October 30, 2026

EARNINGS CALL THIRD QUARTER 2026

We feed a better tomorrow

DISCLAIMER

This presentation may contain financial or business projections regarding recent acquisitions, their financial or business impact, management expectations and objectives regarding such acquisitions and current management expectations on the operating and financial performance of The Company, based on assumptions that, as of today, are considered valid.

Financial and business projections are estimates and do not constitute any declaration of historical facts. Words such as “anticipates”, “could”, “may”, “can”, “plans”, “believes”, “estimates”, “expects”, “projects”, “pretends”, “probable”, “will”, “should”, and any other similar expression or word with a similar meaning pretend to identify such expressions as projections.

It is uncertain if the anticipated events will happen and in case they happen, the impact they may have in Alicorp’s or The Consolidated Company’s operating and financial results. Alicorp does not assume any obligation to update any financial or business projections included in this presentation to reflect events or circumstances that may happen.

TOPICS

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1 HIGHLIGHTS

Recent activity

Successful consolidation of **Colombian home care business acquisition**: took over operations on **August 1st**, strengthening our regional footprint in the category.

Solid top-line momentum with **proactive margin management:** consolidated revenue increased by **14.2%**, reflecting a **strategic focus on supporting volume dynamics** while **actively managing temporary cost headwinds**.

Diversified and robust portfolio driving resilient performance across our businesses:

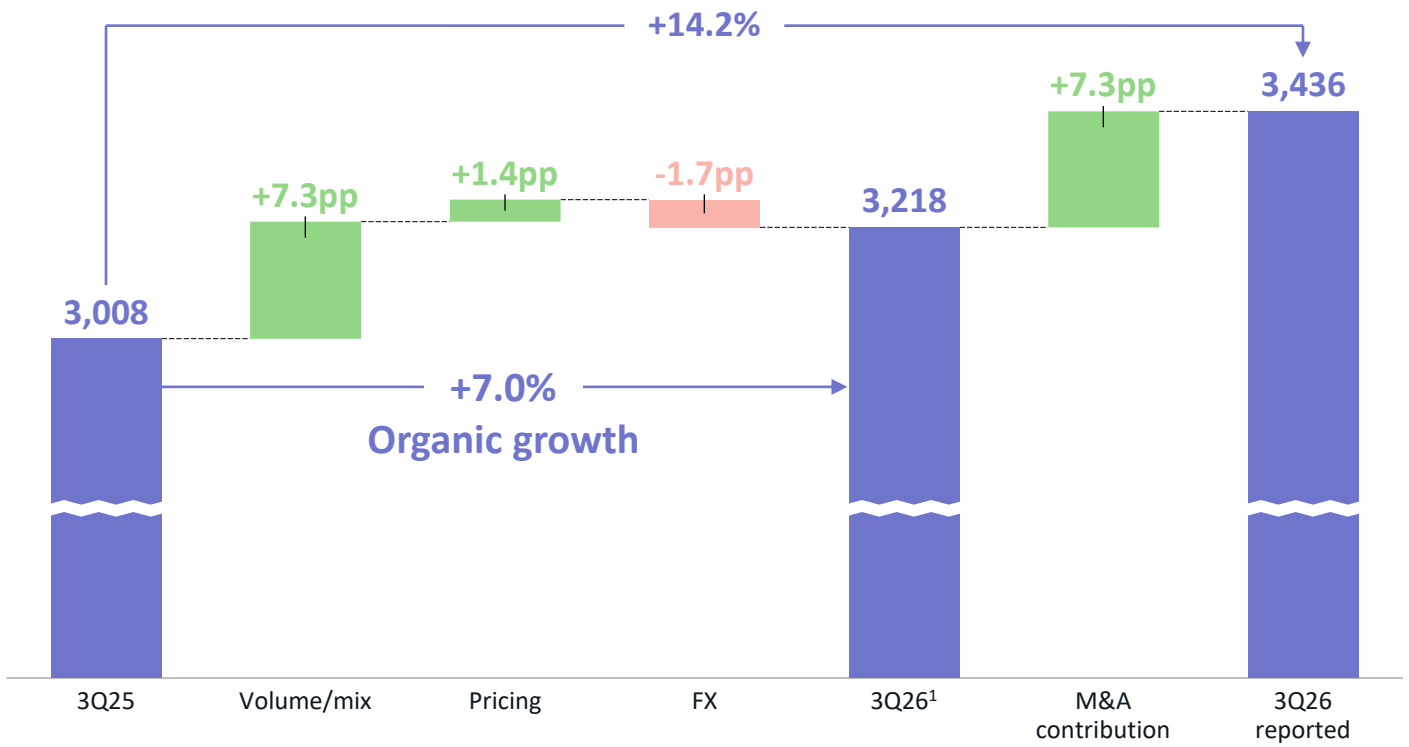
- Consumer Goods Peru **sustained topline and market share growth** through **targeted brand-building initiatives**.
- B2B **advanced its strategic priorities** although it simultaneously faced **temporary challenging market conditions due to the FEN climatic effect**.
- International Business **expanded its regional footprint** through our recent acquisitions.
- Vitapro sustained **double-digit volume growth** while compensating its margin compression due to **rising input costs**.

