

Integrated Risk Management System (SIAR)

SIAR

RISK PROFILE REPORT – 2025

CORPORATE AFFAIRS VICE PRESIDENCY

CORPORATE RISKS

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RISK PROFILE REPORT ALIANZA® 2025

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Risk Appetite: Level tolerated by the organization regarding the identified Risks.

Control (control activity): Measures implemented by each process or area to ensure that activities are executed and performed correctly, in order to mitigate the materialization of a Risk.

Key Control: A control activity considered critical or relevant to the management of a risk, whose absence, failure or inadequate execution could significantly increase risk exposure and affect the achievement of the process's or the Organization's objectives.

Impact: Effect that may occur if a Risk materializes.

Macro risk: Grouping of Risks by process or area into sets that share characteristics or common elements. Within each group, the highest-rated risk is assigned as that group's risk level.

Organization: The companies that form part of the corporate group of which Team Foods Colombia S.A. is the parent and controlling company, including Team Foods Colombia S.A.

Risk Profile: Assessment of the Organization's Risk and Risk Appetite.

Probability: Possibility of something happening.

Process: Section or department within the Organization with specific functions and sequential activities to achieve a result.

Risk: Possibility that an event materializes and generates a negative impact or effect on the Organization.

Inherent Risk (RI): Risk assessed without taking into account existing control measures.

Risk by process: Risks identified and assessed within a process or area of the Organization.

Residual Risk (RR): Risk assessed after the Control measures implemented to mitigate each Risk.

SIAR: Integrated Risk Management System (Spanish acronym): A dynamic process made up of several defined stages which, when carried out in sequence, support the proper management of risks, providing a broad overview of risks and their impact for decision-making, with the aim of increasing the Organization's value in the short, medium and long term.

PROBABILITY SCALE	IMPACT SCALE
VERY HIGH	CATASTROPHIC
HIGH	MAJOR
MEDIUM	MODERATE
LOW	MINOR

Residual Risk Level			
Extreme	High	Moderate	Low
The Organization considers this level of Risk to Indicates an elevated risk, also above the Risk that normally does not require any special Risk where opportunity cost savings can be found by reducing the level of control, or where opportunities to take on more risk may arise.			
The Organization considers this level of Risk to be far beyond its normal Risk appetite. Any Risk acceptable risk appetite. The organization action, except maintaining current controls or found in this band could trigger an immediate could accept it as a matter of policy. It requires other responses.			
response.			
mitigation or an appropriate response to be defined within a set time limit.			
Control Strength			
Unsatisfactory	Needs improvement	Adequate	Strong
1. The Control does not exist.			
A Control in the process of implementation, or A consistent Control that works properly to A documented, up-to-date and formalized			
a Control that is poorly designed (outdatedmitigate the Risk, but requires minorcontrol that is preventive, automatic and			
procedures, corrective, manual, not improvements in its design and/or execution. It permanent, affects the area's timelines, covers			
not effective in covering the risk (it does notpermanent), is not executed correctly and partially covers the causes that generate thethe causes that generate the Risk and			
cover the causes that generate the risk),allows Risk events to occur. Risk, preventing the Risk from materializing. guarantees that events do not occur.			
resulting in risk events with high losses or findings.			

At Alianza, we have an Integrated Risk Management System (SIAR) that allows us to ensure effective risk management at the corporate level and throughout the value chain. The SIAR supports processes by facilitating the **identification, measurement, control and monitoring** of the Risks to which the businesses are exposed, allowing us to counteract internal and external factors and uncertainties that could divert the normal course of the businesses, thereby ensuring the continuity of operations.

The SIAR guidelines set out the approach needed to address the different types of risk, keeping them within the Organization's risk appetite and thus enabling their proper management and treatment. **Self-management, self-regulation and self-control** are core components of the SIAR and of the internal control system, ensuring that all employees manage their Risks in a timely and responsible manner. Through its different stages, the SIAR interacts with the entire value chain through interdisciplinary teams, strengthening Control activities, generating Risk management strategies and leveraging opportunities.

Types of Risk



Strategic: We ensure the alignment of our decisions with the organization's objectives.



Emerging: We anticipate new risks and impacts that may arise from the environment.



Financial: We manage risks related to financial resources.



Operational: We optimize the efficiency and effectiveness of our production, technological and operational processes.



Compliance (legal - regulatory - normative): We comply with applicable laws and regulations.



