



SUPPLY CHAIN MANAGEMENT STRATEGY

Value Chain

[GRI 2-6, 2-7]

Suppliers

Colombina boasts +5,800 active suppliers.

91% are **Colombian suppliers.**

9% are **international suppliers.**

Our main ingredients and packaging materials are divided as follows:

68% in ingredients **23%** in packaging

*The remaining 9% corresponds to plant services, parts and POP material.

Circularity and Recycling

Articulation with the National Association of Industrialists ANDI for the **implementation of the vision 30/30 project.**

2030 Goal: **Achieve the utilization of 30% of the packaging placed in the national market.**

Alliance with the Botellas de Amor Foundation.



Consumer

Millions of consumers in more than

90 countries

around the world enjoy our infinite flavor.

75 own sales points in Colombia: Colombina Markets.

16 countries where Bon Bon Bum is a leader.

Our Supply Chain Strategy: Through our strategy, we aim to align, optimize and focus strategic points on all the processes that make up the supply chain, in order to achieve the implementation of world class practices and indicators.

Ingredients	
Sugar	25%
Fats/Cereals	16%
Fats/ Oils	12%
Corn derivatives	12%
Dairy products	7%
Essences / Extracts	4%
Cocoa derivatives	3%
Others	21%

Packaging	
Flexible material	56%
Cardboard	18%
Folding cartons / cases	7%
Rigid packaging	2%
Others	17%



Manufacturing process

Colombina has **7 production plants: 5 in Colombia, 1 in Guatemala and 1 in Spain** - all are food-safety certified.

Over **3,700 employees** contribute to the manufacture of Colombina products at our production plants.



Portfolio

We have a broad and diverse portfolio of products with which we participate in **18 food categories**: Candy, chewing gum, chocolates, snacks, crackers, cookies, cakes, ice cream, tomato sauce, mayonnaise, mayonnaise-based sauces, milk-based desserts, baby food, jams, spicy sauces, olive oil, canned fish, and coffee.

Sales mix by business unit

Candies	38%
Cookies and Crackers	26%
Third Party Products	16%
Sauces and Preserves	7%
Ice Cream	7%
Chocolates and Snacks	7%

Sales mix by region

Colombia	59%
Central America	12%
Andean Region	11%
Other International Markets	8%
USA	5%
ENAM (Europe, North Africa and Middle East)	4%



Logistics and Distribution

39 distribution centers

836 logistics personnel

9 shipping companies

45 primary transport companies

+400 secondary transport vehicles



Clients

We have a sales force of more than **2,000 people**

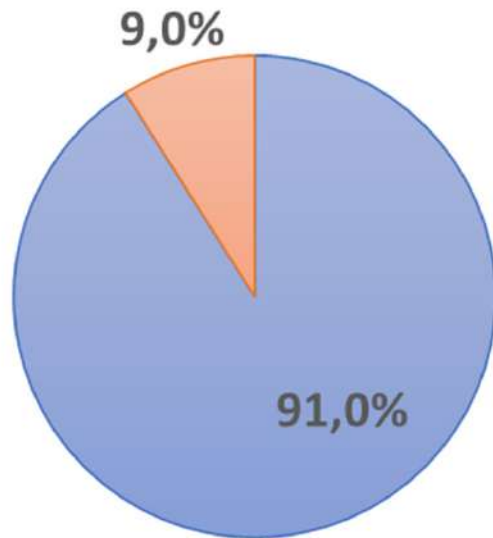
Colombina products reach over

750,000 clients around the world.



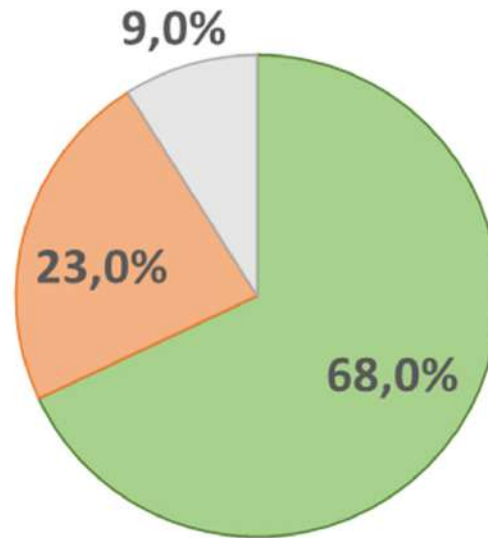
SUPPLY CHAIN SPEND ANALYSIS

GEOGRAPHICAL SPREAD



■ National Suppliers ■ International Suppliers

SPEND VALUE



■ Ingredients ■ Packaging ■ Others

PACKAGING MATERIAL

FY2022		
Packaging material	Tons	%Recycled
Wood/paper fiber packaging	18.199	30%
Metal packaging	50	30%
Glass packaging	970	40%
Plastic packaging	12.310	7,3%

- Ingredients (edible material): sugar, fats/oils, corn derivates, grains/cereals, dairy products, essences/extracts, cocoa derivates, fruit pulp, others.
- Packaging: flexible material, cardboard, foldable/cases, rigid containers, others.



