

# Sustainability Report 2021







## Message from the CEO

Sustainability is an everyday challenge; we understand and accept that the entire community demands that companies assume a role in seeking solutions for today's big challenges. In fact, how we relate to the environment and with the communities, besides how we endow ourselves with appropriate governance for sustainable management, appears to be becoming increasingly relevant.

Our conviction is that sustainability must be at the core of long-term value creation. We are certain that changes must be made today if we want tomorrow to exist. In Caleta Bay, we must accelerate the adjustment of our productive systems to secure a development that is aligned with a positive social and environmental impact. We must work in the search for alternatives that generate less negative impact on the environment and that at the same time allow the production of a healthy protein that contributes to feeding an increasing global population. This is a conscious definition regarding each decision we make in Caleta Bay.

We have spent the last three years developing our sustainability model as a strategic component, as well as strategies to integrate it cross-functionally and holistically into our daily operations: moving to a sustainable business model.

The core tenets of this model include respect for our coworkers and the people we interact with in the neighborhoods close to our facilities, environmental responsibility, and awareness of the significance of reducing our impact on finite natural resources.

In the most immediate future, we have taken concrete actions to measure and manage, for example, our carbon and water footprints through Huella Chile. We recycle 80% of all residues generated in our facilities; we work jointly with our neighbors in the Social Development area, strengthening their local businesses through training opportunities; and we created the educational program Sello Caleta Bay.

This is a project where students from several technical high schools actively participate in learning opportunities thanks to the effort of our employees, who voluntarily teach them about different topics.

This 2021 report is the first we elaborate according to the Global Reporting Initiative standards (GRI): we aim to generate parameters to measure our progress and gaps, keeping transparent and permanent information and communication with all our stakeholders. We know this is only a first step and that there are important challenges to address as a company and as part of society. We are living in times of deep changes, which are happening at a speed never seen before in a globalized world that today requires our will and commitment to deliver the best of each of us.

We must keep moving forward, developing, and executing initiatives that allow us to focus our efforts efficiently. We must use the resources with the awareness that there is only one planet. We are a company that was born in the countryside, and it was from that experience that we got to cultivate the sea. We cannot forget our origins; we have the conviction that we can do things right and in a different way, caring every day for details. Only this way will we achieve different results, and we will be able to keep building, together and with farsightedness, this story called Caleta Bay.

**Aníbal Pérez de Arce.**



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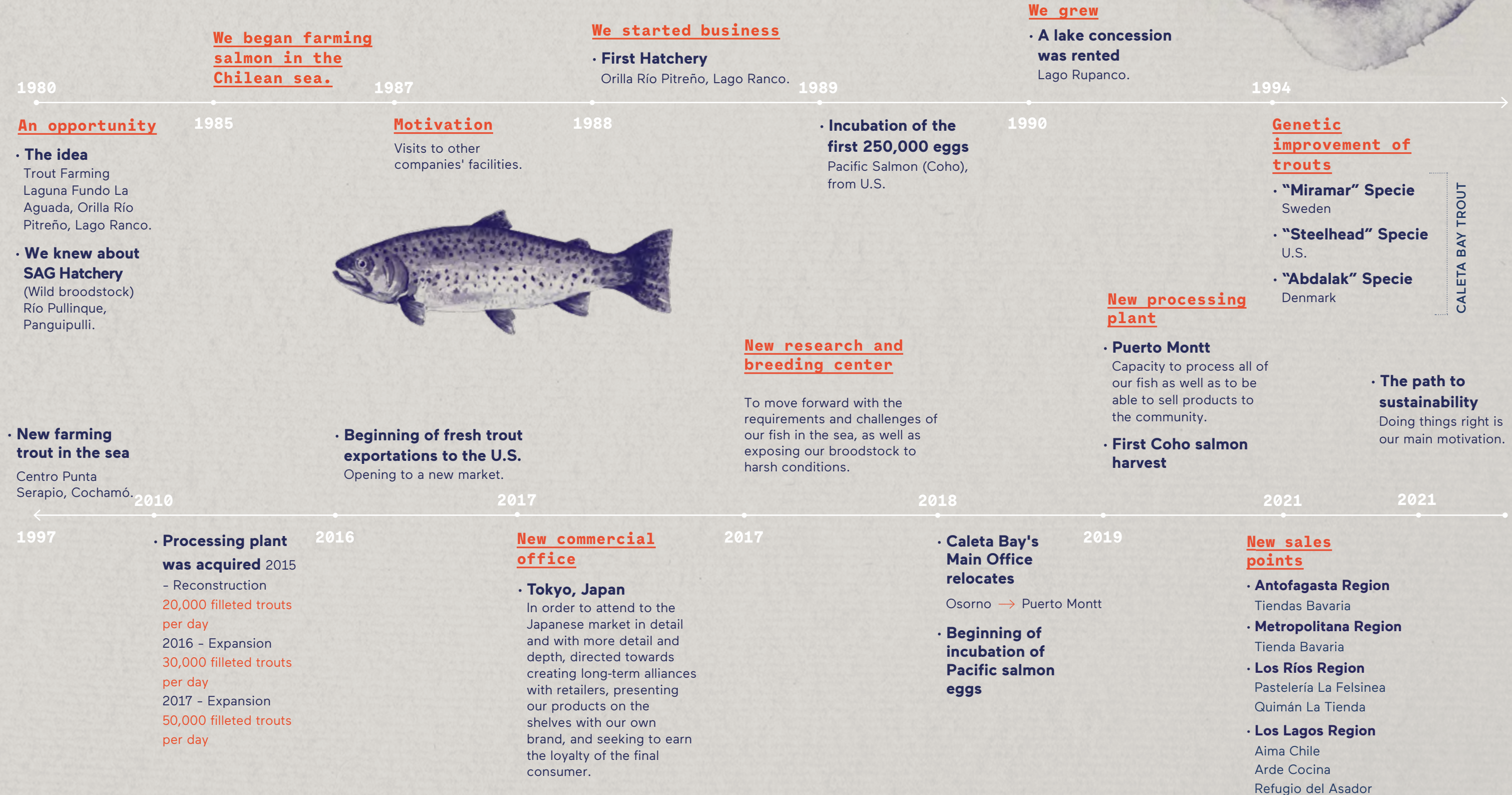
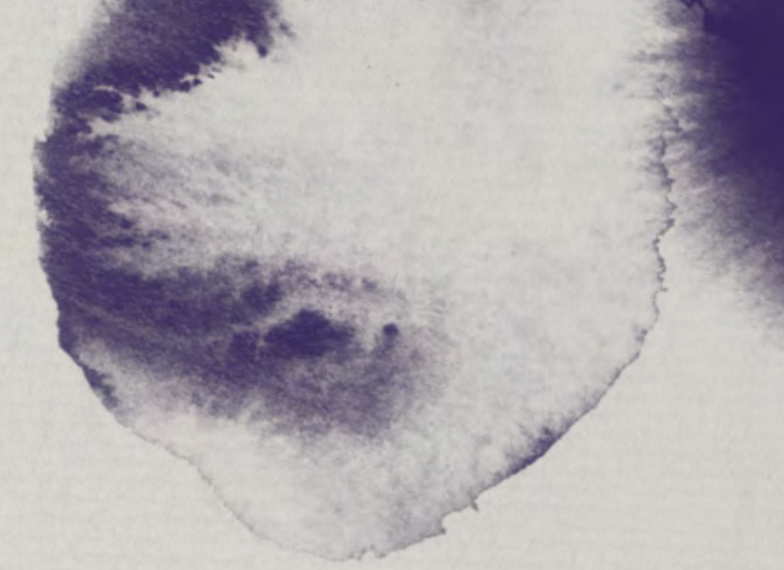
1.

# About Caleta Bay





# 1.1 Our history





We are a salmon company, but our origin is not in the sea. It is in the countryside.

Working the land taught us how to relate to living beings and to understand that working with nature is no easy task and requires much respect, austerity, dedication, effort, patience, and humility.

Experience has taught us that in life there are no shortcuts and that the only way to guarantee the quality of our products is to do things the right way.

This is how Caleta Bay was born, a company that has worked arduously for over 33 years to earn the recognition of our customers, the loyalty of our employees, and the respect of our communities.





## Mission

To understand the quality of our products as the effort for doing things the right way every day.

## Vision

To be recognized worldwide for the quality of our products and the happiness of our people.

## Purpose

To be a salmon company with its feet on the ground.





## Our values

### Humility

We are a salmon company, but our origin is not in the sea but in the countryside. This has been our great advantage, since the land taught us that to work with nature, we can never stop learning.

### Closeness

In our company, the solution can come from any member of the team, regardless of their position. This closeness has made our team known for acting quickly and without bureaucracy to guarantee the quality of our products.

### Effort

When it comes to the quality of our products, there are no secrets. We are a team that works together with the ambition to do things right every day. We value the participation of each employee and supplier in the achievement of our goals.

### Quality

It is a way of doing things, based on our involvement in daily tasks, that allows to deliver a healthy, innocuous, and nutritious product.

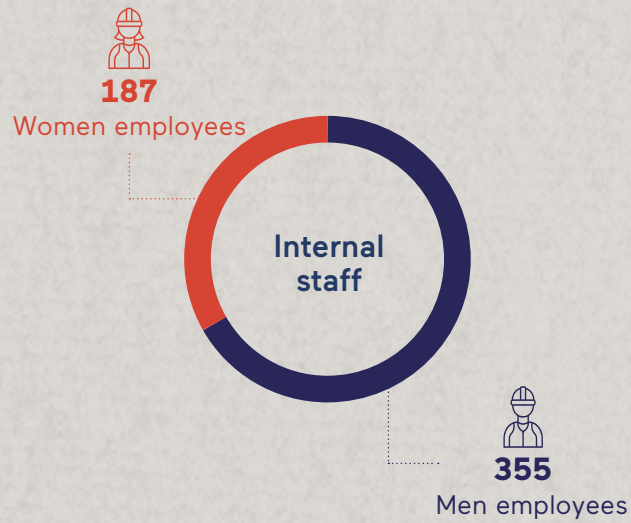
### Honesty

We seek to be transparent throughout our production process and in our relationships with our employees, communities, and customers.



# 2021 in numbers

## Our people



**+12,274**  
Hours of training



**23**

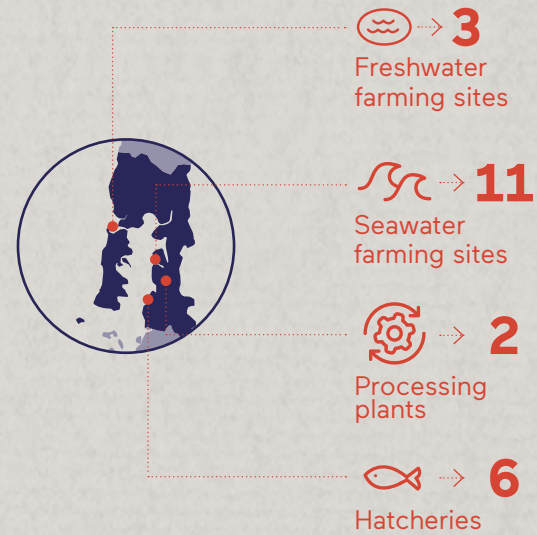
People were promoted

## Our suppliers



**1,101**  
Independent contractors

## Sustainable production



**12,900**  
Tons of processed raw materials



**11,397**  
Tons of final product sold

Amount sold  
**US\$110,696,484**



## Environment



**6,000**  
Tons of recycled waste

Equivalent to:



We have measured our carbon footprint **3 years in a row**



Our Chinquio and El Teniente plants are completely powered by **Renewable, Non-Conventional Energy.**

## Communities



**14**  
Programs and initiatives



**169**  
Relationship-building activities in communities

**\$125,604,330**  
of investment



## Company information

Caleta Bay is the name of the organization formed by the seven main companies of the group:

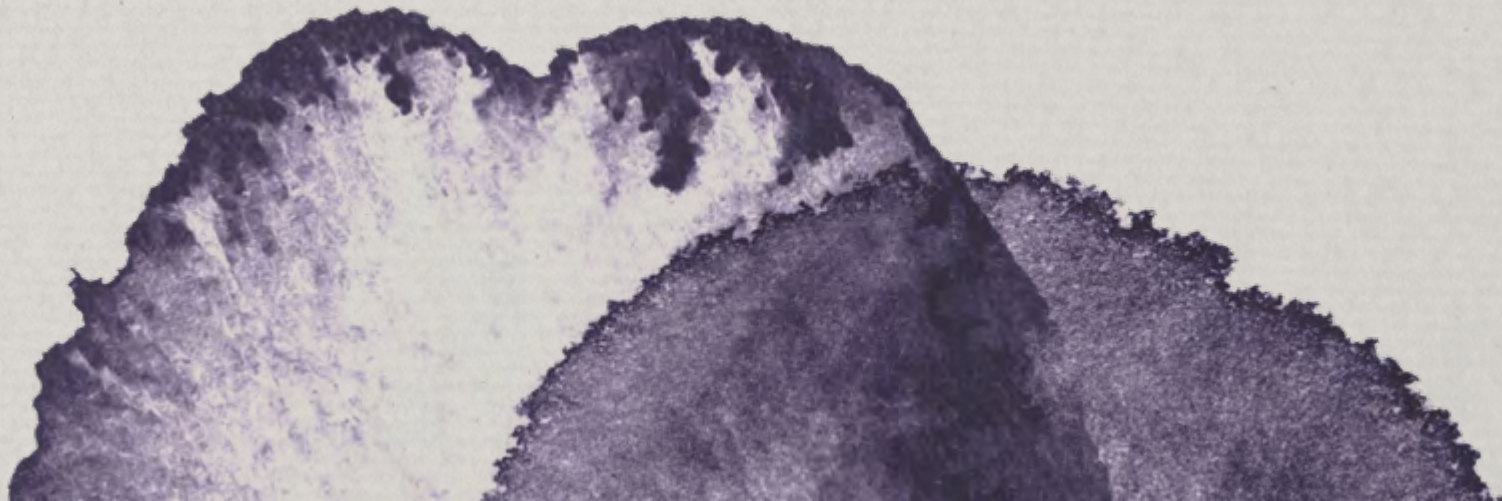
- **CBD: Caleta Bay Agua Dulce**
- **CBM: Caleta Bay Mar**
- **CBP: Caleta Bay Procesos**
- **Caleta Bay Asia**
- **Frío Salmón**
- **Sermet**
- **Inversiones Trapén**

Our operations are vertically integrated, including freshwater and seawater facilities, processing, and added-value plants. We work with commercial offices in different markets around the world to ensure a continuous and stable supply for our customers.

Our main office is located in Puerto Montt, Los Lagos Region, Chile.

Our facilities are located in the south of Chile, in the IX and X Regions, where the ideal conditions for trout and salmon farming are found. We also have a commercial office in Asia, specifically in Japan, whose goal is to attend to that country's market with more attention and depth. With this office, we aim to develop long-lasting alliances with retailers to be able to directly present our products to the final consumer, thereby encouraging their loyalty.

Sociedad	Tipo de Sociedad	Actividad Principal
Caleta Bay Agua Dulce	SpA	Freshwater farming of hydrobiological species.
Caleta Bay Mar	SpA	Farming and growth of hydrobiological species in seawater. Product sales to customers.
Caleta Bay Procesos	SpA	Hydrobiological resources processing.
Caleta Bay Asia	Ltd.	Products comercialization.
Frío Salmón	SpA	Holder of certain fixed assets of Caleta Bay Group.
Sermet	SpA	Truck transportation.
Inversiones Trapén	SpA	Freezer.





