



A BETTER
life

Sustainability report

2024



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Message from our President

I am pleased to present Arcor Group's 20th Sustainability Report. Over the past 20 years, this report has been a testament to our commitment to transparency and the achievements we have made in creating economic, social, and environmental value for all our stakeholders.

In a world of significant challenges, we at Arcor Group began 2024 with a strong focus on day-to-day management, while remaining true to our legacy and committed to our long-term vision. I can proudly say that our experience, resilience, and adaptability have allowed us not only to maintain our strength, but to emerge even stronger. Our Group's economic, financial, and operational strength, together with the essential implementation of sustainability strategies, are the key pillars for ensuring the continuous growth of our businesses and generating a lasting positive impact on society and the environment.

2024 was a year of celebrations. We commemorated 160 years of Bagley, 100 years of Aymoré in Brazil, and the 20th anniversary of the Arcor Institute in Brazil. We also celebrated 40 years of bon o bon, one of our most iconic brands, as well as the 30th anniversaries of the Mario Seveso Thermal Power Plant, La Providencia Sugar Mill as part of Arcor Group, and our chocolate plant in Colonia Caroya. Each of these milestones is a recognition of the constant effort and dedication of all the people who make up this company and who have made this growth possible over decades.

2024 was also a year of strategic expansion. Arcor Peru acquired Sayon, a historic brand with over 90 years of experience in the Peruvian market, well-known for its confectionery and chocolate products. This acquisition will further strengthen our leadership position in Latin America, particularly by reinforcing our presence in Peru.

As in the past 20 years, the growth of our businesses has been

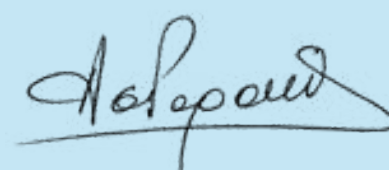
accompanied by our ongoing commitment to fostering sustainable development in the region. As part of our Sustainability Strategy, "**A Better Life,**" we reaffirm our commitment to **producing sustainable food, fostering people's prosperity, and preserving the planet.** These three pillars structure the nine commitments that steer our actions, ensuring that sustainable development serves as a guiding principle in how we manage our business. Throughout 2024, we continued to make progress on key initiatives that reinforce these commitments—from the responsible production of healthy and affordable food to promoting people's well-being and the efficient use of natural resources.

As in every year, this Report reflects our firm commitment to the United Nations initiatives—both to the principles of the Global Compact and to the Sustainable Development Goals—which continue to serve as the framework through which we align our actions.

I would like to extend my heartfelt thanks to everyone whose dedication and hard work made this new Sustainability Report possible. At Arcor Group, we understand that the way we do things makes all the difference—and it is our people's commitment and passion that continually drive us to reach further.

I invite you to explore the pages of this Report and discover the progress we have made together on our journey toward more sustainable development.

With warm regards,



ALFREDO GUSTAVO PAGANI
Arcor Group President



Message from our Corporate Sustainability Manager

With great enthusiasm, we present this new edition of the **2024 Sustainability Report**, in which we share relevant information with our stakeholders about Arcor Group's contribution to sustainable development. This report is particularly meaningful as it marks the 20th anniversary of its publication—a milestone that not only reflects two decades of Arcor Group's commitment to sustainability, but also our dedication to transparently and accessibly presenting the results of our performance, the achievements reached, and the challenges ahead.

For the preparation of this report, we have once again relied on international sustainability guidelines such as the **Global Reporting Initiative** (GRI Standards for Compliance and industry-specific supplements), the **Sustainability Accounting Standards Board** (SASB), the Sustainable **Development Goals** (SDGs), and the **United Nations Global Compact** (UNGC).

In 2024, we continued to advance the sustainable management of our businesses through our 2030 Sustainability Strategy **"A Better Life,"** which guides the growth of our operations while striving to generate a positive impact on people and the planet. This strategy directs our efforts toward producing sustainable food, fostering people's prosperity, and preserving the planet through **nine core commitments**.

Producing Sustainable Food

As part of our commitment to **Healthy and Affordable Food**, in 2024 we strengthened the Food & Healthy Lifestyle Strategy by adopting new guidelines to continue improving our portfolio in line with evolving regulatory and consumer trends. We focused on reducing critical nutrients, controlling portion sizes, and strengthening positive nutrition.

We also advanced our commitment to **Quality at Every Step** through the implementation of our Quality Strategy: Value at Every Step,

continuously improving our processes and successfully completing new audits under the Global Food Safety Initiative (GFSI) standards, both at our own facilities and those of our suppliers.

Likewise, under our commitment to **Regenerative Agriculture**, we achieved significant progress in promoting sustainable agricultural practices in the production of our main raw materials. In 2024, we obtained SAI-FSA certification for a total of 282,600 hectares of corn and wheat, thanks to the incorporation of 146,600 hectares from producers who supply our operations. We also maintained our BONSUCRO certification for sugarcane and USDA-NOP certification for organic sugarcane. We also continued advancing the Agricultural Soil Carbon Project to promote regenerative agricultural practices across nine production chains.

Fostering People's Prosperity

Through the Diversity Committee, we continue driving our commitment to **Diversity, Equity, and Inclusion**, with the goal of fostering a diverse and equitable culture within our organization. We achieved 46% female representation among new hires, 43% of management vacancies were filled by women, and 1.9% of our workforce was made up of people with disabilities.

As part of our commitment to **Workplace Well-being**, we launched the Cultural Evolution Program, which brings together behaviors and methodologies across different areas under a unified model. We also reinforced our safety, health, and well-being programs in industrial operations, resulting in a significant 31% reduction in accidents in 2024. We reached a record-low Lost Time Incident Rate (LTIR) of 4.62, the lowest in the company's history.

The sustainable development of our industrial operations was complemented by various initiatives aimed at fostering the **development of communities** and our value chain. Through our Community Impact Management Strategy and 31 Community Relations Committees in Argentina, Chile, Mexico, Brazil, and Peru, we

continue to strengthen the company-community bond. We promoted key programs such as "Ser Parte" (Being Part), "Compras Inclusivas" (Inclusive Purchasing), "Vinculación con Escuelas Técnicas" (Engagement with Technical Schools), and ADN PyME, and launched "Mejor con vos" (Better with You), our corporate volunteering program. Additionally, we added 289 new suppliers to the "REconocer" (Recognize) Program, contributing to a more sustainable and responsible value chain.



Preserving the Planet

We remain committed to **Water Care** through our Water Strategy, which resulted in a 0.91% reduction in specific water consumption compared to 2023. At our plants located in high water-risk regions, this reduction reached 14% compared to 2020.

As part of our commitment to Climate and Biodiversity Action, we continued advancing the review of our Climate Change Strategy to align our mitigation targets with international standards. We also continued promoting nature conservation in high-value areas in Tucumán and Misiones through our Biodiversity Strategy.

Finally, in line with our commitment to the **Circular Material Flow**, we continue progressing toward our goal of sending zero waste to landfill by 2025, with 22 of our plants having already achieved this target.

The progress made in each of the nine commitments of our Sustainability Strategy is the result of a comprehensive vision, where integrity and respect for Human Rights play a central role. In 2024, we continued to strengthen this approach by implementing our Human Rights Commitment Policy. This policy aims to integrate human rights due diligence into all our stakeholder relationships, ensuring they are based on the respect for and promotion of these fundamental rights.

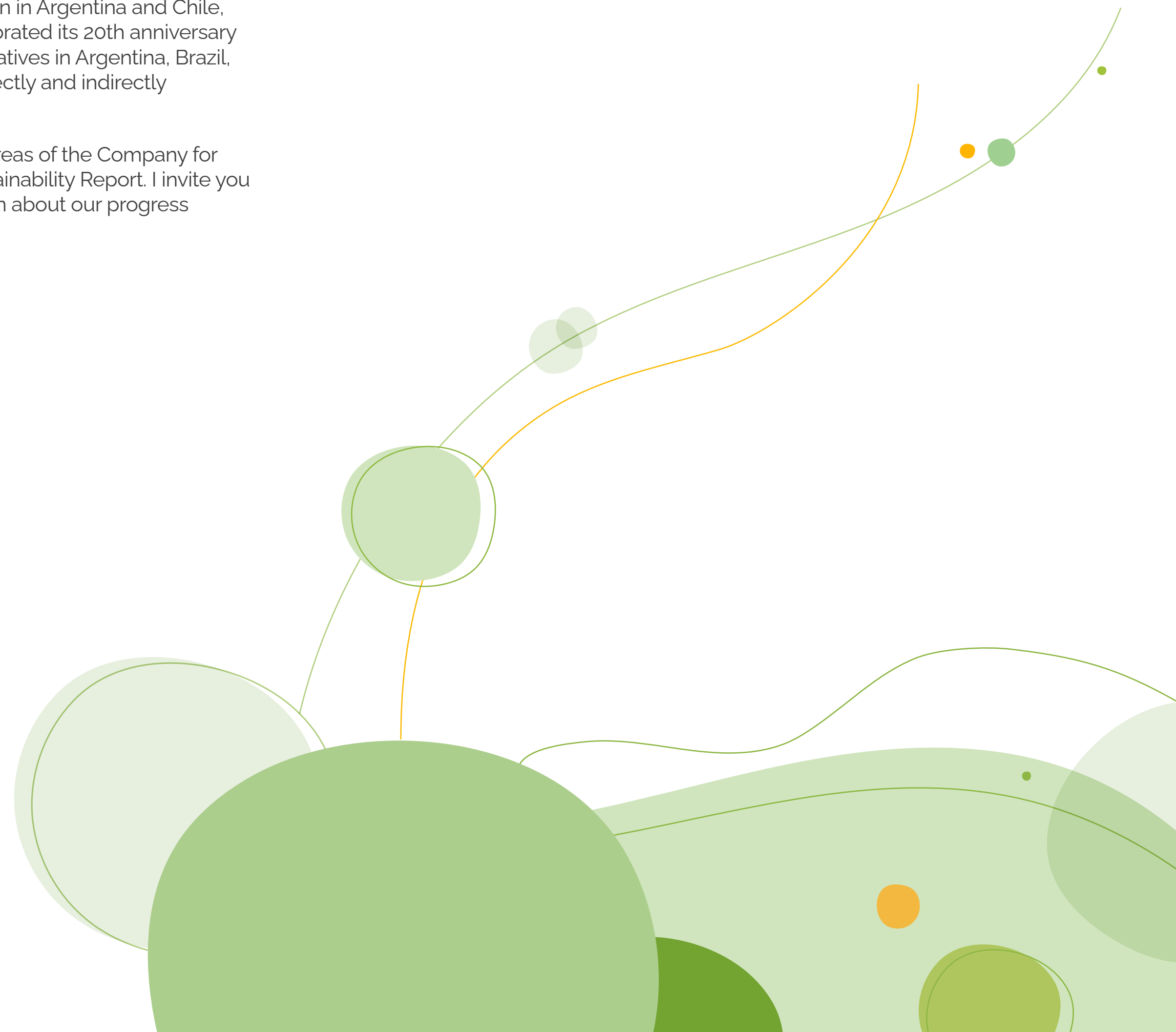
Undoubtedly, the key to implementing the 2030 Sustainability Strategy lies in having **corporate governance** that supports its advancement and management. In 2024, we continued to strengthen our **sustainability governance and management system** across all our businesses and corporate areas, under the leadership of our Corporate Sustainability Committee. Through the Sustainability **Operational Plans** of our businesses and corporate areas, 963 sustainability initiatives were implemented. In addition, more than 3,800 collaborators set sustainability-related objectives linked to their variable compensation, reinforcing alignment between our employees' incentives and our sustainability commitments, a key factor in improving the company's overall environmental and social performance.

Finally, the advancements in our sustainable management were complemented by the achievements made through our **Social Investment Strategy**. True to our commitment to children, we continue to promote education as a key tool for equal opportunity in Latin America, through the Arcor Foundation in Argentina and Chile, and the Arcor Institute in Brazil, which celebrated its 20th anniversary in 2024. This year, we implemented 164 initiatives in Argentina, Brazil, Chile, and other countries in the region, directly and indirectly benefiting 683,515 children.

I would like to express my gratitude to all areas of the Company for their dedication in preparing this 2024 Sustainability Report. I invite you to explore the pages of this report and learn about our progress toward sustainable development.



BÁRBARA BRADFORD
Corporate Sustainability Manager

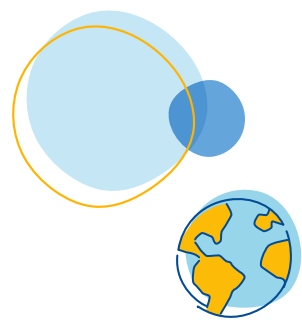


CHAPTER 01

ARCOR GROUP

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We Are Arcor Group

We are a leading multinational group in consumer food products, agribusiness, and packaging.



Main food company
in **Argentina**



Present in more
than **100 countries**



Globally recognized
leading brands

We are part of the daily lives of millions of people, ensuring the highest quality at every step of our processes. Our purpose is clear: to make food trends affordable so that every person can have a Better Life.

We believe in continuous innovation and sustainable management as key pillars for responsible growth.

We are more than 20,000 people creating global value through the cultural diversity that defines us.

49 Industrial plants
WORLDWIDE



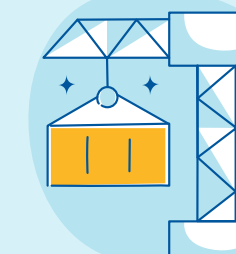
Commercial offices
ACROSS FOUR
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1° **World** producer of
HARD CANDIES



One of the main **sugar producers** in ARGENTINA



World-class **retail distribution** model



Key player in the circular economy
through **recovery and recycling of plastic materials**



LEADING **cookie, alfajor and cereal**
COMPANY in **Latin America** through
Bagley Latin America S.A., a partnership
with Danone Group.



Arcor Group in the World



Combining Legacy and Future: Acquisitions and Anniversaries



Arcor Peru Strengthens Its Leadership with the Acquisition of Sayon

Arcor Peru has added Sayon, a traditional Peruvian brand with over 90 years of history and a strong presence in confectionery and chocolate, to its portfolio. This investment is part of our growth plan in international markets and reinforces our leadership in the confectionery category, expanding the high-quality offering for Peruvian consumers.

The acquisition will allow us to expand Sayon, develop new innovations in confectionery and chocolate, and consolidate our leadership in the Peruvian market, where we hold over 50% of the candy market share. Additionally, it will strengthen our Peruvian subsidiary and its distribution network, enhancing coverage for our key brands and boosting the Chancay Plant with new production lines and modernized equipment.



Bagley: 160 Years of History and Flavor

Bagley celebrated 160 years with a unique offering. Under the concept "160 Years Filled with Flavor," we hosted an event at the Buenos Aires Planetarium Park, featuring interactive games and sensory experiences showcasing the history of our most iconic cookies.

We also launched an internal campaign highlighting Bagley's key milestones, iconic product launches, memorable advertisements, and the pride of those who are part of its legacy. Through testimonials and images, we honored the passion and work that keep the brand alive in millions of homes.



Colonia Caroya: 30 Years of Tradition and Chocolate

Colonia Caroya turned 30, and we celebrated by reflecting on its history and contribution to the development of the Chocolate Business. Through our internal channels, we revisited its key milestones, featuring testimonials from collaborators and a special campaign highlighting its legacy and the celebrations at the plant.

Our businesses

Arcor Group is composed of three business units:



Consumer Food Products

Food

We are the leading food company in Argentina, with a rigorous selection of raw materials and advanced technological processes, ensuring quality from origin to consumer.



Chocolates

We are leaders in the Argentine market. We are present in all categories, with well-established brands that are highly valued by consumers.



Ice Cream

We lead the category with a diverse, high-quality offering, and unique flavors. Our portfolio is supported by consumer-preferred brands of chocolate, candy, and cookies, offering a significant point of differentiation.



We are market leaders in consumer food products and are deeply committed to offering high-quality food across different categories:

Cookies, Snacks, and Cereals

Bagley, a partnership between Arcor Group and Danone Group, leads the production of cookies, alfajores, cereals, and snacks in the region. Currently, we reach the market with more than 200 products manufactured in four industrial plants.



Confectionery

We are the leading exporters of confectionery in Argentina, Chile, and Peru, and the most important company in the region in terms of production capacity, sales, and brand development.



Functional Business

Since 2018, we have been working alongside Laboratorios Bagó as a strategic partner in the development of the Simple line, a range of dietary supplements that contribute to health care and make it easier to incorporate into daily life.





Agribusiness

We develop ingredient solutions for various industries, including food, beverages, paper, corrugated cardboard, personal and home care, and animal nutrition, among others. Our goal is to add value to agro-industrial processes, driving innovation and efficiency at every stage.

Since 2021, we have partnered with Ingredion, a global leader in ingredients since 1906, to enhance production, marketing, and distribution in Argentina, Chile, Uruguay, and other Latin American countries.

We have a solid production infrastructure composed of six corn milling plants and a sugar mill, allowing us to ensure supply, quality, and innovation in our solutions. La Providencia Sugar Mill, located in Tucumán, **processes 1.55 million tons of sugarcane per year and generates 11 megawatts of renewable energy from sugarcane bagasse**. In addition, it was the first sugar mill in Argentina to obtain Bonsucro certification, which promotes economic, social, and environmental sustainability.

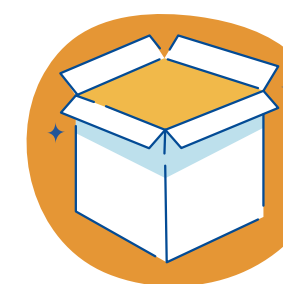
At the San Pedro complex, **210 tons of corn are processed daily** through dry milling, making it a benchmark for cereal-based ethanol production in Argentina.

We produce granulated and muscovado sugar, cereal-based ethanol, flours, semolina, corn oil, fructose, maltose, and glucose syrups, native and modified corn starches, maltodextrins, caramel color, and a wide range of ingredients for various industries.

30th Anniversary of La Providencia Sugar Mill

We celebrate three decades of history at La Providencia Sugar Mill with a special video for our collaborators, highlighting its evolution and the impact of those who have been part of its growth. Through stories and images, we showcase the pride of our teams and the mill's contribution to the sugar industry and the community.



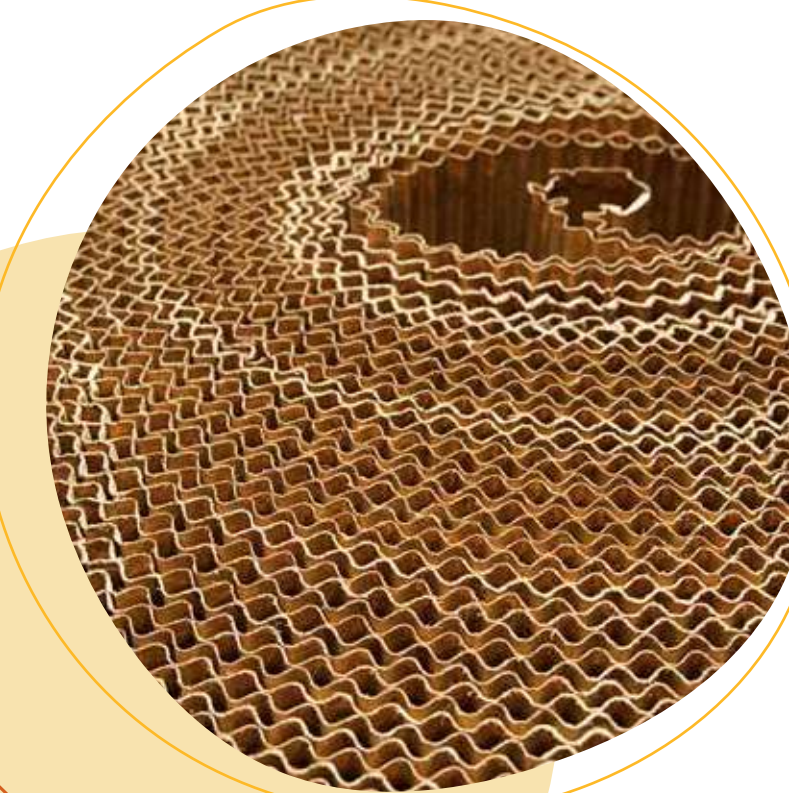


Packaging

We are one of the most important packaging solutions companies in the Southern Cone, with industrial plants in Argentina, Chile, and Peru. We lead the markets for corrugated cardboard, paper, and flexible packaging in Argentina, standing out for the quality of our products and sustainable innovation through our brands Cartocor, Converflex, Zucamor, Puntapel, and Papel Misionero.

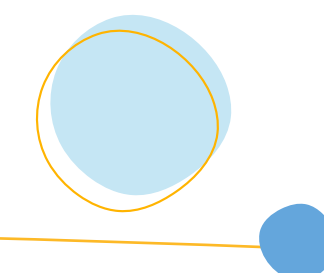
Our approach is based on innovation, production efficiency, and sustainability, offering various industries packaging solutions designed to maximize value while minimizing environmental impact.

We produce corrugated cardboard, cartonboard, and paper bags, as well as flexible packaging with various printing technologies, recycled papers, Kraft Liner Board, and Sack Kraft. We also develop plastic and bioplastic extrusion and **have a sustainable forestry division**.



Strategic alliances

Our growth strategy is based on forging alliances and entering new businesses and markets. Through these partnerships, we consolidate key relationships that allow us to continue expanding our boundaries.



2005

Together with Danone Group, we created **Bagley Latinoamérica** S.A., a leader in *cookie*, *alfajor*, and cereal production in the region.



2006

We formed **Mundo Dulce** in collaboration with Grupo Bimbo to produce confectionery and chocolates for the Mexican and export markets.



2010

We established a strategic alliance to develop new products with original combinations.



2015

We partnered with **Mastellone Hnos**, Argentina's leading dairy company, to expand our presence in this sector.



2018

We allied with Laboratorios Bagó to combine the health and food industries, creating Simple, a line of dietary supplements.



2019

In partnership with Coca-Cola Latin America, we created Kamay Ventures, Argentina's first corporate venture capital fund, aimed at financing and advising startups with innovative projects.



2021

We formed a strategic alliance with Ingredion, a global leader in ingredients since 1906, to enhance the production, marketing, and distribution of innovative ingredient solutions for various industries in Argentina, Chile, Uruguay, and other Latin American countries.

Integrated management system

Based on our corporate culture and globally recognized improvement concepts, requirements, and tools, our Integrated Management System (IMS) supports our corporate strategy through operational discipline, continuous process improvement, and adaptation to the demands of the markets we serve.

The IMS constantly evolves, raising management standards in our operations while implementing best industrial management practices. This enables us to produce sustainable food that promotes the prosperity of people and the sustainability of the planet.



Throughout 2024, we allocated USD 12,964,974.40 to sustainable management investments in our operational bases.

60
Operational bases
certified with *ISO 14001*
Environmental
Management.

58
operational bases certified
with *ISO 9001* Quality
Management.

57
operational bases certified
with *ISO 45001 Occupational*
Health and Safety.

49
Plants certified
in *Food Safety*

15
operational bases with
Forest Management
certifications.



Corporate philosophy

Our philosophy focuses on building a company committed to quality, innovation, and sustainability, with a strong focus on people and social responsibility.

Mission

To provide people worldwide with the opportunity to enjoy quality, delicious, and healthy food and confectionery, transforming their everyday interactions into magical moments of gathering and celebration.

Vision

To be a leading food and confectionery company in Latin America, recognized internationally, distinguished by our sustainable practices and our ability to expand into new businesses.

Purpose

To make food trends affordable so that every person can have a Better Life.



Values



Diversity

We know that diversity enriches our perspective on the world, which is why we promote an inclusive internal culture where integrating different perspectives is seen as an opportunity for growth.

Entrepreneurial Spirit

The entrepreneurial spirit, passion, and commitment of our pioneers continue to inspire us. This is why we foster an internal culture that encourages initiative to keep growing.

Proximity to the Consumer and Commitment to the Value Chain

We are a company that remains close and committed to suppliers, collaborators, shareholders, customers, consumers, and the community at large. We operate with the conviction that sustainable growth includes the entire value chain.

Integrity

We achieve results through transparent, consistent, and responsible conduct.

Human Connections

We believe that growth is only possible through trust-based relationships. That's why we promote a collaborative and close-knit environment, both within the Company and with the community in which we carry out our daily activities.

Quality

We are committed to delivering the highest quality by listening to our customers' and consumers' feedback at every stage of the value chain, ensuring the experience they expect from our products.

Results Oriented

Nuestras acciones están orientadas al logro de resultados que aseguren el crecimiento sustentable del negocio.

Innovation

We integrate science, research, and creativity to continuously innovate in our products and services.



A BETTER Life



A Better Life

Our 2030 Sustainability Strategy, “A Better Life,” drives us to “*produce sustainable food, foster people’s prosperity, and preserve the planet’s sustainability, so that every person can have a better life.*”

To achieve this goal, we have made **nine commitments, organized into three pillars:**

Producing Sustainable Food

We produce food responsibly, without waste, offering accessible, safe, and high-quality options that contribute to the well-being and satisfaction of our consumers.



Healthy and
Affordable
Food



Quality at
Every Step



Regenerative
Agriculture

Fostering People’s Prosperity

We drive people’s prosperity by fostering inclusion, diversity, and equity, building trust-based relationships, and ensuring the well-being of our employees. Through strong community engagement and collaboration across our extensive value chain, we strengthen the progress of the communities we are part of, contributing to the economic and social growth of our environment.



Inclusion,
Diversity,
and Equity



Workplace
Well-being



Community and
Value Chain
Development

Preserving the Planet

We preserve the planet’s sustainability by safeguarding water, taking action for the climate and biodiversity, and promoting a circular business model for our materials and waste, thus contributing to healthier ecosystems.



Water
Care



Climate and
Biodiversity Action



Circular
Material Flow

These commitments are based on integrity, respect for human rights, and innovation—fundamental principles that guide all our actions.

Sustainability Week: A Better Life

For the first time, we hosted the “A Better Life” Sustainability Week, a space for dialogue on global challenges and Arcor Group's commitment to sustainability across all its businesses. Throughout the week, we held three livestreamed discussions, moderated by Pablo Benavides, which provided an enriching conversation on various aspects of sustainability:

Arcor Group: A Sustainable Company

In the first session, we were joined by Sebastián Bigorito, representative of the *Consejo Empresario Argentino para el Desarrollo Sostenible* (CEADS, Argentine Business Council for Sustainable Development), and Modesto Magadán, General Manager of Business at Arcor Group. They both discussed current global sustainability issues and highlighted our company's commitment to addressing these challenges.

Leading with Impact

The second session focused on detailing how our sustainability strategy, “*A Better Life*,” translates into concrete actions within each business area. Gabriel Porciani (Mass Consumption), Mariano Tamborini (Agribusiness), Guillermo Muller (Packaging), and Gabriel Albertinazzi (Industrial Operations and Supply Chain) explained how sustainable practices are implemented in their respective units, highlighting the progress made and the challenges ahead.

Sharing a Purpose

The third panel featured leaders from other companies, as we understand that the necessary transformations in the food industry can only be achieved by working together. On this occasion, Natalia Bernasconi, Sustainability Manager at La Anónima, and María Emilia Berardozi, Sustainability, Technical, and Manufacturing Manager at Nestlé, shared the initiatives their organizations are implementing and the purposes that inspire them.

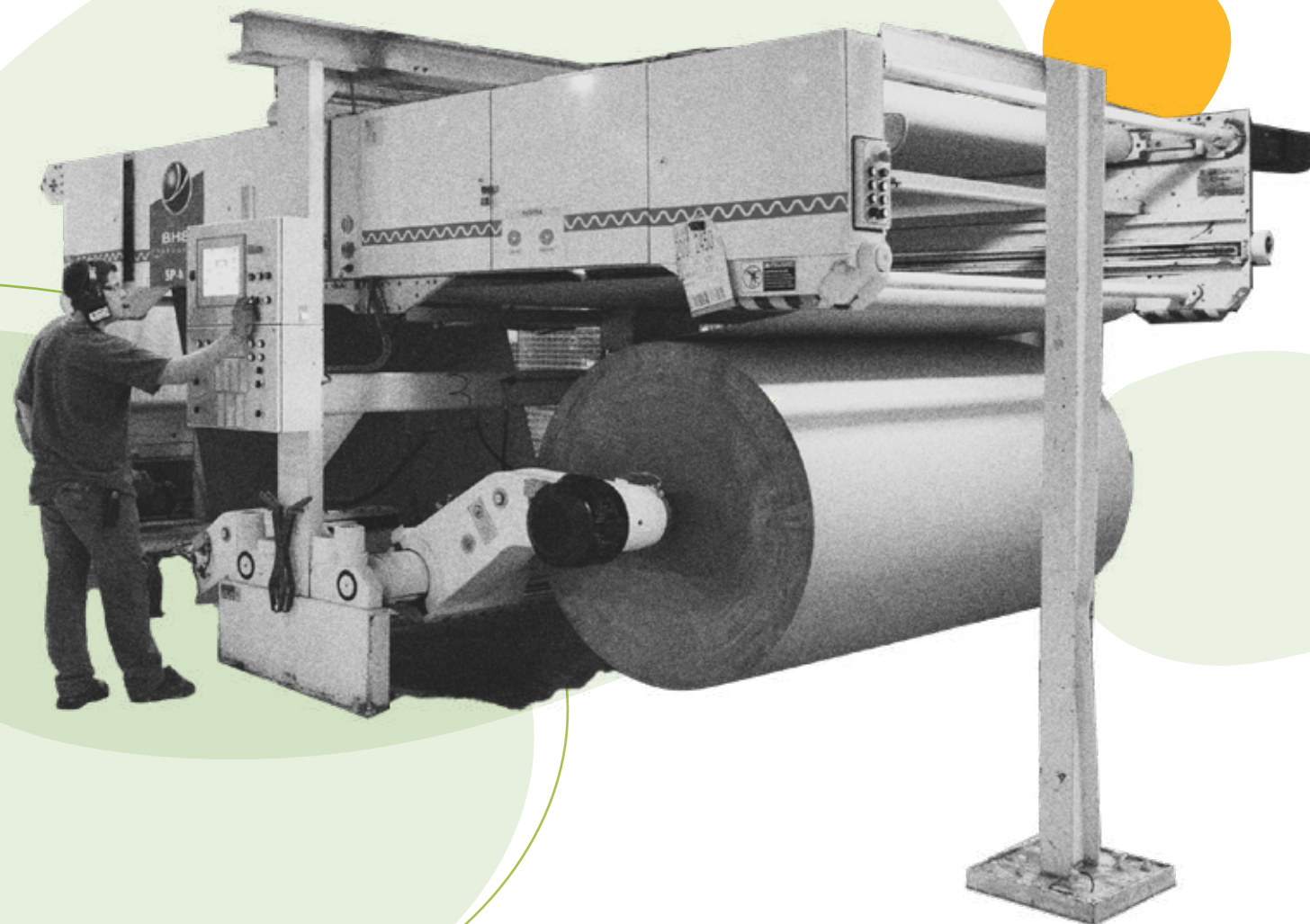


Learn more about our [Sustainability Strategy](#)



Packaging Sustainability Policy

The Packaging business has a Sustainability Policy aligned with Arcor Group's overall Sustainability Strategy. Implemented in 2018, this policy consists of five key commitments addressing the main sustainability challenges within this sector:



These commitments are based on integrity, respect for human rights, and innovation, fundamental principles that guide all our actions.

Sustainable Sourcing

Promote traceability and sustainable management of our sourcing, encourage the protection of forest resources and areas of high conservation value, and drive the use of renewable, recycled, or reused raw materials and supplies.

Environmental and Resource Conservation

Foster the efficient use of water, improve energy performance, generate and utilize renewable energy, and prevent pollution through the reduction, reuse, and recycling of materials in our operations.

Human Development

Contribute to the respect and promotion of human and labor rights, support local development, manage community impacts, and foster inclusion and diversity.

Innovation and Sustainable Solutions

Encourage technological innovation in the development of solutions, ensure the safety and proper preservation of products, and offer packaging with a lower environmental impact.

Circular Economy

Design products with circularity in mind and encourage the creation of systems to reintegrate discarded materials into the production process.

Sustainability Goals

As part of the implementation of the 2030 Sustainability Strategy, in 2023, the Sustainability Committee led a process to define corporate goals aligned with the “A Better Life” commitments. In 2024, we advanced the definition of new goals in our commitment to Healthy and Affordable Food.

2030 GOALS



Healthy and Affordable Food

100% compliance with Arcor Group's Trans Fat Policy by 2025.

100% compliance with Arcor Group's Sodium Policy by 2025.

100% of cracker biscuits contain less than 600 mg of sodium per 100 g.

100% of bran cracker biscuits contain less than 700 mg of sodium per 100 g.

100% of fruit juice beverages contain less than 90 calories per serving from added sugars.

100% of powdered juices contain less than 15 calories per serving from added sugars.

100% compliance with Arcor's Portioning Guidelines.

100% of bran crackers and nut bars comply with the Whole Grain and Fiber Guidelines.

Quality at Every Step

- 100% of Arcor-owned food production plants certified under GFSI Standards by 2030.
- 80% of ingredient suppliers for food production certified under GFSI Standards by 2030.
- 100% of raw material and packaging suppliers assessed or qualified under GFSI Standards or Arcor Audits by 2030.



Inclusion, Diversity, and Equity

50% of managerial and supervisory vacant positions filled by women by 2025.

0% of all new hires to be women by 2025.

2.4% of the total workforce composed of people with disabilities by 2025.



Workplace Well-being

Reduce the Lost Time Incident Rate (LTIR) in operations to 5 by 2025 and 3 by 2030.



Community and Value Chain Development

100,000 people reached by socioeconomic development and inclusion initiatives by 2030.

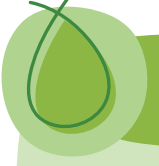
200,000 people trained by 2030 to promote equal educational opportunities for children in Latin America.

100% of distributors audited for their social and environmental performance.

100% of transportation suppliers assessed based on sustainability criteria.

100% of new suppliers signatories of the Letter of Adherence.

100% of contract manufacturers audited for their social and environmental performance.



Water Care

Reduce specific water consumption (m³/ton) by 25% by 2025 and 30% by 2030, compared to 2020.



Climate and Biodiversity Action

Reduce greenhouse gas emissions (GHG) by 30% by 2030 (tCO₂eq/ton produced, compared to 2017 levels).

Reduce electricity and natural gas consumption by 15% across the Group.

Ensure that 80% of purchased electricity comes from renewable sources.

Reduce global transportation emissions by 20%.



Circular Material Flow

100% of plants achieving zero waste sent to landfills by 2025.

40% reduction in waste generated in operations by 2030, based on 2016 levels.

100% of packaging to be recyclable, reusable, compostable, or biodegradable by 2030.

100% of paper used in packaging to be certified or recycled by 2030.

Zero PVC in packaging by 2025.

Support recovery and recycling projects for packaging materials introduced into the market.

Materiality Analysis

As part of the design of our **2030 Sustainability Strategy “A Better Life,”** we analyzed sector trends in sustainability, the global and local agenda, as well as the main international standards and guidelines for reporting. This analysis was further enriched by an extensive consultation process with our stakeholders through surveys, in-depth interviews, and market studies with thought leaders, peers from other companies, employees at all levels across all geographies, community leaders in the areas where we operate, and consumers. Based on these assessments, we identified, evaluated, and prioritized the economic, environmental, and social impacts associated with our business.

We systematically and continuously update our materiality by identifying and assessing our impacts through the dialogue processes we maintain with all our stakeholders. We prioritize the most significant impacts, both for management integration and information disclosure, following the methodology outlined in our Risk and Opportunity Matrix Procedure for Sustainability.

Responsible Business

Product Quality
Ethics and transparency
Food safety
Healthy eating

Environment

Water Pollution
Water Scarcity / Water Stress Areas
Climate Action

Society

Poverty
Social and Economic Inclusion
Occupational Health and Safety
Workplace Climate
Employee Well-being

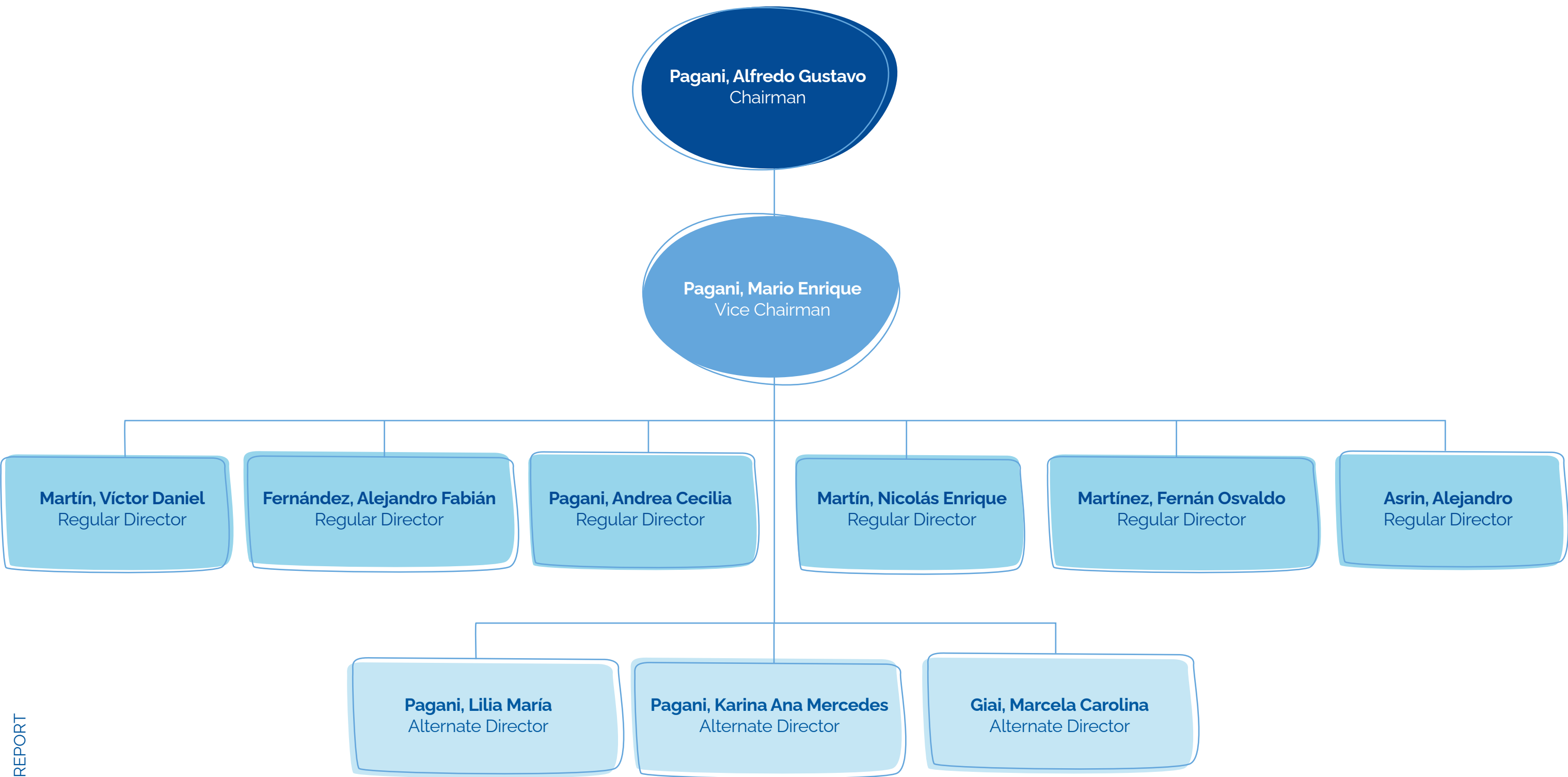
Nutrition

Healthy Eating
Food Safety (Product Safety)

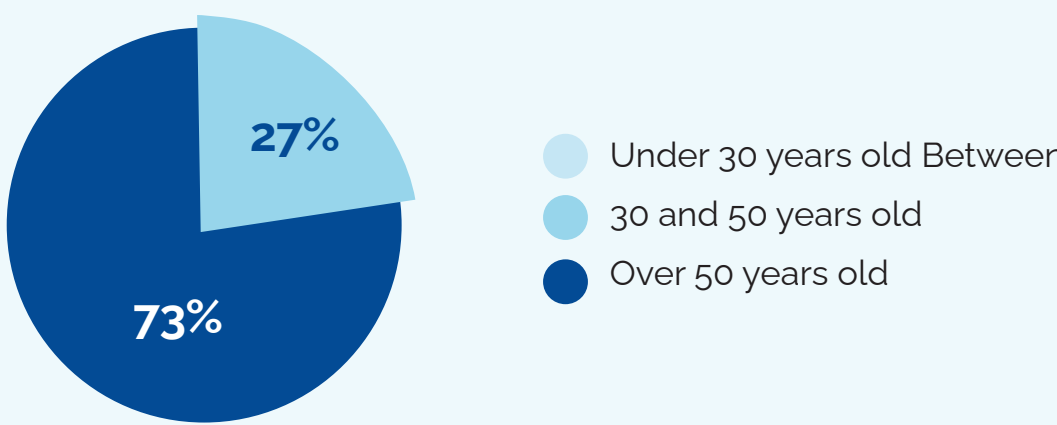
Arcor Group Board of Directors

Composition and Appointment

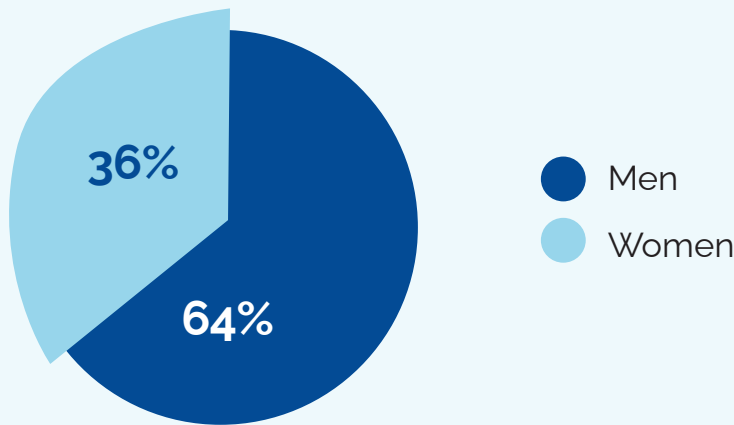
Our corporate governance structure is composed of the Shareholders' Meeting and the Board of Directors, with the latter serving as the Administrative Body.



Board Composition by Age Group (Regular and Alternate Members)



Board Composition by Gender (Regular and Alternate Members)



Following the criteria established for the selection of the Administrative Body, the Human Resources Committee proposes candidates to the Board of Directors, which then submits the proposals to the Shareholders' Meeting for approval. The appointment of Board members is an exclusive prerogative of the Shareholders' Meeting; therefore, the proposals submitted are non-binding.

Additionally, the Human Resources Committee ensures the existence of a succession plan for both Board members and for key management personnel.

Functions

The Board of Directors is responsible for reviewing and approving the company's mission, vision, purpose, and values, as well as the **Sustainability Strategy**. Additionally, in collaboration with key management personnel, it annually develops the **Operating Plan (PO) and the Budget (B)**, ensuring alignment with Arcor Group's overall strategy, the Sustainability Strategy, and associated risks.

Approximately every two months, the Board requests specific reports from key management personnel, who regularly present **updates on business performance and the progress of planned objectives**. The Board also engages specialized consulting firms to conduct periodic checks of budget compliance and to monitor strategic objectives and key variables.

The Shareholders' Assembly evaluates the Board's management on an annual basis, as part of its exclusive responsibilities.

Arcor Group Committees

The Board of Directors establishes and organizes various **committees** to foster teamwork and ensure the achievement of the Company's objectives¹. Currently, seven committees report to the Board on specific areas within their scope of responsibility:

1. **Ethics and Conduct Committee**
2. **Audit Committee**
3. **Human Resources Committee**
4. **Purchase Committee**
5. **Sustainability Committee**
6. **Finance and Strategies Committee**
7. **Investment Committee**

¹ The functions of each committee can be found in Practice 4 of the Corporate Governance Code, published on the [CNV website](#)

Our Main Economic Data

MAIN ECONOMIC AND FINANCIAL INDICATORS	2023 (millions of pesos)	2024 (millions of pesos)
Net Sales	4,170.672	3,939.656
Marketing and Administrative Expenses	845.996	784.762
Salaries, Wages, and Social Security Contributions	952.089	871.783
Investment in Fixed Assets and Other Assets	93.157	116.507
EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization)	340.934	317.622
Total Taxes	202.828	379.083
Direct Taxes	75.213	70.831
Export Duties	13.384	14.231
Taxes, Fees, and Contributions	18.143	58.523
Income Tax	96.088	235.498
Net Profit / (Loss) for the Year	10.037	291.079
Payments to Capital Providers	400.900	239.800
Total Capitalization	1,866.035	1,631.120
Shareholders' Equity	733.323	708.705
Non-Current Loans	683.349	259.485
Current Loans	449.363	662.930

For more information, please refer to the Arcor Group 2023 Annual Report and Financial Statement, available at www.arcor.com.

¹ The functions of each committee can be found in Practice 4 of the Corporate Governance Code, published on the [CNV website](#).

² All figures are expressed in Argentine pesos unless otherwise indicated.

³ Tax breakdown by country (in millions of pesos) in 2024: Argentina (351,079.50) - Bolivia (1,825.25) - Brazil (2,803.76) - Chile (11,604.78) - China (19.02) - Ecuador (110.71) - Spain (6,121.43) - United States (834.34) - Mexico (784.43) - Paraguay (412.27) - Peru (742.27) - Uruguay (2,728.36).

⁴ Tax for an Inclusive and Solidary Argentina (PAIS), totaling ARS 46,231 and ARS 5,271, which is presented under the note "Other Income / (Expenses) - Net."

⁵ Includes deferred taxes.

⁶ Result and Equity Attributable to the Company's Shareholders.

⁷ Includes Shareholders' Equity and the total Financial Loans of the Group (including "Lease Liabilities").

⁸ Result and Equity Attributable to the Company's Shareholders.

⁹ Includes "Lease Liabilities" category.

¹⁰ Includes "Lease Liabilities" category.



Sustainable management

We understand sustainability as a comprehensive approach that allows managing risks and maximizing opportunities arising from our business activity and from the relationship with our stakeholders. Through this approach, ***we aim to integrate the management of economic, social, and environmental impacts across the Company and throughout the entire value chain.***

Our commitment is to generate long-term value through a business vision that incorporates these aspects, promoting balanced and responsible development. In this way, we strive to contribute to people's well-being, the protection of the environment, and the strengthening of relationships with our communities and strategic partners.



Sustainability Governance System

Integrating sustainability into our Company's strategy and management is essential to ensuring a balanced development across economic growth, social impact, and environmental stewardship. To this end, we have an organizational structure that addresses sustainability on two complementary levels:

Political-Strategic Level

Since 2009, the **Arcor Sustainability Committee**, led by our President and composed of the highest-ranking executives from different business areas and units, has been responsible for guiding the company's sustainability strategy. Its main functions include:

- Identifying and managing risks and opportunities associated with the triple impact.
- Defining priorities and promoting corporate sustainability policies and strategies.
- Evaluating the company's environmental and social performance to minimize negative impacts.
- Guiding the stakeholder engagement strategy.
- Overseeing the implementation of the Group's Sustainability Plan.
- Ensuring effective communication that strengthens the company's reputation as a sustainability leader.

Additionally, local sustainability committees operate in Chile and Brazil, led by the general managers of each country and their first-line reports, with the aim of adapting and implementing corporate guidelines according to local realities.

Strategic-Operational Level

To effectively translate this vision into tangible actions, we have established a **Corporate Sustainability Management** team, composed of three key areas:

- 1. Sustainability Strategies:** Supports the Sustainability Committee in defining the strategy and collaborates with all areas to ensure its implementation, promoting innovation in sustainable practices and providing technical guidance.
- 2. Community Relations:** Manages the company's social impact in all the communities where we operate, strengthening ties with local environments.
- 3. Regional Social Investment:** Through *Arcor Foundation in Argentina, Arcor Foundation in Chile, and Arcor Institute in Brazil*, it leads initiatives that promote equal educational opportunities in Latin America by mobilizing social actors and supporting childhood-focused projects from a rights-based perspective.

Sustainability Management

To integrate sustainability commitments into each business unit, we have implemented a structured process that enables us to define priorities and guide decision-making. This process consists of:

- 1. Business Scenario:** Analyzed by the management of each business, considering global trends, local factors, and future outlooks.
- 2. Stakeholder Mapping:** Developed by interdisciplinary teams to understand the expectations of different stakeholders.
- 3. SWOT Analysis:** Based on the identified scenarios and interactions with stakeholders.
- 4. Risk and Opportunity Matrix Across the Value Chain:** Allows for the assessment of internal and external impacts.
- 5. Definition of Strategic Guidelines:** Establishes priorities and actions for the next 3 to 5 years.

Based on this framework, each Arcor Group business unit annually develops Sustainability Operational Plans (SOP), aligned with the 2030 Sustainability Strategy and the corporate goals of each commitment.

In 2024, we implemented 13 Sustainability Operational Plans, totaling 963 initiatives, reinforcing our commitment to sustainable development.

Sustainability in the Performance Management System

Since 2010, we have integrated sustainability into employee incentives through sustainability objectives that impact their variable compensation.

In 2024, a total of **3,806 employees** were covered by divisional sustainability objectives, while **915 employees** in leadership positions set specific sustainability objectives as part of their performance evaluation.



Commitment to the SDGs

At Arcor Group, we manage our business in alignment with the 17 United Nations Sustainable Development Goals (SDGs) and contribute to 46 of the 169 established goals through initiatives driven by the commitments outlined in our Sustainability Strategy.

20 Years with the UN Global Compact Argentina

On the 20th anniversary of the launch of Global Compact Argentina, we reaffirm our commitment to sustainability and to collaboration among the private sector, government, and civil society. As founding members of this initiative in the country, we continue to actively participate in actions and events that promote the Sustainable Development Goals (SDGs) and contribute to the achievement of the 2030 Agenda.

PRODUCING SUSTAINABLE FOOD

Healthy and Affordable Food



- ODS 2: Zero Hunger (Goals: 2.1 and 2.2)
- ODS 3: Good Health and Well-being (Goal: 3.4)
- ODS 12: Responsible Consumption and Production (Goals: 12.3; 12.8)
- ODS 17: Partnerships to Achieve Goals (Goals: 17.16 and 17.17)

Quality at Every Step



- ODS 3: Good Health and Well-being (Goal: 3.4)
- ODS 12: Responsible Consumption and Production (Goals: 12.6, 12.8)

Regenerative Agriculture



- ODS 1: No Poverty (Goals: 1.2 and 1.5)
- ODS 2: Zero Hunger (Goal: 2.2)
- ODS 8: Decent Work and Economic Growth (Goals: 8.5, 8.7, 8.8)
- ODS 12: Responsible Consumption and Production (Goals: 12.2, 12.3, 12.5, 12.8)
- ODS 17: Partnerships to Achieve Goals (Goals: 17.16 and 17.17)

FOSTERING PEOPLE'S PROSPERITY

Inclusion, Diversity, and Equity



- ODS 4: Quality Education (Goals: 4.4 and 4.5)
- ODS 5: Gender Equality (Goals: 5.1 and 5.5)
- ODS 8: SDG 8: Decent Work and Economic Growth (Goals: 8.5– 8.8)
- ODS 10: Reduced Inequalities (Goals: 10.2; 10.3)
- ODS 17: Partnerships to Achieve Goals (Goals: 17.16 and 17.17)

Workplace Well-being



- ODS 3: Workplace Well-being (Goals: 3.6, 3.a)
- ODS 4: Quality Education (Goal: 4.4)
- ODS 5: Gender Equality (Goals: 5.1 and 5.5)
- ODS 8: Decent Work and Economic Growth (Goals: 8.5– 8.8)
- ODS 17: Partnerships to Achieve Goals (Goals: 17.16; 17.17)

Community and Value Chain Development



- ODS 1: No Poverty (Goals: 1.2, 1.5)
- ODS 2: Zero Hunger (Goal: 2.2)
- ODS 3: Good Health and Well-being (Goal: 3.2)
- ODS 4: Quality Education (Goals: 4.1, 4.2, 4.5, 4.7)
- ODS 5: Gender Equality (Goals: 5.1 and 5.2)
- ODS 8: Decent Work and Economic Growth (Goals: 8.5, 8.7, 8.8)
- ODS 10: Reduced Inequalities (Goal: 10.3)
- ODS 11: Sustainable Cities and Communities (Goals: 11.3, 11.6, 11.7)
- ODS 12: Responsible Consumption and Production (Goals: 12.2, 12.3)
- ODS 16: Peace, Justice, and Strong Institutions (Goals: 16.2, 16.5)
- ODS 17: Partnerships to Achieve Goals (Goals: 17.16 and 17.17)

PRESERVING THE PLANET

Water Care



- ODS 6: Clean Water and Sanitation (Goals: 6.3 and 6.4)
- ODS 9: Industry, Innovation, and Infrastructure (Goal: 9.4)
- ODS 12: Responsible Consumption and Production (Goals: 12.2; 12.3; 12.5)
- ODS 14: Life Below Water (Goals: 14.1; 12.2; 14.4)

Climate and Biodiversity Action



- ODS 7: Affordable and Clean Energy (Goals: 7.2, 7.3)
- ODS 9: Industry, Innovation, and Infrastructure (Goal: 9.4)
- ODS 12: Responsible Consumption and Production (Goals: 12.2; 12.3; 12.5)
- ODS 13: Climate Action (Goal: 13.2)
- ODS 15: Life on Land (Goal: 15.2)

Circular Material Flow



- ODS 9: Industry, Innovation, and Infrastructure (Goal: 9.4)
- ODS 12: Responsible Consumption and Production (Goals: 12.2; 12.3; 12.5)
- ODS 15: Life on Land (Goal: 15.2)

Dialogue with Our Stakeholders

We foster strong relationships with our stakeholders by prioritizing an understanding of their needs, interests, and expectations. We promote open and transparent dialogue through various communication and engagement channels, aiming to build trust and long-lasting connections.

Collaborators

Ethics Line.
Internal communication channels: RedComTV, Intranet, RedCom App, and mailing.
Feedback meetings under the Performance Management System framework.
Satisfaction surveys on courses and meetings.
Workplace well-being survey.

Consumers

Customer Service (SAC, as per its Spanish acronym).
Social media monitoring.
Corporate e-mail.
Institutional website.
Market research meetings.
Consumer Committee in Brazil.
Service and product satisfaction surveys.
Reports for different stakeholders.

Suppliers

Ethics Line.
Corporate email.
Meetings with suppliers: agricultural producers, contractors, Quality Month
Training sessions and Business Rounds – ADN Pyme.
Self-assessment and training under the REconocer Program.

Distributors

Ethics Line.
Corporate email.
TOKIN App.
Guide to Good Practices in Sustainability & Sustainability Performance Index.
Arcor Tour.

