



**allicorp**

# Corporate Presentation

July 2020



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 Key Investment Highlights



- 1** **Leading Regional Player with a Successful Business Model Diversified Across Product Categories and Countries**
- 2** **Portfolio of Top-of-Mind & Leading Brands with a Proven Track Record of Successful New Product Offerings**
- 3** **Unique Manufacturing and Distribution Platform to Serve Consumer, B2B and Aquafeed Clients**
- 4** **Inorganic Growth through Successful M&A Strategy Driven by Best-in-Class Framework of Integration Practices**
- 5** **Solid Financial Performance Driven by our Comprehensive Efficiency Program and Shareholder Value Creation Mindset**
- 6** **Highly Experienced Management Supported by a Leading and Innovative Shareholder Group in Peru**










# 1 Key Investment Highlights

1

Leading Regional Player with a Successful Diversification Strategy and Business Model Across Product Categories and Countries

- Unmatched portfolio of highly successful leading brands across different sectors and countries

- Brands with leading position and market share in market and customer segmentation allows an efficient pricing process

Consumer Goods			B2B			Aquafeed			Crushing		
Categories	Brands	Rank <sup>1</sup>	Categories	Brands	Rank <sup>1</sup>	Categories	Brands	Rank <sup>1</sup>	Categories	Brands	Rank <sup>1</sup>
Laundry Care		#1	Industrial Baking Flour		#1	Shrimp (ECU)		#1	Crude Oil		#1
Edible Oils		#1	Industrial Oil		#1	Fish (PER)		#1	Soybean & Sunflower meal		#1
Pasta		#1	Shortenings		#1	Fish (CH)		#4			
Cookies & Crackers		#1	Sauces		#1	Shrimp (NIC)		#2			
Sauces		#1	Industrial Margarines		#1	Shrimp (PER)		#1			
Personal Care		#3	Frozen Products		#1	Shrimp (HON)		#3			
Countries			Countries			Countries			Countries		

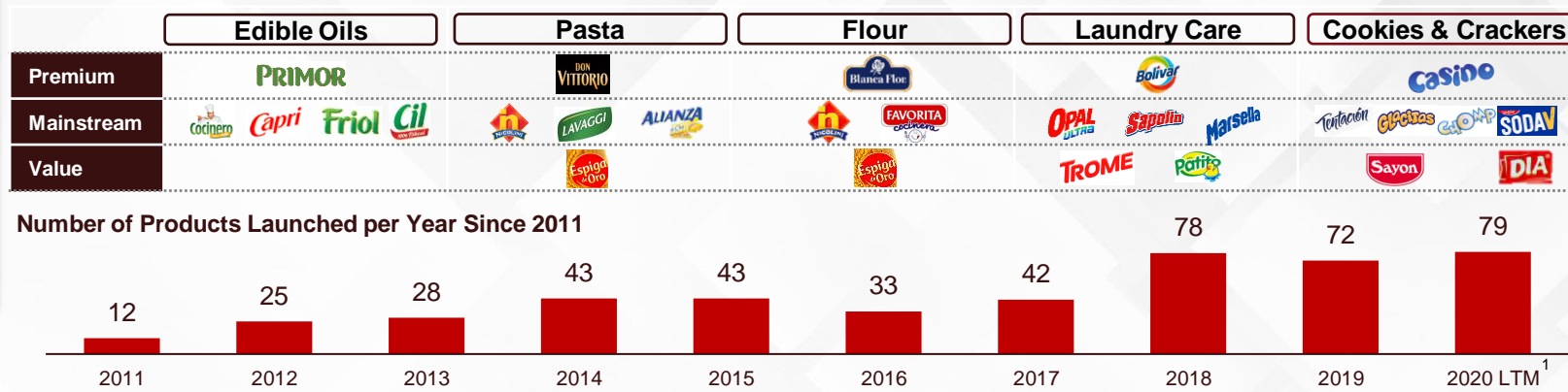
<sup>1</sup> Based on Kantar World Panel and internal estimates

# 1 Key Investment Highlights

2

Portfolio of Top-of-Mind Brands with a Proven Track Record of Successful New Product Offerings

- **Successful new product launch strategy with 397 launches since 2011**
  - Over 100 leading brands across 16 different categories such as flour, sauces, pasta, oil, laundry detergent, laundry soap, cookies, among others



3

Unique Manufacturing and Distribution Platform to Serve Consumer, B2B and Aquafeed Clients

- **Efficiently integrates local and regional operations**
- **For Consumer Goods and B2B, strong manufacturing and logistics network in Peru and Bolivia reaching**
  - More than 200,000 clients
  - 37 production facilities
  - 17 distribution centers
  - 100% coverage of supermarkets and grocery stores
  - Network complemented by 31 exclusive distributors and 25 sales offices throughout Peru
  - Operates in 4 local ports

## Distribution Capabilities<sup>2,3</sup>

42%

Exclusive Distribution

19%

Wholesalers

22%

Supermarkets

17%

Non-Exclusive Distributors



<sup>1</sup> 2020: figure as of 1Q 2020

<sup>2</sup> As % of Revenue

<sup>3</sup> Figures as of December 2019

# 1 Key Investment Highlights

4

Inorganic Growth through Successful M&A Strategy Driven by Best-in-Class Framework of Integration Practices

- Successful strategic acquisitions have permitted continuous penetration of key markets and segments across South America
- Recent acquisition in Peru and Bolivia:
  - Intradevco, a leading Home & Personal Care player in Peru
  - Fino & Sao, a leading CPG and B2B company in Bolivia and a leading oilseeds crusher and CPG company in Bolivia, respectively



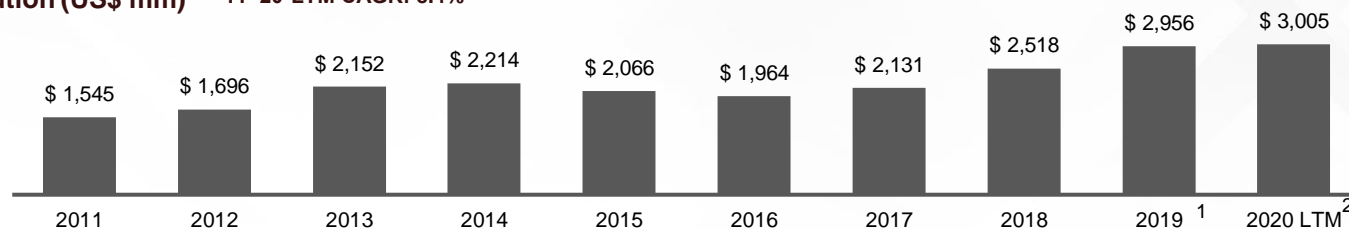
## Integration Management Office

- ✓ Team / People
- ✓ Methodology
- ✓ Tools / Technology

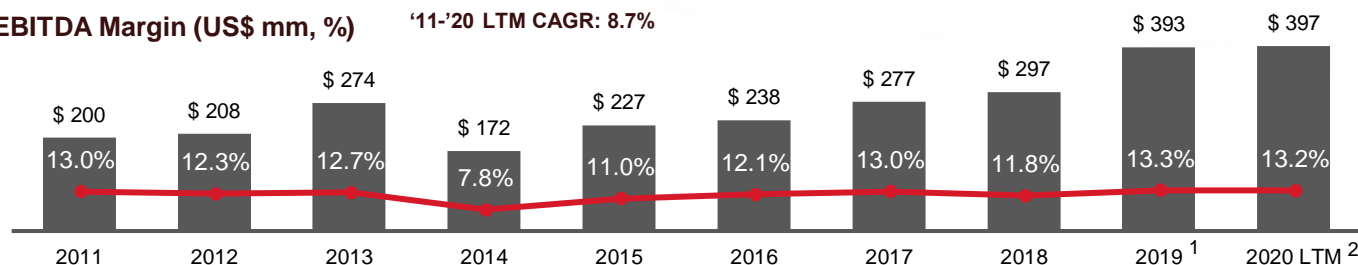
5

Solid Financial Performance Driven by our Comprehensive Efficiency Program and Shareholder Value Creation Mindset

Sales Evolution (US\$ mm) '11-'20 LTM CAGR: 8.4%



EBITDA & EBITDA Margin (US\$ mm, %) '11-'20 LTM CAGR: 8.7%



<sup>1</sup> 2019: figures include accounting adjustments (IFRS 16 in Peru, and IAS 29 and IAS 21 in Argentina) and exclude an impairment in our Argentina and Brazil business units.

<sup>2</sup> 2020 LTM: figures as of March 2020, which exclude an impairment in our Argentina and Brazil business units.

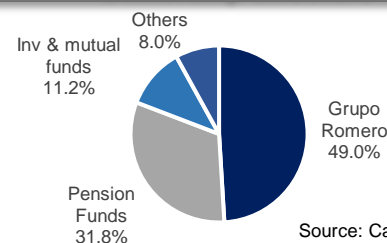
# 1 Key Investment Highlights

6

Highly Experienced Management with a “One Alicorp” Mindset, Supported by a leading & Innovative Shareholder Group in Peru

- Support from a regional conglomerate champion such as Grupo Romero
- New governance model under the “One Alicorp” mindset to encourage transfer of knowledge and focus on talent management
- Outstanding management team combines proven track record of organic / inorganic growth strategies and vast sector experience

## Ownership structure



Source: Cavali as of May 2020



**Alfredo Pérez Gubbins**  
CEO



**Juan Moreyra**  
CFO



**Pedro Malo**  
VP of Strategy &  
Digital Transformation



**Patricio Jaramillo**  
VP – Consumer Goods  
Peru & Innovation



**Jose Cabrera**  
VP – Consumer Goods  
International & Crushing



**Luis Estrada**  
VP – B2B & Commodities  
Management



**Hugo Carrillo**  
General Manager - Vitapro



**Stefan Stern**  
VP – Supply Chain



**Magdalena Morales**  
VP – Corporate Affairs



**Paola Ruchman**  
VP – Human Resources

**HIGHLY  
AWARDED**

## MANAGEMENT



Top 10 – Most Admired  
Companies in Peru



Top 10 Most Admired  
Companies in Peru

## REPUTATION & LEADERSHIP



Companies with Best Reputations (5<sup>th</sup> place)  
Companies with Best Reputation in Food  
Sector (1<sup>st</sup> place)  
Top 10 Leaders with Best Reputation  
(Alfredo Pérez)

## STRATEGY



Innovations and  
effectiveness of  
marketing strategies  
(7 awards).

<sup>1</sup> Ranked within the top-three companies within the categories of i) “Best CEO”, ii) “Best CFO”, iii) “Best IRO” and iv) “Best IR Team”, for Mid Cap Food & Beverages Sector.



# Topics

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**Alicorp at the Glance** [ 2 ]

**Corporate Strategy** [ 3 ]

**IMO Status** [ 4 ]

**Our response to the COVID-19 crisis** [ 5 ]

**Q1 20' Performance Summary** [ 6 ]

**Financial Management Strategy** [ 7 ]

**Appendix** [ 8 ]

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# Alicorp is a leading consumer branded products company in Peru and South America...

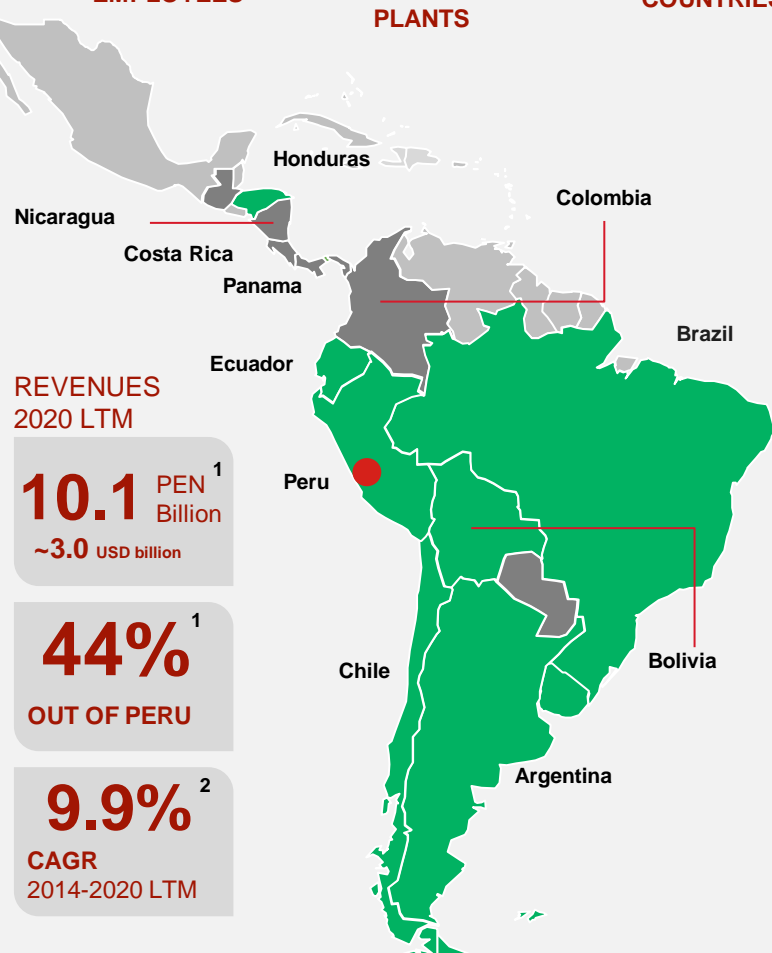
Alicorp S.A.A. (BVL: ALICORC1) is the leading company of consumer goods in Peru and one of the biggest in Latin America

## ALICORP IN THE REGION

+9,000  
EMPLOYEES

37  
INDUSTRIAL  
PLANTS

+25  
COUNTRIES



REVENUES  
2020 LTM

**10.1** PEN<sup>1</sup>  
Billion  
~3.0 USD billion

**44%**<sup>1</sup>  
OUT OF PERU

**9.9%**<sup>2</sup>  
CAGR  
2014-2020 LTM

Parent Establishment Direct Presence (Production) Main Exports

## DIVISION BY BUSINESS<sup>1</sup>

### CONSUMER GOODS [BRANDED FOODS HOME & PERSONAL CARE]

51%  
OF TOTAL  
REVENUES

66%  
 12%  
 8%  
 7%  
 3%  
OTHERS 4%

Edible Oils  
Laundry Care  
Pasta  
Sauces  
Cookies &  
Crackers  
Personal Care



### B2B

[FOOD SERVICE  
BAKERIES  
INDUSTRIAL  
PRODUCTS]

16%  
OF TOTAL  
REVENUES

97%

Industrial Baking  
Flour  
Shortenings  
Industrial  
Margarines  
Industrial  
Sauces



### AQUAFEED

[SHRIMP FEED  
FISH FEED]

22%  
OF TOTAL  
REVENUES

59%  
 29%  
 7%  
OTHERS 6%

Shrimp Feed  
Salmon Feed



### CRUSHING SOYBEAN & SUNFLOWER BEANS PROCESSING

11%  
OF TOTAL  
REVENUES

39%  
 31%  
 11%  
OTHERS 19%

Soybean &  
Sunflower Oil



<sup>1</sup> 2020 LTM as of March 2020

<sup>2</sup> In PEN

STRATEGIC  
PILLARS

Growth



Efficiency



People

## LEVERAGED IN COMPETITIVE ADVANTAGES

CONSUMER GOODS - PERU  
GO-TO-MARKET STRATEGY

**+110k** POS **815** POS  
TRADITIONAL CHANNEL <sup>1</sup> MODERN CHANNEL <sup>2</sup>

BRAND MANAGEMENT

**165** TO **90**  
BRANDS CATEGORIES

INDUSTRIAL SCALE:

- ENHANCE PROCUREMENT
- DILUTION OF FIXED COST



PRODUCT  
DEVELOPMENT

**397** NEW LAUNCHED  
PRODUCTS  
SINCE 2011 <sup>3</sup>



STRATEGIC M&A  
AND  
INTEGRATION

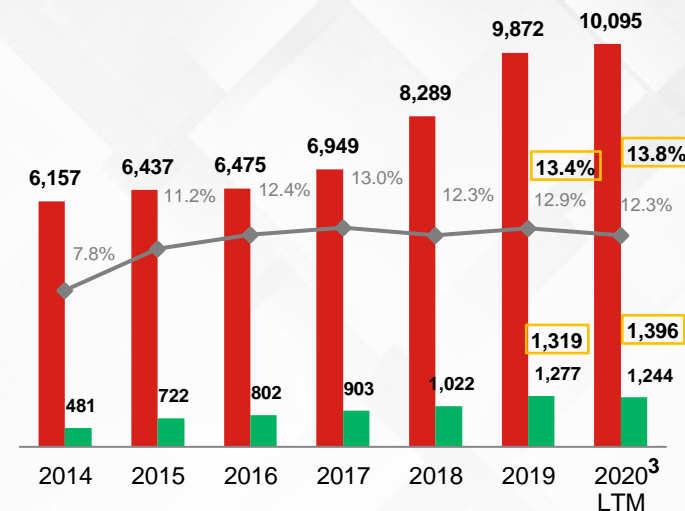
**9** ACQUISITIONS  
SINCE 2012



## SOLID FINANCIAL PERFORMANCE

(Million of soles)

Revenues  
EBITDA  
EBITDA Margin



REVENUES CAGR 14-20 LTM: 9.9%  
EBITDA CAGR 14-20 LTM: 19.8%

EBITDA Figures exclude non-recurring expenses related to impairments in our Brazil and Argentina units for 2019 and 2020 LTM

## CORPORATE GOVERNANCE

CONTINUOUS  
INTERACTION  
WITH KEY  
STAKEHOLDERS



## KEY AND CURRENT SHAREHOLDERS



## CREDIT RATING AGENCIES



<sup>1</sup> Information provided by the Consumer Goods Peru division, including Intradevco's operations.

<sup>2</sup> Includes Supermarkets and Cash & Carriers. Including Convenience Stores, the number of POS amounted to 1,440.

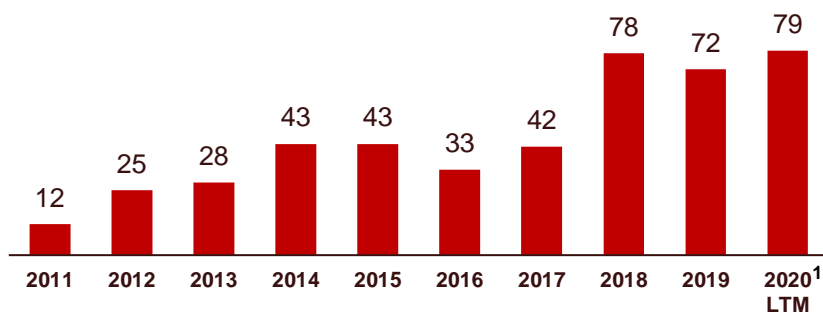
<sup>3</sup> Figures as of March 2020

## 2 ...both organic and inorganic

### Growth focused on core and next-to-core platforms

Successful new product launch strategy, with 397 launches<sup>1</sup> since 2011

(# of products)



Selected products launched in Q1 '20

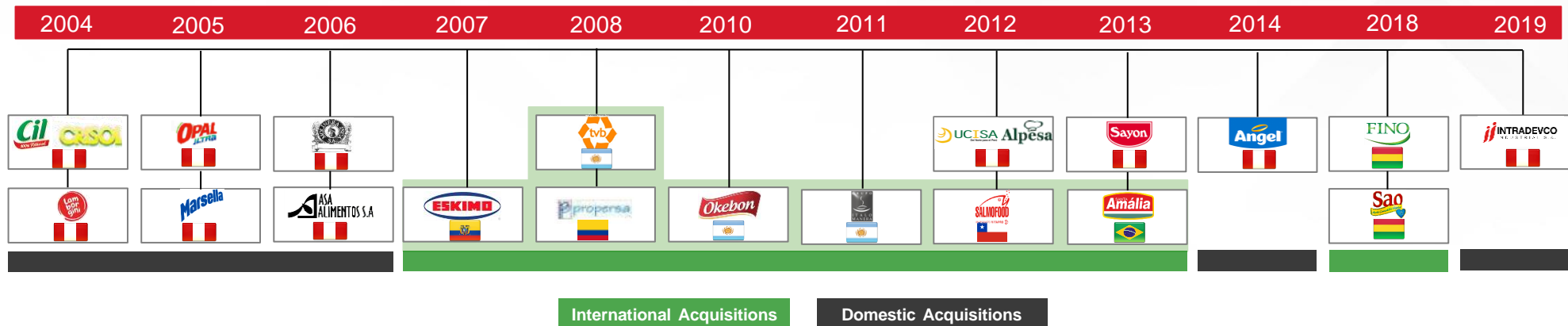
#### Consumer Goods Peru



#### B2B



### Growth through Mergers & Acquisitions



<sup>1</sup> Figure as of March 2020



## 2 Actively managing brand segmentation across LatAm...

Market and customer segmentation allows a more efficient pricing process and pass-through of commodities price increases

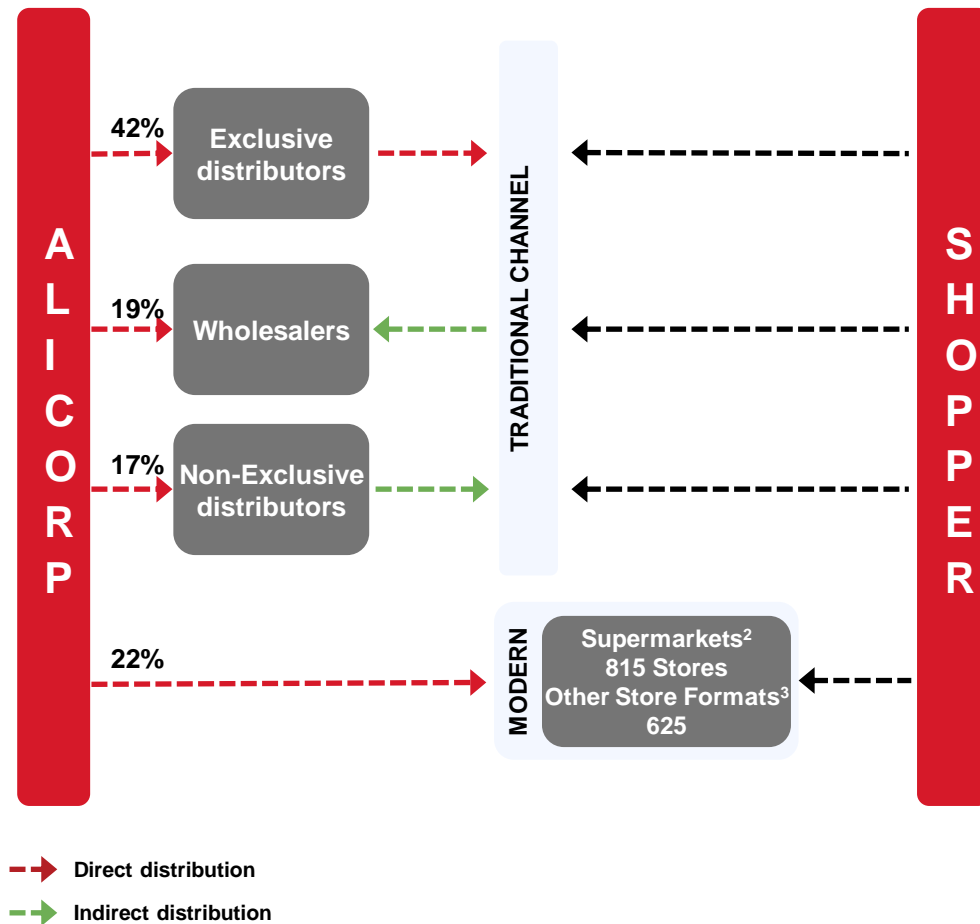
Segmentation <sup>1</sup>							
	Edible oils	Pastas	Sauces	Flour	Laundry Care <sup>2</sup>	Cookies & Crackers	Personal Care
Premium	 		 				
Mainstream	     	   		 	   	     	  
Value					 	 	

<sup>1</sup> Countries where Alicorp has direct presence

<sup>2</sup> Includes Detergents and Laundry Soap.

