



alicorp

CORPORATE PRESENTATION

February 2026

KEY HIGHLIGHTS



Company overview

Leading consumer goods company focused on the Andean Region with over 60 years of experience



Corporate strategy

Leading position in the market, driven by our corporate strategy and our relevant value proposition



Our business units

Successful business model diversified across four differentiated units and countries



Solid liquidity and strong balance sheet

Solid financial performance driven by our shareholder value creation mindset



Innovation and development

Top-of-mind portfolio and leading brands with a proven track record of successful innovation initiatives

1

COMPANY OVERVIEW



BUSINESS UNITS

GONSUMER GOODS PERU

Emblematic brands in our food, home and personal care platforms

- Multi-tier strategy & diversified portfolio
- High quality products
- Solid distribution chain






B2B

Bakery, food service, cleaning products and other industries sectors

- Customer-centric approach
- Market leadership in core categories
- Growth strategy driven by transformation

INTERNATIONAL BUSINESS

Primarily food and home care products, strengthening our presence in the Andean Region

- Consumer Goods Bolivia 
- Consumer Goods Ecuador 
- Other Geographies    

AQUAFEED

Nutritional solutions for shrimp and salmon


- Integral value proposition
- Nutritional quality
- Advice and technology for our clients


+150
Brands


+6,000
Employees

+30
Production plants

+20
Countries

 Parent establishment

 Direct presence (production)

 Main exports



Leading regional player with a successful business model diversified across product categories and countries

TOP-OF-MIND PORTFOLIO AND LEADING BRANDS WITH A PROVEN TRACK RECORD OF SUCCESSFUL MARKET RECEPTION

CONSUMER GOODS PERU

| | |
|---------------|--|
| Detergents | |
| Pastas | |
| Edible oils | |
| Cookies | |
| Laundry soaps | |
| Sauces | |
| Personal care | |

INTERNATIONAL BUSINESS

| | |
|-------------|--|
| Edible oils | |
| Laundry | |
| Shortenings | |
| Margarines | |
| Laundry | |
| Foods | |
| Dishwashers | |

ALICORP SOLUCIONES - B2B

| | |
|-----------------------|--|
| Flours | |
| Shortenings | |
| Edible oils | |
| Sauces | |
| Industrial margarines | |
| Detergents | |