Climate: We anticipate opportunities and risks related to climate change, including physical and transition risks.

We work in coordination with all areas in Alianza to provide support and assurance to the entire Organization. This integrated approach allows us to:

- Mitigate risks and capitalize on opportunities.
- Strengthen the capabilities of our businesses.
- Develop key processes.
- Optimize existing processes.
- Implement new technologies.
- Automate activities.

The SIAR is founded on and developed under international standards for risk management and internal control, such as ISO 31000:2018 - COSO ERM:2017, ISO 22301:2019 - ISO 31050:2023, among others, through which we seek to prevent, mitigate and ensure risks at all levels (strategic, tactical and operational). Risk exposure is assessed periodically, at least once a year.



Any transformation in the Organization's objectives or changes in the internal and external environment could lead to variations in Risks. Therefore, Alianza's integrated risk management is designed to adjust to changes in the environment and respond immediately to their potential effects.

Within the SIAR, responsibilities have been defined that must be carried out by the following areas:

Board of Directors / Audit Committee: Is informed of the main aspects related to the Organization's Risks for proper decision-making. Monitors the periodic management of the evolution of the business's relevant Risks.

Presidency: Approves the policies and guidelines related to the SIAR. Monitors the periodic management of the evolution of the business's relevant Risks.

Corporate Affairs Vice Presidency: Approves the procedures related to the SIAR. Monitors the periodic management of the evolution of the business's relevant Risks.

Corporate Risk Management Coordination: As the second line of defense, it coordinates the identification, measurement, control, monitoring, consolidation and reporting activities of the SIAR, supporting Management (first line). Designs and updates the System's policy and procedures. Promotes effective compliance with the System's policy and procedures, as well as the System's proper functioning and effectiveness (second line).

Risk Management Leaders: Responsible for monitoring the proper functioning of the SIAR, the management of the Risks specific to each process or area (risk map), and new Risks arising from emerging situations given the dynamic nature of the business. (First line)

Risk Management Committee: Committees made up of the Risk Management Leaders and the Corporate Risk Management Coordination, whose purpose is to monitor Risk levels, the plans associated with their mitigation, the treatment of materialized Risks and all other activities that make up, or may make up, the SIAR (third line).

In 2025, more than 1,430 risks were assessed across business units, production facilities, the value chain, strategic projects, products, markets, new businesses and counterparties, analyzing the Probability and Impact of each one, as well as the Controls for their management and mitigation.

According to the Risk assessment at the level of: i) Emerging, ii) Strategic, iii) Financial, iv) Operational, v) Legal and Compliance, and vi) Climate and Human Rights risks, the Residual Risk level for Alianza is **Moderate**. This means that the Risk assessment falls within the Risk Appetite.



Image 1

Inherent Risk Status – Macro risks



Image 2

Residual Risk Status – Macro risks

Emerging Risks



An Emerging Risk is a new Risk that the Organization has not yet identified or does not fully understand; a risk that is known to exist but has not yet fully manifested, or one whose consequences and impact over time are not yet fully understood.

Based on the analysis of global and industry trends, the following Emerging Risks have been identified.

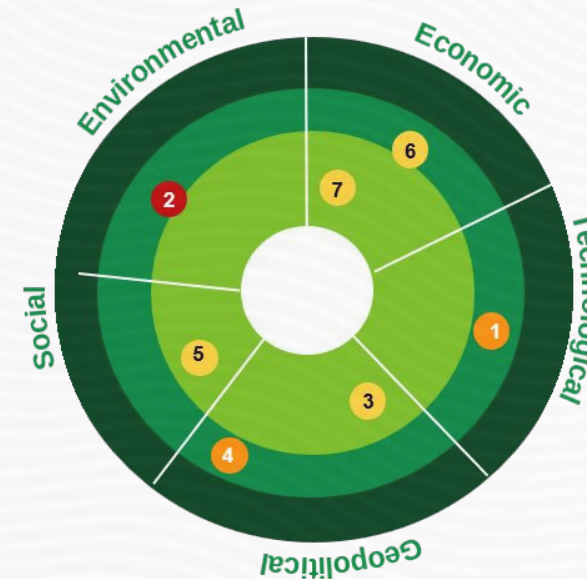
- 1. Cyber exposure due to accelerated technology adoption and AI incorporation.
- 2. Scarcity of critical resources due to climate variability and ESG pressure.
- 3. Logistics and supply disruptions.
- ■ 4. Geopolitical and social changes posing risks to the business environment.
- ■ 5. Decrease in demand due to evolving consumer preferences.
- ■ 6. Lack of key and technical talent for operations and the business.
- 7. Mismatch between demographic changes and business capabilities.

