



2025

Integrated
Annual Report



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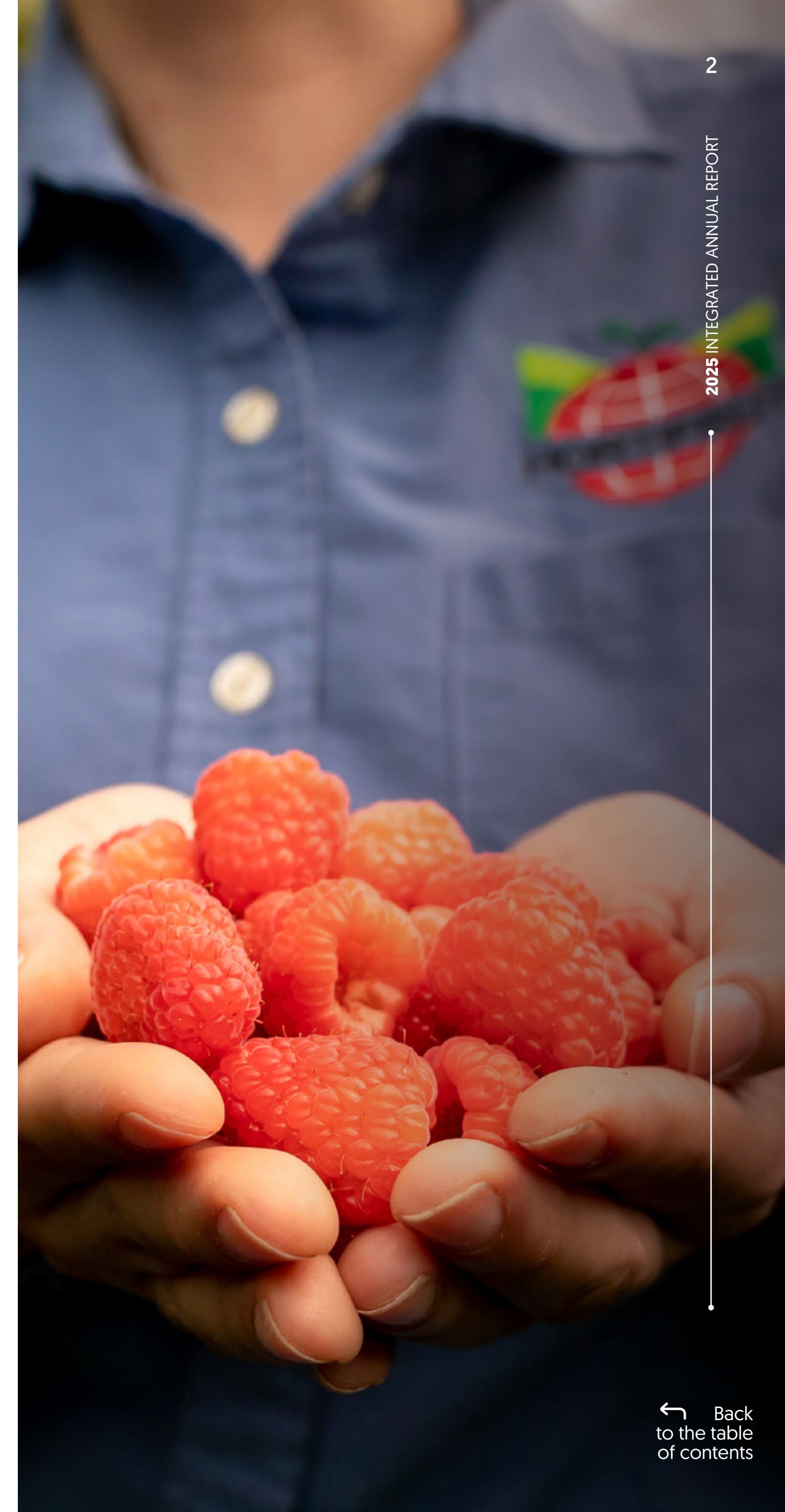


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Welcome

At Hortifrut, we move forward with conviction, focused on building long-term value. As such, we are pleased to present our 2025 Integrated Annual Report, which details how we addressed the challenges of the year and the progress made by our management. Throughout this report, we share our key projects, results and initiatives that reflect our purpose, our commitment to sustainability and our ongoing pursuit of excellence. All of this with the clear goal of continuing to fulfill our mission: “Berries for the world, every day.”



1.1 Chairman's Remarks

GRI 2-22

Dear Shareholders and Collaborators,

In addition to thanking you for your continued trust and loyalty to our organization, I would like to share with you the main challenges we addressed and the achievements we made in 2025.

I will begin by highlighting the **Hall of Fame Award presented to our founder, Mr. Víctor Moller**, by the North American Blueberry Council (NABC). This award recognizes a career marked by vision, teamwork and innovation. It also recognizes the Company's ability to be an industry pioneer, opening up new markets and production areas, and bringing together partners from around the world for a shared purpose: Berries for the world, every day. His legacy inspires us to cherish what we have built and to continue improving, always guided by our values and our commitment to consumers, producers and collaborators.

Regarding Hortifrut's regional expansion, in **the Americas**, we are making steady progress in strengthening our production model. In Peru, we have replanted over 550 hectares with new varieties, thereby boosting productivity and efficiency. In Mexico and Latin America, we have established ourselves as the second-largest raspberry producer in the Americas, thanks to our proprietary genetics program. Likewise, within the **Latin American market**, we took a decisive step toward consolidating our regional LATAM platform by unifying the regional brand **BerryGood**.

In the **Europe, Middle East and Africa (EMEA) region**, we saw an 18% increase in volume, driven by the retail channel in strategic markets. In Morocco, we achieved record-breaking results in both production and productivity, and we reached a milestone with the launch of our strawberry program, diversifying our portfolio to include a full range of berries.

In the **Asia-Pacific (APAC) region**, during 2025 we have essentially completed the final

phase of our varietal renewal in China, with more than 400 hectares planted with next-generation varieties, thereby strengthening our leadership position in that country. Thus, in both India and China, through our joint ventures **Honghe and Hortifrut IG**, we have achieved the highest standards of quality and the greatest recognition as a premium brand in these important markets, with both the **Berry On** brand in **India** and our new brand **Jolly Pop** in **China**. In addition, we marketed the first raspberries from our local test sites in India with excellent results.

In 2025, the **genetics** area registered a new variety of blueberries that has performed extremely well; its name will be revealed once the registration process is complete. For raspberries, the results of **"RubyTop"** in Portugal stood out, as did the performance of **"RubyChic"** and "Vicentina" in Morocco, along with the granting of licenses to leading growers in the United Kingdom and Germany. On the technological front, we are moving forward with strategic agreements in advanced genomics, as well as with genetic research institutions and universities—partnerships that will drive the development of new varieties of our berries and cement genetics as a central pillar of our value proposition.

In the **value-added** berry business, this year we have consolidated **Vitafoods** as the leading global exporter and distributor of frozen products, with excellent commercial results and product quality.

Sustainability is a strategic enabler of Hortifrut's business. We earned B Corp certification for the entire Hortifrut Group, reaffirming our commitment to the highest social, environmental and governance standards. We also expanded our LEAF Marque certification to Morocco, Peru and Chile, adding to our existing certified operations in Spain and Portugal.

In this way, we continue to strengthen our commitment to the **communities** where we operate. In 2025, we launched programs in Peru, Chile, Mexico and Morocco, focusing on health, community well-being and education. By making a tangible contribution in the communities where we operate, we create opportunities and foster ongoing development for the individuals and families living nearby.

Our **collaborators** are our strategic allies in Hortifrut's development. In 2025, we strengthened our career development strategy and our corporate talent program ecosystem. For the third consecutive year, we received the IMPULSA award for our progress in gender diversity.

In **financial** terms, during 2025 we sold a total of 189 million kilos, 25% more than the previous period, reaching sales of US\$1,215 million and an EBITDA of US\$184 million. This increase in volume was driven primarily by successful varietal replacements in Peru and China, as well as by higher volumes of raspberries and blackberries from Mexico, resulting from our increased sourcing of third-party production using our own genetics. This year was not without its challenges, such as the appreciation of emerging market currencies in our production regions and the tariffs imposed on our imports from some of our source countries to the United States. However, the reach of our commercial platforms and our geographic diversification helped us mitigate some of these effects.

During the year, we also made key operational decisions aimed at improving business efficiency, including closing certain fields in Mexico that were not meeting expected profitability targets. These measures resulted in one-time accounting effects that impacted net income attributable to owners of the parent and shareholders' equity.

Today, Hortifrut is a global business platform with a clear mission: to consolidate its global leadership in the berries category by integrating genetics, production and marketing into a single value system underpinned by strategic partnerships. Starting with the current season (2025–2026), we have established a strategic plan aimed at deepening our market-driven approach, strengthening the year-round availability of our offerings, fostering a culture of operational excellence and scaling our operations globally in accordance with sustainability and governance principles.

Looking ahead to 2026, at Hortifrut we reaffirm our commitment to sustainable growth, based on a resilient and efficient business model. We will continue to strengthen our internal capabilities, our strategic partnerships and the creation of long-term value for all our stakeholders. None of this would be possible without the dedication, talent and trust of our collaborators, growers, customers and shareholders. To all of them, our heartfelt thanks.

With conviction and a sense of responsibility, we are moving forward in building a global, accessible and sustainable organization that is prepared for the challenges of the coming decades.

Sincerely,
Nicolás Moller Opazo
Chairman of the Board
Hortifrut S.A.



02 Our Organization

- 2.1 Mission, vision, purpose and values
- 2.2 Historical information
- 2.3 Ownership

Company information

▶ HORTIFRUT S.A.
Tax ID Number 96.896.990-0

▶ Business Purpose

The Company's corporate purpose is the acquisition, production, processing, transformation, industrialization, distribution, sale, export and import of all types of horticultural, fruit, agricultural and livestock and other products or by-products, as well as the rendering of services or advisory services in relation to such matters and other activities agreed by the Board of Directors during the board meetings, which are related or complementary to previous activities; the maintenance of real estate investments and titles, securities and rights in partnerships, and the collection of the revenues thereof; and, in general, to enter into and execute all acts, contracts, businesses, procedures or formalities with the intention of fulfilling the corporate purpose.



Main Offices

Av. Del Cóndor 600, Piso 4
Huechuraba, Santiago, Chile
Phone: +56 2 2479 2610
Fax: +56 2 2479 2679



Financial Information

Cristóbal Langlois
Financial Planning and Treasury Manager
Av. Del Cóndor 600, Piso 4
Huechuraba, Santiago, Chile
Phone: +56 9 95017706
Email: clanglois@hortifrut.com



Shareholder Assistance

DCV Registros S.A.
Av. Los Conquistadores 1730, Piso 24,
Providencia, Santiago, Chile
Phone: +56 2 2393 9003
Email: atencionaccionistas@dcv.cl



External Auditors

**Deloitte Auditores y
Consultores Limitada**
Rosario Norte 407
Las Condes, Santiago, Chile
Phone: + 56 2 2729 7000



Risk Rating Agencies

- **International Credit Rating
Clasificadora de Riesgo Ltda.**
Av. Apoquindo 6550, Oficina 1801,
Las Condes, Santiago, Chile
Phone: + 56 2 2896 8200
- **Clasificadora de Riesgo
Humphreys Ltda.**
Isidora Goyenechea 3621, Piso 16,
Las Condes, Santiago, Chile
Phone: + 56 2 2433 5200



Website

Further information about Hortifrut:
www.hortifrut.com

Global Organization

Hortifrut, together with its partners, is the global leader in sales of **blueberries** and **berries**.

+500 customers
in **+70** countries.

We are an **integrated global platform** that connects genetics with the world's best berry growers to supply our consumers 52 weeks a year.

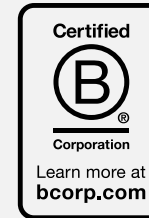
+600 berry growers
worldwide.

Global presence with **strategic alliances** in the Americas, EMEA and APAC.

+27,000

Collaborators as of December 2025, representing more than 25 nationalities.

4,200 hectares
planted with our berries.



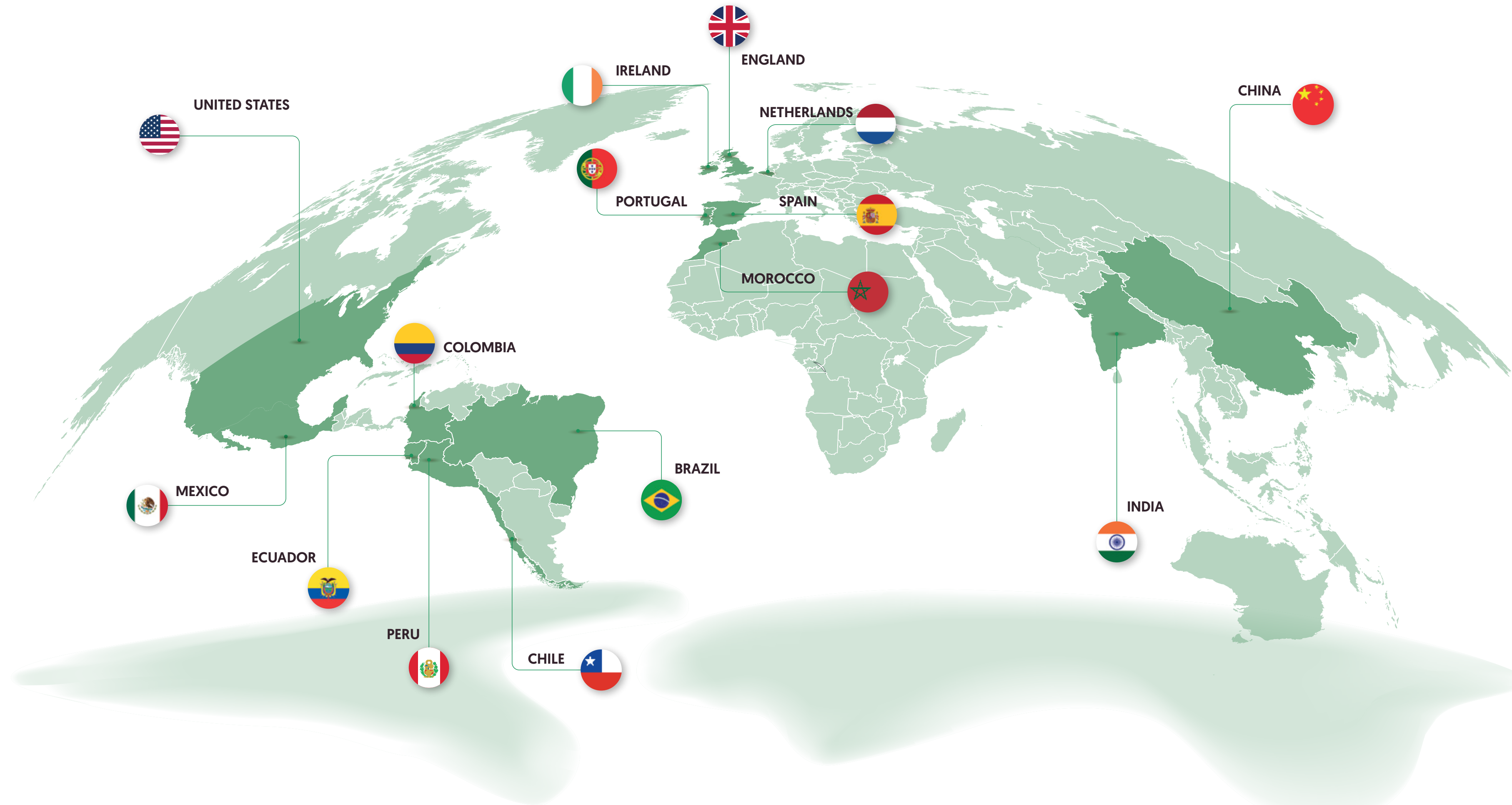
All Hortifrut global operations have **B Corp certification**.

Vertical integration from genetics to the consumer.

Focus on innovation across our entire value chain, supported by **digital technology**.



Hortifrut at a Glance



**TOTAL SALES
2025 (US\$ million)**

1,215

2.1 Our Mission, Vision, Purpose and Values

GS 461 2.1



Purpose

Touching and enriching the lives of the people of the world by growing the most wonderful and healthy berries, through a team and partnerships that care about the environment and the community.

Vision

To be the world leader in the Berries category.

Mission

Berries for the world, every day.

Guiding Principles

The human rights approach at Hortifrut takes into account the Guiding Principles on Business and Human Rights of the United Nations (UN), which establish global standards for evaluating management and risks related to the Organization's activity.

Values

Innovation

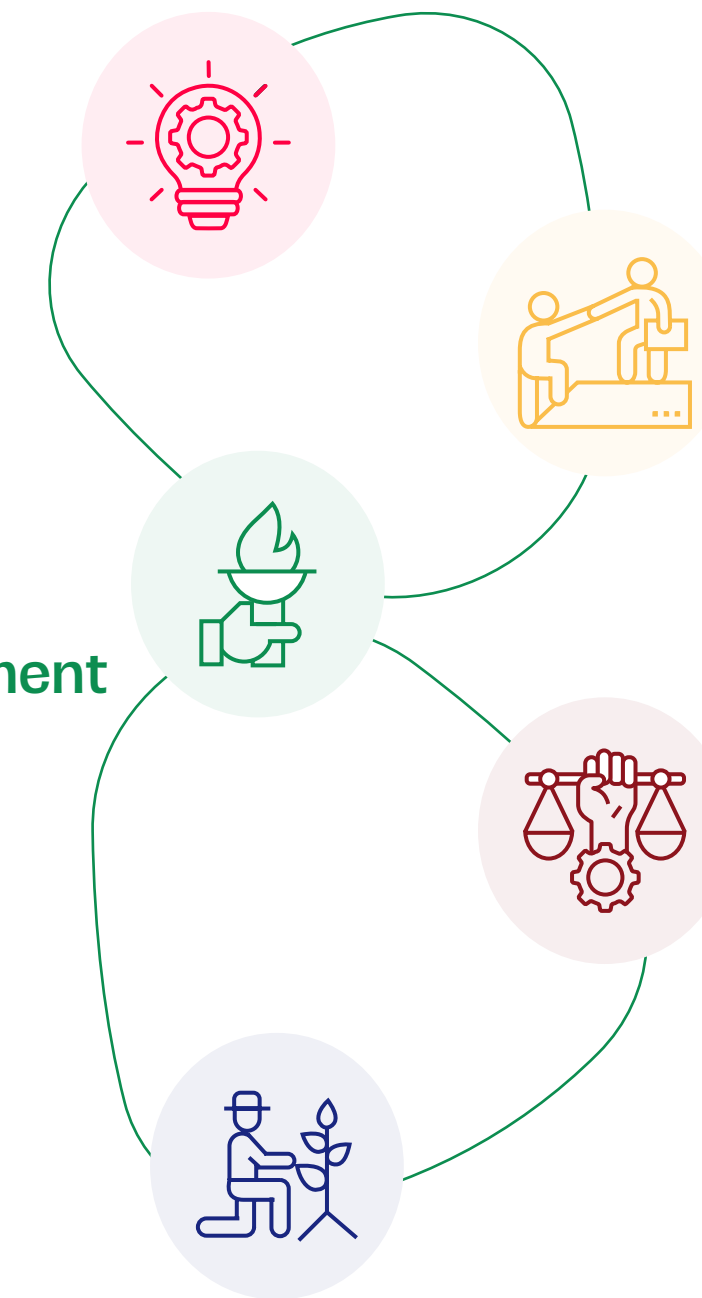
Creativity and originality when facing new and everyday tasks. Receptive and open to change.

Passion and Commitment

Involvement, satisfaction and enthusiasm for what we do.

Collaboration

Team work, collaboration and camaraderie. Joint efforts to achieve a common goal.



Accountability

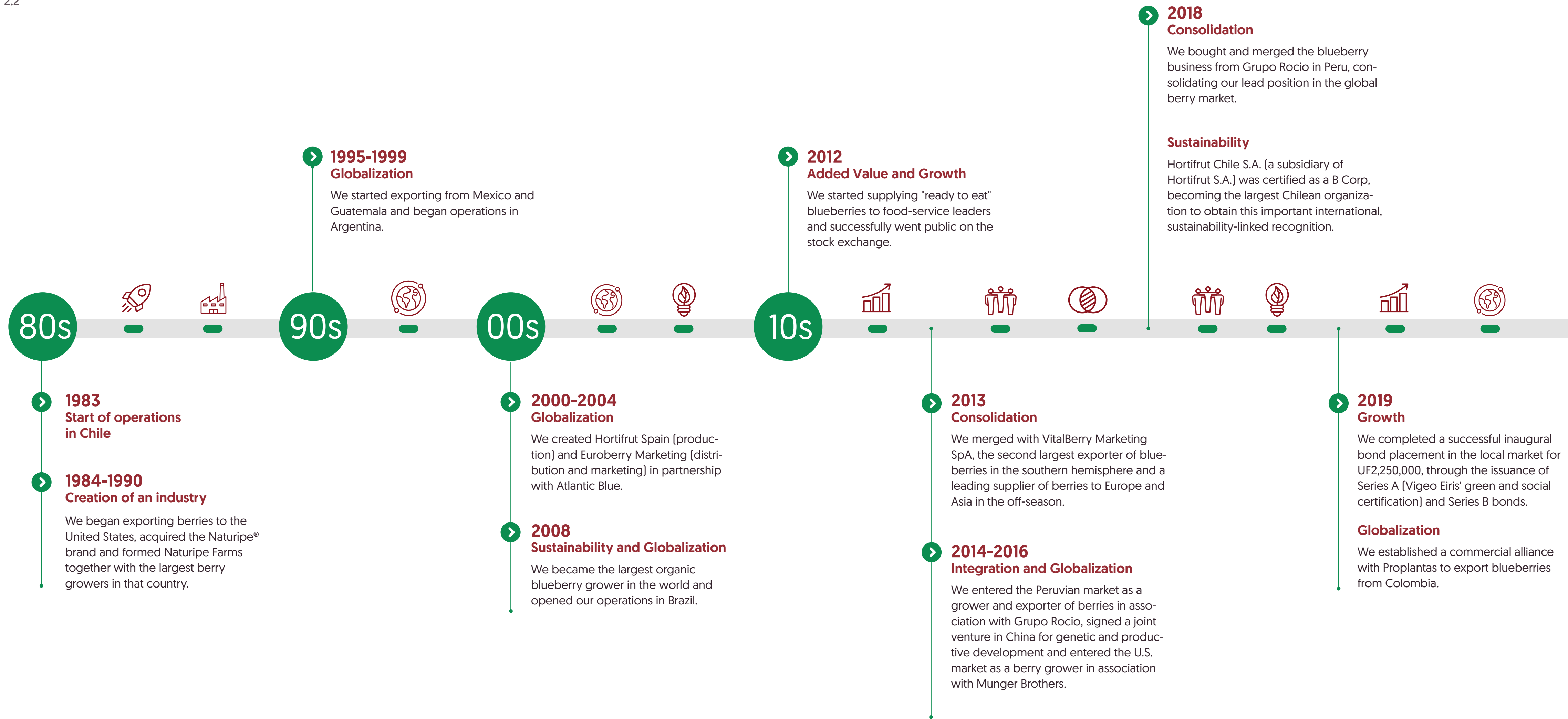
Acting responsibly, aware of our actions and their impact on others.

Integrity

Behavior and decisions based on ethical principles and values.

2.2 Our History

GS 461 2.2



2.2 Our History

20s

2020
Growth and Consolidation
 We combined Hortifrut and Alifrut's frozen fruit and vegetable export businesses into Vitafoods to meet the growing demand in global markets for innovative, nutritious, healthy and more convenient, value-added products.

2021
Growth and Globalization
 We announced the purchase of 100% of Atlantic Blue, one of the leaders in the genetic development, production and sales of blueberries in Europe and North Africa.

Sustainability
 We created the Corporate Affairs and Sustainability Division and established, for the first time, an organization-wide KPI associated with sustainability.

2022
Growth and Globalization
 We partnered with IG Berries in India for the production and sales of berries in that market in order to expand locally and boost growth in the Asian continent.

Growth
 We created a global hub in Ireland.

Partnership and Growth
 We sold 75% of HFE Berries Perú S.A. (Perú Olmos) to a wholly-owned subsidiary of PSP Investments, a transaction framed within our growth strategy of forming partnerships and alliances with strategic investors and partners, while maintaining our position as managing partner and operator.

2023
Partnership and Growth
 PSP Investments successfully completed a tender offer, acquiring 49.56% of Hortifrut S.A., in conjunction with SJF Investment SpA.

2024
Partnership and Growth
 Canada Inc. and SJF Investments SpA, acquired an additional 12.286% interest, giving PSP Investments 62.04% of Hortifrut.
 Deregistration of Hortifrut's shares.

2025
Sustainability
 We earned B Corp certification for the entire Hortifrut Group.

End of an Era
 Our beloved Chairman and founder, Mr. Víctor Moller Schiavetti (t) passed away. He will be remembered for his leadership, concern for people, good judgment and strategic vision, qualities that allowed him to successfully lead the Organization since its creation.

2.2 Milestones for 2025

NCG 461 2.2



We achieved an EBITDA of

US\$ 184 million


We completed **+550 ha** 
of varietal replacement
projects in Peru

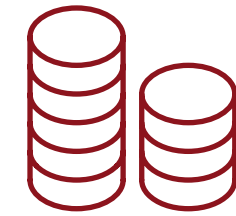
+2,400 collaborators trained
worldwide






+7,000 people benefited
from our local community
initiatives. 

We measured our direct
water footprint in 

24 company-owned
own fields and **7** packing plants

US\$ **1,215** 
million¹ and 189 million kilograms
of berries sold in 2025.



-  We earned **B Corp Certification** for the entire Hortifrut Group, reaffirming our commitment to social, environmental and economic impact.
-  Our founder, **Mr. Víctor Moller, received the Hall of Fame Award.**
-  Our Chairman, **Nicolás Moller, has been named Director of the International Fresh Produce Association (IFPA).**
-  For the third consecutive year, we received the **IMPULSA Award for Gender Diversity.** 



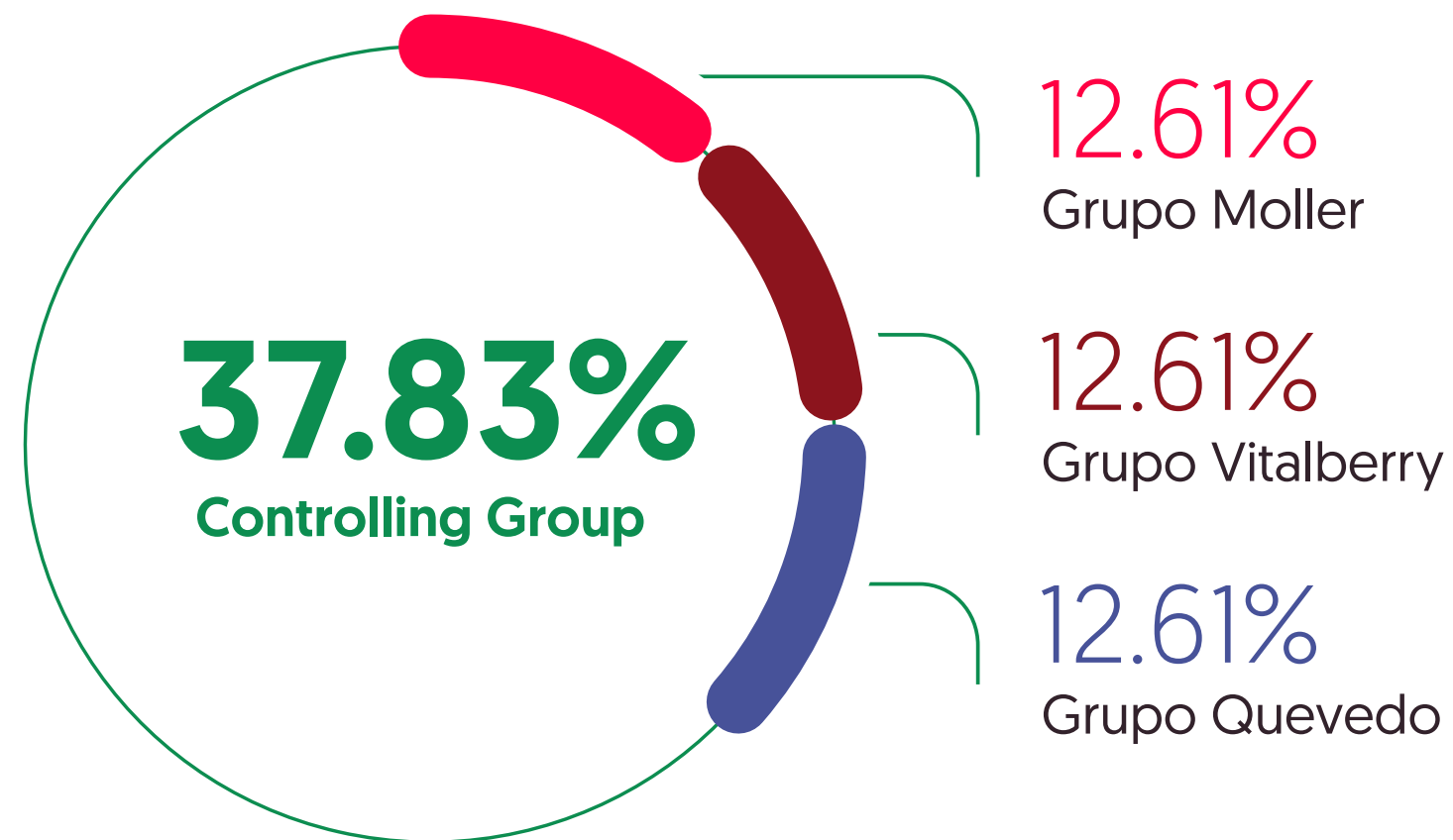
1. Corresponds to revenue plus other income, by function.

2.3 Ownership

2.3.1 Controlling Group

NCG461 2.3.1

On December 16, 2022, 14602889 Canada Inc. and the Controlling Group entered into a “Shareholder Agreement” that governs the Organization’s corporate governance and the transfer of shares. Notwithstanding the foregoing, as of December 31, 2025, the Organization is jointly controlled by the Moller, Vitalberry and Quevedo groups (the “Controlling Group”) through a joint action agreement entered into on April 26, 2023. They shall maintain such control as long as, together, they hold an interest equal to or greater than 35%.



2.3 Ownership

2.3.1 Controlling Group

NCG461 2.3.1

Shareholders Related to Grupo Moller

SHAREHOLDER	ID NUMBER	% INTEREST CLASS A	% INTEREST CLASS B	TOTAL
Inversiones IMG Ltda.	77.813.860-3 [CHI]	12.61%	12.61%	12.61%
Total		12.61%	12.61%	12.61%

SHAREHOLDER	ID NUMBER	% INTEREST
INVERSIONES IMG LTDA.		100.00%
Inmobiliaria FMA SpA	77.248.688-K [CHI]	33.33%
Francisca Moller Opazo	16.431.369-7 [CHI]	100.00%
Inversiones Los Pinos Ltda.	77.248.689-8 [CHI]	33.33%
Víctor Edmundo Moller Opazo	10.668.361-1 [CHI]	99.00%
Antonia Saver Morandé	12.853.530-6 [CHI]	1.00%
Inversiones MVH Global SpA	77.244.918-6 [CHI]	33.33%
Alberto Nicolás Moller Opazo	10.668.356-5 [CHI]	100.00%
Inversiones VM y Cia.	76.087.607-0 [CHI]	0.01%
Francisca Moller Opazo	16.431.369-7 [CHI]	33.33%
Víctor Edmundo Moller Opazo	10.668.361-1 [CHI]	33.33%
Alberto Nicolás Moller Opazo	10.668.356-5 [CHI]	33.33%



2.3 Ownership

2.3.1 Controlling Group

NCG461 2.3.1



Shareholders Related to Grupo Quevedo

SHAREHOLDER	ID NUMBER	% INTEREST SERIES A	% INTEREST SERIES B	TOTAL
Talsa Chile SpA	76.820.643-0 [CHI]	12.48%	12.48%	12.48%
Inversiones Coperima SpA	76.891.084-7 [CHI]	0.13%	0.13%	0.13%
Total		12.61%	12.61%	12.61%

SHAREHOLDER	ID NUMBER	% INTEREST
TALSA CHILE SPA		
Tetraglobal Ventures Inc. S.A.C.	20604478449 [PER]	100.00%

TETRAGLOBAL VENTURES INC. S.A.C.		
Ulises Quevedo Berastain	09382988 [PER]	55.56%
María del Rocio Quevedo de Portugal	09817446 [PER]	22.22%
Rafael Quevedo Sturla	42742594 [PER]	5.56%
Paula Quevedo Sturla	44846181 [PER]	5.56%
Gabriella Quevedo Sturla	46647057 [PER]	11.11%

INVERSIONES COPEMIRA SPA		
Juan Luis Alemparte Rozas	16.096.002-7 [CHI]	93.63%
Constanza Maza Paulsen	16.356.758-K [CHI]	6.37%

2.3 Ownership

2.3.1 Controlling Group

NCG461 2.3.1

Shareholders Related to Grupo VitalBerry

SHAREHOLDER	ID NUMBER	% INTEREST SERIES A	% INTEREST SERIES B	TOTAL
Inmobiliaria Algeciras Ltda.	86.907.900-6 [CHI]	5.77%	5.77%	5.77%
San José Farms SpA	77.403.750-0 [CHI]	4.61%	4.61%	4.61%
Exportadora San José Trading Ltda.	78.304.640-7 [CHI]	2.24%	2.24%	2.24%
Total		12.61%	12.61%	12.62%



SHAREHOLDER	ID NUMBER	% INTEREST
INMOBILIRIA ALGECIRAS LTDA.		
Luxeos Group SPF S.A.R.L.	59.314.840-8 (CHI)	88.49%
Alpees Group SPF S.A.R.L.	59.314.820-3 (CHI)	49.99%
Andres Elberg Sheward	8.548.412-5 [CHI]	33.33%
Paula Elberg Sheward	8.806.583-2 [CHI]	33.33%
Karla Elberg Sheward	10.009.507-6 [CHI]	33.33%
Inversiones Algeciras Chile Ltda.	76.611.485-7 (CHI)	3.73%
Eduardo Elberg Simi	6.038.150-K [CHI]	99.99%
Magda Sheward Mardones	5.447.768-6 [CHI]	0.01%
Andees Group SPF S.A.R.L.	B261366 (LUX)	46.28%
Eduardo Elberg Simi	6.038.150-K [CHI]	85.00%
Magda Sheward Mardones	5.447.768-6 [CHI]	14.52%
Andres Elberg Sheward	8.548.412-5 [CHI]	0.48%
Inversiones Algeciras Chile Ltda.	76.611.485-7 (CHI)	11.51%

SHAREHOLDER	ID NUMBER	% INTEREST
SAN JOSÉ FARMS SPA		
Inversiones Torca Ltda.	79.875.040-2 (CHI)	100.00%
Inversiones Álamos del Río S.A.	99.557.930-8 (CHI)	82.36%
Juan Ignacio del Río Álamos	13.829.298-3 [CHI]	20.86%
María Josefina del Río Álamos	15.384.386-4 [CHI]	18.24%
Francisco del Río Álamos	14.120.674-5 [CHI]	18.96%
Lucas del Río Álamos	17.090.112-6 [CHI]	20.76%
María Alicia del Río Álamos	17.702.965-3 [CHI]	21.18%
Ignacio del Río Goudie	6.921.717-6 (CHI)	15.91%
Alicia Álamos Jordán	8.213.284-8 (CHI)	1.74%
EXPORTADORA SAN JOSÉ TRADING LTDA.		
San José Farms SpA	77.403.750-0 (CHI)	77.64%
Claudio Contreras Concha	5.253.501-8 (CHI)	22.36%

2.3 Ownership

2.3.1 Controlling Group

NCG461 2.3.1

The following table details the percent ownership in Hortifrut S.A. of all individuals who directly or indirectly own the companies that are party to the Controlling Shareholder Agreement:

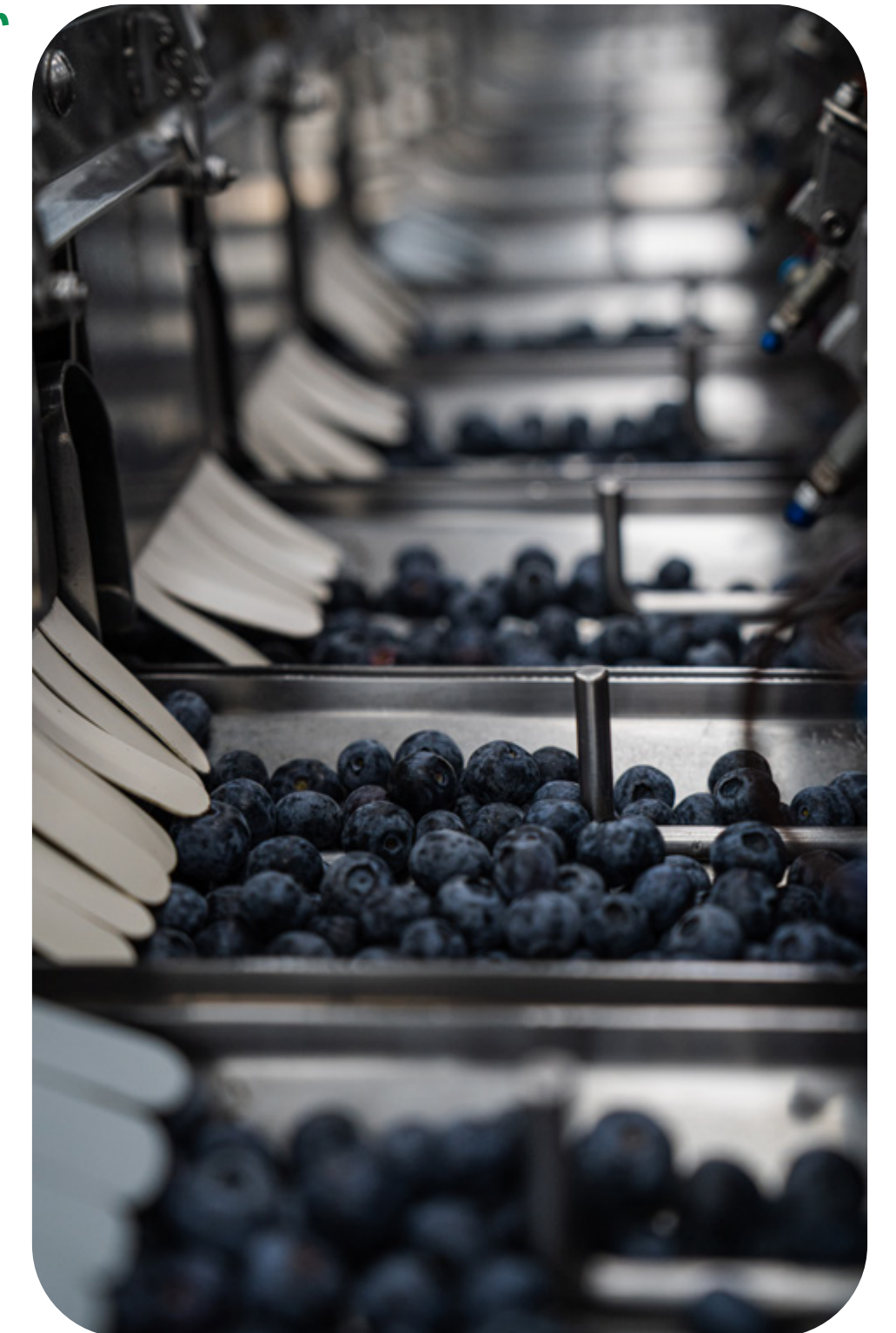
GROUP	SHAREHOLDER	ID NUMBER	SERIES A SHARES	% INTEREST SERIES A	SERIES B SHARES	% INTEREST SERIES B	TOTAL SHARES	TOTAL % INTEREST
Quevedo	Ulises Quevedo Berastain	9382988	40,024,354	6.9331%	4,002,395,399,814	6.9331%	4,002,435,424,168	6.9331%
Moller	Alberto Nicolás Moller Opazo	10.668.356-5	24,257,164	4.2019%	2,425,692,176,169	4.2019%	2,425,716,433,333	4.2019%
Moller	Francisca Moller Opazo	16.431.369-7	24,257,164	4.2019%	2,425,692,176,169	4.2019%	2,425,716,433,333	4.2019%
Moller	Víctor Edmundo Moller Opazo	10.668.361-1	24,014,617	4.1599%	2,401,437,680,099	4.1599%	2,401,461,694,716	4.1599%
Vitalberry	Eduardo Elberg Simi	6.038.150-K	16,536,085	2.8644%	1,653,591,953,381	2.8644%	1,653,608,489,466	2.8644%
Quevedo	Ma. del Rocío Quevedo de Portugal	9817446	16,009,713	2.7733%	1,600,955,278,203	2.7733%	1,600,971,287,916	2.7733%
Quevedo	Gabriella Quevedo Sturla	46647057	8,004,856	1.3866%	800,477,639,102	1.3866%	800,485,643,958	1.3866%
Vitalberry	María Elisa del Río Álamos	17.702.965-3	38,616,116	6.6892%	638,562,779,818	1.1061%	638,601,395,935	1.1062%
Vitalberry	Juan Ignacio del Río Álamos	13.829.298-3	38,032,681	6.5881%	628,914,994,665	1.0894%	628,953,027,346	1.0895%
Vitalberry	Lucas del Río Álamos	17.090.112-6	37,850,358	6.5566%	625,900,061,805	1.0842%	625,937,912,163	1.0843%
Vitalberry	Ignacio del Río Goudie	6.921.717-6	35,215,283	6.1001%	582,326,001,234	1.0087%	582,361,216,517	1.0088%
Vitalberry	Francisco del Río Álamos	14.120.674-5	34,568,535	5.9881%	571,631,270,319	0.9902%	571,665,838,854	0.9903%
Vitalberry	María Josefina del Río Álamos	15.384.386-4	33,255,806	5.7607%	549,923,753,724	0.9526%	549,957,009,530	0.9527%
Vitalberry	Andrés Elberg Sheward	8.548.412-5	4,979,242	0.8625%	497,919,193,975	0.8625%	497,924,173,216	0.8625%
Vitalberry	Karla Elberg Sheward	10.009.507-6	4,913,738	0.8512%	491,368,915,380	0.8512%	491,373,829,118	0.8512%
Vitalberry	Paula Elberg Sheward	8.806.583-2	4,913,738	0.8512%	491,368,915,380	0.8512%	491,373,829,118	0.8512%
Quevedo	Rafael Quevedo Sturla	43742594	4,002,428	0.6933%	400,238,819,551	0.6933%	400,242,821,979	0.6933%
Quevedo	Paula Quevedo Esturla	44846181	4,002,428	0.6933%	400,238,819,551	0.6933%	400,242,821,979	0.6933%
Vitalberry	Claudio Contreras Concha	5.253.501-8	2,885,598	0.4999%	288,556,961,562	0.4999%	288,559,847,160	0.4999%
Vitalberry	Magda Sheward Mardones	5.447.768-6	1,981,973	0.3433%	198,195,297,109	0.3433%	198,197,279,081	0.3433%
Quevedo	Juan Luis Alemparte	16.096.002-7	681,358	0.1180%	68,135,086,832	0.1180%	68,135,768,190	0.1180%
Vitalberry	Alica Álamos Jordán	8.213.284-8	3,847,697	0.6665%	63,626,182,058	0.1102%	63,630,029,755	0.1102%
Moller	Antonia Saver Morandé	12.853.530-6	242,547	0.0420%	24,254,496,070	0.0420%	24,254,738,617	0.0420%
Quevedo	Constanza Maza Paulsen	16.356.758-K	46,355	0.0080%	4,635,485,455	0.0080%	4,635,531,810	0.0080%
Moller	Victor Moller Schiavetti	4.435.579-5	-	0.0000%	-	0.0000%	-	0.0000%
Total			403,139,836	69.83%	21,836,039,337,423	37.83%	21,836,442,477,259	37.83%

2.3.2 Major Changes in Ownership or Control

NCG 2.3.2

As of October 2024, 14602889 Canada Inc. and SJF Investments SpA acquired shares representing 12.286% of Hortifrut's share capital, bringing PSP Investments's ownership stake in Hortifrut to 62.04%. Given that, after the completion of this transaction, the Controlling Group continues to own at least 35% of Hortifrut's share capital, the Organization's corporate governance, as regulated in the Shareholder Agreement and reported in the Material Fact dated December 16, 2022, remains in full force and effect.

