



Sustainability Report 2020

Grupo Empresarial Colombina

Solar Farm at Cookies and Crackers Plant, Santander de Quilichao, Cauca.

Sustainability Award
Bronze Class 2021

S&P Global





GRI 102-1,102-3, 102-5, 102-53

◆ EDITORIAL TEAM

Pierangelo Marchetti
Vice-president of Strategic Planning

Isabella Henao
Communications Director

Maria Juliana Giraldo
Strategic Planning Analyst

The Juju Agency
Design and Development

◆ CONTACT INFO

Pierangelo Marchetti
Vice-president of Strategic Planning
pmarchetti@colombina.com

Florencia Peña
Vice-president of Corporate Marketing
fpena@colombina.com

Colombina S.A.
Carrera 1 # 24-56
Edificio Belmonte
Landline (57 2) 886 1999
Fax (57 2) 885 1811
Cali, Colombia



◊ BACKGROUND ON THIS REPORT

This is our eleventh Sustainability Report (January 1st to December 31st, 2020). 2020 was filled with COVID-19 challenges, but the ordeal simply underscored the importance for companies of ensuring clear in-place sustainability strategies for apt responses to their group-interest needs.

In 2020, Colombina continued working hard, as always, on its priorities in social, environmental and economic matters, but now from the viewpoint of targeting how to overcome the multi-faceted challenges for staying in business for our shareholders, employees, surrounding communities, clients, suppliers and consumers: our starting point had to be that Colombina, in addition to being part of our wider nation's food solution, also embodies a more localized engine for progress for our immediate regions.

Colombina has drawn up this report in accordance with Global Reporting Initiative (GRI) guidelines for publishing a standard version and using its fundamental presentation. It has been verified by Deloitte.

(GRI 102-50,102-51,102-52,102-54,102-56)

Table of Contents

Message from the CEO

01 About Us



- Colombina in numbers
- Value Chain
- Recognition
- Steps to a Better World

02 A better world tastes better



- Sustainable Management Model
- Colombina's Commitment To Sustainable Development Objectives
- Sustainability Committee
- Stakeholder Relations
- Materiality Analysis

03 Environmental Performance



- Efficient Water Use
- Energy Efficiency
- Climate Change Management
- Waste Management and Reduction
- Packaging Strategy

04 Social Development



- Education
- Culture
- Sports

05 Fostering Competitiveness



- Supplier and Contractor Relations
- Production-process Quality and Safety

06 Our Employees



- Labor Well-Being and Working Conditions
- Health and Safety
- Organizational Development

07 Transparency and Nutrition



- Strengthening Nutritional Profiles
- Innovative Product Selection
- Client and Consumer Relations

08 Economic Efficiency and On-going Growth



- Financial Sustainability
- Corporate Governance
- Risk Management

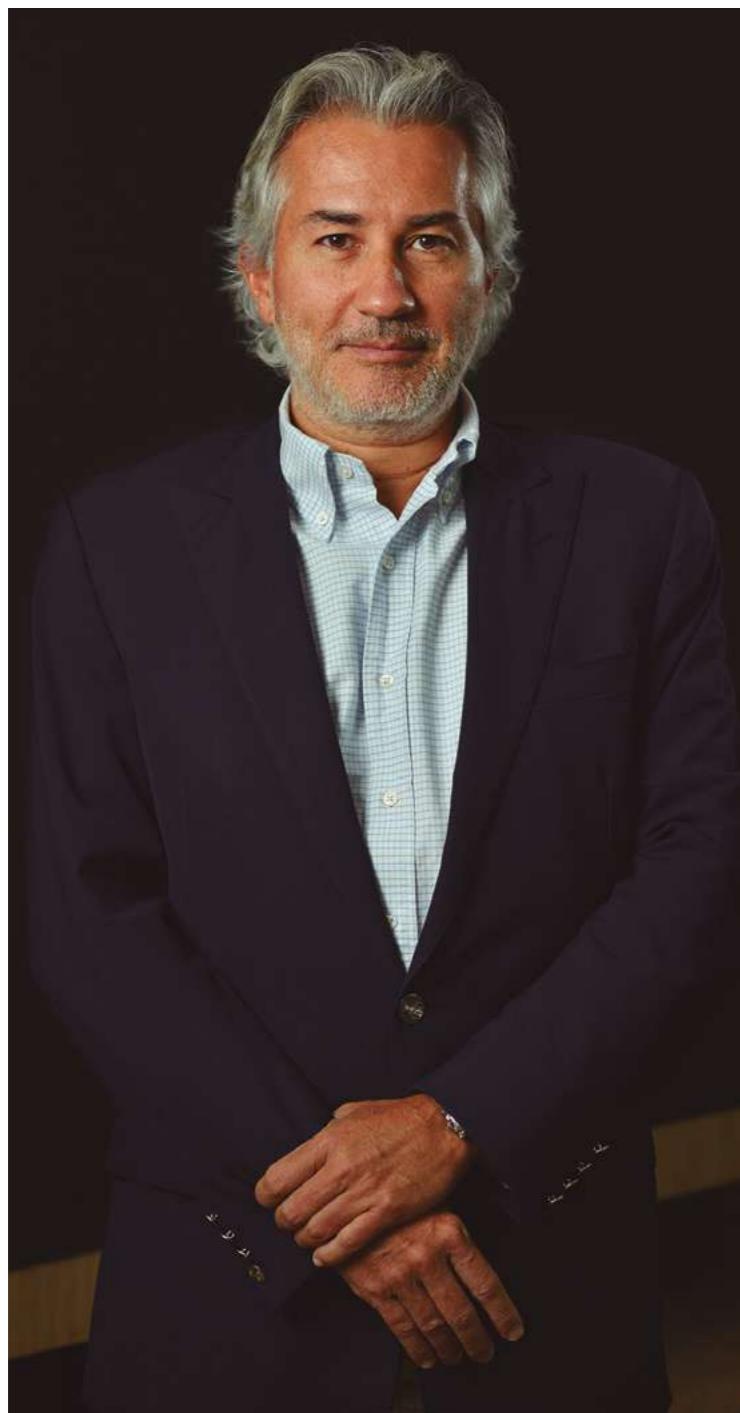
09 Financial Statements



- Profit and Loss Statement
- Balance sheet
- Tax Auditor Report
- Independent Review Memorandum

10 GRI Chart





◆ MESSAGE FROM THE CEO

2020 was one of the most complex years we have experienced in recent years. COVID-19 had a wideranging effect on social and economic dynamics around the world, generating great uncertainty, but even more desire to overcome adversity. This gave us the opportunity to demonstrate our resilience once more, and for companies, to strengthen sustainability strategies as progress drivers - to stride ahead hand-in-hand with stakeholders.

Colombina faced one of the biggest challenges a company could dare during the pandemic, and it was to continue to maintain 100% of the food supply chain, as well as keep being for our employees and their families: we kept our business running by guaranteeing compliance with all biosafety protocols to safeguard the health of our employees. It was not easy, but thanks to everyone's commitment, we kept our direct staff on and continued paying their salaries and bonuses on time, and in full.

Colombina also pitched in for several wider community initiatives to help shore up the population that was most affected by COVID-19 lockdown measures in Colombia: over 16.000 boxes of groceries and energy kits containing Colombina products were delivered; \$621 million pesos were donated for the purchase of medical items: 55.500 biosafety items were distributed amongst the communities around Colombina's plants, nearby hospitals and to local small merchants. In addition, The Colombina Foundation transitioned to online program and plan execution to continue with beneficial aid to surrounding communities.

Undoubtedly, none of these efforts would be possible if we had not already possessed a clear strategic sustainable vision, which demonstrate our commitment to generating value for all our stakeholders. This efforts have been recognized by Standard & Poors with the promotion to Bronze Class in its Sustainability Yearbook. We received this recognition with pride and satisfaction, because it ranks Colombina as one of the best companies in the food-industry in terms of sustainable practices worldwide.

Colombina's financial results are a manifestation of the solidity of the organization: despite the recent complex panorama and convoluted economic environment, our company pulled in a consolidated net income of 516 million dollars with an EBITDA margin of 11.1%.

Looking ahead, we find out that COVID-19 has engrained deep lessons in all of us, reaffirming the importance of teamwork, of being supportive and responsible with one's fellow human beings, and above all, the communication rooted in empathy. I am convinced we will emerge from COVID-19 stronger than ever – more than able to meet the future with optimism and dedication. I would like to finish by thanking all of our employees: they fulfilled a historic task, and were unwavering in their willingness to keep the business going and strive as a team to ensure that families around the world had food at home.



CÉSAR A. CAICEDO J.
Chief Executive Officer
Grupo Colombina

01

About US





ABOUT US

Back in 1927, Hernando Caicedo embarked upon his vision of transforming the sugar milled at the Riopaila Sugar Mill into a world of sweets and confections. Eventually, novel fruit-flavored sweets got manufactured - ones that have frankly enchanted generations of loyal Colombina consumers.

Hernando Caicedo's strategy rested on the tenet of growing and reaching into new markets by adding value to raw materials and innovating products. And so, Colombina made in-roads into different categories, becoming, 93 years later on, an organization dedicated to the manufacture and marketing of food under a sustainable management model that duly engages the full gamut of its stakeholders.

(GRI 102-2, 102-4, 102-6, 102-7, 102-9)

Colombina in Numbers:

Sales of
516
million dollars

11,1%
EBITDA Margin

+90
Countries Consume
Colombina Products

We turn out over
186.000
tons of food

37%
International Sales

14
Countries under
Direct Operation

6.824
Direct Staff



◊ MAIN BRANDS



We have a robust umbrella brand, as well as other highly recognized brands, all boasting high-perceived value, and all effectively marketed to be accessible to everyone.

Our innovation, marketing and communication strategy has allowed us to successfully position our brands and achieve the following results:

Become candy-market leaders
around the Andean Region, Central America and the Caribbean.

Bon Bon Bum is a leading lollipop
in Colombia, Guatemala, Honduras, Nicaragua, Costa Rica, Panama, Bolivia, Chile, Venezuela, Jamaica, Democratic Republic of the Congo, Angola, Ivory Coast, Guinea and Gabon.

In Colombia:

WE ARE #1

Bon Bon Bum: lollipops

Coffee Delight: hard candy

Bridge: premium wafer

Nucita: chocolate cream

#2

Grissly: gummies

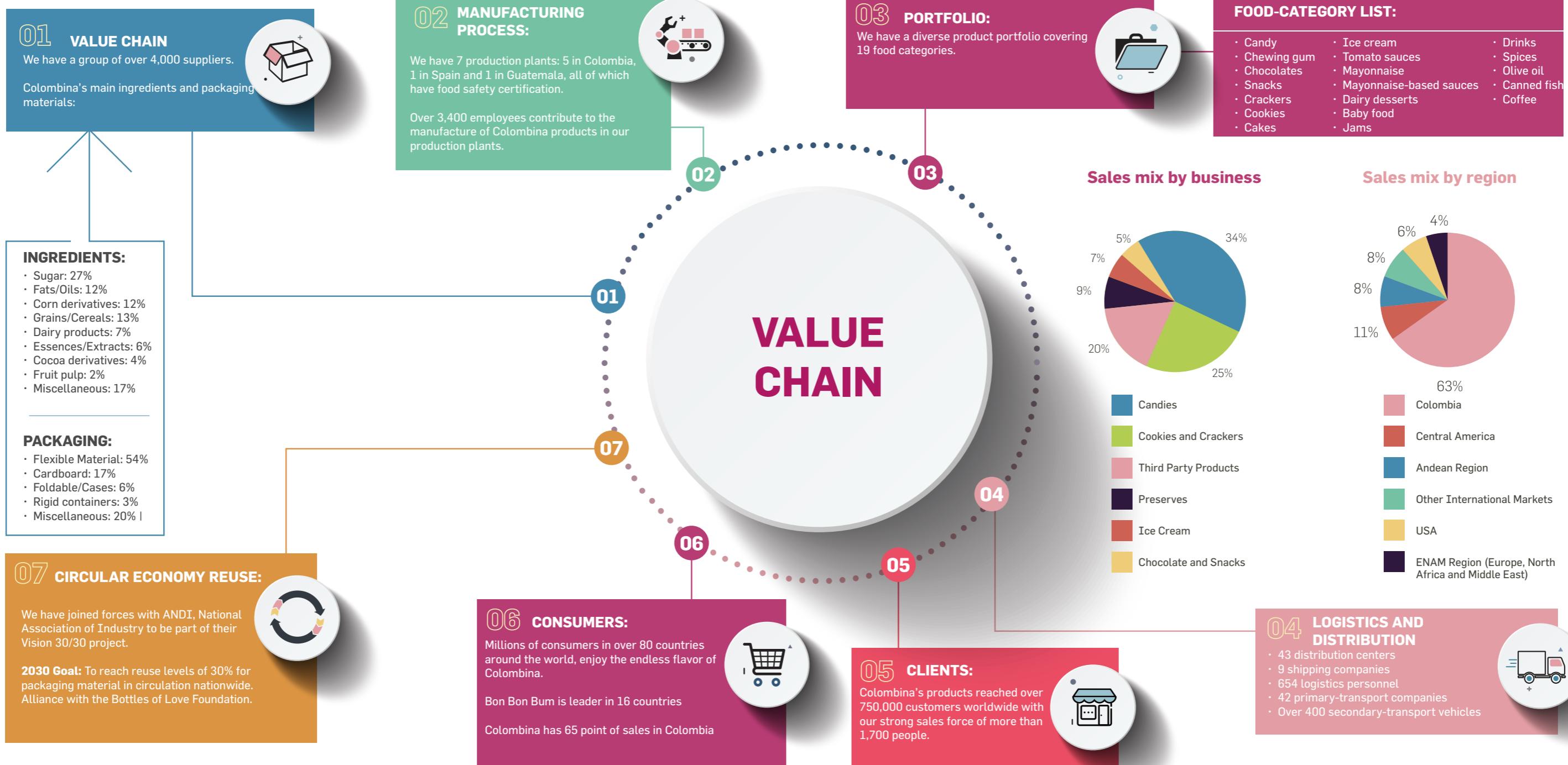
Choco Break: Bite-sized chocolates

La Constancia: Sauces

Colombina Helados: ice cream

According to a Compassbranding 2020 study, Colombina is the 7th top Business Group and holder of Colombia's most valuable portfolios, among which are La Constancia, Bon Bon Bum, Millows, Bridge and ChocoBreak among the 100 top brands.

◊ VALUE CHAIN



Supply-chain Strategy:

Through this strategy, Colombina aligns, optimizes and focuses strategic points throughout its supply-chain processes for world-class practices and indicators.

◊ Recognition

Sustainability Award

Bronze Class 2021

S&P Global

COLOMBINA HAS GARNERED A FOOD-INDUSTRY BRONZE CLASS DISTINCTION IN STANDARD & POORS' 2021 SUSTAINABILITY YEARBOOK.

According to Standard & Poors, Colombina rose to Bronze in its **2021 Sustainability Yearbook**, for being one of the top companies in food-industry sustainability performance.

"We congratulate Colombina S.A. on its BRONZE Award in The Sustainability Yearbook 2021, which showcases the best performing companies among industry peers and in terms of financially material ESG metrics. With over 7,000 companies assessed, an inclusion in the yearbook is a true statement of corporate sustainability excellence" said Manjit Jus, Global Head of ESG Research, S&P Global.



We have been recognized by the **Carbon Disclosure Project – Climate Change CDP** for being among the best food companies in Latin America with a climate change management ranking of 4th place.

The Carbon Disclosure Project (CDP) released its list of companies which demonstrate and strive for a global public commitment to reduce climate change.

Over 9,600 companies around the world participated in CDP's voluntary initiative: it is one of the main platforms for companies environmental reports.



Colombina took **4th Place in the food-andbeverage sector** by Merco Talento for its capacity to attract and retain talent.

Colombina also took 5th Place with Merco Empresas for having one of **Colombia's food sector's best reputations**.

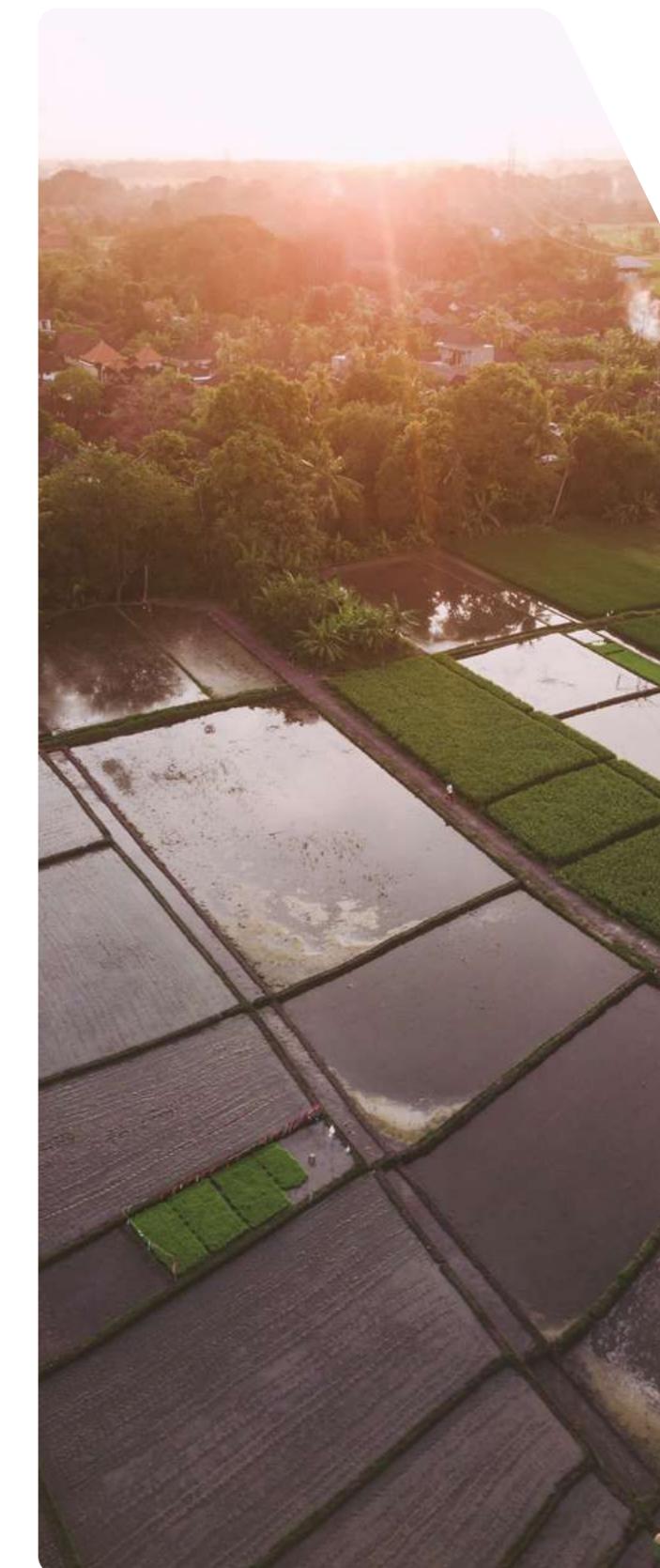
◊ Steps to a Better World

Colombina's wager on renewable energy:

In alliance with the Occidente CEO energy company, we built a solar energy self-generation plant adjacent to our baked-goods plant in Santander de Quilichao, Cauca. The solar-energy plant is a 22,000 square meter building with 4,890 panels that produce more than 2,716,000 kWh/year of energy, which corresponds to 20% of the food plant's annual energy consumption. as a result, it contributes to the reduction of more than 1,000 tons of CO2 per year.

Colombina acquired the first long-term sustainable loan in the nation:

BBVA bank granted Colombina a sustainable \$45,000 millions (COP), a five year loan. This sustainable operation is first in Colombia. It is also one of the very first formalized under the 'Sustainability-Linked Loan Principles' for a foodand-beverage company in Latin America. The interest rate for this type of financing is linked to the evolution of an environmental indicator, such as a reduction in our carbon footprint. This is just one example of Colombina's commitment to undertake ambitious in its efforts to combat climate change.