SUPPLY CHAIN MANAGEMENT STRATEGY

Top 5	Supply Chain Priorities	Scope	Corporate KPI
1	Best practices in the supply chain	Process standarization, improve customer/client service,automation of key manufacturing processes	Labor productivity, Contribution Margin, Overall Plant Efficiency
2	Logistics Efficiency Plan	Freight optimization, online sales platform (B2C), highcubic capacity vehicles, review logistics network	Transport cost/sales
3	Energy efficiency Plan	Implement a corporate plan to use renewable sources	Sustainability assesment rating
4	Optimization of Working Capital	Plan to reduce number of SKUs, crossdocking platforms, inventory levels optimization	Working Capital/sales
5	Innovation platforms (R&D team)	Work with the marketing team in the development of products aligned with consumer trends	Revenues from new products (24 months) /total sales



SUPPLIER SCREENING



SIGNIFICANT SUPPLIER IDENTIFICATION

We classify and measure our significant suppliers through the Kraljic matrix. This methodology allows us to classify our suppliers under the following premises:

- High-volume suppliers
- Critical component suppliers
- Non-substitutable suppliers



The **Kraljic Matrix** is a tool used in purchasing management that allows materials, services and suppliers to be classified, considering **the risks they have for the company and their impact on the income statements.**

Kraljic allows to locate suppliers according to the complexity of the market and the impact on the business in any of the 4 quadrants, classifying them as leveraged, strategic, routine or bottlenecks. And for each one it has defined characteristics that differentiate them and likewise a strategy to establish a relationship with them depending on the quadrant. . The methodology is based on commodity-specific risk.



CHARACTERISTICS OF EACH QUADRANT

Leveraged

- Many suppliers and replaceable products are available
- Amenities
- Represents high profitability to the buyer
- High-cost routine purchases
- It's easy to change suppliers
- Market quality is standard
- Semi-complex products
- Standards

Generate Savings based on optimization and improve production and administrative processes. Margin and Cash Flow

Strategic

- Crucial for the Company and the buyer
- They are the most important in the process of purchase
- Greater complexity and risk in the supply process.
- High risk due to supplier shortage
- Complex deliveries
- Critical for the business and its profitability
- Complicated sourcing logistics
- High level of dependency
- Balanced power between buyer and seller
- Few qualified and certified Suppliers
- Few products replaced
- Patents
- Oligopolies
- Specific technologies

Guarantee Supplies and strengthen the relationship with the supplier to achieve joint growth. Innovation. And Competitiveness

- They are easy to buy
- They are not critical
- Low impact on financial results
- Many providers replaced
- Standardized Quality
- Low dependency on the supplier
- Balanced bargaining power
- High number of transactions and low spending
- Very General
- Simple Specifications

Standardize the Purchase and Rationalize suppliers. Productivity

Routine

- There is only one supplier
- Unreliable delivery times
- Direct impact on the business
- The buyer tends to be dominated by the supplier
- Moderate level of dependency
- Complex specs
- Few alternative products
- Made to size
- Concentrated markets
- Specifically tailored
- They have a relatively low impact on the results financial
- The Supplier dominates the market due to the specialty of its products

Guarantee Supplies Reduce Dependency Risk Management

Bottleneck



Significant Suppliers

Supplier Screening	2022
Total raw material suppliers, point of sale material, packaging suppliers, supply providers and some plant services (Tier - 1)	1.209
Total number of significant suppliers in Tier-1	55
Total purchases	COP\$1.237MM
Total purchase year – Significant suppliers	COP\$796MM
% of total spend on significant suppliers in Tier-1	60%
Total significant suppliers in non-tier 1 suppliers	45



Assessment Progress

Supplier Assessment	Significant suppliers	Target 2022
% of significant suppliers assessed	98%	100% of significant suppliers evaluated
Number of significant suppliers assessed with potential negative impacts	4	
% of significant suppliers with potential impacts with corrective action	75%	
Number of significant suppliers with potential impacts that were terminated	0	
Corrective action plan support	Significant suppliers	Target 2022
Number of suppliers supported in corrective action plan implementation	3	100% of significant suppliers
% of suppliers assessed with potential negative impacts supported in corrective action plan implementation	75%	
Number of suppliers in capacity building programs	27	50% of significant suppliers
% of significant suppliers in capacity building programs	50%	



SUPPLIER ESG PROGRAMS



Supplier ESG Programs

- Within our relationship model, we aim to permanently strengthen communication with suppliers, share best practices, methodologies, and programs that allow us to be closer and optimize processes.
- The Board of Directors is in charge of overseeing the implementation and progress of the ESG programs for suppliers. The main programs are reviewed every six months by the sustainability and corporate governance committee with senior management.
- We have implemented functionality in SAP Ariba that ensures that each supplier that partners with our company is fully aware of, and in compliance with, the Code of Conduct. In addition to this, the Code of Conduct is sent to them periodically, ensuring that these principles are always kept in mind. When an update is made to the Code, it is communicated through a mass distribution.
- We manage a sustainable approach to Supply where we mention that Colombina prefers to work with suppliers that manage their social, environmental and corporate governance factors, for which it continuously measures its value chain with the sole objective that supplier companies have a tool that allows them to know results of governance, community, workers, environment, customers and can strengthen these areas of impact.
- For suppliers that do not meet the minimum ESG requirements according to the results of the B Impact Assessment, we train them in training workshops so that they can strengthen the areas of impact where they have the lowest score in their evaluation gaps we found in the evaluation.