This sustainability report includes information regarding the following Caleta Bay societies: Caleta Bay Agua Dulce, Caleta Bay Mar, and Caleta Bay Procesos. Additionally, information regarding the other companies in the group was included when considered relevant: Frío Salmón, Sermet, and Inversiones Trapén.

In Caleta Bay Group, our individual financial status is audited by PricewaterhouseCoopers (PwC) under the International Financial Reporting Standards (IFRS), which are a group of international accountability standards promulgated by the International Accounting Standards Board (IASB).





## Organizational structure


The societies that form Caleta Bay Group have a board of directors, a collegiate organ, to which the law commends the general administration of the company. The board of directors delegates administrative faculties to managers and deputy managers according to their positions.

Directors, managers, and deputy managers form the governance structure of Caleta Bay Group societies, and each management or deputy management makes decisions and oversees the impact management of economic, environmental, and social matters to the extent it applies and according to their attributions.

Caleta Bay Group, however, has specific area management teams dedicated to the aforementioned topics. Environmental matters are in charge of the Regulation deputy management, topics related to social issues are addressed by the Sustainability deputy management, and economic matters are mostly addressed by the Corporate Support Management.

### Board of directors

	<b>Cristián Pérez de Arce Schilling</b> <b>President</b>	 Business / Finance / Strategy  1999
	<b>Felipe Zaldívar Prado</b> <b>Director</b>	 Finance / Strategy / Corporate  April 2021
	<b>Patricio Tapia Costa</b> <b>Director</b>	 Finance / Corporate  April 2021
	<b>Jorge Arancibia Pascal</b> <b>Director</b>	 Tax / Legal  April 2021
	<b>José Cristián Pérez de Arce Zañartu</b> <b>Acting Director</b>	 Business / Strategy  -
	<b>Teresita Pérez de Arce Zañartu</b> <b>Acting Director</b>	 Finance / Strategy  February 2021
	<b>Ramón Pino Correa</b> <b>Acting Director</b>	 Finance / Administrative  -
	<b>Jorge Andueza Fabani</b> <b>Acting Director</b>	 Legal / Corporate  -

 Name / Role

 Expertise areas

 Date of entry



Caleta Bay is an aquaculture company; therefore, we work with different areas where there might be critical concerns. In case of eventualities regarding this, we have defined contingency plans that are communicated to the board of directors as needed.

The main critical concerns we have in Caleta Bay are divided into three big matters:

1. **Occupational Health and Safety:** includes work accidents caused by any kind of emergency in our operations, such as serious or fatal accidents, ammonia leakage, natural disasters, falling into water, among others.
2. **Environment:** Everything related to the surroundings and environment, such as fish escaping, wildlife entering a hatchery, the emanation of bad odor, and pouring dangerous substances into water, among others.
3. **Lakes and sea:** possible boat crashes, losses, accidental releases, or escapes of exotic resources; harmful algae blooming; earthquakes, tsunamis, storms, or rough water; sea mammals' intrusions into farming sites, among others.

The executive front line of Caleta Bay is formed by the CEO and his team: eight managers of strategical, operational, and support areas.

Name	Management
Aníbal Pérez de Arce Zañartu	CEO
Patricio Correa Lira	Commercial Manager
Rodrigo Salgado Reyes	Freshwater Production Manager
Marcos Roa Medina	Seawater Production Manager
Cristhian Urra Mellado	Processes Manager
Felipe Oyarzún Aravena	Operations Manager
Christine Hoelck Thjoernelund	Legal Manager
Osiel Guzmán Muñoz	Technical Area Manager
María José Bofill Ferretti	Corporate Support Manager

Caleta Bay's board of directors is not remunerated; only the president receives a fixed income, which is why we do not have a formal remuneration policy for that organ.



## Internal communication

In Caleta Bay, we use different communication channels to deliver information to our employees. Depending on the company area or each employee's position, there are several ways and media to communicate.

We use email, the intranet, BUK, bulletin boards, screens with corporate videos, and direct and personal communication. We also have a digital and printed magazine, published monthly, called "La Trucha Cocha". The name was chosen through an internal contest. It includes information from all the company areas, interviews with employees, benefits, protocols (including those related to COVID) and a contact section.

It is a periodic and direct communication channel.





1.2

# Corporate governance

## Ethic and transparency

Throughout 2021, we focused on consolidating our plans and moving forward in achieving the proposed goals. Along with this, we worked on strengthening the organizational structure of our company, aiming to respond from a better position to the commercial, social, and environmental challenges proper to the industry and context.

In Caleta Bay, we are characterized by carrying out our businesses with integrity, honesty, and respect for the laws, cultures, and rights of the people. We encourage our employees to act according to our corporate values through internal communication campaigns and training regarding our policies and codes.

In relation to the ethical and normative behavior in Caleta Bay, we are guided by three pillars:

1. Ethical behavior in our job and interactions with stakeholders.
2. Comply with the production norms and operate in a sustainable way
3. Develop a relationship of transparency and trust with regional and local authorities.

As a productive company, our focus is on the search for more efficiency while complying with the current legal norms of each of the regulations that intervene in our industry and respecting our surroundings, employees, environment, communities, shareholders, suppliers, customers, authorities, and public opinion.





### **Crime Prevention Model**

In order to prevent the commission of crimes referred to in Law No. 20.393 regarding the criminal liability of legal entities, Caleta Bay Group has designed and implemented the Crime Prevention Model. Its goal is to establish good corporate practices as defined by said law, besides avoiding any situation opposed to free competition that might entail the liability of any of the companies that form the group.

In 2021 we began the certification process. The certifying company, BH Compliance, continuously monitors and audits the compliance of control policies and procedures through the management software, World Check One.

### **Code of Ethics and Conduct**

For the past two years, we have had a Code of Ethics and Conduct, whose purpose is to present and regulate the fundamental values and principles that govern all Caleta Bay relationships, as well as those that govern relationships with third parties, such as national and international civil servants, authorities, suppliers, service providers, customers, and communities. This code applies to all directors, high executives, administration members, owners, shareholders, controllers, and employees of the societies that form Caleta Bay Group.



*Ferdinand Schnettler,  
Compliance Officer*

If risks are posed to the organization due to infractions of this model or the code of ethics, the compliance officer is responsible for investigating and addressing the case. If necessary, it is determined whether the investigation will be conducted by a third party. Contracts with suppliers include clauses that authorize Caleta Bay to unilaterally terminate the commercial relationship in the case of said situations. This decision must be made by the CEO, and there have been no duly proven infractions that result in contract terminations to date.





Both the board of directors and the area managers analyze the results of internal and external inspections through the biannual report elaborated by the compliance officer.

Significant risks related to corruption can be found on the risk matrix, which is confidential.

#### **Fundación Generación Empresarial**

The company is associated with Fundación Generación Empresarial, an entity that once a year conducts an ethical compliance survey where employees are asked if they have perceived wrongful or anti-ethical practices, and the results are afterwards presented to managers.



## Whistle-blowing

We have a platform dedicated to receiving anonymous messages about possible, real, and/or potential ethical noncompliances or corruption situations that may be attributed to the organization and its stakeholders. On Caleta Bay's web site, there is a link that directs to said platform and to the Crime Prevention Model of the Group.

The whistle-blowing channel of Caleta Bay is known by the company's employees thanks to training, educational short videos, or mailings. Suppliers are informed through signed contracts, besides training those considered critical.

Furthermore, we have software that analyzes daily potential investigations or sentences of employees, customers, and suppliers for various illegal activities, including corruption. This inspection is also conducted with certain stakeholders, as is the case with beneficiaries of donations made by the company. During 2021, 3,393 revisions were performed on the management software World Check One, whose results have not shown circumstances contrary to the crime prevention model.





## Economic performance

### Direct economic value, generated and distributed

The data are presented according to the month in which the sale, cost, or expense was incurred.

#### Generated economic value

Income	2020 MUS\$	2021 MUS\$
Net sales	129,577 MUS\$	118,137 MUS\$
Assets sales	-	50 MUS\$
Income obtained from financial investments	-	-
<b>Total income</b>	<b>129,577 MUS\$</b>	<b>118,187 MUS\$</b>

#### Distributed economic value

Costs	2020 MUS\$	2021 MUS\$
Operational costs	106,018 MUS\$	99,337 MUS\$
Employees' salaries and benefits	9,721 MUS\$	10,915 MUS\$
Payments to capital providers	3,123 MUS\$	622 MUS\$
Annual tax payment	-2,416 MUS\$	2,163 MUS\$
Investment in the community	65 MUS\$	152 MUS\$
Other costs	-	-
<b>Total costs</b>	<b>116,511 MUS\$</b>	<b>113,189 MUS\$</b>

#### Retained economic value

	2020 MUS\$	2021 MUS\$
(Direct economic value - Retained economic value)	13,131 MUS\$	5,088 MUS\$



2.

# The path to sustainability





## 2.1

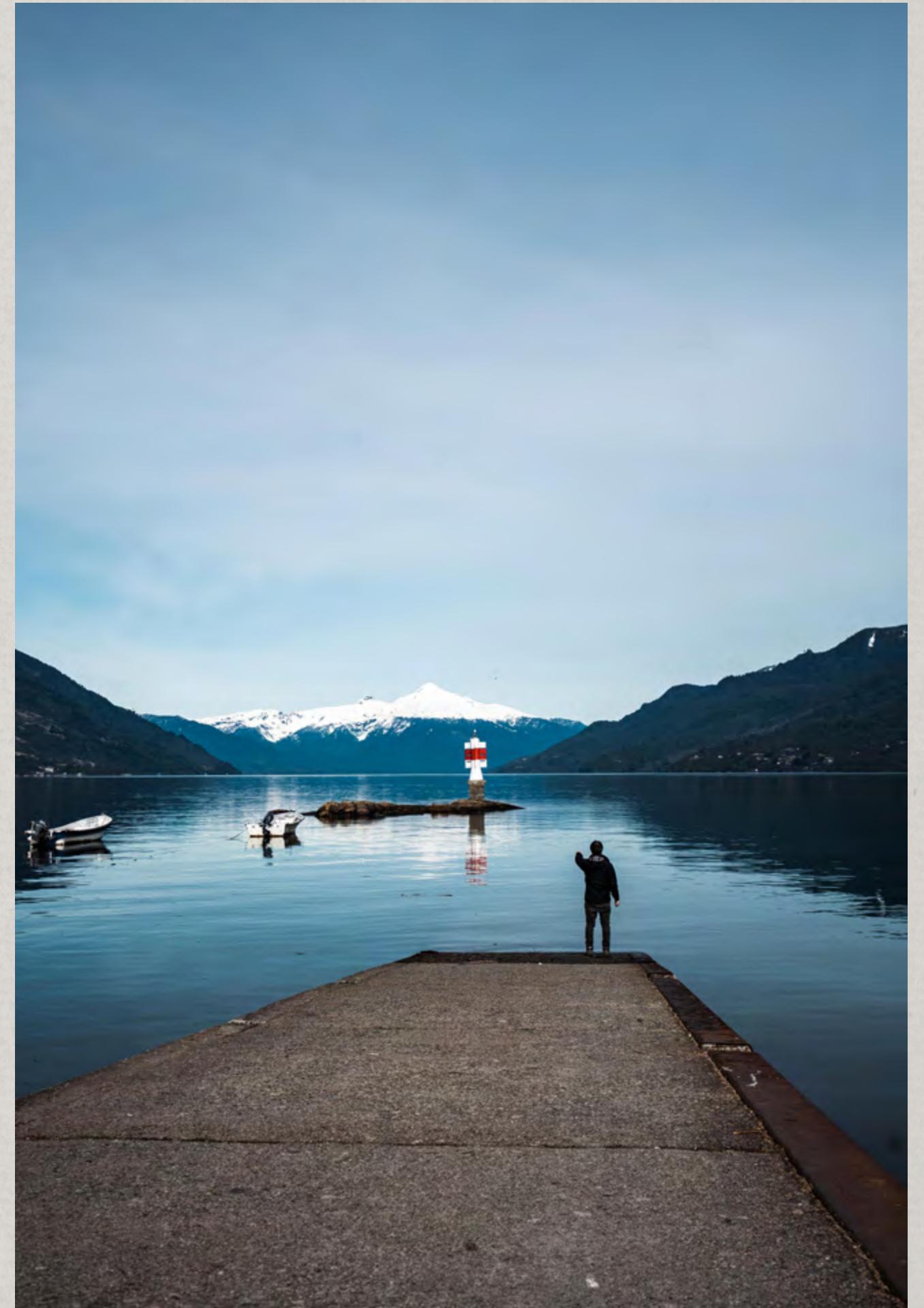
# Our sustainability model

In Caleta Bay, doing things right and caring for each detail is our greatest motivation. Our operational management is related to the ecosystems where we are present, which is why all our work is conducted with environmental best practices. We know nature, we value our people, and we work every day with respect for our environment. We care about minimizing the impacts of our business and generating real relationships with our communities.

But this is not enough, We must be the motor of change. Begin with sustainability, and guide our culture toward emotional intelligence and new leadership that is more inclusive and involves active listening. We must stay focused on our goals at all times, while incorporating a systemic way of thinking that allows us to involve others and see things from a global perspective, focusing on people as the main characters in the transformation of reality.

On this path, we established the Communications and Sustainability Deputy Management in 2021 with the goal of integrating both areas and achieving that the communication goal for sustainability is to establish a transformation with honest, lasting, real, and true social integration.

We raised the important challenge of always seeking consensus regarding conflicts in order to keep growing and improving. Teamwork must be our north, generating spaces to share and implement initiatives that may arise from any area or position in Caleta Bay.







## Model and work groups

In 2019, we took on the challenge of formalizing actions that were being carried out regarding sustainability. As a result of a diagnosis process and an analysis of our strengths and main gaps, we now have a Sustainability Model that represents the essence of who we are. We call it "El Timón de Caleta Bay" ("Caleta Bay's Helm"), and it's made up of our value chain, our values, and our stakeholders.



## Stakeholders

We know that prevailing over time is only possible based on a sustainable relationship with each of our stakeholders, who are impacted by our operations. They are those who are impacted by our operations. They are the ones with whom we want to have a close relationship that creates value for all the parties involved.



### 1. Employees

Yes, the importance of employees and their families can be demonstrated by strengthening our bonds with them, promoting their development, and improving their quality of life.



### 2. Environment

Yes, the environmental impact of our operation can be neutralized through committed and conscious teams, prepared to innovate in our processes based on the precise information we gather regarding our operations.



### 3. Communities

Yes, we can communicate with and listen to close communities to build a collaborative and participative bond where employees and their families feel like part of the sustainable community development of the areas where Caleta Bay operates.







#### 4. Suppliers and Contractors

Yes, the sustainable development of the aquaculture industry can be supported through a relationship with our suppliers that helps to improve the sustainability standards along the entire value chain and that facilitates the growth of local entrepreneurship.



#### 5. Customers

Yes, we can work with customers to make our products ambassadors of Caleta Bay's culture, quality, and responsibility before the world and the community.



#### 6. Regulation and authorities

Yes, we can work based on best practices, training the company teams to comply with norms and go the extra mile in their daily work and their communication with authorities.



#### 7. Public Opinion

Yes, trust can be built by delivering complete and transparent information about what we do and how we work, listening and answering the concerns of all involved parties, and being part of public debate.

