
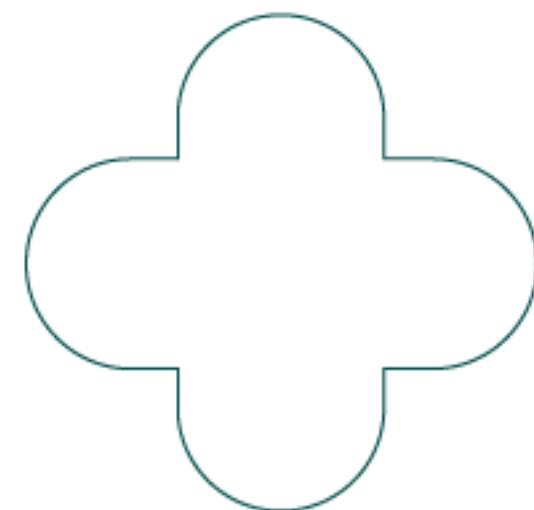




SUSTAINABLE MANAGEMENT REPORT 2019


20 years working together 
for greater performance

ALIMENTAMOS
Un
MEJOR
MAÑANA





SUSTAINABLE MANAGEMENT REPORT 2019

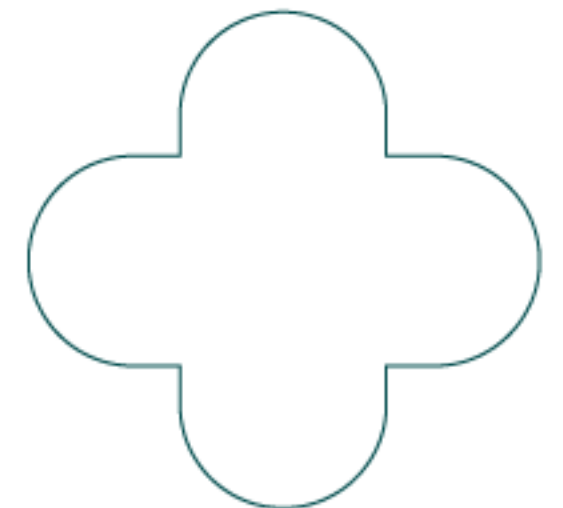
20 years working together 
for greater performance

About this report

This report has been prepared in accordance with the Essential Option of the GRI Standards, covering the calendar year of 2019. It includes all Alianza Team® operations in Colombia, Mexico, Chile and BredenMaster that is still in the process of alignment and standardization. This report has been verified by Deloitte Asesores y Consultores in order to ensure the transparency, quality and scope of the information reported.

It is recommended for better viewing of content on mobile devices, to place it in a horizontal position.

**In Alianza Team we care about being at the forefront of the market and developing actions that connect us and make us increasingly close to our clients and consumers. We have renewed our brand, but our purpose remains the same, to nourish a better tomorrow. You will find along the report some photos and videos with the previous logo, because the change of brand was made until the end of 2019.*





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CHAPTER 1 NOURISHING A BETTER TOMORROW

PRESIDENT'S MESSAGE

[T1; 102-14; 102-15]



Luis Alberto Botero
President & CEO Alianza Team

[>Click here to listen](#)

Alianza Team is a supremely young company, which has the whole future ahead of it, and depends on us maintaining strategic coherence and focus on the four things that matter to us: our people, our clients, consumers and suppliers, sustainability and our shareholders. We have to be very responsible with the world we are leaving to our children, grandchildren and the generations to come. If we are disciplined about this, we will be successful in the future

Luis Alberto Botero
President & CEO Alianza Team

2019 was a year of great achievements for Alianza Team, not only because we maintained the commitment to guarantee the sustainable management of our business, but also because we celebrated 20 years since the signing of this great alliance in which the six largest lipid and fat companies in the country joined together, giving life to this Colombian multi-latina that has become a leader in the sector. Thanks to our origin, we have added the trajectory and experience of more than 70 years of our allies. I can proudly say that our organization has stood out for operating under the highest quality standards and the best business practices, always thinking about achieving our purpose of nourishing a better tomorrow.

From different fronts, we have made sustainability one of our corporate flags. One of our most important programs is Manos Verdes, through which we collect used cooking oil (UCO) and guarantee its correct disposal by closing the product cycle, to provide a solution to one of the problems that affect the establishments in the HORECA sector. We are currently working on taking this initiative to the end consumer and generating an ever greater impact. This program, in addition to avoiding the contamination of millions of liters of water, has earned us recognition as an Inspiring Company by the ANDI and the Bogotá Chamber of Commerce's Award for Shared Value, achievements of which all those who make the initiative possible and have decided to join it are part.

On the other hand, once again we stand out in the Great Place To Work ranking, obtaining very favorable results in all the countries where we operate, highlighting the

advance in nine positions in Colombia, becoming the sixth best company to work for. It is a fact that fills us with pride and invites us to continue providing each of our employees with the best environment to develop professionally and personally, and thus continue generating value, not only to the business but also to society, from each of its areas.

Likewise, our business process and value focused on the development of new products and channels, such as the launches of special Dagusto Puff Pastry, the superior Dagusto creams in their new presentations; the thin dough pizzas, the gluten-free cheese bread and improvements in the dough and fillings of the 18 presentations of the empanadas developed by BredenMaster Chile; the La Cleta margarines in Puebla, Mexico, and the advances of Puroil, Country Ranch and Gota de Oro Girasol in the oil business in Colombia. Additionally, innovation and the objective of nourishing a better tomorrow have focused us on maintaining distribution channels and adapting them to new consumption dynamics derived from current digitalization. Thus, as our products are already available on platforms such as Frubana, Merqueo and Chiper, we will continue to expand these distribution channels in accordance with the needs of our clients and consumers.

All these processes and innovative initiatives have driven us to work, not only externally but internally, recognizing the achievements of the most valuable ideas and proactive teams. From this, Team Recognizes, distinguishes the great ideas implemented by our

different teams in all our operations. We thank the 218 participants and the application of 81 projects that reflect that the Team People goes beyond their work, the result of these initiatives has made us worthy of important recognition by entities such as Great Culture to Innovate, as one of the most innovative companies and work cultures in the country.

Everything I have mentioned above demonstrates the experience and track record of Alianza Team. However, it is an important challenge for the following years, since it involves surpassing ourselves and maintaining the strategic coherence that has allowed us to focus on what matters most to us: our clients, consumers and suppliers, our people, sustainability and our shareholders. We are aware of the responsibility we have both for the production of innovative, high-quality solutions and for the world we will leave to future generations. Therefore, living the values that characterize us as Alianza Team People, being transparent, agile, safe and reliable, we will continue to demonstrate that we are the best allies for development, positively impacting our environment in the economic, environmental and social dimensions.

Luis Alberto Botero
President & CEO Alianza Team

ALIANZA TEAM – TOGETHER FOR GREATER PERFORMANCE

[102-3; 102-4; 102-6; 102-7; 102-8; 102-41]





Employees



Women



Men



% covered by collective bargains

Total Alianza Team®

2413

710

1703

35%



Colombia

1147

315

832

9%



México

200

69

131

28%



Chile

102

34

68

39%

BredenMaster

964

292

672

67%

OUR HISTORY

Alianza Team is born



1999

Internationalization and new production plant in Chile



2006

We arrived in Mexico through a strategic alliance



2007

We started exporting to: Panama, Curaçao, Puerto Rico and Bolivia

We moved from selling commodities to selling solutions

2015

We launched Manos Verdes, a program designed to close the cycle of used cooking oil



2017



We acquired BredenMaster, a leading company in frozen bakery solutions in Latin America



2016

We published our first Sustainable Management Report

HOW WE WORK

[102-2; 102-11; 102-46]

In Alianza Team we have been consolidating our culture for twenty years based on the principles and values that describe what we are: agile and innovative, safe, reliable, transparent, optimistic and enterprising. We are allies to make a difference. It is through these behaviors that we reinforce our corporate purpose of *nourishing a better tomorrow*.

OUR CULTURE



2017

We explored new categories: vegetable drinks and nutraceuticals

Vidalia Jappi

Alianza Team is consolidated as a corporate with 3 strategic business groups



2018

We participated for the first time in the Dow Jones Sustainability Index assessment, obtaining a result of 15 points above the industry average



Dow Jones Sustainability Indexes

2018

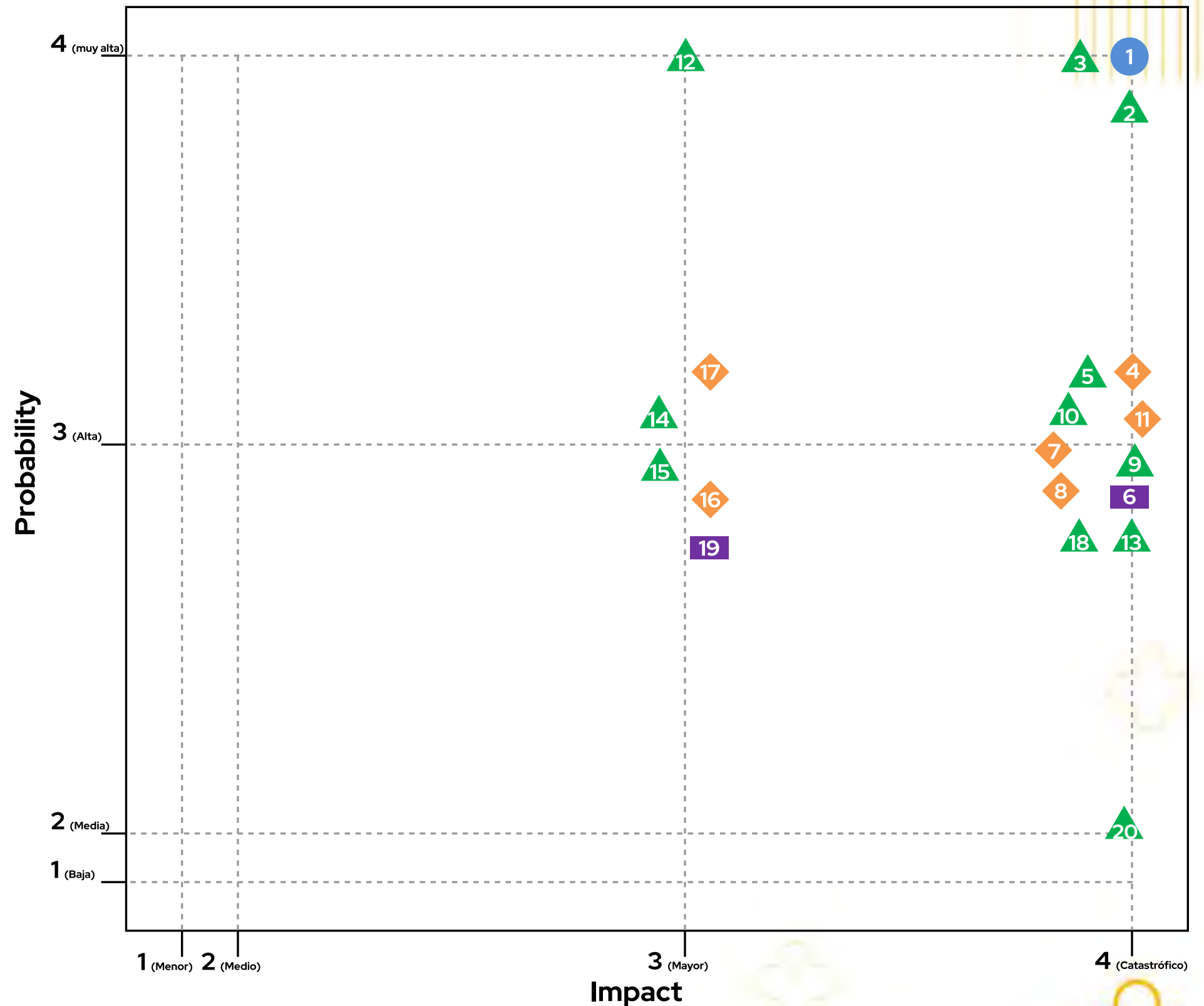
Alianza Team

Top 20 inherent risks in terms of criticality

We published our [Principles for nourishing a better tomorrow](#), a document with which we seek to provide more information and clarity to all our stakeholders about how we work and what our guiding principles are in each of the key aspects of our operation.

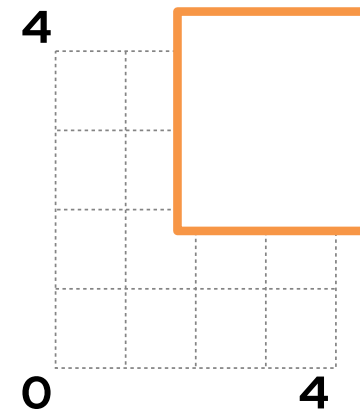
From a risk management perspective, aware of our responsibility as an organization and as members of the communities in which we operate, we understand sustainability management as the identification of opportunities and risks based on the needs and expectations of the different stakeholders. From the mandate we received from the Board of Directors, where sustainability is one of the four priorities for the organization and what underpins its *raison d'être*, we reaffirm our commitment to the identification, action and accountability for the care of our environment throughout our value chain. Although the main risks at a global level are all environmental, we work equally on the three dimensions of sustainability: economic, environmental and social.

Below are our top twenty risks classified in their four categories. These risks are presented without taking into account control activities currently implemented, and are therefore inherent to the organization.



¹[WEF Global Risk Report 2020](#)





















Área del mapa



Risk types

-  Strategic
-  Financial
-  Compliance
-  Operational

Risks

-  1 Market price fluctuations
-  2 Natural disasters
-  3 Explosion/Fire
-  4 Business interruption
-  5 Exceeding operational installed capacity
-  6 Legal requirements for facility operation
-  7 Food and environment related regulatory changes
-  8 New market entrants
-  9 Labor accidents
-  10 Failure adapting to digital environment (Digital transformation)
-  11 Personnel strike
-  12 Cyber-attacks and information hacking
-  13 Inventory contamination
-  14 Public risk
-  15 Raw material shortages
-  16 Changes in customer and client preferences
-  17 Talent flight and knowledge transfer
-  18 Inadequate facility maintenance
-  19 Lack of legal and contractual guarantees with third parties
-  20 Reputational impact on corporate and business brands

ORGANIZATIONAL CHANGES

[102-10; 102-44 102-47]

We updated our corporate brand, so the new logo of Alianza Team seeks to reflect that synergy and order, the result of teamwork and values that have characterized us in these twenty years, allowing us to consolidate as leaders in the market. Although we changed the image and the brand, our corporate purpose of **nourishing a better tomorrow** and the three strategic groups from which we serve the different segments and categories of the market remain the same.



Focused on solving the unresolved needs of clients and their brands from a deep understanding of the client's business.



Aimed at offering finished products for the end consumer and their activities outside the home, making the difference with brands and business models and knowledge in lipids.



A company of Alianza Team that generates well-being and satisfaction to its clients and consumers, delivering solutions in the world of bakery from the in-depth knowledge in lipids.

We comprehensively updated the materiality of the organization, validating the existing sustainability strategy from 2014, identifying **28 material issues** that will form the basis of corporate sustainability management over the next few years, **eight of which were prioritized** for their impact and criticality. The different issues are detailed below, grouped under the four things that matter to us in Alianza Team.

Our Clients, Customers and Suppliers

- **R&D+i capabilities**
- **Traceability**
- **ESG supplier compliance**
- Quality and Food safety
- Healthy portfolio
- Client and customer satisfaction
- Grievance mechanisms
- Responsible communication and marketing
- Supplier development

Our Shareholders

- **Risks, HHRR and compliance**
- **Profitable growth**
- Corporate integrity
- Corporate governance
- Brand presence and positioning
- Digital transformation (process automatization)

Our People

- **Occupations health and safety**
- Attraction, selection and retention
- Comprehensive talent development
- Culture, values, inclusion, wellbeing and labor conditions

It began with an external referencing of the context of the countries and businesses where we operate, followed by an internal referencing to understand the competitive strategy of each business and corporate of the organization. Then, through face-to-face workshops, interviews, and surveys, the respective stakeholder consultations were carried out. More than **300 people participated** in **24 workshops** in **three countries**, **60 interviews** and **240 surveys** were answered. With the final result of the exercise, four months later, we began to identify actions on each of these fronts to strengthen the sustainable performance of the organization, adding value not only to shareholders, but to all stakeholders in a comprehensive manner. It is worth noting that this exercise was carried out by an independent third party to guarantee all those consulted the greatest objectivity, transparency and confidentiality in their responses.

Sustainability

- **Post consumption; lifecycle management**
- **Packaging**
- Operational eco-efficiency
- Clean energy
- Environmental culture
- Transportation (modern and differentiated fleet)
- Efficient logistics
- Alliances for development
- Social investment strategy



CHAPTER 2 OUR CLIENTS, CONSUMERS AND SUPPLIERS



2019 was a year of great satisfaction for our clients, consumers and suppliers. It is through our relationship with them that we identify, plan, execute and achieve our purpose of nourishing a better tomorrow with finished products and highly innovative solutions. Aware of the vulnerability of our operation due to global threats such as climate change, political and social instability, and the proliferation of unscientific information, we reinforce our actions to proactively anticipate trends, positively contributing to the transformation of the industry by leveraging our in-depth scientific knowledge.



*Juan Carlos Vargas
General Manager Team Foods*



José María Huertas
R&D Advisor

I was the creator of the research and development area since before the creation of the Alianza Team. Since my arrival, we started to make consumer and bakery margarines, and very importantly, industrial products, the basis of what we call Team Solutions today. I have always defended the importance of fats in the human body.

José María Huertas
R&D Advisor

CLIENT AND CONSUMER SATISFACTION

[T3]

We maintained our focus on evaluating the satisfaction of our clients and consumers through different strategies and actions, taking into account that these data are key inputs for the identification of needs and expectations of our stakeholders. We reaffirm the excellent satisfaction results of our industrial clients and consumers who contacted our service line. Our businesses are focused on delivering solutions to their clients and consumers with a high degree of innovation and quality, accompanied by teams committed and dedicated to solving any doubt, complaint, claim or inconvenience throughout the process.

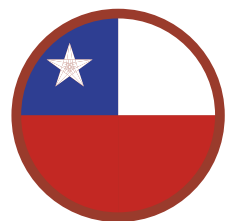
Consumer satisfaction:



7% fewer complaints were registered compared to 2018, with an overall satisfaction rate of 94% of users, two points below the proposed target of 96% overall satisfaction.



The follow-up process showed improvement during the year, extending the scope of complaint and claim registration to different processes within the operation for greater follow-up. In issues related to quality, there was only one complaint during the year, compared to 25 reported in 2018, evidencing the excellent performance in this aspect.



Compared to 2018, as in Mexico, the scope of records was increased to new processes, growing the reporting base. In 100% of the cases, an investigation and analysis of the root cause were carried out, and timely and quality responses were provided, ensuring the satisfactory closure of all reported cases.



We presented a **34%** reduction in the claims rate compared to 2018, based on the number of reports recorded over the total units sold. We are pleased with this progress and are motivated to continue improving our customer and consumer service.



*Héctor Sandoval
General Manager BredenMaster*

In Colombia, we highlight that 97% of the users of the service line indicated that they would buy our products again, reaffirming the solid process of quality accompaniment that we have to guarantee our consumers the greatest and best service. The number of complaints decreased compared to those reported in 2018, and the capacities of those who attend the calls were reinforced through training in case and product batch assignment.

In Mexico, although quality-related reports decreased substantially, due to a flaw in the inventory system that caused delays in shipments, the consolidated record increased significantly. We worked to resolve this issue as quickly as possible, and thanks to the proactive and dedicated action of the team, there was no loss of clients or accounts, providing clients and consumers support and transparent communication throughout the process.

In Chile, the increase in complaints and claims was mainly due to internal processes to ensure complete documentation at the time of delivery to clients. We are working hard to strengthen the skills of those responsible for each stage of the operation through training and the implementation of controls to ensure double-checking of certificates. Additionally, situations related to temperatures, packaging and manufacturing processes were also presented for which action plans are already implemented to improve the aspects identified as opportunities.

In BredenMaster we highlight that complaints and claims related to quality presented a reduction of 40% and 6% with logistics, showing that the efforts implemented throughout the year to offer the best products and service have been successful. We continue with our efforts committed to ensure the delivery to satisfaction of our portfolio.



12 of our brands are included in the listing of most valuable brands in Colombia



Product portfolio Team Foods Colombia

According to the analysis made by Compassbranding, a firm specialized in consulting and valuation of brands and intangible assets, Alianza Team is in the **#6** position of the most valuable companies for Colombians with our Gourmet and Campi brands, occupying the first place in the category of oils and margarines respectively, and then with Dagusto, Oliosoya, Girasoli, Canoli, and Olivetto.

RESEARCH, DEVELOPMENT AND INNOVATION

[T1]

Strengthening our capabilities in innovation, research and development was one of the eight priority issues for the corporate sustainability strategy. Taking into account the growing expectations of all stakeholders to learn more about how we nourish a better tomorrow, and where we stand on global issues, challenges, and questions that impact different places and populations, we share the answers throughout this Report. Directly impacting Sustainable Development Objective 3 of Health and Wellness, we work from the three strategic business groups to improve the inputs, ingredients and processes of all our solutions to leave a better tomorrow for future generations.



Great Culture to Innovate Recognition



Great Culture to Innovate recognition

We were recognized for the second time as an organization with an innovative culture by Great Culture to Innovate. Thanks to the leaders and collaborators who every day give their best with passion, agility and resilience to challenge the status quo by finding new and better ways of doing things.



Ana María Forero
Director of Talent Development Alianza Team

This recognition has been given to us for being considered an organization with vision and leadership that drives us to do things differently, work with passion, and always think about how we can do things better; for having a structure and work environment that facilitates the disposition for learning, collaboration and teamwork; and for being an organization that values diversity, where we value and enjoy working across generations, from the recognition of the power of different experiences, perspectives and ways of thinking.

Ana María Forero
Director of Talent Development
Alianza Team

In Team Solutions we work from a deep understanding of our clients' brands to design and offer cutting-edge **technological solutions**, and develop tools that improve the nutritional profiles of products, contributing to solve major problems of today such as obesity, hypertension, diabetes and other chronic non-communicable diseases. Thanks to Alianza Team's high quality research and development team, today we have 15 patent families, 26 patents granted and 34 pending.



Jesús Jaimes
General Manager Team Solutions



From Team Foods and its various business units that serve the needs of consumers inside and outside the home, we **develop solutions** at the product level to improve their performance and welfare of those who consume them. Such is the case of Jappi without sugar, the development

of Gourmet® products with natural antioxidants, and Vidalia's portfolio of functional oils. We launched the first product with a purpose, Campi Sal Marina, with which for each unit sold we make a donation to a project exclusively designed to improve health and nutrition indicators for children in the Wayuu community of La Guajira, Colombia, the area where the sea salt used in the product comes from. We also develop solutions from the processes and business models, highlighting for example the design of our ready to seal (RTS) boxes that save our clients an hour in the unpacking and display of the product, and additionally, managed to reduce by **100%** the accident rate of their employees due to injuries with sharp elements that were previously required to open the boxes. We are reaching millions of households by including our brands in new sales channels such as e-commerce, catalogs, and digital platforms.

