



Annual Report

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# 2021

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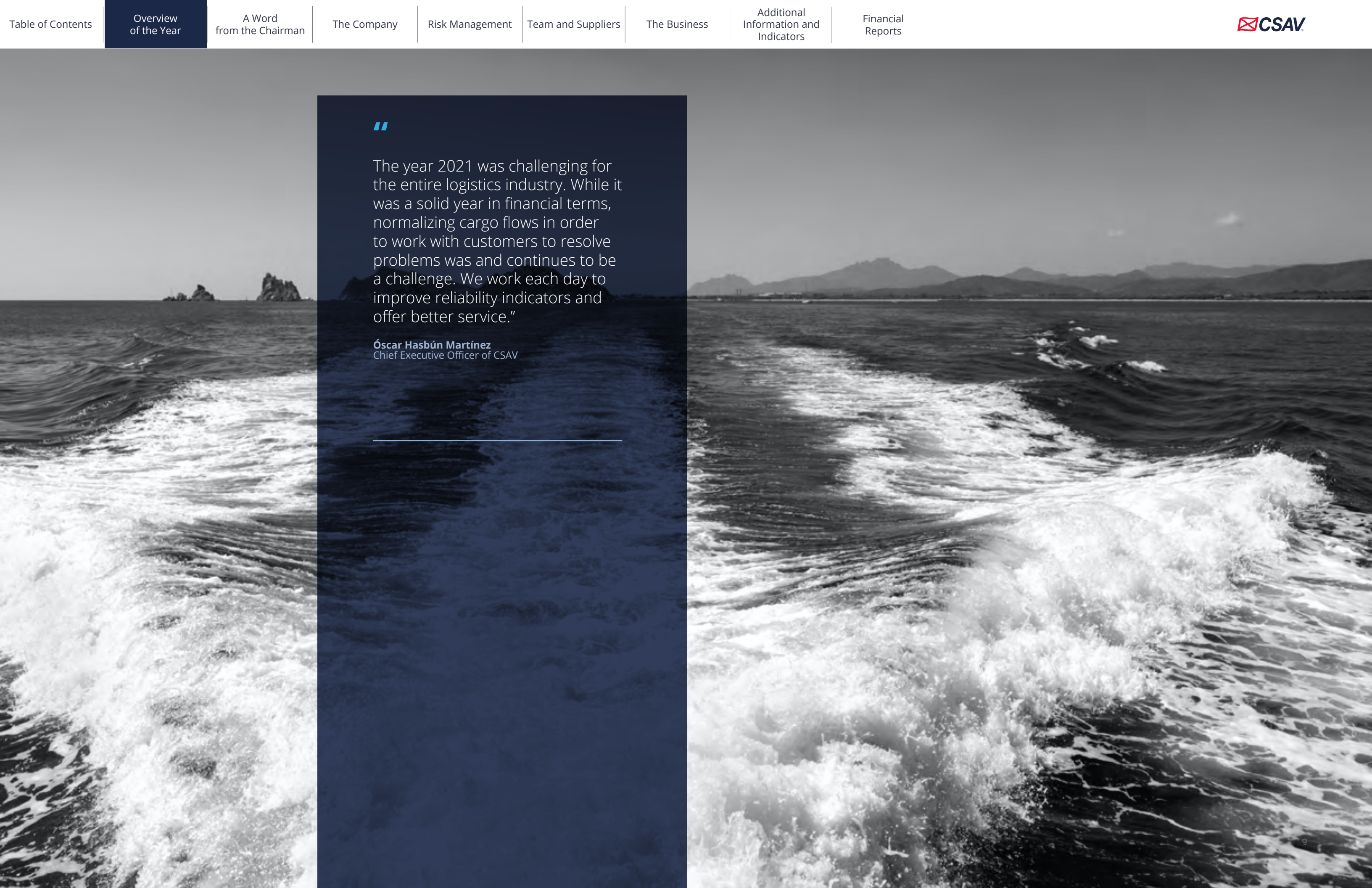


# OVERVIEW OF THE YEAR

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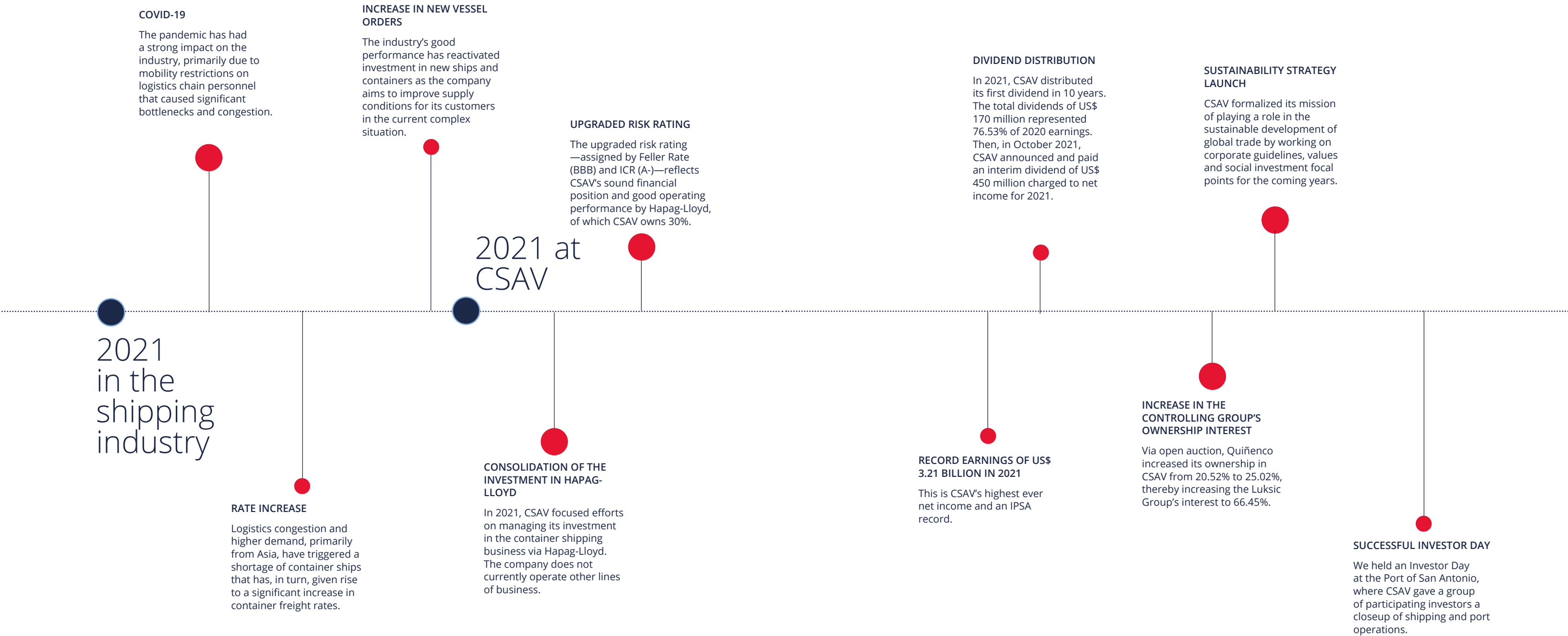


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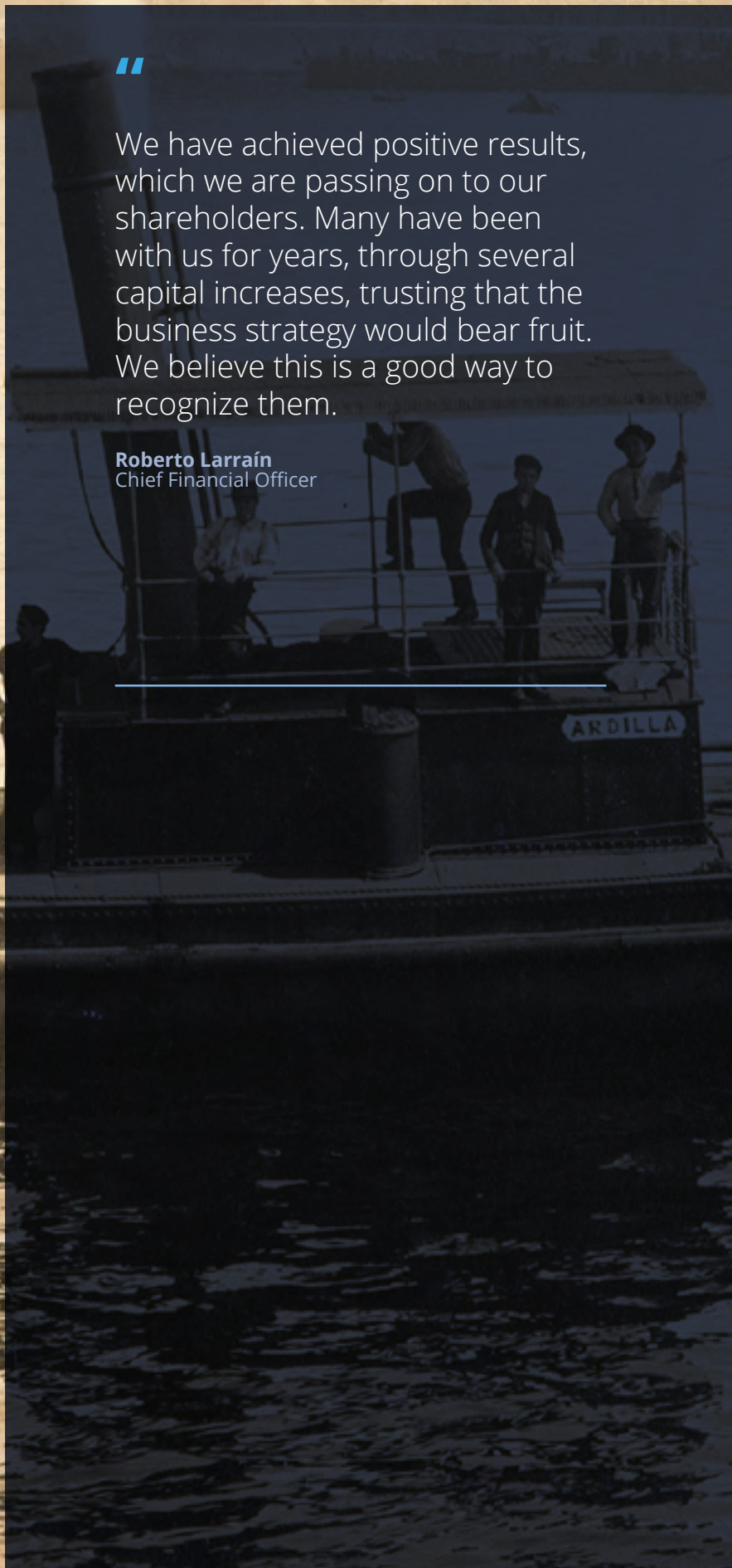
The year 2021 was challenging for the entire logistics industry. While it was a solid year in financial terms, normalizing cargo flows in order to work with customers to resolve problems was and continues to be a challenge. We work each day to improve reliability indicators and offer better service.”

**Óscar Hasbún Martínez**  
Chief Executive Officer of CSAV

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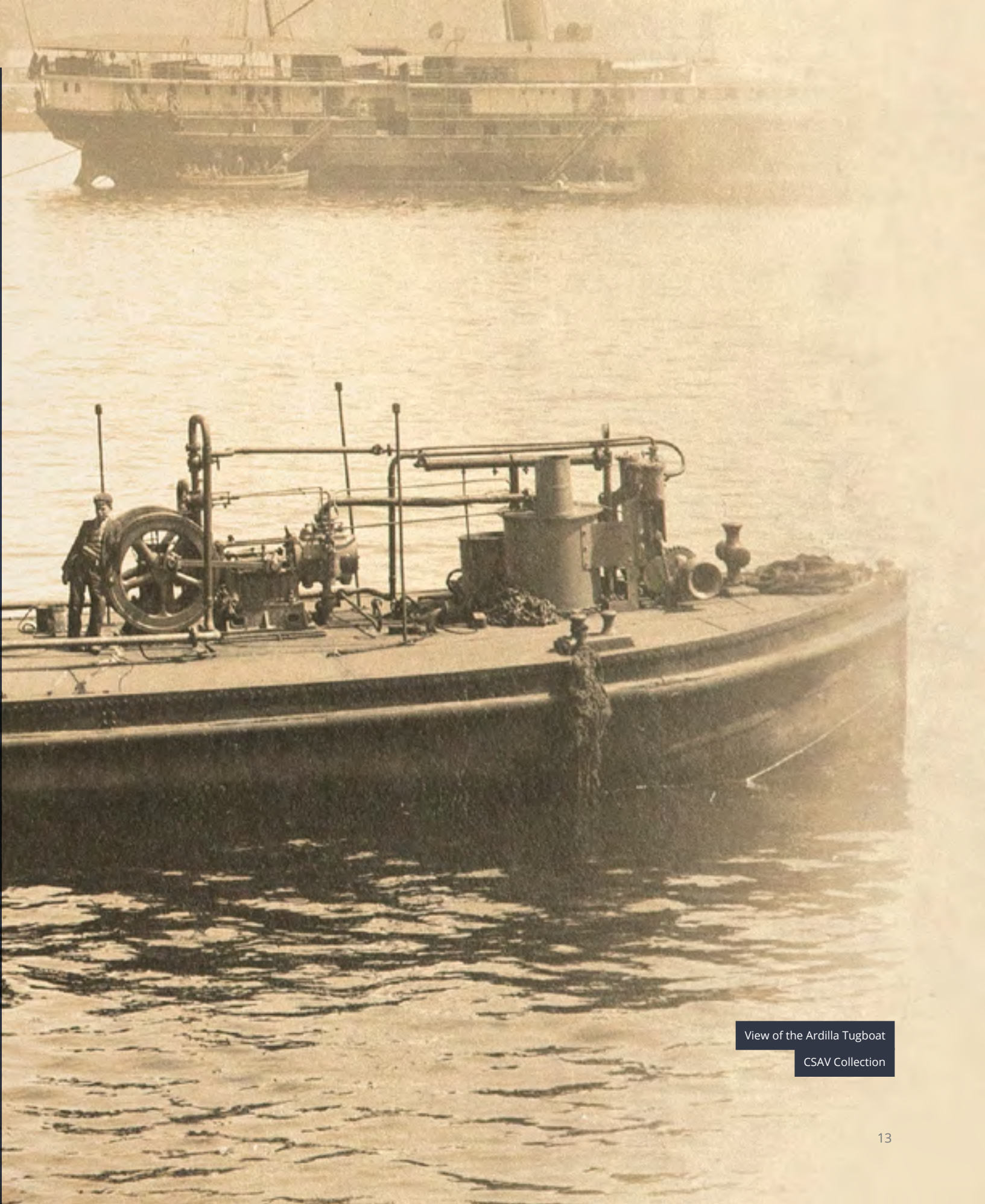




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We have achieved positive results, which we are passing on to our shareholders. Many have been with us for years, through several capital increases, trusting that the business strategy would bear fruit. We believe this is a good way to recognize them.

**Roberto Larraín**  
Chief Financial Officer



View of the Ardilla Tugboat  
CSAV Collection



# 2021 at Hapag-Lloyd

## SUCCESSFUL SUSTAINABLE GREEN FINANCING

The first green bond was issued in connection with sustainability targets in 2021. The EUR 300 million bond was issued at a coupon rate of 2.5% for a term of 7 years and will be used to prepay an existing bond (previous rate of 5.125%). Furthermore, the 12 new vessel orders placed this year are financed with green loans under the Loan Market Association's Green Loan Principles.

## FIRST LARGE CONTAINER SHIP CONVERTED TO LIQUID NATURAL GAS (LNG)

The 15,000 TEU Brussels Express began operating. It is the first large container ship to be converted to LNG, a fuel with significantly lower emissions.

## INVESTMENT IN SHIPS

In 2021, Hapag-Lloyd continued expanding its fleet to deliver better, broader service to customers. Delivery of these new ships will begin in 2022. The future fleet increase consists of ten 13,000 TEU ships and twelve new 23,500 TEU ships will feature ultra-efficient dual-fuel engines (LNG or bunker oil).

## EXPANDING AND POSITIONING OPERATIONS

Hapag-Lloyd acquired the Dutch shipping company Nile Dutch Investments B.V., a leader on the west coast of Africa. Additionally, it acquired a 30% ownership interest in Container Terminal Wilhelmshaven (CTW) and 50% of shares in Rail Terminal Wilhelmshaven (RTW) in JadeWeserPort.

## NET INCOME MUCH HIGHER THAN 2020

In 2021, Hapag-Lloyd reported good results thanks to strong container shipping demand and better freight rates, which were affected by congestion issues that impacted the entire logistics chain. Given these good results, the Board of Directors proposed a dividend of EUR 35 per share.

## RECORD IMPROVEMENT IN RISK RATING

Both Moody's and S&P upgraded the company's risk rating. The highest since coverage began in 2010, the new rating reflects sound operating performance and significant debt reduction. By year-end, Net Debt/EBITDA had reached negative figures.

## NEW ADDITION TO THE EXECUTIVE BOARD

Donya-Florence Amer joined the Executive Committee as Chief Information Officer, adding a fifth position to the executive board. In a milestone for the company, she became the first woman in the company's 175-year history to serve on the executive board. Her appointment confirms the importance of the digitalization strategy currently underway at Hapag-Lloyd.

## CORPORATE STRATEGY RE- LAUNCH

In November, Hapag-Lloyd updated its new corporate strategy, adding sustainability and quality elements to Strategy 2023, published in 2018. Important features include reaching carbon neutrality by 2045 and creation of the Sustainability Council, comprised of board members, personnel and external sustainability experts.



“

Both CSAV and Hapag-Lloyd have made progress on their sustainability strategies with clear guidelines and objectives for the coming years. The targets are challenging but allow the company to draw closer to and work with all stakeholders, which we hope will bring long-term benefits.”

**Francisco Pérez Mackenna**  
Chairman of CSAV

View of the Cóndor Tugboat  
CSAV Collection

“

Through these new investments in vessels, we want to go a step farther in modernizing our fleet in terms of ship size and sustainability. At the same time, we want to meet persistently high demand and cut our costs for available space.”

**Rolf Habben Jansen**  
CEO Hapag-Lloyd



# A Word from the Chairman

Dear Shareholders:

This year we are reporting on will probably be remembered as a turning point in Compañía Sud Americana de Vapores's 100-year history. A decade since we embarked on a profound transformation at a difficult time for the company and in the global shipping industry, and having traveled a long road that included restructuring, millions in losses, capital increases and remarkable resilience on the part of the shareholders who stuck with us all this time, these efforts finally paid off in 2021.

We are proud that the company and its main asset, our interest in German shipping company Hapag-Lloyd, earned record earnings that, after 10 years, have enabled us to pay dividends once again. Dividend distribution is fair and rewards shareholders for their trust in the CSAV team, for whose talent and dedication we are incredibly grateful as it has been crucial to retaining CSAV's strategic position in global trade.

Full of challenges like the previous year, 2021 was marked by the COVID-19 public health crisis and its impact on global trade and the supply chain. While exchange of goods fell abruptly by up to two digits at the beginning of the pandemic, cargo volumes recovered quickly in the second half of 2020 particularly on some trades like the Transpacific, which includes the route between Asia and the United States.

Pandemic restrictions and fiscal stimulus meant to keep people at home slowed the global supply chain just as demand for consumer goods surged and demand for services plummeted. We are still feeling the impact of the resulting unprecedented global congestion.

The year's biggest operational challenge lay precisely in meeting the high demand for our services amidst

the public health restrictions that caused port closures, personnel shortages, lower container rotation, more checkpoints on routes at cordons sanitaires and higher costs. In that sense, it is important to understand that maritime freight is just one link on a much longer complex chain. Even after the shipping industry recovered and was operating at 100% capacity, productivity issues in the ground logistics chain triggered a temporary cargo transport shortage that has translated into higher logistics costs in general and freight rates in particular.

Under this scenario, Hapag-Lloyd's strategy has been to actively mitigate the effects these difficulties cause for customers. In 2020 and 2021, it invested more than US\$ 1.1 billion in new containers, ordered new vessels with a total capacity of 400,000 TEUs and purchased 23,800 TEUs of additional space on the secondary ship market.

In addition to these investments, Hapag-Lloyd rolled out a series of operating measures, like relocating ships to high demand locations, innumerable "trip outs" (trips whose sole purpose is to accelerate the movement of empty containers to demand points), route optimization, diverting cargo to less congested ports and accelerating the digitalization process.

These actions and many more promptly addressed the challenging conditions. However, this was also a warning for the future as Hapag-Lloyd's cost structure rose approximately US\$ 1.8 billion between 2020 and 2021, even as transport volumes stayed essentially the same.

At the industry level, the orderbook is 23% of the fleet currently in operation, an indicator we expect to continue to alleviate the stress situation and which could be offset with higher scrapping levels and adaptation to new environmental standards.

During the year, Hapag-Lloyd also harnessed good opportunities and made significant progress toward consolidating its future leadership position. It acquired NileDutch, adding 200,000 TEUs in annual trade volume potential and recently closed a deal to acquire Deutsche Afrika-Linien (DAL). Both transactions strengthen Hapag-Lloyd's position in the African market, where growth potential is high.

As part of Hapag-Lloyd's strategy to increase exposure to the port infrastructure business, it is awaiting approval to purchase 30% of Container Terminal Wilhelmshaven (CTW) and 50% of shares in Rail Terminal Wilhelmshaven (RTW) in JadeWeserPort.

Hapag-Lloyd's outstanding performance brought CSAV record-high earnings of US\$ 3.21 billion in 2021, though those results can only be analyzed in light of the business's evolution over a more extended period. As I mentioned, this result is the fruit of a process dating back to 2011 when we began implementing a consistent strategy to recover the company from the supply-demand imbalances affecting the industry. To get to where we are today, we traveled a long road with almost US\$ 2.0 billion in losses between 2011 and 2017 and successive capital increases totaling approximately US\$ 3.3 billion between 2011 and 2020. It gives us tremendous satisfaction to pay our shareholders two dividends in 2021. The first of US\$ 170 million is charged to 2020 earnings; the second, an interim dividend of US\$ 450 million, is charged to 2021 earnings.

This year has also been an opportunity for reflection for CSAV, which will celebrate its 150<sup>th</sup> anniversary in 2022. While undergoing a profound transformation in the last decade— from a shipping line to an efficient vehicle for investment in Hapag-Lloyd—CSAV has prepared to face the



Francisco Pérez Mackenna  
Chairman of CSAV



future successfully and meet society's growing demands. Our new sustainability strategy addresses three areas (economic, social and environmental) with actions and plans to actively participate in continuous improvement of the supply chain, strengthen human capital for our industry and engage more directly with port communities. We will continue protecting employee health and safety and working with integrity and excellence to generate adequate returns for our investors.

In 2022, we will continue focusing on efficiently managing our investment in Hapag-Lloyd. We will support the company in making the best decisions to face the changing context of the globalized world, which is also facing unusual geopolitical tension due to the Russian invasion of Ukraine.

We expect industry actions and the natural evolution of the pandemic to contribute to recovering the full capacity of the logistics system. At the same time, to remain competitive, we continue monitoring operating costs for inputs and services.

I would like to close by thanking all our shareholders, especially those who have been with us for many years,

for their vote of confidence. We value it deeply. Our industry demands a long-term perspective that accounts for all stakeholders. Therefore, we commit to writing the next 150 years of CSAV history with the same resilience, vision and excellence that characterize our long history.

Yours sincerely,

**Francisco Pérez Mackenna**  
Chairman of CSAV



Title: *Fragata H.M.S. Constance*  
[Frigate H.M.S. Constance]  
Author: Thomas Whibcombe  
Period: 1800s  
CSAV Collection



# 1. THE COMPANY

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# 1.1 The Company's Driving Force

(2 - 4.3 of General Standard No. 461 of 2021)

## 1.1.1 CSAV and Hapag-Lloyd

Founded in 1872, Compañía Sud Americana de Vapores S.A. (CSAV) is a publicly traded company listed on the Chilean stock exchange since 1893.

It is engaged in the shipping industry through the world's fifth largest container shipping line, Hapag-Lloyd AG, where it is one of the main shareholders with 30.0% of capital and party to a shareholder agreement that controls approximately 73.9%.

CSAV classifies this investment in its financial statements as a joint venture, based on the significant influence and joint control it has over Hapag-Lloyd, with which it merged its container shipping business in 2014.

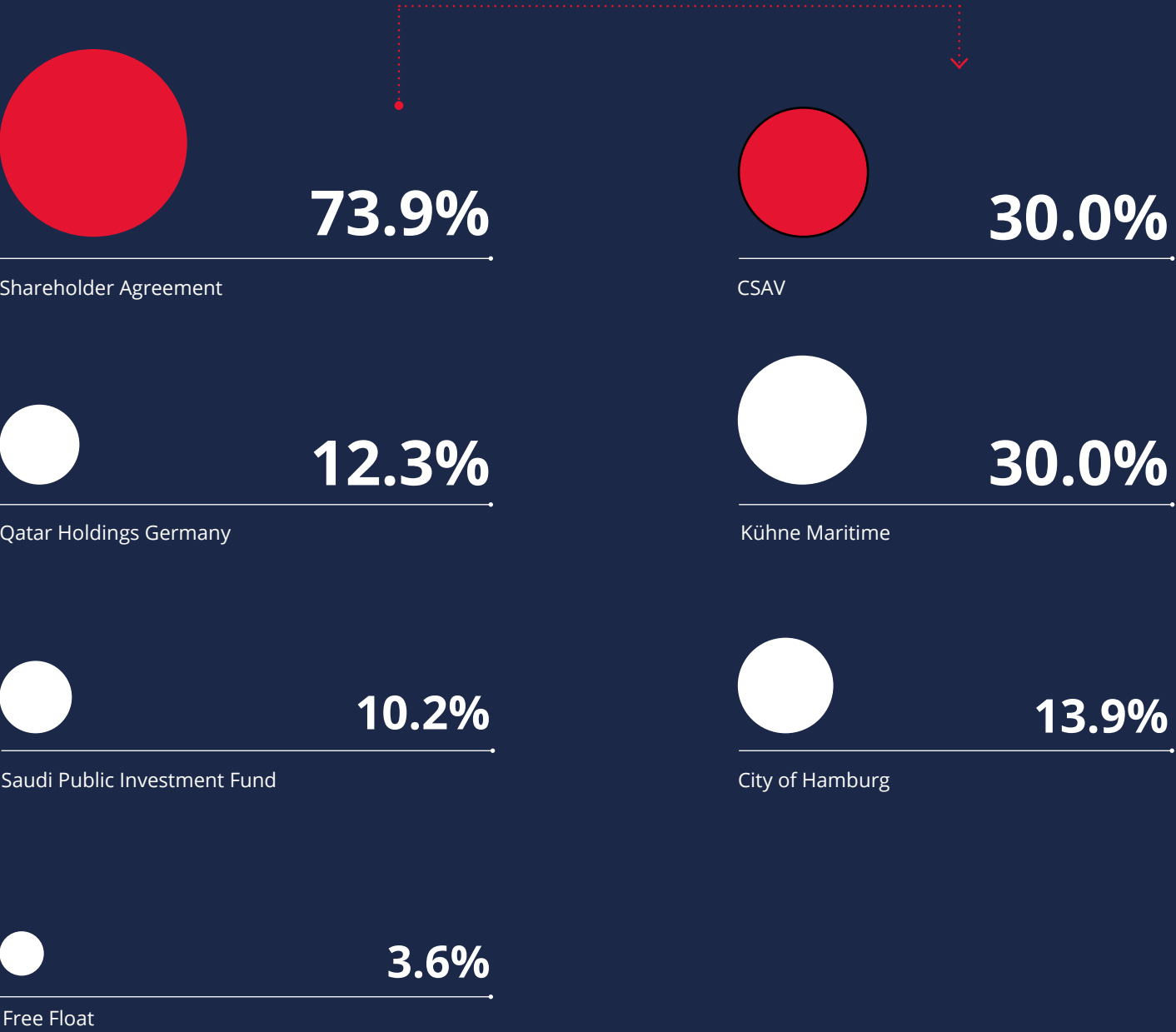
The company currently focuses on efficiently managing its investment in Hapag-Lloyd and does not have any further investment plans.

### What is Hapag-Lloyd?

Hapag-Lloyd is a German shipping line with a fleet of 257 container ships. As of year-end 2021, it had a total hauling capacity of 1.8 million TEU<sup>1</sup>, making it the fifth largest in the world. It has a extensive portfolio of regular services and a highly diversified, balanced logistics network with 418 offices in 137 countries and along the world's foremost trade routes. It is the largest member of THE Alliance, one of the shipping industry's leading operating alliances.

<sup>1</sup> Twenty-foot Equivalent Unit

### Corporate Structure of Hapag-Lloyd





# 1.1.2 Our Year in Figures

Main figures as of December 31, 2021:

CSAV Indicators

US\$ 6,025  
million in assets

30%  
CSAV's ownership interest in Hapag-Lloyd

US\$ 4,883  
million in equity

95%  
CSAV's investment in Hapag-Lloyd over total assets

US\$ 3,210  
million in net income

Hapag-Lloyd Indicators

US\$ 12,842  
million in EBITDA

12  
million TEUs of transport volume

US\$ 11,111  
million in EBIT

US\$ 2,003  
average freight per TEU

US\$ 10,750  
million in net income



Title: *Veleros de Tres Palos*  
[Three-masted Sailing Ships]  
Author: Guillermo Grossmacht  
Period: Early 20th Century  
CSAV Collection



# 1.1.3 How CSAV Creates Value

## Sustainability Strategy

(2.1 of General Standard No. 461 of 2021)

In 2021, CSAV worked on its sustainability policy and strategy, which aims to formalize the company's mission of playing a role in the sustainable development of global trade and contributing to continuous improvement in the industry.

CSAV wants to play a role in the sustainable development of global trade.



**Mission:** To play a role in the sustainable development of global trade.



**Vision:** To contribute to development that accounts for economic variables, societal wellbeing and the dissemination of efficient, environmentally friendly practices.



**Values:** Integrity, passion, excellence and adaptation.

**1 Integrity:** CSAV conducts business while respecting the law, free competition regulations and transparent market information disclosure.



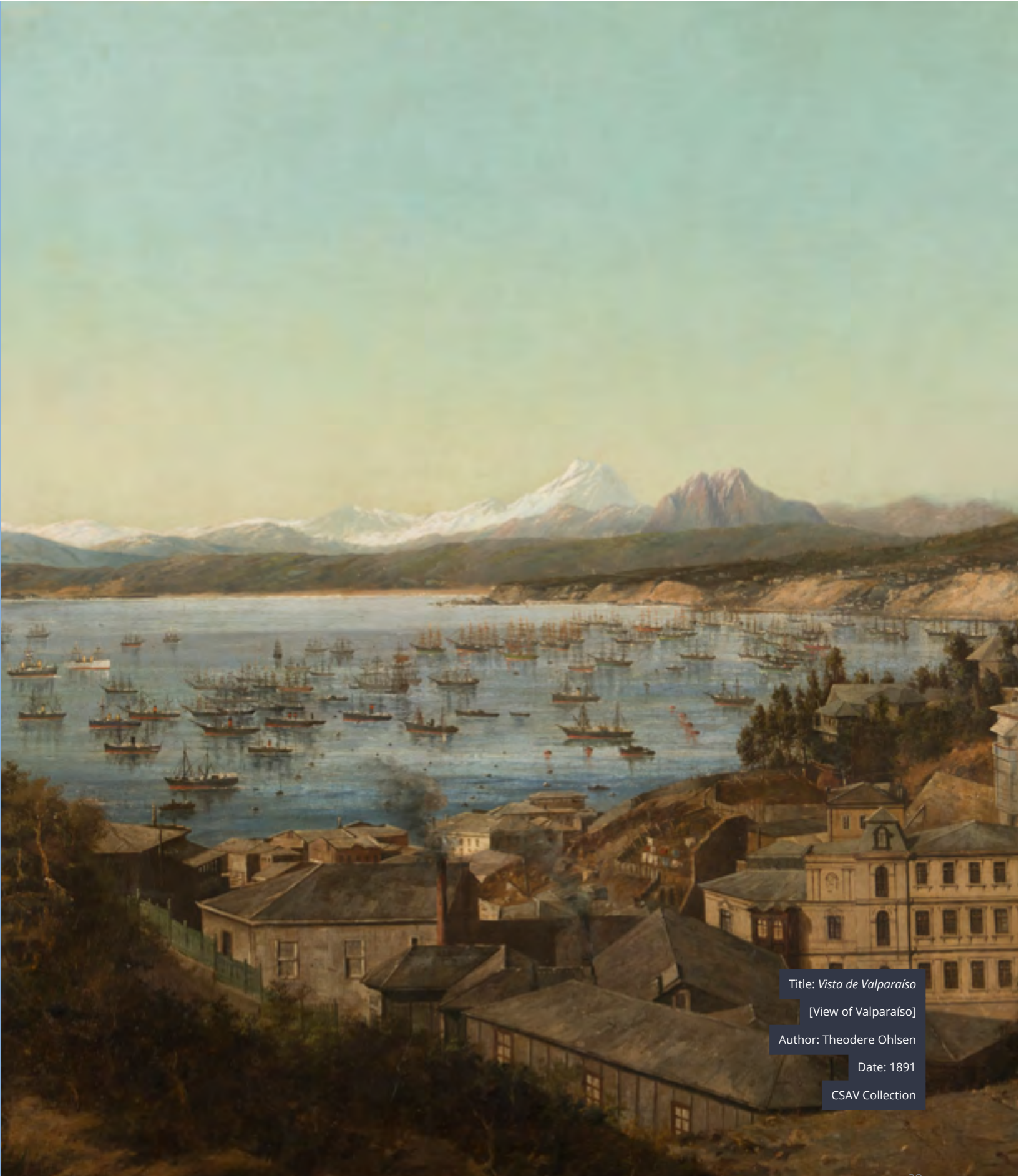
**2 Passion:** Daily commitment and effort has made CSAV a company that has promoted international trade for more than a century.



**3 Excellence:** CSAV works with perseverance and a long-term, triple-impact perspective to achieve the best economic, social and environmental results for its investors.

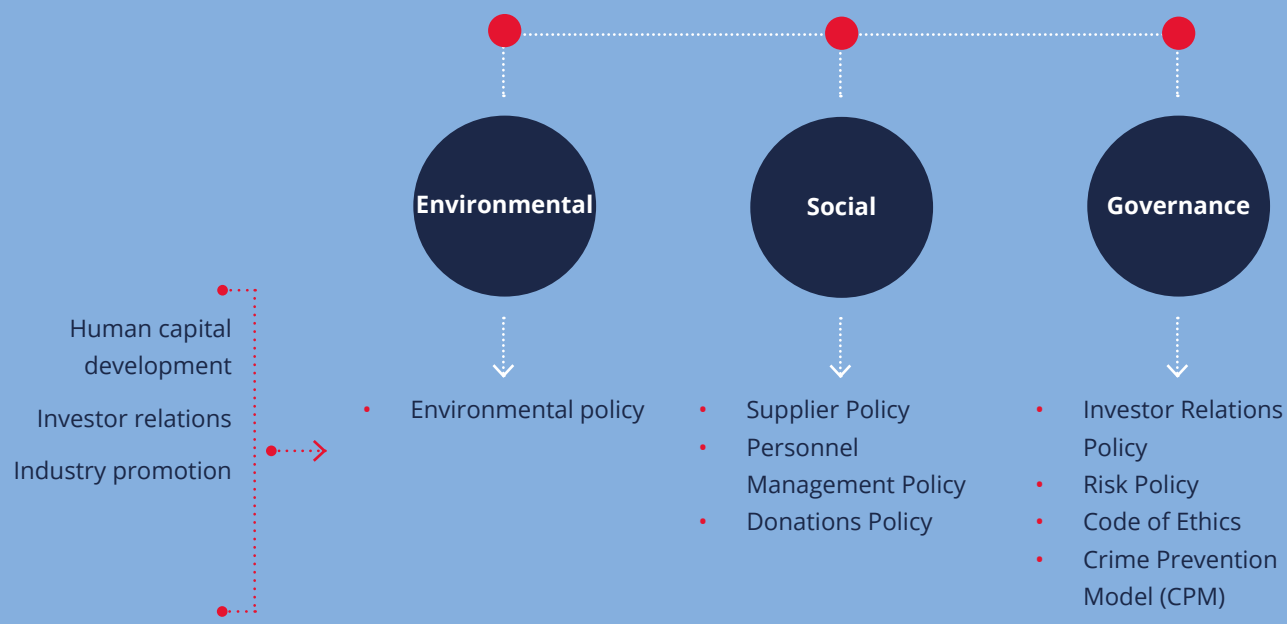


**4 Adaptation:** Adaptation has been fundamental to conducting business in a dynamic context and has allowed CSAV to reinvent itself, create opportunities and take on new challenges.



Title: *Vista de Valparaíso*  
[View of Valparaíso]  
Author: Theodore Ohlsen  
Date: 1891  
CSAV Collection

# ESG Strategy



In its nearly 150 years, CSAV has worked **passionately** to earn and maintain a leading role in developing international trade, which benefits society and people’s quality of life by providing access to consumer goods at competitive prices, developing economies and reducing poverty.

Over time, the company has **adapted** to dynamic contexts to remain a leading market player. Today, it controls Hapag-Lloyd, one of the world’s largest cargo transportation operators.

The company aims to act with **integrity and excellence** to generate adequate returns for its investors, maintain transparency-based relationships, provide reliable data on its assets’ ESG performance and uphold due diligence obligations in every interaction.

# ESG Action Guidelines

(4.2 of General Standard No. 461 of 2021)

Last year, CSAV established guidelines for working with stakeholders to implement its strategy and ensure the overarching position of the three ESG elements: Environmental, Social and Corporate Governance.



The result was three main action areas:

1. Maximize human capital development for the logistics industry
2. Strengthen investor relations
3. Promote the industry

CSAV wants to expand its role in the industry by positioning the importance of the challenges facing the most relevant stakeholders and raising awareness of foreign trade in public opinion. Similarly, it aims to promote activity through dialogue and collaboration that drives improvements in the logistics chain, public policy and environmental practices.

It also aims to improve human capital development for the industry by encouraging specialization and growth. It does so by working with the communities to improve quality of life in Chile’s port cities. These efforts are forged by employee commitment. CSAV aims to provide a work environment with high quality-of-life standards and opportunities to specialize and develop new skills.



CSAV's Strategy in Hapag-Lloyd



(4.2 of General Standard No. 461 of 2021)

CSAV holds 30% of the German shipping line, lending it significant influence in the company's control, which CSAV plans to maintain and efficiently manage in the short, medium and long term. CSAV has no current investment plans.

Investment focal points in accordance with the Sustainable Development Goals (SDG)



(4.2 of General Standard No. 461 of 2021)

CSAV has decided to focus its efforts on three of the United Nation's 17 Sustainable Development Goals (SDGs), which it selected on the basis of its guidelines and corporate values, bearing in mind the areas of greatest potential impact. Efforts to implement initiatives related to those SDGs will begin in 2022.



4

QUALITY EDUCATION



11

SUSTAINABLE CITIES AND COMMUNITIES



17

PARTNERSHIPS FOR THE GOALS



Action areas	Policies with positive impact
Education	Sustainability Policy
Human capital	Donations Policy
Sports	People Management Policy
Culture	Environmental Policy
Partnerships that promote dialogue	Supplier Policy
	Investor Relations Policy

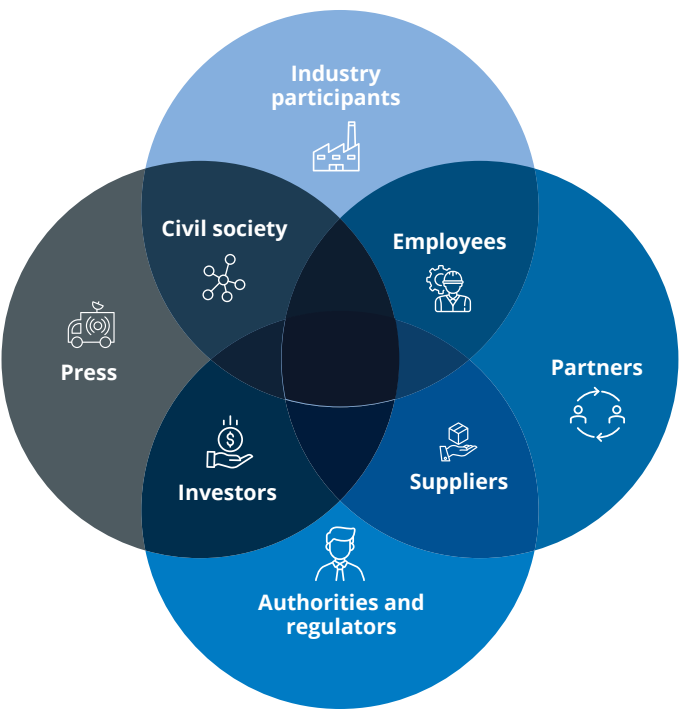
(\*) Available at [www.csav.com](http://www.csav.com)

### 1.1.4 Stakeholder Engagement

(3.1.iv - 6.3 of General Standard No. 461 of 2021)

Ensuring the projection and growth of its businesses over time necessarily involves thinking about sustainability issues and the contexts in which CSAV operates. To do so, the company considers its stakeholders' perspectives, given that its decisions impact them directly and indirectly.

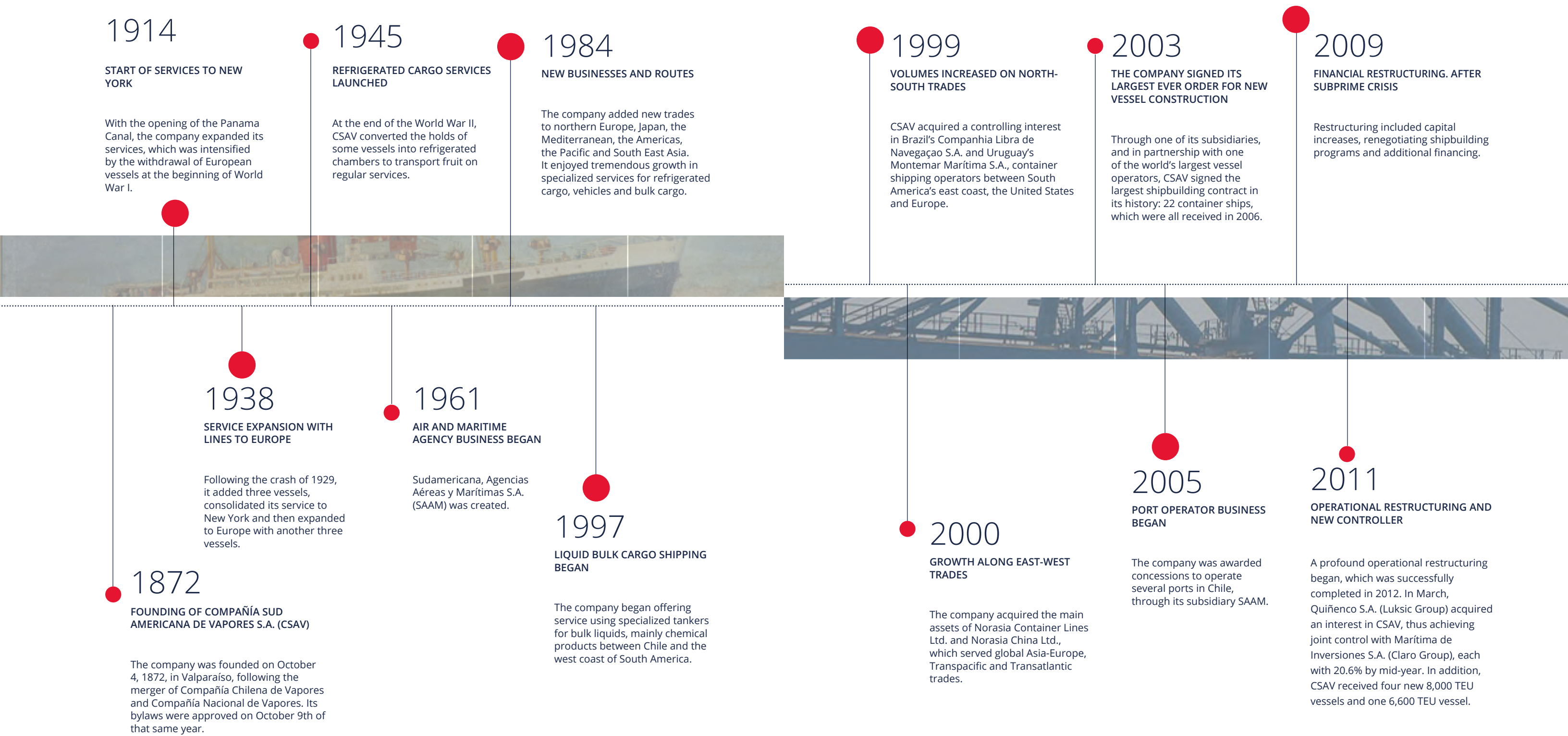
#### Stakeholders



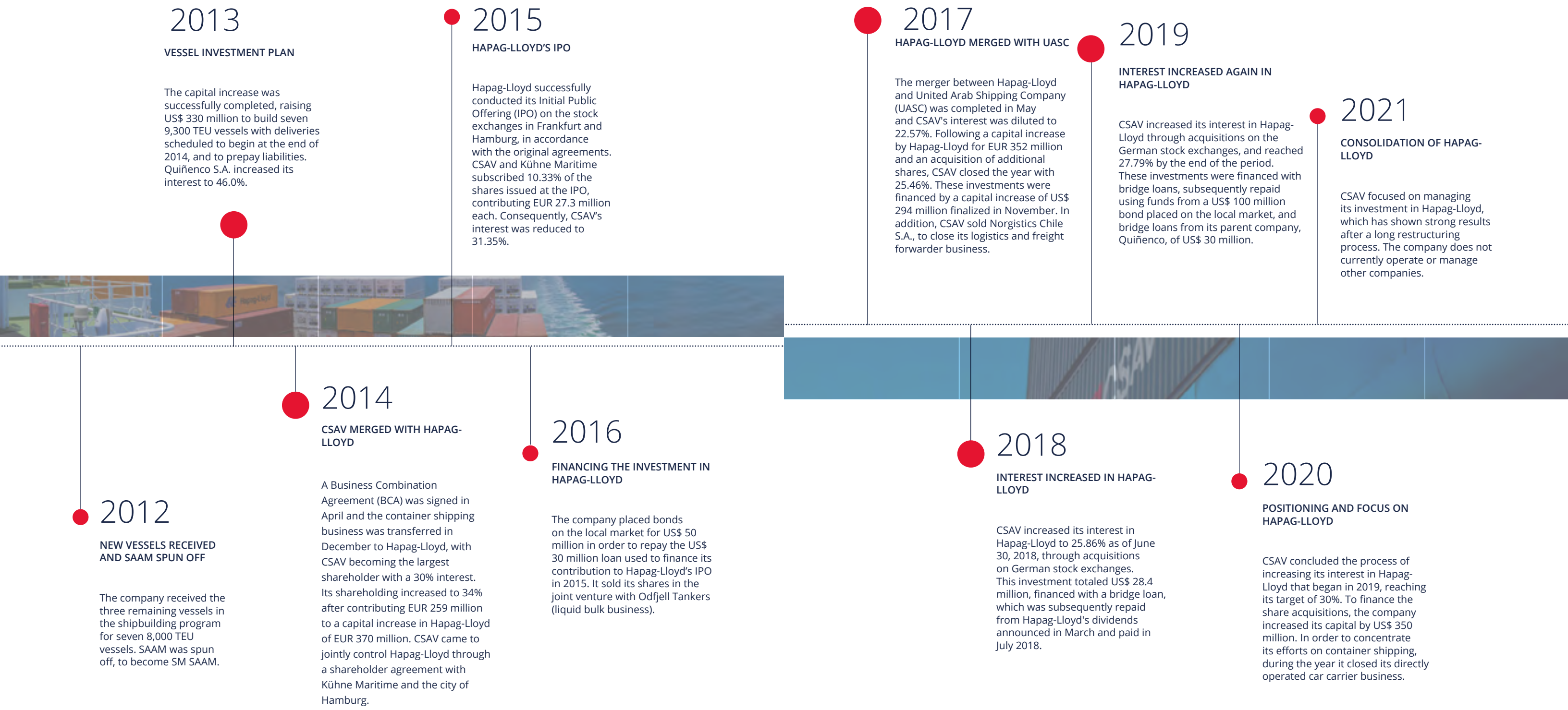
#### Why each is relevant:

- Civil society:** The company has a social role.
- Industry participants:** They are part of a chain where each link contributes.
- Employees:** They are central to strategy implementation.
- Partners:** They are allies in carrying out the vision at Hapag-Lloyd.
- Suppliers:** They work together to bring each initiative to fruition.
- Authorities and regulators:** They oversee the company and regulate for smoother operations.
- Investors:** They mobilize CSAV to work for optimal results.
- Press:** Outward communication is part of the company's strategy.

## 1.2 CSAV over Time









# 1.3 Ownership and Control

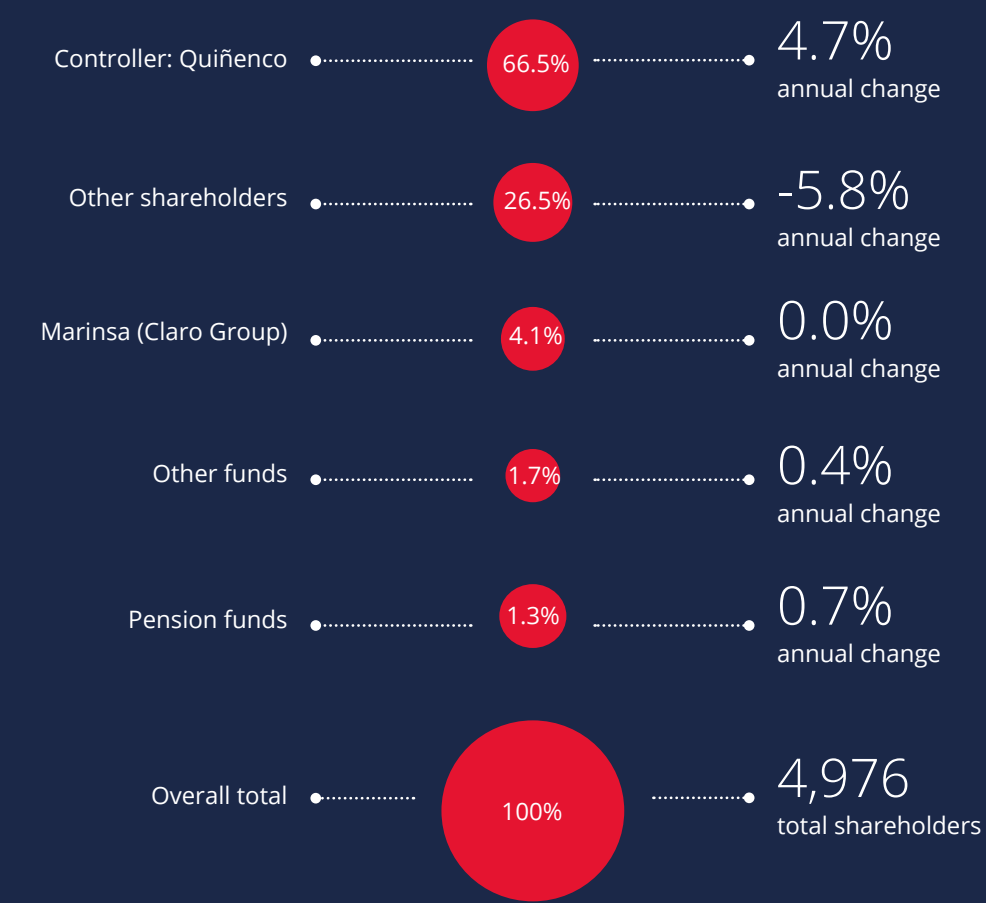
(2.3 of General Standard No. 461 of 2021)

## Ownership Structure

(2.3.3 of General Standard No. 461 of 2021)

As of December 31, 2021, the company had issued 51,319,876,188 fully subscribed and paid, single-series shares, with no par value.

### 2021 Shareholder Structure



Note: There are no majority shareholders other than the controller. There are no ADRs or foreign-issued certificates.

## 1.3.1 Main Shareholders

(2.3.3 – 2.3.4.i – 2.3.4.iii.c of General Standard No. 461 of 2021)

The company is owned by a total of 4,976 shareholders. Relative to the previous year, the number of total shareholders rose 25%.

CSAV's 12 largest shareholders as of December 31, 2021, held 85.63% of the company.

### 12 Largest CSAV Shareholders

Name or Corporate Name	Taxpayer ID Number	Shares	2021	2020	Change
INVERSIONES RÍO BRAVO S.A.	77.253.300-4	17,466,172,965	34.03%	34.03%	0.00%
QUIÑENCO S.A.	91.705.000-7	12,939,091,875	25.21%	20.52%	4.69%
INMOBILIARIA NORTE VERDE S.A.	96.847.140-6	3,699,104,665	7.21%	7.21%	0.00%
MARÍTIMA DE INVERSIONES S.A.	94.660.000-8	2,088,562,317	4.07%	4.07%	0.00%
BICE INVERSIONES CORREDORES DE BOLSA S.A.	79.532.990-0	1,369,738,807	2.67%	7.60%	-4.93%
SANTANDER CORREDORES DE BOLSA LIMITADA	96.683.200-2	1,287,969,264	2.51%	1.24%	1.27%
NEVASA S.A. CORREDORES DE BOLSA	96.586.750-3	1,051,963,513	2.05%	1.89%	0.16%
BOLSA DE COMERCIO DE SANTIAGO BOLSA DE VALORES	90.249.000-0	967,130,876	1.88%	1.59%	0.29%
BTG PACTUAL CHILE S.A. CORREDORES DE BOLSA	84.177.300-4	961,056,855	1.87%	3.27%	-1.40%
BANCHILE CORREDORES DE BOLSA S.A.	96.571.220-8	802,096,006	1.56%	1.31%	0.25%
BANCO SANTANDER ON BEHALF OF FOREIGN INVESTORS	97.036.000-K	687,698,316	1.34%	1.36%	-0.02%
BCI CORREDOR DE BOLSA S.A.	96.519.800-8	626,343,211	1.22%	0.61%	0.61%
Total 12 Largest Shareholders		43,946,928,670	85.63%	84.70%	0.93%

### Shareholders from the 2020 list who do not appear this year

Name or Corporate Name	Taxpayer ID Number	Shares	2021	2020	Change
BANCO DE CHILE ON BEHALF OF STATE STREET	97.004.000-5	382,613,701	0.75%	1.57%	-0.82%
BANCO DE CHILE ON BEHALF OF NON-RESIDENT THIRD PARTIES	97.004.000-5	541,184,697	1.05%	1.56%	-0.51%
BANCO DE CHILE ON BEHALF OF CITI NA NEW YORK CLIENTS	97.004.000-5	542,494,241	1.06%	1.36%	-0.30%



### 1.3.3 Control

(2.3.3 of General Standard No. 461 of 2021)

As defined in Chapter XV of Law No. 18,045, the Luksic Group exercises control over the company through the companies Quiñenco S.A. and its subsidiaries, Inversiones Río Bravo S.A. and Inmobiliaria Norte Verde S.A. As of December 31, 2021, its ownership interest totaled 66.45%, up 4.69% from last year.

#### Control of CSAV

Name or Corporate Name	Taxpayer ID Number	Shares	2021	2020	Change
INVERSIONES RÍO BRAVO S.A.	77.253.300-4	17,466,172,965	34.03%	34.03%	0.00%
QUIÑENCO S.A.	91.705.000-7	12,939,091,875	25.21%	20.52%	4.69%
INMOBILIARIA NORTE VERDE S.A.	96.847.140-6	3,699,104,665	7.21%	7.21%	0.00%
Total shares held by controlling shareholder		34,104,369,505	66.45%	61.76%	4.69%

82.9% of the issued and paid shares of Quiñenco S.A. are held by the companies Andsberg Inversiones SpA, Ruana Copper A.G. Agencia Chile, Inversiones Orengo S.A., Inversiones Consolidadas Ltda., Inversiones Salta SpA., Inversiones Alaska Ltda., Inmobiliaria e Inversiones Río Claro S.A. and Inversiones Río Claro Ltda.

The Luksburg Foundation indirectly controls 100% of Andsberg Inversiones SpA., 100% of Ruana Copper A.G. Agencia Chile and 99.76% of Inversiones Orengo S.A.

Andrónico Mariano Luksic Craig (Chilean National ID 6.062.786-K) and his family control 100% of Inversiones Consolidadas Ltda. and Inversiones Alaska Ltda. Andrónico Luksic Craig’s family holds 100% of Inversiones Salta SpA.

Inmobiliaria e Inversiones Río Claro S.A. and Inversiones Río Claro Ltda. are indirectly controlled by the Emian Foundation, in which the successors of the late Mr. Guillermo Antonio Luksic Craig † (Chilean ID number: 6.578.597-8) have interests.

There is no shareholder agreement between the controller’s companies.