In 2025, there were no significant changes in Hortifrut's ownership.



2.3 Ownership

2.3.3 Majority Shareholders

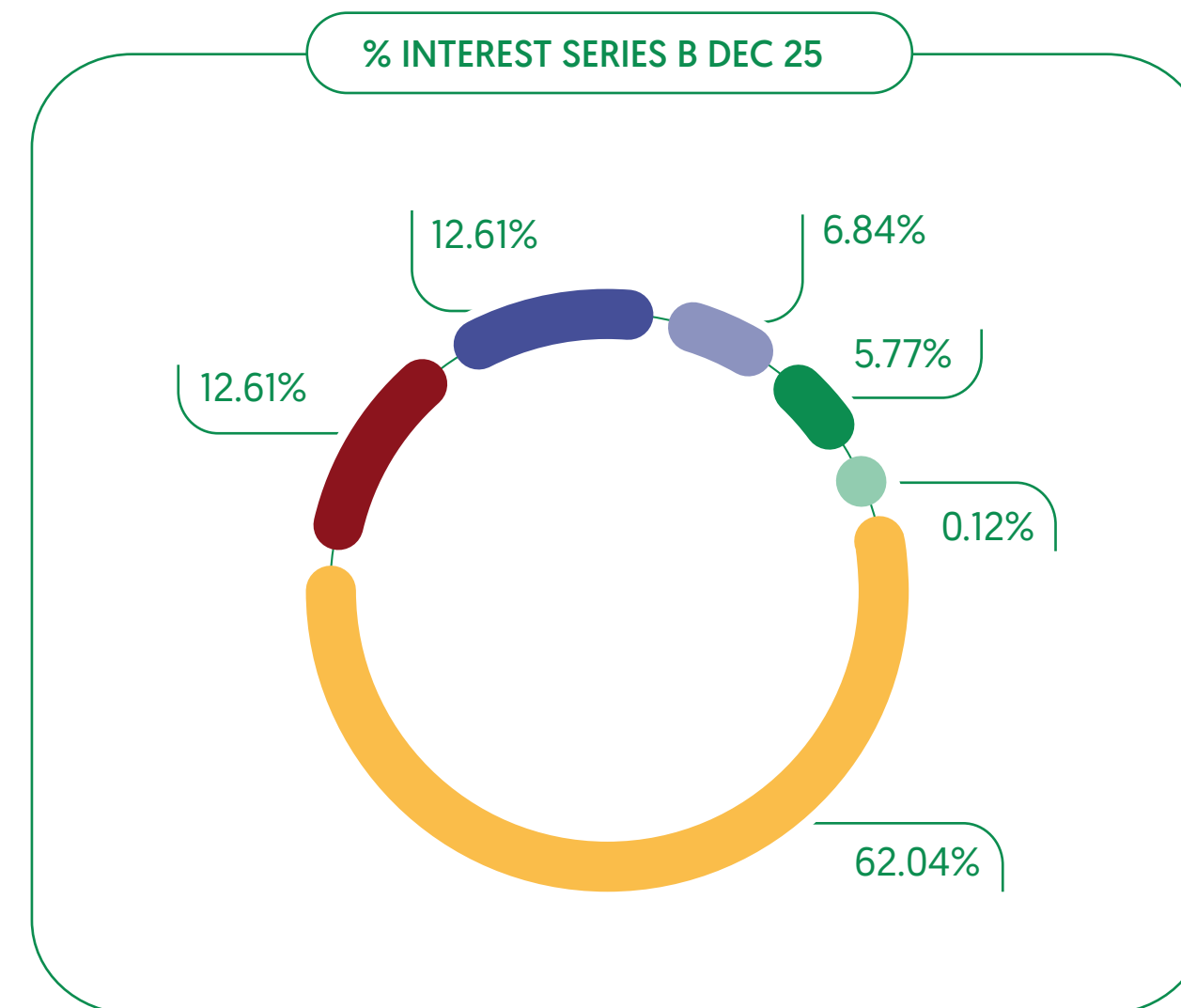
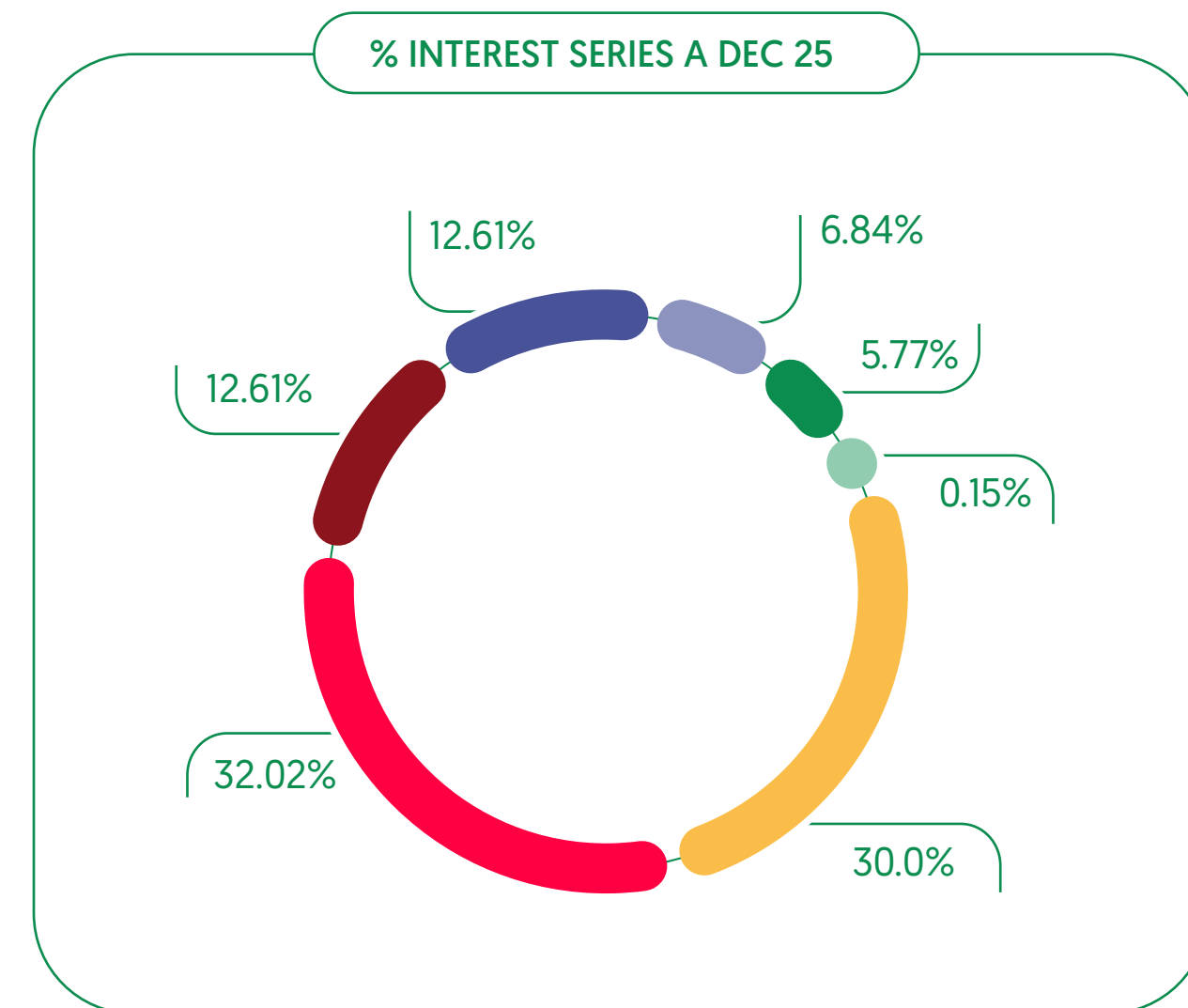
NCG 2.3.3

In addition to the controlling shareholders, Hortifrut S.A. has three Series A shareholders who own more than 10% of its capital or who, by acting jointly, may appoint at least one member of the Organization's Board of Directors: SJF Investment SpA with 32.01%, 14602889 Canada Inc. with 25.12%, and Public Sector Pension Investment Board with 4.88%. In Series B there are two shareholders that meet these characteristics: 14602889 Canada Inc. with 57.16% and Public Sector Pension Investment Board with 4.88%.

The following table presents the breakdown by type of shareholder.

MAJORITY SHAREHOLDER

GROUP	SHARES			
	SERIES A	CLASS B	TOTAL	
Known as "PSP"	14602889 Canada Inc.	25.12%	57.15%	57.16%
	Public Sector Pension Investment Board	4.88%	4.88%	4.88%
TOTAL	30.00%	62.03%	62.04%	



- PSP Investments
- SJF Investment
- Controller - Quevedo
- Controller - Moller
- Controller - Del Río
- Controller - Elberg
- Other shareholders



2.3 Ownership



2.3.4 Shares, Characteristics and Rights

NCG 2.3.4

I. Description of Share Classes

As of December 31, 2025, our share capital amounted to ThUS\$472,013 (ThUS\$472,013 as of December 31, 2024) and was distributed in 577,290,282 Series A shares and 57,717,173,898,325 Series B shares (in 577,290,282 Series A shares and 57,717,173,898,325 Series B shares as of December 31, 2024), all of which were subscribed and paid by our 46 Series A shareholders and 47 Series B shareholders [44 shareholders as of December 31, 2024].

The Company's shares are distributed in the following two classes:

- **Series A:** comprised of 577,290,282 shares that have all the economic rights as conferred by law to common shares, but will have limited voting rights, in the sense that they will only be considered in electing the Company's Board of Directors, without voting rights in all other matters.
- **Series B:** comprised of 57,717,173,898,325 shares with all the economic rights conferred by law to common shares, but with limited voting rights since Series B shares will not be considered and will not have the right to participate in the election of the Company's Board of Directors.

In all other matters, except as otherwise provided by law or the Company's bylaws, Series B shares will vote as common shares. The

aforementioned limitations will remain in effect until February 3, 2028, notwithstanding the renewal of the limitations as indicated below.

Communication of the termination of a preference.

In the event of termination or extinction of any of the preferences and limitations of the Company's share classes, the Company's Chairman or Chief Executive Officer shall record this fact by public instrument and an abstract of said instrument shall be recorded in the margin of the corporate registration within thirty days of the occurrence of the event that caused the termination or extinction of the preference or limitation. In addition, the Company's Chairman or Chief Executive Officer must inform each shareholder of the termination or extinction of the preference or limitation, complying with the same formalities established for the summons to a shareholders' meeting. A copy of such communication shall be sent to the Comisión para el Mercado Financiero and the stock exchanges where the Company's shares are traded.

Pre-eminence in control. Given that all the directors of the Company will be elected with the vote of only the Series A shares because of the voting limitation of the Series B shares, before 5 years from February 3, 2028, and thereafter in a period not exceeding 5 years,

the voting limitation of the Series B shares must be renewed with the affirmative vote of the absolute majority of the issued shares with voting rights and two thirds of the Series B shares. In the event that the voting limitation is not renewed, the Series B shares will also be considered for the election of the Board of Directors, voting as a single class together with the Series A shares.

Other rights. With respect to all other property or economic rights not affected by the preferences or limitations indicated above, for example, the right to vote on matters not expressly included, the right to participate in the Company's profits, the preemptive right to subscribe shares in the Company's capital increase and other securities convertible into shares or any other securities conferring future rights on these shares, the preemptive right to acquire shares of the Company's own issue and the right to participate in the return of capital on the occasion of a capital decrease or liquidation of the Company, the shareholders shall participate on equal terms and pro rata to their shares of the total shares issued by the Company, including classes A and B shares.

2.3 Ownership

2.3.4 Shares, Characteristics and Rights

NCG 2.3.4

ii. Dividend Policy

During the 2025 fiscal year, at the annual general meeting held on April 25, 2025, the shareholders approved a final dividend of US\$0.0000000737728 per share, drawn from the company's retained earnings.

Under Article 26 of the Company's bylaws, the Company must distribute annually to the shareholders, as a cash dividend and pro rata to their shares, at least 50% of the distributable net profit for each year, unless otherwise agreed at the respective Meeting, by unanimous vote of the issued shares. In addition, at the aforementioned annual general meeting, the shareholders decided that interim dividends may be declared out of profit for fiscal year, to the extent that the country's and company's economic situation permits, all in accordance with the Company's results during the fiscal year.

For purposes of determining the Company's distributable net profit to be considered for the calculation of dividends, the following will be excluded from profit attributable to the owners of the parent:

1. Unrealized gains and losses linked to the fair value measurement of biological assets regulated by the "IAS 41" accounting standard. They are reincorporated to net profit when realized. For these purposes, "realized" is defined as the portion of fair value increases for assets sold or otherwise disposed of.

2. Unrealized gains and losses generated in the acquisition of other entities and, in general, those unrealized gains or losses arising from the application of paragraphs 34, 42, 39 and 58 of IFRS 3, revised, relating to business combinations. These gains and losses will also be reintegrated to profit when realized. For these purposes, gains and losses will be deemed to be realized to the extent that the acquired entities generate profits subsequent to their acquisition, or when such entities are disposed of.

3. The effects of deferred taxes related to the concepts previously indicated will be treated in the same way as the item that gave rise to the deferred tax.

The Company does not plan to modify this policy during the next two years.

The Company has not recorded a minimum dividend provision for the year ended December 31, 2025 [nor for the year ended December 31, 2024]:



2.3 Ownership

2.3.4 Shares, Characteristics and Rights

NCG 2.3.4

iii. Stock Statistics

• Historical Dividends

NUMBER	DATE OF PAYMENT	CLASS	NO. OF SHARES	AMOUNT (US\$)	AMOUNT (US\$/SHARE)	DIVIDEND TYPE	YEAR
38	10/20/2017	Single	435,520,079	6,097,281	0.0140	Interim	2017
39	05/25/2018	Single	435,520,079	6,180,901	0.0142	Final	2017
40	11/23/2018	Single	525,546,131	7,357,646	0.0140	Interim	2018
41	05/24/2019	Single	525,546,131	10,721,141	0.0204	Final	2018
42	05/22/2020	Single	577,323,671	4,372,692	0.0076	Final	2019
43	05/20/2021	Single	577,323,671	27,310,628	0.0473	Final	2020
44	05/20/2022	Single	577,323,671	26,959,965	0.0467	Final	2021
45	05/19/2023	Single	577,323,671	3,814,191	0.0066	Final	2022
46	05/17/2024	A and B	57,732,367,100,000	4,716,883	0.00000008171	Final	2023
47	05/14/2025	A and B	57,717,751,188,607	4,258,000	0.00000007377	Final, Special	2024

• Stock Market Transactions

In an extraordinary shareholders' meeting held on October 30, 2023, shareholders agreed to deregister the Company's shares. Subsequently, by means of a Material Fact dated May 19, 2024, Hortifrut S.A. informed that the Financial Market Commission (CMF) had processed and accepted the request to cancel the registration of its shares in the Securities Registry. As a result, the shares of Hortifrut S.A. were delisted and no longer traded on the public stock market, specifically on the Santiago Stock Exchange and the Chilean Electronic Stock Exchange.

The Organization's corporate bonds remain registered.

• Number of Shareholders

As of December 31, 2025, there were 46 Series A shareholders and 47 Series B shareholders.



2.3.5 Other Securities

NCG 2.3.5

Hortifrut has bonds in the Chilean market denominated in UF, with an associated cross currency swap due to the fact that our Organization's functional currency is the U.S. dollar. These bonds were issued in two series (A and B) in 2019. The series A bonds for UF 1,000,000 mature in April 2026 and the first principal payment was made in October 2023. This bond is green and socially certified by Vigeo Eiris, excelling in three sustainability categories: Water Management, Climate Action, and Local Development and Empowerment. Series B was issued for UF 1,250,000 (bullet) maturing in April 2039.

- SDG 4 - Quality Education

▶ The project associated with the bond seeks to contribute to six Sustainable Development Goals (SDGs):

- SDG 6 - Clean Water and Sanitation
- SDG 8 - Decent Work and Economic Growth
- SDG 10 - Reduced Inequalities
- SDG 12 - Responsible Consumption and Production
- SDG 13 - Climate Action

This bond demonstrates the Organization's broad access to the international financial market and favorable conditions, making our maturity profile more flexible and strengthening our financial structure.

03 Corporate Governance

- 3.1 Governance framework
- 3.2 Board of Directors
- 3.3 Board committees
- 3.4 Senior executives
- 3.5 Adherence to national or international codes
- 3.6 Risk management
- 3.7 Engagement with stakeholders and the general public

3.1 Governance Framework

3.1.1 Corporate Governance Practices

NCG 3.1.1

At Hortifrut, we conduct our business in accordance with strict ethical and transparency standards, ensuring compliance with regulations and respect for civil and labor rights. This approach allows us to promptly prevent, identify and address situations that could affect our reputation, sustainability and the trust of our stakeholders. To ensure compliance with the above, we have a corporate governance structure consisting of the Board of Directors of Hortifrut S.A.; the Finance, Audit and Risk Committee; our subsidiaries' boards of directors; and various committees and working groups.

In the globalization process, we have corporate policies with a global scope to ensure proper governance. These include the Ethical Conduct Code, the Supplier Code of Conduct, the General Policy on Routine Transactions between Related Parties, the Orientation Manual for New Directors, the Board Expert Hiring Policy for Hortifrut S.A., the Delegation of Authority Policy, and the Sustainability, Human Rights, Environment and Business Ethics policies.

Policies and their updates are approved by senior management and then published on the JAM Platform (Hortifrut's

Intranet), ensuring that all collaborators have access to them. Relevant market policies are also published on our website under the Corporate Governance/Policies and Procedures section, at the following link: <https://investor.hortifrut.com/investor-relations/>.

The Compliance and Internal Audit team, which reports to the Finance, Audit and Risk Committee, is responsible for verifying the effectiveness of and compliance with the policies, procedures and controls implemented for risk management.

3.1.2 Sustainability Approach

NCG 3.1.2



One of the key achievements of 2025 was the certification of the entire Hortifrut group as a B Corporation. This certification recognizes that we meet the highest standards of sustainability in terms of environmental, governance and social performance. The audit

process examines the Organization's five most critical areas: governance, employees, the environment, the community and customers. A detailed review is conducted of all social programs, management systems, policies, procedures, transparency practices, talent development and sustainable agriculture, among other aspects. Through this process, we have certified all our operations in Peru, Morocco, India, Spain, Mexico, Chile and Brazil, among others, which reflects the hard work we have been doing across all areas of the Organization.

Hortifrut's Sustainability Strategy is based on a materiality assessment conducted in 2023, which takes a cross-cutting and long-term view of environmental and social issues. The process incorporated the perspectives of various stakeholders on key issues to achieve a triple positive impact.

Based on this work, we have identified six priority areas. Four environmental issues: Climate Change, Water, the Circular Economy and Biodiversity; as well as two social issues: Caring for Our People and Community Engagement. During the second half of 2025, we conducted a double materiality analysis to assess how ESG issues affect our financial performance and, in turn, how our various activities impact the environment and people. This analysis enabled us to identify key risks and opportunities to update the Corporate Sustainability Strategy through 2030.

In 2025, we established a new Corporate Governance division with the aim of ensuring effective, ethical, and coordinated corporate governance that protects our reputation, strengthens decision-making and ensures compliance across all operations. This new division includes the Corporate Legal, Corporate Affairs, Sustainability and Compliance teams.

3.1.3 Managing Conflicts of Interest

NCG 3.1.3

Directors and executives submit an annual Conflict of Interest Disclosure Form via our internal portal (<https://declaracionjurada.hortifrut.com/>), which helps identify potential conflicts of interest. In addition, the Internal Audit team presents the Finance, Audit and Risk Committee with quarterly reports on transactions involving suppliers associated with executives and directors.

3.1.4 Key Stakeholders

NCG 3.1.4

To understand how the Organization addresses its key stakeholders' interests, see section 3.7, "Engagement with Stakeholders and the General Public."

[Click here](#)

3.1.5 Driving Innovation

NCG 3.1.5

Innovation is an essential part of our organizational culture and one of our core values, driving continuous improvement, competitiveness and the creation of sustainable value.



SUPPLIERS ETHICAL CONDUCT CODE

Field Producers, Contractors,
Packings, Direct Exporters

3.1 Governance Framework

3.1.6 Reducing Organizational Barriers

NCG 3.1.6

At Hortifrut, we are committed to treating our people, customers, suppliers and all those with whom we work and do business with respect, dignity, fairness and courtesy, rejecting any form of discrimination that may affect their integrity. We aim to be a company recognized for honesty, transparency and consistency in the way we conduct business.

We fulfill this commitment through our **Human Rights Policy**, which is aligned with international human rights principles like the International Bill of Human Rights, the International Labor Organization (ILO) Declaration of Fundamental Principles and Rights at Work, and the United Nations (UN) Guiding Principles on Business and Human Rights, among others. Our policy establishes the responsibilities and commitments of the Company and its employees, in relation to human rights and our expectations with suppliers, growers, contractors, business partners and other parties linked to the entire supply chain. We do not permit any form of discrimination based on race, caste, nationality, religion, age, disability, gender, marital status, sexual orientation, union or political affiliation, or other. In addition, we strictly prohibit any type of physical and psychological abuse or punishment, express or implied threat, sexual, labor or other types of harassment, as well as verbal abuse or other forms of intimidation. This policy is available by [clicking here](#)

Apart from that, we have an **Ethical Conduct Code**, which sets standards of ethical behavior and business conduct for all personnel, senior executives and members of the Board of Directors of Hortifrut and its subsidiaries in accordance with the principles, vision and mission of the Company and the legislation applicable in each case.

Our Organization has a whistleblower channel that allows any person to report any form of discrimination or any violation of the provisions of the Ethical Conduct Code and Internal Regulations, with due confidentiality and protection for the whistleblower and the information. We also have procedures in

place to conduct the relevant investigations with the necessary confidentiality and to apply the appropriate measures.

Since 2021, we have had a Policy on Diversity, Inclusion, and Non-Discrimination in place. It aims to foster a diverse and inclusive organization where integration and authenticity are valued in various contexts. We implement this policy through cross-cutting initiatives and programs focused on four areas of action: Gender Equity, People with Disabilities, Cultural Diversity and Age Equity.

For more information on the breakdown of Hortifrut's workforce by gender, nationality, age group and disability status, see Chapter 5. People. [Click here](#)

3.1.7 Identifying Diverse Talent

NCG 3.1.7

At Hortifrut, we have established hiring policies designed to promote and preserve diversity. Therefore, in our advertisements and job announcements, we express our commitment to labor inclusion to ensure equal opportunities for all candidates, regardless of their background and individual characteristics.

For information on Hortifrut's organizational structure, internal control, risk management, sustainable development and investor relations, see Section 3.4, "Senior Executives."

[Click here](#)

3.2 Board of Directors

3.2.1 Members of the Board of Directors

NCG 3.2.1

Our Organization is managed by a Board of Directors comprised of nine standing members and nine alternates, elected by the shareholders for a period of three years, at the end of which it must be completely renewed, and its members may be reelected indefinitely.

On April 25, 2025, a new annual general meeting was held to elect a new Board of Directors, which is now composed of Nicolás Moller Opazo, Víctor Edmundo Moller Opazo, Andrés Solari Urquieta, Andrés Carvalho Prieto, Ulises Quevedo Berastain, Juan Luis Alemparte Rozas, Fernando Furtini, Richard Toman and Kathleen Barclay as standing directors; and Ignacio Larraín Arroyo, Francisca Moller Opazo, Piero Bacigalupo Gómez-Lobo, María Cristina Effa Raggio, Guillermo Miranda, Luis Hoffman Harrison, Mauricio Czelusniak, Marc Drouin and Cristián Figueroa Illanes as their respective alternate directors.

NICOLÁS MOLLER OPAZO

Chairman

Position held since:
01/05/2023

Most recent re-election:
04/25/2025



ANDRÉS SOLARI URQUIETA

Vice Chairman

Position held since:
08/22/2013

Most recent re-election:
04/25/2025



ULISES QUEVEDO BERASTAIN

Standing Director

Position held since:
07/03/2018

Most recent re-election:
04/25/2025



ANDRÉS CARVALLO PRIETO

Standing Director

Position held since:
04/26/2017

Most recent re-election:
04/25/2025



VÍCTOR MOLLER OPAZO

Standing Director

Position held since:
09/03/2008

Most recent re-election:
04/25/2025



JUAN LUIS ALEMPARTE ROZAS

Standing Director

Position held since:
08/07/2018

Most recent re-election:
04/25/2025



FERNANDO LOPES FURTINI

Standing Director

Position held since:
06/12/2023

Most recent re-election:
04/25/2025



RICHARD WAYNE TOMAN

Standing Director

Position held since:
10/30/2023

Most recent re-election:
04/25/2025



KATHLEEN BARCLAY

Standing Director

Position held since:
09/03/2024

Most recent re-election:
04/25/2025



3.2 Board of Directors

3.2.2 Board Compensation

NCG 3.2.2

In our Organization, standing directors are compensated for their duties and the amount of compensation is set annually at the annual general meeting. Alternate directors are not compensated. At the annual general meeting for the year 2025 held on April 25, 2025, the shareholders set board compensation as follows, with no changes with respect to the previous year:

	BOARD OF DIRECTORS	CHAIRMAN OF THE BOARD
Fixed Compensation	UF 10 (per meeting attended)	UF 20 (per meeting attended)
Variable Compensation	Variable compensation of 1% of distributable profit for 2025 (distributed equally among all standing directors.)	Double that of the other directors.

The following table shows the compensation received by each standing director during the 2025 fiscal year, totaling ThCh\$370,295 (100% fixed compensation), compared to ThCh\$389,623 in 2024 (85% fixed compensation and 15% variable compensation), respectively:

BOARD MEMBER	2025			2024		
	FIXED COMPENSATION [THCHS]	VARIABLE COMPENSATION [THCHS]	TOTAL [THCHS]	FIXED COMPENSATION [THCHS]	VARIABLE COMPENSATION [THCHS]	TOTAL [THCHS]
Nicolás Moller Opazo	0		0	0	0	0
Andrés Solari Urquieta	3,934		3,934	4,530	6,848	11,377
Andrés Carvallo Prieto	3,929		3,929	4,905	6,848	11,753
Victor Moller Opazo	149,892		149,892	150,838	6,848	157,685
Ulises Quevedo Berastain	3,178		3,178	4,530	6,848	11,377
Juan Luis Alemparte Rozas	4,286		4,286	5,128	6,734	11,862
Fernando Lopes Furtini			0	0	0	0
Richard Wayne Toman	133,416		133,416	134,091	2,697	136,788
Kathleen Barclay	71,659		71,659	23,712	0	23,712
Patricia Sabag Zarruk			0	3,745	6,848	10,592
Germán Novión Verdugo			0		2,283	2,283
Cristián Figueroa Illanes			0		5,288	5,288
Felipe Larrain Tejada			0		780	780
Alejandro de la Fuente Goic			0		6,125	6,125
Miguel Ignacio Guerrero Gutiérrez			0		0	0
TOTAL	370,295	0	370,295	331,478	58,144	389,623

Note: The compensation figures for 2024 have been adjusted from those reported in the previous annual report due to differing criteria regarding tax inclusion. In this presentation, the compensation of all standing directors includes taxes.

3.2.3 Hiring of Expert Advisors

NCG 3.2.3

Any of the directors in office may ask to hire expert advisors, for which they must adhere to the Expert Hiring Policy, available by [clicking here](#). This policy stipulates that the Board of Directors must justify the request to hire advisors, propose one or more independent firms and keep records of its approval or rejection. In 2025, the Board of Directors engaged Dirección Creativa SpA for a fee of ThCh\$20,025 to conduct a self-assessment and capacity-building exercise for the Board, in line with best practices in corporate governance.

3.2 Board of Directors

3.2.4 Matrix of Knowledge, Skills and Experience of Standing Directors

NCG 3.2.4

BOARD MEMBER	AGRICULTURAL SECTOR	SOCIAL AND HUMAN RIGHTS ISSUES	ENVIRONMENTAL ISSUES	IT, INFORMATION SECURITY AND CYBERSECURITY	AUDITING, FINANCE AND RISK MANAGEMENT	CORPORATE GOVERNANCE, LEGAL AND COMPLIANCE	COMMUNICATIONS AND MARKETING
Nicolás Moller Opazo	X		X			X	X
Andrés Solari Urquieta					X		X
Andrés Carvallo Prieto		X	X	X		X	X
Victor Moller Opazo	X					X	X
Ulises Quevedo Berastain	X			X	X		
Juan Luis Alemparte Rozas	X			X	X	X	
Fernando Lopes Furtini	X				X	X	
Richard Wayne Toman	X		X		X	X	
Kathleen Barclay		X			X	X	

None of the standing directors has an executive role within our Organization nor in its subsidiaries or associates.

3.2.5 New Director Orientation

NCG 3.2.5

We have an Orientation Manual for New Directors at Hortifrut S.A., available on the Hortifrut website by [clicking here](#), which helps ensure a smooth transition.

The orientation process provides a comprehensive overview of the Organization [history, management, description of the business and industry and key risks], financial statements, laws and regulations applicable to the Organization and the Board of Directors, major agreements from the past two years and the Ethical Conduct Code. This is further complemented by visits to our facilities and meetings with executives from each department.



3.2.6 Frequency of Meetings with Other Departments

NCG 3.2.6

The Board of Directors and the Finance, Audit and Risk Committee [formerly the Directors' Committee] maintain direct communication with the following areas:

➤ **External Auditors:** with whom they review the External Audit program and its results. The meetings provide an independent point of view regarding the risks that the Organization faces from the implemented processes and controls. The findings are included in a Management Report submitted to the Finance, Audit and Risk Committee.

- During the 2025 fiscal year, the Committee met with the external auditors on three occasions: with EY at the meeting on March 28, 2025, to review the results of our Organization's audit as of December 31, 2024; subsequently, with Deloitte at the meeting on September 2, 2025, to present the audit plan and the results of the interim review of the financial statements as of June 30, 2025, as well as the focus of the 2025 audit; finally, at the meeting on December 26, 2025, during which the Management Report was presented, including the observations raised during the fiscal year and the status of observations from previous fiscal years.
- The Board of Directors met with the auditors on two occasions: at the meeting held on March 31, 2025, and at the meeting held on September 2, 2025.

➤ **Internal Audit:** The Chief Compliance and Internal Audit Officer, who reports directly to the Finance, Audit and Risk Committee, presents the internal audit program and its results, deficiencies identified, follow-up of action plans and recommended opportunities for improvement to strengthen the control environment and its effectiveness.

- The results of internal audits are presented at Finance, Audit and Risk Committee meetings throughout the year, which are attended by the Corporate CEO, CFO, CGO, and the corporate manager(s) responsible for the audited processes. On a quarterly basis, the Chief Compliance and Internal Audit Officer reports on compliance with the Internal Audit Plan established for each period.

3.2 Board of Directors

3.2.7 Environmental Reporting

NCG 3.2.7

The Corporate Affairs and Sustainability Department reports to the CEO on ESG progress twice a year, detailing the progress and results of various global and regional initiatives aligned with the Global Sustainability Strategy.

In addition, it submits a monthly incident report to the Board of Directors, detailing relevant environmental, health and safety events that could potentially damage the Company's reputation and/or have an environmental impact.

3.2.8 Board Visits

NCG 3.2.8

The Board of Directors does not formally plan annual visits to our Organization's facilities. However, in practice, one or more field visits are made by at least one director per year. Thus, in 2025, a board meeting was held at the Chilean subsidiary in July and at the Mexican subsidiary in November. The CEO, CFO, and CGO participated in these activities, along with the senior managers of the local subsidiaries.

3.2.9 Performance Evaluation

NCG 3.2.9

Currently, our Board of Directors does not have any procedures for individual or collective performance evaluations as part of its operating protocols. However, at Hortifrut, we believe that excellence in corporate governance is essential for ensuring the Organization's sustainability and long-term growth. In this context, during the first half of 2025, we conducted a guided self-assessment of the Board's performance as part of our commitment to continuous improvement.

With the support of an external consultant, the Board reviewed its operations across key areas and developed an action plan to strengthen it.

The categories assessed in the survey were:

1. **The role of the Board of Directors: The Board's involvement in strategic planning and the establishment of an appropriate corporate governance framework, including its key policies.**
2. **The Board's duty of care: best practices related to adequate information and the establishment of control mechanisms.**
3. **The Board's duty of loyalty: proper management of potential conflicts of interest involving board members.**
4. **Board structure and composition: the size and diversity of the Board, as well as the structure of its committees.**
5. **Board processes: Formal aspects of board and committee operations that contribute to effective decision-making.**
6. **Board operations: Qualitative aspects related to effective communication and interactions within the Board and with management.**
7. **Individual self-assessment: Board members' perceptions regarding the fulfillment of their responsibilities and their personal contributions.**
8. **Open-ended questions: additional qualitative comments.**

This process was supplemented by individual interviews with each of the directors and the CEO.

The results of this process confirmed the soundness of key aspects of Hortifrut's corporate governance. They highlighted the expertise and diverse backgrounds of the board members, the Company's corporate governance framework and compliance policies, the management of conflicts of interest, the quality of the available information and the Board's ability to reach agreements.

Starting this fiscal year, our Board of Directors has established a program designed to strengthen its strategic focus and further formalize its processes through specific actions, deadlines and designated responsible parties, reaffirming our ongoing commitment to the continuous improvement of corporate governance.



3.2 Board of Directors



3.2.10 Regular Board Meetings

NCG 3.2.10

Pursuant to the amendment to the bylaws approved at the extraordinary shareholders' meeting held on July 30, 2025, our bylaws require the Board to meet at least once every two months for regular meetings. In addition, extraordinary sessions can be held to review specific issues. For more information, see the Corporate Bylaws by

[Clicking here](#)

ATTENDANCE OF STANDING DIRECTORS AT BOARD MEETINGS

MEETING TYPE	2025			2024			2023		
	POTENTIAL ATTENDANCE	ACTUAL ATTENDANCE	% ATTENDANCE	POTENTIAL ATTENDANCE	ACTUAL ATTENDANCE	% ATTENDANCE	POTENTIAL ATTENDANCE	ACTUAL ATTENDANCE	% ATTENDANCE
Regular	81	76	94%	108	97	90%	108	102	94%
Extraordinary	27	20	74%	27	20	74%	63	57	90%
TOTAL	108	96	89%	135	117	87%	171	159	93%

3.2.11 Contingency or Crisis Management

NCG 3.2.11

Since February 2023, Hortifrut has had a Corporate Crisis Management Manual, available on JAM (Hortifrut's intranet), which outlines roles, protocols, response levels, communication channels and internal coordination procedures for critical situations.