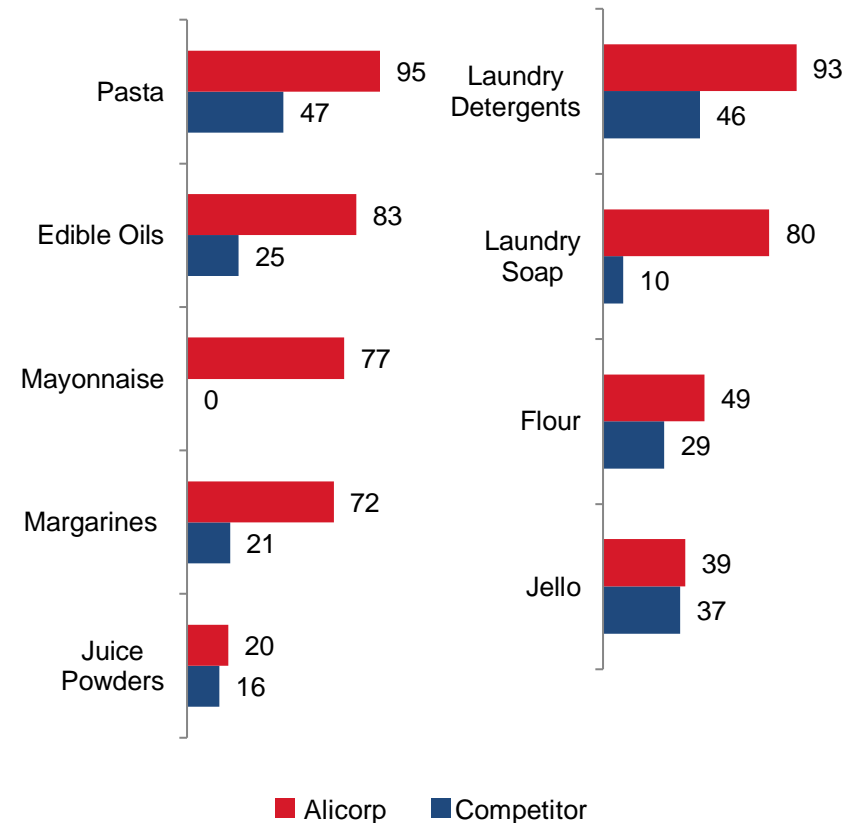
## 2 ...while leveraging our distribution model

### Consumer Goods Peru: Go-to-Market model<sup>1</sup>



### Strong Presence of Alicorp's products in Peruvian households<sup>4,5,6</sup>

(As % of household presence YTD)



<sup>1</sup> Data as of December 2019.

<sup>2</sup> Includes Cash & Carriers.

<sup>3</sup> Includes Convenience Stores.












































































<sup>4</sup> Data as of April 2020

<sup>5</sup> As measured by market penetration in each category against Alicorp's closest competitor in Lima and other major cities in Peru.

<sup>6</sup> Source: Kantar World Panel

## 2 Alicorp is the undisputed leader in its core markets

### Ranked #1 for main categories

Business	Category	Brands	Rank	% of sales <sup>1</sup>	Competitors
<b>CONSUMER GOODS (PERU)<sup>2</sup></b>	Laundry Detergents	     	#1	8.3%	
	Edible Oils	   	#1	5.4%	 
	Pasta	   	#1	4.1%	 
	Cookies & Crackers	   	#1	2.9%	  
<b>B2B<sup>2</sup></b>	Industrial Baking Flour	     	#1	6.0%	 
	Industrial Oil	     	#1	4.5%	
	Shortenings	   	#1	1.5%	
<b>CONSUMER GOODS INTERNATIONAL<sup>3</sup></b>	Pasta (Brazil)		#1	2.6%	 
	Edible Oils (Bolivia)	  	#1	1.4%	 
	Hair Care (Argentina)	  	#2	1.3%	 
<b>AQUAFEED<sup>4</sup></b>	Shrimp feed (Ecuador)		#1	12.8%	 
	Fish feed (Chile)		#4	6.4%	  
	Fish feed (Peru)	 	#1	0.8%	 
<b>CRUSHING</b>	Soybean & Sunflower oils	 	#1	9.8%	  

Source: Kantar World Panel (Consumer Goods Peru and B2B) / Nielsen NRI (Consumer Goods International) / Internal Estimates (Aquafeed).

<sup>1</sup> Based on consolidated Revenue 2020 LTM (as of March 2020),

<sup>2</sup> Alicorp has +50% of the market share.

<sup>3</sup> Alicorp has ~35% of market share in pastas (Area II in Brazil) and ~30% of market share (Volume) in Personal Care (Argentina).

<sup>4</sup> In Shrimp Feed, Alicorp has +30% of market share in Ecuador. In Fish Feed, Alicorp has +10% of market share in Chile.

# Topics

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# Since Alicorp's strategy relaunched in 2016, we have implemented multiple strategic initiatives to grow and create value...

2016

2017

2018

2019

## STRATEGIC INITIATIVES

## Corporate Strategy

- Launching of the 17'-19' corporate strategy with three strategic pillars: Growth, Efficiency, People

## Efficiency program

- Kick off the efficiency program

## Financial strategy

- Liability management
- Reduce exposure to USD
- WK and CapEx efficiencies generating cash flow
- Risk management (commodities)

## Smart growth

- Core categories consolidation and entry into new ones
- Launching of the "T4" model for value brands in CGP
- Product innovation (42 launches/revamps)

## Deployment of the efficiency program

- Revenue Management
- Best practices in sourcing
- Lean Manufacturing program
- Optimization of warehouses & distribution footprint

## Andean Player

- Inorganic growth in Bolivia
- Product innovation
- Integration Management Office (IMO)

## Building a culture of innovation

- Center of Excellence at corporate level
- Design thinking for new product development

## New ambitious program with transformational initiatives:

- Turnaround Argentina
- Brazil's efficiency plan
- Working on high-impact use cases: Micro segmentation in CGP, Nicosoft in Vitapro, e-commerce in B2B, Ali e-commerce in Go-to-market CGP.

## Acquisition of Intradevco

- Inorganic growth in Peru
- Consolidation of our Home Care platform
- Development of our new Personal Care platform
- Takeover of our business case performed by our IMO

## Integration of our Bolivia unit

- Continue to capture synergies in our acquired business in Bolivia, through our Efficiencies team

## Transformational Initiatives

- SAP S4/Hana: New ERP platform
- Working on added value with our commercial partners in our Consumer Goods business
- Advanced analytics to create value in our B2B and Aquafeed businesses

## KEY INDICATORS

Revenue  
Growth

+ 0.6%

+ 7.3%

+ 19.3%

+ 19.1%

EBITDA  
Margin

↑ 12.4%

↑ 13.0%






↓ 12.3%

↑ 12.9%

+ - Revenue increase or decrease against previous year

↑ ↓ Higher or lower margin against previous year

In order to secure our leadership, we incorporated enablers to our strategy that lead us to i) achieve our long-term objectives and ii) face the changing business dynamics

	OBJECTIVES	STRATEGIES	ENABLERS
 <b>Growth</b>	<p><b>Focus on opportunities within the Andean Region leveraging in our competitive advantages</b></p> <p><b>Invest in profitable businesses where we can replicate our model</b></p>	<ul style="list-style-type: none"> <li>Maximize the value of our core categories</li> <li>Boost growth in high potential platforms across businesses</li> <li>Prompt the creation and strengthening of new business and develop new platforms</li> <li>Expand through innovation and continue exploring inorganic initiatives</li> </ul>	<p><b>Digital &amp; Analytics</b></p>  <ul style="list-style-type: none"> <li>Use of advanced analytics to create value throughout our business</li> <li>Build digital platforms to better connect with our stakeholders</li> <li>Implement the latest IT platform</li> <li>Develop an agile mindset to gain speed and scalability</li> </ul>
 <b>Efficiency</b>	<p><b>Reinforce the efficiency culture to continue improving business profitability</b></p>	<ul style="list-style-type: none"> <li>Maximize the value of businesses with low return</li> <li>Lever-up the efficiencies program and replicate it in other geographies</li> <li>Assure the synergy capture in our acquisitions</li> </ul>	<p><b>Innovation</b></p>  <ul style="list-style-type: none"> <li>Use design thinking to resolve business challenges and identify new ways to do things</li> <li>Develop new products and business models</li> <li>Promote new workspaces that boost innovation</li> </ul>
 <b>People</b>	<p><b>Assure the talent and capabilities to fulfill the corporate goals</b></p>	<ul style="list-style-type: none"> <li>Assure talent availability for the short, medium and long term</li> <li>Develop functional capabilities and leadership through the company</li> <li>Strengthen organizational help and the "One Alicorp" mindset</li> </ul>	

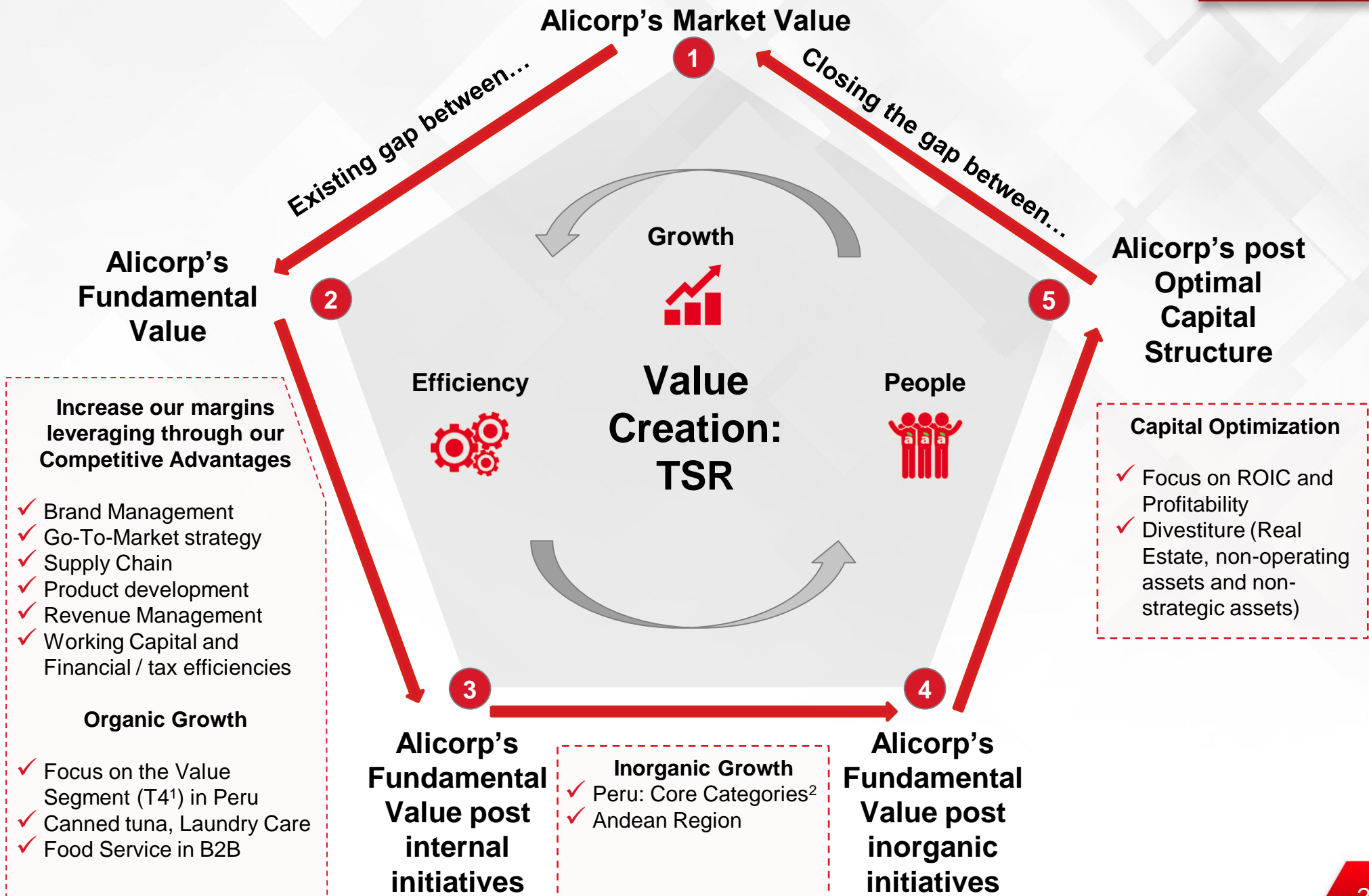
# Our 5-year strategy responds to our commitment to our shareholders to deliver a minimum of 15% annual return

	OBJECTIVES	STRATEGY
<p><b>Growth</b></p>	<ul style="list-style-type: none"> <li>Centralize our growth in the Andean Region leveraged on our competitive advantages (brand management / consumer knowledge, industrial capacity and go-to-market)</li> <li>In other geographies, invest in profitable businesses with growth potential where we can replicate our successful business models</li> </ul>	<ul style="list-style-type: none"> <li>Maximize value in our consolidated categories, maintaining growth and maximizing profitability (H1): oils, pasta, laundry care</li> <li>Boost growth in proven and high potential businesses (H2): Sauces, Food Service and Bakery (through new business models), Shrimp feed, New platforms in Ecuador and Bolivia, and T4 for CMP</li> <li>Prompt the creation or strengthening of new businesses (H3): Personal Care, H &amp; W, frozen foods, among others</li> <li>Develop new platforms and growth market routes: Use M&amp;A as a lever for growth and value creation in strategic businesses</li> </ul>
<p><b>Efficiency</b></p>	<ul style="list-style-type: none"> <li>Strengthen the efficiency culture to improve the profitability and return of our business in a sustainable way; including the divestment of non-strategic businesses</li> <li>Discipline and rigor in the follow-up of the invested capital and return to the shareholder</li> </ul>	<ul style="list-style-type: none"> <li>Maximize the value of businesses with low return:               <ul style="list-style-type: none"> <li>Flour: minimize the structure of expenses / costs and rationalize investments</li> <li>Crushing: optimize invested capital, maximizing value of our soy cake and evaluating new business models</li> <li>Cookies / Impulse: transform the dynamics of the value industry through inorganic moves, seeking to maximize its value</li> <li>Argentina and Brazil: Continue the transformation process and develop business plans with a short-term recommendation that maximizes the value of the asset</li> <li>Evolve the Efficiency program with new methodologies and technologies seeking the optimal use of resources</li> <li>Optimize business processes by leveraging technology: Fénix Project</li> <li>Ensure the capture of synergies in our acquisitions to maximize their value through IMOs</li> </ul> </li> </ul>
<p><b>People</b></p>	<ul style="list-style-type: none"> <li>Ensure that we have the talent and capabilities necessary to achieve the strategic objectives of the organization</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the availability of critical talent for the short, medium and long term</li> <li>Guarantee the development of functional capabilities and leadership in the organization</li> <li>Strengthen our organizational health and ensure the culture of "One Alicorp" throughout the company</li> </ul>

		Description
Growth	M&A 	<ul style="list-style-type: none"> <li>Continue with the integration of <b>Fino &amp; SAO</b></li> <li>Continue with the integration of <b>Intradevco</b></li> <li>Focus on the Andean Region</li> <li>Centralization of efforts and know-how of integration in <b>the IMO team</b></li> </ul>
	Innovation 	<ul style="list-style-type: none"> <li>Training of <b>multifunctional team</b> that includes members of <b>Business and Innovation</b></li> <li>In charge of evaluating and designing disruptive projects under different methodologies than the traditional, always focusing on the end user (Design Thinking).</li> </ul>
	Digital 	<ul style="list-style-type: none"> <li>Execution of use cases in <b>Digital, Advanced Analytics and Automation</b> by 2020</li> <li>Development of <b>Excellence Center</b> with professionals needed for transformation (Data Scientists, Agile Experts, Designers)</li> <li>Development of an <b>agile organization focused on our customers</b></li> </ul>
Efficiencies	Fenix 	<ul style="list-style-type: none"> <li>Implementation of <b>SAP S4 Hana</b></li> <li><b>Standardization and process optimization</b> in Alicorp to generate efficiencies throughout the organization</li> </ul>
People	Talent 	<ul style="list-style-type: none"> <li>Implementation of <b>leadership programs</b> as part of the <b>training offer</b> to ensure availability of <b>talent in the organization</b></li> </ul>



# There is a gap between the Market and the Fundamental Value of the Firm



<sup>1</sup> Tier 4.

<sup>2</sup> Edible Oils, Detergents, Pasta and Sauces.

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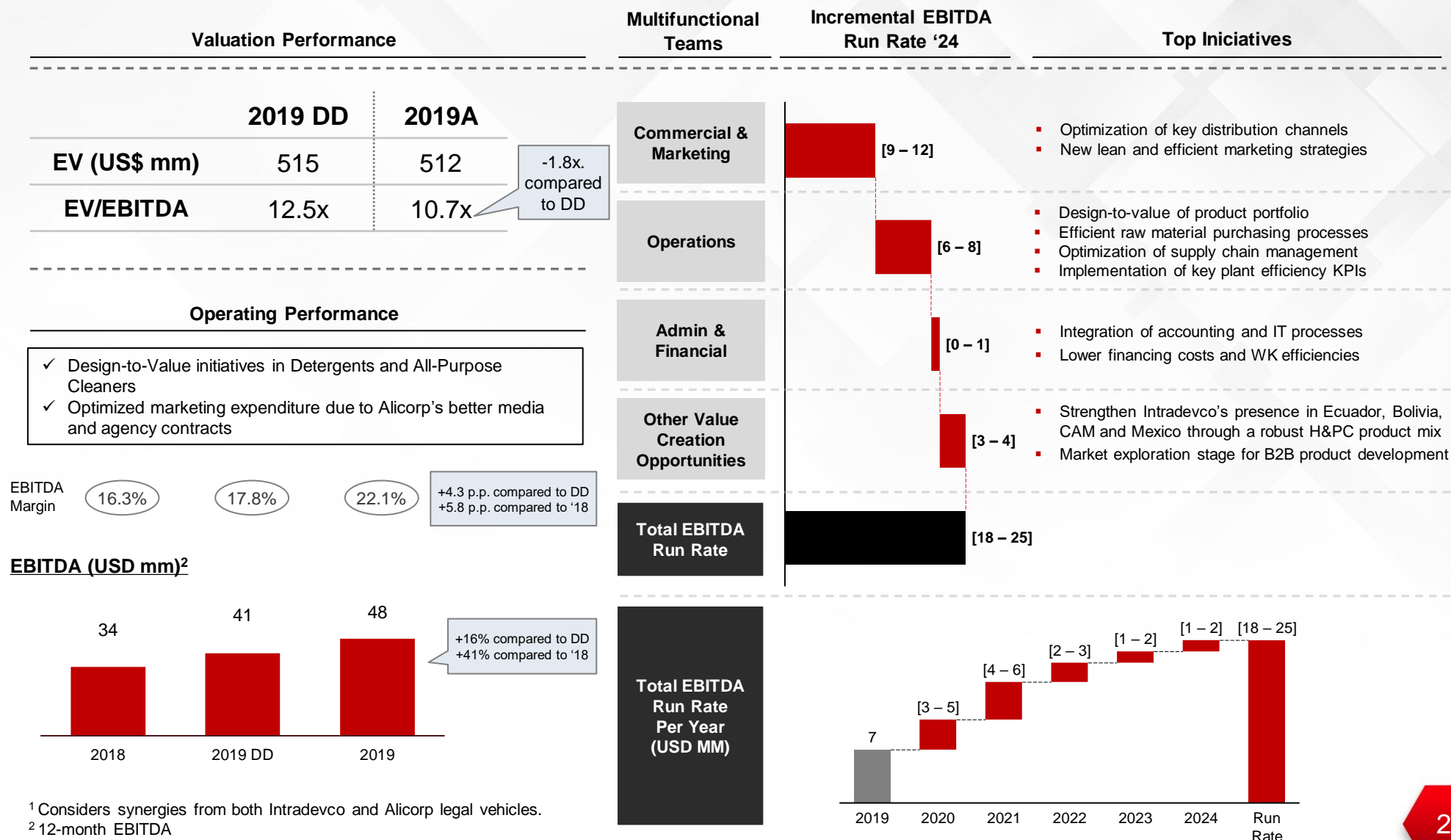
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Appendix	[ 8 ]
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## 4 IMO: Update on Intradevco's<sup>1</sup> integration

Intradevco's synergies and value creation initiatives progressed better than planned in our DD in 2019. Accelerated commercial and DTV initiatives and better execution of the business-as-usual, in CGP and CGI, are resulting in an incremental run-rate EBITDA of ~US\$18 to US\$25 million for 2024 with an NPV range of ~US\$180 and US\$250 million



<sup>1</sup> Considers synergies from both Intradevco and Alicorp legal vehicles.