2 CONSOLIDATED OPERATING RESULTS

Reported revenue growth driven by solid volume dynamics and strategic acquisitions

PERFORMANCE SUMMARY – REVENUE

PEN million

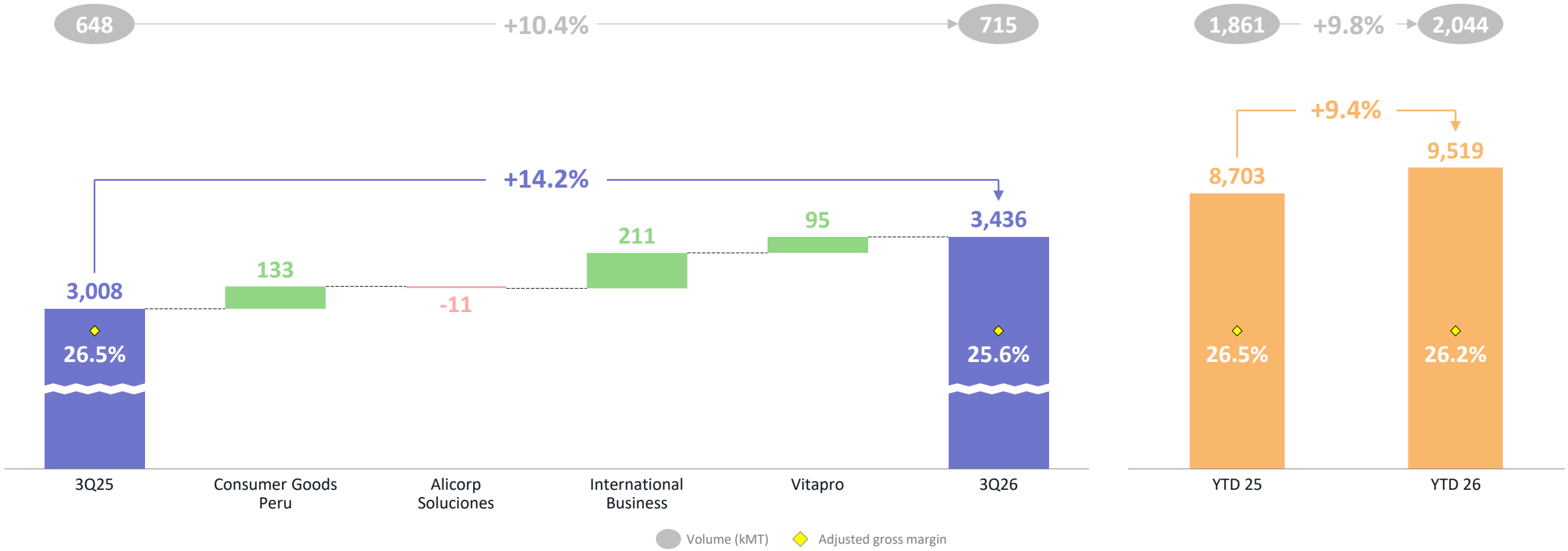


(1) Organic revenue excludes acquisitions not consolidated in the base period (Jabonería Wilson, Inka Crops and Unilever's Home Care business in Colombia)