### 1.4 Stock Information

#### 1.4.1 Stock Market Statistics

(2.3.4.iii.b of General Standard No. 461 of 2021)

The company’s shares are currently traded on Santiago Exchange and the Chilean Electronic Stock Exchange.

#### CSAV Shares Traded

Period		Number of Shares Traded	Value Traded (Ch\$)	Average Price (Ch\$/share)	Stock Exchange Presence
2019	First Quarter	2,043,146,350	42,764,699,948	20.93	100%
	Second Quarter	2,023,062,316	43,450,338,644	21.48	100%
	Third Quarter	5,475,324,773	137,122,609,804	25.04	100%
	Fourth Quarter	3,603,688,103	92,581,718,289	25.69	100%
2020	First Quarter	3,140,660,631	68,542,688,840	21.82	100%
	Second Quarter	3,486,408,979	66,447,120,450	19.06	100%
	Third Quarter	4,859,016,759	105,535,891,854	21.72	100%
	Fourth Quarter	10,366,363,268	250,451,386,519	24.16	100%
2021	First Quarter	11,693,195,243	401,984,217,953	34.38	100%
	Second Quarter	17,773,182,923	826,916,272,705	46.53	100%
	Third Quarter	16,636,908,403	985,272,965,640	59.22	100%
	Fourth Quarter	15,722,659,283	909,284,639,103	57.83	100%

Source: Santiago Exchange and the Chilean Electronic Stock Exchange

Between 2020 and 2021, the number of shares traded rose 2.8x. The trading value was up 6.4x and the average price was 2.2x higher.

#### Change in Share Price (Ch\$)





## 1.4.2 Dividend Policy and Payment

(2.3.4.ii - 2.3.4.iii.a of General Standard No. 461 of 2021)

Since the Annual General Meeting in 2004, the dividend policy has been to distribute 30% of earnings. At subsequent meetings, shareholders authorized the Board to define the timing and value of interim dividends, provided that the company has earnings. The company is expected to propose to the shareholders a policy for coming years that is in line with the company's position.

### Dividend Payments

Year Paid	Charged to	Type	Total Amount (MMUS\$)	Amount per Share (US\$)
2021	2020	Minimum	67	0.0012985879116
2021	2020	Special	103	0.0020139687941
2021	2021	Interim	450	0.0087685324561

Note: Prior to this date, dividends had not been distributed for nine years.

In 2021, CSAV distributed 77% of 2020 earnings and an interim dividend of 14% of 2021 earnings.

## 1.4.3 Other Securities

CSAV currently has a line of series C bonds with the following characteristics:

### Series C bond

Other values	Bond C
Registration date	08/16/2019
Registered line	US\$ 150,000,000
Placed amount	US\$ 100,000,000
Term (final maturity)	7 years
Amortization of principal	4 semi-annual installments, starting 11.09.2024
Interest rate	5.35% annual



Title: *El Dique Valparaíso*

[The Valparaíso Drydock]

Author: Renzo Pecchenino (Lukas)

Period: Late 20th Century

CSAV Collection





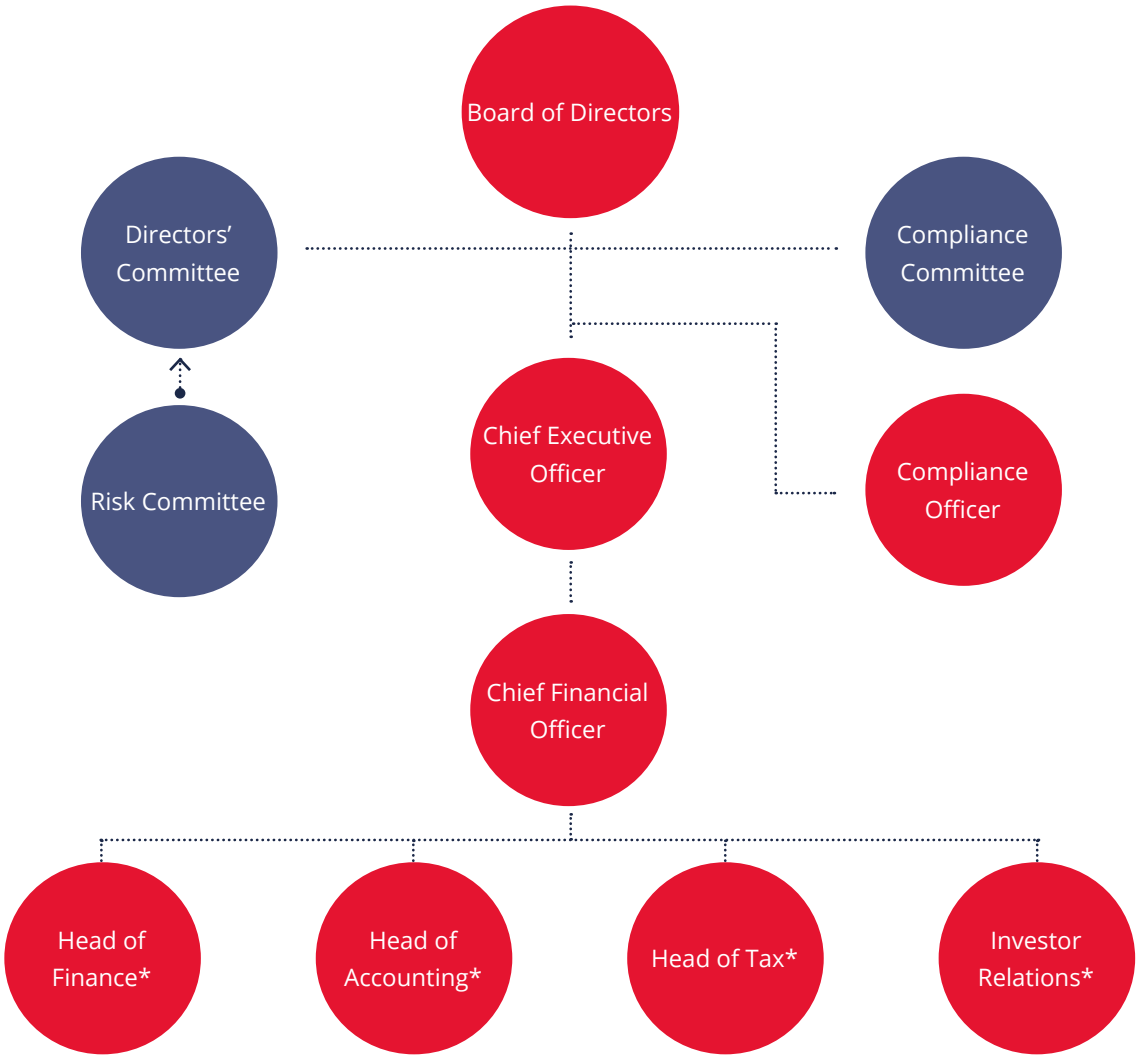
## 1.5 Corporate Governance

(3 of General Standard No. 461 of 2021)

CSAV's corporate governance is led by its Board of Directors, which consists of seven members whom shareholders elect to three-year terms at the Annual General Meeting, per Art. 31 of Law No. 18,046 on Corporations. Directors may be re-elected indefinitely and CSAV bylaws do not call for alternate directors.

### 1.5.1 Organization Chart

(3.1 of General Standard No. 461 of 2021)



(\*) Beginning in 2022, these positions become Deputy Manager positions and the Head of IR begins reporting directly to the Chief Executive Officer.

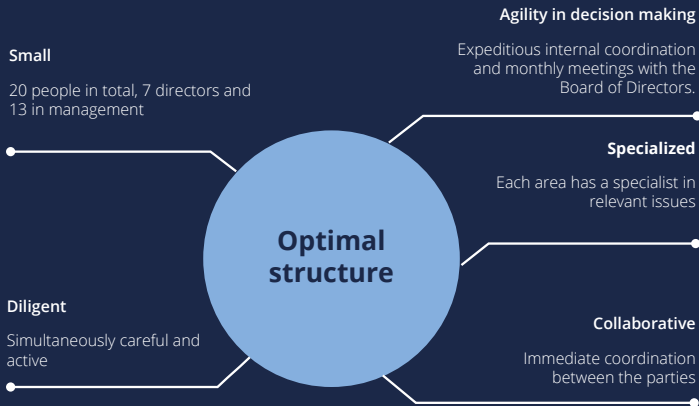
Optimal Structure

(3.1 - 3.2.vii of General Standard No. 461 of 2021)

Management model



Characteristics of the organizational structure



CSAV has an optimal light structure considering the company's current situation, which does not have any direct operations. Proper functioning in different aspects is detected, assessed, managed and promoted as follows:

Current CSAV structure

Corporate governance	Sustainability	Organizational barriers and diversity	Stakeholders	Innovation
Each year, CSAV reviews policies and procedures and trains the entire organization on the Crime Prevention Model, which is also audited. The model addresses conflicts of interest, corruption, money laundering and conduct that violates free trade.	The Board of Directors works with senior management to determine which environmental, social and human rights issues to address. They have also instructed the Investor Relations and Sustainability area to work on these matters. If necessary, these issues are reported to the Board of Directors.	Annually, the Directors' Committee evaluates personnel performance, people-related topics and compensation plans.	The Risk Committee meets quarterly and assesses risks and their impact on the various stakeholder groups. These risks are then addressed with the respective areas. Stakeholders were identified during creation of the materiality matrix.	Management is constantly studying the best alternatives to make internal operations more expeditious and efficient. However, CSAV does not have an explicit research and development program.





# 1.5.2 Functions of the Board of Directors and Evaluation of the Board’s Corporate Governance Practices

## Orientation

(3.2.v of General Standard No. 461 of 2021)



CSAV's Board of Directors has an orientation procedure for new members designed primarily to help them learn about and understand the company and its business.

### Orientation Process



## Meetings

(3.2.x of General Standard No. 461 of 2021)

Each year, management sets the dates of the monthly ordinary board meetings in advance so that attendees can organize their schedules. Extraordinary meetings take place whenever the company's social or business interests so require. The information to be discussed is sent in a timely fashion in advance of each meeting. Directors dedicate their attention to each meeting, either in person or remotely, for as long as it takes to address the issues before them. Consequently, the company does not consider it necessary or beneficial to specify a minimum number of meetings or time.

## Reporting

(3.2.vi; 3.2.vii; 3.2.xii of General Standard No. 461 of 2021)

	External Audit	Internal Audit	Risk Management	Social Responsibility and Environmental Issues
Frequency	Quarterly with the Board of Directors 3-4 per year with the Directors' Committee	Annually with the Directors' Committee	Reports quarterly to the Board of Directors through the Chief Executive Officer	Reports through the Chief Executive Officer
Topics	Review the financial position	Review corporate procedures and policies	Review Risk Matrix and mitigation measures	Review initiatives and policies

Note: The Chief Executive Officer and Chief Financial Officer participate in these meetings. The company does not currently have an investment plan, but if one exists in the future, we expect the comprehensive evaluation to include economic, environmental and social aspects, including climate change considerations.



Title: *Embarque Container CSAV*  
[CSAV Container Cargo]  
Author: Luis Guerra  
Year: 1986  
CSAV Collection

“

We have implemented a remote online information system that gives directors secure, ongoing and direct access to session materials, the agenda with the issues to be addressed and meeting minutes, which are available a week after each session.”

**Edmundo Eluchans**  
Secretary to the Board  
(3.2 – 3.xii.c)

### Training

(3.2.iii; 3.ix.a; 3.ix.c of General Standard No. 461 of 2021)



The board training procedure examines matters of interest, including corporate governance, human resource management, sustainability, risk management, essential regulations for corporations and the securities market, exercise of duties and conflicts of interest (compliance issues). Likewise, it addresses directors’ duties and related-party transactions with the option of hiring expert consultants on those matters, as necessary, for issues that are relevant and applicable to CSAV.

In 2021, board training covered two areas per the Board Training Procedure: (i) Jurisprudence of Law No. 20,393 on criminal liability for legal entities (June ordinary meeting) and (ii) Proposed legislation on financial crimes (October ordinary meeting).





### 1.5.3 CSAV Board of Directors

(3.2.i of General Standard No. 461 of 2021)

Board members were elected at the Annual General Meeting on April 24, 2020. Following the unfortunate passing of Director Arturo Claro Fernández (January 2022), the Board has called a new election at the 2022 Annual General Meeting.



**FRANCISCO PÉREZ MACKENNA (Chairman)**

- Member of CSAV's Board of Directors since 2011 and chairman since 2013.
- Business Administration, Pontificia Universidad Católica de Chile and MBA, University of Chicago (USA)

Currently, he is also the CEO of Quiñenco S.A., a director of Hapag-Lloyd AG and Nexans and chairman of the boards of Enex S.A., Invexans S.A. and Tech Pack S.A. He also sits on the board of Compañía Cervecerías Unidas S.A. and its subsidiaries: Cervecerías Unidas Argentina S.A., Compañía Pisquera de Chile S.A., Cervecera CCU Chile Ltda. and Viña San Pedro Tarapacá S.A., as well as Inversiones y Rentas S.A., LQ Inversiones Financieras S.A. and SM SAAM; and is a member of the Executive Committee of Banchile Corredores de Seguros Ltda.

Before that, he was CEO of Compañía Cervecerías Unidas S.A. and Citicorp Chile and Vice President of Bankers Trust in Chile.



**ANDRÓNICO LUKSIC CRAIG (Vice Chairman)**

- Member of CSAV's Board since April 2013.
- Trustee Emeritus on the Board of Trustees at Babson College (USA).

Currently, he is also chairman of Quiñenco S.A., Compañía Cervecerías Unidas S.A. and LQ Inversiones Financieras S.A. And vice-chairman of Banco de Chile. He also sits on the boards of Antofagasta PLC, Antofagasta Minerals, Nexans and Invexans S.A.

He is a founding member of the Harvard Global Advisory Council and Columbia University World Projects Advisory Council. He is also on the Harvard Business School Latin America Advisory Board, the Harvard Kennedy School Dean's Council, the Advisory Committee of the David Rockefeller Center of Latin American Studies at Harvard University, the Latin American Executive Board of the MIT Sloan School of Management, the International Advisory Board of Oxford University's Blavatnik School of Government, the International Advisory Board at both Tsinghua University School of Economics and Management and Fudan University School of Management.



**ALBERTO ALEMÁN ZUBIETA**

- Member of CSAV's Board since August 2019.
- Degree in industrial engineering from Texas A&M University (USA).

He is Panamanian and served as Administrator of the Panama Canal from 1996 to 2012. In 2009, the International Maritime Organization (IMO) honored him with the International Maritime Award, an accolade bestowed on the person or organization that, according to the institution's standards, has made the most significant contribution to the IMO's work and objectives. He is also a member of several local and international organizations and the recipient of awards like Seatrade's Maritime Personality and Panama's Businessman of the Year.



CHRISTIAN BLOMSTROM BJUVMAN

- Member of CSAV's Board and chairman of the Directors' Committee since 2019.
- Degree in civil engineering from Universidad Adolfo Ibáñez and an MBA from Pontificia Universidad Católica de Chile.

He is a partner at Inversiones Pizarro Ltda., an independent director at Empresas La Polar S.A., and a member of the board of Fundación Sueca de Beneficencia. He previously sat on the board of the Chilean-Swedish Chamber of Commerce. He is on the Nevasa Investment Fund Oversight Committee, the LarrainVial Investment Fund Oversight Committee and the Compass Investment Fund Oversight Committee.

In addition, he has also served as Investment Manager for Banchile Administradora General de Fondos; Senior Investment Officer of Legg Mason Administradora General de Fondos S.A.; Senior Equity Portfolio Manager of Citicorp Administradora General de Fondos S.A.; Deputy Equity Desk Manager at BICE Corredores de Bolsa S.A. and a financial analyst at Banco BICE. In 2012 and 2013, as a partner at BTG Pactual Administradora General de Fondos, he participated in the creation and start-up of a hedge fund in Chile and the launch of a total return fund.



HERNÁN BÜCHI BUC

- Member of CSAV's Board since April 2012.
- Degree in civil mining engineering from Universidad de Chile and Master's in Economics from Columbia University.

He founded Instituto Libertad y Desarrollo and is currently the chairman of the managing council at Universidad del Desarrollo. He is also on the boards of several Chilean corporations like Quiñenco S.A., Tech Pack S.A., Falabella S.A. and Banco de Chile. He is an advisor to the board of CCU S.A.

Previously, he held multiple public positions such as Minister of Finance (1985-1989), Superintendent of Banks, Minister of Planning and Undersecretary for Health.



ARTURO CLARO FERNÁNDEZ †

- Member of CSAV's Board from 1987 to January 2022.
- Member of CSAV's Directors' Committee.
- Degree in agronomy with a focus on agrarian economics from Pontificia Universidad Católica de Chile.

He was an investor and served on the boards of several companies. He was chairman of Inversiones Quimetal S.A., Quimetal Industrial S.A., Quimas S.A. and Protección de Madera Ltda.; vice-chairman of Viña Santa Rita and a director of Marítima de Inversiones S.A.



JOSÉ DE GREGORIO REBECO

- Member of CSAV's Board since April 2013.
- Member of CSAV's Directors' Committee since July 2019.
- Degree in industrial engineering and master's in engineering from Universidad de Chile.
- Ph.D. in Economics from the Massachusetts Institute of Technology (MIT).

He is a professor and dean of the School of Economics and Business at Universidad de Chile and a non-resident senior fellow at the Peterson Institute for International Economics.

Previously, he was an economist at the International Monetary Fund, a visiting professor at UCLA and a visiting researcher at the World Bank. He was the chairman of the Chilean Central Bank from 2007 to 2011. Before that, he was a board member and vice chairman of that institution. From 2000 to 2001, he served simultaneously as Minister of Economy, Mining and Energy.



### 1.5.5 Board Diversity

#### Our Board of Directors at a Glance

(3.2.xiii of General Standard No. 461 of 2021)

##### Diversity by Nationality

Years	Chilean	Foreign
2019	6	1
2020	6	1
2021	6	1

##### Diversity by Age

Years	Under 30 years old	30-40 years old	41-50 years old	51-60 years old	61-70 years old	Over 70 years old
2019	0	0	1	1	4	1
2020	0	0	1	0	4	2
2021	0	0	1	0	3	3

##### Diversity by Seniority

Years	Less than 3 years	3-6 years	6-9 years	9-12 years	More than 12 years
2019	2	0	4	0	1
2020	2	0	3	1	1
2021	2	0	2	2	1

**Note:** All the directors in the years listed are male. All those listed are directors; CSAV does not have alternate directors. None of the directors has a disability. There is no salary gap. Compensation is standard.



Corporate Poster of the Aconcagua  
Author: Unknown  
Period: 1960s  
CSAV Collection





Title: *Monumento de los Héroes del Combate Naval de Iquique 1879*  
[Monument to the Heroes of the Naval Battle of Iquique 1879]  
Author: Ramón Subercaseaux  
Year: 1886  
CSAV Collection

## 1.5.6 Board Compensation

(3.2.ii of General Standard No. 461 of 2021)

- **Stipend:** 100 UF per month and double for the Chairman. This stipend is based on meeting attendance, with a maximum of 1 paid session per month.
- **Total variable:** The Board's total variable compensation is 1% of the final dividend charged to net income for the year 2021 (2% charged to net income for the year 2020), excluding effects generated by the purchase or sale of assets, to be distributed equally among the directors in proportion to the period that each one has held office during the year, except for the Chairman of the Board, who receives double.

### Board Compensation from 2019 to 2021 (US\$)

		2021		2020		2019	
Director	Chilean National ID	Fixed	Variable	Fixed	Variable	Fixed	Variable
Alberto Alemán Zubieta	48.214.110 – 2	47,062	984,500	43,485	-	15,007	-
Christian Blomstrom Bjuvman	10.672.019 – 3	47,062	984,500	43,477	-	35,172	-
Hernán Büchi Buc	5.718.666 – 6	43,283	984,500	43,477	-	47,662	-
Arturo Claro Fernández †	4.108.676 – 9	47,062	984,500	43,477	-	43,550	-
José De Gregorio Rebeco	7.040.498 – 2	47,062	984,500	43,477	-	47,662	-
Andrónico Luksic Craig	6.062.786 – K	27,442	984,500	29,000	-	8,259	-
Isabel Marshall Lagarrigue	5.664.265 – K	-	-	-	-	8,358	-
Gonzalo Menéndez Duque †	5.569.043 – K	-	-	-	-	20,573	-
Francisco Pérez Mackenna	6.525.286 – 4	94,124	1,969,000	86,954	-	95,324	-
Total		353,095	7,877,600	333,347	-	321,567	-

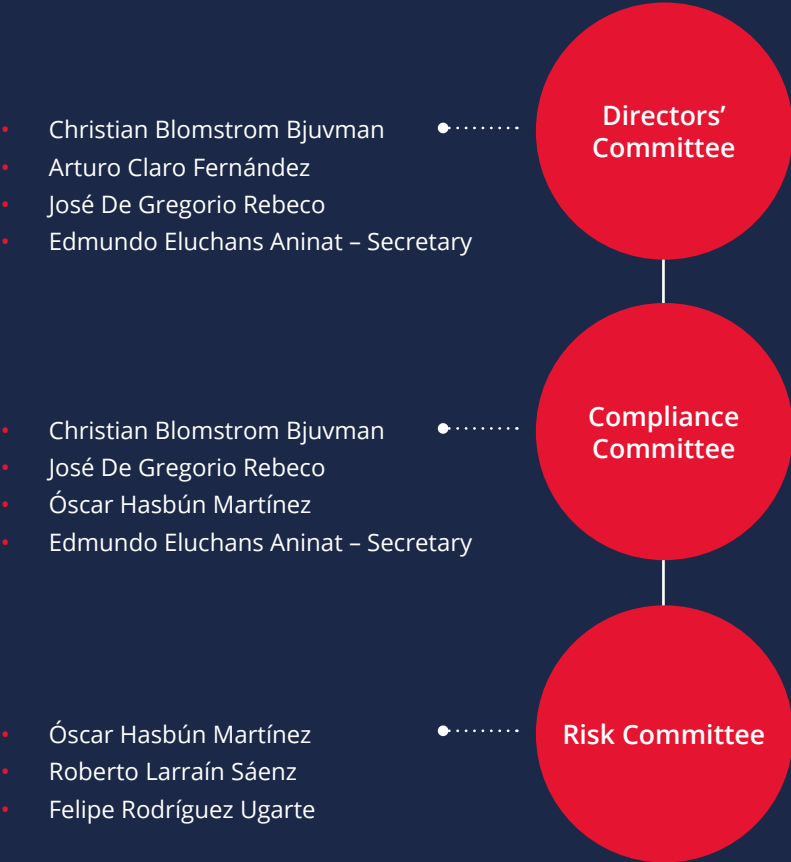
**Note:** No director performs management duties or advising services outside their duties as director.



# 1.5.7 CSAV Committees

## Committees

### Committee members:



Note: Management participates in Directors' Committee meetings.

## Directors' Committee

(3.3 of General Standard No. 461 of 2021)

CSAV's Directors' Committee was formed in accordance with Article 50 bis of Law 18,046 on Corporations. In 2021, the committee held 12 ordinary meetings and one extraordinary meeting.

### Compensation

**Fixed:** 33 and 1/3 UF per meeting attended with a maximum of one per month.

**Variable:** Additional 1/3 over the variable amount of dividends due to each committee member in their role as a board member.

**Meeting frequency:** Monthly

### Main duties:

- Examine external audit reports and financial statements prior to presenting them to shareholders for their approval.
- Propose to the Board of Directors names of external auditors and risk rating agencies to suggest at the shareholders' meeting.
- Analyze information on related party transactions.
- Examine remuneration systems and compensation plans for the company's managers, senior executives and employees.
- Prepare an annual management report, including its main recommendations to shareholders.

The Board delegates to the Directors' Committee the duty of meeting at least three times a year with the external auditors, annually with the internal auditors, once a month with the Legal Compliance Officer and twice yearly with the Head of Risk.

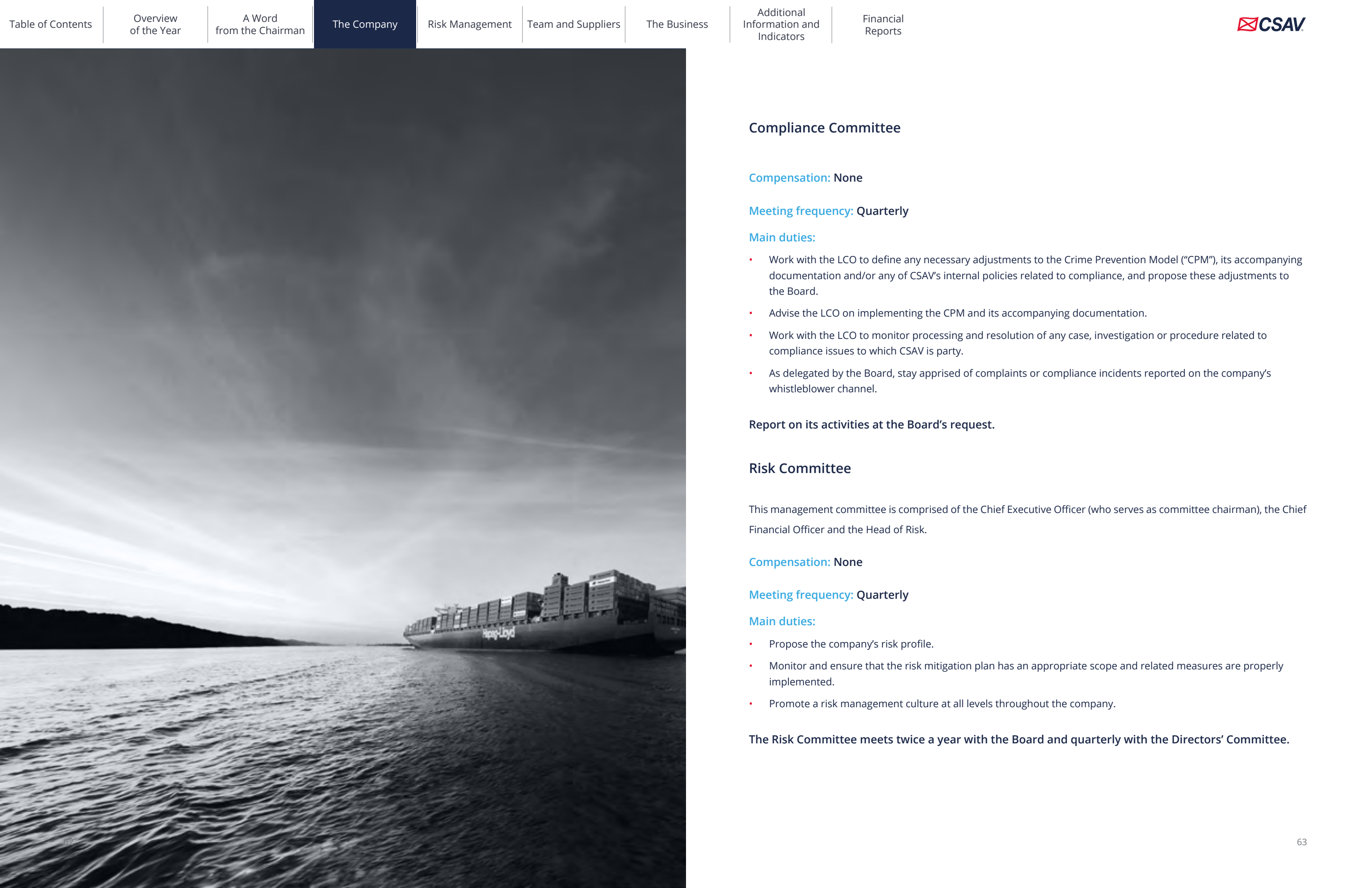
Note: The Directors' Committee does not meet with the Corporate Social Responsibility area. The Chief Executive Officer reports to the Board on this matter.

### Directors' Committee Compensation for 2020 and 2021

Director	Chilean National ID	2021		2020	
		Fixed	Variable	Fixed	Variable
Christian Blomstrom Bjuvman	10.672.019 – 3	15,675	328,167	14,471	-
Arturo Claro Fernández	4.108.676 – 9	15,675	328,167	14,471	-
José De Gregorio Rebeco	7.040.498 – 2	15,675	328,167	14,471	-
Total		47,025	984,500	43,412	-

The annual operating budget for the Directors' Committee and its advisors is the sum of its members' annual compensation, which is UF 1,200. This budget was not used in 2021.

The chapter on additional information in this annual report contains the Directors' Committee's 2021 management report.



## Compliance Committee

**Compensation:** None

**Meeting frequency:** Quarterly

**Main duties:**

- Work with the LCO to define any necessary adjustments to the Crime Prevention Model (“CPM”), its accompanying documentation and/or any of CSAV’s internal policies related to compliance, and propose these adjustments to the Board.
- Advise the LCO on implementing the CPM and its accompanying documentation.
- Work with the LCO to monitor processing and resolution of any case, investigation or procedure related to compliance issues to which CSAV is party.
- As delegated by the Board, stay apprised of complaints or compliance incidents reported on the company’s whistleblower channel.

**Report on its activities at the Board’s request.**

## Risk Committee

This management committee is comprised of the Chief Executive Officer (who serves as committee chairman), the Chief Financial Officer and the Head of Risk.

**Compensation:** None

**Meeting frequency:** Quarterly

**Main duties:**

- Propose the company’s risk profile.
- Monitor and ensure that the risk mitigation plan has an appropriate scope and related measures are properly implemented.
- Promote a risk management culture at all levels throughout the company.

**The Risk Committee meets twice a year with the Board and quarterly with the Directors’ Committee.**



## 1.5.8 Senior Executives

(3.4 of General Standard No. 461 of 2021)

### 1.5.8.1 Experience



**Óscar Hasbún Martínez**

- **Chilean National ID:** 11.632.255-2
- **Chief Executive Officer**
- Business Administration
- **Appointment:** March 31, 2012

He has been CEO of CSAV since 2011, leading the company's restructuring and subsequent merger with Hapag-Lloyd.

He currently sits on the boards of several companies in the transportation and logistics industry: He has been a director of Hapag Lloyd AG since 2014 and Sociedad Matriz SAAM S.A. since 2015 (and chairman of that company since August 2017). He is also on the board of Invexans S.A., and is a member and the chairman of the Strategic Committee of Nexans S.A. (France) and on the board of SOFOFA since 2017.

He joined the Quiñenco Group in 2002 to manage the Luksic family's investments in Croatia, mainly in the tourism and real estate sectors, until 2011. Before that, he was an executive at Michelin in France and Chile.

Mr. Hasbún has a degree in business administration from Pontificia Universidad Católica de Chile.



**Roberto Larraín Sáenz**

- **Chilean National ID:** 9.487.060-7
- **Chief Financial Officer**
- Industrial Engineering
- **Appointment:** September 03, 2018

He has been CFO of CSAV since 2018. Beginning in 2007, he was CFO of SAAM S.A., where he led its spin-off from CSAV and subsequent restructuring before its IPO.

He currently sits on the board of SCX Bolsa de Clima de Santiago and participates on SOFOFA's tax committee and the boards of several of CSAV's related companies.

Before that he was CFO and then CEO of FORESA-Diguillín from 1992 to 1997.

Mr. Larraín has a degree in industrial engineering and a masters in management with a concentration in finance from Universidad de Chile, and completed the Advance Management Program, ESE, at Universidad de los Andes.

### 1.5.8.2 Compensation

(3.4; (3.6.xi; 3.6.xii of General Standard No. 461 of 2021)

Per art. 50 bis of the Corporations Act, the Board agreed to delegate to the Directors' Committee responsibility for reviewing the management compensation policy to ensure that it does not expose CSAV to undue risk or violations. However, the Board retains its authority to approve salary structures, compensation and severance policies for the Chief Executive Officer and other senior executives.

Therefore, per its legal authority, the Directors' Committee examines CSAV's compensation system, plans and Compensation and Benefits Policy.

Given the simplified organizational structure, small number of CSAV senior executives (two), reduced workforce and the current nature of its business, third-party advising on the matter has not been necessary.

The compensation policy for the company's senior management team includes fixed compensation and a variable component consisting of an annual performance bonus tied to targets. The Board awards the bonus after assessing management performance for the year and the amount is based on each person's fixed compensation.

Total compensation earned by the senior executives in 2021, including both the fixed and variable components, reached US\$ 5,218,421 (US\$ 2,794,106 in 2020 and US\$ 2,764,089 in 2019).

CSAV has no special compensation plans or benefits for its senior executives.

## 1.5.9 Shareholdings

(3.4.iv of General Standard No. 461 of 2021)

### Directors and Senior Executives with Shareholdings

Name	Position	Number of Shares	%	Change YoY
Andrónico Luksic Craig	Vice-Chairman	34,104,369,505	66.455%	4.69%
Arturo Claro Fernández	Director	56,201,809	0.110%	0.006%
Christian Blomstrom Bjuvman	Director	6,045,824	0.012%	-
Óscar Hasbún Martínez	Chief Executive Officer	4,800,000	0.009%	-
Francisco Pérez Mackenna	Chairman	41	0.000%	-

Note: Direct and indirect interest held by the individual and/or their family. The Vice-Chairman's interest is through companies with controlling interest.

## 1.6 Ethics and Compliance

(3.6.vii; 3.6.viii; 3.6.ix; 3.6.xiii; 3.8.xiii of General Standard No. 461 of 2021)

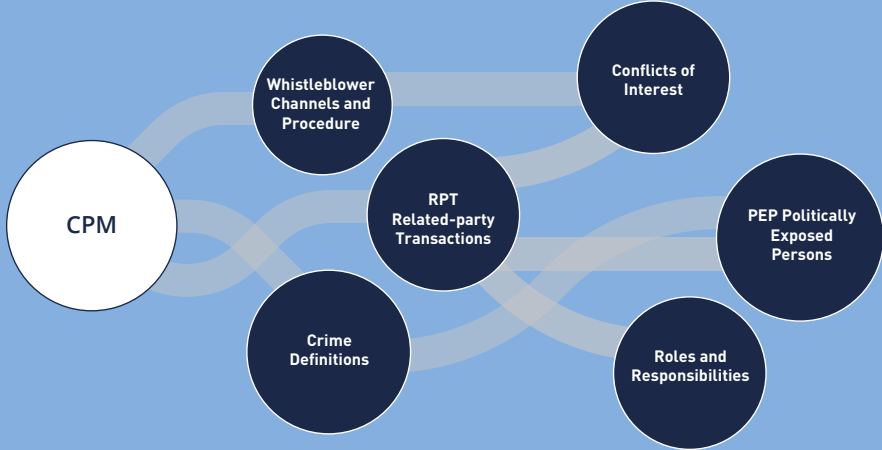
CSAV develops its business in strict compliance with the law, while seeking to continuously improve its systems.

The company has the ethics and compliance policies and internal regulations required to meet its strategic objectives. They aim to establish clear guidelines for CSAV personnel and the third parties with which the company engages to incorporate good ethics and compliance practices.

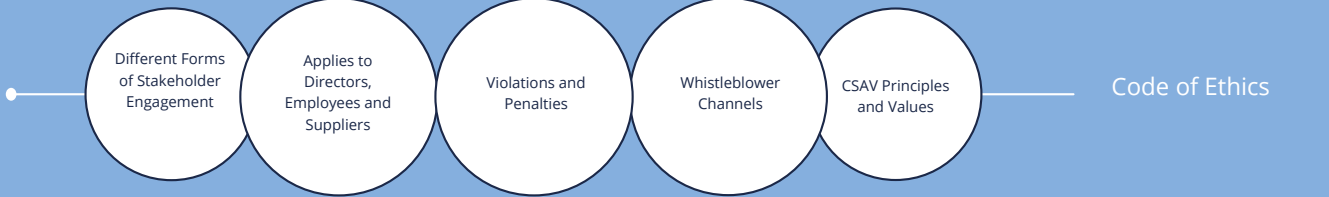
BH Compliance Limited, an entity duly registered with the Financial Market Commission (CMF), certifies the implementation and effectiveness of the CSAV Crime Prevention Model referred to in Law No. 20,393.

The CSAV Crime Prevention Model (CPM) and Code of Ethics address:

### CPM Topics



### Code of Ethics Topics



### Compliance Documents

- CPM
  - CPM declarations
  - Code of Ethics
  - Risk matrix
  - Investment and management policies
- Internal regulations on order, hygiene and safety
  - Market Information Manual
  - Know Your Third Party Procedure
  - Compensation and Benefit Policy
  - Compliance Committee Bylaws







CSAV's whistleblower channel is accessible via the company's website and/or email: [canal.etico-csav@csav.com](mailto:canal.etico-csav@csav.com). Complaints may be filed anonymously or a claimant may choose to identify him/herself. Claimants may monitor their cases through the LCO. We did not receive any reports via the whistleblower channel this year.

**Edmundo Eluchans**  
LCO, CSAV

**Note:** For confidentiality reasons, only the Compliance Officer has access to the whistleblower channel. He is responsible for notifying the Board.

2021 Indicators  
(8 of General Standard No. 461 of 2021)

Compliance Indicators		
	Employees	<ul style="list-style-type: none"><li>• 100% of employees are trained on the CPM each year</li><li>• 100% of Annual Internal Audit Plan complete</li><li>• 0 sanctions The company has not been party to labor rights protection proceedings.</li></ul>
Free Competition Indicators		
		<ul style="list-style-type: none"><li>• CPM Prevention and Controls</li><li>• 0 sanctions for free competition issues</li></ul>

Note: Customer and environmental indicators do not apply.

For more information on indicators, see the Additional Information chapter on page 158.





Title: A Bordo del Blindado Almirante Cochrane  
Author: Juan Francisco González  
Year: 1887  
CSAV Collection

### Secretary and Compliance Officer

The Board of Directors has created the Legal Compliance Officer (LCO) position, responsible for control and compliance tasks within CSAV, to prevent the crimes listed in Law No. 20,393 and uphold internal regulations, (e.g., preventing conduct contrary to free competition.)

The LCO, who reports directly to the Directors' Committee and the Board, may make general or specific recommendations to management or any other CSAV body, including the Board of Directors or shareholders at a Shareholders' Meeting.

### Training

(3.6.viii of General Standard No. 461 of 2021)

The CSAV Crime Prevention Model (CPM) establishes guidelines for its publication, distribution and training among CSAV personnel. The LCO and CSAV's management are responsible for its distribution, while the LCO determines the minimum content of the orientation and training sessions on the CPM and the compliance function at CSAV. The company must conduct new employee orientation and hold periodic employee trainings at least once a year.

On the other hand, CSAV's Comprehensive Risk Management Policy includes comprehensive risk management information and training for related personnel, as approved by the Risk Committee on the basis of training plans proposed by the Head of Risk.

Those in high-risk roles, including board members, receive specialized training.



#### Edmundo Eluchans Aninat

- **Secretary and Compliance Officer**
- Legal Compliance Officer and Secretary to the Board and Directors' Committee since June 2017
- Law degree from Universidad de los Andes and LLM/ MBA from American University

Mr. Eluchans is also a consulting attorney at Eluchans Abogados. He previously served as CSAV's General Counsel and an attorney for the Quiñenco Legal Department, secretary to the Boards of Directors of the Luksic and Baburizza foundations, an associate attorney at Eluchans Abogados, Director of Viña Quintay and Dean's Fellow at the Washington College of Law's Center on International Commercial Arbitration at American University.



# 1.7 Relationship with Stakeholders and the General Public

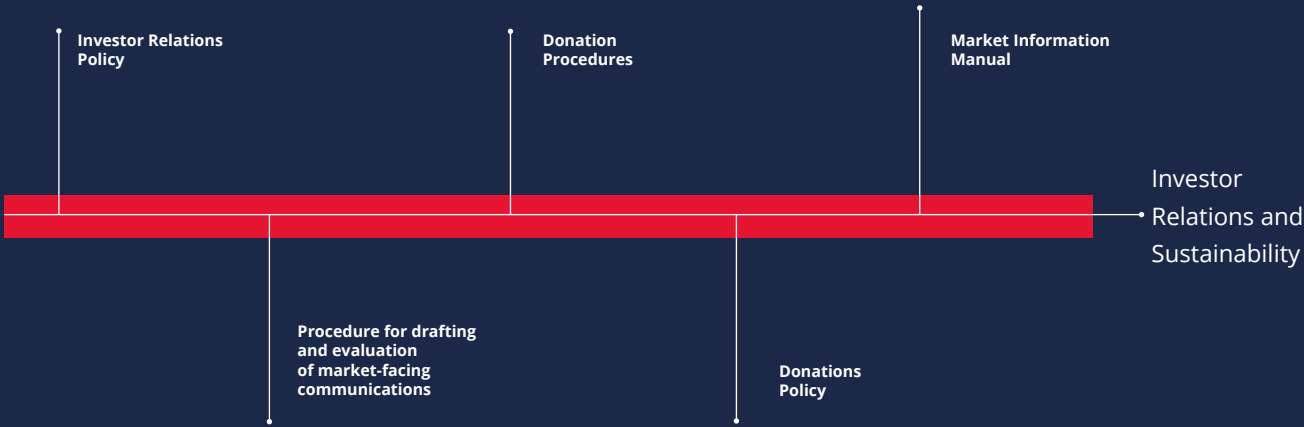
(3.7 of General Standard No. 461 of 2021)

One strategic priority of CSAV's Sustainability Policy is maintaining a transparency-based relationship with all stakeholders and the press by providing reliable, timely information on the company's performance and upholding due diligence in every interaction. The Investor Relations and Sustainability area is responsible for stakeholder engagement and, beginning in 2022, reports directly to the Chief Executive Officer.

## Policies and Procedures

All documents associated with stakeholder engagement and the market in general are available on the company website [www.csav.com](http://www.csav.com). The procedure for drafting and evaluating market-facing communications provides instructions for market information disclosures and describes CSAV consultants at the national and international levels.

### Stakeholder Engagement Documents



### Shareholder Meetings

In 2021, due to the global public health emergency, the Annual General Meeting was held remotely and did not include board elections. All matters were approved by acclamation. CSAV will evaluate new participation systems and review the feasibility and suitability of real-time communication of meeting issues with the general public.

Shareholders can access Annual General Meeting topics through an essential event filed with the CMF, which are published on the CSAV website and in a widely circulated newspaper with the advanced notice required by law. In the event of board elections, the candidates' résumés detailing their education and experience, are published a couple of days in advance. The Board of Directors does not issue an opinion on the skills desirable for board participation.



### Activities in 2021

1. Four quarterly earnings reports via video conference with senior management.
2. Three video conferences through banks and/or stock brokerage firms
3. Three investor conferences:
  - 15th LarrainVial Andean Conference
  - Credicorp Capital Investor Conference 2021
  - BTG Pactual CEO Conference
4. **Non-deal Roadshow** with international investors
5. **Investor Day** in San Antonio
6. “The Supply Chain Crisis and its Impact on Chile and the World”, Fundación Chilena del Pacífico
7. Two talks at universities
8. High press presence by Óscar Hasbún, Chief Executive Officer:
  - Two extensive interviews in the *La Tercera* and *El Mercurio* newspapers
  - Two interviews on the Radio Duna radio station
9. Through its CEO, CSAV actively participates in the Chilean Federation of Industry (SOFOFA).

### Investor Day

Held in the port of San Antonio, the event aimed to give the approximately 20 participating investors a close-up of shipping and port operations.

“

We wanted to close out the year with a different kind of activity that shows investors first-hand how our industry is the sum of a complex sequence of increasingly global processes. In Chile, 90% of cargo is transported by sea, and we could see part of that here.”

**María Elena Palma**  
Head of Investor Relations



## 2. RISK MANAGEMENT AT CSAV



Corporate poster from the 1940s

Author: Camilo Mori

CSAV Collection



# 2.1 Risk Management and Safety

(3.6 of General Standard No. 461 of 2021)

The Board of Directors must remain abreast of the main risks that could hinder the company's achievement of its strategic objectives and ensure their proper management at all times.



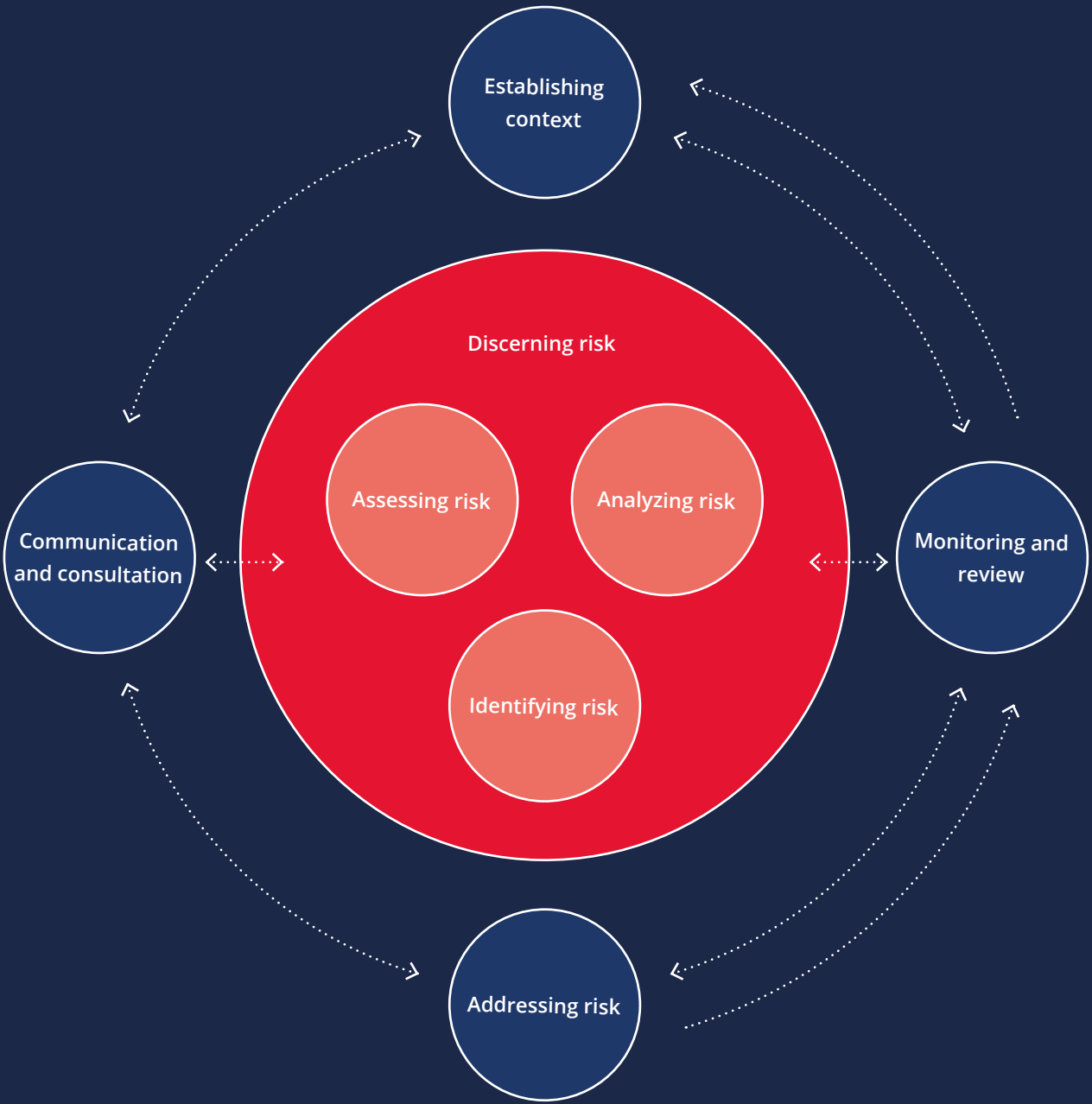
In addition to being aware of the main risks that could hinder the company's achievement of its strategic objectives and ensuring their proper management, the Board of Directors must establish an organizational structure and a unit responsible for risk management. To that end, the Board of Directors has established a Risk Committee and appointed a Head of Risk.



## 2.1.1 Risk Management Model

(3.6.i - 3.6.iii of General Standard No. 461 of 2021)

Risk management model processes





Discerning Risk



Addressing Risk

Control activities	Assess the design	Residual risk
Assess the design Assess operational effectiveness Residual risk	Segregation of duties Evidence Automation Frequency Timing	Accept the risk Reduce the risk Transfer the risk Avoid the risk

Ongoing Communication

Pertinent information



- Empowers people to perform their responsibilities
- Makes it possible to identify, assess and respond to risks while also leading the entity and achieving its objectives.

Communication is key



- Suitable environment
- Support integrated risk management
- Better understand procedures

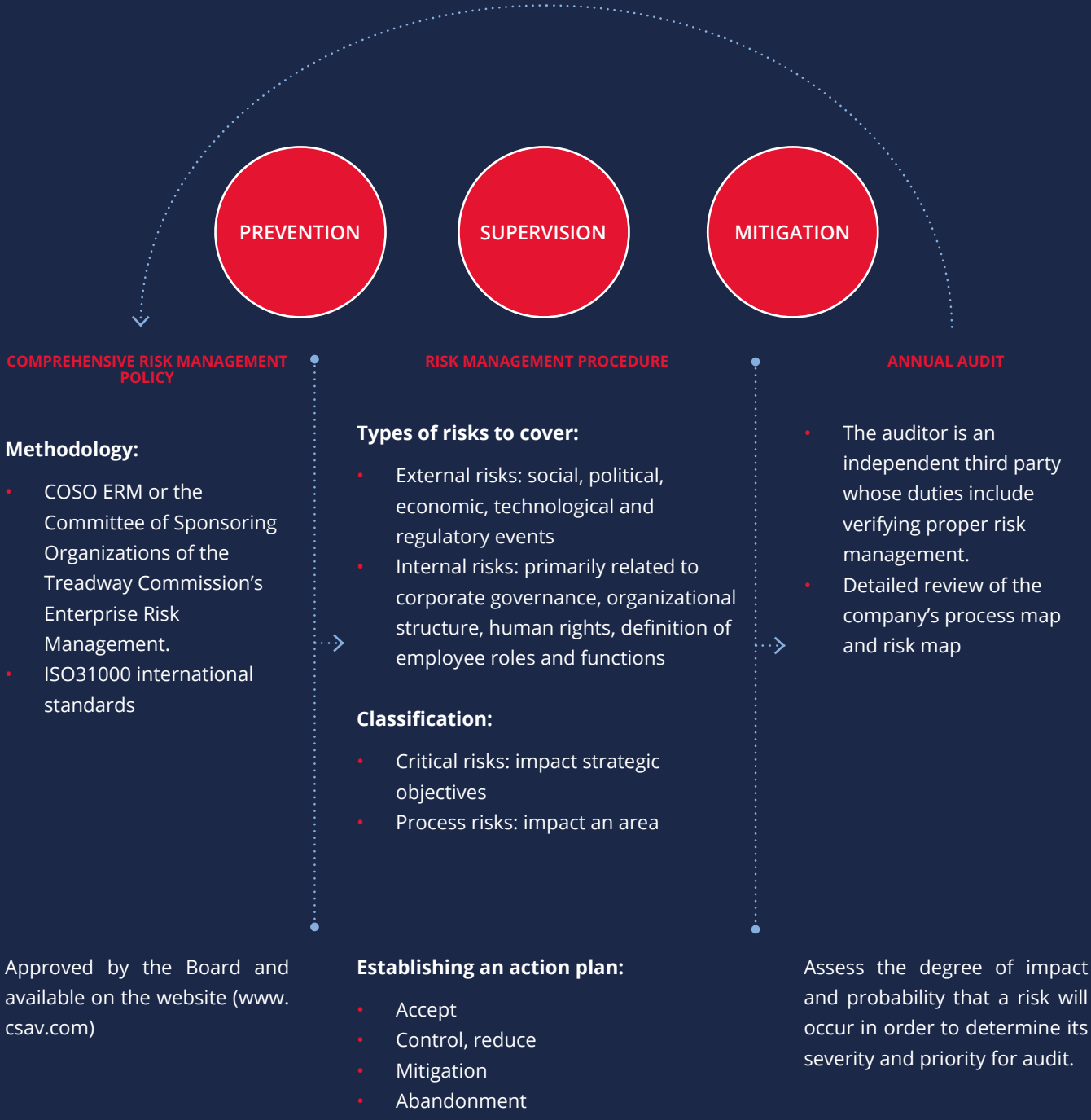
Information is necessary



- Identify, assess and respond to risks
- Lead and achieve organizational objectives



Risk Management Model



Note: Subsidiaries and associates legally required to have their own risk management policies are excluded from the scope of the CSAV policy. A more detailed description of these risks and how they are managed by Hapag-Lloyd can be found in its 2020 Annual Report, available at: [www.hapag-lloyd.com](http://www.hapag-lloyd.com).



## 2.1.2 Risk Governance

(3.6.i; 3.6.iv; 3.6.v of General Standard No. 461 of 2021)

### Risk Committee

The Chief Executive Officer chairs this management committee. The Chief Financial Officer and the Head of Risk also participate.

**Compensation:** None

**Meeting frequency:** Quarterly

**Main duties:**

- Propose the company's risk profile.
- Monitor and ensure that the risk mitigation plan has an appropriate scope and related measures are properly implemented.

**Reporting:**

- The Risk Committee meets with the Board of Directors twice a year.
- Per Article 50 bis of the Corporations Act, the Board of Directors agreed to delegate to the Directors' Committee the responsibility of quarterly meetings with the external auditors. The objective is to review the progress and results of the company's risk control audits. Nevertheless, the Board of Directors may request meetings with the external auditors whenever they deem appropriate.
- The Directors' Committee reports on its duties in its annual management report. After review and approval by the Board of Directors, the report is published herein.

## 2.1.3 Company's Main Risks

(3.6.ii of General Standard No. 461 of 2021)

Compañía Sudamericana de Vapores manages process risks, including strategic, operational, financial and compliance risks, through a program that includes external audits, a risk management plan and the creation of policies and administrative procedures.

Its investment in Hapag-Lloyd, the container shipping business, is CSAV's main asset. Though, as an operator, it is not directly exposed to the financial risks facing the container shipping industry, it is indirectly exposed. These risks directly impact the value of CSAV's investment in the joint venture, the flow of dividends from Hapag-Lloyd and its capital requirements.

In any event, the risks from the container transport business—operated entirely by Hapag-Lloyd—are managed autonomously by the joint venture's management and under standards applicable to publicly traded, regulated corporations in Germany.

In that context, CSAV's main risks are strategic, financial, operational, compliance and business risks.

“

We have made progress on integrating supervision and monitoring of ESG risks into our Annual Internal Auditing Program, which is audited by an external firm. We achieved 100% compliance in 2021.”

Felipe Rodríguez  
Head of Risk

(3.6.vi.)

## Risk Classifications

### 2.1.3.1 Strategic Risk

(3.6.ii.a of General Standard No. 461 of 2021)

a. Related to key stakeholders that impact partnerships, reputation, internal management and other aspects of the company

CSAV uses a map of the internal processes that an external company audits to prevent and manage these risks.

The main risk in this category is that CSAV controls Hapag-Lloyd through a 10-year shareholder agreement that expires in 2024. Any renewal, modification—or lack thereof—affects CSAV's position of control in its main asset.

b. Insider information

There are several protocols for internal or market-facing communication of any important information. These include the Market Information Manual, the Investor Relations Policy and the Market Information Disclosure Procedure. Furthermore, to protect its confidential nature, both personnel and the Board of Directors are familiar with the regulations on insider information.

### 2.1.3.2 Financial Risk

(3.6.ii.a of General Standard No. 461 of 2021)

a. Credit Risk

For financial assets (deposits, derivatives, etc.) held by banks and other institutions, credit risk is derived from counterparty risk exposure.

CSAV has a policy for managing its financial assets, which includes time deposits and repurchase agreements. Its current accounts and investments are with financial institutions with "investment grade" risk ratings.

b. Liquidity Risk

This type of risk refers to CSAV's exposure to business or market factors that may affect its ability to generate income and cash flows, including the effect of contingencies and regulatory requirements associated with its business.

As previously explained, the company does not have direct exposure to the container shipping business but is indirectly exposed as one of Hapag-Lloyd's main shareholders. This has limited CSAV's liquidity risk for that business, primarily to flows expected from dividends and/or additional capital contributions that may be required.

It is important to mention that CSAV has specific long-term borrowing to finance its investment in Hapag-Lloyd, and it has sufficient liquidity to cover its obligations.

c. Market Risk

Market risk is the risk that the value of the company's assets or liabilities continuously and permanently fluctuates over time as the result of a change in key economic variables such as interest and exchange rates.

When necessary, the company can use accounting hedges to mitigate changes in these variables. Under current policy, fluctuations in the market price of these hedges are recorded in comprehensive income.

- Interest Rate Risk

As of December 31, 2021, regarding the risk of interest rate fluctuations, CSAV holds only a portion of its financial liabilities at variable rates indexed to the LIBOR rate, for which it has no interest rate hedges.

- Exchange Rate Risk

Most of the company's income and operating expenses are dominated in US dollars. However, it also has some assets and liabilities in other currencies. As of December 31, 2021, the company does not have any foreign currency hedges, and manages exchange rate risk by periodically converting any balances in local currency that exceed payment requirements in that currency into US dollars.

d. Tax Risk

CSAV is subject to national and international tax regulations, which may vary. It recorded cumulative tax losses totaling US\$ 877 million as of December 31, 2021, which are expected to be recovered over time.