Thanks to these efforts to strengthen our research and development capabilities to



offer our clients and consumers the best solutions for their preparations and moments of consumption, today we can proudly state that **in Colombia, 79% of households that buy oils consume at least one Alianza Team brand, and 50% of those who consume margarine do so through one of our brands** (source: Kantar World Panel de Hogares 2019). These results motivate us every day to continue developing new capacities to continue to nourish a better tomorrow.

From BredenMaster, we continue to develop products to complement the well-being of consumers at different times of the day. With the launch of gluten-free pandequeso (cheese bread) in three different presentations, highlighting its exclusive formulation that gives them that crunchy and delicious texture. The category of empanadas was developed by improving the doughs and fillings in its 18 varieties, the baked crescent was launched for the convenience store and gas station channel, and customized salt and sweet products were developed for some industrial clients. We launched pizzas of different flavors with an extra thin crunchy dough, and began developing new product lines to be launched in 2020, with which we continue to accompany our consumers with high-quality products that, being part of a balanced diet and healthy lifestyle habits, nourish a better tomorrow.



Campi Sal Marina

Campi Sal Marina:

Campi Sal Marina: Including a local ingredient within its formulation, sea salt from the Colombian Guajira extracted in a traditional way, this product compared to its alternative Campi with Salt, has 39% less sodium content, 13% fewer calories, and natural colors and flavors, being the first product in its category to offer these attributes and a natural, unique and pure flavor. In addition, for every unit sold of Campi Sal Marina, Alianza Team is contributing to improve the health and wellbeing indexes of the Wayuu community, through a project that we are carrying out in alliance with Fucai, a foundation that has a history of more than 27 years working for the Guajira, and Tras la Perla, the initiative created by Carlos Vives to actively promote the improvement of the quality of life in the city of Santa Marta and the surrounding regions. During 12 months, we will work with 210 children under 7 years old and pregnant and lactating mothers from 6 Wayuu communities;

we will measure their weight and height for the necessary monitoring and controls. The aim is to identify cases of advanced malnutrition and provide the necessary nutritional accompaniment to improve results in this area, contributing decisively to leave a better tomorrow for future generations. Campi® with Sea Salt will continue to tell stories. Stories that connect us to the values and naturalness of the Manaure Sea and the wisdom of the Wayuu artisans!

"Innovative,... striking,... different,... natural,... handcrafted,... spectacular"

Learn more about this product, its impact and benefits at campi.com.co and follow us in networks at @campicolombia.



Sugar free Jappi

Sugar-free Jappi:

We developed the first sugar-free almond beverage that maintains its flavor properties without the need for artificial ingredients, highlighting the expertise of the R&D team who developed the formulation. It is the only presentation on the market that contains just **25** calories per serving. Likewise, all the products in Jappi's portfolio are naturally lactose, gluten, cholesterol and carrageenan-free.

Jappi is ideal for any preparation and your best companion for the different moments of the day. Learn more at jappi.com.co and follow us in our networks at @jappicolombia.

Gourmet:

We developed a formulation of oils with natural antioxidants, designed to highlight the properties of food through frying, representing an evolution in frying, positively impacting the well-being of those who consume them. Learn more about the recipes and recommended preparations at gourmet.com.co and follow us on @gourmetcolombia networks.

Olivetto:

It had a positive behavior compared to the previous year, with a growth of **31%**. With the launch of Olivetto for frying, we continue to bring consumers closer to olives for their frying preparations, improving alternatives with healthier options. Follow us at @olivettocolombia to learn more about all the benefits of olive oil consumption in your diet and see the complete portfolio at olivetto.com.co.

Kardámili:

In Chile, we maintained our presence in the market through Kardámili with a portfolio of selected products of olive and balsamic oils, providing consumers with alternatives for their recipes and different moments of consumption of high quality. As with Olivetto in Colombia, we emphasize the benefits of olive consumption in a balanced diet, because of its **100%**

natural components, it is an excellent anti-inflammatory, antioxidant and helps strengthen the body's endocrine system and HDL levels, protecting and enhancing the functions of organs such as the pancreas, liver and stomach among others. Learn more about the benefits of olives and delicious recipes at kardamili.cl and on the web at @kardamilichile.



Vidalia portfolio

Vidalia:

Our functional brand, with products designed based on the current scientific consensus and safe, high quality ingredients to contribute to the well-being of its consumers. All the ingredients are of natural origin, designed so that the body is able to absorb and take advantage of the essential nutrients necessary to strengthen the specific functions of the organism. Find out more about this brand's product portfolio, its properties, benefits and impact on your well-being at vidalia.com.co and follow us on social media at @vidalia_col.



New channels

Our innovation and development is not only focused on products, but also on business models and sales channels. That is why we announced that since last year, several of our brands are now part of the portfolios of digital sales channels such as Merqueo, innovative distribution solutions for shopkeepers such as Chiper, and inclusion of independent producers in supply chains such as Frubana, connecting the countryside with urban centers. We are also present in e-commerce catalogues and other platforms such as Novaventa, among others, allowing us to reach millions of households. With these initiatives we are pioneers in our oil, margarine and vegetable beverage categories, leading efforts of inclusion, outreach and visibility to new territories and populations. Find our most available and nearby brands Oliosoya, La Garza, Girasoli, La Sevillana and S&S by entering the digital world.



Reinforcing innovation as an engine of growth



María Paula Ríos
Innovation and Digital Transformation Director
Alianza Taam

We formalized our investment fund to collaborate with different target groups in the innovation and entrepreneurship ecosystem, promoting disruptive innovation and finding new ways to positively impact our environment. We seek opportunities in four growth platforms where lipids and brands play a relevant role by integrating the different areas of the business.

During 2019, more than **300** companies were reviewed worldwide, closing two investments after a careful process of due diligence and articulation with the businesses. Furthermore, with the implementation of this new structure, we would have the potential to increase the percentage of investment in research and development from **1%** of our total sales to date, to 4%, representing a significant increase.



Alianza Team one of the most innovative companies in Colombia

We are ranked number **30** among 322 companies evaluated in Colombia by Dinero magazine and the National Business Association (ANDI), which recognizes us as one of the most innovative companies in the country and highlights the agility, creativity and adaptability with which we develop our processes. Once again, it is thanks to our highly committed team of collaborators that every day we challenge the status quo to make Alianza Team a reference of innovation.

In Alianza Team our main asset to innovate has been our people.

María Paula Ríos

Innovation and Digital Transformation Director
Alianza Taam

Team Reconoce:



Adam & Eve Project team
Winners of Team Recognizes first version

As part of the innovation ecosystem that seeks to promote innovative and systematic behaviors focused on the resolution of complex situations by our employees, we launched the internal recognition program **Team Recognizes** with the intention of recognizing the great ideas implemented by different teams in all our operations. With more than **218** participants and the application of **81** projects, great initiatives were identified that show how the Team People go beyond their tasks, promoting great changes from their respective fields of action.

Project impact categories:

1. Growth:	33
2. Digital effort:	15
3. People:	17
4. Environment:	16

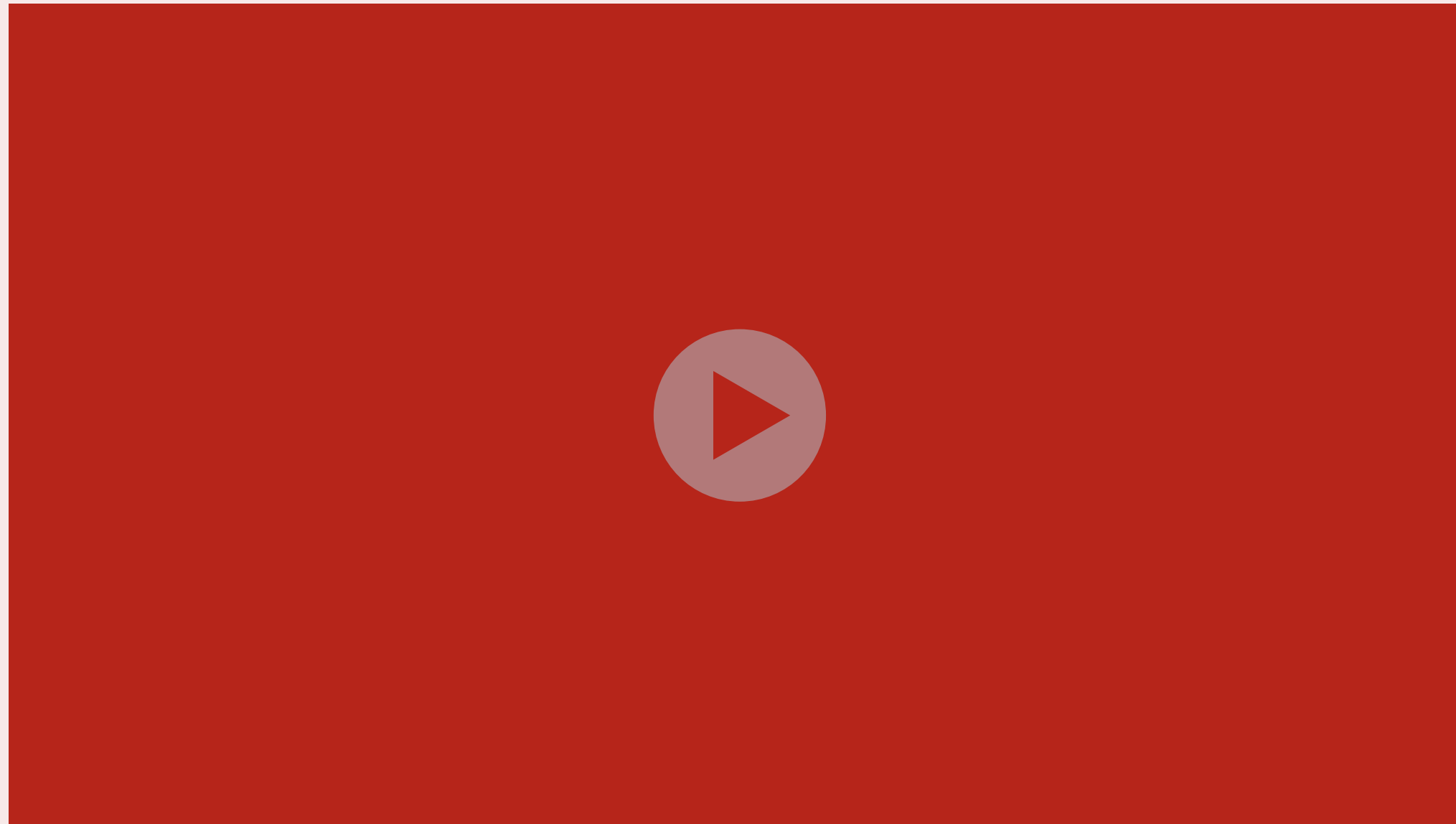
Evaluation criteria:

1. Team
2. Innovation
3. Impact
4. Scalability
5. Strategic relevance

The eight finalists had the opportunity to present their projects to almost **200** people in the city of Bogotá in a space designed exclusively to make an impact, with streaming for more than **8** hours for all the collaborators in Mexico, Chile and Colombia. It was through the same vote of those who tuned in to the presentations that the winners were chosen. The projects presented are a sample of the innovative potential of our collaborators to leave a better tomorrow for future generations.



Adam & Eve - life at the wastewater treatment plant in Buga



Video Adam & Eve project for Team Recognizes

We share the video of the winning project of Team Recognizes 2019 - Adam & Eve - an initiative that not only shows how Team People goes beyond fulfilling its responsibilities, but how sustainability from its economic, environmental and social dimensions is lived day by day in Alianza Team.

OUR CREDENTIALS:

[T24]



Rafael Piedrahita
Operations VP Alianza Team

We are proud to have the credentials that support our production processes by validating the credibility and safety of our products and services, which translates into confidence of our clients, consumers and other stakeholders. In these **twenty years** of Alianza, we have consolidated a robust Integrated Management System that covers different processes, certifications and moments to ensure that **100%** of our operation not only meets the expected requirements, but that all employees contribute every day to improve our organization's economic, environmental and social performance.

In addition, we maintain our commitment to responsible advertising and communication, guided by the self-commitments that ANDI leads in Colombia with respect to front labeling and advertising aimed at children under twelve years of age for our mass consumption products. **74%** of our Team Foods products for home consumption contain the Recommended Daily Allowance (RDA) where they indicate the content that each portion of sodium, total fat, sugars and saturated fats and calories provides and the percentage of daily recommendations for intake.

Our credentials



Recognition from our clients



KFC recognition

"We were recognized by our client KFC as the best supplier 2019 highlighting our supply compliance, quality and product safety and thanking us for our effort and dedication to be a strategic ally to our clients."



Operation optimization with our TPM Program



Refinery team Bogotá Facility

For ten years we have been actively implementing our TPM program in the different plants, training our people in good manufacturing practices and implementing strategies to identify bottlenecks, reprocessing, inefficiencies and reasons for stoppages in the production lines. In the **12 steps** to be executed within the program, through different instruments such as maps, diagrams, LUP diagrams, cards and others, we achieve the improvement of the processes in plants to guarantee quality, availability and opportunity from production. 2019 presents an important milestone in this program since we achieved the certification in Step 1 in different production processes in the plants of Barranquilla, Buga and Bogotá in Colombia, which means that there is an effective implementation of processes and methods that allows us to classify, organize, clean, and standardize the culture of order and discipline within the operation. Through the cleaning process, a deep inspection of the equipment is also made, which allows the identification of any anomaly or opportunity for improvement in production. This achievement was possible thanks to more than **16,700** hours of training, 6,000 of which were in 2019, to different teams in operational and administrative positions in our plants, and of course, to the commitment to excellence and quality of each of our collaborators and the constant support of the management team. Congratulations!

RESPONSIBLE SOURCING

[102-9; 204-1; FP2; T4; T5]



About the management of our chain, we strengthened our corporate capacity to better identify, accompany and manage the opportunities and risks present in our operation to positively transform our chain and the relationships with our critical and strategic suppliers, and be the best allies for development.

Compliance:

With the publication and dissemination of our [principles to nourish a better tomorrow](#), we highlight the guidelines for responsible purchasing, among others, and carry out important actions to publicize and recognize their applicability to our suppliers' operations through the self-management platform we currently have.

Recognizing that there are many risks present along the chain that can impact the sustainability of the organization, we designed a mechanism for diagnosis, monitoring and follow-up to identify threats and opportunities that require special support.



*Elisa Sotomonte
Finance & Supply Chain VP Alianza Team*

Beyond a commercial relationship, we have a corporate relationship that has led us to participate jointly in innovative experiences, has allowed us an integration that has generated much more value than the sale of palm oil products would strictly be. We have gained side by side, we know each other deeply, and we have also built an environment of trust, credibility, and transparency; three values that are important and that give companies what is known as sustainability. We hope it will be maintained for many more years to come.

Fabio González
Palmas del Cesar Manager



Diagnostic mechanism for the securing of the palm chain

1. Diagnosis and mapping of geographical location of extractors belonging to our chain.
2. Identification of potential environmental, social and economic risks that may impact the organization's sustainability.
3. Detailed review of specialized sources for information related to watersheds, deforestation and climate change.
4. Identification of publicly available documentation (policies, reports, other).
5. Media analysis.

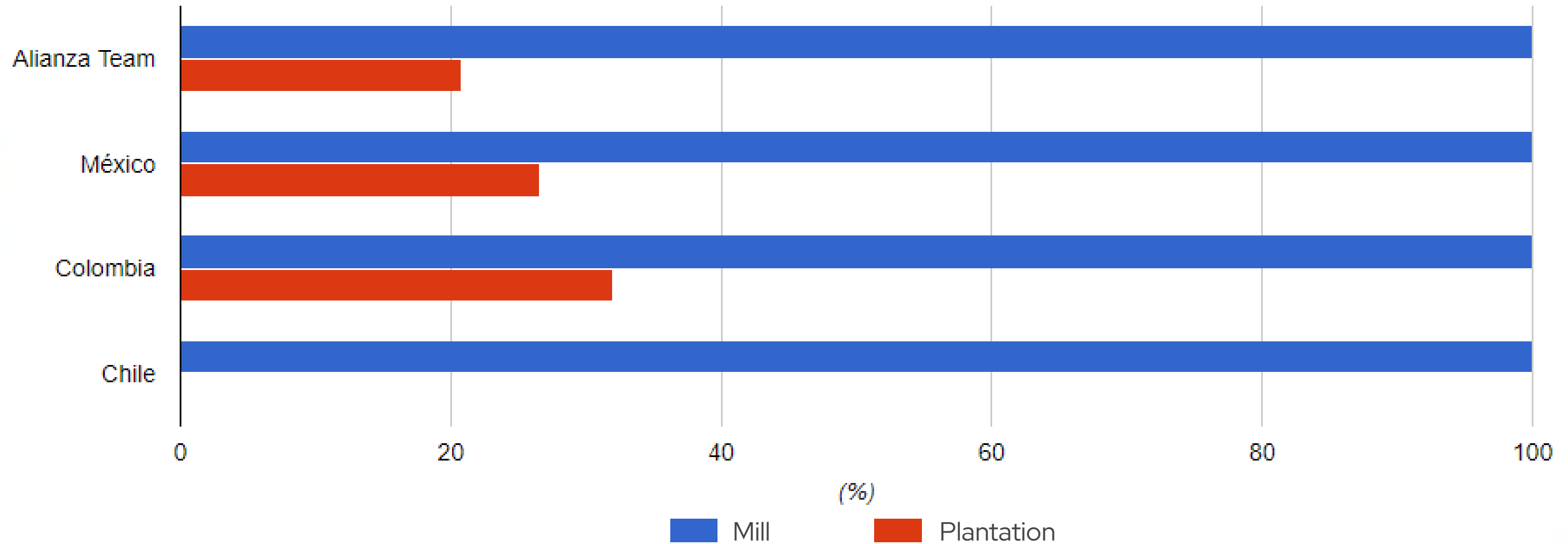
With these steps, we made the prioritization for a closer accompaniment of our suppliers, starting with our palm chain in 2020 and in the following years move towards the next stages contemplated within this process.

With the publication and disclosure of our main principles and expectations related to our actions with the different stakeholders through different channels, it allows us to guarantee that 100% of our suppliers know and accept to abide by these guidelines, which not only cover basic aspects of ethics and transparency, but also include important commitments to social and environmental issues such as the promotion and respect for human rights, compliance with our labor and environmental standards, anti-corruption and others.

We chose to start with diagnostic and monitoring efforts focused on the palm chain, taking into account its

criticality and relevance within our operation. Although it is not the main input that we work with, we are aware that palm oil production in the world generates environmental and social impacts that we must take into account and be able to provide timely responses to the needs and expectations of the different stakeholders. In addition, we are contemplating the application of this mechanism eventually to **100%** of our chain, identifying in a timely manner and with a strategic focus the opportunities and risks to continue providing the best service to our clients and products to our consumers, with the best ingredients, inputs, materials and raw materials.

Traceability:



Our main challenge for 2020 is to achieve **100%** traceability of our raw material from palm to plantation. Understanding the context of Colombian palm oil production -and how it differs from that of Southeast Asia, which is the region with the highest production of palm oil in the world- the challenge of getting to know the geographical location of all the plantations of those who currently supply our operation through our suppliers is evident.

Developing a productive project for 43 years in Tumaco, makes visible the viability and the enormous contribution to the development that brings a company with a long-term vision as occurs in the projects of Palma, the good relationship with local clients as Alianza Team, creates endless opportunities to connect through Palmas de Tumaco dozens of small local producers, increasing the creation of social value of these projects.

For Extractora del Sur de Casanare the stable commercial relationship with Alianza Team as a leading client in the food sector has meant sustaining the value proposal to more than 100 producers, respecting commercial commitments, providing fair commercialization conditions, strict compliance with payments, and supporting investments for productivity improvements.

Maria del Pilar Pedreira

Palmar de Oriente and Palmas de Tumaco General Manager



Corporate commitment to avoid deforestation in the supply chain



Zero Deforestation in Palm Chain Commitment Logo

Since 2017, Alianza Team has signed a voluntary agreement to avoid deforestation in the palm supply chain, a commitment that we have wanted to expand to ensure that by 2030, **100%** of our total supply chain will be free of deforestation. Based on the baseline information provided by IDEAM, the Colombian government entity responsible for providing complete information on the country to the signatories of the agreement, we conducted the respective analyses to determine areas of potential risk and establish action plans to meet this objective. With the information provided, it was identified that of the land in the country that contains palm, only **1.5%** shows deforestation. Although the percentage is really low, the challenge in the coming years to have traceability to plantation for the agricultural raw materials of our chain is a necessity.

Challenges 2020-2023

1. Promote innovation, research and development as transversal capacities for the three strategic business groups.
2. Strengthen our presence in new channels, conventional and emerging, so that our products and solutions reach more clients and consumers with quality, opportunity and availability.
3. Implement and consolidate the monitoring mechanism to identify risks in our chain in a timely manner, joining efforts with different actors to transform our relationships into ones that generate mutual benefit and development in the areas where we supply.
4. Consolidate Alianza Team's innovation ecosystem, integrating all elements in a coherent and visible manner to generate greater impact on results.



CHAPTER 3 OUR PEOPLE



Bogotá Facility work group



*Juan Garza
Alianza Team Mexico Retiree*

Having the best talent is one of the priorities for Alianza Team since it is one of our most outstanding and valued attributes in the market. We are proud of our collaborators, who go beyond the execution of their responsibilities day by day to leave their mark and contribute to nourishing a better tomorrow. Throughout these twenty years, we have accompanied in its growth and development hundreds of collaborators who have forged what is today Alianza Team, an organization that leads, transforms and strengthens its environment from an integral, transparent and responsible operation.

Juan Garza
Alianza Team Mexico Retiree
[Audio Testimony](#)

SELECTION AND RECRUITMENT

[T6; T7]



*Juan Manuel Solórzano
Talent Development VP Alianza Team*

Within the priority of care and generating well-being for our people, attracting, selecting, and hiring people is undoubtedly a fundamental step. From our participation in different search scenarios and the recruitment strategy, we make sure to carefully select each aspect, seeking that candidates not only have the necessary skills of knowledge and doing, but mainly, have the skills of being that characterizes the Alianza Team People, guided by transparent principles and values and committed to go beyond to leave a better tomorrow for future generations.

From the first moment, all legal, contractual and documentary formalities are ensured, maintaining effective communication channels and always framing the relationship in good treatment and mutual respect.

