



Looking to the Future Ever Since 1951

2021 Management Highlights



Looking to the Future Ever Since 1951

We believe in entrepreneurship and innovation to make dreams come true. At Arcor Group, we started producing candies 70 years ago. Today, we have expanded into more than 100 countries through our 3 business divisions: **Consumer Food Products, Agribusiness and Packaging.**

We strive to make nutrition trends accessible so that everyone can live a better life. Therefore, since our inception, we have remained firmly committed to quality at every step, while looking into the future through the lens of sustainable management, fostering people prosperity and preserving the planet.

The Group's Companies



(1)



(48,6% stake
in Mastellone Hnos.)



Packaging



Consumer
Food Products



Agribusiness

Consumer Food Products

We believe eating means nourishing, gratifying and bonding. We seek to inspire healthier habits through a varied, sufficient and pleasant diet, capable of providing the nutritional balance required by each person.

We make quality products, offering the best alternatives to accompany people from all over the world at every moment of the day, according to their preferences and needs.

We are committed to using the best technologies and practices to take care of the environment, making sustainable and responsibly manufactured food products, without waste.



Food

We are the main food company in Argentina, with a thorough selection of raw materials and advanced technological processes, which ensure high quality from field to table. **Featured products of the year:** La Campagnola tuna salads, La Campagnola "Selection" line of marmalades, Arcor and La Campagnola dried pasta.



Chocolates

Current Argentine market leader, with presence across all categories, and long track record brands that are highly valued by consumers. **Featured products of the year:** Arcor Milk and Block whipped peanut spread.



Ice-cream

One of the leading companies in the category, boasting a varied, high quality and affordable offering. The portfolio has the endorsement of chocolate, confectionery and cookies brands preferred by consumers, adding great differential value. **Featured products of the year:** Three versions of Cofler Block: Citos, Dessert and Gelato; Mogul Extreme Tiny Bear, Aguila Intense Chocolate Gelato, and BC Strawberry Jam.



Cookies & Crackers, Snacks and Cereals

Leading company in the region through Bagley Latinoamérica S.A., a partnership made up with Danone Group for the cookies, crackers, *alfajores* and cereals businesses. It offers a wide variety of products in 8 industrial plants. **Featured products of the year:** New Saladix crackers, Cereal Mix bars, and Mini Aguila *alfajores*.



Confectionery

1st confectionery exporter in Argentina, Chile and Peru and leading company in the region in terms of production capacity, sales and brand development. **Featured actions of the year:** Mogul portfolio, including the first pack of assorted gummy candies for bulk sale and launch of yogurt gummies.



Functional Businesses

Arcor follows the growing trend of consumers that proactively take care of their health within the dietary supplements segment. It offers convenient and simple options to incorporate, on a daily basis, nutrients for a comprehensive well-being. **Featured products of the year:** Simple Vitacal, diet shakes that foster the feeling of fullness, such as premixes and the new Dieta Control (Diet Control) bars.

Our Brands



Agribusiness

Arcor Group's Agribusiness Division seeks to add value to agro-industrial processes from different industries driven by a commitment to quality across its products. We deliver ingredient solutions for several industries, such as food and beverages, paper and corrugated cardboard, personal and household care, and animal nutrition products.

In 2021 we created a strategic alliance with Ingredion*, a leading global company in ingredient solutions since 1906, with the aim of designing innovative ingredient production and agribusiness solutions in Argentina, Chile and Uruguay.

*Subject to the approval by the National Commission of Competition Defense (CNDC as per its initials in Spanish).

We have seven production units and seven industrial dairy farms. At La Providencia sugar mill, we have the capacity to produce 150,000 tons of sugar, and we generate 11 MW of renewable energy from sugar cane bagasse. Besides, it has been the first Argentine sugar mill in achieving the Bonsucro certification—a global platform that promotes economic, social and environmental sustainability in the sugarcane sector.

Products: Common and muscovado sugar; milk; ethyl alcohol from cereals; fructose, maltose, glucose and mixture syrups; flours and native and modified starches from different sources; semolina; corn oil; caramel coloring and a broad variety of ingredients used in the food and beverage, paper and corrugated cardboard, animal nutrition, and personal and household care industries.