Sustainable Procurement Strategy

SUPPLIER DEVELOPMENT

AGRICULTURAL SUPPORT

MEASUREMENT OF SOCIAL AND ENVIRONMENTAL PRACTICES IN THE VALUE CHAIN

COLLABORATIVE WORK WITH SUPPLIERS

1



2



3

Supplier Assessment

4

Supplier Audits

Suppliers of raw materials, packaging, services, point of purchase materials (POP), spare parts, and supplies

Agricultural Good Practices Training



Technical Assistance and Support

Fair Negotiations

Measure What Matters Program: B Corporation System

1. Sensitization
2. Evaluation
3. Comparison
4. Improvement Plan
5. Reevaluation



Sustainability

Productivity

Innovation



Collaborative Projects with suppliers

Projects in collaboration with suppliers to promote and/or monitor

- ❖ Animal Welfare Policies
- ❖ Biodiversity Policies
- ❖ Agriculture-Animal Certifications

Environmental Chapter in the Value Chain



- ❖ Search for materials with higher recyclability and lower environmental impact (Vision 30/30)
- ❖ Promotion of single-use plastic reduction under the framework of Law 2232 of 2022 (July 2024)
- ❖ Development of a carbon footprint measurement tool for suppliers
- ❖ Encouraging circular economy strategies in suppliers through zero-waste training



Fostering Competitiveness



A graphic for 'BIG BROTHER' featuring a globe with a blue wave at the bottom left. The word 'BIG' is in large blue letters, and 'BROTHER' is in large green letters. A smaller Colombina logo with the slogan 'El sabor es infinito' is positioned to the right of the word 'BIG'.

BIG
BROTHER

Colombina
El sabor es infinito



Big Brother Program

1

It was established in the year 2008 as an initiative to contribute to **the development and growth of its suppliers.**

2

What is it about? Transferring knowledge and best practices to contribute to the productive, administrative, financial, commercial, and quality growth of our suppliers, among other areas.

3

Who are our allies?

- ✓ Sidecomex (Colombia) - CGW Aduanas (Guatemala) for foreign trade advice.
- ✓ El Voluntariado Colombina (Colombina Volunteers)
- ✓ Icontec for the entire audit process in Colombia and Guatemala
- ✓ Sistema B Colombia for social and environmental evaluation





Big Brother Program

The Big Brother program **has been one of our most significant endeavors in fostering competitiveness and building a business network.**

This initiative takes shape through the **mentorship of small and medium-sized supplier companies of Colombina.** Our executives provide them with knowledge transfer and best practices, aiming to contribute to their productive, administrative, financial, and commercial growth. The goal is to equip them with the tools needed to become export-oriented enterprises.



Since the program's inception:

63 Companies have been beneficiaries

25 Have engaged in exporting
More than **90** direct Jobs have been generated

The goal for 2023 is to reach **100** sponsored suppliers between Colombia and Guatemala



Big Brother Program Objectives



1

Strengthening the business and social network as a tool to provide competitiveness and sustainability.

2

Proposing a program of consultancy, support, and training for suppliers based on the outcome of an initial diagnosis of their needs..

3

Empowering a supplier to meet the total quality standards demanded by national and international clients.

4

Establishing a Foreign Trade department if appropriate and enabling them to potentially become exporters.

5

Replicating the model from Big Brother program towards their suppliers.



Big Brother Program Structure

*Signing of Sponsorship Agreement between Supplier and Colombina

We strengthen the supplier's quality, safety, environmental practices, and security. This is achieved through an external audit process (Icontec) with a shared seal and guidance from Plant quality personnel.

We also reinforce social and environmental practices through the "Measure What Matters" program.



Once graduated, the sponsored suppliers mentor a smaller company, thus forming an extension of the Big Brother program.

Suppliers receive export advisory through Sidecomex in Colombia and CGW in Guatemala.

We have an internal volunteering program that provides advisory services to companies in the following areas:

- Strategic Planning
- Financial Management
- Innovation
- Process Optimization
- Quality Management
- Food Safety
- Personnel Selection
- Strategic Sourcing
- Logistics Management
- Storage Management
- Planning
- Marketing
- Physical Security
- Business Management
- International Business
- Human Rights
- Import Processes
- Sustainability
- Environment
- Colombina Corporate University



The overall coordination of the program is carried out from the **corporate level** and is responsible for providing continuous support, monitoring, and advisory to the entire group of suppliers, and we have **leaders for each facility**.



Big Brother Program Scope



Planta de Confeitería

Está ubicada en el corregimiento de La Paila – Zarzal, Valle del Cauca. Actualmente es reconocida como la planta de confites más grande de Colombia y una de las más grandes a nivel mundial en el sector de caramelos duros bajo techo. Dotada de modernos equipos y tecnología de punta, en ella se producen dulces, marmelos, gomas, chicles, chocolates y pasabocas.



Planta de Galletas y Pasteles

Este moderno complejo industrial se encuentra en el municipio de Santander de Quilichao, Departamento del Cauca. Allí se producen galletas dulces, saladas, wafers, barquillos y pasteles con los más altos niveles de calidad. En el año 2010 la Planta fue declarada Zona Franca Permanente Especial, permitiéndonos ser más competitivos en el mercado de galletas en Colombia y en el exterior.



Planta de Confeitería, Galletas y Pasteles

Desde el año 2001 entró en funcionamiento esta planta en Guatemala, un moderno complejo industrial desde donde se atienden las regiones de Centroamérica y el Caribe, con dulces y galletas que gozan de gran posicionamiento en el mercado.



Planta de Confeitería (FIESTA)

Es nuestra más reciente adquisición. Está ubicada en Alcalá de Henares-España y en ella se producen bombones, dulces duros, blandos y regaliz.



Planta de Salsas y Conservas

Ubicada en Tutuá, Valle del Cauca. Cuenta con tecnología de punta y un diseño bioclimático que permite un ahorro del 10% de la energía y brinda las mejores condiciones climáticas para los colaboradores. En esta planta se preparan las salsas, conservas, postres de leche y compotas.



