

VIÑA CONCHA Y TORO CONCHA Y TORO STAKEHOLDERS MAPPING ANALYSIS REPORT

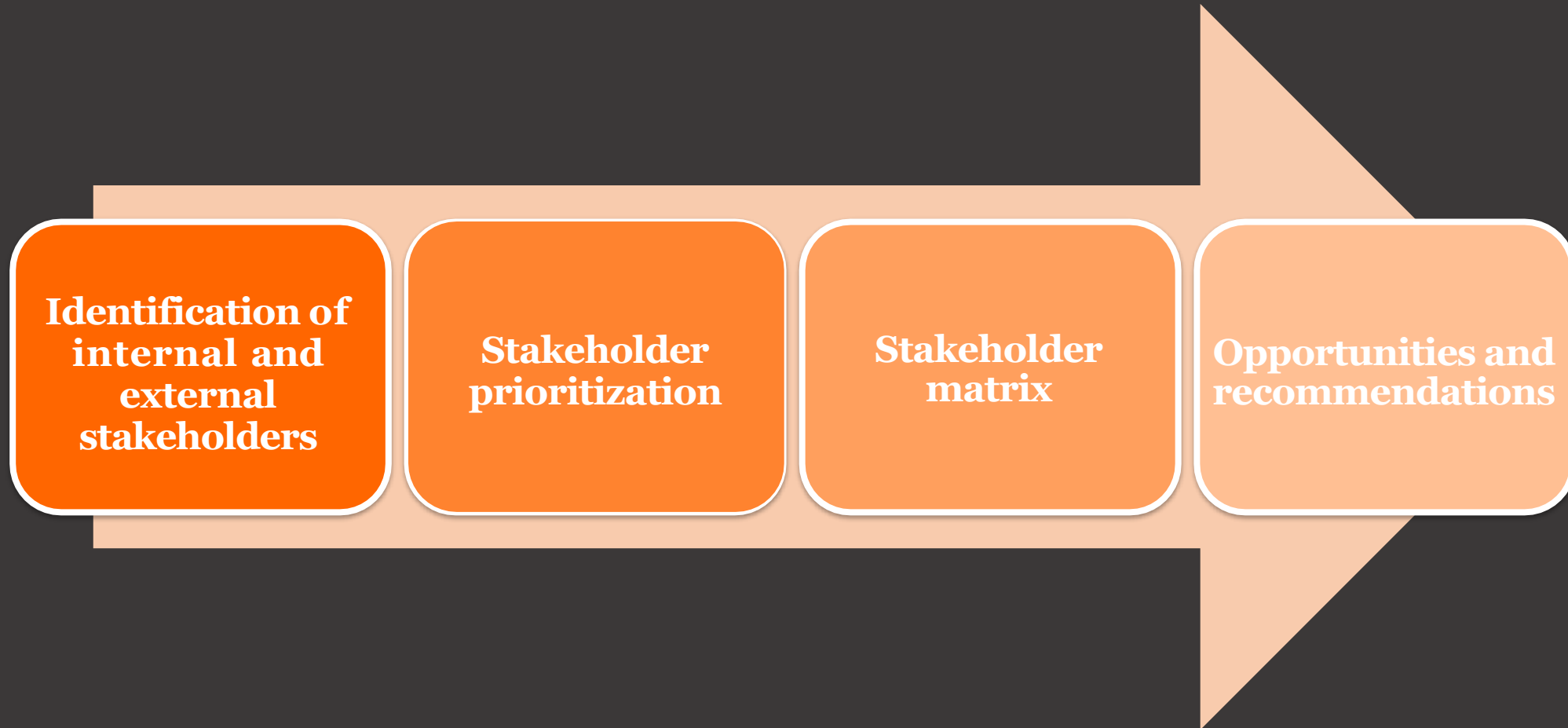
STAKEHOLDERS MAPPING PROCESS RESULTS

Prepared by:
Sustainability Management
VIÑA CONCHA Y TORO
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PURPOSE OF THE STUDY

- Concha y Toro asked Corporate Citizenship to carry out a stakeholder mapping analysis with the objective of identifying and prioritizing those most relevant to the company based on their influence and interest.
- A good stakeholder mapping allows:
 - ✓ Identify the main stakeholders for Concha y Toro
 - ✓ Identify the level of influence and interest of the company's stakeholders
 - ✓ Focus communication and relationship efforts on priority ones
 - ✓ Once the main stakeholders are identified, it allows the development of effective dialogue channels in order to develop specific initiatives as a result of this relationship.

STAKEHOLDERS MAPPING PROCESS



METHODOLOGY



1. Identification of stakeholders:

- Public documents and media were reviewed, identifying all potential stakeholders of Concha y Toro in order to make a long list and validate it with the company's sustainability team.
- At this stage, it is important to highlight that the identified stakeholders correspond to those with whom Concha y Toro must interact and not delve into their concerns and/or topics of interest (materiality process).
- The long list of stakeholders was validated with the Concha y Toro Sustainability Area, and new organizations and/or groups were defined to be analyzed.
- The different stakeholders were grouped into subgroups, which were validated by the Sustainability Deputy Management.

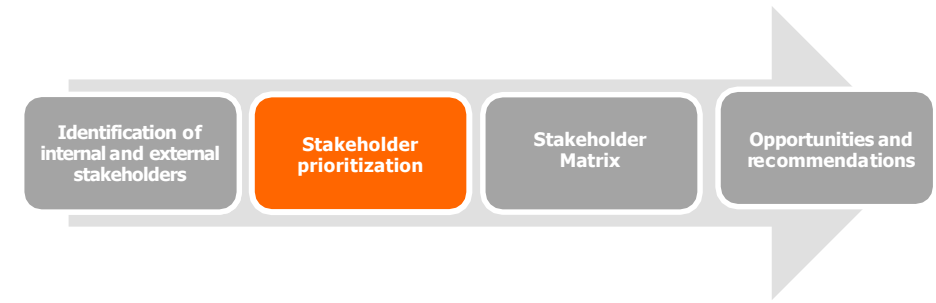
METHODOLOGY



2 . Stakeholder prioritization :

- Corporate Citizenship , together with the Sustainability Area of Concha y Toro, conducted an online survey to the managers of the sustainability pillars and the managers of subsidiaries.
- The online survey was sent to 17 managers and we obtained 15 responses, that is, a response rate of 88%.
- Survey participants answered two specific questions:
 - a. How do you evaluate the level of influence of each group of stakeholders in Concha y Toro's business?
 - b. How they evaluate the level of interest of each group in Concha y Toro activities?
- Participants were asked to identify the different subgroups of stakeholders according to their level of influence and interest according to the priority they give: very low (1), low (2), high (3) and very high (4).

METHODOLOGY



3. Defining level of interest vs influence

Respondents evaluated the following elements when answering level of influence and level of interest:

Level of influence on Shell and Bull:

- Stakeholder reputation and positioning
- Legitimacy
- Number and value of transactions carried out
- Type of relationship with the stakeholder and its dependency (e.g. key supplier, sole supplier)

Level of interest in Concha y Toro:

- Contribution and level of knowledge that the stakeholder has about the company
- Number of contact points that the stakeholder has with the company
- Level of involvement in decision making
- "Seniority" level of the key contact in the relationship with stakeholders

STAKEHOLDERS AND MATRIX MAPPING RESULTS



IDENTIFIED SUBGROUPS OF STAKEHOLDERS

8 stakeholder categories and 32 subgroups within these categories were defined.