Note: For a complete view of the emerging risks, see the annex at the end of this report.

■ Economic ■ Environmental ■ Geopolitical ■ Social ■ Technology

Impact–Time Radar

The impact–time radar represents the projection of potential impacts, according to the defined scale, over the time horizon considered.



Impact

- Very High
- High
- Moderate
- Low

Speed of emergence

- Short term: 1 – 3 years
- Medium term: 3 – 5 years
- Long term: 10 years



Operational Risk: The risk that business processes are inadequate to achieve the Organization's objectives. These risks are inherent in the ongoing activities carried out across the different areas. They may arise from deficiencies, failures or inadequacies in human resources, processes, technology, infrastructure or external events.

The main operational risks are the following:



 Inventory contamination.

 Supplier concentration/dependency.

 Natural disasters.

 Inventory obsolescence.

 Public risk.

 Shortage/failure of public utilities.

 Damage to property, facilities and equipment.

 Inability to respond to crisis events affecting business continuity.

 Explosion, implosion or fire.

 Shortage of raw materials and supplies.

 Employee accidents inside and outside the facilities.

 Cyberattacks.



Financial Risk: The possibility that the benefits obtained are lower than expected, or that there is no return at all. Financial Risk therefore encompasses the possibility of any event occurring that results in negative financial consequences arising from credit availability, currency exchange rates, interest rate movements and other market exposures.

The main financial risks are the following:

- 1 Changes in macroeconomic variables.
- 2 Deterioration of accounts receivable.
- 3 Fluctuation in input prices.

Compliance Risk (legal – regulatory – normative): The Risk that operations and processes are not carried out in accordance with the sector's laws and regulations, internal policies and regulations, or the established best practices to which the Organization has committed. Non-compliance with laws, standards or regulations may result in fines, sanctions or permanent closures, affecting the organization's strategic objectives.

The main compliance risks are the following:

- 1 Legal and regulatory non-compliance.
- 2 Money laundering/Terrorist financing/Financing of the proliferation of weapons of mass destruction.
- 3 Misuse, inadequate storage or loss of personal data.
- 4 Lack of legal/contractual guarantees in relationships with third parties.
- 5 Transnational bribery – Corruption.



Key Control Testing

During 2025, effectiveness tests were performed on the key controls of the operations in Colombia, in order to validate their proper design and operation, identify opportunities for improvement and strengthen the Organization's control environment and risk management.

The methodology was developed in the following stages:

- **Control Matrix Update:** The existing control matrix of each process was reviewed and refined according to its operational reality, incorporating new controls, deactivating those no longer applicable and adjusting the wording of the controls and their attributes.
- **Key Control Identification:** Based on the updated matrix, the key controls aimed at mitigating the main risks of each process were identified.
- **Key Control Evaluation:** For the key controls, both the quality of their design and the effectiveness of their execution were evaluated.

For 2026, the Organization plans to expand the scope of the key control assessment to new processes. For 2027, testing is expected to extend to the key controls of corporate processes and of Alianza's other operations, progressively moving toward comprehensive coverage to validate their effectiveness and strengthen the control environment and risk management.

Action Plans (PAC)

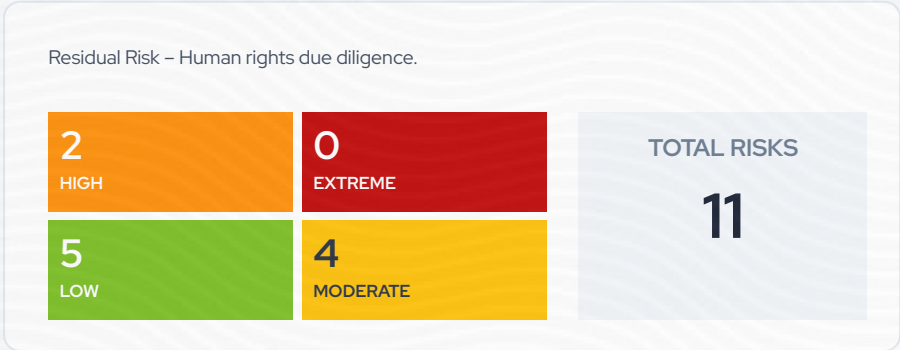
In order to strengthen risk management and ensure the timely treatment of the gaps and improvement opportunities identified, the action plans defined by the Organization are continuously followed up.