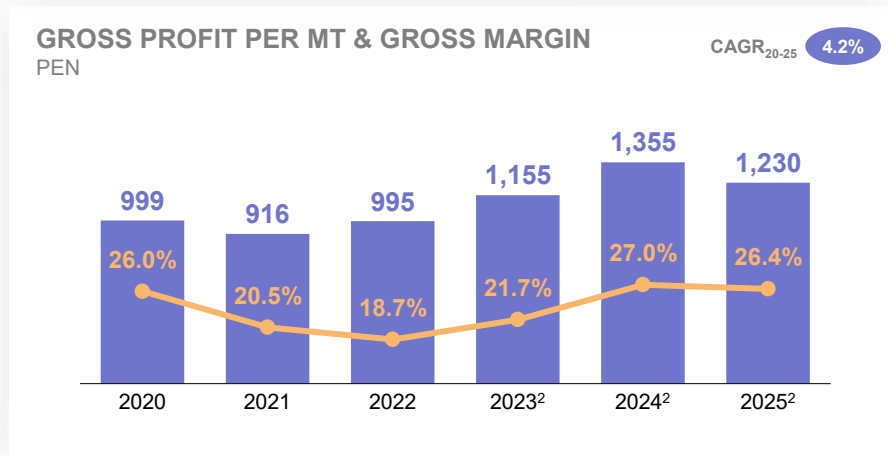
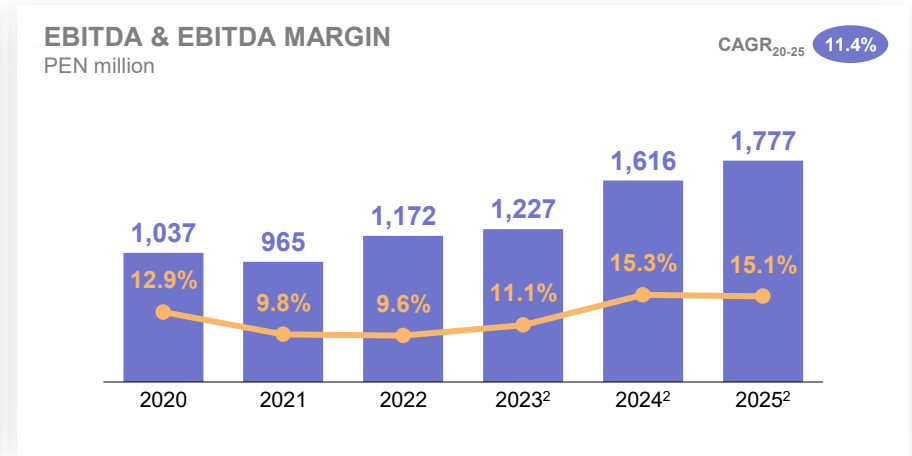
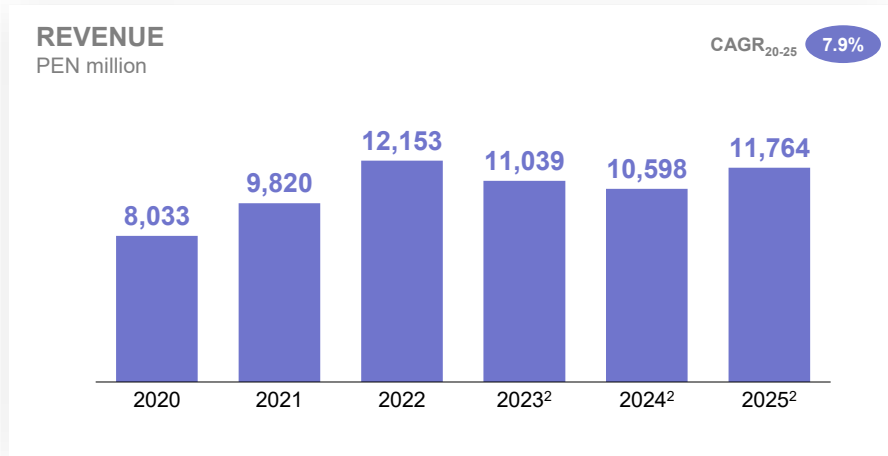
VITAPRO

| | |
|--------|--|
| Shrimp | |
| Fish | |
| Fish | |

Shareholder value creation mindset

SOLID FINANCIAL PERFORMANCE LEVERAGING OUR DIVERSIFIED PORTFOLIO AND CORPORATE STRATEGY

OUR EFFORTS ARE DEDICATED TO GENERATING CONTINUOUS VALUE FOR OUR STAKEHOLDERS



(1) Figures as of December 2025

(2) Adjusted figures, excludes non-recurring impacts (one-offs)

2 CORPORATE STRATEGY



Alicorp's strategic framework

WINNING ASPIRATION

We feed a better tomorrow with relevant value propositions for each of our consumers and clients in the **Andean Region**, transforming markets with our **leading brands**, ability to **innovate**, **efficient management** and the talent of **our people**.

HOW TO WIN?



Management of relevant, distinctive, and memorable brands through deep consumer insights, a focus on core brands, and the traditional channel



A **powerful go-to-market strategy**, leveraging superior customer reach and a deep understanding of both the customer and the shopper



Efficient and flexible supply chain management



Strategic discipline through active portfolio management and an efficient resources allocation

WHERE TO PLAY?



We continue to progress in our journey towards a more sustainable company through our four pillars

Wellbeing and inclusion
for our people and
consumers



**OLLAS que
DESARROLLAN**

Community development
with a focus on creating
shared value with
customers and suppliers



insuma
PROGRAMA
**PALMA
SOSIENIBLE**

Environmental care
through operational eco-
efficiency and sustainable
packaging



**Reporte de
Acción Climática**
Climate Action Report

Structural factors that
integrate sustainability and
facilitate the monitoring of
impacts and progress



**Reporte Integrado
2023**
Annual Report

Key indicators for 2024:

- **S&P Sustainability Yearbook**
 - ✓ Among top 20 in our industry globally
- **Organizational Health Index (OHI)**
 - ✓ Top global decile
- **Employees' training hours**
 - ✓ +50,000
- **Carbon footprint**
 - ✓ 14% reduction
- **Water footprint**
 - ✓ 15% reduction