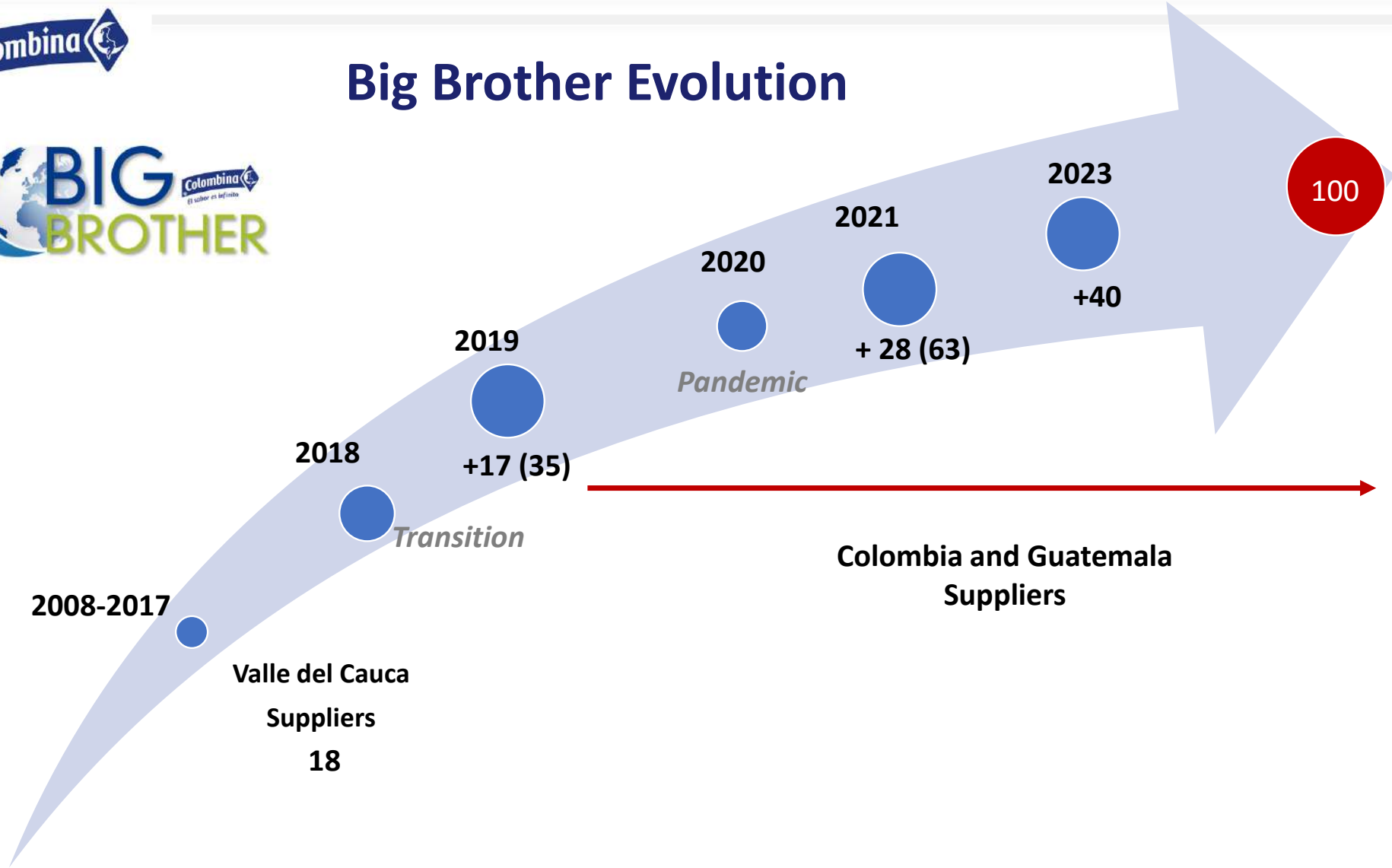
Plantas de Helados

Contamos con dos modernas plantas ubicadas en Itagüí, Antioquia y Bogotá, D.C., desde donde se producen paletas de agua y leche, conos, vasos, postres, helados y scooping.

For 2023 the goal is to successfully engage a total of 100 suppliers across Colombia and Guatemala



Big Brother Evolution



Colombia and Guatemala Suppliers



63 Big Brother companies as of 2022



MANAGEMENT SYSTEM

INTERNAL



1

Strengthening of Management Systems

Suppliers are audited by the company Icontec in Colombia and Guatemala.



From there, they are in the process of implementing improvement plans to ensure that a company complies with quality, safety, health, occupational safety and health, and environmental requirements.

- **Two audits are conducted each year, one at the beginning and another at the end.**
- **If there are companies that have certification for their Quality and Safety systems, they are not required to be audited.**
- The indicator is $\geq 80\%$ compliance by the end of the program.



2

Colombina Volunteering



We have the Colombina volunteering program with approximately 70 individuals who provide guidance in either in-person or virtual mode, following a predefined academic curriculum.

The volunteers offer guidance at different facilities, with in-person sessions lasting up to 600 hours, or virtually through the TEAMS platform (280 hours).

*Volunteers stand up

Indicators:

1. 100% Attendance for Guidance Sessions
2. Number of Implemented Practices





2.1

Colombina Corporate University



**Universidad Corporativa
Colombina**

Starting in 2021, we began the process of the Corporate University with our suppliers. Initially, they attended workshops on Gender Equality and Human Rights. Subsequently, we opened the platform for them to take courses based on their specific requirements.