Of the more than 600 vacancies generated in 2019, **32.44%** were filled by internal talent. It is important to highlight, however, that in terms of new and existing positions, due to the challenges of the market, the reconfiguration of the business and internal needs, an important part of these vacancies were completely new to the organization and were therefore covered by external talent. In Colombia, through the Soy Talento platform, the total number of vacancies are published internally

DEVELOPMENT, TRAINING AND SUCCESSION

[404-2; 404-3]

One of our priorities is and will be the well-being and development of our employees and their families. For this reason, during 2019 in Alianza Team, we carry out training programs for entrepreneurship, and we accompany their growth with a structured development program and training actions focused on strengthening the skills and knowledge of our employees, thus empowering each member of our work teams.

We deepen the impact of training from the definition of plans focused on target groups according to the identified needs of the organization and at the level of the employees, supporting the different areas through the following initiatives in the three countries.



Jorge Serrano
Occupational Health and Safety Assistant

Alianza Team has allowed me to grow, they gave me the opportunity to finish my last year of high school and then they supported me to study my university career in safety and health at work. They believed in me and that is why I went from being an operator to an occupational health assistant. In this company, dreams come true.

Jorge Serrano
Occupational Health and Safety Assistant



María Angélica Parra
International Business Manager Team Foods

I carry Alianza Team in my heart because it bets on the growth of people and they definitely believe in young talent. A company that promotes talent, develops it and accompanies it.

María Angélica Parra
International Business Manager
Team Foods

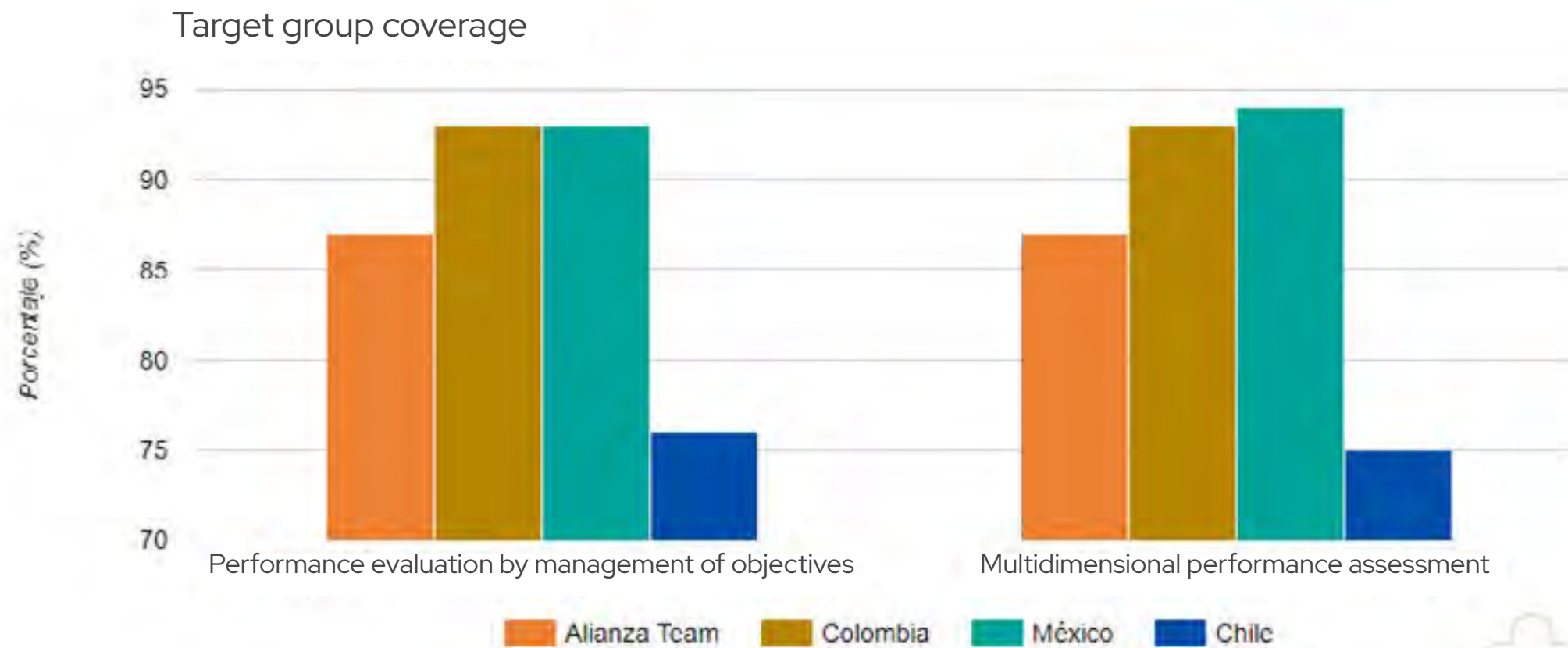
We encourage constant, direct and timely conversations about performance and feedback for development, with a declared agenda towards the organization in which we make evident and express, our interest in people, The Alianza Team Talent Agenda.

We start the cycle of performance and development with the phase of balance and planning, where we take into account the results and capitalize the learning of the previous period, and from a multidimensional evaluation, we accompany the personal and professional evolution that the challenges posed enhanced, from the possibility that allows our employees to acquire new skills, competencies and/or knowledge. The new challenges are then defined, aligning them with the business goals and the personal

development process of our collaborators, which are recorded in the Individual Development Plan, based on the **70:20:10** methodology (70% Assignments, 20% Mentors, 10% Training).

Reinforcing this orientation in accompanying the growth of people, six months into the new period, we move on to the follow-up phase, where leader and collaborator again accompany each other in the process towards the fulfillment of objectives and growth, with the objective of being in constant demand for superior performance from the maximization of potential.

As achievements during 2019, the percentage of target employees who participated in the individual performance evaluations from the management of objectives for the entire Alianza Team was **87%**.



²La Agenda de Talento anual inicia en marzo, por lo que los resultados presentados corresponden al cierre de la Agenda del año anterior disponible, en este caso, el cierre del 2018.

From Talent, in our purpose to ensure that we have the talent we require for the sustainability of the business, we have as a corporate discipline to hold annual talent discussion sessions, where we update the talent pipeline of the organization, for the coverage or succession of key positions for the business.



*Iván Osuna
Team Solutions Director Colombia*

Thus, during 2019 we identified 104 differentiating talents for 171 key positions, continuing with our objective of ensuring a minimum of two successors per position that will allow us to have the most internal talent for the growth of the organization.

In 2019 we began to develop strategies focused on each business, starting specifically with Team Solutions, and in 2020 we expect to develop strategies focused on the other businesses. Part of the exercise carried out with Team Solutions included a 360 degree performance evaluation of the team, to have a real-time and more objective input on the performance of each collaborator for the construction of their development plans aimed at maximizing their potential and meeting the challenges of the business in 2020. The 360° focuses on the Team Solutions competencies, evaluated by peers, team, leader, leader's leader and self-evaluation. With the positive experience we had with Team Solutions, we project a greater coverage in 2020 of multidimensional performance evaluations for the other two businesses.

TRAINING ACTIVITIES:

Talent Agenda:

We developed a support based on training for operations in Mexico, Colombia and Chile where we have a participation of **51%** of total employees. The Talent Agenda addresses the processes of performance management, development and feedback sessions.

1. In the first training session we generated awareness of the importance of Self-Development, where participants received methodology and advice to build their individual development plan. Both administrative and operational participants took part in this first session.
2. The second session was on Commitment Management, where through the methodology of the 8 of accountability, we guided the administrative collaborators to build their performance objectives for 2019 with the identification of commitments and actions to fulfill them.
3. The third session focused on transformational conversations, where we taught our teams to develop effective feedback sessions from both sides (leader and collaborator), to accompany them in the sessions they have for mid-year and year-end follow-up.

Development Plans:

In 2019, the implementation of the project to strengthen the Development Plans continued, specifically for the employees of the Operations team (excluding logistics) in Colombia and Mexico, allowing them to develop a clear development path with concrete actions. This project has reached **54%** of the total population of Alianza Team. This is how we ensure greater promotion of internal talent, requiring only the hiring of external production assistants, base positions in the plants, and the rest of the positions presented in the pyramid are covered internally. With the clear expectations of what is required to reach the highest manufacturing positions, throughout the year the collaborators participating in the project are in constant technical training and soft skills that accompany their development. These trainings are developed by certified institutions such as SENA, Universidad Javeriana, Locutorio, or internal trainings with experts in each subject. As a result of this program, **63** promotions have already been presented and we hope that the good results will be maintained in the future.



Alianza Team México work group

Plant Compliance Training:

In Colombia, different compliance trainings were carried out for the areas of Quality, Safety and Health at Work, Integrated Management Systems and TPM to reinforce the importance of compliance with our standards in the operation to ensure the quality and timeliness of our services and solutions. They were attended by **774** people in different areas such as TPM, FSSC22000, Safety and Health at Work, and RSPO.

Leadership Training at All Levels:

In Colombia, **112** employees received training in different leadership courses, for example: Origin Leadership Program, Team Leader, Virtual Leadership Course, Diploma in Leadership, Leadership and Emotional Intelligence, among others, strengthening the soft skills of our leaders, obtaining tangible benefits in the consolidation of high performance teams and favoring the achievement of the proposed objectives.

Training in Marketing and Digital Transformation, Negotiation and Sales:

Specifically designed for sales and marketing teams, they were trained in relevant issues of the digital world, marketing and negotiation, with the aim of providing them with more tools and insights for the development of their role. Examples of some initiatives are: E-Commerce, Digital Soup, Relationship Strategies in Social Networks, digital marketing, neurosales, brand reputation in the digital world, negotiation workshop, negotiation webinar.

We are an example:

By the end of 2019, we had achieved **90%** compliance in the certification of 15 of our corporate policies (Alcohol and Substance Use, Anti-Fraud, Conflict of Interest, Third Party Due Diligence and Anti-Corruption, Human Rights, Business Ethics, Travel Expenses, Sustainability Management, Risk Management, Integrated Management, Team Conduct Manual, Personal Data Recertification, Sagraft Recertification, IT Security and Vacation), covering the main guidelines of the guiding principles contained within the Policy Guidelines for Nourishing a Better Tomorrow. Through this virtual training platform, we ensure not only the constant dissemination of relevant updates to these guidelines at all levels, but also the knowledge and understanding of their importance to the organization by having a mandatory quiz at the end of the reading of these policies.



Alianza Taam Chile work group

Virtual Classroom:

We continue to use GetAbstract's My Mentor virtual classroom in order to accompany the processes of transmission, management and updating of our knowledge in Alianza Team. By 2019, we will assign **1,354** administrative and operational collaborators to the 4 operations, courses with digital content and recordings of the classroom sessions, of the 3 workshops of the Talent Agenda: Self-Development, Commitment Management and Transformative Conversations.

Additionally, we have 1,347 registered users in GetAbstract, with **49,408** book summaries in the year available to employees and families. The main topics of interest are economics and politics, leadership and management, and professional development, where the Operations area is the most active with 81% of downloads. The most consulted books during the year were "The introverted leader", "Extraordinary influence" and "Find your why", reflecting how this tool is a support for the professional and personal development of our collaborators.



Training programs in Mexico

Making sure we provide the necessary support and tools to our collaborators for their professional and personal development, Alianza Team Mexico has four programs to cover different moments of training, positively impacting the development of the country, community, and our collaborators:



*Hernando Vergara
General Manager Alianza Team Mexico*

- Since 2012, through the seed program, professional internship opportunities are offered to students from several universities in Michoacán, opening a total of 46 vacancies for students in the last semester in 2019.
- In 2019 we joined the programs **Bécate** and [Jóvenes Construyendo Futuro](#) with the support of the Mexican Government and the Ministry of Labor and Social Welfare (STPS in spanish), where we train external personnel in three-month and one-year cycles respectively, and then link them directly to the company. In 2019, we will have 100% of the participants of Bécate and two of the seven participants of Jóvenes Construyendo Futuro, who will finish their cycle in April 2020.
- Finally, with the support of the Ministry of Public Education and to provide continuing education support, we graduated the first class of employees from the Prepa Online (online high school) program.

1. Julieta Jaime Moctezuma / Administrative Assistant
2. José Manuel Martínez / Messenger
3. Mariana García / Administration Sales Analyst
4. Rubén Cortés / Physical Refinery Technician
5. Rodrigo Nava / Physical Refinery Technician
6. Jesús Monzón / Formulator
7. Juan Ignacio Andrade / Formulator

Congratulations to all the participants and those who have successfully completed their training cycle. You can count on the organization to continue your integral development!

CULTURE, ENVIRONMENT AND LABOR RELATIONS

[401-1; 405-2; T9]



Guadalupe Bernal
Talent Manager Alianza Team Mexico

training, conversation and construction so that there is the possibility of identifying, dealing with and resolving situations before they become potential conflicts or avoid them remaining unresolved in time. We implement a cycle of continuous improvement to cover the four stages and maintain positive and constructive relationships where trust and respect are paramount.

An excellent work environment, that is not only safe and productive but also generates well-being at a personal and professional level is what we seek to guarantee for our people since we are aware that goals and the achievement of objectives are reached by working together. We promote formal and informal conversation spaces from the leaders with their teams to enhance trust and commitment and maintain an assertive and two-way communication, complementing the training actions in leadership skills. We generate spaces and free time for our collaborators in order to contribute to their life balance and work dynamics. We reinforce the culture of self-care inside and outside work, and involve the family, creating spaces to share and learn new skills. Likewise, we emphasize the importance of each of the functions, activities and processes that are carried out in the organization, and each of the people who perform them with the best will and enthusiasm, since they all play a fundamental role in the excellence that we hope to deliver at all times to our clients and consumers.

As an organization, we provide all the guarantees for the freedom to exercise the corresponding labor and union rights, and we provide spaces for



Great Place to Work:



GPTW Activity Buga Facility

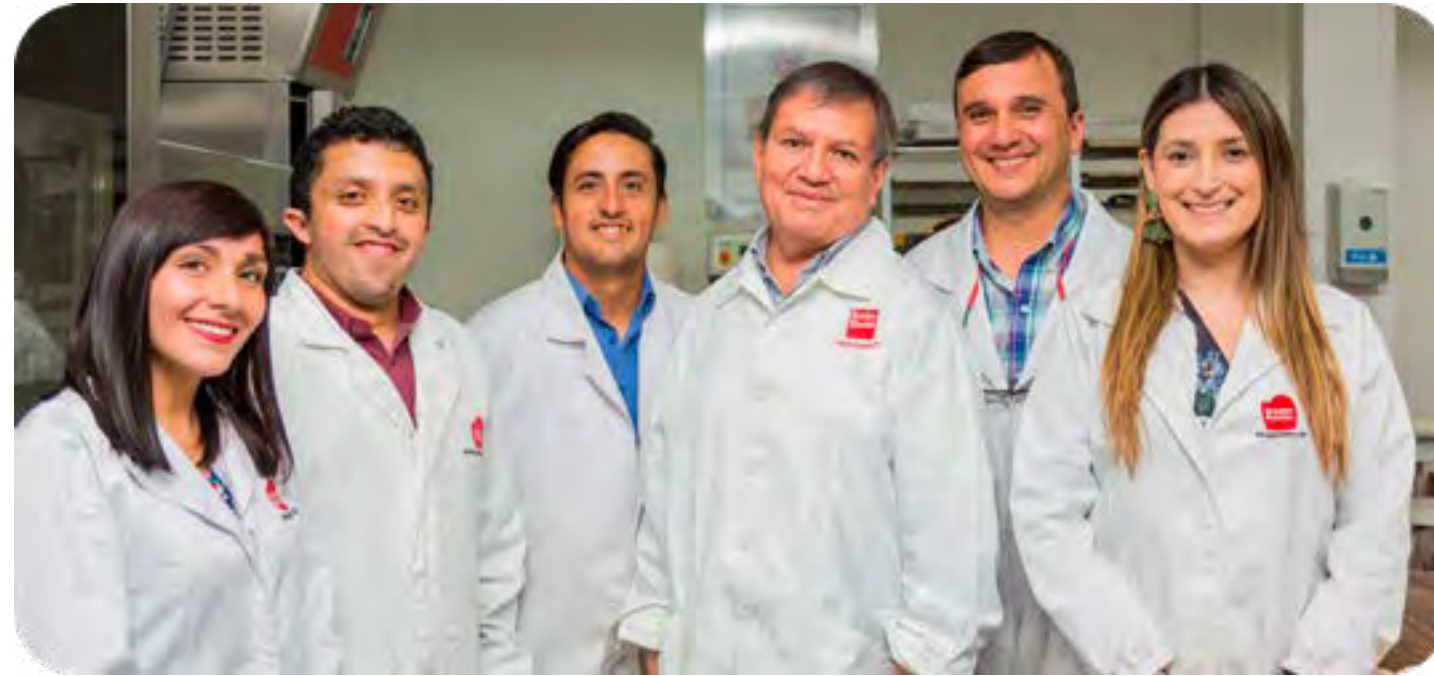
In 2019 we confirmed that Alianza Team is a great place to work because of the outstanding results obtained in the annual evaluation that the Great Place to Work organization carries out to measure the work environment. With coverage of over **95%** of employees - Colombia (97.9%), Mexico (96.2%) and Chile (97.8%) - the results in each of the countries were quite favorable.



Great Place to Work:

1. In Colombia, we were ranked number **6** among similar companies, climbing nine positions compared to 2018 and filling all Alianza Team Colombia employees with enormous satisfaction and pride for this result of the collective effort. The goal proposed for the year was 82.2, and the result was exceeded obtaining an index of **84.2**.
2. In Mexico, the overall result increased almost 5 points, exceeding the proposed goal for the year of 79.9 with a result of **83.1**. The image of favorability increased 14 points, placing the result of the evaluation at a satisfactory level.
3. In Alianza Team Chile, the result was equally satisfactory, since the evaluation result was increased by more than 11 points compared to the 2018 result, obtaining a work environment index of **69.2**. Although the goal proposed for the year was 72.6 and was not reached, we do not ignore the important progress and achievements for these results to the entire team of Alianza Team Chile.
4. BredenMaster, like Alianza Team Chile, presented an advance in its result obtaining the highest score increase of all Alianza Team operations with an increase of more than 18 points over the previous year. The proposed goal for 2019 was 52.7, falling short by only 2 points with a work environment index of **50.2**. Congratulations to the BredenMaster team for this important advance!

With specific initiatives and strong action plans from all leaders of the organization to improve the work environment, today we celebrate the results described above, reaffirming that our people are one of the key strategic priorities for the organization and that our commitment to make Alianza Team a great place to work is a reality. As an organization we are proud of our people, and thanks to the results presented in these anonymous evaluations, our people also have a high sense of belonging and pride in the organization. This is the materialization of what we always declare; together we are more.



BredenMaster work group

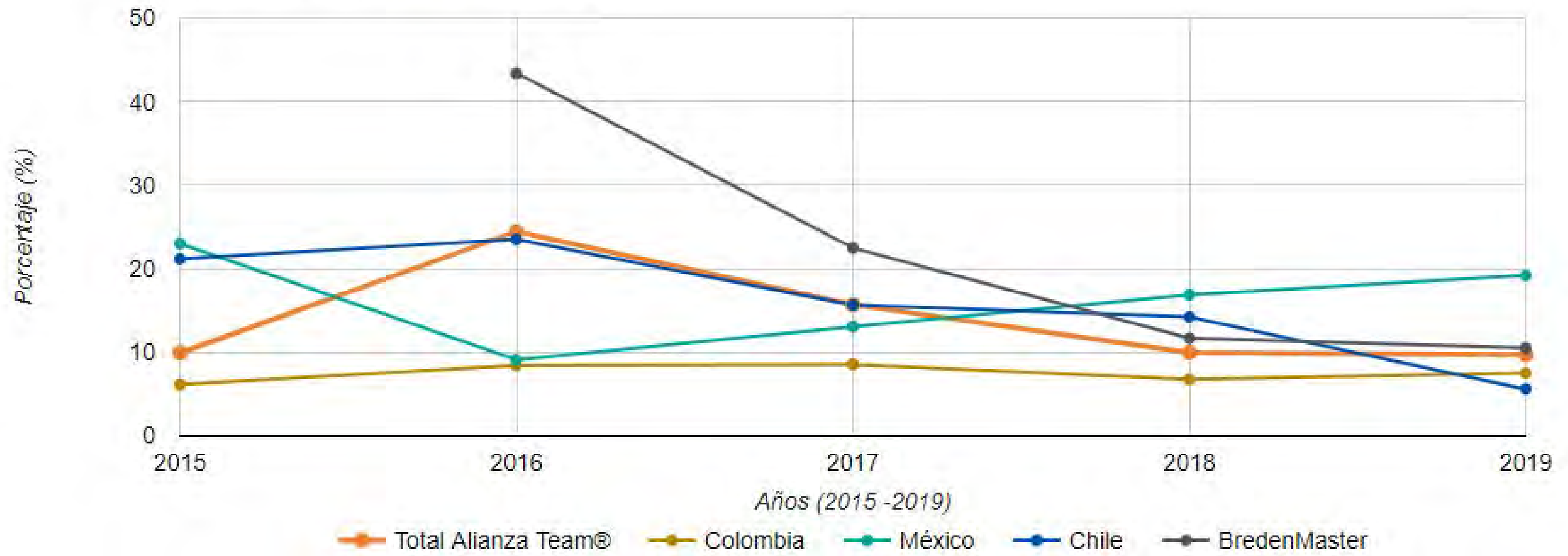


Jose Vicent
Occupational Health and Safety
Coordinator Buga Facility

The secret to my 25 years with the company has been my love for my work, my love for what I do, and being happy with the position I hold in the company. This is an excellent company, it is my second home and it has been the best thing that has happened to me, that is why I am happy to work in this excellent company.

Jose Vicent
Occupational Health and Safety
Coordinator Buga Facility

Voluntary turnover / Undesired (%)





Team Avanza: Engaging more with Alianza Team People



Team Advances 2019

One of the organization's main spaces for formal relationships with employees, this scenario shares the main advances, challenges, achievements and recognitions of the quarter around the four things that matter to us: Our clients, consumers and suppliers, Our people, Sustainability and Our shareholders. It is the communication channel with the greatest impact and satisfaction, evaluated by the collaborators at the end of the year, achieving massive participation and creating a possibility to clarify doubts and

expectations and to know the state of the business and operations in other countries. For the first time since its inception, Team Avanza's May stream was transmitted to all operations, connecting more than 500 people to hear Luis Alberto Botero, President and CEO, speak directly about how we are doing as an organization. These spaces are additionally replicated in all plants and countries, maintaining the standard content and format to ensure uniformity of information and maximize its reception reach.



Team Avanza: Engaging more with Alianza Team People

"The talk contributes to improving employee performance"
March 2019

"It is a space for joint feedback, diagnosis and analysis of processes and results that help to improve more and more"
May 2019

"I am very proud to work for Alianza Team"
December 2019

As aspects to be improved that are mentioned, there is the possibility that the Team Avanza presented by Luis Alberto Botero directly is not always in Bogota, Colombia, but rotates through all operations, as well as greater depth in strategic issues of interest in the short, medium and long term to better align the common objectives between teams and processes.

