Sustainable Management Report 2023

Nurturing a Better Tomorrow

Sustainable Management Report 2024

GRI 2-5

We present our Sustainable Management Report 2023, which was prepared under the modality and in accordance with the Global Reporting Initiative (GRI) standards. This report has been reviewed by the firm Ernst & Young, whose independent verification report is detailed in the annexes section in order to ensure the transparency, quality and comprehensiveness of the information hereby presented.

In addition, we would like to highlight that our report complies with the GRI 13 - Agriculture, Aquaculture and Fisheries sector standard. We have also included the material indicators proposed by the Sustainability Accounting Standards Board (SASB) for the agricultural food industry, processed food and food retailers and distributors. In line with our commitment to excellence and integrity, we have also followed the International Financial Reporting Standards (IFRS) in our Sustainable Management Report 2023

Content

Alianza Team

Nurturing a Better Tomorrow

Nurturing a better tomorrow.

Empowering the talent | Allies from the origin | Generators of prosperity

We are allies

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Planet

ODS 4.7; 13.1; 13.3; 15.2

Climate change is one of the greatest challenges we face as humanity and, according to our latest materiality analysis, the most relevant material issue for the company. We know that being resilient is not only limited to the management of greenhouse gasses, so from our **Climate Strategy** we give a comprehensive scope to the environmental dimension acting from two fronts: governance, and mitigation and adaptation.

The heart of **governance** is risk and opportunity management, which provides us with key elements for decision-making to accelerate mitigation and adaptation actions, ensuring that our contribution is forceful and timely. We adopt recommendations from global frameworks and benchmarks that go beyond legal compliance, seeking corporate alignment of areas and businesses, empowering process leaders, mobilizing and inspiring our stakeholders with collaborative initiatives such as *#SumarPorElPlaneta*.

Main internal tactics we are implementing

Mobilization and acceleration of action: Collaboration, alliances to #SummingForThePlanet, green financing, education and understanding from data

Empowerment and incentives: variable compensation for the achievement of environmental commitments, environmental culture and responsible purchasing policies.

The starting point for **mitigation and adaptation** is the optimization of operations, in addition to crucial components such as intelligent planning of supply and demand, innovation, technological renovation and collaboration in the supply chain, achieving a lower environmental impact and moving towards circularity in our products and packaging. Our management goes beyond our facilities, and as with our Responsible Sourcing Strategy, we work hand in hand with our direct and indirect suppliers to contribute to their development, caring for strategic ecosystems in the areas where we operate in order to be allies from the origin.

Main tactics

Optimization and technological reconversion: Be more efficient in our production processes and invest in low-emission technologies and equipment.

Sustainable and collaborative logistics development: Efficiencies, optimal logistics network, collaborative models and low-emission fleet.

Circularity solutions: Differential business and products from a life cycle perspective.

Responsible sourcing (Strategy alignment): No deforestation, regenerative agriculture and supplier development.

Nature-based actions: Conservation and regeneration of ecosystems for adaptation.

Top Advances

We committed to 2030 science-based emissions reduction targets with the SBTi initiative (Science Based Targets Initiative).

We assessed, by climate change scenarios, the physical and transitional risks for our own operations and key palm sourcing regions and began financial impact analysis for prioritized risks.

Developed a life cycle analysis tool for two impacts: carbon footprint and water footprint of our products.

We created a corporate information system for packaging and a taxonomy that allows us to centralize and unify data in order to monitor the progress of the objectives set out in our commitment.

Advancing our commitments to 2023

No progress | In progress | Fulfilled

Structure our corporate climate strategy to set our Science-Based Targets based on reliable data and long-term projections.	Fulfilled
Make our Manos Verdes® circular economy program a benchmark with regional impact and presence in at least four countries.	In progress
Structure long-term projects with our brands and businesses that generate high social and/or environmental impact.	In progress

Governance

GRI 201-2; NIIF 6 a -b; NIIF 10 a-d; NIIF 29 f

Climate change, the natural resource crisis and biodiversity loss are among the top 10 near-term global risks according to the *World Economic Forum 2024 Global Risks Report*. Given our connection to the agricultural chain, our social context and geographic location, we are particularly vulnerable to their effects, so we act proactively to manage the risks and capitalize on the opportunities presented by this global landscape.

These emerging risks have been part of the risk maps of each of our operations for years together with our Supply Chain Monitoring and Verification System - Ubuntu, which evaluates critical environmental, social and governance aspects in the agricultural and livestock chains.

We aligned the methodology for assessing climate change-related risks with the Corporate Risk Management process, incorporating particular elements such as scenario and financial impact analysis in line with the recommendations of TCFD (Task Force on Climate-related Financial Disclosure) in the short, medium and long term, now part of the S1 and S2 frameworks of the IFRS.

The Vice-Presidency of Corporate Affairs plays an active role in mobilization and bringing these topics forward to the Board of Directors, but it is the Corporate Risk Coordinator that manages them, continuously monitored by the Board of Directors through the Audit Committee.

Opportunities and risks related to climate change

During 2023, we conducted a preliminary assessment of physical and transition risks and are currently finalizing this project with ERM - Environmental Resources Management, a renowned global sustainability consulting firm. This assessment encompasses all of our own operations and four palm mills: two in Colombia, one in Peru and one in Mexico, which are key for our corporate sourcing.

Physical risks:

The scenarios used for the physical climate risk assessment are those set by the Sixth Assessment Report 2021 of the Intergovernmental Panel on Climate Change (IPCC). These reflect the potential changes in net CO2 emissions according to the climate policy narrative and social characteristics of each scenario. Projections of 9 climate indicators for two selected scenarios SSP1-2.6 and SSP3-7.0 have been used for this assessment.

- SSP1-2.6. Low emissions scenario limiting to 2°C increase by 2100, aligned with the Paris Agreement.
- SSP3-7.0. Medium to high emissions scenario, by 2100 emissions are almost doubled and temperatures will have increased by 3.6°C. Competitiveness between countries increases and local issues are prioritized.

We found that extreme heat in Colombia and water stress in Mexico and Chile are the most relevant risks for the organization. Flood risk is moderate across the board in all geographies, although there are exceptions, so we are deepening our analysis on a more thorough scale. Overall, there is a trend towards increasing level of risk in the long-term SSP3-7.0 scenario, however we have moderate to high risks even in the short-term SSP1-2.6. low emissions scenario. For palm mills, we identified four risks of which extreme heat, wildfires and extreme winds can have a significant effect at the productivity level and flooding at the quality level. We are working on linking the results with other sector specific studies to better understand the impact at the supply level.

Extreme | High | Moderate | Low

Risk	Risk Element	Barranquilla						Buga						Bogotá						BredenMaster						Chile						Mexico					
		Baseline		2030		2050		Baseline		2030		2050		Baseline		2030		2050		Baseline		2030		2050		Baseline		2030		2050		Baseline		2030		2050	
		SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3
Water stress	Water service interruption	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	H	H	H	H	L	L	M	M	M	M	H	H	H	H	H	H
Water stress	More stringent regulations	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	M	M	M	L	L	M	M	M	M	L	L	M	M	H	H
Water stress	Competition with communities	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Extreme heat	Affecting outdoor collaborators	L	L	L	M	M	M	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	L	L	L	L	L	L	L	L	L	L	L	L
Extreme heat	Impact on products and raw materials	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	L	L	L	L	L	L	L	L	M	M	M	H
Extreme heat	Affecting processes and equipment	M	M	M	M	M	H	L	L	L	L	M	M	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Wildfires	Roadblocks in the surrounding area	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	M	M	M	M	M
Wildfires	Inhalation of smoke or particulate matter	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	M	M
Floods	Infrastructure and equipment damage	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	M	M	M	M	M	M	M	M	M	M	M	M
Floods	Interruption of access to facilities	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Extreme winds	Infrastructure and equipment damage	L	L	M	M	M	M	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L
Extreme winds	Falling object injuries	M	M	M	M	M	M	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L

Transitional risks

The climate scenarios used as reference for the transitional risk assessment are those proposed by the International Energy Agency (IEA) in the *Energy Outlook 2023*. The scenarios used for this assessment are *Stated Policies Scenario* (STEPS) and *Announced Pledges Scenario* (APS):

1

STEPS
reflect a sector-by-sector review of existing policies and measures. It is associated with a temperature increase of 2.4°C in 2100 (50% probability).