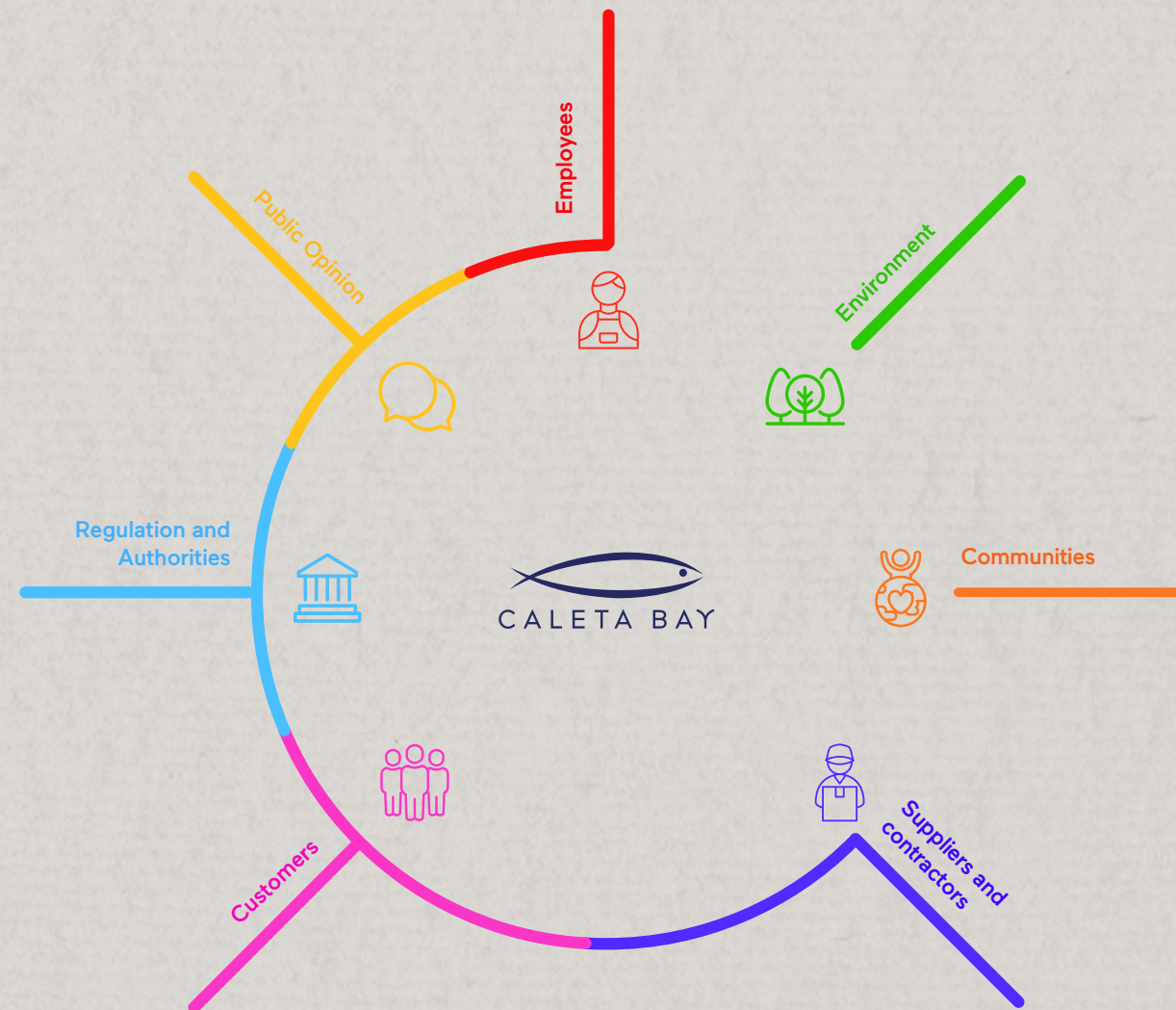
From these purposes was born the sustainability strategy that today guides the work of each work group. On account of this, we meet periodically to follow up on initiatives, and, annually, we present the most significant progress and evaluate the achievement of commitments made to our stakeholders.



## Sustainability meetings

We began 2021 by prioritizing the different initiatives each work group was developing; this way we could define how to move forward and what to focus on. In the first Leaders Encounter, which took place in March, we presented our projects and action plans.

By midyear, we had been able to establish our goals for 2025, besides the performance and management indicators for each work group. This ended with the presentation of our sustainability strategy, in which we established the following commitments with each Caleta Bay stakeholder:



### Employees

- Encourage long-term dedication to the organization.
- Promote wellness strategies and social support.
- Encourage transparency in management processes and employee development.

### Environment

- Minimize our environmental impacts.
- Know our environmental indicators just as we know the productive ones.

### Communities

- Contribute to the specific needs of the community.
- Encourage the growth of local entrepreneurs.

### Suppliers and contractors

- Increase the S&C commitment to our company.
- Maintain close contact with S&C.
- Strengthen local entrepreneurship (small businesses).

### Customers

- Increase our closeness with our customers.
- Transmit confidence and safety in our products through quality.
- Generate more value for our sub-products through innovation.
- Position the Caleta Bay brand for the consumer.

### Regulation and Authorities

- To conduct ourselves ethically in our work and interactions with our stakeholders.
- Comply with production norms and operate in a sustainable way.
- Develop a transparent and trustworthy relationship with regional and local authorities.

### Public Opinion

- Develop an internal communication management focused on sustainability.
- To build a genuine relationship with all our stakeholders.



This end-of-year meeting's goal was to share with all the areas of the company the work that is being conducted toward sustainability, from which we highlighted the following initiatives:



### Employees

- Wellness program development
- Practices that promote diversity and equity



### Environment

- Avoid anaerobic conditions on farming sites
- Evaluation of gas equipment suppliers and use of renewable energies



### Communities

- Education Project Sello Caleta Bay
- Corporate volunteering



### Suppliers and contractors

- Pay 95% of SMEs in a 30-day period.
- Suppliers training



### Customers

- Pet Food (dry feed, wet feed, creamy snack and treats)
- Development of packaging made of recyclable material



### Authorities and regulation

- Explanatory short videos (ethics and transparency)
- Program "Commitment to integrity" of Fundación Generación Empresarial



### Public Opinion

- Sustainability Report
- Communication campaigns



2.2

# Report methodology

This document corresponds to an extract of the 2021 Sustainability Report of Caleta Bay. The complete report is the first we have elaborated in reference to Global Reporting Initiative (GRI) principles, methodology, and standards; therefore, this is the first time we have conducted a materiality analysis using this international guide. The process is an important milestone for Caleta Bay since it allowed us to continue the path of a sustainability diagnosis started in 2019, with the identification of stakeholders, planning, and strategy. For the purpose of this report, Caleta Bay Asia was not considered.

The materiality analysis is an exercise where a consult is conducted on internal and external stakeholders and information is reviewed (documents, benchmarks, news of the year to be reported) that allows the organizations to determine which are their "material topics," meaning those important enough for it to be essential to present information about them. These are related to identifying the main economic, social, and environmental impacts of an organization, as well as those that influence the perception of stakeholders.

Between December 2020 and April 2021, and with the support of external advisors, there were 20 interviews conducted, 5 focus groups, document reviews, and other actions that fulfilled the purpose of involving our priority stakeholders in the process.

## Internal and external information review



### Internal consult



### External consult





## Material topics

After analyzing the compiled information, the first result was a long list of topics, and, with it as a starting point, 19 material topics were identified, which were prioritized by a representative group of the company's employees.

By order of prioritization	
1.	Wellness of our employees
2.	Occupational Health and Safety
3.	Local communities
4.	Quality of our trout
5.	Antibiotic use
6.	Norms compliance
7.	Economic performance
8.	Waste management and recycling
9.	Fish escape
10.	Communication management

11.	Governance practices
12.	Biodiversity
13.	Suppliers management
14.	Training and internal mobility
15.	Innovation, research and development
16.	Energy and emissions
17.	Brand management
18.	Water and effluents
19.	Outsourced employees

**Galeta Bay stakeholders:**

- Employees
- Communities
- Public Opinion
- Environment
- Customers
- Suppliers and contractors



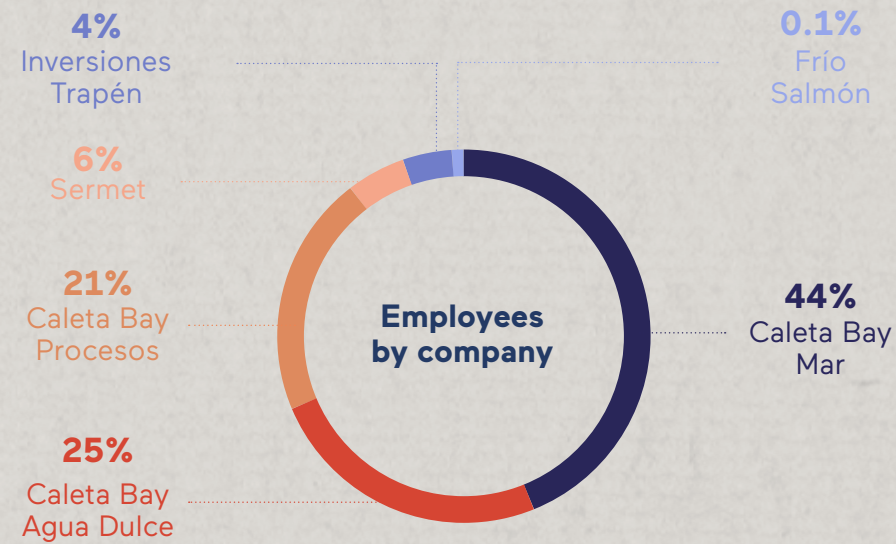
3.

# Our People





# 3.1 Our team





3.2

# Health, wellness, and work safety

## Health and safety

In Caleta Bay, the occupational health and safety of our employees is essential to reaching our goals. Therefore, we implemented a Management System of Occupational Health and Safety based on Law 16.744. Understanding that the responsibility for the prevention of work accidents and illnesses belongs to all of us, activities must always be performed in a safe and self-care environment.

Our Management System of Occupational Health and Safety is based on ISO 45001 and applies to all the facilities and employees of Caleta Bay, both internal and external. As a company, we are responsible for complying with the legal norms to minimize the risks of an accident; therefore, we inform employees about the application of preventive measures by delivering informative brochures in Caleta Bay Mar, Agua Dulce, and Procesos, who develop health and safety practices in the different workplaces. Besides, we keep a record of injuries and accidents, along with the existence of a Health and Safety Joint Committee.

The system has been implemented under the following legal requirements:

Type of legislation	Number	Year	Topic
Law	16.744	1968	Establishes norms regarding work accidents and professional illnesses.
Supreme Decree	76	2007	Approves the regulations for the application of article 66 bis of Law No. 16.744. Safety.
Supreme Decree	594	1999	Approves the regulation regarding sanitary and environmental minimum conditions in workplaces.
Notice	3.335	2017	Informs of serious and fatal accidents.
Supreme Decree	54	1969	Approves the regulations for the constitution and functioning of the Health and Safety Joint Committees.
Supreme Decree	40	1969	Approves the regulations regarding professional risks prevention.
Supreme Decree	18	1982	Quality certification of personal protection elements regarding occupational risks.
Law	20.949	2016	Regulates the maximum weight for human load lifting.
Maritime Supreme Decree	752	1982	Diving regulations for professional divers.
Maritime Supreme Decree	1.340	1941	Regulations of Order, Security and Discipline, in the Ships and Coastline of the Republic.
Maritime Supreme Decree	153	1966	General Regulations for Staff Registration for Sea, Fluvial, and Lake People.
Maritime Supreme Decree	31	1999	Regulations to establish a minimum safety staff for the ships.





In Caleta Bay, we have a training program associated with the employees in charge of the Organizational Development area of the company. We also generate internal and external training courses that are delivered free of charge and during the employees' working hours.

During 2021 we completed:

**956**  
Hours of  
internal  
training



**621**  
Hours of  
external  
training

regarding  
Occupational Health  
and Safety topics.



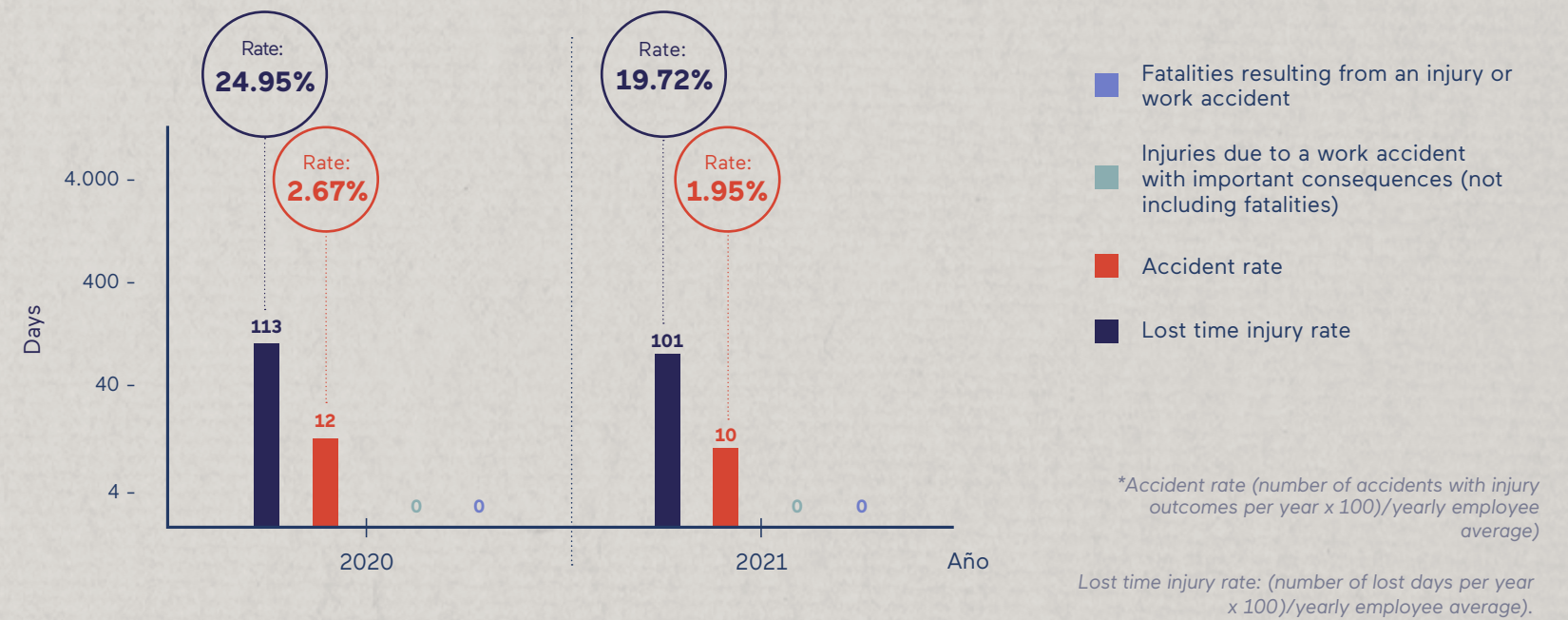
## Accident rate

Within our processing plants and farming sites, there are different types of work risks that are previously presented to employees so that they can take adequate precautions when performing their tasks.