Key programs and initiatives

Highly experienced management supported by a leading shareholder group in Peru

OUTSTANDING MANAGEMENT TEAM COMBINES PROVEN TRACK RECORD OF ORGANIC AND INORGANIC GROWTH STRATEGIES AND VAST SECTOR EXPERIENCE



GONZALO URIBE
Chief Executive Officer



LUIS BANCHERO
VP – Finance & Strategy



ALVARO ROJAS
VP – Marketing Consumer Goods Peru



ALDO HIDALGO
VP – Commercial Consumer Goods Peru



LUIS ESTRADA
VP – Alicorp Soluciones (B2B) & Commodity Management



FRANCISCO GUERRERO
Country Manager – Ecuador



PAOLA RUCHMAN
VP – Human Resources



MAGDALENA MORALES
VP – Corporate Affairs



VINICIUS BARBOSA
VP – Supply Chain



FABRICIO VARGAS
General Manager – Vitapro



JAIME PAREDES
MD – Technology and Transformation

HIGHLY AWARDED TEAM:



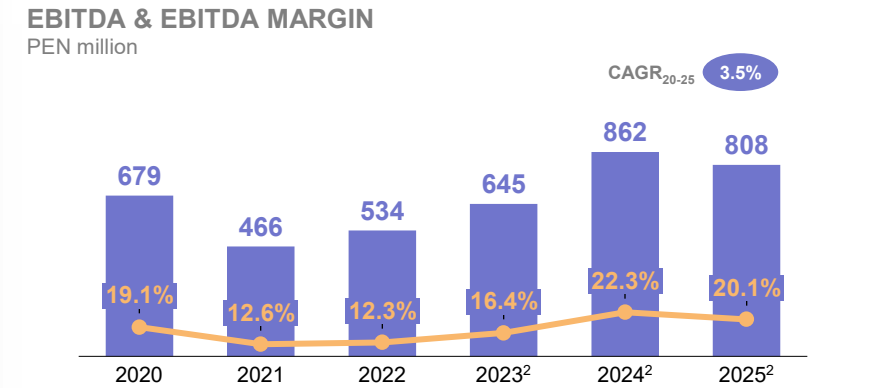
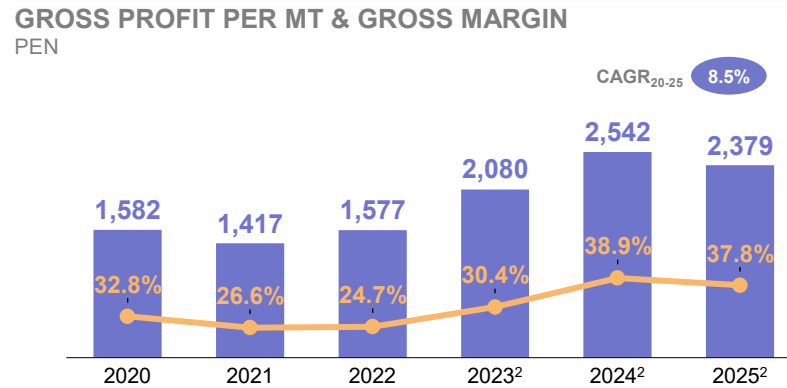
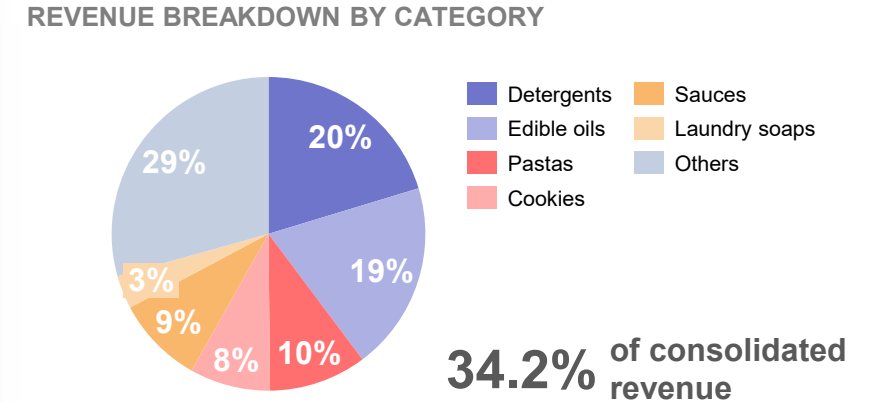
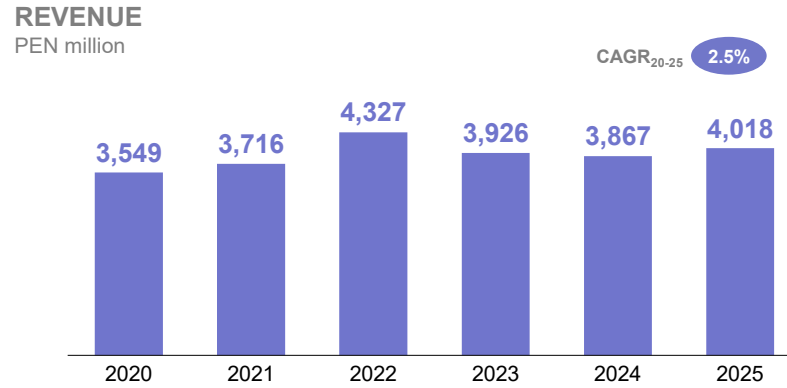
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OUR BUSINESS UNITS