2

PSA
assumes that countries without ambitious long-term commitments benefit from accelerated cost reductions of clean energy technologies. It is associated with a temperature increase of 1.7°C by 2100 (50% probability).

We have identified 10 transitional risks relevant for Colombia, including three legal and compliance risks, one technology risk, two reputational risks and four market risks. After evaluation, we found that the most relevant are carbon pricing mechanisms, the transition to low-emission technologies, the rising cost of raw materials, and energy and fuel costs.

We are close to completing this assessment for Mexico and Chile.

For the prioritized risks (high and medium rating) the next step is to analyze their financial impact. This information will be essential in our decision making process as we seek to align these elements to our financial planning and business strategy. These results are also key for the prioritization of actions to better adapt to physical risks in operations and to continue developing capabilities in our suppliers, thus avoiding supply interruption over time.

Risk type	Climate-related risk factor	Impact Description	Geography	STEPS			APS		
				Baseline	2030	2050	Baseline	2030	2050
Legal and compliance	"Carbon pricing mechanisms (National carbon taxes)"	Increase in operational costs due to the payment of the national carbon tax, which presents an annual increase that varies according to the climate scenario.	Colombia	Low	Moderate	Moderate	Low	High	Moderate
			Mexico	Low	Low	Low	Low	High	Moderate
			Chile	Low	Low	Moderate	Low	Moderate	Moderate
Legal and compliance	"Carbon pricing mechanisms (Emissions Trading Systems)"	Increase in operational costs due to the payment of tradable emission quotas.	Colombia	Low	Moderate	Moderate	Low	High	Moderate
			Mexico	Low	Low	Low	Low	Low	Moderate
			Chile	Low	Low	Moderate	Low	Moderate	Moderate
Legal and compliance	"Increased emissions disclosure obligations (Mandatory Emissions Report)"	Increase in operating costs associated with data collection, processing and reporting of information related to GHG emissions	Colombia	Low	Low	Low	Low	Low	Low
			Chile	Low	Low	Low	Low	High	Moderate
Legal and compliance	Requirements and standards on energy efficiency	Increase in operating costs associated with the implementation of an SGE.	Chile	Low	Low	High	Low	High	Extreme
Technological	Transition towards technologies with lower emissions	Increased capital costs due to investments in new technologies	Colombia	Low	Moderate	Moderate	Low	Moderate	Low
			Mexico	Low	Low	Low	Low	High	Moderate
Reputational	Compliance with corporate sustainability and climate change goals	Loss of consumers, clients and new opportunities due to non-alignment with the expectations of the market and the general public.	Corporate	Low	Low	Low	Low	Low	Low
Reputational	Stigmatization of the sector	Loss of consumers, clients and new opportunities associated with the non-mitigation of GHG emissions throughout its value chain.	Corporate	Low	Low	Low	Low	Low	Moderate
Market	Increase in the cost of raw materials	Increase in operational costs due to the increase in crude palm oil prices.	Corporate	Low	Low	Moderate	Low	Moderate	Moderate
Market	Change in consumer preferences	Reduction in sales due to changes in consumer perception associated with responsible and sustainable consumption trends.	Corporate	Low	Low	Low	Low	Low	Moderate
Market	Limitation to doing business with more demanding markets or clients	Reduction in sales associated with loss of customers due to non-alignment with initiatives or practices required by the market	Corporate	Low	Low	Low	Low	Low	Moderate
Market	Fuel cost	Increase in operational costs due to increased fuel prices.	Corporate	Low	Low	Low	Low	Low	Low

Opportunities

We have identified at least 6 opportunities around resource efficiency, access to new markets, innovation in products and services, new energy sources and resilience.

Some of these opportunities we have already started capitalizing on in our business, an example of this is the award we received at the *Food Ingredients Europe Innovation Awards* for our Mirror Tissue technology, which is able to mimic the characteristics of animal fats while being a vegetable product, ideal for the production of plant-based food.

Acceleration of action, empowerment and incentives

We value partnerships and in our 2030 Vision we declare that we are allies for the planet and work every day to continue nurturing a better tomorrow. Part of this work is represented in our **#SumarPorElPlaneta** initiative, through which we promote constructive experience exchanges between different stakeholders, strengthening technical, operational and strategic knowledge, leading by example and together create collaborative initiatives that impact the planet and accelerate action beyond our supply chain.

Currently in Buga, 18 companies are actively participating in the initiative. We organized the III Industrial Environmental Forum, with the participation of more than 150 attendees and speakers from companies sucha as Celsia/Grupo Argos, Postobón, Gaia, CECODES, Adispetrol S.A., students and teachers from the Agricultural Educational Institution of Guadalajara de Buga.

In Bogota for the first time we worked with 29 transport suppliers in **#SumarPorElPlaneta**, sharing our climate strategy with them and bringing to the table relevant issues around trends in decarbonization of the sector from experts such as GAIA Servicios Ambientales and LOGYCA, in addition to learning about government policies and plans directly from the District Secretariat of Mobility of Bogota.

Likewise, in Mexico we held forums regarding this initiative with the participation of 6 companies of the sector.

#SumarPorElPlaneta +

Environmental culture

The involvement of our employees in activities that positively impact our planet and raise awareness of the importance of environmental actions inside and outside the company is a key mobilization lever. Through our volunteer program under the *Aliados Somos Más* framework we participate in experiences and spaces of connection with nature.

As of 2023, more than 130 employees are part of the volunteer program and have actively participated in environmental leadership activities such as fairs, festivals, training workshops, cleaning of ecologically relevant sites and facilities. Two of the most representative programs that have arisen from this initiative that seek the promotion and conservation of habitats and species are the following:

More trees more life

Plantingand reforesting areas of influence for the organization that allow us to recover ecosystems and contribute to climate change adaptation is a crucial action that we have been carrying out for several years.

During 2023 **we planted**

548

trees and

600

mangrove seedlings in Colombia.

One of the most relevant actions in our contribution to climate change at city/regional level were those carried out in La Ciénaga de Mallorquín near Barranquilla, Colombia. We participated with a group of 113 volunteers and different public and private actors in the planting of 600 seedlings of black, red and almond mangroves, promoting the recovery of the natural barrier of mangroves. This ecosystem is home to different species of birds, fish and amphibians and plays a crucial role in reducing the adverse effects of climate change such as tides and tropical storms.

In Bogota, we worked in the ecological restoration of the Mirachuelo eco-environmental park, contributing to through the planting of 418 trees with the participation of our employees, which also included awareness-raising activities regarding the socio-environmental problems experienced by the communities surrounding the Doña Juana Landfill.

In Buga, 350 trees were planted in one of the seven sites part of the most important bird corridor of the region, achieving a positive impact on the biodiversity of our environment aligned with the environmental authority *Corporación del Valle del Cauca (CVC)*. The actions developed jointly in Buga over the years resulted in us being awarded a recognition at the end of 2023 by the ITA School and its environmental committee for the accompaniment in the training of their students.

More flowers for pollinators

We understand the importance of promoting and protecting the ecosystemic service of pollination. We planted 293 species of flowers that, in addition to conserving pollinators, will allow us to recover public green spaces in the areas surrounding our facilities.

Mitigation and adaptation

In each operation, we monitor and verify environmental compliance through monitoring matrixes, including local regulatory guidelines.