During the period, progress was evidenced in the implementation and closure of actions aimed at strengthening controls and reducing exposure to the identified risks. Periodic monitoring will also continue with the designated responsible leaders, promoting the timely fulfillment of commitments and verifying that the actions implemented effectively contribute to strengthening the control environment.



We strengthened the current governance model to manage human rights (HHRR) risks and opportunities at the Board of Directors, Corporate and Local levels.

The due diligence carried out with PwC (2024) aligned the identified alerts with the corporate risk methodology and made it possible to develop action plans according to the risks and impacts detected.



PROGRESS

- Strengthening of the HHRR governance model.
- 100% of operations with action plans and mitigation measures.
- 70% closed, 30% in progress.
- 100% of prioritized palm suppliers with an action plan.
- 45% of the palm supply trained in due diligence.
- HHRR Committee training on root causes, gender equity and grievances, with Proforest.

NEXT STEPS

- Expand coverage to 100% of operations, including BredenMaster and the United States facility.
- Consolidate the human rights governance model at the local level.
- Train and support local teams.
- Adjust job descriptions to include HHRR responsibilities.
- Monitor and verify the indicators established at the local level.



Climate change scenarios

We use **qualitative and quantitative scenario assessment across three time horizons and under two temperature pathways, one of 2 °C or less and another above 2 °C**, with indicators projected to 2030 and 2050. The horizons assessed are short term (1 to 3 years), medium term (3 to 5 years) and long term (more than 10 years), covering our value chain as follows: own operations, upstream with key raw material suppliers, and downstream in distribution and product end-of-life.

Transition Risks:

- Current and emerging regulation: Impacts from carbon taxes, Emissions Trading Systems and non-financial reporting requirements.
- Technological: Higher capital costs to adopt transition technologies in thermal and refrigeration systems.
- Legal and Reputational: Litigation or stigmatization related to climate claims, SBTi targets or sustainability commitments.
- Market: Changes in consumer habits and trade barriers with more demanding customers.

Scenarios: Two scenarios are assessed: the **Stated Policies Scenario (STEPS)**, which provides a projection of the energy system based on the current policy landscape, without considering the implementation of new policies, and the **Announced Pledges Scenario (APS)**, which assumes that governments will meet their stated targets within the established timeframes. These targets include each country's Nationally Determined Contributions (NDC).

Physical Risks:

- Acute: Floods, windstorms and wildfires with potential impacts on infrastructure, crops and logistics blockades.
- Chronic: Water stress (particularly at the Mexico and Chile facilities), extreme heat affecting finished products, and lower agricultural productivity in the palm supply chain.

Scenarios: Two scenarios are assessed: **SSP1-2.6**, a low-emissions scenario that limits global warming to 2 °C by 2100, aligned with the Paris Agreement commitment, and **SSP3-7.0**, a medium-to-high emissions scenario in which temperatures continue to rise steadily. Under this scenario, CO₂ emissions will nearly double by 2100 and temperatures will have increased by 3.6 °C.



Climate governance

The Board of Directors oversees climate-related matters through the Audit Committee at least once a year. The **Decarbonization and Climate Change Committee**, established in 2026, is the executive-level body; it meets quarterly, reports to the Presidency Committee, and is made up of the Vice Presidencies of Operations and Finance and the Directorates of Sustainability, Corporate Risks, and Integrated Management Systems and Environment. It is responsible for approving the Decarbonization Plan, monitoring progress on SBTi targets, assessing actions to address climate risks and defining decarbonization criteria applicable to investment decisions.

Financial implications and management response

Risks arising from changes in Colombian regulation: Colombia's current national carbon tax and the evolution of emissions trading systems, with sectoral scope and a rising reference price under an accelerated transition. The financial impact is a higher cost per tonne emitted, which decreases as the Decarbonization Plan reduces the tax base. Residual risk is high in 2030 in Colombia under IEA APS, and moderate under IEA STEPS. The estimated financial implication, over an average materialization horizon of four years, exceeds USD 500,000*, calculated on the projected volume of emissions and the reference price per scenario.