Through the virtual classroom, suppliers can tailor their training to match their organizational needs, with access to a wide variety of content.

Additionally, they can self-assess and receive certification for each completed course.



Customized or virtual advisory sessions are conducted for the export process, including regulations, requirements, and some success stories. The program culminates with a visit to the nearest port, allowing suppliers to experience the world of foreign trade firsthand.

In Colombia, this is done in collaboration with Sidecomex, and in Guatemala with CGW Aduanas.

Indicators:
 100% Attendance for Advisory Sessions
 Number of Potentially Exporting Companies

*In the monitoring conducted with Sidecomex, it has been found that among the Big Brother companies that are engaged in exporting, there are **25 companies** as of the end of 2022, which corresponds to 40%.*



4 Big Brother Extension



Taller
Julio Cesar Moscoso



Grafiartes
Litografía - Pre-prensa Digital

El Principito

Key Publicidad



Automatizamos
Ingeniería



J Diaz EU

Proiplast

Velo'z Cambio
Ambiental



KeCaja

New Plast



Alma Creativa y
Fotográficas



Proindex



17% of suppliers have replicated the model.



CERTIFICACIÓN DE PROVEEDORES





Introduction

The program was established in 2005 with the aim of fostering teamwork and establishing lasting bonds that enable the creation of a genuine partnership between the company and its suppliers.

It's a program that allows raw materials or packaging supplied by the provider to enter the plant with a quality certificate as proof of compliance. This occurs once all the defined steps in the program have been successfully completed.



The programs aims to:

- Recognize the commitment of our suppliers.
- Standardize processes.
- Foster closeness and collaboration.
- Strengthen trust in the overall quality of the materials they provide.



Overall Objective of the program

The overall objective of the program is to collaborate in the standardization of all common processes that establish a business partnership between the companies. This collaboration ensures that continuous improvement benefits both companies' processes. This is achieved through fostering trust in the quality and safety of acquired materials and strengthening relationships with mutual benefits in mind.

Specific Objectives

- **Ensure** the quality, safety, security, and environmental compliance of supplied raw materials.
 - **Optimize** production times.
 - **Guarantee** material availability.
 - **Work with quality standards** and compliance with legal requirements.
 - **Eliminate** or minimize claims and returns.
 - **Eliminate** the need for redundant verifications based on the supplier's process safety guarantee.
- **Improve** service (delivery and agreed-upon quantity fulfillment).
 - **Validate** social and environmental compliance.
 - **Enhance** direct communication.
 - **Create** a differentiating factor for the supplier within the Company's supplier network.
 - **Establish** a quality agreement between both companies, clearly outlining the organized requirements that a certified supplier must fulfill. This ensures that the relationship of trust can be established in an organized and clear manner.