The company understands that the value generated must also translate into benefits for society. Thus, its tax contribution is crucial to CSAV's sustainable and responsible corporate governance framework.

Its tax strategy must always bear in mind the OECD's standards on good international taxation conduct and, particularly, the various actions that comprise the Base Erosion and Profit Shifting project, which aims to prevent erosion of taxable bases and the transfer of gains between jurisdictions to exploit legal loopholes and mismatches between countries' taxation systems to avoid tax payments.

The company will meet its legal tax obligations and make reasonable interpretations that address the spirit and purpose of applicable laws. Furthermore, it will submit all necessary documentation to authorities and establish a collaborative relationship with the competent tax authority.

### 2.1.3.3 Operational Risk

a. Supplier Management

Any risk associated with one party's failure to uphold operational, technical, quality or other obligations that critically impact the company's operations. To manage operational risk, CSAV considers and monitors some of the aforementioned critical aspects in its assessment of relevant suppliers.

Its Supplier Policy outlines expectations for fruitful, mutually beneficial relationships with suppliers.

b. Personnel Management

Retaining talent is a strategic activity at CSAV, given its workforce's limited, specialized nature. Thus, the People Management Policy plays an important role, committing the company to a high-quality work environment that offers professional development opportunities and has competitive teams where everyone contributes their skills.

c. Corporate Records

Keeping adequate, accessible documentation and records is vital in the event they are required for legal, accounting, tax or compliance matters or by regulator request. The company gathers and maps as much information as possible.



2.1.3.4 Compliance Risk

Compliance risks are derived from failure to comply, the possibility of incurring legal, administrative and/or ethical sanctions, or ignorance of new regulations and/or domestic or international regulatory changes. These risks are primarily addressed in the Crime Prevention Model, which is described in Section 1.7 on Ethics and Compliance.

CSAV has an open free competition case against it related to the car carrier business (discontinued) between 2000 and 2012. Upon learning of the case, the Board of Directors quickly collaborated with the respective authorities and availed itself of the leniency benefit in Chile. In this context, CSAV repudiates and condemns any conduct that violates free competition.

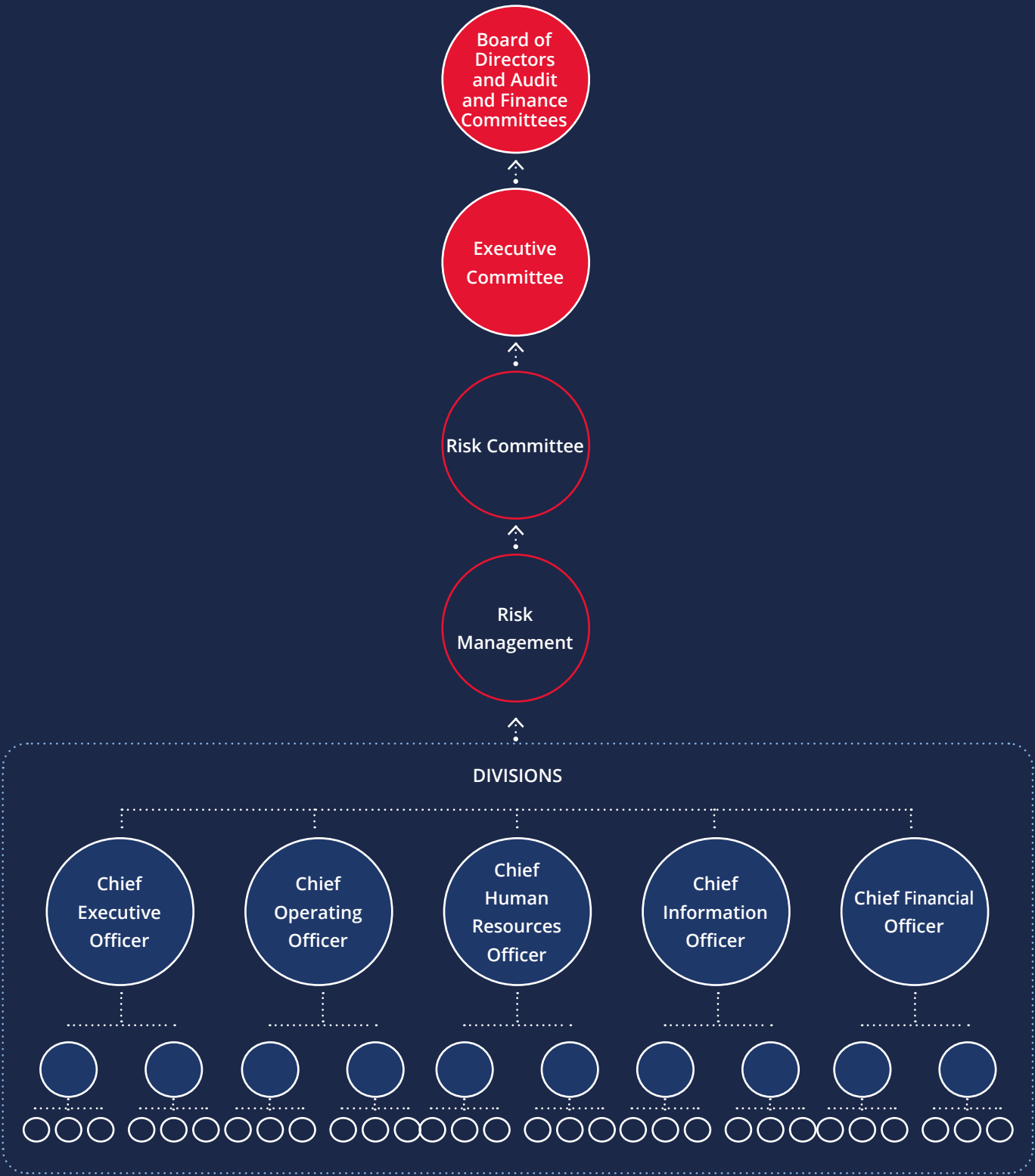
2.1.3.5 Business Risks

**a. Risk Management at Hapag-Lloyd**

Hapag-Lloyd manages its risks autonomously under a decentralized monitoring and control model. It uses a map of the processes at every organizational level to identify risks and manage them iteratively. The model is an adaptation of the international standard COSO (Committee of Sponsoring Organizations of the Treadway Commission) Enterprise Risk Management.

This decentralized model separates responsibilities and roles according to the Internal Auditors Institute's Three Lines Model. These roles are assigned to the different responsible parties throughout the company who identify, manage and monitor risks. A risk report is issued quarterly.

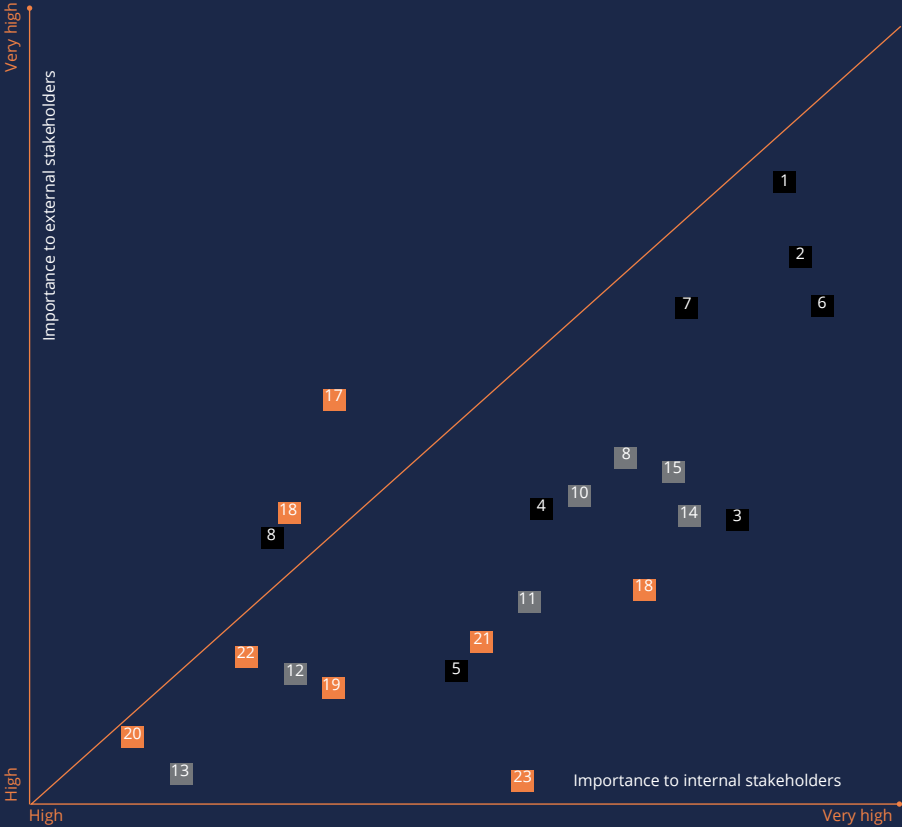
Risk Governance at Hapag-Lloyd





b. Hapag-Lloyd Materiality Matrix

The following materiality matrix shows the most relevant themes and risks for Hapag-Lloyd and its stakeholders. Created in 2019, the matrix includes analysis through an anonymous survey of 230 people associated with different stakeholder groups. It considers financial and non-financial sustainability issues and is performed every three years.



Note: For additional details on the Hapag-Lloyd risk matrix, see its sustainability report, available at [www.hapag-lloyd.com](http://www.hapag-lloyd.com).

Economy	Environment	Social
1. Compliance	9. Emissions: greenhouse gases	16. Training and further education
2. Data protection and IT security	10. Emissions: air pollutants	17. Occupational health and safety
3. Digitalization	11. Energy use	18. Labor standards and human rights in the supply chain
4. Business strategy considering both sustainability opportunities and risks	12. Disposal of waste and effluents	19. Diversity and equal opportunities
5. Innovation and research	13. Sustainable materials and recycling	20. Corporate citizenship
6. Customer satisfaction	14. Protection of the sea and marine biodiversity	21. Human rights in our own operations
7. Service/process quality	15. Environmentally friendly transport chains	22. Social benefits
8. Tax policy/transparency		23. Work-life balance





Title: *Naves en peligro en un vendaval en Valparaíso*  
[Vessels in peril in strong gale in Valparaíso]  
Author: Desiré Chassim Truber  
Year: 1882  
CSAV Collection

c. Most Important Risks Facing the Business

I. Supply-Demand Equilibrium and Global GDP  
(3.6.ii.a of General Standard No. 461 of 2021)

Container shipping supply is a function of the global fleet of vessels and equilibrium in the container shipping business operated and managed by Hapag-Lloyd is directly affected by deliveries of new vessels and scrapping of vessels that are obsolete or no longer profitable to operate. It follows that demand is highly correlated to global GDP growth and international trade.

The imbalance between supply and demand can affect shipping operators to a greater or lesser extent depending, on the one hand, on their operating fleet (vessel age, fuel consumption and versatility, among other characteristics), and on the other, the proportion of their fleet that is owned and the proportion chartered (operational leverage) in comparison to the industry. Significant exposure to chartered vessels can negatively impact operators' results and financial position when charter rates rise, are not correlated with sales rates, are fixed rates, and/or are very long term.

The duration and age of charter agreements can limit shipping companies' capacity to match their operated fleets and change their vessel sailing speed in response to abrupt drops in shipping demand or streamlining and cost-cutting initiatives.

II. Geographical Markets

Hapag-Lloyd ships on all relevant global trades and serves 137 countries with their liner services. This geographic diversification keeps the company

from being particularly exposed to any given geographical market, making it possible to offset possible contingencies on certain routes. However, it is still exposed to global variations. Even with a global service network, Hapag-Lloyd's relative exposure is above the industry average on Transatlantic, Latin American and Middle East routes and below average on Transpacific and Intra-Asia routes.

III. Rising Costs  
(3.6.ii.a of General Standard No. 461 of 2021)

The container shipping business is exposed to volatility in costs associated with fuel, vessel charters, repositioning containers, port and ground cargo movements, port rates, ground transport, personnel, etc.

Regarding the price of oil, beginning January 1, 2020, new regulations from the International Maritime Organization (known as IMO 2020) took effect, reducing permitted sulfide emissions from 3.5% to 0.5% for vessels operating outside emissions control areas (ECA), in order to improve air quality and protect the environment. A significant proportion of maritime freight sales are agreed upon in contracts, and a percentage of those rates are subject to price adjustments based on changes in fuel cost. To prepare for the impending fuel changes in 2020, Hapag-Lloyd implemented Marine Fuel Recovery (MFR), a mechanism to recover the incremental costs that result from using more refined fuels, which replaces the previously used bunker adjustment factor.

In that context, the company now purchases fuel derivatives on volumes not covered by these



contracts to reduce the impact of potential upward volatility for those sales and contracts not subject to fuel price adjustment clauses or for the portion of the sales that, even with this clause, has limited coverage. It is important to highlight that the use of this tool is more limited.

IV. Environmental, Social and Human Rights

As a leader in the maritime transport market, Hapag-Lloyd upholds all its current and future commitments to environmental protection. The company strives to provide the highest quality service, take measures to protect the planet and protect the health and safety of its workers.

In this context, it aims to:

- Reduce carbon emissions
- Raise environmental awareness
- Develop cutting-edge technology
- Promote sustainable operations
- Actively engage in dialogue with stakeholders
- Act as a responsible employer

The objectives set through implementation of different technical, operational and ground measures are:

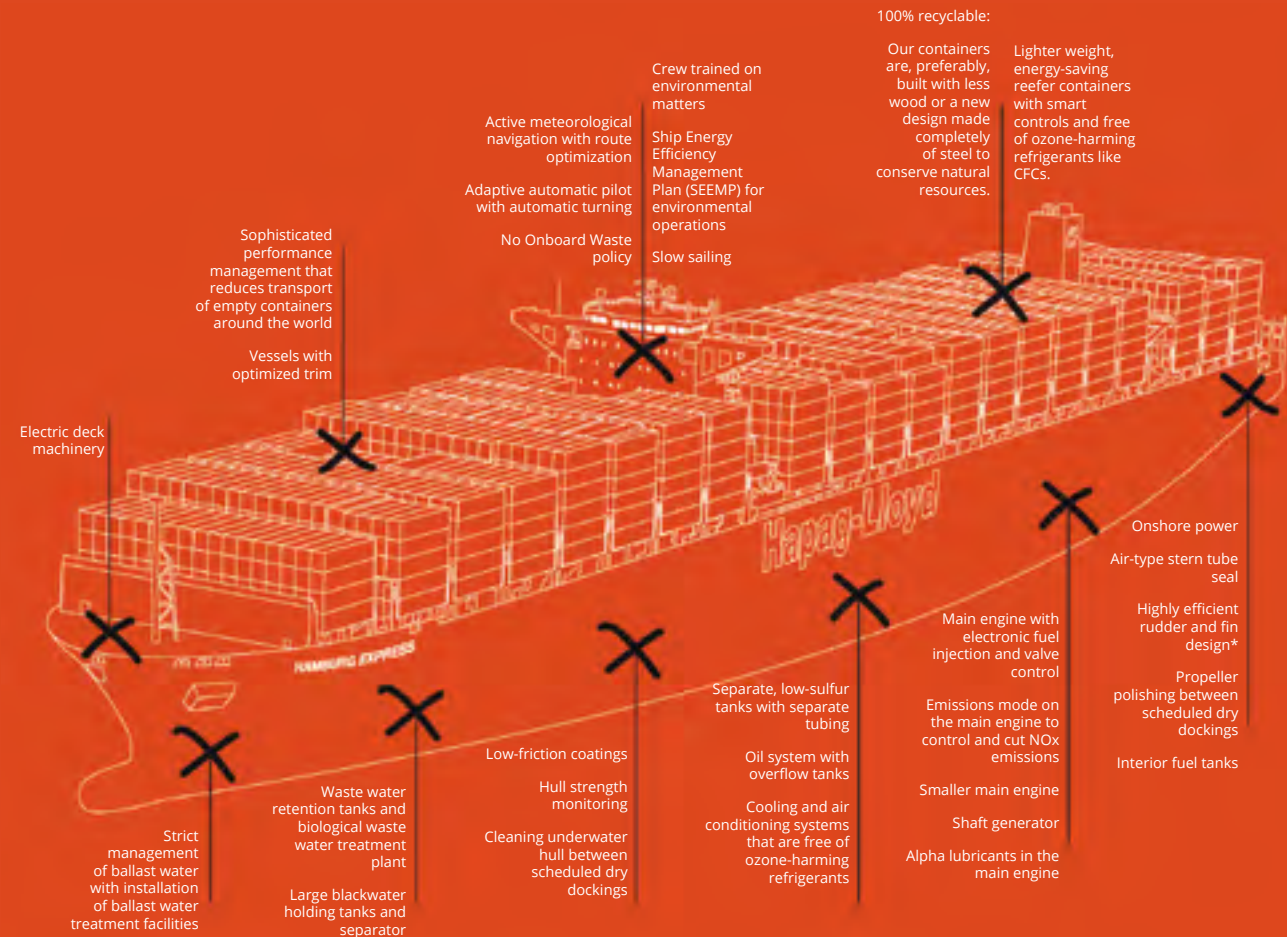
- Reduce fuel and energy consumption
- Optimize routes and capacity use
- Prioritize more environmentally friendly transport to and from ports. Use barges and trains instead of trucks whenever possible.
- Establish environmental requirements for subcontractors.
- Promote e-solutions like e-business, e-learning and e-meetings to ensure high quality and reduce business trips.
- Ongoing training on environmental matters and employee safety worldwide

Hapag-Lloyd has set the goal of 100% carbon neutrality by 2045. Setting this goal puts it a step ahead. In the short term, this is achieved through greater efficiency. In the medium to long-term, it will require new low or zero-emissions fuels and/or methods to capture carbon in the air.

Environmental protection measures in the Hapag-Lloyd fleet

Environmental protection aboard each ship

- ISO 9001 and ISO 14001 for international activities
- Environmental Passport for higher environmental standards
- GL Excellence – 5 Stars that include different criteria
- Energy Efficiency Design Index (EEDI) for the entire company-owned fleet



\*Developed by Hyundai Heavy Industries, first international implementation of our 8,750-TEU Kuala Lumpur Express vessel.

Sustainable Development Goals to which Hapag-Lloyd Contributes







V. Free Competition

Hapag-Lloyd's priorities include the highest standards on compliance issues. The company openly expresses its commitment to fair competition and monitoring all applicable domestic and international regulations, particularly those related to corruption, bribery and price fixing.

As expressly stated in the Code of Ethics, in the event of violations, the policy is zero-tolerance and legal action. Furthermore, the company trains 100% of the organization through its global, annual compliance program.

The Compliance Area serves each regional center and, beginning in 2021, the Head of Compliance reports periodically and directly to the Chief Executive Officer.

Hapag-Lloyd participates in organizations committed to addressing corruption. This includes MACN (Maritime Anti-Corruption Network), an institution comprised of 120 members of the shipping industry, including governments and international organizations, like the United Nations Development Program. Its mission is to address bad practices and combat corruption and any conduct that threatens free trade.

Compliance Team at Hapag-Lloyd



Note: Hapag-Lloyd separates its businesses in 6 regional areas and several QSCs (Quality Service Centers) within those areas.

VI. Information Security

Hapag-Lloyd is committed to customer and employee safety. It constantly works on a strategy to meet all the ISO 27001 implementation requirements. Each year, it has made progress in different areas of implementation of this standard.

The internal Corporate Data Protection Office (CDPO) guides other departments around the world on this area of compliance. Onboard information security systems must operate independently, particularly in the event of an emergency. While their isolated systems do not present threats, new acquisitions require external connectivity, which is currently under analysis.

Some Regulations that Govern Hapag-Lloyd

Data protection	IT security
European Union General Data Protection Regulation (EU GDPR)	European Commission: Network and Information Security Guidelines (NIS Directive)
Specific data protection regulations for 86 countries like Brazil, Singapore and China	IMO (International Maritime Organization): Cybersecurity requirements that include risk management and control measures
California Consumer Privacy Act (CCPA)	European Union: Requirements of the European Programme for Critical Infrastructure Protection (EPCIP)

VII. Employee Health and Safety

Guaranteeing employee health and safety on land and at sea, is a priority at Hapag-Lloyd. In light of the pandemic and to address its psychological impacts, the company updated guidelines on preventative measures and reviewed their effectiveness to minimize risk. Additionally, its health and safety management system underwent an external audit.

2.2 Consultants

(3.2.iii - 3.6.vi of General Standard No. 461 of 2021)

I. **BH Compliance:** CSAV's Crime Prevention Model was audited. The audit is valid for two years as of October 2020. The Legal Compliance Officer led the certification process.



II. **RSM:** Every year, CSAV risk management is audited by an independent third party. The audit plan is based on regularly updating the company's process map and reviewing it in detail. The Directors' Committee periodically reviews results via a process led by the Head of Risk.



III. **KPMG:** The company's expert auditors are approved each year at the Annual General Meeting. They audit the company's financial statements via a process led by the Head of Accounting.



IV. **Feller Rate and ICR:** CSAV has two risk rating agencies that analyze, evaluate and rate the credit quality and risks of an entity or securities issuance.



Consultants

(3.2.iii of General Standard No. 461 of 2021)

The following table shows the amounts disbursed to the different audit and risk rating firms, which totaled US\$ 158,608. Management considers that the conditions have been met for those companies to act completely independently.

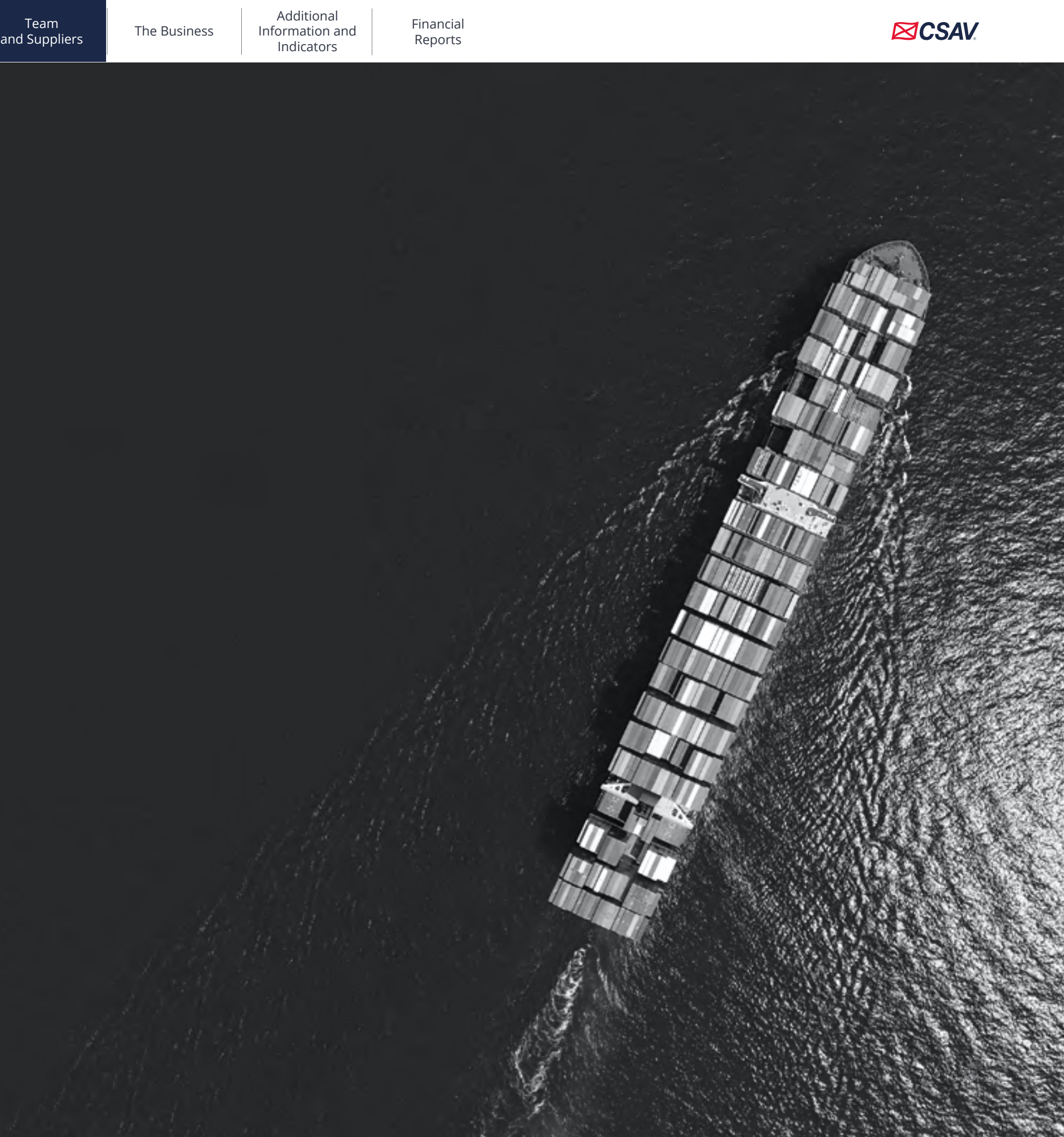
Disbursements to Auditors and Risk Rating Agencies (US\$)

NAME	AUDIT	OTHERS	RISK RATING	TOTAL PAID 2021
KPMG AUDITORES CONSULTORES SPA	98,680	5,653		104,333
RSM CHILE AUDITORES Y CONSULTORES SPA	35,510			35,510
FELLER RATE			4,678	4,678
BH COMPLIANCE LIMITADA	9,973			9,973
ICR			4,114	4,114



# 3. TEAM AND SUPPLIERS

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### 3.1 Management and Personnel

(5.1 of General Standard No. 461 of 2021)

In 2021, CSAV worked on developing its sustainability plan, which includes a commitment to employees. The company expanded its internal human resources policy to highlight the importance of and promote equality and non-discrimination at work by valuing the individuality of each employee. The People Management Policy is published at [www.csav.com](http://www.csav.com)

“

Beginning in September, we returned to a somewhat more normal work schedule, which enabled us to celebrate our 149<sup>th</sup> anniversary. Then, in December, we took a big end-of-year trip to tour the Valparaíso Bay in a tug boat and enjoy a different experience with employees.”

**Roberto Larraín**  
Chief Financial Officer





### 3.1.1 Workforce

The following shows the global workforce at CSAV and its subsidiaries as of December 31, 2021. All employees are based in Chile.




### 3.1.2 Gender Diversity

Total Workforce		2020		2021	
Diversity		Male	Female	Male	Female
Senior management		2	0	2	0
Management		2	3	1	3
Supervisors		0	0	1	0
Operators		0	0	0	0
Sales force		0	0	0	0
Administrative staff		0	1	0	1
Support staff		1	0	1	0
Other professionals		2	3	1	2
Other technicians		0	1	0	1
Total		7	8	6	7
%		47%	53%	46%	54%

### 3.1.3 Diversity by Nationality

100% of the CSAV workforce is Chilean.

100%

in the last two years

### 3.1.4 Diversity by Age

#### Diversity by Age in 2021

Total Workforce	2021											
	Under 30		30-40 years		41-50 years		51-60 years		61-70 years		Over 70	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior management							2					
Management			1	1		2						
Supervisors					1							
Administrative staff									1			
Support staff							1					
Other professionals			1	1		1						
Other technicians								1				
Total	0	0	2	2	1	3	3	1	0	1	0	0
%	0%	0%	13%	13%	7%	20%	20%	7%	0%	7%	0%	0%

#### Diversity by Age in 2020

Total Workforce	2020											
	Under 30		30-40 years		41-50 years		51-60 years		61-70 years		Over 70	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior management							2					
Management			1	1	1	2						
Administrative staff									1			
Support staff							1					
Other professionals		1	2	1		1						
Other technicians								1				
Total	0	1	3	2	1	3	3	1	0	1	0	0
%	0%	7%	20%	13%	7%	20%	20%	7%	0%	7%	0%	0%





Title: *Un Pontón de CSAV en Valparaíso*  
[A CSAV Pontoon Boat in Valparaíso]  
Author: Guillermo Grossmacht  
Year: 1910  
CSAV Collection

### 3.1.5 Diversity by Years of Service

#### Diversity by Years of Service in 2021

Total Workforce	2021									
	Less than 3 years		3-6 years		6-9 years		9-12 years		More than 12 years	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior management			1				1			
Management		1				1	1			1
Supervisors		1								
Administrative staff										1
Support staff			1							
Other professionals					1	1				1
Other technicians				1						
Total	1	1	2	1	1	2	2	0	0	3
%	7%	7%	13%	7%	7%	13%	13%	0%	0%	20%

#### Diversity by Years of Service in 2020

Total Workforce	2020									
	Less than 3 years		3-6 years		6-9 years		9-12 years		More than 12 years	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Senior management		1					1			
Management			1	2			1			1
Administrative staff										1
Support staff			1							
Other professionals			2	2						1
Other technicians				1						
Total	1	0	4	5	0	0	2	0	0	3
%	7%	0%	27%	33%	0%	0%	13%	0%	0%	20%





### 3.1.6 Diversity by Disability

(3.2.iii of General Standard No. 461 of 2021)

There are no employees with disabilities at the company. Consequently, this figure is 0%.

CSAV openly declares and confirms its utmost respect for people with disabilities and guarantees them equality of opportunity in the work environment and the selection process described in the Hygiene and Safety Regulations (Article 81) and the People Management Policy.

### 3.1.7 Pay Equity, by Gender

CSAV calculates salary gap by gender for three types of positions.

Average gap according to the classification in General Standard No. 30:

Salary Gap	2020	2021
Department heads and senior specialists	102.8%	93.7%
Supervisors and specialists	117.7%	139.0%
Administrative staff	64.6%	64.6%

CSAV's policy on equity and non-discrimination of any type includes equitable compensation, along with other issues. The company's People Management Policy expressly states that it must ensure compensation based on the position, individual performance and responsibility, without consideration for gender, age, or sexual orientation, among other factors. The company has gone a step further and set compensation at the top of the market range. The gaps on the table above are based on a measurement of very few people. In the "supervisors and specialists" category, there is a difference in terms of experience and responsibility between the individuals included within the category.

### 3.1.8 Flexible Scheduling or Remote Work

As of the end of 2021, the work schedule in normal times was adjusted to a hybrid system of four days in-person at the office and one day of remote work. Currently, only one person works part-time.

#### Flexible Scheduling or Remote Work, by Gender

Total Workforce	2020		2021	
	Male	Female	Male	Female
Full-time	7	8	5	7
Part-time	0	0	1	0
Flexibility agreements	0	0	0	0
Total	7	8	6	7

% of total	2020		2021	
	Male	Female	Male	Female
Full-time	100%	100%	83%	100%
Part-time	0%	0%	17%	0%
Flexibility agreements	0%	0%	0%	0%
Total	100%	100%	100%	100%

### 3.1.9 Formality of Employment

(5.2 of General Standard No. 461 of 2021)

#### Formality of Employment, by Gender

Total Workforce	2020		2021	
	Male	Female	Male	Female
Open-term contract	7	8	6	7
Independent contractor	1	0	0	0
Total	8	8	6	7

% of total	2020		2021	
	Male	Female	Male	Female
Open-term contract	88%	100%	100%	100%
Independent contractor	13%	0%	0%	0%

100% of employment contracts in 2021 were open-term.



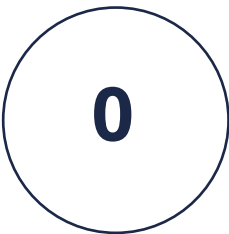
### 3.1.10 Workplace Harassment

(5.5 of General Standard No. 461 of 2021)

CSAV rejects any type of workplace or sexual harassment. The company's stance is clearly stated in its Hygiene and Safety Regulations (Chapter XV), which apply to all employees. Each year, the Legal Compliance Officer trains all employees on ethics, compliance and the Crime Prevention Model. This training teaches employees about these issues as well as the available whistleblower channels and other issues.



of employees trained



workplace harassment claims filed

### 3.1.11 Workplace Safety

(5.6 of General Standard No. 461 of 2021)

#### Workplace Safety

Workplace Safety	2021
Accident rate	0%
Fatality rate	0%
Occupational disease incidence rate	0%
Average days lost to accidents	0

#### Actions During the Pandemic

Remote work or working in shifts during periods when the number of active COVID-19 cases was high
Private transportation to offices
Eating in offices to avoid exposure
Self-care disinfection kits
COVID payments to purchase office supplies for the home
Talk on self-care while telecommuting
Office fumigation and disinfection

### 3.1.12 Parental Leave

(5.7 of General Standard No. 461 of 2021)

This year, only one woman took maternity leave, which was extended given the public health crisis. No other employee, male or female, had a child by birth or adoption this year.

While CSAV's People Management Policy states that it will take action to favor work-family-life balance, the company has not yet made progress on specific policies that encourage co-responsibility or encourage men to take parental leave beyond the legal minimum.

#### Use of Parental Leave, by Gender

Use of Parental Leave	2019		2020		2021	
	Male	Female	Male	Female	Male	Female
Employee(s) who took parental leave	1	1	0	2	0	1
Total eligible employees	1	1	0	2	0	1
% use / total	100%	100%	100%	100%	100%	100%



Title: *Hazañas de Atañó*  
[Feats of Old]  
Author: Montague Dawson  
Period: First half of 20th century  
CSAV Collection

### 3.1.13 Training and Benefits

(5.8 of General Standard No. 461 of 2021)

In 2021, 100% of the organization’s members participated in four training sessions:

- Self-diagnosis of telecommuting safety measures
- Use and handling of fire extinguishers
- Comprehensive risk management
- Ethics, compliance and the crime prevention model

Training and further education	2020	2021
Total	0	0
% of net income	0%	0%
Total workforce	15	13
% of persons	100%	100%

Note: The total amount of the training program is small. Given the company’s excellent financial results, the small amount spent on the training program represents 0% of the company’s net income.

#### Training Hours

Average Annual Hours of Training	2020		2021	
	Male	Female	Male	Female
Senior management	6	0	3	0
Management	6	21	3	21
Supervisors	0	0	3	0
Administrative staff	0	3	0	3
Support staff	3	0	3	0
Other professionals	6	9	3	6
Other technicians	0	3	0	3
Average	1.9	2.7	1.2	2.5

At the same time, in 2021, two employees (15% of the total workforce) attended specialization courses in their respective areas.

All CSAV employees have an open-term contract and a variety of benefits, including:

- Supplemental health, dental and catastrophic insurance
- Life insurance
- National holiday and Christmas bonuses
- Higher education scholarships for the employee or employee’s children
- Vacation bonus



## 3.2 Supplier Management

(7.1 of General Standard No. 461 of 2021)

In 2021, CSAV worked on developing its sustainability plan, which involves a commitment to its suppliers. The policy publicly expresses the company’s intent to work with suppliers to promote a culture of best practices and create trust-based, mutually supportive relationships. The Supplier Policy is available at [www.csav.com](http://www.csav.com).

In 2021, the company paid 1,240 invoices (86% within 30 days). There were no interest charges for late payment.

### Number of Suppliers by Payment Term and Nationality

	Chilean	Foreign	Total	%
Less than 30 days	149	42	191	69%
30-60 days	39	17	56	20%
More than 60 days	10	18	28	10%

### Number of Invoices by Payment Term and Nationality

	Chilean	Foreign	Total	%
Less than 30 days	913	159	1,072	86%
30-60 days	78	30	108	9%
More than 60 days	25	35	60	5%
Total	1,016	224	1,240	100%
%	72%	28%		

### Total Amount of Invoices Paid in 2021 by Payment Term and Nationality (MMUS\$)

	Chilean	Foreign	Total	%
Less than 30 days	2.47	1.91	4.38	88%
30-60 days	0.09	0.24	0.34	7%
More than 60 days	0.03	0.23	0.26	5%
Total	2.59	2.38	4.97	100%
%	72%	28%		

The company promotes timely payment within 30 days of receiving the invoice. Suppliers are treated equally and not classified as critical or non-critical. There are no agreements registered with the Economy Ministry’s Exceptional Payment Term Agreements Registry.

As of December 31, 2021, CSAV had no suppliers that individually represent at least 10% of total purchases of goods and services for the period, or customers that individually represent at least 10% of the company’s total revenue.

## 3.2.1 Subcontracting Policy

(5.9 of General Standard No. 461 of 2021)

The CSAV Supplier Policy sets guidelines to promote a culture of best practices and create trust-based, mutually supportive relationships. Under the policy, CSAV must ensure that external personnel who render services in CSAV offices earn a minimum gross monthly salary of Ch\$ 500,000. However, given CSAV's size, line of business and complexity level it does not have a subcontracting policy. Since approving the aforementioned policy (December 2021), CSAV will begin reviewing contractors’ and subcontractors’ compliance with labor and social security obligations.

### 3.2.2 Supplier Assessment

(7.2 of General Standard No. 461 of 2021)



CSAV aims to promote responsible practices that are mutually beneficial and aligned with current regulations. The company ascribes to and promotes the 10 Principles of the UN Global Compact related to corporate social responsibility issues, the Sustainable Development Goals and the defense of human rights, work, environment and anti-corruption.

To that end, the company offers equal opportunity to suppliers within a given purchasing process by basing selection, awarding and decision-making on objective criteria. To promote a responsible business culture, CSAV will require that every supplier submit the mandatory compliance statements regarding the Crime Prevention Model (CPM), Politically Exposed Persons (PEP) and acknowledgment of the current Supplier Policy. Currently, the company's assessment does not consider the quality of corporate governance, risk management or other sustainability factors. Thus, in 2021, 0% of suppliers were assessed on sustainability criteria. CSAV will begin implementing these criteria in 2022.



Title: *Copiapó*  
[The Copiapó]  
Author: W. Yorke  
c.1870  
CSAV Collection



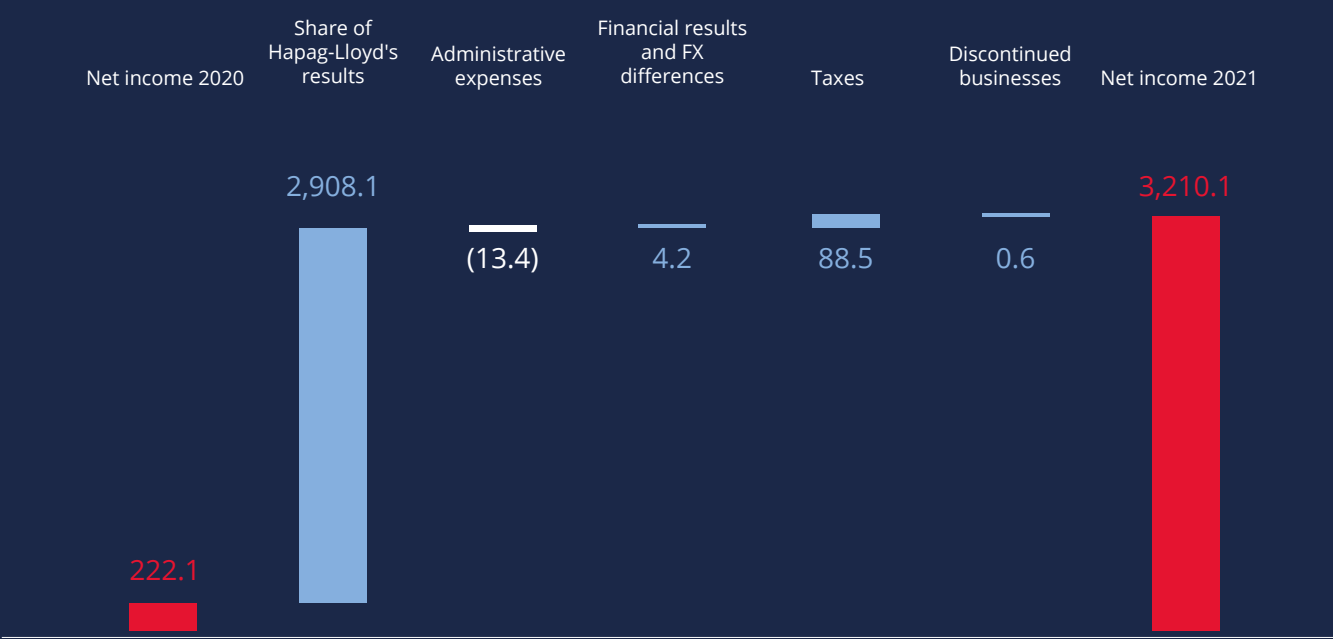
# 4. THE BUSINESS

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## 4.1 CSAV's Consolidated Results

Net income attributable to owners of the company was MMUS\$ 3,210.1 for the year ended December 31, 2021, which is 14 times greater than the same period in 2020.



Net income is explained mainly by the company's share of income from associates and joint ventures, where CSAV recognized earnings of MMUS\$ 3,220.4 for the year ended December 31, 2021, which was ten times greater than the figure recorded in 2020.

The main variation in this account was due to CSAV's share of Hapag-Lloyd's net income, which was MMUS\$ 10,750.3 in 2021. Based on CSAV's 30% interest in Hapag-Lloyd during the year and as mentioned, its proportional share of net income was MMUS\$ 3,220.4 million.

Administrative expenses amounted to MMUS\$ 23.7 in 2021, marking an increase of MMUS\$ 13.1 with respect to the same period last year. The increase is primarily attributable to the directors' variable share of distributed dividends charged to 2021 net income. The figure was lower last year due to lower earnings. Furthermore, the provision of the directors' variable share of dividends did not occur in the first quarter of 2020 because shareholders at the Annual General Meeting approved the change associated with the absorption of accumulated losses beginning in April 2020.

Net financial expenses dropped MMUS\$ 10.9 as a result of lower average debt. Last year the company had bridge loans with its parent company, Quiñenco (MMUS\$ 300) and other bank loans (MMUS\$ 55) used to finance additional acquisitions in Hapag-Lloyd, which were repaid with the proceeds from a capital increase. However, debt levels were lower in 2021 but increased later in the year (October) when an interim dividend (MMUS\$ 450) was funded.

For the year ended December 31, 2021, CSAV recognized an income tax benefit of MMUS\$ 33.0, compared to an expense of MMUS\$ 55.5 for 2020. This is primarily attributable to variation in the euro/dollar exchange rate and its impact on the CSAV Group's financing structure for its investment in Hapag-Lloyd. Last year the euro/dollar exchange rate was up, with the dollar appreciating against the euro, generating a tax loss for CSAV in Chile

and resulting in an income tax benefit and an increase in deferred tax assets for the period. These exchange rate variations do not generate cash flows for CSAV.

Meanwhile, exchange differences for the year fell to MMUS\$ 6.7. This is primarily attributable to exchange rate hedges taken to offset variations in the euro with respect to the dollar. Thus, while the dividend CGHO (CSAV Germany Container Holding GmbH) received from Hapag-Lloyd is in euros, CSAV sets its dividend in USD, thereby preventing exchange rate exposure in receivable cash flows.

Net income from discontinued operations of US\$ 7,000 for the year contrasts with the loss of MMUS\$ 0.6 recorded during the same period in 2020. This result is comprised mainly of the logistics transport, freight forwarder and car carrier businesses, which are no longer operating.

Statement of Financial Position (1) (MMUS\$)	2021	2020	2019	2018	2017 (5)	2016 (5)	2015	2014
Equity method investments	5,748.8	2,738.1	2,168.4	1,939.5	1,932.3	1,771.7	1,792.5	1,765.2
Total assets	6,025.2	3,036.0	2,517.4	2,257.9	2,266.0	2,168.2	2,237.0	2,210.6
Total liabilities	1,142.5	313.1	293.2	127.7	148.5	161.7	176.3	310.7
Total equity	4,882.7	2,722.9	2,224.2	2,130.2	2,117.5	2,006.5	2,060.7	1,899.9

Statement of Income (1)(2) (MMUS\$)	2021	2020	2019	2018	2017 (5)	2016 (5)	2015	2014
Share of income (loss) of equity method associates and joint ventures	3,220.4	312.3	147.8	14.0	(139.5)	(7.0)	(6.5)	(86.7)
Net operating income (loss) (3)	3,197.3	302.7	137.1	17.7	(138.2)	0.9	(19.3)	738.9
Non-operating income (loss) (4)	(12.8)	(24.4)	(10.3)	(6.1)	(3.4)	(4.0)	(1.1)	8.6
Net income (loss) attributable to owners of the company	3,210.1	222.1	124.6	18.2	(188.1)	(23.3)	(14.7)	388.7
Earnings (loss) per share attributable to the owners of the company (US\$*100)	6.3	0.4	0.3	0.1	(0.6)	(0.1)	(0.0)	2.3



Other Financial Indicators	2021	2020	2019	2018	2017 (5)	2016 (5)	2015	2014
Return on average assets %	70.9	8.0	5.2	0.8	(8.5)	(1.1)	(0.7)	17.6
Return on average equity %	84.4	9.0	5.7	0.9	(9.1)	(1.1)	(0.7)	20.5
Current liquidity	0.03	0.6	0.7	1.6	1.8	1.5	1.3	0.4
Leverage ratio	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.2

Other Indicators for Investment in Hapag-Lloyd	2021	2020	2019	2018	2017 (5)	2016 (5)	2015	2014
CSAV's interest in Hapag-Lloyd at year end [%]	30.0%	30.0%	27.8%	25.9%	25.5%	31.4%	31.4%	31.4%
Hapag-Lloyd's total net income for the year (MMUS\$)	10,750.3	1,067.6	417.9	54.3	35.3	(102.9)	126.4	(802.2)
Total dividends distributed by Hapag-Lloyd (MMUS\$) (6)	218.7	65.8	29.8	117.3	-	-	-	-

(1) The financial statements for 2014 to 2021 have been prepared under International Financial Reporting Standards (IFRS).

(2) The Statement of Income for 2019, 2016, 2015 and 2014 have been restated to reflect discontinued operations in 2020, 2017, 2016 and 2015, respectively.

(3) Considers net operating income (loss) and equity method investments in associates and joint ventures under IFRS.

(4) Considers net income (loss) before taxes, less net operating income (loss) and share of income (loss) of equity method associates and joint ventures under IFRS.

(5) The information for 2017 includes Norgistics’ freight forwarding and logistics services for eleven months, and the company's remaining businesses for twelve months. The information for 2016 includes the liquid bulk service for nine months, and the company's remaining businesses for twelve months.

(6) Dividends distributed in the year and charged to earnings for the previous year.

## 4.2. Hapag-Lloyd

Important figures for 2021

253

Total fleet

26,356

Revenue (MUS\$)

1,769 TTEU

Total shipping capacity

10,750

Net income (loss) (MMUS\$)

60%

Company-owned vessels

12,842

EBITDA (MUS\$) of vessels

3,058 TTEU

Total container capacity

9,326

Liquidity (MMUS\$)

11,872 MTEU

Transport volume

-2,520

Net debt ((MMUS\$)

## 4.2.1 Corporate Profile

This German shipping line is the fifth-largest container shipping company in the world, with total shipping capacity of 1.8 million TEUs. It operates one of the most modern, most ecological and most efficient fleets in the industry.

Hapag-Lloyd is one of the main players in the container shipping industry. This German shipping line is the fifth-largest container shipping company in the world, with total shipping capacity of 1.8 million TEUs. It operates one of the most modern, most ecological and most efficient fleets in the industry. Its average vessel size exceeds that of the top 10 global shipping companies by 11% and it owns around 60% of its fleet.

The company's extensive network gives it global coverage that connects the main east-west (Far East, Trans-Pacific and Atlantic) trades, north-south (Latin America) trades and internal and emerging trades (intra-Asia, intra-Europe, intra-America, Africa and Oceania). Its services include specialized and over-sized cargo, together with chemical and refrigerated cargo, serving a highly diversified commercial portfolio.

in December 2014, followed by merging with the United Arab Shipping Company (UASC) in May 2017, to become the fifth-largest global shipping line. Hapag-Lloyd has benefited from significant operational synergies and implemented cost reduction plans, which already total over US\$ 1 billion in savings since 2014.

Similarly, Hapag-Lloyd has negotiated joint operating agreements and global alliances that have extended the scope of its services. It has participated in THE Alliance since April 2017, which also includes the Japanese companies Kawasaki Kisen Kaisha (K-Line), Mitsui O.S.K. Lines (MOL), and Nippon Yusen Kaisha (NYK), grouped since 2018 as Ocean Network Express (ONE), in addition to the Taiwanese company Yang Ming Lines. In April 2020, the Korean company Hyundai Merchant Marine (HMM) also joined the alliance. THE Alliance represents almost 20% of the world's total container shipping capacity and operates a significant share of the major east-west routes, such as the Transatlantic, Transpacific and Far East trades, with market shares of 30%, 24% and 24%, respectively.

This strategic partnership enables Hapag-Lloyd to optimize deployment of its operating capacity and expand its service network, thus efficiently using its fleet and keeping shipping unit costs low. With this, the company offers its customers even more comprehensive quality service.

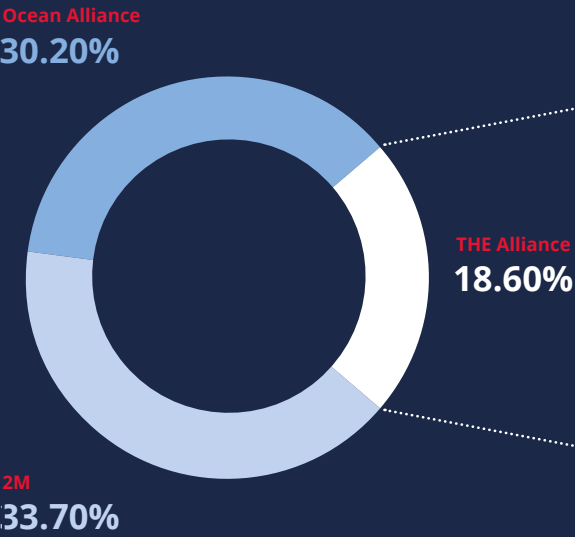
In 2021, the three leading global alliances, including THE Alliance, accounted for more than 90% of global container shipping capacity along east-west routes.



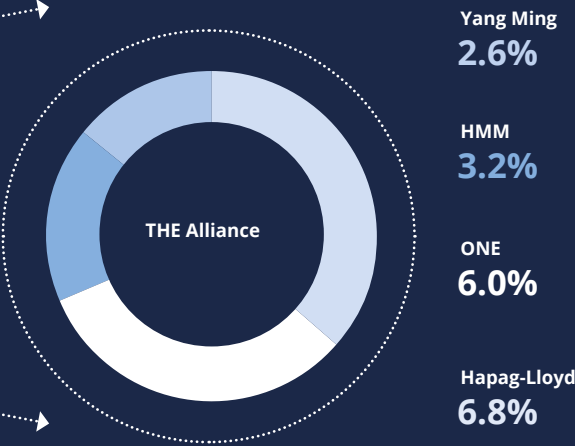


Market Share by Hauling Capacity

Market Share by Alliance



Market Share within THE Alliance



The more than 20 million TEUs operated by the main global operating alliances mentioned above represent 83% of the total existing fleet worldwide.

Alliance Market Share by Main Route

	Transatlantic	Transpacific	Far East
2M	46%	27%	35%
Ocean Alliance	13%	37%	33%
THE Alliance	30%	24%	24%
Total	89%	88%	92%

Global presence



4.2.2 Strategic Objectives: Strategy 2023

After doubling in size following the merger with CSAV in 2014 and UASC in 2017, in late 2018 Hapag-Lloyd implemented a strategic development plan to improve its service quality. With the conviction that offering high quality service is the correct way forward, Hapag-Lloyd aimed to play a leading role in industry change.

The company established Strategy 2023 with objective indicators and guidelines. However, as a result of the impact of COVID-19 and its relevance for sustainability and digitalization issues, it updated and adjusted the strategy in 2021.

The three original objectives (be number one for quality, retain the company's position as a global player and be profitable throughout its economic cycle) were complemented with a fourth objective: sustainability.

Strategy 2023 Goals

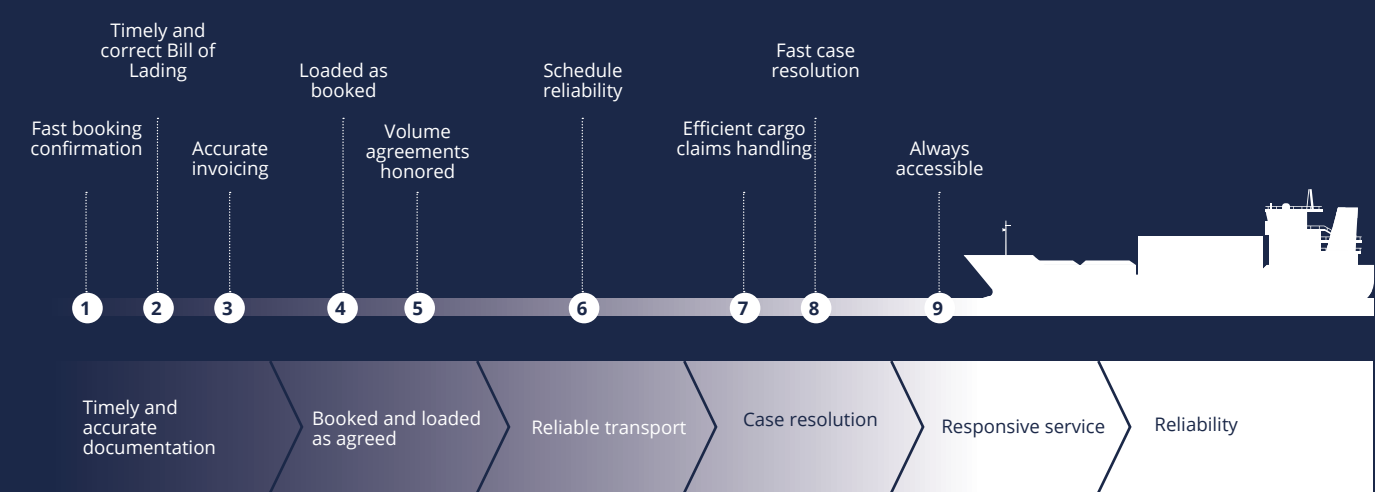


## 1. Be number one for quality

### I. Quality promises

Hapag-Lloyd aspires to become number one for quality. To that end, it has issued ten quality promises, which have been progressively published on the institutional website and which will benefit customers.

#### Hapag-Lloyd quality promises



### II. Expanding land-side capabilities

To offer more complete service, Hapag-Lloyd aims to increase the quantity of cargo it transports “door-to-door” by expanding ground transport. The goal is to go from the current 31% to 40% in 2023.

### III. Have the best online sales channel

The shipping company aims to enhance the digital sales channel to provide customers with an excellent experience as they generate instantaneous quotes, make bookings, monitor shipments, etc. In 2021, the online sales channel represented 22.7% of the total, double the 11.7% recorded in the previous year.

## 2. Global player

Hapag-Lloyd aims to maintain an important position in the shipping industry. This involves reaching global market share of 10% (excluding intra-Asia) and increasing its presence in niche and emerging markets, where market share was 9.4% as of year-end, down from 10.9% in 2020. For the reefer (refrigeration) market, market share was 9.4% (9.1% in 2020). This year’s integration of NileDutch, whose operations focus on African markets, was part of this strategy. Hapag-Lloyd has also recently announced its intention to purchase DAL (Deutsche African Linen), which also operates in that high-growth market.

## 3. Profitability

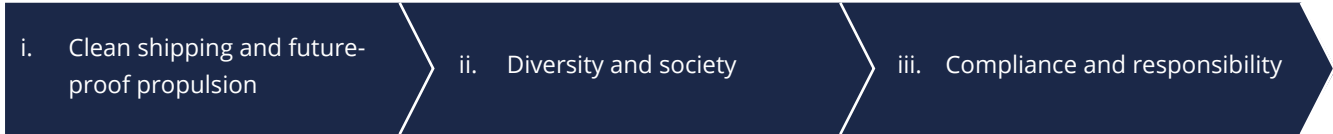
CSAV aims to maintain profitability throughout its economic cycle, earning a return on invested capital (ROIC) that is at least equal to its weighted average cost of capital (WACC). At the same time, it seeks to strengthen its financial position by paying down debt and increasing its equity and liquidity.