OUR CONSUMER GOODS PERU UNIT MANUFACTURES AND OFFERS FOOD, HOME CARE AND PERSONAL CARE PRODUCTS

OUR MULTI-TIER AND MULTI-CHANNEL STRATEGY ENABLES A LEADERSHIP PRESENCE, LEVERAGING OUR MAIN PRODUCTION FACILITY

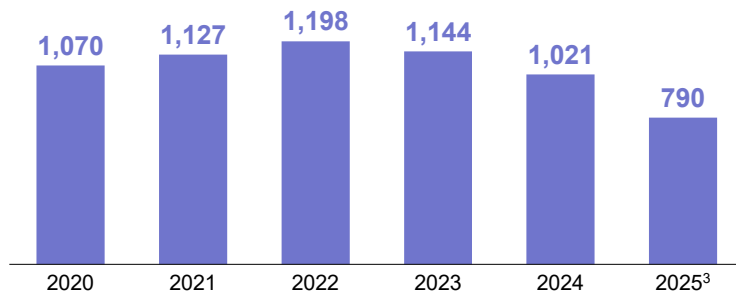


(1) Figures as of December 2025
 (2) Adjusted figures, excludes non-recurring impacts (one-offs)

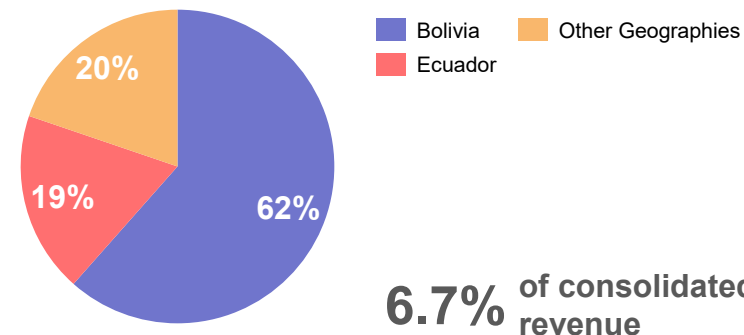
**RELEVANT PRESENCE
IN THE ANDEAN
REGION, PRIMARILY
WITH OUR PORTFOLIO
OF FOOD AND HOME
CARE PRODUCTS**