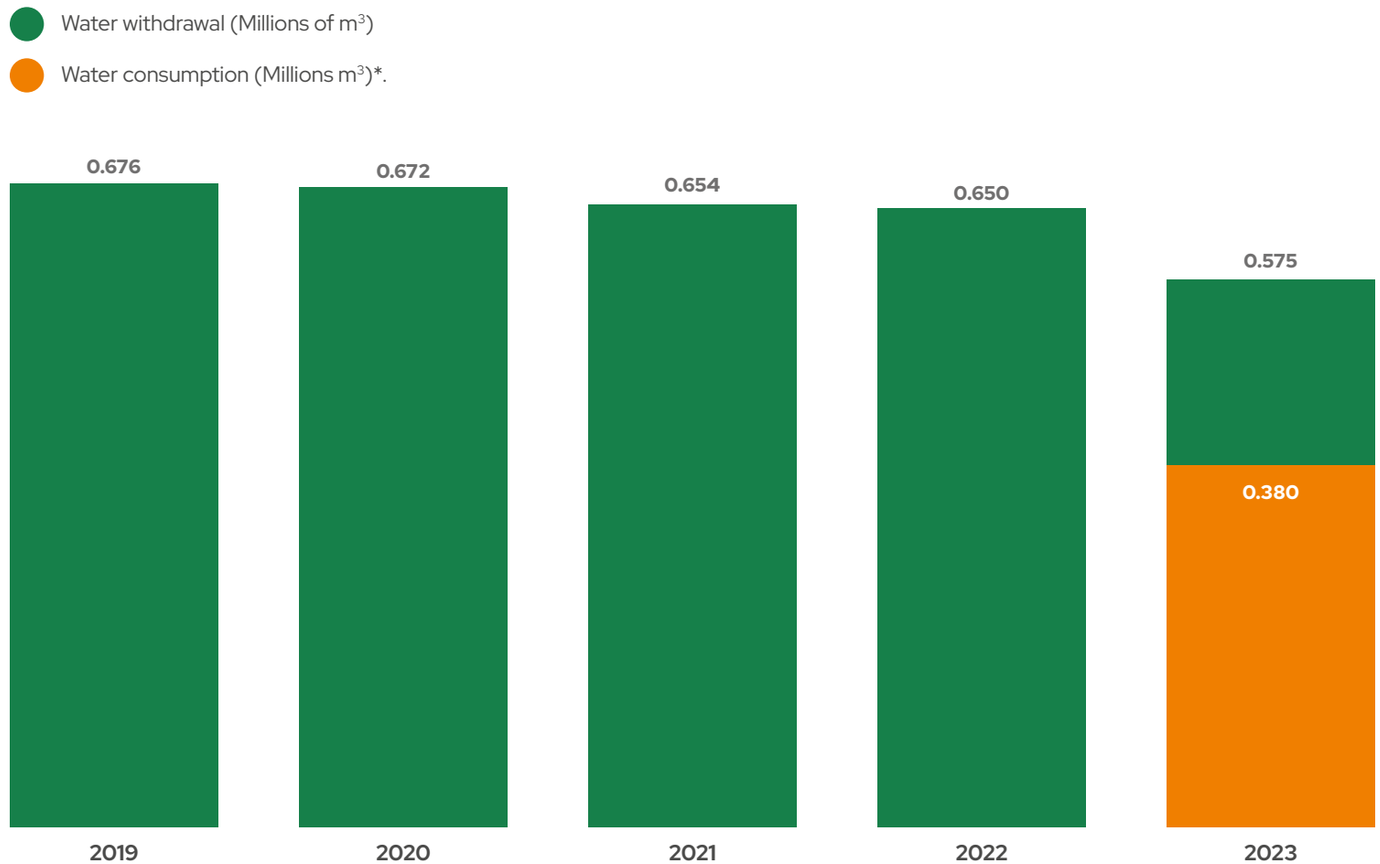
Water

T15; GRI 303-3; 303-5; SASB FB-AG-140a 1,2 y 3

ODS 6.3; 6.4

As an indispensable resource for our operations and for life in general, ensuring its availability in the future requires a deep understanding of the dynamics of key ecosystems and work beyond operations, alongside key stakeholders.

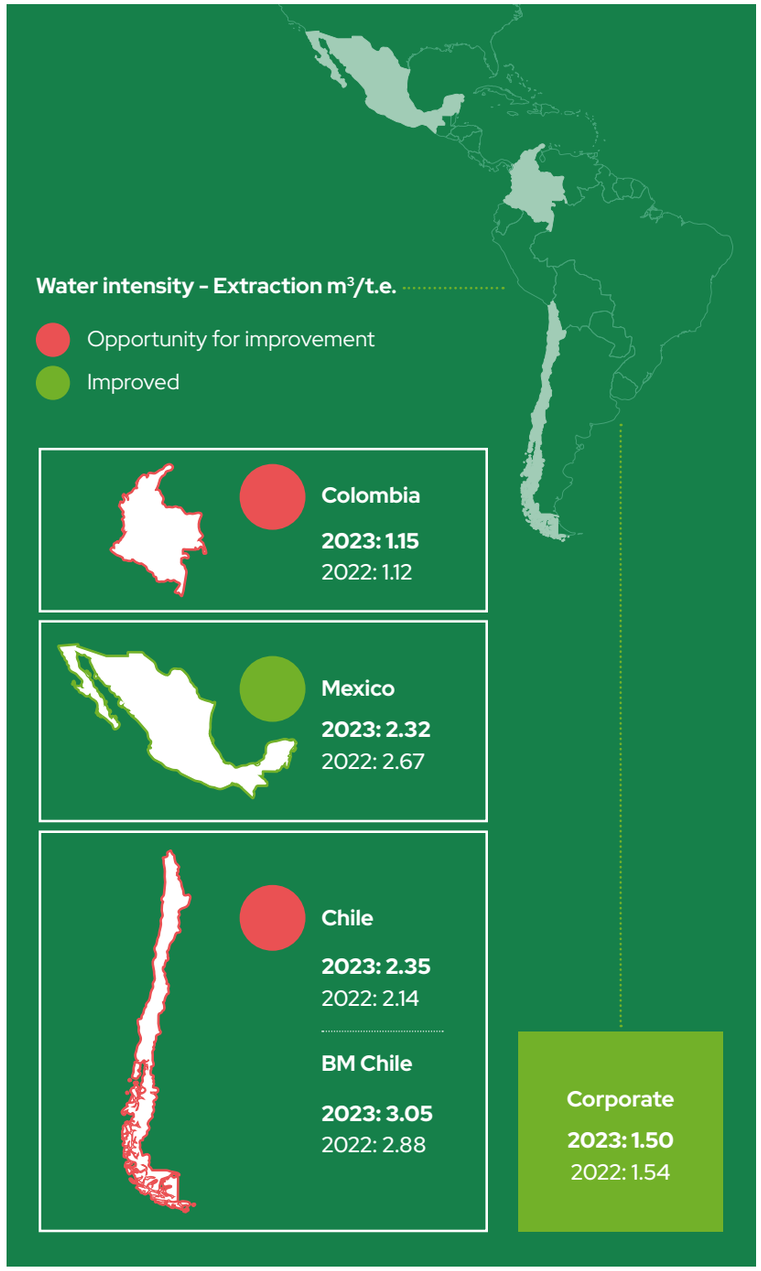
We have reduced water withdrawal by almost 15% since 2019 at the corporate level, through initiatives such as eliminating leaks, reducing steam consumption, recovery of condensation, water recirculation and environmental culture. With regard to recirculation, we have made significant progress in the use of desirable condensation that, due to its physical and process characteristics, allow for a second use.



* Measurement to begin in 2023.

We highlight the results of our facility in Mexico, which in 2023 implemented water recirculation in different processes and rainwater collection for cleaning processes, improving the extraction intensity indicator per packed ton by 13%.

In Bogota, we implemented a process to reuse wastewater in sanitary services and general cleaning, which allowed us to reduce extraction by 14% of the permitted volume for groundwater.



We ran an analysis of the areas exposed to water stress for our 6 operations and for the prioritized suppliers of the palm and soybean chains, using the Climate Impact Platform tool of our partner ERM, which for the water stress indicator takes data from the WRI Aqueduct Water Risk Atlas. We found that our plants in Mexico and Chile (Team Foods Chile and BredenMaster) are located in areas with extremely high initial water stress (>80%), but that none of our suppliers have a relevant level of risk at the supply chain level.

To evaluate the residual risk of each operation, the internal methodology of the corporate Risk Management System is followed, taking the previous water stress indicator as the basis for the probability and including the analysis of the scale of the impact and the strength of the implemented control, with the following results:

Extreme **High** **Moderate** **Low**

		BredenMaster						Chile						Mexico					
		Reseline		2030		2050		Reseline		2030		2050		Reseline		2030		2050	
Risk	**Elements of risk**	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3	SSP1	SSP3
Water stress	Interruption in the water service	L	L	H	H	H	H	L	L	M	M	M	M	H	H	H	H	H	H
Water stress	More stringent regulations	L	L	M	M	M	M	L	L	M	M	M	M	L	L	M	M	H	H
Water stress	Competition with communities	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L	L

Our water consumption in these operations located in areas with extremely high initial water stress (>80%) is 0.211 Mm3, representing 55.5% of corporate water consumption. However, as an adaptive measure we are prioritizing actions to reduce water consumption in all geographies and therefore the pressure on water. We are also advancing actions such as the expansion of water storage in some facilities, and alliances with different actors are being sought out in order to advance in the conservation and regeneration of supply basins at the local level.