Community

Internal audience: RedCom, intranet, email communications, and digital billboards in corporate buildings and plants.
General public: Websites, Google campaigns, social media, and mass media outlets.
Individuals involved in childhood-related initiatives: Websites, inbound marketing campaigns, targeted content, mailings, landing pages, social media, virtual meetings, and WhatsApp.
Peer organizations, technical, academic, and governmental audiences: Email, meetings (in-person/virtual), LinkedIn, participation in thematic forums.

Shareholders

Shareholders' Meeting.
Communication through the Corporate Management Division.
Information to Investors, analysts and shareholders through the Administration and Finance Management, Public Affairs and Press, Institutional Communication and Marketing Services, Sustainability and Societies.
Financial Statements.
Annual Report and Balance Sheet.
Institutional website.
Argentine Securities Commission's website.
Report on the Degree of Compliance with the Code of Corporate Governance.

Government and Society

Participation in chambers, business associations, and organizations related to social investment and sustainability.
Active representation in working committees and governing bodies at national and regional institutions.
Adherence to initiatives and commitments related to Sustainable Development, such as Global Compact, SDGs, and WEPs, among others.

Press, Media, and Opinion Leaders

Institutional website.
Social media.
Press releases.
Interviews with spokespersons.
Participation in news articles and special reports.

Awards and Recognitions

Arcor Group

Merco Ranking, 100 Companies with the Best Reputation in Argentina – Clarín Newspaper.

- Ranked #3 in the overall ranking.
- Ranked #1 in the Food Sector category.

Sustainability Leadership Awards, British Embassy in Argentina .

- Special mention for our commitment to water care.

EIKON Awards for Institutional Communication.

- Silver Eikon Award for the "8th Edition of the Arcor Innovation Award" in the "General Communication Campaign" category.

Top 100 Companies in Image, Apertura Magazine.

- Ranked #3 in the overall ranking.

Top Brands - Apertura Magazine.

- Ranked #3 in the overall ranking.

Top 100 Confectionery Companies in the World

- Ranked #20 globally.

LinkedIn

- Acknowledged for reaching 2 million members.

Lápiz de Oro Award - Editorial Dossier.

- Brand PR Category for the campaign "*Butter Toffees; el caramelo que atraviesa generación tras generación*" (Butter Toffees: The Candy That Spans Generations).

Platinum Pencil Award Select Edition - Editorial Dossier

- Advertiser of the Year Award.
- Media Strategy and Creativity for the campaign: "Estamos en Campagnola."

Grand Prix 2024 - VTEX Awards

- "Digital Commerce B2B Innovation" category.

ECHO Latam Awards , (granted to La Campagnola for the "*Año de Campagnola*" (We're in Campagnola) campaign):

- 2 Grand Prix Awards in the "Special Categories" and "Industry Sectors."
- 3 Gold Awards in the "Best Integrated Campaign," "Food and Beverages," and "Best Copywriting" categories.

Premios POPAI Shop Argentina

- "Case of the Year" Award for La Campagnola for the integrated campaign "No estamos en campaña, estamos en Campagnola" (We're not campaigning, we're in Campagnola).
- Platinum Award and Grand Prix for Cofler Block for its visual illusion campaign featuring crane references.
- Nine awards recognizing our creativity in Point of Purchase (POP) materials for Águila, Arcor Halloween, Rocklets, and Cofler Block.

POPAI Shop Argentina Awards.

- "*Case of the Year*" Award for La Campagnola for the integrated campaign "*No estamos en campaña, estamos en Campagnola*" (We're not campaigning, we're in Campagnola).
- Platinum Award and Grand Prix for Cofler Block for its visual illusion campaign featuring crane references.
- Nine awards recognizing our creativity in Point of Purchase (POP) materials for Águila, Arcor Halloween, Rocklets, and Cofler Block.

Estrella del Sur Awards - Argentine Institute of Packaging

Recognition in 8 categories:

- "*Award for the Push & Lock package - Food category.*"
- "*Award for the Push & Lock package - Sustainability category.*"
- "*Award for the P84-10 crate replacement - Food category.*"
- "*Award for the Halloween Castle Box - E-commerce category.*"
- "*Award for the Gift Box, Bottle, and Cap - Promotional Packaging category.*"
- "*Special Mention for the Durax Suitcase for plates.*"
- "*Special Mention for the Bread Crumbs Packaging.*"
- "*Special Mention for the P84-10 crate replacement.*"

Arcor Foundation in Argentina – Arcor Institute in Brazil – Arcor Foundation in Chile

APSAL Award

Association of Health and Food Professionals
Asociación Profesionales de Salud y Alimentos.

- Early Childhood Education category for the "*Mi Patio es el Mundo*" award (in partnership with OMEP and Arcor in Paraguay, Uruguay, Peru, and Bolivia, Arcor Foundation Chile, and Arcor Institute in Brazil).

Solidary Entrepreneur Award

Ecumenical Social Forum.

- Education category, awarded to Arcor Foundation for the "*Mi Patio es el Mundo*" (The World Is My Playground) Program.

Nonprofit Awards

PR News.

- Honorable Mention to Arcor Foundation for "*30 Years Creating Opportunities for Children in Latin America*," in the Social Responsibility Campaign category.

Childhood-Friendly Company Award

Municipality of Campinas

- Awarded to Arcor Institute Brazil for "*Primeira Infância Campineira*" (PIC, Early Childhood in Campinas), a program aimed at companies that develop initiatives supporting children from zero to six years of age in the city.

Motion of Congratulations and Applause

Municipality of Rio das Pedras.

- Granted to Arcor Institute in Brazil for its 20 years of work.

Support Center for Children in Need

City of Contagem

- Recognition awarded to Arcor Institute in Brazil.

Silver Obrar Award

Argentine Advertising Council

- "*Content with Positive Impact*" category, for the "*Universo Arcor*" communication campaign.



Innovation Management

Innovation drives our forward-looking strategy, enabling us to create novel solutions that generate value. In this regard, we constantly work to evolve and transform products, processes, and services, driving the sustainable development of our business, the responsible use of natural resources, and the satisfaction of customers and consumers. Our innovation management is structured around the following pillars:

- Sustainable business growth.
- Care for natural resources.
- Customer and consumer satisfaction.

Ideation Sessions

We organize **creative meetings** within our business units with the aim of integrating different perspectives and areas of expertise. These sessions are designed to generate ideas, concepts, and prototypes that drive innovation across our brands, enhance business performance, and offer novel value propositions to consumers.

Highlights of 2024:

3D Event: An initiative led by the Research & Development team at Arcor Brazil. Its purpose was to strengthen the Innovation Network by promoting collaboration among people from different areas and inspiring a new model of joint work focused on business sustainability through creativity.

"Innovation Day" Sessions: Held for Bagley, Food, Functional, Confectionery, and Chocolate teams, these sessions were conducted alongside ingredient suppliers to address topics such as formula optimization, new textures, and nutritional improvements, among others.

We Promote Internal Innovation

We drive a culture of innovation within the company through the **"Innovation Week"** initiative. This space is designed to **share initiatives, tools, and success stories**, as well as to encourage best practices across teams. The activity includes talks with experts, participatory creativity dynamics, and the dissemination of innovations implemented internally, among other actions.

Nearly 1,600 employees from Argentina, Chile, Mexico, Uruguay, Peru, Bolivia, Paraguay, and Brazil participated in Innovation Week.



Sustainable business growth



Care for natural resources



Customer and consumer satisfaction

> Empowering our innovative DNA <

Partnerships

To foster collaboration and learning, we take part in various innovation initiatives:

- We are part of the **Innovation Club of Argentina**, which is a member of the Latin American Network of Innovation Clubs (RELACI). Club de **Innovación de Argentina**, integrado en la Red Latinoamericana de Clubes de Innovación (RELACI). This space is designed to accelerate the **innovation processes of organizations through cooperation, knowledge-sharing, and peer learning**. Our participation includes training workshops (Toolbox), industrial visits (Open Doors), and sessions with start-ups (StartMeUp).
- We are also part of the **AmCham Argentina Innovation Program** (American Chamber of Commerce in Argentina), actively engaging in activities such as the Business Forum Transformation, among others.
- We maintain strong ties with the **entrepreneurial and scientific ecosystem**, collaborating with start-ups and institutions specializing in ingredients and packaging materials. This helps us stay at the forefront of technological trends and accelerate their adoption across our operations.

Kamay Ventures

In 2019, together with **Coca-Cola Latin America**, we joined forces to create Kamay Ventures, the **first corporate venture capital fund in the Southern Cone** backed by two major corporations. Its purpose is to accelerate innovation in entrepreneurial ventures, strengthen the value and supply chain in the region, and build bridges of collaboration between large companies and start-ups.

Kamay Ventures has positioned itself as a regional benchmark by promoting best practices in innovation and sustainability, driving technological solutions that contribute to the development of the entrepreneurial ecosystem in Latin America.

Currently, its investors include Coca-Cola Latin America and Arcor Group as founding partners, as well as Grupo Bimbo, DFC (Development Finance Corporation), and the IDB Lab. Overboost, as a corporate-backed VC, independently manages the fund.

Kamay Ventures Investments 2024

Bacu: Aiming to become the most efficient, fast, and cost-effective prepared-food retailer, Bacu combines technology and operational optimization to deliver innovative homemade meals at any time of day.

Aerialoop: Specializing in mid-mile logistics and inspection, Aerialoop uses automated drones to improve efficiency.

Auravant: A digital platform that enhances decision-making in agribusiness.

Wiagro: Provides complete wireless traceability in post-harvest processes, using sensors as a key source of data.

Kilimo: Optimizes irrigation through artificial intelligence, supporting companies in achieving water neutrality goals.

Logshare: Helps maximize cargo capacity in shipments, reducing costs and CO₂ emissions.

Altscore: Offers a "lending-as-a-service" model to facilitate access to credit.

Muta: A digital platform that promotes sustainability with technological solutions for waste management, encouraging recycling and material traceability.



Kamay Code

Kamay Code is a Kamay Ventures initiative that connects startups with corporations across Latin America, driving open innovation and the development of concrete solutions to real business challenges.

The process begins with the identification of strategic challenges by Kamay Ventures' corporate partners. A call for proposals is then launched for startups and scaleups to submit innovative solutions. Finally, entrepreneurs present their proposals during a special pitch day before a jury of experts and corporate executives.

Kamay Code features talks from local and international experts on technology and innovation, practical workshops designed to strengthen participants' skills, and networking spaces with industry leaders and the innovation ecosystem.

The selected startups move forward to a Design Sprint alongside corporations to co-create solutions and, in many cases, develop a Proof of Concept (PoC).

To date, Kamay Code has held editions in Argentina, Brazil, Mexico, and Colombia. In April 2025, the initiative will arrive in Córdoba, Argentina, solidifying its role as a strategic bridge for transforming challenges into collaborative innovation opportunities.

Kamay Code 2024 - Mexico City

The Signature Event of Kamay Code CDMX brought together **more than 500 attendees** in a space designed to connect startups, corporations, and investors from across Latin America's innovation ecosystem. With over 30 high-level speakers, the event featured inspiring keynotes, panels on the future of venture capital, supply chain, and foodtech, as well as hands-on workshops focused on innovation and digital product design. Portfolio startups presented their solutions and participated in networking sessions with corporations such as **Coca-Cola Latin America, Arcor Group, and Grupo Bimbo**.

Kamay Code 2024 - Bogotá

Kamay Code Bogotá gathered over 500 attendees and featured prominent speakers such as **Camila Escobar (CEO of Juan Valdez)** and **Miguel Cortés (CEO of Grupo Bolívar)**, who shared their perspectives on leadership, innovation, and business growth. The event highlighted the importance of collaboration between corporations and startups, with **Coca-Cola Latin America and Arcor Group** serving as strategic partners driving innovation and the development of disruptive solutions. Kamay Ventures' portfolio startups showcased their solutions at booths, creating key connections and new business opportunities. On a second day, **10 startups worked alongside 30 corporate mentors from Coca-Cola Latin America and Arcor Group in a Design Sprint**, developing proof-of-concept solutions focused on specific value chain challenges. This collaborative effort strengthened the synergy between entrepreneurial innovation and corporate experience, generating tangible solutions with real impact on the sector.

KAMAY
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CHAPTER 02

Human Rights and Integrity

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Human Rights and Integrity

Respect for Human Rights

Respect for human rights is a fundamental requirement in all the relationships we establish. It is one of our core responsibilities, both in the workplace and within our broader spheres of influence. In 2023, we formalized our Human Rights Commitment Policy, which applies to the entire Arcor Group. This policy is framed within the spirit and principles of:

- The United Nations Universal Declaration of Human Rights
- The International Covenant on Civil and Political Rights
- The International Covenant on Economic, Social and Cultural Rights
- The American Convention on Human Rights
- The International Labour Organization Declaration on Fundamental Principles and Rights at Work

Additionally, it takes into account the following applicable private sector standards and voluntary initiatives, in their most up-to-date editions:

- a. The Ten Principles of the UN Global Compact (2000)
- b. The Sustainable Development Goals (SDGs) adopted by the United Nations (2015)
- c. The UN Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework (2011).
- d. The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (2006).
- e. The OECD Guidelines for Multinational Enterprises (2011).
- f. The Children's Rights and Business Principles, developed by UNICEF, "Save the Children" and the United Nations Global Compact (2012).
- g. The Equator Principles, developed under the auspices of the International Finance Corporation (IFC) of the World Bank (2003), recognized as a financial industry benchmark for determining, assessing and managing environmental and social risk in projects.
- h. The proposed Directive of the European Parliament and of the Council on corporate sustainability due diligence (February 2022).

Our **Human Rights Commitment Policy** sets forth the principles that guide our relationships with shareholders, employees, business partners, suppliers, customers, consumers, and communities impacted by our productive and commercial activities.

It outlines the key principles and commitments that Arcor Group upholds, based on the frameworks mentioned above:

- **1. Labor Practices**
 - **1.1** Rejection of child labor
 - **1.2** Rejection of forced and compulsory labor
 - **1.3** Respect for equality
 - **1.4** Zero tolerance for workplace harassment
 - **1.5** Freedom of association and collective bargaining / Social dialogue.
 - **1.6** Safety, health, and well-being
- **2. Commitment to Environmental Preservation**
- **3. Information and Confidentiality**
 - **3.1** Consumer rights
- **4. Respect for the Rights of Communities**
 - **4.1** People's safety
- **5. Business Integrity**

Within the framework of these principles and commitments, we analyze risks and develop human rights due diligence processes.

(11) This policy applies to all company operations, regardless of where they take place.





Human Rights Due Diligence

We adopt a comprehensive approach to human rights due diligence, in line with the United Nations Guiding Principles. This process aims to identify, prevent, mitigate, and remedy any current or potential negative impacts that our operations may cause, either directly or indirectly. This is reflected in the implementation of concrete actions such as:

Impact Assessments

We conduct in-depth analyses to understand the effects of our activities on human rights throughout our supply chain.

Risk Management

We design business-specific risk matrices to guide strategic planning and establish annual priorities.

Community Impact

We develop initiatives to manage the effects of our operations on local communities, aiming to strengthen relationships and promote balanced development.

Training and Awareness

We promote continuous training on human rights and sustainability for employees, suppliers, and strategic partners.

Once impacts are identified, we develop projects and programs designed to protect, respect, and, when necessary, remedy these effects. Our approach includes our entire value chain, ensuring the application of responsible and sustainable practices at every stage of our operations.

Suppliers

We ask our suppliers to sign the **Letter of Adherence to the Fundamental Principles for Responsible Management**. This document outlines values aligned with the Ten Principles of the United Nations Global Compact, ILO standards, and leading business practices. For agricultural raw material producers, the letter includes a specific annex that reinforces these practices.

Our strategy is complemented by the **Agro Sustentable** Program, which focuses on the sustainable sourcing of raw materials under certification standards, and **Agro+30**, through which we address carbon balance, biosolutions, and digital agriculture.

 Learn more about [Regenerative Agriculture](#)

We assess compliance with these commitments through the **REconocer Program**, which reviews practices related to human rights, labor standards, integrity, and environmental care across our supply chain. In addition, we provide a confidential Ethics Line for inquiries or reports, ensuring an ethical environment throughout all our operations.

 Learn more about [Our Suppliers](#)

Distributors

Through the Red Activa Program, we promote the sustainable management of our distributor network by conducting comprehensive audits that assess key practices in areas such as sustainability, environmental care, industrial protection, hygiene, and quality. This approach enables us to ensure compliance with standards and drive continuous improvement across the network.

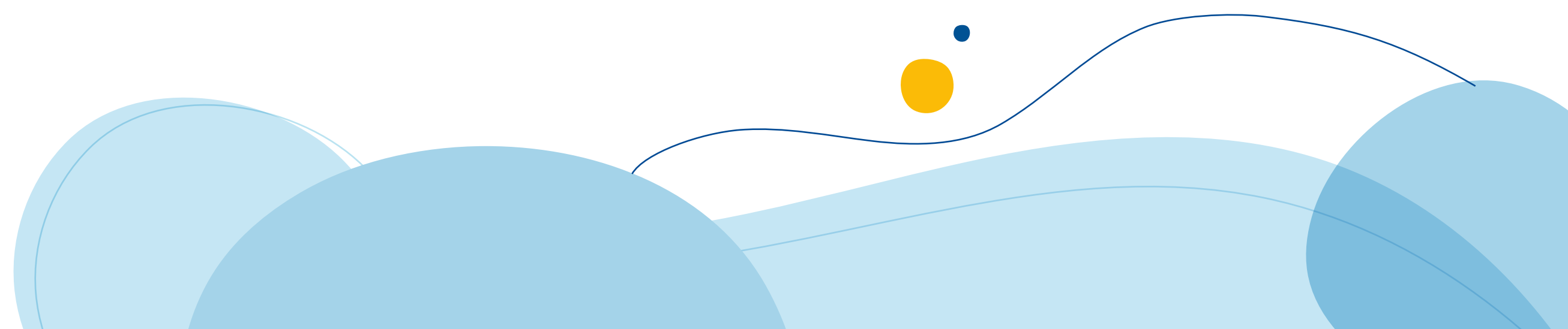
 Learn more about [Our Distributors](#)

Consumers

Through multiple communication channels—including customer service lines, social media, email, and our corporate website—we manage interactions with consumers to identify, prevent, and mitigate potential risks.

In 2024, **we implemented enhancements in social media monitoring and call center service**, maintaining high levels of customer satisfaction and loyalty. All collected information is recorded and shared with the Quality department to ensure timely responses.

 Learn more about [Build Loyalty](#)



Community

We manage the economic, social, and environmental impacts of our operations on local communities through a **comprehensive strategy** that identifies risks and opportunities, promotes sustainable development, and ensures respect for human rights.

We have a **Community Relations Management and 31 Local Community Relations Committees** located at our industrial facilities. These committees are responsible for implementing our community engagement strategy at the local level, based on three core pillars: dialogue and impact management, community development, and the promotion of strategic partnerships.

 Learn more about [Our Community Impact Management Strategy](#)

Human Rights and Our Security Personnel

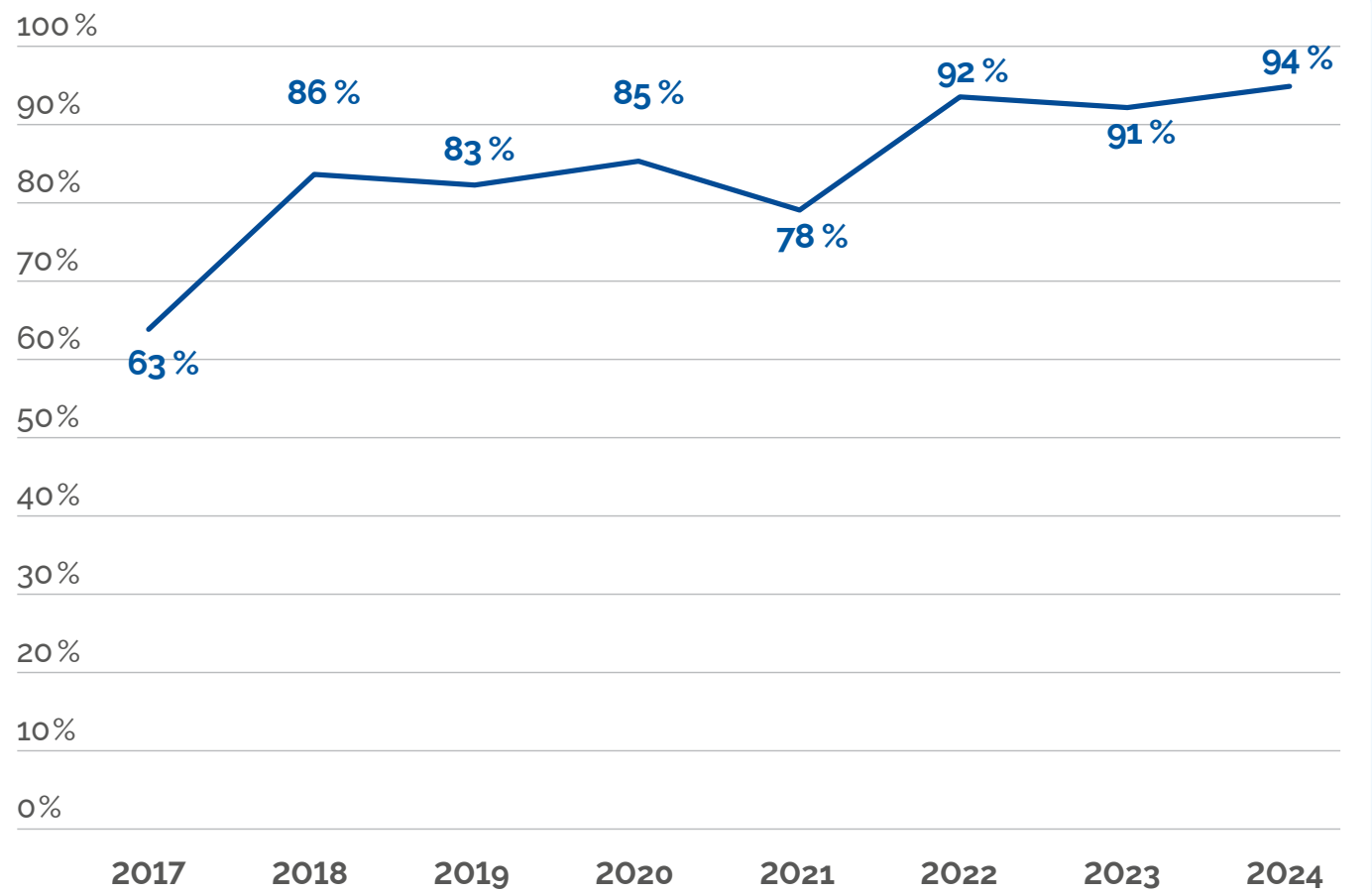
Over the past year, we strengthened the capabilities of our property security personnel through in-person, group, and virtual training sessions on sustainability and human rights. These sessions were delivered to teams across our facilities in Argentina, Peru, Mexico, Brazil, and Chile, and covered topics such as the Arcor Sustainability Policy, human rights, children's rights, and business principles.

In 2024, a total of 485 security guards participated, representing 94% of the total workforce. Additionally, key topics were reinforced, including respect for and protection of labor rights, the rational use of resources such as water and energy, and the promotion of healthy lifestyle habits. The Corporate Property Security Department supported these efforts through audits and awareness campaigns, integrating health monitoring and regular sports activities.

 Learn more about [Regenerative agriculture](#)



Average Annual Reach of Sustainability Training



Committed to Children's Rights

At Arcor Group, the protection and promotion of children's rights are **integral to our operations, a commitment that also extends to our supply chain and the communities in which we operate.** We actively collaborate with a variety of stakeholders to foster dialogue and contribute to the development of public policies that prioritize children's well-being. Since 2015, we have had in place our **Children's Rights Commitment Policy**, becoming the first company in the region to adopt this approach as part of its Sustainability Strategy.

This policy is aligned with our corporate philosophy and our Code of Ethics and Conduct, and outlines the following key commitments:

1. **Respecting and promoting children's rights as a central pillar of our sustainability strategy.**
2. **Eradicating child labor within our operations and throughout our value chain.**
3. **Providing working conditions that support employees in their roles as parents and caregivers.**
4. **Ensuring the protection of children within our activities and facilities.**
5. **Guaranteeing safe products and services for children.**
6. **Using institutional communication and marketing in a way that respects and supports children's rights.**
7. **Respecting and promoting children's rights in relation to the environment, safety measures, and emergency situations.**
8. **Supporting the efforts of communities and governments to uphold children's rights.**

Compliance with this policy is the responsibility of everyone at Arcor, while the Ethics and Conduct Committee is in charge of resolving conflicts related to its implementation.

Childhood Initiatives: Arcor Foundation and the "*Empresa-Infancia*" (Business and Childhood) initiative

To advance the commitments outlined in the Children's Rights Commitment Policy, Arcor Foundation developed the "*Empresa-Infancia*" initiative, which integrates a child rights perspective into our business practices. In this regard, during 2024 we carried out the following key initiatives:

Children's Day: En Argentina, colaboramos con los referentes de Recursos Humanos para garantizar que las fiestas del Día de la Niñez, organizadas por proveedores, estuvieran alineadas con la perspectiva de los Derechos del Niño.

School Kit: We developed the guide "*Creciendo en la Era Digital: Guía para Familias Conectadas*" ("*Growing Up in the Digital Age: A Guide for Connected Families*)," which will be distributed along with the 2025 school kit to all employees in Argentina. Throughout the year, we also created supporting materials and designed a comprehensive communication strategy to accompany this initiative.

Motherhood and Breastfeeding: We made progress in raising awareness and promoting best practices around motherhood and breastfeeding. After completing a survey of existing initiatives, we developed a commitment policy proposal, which is currently under review by the Diversity and Inclusion team. This proposal is based on three key pillars:

- Organizational Culture: dissemination, awareness, and training for leaders and teams.
- Support: comprehensive assistance for pregnant and breastfeeding employees.
- Infrastructure: adapting facilities to ensure optimal conditions.

Benchmark Global Child Forum: We once again participated in the 2024 Global Child Forum Benchmark, which assessed 1,802 companies worldwide on their approach to children's rights. We achieved a score of 7.3, ranking 130th globally, **1st in Argentina**, and 22nd in Latin America. This ranking, based on 25 indicators aligned with the Children's Rights and Business Principles, evaluates key areas such as Governance, Workplace, Marketplace, Community, and Environment.

 Learn more about [Our Initiatives](#)



Code of Ethics and Conduct

Integrity guides each of our decisions and actions. We strive to act responsibly, fostering a business culture that prioritizes transparency and consistency. Likewise, we expect everyone we interact with to share these ethical principles and act accordingly.

Since 2006, we have had a Code of Ethics and Conduct, designed to reflect the values and standards that define our identity and guide the actions of everyone within the Company. This document, aligned with the legal regulations of each country where we operate, is structured around eight core principles:

Principle 1 – Transparency and Trust: We foster lasting, trustworthy relationships with all our stakeholders by honoring agreements and acting with honesty. This principle covers topics such as conflicts of interest, asset management, relationships with suppliers and customers, transparency with government agencies, consumer rights, and political engagement.

Principle 2 – Excellence in Quality and Service: We are committed to upholding the highest standards to meet the expectations of our customers and consumers. It includes conduct guidelines related to product quality and the development of suppliers and customers.

Principle 3 – Purpose-Driven Innovation: We promote development approaches that create value for the Company and its shareholders. It includes ethical conduct guidelines and support for relevant causes.

Principle 4 – Responsible Communication: We promote communication that is grounded in truthfulness and facts, upholding

the right to information, freedom of expression, and non-discrimination. It encompasses ethical conduct guidelines related to information management, handling of confidential information, dissemination of values, accountability in external communication, and the responsible use of social media.

Principle 5 – Safe and Inclusive Work Environment: We provide a safe workplace that values respect, diversity, tolerance, initiative, creativity, and the continuous growth of our teams. This includes standards of conduct related to equal opportunities, quality of life, participatory dialogue, management of private information, and workplace environment.

Principle 6 – Positive Community Impact: We support the comprehensive development of the communities where we operate, respecting their traditions and customs. It includes ethical conduct guidelines related to local development.

Principle 7 – Sustainable Management: We prioritize a balanced approach that considers economic, social, and environmental dimensions across all our processes. This includes ethical conduct guidelines related to economic, social, and environmental impacts.

Principle 8 – Regulatory Compliance: We adhere to local and international laws, promoting sustainability across our entire value chain and reinforcing our commitment to the Global Compact. This includes standards of conduct related to competition, supplier selection, commercial relationships with clients, and our alignment with the Global Compact.

Our Code is regularly reviewed to ensure alignment with current legal frameworks and international best practices. The updated 2023 version is available on our corporate website.

→ To learn more about our values and principles, we invite you to visit: [Arcor – Who We Are](#).

Awareness and Training

We share our Code of Ethics and Conduct with both the Board of Directors and our employees through the intranet and other internal communication channels.

To facilitate understanding and encourage compliance with its guidelines, we have implemented an e-learning course designed to help employees thoroughly engage with its contents, emphasizing the importance of acting in accordance with the established guidelines.

In the case of individuals joining our company, the course is mandatory and is part of the initial training and onboarding activities. We follow a biennial schedule for communicating and providing training on the Code of Ethics and Conduct, alternating the training with the awareness campaign on the Conflict of Interest Procedure.

For this reason, the last training campaign on the Code through e-learning took place in 2023, while during 2024 the course remained accessible across all internal communication channels.

In 2024, we reinforced awareness of the Conflict of Interest Procedure among our employees and made a platform available for submitting their declarations.

Code Administration and Ethics Line

We have implemented a clear and structured procedure to handle inquiries or reports of non-compliance with the principles and standards outlined in the Code of Ethics and Conduct.

Internal and External Communication Channels

When an employee identifies a situation that may involve a breach of the Code, they may report it directly to their supervisor, a representative of the Ethics and Conduct Committee, or the Internal Audit Management team. For those who prefer an alternative channel or wish to remain anonymous, the Arcor Group Ethics Line is available to receive reports from both employees and other stakeholders.

Available Ethics Line Channels:

- **Email:** lineaetica@arcor.com
- **Web Form:** Ethics Code Contact
- **WhatsApp:** +54 9 351 3850711

Through these channels, questions or complaints can be submitted anonymously if desired, ensuring confidentiality.

Analysis Process

All inquiries or reports received are recorded and reviewed by the Internal Audit Management team, which may collaborate with other relevant departments to ensure a thorough investigation. The findings are then presented to the Ethics and Conduct Committee..

Resolution Process

The Ethics and Conduct Committee, which operates under the supervision of Senior Management, reviews cases in regular meetings. Decisions are formally communicated to the head of the involved area, who is responsible for implementing the defined measures and ensuring their effective enforcement.

Classification of Reports

Registered cases are categorized as follows:

- **Environmental and Community Relations:** Conduct that may affect the environment, public health, or the company's reputation.
- **Labor and Workplace Relations:** Cases involving harassment, discrimination, workplace safety, or impacts on employees' quality of work life.
- **Relaciones con proveedores y clientes:** Conflicts of interest, fraud, unjustified or discriminatory preferential treatment, bribery, or improper gifts.
- **Theft, Misappropriation, or Improper Use of Company Assets:** Inappropriate use or neglect of company property, as well as theft of materials or tools.
- **Financial Fraud:** Cases of embezzlement, accounting or financial fraud.
- **Information Security Violations:** Instances of non-compliance with the Information Security Policy.
- **Forced labor.**
- **Child labor.**

In 2024, we managed a total of 30 inquiries and 47 reports. No inquiries, reports, or incidents related to Children's Rights were received.

Information Security and Data Protection

At Arcor Group, we reaffirm our commitment to the comprehensive protection of personal data stored in our databases by applying technical, administrative, and organizational security measures. To achieve this, we have implemented a set of policies, procedures, and controls designed to effectively safeguard information. Our data security approach undergoes constant reviews and updates, adopting methods and techniques aligned with industry best practices and considering the continuous evolution of privacy threats.

Our **Corporate Information Security Code** aligns with internationally accepted data management standards, ensuring compliance with Law No. 25326 on Personal Data Protection (Habeas Data Law).

As part of our pursuit of best practices, we have maintained ISO/IEC 27001 international certification for 12 consecutive years.

In this way, **we guarantee a comprehensive approach to information and data security management**, reducing the risk of fraud, loss, or data breaches. Our approach aims to establish a robust framework for information security management systems, ensuring structured and coordinated processes while complying with applicable legal requirements.

Our Information Management System allows us to maintain:

- **Confidentiality of Information:** Ensuring that access is granted only to authorized individuals.
- **Integrity:** Safeguarding the accuracy and completeness of information through secure processing methods.
- **Availability:** Ensuring that authorized users have access to information and related resources whenever required.

CHAPTER 03

Producing Sustainable Food

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Producing Sustainable Food

At Arcor Group, we produce sustainable food made responsibly, minimizing waste, and offering our consumers quality options that are both affordable and safe, contributing to their well-being and moments of enjoyment.

Our commitments:



Healthy and
Affordable
Food



Quality at
Every Step



Regenerative
Agriculture



Healthy and Affordable Food

We believe that eating is about nourishment, enjoyment, and connection. Healthy eating is diverse, sufficient, comforting, and capable of providing the nutritional balance that each person needs. It is affordable when its price-to-quality ratio and ease of purchase make it available to all consumers.

We are committed to offering alternatives that promote a balanced, diverse, affordable, and comforting diet, tailored to each person's needs, preferences, and culture. We strive to adapt to emerging consumption trends, encourage healthier habits, and combine nutrition with enjoyment in every food choice.



2030 GOALS

- 100% compliance with Arcor Group's Trans Fat Policy by 2025.
- 100% compliance with Arcor Group's Sodium Policy by 2025.
- 100% of cracker biscuits contain less than 600 mg of sodium per 100 g.
- 100% of bran cracker biscuits contain less than 700 mg of sodium per 100 g.
- 100% of fruit juice beverages contain less than 90 calories per serving from added sugars.
- 100% of powdered juices contain less than 15 calories per serving from added sugars.
- 100% compliance with Arcor's Portioning Guidelines.
- 100% of bran crackers and nut bars comply with the Whole Grain and Fiber Guidelines.

Our Vision on Nutrition and Health

At Arcor, we understand health as a comprehensive state of physical, mental, social, and spiritual well-being, in line with the World Health Organization's (WHO) definition.

Nutrition goes beyond eating—it is about nourishment, enjoyment, and connection, fostering holistic well-being and healthy relationships.

A healthy diet should be varied, balanced, and affordable, taking into account each person's specific needs. Additionally, good habits—such as physical activity, adequate rest, and environmental care—are essential for living healthily and unlocking human potential to its fullest.

As market leaders, **we work with interdisciplinary teams** that transform trends into quality products that are affordable and relevant to consumers.

In addition to the WHO's vision, we adhere to the FAO's approach on **sustainable agri-food systems**, which aim to ensure present and future food security without compromising the economic, social, and environmental foundations. In this regard, we promote an integrated vision that considers both human health and the health of the planet, ensuring well-being and sustainability for current and future generations.



Food for a Better Life

In 2022, we introduced our **2021-2025 Nutrition and Healthy Living Strategy "Food for a Better Life."** Developed by the Nutrition Committee and approved by the Sustainability Committee, this strategy established key policies focused on the continuous improvement of our product portfolio, such as those aimed at reducing sensitive nutrients such as sodium, sugars, and trans fats. It also **promoted initiatives to encourage healthy lifestyle habits**, both among our employees and within our communities.

Evolution of Our Strategy

As we approach the fulfillment of the objectives set in our 2021-2025 Strategy, we conducted a comprehensive review in 2024. Following an in-depth analysis and methodological update, we redefined our priorities, streamlining our areas of focus and **setting new goals for 2030** in specific categories to address consumer needs and the evolving market landscape.

This update was developed by the Nutrition Committee and approved by the Sustainability Committee in December 2024.

Reaffirming Our Commitment

We drive our continuous improvement through four fundamental pillars:

Partnerships & Knowledge for Innovation

Our decisions are based on objective data, recognized scientific standards, and current regulations. We build partnerships with the scientific and technological community to innovate and respond to consumer needs by applying best practices and international standards.

Evolving Products to Offer the Best Choices

We continuously enhance our portfolio by developing products and ingredients that improve nutritional value and promote balanced, affordable consumption.

Actions to Promote Healthy Lifestyles

We implement educational programs and initiatives, backed by experts, to foster healthy lifestyle habits among our employees and within the communities we serve.

Communication

We support our initiatives with responsible, transparent, and accessible communication tailored to different audiences, while complying with local regulations. We actively listen to consumers and specialists to adjust our strategy according to emerging trends and evolving needs.

Eating
Nourishing
Creating bonds
Enjoying

Varied, balanced,
inclusive, and
affordable diet

FOOD FOR A
A BETTER
life

Alliances and
knowledge
for innovation
innovation



Evidence-based
Nutrition



Innovation



Products that
evolve to
offer
the best
options



Continuous nutritional
Improvement



Individual
Portions



**Positive
Nutrition**



Food
For every person

Actions to
promote
healthy
lifestyles



Community-focused
Actions



Actions
For our employees

Communication



Responsible
Marketing



Responsible
Labeling



EA&HVS
Comunicación

Regulatory Framework – Recommendations from
Leading Organizations – Food Trends

Through this strategy, we aim to offer choices aligned with new consumer trends—combining enjoyable nutrition with the promotion of healthier habits.

Our goal is to provide high-quality, affordable options that are adapted to the needs, tastes, and preferences of each individual and culture.

Pilar

Initiative

Commitment



Alliances and knowledge
for innovation **Innovation**



Evidence based
Nutrition



Innovation

- Base our decisions, developments, and corporate guidelines on objective data, scientific evidence, and international standards.
- Maintain proactive and systematic monitoring of regulatory and scientific advancements related to food additives.
- Support nutritional and health claims with the best available scientific evidence, respecting local regulatory frameworks and, where absent, the Codex Alimentarius.
- Enhance the nutritional improvements of our portfolio without compromising sensory enjoyment, through technological partnerships and support in innovative ingredients.



Products that evolve to offer
the best **options**



Improvement
Continuous nutritional



Individual
Portions

- Gradually increase the overall nutritional quality of our products by reducing sensitive nutrients in accordance with recommendations from leading international organizations and food-based dietary guidelines.
- Help consumers identify and choose appropriate portions within the context of a pleasurable and balanced diet.

Pillar

Initiative

Commitment



Products that evolve to offer the best *options*



Positive
Nutrition

- Improve the nutritional quality of our products by increasing positive nutrients such as fiber, whole grains, fruits, vegetables, legumes, and nuts, prioritizing high-quality ingredients and promoting options that support the healthy lifestyles of our consumers.



Food for every
Person

- Provide foods that meet specific nutritional, compositional, and cultural requirements.
- Develop projects focused on addressing dietary and nutritional deficiencies in vulnerable population groups.
- Make daily consumption products from our portfolio accessible to the largest number of consumers, both in terms of price and distribution.



Actions to *promote*
healthy lifestyles



Actions
Community-focused

- Positively impact the health and well-being of our employees and stakeholders across the value chain.
- Promote breastfeeding in alignment with the company's child rights policy.



Actions
For our employees

- Positively impact our communities by developing, together with institutions and specialists, initiatives to promote healthy and affordable food and healthy lifestyle habits.

Pillar

Initiative

Commitment



Communication



Responsible Marketing

- Ensure that advertising and promotional content complies with local regulations and respects international standards, especially when targeting children.



Responsible Labeling

- Provide clear, truthful, and reliable information on the ingredients and nutritional content of our products, respecting the regulatory framework of the destination country and, in its absence, the Codex Alimentarius.



EA&HVS Communication

- Offer clear, organized, and updated information on the Healthy Eating and Lifestyle Habits Strategy (EA&HVS, as per its Spanish acronym) and its achievements.



Governance and Strategy Management

For the past 12 years, we have had the **Nutritional Platform Group**, which is composed of representatives from various key areas such as Research and Development, Marketing, Innovation, Nutrition, Functional Businesses, and Food Legislation. This group addresses operational, commercial, and technical matters related to the **Nutrition and Healthy Lifestyle Strategy** (EA&HVS, as per its Spanish acronym).

In 2016, we created the **Healthy Eating and Lifestyle Habits Committee**, a strategic governance body that expands the scope of the Nutritional Platform Group. Chaired by the General Manager of the Consumer Food Products Business, this committee is made up of leaders from strategic corporate areas, including: Consumer Food Products and Agribusiness, Sustainability, Public Affairs, Food Legislation, Institutional Communication, Transformation, International Marketing, Technological Integration, Human Resources, and Nutrition. The coordination of this committee falls under the Nutritional Development Area, also created in 2016, which leads the implementation of the strategy across all mass consumer businesses within Arcor Group.

Healthy Eating and Lifestyle Committee

Governing body responsible for defining and ensuring the execution of the EA&HVS (Healthy Eating and Lifestyle Strategy).

Grupo Plataforma Nutricional

Operational team responsible for ensuring the evolution of the food portfolio in terms of nutritional and compositional aspects, while also aligning with the company's profitability and sustainability objectives.

Corporate Nutrition Area

Dedicated team in charge of coordinating, supporting, and monitoring the operational execution of actions stemming from the implementation of the EA&HVS.



Products That Evolve to Offer the Best Alternatives

We focus on providing affordable foods, improving their nutritional profiles, and continuously innovating to expand our offerings and adapt to consumer needs. Our goal is to develop products that contribute to healthy and balanced eating patterns while also addressing specific nutritional requirements.

To achieve this, we approach our portfolio through various actions:

- Optimizing our recipes by reducing or replacing sensitive nutrients and developing “free-from” options.
- Incorporating ingredients with positive nutritional value, such as fruits, vegetables, nuts, legumes, whole grains, fiber, micronutrients, and proteins.
- Driving innovation by integrating scientific and technological advancements as well as emerging food trends.
- Developing products tailored to diverse cultural preferences.
- Creating options for specific nutritional needs, such as intolerances, physiological conditions, or sports nutrition.
- Designing products with special functionalities for vulnerable groups.
- Improving accessibility to food through various initiatives.
- Promoting portion control as a strategy to reduce energy intake and sensitive nutrients.
- Offering indulgent products, encouraging mindful enjoyment and shared moments.
- Ensuring the quality and safety of our products through controlled processes.
- Managing the sourcing of raw materials and production processes sustainably, prioritizing nutritional quality and ingredient diversity.



Sensitive Nutrients

We are committed to the continuous improvement of our products to reduce sensitive nutrients. We focus on those present in our recipes, aiming to reduce their presence or find alternative replacements to create “free-from” products.

Over more than 11 years of sustained efforts, we have successfully reduced sugars, sodium, and saturated fats in 45.23% of the kilograms sold by the Food and Bagley Latin America businesses.

Sugars

We continue advancing in the reformulation of our products to offer the best options to our consumers. 100% of our fruit juice beverages now contain less than 90 calories per serving from added sugars, and 100% of our powdered juices contain less than 15 calories per serving from added sugars.

We comply with nutritional labeling regulations regarding total and added sugars in countries where such regulations apply. Additionally, in markets without mandatory requirements, we voluntarily disclose total sugar content on our product labels.

A total of 4.6% of our SKUs correspond to products with reduced sugar content across all varieties. To date, our sugar reduction plan has led to reformulations in 178 SKUs, preventing 1,197,387 kg of sugar from reaching the market in 2024.

Sodium

In Argentina, all our products comply with the local legal requirements on sodium content. Since 2014, we have managed this aspect corporately through our Sodium Content Policy, which was updated and further strengthened in 2018.

In 2024, we met the limits set by this policy in 98.4% of our products, and we continue working to reach full compliance (100%) by the end of 2025. A total of 303 SKUs correspond to products with reduced sodium content, preventing 215,326 kg of sodium (equivalent to 549,128 kg of salt) from reaching the market in 2024.

We also actively participate in government initiatives in Argentina and Brazil, notably the Argentine program “Menos Sal Más Vida” (Less Salt, More Life).

Saturated fats

We innovate to reduce saturated fats in our products, primarily by replacing them with high-oleic sunflower oil in Argentina and structured fats in Chile and Brazil. Our innovation teams work to incorporate a higher proportion of liquid oils and fat substitutes with lower saturated fat content, thereby ensuring continuous improvement in our formulations.

Our saturated fat reduction plan covers 313 SKUs, which prevented 4,929,707 kg of saturated fat from reaching the market. Throughout the year, we advanced the implementation of our **Saturated Fat Substitution Strategy**, deploying specific action lines that reinforce our commitment to a more balanced diet.

Trans fatty acids

Since 2008, we have been working to reduce trans fatty acids (TFA) after joining the **Trans Fat-Free Americas Agreement** promoted by the Pan American Health Organization. This commitment has been reinforced through our **Trans Fatty Acids Policy**, implemented in 2011 and reviewed and updated in 2014 and 2021.

Having already surpassed the targets of our current policy—which sets a maximum limit of 2% TFAs in total fat content—we have added a new goal: to eliminate partially hydrogenated fats from our portfolio by December 31, 2025.

We have already reached 98.24% compliance globally, achieving **complete elimination of TFAs in 100%** of our confectionery, chocolate, and ice cream products (Argentina, Brazil, Chile, Peru, Mexico, and Uruguay), as well as in 100% of Bagley products in Brazil and Chile.

Traviata Balance

Since 2021, we have been implementing a nutritional profile improvement plan across various categories, focusing on reducing sensitive nutrients and/or developing alternative products that provide additional nutritional benefits.

In 2023, we set out to create a no-warning-label version of one of our most popular products: Traviata. That's how Traviata Balance was born in 2024—a unique product in its category, **offering lower saturated fat and sodium content** than the classic version. Additionally, it is **free from trans fats and cholesterol**.

This product reformulation resulted in a 79.7% reduction in saturated fats and a 42.5% reduction in sodium per serving compared to the traditional version, making it an affordable option aligned with a healthy diet.



Portioning: Facilitating Mindful Choices

We work to expand our range of foods in single-serve formats, designed to contain one portion or less, encouraging appropriate and balanced consumption that includes all food groups without excluding any.

To support this goal, we have implemented the **Arcor Portioning Guidelines**, aimed at offering snacks in individual packages to help our consumers moderate their intake of both indulgent options and everyday snacks.

Our goal for 2030 is to achieve 100% compliance with the Arcor Portioning

Access to snacks in single-serve portions—by practically limiting the amount available—helps people better manage their daily energy intake and maintain a nutritional balance tailored to their needs.

Additionally, we ensure that portion size is clearly stated in the nutrition facts panel on 100% of our packaging, providing tools for informed and mindful decisions.

In 2024, 68.2% of our snacks sold in individual packages complied with our Portioning Guidelines.

Positive Nutrition

Our **Regional Research, Development, and Innovation Network**, composed of over 150 collaborators across Argentina, Chile, Brazil, Mexico, Peru, and Angola, is committed to the continuous improvement of our products. This includes reducing sensitive nutrients while increasing beneficial ingredients without compromising taste or the overall sensory experience.

Our products provide positive nutrients such as:

- Antioxidants from cocoa and tomatoes.
- Healthy fats such as high-oleic sunflower oil, corn oil (rich in vitamin E and omega-6), as well as nuts and seeds, which also provide a variety of vitamins and minerals.
- Fiber, derived from whole grain flours and whole grains.
- Complex carbohydrates and plant-based proteins from legumes.

Our network includes **Pilot Plants**, which allow us to conduct trials and scale up to industrial production, as well as quality control laboratories that ensure consistency and the preservation of our products' attributes throughout the production process.

In 2024, 28% of our revenue came from **products with additional nutritional attributes**—such as gluten-free items and/or those with reduced calories, sodium, sugars, total fats, saturated fats, trans fats, and cholesterol, as well as products with added fiber, vitamins, minerals, and other nutrient content claims. Meanwhile, **products associated with well-being** accounted for 8.9% of total revenue in the past year.

La Campagnola Pie Fillings

We understand the importance of including vegetables in a healthy and nutritious diet. That's why, in 2024, we set out to enter a new category: pie fillings.

A quick and convenient way for our consumers to incorporate more vegetables, fiber, and micronutrients into their meals in just three simple steps. The two varieties of La Campagnola fillings allow for the creation of various dishes such as pies, empanadas, cannelloni, and many more, adding both nutrients and versatility to our consumers' daily meals.



Dietary Supplements

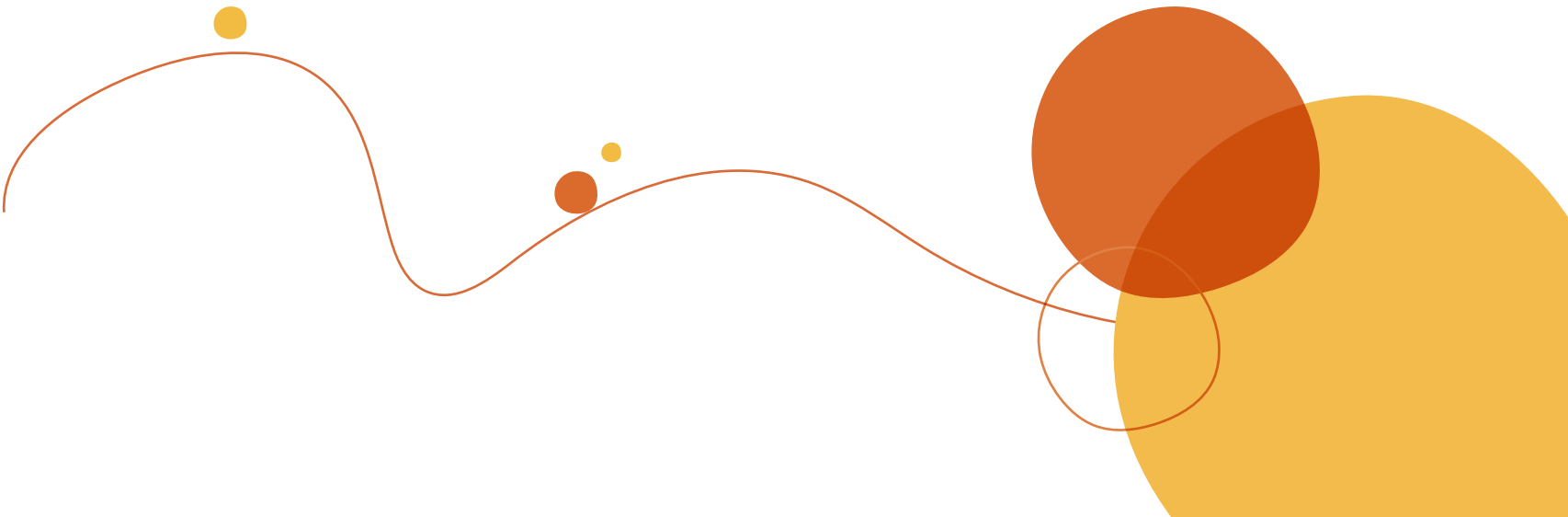
In our pursuit to promote health care, since 2018 we have partnered with Laboratorios Bagó as strategic allies to develop the **Simple** line in the dietary supplement market. Our products are present in the categories of Vitality, Immune Support, Weight Wellness, Sports Nutrition, Collagen, Digestive Health, and Bone Health.

In 2024, we launched the new **RAPTOR Sports Nutrition line**, featuring products designed to support post-workout recovery and maximize athletic performance.

Similar to Simple, RAPTOR products are available not only in specialized retail channels (sports nutrition stores and pharmacies) but also in everyday shopping destinations (supermarkets and digital stores).

We offered training sessions and consumer information, along with product tastings at sports events and gyms to raise awareness about their benefits and ease of consumption.

With Simple, we continued to educate consumers about preventive health care through communication campaigns in mass media and digital platforms. These campaigns focused on the importance of incorporating key nutrients for bone health, as well as for skin, hair, and nail care.



Food for Every Person

We are committed to offering **inclusive products** that address the nutritional needs of all our consumers, including those with food intolerances, vulnerable groups, and people with different cultural or ideological preferences.

Aligned with our purpose of making food trends affordable so that every person can have a better life, we strive to **ensure that products with improved nutritional profiles are widely available**, maintaining a price - quality balance that guarantees equitable access to healthy options.

Vegan Selz Crackers

We have developed a new category of **plant-based** crackers: our new vegan chia seed crackers.

Thanks to our unique recipe made with **high-oleic sunflower seed oil**, we created a product that is free of cholesterol and saturated fats—making it a healthy, affordable, and inclusive option for all our consumers.



Gluten-Free Foods

At Arcor, we are committed to meeting the needs of consumers with specific dietary requirements by offering a broad portfolio of gluten-free products.

We understand that following a gluten-free diet often requires significant lifestyle changes and careful daily meal planning. That's why **we've made it our goal to expand our gluten-free range each year**, while maintaining the taste, quality, and strict safety standards that define our portfolio.

Today, we offer **more than 492 gluten-free products**, making us the **Argentine company with the most extensive variety in this category**. Our gluten-free range spans multiple segments, including candies, chocolates, lollipops, chewing gum, nougat, traditional holiday confections, canned goods, jams, polenta, juices, beverages, dietary supplements, chocolate bars, baking mixes, rice crackers, and ice cream.

All our gluten-free products are clearly labeled with the **“Sin TACC”** (gluten-free) seal and are **manufactured under strict quality controls to ensure safety**. Produced in certified gluten-free facilities and in line with Good Manufacturing Practices, these products provide safe and convenient options for those who require or choose these alternatives.

Gluten-free products represented 73.07% of sales in the Food Business Unit, 61.46% in Confectionery, 29.04% in Chocolates, and 51.16% in Ice Cream.

To make it easier for our consumers to access these products, we provide a detailed list of gluten-free offerings on our website and highlight them on our e-commerce platform, [Arcor en Casa](#).

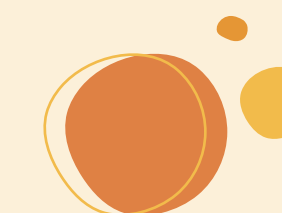
Additionally, in partnership with the Argentine Celiac Association, we carry out various initiatives—both on social media and in dedicated supermarket aisles—to make our gluten-free products more accessible and visible to consumers.

Topline Gluten-Free Expansion

In 2024, we set out to further expand our gluten-free portfolio by incorporating the entire Topline product line. This project involved the separation of our chewing gum and wafer production lines—an initiative that required reconfiguring raw material flows and allocating specialized personnel, along with a **USD 150,000 investment in infrastructure upgrades**. **Thanks to these efforts, we successfully certified the entire Topline chewing gum portfolio** (14 new products) as gluten-free in 2024, significantly increasing our “Sin TACC” offering and providing more options for consumers with celiac disease.

Additionally, **we expanded our gluten-free product range under the Águila brand**, launching two new options: Águila 80% Cacao Bar and Águila 60% Cacao Bar with Orange Zest, reaffirming our commitment to diversifying the portfolio and meeting the needs of a wide range of consumers.





May : Celiac Awareness Month

During Celiac Awareness Month, we reaffirmed our commitment to the celiac community. In 2024, we launched a campaign to raise awareness among family and friends about the importance of sharing a gluten-free table. As part of this initiative, we participated in the TV program *"La Peña de Morfi"* alongside Dr. Gabriela Fedele and chef Felicitas Pizarro, sharing gluten-free tips and recipes. Additionally, throughout the month, we promoted a recipe book and a guideline with recommendations across social media, in partnership with the Argentine Celiac Association.