02

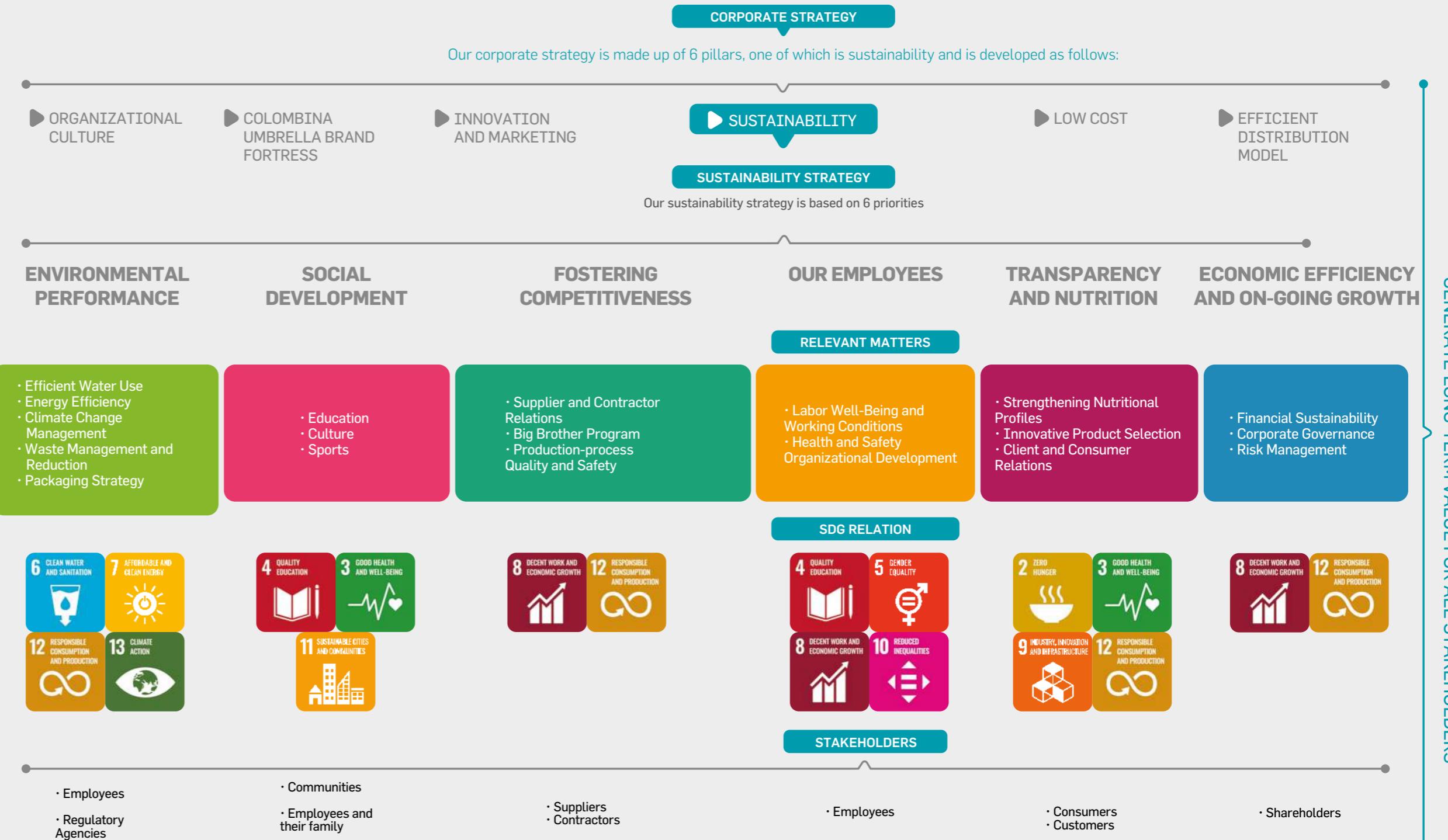
**A better
world tastes better**

(GRI 102-40, 102-43, 102-44, 102-46, 102-47, 103-1)

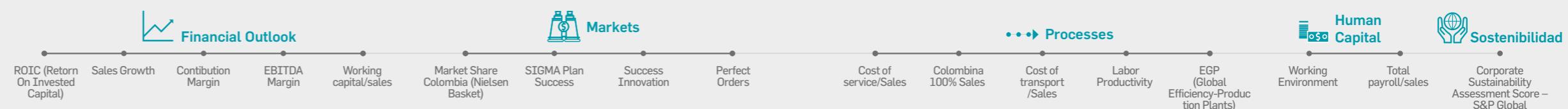
◊ Sustainable Management Model:

If we learned anything at all from 2020, it was the basic reassertion that everything we do is interconnected and therefore, the outcome of our actions, in one way or another, reverberates around the world: that is why we are convinced that, "A better world tastes better".

This philosophy is a fixture of operation at our company - we run it right through our company as a cross-sectional driver. And, we bring this stance to life by means of our strategies and initiatives that extend out to each of our stakeholders allowing us to grow with them hand-in-hand:



We have 17 KPI tied to employees performance evaluation and variable compensation to monitor these strategic pillars:



◊ Colombina's Commitment to Sustainable Development Objectives

We are aware of the role that organizations have in complying with Sustainable Development Objectives at the speed and momentum required. Therefore, we have articulated Colombina's Sustainability Strategy with our 2030 Agenda to cultivate our fulfillment of goals through various initiatives:



SDG GOAL

2.1 End hunger and ensure everyone gets access to healthy, nutritious, and sufficient food throughout the year.

2.3 Double agricultural productivity and income of small-scale food producers.

COLOMBINA MANAGEMENT

975 Positive Social Impact products

Over **90 million pesos** in support to the community through the Food Bank in Colombia.

We delivered over **16,000 grocery** and energy kits containing Colombina products to our surrounding production-plant communities.

Support to farmers in the region in strengthening technical knowledge, proper management of agricultural practices and motivation to protect resources through our Agricultural Guide.



SDG GOAL

3.4 Promote mental health and wellness

3.d Strengthen capacity for early warning, reduction risk assessment and management of national and global health risks (Conjunctural).

3.5 Strengthen the prevention and treatment of substance abuse.

3.7 Guarantee universal access to sexual and reproductive health services, including family planning, information and education.

COLOMBINA MANAGEMENT

164 children benefitting from the Jaime H. Caicedo Sports Club Program

Over **20,000 children** benefit from the Bon Bon Bum Soccer Cup.

6.000 Family wellness guides delivered

Over **55,000 biosafety supplies** delivered to help people handle COVID-19 regulations and decrees

Support in prevention of the spread of diseases (conjunctural).



SDG GOAL

4.2 Ensure that all girls and boys have access to quality early childhood care and development services and early childhood education.

4.4 Increase the number of young people and adults who have the necessary skills to get a job, enjoy decent working conditions and explore entrepreneurship.

4.B Increase the number of scholarships available to developing countries.

4.7 Promotion of a culture of peace and non-violence, citizenship world and the appreciation of cultural diversity

COLOMBINA MANAGEMENT

Early childhood: 136 girls and boys enrolled in the Colombina Foundation Daycare Centers.

Jaime H Caicedo Scholarship: 28 young people

Book Club: 81 girls and boys.

Family schools Aimed at participants linked, their families and community in general.

◊ Colombina's Commitment to Sustainable Development Objectives



SDG GOAL

5.2 Eliminate all forms of violence against all women and girls in both public and private spheres.

5.4 Recognize and value unpaid care and domestic work through social protection policies, and promoting shared responsibility in the home and family.

5.5 Ensure the participation of women and equal opportunities for leadership at all decision-making levels in political, economic and public life.

5.c Foster sound policy-making and applicable laws to promote gender equality and the empowerment of all women and girls at all levels.

COLOMBINA MANAGEMENT

First manufacturing company in Colombia to obtain the Equity Gold Seal for Gender Equality.

Number 4 in Valle del Cauca in PAR Ranking



SDG GOAL

6.3 Improve water quality by reducing pollution, eliminating spillage and minimizing the emission of chemicals and hazardous materials.

6.6 Protect and restore water-related ecosystems.

COLOMBINA MANAGEMENT

Decrease in water
consumption by 15% vs. base year 2015.

We are part of the ASORIBU, AURPA and ASURTUMO foundations
dedicated to the conservation of the hydrographic basins of the Valle region.

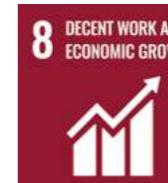


SDG GOAL

7.2 Increase our share in renewable energy in the full gamut of energy sources.

COLOMBINA MANAGEMENT

Our cookies and crackers plant has a **4,890-panel solar farm**.



SDG GOAL

8.3 Promote policies that support productive activities, the creation of decent jobs, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises

COLOMBINA MANAGEMENT

We generate 6.824 jobs
(direct and temps) and 1.555 outsourced.

Big Brother Program:
36 suppliers

◊ Colombina's Commitment to Sustainable Development Objectives



SDG GOAL

9.b Support the development of national technologies, research and innovation in developing countries.

COLOMBINA MANAGEMENT

We are part of Propacífico organization that fosters competitiveness, innovation and infrastructure around the Cauca Valley region.

We participate as a leading company in the macro-snacks cluster of the Cali Chamber of Commerce, allowing us to strengthen the vision of collaborative work for a more competitive region.



SDG GOAL

10.3 Ensure equal opportunities and reduce inequality of results.

COLOMBINA MANAGEMENT

We have a **Human Rights and Corporate Non-Discrimination** Policy, and it is socialized by means of our Code of Responsible Conduct.



SDG GOAL

11.4 Re-double efforts to protect and safeguard the world's cultural and natural heritage.

COLOMBINA MANAGEMENT

TIMCCA: 165 girls and boys are part of the program

San Antonio Bands of Peace: 57 girls and boys

49 boys and girls are part of the "Sugarcane" Dance program of the Colombina Foundation

◊ Colombina's Commitment to Sustainable Development Objectives



SDG GOAL

12.5 Significantly reduce waste generation through prevention, reduction, recycling and re-use.

12.6 Encourage companies to adopt sustainable practices and incorporate sustainability information into their reporting cycle.

COLOMBINA MANAGEMENT

ANDI Vision 30/30 Collective Plan Participation

226 suppliers evaluated with the System B tool over the last 3 years.



SDG GOAL

13.2 Incorporate climate change measures into national policies, strategies and plans.

COLOMBINA MANAGEMENT

18% decrease in carbon footprint since 2015.

4 100% natural-gas vans that will allow us to contribute to the decrease of 26% of our carbon footprint.



SDG GOAL

17.17 Encourage and promote the establishment of effective alliances in the public, public-private and civil society spheres, taking advantage of the experience and the strategies for obtaining resources from them.

COLOMBINA MANAGEMENT

Through the Colombina Foundation we work jointly with the Ministry of Culture and other entities of the local governments to leverage the programs in the areas of influence.

◊ SUSTAINABILITY COMMITTEE

César A. Caicedo J.

Chief Executive Officer

Carlos Andrés Ospina

Juan Guillermo Salazar

Board Members

Pierangelo Marchetti

Strategic Planning VP
**Economic Efficiency and On-Going
Growth Leader**

Eduardo Parra

Supply Chain VP
**Environmental Performance and
Fostering Competitiveness Leader**

Ana María Juana Rojas

Colombina Foundation Director
Social Development Leader

Florencia Peña

Corporate Marketing VP
**Transparency and Nutrition
Leader**

Isabella Henao

Communications Director

Luis Eugenio Cucalon

Human Resources VP
Employee Leader

Maria Juliana Giraldo

Strategic Planning Analyst

◊ Stakeholder Relations:

Having a structured two-way communication with our stakeholders was key to really listening to their needs, paying special attention to their voices and working hand-in-hand with those who most affected by the pandemic.

Every chapter in this report talks about how Colombina is tackling COVID-19.

RELATIONSHIP MANAGEMENT

STAKEHOLDER	RAPPROCHEMENT	CHANNEL – FREQUENCY
Employees	Align employees with our corporate objectives, grasp both their needs and expectations, and in the end, generate development and well-being strategies that improve both their quality of life and their professional and personal development.	Survey Organizational climate - Annual On-going Meeting Co-existence Committee - On-going Corporate Intranet - On-going Focus Group - Occasional Digital platforms - On-going Corporate events - Occasional Sustainability Report - Annual
Shareholders	Deliver reliable information on our performance, which becomes the crux for decision-making that allows for profitable growth and the maintenance of Good Corporate Governance Practices.	Sustainability Report - Annual Financial Report - Annual Digital platforms - On-going Corporate events - Occasional Shareholders General Assembly - Annual
Community	Grasp the dynamics of our surrounding communities to promote participation in Social Development programs aimed at empowerment and self-management.	On-going Meeting Sustainability Report - Annual Digital platforms - On-going Perception Surveys - Annual Parent Schools - Occasional

◊ Stakeholder Relations:

RELATIONSHIP MANAGEMENT

STAKEHOLDER	RAPPROCLEMENT	CHANNEL – FREQUENCY
Suppliers	Foster trusting sustainable ties by bolstering Best Practices amongst our suppliers.	On-going Meeting Sustainability Report - Annual Digital platforms - On-going Web page - On-going Corporate events - Occasional Meeting- Trainings - Occasional Perception Surveys - Annual Sistema B platform - Annual
Clients	Respond in a timely manner to client needs and set up strategies to satisfactorily serve our end-consumer generating mutual benefit.	On-going Meeting Sustainability Report - Annual Digital platforms - On-going Focus Group - Occasional Web page - On-going Corporate events - Occasional Meeting Trainings - Occasional Perception Surveys - Annual
Consumers	Foster familiarity with our consumers and their tastes, needs and habits to offer them the very best Colombina experiences.	Sustainability Report - Annual Digital platforms - On-going Focus Group - Occasional Web page - On-going

◊ Stakeholder Relations:

◊ Interweaving communication with families with Colombina Foundation programs

This helps Colombina get a glimpse of program-beneficiary family conditions - essential to generating work plans that would allow us to continue with them despite COVID-19.

FIRST SURVEY:

**78% COVERAGE OF
FAMILIES WITH FOUNDATION TIES**

Aim:

identify what participants and their families know about COVID-19, reinforce government anti-COVID measures and explore how to connect families.

SECOND SURVEY:

**88% COVERAGE OF
FAMILIES WITH FOUNDATION TIES**

Aim:

continue the dissemination of anti-COVID measures and look into daily lives, habits, routines, co-existence among the families.

THIRD SURVEY:

**83% COVERAGE OF
FAMILIES WITH FOUNDATION TIES**

Aim:

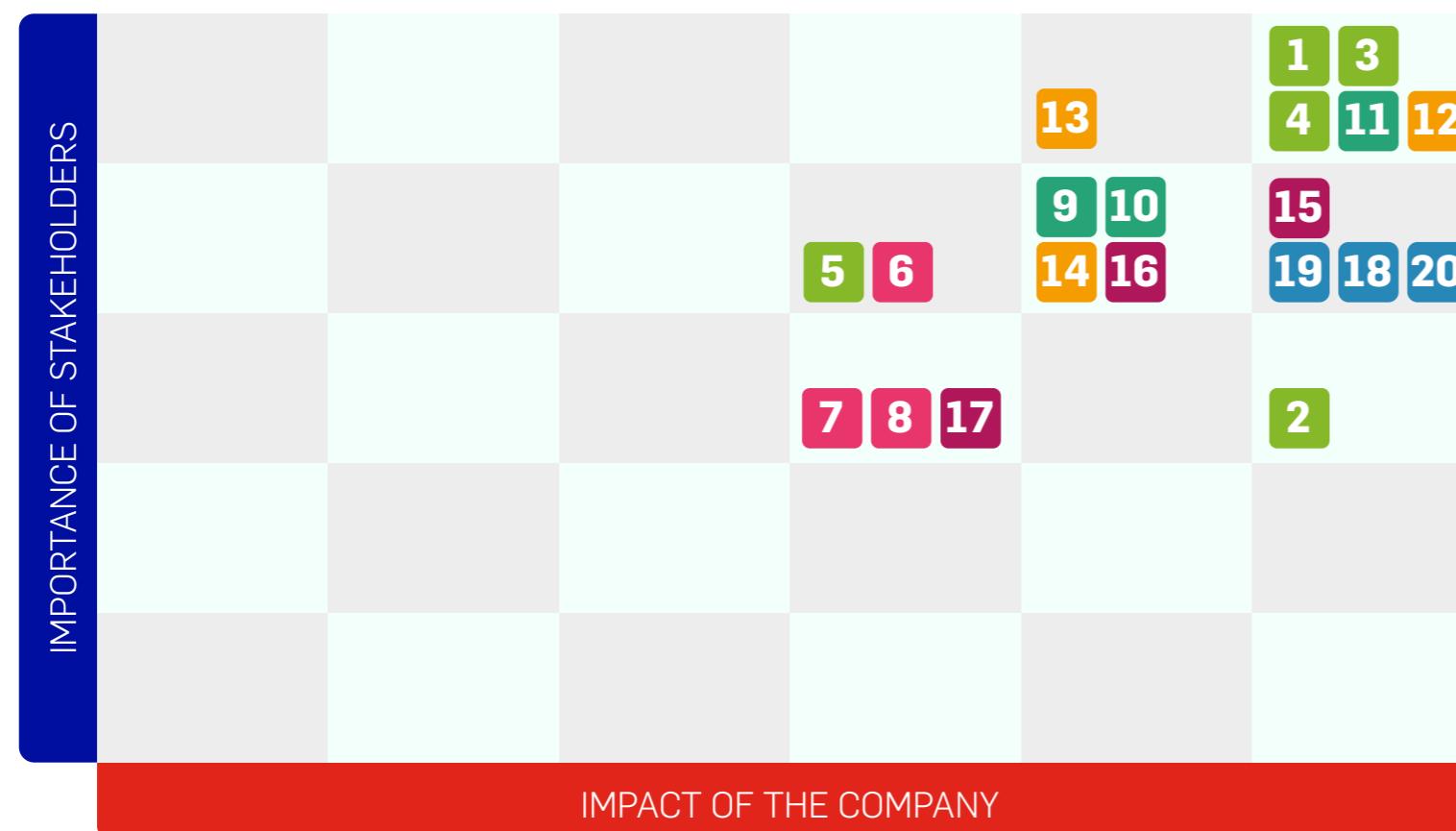
Inquire about programs satisfaction and quality, the difficulties and opportunities of training at home, co-existence, specific questions, programs, facets of academic activity

This communication channel gave us the opportunity to enrich our action plans, strengthen relationships and provide support to families.