To date, we have had no incidents or non-compliances related to permits, standards and water quantity or quality regulations.

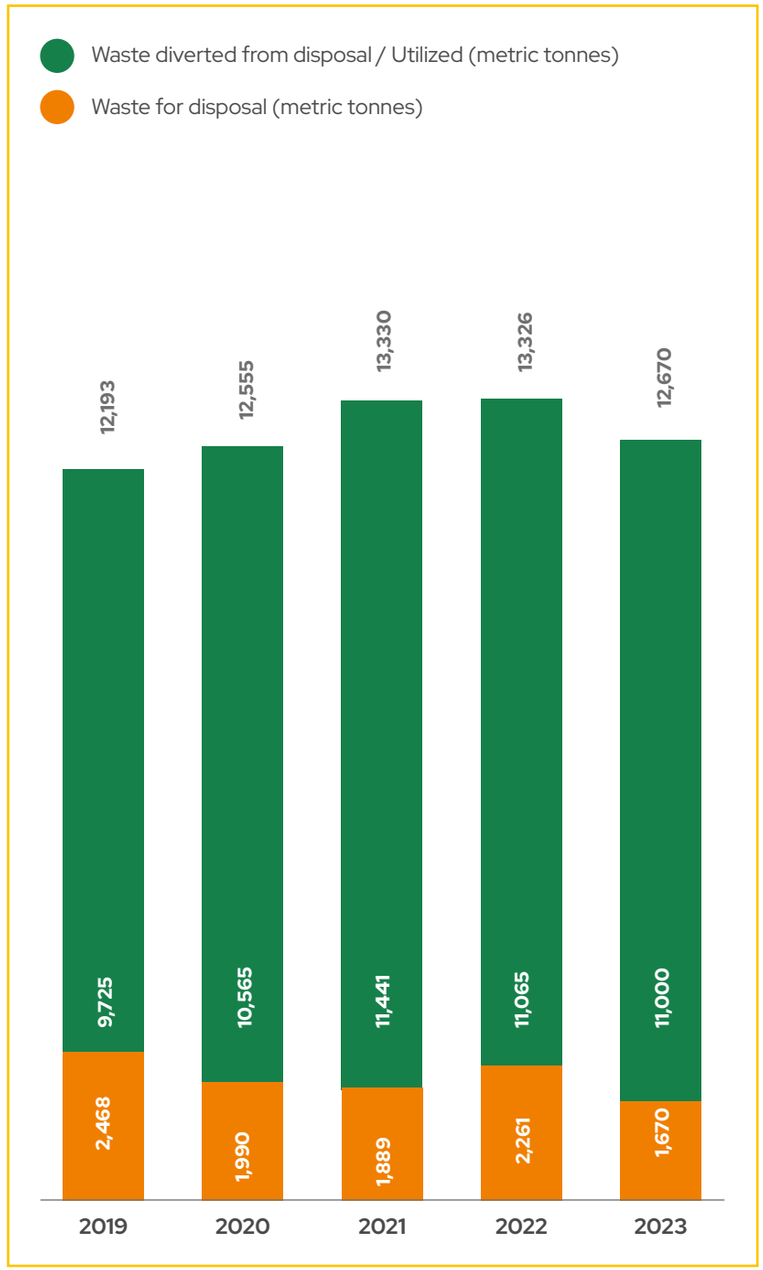
Waste

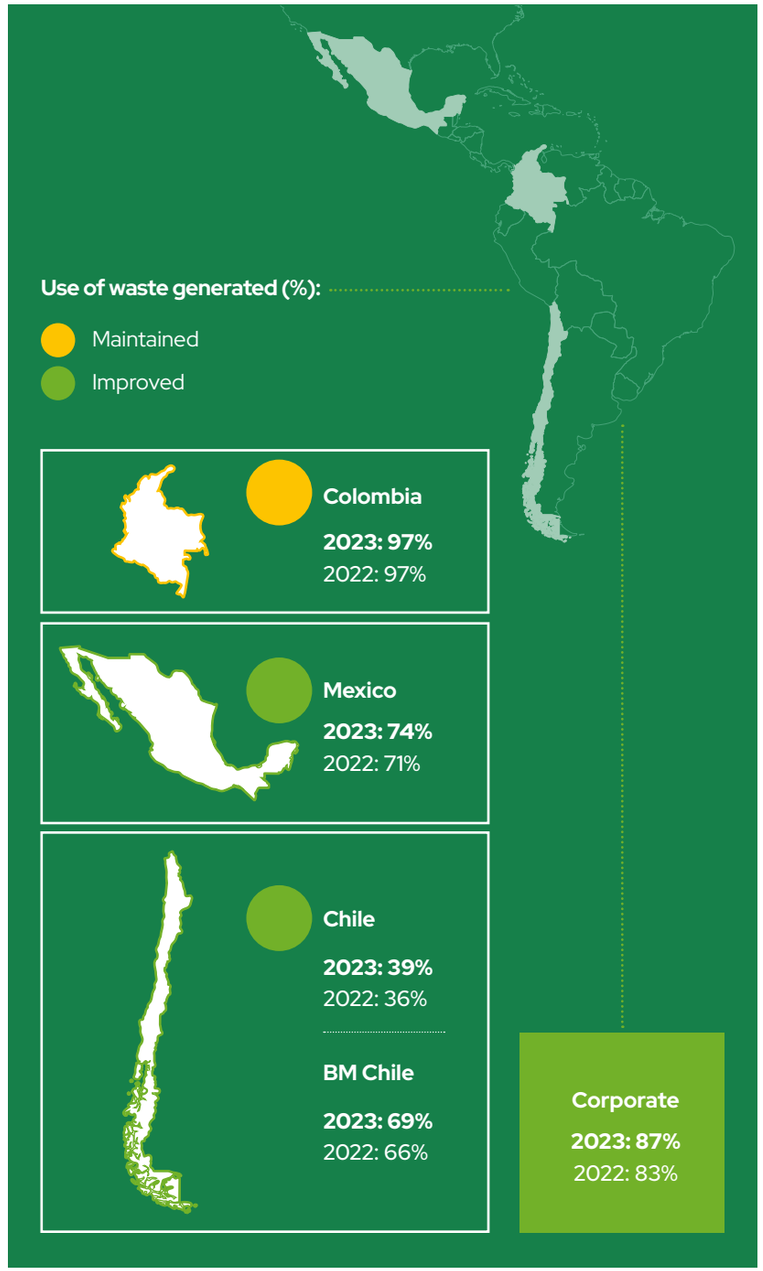
GRI 306-1; 306-2; 306-3; 306-4; 306-5; T17

ODS 12.2; 12.3; 12.4; 12.5

We are convinced that achieving a truly sustainable management of natural resources through the circular economy approach requires a reduction in the consumption of materials from the source. During the last few years we have focused our efforts on improving the waste recovery indicator, achieving 87% at the corporate level, an increase of 5% compared to the 2022 results. We continue to create relationships with different waste managers to achieve our corporate goal, and in turn, overcome challenges at the regulatory level for the use of some waste streams in Chile such as the destination of filter soils from the refining process, which in Colombia are already destined for composting.

Since 2023 we are changing our focus of action, migrating towards a Zero Waste approach, applying the mitigation hierarchy and prioritizing the prevention of waste generated from the source. This work was started in 2022 at the Buga facility with the *More Choices Less Waste* program, which seeks the sustainable management of natural resources through the circular economy approach, where the reduction from the source in the consumption of materials is the key to an environmentally sound management of waste, becoming a transversal initiative at the Corporate level.