Partnerships and Knowledge-Driven Innovation

Every decision we make is based on solid data and scientific evidence, ensuring compliance with current regulatory frameworks while addressing the needs of our consumers.

We build knowledge networks with the scientific and technological community, specialized organizations, and health experts to enhance our portfolio and develop innovative, constantly evolving products and ingredients.

Evidence-Based Nutrition

Since 2016, we have been assessing the progress of our Food and Healthy Lifestyle Strategy, "Food for a Better Life," using a **set of indicators that cover 100% of our global portfolio**.

The impact of our actions is measured through the Arcor Nutritional Score, an independent international standard that assigns a weighted nutritional score based on the sales performances of all our product categories.

Nutritional Surveillance System

Our **Nutritional Surveillance System** enables us to implement best practices, incorporate recommendations from leading organizations, analyze consumption patterns and nutritional deficiencies, and stay up to date with the latest scientific trends in nutrition.

We base our decisions on reliable data and support our products and programs with the best available evidence.

Knowledge Management

Internal knowledge management, essential for product development and the communication of our initiatives, is supported by the **Nutritional Advisory System**, coordinated by our Nutritional Development department. This system involves consultations and collaboration with professionals and experts from specialized institutions.

Through alliances with academia, strategic suppliers, and our participation in various Chambers and Associations, we have built a broad scientific and technological knowledge network.

Our **Open Innovation Model** facilitates the generation and sharing of knowledge, promoting joint efforts to develop collaborative products and programs. This approach enables us to build key relationships with our stakeholders, fostering a responsible and enriching dialogue that contributes to meeting society's nutritional needs.

Habits for a Better Life

Aligned with our efforts to improve our product portfolio and strengthen collaborative networks, we **develop initiatives and programs that promote healthier lifestyle habits**—both among our employees and within the broader community. These initiatives are supported by responsible, transparent, and accessible communication for all our audiences.

Community Engagement with a Focus on Children

In 2024, we reaffirmed our commitment to promoting healthy lifestyle habits in childhood through the initiatives of the Arcor Foundation in Argentina and Chile, and the Arcor Institute in Brazil. These efforts seek to positively impact communities by improving the quality of life for children.



“Aprendiendo a Disfrutar” (Learning to Enjoy) Program (PAD)

Through our collaboration with the Arcor Foundation and the Arcor Institute, we have developed this program aimed at **promoting healthy lifestyle habits among children in primary schools, preschools, and civil society organizations**. The initiative actively engages families, communities, local governments, and other key stakeholders to generate a sustainable impact in the region.

The PAD program is structured around three main lines of action:

1. Support for community projects.
2. Training for adult caregivers and professionals working with children.
3. Awareness and advocacy to position the topic on the public agenda.

13,774 children participated in the “Aprendiendo a Disfrutar” (PAD) Program

Goal:

To contribute to the promotion of healthy lifestyle habits in childhood by supporting community-based projects, training key childhood stakeholders, and raising awareness of the issue on the public agenda.



A corporate initiative implemented in Argentina, Brazil, and Chile.

It supports projects that promote healthy lifestyle habits through physical activity, healthy eating, and positive relationships for children aged 3 to 12.

“Learning to Enjoy” Award: Acknowledges projects developed in schools, organizations, and community centers. Actively promotes and disseminates the experiences. Carried out in partnership with OEI (Organization of Ibero-American States for Education, Science and Culture) and endorsed by universities (UCC, FESB).

Includes social mobilization and communication efforts, content development, communication campaigns, and training initiatives.

PAD Argentina

We supported 34 projects led by civil society organizations and schools, distributed across 21 localities in 9 Argentine provinces.

We conducted in-person training sessions for project development.

We carried out technical visits to the projects, applying evaluation tools to establish a baseline and measure results.

Impact

- 5,536 children
- 1,793 adults
- 96 other stakeholders/organizations
- Provinces reached: Jujuy, Salta, Tucumán, Córdoba, San Juan, San Luis, Buenos Aires, Entre Ríos, Mendoza.

PAD Brasil

In October 2024, we launched 12 projects developed by public schools and civil society organizations in the municipalities of Rio das Pedras, Campinas, Bragança Paulista (São Paulo State), and Contagem (Minas Gerais).

Over a 12-month period, these initiatives will benefit 2,459 children.

We will develop training sessions related to the program's themes, and the Arcor Institute in Brazil will provide technical monitoring.

PAD Chile

We also supported four school-led initiatives in the city of Santiago, in the Maipú district.

These initiatives reached 1,632 children.

Premio PAD

This initiative, led by Arcor Group, together with the Arcor Foundation in Argentina and Chile and the Arcor Institute in Brazil, aims to **highlight and recognize projects that promote healthy lifestyles in childhood**. The participating projects, developed in schools and social or community-based organizations, focus on three key aspects of a healthy life: encouraging physical activity, promoting healthy eating, and fostering positive relationships.

This award is endorsed by the Organization of Ibero-American States for Education, Science, and Culture (OEI), the Universidad Católica de Córdoba (Argentina), the Universidad de Santo Tomás (Chile), and the Fundação de Ensino Superior de Bragança Paulista (FESB) (Brazil).

In 2024, **65 projects were submitted across the three countries**, all of which received mentoring support for their development. Following a rigorous selection process, an expert jury selected six winning projects—two from each country.

2024 Winners

Argentina

- 1st Prize: R.I.E. Program: Play and Recreation in Educational Institutions for the Promotion of Healthy Relationships within the Framework of School Coexistence. Instituto Ballester – Villa Adelina, Buenos Aires.
- 2nd Prize: ***"Infancias en movimiento en SOLES: promoción de la vida activa en contextos de enfermedad y tratamiento"*** (Childhoods in Movement at SOLES: Promoting Active Lifestyles in Contexts of Illness and Treatment). Asociación Civil Soles – Córdoba Capital.

Brasil

- 1st Prize: ***"Projeto Raízes: Identidade, Sustentabilidade e Saúde"*** (Raízes Project: Identity, Sustainability, and Health) EM Mafalda Teixeira – Rio de Janeiro.
- 2nd Prize: "Viva e Balance." EM José Maria da Silveira – Piratini, RS.

Chile

- 1st Prize: ***"Olimpiadas de Atletismo Escolar"*** (School Athletics Olympics) - Emilia Romagna School, Traiguén – Araucanía Region.
- 2nd Prize: "Escuela rural Isla Tabón: promoviendo la vida activa y fortaleciendo los vínculos saludables en comunidad" (Tabón Rural School: Promoting an Active Lifestyle and Strengthening Healthy Community Bonds) - Isla Tabón Rural School, Calbuco – Los Lagos Region.

Other Initiatives to Promote a Healthy Lifestyle in Childhood

"Caminhada com Humor" (A Walk with Humor)

Since 2014, in partnership with the Municipal Government of Piracicaba, we have supported this initiative aimed at encouraging physical activity in a fun and dynamic environment. The event was held during the 51st edition of the International Humor Exhibition of Piracicaba and was supported by the Arcor Institute in Brazil, Arcor do Brasil, and other partners.

This year, more than 600 people participated in the walk, reinforcing the commitment to a healthy lifestyle.

"Promotores de Vida Activa para la Primera Infancia" (Active Life Promoters for Early Childhood) Course

In Chile, in partnership with the Municipal Corporation of La Florida, Metropolitan Region, we implemented this hybrid training course—certified by the Universidad Santo Tomás—designed to train 38 educators from 26 educational institutions to strengthen their role as promoters of healthy habits in early childhood.



Actions for Our Employees

Our **Corporate Wellness Program** is structured around three core pillars: Movement & Energy, Healthy Eating, and Harmony.

Through these pillars, we implement initiatives aimed at encouraging physical activity, providing nutrition education, and ensuring the availability of healthy food options across all our facilities in Argentina where food services are offered to our staff. The program also includes medical check-ups, improvements in workspaces and work arrangements, and specific actions to support breastfeeding.

Responsible and Transparent Communication

Our strategy aims to promote informed and conscious choices through clear, comprehensive, and easy-to-understand labeling.

The labels on our products **comply with the regulatory requirements of each country in which we operate, providing all necessary consumer information** and incorporating the guidelines set by the Codex Alimentarius—an international benchmark for nutrition labeling.

- All our products include mandatory nutritional information, as well as additional details such as total sugars and vitamin content.
- Nutritional information tables display values per 100 g and per serving, along with the Percentage of Daily Value (%DV).
- We implement front-of-pack labeling on packaging in accordance with the regulations of the markets where we operate.
- Products featuring nutritional claims also indicate the quantified amount of the relevant nutrients on their labels.

To ensure a consistent approach aligned with international standards, we follow the **“Arcor Group Labeling Manual.”** This document outlines specific guidelines and regulatory requirements for labeling across our various markets and is regularly updated in line with changes in legislation.

Marketing and Advertising

At Arcor Group, we reaffirm our commitment to transparent communication and responsible advertising by actively participating in various organizations and regional forums that promote high ethical standards in commercial communication. These include:

- Consejo Publicitario Argentino (CPA; Argentine Advertising Council)
- Cámara Argentina de Anunciantes (CAA; Argentine Chamber of Advertisers)
- Asociación de Directivos de Comunicación (CÍRCULO DIRCOMS; Association of Communication Executives)
- Consejo Profesional de Relaciones Públicas de la República Argentina (CPRRPP; Professional Council of Public Relations of the Argentine Republic)
- As well as their counterparts in Brazil and Chile: the Associação Brasileira de Anunciantes (Brazilian Association of Advertisers), the Conselho Nacional de Autorregulação Publicitária (National Council for Advertising Self-Regulation), the Asociación Nacional de Avisadores (National Association of Advertisers), and the Consejo de Autorregulación y Ética Publicitaria (Council for Advertising Self-Regulation and Ethics).

Aware of our social responsibility—especially when it comes to promoting healthy lifestyle and eating habits among young

children—since 2018 we have implemented our **own Self-Regulation Policy for Child-Directed Advertising.** Under this policy, we only direct communications to audiences where more than 50% are children under 12 years old if the products meet the requirements of our Arcor Nutritional Profile System. The policy applies globally, except in cases where stricter local regulations or sectoral agreements exist, which take precedence.

Furthermore, we ensure full compliance with all marketing and advertising laws and regulations in the countries where we operate, adhering to the highest local and international standards. These initiatives, together with our participation in industry dialogue forums, enable us to strengthen our practices, share learnings, and promote communication rooted in integrity, transparency, and responsibility across all the markets where we are present.

Communicating Our Strategy

The **“Food for a Better Life” section, available on Arcor’s corporate website,** reflects our Healthy and Affordable Food Strategy. This platform provides a comprehensive overview of our key pillars, the initiatives we have implemented, and the progress we have made. Through this space, we share essential information about our commitment to health and well-being, promoting an improved quality of life through affordable and nutritionally balanced products.

 Learn more about Our [Our “ Food for a Better Life” Strategy](#)

We Do Make a Difference

Through the Arcor **“No da lo mismo”** (It Does Make a Difference) campaign, we opened the doors of our fields and factories to showcase how we care for people and the planet at every stage of our production process. According to a study conducted with Trensity, 6 out of 10 Argentinians believe that food companies make their sustainability practices barely visible. Additionally, 82% of consumers value brands that protect biodiversity and create a positive social impact.

That’s why we launched a comprehensive campaign across TV, radio, social media, and press, highlighting our actions in regenerative agriculture and sustainability. We also invited journalists and influencers to share why, at Arcor, how we do things truly does make a difference.



Quality at Every Step

We believe that only food that is safe, maintains its attributes, and is accompanied by transparent information can meet the nutritional needs of the population.

Our commitment is focused on offering the highest quality in all the food we provide, aligned with consumer expectations. We achieve this through a strong supply chain, certified processes, and an efficient marketing network.

With this commitment, we aim to ensure that every interaction with our customers and consumers reflects the quality and trust that define us.



2030 GOALS

- **100% of Arcor-owned food production plants certified under GFSI (Global Food Safety Initiative) Standards.**
- **80% of ingredient suppliers for food production certified under GFSI standards.**
- **100% of raw material and packaging suppliers evaluated or qualified under GFSI standards or Arcor Audits.**



2024 RESULTS

- **90% of our own food manufacturing plants certified under GFSI.**
- **72.5% of ingredient suppliers certified under GFSI.**
- **83.25% of raw material suppliers evaluated or qualified under GFSI standards or Arcor Audits (all Group businesses).**

(12) Includes the Dulceria Nacional plant in Angola.

The Value of Quality

Quality is a core value of our Corporate Philosophy, and we are committed to achieving the highest standards by listening to the needs of our customers and consumers. This approach allows us to meet their expectations and ensure a positive experience with our products.

Guided by this commitment, we have developed our Quality Strategy **“Valor en cada paso”** (Value at Every Step), aligned with our Sustainability Policy and Integrated Management System.

This strategy is structured around four key initiatives:

- **GROW** at every step with our suppliers, from the very beginning of the value chain.
- **ADD** value to our operations.
- **REACH** our customers and consumers with what they expect through the commercialization chain.
- **BUILD LOYALTY** among our customers and consumers.



Grow

As part of our initiative “GROW at every step with our suppliers, from the very beginning of the value chain,” we focus on minimizing risks associated with the supply chain and strengthening relationships with strategic partners who share our vision and management values.

We have established a rigorous system of selection, evaluation, monitoring, and continuous improvement to ensure that our suppliers of raw materials and production materials meet the required standards for producing high-quality, safe, and authentic products that comply with current legal regulations.



The evaluation process includes supplier qualification, considering as approved those who exceed the minimum required score in the ARCOR audit and hold certifications under standards recognized by the GFSI (Global Food Safety Initiative). Suppliers who do not meet this standard receive support to develop and implement improvement plans that will enable them meet the requirements in the future.

Additionally, we conduct specific programs to assess and develop agricultural producers linked to our Food and Agribusiness operations, using tailored strategies and questionnaires. For certain strategic suppliers, we implemented the Certified Quality program, based on the joint definition of requirements, verification methodologies, and the assurance of reliability in their operations, as well as in the raw materials and packaging materials they supply.

63.5% of the suppliers for the Group's mass consumption plants and 63.8% of our contract manufacturers for finished and semi-finished products hold a GFSI certification.

The initiatives implemented in recent years, along with the support provided to our suppliers, have significantly increased the number of suppliers rated as “approved”—from 72.3% in 2015 to 92.7% in 2024.

¹³ Includes the Dulcería Nacional plant in Angola.

Add Value

As part of our initiative to “ADD value to our operations,” in 2024 we made significant progress in certifying our management systems through the certifying body DNV, reaffirming our commitment to Food Safety, Quality, and the continuous improvement of processes.

This year, we expanded our FSSC 22000 certifications to include Cartocor Corrugado Arroyito, Quilmes, and Cartocor POP Luján, while maintaining key certifications such as BRC, HACCP, GMP, Global GAP, IFS, FSSC 22000, and the BRC Voluntary FSMA Module—demonstrating our commitment to meeting the highest standards in the industry.

Today, 49 plants are certified in Food Safety.

As part of our ISO 9001 Quality certification efforts, we added the Chancay plant in Peru to our network of certified sites and maintained the certifications obtained in previous years. At the same time, we strengthened the management of HACCP-HARPC (Preventive Controls), Food Fraud, Food Defense, and Allergen Management, incorporating new analyses that significantly improved our manufacturing standards.

Every October, we celebrate “Quality Month” across all our Business Units—an opportunity for employees to reaffirm their commitment and actively participate in initiatives that reflect our quality-driven culture.

 Learn more about [our Certifications](#)

Reach

Through the strategic initiative “REACH our customers and consumers with what they expect through the commercial chain,” we manage the quality of our products at every stage—from our logistics systems and warehouses (both company-owned and third-party), to transportation and the various sales channels. This includes:

- **Distributors**
- **Supermarkets**
- **Wholesalers**
- **New businesses**

Our approach is focused on preserving optimal product conditions, ensuring their integrity all the way to the end consumer. To achieve this, we continuously work on improving the associated processes, aiming to meet requirements and exceed our customers' expectations.

Additionally, we promote seamless integration between logistical and commercial processes, both internally and externally. With this objective in mind, we hold working sessions with various stakeholders in our distribution network, constantly optimizing the commercialization and distribution of our products.



Build Loyalty

We continue advancing in our strategic initiative “BUILD LOYALTY among our customers and consumers” to strengthen our relationship with them.

In 2024, we consolidated our communication channels, including telephone assistance, our corporate website, social media platforms (Facebook, X, Instagram, YouTube), corporate email, after-hours voicemail, and postal mail—adapting to the evolving profiles of today's consumers.

To enhance the customer experience, we implemented optimizations in Argentina, focusing on integrated social media monitoring and telephone support. These improvements allowed us to maintain high levels of post-sale satisfaction and reinforce customer and consumer loyalty. All interactions were recorded, and the information collected was shared with the Quality department to ensure timely and appropriate responses.

We continued to support consumer services in new business areas such as our e-commerce channel “**Arcor en Casa**” and our subsidiary in Angola. We also enhanced distributor support through our commercial app and active listening at Points of Sale.

In addition, our corporate website remains a key space to promote consumer education through informative video content. This year, we added a new video on the proper way to open packaging.

Focus on Satisfaction and Active Listening

- We provide personalized technical responses to consumers who submit product-related complaints.
- We conduct satisfaction surveys regarding both service and products.
- We prepare tailored reports for various stakeholders.
- We engage with consumers at Points of Sale as part of the celebration of World Consumer Rights Day.

Our **Consumer Service Center (SAC, as per its Spanish acronym)** is **ISO 9001 certified**, ensuring compliance with high standards and continuous improvement in customer care.

Key SAC Results

In 2024, the Consumer Service recorded a total of 73,489 complaint-related contacts, 99.95% of which were successfully resolved.

94% of consumers surveyed after a complaint or inquiry rated the service they received as either “very satisfactory” or “satisfactory.”

 Learn more about [Our SAC Results](#)





Regenerative Agriculture

We believe that food production systems must be sustainable to meet the demand of a growing global population. Regenerative agricultural and livestock production models offer solutions to address this demand while also tackling the key environmental challenges of our time.

We are committed to implementing regenerative production models for our main raw materials, prioritizing conservation practices, the use of precision technologies, and the empowerment of farming communities. These actions aim to regenerate ecosystems, enhance climate resilience, and promote a harmonious interaction between production systems and natural environments.

Key Principles of Our Strategy:

Best Agricultural Practices: We promote techniques such as crop rotation, efficient water management, and soil protection, which are essential for the regeneration of ecosystems.

Technological Innovation: We incorporate precision tools to optimize resources and minimize environmental impact, driving more efficient production chains.

Community Development: We work alongside local producers to foster their sustainable development, providing them with tools and knowledge to effectively implement regenerative models.

Sustainable Sourcing: We ensure that the raw materials used in our three business units (Agribusiness, Consumer Food Products, and Packaging) come from responsible systems, guaranteeing traceability and sustainability throughout the entire supply chain.

With this comprehensive approach, *we aim to lead the shift toward a production model that not only conserves natural resources but also regenerates them, ensuring a balance between human needs and environmental preservation.*



Sustainable Agricultural Production

We embrace a comprehensive approach to sustainable agriculture that aims to balance productive needs with environmental protection and social development. This approach applies both to our own operations and to the practices of the producers who supply us, prioritizing internationally recognized standards and continuous improvement throughout the value chain.

Key Principles of Our Strategy:

- **Compliance with International Standards:** We promote practices aligned with globally recognized certifications such as BONSUCRO (sugar), Global GAP (extensive and horticultural crops), SAI-FSA (corn and wheat), Rainforest Alliance (cocoa), RSPO (palm), and FSC and PEFC (forestry production).
- **Focus on Comprehensive Sustainability:** We assess aspects such as traceability, human and labor rights, environmental impact, deforestation, good agricultural practices, and economic conditions, ensuring a production model that respects both people and the planet.
- **Strengthening Production Chains:** We implement initiatives to improve performance across the agricultural value chains in which we operate—environmentally, socially, and productively—integrating innovation and technology to address current challenges and promoting the adoption of best practices in regenerative agriculture.
- **Support for Local Farmers:** We offer training programs, technical assistance, and financing to encourage the adoption of improved agricultural practices and technological advancements, fostering sustainable development in farming communities.

Sugar

In 2024, at our La Providencia sugar mill, we reinforced our Sustainable Sugar Production Program by integrating environmentally responsible practices, efficient agricultural processes, and community development support.

Progress in Global Certifications

We renewed our Global G.A.P. and Local G.A.P. certifications for 5,165 hectares of our own land, reaffirming our commitment to eliminating sugarcane burning. Additionally, we certified 19,825 tons of sugar under Bonsucro standards.

Organic Production

We certified over 10,500 tons of organic sugar through the USDA-NOP audit, destined for customers in the United States and Canada. We also expanded the initiative launched in 2023, onboarding 10 small producers with 50 hectares certified under the NOP-CAN standard, enhancing their crops with specialty products.

Smallholder Development

Through the “Proyecto Cobra” (Cobra Project), we promoted mechanized harvesting, reducing harvest time from 100 to 3 days and improving income diversification opportunities for farmers. In 2024, 19 producers delivered 23,000 tons of sugarcane using sustainable practices that preserve soil and eliminate post-harvest stubble burning.

Crop Rotation

We expanded sugarcane-soybean rotation to 560 hectares, a practice that enhances soil fertility, reduces the use of agrochemicals, and increases productivity.

Expansion of the Forestry Plan

We planted an additional 5,000 trees, reaching a total of 71,500. This effort included 65,000 exotic species (eucalyptus, pines, poplars, and grevilleas) and 6,500 native species (cedars, pink trumpet tree, and tipu tree), enriching the [“A Better Life Natural Forest.”](#)

Composting and Sustainable Fertilization

We produced 5,000 tons of organic compost from sugarcane by-products such as filter cake, bagasse, sludge, and ashes. This compost replaces synthetic fertilizers and promotes low-carbon agriculture.

Efficient Irrigation

We introduced a reel-type irrigation system as part of a project to boost productivity in marginal areas. This technology ensures more precise water application, improves crop conditions, and prevents issues such as water erosion and soil compaction.



Corn and Wheat

We work alongside our suppliers and customers to build a responsible and efficient agricultural model.

In 2024, we strengthened our Sustainable Corn Growers Development Program, which promotes responsible practices in the production of the corn and wheat we process.

Expansion of Certifications and New Areas of Impact

The program reached a significant milestone with the certification of a total of 282,600 hectares managed by 13 producers—a growth of over 107% thanks to the addition of 146,600 new hectares.

Additionally, we expanded SAI-FSA certifications by incorporating two new corn processing plants in Baradero and Chacabuco, enabling us to offer certified products from these sites. Furthermore, we obtained the 'multi-crop' certification, covering both corn and wheat production, ensuring sustainable practices for both crops.

Training and Continuous Improvement

We conducted two key training sessions with the 13 growers, in collaboration with CASAFE and Campo Limpio. These sessions focused on the management of crop protection products and waste, addressing improvement opportunities identified during the SAI-FSA audits.

New Commercial Opportunities

Through an agreement with our client Pernod Ricard Argentina, we began supplying sustainable alcohol produced from certified corn at our San Pedro plant. This partnership strengthens our commitment to the development of sustainably certified ingredients and their integration into our customers' value chains.

Fruit and Vegetable Production

In 2023, we conducted a comprehensive assessment to better understand the context of the growers who supply our Food Business with key raw materials such as tomato, corn, sweet potato, pear, plum, apricot, peach, quince, and orange. This analysis, based on the FSA-SAI certification self-assessment, addressed key aspects of agricultural sustainability, including operational management, labor conditions, community, biodiversity, air quality and emissions, soil and water management, crop protection, and integrated pest management.

The study involved 14 growers of plum, apricot, peach, tomato, and pear. Based on the results, in 2024 we moved forward with identifying improvement areas to develop a collaborative action plan with the growers, aiming to promote more sustainable agricultural practices.

As part of this initiative, we organized a Regenerative Agriculture training session delivered by INTA Mendoza for the Arcor Cuyo technical team, with a focus on horticulture and fruit cultivation. The training aimed to integrate innovations that support more regenerative and sustainable production methods.

Complementing this approach, in 2024, we reaffirmed our commitment to responsible production by sourcing fruit from our own farms, which are certified under the Global GAP standard. This certification guarantees safe and sustainable agricultural practices across 310 hectares dedicated to plum, peach, orange, quince, and apricot cultivation. These fruits are processed in our Food Business facilities to produce pulps, jams, and other products, strengthening our offering with a focus on sustainability and traceability.

Commitment to a Childhood Free from Child Labor

Building on our commitment to human rights, we continue to work on the prevention and eradication of child labor in our fruit and vegetable supply chain through our "Crece Jugando" (Growing Up Playing) Program, aimed at ensuring a childhood free from child labor. This effort focuses on three main action areas:

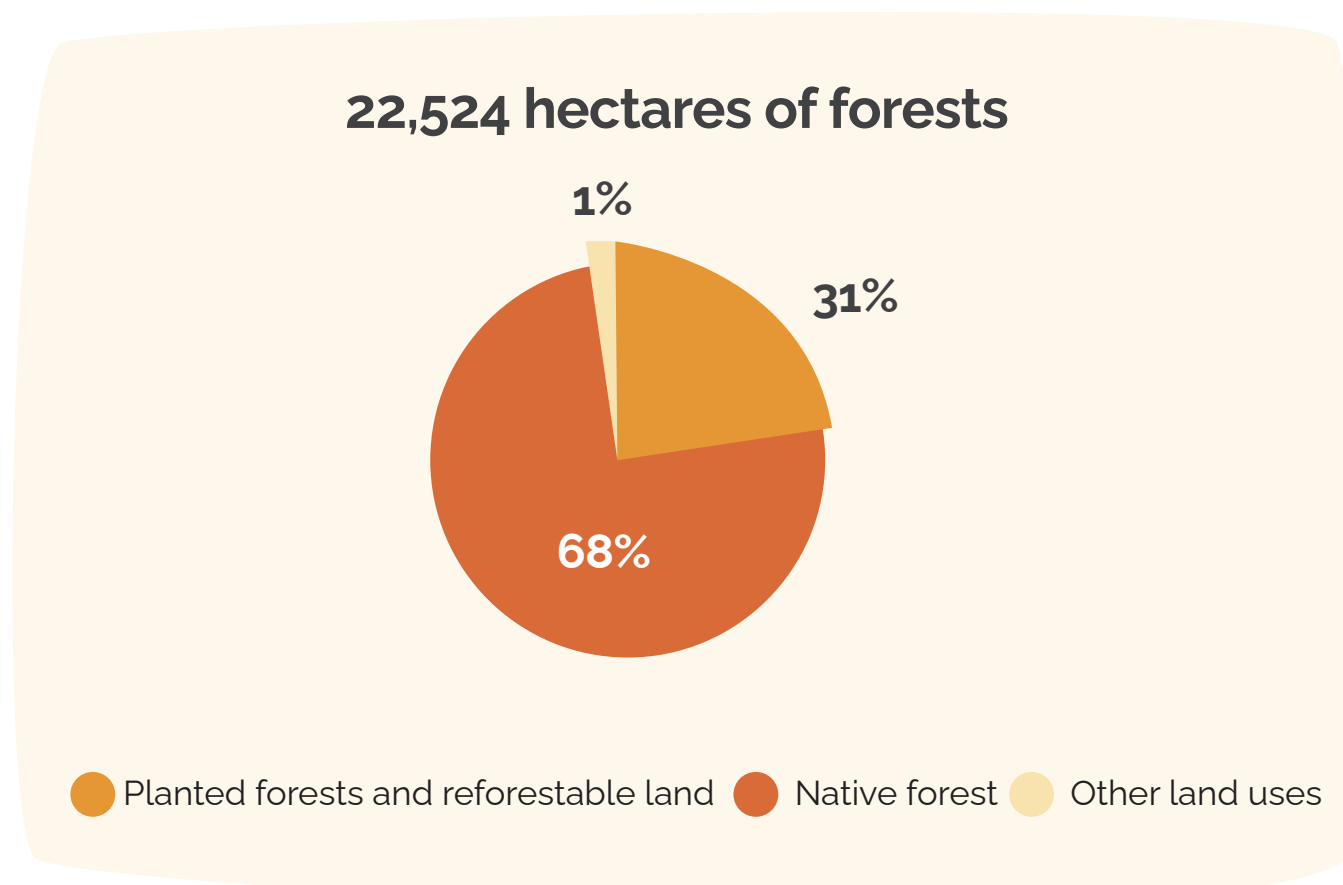
- **Community Intervention:** Opening Child Development Centers (CDI) for the children of fruit and vegetable harvesters during the harvest season, providing support and care during this critical period.
- **Awareness and Training:** Implementing awareness initiatives and training programs for all involved stakeholders, emphasizing the importance of eradicating child labor and protecting children's rights.
- **Formal Commitment with Producers:** Including clauses on the prevention and eradication of child labor in contracts with our producers, ensuring a shared commitment to this cause.

In 2024, we worked with 43 producers and supported 8 *Child Development Centers (CDI, as per its Spanish acronym)*, benefiting 250 children by providing safe spaces and appropriate care.

We also maintained strong ties with municipal governments and continued to participate in joint actions with the Provincial Commissions for the Prevention and Eradication of Child Labor (COPRETI), strengthening our collective efforts toward a childhood free from child labor.

Sustainable Forestry Production

We continue strengthening our commitment to sustainability and the conservation of Misiones' natural heritage by responsibly managing 22,524 hectares of forest land. This area includes 6,954 hectares of plantations and reforestable land, 15,269 hectares of native forest, and 301 hectares allocated to other uses such as roads, campgrounds, quarries, nurseries, and industrial facilities.



Pillars of Our Commitment

- **Certified Sustainable Management:** We manage forests according to standards endorsed by PEFC Argentina and CERFOAR, aiming to preserve biodiversity and maximize environmental benefits.
- **Certified Sustainable Management:** We manage forests according to standards endorsed by PEFC Argentina and CERFOAR, aiming to preserve biodiversity and maximize environmental benefits.
- **Social Commitment:** We engage in continuous dialogue with local communities to address their needs and concerns.
- **Long-Term Vision:** We plan and monitor resource use to ensure the fulfillment of our forest management objectives.
- **Regulatory Compliance:** We strictly adhere to applicable laws and commitments undertaken.
- **Transparency and Traceability:** We ensure control over forest products from origin to commercialization.

Our commitment pillars include certified sustainable management, endorsed by PEFC Argentina and CERFOAR, aimed at preserving biodiversity and maximizing environmental benefits; a social commitment grounded in continuous dialogue with local communities; long-term planning with controls to ensure our objectives are met; strict compliance with applicable regulations; and transparency and traceability systems that monitor forest products from their origin through to commercialization.

Sustainable Forest Management Cycle

Our forest plantations are managed through a 17-year sustainable cycle, which includes stages of land preparation, planting, maintenance, silvicultural treatments, and harvesting. At each stage, we prioritize the responsible use of plant protection products, conduct water sources monitoring, and apply an integrated pest management approach.

Additionally, we reforest approximately 400 hectares per year, identifying in advance the planting areas, the zones included in the Native Forest Recovery Program, and those with ecological connectivity value.



Fruits and Vegetables

We reaffirm our commitment to responsible production by sourcing fruits and vegetables certified under the Global GAP standard, which ensures product quality and environmental care at every stage of the agricultural process.

In 2024, we sourced 170,759 certified tons of tomatoes, corn, sweet potatoes, and pears.

Palm

We submitted the Annual Communication of Progress (ACOP) to the Roundtable on Sustainable Palm Oil (RSPO), a report in which we outlined our action plan to achieve 100% sustainable sourcing, detailing the volumes of palm and its derivatives used, as well as the percentage of RSPO certified sustainable products.

In 2024, we purchased 8 tons of palm kernel derivatives certified under RSPO.

Cocoa

We continue to source cocoa certified under the Rainforest Alliance standard and have begun working with our suppliers to advance compliance with the EUDR regulation. This includes analyzing both cocoa derivatives and the sourcing of EUDR-certified chocolate, in line with the requirements for exports to the European Union starting in 2025.

In 2024, we acquired 29 tons of cocoa liquor and 30 tons of cocoa butter certified under Rainforest Alliance.

Fish

Since 2007, our Mar del Plata plant has operated under the Dolphin Safe chain-of-custody certification, a standard recognized as one of the most effective for protecting marine biodiversity. This certification ensures that our tuna is caught without harming dolphins and promotes responsible fishing practices, eliminating the use of drift nets and minimizing the impact on other marine species such as birds, turtles, and mammals. It also aims to reduce the capture of juvenile tuna, contributing to the sustainability of the marine ecosystem.

In 2024, we sourced 1,236 tons of tuna certified under the Dolphin Safe standard.

Eggs

We continue to strengthen our commitment to animal welfare through the Cage-Free Egg Sourcing project, which ensures that the egg products we use come from suppliers who implement systems of breeding that respect hens, allowing them to engage in natural behaviors.

In 2024, we increased the purchase of cage-free egg derivatives, reaching over 68,000 kg certified under the “Certified Humane” international standard.

This progress reflects our efforts to integrate more sustainable practices into our production lines, which include alfajores (Mini Torta, B&N Triple, Cofler Mousse, and Águila) and wafers (Ópera and Cofler).



Milk

In 2024, we achieved a daily production of 40,000 liters of fluid milk, supplying 100% of the confectionery business and covering 20% of the domestic demand for powdered milk used in products such as cookies, chocolates, and ice cream.

This volume comes from five milking units and 1,500 animals, ensuring the quality of flagship products such as Butter Toffees, Vaca Lechera, Cremino, and Holanda.

Focus on Quality and Animal Welfare

Animal comfort and care are fundamental to our operations. We implement the Good Dairy Practices (GDP) Program of the BAP Network, adapting protocols based on IRAM Standards and audited by our Quality team. Additionally, we produce milk certified as KOSHER and manage our dairy farms under ISO 14001 standards for environmental management and ISO 45001 standards for occupational health and safety.

- **Technological Advances for Animal Welfare**

Electronic Collars: These allow real-time monitoring of each animal's health, nutrition, and reproduction, enabling early identification of issues, reducing the use of inputs, and minimizing mortality. Automated Sorting Gates: Operated in sync with the collars, these gates facilitate the separation of animals requiring attention without human intervention, promoting more efficient and less stressful handling.

- **Innovative Diagnostics with Artificial Intelligence**

We implemented an artificial intelligence system for mastitis diagnosis, based on the reading of chromogenic plates directly in the dairy farm. This approach allows for rapid pathogen identification, optimizing antibiotic use, improving recovery rates, and reducing antimicrobial resistance.

- **Efficient Feed Management**

Using specialized software, we monitor and optimize animal feeding in terms of quantities, timing, and stock management. This tool ensures accuracy and guarantees a proper and consistent diet.

- **Commitment to Responsible Production**

We do not use growth promoters or diets designed for this purpose. Antibiotics are used only for therapeutic purposes, under veterinary supervision, and treated milk does not enter the commercial supply chain.

Sustainable Sourcing

We promote responsible practices in the production of the raw materials we acquire. Although our interaction with producers is indirect, we collaborate with our suppliers to implement initiatives that ensure sustainability throughout the entire value chain.

¹⁴ Good Agricultural Practices



Agro +30 Program

Since its launch, this Program has become a key initiative to promote regenerative production models that strengthen ecosystem resilience, climate stability, the development of producer communities, and a positive interaction between production systems and natural environments. It also complements initiatives we have implemented since 2012 to ensure the sustainable production of our raw materials.

Main Pillars of the Program:

Carbon Balance

In the context of the global climate crisis, the agricultural sector plays a key role in reducing greenhouse gas emissions. Sustainable practices not only help mitigate climate change but also facilitate adaptation to its effects. One of the most promising strategies globally is regenerative agriculture, which focuses on capturing carbon in soils, balancing the carbon cycle within the production system.

In 2024, we continued promoting the “Carbon in Agricultural Systems” project, developed in partnership with [CREA](#) and [UPL](#). This initiative aims to identify the challenges and opportunities related to carbon balance in agricultural systems. We made significant progress in defining a soil organic carbon measurement protocol, designed to be both practical and accessible for producers, taking into account the diversity of Argentina's productive regions.

In addition, we conducted an analysis of the main carbon calculators available on the market, providing producers with a “toolbox” to help them select the methodologies best suited to their specific needs.

The project scope includes measuring organic carbon in soils across 9 key production chains: sugarcane, dairy farms, tomatoes, stone fruits, vineyards, citrus, complete cycle livestock, silvopastoral systems, and corn-soybean-wheat rotations. These measurements are being carried out in four key productive regions of Argentina—the Pampas, Northeast Region (NEO), Northwest Region (NOA), and Cuyo—offering a comprehensive view of the carbon footprint across diverse production contexts.

This project strengthens our commitment to more sustainable agricultural production by providing tools and knowledge that support the transition toward a positive carbon balance and contribute meaningfully to the fight against climate change.

Biosolutions

We promote the use of biocontrol agents, biostimulants, and biofertilizers as key tools to preserve biodiversity and reduce the environmental impact of the agricultural sector. These solutions improve agricultural efficiency while contributing to the sustainability of production systems.

- **Field Trials in Specific Crops:** We conducted trials with biosolutions in tomato production in San Juan and stone fruit crops in Mendoza. These trials evaluated a natural, degradable physical soil conditioner that enhances water use efficiency and mitigates various types of stress.
- **Reduction of Chemical Fertilizers:** We applied organic amendments in fruit orchards to reduce the use of synthetic fertilizers, adjusting nitrogen doses during the spring season.
- **Organic Compost Production:** We continue to promote the production of organic compost at La Providencia Sugar Mill, using it in sugarcane cultivation as a sustainable alternative to chemical fertilizers.

Digital Agriculture

Digital agriculture integrates technology and digital processes to collect and analyze data, enabling more efficient resource management and the implementation of Good Agricultural Practices (GAP). Through Agro+30, we encourage the adoption of these tools in the main production chains we are involved in, moving towards more precise, profitable, and sustainable production.

- **Advances with the Auravant Platform:** We continue implementing the digital agriculture platform Auravant, which maximizes productivity and sustainability by optimizing natural resources and implementing Good Agricultural Practices (GAP). Practices such as variable seeding and the efficient use of fertilizers have shown significant improvements, minimizing environmental impact.
- **Water Footprint Assessment with Kilimo:** We are working with the start-up Kilimo to measure water requirements and consumption in tomato, sweet corn, and fruit crops. This project aims to establish a baseline that will allow us to develop improvement plans for water efficiency together with the producers who supply our operations.
- **Irrigation Tests and Soil Variables:** We have conducted trials with irrigation measurement probes and soil variable analysis to compare data with the producers' usual practices. This work contributes to the development of more precise strategies to optimize water use in different agricultural regions.



CHAPTER 04

Fostering People's Prosperity

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Fostering People's Prosperity

We drive people's prosperity by fostering inclusion, diversity, and equity, building trust-based relationships, and ensuring the well-being of our employees. Through strong community engagement and collaboration across our extensive value chain, we strengthen the progress of the communities we are part of, contributing to the economic and social growth of our environment.

Our Sustainability Policy establishes the following commitments:



Inclusion,
Diversity,
and Equity



Workplace
Well-being



Community and
Value Chain
Development



4.1. Inclusion, Diversity, and Equity

We believe that inclusion is key to ensure no one is left behind on the path to development, that diversity enriches work teams, and that equity is essential to reducing inequalities.

We are committed to fostering a respectful and tolerant work environment, promoting a culture where each person is valued for their individuality.

Through this commitment, we ensure equal opportunities for all individuals, without distinction.



2030 GOALS:

- 50% of managerial and leadership vacancies to be filled by women by 2026.
- 50% of new hires to be women by 2025.
- 2.4% of the total workforce to be comprised of people with disabilities by 2025.



2024 RESULTS:

- 43% of managerial and senior leadership vacancies were filled by women.
- 46% of new hires were women.
- 1.9% of the total workforce is comprised of people with disabilities.



Strategic Diversity, Equity, and Inclusion Plan

At Arcor Group, we believe that diversity broadens our worldview, enriches our teams, and strengthens the organization. Since 2021, we have been driving our **Strategic Diversity, Equity, and Inclusion Plan (PEDI)** with the goal of creating a more inclusive and representative environment.

To lead this commitment, we have an Executive Diversity Committee, chaired by the General Manager of Human Resources and composed of 14 leaders from different areas and business units. Throughout the year, this committee held five strategic meetings, guided by expert María José Sucarrat and supported by the Business Network for Diversity at Universidad Torcuato Di Tella. This backing allows us to move forward with confidence in this process of cultural change.

We also have a Voluntary Operational Committee made up of 17 team members who, driven by their commitment to inclusion, design and propose innovative initiatives aligned with our strategic pillars. To foster inclusion and diversity across our organization, we work along five key pillars:

- **Gender**
- **Inclusion of People with Disabilities**
- **Sexual Diversity**
- **Generations**
- **Ethnocultural Diversity**

Each of these focus areas is addressed through concrete actions, ranging from awareness and training programs to the development of inclusive policies that reflect the company's cultural progress and its broader environment. Our challenge is to continue evolving, ensuring that diversity becomes a tangible value in every aspect of our organization.

Our teams are composed of 20,380 people.			
72% men 28% women			
Región	Men	Women	Total
Argentina	10.370	2.938	13.308
Brazil	2.087	1.568	3.655
Chile	1.253	365	1.618
Mexico	553	535	1.088
Peru	269	95	364
Spain	5	7	12
Rest of the world (*)	196	139	335
Total	14.733	5.647	20.380

(*) (*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.

Gender

Promoting the holistic development of women is essential to ensure their active participation across all areas of the business. Creating spaces where they can grow, be visible, and fully contribute to the community is part of our commitment to equity.

Since the launch of the Gender Equity Program in 2012, we have worked to increase the participation of women within our company. Over the past decade, we have implemented various policies to achieve this goal, such as ensuring that 50% of participants in our **Talent Programs** (Young Entrepreneurs and University Internships) are women, in addition to expanding specific benefits to support both motherhood and professional development.

In 2017, this commitment was reinforced through our endorsement of the **United Nations Women’s Empowerment Principles** (WEPs). Later, in 2021, we entered a new stage of the program with three strategic pillars:

Working on our organizational culture by positioning leaders as key drivers of change.
Providing women with tools to enhance their professional development.
Expanding and strengthening maternity benefits, adapting them to each country and promoting active support from leadership.

In 2024, we promoted various initiatives based on these guidelines:

- 4th edition of the **“+Mujeres Líderes”** (+Women Leaders) Mentoring Program, designed to enhance the development and visibility of female employees. This program aims to promote career development practices with a gender perspective, connecting leaders and employees across the organization. In 2024, a total of 72 mentees and mentors participated.
- Integration of **corporate gender goals** into the annual sustainability objectives of all company business units, as part of our **Performance Management System**.
- **“Encuentros que inspiran”** (Encounters that Inspire) program, a space for dialogue and active listening to the experiences and needs of women at our company. This year, a total of 300 people from Argentina and Brazil participated.
- Expansion of the **“Mais Mulheres na Manutenção”** (More Women in Maintenance) program in Brazil, which provides training in mechanics and electricity to prepare women for roles in our operations. The program offers six spots per plant and includes an 18-month training period.

Gender and Position	Senior Management		Management		Supervisory Roles		Analysis/ Supervision		Auxiliary/ Operational Tasks	
	N°	%	N°	%	N°	%	N°	%	N°	%
Women	1	12,5%	77	17,9%	308	32,8%	1.250	38,4%	4.011	25,5%
Men	7	87,5%	354	82,1%	630	67,2%	2.003	61,6%	11.739	74,5%



NEXT GOALS:

- For 2025: Ensure that 50% of new hires at the company are women.
- For 2026: Ensure that 50% of managerial vacancies are filled by women.



People with Disabilities

Fostering a truly inclusive work environment involves creating solutions that ensure equal opportunities for all individuals, regardless of their condition. For over a decade, we have been actively working to integrate people with disabilities by promoting accessibility across our workplaces and developing local recruitment networks.

In 2012, we launched our Labor Inclusion Program for People with Disabilities, aimed at creating the necessary conditions for their incorporation into our teams. As part of this commitment, we set **a target for people with disabilities to represent 2.4% of our workforce**, while also ensuring compliance with legal requirements in each country where we operate (5% in Brazil and 1% in Chile).

To strengthen this initiative, we continue to promote awareness and training efforts, including the distribution of our **Basic Inclusion Guidelines Manual**, designed to support the effective integration of people with disabilities across the company. This material provides guidance on types of disabilities, inclusive language, and hiring barriers, and is currently implemented in Argentina.

Additionally, we expanded our network of partnerships with specialized organizations to better identify suitable candidates for our recruitment processes. Looking ahead to 2025, we plan to launch a broad awareness campaign to further promote the inclusion of diverse talent.

387 people with disabilities in our teams			
23% more than the previous period			
Gender	Category	Number	%
	Women	131	2,3%
	Men	256	1,74%
Age Group	Under 30 years old	90	2,63%
	Between 30 and 50 years old	224	1,86%
	Over 50 years old	73	1,48%
Region	Argentina	164	1,23%
	Brazil	182	4,98%
	Chile	21	1,30%
	Peru	1	0,27%
	Mexico	17	1,56%
	Spain	0	0,00%
	Rest of the world	2	0,60%

Sexual Diversity

Ensuring an inclusive work environment means respecting and valuing each person's freedom of expression, gender identity, and sexual orientation. We believe in the importance of creating spaces where everyone can live authentically, promoting a diversity of experiences and perspectives.

Throughout 2024, we strengthened our awareness and sensitization initiatives regarding diversity and gender. As part of this commitment, we launched the virtual newsletter **"Miércoles Diversos"** (Diverse Wednesdays), a seven-issue series featuring information and recommendations on inclusion and respect in the workplace.

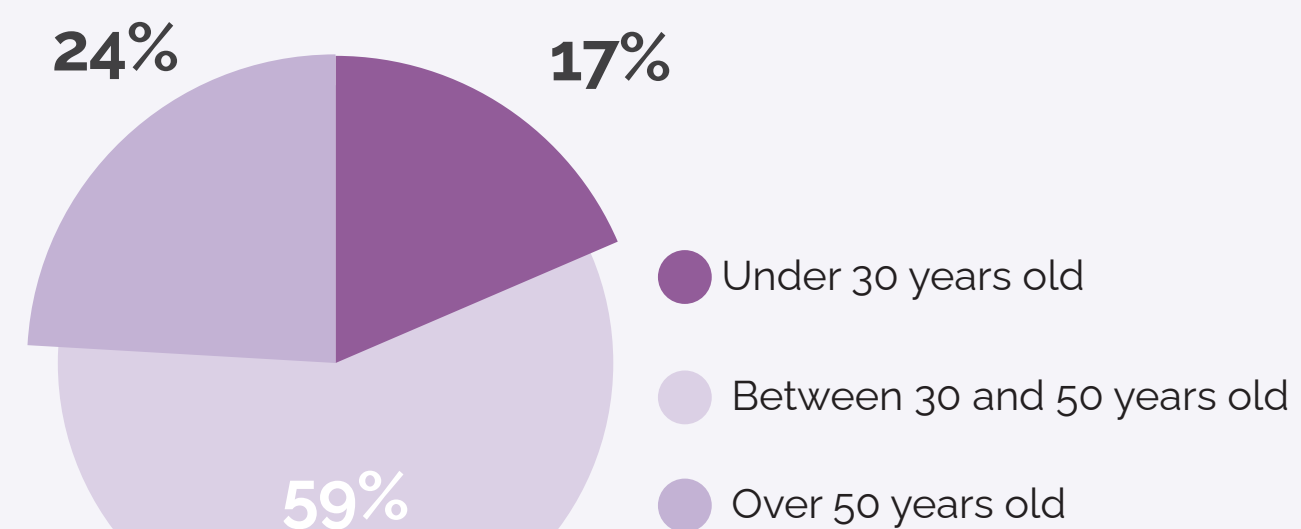
Additionally, on the International Day Against Homophobia, Transphobia and Biphobia, we reaffirmed our commitment through awareness-raising and communication activities. During **Pride Month (LGBTIQ+)**, we launched an internal training campaign in which senior leaders emphasized the importance of continuing to build a truly inclusive work environment.

Generations

We believe in the value that **generational diversity** brings to our organization, as the combination of different perspectives and experiences drives our evolution and growth. That is why we promote the **participation of people of all ages**, removing any age-related barriers in our hiring and talent management processes.

With over 70 years of history, we continue to innovate thanks to intergenerational collaboration, which keeps our organizational DNA alive. The coexistence of different age groups enriches our perspective, fuels creativity, and strengthens teamwork, enabling us to tackle challenges more effectively.

In 2024, through our **"Miércoles Diversos"** (Diverse Wednesdays) newsletter, we shared information about the different generations that coexist at Arcor Group, offering tools to enhance their interaction and foster a culture of mutual learning.



Ethnocultural Diversity

We are a multicultural company that promotes representativeness and respect for ethnic and cultural diversity. This pillar has a particularly strong presence at our operational sites in Brazil, where we run the Refugee and Migrant Inclusion Program.

In 2024, we continued to strengthen this initiative by welcoming 23 new team members at our Brazilian plants, mainly from Venezuela and Haiti.

Our commitment is to continue creating opportunities for people from different backgrounds to integrate and thrive in an inclusive work environment.

Campaigns for a More Inclusive Environment

Together with the Diversity and Inclusion Committee, we carried out awareness campaigns focused on three key areas: Gender, Sexual Diversity, and Disability, fostering visibility and awareness to build more inclusive workplaces.

Gender: On International Women's Day (#8M), we shared stories of women who made a mark in the food, packaging, and agribusiness industries. We also held a webinar with experts and conducted an internal survey, which led to the production of a corporate video highlighting the role of women at Arcor.

Sexual Diversity: During Pride Week, under the theme "Live with Pride," we shared educational content and a video featuring company leaders, reaffirming our commitment to an inclusive work environment.

People with Disabilities: On the International Day of Persons with Disabilities, we launched the campaign "Let's Keep Building Inclusive Spaces," which included a livestream with subject-matter experts and informative materials to raise awareness and promote inclusion.

 Learn more about [Our Workforce Indicators](#)



4.2. Workplace Well-being

We believe that safe working conditions, a positive work environment, and professional growth are essential aspects of people's quality of life.

We are committed to maintaining safe and healthy workplaces to ensure the well-being of every member of the company, encouraging creativity, initiative, and development, while also promoting a healthy work-life balance.

Through this commitment, we aim to create suitable, flexible, and modern workplaces for all employees, aligned with the evolving challenges of the future of work.



2030 TARGET:

- Reduction of the Lost Time Incident Rate (LTIR) across our operations to below 5 by 2025 and below 3 by 2030.



2024 RESULTS:

- We recorded a LTIR of 4.62.

Occupational Health and Safety

We strive to ensure safe and appropriate working conditions that promote the health, safety, and well-being of all our employees.

Our Occupational Health and Safety Management System covers 100% of our employees and external workers whose activities or workplaces are under our company's control.

The system complies with the applicable legislation in each country where we operate and is certified under ISO 45001:2018, reaffirming our commitment to the highest standards in occupational health and safety.

ISO 45001 Certification

Currently, 86.9% of our industrial operations are certified under this standard, positioning us as leaders in occupational health management in the region.

We have 53 certified sites, ensuring ongoing compliance through recertification audits at some facilities and maintenance processes at others.



Cultural Evolution in Safety

Cultural transformation is an ongoing process that goes beyond surface-level changes. It represents an evolution toward a stronger, more resilient cultural model aligned with principles of safety, well-being, and responsibility—fostering both individual and collective growth.

Over the years, we have implemented programs such as **“Aprender para Crecer”** (Learning to Grow) in the Packaging Division and the **“Programa Compromiso”** (Commitment Program) in our Mass Consumption plants. These initiatives have strengthened our organizational culture by empowering employees and raising awareness about the importance of working in a safe and healthy environment.

In 2024, we developed the Unified Cultural Model, integrating the areas of EHIS (Environment, Hygiene, and Industrial Safety), Quality, and the Integrated Management System (IMS). This unified approach strengthens safety leadership and the continuous improvement of working conditions, consolidating safety as a core

Risk Management and Active Participation

We foster a **culture of prevention and continuous improvement** through a variety of tools that support risk identification and encourage active employee involvement. We apply assessment methodologies such as Near-Miss Cards, Incident Reports, and Preventive Observations, among others, which allow us to document risk situations and improvement opportunities without consequences for those who report them.

Additionally, **we have set specific objectives to strengthen risk identification across all our operations**, promoting employee engagement in health and safety management. In doing so, we build an organizational culture centered on prevention, mutual care, and continuous improvement.

At our plants, EHS Pillars (MAHPI) or specific Integrated Management System (IMS) committees lead the monitoring and control of these tools, ensuring systematic oversight and promoting a shared commitment to building a safer work environment.

6C Risk Program

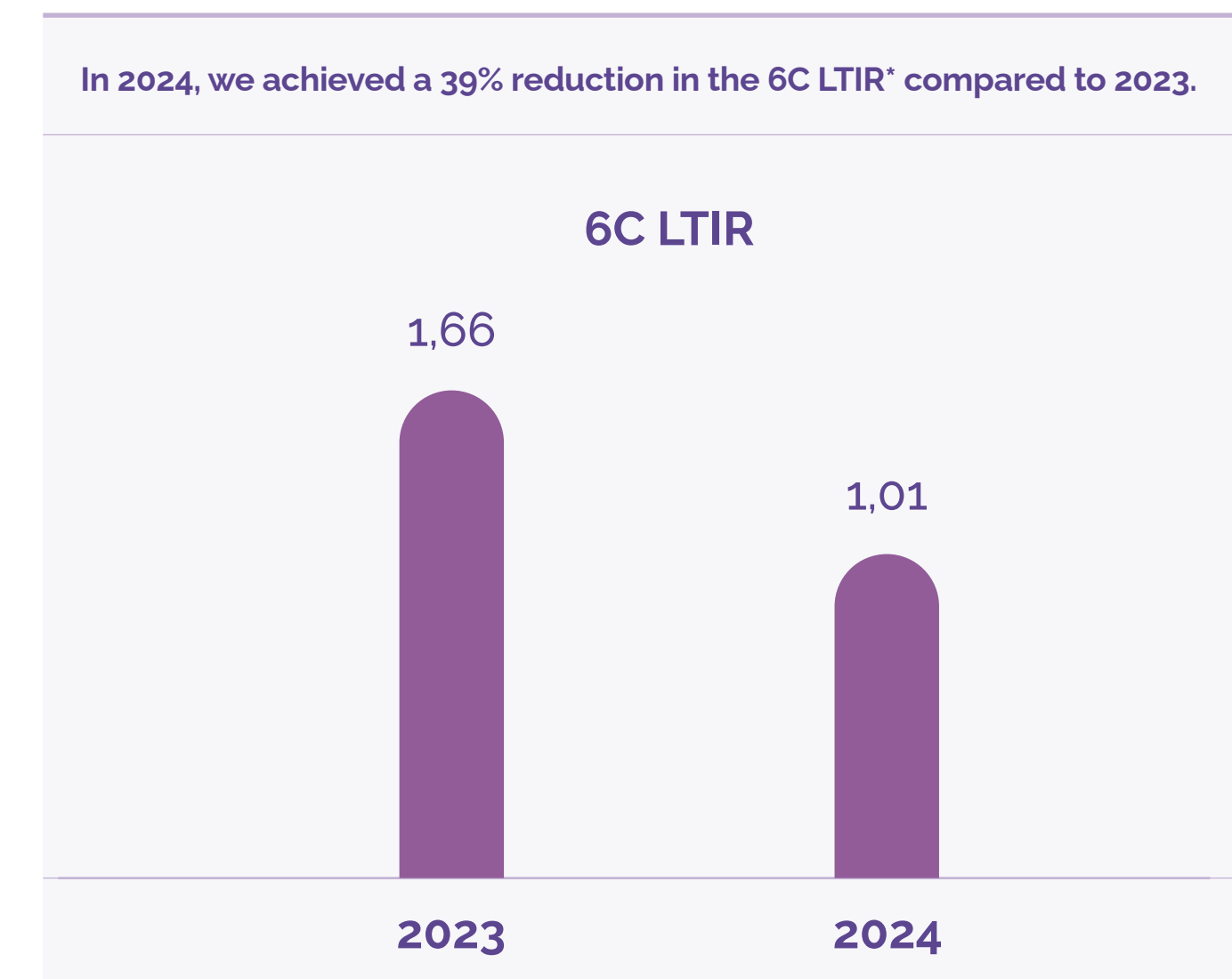
We continue to implement the 6C Risk Program to control our most critical risks through a prioritization methodology that allows us to allocate investments more effectively.