Financial Metrics	Objective	2021
Profitability	ROIC > WACC	70% ROIC > 7.0% WACC
Leverage	≤ 3x net debt / EBITDA	Negative net debt
Liquidity	~MMUS\$ 1,100	MMUS\$ 9,300
Equity	> 45%	60%
Dividend policy	≥ 30% net income	68%

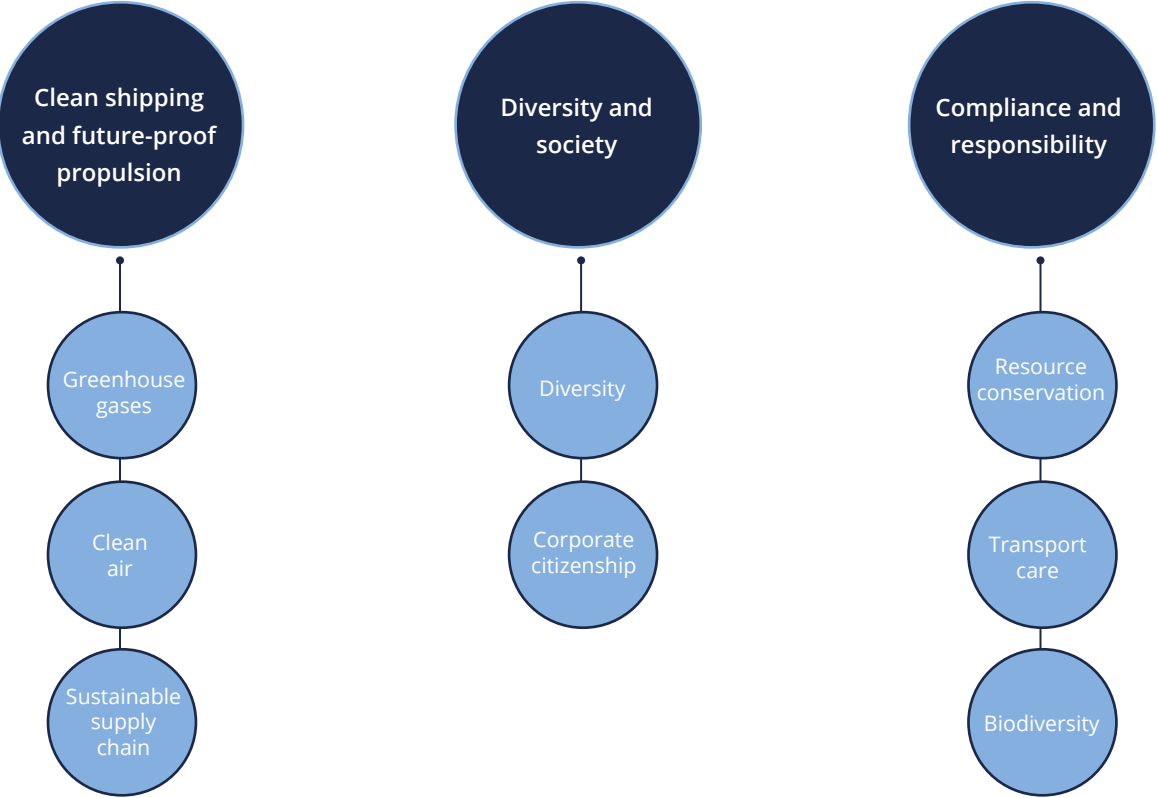


4. Sustainability

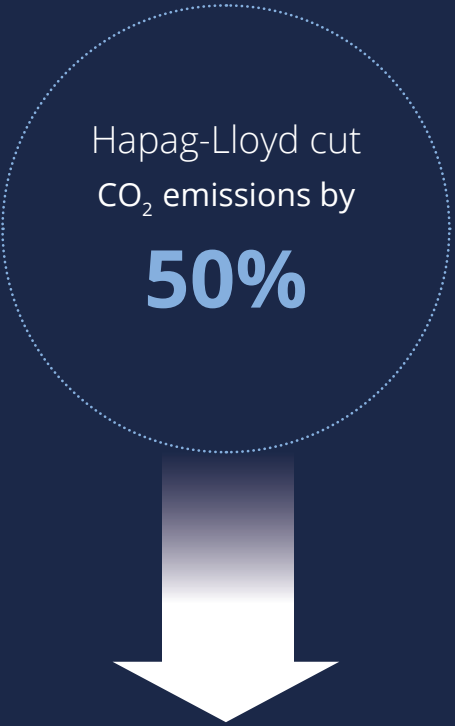
The sustainability strategy focuses on three main areas:



Hapag-Lloyd Sustainability Strategy



The shipping industry is responsible for approximately 2-3% of global greenhouse gas emissions. Reducing these gases is central to Hapag-Lloyd’s long-term strategy.



Hapag-Lloyd cut CO<sub>2</sub> emissions per TEU-km by 50% between 2008 and 2019. Its objective is to cut CO<sub>2</sub> emissions intensity for its entire fleet by another 30% (measured in EEIO) by 2030 and reach carbon neutrality by 2045.



The following financial and non-financial metrics are based on the strategy mentioned above:

Financial metrics

ROIC > WACC	Net debt/EBITDA <= 3
Liquidity US\$ 1.1 billion	Equity Ratio > 45%
Dividend policy >= 30%	Sustainable investments

Non-financial metrics

Be number one for quality	Top 3 in scheduling reliability
Cut CO <sub>2</sub> by 30% between 2019 and 2030	40% door-to-door service

Market share > 10% in attractive markets



Title: Off Iquique  
Author: Thomas Jacques Somerscales  
Year: 1921  
CSAV Collection



The cornerstones of Hapag-Lloyd's Strategy 2023 are:



**Simplify:** improve the customer experience and reduce complexity.



**Strengthen:** Double our efforts to become the number one for quality.



**Invest:** Invest in our employees, sustainable assets and long-term competitiveness.

Regarding investment, the last cornerstone, Hapag-Lloyd has a significant portfolio of assets. In 2021, the number of vessels in the fleet rose 2.9%, primarily thanks to the incorporation of NileDutch (29,500 TEU), the Dutch shipping line that services Africa. Additionally, the company purchased six small second-hand ships with a total capacity of 23,800 TEU.

To become more competitive on the Europe-Asia routes, the company signed two contracts for new ships with a Korean shipbuilding company: Daewoo Shipbuilding & Marine Engineering. Each contract was for six large container ships (23,600 TEU each), which will be delivered between April 2023 and December 2024. The total investment is approximately MMUS\$ 2,000, most of which is already funded. These twelve ships have ultra-efficient dual engines that can operate on conventional fuel and/ or LNG, a more environmentally friendly fuel with 15-25% lower CO2 emissions.

In 2021, Hapag-Lloyd purchased order contracts for three 13,250-TEU ships for delivery between 2022 and 2023 and another two contracts for 13,000 TEU each for delivery in 2024.

Additionally, the 15,000-TEU Brussels Express was equipped with a dual fuel system and can now operate on LNG or low-sulfur fuel. It has been operating between Europe and Asia since April 1, 2021.

Other acquisitions are still subject to approval by antitrust authorities. In 2021, the company announced its intention to purchase 30% of the Wilhelmshaven container terminal and 50% of the train terminal in the same city, in the port of JadeWeser. Then, in March 2022, it announced the purchase of Deutsche Afrika-Linen (DAL), a German shipping company that offers four services between Europe, southern Africa and the Indian Ocean. DAL has a 6,589-TEU ship, 17,800 containers and joint operating agreements with other shipping lines.

### 4.2.3 Hapag-Lloyd Corporate Governance

(3.6.ii.a of General Standard No. 461 of 2021)

Hapag-Lloyd has a 16-member joint Supervisory Board with eight elected members representing the employees and eight representing the shareholders. Members are elected to five-year overlapping terms. There are specific strategic objectives pertaining to the diversity and skill profile of the board members, including the minimum 30% gender quota required under German law. Six of the Board's current 16 members are women, representing 37.5%.

#### Hapag-Lloyd Supervisory Board Members

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>• <b>Michael Behrendt</b><br/>Chairman since December 2014</li><li>• <b>Klaus Schroeter</b><br/>Vice-Chairman since November 2018,<br/>Member since 2017</li><li>• <b>Oscar Eduardo Hasbún Martínez</b><br/>Member since December 2014</li><li>• <b>Felix Albrecht</b><br/>Member since March 2019</li><li>• <b>Turqi Alnowaiser</b><br/>Member since February 2018</li><li>• <b>H.E. Sheikh Ali Bin Jassim Al-Thani</b><br/>Member since May 2017</li><li>• <b>Nicola Gehrt</b><br/>Member since August 2016</li><li>• <b>Karl Gernandt</b><br/>Member since 2009</li></ul> | <ul style="list-style-type: none"><li>• <b>Annabell Kröger</b><br/>Member since June 2017</li><li>• <b>Arnold Lipinski</b><br/>Member since June 2001</li><li>• <b>Sabine Nieswand</b><br/>Member since August 2016</li><li>• <b>Dr. Isabella Niklas</b><br/>Member since June 2020</li><li>• <b>José Francisco Pérez Mackenna</b><br/>Member since December 2014</li><li>• <b>Maya Schwiegershausen-Güth</b><br/>Member since October 2018</li><li>• <b>Svea Stawars</b><br/>Member since July 2020</li><li>• <b>Uwe Zimmermann</b><br/>Member since August 2016</li></ul> |
|--|---|



View of Lebu Steamship

CSAV Collection

### Primary Functions of the Supervisory Board

- Advise and assess the Executive Committee on the management and handling of the company.
- Select Executive Committee members and set their compensation.
- Review and approve financial statements.
- Review the dividend proposal and annual report.
- Review whether governance regulations require modifications.

### Important decisions that require Board approval.

Some examples are:

- Business plan and annual budget.
- Investments of more than EUR 100 million and access to assets valued at more than EUR 75 million, with the exception of those approved in the budget.
- Non-customary transactions with subsidiaries or associates.
- Loans of more than EUR 75 million not included in the annual budget.
- Approval of pledges, guarantees or similar valued at more than EUR 2 million.

Board Committees for proper evaluation of different issues.



- **Presidential and Personnel Committee:** This committee coordinates efforts by the Board and its committees. Generally, it prepares Board meetings and oversees the execution of the approved resolutions. It makes decisions regarding the appointment or removal of Executive Committee members and their compensation.
- **Audit and Finance Committee:** This committee handles financial planning and reviews the company's investment projects. It is responsible for preliminarily reviewing the financial statements, annual reports and dividend proposals. The committee recommends external auditors to the Board and evaluates their work and rates. It also monitors the effectiveness of internal control systems, risk management, compliance and internal audits.
- **Mediation Committee:** This committee proposes new names to the Board in the event that the previously proposed candidates do not reach a two-thirds majority.
- **Nomination Committee:** This committee proposes suitable candidates to represent the shareholders on the Supervisory Board.

The last two committees meet only as necessary. The others meet periodically. In 2021, the Supervisory Board and the Audit and Finance Committee met quarterly, while the Presidential and Personnel Committee met three times.



Executive Committee Members

Rolf Habben Jansen

- Chief Executive Officer
- Start: 2014
- End: March 2024

Mark Frese

- Chief Financial Officer and Chief Procurement Officer
- Start: 2019
- End: November 2022

Dr. Maximilian Rothkopf

- Chief Operating Officer
- Start: 2019
- End: April 2027

Joachim Schlotfeldt

- Chief Human Resources Officer
- Start: 2018
- End: March 2023

Beginning February 2022, Ms. Donya-Florence Amer will become the first female member of the Executive Committee. She will serve as Chief Information Officer, a new position on the team.



The world is going digital, and we are too. In the coming years, we will implement more science and technological innovation to meet the challenges the world presents and create a better tomorrow."

**Ms. Donya-Florence Amer**  
Chief Information Officer





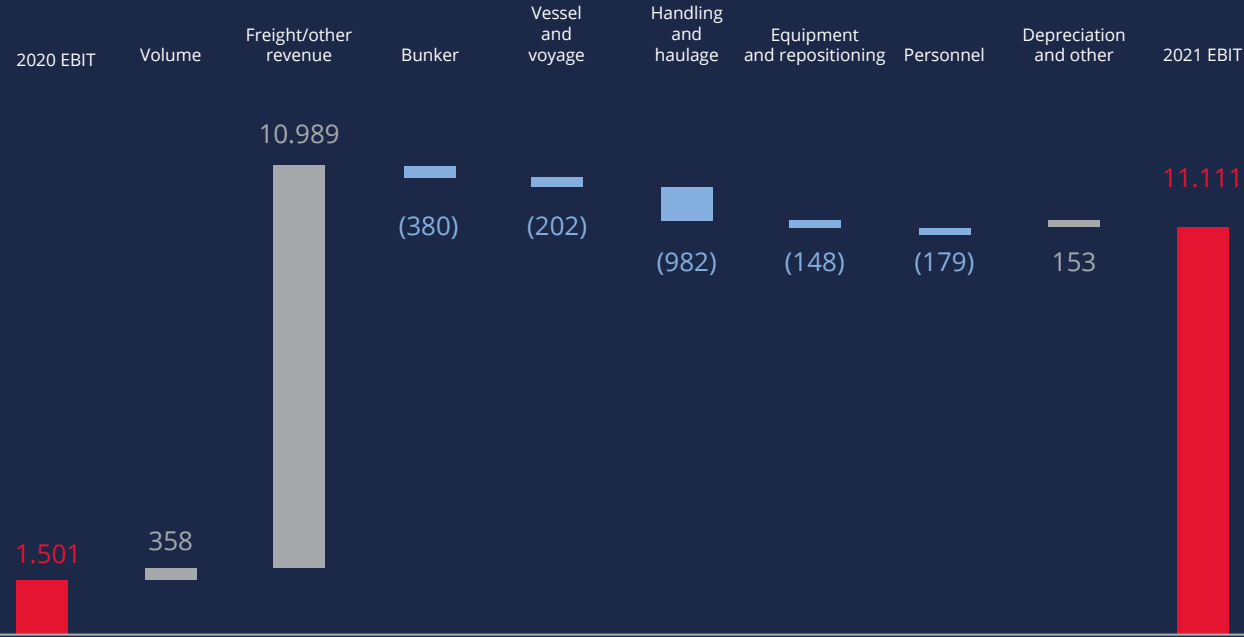
### 4.2.4 Hapag-Lloyd Consolidated Results

Hapag-Lloyd’s 2021 results were very favorable compared to 2020. EBIT increased from MMUS\$ 1,501 to MMUS\$ 10,750 (+907%). The numbers were marked by strong demand on east-west trades, especially the Transpacific route, and high congestion throughout the logistics chain due to slowed land-side productivity.

The logistics chain has been saturated with a series of bottlenecks and limitations. Some of those obstacles are the health protocols associated with the COVID-19 pandemic, which mean: (i) reduced personnel throughout the entire chain: customs, ports, ground transportation, etc., (ii) reduced personnel due to transfer to industries

that are less exposed to the crisis, (iii) greater port congestion resulting in longer waiting periods at ports, (iv) lower container turnover due to a slower supply chain, which has generated container scarcity at in-demand locations, which has largely been resolved through container purchases, (v) longer ground transport times due to cordons sanitaires, checkpoints, curfews, personnel shortages, among others.

The level of congestion in the system has resulted in supply scarcity, which has resulted in higher revenue (+81%) as a result of higher rates (+80%) and, to a lesser extent, higher transport volume, which is up 0.3% relative to 2020.





Freight rates are up across the board along all routes, As published by Clarkson, the increase in spot prices, as compared to year-end 2020, was: Asia-Europe (+104%), Asia-U.S. East Coast (+137%), Transpacific (+88%). Hapag-Lloyd’s average price per transport volume rose to US\$/TEU 2,003 from US\$/TEU 1,115 (+80%). Broken down by route, those with the largest increases were Asia-Europe (153.2%), Intra-Asia (114.3%) and Transpacific (87.2%).

In terms of volumes, the slight 0.3% increase is primarily explained by higher demand from Latin America (5.2%) and the Middle East (5.5%), offset by lower Intra-Asia volumes (-26.7%) as a result of ship relocations to points of higher demand and the network optimization process. Due to high congestion, volume on the Transpacific route also fell (-4.5%).

Meanwhile, all cost items were up and transport expenses (bunker, handling and haulage, equipment and repositioning, vessels and voyages and others) rose 17.1%. The item that increased the most sharply was cargo handling and haulage (known in the industry as detention and demurrage), which is related to container movements within ports and ground transportation. These costs continue to rise due to the previously noted logistical problems and congestion at ports and along ground routes.

Fuel prices are higher, at an average of US\$ 475 per ton, up from US\$ 379 last year. The cost of equipment and repositioning containers also rose (+11.4%). This is related to mobilization and storage of empty containers, especially in North America, where the balance of trade has become persistently less favorable.

This is in addition to increased land-side costs (truck and train) and feeder use. The cost of ships and voyages is up 9.7% due to the increase in the number of charters, the associated operating costs, and the cost of chartered slots on third-party ships.

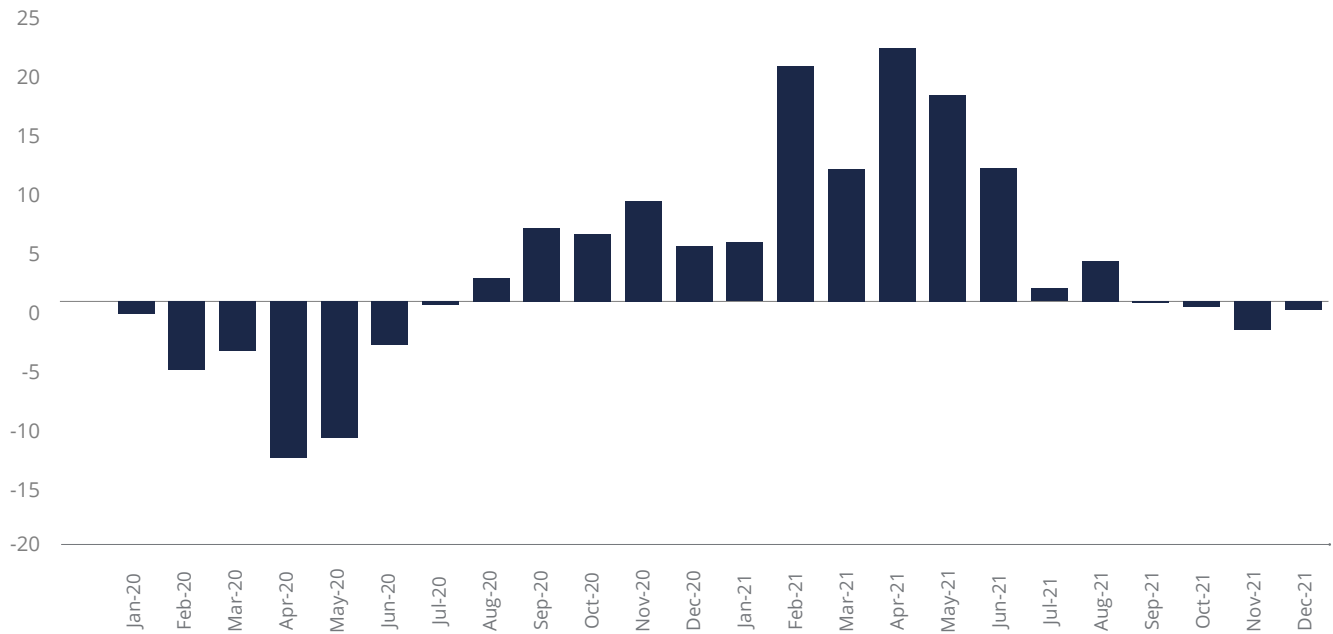
Transport cost per container (TEU) was up 16.8% in relation to the same period in 2020 (US\$ 1,029/TEU in 2021 vs. US\$ 881/TEU in 2020). If you add depreciation and amortization expense, expense per TEU increases 15.8% (US\$ 1,175/TEU 2021 vs. US\$ 1,015/TEU in 2020).

In summary, the increased freight revenue meant better margins, despite significantly higher operating costs.

## 4.3 Environment and Industry

### 4.3.1 The Impact of COVID-19 on the Industry

Increased Demand (% change YoY)



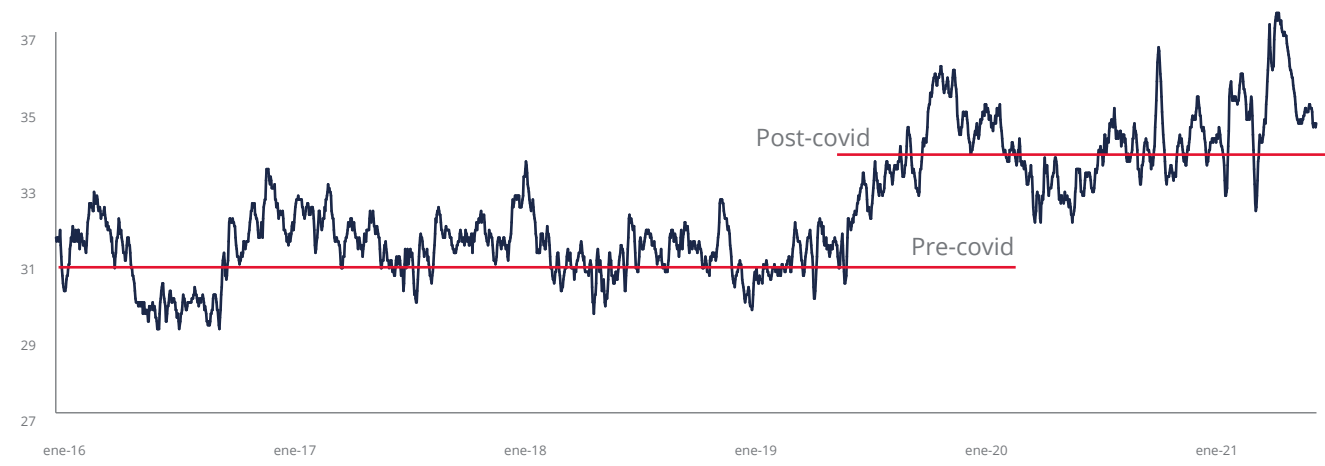
#### i. Demand Volatility

The COVID-19 pandemic has strongly impacted the global economy and, specifically, the container shipping industry. In early 2020, worldwide demand contracted sharply as a result of diverse mobility restrictions mandated by local authorities to contain the spread of the coronavirus.

Despite this contraction and the uncertainty of the public health crisis, as of the second half of 2020, the industry began to see an abrupt recovery in transport volumes. The reasons include strong global demand for durable goods (over services), companies’ need to restock to meet greater demand, easing mobility restrictions, etc.

Demand stayed high in 2021, blessing the industry with solid results. According to estimates by Clarksons Research, the volume of transported containers fell 1.3% YoY in 2020 but was up 6% in 2021.

Port Congestion Index

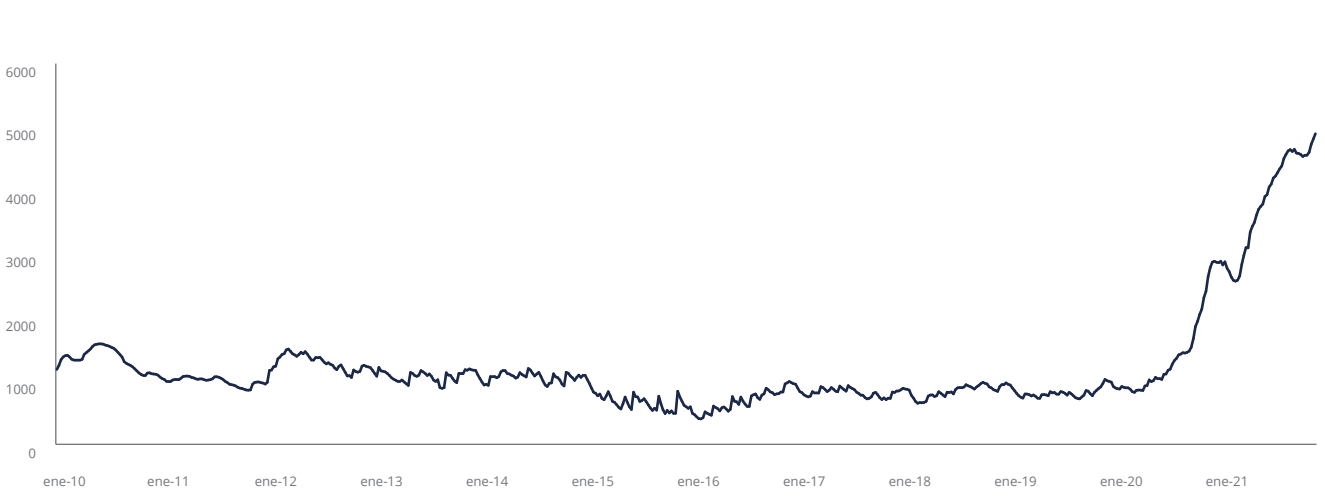


ii. Logistics Congestion

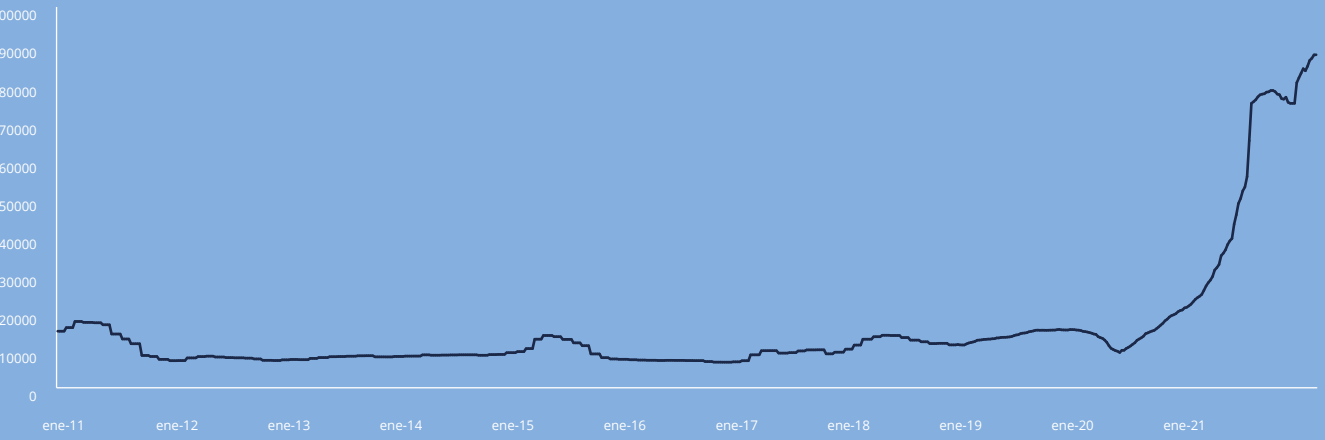
The sharp rebound in demand in late 2020 saturated the logistics chain with a series of bottlenecks and limitations. The limiting factors were associated with the COVID-19 health protocols discussed in point 4.2.4.

High congestion in the system created supply scarcity, with operationally available ships waiting to be serviced at port. Inevitably, operating efficiency and container turnover were lower.

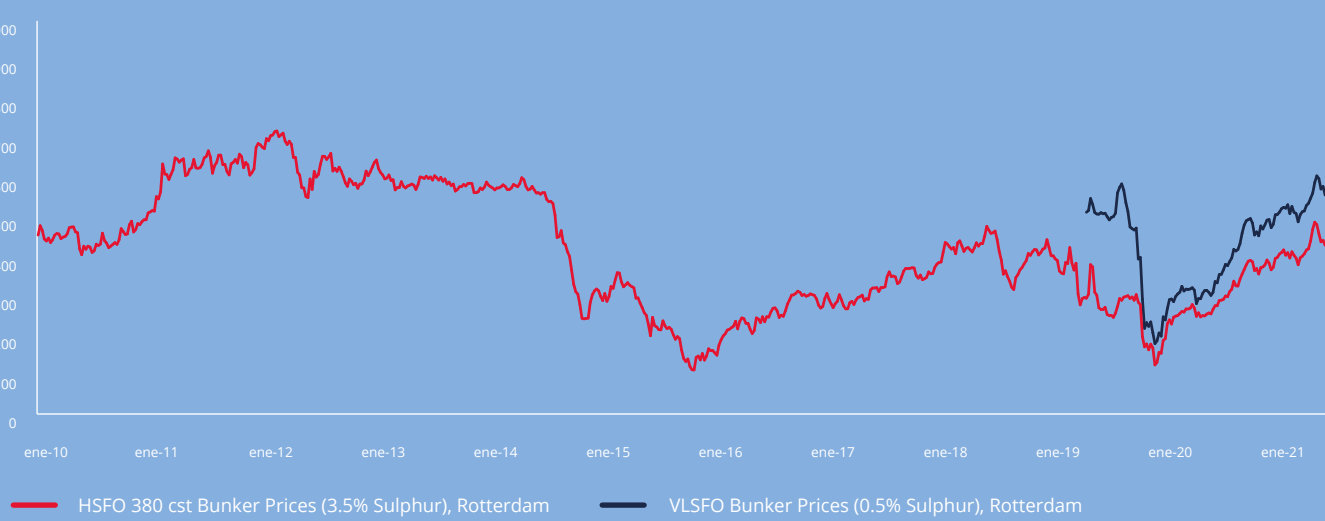
Freight Rates (US\$/TEU)



Daily Rate for Chartered Vessels (US\$/day)



Fuel Price (US\$/ton)



iii. Spike in Freight and Costs

While spot freight rates from Asia hit record highs, operating costs for inputs and services also trended upward.

The rise in service charges was due to the global imbalance of containers and added demurrage and detention, which produced a greater unidirectional flow on routes and important complications with land-side logistics, like unloading containers, inland transport, deconsolidation at customer warehouses and subsequent returns.

Furthermore, due to the increased demand for transport services, vessel chartering rates rose along with freight rates, pushing operating costs up as a result of higher daily chartering rates and long wait times at port. These chartering rates are the highest ever seen.

Fuel prices, an important cost structure input, also rose significantly in 2020 and 2021.





### 4.3.2 Hapag-Lloyd’s COVID-19 Response

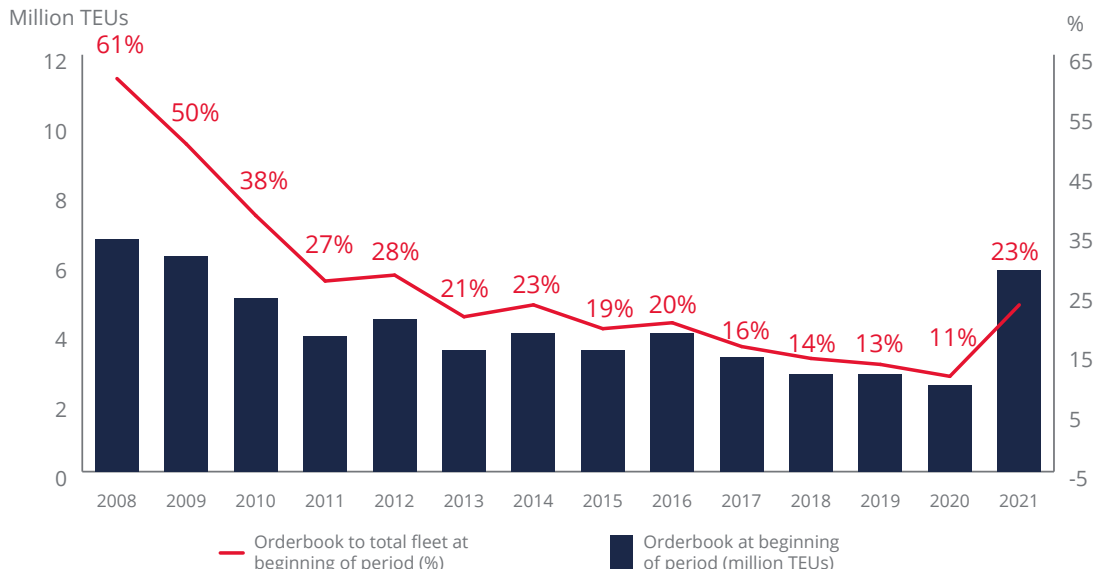
Given the challenging congestion and ongoing efforts to mitigate logistics problems, Hapag-Lloyd has implemented measures to offer its customers better service. These include:

- Optimizing networks and relocating vessels to points of high demand
- Redirecting cargo to less congested ports and seeking better inland alternatives
- Purchasing second-hand vessels, chartering additional vessels and hiring additional stevedores
- Purchasing additional containers and repairing more old containers
- Adding more personnel, boosting capacity and incorporating technological solutions
- Drafting a fleet investment plan for 350,000 TEU

### 4.3.3 Structural Indicators for the Industry

#### i. Healthy Industry Indicators

##### Change in Orderbook and its Percentage of the Total Fleet

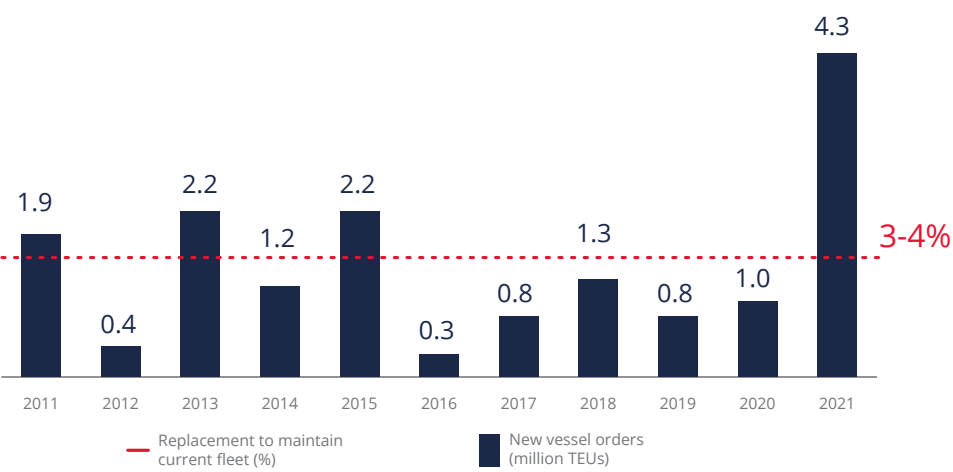


In recent years, the fleet has grown in line with a long-term logic. Orderbook-total fleet equilibrium, based on current market conditions, should be around 20-25%, which aligns with the current level of 23%.

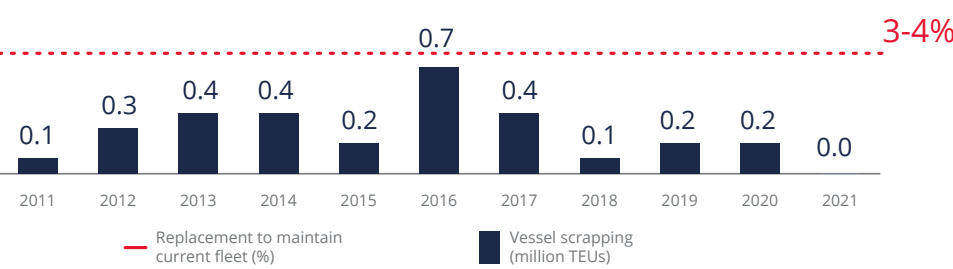
Since this fleet will be operable within the next 24 to 30 months (average construction and delivery time), this index represents average annual growth of 9% over the next two and a half years. That would cover the long-term transport needs generated by global GDP growth, estimated at 3 to 4% annually based on recent years. Similarly, with a 25-year useful life, these orders will cover ship scrapping levels of 4%, projecting a scenario of long-term equilibrium.

Hapag-Lloyd confirmed the construction of twelve 23,500 TEU vessels featuring high-efficiency, high-pressure, dual-fuel engines that run on natural gas (LNG) but can also burn conventional fuel if needed. It also confirmed the purchase of five 13,000-13,250 TEU vessels and charter of another five 13,000 TEU vessels that are currently being built. This is in addition to the capacity added via the integration of NileDutch (29,500 TEU) and the purchase of six second hand vessels in 2021 with total capacity of 23,800 TEU.

New Vessel Orders (million TEUs)



Ship Scrapping (million TEUs)



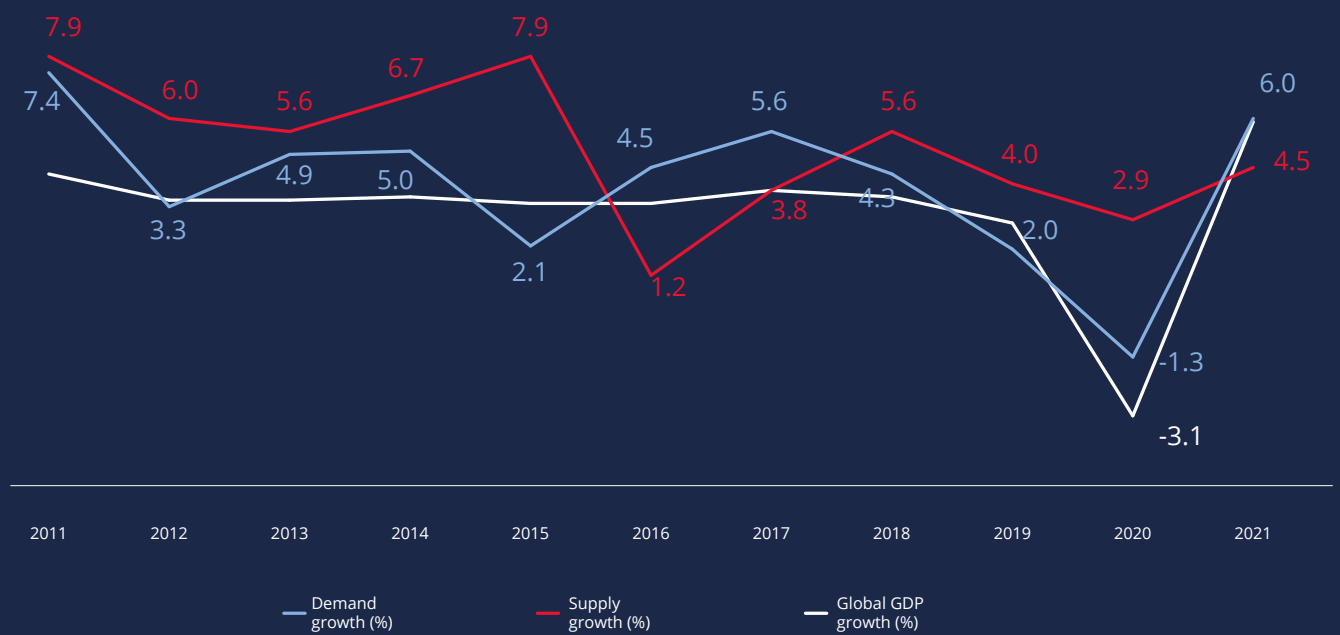
Vessel scrapping has remained low over the past few years because the global fleet is relatively new as a result of orderbook concentration and deliveries a few years back, as well as high freight rates. This scrapping rate is expected to increase gradually considering an average useful life of 25 to 30 years. That gives an annual replacement rate of 3 to 4%, because of yearly vessel depreciation. Although this would entail greater scrapping for regular replacement, it would also be gradually associated with greater growth in total shipping capacity and, therefore, would not affect net supply growth.







ii. Supply-Demand Equilibrium



In 2021, demand grew faster than supply, confirming the industry's efforts to control and rationalize growth in recent years. However, given the orderbook, the balance will be reversed in the coming years as growth in supply outpaces demand growth. The imbalance could be positive if supply corrects the industry's current logistics congestion problems.

High freight rates in the last 18 months have discouraged scrapping, which could pick up again with the introduction of new, more efficient vessels and lower prices. Furthermore, new environmental regulations are expected to take effect, which would result in even greater scrapping.

## 5. Additional Information and Indicators





## 5.1 Company Information



### Basic Information

**Company name:** Compañía Sud Americana de Vapores S.A.

**Ticker:** Vapores

**Taxpayer ID Number:** 90.160.000-7

**Type of entity:** Publicly traded corporation

**Securities registry number:** 76

**Legal Address:** Hundaya 60, 14th floor, Las Condes, Santiago and Plaza Sotomayor 50, Valparaíso

### Articles of incorporation

Compañía Sud Americana de Vapores S.A. (hereinafter also “CSAV” or the “Company”) was incorporated by public instrument dated October 4, 1872, signed before Valparaíso Notary Julio César Escala. Its authorization to operate is recorded in a decree dated October 10, 1872, which references the decree approving CSAV’s bylaws on October 9, of that same year. These documents were registered on page 486 number 147 and page 497 number 148, respectively, of the Valparaíso Chamber of

Commerce on October 15, 1872. Likewise, in conformity with regulations in effect at that time, in a decree dated October 14, 1872, CSAV was declared legally installed and initiated operations on October 17th of that same year. Subsequently, the Company was registered on page 4228 number 2260 of the Santiago Registry of Commerce in 1959.

## 5.2 Properties and Facilities

(6.4 of General Standard No. 461 of 2021)

### Property, Plant and Equipment

Use	Address	Location	Surface Area (m2)	Registration	Ownership Status
Offices	Hundaya 60, Offices 1401-1402	Santiago	1,048	No. 214-151 & 152	Owned

### Investment Properties

Use	Address	Location	Surface Area (m2)	Registration	Ownership Status
Offices	Plaza Sotomayor 50	Valparaíso	10,010	No. 8-004	Owned
Warehouse	Tomas Ramos 22	Valparaíso	1,046	No. 90-22	Owned
Land	Blanco 509 to 529 and Box 541 to 545	Valparaíso	1,480	No. 8-001 & 002	Owned
Parking spaces	Huérfanos 631 / 635, box 707	Santiago	12.5	No. 121-889	Owned

## 5.3 Trademarks, Patents and Licenses

(6.2.v; 6.2.vi; 6.2.vii of General Standard No. 461 of 2021)

The main trademark used in 2021 by Compañía SudAmericana de Vapores was “CSAV”. The company does not own any patents, licenses, franchises, royalties or concessions, and only registers its trademark. CSAV gave Hapag-Lloyd an indefinite license, without any associated royalties, to use the CSAV brand, when it transferred its container business in December 2014.



## 5.4 Additional Corporate Governance Information

(2.1; 3.2. iii; 3.2viii of General Standard No. 461 of 2021)

- CSAV has not adhered to the United Nations Guiding Principles on Business and Human Rights or other standards.
- The Board of Directors does not have a hiring policy and has an unrestricted budget to study the matters it considers relevant. In 2020 and 2021, the Board of Directors did not hire external consultants. The audit firm performs other advising services within the organization, but they are not considered relevant in terms of amount. These are listed in the Risk Chapter’s last section on Consultants.
- CSAV does not have operations. Its employees work at offices in Santiago; therefore, there are no facilities at which to perform on-site visits.
- This year, the Board of Directors will study whether to have a procedure to hire third-party advising services to assess their collective and/or individual performance. The Board will also consider doing so internally. To date, this has not occurred.
- In 2022, CSAV will assess whether it considers an operational continuity plan advantageous.
- The company has not adhered to any national and/or international code or framework on corporate governance.
- CSAV does not have a current succession plan. It will evaluate the issue in 2022.

## 5.5 Sustainability Indicators

(8.2 of General Standard No. 461 of 2021)

After analyzing industries and the Sustainability Accounting Standards Board (SASB) indicators, CSAV believes the financial industry would be most applicable and the Asset Management and Custody indicators most relevant. However, to make responses more applicable to the company’s current situation, items with a customer focus have been rewritten to address investors or shareholders.



Title: Retrato de Arturo Prat  
[Portrait of Arturo Prat]  
Author: Anonymous  
Period: Late 19th century  
CSAV Collection



Sustainability Disclosure Topics & SASB Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Value / Explanation
Transparent information and fair advising for shareholders (1)	(1) Number and (2) percentage of covered employees with a record of investment-related investigations, investor-initiated complaints, private civil litigation or other regulatory proceedings.	Quantitative	Number, percentage (%)	FN-AC-270a.1	0 and 0%
	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of information to investors	Quantitative	US\$	FN-AC-270a.2	0
	Description of approach to informing investors	Debate and analysis	Not applicable	FN-AC-270a.3	CSAV's Market Information Manual and Procedure for Drafting and Evaluating Communications for the Market and the General Public describe its approach to informing investors and the market under the principles of transparency and diligence. The spokespeople are the Chief Executive Officer, the Chairman and Vice Chairman of the Board and the Head of Investor Relations. CSAV's Investor Relations Area is available to assist with any question or need and can be contacted at investor@csav.com or via the website at www.csav.com/contacto. The Investor Relations Area publishes an open calendar on the website where it announces upcoming events and events where it will participate publicly. Every quarter—or whenever the Chief Executive Officer deems appropriate—CSAV holds open conferences to present earnings or events related to the company or the industry. The CSAV calendar includes a quiet period, which begins two weeks before earnings are posted, when the company cannot meet with investors or discuss prospects.
Employee diversity and inclusion	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	Quantitative	Percentage (%)	FN-AC-330a.1	<div><div><div>Diversity</div><div><div><div></div></div><div><div></div></div></div><div><div><div>Executive team</div><div>Non-executive management</div><div>Professional staff</div><div>Other employees</div></div><div><div>9</div><div>1</div><div>1</div><div>2</div></div><div><div>0</div><div>0</div><div>3</div><div>4</div></div><div>Total137</div></div></div><div><div><div></div></div><div>Hispanic or Latino</div></div><div><div>Diversity</div><div><div><div></div></div></div><div><div><div>Executive team</div><div>Non-executive management</div><div>Professional staff</div><div>Other employees</div></div><div><div>9</div><div>1</div><div>4</div><div>6</div></div><div>Total20</div></div></div></div>
Incorporation of Environmental, Social, and Governance Factors in Investment Management & Advisory	Amount of assets under management, by asset class, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing, and (3) screening	Quantitative	US\$	FN-AC-410a.1	MMUS\$ 5,749 The value of CSAV's investment in HLAG as of December 31.
	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment management or wealth management processes and strategies	Debate and analysis	Not applicable	FN-AC-410a.2	The Comprehensive Risk Management Policy at CSAV and/or its main asset, Hapag-Lloyd, considers the potential impact should the sustainability risks to which CSAV is exposed materialize. It accounts for the size and specific characteristics of the company's current businesses. Regarding new investments, the company does not have a current investment plan at the moment. The Board must evaluate the relevance of these issues in the future.

Note: ‘Customers’ has been replaced with ‘investors/shareholders’.

Sustainability Disclosure Topics & SASB Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Value / Explanation
Incorporation of Environmental, Social, and Governance Factors in Investment Management & Advisory	Description of proxy voting and investee engagement policies and procedures	Debate and analysis	Not applicable	FN-AC-410a.3	CSAV has a 30% interest in Hapag-Lloyd. Furthermore, it is part of a shareholder agreement that controls nearly 73.9% of the company. The partners in the controlling shareholder agreement have decided to act jointly on important strategic decisions. The Hapag-Lloyd Supervisory Board is comprised of 16 members, eight of whom represent the employees. The other eight represent the shareholders. A Nomination Committee proposes candidates for nomination as shareholder representatives on the Board. Currently, CSAV members hold two of the controlling shareholder agreement's five board seats. CSAV acts and intervenes in Hapag-Lloyd through the latter's Supervisory Board and respective committees (Presidential and Personnel Committee, Audit and Finance Committee, Mediation Committee and Nomination Committee).
	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations.	Quantitative	US\$	FN-AC-510a.1	In 2021, CSAV disbursed US\$ 1.1 million, primarily for legal counsel on a case related to the company's discontinued car carrier business. Importantly, the company became aware of the case in September 2012, when US authorities and the Canadian Competition Bureau requested information concerning potential antitrust violations among car carrier companies between 2000 and 2012, before Quiñenco took control of the company. CSAV strongly condemns all conduct that violates free competition, not only because it violates current laws, but because it infringes upon the values and principles to which our company is committed in all its lines of business.
Business ethics					
	Description of whistleblower policies and procedures	Debate and analysis	Not applicable	FN-AC-510a.2	CSAV's compliance model <i>involves policies and procedures, including its Crime Prevention Model</i> . The model establishes the roles, responsibilities, crimes, whistleblowing procedure, whistleblower channels and other aspects. The company's website features an open, anonymous whistleblower channel where anyone can file a complaint. The Legal Compliance Officer receives the information and safeguards the person's identity. He must resolve the issue and report to the Board of Directors and senior management on the case.

Note: 'Customers' has been replaced with 'investors/shareholders'.

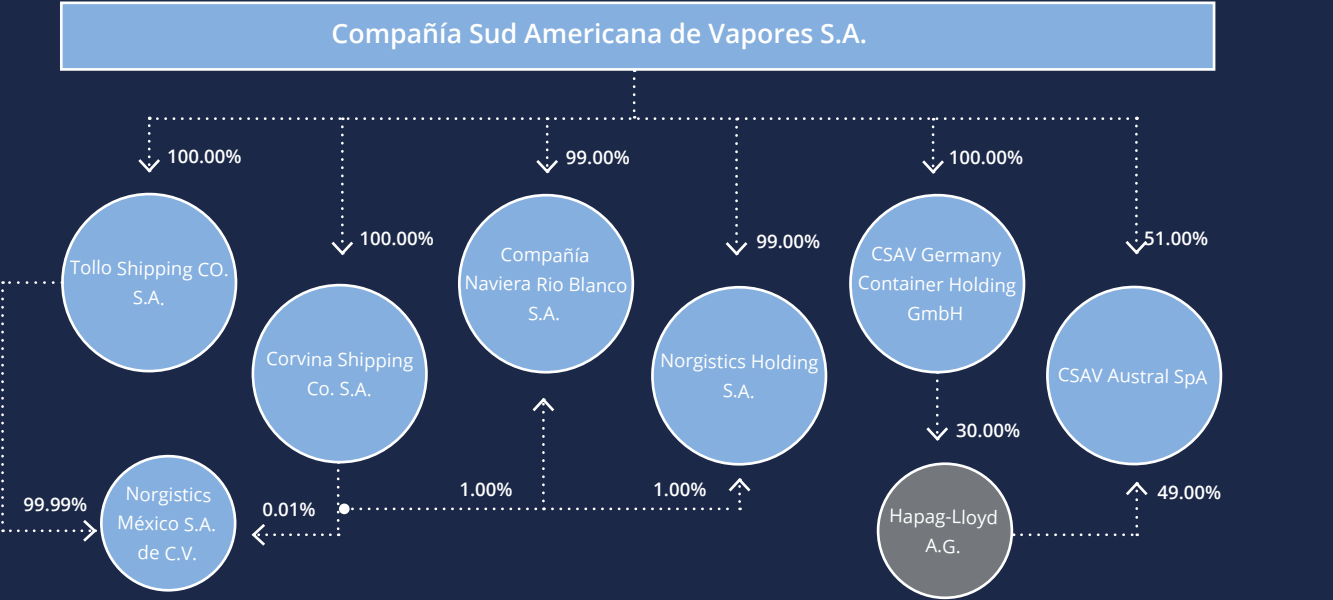


Activity metrics

	Category	Unit of Measure	Code	Value
(1) Total registered and (2) Total unregistered assets under management (AUM)	Quantitative	Presentation currency	FN-AC-000.A	(1) 0 and (2) MMUS\$ 5,749 (CSAV's investment in Hapag-Lloyd)
Total assets under custody and supervision	Quantitative	Presentation currency	FN-AC-000.B	MMUS\$ 6,025 (Total assets)

5.6 Corporate Structure

(6.5.v - 6.5.x of General Standard No. 461 of 2021)



# 5.7 Information on Associates and Subsidiaries

(6.5 of General Standard No. 461 of 2021)

## Associate

HAPAG-LLOYD AG	
Company Information	<b>Company name</b> : Hapag-Lloyd AG (“Hapag Lloyd AG”)
	<b>Type of entity:</b> Publicly traded corporation
	<b>Jurisdiction:</b> Germany
	<b>Subscribed and paid-in share capital:</b> EUR 175,760,293
<b>CSAV S.A.’s Interest:</b> 30.0%	
Supervisory Board and Chief Executive Officer	<b>Chairman:</b> Michael Behrendt
	<b>Board Members:</b> <ul style="list-style-type: none"><li>• Klaus Schroeter</li><li>• Óscar Hasbún Martínez (CEO, CSAV)</li><li>• Felix Albrecht</li><li>• Turqi Alnowaiser</li><li>• H.E. Sheikn Ali Bin Jassim Al-Thani</li><li>• Nicola Gehrt</li><li>• Karl Gerandt</li><li>• Annabell Kröger</li><li>• Arnold Lipinski</li><li>• Sabine Nieswand</li><li>• Dr. Isabella Niklas</li><li>• Francisco Pérez Mackenna (Chairman, CSAV)</li><li>• Maya Schwiegershausen-Güth</li><li>• Svea Stawars</li><li>• Uwe Zimmermann</li></ul>
	<b>Chief Executive Officer:</b> Rolf Habben Jansen
Corporate Purpose	Participate in maritime trade through liner services, undertaking logistics operations, undertaking shipping, vessel brokering, freight brokering, storage and agency services, and, if applicable, operating terminals, buying, selling, developing, improving and leasing property, providing data-processing services, and all other commercial activities related to the foregoing, unless that requires prior approval. The main business is shipping containers on owned and chartered vessels.

## Subsidiaries

CSAV GERMANY CONTAINER HOLDING GmbH	
Company Information	<b>Company name:</b> CSAV Germany Container Holding GmbH
	<b>Type of entity:</b> Limited liability company
	<b>Jurisdiction:</b> Germany
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 84
<b>CSAV S.A.’s Interest:</b> 100.00%	
Directors and Chief Executive Officer	<b>Managers</b> Óscar Hasbún Martínez (CEO, CSAV) Pablo Bauer Novoa <sup>2</sup>
Corporate Purpose	Ownership and management of investments in companies, especially those dedicated to container shipping.
Business Relationships / Significant Contracts	Loan for EUR 1,479.5 million plus accrued interest.

<sup>2</sup> Chairman of Quiñenco S.A.



CSAV AUSTRAL SpA	
Company Information	<b>Company name:</b> CSAV Austral SpA
	<b>Type of entity:</b> Privately held company
	<b>Jurisdiction:</b> Chile
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 100,540
<b>CSAV S.A.'s Interest:</b> 51.00%	
Directors and Chief Executive Officer	<b>Chairman</b> Andrés Kulka Kuperman
	<b>Directors</b> <ul style="list-style-type: none"><li>Rodolfo Díaz Gutiérrez</li><li>Christian Seydewitz Munizaga</li><li>Sergio Hurtado Olavarria (Alternate)</li><li>Vivien Swett Brown (Alternate)</li><li>Rene Scholem Appel (Alternate)</li></ul>
	<b>Chief Executive Officer</b> Christian Seydewitz Munizaga
Corporate Purpose	Maritime, ground and air transport and all types of shipping services.

COMPAÑÍA NAVIERA RÍO BLANCO S.A.	
Company Information	<b>Company name:</b> Compañía Naviera Rio Blanco S.A.
	<b>Type of entity:</b> Corporation
	<b>Jurisdiction:</b> Chile
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 3,550
<b>CSAV S.A.'s Interest:</b> 100.00% (Direct and Indirect)	
Directors and Chief Executive Officer	<b>Chairman</b> Óscar Hasbún Martínez (CEO, CSAV)
	<b>Directors</b> <ul style="list-style-type: none"><li>Roberto Larraín Sáenz (CFO, CSAV)</li><li>María Cecilia Tapia Fredes (Head of Accounting, CSAV)</li></ul>
	<b>Chief Executive Officer</b> <ul style="list-style-type: none"><li>Roberto Larraín Sáenz (CFO, CSAV)</li></ul>
Corporate Purpose	Shipping agency

CORVINA SHIPPING CO. S.A.	
Company Information	<b>Company name:</b> Corvina Shipping Co. S.A.
	<b>Type of entity:</b> Privately held company
	<b>Jurisdiction:</b> Panama
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 493,258
<b>CSAV S.A.'s Interest:</b> 100.00%	
Directors and Chief Executive Officer	<b>Chairman</b> Orelys Massiel Cedeño B.
	<b>Directors</b> <ul style="list-style-type: none"><li>Óscar Hasbún Martínez (CEO, CSAV)</li><li>Roberto Larraín Sáenz (CFO, CSAV)</li><li>Mirtha C. de Fernández</li><li>María Cecilia Tapia Fredes (Head of Accounting, CSAV)</li></ul>
Corporate Purpose	<ul style="list-style-type: none"><li>a. Buying, selling, chartering and generally managing vessels and operating shipping lines, in Panama or anywhere in the world.</li><li>b. Maritime agencies and maritime operations in general, in Panama or abroad.</li><li>c. Buying, selling, bartering, leasing and trading real estate or personal property, goods and any other related commercial or financial transaction, and investing in other Panamanian or foreign companies.</li><li>d. Buying and trading company shares and units and, in general, undertaking any other business, maritime, financial or real estate transactions permitted by the laws of the Republic of Panama, or that may be permitted in the future.</li></ul>

NORGISTICS HOLDING S.A.	
Company Information	<b>Company name:</b> Norgistics Holding S.A.
	<b>Type of entity:</b> Corporation
	<b>Jurisdiction:</b> Chile
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 5,000
<b>CSAV S.A.'s Interest:</b> 100.00% (Direct and Indirect)	
Directors and Chief Executive Officer	<b>Chairman</b> Óscar Hasbún Martínez (CEO, CSAV)
	<b>Directors</b> <ul style="list-style-type: none"><li>Roberto Larraín Sáenz (CFO, CSAV)</li><li>María Cecilia Tapia Fredes (Head of Accounting, CSAV)</li></ul>
	<b>Chief Executive Officer</b> <ul style="list-style-type: none"><li>Roberto Larraín Sáenz (CFO, CSAV)</li></ul>
Corporate Purpose	Investing and participating in Chilean or foreign companies involved in logistics services, shipping agencies or sea, air, ground or multimodal transport services.