Energy and climate change

ODS 13

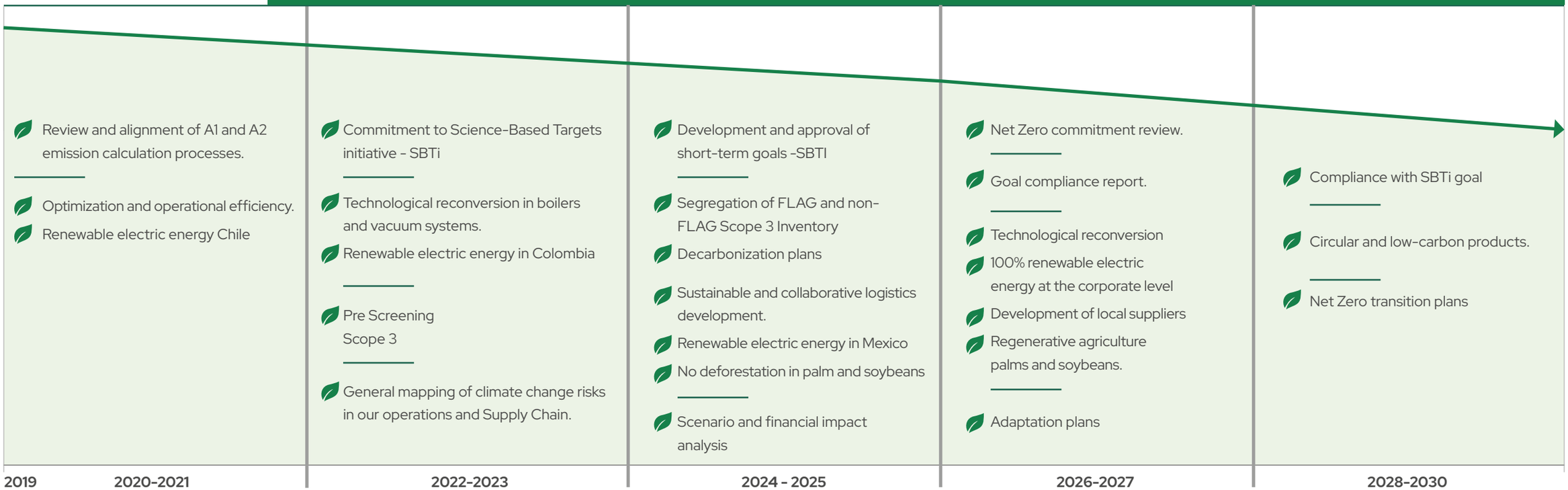
We have been analyzing the impact of our Carbon Neutrality 2030 commitment that we declared in 2020 and concluded that our responsibility is to act to mitigate its effects beyond our own operations, making profound transformations in our business model and in our Supply Chain to reduce emissions before moving towards offsetting projects. Given the above, we evolved toward a near-term emissions reduction commitment in line with the Science-Based Targets (SBTi) initiative this year and the to Net Zero initiative in the coming years.

SBTi is a global initiative that drives companies to set ambitious emissions reduction targets alignedtargetsaligned with the IPCC findings that define 1.5°C as the safe limit to avoid the most devastating effects of climate change. By joining, we commit ourselves to reduce our scope 1 and 2 emissions - consumption of fossil fuels, refrigerants and electricity purchases - by 46% by 2030 and 25% in scope 3, corresponding to the indirect scope operations of our suppliers allies.

We are convinced that this commitment is essential to continue generating prosperity where we have a business presence, strengthen the competitiveness of our businesses, and continue positively impacting our people, communities, supply chain and planet.

Building our roadmap

The main challenge in the next two years is to consolidate our decarbonization plan in the three scopes and to develop and approve the emission reduction targets by the Science-Based Targets initiative.



Energy

GRI 302-1, 302-3, 302-4; SASB FB-PF-130a.1.

ODS **ODS 7.2; 7.3**

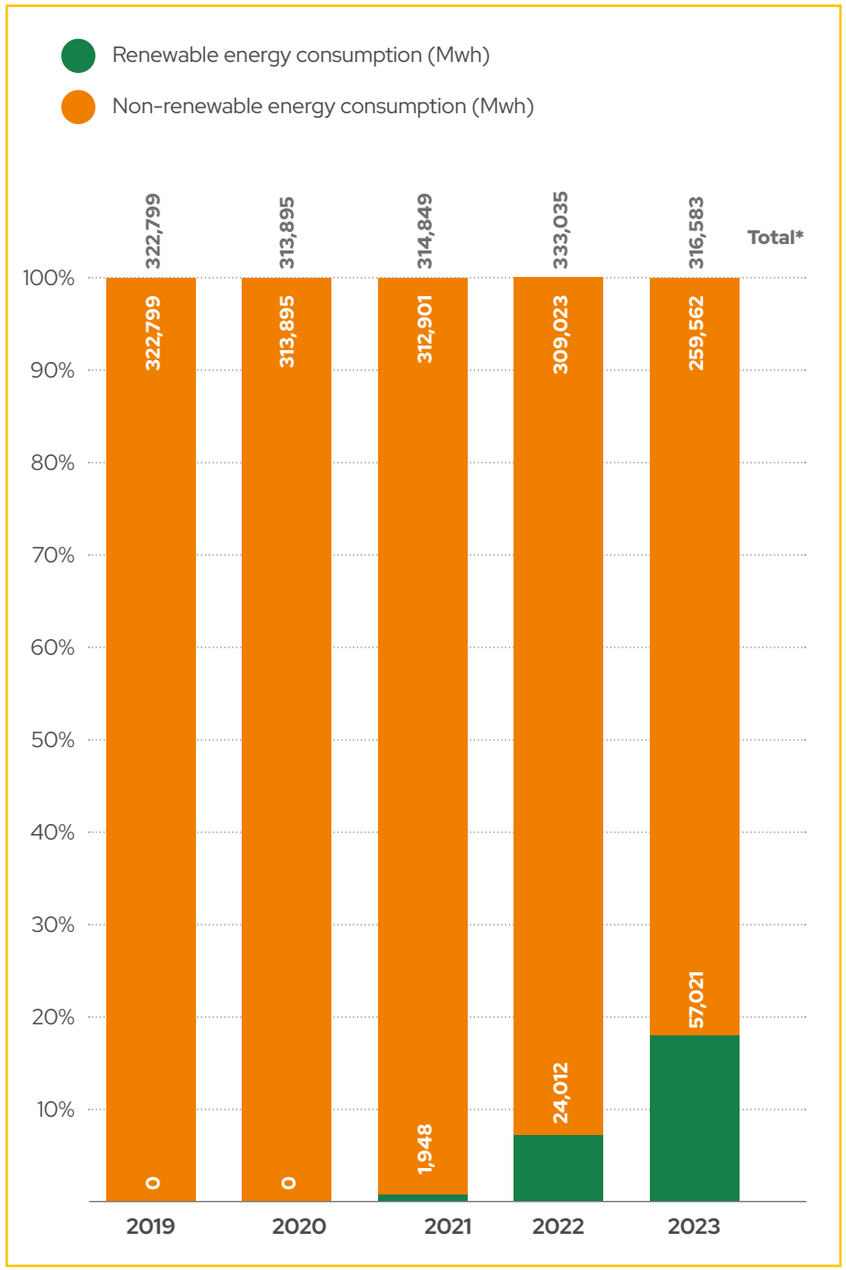
We continue to make progress in our energy transition! During 2023 we purchased 100% I-Rec certified renewable electric energy for our Colombian operation, which, added to the Chilean operation, allows us to achieve 87% renewable electric energy at the corporate level. In Buga we inaugurated a solar farm in collaboration with Celsia, installing more than 10,000 solar panels that provide approximately 30% of the energy we use in that facility.