The incidents classified as 6C risks are those with the potential to cause serious accidents:

- Falls from Heights
- Entanglement in Powered Equipment
- Electrical Hazards
- Falling Objects
- Vehicle Strikes
- Contact with Chemicals or Hot Substances

The main objectives of this program are:

- To reduce and eliminate risk situations that could lead to serious accidents (6C Risks).
- To contribute to the effective reduction of this type of incidents.



(*) Lost Time Incident Rate

Looking ahead to 2025, we are committed to continuing to address high-risk situations and improve working conditions through our various Occupational Health and Safety plans.

Comprehensive Ergonomics Program

In 2023, we launched the Comprehensive Ergonomics Program aimed at creating healthy and inclusive workspaces from an ergonomic perspective, considering the diverse needs of all our employees.

The program is structured around three key pillars:

- **Healthy Aging:** Adapting work processes for employees with more than 20 years of service or over 50 years of age.
- **Inclusive Design:** Ensuring accessible workstations for people with disabilities.
- **Gender:** Implementing workplace improvements to guarantee inclusion regardless of gender.

In 2024, we consolidated the program by emphasizing compliance with legal regulations, particularly through Annex 11, which is part of our corporate procedures and incorporates the key principles of Resolution 886/2015 of the Ergonomics Protocol issued by Argentina's Superintendence of Occupational Risks (SRT, as per its Spanish acronym). We also began implementing medium-term improvement plans (2024–2026).

• **Key achievements include:**

- Review of the Women at Work Procedure (gender)
- Review and redefinition of stacking height standards (legal)
- Modification of Annex 11 (legal)

We also advanced our Activity Plan across facilities in Argentina (Consumer Food, Ingrear, Agribusiness, Logistics, Bagley, Food Business), with **667 improvements scheduled for 2024–2026:**

- 119 Administrative Improvements
- 354 Technical Enhancements
- 15 Training Sessions
- 51 Studies
- 128 Projects

Accident Rate and Improvement Projections

In 2024, we **achieved a significant reduction in workplace accidents**, with overall improvements across nearly all business areas. This success reflects the positive impact of programs implemented since 2023, such as the 6C Risk Program, the Ergonomics Program, and the Cultural Evolution initiative.

Looking ahead, we will continue strengthening these action plans, reaffirming our commitment to ensuring the safety of all employees, maintaining the downward trend in accident rates, and consolidating a culture of continuous improvement, well-being, and occupational health.

Evolution of Arcor Group's Lost Time Incident Rate (LTIR)							
	2018	2019	2020	2021	2022	2023	2024
Lost-Time Injuries	291	270	273	256	245	283	195
Lost-Time Injuries – 6C	56	46	57	47	50	69	42
Lost Time Injury Frequency Rate	8	7,4	8,3	6,9	6	6,83	4,62
Lost Time Injury Frequency Rate – 6C	1,5	1,3	1,7	1,3	1,2	1,66	1,01

Types of Injuries in Plants in Argentina					
	2020	2021	2022	2023	2024
Amputations	4	4	0	1	5
Contusions, wounds, and trauma	124	80	132	162	108
Ergonomic Injuries	42	48	15	15	9
Fractures	35	24	7	12	4
Eye injuries	20	0	4	3	2
Other	2	13	0	1	2
Burns	20	8	20	23	11

Occupational Diseases

Over the past year, the number of reported occupational diseases remained virtually unchanged compared to 2023. The continued implementation of preventive strategies and control measures—particularly following the identification of NISHL cases (Noise-Induced Sensorineural Hearing Loss) the previous year—helped contain the emergence of new conditions.

Ergonomic-related conditions remained at similar levels to those in 2023, especially those involving the trunk and spine. However, a slight decrease was observed in cases affecting upper and lower limbs. These results underscore the need to further strengthen preventive and adaptive strategies to address ergonomic risks associated with our operations.

	2020	2021	2022	2023	2024
Hearing loss	49	9	136	42	39
Ergonomic injuries – Upper limbs	54	32	69	83	82
Ergonomic injuries – Lower limbs	9	3	5	2	3
Ergonomic injuries – Spine	9	3	12	7	14
Respiratory conditions	2	2	0	0	0
Other	0	1	1	4	1

Psychosocial Risks – ISO 45001

Throughout 2024, we continued identifying and managing psychosocial risks associated with job roles and tasks across our operations, implementing corrective measures to mitigate them.

For the 2025–2026 period, we plan to develop an advanced analysis methodology to enable a more targeted organizational approach to psychosocial factors. This initiative will involve a detailed assessment of potential risks, aiming to enhance our prevention efforts and foster a safer, healthier work environment.

 Learn more about [Our Occupational Health and Safety Indicators](#)

Occupational Health and Safety in Logistics

To ensure road safety, in 2024 we continued delivering the mandatory course **“Responsabilidad Social para Conducir”** (Social Responsibility for Driving), aimed at the transportation companies we work with in Argentina, Chile, Uruguay, Bolivia, and Paraguay.

Additionally, in Argentina we conducted in-person training sessions focused on raising awareness and promoting safe driving practices. One such session, titled **“Prevención de Accidentes de Tránsito en el Ámbito Laboral”** (Traffic Accident Prevention in the Workplace), was led by a road safety expert and attended by 188 professional drivers.

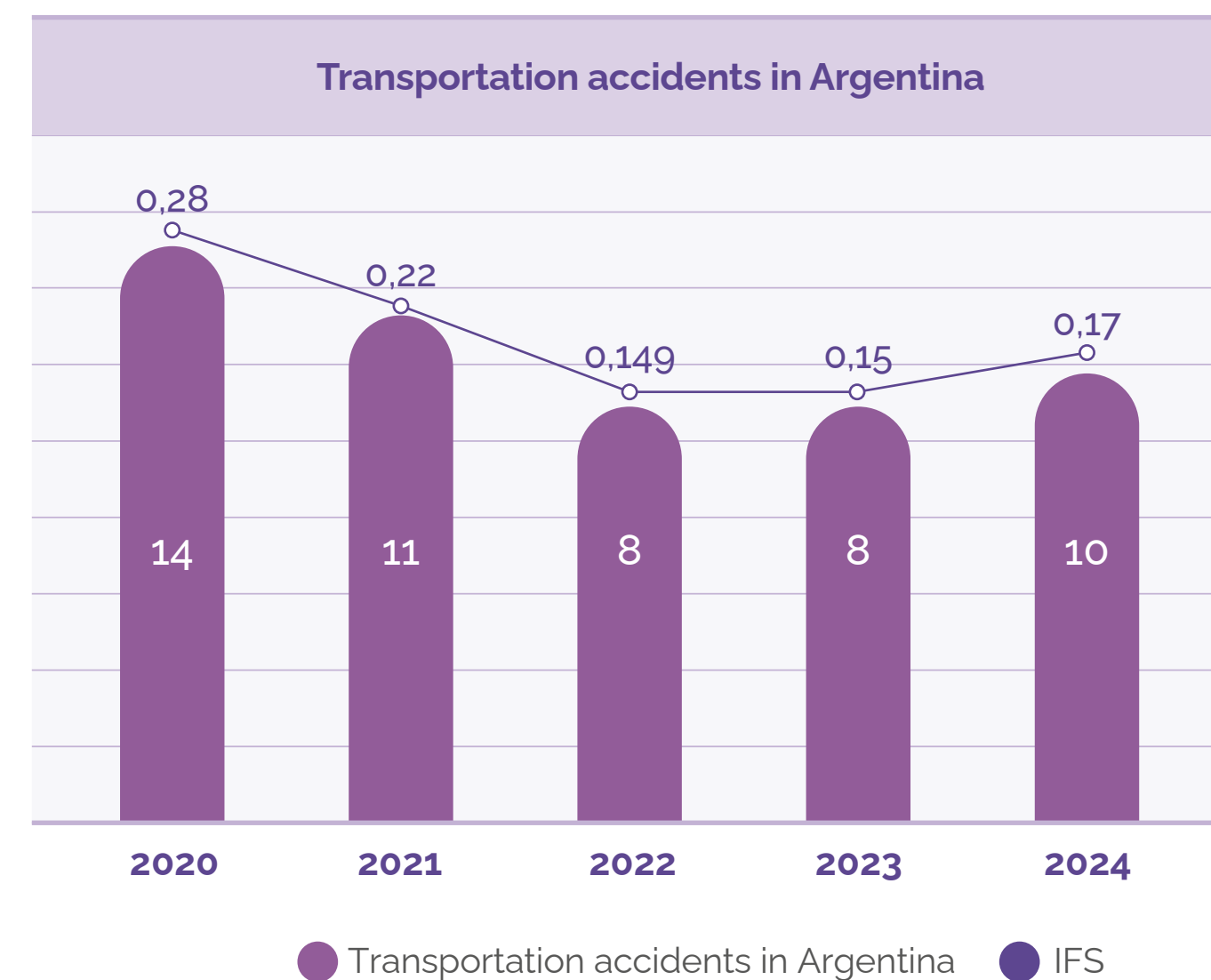
In total, 3,099 drivers from 211 transportation companies in Argentina, Chile, and Southern Affiliates were trained in safe driving practices in 2024—reaching 96% of the driver population.

As every year, we monitored and analyzed transport-related accidents through our road accident frequency indicator (**AFI, Accident Frequency Index**), aiming to track accidents and implement preventive measures to avoid future incidents. The AFI is calculated as the number of accidents per million kilometers traveled.

In 2024, we maintained a prevention-focused investigation process and expanded the indicator to include Southern Affiliates, the Distribution Center in Chile, Brazil, and Ardion.

• **The AFI recorded in 2024 was 0.17 (Standard: 0.14),** with:

- 10 accidents in Argentina
- 1 accident in Chile
- 1 accident in Bolivia
- 0 accidents reported in the remaining countries



Workplace Climate Management

The well-being of our employees is supported by continuous and sustainable management, based on the assessment of their perceptions regarding:

- **Organizational Conditions**
- **Team Dynamics**
- **Workplace Relationships**
- **Value Proposition**
- **Participation in the Organization**

This approach allows us to understand employee well-being comprehensively across our organization.

In 2022, we relaunched our **Well-Being Survey**, offering all team members the opportunity to participate 100% online, with easy access, confidentiality, and an active role in the process.

In 2024, we conducted the second Global Corporate Survey.

Pulse Survey Results	
Surveyed population:	18.985 people
Responses received:	15.056
Response rate:	79%

Workplace Well-being Survey Results	
Team average	72%
Conditions average	72%
Overall favorability	73%
eNPS (Employee Net Promoter Score):	55.4%

Professional Development and Training

Our teams are the driving force behind our company. That's why we promote development and training opportunities, providing our employees with access to new tools and knowledge to strengthen their skills and support the company's sustainable growth.

Opportunity Marketplace (Internal Job Postings)

We support the professional development of Arcor Group employees who seek new challenges within the company. In 2024, we launched a **new channel to manage this process** through the Oracle HCM application. This tool allowed us to expand the program's reach, **making job postings visible across all hierarchical levels and countries where we operate.**

161
internal promotions in 2024



Internship Program

Each year, as part of our talent acquisition strategy, we aim to bring in university students in the final years of their studies. Our goal is to help them bridge the gap between academic training and professional experience, offering their first job opportunity while strengthening partnerships with universities and training centers. In 2024, we participated in **job fairs** and held various talks and workshops across universities nationwide.

In 2024, we hired 135 new interns in Argentina, reaching a total of 161 active internships in the country by the end of the year.

+4 interns vs. 2023
+18 active internships vs. 2023

Strategic Resources Program (PRE, as per its Spanish acronym)

Every two years, we carry out the **Strategic Resource Planning process** with the goal of identifying high-potential individuals for future leadership roles.

In 2025, we will launch the 10th edition of the PRE, with a special focus on the development of women leaders.

Performance Management System (SGD, as per its Spanish acronym)

We have a Performance Management System that not only evaluates our performance but also helps identify areas for improvement as a company and supports the growth of our employees.

Through the SGD, we plan and assess performance based on assigned responsibilities, individual and business objectives, company-defined competencies, and each employee's progress in their development plans.

Throughout the year, we continued to strengthen the multi-source feedback process to optimize:

- Self-assessment
- Evaluation
- Performance Review

In doing so, we incorporated feedback from internal clients, peers, and direct reports, enhancing the process and consolidating it as a 360° development tool.

Employees by Gender and Job Category Who Received a Periodic Performance Evaluation

Employees	2024
By Gender	
Women	92%
Men	94%
By Job Category	
Management	97%
Supervisory Roles	97%
Analysis/Supervision	94%
Auxiliary/Operational Tasks	88%

In 2024, the SGD covered 4,474 employees.

Arcor University

At **Arcor University** (UA, as per its Spanish acronym), we offer a wide range of corporate, technical, and general-interest learning opportunities, enabling our employees to enhance and update their skills and knowledge.

Our purpose is to democratize access to knowledge, encouraging each employee to take an active role in their professional development, set their own goals, and foster a continuous learning mindset.

This year, **we launched a new learning experience portal**, integrating Arcor University into the Oracle HCM application. This new system enables the creation of learning communities and targeted learning paths, enhancing knowledge management across the organization.

The platform allows us to design, organize, and manage training offerings to effectively meet business objectives through a diverse

- **Powerful Conversations**
- **Sustainability Management**
- **Business Analytics**
- **Community Relations**
- **Assertive Communication**
- **Diversity**
- **Customer Experience**
- **Quality Management**
- **Operations Management**
- **Project Management and Agility**
- **Onboarding**
- **Innovation and Creativity**
- **Marketing**
- **Digital Mindset**
- **IMS (Integrated Management System)**
- **Software and Applications**
- **Collaborative Work**
- **Personal Transformation**

A total of
173.297
hours were dedicated
to learning.

In 2024, we added **6 new pieces of content** in various formats to the platform, and **more than 1,296 users** accessed the training offerings.

Benefits for Our Employees

We promote a healthy work-life balance for our employees, fostering strong and lasting connections with the company. To achieve this, we develop policies and offer benefits tailored to the conditions of each country where we operate.

Key Benefits Offered:

- Company product giveaways
- Wedding gifts (*)
- Birth gifts (*)
- Additional vacation days (*)
- Meal vouchers and lunch services
- Medical assistance
- Optional supplemental life insurance (*)
- Pension plans for management levels (*)
- Gym membership discounts
- Reduced working hours for maternity and adoptive maternity/paternity leave (*)

(*) Not applicable to temporary staff.

Child-Related Benefits:

- Monthly financial assistance for working mothers with children up to 6 years old
- Newborn care package at birth
- Secondary school assistance
- Summer school programs
- Lactation rooms in industrial plants
- School clothing and supply kits for employees' children
- Arcor product giveaways
- Private healthcare coverage
- Children's Day celebration events

Compensation

At Arcor Group, we do not apply any salary differentiation based on gender in any job category.

We monitor the compensation of non-unionized staff to promote internal equity, ensure gender equality, and maintain our competitiveness in the labor market.

Positioning within salary bands is determined based on market data and individual performance. We pay close attention to market trends to ensure our company remains competitive and is able to attract and retain the talent needed for our operations.

Freedom of Association and Collective Bargaining

We reaffirm **our commitment to freedom of association and collective bargaining**, in line with the principles of the United Nations Global Compact, our Human Rights Commitment Policy, and our Code of Ethics and Conduct, in addition to complying with the legislation in the countries where we operate. We fully recognize these fundamental rights in all our activities.

In 2024, no incidents were reported at our main production sites or those of our suppliers that would have jeopardized freedom of association or collective bargaining.

In the case of outsourced operations, we require compliance with standards equivalent to those of our company in terms of labor legislation and social responsibility. This compliance is verified through regular audits to ensure the elimination of any form of forced or unregistered labor, as well as the prevention of child labor.

82.4% of our employees are covered by collective bargaining agreements

Learn more about [Our Freedom of Association and Collective Bargaining Indicators](#).



Community and Value Chain Development

We believe that companies can foster the creation of economic, social, and environmental value across their entire value chain and in the communities where they operate.

We are committed to promoting the comprehensive development of our communities by creating spaces for collaboration, nurturing entrepreneurial spirit, and supporting local roots. Likewise, we are committed to ensuring a responsible value chain by promoting quality work, continuous improvement, and adherence to environmental, social, and health standards.

Through these commitments, we enhance prospects for progress and improve living standards for all the people we engage with.



2030 GOALS:

- Reach 100,000 people through initiatives for socioeconomic development and inclusion by 2030.
- Train 200,000 people by 2030 to contribute to equal educational opportunities for children in Latin America.
- Audit 100% of distributors for their social and environmental performance.
- Evaluate 100% of transportation providers using sustainability criteria.
- Ensure 100% of new suppliers are signatories of the Letter of Adherence.
- Audit 100% of contract manufacturers for their social and environmental performance.



2024 RESULTS:

- +43,000 people participated in initiatives for socioeconomic development and inclusion.
- +58,000 people trained to promote equal opportunities for children.
- 85% of contract manufacturers reached by audits for their social and environmental performance.
- 100% of distributors evaluated for their social and environmental performance.
- 100% of new suppliers have signed the Letter of Adherence to the Fundamental Principles for Responsible Management.
- 100% of transportation providers evaluated using sustainability criteria.



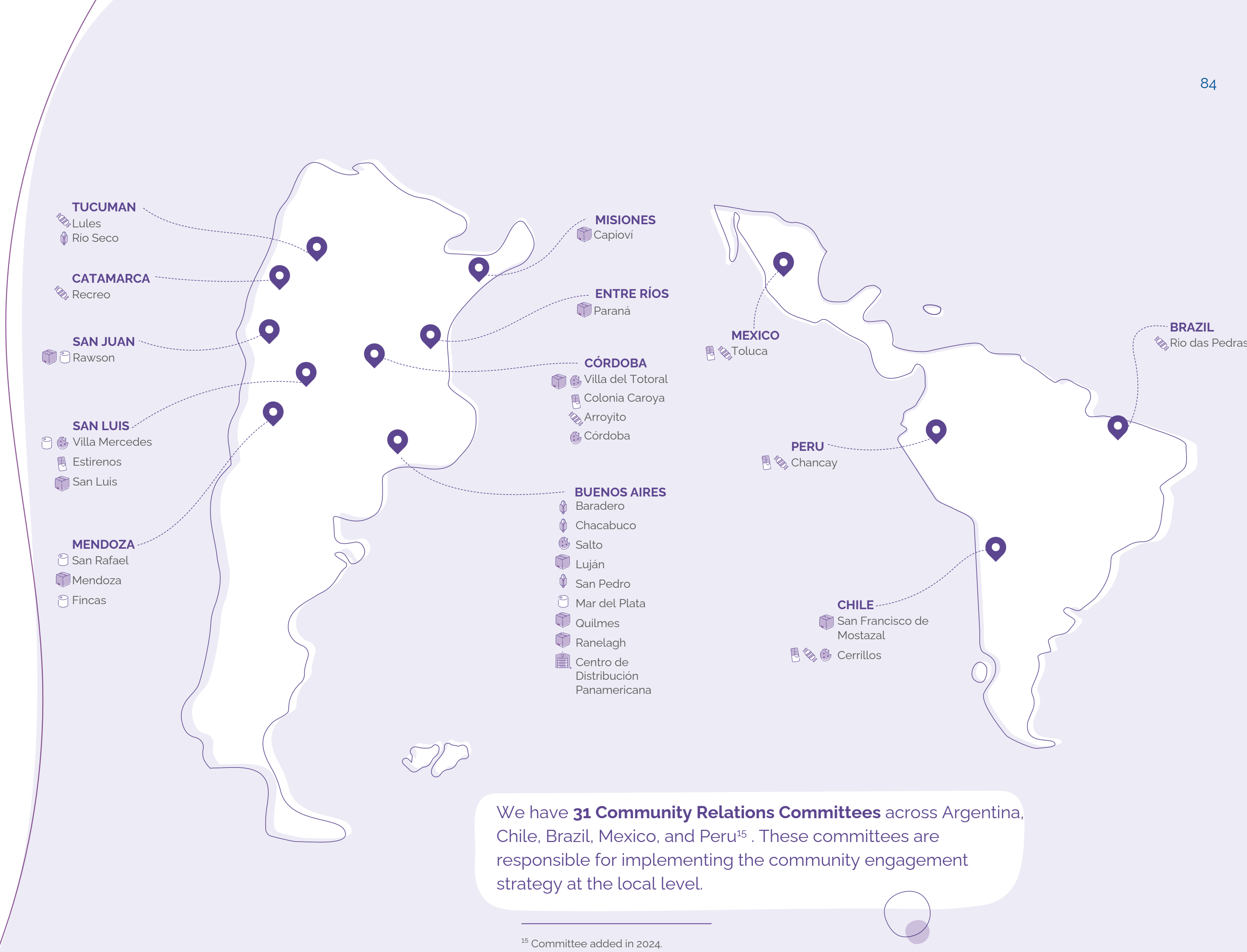
Community Impact Management Strategy

We have developed a strategy that enables us to identify and manage the impacts of our operations on local communities. This strategy supports the timely and efficient management of actions and relationships in the territories where we operate, acknowledging our role as co-responsible actors in the integral development of these communities.

Throughout 2024, we continued working on strengthening our community impact management model and strategy.

Key Work Areas

1. Identify the impacts of the company-community relationship through diagnostics.
2. Strategically manage risks and opportunities.
3. Promote and manage actions for integral community development.



Food



Chocolates



Bagley



Confectionery



Agribusiness



Packaging



Logistics

Integration of the Committees

The Committees¹⁶ are composed of the following areas:

- Industry (Plant Management)
- Human Resources
- EHIS (Environment, Hygiene, and Industrial Safety)
- Community Relations

Committee Responsibilities

- Maintain and update a diagnosis of the company-community relationship and its impacts.
- Develop and implement the Local Operational Plan.
- Communicate the projects and actions being carried out to both plant staff and the community.
- Represent the company in activities related to projects implemented at the local level.
- Manage community complaints received by the plants, particularly those related to environmental matters such as vibrations, odors, noise, transportation, and effluents. Each plant has a specific procedure for addressing such complaints: the situation is first assessed, then the complainant is contacted, and finally the issue is managed within the framework of the company's integrated management system.

Training and Strengthening of Community Relations Committees

In 2024, we reaffirmed our commitment to strengthening the skills and knowledge of Community Relations Committee members through training programs and capacity-building activities.

To this end, we organized a **training event with 55 Plant and Industrial Complex Managers**, who lead the Community Relations Committees. Held in collaboration with the General Management of Operations and Supply Chain, the event aimed to strengthen leadership capabilities and encourage the exchange of experiences and best practices among Community Relations teams.

Dialogue and Outreach Platforms

We participate in key engagement spaces that reflect our role as both a social and economic actor, with the goal of strengthening relationships with the various stakeholders in the communities where we operate.

Partnerships and Network Participation

- **Asociación Empresaria Argentina (AEA):** In 2024, we continued strengthening our alliance with AEA through the implementation of the "Mentorías" (Mentorship) Project for high school students from both public and private schools in the provinces of San Luis, San Juan, and the city of Luján. This initiative aims to provide guidance and support to youth as they prepare for their professional futures.
- **Provincial Commissions for the Prevention and Eradication of Child Labor (COPRETI):** We maintained our active participation in COPRETI forums, particularly in the province of San Juan, contributing to efforts to eliminate child labor and promote child well-being.
- **Training and Value Chain Diversification:** Together with CODE, we conducted training sessions in various regions for companies seeking to expand their knowledge and diversify their value chains. We also carried out site visits to productive units to identify potential suppliers under our Responsible Inclusive Purchasing (CIR, as per its Spanish acronym) program.
- **Social Organizations Strengthening Program:** Since 2023, we have been supporting the institutional strengthening of social organizations located near La Providencia Sugar Mill and the Misky Complex. In 2024, we expanded the program to include organizations from the city of Recreo.

- **Local Participation and Collaborative Management:** Throughout 2024, our Community Relations Committees actively participated in more than 23 multi-stakeholder spaces involving local and provincial institutions, adapting programs and projects to current contexts.
- **Participation in RedAmérica:** Through this network, we promote initiatives that drive community development. In this way, we reinforce our commitment to sustainable development and strategic social investment across Latin America.

¹⁶ In plants where operational impacts or raw material sourcing require it, additional representatives from directly involved areas—such as Agriculture, Forestry, Procurement, and Logistics—are included in the Committee. Each Committee is responsible for developing the plant's Annual Community Relations Operational Plan, which is then integrated into the company's overall strategic and investment plans.

Community Dialogue and Grievance Management

We maintain an open and ongoing communication system with key stakeholders, including:

- Municipal governments
- Local authorities
- Civil society organizations
- Educational institutions
- Public service providers
- Residents living near our facilities

This approach ensures transparent and collaborative management of community impacts, strengthening relationships and promoting sustainable development.

In 2024, we conducted Perception Studies at the Bicentenario and Bagley plants in Santiago de Chile, as well as at the Ranelagh plant and the Panamericana Distribution Center in Argentina.

Through focus groups and in-depth interviews with key stakeholders in each location, we assessed:

- Perceptions regarding the company-community relationship.
- Social, environmental, and economic impacts

The results allow us to identify strengths and areas for improvement, providing critical input to develop strategies and action plans that reinforce our community engagement.

Visits to Industrial Plants

Every year, we welcome members of the community to our plants as part of our stakeholder engagement strategy. These visits are aimed at primary, secondary, and technical schools, universities, and academic institutions. This initiative not only strengthens our relationship with local communities but also serves as a valuable educational tool for visitors.

To expand and democratize access to industrial plant visits across the country, **we launched “Universo Arcor” in 2024** in collaboration with Arcor Foundation. This digital platform **allows schools to take live, 360° guided tours of our main production processes.**

Through this interactive experience, students can explore the manufacturing of iconic products such as Butter Toffees in Arroyito, bon o bon in Colonia Caroya, canned tomatoes in San Juan, Surtido Bagley cookies in Salto, and cardboard boxes at Cartocor in Luján. The tour includes videos, quizzes, and educational content aligned with school curricula, using digital technologies to stimulate learning.

 Learn more about [Universo Arcor](#)

In 2024, more than 10,000 people visited our plants.



Corporate Donation Program

Through product donations, we support the work of local organizations and institutions, particularly those focused on children and adolescents.

In 2024, we supported more than 870 local organizations, including through partnerships with the Food Bank Network and several Cáritas Diocesan branches.

Arcor Group donates a wide range of products, including those outside the commercial circuit, as well as semi-finished products or raw materials generated during production that can be reused or reprocessed.

85% of our donations are channeled through Food Banks, 7% through Diocesan Cáritas, and the remainder is directed to educational institutions and community organizations in the areas where we operate in Argentina.

862.799

kilos of product
donated in
Argentina.

270.484

kilos of product
donated in other
countries¹⁷

**+70 new local
organizations
supported in 2024**

20 Years of Commitment to the Food Bank Network

As a long-standing partner of the Argentine Food Bank Network, we reaffirm our commitment to fighting food waste and hunger. Over the past two decades, we have supported key initiatives such as the recovery of edible food and its distribution to more than 4,500 social organizations. This year, we joined the campaign *"Por un país sin hambre"* (For a Country Without Hunger), strengthening our alliance and promoting a positive impact in the communities where we operate.

**+ de 24.000
boxes donated to
the Food Banks of
Córdoba, Paraná,
and Rosario**

Special Year-End Action

We carried out this initiative to support organizations that provide direct food assistance to vulnerable urban populations. In December, we donated non-perishable products to the Food Banks of Córdoba and Buenos Aires, which were responsible for distributing them to the appropriate institutions.

**60,000 lunch/dinner
and snack servings
donated for the third
consecutive year**

¹⁷ Brazil, Ecuador, Chile, Paraguay, Uruguay, Bolivia, Mexico, Spain, Angola, and the United States.

Corporate Volunteering: “Mejor con vos” (Better with You)

In 2024, at Arcor Group we reaffirmed our commitment to the communities we are part of through **“Mejor con Vos,”** our corporate volunteering program, launched for the first time this year. This initiative invites our employees to take part in actions aligned with our **#ABetterLife** Sustainability Strategy, strengthening our connection with the surrounding environment.

The program is built on three core pillars:

- **Responsible:** We promote social engagement within our organization, encouraging values such as entrepreneurial spirit, innovation, and dedication to community wellbeing.
- **Professional:** We link volunteering efforts to our employees' areas of expertise, providing continuous training to maximize impact.
- **Place-Based:** We focus our actions on direct interventions in communities, strengthening the local social fabric.

Mejor con vos” (Better With You) in Action

Throughout the year, more than 250 employees participated in volunteer events in partnership with Food Banks from different regions of the country, achieving:

- Sorting over 19,000 kilograms of food.
- Providing more than 54,000 meals to people in vulnerable situations.
- Each volunteer contributed the equivalent of more than 200 meals.

The activities took place in seven of our plants and commercial offices, with the participation of volunteers from Buenos Aires, Córdoba, Mendoza, Tucumán, and Rosario, who assisted in sorting and distributing food to community kitchens and social institutions.

At Arcor Group, we continue to encourage the active participation of our employees in initiatives that generate a positive impact, reinforcing our corporate values and contributing to sustainable development.

mejor
CON VOS

PROGRAMA DE VOLUNTARIADO DE GRUPO ARCOR



“Ser Parte” Program

In 2024, we continued implementing our **Environmental Education Program**, designed to share the environmental management and protection practices we carry out in our industrial operations, while engaging nearby communities.

During the year, the program was implemented in **10 communities** through partnerships with **29 schools** located near our industrial facilities. As part of this initiative, we held environmental education workshops for **2,504 primary school children** in Argentina and Chile, with the participation of **90 company employees** who acted as environmental educators and ambassadors.

+5 new partnerships
with nearby
schools

Technical Schools Engagement Program

With the aim of contributing to educational processes and improving the quality of education in the areas where we operate—as well as fostering the availability of qualified technical talent—we continue to develop our Technical School Engagement Program. In addition, we actively participate in various public-private collaboration spaces to enrich both educational content and teaching methodologies.

Internships and Training

At Arcor Group, we provide opportunities for young people to enter the labor market and promote engagement initiatives with technical training institutions.

In 2024, we carried out high school internships across **19 plants, involving 281 students from 53 schools in Argentina**. Additionally, we trained and supported **62 teachers**, with the direct involvement of **167 employees**.

Mentorship Project

In 2024, we strengthened our alliance with Asociación Empresaria Argentina (AEA) and implemented the “Mentorías” (Mentorship) Project, involving **283 high school students** from public and private schools in the provinces of San Luis, San Juan, and the city of Luján.

This initiative aims to support students in developing their capstone projects by offering guidance and assistance from a socio-productive perspective.

+26 students vs. 2023.

Arroyito Higher Education Center

Through an agreement with the National University of Córdoba and the Municipality of Arroyito, we continue supporting the Arroyito Higher Education Center (CESA), which facilitates access to university-level education for both young people and adults. In 2024, the center offered:
En 2024 se realizaron:

- **6 diploma programs** related to the food industry, agricultural management, communication, maintenance, procurement, and logistics.
- **200 students**, both youth and adults, participated in the training activities provided by CESA.

We promote the development of Indigenous communities

Throughout 2024, our work at the Papel Misionero Natural and Cultural Reserve focused on **building partnerships with key local stakeholders** to foster comprehensive social, economic, and environmental development in the region. These efforts significantly improved the living conditions of the Mbyá Guaraní communities and contributed to the conservation of the natural environment.

One of the key focus areas was **strengthening the Tekoa Jejy, Tekoa Jejy Mirí, and Tekoa Paraje Mandarina** communities, which are home to a total of **269 people from 64 families**. To achieve this, we implemented social and productive development programs, including beekeeping workshops, the installation of community gardens, and improvements to housing conditions.

In the educational sphere, we worked on strengthening institutions within the Reserve and surrounding areas, focusing on intercultural and bilingual education. We conducted teacher training and literacy workshops for Mbyá Guaraní children, prioritizing Spanish as a second language and promoting teaching methods that respect their cultural identity. These initiatives were carried out in partnership with various organizations, including Arcor Foundation, CONICET, and the Organization of Ibero-American States for Education, Science and Culture (OEI).

As a result, more than 200 children and adolescents participated in educational projects, and 50 teachers were trained in bilingual methodologies.

The territorial approach adopted contributed to strengthening the productive and educational capacities of the communities. This model reinforces our commitment to biodiversity and the development of local communities.

Social Investment in Childhood

Our Social Investment Strategy involves voluntary, planned, and monitored allocation of private resources to public-interest social projects, all focused on a single cause: childhood. This strategy is implemented through:

- The mobilization of social stakeholders.
- The development of the skills of educators, caregivers, and adults responsible for children.
- The support of local outreach projects focused on childhood, from a rights-based perspective.

Arcor Foundation in Argentina, Arcor Institute in Brazil, and Arcor Foundation in Chile work to ensure that education is a tool for equal opportunity for children across Latin America.

In 2024, we supported and implemented 164 initiatives in Argentina, Brazil, Chile, and other countries in the region, directly benefiting 683,515 children and training 58,899 individuals working with children. Additionally, 522,683 people participated digitally, and we reached 7,749,409 individuals from the general public.

RESULTS COMPARED TO 2023:

- **+8 initiatives**
- **+326,998 children reached**
- **+18,122 people trained**
- **+96,096 people participated digitally**
- **+4,498,583 people reached from the general public**



Early Childhood and Comprehensive Development

We support the strengthening of services and environments dedicated to the care and education of early childhood through the training and capacity building of adult caregivers, as well as by improving the material conditions of the institutions involved in this work.

To this end, we carry out various initiatives, including:

“Mi Patio es el Mundo” (My Playground is the World) Award (Latin America)

Since 2018, in partnership with OMEP, this contest has been held uninterruptedly across several countries to recognize best practices in Education for Sustainable Development (ESD) implemented by Early Childhood Care and Education institutions (ECCE).

Advancing ESD in early childhood requires a shared vision and joint efforts from educational institutions, families, communities, and civil society.



2024 RESULTS

184 experiences in total (3% growth compared to 2023)

Based on these experiences, **14 projects** were selected¹⁴, —including winners and honorable mentions— from the 7 participating countries: Argentina, Brazil, Chile, Bolivia, Uruguay, Paraguay, and Peru.

¹⁴ Each winning project received a voucher for educational materials related to their submission, valued at approximately USD 1,500 (equivalent in local currency)

“Niñez Cercana” (Bringing Early Childhood Closer) Program (Argentina)¹⁹

We supported municipalities in their early childhood initiatives through daycare centers, early childhood development centers, and similar institutions. In 2024, we implemented a series of training modules on various topics related to the comprehensive development of early childhood.



2024 RESULTS

- Participation of **10 municipalities**
- Training delivered across **5 modules**
 - Physical and motor practices in early childhood
 - Art, language, and play in early childhood
 - Healthy eating and shared mealtimes in early childhood
 - Diploma program: Leadership Role in Early Childhood Education Centers
 - Integrative Module
- **106 early childhood education centers** and/or care spaces involved
- **300 adults** trained
- **5,615 children** reached

2024 Milestone: Integrative Module

We designed and implemented an Integrative Module in the city of Luján (Buenos Aires Province) as an opportunity to “review, consolidate, and integrate content from the other program modules—both in terms of theoretical knowledge and institutional practices.”

- **4 Childhood Development Centers** participated
- **27 teachers** and assistant educators involved
- **405 children** attend these centers

¹⁹ We implemented this program through a hybrid format (virtual and in-person), in collaboration with municipal teams and members of Arcor Group's Community Relations Committees.

“Novo Olhar sobre os Espaços Escolares” (A New Perspective on School Spaces) (Brazil):

In 2024, we launched a call to encourage the development of projects aimed at:

- **Rethinking school spaces**
- **Expanding contact with nature**
- **Fostering play and the exploration of new pedagogical experiences**

Early childhood schools and preschools from the cities of Bragança Paulista, Contagem, and Rio das Pedras were invited to participate.

As a result, **14 projects** were launched with financial and technical support from the Arcor Institute in Brasil, benefiting **2,651 children**.

“Verdejando Escolas” (Greener Schools)

This new partnership with Fundação FEAC and Instituto Tecendo Infâncias focuses on the implementation of green, educational spaces in six early childhood schools in the city of Campinas. Each school's project will be developed throughout 2025, with active participation from children, teacher training, and the design and creation of green learning environments.



“Niñez Protagonista” (Childhood as Protagonist) Program (Chile)

This program was implemented in Chile in collaboration with Fundación Gras, an organization that supports initiatives fostering the active participation of children aged 4 to 8 years.

It was supported and sponsored by the Office of the Child Ombudsperson, the *“Pacto Niñez”* initiative, and the “Red de Universidades por la Infancia” (University Network for Childhood, RUPI)

Four projects were supported in the Metropolitan Region through the following organizations:

- Fundación Educación 2020
- Fundación para la Confianza
- Corporación Forja Chile
- Coaniquem

A total of **747 children** participated across the communes of Ñuñoa, Pudahuel, Puente Alto, and Maipú.

“Del Aula a la Comunidad” (From the Classroom to the Community) Program (Chile)

In 2024, we carried out the second edition of this program, which aims to showcase the innovative practices developed by educational teams in nurseries and preschools across Chile through a web documentary series.

Its goal is to contribute to the social recognition of early childhood education by highlighting the work of educational teams and their best practices for the holistic development of young children.

Hybrid Courses (Chile)

We developed a series of tutored courses certified by Universidad Católica Silva Henríquez of Chile. After participants completed the courses and obtained their certifications, we selected and supported the projects they submitted.

- **Early Childhood Participation:** We trained **136 people from 37 educational institutions** in partnership with JUNJI (in the regions of Arica y Parinacota, Metropolitana, and O'Higgins). In addition, we supported **4 projects from 4 preschools** in the regions of Arica and O'Higgins, reaching **221 children**.
- **Early Years Bonding:** We trained **9 preschool** advisors in partnership with Fundación Integra.
- **Sustainable Education for Early Childhood Education:** We trained **88 teachers from 49 schools** in the municipalities of La Granja, Macul, and San Joaquín (managed by the Gabriela Mistral Local Public Education Service), Maipú (in coordination with CODEDUC), and Talca (through the municipality). The training was conducted in alliance with Universidad Católica Silva Henríquez.

4²⁰ Selected Educational Practices

CLP 1,000,000 was granted to each educational institution as support for the development of their featured project.

Learn more about [this Project](#)

²⁰ Each of the selected practices was showcased through the creation of audiovisual capsules and featured in a documentary web series available on Arcor Foundation's YouTube channel.



Other Initiatives in Partnership with Public Sector Stakeholders for Early Childhood:

Public Sector / Province	Agreement / Partnership	What We Did	Scope
Municipality of Córdoba (Argentina)	Municipal Secretariat of Education	Trainings: • Shared spaces in preschool • An opportunity for art and play • Learning in outdoor environments	Teachers at private early childhood education centers
Municipality of Villa Allende (Córdoba, Argentina)	Secretariat of Human Development	Trainings:	Teachers at CADINA (Comprehensive Child and Adolescent Care Centers)
Municipality of Reconquista (Santa Fe)	Municipal Education Directorate	Online training courses	Teachers at early childhood centers
Ministry of Education, Province of Córdoba	Deputy Directorate of Participation, Rights and Community	Children's Parliament Program. Blended course for cultural mediators	Schools across the province of Córdoba
Municipality of Luján	Undersecretariat for Inclusion and Family	Training course for Promoters of Active and Healthy	Teachers at Physical Education Center No. 27 in Luján
Municipality of Chacabuco	Municipal Department of Childhood and Adolescence, members of the RRCC and UCC committee	Tutored Course: Promoters of Active and Healthy Living	Teachers in early childhood centers
Municipality of Arroyito	Department of Childhood, representatives from the Teacher Training Institute "Nuestra Señora de la Merced" and UCC	Online Course: Healthy relationships for well-being	Students from the teacher training institute
Municipality of Salto	Municipal Early Childhood Development Center, district-level inspectors for primary and early education, and UCC	Course: Healthy relationships for well-being	Teachers at educational spaces
Municipality of Tigre	The course was made available to the municipality's early childhood centers and UCC	Online Course: How to strengthen language development in early childhood	Early childhood education specialists
Ministry of Education, Province of San Juan	GDPE (Group of Foundations and Enterprises)	Certificate program: Learning and Using Language in Childhood	Teachers and principals of provincial schools
Entre Ríos, Corrientes, San Juan, and Mendoza	Provincial Ministries of Education, OEI, UCC/UNDE and CONICET	Literacy training	Teachers at teacher training institutes
Misiones	Ministry of Education of the Province, OEI, UCC and CONICET	Training: Spanish literacy as a second language	Preschool and primary school teachers

20 Years of Arcor Institute In Brazil

In 2024, we celebrated two decades of commitment to childhood and education in Brazil through the Arcor Institute.

To commemorate this milestone, we carried out a series of initiatives that reflect our journey and ongoing engagement with communities.

- **Publication of the book “Cultura de la Infancia” (Childhood Culture)** A work that explores childhood from a cultural perspective, highlighting the importance of listening to and valuing children as protagonists of their own stories. Available in digital format and with 800 printed copies.
- **Commemorative Event** A gathering with public officials, school representatives, and social organizations, where the book was presented and experiences about the Institute's impact over the past 20 years were shared.
- **“Espaço de Convivência das Borboletas” (Butterfly Living Space) – Contagem (MG)** A new educational and recreational space co-designed with children, in partnership with the community and the local government. An environment created for play and connection with nature.

- **Walk in Rio das Pedras (SP)** Over 600 people participated in this event, which combined physical activity, games, and recreational spaces for the whole family.
- **Children's Rights Award** A recognition of creative works that highlight children's rights, held in collaboration with the International Humor Exhibition of Piracicaba.
- **Play in Action – “Pintar Juntos por la Infancia” (Painting Together for Childhood)** Arcor Group employees organized play activities in local organizations, benefiting over 2,500 children in seven cities across four Brazilian states.

Through these initiatives, we reaffirm our commitment to child development and the right to play—key pillars of the Arcor Institute in Brasil.

To learn more about this milestone:
<https://www.youtube.com/watch?v=6j48otFjQCc>



Childhood on the Public Agenda

We promote reflection and raise awareness of the situation of children in the Latin American region through various initiatives.

Alliance with “Equidad para la Infancia”

“Equidad para la Infancia” is a research center dedicated to advancing an agenda centered on social justice for children and the protection of their rights, as outlined in the Convention on the Rights of the Child (1989).

Its goal is to generate and disseminate practical knowledge by developing recommendations based on the analysis of good practices from local and regional experiences. From this work, we gain a guide for designing, managing, and utilizing public spaces focused on child well-being, as well as materials for the online course to be launched in 2025.

 Learn more about [“Equidad para la Infancia”](#)

Alliance with the World Organization for Early Childhood Education (OMEP) – Argentina

We supported the organization and, in particular, participated in the 17th International Meeting on Early Childhood Education: “Dialogues and Proposals for Transformative Early Childhood Education,” held in Buenos Aires.

 Learn more about [OMEP Argentina](#)

Participation in Networks

As part of our commitment to social investment and regional impact, we participate in various networks that promote child development, education, and cross-sector collaboration.

This year, we continued to strengthen our presence in:

- **“RedEAmérica” (America Networks):** A network of more than 50 organizations from 11 countries that fosters knowledge sharing and collaboration in private social investment across Latin America.
- **“Grupo de Fundaciones y Empresas (GDFE)” (Group of Foundations and Companies):** With 80 member organizations, GDFE promotes private social investment in Argentina. Among the year’s highlights:
 - Education Advocacy Working Group: Involving 30 foundations and companies to improve literacy and secondary education in San Juan and Río Negro.
 - Public-Private Lab: Projects in 12 cities, with two new “public good incentive” ordinances approved.
 - Finance for the Public Good: Promoting financial collaboration and innovation in impact funding.
 - Strategic Dialogue Series at IAE and the 21st Annual Conference: With over 300 representatives from the private sector, civil society, and academia.

- **“Unidos por la Primera Infancia (UPPI)” (United for Early Childhood)** A business-led network that promotes early childhood as a social development priority. In 2023, The Arcor Foundation in Chile held the presidency. Key actions:
 - Presentation of the results of the Company–Childhood Self-Assessment
 - Certification of 13 professionals in the course “The Role of Business in Children’s Rights”
- **“Educación Inicial 2030” (Initial Education 2030)** An initiative launched in Chile in 2022 to improve quality and equity in early childhood education. It currently includes around 40 institutions, including the Arcor Foundation in Chile.
- **“Pacto Niñez” (Childhood Covenant)** A political advocacy platform for child well-being, established in 2022 and composed of over 100 civil society organizations. The Arcor Foundation in Chile joined in 2023.
- **“Rede Nacional Primeira Infância” (National Early Childhood Network)** A Brazilian network of civil society organizations, the private sector, and government entities that work to promote the rights of early childhood. The Arcor Institute in Brazil is an active member.
- **“Grupo de Institutos, Fundações e Empresas (GIFE)” (Group of Institutes, Foundations and Companies)** A Brazilian network comprising over 170 social investors. The Arcor Institute in Brazil is also part of RIS – Rede de Investidores Sociais do Interior Paulista, coordinating regional strategies.

Communication and Outreach

We implement actions aimed at raising awareness among various stakeholders from both the public and private sectors, with the purpose of redefining childhood as a shared responsibility.

We carried out an integrated digital communication strategy across Argentina, Brazil, Chile, and other Latin American countries, with the goal of positioning ourselves as a specialized source of useful, innovative, and high-quality information for the community.

- **We produce useful content for people working with children.**
- **We give a voice and space to the protagonists behind the initiatives we support.**
- **We support and develop public campaigns aimed at promoting children's rights.**

EDUCATIONAL PORTAL:

Through our Educational Portals www.portaleducativo.fundacionarcor.org and www.portaleducacional.institutoarcor.org.br we offer a variety of training opportunities focused on childhood, healthy living, and educational access. These initiatives aim to enhance the work of educators and other key stakeholders in educational settings across the region.

2024 REACH:

- **54** courses available in Spanish and Portuguese
- **19,555** students from across Latin America
- **374,903** hours of course participation
- **+576,000** website users (Spanish and Portuguese)
- **+97,236** resources downloaded (Spanish and Portuguese)

As part of our strategy, we also promote key topics through mass media to bring childhood-related issues into the public agenda.

2024 Media Impact:
+600 press features and
social media mentions
+100% year-over-year
growth

+100
year-over-year
growth

Our Digital Community

- **7,009,809 users**- reached through social media and campaigns (+3,880,383 vs. 2023)
- **522,683 interacciones** social media and campaign interactions (+133,521 vs. 2023)

New Visual Identity for Arcor Foundation and Arcor Institute

New Visual Identity for Arcor Foundation and Arcor Institute
As a further step in consolidating its mission, the Arcor Foundation renewed its institutional image, reaffirming its commitment to children. The new design reflects continuity with Arcor Group's spirit of social responsibility and strengthens its identity.

The icon is easily recognizable and clearly associated with our core cause: childhood.

The colors of the new logo, blue and yellow—shared with Arcor Group—symbolize clarity and trust in the case of blue, while the yellow sun conveys warmth and vitality. Together, these colors aim to inspire the building of a vibrant present and future for the communities where Arcor Group, its Foundations, and Institute operate.



Value Chain

We analyze the processes and stakeholders that make up our value chain to manage impacts and promote innovative practices that generate **sustainable value at every stage—from sourcing and processing to marketing, distribution, consumption, and end-of-life of our products.**

This approach allows us to strengthen sustainability at each link, ensuring responsible management and contributing to the development of solutions that benefit both our operations and the surrounding environment.



SUSTAINABILITY REPORT

Suppliers

Our Sustainable Sourcing Strategy aims to ensure traceability in the supply of products and services, while responsibly managing the impacts generated by our business relationships.

To this end, we develop initiatives and programs focused on fostering continuous improvement and promoting sustainable practices within our suppliers' operations. These actions are designed based on the specific needs, challenges, and opportunities of each supplier, driving an approach that aligns with our sustainability values.

Suppliers in Numbers:

13,090 active suppliers in 2024	
69% of our suppliers are local. ²¹	
Argentina	7.503
Brazil	2.342
Chile	1.669
Mexico	818
Peru	758

Suppliers by Type of Product or Service:	
Services	63%
Auxiliaries	22%
Raw Materials	12%
Packaging	3%

 Learn more about [Our Supplier Indicators](#)

²¹ They operate in the same country where they supply their products or services.

Knowing to Transform

Our relationship with suppliers is built on continuous dialogue and the integration of sustainability principles from the outset.

Awareness-raising, training, and clear communication are fundamental pillars for establishing shared expectations and strengthening business relationships.

- We include messages about our sustainability commitments in purchase orders.
- We share our Code of Ethics and Conduct, and provide access to the Ethics Line for inquiries and reports.
- We promote tailored sustainability training sessions, adapted to the specific needs of each supplier group and the objectives of each project.

Promoting Commitment

We request that each supplier adhere to the **Fundamental Principles for Responsible Management**, a decalogue based on the Ten Principles of the United Nations Global Compact, the labor standards of the International Labour Organization (ILO), and recognized business best practices. This commitment is formalized through the signing of a Letter of Adherence, which has been a mandatory requirement since 2015 to initiate business relationships in all countries where we operate.



Fundamental Principles for Responsible Management

We encourage our suppliers to adopt a gradual, strategic, and comprehensive transformation toward sustainable management that contributes to the development of society.

The principles we promote are:

1. Respecting and protecting human rights.
2. Ensuring decent working conditions.
3. Respecting freedom of association.
4. Contributing to the elimination of all forms of forced labor.
5. Contributing to the elimination of any form of child labor.
6. Contributing to the elimination of discrimination in employment and occupation.
7. Protecting the environment.
8. Combating corruption in all its forms.
9. Ensuring responsible and transparent conduct.
10. Establishing sustainable business relationships.

A total of 10,661 suppliers signed the Letter of Fundamental Principles for Responsible Management during this period.

Principles for Sustainable and Regenerative Agricultural Production

As part of our commitment to sustainable sourcing, in 2024 we incorporated the **"Annex for Agricultural Producers"** into our Letter of Adherence. This annex was specifically designed to address the challenges of sustainable agricultural production, fostering collaboration with producers who directly supply our value chain.

The "Principles for Sustainable and Regenerative Agricultural Production" outlined in the Annex are aligned with international sustainability standards and applicable regional regulations, aiming to promote responsible production models.

These principles include:

1. **Quality, food safety, and traceability:** Ensuring product quality, food safety, and traceability across all stages.
2. **Human rights:** Respecting human rights, promoting social equity, and eradicating child and forced labor.
3. **Employee well-being:** Ensuring fair wages, professional development, and work-life balance.
4. **Community development:** Supporting the progress of surrounding communities through collaboration and shared responsibility within the value chain.
5. **Efficient resource use:** Minimizing environmental impacts by efficiently managing water, soil, and energy.
6. **Soil conservation:** Applying regenerative practices such as crop rotation and nature-based solutions.
7. **Zero deforestation:** Preventing deforestation and expansion into forests or ecosystems with high conservation value, while managing land sustainably.
8. **Biodiversity protection:** Preserving ecosystems and adopting practices that promote biological diversity.
9. **Climate change mitigation:** Reducing the carbon footprint of agricultural products.
10. **Animal welfare:** Ensuring proper health, nutrition, and comfort for animals.



Measure to Improve

We evaluate and monitor our suppliers on sustainability-related aspects to encourage continuous improvement, promoting practices that strengthen both the sustainability of their businesses and our supply chain.

REconocer Program

The REconocer Program enables us to assess risks and opportunities related to the economic, social, and environmental management of our suppliers. Through a rating system, we gain a comprehensive view that combines commercial quality and sustainability criteria.

Using a self-assessment process, we calculate the Commercial Quality & Sustainability Index, which considers key topics such as:

- **Commercial background.**
- **After-sales service.**
- **Commercial capacity.**
- **General and Arcor Group-specific financial data.**
- **Business integrity and management systems.**
- **Human and labor rights.**
- **Risk management and operational emergency preparedness.**
- **Compliance with safety, hygiene, and environmental regulations and practices.**

The resulting index is a key reference for the Procurement area, feeding into strategic decisions and promoting the continuous improvement of suppliers. This system ensures access to up-to-date information that reflects the evolution of our suppliers' sustainability management.



289

In 2024, 289 new suppliers completed the self-assessment, bringing the total number of **suppliers evaluated** since the program's launch in 2017 to 1,623.

These evaluated suppliers accounted for over **50% of Arcor Group's total purchases in 2024.**

Comprehensive Evaluation Of Contract Manufacturers

To ensure high standards in our operations, we implement a comprehensive evaluation process for contract manufacturers, covering quality, economic performance, and social and environmental criteria.

For over a decade, we have strengthened this process through audits and internationally recognized certifications such as: GFSI (Global Food Safety Initiative) for quality, SA8000 for labor conditions, ISO 14001 for environmental management, ISO 45001 for occupational health and safety, WCA (Workplace Condition Assessment) for working conditions, BSCI (Business Social Compliance Initiative) for regulatory compliance, and SMETA (Sedex Members Ethical Trade Audit) for ethical trade.

These procedures are overseen by the Corporate Contract Manufacturers Committee, which ensures proper implementation and continuous development.

In 2024, 85% of contract manufacturers were audited for their economic, social, environmental, and quality performance.²²

²² The compliance rate reached 85%, as some contract manufacturers could not be evaluated due to pending environmental audits, a process that will be completed in 2025.

Partnering for Growth

For supplier groups facing specific challenges, we implement targeted initiatives to enhance their sustainability management capabilities, ensuring tailored and collaborative approaches to support their development.