Suppliers	Agricultural input suppliers
	Grape suppliers
	Oenological input suppliers
	Packaging suppliers
	Service suppliers
	Transportation suppliers

Communities	Neighborhood meetings surrounding the Concha y Toro facilities
	Local authorities where Concha y Toro has operations
	Academic institutions

Collaborators	Senior executive / senior management positions
	Junior executive positions
	Technical and/or administrative positions
	Temporary Collaborators
	Unions

Society	Chilean Wines Guild Association
	Educational Associations (e.g. UC. Davis Chile)
	Trade Associations (e.g. SOFOFA)
	Organizations for Sustainability (e.g. WWF, United Nations Global Compact)
	Competitors

Government and authorities	Government
	Regulatory Authorities
	International organizations (e.g. OECD)
	Government Agencies

Customers	Retail (e.g. Tesco, Walmart)
	International distributors (e.g. Mercian Mitsubishi)
	National distributors

Shareholders and investors	Financial rating agencies (e.g. Moody's, S&P)
	Fund Managers Investment (e.g. Fidelity, Falcom, AFPs)
	Investment bank (e.g. Wells Fargo, Banchile)

Media of communication	International media (e.g. New York Times)
	Local media (e.g. El Mercurio)
	Specialized press (e.g. Financial Newspaper)

Average influence level

Stakeholder Group	Stakeholders Subgroup	Influence
Collaborators	Senior executive/senior management positions	3.67
Customers	Retail (e.g. Tesco, Walmart)	3.67
Suppliers	Grape suppliers	3.60
Customers	International distributors (e.g. Mercian Mitsubishi)	3.27
Suppliers	Packaging suppliers	3.20
Government and Authorities	Regulatory Authorities	3.20
Media	Local media (e.g. El Mercurio)	3.20
Shareholders and investors	Investment Fund Administrators (e.g. Fidelity, Falcom, AFPs)	3.20
Collaborators	Unions	3.13
Media	Specialized press (e.g. Financial Newspaper)	3.07
Shareholders and investors	Financial rating agencies (e.g. Moody's, S&P)	3.07
Media	International media (e.g. New York Times)	3.00
Shareholders and investors	Investment bank (e.g. Wells Fargo, Banchile)	2.87
Communities	Local authorities where Concha y Toro has operations	2.87
Collaborators	Junior executive positions	2.73
Customers	National distributors	2.73
Government and Authorities	Government	2.73
Suppliers	Transportation providers	2.67
Suppliers	Oenological input suppliers	2.67
Society	Chilean Wines Guild Association	2.53
Society	Competitors	2.53
Suppliers	Service providers	2.47
Communities	Neighborhood meetings surrounding the Concha y Toro facilities	2.47
Government and Authorities	Government Agencies	2.47
Society	Organizations in favor of sustainability (e.g. WWF, Global Compact United Nations United)	2.40
Collaborators	Technical and/or administrative positions	2.40
Government and Authorities	International Organizations (e.g. OECD)	2.40
Suppliers	Agricultural input suppliers	2.33
Society	Educational associations (e.g. UC Davis Chile)	2.20
Communities	Academic institutions	2.20
Society	Trade Associations (Ex. SOFOFA)	2.00
Collaborators	Temporary Collaborators	1.93

Very high

High

Low

Average interest level

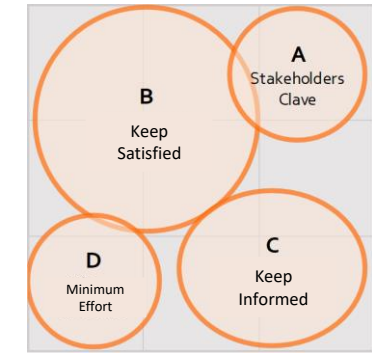
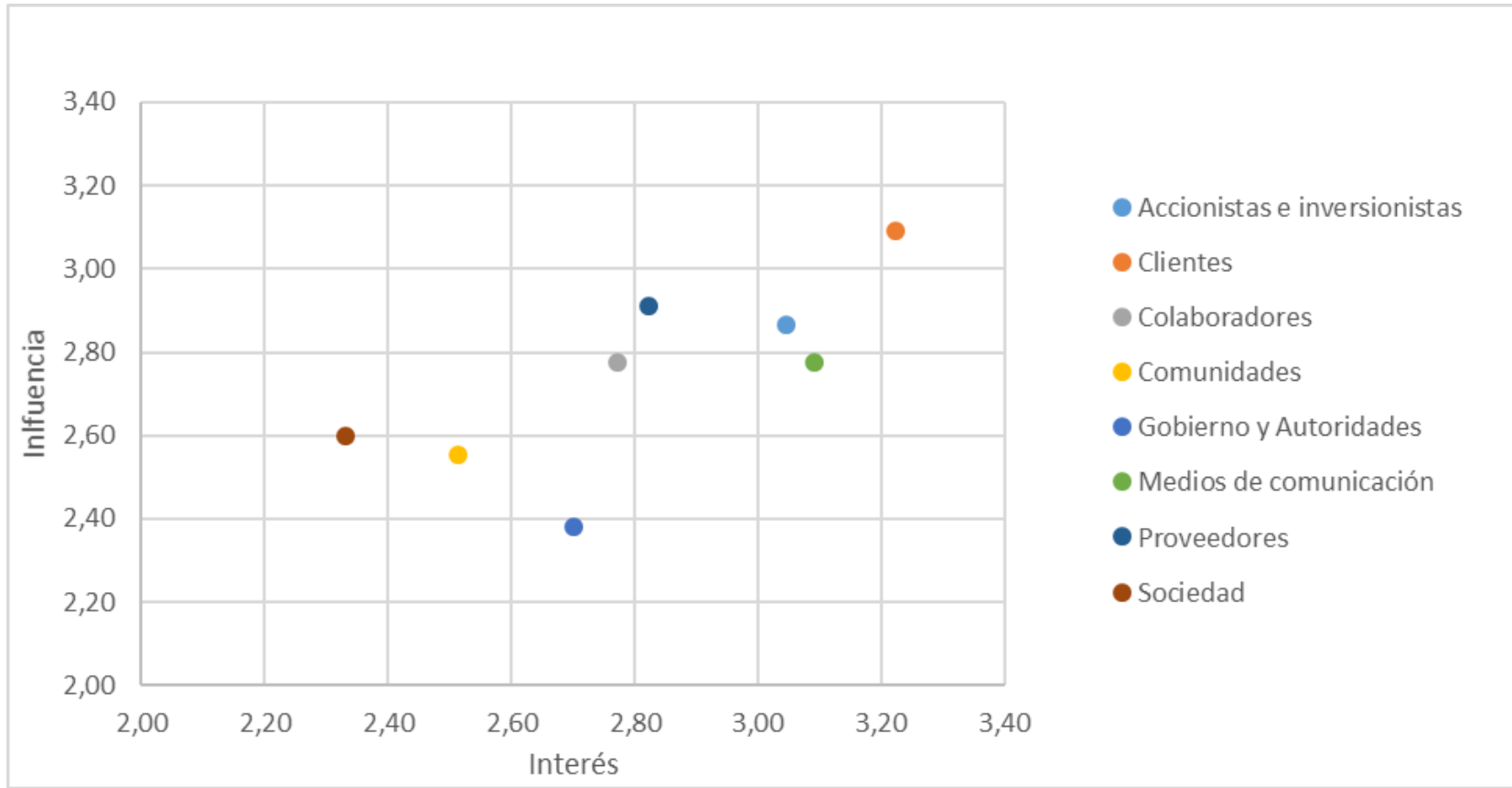
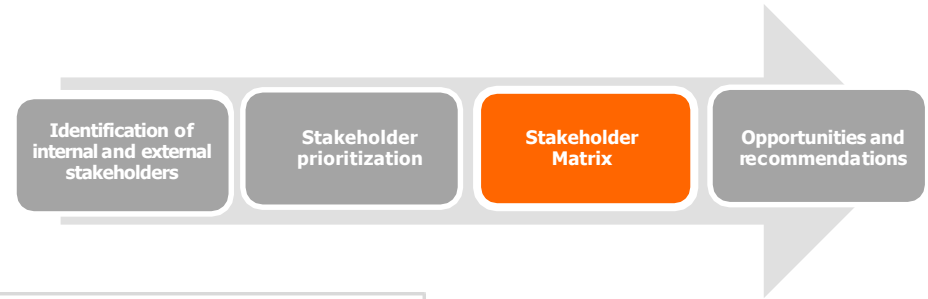
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Government and Authorities	Regulatory Authorities	3.00
Suppliers	Transportation providers	2.93
Shareholders and investors	Financial rating agencies (e.g. Moody's, S&P)	2.93
Media	Local media (e.g. El Mercurio)	2.93
Shareholders and investors	Investment Fund Administrators (e.g. Fidelity, Falcom, AFPs)	2.87
Society	Chilean Wines Guild Association	2.80
Society	Competitors	2.80
Customers	National distributors	2.80
Shareholders and investors	Investment bank (e.g. Wells Fargo, Banchile)	2.80
Suppliers	Oenological input suppliers	2.73
Communities	Local authorities where Concha y Toro has operations	2.73
Suppliers	Service providers	2.67
Communities	Neighborhood meetings surrounding the Concha y Toro facilities	2.60
Society	Educational associations (e.g. UC Davis Chile)	2.60
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Very high