<sup>2</sup> 12-month EBITDA

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IMO Status	[ 4 ]
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Our response to the COVID-19 crisis	[ 5 ]
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Q1 20' Performance Summary	[ 6 ]
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Financial Management Strategy	[ 7 ]
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Appendix	[ 8 ]
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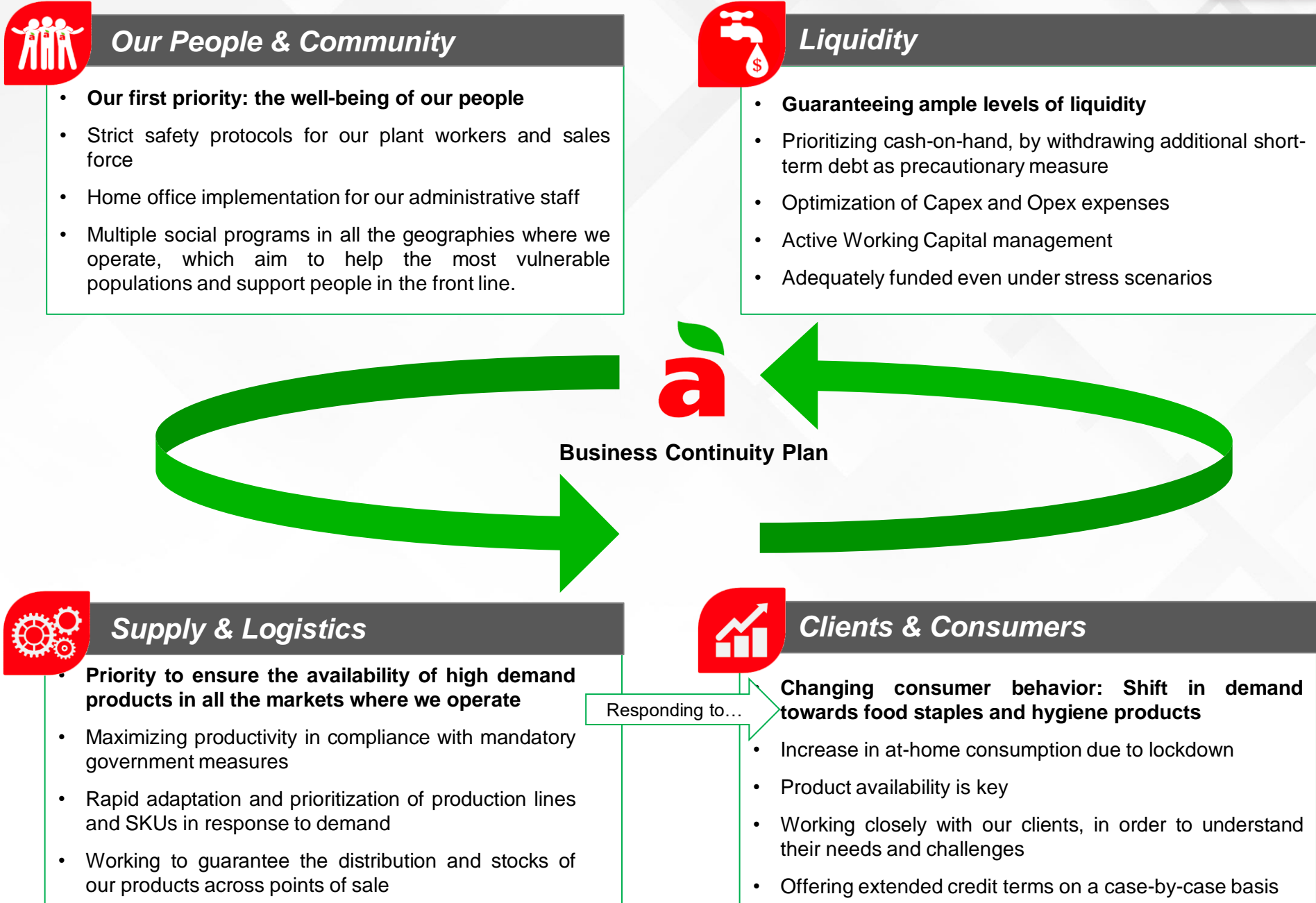
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The negative impact of COVID-19 in Latin American countries will be material, causing a severe recession in 2020. For 2021 GDP growth forecasts are positive and show recovery. Governments have taken different measures to contain the spread of the virus.

		FX (YTD % Devaluation)
<b>Peru</b>	<ul style="list-style-type: none"> <li>Fiscal stimulus of ~15% GDP, included transfers to at-risk population, financing of SMEs through Reactiva Perú program, exceptional withdrawal of pension funds and postponement of payment of tax debts for individual taxpayers.</li> <li>Central bank cut policy interest rate by 200 basis points (down to 0.25%) to stabilize currency.</li> <li>S&amp;P reaffirmed sovereign credit rating of BBB+ with stable outlook.</li> </ul>	-4.0%
<b>Bolivia</b>	<ul style="list-style-type: none"> <li>Central bank injected more than USD 500MM by purchasing bonds from pension funds, to increase liquidity.</li> <li>Universal cash transfer of USD 72 for 4 million individuals.</li> <li>Sovereign credit rating downgraded to B+ by S&amp;P</li> </ul>	
<b>Ecuador</b>	<ul style="list-style-type: none"> <li>Limited financial resources. The Finance Ministry asked investors to accept deferred interest payments on more than USD 800 million in bonds until August.</li> <li>Sovereign credit rating downgraded to SD by S&amp;P.</li> </ul>	
<b>Brazil</b>	<ul style="list-style-type: none"> <li>Fiscal stimulus of ~6% GDP, included cash transfer to vulnerable households and financial assistance to all states.</li> <li>Central bank cut policy interest rate by 50 basis points down to 3.75%.</li> <li>Sovereign credit rating outlook changed from "stable" to "negative" (BB-) by Fitch.</li> </ul>	-29.0%
<b>Argentina</b>	<ul style="list-style-type: none"> <li>Fiscal stimulus of ~3% GDP, including health spending, support to vulnerable groups and credit guarantees for bank lending to SMEs.</li> <li>Controlled prices for food and medical supplies.</li> <li>Sovereign credit rating downgraded to SD by S&amp;P.</li> </ul>	-8.0%
<b>Chile</b>	<ul style="list-style-type: none"> <li>Fiscal stimulus of ~4.7% GDP, focused on supporting employment and financing of SMEs.</li> <li>Central bank cut policy interest rate by 125 basis points (down to 0.50%)</li> <li>Sovereign credit rating outlook changed from "stable" to "negative" (A+) by S&amp;P.</li> </ul>	-14.0%





## Our People

- Strict daily cleaning and disinfection protocols in all our spaces
- Temperature measuring before entrance to production facilities
- Obligatory social distancing in production facilities, dining rooms and changing rooms
- Home office implemented for our administrative staff
- Continuous testing of our workers
- Provision of food packages and cleaning supplies
- Remote customer service of our direct sales force to reduce contact
- Extraordinary bonuses for sales force and carriers of our direct distributors
- Free (optional) psychological counselling



## Our safety protocol: How do we manage a suspect case of COVID-19?

**Suspect  
Case of  
COVID-19**

**Report and  
Follow up**

**Warning  
Signs**

**Evacuation**

**Health Center**

**Evolution**





## Our Community

S/ 15 million in  
donations

- “Ayuda al que Ayuda” program, aimed to help the most vulnerable and support people in the front line in Peru and the countries where we operate
  - Distribution of food and cleaning products, as well as rations of bread for vulnerable families, health workers and members of the military and police force
  - Equipment and personal care products for hospitals (cleaning products and investment on respirators)
  - Transfer of expertise through dynamic routing knowledge to optimize testing strategy and “Peru en tus manos” app
  - Awareness-raising and educational campaign
- Advisory and financial facilities for our commercial and industrial clients
- Support for the continuity of local businesses





**One of our main priorities, in hand with the safety of our people, is to ensure the supply of Food, Home and Personal Care products for our communities, responding with agility to new and changing demand**



Implementation of safety and care measures for our staff, such as social distancing, use of personal protection elements, safe transportation, reduction in dining rooms and dressing rooms capacity, among others, surpassing government mandated measures



Rapid adaptation and prioritization of production lines and SKUs according to market changes and increases in demand, increasing line productivity and maximizing long-production runs. Continuous analysis of scenarios for agile decision-making in a changing environment



Production facilities in Peru operating at an average of approximately 70-80% since the lockdown started.



Changes in work shifts (from 3 to 2 shifts with differing durations impacting productivity) and absenteeism



Close coordination with our suppliers to ensure the supply of materials, increasing stocks. Risk management throughout the supply chain end-to-end



Guaranteeing the distribution and stocks of our products across points of sale. Prioritization of distribution channels closer to consumers: modern channel and exclusive distributors



Negotiations with maquila manufacturers to ensure future demand and inventory





## Consumer Goods

- Stocking-up by households once the lockdown started
- Increase in at-home consumption
- Higher demand for food staples (edible oils, pasta, canned tuna, flour, sauces) in the modern and traditional channels
- Prioritization of food staples resulted in lower demand for certain categories, such as powdered juice and cookies
- Significant increase in demand for home and personal care products (APC, bleach, soap, hand sanitizers)
- Change in consumer behavior due to the fact that the lockdown reduced the use of certain home and personal care categories such as detergents and shampoo
- Wide variety of value brands should profit from pressure on disposable income of families
- We see similar trends in all geographies

### What we expect in upcoming months

- Consumers will continue to focus their expenditure on essential goods and home cleaning and personal hygiene products
- Product availability is key
- E-commerce initiatives will also show a surge in demand
- Well positioned in the regions where we operate with vast distribution networks and strong multi-tier portfolios
- At-home consumption will remain at high levels






**B2B**

- Shift from out-of-home consumption to at-home consumption, partially mitigated by our CGP Business
- Most bakeries and industrial clients continue operating, with increasing demand in certain categories, such as industrial flour
- Severe impact on the Food Service platform, (~30% of B2B's sales) due to the temporary restaurant closures, restricted sales channels and limited operating hours
- Use of analytics to support restaurants in their return to operations and focus on those clients with a higher chance of survival
- Support to our clients on a case-to-case basis in four fronts: communication regarding delivery practices and heightened sanitary standards, extended credit lines, discounts and advisory

### What we expect in upcoming months

- Food service offer will continue to be affected by further restrictions
- Protocol for restaurant operations has been released on May 8<sup>th</sup>, and will allow them to only operate through delivery and pick up starting mid-May
- Strong demand for baked goods as it increases importance as a basic staple on the family table





## Aquafeed

- Our clients mainly export their products and are subject to global consumption of shrimp and salmon, more than to the economic environment where they operate.
- **Shrimp:** global industry affected by the deceleration of its biggest consumer, China, with decreases in shrimp prices
- Processing plants for shrimp, which are highly manual, have faced production risks.
- **Salmon:** global demand under pressure due to decrease in demand from the largest consumers (US and Europe). China represents only 10% of global consumption.
- However, slower demand for shrimp and salmon has not implied lower sales of shrimp and salmon feed, since our clients maintain their production plans by feeding their shrimp and salmon for longer periods
- Extended credit terms to strategic clients

### What we expect in upcoming months

- The recovery of the export markets is expected to take place sooner than in Latin America.
- We believe in the strong fundamentals of our business, with growth expected to pick up in the next few months.
- We continue with our plans regarding the expansion of our production capacity in an additional 120 thousand metric tons (+24%) in Ecuador and Peru.
- We also maintain the deployment of Advanced Analytics tools in Chile and Ecuador to strengthen our commercial strategy.







## Crushing

- The global crisis has created an environment of strong volatility compared to 2008/2009, while global demand for agricultural commodities for food has not been materially altered. Demand for biofuels, which impacts soybean oil prices, has been impacted.
- Our business found support in local and export demand, as well as intercompany sales, as approximately 30% of our soybean meal and soybean oil goes to Aquafeed and the Consumer Goods business in Bolivia.

### What we expect in upcoming months

- The challenging market dynamics for vegoils, positively correlated to crush margins, should find support as China and other countries begin re-opening.
- In Peru, the economic deceleration represents a headwind for the demand of poultry feed, impacting soybean meal demand. We are shifting part of our volumes to other export markets which have not experienced material reduction in protein demand.
- We continue working on the implementation of Agro solutions, through which we expect to differentiate ourselves and create value.
- Some of our initiatives are productivity contest for farmers, technical talks and seminars about the market, creation of digital tools (chatbot for farmers), and online sale of agricultural supplies.





# Alicorp's agile response to COVID-19 crisis:

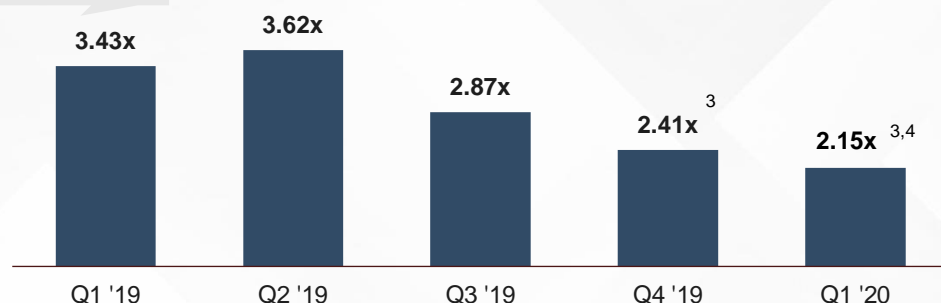
## Liquidity

### Indebtedness Evolution<sup>1,2</sup>

Leverage reduction has been consistent and continued in 1Q 2020

#### Net Debt / EBITDA (Excluding Crushing Business Raw Material Inventory)

Acquisition of  
Intradevco



### Liquidity

- As of March 2020 we drew US\$ 200 million of short-term debt in order to secure liquidity for our operations
- Revision of our capex and opex plans

Total cash

**S/ 1,548 million**

Debt coverage<sup>5</sup>

**1.46x over next 12 months  
1.27x over next 24 months**

#### Access to funding

- US\$ 1.4 billion of available uncommitted credit lines
- PEN 1.6 billion available in our local bond programs

### Credit Rating as of Q1 '20

All three global rating agencies have reaffirmed our investment grade with "Stable" outlook

#### Global

**STANDARD & POOR'S**  
RATINGS SERVICES

BBB- / Stable

**FitchRatings**

BBB / Stable

**MOODY'S**

Baa3 / Stable

#### Local<sup>6,7</sup>

**APOYO & ASOCIADOS INTERNACIONALES S.A.C.**

AAA / CP1+ / Stable

Peru

**MOODY'S LOCAL**

AAA / ML1+

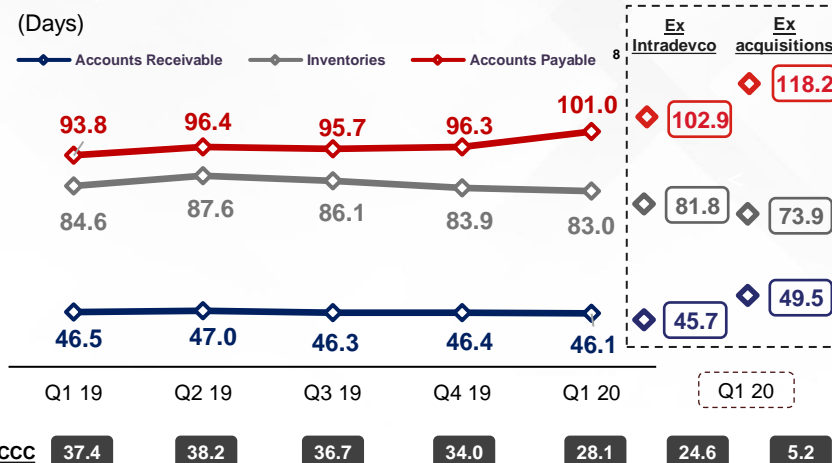
Peru

**PCR** PACIFIC CREDIT RATING

BAA

Bolivia

### Working Capital

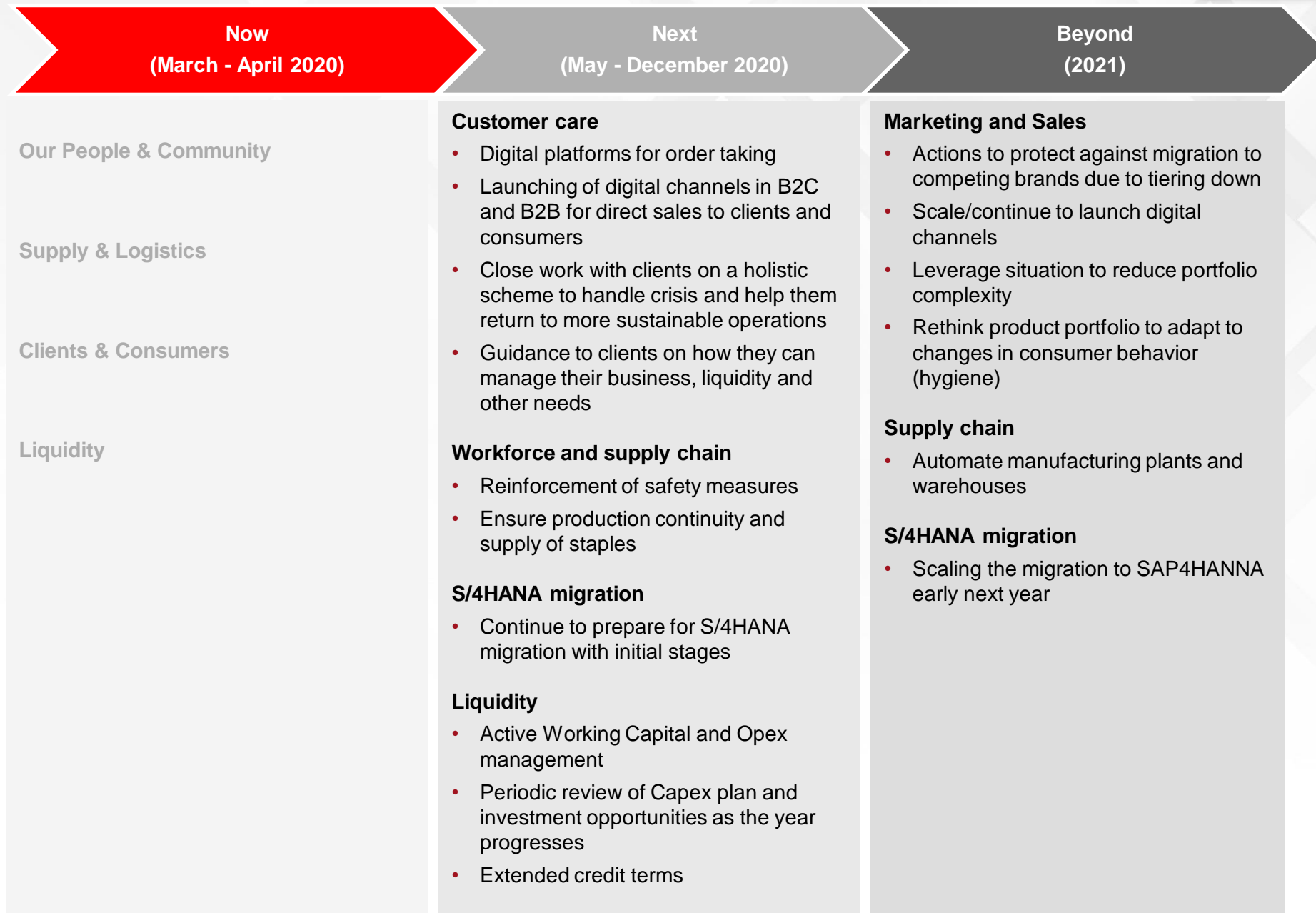


<sup>1</sup> Net debt-to-LTM EBITDA ratios from Q1 '19 to Q1 '20 includes Fino, SAO and Intradevco in the last 12 months.