Responsible Inclusive Procurement Program (CIR)

For the past 18 years, Arcor Group has maintained a strong commitment to inclusion and the development of suppliers operating in vulnerable contexts, who often face barriers to accessing markets and joining productive value chains.

To address this challenge, we have implemented the **Responsible Inclusive Procurement Program** (CIR, as per its Spanish acronym), which is based on two core principles:

- Providing technical support to help suppliers grow and strengthen their capabilities.
- Purchasing auxiliary materials, workwear, gifts, and raw materials to integrate these suppliers into our supply chain.

The CIR continues to expand its impact, adding new suppliers and extending purchases both at the corporate level and across operational sites.

In 2024, more than ARS 700 million were invested in purchases from 22 social economy suppliers, generating job opportunities primarily for women and people with disabilities.

• **Honey Purchase**

We acquired **15,000 jars of honey** produced by the Federation of Young Agrarian Cooperative and Mutualist Farmers, which represents over **450** small producers from Córdoba and Santa Fe. This process involved 12 producers and **8** technicians in the packaging of the product.

• **Gifts for the Integrated Management System (IMS)**

We included products from CIR suppliers in the gifts for the Integrated Management System (IMS), reaffirming our commitment to inclusion and sustainable development.

• **Diversity, Equity, and Inclusion Gathering**

We participated by providing gifts designed and crafted by Daravi/Papa, as well as catering prepared by a group of migrant women. This initiative allowed us to reinforce our commitment to inclusion and social impact.

• **Socially Impactful Tote Bag Production**

We acquired 70 tote bags made by REDES Textile Training Schools using leftover fabrics. This initiative helped reduce waste and promote the circular economy, while also creating training and employment opportunities for women in vulnerable situations.

• **Supplier Development: Las Omas²³**

Together with Code, we promoted the comprehensive development of Las Omas by implementing key strategies such as:

- Optimizing their commercialization channels.
- Strengthening the textile sector through process review and improvement.
- Consolidating their brand identity through audiovisual productions and the creation of a product catalog.

²³ Las Omas is an organization that works for the inclusion and empowerment of women in vulnerable situations.

This program has the **potential to transcend the boundaries of Arcor Group** and serve as a replicable model for other companies.

ADN Pyme: Supplier Development Program

The “ADN PyME” Program seeks to strengthen and develop small and micro-enterprises that supply goods and services to our Group, promoting their sustainable growth and integration into our value chain.

Based on field analysis, we identified key development areas for our SME suppliers and structured the program around eight management pillars that guide our actions and strategies.

In 2024, the program expanded its impact through two main initiatives:

- **Cost Management Training:** In partnership with Fundación Mediterránea, we conducted training sessions in Villa Mercedes, Baradero, and Córdoba Capital, with 60 suppliers participating in workshops designed to improve cost management in a challenging economic environment. A total of 150 people received specialized training.

- **National Business Roundtables:** We organized three events where new SMEs were able to present their companies and establish business relationships with our procurement teams, generating opportunities to develop new suppliers.

Through “ADN PyME,” we continue to foster the growth and professionalization of our SME suppliers, strengthening a more robust and competitive business ecosystem.



1. Strategic Management

Strategic planning, decision-making, and communication within the organization.



2. People Management

Performance, roles, and structure of the SME's work team.



3. Commercial and Marketing Management

Marketing, market research, competitor analysis, and customer insights.



4. Operations Management

Production, maintenance, sales, and organization of the products and services offered.



5. Economic and Financial Management

Planning and administration of economic and financial resources.



6. Innovation / R&D Management

Research and technological development applied to the Company's products, services, and internal processes.



7. Supply Chain Management

Transportation and storage of products, services, and information from suppliers and to customers.



8. Sustainability Management

Responsible use of natural resources and quality certifications.

Sustainable Logistics

Logistics is key to ensuring the efficient supply to our plants and the effective distribution of our products. In 2024, we reaffirmed our commitment to sustainability through the execution of our Sustainable Logistics Plan, focused on improving operational efficiency, reducing environmental impact, and prioritizing people's well-being at every stage of the process.

3,099
drivers trained in safe driving
practices

34%
of pallets
recovered and
reused

336,628
trips completed

211
companies
trained

Key Initiatives in 2024

• Maximized Occupancy in Transportation

We worked on optimizing the available space in each transport unit, achieving better use of trips and reducing greenhouse gas emissions per ton transported. This was made possible through collaboration between the Scheduling, Load Planning, and Transportation teams, who redesigned shipments to maximize the use of available cubic meters.

As a complement, the GRU **Pallet Optimization Project** continues to enhance efficiency in pallet space usage for finished products.

64.73% Average Occupancy in Transport Units' Warehouses

• Scalable and Higher-Capacity Transport

Since 2018, in partnership with our transportation providers, we have expanded the use of high-capacity (scalable) trucks, which allow for 20% more tonnage per trip, significantly improving logistics efficiency and reducing our environmental footprint.

In 2024, we expanded our fleet with high-capacity trucks. These vehicles have a loading capacity approximately 75% higher than conventional trucks, allowing for a 32% reduction in CO₂ emissions per ton transported.



• Direct Deliveries and Reduced Transfers

We strengthened direct deliveries from primary warehouses to end customers, avoiding intermediate transfers to Distribution Centers and thus reducing our logistics footprint.

We maintained a 41.5% direct delivery rate.

• Use of Alternative Fuels

We continued promoting the transition to cleaner energy by increasing the number of CNG-powered trucks in our suppliers' fleets. We also introduced electric trucks for short-distance deliveries. These initiatives reinforce our commitment to the 2030 Sustainable Transport Plan.

50 CNG trucks in our suppliers' fleets—a 60% increase from 2023

• Transportation Supplier Evaluation

We monitor the performance of our transportation suppliers across various aspects, including fleet characteristics, punctuality, hiring conditions, work environment, incidents, and service quality. The results guide our improvement plans and help us strengthen supplier management.

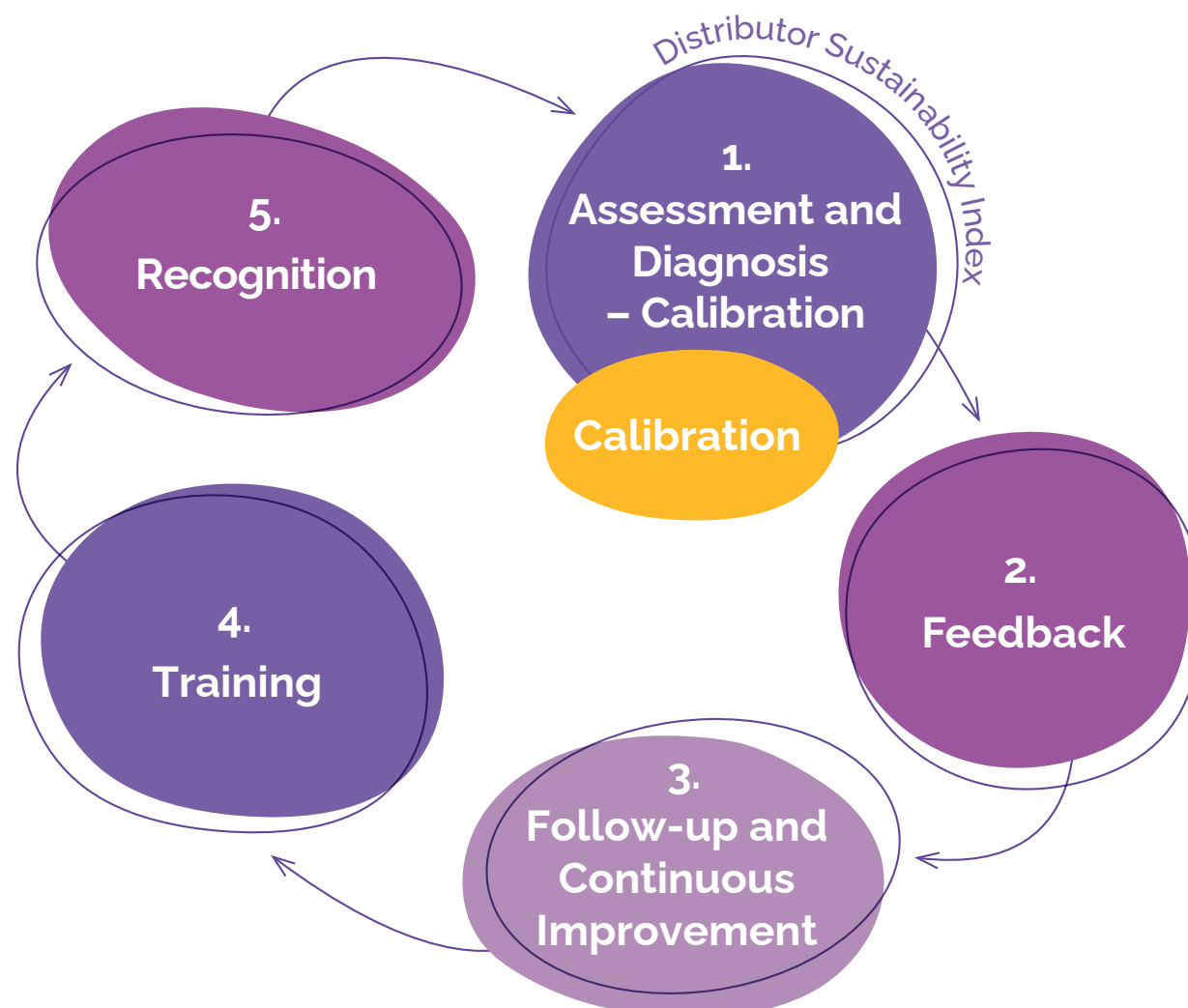
12% of suppliers achieved the "Optimal" category, 84% were rated as "Compliant," and 4% showed areas for improvement.

Sustainability in Our Distributors

Since 2019, we have implemented a strategy to promote sustainable management across our Distributor Network, using evaluations that focus on continuous improvement and responsible practices.

Since 2023, we have integrated sustainability assessments into the **auditing process of the “Red Activa” Program**, through which we audit our Distributors on the following topics:

- Human and Labor Rights
- Ethics and Organizational Culture
- Workplace Well-being
- Health, Safety, and Quality of Life
- Inclusion and Diversity
- Donations
- Community Relations
- Energy Efficiency
- Effluents
- Greenhouse Gas Emissions
- Waste Management



Red Activa 5.0 Program

Launched in 2024, this enhanced version of the program aims to consolidate best practices in:

- Infrastructure
- Logistical Processes
- Management
- Product Integrity
- Sustainability
- Environment
- Occupational Health and Safety
- Quality



Thanks to these audits and the comprehensive approach of the Red Activa 5.0 Program, we continue to promote a Distributor Network aligned with our sustainability values. This collaborative model drives continuous improvement, strengthens our value chain, and supports a more responsible management framework.

We also continue to promote the improvement of sustainable management among our distributors through online virtual training sessions. These cover various topics, such as:

- Community Relations and Development
- Safety
- Supplier Management
- Environmental Management
- Quality

Red Activa 5.0 Program – 2024 Key Results

- 181 self-assessments completed by distributors in Argentina, 17 in Paraguay ²⁴
- 36 training sessions, with over 1,800 participants

²⁴ Assessments in Bolivia and Uruguay will take place in 2025

Arcor Tour

For the fourth consecutive year, we recognized distributors with the best sustainability performance. During the ArcorTour 2024, **14 distributors were awarded the “Sustainability” prize** for their outstanding performance:

BRONDI, AGUIAR RESISTENCIA S.A., MACAFRAN S.A., AGUILA DEL MAR S.R.L., GONZALEZ GARCIA S.A., RESAI SAS, DISTRIBUIDORA CHIAVASSA S.R.L., BAIRE DISTRIBUTION CENTER S.A.S., DISAM S.R.L., BALDA S.A., DIEGO ALVARENGA S.R.L., 2G SRL, EMAPE S.R.L./ ROBERTO SANDOVAL E HIJOS S.A., and ZABIA S.R.L.

Customers: Our Strategic Partners

We work closely with our **customer network** in the countries where we operate, ensuring that our products reach millions of consumers.

Through an extensive network of distributors, wholesalers, supermarkets, and retail outlets, we strengthen our relationship with each segment, ensuring efficient and sustainable market reach wherever we operate.

Arcor Group Clients

Yea	Distributors	Wholesalers	Supermarkets	Sales Representatives	New Businesses	Points of Sale Visited
2022	335	927	62	10.389	36	797.918
2023	348	879	55	9.519	205	686.612
2024	351	877	61	11.991	179	976.832

 Learn more about [Our Customer Indicators](#)



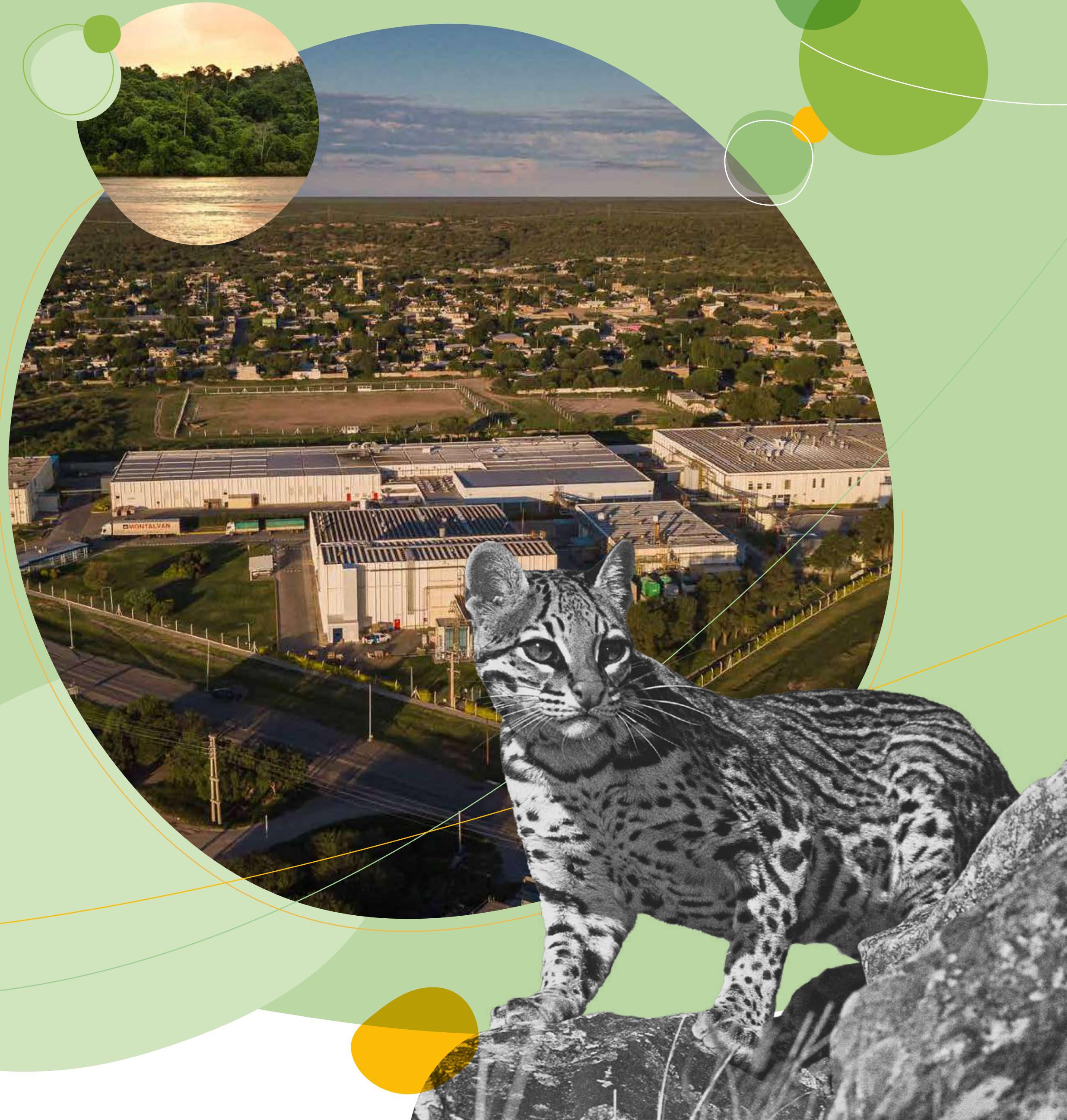
CHAPTER 05

Preserving the Planet

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Preserving the Planet

We preserve the planet's sustainability by safeguarding water, taking action for the climate and biodiversity, and promoting a circular business model for our materials and waste, thus contributing to healthier ecosystems.

Our Sustainability Policy sets forth the following commitments:



Water Care

We are firmly committed to the responsible management of one of the most valuable resources: water. We recognize its critical role in our success and are dedicated to optimizing its use for the well-being of both our operations and the communities we are rooted in.

We are committed to making our water consumption increasingly efficient, safely returning water to the environment, and preserving the sources we use throughout our value chain. Through this commitment, we help promote production practices that respect the environment.

2030 TARGET

achieve a 25% reduction in specific water consumption (m³/ton) by 2025 and a 30% reduction by 2030, compared to consumption levels in 2020.

2024 RESULTS

5.69% 5.69% reduction in water consumption compared to 2020.



Throughout 2024, we allocated **USD 4,498,256** to *water management*-related investments.

Water Strategy

We understand that **water availability** is one of today's most pressing environmental challenges due to its **essential role in sustaining life**. In our pursuit of responsible business development, we recognize that efficient water management is key to ensuring the long-term continuity of Arcor Group. By strengthening our Water Committees, we continue to enhance our understanding of the quantity and quality of our water sources on an ongoing basis. Sustainable management of groundwater resources requires a detailed understanding of aquifer systems, spatial and temporal recharge, discharge rates, and underground storage capacity. In addition, we take into account key factors such as population growth, demographic changes, and the impact of climate change on groundwater—critical elements that demand rigorous analysis to ensure sustainable use.

This year, our focus was on expanding knowledge of our water sources to ensure business continuity. In 2024, we also **continued to advance along the three pillars** of our Water Strategy:

1. Reducing water consumption through rational and appropriate use

- a.** Continuing to enhance the efficient use of water in our operations by implementing technologies and practices that minimize consumption without compromising product quality or safety.
- b.** Identifying and prioritizing facilities with the greatest water availability risk and highest consumption to focus efforts on improving water efficiency.
- c.** Promoting awareness and training on responsible water use among staff to foster a culture of conservation across the organization—one that can also extend to other companies.

²⁵ These committees are specific to each Business Unit within the Group, with priority given to operations with the highest water demand.

2. Ensuring availability

- a.** Conducting comprehensive studies to identify and evaluate new water sources, considering alternatives such as rainwater harvesting, groundwater, and desalination.
- b.** Promoting effluent reuse through technological upgrades that ensure treated wastewater meets quality standards for reuse in other processes (irrigation, sanitation, internal processes).
- c.** Evaluating the potential for implementing water replenishment projects to restore the resource in areas where it has been depleted or degraded.

3. Ensuring and optimizing the treatment of industrial effluents.

- a.** Implementing advanced treatment technologies to ensure full compliance with environmental and health standards.
- b.** Continuously improving production processes to minimize effluent generation and promote cleaner, more sustainable production practices.
- c.** Conducting regular monitoring of effluent discharges to ensure compliance with established standards.

We continued to make progress in the implementation of our **Water Strategy**, focusing on **the 17 industrial plants considered critical, as they account for 80.29%** of the Group's total water consumption, as well as those located in areas with water risk or potential scarcity.

In line with the goals set to reduce water consumption—using 2020 as the baseline—the following section presents the evolution of total and specific water consumption, as well as the percentage variation in specific consumption.

Consumption Trends ²⁷ and Targets							
Year	2020	2021	2022	2023	2024	2025	2030
Total consumption (m ³ /year)	32,322,186	32,592,705	29,819,524	32,191,499 ²⁸	30,626,626	24,241,640	22,625,530
Specific (m ³ /ton)	8.08	7.63	7.33	7.69	7.61	6.05	5.65
Percentage variation in specific water consumption (relative to the 2020 baseline)	-	-5.6%	-9.3%	-4.8%	-5.69%	-25%	-30%

²⁶ This percentage is lower than reported in previous years, as in 2024 the calculation base for Arcor Group's total water consumption was expanded to include fruit production farms and the Baradero and Chacabuco plants, both of which report high water use. In 2025, together with the review of our water-related goals, we will reassess the group of critical plants, considering the inclusion of these two additional facilities.

²⁷ Total and specific consumption excluding farms and the Baradero and Chacabuco plants. Since the Baradero and Chacabuco plants were incorporated after the goals had already been defined, the results shown here exclude these sites.

²⁸ The 2 m³ difference compared to the 2023 report is due to rounding applied across the various reports and dossiers from which we source the information. No data has been modified.

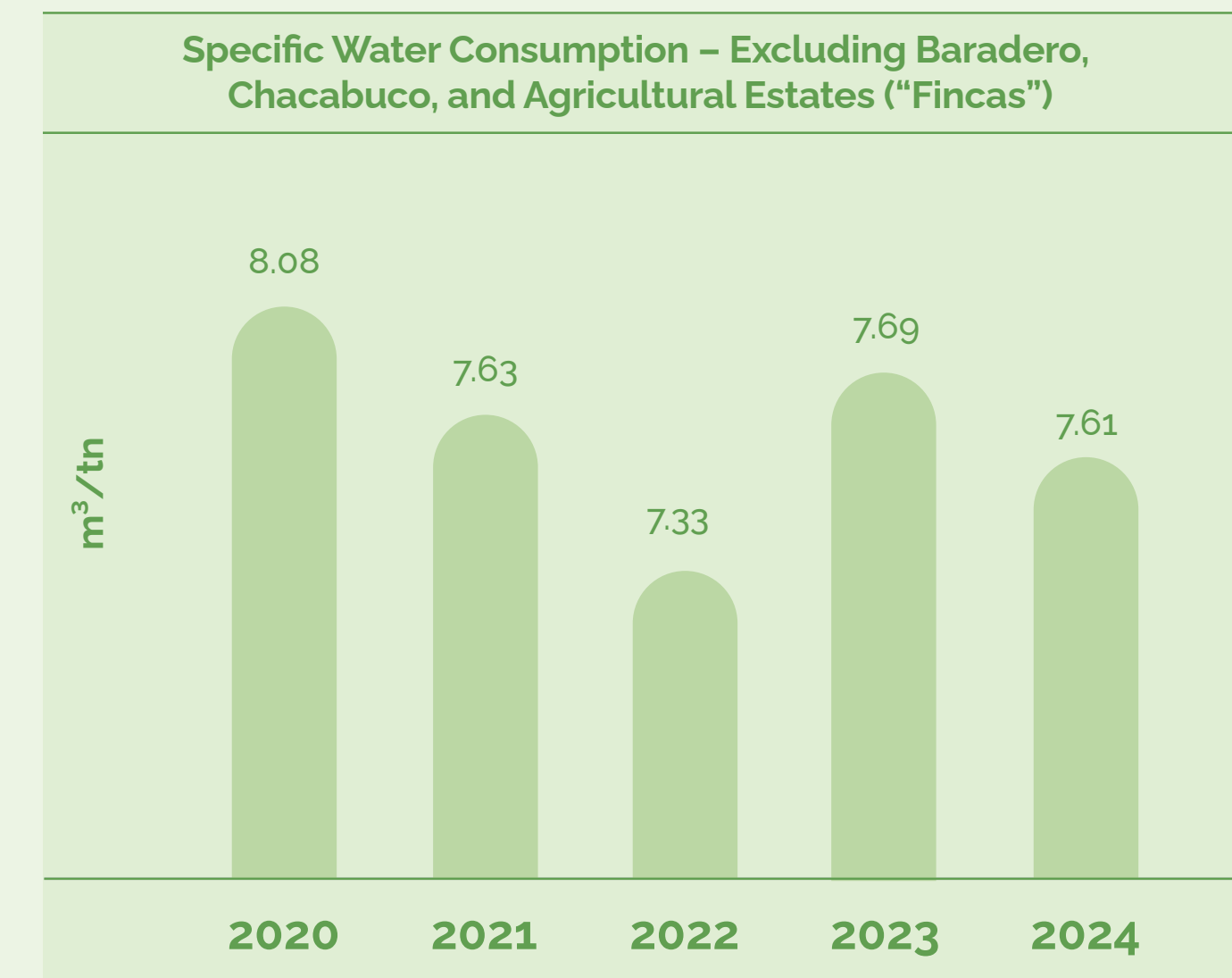
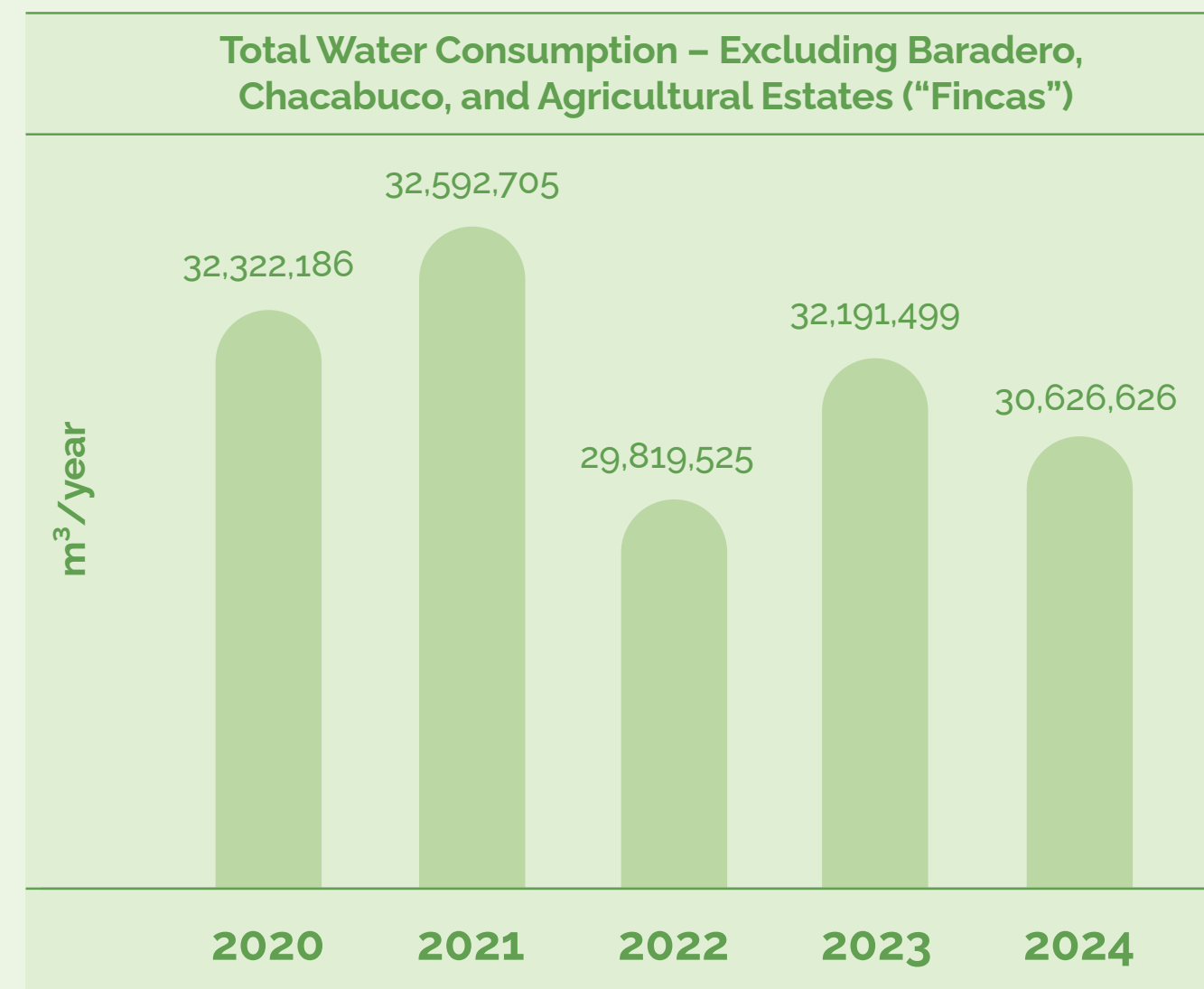
Reduction in Consumption

During 2024, we worked with 11 industrial plants identified as critical within the Group, focusing on minimizing water consumption:

- Misky Complex
- Cartocor Arroyito Paper Plant
- Papel Misionero
- Cartocor Ranelagh Paper Plant
- Cartocor Mendoza Plant
- La Providencia Sugar Mill
- Arroyito 1 Wet Milling Plant
- Tucumán 2 Wet Milling Plant
- Arroyito 3 Wet Milling Plant
- San Pedro Complex
- Arroyito Thermal Power Plant

In a challenging context, in 2024 we achieved a 0.91% reduction in specific water consumption (m^3/tn) compared to 2023. This reduction was limited due to several factors, including the impact of adverse weather conditions, which extended the harvest season at the La Providencia Sugar Mill, leading to increased water consumption. In addition, low production volumes at other Group plants—such as those dedicated to paper and corn milling—kept fixed water consumption constant, which impacted the overall reduction.

Compared to our 2020 baseline, *we reduced specific water consumption by 5.69%*, reflecting our commitment to resource efficiency and **optimizing production with lower consumption.**



Water Use in Fruit Production

In 2024, we continued working to optimize water consumption measurement and monitoring at our own fruit-producing farms, with the aim of understanding usage patterns and developing improvement strategies for the future.

At Arcor Group, we operate four farms in Mendoza Province dedicated to growing fruit used in the production of pulps and jams, including peaches, apricots, quinces, and plums: El Desafío, El Porvenir, El Paraíso, and Nueva Aurora.

Recognizing the importance of using water efficiently, we have implemented drip and micro-sprinkler irrigation systems to improve water efficiency in these crops. Additionally, the annual recording of water consumption allows for detailed tracking and the development of strategies to further optimize usage. Given that these farms are located in a high water-stress region, total water consumption in 2024 amounted to 1,927,163 m³, representing a 7% reduction compared to 2023.



Learn more about [Our water indicators](#)



Ensuring Availability

At Arcor Group, we fully understand the importance of managing water sustainably and proactively—especially in areas identified as high water-risk zones. Our commitment is reflected in concrete actions aimed at reducing consumption and ensuring supply in vulnerable locations.

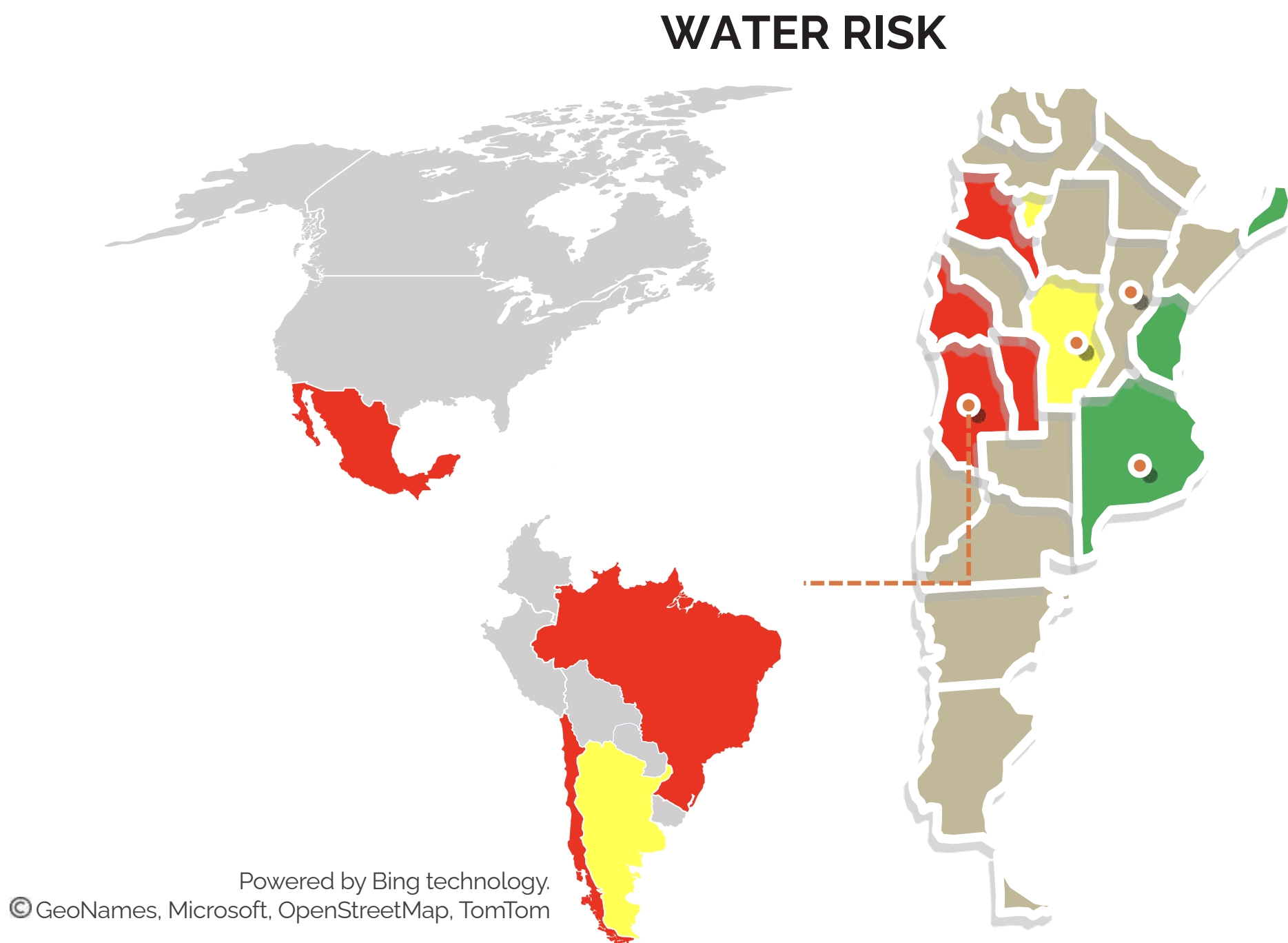
To identify these high-risk sites, we conducted an evaluation using the Water Risk Filter tool developed by the World Wildlife Fund (WWF), which identified facilities located in the Argentine provinces of Mendoza, San Juan, San Luis, and Catamarca; in Chile and Mexico; and in the state of Rio das Pedras, Brazil.

A total of **10.09%** of the water used by Arcor Group comes from areas identified as high water-risk or water-stressed zones.

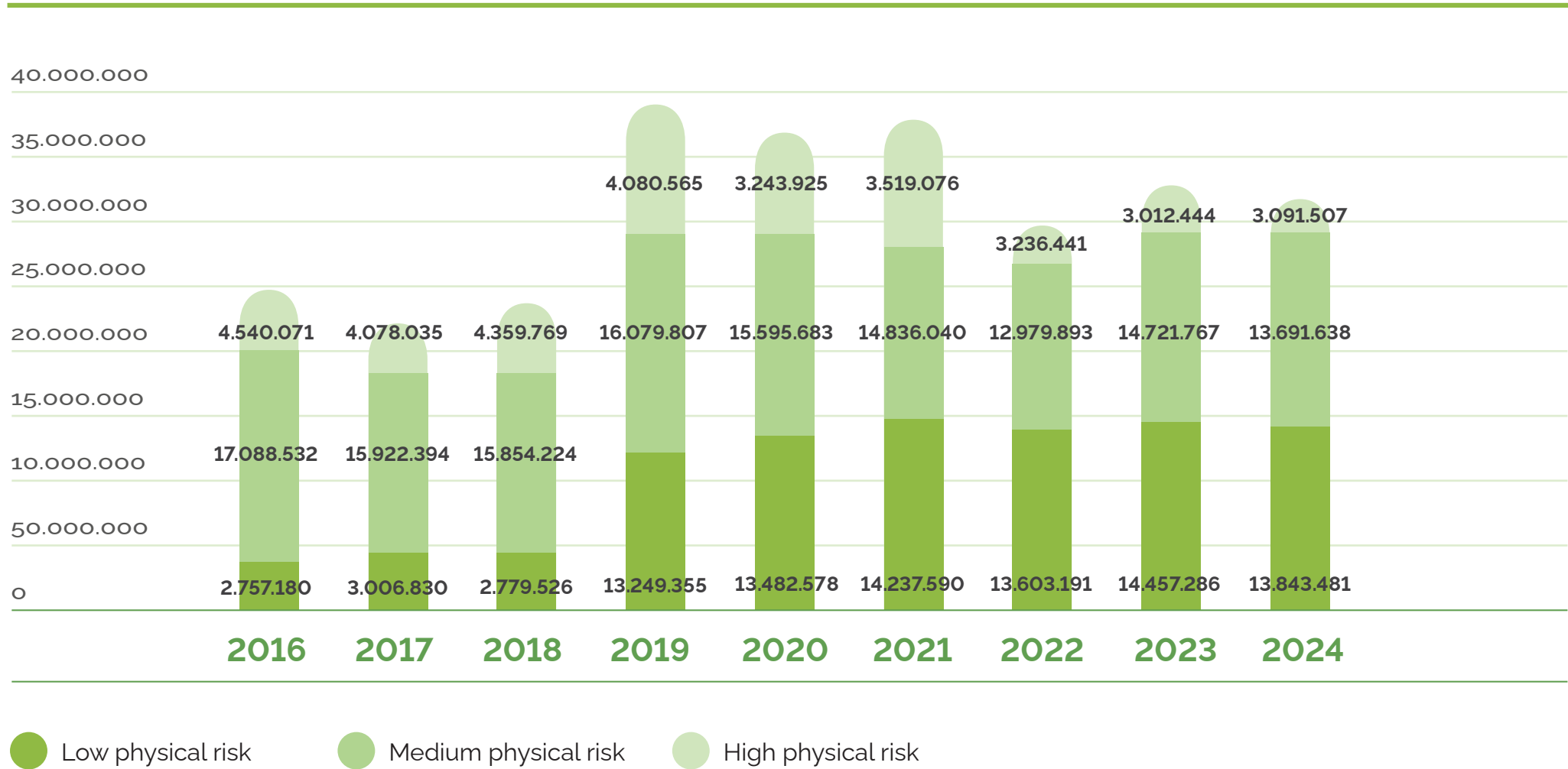
In our detailed analysis of water consumption based on water risk levels, we found that usage remains within historical values. Excluding the fruit production farms and the Baradero and Chacabuco plants, there was an 11.24% reduction in water consumption at facilities classified as Low and Medium Physical Risk. In contrast, plants located in High Physical Risk areas experienced a slight increase of 2.62% compared to 2023.

²⁹ In this case, all Group facilities are considered, except for farms and the Baradero and Chacabuco plants.
³⁰ In this case, all Group facilities are considered, except for farms and the Baradero and Chacabuco plants.

Water Withdrawal by Water Risk Level



Water Consumption by Risk Type (m³)³¹



³¹ The difference of 2 m³ in the 2023 total and the 1 m³ difference in the 2021 and 2022 totals (compared to the totals reported in the "Consumption and Targets Evolution" table) are due to rounding applied across the various reports and dossiers from which the data were sourced. No data has been modified.

In high water-risk areas, we managed to maintain water consumption 4.7% below the baseline. While the level remained stable compared to 2023, we continue to operate efficiently and below the 2020 consumption threshold, reaffirming our commitment to responsible water resource management.

Water Extraction by Source in High Water-Risk Areas (m³)³²



Groundwater extraction accounts for approximately 92% of the total, underscoring our responsibility to rigorously manage our water withdrawals.

We continue to implement targeted measures to address physical water risks and reduce consumption in critical areas. Looking ahead, we will remain focused on progressive strategies to optimize water resources and uphold our commitment to sustainable business practices across all operations.

[Learn more about Our Water Indicators](#)

³¹ The variation in the low-risk value in 2022 is due to the inclusion of the Baradero and Chacabuco plants in that year, which were excluded from the latest analysis. The changes in the medium- and high-risk values across all years are explained by the reclassification carried out in 2022, when some plants (Río das Pedras, Bagley Villa Mercedes, and Recreo Complex) moved from medium to high risk due to a history of water scarcity, impacting the entire historical record.

³² The variation in the 2020 groundwater figure is due to the fact that the company Zucamor Mendoza was only reported until that year. After a change in corporate name and plant ID, it was no longer included in the dataset used to generate the tables.

Self-Sourced Water Capture and Monitoring of Water Resources

As part of our strategy to ensure water supply in high water-risk areas, we have implemented mechanisms for self-sourced water capture. These actions include continuous monitoring and preservation of water sources, ensuring both availability and quality. This approach enables us to manage the resource efficiently, strengthening our ability to respond to challenges in areas with greater water vulnerability.

Through studies that evaluate the static and dynamic levels of our wells, we conduct localized analyses of the basins that supply us.

Given the critical impact of operating in areas with high water stress, having detailed knowledge of our wells in these zones is essential, as it allows us to reinforce the resilience and sustainability of our operations, contributing to the well-being of the communities where we are present.

Rigorous monitoring of our groundwater extraction capacity is a cornerstone of our actions. Additionally, we conduct thorough hydrogeological studies to assess the feasibility of securing our own water resources. This initiative not only reinforces our autonomy in water management but also allows us to make informed decisions for its conservation and efficient use.

Hydrogeological Studies at ARCOR San Rafael and ARCOR Recreo

As part of our commitment to sustainable water management, we conducted a study in two industrial sites using Vertical Electrical Soundings (VES), a geophysical technique that provides information on the distribution of subsurface layers and their electrical conductivity. This method, in addition to being non-invasive, offers an initial assessment of the presence and availability of groundwater without the need for drilling.

Key Findings

Preliminary results indicate that VES is an effective and cost-efficient tool for characterizing the hydrogeological conditions of the subsurface and identifying areas with greater potential for groundwater extraction in both industrial sites. However, to validate these findings and assess water quality, it is necessary to complement the study with additional analyses.

Recommendations and Next Steps

- Detailed analysis of the data collected.
- Drilling of exploratory wells and water sample analysis.
- Hydrogeological modeling to assess the sustainability of the resource.
- Execution of an exploratory drilling to inform the final well design and define the water potabilization process for productive and service use.

Images of the study area and Vertical Electrical Sounding (VES) points at Arcor Recreo Complex.

Left: Geo-electrical Prospection Point VES.
Right: Geo-electrical Prospection Point VES. 2.



Graphic References – Location Of Geoelectrical Prospection Points (Ves)



Ensuring and Optimizing Industrial Effluent Treatment

Ensuring and Optimizing Industrial Effluent Treatment Regarding effluent treatment, we are committed to complying with the specific regulations of each location where we operate, while continuing to modernize our processes to increase efficiency and explore new opportunities for water reuse.

Effluent Discharge by Destination (excluding Baradero and Chacabuco)			
Destino	Volume 2022 (m ³)	Volume 2023 (m ³)	Volume 2024 (m ³)
Surface Water ³³	20.468.954	21.394.072	20.263.290
Irrigation	69.036	59.107	70.943
Third-Party Water	539.002	527.607	475.658
Total	21.076.992	21.980.786	20.809.901

Effluent Discharge by Destination (including Baradero and Chacabuco)			
Destination	Volume 2022 (m ³)	Volume 2023 (m ³)	Volume 2024 (m ³)
Surface Water	22.078.609	23.454.666	22.396.903
Irrigation	69.036	59.107	70.943
Third-Party Water	539.002	527.607	475.658
Total	22.686.647	24.041.380	22.943.504

During the year, we experienced a pipeline rupture that caused an accidental discharge into the Paraná River, resulting in a deviation from permitted limits. Although this was an isolated and extraordinary event, in response we began implementing a Contingency System Project with an investment of approximately USD 2,200,000. This system will help prevent similar deviations in the future.



Learn more about [Our Water Indicators](#)

Primary Treatment at Bagley Villa Mercedes

As part of our improvements to the effluent treatment system, we replaced a DAF (Dissolved Air Flotation) unit to optimize solid separation during primary treatment. This system uses fine bubbles to float coagulated and flocculated solids to the surface, where they are removed by a surface skimmer.

The new equipment includes a lamella section, improving efficiency and enabling higher solid throughput. The process then continues with the existing aerobic biological treatment.

This upgrade represented a total investment of USD 120,000.



³³ Authorized receiving bodies such as rivers, streams, and stormwater channels

³⁴ Irrigation on company-owned land

³⁵ Sanitary sewer systems, industrial park systems, and removal via vacuum trucks

New Treatment Plant at Arcor San Luis

In August 2024, we began construction of a secondary treatment system to increase our liquid effluent treatment capacity.

Project benefits:

- **Greater efficiency in effluent treatment.**
- **Expanded plant capacity to accommodate future growth.**

With these improvements, the Arcor San Luis Plant enhances its ability to comply with Decree 1494/18, which regulates discharge into the sanitary sewer system, enabling sustainable production and operational growth.

Beyond ensuring that the effluent meets regulatory standards, the project aims to reuse the treated water for purposes such as green area irrigation or other specific applications.

The proposed plant was designed according to the physicochemical characteristics of the industrial effluent and includes:

- **Two aeration chamber modules**
- **Two modules with aeration chamber and secondary clarifier.**
- **One sludge storage module**

Commissioning is scheduled for the first quarter of 2025. Civil works are currently progressing as planned, and the main equipment is already available at the San Luis Plant.





Climate and Biodiversity Action

We recognize that food production depends on nature and the environmental services provided by ecosystems. That is why we believe that efforts to mitigate climate change and reverse biodiversity loss are both necessary and urgent.

We are committed to **taking action for the climate** by promoting a positive carbon balance across our activities. We also pledge to **preserve biodiversity**, fostering beneficial interactions between production areas and natural ecosystems. Through these commitments, we work to protect and regenerate the productive landscapes in which we operate.



2030 TARGET

- **Reduce greenhouse gas emissions (GHG) by 30% (tnCO₂eq/ton produced) compared to 2017 levels³⁶**
- **Reduce electricity and gas consumption by 15% compared to 2018.**
- **Ensure that 80% of our purchased electricity comes from renewable sources.**
- **Reduce global transportation emissions by 20% compared to 2017.**



2024 RESULTS

Energy and Fuels³⁷:
8.56% reduction in total energy consumption for the entire Arcor Group compared to the baseline.

Transportation:
7% reduction in global transportation emissions over the past year.



58% of the energy sourced from renewable sources³⁸.



³⁶ This target was defined in 2021 based on Arcor Group's Greenhouse Gas Emissions Inventory up to 2022, which did not include the following emission sources: from Scope 1, emissions from primary corn production and emissions associated with in-house production of sugarcane, raw milk, and wood; and from Scope 3, emissions from the purchase of goods and services, energy- and fuel-related activities, upstream and downstream transportation and distribution, recovered paper baling, and processing of sold products. Based on the updated inventory, mitigation actions were reviewed in 2024 to define a new target that includes mitigation objectives across all inventory categories.

³⁷ Includes electricity and natural gas.

³⁸ This considers total energy—fuels and purchased electricity—excluding the Baradero and Chacabuco plants. The 5% decrease in renewable energy share compared to 2023 is due to lower production of forest biomass (wood chips), sugarcane bagasse, and black liquor. This reduction amounts to approximately 1,600,000 GJ of non-generated renewable energy.

Climate Change Strategy

Since 2021, we have implemented our **Climate Change Strategy** to minimize our impact on global climate change and advance the decarbonization of our processes throughout the value chain.

As part of this strategy, we set a **Greenhouse Gas (GHG) emissions reduction plan** with the goal of **cutting emissions by 30%** compared to the 2017 baseline. To achieve this, we focused our efforts on addressing the main sources of emissions, driving innovative and sustainable solutions.

In 2023, we launched a comprehensive review of our Climate Change Strategy to align it with best practices and the highest global standards, such as the Science Based Targets initiative (SBTi), driven by CDP, the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). As a first step, we conducted a thorough evaluation of our Greenhouse Gas Emissions Inventory, aiming to deepen our analysis of Scope 3 emissions. This new version of the inventory provided a more comprehensive understanding of our global footprint, recognizing that the first step in setting a science-based target is having a representative inventory of company-wide activities across all three scopes.

Based on this updated GHG Inventory, in 2024 we continued to advance the revision of our strategy by identifying opportunities for emissions mitigation by category, considering key factors such as technological changes, process modifications, input substitution, among others.

In parallel, we continued moving forward with the action guidelines outlined in the Climate Change Strategy launched in 2021, based on the 2017–2022 GHG Inventory:

- **Reduce energy intensity and accelerate the transition to renewable energy sources.**
- **Move toward more efficient, lower-carbon transportation.**
- **Develop and scale regenerative agricultural practices that reduce emissions and maximize carbon sequestration in soil.**
- **Explore carbon offset mechanisms through carbon capture.**

Based on these pillars, we are continuing to work toward reducing emissions in the activities that represent the company's main sources of GHG emissions.

- **Reduce electricity and gas consumption by 15% compared to 2017.**
- **Ensure that 80% of our purchased electricity comes from renewable sources.**
- **Reduce global transportation emissions by 20% compared to 2017.**

Greenhouse Gas (GHG) Emissions Inventory

At Arcor Group, we continue to challenge ourselves to improve our management and strengthen our actions in the face of climate change. Since 2017, we have calculated our GHG emissions under the **GHG Protocol**, and since 2022, we have reported annually to the **Carbon Disclosure Project (CDP)**.

In 2023, we conducted a detailed analysis of our emissions inventory, completing the Scope 3 measurement to strengthen our management. Based on this new inventory (covering all three scopes), in 2024 we continued to explore new opportunities for emissions reduction across the three scopes.

The updated GHG Inventory includes Arcor Group operations in Argentina, Brazil, Chile, Peru, and Mexico for the year 2024. Emissions were calculated in accordance with the methodology established by the Greenhouse Gas Protocol (GHG Protocol) Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Greenhouse Gas (GHG) Emissions
Inventory of Arcor Group³⁹

³⁹ The shaded categories are not included in the scope of the 2030 target.

⁴⁰ The results do not include emissions associated with the operations of the Baradero and Chacabuco Plants.

⁴¹ The emission source was modified due to updated values in the system.

⁴² The electricity consumption value under Scope 2 was modified due to a correction in the data reported by the operation.

⁴³ The electricity consumption value under Scope 2 was modified due to a correction in the data reported by the operation.

⁴⁴ The Scope 3 value for the Goods and Services category was revised following a correction provided by the Procurement department.

⁴⁵ The 2023 value associated with Scope 3 for the 'Processing of Sold Products' category has been modified due to an error in the initial analysis related to the sales mix composition values.

Year ⁴⁰	2022	2023	2024
SCOPE 1 (t CO ₂)			
GHG from Diesel	3.735	4.242	4.632
GHG from Natural Gas	202.369	194.182	186.644
GHG from Fuel Oil	11.259	12.653	14.294
GHG from LPG	2.052	1.935	1.643
Fugitive Emissions	15.502	16.309	12.878
Non-Kyoto Protocol Emissions	4.538	3.685	2.167
Effluent Treatment	308	837	678
Emissions from Primary Corn Production		1.946	874
Emissions from Own Sugarcane Production		8.965	7.175
Emissions from Own Milk Production		15.461	2.733
Emissions from Own Wood Production		283	283
TOTAL SCOPE 1	239.764	260.498	234.001
SCOPE 2 (t CO ₂)			
GHG from Electric Energy	232.802 ⁴²	219.524 ⁴³	212.777
TOTAL SCOPE 2	232.802	219.524	212.777
ALCANCE 3 (Tn CO ₂)			
Transportation	313.889	286.986	235.427
Ice Cream Commercialization	10.558	10.558	10.558
Waste	11.420	9.421	9.077
Goods and Services		414.662 ⁴⁴	307.959
Energy and Fuel-Related Activities		171.013	150.987
Ups/Down		545	6.789
Emissions from Recovered Paper Baling		138	138
Processing of Sold Products		120.783 ⁴⁵	110.555
TOTAL SCOPE 3	335.867	1.013.968	831.351

In 2024, Arcor Group's total emissions amounted to 1,278,130 tons of CO₂ equivalent across all three scopes. Although this volume represents a 14% reduction compared to total emissions in 2023, the decrease is primarily attributable to lower production volumes at some industrial plants in Argentina.

Along the same lines, specific t CO₂e (t CO₂e / t produced) showed an increase, once again influenced by the drop in production levels at some sites, which maintained constant energy consumption in certain processes despite producing fewer tons.

Despite significant progress in the mitigation actions implemented, the results obtained in terms of specific emissions (t CO₂e) do not adequately reflect these efforts, as the decrease in production volumes significantly distorts the indicator. Below is a summary of the main mitigation actions implemented and the results achieved:

- **Reduction in electricity** consumption through process optimization and technological upgrades, as part of the Energy Performance Program.
- New renewable **energy supply** contracts signed in Argentina.
- Logistics chain optimization, including a 60% increase (compared to 2023) in the use of **CNG-powered vehicles** for the transportation of raw materials and finished products.

 Learn more about [Sustainable Logistics](#)

- **Reduction of transportation carbon footprint** through the inclusion of high-capacity trucks on 10 routes in Argentina.

 Learn more about [Sustainable Logistics](#)

- **Change in the product mix** sold by the Agribusiness Division.
- Reduction in emissions from industrial solid waste management, advancing toward our **2025 Zero Waste Program goal**.