Risks arising from changes in physical climate parameters: The operations in Mexico and Chile are located in water-stressed areas, a condition that persists under SSP3-7.0 and eases under SSP1-2.6. Water is a critical resource; the financial impact materializes through production capacity constraints and a higher unit cost of the resource due to rate increases or alternative supply. The estimated financial implication, over an average materialization horizon of four years, exceeds USD 500,000*, calculated on the water consumption of the exposed operations and the costs of alternative supply.

*Ranges aligned with the SIAR financial impact table.



Strategy resilience and transition plan

The adaptation plan is specific to the context of each operation and is built site by site based on scenario analysis; it covers 100% of our own operations, with a five-year implementation timeframe.

Transition risks reach their highest materiality under the low-emissions scenario (IEA APS), where carbon costs represent the most significant financial impact; physical risks intensify under the medium-to-high emissions scenario (SSP3-7.0), with more days of extreme heat, higher energy consumption and persistent water stress in Mexico and Chile. Alianza plans on the most demanding transition scenario: meeting the SBTi-validated targets under the Decarbonization Plan, differentiation through product carbon footprint, and regulatory and technological monitoring to sustain resilience and serve as early value capture. The strategy is resilient under both scenarios.

Metrics and targets



Our main objective is to keep risks within a medium level of corporate risk appetite. Our near-term emissions reduction targets **were validated by SBTi Services** in June 2026.

- Scope 1 and 2: 51.44% absolute reduction by 2032 (Base year: 2022 | Emissions covered: 115,962.30 tCO₂e | Coverage: 100%)
- Scope 3 E&I (GHG Protocol Categories 1 and 4): 30% absolute reduction by 2032 (Base year: 2022 | Emissions covered: 200,000 tCO₂e | Coverage: 70%)
- Scope 3 - FLAG: 36.4% absolute reduction by 2032 (Base year: 2022 | Emissions covered: 999,000 tCO₂e | Coverage: 68.9%)
- Renewable Electricity Sourcing (Own Operations): Target of 100% sourcing by 2030 (Baseline: 34.57%)
- Zero Deforestation (Palm and Soy Supply Chain): Target date of January 17, 2028

*The figures presented in this table include the adjustments resulting from the SBTi target validation process, completed in June 2026, after the publication of the 2025 Sustainability Impact Report.



Water is a relevant resource for the continuity of our operations and supply chains. For this reason, we identify and assess water-related dependencies and risks, as well as impacts associated with our interaction with the resource and the basin context, both for our facilities and in priority agricultural supply chains.

Our analysis covers water availability, drought, flooding, quality and access, together with regulatory, reputational and stakeholder-related factors. To do so, we combine internal and supply chain sourcing information with tools such as the WWF Water Risk Filter (WRF)* and the WRI Aqueduct Water Risk Atlas**. The results guide our management priorities and are integrated into the Integrated Risk Management System (SIAR).

In 2026, we updated the characterization of our seven facilities using the WRF. Three of them, located in Mexico and Chile, require closer attention, mainly due to their exposure to water stress and drought. This characterization is complemented by the corporate climate risk analysis, which allows us to consider how physical exposure to water may evolve under different scenarios and time horizons.

For palm and soy, we analyze prioritized suppliers and geographies by combining current physical risks and those projected to 2030, regulatory and reputational factors, and supply vulnerability. To do so, we use available origin and sourcing information, complemented by the WRF and WRI Aqueduct. Under the conditions and horizons assessed, we did not identify immediate critical risks to supply continuity. However, we did observe areas of vulnerability associated with climate sensitivity, geographic concentration, regulatory and reputational context, and data availability. These findings guide our monitoring and management priorities.

Dimension	How we manage it
Availability and physical events	We implement water efficiency, recirculation and reuse measures, condensate recovery, storage and assessment of alternative sources, according to the conditions of each facility.
Quality	We have treatment systems in place and carry out periodic monitoring of water quality parameters in our operations.
Regulation and access	We track applicable legal requirements, permits and concessions, and monitor the regulatory and water governance context.
Territorial context and stakeholders	We incorporate the basin context and its users into the risk assessment, and we have engagement and grievance mechanisms for stakeholders in the territories where we operate.
Supply chain	We prioritize suppliers and geographies according to their exposure and vulnerability and, through our Regenerative Agriculture Framework, we promote practices aimed at strengthening soil health, moisture retention and the resilience of sourcing landscapes.
Impacts associated with product end-of-life	In applicable markets, post-consumer management initiatives such as <i>Manos Verdes</i> promote the proper disposal, recovery and reuse of used cooking oil, helping prevent its discharge into water sources.