**WE HAVE A
PRODUCTION
FACILITIES IN BOLIVIA
AND ECUADOR AND
OPERATE WITH AN
EXPORT MODEL TO
OTHER GEOGRAPHIES**

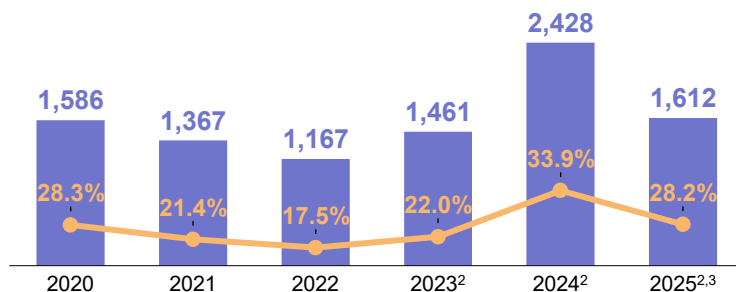
REVENUE
PEN million



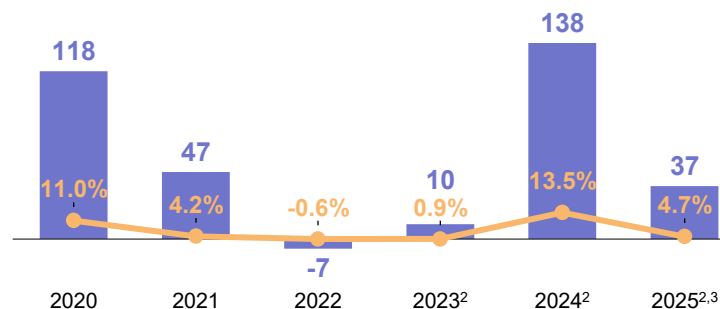
REVENUE BREAKDOWN BY GEOGRAPHY



GROSS PROFIT PER MT & GROSS MARGIN
PEN



EBITDA & EBITDA MARGIN
PEN million



(1) Figures as of December 2025

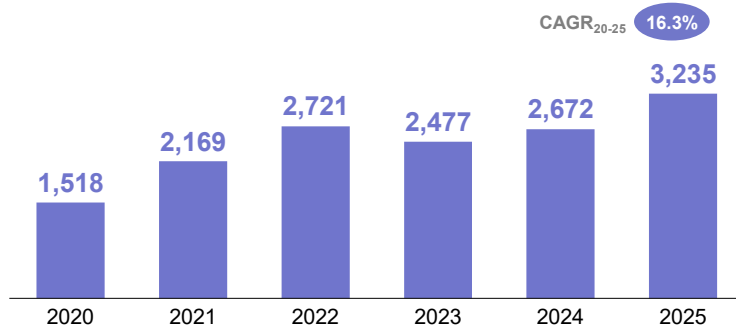
(2) Adjusted figures, excludes non-recurring impacts (one-offs)

(3) 2025 figures updated with estimated market exchange rate for Bolivia, according to the implementation of the amendments to IAS 21

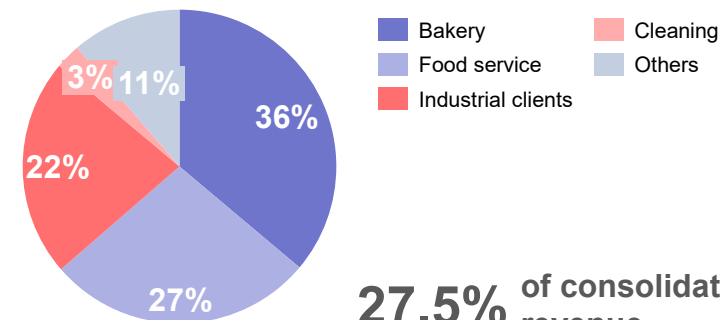
OUR B2B BUSINESS SERVES FOUR MAIN PLATFORMS: BAKERY, FOOD SERVICE, INDUSTRIAL CLIENTS AND CLEANING