Total Emissions (tCO₂e) and Total Specific Emissions (tCO₂e / Tn Produced)

Año	2020	2021	2022	2023	2024
TOTAL EMISSIONS (t CO ₂ e)	831.794	839.380	808.433	1.493.990	1.278.130
T Co ₂ /t produced					
T Co ₂ e/t produced (2022 Inventory Base)	0,398	0,381	0,360	0,334	0,518
T Co ₂ e/t produced (2023 and 2024 Inventory Base)				0,656	0,958
TOTAL SCOPE 1	284.134	265.929	239.764	233.843	222.936
T Co ₂ /t produced (2022 Inventory Base)	0,136	0,121	0,107	0,103	0,167
T Co ₂ /t produced (2023 and 2024 Inventory Base)				0,114	0,175
TOTAL SCOPE 2	195.646	232.543	232.802	219.524	212.777
T Co ₂ /t produced	0,094	0,105	0,104	0,096	0,159
TOTAL SCOPE 3	352.014	340.908	335.867	306.965	255.061
T Co ₂ /t produced (2022 Inventory Base)	0,169	0,155	0,149	0,135	0,191
T Co ₂ /t produced (2023 and 2024 Inventory Base)				0,445	0,623

Energy Performance

At Arcor Group, energy use accounts for nearly 50% of the company's greenhouse gas emissions. That's why efficient energy management is a key pillar of our Climate Change Strategy. We aim to balance long-term energy sustainability and the various environmental scenarios. This involves ensuring an energy supply at efficient costs with high availability and service quality, while continuing to reduce our consumption to optimal levels across all operations. All of this takes place within a corporate culture that fosters good energy practices and a commitment to protecting natural resources in order to promote the planet's sustainability. Since 2017, we have been driving our Energy Performance Strategy, based on three core pillars:

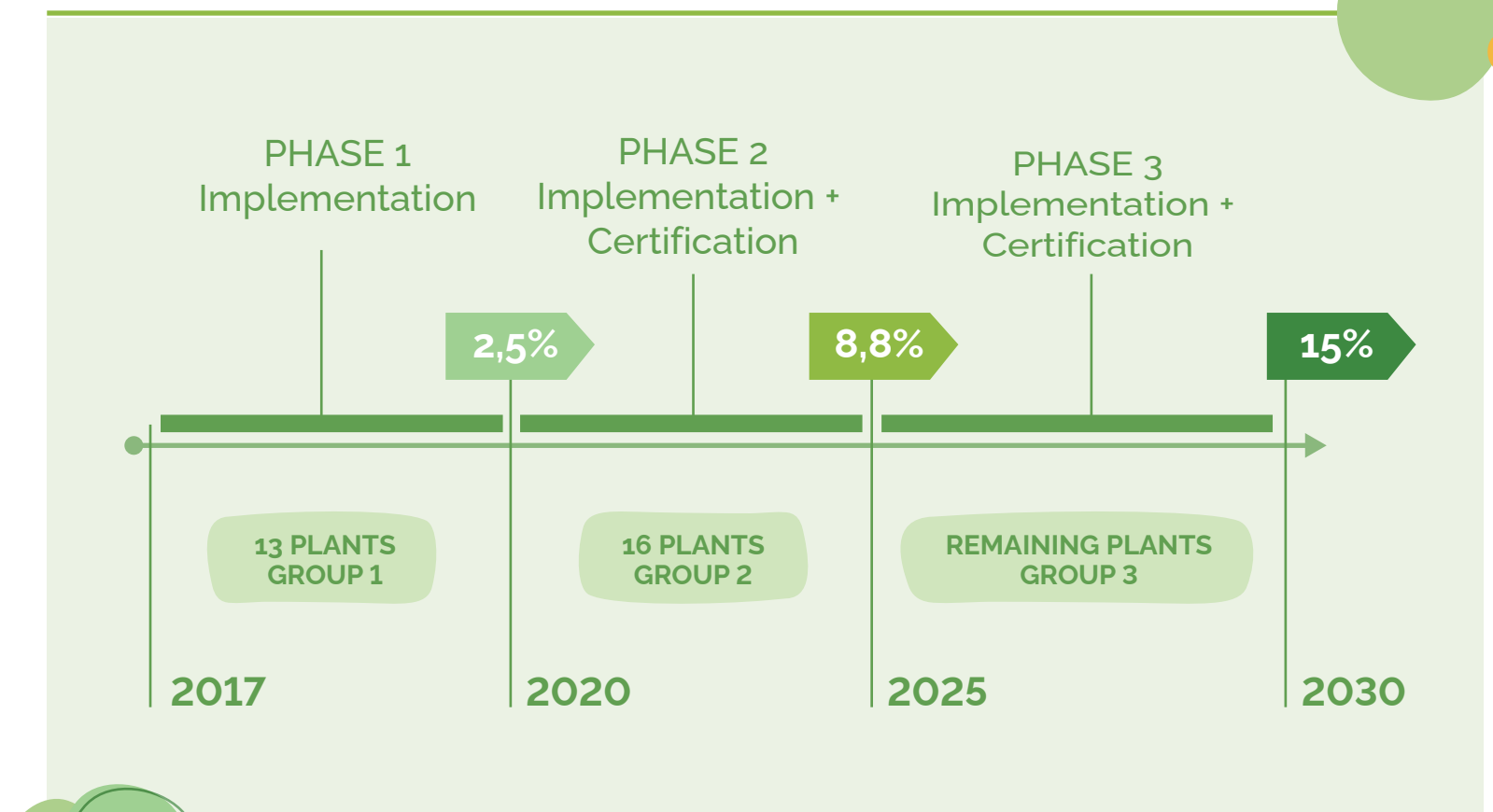
- **Energy Intensity**, through short-, medium-, and long-term actions that ensure the continuity of the energy strategy based on a thorough analysis of the broader context (market, political, legal, regulatory, and the integration of new technologies), while securing supply (price – cost – availability), managing energy information effectively, and defining corporate operational standards.
- **Energy Efficiency**, through short-, medium-, and long-term actions focused on reducing process-specific energy consumption through technology updates or changes, while identifying and prioritizing all forms of energy use.
- **Energy Savings**, through medium- and short-term actions aimed at reducing absolute energy consumption by raising awareness and training employees, promoting a culture of good maintenance and operating practices for energy savings and conservation.

To develop these lines of work, we have a specialized committee that drives the **Energy Performance Program**, whose purpose is as follows:

- **Environmental Stewardship and Greenhouse Gas (GHG) Emissions Reduction**
- **Improving the profitability of operations**
- **Ensuring compliance with current legal regulations**
- **Defining the energy matrix and the best sourcing strategies**
- **Pursuing energy efficiency in equipment and optimizing energy intensity across operations**
- **Proposing concrete measures to reduce and save energy consumption**
- **Training and raising awareness among employees**
- **Exploring new business alternatives and environmentally friendly technologies**
- **Diversifying the energy matrix**

Through this program, we define actions aimed at improving both *specific and absolute energy consumption within our processes.*

Since 2017, we have established clear energy reduction targets and an action plan to implement the **Energy Management System (EMS)** methodology across all Arcor Group industrial plants in three phases.



Plants included in Phases 1 and 2 account for 88% of Arcor Group's total energy consumption, and we aim to achieve an 8.8% reduction in specific energy consumption (MJ per ton) by the year 2025.

During Phase 2, launched in 2021, we deployed the Program in 93% of the designated plants, even including some sites originally scheduled for Phase 3 (2026–2030). By the end of 2024, **86% of Arcor Group's operating plants had implemented the Energy Performance Program methodology.**

PHASE 1: 2017

- ✓ Arcor Golosinas Arroyito
- ✓ Arcor San Pedro
- ✓ Arcor Arroyito PMH1
- ✓ Arcor Arroyito PMH3
- ✓ Arcor La Providencia
- ✓ Arcor Villa Mercedes
- ✓ Arcor San Juan
- ✓ Arcor Caroya
- ✓ Arcor Arroyito CT Mario Seveso
- ✓ Bagley Salto
- ✓ Cartocor Arroyito Papel
- ✓ Cartocor Arroyito Cartón
- ✓ Cartocor Totoral

PHASE 2: 2021

- ✓ Arcor Misky PMH2
- ✓ Arcor Misky Golosinas
- ✓ Arcor Estirenos
- ✓ Arcor Recreo
- ✓ Arcor Río Das Pedras (Br)
- ✓ Arcor Bragaca (Br)
- ✓ Arcor Santiago (Ch)
- ✓ Cartocor Paraná
- ✓ Cartocor Luján
- ✓ Cartocor Quilmes
- ✓ Cartocor Ranelagh
- ✓ Cartocor Mendoza
- ✓ Bagley Villa Mercedes
- ✓ Bagley Totoral
- ✓ Bagley Córdoba
- 🏭 Mundo Dulce (Mx)

PHASE 3: 2025

- 🏭 Arcor San Rafael
- 🏭 Arcor Mar del Plata
- ✓ Arcor Recife (Br)
- 🏭 Arcor Chancay (Pe)
- ✓ Bagley Campinias (Br)
- ✓ Bagley Cotangem (Br)
- ✓ Bagley Santiago (Ch)
- ✓ Cartocor San Francisco (Ch)
- 🏭 Cartocor San Juan
- 🏭 PM San Luis
- 🏭 PM Misiones

Total Energy Consumption Reduction⁴⁶

2020	2021	2022	2023	2024	META 2025
-6,4%	-6,58%	-6,4%	-8,06%	-8,56%	8,8%

Among these, the most notable energy consumption reductions were achieved by Agribusiness (11.5%), Food (13.4%), Chocolate (3.6%), Energy & Services (8.1%), Confectionery (3.1%), Cookies (9.3%), and Packaging (5.8%).

The aforementioned reductions were the result of the following actions:

- Technological upgrades in processes.
- Replacement of higher-efficiency equipment such as motors.
- Installation of variable frequency drives.
- Optimization of pumping and air-conditioning systems.
- Efficiency improvements in key equipment, such as ovens.
- Standardization and monitoring of basic equipment maintenance practices.

In 2024, all Arcor Group businesses achieved positive energy efficiency indicators, with energy consumption reductions across their processes.

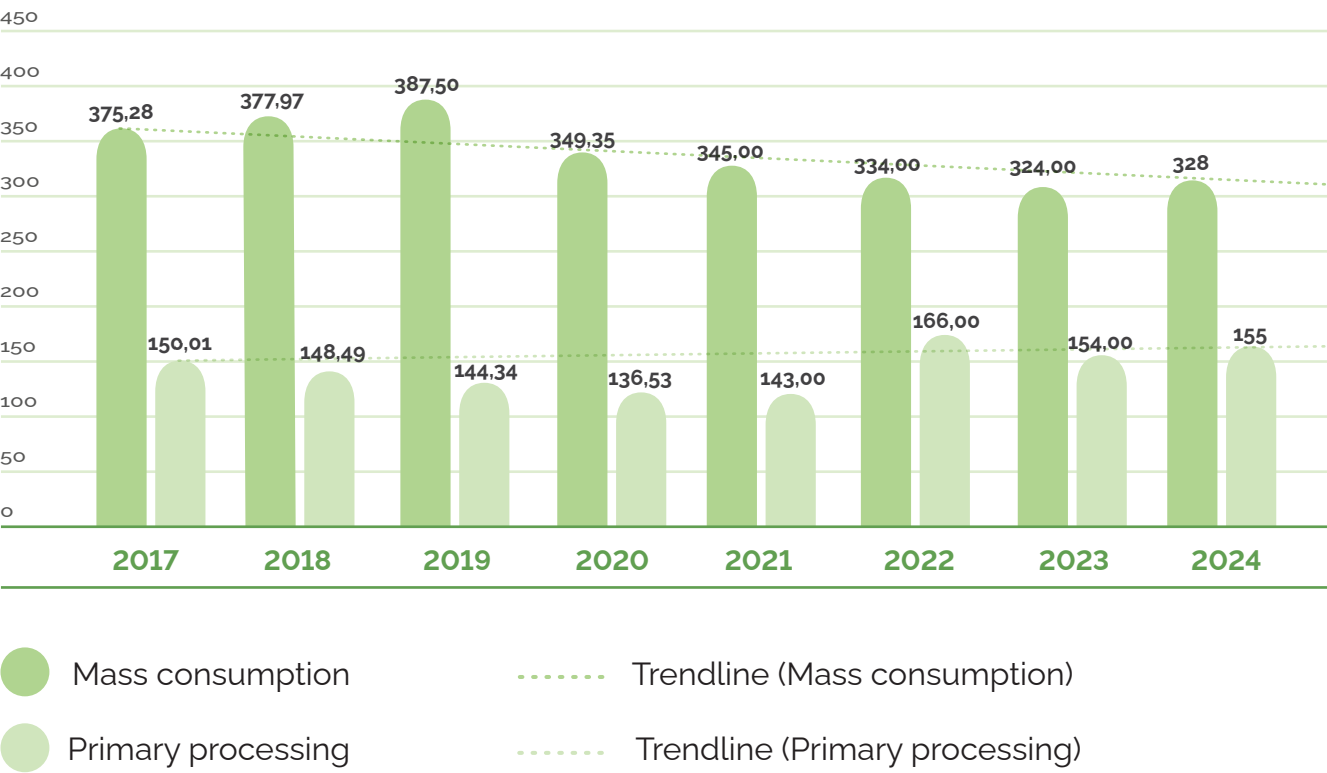
In 2024, we **achieved an 8.56% reduction** in Arcor Group's **total energy** consumption compared to the baseline year.

⁴⁶ For plants included in the program.

⁴⁷ Results are compared against the baseline year and reference line defined for each industrial plant within the business segment, according to the respective implementation phase.

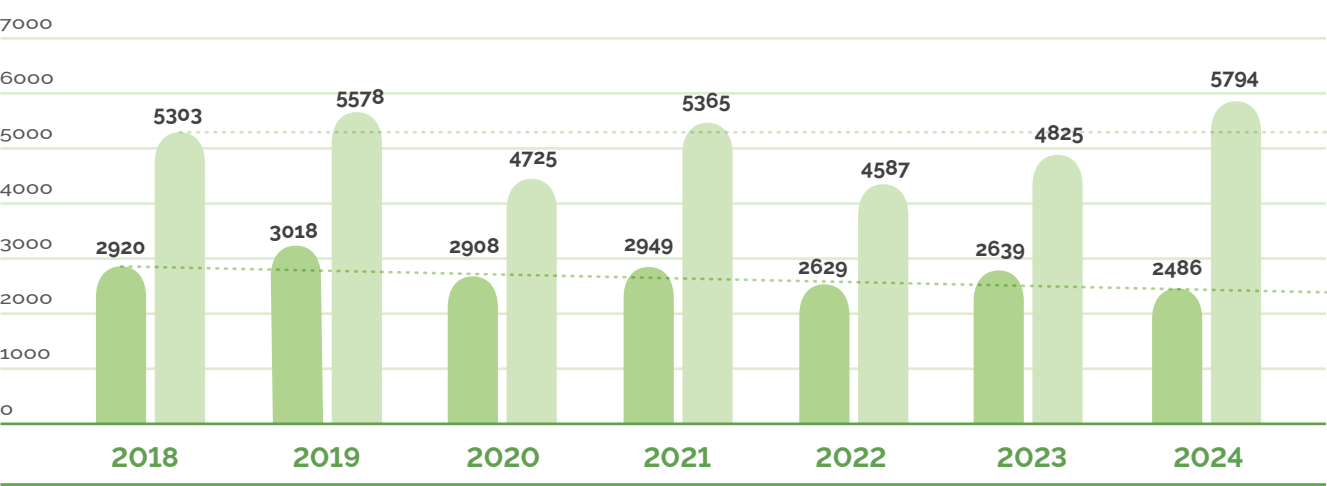
Regarding relative electricity consumption, there has been a consistent downward trend from 2017 to 2024, aligned with the improvements implemented across business units.

Electric energy consumption (KW/Ton)



Regarding relative fuel consumption, the following chart shows an increase in values, particularly in Primary Transformation operations, as a result of lower production volumes in tons, which impacted biomass-specific consumption.⁴⁸

Fuel consumption (MJ/t)



Total Energy Consumption | Arcor Group (GJ)

Energy	Type	Consumption 2020 (GJ)	Consumption 2021 (GJ)	Consumption 2022 (GJ)	Consumption 2023 (GJ)	Consumption 2024 (GJ)
Non-Renewable Fuels	Gas natural	7.487.995,4	7.928.450,4	7.917.810,1	6.603.598,7	7.520.057,9
	Fueloil	122.352,1	181.017,0 ⁴⁹	176.251,7	184.993,3	191.894,5
	Gasoil	54.652,6	49.975,2	47.273,0	56.555,4	62.327,6
	GLP	28.175,2	30.806,5	33.503,3	30.828,0	22.145,4
	Total	7.693.175,3	8.190.249,1	8.174.838,1	6.875.975,5	7.796.425,4
Renewable Fuels	Biomasa - Chips de madera	6.649.388,0	5.991.642,0	6.336.555,2	7.261.596,0	6.293.031,9
	Biomasa - Bagazo de caña	3.134.234,4	3.358.814,4	2.483.855,0	3.645.590,7	3.181.011,0
	Biomasa - Licor negro	1.067.024,2	1.262.448,0	1.033.606,8	1.071.494,8	903.029,6
	Total	10.850.646,6	10.612.904,4	9.854.017,0	11.978.681,5	10.377.072,5
Purchased Electricity	Renovable	254.564,3	444.509,9	382.571,8	554.099,4	563.625,0
	No renovable	64.640,1	420.979,9	393.982,6	423.074,6	314.794,0
	Total	319.204,4	865.489,8	776.554,4	977.174,0	878.419,0
Sold Electricity	Renovable	-4.186,4	-2.205,0	-4.455,4	-2.362,0	-1.540,4
	No renovable	-30.986,3	-24.824,2	-15.631,6	-19.050,1	-37.425,6
	Total	-35.172,7	-27.029,2	-20.086,9	-21.412,1	-38.966,0
Total Energy Consumption within the Organization ⁵⁰		18.827.853,5	19.641.614,2	18.785.322,5	19.810.419,0	19.012.950,8

⁴⁸ Primary transformation plants refer to operations that process raw materials which have not undergone previous industrial treatment (e.g., sugarcane, wood, corn, etc.). Mass consumption plants: operations for the production of high-demand products (e.g., cookies, confectionery, food, etc.).

⁴⁹ Correction of 2021 Fuel Oil Consumption Compared to Previous Reports

⁵⁰ Total energy consumption for 2020, 2021, and 2022 has been restated to account for the electricity sold.

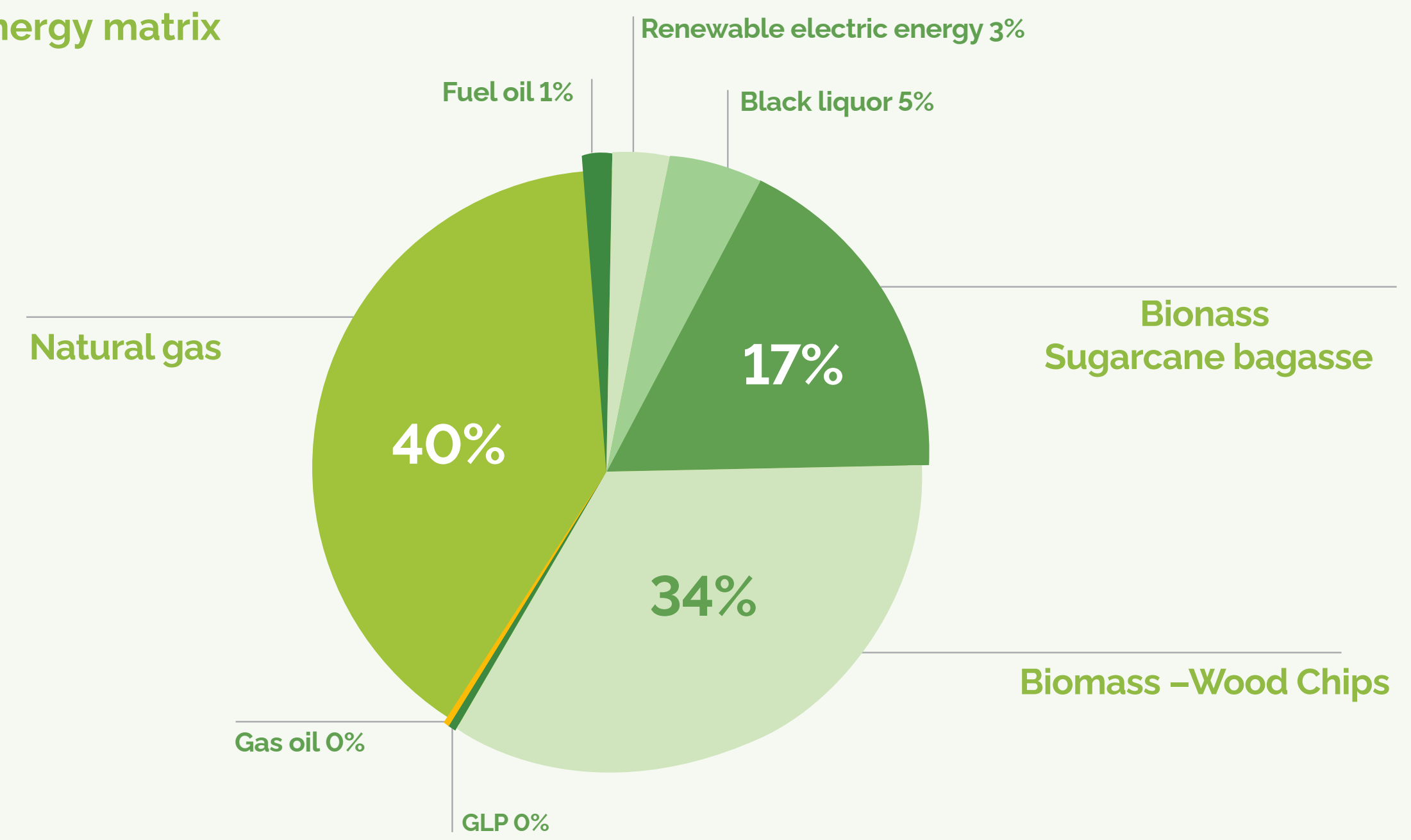
Energy from Renewable Sources

At Arcor Group, we are moving toward a more sustainable energy matrix, prioritizing the use of renewable energy sources to replace fossil fuels, both for electricity generation and thermal processes. Our commitment is reflected in a clear goal: by 2030, 80% of the electricity we purchase will come from renewable sources.

In Argentina, we have three power plants for electricity generation: the Mario Seveso Thermoelectric Plant, which runs under a high-efficiency combined cycle scheme using natural gas; and two plants that use biomass as a primary source: the Ing. José Alberto Giaí Thermoelectric Plant, which produces energy from sugarcane bagasse, and the Papel Misionero Plant, which generates energy using wood chips and black liquor.

Additionally, we source certified renewable energy in Argentina, Brazil, and Chile.

Arcor Group energy matrix



El 58%⁵¹ of the energy used comes from renewable sources

In 2024, we signed a five-year agreement⁵³ to purchase 75,000 MWh of renewable energy annually.

⁵¹ Considering total energy use (fuel and purchased electricity), excluding the Baradero and Chacabuco plants. The 5% decrease in renewable energy share compared to 2023 is due to lower production of forest biomass (wood chips), sugarcane bagasse, and black liquor. This reduction amounts to approximately 1,600,000 GJ of non-generated renewable energy.

⁵² This figure refers to the total amount of certified electricity purchased from third parties, excluding the Baradero and Chacabuco plants.

⁵³ This agreement came into effect in November, with a proportional volume applied for this year in Argentina.

Transport Emissions

The logistics for sourcing our raw materials and distributing finished products account for more than 14% of the company's greenhouse gas emissions.

During 2024, as part of our **Sustainable Logistics Plan**, we continued to make progress on actions that will allow us to reduce our emissions per ton of product transported.

Transport Optimization

- **High-capacity Trucks:** We added **10 new routes** and completed **233 trips**. These vehicles offer **92% more load capacity** compared to conventional trucks, resulting in an 18% reduction in GHG emissions per ton transported.
- **GNC and Biomethane Fleet:** We increased the number of vehicles using these fuels by **60%**, reaching **2,000 trips**.
- **Scalable Trucks:** A total of **15,000 trips** were made, improving transport efficiency.
- **Last-Mile Logistics:** We started deliveries with **electric trucks**, completing **10 deliveries of POP materials and finished products to customers**.



TRIPS COMPLETED

CNG & BIO-CNG (Biomethane)	2.000
Electric Trucks	10 Pop movements
High-Capacity	200
Scalable	15.000

Total emissions (tons of CO² eq) and total specific emissions (tons of CO² eq/tons of production)

Emissions in transportation (t CO2)					
Country	2020	2021	2022	2023	2024
Argentina	279.597	263.737	268.972 ⁵⁴	252.469	235.427
Brazil	21.623	22.298	15.299	16.518	20.929
Chile	21.246	23.493	20.643	9.541	3.838
Mexico	2.098	7.429	8.975	8.458	7.274

⁵⁴ Restatement of information due to formula adjustment.

Kilometers traveled



These actions led to a **7% reduction** in transportation-related emissions compared to **2023**.



Learn more about [Our Sustainable Logistics Plan](#)

Biodiversity Strategy

In 2024, we continued to implement our **Biodiversity Strategy**, reaffirming our commitment to biodiversity conservation and ecosystem regeneration.

The **conservation of natural areas** is essential for maintaining biological and cultural diversity, while providing tangible benefits for both society and the environment. These areas offer essential ecosystem services, such as food production, climate regulation, water source protection, and the sustainable provision of resources, in addition to contributing to education on sustainable development.

At Arcor Group, we promote landscape-level biodiversity conservation, encouraging a positive interaction between our productive operations and surrounding natural ecosystems.

In Argentina, we have 12 operational sites, some of which are located in protected areas, while others are near High Conservation Value areas.

The natural areas under conservation cover nearly 20,000 hectares⁵⁵



These areas are part of the **Papel Misionero** and La **Providencia Sugar Mill** sites.

	2024		
	Type of Surface		
	Natural Environment (ha)	Productive Environment (ha)	Number of Sites
La Providencia Sugar Mill	3.879	2.359	1
Papel Misionero (Misiones)	16.078	6.529	11
Total	19.957	8.888	12

⁵⁵ They are located in two of the most important ecoregions of Northern Argentina: the Atlantic Forest (or Missionary Jungle) in the province of Misiones, and the Yungas (or Tucumán-Bolivian Jungle) in the province of Tucumán.

Protected Productive Landscape

In partnership with Fundación ProYungas, we continue to promote the conservation and environmental regeneration of these areas. The program proposes a landscape-level land management model designed to integrate production with biodiversity conservation and associated ecosystem services, all within a framework of social development. The initiative is structured around five lines of action:

- **Territorial Planning:** Comprehensive analysis of the environmental and social context of the entire area covered by the PPP program.
- **Continuous Improvement of Socio-Environmental Performance:** Identification of critical phases or stages from both environmental and social perspectives, aiming to incorporate improvements that optimize the Company's performance.
- **Environmental and Social Monitoring & Evaluation:** Definition of key variables to be measured in order to compare the actual impacts of the project or activity against strategic plans and agreed-upon actions.
- **Internal and External Communication:** Planning of the Company's communication actions related to the implementation of the PPP program, allowing for the visibility of established objectives and the actions undertaken to achieve them.
- **Strategic Alliances with Local Stakeholders:** Planning of institutional engagement activities and strengthening partnerships with various social actors, integrating their interests and perspectives to achieve shared goals in the territory.



La Providencia Sugar Mill

Located in the department of Monteros, Tucumán, Argentina, La Providencia spans a total area of 6,238 hectares. **Seventy-five percent of the land comprises natural environments**, primarily consisting of the Yungas forests of the Aconquija Mountains and, at higher elevations, Alto-Andean soils The remaining 25% is transformed land, mainly used for sugarcane cultivation and, to a lesser extent, citrus and forestry production.



Mazama Deer

Wildlife Monitoring at La Providencia Sugar Mill Advances in Biodiversity Conservation

As part of Arcor Group's biodiversity strategy, in 2024 we carried out a wildlife monitoring initiative using camera traps at La Providencia Sugar Mill. This effort, in line with our ecosystem preservation initiatives, included the installation of 24 camera traps distributed across both forested areas and plantation zones. The main objective was to compare the findings with a previous monitoring conducted in 2013, allowing us to assess species diversity and population in the area surrounding the mill.

Key Monitoring Results

The monitoring produced significant findings about the local wildlife: Eleven native medium-to-large species were identified, along with 3 exotic species. Additionally, four threatened species of ecological importance were recorded:

- **celot** (*Leopardus pardalis*): A key predator for controlling populations in the forest.
- **Collared peccary** (*Pecari tajacu*): Considered a "forest architect" due to its contribution to ecological dynamics.
- **Red weasel** (*Lutreolina crassicaudata*).
- **Tayra** (*Eira barbara*).

The most frequently observed species included the brown brocket deer, crab-eating raccoon (mayuato), ocelot, tayra, and white-eared opossum

The presence of the ocelot and the brown brocket deer in both forested areas and plantations is particularly noteworthy, highlighting the importance of our production approach in harmony with nature, creating key natural corridors for wildlife.

The monitoring results show no significant differences between the 2013 and 2024 samplings. This is a highly positive outcome, as it confirms the stability of biodiversity in the area.

Based on these findings, we have defined the following next steps to strengthen our contribution to conservation:

1. Design and implement awareness programs targeted at local communities and mill collaborators.
2. Strengthen periodic monitoring initiatives to track biodiversity changes over time.

These actions reaffirm our commitment to biodiversity preservation, contributing to a sustainable balance between productive activities and the conservation of natural ecosystems.

Papel Misionero

We manage **22,607 hectares** across 11 properties, located in 8 municipalities within 3 departments (San Ignacio, Libertador General San Martín, and Guaraní) in central Misiones Province. Of this area, **72% (16,078 ha) consists of native forests and associated biodiversity**, while the remaining 28% (6,529 ha) is allocated to forest plantations, roads, and infrastructure.



Papel Misionero Natural and Cultural Reserve

Within this land, **10,397 hectares** are part of the **Papel Misionero Natural and Cultural Reserve**, located in the Yabotí Biosphere Reserve, Guaraní Department. This area protects one of the best-preserved remnants of the **Atlantic Forest**, featuring high levels of biodiversity, the presence of endangered species, and unique ecosystems such as **palm groves** (*Euterpe edulis*) at their southernmost distribution, laurel layana forests (*Ocotea pulchella*), and two species of **tree ferns** (*Alsophila setosa* and *Dicksonia sellowiana*).

In addition, the area is home to **17 threatened bird species**, including the **yacutinga** (*Aburria jacutinga*), the **chestnut-crowned becard** (*Pachyramphus castaneus*), the **rufous-capped woodpecker** (*Celeus elegans*), and the **black-chested bushbird** (*Neoctantes niger*), as well as historical records of the **harpy eagle** (*Harpia harpyja*). The reserve has been recognized as both a **Key Biodiversity Area (KBA)** and an **Important Bird Area (IBA)**.

Guaraní Communities and Social Programs

The reserve hosts **three Guaraní communities**—Jejy, Jejy Mirí, and Paraje Mandarinina—living on 370 hectares granted by agreement. Neighboring communities such as **Yryapy** and **Pindó Poty** also rely on local resources, while **Ita Pirú** and **Caramelito** live on adjacent National University of Misiones (**UNaM**) lands.

In 2024, in partnership with **Fundación Marangatú**, the **Red de Comunidades Rurales** (Rural Communities Network), and the **Arcor Foundation**, we implemented various educational, social, and productive programs, including:

- **Sustainable production training**, with workshops on beekeeping, gardening, and the use of bio-inputs.
- **Educational support**, strengthening bilingual schools and pedagogical strategies with the Red de Comunidades Rurales.
- **Intercultural literacy programs**, in collaboration with the Arcor Foundation, CONICET, and OEI, for teaching Spanish as a second language.

Conservation and Monitoring

In addition, strong efforts are being made to conserve and preserve the 10,000-hectare intangible area with the support of the **Bioforestal Brigade**. Actions include:

Boundary maintenance and access control, covering 90 km annually.

Monitoring and surveillance, with 34 patrols conducted in 2024, covering a total of 150 km.

Awareness talks in communities and schools, with more than 70 visits and over 1,000 km traveled throughout the year.

In addition, we promote network-based conservation by collaborating with **other reserves, local authorities, foundations, and NGOs** to strengthen our positive environmental impact.

Activities Developed on Productive Properties

As part of our environmental conservation and regeneration efforts on our pine plantation properties in Misiones, in 2024 we implemented the following actions:

- **Community Engagement** We conducted visits to neighbors living near the pine plantations, with the same objective as in the Natural Reserve: to share the public summary of the management plan, provide information about productive activities (harvesting and silviculture), and gather community concerns.
- **Native Forest Restoration:** In compliance with current legislation, we completed the demarcation and closure of **33.22 hectares** of post-harvest recovery zones, which have been incorporated into the native forest restoration program. No illegal activities or fires were recorded in the Priority Conservation Sites.
- **Monitoring and Surveillance** We continued monitoring patrols across the productive properties to detect unauthorized entries (such as poachers), control exotic species, and record wildlife. In 2024, no illegal activities were detected.
- **Fire Prevention and Control:** Two fire incidents were reported on the San Ignacio property. Both were successfully contained without causing economic losses.
- **Genetic Improvement Program:** In partnership with **INTA**, selected materials were harvested for hedge orchards and future cutting seedling production. Additionally, pollen was collected from selected materials, and controlled cross-breeding was carried out between **Papel Misionero** and **INTA** varieties to generate improved seeds. Laboratory studies continued to assess paper quality from each material.
- **Waste Management:** A study conducted by **INTA** analyzed the amount of industrial waste that could potentially be used as soil amendments on company-owned properties. This was part of the study on the "**Feasibility of agricultural use of forest-industrial waste,**" which evaluates the reuse of boiler ash, carbonate sludge, and other by-products from pulp production. The project is led by the **MAPHI** area.





Circular Material Flow

We believe that the current linear consumption models, based on extraction, production, and disposal, are no longer sustainable. That's why we are committed to driving a circular approach in the inputs used throughout our entire value chain, rethinking their lifecycle.

Through this commitment, we promote the circular economy as the most suitable business model to achieve economic development that respects the planet.



2030 GOALS

- 100% of plants with zero waste sent to landfill by 2025.
- 40% reduction in waste generated in our operations by 2030, compared to 2016.
- 100% of packaging to be recyclable, reusable, compostable, or biodegradable by 2030.
- 100% of paper in packaging to be certified or recycled by 2030.
- Zero PVC in our product packaging by 2025
- Support projects for the recovery and recycling of packaging materials placed on the market.



2024 RESULTS



22

22 plants achieved
zero waste sent to landfill.

24% reduction in waste generated
per ton produced compared to 2016.

Post-consumer
polyethylene recycling
project.



Zero Waste to Landfill Program

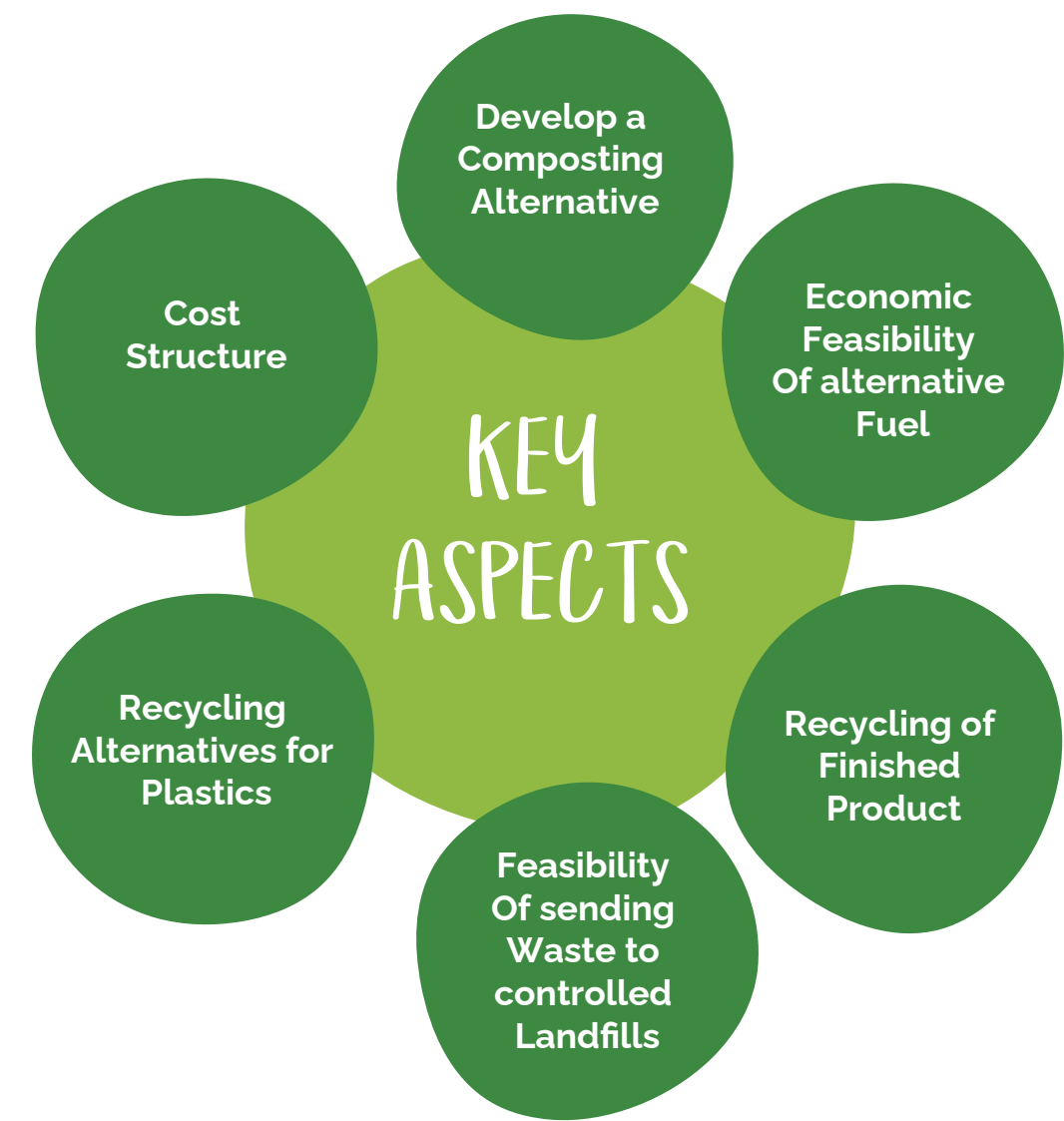
We are committed to reducing the amount of waste sent to landfill by implementing recovery processes and exploring more sustainable alternatives for final disposal.

Our goal for 2025 is to fully eliminate landfill disposal of waste across all our industrial operations.

We have a **Corporate Waste Management Program** that sets guidelines for the comprehensive handling of waste at our industrial sites, defines Group-wide objectives, and allows us to evaluate our annual progress toward these goals.

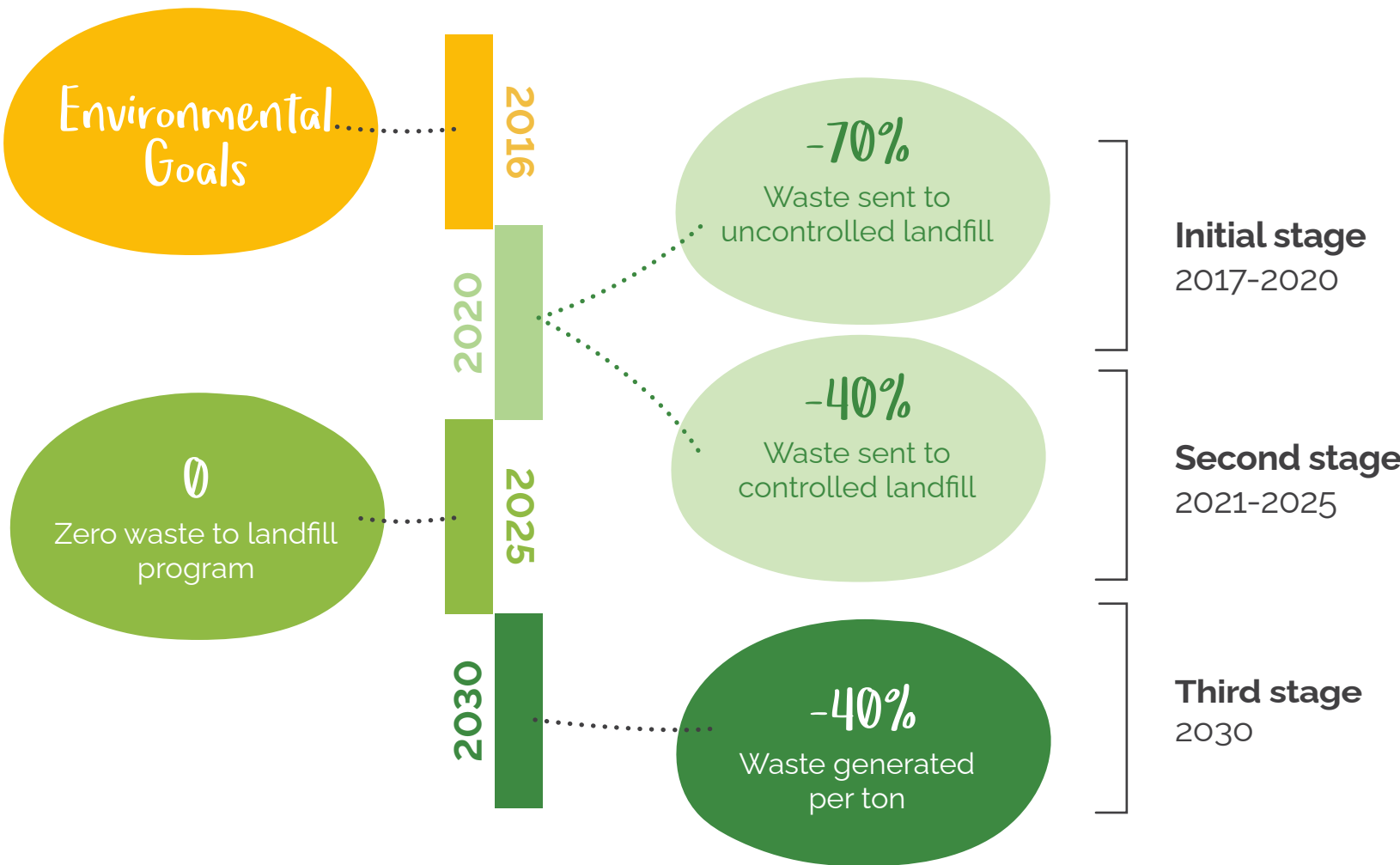
The Program was launched in 2017 and is being implemented in three stages, each associated with specific targets:

- 1. Initial stage:** (2017-2020)
 - We reduced the amount of waste sent to controlled landfills by 40%.
 - We reduced the amount of waste sent to uncontrolled landfills by 70%.
- 2. Second stage:** (2021- 2025): The goal is to completely eliminate waste disposal in landfills.
- 3. Third stage:** (2030): The objective is to reduce waste generation by **40%** in relation to the tons produced in the Group's operations.



ZERO WASTE TO LANDFILL PROGRAM:

- 6 key aspects to address
- Definition of workstreams
- Definition of timelines and responsibilities



“Every small step makes a big difference”

By the end of 2024, 22 plants achieved the goal of zero waste sent to landfill.

Meeting the goal of completely eliminating landfill waste helps reduce the burden on local landfill sites in the communities where we operate—especially in smaller towns that face greater infrastructure challenges.

Plants That Achieved the Zero Waste to Landfill Goal

Argentina		Brazil
Bagley Salto (Buenos Aires)	Cartocor Tortuguitas (Buenos Aires)	Campinas Plant
Salto Distribution Center (Buenos Aires)	Converflex Lujan (Buenos Aires)	Bragança Plant
Panamericana Distribution Center (Buenos Aires)	Arcor Colonia Caroya (Córdoba)	Rio das Pedras Plant
Molienda Húmeda 2 (Tucumán)	CD Colonia Caroya (Córdoba)	Contagem – Branch Plant
Golosinas Recreo (Catamarca)	Zucamor Quilmes (Buenos Aires)	Contagem – Production Plant
Alimentos Recreo (Catamarca)	Bagley Totoral (Córdoba)	
Harinas Recreo (Catamarca)	Converflex Totoral (Córdoba)	
Cartocor Luján (Buenos Aires)	Bagley Córdoba (Córdoba)	
Zucamor Papel Ranelagh (Buenos Aires)		

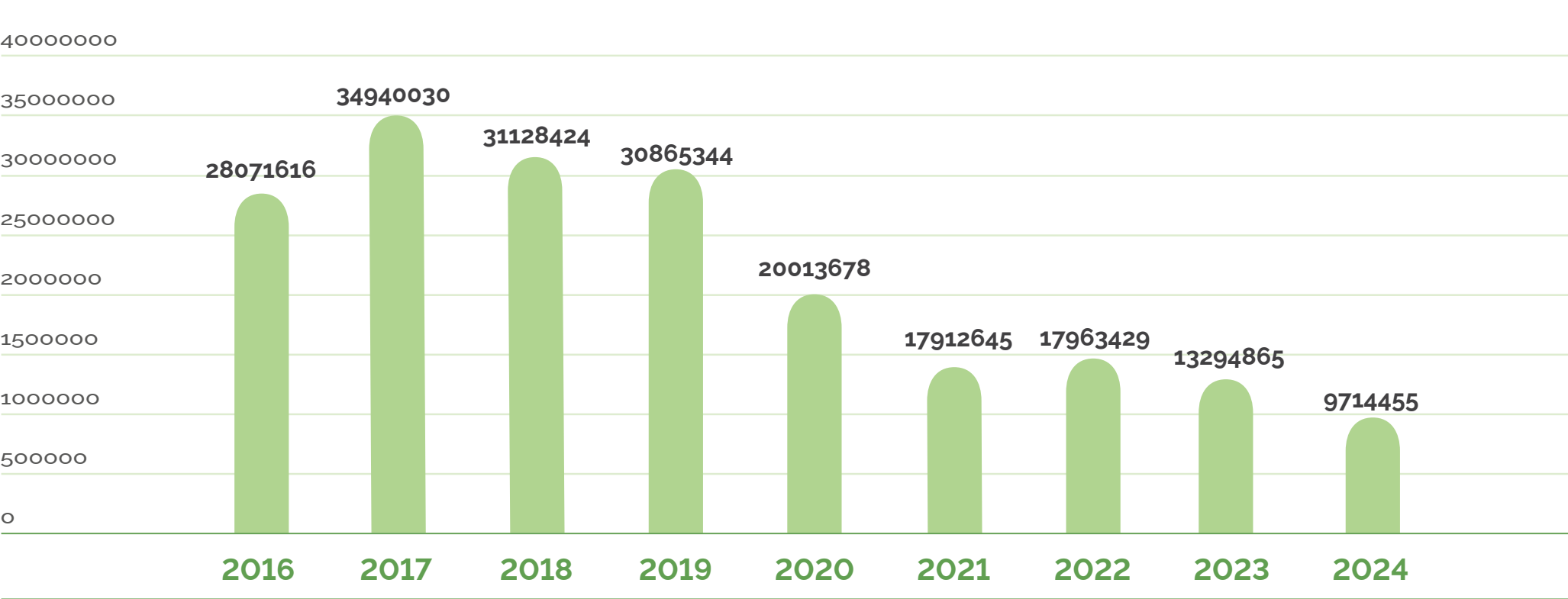
Reductions in waste sent to landfill are the result of the ongoing efforts of a multidisciplinary team developing action plans aligned with the Zero Waste Plan.

Throughout 2024, we advanced in the implementation of alternatives such as organic waste composting, plastic recycling, the incorporation of energy recovery technologies, and the development of new waste management partners. These initiatives allow us to maintain the downward trend in landfill waste.

Total waste sent to landfill (kg/ton)



Total waste sent to landfill (kg)



In 2024, 9,714 tons of waste were sent to landfill, representing a 35% reduction compared to 2016.

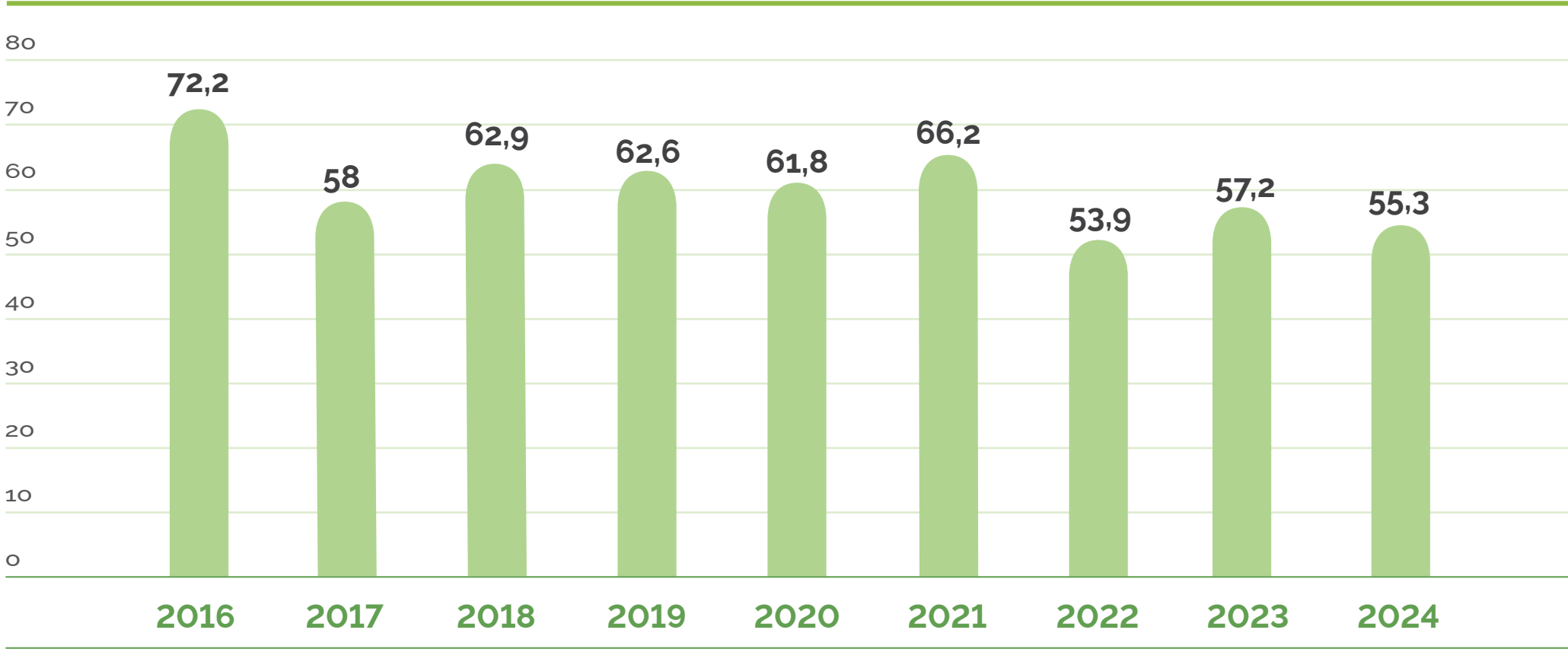
Waste Generation and Disposal

We reaffirm our commitment to reducing the waste generated in our operations, moving toward more efficient and sustainable waste management. Our goal for 2030 is to reduce waste generation by 40% per ton produced, using 2016 as the baseline year.

In 2024, we achieved a 24% reduction in waste generation per ton produced compared to our baseline. This progress positions us well on the path to achieving our target.

Learn more about [Our Waste Indicators](#)

Waste generated (kg/ton)



Disposal by Waste Type

Type of Disposal	2023 ⁵⁶			2024				
	Hazardous Waste (REPEL) - kg	Household-Like Waste (RESDO) - kg	Industrial Waste (RESRR) - kg	Total Waste 2023 - kg	Hazardous Waste (REPEL) - kg	Household-Like Waste (RESDO) - kg	Industrial Waste (RESRR) - kg	Total Waste 2024 - kg
Alternative Fuel	611.017	5.855.353	24.116.004	30.582.374	468.915	6.498.460	26.047.456	33.014.831
Animal Feed	-	-	33.076.410	33.076.410	-	-	31.179.352	31.179.352
Composting	-	-	133.360.965	133.360.965	-	-	110.638.906	110.638.906
Recycling	44.615	-	50.423.562	50.328.507	27.875	-	54.487.460	54.515.335
Reuse	17.240	-	17.824.290	17.841.530	139.923	-	16.206.999	16.346.922
Other Uses	-	-	1.131.796	1.131.796	1.131.796	-	1.264.004	1.264.004
Destruction Without Recovery / Confinement	868.227	-	33.760	901.987	901.987	-	28.620	1.048.594
Landfilling	-	4.185.275	9.109.590	13.311.555	13.311.555	3.217.997	6.496.458	9.714.455
Total Waste	1.541.099	10.057.318	268.936.707	280.658.105	280.658.105	9.716.457	246.349.255	257.722.399

⁵⁶ In 2023, the amount of waste generated was reported as 56.9 kg/ton produced. However, after some adjustments to records made in 2024, this figure was revised to 57.2 kg/ton produced.

Zero Waste at the Panamericana Distribution Center

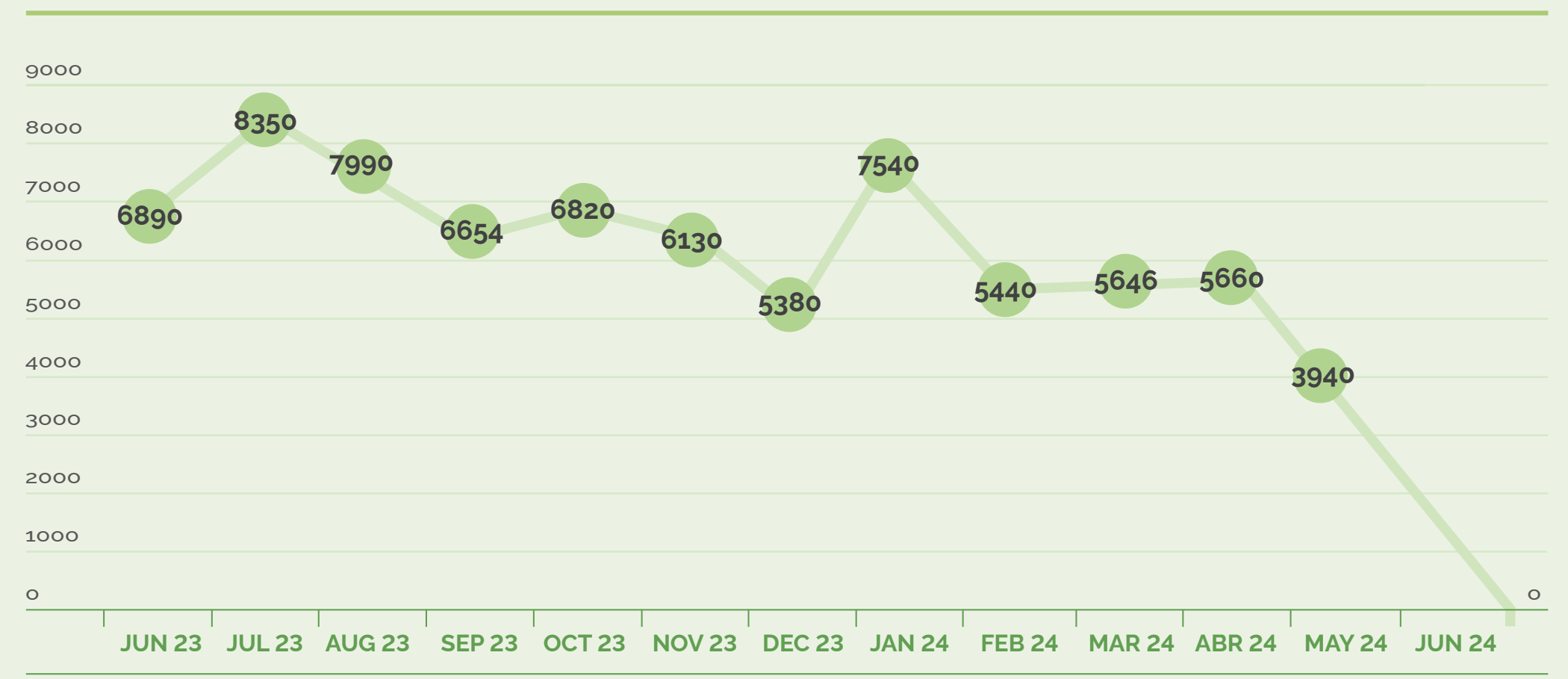
Until 2023, landfilling was the main waste disposal method. **As of October this year**, we introduced Recycomb as a new destination, **where waste is transformed into fuel** through Fuel Blending technology and later used **in the kilns of Loma Negra**. We started by **sending only discarded products**, but after analyzing the types and quantities of waste generated, we gradually **included** office waste, sweeping debris, pruning materials, locker room waste, and some broken pallets into the co-processing stream.