<sup>2</sup> Excludes debt related to the raw material inventory effect of our Crushing business.

<sup>3</sup> Net debt-to-LTM EBITDA ratio excludes the effect of impairments over the last twelve months as of each quarter. / <sup>4</sup> Excluding COVID-19 related expenses, Net debt-to-LTM EBITDA ratio as of Q1 '20 would have been 2.06x / <sup>5</sup> Principal only / <sup>6</sup> Moody's Local does not publish outlooks for rated instruments. / <sup>7</sup> PCR rates Alicorp Bolivia's local bonds only.

<sup>8</sup> Includes pre-export finance effect for US\$ 15 million in Q2 '19 and US\$ 78 million in Q1 '20.



**We are prepared to overcome what comes ahead and quickly adapt to a new reality**

- **Unique business model**
- **Leading brand portfolio in the region, with strong product diversification**
- **Extensive multi-channel distribution network and expanded production capacity**
- **Capabilities of our people and experienced leadership team**
- **Ability to adapt to change**
- **Strong balance sheet and solid financial performance**



# Topics

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Key Investment Highlights	[ 1 ]
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Alicorp at the Glance	[ 2 ]
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Corporate Strategy	[ 3 ]
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IMO Status	[ 4 ]
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Our response to the COVID-19 crisis	[ 5 ]
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Appendix	[ 8 ]
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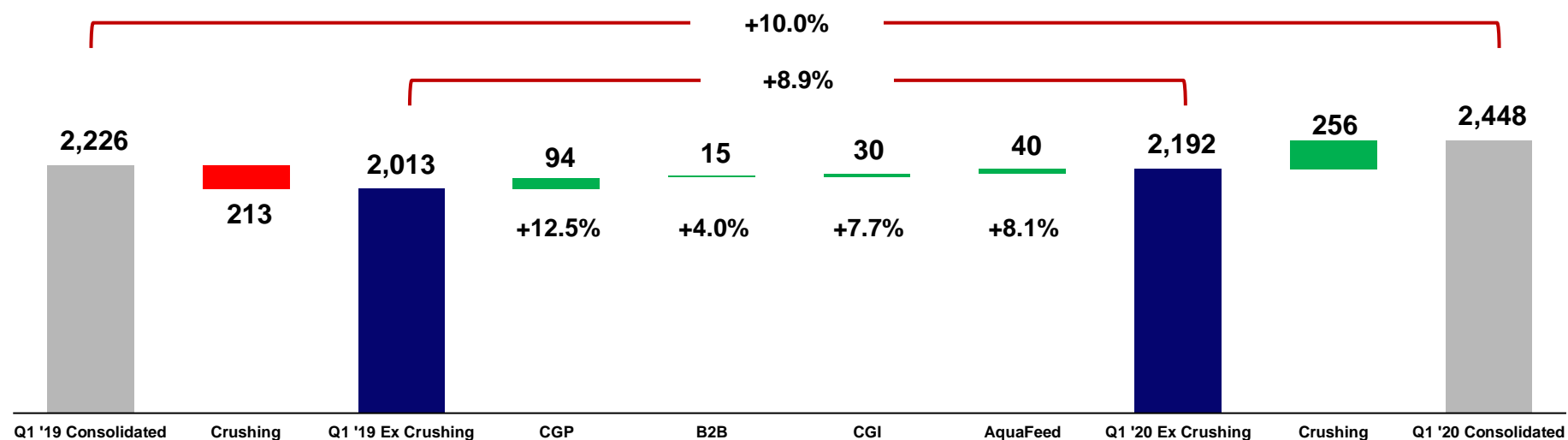
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**Solid top-line results across our businesses on the back of strong growth in the first two months of the year and mixed impacts of COVID-19 in the second half of March. Consolidated Revenue increased 10.0% YoY**

### Q1 PERFORMANCE SUMMARY – REVENUE GROWTH (YoY %)

- **Consolidated Revenue increased 10.0% YoY**, as a result of solid growth across our businesses:
  - i) CGP grew 12.5% YoY, explained by a solid increase in organic sales during the pre-quarantine period and higher sales due to an increase in at-home consumption and stocking-up in the second half of March, especially in food staples such as edible oils, canned tuna and pasta, and home and personal care products. A portion of growth is also due to the inclusion of Intradevco's results in January 2020 when compared to 2019
  - ii) B2B increased 4.0% YoY, due to growth in the Bakery ingredients and Industrial Clients platforms, in addition to a strong performance of the Food Service platform during the first two months of the year, which offset the negative impact of the closing of restaurants due to COVID-19 in the second half of March
  - iii) CGI grew 7.7% YoY, due to strong volume growth, market share gains and innovation primarily in Argentina, Bolivia and Ecuador
  - iv) Aquafeed increased 8.1% YoY, as a result of the recovery of our Salmon feed business in Chile, where strikes impacted production in Q1 '19
  - v) Crushing grew 20.1% YoY due to a higher volume sold due to the delay in October and November's production from our soybean winter campaign, related to social unrest in Bolivia
- **Including Intradevco's January 2019 proforma results, Consolidated Revenue increased 7.2% YoY in Q1 '20.**

(PEN million)



<sup>1</sup> Includes Intradevco figures for February and March 2019.

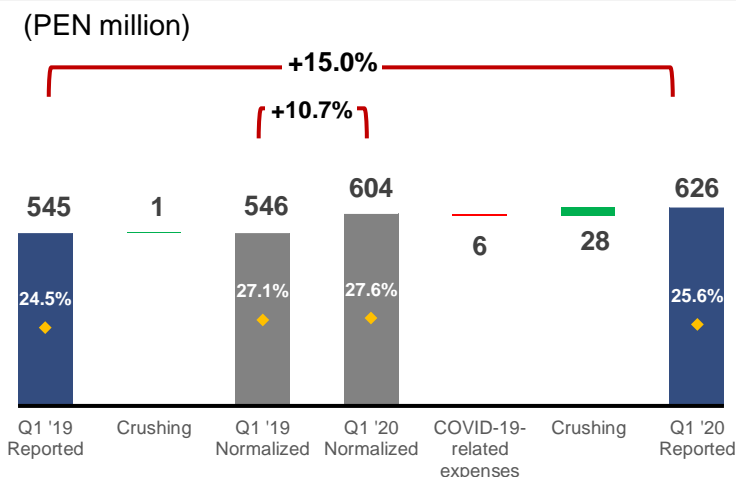


# Strong profitability in all our businesses, with Gross Profit increasing 15.0% YoY. EBITDA impacted by one-timers

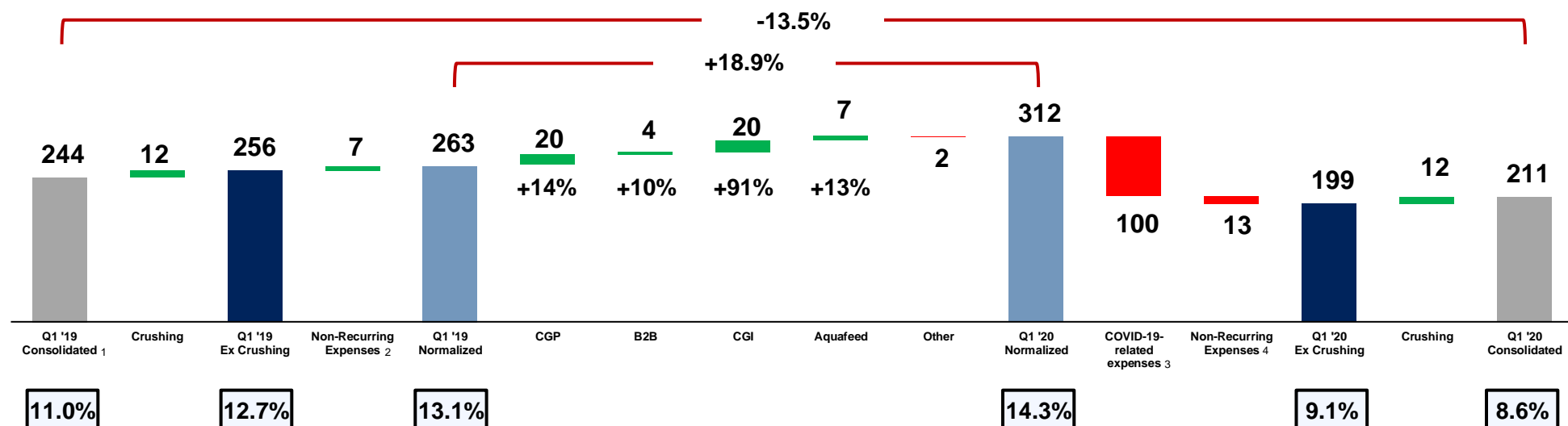
## Q1 PERFORMANCE SUMMARY – EBITDA GROWTH (YoY %)

- **Solid operating performance throughout all our businesses in Q1 2020. Consolidated Gross profit increased 15.0% YoY, while Consolidated Gross Margin reached 25.6%, a 1.1 p.p growth YoY**, explained by i) significant revenue growth across all our businesses and ii) higher Gross Margins in our CGI, Aquafeed, and Crushing units.
- **Normalized EBITDA increased 18.9% YoY, while Normalized EBITDA Margin reached 14.3%, a 1.2 p.p. growth YoY**, explained by i) the prioritization of expenses in our CGP business, ii) higher profitability in our B2B Bakery platform, and iii) successful SG&A savings in our CGI unit
- **Consolidated EBITDA fell 13.5% YoY**, as we have recognized financial impacts from the COVID-19 crisis, which resulted in higher one-time COVID-related operating expenses, such as:
  - i) Donations for S/ 15 million as part of our “Ayuda al que Ayuda” program
  - ii) A S/ 48 million impairment of our operations in Brazil, due to the exchange rate and country risk impacts of COVID-19
  - iii) Other non-recurring expenses for S/ 37 million, consisting mainly of bad-debt provisions

## GROSS PROFIT AND MARGIN



(PEN million)



EBITDA Margin

<sup>1</sup> Includes Intravenco figures for February and March 2019.

<sup>2</sup> Includes non-recurring expenses related to the acquisition of Intravenco.

<sup>3</sup> Includes the impairment of our Brazilian operations for S/ 48 million, due to exchange rate and country risk impacts of COVID-19 in the value of Alicorp's investment in Brazil; in addition to

donations for S/ 15 million related to COVID-19, and other COVID-19-related expenses for S/ 37 million, primarily composed of bad-debt provisions.

<sup>4</sup> One-time expense related to a tax contingency determined by the Brazilian authorities.

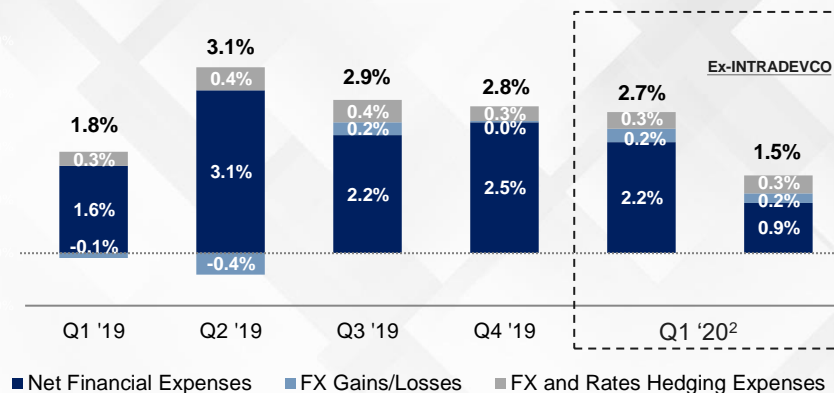
## While Net Income was impacted by COVID-19-related expenses, Normalized Net Income increased 12.2% YoY

### Q1 PERFORMANCE SUMMARY – NET INCOME GROWTH (YoY %)

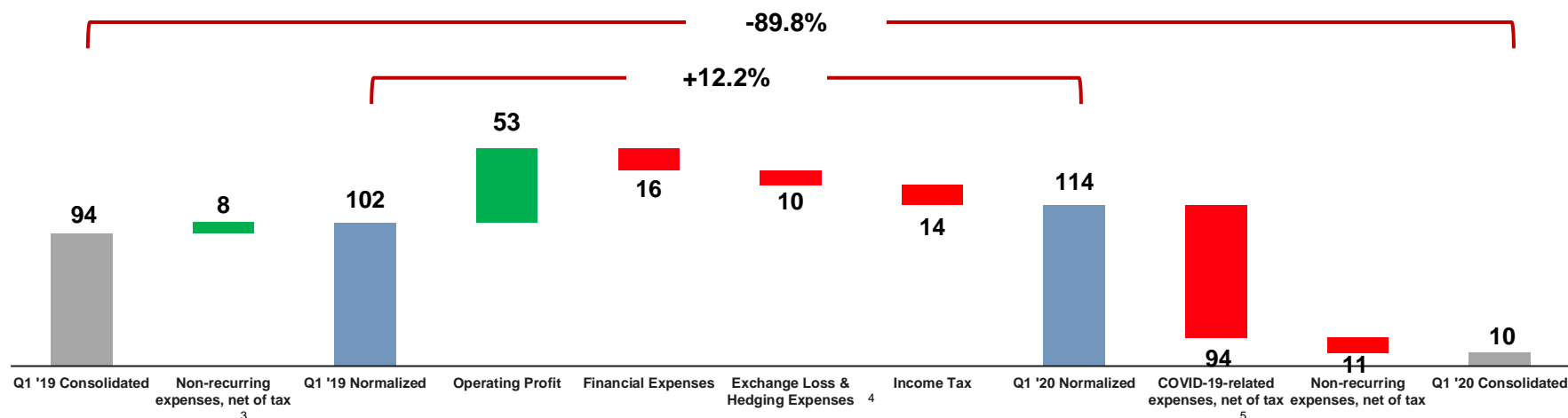
- **Net income reached S/ 10 million impacted by i) lower Consolidated EBITDA, ii) higher net financial expenses, and iii) an exchange loss.**
- Higher net financial expenses are mainly explained by i) lower financial income after the sale of our BAP shares in 2019 and ii) higher financial expenses of S/ 11.3 million, related to the Intradevco's acquisition debt.
- The increase in exchange loss of S/ 8.1 million and the higher hedging expenses are explained by the devaluation of local currencies.
- Higher effective tax rate primarily due to non-recurring expenses without tax shield, such as the impairment in Brazil and COVID-19 related donations, whose tax portion is expected to be recognized in coming quarters. On a normalized basis, higher income tax is due to a higher income before taxes
- **Normalized net income increased 12.2% YoY.**

### FINANCIAL EXPENSES EVOLUTION<sup>1</sup>

(As % of Total Revenue)



(PEN million)



<sup>1</sup> Excluding IAS 29

<sup>2</sup> Net Income and Net Margin were calculated excluding Sales and Net Financial Expenses related to Intradevco's acquisition (including Global PEN Bond).

<sup>3</sup> Non-recurring operating expenses related to the acquisition of Intradevco and our restructuring programs in Bolivia and Brasil, net of tax.

<sup>4</sup> Includes Net Exchange Loss and FX and Rates Hedging Expenses.

<sup>5</sup> Includes the impairment of our Brazilian operations for S/ 48 million, due to exchange rate and country risk impacts of COVID-19 in the value of Alicorp's investment in Brazil; in addition to donations for S/ 15 million related to COVID-19, and other COVID-19-related expenses for S/ 37 million, primarily composed of bad-debt provisions.

# Q1 20' Performance by Business

## 6 Consumer Goods Peru: Q1 Performance

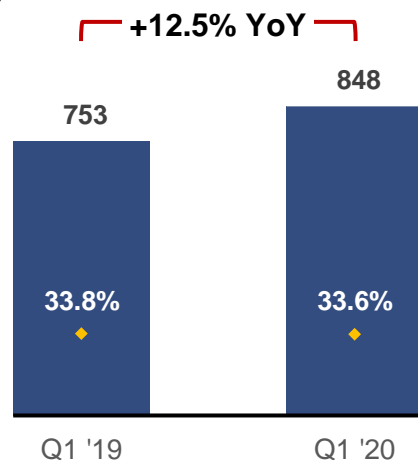
### HIGHLIGHTS

#### Q1 2020 INSIGHTS

- **Revenue increased 12.5% YoY** mainly explained by a 17.6% increase in volume, due to i) inclusion of Intradevco's results in January 2020 when compared to 2019 (including Intradevco's January 2019 proforma results, revenue increased 5.8% YoY) and ii) higher sales of food and home/personal care products due to an increase in at-home consumption as well as stocking-up during the second half of March. These effects were partially offset by price impacts due to i) higher sales through the modern channel and exclusive distributors, which have lower margins due to measures implemented on the face of COVID-19, ii) some tiering-down in certain categories such as edible oils, flours and pasta and iii) slower growth in high-value categories, such as sauces and cereals.
- **Gross Margin slightly decreased 0.2 p.p. YoY to 33.6%** mainly due to a change in product mix as a result of tiering-down and higher sales to supermarkets explained earlier.
- **Reported EBITDA increased 10.8% YoY, while Reported EBITDA Margin was 18.3%**, -0.3 p.p. below last year, as prioritization of other expenses partially helped fund donations due to COVID-19 for S/ 6 million. Including Intradevco's January 2019 proforma results, EBITDA increased 3.2% YoY. **Excluding this effect and other non-recurring expenses, EBITDA increased 13.8% YoY and EBITDA Margin reached 19.2%, a 0.2 p.p. increase YoY.**

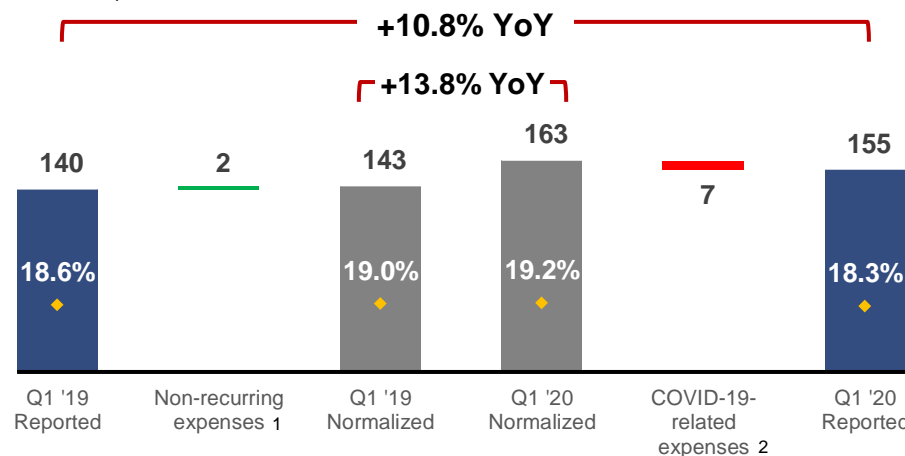
#### REVENUE & GROSS MARGIN

(PEN Million)



#### EBITDA & EBITDA MARGIN

(PEN Million)



<sup>1</sup> Non-recurring expenses related to the acquisition of Intradevco.

<sup>2</sup> Non-recurring expenses related to donations for S/ 6 million and inventory write-offs for S/ 1 million, both due to COVID-19.

## 6 B2B: Q1 Performance

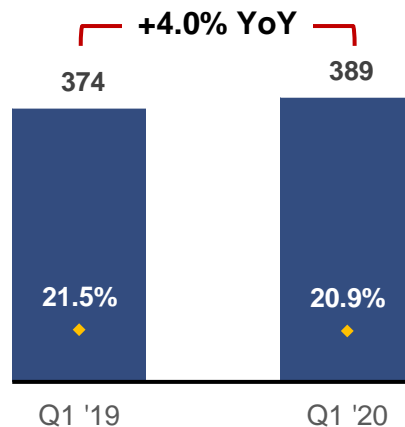
### HIGHLIGHTS

#### Q1 2020 INSIGHTS

- **Q1 results were highly supported by an excellent performance during the first two months** in which we achieved a revenue growth of 9.3% while EBITDA increased 73.4% YoY, primarily supported by Industrial Flour's pricing and quality strategy lifting volume and gross margin.
- **Revenue increased 4.0% YoY**, explained by a 7.8% growth in the Bakery ingredients platform and 2.7% growth in the Industrial Clients platform, while the Food Service platform remained flat YoY, due to the closing of restaurants during the second half of March as a consequence of the quarantine implemented by the government.
- **Gross Margin decreased 0.6 p.p.**, mainly due to i) a higher cost of sales in Food Service related to provisions for the expiration of sauces inventory which could not be sold as a consequence of the abrupt closing of restaurants, and ii) an increase in the price of palm oil which impacted industrial oils, lard and shortening margins.
- **Reported EBITDA decreased 60.2% YoY**, primarily as a result of bad-debt provisions related to the impacts of COVID-19 for S/ 21 million and a donations expense of S/ 3 million also related to COVID-19. **Excluding these effects, EBITDA grew 10.2% YoY, while EBITDA Margin reached 11.6%, a 0.7 p.p. increase YoY**, mainly due to higher gross margin in the Bakery platform.