1.55 million tons of milled sugarcane per year

760,000 tons of ground corn per year

84,000 liters of alcohol produced per day

50,000 liters of milk produced per day



Packaging

Arcor Group's Packaging Division leads the corrugated cardboard, paper and flexible packaging markets in Argentina. We are one of the largest packaging solution companies in the Southern Cone, with industrial plants in Argentina, Chile and Peru. We stand out for the quality of the products marketed under several brands, such as Cartocor, Converflex, Zucamor, Puntapel and Papel Misionero, offering customers from several industries innovative and sustainable packaging solutions.

We are particularly oriented to customer service, ongoing innovation, productivity, quality, and environment conservation.

Products: Corrugated cardboard packaging, cardboard packaging, paper bags, flexible packaging using several printing technologies, recycled paper, Kraft Liner Board and Sack Kraftplastics, plastics and bioplastics extrusion, forestry

260,000 tons of paper per year

900 million m² of corrugated cardboard per year

12,000 tons of flexible material per year

230 million units of industrial bags per year

23,000 own hectares for forestry development



Our Philosophy

Mission

To provide people all over the world with the opportunity to enjoy quality, delicious and healthy food and confectionery products that will turn their everyday life into magical moments for gatherings and celebrations.

Vision

To be a leading food and confectionery company in Latin America, as well as in the international market, and to be recognized for our sustainable practices and our ability to venture into new businesses.

Purpose

To make nutrition trends accessible so that everyone can live a better life.

Our values

Diversity

We are convinced that diversity enriches our knowledge of the world. That is why we promote a diverse internal culture in which the fusion of different views, opinions and perspectives is an opportunity for growth.

Entrepreneurial Spirit

Our pioneers' entrepreneurial spirit, passion and commitment is still our source of inspiration. That is why we promote a diverse internal culture that encourages the initiative for our continuous growth.

Proximity to the Consumer and Commitment Throughout the Value Chain

We are a closely committed company, attentive to our suppliers, employees, shareholders, clients, consumers and the community in general. Our work is based on the strong belief that sustainable growth encompasses the whole value chain.

Innovation

We integrate science, research and creativity to favor our products and services' continuous innovation.

Integrity

We obtain results through transparent, coherent and responsible behavior.

Human Relations

We believe that the possibility to grow lies in building up trustworthy human relationships. Therefore, we foster a collaborative and closeness work environment, both within the company and towards the community where our employees carry on their daily activities.

Quality

We are devoted to meet high-quality standards, by listening to what our customers and consumers have to say at each of the stages of the value chain, so as to provide them with the best experience they can expect from our products.

Results Oriented

Our actions are results oriented to ensure the sustainable growth of our business.



Arcor Group in Figures

#1 confectionery exporter in Argentina, Chile and Peru

Largest producer of paper in Argentina and a major player in South America

Strategic alliances with leading companies, such as Danone, Bimbo, Coca Cola, Bagó and Ingredion*

Main food company in Argentina

3 million kg of products manufactured daily

1st maize flour producer in Argentina

Main manufacturer of Kraft packaging paper in Argentina

World-class retail distribution model

1st World producer of hard candies

Argentine leader in the production of corrugated cardboard

20,000 employees

Leading cookie, *alfajor* and cereal company in Latin America

*Through Bagley Latinoamérica S.A., a partnership with Danone Group for the cookies, crackers, *alfajores* and cereals businesses in Latin America.

Commercial offices in Argentina, Uruguay, Paraguay, Bolivia, Ecuador, Mexico, United States, Spain and China

*Subject to approval.