Double-digit revenue growth led by the International Business, Consumer Goods Peru and Vitapro

PERFORMANCE SUMMARY – REVENUE & ADJUSTED GROSS MARGIN

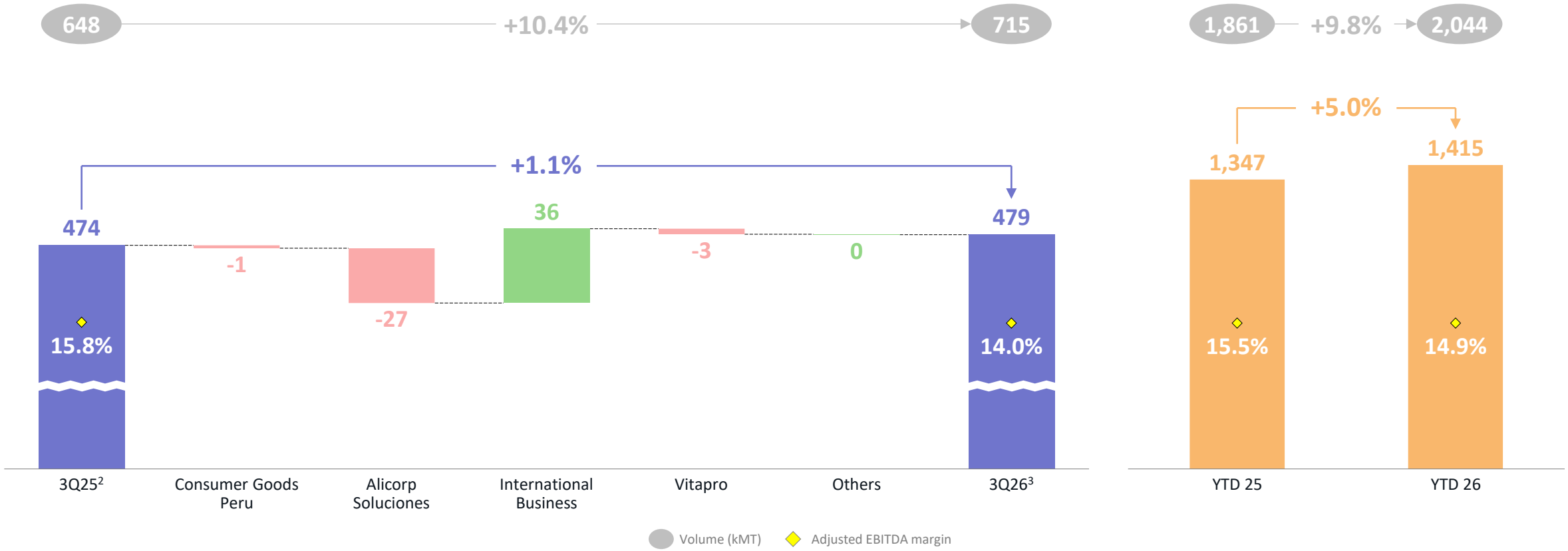
PEN million



Adjusted EBITDA grew 1.1%, driven by the International Business, partially offset by lower EBITDA in Alicorp Soluciones

PERFORMANCE SUMMARY – ADJUSTED EBITDA & MARGIN[1]

