours worked	0	0	0	0

Does not include Vitapro or employees enrolled in trainee programs.

Philanthropic Contributions, Social Contributions, and Civil Society Alliances

Table 82: Philanthropic Contributions, Civil Society Alliances, and Social Management [DSJI-1.5.3]

TYPE OF SPENDING	UNITS	2022	2023
Cash contributions ⁸⁸	Soles	1,979,766.20	2,882,535.4
In kind-contributions ⁸⁹	Soles	4,941,140.04	3,288,239.03
Management overheads ⁹⁰	Soles	124,800.00	219,904.00
Contributions to other organizations ⁹¹	Soles	1,132,636.00	987,334.11
Total	Soles	8,178,342.24	7,378,012.54

According to the "Ethical Commitments Guide," Alicorp performs its activities independently from politics, without government influence or conditions. Its companies do not make contributions or donations other than those permitted by law. Nor does the company make contributions or donations that have or appear to have the aim of influencing the judgment of public institutions, nor their representatives or officials. Philanthropic contributions are made as part of Alicorp's social management programs, in compliance with its Corporate Donations Policy and Ethical Commitments Guide.

⁸⁸ Cash donations made to nongovernmental organizations and events with social causes such as food banks, the Fundación Romero, Juguete Pendiente, etc.

⁸⁹ Donations of Alicorp products to organizations with social causes. Donation spending is calculated based on the production cost of the donated products.

⁹⁰ Corresponds to the cost involved in the administrative management of community relations in our areas of influence. Does not include philanthropic contributions.

⁹¹ Corresponds to cash contributions made to civil society organizations to promote initiatives of public interest. For more details, see Influence and Politics and Civil Society Alliances.

Annex 4: Financial Information

For financial information, click here:



Annex 5: ESG Indicator Matrix

This matrix presents the indicators of the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) for Food Retailers & Distributors – Processed Foods & Restaurants, and the Corporate Sustainability Assessment 2024 for Food Products of the Dow Jones Sustainability Index, included in the Alicorp Integrated Report 2023. Below are the indicators that were externally verified:

DIMENSION	INDICATOR	TYPE	DJSI	SASB	GRI
Operational eco-efficiency	Carbon Footprint (p. 109)	Quantitative	2.6.1 Indirect Greenhouse Gas Emissions (Scope 1)	FB-AG-110a.1	
Operational eco-efficiency	Carbon Footprint (p. 109)	Quantitative	2.6.2 Indirect Greenhouse Gas Emissions (Scope 2)	FB-AG-110a.1	
Operational eco-efficiency	Carbon Footprint (p. 109)	Quantitative	DJSI-2.6.3 Indirect Greenhouse Gas Emissions (Scope 3)	FB-AG-110a.1	
Operational eco-efficiency	Energy Consumption (p. 111)	Quantitative	2.2.2 Energy Consumption		302 -1 a. Total fuel consumption within the organization from non-renewable sources. b. Total fuel consumption within the organization from renewable sources. c. In joules, watt-hours or multiples, the total: i. electricity consumption

DIMENSION	INDICATOR	TYPE	DJSI	SASB	GRI
Operational eco-efficiency	Water Consumption (p. 110)	Quantitative	2.5.2 Water Consumption 2.5.4 Business Impacts of Water Related Incidents 2.5.5 Exposure to Water Stressed Areas	FB-PF-140a.1 1) Total water withdrawn (2) Total water consumed	303 - 3 a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by sources 303 - 4 a. Total water discharge to all areas 303 - 5 Total water consumption from all areas a. Total water consumption from all areas. b. Total water consumption from all areas with water stress.
Operational eco-efficiency	Water Consumption (pp. 85 and 110)	Quantitative	2.5.3 Water Consumption in Water- Stressed Areas		303 - 5 Total water consumption from all areas a. Total water consumption from all areas. b. Total water consumption from all areas with water stress.
Operational eco-efficiency	Waste Generated (p. 111)	Quantitative	2.4.2 Waste Disposal		306 - 5 a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total.
Operational eco-efficiency	Food Loss and Waste (p. 113)	Quantitative	2.4.4 Food Loss	FB-RN-150a.1 1) Total amount of waste, (2) Percentage of food waste (removed here because it is included in Table 38). (3) Percentage diverted.	