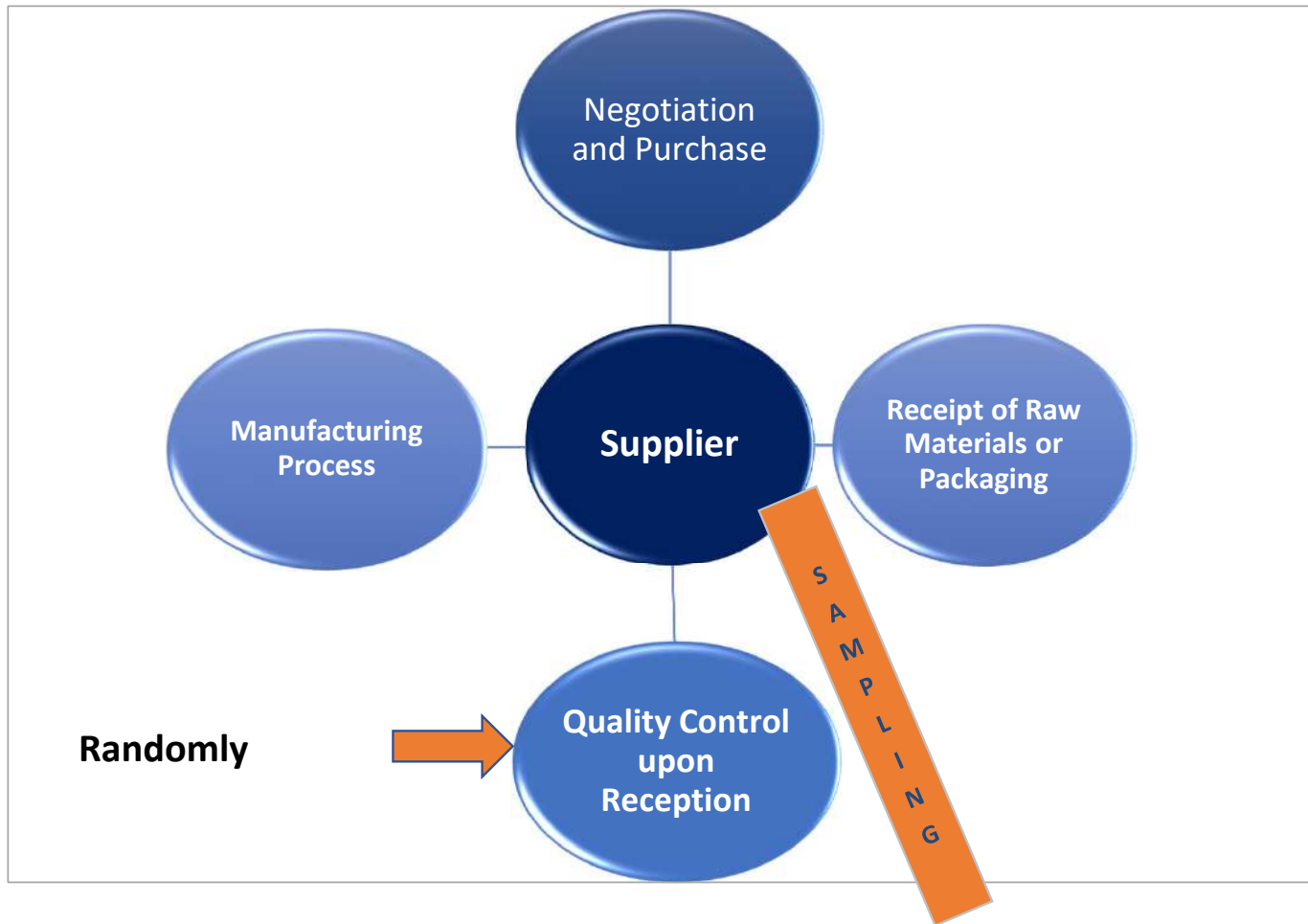


Currently, we have 59 certified supplier companies that provide for both Colombia and Guatemala.



Target 2023:
Reach 70
suppliers

General Program Framework



Once the supplier is certified following the standardization, evaluation, and approval of their process, lot validation is conducted randomly. The results are based on the certificate provided by the supplier via email.

The supplier becomes certified initially and then undergoes recertification every three years.

Program Steps

1. Supplier Selection: The Procurement Committee/Plants select the supplier and hold a meeting to introduce them to the program.

2. Keep Quality Area Requirements Up to Date: Requirements are updated annually.

3. Quality Agreement Signing: Document outlining process characteristics from purchase order to delivery at Plants.

4. Food Safety Audit or Equivalence Inocuity Certification (FSC 22000/BRC).

5. Development of Action Plans based on Audit Results, as applicable.

Program Steps

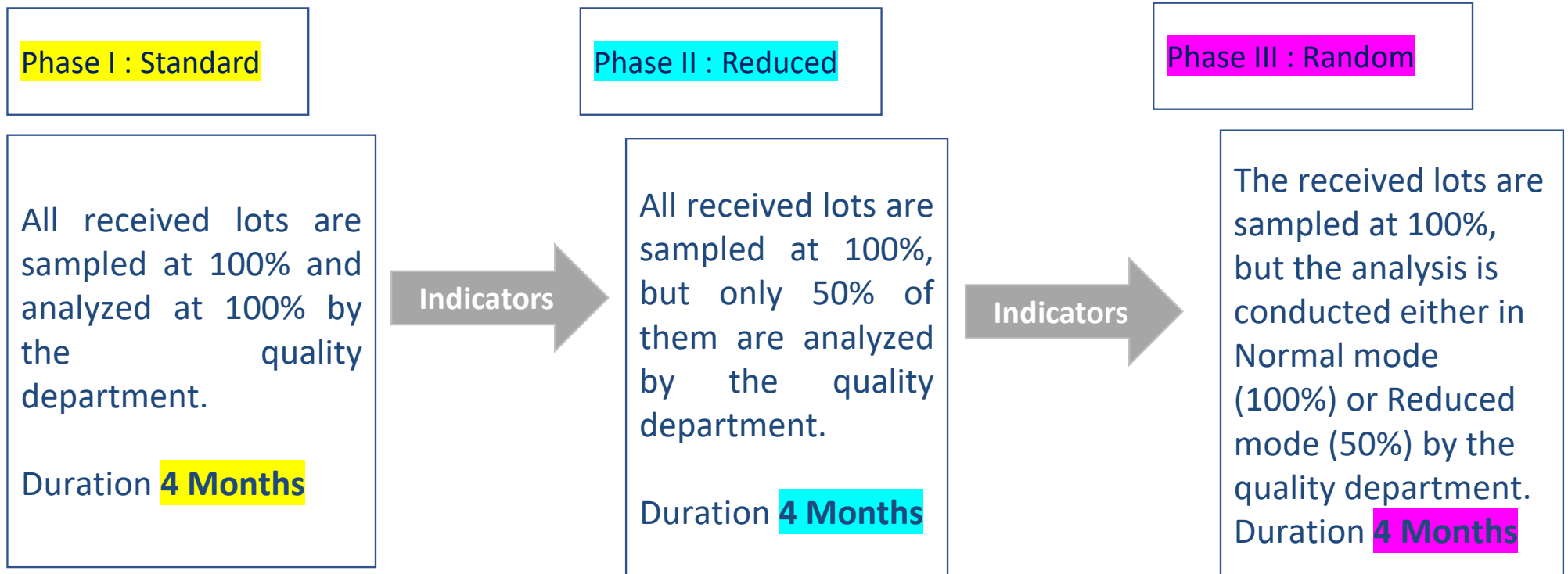
6. Social and Environmental Evaluation through System B measurement or reevaluation for suppliers scoring below 51 points.



7. Annual Evaluation of Supplier Service (on perfect delivery and quality).

8. Initiation of Supplier Certification Program Phases and Indicator Measurement.

8. Program Phases





Program Steps

9. Food safety closing audit

10. Issuance of certificate and final document encapsulating all the steps to follow once the supplier is certified. This is done during the "Crece Event Awards" graduation event.

11. Raw materials and packaging entering with quality certification, and random validation of lot compliance.

12. Recertification every 3 years, provided the supplier continues to meet the program's proposed indicators.



“Crece” Event Awards Categories



1. Big Brother Category

We awarded **38 Big Brother companies** that were mentored between 2020-2022 and successfully achieved the objectives and goals set in the program. These companies come from both Colombia and Guatemala.