PEN million

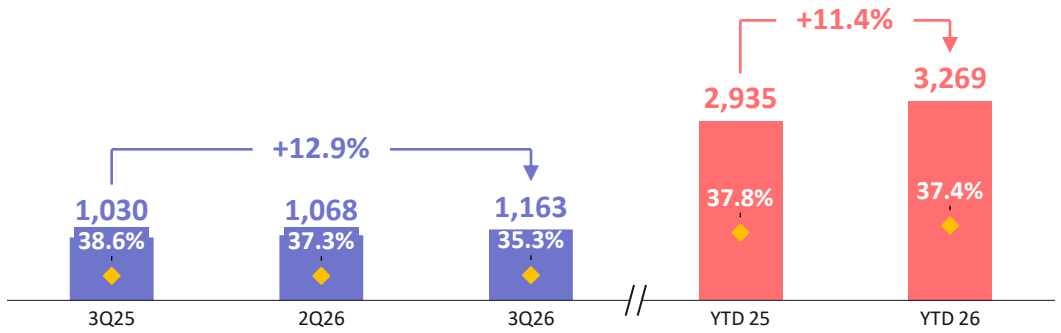


(1) All figures are presented on a proforma basis, excluding adjustments, unless otherwise stated
(2) 3Q25 adjustments → Restructuring expenses PEN 9.7 million, Impairment of assets PEN 6.8 million, M&A expenses PEN 1.5 million
(3) 3Q26 adjustments → M&A expenses PEN 13.1 million, Impairment of assets PEN 1.7 million, Restructuring expenses PEN 3.4 million

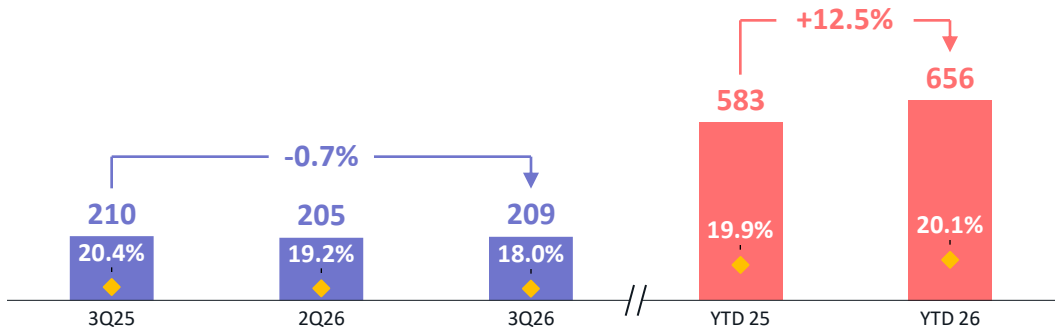
3 OPERATING RESULTS BY BUSINESS UNIT

Consumer Goods Peru: double-digit revenue growth and strong market share gains across key categories, supported by volume growth and M&A integration

REVENUE & ADJUSTED GROSS MARGIN
PEN million



ADJUSTED EBITDA & MARGIN[2]
PEN million



We **gain or maintain market share** across six of our seven prioritized brands, highlighting:

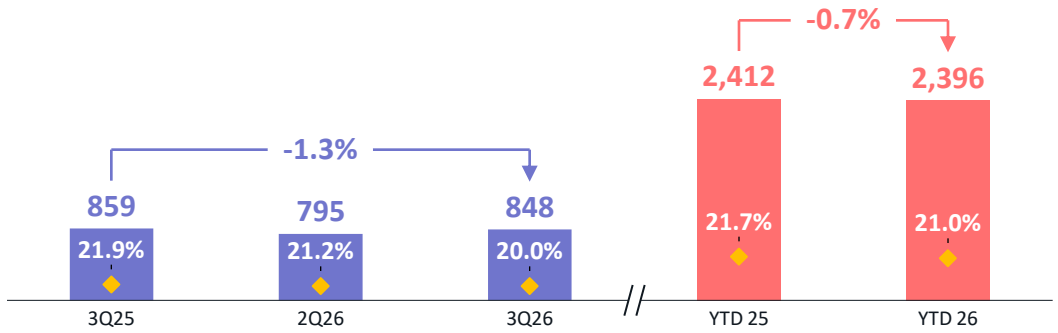
Angel	Don Vittorio	Bolívar	AlaCena	casino
+4.8 pp	+2.3 pp	+2.2 pp	+1.7 pp	+0.9 pp

As we continue to **strengthen brand equity** and **reinforce our competitive positioning**.