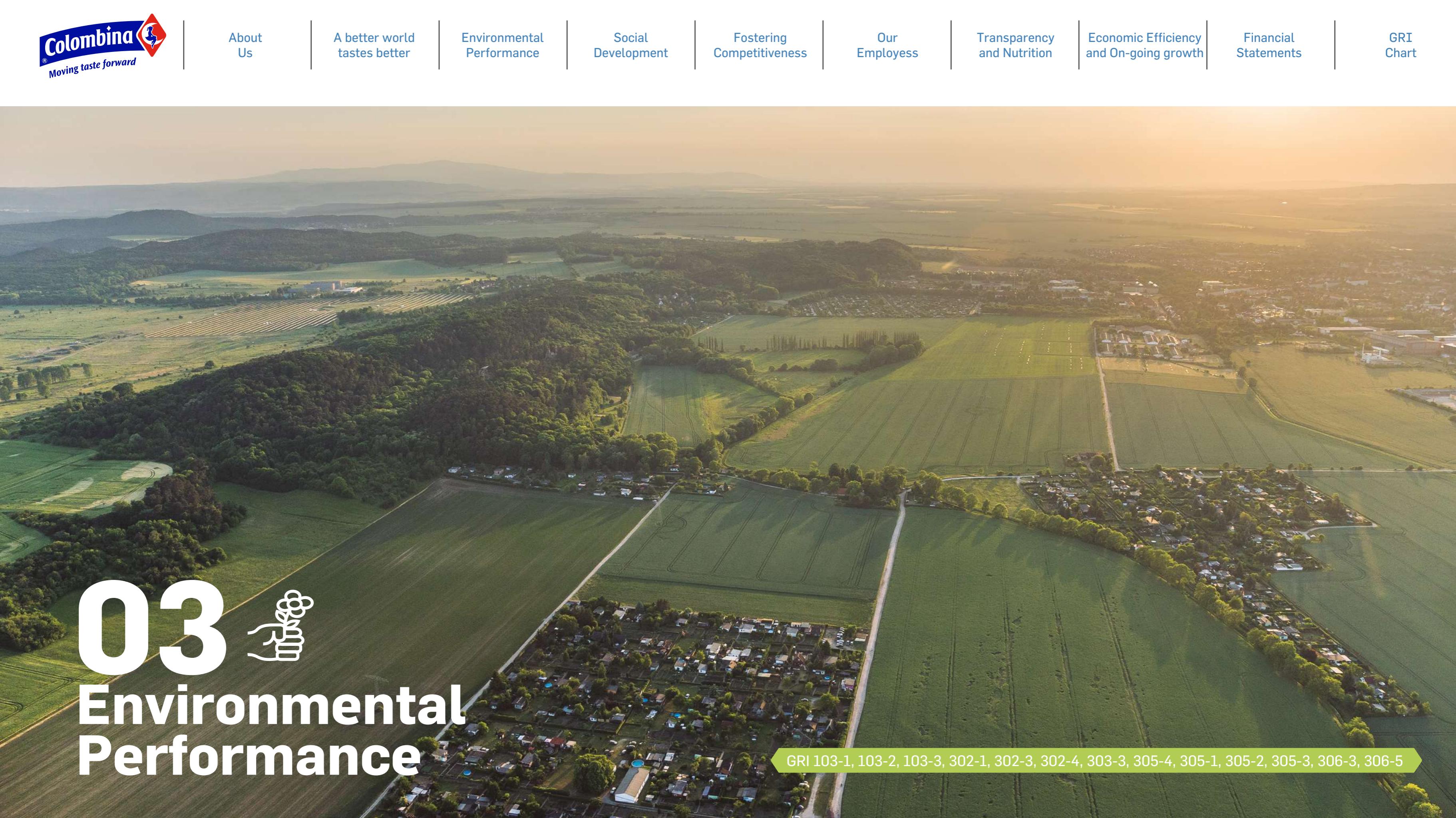
◊ Materiality Analysis

Our materiality analysis allows us to identify, prioritize and validate relevant issues we have grounded in the creation of economic, social and environmental value, while taking into account the needs and expectations of our stakeholders.

The feedback from our various interest-group communication channels and generated from periodic reviews, the results of the Standard & Poors survey, the Carbon Disclosure Project (CDP) and the follow-ups by our Sustainability Committee provide crucial feeds into our materiality analysis, and from which we have been able to identify the following outlines framing our Sustainability Strategy:



		Stakeholders	Company
1	Efficient Water Use	5	5
2	Energy Efficiency	3	5
3	Climate Change Management	5	5
4	Waste Management and Reduction	5	5
5	Packaging Strategy	4	4
6	Education	4	4
7	Culture	3	4
8	Sports	3	4
9	Supplier and Contractor Relations	4	5
10	Big Brother Program	4	5
11	Production Process Quality and Safety	5	5
12	Labor Well-Being and Working Conditions	5	5
13	Health and Safety	5	5
14	Organizational Development	4	5
15	Strengthening Nutritional Profiles	4	5
16	Innovative Product Selection	4	4
17	Client and Consumer Relations	3	4
18	Financial Sustainability	4	5
19	Corporate Governance	4	5
20	Risk Management	4	5



03 Environmental Performance

GRI 103-1, 103-2, 103-3, 302-1, 302-3, 302-4, 303-3, 305-4, 305-1, 305-2, 305-3, 306-3, 306-5

◊ How Colombina is tackling COVID-19

The pandemic significantly affected most of our production, because, as demand decreased water consumption increased to ensure an on-going disinfection. Also, the use of electricity increased to keep up temperature and humidity conditions on production lines. However, we achieved rigorous monitoring of every process and maintained our indicators to, in the end, we achieved positive results.

◊ Relevant Matters:

In 2020, we strove ahead with management of our Environmental Performance Sheet doubling down on the following relevant matters:

1. Efficient water use
2. Energy efficiency
3. Climate change management
4. Waste management and reduction
5. Packaging strategy

1. Efficient Water Use

◊ WATER CONSUMPTION (M3/TP)



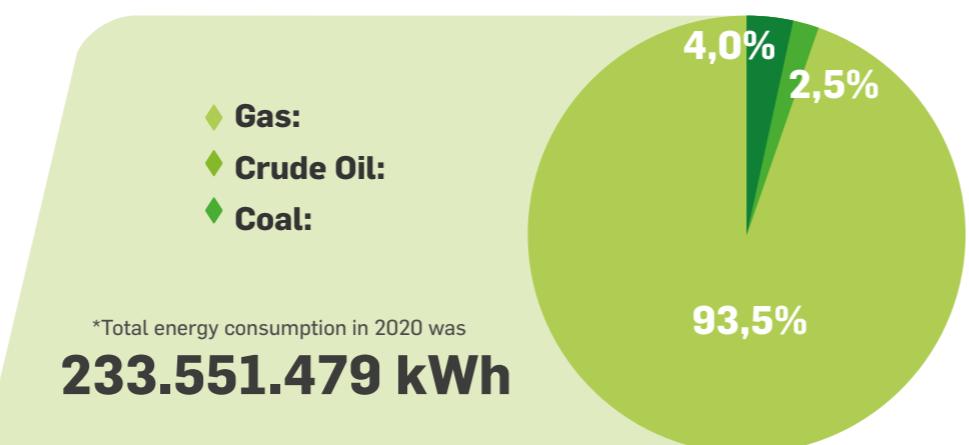
2. Energy Efficiency



◊ ENERGY CONSUMPTION kWh/tp



◊ DIRECT ENERGY CONSUMPTION BY PRIMARY SOURCE



We built a self-generating solar-energy farm in Cauca Department!

Aware of the environmental impact of fuel consumption, we continue to put measures in place and develop projects that meet the Colombian national government's expectations set forth in its Green Growth Policy by fomenting sustainable development around the region.

With the inauguration of our 22,000 square meter solar farm in Santander de Quilichao, Colombina will produce more than 2,716,000 kWh/year, generating greater operational efficiency in our plant and saving approximately 1,000 tons of CO2 per year.

3. Climate Change Management

CARBON FOOTPRINT (SCOPES 1 AND 2) KG CO₂/TP



TOTAL EMISSIONS (TONS OF CO₂)

38.784 SCOPE 1
14.125 SCOPE 2
7.733 SCOPE 3

◆ VALLE CARBON NEUTRAL PRIONEER CERTIFICATION◆



Our Confectionery Plant obtained the **Valle del Cauca Carbon Pioneer Certificate** granted by the Corporación Autónoma Regional (CVC) of Valle del Cauca Department, which recognizes the measures implemented by our plant to mitigate climate change impacts through the implementation of programs and strategies aimed at improving air quality in Valle del Cauca, through the measurement, certification and drawing up of GHG emissions management plans.



◊ Logistics and Transportation



In Colombina we firmly believe in using fleets that promote cleaner renewable energy sources.

As our contribution to mitigating climate change and reducing polluting emissions in 2020, we have been working on the following initiatives:

- ❖ Our electric trucks traveled over 100.000 km, making 1.708 trips **preventing the generation of 19,35 Tons of CO2e.**
- ❖ With our high cubic-capacity gas-combustion vehicles we emit 57.93 tons of Co2, which, compared to standard vehicles, **allows us to avoid throwing 150,98 tons of CO2e into the environment, and reduces trips by 478.**
- ❖ In 2020, we reduced empty-transit in our own fleet traveling 27,222 km during 78 dispatches, **for a reduction of 22,7 Tons of CO2e.**

Colombina's world of flavor is transported by a natural-gas fleet!

As one of the main priorities of our Environmental Performance sheet, we acquired four 100% natural-gas vans, which form part of our transportation fleet and cover the Santander de Quilichao - Bogotá route. This is just one way that Colombina continues its active contribution to sustainable development, and which will allow us to:

- A reduction of up to **26% in our carbon footprint** and migration to cleaner fuels.
- The reduction in the number of trips on this route, avoiding **33% of trips** required with a conventional fleet.
- An improvement in product transport-conditions, as the new vans provide higher quality and better transport practices.

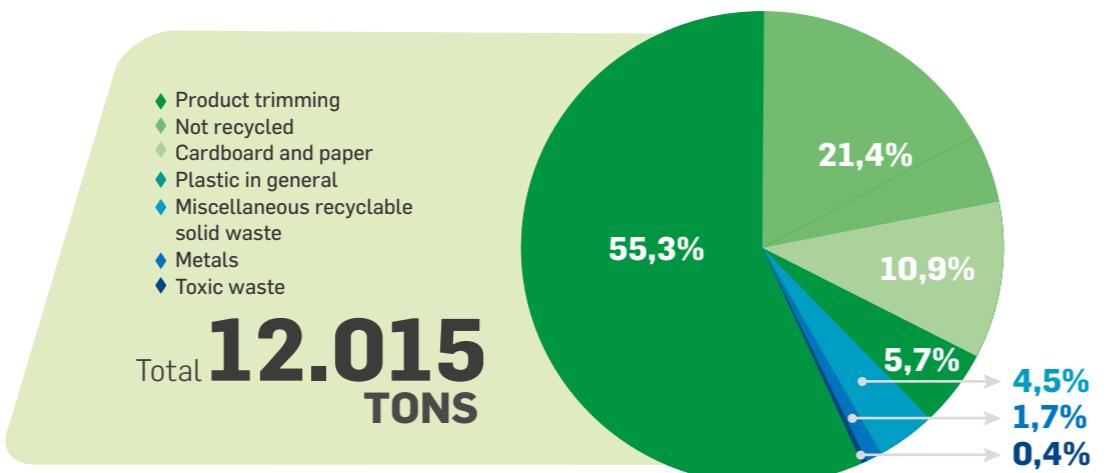


4. Waste and Management Reduction

WASTE RECYCLING



WASTE BY TYPE AND BY MEANS OF ELIMINATION



This plant obtained re-certification for Zero Waste Sustainable Management System, with a score of 98.8 - GOLD category.



Colombina's baked goods plant got onboard with zero-waste and achieved **Zero Waste re-certification!**

Thanks to its 97.5% increase in waste re-use percentage, this plant serves as a sustainable benchmark for the nation - distinguishing itself as a venue where "garbage" is a raw material to be exploited.

5. Packaging Strategy



GOAL 2030

Achieve that 100% of our containers and packaging are recyclable, reusable and/or compostable.

Colombina's packaging strategy is based on the following:

1. **Baseline Reduction:** Reduce, substitute, re-use and re-think the materials used in our containers and packaging.
2. **Recyclability:** Implement eco-design and eco-effectiveness methodologies as a guideline for the design, re-design and re-formulation of materials.
3. **Circularity and Use:**
 - We support the promotion of collection, classification and recycling schemes.
 - We encourage working with partners throughout our value chain and inside our industry associations.
 - We seek to link with programs that collect and re-use packaging material.



30/30 Vision

Over the course of 2020, we kept up with our participation in the 30/30 Vision collective, which is an initiative led by hundreds of companies committed to close the cycle of packaging and packaging materials, contributing to a circular economy.

For 2021, our transformation objective is 10% and looking forward to achieve 30% in 2030.

RE-USE PROGRAM

This program consists of the reuse of product boxes that leave our plants and distribution centers and go out to clients. On average, the same box gets re-used up to 8 times. This year we were able to recover over 400,000 boxes, equivalent to 114 tons of cardboard, **reducing the felling of trees by 1,943.**



WE JOINED FORCES WITH BOTTLES OF LOVE FOUNDATION

This year we joined the **Bottles of Love Foundation**, an initiative in which we seek to raise awareness about the proper use of plastic waste from containers and packaging that can later be transformed into playgrounds, urban furniture and homes to benefit the population.

We have set up collection points for Bottles of Love and a various shopping centers in Bogota, Cali and Medellín to collect full untampered bottles.



04



Social Development:

GRI 102-12, 103-1, 103-2, 103-3

◊ Tackling COVID-19

At Colombina, we have always worked hand-in-hand with our surrounding communities to contribute to their development and well-being. Faced with the social and economic crisis experienced in 2020, we reaffirmed our role as knowing how fundamental and significant it is, to step in as participants for several campaigns geared toward aiding the most affected sectors of our nation's population.

Colombina's shareholders and employees contributed to the purchase of medical supplies, donation of groceries for vulnerable families and lent support for small businesses with the following initiatives:

Propacifico

We donated \$600 million pesos to buy medical items and \$400 million pesos for the purchase of groceries for vulnerable families in the cities Barranquilla, Buenaventura and surrounding plant zones in Valle del Cauca and Cauca Departments.

In addition, Colombina employees ran a donation campaign, and collected \$85 million pesos toward the purchase of 1,059 boxes of groceries that were delivered to the communities in our surroundings areas such as Bugalagrande, Zarzal and Santander de Quilichao.

#NoHungerAtHome (#SINHAMBREENCASA)

While the impact of Covid-19 has been remarkable throughout the various economic sectors of our nation and on our social dynamics in general, informal workers became one of the segments hardest hit by the pandemic with no means to pursue their already precarious day-to-day livelihood, they remain with no proceeds to survive on even after a general re-activation of the formal economic sectors.

To support these vulnerable people, #NoHungerAtHome (SinHambreEnCasa) Colombina created this initiative with the Falcao Foundation and the "Food Bank", which encouraged all colombians to donate groceries. \$235 million pesos were collected.

◊ Other Measures

- We delivered **over 16,000 groceries and energy kits** with Colombina products.
- Our plants donated **52,288 biosafety items** to nearby hospitals.
- We contributed **\$50 million pesos to the #HelpUsDoGood (#AyudarNosHaceBien)** Colombian government initiative to supply food to low-income Colombian families.

Recognition for Top-notch Community Action



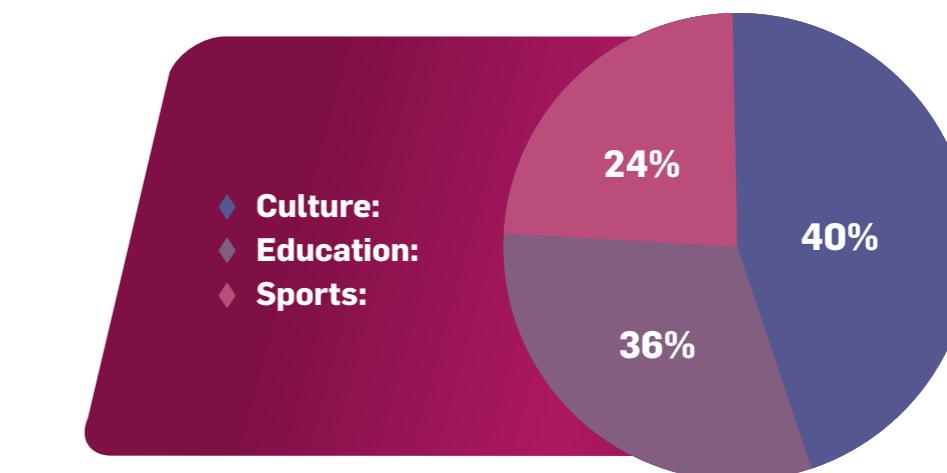
Colombina has been recognized by Tuluá Mayor's Office and the Zarzal Council for its sustainable management during the pandemic in lending aid to the outlying communities around our production plant: **8,240 nutritional kits, 3,338 purchases and 52,288 in biosafety elements.**

◊ Relevant Matters

COVID-19 coincided with both program enrollment and program openings at the Colombina Foundation. Consequently, we turned to adapting everything to working on-line. We kept our programs active and went on to strengthen the enrollment process over the course of our nation's lockdown. We started with 529 participants and ended 1 year later with 680 people actively enrolled in our three subjects:

1. Education
2. Culture
3. Sports

◊ PARTICIPATION BY SUBJECT





1. Education

Colombina sees education as a main driver of society's progress. Therefore, our company offers our employees' children early childhood and higher education: a fundamental contribution to enrich children in values, culture and life project development.



◊ Early Infancy

- Children's Homes

Through the Colombina Foundation homes, we provide access to quality early education for our employees' children - our contribution to comprehensive childcare and to aiding our families in our surrounding communities.

Our main overall achievements in this area were:

- 136 boys and girls between 2 and 5 years at La Paila and Santander de Quilichao: on-line sessions, plus activities sent over WhatsApp.
- Colombina Daycare boys and girls take part in the Mestizaje Festival and in a joint graduation ceremony with the Pentagram Travelers program.
- Colombina has compiled over 600 early childhood daycare learning activities. These activities are based on themes that facilitate continuity of their training throughout early childhood.
- Colombian has collected solid stats that are applicable for subsequently following up on every alumni's development and can even give a glimpse into his or her family involvement over the years. In addition, 115 other activities have been posted to the foundation's on-line library.
- From follow-up on daycare alumni in their later stages of education, Colombina has learned from their teachers that they boast vital social skills. These include interest in facing new challenges, ease of communication, creativity and imagination, self-confidence, responsibility and leadership. Family-member interest and participation in the kids' educational process were also cited. Finally, teachers reported that daycare graduates manifested good performance in mathematics, Spanish, art and communication.

◊ Jaime H. Caicedo Scholarships



This scholarship program offers our employees' kids access to university studies at accredited institutions of higher education.

During 2020, it was not possible to offer any new scholarships, however Colombina did continue to finance those scholarships granted in previous years, thus minimizing any disruption to its current scholarship holders: we continued support of 28 active 2020 scholarship recipients who received on-line classes, as per the Ministry for Higher-education Institutions.

◊ Book Club

Book Club went on-line in Santander de Quilichao with 43 participants, and 38 in Zarzal/La Paila, for a total of 81 children and young people. Book Club used Zoom or Google Meet, plus activities sent through WhatsApp. Compliance was between 60% and 80% of the participants per activity.



2. Culture

We foster the conservation and roots of the culture throughout the communities where we operate. This generates trust amongst local populations and boosts their sense of well-being, because they get new venues for interaction from which sustainable tourism opportunities arise, which in turn helps these people recover traditions and customs.

◊ Dance Group

Our dance group fosters strong interpersonal ties and self-esteem as it helps salvage our culture's dance heritage. We conducted on-line sessions and conducted activities sent over WhatsApp with 49 kids and managed to recover then extend our dance heritage and traditions beyond La Paila to various national and regional venues.

Other projects of note are:

Training 10 dance-group participants to be dance trainers to replicate their knowledge and provide development opportunities to wider communities.

Integrating dance with the Sonidos de Paz program in San Antonio. This gave rise to the audiovisual training project Dancing Landscapes and Sounds, which salvages and educates through 5 folklore peace-rhythms from around the fields of dance and music. These projects will nourish the foundation's on-line library - begun in 2020, along with this documentation.

Our dance group performed both pre-recorded and live at the Mestizaje Festival in the closing ceremony of The Garden of Life programs in Santander de Quilichao and La Paila.

◊ Integrated Workshop on Caucanas and Colombian Music - TIMCCA

A learning experience for children and young people using various instruments, which at the same time salvages the cultural traditions of the Cauca Department.

Our dance group turned into a life choice for many young people around the region, instilling in them values such as teamwork, discipline, and family unity, just to mention a few.

For 2020, our dance program moved on-line with 165 students who participated in numerous national and regional events:

6 musical groups took part in the Mestizaje Festival.