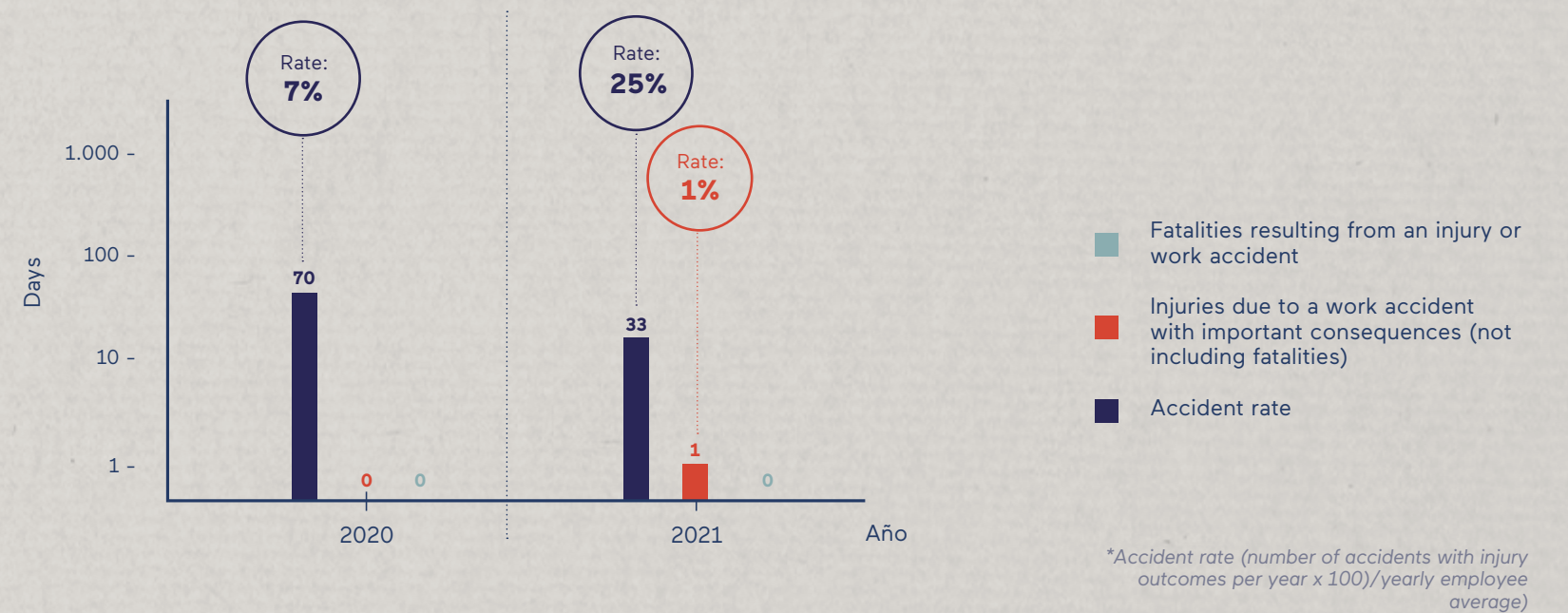
The main types of injuries registered by Caleta Bay during the period of this report are: falls, cutting contacts, electrocution, trampling, intoxications, and pinching. There are also risks of injuries with important consequences, such as bruises due to falling, cutting wounds on superior extremities, or mild sprains.

To identify these risks, in Caleta Bay we have different methods: staff training, direct supervision of dangerous work, incident reporting through a web platform, assessment of structural conditions, and the application of engineering measures.

### Fatalities, injuries and lost time internal employees



### Fatalities and injuries contractors





## COVID Protocols

During 2021, we received the seal from the Asociación Chilena de Seguridad regarding COVID management in both our processing plants. This seal guarantees that our actions are effective in avoiding virus propagation. The control, cleaning, disinfection, and infection management measures that we have taken guarantee the compliance of practices recommended by authorities and ACHS experts.







## 3.3 Professional development

### Training

In Caleta Bay, we conduct training programs for employees, including using measuring tools that allow us to evaluate their efficiency, in order to deliver knowledge according to the position, develop activities, and strengthen the necessary attitudes to face the responsibilities of each one.

These trainings are mandatory and include all the areas of the companies that form the Caleta Bay holding.

This year, we increased 94 training hours for our internal employees.

Our managers and deputy managers concluded a Leadership and Management Skills Program to improve their work teams through effective communication and assertiveness. This course was developed online and conducted by eClass Academy. Topics such as work teams, the importance of work climate, communication to solve conflicts, and forming sustainable teams were treated. All the participants obtained their certificates.

Likewise, we conducted training programs for independent contractors during the 2021 period.



**Training 2021**

  
**12,274**  
Training  
hours



**25 hours**  
of average training per  
employee.



**22 hours**  
of average training per  
woman employee.



**24 hours**  
of average training  
per man employee (\*).

(\*). Average per employee Total training hours / Total employees of Caleta Bay Mar, Caleta Bay Agua Dulce and Caleta Bay Procesos.

Average per employee by sex: Total training hours women / Total women employees; Total training hours men / Total men employees.

For these calculations, there are 760 training hours that were not considered due to being completed by employees who were dissociated at the date of the staff calculation.

**Average training hours per  
employee by sex**

	Women	Men
Caleta Bay Mar	47	20
Caleta Bay Agua Dulce	2	6
Caleta Bay Procesos	23	44

For these calculations, there are 760 training hours that were not considered due to being completed by employees who were dissociated at the date of the staff calculation.

**Average training hours by work  
category**

Work category	2021
Managers and deputy managers	8
Controllers	8
Leaderships	40
Heads	26
Supervisors	18
Analysts	24
Assistants	38
Technicians	10
Foremen	12
Workers	18



The life quality of our employees is one of our priorities. We have the certainty that if they are happy to be part of our company, they will perform their duties in a better way, creating a win-win situation where we all turn out beneficiaries. Given the above, we have decided to give different benefits with the purpose of improving the lives of all the people that form the Caleta Bay holding.



### Digital gas coupon

We have a discount agreement with Abastible for our employees to buy gas at a lower price than the market. During the reporting period for this document, 25,680 kilos of gas were sold in a 15-kilos format and 7,335 kilos in a 45-kilos format through the digital gas coupon.



### Health, life and catastrophic insurance BUPA

Through a co-funding system between the company and employees, this insurance gives complementary coverage to each person's health system. In 2020, there were 165 beneficiaries, and in 2021, 309.



### Compensation funds

We work with La Araucana and Caja Los Andes to deliver various benefits for employees and their families.



### Dental insurance BUPA

This dental complementary insurance, available to all employees, refunds expenses up to 50%. During 2020, there were 165 beneficiaries, while in 2021 there were 265.



### Internal trout sale

This benefit is available to all employees who wish to purchase exportation trout at a reduced price. During the period from June to December 2021, 19,100 kilos were sold in different formats through this sale modality.



### Fundación Arturo López Pérez

Oncological insurance for employees of Caleta Bay Group and their family dependents that delivers full coverage with no deductibles. There are 75 people who adhere to this agreement.



### Alliances 2021

During the period reported in this document, we created five new alliances with: Abastible, Clínica Puerto Montt, Clínica Dental Cumbre, Óptica Constanzo and Librería ABSA.



### Social assistance

Throughout 2021, 90 employees received assistance with various topics such as food, health, and disability, among others.



### Social loans

We gave 44 social loans in 2021.



### Health assistance

In this period, we vaccinated 414 employees against influenza and delivered 171 ophtalmological on-site consultations.



For outsourced employees in Caleta Bay Mar, Agua Dulce, and Procesos, we have external ACHS training. Besides, 139 outsourced employees received gas bonuses, and all of them are affiliated with the La Araucana and Los Andes compensation funds, according to what each contractor company defines.



## 3.4 Diversity, equity, and inclusion

### Local employees

As a company, we always care to support the community; therefore, we prefer a local workforce.

#### Local hiring in Caleta Bay



**50%**  
Directors



**100%**  
Managers



**100%**  
Deputy managers

■ Locals

*Definition for "local":  
Those people who, at the time of  
being hired, live in the regions of  
Los Lagos and Los Ríos.*



4.

# Our Suppliers





80%

Of our small suppliers

received their payments **in less than 30 days** during 2021.



## Code of Conduct for Suppliers

In Caleta Bay, we have a Code of Conduct for Suppliers that is applicable to all the operations of the six societies that form the Group. This code includes duties that must be complied with. Those who contravene what is stipulated in this document could be rejected by Caleta Bay and disqualified from the corresponding bidding processes or negotiations.

Suppliers' duties:	
1.	Observance of the law
2.	Business integrity
3.	Respect for the people and human rights
4.	Respect for labor rights
5.	Protection of the health and safety of the employees
6.	Staff suitability
7.	Conflicts of interests
8.	Protection of the environment
9.	Information safeguarding
10.	Compliance with Caleta Bay's Crime Prevention Model
11.	Bribery is prohibited
12.	Corruption is prohibited



**59%**

Of our suppliers are local, meaning they are located in the same region as our operations.

**71%**

Of the acquisitions budget is spent with our local suppliers.





**5 .**

**Sustainable  
Production**



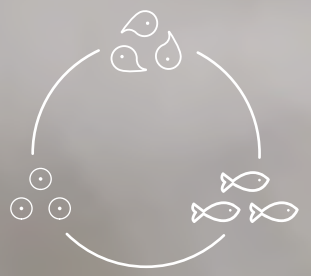
The six societies that form our group operate in the aquaculture area. In Caleta Bay, we develop the sales of rainbow trout and Coho salmon.


Being vertically integrated allows us to have complete control over and accountability for our product. This way, we can guarantee the quality of each of the different processes through a sustainable operation with less environmental impact and the best possible social value relationship.

Genetics 

  
Commercialization  
and Customer Service

RESEARCH AND DEVELOPMENT

Freshwater Farming 

Seawater Farming 

Processing Plants 

Sustainable Production



Our facilities are located in the south of Chile, where the ideal conditions for trout and salmon farming are found.



 Offices / Processing Plants
 Farming Sites / Freshwater
 Farming Sites / Seawater





**Freshwater Farming Sites**

**Hatcheries**

- Esperanza
- Chiquihue (\*Maquila)
- Hueyusca
- Pitreño
- Cululí
- El Chilco (\*Maquila)

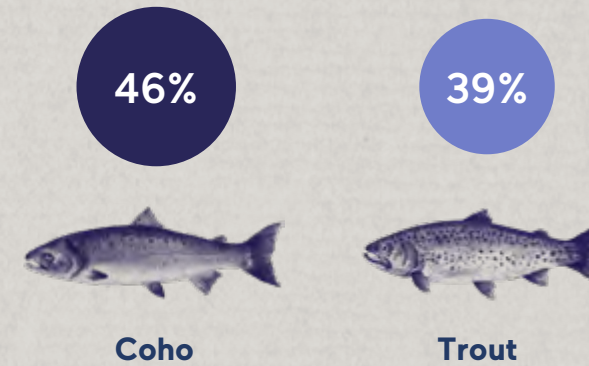


**Lakes**

- Puyehue
- Phillipi
- Rupanco

**Freshwater Survival Rates**

**1. Hatcheries**

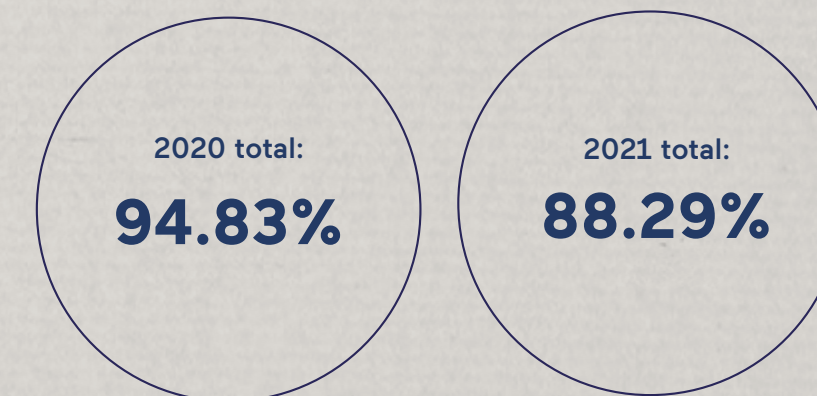


**2. Lakes**



Formula: number of dispatched smolts over the number of eggs for this group

**Percentage of survival in the sea**



**Seawater Farming Sites**

**Coho**



- San Antonio
- Playa Astilleros
- San Francisco

**3.868**  
Average harvest weight (hg)

**251**  
Average farming days

**Trout**



- Punta Iglesias
- Farellones
- Cascajal
- Barquillo
- Factoria
- Costa Pucheguin
- Pucheguin
- Pucheguin Chico

**3.101**  
Average harvest weight (hg)

**215**  
Average farming days

**Processing Plants**

- El Teniente Plant
- Chinguio Plant

**12,900.2**  
Raw Materials processed Ton/HON



## Processing plants

We have two processing plants located in Puerto Montt: El Teniente and Chinquio. They are both certified under BAP, BRC, IFS, ASC, and CoC standards, and in 2021 began the process of implementing ISO 45001, a standard focused on work safety management.

Additionally, both facilities obtained the COVID-19 seal from Asociación Chilena de Seguridad (ACHS), which verifies the compliance of requests defined by the Ministry of Health, according to the work Step by Step plan and the measures established in the Audit Unique Form, testifying to the implementation of all preventive measures necessary to diminish the risks of infection due to COVID-19 in work environments.







**In 2021 there were sold to our employees:**



## **Internal sales of the product**

Caleta Bay does not only export its products to other markets; the national and local markets are also very important to us. Therefore, besides offering our products in Chile, we defined an internal sales process directed towards all our company employees who want to buy export trout at a preferential price. In 2021, 19,100 kilos, in different formats, were sold through this modality.



## 5.1 Our customers

As Caleta Bay, we offer two species: rainbow trout and Coho salmon, in different formats. For both products, their nutrition information is analyzed, with contents such as Omega 3, fats, and acids, among others.

During the period regarding this report, we did not have any fines or sanctions for the noncompliance of our products with health and safety norms.

We care to inform the consumer about the origin of our products as well as about possible situations that may cause any harm, such as, for example, the inclusion of the message in the packaging: "Pieces of bones/fishbones might remain in the product." This information is available for 100% of our production: smoked, fresh, and frozen.

In 2021, Caleta Bay did not record any cases of non-compliance with the norms or codes related to the products' information and labeling.