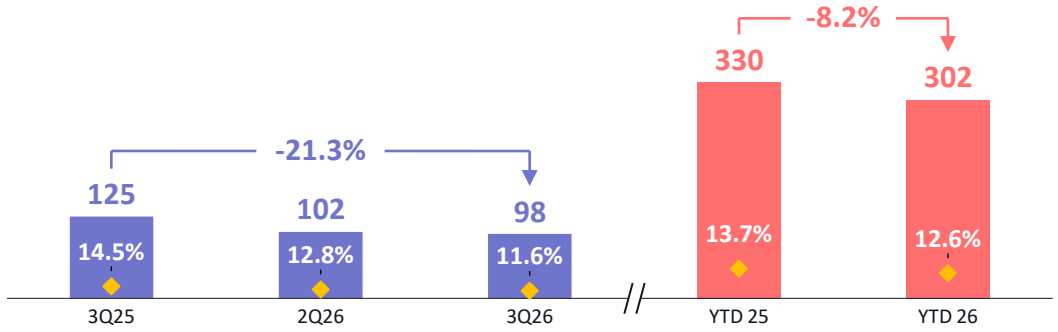
(1) All figures are presented on a proforma basis, excluding adjustments, unless otherwise stated
(2) Adjustments → **3Q25:** Restructuring expenses PEN 5.9 million, Impairment of assets PEN 1.7 million, M&A expenses PEN 0.2 MM. 3**Q26:** Restructuring expenses PEN 1.0 million, Impairment of assets PEN 0.1 million

Alicorp Soluciones: softer top-line performance amid El Niño-related pressures, while advancing strategic priorities

REVENUE & ADJUSTED GROSS MARGIN
PEN million



ADJUSTED EBITDA & MARGIN[2]
PEN million



Our **strategic priorities continued to gain traction**, supporting our focus on transforming customers' businesses and improving sales mix.

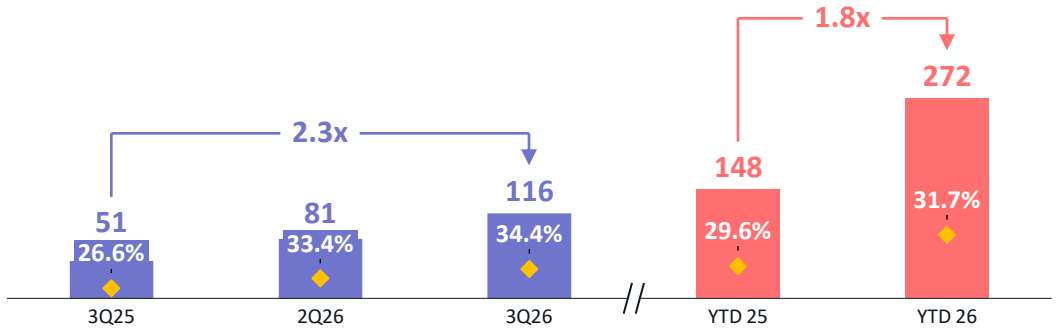
Strategic priorities year to date key metrics:

- → **13.2% of volume growth** year over year.
- → Accounted for approximately **25% of total gross profit**.
- → Gross profit per ton was approximately **2.0x Alicorp Soluciones average**, reflecting a higher-value sales mix.