Recitals of prerecorded musical ensembles at regional events such as:

- 1st socially aware music schools hosted by the Desepaz Cali Music School.
- Youngsters' Week, in coordination with the Office of Social Management and Population Affairs of the Government's Office of Cauca Department.
- 6th Traditional Music at the 19th National Children's Festival of Colombian Andean Music.
- Cuyabrito de Oro Festival.

◊ Sonidos de Paz – San Antonio

Sonidos de Paz, San Antonio had 57 students participating via WhatsApp complemented by physical guides due to connectivity issues endemic to the area, which successfully salvaged Santander de Quilichao traditions while making them visible throughout various national spaces and regional.

◊ Mestizaje Festival 2020

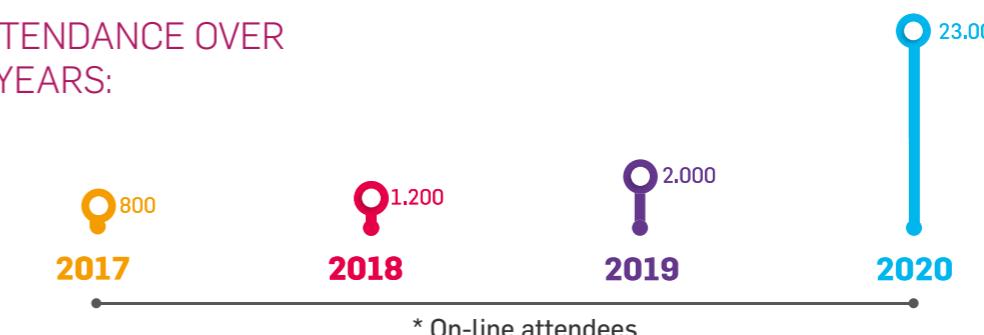
The **Mestizaje Festival** is a good example of the recovery of musical and cultural traditions from Santander de Quilichao. This festival has been held annually in person and has gained popularity at both municipal and regional level.

It showcases the artistic development of the musical groups of the Integral Workshop of

Caucanas and Colombian Music TIMCCA and of musical groups around the area that get greater public exposure.

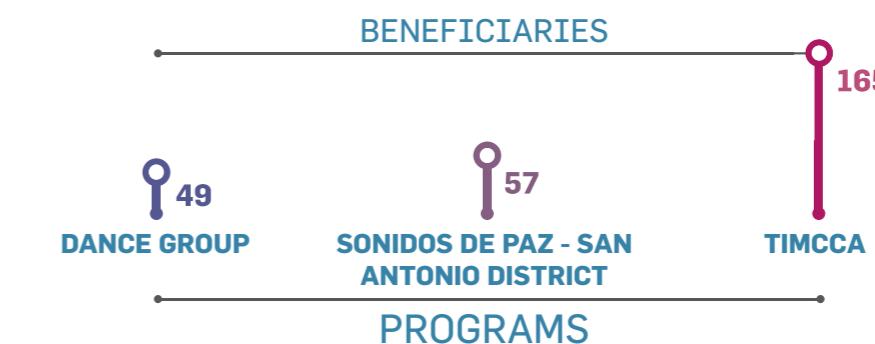
In essence, **The Mestizaje Festival** has been able to generate venues for building identity grounded in the region's culture.

FESTIVAL ATTENDANCE OVER THE PAST 4 YEARS:



2020 MESTIZAJE FESTIVAL FIGURES:

- 16 musical groups (9 of medium trajectory - 6 medium-high trajectory - 1 short trajectory)
- 15 Facebook pages re-sent the event
- Organic social-network scope of over 23,000 spectators and 3,843 likes
- Spectators from 6 Departments around Colombia and 4 countries





3. Sports

Our Jaime H. Caicedo Club in La Paila, Zarzal it's open to **164 kids**, to encourage sports for adopting healthy lifestyles, to aid kids in deciding to stay away from high-risk or violent conditions, and as a key factor for the well-being of the family unit.

◊ Garden of Life Closing Ceremony at The Colombina Foundation

The closing ceremony for **The Garden of Life** program was held to showcase the work done on across the board with all the foundation's programs.

The ceremony was transmitted online to over 8,300 families, in 20 departments and 11 countries.

In 2020, **The Garden of Life** promoted the recycling of plastic plant pots: a motivation for families to plant gardens at home and move toward food sustainability, and a way to reinforce values our foundation kids bring home.



◊ Family Schools

Beneficiaries of Family Schools are not just families, but the community at large from learning venues that strengthen family values and ties.

This year, Family Schools targeted 2 components:

Food Self-sustainability:

In alliance with the Tarapacá Farm, learning venues were created to the plant organic vegetables, especially for Colombina Foundation program participants in La Paila. Two in-person fully-equipped workshops were held: one at Tarapacá Farm, and another at the La Paila Daycare Center. From this alliance, vegetable gardens should pop up at peoples' homes.

Managing Emotions:

The impact of COVID-19 took its toll on our health, our pocketbooks and our emotions, so 4 on-line workshops were held to nurture minds and hearts to facilitate processing feelings and emotions with 287 attendees.

◊ Alliances

The Colombina Foundation seeks to foster the formation of responsible citizens, so participants leadership and commitment contribute to building a better society. A part of this commitment lies in generating shared value amongst the community, the public sector and the private sector. This shared-value aim prompts Colombina to retain its current allies, as well as foster new ties aimed at reaping greater benefits for all involved, while at the same time helping the environment.

Ally	Aim
Ministry of Culture	Bolstering the Mestizaje Festival and providing it with greater visibility.
Santander de Quilichao's Township's Mayor's Office	Contribution toward the development of the Mestizaje Festival and the advancement of culture throughout the township of Santander de Quilichao - becoming part of local Cultural Agenda of as of 2020.
Bibliotec	<p>Colombina's alliance with Bibliotec Foundation in 2020 generated advances in various activities and strengthened the work team in three key management aspects:</p> <ul style="list-style-type: none"> ◦ Strengthening ICT skills of Colombina Foundation teams, trainers and teachers of the programs. ◦ Aid in training over 30 young people, teachers, musicians and cultural managers in tools to design cultural-services portfolios, so they can lend continuity to cultural life projects.
Sweet Tales Contest Alliance The Colombina Foundation – Library –Caicedo Gonzalez Riopaila- Castilla Foundation	Creation of the first storytelling contest for boys, girls and adolescents between 4 and 14 years old in Florida, Pradera, Santander de Quilichao, Tuluá, Santa Rosalía, Puerto López and Zarzal. These kids presented a story, illustration or video to the jury depicting their vision of the post-quarantine world. The contest boasted 595 participants across 7 townships.
Valle For Everyone	The alliance with Valle For Everyone was maintained to contribute to inter-institutional improvement initiatives geared toward improving children's living conditions based on solid data for regional strategies and public policies.
Association of Business Foundations, AFE	We also maintained The Colombina Foundation's participation in the Association of Business Foundations, AFE to meet and exchange national work experiences and seek out alliances to strengthen on-going efforts and further articulate joint actions in our surrounding communities. Additionally, as of 2020, the Colombina Foundation began to sit on this association's Board of Directors, where it enjoys closer ties to nationwide processes and was able to pitch in on the roadmap for interconnected foundations.

◊ Investment in Social Development

In 2020, Colombina's investment in social development was \$5,500 million pesos, distributed as follows:

Investment in community	72%
Charitable donations	22%
Business initiatives (cultural and sports sponsorships)	6%

We participate in the IISP 2020 Private Social Investment Index, which aims to measure the effort of the private sector to improve the living conditions of specific communities and/or population groups based on a voluntary decision of social responsibility.

In 2019, investment in environmental initiatives was over \$5,400 million pesos, mainly for matters on water, energy and recycling. Another, \$5,200 million pesos were allocated to social initiatives, such as problems in education, better recreation, salvaging culture and participation in sports, as well as general contributions to our surrounding communities.

Index highlights are:

The company possesses all the necessary policies and standards for social investment decision-making.

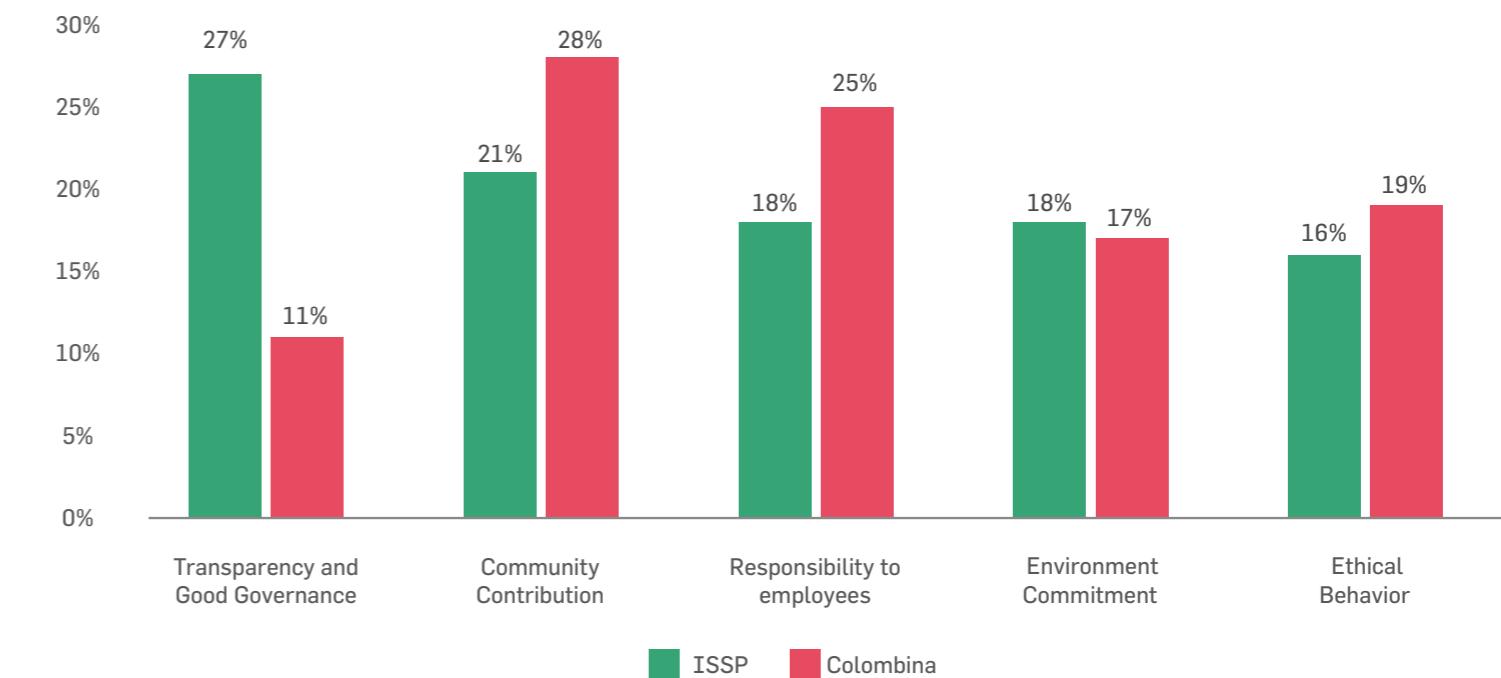
Colombina's Good Practices are merged with purchasing policies and procedures that incorporate sustainability principles.

Colombina has diversity and equal-opportunity policies: the percentage of female executives at Colombina is above the average of the companies that participate in the index.

Colombina prioritizes children and teens in the development of its social projects.

Without a doubt, Colombina is a sustainability benchmark for other companies. Externally they recognize its Good Practices and its efforts to contribute to the development of the nation's social investment.

Colombina's boasts outstanding attributes according to the 2020 Private Social Investment Index conducted out by Semana Sostenible.





05



Fostering Competitiveness

GRI 103-1, 103-2, 103-3, 102-9

◊ Tackling COVID-19

The unexpected onset of the COVID-19 pandemic and the subsequent government measures to contain it, actually strengthened our ties with our suppliers and contractors, and food safety became even solid and stable: we worked together in an increasingly coordinated and agile manner to guarantee food safety along the entire supply chain, by means of the following:

- **We double-checked biosafety protocols** through videos and announcements to ensure their raw materials and transportation complied with the full gamut of protocols necessary for food safety as set forth in Colombina Food Plants.
- **We double-checked with our suppliers/ distributors** of imported raw materials to advance shipments from China and other sea-faring shipments that would be potentially delayed by lockdowns.
- We upped our **raw-material inventory** by an average of two months to guarantee smooth plant operations.
- We conducted **in-depth audits** on our suppliers and their transporters.
- **We suspended all in-person meetings** and banned visits to production plants.
- Our Participation in the **National Volunteer Program**: This program aims to promote economic reactivation and job creation in Colombia through the transfer of knowledge and advice to small and medium-sized companies that have had difficulties directly caused by COVID-19.

We needed to identify specific needs, define priorities and direct the contributions of participating companies, so we conducted a survey with **694 suppliers (11% responded)**, which revealed that their main issues were sales, innovation and process-optimization.

The advisory stage is expected to begin in 2021.



◊ Relevant Matters

Our suppliers are key allies in our achievement of our corporate objectives, therefore, how we interact with them is immersed in Colombina's Culture of Sustainability. From this basis, we pay particular attention, in turn, to their organizational growth, their fulfillment of the highest sustainability standards and in their role as socially responsible companies.

This attention is rendered more tangible by means of the following:

1. Suppliers/Contractor Relations
2. Production-Processes Quality and Safety
3. Big Brother Program

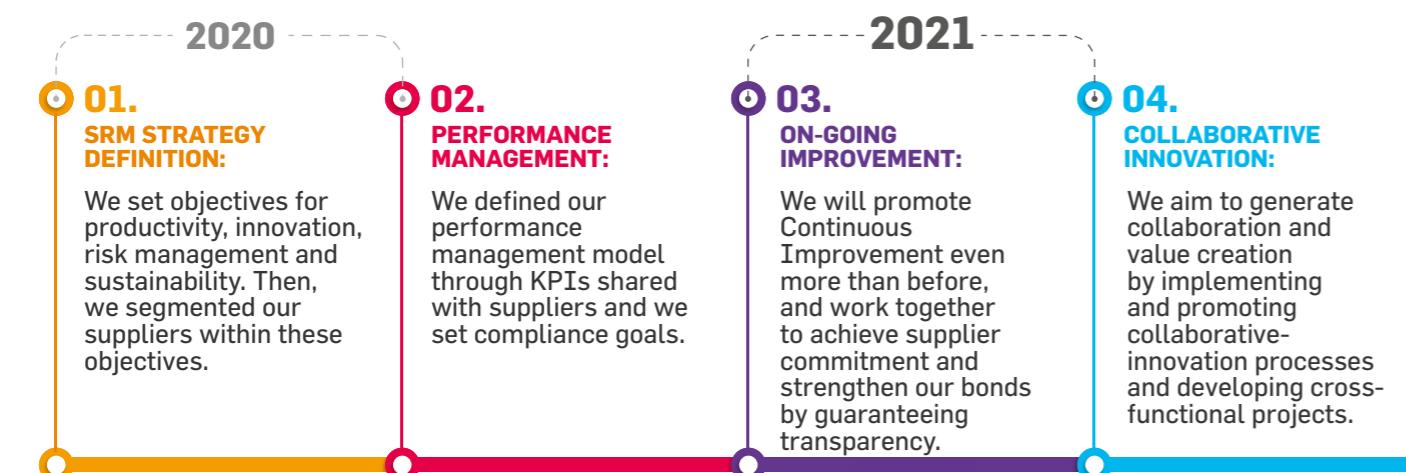
As we have mentioned throughout this report, small, medium and large companies took a real hit in 2020, with adjustments imposed on their processes and almost mandatory new coping mechanisms. Therefore, Colombina made the decision to suspend **Big Brother** during 2020, with the hopes of resuming in 2021 with a new group of 25 suppliers between Colombia and Guatemala.

1. Supplier and Contractor Relations



SUPPLIER RELATIONSHIP MANAGEMENT (SRM) MODEL

Colombina constantly strives to strengthen communication with its suppliers, therefore, in 2020 we generated a model for greater proximity and to optimize processes:



This year, **561 suppliers and contractors** were trained through the **Colombina Corporate University** in the following topics: Code of Responsible Conduct for Suppliers, Proper Handling of Chemical Substances, Occupational Health and Safety Management Systems, Gender Equality, just to mention a few.

ENVIRONMENTAL AND SOCIAL-IMPACT ASSESSMENT:

Knowing and measuring the sustainability management of the supply chain allows Colombina to reduce risks and grow hand-in-hand with our suppliers, with greater more relevant social, economic and environmental impact.

The results of this examination are a key input and a differential factor for decision-making when making a purchase, because for Colombina, shared philosophies of sustainable business management is a top priority.

Therefore, as of 2018, Colombina has been actively measuring processes with the System B Tool. This tool allows us to investigate vendor management in governance, workers, community, environment and clients.

Between **2020 and 2021** Colombina set a goal of evaluating **250 new suppliers** - to date 14% have participated.

PRODUCTIVE COLOMBIA PROGRAM:

This program aims to improve the chain of suppliers across our nation's processed food industry - strengthen their capacities and generate a truly competitive value chain.

We joined the program with 15 of our suppliers, who are provided technical assistance to develop measurable projects that positively and mutually impact their processes and those of Colombina.



Stage 0:
project planning

Stage 1:
characterize anchor companies to strengthen and/or develop SME suppliers based on their needs for goods and services.

Stage 2:
identify critical supply factors of quality and safety that suppliers must comply with.

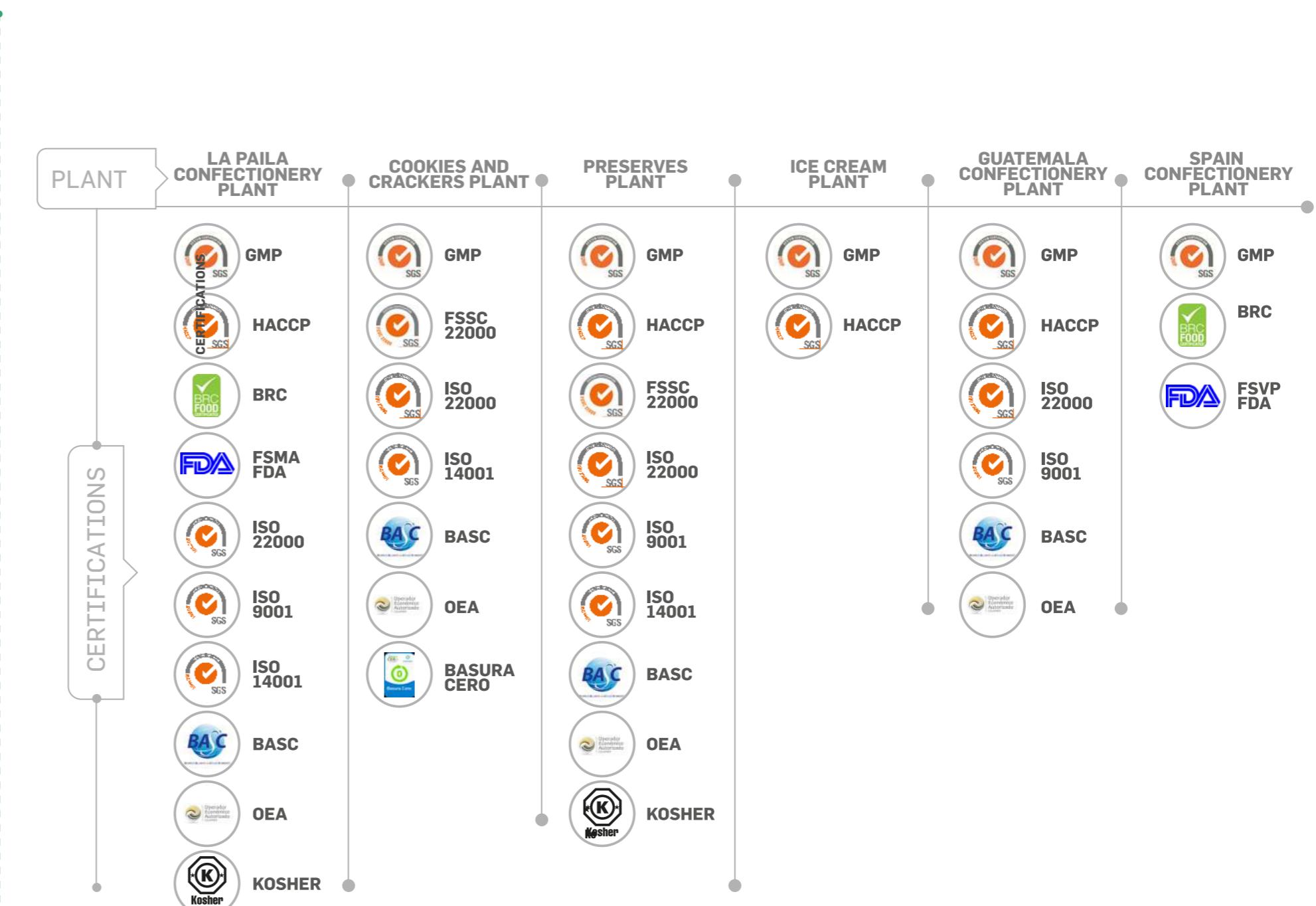
Stage 3:
develop improvement measured pinpoints for each vendor SME based on the critical quality and safety factors identified with anchor companies.