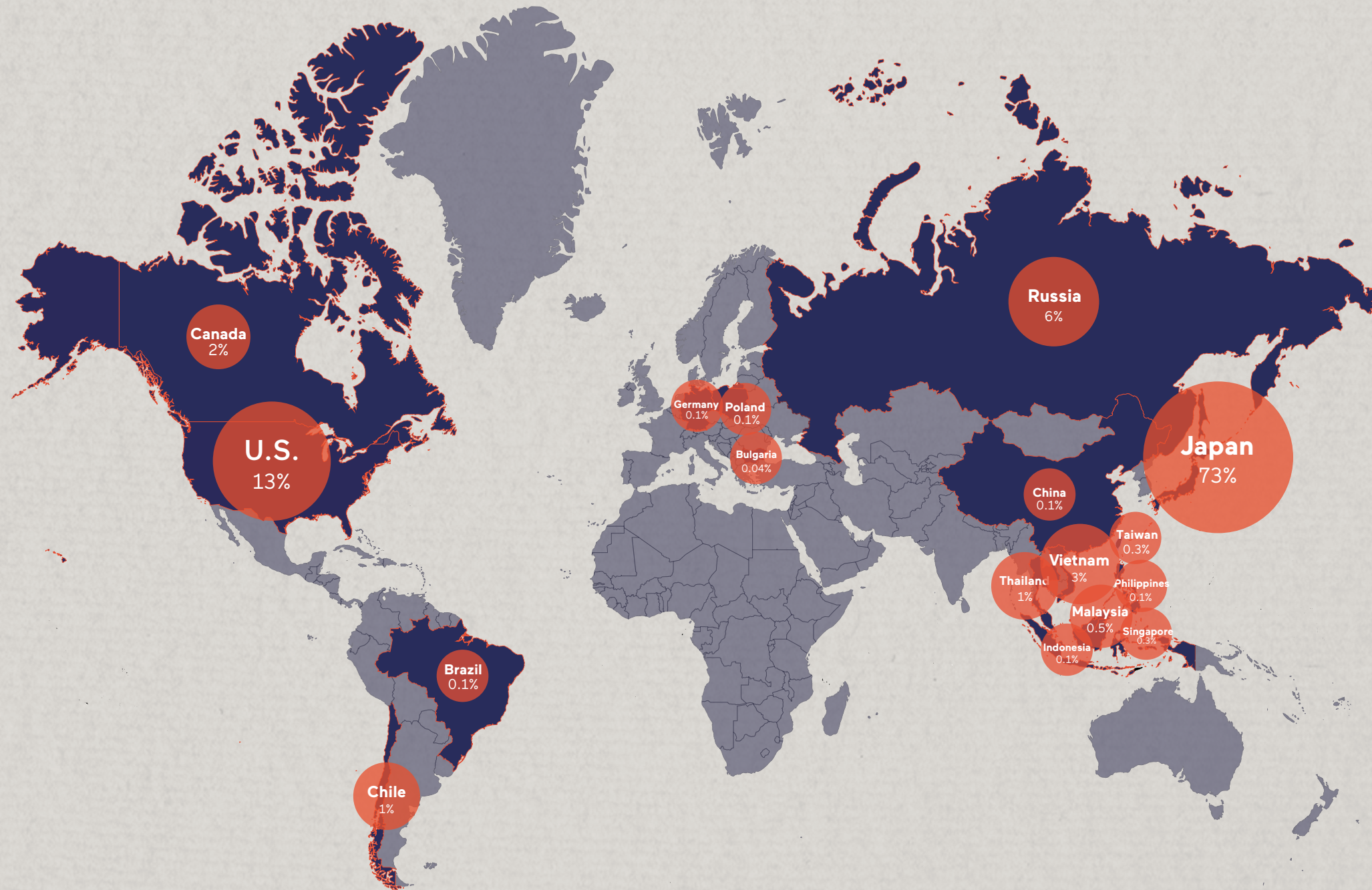
By the end of the 2019-2020 season, we conducted the first survey to measure customer satisfaction regarding the product and service delivered. We will conduct this measurement again at the end of the current season to record a follow-up.

We do not have any complaints regarding privacy violations and customers loss of data.

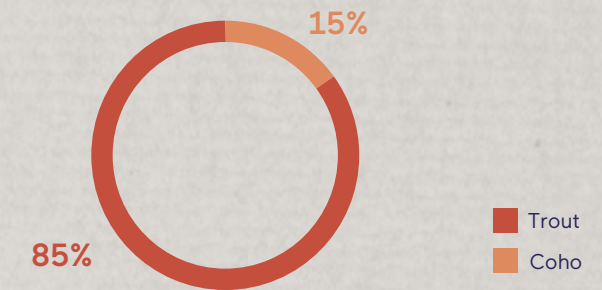




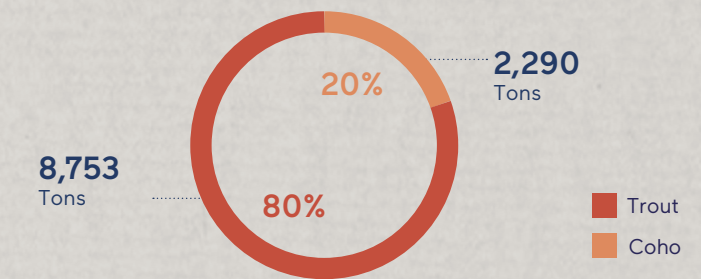
## Markets



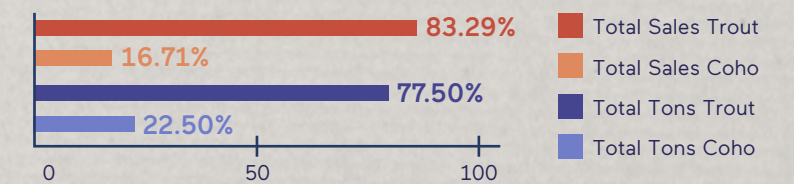
### Total sales percentage year 2021



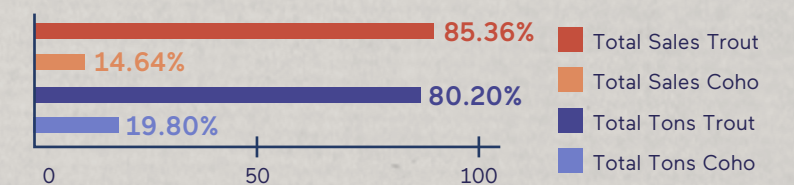
### Total tons of final product 2021



### Asia



### Japan, our main market

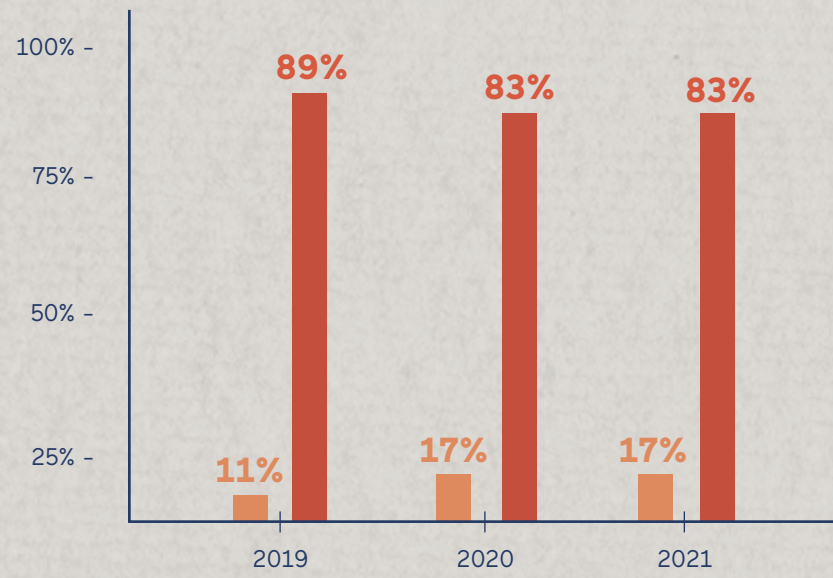


### Chile

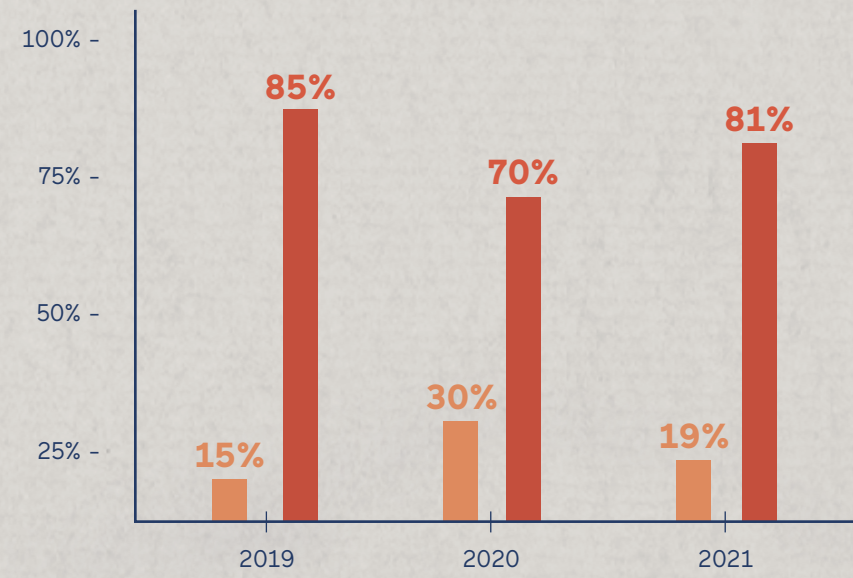
We sold **144 tons of final product** in 2021.



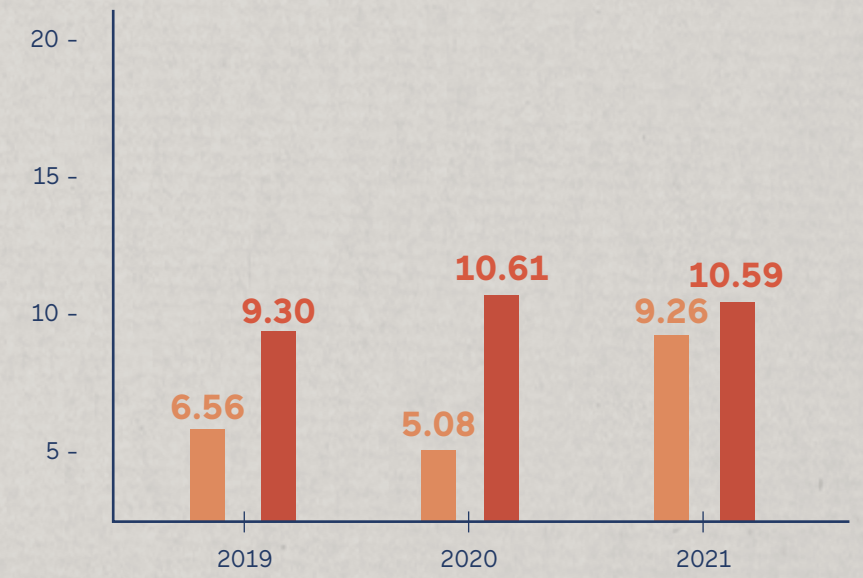
Total sales in US\$



Total sales in net tons



Average price US/kilo net



Coho Trout

Sustainable Production



## Local access to our products

After a significant amount of effort and with the goal of distributing our products throughout Chile, in 2021 we opened 14 sales points in various cities.

We are thus present in restaurants, coffee shops, stores, and shops. In general, places where gourmet products are commercialized, such as meat, fish, and seafood.

During 2022, we have kept on developing alliances to increase our presence in the national market.

### Caleta Bay sales points are located in the following places:

#### Antofagasta Region

##### Tiendas Bavaria

- Sotomayor 2093, Calama
- Sotomayor 2095, Calama

#### Metropolitana Region

##### Tienda Bavaria

Parcela 111, Local 2, Paine

#### Los Ríos Region

##### Pastelería La Felsinea

Etchegaray 611, Panguipulli

##### Los Baguales

Av. Ramón Picarte 1520, Valdivia

##### Quimán La Tienda

Bernardo O'Higgins 143, Futrono

#### Valparaíso Region

##### Café Polo Sur

Club Ecuestre de Cachagua, Cachagua

#### La Araucanía Region

##### Cecinas Gorbea

Avda. Manuel Rodríguez 855, Gorbea

#### Los Lagos Region

##### Aima Chile

Diego Barros Arana 1350, local 9, Osorno

##### Emporio El Correo

Av. Vicente Pérez Rosales 712, Frutillar

##### Padel Haus

Ruta V-351, Totoral, Llanquihue

##### Arde Cocina

La Quebrada 858, Llanquihue, Puerto Varas

##### Refugio del Asador

Av. Cuarta Terraza 5026, Valle Volcanes, Puerto Montt

##### La Ollita Cochamó

Av. Cochamó 91, Cochamó



Coho Production

**100%**  
purchased  
eggs

Trout Production

**100%**  
own  
eggs

## 5.2 Research and development

The research and development area works in order to improve the health and welfare of the fish. This is why we care to be at the vanguard and identify trends and innovation solutions for new R&D strategies.

### Genetics

We've been working on developing our own trout genetics for over 13 years. We have a hatchery and a reproduction sea site meant for this goal, which is a fundamental contribution to achieving excellence in the productive process of our fish.

All of the broodstock in our Cululí hatchery is genetically mapped, and a genomic and pedigree analysis is conducted to achieve the perfect crossbreed. The goal is to increase the growth of our fish while also improving their health and resistance to diseases, resulting in a high-quality final product.



## Innovation Projects

Caleta Bay is committed to constant innovation and the development of new initiatives that contribute to our overall growth as a company. We give great importance to managing the possible impacts that our operations may generate, and we believe it is key to never stop bringing ourselves up to date and proposing projects to achieve it.

We primarily provide support and company in R&D projects in the freshwater area, such as genetics, fish families, and diet formulation, among others, which are directly led by the Technical and Development Management team. We have, on the other hand, completed specific projects, such as trout recirculation, in which we invested 253,000 USD in 2021 to carry out a maquila that measures the effect on fish and how they evolve during the on-growing process.





In the Processes Management area, during 2021, we invested nearly \$40,500,000 to begin the recovery of organic residues to extract the pulp and develop cold-cut products, such as salmon sausages and hamburgers. Besides, using the same pulp and other sorts of organic residues such as fry, fins, and trimmings, we are developing a line of pet food. We have also run tests and models for packaging along with suppliers, who have worked on the samples and have taken charge of the cost of each project.

An evaluation of the corrugated cardboard used for our frozen products was conducted, and we observed that an improvement in the fabrication process can be made so that it is kinder to the environment by changing the paper for a recycled one. In 2021, we achieved that 30% of our 10-kilos boxes were made out of this new material, and we hope that for the next season, 100% will be elaborated under these criteria, generating savings in water, energy, and paper.

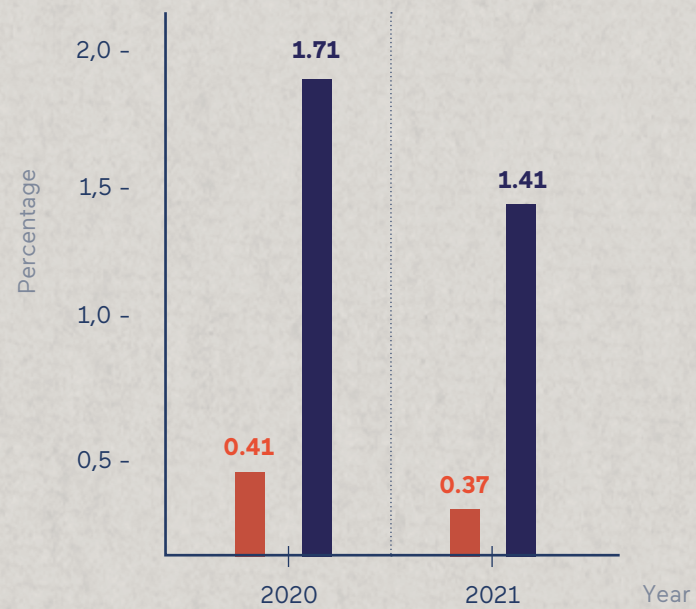
We also invested \$42,000,000 in a project to create a mobile app that digitalizes productive processes to improve traceability and management control while reducing the use of record books and paper.

The Technical Area of Caleta Bay invested \$516,803,327, during 2021, in Research and Development projects:

- A study of the effect of the use of Omega-3 from farmed algae as a sustainable source of oil in trout.
- A study of oxidative stress and its control through diet.
- The immune response to SRS versus the genetic component, nutrition, and use of prebiotics to prevent the use of antibiotics.
- Supplemental nutrition with bacterial protein.