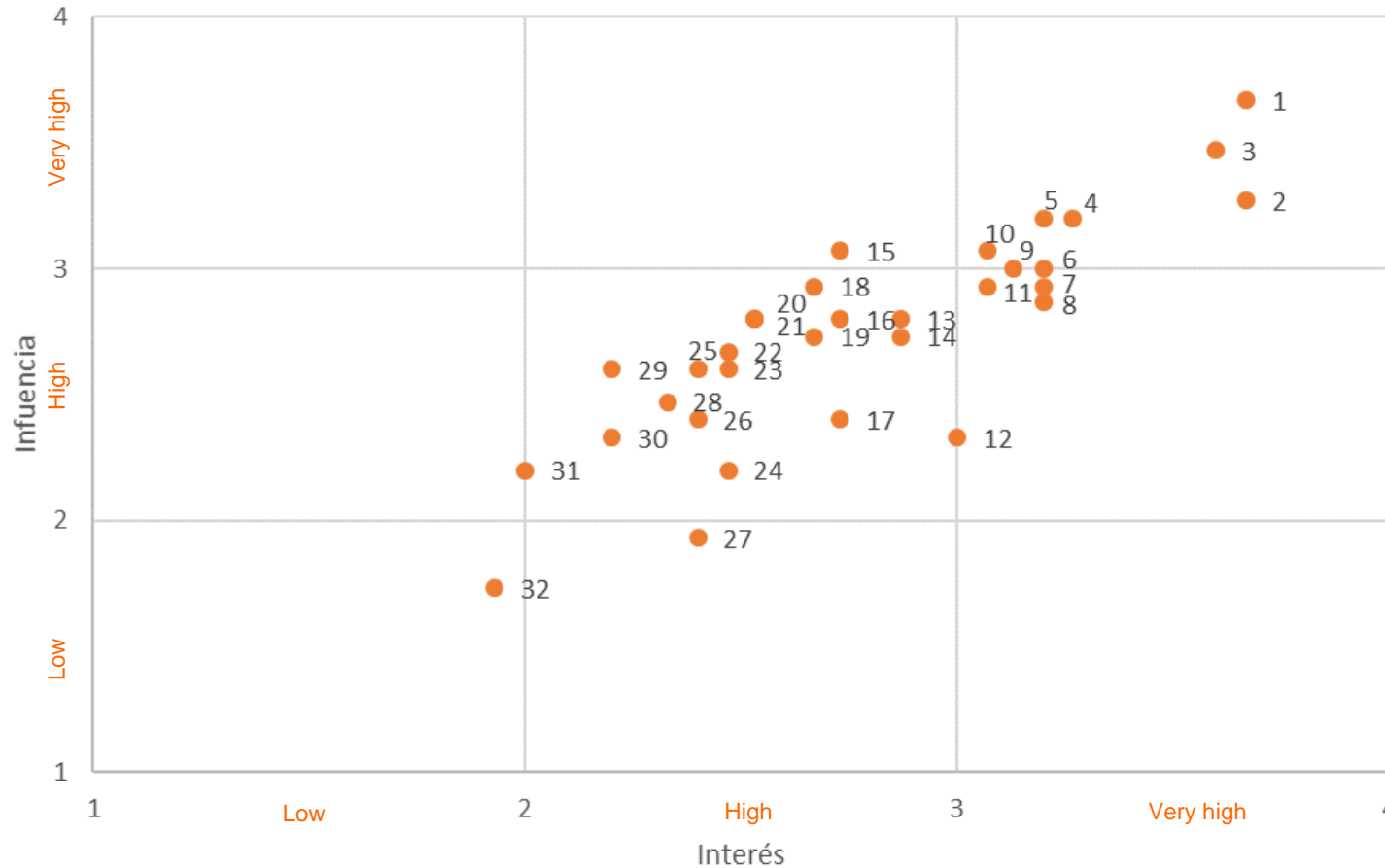
High

Low

Stakeholders mapping by category



Global subgroup mapping matrix



- 1 Senior executive/senior management positions
- 2 Retail (e.g. Tesco , Walmart)
- 3 Grape suppliers
- 4 International distributors (e.g. Mercian Mitsubishi)
- 5 Packaging suppliers
- 6 Regulatory Authorities
- 7 Local media (e.g. El Mercurio)
- 8 Investment Fund Administrators (e.g. Fidelity , Falcom , AFPs)
- 9 Unions
- 10 Specialized press (e.g. Financial Newspaper)
- 11 Financial rating agencies (e.g. Moody's , S&P)
- 12 International media (e.g. New York Times)
- 13 Investment bank (e.g. Wells Fargo, Banchile)
- 14 Local authorities where Concha y Toro has operations
- 15 Junior executive positions
- 16 National distributors
- 17 Government
- 18 Transportation providers
- 19 Suppliers of oenological inputs
- 20 Chilean Wines Guild Association
- 21 Competitors
- 22 Service providers
- 23 Neighborhood associations surrounding the Concha y Toro facilities
- 24 Government Agencies
- 25 Organizations in favor of sustainability
- 26 Technical and/or administrative positions
- 27 International Organizations (e.g. OECD)
- 28 Agricultural input suppliers
- 29 Educational associations (e.g. UC Davis Chile)
- 30 Academic institutions
- 31 Trade Associations (Ex. SOFOFA)
- 32 Temporary Collaborators

OBSERVATIONS



Identified as having “very high” influence

- Senior executive/senior management positions
- Retail (e.g. Tesco, Walmart)
- grape suppliers
- International distributors (e.g. Mercian Mitsubishi)
- Packaging
- Regulatory Authorities
- Unions
- Specialized press (e.g. Financial Newspaper)
- Local media (e.g. El Mercurio)
- Investment Fund Administrators
- agencies (e.g. Moody's , S&P)
- International media (e.g. New York Times)