Stage 4:
project closure

2. Production - Process Quality and Safety



❖ CERTIFICATIONS BY PRODUCTION PLANTS:



100% of our production plants have Food Safety certifications



◊ OUR AGRICULTURAL RAW MATERIALS HAVE THE FOLLOWING CERTIFICATIONS:



◊ MAIN INITIATIVES:

Confectionary Plant in La Paila, Zarzal

- ◊ **Re-certifications:**
 - ISO 9001:2015 Quality Management System
 - ISO 14001:2015 Environmental Management System
 - Safety Management System in BPM, HACCP, Transition to the ISO 22000: 2018 standard. which guarantees commitment to food safety based on risk, demonstrating the on-going food-safety improvement at Colombina.
 - OEA importer and OEA exporter.
- ◊ BRC Grade AA certification and FSMA Grade AA certification, USFDA certification. This certification opens the door to exporting to the United States and the United Kingdom, and gives clients peace of mind on Colombina's commitment to food safety letting them know that we strive to reduce safety risks in our processes, and do so using being the highest standards in food safety in the world.
- ◊ Green rating by Walmart chain, based on its Corporate Social Responsibility audit conducted according to Smeta audit protocols and conducted by Intertec.
- ◊ Certified in OEA sanitary facilitation (one of 8 companies with this certification in Colombia) and BASC re-certification.

Cookies and Crackers Plant

- ◊ We have strengthened our Safety Management System by involving a team of operators:
 - Launched our Zero Complaints Program/ Defined and socialized our 10 Values of Quality.
 - We continuously promote a quality culture every day with leaders in the plant by:
 - On-going training in quality values, quality vision and value propositions.
 - Bringing our Quality Bulletin Board to life every single day.
 - Activating our "Excellence in Quality" recognition program, which rewards the lines have had established for guaranteeing quality, safety and sustainability: we therefore fulfil our indicators by 90%.
 - Applying Visual-quality Management for the design and installation of Quality Bulletin Boards at each EBT, and encouraging their use on a daily basis.
 - Ritualizing our shift handovers, which consists of a presentation of complaints and withheld items and a subsequent evaluation by shift operators to then generated action plans for incoming shifts.
 - Certification of 25 Plant Staff as PPQI (Pollution-prevention Qualified Individual), endorsed by the FDA. This guarantees the safety and compliance of plant preventive controls.
 - Quality Certification in QIDF (Qualified Individual in Defense of Food).

Preserves Plant

- ◊ Colombina has retained its HACCP/GMP safety certification on all Canned Goods Plant references.
- ◊ It has transitioned to the ISO 22000: 2018 Standard and retained its FSSC 22000 Safety Certification for implementing safety controls and guaranteeing food safety.
- ◊ It has retained its certification in BASC-V05 International Norm and Standards, aligned with C-TPAT safety requirements for food production processes and represented for its logistics operations, and for national and international sales.
- ◊ Colombina has achieved the approval of McDonald's Client Requirements in its Vendor Responsibility Management System (SWA) and Quality and Safety Management System (SQMS).

◊ MAIN INITIATIVES:

Ice Cream Plant

- ◊ Colombina retains its HACCP certification at its two ice cream plants - a demonstration of its commitment to product safety.
- ◊ It participates in the Quality and Food-safety Excellence Program as part of its Promise of Value to its clients and consumers.

Confectionery Plant in Guatemala

- ◊ Colombina has earned qualification as an Authorized Economic Operator among importers, exporters and manufacturers. It is the first company in Guatemala to be certified as manufacturer, and is also first as importer, exporter and manufacturer holding eleventh place as exporter and sixteenth place as importer.
- ◊ The company transitioned to the ISO 22000: 2018 standard, which guarantees commitment to food safety based on risk.
- ◊ Enlistment and closing of gaps for BRC Certification to obtain this globally-recognized Food-safety Certification. (This certification will depend on strategic orientation directed to CAPSA in 2021).

Confectionery Plant in Spain

- ◊ Granted the British Retail Consortium Level-A BRC Certificate, which guarantees compliance with product legal requirements and ensures the highest-level client protection and consumer safety.
- ◊ Granted the Foreign Supplier Verification Program FSVP Certificate, which allows one to export to the USA indicating the United States FSMA safety requirements have been met.

Supply Chain Guarantee Program

- ◊ A quality management strategy was put in place at distribution centers, at the market level and within our wholesale channel, which consists of drawing up check lists, scheduled visits, training quality monitors to guarantee finished-product quality and generate greater caution and attention along the supply chain.

In 2020, 7,738 people were trained in quality management systems at Colombina.

* Temp workers are included in this count.

06 Our Employees



GRI 103-1, 103-2, 103-3, 102-7, 102-8, 102-16, 102-17, 102-41, 401-1, 404-1, 404-3,

◊ Tackling COVID-19



Colombina's main objectives over the course of 2020 rested in caring for the health of its employees, striving to strengthen inter-corporate ties and strictly implementing all necessary biosecurity measures so that its offices, warehouses, plants, sales districts and distribution centers were able to keep up operations – a year full of enormous complexity, which showed our mettle for bestowing great empathy.

We also implemented the following:

- Shelter-at-home measures for those over 60, pregnant women, employees with chronic diseases, respiratory illnesses and employees thought to have come in direct contact with COVID-19.
- We also implemented telecommuting for Managerial-level Positions.
- We distributed alcohol, hand sanitizer, face-masks and soap to our production, logistics and sales force employees.
- Constant communication to our entire organization, their families and contractors on proper care and best practices to avoid contracting and spreading COVID-19.
- Implementation and execution of biosafety protocols at our national and international levels.
- Colombina bolstered its Preventive Medicine Department with additional nursing personnel, acquisition of more medical equipment, PPE and cleaning and disinfection stocks.
- Colombina set up 3 COVID-19 telephone lines manned by its Preventive Medicine Department physicians so employees and their families could call in with queries.
- Psychological support to employees' families.
- Employee-group epidemiological control to preserve the health and lives of our people.
- Certification audits conducted by the municipal Health Secretariats at every plant and district monitoring biosafety protocol compliance.
- Colombian conducted activities to intervene in the psycho-social risk caused by the Covid-19 pandemic.
- We took everyone's temperature at facility entrances to detect people with high temperatures and refer them to Preventive Medicine.
- Additional control measures included entryway foot-disinfecting baths, disinfection of common areas and buses using spray equipment.
- Re-distribution of plant cafeteria seating and tables to guarantee social distancing.
- Installation of acrylic screens on plant cafeteria tables to put a barrier between employees when seated and eating with their facemasks down.



We developed on-line wellness programs able to integrate employees and their families into most activities. Other measures we launched were:

- **Health Days** On-line Conferences
- **On-line Wellness Fairs** to publicize benefits and pacts
- **On-line Bingo**
- **Story-telling Contest** for employee children
- **“The Recipe” Contest** for Colombian family participation from home
- **Halloween Contest** with rewards for creative facemasks, costumes, and greeting cards
- **Christmas-card Contest** for the whole family
- **9-day Christmas Devotional Prayer Round**
- **Celebrations for Years of Service Given**

*Despite COVID-19, Colombina kept **100% of its direct employees** and sustained salaries.

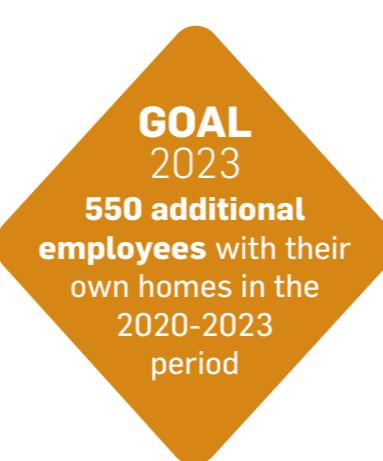
◊ Relevant Matters

Despite COVID-19 forcing us to keep our physical distance, we became closer than ever thanks to the self-reinforcing dynamics of:

1. Labor well-being and working conditions
2. Health and safety
3. Organizational development

1. Labor well-being and working conditions

We generate on-the-job strategies that positively impact our employees', and their families' quality of life. These strategies guarantee decent, stable equal-opportunity working conditions and a prevailing respect for human rights.



◊ On-the-job and Family Conciliation Process:

In 2020, we implemented new processes for on-the-job and family conciliation, which include the following:

- Extension of paternity leave to two more business days
- Extension of breastfeeding hours for the first two weeks after returning to work
- Additional day of paid leave for people celebrating five-year marks as of their tenth year of seniority

◊ My Financial Well-being Program

We continue to develop this program in which employees are trained and oriented on the proper management of their finances, as well as aid in obtaining direct loans from the company or through allied entities.

EN 2020

1,612 people trained
\$185 million pesos in loans direct employees
380 employees approximately received accompaniment

◊ Housing for Everyone

In 2020, we continued to provide aid to our employees in obtaining a house. This aid consists of financial advice, of orienting them in document management to access housing loans and/or subsidies from compensation funds, and of granting them loans with an interest well below the banks.

IN 2020

108 employees acquired their own home and approximately \$4,140 million pesos in loans were granted.

◊ Paid-Pensioned: Safe and Sound Program

This program seeks to promote the culture of savings with Colombina's employees, with on-going information to help provide employees and their families to help reinforce them the importance of being informed about their pension, knowing the characteristics of the two pension regimes, the importance of updating and correcting employment history, and current regulations on pensions, among others

FROM ITS BEGINNINGS IN 2014
to date, Colombina has conducted:

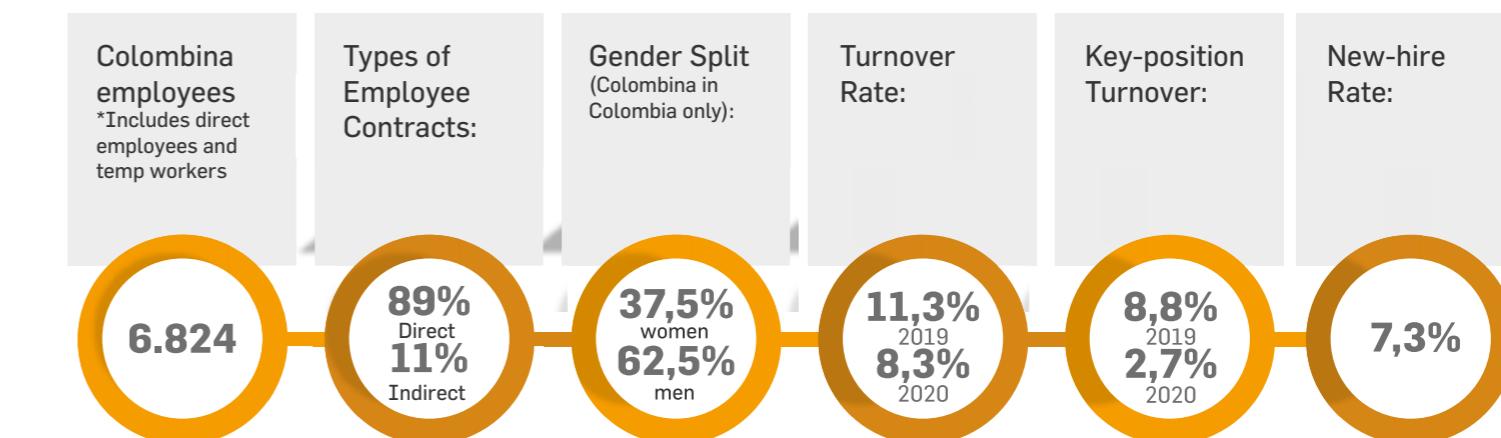
17,260 consulting sessions
2,783 pension training sessions
205 employees have received aid in processing their pensions
1.533 filings and claims have been carried out with pension fund entities
6.418 revised employment records

SPECIFICALLY, IN 2020,
Colombina carried out:

3 pension-related training sessions
Aided 23 employees in their pension processes
51 filings and claims were made with the pension funds and
612 employment records were reviewed.

Colombina also works hand-in-hand with pension funds to provide training to employees on the loss of income due to Covid-19 lockdowns.

◊ Main Indicators



◊ Human Rights

We respect and promote human rights as a fundamental principle of doing business, and implement this moral principle in line with the Universal Declaration of Human Rights of The United Nations.

We demonstrate this throughout our business behavior by means of the following:

- Declaration of Commitment to Human Rights
- Code of Responsible Conduct
- Policy of "Labor Relations and Non-Discrimination", which states: "The Colombina Business Group strive to set an example of correct human rights practices in all its business activities. It endeavors to promote the improvement of social conditions as a fundamental factor for sustainable development. It is firmly committed to respecting and complying with the human-rights laws and regulations of each country in which it operates. Colombina also adheres to the guiding principles of supporting and respecting the protection of human rights proclaimed at the international level, as well as not sponsoring or being an accomplice to abuses thereof".
- Gender Equity Policy

Colombina provides its employees with knowledge on human rights and shows them how they impact working conditions. As of 2019, Colombina has held an on-line course from its Colombina Corporate University on the subject. To date 1,671 people have been trained on this subject - 895 of them in 2020.

Colombina has measures for its suppliers and allies to also work toward the fulfillment of human rights by incorporating them into their organizational management. This extension out to our suppliers minimizes human-rights risks along our value chain and helps ensure processes follow a due framework of respect within their organizations.

IN 2020 **Colombina trained 71 companies in abiding by human rights fundamentals.**

Our training venues for our suppliers focus on sustainability, but duly emphasize human rights and gender equality. Our 2020 training sessions were geared toward grasping where our suppliers' commitments to human rights actually lie.



◊ Reporting Tools

We have two reporting tools: Colombina's Ethics Line and Colombina's Co-existence Committee. Both are easily accessible and utterly confidential, guaranteeing employees confidence when reporting any event or risk on discrimination, harassment, corruption and/or violation of our corporation's Code of Responsible Conduct.

IN 2020 **19 cases were received, and resolved.**

◊ Freedom of Association:

Currently, We have 2,418 unionized employees, which represents 40% of our organization.

IN 2020 **collective negotiations were held with two sub-directors of the Sintracolombina Trade Union: La Paila Sub-management and Constancia Sintracolombina Sub-management. The two negotiations, (valid as of June 1, 2020 and extending to May 30, 2023) took place in an excellent atmosphere of respect and transparency among all parties involved.**

◊ Gender Equality

Building a better world is betting that equality works, which is why at Colombina we adjust all our processes to guarantee that both women and men have the same opportunities, based on the following principles:

- Respect and comply with all human rights practices duly applicable to our company.
- Establish measures and mechanisms to prevent, address and punish any type of harassment.
- Promote work environments free of violence and where the quality of personal life is favored.
- Promote reconciliation at work, between people and among families.
- Promote gender equality conditions out towards Colombina's interest groups.

Our management for equality has garnered us:

The Gender Equity Gold Seal awarded by the United Nations and the Ministry of Labor: the first company in the food sector in Colombia to receive this certification.

Regional Recognition of PAR Ranking, granted by Aequales and ANDI, highlighting Colombina as the 4th most equitable company in Valle del Cauca.



◊ Women Defying Stereotypes:

We are aware that professional roles have no gender, therefore, we aim to train women in tasks traditionally performed by men, such as operating production machines, working at heights, production plants, operation of forklifts and warehouse transport. We have successfully trained a group of approximately 100 women to exercise these positions.

◊ Women at Colombina:

- Share of women in all management positions, including junior, middle and top management: 42.1%
- Share of women in junior management positions, i.e. first level of management: 44,5%
- Share of women in top management positions, maximum two levels away from the CEO: 37,7%
- Share of women in management positions in revenue-generating functions: 42,7%
- Share of women in STEM-related positions: 42,2%

2. On-the-job Health and Safety:



◊ Colombina's Golden Rule Program

We created this program for all production plants with the objective of preventing injuries among our employees and promoting self-care at the workplace

- 1 I perform my work following all appropriate and validated training in Human Management.
- 2 I keep my hands out of moving equipment and tools.
- 3 I let the security guards alone, so they can remain active, and I also avoid blocking them.
- 4 I report all accidents, incidents and illnesses to my immediate boss and to the Colombina's medical department.
- 5 I immediately intervene when a co-worker commits an unsafe act.
- 6 I apply for permission to work at heights, hot and confined spaces.
- 7 I protect pedestrians and facilities when using cargo transportation equipment.
- 8 I protect my back when lifting loads, by bending my knees.
- 9 I use PPE.
- 10 I keep evacuation routes and emergency exits clear.

3. Organizational Development

GOAL
2023

Average number of training hours greater than or equal to 37 hours per year per employee

\$1,581 million pesos were invested in training programs

5,846 direct employees were trained

\$571 million pesos were awarded in educational aid

358 employees benefited from educational aid

◊ TRAINING INDICATORS
Average hours of training per employee:


Female:



Male:



One of the main challenges that companies underwent in 2020 was limited in-person events. This actually allowed Colombina to bolster its training and training plans simply by going on-line and delivering our employees content on data analytics workshop, effective on-line presentations, webinars for leaders on emotional intelligence in crisis situations and leadership programs, among others.


◊ AVERAGE HOURS OF TRAINING PER YEAR FOR DIRECT AND TEMPORARY EMPLOYEES
Direct employees:

	18,8
	18,5
	24,0

Operational Charges
Executive Positions
Administrative charges
Operative Administrative
Temporary employees:

	80,7
	6,1

◊ Colombina Corporate University



Colombina's Corporate University celebrated its 1st anniversary, obtaining the following results:

- **74%** of employees completed at least one on-line course.
- A total of **47,742 courses** taken, broken down as follows:
 - **26.867** normative courses (Audits)
 - **12.076** essential courses, i.e., cross-sectional organization content, generating greater knowledge on our business and corporate strategy. (Induction, gender equity, sustainability etc.).
 - **7.822** open academy courses : on-line modules aimed at strengthening managerial skills (leadership, finance, in-house approaches).
 - **977** courses and content annexed to curricular networks, i.e., academic programs directed at specific Colombina positions.

This advance in greater connectivity for learning was preceded by the need to venture into digital transformation as a mechanism to generate brandnew results and stay at the forefront of global trends.

Through the Colombina Corporate University, employees got access to all biosafety measures and protocols designed to keep them healthy and comply with Ministry regulations. 5,592 people logged onto the COVID-19 learning module.

◊ Diploma in Conceptual Logistics Alignment

This course was aimed at Colombina's logistics team to perfect their operational results in logistics strategy. It implemented a learning-by-doing scheme, based on Colombina's specific needs for a world-class logistics.