BENEFITS AND WELL-BEING

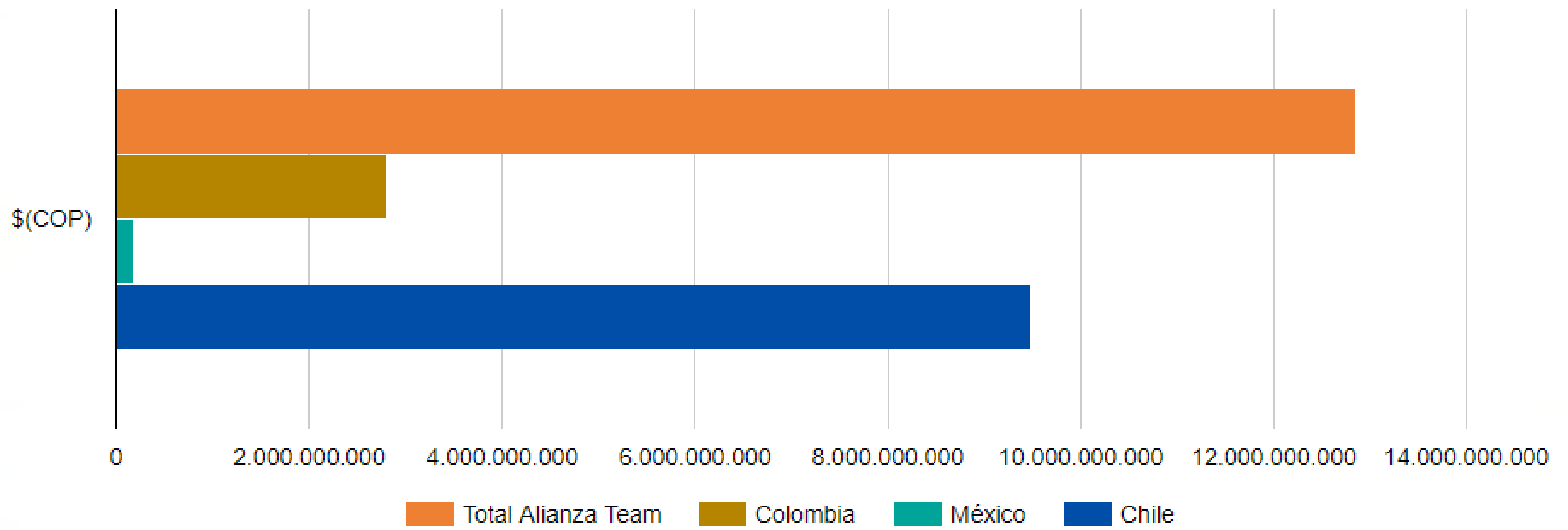
[401-2; T8]



Alianza Team Chile work group

Committed to providing our employees with spaces, tools and benefits that generate well-being at work but also in their homes, we maintained our corporate strategy of benefits and well-being divided into four pillars to ensure the integrity of the programs, impacting the physical, social, emotional and financial components of life, complementing their professional and personal development.

Investment in Benefits 2019 (COP):



Emotional:

Emotional health based on the balance between the personal and working life of the employee.

1. Recognition plan.
2. Continuous day 7:30 to 2:00 on Fridays depending on the operation.
3. Flexible Schedule.
4. Home office (levels 1 and 2).
5. 4 paid half days off per year (Voucher +).
6. Five-year period (level 1 and 2 additional days of vacation; level 3 and up, seniority premium).
7. Birth Gifts.
8. Breastfeeding Program: Additional hour to the law until baby's 6th month.
9. Accompaniment - Illness - Death.

Physical:

Performing physical activities, healthy eating so that the employee can maintain an optimal health and physical condition.

1. Prepaid Medicine (for level 1 and 2, payment percentage prepaid medicine or complementary plan).
2. Sports Tournaments (Ping Pong, Bowling, Soccer 6, Chess, Ladder, Parquet).
3. Paintball, Yew, Minitejo, Frog.
4. Participation in Sports Careers.
5. Fishing Day.

Social:

It seeks to promote the social participation of the collaborator with the celebration of special dates, cultural and recreational activities.

1. Celebration of Halloween.
2. New Year's Eve Lunch Partners.
3. Film afternoons.
4. Surprise Team Day.
5. Visits by operational personnel to other plants/operations.
6. Celebration of special dates:
 - Beginning of Lent.
 - Women's Day.
 - Secretary's Day.
 - Mother's Day for employees and their families.
 - Children's Day.
 - Father's Day.
 - Valentine's Day (Love & Friendship).

Financial:

Promotes the well-being that is achieved through the management of its income, seeking a balance between what we need, what we want, what we spend and what we have.

1. According to level, help in postgraduate courses or short courses (except Beneflex staff).
2. Flexible Benefits Program (Beneflex) for positions with category 17 or higher.
3. Entrepreneurship schools for workers' families.
4. Housing loan.
5. Maternity assistance.
6. Educational assistance to the collaborator.
7. Children's Educational Assistance.
8. Texts for children.
9. Eyeglass Assistance.
10. Life Insurance.
11. Domestic Calamity Loan.
12. Death Assistance and/or Mortuary.

COMPENSATION AND REMUNERATION

[202-1]

During 2019 we focused on the compensation and remuneration process where we used methodologies that allow us to have comparative parameters that facilitate the analysis and an evaluation of how we stand competitively in the salary market. One of our pillars is to work continuously to be more competitive and equitable, where there is no salary difference between men and women and there is a fair and attractive reward according to the level of contribution. These compensation studies allow us to have an attractive and aggressive compensation system to meet the needs of the organization's structure.

1. Ratio between salary on entering the organisation and the legal minimum in force in areas of operation: **1.07**
2. Percentage of women in total staff: **29.4%**
3. Middle management positions held by women: **32.2%**
4. Return on investment in human capital: **1**

The structure of the organization is handled through the identification of positions in different categories and levels of contribution. The category is a number that identifies the relative weight of the position and demonstrates the responsibilities and freedom of action, as well as knowledge required for proper performance. It is obtained from an external assessment methodology, which assigns points through a formula determined for each of these aspects, with a result between 7 and 23 where the higher the number, the higher the position's value within the organizational structure. We then group the above categories into six different levels.

These tools and valuation methods help us to take care of internal equity and external competitiveness by being a reference to compare with different positions with the same number of points in the market and within the organization.



Gender equality

Whether the position is occupied by a man or a woman, to remain competitive with market conditions and to take care of our internal equity, we based the compensation policy on salary studies that allow us to evaluate our structures and positions by the points methodology. In this way, salaries are assigned based on the responsibility, contribution, and impact of the position, regardless of the occupant. We declare in various channels and mechanisms our guidelines of zero discrimination on any grounds, including gender. We emphasize that in the last year in Colombia, the participation of women in management positions that generate income increased from 11% to **21%**, showing significant progress in this category of participation. With regard to the salary difference, in 2019 women in non-managerial positions had on average a higher salary than men, a situation which, taking into account the bonuses and additional incentives for managerial positions, was equal. We are proud of our work environment and we reaffirm our commitment to promote transparent and inclusive labor practices aimed at providing equal opportunities. Thanks to this, Alianza Team was recognized by Dinero Magazine in Colombia as **one of the best companies to work for women**, ranking among the thirty companies mentioned.

OCCUPATIONAL HEALTH AND SAFETY

[T11; T12; T13]

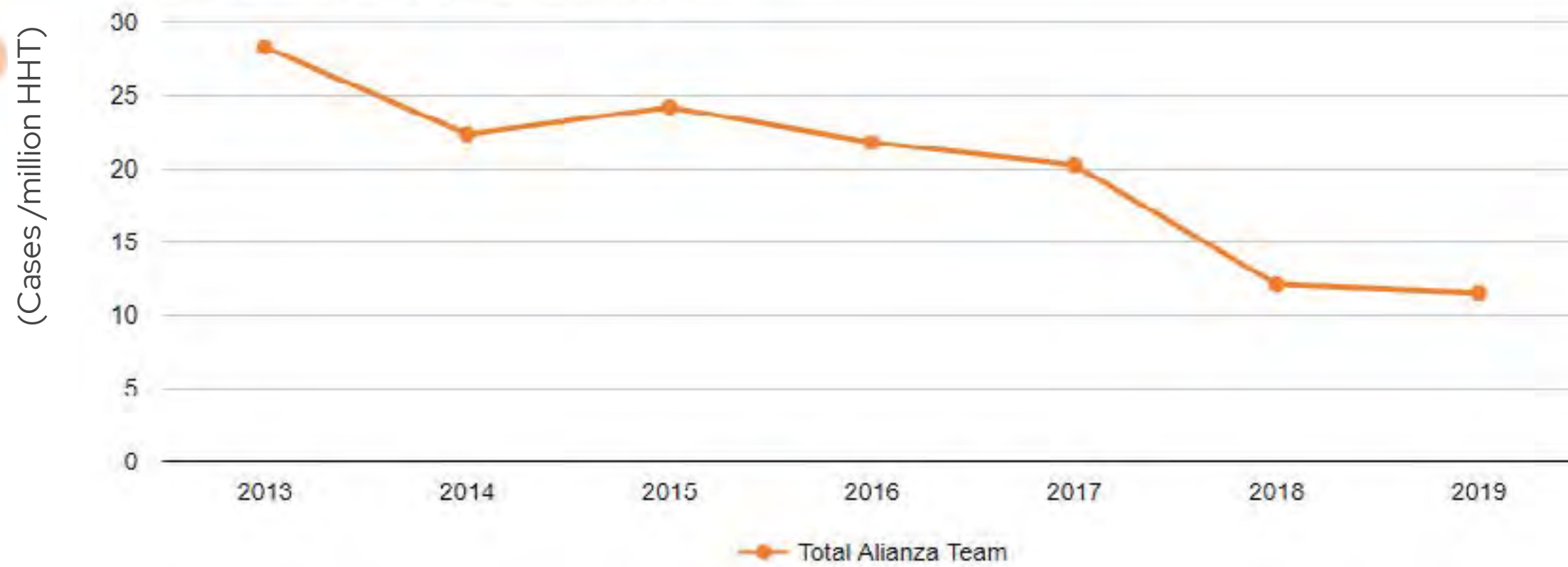


*Wilmer Cordero
Bogota Facility Operator*

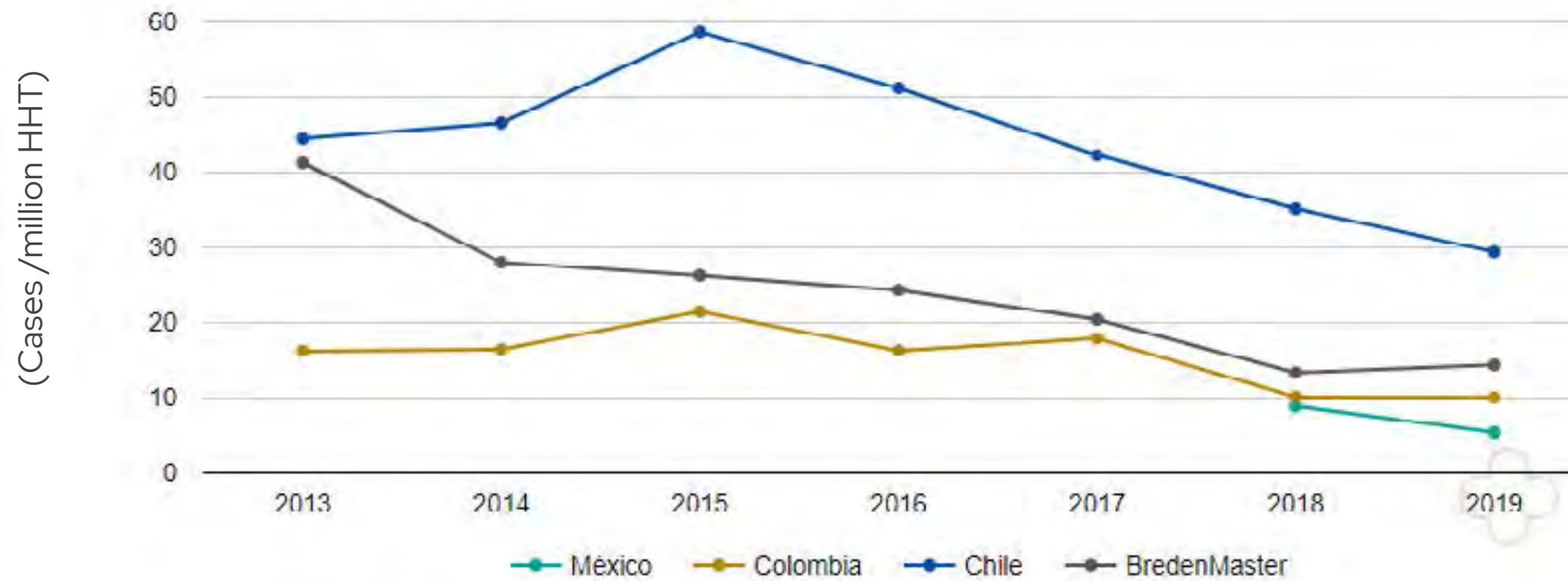
The Safety and Health at Work (SHW) are considered by Alianza Team a fundamental pillar in our sustainability strategy since the various actions implemented are aimed at promoting safe working environments through the identification of hazards, risk assessment and the establishment of controls over those that may generate work accidents, emergencies or diseases, thus promoting the health and welfare of our employees, contractors, visitors, and suppliers. As the only material issue prioritized within the people pillar, the efforts to make Alianza Team's culture one that promotes self-care and in which the safety and health of our people prevail is evident. We can prevent the occurrence of workplace accidents if we timely identify and eliminate the root causes while reporting unsafe conditions. It is for this reason that we are all responsible for our safety and that of our colleagues.

We measure accident and absenteeism rates, including our indirect and temporary employees and contractors. We are very satisfied as an organization to see the clear downward trend of these indicators, evidencing the positive impact that the various campaigns, activities and actions aimed at taking care of our people have had. We will continue to work on promoting habits and behaviours that reinforce the culture of self-care and safety that we seek in Alianza Team.

Accidental Frequency Index (AFI)



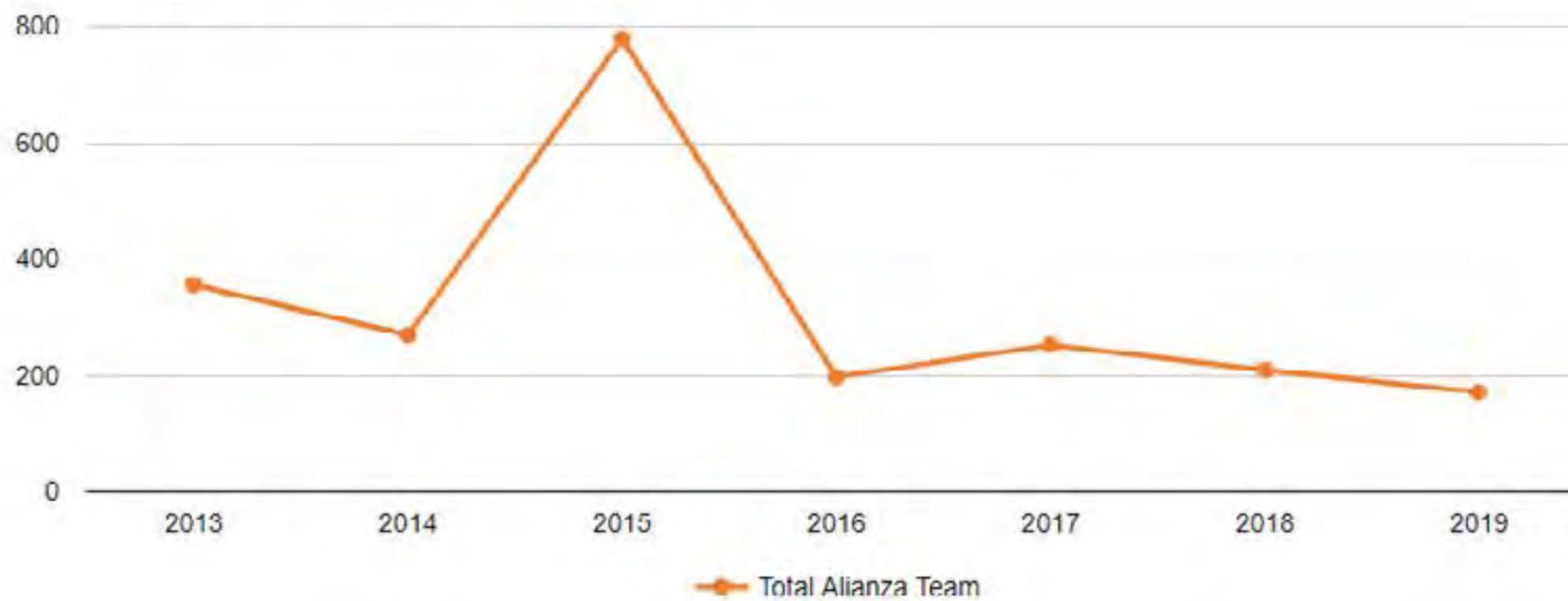
Accidental Frequency Index (AFI)





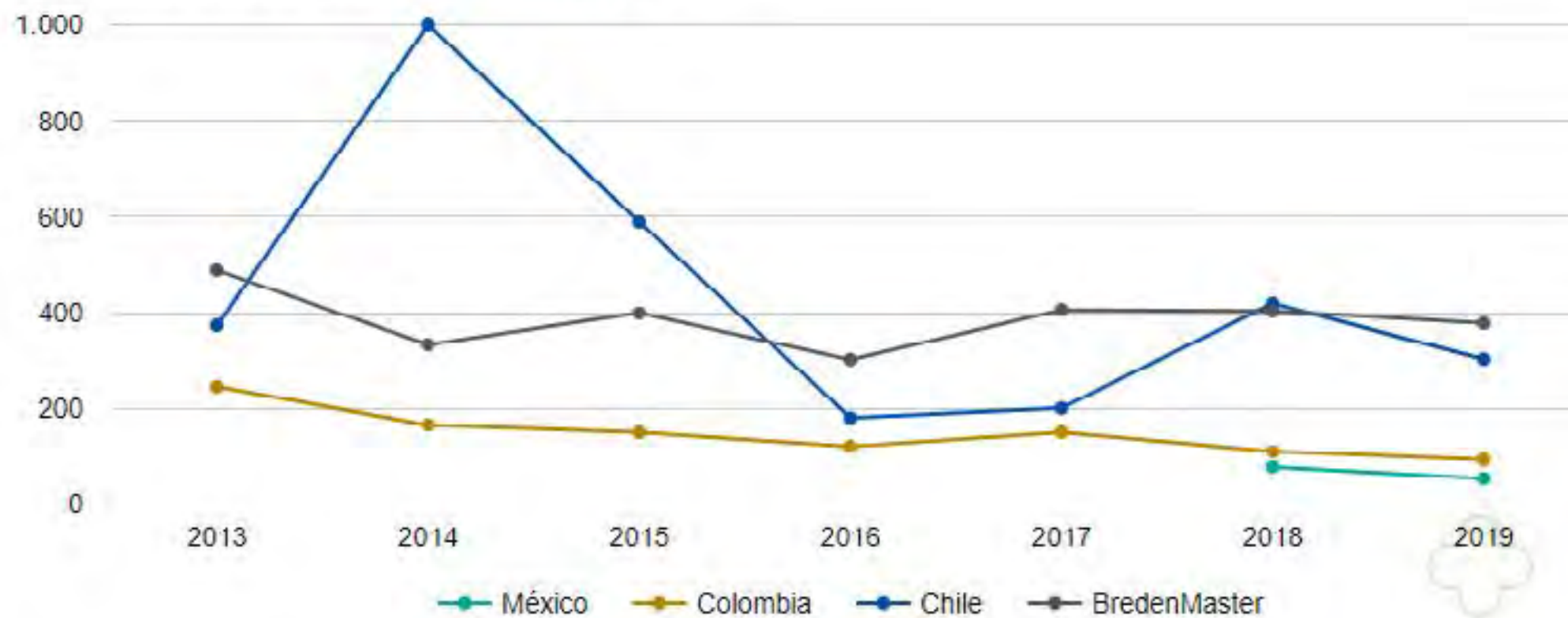
Accidental Severity Index (ASI)

(Days/million HHT)



Accidental Severity Index (ASI)

(Days/million HHT)



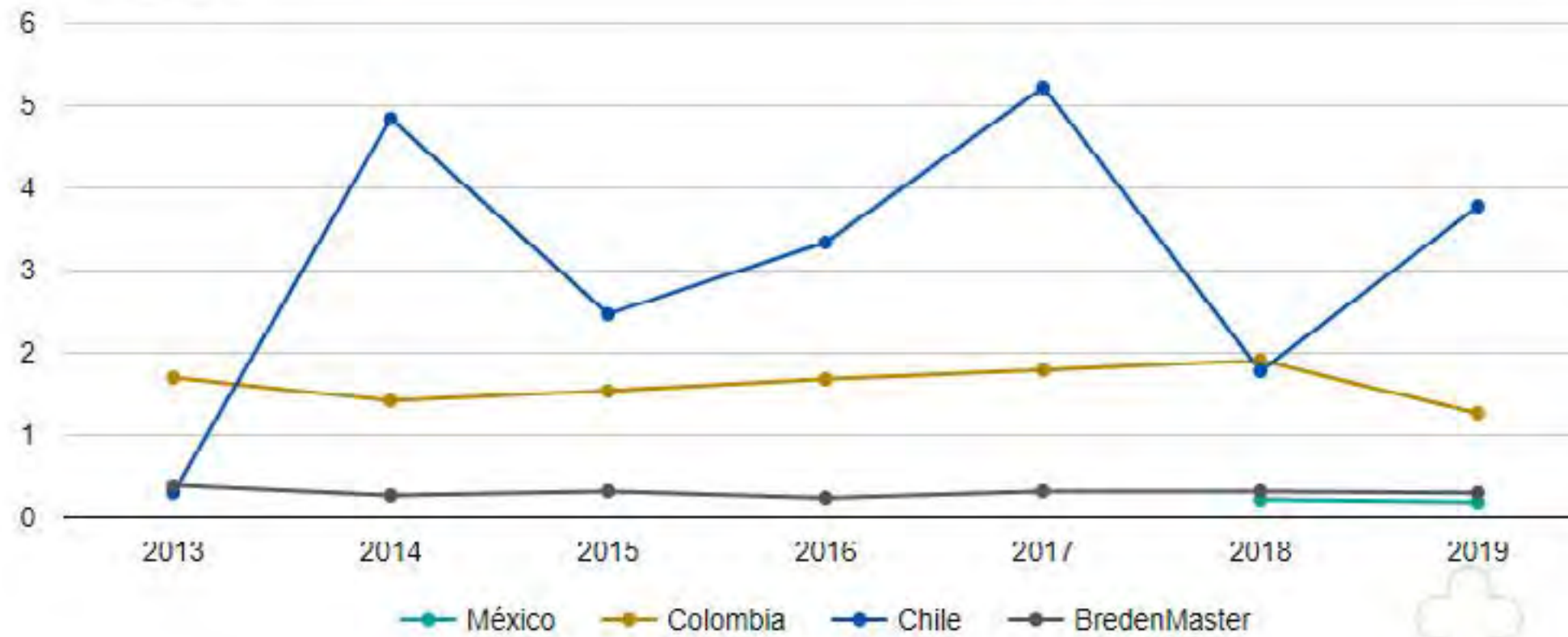
(Medical Leave EG+AT / Total days worked) * 100

Absenteeism



(Medical Leave EG+AT / Total days worked) * 100

Absenteeism





Maintenance team Bogota Facility

campaigns, activities and messages were designed, for example "Safety as a value" ("La seguridad como un valor"), "Get used to it: safety first, my family is waiting for me" ("Habitúate: La seguridad primero, mi familia me espera), or "I protect myself and others" (Me protejo y protejo a los demás).