In 2025, the manual was updated to focus on Class 1 situations, strengthening the operational and communication response standards used in high-impact and highly sensitive incidents. The update also included the formal establishment of the Crisis Committee, defining its

structure, functions and membership as a governance body responsible for strategic decision-making during an emergency.

In addition, we have strengthened our specialized external support in crisis management and communications, incorporating strategic and operational guidance for situations involving high public and reputational exposure, both at the corporate and regional levels.

3.2.12 Information Systems

NCG 3.2.12

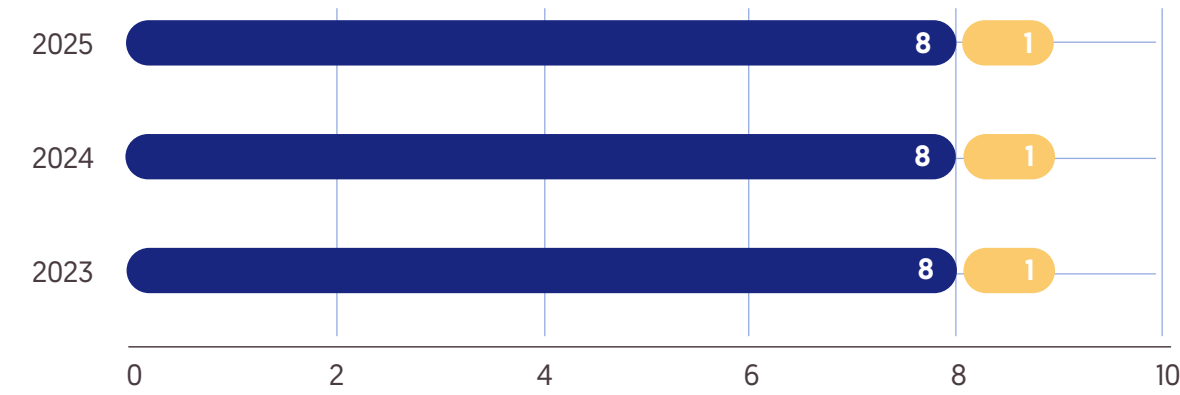
As part of our corporate governance best practices, we make all relevant materials (presentations, meeting minutes and other ad hoc reports) available to board members via a restricted-access digital repository prior to each meeting. Given our Organization's global reach, board members attend either in person or virtually.

3.2 Board of Directors

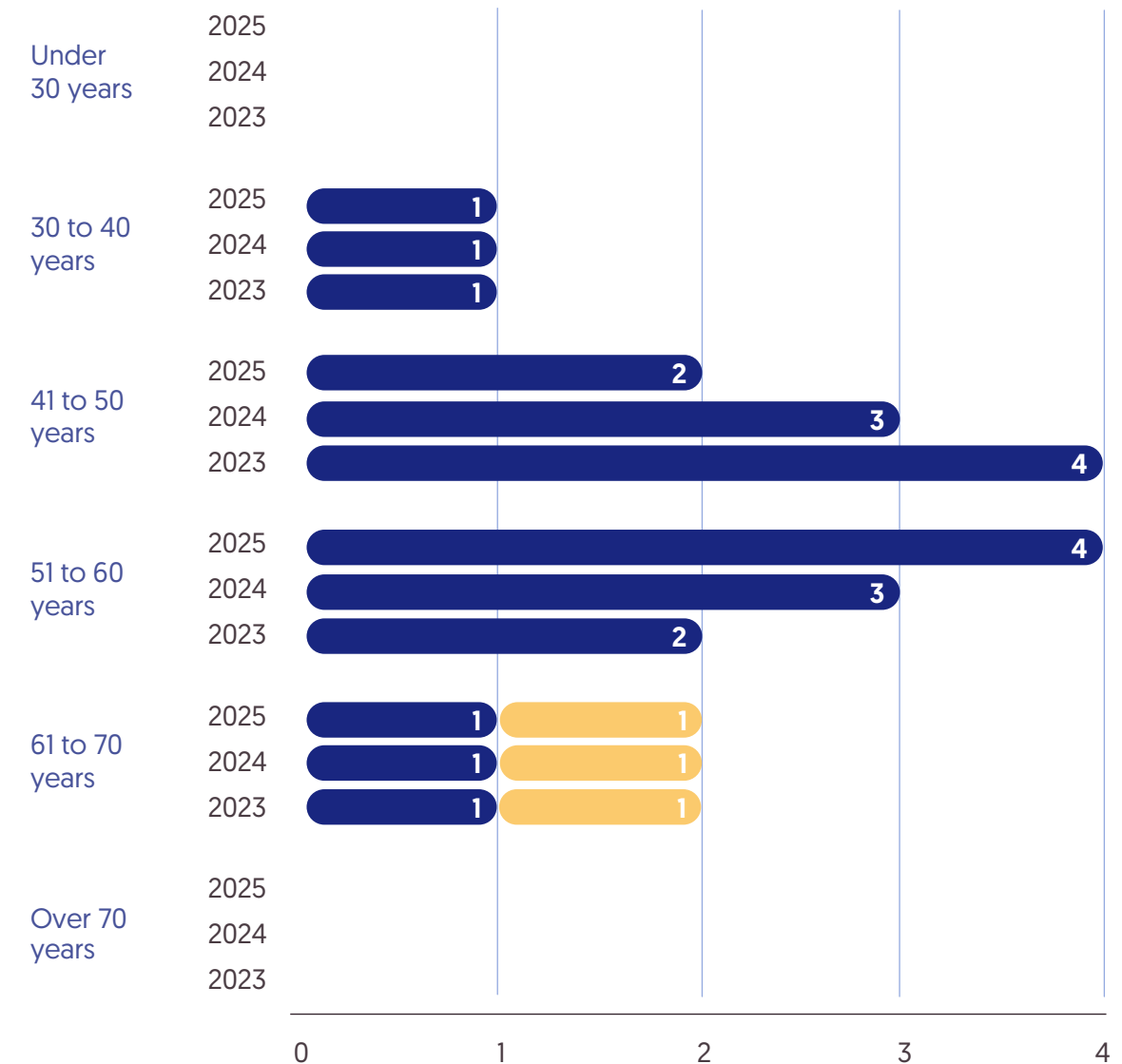
3.2.13 Board Diversity

NCG 3.2.13

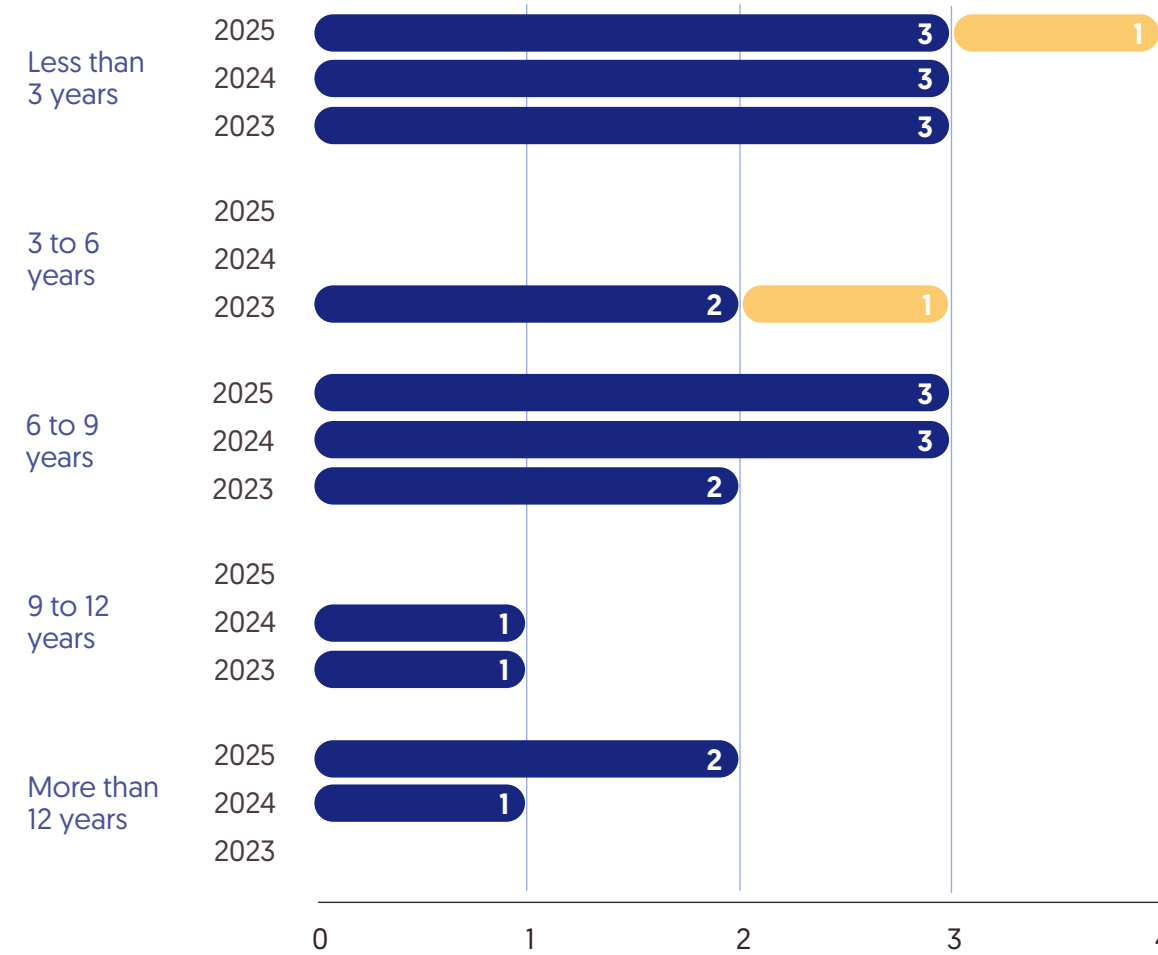
GENDER



AGE RANGE



YEARS OF SERVICE



Men Women

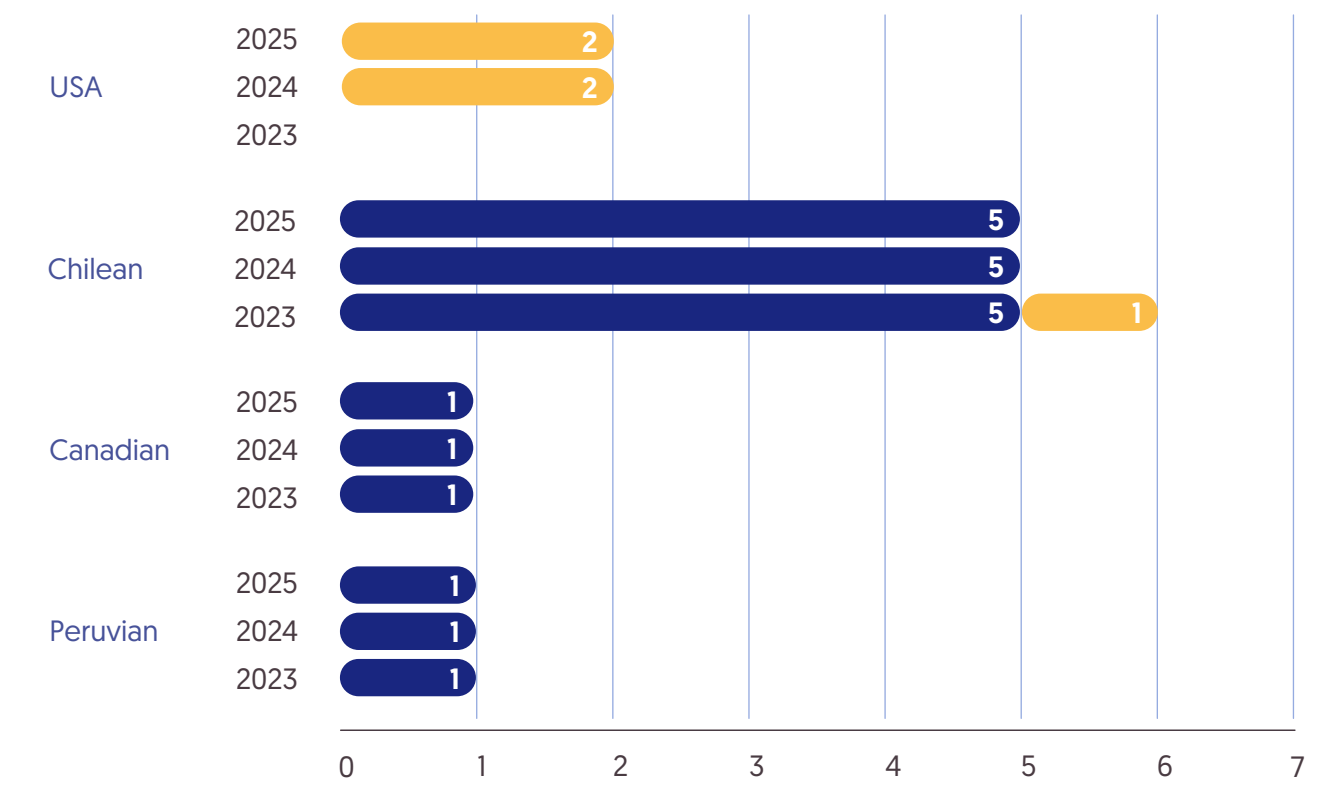
Hortifrut does not have any board members with disabilities.



To review information on our alternate directors

[Click here](#)

NATIONALITY



Pay Gap Within the Board of Directors

All members of the Board of Directors receive the same allowance pursuant to a resolution approved by shareholders at the annual general meeting on April 25, 2025, with the exception of the Chairman, who is entitled to twice the amount received by a regular director for this purpose. Nevertheless, standing directors Nicolás Moller Opazo and Fernando Lopes Furtini waived their fixed compensation for attending board meetings. Directors Richard Toman and Kathleen Barclay, who are also members of the Finance, Audit and Risk Committee, do not receive an attendance allowance; instead, they have a service contract. In light of that, their total compensation has been allocated within the fixed compensation of the Board of Directors. Standing director Víctor Moller Opazo also has a service contract, which is included as fixed compensation.

3.3 Board Committees

3.3.1 Brief Descriptions of Committee Roles and Functions

NCG 3.3.1

Finance, Audit and Risk Committee

Following the cancellation of the Organization's shares from the Securities Registry, the requirement to maintain a Directors' Committee per Article 50 bis of Law 18,046 on Corporations was eliminated. As a result, the Directors' Committee ceased to function pursuant to a resolution adopted by the Board of Directors on July 2, 2024. On that same date, the Finance, Audit and Risk Committee was reconstituted to replace it, with the following responsibilities:

- i. Regularly monitor the Organization's risk management and risk map, verifying that the mitigation measures implemented by management are aligned with the Company's risk appetite and operational reality, with the aim of anticipating negative impacts, requesting that control measures be strengthened and ensuring that the Board of Directors has timely information for decision-making.
- ii. Review the quarterly financial statements.
- iii. Analyze and review financial topics: Hedging, financing, depreciation, related party transactions (RPTs).
- iv. Review and follow-up on audit plan and its compliance, internal audit results and follow-up on action plans associated with the findings.

Talent and Incentive Committee

This committee was established at the board meeting held on July 2, 2024. It is comprised of the following board members: Nicolás Moller, Andrés Carvallo, Juan Luis Alemparte, Fernando Furtini and Richard Toman. The committee's primary functions include reviewing the compensation systems and plans for the Company's managers, senior executives and employees.

Crisis Committee (ad-hoc)

This committee was established at the board meeting held on July 2, 2024. It is composed of the following board members: Nicolás Moller, Andrés Solari and Fernando Furtini, along with the CEO, CFO and CGO.

3.3.2 Committee Members

NCG 3.3.2

Finance, Audit and Risk Committee

The appointed members of the Finance, Audit and Risk Committee are:

NAME	POSITION	FROM	UP TO
María Patricia Sabag	Director (Chairwoman)	07/02/2024	08/06/2024
Kathleen Barclay	Director (Chairwoman)	10/29/2024	-
Andrés Solari	Director	07/02/2024	-
Richard Toman	Director	07/02/2024	-
Juan Luis Alemparte	Director	07/02/2024	-



3.3 Board Committees

3.3.3 Compensation for Members of the Finance, Audit and Risk Committee

NCG 3.3.3

Board members do not receive additional compensation for serving on the Finance, Audit and Risk Committee.

3.3.4 Main Committee Activities

NCG 3.3.4, 3.3.6, 3.3.7

➤ Finance, Audit and Risk Committee

During the 2025 fiscal year, the Finance, Audit and Risk Committee, chaired by Ms. Kathleen Barclay, held 14 formal meetings to review and discuss the matters agreed upon at the meeting on August 1, 2024. The following are the most significant issues that the committee reviewed as part of its regular duties.

- The committee submitted proposals to the Board of Directors regarding external auditors and private risk rating agencies, to be presented at the 2025 annual general meeting.
- Regarding external auditors, proposals from four auditing firms were reviewed, and the committee agreed to recommend that the Board of Directors hire Deloitte as the first choice and Pricewaterhouse Coopers Consultores, Auditores y Compañía Limitada ["PWC"] as the second choice. On March 28, 2025, the Board of Directors approved the appointment of Deloitte as the Organization's external auditors for the 2025 fiscal year. With respect to risk rating agencies, after analyzing the matter, the committee decided to propose to the Board of Directors to keep Clasificadora de Riesgo Humphreys Ltda. ["Humphreys"] and ICR Compañía Clasificadora de Riesgo Ltda. ["ICR"].
- With regard to the work of the external auditors, during the 2025 fiscal year, the committee met with them on three occasions: at the meeting on March 28, 2025, with

EY, for the presentation of our Organization's audited results as of December 31, 2024; subsequently, with Deloitte at the meeting on September 2, 2025, to present the audit plan and the results of the interim review of the Financial Statements as of June 30, 2025, as well as the 2025 audit focus; and at the meeting on December 26, 2025, during which the Management Report was presented, including the observations raised during the fiscal year and the status of observations from previous fiscal years.

- At its June 2025 meeting, the committee approved a change in the organizational structure that separated the functions of compliance, risk, and internal audit into three distinct areas, in accordance with the three lines of defense model. As a result, the Corporate Affairs and Compliance Department was consolidated under the Corporate Governance Division; the Risk Department was established within the Corporate Administration and Finance Division; and, finally, the Internal Audit Division continues to report directly to the Finance, Audit and Risk Committee.

Primary Committee Activities

- **Review of Financial Statements:** The Organization's financial statements are reviewed quarterly by the Finance, Audit and Risk Committee. These reviews address and explain the main changes in the balance sheet and income statement at the end of each period. The following reviews were conducted in 2025:

ACCOUNTING PERIOD	COMMITTEE MEETING
12/31/2024	03/28/2025
03/31/2025	05/27/2025
06/30/2025	08/25/2025 and 09/02/2025
09/30/2025	11/25/2025

The committee expressed a favorable opinion with respect to each of the quarterly financial statements reviewed, for subsequent presentation to our Organization's Board of Directors.

- **Related Party Transactions ("RPTs"):** The committee conducted a detailed analysis of transactions with related parties. These transactions are within our Organization's ordinary line of business, were in the Organization's best interest, and met fair market conditions; therefore, the committee recommended that the Board of Directors approve them.
 - **Review of Internal Audits:** The results of the internal audits were presented at various meetings of the Finance, Audit and Risk Committee. The corporate managers of the audited departments were invited to these sessions to explain the findings and present the agreed-upon action plans.
- For her part, the Chief Compliance and Internal Audit Officer provided quarterly reports on compliance with the Internal Audit Plan established for the period

during the meetings held on March 25, 2025, April 30, 2025, July 30, 2025, and October 30, 2025. At its meeting on July 30, 2025, the committee approved the Internal Audit Plan for the 2025–2026 season.

- **Risk Management:** At the August and November 2025 meetings, the committee reviewed the progress made in establishing the new Risk Department. In this initial phase, we plan to conduct a comprehensive assessment of the risks to which the Company is exposed, in order to determine the Organization's risk profile and risk tolerance and thereby strengthen its risk management and continuous improvement strategies.

The Finance, Audit and Risk Committee promptly reports to our Organization's Board of Directors on the matters discussed and the resolutions adopted at the committee's meetings. Detailed minutes are kept for each committee meeting, ensuring follow-up on the steps taken.

3.3.5 Committee Hiring of Advisors

NCG 3.3.5

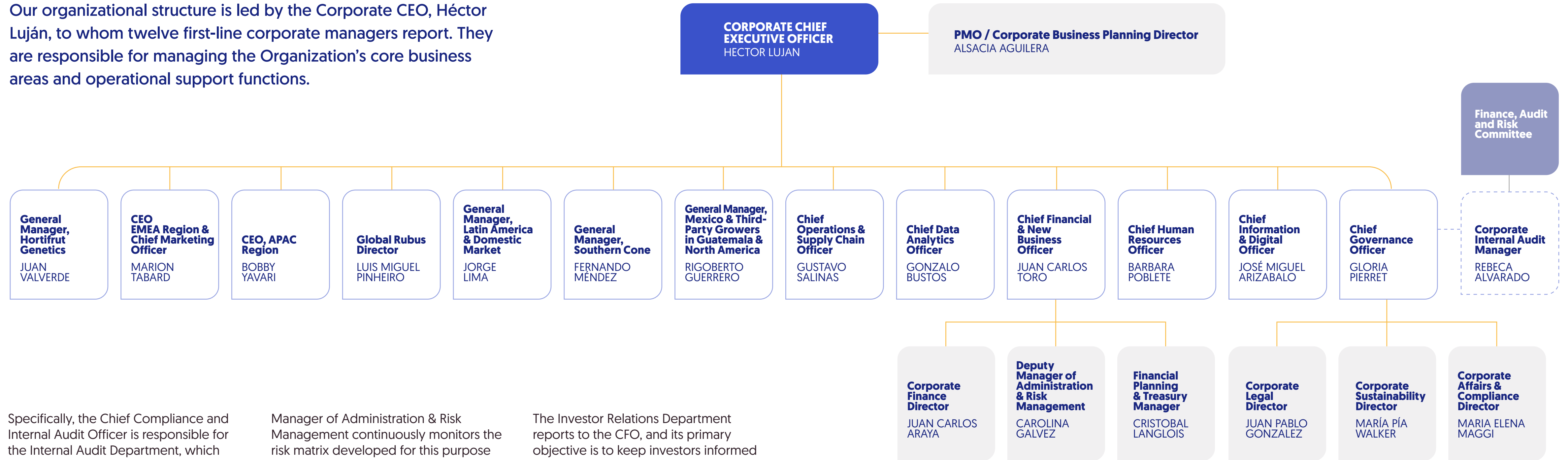
Any director may request the hiring of expert advisors in the course of their duties, in accordance with the guidelines set forth in the Board's Expert Hiring Policy. The Finance, Audit and Risk Committee did not hire any consultants during 2025.

3.4 Senior Executives and Organizational Structure

3.4.1 Senior Executives

NCG 3.4.1

Our organizational structure is led by the Corporate CEO, Héctor Luján, to whom twelve first-line corporate managers report. They are responsible for managing the Organization’s core business areas and operational support functions.



Specifically, the Chief Compliance and Internal Audit Officer is responsible for the Internal Audit Department, which reports directly to the Finance, Audit and Risk Committee. She establishes an annual internal audit schedule covering the various subsidiaries that make up the Hortifrut Group.

As for risk management, while each department is responsible for managing and controlling risks, the Deputy

Manager of Administration & Risk Management continuously monitors the risk matrix developed for this purpose and reports to the Board of Directors every two months.

Sustainable development is overseen by the Corporate Sustainability Manager, who is part of the Corporate Affairs Department and is responsible for coordinating and monitoring compliance with all current initiatives in this area within our Organization.

The Investor Relations Department reports to the CFO, and its primary objective is to keep investors informed in a timely and ongoing manner about the Company’s performance, addressing operational, financial, risk and sustainability issues, among other factors relevant to decision-making.

— Direct Reporting
- - - Functional Reporting

3.4 Senior Executives and Organizational Structure

NCG 3.4.1, 3.4.4

GONZALO BUSTOS

Industrial and systems engineering with graduate studies

Chief Data Analytics Officer

13.027.231-2 (CHL)
September 20, 2017
0.00%



JUAN VALVERDE

Chemistry with graduate studies

General Manager, Hortifrut Genetics

XDE645310 (ESP)
January 06, 2023
0.00%



BOBBY YAVARI

Electrical engineering with graduate studies

CEO, APAC Region

11-16-4149 (USA)
March 01, 2021
0.00%



JOSÉ MIGUEL ARIZABALO

Computer engineering with graduate studies

Chief Information & Digital Officer

13.066.136-K (CHL)
April 02, 2018
0.00%



JUAN CARLOS TORO

Industrial engineering with graduate studies

Chief Financial & New Business Officer

13.256.450-4 (CHL)
January 17, 2018
0.00%



GUSTAVO SALINAS

Industrial engineering with graduate studies

Chief Operations & Supply Chain Officer

12.864.024-K (CHL)
June 01, 1998
0.00%



GLORIA PIERRET

Lawyer

Chief Governance Officer

13.899.089-3 (CHL)
March 03, 2008
0.00%



BÁRBARA POBLETE

Psychology and communications with graduate studies

Chief Human Resources Officer

14.165.464-0 (CHL)
April 15, 2013
0.00%



RIGOBERTO GUERRERO

Public accounting with graduate studies

General Manager for Mexico & Third-Party Growers in Guatemala and North America

GUAR830416HJCRCG09 (MEX)
February 10, 2014
0.00%



JORGE LIMA

Business administration with graduate studies

General Manager, Latin America & Domestic Market

8968455-2
October 21, 2019
0.00%



FERNANDO MENDEZ

Agricultural engineering with graduate studies

General Manager, Southern Cone

10221355 (PER)
April 01, 2018
0.00%



LUIS MIGUEL PINHEIRO

Director of companies in the agri-food supply chain

Global Rubus Director

11.167.328 (PT)
November 17, 2025
0,0%



3.4 Senior Executives and Organizational Structure

3.4.2 Compensation of Senior Executives

NCG 3.4.2

The total compensation received by the senior executives of our Organization and its subsidiaries in 2025 amounted to ThUS\$ 4,288, of which 10% consisted of variable compensation, compared with ThUS\$ 4,889 in 2024, of which 21% consisted of variable compensation.

3.4.3 Compensation Plans

NCG 3.4.3

At Hortifrut, we have fixed compensation, managed by market, and internal salary band equity. In addition, we have annual variable compensation plans designed to reward each collaborator's contributions to our Organization. This variable compensation is paid on an annual basis to the extent that the global, regional, local budget per subsidiary and individual KPIs and competencies are met. This compensation plan applies to all of our Organization's collaborators.

As part of our internal policy, Hortifrut's Board of Directors annually reviews and approves the senior executives' fixed and variable compensation. In order to support and contribute to this analysis, we rely on the advice and consulting expertise of renowned international compensation consulting firms.

We do not have procedures in place to submit the salary structures and compensation and severance policies for the Chief Executive Officer and other senior executives to the shareholders for approval in addition to approval of the Board of Directors or its committees. Furthermore, Hortifrut does not intend to disclose these structures and policies to the general public.

However, our policy establishes methodological bases for compensation, aligned with our strategic objectives. This policy aims to maintain a sustainable compensation structure for the business and help attract and retain collaborators through fair and competitive wages.

This structure has been designed with the support and advice of MERCER and is periodically analyzed with worldwide compensation studies to establish salary bands and make comparisons according to the labor market.

3.5 Adherence to National or International Codes

NCG 3.5

It should be noted that, to date, Hortifrut has not subscribed to any corporate governance codes of public or private, domestic or foreign organizations.

3.6 Risk Management

3.6.1 Risk Management Policies

NCG 3.6.1

At Hortifrut, risk management is an integral part of our activities, considering the internal and external context of our Organization, interactions with our stakeholders and the monitoring of our operations and their continuity. This approach seeks to identify and mitigate the most relevant and significant risks.

Effective in 2025, we have implemented a Risk Management Policy, which establishes a comprehensive framework for identifying, assessing, managing and monitoring risks that could affect the ability of Hortifrut and its subsidiaries to achieve their objectives. This policy applies to all collaborators, executives and stakeholders of the parent company and its subsidiaries worldwide.

3.6.2 Risks and Opportunities that Impact the Organization

NCG 3.6.2

Identifying the risks and opportunities inherent in our business is essential for Hortifrut. That is why we use a risk matrix to identify risk exposure and gain a deeper understanding of the financial, market, operational, legal and labor risks we face on a daily basis. This matrix allows us to assess and quantify the risks associated with business opportunities and develop strategies to reduce, transfer or avoid these risks. Ongoing management of risks and opportunities is essential to our Organization's sustainable development and goal attainment.



4. As of December 31, 2025, there were 14 senior executives. In 2024, 12 senior executives were considered.

3.6 Risk Management

3.6.2.a. Risks and Opportunities Inherent to Our Business

NCG 3.6.2.a

ONLINE REPORT OF HORTIFRUT'S RISK MATRIX AS OF DECEMBER 2025.

RISK		
Operational	28	48.3%
Climate	11	19.0%
Strategic	10	17.2%
Compliance	7	12.1%
Financial	2	3.4%

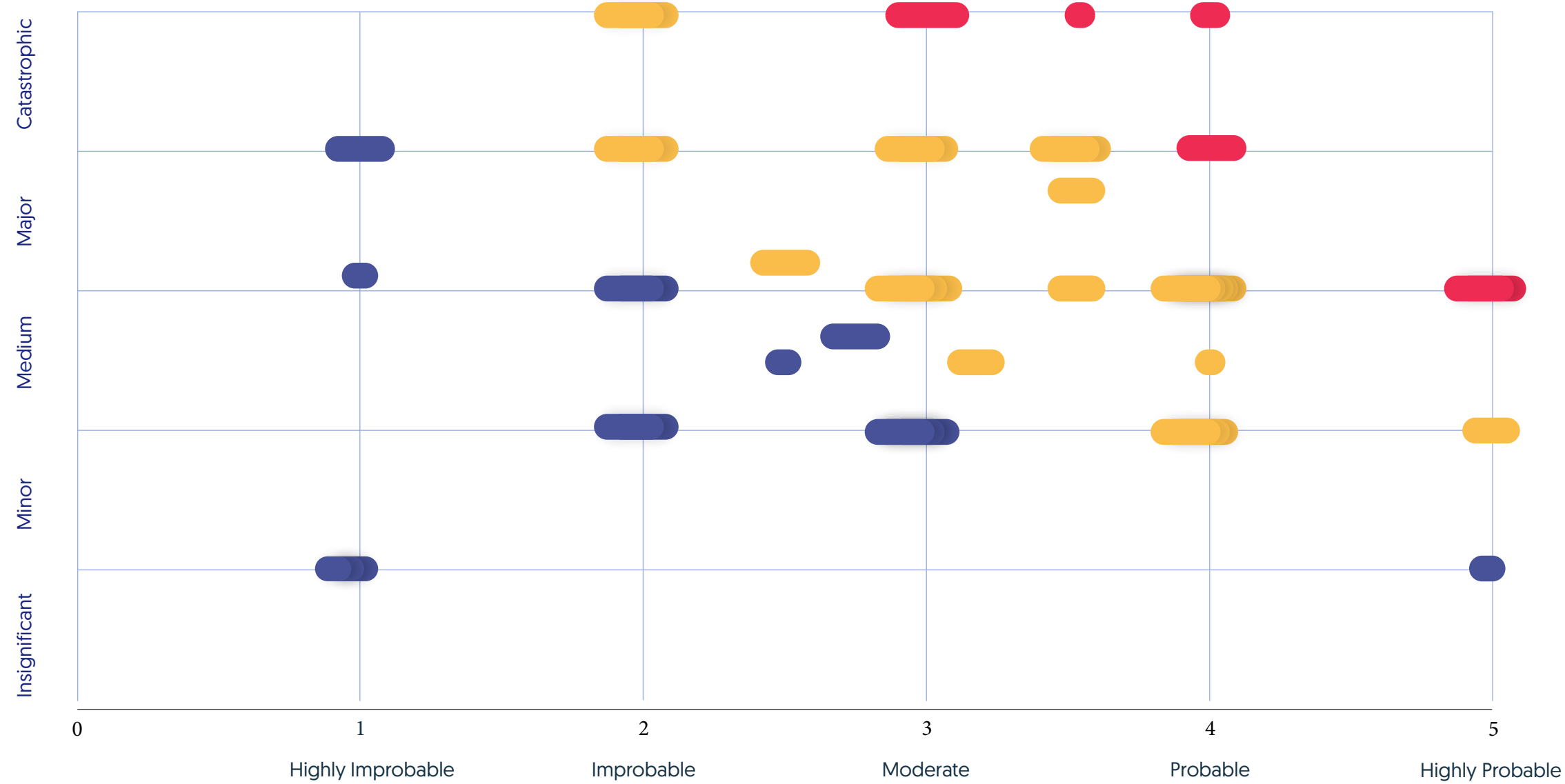
REGION		
Corporate	58	100.0%
Americas	19	32.8%
EMEA	17	29.3%
APAC	10	17.2%

RISK LEVEL		
Critical	7	12.1%
Tolerable	34	58.6%
Acceptable	17	29.3%

RESPONSIBLE PARTY



HORTIFRUT RISK MATRIX REPORT AS OF DECEMBER 2025



Acceptable
Tolerable
Critical



3.6 Risk Management



3.6.2.b. Information Security Risks

NCG 3.6.2.b

Starting in 2022, Hortifrut has adopted ISO 27001 as our information security standard in order to strengthen our policies and procedures regarding information security, thereby minimizing the risk of cybercrime. Hortifrut's cybersecurity governance is managed by a Cybersecurity Committee, which meets monthly.

3.6.2.c Antitrust Risks

NCG 3.6.2.c

Antitrust risks have not been included in our Corporate Risk Matrix because berries are mainly sold in supermarkets in North America, Europe and Asia that set sales prices according to local demand.

3.6.2.d Consumer Health and Safety Risks

NCG 3.6.2.d

At Hortifrut, we are committed to protecting the health and safety of our consumers by implementing responsible production systems and integrating technology and sustainability measures throughout the production chain to optimize resources and reduce environmental impacts, thereby ensuring the production of high-quality fresh fruit.

Our Risk Matrix includes a comprehensive analysis of food safety, and we implement controls and action plans to minimize health and safety risks to our consumers.

3.6.2.e Environmental and Social Risks

NCG 3.6.2.e



To review the risks associated with climate change adaptation, see Chapter 7. Environment. Climate Change Adaptation Risks.

3.6 Risk Management

3.6.3 Risk Identification and Assessment Process

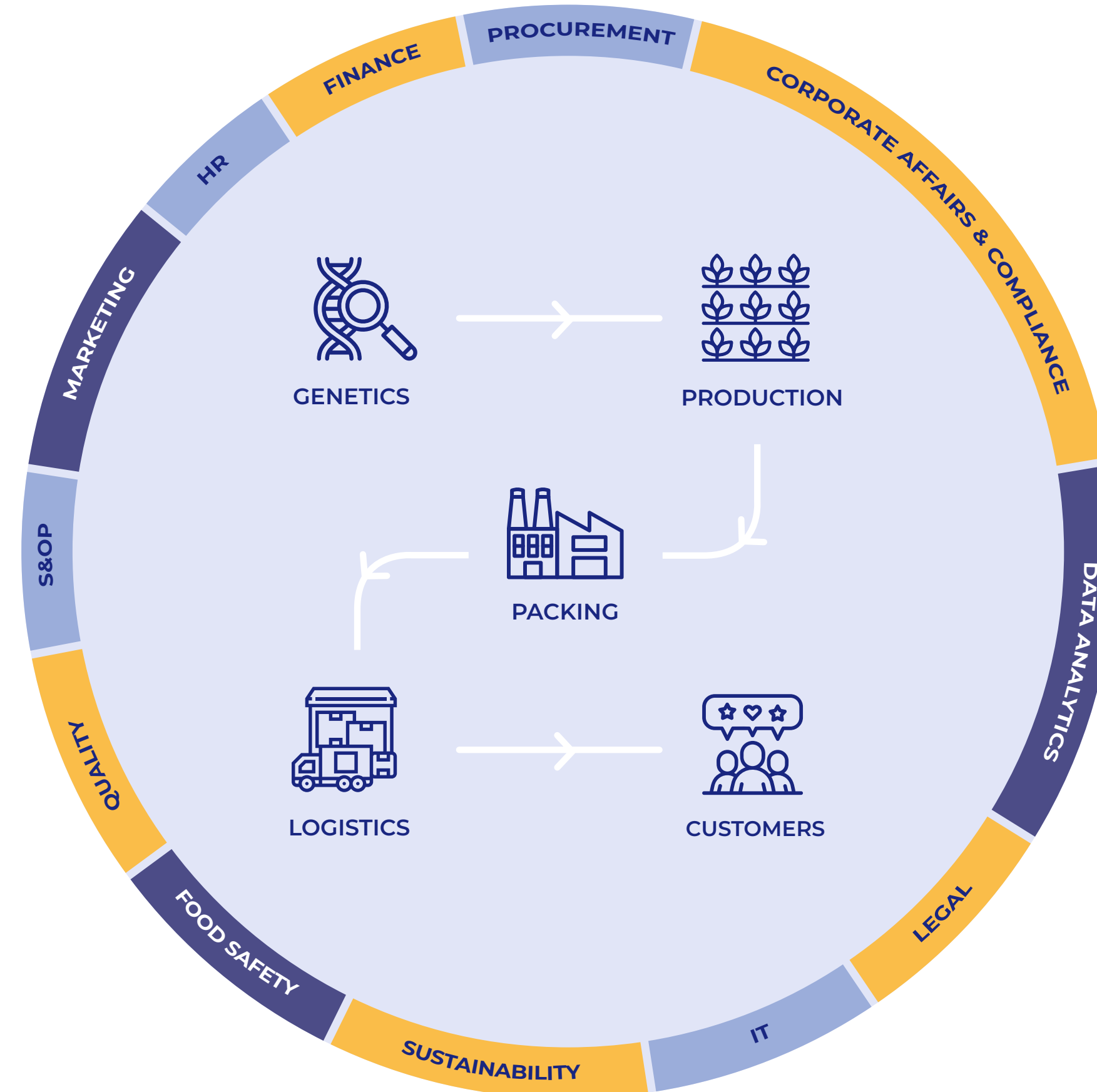
NCG 3.6.3

Risk Identification and Monitoring

1. The CEO and senior executives are responsible for risk management and for proposing an action plan to mitigate identified risks.
2. Each risk has a designated person in charge at the corporate level.
3. The Corporate Administration and Risk Management Unit compiles and reports on the main risks to the Board of Directors.

The risks identified are centralized in a **Corporate Risk Matrix**, which complies with COSO (Committee of Sponsoring Organizations of the Treadway) Standards I and II. This matrix details the processes, the risks involved, the controls in place to manage or mitigate such risks, the action plans to overcome weaknesses or risks not reasonably hedged, and those responsible for their implementation, together with the committed deadlines. Risks are classified according to their impact in terms of potential financial losses or lower revenue, as well as by their probability of occurrence. Front-line corporate officers and managers are responsible for reporting all new risks to the Administration and Risk Management Unit, which then incorporates them into the risk matrix.

RISK IDENTIFICATION AND MANAGEMENT PROCESS



Corporate, regional and subsidiary managers identify, assess and appraise risks, and monitor action plans.

The Administration and Risk Management Unit centralizes information on changes regarding the impact and probability of relevant and new risks.

The Risk Committee reviews the reported risks, assesses their severity, and oversees committed action plans to mitigate them.