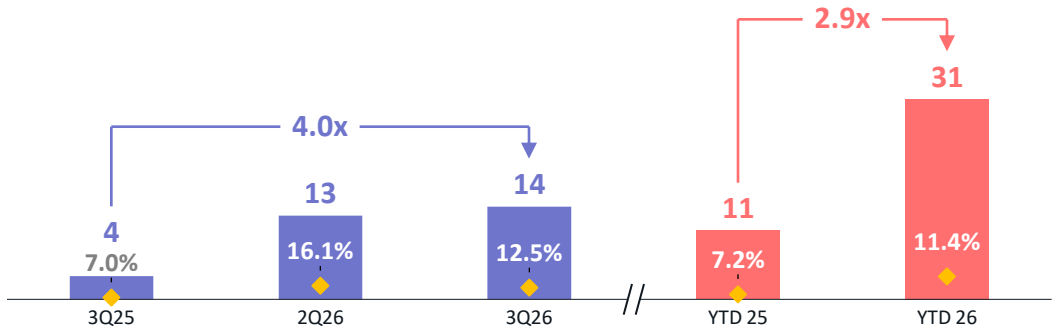
(1) All figures are presented on a proforma basis, excluding adjustments, unless otherwise stated
(2) Adjustments → **3Q25:** Restructuring expenses PEN 3.8 million, Impairment of assets PEN 0.3 million, M&A expenses PEN 0.3 MM. **3Q26:** Restructuring expenses PEN 0.7 million

International Business: strong revenue growth supported by the Colombian home care acquisition and ongoing integration of recent M&A

REVENUE & ADJUSTED GROSS MARGIN
USD million



ADJUSTED EBITDA & MARGIN[2]
USD million



Incremental volumes from the newly acquired home care business in Colombia supported growth, contributing **14 thousand tons** through **leading laundry detergents** and **fabric softeners** brands…

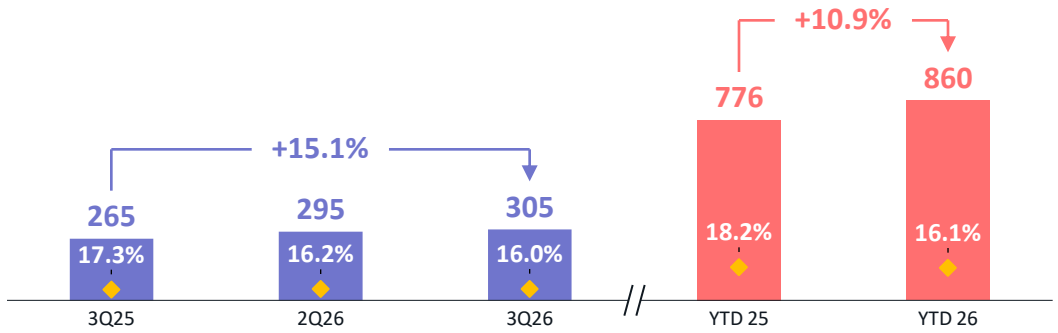
…alongside the **ongoing integration** of **Jabonería Wilson** and **Inka Crops**.

(1) All figures are presented on a proforma basis, excluding adjustments, unless otherwise stated
(2) Adjustments → **3Q25:** Impairment of assets USD 0.1 million. **3Q26:** Restructuring expenses USD 0.1 million

Vitapro: top-line growth driven by double-digit volume expansion, successfully capturing robust market demand amid temporary margin pressures