**Fish meal and fish oil used in feeding by feed ton (\*)**



■ Forage Fish Dependency Ratio meal (FFDRm)   ■ Forage Fish Dependency Ratio oil (FFDRo)

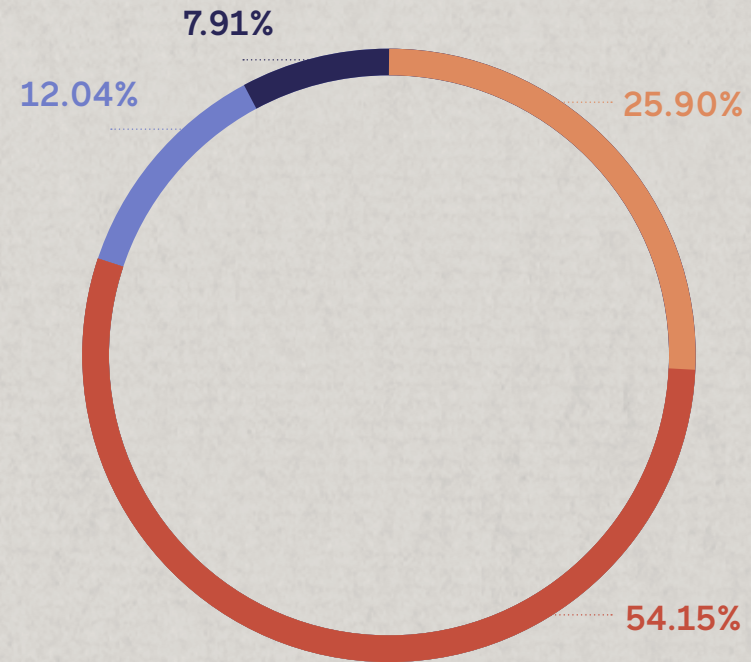
(\*) FFDRm (Forage Fish Dependency Ratio - meal):  
Dependency rate of Forage Fish, fish meal. FFDRm limit: 1.2

$$FFDRm = \frac{(\% \text{ fishmeal in feed from forage fisheries}) \times (eFCR)}{24}$$

FFDRo (Forage fish Dependency Ratio):  
Dependency rate of Forage Fish, fish oil. FFDRo limit: 2.52

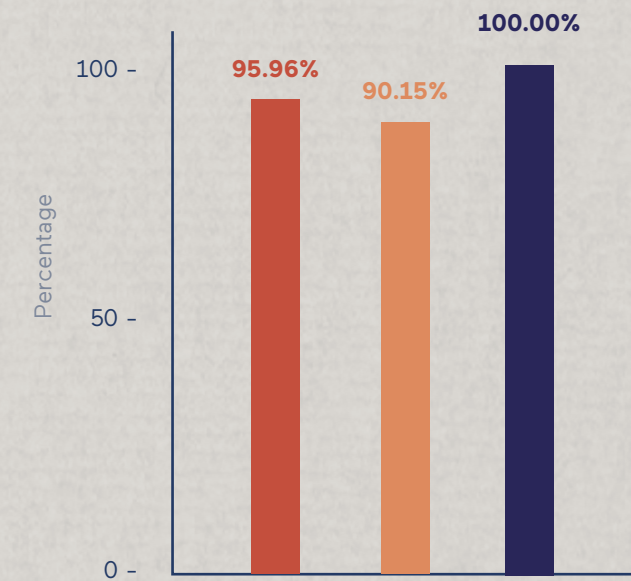
$$FFDRo = \frac{(\% \text{ fish oil in feed from forage fisheries}) \times (eFCR)}{5.0 \text{ or } 7.0 \text{ depending on source of fish}}$$

**Origin 2021**



■ Raw Materials of Animal Origin   ■ Raw Materials of Vegetable Origin  
■ Microingredients   ■ Raw Materials of Marine Origin

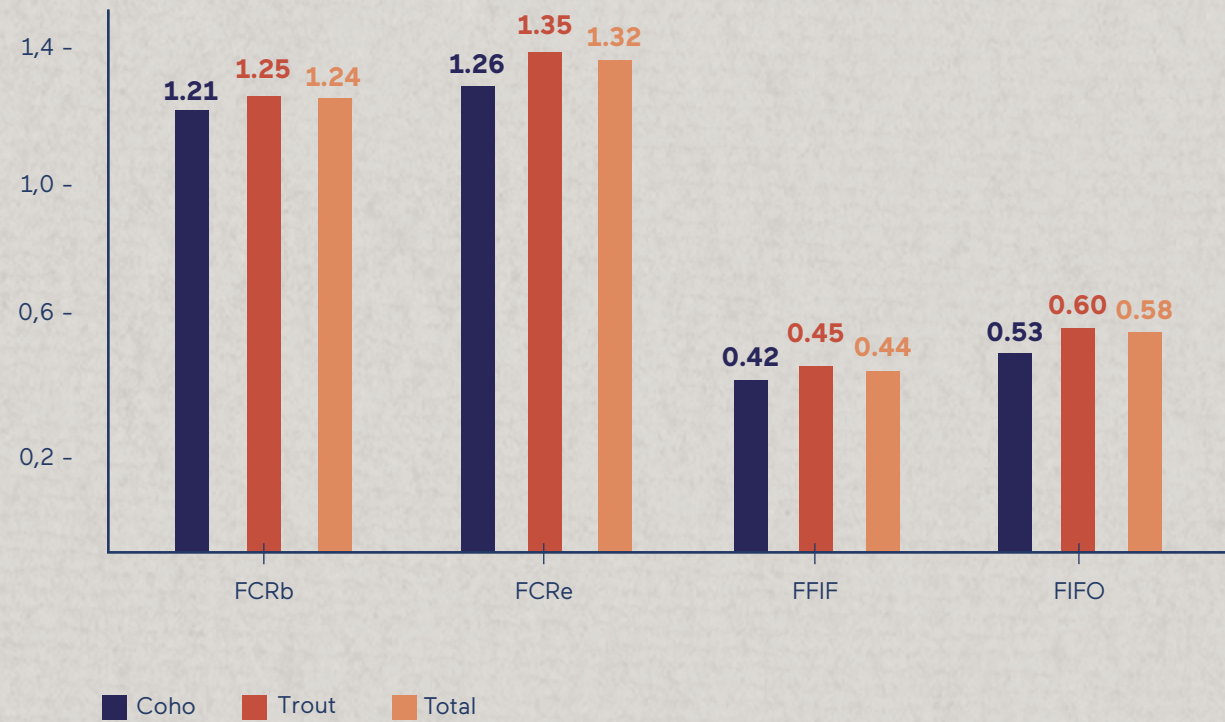
**Certified Raw Materials Percentage**



■ Certified Raw Material Fish Meal   ■ Certified Raw Material Fish Oil   ■ Certified Raw Material Soy



**FCRb, FCR<sub>e</sub>, FFIF, FIFO (\*)**



(*)	Definition	Formula
FCRb	Biological feed conversion ratio	$\text{Feed} / (\text{Harvested biomass} + \text{Dead biomass} - \text{Initial biomass})$
FCRe	Economic feed conversion ratio	$\text{Feed} / (\text{Harvested biomass} - \text{Initial biomass})$
FFIF	Percentage of fish meal and fish oil used by diet according to our feed suppliers	$(\% \text{ of fish meal} + \% \text{ of fish oil}) / (\text{fish meal performance} + \text{fish oil performance})$
FIFO	Amount of fish meal and fish oil delivered based on our biomass production	$\text{FFIF} * \text{FCRe}$

FCR refers to the amount of feed a fish needs to gain 1 kilo of weight.



6.

Environment



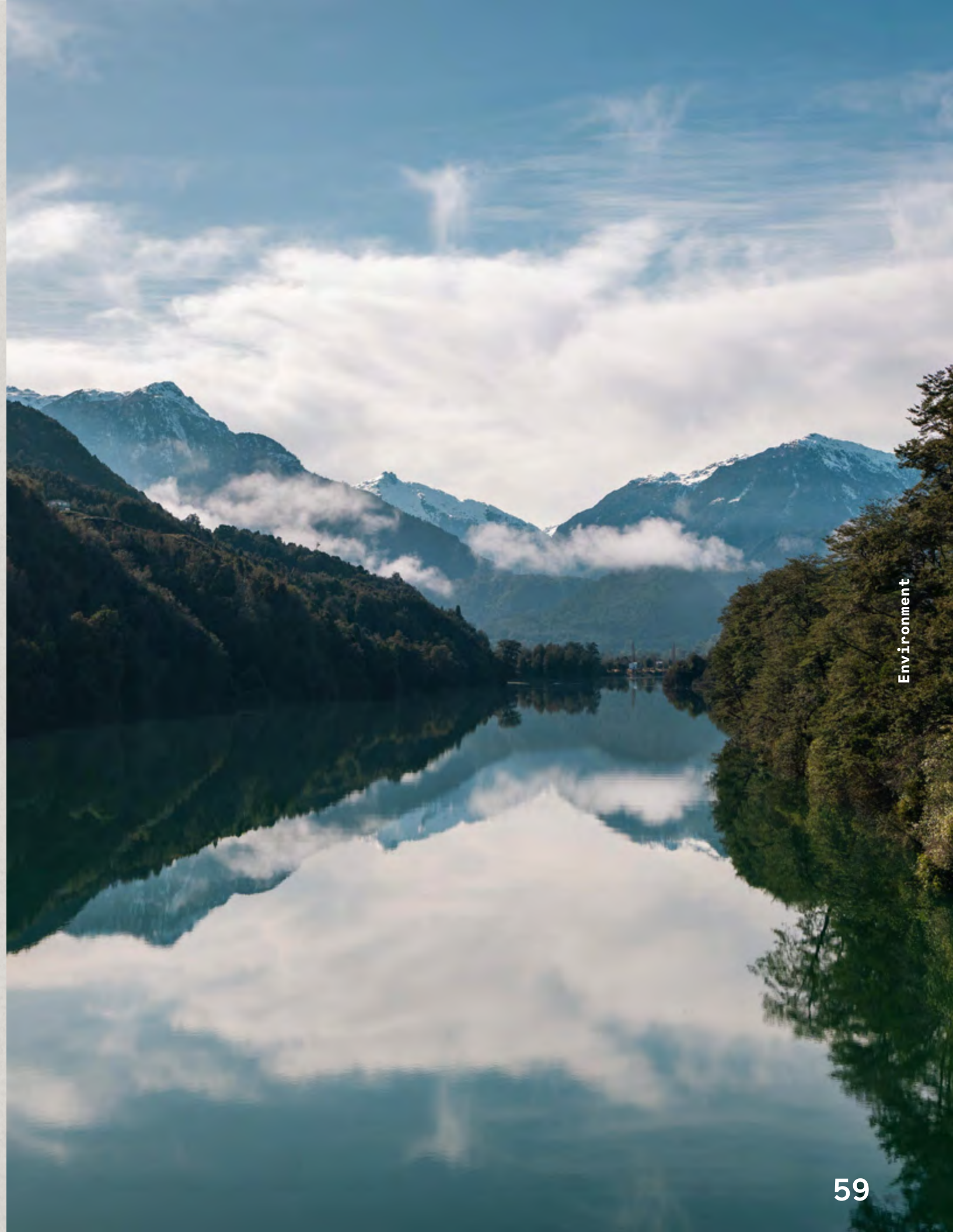


## 6.1 Environmental management

Our commitment to the environment manifests itself in our responsible way of acting, with defined indicators, observance of the law, and seeking to go the extra mile. This is why we operate under ISO 14001 parameters, conducting audits and managing an environmental compliance matrix that considers residues and supplier management.

### Water

Water is the medium that allows the development of our activity. Therefore, taking care during its extraction, use, and discharge is fundamental to not affecting the ecosystems surrounding our productive sites.





## Water footprint

During 2021, we carried out the analysis of the total water footprint, according to the Water Footprint Network's quantification methodology, regarding the production of 1 ton of salmon by the company. The results considered the operation of the company in the aquaculture phases of freshwater, seawater, and processing plants at an operational level, without including the supply chain or feed. The obtained results were 133 cubic meters per WFE ton of salmon, with the gray footprint (corresponding to the volume of contaminated water associated with the production of goods and services) being the one that most contributes to the result, representing 89.95% of the total.





## Residues

In Caleta Bay, we have a Residues Management Plan, whose goal is to establish adequate guidelines for the residue management in the facilities operated by Caleta Bay Agua Dulce, Agua Mar, and Procesos, according to the current environmental legislation, considering the environmental aspects of the activities of each farming site and land base, as well as the adequate control measures for the preservation of biodiversity and the conservation of the environmental patrimony. In this plan, an important item is represented by the segregation of those residues that, due to the nature of their components, may be susceptible to valuation, thus reducing the waste volume sent to dumping sites. As a result, by 2021, we had recycled 6,000 tons of residues, or 81% of the waste generated.

## Reuse

We perform reuse actions for the recovery of residues or materials present in them to be used in their original form or prior transformation as raw materials. In Caleta Bay, we reuse structures and materials from the sites, such as halls, nets, ropes, etc., once we have verified their useful life and feasibility of being reused (for example, techniques are applied to measure tensiometry and verify if they are apt to keep on being used). If these materials have completed their useful lives and are not feasible to repair, they are destined for recycling or for final disposal in a dumping site or landfill.

In addition to this plan, during the year, we generate several activities that range from training our employees, to reuse, recycling, and reducing the generation of waste.



## Recycling

Our recycling actions are focused on elements such as ropes, buoys, HDPE tubes, metals, etc. that are taken to recycling or valuation plants, where these materials are used to elaborate added-value products. Among the actions we can emphasize are the ones related to packaging recovery, such as:

- Cardboard: All the cardboard boxes that get damaged in the process or are in no condition to be exported are classified and sent to recycling companies (Sorepa).
- Plastic: Particularly those that are mono-material or mono-layer (made up of only one layer of plastic) are recycled for use in the production of bags or other plastic-based products.
- Expanded Polystyrene (used to maintain the cold chain): Those that are broken or cannot be used are sent to recycling.
- Multi-layer plastic: Those that comply with the required conditions are sent to Goodwood Company, where they are used as raw materials to manufacture various products. Currently, Goodwood also recycles our PVC water tubes from seawater farming sites.

## Reduction

In order to reduce the use of materials, we have included in our farming site practices the reduction in the use of anti-fouling on anti-predator and fish cage nets within the processes. This has the purpose of minimizing net replacements during the productive cycles and thus avoiding impregnation, reducing the release of toxic substances to the environment, and generating less impact on the sea bed.

## Training on residue management

Caleta Bay's employees attend training where they learn about the corporate residue management plan, their categorization, tools for segregation at their point of origin, and the regulatory implications that exist from their generation until their final disposal in authorized places. On the other hand, they are informed about the importance of registering traceability.

Said training is conducted at the beginning of each productive cycle as well as at any time it is requested. When new employees assume the role of heads of a land base, they are trained to learn the tasks they must perform regarding residue management (i.e., types of residues, segregation, delivery documents, a final disposal place list, and transport for each residue, among others).

## Residues segregation

Mainly in charge of the site staff for both seawater and lakes and hatcheries, we perform segregation activities at the point of origin of the residues. Workers and site assistants, among others, separated the generated residues according to an internal classification that Caleta Bay has defined in the residue management plan.



**Residue transportation and final disposal**

To manage the residue withdrawal, each company in charge of it performs the following process:

1. Residue withdrawal coordination (carrier).
2. Delivery document issuance.
3. Carrier transports residues to final disposal.
4. Recipient issues final disposal certificate.
5. Generating company receives final disposal certificate.
6. Monthly Sinader Statement (single-window).