Bimonthly Reporting to the Board of Directors

3.6 Risk Management

3.6.4 The Role of the Board of Directors and Senior Management in Risk Management

NCG 3.6.4

Action plans associated with critical risks are monitored every two months, while those associated with tolerable risks are monitored quarterly. These follow-ups are documented in a report that is available online, to which the directors have access. In addition, every two months, the Administration and Risk Management Unit sends the Board of Directors a monitoring report that includes a classification of all risks, changes since the previous report and details on critical risks and their action plans.

3.6.5 Risk Management Unit

NCG 3.6.5

Since 2025, there has been a unit responsible for global risk management at Hortifrut, tasked with identifying, quantifying, monitoring and communicating risks. This unit reports to the Corporate Administration and Finance Division.

While **Risk Management** falls under the purview of each department where such risks may arise, the **Deputy Manager of Administration and Risk Management** is responsible for continuously monitoring the risk matrix and reporting on this monitoring to the Board of Directors every two months.

It is the responsibility of each manager to identify risks, report them to the Corporate Administration and Risk Management Unit and submit proposals for action plans to mitigate them, including designated personnel and specific deadlines for implementation.

Sustainable development is overseen by the Sustainability Department, which is part of the Corporate Governance Division and is responsible for coordinating and monitoring compliance with all current sustainability initiatives within our Organization.

3.6.6 Internal Audit Unit

NCG 3.6.6

Specifically, the Chief Compliance and Internal Audit Officer is responsible for the Internal Control Unit, which reports directly to the Finance, Audit and Risk Committee. She establishes an annual internal audit schedule covering the various subsidiaries that make up the Hortifrut Group.

3.6.7 Ethical Conduct Code

NCG 3.6.7

At Hortifrut we have an Ethical Conduct Code that defines principles and guidelines for the actions of all our collaborators and directors. The Ethical Conduct Code states that it is the responsibility of each director, senior executive or collaborator to report situations that could compromise trust and to avoid any conflict between their private interests and those of the Organization.

The Supplier Ethical Conduct Code establishes standards of ethical behavior and business conduct that objectively and transparently regulate all business activities involving our suppliers.

In cases where conflicts of interest arise, those involved must recuse themselves from the decision-making process. To report conflicts of interest, we have a **Conflict of Interest Disclosure Portal** [<https://declaracionjurada.hortifrut.com>] for all directors, senior executives and collaborators to submit their declarations online. In 2025, we updated the platform to comply with the European General Data Protection Act and to extend the declaration to our suppliers.



The main topics addressed by our Ethical Conduct Code include:

For executives and collaborators

- Conflicts of interest
- Handling confidential information
- Handling insider information
- Diligence in the performance of duties
- Criminal liability of legal entities
- Fraud
- Ethics Committee

For directors

- Diligence in the performance of duties
- Handling confidential information
- Handling insider information
- Related party transactions
- Accountability

For suppliers

- Minimum human rights standards
- Assessment and compliance
- Respect for the environment
- Whistleblower channel

The code is updated as changes arise. It was last updated in August 2024, coinciding with the release of our Human Rights Policy. Modifications are communicated to all members of our Organization through a corporate email, then published in JAM (internal communications platform), within the Policies and Procedures section, as well as on our website. As part of the hiring process, all new collaborators must sign the current Ethical Conduct Code, as well as the internal regulations of each subsidiary.

3.6 Risk Management

3.6.8 Information and Training on Risk Management Policies

NCG 3.6.8

Policies and any amendments to them are approved by senior management and then published on the JAM Platform [internal communications platform]. This platform serves as the official repository for distributing corporate policies and procedures, enabling all employees to access current documentation relevant to their roles.

In addition, policies relevant to the market are published on the corporate website, in the Corporate Governance/ Policies and Procedures section, available by [clicking here](#).

Whenever new policies are issued or existing ones are updated, the applicable employee groups are notified via email to ensure they are aware of the changes and that they are properly implemented.

Whenever new policies are issued or existing ones are updated, the applicable employee groups are notified via email to ensure they are aware of the changes and that they are properly implemented.

In addition, in 2025, Hortifrut launched its first artificial intelligence agent, named LEXIA. This tool allows users to look up questions about corporate policies and procedures in any language and also provides a direct link to the relevant document.

Compliance Week

In November 2025, we celebrated “Hortifrut Compliance Week 2025,” an opportunity to reflect on the importance of doing things right and how that leads to better results for everyone.

The initiative, which was led by our CEO, included awareness-raising and training activities, as well as efforts to promote best practices, internal controls and an evaluation of the Whistleblower Channel.



3.6 Risk Management

lickin

3.6.9 Whistleblower Channel

NCG 3.6.9

Hortifrut has a **Whistleblower Channel** for any stakeholder [permanent or temporary collaborators, suppliers, customers and third parties in general] to report any deficiency or significant weakness regarding the design and operation of internal controls or any violation of the ethical standards and values of our Organization.

This platform is available in multiple languages—Spanish, English, French, Portuguese, Arabic, Urdu, Romanian, Bulgarian, and Hindi—and is available online 24/7 to receive both anonymous and identified reports, ensuring absolute confidentiality and privacy. In addition, it offers the option of recording voice messages with a system that distorts the whistleblower’s voice to preserve his or her anonymity.

How does it work? The Whistleblower Channel is available on the Hortifrut website ([click here](#)) and on posters with QR codes in fields and packing plants. The platform is managed by EQS, and the Compliance team has access to it. Depending on the type of complaint, investigations are carried out by either the Compliance or the Human Resources teams.

All complaints are investigated and, if deemed appropriate, an action plan is proposed based on the seriousness of the allegation. Measures can range from coaching, leadership training, verbal or written warnings, suspension, to dismissal.

3.6.10 Succession Plans

NCG 3.6.10

During the period, we made significant progress in consolidating the Corporate Succession Plan, and the Individual Development Plan (IDP) has played a key role in this effort, enabling us to guide the professional development of our employees and prepare us to address succession challenges that ensure operational and cultural continuity.

3.6.11 Board Review of Salary Structures

NCG 3.6.11

As part of our internal policy, Hortifrut’s Board of Directors annually reviews and validates the senior executives’ fixed and variable compensation based on advice and studies from leading international compensation consultants.



For more information on our executive compensation, see section 3.4.3.

3.6.12 Shareholder Review of Salary Structures

NCG 3.6.12

The Organization does not currently have any procedures for submitting the salary structures and compensation and severance policies for the CEO and other key executives to the shareholders for approval, in addition to the approval of the board of directors or one of its committees.

Complaints Channel What can you report?



1. Offences such as theft, bribery, and water pollution, among others.
2. Sexual harassment.
3. Forced labour.
4. Child labour.
5. Workplace abuse or bullying.
6. Discrimination.
7. No freedom of association.
8. Attacks or damage against fruit safety.
9. Failure to comply with company regulations and policies.



- The Complaints Channel is available through the website: <https://denuncias.hortifrut.com/>
- You can also enter by scanning the following QR code.

Remember that:

- All your complaints are confidential.
- We will take care of your complaint.
- Your complaint should provide as much detail as possible.



3.6 Risk Management

3.6.13 Crime Prevention Model

NCG 3.6.13

Hortifrut has a Crime Prevention Model (CPM) that meets the requirements of Law No. 20,393 and its amendments, establishing the criminal liability of legal entities within the Organization.

Under this model, all collaborators are trained to prevent and detect any act that infringes the law, our Organization's values and internal policies, as well as how to file a report in case of non-compliance. Furthermore, we expect our growers, suppliers and customers to act in the same way.

The CPM is certified for Hortifrut S.A. and our subsidiaries in Chile by BH Compliance, which performs periodic follow-up inspections to verify that the certification remains valid.

Hortifrut's Crime Prevention Model was also reviewed by Deloitte in relation to Chile's new Law on Economic Crimes and Threats against the Environment and by KPMG for the amendment to Peru's Law No. 30.424.

The following table lists the main policies and procedures we have established in the Organization to align all our collaborators with good corporate governance practices:

GENERAL POLICIES: CRIME PREVENTION MODEL (CPM)

NAME	DESCRIPTION
Ethical Conduct Code	Establishes standards of ethical behavior and business conduct for all personnel, senior executives, directors and other collaborators, regardless of their contractual relationship with the Organization. The foregoing is in accordance with the Organization's principles, vision and mission and applicable legislation in each case. Click here
Supplier Ethical Conduct Code	It sets forth the minimum standards of conduct that we aim to promote and work toward in collaboration with our supply chain. Our approach involves not only monitoring compliance but also working closely with our suppliers to gain a better understanding of the challenges they face, promote improvements and empower them to implement these practices across their operations.
Corporate Ethics Policy	Establishes the principles and guidelines that govern the actions and decisions of Hortifrut and its subsidiaries to ensure that all our global operations are conducted with the highest standards of ethics and professional conduct and guarantees their implementation. Click here
Delegation of Authority Policy (DAP)	List of the Organization's main activities and their level of approval.
Crime Prevention Model Manual	Defines the ethical values of the Hortifrut group worldwide, ratifying its will to uphold conduct that respects both regulations and its ethical values, defining its framework of compliance principles in criminal matters.
Policy for Receiving and Investigating Complaints	Regulates the reception and investigation of complaints received for perpetration of acts that could constitute crimes punishable under local laws on criminal liability of legal entities; or violations of the Ethical Conduct Code.
Conflict of Interest and Related Party Transactions (RPT) Management Policy	Regulates the treatment of conflicts of interest to prevent biased behavior and to avoid situations that pose or may generate the perception of incompatible negotiations.
Public Officials Interaction Policy	Determines the guidelines for our directors and collaborators in their interactions with national and international public officials.
Gift and Invitations Policy	Describes the rules applicable to the giving and receiving of gifts and the acceptance and granting of invitations by our directors and collaborators.
Third-party Due Diligence Policy	Determines the guidelines and mechanisms that our collaborators must follow to obtain the necessary information when dealing with third parties (suppliers, customers or donations).
Crisis Management Manual	Define what is considered a crisis in Hortifrut and the guidelines to be implemented in case of crisis.



3.7 Engagement with Stakeholders and the General Public

3.7.1 Stakeholder Engagement

NCG 3.7, NCG 6.3

Investor relations fall under the purview of the Corporate Administration and Finance Division, whose primary objective is to keep investors continuously informed about the Company's performance, including operational matters, risks and sustainability, among other topics. In order to develop our materiality analysis, we segmented our stakeholders into the following seven groups:

KEY STAKEHOLDERS	STAKEHOLDER ENGAGEMENT	COMMUNICATION CHANNELS	CONTINUOUS IMPROVEMENT PROCEDURES
1. Investors Shareholders and investors: banks, pension funds (AFPs), investment funds.	The Organization has an Investor Relations area, whose objective is to keep investors permanently informed about the progress of the business, in operational, risk and sustainability matters. To do so, we perform a detailed analysis of the quarterly financial statements, in addition to holding regular meetings upon request.	<ul style="list-style-type: none"> Investors section on website Investor Relations team 	<ul style="list-style-type: none"> Materiality process
2. Collaborators All Hortifrut collaborators, both permanent and temporary. Union leaders	They are the engine of production and execution of key tasks within each subsidiary and their performance and motivation directly affect our results. In order to address their concerns and work together, we have tools such as climate surveys, joint committees, the whistleblower channel and the HR Managers of each subsidiary that provide support to obtain feedback.	<ul style="list-style-type: none"> Internal emails BerryConnect portal (Intranet) Social media Whistleblower channel Representatives of joint committees Wellness committees 	<ul style="list-style-type: none"> Workplace climate survey Internal communications Union dialogue Materiality process
3. Customers Retailers, wholesalers and intermediaries through which we market and sell our berries worldwide	We work to ensure that the products arrive with the best quality to the different destinations, carrying out initiatives together with them in order to protect the berries' quality. We regularly conduct opinion surveys that allow us to manage their main concerns.	<ul style="list-style-type: none"> Sales team Corporate website Social media Customer emails Suggestion boxes 	<ul style="list-style-type: none"> Compliance/satisfaction feedback Sales team communications Materiality process
4. Consumers People consuming our berries all over the world	We demonstrate our commitment to consumer well-being through rigorous quality control of our products, food safety certifications to ensure the safety of our berries and our ongoing adaptation to international standards. We incorporate feedback from our customers received via the web, social media, etc.	<ul style="list-style-type: none"> Corporate website Social media 	<ul style="list-style-type: none"> Receiving feedback via the website and social media
5. Partners Business partners	These companies help us develop our business and extend the presence of our brands around the world. Our local strategic partners allow us to minimize start-up and local adaptation costs, implementing technologies and knowledge in berry production.	<ul style="list-style-type: none"> Internal emails Work meetings 	<ul style="list-style-type: none"> Work meetings Materiality process
6. Community and Society Neighboring communities, governments and regulatory agencies, NGOs Trade associations	Our direct dialogue allows us to develop initiatives that foster a good relationship with the communities around us and enable us to improve the quality of life of families and individuals. This is in addition to complying with the current regulations that apply to us.	<ul style="list-style-type: none"> Corporate website Social media Delivery of local information 	<ul style="list-style-type: none"> Meetings with local communities Various collaboration agreements Materiality process
7. Other companies in the industry Other growers, suppliers and providers	It is important to involve the entire supply chain to improve industry standards and practices and therefore improve our impacts on consumers, customers, workers and the local community.	<ul style="list-style-type: none"> Grower Portal Procurement team Emails to suppliers 	<ul style="list-style-type: none"> Materiality process



04 Strategy

- 4.1 Time horizons
- 4.2 Strategic objectives
- 4.3 Investment plans



In 2025, Hortifrut made significant progress in implementing our 2025–2026 Corporate Strategy, which aims to strengthen our position as a global leader in the berries category. The strategy is designed to ensure a sustainable and competitive value proposition aligned with global consumer trends, changes in the operating landscape, environmental and social challenges and growing demands for corporate governance.

Our mission, “Berries for the world, every day,” guides this long-term strategic plan, which is structured around pillars, objectives and a management model that allows us to execute and monitor progress in a systematic and disciplined manner.

4.1 Time Horizons

NCG 4.1

At Hortifrut, we develop our strategic planning across three time horizons—short, medium and long term—determined by the nature of the agricultural business, the useful life of biological assets, production infrastructure and business cycles.

- **Short and Medium Term (1–5 years):** In this horizon, we are driving tactical and strategic initiatives aimed at optimizing processes, improving cost efficiency and strengthening customer relationships through disciplined business execution and the proper implementation of various projects. Similarly, we strive to improve productivity, optimize our genetics and berry mix according to market needs, ensure a steady year-round supply and advance the digital transformation of our business. This period also includes consolidating investments in agricultural and post-harvest infrastructure, technological capabilities and projects aligned with ESG commitments.
- **Long Term (more than 5 years):** In this horizon, we pursue structural initiatives that will advance the development of assets with long-term impact, such as new plant varieties, additional planting, centers of excellence and geographic expansion. We also consider strategic partnerships, climate resilience initiatives and changes in the berry categories in major global markets.

4.2 Strategic Objectives

NCG 4.2

Strategic Objectives

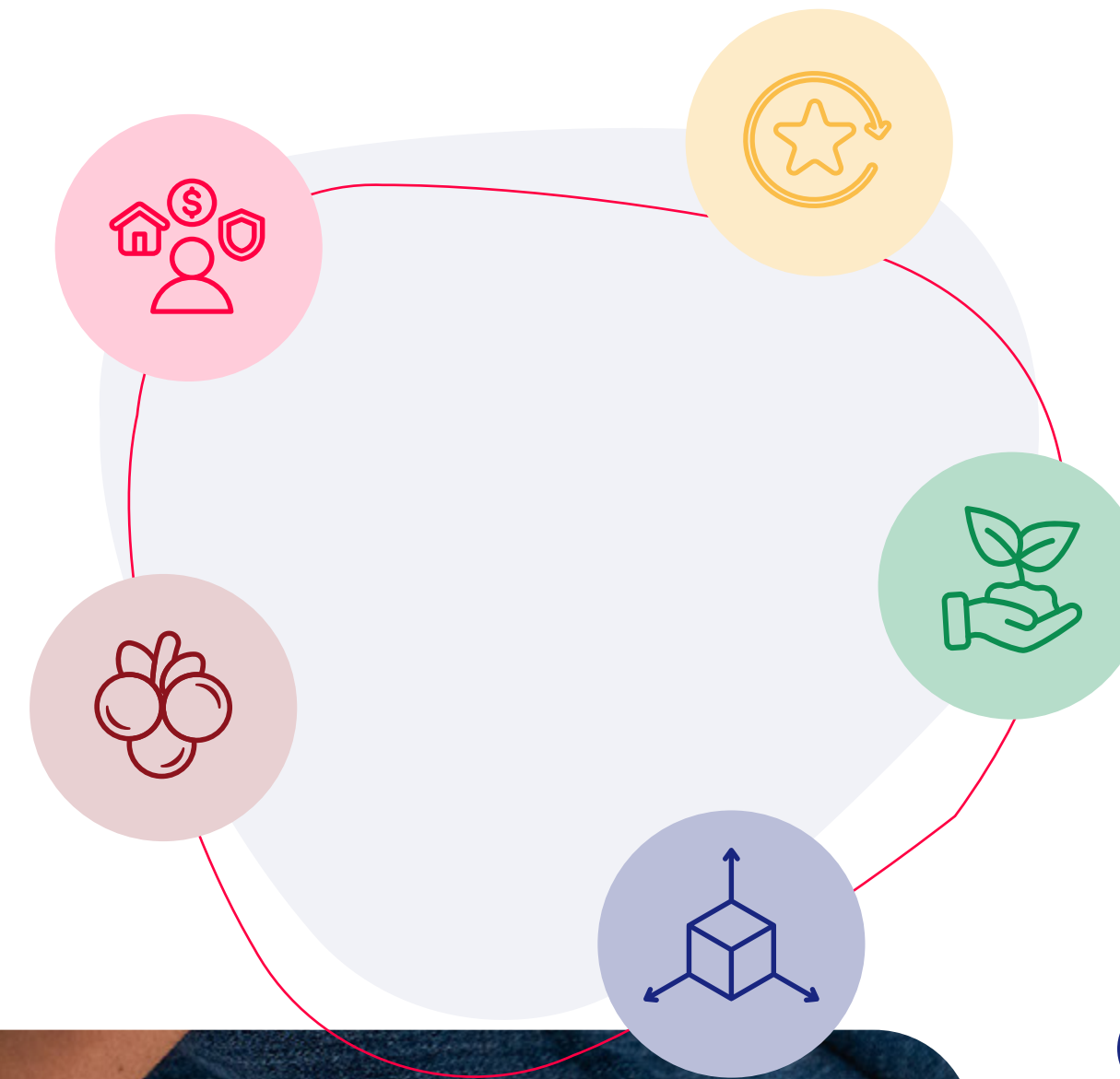
Our strategic objectives for the 2025–2026 period include:

1 Expand our market-driven approach:

Align our offerings with the actual needs of consumers, customers and target markets.

2 Ensure year-round berry availability:

Build a global platform that balances in-house production and third-party sourcing to ensure consistent quality and volume throughout the year.



3 Foster a culture of excellence:

Improve agricultural productivity, increase operational efficiency and foster a high-performance organizational culture built on our corporate values.

4 Scale globally and sustainably:

Ensure responsible growth through a global hybrid model and the integration of ESG standards across all regions and operations.

5 Strengthen cross-cutting strategic enablers:

Implement sustainable processes, technology and data analytics, along with organizational talent and strong governance, to support future growth.



4.2 Strategic Objectives

NCG 4.2

Strategic Enablers

Additionally, at Hortifrut we have identified a set of enabling pillars that form the structural foundation necessary for the effective and sustainable implementation of our strategy. These enablers strengthen our internal capabilities, talent management, digital transformation and social and environmental performance, ensuring a robust foundation for future growth.



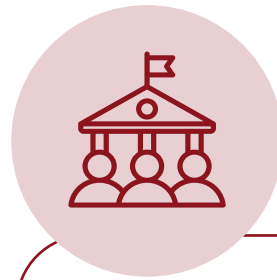
1 Sustainability

Be a global leader in sustainable practices, integrating environmental, social and governance criteria throughout the entire value chain. This includes initiatives addressing climate change, regenerative agriculture, biodiversity, responsible labor programs and strict human rights policies.



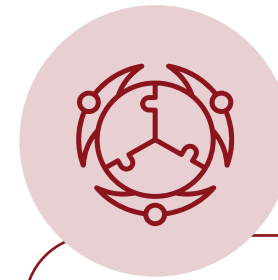
2 Structure and Talent

Develop an efficient regional structure that is poised for growth, and attract, develop and retain top talent with proficiency in the technical and leadership skills necessary for the business to tackle new challenges.



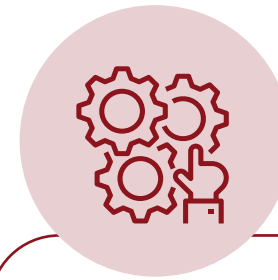
3 Corporate Governance

Align corporate governance with the new organizational structure, strengthening transparency, internal controls and the systematic monitoring of strategic indicators.



4 Culture and Purpose

Adapt and strengthen our organizational culture to maintain cohesion, commitment and strategic alignment in the face of change, reinforcing values such as integrity, innovation, collaboration, passion and accountability for the results of our operating areas.



5 Digital and Data

Accelerate agility and efficiency through process automation and standardization, fostering a data-driven culture that transforms information into strategic, timely and high-impact decisions.



These enablers, jointly developed with the business's strategic pillars, allow our Organization to execute its strategy with strength, resilience and adaptability in the face of global industry challenges.

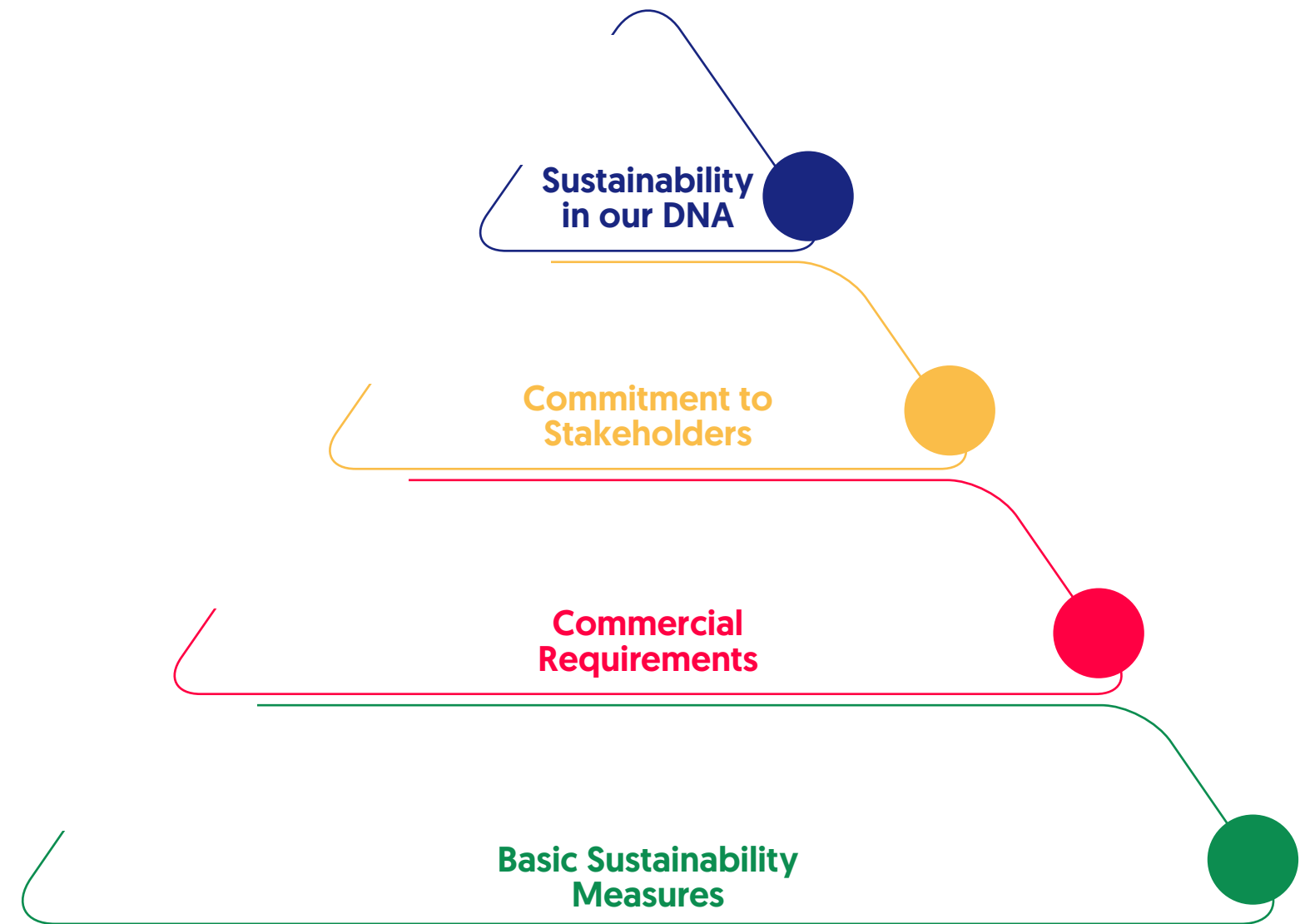
4.2 Strategic Objectives

NCG 4.2

Scale Globally and Sustainably

In 2025, we continue to move forward with sustainability as a key driver of our Global Strategy. This means integrating environmental and social challenges into all areas of the Organization, thereby promoting actions and initiatives that improve efficiency, align commitments and generate positive impacts at our various facilities.

To this end, we have been implementing a sustainability framework that allows us to make steady progress in every area and product category, prioritizing needs and actions according to a hierarchy that enables us to align our ESG performance with each subsidiary's maturity level.



- Embed sustainability throughout the Organization as part of our culture, in every area of the business and among all our people.
- Sustainability Strategy: Define objectives and goals for each strategic pillar, incorporating sustainable practices as a key factor for the long-term viability of the business.
- Meet the varying needs of our customers—including certifications, objectives/ goals, and regulations in target markets—and thus selecting the best commercial programs.
- - Digitalize the ESG indicators for each field and packing plant.
 - Comply with local environmental and social laws.
 - Develop an Environmental Management System to mitigate environmental risks and improve environmental performance.

4.3 Investment Plans

NCG 4.3



During the 2025 fiscal year, we approved an investment plan aimed at strengthening our production, technological, genetic and commercial capabilities in the medium and long term. This plan is based on a market-oriented vision that prioritizes investments aligned with consumer trends, destination market needs and opportunities for sustainable growth, thereby strengthening profitability and creating value for all our stakeholders.

05 People

- 5.1 Workforce statistics
- 5.2 Job formality
- 5.3 Labor adaptation
- 5.4 Gender pay equity
- 5.5 Workplace and sexual harassment
- 5.6 Occupational safety
- 5.7 Postnatal leave
- 5.8 Training and benefits
- 5.9 Subcontracting policy



People

At Hortifrut, we recognize the hard work and dedication of our people, and see them as strategic partners in the Organization's growth. That is why we promote long-term relationships and a culture of trust, prioritizing a positive work climate and collaborator experience. We seek to nurture talent and foster a healthy work environment that respects diversity, promotes inclusion and safeguards the health and well-being of all collaborators, through various programs, policies, standards and procedures.

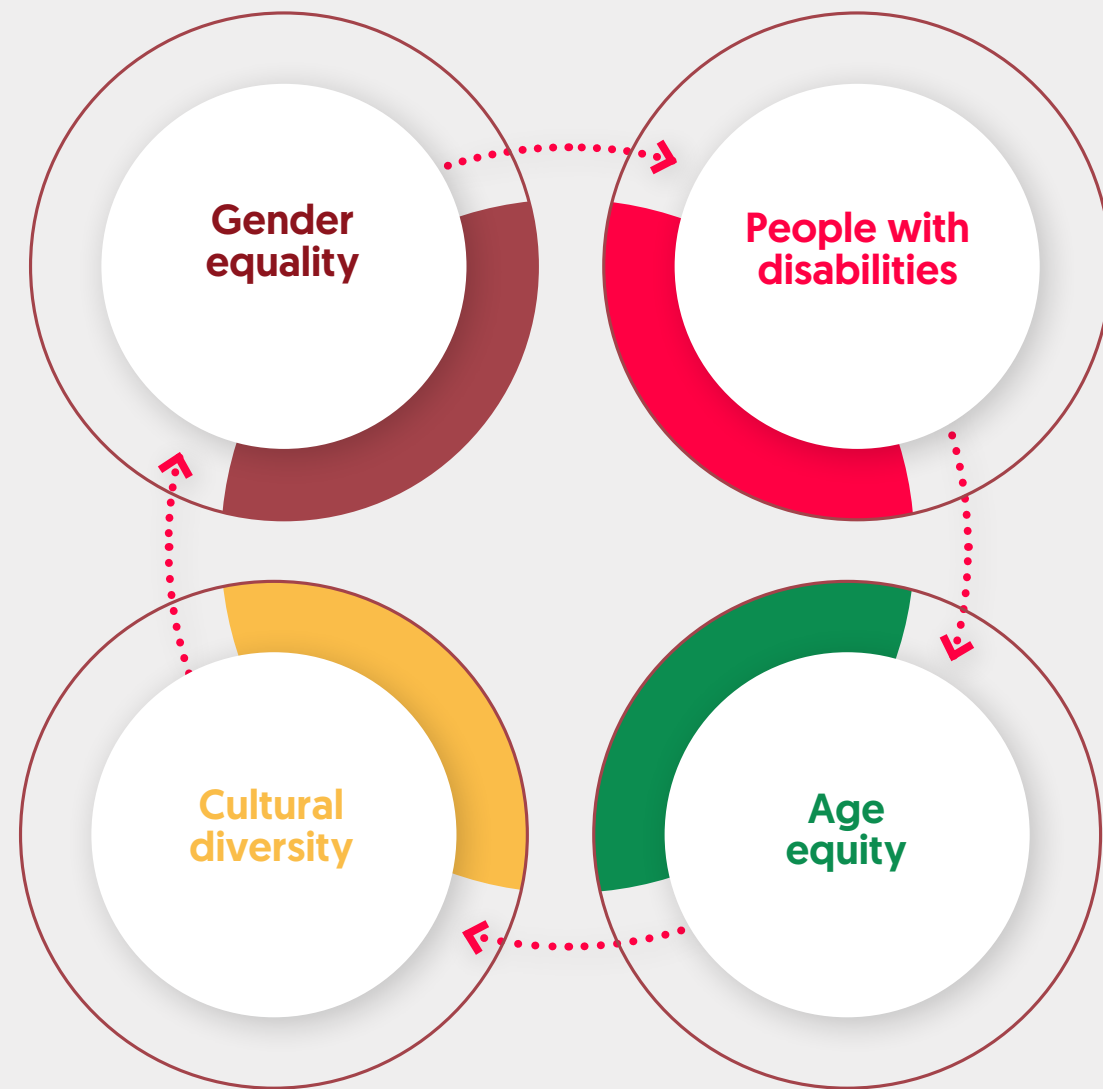


People

Diversity and Inclusion at Hortifrut

Respect and inclusion strengthen our organizational culture and drive innovation. Since 2021, we have had a Diversity, Inclusion and Non-Discrimination Policy that promotes integration and values authenticity in various contexts.

OUR MANAGEMENT PRINCIPLES ARE:



► In 2025, for the third consecutive year, we received the IMPULSA Award, which recognizes organizations with the best gender diversity metrics.



People

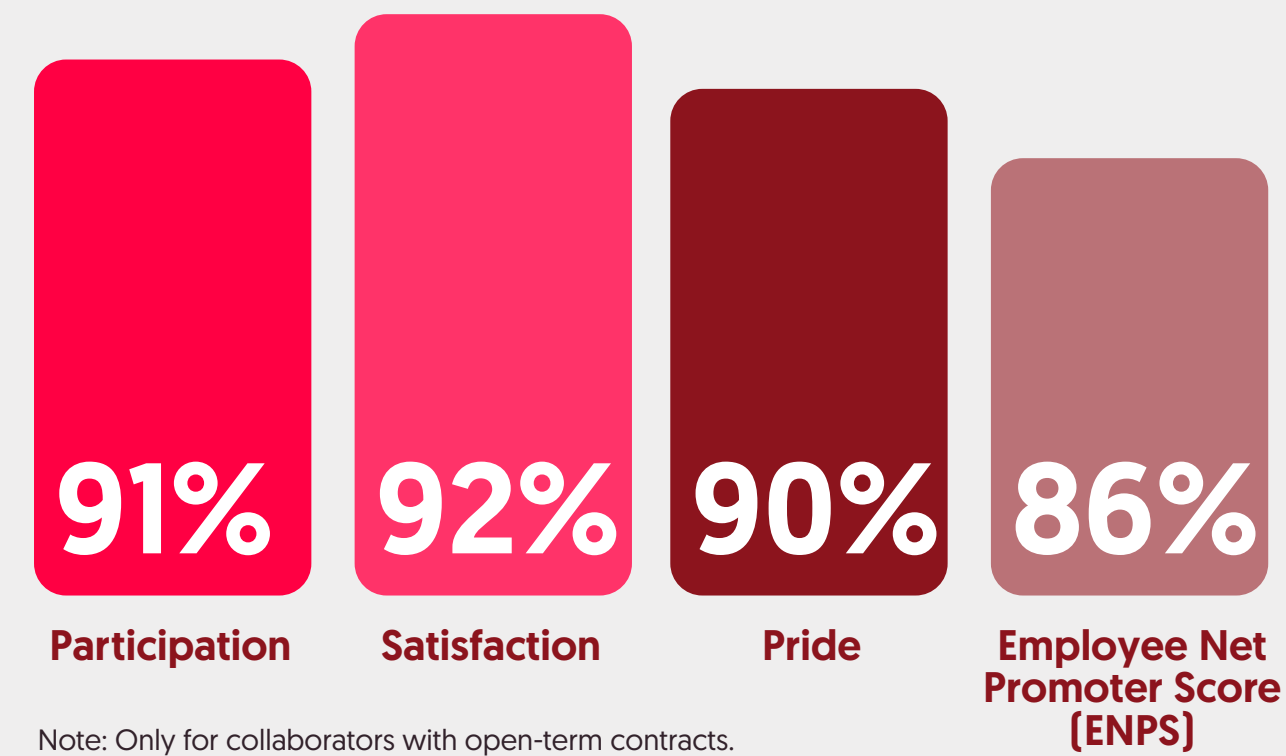
Collaborator Experience and Work Climate

At Hortifrut, we believe that sustainable success is built on a solid foundation of well-being, commitment and personal development. During the period, we improved the experience of everyone at Hortifrut by fostering an environment where every team member feels valued, heard and motivated to give their best.

The organizational climate has been a central focus of our efforts. Through surveys, dialogue forums and recognition programs, we seek to understand our teams' expectations and needs in order to cultivate a culture that is inclusive, collaborative and focused on continuous learning and excellence.

We are committed to continuing to evolve. As such, we promote practices that strengthen the connection between corporate strategy and the day-to-day experience of everyone who is part of this Organization.

RESULTS OF THE COLLABORATOR EXPERIENCE AND WORK CLIMATE SURVEY



Note: Only for collaborators with open-term contracts.



5.1 Workforce Statistics

As of the end of 2025, our team at Hortifrut consisted of a total of 3,038 permanent collaborators, 41% of whom are women.

Below is a breakdown of Hortifrut's workforce by gender, nationality, age range, years of service, disability status, employment status and workplace flexibility as of December 31, 2025:

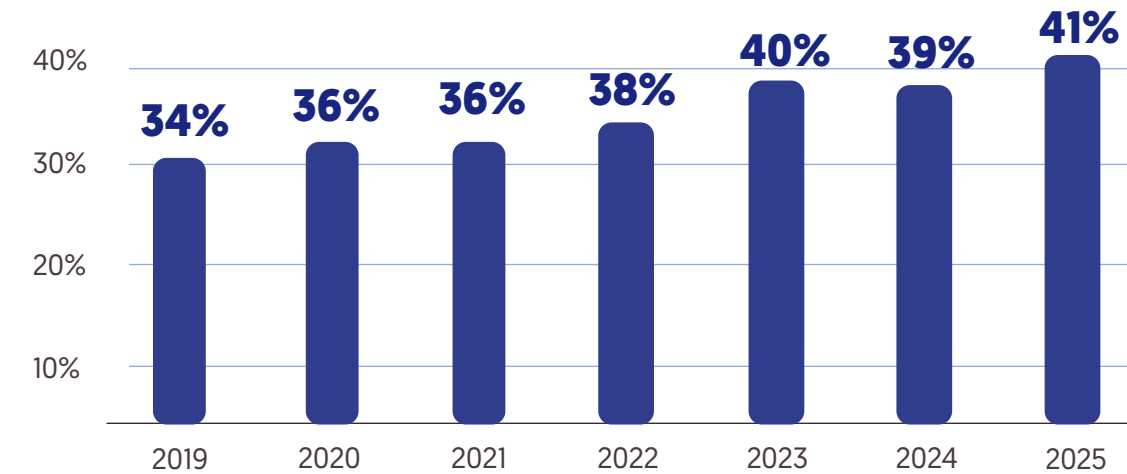


5.1.1 Headcount by Gender

NCG 5.1.1

JOB CATEGORY	2025		TOTAL
	W	M	
SENIOR MANAGEMENT	3	7	10
MANAGEMENT	87	168	255
SUPERVISORS	229	416	645
OTHER PROFESSIONALS	260	304	564
OTHER TECHNICIANS	89	144	233
ADMINISTRATIVE STAFF	191	108	299
SUPPORT STAFF	16	13	29
SALES FORCE	18	10	28
OPERATORS	350	625	975
Total	1,243	1,795	3,038

% OF WOMEN AT HORTIFRUT



5.1.2 Headcount by Nationality

NCG 5.1.2

NATIONALITY	2025		TOTAL
	W	M	
GERMANY	-	1	1
ARGENTINA	3	2	5
BRAZIL	248	153	401
CHILE	316	511	827
CHINA	93	260	353
COLOMBIA	48	38	86
ECUADOR	25	31	56
UNITED ARAB EMIRATES	-	1	1
SPAIN	80	98	178
UNITED STATES	9	12	21
FRANCE	3	2	5
NETHERLANDS	1	3	4
INDONESIA	1	-	1
IRELAND	1	2	3
ITALY	2	4	6
MOROCCO	37	59	96
MEXICO	129	160	289
PERU	208	367	575
PORTUGAL	8	4	12
PUERTO RICO	1	-	1
ROMANIA	-	3	3
UNITED KINGDOM	3	2	5
VENEZUELA	13	9	22
OTHER	4	10	14
BOLIVIA	1	-	1
COSTA RICA	-	1	1
INDIA	6	60	66
EGYPT	-	1	1
POLAND	3	1	4
Overall total	1,243	1,795	3,038

5.1.3 Headcount by Age Group

NCG 5.1.3

AGE GROUP	2025		TOTAL
	W	M	
Under 30	411	627	1,038
30 to 40	468	637	1,105
41 to 50	253	344	597
51 to 60	89	135	224
61 to 70	20	50	70
Over 70	2	2	4
Overall total	1,243	1,795	3,038

Diversity at Hortifrut

Our collaborators represent more than **27 nationalities**

Our collaborators range in age from **18 to 72 years old**

5.1 Workforce Statistics

5.1.4 Years of Service

NCG 5.1.4

YEARS OF SERVICE	2025		
	W	M	TOTAL
Less than 3 years	609	850	1,459
3 to 6 years	454	665	1,119
7 to 8 years	68	136	204
9 to 12 years	54	62	116
More than 12 years	58	82	140
Overall total	1,243	1,795	3,038

AVERAGE YEARS OF SERVICE BY JOB CATEGORY	2025		
	W	M	TOTAL
SENIOR MANAGEMENT	11.5	8.7	9.6
MANAGEMENT	7.0	6.0	6.3
SUPERVISORS	5.8	5.3	5.5
OTHER PROFESSIONALS	4.1	3.4	3.7
OTHER TECHNICIANS	3.3	3.5	3.4
ADMINISTRATIVE STAFF	3.9	3.1	3.6
SUPPORT STAFF	5.3	7.5	6.3
SALES FORCE	3.3	2.8	3.1
OPERATORS	2.0	3.4	2.9
Overall total	4.0	4.1	4.1

5.1.5 Headcount by Type of Disability

NCG 5.1.5

TYPE OF DISABILITY	2025 YEARLY TOTAL
COGNITIVE	31
PHYSICAL	39
MENTAL/PSYCHOLOGICAL	5
AUDITORY SENSORY	19
VISUAL SENSORY	29
Overall total	123

Note: This information includes all individuals with disabilities who were part of the Organization during 2025, whether under open-term, fixed-term or temporary contracts.