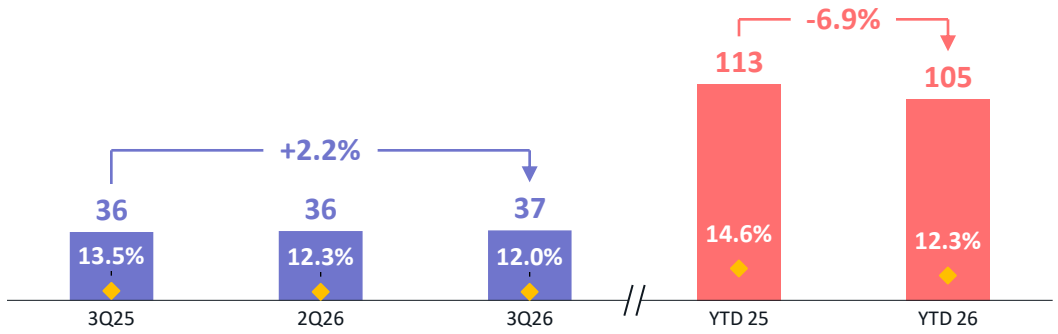
REVENUE & ADJUSTED GROSS MARGIN

USD million



ADJUSTED EBITDA & MARGIN[2]

USD million



Strong commercial execution and **manufacturing capabilities** supporting our ability to capture year-to-date market growth:

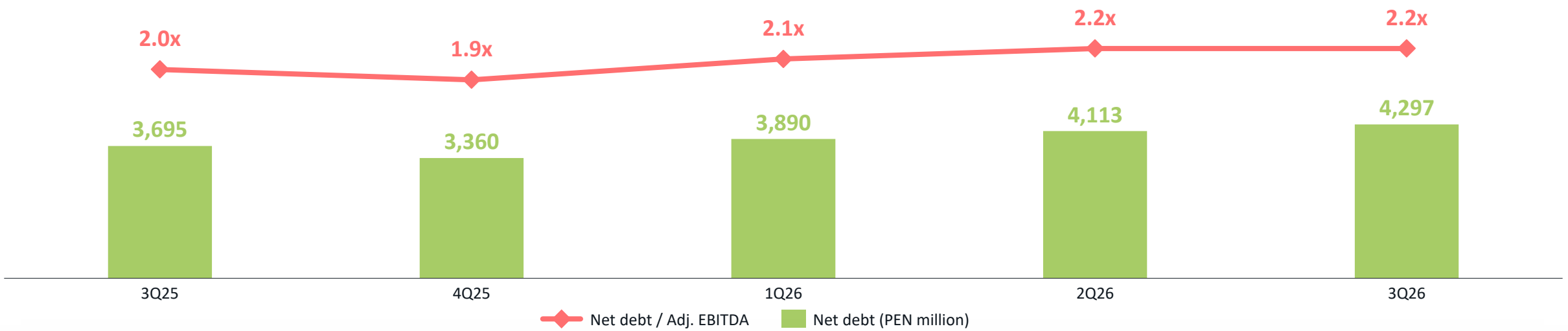
- → 18% shrimp exports growth in Ecuador
- → 20% volume growth in our shrimp feed business, **outpacing the market** and **strengthening our leadership position**
- → Alternative and novel ingredients **enhanced sourcing flexibility** and helped mitigate cost pressures

(1) All figures are presented on a proforma basis, excluding adjustments, unless otherwise stated
(2) Adjustments → **3Q25:** Impairment of assets USD 1.3 million. **3Q26:** Impairment of assets USD 0.4 million

4 LIQUIDITY AND BALANCE SHEET

Adjusted EBITDA growth supported our leverage at healthy levels and within our target range

INDEBTEDNESS EVOLUTION[1,2]



CASH

1,537 PEN million

DEBT COVERAGE[3,4]

2.2x over next 12 months

1.2x over next 24 months

ACCESS TO FUNDING

PEN 791 million of available committed credit lines

PEN 5.9 billion of available uncommitted credit lines

CREDIT RATINGS

S&P **BBB-** Stable

Fitch **BBB** Stable

Apoyo (Fitch) **AAA (pe)** Stable

Moody's PE **AAA.pe** Stable

Moody's BOL **AA.bo** Stable

(1) Only debt principal less cash and cash equivalents
(2) As of 4Q25, Bolivia's figures reflect the fair market exchange rate
(3) Principal only
(4) Includes committed credit lines. Excluding these lines, the ratios would be 1.5x over the next 12 months and 0.8x over the next 24 months