WE CREATE VALUE FOR OUR CLIENTS THROUGH TOP-QUALITY PRODUCTS AND OUR DIGITAL SOLUTIONS

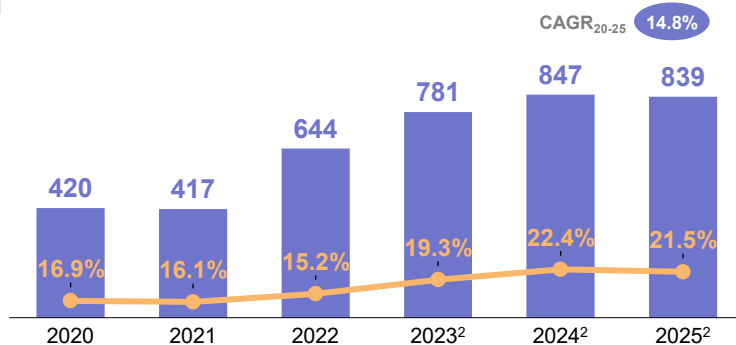
REVENUE
PEN million



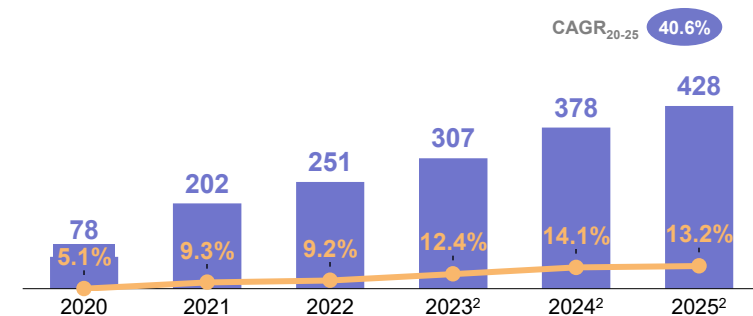
REVENUE BREAKDOWN BY PLATFORM



GROSS PROFIT PER MT & GROSS MARGIN
PEN



EBITDA & EBITDA MARGIN
PEN million

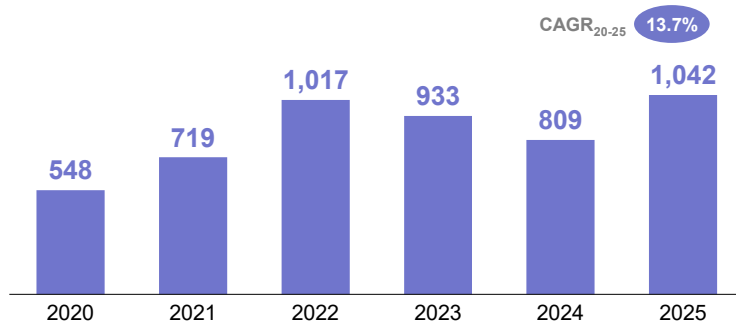


(1) Figures as of December 2025
 (2) Adjusted figures, excludes non-recurring impacts (one-offs)

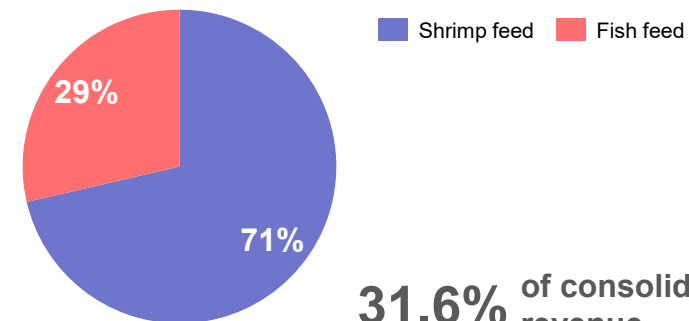
OUR AQUAFEED BUSINESS MAINLY PRODUCES SHRIMP FEED IN ECUADOR AND SALMON FEED IN CHILE

WE SERVE TWO OF THE MOST IMPORTANT EXPORT INDUSTRIES IN ECUADOR AND CHILE

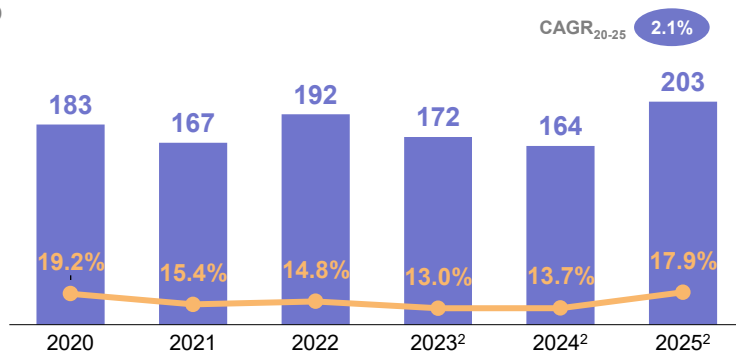
REVENUE
 USD million



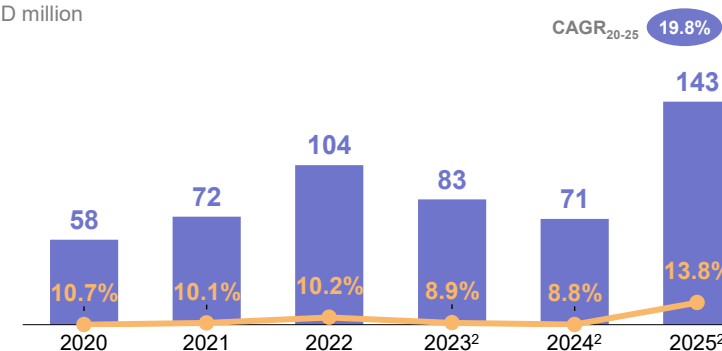
REVENUE BREAKDOWN BY PLATFORM



GROSS PROFIT PER MT & GROSS MARGIN
 USD



EBITDA & EBITDA MARGIN
 USD million



(1) Figures as of December 2025
 (2) Adjusted figures, excludes non-recurring impacts (one-offs)