PEOPLE WITH DISABILITIES WITH OPEN-TERM CONTRACTS BY JOB CATEGORY	2025		
	W	M	TOTAL
SENIOR MANAGEMENT	0	0	0
MANAGEMENT	1	0	1
SUPERVISORS	0	1	1
OTHER PROFESSIONALS	1	1	2
OTHER TECHNICIANS	0	1	1
ADMINISTRATIVE STAFF	0	1	1
SUPPORT STAFF	0	0	0
SALES FORCE	0	0	0
OPERATORS	53	64	117
Subtotal	55	68	123

5.2 Job Formality

NCG 5.2

During 2025, Hortifrut's peak headcount numbered 28,033 individuals, and as of December 31, 2025, we had a workforce of 24,532 temporary collaborators across 11 countries.

CONTRACT TYPE	NUMBER OF PEOPLE IN 2025			% BY CONTRACT TYPE		
	W	M	TOTAL	W	M	TOTAL
OPEN-TERM	1,114	1,669	2,783	4.00%	6.10%	10.10%
FIXED-TERM	129	126	255	0.50%	0.40%	0.90%
SEASONAL CONTRACTS	13,301	11,231	24,532	48.20%	40.80%	89.00%
Total	14,544	13,026	27,570	52.70%	47.30%	100.00%

Note: Includes all countries where Hortifrut operates.

5.3 Labor Adaptation and Flexibility

NCG 5.3

As part of our commitment to collaborator well-being, productivity and work-life balance, the Company promotes a hybrid work model that combines in-office work with the option to work remotely on certain days.

This model aims to preserve the value of collaborative work and in-person interaction, while also incorporating flexible work arrangements that adapt to the varying needs of our teams and the business.

WORK SCHEDULE	2025			% OF HF WORKFORCE		
	W	M	TOTAL	W	M	TOTAL
FULL-TIME	1,237	1,795	3,032	40.7%	59.1%	99.8%
PART-TIME	6		6	0.2%	0.0%	0.2%
Overall total	1,243	1,795	3,038	40.9%	59.1%	100.0%

5.4 Gender Pay Equity

5.4.1 Equity Policy

NCG 5.4.1

Pay equity is fundamental to ensuring that every person receives fair and transparent compensation based on their talent, experience and contributions. At Hortifrut, we strive to reduce wage gaps, promote equal opportunities and foster an organizational culture in which fairness and respect are essential pillars.

Every year, we acquire compensation studies from numerous international consulting firms and perform a compensation analysis to achieve both internal and market equity.



5.4.2 Wage Gap

NCG 5.4.2

The following table shows the percentage of remuneration of women with respect to men by job type, considering only the existing workforce in Chile, with open-term and fixed-term contracts, as of December 31, 2025.

WAGE GAP	AVERAGE	MEDIAN	WORKFORCE		
			2025	% W/M	% W/M
SENIOR MANAGEMENT	92.3%	92.3%	2	1	3
MANAGEMENT	97.0%	115.3%	25	45	70
SUPERVISORS	95.9%	98.5%	79	98	177
OTHER PROFESSIONALS	80.5%	90.5%	56	78	134
OTHER TECHNICIANS	91.1%	93.5%	35	48	83
ADMINISTRATIVE STAFF	120.8%	120.2%	40	26	66
SUPPORT STAFF	86.8%	82.7%	6	4	10
OPERATORS	81.1%	80.9%	82	215	297
Overall total	100.4%	104.4%	325	516	841

Note: This calculation only considers collaborators in Chile. The average wage gap is measured as the percentage that the average gross salary of women represents with respect to the average gross salary of men (Average W/M). The median wage gap is calculated in the same way, but considering median gross salary in each case (Median W/M).

5.5 Workplace and/or Sexual Harassment

NCG 5.5.

Workplace and sexual harassment are serious violations that can affect people's physical and mental health. At Hortifrut, we are firmly committed to preventing and addressing such behavior, and to fostering safe, inclusive and respectful work environments. We have local and company-wide policies and training programs, as well as a global whistleblower channel for collaborators and stakeholders that ensures confidentiality and whistleblower protection. The Company investigates and handles all complaints internally, reinforcing our culture of integrity and respect.

In 2025, the Company received 28 reports of sexual harassment and 158 reports of discrimination, abuse, harassment or workplace bullying worldwide, all of which were investigated and handled internally.

TYPE OF COMPLAINT	PERU	MEXICO	CHILE	BRAZIL	COLOMBIA	ECUADOR	SPAIN	MOROCCO	PORTUGAL	TOTAL
Sexual harassment	22	1	3	1					1	28
Discrimination, abuse or workplace harassment	12	114	16	3	1	3	4	1	4	158
Overall total	34	115	19	4	1	3	4	1	5	186

5.6 Occupational Safety

NCG 5.6

In 2025, we reaffirmed our commitment to ensuring safe and healthy workplaces as a fundamental right for all people, in line with ILO principles and global standards for labor sustainability.

Our objective is clear: "Zero accidents." The Occupational Health and Safety area is led by the Risk Management Unit, which is responsible for directing, overseeing and standardizing preventive management across all of Hortifrut's global operations, as well as coordinating and liaising directly with the OHS leaders at each subsidiary.

Corporate Occupational Health and Safety Policy

During the period, senior management updated the Corporate Occupational Health and Safety Policy, incorporating cross-cutting principles that strengthen preventive management and reinforce the vision of safe and healthy workplaces as a fundamental right for all Hortifrut collaborators.

The policy establishes the following key principles and objectives, which guided the Company's actions throughout the year:

REGULATORY COMPLIANCE

1 Strict compliance with applicable laws in each country, internal regulations and voluntary commitments, ensuring standardization and corporate consistency.

Effective communication

3 Widespread dissemination of the policy, strengthening of reporting channels and activation of the **Serious Incident (Class I) Committee** in the event of severe incidents, ensuring a coordinated and timely response.

Training and participation

5 Implementation of ongoing training programs, including technical training, preventive leadership and the active participation of collaborators and contractors.

Continuous improvement

7 Periodic evaluation of the management system, analysis of corporate indicators, implementation of corrective actions and standardization of processes with a focus on operational efficiency.

Comprehensive protection

2 Safeguarding the physical and psychosocial well-being and dignity of individuals by promoting work environments free from violence, harassment or discrimination.

Risk management

4 Systematic implementation of processes for identifying, assessing and controlling hazards at their source, with a focus on critical tasks and high-risk activities in the agro-business and packing sectors.

Relationships with third parties

6 Strengthening a culture of prevention among suppliers and contractors by establishing compliance standards equivalent to those required internally.

Gender and diversity perspective

8 Incorporating a focus on equity, mutual respect and differentiated risk analysis, taking into account specific considerations related to gender, diversity and inclusive work practices.



5.6 Occupational Safety

NCG 5.6

Accident and Reporting Statistics

We maintain a centralized system for reporting, consolidation and statistical analysis for each subsidiary, enabling us to continuously monitor the preventive performance of all international operations.

This season, we collected accident data from the following subsidiaries: Peru Trujillo, Colombia, Mexico, Peru Olmos, Chile, Morocco, Ecuador, Brazil, Portugal, Spain, the Netherlands, the U.S. and Ireland.



At the corporate level, Hortifrut recorded a fatality rate of 0,27 per 10,000 workers, corresponding to one fatal incident among a total of 30,805 collaborators across its 13 subsidiaries.

Occupational Health and Safety Management System

This year, we made progress in consolidating the Occupational Health and Safety Management System [SGSSO in Spanish], with a focus on standardizing practices across all subsidiaries and strengthening organizational maturity in preparation for future ISO 45001:2018 certification.

The pillars of our management system are:

1. Risk identification and assessment
2. Regulatory compliance
3. Continuous improvement
4. Training and awareness
5. Operational efficiency and cost reduction
6. Promoting a culture of safety

We have a mandatory set of Internal Regulations on Order, Hygiene and Safety that support the above pillars by establishing formal guidelines to regulate behavior, responsibilities, obligations, prohibitions and applicable penalties within the workplace.

Collaborator Participation, Consultation and Communication Regarding Occupational Health and Safety

At Hortifrut, we have established and implemented a comprehensive preventive framework that ensures compliance with occupational health and safety laws in every country where our subsidiaries operate, taking into account labor, health and regulatory standards in the Americas, Europe, Asia and Africa.

Each subsidiary develops and implements an Annual Activity Plan, which includes preventive planning, scheduling of internal audits, training activities, emergency management, investments in secure infrastructure, contractor management and critical risk control.

In addition, each subsidiary has its own Occupational Health and Safety Committee, which have bipartite and equal representation [i.e. they have an equal number of representatives elected directly by the collaborators and representatives selected by the employer].

To fortify our culture of prevention and promote continuous improvement across all our subsidiaries, we are launching a series of strategic initiatives, such as our second global Safety Week in observance of World Day for Safety and Health at Work (April 28), with participation from our C-level executives.



5.7 Postnatal Leave

NCG 5.7

While postnatal leave is governed by the local regulations of each country, our challenge as an organization is to create opportunities that promote greater shared responsibility between fathers and mothers.

The following tables detail indicators for collaborators who were entitled to parental leave for a child born in 2025:

Select initiatives, exclusive to Hortifrut, included in our benefits program (vary by subsidiary):

- Economic benefit in accordance with current legislation on breastfeeding and family allowance
- Breastfeeding facilities at operations
- Accommodations for prenatal appointments
- A Program for Expectant Mothers, which includes personalized counseling and a kit for the newborn
- Days off for the birth or adoption of a child
- Reduced work hours for fathers

POSTNATAL AND PARENTAL LEAVE	2025		TOTAL
	W	M	
BRAZIL	4	0	4
CHILE	13	1	14
CHINA	10	5	15
ECUADOR	1	0	1
SPAIN	5	6	11
INDIA	0	5	5
IRELAND	1	0	1
MEXICO	9	0	9
PERU	11	14	25
PORTUGAL	1	0	1
Overall total	55	31	86

AVERAGE DAYS OF LEAVE	2025		TOTAL
	W	M	
SENIOR MANAGEMENT	-	-	-
MANAGEMENT	149	41	99
SUPERVISORS	95	14	64
OTHER PROFESSIONALS	93	2	87
OTHER TECHNICIANS	99	31	65
ADMINISTRATIVE STAFF	85	-	85
SUPPORT STAFF	0	-	-
SALES FORCE	98	-	98
OPERATORS	123	39	78
Overall total	105	30	78



5.8 Talent, Career and Development

NCG 5.8

In 2025, we focused on strengthening our career development strategy, ensuring that every collaborator had clear tools to plan their career path within Hortifrut.

We consolidated implementation of the **Individual Development Plan (IDP)** across our leadership tiers and moved toward a more integrated model that combines training, exposure and practical experience using the **70-20-10** methodology.

We also strengthened and **expanded our corporate learning ecosystem**, ensuring comprehensive, consistent development pathways aligned with the Company's strategic needs.

70-20-10 METHODOLOGY:

Experience + Exposure + Training

Growth

70%

Practical experiences that strengthen performance capabilities.

20%

Exposure to new challenges through mentoring, coaching, networking and communities.

10%

Training in specific knowledge through our Hortifrut Training educational model.

Hortifrut Career Development

Talent Hub → 22 people

Hortifrut Start → 59 trainees

Hortifrut Global Experience → 38 people

Performance Evaluations → 1,676 evaluated

Journey Coaching → 32 people

Language Development Program → 286 people

Mentoring → 27 mentors & 32 mentees

5.8 Talent, Career and Development

NCG 5.8



TalentHub: A long-term vision

The Hortifrut Talent Hub program solidified its impact in 2025.

A total of
22 collaborators
from 7 subsidiaries
participated.

The program included hands-on experience
across the value chain (field, packing, laboratory, breeding and even supermarkets), visits to operations in Peru and Spain and work on practical case studies.

86%
of the participants held management, deputy management or supervisory positions.

Participants particularly appreciated
the practical relevance of the hands-on activities and the direct interaction with global leaders.

HGE achieved an NPS of 74%, with notable results in Olmos, Peru (NPS: 88%), followed by the EMEA region (NPS: 82%).



Hortifrut Global Experience (HGE): Second edition

The second edition of the Hortifrut Global Experience (HGE) once again brought together collaborators from different regions through an immersive value chain experience.

In 2025, the program grew significantly:
38 participants from **8 subsidiaries** traveled to Peru to tour the entire business cycle, from genetics and nurseries to harvesting, packing and export.

The program was structured around pillars of hands-on learning,
a broad overview of the business, decision-making based on real-world cases and global networking.

Attendees highlighted the value of observing operations firsthand and engaging with regional leaders, which deepened their understanding of strategy and the interconnections among departments. In terms of satisfaction, the experience achieved an NPS of 92%.



5.8 Talent, Career and Development

NCG 5.8

Strengthening Leadership at Hortifrut

In 2025, our subsidiaries implemented leadership initiatives tailored to the needs of each operation:



Mexico

23 leaders completed a certificate program

in Management Skills in partnership with CEFOR and UNIVA as part of the Talento al 100 (100% Talent) program.



Colombia

More than 35 participants in leadership programs.

Two leadership programs, tailored to different management levels, were implemented during the year. The Líderes Semilla (Seed Leaders) program was designed for second-tier leaders, with a focus on developing skills such as confidence, collaboration and accountability. Meanwhile, the Liderar para Crecer (Lead to Grow) program was designed for top-tier leaders, combining in-person and virtual modules focused on strategic coordination and team management.



Peru and Chile

We launched our executive coaching program,

through the Journey platform, supporting more than 30 local and corporate leaders in their growth, leadership development and change management efforts. In addition, the mentoring program proved to be highly valued by participants: in pairs they worked on clarifying goals, creating development plans, reviewing career paths, identifying skills to strengthen and addressing leadership challenges, combining in-person and virtual sessions.



Global

We launched the Global Leadership School,

where we held webinars and virtual workshops with talent specialist Denisse Goldfarb, training more than 300 leaders in the 70–20–10 methodology and internal personal branding.



Co-financing Studies

We have significantly expanded the scope of the co-financing program by adding new subsidiaries—Spain, Morocco, Ireland, Colombia, Mexico, Chile and Peru—and by establishing a small committee of Organizational Development leaders to broaden the selection criteria and ensure that more collaborators have the opportunity to pursue long-term studies.

57 collaborators benefited in 2025, with a total investment of US\$131,000.

- 11** Chile
- 3** Mexico
- 1** Ireland
- 33** Peru
- 1** Spain
- 4** Colombia
- 4** Morocco

“It was a very valuable experience for my professional growth. I appreciate the support provided through the co-financing program, because continuing my education and staying at the forefront of my field is essential to my leadership position. In addition, this training helped me broaden my perspective, identify new opportunities for improvement and explore new avenues for the business.”

— José Antonio Estay, Deputy Manager of Growers, Chile



5.8 Talent, Career and Development

NCG 5.8



Hortifrut Training

2,486
collaborators
trained globally



109,502 hours

An investment of more than
US\$900,000¹



44 average hours
of training per person

We strengthened the Global Learning Committee, which meets monthly to review the training calendar, standardize content and monitor key performance indicators for the Elemental Academy. These meetings also serve as an opportunity for subsidiaries to present regional and local initiatives as benchmarks and best practices.

Hortifrut Training: More than just training, a strategic partner that develops talent. In 2025, we migrated all internal and external training records, giving us centralized, accurate and updated data for decision-making. The digitization of training through microlearning in various languages has reduced the number of hours required while maximizing learning, expanding coverage and facilitating access to knowledge.

We also integrated LinkedIn Learning into the Global Corporate Schools for the IT and Procurement departments in order to standardize practices, align initiatives and strengthen key position-related competencies, in addition to incorporating this training history into the LMS.

Language Development Program: A total of 286 collaborators participated in English, Spanish and French language courses, accumulating a total of 14,454 training hours.

NUMBER OF COLLABORATORS TRAINED BY GENDER AND JOB CATEGORY, 2025

JOB CATEGORY	2025		TOTAL
	W	M	
ADMINISTRATIVE STAFF	76	48	124
SENIOR MANAGEMENT	15	21	36
SUPPORT STAFF	40	32	72
SALES FORCE	7	6	13
MANAGEMENT	73	136	209
SUPERVISORS	178	263	441
OPERATORS	12	5	17
OTHER PROFESSIONALS	663	871	1,532
OTHER TECHNICIANS	3	21	24
Overall total	1,067	1,403	2,468

AVERAGE NUMBER OF TRAINING HOURS BY GENDER AND JOB CATEGORY, 2025

JOB CATEGORY	2025		TOTAL
	W	M	
ADMINISTRATIVE STAFF	34.21	27.14	31.47
SENIOR MANAGEMENT	29.89	24.99	27.03
SUPPORT STAFF	21.87	19.19	20.68
SALES FORCE	46.6	26.41	37.28
MANAGEMENT	64.55	73.37	70.29
SUPERVISORS	56.26	55.5	55.81
OPERATORS	38.88	9.87	30.34
OTHER PROFESSIONALS	43.52	38.65	40.81
OTHER TECHNICIANS	4.77	14.55	13.33
Overall total	45.28	43.61	44.37

TRAINING HOURS BY LEARNING CATEGORY AND GENDER, 2025

LEARNING CATEGORY	2025		TOTAL
	W	M	
HORTIFRUT IN-HOUSE LEARNING	7,255	8,878	16,133
LANGUAGE SKILLS	6,863	7,592	14,455
PROFESSIONAL SKILL-BUILDING	30,320	39,530	69,850
LEGAL AND REGULATORY COMPLIANCE	2,327	3,067	5,394
INTERPERSONAL SKILL DEVELOPMENT	1,425	1,948	3,373
DIVERSITY AND INCLUSION	123	175	298
Overall total	48,312	61,190	109,502

1. Investment in training and development accounted for 0.1% of revenue in 2025.

5.8 Talent, Career and Development

NCG 5.8



Talent Management and Performance

During the period, we strengthened performance monitoring and management, achieving an **80% monitoring rate**. We ended the season with **100% of evaluations** completed and an **88% feedback rate** between leaders and collaborators.

Our CRECE program continues to bring about organizational changes, with 176 promotions and 17 lateral transfers across all departments, thereby strengthening professional development and internal mobility within Hortifrut.

80%
monitoring rate

88%
feedback rate

176
promotions

17
lateral transfers



Benefits for Our Collaborators

The well-being and quality of life of our people guide our approach to human resources management. We offer our **“Beneficiate”** benefits program at each of our subsidiaries, with plans tailored to our collaborators’ needs and interests. Through this initiative, we aim to become a more attractive organization, capable of recruiting and retaining talent. Our focus is to make our collaborators happier, more productive and more engaged, allowing them to grow personally and professionally in a positive work environment characterized by shared goals.

For Hortifrut’s temporary collaborators, we offer benefits designed to improve their quality of life. These include:

- attendance bonus
- health screenings and vaccinations
- free dental care
- food baskets
- celebrations and awards
- daily shuttle service to our fields or packing facilities

5.9 Subcontracting Policy

NCG 5.9

Our Contractors and Subcontractors Policy describes the general guidelines and standards applicable to the subcontracting of services, establishing the minimum requirements that must be met. This policy stipulates, among other things:

- That the contract must comply with the legal regulations of each country.
- The process within Hortifrut to contract third-party services.
- That an annual evaluation is required for each contractor or subcontractor, as well as upon completion of each contract to assess their compliance with contractual and legal obligations, service quality and Hortifrut’s Ethical Conduct Code and Crime Prevention Model.



Performance and Support for Local Communities



SDG 2: Zero Hunger

Social programs that combat food insecurity, helping to reduce hunger and malnutrition among people and children at risk.

Programs:

- **Anemia 0:** Program to combat childhood anemia in children between 6 months and 5 years of age.
- **Transformational Dining Halls:** Training for women leaders of 4 soup kitchens to improve their management of the soup kitchens on topics such as women's empowerment, good food practices, healthy menus, first aid, etc.
- **School Gardens:** This program contributes to educational and nutritional development of schoolchildren in the Chao district. The garden serves as an educational tool for students' learning experiences.

Investment in Nutrition:
US\$23,978

People benefited:
2,480



SDG 3: Good Health and Well-being

Social programs that contribute to a healthy life, helping to empower healthy people and prevent illness.

Programs:

- **Cultivating Values:** A program that uses the "Sport for Development" approach to strengthen the social-emotional skills of children and adolescents through play and sports.
- **Medical Caravan:** Mobile clinic for adult farmworkers, offering comprehensive medical services: general consultations, women's health care, preventive screenings and distribution of essential medications.

Investment in Health:
US\$101,542

People benefited:
1,060



SDG 4: Quality Education

Social programs that provide affordable education, reduce inequality and gender disparity.

Programs:

- **Impulso Hortifrut Program:** This program gives our field and packing workers the opportunity to pursue eighth grade equivalency diplomas, thereby enhancing their personal and professional development.
- **Literacy:** A program designed to provide an opportunity to develop basic reading, writing and math skills.
- **Exploring the World of Reading:** A program that promotes an educational model of systemic transformation, aimed at improving literacy skills among students in the city of Virú, Peru.
- **Trade Workshop:** Improve workers' quality of life by providing basic vocational training to help them develop new skills.

Investment in Education:
US\$391,069

People benefited:
3,963

Performance and Support for Local Communities



SDG 10: Reduced Inequalities

Social programs that combat disability and discrimination, contributing to self-fulfillment and self-esteem.

Programs:

- **Súmate Program:** Inclusion project for the hiring of people with disabilities at our sites in Chile and Mexico.
- **Gender Equality Conference:** Lectures at local schools in Morocco to promote girls' education, leadership and equal opportunities.

People benefited:
269 people



SDG 11: Sustainable Cities and Communities

Social programs that address unequal access to basic services, informal settlements and environmental impact through volunteering.



SDG 17: Partnerships for the Goals

Cooperation and collaboration among governments, the private sector and civil society to advance sustainable development and resource mobilization.

Programs:

- **Corporate Volunteering:** In Mexico, we highlight the volunteer initiatives carried out in 2025, which supported the reforestation of various native species in the Tala, Llano and Guadalajara areas of the Jalisco region, in partnership with various local municipalities.

In Peru, Hortifrut's corporate volunteer program has established itself as a platform for social impact that strengthens our ties to the communities. By the end of the year, 145 volunteers had dedicated 1,051 hours to education and health initiatives. This reflects our teams' ongoing commitment to creating shared value and contributing to sustainable development in the regions where we operate.

Number of trees planted:
970+ trees

Volunteers worldwide:
345 people



06 Business Model

- 6.1 Industrial sector
- 6.2 Business model
- 6.3 Stakeholders
- 6.4 Properties and facilities
- 6.5 Subsidiaries, associates and investments in other companies

6.1 Industrial Sector

NCG 6.1

At Hortifrut, we operate in the global fresh and frozen berry industry, specializing in blueberries, raspberries, blackberries, strawberries, cherries and red currants. This is one of the fastest-growing sectors in the world, driven by factors such as interest in healthy foods, advances in genetics, the extension of growing seasons and the development of modern retail in emerging markets.

Global consumption is concentrated primarily in North America, Europe and Asia, complemented by sustained growth in Latin America. Although each region has its own unique dynamics, they all share a growing demand and preference for high-quality berries with year-round availability and consistency in flavor and quality.

6.1.1 Products Sold by the Industry

NCG 6.1.1

At Hortifrut, we develop and market a wide range of fresh and frozen berries, sourced from our own operations and a global network of partner growers. Our production focuses on high-value varieties that meet international quality standards.

Our diverse range of varieties and formats allows us to serve different consumer segments and distribution channels, ensuring a steady supply throughout the year and strengthening our position as a global leader in the berry industry.

6.1.2 Major Competitors

NCG 6.1.2

Within the berry industry, we are leaders in blueberry sales and the general berry category worldwide. As an international business, we compete with multiple players in the different markets where we operate.



6.1 Industrial Sector



6.1.3 Legal and Regulatory Compliance

NCG 6.1.3

In Relation to Our Customers

NCG 8.1.1

In the context of Chile's Law No. 19,496 on Consumer Rights Protection, Hortifrut currently does not have a specific procedure for the preventive detection of regulatory non-compliance specifically related to customer rights. However, it has not received any enforceable sanctions in this area either.

In Relation to Our Collaborators

NCG 8.1.2

At Hortifrut we have two-way, ongoing communication channels with our collaborators. Some of the tools we use include dialogue and listening groups, the whistleblower channel with access for all our stakeholders worldwide, suggestion boxes at our operations, as well as external and internal audits and certifications with labor and legal compliance standards of excellence. During 2025, our Organization did not record any enforceable sanctions related to regulatory non-compliance concerning the rights of our collaborators.

In Relation to the Environment

NCG 8.1.3

During 2025 we did not receive any enforceable sanctions or fines from the Public Registry of Sanctions of the Superintendency of the Environment or any other equivalent body in foreign jurisdictions. This reflects our commitment to environmental norms and regulations, as well as respect for our surroundings. Although we do not have any approved or satisfactorily executed compliance programs, nor any filed or satisfactorily executed remediation plans for environmental damage, we are constantly working to improve our practices and ensure a positive environmental impact across all our operations.

Antitrust

NCG 8.1.4

We do not have procedures to prevent regulatory non-compliance that could affect free competition, but training sessions have been held. No enforceable sanctions have been recorded.

Other Procedures



See Section 3.6.13, Crime Prevention Model.

No enforceable sanctions have been recorded.

6.1 Industrial Sector

6.1.4 Regulatory Entities

NCG 6.1.4

Below is a list of the national and international regulatory entities that have oversight authority over the Organization.



CHILE

- Internal Revenue Service (SII)
- [Provincial] Labor Directorate (DT)
- Regional Minister of Health
- Regional Minister of Environment
- General Water Directorate (DGA)
- Agriculture and Livestock Service (SAG)
- Financial Markets Commission (CMF)



COLOMBIA

- National Tax and Customs Directorate (DIAN)
- Superintendency of Corporations
- Ministry of Labor through the Pension and Parafiscal Management Unit (UGPP)
- Ministry of Environment and Sustainable Development
- Municipal Government of Guasca, Cundinamarca



UNITED STATES

- State of Arkansas
- State of California
- Department of Motor Vehicles
- Florida Department of Revenue
- Georgia Department of Revenue
- Massachusetts Department of Revenue
- Oregon Department of Revenue
- Texas State Comptroller



PORTUGAL

- Tax and Customs Authority (AT)
- Social Security Administration (DGSS)
- Authority for Working Conditions (ACT)
- General Directorate of Food and Veterinary Affairs (DGAV)
- Portuguese Institute of Quality (IPQ)
- Portuguese Environment Agency (APA)
- Institute for the Conservation of Nature and Forests (ICNF)
- General Directorate of Agriculture and Rural Development (DGRADR)
- Directorate General of Agriculture and Fisheries (DRAP)
- General Inspection of Agriculture, Sea, Environment and Spatial Planning (IGAMAOT)
- Directorate General of Employment and Labor Relations (DGERT)
- Food and Economic Safety Authority (ASAE)
- Mira Beneficiaries Association
- Odemira/Guimarães City Council
- National Agricultural Reserve (RAN)
- Energy Services Regulatory Authority (ERSE)
- Health Regulatory Authority (ERS)



UNITED KINGDOM

- HM Revenue & Customs (HMRC)
- Customs Authority
- Department for Transport (DfT)
- Health and Safety Executive (HSE)
- Information Commissioner's Office (ICO)
- Groceries Code Adjudicator (GCA)



PERU

- Environmental Assessment and Enforcement Agency (OEFA)
- National Superintendency of Labor Inspection (SUNAFIL)
- National Water Authority (ANA)
- National Agricultural Health Service (SENASA)
- National Superintendency of Customs and Tax Administration (SUNAT)



ECUADOR

- Superintendency of Companies, Securities and Insurance (SCVS)
- Internal Revenue Service (SRI)
- Ministry of Labor
- Ministry of Production, Foreign Trade, Investment and Fisheries (MIPRO)
- Municipalities of Cayambe and Zapotillo
- Ministry of Environment, Water and Ecological Transition (MPCEIP)



SPAIN

- Spanish Tax Administration (AEAT)
- General Treasury of Social Security (TGSS)
- General Health Inspectorate
- Urban Planning Inspection
- River Basin Authorities
- Spanish Data Protection Agency (AEPD)
- Food Information and Control Agency (AICA)
- National Competition Commission (CNMC)
- Bank of Spain's Oversight of Foreign Investments



INDIA

- Registrar of Companies, Ministry of Corporate Affairs
- Reserve Bank of India (RBI)
- Income Tax Department
- Central Board of Indirect Taxes and Customs (CBIC)
- Chief Labor Commissioner (CLC)
- Food Safety and Standards Authority of Madhya Pradesh (or other relevant states) (FSSAI MP)
- Agricultural and Processed Food Products Export Development Authority (APEDA)
- Trademark Registry



MEXICO

- Tax Administration Services (SAT)
- Secretariat of Labor and Social Security (STPS)
- Mexican Social Security Institute (IMSS)
- Secretariat of the Environment and Territorial Development (SEMADET)
- National Water Commission (CONAGUA)
- Municipal Registration and Licensing
- National Institute of Statistics and Geography (INEGI)



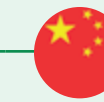
BRAZIL

- Department of Federal Revenue of Brazil (RFB)
- Central Bank of Brazil (BCB)
- Ministry of Labor
- State Secretariats for the Environment (SEMA)
- Brazilian Health Regulatory Agency (ANVISA)
- National Institute of Meteorology, Quality and Technology (INMETRO)
- Ministry of Agriculture and Livestock (MAPA)
- State Secretariats of Finance (SEFAZ)
- Municipalities of São Paulo, Barueri and Senador Amaral
- State and Municipal Consumer Protection Agencies (PROCON)



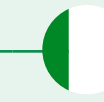
MOROCCO

- General Directorate of Taxation (DGI)
- National Social Security Fund (CNSS)
- Regional Office for Agricultural Development (ORMVA)
- National Office of Food Safety (ONSSA)
- Moroccan Inter-professional Retirement Fund (CIMR)
- Moroccan Federation of Berry Professionals (IPBM)



CHINA

- State Administration for Market Regulation (SAMR)
- State Taxation Administration (STA)
- Ministry of Human Resources and Social Security (MOHRSS)
- State Administration of Foreign Exchange (SAFE)
- Commission of Planning and Natural Resources
- Ministry of Ecology and Environment (MEE)
- Ministry of Housing and Urban-Rural Development (MOHURD)
- Ministry of Commerce (MOFCOM)



IRELAND

- Office of the Revenue Commissioners (Revenue)
- Health and Safety Authority (HSA)
- Data Protection Commission (DPC)



THE NETHERLANDS

- Tax and Customs Administration (Belastingdienst)
- Social Insurance Bank (SVB)
- Employee Insurance Agency (UWV)
- Netherlands Labor Authority
- Customs Administration of the Netherlands

6.1 Industrial Sector

6.1.5 Key Stakeholders

NCG 6.1.5



See Section 3.7: Engagement with stakeholders and the general public



6.1.6 Membership in Trade Associations and Other Organizations

NCG 6.1.6

Throughout our history, Hortifrut has actively worked to develop a sustainable berry industry, in which all stakeholders continuously contribute to the well-being of the surrounding environment. For that reason, we are members of a number of trade associations and organizations, including:

Trade Associations and Organizations

- Fruit Exporters Association (ASOEX) [Chile]
- Blueberry Committee (Comité de Arándanos) [Chile]
- Sistema B [Chile] – Part of the global B Corp movement
- Proarándanos [Peru]
- Association for Sustainable Agricultural and Livestock Development (ADAS) [Peru]
- Aneberries [Mexico]
- International Fresh Produce Association (IFPA) [United States and global representation]
- Chilean-American Chamber of Commerce (AMCHAM) [Chile]
- U.S. Highbush Blueberry Council (USHBC) [United States]
- International Blueberry Organization (IBO)

In addition to formal trade associations, we regularly participate in technical working groups and sector-specific committees—both public and private—that address issues critical to the global berry industry.

Participating in these organizations and working groups allows us to:

- Help develop standards and regulations.
- Strengthen the global competitiveness of the berries category.
- Facilitate access to strategic information, innovation and emerging trends.
- Promote best practices in environmental, social and governance matters.



6.2 Business Model

NCG 6.2

At Hortifrut, we operate under an integrated business model that spans the entire berry value chain, from genetic development to the end product that reaches the consumer. This global platform connects our own growers and partners in both hemispheres, enabling us to supply fresh fruit year-round to major markets worldwide.

Our model is built on innovation, high-quality genetics, sustainability, operational efficiency and digitalization, creating a virtuous circle that enhances product quality, ensures a consistent supply and fosters shared growth with our partners.



6.2 Business Model

6.2.1 Main Goods Produced

NCG 6.2.1

At Hortifrut, we operate under an integrated business model that spans the entire berry value chain, from genetic development to the end product that reaches the consumer.

> **In the fresh fruit segment, we produce:**

- Blueberries
- Raspberries
- Blackberries
- Cherries
- Red currants
- Strawberries

> **In the value-added segment, we produce:**

- Frozen blueberries
- Frozen raspberries
- Frozen blackberries
- Frozen strawberries
- Frozen asparagus
- Frozen grapes
- Frozen lemons
- Frozen cherries

Fresh Fruit Segment

Varietal Development

Innovation and Progress: Our Essence

At Hortifrut, innovation and progress remain the cornerstones of our commitment to transforming the global berry industry. In its ongoing pursuit of excellence, Hortifrut Genetics has established itself as a strategic leader, focused on anticipating market trends and needs, as well as providing reliable genetic solutions.

Vision and Adaptability

Our vision is clear: to respond effectively to consumers' and growers' changing needs. Through research, development and in-depth knowledge of the industry, Hortifrut Genetics works to provide solutions that offer flexibility and efficiency in addressing production challenges and adapting to changes in the target markets.

GMO-free Processes

At Hortifrut we made a clear decision: not to use Genetically Modified Organisms (GMO) in any of our plant breeding or production processes. To face the challenges generated by climate change, we have improved the characteristics of our numerous varieties of blueberries, raspberries, blackberries and cherries using traditional breeding methods. This procedure is carried out by means of guided crosses of known varieties that are manually pollinated. Later, we use phenotypic selection as a breeding selection strategy. We are also implementing artificial intelligence through complex mathematical models to improve the design and prediction of crossbreeding, speeding up the process and increasing the success of our efforts.

Agricultural Production

As of December 31, 2025, Hortifrut had 4,210 hectares planted with berries, on both its own land and on land leased from third parties.

Total Area in 2025

4,210
Total Ha

4,043
Ha in Production

167
Ha Planted, Not in Production

2,355
Ha Owned

1,854
Ha Leased

Fields belonging to consolidated subsidiaries are located in Chile, Mexico, Peru, Brazil, Ecuador, Colombia, Spain, Morocco, Portugal, India and China.



6.2 Business Model

6.2.1 Main Goods Produced Fresh Fruit Segment

Logistics Operations

17 company-owned operations



31 third-party operations managed by Hortifrut teams on site



Our operating model optimizes the use of the entire supply chain by strategically determining which products are packed directly in the field and which are processed on packing lines, as well as managing the volume transported in bulk to our destination facilities or end customers. Planning is key in this structure, maximizing capacity, resources and benefits to ensure that every operation runs as efficiently and consistently as possible.



ECO-Friendly Operations

We are genuinely committed to minimizing our operational impact through efficient resource management and the continuous optimization of our logistics. During the period, we made progress in the design of our operational and fruit-harvesting networks, as well as in reviewing and redesigning the model for distributing materials and supplies to various subsidiaries. These measures have enabled us to significantly reduce the distances traveled during distribution, improve the fruit's condition and minimize the environmental impact associated with transportation. In doing so, we not only reduce energy consumption and emissions, but also establish operations with a low environmental impact by incorporating sustainable criteria into every logistics and business decision.

Quality Management

Our Quality Management System, integrated throughout the entire production chain, ensures compliance with internal policies and the standards required by our customers, guaranteeing product quality from harvest to delivery. Building on this foundation—which includes strict post-harvest guidelines to ensure consistency in temperature, timing, shelf life and packaging technologies—we took a decisive step toward modernizing this area. We have begun the comprehensive automation of our inspections and have incorporated predictive models for various products, enabling us to anticipate quality trends and reduce operational variability. This transformation enhances efficiency, improves the accuracy of assessments and positions us at the forefront of quality management in the industry.

Food Safety

At Hortifrut, our commitment to customer satisfaction is reflected in the implementation of in-depth audit programs. These not only verify the safety of our products, but also how they are processed in terms of compliance with current legislation at origin and destination, worker welfare and safety, social and labor issues, under sustainable agricultural practices and committed to environmental stewardship.

Currently, 100% of our processes are certified from primary production onwards, complying with Good Agricultural Practices (GAP) standards such as the Global Gap and PrimusGFS protocols, as well as specific approvals for the United States under the FSMA. We also have certifications from

customers such as Nurture, Costco and M&S, as well as certifications for our fruit processing and storage facilities in accordance with Good Manufacturing Practice (GMP) standards, such as BRC and PrimusGFS.

Additionally, we continue to strengthen our social and sustainability best practices, maintaining our GRASP, LEAF, and SMETA (2P and 4P) certifications.

➤ Fresh Export Volumes with Certifications in the 2024–2025 Season:

101,301,516
Kilos

Corporate Procurement

Throughout 2025, the Corporate Procurement area—established in 2023—continued to consolidate its operations, generating overall efficiencies in procurement and integrating more subsidiaries into corporate processes. This made it possible to increase the number of bids, establish longer-term agreements with strategic suppliers and bring new categories of supplies and services under centralized management, thereby strengthening oversight and achieving greater savings.

To ensure the sustainability of the area, we are moving forward with continuous improvement projects focused on efficiency, information standardization and code harmonization, which facilitate better decision-making and allow us to expand our reach without increasing the workforce.

6.2 Business Model

6.2.1 Main Goods Produced Fresh Fruit Segment

Certifications

We have earned the following certifications:



B CORP – HORTIFRUT S.A.
B Corporations strive to be the best companies for the world. This process involves assessing social and environmental impact, transparency and accountability. B Corps help to create a positive impact on society and the environment, while building a more inclusive, equitable and regenerative economic system.