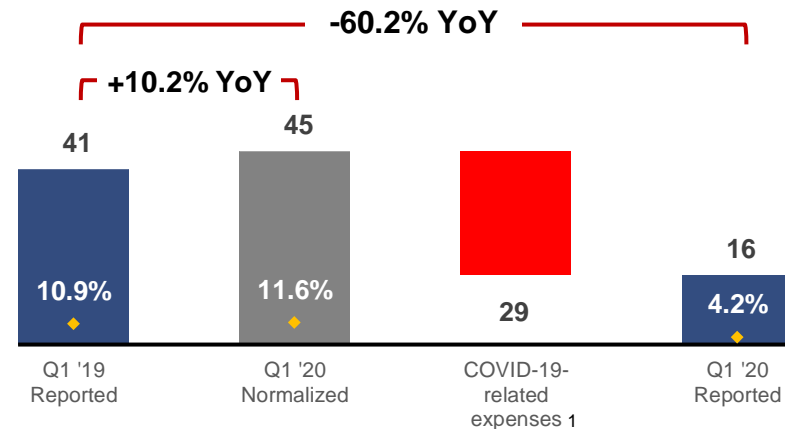
#### REVENUE & GROSS MARGIN

(PEN Million)



#### EBITDA & EBITDA MARGIN

(PEN Million)



<sup>1</sup> Non-recurring expenses including bad debt provisions for S/ 21 million constituted to reflect the negative impacts we expect COVID-19 will have in our business, in addition to inventory write-offs for S/ 5 million and donations for S/ 3 million, both related to COVID-19.



## 6 Consumer Goods International: Q1 Performance

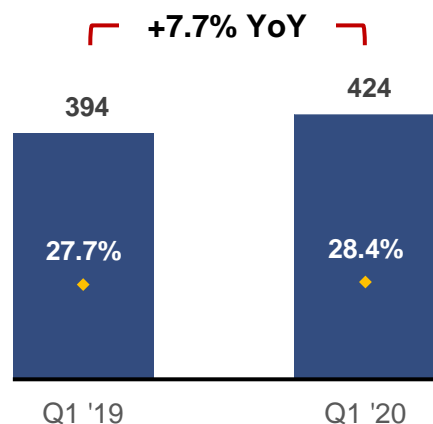
### HIGHLIGHTS

### Q1 2020 INSIGHTS

- **Revenue increased 7.7% YoY** mainly explained by i) higher prices implemented in Argentina, in addition to an increase in volume sold of soaps, detergents and softeners, ii) higher revenues in Bolivia due to growth in volume sold in edible oils, lard and detergents, and iii) higher volume sold in Ecuador, mainly due to our pasta and home care categories. These effects were partially offset by a decrease in revenue in Brazil, explained entirely by a devaluation of the Brazilian Real, as revenue in local currency also increased.
- **Gross Margin increased 0.7 p.p. YoY**, mainly due to the increase in prices implemented in Argentina, as well as higher pasta prices and cost efficiencies in Brazil.
- **Reported EBITDA decreased S/ 38 million** as a result of COVID-19-related expenses, such as i) the impairment of our Brazilian operations for S/ 48 million, due to the exchange rate and country risk impacts of COVID-19 in its value, and ii) donations for S/ 2 million. EBITDA was also impacted by a one-time expense of S/ 13 million related to a tax contingency determined by the Brazilian authorities. **Excluding these effects EBITDA grew 90.7% YoY, while EBITDA Margin reached 9.9%, a 4.3 p.p. increase YoY**, mainly explained by volume growth, successful revenue management strategies and SG&A savings on the back of our transformation initiatives.

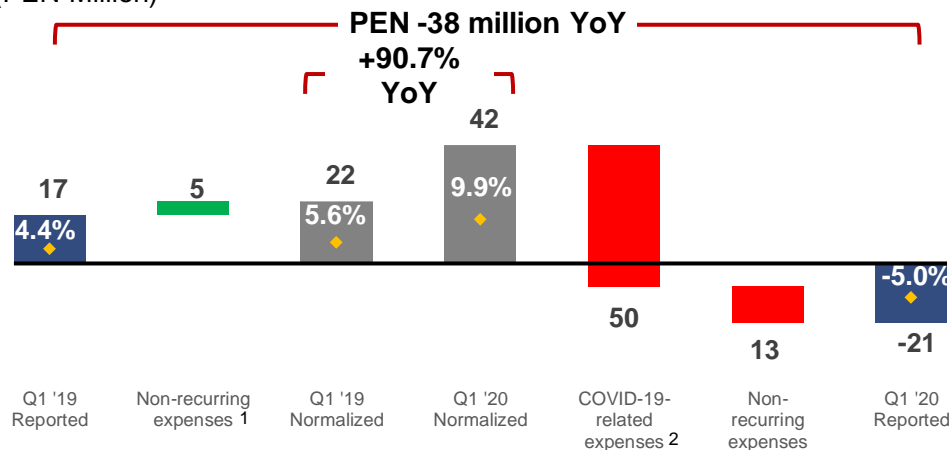
### REVENUE & GROSS MARGIN

(PEN Million)



### EBITDA & EBITDA MARGIN

(PEN Million)



<sup>1</sup> Non-recurring expenses related to restructuring programs and the acquisition of Intradevco.

<sup>2</sup> Non-recurring expenses including the impairment of our Brazilian operations for S/ 48 million, due to exchange rate and country risk impacts of COVID-19 in the value of Alicorp's investment in Brazil; in addition to donations for S/ 2 million also related to COVID-19.

## 6 Consumer Goods International - Bolivia: Q1 Performance

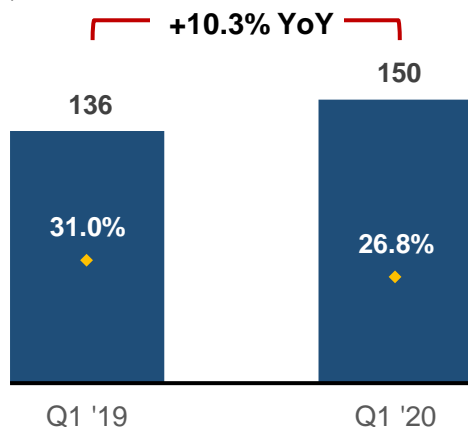
### HIGHLIGHTS

#### Q1 2020 INSIGHTS

- **Revenue increased 10.3% YoY, while Volume grew 18.0% YoY**, mainly due to market share increases in our Food and Home Care platforms, achieving record market shares in edible oils and detergents during the first two months of the year.
- **Gross Margin decreased to 26.8%**, mainly explained by higher commodity prices and product mix within the detergent category, as our Tier 3 brand, UNO, grew disproportionately ahead of our Bolivar Tier 1 brand due to shifting consumer dynamics.
- **Reported EBITDA decreased 10.3% YoY, while Reported EBITDA Margin was 12.3%**. Excluding the effect of donations related to COVID-19 for S/ 1 million, as well as non-recurring expenses related to our restructuring program and the acquisition of Intradevco in 2019, EBITDA decreased 11.8% YoY, while EBITDA Margin was 12.8%, as a result of a higher allocation of corporate expenses to the CG Bolivia business. Excluding corporate expenses, EBITDA grew 12.7% YoY in Q1 '20 on the back of strong revenue growth.

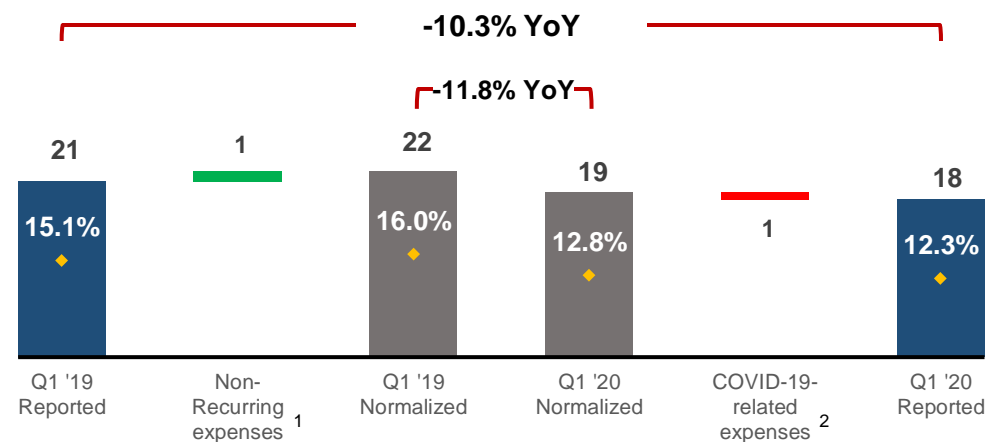
#### REVENUE & GROSS MARGIN

(PEN Million)



#### EBITDA & EBITDA MARGIN

(PEN Million)



<sup>1</sup> Non-recurring expenses related to restructuring programs and the acquisition of Intradevco

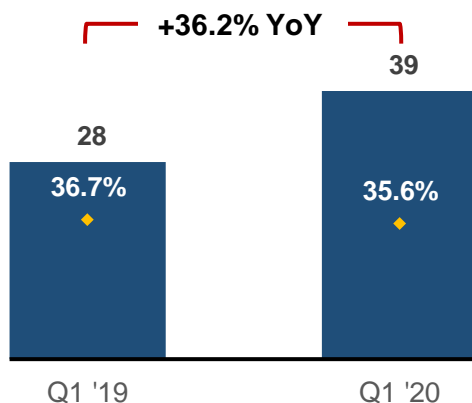
<sup>2</sup> Donations for S/ 1 million related to COVID-19

**HIGHLIGHTS**
**Q1 2020 INSIGHTS**

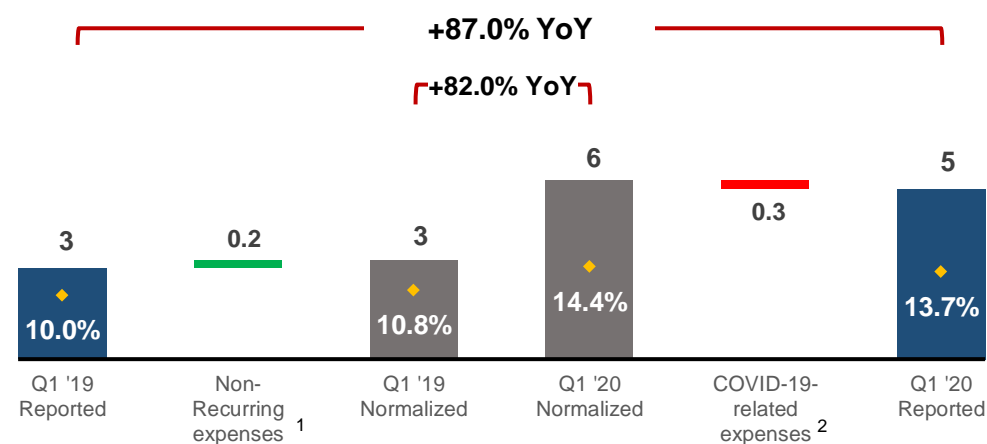
- **Revenue increased 36.2% YoY**, mainly explained by volume growth in our pasta category and in our Home Care platform.
- **Gross Margin decreased to 35.6%**, mainly due to product mix with a higher proportion of our growth coming from lower-margin Intradevco products.
- **Reported EBITDA increased 87.0% YoY, while Reported EBITDA Margin reached 13.7%**. Excluding the effect of donations related to COVID-19 for S/ 300 thousand, as well as non-recurring expenses related to the acquisition of Intradevco, EBITDA increased 82.0% YoY, while EBITDA Margin was 14.4%, a 3.6 p.p. increase YoY, as a result of lower marketing and export expenses.

**REVENUE & GROSS MARGIN**

(PEN Million)


**EBITDA & EBITDA MARGIN**

(PEN Million)


<sup>1</sup> Non-recurring expenses related to the acquisition of Intradevco

<sup>2</sup> Donations for S/ 0.3 million related to COVID-19

## 6 Consumer Goods International - Argentina: Q1 Performance

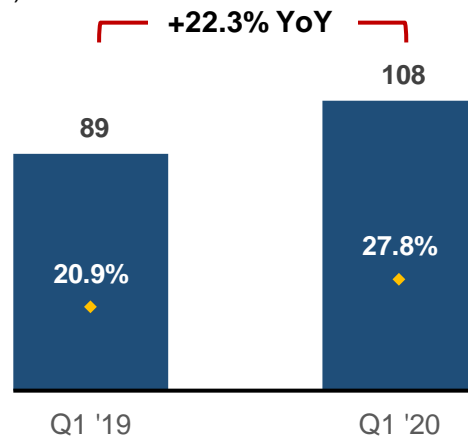
### HIGHLIGHTS

### Q1 2020 INSIGHTS

- **Revenue increased 22.3% YoY**, as a result of price increases, in addition to a 6.9% growth in Volume, especially in our Home and Personal Care platforms where we continue to gain market share.
- **Gross Margin increased 6.9 p.p. YoY to 27.8%**, also due to price increases ahead of inflation and devaluation, which took place mainly in December 2019 and January 2020.
- **EBITDA increased S/ 16.2 million YoY, while EBITDA Margin reached an all time high of 12.9%**. These remarkable results have been achieved on the back of the third year of our successful turnaround and transformational initiative, which started in 2017, through the positioning of our value brands, Plusbelle and Zorro, as good “value for money” propositions for consumers, as well as a disciplined SG&A approach.

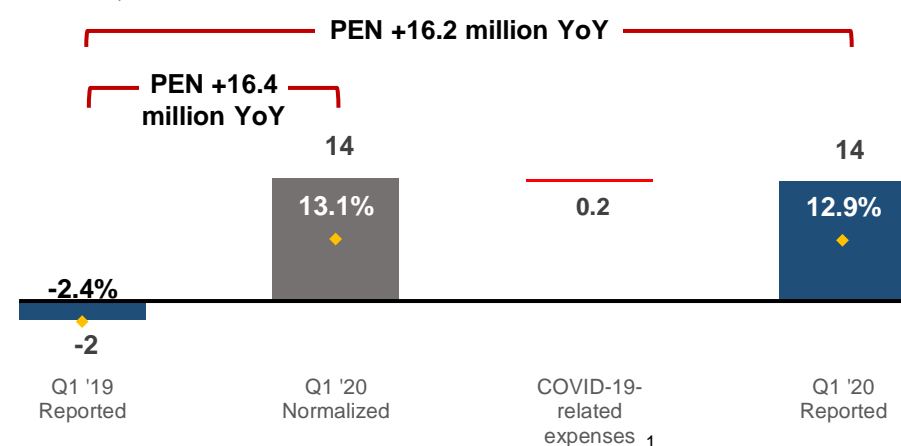
### REVENUE & GROSS MARGIN

(PEN Million)



### EBITDA & EBITDA MARGIN

(PEN Million)



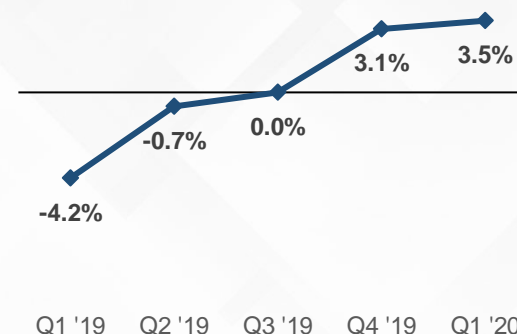
<sup>1</sup> Donations for S/ 0.2 million related to COVID-19

**HIGHLIGHTS**
**Q1 2020 INSIGHTS**

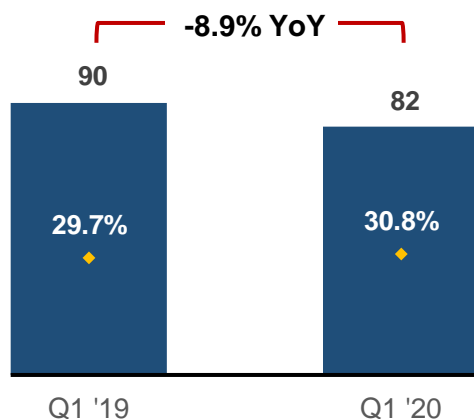
- **Revenue decreased 8.9% YoY in PEN**, despite a 4.8% increase in Volume, explained by FX headwinds, with the BRL to PEN rate depreciating around 20% in the last 12 months. In this context, Revenue in BRL increased 5.7%, on the back of market share growth in our pasta category.
- **Gross Margin increased 1.1 p.p. to 30.8%**, as a result of higher prices in our pasta category, as well as cost efficiencies.
- **EBITDA decreased S/ 51.9 million YoY**, mainly explained by a S/ 48 million impairment, due to the exchange rate and country risk impacts of COVID-19 in our operations in Brazil. **Excluding non-recurring and COVID-19-related expenses, EBITDA increased S/ 6.6 million YoY, with EBITDA margin reaching 3.5%**, on the back of the successful implementation of our restructuring program, which allows us to continue to improve profitability quarter-on-quarter. Despite one-time expenses this quarter, we continue to expect improving quarter-on-quarter margins on this business in the mid-single digits.

**EBITDA MARGIN EVOLUTION**

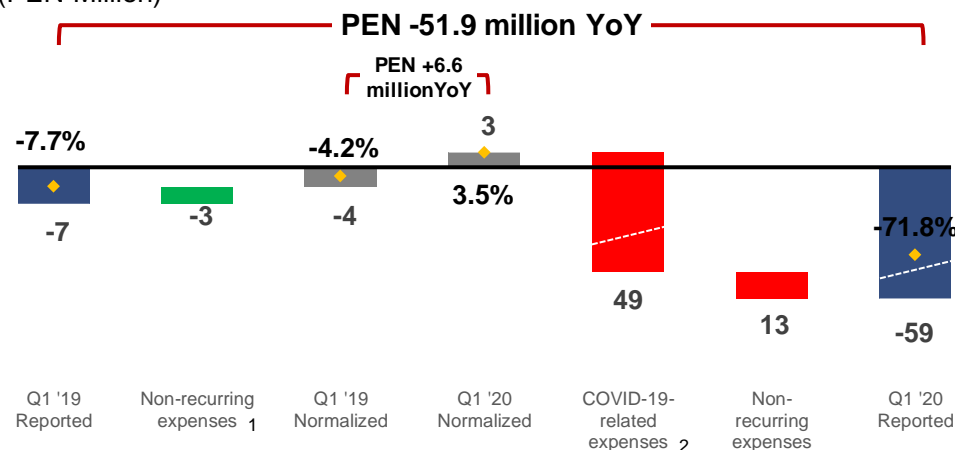
EBITDA Margin excl.  
non-recurring expenses


**REVENUE & GROSS MARGIN**

(PEN Million)


**EBITDA & EBITDA MARGIN**

(PEN Million)



<sup>1</sup> Non-recurring expenses related to restructuring programs.

<sup>2</sup> Non-recurring expenses including the impairment of our Brazilian operations for S/ 48 million, due to exchange rate and country risk impacts of COVID-19 in the value of Alicorp's investment in Brazil; in addition to donations for S/ 1 million also related to COVID-19.



## 6 Aquafeed: Q1 Performance

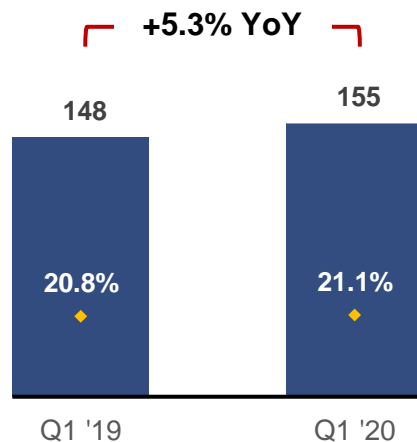
### HIGHLIGHTS

### Q1 2020 INSIGHTS

- **Revenue increased 5.3% YoY** mainly due to a 29.5% growth in our Salmon feed business in Chile, explained by the effect of strikes which affected production in Q1 2019, in addition to a higher volume share. Our Shrimp feed business was impacted by price cuts due to lower commodity prices and an aggressive competitive environment
- **Gross Margin increased 0.3 p.p. YoY to 21.1%** due to lower commodity prices and the aforementioned effect of strikes in Chile in Q1 2019
- **Reported EBITDA decreased 12.8% YoY, while EBITDA Margin was 9.6%**, mainly as a result of bad debt provisions for USD 3 million, constituted to reflect the negative impacts of COVID-19 on our business, as well as USD 1 million in donations also related to COVID-19. **Excluding these effects, EBITDA grew 10.8% YoY, while EBITDA Margin reached 12.2% (+0.6 p.p. YoY)**, mainly due to a higher gross margin

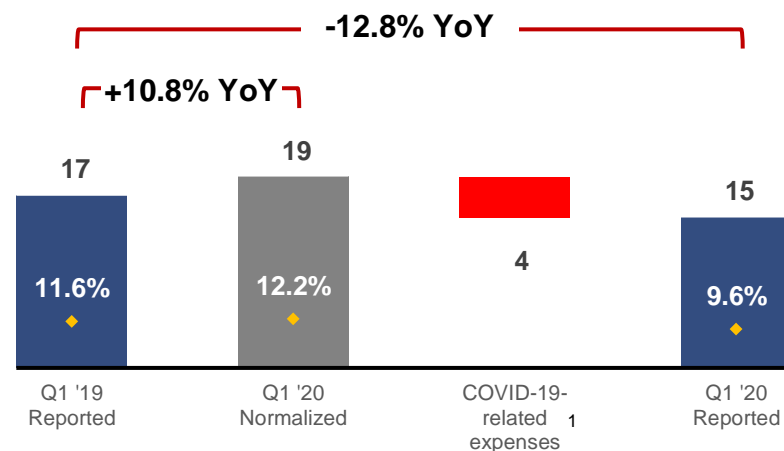
### REVENUE & GROSS MARGIN

(USD Million)



### EBITDA & EBITDA MARGIN

(USD Million)



<sup>1</sup> Non-recurring expenses including bad debt provisions for USD 3 million constituted to reflect the negative impacts we expect COVID-19 will have in our business, in addition to donations also related to COVID-19 for USD 1 million.