This diploma allowed us to equip employees with specific tools that spur movement of operational results and strategies. It also let us socialize a logistics culture geared toward innovation that fosters better process understanding, while upping their contribution to the improvement of Colombina through coherent comprehensive measurements.

* 100% of the course participants obtained their diploma.

◊ Leadership Program

Colombina developed a wide gamut of workshops for 270 of its leaders at its Confectionery, and Baked Goods plants in Guatemala to strengthen their knowledge and skills on topics such as diversity, collaborative conversations, labor legislation, economic environment, performance management and growth for the benefit of their teams.

Colombina also conducts a 360° evaluation on 23% of its leaders to diagnose how well they are exercising their on-the-job leadership. This particular evaluation allows us to at once assess and strengthen their competencies, which in turn develops, aligns and empowers teams, as well as their ability to communicate assertively.

◊ Colombina Agri-Food School

In 2018, the Colombina Agri-Food School was inaugurated in the township of La Paila, Zarzal. This school is aimed at training young people as technicians in Confectionery and Agri-food industry.

The project is the result of a strategic alliance between Colombina, the National Union of Workers of Colombina Sintracolombina and SENA Apprenticeship Institute of Buga city. It seeks to promote first-line technical education amongst the children of Colombina employees, as well as among young people who live in the areas surrounding its Confectionery Plant.

In 2020, complying with all biosafety protocols, 26 Confectionery plant employees successfully completed their training.

◊ Colombina World Class Program

CCM began in 2014 as one of our most important wagers on our organizational development, in giving our plant employees the necessary tools to gain ground on their skills.

This program's approach has allowed Colombina to adjust processes and establish indicators that drive us on to operational excellence, giving us the following results in 2020:

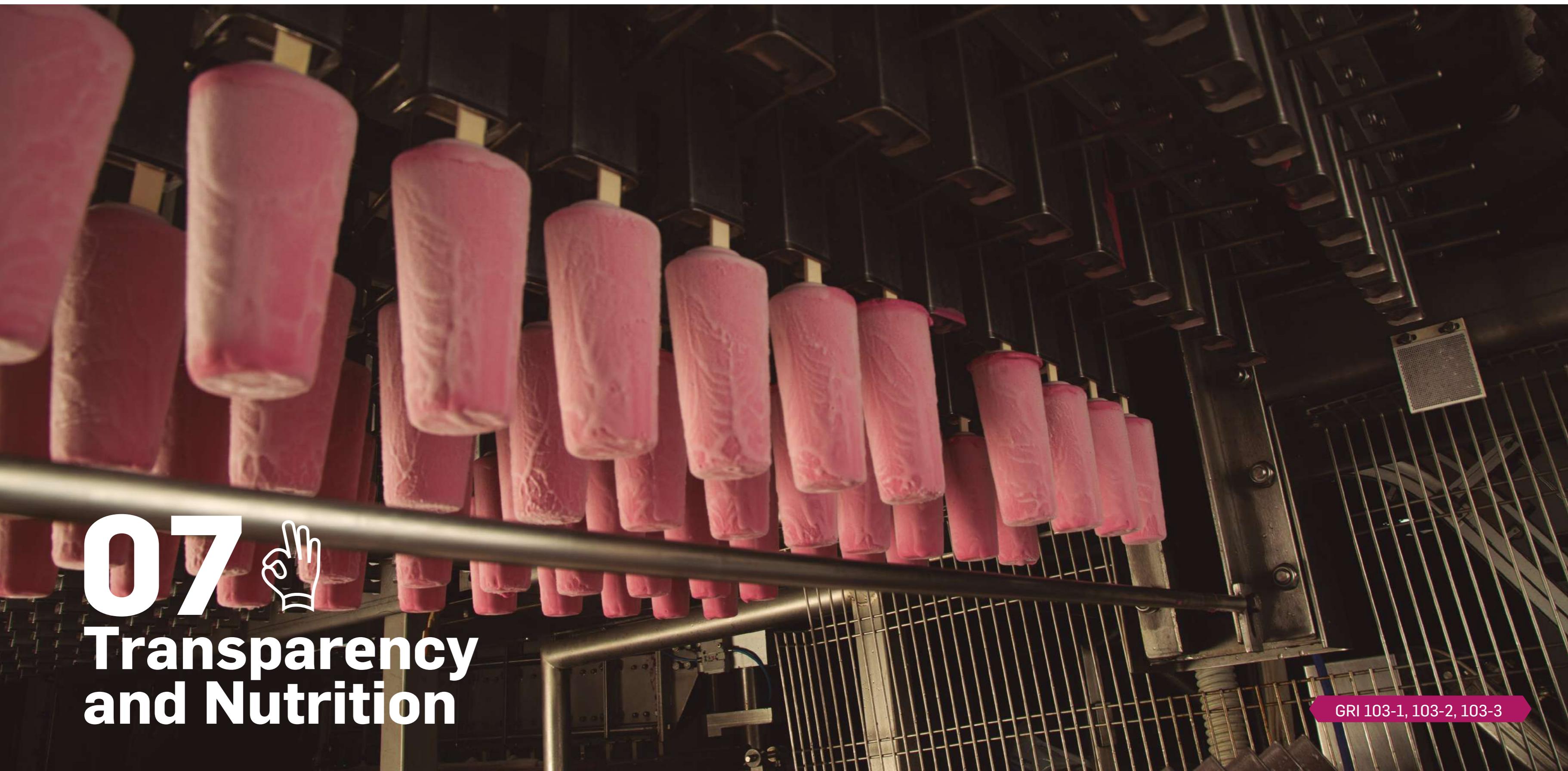
774 people received training

2,013 training hours

\$8,143 million pesos in benefits * due to reduction of cuts, unemployment time, reduction of employees and postponement via CAPEX

\$41,268 million pesos in savings *from the implementation of productivity programs and improvement teams





07 
**Transparency
and Nutrition**

GRI 103-1, 103-2, 103-3



◊ Tackling COVID-19

This year we faced the challenge of COVID-19, but we strove ahead with our clients and consumers with on-line alternatives for both accessing Colombina products and support the re-activation of commerce by the following initiatives:

Sweet Return

After 4 months of the lockdown in Colombia, Colombina began to **aid 3,000 candy makers** to reactivate their work safely by donating biosafety and product kits. Sellers who would have normally gone to distributors to buy their stock to then sell it were able to start selling by foregoing their normal base investment.

Colombina Foodies Platform

With the onset of the COVID-19 lockdown, Colombina was faced with how to get its products into Colombian homes, so we created the Colombina Foodies platform. The platform featured **50 foodies making over 300 recipes**.

"My Kitchen is Ready", "My Safe Business" and "Little Giants" Campaigns

To lend a hand in reactivating small businesses that have been deeply affected by the COVID-19 lockdown, Colombina joined up with The National Trade Federation of Colombia, Fenalco campaign to provide relevant information on biosafety, as well as anti-COVID-19 elements to use while open to the public.

Colombina also created a widespread communication campaign to encourage residents to buy near their homes to re-activate local commerce and supporting the TAT channel.



#Apoyandoheroes

◊ Relevant Matters

The speed of evolution of consumer preferences means companies have to undergo fast and deep transformations to stay at the forefront, and maintain competitiveness in a highly-changing environment, which is at once properly ensconced in strict regulations on health and nutrition.

The relevant matters in which we work in this area are:

1. Strengthen our nutritional profile
2. Innovative product selection
3. Client and consumer relations



1. Strengthen Our Nutritional Profile

CLEAN & CLEAR is the name of the methodology that allows us to continuously offer Colombina consumers better ingredients in all Colombina products while achieving sustainable growth.

For this, we focus on four (4) initiatives:

- 1) Reduction in the content of critical nutrients, such as saturated fat, sugar, and sodium
- 2) Elimination of artificial additives
- 3) Addition of positive nutrients
- 4) Reduction of additives, allergens and the number of ingredients

Our defined health-and-nutrition criteria for our current portfolio are:

- Increase transparency in consumer communication with our GDA nutritional information. Increase sales of "Positive Social Impact" products.
- Transparent consumer communication is essential, so our entire portfolio has a standard nutritional table and a GDA voluntary front label to simply inform our consumer on the nutritional stats on each product.

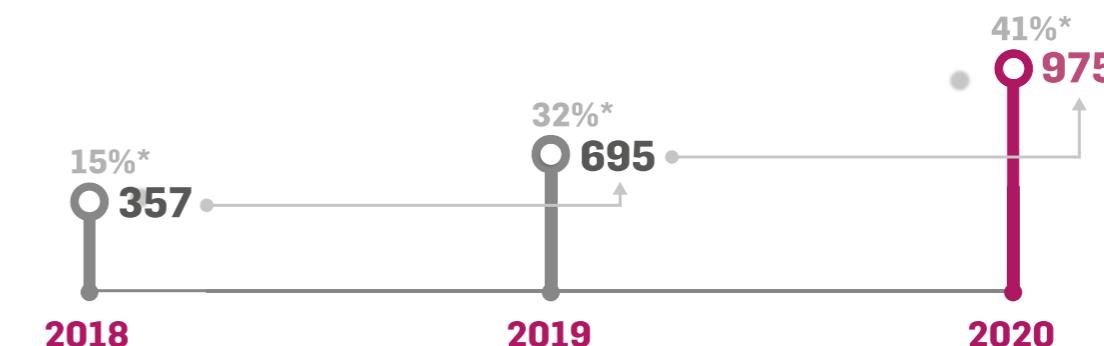
* 99% of Colombina sales were voluntarily labeled with GDA

Colombina made **980 improvements** in its Positive Social Impact products, **during 2020**. This positively impacted 384 SKUs with 244 of them bearing health and nutrition declarations.

Positive Social Impact Products Evolution 2018-2020

*975 Positive Social Impact products represent 45% of our total sales

Percentage of Products with Positive Social Impact of the total Portfolio



These improvements allowed Colombina to considerably increase its Positive Social Impact products, which in 2018 represented 15% of its total portfolio. In 2019, it represented 32%, but in 2020 we reached 41%, growing 9 points over 2019.

These are some examples of Positive Social Impact products reformulated or launched in 2020 under our new approach:

Gummies with collagen Colombina 100%



Less sugar cookies Colombina 100%



2. Innovative Product Selection



We continue to expand our 100% Colombina portfolio, which provides 48 products that are free of artificial colors and flavors in categories relevant for our consumers.

We launched our No-sugar-added ice cream with Greek yogurt and strawberry chunks - a unique product in our category to enhance our home ice-cream line: It has shown a very good performance in the market.

◆ **1,6 million dollars** in investment in R&D.

◆ Sales of new products represented **19%** of Colombina's total sales

◆ + **Over 30 products** launched in Colombia



The Valle del Cauca Division and the Andi Innovation and Entrepreneurship Management awarded Colombina recognition for winning **2nd place at the 2020 Business Innovation Ranking** in the department of Valle del Cauca.

LAUNCHES IN 2020



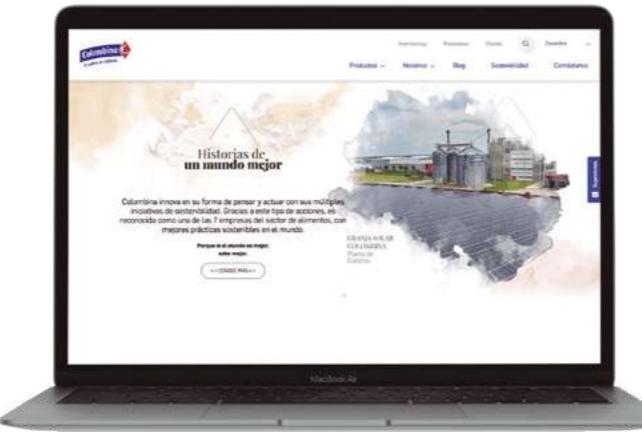
LAUNCHES IN 2020



3. Client and Consumer Relations

◊ Digital Development

In 2020, we completely overhauled the Colombina web page www.colombina.com, migrating it to a DXP (Digital Experience Platform) to project a modern and avant-garde company. This change included a complete image makeover, which reinforces Colombina's positioning as an excellent food company with infinite flavor.



Over 2.3MM visits plus and organic traffic logged over 446K people.



◊ Rall-e

In line with market trends and seeking to create closer bonds with our clients, Colombina launched Rall-e Ventas, a digital platform that promotes the growth of shopkeepers and small merchants around Colombia.

The main objective of this app is for shopkeepers to handle their business, through plans and activities tailored to each particular type of store - typologies determined through an exhaustive market study, and Colombina's +20-year experience directly serving this channel. This has let us truly grasp the needs of shopkeepers to create an adequate value proposition that integrates:

- Placing orders 24x7
- Promising 24-hour delivery
- Savings through the Rall-e Coins program in which they accumulate coins for ALL purchases and then use them on the platform.
- Digital portfolio with services such as mobile minutes that allow shopkeepers to increase their sales.
- Portfolio of +40 product categories with +400 products at manufacturer prices



During Covid-19 lockdown, Rall-e Ventas helped Colombina to connect with the shopkeepers to continue aiding them in how they managed their business and keeping them stocked during this time. Thanks to Rall-e Ventas, Colombina is now closer than ever to the shopkeepers in this channel, understanding better their various needs and able to recognize what makes them so important in our economy and society. In 2020, **Colombina managed to get over 20,000 shopkeepers to buy through Rall-e** and by 2021 we hope to continue growing to reaffirm ourselves as the #1 partner of stores in Colombia.



08

Economic Efficiency and On-going growth

GRI 103-1, 103-2, 103-3, 102-11, 102-18, 102-22

◊ Tackling COVID-19



This year allowed Colombina to demonstrate how prepared it is as a company to face the risks that crops up. In 2020, Colombia puts its Business Continuity Plan to the test so it could successfully managed to provide continuity to its operations, maintain all biosafety measures and adhere to the national government's guidelines and decrees at all production plants, headquarters, international subsidiaries and sales districts.

The entire administrative area managed to continue providing technological services, guaranteeing connection for all employees telecommuting on through the activation of the Disaster Recovery Plan (DRP).

Colombina activated its Crisis Committee made up of a senior management team focusing decisions on protecting the health of our employees, clients, suppliers and other stakeholders.

◊ Relevant Matters

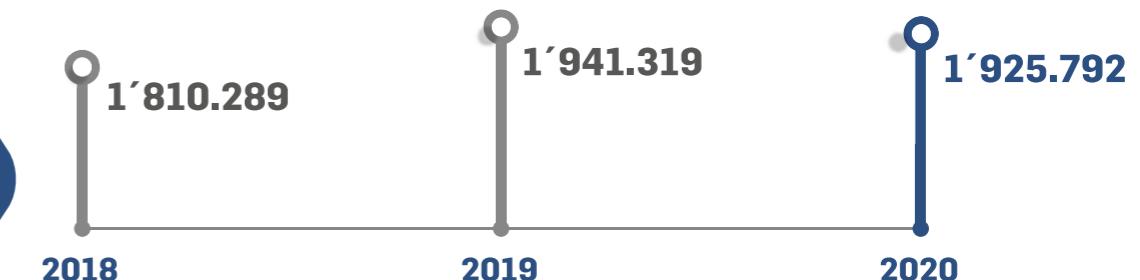
We measure this priority using the following 3 relevant matters:

1. Financial Sustainability
2. Corporate Governance
3. Risk Management

1. Financial Sustainability



Net sales COP \$MM %Variation Vs. 2019 -1%



EBITDA COP\$MM %Variation vs 2019 -9%



2. Corporate Governance

◊ Board of Directors

The board of directors is comprised of 9 principal and independent members and 9 alternates

PRINCIPALES

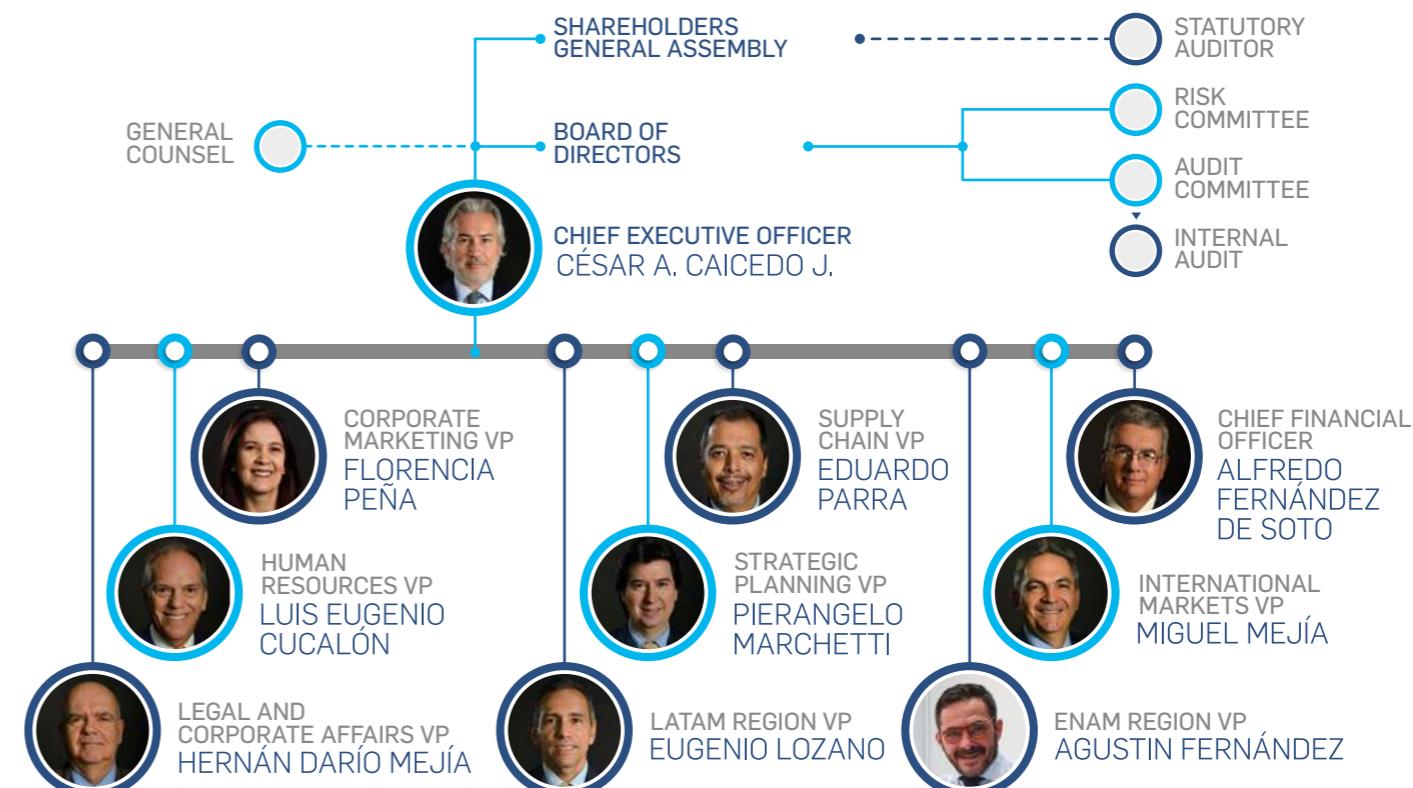
- Hernando Caicedo Toro
- Juan Manuel Caicedo Capurro
- Belisario Caicedo Capurro
- Jacobo Tovar Delgado
- Juliana Gómez Caicedo
- Marco A. Caicedo Jaramillo
- Carlos A. Ospina Caicedo
- Patricia Caicedo Jaramillo
- Sebastián Álvarez Caicedo

SUPLENTES

- Hernando Caicedo Rezic
- Mauricio Caicedo Aristizábal
- Jorge A. Ogliastri Mendieta
- Jacobo Tovar Caicedo
- Hilda M. Caicedo Capurro
- María Elvira Domínguez Lloreda
- Juan Ramón Guzmán Sánchez
- Juan Guillermo Salazar Vallecilla
- Federico Wartenberg Correa

*Average attendance at Board of Director meetings in 2020 stood at 90%

◊ Corporate Team



◊ Corporate Governance Structure

Colombina's organizational structure has three levels: administrative bodies, corporate management bodies and oversight bodies, as follows:

Administrative Bodies:

1. Shareholders General Assembly
2. Board of Directors
3. General Manager

Corporate Management Bodies:

1. CEO
2. General secretary

Oversight Bodies:

1. Tax Auditor
2. Audit Committee
3. Risk Committee

Some of Colombina's advances in Corporate governance:

- Approval and implementation of the Risk Committee Internal Regulations
- Restructured Colombina Tax Auditor through the election of an independent Tax Auditor from Deloitte.
- Election of Colombina's Business Group Risk Manager
- Approval and implementation of various corporate policies that strengthen Colombina's overall Corporate Governance
- Improvement in the level of compliance with the Country Code Best Corporate Practices Survey

3. Risk Management



Colombina pinpoints risks associated with its operating activities. We assess those risks, to then implement more effective controls, after which we execute follow-up measures to further mitigate risks up to the very point of their probable occurrence, so that their impact and necessary handling gets reduced.