Through constant inspections of machines, tools, locations, controls and signaling, among others, the ideal conditions for operation are maintained. We updated procedures for high-risk tasks, and leadership efforts were redoubled in operational areas with visits and constant accompaniment by the occupational safety and health team to ensure the use of PPE, and to carry out work controls and follow-up on contractor authorizations, among others. We strengthened the culture of reporting, investigation, documentation and closure to generate lessons recorded in the consolidated action plans, and thus avoid repeating the errors of the past. Induction, reinduction and pre-operational five-minute talks are examples of the different activities carried out in order to avoid work-related accidents and affect the integrity of our people.

Different preventive activities are continuously implemented in the seven operating plants of the Alianza Team to promote the expected behaviors and results and to avoid the deterioration of the progress achieved.

We promote these efforts through the implementation of an Occupational Health and Safety Management System that rigorously establishes different activities that are enshrined in the work plan of each of the organization's plants. Among them we can highlight the program of habits and behaviors in OSH, the report of sub-standard or unsafe conditions with their respective follow-up, investigation and closure, five-minute pre-operational talks on health, safety and environmental issues, inductions to contractors, operational review in the different activities carried out in our plants and safety inspections, among others. The corporate habits and behavior program was developed in each plant through adapted strategies, and different

- In Mexico, tours are conducted by the CSMH (Joint Commission on Safety and Hygiene) to identify new unsafe conditions to work.
- In Chile, the maintenance team is actively involved to ensure the correction of unsafe conditions and we have the collaboration of the Chilean Safety Association to comply with the implementation of a Comprehensive Occupational Safety and Health Program to prevent the occurrence of occupational accidents and diseases.
- In Colombia, the Habitúate program was developed to raise awareness among our employees and their families about the importance of self-care.
- BredenMaster: We work with full conviction that safety and prevention are a fundamental and essential part of every activity, seeking to protect the life and health of all employees, contractors and visitors. Programs were carried out to promote healthy living habits, visual and dental health campaigns and vaccination days, among others.



Óscar Falla
General Manager Alianza Team Chile

In the area of health care, different activities and campaigns were developed to promote safe and healthy behaviors, for example, the creation of the emergency brigade, training calendars, and courses in first aid in Chile, or in Colombia with follow-up and health monitoring exams for the prevention of diseases. In Mexico, there is a medical office on the plant premises, which makes it possible to detect and monitor any general or occupational situation in a timely manner. From the insistence on active breaks, the proper use of personal protection equipment, and peer committee sessions, to yoga and ping-pong courses and other activities designed to reduce stress and fatigue at work, our commitment to caring for our people is genuine and will continue to be a strategic priority in the organization.

Challenges 2020-2023

Talent:

1. To ensure that our people can be in a position to release their full potential and level of contribution.
2. Ensure the succession of critical positions in the organization, especially business, to guarantee knowledge management and profitable growth over time.
3. Reinforce the Alianza Team culture, maintaining excellent working relationships at all levels and in all operations, making our organization a great place to work.

OHS:

1. Reinforce the culture of reporting unsafe conditions, investigation and closure through training, accompaniment and inspections to reduce the frequency and severity of work accidents in all Alianza Team plants.
2. Implement and certify under ISO 45001 standards the BredenMaster Chile plant and the "5 Golden Rules of the Safe Master" program.
3. Implement a program specifically designed to promote behaviors, habits and lifestyles that contribute to prevent the main causes of absenteeism.



CHAPTER 4 SUSTAINABILITY

[102-12]



Alianza Team Sustainability team

For the first time in more than ten years, the main risks we face as a society according to the World Economic Forum are all environmental. Climate change threatens the continuity and stability of the supply of agricultural raw materials, for example, and water shortages generate tensions with communities around production centres in some parts of the world. As an organization, we validate our commitment to the protection and conservation of natural resources,

understanding our impacts and designing strategies to mitigate them is constant in our day-to-day work. However, it is increasingly evident the need to expand the scope, not only dealing with our operations, but accompanying the transformation of our chain and recruiting our clients, consumers and civil society in collective actions for greater impact in activities in the economic, environmental and social dimensions.

OPERATIONAL ECOEFICIENCY

[T15; 303-3; 305-1; 305-2; 305-3; 305-4; 302-3; T17]



Sandra Gallego
Management Systems and Environmental Coordinator Buga Facility



In our operations, we have environmental management systems implemented under international standards of ISO 14001 that allow us to monitor and manage natural resources at all times, optimizing their relative

consumption per unit of production, in our case per packaged ton. Likewise, during 2019 we adjusted and aligned the measurement formulas in all our plants to ensure not only compliance with legal requirements in all countries where we operate, but also compliance with the Team Standard, our own guidelines, goals and objectives on this front to achieve greater efficiency in all aspects. For this exercise, we are guided by internationally recognized measurement and reporting protocols, which in turn add value to our operation by driving our results beyond local expectations in many cases. Another important milestone is that for the first time we achieved 100% coverage of our operation in the construction of these measurements, evidencing results not only by plant and country, but for the entire Alianza Team.



19 years recognized in the District Environmental Excellence Award (PREAD)

Our plant in Bogota, Colombia, this year received 19 awards for district environmental excellence, highlighting our commitment to high performance standards in our operation, 18 of which were in the Elite category, the highest ranking within the award.

Through the **Green Teams** in the different plants, in social networks where more than 100 volunteers committed to the promotion of environmental culture within the organization participate, we are linking more and more collaborators in these efforts, so that together we can achieve faster results with greater impact, not only in our work but also in everyday life.



Video Green Team Bogotá Carrera Verde Diofa Vargas



Green Team video

Water:

Overall, during the year we reduced the relative water consumption per packaged ton from 1.64 m³ to 1.61, when production in packaged tons increased by **30.44%**. The plants in Colombia are more efficient in this resource, while BredenMaster in Chile has the highest relative consumption. However, it is important to recognize that the nature of production for BredenMaster is completely different from the rest of the Alianza Team plants since it is the only one that does not refine and produce oils and fats. As for water reuse, there was a significant reduction compared to last year since the entire BredenMaster process was included in this year's measurement, representing approximately 20% of the total water consumed by Alianza Team.

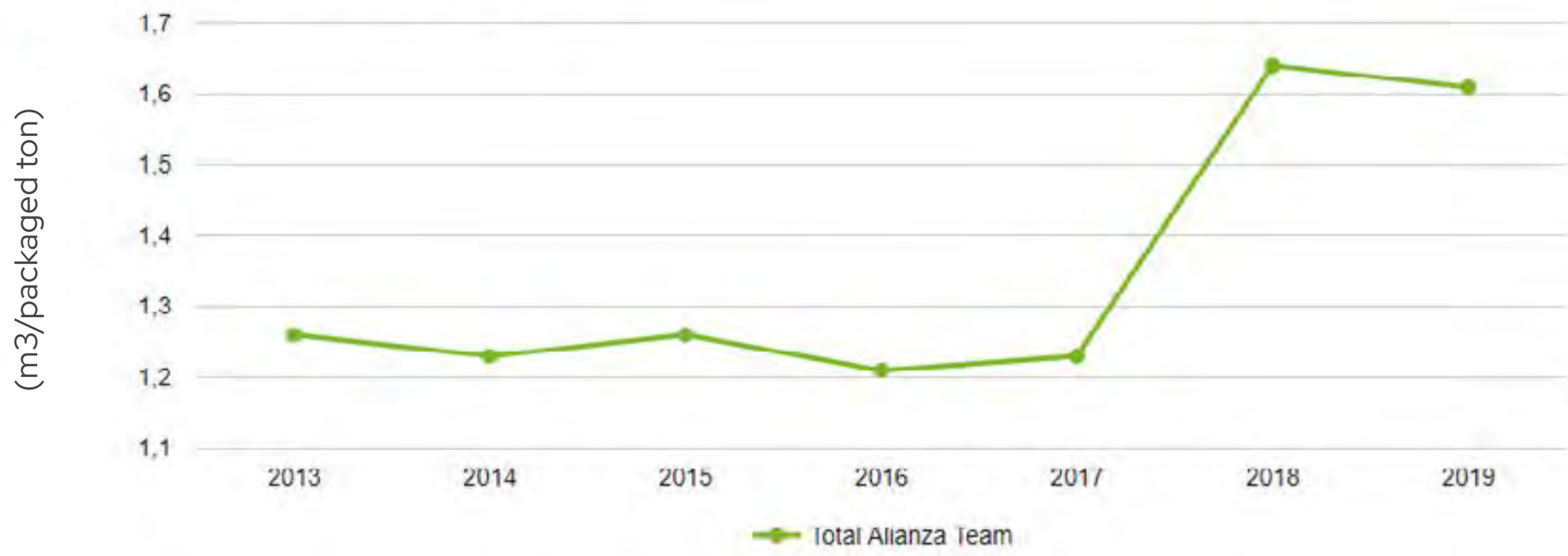
We are aware of the opportunities that we have to achieve greater progress in optimizing water use, and we have also initiated detailed studies to analyze water stress in the areas where we are present, with studies already conducted for 60% of our areas of operation, which will allow us to improve our results and mitigate the impacts caused in the coming years.



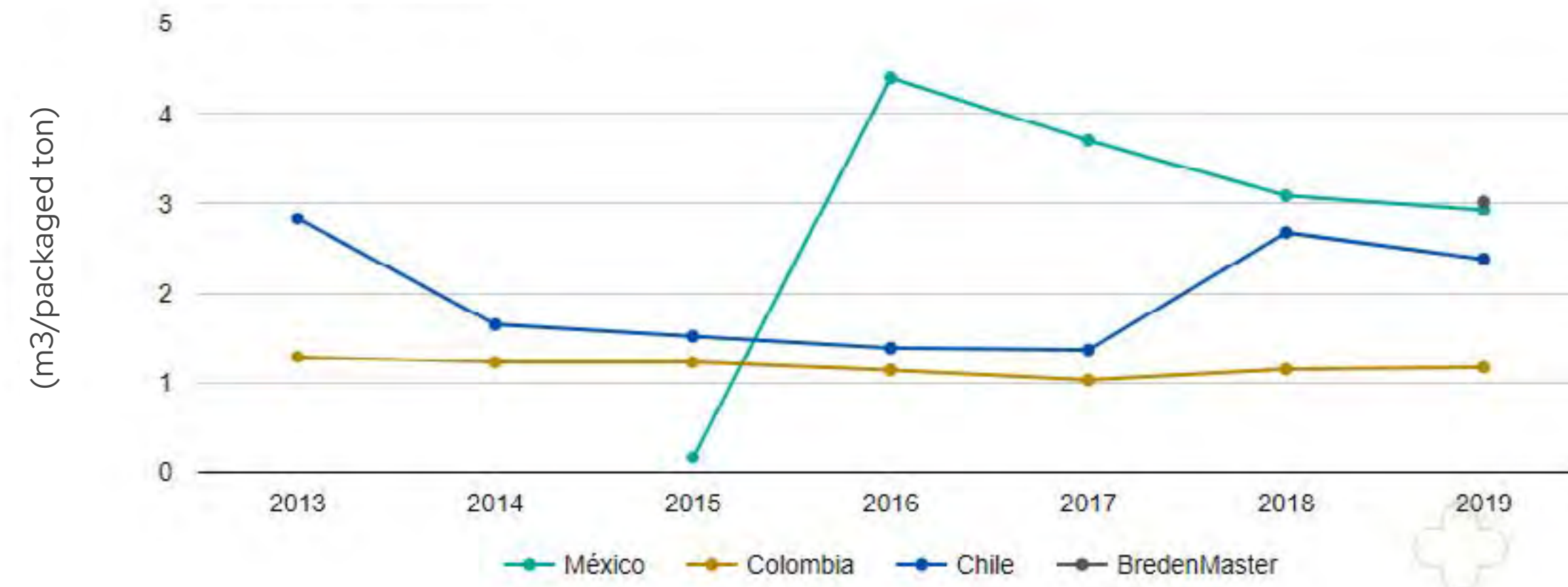
The water treatment plant in Buga has life!

As mentioned in the [second chapter of the report](#), the project that was developed at the Buga plant to ensure life at the water treatment plant is a powerful example of how we go beyond our expectations to leave a better future for the next generations. Living fish and plants are kept alive in our water treatment tanks to demonstrate that the treatment processes are as effective as expected because of our high-quality standards, returning water in excellent condition, so much that it is life-sustaining.

Water consumption intensity



Water consumption intensity





Regarding water consumption, in Alianza Team we implement and maintain actions that seek to achieve efficiency and savings in the generated consumption, such as simple and methodological practices for cleaning equipment and areas, recovery of condensate, inspections to identify leaks and handling of environmental incidents, among others. To commemorate the International Day of Water, special awareness and training campaigns were carried out in the different plants to strengthen the culture of water care and saving. Beginning in Colombia, systematic monitoring and mapping of water use was implemented in all operation centers using the [National Water Study](#) of the Institute of Hydrology, Meteorology and Atmospheric Studies (IDEAM) in 2018 as

the most recent official source. This allows us to have a detail of the hydrographic subzones from which our supply comes, additionally mapping the aridity indexes, water shortage vulnerability index in the middle and dry years and the water quality index in ARCGIS, a mapping and environmental management program that we use as support. Thanks to this management, which has been carried out for several years, we declare that at the moment we haven't had any conflicts derived from water consumption with the communities neighboring our operation centers. It is expected that in the second half of 2020 we will begin this same analysis in Mexico and Chile to increase awareness of the availability of this resource and the risks associated with it in the future.

Emissions and energy:



As for the generation of emissions, during 2019 there was a significant increase per unit of production, from 213 kg in 2018 to 299 kg in 2019. This was mainly due to the inclusion of the entire BredenMaster operation within the indicator, representing **38%** of total emissions in the year. Again, the Colombian operation is the most efficient in this aspect, but all operations are actively exploring different innovative alternatives to reduce the impact in this aspect. An advance during

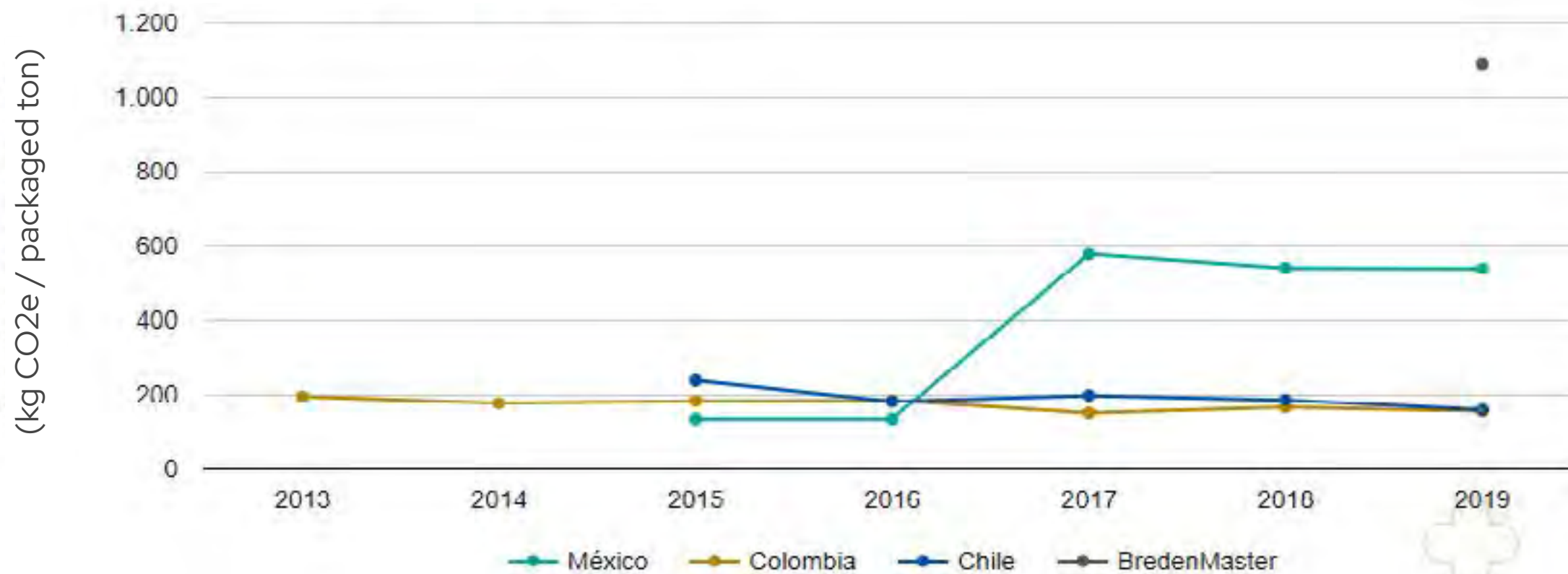
the year, we began measuring the emissions generated by Alianza Team employees corresponding to their air travel at the corporate level, adding 546.75 metric tons of CO2 equivalent, becoming our first input for the corporate scope 3 footprint that is traceable, verifiable and transparent. Likewise, the scope of data included within the scope 3 footprint was expanded, such as distribution, storage and packaging processes, meaning a significant increase compared to the previous year.

In energy, as well as in emissions, there was a slight increase in the consolidated result due to the inclusion of BredenMaster, with the performed analyses we identified that in energy consumption, 32% of electrical energy corresponds to them. Likewise, for the bakery business it is necessary to use high volumes of refrigerants so the footprint and the eco-indicator are impacted upwards, since this operation is responsible for 38% of the scope 1 and 2 emissions of Alianza Team. In addition, our production in packaged tons increased by more than **30%** in 2019, all of which shows why there was an important increase in emissions, carbon footprint and energy consumption intensity. We are still aware of the great opportunities that arise in this effort, so we will continue to seek new and better ways of doing things that allow us to reduce the environmental impact of the operation.

Emission intensity indicator



Emission intensity indicator



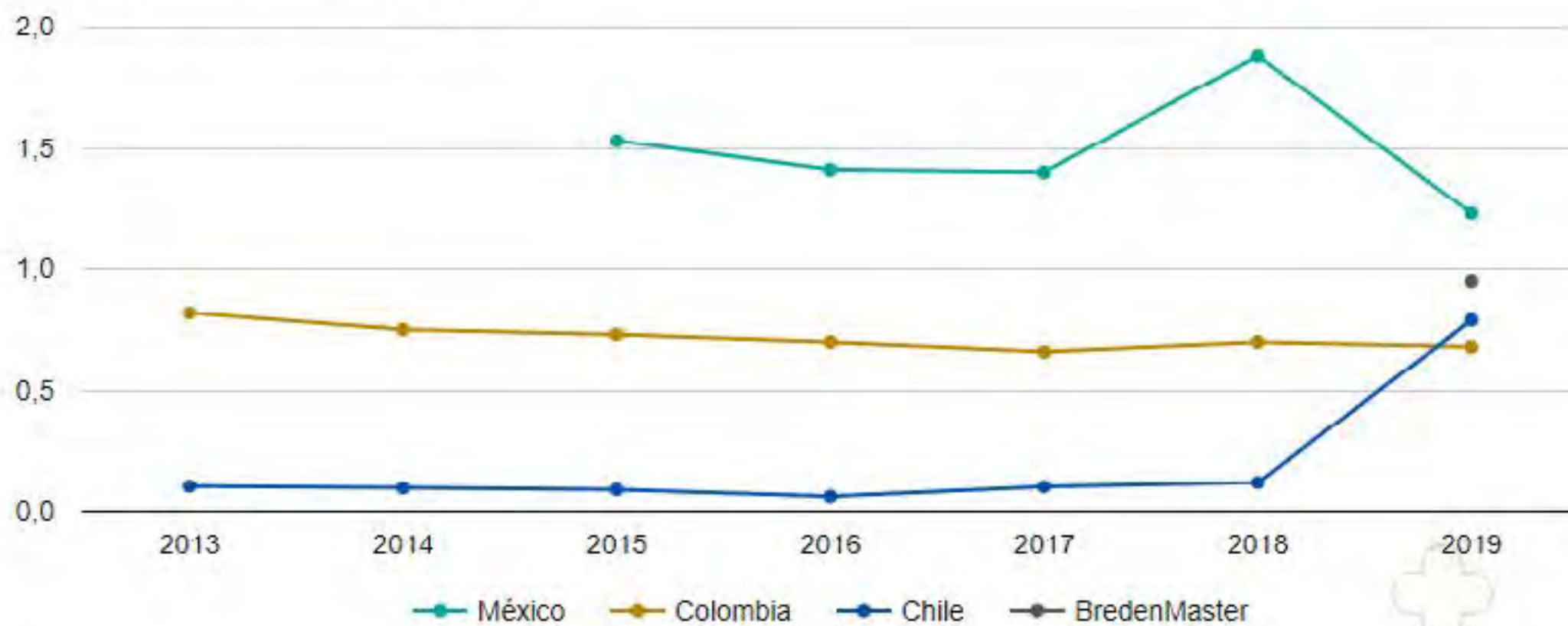
(MWh / packaged ton)

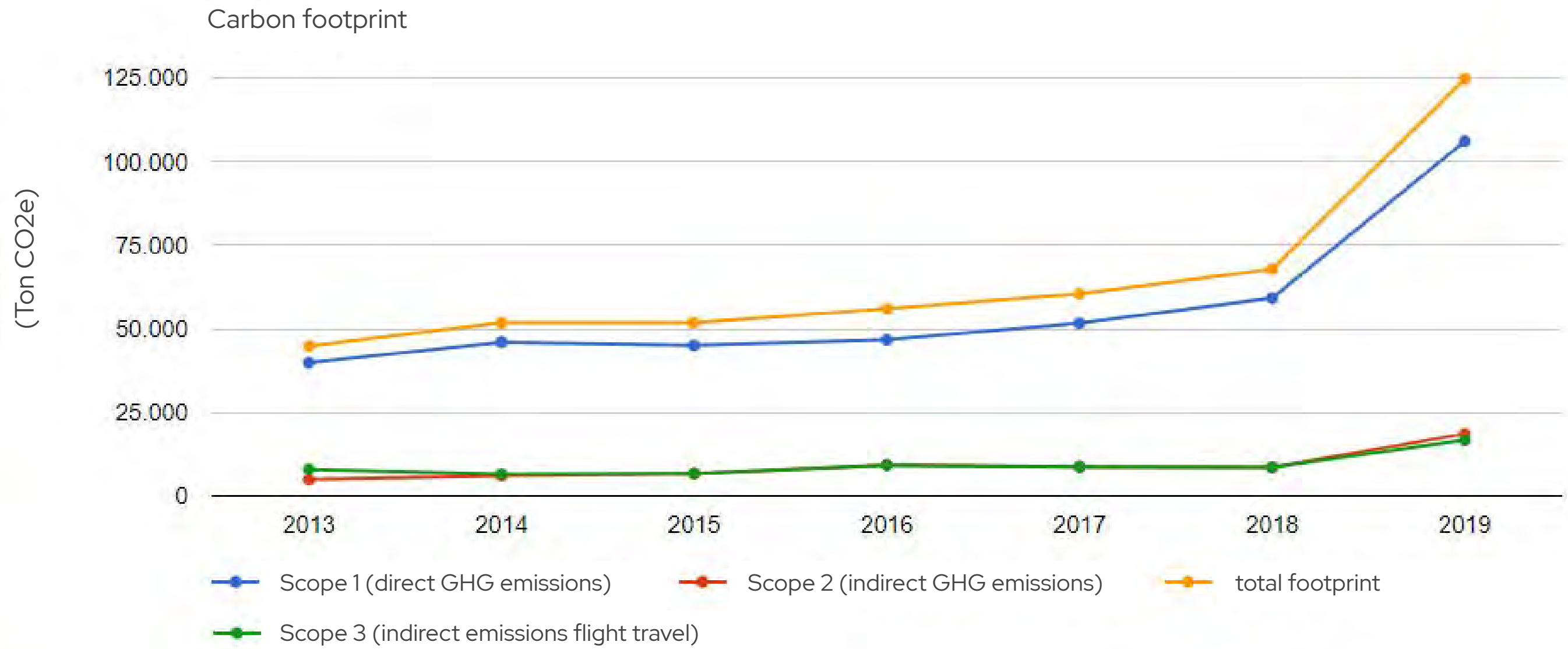
Energy consumption intensity



(MWh / packaged ton)

Energy consumption intensity





We implemented actions in the different plants to improve the performance of our operation, such as the intervention of equipment for the automation of boilers, preventive maintenance, replacement of equipment by options with lower energy consumption systems (motors, lighting, and batteries), and we are working on a plan to replace traditional refrigerants with ecological alternatives. Similarly, we provided constant training to promote electrical energy savings, and promoted daily monitoring through the consumption index of different fuels such as coal, ACPM, and others to ensure the achievement of expected results. In Mexico, for example, compensation alternatives like reforestation and the inclusion of oxygen in hydrogenation production lines are being considered. The careful review and analysis of connections, peak and valley hours of consumption among others, have also proved to be an important approach to identify improvement actions as simple as relevant. At BredenMaster we highlight the use of electric pallets inside the plant and the selection of natural gas as the main fuel for reducing emissions.