2. Big Brother Entrepreneurs Category

In September 2021, we launched the "Entrepreneurs Big Brother La Paila" call for submissions. A total of 72 entrepreneurial projects were presented, and ultimately, we selected 7 winners who received seed capital as our contribution to their development. Additionally, we provided support to help them execute their business plans over the course of a year.

5. Category: Supplier Certification

We honored 16 companies that achieved certification in Colombia, and for the first time, in Guatemala as well. These companies are now part of the 59 enterprises that provide certified materials and services to our processes. This strengthens the bonds of trust between our companies.

3. Category: Allies

We awarded 3 partner companies that have been collaborating with the Big Brother program for over 5 years. These companies include Sidecomex, Icontec, Tuluá Chamber of Commerce, and Sistema B Colombia.

4. Category: Big Brother Volunteering

We recognized the efforts of 32 volunteers from various plants within the Group in Colombia and Guatemala. As a token of appreciation for their outstanding work, we rewarded them with a day off.

6. Category: Supplier Recertification

During the event, we recertified 36 companies for their commitment of 3 to 14 years in the supplier certification program, successfully meeting the set indicators and goals.



Human Resource Development



- Training workshops are held for the team of company's buyers on different topics according to the diagnosis made.
- We formed the Supply team in the Measure what Matters program, with the leaders of Sistema B Colombia.
- The specific objective is that the entire team knows the importance of evaluating the value chain in social and environmental practices and that they can have an indicator of great importance for when they are negotiating or making purchase decisions.
- Bearing in mind that each company buyer has its suppliers segmented through the Kraljic matrix, we are also evaluating the significant suppliers and we have the support of the team to ask their group of suppliers to develop all the steps of the program.



SUPPLIER ASSESSMENT AND DEVELOPMENT



Measure What Matters Program MQI+Colombina

Colombina prefers to work with suppliers who manage their social, environmental, and corporate governance factors. To achieve this, it continuously measures its value chain with the sole purpose of strengthening various impact areas such as governance, community, workers, environment, and customers. In order to enhance our suppliers, we implement a program called "**Measure What Matters+Colombina**" through a measurement tool known as B Impact Assessment.



GOVERNANCE

The "Governance" impact area assesses the company's mission, ethics, responsibility and transparency and addresses issues such as integrating social and environmental goals into employee performance appraisals, impact disclosure and transparency, and the participation of interested parties, among others.

- **Mission and Commitment**
- **Ethics and Transparency**
- **Governance Metrics**
- **Mission Protection**



WORKERS

The "Workers" impact area assesses the extent to which the company contributes to the financial, physical, professional and social well-being of its employees and addresses topics such as compensation, employee benefits, employee health and safety and opportunities professional development, among others.

- **Financial Security**
- **Health, Wellness and Safety**
- **Professional development**
- **Satisfaction and Commitment**



COMMUNITY

The "Community" impact area assesses external stakeholders, including suppliers, distributors, the economy, and the local community. It also discusses employee diversity, job creation, civic engagement, and charitable giving.

- **Diversity, Equity and Inclusion**
- **Economic impact**
- **Civic Engagement and Donations**
- **Supply chain management**



ENVIRONMENT

The "Environment" impact area assesses the company's overall environmental management and addresses issues such as how the company manages environmental impact in general and more specific issues such as climate change, water consumption, sustainability and the impact on the earth and on life.

- **Environmental management**
- **Air and Climate**
- **Waterlife and earth**



CUSTOMERS

The "Customers" impact area assesses the value that the company brings to consumers and direct customers of its products or services and covers topics such as ethical and positive marketing practices, guarantees and quality control of products and services, data privacy and security, among others.

- **Customer management**



Measure What Matters Program

MQI+Colombina



Steps of the program:

1. Sensitization

This is the initial approach made to the group of suppliers being assessed, aiming to familiarize them with the importance of triple impact, introduce the B Impact Assessment tool, explain how it works, and guide them in enrolling and initiating the self-assessment process

2. Evaluate

The measurement of social and environmental performance, risks, and improvement opportunities is conducted through the B Impact Assessment, under the guidance of the System B Colombia Programs team. This stage involves continuous support for the suppliers, along with Office Hour sessions to address questions and concerns.

3. Compare and Improve

In this stage, suppliers who have completed the evaluation are brought together to teach them how to interpret their results and identify weaknesses that require improvement plans. Useful materials are provided to help companies further explore best practices and the impact of their business model.

4. Support and Train

In the evaluation, suppliers receive both overall results and results for each impact area.

At Colombina, we have determined that suppliers with a total score below 50 points should be supported or trained to enhance their social and environmental practices.

Similarly, suppliers with a compliance percentage below 40% in each impact area's result should also receive support or training.

We have two modes for strengthening suppliers based on their results:

Support Mode: With small groups of up to 8 companies, we offer personalized support processes.

Workshop Mode: We conduct workshops with larger numbers of participants, focusing on impact areas that need strengthening according to partial and total results.

5. Reevaluate

The reevaluation is a second review that companies undertake after their initial assessment. Each company accesses the platform, updates the fiscal year, reviews their previous responses, and updates data or answers for practices they have implemented or strengthened.