Identified “very high” interest

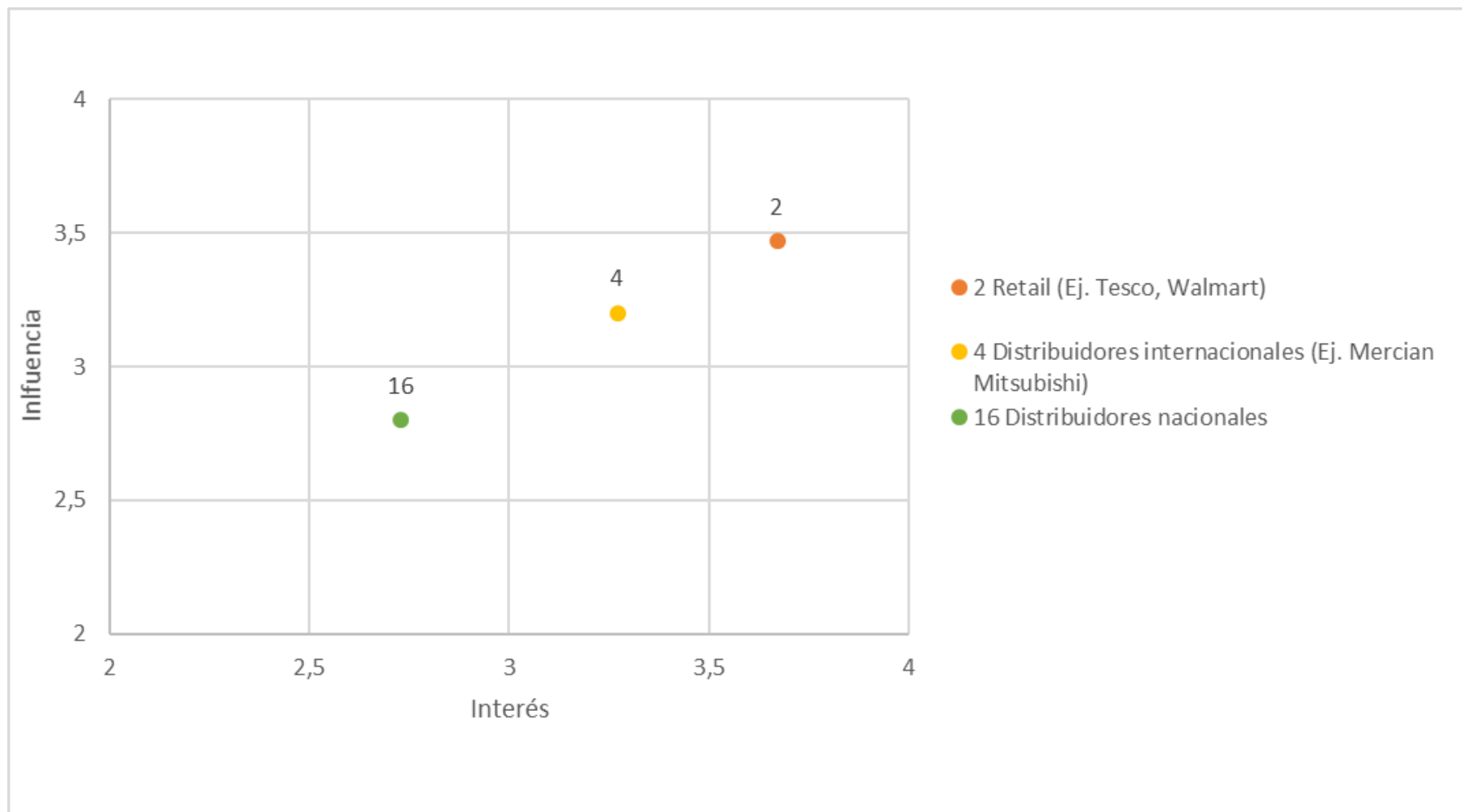
- Senior executive/senior management positions
- Retail (e.g. Tesco, Walmart)
- grape suppliers
- International distributors (e.g. Mercian Mitsubishi)
- Packaging
- Regulatory Authorities
- Unions
- Specialized press (e.g. Financial Newspaper)
- Junior executive positions

“It should be noted that no subgroup of stakeholders was evaluated with “very low” influence or interest.