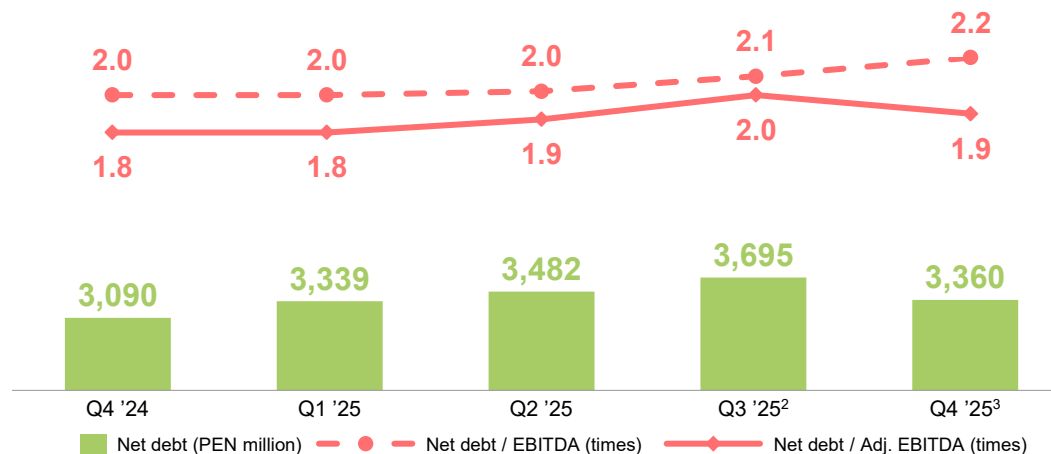
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LIQUIDITY AND BALANCE SHEET



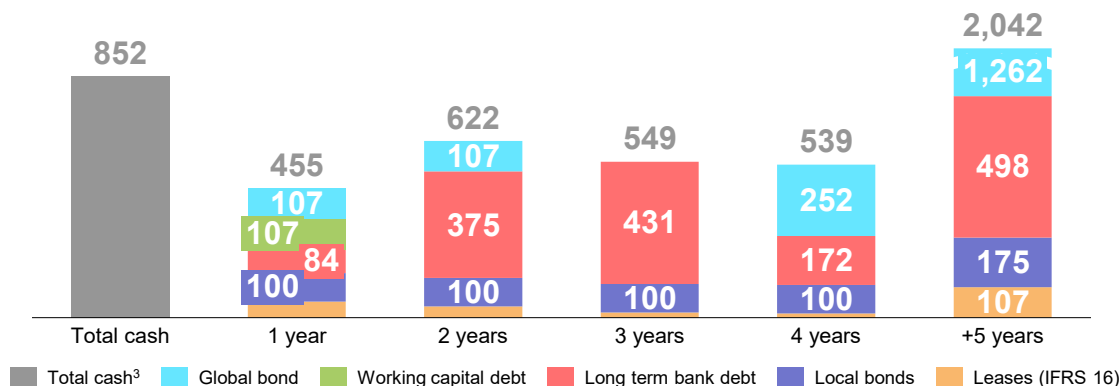
DESPITE M&A ACTIVITY AND SHARE BUYBACKS, LEVERAGE REMAINED HIGHLY STABLE, SUPPORTED BY SUSTAINED EBITDA GROWTH, CONSTANT CASH FLOW GENERATION AND EFFICIENT WORKING CAPITAL MANAGEMENT

INDEBTEDNESS EVOLUTION¹



MATURITY PROFILE AS OF DECEMBER 2025

PEN million



DEBT COVERAGE^{4,5}

2.7x over next 12 months
1.2x over next 24 months



ACCESS TO FUNDING

PEN 404 million of available committed credit lines
PEN 6.0 billion of available uncommitted credit lines