GLOBAL G.A.P.
GLOBAL G.A.P. is an internationally recognized standard for agricultural production, whose objective is safe and sustainable production to benefit the value chain. The certification covers safety and traceability, environment, health, safety, worker welfare, animal welfare, and includes Integrated Crop Management (ICM), Integrated Pest Management (IPM), Quality Management Systems (QMS) and Hazard Analysis and Critical Control Points (HACCP).



FOOD SAFETY MODERNIZATION ACT
The **Food Safety Modernization Act (FSMA)** is a regulatory change that seeks to ensure that the food supply in the United States is safe. It includes, for example, preventive controls for food and feed, as well as specific requirements for foreign food suppliers and importers and identification of individuals qualified in preventive controls.



BRC STANDARD
The **BRC standard** is a global standard for food safety, created by the British Retail Consortium. It was formed with the dual purpose of ensuring supplier compliance and providing retailers with a tool to guarantee the quality and safety of the food products they sell.

NURTURE
Nurture is an independent program launched by the TESCO international retail chain in 1992. The main objective is to assure customers that the fruits and vegetables from TESCO suppliers are grown in an environmentally responsible way.



SMETA
SMETA (Sedex Members Ethical Trade Audit) is the most widely used social audit in the world. It allows companies to evaluate their sites and suppliers to understand the working conditions in their supply chain.



PRIMUSGFS
PrimusGFS is a Global Food Safety Initiative (GFSI) certification program that covers both GAP and GMP scopes as well as food safety management systems (FSMS). This program offers certification for plant growing operations, post-harvest handling and minimally processed plant products.



COSTCO
Corresponds to Costco's add-on for audits of packing plants, coolers, cold storage facilities, warehouses, distribution centers, processing centers and/or fields that handle fresh produce.



USDA
USDA-certified organic foods are grown and processed in accordance with federal guidelines, which address, among many factors, soil quality, animal husbandry practices, pest and weed control and additive use.



JAS ORGANIC
The JAS certificate is the Japanese organic agricultural production certificate, created by the Ministry of Forestry, Fisheries and Agriculture of Japan, required for companies wishing to export their organic production to Japan.



LEAF MARQUE
The LEAF Marque (Linking Environment and Farming) Certification is a leading global assurance system that certifies products that have been produced in an environmentally responsible and sustainable manner. It is based on the nine principles of LEAF Integrated Farm Management (IFM).

6.2 Business Model

6.2.1 Main Goods Produced Value-Added Products Segment

In October 2020, Hortifrut signed an agreement with Alifrut, a subsidiary of Duncan Fox S.A. and the largest processor and exporter of frozen fruits and vegetables in Chile.

Today, Hortifrut has six Vitafoods frozen food plants: Molina, Colbún, Chillán, Parral, Romeral and Puyehue.

6 company-owned facilities in strategic locations

ANNUAL PROCESSING CAPACITY:

33,500 metric tons
Total Capacity



6.2 Business Model

6.2.2 Markets, Commercial Platforms and Strategic Alliances

NCG 6.2.2

Our business model is based on strategic alliances, uniting the best growers in the southern and northern hemispheres with the best customers in all markets around the world in order to supply the right customer with the right fruit, every day of the year.

North America

In the United States and Canada, our Naturipe Farms platform continues to grow stronger with an increasing supply of berries from Peru, Mexico, Chile, Argentina and Ecuador. This supply, combined with local production from our U.S. partners, allows us to offer a continuous supply of berries throughout the year.

Europe

In the EMEA region, through our commercial platform, Hortifrut Marketing EMEA, we have continued to strengthen our presence in the European market, with significant production in Morocco, Spain and Portugal. This allows us to guarantee a continuous supply of berries throughout the year, through both regional and overseas products.

Asia

In 2025, we continued to consolidate our position as a leader in the Asia-Pacific (APAC) region, strengthening our capacity to produce and market high-quality berries. Thanks to our strategy of

diversifying our markets and customer base in Asia, we sold more than 26.3 million kilograms in 2025, establishing ourselves as a key partner for our customers not only in China and India, but also in Taiwan, South Korea, Japan, Hong Kong and Southeast Asia.

These advances reflect our commitment to sustainable growth, constant innovation and operational excellence, positioning Hortifrut as a key player in the APAC region and a global benchmark in the berry industry.

Latin America

In Latin America, we maintain a strong presence with commercial offices serving the markets of Chile, Peru, Brazil, Colombia and Ecuador, reaching a market of 300 million consumers. In these five countries, we deliver our berry mix to major cities, supplying approximately 2,200 delivery points each week, including distribution centers, supermarkets, hotels and restaurants. We have our own production, adapting to the characteristics of each country, and are able to supply 52 weeks a year, while maintaining the highest quality standards and the most demanding international standards.



6.2 Business Model

6.2.3 Suppliers

NCG 6.2.3

At Hortifrut, we care about our suppliers, as we understand that their key role in supporting the Organization’s value chain, helping us deliver products and services of excellent quality to our customers around the world.

Supplier Payments

NCG 7.1

Suppliers – Fresh Fruit Segment

Our Supplier Policy requires timely payment to our suppliers, in accordance with the agreed conditions, which must be known to the supplier. Although our policy does not establish a maximum payment term, as a matter of good practice, most payments are made within the first 30 days of receipt of the invoice, with no distinction between domestic or foreign suppliers.

Hortifrut also has a Third-Party Due Diligence Policy, which calls for the review of our main suppliers, in order to verify that they are not in breach of the law, corporate criminal liability regulations or our Company’s Ethical Conduct Code.

The payment process is characterized by short payment terms, given that 73% of the amount paid in 2025 was settled within 30 days of invoice receipt, which is equivalent to 80% of the invoices paid during that period. No suppliers for the Fresh Fruit Segment represent more than 10% of the purchases made during 2025 or 2024.

Suppliers – Value-Added Products Segment

The Value-Added Products segment is also characterized by short payment terms, given that 93% of the amount paid in 2025 was settled within 30 days of invoice receipt [93% in 2024], which is equivalent to 93% of the invoices paid during that period [91% in 2024].¹

No supplier in the Value-Added Products segment accounted for more than 10% of purchases made in 2025 or 2024.

1. Includes fruit purchases from growers.

FRESH FRUIT SEGMENT ¹	PAYMENT TERM						TOTAL 2025		
	UP TO 30 DAYS % OF TOTAL	31 TO 60 DAYS % OF TOTAL	MORE THAN 60 DAYS % OF TOTAL						
Domestic	Number of invoices paid	128,023	82%	17,592	11%	10,240	7%	155,855	100%
	Amount paid [ThUS\$]	291,455	75%	42,726	11%	53,409	14%	387,590	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	9,749	73%	2,153	16%	1,454	11%	13,356	100%
Foreign	Number of invoices paid	10,226	63%	2,827	17%	3,116	19%	16,169	100%
	Amount paid [ThUS\$]	83,262	65%	23,828	19%	20,263	16%	127,353	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	416	59%	155	22%	135	19%	706	100%
Total	Number of invoices paid	138,249	80%	20,419	12%	13,356	8%	172,024	100%
	Amount paid [ThUS\$]	374,717	73%	66,554	13%	73,672	14%	514,943	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	10,165	72%	2,308	16%	1,589	11%	14,062	100%

VALUE-ADDED PRODUCTS SEGMENT ¹	PAYMENT TERM						TOTAL 2025		
	UP TO 30 DAYS % OF TOTAL	31 TO 60 DAYS % OF TOTAL	MORE THAN 60 DAYS % OF TOTAL						
Domestic	Number of invoices paid	23,292	93%	1,153	5%	617	2%	25,062	100%
	Amount paid [ThUS\$]	124,437	92%	5,210	4%	4,989	4%	134,637	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	1,501	98%	19	1%	6	0%	1,526	100%
Foreign	Number of invoices paid	166	100%	-	0%	-	0%	166	100%
	Amount paid [ThUS\$]	4,393	100%	-	0%	-	0%	4,393	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	36	100%	-	0%	-	0%	36	100%
Total	Number of invoices paid	23,458	93%	1,153	5%	617	2%	25,228	100%
	Amount paid [ThUS\$]	128,830	93%	5,210	4%	4,989	4%	139,030	100%
	Interest for late payment [ThUS\$]	-	0%	-	0%	-	0%	-	0%
	Number of suppliers	1,537	98%	19	1%	6	0%	1,562	100%

1. Includes fruit purchases from growers.

6.2 Business Model

6.2.3 Suppliers

NCG 6.2.3

Supplier Assessment

NCG 7.2

Social and Environmental Impacts of the Agricultural Supply Chain.

At Hortifrut, we view sustainability as a key driver of our corporate strategy, defining the way we operate and engage with our supply chain. In 2025, we developed a new version of the ESG Supplier Survey to evaluate the environmental, social and governance performance of our supply chain.

The survey achieved a response rate of 78.4% from our goods and services suppliers in the key categories of transportation, IT, packaging and agrochemicals. We also surveyed our agricultural growers in Chile, Mexico and the EMEA region, with a response rate of 47.1%.

Focus of the Study

Sustainability in the supply chain is managed through a comprehensive approach that enables us to:

- Measure environmental, social and governance [ESG] impacts.
- Identify risks and performance gaps among suppliers.
- Verify compliance with the Supplier Ethical Conduct Code, in accordance with the requirements of General Standard [NCG] No. 519.
- Gather key information to strengthen sustainable management in collaboration with strategic suppliers.

During the 24/25 season, our supply chain consisted of approximately 7,000 suppliers. Given the size and complexity of this network, our Corporate Procurement and Production departments conducted a mapping exercise to define the scope of the study and identify the suppliers that required a more thorough assessment.

As a first criterion, the analysis considered suppliers with high commercial significance (accounting for more than 80% of spending) and those with a direct impact on operational continuity—that is, those whose involvement is critical to production processes.

Supplier Classification

Based on their role in the value chain, suppliers were classified into six main categories:

1. Agrochemical
2. Packaging Supplies
3. Transportation
4. Information Technology (IT)
5. Services
6. Third-Party Growers (3PG)

Assessment Methodology

For the study, a single questionnaire was administered, designed to be brief and focused on the most relevant ESG aspects. The assessment included:



Ethics and Governance

Availability of reporting channels, anti-corruption policies and crime prevention models.



Labor Practices

Benefits, working conditions, the existence of joint committees and employee participation mechanisms.



Environmental Management

Implementation of management systems, waste management, carbon footprint measurement and energy use.

Through this study, we are reinforcing our commitment to a responsible and transparent supply chain, thereby fostering business relationships that contribute to sustainable development in the markets where we operate.

6.2 Business Model

6.2.4 Customers and Consumers

NCG 6.2.4

Fresh Fruit Segment

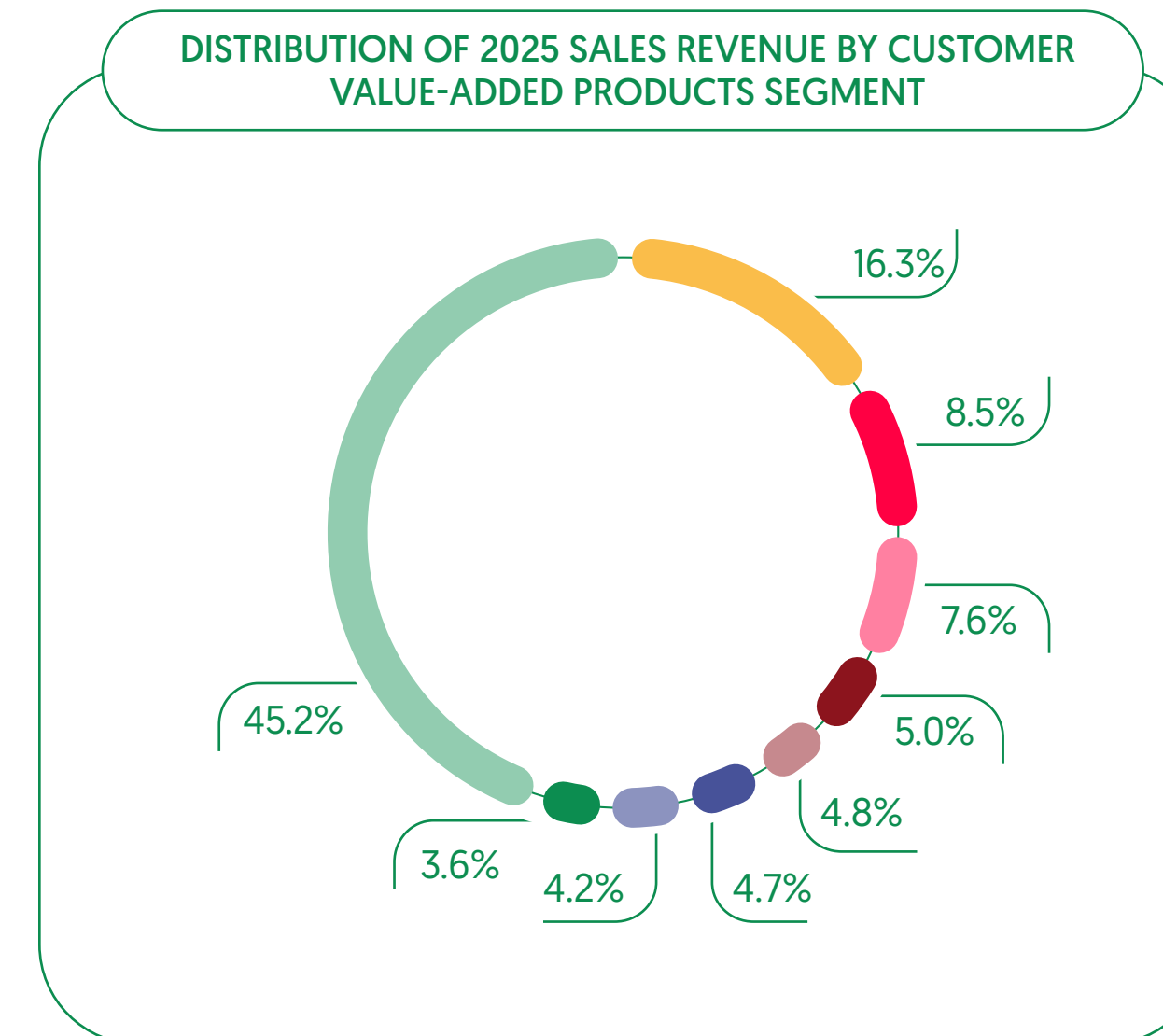
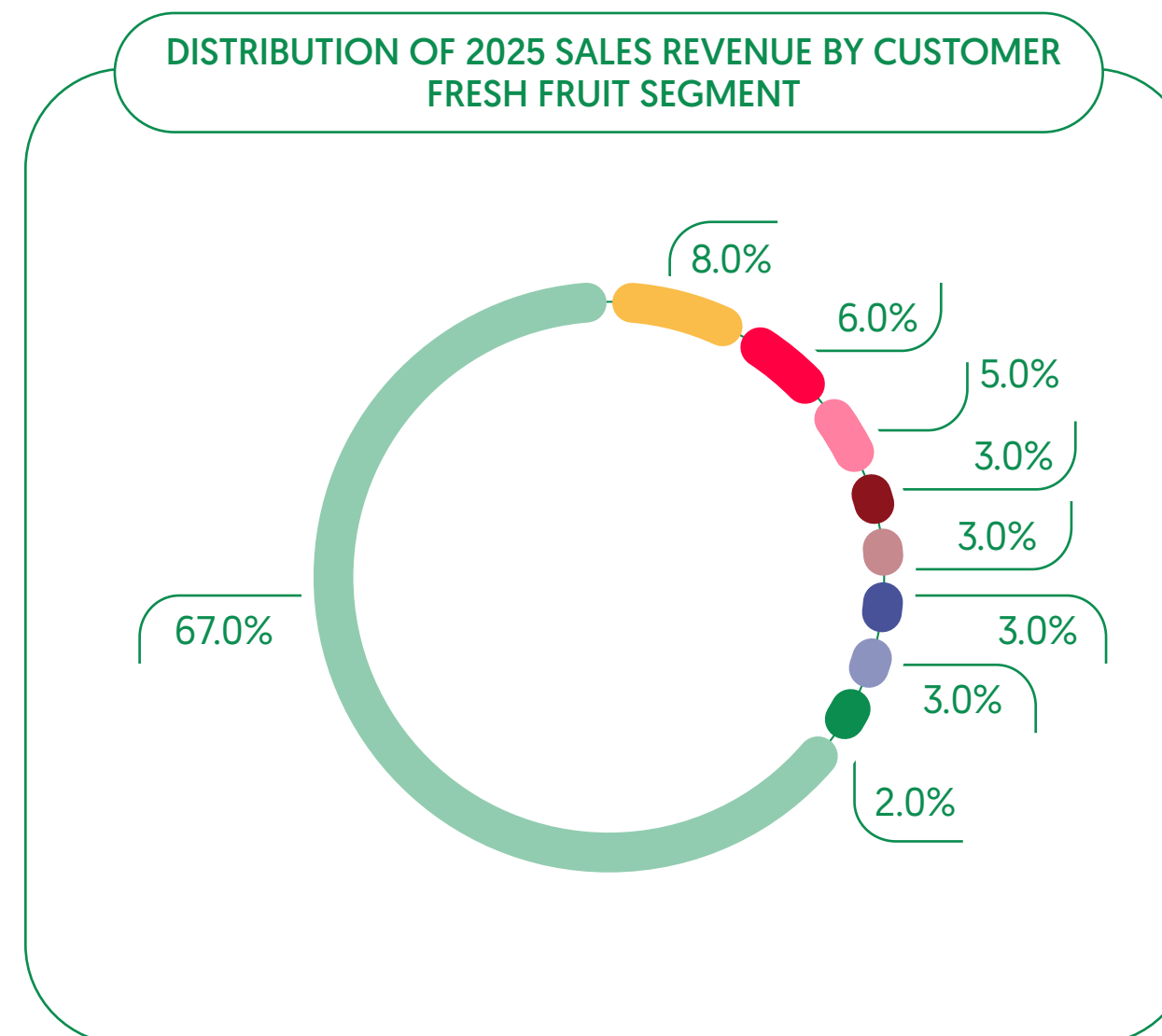
At Hortifrut we sell fruit to more than 500 customers in different markets, including the main supermarket chains, retailers and e-commerce outlets in North America, Latin America, Asia and Europe. Our broad customer base allows us to maintain a highly diversified portfolio; no single customer accounts for more than 10% of total annual sales in the Fresh Fruit segment, which represented 88% of the Organization's total sales in 2025 (87% in 2024).

Value-Added Products

Vitafoods distributes directly to customers through Hortifrut's global trading platforms and the subsidiary Naturipe Value Added Foods LLC, a leading developer of value-added, fruit-based products and frozen product mixes. In 2025, sales in this segment accounted for 12% of Hortifrut's total sales (13% in 2024). There is one customer in the Value-Added Segment that accounts for more than 10% of the segment's sales (as in 2024), but it only represents 2.1% of the Organization's consolidated sales (1.4% in 2024).

Main Customers

Hortifrut's main customers are: Walmart, Costco, Kroger, Trader Joe's, Sainsbury's, Sam's Club, HEB and others.



- Customer 1
- Customer 2
- Customer 3
- Customer 4
- Customer 5
- Customer 6
- Customer 7
- Customer 8
- OTHER

6.2 Business Model

6.2.5 Hortifrut Brands and Partners

NCG 6.2.5

All our berry business experience has been captured through our recognized brands, developed together with our partners and subsidiaries, some of them with more than 100 years in the market:



➤ **NATURIFE FARMS:** The second largest distributor of berries worldwide under its Naturipe® brand and the first in the world for blueberries, with sales of US\$1,284 million in 2025, representing more than 199 million kilograms sold. The Naturipe® brand is sold mainly in the United States, Canada and Mexico, as well as in China and other Asian markets.

➤ **BERRYGOOD:** Produces, imports, sells and distributes berries to major supermarket chains and food service customers in Latin America. With 14 years in the market, it ensures the supply of berries 52 weeks a year, serving more than 740 points of sale.

➤ **BERRYHOUSE:** Our e-commerce channel is the platform through which we connect directly with the end consumer, bringing our fresh berries from the field to your home, 52 weeks a year. After five years of regional operations, the model has established itself as an agile and reliable platform that combines premium quality, fast delivery and a clear focus on the brand experience.

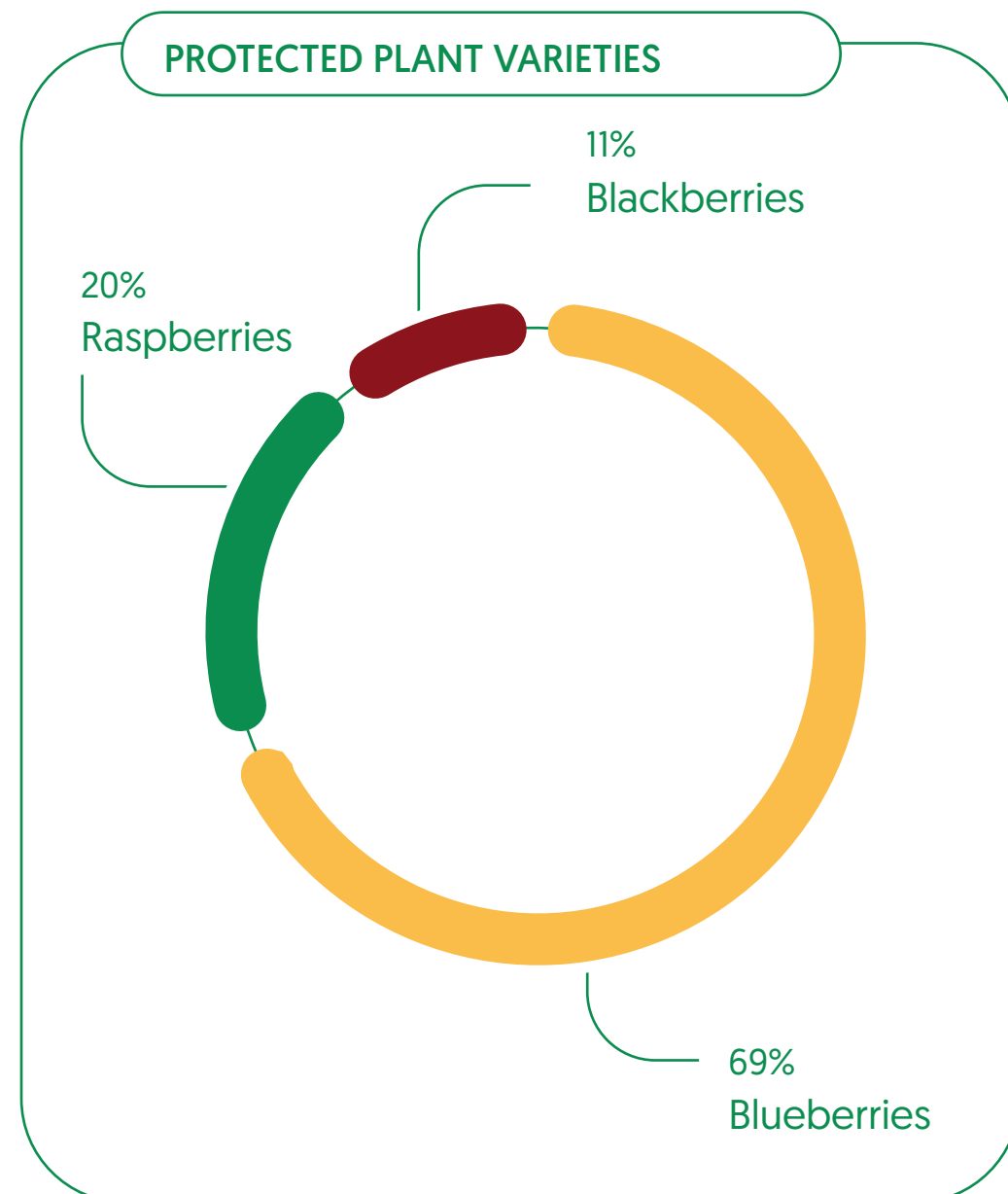
➤ **BERRY ON:** The consumer brand that Hortifrut IG Berries successfully launched in India in 2024 to market our blueberries. The launch of our own consumer brand in this country consolidates our presence in the region, and is key to achieving consumer recognition and loyalty.

6.2 Business Model

6.2.6 Intellectual and Industrial Property Rights and Patents

NCG 6.2.6

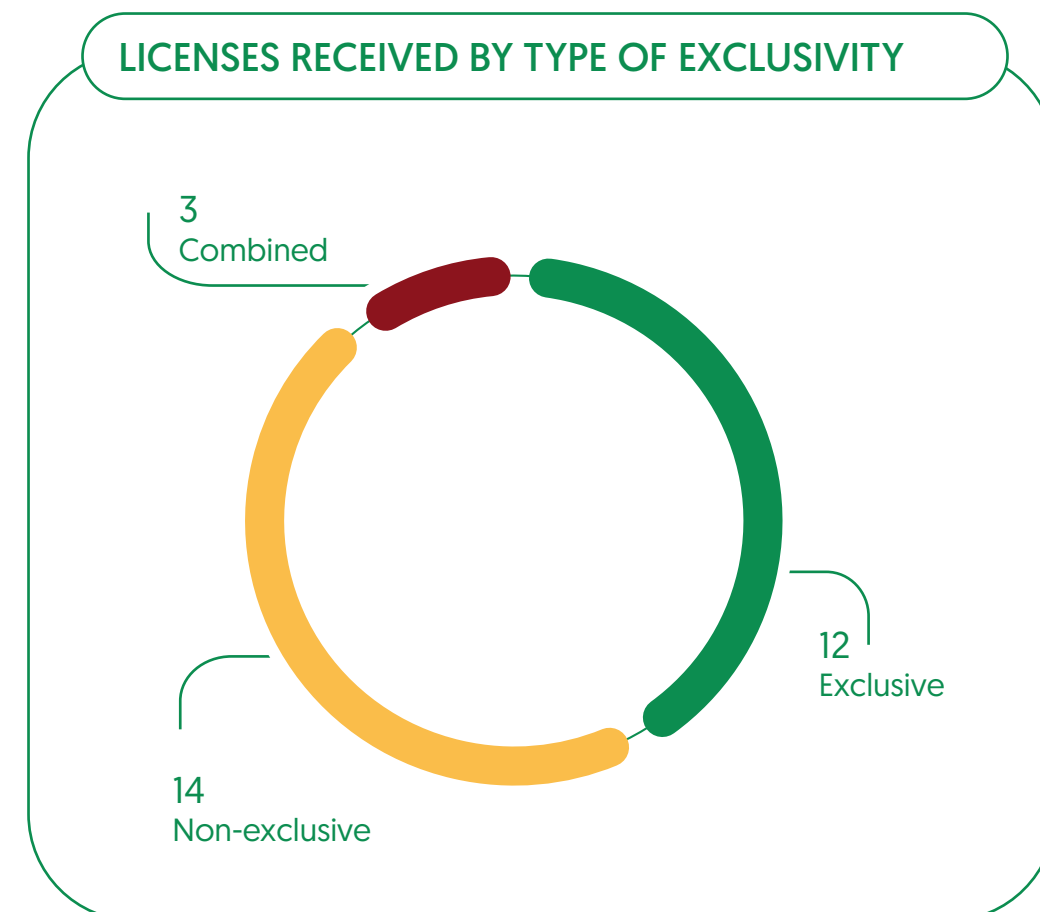
At Hortifrut we have a total of 56 varieties of blueberries, raspberries and blackberries protected worldwide, either through patents or other varietal protection processes (plant varieties) in different territories. As of December 31, 2025, their composition by crop is detailed below:



6.2.7 Licenses

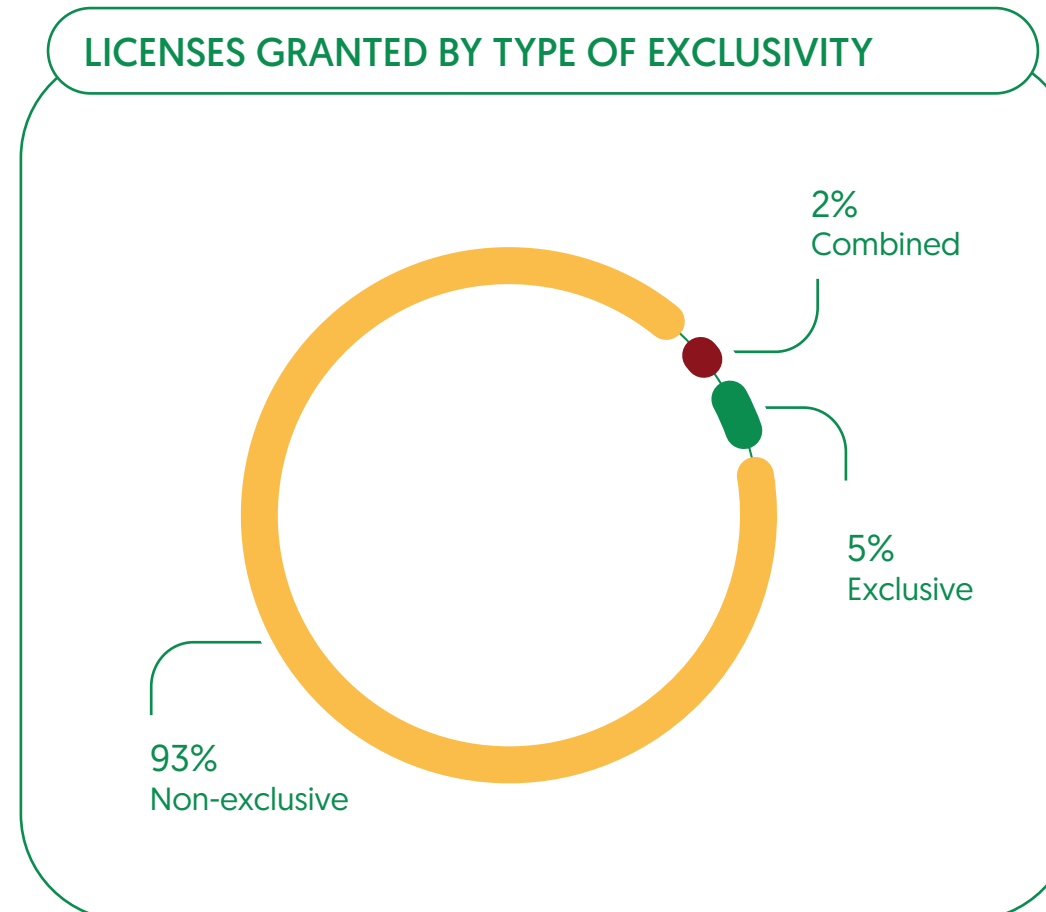
NCG 6.2.7

Throughout our history, Hortifrut has established alliances with prestigious breeding programs worldwide. These partnerships include renowned research institutions such as the Florida Seed Foundation Producers, Inc., Michigan State University, North Carolina State University and the Board of Trustees of the University of Arkansas, as well as agreements with companies specializing in technological applications and developments that enable us to make a significant leap forward from a traditional breeding program to an advanced one. In addition, with the goal of offering the widest possible range of varieties, Hortifrut also holds licenses for plant varieties from leading genetic companies across various crop types: blueberry, raspberry, blackberry, strawberry and cherry. As of the end of 2025, thanks to these partnerships, Hortifrut holds the following licenses, categorized by type of exclusivity:



In addition to licensing our own genetics, we have a broad and robust portfolio of berry and cherry licenses, which enables us to offer our partners and collaborators the best genetics available worldwide, with a wide range of varietal programs designed to adapt to growing regions and target markets. This, combined with the ability to deliver the desired product to end customers year-round, makes Hortifrut a unique company and a global leader in its sector.

Below is a summary of the main licenses granted directly to third parties through December 31, 2025, categorized by type of exclusivity and territory:



6.2.8 Other Relevant Business Development Factors

NCG 6.2.8

There are no other significant topics to report on regarding the Company's development.



6.3 Stakeholders

NCG 6.3



See Section 3.7:
Engagement with Stakeholders and the General Public

6.4 Properties and Facilities

NCG 6.4

At Hortifrut we conduct our production and administrative activities on numerous properties owned, leased or used in usufruct by the Company in the diverse countries where we operate, in addition to many leased fixed assets.

For more in-depth information on our owned, rented, usufructed and leased property as of December 31, 2025.

[click here](#)

6.5 Subsidiaries, Associates and Investments in Other Companies

6.5.1 Subsidiaries and Associates

NCG 6.5.1

For more information on subsidiaries and associates, [click here](#)

6.5.2 Investments in Other Companies

NCG 6.5.2

For more information on our investments in other companies, [click here](#)



07 Environment

- 7.1 Water
- 7.2 Climate action
- 7.3 Circular economy
- 7.4 Biodiversity



Environmental Performance

GS 461 8.2

At Hortifrut, we are deeply connected to the land and natural resources, which is why we have taken on the challenge of caring for the environment with the same passion with which we grow berries. Therefore, caring for ecosystems and properly managing natural resources is a commitment that comes from within our Organization, where sustainability serves as a key enabler of Hortifrut's Global Strategy. This involves promoting procedures, processes and projects that help integrate sustainable initiatives throughout the business value chain.

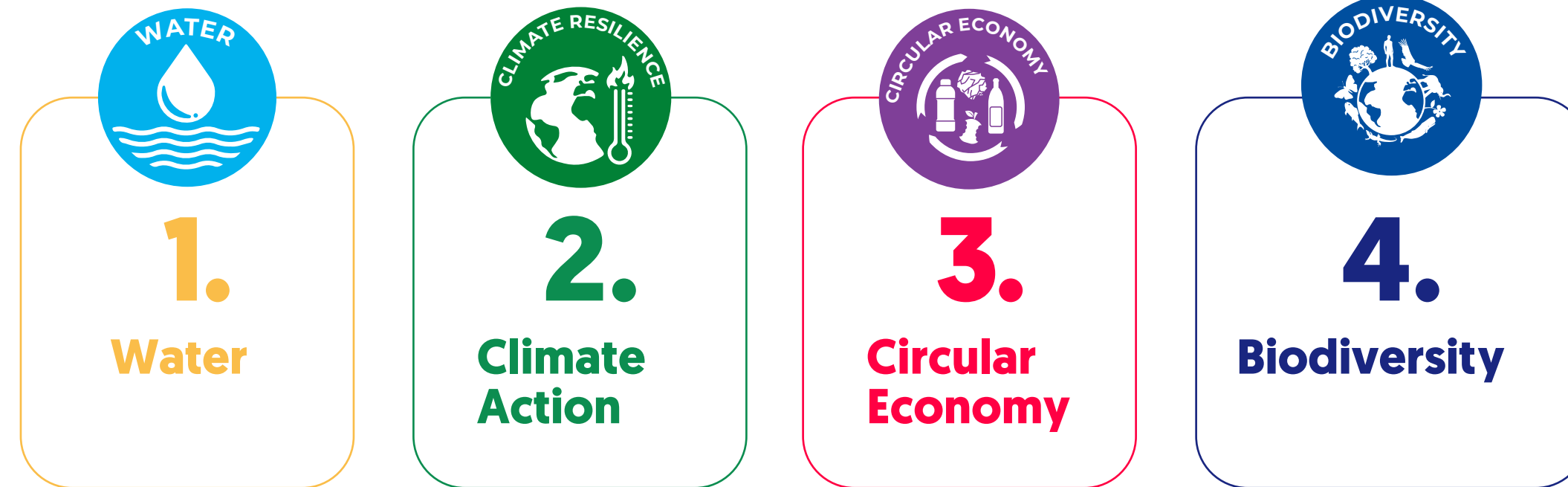
Collaboration with local teams has taken shape through various initiatives. For example, in Morocco we held a **training workshop on environmental legislation** as it applies to our operations, with 37 collaborators in Larache and Agadir in attendance. Ultimately, these efforts foster a culture of environmental awareness and responsibility at every stage of the work.

In parallel, we are working with local teams in Mexico and Chile to develop an Environmental Management System, compiling all local environmental regulations, as well as identifying compliance requirements, documents and traceability, and digitizing all updated environmental documentation.

To further embed excellence in the business, the Corporate Governance Division was established in 2025 to coordinate the corporate affairs, legal, compliance, communications and sustainability functions. This structure emphasizes effective, ethical and coordinated compliance aimed at protecting the Company's reputation, strengthening decision-making and ensuring compliance across all Hortifrut operations.

Our corporate sustainability strategy, **Growing Better**, is designed to ensure that the production and marketing of berries incorporate sustainable practices and generate positive impacts for our stakeholders.

From an environmental perspective, our approach focuses on four main areas:



7.1 Water

NCG 8.2

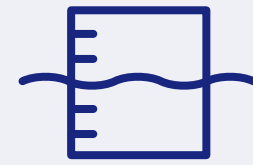


Water is the primary natural resource used to ensure the growth of fresh, high-quality berries. We recognize that freshwater use and conservation are critical issues that pose a challenge for the agricultural industry and people around the world. Therefore, we place special emphasis on optimizing water use for crop irrigation, improving the efficiency of our operating costs and promoting responsible consumption. That is why we are driving various innovations and investments aimed at reducing consumption, with efficiency always a top priority.

Responsible Water Management at Hortifrut

According to an analysis by the WWF Water Risk Filter platform, 23.3% of our company-owned fields are located in areas classified as water-stressed. Therefore, each of our subsidiaries applies its own local strategy to monitor risks and implement mitigation measures in the fields.

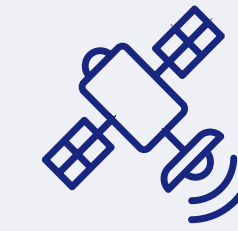
The most noteworthy initiatives include:



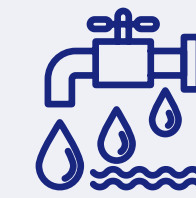
Telemetry in wells and water flows: Monitoring systems to check dynamic and static levels of water availability.



Meteorological stations: Here data is collected on temperature, humidity, wind speed, solar radiation and precipitation, thus forecasting current and future water needs.



Remote monitoring technology: We use satellite images and drones that identify specific areas, in addition to digital platforms (IoT) that provide real-time access to deliver alerts and data for improved decision-making.



Water reservoirs: We have water reservoirs in our producing fields, guaranteeing water availability during periods of drought or water shortage, and enabling us to maintain continuous agricultural production in areas with irregular rainfall. Each reservoir is water-proofed with a geomembrane to prevent infiltration. In Spain, a PVC cover was installed, reducing evaporation by 10% to 15%. In some fields, we also recirculate backwash water to the reservoirs, making the best use of water resources.



Soil moisture sensors: Devices that measure in real time the water content of the soil, essential information for knowing when and how much to irrigate.



Automated irrigation systems: 100% of our fields use drip irrigation combined with smart controllers that efficiently regulate water flow.



Variety adaptability: We are continually conducting trials to identify varieties that are better adapted to the climatic conditions of our production areas.

7.1 Water

NCG 8.2



WATER CONSUMPTION 2025

	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SUBTOTAL AMERICAS	SPAIN	MOROCCO	PORTUGAL	SUBTOTAL EMEA	INDIA	CHINA	SUBTOTAL APAC	TOTAL
Megaliters	2,248	33,384	4,286	551	125	575	41,168	2,117	2,945	106	5,168	727	5,779	6,506	52,842
Producing hectares	418	1,771	327	37	38	54	2,645	237	225	23	485	81	682	763	3,894
Total hectares	482	1,771	363	59	38	55	2,769	294	261	30	585	83	682	765	4,118
Megaliters per producing hectare	5	19	13	15	3	11	16	9	13	5	27	9	9	17	44
Megaliters per hectare (total)	5	19	12	9	3	10	15	7	11	4	22	9	9	17	39

TOTAL WATER CONSUMPTION IN AREAS WITHOUT WATER STRESS 2025

	PERU	PORTUGAL	BRAZIL	COLOMBIA	ECUADOR	CHINA	TOTAL
Megaliters	33,384	106	551	125	575	5,779	40,520

TOTAL WATER CONSUMPTION IN WATER-STRESSED AREAS 2025

	CHILE	MEXICO	SPAIN	MOROCCO	INDIA	TOTAL
Megaliters	2,248	4,286	2,117	2,945	727	12,323



The following considerations should be taken into account for this measurement:

- All data have been collected internally by each subsidiary.
- All water withdrawn and consumed in our operations is freshwater.
- In 2025, there were no significant changes in water storage.
- Subsidiaries located in areas with high or very high water stress have been categorized using information provided by the WWF Water Risk Filter platform [1.2 Baseline Water Stress].
- For China, the information from 2024 remains unchanged.