* WWF Water Risk Filter: a tool to assess physical, regulatory and reputational water risks, considering the basin context.

** WRI Aqueduct: a tool to assess and map water-related risks, including future scenarios.

Risk culture is a strategic element that ensures the Organization's sustainability, security and competitiveness. For this reason, it is integrated into all areas of the business, backed by the leadership of senior management, and permeates all levels of the Organization.

1.

Regular and ongoing training on risk, impact and opportunity management across all our levels and operations through different activities.
2.

Risk identification in projects, initiatives, new product development, and entry into new markets and new categories.
3.

Synergies with partners and stakeholders focused on risk mitigation and opportunity capture.

Elements that are part of our Risk culture:

- | | |
|---|--|
| <ul style="list-style-type: none">• Leadership and commitment from senior management.• Open and transparent communication.• Risk awareness and understanding.• Proactive identification of risks and opportunities.• Integration of risk management into processes. | <ul style="list-style-type: none">• Continuous learning.• Appropriate tools and methodologies.• Participation and collaboration.• Responsibility and accountability.• Monitoring of risk profiles. |
|---|--|

As part of strengthening the risk culture, training sessions were held for both new employees and existing Organization staff, with the aim of strengthening their knowledge, promoting mindful risk management and reinforcing the adoption of corporate principles and guidelines in this area.

To assess the effectiveness of these sessions, knowledge assessments were applied to verify understanding of the content and identify areas for reinforcement. The results serve as input to guide upcoming training activities and continue strengthening employees' risk management capabilities.

Risk Management – 2025

- **Risk identification and assessment in processes**, projects and initiatives, including the update of their risk maps.
- **Monitoring of Emerging Risks**, trends and early warning signs to anticipate impacts and strengthen organizational resilience.
- **Update of the Business Continuity Plan**, considering disruption scenarios, critical resources and response and recovery strategies.
- **Assessment and testing of controls** under the Crime Prevention Model (MPD) in the Chilean operations.
- **Identification, assessment and monitoring of risks in new products and relevant portfolio products**, integrating risk management from the design and development stages through matrices that help anticipate vulnerabilities and define treatment measures, as well as in services and markets, incorporating their assessment from early stages to anticipate exposures and support decision-making.
- **Strengthening of cyber risk management**, through the review of controls and protection measures for technology assets and digital channels.
- **Independent audit and assessment of the SIAR**, through periodic reviews to evaluate its effectiveness and identify opportunities for improvement.
- **Support for certifications and management systems**, helping to identify and treat risks and comply with applicable standards.
- **Strengthening of oversight capabilities**, through periodic training on risk management, emerging risks and the evolution of the risk profile.
- At Alianza, annual and business variable compensation incentivizes the management of priority risks for the Organization's continuity and competitiveness. Executives and facility managers are evaluated, among other criteria, on a sustainable management indicator based on S&P Global's annual corporate sustainability assessment, which measures practices across the economic, environmental and social dimensions. In 2025, this indicator was assigned a weight of 5% of their total variable compensation. At facility level, incentives are also linked to waste reduction, carbon footprint and the execution of strategic projects that seek to expand production capacity, improve efficiency and ensure fulfillment of the Organization's commitments. In this way, the company reduces the risk of falling behind the market and protects business continuity and the profitability expected by shareholders.



Emerging Risks – Annex

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Cyber exposure due to accelerated technology adoption and AI incorporation. Category: Technology The accelerated incorporation of emerging technologies (such as the automation of production processes, e-commerce platforms, cloud-based collaborative environments and AI-driven models) drives efficiency and innovation at Alianza. However, this transformation also exponentially increases exposure to cyberattacks, especially in an environment where clear guidelines on the responsible and ethical use of AI-based tools do not yet exist. A breach in information technology (IT) or operational technology (OT) systems can generate critical consequences. In addition, non-compliance with local and international personal data protection regulations exposes the Organization to regulatory sanctions, litigation and loss of trust from customers, strategic partners and consumers. This loss of trust can directly affect corporate reputation and put the Organization's sustainable growth at risk.	• Disruptions to operations, production stoppages and outages of digital services. • Leakage or hijacking of sensitive data or confidential information, and deterioration of key digital assets. • Fines for non-compliance with privacy regulations in the countries where personal data is processed. • Loss of trust and brand deterioration. • Remediation expenses and possible litigation. • Costs generated by unnecessary implementations or uncoordinated decisions between areas, resulting in redundant investments, underutilized resources and loss of operational efficiency. • Massive generation of information without adequate oversight or control, increasing the risk of errors, duplications and decisions based on unreliable data.	• Dynamic governance of information security and data. • Organizational awareness and outreach programs. • Training in emerging technologies. • Implementation of the Zero Trust model. • DevSecOps program. • Third-party management and digital due diligence. • Awareness-raising and practical simulations. • Cyber insurance coverage. • Holistic risk management across IT, OT and AI.