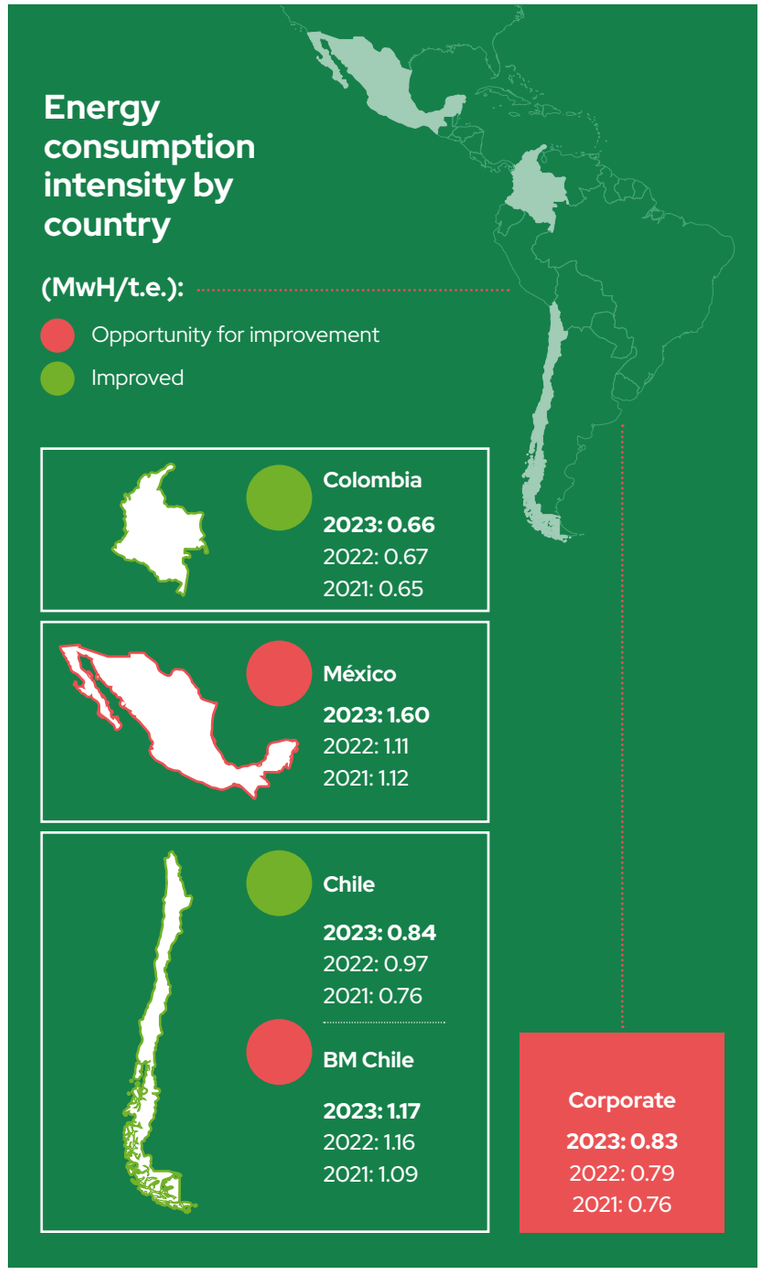
¡Conoce nuestra granja solar en Buga! | Alianza Team +

* Corresponds to the total energy used, adding thermal energy, which is part of Scope 1 emissions, and electric energy, which is part of Scope 2 for the calculation of the corporate carbon footprint.

Electric energy sources (renewable): Hydroelectric, solar and wind.

Thermal energy sources (non-renewable): Natural gas, coal, ACPM, LPG.





Technological upgrades in order to continue reducing electric and thermal energy consumption. In Barranquilla, a substation was installed and all electrical circuits were changed, which will improve energy quality and efficiency.

At a general level, the use of fossil fuels was reduced by 5% compared to the previous year, as a result of energy efficiency projects in the use of fossil fuels and the vacuum systems of the Bogota and Barranquilla facilities. The latter is estimated to represent a reduction in steam consumption of approximately 50% and an increase in production capacity, results that will be reflected from December 2023 onwards.

Mexico will be the first facility to start implementing Ice Condensing technology which will increase steam production efficiency, an initiative that is part of the environmental projects to be implemented as part of the decarbonization plan.

Carbon footprint

GRI 305-1; 305-2; 305-3; 305-4; 305-5; SASB FB-AG-11014a.2; NIIF 29 (a)

Scope 1 and 2 emissions

We have been working on reviewing our historical emissions 2019 - 2023 for scopes 1 and 2, finding some inconsistencies in the data and emission factors used for energy at country level in the different operations. Specifically, for the base year 2019 there was an initial calculation of 124,707 TON CO2e that when corrected was reduced to 104,694 TON CO2e. This means that for the 2023 period, a 17% reduction was obtained compared to the adjusted baseline in absolute terms.

These results have been achieved by optimizing production processes in the facilities through the fuel consumption and increasing steam generation per packed ton as well as by the purchase of I-REC certified renewable electric energy, which for this year already reached87% at the corporate level.

Emissions	2019	2020	2021	2022	2023
Emission intensity A1 + A2 (tCO2e / e.t.)	0.251	0.234	0.218	0.250	0.227
Scope 1 (tCo2e)	85,715	77,559	74,122	97,422	83,134
Scope 2 (tCo2e -Market Based)	19,250	19,427	16,321	8,114	3,752
Scope 2 (tCo2e - Location Based)	19,250	**19,427**	**16,583**	**15,487**	14,437

p.t.: Packaged Ton
Market Based: Market-based Scope 2 emissions are emissions calculated based on a specific power purchase agreement or contract.
Location Based: Location-based Scope 2 emissions are emissions calculated based on the average emissions intensity of a local power grid.

Scope 1 emissions are those generated by activities under operational control in our own facilities, in our case, they are closely related to thermal energy consumption and refrigerant gas recharging. The latter is a key source of emissions, contributing approximately 35% of the carbon footprint of this scope, mainly due to Bredenmaster's operation in Chile, which requires a large refrigerated storage capacity to optimally maintain frozen baked products.

We have been working on the implementation of the Zero Leakage Program to manage possible failures in the machinery and the evaporative and pressurization condensers of the refrigeration systems were changed. To date, we have significantly reduced the consumption of refrigerants and taken actions to reduce fuel consumption (see details in the energy section).

Scope 2 corresponds 100% to emissions from the purchase of electricity. Here we are working on improving energy efficiency and ensuring that the supply is made from renewable energy sources. Thanks to collaborative work with energy suppliers, we have already reduced 80.5% of absolute Scope 2 emissions compared to the 2019 base year.

Technological upgrades will be one of the most relevant tactics deployed in order to accelerate action in terms of emissions reduction in the coming years. We have identified 10 environmental projects to be implemented between now and 2030 that will enable us to reduce emissions by an additional 25% in absolute terms, very close to the SBTi target of 46.2% from the baseline.

Scope 3

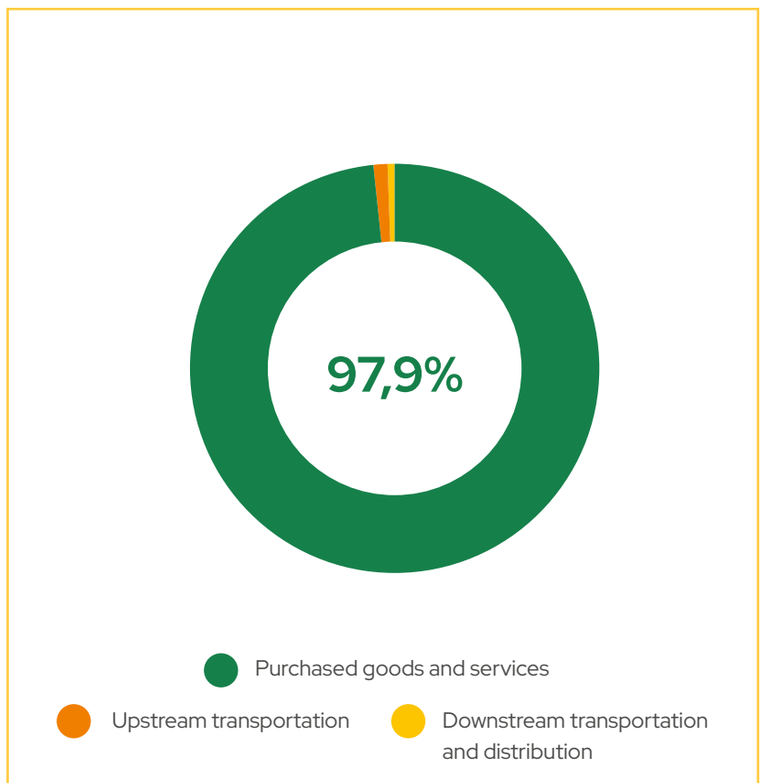
In 2022 we performed for the first time the scope 3 inventory measurement using the GHG protocol tool - Scope 3 evaluator, for 13 of the 15 categories defined for the year 2021. We found that more than 90% of the emissions correspond to category 1 - procurement of goods and services - and the remaining is concentrated in logistics and in the BredenMaster commoditized equipment model.