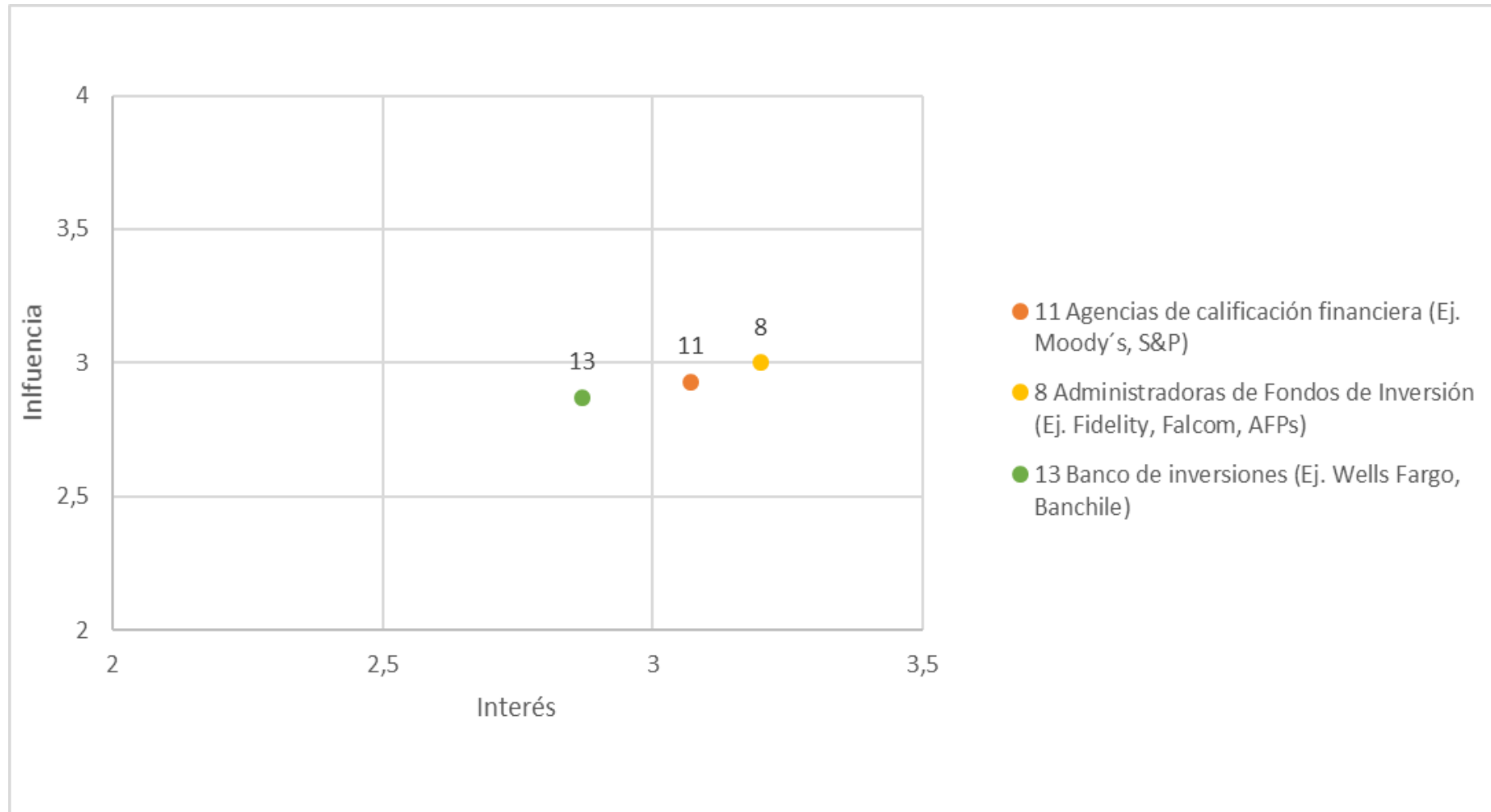
DETAIL BY STAKEHOLDERS CATEGORY



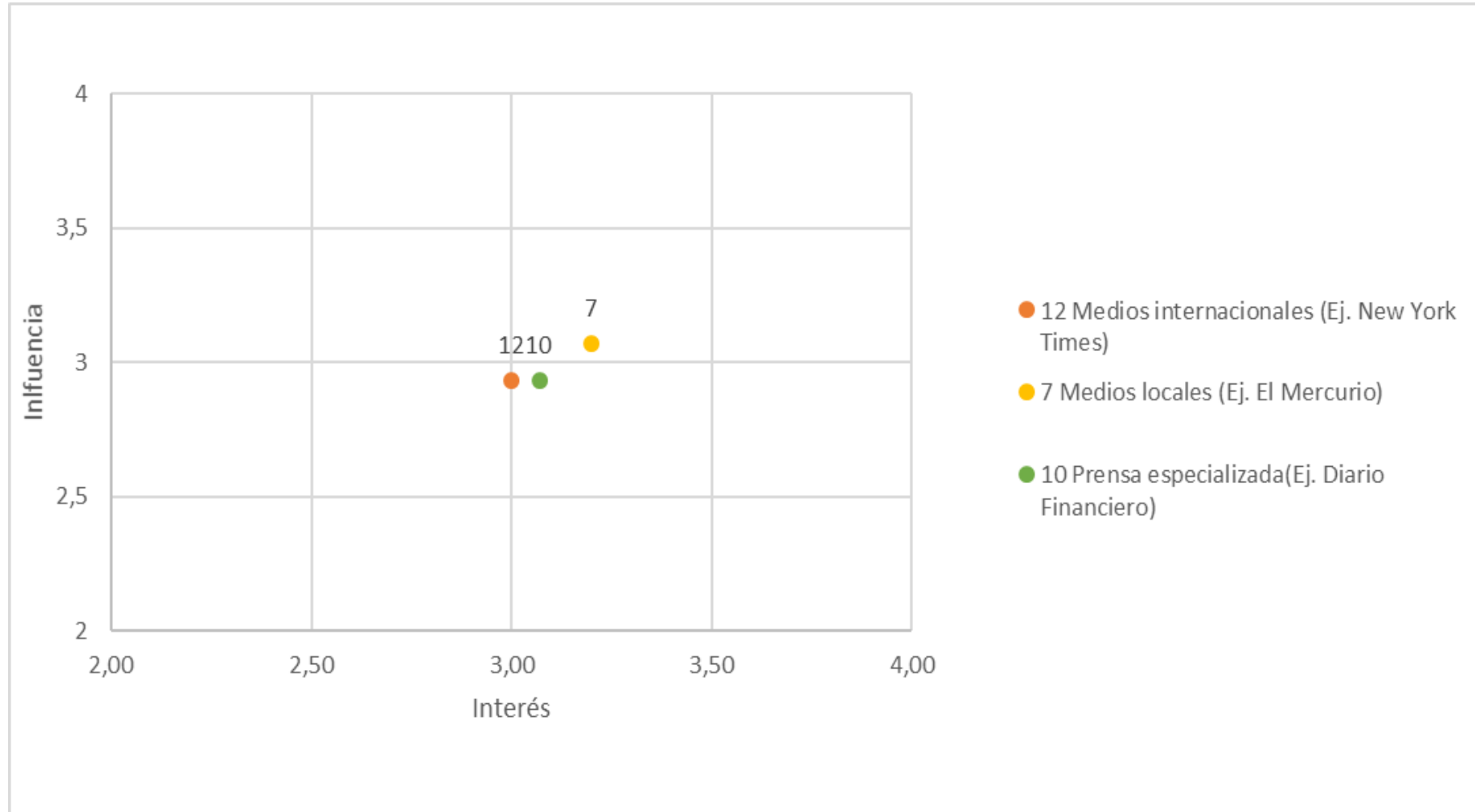
Mapping by category: Clients



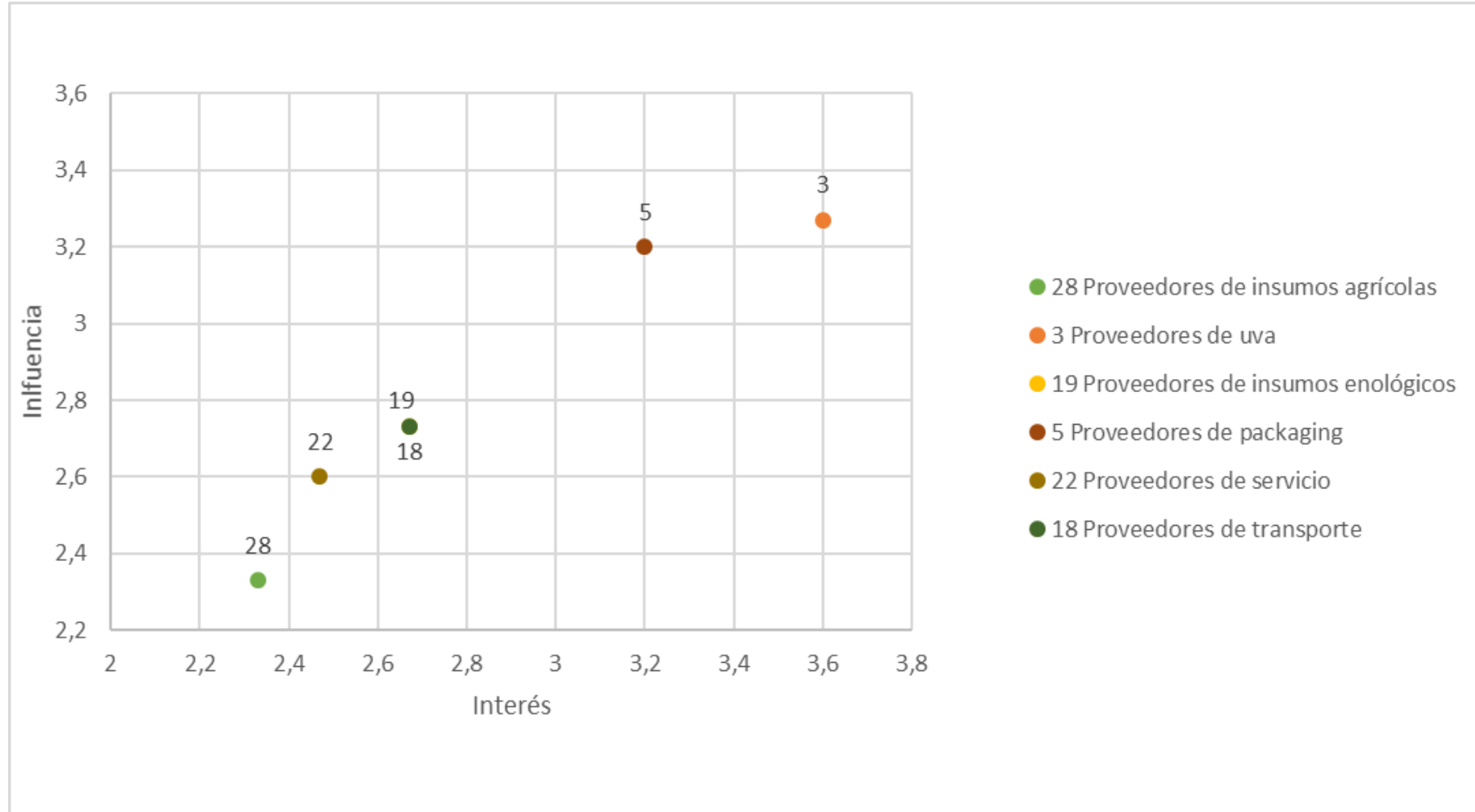
Mapping by category: Shareholders and Investors