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Scarcity of critical resources due to climate variability and ESG pressure Category: Environmental The intensification of extreme weather events –such as heat waves, water stress and flooding– is negatively impacting the availability and quality of key raw materials for Alianza, particularly those of agricultural origin, as well as fuel and heat sources. This climate pressure, combined with rising prices, logistics bottlenecks and the growing risk of contractual breaches, compromises operational stability and business competitiveness. At the same time, investors, customers and regulators are raising their expectations regarding ESG performance. A weak response to this new reality not only exposes the Organization to reputational risks, but may also limit its access to key sustainable and financial markets.	• Operational: line stoppages, lower productivity and delivery rescheduling. • Financial: increased raw material costs, contractual penalties and the need for more expensive hedging. • Reputational and market: loss of stakeholder trust, downgrading of ESG ratings and restricted access to customers with sustainable sourcing criteria. • Strategic: limitation of sustainable growth and reduced competitive resilience compared to companies that have already adapted their supply chain to climate change.	• Diversification of the origin and type of strategic inputs through the exploration of an expanded portfolio of suppliers and new sourcing geographies. • Exploration of raw materials and strategic inputs together with suppliers that not only guarantee supply, but also actively collaborate in generating and providing data related to climate change risks and variables. • Regenerative agriculture and Supply Chain Monitoring and Verification System. • Internal capability investments. • Energy decarbonization roadmap. • Strengthened ESG governance: transparent disclosure in line with IFRS and SBTi commitments. • Proactive monitoring of regulatory trends to mitigate potential impacts on the current portfolio and facilitate reformulation, substitution or repositioning decisions.

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Logistics and supply disruptions. Category: Geopolitical Alterations in routes and ports, national and/or international transportation restrictions, congestion on critical routes, container shortages, regulatory changes and/or strikes can affect Alianza's operational continuity and competitiveness. These disruptions can cause shortages of raw materials, ingredients, packaging or supplies, raising logistics and storage costs, as well as causing delivery delays and/or pressure on profitability. A lack of agility in responding compromises service levels, product quality and brand reputation, and may result in loss of market share and of customer and consumer trust.	• Facilities stoppages or reduced-capacity production. • Increased logistics costs and safety inventories. • Contractual breaches and/or penalties. • Loss of sales and market share to more resilient players. • Tensions in relationships with suppliers and strategic partners. • Damage to brand reputation due to customer service failures. • Loss of market share.	• Anticipation of events with local and regional stakeholders (trade unions and associations). • Guidance on how to act during a scheduled or unscheduled strike (Strike Manual). • Redesign of the distribution network with regional and local consolidation centers. • Strategic alliances (third-party logistics – logistics integrator) offering alternative routes and modes. • Diversification and qualification of raw materials (MP), packaging materials and supplies (MEIs) suppliers. • Continuous monitoring with shipping lines. • Alternative route management. • Security manual. • Safety stock of MP and MEIs. • Financial hedging.