## 6 Crushing: Q1 Performance

### HIGHLIGHTS

#### Q1 2020 INSIGHTS

- **Volume increased 14.0% YoY** mainly due to the delay in October and November's production from our soybean winter campaign, related to social unrest in Bolivia.
- **Reported EBITDA increased USD 7 million YoY** mainly explained by higher crush margin from the winter soybean campaign and efficiencies in logistics. **Excluding bad debt provisions related to COVID-19 for USD 1 million, EBITDA grew USD 8 million YoY.**
- **Our Agro Solutions initiative** is being implemented with 2 milestones:
  - We successfully launched our first farmer contest where, with our advice, winners achieved 20% better yields than the average participant and all participants obtained on average 7.5% better yields than the geographic area where they are located.
  - We hosted a commodity market seminar for farmers in January with close to 200 participants and have migrated to webinars where we recently organized a technical and farming management conference with over 350 participants.

#### OUR AGRO SOLUTIONS INITIATIVE



**Tiburcio Gómez**  
1er lugar  
Rinde 3,47 tm/ha



**José Perez**  
2do. lugar  
Rinde 3,36 tm/ha

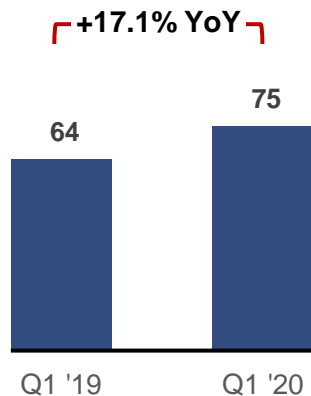
**alcorp**  
Soluciones Agrícolas  
tiene el agrado de invitarlos al  
CICLO DE CAPACITACIONES VIRTUALES

07 de mayo 18:00	"Interacción de los Nutrientes y dinámica del sistema suelo-planta"	Silvano Abreu PhD en Ciencia del Suelo de la Oklahoma State University - EEUU. Maestría en Biotecnología de Suelo de la Universidad Federal de Santa Maria- Brasil y de la Universidad de Minnesota - EEUU. Ingeniero agrónomo de EARTH-Costa Rica.
14 de mayo 18:00	"Manejo de enfermedades en Girasol"	Jaqueline Hurtado M.Sc. en Sistemas de Abastecimiento de Semilla - Universidad Federal de Pelotas - Brasil. Ing Agrónoma - Universidad Autónoma Gabriel René Moreno. Desarrolló especializaciones en el Área de Fitopatología en diferentes cultivos agrícolas.
21 de mayo 18:00	"Actualización en control de malezas en Soya"	Julio César Navarro Especialista en Protección de Cultivos Investigación y Desarrollo Corteva Agriscience.

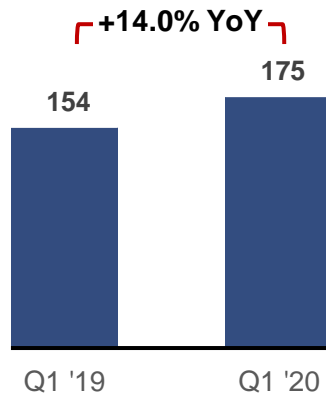
*Alimentamos un mañana mejor* Registro gratuito: 76306975

#### REVENUE & VOLUME

Revenue (USD mm)

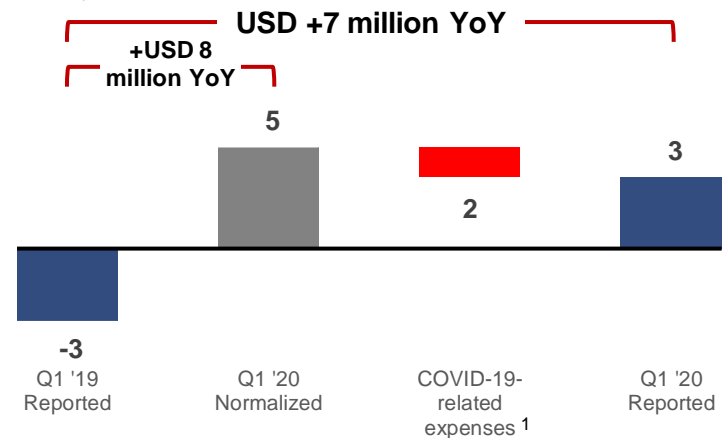


Volume (TM)



#### EBITDA

(USD Million)



<sup>1</sup> Non-recurring expenses including bad debt provisions for USD 1 million constituted to reflect the negative impacts we expect COVID-19 will have in our business.

# Topics

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Financial Management Strategy	[ 7 ]
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Appendix	[ 8 ]
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I

FINANCIAL  
LEVERAGE

- As of March 2020, Net Debt-to-EBITDA ratio (Excluding Crushing Business Raw Material Inventory)<sup>1,2</sup> decreased to 2.15x<sup>3</sup>, from 2.41x<sup>4</sup> as of December 2019.
- In the same period, Net Debt<sup>5</sup> decreased to S/ 3,017 million, from S/ 3,351 million (a S/ 334 million decrease) mainly due to higher Cash and Cash Equivalents as a result of greater collections from sales and working capital efficiencies.
- As of March 2020, our average cost of debt, after hedging, was 5.9%, lower than a 6.3% as of December 2019 (-0.4 p.p.), mainly due to an increase in short term debt (at lower rates) as an effort to secure liquidity for our operations amid the COVID-19 pandemic emergency.

II

WORKING  
CAPITAL

- Cash Conversion Cycle (CCC)<sup>6</sup>, on a LTM basis, decreased to 28.1 days (as of March 2020) from 34.0 days (as of December 2019).
- Excluding Fino, SAO and Intradevco, it would have been 5.2 days.

III

## NET INCOME

- Net income reached S/ 9.6 million (-89.8% YoY) mainly due to: i) one shots related to impairments and allowance for doubtful accounts and ii) higher financial expenses (explained by an increase in debt related to Intradevco's acquisition), while Net margin was 0.4% (-3.8 p.p.)

IV

## HEDGING

- As of March 2020, only 6.6% of our total financial debt had FX exposure to the USD volatility and our exposure to floating rate is close to zero.
- As of March, our subsidiary in Bolivia refinanced S/ 225 million equivalent in local currency of bank debt, through local currency long-term bonds. With this transaction we improved our debt maturity profile and our consolidated debt duration.

V

CREDIT  
RATING

- Domestic and International credit ratings agencies reaffirmed our investment grade with a "stable" outlook.
- Peru: local agencies "Apoyo & Asociados" and "Moody's Local" reaffirmed "AAA" rating for local bonds.
- Bolivia: local agency "PCR" reaffirmed "B<sub>B</sub>AA" rating for Alicorp Bolivia's local bonds.

<sup>1</sup>Net debt-to-EBITDA ratio includes: i) Fino, SAO and Intradevco in the last 12 months and ii) the effect of IFRS 16 / <sup>2</sup>Excludes the raw material inventory effect of our Crushing business / <sup>3</sup>Net debt-to-EBITDA ratio as of Q1'20 excludes the effect of impairments LTM (S/ 85 million) / <sup>4</sup>Net debt-to-EBITDA ratio as of Q4'19 excludes the effect of impairments (S/ 37 million) / <sup>5</sup>Net Debt is Financial Debt less cash and cash equivalents as of Q1 20' (under IFRS 16) / <sup>6</sup>Includes pre-export finance effect for US\$ 15 million in Q2 '19 and US\$ 78 million in Q1 '20

# 7 Q1 2020 Debt Management

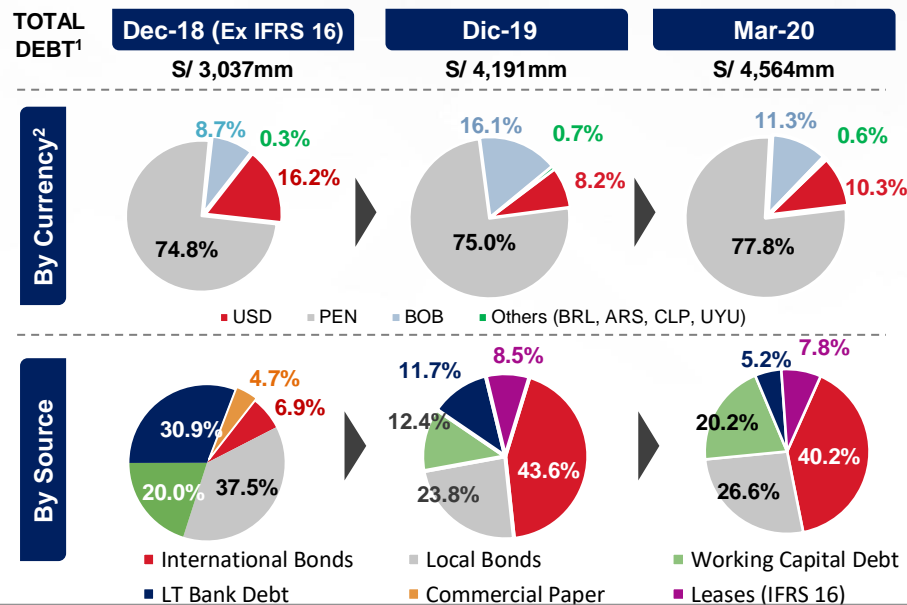
- Net Debt-to-EBITDA ratio decreased to 2.15x as of Q1 '20 from 2.41x as of Q4 '19, mainly due to higher Cash and Cash Equivalents as a result of greater collections from sales and working capital efficiencies.
- As of March 2020, 6.6% of our total financial debt had FX exposure to the USD volatility.

## FINANCIAL GUIDELINES

Alicorp's financial guidelines aim to:

- Maintain investment grade rating,
- Reduce financial expenses,
- Shift our debt towards functional currency to mitigate FX exposure,
- Smooth maturity profile, and
- Diversify funding sources

## DEBT BREAKDOWN

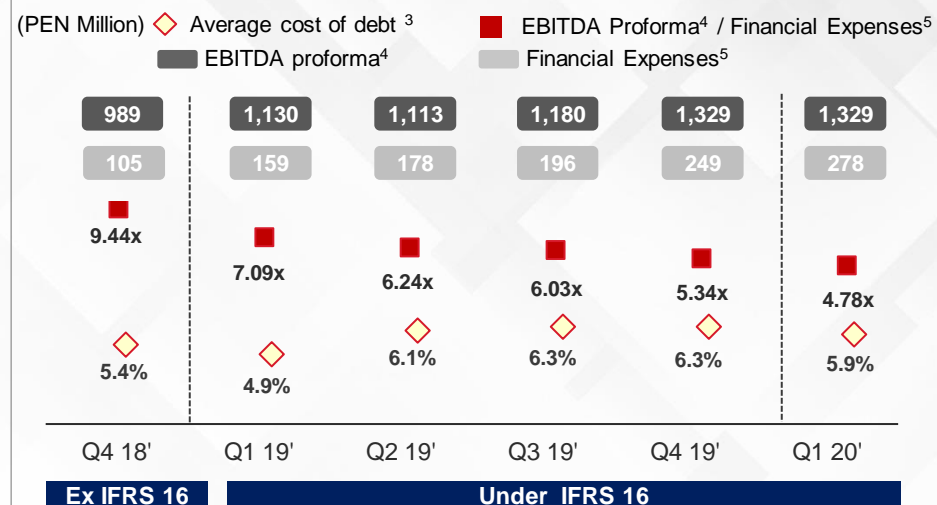


<sup>1</sup> Debt before hedging operations, at amortized cost / <sup>2</sup> Debt after hedging operations

<sup>3</sup> Defined as the average cost of financial liabilities

<sup>4</sup> EBITDA includes Fino, SAO and Intradevco's in the last 12 months. EBITDA excludes the effect of impairments (S/ 37 million for Q4'19 and S/ 85 million for Q1'20)

## FINANCIAL EXPENSES RATIO



## CREDIT RATING

	Firm	Dec-19	Mar-20
Global	STANDARD & POORS	BBB- / Stable	BBB- / Stable
	FitchRatings	BBB / Stable	BBB / Stable
	Moody's	Baa3 / Stable	Baa3 / Stable
Peru <sup>6</sup>	APOYO & ASOCIADOS INTERNACIONALES S.A.C.	AAA / CP1+ / Stable	AAA / CP1+ / Stable
	Moody's LOCAL	AAA / ML1+	AAA / ML1+
Bolivia	PCR   PACIFIC CREDIT RATING	BAA	BAA

<sup>5</sup> Financial Expenses includes: Interest expenses, derivatives financial instruments and exchange rate difference of Fino, SAO and Intradevco's in the last 12 months

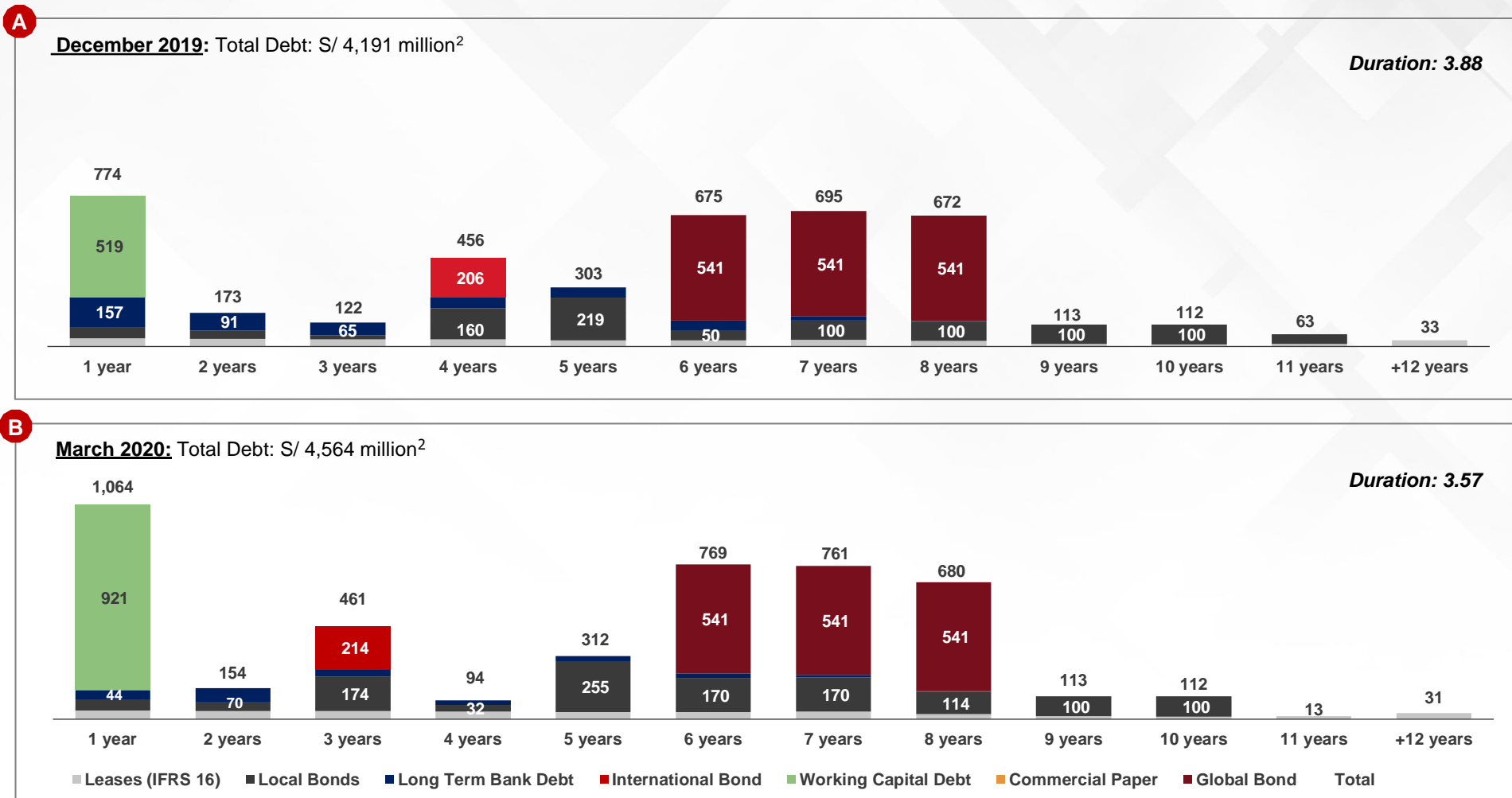
<sup>6</sup> Moody's Local does not publish outlooks for rated instruments.



## 7 Q1 2020 Debt maturity profile

- A** As of December 2019, our total debt was PEN 4,191MM while our cash and cash equivalents cover our current financial liabilities at 1.09x.
- B** As of March 2020, we drew USD 200 MM of current debt in order to secure liquidity for our operations. Our cash and cash equivalents cover our current financial liabilities at 1.46x. Additionally, during Q1 20' our subsidiary in Bolivia refinanced PEN 225 MM of bank debt, through local bonds.

### MATURITY PROFILE<sup>1</sup>: DURATION AS OF MARCH 2020 WAS 3.57 YEARS VS. 3.88 YEARS AS OF DECEMBER 2019



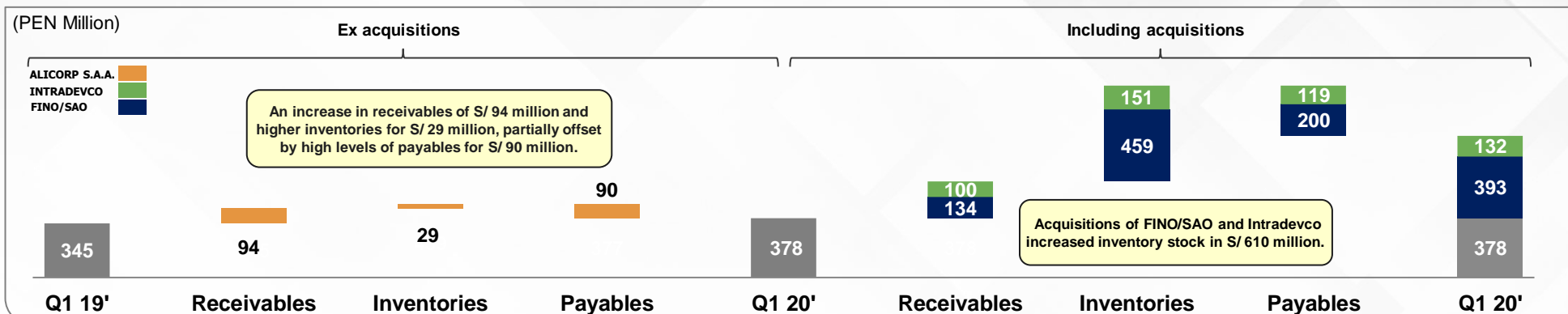
<sup>1</sup>Debt before hedging operations, at amortized cost. / <sup>2</sup>Total debt includes leases under IFRS 16.

# 7 Working Capital and CAPEX Management for Q1 2020

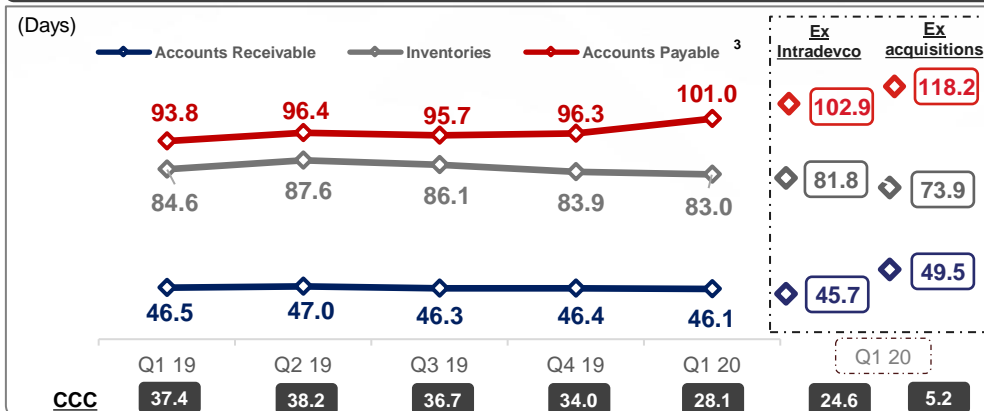
## KEY MILESTONES

- A** Alicorp, decreased its Cash Conversion Cycle (CCC) from 37.4 days as of Q1 19' to 28.1 days as of Q1 20' mainly explained by higher days of payables as a result of pre-export finance effect. Ex acquisitions, the CCC would have been 5.2 days.
- B** The Company decreased its organic Capex during Q1 20' as result of lower investments principally in intangibles assets.