In defining our emissions pareto we have continued to quantify this scope for the categories of purchase of goods and services (1), upstream transport and distribution (4) and downstream transport and distribution (9) given their contribution and relevance to operations. We are working on iterative improvement of the inventory, migrating towards more accurate calculation methods, for example by strengthening our purchasing information databases by mapping the origin of cultivation or manufacturing, which allows us to use more accurate emission factors (EF) and also by incorporating primary information from our suppliers.

Emissions for the year 2023 are 1,146,558.35 tCO2e, where 97.87% corresponds to Purchases of goods and services, of which 88.72% corresponds to the purchase of lipid raw materials (MPL) and 11.28% of packaging materials, inputs and ingredients (MEII's). The remaining 2.1% corresponds to upstream and downstream logistics. It is important to clarify that most of the fleet of our BredenMaster business is owned, therefore its emissions are calculated in Scope 1.

Of the raw lipid raw materials, soybeans and palm account for almost 87% of our supply, making them our two priority commodities. Although palm accounts for the largest volume of our supply, soybeans contribute more to the emissions as of this commodity because the EF is higher per ton purchased and is variable according to the geographic regions of origin.

We are aligned with the sourcing strategy to develop capabilities and support suppliers in managing their emissions. We initiated a project to map regenerative agriculture practices in palm in Colombia, where we will obtain a customized EF for the region and the impact of the implementation of these practices on the carbon footprint, which will be key in order to to outlineoutlining our mitigation roadmap for emissions associated with forests, land and agriculture (FLAG).



Sustainable and collaborative logistics development

We defined a **Logistics Master Plan** for the Colombian operation, aligned with Vision 2030, focused on the development of capabilities that contribute to the competitiveness of the value chain, incorporating advanced processes and technologies such as data analytics, artificial intelligence and automation. We will focus our efforts on 4 tactics that today contain 53 initiatives to work on over the next 7 years, By 2024 our main challenges will be to assess the projects in economic, social and environmental terms, building our roadmap for emissions reduction scope 3 and align the initiatives and indicators of the Mexican and Chilean operations around the 4 tactics. Through #SumarPorElPlaneta and other actions we will seek to continue promoting spaces for collaboration and action.

1

Transportation efficiencies: Load factor optimization and shipment consolidation.

Primary metric: Load factor (%).

The main opportunity to reduce emissions in the short term is the increase in load factor and consolidation, i.e., transporting more product with fewer vehicles. We launched the *Optimus* program by the end of 2022, and to date we have managed to increase the load factor by 12%, which means the reduction, compared to 2022 of 252 "tractomulas" representing 137,368 kilos of CO2 avoided, and 88,900 kilometers saved, which is equivalent to 2.2 laps around the planet.

To achieve this, we had to break paradigms and apply different resistance tests to the boxes, make changes in the programming and cubic capacity of the vehicles, as well as work together with both customers and suppliers.

2

Optimization in the logistics network: Optimal mesh, alternative routes or storage optimization.

Main metric: Reduction in Km.

An optimal grid requires taking into account multiple variables that lead to the best cost/benefit ratio. During 2023, we worked to optimize facility storage and direct deliveries to our customers, eliminating product transfers to CEDIs and alternate storage warehouses. These changes resulted in a reduction of 4,500 km.

3

Collaborative models: Load balancing alliances.

Main metric: Empty routes (to avoid them).

Due to the nature of the operation, some routes may involve the mobilization of vehicles without cargo. During 2023 we had training programs in collaborative transport models and load compensation in Colombia by the ANDI and with LOGYCA we developed workshops with different companies for its implementation; these spaces were crucial in helping to build trust in order to share information and coordinate loading and unloading frequencies between generators and transport companies. As a result, we now have 6 round routes and 10 allied load generators and transportation companies, reducing emissions on these routes by half.

We are improving the quantification of our scope 3 emissions inventory to include empty routes, seeking to have a solid baseline to identify more offsetting opportunities.

4

Low-emission fleet: 100% Carbon efficient and state-of-the-art vehicles by 2030.

Key metric: % carbon efficient fleet.

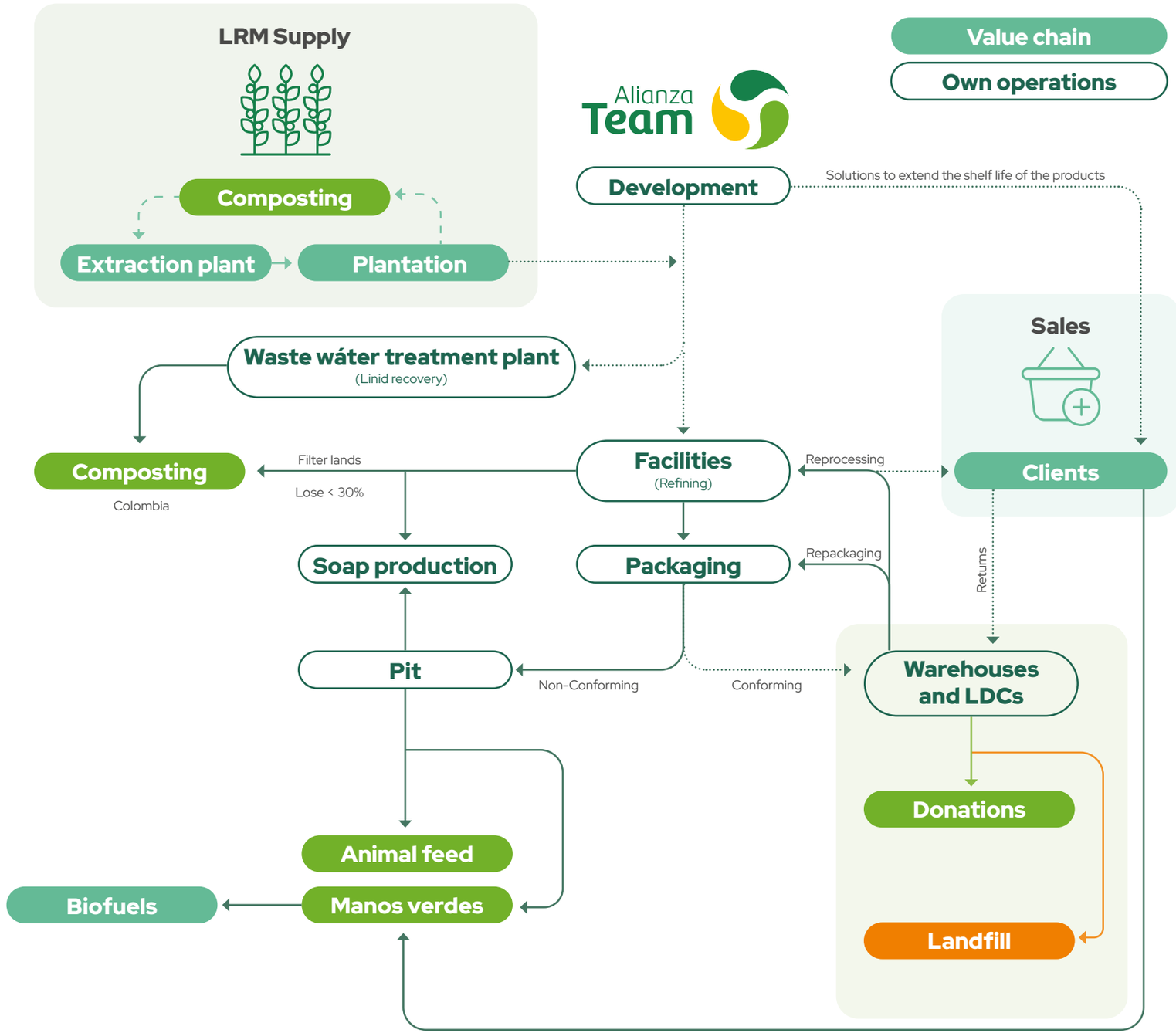
Our transportation is operated by third parties, which makes our suppliers strategic allies in the decarbonization of this operation. Today we have two gas-run vehicles on the Bogotá-Barranquilla routes and one electric vehicle for last-mile distribution. By 2024 we will focus our efforts on mapping the age and technology of the fleet, making a work plan for its upgrade, with which we can achieve a reduction in emissions in the short term with greater cost-benefit.