7.1 Water

NCG 8.2

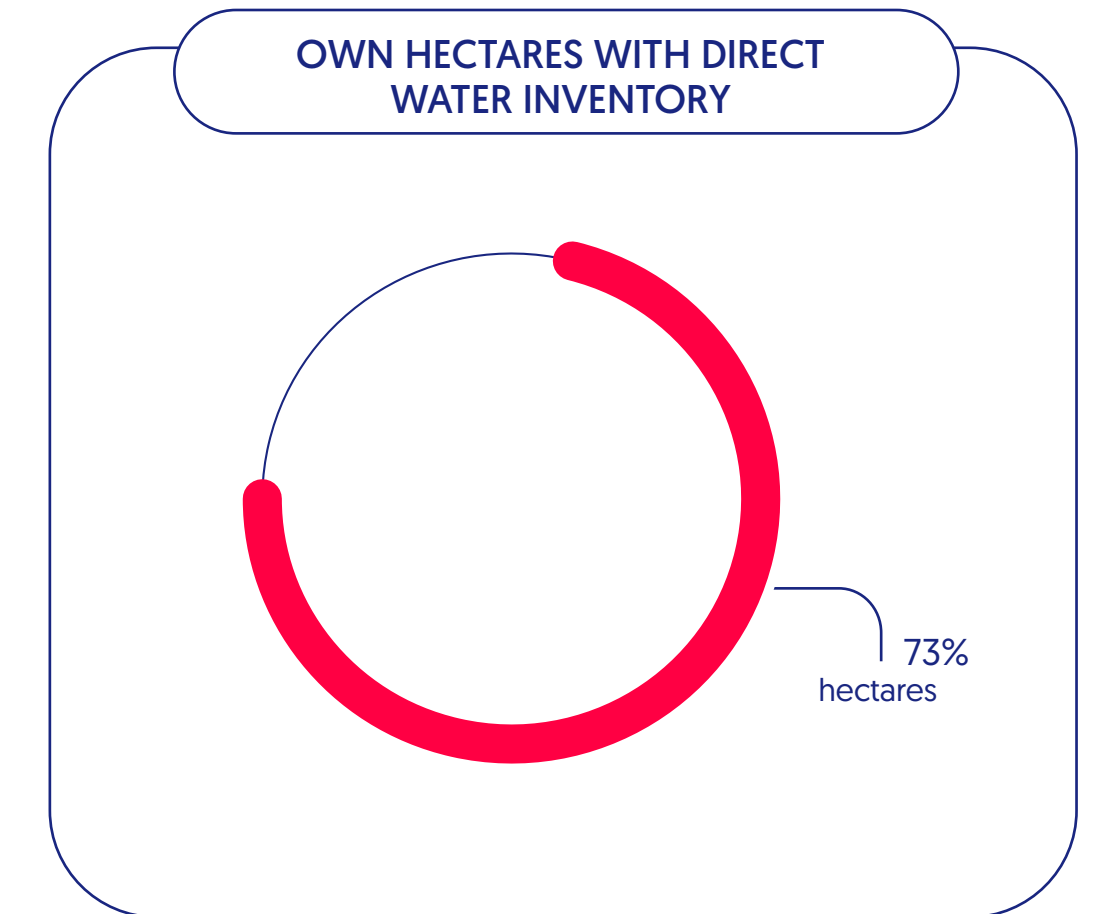


Direct Water Inventory

At Hortifrut, we continue to measure the direct water inventory of our fields and packing facilities worldwide. This analysis allows us to comprehensively evaluate the impact of our operations on water resources, considering not only the amount of water used to irrigate our berry crops, but also its use in other aspects of our operations, such as washing harvest materials, triple-washing of empty containers, consumption in sanitary services and supply for human consumption.

To date, we have conducted measurements at 31 facilities worldwide, consisting of 7 packing facilities and 24 company-owned fields located in Peru, Mexico, Colombia, Chile, Spain and Morocco, covering a total of 3,062 producing hectares.

This enables us to better understand the impacts and optimize water management, increasing our traceability, efficiency and sustainability in the use of this essential resource. This analysis has allowed us to evaluate compliance with our current practices and identify opportunities for improvement in the use and protection of the water sources we manage.



SCOPE OF FIELD MEASUREMENTS 2025

Total hectares inventoried	3,062
Number of facilities measured	31

7.2 Climate Action

NCG 8.2



Emissions Management

Agriculture has a dual role in relation to climate change: while it contributes to greenhouse gas emissions, it is also one of the sectors most vulnerable to their impacts, which directly affect ecosystems and agricultural production. Given this, and as part of our commitment to climate action within our sustainability approach to environmental issues, we continue to measure our carbon footprint on an annual basis. This analysis details all the impacts we generate across all our fields and packing facilities worldwide into Scope 1, Scope 2 and Scope 3 emissions, based on the GHG Protocol methodology. The carbon footprint measurement is externally verified by a third party. Similarly, for the second consecutive year, we completed the Climate Disclosure Project [CDP] disclosure questionnaire, one of the world's most recognized platforms for environmental reporting. The goal of this standard is to promote transparency regarding greenhouse gas emissions, the use of natural resources and climate risk management.

In addition, we were named as **finalists in the 2025 Agritech Innovation Awards for a study on the carbon sequestration capacity of soils cultivated using regenerative agricultural techniques**. In the EMEA region, in collaboration with the University of Huelva, a scientific study was conducted that demonstrated that soil cultivated using regenerative techniques (cover crops,

incorporation of pruning residues, minimum tillage, etc.) can capture more than three times as much carbon as uncultivated soil. This study represents an important step toward the scientific recognition of the contribution of soil-friendly techniques in the agricultural sector, highlighting their role as carbon sinks. This international recognition reinforces our commitment at Hortifrut to innovation, sustainability and a more efficient and responsible agricultural model.

Greenhouse gases (GHGs), such as carbon dioxide, methane, nitrogen oxides and fluorinated gases, are natural components in the atmosphere, but their concentration has increased considerably due to human activities. This increase intensifies the greenhouse effect, accelerating global warming. In this context, reducing, regulating and offsetting GHG emissions is an essential global issue. Our Organization recognizes our responsibility in this challenge, and we are committed to adopting measures to minimize our carbon footprint and actively contribute to the fight against climate change.

We have identified four areas where we have begun to conduct research, pilot projects and data analysis:

- 1. **Electromobility**
- 2. **Renewable energy**
- 3. **Fertilizers**
- 4. **Refrigerants and refrigeration equipment**



7.2 Climate Action

NCG 8.2



GREENHOUSE GAS (GHG) EMISSIONS 2024

	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SUBTOTAL AMERICAS	SPAIN	MOROCCO	PORTUGAL	NETHERLANDS	SUBTOTAL EMEA	INDIA	CHINA	SUBTOTAL APAC	TOTAL
Scope 1 (tCO2e)	4,377	8,140	4,643	61	142	413	17,776	502	1,380	112	0	1,994	608	1,426	2,034	21,804
Scope 2 (tCO2e)	446	1,701	3,516	10	44	0	5,717	199	117	0	180	496	383	4,208	4,591	10,804
Scope 3 (tCO2e) corporate total	43,623	58,556	47,936	2,135	412	813	153,475	7,244	7,514	982	5,349	21,089	1,132	20,366	21,498	196,062
Total S1+S2 (tCO2e)	4,823	9,841	8,159	71	186	413	23,493	701	1,497	112	180	2,490	991	5,634	6,625	32,608
Total corporate carbon footprint (tCO2e)	48,446	68,397	56,095	2,206	598	1,226	176,968	7,945	9,011	1,094	5,529	23,579	2,123	26,000	28,123	228,670

*Carbon footprint results for 2024 are presented, corrected and verified by a third party.

GREENHOUSE GAS (GHG) EMISSIONS 2025

	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SUBTOTAL AMERICAS	SPAIN	MOROCCO	PORTUGAL	NETHERLANDS	SUBTOTAL EMEA	INDIA	CHINA	SUBTOTAL APAC	TOTAL
Scope 1 (tCO2e)	8,396	6,548	1,040	49	77	328	16,438	164	900	81	0	1,144	709	1,870	2,579	20,162
Scope 2 (tCO2e)	900	1,061	2,157	10	20	0	4,147	154	149	0	238	541	635	3,925	4,560	9,248
Scope 3 (tCO2e) corporate total	35,717	50,086	57,510	2,083	635	1,093	147,124	8,513	14,126	664	2,696	25,999	963	23,112	24,076	197,198
Total S1+S2 (tCO2e)	9,296	7,609	3,197	59	97	328	20,585	318	1,049	81	238	1,685	1,344	5,795	7,139	29,410
Total corporate carbon footprint (tCO2e)	45,012	57,695	60,707	2,142	732	1,421	167,709	8,831	15,175	745	2,934	27,684	2,308	28,907	31,215	226,608

* The following considerations should be taken into account for this measurement:

- The gases included in the calculation are the greenhouse gases established in the Kyoto Protocol: carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF6).
- The categories and activities included in Scope 3 are procurement of inputs (packaging, agrochemicals, fertilizers and refrigerants), raw materials purchased by third parties (only in the case of Chile and Mexico), waste disposal and outsourced transportation.
- The focus of emissions consolidation is operational control.
- We used the GHG Protocol methodology.

CARBON INTENSITY 2025

	TOTAL
Metric tons of fruit	121,858
Metric tons of CO2eq	226,608
Ratio [metric tons of CO2eq per metric ton of fruit]	1.86

*These calculations were based on Scope 1, 2 and 3 emissions.
*The gases included in the calculation are the greenhouse gases specified in the Kyoto Protocol: carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF6).

EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS) AND OTHER SIGNIFICANT AIR EMISSIONS 2025

	TOTAL
ODS (kgCFC 11)	205
PM10 (kgPM10eq)	29,486
VOC (kgNMVOC)	121,470

*These calculations were based on Scope 1, 2 and 3 emissions.

7.2 Climate Action

NCG 8.2



Climate Change Adaptation Risks

NCG 8.2



In 2025, we expanded our implementation of the TCFD framework, moving from the identification and prioritization of risks to a phased approach of financial quantification. To achieve this, we are moving forward on four fronts: (i) collecting historical data and data on the severity and recurrence of events, (ii) defining indicators and direct and indirect costs by risk, (iii) developing moderate and extreme scenarios based on explicit assumptions and (iv) creating a framework for monitoring and periodically updating results to integrate them into financial and operational planning.

▶ Preliminary Findings 2025

Based on interviews with the relevant departments and a review of our matrix, drought has been identified as the most significant risk to the Company and the one for which we currently have the best data for quantification (cost of water infrastructure, energy, potential water purchases and potential effects on productivity). Other factors (heat waves, rising average temperatures, wildfires, changes in precipitation patterns and rising input costs) remain material risks, but existing data gaps prevent us from calculating a consolidated corporate figure.

▶ Gaps Identified and Next Steps

To ensure consistent and comparable corporate data, we will continue to: (i) standardize indicators by subsidiary, (ii) strengthen the historical record of events with defined thresholds (e.g., criteria for determining if a phenomenon qualifies as a “risk event”), (iii) finalize scenario assumptions (frequency/severity for 2030–2050) and (iv) align coverage and premium traceability with insurance policies. The goal is to incorporate these results into budgets, CAPEX/OPEX and performance targets for the “Metrics and Objectives” section.

▶ Governance and Methodology

This work adheres to the governance framework defined in our TCFD report, which involves yearly identification and prioritization, consolidation into the corporate matrix, reporting to senior management and the monitoring of action plans. The assessment combines physical risks (droughts, heat waves and floods, among others) and transition risks (regulatory, market, technological and reputational) with scenario analysis (including 2 °C and RCP 8.5) and a focus on operational and financial impacts.

This analysis strengthens our ability to adapt and respond to challenges posed by climate change, reaffirming our commitment to sustainability and operational resilience.

7.2 Climate Action

NGC 3.6.2.E, NCG 8.2



CLIMATE CHANGE ADAPTATION RISKS (TCFD)

TYPE OF RISK	CATEGORY	NAME OF RISK	DESCRIPTION OF RISK	POTENTIAL IMPACT ON BUSINESS	MITIGATION ACTIONS
Physical	Acute	Heat waves and high temperatures	Prolonged heat waves and extreme heat, combined with exposure to direct sunlight, place severe stress on crops. Sunscald can cause damage to plants, such as fruit dehydration, and reduce overall productivity. In addition, high temperatures increase the risk of heatstroke for workers, which impacts work efficiency and can lead to health problems.	Excessive solar radiation and high temperatures can reduce both the quality and quantity of the harvest, particularly by affecting fruit set and delaying flowering. Crops exposed to extreme heat may suffer from physiological stress, which reduces their ability to produce dry matter. Heat stress also directly affects workers, leading to work-related stress, reduced productivity and, in severe cases, health problems, which could increase operating costs and impact harvesting capacity.	<ul style="list-style-type: none"> Using sunscreen, shade nets and irrigation systems to reduce the effects of radiation and maintain optimal conditions for crop growth. Adjusting harvest schedules to minimize heat exposure. Installing canopies in fields to protect crops during extreme temperatures.
Physical	Chronic	Drought	Droughts affect the availability of water for irrigation, which limits crop growth and reduces yields. Additionally, they can cause plant stress, increasing their susceptibility to pests and diseases.	Water scarcity leads to a direct decline in agricultural production due to the inability to keep crops properly irrigated, ultimately impacting both the quantity and quality of the produce. This situation results in significant economic losses, as water shortages can delay harvests, reduce production volumes and increase operating costs.	<ul style="list-style-type: none"> Constructing water reservoirs with sufficient capacity to meet demand during droughts. Installing wells and water treatment plants to ensure water availability during severe droughts. Using efficient irrigation technologies and diversifying water sources. Planning water infrastructure at the outset of each project to prepare for droughts.
Physical	Chronic	Change in precipitation patterns	Unseasonal rainfall—whether excessive or insufficient—can delay harvest and threaten fruit quality and crop development.	Changes in rainfall patterns can affect production, as excessive off-season rainfall can delay harvest and compromise fruit quality—for example, by causing dehydration or increasing susceptibility to disease. This climate change creates uncertainty in agricultural planning and may result in additional costs due to adjustments in harvesting and storage.	<ul style="list-style-type: none"> Continually monitoring weather conditions using forecasting tools Adjusting harvest schedules and bringing forward harvests to mitigate the negative effects of off-season rains. Implementing an integrated pest management program to mitigate the effects of excessive moisture.
Physical	Acute	Forest fires	Fueled by high temperatures and dry conditions, forest fires destroy crops and damage agricultural infrastructure. Although rare, these events can be devastating.	Forest fires pose a significant threat to agricultural infrastructure, crops and logistics. Material loss and destruction of assets, such as warehouses, irrigation systems and facilities, reduced production capacity and increased costs. In addition, the disruption of harvest and distribution operations has a negative impact on revenue and the flow of products to market.	<ul style="list-style-type: none"> Installing firebreaks and clearing vulnerable areas to prevent the spread of fires. Collaborating with local authorities on emergency management and evacuation plans. Investing in fire-resistant infrastructure and rapid fire response protocols.
Physical	Acute	Flooding	Although rare, flooding is becoming more frequent due to extreme weather events, such as heavy rains that exceed field drainage capacity. This phenomenon damages crops and infrastructure.	Flooding can cause significant damage to crops and critical infrastructure, disrupting production and the supply chain. Crop losses and disruptions in logistics processes result in additional costs for the Organization. In addition, standing water can compromise fruit quality, affecting the brand's reputation and revenue.	<ul style="list-style-type: none"> Implementing efficient drainage systems and constructing canals to manage excess water. Assessing the vulnerability of fields to prior flooding in order to design more resilient projects. Coordinating with nearby communities to manage flooding through shared infrastructure.
Transition	Market	Increase in the cost of essential inputs/resources	Rising prices for key resources such as water and energy directly affect the profitability of operations. The impact is most noticeable in areas where access to these resources is limited or where there are strict regulations governing their use, which could result in higher costs for the Organization.	This risk can generate significant operational concerns due to water scarcity and energy dependence, resulting in exposure to rising costs stemming from the limited availability of essential resources. In addition, the direct impact on agricultural input costs and operational efficiency can affect profitability and long-term operations.	<ul style="list-style-type: none"> Using more efficient irrigation technologies for crops with high water requirements, in addition to diversifying water sources to ensure operational continuity.
Transition	Legal	Changes in climate regulations	Changes in climate regulations, such as the implementation of carbon taxes and restrictions on the use of nitrogen fertilizers, lead to higher operating costs for large-scale farming, which affects the Organization's competitiveness in the market.	New climate and sustainability regulations can also increase both production costs and operating expenses. There is significant concern about the rising costs of regulatory compliance, which in turn increases the resources required for the analysis, management and ongoing auditing of related policies.	<ul style="list-style-type: none"> Including projected scenarios for operational planning and investments to comply with future regulations.
Transition	Legal and Regulatory	Increased number and/or stringency of requirements and regulations associated with ESG issues	Increase in ESG requirements and regulations affecting the Company's products, processes and/or value chain.	Reputational damage resulting from regulatory violations can lead to lost sales and a decline in brand value, affecting not only customer relationships but also the Organization's public image. In addition, operational continuity risks can lead to logistical problems that disrupt production flow, causing a failure to meet business plans and further driving up operating costs.	<ul style="list-style-type: none"> The Company has a Global Sustainability team, whose responsibilities include ensuring compliance with all new requirements related to customers, markets, investors and collaborators.
Transition	Reputation	Changes in stakeholder expectations and preferences on ESG issues	Loss of stakeholders for not meeting existing market expectations and preferences in the challenge of climate change and in promoting a more inclusive world.	Failing to meet stakeholders' expectations regarding sustainability can lead to lost sales, reputational damage and a decline in brand value. It can also lead to operational continuity issues and hinder the ability to meet business plans, thereby undermining the Organization's long-term competitiveness.	<ul style="list-style-type: none"> A socio-environmental approach was developed that includes the creation of a regional sustainability strategy with medium- and long-term goals.
Transition	Technology	Adaptation to climate change	Development and/or implementation of new technologies and/or solutions that promote adaptation to climate change but nevertheless prove to be unsuccessful.	The failed implementation of climate change adaptation technologies can lead to operational continuity issues, failure to meet business plans and higher production costs. This can result in a loss of reputation and brand value if the solutions fail to meet stakeholders' expectations or are ineffective.	<ul style="list-style-type: none"> The carbon and water footprints of our operational units are measured annually to track environmental indicators and, based on these results, implement medium- and long-term strategies aimed at reducing and/or optimizing processes.

7.2 Climate Action

NCG 8.2



Energy Management

At Hortifrut, we are constantly striving to optimize energy use, improve the efficiency of our processes and reduce costs, while also mitigating the environmental impact of our activities. Furthermore, we are working to increase the share of non-conventional renewable energy sources (NCRE) in our energy mix, moving toward a more sustainable future.

Starting in 2020, we began installing solar panels in our fields across Chile, covering 30% of the energy we consume in that country. In 2023, we expanded the supply of NCRE to other operations in Chile and Peru, thereby achieving 44% renewable power in our energy matrix for the Americas region.

Meanwhile, the EMEA region achieved a 66% share of clean energy in 2024, giving us a corporate energy mix with 44% renewable energy.

ENERGY CONSUMPTION WITHIN THE ORGANIZATION 2025

	UNIT OF MEASURE	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SUBTOTAL AMERICAS	SPAIN	MOROCCO	PORTUGAL	NETHERLANDS	SUBTOTAL EMEA	INDIA	CHINA	SUBTOTAL APAC	TOTAL
Diesel	Liters	483,006	1,359,406	122,272	3,617	10,115	88,187	2,066,603	5,976	230,673	24,783	0	261,432	244,444	73,367	317,811	2,645,846
Gasoline	Liters	13,313	215,196	176,424	0	4,282	478	409,693	0	5,432	0	0	5,432	0	90,804	90,804	505,929
Electricity	kWh	3,996,463	26,528,120	4,857,372	250,056	93,172	0	35,725,183	4,143,849	2,253,964	107,675	564,789	7,070,277	894,290	6,882,477	7,776,767	50,572,227

Note: The data reported for diesel and gasoline include the transportation and exporting of our berries.

ENERGY INTENSITY 2025

	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SPAIN	MOROCCO	PORTUGAL	NETHERLANDS	INDIA	CHINA
Total energy consumed [megajoules]	32,283,278	154,984,375	28,268,457	1,038,681	870,727	3,392,532	15,146,633	17,132,826	1,336,383	2,033,240	12,577,363	30,725,726
Energy intensity ratio per metric ton of fruit [megajoules per metric ton]	3,301	3,686	1,311	3,259	2,339	4,046	2,537	1,199	1,781	612	27,035	3,415
Renewable energy consumed [kWh]	2,602,058	19,531,897	-	-	-	-	3,580,153	-	107,675	-	-	-

Note: These calculations include only the electrical power consumed within our Organization.

7.3 Circular Economy

NCG 8.2



At Hortifrut, as part of our commitment to the circular economy and waste management, we have developed a **Waste Management Manual** with the aim of promoting and coordinating responsible and traceable waste management across our agricultural and packing operations worldwide.

This manual addresses the various types of waste generated, including hazardous, non-hazardous and organic waste, and promotes the management, recycling, tracking and recovery of all waste generated at each of our operations. It also establishes an active partnership with local recyclers in each country, enabling us to continuously improve our waste management practices. To introduce this manual, training sessions have been conducted for the various Environment and Health and Safety teams at multiple subsidiaries, including those in Mexico, Chile, EMEA and Colombia. These initiatives have helped promote recycling and waste recovery, thereby preventing waste from being sent to landfills.

New Partnerships Transforming Waste

Throughout the year, we launched various initiatives aimed at strengthening our commitment to sustainability and the responsible management of resources.

- In Chile, one of the year's most high-impact initiatives was an agreement signed with the company Virutex Ilko, establishing a **partnership to strengthen a circular economy model that transforms plastic waste** generated in fields and packaging—such as irrigation hoses, harvest trays, netting and macro-tunnels—into recycled, environmentally responsible cleaning products.

Since July, eight loads totaling more than 15,000 kilograms of plastic have been sent to the recycling plant in the city of San Carlos (Ñuble Region), where the plastic is processed to manufacture household cleaning products such as trash bags, mops and various types of containers.

This initiative not only contributes to waste reduction and recycling, but also boosts local employment and fosters a corporate culture focused on sustainability and responsible resource management.



To learn more, click here to watch a video.

- At our facility in Portugal, we have reduced the use of single-use plastic bottles for workers' drinking water to **0%**, replacing them with **returnable and refillable bottles**. This measure has **avoided the use of 1,176 bottles, saving 115.4 kg of plastic**.
- In Colombia, the production teams collaborated with the Environmental Management and Sustainability Department to form a partnership with Maderas & Gestiones Forestales S.A.S. to **manage 180 m³ of organic waste** generated from our field pruning operations. The material was used for ecological restoration projects and the rehabilitation of degraded soil in former quarries in the Santana (Boyacá) area.



7.3 Circular Economy

NCG 8.2



WASTE GENERATED BY TYPE OF WASTE 2025

WASTE COMPOSITION	CHILE	PERU	MEXICO	BRAZIL	COLOMBIA	ECUADOR	SUBTOTAL AMERICAS	SPAIN	MOROCCO	PORTUGAL	NETHERLANDS	SUBTOTAL EMEA	INDIA	CHINA	SUBTOTAL APAC	TOTAL
Municipal (metric tons)	145	7,919	143	0	124	64	8,395	215	305	26	173	718	0	0	0	9,113
Hazardous (metric tons)	0	399	3	0	2	8	413	3	23	0	0	25	0	14	14	452
Recycled (metric tons)	295	902	100	2	36	15	1,350	234	103	14	106	456	0	0	0	1,806
Total waste (metric tons)	440	9,220	246	3	162	87	10,158	451	430	40	279	1,200	-	14	14	11,371

*The data has been collected by each subsidiary and/or by waste management providers.

PACKAGING MATERIALS USED 2025

MATERIALS	TOTAL
Virgin materials (metric tons)	15,098
Materials of recycled origin (metric tons)	3,860
Wooden pallets (metric tons)	4,041
Total	22,999

WASTE RECYCLED BY CATEGORY 2025

	SUBTOTAL AMERICAS	SUBTOTAL EMEA	TOTAL
Cardboard (metric tons)	380	141	521
Plastic containers, plastic jugs and lids (metric tons)	207	258	465
Agrochemical containers (metric tons)	32	0	32
Scrap (metric tons)	94	0	94
Wood (metric tons)	178	57	235
Other (metric tons)	357	0	357
Unspecified (metric tons)	103	0	103
Total recycled waste (metric tons)	1,351	456	1,807

*The data has been collected by each subsidiary and/or by waste management providers.



7.3 Circular Economy

NCG 8.2



Composting Organic Waste

NCG 8.2

In 2025, we continued our management plan for pruning and other organic waste at our fields in Trujillo, Peru. This initiative reinforces our commitment to the circular economy by transforming organic waste into valuable agricultural inputs.

Through this process, we produce solid compost that is used to enrich the soil, improving its fertility and structure, stimulating biological activity and helping to reduce erosion. In addition, we produced our own biostimulant, known as “compost tea,” an organic liquid rich in microorganisms with beneficial and protective properties for plants.

To ensure the production of high-quality compost, we implement rigorous operational controls and laboratory analysis throughout the controlled fermentation process, including monitoring of temperature, moisture and aeration. We also evaluate the physical characteristics of the final product (color, odor and particle size) and verify the absence of heavy metals, as well as the presence of the expected microorganisms, in compliance with the FSMA and Global Gap international standards.

The compost produced during the year was mainly used to improve the soil in blueberry fields and, to a lesser extent, in new raspberry and blackberry crops, helping to prepare the soil for subsequent planting.

YEAR	VOLUME OF COMPOST PRODUCED (METRIC TONS)	MATTER PROCESSED (M ³)	PRUNED AREA (HA)
2025	1,671	9,679	183

Commitment to Sustainability and Packaging Innovation

At Hortifrut, we are constantly looking for new materials and packaging alternatives that prioritize criteria such as recyclability, reuse and reduction. We consider these aspects in our production processes to minimize our environmental impact, as well as in the packaging we offer our consumers and customers in various markets, as an effort to promote their commitment to a circular economy.

As a world leader in berry exports, Hortifrut drives change by promoting higher standards of sustainability, including certification of traceability and post-consumer plastic content by internationally recognized entities like AENOR, thus guaranteeing the circularity of our packaging. Our clamshells and punnets are manufactured using a high percentage of rPET (recycled PET), and are designed to be fully recyclable.

Consistent with this commitment, we are introducing labels with wash-off technology featuring CleanFlake adhesive, making them easily removable during the recycling process. Currently, we have succeeded in implementing these labels on 100% of our products in Chile, Peru, Mexico and Ecuador, and we continue working to extend their use to our subsidiaries in Europe and Asia.

▶ We also require our cardboard suppliers to be FSC or PEFC certified. As a result, 100% of our boxes in all of our subsidiaries have this certification.

We are also continuously optimizing the design and use of crates through standardization, format reduction, weight reduction and increased units per pallet. This allows us to be more efficient in material handling, using fewer resources without compromising functionality, reducing our environmental impact at every stage of the logistics chain.



7.3 Circular Economy

NCG 8.2



Commitment to Sustainability and Packaging Innovation

Legislation and Compliance

With the adoption of the European **Packaging and Packaging Waste Regulation (PPWR) (Regulation (EU) 2022/1616)**, Hortifrut reaffirms its commitment to complying with the new regulations on packaging and waste. We have conducted a thorough analysis of the obligations this entails for both our Organization and our suppliers, with a particular focus on the **traceability and quantification** of the packaging materials we use.

To ensure compliance with the required standards, we are moving forward with the digitalization of materials reporting in the EMEA region, which allows us to generate more accurate reports and ensure alignment with our goals for recyclability and the reduction of single-use plastics. This effort will be crucial, as it will lay the groundwork for expanding this initiative to other regions, with the goal of achieving a comprehensive and consistent approach that reinforces our commitment to sustainability.

In addition, through ongoing audits and collaboration we work closely with our suppliers to ensure regulatory compliance. At the same time, we seek to identify improvements and innovative solutions that can be incorporated into our portfolio, adding tangible value to the circular economy.

Innovation: Berry Bliss and its Evolution into Berry Christmas

In 2025, we expanded the **Berry Bliss** project across Europe, an initiative launched to create unique consumer experiences through special editions such as **Berry Easter and Berry Halloween**.

The proposal transformed blueberries into a healthy and eco-friendly gift, combining attractive design, functionality and circular economy principles. To this end, an alternative to conventional packaging was launched: a cardboard bowl **that is 100% plastic-free and recyclable as paper**, in alignment with the goal of reducing single-use plastics.

This year, we took it a step further with **Berry Christmas**, a landmark release that marked the first edition developed jointly by the Latin America and EMEA regions, strengthening global collaboration and our focus on innovation.

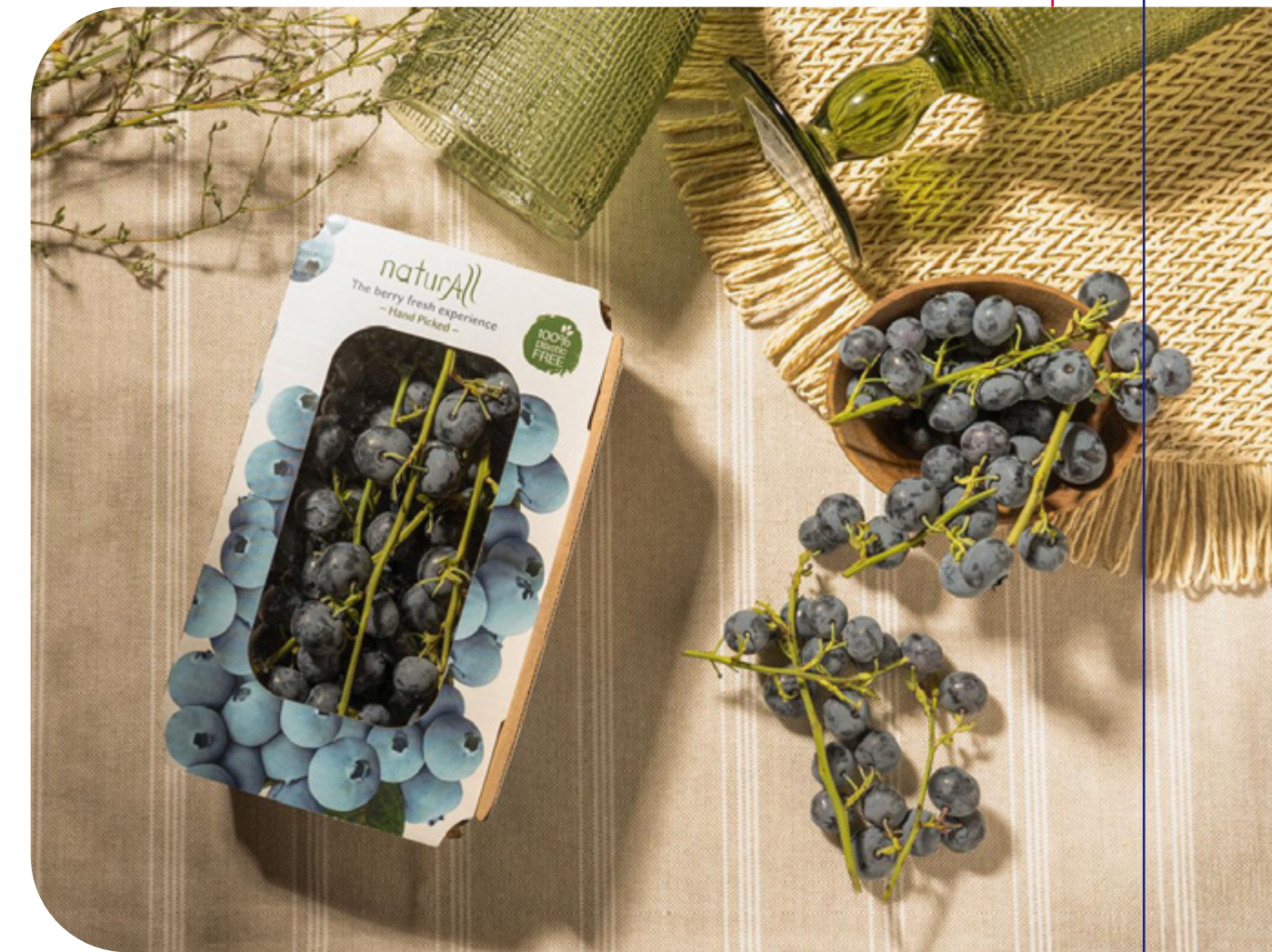
This launch took place in key markets such as Chile, Brazil, Colombia, Austria and Italy to gauge consumer acceptance and performance within the supply chain. It was very well received, which encourages us to continue developing and refining future versions with this sustainable and innovative approach.

Advances in Research and Development

This year at Hortifrut, we have continued researching to gain a deeper understanding of consumer preferences regarding packaging formats and materials, adapting to emerging market trends.

To facilitate this, we have conducted pilot tests in collaboration with our retailers to evaluate new snack-style products. These tests have allowed us to gather key insights into consumer preferences and market positioning, as well as tailor our offerings to ensure they align with market demand.

Thanks to this information, we are preparing to get our products onto store shelves soon, consolidating Hortifrut's commitment to innovation and strengthening our leadership position in the berry market. This proactive approach keeps us at the forefront of the industry, offering increasingly attractive and sustainable solutions, thereby reinforcing our focus on long-term growth.



PACKAGING MATERIALS USED 2025

MATERIALS	TOTAL
Virgin materials (metric tons)	15,098
Packaging Materials of recycled origin (metric tons)	3,860
Wooden pallets (metric tons)	4,041
Total	22,999

7.4 Biodiversity



Responsible management of environmental impacts, conservation of healthy soils, access to clean water and balanced ecosystems are essential to our ability to lead in the sector. At the same time, we face risks associated with climate change, which have a direct impact on natural ecosystems. These challenges reinforce our commitment to implementing sustainable practices that ensure the continuity of our operations and the well-being of the communities and ecosystems involved.

Blueberries are a perennial crop with 10-year rotation, which naturally contributes to soil stability. Pruning material is reincorporated between the rows, enriching organic matter and soil structure. In addition, we are also incorporating compost tea, generated from our composting process, which adds beneficial microorganisms and contributes to the regeneration of nutrients, optimizing the health and fertility of the soil.

Our techniques are designed to prevent desertification and protect soil quality, which is why we implement two types of plantations:

- **Potted:** The roots grow in a specially designed substrate, without altering the original soil.
- **In soil:** Planted in mounds of soil, known as ridges, enriched with pine bark, coconut fiber and organic matter, which optimize the root environment, retain moisture and regulate temperature without affecting soil structure. In addition, we use mesh ground covering to reduce evaporation and, in some areas, to prevent the growth of noxious weeds that could increase erosion.

To efficiently manage water resources and prevent soil erosion, we use drip irrigation systems, which deliver water directly to the roots in a controlled and efficient manner. We use moisture probes to measure the water content in the soil, which allows us to optimize irrigation, avoiding both excessive water use and surface runoff. In addition, we have implemented biological corridors in our fields, which not only promote pollination, but also improve soil health and contribute to the balance of the local ecosystem. In some cases, we have created ponds or small natural lagoons to reduce erosion.

The conservation of fields and their surroundings is another key factor in combating desertification. By strategically installing biological corridors, we gain benefits to both production and the ecosystem. An example of this is pollination, which not only favors berry production, but also contributes to improving the health of the soil and the natural environment.



7.4 Biodiversity



Finally, wind is another factor that puts soil health at risk. To mitigate the impact, we installed windbreakers, both natural and artificial, using trees appropriate to the local ecosystem and mesh netting that slow wind speed. This protects the soil surface and reduces wind erosion.

Each of these initiatives reinforces our vision of sustainability, ensuring long-term production while preserving the natural ecosystems where we operate.

Agrochemicals, including fertilizers/ stimulants and pesticides, are substances commonly used in agricultural activities to promote and improve crop development and increase yields. Our fields comply with all origin and destination market regulations regarding the use of these products, as well as with the various certifications we have implemented.

To strengthen our integrated management strategy, we have launched the following initiatives:

- **Development of the Smartberry management platform:** This platform allows for timely decision making, considering weekly monitoring programs for pests, diseases and beneficial organisms.
- **Systematic reduction of pesticide use:** We increased the mechanized area to 80%, enabling more uniform and effective application.
- **Promoting biodiversity:** In agroecosystems, we prefer and prioritize biological control and encourage polyculture.
- **KPI generation:** We established metrics for chemical and biological load compliance.
- **Continuous training:** We consistently train our teams on the efficient use of agrochemicals and integrated pest management.
- **Pest control strategies:** We incorporated catching systems and luring traps for pest control.



08

Financial Information

- 8.1 Consolidated financial statements
- 8.2 Material facts
- 8.3 Appendices
- 8.4 Content Indices

8.1 Consolidated Financial Statements

NCG 11

- Detailed information on the Consolidated Financial Statements for the year ended December 31, 2025, which present the Organization's financial position and results, is available by [clicking here.](#)
- In addition, the Management Analysis for the same period, which explains the key factors affecting the company's performance, trends and outlook, is available by [clicking here.](#)

8.2 Material Facts

NCG 9.

At the annual general meeting held on April 25, 2025, the shareholders:

- I. Approved the Annual Report, the Balance Sheet and the other Financial Statements were approved, and reviewed the corresponding External Auditors' Report for the 2024 fiscal year;
- II. Agreed to distribute a Final Special Dividend (No. 47) in the amount of US\$ 4,258,000.00, charged to the Company's retained earnings, equivalent to US\$ 0.0000000737728 per share. This dividend will be payable as of May 14, 2025, to the Company's shareholders of record as of midnight on May 8, 2025. The aforementioned amount of USD 0.0000000737728 per share will be paid in its equivalent in Chilean pesos, the national currency, in accordance with the "Observed Dollar" exchange rate published in the Official Gazette on May 7, 2025.

- III. Set the Company's Dividend Policy for fiscal year 2025;
- IV. Set the compensation for the members of the Board of Directors for fiscal year 2025;
- V. Appointed the firm "Deloitte Auditores y Consultores Limitada" as the external audit firm for fiscal year 2025;
- VI. Appointed the firms "Clasificadora de Riesgo Humphreys Limitada" and "International Credit Rating Compañía Clasificadora de Riesgo Limitada" as credit rating agencies for fiscal year 2025; and
- VII. Designated the Santiago-based "Diario Financiero" as the newspaper for publishing notices convening shareholders' meetings.