B Impact Assessment – B Corp



The B Impact Assessment is a management and measurement tool that evaluates the operations and business model of a company in 5 areas:

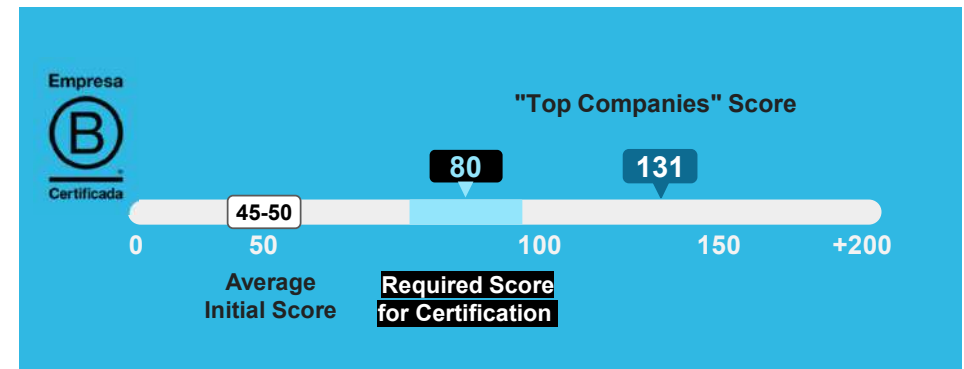
- Governance
- Community
- Workers
- Environment
- Customers



It is conducted through a series of customized questions that reflect impact indicators, best practices, and outcomes.

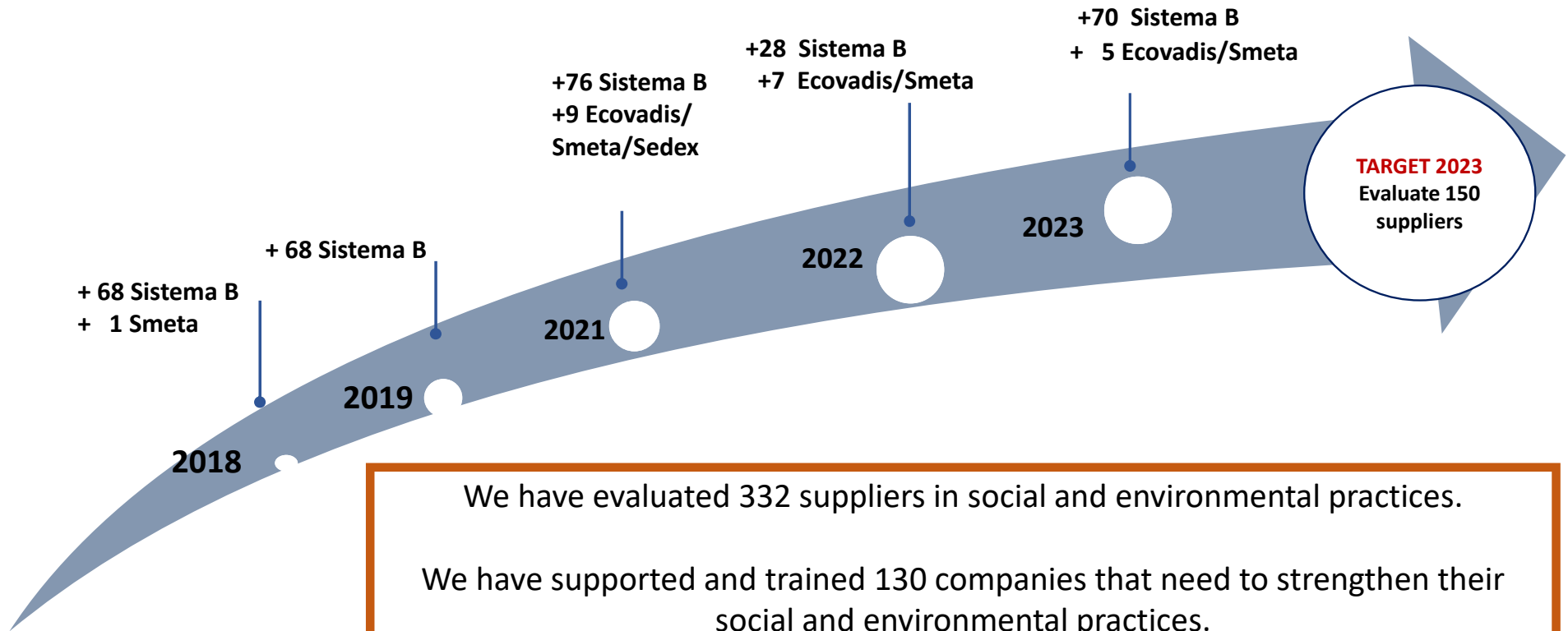
*The Assessment is adaptive to the sector and size of the company, and as a result, companies answer a varying number and type of questions.

A company receives a composite score on a scale of 200 points.





Program Evolution



We have evaluated 332 suppliers in social and environmental practices.

We have supported and trained 130 companies that need to strengthen their social and environmental practices.

We have reevaluated 24 suppliers.



ESG INTEGRATION IN SUPPLY MANAGEMENT STRATEGY

Board of Directors

CEO



ENVIRONMENTAL PERFORMANCE



Supply Chain VP



SOCIAL DEVELOPMENT



Colombina Foundation



PROMOTING COMPETITIVENESS



Supply Chain VP



OUR EMPLOYEES



Human Resources VP



TRANSPARENCY AND NUTRITION



Corporate Marketing VP



ECONOMIC EFFICIENCY



Strategic Planning VP - Sustainability Leader

- The Vice Presidency of Supply Chain is responsible for environmental indicators (KPI) and supplier relations, leading the sustainability priorities of environmental performance and promoting competitiveness.