Circularity solutions

ODS 12.2; 12.5

Leading the change towards a more sustainable world from our businesses and brands through innovation and circularity is a challenge that involves all areas of the company and actors along the Supply Chain. We are exploring our circularity model, understanding how all initiatives are articulated to generate a lower impact from each stage of the life cycle in order to deliver to our customers and consumers a product that differentiates itself for its sustainability.

During 2023 we worked with our partner Gaia Environmental Services in the development of a tool for life cycle analysis screening of our products, covering their carbon footprint (ISO 14067:2018) and water use from the procurement of raw materials to the door of our customers. This tool will be key in our decision making with regards to innovation and product development as it will allow us to identify critical points and redesign our processes and products to achieve a comprehensive reduction of impacts, materializing the opportunity to make a difference with our products by having a lower environmental impact, supported with figures and hard data.



Food loss and waste

GRI 13-9; SASB FB-FR-150a.1

During 2023 the quality assurance team led a mapping of the processes in our facilities to better understand where food losses are generated. We found that there is a theoretical loss, intrinsic to the oil refining process in which substances are removed, and a real loss that corresponds to the difference between the volume of raw lipid material from receipt to final volume produced. We calculate the food loss as the difference between these two moments.

We found that most of the waste and customer returns do not generate losses because they are reprocessed in our facilities as the first option, as long as they meet safety, quality and regulatory criteria. In addition, refining products such as fatty acids and soapstock become material for the manufacturing process of products in other categories or are sold for other industrial uses.

Of the losses generated, more than 70% goes to alternative uses; either transformed into biofuels through our Manos Verdes program, or composted or sold for animal feed and other industrial uses.

Packaging

GRI 301-1

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ODS 12.2; 12.5

Objectives:

Evaluate 100% of our packaging by 2025, identifying opportunities around the three pillars of the packaging commitment.

100% recyclable, reusable or compostable packaging by 2030.

During 2023, we updated our commitment and management approach in three pillars that will lead us to the fulfillment of the proposed objectives:

1

Reduce

Eliminate non-essential packaging, reduce weight and complexity in the design of packaging materials.

2

Rethink

Design our packaging to be recycled, composted or reused.

3

Responsibilize

Guarantee the circularity of our packaging cycle and promote this under extended producer responsibility (EPR).

The Corporate Packaging Committee seeks to strengthen the packaging information system to meet local regulations, corporate reports and customer needs. We have condensed this into a **packaging taxonomy**. We have already loaded the main characteristics, such as unit weights and ratings, but we have a challenge in terms of receiving and capturing information from our suppliers in areas such as certifications, origins and recycled and certified material content in glass, wood and metals.

In the **Team Standard** we outlined the sustainability criteria for packaging, including topics such as the use of the mitigation hierarchy, life cycle analysis, prioritization of mono-material structures and recyclable materials for the selection and redesign of packaging. We also developed a methodology to assess progress on our recyclability goal including technical recyclability, component separability and compatibility, and local material demand.

Metal	Glass	Plastic	Wood fibers and paper
55.29 t	1,058.05 t	4,764.08 t	12,323.72 t

*Renewable: Wood fibers and paper.
*Non-renewable: Metal, plastic and glass.

56.7%

of packaging in the **wood fiber** and **paper** category

is of

FSC-certified origin

16.3%

is of

recycled origin

4.3%

of the plastics category is of

post-consumer

recycled (PCR) origin

Management 2023

Pillar: Reduce

Lightweighting:

Working alongside our supplier Amcor, two packages of the Gourmet oils brand were lightened; which avoided the consumption of 11.7 tons of plastic in 2023, this, the lightenings of previous years represents a reduction of 517.7 tons per year.

In 2024 we have identified 5 potential packages to lighten in Colombia and we will work in the rest of the geographies to advance in our goal of identifying opportunities in 100% of SKU's.

At the logistics level, we achieved the reduction of plastic consumption in our Buga facility by 80% due to the implementation of the adhesive system in the production receipt robot and 70% in the storage of protein flour bags, due to the implementation of reusable straps. This represents a reduction of 5 tons of plastic per year. These initiatives are part of the Green Footprint, a program to reduce the impact at the storage level.

Pillar: Rethink

In 2023, 14 SKUs of the Donuts family and 16 SKUs in the Muffins family of the Bredenmaster business were included within the Ecolabeling Clean Production Agreement, receiving the "I Choose to Recycle" seal. We maintain the 9 SKUs of the Kardamili brand in Team Foods Chile for a total of 69 SKUs with seals in Chile.

We have the challenge of incorporating new products packaged in APL Ecolabeling, working on selecting recyclable materials, ensuring that they are technologically recyclable and that there is a valorization route at the local level.

As for the logistics operation, in 2023 we achieved 100% recycled plastic pallets in the Buga operation, replacing the conventional ones that require frequent change. working on implementing this initiative in other operations.

Pillar: Responsibilize

We belong to four post-consumer collectives, one in Colombia and three in Chile, through which we collaborate with actors in the chain such as processing industries, recycling collectives, academia and the government, among others, to ensure that recyclable materials are actually recycled.

The collectives to which we belong in Chile, GIRO, PROREP and RESIMPLE, have achieved the goals set for the first year of implementation of the REP Law. GIRO, of which we are founding members in the household category, achieved the collection and recovery of the equivalent of household PEM tons: 50.33 tons of paper and cardboard and 58.95 tons of plastics.

In Colombia, through the Vision 30/30 post-consumer collective, we were able to recycle 12.58% of the packaging materials sent to market by the companies withinthe collective, a number that is above the goal established by national regulations.

We worked with our partner Amazóniko in a study to understand the collection and recycling chain of PET Oil in Bogotá, we found that this material is in demand in the market and is currently being collected, but its price is 50% below that of PET glass and it loses value because it cannot be used again in the manufacture of bottles. We are looking at how to participate more actively in closing this gap by collaborating with actors in the chain and also raising awareness among consumers on how to properly dispose of it so that it can be recycled.

Manos verdes

T25

ODS 6.3; 12.4; 12.8

Through our used cooking oil (UCO) and grease collection program, Manos Verdes, our goal is not only to close the life cycle of vegetable fats, but also to encourage their responsible disposal in order to benefit the environment and society. To achieve this, we collaborate with Muta, a circular economy platform, Company B and ISCC Certified - International Sustainability and Carbon Certification. Muta is in charge of collecting different types of used cooking oils and fats, guaranteeing their traceability. It integrates these oils and fats into the circular economy, serving as raw material for the biofuel industry.

During 2023 we collected 3,112 tons of UCO and other fatty waste, to transform them into second generation biodiesel. The use of this fuel avoids emitting approximately 10,089.5 tons of CO2e (ISCC Standard) compared to the use of fossil fuels and we avoided polluting 3,465 million liters of water due to improper oil residue management.

We conducted a review of the processes, strengths and areas for improvement of Manos Verdes, as a result of which this program became an integrated capability in the business value proposition to our customers.

The Out-of-Home Consumer business in Colombia continues to expand the program to more restaurants, hotels and catering services in the country. In addition to offering collection services, we advise more than 500 of our customers' points of sales on the timely replacement of frying oils, measuring polar compounds and discard percentages, guaranteeing the quality of their products and the reputation of their brand.

Team Solutions will continue to support industrial customers with the disposal and returns of products such as margarines and oils. This approach contributes to the circular economy and the use of food waste for alternative uses by leveraging fatty waste as a feedstock for biofuel production, while strengthening their business relationships through efficiency and the ability to mitigate the environmental, reputational and operational risks inherent in this process.

Today we continue to take the program to consumers at the household level, expanding its coverage to 744 retail points of **D1 Stores** in more than 55 municipalities in Colombia. We are continuously optimizing the collection process by seeking more efficient routes, achieving a significant decrease in kilometers traveled and a lower impact on the carbon footprint.

We participate with environmental entities and associations to generate awareness and sensibilization of used cooking oil as a pollutant of water sources. We participated in events such as the Environmental Congress of the CAR of Cundinamarca, and in alliance with the Aqueduct of Bogota and Fedepalma, we conducted an awareness campaign in the Chapinero district of Bogota, reaching more than 20 restaurants in the area, while we also conducted an awareness route in shopping centers to collect UCO and inform the population about its proper management and the risk factors associated with its improper disposal.

MANOS VERDES®

Alianza Team

We are allies