Emerging Risks

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Geopolitical and social changes posing risks to the business environment. Category: Geopolitical – Social The evolution of geopolitical and social contexts—including changes in public policy, reforms to regulatory frameworks, international tensions, social protests, institutional instability or changes to trade agreements— can affect legal certainty, regulatory predictability and Alianza's operational viability in the countries where it operates. These transformations can translate into new tariff or environmental barriers, supply chain disruptions, restrictions on product movement, contractual changes, increased operating costs and even risks to business continuity.	• Increase in unforeseen tax or regulatory burdens. • Loss of incentives or abrupt changes in regulatory frameworks. • Reputational risks from operating in socially sensitive contexts. • Logistics interruptions due to social conflicts or temporary or permanent closures. • Financial impact from changes in investment conditions or capital outflows in the countries where we operate or have projections. • Contractual or non-contractual litigation, or disputes with public entities.	• Ongoing global analysis of geopolitical and social dynamics, with special emphasis on the countries where Alianza operates or maintains critical nodes in its supply chain. This monitoring makes it possible to anticipate disruptive scenarios and make informed decisions regarding emerging risks. • Development and implementation of agile protocols for events such as blockades, social protests, logistics delays or unplanned strikes, minimizing their impact on operations and ensuring business continuity. • Establishment of contractual liability clauses. • Preventive communication and stakeholder engagement strategy. • Innovation in formulations and input flexibility. • Supplier qualification. • Safety stock.

Emerging Risks

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Decrease in demand due to evolving consumer preferences. Category: Economic – Social New consumer preferences –including the rejection of ingredients perceived as unhealthy and a preference for more sustainable and lower-cost options– are redefining market expectations. This transformation represents a direct risk to the commercial relevance and positioning of the brands that rely on Alianza as a strategic partner. If the Organization does not adapt its portfolio in line with the emerging needs of these brands and their deep understanding of the end consumer, there is a high risk of losing market share and weakening customer relationships.	• Drop in sales and loss of gross margin. • Consumer migration to competing brands or emerging substitutes. • Product obsolescence and reformulation or relaunch costs. • Margin deterioration and pressure on profitability. • Reduced top-of-mind awareness and loss of brand loyalty.	• Trend radar with periodic alerts. • Agile, consumer-centered innovation pipeline. • “Clean-label” reformulation of flagship items. • Brand extensions focused on health and sustainability. • Market penetration strategies in new niches. • Proactive monitoring of regulatory trends to mitigate potential impacts on the current portfolio and facilitate reformulation, substitution or repositioning decisions.

Emerging Risks

RISK/DESCRIPTION	CONSEQUENCES/IMPACT	MITIGATION ACTIONS
Lack of key and technical talent for operations and the business. Category: Economic – Social The shortage of specialized human talent represents a direct threat to Alianza's ability to operate efficiently, sustain key innovation processes and execute its corporate and competitive strategies. The difficulty in attracting, developing and retaining technical profiles in areas such as manufacturing, research and development, packaging engineering, finance and marketing, among others, can slow down relevant initiatives and projects, increase dependence on third parties, overload current teams and compromise operational continuity. In a highly competitive talent environment (especially in regions with a low supply of technical talent), the absence of a robust and modern model for attracting, developing and retaining talent directly impacts organizational culture, productivity, operating costs and strategy execution.	• Paralysis or delays in business and cross-functional projects. • Loss of know-how and increasing dependence on third parties. • Increased turnover, staff overload and burnout of key teams. • Difficulties in sustaining innovation processes or ESG compliance. • Loss of competitiveness compared to organizations with talent better prepared to work in uncertain and volatile environments that require the adoption of emerging technologies.	• Proactive identification of key talent before vacancies arise, aligning market capabilities with the organization's future vision. • Talent Bank (succession plans – career paths or pyramids). • Organization-wide effort – Development plans. • Technical talent management model based on critical capabilities by business unit. • Repositioning of the employer brand to attract young and diverse talent. • Conversations with area and business leaders. • Incorporation of analytical tools to anticipate talent gaps.

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Mismatch between demographic changes and business capabilities. Category: Economic Demographic changes –such as population aging, accelerated urbanization, shrinking average household size and internal migration– are structurally redefining consumption dynamics. These transformations affect preferred formats, the most relevant distribution channels and the optimal location of production capacity. If Alianza does not adjust its portfolio, operating structures or go-to-market model in a timely manner, it could face critical imbalances; these mismatches would have direct consequences for operational efficiency, profitability, customer loyalty and commercial growth projections.	• Overcapacity in regions with declining demand, or underutilization of productive assets in certain regions. • Shortages in areas with high concentrations of population growth. • Loss of sales due to formats or presentations poorly adapted to new profiles. • Logistics inefficiency and higher operating costs due to non-optimized distribution. • Deterioration in end-customer satisfaction and loss of positioning. • Portfolios misaligned with consumers' new needs.	• Demand analysis by zone, lifestyle and consumer behavior. • Portfolio and format adjustments according to new segments. • Redistribution plan and operational flexibility. • Logistics expansion and alliances. • Predictive demand model.