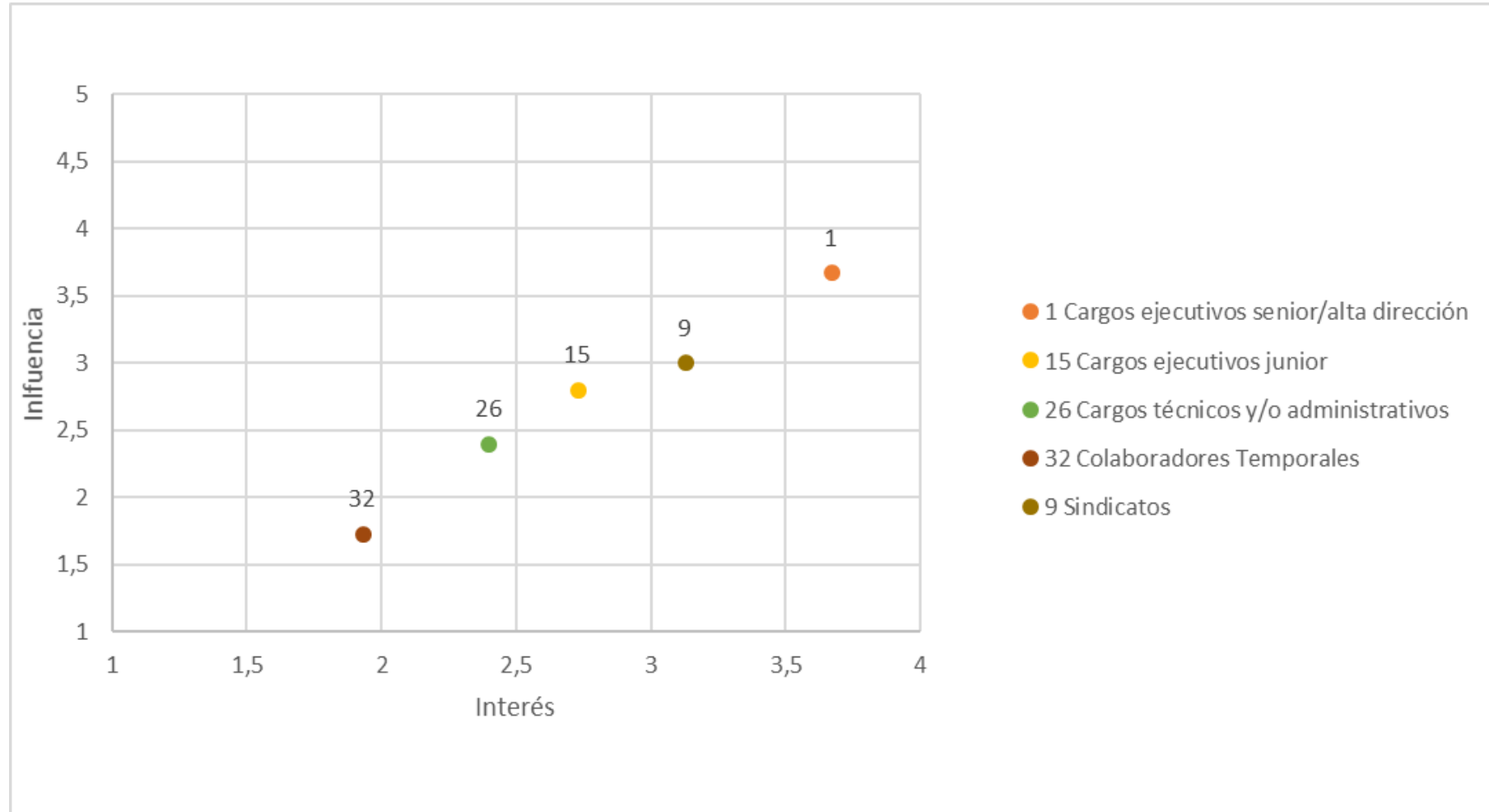
Mapping by category: Media



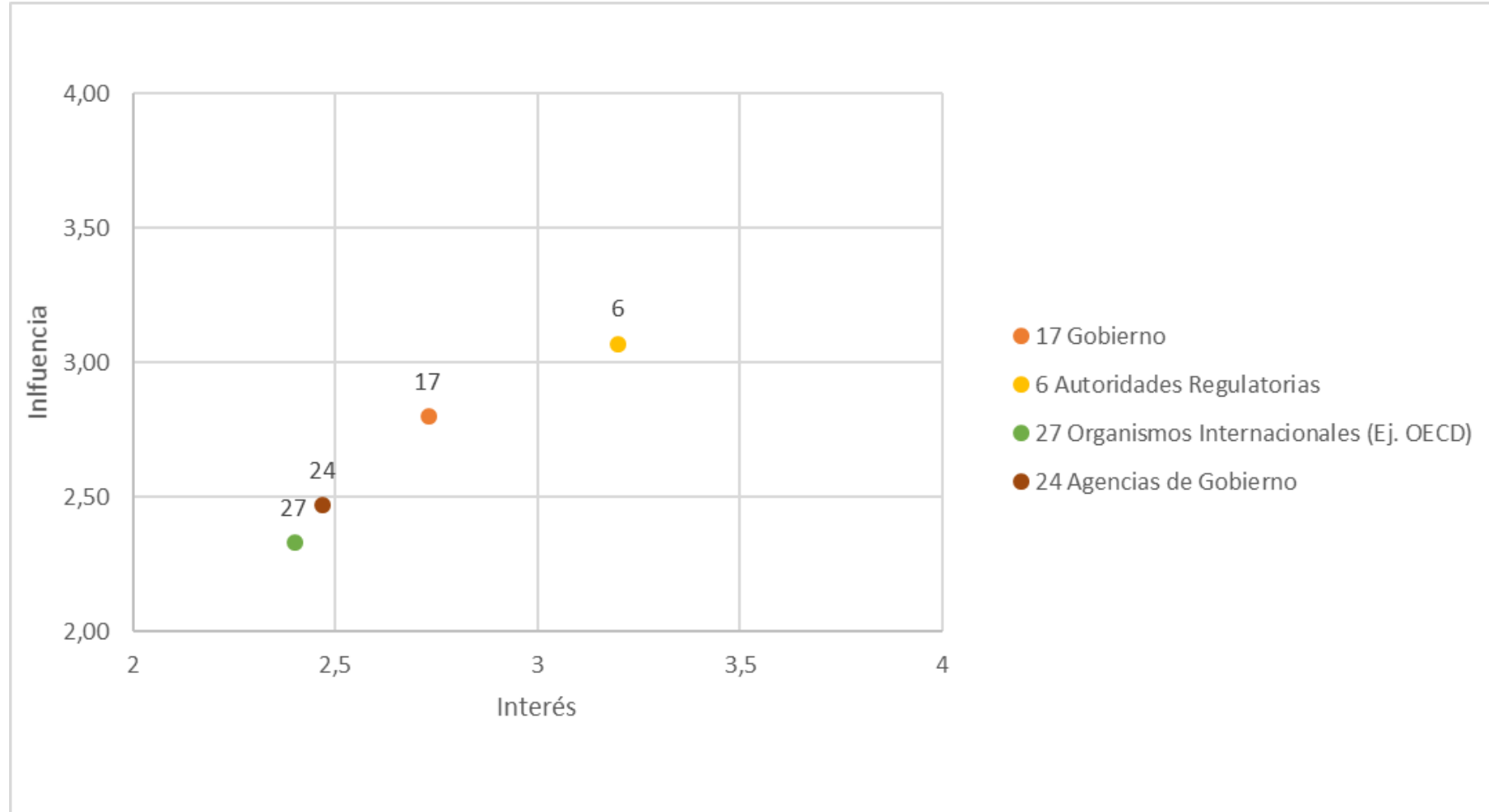
Mapping by category: Suppliers



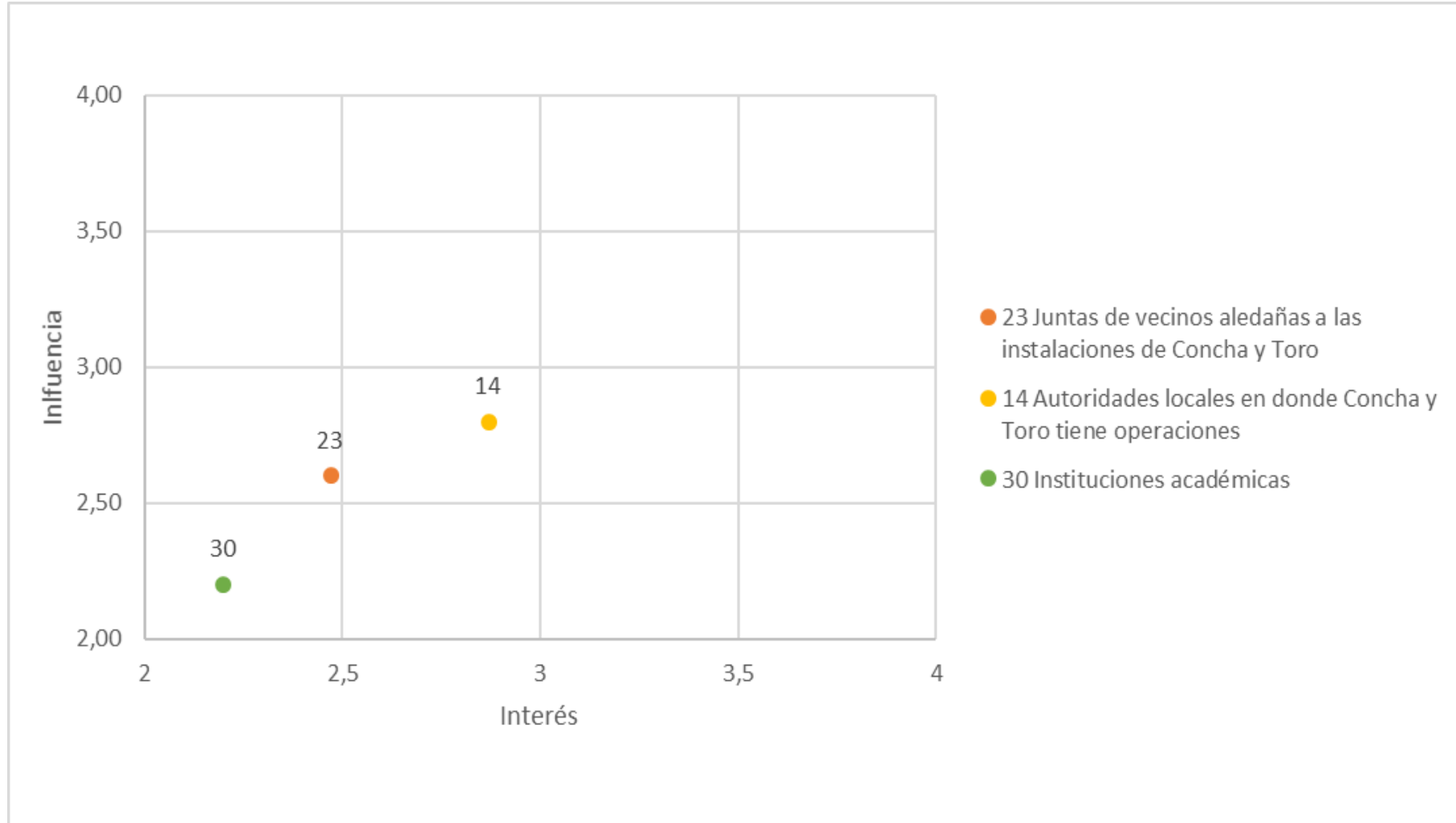
Mapping by category: Collaborators



Mapping by category: Government and Authorities



Mapping by category: Communities



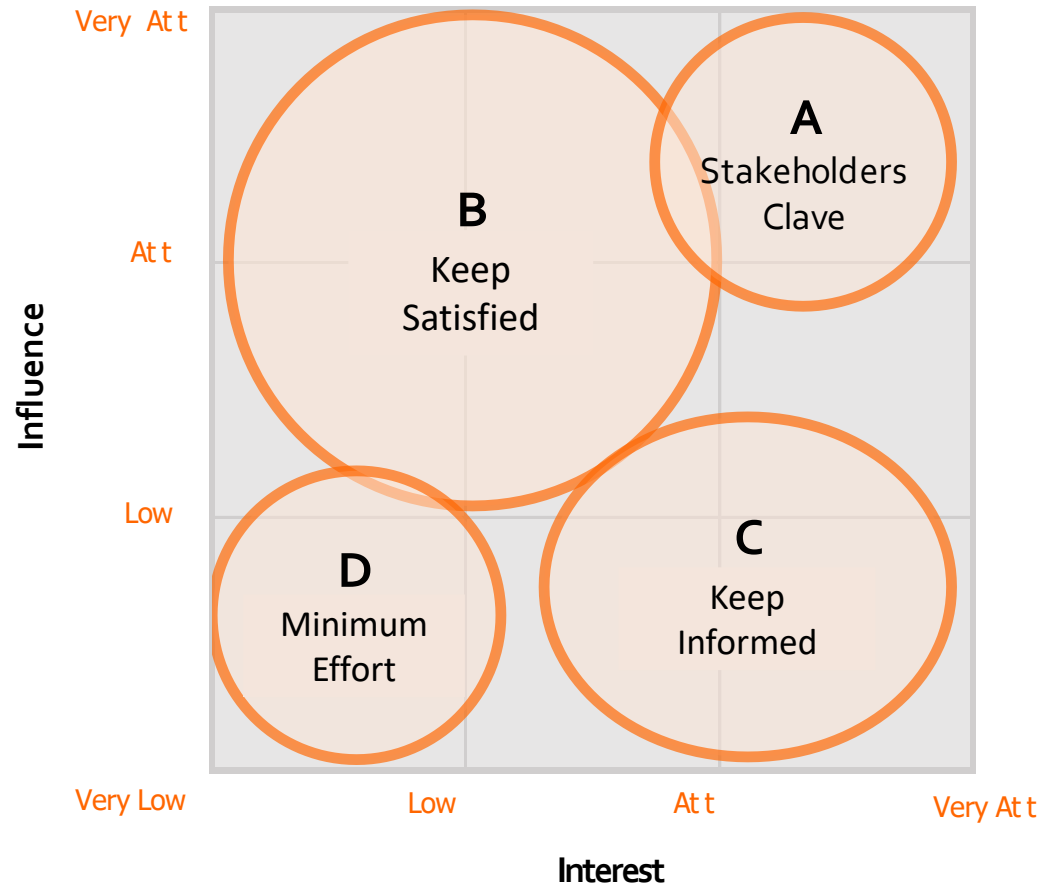
Mapping by category: Society



ANALYSIS OF SUBGROUPS ACCORDING TO MATRIX



Influence versus Interest



A. Very high influence – very high interest:

These are the priority groups for Concha y Toro, which must be kept involved through active communication.

B. High influence – high interest:

Work constantly with this group to keep them satisfied, but avoid boring them with messages.

C. Medium influence-low interest

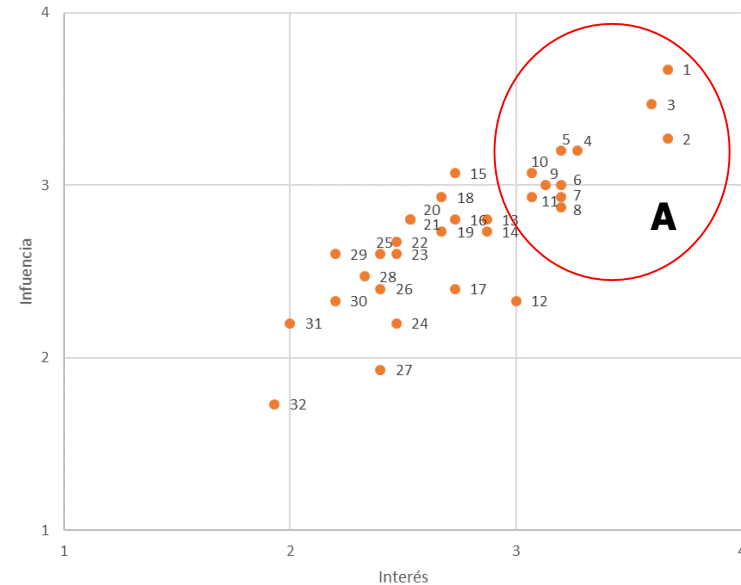
Keep this group adequately informed and maintain constant dialogue in order to prevent certain topics from becoming conflictive. These groups help the company.