TOLLO SHIPPING CO. S.A.	
Company Information	<b>Company name:</b> Tollo Shipping Co. S.A.
	<b>Type of entity:</b> Corporation
	<b>Jurisdiction:</b> Panama
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 383,678
<b>CSAV S.A.'s Interest:</b> 100.00%	
Directors	<b>Chairman</b> Orelys Massiel Cedeño B.
	<b>Directors</b> Óscar Hasbún Martínez (CEO, CSAV) Roberto Larraín Sáenz (CFO, CSAV) Mirtha C. de Fernández María Cecilia Tapia Fredes (Head of Accounting, CSAV)
Corporate Purpose	<ul style="list-style-type: none"><li>• Buying, selling, chartering and generally managing vessels and operating shipping lines, in Panama or anywhere in the world.</li><li>• Maritime agencies and maritime operations in general, in Panama or abroad.</li><li>• Buying, selling, bartering, leasing and trading real estate or personal property, goods and any other related commercial or financial transaction, and investing in other Panamanian or foreign companies.</li><li>• Buying and trading company shares and units and, in general, undertaking any other business, maritime, financial or real estate transactions permitted by the laws of the Republic of Panama, or that may be permitted in the future.</li></ul>

This is a holding company within the CSAV group.

NORGISTICS MÉXICO S.A. De C.V. (Under liquidation process)	
Company Information	<b>Company name:</b> Norgistics Holding S.A.
	<b>Type of entity:</b> Corporation
	<b>Jurisdiction:</b> Mexico
	<b>Subscribed and paid-in share capital:</b> ThUS\$ 3,406
<b>CSAV S.A.'s Interest:</b> 100.00% (Indirect)	
Directors and Chief Executive Officer	<b>Chief Executive Officer</b> Roberto Larraín Sáenz (CFO, CSAV)
<b>Liquidator</b> Arturo Ordoñez Alamilla (Baker Tilly Mexico SC)	
Corporate Purpose	Non-vessel operating common carrier (NVOCC), freight forwarder and ground transport brokering. Maritime and intermodal freight brokerage.

The company is in a liquidation process.

Navibras Comercial Maritima e Afretamentos Ltda. was liquidated in 2021.

Summary of Subsidiary Ownership

Issuing Company	Investing Company							Total
	Compañía Sud Americana de Vapores S.A.	CSAV Germany Container Holding GmbH	Hapag-Lloyd AG	Tollo Shipping Co. S.A.	Corvina Shipping Co. S.A.	Norgistics Holding S.A.	Other	
CSAV Germany Container Holding GmbH	100.00%							100%
Hapag-Lloyd AG.		30.00%					70.00%	100%
Tollo Shipping Co. S.A.	100.00%							100%
Corvina Shipping Co. S.A.	100.00%							100%
Compañía Naviera Rio Blanco S.A.	99.00%				1.00%			100%
Norgistics Holding S.A.	99.00%				1.00%			100%
CSAV Austral SpA	51.00%		49.00%					100%
Norgistics México S.A. de C.V.				99.9853%	0.0147%			100%

Investment as a Percentage of the Parent Company's Total Assets

Issuing Company	Investing Company			
		Compañía Sud Americana de Vapores S.A.	CSAV Germany Container Holding GmbH	Tollo Shipping Co. S.A. Corvina Shipping Co. S.A.
CSAV Germany Container Holding GmbH	Germany	67.13%		
Hapag-Lloyd AG	Germany		100.00%	
Tollo Shipping Co. S.A.	Panama	-12.53%		
Corvina Shipping Co. S.A.	Panama	12.53%		
Compañía Naviera Rio Blanco S.A.	Chile	-0.04%		-0.003%
Norgistics Holding S.A.	Chile	0.03%		0.002%
CSAV Austral SpA	Chile	1.20%		
Norgistics México S.A. de C.V.	Mexico			-61.9434% 0.0000%



## 5.8 Material or Essential Events

(9 - 10 of General Standard No. 461 of 2021)

For the period between January 1, 2021 and December 31, 2021, the company communicated the following material or essential events to the Financial Market Commission:

**I. ESSENTIAL EVENT DATED MARCH 19, 2021:**

**I. Dividend Proposal**

At a meeting on March 19, 2021, the company's Board agreed to propose to shareholders at the company's Annual General Meeting called for April 23, 2021 (details of summons in section II below), the following dividends:

1. Dividend No. 322, Final, Mandatory Minimum, corresponds to 30% of net income for the year 2020 (i.e., the sum of US\$ 66,643,370.84, or a dividend of US\$ 0.0012985879116 per share) to be paid on May 12, 2021, in the equivalent in Chilean pesos, legal tender in Chile, based on the "observed dollar" exchange rate published in the *Official Gazette* on May 6, 2021. All shareholders registered in the Shareholder Registry as of midnight on May 6, 2021, shall be entitled to payment of this dividend; and
2. Dividend No. 323, Final, Additional, corresponds to 46.53% of net income for the Year 2020 (i.e., the sum of US\$ 103,356,629.16, or a dividend of US\$ 0.0020139687941 per share) to be paid on June 16, 2021, in the equivalent in Chilean pesos, legal tender in Chile, based on the "observed dollar" exchange rate published in the *Official Gazette* on June 10, 2021. They shall be entitled to payment of the "observed dividend" published in the *Official Gazette* on June 10, 2021. All shareholders registered in the Shareholder Registry as of midnight on June 10, 2021, shall be entitled to payment of this dividend.

**II. Notice of Annual General Shareholders' Meeting**

At a meeting on March 19, 2021, the company's Board agreed to call the company's Annual General Meeting (the "AGM") for April 23, 2021, at 10:00 a.m., at Hundaya 60, 14<sup>th</sup> floor, Las Condes, Santiago, which will be held exclusively online as indicated below, in order to address or approve, as appropriate, the following matters:

1. Annual Report, Balance Sheet and Financial Statements for the Year 2020; the company's situation; and the respective report of the External Auditors;
2. Distribution of dividends charged to net income for the Year 2020;
3. Board compensation for the year 2021 and the Board expenditure report;
4. Directors' Committee compensation and approval of the operating expense budget for the Year 2021; and report of Directors' Committee activities and expenses during the Year 2020;
5. Appointment of External Auditors;
6. Appointment of Risk Rating Agency;
7. Transactions with related parties;
8. Newspaper for company's official publications; and
9. All other corporate matters that should be addressed at an Annual General Meeting.

All shareholders registered in the Shareholders' Registry as of midnight on the fifth business day prior to the date of the meeting (midnight on April 17, 2021) shall be entitled to participate in the Meeting and exercise their right to speak and vote.

The Board voted to hold the AGM exclusively online, so the technology media implemented will constitute the only mechanism for participating and voting at the AGM in order to avoid exposing attendees to possible infection. Any shareholders interested in participating in the AGM, or their representatives, have until the day before the AGM to send an email to [juntaaccionistas2021@csav.com](mailto:juntaaccionistas2021@csav.com), expressing their interest in participating in the AGM, attaching a scanned image of the front and back of their national ID card, the proxy, if appropriate, and the AGM participation request form. The rest of the required documentation and more detailed information regarding how to register for, participate in and vote online at the AGM and other applicable aspects will be communicated opportunely on the company's website, [www.csav.com](http://www.csav.com).

In addition, the company has set up a phone line (+562 2588 6111) to answer any questions and facilitate participation in the online AGM.

Notices for the meeting will be published in the newspapers: *Diario Financiero* in Santiago and *El Mercurio* in Valparaíso on April 13, 19 and 21, 2021.

Shareholders can find supporting documentation regarding the matters to be discussed at the AGM beginning April 13, 2021, on the company's website, [www.csav.com](http://www.csav.com). These documents include information on the external auditor proposals that will be presented at the AGM for the year 2021 and their respective background information.

II. ESSENTIAL EVENT DATED APRIL 23, 2021:

I. Distribution of Dividends.

At the company's Annual General Meeting ("the Meeting") on April 23, 2021, shareholders agreed to distribute the following dividends:

1. Dividend No. 322, Final, Mandatory Minimum, corresponds to 30% of net income for the Year 2020 (i.e., the sum of US\$ 66,643,370.84, or a dividend of US\$ 0.0012985879116 per share) to be paid on May 12, 2021, in the equivalent in Chilean pesos, legal tender in Chile, based on the "observed dollar" exchange rate published in the *Official Gazette* on May 6, 2021. All shareholders registered in the Shareholder Registry as of midnight on May 06, 2021, shall be entitled to payment of this dividend.
2. The announcement cited in Section II of Circular No. 660 will be published on May 5, 2021 in the *Diario Financiero* digital newspaper ([www.df.cl](http://www.df.cl)). Form No. 1, duly completed and signed by the undersigned per Circular No. 660, is attached.
3. Dividend No. 323, Final, Additional, corresponds to 46.53% of net income for the Year 2020 (i.e., the sum of US\$ 103,356,629.16, or a dividend of US\$ 0.0020139687941 per share) to be paid on June 16, 2021, in the equivalent in Chilean pesos, legal tender in Chile, based on the "observed dollar" exchange rate published in the *Official Gazette* on June 10, 2021. All shareholders registered in the Shareholder Registry as of midnight on June 10, 2021, shall be entitled to payment of this dividend. The announcement cited in Section II of Circular No. 660 will be published on June 9, 2021, in the *Diario Financiero* digital newspaper ([www.df.cl](http://www.df.cl)). Form No. 1, duly completed and signed by the undersigned per Circular No. 660, is also attached.

II. Change in Newspaper where Announcements are Published

At the aforementioned Annual General Meeting, shareholders agreed, among other things, to designate *Diario Financiero* digital newspaper ([www.df.cl](http://www.df.cl)) as the official newspaper where it will publish notices of summons to CSAV's shareholders' meetings, in accordance with Article 59 of Law No. 18,046.

II. Essential Event dated October 4, 2021:

At the extraordinary meeting on October 4, 2021, the Board agreed to distribute the following dividend:

Dividend No. 324, Interim, to be charged to 2021 net income, in the amount of US\$ 450,000,000, or a dividend of US\$ 0.0087685324561 per share, to be paid on October 20, 2021, in the equivalent in Chilean pesos, legal tender in Chile, based on the "observed dollar" exchange rate published in the *Official Gazette* on October 14, 2021. All shareholders registered in the Shareholder Registry as of midnight on October 14, 2021, shall be entitled to payment of this dividend.

At the same meeting, following a report from the Directors' Committee and by unanimous vote by the directors without stake in the decision, the shareholders agreed to subscribe a club deal loan agreement with Banco de Chile, Scotiabank and Itaú Corpbanca for a total of US\$ 450,000,000. The funds shall be used to pay the aforementioned dividends and the loan will be repaid with the 2021 dividends the company receives from Hapag-Lloyd AG during the first half of 2022.

The announcement cited in Section II of Circular No. 660 will be published on October 12, 2021, in the *Diario Financiero* digital newspaper ([www.df.cl](http://www.df.cl)). Form No. 1, duly completed and signed by the undersigned per Circular No. 660, is attached.

## 5.9 Directors' Committee Report

(3.3.iv - 10 of General Standard No. 461 of 2021)

The committee held 12 ordinary meetings and one extraordinary meeting during 2021, at which it addressed the following matters:

I. ORDINARY SESSIONS:

1. At meeting 235, held on January 26, 2021, the committee approved the Directors' Committee annual report for 2020. It agreed upon a schedule of periodic meetings with CSAV's external auditors. It agreed that these meetings would be held in March, to review the annual financial statements, the external auditors' report, and the management letter on internal control; in June, to review the external audit plan for the current year; and in August, to review the financial statements as of June 30, 2021 and the limited audit review. The LCO presented the Compliance Report stating that no reports related to the crimes listed in Law No. 20,393 had been filed, that the respective whistleblower channel is operational and that BH Compliance, which certifies the Crime Prevention Model or CPM, had begun 2021 monitoring tests.
2. At meeting 236, held on February 23, 2021, the LCO presented the compliance report stating that no reports related to the crimes listed in Law No. 20,393 had been filed, that the respective whistleblower channel is operational and that BH Compliance had begun 2021 monitoring tests and had satisfactorily concluded the monitoring test for January. The committee approved the company's 2021 Internal Auditing Plan presented by RSM Chile.
3. At meeting 237, held on March 18, 2021, the committee examined the Consolidated Annual Financial Statements for the year ended December 31, 2020, together with the external auditors' report, which

will be presented at the annual general meeting for 2021. Therefore, representatives of the external audit firm KPMG Chile attended this meeting. The KPMG representatives reported that there are no differences in the treatment or accounting balances in the financial statements prepared by CSAV's management and that its report would contain a clean opinion of the financial position of the company and its subsidiaries in accordance with IFRS. The committee endorsed the report issued by the external auditors, KPMG Chile, and CSAV's Consolidated Financial Statements for the year ended December 31, 2020, submitted by management, including additional information in the 2020 CSAV Annual Report. It examined the proposals received from external audit firms KPMG Chile, Ernst & Young (EY) and PricewaterhouseCoopers (PwC) to audit the financial year 2021. It agreed to recommend KPMG Chile, and subsequently PwC, to the Board. The firm will present their proposal at the annual general meeting for 2021. It also agreed to propose to the Board that Feller-Rate and International Credit Rating (ICR) be appointed as risk rating companies and that the Board propose these to the next annual general meeting. The LCO presented the Compliance Report stating that the whistleblower channel is operational and no reports related to the crimes listed in Law No. 20,393 had been filed. At the ordinary board meeting (no. 5761) on February 26, 2021, Chief Executive Officer Hasbún reported to the committee on the creation of a new CSAV Compliance Committee, in conformity with the provisions of the rulings by the Fair Competition Defense Court (TDLC for Spanish acronym) and Hon. Supreme Court (CS for Spanish acronym) in the "Cars Case." He announced its composition, functions and Bylaws. The committee analyzed related-party transactions (RPT), including



- those perfected under the Customary Transactions Policy and those for insignificant amounts as of December 31, 2020, without making any comments.
4. At meeting 238, held on April 20, 2021, Chief Executive Officer Hasbún continued discussing the issue introduced at the March meeting and reported that the Compliance Committee met for the first time on March 25. The committee reviewed the content of the TDLC ruling dated April 24, 2019, and its ratification by the CS in its ruling on August 14, 2020. This relates specifically to adopting a free competition compliance program and, in that context, creating a Compliance Committee and the other obligations imposed on the shipping companies investigated . Furthermore, following the appointment of Edmundo Eluchans Aninat to the position of LCO, the duties of which he has performed since 2017, he informed the committee that the National Economic Prosecutor’s Office (FNE) had been notified of his appointment on March 26, 2021. He also reported that BH Compliance issued its First Monitoring Report on CPM aspects on April 16, 2021, which addressed CSAV’s compliance based on monthly sampling of evidence requested by BH Compliance as part of its CPM monitoring. At the end of his Compliance Report, the LCO noted that the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported. The committee ratified Mr. Eluchans as Secretary.
5. At meeting 239, held on May 20, 2021, the committee examined the interim consolidated financial statements as of March 31, 2021, and their principal changes with respect to the previous period without making any comments. It recommended that the Board of Directors approve them and authorized Chairman Blomstrom to communicate the recommendation to the Board of Directors. Mr. Eluchans presented the Compliance Report, informing the committee that the CSAV Compliance Committee met for the second time on May 4. It approved the LCO’s work plan for 2021 in relation

to testing (sampling of evidence) and monitoring reports by BH Compliance (2021-2022) and the LCO’s duties, which include reports to the Directors’ Committee and the Board of Directors, Compliance Committee meetings, board and employee training. At the end of his Compliance Report, the LCO noted that the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported. Management presented to the committee the RPTs conducted by CSAV as of March 31, 2021 (including those carried out under the Customary Policy and for insignificant amounts), referred to in Note 10 of the Interim Consolidated Financial Statements as of that date.

6. At meeting 240, held on June 22, 2021, representatives of KPMG Chile presented progress on the 2021 Audit Plan, in accordance with the plan for their attendance at committee meetings (NCG 385 of the CMF). At the meeting, KPMG Chile reported on topics including the audit objective and approach, the timeline of activities (Gantt chart with the main audit benchmarks between June 2021 and March 2022, issuance of regulatory reports on the 2021 consolidated financial statements), reports to issue and key dates. Subsequently, RSM Chile representatives presented on 2021 Internal Audit Plan progress, addressing the 2021 internal audit objectives, the conclusions and observations on the audit of the system migration process, and the update to existing processes, among other topics. The LCO presented the Compliance Report, informing the committee of the training on Law No. 20,393 to be offered to the CSAV Board of Directors and employees. Employees will also review the company’s general compliance structure with special emphasis on free competition and the new Compliance Committee (structure, functions, bylaws, etc.) At the end of his Compliance Report, the LCO noted that the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported.

7. At meeting 241, held on July 30, 2021, the LCO presented the Compliance Report and communicated that he trained the Board of Directors, Oscar Hasbún and Roberto Larraín at Ordinary Board Meeting No. 5765 on June 25, 2021. The training covered Law No, 20,393 and emphasized the following fundamental aspects of legal entities’ compliance programs: (i) the importance of regulating relationships between companies and public officials (keeping a record of meetings, favors, gifts and entertainment); (ii) effective implementation of a Crime Prevention System (CPM); (iii) the autonomy of the Head of Crime Prevention (LCO at CSAV) and access to senior management; (iv) internal knowledge of the CPM and Head of Crime Prevention, and (v) senior management’s involvement in the companies’ compliance (design and implementation of the CPM in accordance with the company’s risks, appointment of the Head of Crime Prevention, etc.) Subsequently, Mr. Hasbún and Mr. Eluchans commented on the “financial crime” bill passed in the Chamber of Deputies and sent to the Senate for debate. Both highlighted the series of modifications that the legislation, if passed in its current form, would bring, including changes to Law No. 20,393 on criminal liability for legal entities. To name a few, it would add many crimes to the list, expand the list of criminally liable entities and modify the assumptions or elements for criminal liability. At the end of his Compliance Report, the LCO noted that the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported.
8. At meeting 242, held on August 20, 2021, the committee heard presentations from CSAV’s management and its external auditors (KPMG Chile). It examined the Interim Consolidated Financial Statements dated June 30, 2021, the management analysis and unqualified interim review report from KPMG Chile. It recommended that the Board of Directors approve them and authorized Chairman Blomstrom to communicate the recommendation

to the Board of Directors. The LCO presented the Compliance Report, informing the committee that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported. As part of its oversight of CSAV’s whistleblower procedure, RSM Chile, the company overseeing the 2021 Internal Audit Plan, audited the whistleblower channel operations by conducting a test report on August 18. The LCO then reported that the CSAV Compliance Committee would meet on September 9th to hear a presentation on the status of the “Cars Case” and review compliance items of interest, like the financial crimes bill. Mr. Eluchans also commented on BH Compliance’s monitoring tests or sampling of evidence.

9. At meeting 243, held on September 21, 2021, representatives from RSM Chile presented on 2021 Internal Audit Plan progress, noting: (i) the objectives of the audits performed to date in relation to the aforementioned Audit Plan, (ii) a summary of the results of those audits and (iii) the reviews underway and those in the pipeline. The LCO presented the Compliance Report informing the committee that the Compliance Committee met on September 9th for the third time to review the status of the investigations underway and legal actions against CSAV in relation to the “Cars Case.” The LCO also reported on the functions he performed in the first half of 2021, which include: (i) Compliance and Crime Prevention reports to the Directors’ Committee and Board of Directors; (ii) training at the June board meeting, (iii) employee training, (iv) the Monitoring Report following the crime prevention certification in October 2020, (v) monthly sampling of evidence by the certifying entity (BH Compliance) and the compliance status on all of them, and (vi) the issues addressed in Compliance Committee meetings. The Compliance Committee meeting also addressed current compliance issues, like corruption investigations (authorities and individuals) and the financial crimes bill. At the end of his Compliance Report, the LCO noted that

the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported.

10. At meeting 245, held on October 26, 2021, the LCO presented the Compliance Report and informed the committee that the whistleblower channel is operational and that no reports of crimes related to Law No. 20,393 or violations of free competition had been reported. On this point and as previously reported to the committee, RSM audited whistleblower channel operations as part of the 2021 Internal Audit Plan, and BH Compliance reviewed them as part of the September monitoring tests. Subsequently, Mr. Eluchans reported that BH Compliance issued the Second Monitoring Report on CSAV's CPM on October 22nd. The report covered all the sampling of evidence and monitoring tests performed throughout the year. The LCO mentioned the financial crimes bill training scheduled for the October ordinary board meeting. Mr. Eluchans addressed compliance in the area of free competition at the end of his presentation. He mentioned a new collusion case in Chile in the valuables transport market, the FNE requirement filed with the TDLC, and the requested fines.

11. At meeting 246, held on November 19, 2021, the committee reviewed the interim consolidated financial statements as of September 30, 2021, and the corresponding notes. It recommended that the Board of Directors approve them and authorized Chairman Blomstrom to communicate the recommendation to the Board of Directors. The LCO presented the Compliance Report, informing the committee that the whistleblower channel is operational and that no reports of crimes or free competition violations had been reported. Mr. Eluchans announced that the Compliance Committee would meet in December for the fourth time to address compliance matters, including the criminal liability of companies and free competition. Specifically, they will analyze the sentences received by PwC in the La Polar Case and discuss the new CMF General Standard No. 461 requiring the entities it supervises to include ESG (environmental, social and governance) aspects in their annual reports. Furthermore, the LCO reported on his duties between January and November 2021. At the end of his report, the LCO stated that BH Compliance, the entity certifying the CPM, had satisfactorily completed all monthly samplings of evidence. Management presented to the committee the RPTs conducted by CSAV as of September 30, 2021 (including those carried out under the Customary Policy and for insignificant amounts), referred to in Note 10 of the Interim Consolidated Financial Statements as of that date. The committee approved the calendar of ordinary meetings for 2022.

12. At meeting 247, held on December 14, 2021, representatives from RSM Chile presented a new update on 2021 Internal Audit Plan progress, reporting on: (i) the objectives of the audits performed to date in relation to the Audit Plan, (ii) a summary of the results of those audits, (iii) the audits underway and in the pipeline and (iv) information on important regulatory changes. The committee examined the Remunerations and Compensation System for CSAV managers and employees, adjusting it to CSAV's current reality in accordance with number 4) of section 8 of Article 50 bis of Law No. 18,046 on Corporations. The LCO presented the Compliance Report, informing the committee that the whistleblower channel is operational and that no reports of crimes or free competition violations had been reported. Furthermore, he commented on the satisfactory compliance of all of BH Compliance's samplings of evidence and announced the fourth Compliance Committee meeting scheduled for December 15 as well as its proposed agenda.

II. EXTRAORDINARY SESSION:

1. At extraordinary meeting 244, held on October 4, 2021, the committee examined the details of an RPT with Banco de Chile, which consisted of partial financing for the interim dividend up for discussion at the extraordinary board meeting scheduled after the committee meeting. The interim dividend under analysis totaled US\$ 450,000,000, of which Banco de Chile would fund US\$ 140,000,000. Management presented the details of the financing agreement, noting the rate and conditions (a syndicated loan with two other banks). After examining the details, the committee concluded that the financing operation was aligned with market conditions and contributed to the company's interest as it would partially finance (US\$ 140,000,000) distribution of potential interim dividends charged to 2021 net income. Consequently, the transaction was approved. To that effect, committee members expressed no objections to formalizing the RPT and sent the aforementioned details to the company's Board of Directors per section 8, number 3) of Article 50 bis of Law No. 18,046, the Corporations Act. Mr. De Gregorio abstained from analysis of the RPT with Banco de Chile because he qualifies as an interested party under number (iv) of section 3, Article 44 of the Law.





## 5.10 Commentary from the Directors' Committee and Shareholders

(10 of General Standard No. 461 of 2021)

In 2021, the Directors' Committee did not consider it necessary to formulate recommendations for shareholders.

At the Annual General Meeting in April, some shareholders raised concerns, questions and/or management recommendations. These questions and their answers are listed below:

### Questions:

1. Does management plan to assess, if it has not done so in the past, the option of listing CSAV shares on foreign stock exchanges, for example, in Germany?

### Chairman's Response:

Listing the company's shares in other markets is not something we have planned. Some companies have done so, primarily through the ADR program, listing in the United States on the NYSE and NASDAQ. We have not assessed the option, but it is something we can consider. We take note of the issue you have raised. Now, this has more to do with the markets where the shares are traded than the company's operational risks. While the company is domiciled in Chile, the truth is that its main operations are very diversified throughout all the world's countries. Thus, its operational risks are globally based. Listing on another stock exchange would change neither of those things, though it could provide more liquidity and depth to share trading. We take note of the issue and will analyze it.

2. That would reduce the holding company discount.

### Chairman's Response:

As we have seen at this meeting, our strategy for minimizing the holding company discount has been to distribute the maximum possible dividends received from Hapag-Lloyd. The company transition between receiving the dividend from Germany and paying it in Chile includes covering CSAV liabilities,

which the company took on to purchase additional share packages and cover the company's operating expenses. However, our commitment has always been to distribute the dividends we receive after withholdings to cover expenses and the debts CSAV took on to complete its share package of 30% of Hapag-Lloyd. Technically being a passthrough is what we believe should contribute to reducing the holding company discount you are concerned about, as are we.

### Secretary adds:

Just to add that, as management, we have analyzed the effect that additional listings on foreign exchanges have had on other companies' shares, and truthfully, there is no significant change. Unfortunately, it does not contribute much in terms of valuation or share liquidity. For example, many Chilean companies have ADR programs. However, the Chilean stock market continues to command the price of the ADR, and the same buyers are often on the Chilean and foreign exchanges. One solution for the issue you raise would be to re-domicile the company. We know how to do so responsibly, but it is a very radical decision, and implementation means a very high tax impact, which we do not believe is currently justified. If the risk in Chile increases, CSAV shares on the Chilean stock exchange will have value as an asset that is more attractive than others because it is not exposed to Chilean risk beyond regulatory risk, like capital gains taxes on shareholders and others. We are responsibly monitoring this issue because we see the same thing you do.



# Financial Reports



Title: PA 1910 Steamer in Rough Sea  
Author: A. Hertzner  
Year: 1910  
CSAV Collection





Informe de los Auditores Independientes

Señores Accionistas y Directores de:  
Compañía Sud Americana de Vapores S.A. y Subsidiarias:

Informe sobre los estados financieros consolidados

Hemos efectuado una auditoría a los estados financieros consolidados adjuntos de la Compañía Sud Americana de Vapores S.A. y Subsidiarias, que comprenden los estados de situación financiera consolidados al 31 de diciembre de 2021 y 2020 y los correspondientes estados consolidados de resultados integrales, de cambios en el patrimonio y de flujos de efectivo por los años terminados en esas fechas y las correspondientes notas a los estados financieros consolidados.

Responsabilidad de la Administración por los estados financieros consolidados

La Administración es responsable por la preparación y presentación razonable de estos estados financieros consolidados de acuerdo con Normas Internacionales de Información Financiera. Esta responsabilidad incluye el diseño, implementación y mantención de un control interno pertinente para la preparación y presentación razonable de estados financieros consolidados que estén exentos de representaciones incorrectas significativas, ya sea debido a fraude o error.

Responsabilidad del auditor

Nuestra responsabilidad consiste en expresar una opinión sobre estos estados financieros consolidados a base de nuestras auditorías. Efectuamos nuestras auditorías de acuerdo con Normas de Auditoría Generalmente Aceptadas en Chile. Tales normas requieren que planifiquemos y realicemos nuestro trabajo con el objeto de lograr un razonable grado de seguridad que los estados financieros consolidados están exentos de representaciones incorrectas significativas.

Una auditoría comprende efectuar procedimientos para obtener evidencia de auditoría sobre los montos y revelaciones en los estados financieros consolidados. Los procedimientos seleccionados dependen del juicio del auditor, incluyendo la evaluación de los riesgos de representaciones incorrectas significativas de los estados financieros consolidados, ya sea debido a fraude o error. Al efectuar estas evaluaciones de los riesgos, el auditor considera el control interno pertinente para la preparación y presentación razonable de los estados financieros consolidados de la entidad con el objeto de diseñar procedimientos de auditoría que sean apropiados en las circunstancias, pero sin el propósito de expresar una opinión sobre la efectividad del control interno de la entidad. En consecuencia, no expresamos tal tipo de opinión. Una auditoría incluye, también, evaluar lo apropiadas que son las políticas de contabilidad utilizadas y la razonabilidad de las estimaciones contables significativas efectuadas por la Administración, así como una evaluación de la presentación general de los estados financieros consolidados.

Consideramos que la evidencia de auditoría que hemos obtenido es suficiente y apropiada para proporcionarnos una base para nuestra opinión de auditoría.

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Opinión

En nuestra opinión, los mencionados estados financieros consolidados presentan razonablemente, en todos sus aspectos significativos, la situación financiera de Compañía Sud Americana de Vapores S.A. y Subsidiarias al 31 de diciembre de 2021 y 2020 y los resultados de sus operaciones y los flujos de efectivo por los años terminados en esas fechas de acuerdo con Normas Internacionales de Información Financiera.

Joaquín Lira H.

Santiago, 18 de marzo de 2022

KPMG SpA

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COMPAÑÍA SUD AMERICANA DE VAPORES S.A. AND SUBSIDIARIES

Consolidated Statements of Financial Position

ASSETS		as of December 31, 2021	as of December 31, 2020
	Notes	ThUS\$	ThUS\$
CURRENT ASSETS			
Cash and cash equivalents	7	23,688	81,668
Trade and other receivables	9	112	128
Current tax assets	17	249	263
Disposal groups classified as held for sale	32	1,352	139
Total current assets		25,401	82,198
NON-CURRENT ASSETS			
Other financial assets	8	63	63
Other non-financial assets	12	1	1
Equity accounted investees	14	5,748,798	2,738,113
Property, plant and equipment	15	1,172	2,366
Investment property	16	9,453	9,558
Deferred tax assets	18	240,320	203,733
Total non-current assets		5,999,807	2,953,834
TOTAL ASSETS		6,025,208	3,036,032

The attached notes 1 to 37 are an integral part of these Consolidated Financial Statements.

LIABILITIES AND EQUITY	Notes	as of December 31, 2021	as of December 31, 2020
		ThUS\$	ThUS\$
CURRENT LIABILITIES			
Other financial liabilities, current	19	460,920	64,901
Trade and other payables	20	7,603	1,389
Payables due to related parties	10	7	-
Other provisions	21	6,129	1,894
Current tax liabilities	17	4	4
Employee benefit provisions	23	108	204
Other non-financial liabilities	22	513,112	66,643
Disposal groups classified as held for sale	32	4	175
<b>Total current liabilities</b>		<b>987,887</b>	<b>135,210</b>
NON-CURRENT LIABILITIES			
Other financial liabilities, non-current	19	139,390	165,093
Other provisions	21	6,539	7,524
Deferred tax liabilities	18	8,723	5,273
<b>Total non-current liabilities</b>		<b>154,652</b>	<b>177,890</b>
<b>TOTAL LIABILITIES</b>		<b>1,142,539</b>	<b>313,100</b>
EQUITY			
Share capital	25	2,612,620	2,612,620
Retained earnings	25	2,299,199	155,502
Other reserves	25	(29,150)	(45,190)
Equity attributable to owners of the company		4,882,669	2,722,932
<b>TOTAL EQUITY</b>		<b>4,882,669</b>	<b>2,722,932</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>6,025,208</b>	<b>3,036,032</b>

The attached notes 1 to 37 are an integral part of these Consolidated Financial Statements.



COMPAÑÍA SUD AMERICANA DE VAPORES S.A. AND SUBSIDIARIES

Consolidated Statements of Comprehensive Income

STATEMENTS OF INCOME	Notes	For the year ended	
		December 31	
		2021	2020
		ThUS\$	ThUS\$
PROFIT FOR THE YEAR			
Revenue		-	-
Cost of sales		-	-
Gross profit		-	-
Other income by function	27	519	708
Administrative expenses	26	(23,711)	(10,638)
Other gains	27	126	305
Net operating loss		(23,066)	(9,625)
Finance income	28	155	271
Finance costs	28	(12,160)	(23,206)
Share of net income (loss) of equity accounted investees	14	3,220,370	312,309
Foreign currency translation differences	29	(8,195)	(1,452)
Profit before tax		3,177,104	278,297
Income tax benefit (expense) from continuing operations	18	32,966	(55,532)
Profit from continuing operations		3,210,070	222,765
Profit (loss) from discontinued operations	32	7	(620)
Profit for the year		3,210,077	222,145
PROFIT ATTRIBUTABLE TO:			
Owners of the company		3,210,077	222,145
Non-controlling interest		-	-
Profit for the year		3,210,077	222,145
BASIC EARNINGS PER SHARE			
Basic earnings per share from continuing operations	31	0.0626	0.0054
Basic earnings per share from discontinued operations	31	-	-
Basic earnings per share	31	0.0626	0.0054

The attached notes 1-39 are an integral part of these Consolidated Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME	For the year ended	
	December 31	
	2021	2020
	ThUS\$	ThUS\$
Profit for the year	3,210,077	222,145
COMPONENTS OF OTHER COMPREHENSIVE INCOME, BEFORE TAXES:		
FOREIGN CURRENCY TRANSLATION DIFFERENCES		
Foreign currency translation (losses) gains, before taxes	(11,828)	11,444
Other comprehensive income (loss), before taxes, foreign currency translation differences	(11,828)	11,444
CASH FLOW HEDGES		
Gains from cash flow hedges, before taxes	5,420	2,860
Other comprehensive income, before taxes, cash flow hedges	5,420	2,860
Actuarial gains (losses) for defined benefit plans, before taxes	24,159	(18,483)
Other comprehensive income (loss), before taxes	17,751	(4,179)
Other comprehensive income (loss) for the year	17,751	(4,179)
Total comprehensive income for the year	3,227,828	217,966
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:		
Owners of the company	3,227,828	217,966
Total comprehensive income for the year	3,227,828	217,966

The attached notes 1-39 are an integral part of these Consolidated Financial Statements.

COMPAÑÍA SUD AMERICANA DE VAPORES S.A. AND SUBSIDIARIES

Consolidated Statements of Changes in Equity

For the year ended December 31, 2021

	Share Capital	Share Premium	Other Reserves					Retained Earnings	Total Equity Attributable to the Owners of the Company
			Translation Reserve	Cash Flow Hedge Reserve	Reserve for Actuarial Gains and Losses on Defined-Benefit Plans	Other Miscellaneous Reserves	Total Other Reserves		
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Opening balance, current period (January 1, 2021)	2,517,658	94,962	(1,940)	(4,564)	(35,111)	(3,575)	(45,190)	155,502	2,722,932
CHANGES IN EQUITY									
Comprehensive income (loss)									
Profit for the year	-	-	-	-	-	-	-	3,210,077	3,210,077
Other comprehensive income	-	-	(11,828)	5,420	24,159	-	17,751	-	17,751
Total comprehensive income	-	-	(11,828)	5,420	24,159	-	17,751	3,210,077	3,227,828
Dividends	-	-	-	-	-	-	-	(1,066,380)	(1,066,380)
Increase (decrease) due to transfers and other changes	-	-	-	-	-	(1,711)	(1,711)	-	(1,711)
Total changes in equity	-	-	(11,828)	5,420	24,159	(1,711)	16,040	2,143,697	2,159,737
Closing balance, current period (December 31, 2021)	2,517,658	94,962	(13,768)	856	(10,952)	(5,286)	(29,150)	2,299,199	4,882,669

For the year ended December 31, 2020

	Share Capital	Share Premium	Other Reserves					Retained Earnings	Total Equity Attributable to the Owners of the Company
			Translation Reserve	Cash Flow Hedge Reserve	Reserve for Actuarial Gains and Losses on Defined-Benefit Plans	Other Miscellaneous Reserves	Total Other Reserves		
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Opening balance, current period (January 1, 2020)	3,366,056	127,454	(13,385)	(7,406)	(16,628)	(3,028)	(40,447)	(1,228,876)	2,224,187
CHANGES IN EQUITY									
Comprehensive income (loss)									
Profit for the year	-	-	-	-	-	-	-	222,145	222,145
Other comprehensive income (loss)	-	-	11,444	2,860	(18,483)	-	(4,179)	-	(4,179)
Total comprehensive income	-	-	11,444	2,860	(18,483)	-	(4,179)	222,145	217,966
Equity issuance	254,152	94,962	-	-	-	-	-	-	349,114
Dividends	-	-	-	-	-	-	-	(66,643)	(66,643)
Increase (decrease) due to transfers and other changes	(1,102,550)	(127,454)	1	(18)	-	(547)	(564)	1,228,876	(1,692)
Total changes in equity	(848,398)	(32,492)	11,445	2,842	(18,483)	(547)	(4,743)	1,384,378	498,745
Closing balance, current period (December 31, 2020)	2,517,658	94,962	(1,940)	(4,564)	(35,111)	(3,575)	(45,190)	155,502	2,722,932

The attached notes 1 to 37 are an integral part of these Consolidated Financial Statements.



COMPAÑÍA SUD AMERICANA DE VAPORES S.A. AND SUBSIDIARIES

Consolidated Statements of Cash Flows

Consolidated Statements of Cash Flows	Notes	For the year ended December 31	
		2021	2020
		ThUS\$	MUS\$
CASH FLOWS FROM (USED IN) OPERATING ACTIVITIES			
Classes of receipts from operating activities			
Cash receipts from sales of goods and services		-	24,925
Other cash receipts from operating activities		655	756
Classes of cash payments from operating activities			
Payments to suppliers for goods and services		(14,445)	(26,175)
Payments to and on behalf of employees		(5,029)	(5,381)
Other payments for operating activities		-	(68)
Net cash flows used in operations		(18,819)	(5,943)
Income taxes refunded		(205)	(1,335)
Net cash used in operating activities		(19,024)	(7,278)
CASH FLOWS FROM (USED IN) INVESTING ACTIVITIES			
Other payments to acquire interest in joint ventures			
		-	(329,080)
Other cash receipts from the sale of equity-accounted investees		-	4
Proceeds from sale of property, plant and equipment		77	1,659
Purchases of property, plant and equipment		(8)	(1)
Interest received		155	269
Dividends received, net		218,749	65,816
Net cash from (used in) investing activities		218,973	(261,333)
CASH FLOWS FROM (USED IN) FINANCING ACTIVITIES			
Proceeds from issue of share capital			
		-	349,075
Proceeds from long-term borrowings and loans		-	55,000
Proceeds from short-term borrowings and loans		450,181	-
Proceeds from loans from related parties		-	300,000
Repayment of borrowings		(81,000)	(45,000)
Repayment of finance lease liabilities		-	(7,871)
Repayments of loans from related parties		-	(330,000)
Interest paid		(9,442)	(21,701)
Dividends paid		(618,665)	-
Other cash outflows		(1,558)	(1,439)
Net cash from (used in) financing activities		(260,484)	298,064
Increase (decrease) in cash and cash equivalents before effect of changes in exchange rates			
		(60,535)	29,453
Effect of movements in exchange rates on cash held		2,555	(1,404)
Increase (decrease) in cash and cash equivalents		(57,980)	28,049
Cash and cash equivalents on January 1	7	81,668	53,619
Increase (decrease) in cash and cash equivalents		(57,980)	28,049
Cash and cash equivalents on December 31	7	23,688	81,668

The attached notes 1 to 37 are an integral part of these Consolidated Financial Statements.



Title: *Fragata Desmontada*

[Dismantled Frigate]

Author: Thomas Jaques Somerscale

Year: 1912

CSAV Collection



COMPAÑÍA SUD AMERICANA DE VAPORES S.A.

Notes to the Consolidated Financial Statements

Note 1

General Information

Compañía Sud Americana de Vapores S.A. (hereinafter “CSAV” or “the Company”), is a shareholder’s corporation ,Taxpayer ID No. 90.160.000-7, is a publicly held corporation registered under number 76 with the Securities Registry of the Chilean Financial Market Commission (CMF), formerly the Superintendency of Securities and Insurance, and supervised by that entity. The Company's registered address is located at Hundaya 60, piso 14, Las Condes, Santiago, Chile and its shares are listed on Santiago Exchange (since 1893) and the Chilean Electronic Exchange.

Founded in Valparaíso in 1872, the Company's main business is cargo shipping, primarily containerized cargo, which is operated entirely by Hapag-Lloyd AG and its subsidiaries (hereinafter “HLAG”), headquartered in Hamburg, Germany. As of December 31, 2021, CSAV is one of HLAG's largest shareholders, with a 30.00% stake. In addition, the Company has entered into an agreement to jointly control HLAG with two other shareholders, which together hold approximately 73.63% of the German company.

Hapag-Lloyd AG is one of the five largest container shipping companies in the world, covering all major global routes, with consolidated annual sales of over US\$26.4 billion in 2021. For CSAV, its investment in HLAG is a joint venture that is presented in the Consolidated Financial Statements using the equity method of accounting.

CSAV is controlled by the Quiñenco Group through the following companies:

Company	Ownership Interest	No. of Shares
Quiñenco S.A.	25.21%	12,939,091,875
Inversiones Río Bravo S.A.	34.03%	17,466,172,965
Inmobiliaria Norte Verde S.A.	7.21%	3,699,104,665
Total Quiñenco Group	66.45%	34,104,369,505

As of December 31, 2021 and 2020, the Company and its subsidiaries had a total of 13 and 15 employees, respectively. For the year ended December 31, 2021, CSAV and subsidiaries (hereinafter the “CSAV Group”) had an average of 14 employees.

Note 2

Basis of Presentation the Consolidated Financial Statements

The significant accounting policies adopted for the preparation of these Consolidated Financial Statements are described below.

(a)

Statement of Compliance

The Consolidated Financial Statements as of December 31, 2021 and 2020, have been prepared in accordance with International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS), issued by the International Accounting Standards Board (IASB).

The Consolidated Financial Statements as of December 31, 2021, presented in this report were approved by the Company's Board of Directors on March 18, 2022.

In the preparation of these Consolidated Financial Statements as of December 31, 2021, Management has used the best of its knowledge its information and understanding of the standards and interpretations applied and the current facts and circumstances.

(b)

Basis of Preparation of the Consolidated Financial Statements

These Consolidated Financial Statements have been prepared in accordance with IFRS, largely on a historical cost basis, except for items recognized at fair value such as derivative instruments. The carrying amounts of assets and liabilities hedged through transactions that qualify for hedge accounting are adjusted to reflect changes in the fair value regarding the risks hedged.

These Consolidated Financial Statements are expressed in United States dollars (USD), which is the functional currency of both the CSAV Group and the joint venture HLAG. Amounts in these statements have been rounded to the nearest thousand of United States dollars (ThUS\$).

The accounting policies defined by CSAV and adopted by all consolidated subsidiaries, based on certain critical accounting estimates for quantifying certain assets, liabilities, income, expenses and commitments, have been used for the preparation of these Consolidated Financial Statements. The areas that involve a greater degree of judgment or complexity, or the areas in which the assumptions and estimates are significant for the Consolidated Financial Statements are detailed as follows:



1. The evaluation of possible impairment losses of certain assets.
2. The criteria used for measuring certain assets (such as derivative instruments, deferred tax assets, etc.).
3. The probability of occurrence and measurement of certain liabilities and contingencies (provisions).

These estimates are made based on the best information available about the matters analyzed. However, it is possible that future events require necessary to modify such estimates in future periods. If necessary, such modifications would be made prospectively, such that the effects of the change would be recognized in future consolidated financial statements.

Beginning in the last quarter of 2017, CSAV’s Board of Directors and Management decided to discontinue operations of its freight forwarder and logistics services unit, operated by the subsidiary Norgistics and its related parties (hereinafter Norgistics), because they were unable to maintain business volume sufficient to have profitable operations and performed within the scope of CSAV's business activity. Such decision was made to maintain the proper strategic focus on its main businesses and secure the greatest value possible for CSAV and its shareholders.

Likewise, on January 23, 2020, CSAV announced the close of the car carrier business. The decision was made by CSAV to focus all economic and management efforts on developing its main asset—its interest in the German shipping company Hapag-Lloyd AG, where CSAV is currently one of the largest shareholders and party to a controlling agreement with the city of Hamburg and Kühne Maritime.

Considering that as of December 31, 2021, the Company had successfully implemented the disposal plan for this business unit, as approved by CSAV's senior management, it decided to present all assets and liabilities related to the logistics services and car carrier units as "held for sale" in the Consolidated Statement of Financial Position (“Disposal groups classified as held for sale”), in accordance with IFRS 5 under discontinued operations in the Consolidated Statement of Income. Additionally, the Statement of income and the related notes to these Consolidated Financial Statements these assets and liabilities have been recorded consistent with changes in their classification and other provisions of IFRS 5.

Note 32 to these financial statements (discontinued Operations) include the detail of separate assets and liabilities of the Norgistics and car carrier business units, as well as the property, plant and equipment (office) that was disposed of in addition to the results of discontinued operations associated to them, separated into cash flows from operating, investing and financing activities. This presentation adds more clarity for analyzing the performance and financial position of CSAV's continuing operations and provides improved comparability to financial information from prior periods.

**(c) New Accounting Pronouncements**

**(c.1)** Standards, amendments and interpretations are mandatory and have been applied in preparing these Consolidated Financial Statements:

**Amendments to IFRS**

Interest Rate Benchmark Reform Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16).

The following accounting pronouncement applies for periods beginning on or after April 1, 2021. Early adoption is permitted:

COVID-19-Related Rent Concessions beyond June 30, 2021 (Amendments to IFRS 16).

**(c.2)** The following new standards, amendments and interpretations have been issued but application is not yet mandatory:

New Standards	Mandatory Effective Date
IFRS 17 Insurance Contracts	Annual periods beginning on or after January 1, 2023. This date includes the exemption for insurance companies from applying IFRS 9 to allow them to implement IFRS 9 and IFRS 17 at the same time. Early adoption is permitted for entities applying IFRS 9 and IFRS 15 on or before that date.
Amendments to IFRS	
Onerous Contracts — Cost of Fulfilling a Contract (Amendments to IAS 37)	Annual periods beginning on or after January 1, 2022, for contracts existing as of the effective date. Early adoption is permitted.
Annual Improvements to IFRS Standards 2018-2020	Annual periods beginning on or after January 1, 2022. Early adoption is permitted.
Property, Plant and Equipment — Proceeds before Intended Use (Amendments to IAS 16)	Annual periods beginning on or after January 1, 2022. Early adoption is permitted.
Classification of Liabilities as Current or Non-current (Amendments to IAS 1)	Annual periods beginning on or after January 1, 2023. Early adoption is permitted.
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)	Effective date deferred indefinitely.
Amendments to References to the Conceptual Framework (Amendments to IFRS 3)	Annual periods beginning on or after January 1, 2022. Early adoption is permitted.
Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2 Making Materiality Judgments)	Annual periods beginning on or after January 1, 2023. Early adoption is permitted.
Definition of Accounting Estimates (Amendments to IAS 8)	Annual periods beginning on or after January 1, 2023. Early adoption is permitted and the standard must be applied prospectively to changes in accounting estimates and accounting policies that occur on or after the beginning of the first annual reporting period in which the company applies the amendments.
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)	Annual periods beginning on or after January 1, 2023. Early adoption is permitted.
Initial Application of IFRS 17 and IFRS 9 – Comparative Information (Amendment to IFRS 17)	The amendment is applicable when an entity first applies IFRS 17 Insurance Contracts

Management does not intend to adopt these standards early and, to date, has not estimated the potential impact of adopting these amendments early on its Consolidated Financial Statements.

Note 3      Summary of Significant Accounting Policies

3.1      Consolidation Basis

(a)      Subsidiaries

Subsidiaries include all of the entities over which CSAV has control.

Control is achieved when the Company has exposure, or rights, to variable returns from the investor’s involvement with the investee and has the ability to use its power over the investee to affect the amount of the investor’s returns. Specifically, the Company controls an investee if and only if it has all of the following elements:

- (i)      power over the investee (i.e., existing rights that give it the ability to direct the relevant activities of the investee);
- (ii)     exposure, or rights, to variable returns from its involvement with the investee
- (iii)    the ability to use its power over the investee to affect the amount of the investor’s returns.

When the Company has less than the majority of the voting rights in an investee, it still has power over the investee when these voting rights are sufficient to give it the practical ability to unilaterally direct the investee’s relevant activities. The Company considers all of the facts and circumstances in evaluating whether the voting rights in an investee are sufficient to give it power, including:

- (a) the size of its holding of voting rights relative to the size and dispersion of holdings of other vote holders; (b) potential voting rights held by the investor, other vote holders or other parties; (c) rights from other contractual agreements; and (d) any additional facts and circumstances that indicate that the investor has, or does not have, the current ability to unilaterally direct the relevant activities when decisions need to be made.

The Company reevaluates whether or not it has control in an investee when the facts and circumstances indicate that there have been changes in one or more of the three elements of control mentioned above. A subsidiary will be consolidated from the date on which the investor obtains control of the investee and consolidation shall cease when control over the investee is lost.

The acquisition method is used to account for the acquisition of subsidiaries by the CSAV Group. Based on this method, the acquisition cost is the fair value of the assets delivered, equity instruments issued and liabilities incurred or assumed at the date of exchange.

The excess of the acquisition cost over the fair value of the CSAV Group’s share in the net identifiable assets acquired is recognized as goodwill acquired. If the acquisition cost is lower than the fair value of the net assets of the subsidiary acquired, the identification and measurement of the acquiring company’s identifiable assets, liabilities and contingent liabilities, as well as the measurement of the acquisition cost, shall be reconsidered. Any remaining difference will be recognized directly in net income or loss.

Subsidiaries are consolidated using the line-by-line method for all of their assets, liabilities, income, expenses and cash flows.

Non-controlling interest in subsidiaries is included in the total equity of the CSAV Group.

Intercompany transactions, balances and unrealized gains on transactions between entities of the CSAV Group are eliminated during the consolidation process. Unrealized losses are also eliminated, unless the transaction provides evidence of an impairment of the asset transferred. When necessary, in order to ensure consistency with the policies adopted by the CSAV Group, the accounting policies of its subsidiaries are modified.

(b)      Associates

Associates are defined as all entities over which the CSAV Group exercises significant influence but over which it has no control, generally with an ownership interest between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting and initially recognized at acquisition cost, which requires assigning a value to these assets, commonly known as Purchase Price Allocation (PPA). The CSAV Group’s investments in associates include goodwill acquired identified in the acquisition, net of any accumulated impairment loss identified in that investment.

Acquisitions of additional shares in an associate that do not change the significant influence over the investment are accounted for at acquisition cost by the CSAV Group, considering the total purchases made continuously during a given period within a year and preparing one single purchase price allocation (PPA) for those purchases.

investment, allocating the shares sold to the oldest PPAs, and subsequently adjusting PPA amortization in proportion to the shares sold.

The CSAV Group’s share in the profits or losses subsequent to the acquisition of its associates is recognized in profit or loss for the year, and its share in movements of equity reserves, including other comprehensive income, subsequent to the acquisition is recorded as reserves. Accumulated movements subsequent to the acquisition are recorded against the carrying amount of the investment. When the CSAV Group’s share of the losses of an associate is equal to or greater than its ownership interest in that associate, including any other unsecured receivable, the Company does not recognize additional losses, unless it has incurred obligations that exceeding capital invested.

(c)      Joint ventures

Joint ventures are entities in which the CSAV Group exercises control over their activities through contractual agreements with other shareholders and that require mainly the unanimous consent of the parties sharing control.

Investments in joint ventures are accounted for using the equity method of accounting and initially recorded at their acquisition cost, which requires assigning a value to these assets (PPA). This methodology must be applied equally for any acquisition of additional interest in a joint venture, preparing a separate PPA report as of the date of the related transaction and a separate record of the effects on profit or loss of amortizing its fair value adjustments. The cost of investments in joint ventures includes any directly related transaction costs.



The Company's share in the losses or profits subsequent to the acquisition of its joint ventures is recognized in profit or loss, and its share in movements of equity reserves, including other comprehensive income, subsequent to the acquisition is recorded as reserves. Accumulated movements subsequent to the acquisition are recorded against the carrying amount of the investment. When the CSAV Group's share of the losses of a joint venture is equal to or greater than its ownership interest in that associate, including any other unsecured receivable, the Company does not recognize additional losses, unless it has incurred obligations exceeding capital invested.

3.2 Entities Included in Consolidation

The Consolidated Financial Statements include the assets, liabilities, profit or loss and cash flows of CSAV and all subsidiaries, which are listed in the table below. Significant transactions and related balances between group companies have been eliminated during the consolidation process.

Taxpayer ID Number	Company	Country	Currency	Ownership Interest as of December 31					
				Direct	Indirect	Total	Direct	Indirect	Total
Foreign	CSAV Germany Container Holding GmbH	Germany	US\$	100.00%		100.00%	100.00%		100.00%
Foreign	Tollo Shipping Co. S.A. and Subsidiaries	Panama	US\$	100.00%	-	100.00%	100.00%	-	100.00%
Foreign	Norgistics México S.A. de C.V.	Mexico	US\$	-	100.00%	100.00%	-	100.00%	100.00%
Foreign	Navibras Comercial Maritima e Afretamentos Ltda.*	Brazil	US\$	-	-	0.00%	-	100.00%	100.00%
Foreign	Corvina Shipping Co. S.A.	Panama	US\$	100.00%	-	100.00%	100.00%	-	100.00%
96.838.050-7	Compañía Naviera Rio Blanco S.A.	Chile	US\$	99.00%	1.00%	100.00%	99.00%	1.00%	100.00%
76.028.729-6	Norgistics Holding S.A.	Chile	US\$	99.00%	1.00%	100.00%	99.00%	1.00%	100.00%

\* Subsidiary was liquidated in 2021

3.3 Operating Segments

An operating segment is defined as a component of an entity's business for which separate financial information is available and is reviewed regularly by the Company's senior management.

Reportable Segments is presented according to CSAV's main business line. At the reporting date, the Company maintains the container shipping segment through its associate HLAG.

3.4 Foreign Currency Transactions

(a) Presentation and Functional Currency

The items included in the financial statements of each of the entities of the CSAV Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The Consolidated Financial Statements are expressed in US dollars, which is both the functional and presentation currency of the CSAV Group.

(b) Transactions and Balances

Transactions in foreign currency are converted to the Company's functional currency using the exchange rate in force as of the date of the transaction. Losses and gains in foreign currency arising from settling these transactions and from converting monetary assets and liabilities denominated in foreign currencies using period-end exchange rates are recorded in profit or loss.

Foreign currency translation differences on non-monetary items such as equity instruments at fair value through profit and loss are presented as part of the gain or loss in fair value.

(c) Translation of CSAV Group Entities' Balances to Presentation Currency

The profit or loss and financial position of all CSAV Group entities (none of which uses the currency of a hyperinflationary economy) that use a functional currency other than the presentation currency are converted to the presentation currency as follows:

- (i) The assets and liabilities of each statement of financial position presented are translated at the closing exchange rate as of the reporting date.
- (ii) The income and expenses of each statement of income account are translated at the average exchange rate, unless the average is not a reasonable approximation of the cumulative effect of the exchange rates in force on the transaction dates, in which case income and expenses are converted on the dates of the transactions.
- (iii) Cash flows are translated in accordance with the provisions of letter (ii) above.
- (iv) All resulting foreign currency translation differences are recognized as a separate component of equity, within "translation reserve" in other equity reserves.

In consolidation, foreign currency translation differences arising from the translation of a net investment in foreign or domestic entities with a functional currency other than the functional currency of the CSAV Group, and of other instruments in foreign currency that are designated as hedges for those investments, are recorded in other comprehensive income. When an investment is sold or disposed of, these foreign currency translation differences are recognized in profit or loss as part of the loss or gain on the sale or disposal.

Adjustments to goodwill acquired and fair value arising from the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the year or period-end exchange rate, as appropriate.

3.5 Property, Plant and Equipment

Items of property, plant and equipment are measured at acquisition cost, less accumulated depreciation, and impairment losses. In addition, the acquisition cost must include finance costs expenses that are attributable to the acquisition and will be recorded until the commissioning of such asset.

Subsequent to initial recognition, items of property, plant and equipment continue to be measured at acquisition cost, less accumulated depreciation and impairment losses.

Subsequent costs are included in the value of the asset or recognized as a separate asset, only when it is likely that its future economic benefits will flow to the Company and the cost of the component can be measured reliably. The value of the replaced component is derecognized while other repairs and maintenance are charged to profit or loss for the period in which they are incurred.

When significant parts of an item of property, plant and equipment have different useful lives among themselves, these parts shall be recorded as separate components.

Depreciation is recognized in the consolidated profit for the year, using the straight-line method over the estimated useful life of each component of an item of property, plant and equipment, starting from the date on which the asset becomes available for use.

The estimated useful lives for assets are as follows:

Buildings	40 to 100 years
Machinery and operating equipment	5 to 14 years
Leasehold facilities and improvements	Lease term
Furniture and fixtures	3 to 10 years
IT equipment	2 to 3 years

At each year-end, the residual value and useful life of the assets are reviewed and adjusted as necessary.

When the value of an asset is greater than its estimated recoverable amount, its value is immediately reduced to its recoverable amount.

Losses and gains on the sale of property, plant and equipment are calculated by comparing the income obtained with the carrying amount and are recorded as net amount in the statement of income.

Property (land or buildings) used to earn rentals and/or for capital appreciation, rather than for use in the production of services or for administrative purposes, is presented within "Investment property" (see Note 3.6 below). Items of property, plant and equipment that are not used in operations or for investment purposes are disposed of in order to recover their residual value.

Lease contracts are recorded in property, plant and equipment by recognizing a right-of-use asset for property under an operating lease. These right-of-use assets are depreciated on a straight-line basis over the life of the lease contract.