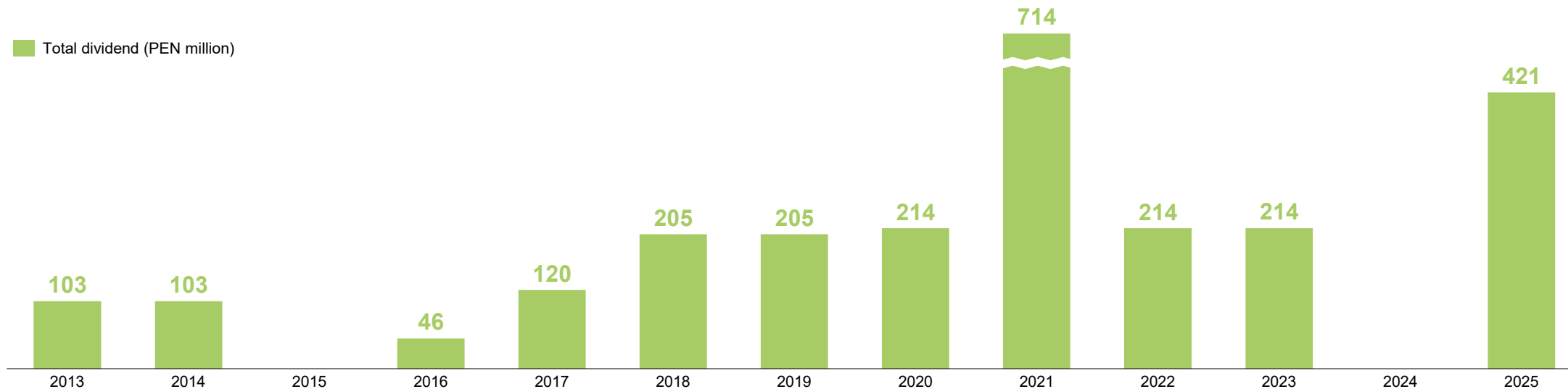


CREDIT RATING UPDATE

S&P **BBB-** Stable
Fitch **BBB** Stable
Apoyo (Fitch) **AAA** (pe) Stable
Moody's Local **AAA** (pe) Stable
Moody's BOL **AA** Stable

(1) Only debt principal less cash and cash equivalents
(2) On a pro forma basis, including the LTM EBITDA of recent acquisitions, the leverage ratio remains unchanged
(3) 4Q 2025 includes devaluation from Bolivia's estimated market exchange rate
(4) Principal only
(5) Includes committed credit lines. Excluding these lines, the ratios would be 1.9x over the next 12 months and 0.8x over the next 24 months

LIQUIDITY AND BALANCE SHEET
Dividend payment evolution



| | | | | | | | | | | | | | |
|-----------------------------|------|------|---|------|------|------|------|------|-------|------|------|---|------|
| Dividend per share (S/) | 0.12 | 0.12 | - | 0.05 | 0.14 | 0.24 | 0.24 | 0.25 | 0.84 | 0.25 | 0.28 | - | 0.73 |
| Dividend yield ¹ | 1.3% | 1.7% | - | 0.7% | 1.3% | 2.4% | 2.6% | 3.5% | 13.8% | 3.7% | 4.4% | - | 6.8% |
| Payout ratio ² | 34% | 829% | - | 15% | 26% | 45% | 43% | 65% | 177% | 39% | 102% | - | 64% |

(1) Dividend yield is calculated for common stocks (ALICORC1) based on the stock price as of year-end
 (2) Considering Net Income from Continuing Operations

5

INNOVATION AND DEVELOPMENT



CAREFUL CAPITAL ALLOCATION ADDRESSING THE NEED OF OUR CLIENTS AND CONSUMERS



The first line of hair care products specially designed for Peruvian women

- ✓ Wide product portfolio, specifically designed for the local consumer
- ✓ Positioned as the fifth most relevant brand in the category in less than a year since its launch (late 2022)
- ✓ Now, third brand in the modern channel with a ~6-7% of market share

← ~65 business partners selling their products through our platform →



diadia

Accelerate growth of mom & pops through digitalization and product assortment

- ✓ 67K purchasing customers
- ✓ Digital independence 24%



insuma

Digital ecosystem to better serve our B2B clients, specially from our Bakery and Food Service platforms

- ✓ 19K purchasing customers
- ✓ Digital independence 22%
- ✓ 24-hour direct delivery service & 800 products in the portfolio



alicorp

CORPORATE PRESENTATION

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