The traceability of all residues, from their point of origin to their adequate final disposal, is registered and kept updated by the online single-window platform of the Ministry of Environment.

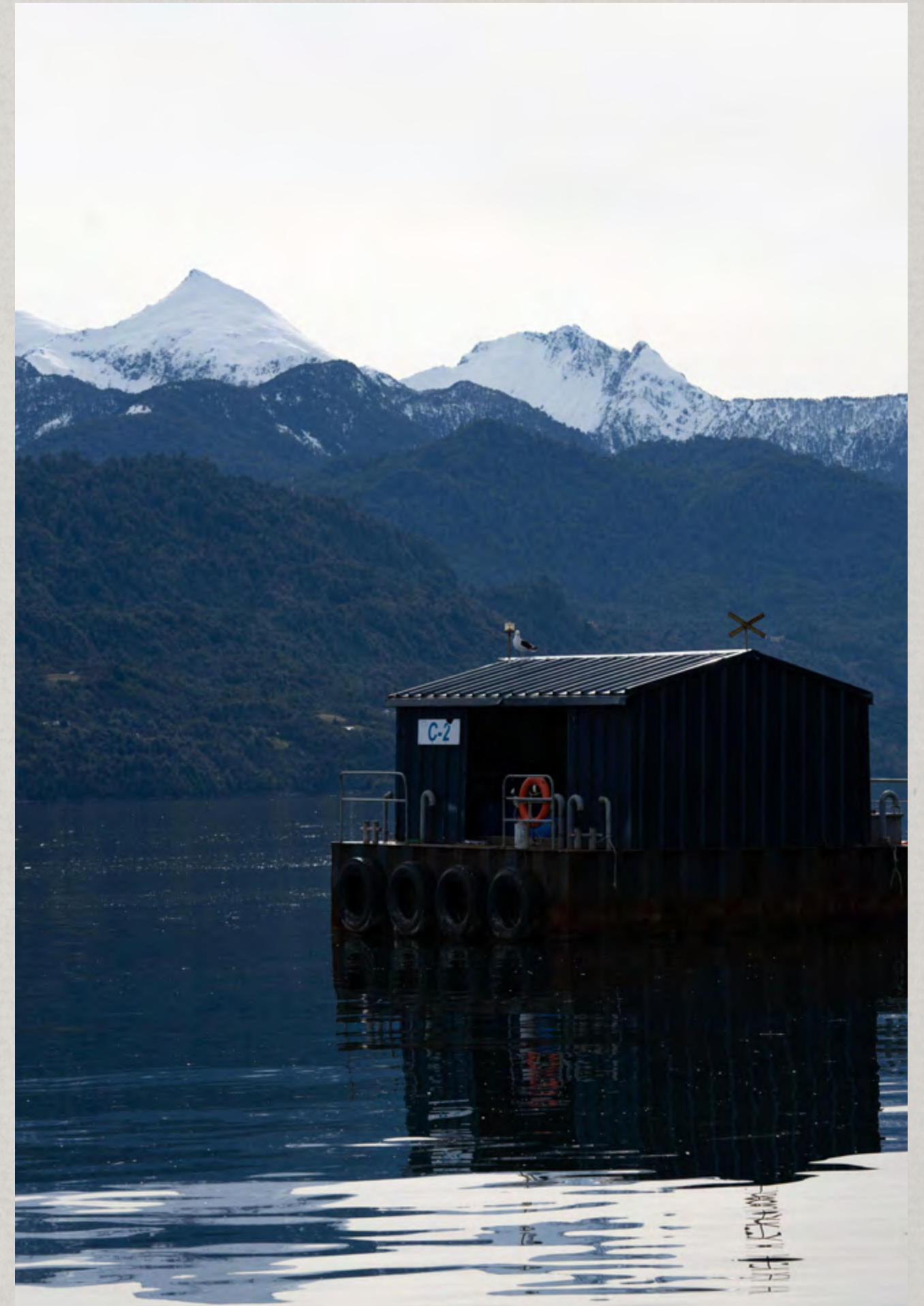


Environment



## Carbon footprint

Fighting climate change is everyone's task, and we must make a difference as a company and activity. Therefore, we are committed to managing our carbon footprint. During 2019, we committed to quantifying our organizational carbon footprint through the program Huella Chile, whose goal is to promote the calculation, reporting, and management of greenhouse gases (GHG). In 2020, we obtained the quantification seal for our Freshwater, Seawater and Processing operations. In 2021, we again conducted the exercise of quantifying our carbon footprint, whose results were delivered in August 2022. These will allow us to analyze the results globally and establish short-, medium-, and long-term goals, defining actions to reduce, mitigate, and/or compensate our carbon footprint.





**Scope 1 emissions**

Direct GHG emissions	2019	2020	2021
Gross value of direct GHG emissions (scope 1) in metric tons of CO2 equivalent	2,450	2,450	3,630
The following gases are included in the calculation for the year 2021: CO2, CH4, N2O, HFC, PFC, SF6, NF3 or all			
CO2			
Biogenic emissions	2019	2020	2021
CO2 biogenic emissions in metric tons of CO2 equivalent	Not applicable	Not applicable	Not applicable

**Scope 1 (direct emissions)**

Are those GHG emissions that result from company-owned and controlled resources.

\*For 2021, the emission sources and GWP rates are the ones indicated in the official platform of the Huella Chile program, developed according to ISO 14064-1:2019, 14064-2:2019, 14064-3:2019, 14069:2014, and 14067:2013.

**Scope 2 emissions**

Indirect GHG emissions	2019	2020	2021
Gross value of indirect GHG emissions (scope 2) in metric tons of CO2 equivalent	2,064	5,229	4,269
Gross value (market-based) of indirect GHG emissions for energy generation (scope 2) in metric tons of CO2 equivalent			
	Not applicable	Not applicable	Not applicable
The following gases are included in the calculation for the year 2021: CO2, CH4, N2O, HFC, PFC, SF6, NF3 or all			
CO2			
Biogenic emissions	2019	2020	2021
CO2 biogenic emissions in metric tons of CO2 equivalent	Not applicable	Not applicable	Not applicable

**Scope 2 (indirect emissions)**

Are those GHG emissions that result from the consumption of purchased electricity.

\*For 2021, the emission sources and GWP rates are the ones indicated in the official platform of the Huella Chile program, developed according to ISO 14064-1:2019, 14064-2:2019, 14064-3:2019, 14069:2014, and 14067:2013.  
\*The calculation tool is the one provided by the Huella Chile program through their platform.

**Scope 3 emissions**

Indirect GHG emissions	2019	2020	2021
Gross value of indirect GHG emissions (scope 3) in metric tons of CO2 equivalent	18,425	20,793	17,930
The following gases are included in the calculation for the year 2021: CO2, CH4, N2O, HFC, PFC, SF6, NF3 or all			
CO2			
Biogenic emissions	2019	2020	2021
CO2 biogenic emissions in metric tons of CO2 equivalent	Not applicable	Not applicable	Not applicable

**Scope 3 (Other indirect emissions)**

Are those GHG emissions that are not owned by the company, but are a consequence of the activity.

\*The categories and activities related to other indirect GHG emissions (scope 3) included in the calculation correspond to goods and services used and transportation.  
\*For 2021, the emission sources and GWP rates are the ones indicated in the official platform of the Huella Chile program, developed according to ISO 14064-1:2019, 14064-2:2019, 14064-3:2019, 14069:2014, and 14067:2013.



## Antibiotic use

We are committed to the quality of all our products since their origin. Currently, we have the lowest rate of antimicrobial use per biomass (\*antimicrobial use report in national aquaculture, 2021). The use index is calculated based on the amount of antimicrobials, in grams, used during the year in relation to the produced biomass, which corresponds to the sum of the harvested biomass and the dead biomass, both in tons (based on the cycles).

Active ingredient amount (ton)

**0.4**

Harvest (ton)

**15,518**

Dead biomass (ton)

**965**

Index (antimicrobials (grs.) / produced biomass (ton))

2021

**22.7**



Additionally, we are certified under the Programa para la Optimización del Uso de Antimicrobianos (PROA-Salmón), applicable to all seawater farming sites and focused on improving the efficiency and practices related to antimicrobial treatments. The goals of this certification are to promote the reduction and elimination of antimicrobial use, spread the recommendations for sanitary management, and promote good practices for the cautious use of these products. Productive cycles of farming sites are certified when preventive measures, early detection, and timely treatment of the main pathologies that affect salmonids during their seawater on-growing stage are taken.

**Antibiotic use, active substance per ton of harvested biomass**

Used medicine	2020	2021
Number of non-antibiotic treatments	0	0
Grs/ton harvested of non-antibiotic medicine	0	0

Used medicine	2020	2021
Number of antibiotic treatments	7	6
Grs/ton harvested of antibiotic medicine	18.249	8.41

**Caligus (sea lice) management**

**Antiparasitic use**

Caligus and sea lice events



Caligus/ sea lice- % of places over the limit (monthly average)



# Mortality

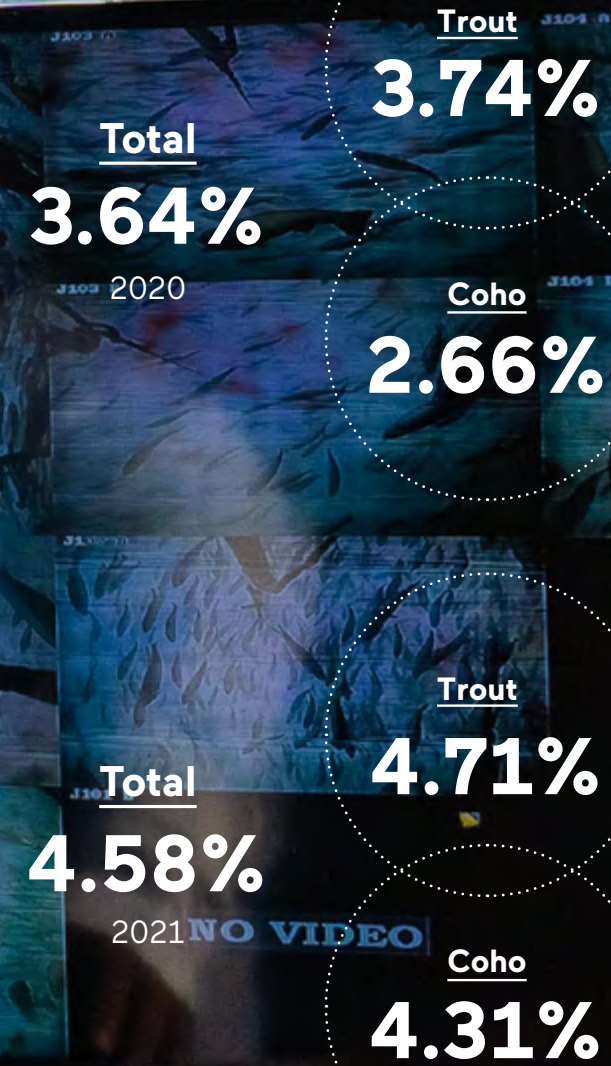
## Mortality percentage



## Fish mortality percentage

The mortality in our fish is due to various factors, related both to the activity and to environmental effects linked to climate change. Among them are harmful algal blooming events, historically high sea temperatures, a greater drought and a lack of rains in the south zone, and long periods of low oxygen in the sea.

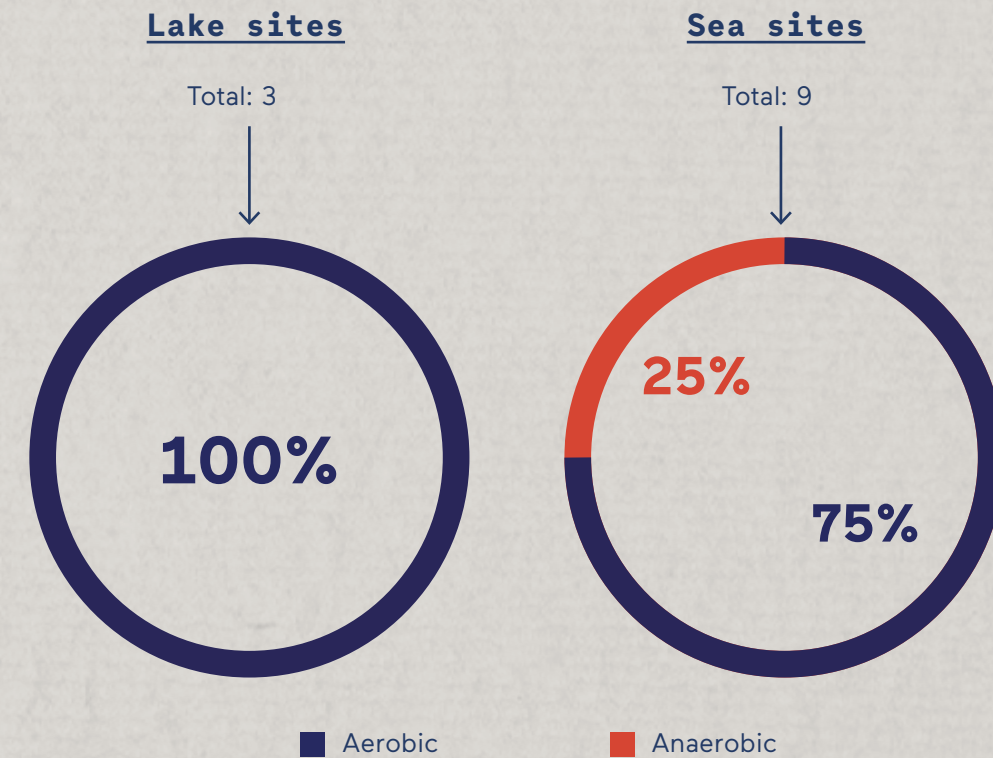
*\*To calculate the mortality percentage we follow the Global Salmon Initiative formula  
 (# total mortality in the sea that year - # total of fish sacrificed due to illness or similar and that are not included in the harvesting numbers) / (# fish in the sea at closing + # total mortality in the year + # total of fish harvested in the year + # total of fish sacrificed in the sea \* 100*





## INFAS and fish escapes

Environmental Information Studies (INFA) assess the performance of farming sites using sampling to determine the state of the environment; if the study results in anaerobic conditions, the farming site cannot operate until new sampling indicates that environmental conditions have been recovered.



This report includes the 3 related societies that operated in this sites:

**Caleta Bay  
Agua Dulce**  
**3**  
Lake sites

**Caleta Bay  
Mar**  
**10**  
Sea sites

 **19**  
INFAS conducted

**74%**  
Aerobic

 **0**  
Fish escapes

In 2021, no fish escapes were registered in Caleta Bay.



7.

# Communities





## 7.1 Our commitment to local community

We are a company that connects with communities, always seeking long-term relationships based on joint work, respect, trustworthiness, transparency, closeness, and humility.

We are aware that we must make a contribution to the community, always acting as a development pole that supports improving the life quality of people and working together to benefit the people that live in each community.

In this line, during 2018, we created the Community Development department with the objective of listening to close communities to build this collaborative and participatory bond, where employees and their families feel part of the sustainable development of the places where we operate.

During the last three years, we have moved forward in the creation of policies, procedures, and formal channels of communication with the territories where we have operations. We also have a "communities work group," which is formed by a group of Caleta Bay's professionals who, with commitment and conviction, provide support to the Community Development department, supporting the development of initiatives, programs, measurement of results, and new ideas.