DIMENSION	INDICATOR	TYPE	DJSI	SASB	GRI
Environmental management	Environmental Management Policy and System (p. 80)	Qualitative	2.1.1. Environmental Policy 2.1.2. Coverage of environmental policy 2.1.3 Verification of environmental policy		
Environmental management	Significant Environmental Fines and Penalties (p. 110)	Quantitative	2.1.4 Environmental violations		GRI 2-27 a. Report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total.
Social management	Philanthropic Contributions (p. 128)	Quantitative	1.5.3 Corruption & Bribery (Charitable contributions and sponsorship)		
Labor relations and OSH	Fatalities (p. 127)	Quantitative	3.4.3 Fatalities		
Labor relations and OSH	Lost-Time Injury Frequency Rate – Employees (p. 127)	Quantitative	3.4.4 Lost-Time Injury Frequency Rate (LTIFR) - Employees		
Labor relations and OSH	Lost-Time Injury Frequency Rate – Contractors (p. 128)	Quantitative	3.4.5 Lost-Time Injury Frequency Rate (LTIFR) - Contractors		

DIMENSION	INDICATOR	TYPE	DJSI	SASB	GRI
Labor relations and OSH	Report on breaches against the codes of conduct/ethics (p. 103)	Quantitative	1.5.5 Reporting on breaches		2-27 a. Report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total. 205 -3 a. Number of confirmed incidents of corruption and actions taken. 406 - 1 a. Cases of discrimination and corrective actions taken. 418 - 1 a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: i. complaints received from outside parties and substantiated by the organization. ii. . complaints from regulatory bodies.
Labor relations and OSH	General Description of Actions Taken for the Resolution of Report on breaches against the codes of conduct/ethics (p. 103)	Quantitative	1.5.4 Codes of Conduct: Systems/ Procedures Data Point: Disciplinary actions in case of breach, i.e. warning, dismissal, zero tolerance policy		
Labor relations and OSH	Grievances Received Through the Ethics and Compliance Program (p. 102)	Quantitative	1.5.5 Reporting on breaches		206 - 1 a. Number of legal actions pending or completed during the reporting period.
Labor relations and OSH	Salary and Bonus Ratios by Gender (p. 116)	Quantitative	3.1.6 Gender Pay Indicator	FB-RN-310a.2 (1) Average hourly wage, by region	

DIMENSION	INDICATOR	TYPE	DJSI	SASB	GRI
Labor relations and OSH	Turnover Rate (p. 123)	Quantitative	3.3.8 Turn over	FB-RN-310a.1 (2) Involuntary turnover rate	
Labor relations and OSH	Voluntary Turnover Rate (p. 123)	Quantitative	3.3.8 Turn over	FB-RN-310a.1 (1) Voluntary turnover rate	
Labor relations and OSH	Collective Bargaining Agreements (p. 119)	Quantitative	3.1.7. Freedom of association		
Labor relations and OSH	Occupational Safety and Health Management Policy and System (p. 69)	Qualitative	3.4.1 OHS Policy 3.4.2 OHS Programs		
Labor relations and OSH	Number of Work-related injuries (p. 127)	Quantitative			403-9 Work-related injuries For all employees: i. The number and rate of fatalities as a result of work-related injury (see Table 78). ii. The number and rate of high-consequence work-related injuries (including incapacitating accidents, but excluding fatalities). iii. The number and rate of recordable work-related injuries. iv. The main types of work-related injury (omission, minor and incapacitating accidents are included, but no details are given on the accidents). v. The number of hours worked.



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