Residues:



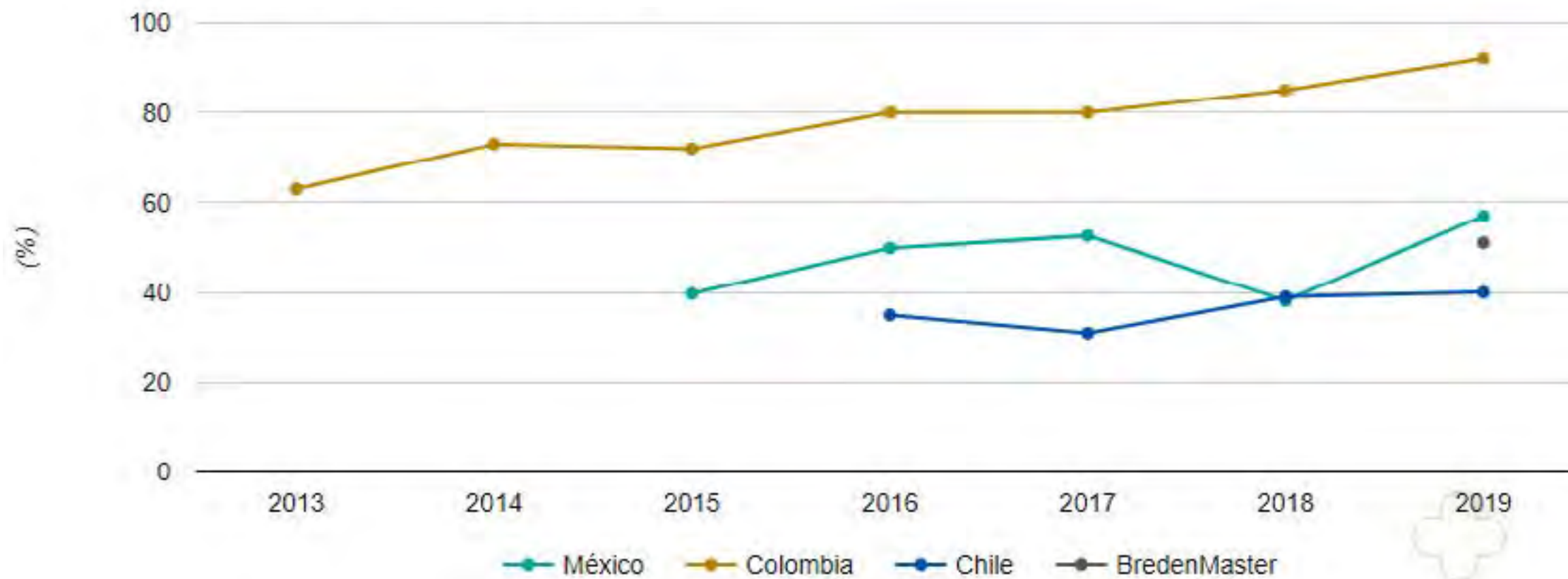
We strive to give a second use to industrial waste generated within the operation, which is why we have specific actions in this regard. Compared to 2018, we obtained a favorable result since we considerably increased the percentage of use of ordinary waste, highlighting the results of Mexico and BredenMaster for their progress. With the implementation of integral waste management programs in each of the plants, we ratified our commitment to the principles of the circular economy and the constant search for new opportunities for the ever-increasing use of the ordinary industrial waste.

From the logistics process we also implemented important actions to reduce emissions in the storage, packaging and distribution of our products and services. It is important to mention that in Scope 3, the scope of the data included was expanded, responding to the significant increase compared to the data reported the previous year, including in the result the consumption of electricity in the warehouses, the gas consumed by the forklifts and the consumption of materials in our packaging and related processes. We would like to highlight that although the dispatch of products in Colombia increased by **10%**, improvements in the logistics efficiency of the operation allowed for a **16%** reduction in emissions per ton dispatched compared to 2018. For the next year, we expect to continue improving this process with greater efficiencies that will allow for a reduction of more than **450 TON** of CO2 emissions approximately.

Use of ordinary waste



Use of ordinary waste



The separation of waste by its different categories, differentiating between hazardous and non-hazardous waste is a transversal pillar in this management in accordance with the different legal and regulatory requirements that apply to us. To this end, we complement our procedures with constant training courses that seek to reinforce the knowledge of all collaborators, contractors and visitors in the adequate handling of materials and their disposal. The main objective is to reduce the waste that goes to landfills following the principles of reduction, reuse, recovery, and recycling.

As an outstanding example of the search for new disposal alternatives, BredenMaster is developing a program for the recovery and use of the residual dough resulting from the operation, which not only has economic benefits for the organization, but also environmental and social benefits since emissions from transportation are reduced, disposal in sanitary landfills is avoided, and a new source of income is generated from this material.



As one of the two issues prioritized in the materiality analysis, we are excited to say that we have been developing various initiatives from the different businesses to reduce and optimize the consumption of materials throughout our operation, not only from the market perspective as extended producer responsibility (REP) schemes but also from our chain with suppliers and internal process adjustments.

For more than ten years we have been developing lighter and better designed packaging for our Team Foods business, ensuring at all times the quality, safety and integrity of the packaging so as not to affect the satisfaction and user

experience of our clients and consumers. In internal comparative studies that we have conducted, we have found that the environmental and social impacts of using PET as the main material for our packages are favorable compared to other available alternatives in the market, since the production of these packages does not consume high rates of water and energy compared to other frequently used materials such as glass and aluminum. Due to its lightweight, transportation emissions are lower in logistics compared to other alternatives, and guarantees the safety, security and quality of the products and the consumer experience.

In 2019 alone, we achieved reductions of between **11%** and **33%** in PET plastic resin consumption in our litre, three litre and 500 ml product presentations. These reductions mean more than **441,000 kg** of CO2 emissions avoided, equivalent to the emissions generated by the electrical consumption of 75 homes in one year. We also save 250,000m³ in water consumption in our production process, the equivalent of filling 100 Olympic swimming pools! As a complement to the commitment of reduction and use of

materials, from the logistic process we highlight the contribution to this objective by obtaining a reduction of 14% in the consumption of vinipel and 7% of corrugated, in addition to a saving of 10% in energy and 3% in the gas used in its packaging, storage and distribution activities. These reductions represent the avoidance of the emission of 6,337 Kg of CO2, also contributing to the efforts for the reduction of our carbon footprint as mentioned above.



Plastic savings 2010-2019

Over the last ten years, thanks to the lightening efforts in our Team Foods containers, we have managed to save **1,445 TON** of PET plastic resin. The 250ml, 900ml and 500ml presentations are the ones that have achieved the greatest savings, in total 844TON. We remain committed to providing our clients and consumers with better solutions through our products and their containers and packaging.

Likewise, we are actively participating in the initiative to promote an increase in the transformation of packaging materials in Colombia led by [ANDI - Visión 30|30](#) - together with more than 100 companies representing over twenty industries. Through this group, we seek to encourage the culture of recycling and

the use of materials, not only plastic, but also 45 other materials, and to prevent them from reaching the sanitary landfill as much as possible, generating capacities, incentives and a market to transform the different types of waste into new production inputs. Learn more about this initiative [here](#).

Manos Verdes



2019 was a great year for our Manos Verdes program, focused on the collection of used cooking oil (UCO) to ensure the proper disposal of this waste which has a very high impact on water and soil contamination. Considering the accelerated population growth and the need and responsibility we all have to protect limited natural resources, ensuring that future generations have these valuable resources such as water, for example, is our main objective. We want that no drop of used cooking oil contaminates water or affects people's health.

Manos Verdes is the first integral program in the management of the frying cycle, which allows us to collect and manage the UCO generated in the HORECA sector (Hotels, Restaurants and Casinos), where it began five years ago, and from 2019 we will expand to the final consumer to collect the UCO generated in Colombian homes.



*Left to right: David Sánchez, Andrés Niño, Patricia Calderón, Angie Sánchez.
Alianza Team Manos Verdes work group*



Manos Verdes reaches consumers directly

In August 2019, we started a pilot project with a supermarket chain in Bogotá to locate UCO collection containers, making it easier for citizens to take their waste and deposit it at designated points. There were three stores in the town of Suba where in four months we collected **108** kg of CUA. It is estimated that in homes, for every liter of oil used, 300ml of UCO are generated, however, the current estimated collection rate is less than 1%, so in this first approach we feel very satisfied since we are really changing behavioral habits, transforming the concept of collection and use of used cooking oil as waste and closing the cycle of our main product.

From 2015 to date the following results have been achieved, which we are proud to share so that every day the scope of this program reaches more and more kitchens in the region.



Manos Verdes Containers



Manos Verdes reaches consumers directly

1. Collection of **2,682,341** kg of UCO.
2. Protection of approximately **3 billion** litres of water from contamination.
3. Avoid the emission of **6,500,000** kg of CO₂ into the atmosphere by transforming UCO into biodiesel, a fuel that reduces its emissions by 80% compared to traditional fossil fuels.
4. Link **351** clients of our businesses and have the support of 238 brands in the program, making them allies to leave a better tomorrow for future generations.
5. Presence in **79** cities in Colombia, including the San Andrés Islands.
6. Start of operations in Panama, reinforcing the purpose of implementing programs based on the principles of the circular economy articulated with our operation.
7. Winner of the sixth version of the [Shared Value Award of the Bogotá Chamber of Commerce](#) as a program with potential and a strong economic, environmental and social impact.
8. Recognition as an Inspirational Initiative by the National Association of Entrepreneurs of Colombia (ANDI).

Equivalence of results

2.915.588.044

Litres of water protected
by ACU contamination

6.437.618

kgs of CO2
emissions avoided

Number of vehicles driven
in a year on fossil fuel:

1.367

727.450

gallons of gasoline saved

971.862.681

days a person could drink
from the uncontaminated
water

Number of kilometres a vehicle
travelled without emitting CO2:

25.235.464

Number of hectares
of forest in a year:

3.400

We expanded the reach of Manos Verdes, starting the program in Panama, already collecting more than **71,000 kgs** of UCO, having nine affiliated brands, impacting more than 26 clients, and carrying out a series of educational activities with different partners to raise awareness among more people about the consumption and proper disposal of this waste. Among these, we carried out five DriveThru and ten training sessions with different actors such as government agencies and clients. Together with the support of our local partner and with the backing of our SuperFry brand, we will continue to promote activities in the region that reinforce changes in behavior and recycling expected with ambitious plans for 2020. Learn more about how to get involved in Panama at [@aceiteSuperFry](#).

In total, the program is currently being developed with the participation of important allies, among which are small, medium and large companies, all experts leaders in their fields of action as design, logistics, collection, recycling and use, among others. Thanks to this collective effort led by a passionate team, today we have the results and impacts that fill us with pride and motivation to continue promoting this great initiative. Follow us on our social networks @manos_verdescol to keep up to date with all the progress and become the best ally for development.

Committed to leaving a better world to future generations, and framed in the company's Social Investment Strategy, we will focus our efforts on protecting water sources. Through different initiatives of donations, volunteering and projects of environmental and social impact that promote the planting of trees and protection of native forests, **I invite you to work together for the protection and conservation of our environment.** Join the Green Team, participate in the volunteering, and promote in your daily life habits and behaviors that contribute to this purpose to nourish a better tomorrow.

Luis Alberto Botero
President & CEO Alianza Team

SOCIAL INVESTMENT STRATEGY

[T14]

17 ALIANZAS PARA
LOGRAR
LOS OBJETIVOS



Based on the identification of the needs and expectations of the communities neighboring our operation, we have the following guidelines for the development of activities with social and/or environmental impact, either through donations, volunteer work or projects, which we strengthen with alliances with the Association of Food Banks (ABACO) and WWF, among others.

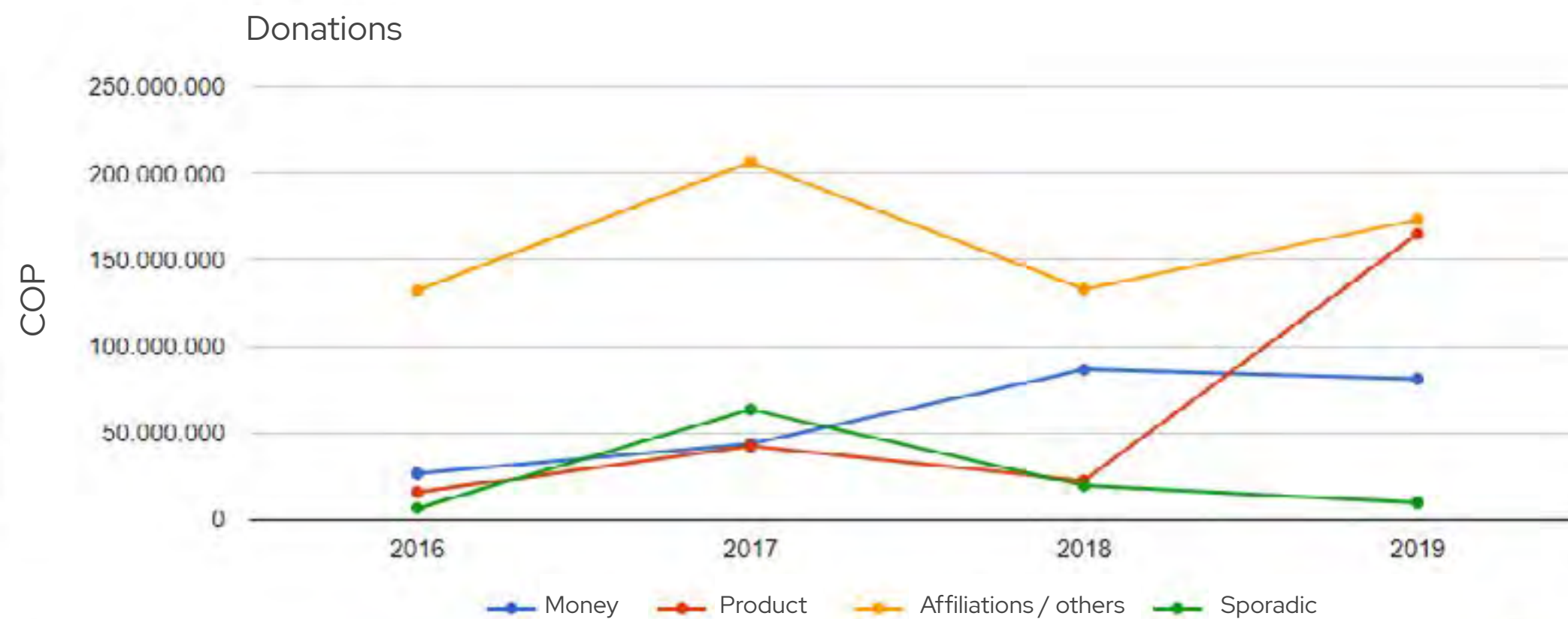
- **Nutrition, health and well-being:**
 - Eating habits and active, safe and healthy lifestyles.
 - Contribute to the nutritional development of the country.
- **Environment:**
 - Protection and responsible use of natural resources.
 - Reuse and proper waste disposal.



Alianza Team Mexico work group

Through the different activities we donated a total of **\$429,304,640** COP in money and product, we carried out seven days of volunteering adding up to more than 125 hours in total reaching more than 64,000 people indirectly, and we developed a series of projects with social impact from business. We have projects and initiatives in the three dimensions of sustainability; Campi Sal Marina and the management of food waste, for example, generate a social impact, our accompaniment to the certification in RSPO standards of 40 independent suppliers of our palm supply chain has mainly an environmental impact and the training of eight small and medium enterprises in the creation of their sustainable management reports as a tool for monitoring the operation and communication impacts the economic dimension.

We continue to consolidate our capacities to strengthen our investment strategy by generating a positive and lasting impact on our environment from the three dimensions of sustainability.





Alianza Team IT Work group

The main contributions made by Alianza Team in 2019, as in previous years, are focused on contributions to the Private Competitiveness Council, Corporación Connect Bogotá, Fundación ProBarranquilla, Corporación Calidad and Fundación Endeavor. All of the above have the objective of working to improve the country's competitiveness, strengthening competencies in innovation, connectivity and quality. This is how we contribute to the economic, social and environmental development of the country, in line with our commitment to leave a better tomorrow for future generations.

In terms of money, the resources given mainly correspond to contributing to the efforts of the Association of Food Banks (ABACO), our ally in the implementation of the corporate social investment strategy, the Ana Restrepo del Corral Foundation, OPNICER and the Fundación Cardio Infantil in Bogotá, all focused on improving the nutrition, health and well-being of future generations. As a result, more than 80% of the donations were delivered to the different Food Banks in the country through ABACO, and the rest to various organizations that care for people in vulnerable states in different cities.

In the donations classified as sporadic, during 2019 we allocated resources to fight fires in the Amazon by supporting our partner WWF in its actions.

Volunteering:



Alianza Team Buga Facility Volunteers

operation. In total we have reached **179** people directly and more than **64,000** indirectly with the different activities that our volunteers have carried out, and we hope in the following years to continue expanding the scope of the strategy at the corporate level, adding more efforts from those who want to help us nourish a better tomorrow.

We consolidated corporate volunteering in Colombia, already carrying out ten days for a total of **125** hours with the participation of more than 180 people. Two of these days have been in the Jesús el Buen Pastor Foundation in Bogota who are allies of the Bogota Food Bank, directly impacting more than 100 children with activities focused on promoting well-being and active lifestyles. In Buga, the first volunteer work was done at the Fundación Familia Vicentina with the presence of 70 children and 13 volunteers, in order to bring a message of health and nutrition. Finally, in the city of Barranquilla, a space was opened to carry out beach cleaning in Puerto Colombia in alliance with YMCA Colombia, a foundation focused on the care of natural resources, education and sustainability of social projects. In two days held in 2019, 77 volunteers participated by collecting **2.4** tons of plastic, avoiding contamination in water sources located in areas of direct influence of our

Projects:

Certification of smallholders in RSPO:

With several partners in our chain, we have been working since 2017 on the certification of **40** independent palm oil suppliers under international RSPO standards in the department of Cesar, Colombia. This project has a scope of approximately 1500Ha in capacity to produce more than 4500 TON of palm oil and 400TON of certified palm kernel. This articulated work between all, and the inclusion of independent suppliers (>50Ha) within the global production chains is another example of how we are contributing to the transformation of the sectors we impact through the promotion of good practices that will leave a better tomorrow for future generations.

Waste management from business:

A strategy was developed to reduce product loss by creating a special channel for the sale of products to our ABACO partners, segmenting the price according to the expiration date, and thus resulting in the sale of **19** TON of product at the end of 2019, highlighting the opportunity for mutual benefit, with positive results for both parties and with a clear greater impact since it prevented the waste of food that even though it was in perfect condition of quality and safety for final consumption but for reasons of presentation, labeling or others, could not be sold.

Creation of Sustainable Management Reports for SME suppliers:

Committed to the development of our suppliers, we decided to work together with the Colombian Business Council for Sustainable Development (CECODES) and the Global Reporting Initiative (GRI) in the Competitive Business for SMEs program with the involvement of **8** companies belonging to our chain, which were trained and accompanied in the creation of their first sustainable management report to report their indicators through international standards. It was very satisfying to hear how this process allowed them to identify risks and opportunities in their operations, and how they will continue to do so because of the potential for value generation they identified.

I found the program interesting because I learned about other data that must be analyzed in the company to improve its management. As a lesson learned, a success story should be shown at the beginning of the program so that one can better understand what is being sought.

Claudia Echeverry
Plastivalle Quality Chief

Having been part of the program leveraged by our great ally Alianza Team, was an honor and an excellent opportunity to expand our knowledge in different areas and indicators, which we hope to incorporate into our business, thus reiterating our commitment to be more sustainable every day. We would like to thank Alianza Team and CECODES for their support and guidance during this process.