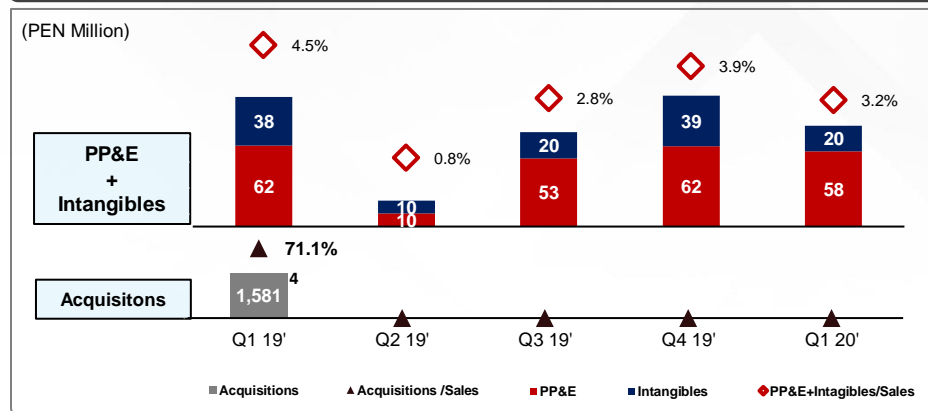
## WORKING CAPITAL EVOLUTION<sup>1</sup>



## A DAYS OF WORKING CAPITAL<sup>2</sup>



## B CAPEX EVOLUTION



<sup>1</sup> Working Capital is defined as the average of the last twelve months (LTM) of receivables plus inventories minus payables.

<sup>2</sup> The calculation is based on the average of the last twelve months(LTM) for balance sheet accounts and the cumulative sum for income statement accounts.

<sup>3</sup> Includes pre-export finance effect for US\$ 15 million in Q2 '19 and US\$ 78 million in Q1 '20

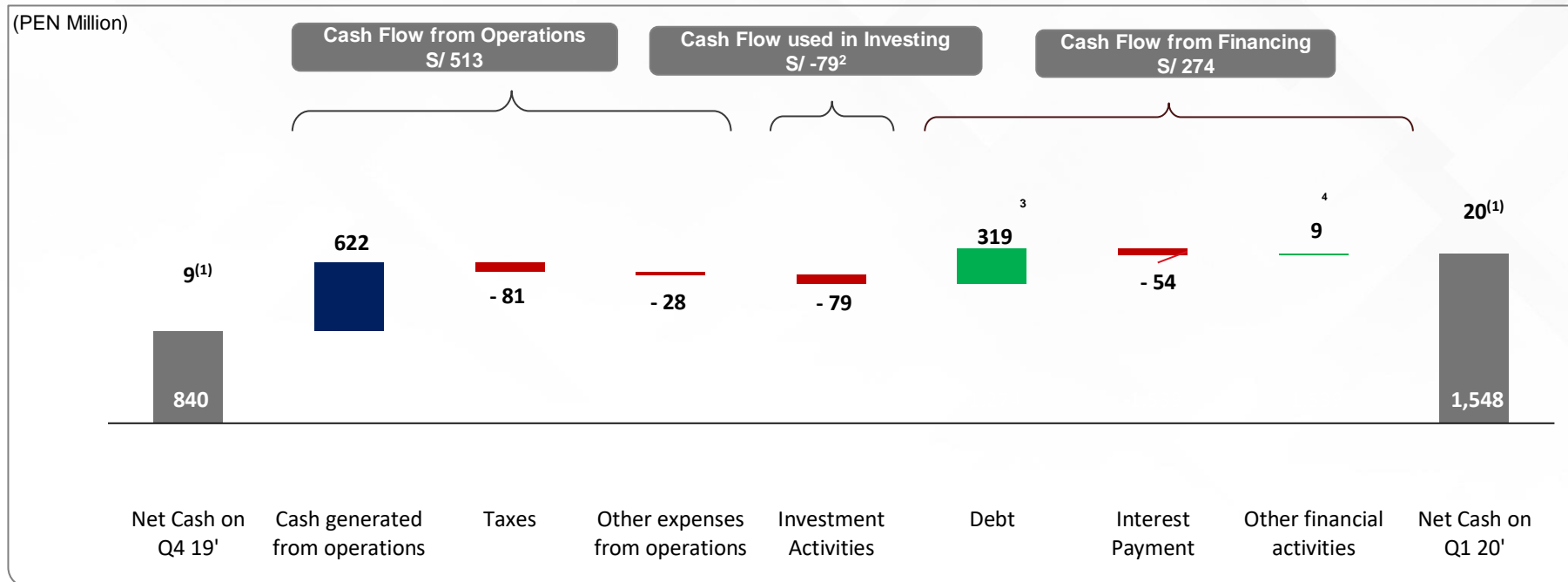
<sup>4</sup> The acquisition of Intradevco concluded in January 2019.

## 7 Cash Flow Build Up as of Q1 2020

### HIGHLIGHTS

- **Cash Flow from Operations** was S/ 513 million, S/460 million higher than Q1 19' mainly explained by higher collections from sales for S/ 660 million. This effect was partially offset by higher payments to suppliers, taxes and employees.
- **Cash Flow used in Investing Activities** was S/ 79 million; lower than S/ 1,693 million as of Q1 19', the decrease is mainly explained by S/ 1,581 million used to acquire Intradevco in Q1 19'.
- **Cash Flow from Financing Activities**<sup>4</sup> was S/ 274 million, lower than S/ 1,372 million as of Q1 19', the decrease is mainly due to a lower disbursement of loans as a consequence to the absence of acquisitions in this year.

### MAIN DRIVERS FOR CASH FLOW EVOLUTION



<sup>1</sup> Investments: time deposits with maturity between 90 days and 360 days and mutual funds

<sup>2</sup> Includes investments in property, plant, equipment and intangibles.

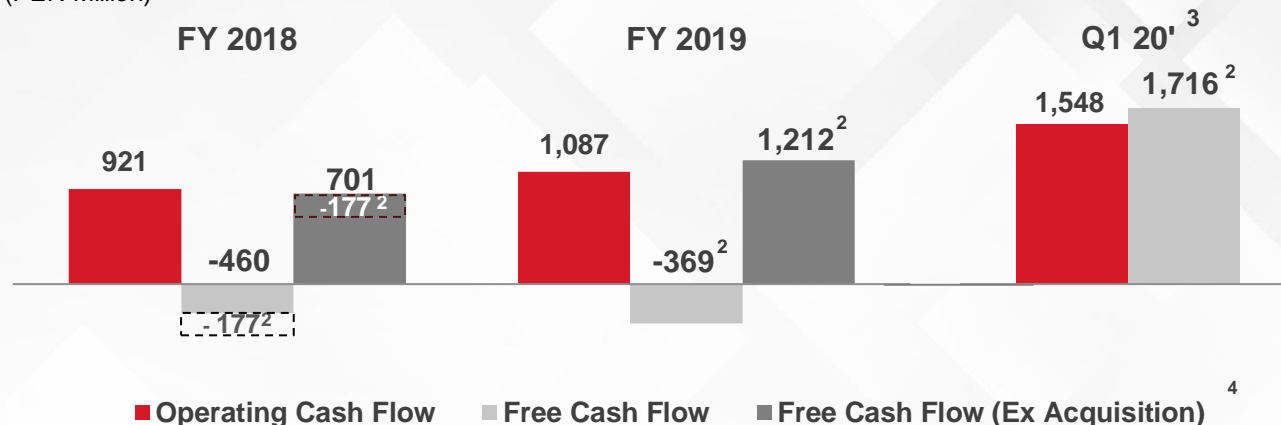
<sup>3</sup> Includes financial leasing (IFRS 16)

<sup>4</sup> Includes the effects of exchange rate changes on cash or cash equivalents

## 7 OCF & FCF Evolution

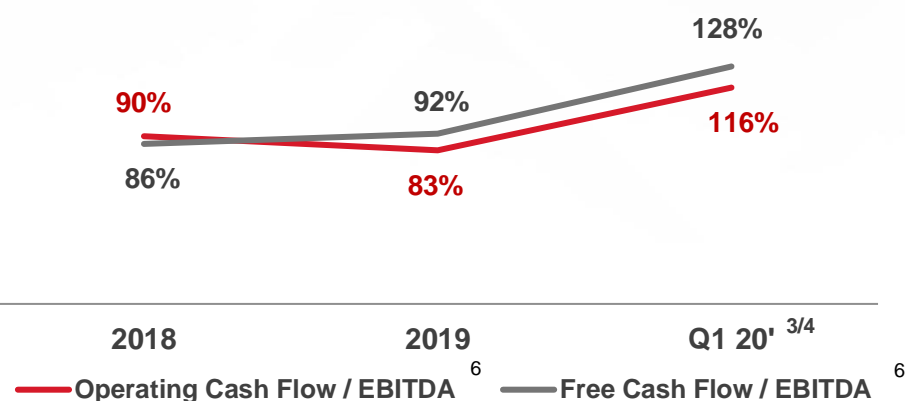
### OPERATING & FREE CASH FLOW<sup>1</sup>

(PEN Million)

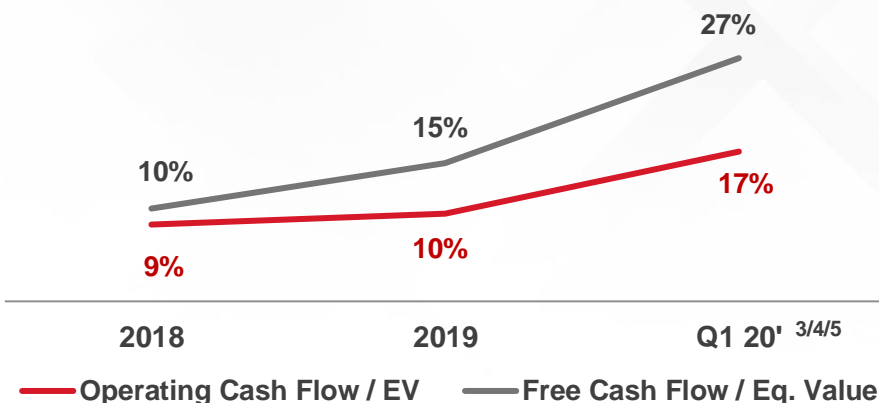


- LTM Free Cash Flow as of Q1 20' was higher than FY 2019 mainly due to:  
i) higher collections from sales and ii) the absence of acquisitions

### OPERATING & FREE CASH FLOW CONVERSION<sup>1</sup>



### OPERATING & FREE CASH FLOW YIELD<sup>1</sup>



<sup>1</sup> Operating Cash Flow: EBITDA – Taxes – Changes in Working Capital

Free Cash Flow: Operating Cash Flow – Cash Flow from Investing Activities

<sup>2</sup> Considers reclassification of time deposits with maturities between 90 and 360 days and mutual funds from Cash Flow from Investing Activities to Cash Flow from Financing Activities (2018: -PEN 177MM, 2019: +PEN 9MM and LTM Q1 20': +PEN 20MM)

<sup>3</sup> Considers LTM operating and free cash flows

<sup>4</sup> Free Cash Flow not including the amount of Fino, SAO and Intradevco acquisitions (2018: PEN 1,160MM and 2019: PEN 1,581MM)

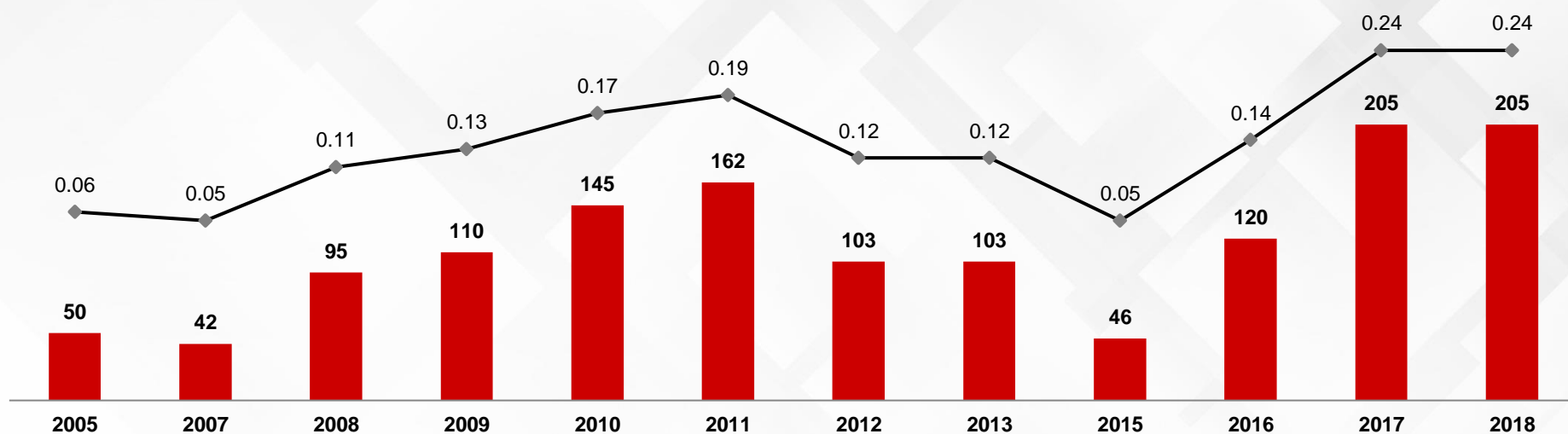
<sup>5</sup> Enterprise Value (EV) and Equity Value based on market cap and debt as of March 31<sup>st</sup>, 2020

<sup>6</sup> EBITDA excludes the impairments effect (2019: PEN 37MM and LTM Q1 20': PEN 85MM)



## 7 Dividend Evolution

During the last years, our payout ratio has maintained above 40%, as a sign of our strong commitment to our investors.



Declared Date	03/20/2006	03/31/2008	03/30/2009	03/31/2010	03/30/2011	03/29/2012	03/25/2013	03/27/2014	03/30/2016	03/30/2017	03/27/2018	03/28/2019
Payment Date	05/03/2006	05/16/2008	05/20/2009	05/20/2010	05/23/2011	05/23/2012	05/27/2013	05/27/2014	05/27/2016	05/26/2017	05/25/2018	05/28/2019
Dividend Yield <sup>1</sup>	4.2%	2.1%	8.6%	4.8%	3.4%	3.1%	1.3%	1.5%	0.9%	1.9%	2.1%	2.3%
Payout Ratio	59%	34%	115%	50%	51%	49%	29%	32%	29%	40%	46%	45%

■ Dividends Paid (PEN Million)

◆ Dividend per share (PEN)

	ALICORC1	ALICORI1
Number of outstanding shares	847,191,731	7,388,470

For more information about our dividend policy, please visit:

[https://inversionistas.alicorp.com.pe/alicorp-ir/public/userfiles/ckfinder/files/Politica\\_de\\_Div.pdf](https://inversionistas.alicorp.com.pe/alicorp-ir/public/userfiles/ckfinder/files/Politica_de_Div.pdf)

<sup>1</sup> Dividend yield computed for common stocks: ALICORC1

# Topics

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# B2B Strategy



B2B represents ~15% of Alicorp total sales (US\$~480 mm) and ~14% of total EBITDA, composed by 4 large platforms that group the most important food segments and B2B industries in Peru; high complementarity with Consumer Goods Business along the value chain

## Key Facts

**15%** of Alicorp total revenue



97%



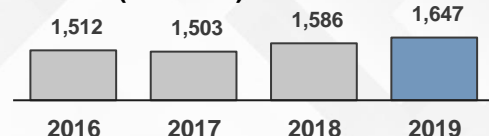
3%

**14%** of Alicorp total EBITDA

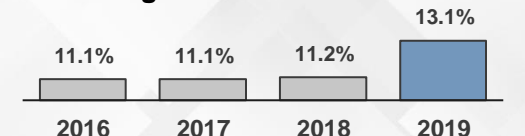
- ✓ 31 Brands
- ✓ 11 Production sites
- ✓ +25k industrial clients

## Key Financial Metrics

### Revenue (PENmm)



### EBITDA mg



1

### Food Service



#### Main Categories

Bulk Oils **1st**  
Industrial Sauces **1st**  
Frozen Products **1st**  
Others

#### Key Business Insights

- ✓ Top line growth above restaurant GDP growth (~3.8%)
- ✓ Client segmentation
- ✓ Multi-tiered brand strategy

#### Volume

(kMT)

138

21%

6%

#### Revenue

(PENmm)

589

37%

5%

#### EBITDA

EBITDA Mg

113

19.1%

2

### Bakery



Industrial Flours **1st**  
Shortenings **1st**  
Industrial Margarines **1st**  
Others

- ✓ Mature markets (~2%)
- ✓ Bakery / Pastries ingredients
- ✓ Fragmented market (14 B2B milling players)

437

67%

0%

726

45%

-1%

76

10.2%

3

### Industrial Clients



Industrial Flours  
Bulk Oils **1st**  
Shortenings **1st**

- ✓ Long term B2B contracts
- ✓ Adhoc industrial solutions
- ✓ 85 strategic clients

67

10%

6%

146

9%

6%

21

14.1%

4

### Animal feed ingredients



Milling by-product **1st**  
Soybean meal **1st**

- ✓ Optimization of all plants by-products

13

2%

16%

146

9%

5%

10

6.7%



## 8 B2B Competitive Advantages and Value Proposition

Our unique model is based on 3 key competitive advantages allowing us to have sustainable growth and generate value above the traditional B2Bs

### How B2B adds value...

#### Go-to-market



- ✓ Ample coverage: National presence levered by our efficient distribution
- ✓ Highly experienced sales force
- ✓ Efficient client segmentation: Identification of the main characteristics and customs
- ✓ Exclusive distributors (High complementarity with CGP platform)

27 

Sales offices

+230 

Sales force<sup>1</sup>

25 

Type of segments

25k 

FS Clients

#### Branded B2B



- ✓ Brand positioning: Tier segmentation across all B2B segments
- ✓ Transversal brand management: Conjoint brand strategy between CGP and B2B
- ✓ Innovation: Deep understanding of our client needs
- ✓ Adhoc solutions: Tailor made developments

#### Our brands:



#### Innovations:



#### Industrial & Logistic Scale



- ✓ Production facility diversification
- ✓ Manufacturing scale and operating knowhow
- ✓ Extensive technical capacity and deep knowledge of the processes
- ✓ Production efficiency: Marked orientation towards productivity – average OEE of 80%

7 

# Mills

+430k 

Production Tons per year

11 

# Production Sites

## Strategic Pillars

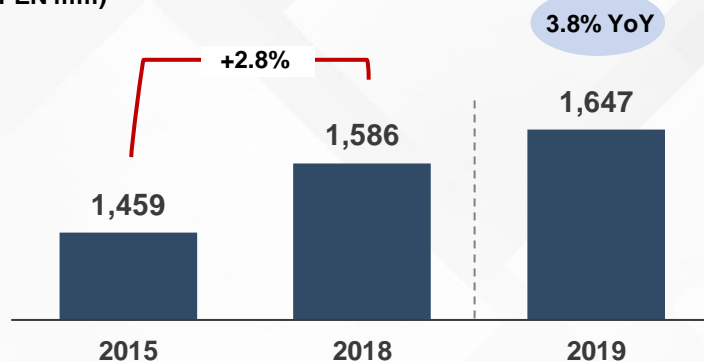


### Growth

Consolidate and maximize our product portfolio

## Key Metrics

### Revenue Growth<sup>1</sup> (PEN mm)



## Business Insights

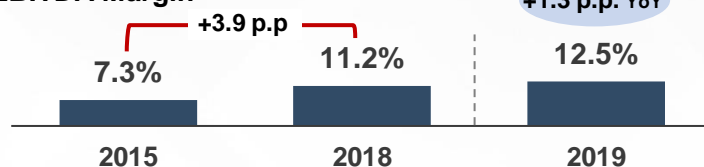
- **Product portfolio value improvement: Exploring new high-value categories**
- **Boost B2B commercial strategy using digital tools such as e-commerce**
- **Reinforce B2B's value proposal by segment and mix of clients in order to enhance the purchase experience**
- **Positioning frozen bakery as the main leader of the industry, developing a cold supply chain**



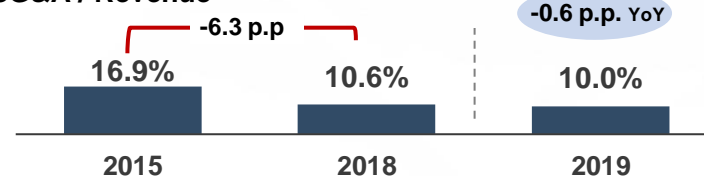
### Efficiency

Optimize our value proposition

### EBITDA Margin<sup>1</sup>



### SG&A<sup>2</sup>/ Revenue<sup>1</sup>



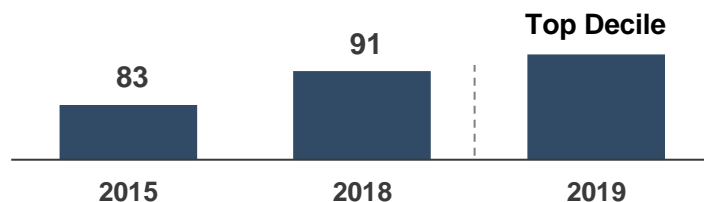
- ✓ **Accurate planning model:** Maintaining and analyzing linearity of sales, reducing variability of the demand
- ✓ **Production plant consolidation:** Improving load factor and cost conversion optimization
- ✓ **Business processes optimization using new technologies and management tools** (process automation and field management with digital support)
- ✓ **WK optimization:** Accurate management of inventory