3.6 Investment Property

Investment property is property (land or buildings or parts of buildings) held by the Company as owner or lessee under a finance lease to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Investment property is recognized as an asset only when: (i) it is probable that the future economic benefits that are associated with the property will flow to the Company; and (ii) the cost of the property can be measured reliably.

The CSAV Group recognized investment property at acquisition cost, less accumulated depreciation and impairment losses. In addition, the acquisition cost includes finance costs directly attributable to the acquisition, and they are recorded as such until the commissioning of the asset.

The reclassification of land or buildings from property, plant and equipment to investment property will not generate any gains or losses for the Company as both items are measured at historical cost and, accordingly, will be recorded at the same amount for which they were recorded originally.

Losses and gains on the sale of investment property are calculated by comparing the income obtained with the carrying amount and are recorded as net amount in the Consolidated Statement of Income.

3.7 Borrowing Costs

Borrowing costs incurred for the construction of any qualified asset (an asset that necessarily takes a substantial period of time to get ready for use) are capitalized over the period of time needed to complete and prepare the asset for its intended use. Other borrowing costs are recorded in profit or loss as finance costs.

3.8 Impairment of Non-Financial Assets

Assets that have an indefinite useful life (e.g., goodwill and intangible assets with indefinite useful lives) are not amortized and are tested for impairment on an annual basis.

Assets that are not amortized are tested for impairment whenever an event or change in circumstances indicates that the carrying amount may not be recoverable. If this is the case, an impairment loss is recognized for the amount by which the asset’s carrying amount exceeds its recoverable amount.

The recoverable amount is the greater of: (i) the fair value of an asset or cash-generating unit (CGU) less costs to sell; and (ii) the value in use. To determine its value in use, future cash flows estimated for the asset or CGU are discounted to their present value using a pre-tax discount rate that reflects the current market valuations over the cost of money and the specific risks applicable to the asset or business.

To conduct impairment testing, assets or CGUs are grouped by operating segment, as indicated in Note 6 to these Consolidated Financial Statements.

Non-financial assets other than goodwill acquired for which an impairment loss has been recorded are reviewed at each reporting date for any reversal of impairment losses in the event of a reversal its amount cannot be higher than the original impairment amount.

An impairment loss in respect of goodwill acquired is not reversed.

3.9 Financial Instruments

(a) Initial Recognition and Subsequent Measurement

Upon initial recognition, a financial asset is classified as measured at: amortized cost, fair value through other comprehensive income or fair value through profit and loss.



Financial assets are not reclassified subsequent to their initial recognition, unless the Company changes its business model for managing financial assets, in which case all financial assets are reclassified on the first day of the first reporting period subsequent to the change in the business model.

A financial asset is measured at amortized cost if it meets the following two conditions and is not measured at fair value through profit and loss:

- It is maintained within a business model whose objective is to hold the financial assets to obtain contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. .

A debt investment is measured at fair value through other comprehensive income if it meets both of the following conditions and is not measured at designated fair value through profit or loss:

- It is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

The Company makes an assessment the objective of the business model in which it holds financial assets at portfolio level as this is the level that best reflects how the business is managed and the information provided to management. The information considered includes:

- The stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management’s strategy focuses on earning contractual interest income, maintaining a particular interest rate profile matching the term of financial assets with the term of the liabilities financed by such assets or the expected cash outflows or realizing cash flows through sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's key management personnel;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, how those risks are managed;
- how business managers are compensated (e.g., whether compensation is based on the fair value of the assets managed or the contractual cash flows collected); and
- the frequency, volume and timing of sales in prior periods, the reasons for these sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, based on the Company's ongoing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

**Financial assets – Assessment whether contractual cash flows are solely payments of principal and interest**

For the purposes of this assessment, ‘principal’ is defined as the fair value of the financial asset on initial recognition. ‘Interest’ is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g., liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Company's claim to cash flows from specified assets (e.g., non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

These assets are subsequently measured at amortized cost using the effective interest method. The amortized cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognized in profit or loss. Any gain or loss on derecognition is recognized in profit or loss.

**(b) Derecognition of Financial Instruments**

In general, financial assets are derecognized when they expire or when contractual rights to the cash flows it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred. Financial liabilities are derecognized when its contractual obligations are discharged or cancelled or expire or when it is legally released from liability by the creditor.

**(c) Subsequent Recognition and Measurement**

Financial instruments are classified at i) amortized cost, (ii) fair value through other comprehensive income or (iii) fair value through profit or loss.

**(i) Amortized Cost**

Financial instruments at amortized cost are accounted for at their amortized cost according to the effective interest method. Amortized cost is reduced by impairment losses. Finance income and finance costs, foreign currency translation gains and losses and impairment are recognized in profit or loss. Any gain or loss upon derecognition is recognized in profit or loss for the period.

**(ii) At Fair Value Through Other Comprehensive Income**

Financial instruments at fair value through other comprehensive income are subsequently measured at fair value. Interest income is calculated using the effective interest method and recognized in profit or loss. Other net gains or losses are recognized in equity.

**(iii) At Fair Value through Profit and Loss**

Financial instruments at fair value through profit and loss are subsequently measured at fair value. Net gains or losses, including any interest or dividend income, are recognized in profit or loss for the period.

**(d) Impairment of Financial Assets**

The Company recognizes allowances for expected credit losses for financial assets measured at amortized cost. The Company measures loss allowances at an amount equal to lifetime expected credit losses. Loss allowances for trade receivables are always measured for an amount equal to the lifetime expected credit losses.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment, which includes forward-looking information.

Lifetime expected credit losses are the credit losses that result from all possible default events over the expected life of a financial instrument.

A financial asset that is not recorded at fair value through profit and loss is evaluated at each period-end in order to determine whether there is objective evidence of impairment. A financial asset is impaired if there is objective evidence that a loss event has occurred after the initial recognition of the asset, and that this loss event has had a negative effect on the asset's future cash flows that can be estimated reliably.

Objective evidence that financial assets are impaired may include, among others, delay or default by a debtor, restructuring of an amount owed to the Company that it would not consider in other circumstances, indications that a debtor or issuer will declare bankruptcy, or the disappearance of an active market for an instrument.

In addition, for an investment in an equity instrument, a significant or prolonged decrease in the fair value of the asset, below its cost, represents objective evidence of impairment.

For receivables, the Company uses the simplified approach permitted by IFRS 9, which requires it to recognize expected losses over the life of the instrument since initial recognition of the receivable.

All individually significant receivables are tested for specific impairment. Receivables that are not individually significant are tested for collective impairment by grouping items with similar risk characteristics.

In evaluating collective impairment, the Company uses historical trends of probability of default, the timing of recoveries and the amount of the loss incurred, all adjusted according for management's judgment as to whether under the prevailing economic and credit conditions it is likely that the actual losses will be higher or lower than the losses indicated by historical trends.

**3.10 Trade and Other Receivables**

Trade receivables are initially recognized at fair value and subsequently at amortized cost less any allowance for impairment, calculated using the expected credit loss model as required by IFRS 9.

In the Consolidated Statement of Income, the subsequent recovery of amounts previously included in an allowance is credited to cost of sales.

**3.11 Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand and held in banks; term deposits in financial institutions; other highly-liquid, short-term investments with an original term of three months or less; and bank overdrafts. In the Statement of Financial Position, bank overdrafts are classified as external resources in current liabilities.

**3.12 Trade and Other Payables**

Accounts payable to suppliers are initially recognized at fair value and subsequently, if applicable, at amortized cost using the effective interest method.

**3.13 Interest-bearing Borrowings and Other Financial Liabilities**

Borrowings, bonds payable and Loans and borrowings of a similar nature are initially recognized at fair value, net of the costs incurred in the transaction. Subsequently, they are valued at amortized cost and any difference between the funds obtained (net of costs to obtain them) and repayment value are recognized in the Statement of Income over the life of the debt using the effective interest method.



3.14 Share Capital

The Company's subscribed and fully paid shares are classified within equity under share capital.

Incremental costs directly attributable to the issuance of new shares are presented in equity as a deduction, net of taxes, from the income obtained in the placement. Until the Company's shareholders approve the deduction of these costs against share capital, they are recorded within other equity reserves.

3.15 Derivative Financial Instruments and Hedging Activities

Derivative financial instruments used to hedge risk exposure in foreign currency purchases, fuel purchases and interest rates are initially recognized at fair value.

Subsequent to initial recognition, derivative financial instruments are periodically measured at fair value, and any changes are recorded as described below.

(i) Accounting hedges

The CSAV Group documents the relationship between hedging instruments and the items hedged at the beginning of the transaction, as well as its risk management objectives and strategy for performing different hedge transactions. The Company also documents its evaluation, both initially and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective at offsetting changes in fair value or in the cash flows from the items hedged.

Derivative financial instruments that satisfy hedge accounting criteria are initially recognized at fair value plus (less) transaction costs that are directly attributable to engaging or issuing the instrument, where applicable.

Changes in the fair value of these instruments are recognized directly in equity, to the extent that the hedge is effective. When it is ineffective, changes in fair value are recognized in profit or loss.

If the instrument no longer satisfies hedge accounting criteria, the hedge shall be discontinued prospectively. Any accumulated gains or losses that were previously recognized in equity will remain until the forecasted transactions occur.

(ii) Fair value hedges

Derivative financial instruments that do not satisfy hedge accounting criteria are classified and measured as financial assets or financial liabilities at fair value through profit and loss.

The fair values of derivative instruments used for hedging purposes are shown in Note 11. Movements in the hedging reserve within equity are shown in Note 25. The total fair value of the hedging derivative is classified as a non-current asset or liability if the remaining maturity of the hedged item is higher than 12 months and as a current asset or liability if the remaining maturity of the hedged item is less than 12 months.

3.16 Current and Deferred Income Taxes

Income tax for the period comprises current income taxes and deferred taxes. Taxes are recognized directly in profit or loss except for certain items recognized directly in equity.

Current income taxes are calculated based on each country's enacted tax laws as of the reporting date.

Deferred taxes are calculated using the Statement of Financial Position based on temporary differences that arise between the tax basis of assets and liabilities and their carrying amount in the financial statements. However, if the deferred taxes arise from the initial recognition of a liability or an asset in a transaction other than a business combination, which at the time of the transaction neither affected the profit or loss for financial or tax purposes, it is not recognized. Deferred taxes are determined using tax rates (and laws) that have been enacted or substantively enacted at the reporting date and that are expected to be applied when the related deferred tax asset or liability is realized.

Deferred tax assets are recognized to the extent that it is likely that future tax benefits are available to effectively offset these differences.

Deferred taxes are measured using the tax rate applicable to CSAV under the applicable tax system of 27%.

3.17 Employee Benefits

(a) Severance Indemnity Payments

Commitments arising from a formal detailed plan, either in order to terminate the contract of an employee before normal retirement age or to provide termination benefits, are recognized directly in profit or loss.

(b) Short-Term Benefits and Incentives

The CSAV Group recognizes this obligation on an undiscounted basis when it is contractually obliged or when past practice has created a constructive obligation and is accounted for in profit or loss on an accrual basis.

3.18 Provisions

The CSAV Group recognizes provisions when the following requirements are satisfied:

- (a) The Company has a present obligation (legal or constructive) as a result of a past event;
- (b) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- (c) a reliable estimate can be made of the amount of the obligation.

For a service contract that is considered onerous, a provision will be recognized and charged to net income or loss for the period, for the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract.

A provision for restructuring is recognized when the Company has approved a detailed and formal restructuring plan, and the restructuring either has commenced or has been announced internally.

Future operating losses are not provided for except for the onerous contracts mentioned above.

These provisions are measured at the present value of the disbursements that are expected to be necessary to settle the obligation using, if applicable, a discount rate that reflects the current market assessments of the time value of money and the specific risks of the obligation.

**3.19 Other Non-Financial Liabilities**

This item includes liabilities that are not of a financial nature and do not qualify as any other specific type of liability.

For the Company, the most relevant liabilities recorded within this account are those related to the minimum mandatory dividend payable accrued at the reporting date.

**3.20 Discontinued Operations**

The preparation criteria for discontinued operations are described in Note 2 b).

**3.21 Finance Income and Finance Costs**

Finance income is accounted for based on its effective rate. Finance costs are recognized in profit or loss as and when accrued, except for costs incurred to finance the construction or development of qualified assets, which are capitalized.

Finance costs are capitalized starting from the date on which knowledge about the asset to be constructed is obtained. The amount of the capitalized finance costs (before taxes) for the period is determined by applying the effective interest rate of the borrowings effective during the period in which finance cists were capitalized to the qualified assets.

**3.22 Leases**

Lease contracts are recognized in property, plant and equipment by recognizing a right-of-use asset for property under an operating lease and a liability equivalent to the present value of payments associated with the contract. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration. In terms of the effects on profit or loss, each month amortization of the right-of-use asset is recognized in PPE on a straight-line basis over the life of the contract, together with the related payment of the finance cost associated with the adjustment of the lease liability. For modifications of the lease contract, such as the lease amount, term, indexation unit, associated interest rate, etc., the lessee recognizes the amount of the re-measurement of the lease liability as an adjustment to the right-of-use asset.

The Company may choose not to apply the requirements of IFRS 16 for short-term leases and leases in which the underlying asset is of low value. However, CSAV will adopt the standard for both short and long-term lease contracts.

**3.23 Determination of Fair Values**

Certain CSAV Group’s accounting policies and disclosures require the determination of the fair value of certain financial assets, as follows:

**(a) Financial Assets**

The fair value of financial assets at fair value through profit and loss and financial assets at fair value through other comprehensive income is determined at fair market value.

**(b) Derivatives**

The fair value of derivative contracts is based on market quotes.

**3.24 Earnings (Losses) per Share**

Basic earnings (losses) per share are calculated as the ratio between profit or loss for the period divided by the daily weighted average number of ordinary shares outstanding during the year.

**3.25 Dividend Distributions**

The Company has defined a policy for distributing dividends in accordance with article 79 of the Chilean Public Company Act, which establishes that, except if unanimously agreed otherwise by the shareholders of all shares issued, listed corporations should distribute a cash dividend to its shareholders on an annual basis, at pro rata of their shares or at the proportion established in the Company’s bylaws if preference shares exist, of at least 30% of profit for each period, except when an accumulated deficit from prior years must be absorbed.

The distribution of dividends to the Company’s shareholders is recognized as a non-financial liability in CSAV’s annual consolidated accounts in the period in which they accrue.

**3.26 Environment**

Disbursements related to environmental protection are recorded in profit or loss as and when incurred.

**Note 4 Changes in Accounting Policies and Estimates**

There were no changes in accounting policies during the year ended as of December 31, 2021.



Note 5    Financial Risk Management

The container business is CSAV's main asset, through its investment in HLAG. Although CSAV is not directly exposed to the financial risks of the container industry as an operator, it is indirectly exposed because these risks directly affect the value of CSAV's investment in that joint venture and the associated dividend flow from HLAG and its capital requirements.

CSAV's investment in HLAG represents 95.41% of its total consolidated assets, as of December 31, 2021. HLAG is a global shipping company headquartered in Germany that transports container cargo on all main global routes. It is a public company (Aktiengesellschaft) and is listed on the Frankfurt and Hamburg stock exchanges. Although CSAV jointly controls HLAG together with two other shareholders through a shareholder agreement, this German company has an independent management team that controls and manages its risks autonomously and in accordance with the standards of a shareholder's company subject to regulations currently effective in Germany and, therefore, to applicable regulations in the European Union.

Accordingly, the financial risks to which CSAV is exposed can be classified into: (a) Operational Risk, (b) Credit Risk, (c) Liquidity Risk and (d) Market Risk. The Company seeks to minimize the potential effects of these risks by establishing internal financial risk management policies and using hedges and financial derivatives.

(a)    Operational Risk

The main operational risks for CSAV are those related to (i) the balance of supply and demand for maritime transport, (ii) risks associated with its main geographical markets and (iii) fuel prices.

As stated previously, the container transport business is exclusively operated by HLAG, and its management autonomously manages the financial risks associated with such business, using the instruments and tools offered by the industry and the financial market in accordance with the standards of a publicly listed company in Germany. Additional information on these risks and how they are managed by HLAG can be found in its 2021 Annual Report, which includes its Consolidated Financial Statements prepared under IFRS and is published on its website: <https://www.hapag-lloyd.com/en/company/ir/publications/financial-report.html>.

The main risks listed above related to operating the Company's business are discussed further in the following section.

(i)    Supply-Demand Balance

The demand for maritime transport is highly correlated with growth of global GDP and trade. In addition, container shipping supply is based on the global fleet of vessels, which fluctuates based on the delivery of new vessels and the scrapping of vessels that are obsolete or no longer profitable for operating purposes. Accordingly, balance in the container transport business, operated and managed by HLAG, is directly affected by changes in such variables.

The imbalance between supply and demand can affect shipping operators to a greater or lesser extent depending on their operating fleet (vessel age, fuel consumption and versatility, among other characteristics), the proportion of their fleet that is owned and the proportion chartered (operational leverage) in comparison to the industry. Significant exposure to chartered vessels can adversely impact the profit or loss and financial position of operators when charter rates are not correlated with freight rates before fuel costs (ex-bunker rates), either because of market imbalances or the term of vessel charter agreements at fixed rates.

The term and age of charter agreements can limit shipping companies' capacity to adjust their operated fleets and modify their vessel sailing speed in response to abrupt drops in shipping demand and rationalization and cost-cutting initiatives.

HLAG continuously evaluates market conditions to identify any types of threat or extraordinary risks and implement measures to mitigate possible negative impacts. Since early 2020, due to health issues arising from the spread of the coronavirus and the resulting contraction in global demand, HLAG formed Central Crisis Committee to ensure execution of for two important programs, the Operational Continuity Plan, designed to safeguard employee safety and health while keeping the Company operating, and the Performance Safeguarding Program, intended to mitigate the economic effects of the pandemic. Through these programs, more than 90% of office employees were able to work from home, whereas more than 1,700 measures were implemented across the entire organization to reduce costs, restructure services, review investments and increase the Company's liquidity. All these measures have played an important role in minimizing and controlling operational risk.

(ii)    Geographic Markets

The HLAG joint venture is engaged in container shipping across all major global routes, and it distributes its operations across diverse geographic markets, providing liner services in more than 125 countries. Because of its geographic diversification, the Company is not particularly exposed to any given geographic market and is able to offset possible market contingencies on certain routes. However, it is still exposed to global variations. Even with a global service network, HLAG's relative exposure is above the industry average on Transatlantic, Latin American and Middle East routes and below average on Transpacific and Intra-Asia routes. As a result of the May 2017 merger of HLAG and UASC, HLAG incorporated UASC's service network and its important cargo volumes along Asia-Europe and the Middle East routes and, accordingly, its relative exposure to the main global routes became more balanced.

(iii)    Fuel Prices

An important component of the transport industry's cost structure is the cost of energy, or fuel, which is usually called "bunker" within the maritime shipping industry.

In January 2020, new regulations from the International Maritime Organization (IMO 2020) became effective, reducing permitted vessel sulfur oxide emissions from 3.5% to 0.5% in order to improve air quality and protect the environment. In emission control areas (ECA), the current standard of 0.1% sulfur content will be maintained. Upon application of this new regulation, the main fuel used by the container shipping industry and HLAG itself to power ships will be VLSFO (Very Low Sulfur Fuel Oil).

Because of fluctuations in fuel prices, a significant proportion of maritime freight sales are agreed with contracts and a percentage of those rates are subject to price adjustments, based on changes in bunker costs. For such, HLAG implemented a Marine Fuel Recovery (MFR) mechanism to recover the incremental costs from using more refined fuel, to be calculated per TEU.

In order to reduce the impact of potential upward volatility in bunker prices on sales and contracts that have such a clause but only with limited coverage, or that are at a fixed price, HLAG takes out fuel price hedges on unhedged volumes, although the use of this tool is more limited.

**(b) Credit Risk**

As the Company has no customers, its credit risk is derived from exposure to counterparty risk in the case of financial assets or derivatives maintained with banks or other institutions.

The Company's policy for managing its financial assets (current accounts, term deposits, repurchase agreements, derivative contracts, etc.) is to maintain these assets in financial institutions with “investment grade” risk ratings.

The carrying amount of these financial assets represents the maximum exposure to counterparty risk, as detailed as follows:

	Note	As of December 31, 2021	As of December 31, 2020
		ThUS\$	ThUS\$
Banks	7	3,647	5,598
Term deposits	7	20,003	76,011
Total		23,650	81,609

As of December 31, 2021, the Company has no currency or interest rate hedge contracts.

**(c) Liquidity Risk**

Liquidity risk refers to the Company's exposure to business or market factors that may affect its ability to generate income and cash flows, including the effect of contingencies and regulatory requirements associated with its business.

CSAV does not have a direct exposure to the container business, as explained in this note, but is indirectly exposed as one of the main shareholders of HLAG, which has limited the Company's liquidity risk in such business mainly to the expected flows of dividends and/or additional capital contributions that such joint venture may require.

Note that CSAV has specific long-term borrowing secured mainly to finance its investment in HLAG and it has sufficient liquidity to cover its obligations.

As of December 31, 2021, the contractual maturities of its financial liabilities, including estimated principal and interest payments, are detailed below.

As of December 31, 2021	Note	Carrying Amount ThUS\$	Contractual Cash Flows ThUS\$	Up to 3 months ThUS\$	3 – 12 Months ThUS\$	1 – 2 Years ThUS\$	2 – 5 Years ThUS\$	Over 5 Years ThUS\$
NON-DERIVATIVE LIABILITIES	FINANCIAL							
Bonds payable	19	(100,221)	(119,800)	-	(5,280)	(5,280)	(109,240)	-
Unsecured bank instruments	19	(500,089)	(507,829)	(5,203)	(461,765)	(40,861)	-	-
Trade and other payables and payables to related parties	10 and 20	(7,610)	(7,610)	(7,610)	-	-	-	-
Total		(607,920)	(635,239)	(12,813)	(467,045)	(46,141)	(109,240)	-

Note: cash flows included in the maturity analysis are not expected to occur significantly before or after the maturity date.

As of December 31, 2020, the contractual maturities of its financial liabilities, including estimated interest payments, are detailed below.

As of December 31, 2020	Note	Carrying Amount ThUS\$	Contractual Cash Flows ThUS\$	Up to 3 months ThUS\$	3 – 12 Months ThUS\$	1 – 2 Years ThUS\$	2 – 5 Years ThUS\$	Over 5 Years ThUS\$
ON-DERIVATIVE LIABILITIES	FINANCIAL							
Bonds payable	19	(150,010)	(176,365)	-	(56,564)	(5,280)	(88,861)	(25,660)
Unsecured bank instruments	19	(79,984)	(87,083)	(5,562)	(12,477)	(69,044)	-	-
Trade and other payables and payables to related parties	10 and 20	(1,389)	(1,389)	(1,389)	-	-	-	-
Total		(231,383)	(264,837)	(6,951)	(69,041)	(74,324)	(88,861)	(25,660)

Note: The cash flows included in the maturity analysis are not expected to occur significantly before or after the maturity date.

**(d) Market Risk**

Market risk, as analyzed in this section, is the risk that the value of the Company's assets or liabilities continuously and permanently fluctuates over time as the result of a change in key economic variables such as: (i) interest rates and (ii) exchange rates.

When necessary, the Company can use accounting hedges to mitigate changes in these variables. Variations in the market price of these hedges, in accordance with current policy, are recorded in other comprehensive income. Note 11 to these Consolidated Financial Statements provides the detail of derivatives held by the Company, including their fair value.



(i) Exposure to Interest Rate Fluctuations

Interest rate fluctuations impact the Company's floating rate obligations.

As of December 31, 2021 and 2020, the Company's net asset and liability position in interest-bearing financial instruments with fixed or variable rates, is detailed as follows:

Note	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
FINANCIAL ASSETS AT FIXED RATES:		
Term deposits	720,003	76,011
Bank balances	23	36
Total financial assets at fixed rates	20,026	76,047
Total activos financieros	20,026	76,047
FINANCIAL LIABILITIES AT FIXED RATES:		
Bonds payable	19(100,221)	(150,010)
Borrowings and loans	19(485,071)	(54,975)
Total financial liabilities at fixed rates	(585,292)	(204,985)
Financial liabilities at variable rates:		
Borrowings and loans	19(15,018)	(25,009)
Total financial liabilities at variable rates	(15,018)	(25,009)
Total financial liabilities	(600,310)	(229,994)
Net fixed-rate position	(565,266)	(128,938)
Net variable-rate position	(15,018)	(25,009)

The Company does not hedge interest rates on borrowings with variable interest rates based on LIBOR.

The potential effect of interest rate fluctuations on variable-rate financial instruments (assets and liabilities) held by CSAV as of December 31, 2021, that are not hedged is shown in the table below.

The variation considers: (i) an increase of 1% in the LIBOR rate, which is used for variable-rate financial liabilities, and (ii) an increase of 1% in the LIBOR rate, which is primarily used to invest cash surpluses. The combined effect on the Company's profit or loss for each period would be the following:

	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
EFFECT ON PROFIT OR LOSS OF		
increase of 100 basis points in 180-day LIBOR and overnight LIBOR	(60)	(223)

(ii) Exchange Rate Fluctuations

The Company's functional currency is the US dollar, which is the currency in which most of its operating income and expenses are denominated as well as the currency used by most of the global shipping industry and the functional currency of HLAG. However, the Company also has income and costs denominated in other currencies, such as Chilean pesos, euros, Brazilian reais and others.

Most of CSAV's assets and liabilities are expressed in US dollars. However, the Company has certain assets and liabilities in other currencies, which are detailed in Note 30 to these Consolidated Financial Statements.

The Company does not have any foreign currency hedges as of December 31, 2021 and manages the risk of exchange rate variations by periodically converting any balances in local currency that exceed payment requirements in that currency into US dollars.

The following table shows the maximum exposure to fluctuations in foreign currency of the Company's non-U.S. dollar-denominated financial assets and liabilities as of December 31, 2021 and 2020:

As of December 31, 2021	Euro	Chilean Peso / UF	Total
	ThUS\$	ThUS\$	ThUS\$
Cash and cash equivalents	28	52	80
Trade and other receivables, current and non-current)	-	112	112
Tax assets	-	249	249
Trade payables and tax liabilities, current and non-current	(112)	(2,354)	(2,466)
Net exposure	(84)	(1,941)	(2,025)

As of December 31, 2020	Euro	Chilean Peso / UF	Total
	ThUS\$	ThUS\$	ThUS\$
Cash and cash equivalents	44	819	863
Trade and other receivables, current and non-current	-	128	128
Tax assets	-	263	263
Trade payables and tax liabilities, current and non-current	(137)	(1,114)	(1,251)
Net exposure	(93)	96	3

The potential effect of a 10% depreciation in the US dollar with respect to other important currencies to which the Company is exposed as of December 31, 2021, would have an estimated loss of ThUS\$203 on the Company's results for the year then ended (gain of ThUS\$0.30 for the year ended December 31, 2020), keeping all other variables constant.

Note 6 Segment Reporting

The CSAV Group has identified one single operating segment as of December 31, 2021:

**Container Shipping:** These are the container shipping services operated by its associate HLAG, represented by the investment in that joint venture plus certain assets and liabilities related to the container shipping business that are controlled by CSAV (deferred tax assets, financial liabilities to finance the investment and others).

In accordance with IFRS 8, this segment has been defined as the CSAV Group's main business line. Its performance is reviewed regularly by the Company's senior management using regularly available information in order to: (i) measure business performance; (ii) evaluate its risks; and (iii) allocate the resources it requires.

The information regularly analyzed by CSAV's senior management consists of profit or loss and management information for this segment, whether operated directly by CSAV or its domestic or foreign subsidiaries, associates and joint ventures.

Although the Company's management and accounting reports may have different classifications and views, they are both determined using the policies described in Note 3 to these Consolidated Financial Statements. As a result, there are no differences in the totals in measurements of profit or loss, assets and liabilities for this segment and the accounting criteria applied for the preparation of the Consolidated Financial Statements.

Profit or loss by segment for the years ended December 31, 2021 and 2020, are detailed as follows:.

Statement of Income by Operating Segment	For the year ended December 31, 2021		For the year ended December 31, 2020	
	Container Shipping	Total	Container Shipping	Total
	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Revenue	-	-	-	-
Cost of sales	-	-	-	-
Gross margin	-	-	-	-
Other income	519	519	708	708
Administrative expenses	(23,711)	(23,711)	(10,638)	(10,638)
Other gains	126	126	305	305
Net operating loss	(23,066)	(23,066)	(9,625)	(9,625)
Finance income	155	155	271	271
Finance costs	(12,160)	(12,160)	(23,206)	(23,206)
Share of profit (loss) of associates	3,220,370	3,220,370	312,309	312,309
Foreign currency translation differences	(8,195)	(8,195)	(1,452)	(1,452)
Profit before tax	3,177,104	3,177,104	278,297	278,297
Income tax benefit (expense) from continuing operations	32,966	32,966	(55,532)	(55,532)
Profit from continuing operations	3,210,070	3,210,070	222,765	222,765
Profit (loss) from discontinued operations	7	7	(620)	(620)
Profit for the year	3,210,077	3,210,077	222,145	222,145
PROFIT ATTRIBUTABLE TO:				
Owners of the Parent	3,210,077	3,210,077	222,145	222,145
Profit for the year	3,210,077	3,210,077	222,145	222,145

Assets and liabilities by segment as of December 31, 2021 and 2020, are summarized as follows:

	As of December 31, 2021		As of December 31, 2020	
	Container Shipping	Total	Container Shipping	Total
	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Segment assets	276,410	276,410	297,919	297,919
Associates and joint ventures	5,748,798	5,748,798	2,738,113	2,738,113
Segment liabilities	1,142,539	1,142,539	313,100	313,100
Net assets	4,882,669	4,882,669	2,722,932	2,722,932

Cash flows by segment for the years ended December 31, 2021 and 2020, are detailed as follows:

Statement of Cash Flows by Operating Segments	For the year ended December 31, 2021	
	Container Shipping	Total
	ThUS\$	ThUS\$
Net cash flows used in operating activities	(19,024)	(19,024)
Net cash flows generated from investing activities	218,973	218,973
Net cash flows used in financing activities	(260,484)	(260,484)
Effect of exchange rates on cash and cash equivalents	2,555	2,555
Decrease in cash and cash equivalents	(57,980)	(57,980)

Statement of Cash Flows by Operating Segments	For the year ended December 31, 2020	
	Container Shipping	Total
	ThUS\$	ThUS\$
Net cash flows used in operating activities	(7,278)	(7,278)
Net cash flows used in investing activities	(261,333)	(261,333)
Net cash flows generated from financing activities	298,064	298,064
Effect of exchange rates on cash and cash equivalents	(1,404)	(1,404)
Increase in cash and cash equivalents	28,049	28,049

In accordance with IFRS 8, paragraph 33, non-current assets detailed by geographic segment are detailed as follows:

Non-Current Assets (1)	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Europe	5,748,798	2,738,113
America	10,625	11,924
Total	5,759,423	2,750,037

(1) Includes balances of property, plant and equipment, investment property, intangible assets other than goodwill and equity-accounted investees.



## Note 7 Cash and Cash Equivalents

Cash and cash equivalents are detailed as follows:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Cash on hand	38	59
Cash in banks	3,647	5,598
Term deposits	20,003	76,011
Total	23,688	81,668

As of December 31, 2021 and 2020, the Company has no restricted funds in cash and cash equivalents.

As of December 31, 2021 and 2020, cash and cash equivalents are detailed as follows:

Currency	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
US dollar	23,608	80,805
Chilean peso	52	819
Euro	28	44
Total	23,688	81,668

## Note 8 Other Financial Assets

Other financial assets are detailed as follows:

	Non-Current	
	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Investments in other companies	63	63
Total other financial assets	63	63

## Note 9 Trade and Other Receivables

Trade and other receivables are detailed as follows:

	Current	
	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Other receivables	298	253
Impairment of other receivables	(186)	(125)
Other receivables, net	112	128
Total receivables, net	112	128

Most current trade and other receivables are due within three months from the reporting date.

There are no receivables classified as non-current for the years ended December 31, 2021 and 2020.

Other receivables primarily include prepayments to suppliers and receivables from personnel, among others.

The fair value of trade and other receivable does not differ significantly from their carrying amount.

The Company records allowances for impairment of trade receivables using the expected credit loss model.

As of December 31, 2021 and 2020, trade and other receivables net of the allowance for impairment amount to ThUS\$112 and ThUS\$128, respectively, and are detailed by maturity in the table below.

Changes in the allowance for impairment of trade and other receivables are detailed as follows:

Allowance for Doubtful Accounts	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Opening balance of allowance for doubtful accounts	125	169
Increase in impairment for the year	61	125
Decrease in impairment of discontinued operations	-	(33)
Reclassification to assets held for sale (discontinued operations)	-	(136)
Closing balance of allowance for doubtful accounts	186	125

Once out-of-court and legal collections have been exhausted, the related receivables are written off against the allowance recorded. The CSAV Group only uses the allowance method and not the direct write-off method in order to better control and monitor such accounts.

## Note 10 Balances and Transactions with Related Parties

The net balance of receivables due from and payables due to non-consolidated related parties is detailed in the following table:

Current	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Payables due to related parties	(7)	-
Total	(7)	-

(a) Receivables due from and Payables due to Related Parties:

Receivables due from and payables due to related parties arise from routine business transactions between them.

As of December 31, 2021 and 2020, the Company has no receivables due from or payables due to related parties classified as non-current.

Payables due to related parties are detailed as follows:

Taxpayer ID No.	Country	Company	Transaction	Relationship	Currency	Current	
						12.31.2021	12.31.2020
						ThUS\$	ThUS\$
76.380.217-5	Chile	Hapag-Lloyd Chile SpA	Current account	Common shareholder and/or director	US\$	7	-
Total						7	-

(b) Transactions with related parties:

The following table details transactions with related parties:

Company	Taxpayer ID No.	Country	Relationship	Transaction description	Transaction Amount for the Year Ended December 31,		Credit (Debit) to Profit of Loss for the Year Ended December 31,	
					2021	2020	2021	2020
					ThUS\$	ThUS\$	ThUS\$	ThUS\$
Banco de Chile	97.004.000-5	Chile	Common shareholder and/or director	Loans received	140,000	-	-	-
Banco de Chile	97.004.000-5	Chile	Common shareholder and/or director	Interest on loans	529	-	(529)	-
Banco de Chile	97.004.000-5	Chile	Common shareholder and/or director	Services received	1	4	(1)	(4)
Ecuaestibas S.A.	Foreign	Ecuador	Common shareholder and/or director	Services received	-	83	-	(83)
Hapag Lloyd Chile SPA	76.380.217-5	Chile	Common shareholder and/or director	Real estate lease	519	661	519	661
Quiñenco S.A.	91.705.000-7	Chile	Parent company	Interest on loans	-	8,940	-	(8,940)
Quiñenco S.A.	91.705.000-7	Chile	Parent company	Services received	-	50	-	(50)
Banco Consorcio	99.500.410-0	Chile	Common shareholder and/or director	Interest on loans	-	1,505	-	(1,505)
SAAM S.A.	92.048.000-4	Chile	Common shareholder and/or director	Services received	-	89	-	(75)
SAAM Smit Towage Brasil S.A.	Foreign	Brazil	Common shareholder and/or director	Services received	-	32	-	(26)
SAAM Logistics S.A.	76.729.932-K	Chile	Common shareholder and/or director	Services received	-	2	-	(2)

Compensation of Board of Directors and Key Management Personnel

(a) Board Compensation

During the year ended December 31, 2021 and 2020, the Company's Board received the following amounts:

	For the year ended December 31,	
	2021 ThUS\$	2020 ThUS\$
Fees	400	377
Profit sharing	8,860	-
Total	9,260	377

As of December 31, 2021, the Company has made a provision of ThUS\$5,810 for profit sharing debited to net profit for the year (ThUS\$1,499 as of December 31, 2020), which will be paid during the following year. Such provision is recorded in Other provisions (Note 21).

(b) Compensation of Key Management Personnel

Key management personnel include executives who define the CSAV Group's strategic policies and have a direct impact on the business profit or loss.

Compensation of the CSAV Group's key management personnel amounts to ThUS\$5,218 for the year ended December 31, 2021 (ThUS\$2,794 for the year ended December 31, 2020).

	For the year ended December 31,	
	2021 ThUS\$	2020 ThUS\$
Short-term employee compensation	5,179	1,093
Other benefits	39	1,701
Total	5,218	2,794

On average, two CSAV executives were classified as key management personnel during the year ended December 31, 2021. On average, four CSAV executives were classified as key personnel during 2020.

The Company has not provided any guarantees on behalf of key management personnel.

The Company does not have any share-based compensation plans for key management personnel.

Note 11 Hedging Assets and Liabilities

Hedging assets and liabilities are recorded under other current financial assets and other current financial liabilities, respectively: As of December 31, 2021 and 2020, the Company has no currently effective hedging agreements.



Note 12 Other Non-Financial Assets

Other non-financial assets are detailed as follows:

Other Non-Financial Assets	Current		Non-Current	
	As of December 31, 2021	As of December 31, 2020	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Other	-	-	1	1
Total	-	-	1	1

The item other includes payments of other customary duties and guarantees by the Company.

Note 13 Investments in Subsidiaries

(a) Consolidated Subsidiaries

The Company has consolidated investments in subsidiaries, as described in Note 3 to these Consolidated Financial Statements, which are detailed as follows:

Taxpayer ID No.	Company	Country	Currency	Ownership Interest as of December 31,					
				2020					
				Direct	Indirect	Total	Direct	Indirect	Total
Foreign	CSAV Germany Container Holding GmbH	Germany	US\$	100.00%		100.00%	100.00%		100.00%
Foreign	Tollo Shipping Co. S.A. and Subsidiaries	Panama	US\$	100.00%	-	100.00%	100.00%	-	100.00%
Foreign	Norgistics México S.A. de C.V.	Mexico	US\$	-	100.00%	100.00%	-	100.00%	100.00%
Foreign	Navibras Comercial Maritima e Afretamentos Ltda.*	Brazil	US\$	-	-	0.00%	-	100.00%	100.00%
Foreign	Corvina Shipping Co. S.A.	Panama	US\$	100.00%	-	100.00%	100.00%	-	100.00%
96.838.050-7	Compañía Naviera Rio Blanco S.A.	Chile	US\$	99.00%	1.00%	100.00%	99.00%	1.00%	100.00%
76.028.729-6	Norgistics Holding S.A.	Chile	US\$	99.00%	1.00%	100.00%	99.00%	1.00%	100.00%

\* Subsidiary was liquidated in 2021

(b) Summarized financial information:

As of December 31, 2021 and 2020, financial information of the Company's subsidiaries is summarized as follows:

As of December 31, 2021:

Company	Current Assets	Non-Current Assets	Current Liabilities	Non-Current Liabilities	Revenue	Profit for the Year
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Tollo Shipping Co. S.A. and Subsidiaries	79	-	755,334	-	-	(17)
Corvina Shipping Co. S.A.	755,254	-	22	-	-	(9)
Norgistics Holding S.A.	1,674	-	1	-	-	(22)
Compañía Naviera Rio Blanco S.A.	1	-	2,279	-	-	(10)
CSAV Germany Container Holding GmbH	703	5,748,799	30,037	1,673,785	-	3,299,621

As of December 31, 2020:

Company	Current Assets	Non-Current Assets	Current Liabilities	Non-Current Liabilities	Revenue	Profit for the Year
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Tollo Shipping Co. S.A. and Subsidiaries	77	-	755,356	-	-	(207)
Corvina Shipping Co. S.A.	755,263	-	22	-	-	(28)
Norgistics Holding S.A.	1,705	-	10	-	-	(60)
Compañía Naviera Rio Blanco S.A.	1	-	2,270	-	-	(42)
CSAV Germany Container Holding GmbH	785	2,738,114	18,535	1,990,343	-	71,660

As of December 31, 2021 and 2020, there are no subsidiaries having non-controlling interests.

CSAV granted loans to its subsidiary CSAV Germany Container Holding GmbH as part of the merger process with HLAG during 2014 and purchased shares until 2020. CSAV recognizes the interest accrued on a monthly basis and eliminates the transaction on consolidation. As these loans are denominated in euros, any foreign currency translation differences generated and interest on these loans are not eliminated to calculate taxable income in Chile, in accordance with current tax legislation. As of December 31, 2021, the balance of this loan (principal plus interest) is Th€1,505,924, equivalent to ThUS\$1,703,727.

(c) Movements in investments:

c.1) During the year ended December 31, 2021, the subsidiary Navibras Comercial Maritima e Afretamentos Ltda. was liquidated.

c.2) During the year ended December 31, 2020, the subsidiary Norgistics (China) Ltda. [Shenzhen] was liquidated.

Note 14 Equity-accounted Investees

As of December 31, 2021

As described in Note 1 to the Consolidated Financial Statements, as of December 31, 2021, CSAV has a 30% interest in and is one of the largest shareholders of Hapag-Lloyd AG (HLAG), which is domiciled in Hamburg, Germany. In addition, regarding its investment in HLAG, the Company is party to a joint arrangement with the other two shareholders of this German company: the City of Hamburg, through its holding company HGV Hamburger Gesellschaft für Vermögens- und Beteiligungsmanagement mbH (HGV), which holds 13.86% of the share capital; and German businessman Klaus Michael Kühne, through Kühne Maritime GmbH (KM), who owns 29.77%; together, they hold approximately 73.63% of HLAG. By virtue of the above, based on CSAV's shareholding in HLAG and the existence and characteristics of the aforementioned joint arrangement, in accordance with IFRS 11, CSAV's investment in HLAG has been defined as a joint venture that must be accounted for using the equity method of accounting in accordance with IAS 28. This definition has remained unchanged since the date on which CSAV acquired its original interest in HLAG during the business combination of its container shipping business and HLAG in 2014.

Changes in investments in associates and joint ventures as of December 31, 2021 are detailed as follows:

Name of Associate or Joint Venture	Country	Functional Currency	Direct and Indirect Ownership Interest	Opening Balance	Share of Profit or Loss	Share of Other Comprehensive Income	Share of Other Equity Reserves	Dividends Received	Balance as of December 31, 2021
				ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Hapag-Lloyd AG	Germany	US\$	30.00%	2,738,113	3,220,370	17,750	(1,711)	(225,724)	5,748,798
Total				2,738,113	3,220,370	17,750	(1,711)	(225,724)	5,748,798

Changes in CSAV's investment in the Hapag-Lloyd AG (HLAG) joint venture during the year ended December 31, 2021, are summarized as follows:

- (a)

**Share of Profit or Loss:** HLAG’s profit attributable to owners of the Parent for the year ended December 31, 2021, amounted to ThUS\$10,738,012. Based on the percentage owned by CSAV as of December 31, 2021, the Company recognized profit of ThUS\$3,221,462. To such amount, CSAV must add the fair value adjustment of HLAG’s assets and liabilities, based on the Purchase Price Allocation (PPA) reports prepared for each acquisition. Such adjustment for the year ended December 31, 2021, based on the percentage ownership for the period, results in a lower gain of ThUS\$1,092 in addition to its direct share of HLAG's profit or loss. Accordingly, profit from CSAV's interest in that joint venture for the year ended December 31, 2021 amounted to ThUS\$3,220,370.
- (b)

**Share of Other Comprehensive Income and Other Equity Reserves:** HLAG recorded other comprehensive income (in US dollars) for the year ended December 31, 2021, consisting of a gain of ThUS\$80,529 from the remeasurement of its defined benefit plans (ThUS\$24,159 considering CSAV's interest), a foreign currency translation of ThUS\$39,430 (ThUS\$11,829 considering CSAV' interest) and a gain of ThUS\$18,069 on cash flow hedges (ThUS\$5,420 considering CSAVs interest), resulting in a total gain of ThUS\$59,168, which considering CSAV's ownership interest in such joint venture results in share of other comprehensive income of ThUS\$17,750. During the year, the Company also recognized its share of HLAG’s other equity movements, namely a reduction of ThUS\$1,711 in equity recorded in other reserves.
- (c)

**Dividend:** During the second quarter of 2021, CSAV received a dividend of ThUS\$225,724.

Since HLAG is a publicly listed corporation in Germany that trades its shares on several stock exchanges in that country, the quoted market value of CSAV's investment in the joint venture as of December 31, 2021, amounted to ThUS\$16,524,430.



Changes in investments in associates and joint ventures as of December 31, 2020, are detailed as follows:

Nombre de la Asociada o Negocio Conjunto	País	Moneda Funcional	Porcentaje de propiedad directo e indirecto	Saldo inicial	Movimientos de capital	Ajuste PPA	Plusvalía	Participación en resultados	Participación en otros resultados integrales	Participación en otras reservas patrimoniales	Dividendos recibidos	Venta de Acciones	Saldo al 31 de diciembre de 2020
				MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$
Hapag-Lloyd A.G.	Alemania	USD	30,00%	2.168.383	329.080	(103.947)	103.947	312.309	(4.167)	(1.691)	(65.799)	(2)	2.738.113
Totales				2.168.383	329.080	(103.947)	103.947	312.309	(4.167)	(1.691)	(65.799)	(2)	2.738.113

Changes in CSAV's investment in the Hapag-Lloyd AG (HLAG) joint venture during the year ended December 31, 2020, are detailed as follows:

- (a)

**Gain (Loss) on Acquisition of Interest:** During the first quarter of 2020, CSAV increased its interest by 2.21%, equivalent to ThUS\$329,080, resulting in interest of 30% in the German company. In accordance with IAS 28, CSAV calculated the fair value of the net assets acquired in the purchase of the additional 2.21% based on the PPA report on HLAG, of ThUS\$225,133 and generated goodwill of ThUS\$103,947, which was recorded as part of the value of the investment in accordance with IFRS.
- (b)

**Share of Profit or Loss:** HLAG’s profit attributable to owners of the Parent for the year ended December 31, 2020, amounted to ThUS\$1,057,726. Based on the percentage owned by CSAV at the end of 2020, the Company recognized profit of ThUS\$317,324. To such amount, CSAV must add the fair value adjustment of HLAG’s assets and liabilities, based on the Purchase Price Allocation (PPA) reports prepared for each acquisition. Such adjustment for the year ended December 31, 2020, based on the percentage ownership for the year, results in a lower gain of ThUS\$5,015 in addition to its direct share of HLAG's profit or loss. Accordingly, the profit from CSAV's interest in that joint venture for the year ended December 31, 2020 amounted to ThUS\$312,309.
- (c)

**Share of Other Comprehensive Income and Other Equity Reserves:** HLAG recorded other comprehensive income (in US dollars) for the year ended December 31, 2020, consisting of a loss of ThUS\$61,609 from the remeasurement of its defined benefit plans (ThUS\$18,483 considering CSAV's interest), a foreign currency translation gain of ThUS\$38,188 (ThUS\$11,456 considering CSAV's interest) and a gain of ThUS\$9,533 on cash flow hedges (ThUS\$2,860 considering CSAV's interest), resulting in a total loss of ThUS\$13,888, which considering CSAV's ownership interest in such joint venture results in share of other comprehensive loss of ThUS\$4,167. During the year, the Company also recognized its share of HLAG's other equity movements, namely a reduction of ThUS\$1,691 in equity presented in other reserves.
- (d)

**Dividend:** During the second quarter of 2020, CSAV received a dividend of ThUS\$65,799.

As HLAG is a publicly listed corporation in Germany that trades its shares on several stock exchanges in that country, the quoted market value of CSAV's investment in the joint venture as of December 31, 2020 amounted to ThUS\$5,952,338.

Summarized financial information regarding associates and joint ventures as of:

Associate or Joint Venture	Hapag-Lloyd AG (1)	
	As of December 31, 2021	As of December 31, 2020
Ownership interest	30.00%	30.00%
	THUS\$	THUS\$
Cash and cash equivalents	8,741,374	836,362
Current assets	12,937,071	3,131,889
Non-current assets	17,298,436	15,508,332
Current Liabilities	6,743,586	4,656,120
Non-current liabilities	5,199,717	5,731,291
Financial liabilities, current	1,537,699	1,185,513
Financial liabilities, non-current	4,683,995	5,119,632

Name of Associate or Joint Venture	Hapag-Lloyd AG (1)	
	Balance as of December 31,	
	2021	2020
Ownership interest	30.00%	30.00%
	THUS\$	THUS\$
Revenue	26,356,233	14,577,089
Cost of sales	(13,946,512)	(12,012,545)
Profit for the year (2)	10,738,012	1,057,726
Other comprehensive income (loss)	59,168	(14,692)
Depreciation and amortization	(1,730,925)	(1,580,890)
Finance income	25,197	19,429
Interest expense	(315,376)	(396,594)
Income tax expense	(72,529)	(52,309)

- (1)

This information is extracted directly from the Consolidated Financial Statements of HLAG in US\$ and, accordingly, does not include the effects of the PPAs presented by CSAV.
- (2)

Profit or loss attributable to the owners of the Parent.

Note 15 Property, Plant and Equipment

Property, plant and equipment (PPE) are summarized as follows:

	As of December 31, 2021			As of December 31, 2020		
	Gross PP&E	Accumulated Depreciation	Net	Gross PP&E	Accumulated Depreciation	Net
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Buildings	-	-	-	1,678	(449)	1,229
Machinery and equipment	31	(30)	1	2	-	2
Office equipment	31	(27)	4	82	(75)	7
Other	1,167	-	1,167	1,128	-	1,128
Total	1,229	(57)	1,172	2,890	(524)	2,366

Buildings includes buildings and facilities owned by the CSAV Group that are used for its business operations. At the reporting date, the Company and its subsidiaries did not identify impairment indicators on its PPE.

The detail and changes of the different classes of property, plant and equipment as of December 31, 2021, are provided in the following table:

As of December 31, 2021	Buildings, Net	Machinery and Equipment, Net	Office Equipment, Net	Other Property, Plant and Equipment, Net	Property, Plant and Equipment, Net
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Opening balance	1,229	2	7	1,128	2,366
Additions	-	-	4	39	43
Depreciation expense	(17)	(1)	(7)	-	(25)
Reclassification to assets held for sale	(1,212)	-	-	-	(1,212)
Total changes in PPE	(1,229)	(1)	(3)	39	(1,194)
Closing balance	-	1	4	1,167	1,172

The detail and changes of the different classes of property, plant and equipment as of December 31, 2020, are provided in the following table:

As of December 31, 2020	Buildings, Net	Machinery and Equipment, Net	Office Equipment, Net	Right-of-Use Assets (*)	Other Property, Plant and Equipment, Net	Property, Plant and Equipment, Net
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Opening balance	1,246	2	13	8,580	1,128	10,969
Depreciation expense	(17)	-	(6)	-	-	(23)
Depreciation expense (discontinued operations) (1)	-	-	-	(8,580)	-	(8,580)
Total changes in PPE	(17)	-	(6)	(8,580)	-	(8,603)
Closing balance	1,229	2	7	-	1,128	2,366

(1) As of January 23, 2020, the Company transferred the assets and liabilities associated with the car carrier business unit as held for sale, as described in Notes 2 and 32 to the financial statements. Likewise, gains and losses related to its property, plant and equipment, as well as depreciation expense have been classified within profit or loss from discontinued operations.

(\*) This corresponds to lease commitments mainly for vessel charter agreements.

Note 16 Investment Property

The detail and changes of the different categories of investment property as of December 31, 2021 and 2020, are provided in the following table:

As of December 31, 2021	Land ThUS\$	Buildings, Net ThUS\$	Investment Property ThUS\$
Opening balance	1,963	7,595	9,558
Depreciation expense	-	(102)	(102)
Disposals (sale of assets)	-	(3)	(3)
Total changes	-	(105)	(105)
Closing balance	1,963	7,490	9,453

As of December 31, 2020	Land ThUS\$	Buildings, Net ThUS\$	Investment Property ThUS\$
Opening balance	1,963	8,907	10,870
Depreciation expense	-	(108)	(108)
Disposals (sale of assets)	-	(1,204)	(1,204)
Total changes	-	(1,312)	(1,312)
Closing balance	1,963	7,595	9,558

As of December 31, 2021, the Company classified part of its property, plant and equipment that is not directly used in its operations but is leased to third parties or kept for investment purposes as investment property in accordance with the accounting policy described in section 3.6 to the Consolidated Financial Statements.

During the years ended December 31, 2021 and 2020, the Company has disclosed in other income rental income on its investment property of ThUS\$519 and ThUS\$708, respectively.

The estimated fair value of the Company's investment property as of December 31, 2021, amounts to ThUS\$15,877, which exceeds its carrying amount.



Note 17 Tax Assets and Liabilities

The balances of current and non-current tax assets and liabilities are detailed as follows:

Current Tax Assets:

Current Tax Assets	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Other recoverable taxes	249	263
Total current tax assets	249	263

Current Tax Liabilities:

Current Tax Liabilities	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Income taxes payable	4	4
Total current tax liabilities	4	4

Note 18 Income Tax and Deferred Taxes

In accordance with the tax provisions and regulations in force as of December 31, 2021, CSAV calculated and accounted for the net taxable income considering the enacted tax rate of 27%, based on the provisions of Law No. 20,780, and estimated a tax loss of ThUS\$877,079. Accordingly, no provision for income tax has been recognized on the consolidated financial statements. As of December 31, 2020, the Company determined a standalone tax loss of ThUS\$744,792 for the estimation of deferred taxes in its financial statements.

As of December 31, 2021 and 2020, CSAV recognized income tax payable of tax under Article 21 of the Income Tax Law of ThUS\$4

As of December 31, 2021 and 2020, the Company has no tax loss carryforwards

a) Deferred Taxes

As of December 31, 2021 and 2020, the detail of deferred taxes is as follows:

Origin of Temporary Differences	Deferred Tax Assets	
	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Pérdidas tributarias	236.811	201.094
Provisiones	3.509	2.639
Totales	240.320	203.733

Note that the Company has recorded as deferred tax asset the aforementioned amount associated with the balance of its tax losses at the end of the period, as it believes it is probable that its future taxable income will allow it to utilize such asset, in accordance with the provisions of IAS 12.

As of December 31, 2021, the Company believes these future tax earnings will flow to the Company from the dividends from the associates.

As of December 31, 2021 and 2020, the detail of deferred tax liabilities is as follows:

Origin of Temporary Differences	Deferred Tax Liabilities	
	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Accrued finance income	(8,084)	(4,969)
Other	(639)	(304)
Total	(8,723)	(5,273)

The following table shows changes on deferred tax assets and liabilities recorded during the year ended December 31, 2021:

Origin of Temporary Differences	Balance as of January 1, 2021	Recognized in Profit or Loss	Balance as of December 31, 2021
	ThUS\$	ThUS\$	ThUS\$
Tax losses	201,094	35,717	236,811
Provisions	2,639	870	3,509
Total deferred tax assets	203,733	36,587	240,320

Origin of Temporary Differences	Balance as of January 1, 2021	Recognized in Profit or Loss	Balance as of December 31, 2021
	ThUS\$	ThUS\$	ThUS\$
Accrued finance income	4,969	3,115	8,084
Other deferred taxes	304	335	639
Total deferred tax liabilities	5,273	3,450	8,723

The following table shows changes on deferred tax assets and liabilities recorded during the year ended December 31, 2020:

Origin of Temporary Differences	Balance as of January 1, 2020	Recognized in Profit or Loss	Balance as of December 31, 2020
	ThUS\$	ThUS\$	ThUS\$
Tax losses	249,416	(48,322)	201,094
Provisions	5,071	(2,432)	2,639
Total deferred tax assets	254,487	(50,754)	203,733

Origin of Temporary Differences	Balance as of January 1, 2020	Recognized in Profit or Loss	Balance as of December 31, 2020
	ThUS\$	ThUS\$	ThUS\$
Accrued finance income	-	4,969	4,969
Other deferred taxes	502	(198)	304
Total deferred tax liabilities	502	4,771	5,273

b) Effect of current and deferred income taxes on profit or loss

	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Current income tax benefit (expense)		
Current tax expense (*)	(167)	(3)
Expense associated with tax for Art. 21 of the Income Tax Law	(4)	(4)
Total current tax expense, net	(171)	(7)
Deferred tax benefit (expense)		
Origin and reversal of temporary differences	33,137	(55,525)
Total deferred tax benefit (expense), net	33,137	(55,525)
Income tax benefit (expense)	32,966	(55,532)
Income tax benefit (expense), continuing operations	32,966	(55,532)
Income tax expense, discontinued operations	-	(47)

(\*) relate mainly to foreign taxes

c) Taxes recognized in profit or loss by foreign and Chilean entities

	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
CURRENT TAX EXPENSE:		
Current tax expense, foreign operations, net	(167)	-
Current tax expense, domestic operations, net	(4)	(7)
Current tax expense, net	(171)	(7)
DEFERRED TAX BENEFIT (EXPENSE):		
Deferred tax benefit (expense), domestic operations	33,137	(55,525)
Deferred tax benefit (expense), net	33,137	(55,525)
Income tax benefit (expense), net	32,966	(55,532)
Income tax benefit (expense), continuing operations	32,966	(55,532)
Income tax expense, discontinued operations	-	(47)

d) Reconciliation of the Effective Tax Rate

An analysis and reconciliation of the income tax rate calculated in accordance with Chilean tax legislation and of the effective tax rate are detailed below.