Institutional Milestones

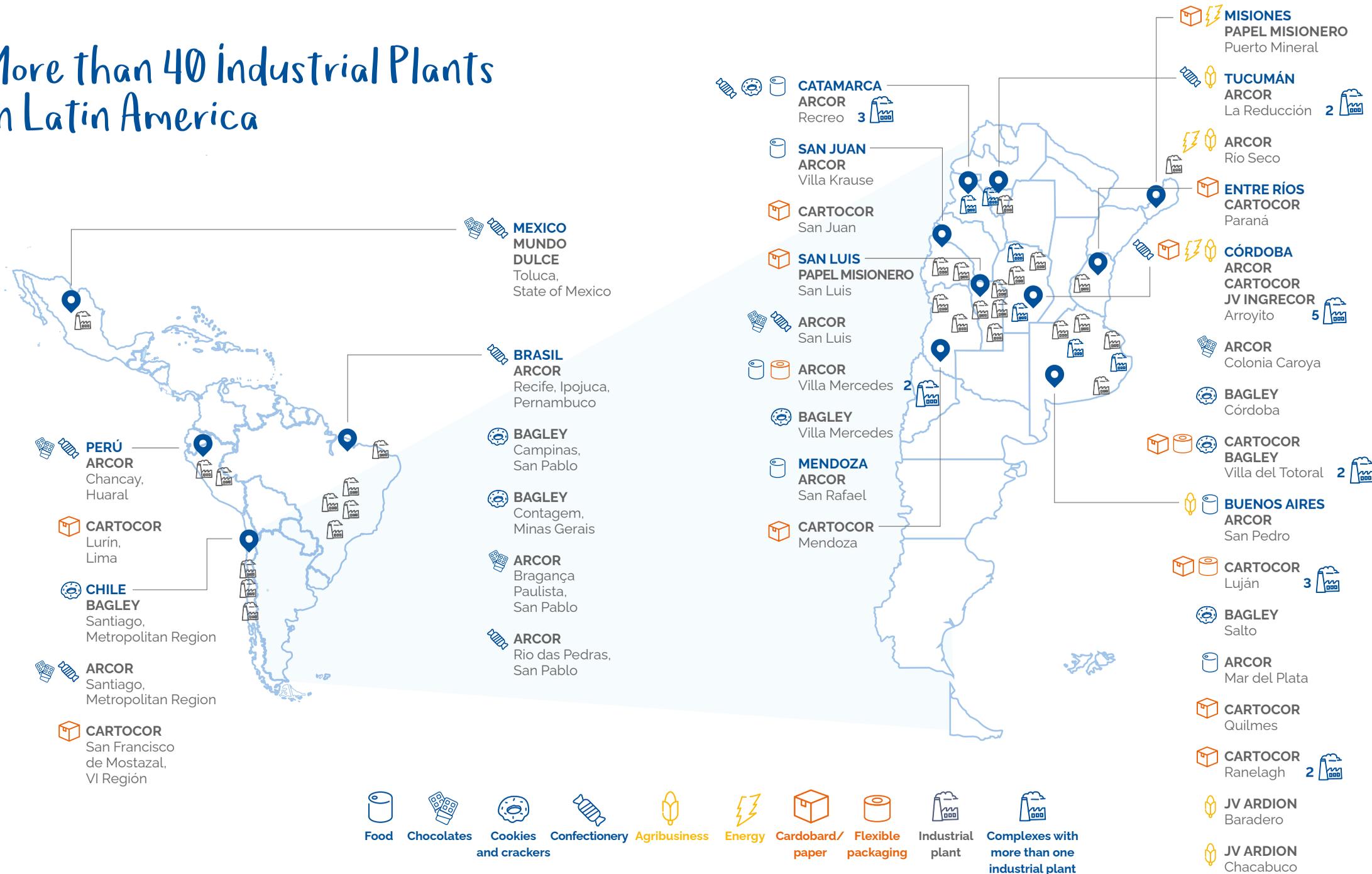
Arcor Group's
70th
Anniversary


Launch
of Institutional Purpose
and New Values

Seventh
Edition of Arcor's
Award to Innovation

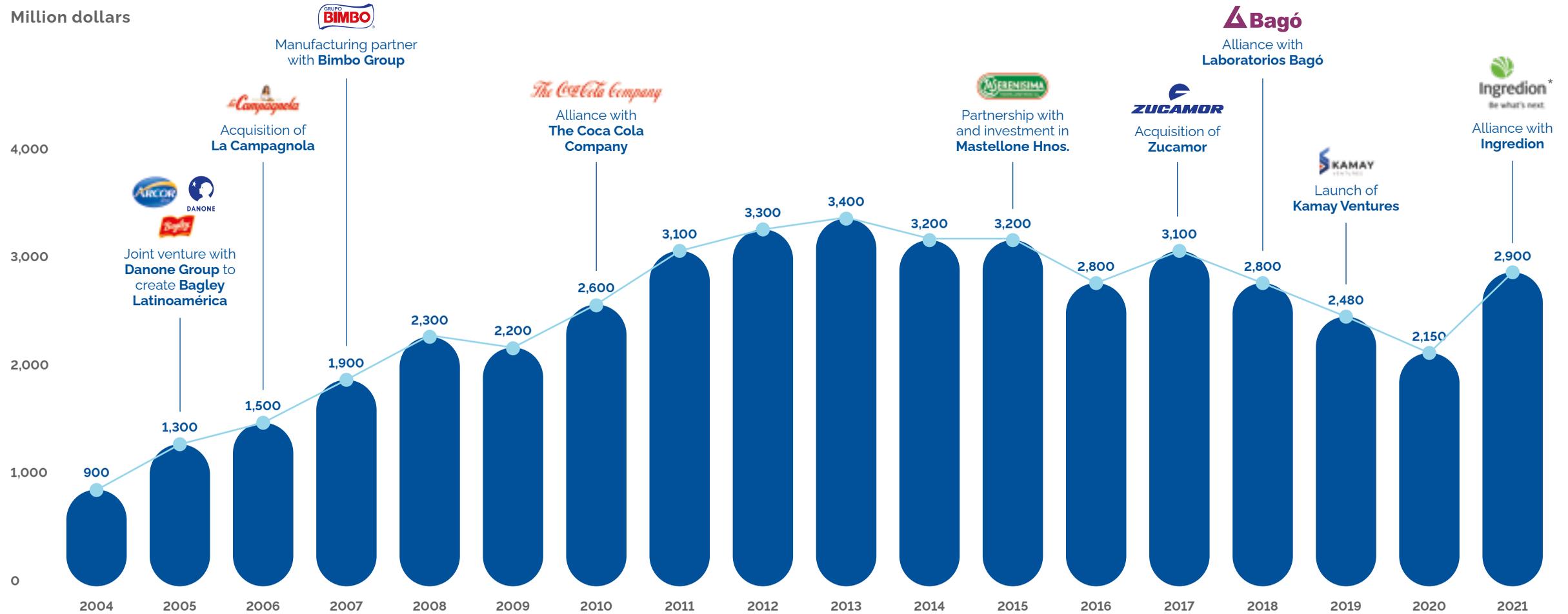

Launch
of Arcor's Dried Pasta
Category

More than 40 Industrial Plants in Latin America



Arcor Group's Evolution

Turnover
Million dollars



* Subject to the approval by the National Commission of Competition Defense (CNDC as per its initials in Spanish)

A BETTER *Life*

Sustainability

To us, sustainability is a comprehensive approach that allows to manage risks and maximize opportunities arising from our business activity and from the relationship with our stakeholders, seeking to create economic, social and environmental value in the long term.

In 2021, as a result of a strategic planning process, we developed a new 2030 Sustainability Policy and Strategy for our company:

To make nutrition trends accessible so that everyone can live a better life. Committed to the 2030 Sustainable Development Agenda, we conceive a world in which everyone has the chance of enjoying quality food and tiny moments of pleasure, within a healthy environment.

Driven by our entrepreneurial spirit, we remain as passionate and committed as the very first day. **We make sustainable food, fostering people prosperity, and preserving the planet.** This is our contribution to a better life.



Making Sustainable Food

We make sustainable and responsibly manufactured products, without waste, offering our customers quality, affordable and safe options to contribute to their well-being, whilst providing them with moments of pleasure.



Healthy and Affordable Nutrition



Quality at Every Step



Regenerative Agriculture

Fostering People Prosperity

We foster people prosperity, based on inclusion, diversity and equality to establish bonds of trust, ensuring our employees' well-being at the workplace, and strengthening the progress of the communities we are part of, together with our broad value chain, to contribute to the economic and social growth of our environment.



Inclusion, Diversity and Equality



Workplace Well-being



Community and Value Chain Development

Preserving the Planet

We preserve the planet by taking care of water, taking actions that benefit the climate and biodiversity, and encouraging a circular business model of supplies and waste to help enhance ecosystems.



Water Care



Climate and Biodiversity Action



Circular Material Flow



Integrity, Human Rights and Innovation at the Core of Our Actions

Integrity is the value that guides all our decisions. We endeavor to do always the right thing and encourage responsible, consistent and transparent business conduct. We also expect all people we work with to display conducts based on corporate ethics.

Respecting human rights is a core condition to all our relationships. It is our responsibility to enforce such rights both at the workplace and at our broader areas of influence.

Innovation in our products, services and processes is the key to our forward-looking approach, in that it will allow us to work on creative solutions and to find new opportunities to address the challenges ahead.



www.arcor.com



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48.6% stake in
Mastellone
Hnos.