### People

Talent with local knowledge

### OHI

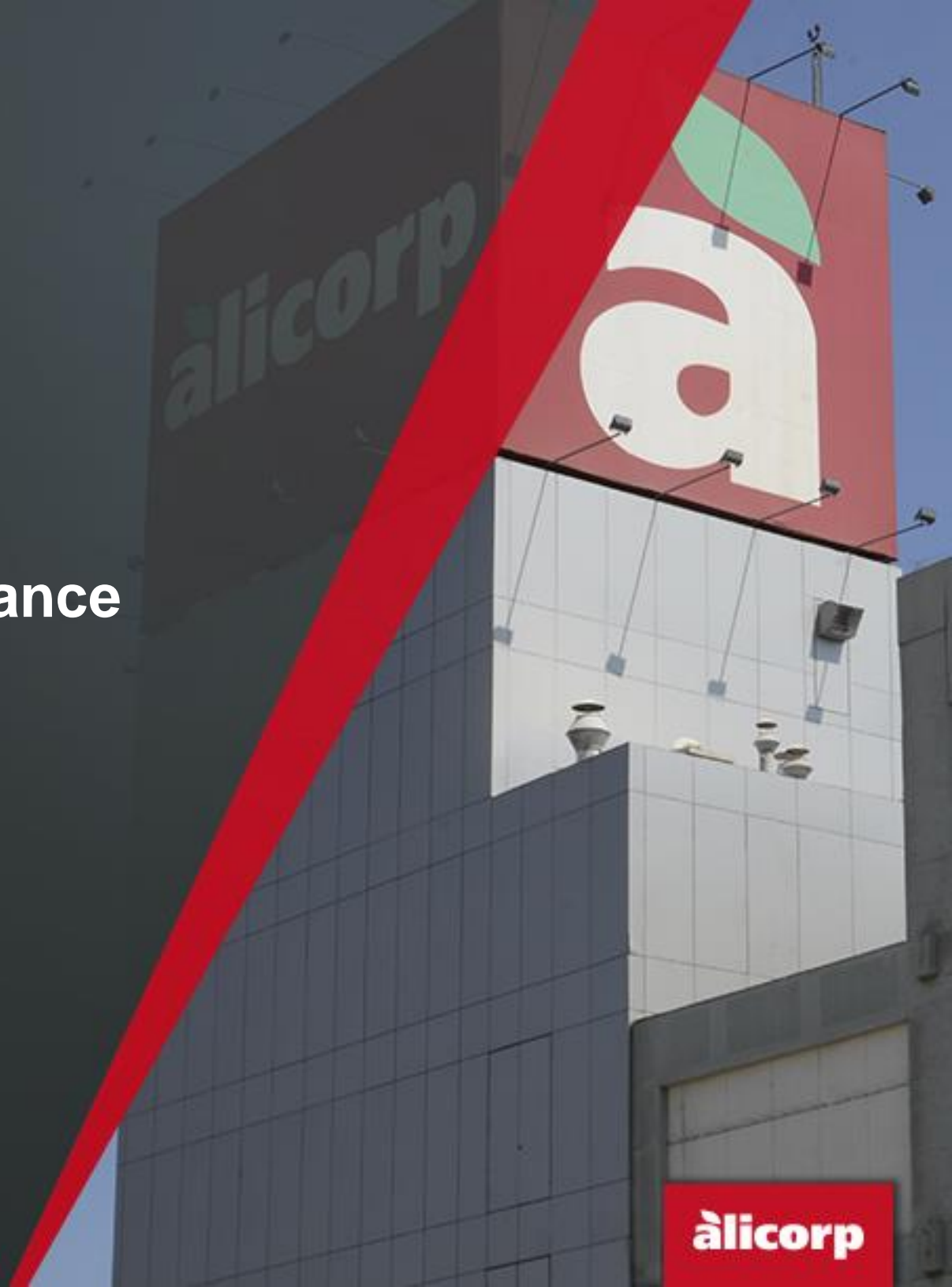


- ✓ **Continue working on improving our teams** with an emphasis in tech-capabilities for digital transformation, in order to face a changing high-speed environment
- ✓ **Maintain our organizational health at top levels**

<sup>1</sup> Figures as of December 2019

<sup>2</sup> SG&A doesn't include other expenses and raw material hedging expenses

# Milestones & Performance by Business Unit



**alcorp**

## CONSOLIDATED

Consolidated	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	462	631	668	707	2,468
Revenues	1,711	2,123	2,208	2,247	8,289
Gross Profit	471	518	555	504	2,048
SG&A <sup>1</sup>	292	299	343	341	1,275
EBITDA	215	275	290	241	1,022
Gross Margin	27.6%	24.4%	25.1%	22.4%	24.7%
SG&A (% of Revenue)	17.1%	14.1%	15.6%	15.2%	15.4%
EBITDA Margin	12.6%	13.0%	13.1%	10.7%	12.3%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
685	781	860	803	3,129
2,226	2,461	2,593	2,592	9,872
545	607	658	643	2,452
353	384	363	353	1,454
244	293	383	358	1,277
24.5%	24.7%	25.4%	24.8%	24.8%
15.9%	15.6%	14.0%	13.6%	14.7%
11.0%	11.9%	14.8%	13.8%	12.9%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
765	11.5%
2,448	10.0%
626	15.0%
435	23.2%
211	-13.5%
25.6%	1.1 p.p.
17.8%	1.9 p.p.
8.6%	-2.3 p.p.

## PERU

Consumer Goods Peru	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	127	138	147	147	560
Revenues	624	678	725	733	2,760
Gross Profit	226	243	250	246	965
SG&A <sup>1</sup>	121	126	124	126	497
EBITDA	125	137	155	139	556
Gross Margin	36.2%	35.8%	34.5%	33.5%	35.0%
SG&A (% of Revenue)	19.3%	18.5%	17.2%	17.2%	18.0%
EBITDA Margin	20.0%	20.2%	21.3%	19.0%	20.1%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
157	181	190	184	711
753	828	885	862	3,328
255	289	318	272	1,133
138	162	165	151	615
140	157	181	165	643
33.8%	34.9%	35.9%	31.6%	34.1%
18.3%	19.6%	18.6%	17.5%	18.5%
18.6%	18.9%	20.5%	19.2%	19.3%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
185	17.6%
848	12.5%
285	11.7%
161	17.1%
155	10.8%
33.6%	-0.2 p.p.
19.0%	0.7 p.p.
18.3%	-0.3 p.p.

B2B	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	136	162	170	166	633
Revenues	351	397	422	417	1,586
Gross Profit	68	75	81	86	310
SG&A <sup>1</sup>	43	40	40	45	167
EBITDA	33	46	49	50	178
Gross Margin	19.5%	19.0%	19.1%	20.6%	19.6%
SG&A (% of Revenue)	12.2%	10.0%	9.5%	10.7%	10.6%
EBITDA Margin	9.3%	11.6%	11.7%	12.0%	11.2%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
147	160	178	172	657
374	399	438	435	1,647
80	85	92	96	354
41	40	41	43	164
41	52	61	61	216
21.5%	21.3%	21.1%	22.1%	21.5%
10.9%	9.9%	9.4%	9.9%	10.0%
10.9%	13.1%	13.9%	14.1%	13.1%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
156	6.0%
389	4.0%
81	1.1%
72	76.2%
16	-60.2%
20.9%	-0.6 p.p.
18.5%	7.6 p.p.
4.2%	-6.7 p.p.

<sup>1</sup> SG&A doesn't include other expenses and raw material hedging expenses

Food Service	Under IFRS 16				
	2018				
	Q1	Q2	Q3	Q4	FY
PEN MM					
Volume (MT thousands)	30	31	34	35	130
Revenues	136	138	148	153	574
Gross Profit	34	35	37	40	146
SG&A <sup>1</sup>	14	14	14	16	57
EBITDA	23	24	26	27	100
Gross Margin	25.2%	25.3%	24.8%	26.5%	25.5%
SG&A (% of Revenue)	10.5%	9.9%	9.1%	10.2%	9.9%
EBITDA Margin	16.8%	17.2%	17.6%	17.9%	17.4%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
32	33	35	37	138
141	142	151	156	589
38	40	44	43	166
17	15	16	17	66
24	28	31	29	113
27.1%	28.4%	29.5%	27.4%	28.1%
11.9%	10.8%	10.8%	11.2%	11.2%
17.2%	19.6%	20.8%	18.8%	19.1%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
33	3.1%
141	0.0%
34	-10.6%
33	94.5%
4	-85.1%
24.2%	-2.9 p.p.
23.1%	11.2 p.p.
2.6%	-14.7 p.p.

Bakery	Under IFRS 16				
	2018				
	Q1	Q2	Q3	Q4	FY
PEN MM					
Volume (MT thousands)	91	113	113	109	425
Revenues	156	190	194	185	726
Gross Profit	26	31	33	34	123
SG&A <sup>1</sup>	19	19	19	21	79
EBITDA	9	17	17	17	60
Gross Margin	16.4%	16.1%	16.8%	18.2%	16.9%
SG&A (% of Revenue)	12.4%	10.1%	10.0%	11.5%	10.9%
EBITDA Margin	6.0%	8.9%	8.9%	8.9%	8.3%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
97	107	120	113	437
166	186	205	194	751
32	33	35	40	139
17	17	17	18	70
11	18	23	24	76
19.1%	17.8%	17.1%	20.4%	18.6%
10.5%	9.2%	8.2%	9.4%	9.3%
6.9%	9.9%	11.0%	12.4%	10.2%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
105	8.1%
179	7.8%
37	16.1%
29	65.0%
11	-3.1%
20.6%	1.5 p.p.
16.1%	5.6 p.p.
6.2%	-0.7 p.p.

Industrial Clients	Under IFRS 16				
	2018				
	Q1	Q2	Q3	Q4	FY
PEN MM					
Volume (MT thousands)	14	18	22	21	75
Revenues	57	65	77	76	275
Gross Profit	9	10	12	12	44
SG&A <sup>1</sup>	7	5	5	6	23
EBITDA	3	6	8	8	24
Gross Margin	16.5%	15.2%	15.6%	16.4%	15.9%
SG&A (% of Revenue)	11.6%	7.7%	7.1%	7.8%	8.4%
EBITDA Margin	5.6%	9.4%	9.9%	10.0%	8.9%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
17	18	22	22	80
65	68	78	81	292
11	12	13	14	51
5	6	6	6	23
7	7	8	9	30
17.8%	17.1%	16.8%	17.6%	17.3%
7.9%	8.4%	8.1%	6.9%	7.8%
10.6%	9.8%	9.9%	11.3%	10.4%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
17	-0.7%
66	2.7%
11	-3.7%
9	85.0%
2	-64.9%
16.7%	-1.1 p.p.
14.2%	6.3 p.p.
3.6%	-7.0 p.p.

<sup>1</sup> SG&A doesn't include other expenses and raw material hedging expenses



# 8 Performance by Business Unit & Regions (3)

## INTERNATIONAL

CGI	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	61	78	86	91	316
Revenues	250	313	366	360	1,289
Gross Profit	75	90	103	51	320
SG&A <sup>1</sup>	88	86	107	99	380
EBITDA	-5	17	6	-19	-1
Gross Margin	30.1%	28.8%	28.2%	14.2%	24.8%
SG&A (% of Revenue)	35.0%	27.5%	29.2%	27.5%	29.5%
EBITDA Margin	-2.0%	5.4%	1.6%	-5.4%	-0.1%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
90	99	103	105	396
394	439	406	467	1,706
109	119	113	118	459
104	109	93	102	409
17	23	37	11	89
27.7%	27.0%	27.8%	25.3%	26.9%
26.5%	24.9%	22.9%	21.8%	24.0%
4.4%	5.2%	9.2%	2.4%	5.2%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
97	8.7%
424	7.7%
120	10.5%
101	-3.1%
-21	-223.2%
28.4%	0.7 p.p.
23.9%	-2.6 p.p.
-5.0%	-9.4 p.p.

CGI Bolivia	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	2	12	17	22	53
Revenues	9	69	126	155	358
Gross Profit	4	20	36	11	70
SG&A <sup>1</sup>	3	12	35	39	89
EBITDA	1	10	3	-11	3
Gross Margin	42.3%	29.8%	28.5%	6.8%	19.7%
SG&A (% of Revenue)	33.1%	18.2%	27.6%	25.2%	24.9%
EBITDA Margin	15.3%	14.3%	2.1%	-7.2%	0.7%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
19	21	24	25	89
136	139	153	162	590
42	39	42	42	165
28	31	28	27	114
21	13	24	25	83
31.0%	28.0%	27.4%	25.9%	28.0%
20.8%	22.3%	18.3%	16.5%	19.3%
15.1%	9.7%	15.3%	15.6%	14.0%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
23	18.0%
150	10.3%
40	-4.6%
31	8.3%
18	-10.3%
26.8%	-4.2 p.p.
20.4%	-0.4 p.p.
12.3%	-2.8 p.p.

CGI Ecuador	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	1	2	2	2	8
Revenues	10	14	16	18	58
Gross Profit	6	8	8	10	32
SG&A <sup>1</sup>	5	6	7	7	25
EBITDA	1	2	2	3	9
Gross Margin	62.8%	54.2%	49.3%	57.1%	55.2%
SG&A (% of Revenue)	52.8%	41.5%	42.3%	41.2%	43.6%
EBITDA Margin	12.8%	15.7%	10.7%	19.6%	15.0%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
6	7	11	8	32
28	30	44	38	140
10	11	15	14	49
9	9	11	10	39
3	3	6	9	20
36.7%	35.7%	33.4%	35.8%	35.2%
30.7%	31.0%	24.7%	25.7%	27.6%
10.0%	9.1%	12.7%	23.5%	14.3%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
9	42.6%
39	36.2%
14	32.4%
11	24.3%
5	87.0%
35.6%	-1.0 p.p.
28.0%	-2.7 p.p.
13.7%	3.7 p.p.

<sup>1</sup> SG&A doesn't include other expenses and raw material hedging expenses

CGI Brazil	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	25	28	27	26	106
Revenues	103	100	99	103	405
Gross Profit	34	32	33	32	131
SG&A <sup>1</sup>	39	35	33	36	143
EBITDA	-1	2	3	1	6
Gross Margin	33.0%	32.2%	32.9%	31.5%	32.4%
SG&A (% of Revenue)	37.7%	35.1%	33.2%	35.0%	35.3%
EBITDA Margin	-0.6%	2.0%	2.7%	1.4%	1.4%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
23	26	25	27	100
90	98	95	97	379
27	30	27	28	111
37	34	30	29	130
-7	-1	0	-27	-36
29.7%	30.3%	28.3%	29.2%	29.4%
41.6%	34.8%	32.1%	29.7%	34.4%
-7.7%	-1.5%	0.0%	-28.1%	-9.4%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
24	4.8%
82	-8.9%
25	-5.5%
26	-29.7%
-59	754.7%
30.8%	1.1 p.p.
32.1%	-9.5 p.p.
-71.8%	-64.2 p.p.

CGI Argentina	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	28	29	29	28	114
Revenues	108	101	86	45	340
Gross Profit	24	21	16	-10	52
SG&A <sup>1</sup>	36	29	25	11	100
EBITDA	-10	-3	-5	-16	-34
Gross Margin	22.4%	21.0%	18.9%	-22.5%	15.2%
SG&A (% of Revenue)	33.2%	28.3%	29.2%	23.7%	29.5%
EBITDA Margin	-9.2%	-2.6%	-6.0%	-35.7%	-9.9%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
28	31	27	32	119
89	120	54	122	384
19	26	15	23	83
21	26	14	25	85
-2	2	2	1	1
20.9%	21.4%	28.1%	19.1%	21.5%
23.6%	21.5%	25.1%	20.5%	22.2%
-2.4%	1.3%	2.8%	0.5%	0.4%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
30	6.9%
108	22.3%
30	62.5%
20	-5.9%
14	-747.5%
27.8%	6.9 p.p.
18.1%	-5.4 p.p.
12.9%	15.4 p.p.

CGI Other Geographies	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	5	7	10	13	35
Revenues	20	29	39	40	128
Gross Profit	7	9	11	8	34
SG&A <sup>1</sup>	5	4	7	6	22
EBITDA	3	6	4	3	15
Gross Margin	34.1%	29.7%	27.2%	20.6%	26.7%
SG&A (% of Revenue)	23.4%	13.6%	18.9%	16.0%	17.5%
EBITDA Margin	14.4%	19.3%	10.4%	7.2%	12.0%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
13	14	16	13	56
51	53	60	49	212
11	14	14	11	50
9	9	10	12	41
3	6	7	4	20
21.8%	25.9%	23.5%	22.9%	23.6%
18.2%	17.9%	17.0%	23.8%	19.1%
5.6%	12.1%	11.3%	8.0%	9.4%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
12	-9.8%
45	-11.7%
11	-1.5%
14	50.5%
0	-107.8%
24.3%	2.5 p.p.
31.0%	12.8 p.p.
-0.5%	-6.1 p.p.

<sup>1</sup> SG&A doesn't include other expenses and raw material hedging expenses

## AQUAFEED

Aquafeed	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	137	159	144	141	581
Revenues	485	576	516	510	2,088
Gross Profit	102	107	95	115	419
SG&A <sup>1</sup>	41	41	40	39	161
EBITDA	63	78	81	87	309
Gross Margin	21.0%	18.5%	18.3%	22.6%	20.1%
SG&A (% of Revenue)	8.4%	7.1%	7.8%	7.7%	7.7%
EBITDA Margin	13.0%	13.5%	15.8%	17.0%	14.8%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
138	156	152	169	615
490	548	541	590	2,169
102	116	111	131	460
50	45	48	44	187
57	85	80	95	317
20.7%	21.2%	20.5%	22.2%	21.2%
10.2%	8.2%	8.8%	7.5%	8.6%
11.6%	15.4%	14.8%	16.2%	14.6%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
152	9.7%
530	8.1%
112	10.0%
75	49.7%
51	-11.3%
21.1%	0.4 p.p.
14.2%	3.9 p.p.
9.5%	-2.1 p.p.

## CRUSHING

Crushing	Under IFRS 16				
	2018				
PEN MM	Q1	Q2	Q3	Q4	FY
Volume (MT thousands)	-	94	122	162	378
Revenues	-	158	177	227	562
Gross Profit	-	2	26	6	33
SG&A <sup>1</sup>	-	7	30	24	61
EBITDA	-	-3	-2	-8	-13
Gross Margin	-	1.2%	14.6%	2.5%	6.0%
SG&A (% of Revenue)	-	4.4%	16.9%	10.6%	10.8%
EBITDA Margin	-	-1.7%	-1.3%	-3.4%	-2.2%

Under IFRS 16				
2019				
Q1	Q2	Q3	Q4	FY
154	186	238	173	750
213	247	323	238	1,022
-2	-2	24	26	46
18	27	13	11	68
-12	-23	28	25	19
-0.8%	-0.6%	7.4%	10.7%	4.5%
8.4%	10.7%	3.9%	4.6%	6.7%
-5.4%	-9.2%	8.7%	10.4%	1.8%

Under IFRS 16	Variation
2020	Q1 20
Q1	YoY
175	14.0%
256	20.1%
28	-1813.1%
23	29.2%
12	-201.0%
10.9%	11.6 p.p.
9.0%	0.6 p.p.
4.5%	9.9 p.p.

<sup>1</sup> SG&A doesn't include other expenses and raw material hedging expenses

FX RATES<sup>1</sup>

Year	2018					2019					2020
Quarter	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1
USD/PEN	3.24	3.26	3.29	3.36	3.29	3.32	3.32	3.34	3.36	3.34	3.41
USD/ARS	19.7	23.53	32.09	37.11	28.11	39.1	43.96	50.54	59.38	48.25	61.48
USD/BRL	3.24	3.61	3.96	3.81	3.65	3.77	3.92	3.98	4.12	3.95	4.46
ARS/PEN	6.08	7.21	9.74	11.05	8.52	11.76	13.23	15.10	17.65	14.44	18.06
BRL/PEN	1.00	1.11	1.2	1.13	1.11	1.13	1.18	1.19	1.22	1.18	1.31

<sup>1</sup> Average FX rate for the period

## KEY MILESTONES

### RESEARCH & DEVELOPMENT

21 products were launched as part of our innovation strategy, being the most remarkable:

Tuna in pouches under the “Primor” brand



A frozen stuffed pasta under the “Nicolini” brand



Dry beans for restaurants under the “Nicolini” brand



A new bar and liquid beauty soaps under the “Plusbelle” brand



### CONTINUOUS EFFICIENCIES IN WORKING CAPITAL

Cash Conversion Cycle (CCC), on an LTM basis, decreased to 28.1 days (as of March 2020) from 34.0 days (as of December 2019).

## AWARDS & RECOGNITION

### REPUTATION



Alicorp was recognized by Merco Perú within **Top 10 responsibility and good corporate governance ranking** and **1<sup>st</sup> place in Foods industry**.



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This presentation and further detailed information can be found in the following link in our section “Investor Services”:

<https://inversionistas.alicorp.com.pe/alicorp-ir/public/investor-services/investor-kit.html>