Isabella Rivera Guzmán
Innovation Manager RIVERCOL

Participation in the program to generate sustainability reports serves as an opportunity to improve aspects such as process monitoring, value creation in each process, reducing waste and losses, establishing new indicators that allow the company to draw up a work roadmap in order to strengthen the monitoring of the entire value chain, seeing it reflected in quality products for our customers.

Diana Bernal
Soplascol Marketing Chief

We appreciate the participation and interest of our suppliers and we make a special recognition to the company Linotipia Martinez S.A.S dedicated to the elaboration and commercialization of lithographic and labeling products, with whom we have worked since 2018 to supply 702,104 display units and labels for some of our brands such as Superfry, Campi Sal Marina and Vidalia.



Competitive Business Program for SME's Closure



Linotipia Martínez experience

<http://www.linotipiamartinez.com.co/>

We saw an opportunity to analyze the company from various fields and verify the indicators that are managed; from there to see if a modification is necessary or to include some for the interest of the management.

Hanna Galvis

Linotipia Martínez Quality
& Costs Coordinator

The added value that this process leaves was the disclosure of indicators and relevant information to all its collaborators, as they are more aware of the optimization of resources and establish goals in the short and medium term to improve the management of Linotipia Martínez S.A.S. Among the success indicators, we can highlight its management in the number of complaints and claims resolved, the number of suppliers evaluated in the last 3 years and the number of trainings and formations carried out in 2018.

This is how in Alianza Team we are allies for development since we are concerned about generating value to our stakeholders, establishing long term relationships.

Promoting the Good Life Goals

As a strategy to bring our partners and stakeholders closer to the UN Sustainable Development Goals, and how through their individual actions they can contribute to the global development agenda, we share printed cards with the Goals to raise their awareness of the power of individual actions and strengthen our position that together we are more. We share with great welcome this initiative launched by the Business Council for Sustainable Development (WBCSD) in different fairs for the promotion of sustainability, some in our clients' facilities, and others as the Sustainability Summit of the Week and the Colombian Business Council for Sustainable Development - CECODES as an idea for all of us to contribute to disseminate the importance of knowing and participating in the global development agenda.



Flashcards

Challenges 2020–2023

1. Identify and develop schemes to collect and use materials, strengthening their circularity to reduce our environmental impact from our packaging and containers.
2. Expand the scope and results of Manos Verdes, positioning it as a leader in the management of the UCO in the region.
3. To set long term eco efficiency goals, strengthening our environmental performance and culture of measurement and operational follow-up.
4. Consolidate the Social Investment Strategy in Mexico and Chile, generating value to the businesses with activities that enhance their value proposals.



CHAPTER 5 OUR SHAREHOLDERS

In Alianza Team we have been working for more than twenty years to generate value in our surroundings, watching over integral results that contemplate economic, environmental and social impacts. In line with the recent conclusions that have resulted from important conferences and scenarios that deal with economic development and competitiveness issues, such as the [World Economic Forum in Davos](#), Switzerland, it was declared that in the decade stakeholders will be the protagonists, since shareholders will not be the only ones who will decide on the future of private organizations. It fills us with great satisfaction that for more than 20 years, it is our shareholders themselves who, through the leadership and decisions made at the Board of Directors' meetings, have driven Alianza Team's principles and values to nourish a better tomorrow with a strong conviction to leave a better tomorrow for future generations through the comprehensive management of opportunities and risks taking into account the needs and expectations of all our stakeholders.

RISKS, ETHICS AND COMPLIANCE

[102-17; 205-1; 205-3; 206-1; T18]



Juan Sebastián Niño
Corporate Affairs VP Alianza Team

As the seventh material priority issue, during 2019 progress was made in consolidating corporate risk management, articulated with important processes within the organization such as auditing, operations and corporate affairs to generate greater impact and awareness within its execution. This has allowed for improved sensitivity in ratings and assertiveness in the presentation of risk levels and the controls associated with each of them. As an integral part of the scheme of the three security rings that we promote within the organization, the visits, identifications and assessments and treatment plans that are developed together with the leaders play a fundamental role in the sustainability and care of the organization.



Corporate Integrity Line

<https://teamfoods.alertline.com/>

Telephone lines:

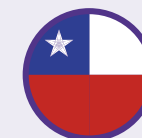
Once communicated, type 888-265-9894 and select the language. Each complainant will be given a PIN to return to the system and receive feedback on their reported case.



Colombia: 01800 911 0011



México: 01800 288 2872



Chile: 800 360 312

In terms of risk management, 98% of the risks identified during the previous year (2018) were covered and a consolidated residual risk assessment of moderate, with the result remaining constant compared to 2018. In the four categories of risks that are managed based on the international methodology ISO31000 and the COSO ERM 2017 model - strategic, financial, operational and compliance - we are working to classify them additionally according to cross-cutting impacts of sustainability, climate change, reputation or others, thus allowing a greater correlation between potential impacts and controls within the organization.

We have **107** identified risks associated with the four pillars that are currently managed in the organization, which in order of quantity are operational, compliance, financial and strategic. In turn, these risks cover issues related to the three dimensions of sustainability (economic, environmental and social) so their integration within the corporate sustainability strategy is a key cross-cutting basis. We kept constant the generation of action plans to mitigate new and existing risks, and to strengthen controls that will present some weaknesses. Likewise, we identified opportunities for improvement in some processes that reinforce our corporate commitment to continuous improvement.



Our Legal team in The Legal 500 GC Powerlist



Legal team recognized

This recognition is another sign for the organization that we have the best talent. The legal team of the Vice President of Corporate Affairs was included in the list of the **100** most influential and innovative teams in the country in the 2019 Teams category. We are among the eight food companies included in the ranking. Congratulations to the team that advises, guides, manages and protects the integrity and reputation of the organization with its commitment and professionalism, ensuring compliance in all activities to continue to nourish a better tomorrow.

BUSINESS PERFORMANCE

[T19; T20; T21; T22; 201-1]



Financial Planning and Supply Chain work group Alianza Team

During 2019 the world economy continued to slow down, mainly due to trade tensions and high geopolitical risks. At the end of the year, the environment was marked by falling oil prices, increased market volatility and high uncertainty associated with the reduction in world trade.

Latin America has maintained very low growth, explained by a high dependence on commodities in a context where commodity prices are relatively low and world trade is not very dynamic. In addition, there has been a reduction in domestic demand, a period of government change in many countries and a sharp devaluation in most currencies.

One of the countries that suffered a strong impact during the last quarter of the year was Chile, which in the midst of a social explosion, had a decrease in its growth and in face-to-face trade sales in the metropolitan region, where they closed 2019 with a drop of 4.4%.

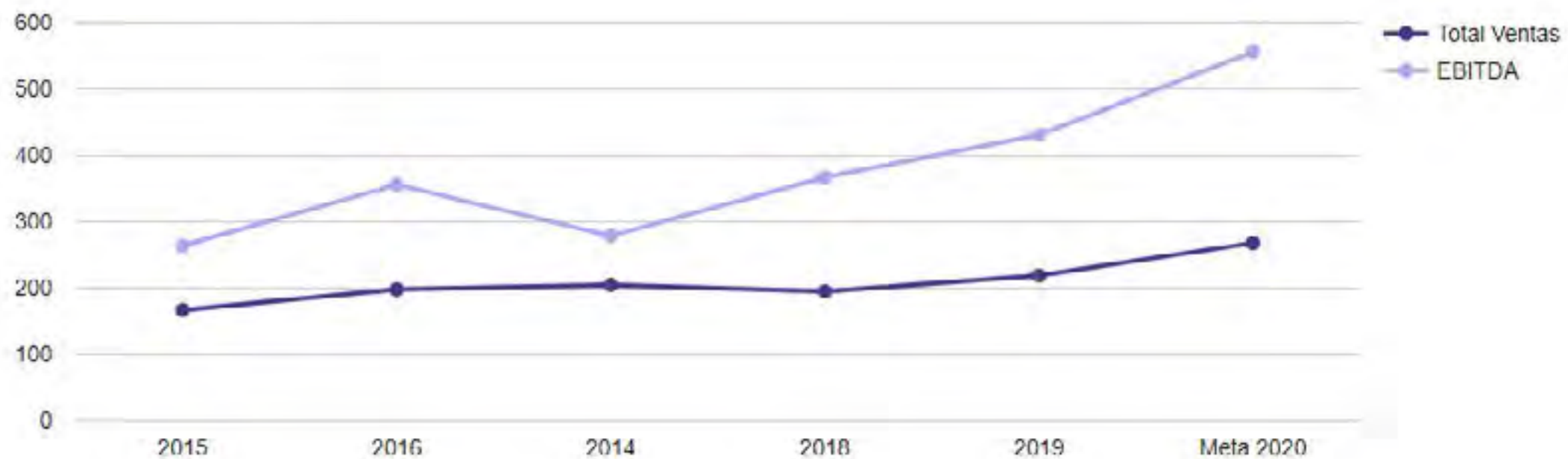
In this environment, we managed to maintain our profitability levels, growing in sales to continue consolidating in the market, thanks to a careful control of expenses, working capital, cash flow optimization, and an optimal management in the purchase of raw materials to manage the volatility of their prices.

We would like to highlight that we closed the year with excellent results, increasing our revenues by **12.3%**, our EBITDA by **17.4%** and maintaining the profitability of our assets, generating value not only for our shareholders with profitable growth but also for all our stakeholders.

For better visualization, place your mobile device in horizontal position

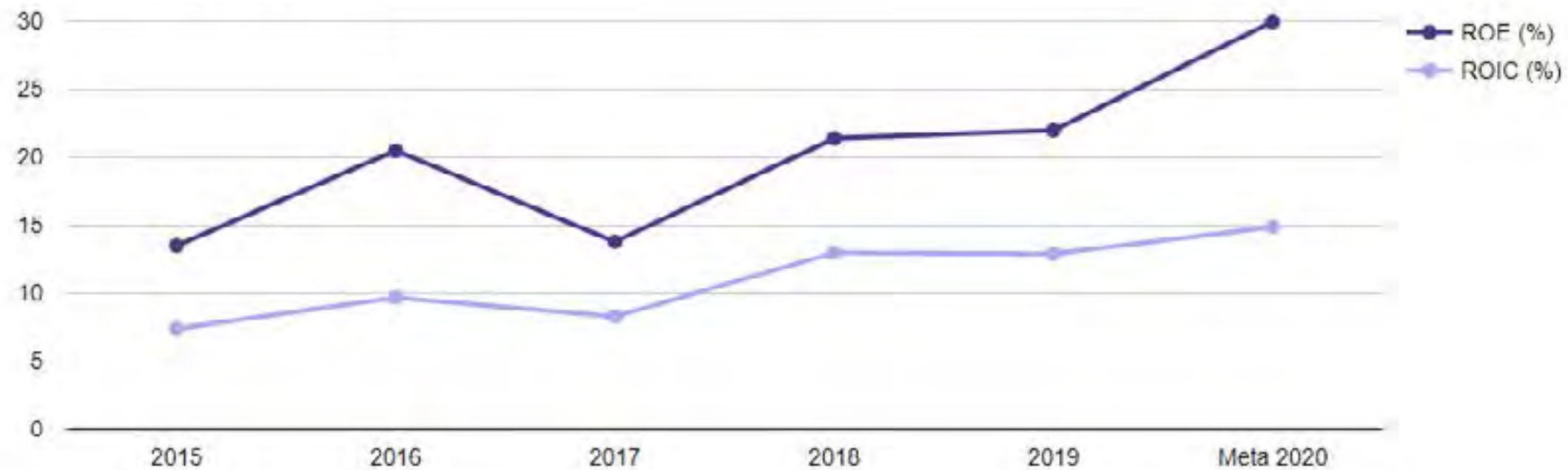
Base index 100 (2011)

Alianza Team Trends



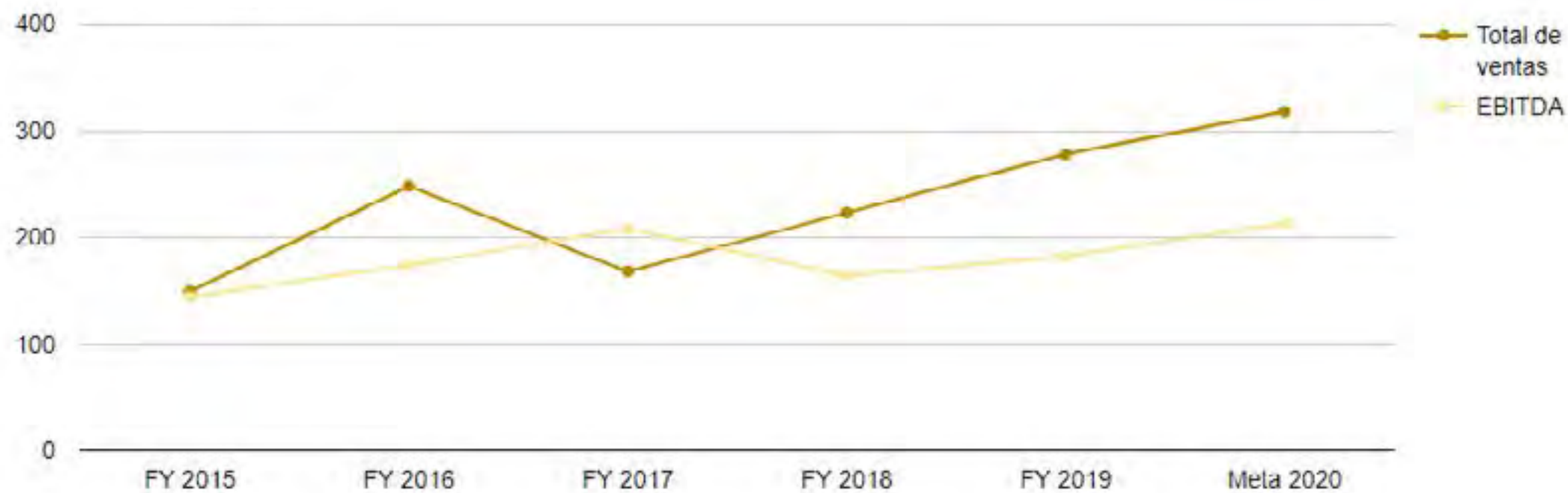
Base index 100 (2011)

Alianza Team Trends



Base index 100 (yr2011)

Sales and EBITDA Colombia



Base index 100 (yr2011)

Sales and EBITDA Mexico



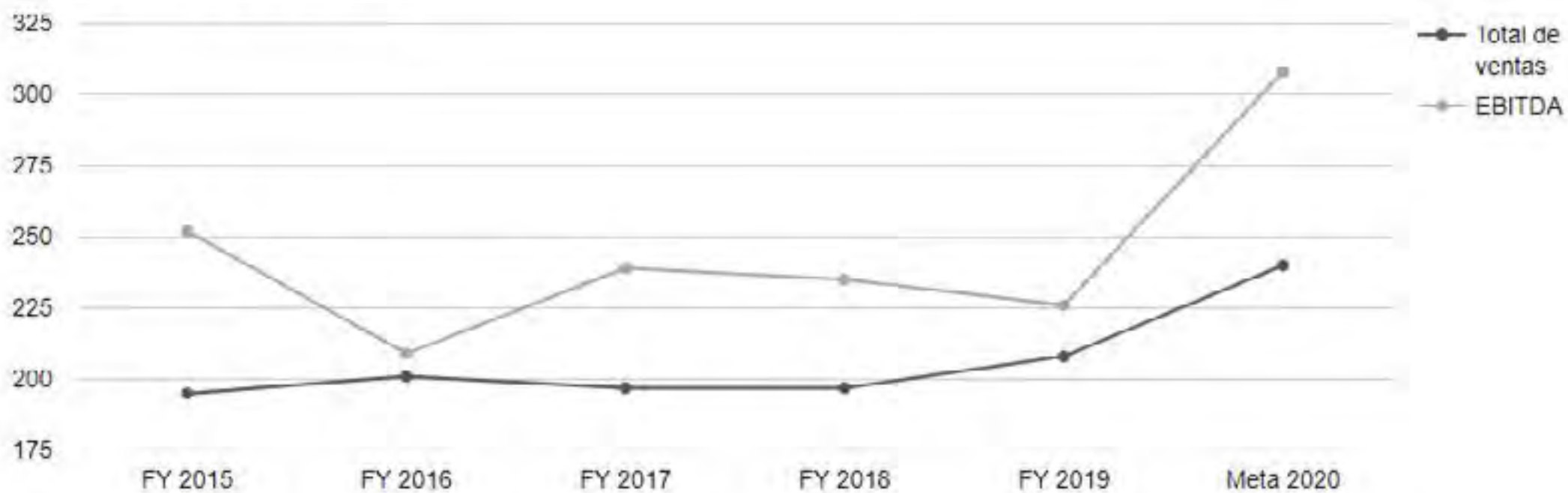
Sales and EBITDA Chile

Base index 100 (yr2011)



Sales and EBITDA BredenMaster

Base index 100 (yr2011)



Economic value generated, distributed and retained Alianza Team (million COP)

2019

(EVG) Total revenues: net sales plus revenues from financial investments and sales of assets.

1,693,590

(EVD) Operational costs: cash payments to suppliers, royalties and facilitation payments.

1,536,005

(EVD) Total salaries and social benefits for employees: total payments made to employees and social contributions Does not include commitments for future payments.

157,521

(EVD) Payments to providers of capital:

dividends paid to all types of shareholders, plus interest payments made to providers of loans.

45,257

(EVD) Payments to governments: all company taxes, contributions and penalties.

26,612

(EVD) Community investments: voluntary contributions and investment of funds in the community.

303

Total EVD (does not include revenues)

1,608,177

**Economic Value Retained
(EVR) = EVG - EVD**

85,414

Challenges 2020-2023

1. To make the innovation process a growth lever that allows us to integrate new practices, technologies and knowledge to our products and processes of all Alianza Team.
2. To continue with the automation and efficiency efforts in the processes to improve our decision making capabilities based on data and in-depth analysis.
3. Maintain constant monitoring, follow-up and disclosure of information related to risk management at the corporate level to strengthen internal control and risk management culture.
4. Reach new categories, channels and geographies with more and better solutions for consumers, industry and retail.



CHAPTER 6 APPENDIX

TABLA GRI

Se recomienda para mejor visualización del contenido en dispositivos móviles en posición horizontal.

Contenidos generales

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
Estrategia y análisis					
102-14. Declaración del máximo responsable de la toma de decisiones de la organización sobre la relevancia de la sostenibilidad para la organización.	Alimentamos un mejor mañana; Carta del Presidente	4			X
102-15. Descripción de los principales impactos, riesgos y oportunidades.	Alimentamos un mejor mañana; Carta del Presidente	4			X
Perfil de la organización					
102-1. Reporte el nombre de la organización.	Alianza Team	111			X
102-2. Reporte las principales marcas, productos y servicios.	Alimentamos un mejor mañana; Cómo trabajamos	9			X
102-3. Reporte la localización de la casa matriz.	Alimentamos un mejor mañana; Juntos somos más	6			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-4. Reporte el número de países donde opera la empresa y el nombre de los países donde la empresa tiene operaciones significativas o que son relevantes para los temas de sostenibilidad tratados en el informe.	Alimentos un mejor mañana; Juntos somos más	6			X
102-5. Naturaleza de la propiedad y forma jurídica.	Privada	112			X
102-6. Mercados servidos (Incluyendo el desglose geográfico, los sectores que abastece y los tipos de clientes).	Alimentos un mejor mañana; Juntos somos más	6			X
"102-7. Reporte la escala de la organización, incluyendo: - Número de empleados. - Número total de operaciones. - Ventas netas o ingresos."	Alimentamos un mejor mañana; Juntos somos más	7			X
"102-8. Reportar la siguiente información laboral: - Reporte el número total de empleados por contrato y genero. - Reporte el número total de empleados por región y genero."	Alimentos un mejor mañana; Juntos somos más	7	No se reporta por tipo de contrato		X
102-41. Reporte el porcentaje de empleados cubiertos por una convención colectiva.	Alimentamos un mejor mañana; Juntos somos más	7			X
102 -9. Describa la cadena de proveedores de la organización.	Nuestros clientes, consumidores y proveedores; Abastecimiento responsable	32			X
102-10. Cambios significativos durante el periodo cubierto por la memoria en el tamaño, estructura, propiedad o en la cadena de proveedores de la organización.	Alimentamos un mejor mañana; Cambios organizacionales	12			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-11. Descripción de cómo la organización ha adoptado un planteamiento o principio de precaución.	Alimentamos un mejor mañana; Cómo trabajamos	9			X
102- 12. Principios o programas sociales, ambientales y económicos desarrollados externamente, así como cualquier otra iniciativa que la organización suscriba o apoye.	La Sostenibilidad; Estrategia de inversión social	90			X
102-13. Principales asociaciones a las que pertenezca (tales como asociaciones sectoriales) y/o entes nacionales e internacionales a las que la organización apoya.	"• Asociación Nacional de Empresarios de Colombia (ANDI) • Consejo Privado de Competitividad • Asograsas • Cecodes • Asociación Nacional de Anunciantes (ANDA) • Corporación Calidad • Probarranquilla • WWF"	113			X
Identificación de aspectos materiales y límites					
102-45. Listar las entidades incluidas en los estados financieros consolidados y reportar si hay alguna de estas entidades que no haya sido incluida en el informe de sostenibilidad.	No disponible	113		Por motivos de confidencialidad esta información no se divulga públicamente.	X
102-46. Explicar el proceso para definir el contenido del reporte y los aspectos a reportar.	Alimentamos un mejor mañana; Cómo trabajamos	10			X
102-47. Listar todos los aspectos materiales identificados en el proceso para definir el contenido del reporte.	Alimentamos un mejor mañana; Cambios organizacionales	13			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
103-1. Para cada tema material reportar si lo es para toda la organización. En caso contrario, indicar qué aspecto no es material para alguna de las entidades que hacen parte de la organización.	Los temas reportados como materiales son considerados así para toda la organización, dentro y fuera.	114			X
103 -1. Para cada tema material, reportar si lo es por fuera de la organización.	Los temas reportados como materiales son considerados así para toda la organización, dentro y fuera.	114			X
102 -48. Descripción del efecto que puede tener la reexpresión de información perteneciente a memorias anteriores, junto con las razones que han motivado dicha reexpresión.	Se reexpresan las cifras de los indicadores asociados a la gestión de seguridad y salud en el trabajo, unificando estándares de medición en todas las operación y recalculando todos los históricos para asegurar comparabilidad.	114			X
102-49. Cambios significativos relativos a periodos anteriores en el alcance, la cobertura o los métodos de valoración aplicados del informe.	Dentro del alcance generado por la verificación del tercero, no se tiene en cuenta el dato reportado por Team Chile en el número de quejas y reclamos resultas para el año del reporte.	114			X
Grupos de interés					
102-40. Listar los grupos de interés con los que la organización se relaciona.	https://alianzateam.com/sostenibilidad-en-alianza-team/	114			X
102-42. Reporte la base para la identificación y selección de grupos de interés con los que la organización se relaciona.	https://alianzateam.com/sostenibilidad-en-alianza-team/	114			X
102-43. Enfoques adoptados para el diálogo con grupos de interés, incluida la frecuencia de su participación por tipo de grupos de interés, indicar si alguno de los diálogos se realizó como parte del proceso de elaboración del informe.	Se cuenta con diversos escenarios de involucramiento con los diferentes grupos de interés, liderados por quienes tienen una relación más cercano con los mismos. En el contenido del Informe se exponen los ejemplos más representativos de estos diálogos que nos permiten como empresa mantener vigente nuestra materialidad.	114			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
102-44. Principales preocupaciones y temas de interés que hayan surgido a través de los diálogos con los grupos de interés y la forma en la que la organización ha respondido a estos temas en la elaboración del informe. Reportar los grupos de interés y los temas que identificaron como relevantes.	Alimentamos un mejor mañana; Cambios organizacionales	13			X
Perfil del reporte					
102-50. Periodo cubierto por la información incluida en el informe.	2019	115			X
102-51. Fecha mas reciente del informe anterior.	2018	115			X
102-52. Ciclo de reporte (Anual-Bianual).	Anual	115			X
102 -53. Punto de contacto para cuestiones relativas al reporte o su contenido.	Isabel Giraldo - isabel.giraldo@alianzateam.com	115			X
102-54. Reporte la opción "De acuerdo" con la metodología GRI seleccionada por la organización (Core-Comprehensive). Reporte la tabla de contenido GRI.	Este informe ha sido elaborado bajo el Estándar GRI de conformidad con la opción esencial, cubriendo el periodo del año calendario 2019. Se incluyen todas las operaciones de Team Foods en Colombia, México, Chile y BredenMaster, que aún se encuentra en fase de alineación y estandarización de procesos.	115			X
102-55. Índice contenidos GRI.	Anexos; Tabla GRI	115			X
102-56. Reportar la política o enfoque de la empresa para buscar auditoría externa del reporte.	Este informe ha sido verificado por Deloitte Asesores y Consultores con el fin de asegurar la transparencia, calidad y alcance de la información reportada	115			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
Gobierno					
102-18. La estructura de gobierno de la organización, incluyendo los comités del máximo órgano de gobierno. Identificar si existe algún comité responsable de la supervisión de temas económicos, sociales y ambientales.	Comités corporativos: Junta Directiva; Comité de Grupo; Comité Corporativo; Comité Negocios; Riesgo Financiero y Materia Prima; Riesgo Laboral; Finanzas Corporativas; Talento; Excelencia Operacional; Excelencia Operacional de Negocio; Crisis; Estrategia y Presupuesto	116		"Ver Informe de Gestión Sostenible 2016 para mayor información: https://alianzateam.com/wp-content/uploads/2019/12/team_informe-de-gestion-2016.pdf "	X
102-20. Reportar si la organización ha seleccionado una posición o posiciones ejecutivas con responsabilidad de temas económicos, ambientales y sociales, y si esta posición reporta directamente a la alta dirección.	Si, la organización cuenta con una posición encargada de temas económicos, ambientales y sociales que reporta directamente a la alta dirección.	116			X
102-21. Reportar los procesos de consulta que existen entre los grupos de interés y la alta dirección en temas económicos, ambientales y sociales. Si las consultas son delegadas, describir a quién se delega y cómo es el proceso de retroalimentación con la alta dirección.	Los procesos de consulta son delegados a través del Comité de Grupo y luego la Junta Directiva.	116			X
102-23. Indicar si el presidente del máximo órgano de gobierno ocupa también un cargo ejecutivo (de ser así explicar su función dentro de la organización y las razones que lo justifican).	El presidente del máximo órgano de gobierno no ocupa un cargo ejecutivo dentro de la organización.	116			X
102-32. Reportar el más alto comité o cargo responsable de revisar y aprobar el informe de sostenibilidad y el asegurar que todos los temas materiales estén cubiertos.	Presidente	116			X
102-33. Reportar el proceso para comunicar temas críticos al máximo órgano de gobierno.	A través del Comité de Grupo se determina qué se llevará a la siguiente Junta Directiva.	116			X