Colombina's risk management encompasses the following processes:

- Identifying risks derived from our corporate strategy that might affect our normal course of operations.
- Assessing risks and measuring the degree-of-exposure.
- Defining risk management to avoid, control, mitigate, share and accept.
- Monitor risks, in accordance with the Colombina Corporate-risk Policy and defined maximum exposure-limits.
- Periodically report to the Board of Directors and Senior Management on corporate risk management.



◊ Risk Management Dimensions

1. COVERAGE POLICY FOR RAW MATERIALS AND EXCHANGE RATE

We hedge our main raw materials such as: sugar, corn, wheat, soybean oil, palm oil, as well as the exchange rate. This allows us to mitigate the impact of exchange rate fluctuations on these commodities.



2. BUSINESS CONTINUITY MANAGEMENTS, BCM:

Emergency Response Plan: saving people, company assets and the environment.

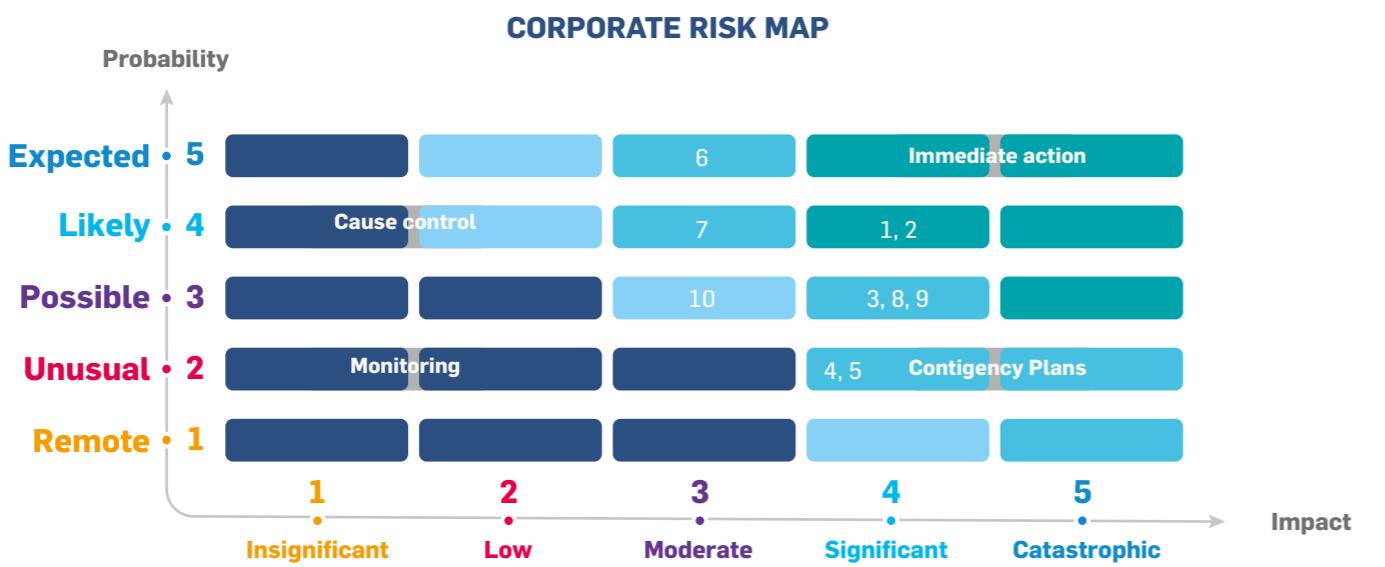
Crisis Management Plan: managing problems and implications, communication, reputation and humanitarian assistance.

Disaster Recovery Plan, DRP: Technological Services.

Business Continuity Plan, BCP: rapid stabilization, restoration and recovery of critical business processes.

3. ENTERPRISE RISK MANAGEMENT, ERM – CORPORATE RISK MAP

We conduct a risk assessment on all areas of Colombina to identify potential risks to our normal course of operations and we present it using the following conceptual map:



Risk	Responsible Party
1 Instability in the regulatory framework for labeling and nutritional profiles	Legal and Corporate Affairs VP
2 Financial risk due to volatility in commodity prices and exchange rates	Administration and Finance VP
3 Non-compliance with the regulatory framework and/or stock market regulations	Corporate Marketing VP/ Legal and Corporate Affairs VP
4 Failure in food safety control	Supply Chain VP
5 Supply chain disruption	Supply Chain VP
6 Highly competitive environment	Corporate Marketing VP/ Supply Chain VP
7 Effects of climate change	Supply Chain VP
8 Changes in consumer trends	Corporate Marketing VP
9 Impact on sales growth caused by changes in channel dynamics and structure of distribution channels	Sales VP
10 Difficulty in acquiring key talent	Human Resources VP



09



Financial Statements



COLOMBINA S.A. AND SUBSIDIARIES INCOME STATEMENT

For the years ended, December 31, 2020 and 2019

(Figures stated in millions of Colombian pesos)

	2020	2019
Revenue from ordinary activities	\$ 1.925.792	\$ 1.941.319
Cost of Sales	1.290.634	1.260.095
Gross Profit	635.158	681.224
Sales expenses	(469.464)	(478.677)
Administrative expenses	(78.953)	(71.231)
Other revenue and operating expenses - net	22.503	25.109
Operating Profit	109.244	156.425
Financial expenses	(69.562)	(75.870)
Financial revenue	947	808
(Loss) from non-operating exchange rate differences	534	(154)
Profit before taxes	41.163	81.209
(Expense) from deferred current income tax	(10.514)	(14.987)
Revenue (expense) from deferred current income tax	134	(5.907)
Total (expense) income tax	(10.380)	(20.894)
NET INCOME FOR THE YEAR	30.783	60.315
Result attributable to owners of the parent company	30.535	60.276
Result attributable to non-controlling interests	248	39
NET INCOME FOR THE YEAR	\$ 30.783	\$ 60.315
Profit per share	\$ 79	\$ 155

The accompanying notes are an integral part of these Financial Statements



Alfredo Fernández de Soto
Chief Executive Officer



Mario Fernando Burbano R.
Statutory Auditor
Professional License No. 84781-T

Designado por Deloitte & Touche
Ver mi informe de feb. 25 de 2021



Carlos A. Jurado B.
Accountant
T.P. No. 3713-T

COLOMBINA S.A. AND SUBSIDIARIES STATEMENT OF FINANCIAL POSITION

For the years ended, December 31, 2020 and 2019

(Figures stated in millions of Colombian pesos)

ASSETS		2020	2019
CURRENT ASSETS			
Cash and cash equivalents	\$ 66.121	\$ 60.731	
Trade receivables and other receivables	183.119	204.326	
Inventories	286.140	278.576	
Tax assets	68.518	75.580	
Other financial assets	853	759	
Total current assets	604.751	619.972	
NON-CURRENT ASSETS			
Property, plant and equipment	787.932	816.425	
Investment properties	53.064	50.209	
Goodwill	9.953	9.953	
Other intangible assets	98.845	88.075	
Trade accounts and other accounts receivable	4.984	-	
Deferred tax assets	8.454	4.253	
Other financial assets	109.076	101.522	
Total non-current assets	1.072.308	1.070.437	
TOTAL ASSETS	\$1.677.059	\$1.690.409	

The accompanying notes are an integral part of these Financial Statements

Alfredo Fernández de Soto
Chief Executive Officer

Mario Fernando Burbano R.
Statutory Auditor
Professional License No. 84781-T
Designado por Deloitte & Touche
Ver mi informe de feb. 25 de 2021

Carlos A. Jurado B.
Accountant
T.P. No. 3713-T

COLOMBINA S.A. AND SUBSIDIARIES STATEMENT OF FINANCIAL POSITION

At December 31, 2020 and 2019

(Figures stated in millions of Colombian pesos)

LIABILITIES AND EQUITY		2020	2019
CURRENT LIABILITY			
Financial obligations	\$ 72.524	\$ 70.740	
Trade payables and other payables	351.636	408.598	
Liabilities for employee benefits and others	20.853	20.985	
Tax liabilities	27.324	24.134	
Other financial liabilities	9.104	9.445	
Other non-financial liabilities	13.199	15.681	
Total current liabilities	494.640	549.583	
NON-CURRENT LIABILITY			
Financial obligations	857.636	776.841	
Accounts payable to related parties	20.153	25.615	
Liabilities for employee benefits and others	9.755	10.348	
Deferred tax liabilities	35.110	30.663	
Other non-financial liabilities	48.819	64.248	
Total non-current liabilities	971.473	907.715	
TOTAL LIABILITIES		1.466.113	1.457.298
EQUITY			
Capital	19.013	19.013	
Profit for the period	30.535	60.276	
Retained Earnings	8.692	11.511	
Other equity interests	148.923	138.791	
Equity attributable to owners of the parent company	207.163	229.591	
Non-controlling interests	3.783	3.520	
Total equity	210.946	233.111	
TOTAL LIABILITIES AND EQUITY		\$1.677.059	\$1.690.409

The accompanying notes are an integral part of these Financial Statements

Alfredo Fernández de Soto
Chief Executive Officer

Mario Fernando Burbano R.
Statutory Auditor
Professional License No. 84781-T
Designado por Deloitte & Touche
Ver mi informe de feb. 25 de 2021

Carlos A. Jurado B.
Accountant
T.P. No. 3713-T

Deloitte.

Deloitte & Touche Ltda.
Nit. 860.005.813-4
Calle 64N No. 5B-146
Sector C. Oficina 305C
Ed. Centroempresa
Cali
Colombia

Tel: +57 (2) 650 7530
www.deloitte.com/co

STATUTORY AUDITOR REPORT

To the shareholders of:
COLOMBINA S.A.

CONSOLIDATED FINANCIAL STATEMENTS AUDIT REPORT

OPINION

I have audited the attached CONSOLIDATED FINANCIAL STATEMENTS of COLOMBINA S.A. and subsidiaries (herein after, referred to as "The Group"), which depict the financial situation as of December 31st, 2020: statements of income, other comprehensive statements, changes in equity and cash flow for the year ending on the above date, and the notes to financial statements, including a summary of the significant accounting policies.

In my opinion, the attached CONSOLIDATED FINANCIAL STATEMENTS taken from Colombina's accounting books, reasonably present in all significant respects, the financial situation of The Group as of December 31st, 2020, the result of its operations and its cash flow for the year ending on the above date, in accordance with the Accounting and Financial Information Standards accepted in Colombia.

BASIS OF OPINION

I have carried out my auditing in accordance with the International Auditing Standards accepted in Colombia. My responsibilities in accordance with said standards are described below in the section titled, "Auditor's Responsibilities". I am independent of The Group in accordance with the ethical requirements that are relevant to my auditing of financial statements in Colombia, and I have fulfilled all other ethical responsibilities applicable to said requirements. I believe that the auditing evidence obtained is sufficient and appropriate to provide a reasonable basis for expressing my opinion.

KEY AUDIT MATTERS

The key auditing matters are those matters that, according to my professional judgment, were of the greatest importance in the auditing of the CONSOLIDATED FINANCIAL STATEMENTS of the current period. These matters were covered in the context of my auditing of the financial statements as a whole, and in forming my opinion thereon, so I do not express a separate opinion on these matters.

The Group, as of December 31st, 2020 maintains equity financial instruments measured at fair value, hierarchically classified as level 3, as they do not have prices quoted in an active market; Likewise, it records intangibles with an indefinite useful life, which for their impairment evaluation determines their recoverable value from the fair value or the value in use, whichever is greater. Because these measurements include assumptions for the development of unobservable input data, valuation techniques, and a greater degree of judgment by Colombina's management of The Group given the uncertainties in the environment due to the impact of Covid-19, I have considered these estimates as a key question for my auditing the current period.

MY AUDITING PROCEDURES FOR COVERING THE RISK OF MATERIAL ERROR IN RELATION TO THE AFOREMENTIONED ESTIMATES AND THE CORRESPONDING DISCLOSURES DUE TO THE IMPACTS OF COVID-19, INCLUDED:

Deloitte se refiere a Deloitte Touche Tohmatsu Limited, sociedad privada de responsabilidad limitada del Reino Unido, a su red de firmas miembro y sus entidades relacionadas, cada una de ellas como una entidad legal única e independiente. Consulte www.deloitte.com para obtener más información sobre nuestra red global de firmas miembro.



Deloitte.

Evaluation of relevant controls established by The Group for the estimation.

- Evaluation of the methodology, assumptions, bases and judgments determined by The Group's management for the determination of the fair value of equity financial instruments and the evaluation of impairment for intangibles with an indefinite useful life.
- Evaluation of the model and the mathematical accuracy of the significant valuation calculations.
- Review of the disclosures based on Covid-19's impact on these estimates.

As a result of applying the auditing procedures described above, I did not identify situations that in my opinion affect the reasonableness of the additional provision that was established by The Group.

RESPONSIBILITY OF COLOMBINA'S MANAGEMENT AND THE HEADS OF GOVERNMENT IN RELATION TO THE FINANCIAL STATEMENTS.

Management is responsible for the preparation and correct presentation of the foregoing CONSOLIDATED FINANCIAL STATEMENTS in accordance with the Accounting and Financial Information Standards accepted in Colombia, and for any internal control that management considers relevant for the preparation and correct presentation of its financial statements free from significant errors, either due to fraud or error.

In drawing up CONSOLIDATED FINANCIAL STATEMENTS, Colombina's management bears the responsibility for evaluating the ability of The Group to continue as a going concern, disclosing, as appropriate, matters related to said going concern and using said going-concern accounting principles, unless the management intends to liquidate The Group or to cease its operations, or there is no other realistic alternative.

Government officials are responsible for overseeing the financial-information reporting process of The Group.

AUDITOR'S RESPONSIBILITIES IN AUDITING FINANCIAL STATEMENTS

My objective is to obtain reasonable assurance that the CONSOLIDATED FINANCIAL STATEMENTS as a whole are free from material error, due to fraud or error, and to issue an auditing report containing my opinion. Reasonable security is a high degree of security, but it does not guarantee that an audit carried out in accordance with the International Auditing Standards accepted in Colombia is always able to detect a material error if it exists. Errors may be due to fraud or error and are considered material if, individually or collectively, they can reasonably be expected to influence the economic decisions that users make based on the financial statements.

AS PART OF AN AUDIT CONDUCTED IN ACCORDANCE WITH THE INTERNATIONAL AUDITING STANDARDS ACCEPTED IN COLOMBIA, I APPLY MY PROFESSIONAL JUDGMENT AND MAINTAIN AN ATTITUDE OF PROFESSIONAL SKEPTICISM THROUGHOUT THE AUDITING. IN ADDITION:

- I identify and evaluate the risks of material error in the CONSOLIDATED FINANCIAL STATEMENTS, due to fraud or error, design and apply auditing procedures to respond to said risks and obtain sufficient and adequate auditing evidence to provide a basis for my opinion. The risk of not detecting a material error due to fraud is higher than in the case of a material error due to error, since fraud can involve collusion, falsification, deliberate omissions, intentionally misstatements, or circumvention of internal control.
- I get an understanding of internal control relevant to auditing in order to design auditing procedures that are appropriate in light of the circumstances and not for the purpose of expressing an opinion on the effectiveness of the internal control of The Group.

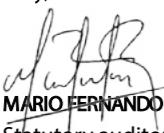


Deloitte.

- I evaluate the appropriateness of the accounting policies applied and the reasonableness of the accounting estimates and related disclosures made by Colombina's management.
- I conclude on the appropriateness of Colombina's management's use of the going concern accounting principle and, based on the audit evidence obtained, I conclude on whether or not there is a material uncertainty related to events or conditions that may generate significant doubts about the ability of The Group to continue as a going concern. If I conclude that there is a material uncertainty, I am required to draw attention in my auditing report to the relevant information disclosed in the CONSOLIDATED FINANCIAL STATEMENTS or, if such disclosures are not adequate, to express a modified opinion. My conclusions are based on the auditing evidence obtained to date from my auditing report. However, future events or conditions may cause The Group to cease to be a going concern.
- I evaluate the presentation, structure and content of the CONSOLIDATED FINANCIAL STATEMENTS, including the information disclosed, and whether the financial statements represent relevant transactions and events in a way that achieves fair presentation.
- I obtain sufficient and appropriate audit evidence about the financial information of the entities or business activities within The Group to express an opinion on the CONSOLIDATED FINANCIAL STATEMENTS. • I am responsible for the direction, supervision and conduct of the auditing of The Group. I remain solely responsible for my auditing opinion.
- I communicate to those charged with governance of The Group, among other matters, the planned scope and timing of the audit and the significant results of the audit, as well as any significant deficiencies in internal control, if any, identified during the audit.
- I also provide those charged with governance of The Group with a statement regarding compliance with the relevant ethical requirements with respect to independence, and communicate all relationships and other matters that can reasonably be expected to affect my independence and, accordingly case, the corresponding safeguards.
- From the matters communicated to those charged with the government of The Group, I determine that these matters were of the greatest importance in the auditing of the CONSOLIDATED FINANCIAL STATEMENTS of the current period and, therefore, are the key matters of the auditing.
- I describe these matters in my audit report unless laws or regulations preclude public disclosure of the matter or when, in extremely rare circumstances, I determine that a matter should not be reported in my audit report because it could reasonably be expected to do so. Adverse consequences for doing so would outweigh the public interest benefits of said disclosure.

OTHER MATTERS

The financial statements for the year ended December 31, 2019, which are included for comparative purposes only, were audited by me and I expressed an unqualified opinion on them on March 2, 2020.


MARIO FERNANDO BURBANO R.
 Statutory auditor
 License No. 84781-T
 Designated by Deloitte & Touche Ltd.
 25 February, 2021



Deloitte.

Memorandum of independent review

Memorandum of independent review

Independent Review of the Sustainability Report 2020 – Colombina S.A.

Responsibilities of the Management of Colombina S.A. and Deloitte

The preparation of the Sustainability Report 2020 of Colombina S.A., which covers the period from 1 January to 31 December of 2020, as well as its content, is the responsibility of the organization, which is also responsible for defining, adapting and maintaining the management and internal control systems from which the 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 Sustainability Report.

Scope of our work

We have carried out the review of the content adaptation of the Sustainability Report 2020 of Colombina S.A. 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 consisted in the formulation of questions to the Administration, as well as to the different areas and operations of Colombina S.A. that have participated in the elaboration of the Sustainability Report 2020, in the application of analytical procedures and tests of revision by sampling that is described below:

- Interviews with Colombina S.A. in the corporate employees to know about the principles, management approaches and data consolidation systems applied to prepare the Report.
- Analysis of how the content, structure and indicators were defined based on the materiality exercise according to the GRI Standards.
- Analysis of the processes to collect and validate the data presented in the report.
- Checking, by sample, testing and review of quantitative and qualitative evidence corresponding to the GRI, GCCA contents and Colombina S.A. Internal indicators included in the Sustainability Report 2020, and proper compilation from the data supplied by Colombina S.A. the sources of information.