We also implemented the **recovery of flour-based products** for animal feed, identifying suitable materials and organizing their **proper delivery**.

During 2024, we installed composting units to separate organic waste generated in the dining areas and offices. This achievement was made possible by training all employees working at the Distribution Center, including fixed suppliers and dining area staff.

In addition, we resumed collaboration with the Garrahan Foundation program, sending paper and cardboard folders for recycling.

Waste Sent to Landfill (kg) – 2023–2024



Circularity in Dairy Farms

In 2024, we incorporated 7,562 tons of stabilized sludge from our wastewater treatment plant into the productive system, blended with filter earth and activated carbon from Wet Milling Plants 2 and 3.

- **Purpose:** To enrich agricultural and forage soils while preventing issues related to final disposal.

We also integrated **6,388** tons of solid cow manure, collected from corral cleanings, into the **agricultural system**.

- **Purpose:** To provide essential nutrients for healthy plant development, as this material is a rich source of nitrogen, phosphorus, and potassium.



Promoting Circularity in Packaging

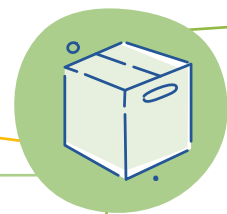
As a mass-consumption food company, the use of packaging materials is essential to our activity. Packaging plays a key role in preserving products throughout the supply chain—helping to minimize food loss, ensure quality, and provide consumers with key information.

Through our **Packaging Division**, we supply packaging to numerous companies across the region

We offer a wide range of products, including corrugated cardboard and paperboard packaging, paper bags, flexible packaging with various printing technologies, recycled papers, Kraft Liner Board, Sack Kraft, as well as plastic and bioplastic extrusion.

In 2024, we used 88,872,131 kg of materials in the packaging and wrapping of our mass consumption products:

Packaging Materials	2022 (kg)	2023 (kg)	2024 (kg)
Paper, Cardboard, and Wood	53.900.923	52.057.829	49.530.202
Plastic	22.799.672	21.023.575	20.403.409
Glass	11.638.966	10.605.838	10.768.368
Metal	5.602.305	5.368.532	5.721.724
Paper and Plastic Laminates	2.463.923	2.346.091	2.448.428
Total	96.405.789	91.401.865	88.872.131



We stand out as one of the leading *packaging solution* providers in the *Southern Cone*.



Reduction of Use

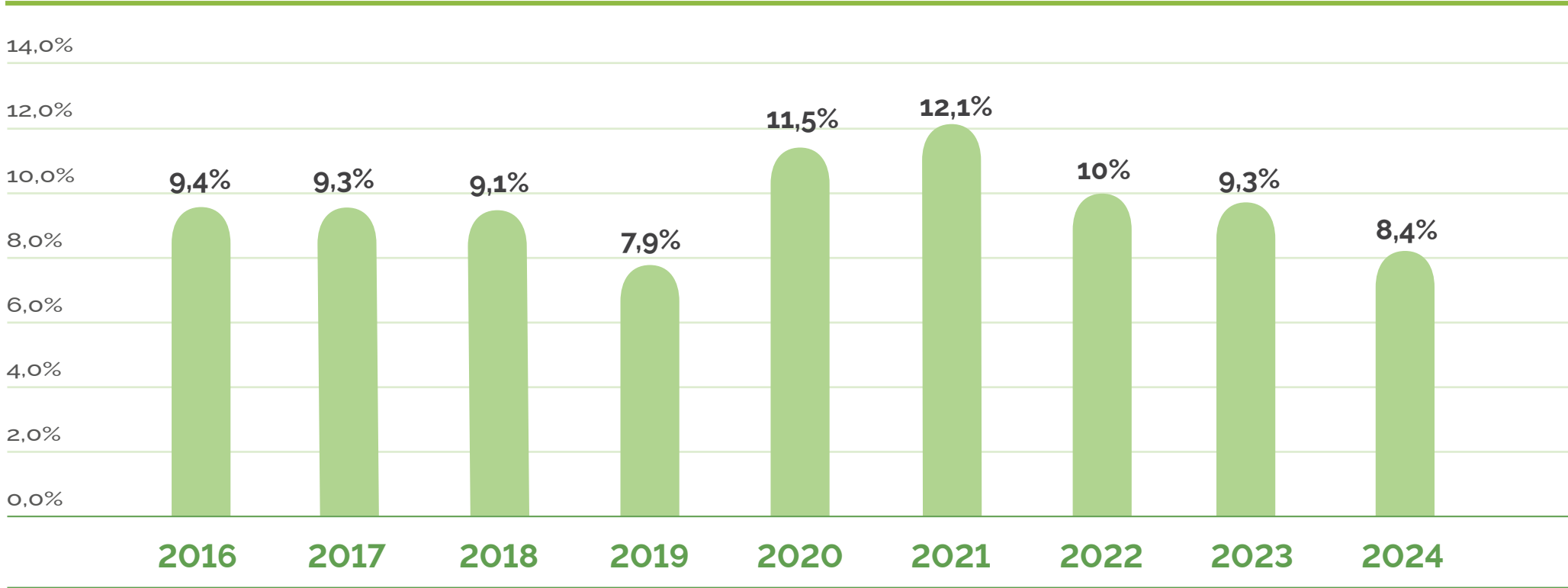
As part of our commitment to material circularity, we developed initiatives to optimize and reduce the use of packaging materials, with a primary focus on mass consumption products.

To evaluate our performance, we use a **Corporate Packaging Index**, which measures the proportion of packaging material in relation to the product weight. This indicator allows us to drive continuous improvement in the efficiency and sustainability of our packaging, contributing to more responsible resource management.

 Learn more about [Our Material Indicators](#)

In 2024, we achieved a *Corporate Packaging* Index of **8.4%**.

Corporate packaging Index



Paper and Cardboard

Sustainable Paper Sourcing

As part of our **Sustainable Paper Sourcing Policy**, we ensure that the cellulose fiber material used in our packaging comes from certified sources or recycled material.

We work exclusively with suppliers that hold recognized chain-of-custody certifications, such as FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification). This guarantees the traceability of raw materials back to responsibly managed forests, controlled resources, or recycled materials.

We also consider suppliers sustainable if they source inputs from certified origins, reinforcing our commitment to responsible environmental management and promoting practices aligned with the circular economy.

In 2024, the plants of our Packaging Division successfully underwent external audits for PEFC and FSC certification standards, as well as Earthworm Foundation audits, which verify raw material traceability in accordance with the European Union Deforestation Regulation (EUDR) requirements. These processes reflect Papel Misionero's commitment to wood traceability and environmental stewardship.

Recycled Paper and Packaging Production

From our Packaging Division, we **produce virgin fiber paper in the province of Misiones** and operate **three recycled paper production plants** in Argentina.

Cartocor Arroyito (Córdoba)

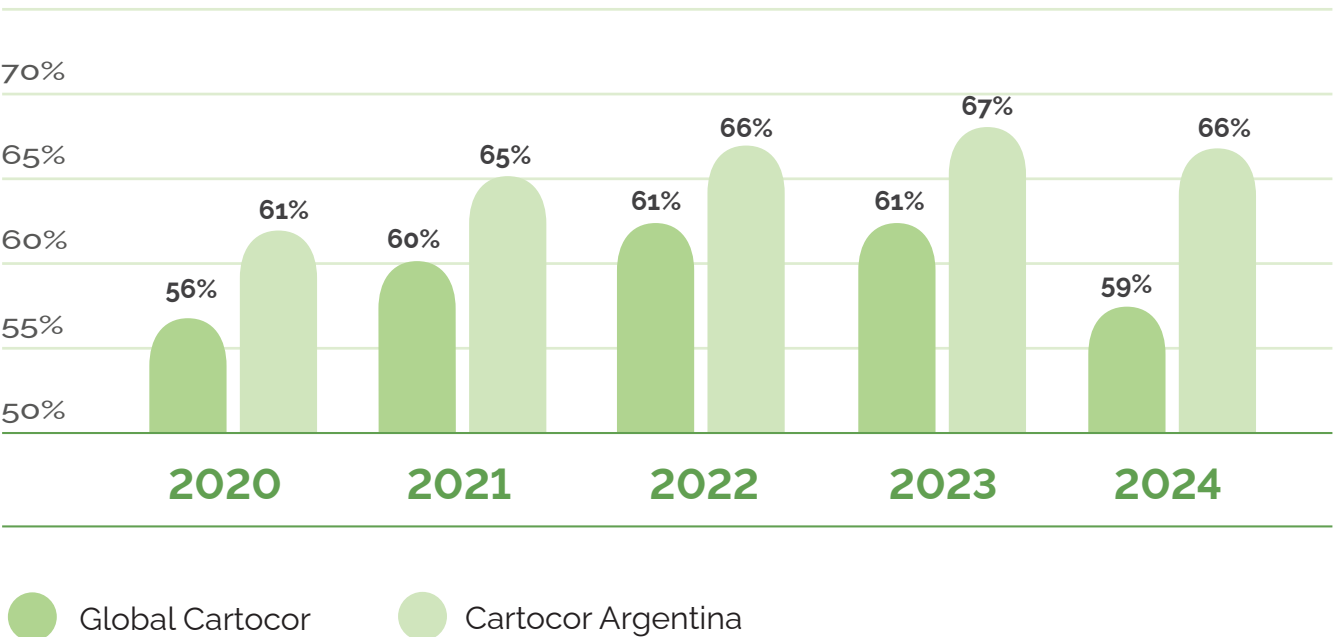
Zucamor Mendoza (Mendoza)

Zucamor Ranelagh (Buenos Aires)

During 2024, our three recycled paper plants produced over 160,000 tons of this material for box manufacturing. Additionally, we sourced 74,000 tons of recycled paper by third parties.

In total, **we used 234,000 tons of recycled paper**, enabling our paper and cardboard packaging produced by our Packaging Division to reach **an average recycled content of 59%**.

Recycled cardboard content in the final product(%)



In 2024, 100% of the paper and cardboard we used came from sustainable sources, either recycled or made from virgin fiber with recognized certification.

Plastics

In 2024, we continued to implement our **Plastic Packaging Policy**, in effect since 2020, which sets guidelines to advance the development of increasingly sustainable packaging solutions.

We also have a **Sustainable Design Guide**, which outlines definitions and technical guidelines for design practices aimed at promoting circularity and optimizing plastic material usage. This guide was developed using the concepts and definitions from the Ellen MacArthur Foundation, a global leader in the transition to a circular economy.

In line with this policy, throughout 2024 we continued promoting projects focused on the replacement and reduction of plastic materials across our entire product portfolio. These initiatives explore new materials that reduce plastic use, enhance recyclability, and ensure product preservation.

Plastic Packaging Policy

Conscious Consumption

Optimize material usage while ensuring product protection.

- Reduce thickness, size, and weight without compromising product integrity or market competitiveness.
- Advance technologies that enable the use of lighter and more efficient materials.
- Explore new materials with lower environmental impact.
- Develop special packaging formats for bulk display channels.
- Ensure new products maintain the average plastic content of their category.

Design for Circularity

Improve recyclability, promote reuse, and reduce environmental impact throughout the entire material lifecycle.

- Transition to biodegradable or compostable materials, including bioplastics.
- Progress toward recyclable materials by simplifying structures and reducing metallized layers and additives that hinder recycling.
- Incorporate recycled material.
- Ensure effective communication with consumers.
- Engage with stakeholders across the recycling chain.

Controversial Plastics

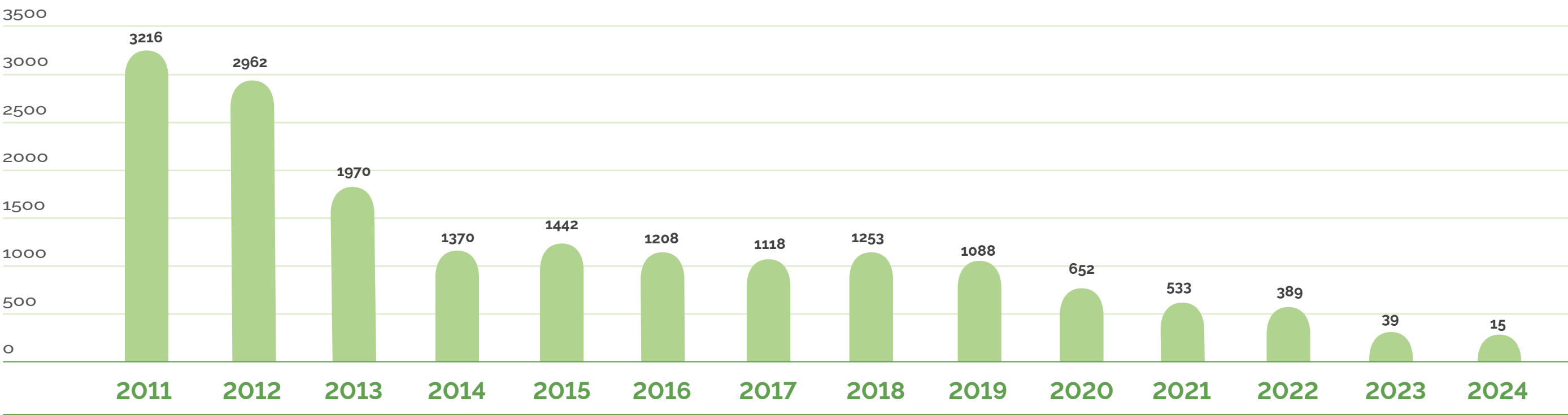
In line with global trends in the consumer goods industry, for several years we have been promoting the replacement of PVC as a packaging material in our products. This aims to reduce the environmental impact associated with uncontrolled landfilling and the harmful effects of incinerating these materials in inadequate treatment systems.

Our goal is to reach 0% PVC use by 2025.

The following chart illustrates the steady decline in PVC consumption from 3,216 metric tons in 2011 to just 15 metric tons in 2024—a significant drop of over 99%.

Due to a specific need, a small amount of PVC was used in Mexico in 2024 for vitroleros (bulk candy containers). However, we remain fully committed to our plan to eliminate PVC from all packaging.

PVC Consumption (in TM)* - Arcor Group



*Metric tons. Does not include consumption by Ricolino – Duvalin.



Recovery and Recycling Projects

As part of our strategy to reduce the environmental impact of packaging materials, in 2023 we launched pilot projects for the collection and recycling of these materials in their post-consumer phase.

Post-Consumer Polyethylene Recycling

Through our Packaging Division, we continued to advance the initiative launched in 2021 to integrate post-consumer recycled (PCR) polyethylene into the formulation of new materials that do not come into direct contact with food.

The process includes implementing a reverse logistics system to collect material from various generation points and transport it to the processing plant. There, it undergoes a washing process to ensure quality and is subsequently transformed into new material—maintaining its original properties and reducing value loss during recycling.

This initiative represents a key step toward plastic circularity, a complex challenge due to the diversity of materials and their recycling difficulties.

In 2024, we made progress in this initiative by installing **36 compactors** at distributors and plants, aimed at recovering stretch film. Thanks to this system, we recovered **68 tons of post-consumer scrap**, which were reused in the production of **165 tons of polyethylene film** containing between **10% and 20% recycled material**. This action reinforces our commitment to circularity and the reduction of virgin material use.



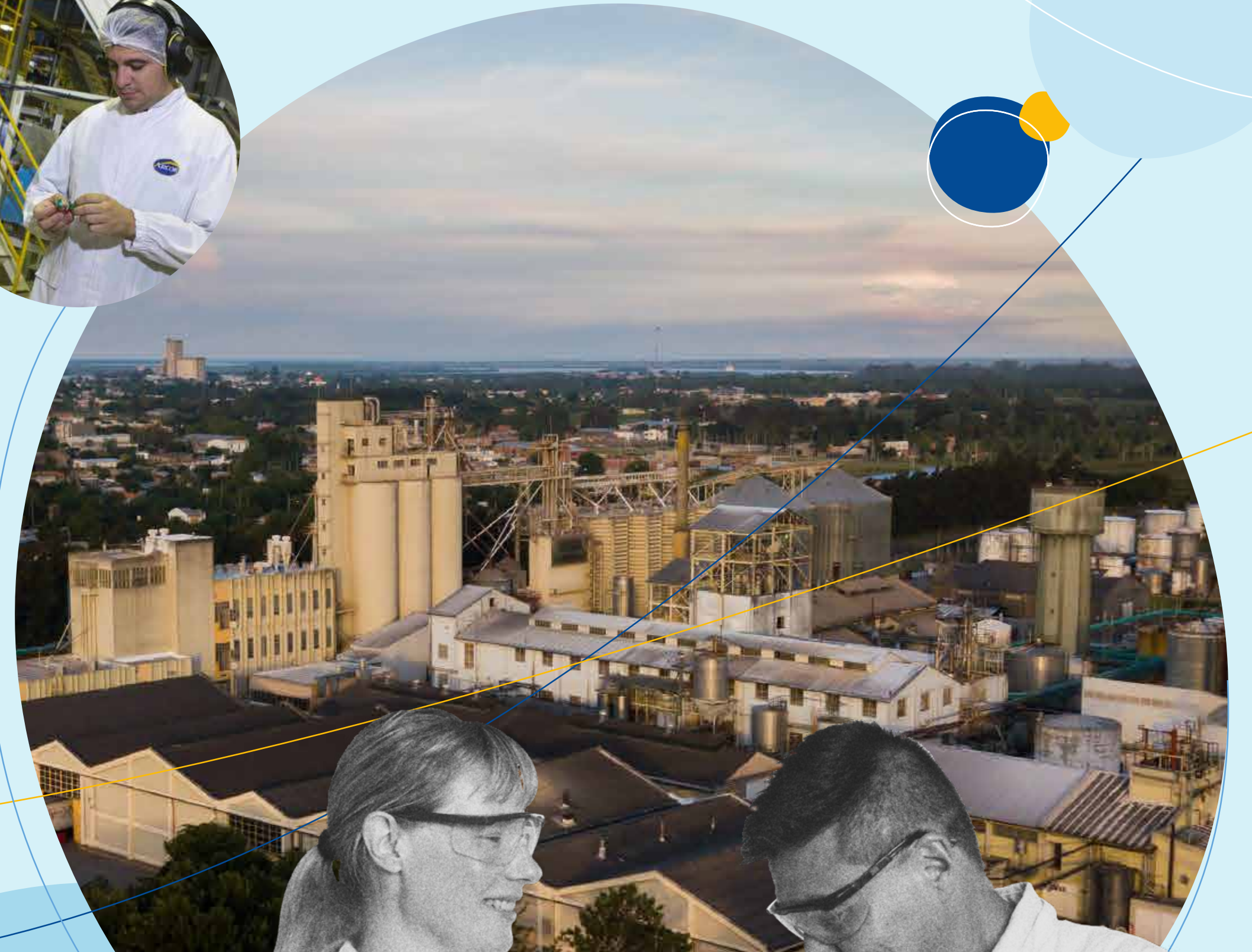
Progress by Year

Year	What We Did	What We Obtained	How We Used the Obtained Material
Objective: Increase the Amount of Post-Consumer Polyethylene Recovered and Recycled			
2023	Installed 44 compactors at Arcor Group distributors in Argentina.	Recovered 80 tons of stretch film from distributors, Arcor Group plants, supermarkets, recyclers, and the Municipality of Córdoba.	Produced 100 tons of flexible material containing 20% recycled content at Converflex (Arcor Group's Packaging Division).
2024	Installed 36 compactors at Arcor Group distributors and plants to recover <i>film stretch</i> .	68 tons of post-consumer scrap.	Produced 165 tons of polyethylene film with a composition of 10% to 20% post-consumer material.

CHAPTER 06

About this Report

- 140 GRI Content Index
- 154 SASB Index
- 161 ESG Performance Indicators
- 196 External Evaluation Report



About this Report

The Sustainability Report allows us to be accountable for our sustainable management, aligned with the commitments established in our 2030 Sustainability Strategy "A Better Life."

This document provides clear and structured information, including comparative indicators and best practice cases related to our economic, social, and environmental performance, aimed at all our stakeholders.

Scope

- The Arcor Group Sustainability Report is prepared annually.
- The 2024 edition covers the period from January 1 to December 31, 2024, and was presented to the Board of Directors on March 11, 2025. Its scope is equivalent to that of Arcor Group's Consolidated Financial Statements, including all subsidiaries listed as of December 31, 2024.

Reporting Standards

This report was prepared in accordance with the GRI (Global Reporting Initiative) Standards 2021, referencing the SASB Standards for Agricultural Products, Processed Food, and Containers & Packaging. It also outlines our contribution to the Sustainable Development Goals (SDGs) and complements our Communication on Progress (CoP) for the United Nations Global Compact.



GRI Content Index

Statement of Use	Arcor Group has prepared this report in accordance with the GRI Standards for the period from January 1 to December 31, 2024.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	GRI G4 Food Processing GRI 13: Agriculture, Aquaculture, and Fishing Sectors 2022

GRI Standard	Content	Location	Omission			External Verification
			Omitted Requirements	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	The organization and its reporting practices					
	2-1 Organization details	1.1.1.Arcor Group worldwide Note 1				
	2-2 Entidades incluidas en el reporte de sustentabilidad de la organización	6. About this Report				
	2-3 Reporting period, frequency, and contact point	6. About this Report				
	2-4 Restatements of information	Referenced throughout the document				
	2-5 External assurance	6.4. External evaluation report				
	Activities and Employees					
	2-6 Activities, value chain, and other business relationships	1.1. We Are Arcor Group 4.3. Community and value chain development				
	2-7 Employees	6.3. ESG Performance Indicators				
	2-8 Non-employee workers	6.3. ESG Performance Indicators				

GRI Content Index

GRI Standard	Content	Location	Omission			External Verification
			Omitted Requirements	Reason	Explanation	
GRI 2: General Disclosures 2021	Governance					
	2-9 Governance structure and composition	1.1.9. Arcor Group Board of Directors 6.3. ESG Performance Indicators				
	2-10 Nomination and selection of the highest governance body	1.1.9. Arcor Group Board of Directors				
	2-11 Chair of the highest governance body	6.3. ESG Performance Indicators				
	2-12 Role of the highest governance body in overseeing management impacts	1.1.9.2. Roles				
	2-13 Delegation of responsibility for managing impacts	1.1.9. Arcor Group Board of Directors				
	2-14 Role of the highest governance body in sustainability reporting	1.2.1. Sustainability Governance System				
	2-15 Conflicts of interest	2.4.1. Awareness and training Note 2				
	2-16 Communication of critical concerns	2.4. Code of Ethics and Conduct				
	2-17 Collective knowledge of the highest governance body	1.2.1. Sustainability Governance System				
	2-18 Evaluation of the performance of the highest governance body	1.1.9.2. Roles				
	2-19 Remuneration policies	Note 3				
	2-20 Process to determine remuneration	4.2.4.1. Remuneration				
	2-21 Annual total compensation ratio		2-21 a, b and c	Confidential information		

GRI Content Index

GRI Standard	Content	Location	Omission			External Verification
			Omitted Requirements	Reason	Explanation	
GRI 2: General Disclosures 2021	Strategy, policies, and practices					
	2-22 Statement on sustainable development strategy	Message from our President Message from our Corporate Sustainability Manager				
	2-23 Policy commitments	2. Human rights and integrity 2.4. Code of Ethics and Conduct				
	2-24 Embedding policy commitments	1.2. Sustainable management 2.2. Human rights due diligence 2.3. Committed to children's rights 2.4. Code of Ethics and Conduct				
	2-25 Processes to remediate negative impacts	2.2. Human rights due diligence 4.3.1. Community impact management strategy				
	2-26 Mechanisms for seeking advice and raising ethical concerns	2.4. Code of Ethics and Conduct				
	2-27 Compliance with laws and regulations	There were no instances of non-compliance				
	2-28 Membership in associations	1.1.3. Strategic alliances 1.3.3. Alliances 3.3.3. Agro +30 Program 4.3.2. Dialogue and outreach platforms 4.3.8. Social investment in childhood				
	Stakeholder engagement					
	2-29 Approach to stakeholder engagement	1.1.8. Materiality analysis 1.2.4. Dialogue with our stakeholders				
	2-30 Collective bargaining agreements	4.2.4.2. Freedom of association and collective bargaining 6.3. ESG Performance Indicators				
Material Topics						
GRI 3: 2021 Material Topics	3-1 Process to determine material topics	1.1.8. Materiality analysis				
	3-2 List of material topics	1.1.8. Materiality analysis				

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
Economic Topics							
GRI 3: 2021 Material topics	3-3 Management of material topics	1.1.6. A Better Life 1.1.7. Sustainability goals 1.1.8. Materiality analysis 1.2. Sustainable management				13.2.1 13.22.1 13.23.1 13.26.1	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	1.1.10. Key economic data				13.22.2	x
	201-2 Financial implications and other risks and opportunities due to climate change	1.1.4. Integrated Management System 1.1.10. Key economic data 1.2. Sustainable management 3.3.3. Agro +30 Program 5.2. Climate and biodiversity action				13.2.2	
	201-4 Financial assistance received from government	No financial assistance was received from the government during the reporting period.					
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and supported services	3.3.1.3. Fruit and vegetable production 4.3.7. We promote the development of Indigenous communities 4.3.8.1. Early childhood and comprehensive development				13.22.3	
	203-2 Significant indirect economic impacts	3.1.2. Food for a better life 3.1.4.5. Food for every person 4.1. Inclusion, diversity, and equity 4.2.3. Professional development and training 4.3.1. Community impact management strategy 4.3.9. Value chain				13.22.4	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	2.4. Code of Ethics and Conduct 6.3. ESG Performance Indicators				13.26.3	
	205-3 Confirmed incidents of corruption and actions taken	There were no confirmed cases of corruption.				13.26.4	x

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
Procurement practices							
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	6.3. ESG Performance Indicators					
GRI G4 Food processing	Percentage of the volume purchased from suppliers that comply with the company's sourcing policy.	4.3. Community and value chain development 4.3.9.1. Suppliers				FP 1	
	Percentage of purchased volume verified according to credible, internationally recognized responsible production standards	3.2.1.1. Grow 6.3. ESG Performance Indicators				FP 2	
Supply chain traceability							
GRI 13: Agriculture, aquaculture, and fishing sectors 2022	Level of traceability implemented for each sourced product	3.3. Regenerative agriculture 4.3.9.1. Suppliers				13.23.2	
	Percentage of sourced volume certified under internationally recognized standards that enable product traceability throughout the supply chain	3.2.1.1. Grow 6.3. ESG Performance Indicators				13.23.3	
	Improvement projects to certify suppliers under internationally recognized standards, enabling product traceability throughout the entire supply chain and ensuring that all sourced volume is certified.	3.3. Regenerative agriculture 4.3.9.1. Suppliers				13.23.4	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
SOCIAL TOPICS							
GRI 3: 2021 Material topics	3-3 Management of material topics	1.1.6. A Better Life 1.1.7. Sustainability goals 1.1.8. Materiality analysis 1.2. Sustainable management				13.10.1 13.11.1 13.12.1 13.16.1 13.17.2 13.18.1 13.19.1 13.21.1 13.24.1	
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	4.2.1. Occupational health and safety				13.19.2	
	403-2 Hazard identification, risk assessment, and incident investigation	4.2.1.1. Cultural evolution in safety 4.2.1.3. 6C Risk Program 4.2.1.4. Comprehensive Ergonomics Program				13.19.3	
	403-3 Occupational health services	Note 4				13.19.4	
	403-4 Worker participation, consultation, and communication on occupational health and safety	4.2.1.1. Cultural evolution in safety 4.2.1.2. Risk management and active participation				13.19.5	
	403-5 Worker training on occupational health and safety	4.2.1.1. Cultural evolution in safety 4.2.1.7. Occupational health and safety in logistics				13.19.6	
	403-6 Promotion of worker health	3.1.6.2. Actions for our employees 4.2.1.6. Occupational diseases				13.19.7	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.2.1.1. Cultural evolution in safety				13.19.8	
	403-8 Workers covered by an occupational health and safety management system	6.3. ESG Performance Indicators				13.19.9	
	403-9 Work-related injuries	4.2.1.5. Accident rate and improvement projections 6.3. ESG Performance Indicators				13.19.10	x
	403-10 Work-related ill health	4.2.1.6. Occupational diseases 6.3. ESG Performance Indicators				13.19.11	
GRI 404: Training and education 2016	404-1 Average hours of training per employee per year	6.3. ESG Performance Indicators					x
	404-2 Programs for upgrading employee skills and transition assistance programs	4.2.3.3. Strategic Resources Program (PRE, as per its Spanish acronym) 4.2.3.5. Arcor University					
	404-3 Porcentaje de empleados que reciben evaluaciones periódicas del desempeño y desarrollo profesional	4.2.3.4. Performance Management System (SGD, as per its Spanish acronym)					
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	2.1. Respect for human rights 2.3. Committed to children's rights 2.4.2. Code administration and ethics line 3.3.1.3. Fruit and vegetable production 4.3.9.1. Suppliers				13.17.2	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.1. Respect for human rights 2.4.2. Code administration and ethics line 4.3.9.1. Suppliers				13.16.2	
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	2.2.5. Human rights and our security personnel					
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	100% of our industrial operations are covered by community relations initiatives, programs, or actions. 4.3. Community and value chain development				13.12.2	x
GRI 414: Evaluación social de los proveedores 2016	414-1 New suppliers that were screened using social criteria	4.3. Community and value chain development 6.3. ESG Performance Indicators					
Food safety							
GRI 13: Agriculture, aquaculture, and fishing sectors 2022	Percentage of production volume from sites certified to internationally recognized food safety standards.	3.2. Quality at every step				13.10.4	
	Number of product recalls due to food safety concerns and total volume of products recalled	There were no recalls.				13.10.5	
Non-discrimination and equal opportunity							
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity in governance bodies and employees	4.1. Inclusion, diversity, and equity 4.1.1.1. Gender 1.9.1. Composition and appointment 6.3. ESG Performance Indicators				13.15.2	x
	405-2 Ratio of basic salary and remuneration of women to men	4.2.4.1. Remuneration				13.15.3	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Note 5				13.15.4	x

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
Living wages and income							
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.1. Respect for human rights 4.2.4.2. Freedom of association and collective bargaining				13.18.2	
GRI 13: Agriculture, aquaculture, and fishing sectors 2022	Percentage of employees and non-employees whose work is controlled and covered by collective bargaining agreements that include provisions on wage levels and frequency of wage payments in locations with significant operations.	6.3. ESG Performance Indicators				13.21.2	
Labor practices							
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	6.3. ESG Performance Indicators					x
	401-1 New employee hires and employee turnover	4.2.4. Benefits for our employees					
	401-3 Parental leave	6.3. ESG Performance Indicators					
Healthy and affordable food							
GRI G4 Food processing	Nature, scope, and effectiveness of any programs and practices that promote access to healthy lifestyles; prevention of chronic diseases; access to healthy, nutritious, and affordable food; and overall community well-being.	3.1.6. Habits for a Better Life				FP 4	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
Consumer health and safety							
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	3.1.4. Products that evolve to offer the best alternatives				13.10.2	
GRI G4 Food processing	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety standards	3.2.1.1. Grow				FP 5	
	Percentage of total sales volume of products, by product category, that are lowered in saturated fat, trans fats, sodium, and added sugars.	3.1.4.3. Positive nutrition				FP 6	
	Percentage of total sales volume of products, by product category, that contain added nutritious ingredients such as fiber, vitamins, minerals, phytochemicals, or functional food additives.	3.1.4.3. Positive nutrition				FP 7	
Product and service labeling							
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	3.1.7. Responsible and transparent communication					
GRI G4 Food processing	Policies and practices on consumer communications regarding ingredients and nutritional information beyond legal requirements	3.1.7. Responsible and transparent communication				FP 8	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
Animal health and welfare							
GRI G4 Food processing	Percentage and total of animals processed, by species and breed		FP 9	No aplica	No procesamos animales	FP 9	
	Policies and practices, by species and breed, on the use of antibiotics, anti-inflammatory drugs, hormones, and	3.3.15. Milk				FP 12	
GRI 13: Agriculture, aquaculture, and fishing sectors 2022	Percentage of production volume from the organization's facilities certified by third parties in accordance with animal health and welfare standards.	3.3.15. Milk				13.11.2	
Environmental Topics							
GRI 3: 2021 Material topics	3-3 Management of material topics	1.1.6. A better life 1.1.7 Sustainability goals 1.1.8 Materiality analysis 1.2. Sustainable management				13.1.1 13.3.1 13.7.1 13.8.1	
GRI 301: Materials 2016	301-1 Materials by weight or volume	5.3.2. Promoting packaging circularity 6.3. ESG Performance Indicators					
	301-2 Recycled input materials used	5.3.2. Promoting packaging circularity					
	301-3 Reclaimed products and packaging materials	5.3.2. Promoting packaging circularity					

GRI Content Index

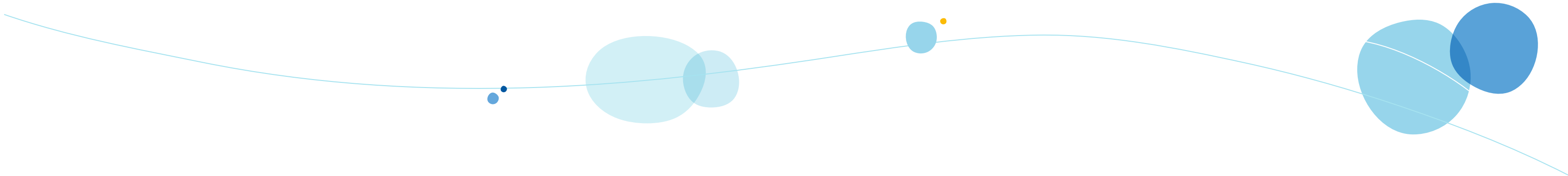
GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	5.2.1.2. Energy performance 6.3. ESG Performance Indicators					x
	302-3 Energy intensity	5.2.1.2. Energy performance					x
	302-4 Reduction of energy consumption	5.2.1.2. Energy performance					
	302-5 Reductions in energy requirements of products and services	5.2.1.2. Energy performance					
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	5.1. Water care 6.3. ESG Performance Indicators				13.7.2	
	303-2 Management of water discharge-related impacts	5.1.1. Water strategy				13.7.3	
	303-3 Water withdrawal	5.1.3. Ensuring availability 6.3. ESG Performance Indicators				13.7.4	x
	303-4 Water discharge	5.1.4. Ensuring and optimizing industrial effluent treatment 6.3. ESG Performance Indicators				13.7.5	
	303-5 Water consumption	5.1.1. Water strategy 6.3. ESG Performance Indicators				13.7.6	
Company-specific indicator	Specific water consumption	5.1.1. Water strategy					x
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	5.3. Circular material flow				13.8.2	
	306-2 Management of significant waste-related impacts	5.3. Circular material flow 6.3. ESG Performance Indicators				13.8.3	

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
GRI 306: Waste 2020	306-3 Waste generated	5.3.1.1. Waste generation and disposal				13.8.4	x
	306-4 Waste diverted from disposal	5.3.1.1. Waste generation and disposal				13.8.5	x
	306-5 Waste directed to disposal	5.3.1.1. Waste generation and disposal				13.8.6	x
Company-specific indicator	Waste sent to landfill	5.3.1. Zero Waste to Landfill Program					x
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	4.3. Community and value chain development 6.3. ESG Performance Indicators					
Conversion of natural ecosystems							
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, or managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	5.2.2. Biodiversity strategy				13.3.2	
	304-3 Habitats protected or restored	5.2.2. Biodiversity strategy				13.3.4	
GRI 13: Agriculture, aquaculture, and fishing sectors 2022	Percentage of production volume from land owned, leased, or managed by the organization that is considered free of deforestation or conversion	3.3.1. Sustainable agricultural production 4.3.9.1. Suppliers				13.4.2	
Emissions							
	305-1 Direct (Scope 1) GHG emissions	5.2.1.1. Greenhouse Gas (GHG) emissions inventory 6.3. ESG Performance Indicators				13.1.2	x

GRI Content Index

GRI Standard	Content	Location	Omission			GRI Sector Standard Reference	External Verification
			Omitted Requirements	Reason	Explanation		
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	6.3. ESG Performance Indicators				13.1.3	x
	305-3 Other indirect (Scope 3) GHG emissions	5.2.1.1. Greenhouse Gas (GHG) emissions inventory 6.3. ESG Performance Indicators				13.1.4	x
	305-4 GHG emissions intensity	6.3. ESG Performance Indicators				13.1.5	x
	305-5 Reduction of GHG emissions	5.2.1. Climate change strategy 6.3. ESG Performance Indicators				13.1.6	x
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	6.3. ESG Performance Indicators				13.1.8	



SASB Index

Processed Foods 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Section/Response
Energy management	Total energy consumed	FB-PF-130a.1	5.2.1.2. Energy performance 5.2.1.3. Energy from renewable sources
	Percentage of grid electricity		
	Percentage of renewable energy		
Water management	Total water withdrawn	FB-PF-140a.1	5.1.1. Water strategy 5.1.3. Ensuring availability 6.3. ESG Performance Indicators
	Percentage of water withdrawn in regions with High/Extremely High Water Stress		
	Total water consumed		
	Percentage of water consumed in regions with High/Extremely High Water Stress		
	Number of non-compliance incidents related to permits, standards, and regulations concerning water quantity or quality	FB-PF-140a.2	5.1.4 Ensuring and optimizing industrial effluent treatments
	Description of water management risks and mitigation strategies	FB-PF-140a.3	5.1.1. Water strategy
Food safety	Global Food Safety Initiative (GFSI) audit: non-conformance rate and corrective action rate for major and minor non-conformances.	FB-PF-250a.1	3.2.1.1. Grow 6.3. ESG Performance Indicators
	Percentage of ingredients sourced from Tier 1 supplier facilities certified under a Global Food Safety Initiative (GFSI)-recognized Food Safety Certification Program	FB-PF-250a.2	
	Total number of food safety violation notifications received and percentage corrected	FB-PF-250a.3	Information not available.
	Number of recalls issued and total quantity of food products recalled	FB-PF-250a.4	No recalls issued

SASB Index

Processed Foods 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Section/Response
Health and nutrition	Revenue from products labeled or marketed to promote health and nutrition attributes		3.1.4.3. Positive nutrition
	Analysis of the process for identifying and managing products and ingredients related to consumers' health and nutritional concerns.		3.1.1. Our vision on nutrition and health
Product labeling and marketing	Percentage of advertising impressions made on children and percentage promoting products that meet dietary guidelines		3.1.6.3. Responsible and transparent communication
	Revenue from products labeled as containing and not containing GMOs (Genetically Modified Organisms)		Information not available.
	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes		Information not available.
	Total amount of monetary losses as a result of legal proceedings related to labeling or marketing		Information not available.
Packaging lifecycle management	Total weight of packaging		5.3.2. Promoting packaging circularity 5.3.2.2. Paper and cardboard 6.3. ESG Performance Indicators
	Percentage manufactured using recycled or renewable materials		
	Percentage that is recyclable, reusable, or compostable		
	Analysis of strategies to reduce the environmental impact of packaging throughout its life cycle		
Environmental and social impacts of the ingredient supply chain	Percentage of food ingredients purchased that are certified to third-party environmental or social standards		3.2.1.1. Grow 6.3. ESG Performance Indicators
	Audit of suppliers' social and environmental responsibility: non-conformance rate and corresponding corrective action rate for major and minor non-conformances		

SASB Index

Processed Foods 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Page / Response:
Ingredient supply	Percentage of food ingredients sourced from regions with high or extremely high baseline water stress		Information not available.
	List of priority food ingredients and analysis of sourcing risks due to environmental and social considerations		Information not available.

Table 2. Activity Parameters		
Activity Parameters	Code	Page / Response:
Number of production facilities:	FB-AG-000.B	1.1. We Are Arcor Group

Agricultural Products 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Section/Response
Greenhouse Gas Emissions	Gross global Scope 1 emissions		5.2.1. Climate change strategy 5.2.1.1. Greenhouse Gas (GHG) emissions inventory 5.2.1.4. Emissions in transportation 4.3.9.2. Sustainable logistics 6.3. ESG Performance Indicators
	Analysis of the short- and long-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and assessment of performance against those targets		
	Fleet fuel consumed, percentage renewable		
Energy management	Operational energy consumed, percentage from grid electricity, percentage from renewable sources		5.2.1.2. Energy performance 5.2.1.3. Energy from renewable sources
Water management	Total water withdrawn, total water consumed, percentage of each in regions with high or extremely high baseline water stress		5.1.1. Water strategy 5.1.3. Ensuring availability 6.3. ESG Performance Indicators
	Description of water management risks and mitigation strategies		

SASB Index

Processed Foods 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Page / Response:
Water management	Number of non-compliance incidents related to permits, standards, and regulations concerning water quantity or quality		5.1.1. Water strategy 5.1.3. Ensuring availability 6.3. ESG Performance Indicators
Food Safety	Global Food Safety Initiative (GFSI) audit: non-conformance rate and corrective action rate for major and minor non-conformances.		3.2.1.1. Grow 6.3. ESG Performance Indicators
	Percentage of agricultural products sourced from suppliers certified under a food safety certification program recognized by the Global Food Safety Initiative (GFSI)		
	Number of recalls issued and total quantity of food products recalled		No recalls issued
Workforce health and safety	Total Recordable Incident Rate (TRIR), fatality rate, and Near Miss Frequency Rate (NMFR) for direct employees, as well as for temporary and migrant workers		6.3. ESG Performance Indicators
Environmental and social impacts of the ingredient supply chain	Percentage of agricultural products procured that are certified to a third-party environmental or social standard, with breakdown by standard		3.2.1.1. Grow 6.3. ESG Performance Indicators
	Audit of suppliers' social and environmental responsibility: non-conformance rate and corresponding corrective action rate for major and minor non-conformances		
	Strategy analysis for managing environmental and social risks associated with contract farming and sourcing of raw materials		
GMO management	Analysis of strategies to manage the use of genetically modified organisms (GMOs)		Information not available.
Ingredient supply	Identification of key crops and description of climate change-related risks and opportunities		Information not available.
	Percentage of agricultural products sourced from regions with high or extremely high baseline water stress		Table 2.

Table 2. Activity Parameters

Activity Parameters	Code	Page / Response:
Production by main crop	FB-AG-000.A	Sugarcane: 1,571,500 tons Fruits and vegetables: 184,857 tons Corn and wheat: 111,000 tons
Number of processing facilities	FB-AG-000.B	1.1. We Are Arcor Group

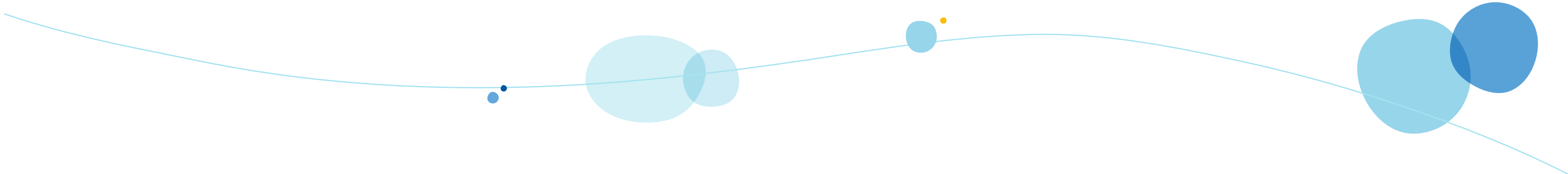
SASB Index

Packaging 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Page / Response:
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	RT-CP-110a.1	5.2.1. Climate change strategy 5.2.1.1. Greenhouse Gas (GHG) emissions inventory 6.3. ESG Performance Indicators
	Analysis of the short- and long-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and assessment of performance against those targets	RT-CP-110a.2	
Air quality	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O), (2) SOx, (3) volatile organic compounds (VOCs), (4) particulate matter (PM)	RT-CP-120a.1	We are not currently performing this calculation.
Energy management	Total energy consumed, percentage grid electricity, percentage renewables, total self-generated energy	RT-CP-130a.1	5.2.1.2. Energy performance 5.2.1.3. Energy from renewable sources
Water management	Total water withdrawn, total water consumed, percentage of each in regions with high or extremely high baseline water stress	RT-CP-140a.1	5.1.1. Water strategy 5.1.3. Ensuring availability 6.3. ESG Performance Indicators
	Description of water management risks and mitigation strategies	RT-CP-140a.2	
	Number of non-compliance incidents associated with water quality permits, standards, and regulations	RT-CP-140a.3	
Waste management	Amount of hazardous waste generated, percentage recycled	RT-CP-150a.1	5.3.1.1. Waste generation and disposal
Product safety	Number of recalls issued and total units recalled	RT-CP-250a.1	Note 6
	Analysis of the process for identifying and managing new materials and chemicals of concern	RT-CP-250a.2	We conduct identification analyses. In 2024, we did not develop new materials or chemicals that impact sustainability.

SASB Index

Packaging 2023			
Table 1. Sustainability Disclosure Topics & Accounting Metrics			
Topic	Metric	Code	Page / Response:
Product lifecycle management	Percentage of raw materials from: recycled content, renewable resources, and combined renewable and recycled content	RT-CP-410a.1	5.3.2.2. Paper and cardboard
	Revenue from products that are reusable, recyclable, or compostable	RT-CP-410a.2	For flexible packaging: 55% of total revenue
	Analysis of strategies to reduce the environmental impact of packaging throughout its life cycle	RT-CP-410a.3	5.3.2. Promoting packaging circularity
Supply chain management	Total wood fiber sourced, percentage from certified sources	RT-CP-430a.1	6.3. ESG Performance Indicators
	Total aluminum purchased, percentage from certified sources	RT-CP-430a.2	Information not available.

Table 2. Activity Parameters		
Activity Parameters	Código	Página/Respuesta
Production volume, by substrate	RT-CP-000.A	1.1. We Are Arcor Group 5.3.2. Promoting packaging circularity
Percentage of production by: paper/wood, glass, metal,	RT-CP-000.A	5.3.2.2. Paper and cardboard 6.3. ESG Performance Indicators
Number of employees	RT-CP-000.C	6.3. ESG Performance Indicators



GRI & SASB Notes

NOTE 1: GRI 2-1

Arcor Group is a corporate group whose parent company is not publicly listed, but it is subject to the regulations of the National Securities Commission of the Republic of Argentina (*Comisión Nacional de Valores*) as it is an issuer of Negotiable Obligations. Its corporate headquarters are located in Arroyito, Córdoba Province, Argentina.

NOTE 2: GRI 2-15

We received Conflict of Interest declarations from 2,478 employees, of which 21 reported situations that required further analysis. The Ethics and Conduct Committee reviewed each case and determined that one of them constituted a potential conflict of interest. As a result, specific resolutions were issued: one addressed to the employee who submitted the declaration and another to the corresponding Management, outlining the recommended compensatory controls to manage the situation.

NOTE 3: GRI 2-19

The compensation policy for managerial staff combines both fixed and variable components. The fixed compensation is determined by the level of responsibility of the position and its competitiveness relative to the market. The variable compensation is linked to the objectives set at the beginning of the fiscal year and the extent to which they are achieved through performance during the year, with at least 10% tied to sustainability goals aligned with the Group's Sustainability Policy and strategies. Total compensation (salary and benefits) is periodically reviewed in relation to the local market, using the HAY job evaluation method, supported by global job descriptions for each position.

The compensation of Board members is determined by the Shareholders' Meeting, taking into account their responsibilities, the time dedicated to their roles, professional competence and reputation, and the market value of their services. The Board reports to shareholders on these matters in the Annual Report, the Sustainability Report, and the Financial Statements, and is available during the Shareholders' Meetings to address any questions.

We have a special Retirement Plan for Directors (employed under an employment relationship) and another for General Managers based in Argentina. A defined benefit pension plan has also been established, covering, among others, the managerial staff. Likewise, we do not have a current policy on hiring bonuses or reimbursements. Severance payments are made in accordance with the regulations of each country.

NOTE 4: GRI 403-3

In Argentina, legislation ensures access to medical services through Health Insurance Providers (Obras Sociales) and Workers' Compensation Insurance Companies (ARTs). Employees covered by a Collective Bargaining Agreement receive medical benefits through union-managed Health Insurance Providers, funded by employee contributions and employer payments. The choice of provider is free and voluntary, and coverage includes 100% of non-occupational illnesses, as guaranteed by the Mandatory Medical Program. Employees not covered by a Collective Bargaining Agreement also access Health Insurance Providers under the same financing conditions, although these providers are not linked to unions, in accordance with the Health Insurance Law. Additionally, ARTs cover occupational illnesses and workplace accidents for all employees, regardless of union coverage. These are contracted and financed by the employer, ensuring worker protection in the workplace.

NOTE 5: GRI 406-1

In 2024, one case of discrimination was reported. The complaint involved homophobic comments and harassment by an employee. The Ethics and Conduct Committee reviewed the case and endorsed the action plan proposed by the management teams involved, which included the termination of the reported employee and the implementation of a training and awareness program on harassment and aggression for all staff at the plant where the incident occurred. As of the date of this report, the case remains under monitoring by the Committee.

NOTE 6: SASB RT-CP-250a.1

Packaging material recalls are associated with issues such as printing quality, cutting defects, lamination problems, solvent dosing inconsistencies, or insects (e.g., mosquitoes) trapped between laminated film layers. These quality issues are addressed internally or with our clients prior to using the packaging for any food product.

ESG Performance Indicators

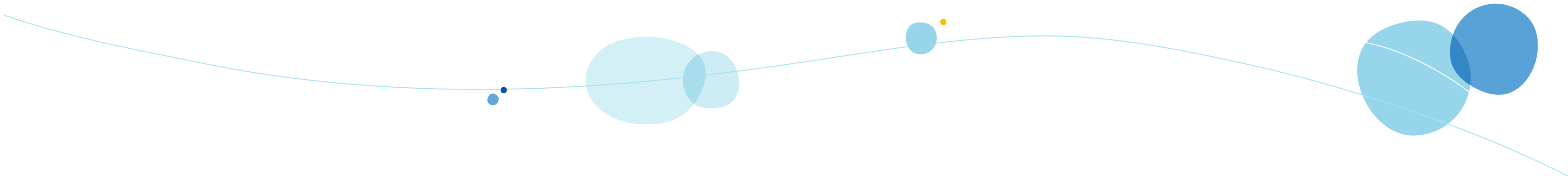
GRI 2-6

Active Suppliers	2022	2023	2024
Argentina	9.920	7.437	7.503
Brazil	2.594	2.416	2.342
Chile	1.991	1.671	1.669
Mexico	1.016	871	818
Peru	807	728	758
Total	16.328	13.123	13.090

GRI 2-6

Suppliers by Type of Product or Service	2023	2024
Raw Materials	10%	12%
Auxiliaries	15%	22%
Packaging	3%	3%
Services	72%	63%
Total	100%	100%

For suppliers that provide more than one type of product or service, the category with the highest annual amount is prioritized, and each supplier is included only under that category. Suppliers are not duplicated.



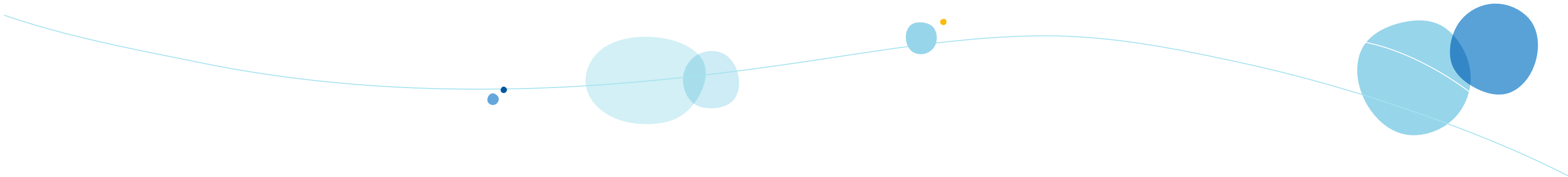
ESG Performance Indicators

Company-specific indicator

Number of active suppliers who have signed the letter of adherence	2022	2023	2024
Argentina	5.905	6.026	6.651
Brazil	1.740	1.827	1.845
Chile	823	1.009	1.083
Mexico	627	660	649
Peru	271	385	433
Total	9.366	9.907	10.661

GRI 2-6

Customers – Argentina	2022	2023	2024
Official Distributors	162	162	163
Wholesalers	278	264	248
Supermarkets	27	27	27
Sales Representatives	2.693	2.259	2.237
New Businesses	36	39	44
Points of Sale Visited	242.638	245.717	237.347



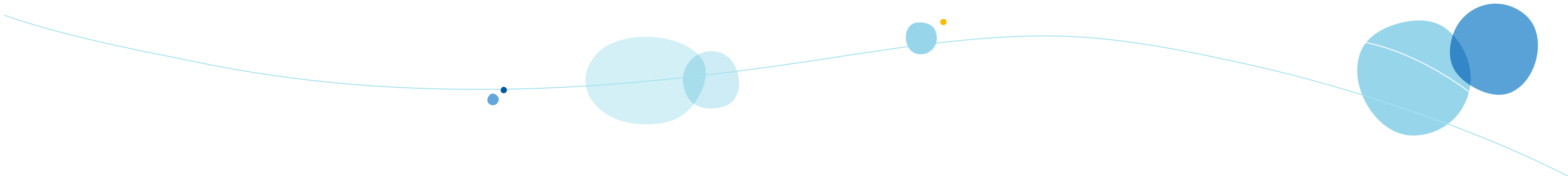
ESG Performance Indicators

GRI 2-6

Customers – Brazil	2022	2023	2024
Official Distributors	117	130	137
Wholesalers	304	304	285
Supermarkets	5	4	4
Sales Representatives	3.815	2.571	2.544
New Businesses	0	157	125
Points of Sale Visited	303.423	326.195	351.067

GRI 2-6

Customers – Chile	2022	2023	2024
Official Distributors	31	30	30
Wholesalers	174	133	164
Supermarkets	6	6	6
Sales Representatives	342	360	365
New Businesses	0	0	0
Points of Sale Visited	54.500	55.600	54.995



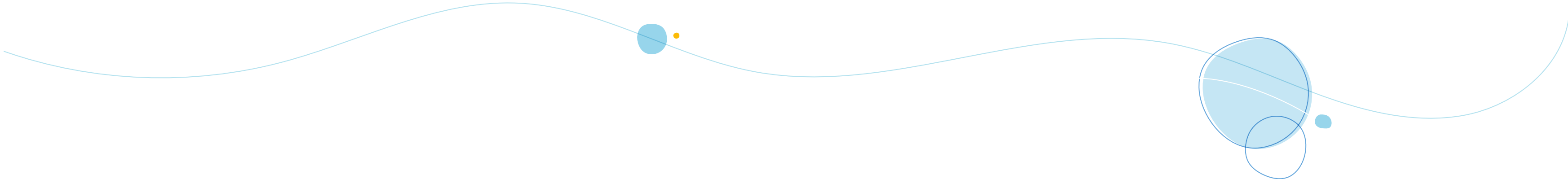
ESG Performance Indicators

GRI 2-6

Customers – Mexico	2022	2023	2024
Official Distributors	5	6	3
Wholesalers	111	105	107
Supermarkets	21	21	21
Sales Representatives	3.279	4.065	6.565
New Businesses	0	1	1
Points of Sale Visited	139.857	169.758	271.423

GRI 2-6

Customers – Peru	2022	2023	2024
Official Distributors	20	20	18
Wholesalers	60	73	73
Supermarkets	3	3	3
Sales Representatives	260	264	280
New Businesses	0	8	9
Points of Sale Visited	57.500	59.100	62.000

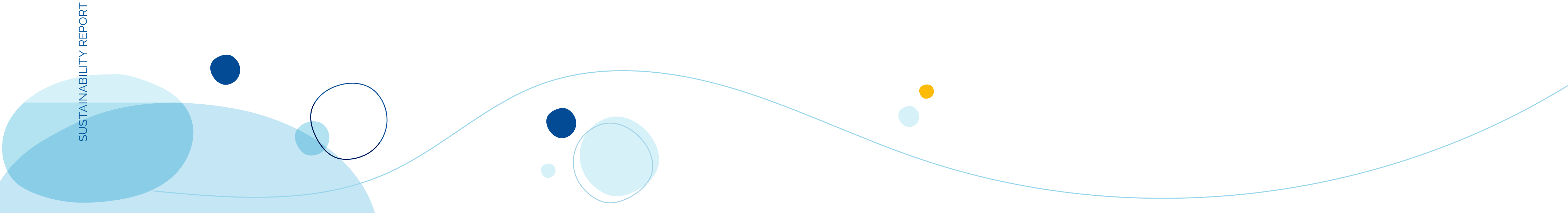


ESG Performance Indicators

GRI 2-7

Total number of employees	2022			2023			2024		
Region	Men	Women	Total	Men	Women	Total	Men	Women	Total
Argentina	11.174	2.790	13.964	10.844	2.903	13.747	10.370	2.938	13.308
Brazil	2.333	1.890	4.223	2.125	1.640	3.765	2.087	1.568	3.655
Chile	1.335	327	1.662	1.300	352	1.652	1.253	365	1.618
Peru	259	102	361	265	103	368	269	95	364
Mexico	578	486	1.064	593	532	1.125	553	535	1.088
Spain	6	6	12	6	6	12	5	7	12
Angola	0	0	0	0	0	0	0	0	0
Rest of the world (*)	195	148	343	200	162	362	196	139	335
Total	15.880	5.749	21.629	15.333	5.698	21.031	14.733	5.647	20.380

(*) (*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.