At an extraordinary shareholders' meeting held on July 30, 2025, the shareholders agreed to amend certain provisions of the Company's bylaws to comply with the regulations applicable to privately-held corporations, including:

- I. Article 14 of the bylaws, concerning Board of Directors meetings, was amended to reduce the frequency of regular board meetings so that they are held at least once every two months;
- II. A new Article 19-bis was added to the bylaws, authorizing and regulating the holding of remote shareholders' meetings, in accordance with the provisions of Article 108 of the Regulations on Corporations; and
- III. Article 21 of the bylaws, concerning notices of the Company's shareholder meetings, was amended to eliminate the requirement to send a notice by mail to each shareholder.

Comments from Shareholders and the Finance, Audit and Risk Committee

NCG 10

During the 2025 fiscal year, no comments or proposals were made by shareholders or by the Finance, Audit and Risk Committee.



8.3 Appendices

Alternate Directors

NCG 3.2

Ignacio Larrain Arroyo
Alternate Director

Chilean
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Francisca Moller Opazo
Alternate Director

Chilean
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 4.2019%

Piero Bacigalupo Gómez-Lobo
Alternate Director

Chilean
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

María Cristina Effa Raggio
Alternate Director

Chilean
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Guillermo Miranda
Alternate Director

American
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Luis Arturo Hoffmann Harrison
Alternate Director

Chilean
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Mauricio Czelusniak
Alternate Director

Brazilian
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Marc Drouin
Alternate Director

Canadian
Position held since: June 12, 2023
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

Cristián Figueroa Illanes
Alternate Director

Chilean
Position held since: April 25, 2025
Date of most recent re-election: April 25, 2025
% Interest in Hortifrut S.A.
[Class A and Class B]: 0.0000%

MATRIX OF KNOWLEDGE, SKILLS AND EXPERIENCE OF ALTERNATE DIRECTORS

DIRECTOR	AGRICULTURAL SECTOR	SOCIAL AND HUMAN RIGHTS ISSUES	ENVIRONMENTAL ISSUES	IT, INFORMATION SECURITY AND CYBERSECURITY	AUDITING, FINANCE AND RISK MANAGEMENT	CORPORATE GOVERNANCE, LEGAL AND COMPLIANCE	COMMUNICATIONS AND MARKETING
Ignacio Larrain Arroyo	X			X	X	X	X
Francisca Moller Opazo	X						X
Piero Bacigalupo Gómez-Lobo	X			X	X	X	
María Cristina Effa Raggio	X				X		
Guillermo Miranda		X	X	X		X	X
Luis Arturo Hoffmann Harrison	X				X	X	X
Mauricio Czelusniak	X				X	X	
Marc Drouin	X				X	X	
Cristián Figueroa Illanes		X			X	X	

Alternate directors are not compensated for their services.

➔ None of the alternate directors has an executive role within our Company nor in its subsidiaries or associates.



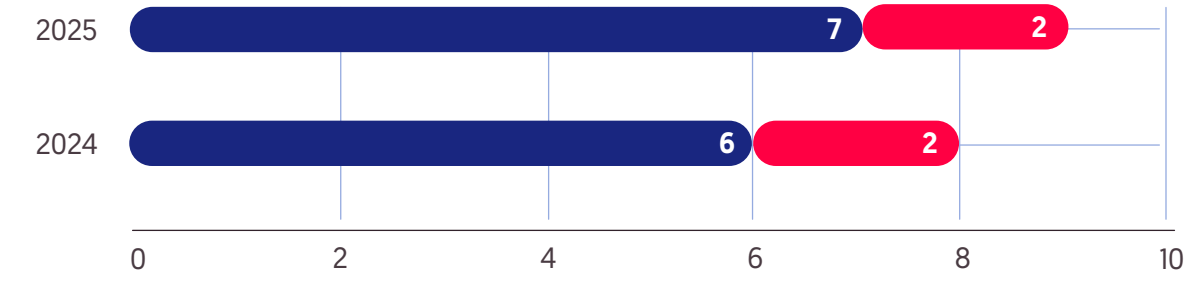
8.3 Appendices

Diversity of Alternate Directors

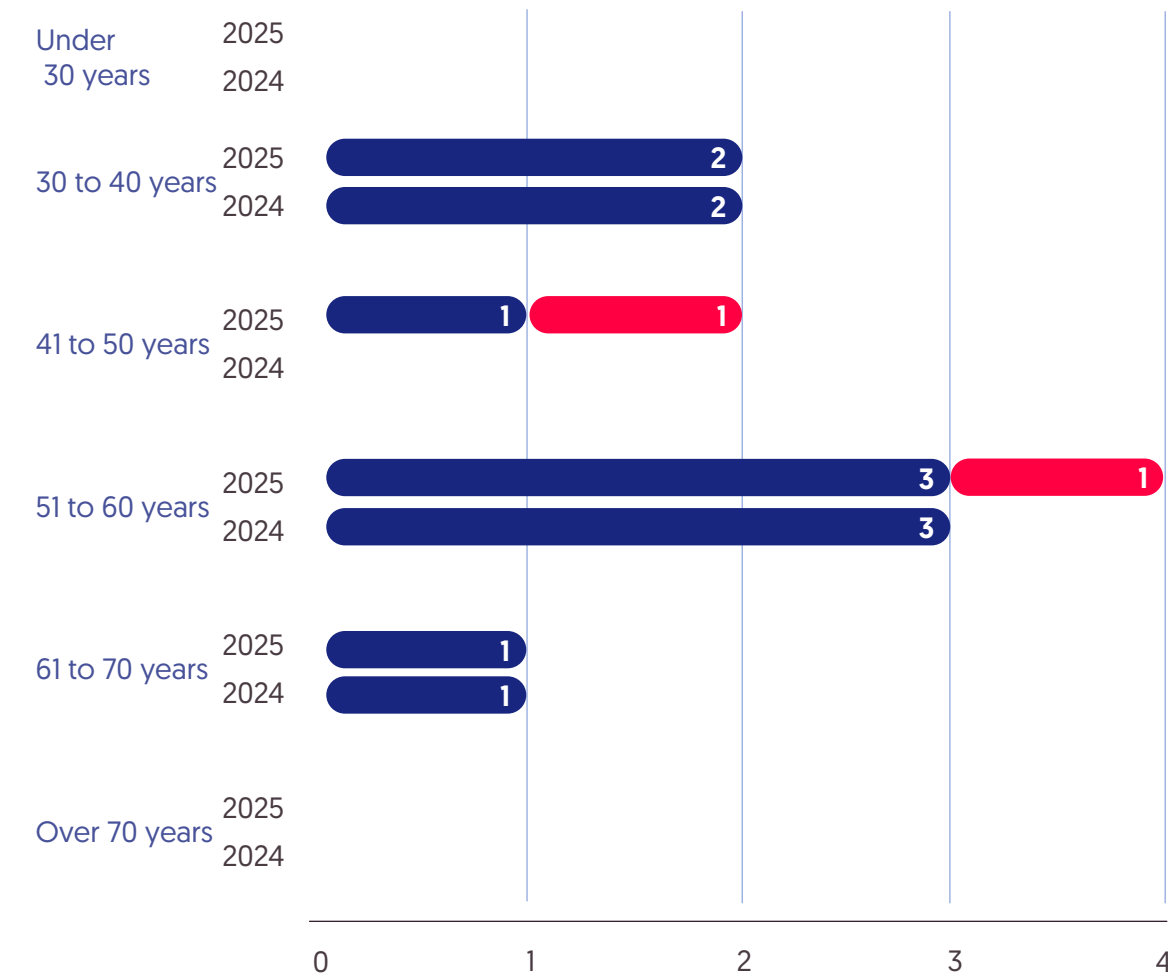
NCG 3.2

Men Women

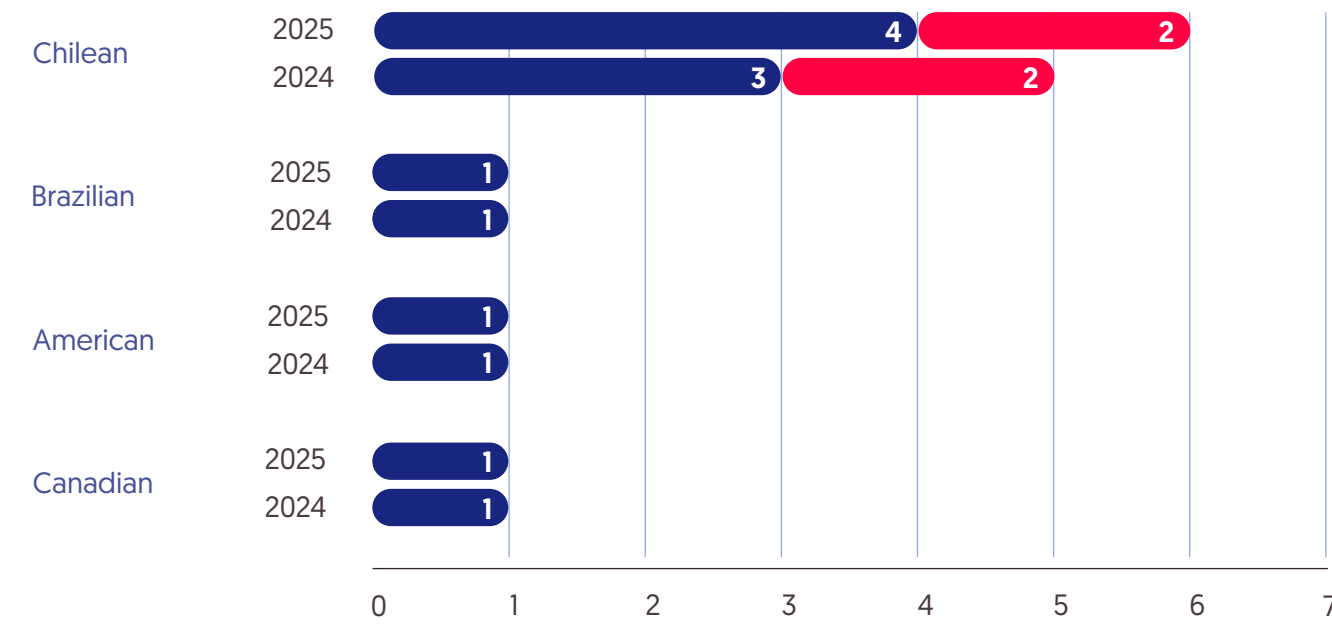
GENDER



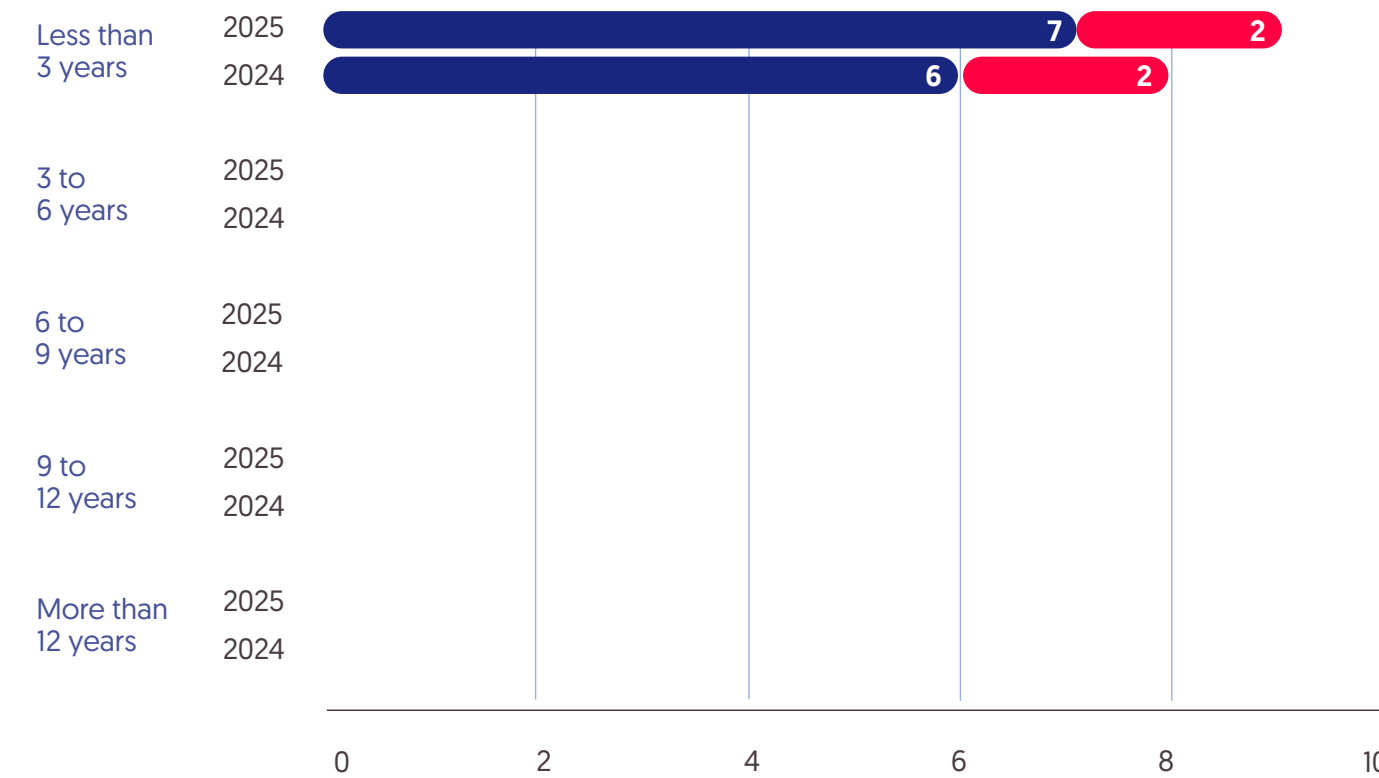
AGE RANGE



NATIONALITY



YEARS OF SERVICE



8.3 Appendices

Changes in Corporate Structure

NCG 6.5.1.X

2025

1. On February 19, 2025, the subsidiary Asian Berries Ltd. (Hong Kong) signed an agreement with Yunnan Jyyvio Berry Co. Ltd., to create Shaoxing Berry Co. Ltd. (China), with a 50% ownership contribution from Asian Berries Ltd. (Hong Kong). On September 16, 2025, Asian Berries Ltd. paid the capital committed to Shaoxing Berry Co. Ltd. (China), becoming an associate in the consolidated financial statements of Hortifrut S.A.
2. On June 27, 2025, the company "Hortifrut Huelva S.L. Unipersonal" (Spain) was absorbed by the company "Atlantic Blue S.L. Unipersonal" (Spain).

3. Effective June 30, 2025, the Chilean subsidiaries "Agrícola El Pampino S.A.," "Agrícola Vida Nueva S.A.," and "Agrícola Santa Rosa del Parque S.A." were absorbed by "Agrícola El Avellano S.A." (Chile).
4. Effective June 30, 2025, the company "Agrícola Hortifrut S.A." (Chile) was absorbed by "Agrícola El Avellano S.A." (Chile).
5. On December 1, 2025, the subsidiary "Hortifrut Genetics Limited" (Ireland) incorporated the company "Hortifrut Vietnam Company Limited" (Vietnam), holding 100% of its shares.

2024

On May 15, 2024, the subsidiaries Vitafoods Corp. (USA) and Vitafoods SpA (Chile) agreed to create the company Vitafoods Perú S.A.C. (Peru), with a 0.1% ownership contribution from Vitafoods Corp. (USA), and a 99.9% ownership contribution from Vitafoods SpA (Chile). On May 28, 2024, the new company obtained its business license, allowing it to begin operations in Peru. Finally, on May 24, 2024, Vitafoods Corp. (USA) and Vitafoods SpA (Chile) made the payment of the capital commitment to Vitafoods Perú S.A.C. (Peru), which became an associate in Hortifrut S.A.'s consolidated financial statements.

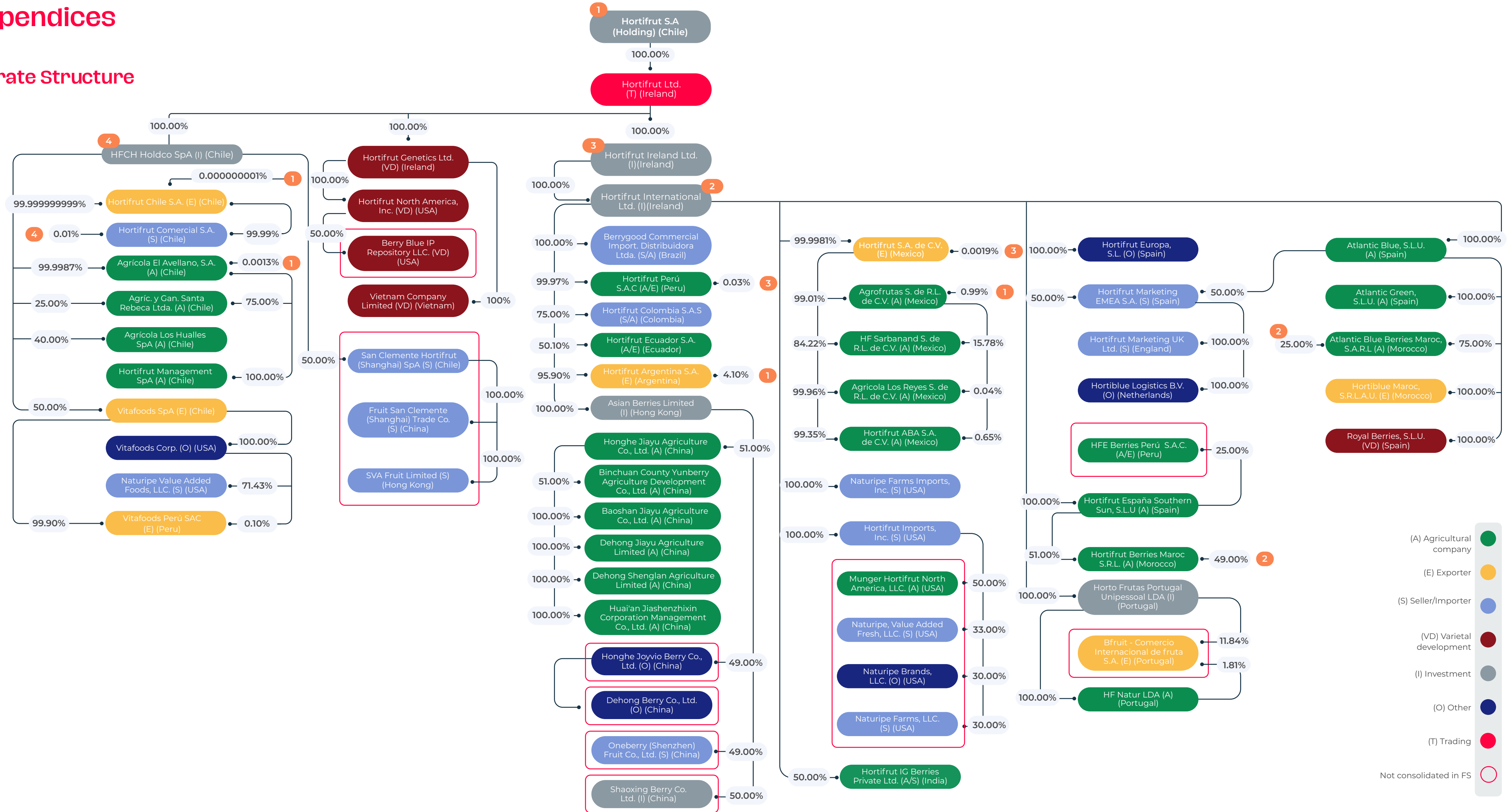
On December 31, 2024, Hortifrut Chile S.A., as the sole shareholder of the Company, agreed to dissolve "Desarrollos Tecnológicos SpA." There were no other changes in the corporate structure during 2024.



8.3 Appendices

Corporate Structure

NCG 6.5.1.X



8.3 Appendices

Permanent Collaborator Headcount by Job Category

COLLABORATOR HEADCOUNT BY NATIONALITY AND JOB CATEGORY 2025
NCG 5.1.2

2025 NATIONALITY	SENIOR MANAGEMENT		MANAGEMENT		SUPERVISORS		OTHER PROFESSIONALS		OTHER TECHNICIANS		ADMINISTRATIVE STAFF		SUPPORT STAFF		SALES FORCE		OPERATORS		TOTAL		
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	
Germany	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Argentina	-	-	2	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	-	3	2
Bangladesh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-	-	5
Bolivia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-
Brazil	-	-	6	5	6	5	3	2	4	3	14	3	3	3	13	1	199	131	248	153	
Bulgaria	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	-	1
Chile	2	3	24	47	73	96	52	76	37	47	40	25	6	3	-	1	82	213	316	511	
China	-	-	6	16	15	53	27	28	21	48	4	-	-	-	-	2	20	113	93	260	
Colombia	-	-	2	2	7	7	5	7	6	6	9	5	4	2	1	-	14	9	48	38	
Costa Rica	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Ecuador	-	-	-	1	4	2	9	8	-	-	-	-	-	-	-	-	12	20	25	31	
Egypt	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
United Arab Emirates	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Slovenia	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Spain	-	-	14	20	10	14	13	11	15	15	18	4	1	2	1	2	8	30	80	98	
USA	-	3	1	2	3	4	3	3	1	-	1	-	-	-	-	-	-	-	9	12	
France	1	-	1	-	-	-	1	1	-	-	-	-	-	-	-	1	-	-	3	2	
Netherlands	-	-	1	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	1	3	
Hungary	-	-	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
India	-	-	-	12	-	6	2	5	-	3	2	2	-	-	-	-	2	32	6	60	
Indonesia	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	
Ireland	-	1	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	1	2	
Italy	-	-	-	1	1	-	1	-	-	2	-	-	-	-	-	1	-	-	2	4	
Morocco	-	-	5	2	7	1	12	26	-	1	10	12	-	-	-	-	3	17	37	59	
Mexico	-	-	14	32	36	47	48	52	1	3	30	26	-	-	-	-	-	-	129	160	
Nepal	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	2	2	3	2	
Pakistan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1	
Peru	-	-	4	22	62	181	72	73	1	13	61	29	1	1	2	2	5	46	208	367	
Poland	-	-	-	-	-	-	2	1	1	-	-	-	-	-	-	-	-	-	3	1	
Portugal	-	-	2	1	2	-	1	1	2	1	1	-	-	-	-	-	-	1	8	4	
Puerto Rico	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	
Romania	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-	2	-	3	
United Kingdom	-	-	-	1	-	-	2	1	-	-	-	-	-	-	1	-	-	-	3	2	
Venezuela	-	-	3	1	3	-	4	3	-	2	-	-	1	-	-	-	2	3	13	9	
Total	3	7	87	168	229	416	260	304	89	144	191	108	16	13	18	10	350	625	1,243	1,795	

8.3 Appendices

Permanent Collaborator Headcount by Job Category

PERMANENT COLLABORATOR HEADCOUNT BY AGE GROUP AND JOB CATEGORY
NCG 5.1.3

2025 AGE GROUP	SENIOR MANAGEMENT		MANAGEMENT		SUPERVISORS		OTHER PROFESSIONALS		OTHER TECHNICIANS		ADMINISTRATIVE STAFF		SUPPORT STAFF		SALES FORCE		OPERATORS		TOTAL	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Under 30			3	5	40	102	116	122	42	78	98	57	4	4	4	6	104	253	411	627
30 to 40			33	75	119	208	104	118	31	44	62	38	2	1	7	2	110	151	468	637
41 to 50	2	4	41	57	55	78	34	49	11	18	19	6	2	1	6	2	83	129	253	344
51 to 60	1	2	7	25	15	23	4	12	5	2	10	7	6	5	1		40	59	89	135
61 to 70		1	3	6		5	2	2		2	2			2			13	32	20	50
Over 70							1						2					1	2	2
Total	3	7	87	168	229	416	260	304	89	144	191	108	16	13	18	10	350	625	1,243	1,795

PERMANENT COLLABORATOR HEADCOUNT BY YEARS OF SERVICE AND JOB CATEGORY
NCG 5.1.4

2025 YEARS OF SERVICE	SENIOR MANAGEMENT		MANAGEMENT		SUPERVISORS		OTHER PROFESSIONALS		OTHER TECHNICIANS		ADMINISTRATIVE STAFF		SUPPORT STAFF		SALES FORCE		OPERATORS		TOTAL	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Less than 3 years		2	21	49	55	127	104	158	53	70	103	64	11	6	10	6	252	368	609	850
3 to 6 years	1	1	31	65	121	188	120	122	23	60	60	35	2	2	5	4	91	188	454	665
7 to 8 years		3	9	27	19	57	20	10	5	9	11	5			2		2	25	68	136
9 to 12 years	1		9	14	16	18	10	9	7	2	5	1			1		5	18	54	62
More than 12 years	1	1	17	13	18	26	6	5	1	3	12	3	3	5				26	58	82
Total	3	7	87	168	229	416	260	304	89	144	191	108	16	13	18	10	350	625	1,243	1,795



8.3 Appendices

Permanent Collaborator Headcount by Job Category

PERMANENT COLLABORATOR HEADCOUNT WITH DISABILITY BY GENDER AND JOB CATEGORY
NCG 5.1.5

2025 CONTRACT TYPE	SENIOR MANAGEMENT		MANAGEMENT		SUPERVISORS		OTHER PROFESSIONALS		OTHER TECHNICIANS		ADMINISTRATIVE STAFF		SUPPORT STAFF		SALES FORCE		OPERATORS		TOTAL	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
Open-term contract	3	7	87	168	221	399	244	289	82	139	163	92	11	10	13	10	290	555	1,114	1,669
Fixed-term contract	-	-	-	-	8	17	16	15	7	5	28	16	5	3	5	-	60	70	129	126
Total	3	7	87	168	229	416	260	304	89	144	191	108	16	13	18	10	350	625	1,243	1,795
% category	30.0%	70.0%	34.1%	65.9%	35.5%	64.5%	46.1%	53.9%	38.2%	61.8%	63.9%	36.1%	55.2%	44.8%	64.3%	35.7%	35.9%	64.1%	40.9%	59.1%
% of HF workforce	0.1%	0.2%	2.9%	5.5%	7.5%	13.7%	8.6%	10.0%	2.9%	4.7%	6.3%	3.6%	0.5%	0.4%	0.6%	0.3%	11.5%	20.6%	40.9%	59.1%

PERMANENT COLLABORATOR HEADCOUNT BY LABOR FORMALITY AND JOB CATEGORY
NCG 5.2

2025 DISABILITY (PERMANENT)	SENIOR MANAGEMENT		MANAGEMENT		SUPERVISORS		OTHER PROFESSIONALS		OTHER TECHNICIANS		ADMINISTRATIVE STAFF		SUPPORT STAFF		SALES FORCE		OPERATORS		TOTAL	
	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M	W	M
No disability	3	7	86	168	229	415	259	303	89	144	191	107	16	13	18	10	347	618	1,238	1,785
Disability			1			1	1	1				1					3	7	5	10
Total	3	7	87	168	229	416	260	304	89	144	191	108	16	13	18	10	350	625	1,243	1,795



8.4 Content Indices

SASB - Sustainability Accounting Standards Board

DISCLOSURE TOPICS ON SUSTAINABILITY AND ACCOUNTING STANDARDS FOR THE “AGRICULTURAL PRODUCTS” SECTOR

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
Greenhouse gas emissions	Global gross scope 1 emissions	Quantitative	Metric tons (t) of CO2-e	FB-AG-110a.1	20,162 tCO2e
	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	Discussion and analysis	n/a	FB-AG-110a.2	No targets have been set; the Company's decarbonization strategy is currently under development.
	Fuel consumed, percentage renewable	Quantitative	"Gigajoules [GJ] Percentage [%]"	FB-AG-110a.3	3,152,657 liters (diesel and gasoline)
Energy management	"[1] Operational energy consumed, [2] percentage of grid electricity and [3] percentage renewable."	Quantitative	"Gigajoules [GJ] Percentage [%]"	FB-AG-130a.1	"[1] 299,790,221 GJ [2] 49% [3] 51%"
Water management	"[1] Total water withdrawn, [2] total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress."	Quantitative	"One thousand cubic meters [m3] percentage [%]"	FB-AG-140a.1	"[1] No data available [2] 52,842 megaliters, 23% in areas with water stress"
	Description of water management risks and discussion of strategies and practices to mitigate those risks.	Discussion and analysis	n/a	FB-AG-140a.2	Related climate risks such as droughts, changes in precipitation patterns, and floods. For more information, see pages 87, 88, 89 and 93.
	Number of incidents of non-compliance associated with water	Quantitative	Number	FB-AG-140a.3	0; there have been no reported incidents of non-compliance in this area.
Food safety	quality permits, standards and regulations.				
	Global Food Safety Initiative (GFSI) audit: [1] non-conformance rates and [2] associated corrective action rates for [a] major and [b] minor non-conformances.	Quantitative	Ratio	FB-AG-250a.1	No data available
	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program.	Quantitative	Percentage [%] by cost	FB-AG-250a.2	100%
Workforce health & safety	[1] Number of recalls issued and [2] total amount of food product recalled	Quantitative	"Number metric tons [t]"	FB-AG-250a.3	"[1] 0 [2] 0"
	"[1] Total recordable incident rate [TRIR], [2] fatality rate and [3] near miss frequency rate [NMFR] for [a] direct employees and [b] contract employees.	Quantitative	Ratio	FB-AG-320a.1	"[1] 2.90 [2] 0.27 [3] No data available"

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
Environmental & social impacts of ingredient supply chain	"[1] Percentage of agricultural products sourced that are certified to a third-party environmental or social standard, and [2] percentages by standard"	Quantitative	Percentage [%] by cost	FB-AG-430a.1	"[1] 65.3% [2] SMETA [18.9%], SIZA Ethic [0.1%], GRASP* [52.6%], SIZA Env [0.1%], Organic [0.4%], LEAF [11.6%], SPRING [54.8%]"
	"Suppliers' social and environmental responsibility audit [1] non-conformance rate and [2] associated corrective action rate for [a] major and [b] minor non-conformances."	Quantitative	Ratio	FB-AG-430a.2	"[1] 0.1% [2a] 0.05% of the total number of questions [2b] 0.05% of the total number of questions"
	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing.	Discussion and analysis	n/a	FB-AG-430a.3	In 2025, we conducted an ESG Supplier Assessment to evaluate the environmental, social and governance performance of our supply chain. More information is available on page 80.
GMO management					GMO-free Processes: At Hortifrut we made a clear decision: not to use Genetically Modified Organisms (GMO) in any of our plant breeding or production processes. To face the challenges generated by climate change, we have improved the characteristics of our numerous varieties of blueberries, raspberries, blackberries and cherries using traditional breeding methods. This procedure is carried out by means of guided crosses of known varieties that are manually pollinated. Later, we use phenotypic selection as a breeding selection strategy. We are also implementing artificial intelligence through complex mathematical models to improve the design and prediction of crossbreeding, speeding up the process and increasing the success of our efforts. Molecular markers are already being used in cherry trees. These chemical signals are produced by the plants and are therefore of natural origin. They indicate whether certain genes are present in the plants, which helps us speed up the selection process and optimize resources. Our goal for the future is to extend their use to other species in order to maximize the efficiency of the process and accelerate the development of new varieties.
	Discussion of strategies to manage the use of genetically modified organisms (GMOs).	Discussion and analysis	n/a	FB-AG-430b.1	
Ingredient supply	Identification of key crops and description of risks and opportunities caused by climate change.	Discussion and analysis	n/a	FB-AG-440a.1	Page 93
	Percentage of agricultural products originating from regions with high or extremely high baseline water stress.	Quantitative	Percentage [%] by cost	FB-AG-440a.2	<40%

8.4 Content Indices

NCG 461 - General Standard N°461

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
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	2.3.1.	Control situation	Our Organization	14-18
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	2.3.4.	Stock performance and shareholder rights	Our Organization	
	2.3.4.i.	Description of classes of shares	Our Organization	20
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	2.3.4.iii.a.	Dividends	Our Organization	22
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	2.3.4.iii.c.	Number of shareholders	Our Organization	22
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3.1.ii.		Sustainability approach	Corporate Governance	24
3.1.iii.		Managing conflicts of interest	Corporate Governance	24
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3.1.v.		Promoting innovation	Corporate Governance	24
3.1.vi.		Reducing organizational barriers	Corporate Governance	25
3.1.vii.		Identifying diverse capacities	Corporate Governance	25
3.2.		Board of Directors	Corporate Governance	
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3.2.ii.		Standing Board Compensation	Corporate Governance and Appendices	27

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
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	3.2.iv.	Knowledge, skills and experience matrix	Corporate Governance and Appendices	28, 104
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	3.2.xi.	Contingency or crisis management	Corporate Governance	30
	3.2.xii.	Data Systems	Corporate Governance	30
	3.2.xiii.	Diversity of standing directors	Corporate Governance and Appendices	31, 105
	3.3.	Board committees	Corporate Governance	
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3.3.ii.	Identification of each member	Corporate Governance	32	
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3.3.v.	Hiring of consultants by committees	Corporate Governance	33	
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8.4 Content Indices

NCG 461 - General Standard N°461

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
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	3.6.viii.	Risk management policy information	Corporate Governance	41
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	3.7.	Engagement with stakeholders and the general public		
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	3.7.ii.	Continuous improvement procedures	Corporate Governance	44
	3.7.iii.	Procedure for informing shareholders about board diversity prior to the shareholders' meeting at which directors will be elected	The Company does not have such procedures	-
3.7.iv.	Procedure for shareholders to remotely attend meetings and vote and for the general public to be informed in real time about the resolutions approved at the meetings	Corporate Governance	44	

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
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	5.8.i.	Total amount of monetary resources devoted to education and development and the percentage that they represent of total annual revenue	People	64
5.8.ii.	Number of trained employees and their percentage of the total workforce	People	64	
5.8.iii.	Average annual training hours by gender and job category	People	64	
5.8.iv.	Description of the subjects covered by these training courses	People	61-64	
5.9.	Subcontracting policy	People	65	

8.4 Content Indices

NCG 461 - General Standard N°461

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
6. Business model	6.1.	Industrial sector		
	6.1.i.	Products sold by the industry	Business Model	69
	6.1.ii.	Competition faced by the entity in the industrial sector	Business Model	69
	6.1.iii.	Legal and regulatory framework	Business Model	70
	6.1.iv.	Regulatory Entities	Business Model	71
	6.1.v.	Stakeholders	Business Model	72
	6.1.vi.	Membership in trade associations or other organizations	Business Model	72
	6.2.	Businesses	Business Model	
	6.2.i.	Primary goods produced	Business Model	74
	6.2.ii.	Sales channels and distribution methods	Business Model	78
	6.2.iii.	Suppliers representing >= 10% of total purchases.	Business Model	79
	6.2.iv.	Customers accounting for >= 10% of the segment's revenue	Business Model	81
	6.2.v.	Main trademarks	Business Model	82
	6.2.vi.	Intellectual property patents owned by the entity	Business Model	83
	6.2.vii.	Major licenses, franchises, royalties and/or concessions	Business Model	83
	6.2.viii.	Other factors relevant to business development	Business Model	83
	6.3.	Stakeholders	Business Model	44, 84
	6.4.	Properties and facilities	Business Model	
	6.4.i.	Main characteristics of the entity	Business Model, Supplementary Document	84, Supplementary Document
	6.4.ii.	Concession areas (if the company is a mining company)	Not applicable	-
	6.4.iii.	Ownership of facilities or lease agreements	Business Model, Supplementary Document	84, Supplementary Document
	6.5.	Subsidiaries, associates and investments in other companies		
	6.5.1.	Subsidiaries and associates		
6.5.1.i.	Name, domicile and legal status	Supplementary Document	84, Supplementary Document	
6.5.1.ii.	Subscribed and paid-in capital	Supplementary Document	84, Supplementary Document	

CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
6. Business model	6.5.1.iii.	Corporate Purpose and Activities	Supplementary Document	84, Supplementary Document
	6.5.1.iv.	Identification of directors, administrators and the CEO	Supplementary Document	84, Supplementary Document
	6.5.1.v.	Percentage of the investing entity's ownership interest in the subsidiary's or associate's equity	Supplementary Document	84, Supplementary Document
	6.5.1.vi.	Percentage that the investment in each subsidiary or associate represents over the total individual assets of the parent company	Supplementary Document	84, Supplementary Document
	6.5.1.vii.	Full name of director, CEO or senior executives of the parent or investing entity that holds any of these positions in the subsidiary or associate	There are no directors, general managers or executive officers holding such positions in subsidiaries or associates.	84, Supplementary Document
	6.5.1.viii.	Clear and detailed description of business relationships with subsidiaries or associates during the year and projected future relations with them	Supplementary Document	84, Supplementary Document
	6.5.1.ix.	Concise disclosure of acts and contracts entered into with subsidiaries or associates that significantly influence the operations and results of the parent company or investing entity	No acts or contracts have been signed with subsidiaries or associates that significantly influence the operations and results of the parent.	84, Supplementary Document
	6.5.1.x.	Schematic diagram (Corporate Structure)	Financial Information and Appendices	106, 107
	6.5.2.	Investments in other companies that are not subsidiaries or associates	Not applicable	-
	7. Supplier management	7.1.	Payment to suppliers	
7.1.i.		Number of invoices paid	Business Model	79
7.1.ii.		Total amount paid	Business Model	79
7.1.iii.		Total interest for late payment of invoices	Business Model	79
7.1.iv.		Number of suppliers	Business Model	79
7.1.v.		Number of agreements registered in the Register of Agreements with Exceptional Payment Periods kept by the Ministry of Economy, when applicable	The Company does not have any such agreements.	-
7.2.	Supplier assessment	Business Model		

8.4 Content Indices

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CATEGORY	NCG 461 CONTENT	NAME	INTEGRATED REPORT CHAPTER	PAGE
	8.1.	Legal and regulatory compliance		
	8.1.1.	Related to customers	Business Model	70
	8.1.2.	Related to workers	Business Model	70
8. Indicators	8.1.3.	Environmental	Business Model	70
	8.1.4.	Antitrust	Business Model	70
	8.1.5.	Other	Business Model	70
	8.2.	Sustainability indicators by type of industry	People, Environment	61-67, 88-100
9. Material events	9.	Material or essential events	Financial Information and Appendices	103
10. Comments from Shareholders and the Directors' Committee	10.	Comments from shareholders and the directors' committee	Financial Information and Appendices	103
11. Financial Information	11.	Financial reports	Financial Information, Financial Statements	102

Statement of Responsibility



The following directors and Chief Executive Officer of Hortifrut S.A., declare under oath that they are responsible for the truthfulness of all the information included in this Annual Report, which they have signed¹.

Nicolás Moller Opazo
Chairman
10.668.356-5 [Chile]

Andrés Solari Urquieta
Vice Chairman
8.667.254-5 [Chile]

Andrés Carvallo Prieto
Standing Director
15.383.173-4 [Chile]

Víctor Edmundo Moller Opazo
Standing Director
10.668.361-1 [Chile]

Ulises Quevedo Berastain
Standing Director
09382988 [Peru]

Juan Luis Alemparte Rozas
Standing Director
16.096.002-7 [Chile]

Fernando Lopes Furtini
Standing Director
AY338380 [Canada]

Richard Wayne Toman
Standing Director
565480767 [United States]

Kathleen Barclay
Independent Director
10.596.643-2 [United States]

Héctor Enrique Lujan Valladolid
Chief Executive Officer

1. This Statement of Responsibility has been signed by the directors and the Chief Executive Officer, as required by General Standard No. 283. Their signatures appear on the copies that have been sent to the Financial Market Commission in compliance with Section II paragraph C.16) of General Standard No. 30.

Company Name:

Hortifrut S.A.

Type of Entity:

Publicly traded corporation

Duration:

Indefinite

ID No.:

96.896.990-0

Legal domicile and address:

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