5 OUR VIEW FOR 2026

Year-to-date results in line with expectations; revenue and adjusted EBITDA guidance upgraded to reflect strong volume momentum and recent M&A integration

- REVENUE: High single digit growth
- ADJUSTED EBITDA: Mid single digit growth
- LEVERAGE: 2.0 to 2.2 times net debt-to-adjusted EBITDA
- CAPEX: Between USD 100 to 110 million

Q&A

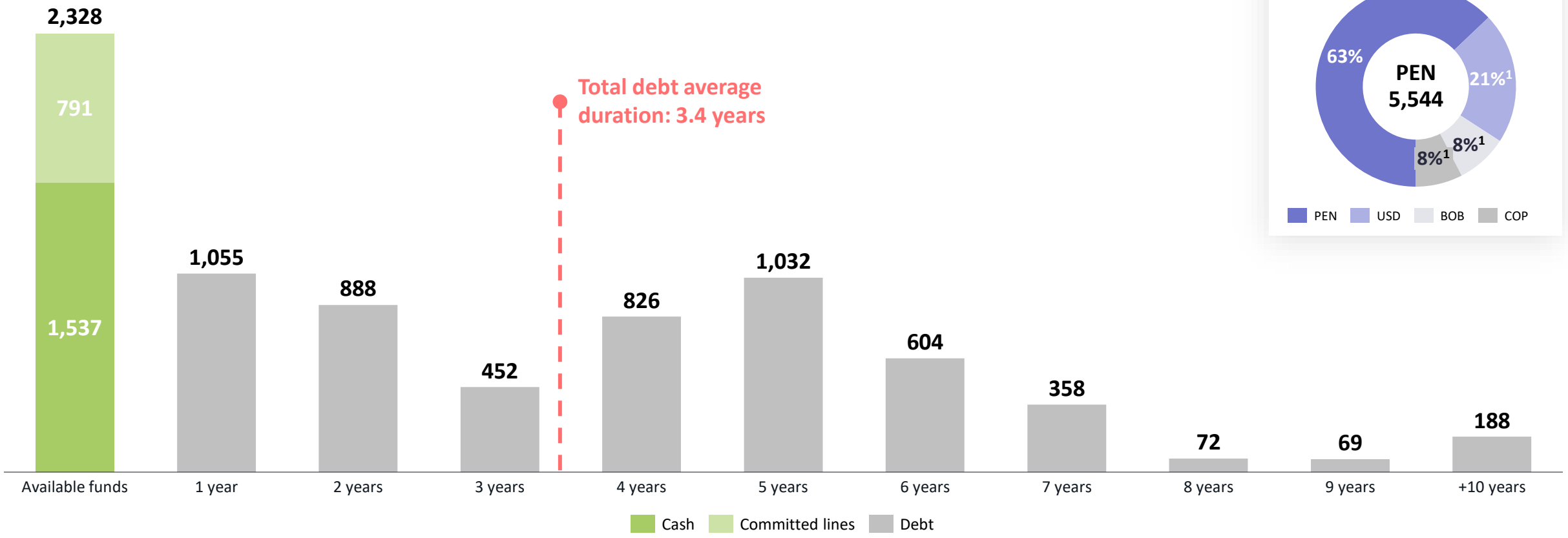
October 30, 2026

EARNINGS CALL
THIRD QUARTER 2026

We feed a better tomorrow

Strong financial flexibility built on: i) a balanced maturity profile, ii) ample liquidity, iii) currency-matched debt, and iv) diversified funding sources

DEBT MATURITY PROFILE
PEN million



DEBT CURRENCY EXPOSURE (POST-HEDGING)

(1) No open currency exposure remains, as debt is fully hedged where the functional currency differs from the debt currency

alicorp