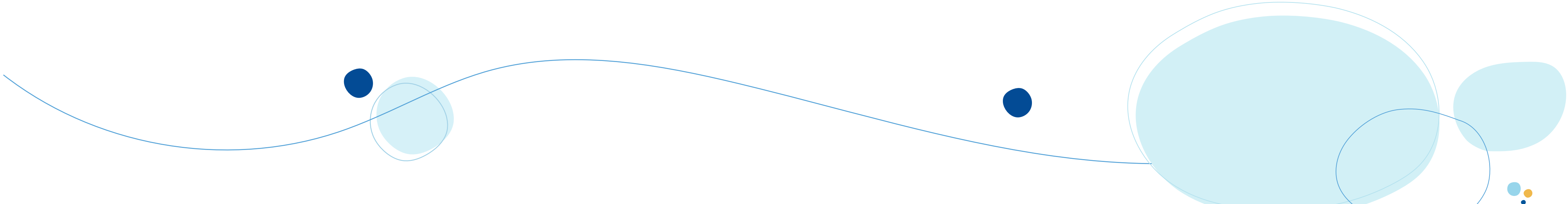


ESG Performance Indicators

GRI 2-7

Colaboradores fijos	2022			2023			2024		
Region	Men	Women	Total	Men	Women	Total	Men	Women	Total
Argentina	10.353	2.359	12.712	10.270	2.466	12.736	9.876	2.517	12.393
Brazil	2.105	1.537	3.642	2.114	1.612	3.726	2.077	1.550	3.627
Chile	1.293	294	1.587	1.274	314	1.588	1.225	328	1.553
Peru	150	12	162	140	12	152	137	12	149
Mexico	576	485	1.061	590	530	1.120	552	531	1.083
Spain	5	6	11	6	6	12	5	7	12
Angola	0	0	0	0	0	0	0	0	0
Rest of the world (*)	179	129	308	189	142	331	183	120	303
Total	14.661	4.822	19.483	14.583	5.082	19.665	14.055	5.065	19.120

(*) (*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.



ESG Performance Indicators

GRI 2-7

Temporary employees	2022			2023			2024		
Region	Men	Women	Total	Men	Women	Total	Men	Women	Total
Argentina	821	431	1.252	574	437	1.011	494	421	915
Brazil	228	353	581	11	28	39	10	18	28
Chile	42	33	75	26	38	64	28	37	65
Peru	109	90	199	125	91	216	132	83	215
Mexico	2	1	3	3	2	5	1	4	5
Spain	1	0	1	0	0	0	0	0	0
Angola	0	0	0	0	0	0	0	0	0
Rest of the world (*)	16	19	35	11	20	31	13	19	32
Total	1.219	927	2.146	750	616	1.366	678	582	1.260

(*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.

All employees work on a full-time basis. Total number of non-employee workers: 538. Most common types of work: Temporary agency staff and interns. The workforce is calculated based on the number of active employees as of December 31 of each year.

ESG Performance Indicators

GRI 2-9 / GRI 2-11 Board Members 2024

Name	Position	Executive / Non-Executive	Independence	Tenure in Board Position*
Alfredo Gustavo Pagani	Chairman	Executive	Non-Independent	20 years
Mario Enrique Pagani	Executive	Vice Chairman	Non-Independent	2 years
Víctor Daniel Martín	Regular Director	Executive	Non-Independent	19 years
Alejandro Fabián Fernández	Regular Director	Non-Executive	Non-Independent	16 years
Andrea Cecilia Pagani	Regular Director	Executive	Non-Independent	1 year
Nicolás Enrique Martín	Regular Director	Executive	Non-Independent	1 year
Fernán Osvaldo Martínez	Regular Director	Non-Executive	Independent	7 years
Alejandro Asrín	Regular Director	Non-Executive	Independent	3 years
Lilia María Pagani	Alternate Director	Non-Executive	Non-Independent	7 years
Karina Ana Mercedes Pagani	Alternate Director	Non-Executive	Non-Independent	9 years
Marcela Carolina Gai	Alternate Director	Non-Executive	Non-Independent	7 years

(*) *Tenure in the current position has been considered. In the cases of Alfredo Pagani and Mario Pagani, their tenure as Regular Board Members was considered, rather than their roles as Chairman and Vice Chairman, respectively. It is important to note that both are regular Board Members and were appointed as Chairman and Vice Chairman by decision of the Board.

None of the Board Members belong to or represent underrepresented social groups.
The relevant competencies of the Board Members in relation to the organization's impacts can be found in the [Prospectuses available on the CNV \(Argentine Securities and Exchange Commission\) website](#).

ESG Performance Indicators

Company-specific indicator – Consumer Service			
Indicator	Division	2024	2023
Number of contacts received	By phone:	27%	25%
	Via social media	9%	12%
	Through web form	61%	61%
	By email	3%	2%
	Total	73.489	89.558
Number of resolved claims	Total	99.95%	99.93%
Year-over-year variation		-17.94%	13.67
Contacts requesting information about ingredients, labeling, nutrition, and healthy lifestyle habits:		10.541: 14%	16.166: 18%
Consumer satisfaction survey (among consumers who filed a product-related claim	– scored from 1 to 5)	5 points: 94%	5 points: 87%



ESG Performance Indicators

GRI 2-30

Countries	Employees covered by collective bargaining agreements (%)
Argentina ⁵⁷	81%
Brazil ⁵⁸	100%
Chile ⁵⁹	85.5%
Peru ⁶⁰	24%
Mexico ⁶¹	75.6%
Spain	100%

According to the December 2024 employee roster.

(57) The workforce is covered by a Collective Bargaining Agreement (CBA) according to the applicable sector, including: Food Workers Union, Sugar Workers Union, Paper and Cardboard Workers Union, Fishing Workers Union, Plastics Workers Union, SOERM, and AGREMMIA. These unions negotiate working conditions and salaries annually under the supervision of the Secretariat of Labor of the Ministry of Human Capital of Argentina.

(58) Collective agreement with the Food Industry Union of Piracicaba and the Food Workers' Union of Bragança Paulista.

(59) Workers' Union No. 1 of Empresa Industria Dos en Uno S.A., Workers' Union No. 3 of Empresa Industria Dos en Uno S.A., Workers' Union of Plant No. 2 (Union No. 1), Workers' Union No. 2 of Plant No. 2, and Workers' Union No. 5 of Industria de Alimentos Dos en Uno S.A. Cartocor not included.

(60) Arcor Peru Workers' Union. Cartocor not included.

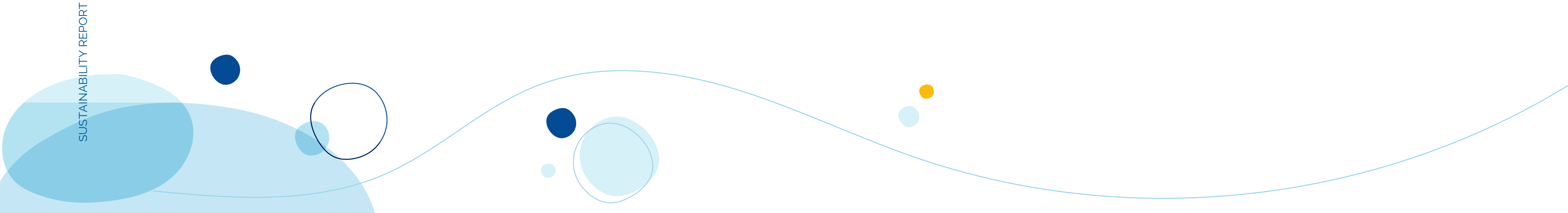
(61) Union of Employees in Commerce, Private Offices, and Similar Entities of the State of Mexico, and the National Food and Commerce Union.

ESG Performance Indicators

GRI 204-1

Suppliers by Country and Origin		2024
Argentina	International	1.879
	Local	5.624
Brazil	International	821
	Local	1.521
Chile	International	707
	Local	962
Mexico	International	310
	Local	508
Peru	International	337
	Local	421
Total Suppliers		13.090

Local suppliers are those with a national purchase order issued in each country. Does not include OD (Differentiated Orders) type purchase orders.



ESG Performance Indicators

GRI 205-2

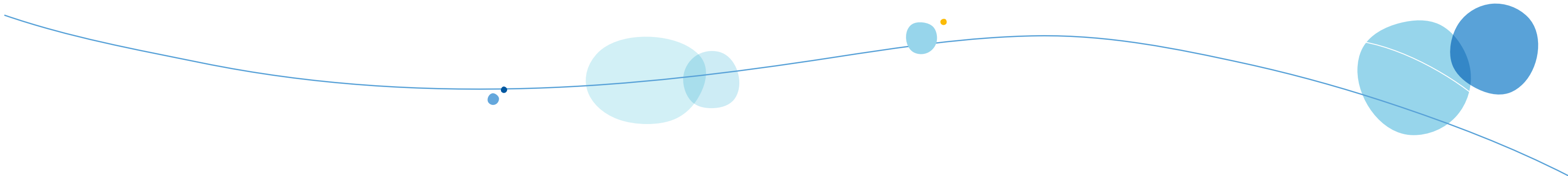
Communication and Training on Anti-Corruption Policies and Procedures		2024	
	N°	%	Comments
Board members informed about the Code of Ethics and Conduct	13	100%	The Board of Directors is composed of a Chairman, a Vice Chairman, 8 Regular Members, and 3 Alternate Members.
Board members who have received training on the Code of Ethics and Conduct	N/A	N/A	Board members remain in contact with the Ethics and Conduct Committee, and some have completed the Code's e-learning module.
Employees who have been informed about the Code of Ethics and Conduct	10.890	100%	The Code of Ethics and Conduct is communicated to all employees, across all job categories, through the Company intranet, visual materials in common areas and/or on TV screens, and via the Redcom app.
Employees who received training on the Code of Ethics and Conduct	84	Training became biannual starting this reporting period. Only new hires received training.	These were permanent employees in the following categories: Managers, Supervisors/Team Leaders, and Analysts who joined the company and completed the e-learning course during 2024.

The Code of Ethics and Conduct is also shared with all our external stakeholders via the Arcor Group website. In the case of suppliers, in order to operate with the Group, they are required to sign a "Letter of Adherence" whereby they commit to complying with and promoting the "Fundamental Principles for Responsible Management." This document also informs suppliers that Arcor Group provides a confidential channel for reporting irregularities or situations that may affect the company's ethical environment, including contact details for submitting reports.

ESG Performance Indicators

Company-specific indicator

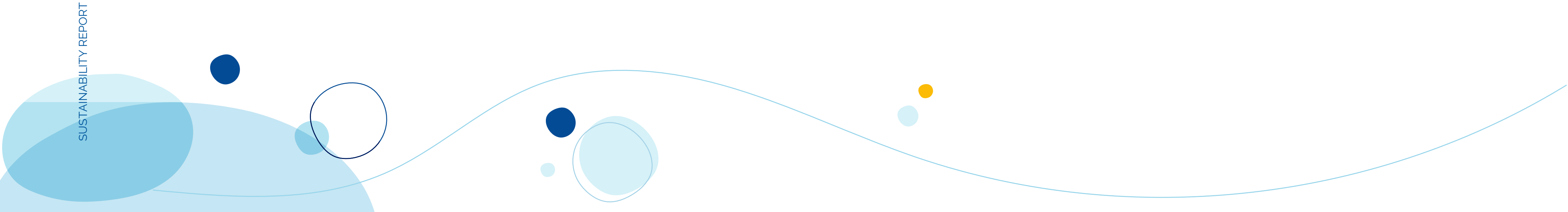
			2024
Indicator		N°	Comments / Notes
Reports or inquiries received through the communication channels established in the Arcor Group's Code of Ethics and Conduct or through other means that were addressed during meetings of the Arcor Group's Ethics and Conduct Committee.	Environmental and Community Relations	4	No cases of non-compliance with the Code of Ethics and Conduct were identified.
	Labor and Social Relations	32	In 6 cases, non-compliance with the Code of Ethics and Conduct was confirmed. Corrective and preventive actions were implemented.
	Relations with Suppliers and Customers	34	No cases of non-compliance with the Code of Ethics and Conduct were identified.
	Theft, robbery, or misuse of company property	1	No non-compliance with the Code of Ethics and Conduct was identified.
	Financial fraud	0	
	Breaches affecting the availability, integrity, or confidentiality of information	0	
	Forced labor	0	
	Child labor	0	



ESG Performance Indicators

GRI 301-1/ SASB FB-PF-410a.1

Packaging Materials	2020 (kg)	2021 (kg)	2022 (kg)	2023 (kg)	2024 (kg)
Paper, Cardboard, and Wood	46,050.915	47,106.282	53,900.923	52,057.829	49,530.202
Plastic	17,395.134	20,256.973	22,799.672	21,023.575	20,403.409
Glass	13,070.474	11,798.769	11,638.966	10,605.838	10,768.368
Metal	6,120.058	6,087.125	5,602.305	5,368.532	5,721.724
Paper and plastic laminates	1,961.370	2,195.380	2,463.923	2,346.091	2,448.428
Total	84,597.951	87,444.529	96,405.789	91,401.865	88,872.131



ESG Performance Indicators

SASB RT-CP-430a.1 / SASB RT-CP-000.A

Input	Own Production / Third Parties	2024	Certified Quantity (MT)
		Quantity Produced/Purchased (MT)	
PC PINE WITH BARK	Own Production	30.095,12	30.095,12
PC PINE WITH BARK	Third Parties	87.816,46	59.292,70
PC PINE WITH BARK	Third Parties	23.211,30	23.211,30
PC PINE WITH BARK - HIGH D	Own Production	80.847,88	80.847,88
PC PINE WITH BARK - HIGH D	Third Parties	29.546,70	25.658,36
PC PINE WITH BARK - HIGH D	Third Parties	26.062,24	26.062,24
CP PINE CHIPS	Third Parties	97.233,80	25.835,44
CP PINE CHIPS	Third Parties	1.690,08	1.690,08
BIOMASS	Own Production	31.225,92	-
BIOMASS	Third Parties	228.187,32	-
BIOMASS	Third Parties	89.169,54	-
TOTAL		725.086,36	272.693,12

GRI 302-1

Indicator	2024
Heating consumption	989.022
Cooling consumption	173.394,5
Steam consumption	3.466.400,1

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1

Total Water Withdrawal					
Source of Withdrawal	Volume Withdrawn in 2020 (m³)	Volume Withdrawn in 2021 (m³)	Volume Withdrawn in 2022 (m³)	Volume Withdrawn in 2023 (m³)	Volume Withdrawn in 2024 (m³)
Surface Water	10.284.927	9.276.468	7.597.722	9.286.452	9.144.943
Groundwater	11.249.278	11.856.327	11.525.846	11.381.419	10.597.515
Third-Party Water	10.787.981	11.459.910	10.695.956	11.523.628	10.884.168
Total	32.322.186	32.592.705	29.819.524	32.191.499	30.626.626

Scope: The data presented exclude operations at the Baradero and Chacabuco plants, as well as agricultural estates (*"Fincas"*).
At Arcor Group, we consider all withdrawn water to be consumed, as no replenishment to the original sources is carried out.

GRI 303-4

Effluent Discharge by Destination (excluding Baradero and Chacabuco)					
Destination	Volume 2020 (m³)	Volume 2021 (m³)	Volume 2022 (m³)	Volume 2023 (m³)	Volumen 2024 (m³)
Surface Water ⁶²	18.840.556	21.227.034	20.468.954	21.394.072	20.263.290
Irrigation ⁶³	443.535	548.702	69.036	59.107	70.943
Third-Party Water ⁶⁴	526.117	506.134	539.002	527.607	475.658
Total	19.810.208	22.281.870	21.076.992	21.980.786	20.809.891

(62) Authorized receiving bodies such as rivers, streams, and stormwater channels
(63) Irrigation on company-owned land
(64) Sanitary sewer systems, industrial park systems, and removal via vacuum trucks

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1

Effluent Discharge by Destination (including Baradero and Chacabuco)					
Destination	Volume extraído 2020 (m³)	Volume extraído 2021 (m³)	Volume extraído 2022 (m³)	Volume extraído 2023 (m³)	Volumen extraído 2024 (m³)
Surface Water ⁶⁵	18.840.556	21.227.034	22.078.609	23.454.666	22.396.903
Irrigation ⁶⁶	443.535	548.702	69.036	59.107	70.943
Third-Party Water	526.117	506.134	539.002	527.607	475.658
Total	19.810.208	22.281.870	22.686.647	24.041.380	22.943.504

GRI 305-1/ GRI 305-2/GRI 305-3/ SASB FB-AG-110a.1 / SASB RT-CP-110a.1

Greenhouse Gas Emissions (Excludes Baradero and Chacabuco plants)

Fuente de extracción	2020	2021	2022	2023	2024
SCOPE 1 (T CO ₂)					
GHG from Diesel	4.226	4.393	3.735	4.242	4.632
GHG from Natural Gas	248.009	225.150	202.369	194.182	186.644
GHG from Fuel Oil	14.512	12.642	11.259	12.653	14.294
GHG from LPG	1.822	1.938	2.052	1.935	1.643
Fugitive Emissions	10.420	15.594	15.502	16.309	12.878
Non-Kyoto Protocol Emissions	4.654	6.082	4.538	3.685	2.167
Effluent Treatment	491	130	308	2.090 ⁶⁷	1.529

(65) Authorized receiving bodies such as rivers, streams, and stormwater channels
(66) Irrigation on company-owned land
(67) The emission source was modified due to updated values in the system.

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1

Year	2020	2021	2022	2023	2024
Emissions from Primary Corn Production				1.946	874
Emissions from Own Sugarcane Production				8.965	7.175
Emissions from Own Milk Production				15.461	2.733
Emissions from Own Wood Production				283	283
TOTAL SCOPE 1	284.134	265.929	239.764	261.751	234.852
SCOPE 2 (t CO2)					
GHG from Electric Energy	195.646	232.543	232.802	219.524	212.777
TOTAL SCOPE 2	195.646	232.543	232.802	219.524	212.777
SCOPE 3 (t CO2)					
Transportation	324.564	316.957	313.889	286.986	235.427
Ice Cream Commercialization	11.379	10.600	10.558	10.558	10.558
Waste	16.071	13.351	11.420	9.421	9.077
Goods and Services				482.029	307959
Energy and Fuel-Related Activities				171.013	150.987
Ups/Down				545	6.789
Processing of Sold Products				120.783	110.555
TOTAL SCOPE 3	352.014	340.908	335.867	1.081.335	831.351

GRI 305-1: Biogenic CO₂ Emissions – 2024 Scope 1 emissions: 11,065 t CO₂eq
GRI 305-2: Indirect GHG emissions from energy generation are market-based.
GRI 305-3: Biogenic CO₂ emissions – 2024 Scope 3 emissions: 226,665 t CO₂eq
GRI 305-7: Emissions of nitrogen oxides, sulfur oxides, and other significant air emissions were not calculated for all categories.

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1

TOTAL EMISSIONS (t CO ₂)					
	2020	2021	2022*	2023*	2024
TOTAL EMISSIONS ⁶⁸	831.794	839.380	898.448	1.804.102	1.590.896

Tn CO ₂ /T produced					
	2020	2021	2022	2023	2024
Specific total ⁶⁹	0,398	0,381	0,400	0,602	0,810

Kilometers Traveled					
Mode		2021	2022	2023	2024
MARITIME	25.776.166	25.545.258	30.935.585	40.038.172	13.955.418
LAND	101.575.587	102.550.499	107.632.147	164.533.583	134.743.513

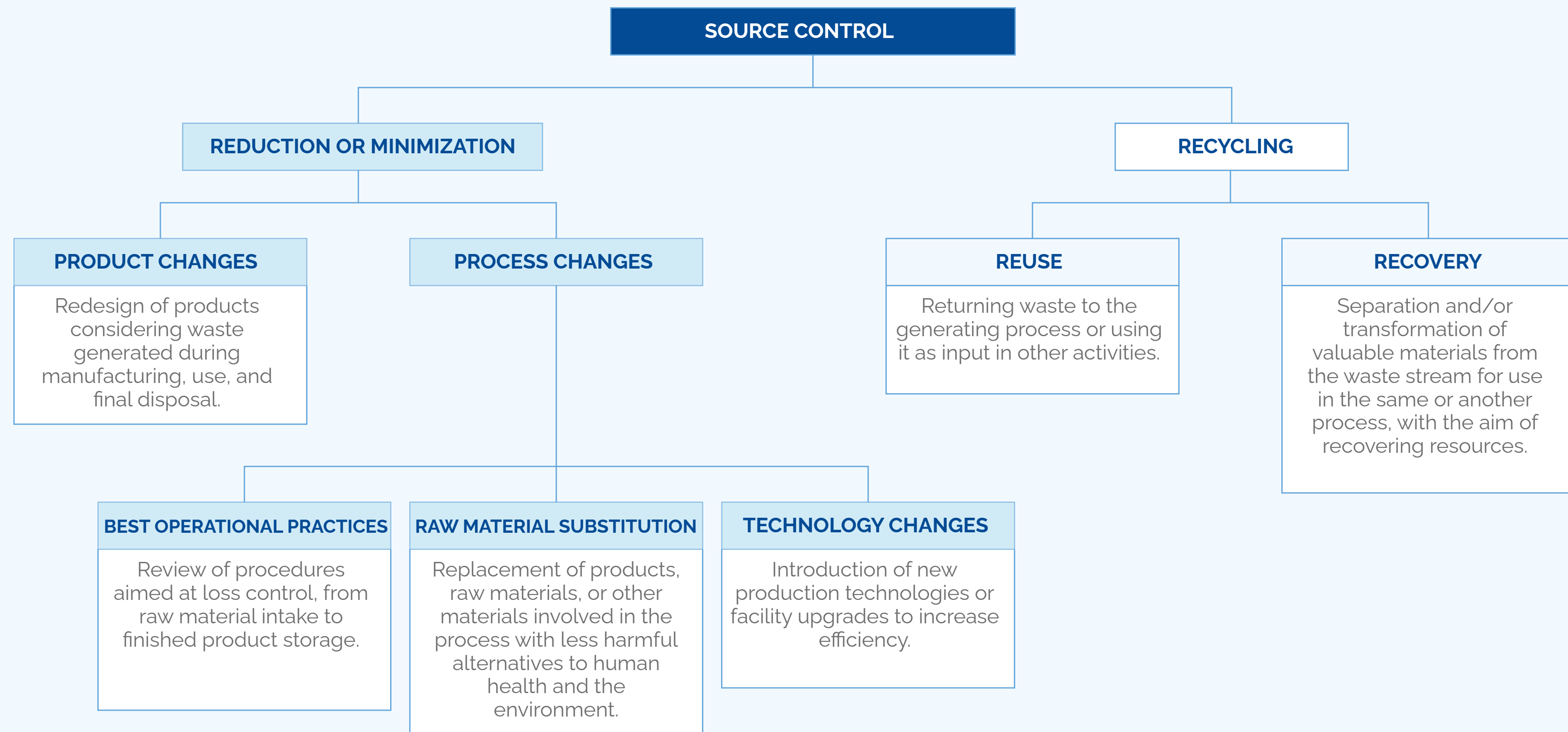
(*) The emission source was modified due to updated values in the system.
(68) Baradero and Chacabuco plants are not included.
(69) Baradero and Chacabuco plants are not included.

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1

GRI 306-2

Waste Management Strategy at Source



ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 308-1 / GRI 414-1

	2022	2023	2024
New Suppliers Assessed through the Commercial Quality & Sustainability Index	69	143	289
Cumulative Since Program Start	1.191	1.334	1.623

GRI 401-1

New Hires	2023		2024	
	Number	Rate	Number	Rate
By Gender				
Women	2.098	43,6%	1.723	45,6%
Men	2.710	56,4%	2.054	54,4%
By Age				
Under 30 years old	3.209	66,7%	2.623	69,4%
Between 30 and 50 years old	1.521	31,6%	1.090	28,9%
Over 50 years old	78	1,6%	64	1,7%
By Region				
Argentina	3.236	67,3%	2.791	73,9%
Brazil	492	10,2%	179	4,7%
Chile	216	4,5%	120	3,2%
Peru	165	3,4%	89	2,4%
Mexico	620	12,9%	567	15,0%
Spain	5	0,1%	7	0,2%
Angola	0	0,0%	0	0,0%
Rest of the world (*)	74	1,5%	24	0,6%

(*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.
Includes permanent and temporary staff

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 401-1

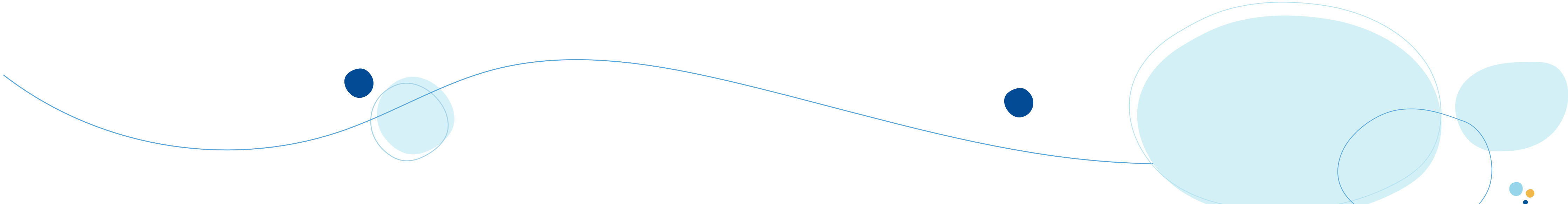
Staff Turnover	2023		2024	
	Number	Rate	Number	Rate
By Gender				
Women	2.098	39,6%	1.652	41%
Men	3.195	60,4%	2.409	59%
By Age				
Under 30 years old	3.052	57,7%	2.282	56%
Between 30 and 50 years old	1.891	35,7%	1.387	34%
Over 50 years old	350	6,6%	392	10%
By Region				
Argentina	3.319	62,7%	3.050	75%
Brazil	964	18,2%	136	3%
Chile	228	4,3%	138	3%
Peru	181	3,4%	93	2%
Mexico	554	10,5%	586	14%
Spain	5	0,1%	4	0%
Angola	0	0,0%	0	0%
Rest of the world (*)	42	0,8%	54	1%

(*) Bolivia, China, Costa Rica, Ecuador, UAE, USA, Guatemala, Honduras, Mozambique, Nicaragua, Panama, Paraguay, Dominican Republic, Trinidad and Tobago, and Uruguay.
Includes permanent and temporary staff

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 401-3

Maternity/Paternity Leave	2023			2024		
	Women	Men	Total	Women	Men	Total
Total number of employees who took maternity/paternity leave	91	235	326	90	181	271
Number of employees who returned to work in 2024 after completing leave	87	214	301	85	179	264
Number of employees who returned to work after completing their leave and remained employed 12 months later.	149	433	582	144	389	533
Return-to-work rate of employees who took leave	96%	91%	92%	94%	99%	97%
Retention rate of employees who took leave	89%	89%	89%	93%	94%	94%



ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 403-8/ GRI 403-9/ GRI 403-10/ SASB FB-AG-320a.1

Occupational Health and Safety Indicators	Requirement		2024	2023
403-8 Workers covered by an occupational health and safety management system	a. Has the organization implemented an occupational health and safety management system?	i. Number of employees and non-employees covered by such system	10,589*	3,202
		i. Percentage of employees and non-employees covered by such system	100	100
	b. If any workers are excluded, describe the types of workers and the reason for exclusion.		Not applicable	Not applicable
403-9 Work-related injuries	a. For all employees:	i. Number of fatalities as a result of work-related injuries;	0	0
		i. Rate of fatalities as a result of work-related injuries;	0	0
		ii. Number of high-consequence work-related injuries (excluding fatalities);	42	69
		ii. Rate of high-consequence work-related injuries (excluding fatalities);	1,01	1,66
		iii. Number of recordable work-related injuries	195	283
		iii. Rate of recordable work-related injuries;	4,62	283
		iv. Main types of work-related injuries;	Contusions, wounds, and trauma	Contusions, wounds, and trauma
		v. Total hours worked.	42.177.135	41.514.187,41

(*) As of this year, figures include contract manufacturers and shelf stockers as of December 31.

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 403-8/ GRI 403-9/ GRI 403-10/ SASB FB-AG-320a.1

Occupational Health and Safety Indicators	Requirement			2024	2023
	b. For all workers who are not employees but whose work or workplace is controlled by the organization:	i. Number of fatalities as a result of work-related injuries;		0	0
		i. Rate of fatalities as a result of work-related injuries;		0	0
		ii. Number of high-consequence work-related injuries (excluding fatalities);		0	0
		ii. Rate of high-consequence work-related injuries (excluding fatalities);		Not applicable	Not applicable
		iii. Number of recordable work-related injuries		12	22
		iii. Rate of recordable work-related injuries;		Not applicable	Not applicable
		iv. Main types of work-related injuries;		Contusions, wounds, and trauma	Contusions, wounds, and trauma
		v. Total hours worked.		Not applicable	Not applicable
		e. Indicate whether the rates were calculated per 200,000 or per 1,000,000 hours worked		1.000.000	1.000.000
403-10 Work-related ill health	a. For all employees:	i. Number of fatalities resulting from work-related ill health;		0	0
		ii. Number of recordable cases of work-related ill health;		139	138
		iii. Main types of work-related ill health;		Musculoskeletal disorders and hearing loss	Musculoskeletal disorders and hearing loss

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 403-8/ GRI 403-9/ GRI 403-10/ SASB FB-AG-320a.1

Occupational Health and Safety Indicators	Requirement			2024	2023
403-10 Work-related ill health	a. For all employees:	iv. Number of recordable cases of work-related ill health (female gender)		31	S/D
		v. Number of recordable cases of work-related ill health (male gender)		108	S/D
	b. For all workers who are not employees but whose work or workplace is controlled by the organization:	i. Number of fatalities resulting from work-related ill health;		0	0
		ii. Number of recordable cases of work-related ill health;		0	S/D
		iii. Main types of work-related ill health;		0	S/D
Company-specific indicator	Occupational Safety	Total Recordable Incident Rate (TRIR)		12,71	15,46
		Lost Time Incident Rate (LTIR)		4,62	6,85
		6C LTIR		1,01	6,85
		Severity Rate (SR)		1,01	1,66
		Total cargo transport accidents		10	9
		Total fatalities from transport-related accidents		0	0

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 401-1

Average hours of training per employee per year

	2023		2024	
	Total training hours	Average training hours	Total training hours	Average training hours
By Gender				
Women	77.948,3	13,7	65.952	11,7
Men	126.018,6	8,2	107.345	7,3
By Job Category				
Senior Management	0,0	0,0	38	4,8
Management	648	1,5	350	0,8
Supervisory	4.740,6	5	2.365	2,5
Analysis/Supervision	22.397,3	6,8	20.578	6,3
Auxiliary/Operational Tasks	176.181	10,8	149.967	9,5



ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI 401-1

Board and Workforce Diversity	2023												2024											
	Senior Management		Management		Supervisory		Analysis/ Supervision		Auxiliary/ Operational Tasks		People with Disabilities		Senior Management		Management		Supervisory		Analysis/ Supervision		Auxiliary/ Operational Tasks		People with Disabilities	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Women	1	14,3%	72	17,0%	297	31,1%	1248	38,0%	4.080	24,9%	98	1,7%	1	12,5%	77	17,9%	308	32,8%	1.250	38,4%	4.011	25,5%	131	2,3%
Men	6	85,7%	352	83,0%	659	68,9%	2.037	62,0%	12.279	75,1%	217	1,4%	7	87,5%	354	82,1%	630	67,2%	2.003	61,6%	11.739	74,5%	256	1,7%
Under 30 years old	0	0,0%	1	0,2%	53	5,5%	814	24,8%	2.794	17,1%	67	1,8%	1	12,5%	2	0,5%	50	5,3%	779	23,9%	2.595	16,5%	90	2,6%
Between 30 and 50 years old	2	28,6%	279	65,8%	719	75,2%	1.999	60,9%	9.523	58,2%	182	1,5%	2	25,0%	288	66,8%	715	76,2%	2.004	61,6%	9.021	57,3%	224	1,9%
Over 50 years old	5	71,4%	144	34,0%	184	19,2%	472	14,4%	4.042	24,7%	66	1,4%	5	62,5%	141	32,7%	173	18,4%	470	14,4%	4.134	26,2%	73	1,5%
Argentina	5	71,4%	293	69,1%	669	70,0%	2.222	67,6%	10.558	64,5%	98	0,7%	5	62,5%	295	68,4%	658	70,1%	2.208	67,9%	10.142	64,4%	164	1,2%
Brazil	1	14,3%	56	13,2%	78	8,2%	398	12,1%	3.232	19,8%	170	4,5%	1	12,5%	54	12,5%	70	7,5%	389	12,0%	3.141	19,9%	182	5,0%
Chile	0	0,0%	28	6,6%	64	6,7%	253	7,7%	1.307	8,0%	20	1,2%	0	0,0%	28	6,5%	65	6,9%	249	7,7%	1.276	8,1%	21	1,3%
Peru	1	14,3%	5	1,2%	19	2,0%	45	1,4%	298	1,8%	1	0,3%	1	12,5%	6	1,4%	17	1,8%	53	1,6%	287	1,8%	1	0,3%
Mexico	0	0,0%	12	2,8%	71	7,4%	209	6,4%	833	5,1%	24	2,1%	1	12,5%	12	2,8%	72	7,7%	199	6,1%	804	5,1%	17	1,56%
Spain	0	0,0%	3	0,7%	3	0,3%	6	0,2%	0	0,0%	0	0,0%	0	0,0%	3	0,7%	2	0,2%	7	0,2%	0	0,0%	0	0,0%
Rest of the world (*)	0	0,0%	27	6,4%	52	5,4%	152	4,6%	131	0,8%	2	0,6%	0	0,0%	33	7,7%	54	5,8%	148	4,5%	100	0,6%	2	0,6%

Company-specific indicator

People with Disabilities			2023		2024	
Country			Goal		% Achieved	
Brazil			5,00%		4,60%	
Mexico			5,00%		3,70%	
Argentina			1,00%		0,80%	
Andean Region*			1,00%		0,80%	
Uruguay			1,00%		0,30%	

(*) Chile, Ecuador y Perú

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certifications and Awards Obtained / **NEW IN 2024**

Company	Location	Plant	Certifications / Awards				Forest Management Certifications	TPM Award	Other
			ISO 14001	ISO 45001	ISO 9001	Food Safety Standards			
Arcor	Recreo Complex, Catamarca	Production of gummy candies, dessert powders, juices, and baked goods	x	x	x	BRC / HACCP / GMP / BRC Voluntary Module for FSMA Preventive Controls and FSVP			
	Arroyito Complex, Córdoba	Production of hard candies, chewing gum, and wafers	x	x	x	BRC / HACCP / GMP / BRC Voluntary Module for FSMA Preventive Controls and FSVP		(1) (2)	
		Production of milk caramels	x	x	x	BRC / HACCP / GMP / BRC Voluntary Module for FSMA Preventive Controls and FSVP			RainForest Alliance and RSPO
		Wet Milling Plant 1	x	x	x	HACCP		(1)	
		Wet Milling Plant 3	x	x	x	FSSC 22000/HACCP/GMP			
		Thermoelectric Power	x	x	x				
		Distribution Center	x	x	x				
	Arroyito, Córdoba	Dairy Farm 1	x	x					
		Dairy Farm 2	x	x					
		Dairy Farm 6	x	x					
		Dairy Farm 7	x	x					

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certifications and Awards Obtained / NEW IN 2024

Company	Location	Plant	Certifications/Awards				Forest Management Certifications	TPM Award	Other
			ISO 14001	ISO 45001	ISO 9001	Food Safety Standards			
	Complejo Lules, Tucumán	Candies	x	x	x	BRC/HACCP/GMP		(1) (2)	
		Wet Milling	x	x	x	HACCP		(1)	
	San Pedro Complex, Buenos Aires	Dry Corn Milling	x	x	x	HACCP		(1)	
		Grain Storage	x	x	x				
		Extruded Products	x	x	x	HACCP/GMP			
		Oil	x	x	x	BRC/HACCP/GMP			
		Alcohol	x	x	x	BRC/HACCP/GMP			
	Rio Seco, Tucumán	La Providencia Sugar Mill	x	x	x	22000/HACCP/GMP/Global GAP (3)			BONSUCRO / Organic
		Thermoelectric Power	x	x	x				
	Colonia Caroya, Córdoba	Chocolates	x	x	x	BRC/HACCP/GMP		(1) (2)	Rainforest Alliance
	San Luis, San Luis	Chocolates	x	x	x	BRC/HACCP/GMP		(1)	
	Talar de Pacheco, Buenos Aires	Distribution Center	x	x	x				
	San Rafael, Mendoza	Fruit Pulp	x	x	x	BRC/HACCP/GMP			
	Mar del Plata, Buenos Aires	Canned Fish Products	x	x	x	BRC/HACCP/GMP			

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certifications and Awards Obtained / NEW IN 2024

Company	Location	Plant	Certifications/Awards				Forest Management Certifications	TPM Award	Other
			ISO 14001	ISO 45001	ISO 9001	Food Safety Standards			
	Villa Mercedes Complex, San Luis	Jams and Preserves	x	x	x	BRC/HACCP/GMP		(1)	
	Villa Mercedes Complex, San Luis	Canned Grains	x	x	x	BRC/HACCP/GMP			
	Rawson, San Juan	Canned Tomatoes	x	x	x	BRC/HACCP/GMP			
	Junín, Mendoza	Nueva Aurora Farm	x	x	x	Global GAP			
	Villa Seca, Mendoza	El Desafío Farm	x	x	x	Global GAP			
		El Porvenir Farm	x	x	x	Global GAP			
	San Martin, Mendoza	El Paraíso Farm	x	x	x	Global GAP			
Arcor de Brasil	Rio das Pedras, São Paulo, Brazil	Candies and Chewing Gum	x	x	x	BRC/HACCP/GMP		(1)	
	Bragança Paulista, São Paulo, Brazil	Chocolates and Candies	x	x	x	BRC/HACCP/GMP		(1)	
Arcor de Chile	Santiago, Chile	Bicentenario Plant	x	x	x	BRC/HACCP/GMP			
Arcor de Perú	Chancay, Perú	Candies and Chewing Gum		x	x	HACCP (Digesa)			

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certifications and Awards Obtained / NEW IN 2024

Company	Location	Plant	Certifications/Awards				Forest Management Certifications	TPM Award	Other
			ISO 14001	ISO 45001	ISO 9001	Food Safety Standards			
Mundo Dulce	Toluca, México	Chocolates, Candies, and Chewing Gum	x	x	x	BRC/HACCP/GMP			
Bagley Argentina	Córdoba, Córdoba	Cookies	x	x	x	BRC/HACCP/GMP			
	Salto, Buenos Aires	Cookies	x	x	x	BRC/HACCP/GMP		(1)	
	Villa del Totoral Complex, Córdoba	Cookies	x	x	x	BRC/HACCP/GMP		(1)	
	Villa Mercedes, San Luis	Cookies	x	x	x	BRC/HACCP/GMP			
Bagley de Brasil	Campinas, San Pablo, Brasil	Cookies	x	x	x	BRC/HACCP/GMP		(1)	
	Contagem, Mina Gerais, Brasil	Cookies	x	x	x	BRC/HACCP/GMP		(1)	
Bagley de Chile	Santiago, Chile	Cookies	x	x	x	BRC/HACCP/GMP		(1)	
Cartocor	Arroyito Complex, Córdoba	Recycled Paper Production	x	x	x		FSC	(1)(2)(3)	
		Corrugated Cardboard Box	x	x	x	FSSC 22000	FSC/ PEFC	(1)(2)(3)	

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certifications and Awards Obtained / **NEW IN 2024**

Company	Location	Plant	Certifications/Awards				Forest Management Certifications	TPM Award	Other
						Food Safety Standards			
Cartocor	Luján Complex, Buenos Aires	Corrugated Cardboard Production	x	x	x		FSC/ PEFC	(1)	
		POP Material Production	x	x	x	FSSC 22000	PEFC		
		Film Printing	x	x	x	FSSC 22000		(1)	
	Paraná, Entre Ríos	Corrugated Cardboard Production	x	x	x		FSC/ PEFC	(1)(2)(3)	
	Rancagua, Chile	Corrugated Cardboard Production	x	x	x	FSSC 22000	PEFC		
	Villa del Totoral Complex, Córdoba	Film Printing and Printing Cylinder Manufacturing	x	x	x	FSSC 22000		(1)(2)	
Cartocor (Ex Zucamor)	Misiones	Forestry Area	x	x	x	PEFC Manejo forestal			
		Virgin Paper	x	x	x		PEFC		
		Paper Bags	x	x	x				
	San Luis, San Luis	Paper Bags	x	x	x	FSSC 22000	FSC/ PEFC		
	Mendoza, Mendoza	Recycled Paper and Corrugated Cardboard	x	x	x		FSC		

ESG Performance Indicators

GRI 303-1/GRI 303-3/ GRI 303-5/ SASB PF 140a.1/ SASB AG 140a.1/ SASB CP-140a.1
GRI G4 FP2/ GRI 13.23.3/ SASB FB-PF-250a.2/ SASB FB-PF-430a.1/ SASB FB-AG-250a.2/ SASB FB-AG-430a.1/ SASB RT-CP-430a.1

Certificaciones y premios obtenidos / **NUEVAS EN 2024**

Company	Location	Plant	Certifications / Awards				Forest Management Certifications	TPM Award	Other
			ISO 14001	ISO 45001	ISO 9001	Normas de seguridad alimentaria			
Cartocor (Ex Zucamor)	Ranelagh, Buenos Aires	Recycled Paper and Corrugated Cardboard	x	x	x		FSC / PEFC		
	Quilmes, Buenos Aires	Corrugated Cardboard	x	x	x	FSSC 22000	FSC / PEFC		
	San Juan, San Juan	Cartón corrugado	x	x	x	FSSC 22000	PEFC		
Cartocor Perú	Lima, Perú	Cartón corrugado			x		PEFC		
	Baradero, Buenos Aires	Wet Milling	x	x	x	FSSC 22000			
Ingrear	Chacabuco, Buenos Aires	Wet Milling	x	x	x	FSSC 22000			

Notes:

Management Systems

ISO 14001: Environmental Management System
ISO 45001: Occupational Health and Safety Management System
ISO 9001: Quality Management System
Food Safety Standards:
HACCP: Hazard Analysis and Critical Control Points
BRC: British Retail Consortium Global Standard - Food
GMP / BPM: Good Manufacturing Practices / Buenas Prácticas de Manufactura
FSSC 22000: Food Safety System Certification

IFS: International Featured Standards
BRC Voluntary Module for FSMA Preventive Controls (FSMA: Food Safety Modernization Act – USA / FSVP: Foreign Supplier Verification Program – USA
Forest Management Certifications
FSC: Forest Stewardship Council
PEFC: Programme for the Endorsement of Forest Certification
TPM Awards from JIPM
TPM: Total Productive Maintenance
JIPM: Japan Institute of Plant Maintenance
(1) Award for Excellence in TPM Implementation (Level 1)
(2) Award for Consistent Commitment to TPM (Level 2)

External Evaluation Report



LIMITED ASSURANCE REPORT BY
INDEPENDENT PUBLIC ACCOUNTANTS
(regarding the Sustainability Report)

External Evaluation Report
To the Board of Directors of Arcor Group¹

1 – Identification of the subject matter information:

We have been engaged to issue a limited assurance report on the information contained in the 2024 Sustainability Report, covering the period from January 1, 2024, to December 31, 2024, and on Arcor Group's self-declaration stating that it has complied with the core content requirements recommended by the Global Reporting Initiative Standards (GRI Standards, 2021 version) for the preparation of the Sustainability Report.

2 – Responsibility of Arcor Group regarding the subject matter information

The Management of Arcor Group is responsible for:

- The content of the attached Sustainability Report, including determining the scope and the performance indicators to be included, as well as their relevance to the stakeholders to whom the report is addressed.
- Defining the applicable criteria used in the preparation of the Report, with the criteria adopted by the Company being those set out in the GRI Standards.
- Maintaining appropriate records to support the process of managing the relevant information for the purposes stated herein, and for carrying out the performance measurement based on the established criteria.
- Preparing and presenting the attached Sustainability Report.

3 – Responsibility of the Independent Public Accountants

Our responsibility is to report independently based on the procedures applied in the analysis of the information. To that end, we used the procedures set out in Technical Resolution No. 37 (RT 37) issued by the Argentine Federation of Professional Councils in Economic Sciences (FACPCE), which provides the framework for assurance engagements other than audits or reviews, such as this type of report. We have defined the scope of our work as a limited assurance engagement.

These standards require us to comply with ethical requirements, as well as to plan and perform the engagement with the objective of issuing a limited and independent assurance report on the Report, within the scope detailed herein.

Monasterio & Asociados S.R.L. – Crowe
Madres de Plaza 25 de Mayo 3020 – Nordlink Building – Torre Alta, 9th Floor, Offices 1 & 4 520135WJ, Rosario, Santa Fe, Argentina.
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LIMITED ASSURANCE REPORT BY
INDEPENDENT PUBLIC ACCOUNTANTS
(regarding the Sustainability Report)

We conducted the external verification as a Limited Review, based on the International Standard on Assurance Engagements 3000 (Revised) (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB), which provides a framework for engagements other than audits or reviews of historical financial information. The engagement was also carried out in accordance with the AccountAbility 1000 Assurance Standard (AA1000AS).

In a limited assurance engagement, evidence is obtained through procedures performed on a selective basis in relation to the sustainability information covered by our report. This also includes evaluating estimates and conducting inquiries with those responsible for preparing the reported information, as well as applying similar procedures. The scope of a limited assurance engagement is narrower than that of an audit, and therefore does not allow us to obtain the level of assurance that would be obtained in a reasonable assurance engagement or audit.

To obtain limited assurance on the information (identified with an “X” in the External Verification column of the “GRI Content Index” section), our procedures consisted of:

- Interviewing management and personnel responsible for collecting the information and preparing the selected performance indicators, with the purpose of understanding the organization's sustainability policies, the activities implemented, and the information collection systems used, as well as evaluating the application of the GRI Standards guidelines.
- Performing selective testing to verify the accuracy of the information presented with respect to the selected indicators.
- Analyzing, where applicable, the information systems and methodology used for compiling quantitative data related to the organization's performance indicators.
- Inspecting, on a selective basis, the existing documentation to corroborate management's statements made during our interviews.

We believe that the evidence and information obtained provide a sufficient and appropriate basis for our limited assurance conclusion. Non-financial information is subject to inherent limitations due to its nature and the methods used to calculate, sample, or estimate values, which are based on assumptions and individual criteria. We have not performed any work beyond the agreed scope and, therefore, our conclusion is limited solely to the selected and reviewed sustainability information. A limited assurance engagement provides a lower level of assurance than a reasonable assurance engagement, as the procedures performed to gather evidence are more limited in scope.

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LIMITED ASSURANCE REPORT BY
INDEPENDENT PUBLIC ACCOUNTANTS
(regarding the Sustainability Report)

4. Conclusion

Based on the work described in this report, nothing has come to our attention that causes us to believe that Arcor Group's Sustainability Report for the period from January 1, 2024, to December 31, 2024, has not been prepared, in all material respects, in accordance with the guidelines of the GRI Standards, or that the information and performance indicators included in said document contain material misstatements when compared to the records and documentation used as the basis for its preparation.

Rosario, March 5, 2025



CPA Esteban Piniero
Partner

¹ Arcor Group is a multinational organization Throughout this report, the term "Arcor Group" is used generically to represent all of its business activities, both in Argentina and internationally.

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External Evaluation Report

The 2024 Sustainability Report is available on our [corporate website](#) For inquiries related to the information presented, please contact us at: sustentabilidad@arcor.com

General Coordination:

Corporate Sustainability Management

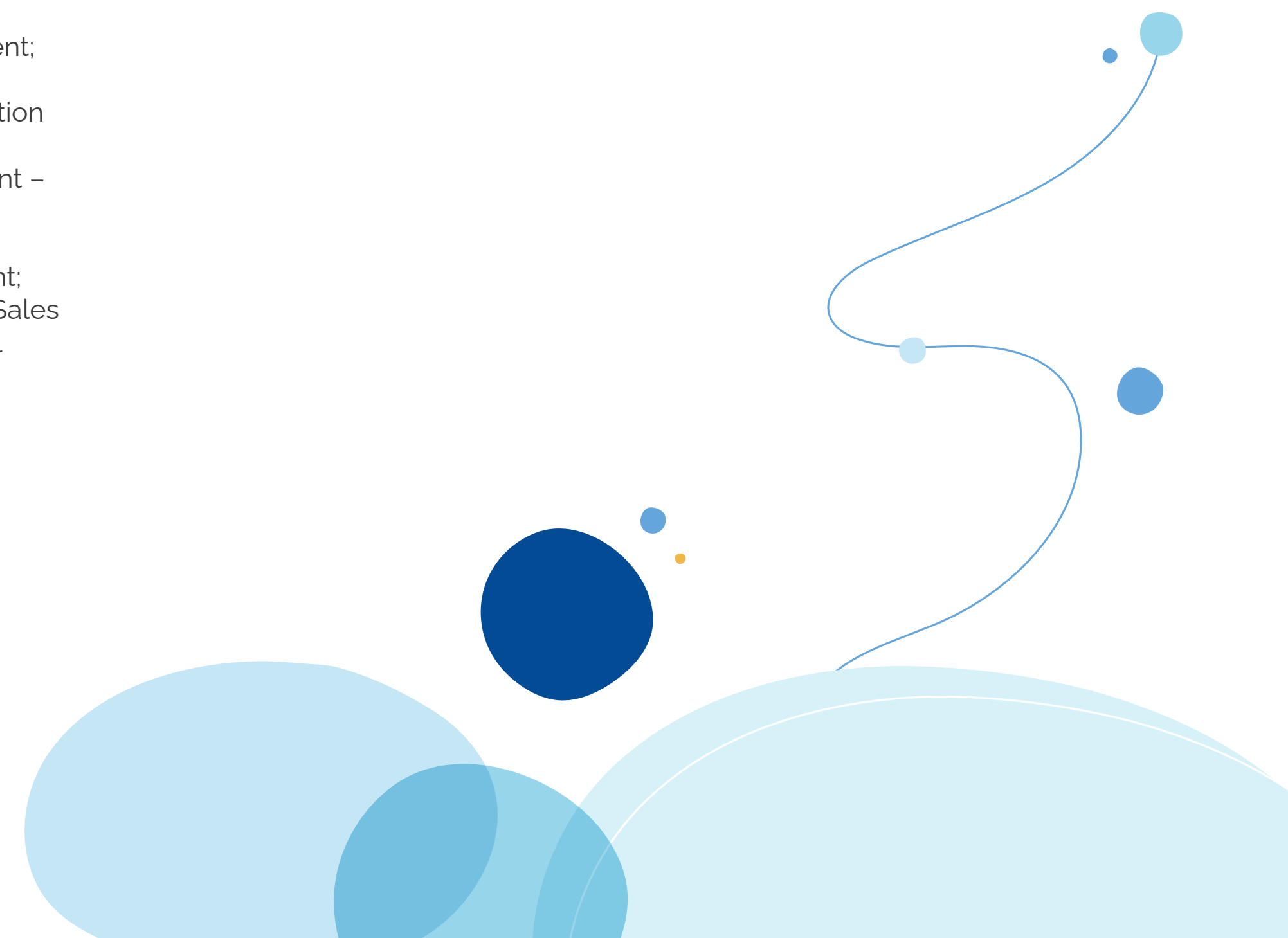
Participants:

Consumer Service Coordination; General Management of Mexico; Arcor Foundation Argentina, Arcor Foundation Chile, and Arcor Institute Brazil; Agricultural Management – La Providencia Sugar Mill; Sustainability Management – Packaging Division; Corporate Administration Management; Corporate Public Affairs and Press Relations Management; Corporate Internal Audit Management; Corporate Compensation Management; Corporate Institutional Communications and Marketing Services Management; Corporate Labor Relations Management; Corporate Human Resources Planning Management; Corporate Asset Protection Management; Corporate Procurement Management; Corporate Quality and MAHPI Management; Subsidiary Administration and Consolidation Management; Corporate Energy and Services Management; Industrial Food Legislation Management; Logistics Management – Argentina; Community Relations Management; Food Safety Management; Real Estate and Agricultural Asset Management; Sustainability Management; Arcor Peru Subsidiary Management; Arcor Brazil National Sales Management; Arcor Chile National Sales Management; Distribution Business Management; and General Agribusiness Management.

External Facilitators:

Punto ESG | www.puntoesg.com

Sr. Mario Enrique Pagani
Vice President Acting as President





www.arcor.com