Reconciliation of the Effective Tax Rate	For the year ended December 31,			
	2021		2020	
	ThUS\$		ThUS\$	
Profit for the year	3,210,077		222,145	
Total income tax benefit (expense)	32,966		(55,532)	
Profit before tax	3,177,111		277,677	
Reconciliation of effective tax rate		27.00%	(857,820)	27.00%
Tax effect of rates in other jurisdictions		0.00%	(122)	0.00%
Tax effect of non-taxable revenue		(28.04%)	890,877	(7.02%)
Other increases (decreases) in legal taxes		(0.00%)	31	0.02%
Total adjustments to tax expense using the legal rate	(28.04%)	890,786	(7.00%)	19,441
Income tax benefit (expense) using the effective rate	(1.04%)	32,966	20.00%	(55,532)
Income tax benefit (expense), continuing operations		32,966		(55,532)
Income tax expense, discontinued operations		-		(47)

As described in Note 13 of the Consolidated Financial Statements, the euro depreciated comparted to the value if U.S. dollar during the year ended December 31, 2021, which gave rise to a negative foreign currency translation difference on the loan that CSAV (standalone entity) maintains with its German subsidiary CSAV Germany Container Holding GmbH. Accordingly, the negative foreign currency translation difference generated a net financial loss for the Company that, although eliminated for consolidation purposes, for tax purposes is added to the deferred tax asset recorded for that tax loss carryforward as of December 31, 2021.

Note 19 Other Financial Liabilities

Other financial liabilities are detailed as follows:

Other Financial Liabilities	As of December 31, 2021	As of December 31, 2020
	Current	Current
	ThUS\$	ThUS\$
Bank borrowings (a)	460,162	14,231
Bonds payable (c)	758	50,670
Total current	460,920	64,901

Other Financial Liabilities	As of December 31, 2021	As of December 31, 2020
	Non-Current	Non-Current
	ThUS\$	ThUS\$
Bank borrowings (b)	39,927	65,753
Bonds payable (c)	99,463	99,340
Total Non-Current	139,390	165,093



Balances of other financial liabilities are reconciled as follows:

Liabilities Arising from Financing Activities	As of December 31, 2020	Cash Flows			Changes not Affecting Cash Flows		As of December 31, 2021
		Generated from	Used in	Interest Paid	Interest Accrued	Other	
		ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	
CURRENT							
Bank borrowings	14,231	450,181	(15,000)	(2,878)	4,398	9,230	460,162
Bonds payable	50,670	-	(50,000)	(6,564)	6,563	89	758
NON-CURRENT							
Bank borrowings	65,753	-	(16,000)	-	-	(9,826)	39,927
Bonds payable	99,340	-	-	-	-	123	99,463
Total	229,994	450,181	(81,000)	(9,442)	10,961	(384)	600,310

(a) Current bank borrowings:

As of December 31, 2021

Debtor's Taxpayer ID	Name of Debtor	Country of Debtor	Creditor's Taxpayer ID	Creditor Entity (Bank)	Country of Creditor	Currency	Repayment Terms	Up to 90 Days	90 Days to 1 Year	Current Portion	Annual Interest Rate	
								ThUS\$	ThUS\$	ThUS\$	Nominal	Effective
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itaú Chile	Chile	US\$	Semi-annual	5,029	5,000	10,029	LB 6M+2.5%	2.65%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.053.000-2	Banco Security	Chile	US\$	Upon maturity	-	44	44	4.17%	4.17%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.004.000-5	Banco de Chile	Chile	US\$	Upon maturity	-	140,035	140,035	1.70%	1.70%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	Foreign	The Bank of Nova Scotia	Canada	US\$	Upon maturity	-	155,015	155,015	1.63%	1.63%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itaú Chile	Chile	US\$	Upon maturity	-	155,039	155,039	1.70%	1.70%
Total								5,029	455,133	460,162		

As of December 31, 2020

Debtor's Taxpayer ID	Name of Debtor	Country of Debtor	Creditor's Taxpayer ID	Creditor Entity (Bank)	Country of Creditor	Currency	Repayment Terms	Up to 90 Days	90 Days to 1 Year	Current Portion	Annual Interest Rate	
								ThUS\$	ThUS\$	ThUS\$	Nominal	Effective
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itaú Chile	Chile	US\$	Semi-annual	5,148	5,000	10,148	LB 6M+2.5%	2.79%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.053.000-2	Banco Security	Chile	US\$	Bullet	-	51	51	5.28%	5.28%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.362.099-9	Banco BTG Pactual Chile	Chile	US\$	Semi Bullet	-	4,032	4,032	5.70%	5.70%
Total								5,148	9,083	14,231		

(b) Non-current bank borrowings:

As of December 31, 2021

Debtor's Taxpayer ID	Name of Debtor	Country of Debtor	Creditor's Taxpayer ID	Creditor Entity (Bank)	Country of Creditor	Currency	Repayment Terms	1 to 2 Years	Non-Current Portion	Total Debt	Annual Interest Rate	
								ThUS\$	ThUS\$	ThUS\$	Nominal	Effective
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itau Chile	Chile	US\$	Semi-annual	4,989	4,989	15,018	LB 6M+2.5%	2.65%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.053.000-2	Banco Security	Chile	US\$	Upon maturity	34,938	34,938	34,982	4.17%	4.17%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.004.000-5	Banco de Chile	Chile	US\$	Upon maturity	-	-	140,035	1.70%	1.70%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.018.000-1	Banco Scotia	Chile	US\$	Upon maturity	-	-	155,015	1.63%	1.63%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itau Chile	Chile	US\$	Upon maturity	-	-	155,039	1.70%	1.70%
Total								39,927	39,927	500,089		

As of December 31, 2020

Debtor's Taxpayer ID	Name of Debtor	Country of Debtor	Creditor's Taxpayer ID	Creditor Entity (Bank)	Country of Creditor	Currency	Repayment Terms	1 to 2 Years	2 to 3 Years	Non-Current Portion	Total Debt	Annual Interest Rate	
								ThUS\$	ThUS\$	ThUS\$	ThUS\$	Nominal	Effective
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.645.030-K	Banco Itau Chile	Chile	US\$	Semi-annual	10,000	4,861	14,861	25,009	LB 6M+2.5%	2.79%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	97.053.000-2	Banco Security	Chile	US\$	Bullet	34,895	-	34,895	34,946	5.28%	5.28%
90.160.000-7	Compañía Sud Americana de Vapores S.A.	Chile	76.362.099-9	Banco BTG Pactual Chile	Chile	US\$	Semi Bullet	15,997	-	15,997	20,029	5.70%	5.70%
Total								60,892	4,861	65,753	79,984		

Loans are presented net of origination and underwriting fees.



(c) Bonds payable:

As of December 31, 2021

Current

Registration Number	Series	Currency	Nominal Amount Placed ThUS\$	Contractual Interest Rate	Type of Interest Rate	Repayment Terms	Issuer	Country of Issuer	Over 90 Days ThUS\$	Total Current ThUS\$
955	C	US\$	100,000	5.35%	Annual	Semi Bullet	Compañía Sud Americana de Vapores S.A.	Chile	758	758
Total									758	758

No Corriente

Registration Number	Series	Currency	Nominal Amount Placed ThUS\$	Contractual Interest Rate	Type of Interest Rate	Repayment Terms	Issuer	Country of Issuer	Over 90 Days ThUS\$	Total Current ThUS\$
955	C	US\$	100,000	5.35%	Annual	Semi Bullet	Compañía Sud Americana de Vapores S.A.	Chile	99,463	99,463
Total									99,432	99,432

Bonds are presented net of origination and underwriting fees.

As of December 31, 2020

Current

Registration Number	Series	Currency	Nominal Amount Placed	Contractual Interest Rate	Repayment Terms	Repayment Terms	Issuer	Country of Issuer	Over 90 Days ThUS\$	Total Current ThUS\$
839	B	US\$	50,000	5.20%	Annual	Bullet	Compañía Sud Americana de Vapores S.A.	Chile	49,911	49,911
955	C	US\$	100,000	5.35%	Annual	Semi Bullet	Compañía Sud Americana de Vapores S.A.	Chile	759	759
Total									50,670	50,670

Non-Current

Registration Number	Series	Currency	Nominal Amount Placed	Contractual Interest Rate	Repayment Terms	Repayment Terms	Issuer	Country of Issuer	Over 90 Days ThUS\$	Total Current ThUS\$
955	C	US\$	100,000	5.35%	Annual	Semi Bullet	Compañía Sud Americana de Vapores S.A.	Chile	99,340	99,340
Total									99,340	99,340

The financial obligations that establish restrictions on management require compliance with certain financial ratios (covenants) and are described in Note 33 to the Consolidated Financial Statements.

Note 20 Trade and Other Payables

Trade payables mainly represent amounts owed to regular service providers related to the Group’s normal course of business, detailed as follows:

	Current	
	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Administrative services payable	454	441
Other	7,149	948
Total	7,603	1,389

Current trade payables as of December 31, 2021 are detailed as follows:

Current trade payables:

Type of Supplier	Amount by Payment Terms						Total
	Up to 30 Days	31-60 Days	61-90 Days	91-120 Days	121-365 Days	Over 366 Days	
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Services	7,603	-	-	-	-	-	7,603
Total	7,603	-	-	-	-	-	7,603

ECurrent trade payables as of December 31, 2020, are as follows:

Current trade payables:

Type of Supplier	Amount by Payment Terms						Total
	Up to 30 Days	31-60 Days	61-90 Days	91-120 Days	121-365 Days	Over 366 Days	
	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Services	1,389	-	-	-	-	-	1,389
Total	1,389	-	-	-	-	-	1,389

As of December 31, 2021, there are no suppliers with past-due trade payables or suppliers classified as non-current for the period.

As of the reporting date, none of the payables detailed above accrue interest for the Company.

Note 21 Provisions

Current and non-current provisions as of December 31, 2021, are detailed as follows:

Current	Legal Claims ThUS\$	Profit Sharing ThUS\$	Other Provisions ThUS\$	Total ThUS\$
Balance as of January 1, 2021	325	1,499	70	1,894
Additions for the year	-	13,184	84	13,268
Decreases for the year	(614)	(8,874)	(45)	(9,533)
Transfer from (to) non-current provisions	500	-	-	500
Closing balance of current provisions	211	5,809	109	6,129

Non-Current	Legal Claims ThUS\$	Total ThUS\$
Balance as of January 1, 2021	7,524	7,524
Decreases for the year	(485)	(485)
Transfer to current provisions	(500)	(500)
Closing balance of non-current provisions	6,539	6,539

Changes on current and non-current provisions as of December 31, 2020 are detailed as follows:

Current	Legal Claims ThUS\$	Onerous Contracts ThUS\$	Profit Sharing ThUS\$	Other Provisions ThUS\$	Total ThUS\$
Balance as of January 1, 2020	1,440	4,523	-	122	6,085
Additions for the year	325	-	1,499	54	1,878
Decreases for the year	(2,336)	-	-	(107)	(2,443)
Reversal of unused provisions	-	-	-	-	-
Increase (decrease) in discontinued operations	(311)	(4,523)	-	54	(4,780)
Transfer from (to) non-current provisions	1,235	-	-	-	1,235
Reclassified to liabilities held for sale (discontinued operations)	(28)	-	-	(53)	(81)
Closing balance of current provisions	325	-	1,499	70	1,894

Non-Current	Legal Claims ThUS\$	Total ThUS\$
Balance as of January 1, 2020	11,000	11,000
Decreases for the year	(2,241)	(2,241)
Transfer to current provisions	(1,235)	(1,235)
Closing balance of non-current provisions	7,524	7,524

Provisions for legal claims correspond mainly to lawsuits and other legal proceedings, including legal costs and possible disbursements, to which the Company is exposed, including those stemming from investigations carried out by anti-monopoly authorities in the car carrier business and contingencies related to these cases, as indicated in Note 33 to the Consolidated Financial Statements.

Within onerous contracts, the Company makes a provision for services committed (in-transit voyages or contracts) for which there is reasonable certainty that the revenue obtained will not cover the costs incurred at the end of the voyage and, accordingly, the voyages or contracts are expected to end and result in operating losses. Such provisions are expected to be used within the current period, based on the Company's business cycle. However, new provisions may be made in future periods.

All legal claims and contingencies related to the direct operations of the container shipping business are presently, subsequent to following the merger with HLAG in 2014, the legal and financial responsibility of HLAG and its subsidiaries, including legal expenses and possible disbursements, even if when CSAV is party to the claim. For such contingencies not related to the direct operation of this business, in which the Company has estimated that it could have disbursements with a reasonable probability, the related provisions have been established under the items Legal Claims and Other Provisions.

As of the reporting date of these Consolidated Financial Statements, all provisions recorded by the Company and its subsidiaries have been classified as either current or non-current based on the best estimate of the timing of their use or consumption.

Note 22 Other Non-Financial Liabilities

Other non-financial liabilities are detailed as follows:

Current	As of December 31, 2021 ThUS\$	As of December 31, 2020 ThUS\$
Minimum mandatory dividend payable*	513,025	66,643
Dividends payable from prior years	87	-
Total current portion	513,112	66,643

\*Relates to the minimum mandatory dividend provision, equivalent to 30% of profit for the year, net of the interim dividend.

Note 23 Employee Benefit Obligations

a) Employee Benefit Expenses

	For the year ended December 31,	
	2021 ThUS\$	2020 ThUS\$
Salaries and wages	2,502	2,177
Short-term employee benefits	3,477	1,428
Other personnel expenses	71	-
Total employee benefit expenses	6,050	3,605



b) Provisions for Employee Benefits

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Accrued vacations	108	114
Other benefits	-	90
Total provisions for employee benefits	108	204

The Company records no provisions for employee benefits classified as non-current as of December 31, 2021 and 2020.

Note 24 Classes of Financial Assets and Financial Liabilities

The following table details the carrying amount and fair value of consolidated financial assets and financial liabilities:

Description of Financial Assets	Note	Current		Non-Current		Fair Value	
		As of December 31, 2021	As of December 31, 2020	As of December 31, 2021	As of December 31, 2020	As of December 31, 2021	As of December 31, 2020
		ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Cash and cash equivalents	7	23,688	81,668	-	-	23,688	81,668
Other financial assets	8	-	-	63	63	63	63
Trade and other receivables	9	112	128	-	-	112	128
Total		23,800	81,796	63	63	23,863	81,859

Description of Financial Liabilities	Nota	Current		Non-Current		Fair Value	
		As of December 31, 2021	As of December 31, 2020	As of December 31, 2021	As of December 31, 2020	As of December 31, 2021	As of December 31, 2020
		ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Borrowings and loans	22	460,162	14,231	39,927	65,753	501,841	81,428
Bonds payable	22	758	50,670	99,463	99,340	100,552	151,259
Trade and other payables	23	7,603	1,389	-	-	7,603	1,389
Payables due to related parties	10	7	-	-	-	7	-
Total		468,530	66,290	139,390	165,093	610,003	234,076

The weighted average interest rates used to determine the fair value of financial liabilities as of December 31, 2021 and 2020, are summarized below.

	As of December 31, 2021	As of December 31, 2020
Variable rate financial liabilities	2.65%	2.79%
Fixed rate financial liabilities	2.45%	5.33%

Other financial assets and liabilities are recorded at fair value or their carrying amount reasonably approximates their fair value.

Note 25 Capital and Reserves

(a) Changes in Share Capital for 2021

Subscribed and paid-in capital as of December 31, 2021, amounts to US\$2,517,658,188.66, divided into 51,319,876,188 shares, share premium amounts to US\$94,961,850.45, totaling US\$2,612,620,039.11, net of share issuance and placement costs incurred.

(b) Capital and Reserves

(i) Changes in Share Capital for 2021

Subscribed and paid-in capital as of December 31, 2021, amounts to US\$2,517,658,188.66, divided into 51,319,876,188 shares, share premium amounts to US\$94,961,850.45, totaling US\$2,612,620,039.11, net of share issuance and placement costs incurred.

(ii) Changes in Share Capital for 2020

At the Extraordinary Shareholders' Meeting held May 19, 2020, the shareholders agreed to:

- a) Recognize, for whatever purpose is deemed relevant, the lawful reduction of capital occurred beginning on March 31, 2020, in accordance with Article 24 of the Corporations Act of US\$93,052,631.58, representing 3,400,000,000 shares, related to the unplaced balance of the capital increase agreed at the extraordinary shareholders' meeting of March 30, 201. Accordingly, the Company's effectively subscribed and paid-in capital amounts to US\$3,366,055,751.59, divided into 36,796,876,188 single-series shares with no par value;
- b) Capitalize, in accordance with article 26 of the Corporations Act, the “share premium” of US\$127,453,951.50, resulting from the placement of 6,100,000,000 shares issued as part of the capital increase approved at the extraordinary shareholders’ meeting of March 30, 2017, resulting in capital amounting to US\$3,493,509,703.09, divided into 36,796,876,188 fully subscribed and paid single series shares with no par value;
- c) Subtract US\$1,127,819.75 from paid-in capital for “share issue and placement expenses” resulting in a balance of US\$3,492,381,883.34, divided into 36,796,876,188 fully subscribed and paid single-series shares with no par value;
- d) A reduction in the Company’s capital of US\$1,228,876,194.69, without altering the number and characteristics of the shares into which capital is divided (i.e. from US\$3,492,381,883.34 divided into 36,796,876,188 fully subscribed and paid single series shares with no par value to US\$2,263,505,688.65, divided into 36,796,876,188 fully subscribed and paid single series shares with no par value, by absorbing all the Company’s accumulated deficit as of December 31, 2019 for US\$1,228,876,194.69;
- e) Increase capital from US\$2,263,505,688.65, divided into 36,796,876,188 fully subscribed and paid single series shares with no par value to US\$2,613,505,688.65, divided into 56,796,876,188 fully subscribed and paid single series shares with no par value. The capital increase of US\$350,000,000 will be made by issuing 20,000,000,000 shares, which must be issued, subscribed and paid by May 19, 2023; and

**f)** Adopt the reforms to the Company's by-laws and any other agreements that are necessary or appropriate in order to implement the agreements of the shareholders.

On July 13, 2020, the issuance of 20,000,000,000 single series shares with no par value was registered with the CMF Securities Registry (No. 1,092) for US\$350,000,000.00 with a debit to the aforementioned capital increase.

From the issuance of 20,000,000,000 new shares registered with the Securities Registry, 14,523,000,000 were offered to the Company's shareholders, who were entitled to subscribe 0.39468024203 new shares for each share registered with the Shareholders' Registry on August 21, 2020. These shares were offered at a price of US\$0.0241 per share and fully paid upon subscription in cash, cashier's check, electronic transfer or any other such instrument payable on demand.

During the pre-emptive rights period (POP1) from August 27, 2020, to September 25, 2020, 98.23% of the new issuance was subscribed and paid (equivalent to US\$343 million).

On October 13, 2020, the second stage concluded, where 247,378,470 shares were subscribed and paid, which together with the 14,265,792,397 shares subscribed during the POP totaled 14,513,170,867 shares or 99.93% of the total placement. A remaining balance of 9,829,133 shares are pending subscription.

On October 16, 2020, those remaining 9,829,133 shares were finally placed through two simultaneous auctions. Accordingly, the total capital subscribed and paid reached US\$350 million, or 100% of the capital issued for such process.

**(c) Changes in Shares for 2021 and 2020**

El detalle de acciones al 31 de diciembre de 2021 es el siguiente:

Series	Number of Subscribed Shares	Number of Paid-in Shares	Number of Voting Shares
Single	51,319,876,188	51,319,876,188	51,319,876,188

Number of Shares	As of 31, December 31, 2021	As of December 31, 2020
	Common Stock	Common Stock
Issued as of January 1	51,319,876,188	36,796,876,188
From capital increase	-	14,523,000,000
Total at year-end	51,319,876,188	51,319,876,188

**(d) Share Issuance Costs**

As of December 31, 2021 and 2020, issuance costs related to the capital increase mentioned in letter (b) above and amount to ThUS\$940 presented net of the share premium.

**(e) Other Reserves**

Other reserves are detailed as follows:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Translation reserve	(13,768)	(1,940)
Cash flow hedge reserve	856	(4,564)
Reserve for gains and losses on defined-benefit plans	(10,952)	(35,111)
Other miscellaneous reserves	(5,286)	(3,575)
Total reserves	(29,150)	(45,190)

**Explanation of changes:**

**Translation Reserve**

The translation reserve includes all foreign currency translation differences arising from translating to the Group's functional currency the financial statements of Group companies in a different functional currency, based on the currency translation methodology defined in IAS 21. This is applicable for both the CSAV Group and the consolidated groups of its associates and joint ventures; e.g., HLAG.

The balance and changes in the translation reserve are detailed as follows:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Balance as of January 1	(1,940)	(13,385)
Subsidiaries and other investments	1	(11)
Share of profit or (loss) of equity-accounted associates and joint ventures (Note 14)	(11,829)	11,456
Closing balance	(13,768)	(1,940)

**Cash Flow Hedge Reserve**

The hedge reserve includes the effective portion of the net accumulated effect on fair value of cash flow hedging instruments related to transactions hedged that have not occurred. Changes during the period are explained by accounting hedges recognized during the period and new hedges engaged.



The balance of and changes in this reserve are explained below:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Balance as of January 1	(4,564)	(7,406)
Deferred taxes on hedges	-	(18)
Share of profit of equity-accounted associates and joint ventures (note 14)	5,420	2,860
Balance as of December 31	856	(4,564)

Reserve for Gains and Losses on Defined Employee Benefit Plans

The reserve for actuarial gains on post-employment benefits consists of the variation in the actuarial values of provisions for defined-benefit plans.

The balance of and changes in this reserve are detailed as follows:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Balance as of January 1	(35,111)	(16,628)
Share of profit or (loss) in equity-accounted associates and joint ventures (note 14)	24,159	(18,483)
Balance as of December 31	(10,952)	(35,111)

Other Miscellaneous Reserves

The balance and movement of other miscellaneous reserves are explained as follows:

	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
Balance as of January 1	(3,575)	(3,028)
Share issuance costs	-	1,128
Share of (loss) in equity-accounted associates and joint ventures (note 14)	(1,711)	(1,675)
Balance as of December 31	(5,286)	(3,575)

(f) Dividends

The dividend policy described in Note 3.25 to the Consolidated Financial Statements establishes that net profit for distribution consists of 30% of net profit for distribution for each year determined based on the instructions in Circular 1945 issued by the CMF.

Net profit for distribution is determined on the basis of “profit attributable to owners of the Parent” recorded in the Consolidated Statement of Income for each period. Such profit is adjusted, if required, to reflect all gains resulting from variations in the fair value of certain assets and liabilities that have not been realized at period-end. Accordingly, such gains will be incorporated into the determination of net profit for distribution in the period in which they are realized or accrued for.

The following dividends have been distributed between January 1, 2020 and December 31, 2021.

Dividend No.	Dividend Type	Agreement Date	Payment Date	Dividend per Share US\$
322	Declared	April 23, 2021	May 12, 2021	0.0012985879116
323	Declared	April 23, 2021	June 16, 2021	0.0020139687941
324	Interim	October 04, 2021	October 25, 2021	0.0087685324561

As of December 31, 2021 and 2020, the Company has recorded a provision for the minimum mandatory dividend for each year.

Note 26 Administrative Expenses

Administrative expenses are detailed in the following table:

	For the year ended December 31,	
Administrative Expenses	2021	2020
	ThUS\$	ThUS\$
Personnel expenses	(6,050)	(3,605)
Advisory and other services	(1,004)	(2,475)
Communications and reporting expenses	(615)	(241)
Board profit sharing and fees	(13,560)	(1,876)
Depreciation and amortization	(127)	(132)
Other	(2,355)	(2,309)
Total administrative expenses	(23,711)	(10,638)

As indicated in Note 2 b) and Note 32, revenue and cost of sales have been recorded as discontinued operations for the year ended December 31, 2021.

Note 27 Other Income and Other Gains (Losses)

(a) Other Income

For the years ended December 31, 2021 and 2020, this account includes the following items:

	For the year ended December 31,	
Other income	2021	2020
	ThUS\$	ThUS\$
Real estate leases	519	708
Total income by function	519	708

(b) Other Gains

For the years ended December 31, 2021 and 2020, this account includes the following items:

Other income (losses)	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Gain on sale of property plant and equipment	77	375
Other income/(expenses)	49	(70)
Total other income (losses)	126	305

Note 28 Finance Income and Finance Costs

Finance income and finance costs are detailed as follows:

Finance income	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Interest income from term deposits	155	271
Total finance income	155	271

Finance Costs	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Interest expense on financial liabilities	(10,961)	(12,073)
Interest expense on other financial instruments	-	(8,940)
Other finance costs	(1,199)	(2,193)
Total finance costs	(12,160)	(23,206)

Note 29 Foreign Currency Translation Differences

Foreign currency translation differences generated by items in foreign currency, other than differences generated by financial investments at fair value through profit and loss, were credited (debited) to profit or loss for the year according to the following table:

	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Cash and cash equivalents	(4,434)	(1,465)
Trade and other receivables, net	(75)	(37)
Current tax receivables	(47)	6
Total assets	(4,556)	(1,496)
Provisions	17	(5)
Trade and other payables	(3,632)	50
Payables due to related parties	-	(1)
Provisions	(24)	-
Total liabilities	(3,639)	44
Total foreign currency translation differences	(8,195)	(1,452)

Note 30 Foreign Currency

Current Assets	Currency	As of December 31, 2021	As of December 31, 2020
		ThUS\$	ThUS\$
Cash and cash equivalents	Ch\$	52	819
	US\$	23,608	80,805
	EUR	28	44
	BRL	-	-
Trade and other receivables, current	Ch\$	112	128
Receivables due from related parties, current	Ch\$	-	-
Current tax assets	Ch\$	249	263
	US\$	1,305	139
Disposal groups classified as held for sale	OTHER	47	-
	Ch\$	413	1,210
	US\$	24,913	80,944
	EUR	28	44
Total current assets	OTHER	47	-
	Total	25,401	82,198



Non-current assets	Currency	As of December 31, 2021	As of December 31, 2020
		ThUS\$	ThUS\$
Other financial assets, non-current	US\$	63	63
Other non-financial assets, non-current	EUR	1	1
Equity-accounted investees	US\$	5,748,798	2,738,113
Property, plant and equipment	US\$	1,172	2,366
Investment Property	US\$	9,453	9,558
Deferred tax assets	US\$	240,320	203,733
Total non-current assets	US\$	5,999,806	2,953,833
	EUR	1	1
	Total	5,999,807	2,953,834
TOTAL ASSETS	Ch\$	413	1,210
	US\$	6,024,719	3,034,777
	EUR	29	45
	OTHER	47	-
	Total	6,025,208	3,036,032

Current Liabilities	Currency	As of December 31, 2021			As of December 31, 2020		
		90 Days	90 Days to 1 Year	Total	90 Days	90 Days to 1 Year	Total
		ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Loans and borrowings, current	US\$	5,029	455,891	460,920	5,148	59,753	64,901
	Ch\$	2,354	-	2,354	1,114	-	1,114
Trade and other payables, current	US\$	5,137	-	5,137	138	-	138
	EUR	112	-	112	137	-	137
Payables due to related parties, current	Ch\$	7	-	7	-	-	-
Other provisions, current	US\$	319	5,810	6,129	395	1,499	1,894
Current tax liabilities	US\$	4	-	4	4	-	4
	Ch\$	108	-	108	114	-	114
Employee benefit provisions, current	US\$	-	-	-	90	-	90
	Ch\$	89	-	89	-	-	-
Other non-financial liabilities, current	US\$	-	513,023	513,023	-	66,643	66,643
	Ch\$	1	-	1	-	-	-
Disposal groups classified as held for sale	US\$	-	-	-	175	-	175
	OTHER	3	-	3	-	-	-
	Ch\$	2,559	-	2,559	1,228	-	1,228
Total current liabilities	US\$	10,489	974,724	985,213	5,950	127,895	133,845
	EUR	112	-	112	137	-	137
	OTHER	3	-	3	-	-	-
	Total	13,163	974,724	987,887	7,315	127,895	135,210

Non-Current Liabilities	Currency	As of December 31, 2021				As of December 31, 2020			
		1 to 3 Years	3 to 5 Years	5 to 10 Years	Total	1 to 3 Years	3 to 5 Years	5 to 10 Years	Total
		ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$	ThUS\$
Loans and borrowings, non-current	US\$	39,927	99,463	-	139,390	65,753	-	99,340	165,093
Other provisions, non-current	US\$	6,539	-	-	6,539	7,524	-	-	7,524
Deferred tax liabilities	US\$	8,723	-	-	8,723	5,273	-	-	5,273
Total non-current liabilities	US\$	55,189	99,463	-	154,652	78,550	-	99,340	177,890
	Total	55,189	99,463	-	154,652	78,550	-	99,340	177,890
TOTAL LIABILITIES	Ch\$				2,559				1,228
	US\$				1,139,865				311,735
	EUR				112				137
	OTHER				3				-
	Total				1,142,539				313,100

## Note 31 Earnings (Losses) per Share

Earnings (losses) per share as of December 31, 2021 and 2020, are determined as follows:

	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Profit from continuing operations attributable to owners of the Parent	3,210,070	222,765
Profit (loss) from discontinued operations attributable to owners of the Parent	7	(620)
Profit attributable to owners of the Parent	3,210,077	222,145
Weighted average number of shares	51,319,876,188	41,538,395,260
Earnings per share from continuing operations US\$	0.0626	0.0054
Earnings per share from discontinued operations US\$	-	-
Earnings per share US\$	0.0626	0.0054

Number of Subscribed and Paid Shares	For the year ended December 31,	
	2021	2020
Issued as of January 1	51,319,876,188	36,796,876,188
From capital increase	-	14,523,000,000
Issued at period-end	51,319,876,188	51,319,876,188
Weighted average number of shares	51,319,876,188	41,538,395,260

Note 32 Discontinued Operations

As described in Note 2b) to the financial statements, because the Company has executed a disposal plan for its freight forwarder and logistics operations operated by the Norgistics subsidiaries (hereinafter “*Norgistics*”) and its car carrier business unit (hereinafter “*Car Carrier*”), these business units have been classified as held for sale and discontinued operations in the Consolidated Financial Statements as of December 31, 2021, in conformity with IFRS 5.

As described before, in accordance with the other provisions of IFRS 5, from now on the activities and transactions of the aforementioned business units must be considered discontinued operations and be presented separately in the Consolidated Statement of Income. The discontinued unit's results and net cash flows from operating, investing and financing activities must also be detailed separately in this note.

Section a) of this note details each of the asset and liability accounts from the discontinued businesses (car carrier and Norgistics), which have been classified as held for sale, as explained in the preceding paragraph.

(a) Statement of Financial Position from Discontinued Operations

ASSETS AND LIABILITIES	As of December 31, 2021	As of December 31, 2020
	ThUS\$	ThUS\$
CURRENT ASSETS		
Property, plant and equipment	1,212	-
Current tax assets	140	139
Total current assets	1,352	139
TOTAL ASSETS (Disposal groups classified as held for sale)	1,352	139
CURRENT LIABILITIES		
Trade and other payables, current	4	147
Other provisions, current	-	27
Current tax liabilities	-	1
Total current liabilities	4	175
TOTAL LIABILITIES (Disposal groups classified as held for sale)	4	175

Sections (b) and (c) below detail the results of the discontinued operations and of their net cash flows, respectively compared to the prior year.

(b) Statement of Income from Discontinued Operations

STATEMENT OF INCOME	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
PROFIT FOR THE YEAR		
Revenue	-	17,505
Cost of sales	(7)	(17,035)
Gross profit	(7)	470
Other income	-	32
Administrative expenses	(34)	(1,019)
Other gains (losses)	25	(47)
Net operating loss	(16)	(564)
Finance costs	-	(60)
Foreign currency translation differences	23	51
Profit (loss) before tax	7	(573)
Income tax expense	-	(47)
Profit (loss) for the year	7	(620)

(c) Statement of Cash Flows from Discontinued Operations

STATEMENT OF CASH FLOWS	For the year ended December 31,	
	2021	2020
	ThUS\$	ThUS\$
Net cash flows from (used in) operating activities	(51)	9,295
Net cash flows used in financing activities	-	(7,931)
Increase (decrease) in cash and cash equivalents before effect of changes in exchange rates	(51)	1,364
Effect of exchange rates on cash and cash equivalents	5	62
Increase (decrease) in cash and cash equivalents	(46)	1,426

Note 33 Contingencies and Commitments

(a) Guarantees Granted

- (i) **Bank guarantees:** The Company has not granted any bank guarantees as of December 31, 2021.
- (ii) **Guarantee notes:** There are minor guarantees, mainly associated with rental of premises in subsidiaries, whose disclosure is not necessary for the interpretation of these Consolidated Financial Statements.

(b) Other Legal Contingencies

The Company is party to some lawsuits and arbitration claims seeking compensation for damages and losses during cargo transport. Most of these potential losses are covered by insurance policies. For the portion not covered by insurance, including the cost of the respective deductibles, the Company has recorded sufficient provisions to cover the estimated amount of probable contingencies. The amount of the related provisions is presented in Note 21 to the financial statements within legal claims.

In accordance with the merger agreement between CSAV and HLAG, HLAG is now legally and financially liable for all legal contingencies related to the operations of the container shipping business, including legal expenses and possible disbursements, even when CSAV is party to the claim.

In relation to the investigations into antitrust violations by the discontinued car carrier business, the following transpired between December 31, 2019 and December 31, 2021:

- (i) On January 27, 2015, the Chilean National Economic Prosecutor’s Office (FNE) issued a summons against several shipping companies, including the Company, for violating letter a) of article 3 of Decree Law 211 of 1973, regarding the Defense of Free Competition (“DL 211”), in the car carrier business (the “Summons”). As indicated in the Summons and set forth in article 39 bis of DL 211, because the Company is cooperating with the FNE’s investigation, it is exempt from fines relating to the practices referred to in the Summons. On April 24, 2019, the TDLC ruled on the case, and CSAV was declared exempt from the fine, because it was entitled to the leniency benefit and had demonstrated that it met the requirements for eligibility. Some of the parties to the case filed appeals with the Chilean Supreme Court against the TDLC ruling of April 24, 2019, which in turn ruled on the appeals on August 14, 2020, increasing the fine imposed on one of the shipping companies subject to a penalty imposed by the TDLC and imposing fines on the remaining shipping companies that were not subject to any sanction by such court, except for CSAV, because the court confirmed the Company’s immunity and exempted it from paying the fine.

- (ii) On April 17, 2019, the South African Fair Competition Commission filed an injunction against the Company for alleged anti-competitive behavior when negotiating a contract to transport vehicles from South Africa to Europe in 2011. The injunction is currently filed with the South African Competition Tribunal. Accordingly, through the present date no estimate can be made of any potential financial impact on CSAV.
- (iii) During the second half of 2020, the Company was notified of a class action suit brought against it and the shipping lines MOL, WWL/Eukor, K-Line and NYK, before the United Kingdom Competition Appeal Tribunal. That lawsuit was filed following the European Commission’s ruling of February 2018. Class certification is still pending and there are no deadlines applicable to the Company to present its defense and the proceedings are at a very preliminary stage. Accordingly, the economic impact for CSAV of the potential outcome of the case cannot be estimated.
- (iv) In addition, CSAV is currently party to proceedings in Chile’s Free Competition Defense Court (TDLC) brought by the Regional Senior Consumer Association of the Bío Bío Region. The Company has not been served any notice of the lawsuit and, therefore, its economic impact on CSAV cannot be estimated. It was filed after the judgments from the TDLC and the Supreme Court referred to in letter (i) above.



(c) Operating Restrictions

CSAV’s financial obligations place restrictions on management or on the fulfillment of certain financial indicators (covenants), as described in the following table:

Indicators	December 31, 2021	December 31, 2020
<b>Total liabilities / Total equity &lt; 1.30 times</b>	<b>0.23</b>	<b>0.11</b>
Total liabilities [ThUS\$]	1,142,539	313,100
Total equity [ThUS\$]	4,882,669	2,722,932
<b>Unencumbered assets / Financial debt not secured by issuer &gt;= 1.30 times</b>	<b>10.04</b>	<b>13.20</b>
Total assets [ThUS\$]	6,025,208	3,036,032
Encumbered assets [ThUS\$] (*)	-	-
<b>Unencumbered assets [ThUS\$]</b>	<b>6,025,208</b>	<b>3,036,032</b>
Other current financial liabilities [ThUS\$]	460,920	64,901
Other non-current financial liabilities [ThUS\$]	139,390	165,093
Finance lease liabilities (IFRS 16) [ThUS\$] (*)	-	-
/a/ Other current and non-current financial liabilities net of IFRS 16 [ThUS\$]	600,310	229,994
Current and non-current trade and other payables [ThUS\$]	7,603	1,389
Non-interest-bearing trade and other payables [ThUS\$] (*)	(7,603)	(1,389)
/b/ Interest-bearing trade and other payables [ThUS\$]	-	-
Current and non-current payables due to related parties [ThUS\$]	-	-
Non-interest-bearing payables due to related parties [ThUS\$] (*)	-	-
/c/ Interest-bearing payables due to related parties [ThUS\$]	-	-
Financial debt (/a/+/b/+/c/) [ThUS\$]	600,310	229,994
Issuer-secured financial debt [ThUS\$]	-	-
<b>Financial debt not secured by issuer [ThUS\$]</b>	<b>600,310</b>	<b>229,994</b>
<b>Total Assets &gt;= US\$1,614 million</b>	<b>6,025,208</b>	<b>3,036,032</b>
Total assets [ThUS\$]	6,025,208	3,036,032

(\*) Adjustments per Notes 10, 19 and 20 of the Issuer’s Financial Statements.

As of December 31, 2021 and 2020, the Company complies with the restrictions imposed by its financial obligations.

Note 34 Environment

The Company has a Quality and Environment Policy that addresses compliance with laws and regulations applicable to the shipping business, helping to conserve the environment and prevent pollution. Because of the nature of its businesses, the Company has not made any disbursements for this concept during the period.

Note 35 Sanctions

During 2021 and 2020, the Company, its subsidiaries, its directors and managers have not been sanctioned by the CMF. Also, the Company and its subsidiaries have not received any significant sanctions from any other regulatory bodies or jurisdictions, other than those included in Note 33 to the Consolidated Financial Statements.

Note 36 COVID-19

As of the date of issuance of these financial statements, the government has implemented several measures to stop the spread of COVID-19 caused by the coronavirus and its variants. This has brought instability and uncertainty to global financial markets as the length of the pandemic cannot be foreseen.

In order to keep its employees safe, the Company has established hygiene and safety protocols that meet requirements set by public health authorities.

The Company’s management will continue to monitor this situation and evaluate and develop complementary actions to minimize any potential impact on its operations or financial position.

Note 37 Events after the Reporting Period

Between the closing date and issuance of these Consolidated Financial Statements, the following significant events occurred and are presented as subsequent events:

a) Hapag-Lloyd AG Dividend

On February 25, 2022, the Board of Directors of Hapag-Lloyd AG communicated to the market a decision made at the annual general meeting (AGM) to distribute a dividend of EUR 35.0 per share, equivalent to EUR 6,151.6 million. The amount payable to CSAV Germany Container Holding GmbH is estimated at EUR 1,845.5 million. The estimated date of payment for the dividend is still unknown but will be after the aforementioned AGM scheduled for May 25, 2022..

Between January 1, 2022 and the date of issuance of these Consolidated Financial Statements, the Company's management is not aware of any other subsequent events that significantly affect the financial position and/or comprehensive income of Compañía Sud Americana de Vapores S.A. and subsidiaries as of December 31, 2021.



COMPAÑÍA SUD AMERICANA  
DE VAPORES S.A. AND  
SUBSIDIARIES

Quarterly Analysis

Based on the Consolidated Financial  
Statements  
as of December 31, 2021



Title: Tubul  
Author: Renzo Pecchenino (Lukas)  
Period: Late 20th century  
CSAV Collection



COMPAÑÍA SUD AMERICANA DE VAPORES S.A. AND SUBSIDIARIES

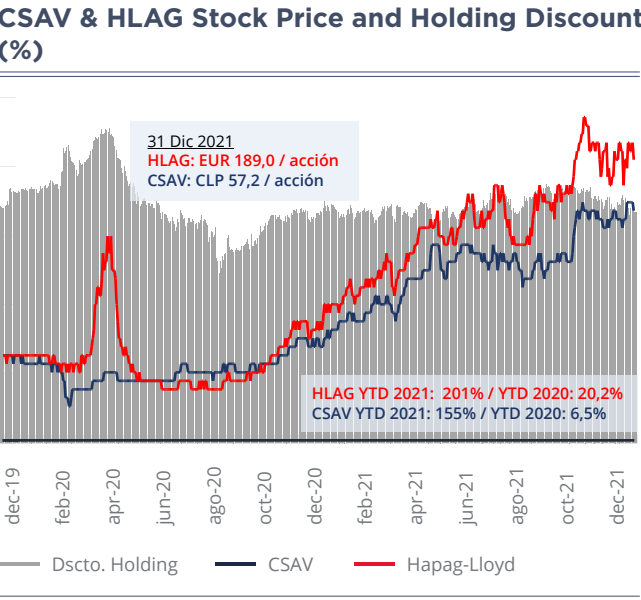
QUARTERLY ANALYSIS

Based on the Consolidated Financial Statements  
as of December 31, 2021

21 AT A GLANCE

CSAV		As of December 31,		Change	
		2021	2020	%	#
Share of HLAG's net income	MMUS\$	3,220.4	312	931%	2,908
Ganancia	MMUS\$	3,210	222	1345%	2,988

Hapag-Lloyd		As of December 31,		Change	
		2021	2020	%	#
Revenue	MMUS\$	26,356	14,577	81%	11,779
EBITDA	MMUS\$	12,842	3,082	317%	9,760
EBIT	MMUS\$	11,111	1,501	640%	9,610
Net Income	MMUS\$	10,750	1,068	907%	9,683
Freight rate	US\$/TEU	2,003	1,115	80%	888
Transport volume	MTEU	11,872	11,838	0,3%	34
Fuel price	USD/t	475	379	25%	96



- For the year 2021, CSAV reported net income of MMUS\$ 3,210.1, which compares favorably with net income of MMUS\$ 222.1 for the same period in 2020.
- These higher earnings can be explained mainly by improved results from Hapag-Lloyd / HLAG, where CSAV's share was MMUS\$ 3,220.4 for 2021, significantly higher than the MMUS\$ 312.3 recorded last year.
- HLAG reported good results thanks to strong container shipping demand and better freight rates (affected by congestion issues).
- The industry continues to be affected by congestion in the logistics chain caused by COVID-19-related disruptions. Despite the fact that the industry's entire active fleet capacity is fully operating, mobility restrictions have impacted inland transportation, reducing capacity and slowing logistics. HLAG anticipates the logistics chain will return to normal towards the second half of the year.
- The Company is closely monitoring the effects of recent political conflicts. Hapag-Lloyd is not taking bookings for Russia or Ukraine and has been forced to re-route cargo destined for those markets, which will have a negative impact on port congestion, especially in northern Europe. It is also monitoring the potential effects of this crisis in terms of fuel costs and the impact on global economic growth.

The year 2021 boasted extraordinary, record financial results.

The Executive Board of Hapag-Lloyd expects these good numbers to continue in 2022. It forecasts an EBITDA in the range of MMUS\$ 12,000-14,000 and EBIT in the range of MMUS\$ 10,000-12,000.



Title: Vapor Teno entrando a La Habana  
[Teno steamship entering Havana]  
Author: Horacio Gerardo García  
Year: 1931  
CSAV Collection




# 1. Financial Position Analysis


## a) Statement of Financial Position


The following table details the Company's main asset and liability accounts as of each period end:

ASSETS	As of December 31, 2021	As of December 31, 2020	Change	
	MM US\$	MM US\$	%	MM US\$
Current assets	25.4	82.2	(69.1%)	(56.8)
Cash and cash equivalents	23.7	81.7	(71.0%)	(58.0)
Other	1.7	0.5	223.2%	1.2
Non-current assets	5,999.8	2,953.8	103.1%	3,046.0
Equity method investments	5,748.8	2,738.1	110.0%	3,010.7
Deferred tax assets	240.3	203.7	18.0%	36.6
Investment property and Other	10.7	12.0	(10.8%)	(1.3)
Total assets	6,025.2	3,036.0	98%	2,989.2

LIABILITIES AND EQUITY	As of December 31, 2021	As of December 31, 2020	Change	
	MM US\$	MM US\$	%	MM US\$
Current liabilities	987.9	135.2	630.6%	852.7
Financial liabilities, current	460.9	64.9	610.2%	396.0
Other	527.0	70.3	649.5%	456.7
Non-current liabilities	154.7	177.9	(13.1%)	(23.2)
Financial liabilities, non-current	139.4	165.1	(15.6%)	(25.7)
Other	15.3	12.8	19.3%	2.5
Total equity	4,882.7	2,722.9	79.3%	2,159.7
Total liabilities and equity	6,025.2	3,036.0	98%	2,989.2


- 

**Total assets** increased by MMUS\$ 2,989.2 compared to December 31, 2020. This variation is explained by an increase of MMUS\$ 3,046.0 in non-current assets, offset by a decrease of MMUS\$ 56.8 in current assets due primarily to a drop in cash and cash equivalents.
- 


The decrease in **cash and cash equivalents** is explained mainly by repayments of financial debt totaling MMUS\$81 (Series B bond – MMUS\$50, Banco BTG Pactual – MMUS\$20, Banco Itaú Corpbanca – MMUS\$10, Other -MMUS\$ 1), financial interest payments (MMUS\$ 11.0) and operating expenses (MMUS\$19.0), partly offset by the net dividend balance of MMUS\$ 50.3 (MMUS\$218.7 received less MMUS\$169.4 paid), in addition to debt taken out to finance, and the subsequent payment of, an interim dividend during the last quarter of the year of MMUS\$ 450).
- 


The rise of MMUS\$ 3,046.0 in **non-current assets** is explained primarily by an increase of MMUS\$ 3,010.7 in equity-method investments (or, in other words, the Company's investments in HLAG) and a rise in deferred tax assets of MMUS\$ 36.6.

Account Movements Equity Method Investments	MMUS\$
Balance as of January 1, 2020	2,738.1
Total movements in results	3,220.4
Purchase/Sale of shares	17.8
PPA amortization	(1.7)
Goodwill	(225.7)
Share of other comprehensive income (loss)	3,010.7
Balance as of December 31, 2021	5,748.8

- 


**CSAV's stake in HLAG** remained unchanged during 2021 at 30%. The main movements in this account are explained by its share of HLAG's results of MMUS\$ 3,220.4 and, to a lesser extent, by its share of other comprehensive income of MMUS\$ 17.8. The latter variation occurred because of certain accounting adjustments in equity made by HLAG for personnel benefit plans, partly offset by currency effects that CSAV also adjusts for based on its ownership stake. HLAG's performance is explained by improved results in the container shipping business that will be described later in this report. These effects are offset by the dividends received during the first half of the year of MMUS\$ 225.7.

More information on the accounting balance of CSAV's investment in HLAG and all movements during the periods ended December 31, 2021, and December 31, 2020, can be found in Note 14 of the Consolidated Financial Statements.
- 


The MMUS\$ 36.6 increase in **deferred tax assets** is attributable to the net effect on taxes of the existing financing structure in euros that the CSAV Group used to invest in HLAG of MMUS\$ 38.9, offset by the effect on taxes of administrative expenses and bank interest recorded in net income for the year. During the year 2021, the euro/ dollar exchange rate was up, with the dollar appreciating with respect to the euro, thus generating a tax loss for CSAV in Chile and resulting in an income tax benefit and an increase in deferred tax assets for the period. These exchange rate variations do not generate cash flows for CSAV
- 

As of December 31, 2021, **total liabilities** increased by MMUS\$ 829.4 compared to December 31, 2020. This variation is explained by the increase in 1) current financial liabilities since CSAV distributed an interim dividend in October 2021 of MMUS\$ 450 charged to net income for the year, financed with bank debt; 2) other current liabilities due to the minimum dividend provision charged to net income for the year 2021. This provision does not include the aforementioned interim dividend already distributed. These effects are offset by the aforementioned debt repayments (Series B bond – MMUS\$ 50, Banco BTG Pactual – MMUS\$ 20, Banco Itaú Corpbanca – MMUS\$ 10, Other -MMUS\$ 1).


After shareholders voted to absorb the Company's accumulated deficit at an extraordinary shareholders' meeting on May 19, 2020, for the year 2021 CSAV must recognize in accounting its mandatory minimum dividend of 30% of net income for that period.




Meanwhile, **current financial liabilities** rose MMUS\$ 396.0, primarily as a result of new bank debt taken out to finance the interim dividend distributed at the end of the year of MMUS\$450, partially offset by payments on current financial liabilities (Series B bond – MMUS\$ 50, Banco BTG Pactual – MMUS\$ 20, Banco Itaú Corpbanca – MMUS\$ 10, Other -MMUS\$ 1).



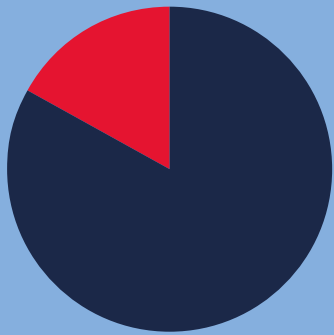
**Non-current financial liabilities** decreased by MMUS\$ 25.7 because a portion of the loan from Banco Itaú (MMUS\$ 10) was reclassified to short-term because of maturity and the loan from Banco BTG Pactual was prepaid in June (MMUS\$ 16).



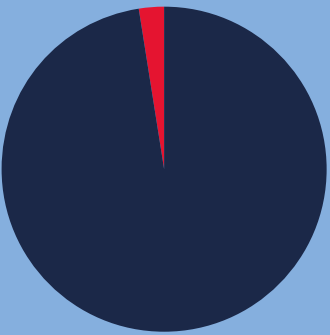
Other **non-current liabilities** increased MMUS\$ 2.5 as a result of greater deferred tax liabilities (MMUS\$3.5), related to the existing financing structure in euros that the CSAV Group used to invest in HLAG, as explained above. This structure accrues interest that is eliminated upon consolidation, but is taxed on a standalone basis in Chile once received, thus generating a temporary difference resulting in a larger negative charge to income tax expense for the period. This accrued finance income was recognized on a tax basis, thus increasing the balance with respect to year-end 2020. That increase was offset by a decrease in provisions (-MMUS\$ 1.0).



To date, the Company's **financial debt** is MMUS\$ 600, at an average rate of 2.5%. 83.3% of CSAV's financial debt consists of bank loans, while the remainder is the C series bond. 97.5% is at fixed rates and only 2.5% is floating. Thus, variable-rate exposure is limited. For example, a 1% rise in the LIBOR rate would have a total net impact over the life of the loan of MMUS\$ 0.0597.

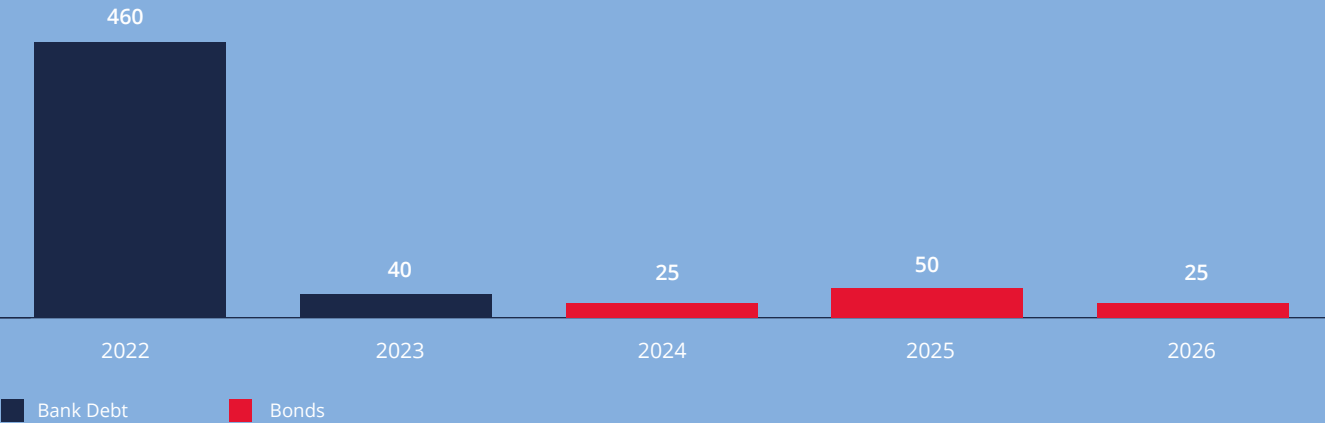



■ Banks ■ Bonds



■ Fixed Rate ■ Floating Rate

Debt Maturity Profile





As of December 31, 2021, equity increased by MMUS\$ 2,159.7 compared to December 31, 2020. This change is explained by increased net income of MMUS\$ 3,210.1 for the period, and a rise in other reserves of MMUS\$ 16.0, explained by CSAV's share of HLAG's other comprehensive income and other equity reserves. These effects were partly offset by the liability for the mandatory dividend payable (30%) and the additional dividend paid during the first half of 2021 (MMUS\$ 103). More information on these changes in equity can be found in Note 25 of the Consolidated Financial Statements.

b) Income Statement Analysis

To improve comprehension of the Statement of Income for the six months ended December 31, 2021, it is important to mention that the freight forward, logistics and car carrier businesses have been presented as discontinued operations since the first quarter of 2020, in accordance with IFRS 5.

Consolidated Results	As of December 31,		Change	
	2021 MM US\$	2020 MM US\$	%	MM US\$
Administrative and other operating expenses	(23.7)	(10.6)	122.9%	(13.1)
Other operating income	0.6	1.0	(36.3%)	(0.4)
Operating Income (Loss)	(23.1)	(9.6)	139.6%	(13.4)
Finance costs, net	(12.0)	(22.9)	(47.7%)	10.9
Share of net income (loss) of associates and joint ventures	3,220.4	312.3	931.1%	2,908.1
Exchange rate differences and other non-operational	(8.2)	(1.5)	464.4%	(6.7)
Income tax expense	33.0	(55.5)	(159.4%)	88.5
Profit (Loss) after tax from discontinued operations	0.007	(0.6)	(101.1%)	0.6
Net income for the year	3,210.1	222.1	1,345%	2,987.9

For the year 2021, **net income attributable to the owners of the company** was MMUS\$ 3,210.1, which compares favorably with MMUS\$ 222.1 in 2020. These variations are explained below.

**Administrative expenses** totaled MMUS\$ 23.7 for the year 2021, up MMUS\$ 13.1 from the same period last year mainly as a result of the directors’ variable share of dividends to be distributed from 2021 earnings, which was lower last year for two reasons: lower earnings and this item was not recorded in the first quarter of 2020 because shareholders decided to absorb the accumulated deficit after the quarter end.

**Other operating income** reached MMUS\$ 0.6, representing a decrease of MMUS\$ 0.4 with respect to the same period last year, because a gain on sales of property, plant and equipment was recorded in 2020.

**Net financial expenses** dropped MMUS\$ 10.9 as a result of lower average debt. Last year the Company had bridge loans with its parent company, Quiñenco (MMUS\$ 300) and other bank loans (MMUS\$ 55) used to finance additional acquisitions in HLAG, which were repaid with the proceeds from a capital increase.

Regarding the Company’s **share of net income (loss) of associates and joint ventures**, CSAV recognized net income of MMUS\$ 3,220.4 for the year 2021, considerably higher than the MMUS\$ 312.3 recorded last year. This is explained mainly by improved results from HLAG thanks to strong container shipping demand and higher freight rates (affected by challenging problems in the logistics chain).

For the year ended December 31, 2021, CSAV recognized an **income tax benefit** of MMUS\$ 33.0, compared to an expense of MMUS\$ 55.5 in 2020. This variation is explained mainly by the change in the euro-dollar exchange rate and its impact on the CSAV Group's financing structure for its investment in HLAG, as detailed in letter a) above. The dollar appreciated during 2021 in contrast to depreciating during the same period in 2020. These effects do not involve cash outflows for the Company.

Exchange differences fell MMUS\$6.7 during the period, explained mainly by exchange rate hedges taken out to hedge variations in the euro-dollar exchange rate since the dividend received by CGHO from HLAG is in euros and CSAV pays its shareholders dividends in dollars, thus mitigating exchange rate exposure for receivable cash flows.


The **net income from discontinued operations** of MMUS\$ 0.007 for 2021 compares to a loss of MMUS\$ 0.6 during the same period in 2020. This result is comprised mainly of the logistics transport, freight forwarder and car carrier businesses, which are no longer operating.


c) Análisis del Flujo de Efectivo


Las principales variaciones del flujo de efectivo se explican a continuación.