Each of the interactions we generate as a company with local communities is developed within the framework of our Community Development Policy, which promotes spaces for dialogue and the development of social capital in the territories. We have various programs and initiatives to accomplish this, and in 2021 we impacted over 1,500 people and families while collaborating with organization leaders from various localities.





## Amount of investment in communities





## Community Development Pillars

The focus of the Community Development Policy is the relationship with the social environment, understood as the systemic, meaningful, and mutually beneficial interaction between Caleta Bay and the communities. We work to achieve a bidirectional bond, favoring the mutual knowledge of necessities that allow us to generate benefits through dialogue, transparency, and cooperation.

In order to create value and honest integration, Caleta Bay has defined four pillars to generate community development:



### Environment

Promoting sustainable awareness in the territories, through different action strategies that contribute to creating responsibility in the care of the environment as well as encouraging support for initiatives that consider creating value from an environmental point of view



### Accompaniment

Developing initiatives that contribute to education in institutions present in the territories



### Volunteer work

Encourage and promote the participation of Caleta Bay employees in different activities of community support.



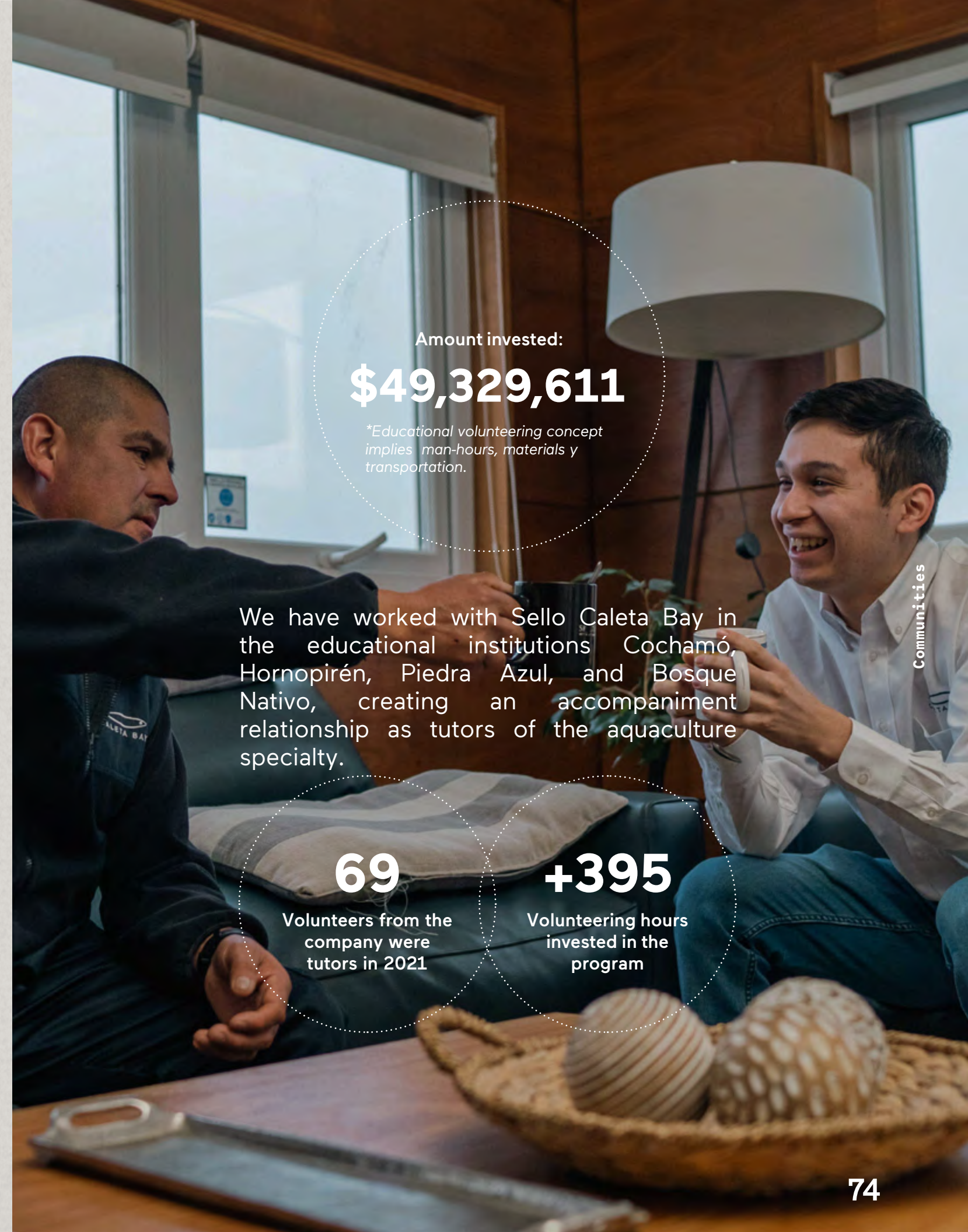
### Development

Generating entrepreneurial initiatives that contribute to improving the quality of people's lives through concrete opportunities that respond to the own needs of communities.



## I. Highlighted initiatives

Since 2021, we have designed and implemented a program where volunteers from different departments of the company participate along with students from professional high schools of aquaculture specialties to share experiences, work together, and tutor their specialty, while at the same time accompanying them in their educational process and their formation for the dual training system, where students, through internships performed in processing plants (with the educational alternation method), are able to form as medium-level technicals. Our commitment is to contribute knowledge and experience to the education of student communities and offer spaces for students to train and perform internships in our facilities.



Amount invested:  
**\$49,329,611**

*\*Educational volunteering concept implies man-hours, materials y transportation.*

We have worked with Sello Caleta Bay in the educational institutions Cochamó, Hornopirén, Piedra Azul, and Bosque Nativo, creating an accompaniment relationship as tutors of the aquaculture specialty.

**69**

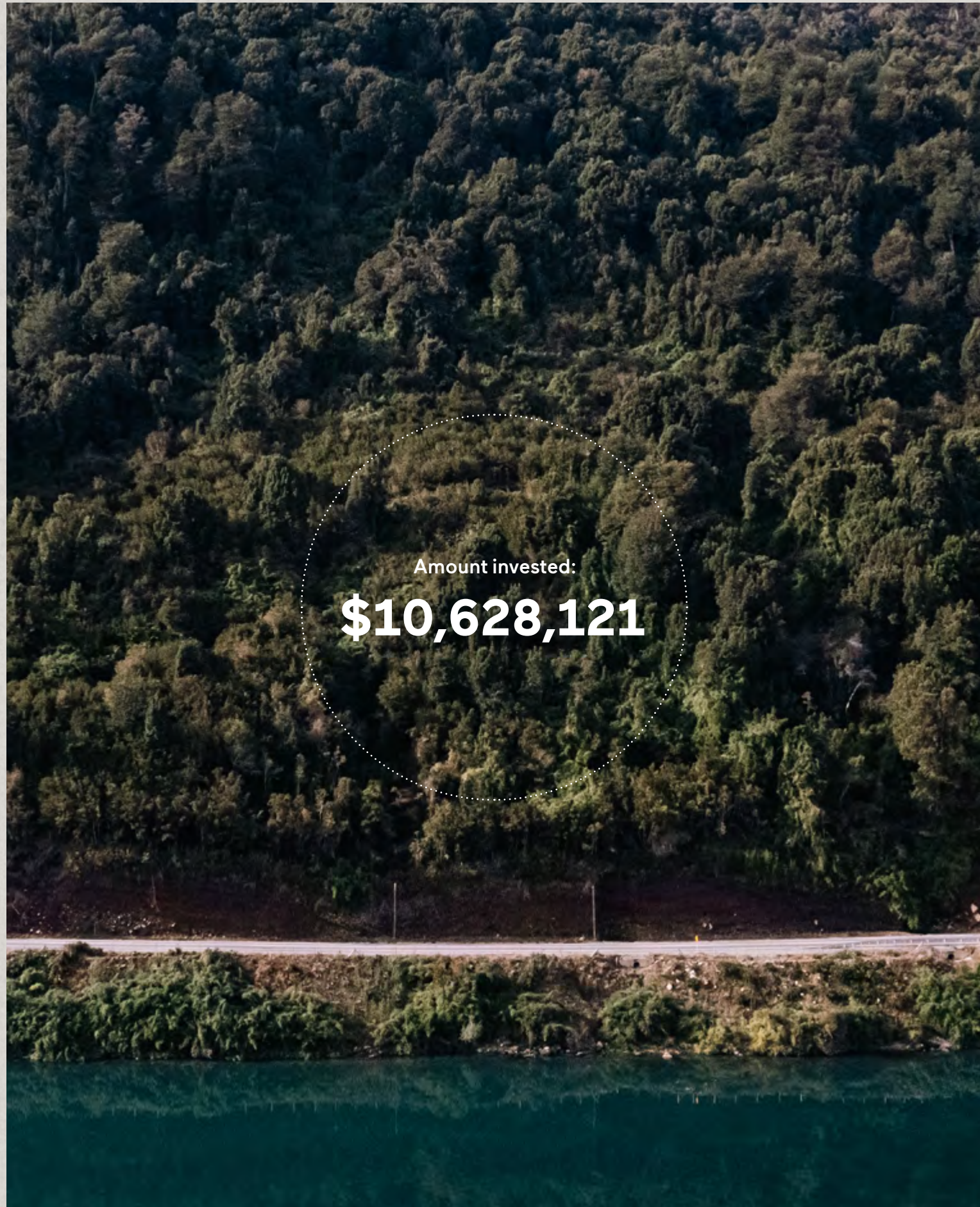
Volunteers from the company were tutors in 2021

**+395**

Volunteering hours invested in the program

Communities





Amount invested:  
**\$10,628,121**

## II. Beaches and roads cleanup

In Caleta Bay, we are committed to promoting environmental sustainability awareness in the territories through action strategies that contribute to generating responsibility in the care of the environment as well as supporting initiatives that create value from an environmental point of view.

We are aware of the importance of minimizing our work footprints in the areas where we operate. This is why we work in different ways to care for our environment. Each farming site carries out a monthly beach cleanup, along with our participation in joint initiatives with other companies or in activities as part of the community where our facilities are found.

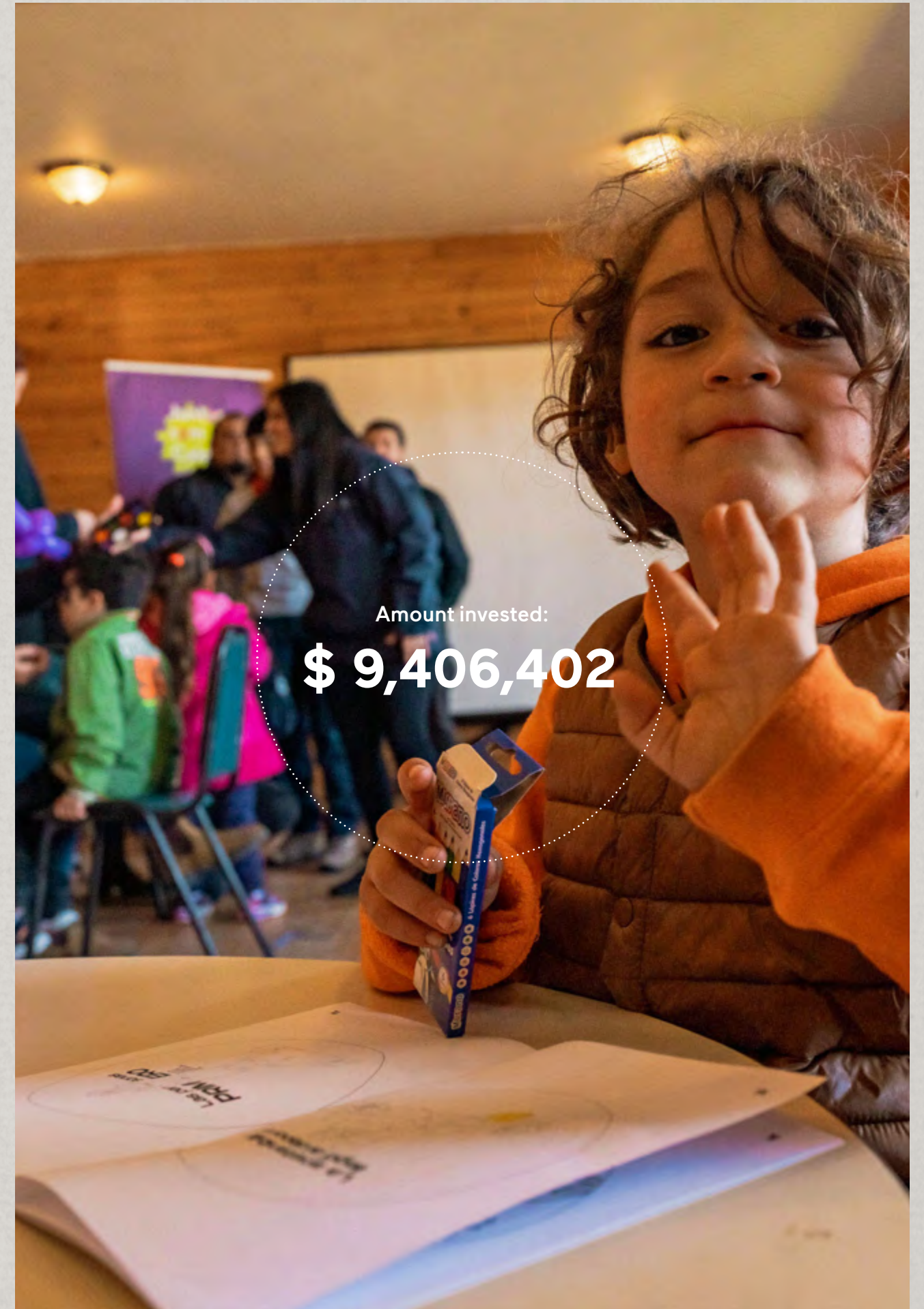
For Caleta Bay, the care of the environment is fundamental, along with sharing this space of commitment and collaboration with our neighbors. During 2021, we worked on this initiative to contribute to the communities of Totoral, Desagüe Rupancho in Puerto Octay, Pichicolo in Hornopirén, and the beach in Puyehue.



### iii. Volunteer work with Fundación Niños Primero

Three years ago, we committed, with the support of our people, to specific needs of the community, creating shared value, a sense of belonging, and commitment both to the territory and to the people that are part of our company. This is why we work with Fundación Niños Primero to support families from Puerto Montt and Hornopirén, and during 2021, there were 57 children who benefited from this program.

The program consists of the accompaniment of a Caleta Bay professional and a person in charge from the foundation to bring a didactic and fun learning experience to three- and four-year-old children who haven't been able to attend school due to the sanitary situation. We measure the results through surveys given to the parents, Caleta Bay volunteers, and members of the community, along with the impact study provided by Fundación Niños Primero, to evaluate new projects and activities for 2022.





#### IV. Professional internships

Through our relationship with NGO Canales, we conduct each year a professional internship program for students from technical high schools, which allows them to obtain a medium level of aquaculture technician certification. Students learn by doing, which is why during the pandemic the learning process was harder, given that they could not visit the company's facilities. But that was no obstacle for four students from two high schools in the region to perform their professional internships through the relationship with Caleta Bay.

Amount invested:  
**\$ 11,000,000**

**"I joined as a worker in Centro Esperanza. It was a very good experience, and I learned a lot. They were all nice; the people on the team are very hard-working; they accompany and have the availability to teach."**



**Felipe Márquez (19).**

Student who completed his professional internship in Caleta Bay. After his internship ended, he was hired by our company.