INDICADOR	RESPUESTA 2019	PÁGINA	OMISIONES	OBSERVACIONES	REVISADO POR DELOITTE ASESORES Y CONSULTORES
Ética e integridad					
102-16. Describir los valores, principios, estándares y normas de comportamiento de la organización como códigos de conducta y códigos de ética.	https://alianzateam.com/wp-content/uploads/2019/12/directrices-politica-alianza-team.pdf	117			X
102-17. Reportar los mecanismos internos y externos para solicitar ayuda en temas sobre comportamiento ético e integridad organizacional, cómo pueden ser líneas de ayuda o de consejería.	Nuestros accionistas; Riesgos, ética y cumplimiento	102			X

Contenidos específicos 2019

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Clientes y consumidores y proveedores	Producción de alimentos sanos a través de la investigación, desarrollo e innovación	N/A	19	T1. Inversión en I&D+i como % de ingresos	"Nuestros clientes, consumidores y proveedores; Investigación, desarrollo e innovación"	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	29	T24. % de productos con GDA's en etiquetado frontal	Nuestros clientes, consumidores y proveedores; Nuestras credenciales	X	
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	118	417-2. # de incumplimiento de la regulación de los códigos voluntarios relativos a la información y al etiquetado de los productos y servicios, desglosados en función del tipo de resultado.	Contamos con un proceso en curso por supuesto incumplimiento de un requerimiento de etiquetado en uno de nuestros productos.		
Clientes y consumidores y proveedores	Comunicación y mercadeo responsable	Marketing y etiquetado	118	417-3. # de casos de incumplimiento de la normativa o los códigos voluntarios relativos a las comunicaciones de mercadotecnia, tales como la publicidad, la promoción y el patrocinio, desglosados en función del tipo de resultado.	No hemos sido notificados por incumplimientos a los códigos voluntarios relativos a las comunicaciones comerciales.		
Clientes y consumidores y proveedores	Satisfacción de clientes y consumidores	N/A	118	T2. Encuesta de satisfacción de clientes	No se cuenta aún con el resultado de la evaluación Ipsos 2019, por lo que no se reporta el dato en este Informe. Para resultados 2018, ver pg 21 en: https://alianzateam.com/wp-content/uploads/2019/12/informe-de-gestion-sostenible-2018-team-2.pdf		

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Clientes y consumidores y proveedores	Satisfacción de clientes y consumidores	N/A	16	T3. Quejas por producto recibidas y resueltas de consumidores	Nuestros clientes, consumidores y proveedores; Satisfacción clientes y consumidores	X	
Clientes y consumidores y proveedores	Abastecimiento responsable	Prácticas de abastecimiento	119	FP1. % volumen comprado a proveedores que cumplen Política de Abastecimiento de la empresa	El 100% del volumen comprado a nuestros proveedores es en cumplimiento con la Política de Abastecimiento y los procedimientos relacionados.		
Clientes y consumidores y proveedores	Identificación, evaluación y selección de proveedores	N/A	32	T5. Proveedores nuevos críticos evaluados con criterios ambientales, DDHH, laborales y de sociedad	Nuestros clientes, consumidores y proveedores; Abastecimiento responsable		
Clientes y consumidores y proveedores	Evaluación de proveedores en los últimos 3 años	N/A	119	T5.1 Evaluación de proveedores en los últimos 3 años	Durante los últimos 3 años se evaluaron a 189 proveedores correspondientes a la categoría de materia prima lápida, material de insumo e ingredientes y no productivos.	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Clientes y consumidores y proveedores	Compras responsables	Prácticas de abastecimiento	32	FP2. % volúmen comprado que es verificado por algún estándar de producción responsable reconocido internacionalmente, desglosado por estándar	Nuestros clientes, consumidores y proveedores; Abastecimiento responsable		
Clientes y consumidores y proveedores	Compras responsables	N/A	34	T4. Trazabilidad de la palma	Nuestros clientes, consumidores y proveedores; Abastecimiento responsable		
Clientes y consumidores y proveedores	Compras responsables	Prácticas de adquisición	32	204-1. % del gasto en los lugares con operaciones significativas que corresponde a proveedores locales	Nuestros clientes, consumidores y proveedores; Abastecimiento responsable		
Gente	Selección y contratación	N/A	40	T6. Cobertura de vacantes con talento interno para niveles 4-6	Nuestra gente; Selección y contratación		

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Gente	Selección y contratación	N/A	40	T7. Porcentaje de publicación de vacantes como convocatorias internas	Nuestra gente; Selección y contratación		
Gente	Desarrollo del talento	Formación y educación	41	404-3. % de empleados cuyo desempeño y desarrollo profesional se evalúa con regularidad, desglosado por sexo y por categoría profesional	Nuestra gente; Desarrollo del talento	X	No se desglosa por género ni categoría profesional.
Gente	Formación y capacitación	Formación y educación	121	404-1. Promedio horas de capacitación anuales por empleado, desglosado por género y por categoría laboral	En el año 2019 las horas promedio de formación por colaborador fueron 21, representando un ligero aumento frente al año anterior.		No se desglosa por género ni categoría profesional.
Gente	Formación y capacitación	Formación y educación	41	404-2. Programas de gestión de habilidades y de formación continua que fomentan la empleabilidad de los trabajadores y les ayudan a gestionar el final de sus carreras profesionales	Nuestra gente, Desarrollo, formación y sucesión		

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Gente	Formación y capacitación	Lucha contra la corrupción	122	205-2. Políticas y procedimientos de comunicación y capacitación sobre la lucha contra la corrupción	Contamos con módulos de formación virtual para todos los colaboradores en las diferentes políticas (Somos Ejemplo) y capacitaciones presenciales lideradas por el equipo de la Gerencia Legal que cubren temas relacionados con la lucha contra la corrupción.		Se menciona el porcentaje capacitado, no el número total.
Gente	Beneficios y bienestar	Empleo	57	401-2. Prestaciones sociales para los empleados a jornada completa que no se ofrecen a los empleados temporales o a media jornada, desglosado por ubicaciones significativas de actividad	Nuestra gente; Beneficios y bienestar		No se reporta por zona.
Gente	Beneficios y bienestar	N/A	58	T8. Inversión en beneficios (COP)	Nuestra gente; Beneficios y bienestar		Se reporta el valor consolidado para la organización y por país.
Gente	Compensación y remuneración	Presencia en el mercado	61	202-1. Relación entre salario inicial desglosado por género y el salario mínimo local en lugares donde se desarrollan operaciones significativas	Nuestra gente; Compensación y remuneración		

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Gente	Compensación y remuneración	Diversidad e igualdad de oportunidades	50	405-2. Relación entre salario base de los hombres con respecto al de las mujeres, desglosado por categoría profesional y por ubicaciones significativas de actividad	Nuestra gente; Cultura, ambiente y relaciones laborales		No se reporta por ubicación sino a nivel corporativo.
Gente	Cultura, ambiente y condiciones laborales	N/A	51	T9. Puntaje clima laboral - GPTW	Nuestra gente; Cultura, ambiente y relaciones laborales	X	
Gente	Cultura, ambiente y condiciones laborales	Empleo	54	401-1. # y tasa de rotación y contratación promedio de empleados, desglosados por edad, sexo y región	Nuestra gente; Cultura, ambiente y relaciones laborales	X	Solo se reporta la rotación, no la tasa de contratación. Tampoco se reporta por grupo de edad ni por género.
Gente	Cultura, ambiente y condiciones laborales	N/A	123	T10. # de quejas y reclamos formales recibidos y resueltos por prácticas laborales	En el año 2019 se trataron 36 casos formales, algunos de los cuales se vienen gestionando desde años anteriores, dato que incluye todas las operaciones. En Colombia se trataron 17 casos y se resolvieron 9; en BredenMaster se trataron 14 y se resolvieron 20; en México se gestionaron 4 casos y de ellos no se resolvió ninguno y así mismo, en Team Chile se trató 1 caso el cual se resolvió.	X	Se reportan únicamente las reclamaciones laborales con implicaciones legales.

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Gente	Cultura, ambiente y condiciones laborales	Gestión de relaciones laborales	124	FP3. % tiempo operacional perdido por país debido a huelgas, disputas laborales, cerramientos	No se ha tenido tiempo perdido en los últimos cinco años debido a cerramientos, huelgas o disputas laborales.		
Gente	Seguridad y salud en el trabajo	N/A	64	T11. IFA - Índice de Frecuencia de Accidentalidad	Nuestra gente; Seguridad y salud en el trabajo	X	
Gente	Seguridad y salud en el trabajo	N/A	65	T12. ISA - Índice de Severidad de Accidentalidad	Nuestra gente; Seguridad y salud en el trabajo	X	
Gente	Seguridad y salud en el trabajo	N/A	66	T13. Ausentismo	Nuestra gente; Seguridad y salud en el trabajo	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Entorno	Uso eficiente de recursos y cultura ambiental	N/A	75	T15. Intensidad de consumo de agua	La Sostenibilidad; Eco-eficiencia operacional	X	
Entorno	Uso eficiente de recursos y cultura ambiental	Agua	76	303-3. % y volúmen total de agua reciclada y reutilizada	La Sostenibilidad; Eco-eficiencia operacional		
Entorno	Uso eficiente de recursos y cultura ambiental	Emisiones	78	305-1. Emisiones directas de GEI (alcance 1)	La Sostenibilidad; Eco-eficiencia operacional	X	
Entorno	Uso eficiente de recursos y cultura ambiental	Emisiones	79	305-2. Emisiones indirectas de GEI (alcance 2)	La Sostenibilidad; Eco-eficiencia operacional	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Entorno	Uso eficiente de recursos y cultura ambiental	Emisiones	80	305-3. Otras emsiones indirectas de GEI (alcance 3)	La Sostenibilidad; Eco-eficiencia operacional	X	
Entorno	Uso eficiente de recursos y cultura ambiental	Emisiones	80	305-4. Intensidad emisiones de gases efecto invernadero	La Sostenibilidad; Eco-eficiencia operacional	X	
Entorno	Uso eficiente de recursos y cultura ambiental	Energía	79	302-3. Intensidad energética	La Sostenibilidad; Eco-eficiencia operacional	X	
Entorno	Uso eficiente de recursos y cultura ambiental	N/A	82	T17. Porcentaje de aprovechamiento de residuos ordinarios	La Sostenibilidad; Eco-eficiencia operacional	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Entorno	Estrategia de gestión social	N/A	90	T14. Donaciones realizadas (COP)	La Sostenibilidad; Estrategia de inversión social	X	Solo se reporta Colombia.
Accionistas	Integridad, cumplimiento y transparencia	Lucha contra la corrupción	103	205-1. # y % de operaciones evaluadas en riesgos relacionados con corrupción y riesgos identificados	Nuestros accionistas; Riesgos, ética y cumplimiento		
Accionistas	Gobierno corporativo, rendición de cuentas y toma de decisiones	Lucha contra la corrupción	103	205-3. Casos confirmados de corrupción y medidas adoptadas	Nuestros accionistas; Riesgos, ética y cumplimiento		
Accionistas	Gobierno corporativo, rendición de cuentas y toma de decisiones	Competencia desleal	127	206-1. # de demandas por competencia desleal, prácticas monopolísticas o contra la libre competencia y resultado de las mismas.	En el 2019 no tuvimos multas o sanciones significativas por incumplimiento de la legislación y/o normativa.	X	

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Accionistas	Gobierno corporativo, rendición de cuentas y toma de decisiones	Cumplimiento socioeconómico	128	419-1. Valor monetario de multas y sanciones y # de multas y sanciones no monetarias por incumplimiento de la legislación y normativa	En el 2019 no tuvimos multas o sanciones significativas por incumplimiento de la legislación y/o normativa.		
Accionistas	Gestión corporativa de riesgos	N/A	103	T18. Nivel de riesgo residual	Nuestros accionistas; Riesgos, ética y cumplimiento		
Accionistas	Gestión corporativa de riesgos	N/A	128	412-1. Operaciones que han sido evaluadas bajo impactos en Derechos Humanos (DDHH)	Tods nuestros contratos comerciales incluyen cláusulas de cumplimiento en DDHH. Como buena práctica, tenemos estipulado un análisis de riesgo / debida diligencia en DDHH cada dos años. Como medida de acción trabajamos en un taller de DDHH con los proveedores de materia prima lípida en el 2019.		
Accionistas	Desempeño de los negocios	N/A	105	T19. Ingresos base 100 (2011)	Nuestros accionistas; Desempeño de los negocios		

PRIORIDAD ESTRATÉGICA	"FRENTE DE GESTIÓN (ASUNTO MATERIAL)"	ASPECTO GRI	ENFOQUE DE GESTIÓN DEL ASUNTO MATERIAL (SECCIÓN, PÁGINA DONDE SE ENCUENTRA DICHO ENFOQUE)	INDICADOR GRI Y/O PROPIO	RESPUESTA AL INDICADOR (SECCIÓN, PÁGINA EN LA CUAL SE ENCUENTRA DICHA RESPUESTA)	VERIFICACIÓN 2019	OMISIÓN
Accionistas	Desempeño de los negocios	N/A	105	T20. EBITDA base 100 (2011)	Nuestros accionistas; Desempeño de los negocios		
Accionistas	Desempeño de los negocios	N/A	105	T21. ROE (tendencia %)	Nuestros accionistas; Desempeño de los negocios		
Accionistas	Desempeño de los negocios	N/A	105	T22. ROIC (tendencia %)	Nuestros accionistas; Desempeño de los negocios		
Accionistas	Desempeño de los negocios	Desempeño económico	108	201-1. Valor económico directo generado y distribuido	Nuestros accionistas; Desempeño de los negocios		Se reporta a nivel corporativo.

MEMORANDUM OF INDEPENDENT REVIEW

Independent Review of the Sustainable Management Report 2019 – Alianza Team

Responsibilities of the Management of Alianza Team and Deloitte.

The preparation of the 2019 Annual Management Report of Alianza Team, between January 1st and December 31 of 2019, and its content are the responsibility of the organization which is also responsible for defining, adapting and maintaining management systems and internal control which information is obtained.

Our responsibility is to issue an independent report based on the procedures applied and previously agreed upon for our review.

This Report has been prepared exclusively in the interest of the organization in accordance with the terms of our proposed services. We do not assume any liability to third parties other than the Management of the Company. We have performed our work in accordance with the Independence regulations required by the ethics code of the International Federation of Accountants (IFAC).

The scope of a limited review is substantially less than an audit. Therefore, we do not provide an audit about the Annual Management Report.

Scope of our work

We have carried out the review of the content adaptation of Alianza Team Sustainable Management Report 2019, to the Guide for the preparation of Sustainability Reports of the Global Reporting Initiative (GRI Standards).

Standards and review processes

We have carried out our work in accordance with ISAE 3000 - International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accounts (IFAC).

Our review work consisted in the formulation of questions to the Administration, as well as to the different areas and operations of Alianza Team that have participated in the elaboration of the Sustainable Management Report 2019, in the application of analytical procedures and tests of revision by sampling that is described below:

1. Interviews with Alianza Team employees to know about the principles, management approaches and data consolidation systems applied to prepare the Report.
2. Analysis of how the content, structure and indicators were defined, based on the materiality exercise according to the GRI Standards.
3. Analysis of the processes to collect and validate the data presented in the report.
4. Checking, by sample, testing and review of quantitative and qualitative evidence corresponding to the GRI, GCCA contents and Alianza Team internal indicators included in the 2019 Annual Management Report, and proper compilation from the data supplied by Alianza Team the sources of information.

Confirmation that the 2019 Sustainable Management Report of Alianza Team has been prepared in accordance with GRI Standards: Core option “in accordance”.

General contents:

It was confirmed that the report conforms to the requirements of the core option “in accordance” with the GRI Standards regarding the general basic contents.

Specific contents:

We review the management approach, the GRI, DJSI and internal contents of its material issues:

Material	RI content and / or own indicator of Alianza Team
Corporate governance, accountability and decision making.	206-1. Number of lawsuits for unfair competition, monopolistic practices or against free competition and their result.
Efficient use of resources and environmental culture.	302-3. Energy intensity.
	305-1. Direct GHG emissions (scope 1).
	305-2. Indirect GHG emissions (scope 2).
	305-3. Other indirect GHG emissions (scope 3).
	305-4. Greenhouse gas emissions intensity.
	T15. Water consumption intensity.
Culture, environment and working conditions.	T17. Percentage of use of ordinary waste.
	401-1. Number and rate of average employee turnover and hiring, broken down by age, sex and region.
	T9. Work climate score – GPTW Note: Breden Master Colombia was not included in the scope of the independent review.
	T10. Porcentaje de quejas y reclamos formales recibidos y resueltos por prácticas laborales.

Material	RI content and / or own indicator of Alianza Team
Talent development.	404-3. Percentage of employees whose performance and professional development is regularly evaluated, broken down by sex and by professional category.
Responsible communication and marketing.	417-1. Type of information required by procedure related to the information and labeling of its products and services, and % of significant product and service categories that are subject to such requirements.
Production of healthy foods through research, development and innovation.	T1. Investment in Innovation and Development percentage of income.
Customer and consumer satisfaction.	T3. Product complaints received and resolved from consumers. <i>Note: Chile was not included in the scope of the independent review.</i>
Identification, evaluation and selection of suppliers.	T5.1 Number of suppliers evaluated in the last 3 years.
Security and health at work.	T11. ARF - Accident Rate Frequency.
	T12. ASI - Accident Severity Index.
	T13. Ausentismo.
Social management strategy.	T14. Donations made (COP).

Conclusions

Based on the work carried out described in this report, the procedures carried out and the evidence obtained, no subject matter has come to our knowledge that leads us to think that the indicators within the scope of the review and included in the 2019 Sustainable Management Report of Alianza Team for the period between January 1 and December 31, 2019, have not met all the requirements for the preparation of reports, in accordance with the essential option of the Global Reporting Initiative (GRI) Standards. For those indicators of the GRI Standards where Alianza Team did not report quantitatively (figures), only the qualitative information that included procedures, policies, evidence of activities carried out, among others, was reviewed.

Alternative lines of actions

Deloitte has provided Alianza Team with a report with the most significant alternatives of action for the future preparation of Reports, which do not modify the conclusions expressed in this report, also a few observations that will strengthen the consolidation, management, measurement and communication processes of the organization's sustainability performance.

Declaration of Independence

We confirm our independence from Alianza Team. All of our employees carry out annual updates to the Ethics Policy where we promptly declare that we have no conflicts of interest with Alianza Team, its subsidiaries and its stakeholders.



Deloitte asesores y consultores
Jorge Enrique Múnera D. Partner
Bogotá, march 2020

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