Statements of Cash Flow	As of December 31,		Variación	
	2021	2020		
Cash and cash equivalents at the beginning of the period	81.7	53.6	52.3%	28.0
Cash flows from operating activities	(19.0)	(7.3)	161%	(11.7)
Proceeds from operating activities	0.7	25.7	(97%)	(25.0)
Payments from operating activities	(19.5)	(31.6)	(38%)	12.2
Income taxes and other	(0.2)	(1.3)	(85%)	1.1
Cash flows from investing activities	219.0	(261.3)	(184%)	480.3
Payments to acquire interests in joint ventures	0.0	(329.1)	(100%)	329.1
Dividends received, net	218.7	65.8	232%	152.9
Interest received and other	0.2	1.9	(88%)	(1.7)
Cash flows from financing activities	(260.5)	298.1	(187%)	(558.5)
Capital increases	0.0	349.1	(100%)	(349.1)
Loans obtained to non-related parties	450.2	55.0	719%	395.2
Loans obtained from and paid to related parties	0.0	(30.0)	(100%)	30.0
Loans paid to non-related parties	(81.0)	(45.0)	80%	(36.0)
Interest paid and other payments	(11.0)	(23.1)	(52%)	12.1
Repayment of finance lease liabilities	0.0	(7.9)	(100%)	7.9
Dividends paid	(618.7)	0.0	-	(618.7)
Exchange rate effect	2.6	(1.4)	(282%)	4.0
Increase (decrease) in cash and cash equivalents	(58.0)	28.0	(307%)	(86.0)
Cash and cash equivalents at the end of the period	23.7	81.7	(71%)	(58.0)



 The net change in **cash and cash equivalents** between December 31, 2021 and December 31, 2020, was a negative MMUS\$ 58.0, which represents a net decrease of MMUS\$ 86.0 over the same period in 2020.

 **Cash flows from operating activities** were a negative MMUS\$ 19.0 for 2021, mainly because of administrative expenses, compared to a negative MMUS\$ 7.3 in 2020, representing a negative variation of MMUS\$ 11.7. However, including the operating costs of vessel charters classified as lease payments within financing cash flows, the negative variation was only MMUS\$ 3.9.

 **Cash flows from investing activities** were positive at MMUS\$ 219.0 in 2021, explained mainly by dividends received from HLAG. Bear in mind that cash flows in 2020 arose from an investment made in January to increase the Company's stake in HLAG by an additional 2.2% to attain 30% of the German shipping line. That investment was partly offset by the dividends received from HLAG in 2020.

 **Cash flows from financing activities** were negative at MMUS\$ 260.5, mainly because of dividend payments of MMUS\$ 618.7 (MMUS\$ 170 agreed by shareholders at annual general meeting and MMUS\$ 450 for interim dividends paid during the last quarter of the year) and bond and interest payments (MMUS\$ 92.0), offset by the loan taken out to finance the interim dividend (MMUS\$ 450).


In 2020 there was a positive variation of MMUS\$298.1, explained mainly by bridge loans to finance additional acquisitions of HLAG shares and the capital increase carried out to repay those loans

d) **Financial Ratios**

As of December 31, 2021 and December 31, 2020, the main financial indicators are as follows:


i. **Liquidity Ratios**


Liquidity Ratios		As of December 31, 2021	As of December 31, 2020
Current Liquidity Ratio	= $\frac{\text{Current Assets}}{\text{Current Liabilities}}$	0.026	0.608


 **Current Liquidity:** This ratio decreased in comparison to December 2020 due to an increase in current liabilities (630.6% / MMUS\$ 852.7) and a decrease in current assets (-69.1% / MMUS\$ 56.8).). The increase in current liabilities as of December 31, 2021, is explained mainly by a larger balance of dividends payable related to the proportional recognition of dividends from 2021 earnings and to the syndicated loan to pay the interim dividend in October 2021. The reduction in current assets is due primarily to the drop in cash and cash equivalents from repaying a portion of the financial debt mentioned above upon maturity. All these increases are explained in point 1 letter a) of this report.


ii. **Indebtedness Ratios**

Indebtedness Ratios		al 31 de diciembre de 2021	al 31 de diciembre de 2020
Leverage	= $\frac{\text{Equity}}{\text{Current Liabilities}}$	0.234	0.115
Short-Term Leverage	= $\frac{\text{Total Liabilities}}{\text{Non-Current Liabilities}}$	0.865	0.432
Long-Term Leverage	= $\frac{\text{Total Liabilities}}{\text{Pasivos Totales}}$	0.135	0.568
Financial Expense Coverage	= $\frac{\text{Net Income before Taxes Less Finance Costs}}{\text{Finance Costs}}$	263.0	11.0

 **Leverage:** This ratio fell with respect to December 2020, largely because the increase in total liabilities (264.9% / MMUS\$ 829.4), as explained in section 1 a) of this report, was greater, percentage-wise, than the increase in equity (79.3% / MMUS\$ 2,159.7), mainly because of variations in the investment in HLAG, as explained above.

 **Short-term Leverage:** This ratio decreased with respect to December 2020, because the increase in current liabilities (610.2% / MMUS\$ 396.0) was greater than the increase in total liabilities (264.9% / MMUS\$ 829.4), as explained in section 1a) of this report.

 **Long-term Leverage:** In contrast to the previous ratio, this indicator increased with respect to December 2020, because of a drop in non-current liabilities (-13.1% / -MMUS\$ 23.2) and a rise in total liabilities (264.9% / MMUS\$ 829.4.9), both of which are explained in section 1a) of this report.













 **Financial Expense Coverage:** This ratio improved in relation to December 2020, due to better before-tax income and a lower debt level with the ensuing lower financial expenses. Both effects are explained in section 1 b) of this report.

iii. Profitability Ratios

Profitability Ratios		al 31 de diciembre de 2021	al 31 de diciembre de 2020
Return on Equity	=	Net Income Attributable to Owners of the Company	0.844
		Average Equity	0.090
Return on Assets	=	Net Income Attributable to Owners of the Company	0.709
		Average Assets	0.080
Dividend Yield		Dividends Paid in the last 12 Months	0.139
		Market Capitalization at the end of the period	0.000
Dividend Payout		Net Income Attributable to Owners of the Company	0.193
		Number of Shares	0.000
Earnings per Share	=	Net Income Attributable to Owners of the Company	0.063
		Number of Shares	0.004
Market Value of Stock(in chilean pesos)		73.2	28.7

Average: (Value as of period end + Value 12 months prior to period end) / 2

\*Exchange rate: 811.9

- **Return on Equity:** This ratio improved with respect to December 2020, due to greater net income attributable to the owners of the company of MMUS\$ 3,210.1 in comparison to net income of MMUS\$ 222.1 for 2020 (chg. MMUS\$ 2,987.9 /+1,345%) and a smaller increase in average equity (chg. MMUS\$ 1.329,2/ 53,7%).
- **Return on Assets:** This ratio improved in relation to December 2020, because the increase in net income attributable to the owners of the company (chg. MMUS\$ 2,987.9 /+1,345%) was greater than the increase in average assets (chg. MMUS\$ 1,753.9 / 63.2%).).
- **Dividend Yield:** During the first half of the year, MMUS\$ 170 in dividends were distributed and charged to net income for the year 2020, and an interim dividend was distributed in October 2021 for US\$ 450 million charged to the 2021 result. These compares favorably with the prior year when no dividends were distributed. The dividend yield based on market capitalization as of the date of these consolidated financial statements is 13.9%.
- **Dividend Payout Ratio:** As mentioned in the preceding point, considering both dividends distributed in 2021 (MMUS\$ 620), the dividend payout ratio was 19.3% if we consider 2021 net income. The year before no dividends were recorded.
- **Earnings per Share:** Earnings per share improved with respect to December 2020 because of stronger results (MMUS\$ 2,987.9 /+1,345%) as explained in the first indicator in this subgroup of ratios. The total number of shares issued and subscribed did not vary.
- **Stock Price:** The stock price as of December 31, 2021, was up 155.1% compared to December 2020.

2. Market Analysis

The following section discusses the container shipping industry. CSAV has participated in this industry since 2014 through its investment in the German shipping company Hapag-Lloyd (accounted for as a joint venture using the equity method), in which it has a 30% stake since the first quarter of 2020.

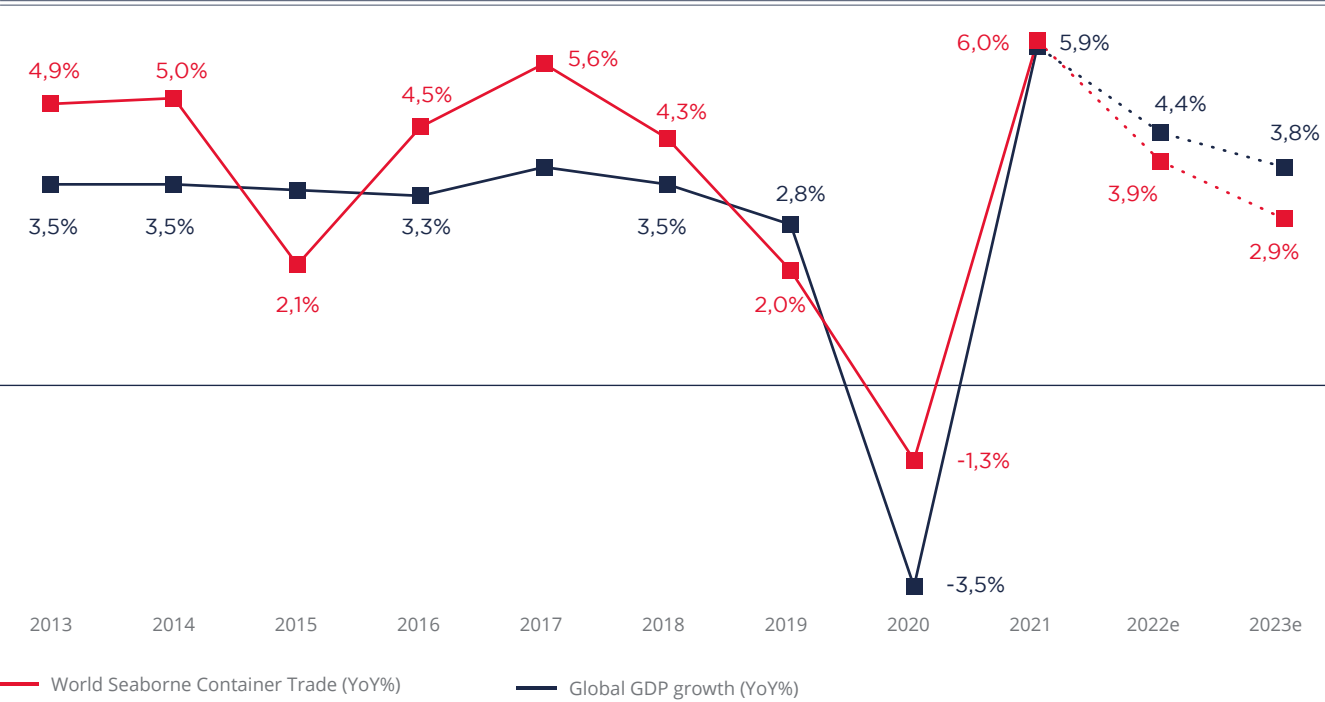
I. Historical Context

i. Industry growth is directly related to global GDP growth

Until just before the beginning of the consolidation phase in the container shipping industry (initiated with the CSAV-HLAG merger in 2014), operators employed a strategy focused on growth and increasing market share, which was driven by globalization, technological development and manufacturers relocating to emerging economies. However, in today's hyper-connected economy, the industry has achieved a greater degree of maturity and international trade of goods--where container shipping accounts for the largest share in comparison to other modes of transportation--has a direct relationship of close to 1.0x times global GDP.

Between 2012 and 2018, global GDP grew consistently at around 3.5%, while container transport volumes reported positive annual growth slightly above global GDP during the same period. However, in 2018 amidst trade tensions between the United States and China, which impacted global economic conditions as of the middle of that year, we began to observe a slight reduction in annual GDP growth trends. This downward trend intensified in 2019 and fell even further by year-end 2020, with economic contraction of -3.2% (an historical low) due to the consequences of COVID-19. How ever the trend reversed in 2021, were we saw a 5.9% growth. A global growth and industry growth trend of between 3-4% is expected for the next few years.

Evolution of Global Production and Container Trade



Source: Clarksons Research (Mar-22); FMI Outlook Jan 2022

ii. The industry has undergone a consolidation phase in search of efficiencies and new strategies.

Even though the container shipping industry still boasts a large number of players, especially in the segment of smaller-sized companies, a growing trend towards industry consolidation has been seen in the past few years.

The important wave of mergers and acquisitions in the industry began with the combination of the container shipping businesses of CSAV and HLAG, in 2014, which subsequently merged with the Arabic shipping line UASC in May 2017, positioning HLAG from that point forward among the five largest shipping companies in the world by hauling capacity.

Other important deals include the acquisition of the Chilean shipping line CCNI by German company Hamburg Süd and the subsequent purchase of Hamburg Süd by the Danish firm Maersk, which was concluded in November 2017, although they continue to operate under independent structures. In addition, to complete this acquisition Maersk had to dispose of its cabotage business in Brazil due to its high concentration in this business. That division was sold to CMA CGM, the French shipping line that previously purchased the Japanese company APL.

The main Asian shipping companies also engaged in important mergers and acquisitions. China Shipping merged with another Chinese firm, COSCO, which was subsequently acquired by Hong Kong’s Orient Overseas Container Lines (OOCL) in July 2018. Furthermore, an association to merge the three largest Japanese lines (K-Line, NYK and MOL) into one entity was announced and began to operate jointly under the name Ocean Network Express (ONE) in 2018. However, despite completing the acquisition of OOCL and initiating operations at ONE, these companies are still independent entities and have not yet harnessed the potential synergies of full integration. This demonstrates that the large size of the shipping companies involved in these transactions lends greater complexity, higher costs and reduced efficiencies to such processes, generating a decreasing return from the benefits obtained from greater operating scales.

Another important milestone in this consolidation process was the bankruptcy and suspension of services in 2016 by Korean line Hanjin Shipping, the world's seventh largest container shipping company (measured by hauling capacity). This is the largest bankruptcy case in the history of the container shipping industry.

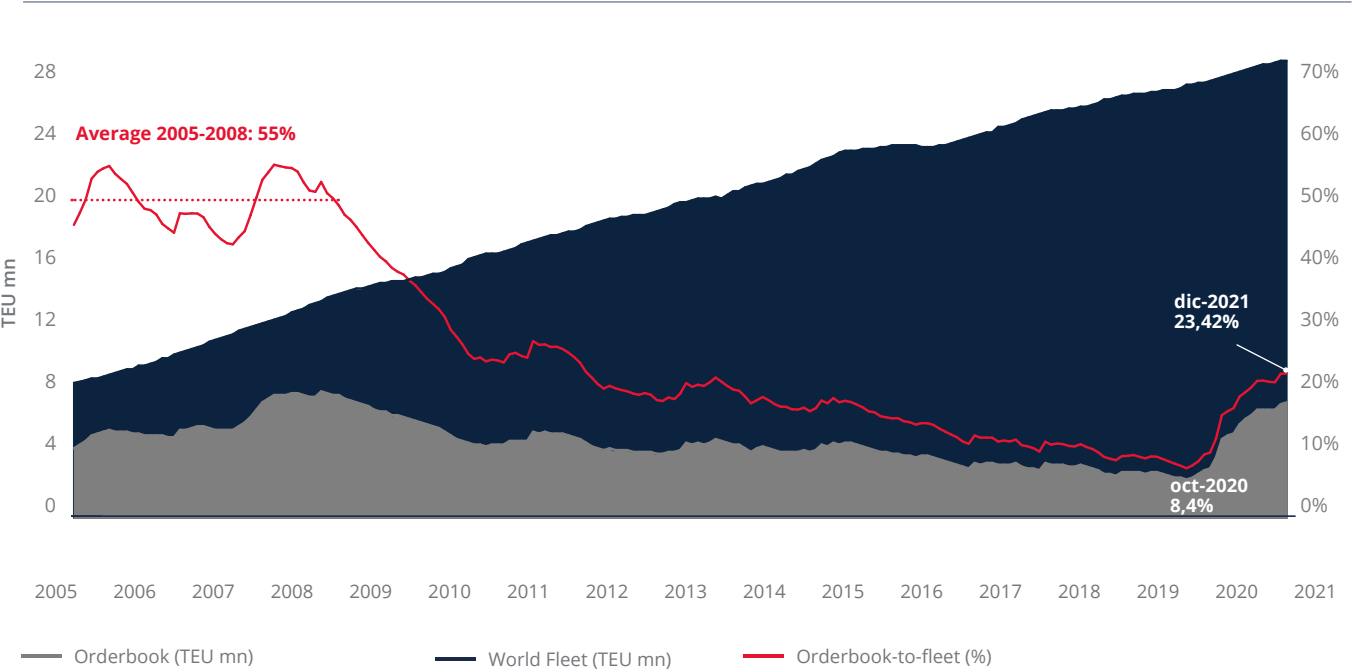
Following all these business combinations and Hanjin's bankruptcy, by early 2021 the ten largest global shipping operators accounted for almost 87% of installed capacity, while the five largest had close to 65%.

Although no new consolidations have been announced for the next few years, efforts continue for all industry players, now mainly focused on effectively integrating and generating post-merger synergies. The largest global operators have already reached sizes that will enable them to generate economies of scale, with the consequent effect on their costs, fleet optimization and a wider scope for their service network.

Likewise, in recent years joint operating agreements and operating alliances have expanded in order to improve customer service levels and broaden geographic coverage, while generating very significant economies of scale and network economies. These initiatives have been very important and have led to the formation of major global operating alliances.

The current structure of alliances announced in 2016, which began to operate globally along most trades in the second quarter of 2017, account for almost 90% of total shipping capacity along the industry’s main long-haul, east-west routes. The main changes in this reorganization process were the dissolution of the Ocean Three, G6 and CKYHE alliances to give rise to two new alliances: Ocean Alliance, led by CMA CGM and COSCO, and THE Alliance, of which HLAG is a member, as well as the 2M alliance between Maersk and MSC. During the second quarter of 2019, HMM’s integration into THE Alliance was confirmed and the joint operation agreement was renewed in April 2020 for a period of 10 years.

Orderbook evolution



iii. Supply indicators

Source: Clarksons Research (Mar-21)

As mentioned before, the global economy and demand for containers grew sharply in the 2000s before the subprime crisis, which drove shipbuilding orders up to meet this strong demand. Between 2005 and 2008, the global orderbook to total fleet ratio averaged around 55%. The industry was then hit by last decade’s financial crisis, which led to the financial crisis of the past decade, which caused a significant level of oversupply in the market. Since then, a significant decrease has been achieved in this aspect, which, although it has been on the rise in 2021, is still considered to be at healthy levels.

This streamlining is due mainly to the industry's inability over extended periods of time to recover the cost of capital and invest in new assets, and due to industry consolidation and the formation of large operating alliances. Through these measures, they have achieved greater efficiency in the use of resources and a more rational growth plan and orderbook positioning consistent with the collective needs of global alliance members.



In terms of supply-demand equilibrium, in recent years key industry indicators have improved considerably and reached equilibrium levels, which has already been reflected in the operating results of several shipping lines since 2019. A steady drop in total fleet growth and increased rationalization following an intensive consolidation process in recent years and collaboration through operating alliances have all led to greater stability in the long-term supply-demand equilibrium, allowing the industry to make organic, effective adjustments to contractions in demand.

Growth in supply in upcoming years can be calculated by, on one hand, the total shipping capacity of the orderbook with respect to the total fleet, which represents the capacity that will be incorporated into the operative fleet within the next 24 to 30 months (the average construction and delivery time for vessels) and, on the other hand, the shipping capacity scrapped each year and, thus, no longer operating.

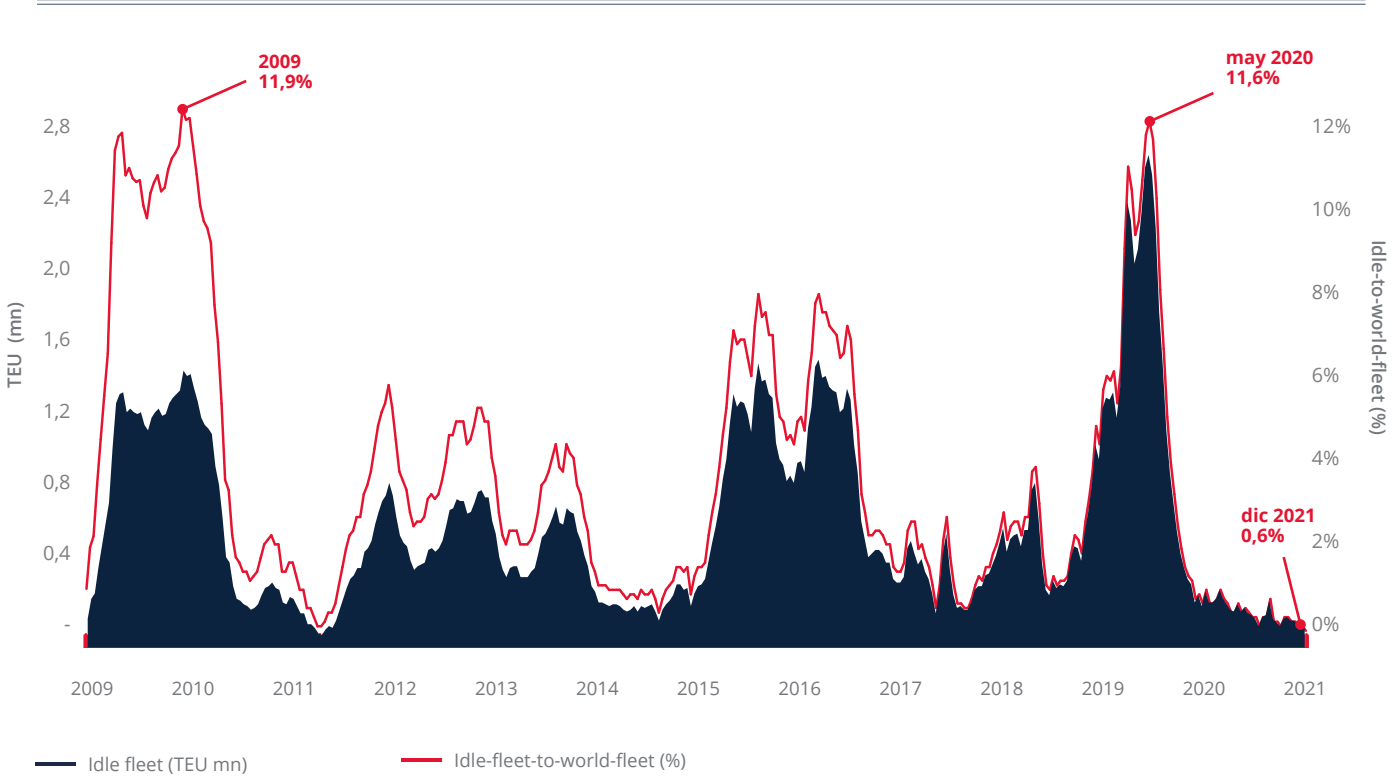
In terms of fleet renewal, vessel scrapping has stayed low over the past few years because the global fleet is relatively new as a result of orderbook concentration and deliveries a few years back, and since vessels have an average useful life of 25 years. That gives an annual renewal rate of 4%, because of yearly vessel depreciation.

Therefore, orderbook-total fleet equilibrium, based on current market conditions, must be around 20% (scrapping plus industry growth, cumulative for two periods).

iv.      **Effective fleet management kept supply-demand equilibrium**

In addition to the industry's gross growth (new vessel construction plus fleet renewal), one must consider the different initiatives adopted individually by shipping lines or collectively through operating alliances, in order to maintain suitable vessel deployment levels within the network, regardless of short-term fluctuations in demand. Keeping vessel deployment levels stable is key to the integrity and sustainability of the quality of services we provide our customers, as well as to maintaining the cost efficiencies generated by this operating scale.

Idle Fleet evolution<sup>1</sup>



<sup>1</sup> Until mid-November 2020 the "unemployed" fleet included vessels undergoing extraordinary repairs or being retrofit, but excluded ships that were idle for routine repairs. Since then, the "unemployed" fleet includes only those considered "commercially inactive" (excess capacity in the market or in the operator's fleet).

Source: Alphaliner Monthly Monitor (Jul-21)

The idle fleet is a KPI that is sensitive to management variables and supply-demand equilibrium. It remained high from late 2015 to mid-2017 because of diverse factors such as the opening of the expanded Panama Canal in July 2016 and the ensuing considerable number of large, high-efficiency ships delivered in 2014 and 2015, thus resulting in the scrapping of a large number of smaller vessels.

In April 2017, the new global alliances began operating and, as a result, part of the idle fleet at that time was reincorporated into the active fleet. This, in addition to the industry's scrapping efforts in previous years, kept the indicator stable from mid-2017 to mid-2019. For its part, the strong increases during the first half of 2020 and the subsequent significant decline that have been seen since the end of 2020 to date mean that the world fleet is almost 100% active. This is mainly due to fluctuations in demand and distortions caused by the covid-19 pandemic, which will be discussed in detail later.

v. Fuel is the industry's main consumable

Fuel is one of the most important inputs in the shipping industry and has a significant impact on operating costs. The price of fuel is commonly indexed to freight rates in customer contracts for shipping services.

Bunker Price Evolution



Source: Clarksons Research (Feb-22)

As for historical trends, from 2011 until late 2014 the price of fuel remained relatively stable and high. After that, there was a sharp drop in 2015 to its historical lowest value. However, since early 2016, there has been a moderate but continuous increase in fuel prices, recovering a large part of ground lost in late 2014 by late 2018, applying constant pressure on operating costs and shipping rates considered to be in equilibrium.

As of year-end 2018, fuel prices showed high volatility, which later translated into a downward trend during the second half of 2019. This stemmed essentially from lower estimated demand and the effect of suppliers liquidating inventory of what was, until that time, the most widely used fuel for shipping operations. This is due to the application of the new sulfide air emissions regulation for the shipping industry, “IMO 2020”, which mandates worldwide use of fuel with a maximum sulfur content of 0.5% (known as very low sulfur fuel oil or VLSFO), far below the 3.5% sulfur content of fuels previously used on long ocean voyages, starting January 1, 2020.

The new measures to reduce environmental impact have led the industry towards another change process, which will involve testing, evaluations and possible investment plans to comply with the new regulation in an efficient and sustainable manner.

That standard has led to changes in infrastructure. From here on out, shipping lines have the option of powering vessels with more refined, more expensive fuel; retrofitting them with scrubbers that enable them to use high-sulfur fuel or seeking new fuel alternatives such as LNG. For example, as of December almost 31% of the total fleet of container ships has been fully retrofit, while other alternatives such as using LNG still account for less than 1,5% of the current fleet. However, when looking at the composition of the new orders, only 27% of these are conventional vessels, 48% have scrubbers and 25% are vessels that will be able to operate with LNG (or dual).

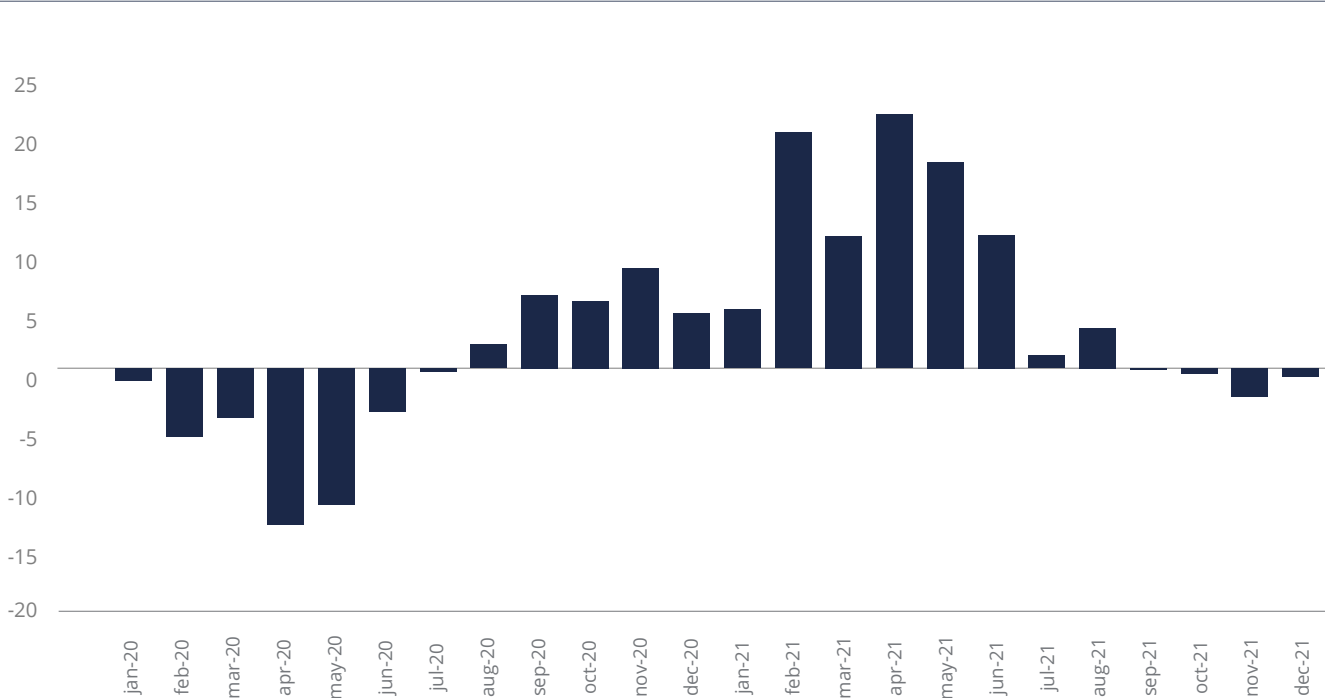
It should be noted that there is currently an upward trend in fuel prices, which has been accentuated by the geopolitical conflicts that are developing related to Russia and Ukraine. This has generated a significant rise in bunker prices that only between mid-February and early March 2022 have increased by 20%. Along these lines, it should be remembered that freight prices include a surcharge in scenarios of rising fuel prices (MFR: marine fuel recovery surcharge), but it operates with a certain lag.

II. Current Conditions

i. Fluctuations in demand marked by COVID-19

Source: Clarksons Research (Mar-22)

Monthly Demand Growth (%Y/Y)



The global economy, and the container shipping industry in particular, have been shaped over the past year by the COVID-19 pandemic. In early 2020 the industry suffered a sharp contraction in demand worldwide as a result of diverse mobility restrictions mandated by local authorities to contain the spread of the coronavirus and the uncertainty these circumstances generated. Strong demand had a complex and uncertain beginning in 2020 because of the pandemic.

Despite this contraction and the lingering uncertainty of the public health crisis, as of the second half of 2020 the industry began to see an abrupt recovery in shipping volumes for several reasons. These include strong global demand for durable goods, companies’ needs to restock to meet greater demand, easing of mobility measures, etc.

Demand has remained high throughout this year (as shown in the graph), which has helped the industry with strong results. Clarksons Research estimates that container transport volumes will grow around 6.0% in 2021. It is projected that in 2022 and 2023 the growth in demand for maritime transport will be close to 3.9% and 2.9%, respectively. This is also in line with the improvements in the growth projections of the global Gross Domestic Product (GDP) for the year 2021 5.9%, 2022 4.4% and 2023 3.8% presented by the International Monetary Fund (IMF).

Despite the positive medium-term prospects, there is still considerable uncertainty regarding 1) the evolution of covid-19: the progress in vaccinations, the level of immunization reached, the arrival of new strains, the easing of mobility measures , the fiscal policies that the different governments may adopt; 2) the impacts of the conflicts in Russia and Ukraine that can affect the industry in various ways: economic blockades, increases in fuel prices and availability, elimination of services, macroeconomic effects, among others.

ii. Disruptions in the Logistics Chain

The strong demand in the second half of 2020 and pandemic-related mobility restrictions have led to a scarcity of shipping containers and significant congestion throughout the entire logistics chain. Even though the industry’s entire active fleet is operating at 100% capacity, the logistics chain has been affected and prices are up.

This historical increase is due primarily to the high inelasticity of shipping demand from producers and importers of goods around the world, faced with limited shipping capacity during a given time, even though the industry is operating at full capacity. This rise has also proven that the logistic costs of shipping cargo are just one link in a longer logistics chain, representing a small portion of the total cost of transportation and, even more, of the commercial value of the transported good.

The logistics chain has been saturated with a series of “bottle necks” and limitations. Some such limiting factors in the logistics chain are the COVID health protocols, which have resulted in: (i) reduced personnel throughout the entire logistics chain: customs, ports, ground transportation, etc., (ii) reduced personnel since some have transferred to industries that are less exposed to the crisis, (iii) greater port congestion resulting in longer waiting periods at ports, (iv) lower container turnover due to a slower logistics chain, which has generated container scarcity at in-demand locations, which has partly been solved (v) longer ground transport times due to sanitary checkpoints and curfews, among others.

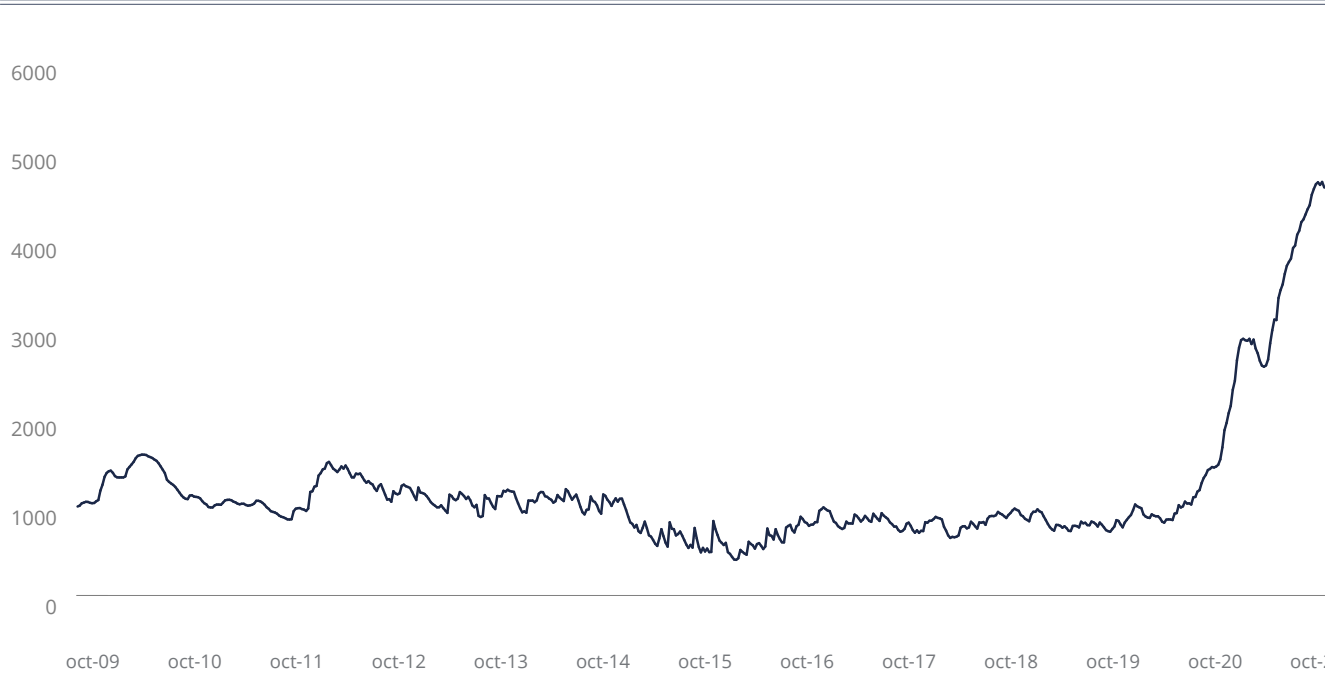
This congestion has also been aggravated by specific events such as the blockage of the Suez Canal for almost a week in March of this year, the impact on the operation of the Port of Yantian in June, which operated with 40% less productivity than normal and other sources covid-related that have made the already stressed logistics situation more difficult.

In an attempt to counteract logistics issues, Hapag-Lloyd implemented measures to offer better service to its customers. These measures include: (i) optimizing networks and relocating vessels to points of high demand, (ii) redirecting cargo to less congested ports and seeking better ground alternatives, (iii) purchasing second-hand vessels, chartering additional vessels and hiring additional stevedores, (iv) purchasing additional containers and repairing more old containers, (v) adding more personnel, boosting capacity and incorporating technological solutions, among others.

The Shanghai Containerized Freight Index (SCFI) is an indicator of weekly trends in closing spot freight rates (shipments not subject to contracts with shipping lines) that reflects the effects on supply-demand equilibrium. The graph illustrates the upward trend in recent times.

NOTE: <sup>1</sup> Shanghai Containerized Freight Index. Source: Clarksons Research (Mar-22)

Spot Price Tren (SCFI-US\$/TEU)





iii. Fleet and Current Orderbook

As mentioned above, in recent years the fleet has grown in line with a long-term logic. Orderbook-total fleet equilibrium, based on current market conditions, must be around 20%-25% (scrapping plus industry growth, cumulative for two periods). In late 2020 and along 2021, several operators announced the closing of vessel construction contracts, thus increasing the current orderbook-to-fleet ratio to almost 24.9%.

In this context, it deserves mentioning that Hapag-Lloyd confirmed construction of 12 23,500 TEU vessels featuring high-efficiency, high-pressure, dual-fuel engines that run on LNG but can also burn conventional fuel if needed. Additionally, it has confirmed the purchase of 5 ships of 13,000-13,250 TEU and the lease of another 5 ships of 13,000 that are under construction. Added to this is the capacity added by the integration of NileDutch (29,500 TEU) and the purchase of six second-hand ships during 2021 with a total capacity of 23,800 TEU.

iv. Pressure on Costs

The industry, therefore, is understandably focused on the new paradigm of optimizing operating costs and boosting productivity, aiming for greater asset deployment and more efficient fuel consumption. This is especially important to deal with the cost pressures inherent to a recovering market, in the markets for both vessel charters and maritime and port services. Likewise, fuels have shown a clear upward trend. This pressure on costs will have an impact on the Company's results.

v. Hapag-Lloyd's Quarterly Financial Report as of December 2021

HLAG Key Figures		As of December 31,		Change	
		2021	2020	%	#
Total vessels, of which		253	237	7%	16
own vessels1)		113	112	1%	1
chartered vessels		140	125	12%	15
Aggregate capacity of vessels	Change	1,769	1,719	3%	50
Aggregate container capacity	TTEU	3,058	2,704	13%	354
Bunker price (combined MFO / MDO, average for the period)2)3)	US\$/ton	475	379	25%	96
Freight rate (average for the period)	US\$/TEU	2,003	1,115	80%	888
Transport volume	TTEU	11,872	11,838	0.3%	34
Revenue	MM US\$	26,356	14,577	81%	11,779
Transport expenses	MM US\$	12,216	10,432	17%	1,784
EBITDA	MM US\$	12,842	3,082	317%	9,760
EBIT	MM US\$	11,111	1,501	640%	9,610
Group profit / loss	MM US\$	10,750.3	1,067.6	907%	9,683
Cash flow from operating activities	MM US\$	12,314	3,307	272%	9,007
Investment in property, plant and equipment4)	MM US\$	3,323	1,584	110%	1,739
Consolidated Results KPI					
EBITDA margin (EBITDA / revenue)		48.7%	21.1%		
EBIT margin (EBIT / revenue)		42.2%	10.3%		

Balance sheet KPI		As of December 31, 2021	As of December 31, 2020	Change	
				%	#
Total Assets	MM US\$	30,236	18,640	62%	11,595
Total Liabilities	MM US\$	11,943	10,387	15%	1,556
Total Equity	MM US\$	18,292	8,253	122%	10,039
Equity ratio (equity / balance sheet total)		60.5%	44.3%		
Borrowed capital	MM US\$	11,943	10,387	15%	1,556
Debt					
Financial debt	MM US\$	6,222	6,305	(1%)	,83
Cash and cash equivalents	MM US\$	8,741	836	945%	7,905
Net debt (financial debt - cash and cash equivalents)	MM US\$	(2,520)	5,469	(146%)	(7,988)
Gearing (net debt / equity)		(13.8%)	66.3%	(121%)	(0.8)
Liquidity reserve	MM US\$	9,326	1,421	556%	7,905
Number of Employees					
Employees at sea		1,964	2,134	(8%)	(170)
Employees on land		12,142	10,983	11%	1,159
Hapag-Lloyd total		14,106	13,117	8%	989

Notes:

1) Including lease agreements with purchase option/obligation at maturity.

2) MFO = Marine Fuel Oil

3) MDO = Marine Diesel Oil

4) As of 2019, investments in property, plant and equipment include additions to the Rights of Use according to IFRS 16

Hapag-Lloyd’s results for the year 2021 were shaped by strong demand along east-west trades and routes from Asia to the rest of the world, especially Transpacific routes or from Asia to Europe. Also, as mentioned before, the industry experienced high congestion, which led to scarce supply and higher revenue (+81%) as a result of higher freight rates (+80%) and, to a lesser extent, larger transport volumes (+0.3%) with respect to 2020. Volumes grew slightly, affected negatively by no new vessels entering and less turnover as a result of congestion, especially during the last quarter of the year. This was reflected in lower container turnover (4.2 in 2021 versus 4.5 in 2020).

Freight rates have risen across the board along all routes. As published by Clarkson, the increase in spot prices as compared to year-end 2020, was: Asia-Europe (+104%), Asia-U.S. East Coast (137%), Transpacific (88%). Hapag-Lloyd’s average price per transport volume rose to US\$/TEU 2,003 from US\$/TEU 1,115 (+80%). Broken down by route, those with the largest increases were Asia-Europe (153.2%), Intra-Asia (114.3%), Transpacific (87.2%).

In terms of volumes, the 0.3% increase is explained mainly by demand from Latin America (5.2%) and the Middle East (5.5%), offset by reduced Intra-Asia volumes (-26.7%) as a result of ship relocations to points of higher demand and the network optimization process. On Transpacific trades, volumes fell 4.5% because of high congestion. African and Atlantic trades replaced the concept of EMA (Europe, Mediterranean, Africa) after the merger with NileDutch, which has a strong presence in Africa. That is why African routes have grown 18.4%.

Meanwhile, transport expenses (bunker, handling and haulage, equipment and repositioning, vessels and voyages and other) are up 17.1% overall, with all items presenting increases. The item reporting the largest increase was cargo handling and haulage, related to container movements within ports and for ground transportation, a cost known as (“detention and demurrage”). It is on the rise because of logistical problems and congestion at ports and along ground routes.

Bunker costs are also climbing with an average cost per ton of US\$475, compared to US\$379 last year. Equipment and container repositioning costs were up (+11.4%) largely because of the costs of moving and storing empty containers, especially in North America, where the import-export imbalance has continuously grown. Other contributing factors were higher third-party feeder and ground transportation (trucks and trains) costs. Vessel and voyage costs (+9.7%) grew given the larger number of chartered vessels and their related higher operating costs and higher slot charter costs on third-party vessels.

Transport cost per container (TEU) was up 15.8% in relation to the same period in 2020 (US\$/TEU 1,175 2021 vs. US\$/TEU 1,015 2020). If you add depreciation and amortization expense, expense per TEU increases 15.8% (US\$/TEU 1,175 2021 vs. US\$/TEU 1,015 2020).

In short, greater freight revenue resulted in better margins and pushed EBITDA upward by a factor of 4.2 over 2020, reflecting an EBITDA margin of 48.7%. Accordingly, net income increased significantly (+907%/MMUS\$ 9,683) with a profit margin of 42.2%.

These good results generated operating cash flows of MMUS\$ 12,314.1, which compares positively to MMUS\$ 3,307.3 last year. A portion of those cash flows was used for new investments in vessels (MMUS\$ 1,482.3), containers (MMUS\$ 756.5) and other items involving disbursements of MMUS\$ 1,456.0 classified as investing activities. This amount also includes MMUS\$ 82.5 for the NileDutch acquisition. The rest of the positive cash flows was used mainly to fund financing activities (MMUS\$ 2,952.9) such as: dividend payments (MMUS\$ 769.4), reducing net financial debt (MMUS\$1,674.3), payments for vessel charters and interest in accordance with IFRS16 (MMUS\$ 802.8), interest payments, etc. With everything included, the Company closed the period with cash of MMUS\$8,741.4, marking a rise of MMUS\$ 7,905. In addition to available cash, Hapag-Lloyd has available (unused) credit lines of MMUS\$ 585.

The reduction in financial debt mentioned above was offset by greater lease debt. Consequently, when comparing debt as of year-end 2020 to year-end 2021, it is relatively similar (-1%/MMUS\$ 83). However, net debt ventured into negative territory (-MMUS\$ 2,520).

### 3. Market Risk Analysis

As described in Note 5 of the Consolidated Financial Statements as of December 31, 2021, CSAV's investment in HLAG represents 91% of its total consolidated assets. HLAG is a global shipping company headquartered in Germany that transports container cargo on all main global routes. It is a public company (Aktiengesellschaft) and is listed on the Frankfurt and Hamburg stock exchanges. Although CSAV jointly controls HLAG together with two other shareholders through a shareholder agreement, this German company has an independent management team that controls and manages its risks autonomously and in accordance with the standards of a publicly-listed company subject to current regulation in Germany and, therefore, to applicable regulation in the European Union.

In light of the above, the risks to which CSAV is exposed can be classified into: (a) Business Risk, (b) Credit Risk, (c) Liquidity Risk and (d) Market Risk.

#### (a) Business Risk

The main business risks for CSAV are those related to (i) the balance of supply and demand for maritime transport, (ii) risks associated with its main geographical markets and (iii) fuel prices.

**i. Supply-Demand Equilibrium:** The demand for maritime transport is highly correlated with growth of global GDP and trade. On the other hand, container shipping supply is a function of the global fleet of vessels, which fluctuates based on the delivery of new vessels and the scrapping of vessels that are obsolete or no longer profitable to operate. Therefore, equilibrium in the container transport business, operated and managed by HLAG, is directly affected by changes in these variables.

HLAG continuously evaluates market conditions to identify any types of threat or extraordinary risks and implement measures to mitigate possible negative impacts. Since early 2020, due to health problems deriving from the spread of the coronavirus and the resulting contraction in global demand, HLAG formed Central Crisis Committee that works to ensure execution of two important programs, the Operational Continuity Plan, designed to safeguard employee safety and health while keeping the company operating, and the Performance Safeguarding Program, intended to mitigate the economic effects of the pandemic. Through these programs, more than 90% of office employees were able to work from home, while more than 1,700 measures were implemented organization wide to cut costs, restructure services, review investments and boost the company's liquidity. All these measures have played an important role in minimizing and controlling business risk.

**ii. Geographical Markets:** HLAG participates in container shipping across all major global routes, and it distributes its operations across diverse geographical markets, providing liner services in more than 137 countries. As a result of its geographic diversification, the Company is not particularly exposed to any given geographical market and can thus offset possible market contingencies on certain routes. However, it is still exposed to global variations. Even with a global service network, HLAG's relative exposure is above the industry average on Transatlantic, Latin American and Middle East routes and below average on Transpacific and Intra-Asia routes. As a result of the May 2017 merger of HLAG and UASC, HLAG incorporated UASC's service network and its important cargo volumes along Asia-Europe and Middle East routes and, therefore, its relative exposure to the main global routes became more balanced.

**iii. Fuel Prices:** An important component of the transport industry's cost structure is the cost of energy, or fuel, which is usually called "bunker" within the maritime shipping industry.

Due to fluctuations in oil prices, a significant proportion of maritime freight sales are agreed with contracts and a percentage of those rates are subject to price adjustments, based on changes in bunker costs. For this, HLAG implemented a Marine Fuel Recovery (MFR) mechanism to recover the incremental costs from using more refined fuel, to be calculated per TEU.

In order to reduce the impact of potential upward volatility in bunker prices on sales and contracts that have such a clause but only with limited coverage, or that are at a fixed price, HLAG takes out fuel price hedges on unhedged volumes, although the use of this tool is more limited.

**(b) Credit Risk**

Al no tener la Compañía clientes en forma directa, el riesgo de crédito se deriva de la exposición a riesgo de contraparte. Since the Company has no direct customers, its credit risk is derived from exposure to counterparty risk in the case of financial assets or derivatives maintained with banks or other institutions.

The Company's policy for managing its financial assets (current accounts, time deposits, repo agreements, derivative contracts, etc.) is to maintain these assets at financial institutions with “investment grade” risk ratings.

**(c) Liquidity Risk**

Liquidity risk refers to the Company's exposure to business or market factors that may affect its ability to generate income and cash flows, including the effect of contingencies and regulatory requirements associated with its business.

CSAV is not directly exposed to the container shipping business, but rather indirectly as one of the main shareholders of HLAG. This limits the Company's liquidity risk in that business to the expected flow of dividends or any additional capital required by this joint venture.

It is important to mention that CSAV has specific long-term borrowing secured mainly to finance its investment in HLAG and it has sufficient liquidity to cover its obligations.

**(d) Market Risk**

Market risk is the risk that the value of the Company's assets or liabilities continuously and permanently fluctuates over time as the result of a change in key economic variables such as: (i) interest rates and (ii) exchange rates.

- i. Interest Rate Fluctuations:** Interest rate fluctuations impact the Company's floating rate obligations.
- ii. Exchange Rate Fluctuations:** The Company's functional currency is the US dollar, which is the currency in which most of its operating income and expenses are denominated as well as the currency used by most of the global shipping industry and the functional currency of HLAG. However, the Company also has income and costs in other currencies, such as Chilean pesos, euros, Brazilian reais and others.

When necessary, the Company can use accounting hedges to mitigate changes in these variables. Variations in the market price of these hedges, in accordance with current policy, are recorded in other comprehensive income.

As of December 31, 2021, the Company does not have any foreign currency or interest rate hedges and manages the risk of exchange rate variations by periodically converting any balances in local currency that exceed payment requirements in that currency into US dollars.



COMPAÑÍA SUD AMERICANA  
DE VAPORES S.A. AND  
SUBSIDIARIES

Summarized Subsidiary  
Financial Statements

al 31 de diciembre de 2021



Title: *Buque Chillán*  
[The Chillán]  
Author: D.H. Arévalo  
Period: 20th century  
CSAV Collection



Summarized Statements of Financial Position of Subsidiaries As of December 31, 2021 and 2020	Tollo Shipping Co. S.A. and Subsidiaries (Republic of Panama)		Norgistics Holding S.A. (Chile)		Compañía Naviera Rio Blanco S.A. (Chile)		Corvina Shipping Co. S.A. (Republic of Panama)		CSAV Germany Container Holding GmbH (Germany)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$
Current assets	78	77	1,674	1,705	1	1	755,254	755,263	703	785
Non-current assets	-	-	-	-	-	-	-	-	5,748,799	2,738,114
Total assets	78	77	1,674	1,705	1	1	755,254	755,263	5,749,502	2,738,899
Current liabilities	755,373	755,356	1	10	2,279	2,270	22	22	30,037	18,535
Non-current liabilities	-	-	-	-	-	-	-	-	1,673,785	1,990,344
Share capital	383,678	383,678	5,000	5,000	3,550	3,550	493,258	493,258	84	84
Retained earnings (accumulated deficit)	(1,138,925)	(1,138,908)	(3,327)	(3,305)	(5,828)	(5,819)	261,967	261,976	3,173,657	(125,964)
Other reserves	(48)	(49)	-	-	-	-	7	7	871,939	855,900
Non-controlling interest	-	-	-	-	-	-	-	-	-	-
Total liabilities and equity	78	77	1,674	1,705	1	1	755,254	755,263	5,749,502	2,738,899

Summarized Statements of Income of Subsidiaries For the years ended December 31, 2021 and 2020	Tollo Shipping Co. S.A. and Subsidiaries (Republic of Panama)		Norgistics Holding S.A. (Chile)		Compañía Naviera Rio Blanco S.A. (Chile)		Corvina Shipping Co. S.A. (Republic of Panama)		CSAV Germany Container Holding GmbH (Germany)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$
Revenue	-	-	-	-	-	-	-	-	-	-
Cost of sales	-	-	-	-	-	-	-	-	-	-
Gross profit	-	-	-	-	-	-	-	-	-	-
Other income by function	-	-	-	-	-	-	-	-	-	-
Administrative expenses	(10)	(14)	(43)	(47)	(3)	(4)	(9)	(10)	(721)	(464)
Other expenses, by function	-	-	-	-	-	-	-	-	-	-
Other gains (losses)	-	17	-	(1)	-	(23)	-	(17)	-	-
Net operating income (loss)	(10)	3	(43)	(48)	(3)	(27)	(9)	(27)	(721)	(464)
Finance income	-	-	-	-	-	-	-	-	1	9
Finance costs	-	-	-	-	(9)	(15)	-	-	(64,269)	(65,027)
Share of profit (loss) of equity accounted investees	-	-	-	(1)	-	-	-	(1)	3,220,370	312,309
Foreign currency translation differences	(1)	-	21	(11)	3	-	-	-	144,240	(175,167)
Profit (loss) before tax	(11)	3	(22)	(60)	(9)	(42)	(9)	(28)	3,299,621	71,660
Income tax expense	-	-	-	-	-	-	-	-	-	-
Profit (loss) from continuing operations	(11)	3	(22)	(60)	(9)	(42)	(9)	(28)	3,299,621	71,660
Profit (loss) from discontinued operations	(6)	(210)	-	-	-	-	-	-	-	-
Profit (loss) for the year	(17)	(207)	(22)	(60)	(9)	(42)	(9)	(28)	3,299,621	71,660
Profit (loss) attributable to owners of the company	(17)	(206)	(22)	(60)	(9)	(42)	(9)	(28)	3,299,621	71,660
Profit (loss) attributable to non-controlling interest	-	(1)	-	-	-	-	-	-	-	-
Profit (loss) for the year	(17)	(207)	(22)	(60)	(9)	(42)	(9)	(28)	3,299,621	71,660

Summarized Statements of Changes in Equity of Subsidiaries For the years ended December 31, 2021 and 2020	Tollo Shipping Co. S.A. and Subsidiaries (Republic of Panama)		Norgistics Holding S.A. (Chile)		Compañía Naviera Río Blanco S.A. (Chile)		Corvina Shipping Co. S.A. (Republic of Panama)		CSAV Germany Container Holding GmbH (Germany)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$
Equity, opening balance	(755,279)	(755,065)	1,695	1,749	(2,269)	(2,227)	755,241	755,269	730,020	664,218
Comprehensive income (loss)	(16)	(215)	(22)	(60)	(9)	(42)	(9)	(28)	3,317,371	67,493
Capital increase	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-
Increase (decrease) for other distributions to owners			-	-	-	-	-	-	-	-
Increase (decrease) due to transfers and other changes	-	1	-	6	-	-	-	-	(1,711)	(1,691)
Other increases (decreases) in net equity					-	-	-	-		
Increase (decrease) for changes in interest in subsidiaries that do not involve loss of control										
Equity, closing balance	(755,295)	(755,279)	1,673	1,695	(2,278)	(2,269)	755,232	755,241	4,045,680	730,020

Summarized Statements of Cash Flows of Subsidiaries For the years ended December 31, 2021 and 2020	Tollo Shipping Co. S.A. and Subsidiaries (Republic of Panama)		Norgistics Holding S.A. (Chile)		Compañía Naviera Río Blanco S.A. (Chile)		Corvina Shipping Co. S.A. (Republic of Panama)		CSAV Germany Container Holding GmbH (Germany)	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$	MUS\$
Cash flows provided by (used in) operating activities	(6)	(8)	(9)	1	-	-	(9)	7	(756)	(581)
Cash flows provided by (used in) investing activities	-	17	-	-	-	-	-	-	225,725	(263,270)
Cash flows provided by (used in) financing activities	-	-	-	-	-	-	-	-	(225,043)	260,150
Net increase (decrease) in cash and cash equivalents, before exchange rate effects	(6)	9	(9)	1	-	-	(9)	7	(74)	(3,701)
Effect of exchange rate changes on cash and cash equivalents	6	-	(1)	1	-	-	-	-	(8)	(1,154)
Net increase (decrease) in cash and cash equivalents	-	9	(10)	2	-	-	(9)	7	(82)	(4,855)
Cash and cash equivalents at beginning of period	31	22	12	10	1	1	9	2	785	5,640
Cash and cash equivalents at end of period	31	31	2	12	1	1	-	9	703	785





Title: *Fragata Lautaro*  
[Frigate Lautaro]  
Author: Horacio Gerardo García  
Year: 1956  
CSAV Collection

## Statement of Responsibility

The directors and the Chief Executive Officer signing this Annual Report for the year ended December 31, 2021, take responsibility under oath for the accuracy of all information provided in this Annual Report in conformity with General Standard 30 issued by the Financial Market Commission and pertinent regulations.

FRANCISCO PÉREZ MACKENNA  
Chairman  
Chilean ID Number: 6.525.286-4

ANDRÓNICO LUKSIC CRAIG  
Vice-Chairman  
Chilean ID number: 6.062.786-K

ALBERTO ALEMÁN ZUBIETA  
Director  
Chilean ID Number: 48.214.110-2

CHRISTIAN BLOMSTROM BJUVMAN  
Director  
Chilean ID Number: 10.672.019-3

HERNÁN BÜCHI BUC  
Director  
Chilean ID Number: 5.718.666-6

JOSÉ DE GREGORIO REBECO  
Director  
Chilean ID Number: 7.040.498-2

ÓSCAR HASBÚN MARTÍNEZ  
Chief Executive Officer  
Chilean ID Number: 11.632.255-2