D. Very low influence – very low interest:

Does not apply to Concha y Toro

Zoom to “key” stakeholders

1. Senior executive positions
2. Grape suppliers
3. Retail
4. International distributors
5. Packaging Suppliers
6. Specialized press
7. Regulatory Authorities
8. Unions
9. Local media
10. Financial rating agencies
11. Investment fund manager
12. Junior executive positions

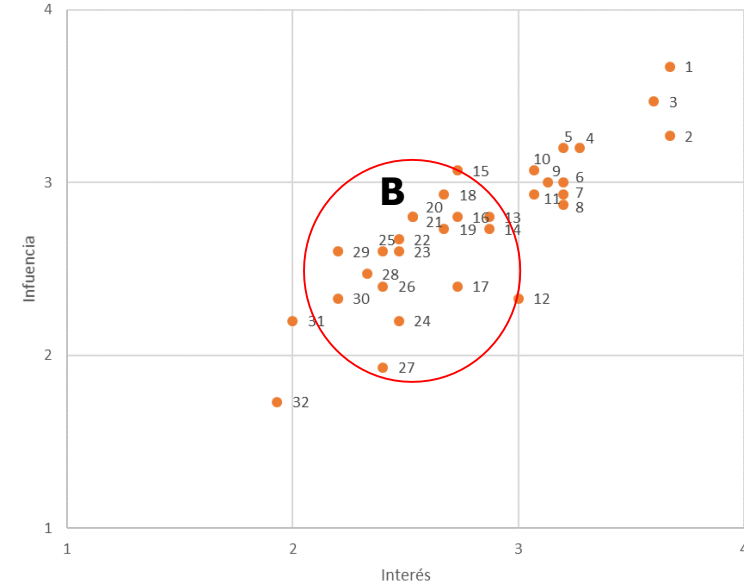


Very high influence – very high interest:

These are the groups priority for Concha y Toro, who must be kept involved through active communication

Zoom to stakeholders to “Keep Satisfied”

1. Transportation providers
2. Investment bank
3. National distributors
4. Wines of Chile trade association
5. Competitors
6. Local authorities where CyT has operations
7. Oenological input suppliers
8. International media
9. Government
10. Service providers
11. Neighborhood associations
12. Organizations for sustainability
13. Agricultural input suppliers
14. Educational associations
15. Technical/administrative positions
16. Government Agencies
17. Academic institutions
18. Trade associations

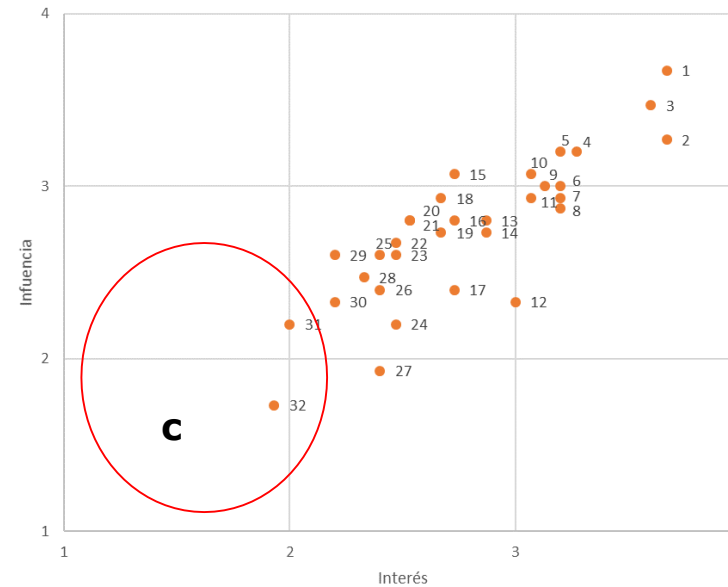


High influence – high interest:

Work constantly with this group to keep them satisfied , but avoid boring them with messages

Zoom to stakeholders to “Keep Informed”

1. International organizations
2. Temporary collaborators



High influence – high interest:

Work constantly with this group to keep them satisfied , but avoid boring them with messages

OPPORTUNITIES AND RECOMMENDATIONS



GROUP A: Key Stakeholders



OPPORTUNITIES

a) Clients:

- Concha y Toro is a customer-focused company, so the company knows your needs and expectations.
- Commercial areas focus on the customer

b) Shareholders and investors:

- It is a key stakeholder for the company
- Road Shows are constantly held to keep them actively connected and involved.

c) Media

- Concha y Toro is a respected and reputed company nationally and internationally, for what the media is relevant to the company.

These are the priority groups for the company, which must be kept involved through active communication.

GROUP A: Key Stakeholders



RECOMMENDATIONS

For an active relationship, it is recommended to generate a relationship matrix where the following elements are identified:



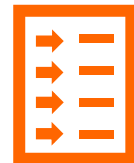
Description of the communication channels with each stakeholder group



Identification of the priority issues that most concern each stakeholder group



Activities carried out with each stakeholder group that responds to those needs or expectations



Initiatives generated or specific actions that were carried out based on the activities with the stakeholder groups

GROUP A: Key Stakeholders



RECOMMENDATIONS

Example of Relationship Matrix*

Stakeholders	Stakeholder Subgroup	How do we know what worries them?	What issues concern them or are priorities for them?	What activities did we do to relate to them in 2017?	What initiatives were born from these activities in 2017?
Customers	Retail				
	International Distributors				
	National Distributors				
Shareholders and Investors	Financial rating agencies				
	Investment Fund Administrators				
	Investment bank				
Media	International media				
	Local media				
	Specialized press				

GROUP B: Stakeholders to keep satisfied

OPPORTUNITIES



a) Suppliers:

- They are the productive base of the company, so there must be constant communication but not overloaded with messages .

b) Collaborators:

- There is dispersion between the different groups that make up collaborators:
 - executives are weighted very highly
 - workers are underweight
- Employees are a relevant group to take into consideration since they can be an ally by being ambassadors of the company towards other groups of stakeholders .

c) Government and Authorities:

- They are the organizations that allow operations, so a constant relationship must be maintained with specific information from Concha y Toro, which allows us to respond to their expectations.

d) Communities and Society

- On a relative level, both groups are weighted low.
- They are two weak groups within Concha y Toro's stakeholders where greater involvement and closeness are lacking. Improving the relationship with communities and civil society is considered an opportunity for the company and positively impacts its reputation.

Work constantly with this cluster for keep them satisfied, but avoid bore themwith the messages

GROUP B: Stakeholders to **keep satisfied**



RECOMMENDATIONS

a) Suppliers:

- Focus communication on priority suppliers for Concha y Toro, which are grape and packaging suppliers. In them an active and constant relationship must be maintained

b) Collaborators:

- It is recommended greater involvement _ in those subgroups of collaborators weighted from manner casualties such as temporary workers and technical and administrative positions .

c) Government and Authorities:

- Focus communication on regulatory authorities since they are a priority for Concha y Toro's business. With them, active and strategic communication is recommended.

d) Communities and Society

- It is recommended to carry out a “Good Neighbor” pilot program, having delegates in the areas in which where Concha y Toro operates and direct communication, addressing complaints and generating closeness with communities.

APPENDIX



List of Interviewees

Name	Position	Survey status
Eduardo Guilisasti	General manager	Unanswered
Lia Vera	Supply Chain Manager	Answered
Tomas Larrain	Negotiations and Operations Manager	Answered
Marcelo Papa	Technical director	Answered
Blanca Bustamante	Communications Assistant Manager	Answered
	Corporate	
Giancarlo Bianchetti	Brand Marketing Manager	Answered
	Global	
Cecilia Cobos	Human resources manager	Answered
Valentina Lira	Sustainable Development Deputy Manager	Answered
Daniel Duran	IT and Process Management Manager	Answered
Cristobal Goycoolea	Corporate Marketing Manager Global Brands	Answered
Tomas Domeyko	Corporate Export Manager Northern Zone	Answered
Max Larrain	Agricultural Manager	Answered
Enrique Ortúzar	Fiscal	Answered
Santiago Ribisich	Trivento Subsidiary	Answered
Adolfo Hurtado	General Manager Viña Cono Sur	Incomplete
Paul Konar	General Manager of Quinta de Maipo subsidiary	Answered
Jose Jottar	General Manager of VCT Chile subsidiary	Answered

- The online survey was sent to 17 managers of the strategic pillars and subsidiaries.
- 15 managers responded to the survey, equivalent to a response rate of 88%.



VIÑA CONCHA Y TORO
— FAMILY OF WINERIES —



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PROCESS RESULTS