It is confirmed that the Sustainability Report 2020 of Colombina S.A. has been prepared in accordance with GRI Standards: Core option "In accordance".

General contents:

It was confirmed that the Report is presented in accordance with the GRI Standards: Core option regarding the general basic contents.

Energy Efficiency	*302-1 Energy consumption within the organization *302-3 Energy intensity *302-4 Reduction of energy consumption
Climate Change Management	*305-4 Intensity of GHG emissions *305-1 Scope 1 CO2 emissions *Own. Implementation statistics electric car initiative *Own. Implementation statistics high-volume vehicle program *305-2 Energy indirect GHG emissions (Scope 2) *305-3 Other Scope 3 CO2 emissions
Waste Management and Reduction	*306-3 Waste generated *306-5 Waste directed to disposal *Own. Waste utilization
Education, Culture and Sports	*Own. Number of children benefited by children's homes *Own. Number of persons benefited by programs that create opportunities for young people in the communities where we operate
Supplier and Contractor Relations	*Own. Lost-Time Injury Frequency Rate (LTIFR) - Contractors *Own. Percentage of current suppliers who have been assessed using social criteria *Own. Percentage of current suppliers who have been assessed using environmental criteria
Labor Well-Being and Work Conditions	*Own. Number of employees that purchased a home or received supplement for repairs. *Own. Key position turnover *404-1. Average number of training hours per employee
Health and Safety	*Own. Types of accidents and accident frequency rates, occupational diseases, lost days, absenteeism, and number of deaths due to occupational accidents or diseases
Organizational Development	*404-1 Average number of training hours per employee *404-3 Percentage of employees period performance and career development reviews *Own. Value of educational assistance *Own. Investment in training. *Own. Total number of direct employees trained
Strengthening Nutritional Profiles	*Own. Number of references and % of sales with GDA label *Own. Number of references and % of sales of social impact products
Innovative Product Selection	*Own. Description of new product launches

Deloitte.

*Own. % of revenue from products launched over the last 2 years

Financial Sustainability *Own. Net sales

*Own. EBITDA

Risk Management *Own. Description of initiatives developed for adequate risk management

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 Sustainability Report 2020 of Colombina S.A. for the period between January 1st and December 31th, 2020, 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 Colombina S.A. 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 Colombina S.A. 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 Colombina S.A. All of our employees carry out annual updates to the Ethics Policy where we promptly declare that we have no conflicts of interest with Colombina S.A., its subsidiaries and its stakeholders.

Deloitte Asesores y Consultores Ltda.
Jorge Enrique Múnera D.
Partner

Cali, March 2021

Deloitte refers to Deloitte Touche Tohmatsu Limited, a UK private limited liability company, its network of member firms and its related entities, each as a single, independent legal entity. See www.deloitte.com for more information on our global network of member firms. Deloitte provides professional audit and assurance, consulting, financial advisory, risk advisory, tax and legal services related to our public and private clients in a variety of industries. With a global network of member firms in more than 150 countries, Deloitte provides world-class capabilities and high-quality service to its clients, bringing the expertise needed to address the most complex business challenges. Deloitte's more than 330,000 professionals are committed to making a significant impact. As used herein, Deloitte & Touche Ltd, Deloitte Ltd, Deloitte Advisors and Consultants Ltd and D Accountants Ltd, which have the exclusive legal right to engage in, and limit their business to, the provision of audit, consulting, tax, legal, risk and financial advisory services respectively, as well as other professional services under the name "Deloitte". This presentation contains general information only and Deloitte is not, by means of this document, rendering accounting, business, financial, investment, legal, tax or other advice or services. This presentation is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. No representation, warranty or promise (either express or implied) is given as to the accuracy or completeness of the information in this communication and Deloitte shall not be liable for any loss suffered by any person who relies on this presentation.

© 2021, Deloitte Asesores y Consultores Ltda.



10



GRI Chart

General aspects of the report	Page/Response	Omission	External Audit
Strategy and Analysis			
102-14. Statement by the maximum authority of the organization's decisions made pertaining to the relevance of sustainability for the organization	*Message from the CEO	Not applicable	X
102-15. Description of key impacts, risks, and opportunities	*Message from the CEO	Not applicable	X
Organizational Profile			
102-1. Report organization name	*Contact Info/About the Report	Not applicable	X
102-2. Report main brands, products and services	*About Us/Main Brands	Not applicable	X
102-3. Report parent company's location	*Contact Info	Not applicable	X
102-4. Report the number of countries where the Company operates and the number of countries where the Company has operations that are significant or relevant to sustainability issues addressed herein.	*About Us/Value Chain	Not applicable	X
102-5. Nature of ownership and legal form	*Contact Info	Not applicable	X
102-6. Markets served (including geographic breakdown, sectors served, and types of customers).	*About Us/Value Chain	Not applicable	X
102-7. Report the organization's scale, including: - number of employees - total number of operations - net sales or revenue - number of products or services offered	*About Us/Value Chain *Our Employees *Economic Efficiency and On-going Growth	Not applicable	X
102-8. Information about employees and other workers	*Our Employees	Not applicable	X
102-41. Report the percentage of employees covered by collective bargaining agreements	*Our Employees /Labor Well-Being and Working Conditions	Not applicable	X
102-9. Describe the organization's suppliers' chain	*Fostering Competitiveness *About Us/Value Chain	Not applicable	X
102-10. Significant changes during the reporting period regarding size, structure, or ownership or in the organization's suppliers' chain.	*There were no significant changes in the reporting period	Not applicable	X

General aspects of the report	Page/Response	Omission	External Audit
102-12. Externally developed economic, environmental, and social principles to which the organization subscribes or endorses	*Social Development	No aplica	X
102-13. Memberships in associations (such as industry associations) and/or national/ international advocacy organizations the organization supports.	Guilds and Associations we participate in: ANDI, AMCHAM, ICONTEC, LOGyCA, FENALCO, Chamber of Commerce, Colombian-Chilean Industry, ANALDEX,BASC, CUEEV, IDLA (La Paila Development Institute)	No aplica	X
Identification of material aspects and limits			
102-45. List the entities described in the consolidated financial statements and report if any of them were not included in the sustainability report	Colombina S.A. Colombina del Cauca S.A. Distribuidora Colombina Ltda. Conservas Colombina S.A. - La Constancia Productos Lácteos Robín Hood S.A. y subsidiaria Chicles Colombina S.A. Candy Ltda. Colcandy Ltda. Pierrot Ltda. Coldis Ltda. Comexa de Colombia S.A. Colombina Energía S.A.S. Distribuidora Occidental S.A. - En liquidación Compañía de Alimentos del Pacífico S.A. CAPSA y subsidiarias Colombina de Venezuela C.A. Distribuciones Coldis de Venezuela C.A. Colombina USA Inc. y subsidiaria Arlequín Comercial S.A. y subsidiaria Distribuidora Colombina del Ecuador S.A. Colombina de Chile Ltda. Colombina del Perú S.A.C Colombina HK Limited Colombina de Puerto Rico LLC Colombina de República Dominicana S.A.S	Not applicable	X
102-46. Explain the process to define the report's content and aspects reported	*A Better World Tastes Better/Materiality Analysis	Not applicable	X
102-47. List of material topics	*A Better World Tastes Better/Materiality Analysis	Not applicable	X

General aspects of the report	Page/Response	Omission	External Audit
103-1. Explanation of the material topic and its coverage	*A Better World Tastes Better/Materiality Analysis	Not applicable	X
102-48. Description of the effect of restatements from previous reports, along with the reasons that motivated said restatement.	*No restatements were noted.	Not applicable	X
102-49. Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	*No significant changes were made in the reporting period	Not applicable	X
Stakeholders			
102-40. List of stakeholders with whom to engage	*A Better World Tastes Better/ Stakeholder Relations	Not applicable	X
102-42. Report the basis for identification and selection of stakeholders with whom to engage.	In 2009, Colombina took part in a consultation offered by AxisRSE through Comfandi Family Welfare Fund for the construction of the CSR Regional System in Valle del Cauca. A workshop was conducted with Colombina's management group as part of the consultation to determine the Company's Stakeholders, with the following results: customers and consumers, society, the government, employees, shareholders, suppliers and the environment.		
102-43. Approaches adopted for dialog with stakeholders included how frequently they participated by stakeholder type, indicate if any of the dialogs were held as part of the report preparation process.	*A Better World Tastes Better/ Stakeholder Relations	Not applicable	X
102-44. Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns in preparing the report. Report stakeholders and topics identified as being relevant	*A Better World Tastes Better/ Stakeholder Relations	Not applicable	X
Report Profile			
102-50. Period covered by the information contained in the report.	*Background on this Report	Not applicable	X
102-51. Most recent date of previous report	*Background on this Report	Not applicable	X
102-52. Report cycle (Annual-Semi-annual)	*Background on this Report	Not applicable	X
102-53. Contact point for questions regarding the report or its contents	*Contact Info	Not applicable	X

General aspects of the report	Page/Response	Omission	External Audit
102-54. Statement of preparation of report in accordance with GRI Standards i. This report has been prepared in accordance with GRI Standards: Core option; ii. This report has been prepared in accordance with GRI Standards: Comprehensive option.	*Background on this Report	Not applicable	X
102-55 GRI table of contents	*GRI Context Index	Not applicable	X
102-56. Report the Company's policy or approach to obtain an external audit for the report.	*Background on this Report	Not applicable	X
Government			
102-18. The organization's governance structure, including the highest governance body's committees. Identify whether there is a committee responsible for supervising economic, environmental and social issues	*Economic efficiency and continuous growth/Corporate governance *There is a Board of Directors in charge of directing the organization's performance. There is an Audit Committee, it is the only one part of the Board of Directors at this time. The creation of other committees has not been deemed necessary thus far. The Audit Committee is a requirement of Article 45 of Law 964/2005.	Not applicable	X
102-19. Report the process for the highest governance body to delegate authority on economic, environmental and social issues to senior executives and other employees.	*Authority is delegated to the Sustainability Committee		X
102-20. Report if the organization has selected an executive position or positions with responsibility over economic, environmental and social issues, and whether said position reports directly to the highest governance body.	*Authority is delegated to the Sustainability Committee		X
102-21. Report consultation processes between stakeholders and the highest governance body on economic, environmental and social issues. If the consultations are delegated, describe to whom and how the feedback is provided to the highest governance body.	*Authority is delegated to the Sustainability Committee The Sustainability Committee meets periodically with the CEO to go over the Company's sustainability management results.		X

General aspects of the report	Page/Response	Omission	External Audit
102-22. Report the composition of the highest governance body and its committees: - Executive and non-executive members. - Independent members. - Duration of the term. - Gender. - Members of minorities. - Skills related to economic, environmental and social issues.	<p>**Economic efficiency and continuous growth / Corporate governance *Executive and non-executive members: 0 - Independent members: 18 - Gender: four (4) members are women, the remaining fourteen (14) are men - Duration of the term: 1 year Total Board of Directors size: 18 Board Members Colombina's Board of Directors is comprised of 9 principal members and 9 alternates. Colombina's Board of Directors' principal members and alternates are considered independent as long as they abide by the provisions of Paragraph Two of Article 44, Law 964/2005"</p>	No information reported on how long they serve, whether they are minority members, or if they have competencies related to managing economic, environmental and social issues.	X
102-23. Indicate whether the chair of the highest governance body also holds an executive position (if so, explain his/her function in the organization and the reasons for this arrangement).	*The Chairman of the Board does not hold an executive position in the Company.		X
102-24. Report the process to nominate and select members of the highest governance body and its committees. Consider the following in the selection process: - Diversity is considered. - Independence is considered. - Experience relating to economic, environmental and social topics is considered. - Shareholders are involved.	With regard to senior executives, all candidates are submitted to the entire Board of Directors for consideration. Board Member candidates are submitted to the Meeting of Shareholders for election.		X
102-25. Processes in place for the highest governance body to ensure conflicts of interest are avoided.	When a director finds that he/she may be involved in a conflict of interest in the exercise of his/her duties, he/she must immediately report it to the other Board Members. Moreover, he/she shall abstain from participating in the discussion and decision of the issue that generated the conflict of interest. In the event that the majority of the directors are involved in a situation that could potentially present a conflict of interest, said body shall abstain from carrying out the operation or entering into the act or contract that generated said situation, unless expressly authorized by the Meeting of Shareholders under the terms of Law 222/1995. When the individual involved in a conflict of interest is a Company administrator or official, he/she shall immediately inform his/her immediate supervisor, who in turn will bring the matter to the CEO so that he/she can determine in each specific case how to avoid or resolve the conflict. In every case, if the CEO feels that the Board of Directors must be apprised of the potential conflict of interest, he/she shall submit all the information on the particular to the Board so that it can decide on the mechanisms to avoid or resolve the conflict.		X
102-26. Report the role of the highest governance body and senior executives in the development, approval and renewal of the purpose, values, mission, strategies, policies and goals related to economic, environmental and social issues	There is a sustainability committee in the Company, headed by the CEO, who is in charge of approving initiatives submitted by the various committees under which the Sustainability Committee is divided. Each committee is headed by the Company's senior executives and Board Members.		X

General aspects of the report	Page/Response	Omission	External Audit
102-27. Report measures taken to develop and strengthen the knowledge of the members of the highest governance body on economic, environmental and social issues	In 2014, the Company implemented an Orientation Manual for new Board Members.		X
102-29. Report the role of the highest governance body in identifying and managing economic, environmental and social impacts, risks and opportunities.	There is a sustainability committee in the Company, headed by the CEO, who is in charge of approving initiatives submitted by the various committees under which the Sustainability Committee is divided. Each committee is headed by the Company's senior executives and Board Members.		X
102-30. Report the role of the highest governance body in reviewing the effectiveness of the risk management for economic, environmental and social issues	The work is based on the risk map approved and reviewed by the Board of Directors		X
102-32. Report the highest committee or position responsible for reviewing and approving the sustainability report and ensuring that all material topics are covered.	The sustainability report is approved by the Company's Chief Executive Officer		X
Ethics and Integrity			
102-16. Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	* Our employees / Human Rights		X
102-17. Report internal and external mechanisms available to report concerns about unethical or improper behaviors by means of a report to senior management, help line or ethics hotline	* Our employees / Human Rights		X

Priority	Topics/ Relevant Matter	GRI Indicator/Own	Page/Response	Omission	External Verification
Environmental Performance	Efficient Water Use	Management Approach 103-1, 103-2, 103-3	*Environmental Performance		x
		*303-3. Water extraction by source	*Environmental Performance/Efficient Water Use		x
		*Own. Water consumption (M3/ton produced)	*Environmental Performance/Efficient Water Use		x
	Energy Efficiency	Management Approach 103-1, 103-2, 103-3	*Environmental Performance		
		*302-1.Energy consumption within the organization	*Environmental Performance/Energy Efficiency		x
		*302-3. Energy intensity	*Environmental Performance/Energy Efficiency		x
		*302-4.Reduction of energy consumption	*Environmental Performance/Energy Efficiency		x
	Climate Change Management	Management Approach 103-1, 103-2, 103-3	*Environmental Performance		
		*305-4. Intensity of GHG emissions	* Environmental Performance / Climate change management		x
		*305-1. Scope 1 CO2 emissions	* Environmental Performance / Climate change management		x
		*Own. Implementation statistics electric car initiative	* Environmental Performance / Climate change management		x
		*Own. Implementation statistics high-volume vehicle program	* Environmental Performance / Climate change management		x
		* 305-2. Energy indirect GHG emissions (Scope 2)	* Environmental Performance / Climate change management		x
		* 305-3. Other Scope 3 CO2 emissions	* Environmental Performance / Climate change management		x
Social Development	Waste Management and Reduction	Management Approach 103-1, 103-2, 103-3	*Environmental Performance		
		*306-3. Waste generated	* Environmental Performance / Waste Management and Reduction		x
		*306-5. Waste directed to disposal	* Environmental Performance / Waste Management and Reduction		x
	Education, Culture and Sports	*Own. Waste Utilization	* Environmental Performance / Waste Management and Reduction		x
		Management Approach 103-1, 103-2, 103-3	*Social Development		
		*Own. Number of children benefited by children's homes	*Social Development		x
		*Own. Number of persons benefited by programs that create opportunities for young people in the communities where we operate	*Social Development		x

Priority	Topics/ Relevant Matter	GRI Indicator/Own	Page/Response	Omission	External Verification
Fostering Competitiveness	Supplier and Contractor Relations	Management Approach 103-1, 103-2, 103-3	*Fostering Competitiveness		x
		*Own. Lost-Time Injury Frequency Rate (LTIFR) - Contractors	13,1		x
		*Own. Percentage of current suppliers who have been assessed using social criteria	*Fostering Competitiveness/Supplier and Contractor Relations		
	Labor Well-Being and Working Conditions	*Own. Percentage of current suppliers who have been assessed using environmental criteria	*Fostering Competitiveness/Supplier and Contractor Relations		x
		Management Approach 103-1, 103-2, 103-3	*Our Employees		
		*Own. Result of organizational climate survey	*Our Employees/ Labor Well-Being and Working Condition	The survey will be measured in 2021	
		*Own. Number of employees that purchased a home or received supplement for repairs.	*Our Employees/ Labor Well-Being and Working Condition		x
		*Own. Key position turnover	*Our Employees/ Labor Well-Being and Working Condition		x
		* 401-1. New employee hires and employee turnover	*Our Employees/ Labor Well-Being and Working Condition	Information not broken down by age, gender and region.	x
		Management Approach 103-1, 103-2, 103-3	*Our Employees		
Our Employees	Health and Safety	* Own.Types of accidents and accident frequency rates, occupational diseases, lost days, absenteeism, and number of deaths due to occupational accidents or diseases	*Our Employees/ Health and Safety *No fatalities reported in 2020	Not reported by gender	x
		Management Approach 103-1, 103-2, 103-3	*Our Employees		
		*404-1. Average number of training hours per employee	*Our Employees/Organizational Development		x
	Organizational Development	* 404-3. Percentage of employees period performance and career development reviews	*Our Employees/Organizational Development	In 2020 this measurement was not carried out due to COVID-19 emergency. Usually this evaluation covered aprox 55% of direct employees. *It is not reported by gender	x
		*Own. Value of educational assistance	*Our Employees/Organizational Development		x
		*Own. Investment in training.	*Our Employees/Organizational Development		x
		*Own. Total number of direct employees trained	*Our Employees/Organizational Development		x

Priority	Topics/ Relevant Matter	GRI Indicator/Own	Page/Response	Omission	External Verification
Transparency and Nutrition	Strengthening Nutritional Profiles	Management Approach 103-1, 103-2, 103-3	*Transparency and Nutrition		
		*Own. Number of references and % of sales with GDA label	*Transparency and Nutrition/Strengthening Nutritional Profiles	x	
		*Own. Number of references and % of sales of products with positive social impact	*Transparency and Nutrition/Strengthening Nutritional Profiles	x	
	Innovative Product Selection	Management Approach 103-1, 103-2, 103-3	*Transparency and Nutrition		
		*Own. Description of new product launches	*Transparency and Nutrition/Innovative Product Selection	x	
		*Own. % of revenue from products launched over the last 2 years	*Transparency and Nutrition/Innovative Product Selection	x	
Economic Efficiency and On-Going Growth	Financial Sustainability	Management Approach 103-1, 103-2, 103-3	*Economic Efficiency and On-Going Growth		
		*Own. Net sales.	*Economic Efficiency and On-Going Growth/Financial Sustainability	x	
		*Own. EBITDA.	*Economic Efficiency and On-Going Growth/Financial Sustainability	x	
	Risk Management	Management Approach 103-1, 103-2, 103-3	*Economic Efficiency and On-Going Growth		
		*Own. Description of initiatives developed for adequate risk management	*Economic Efficiency and On-Going Growth/Risk Management	x	
	Corporate Governance	The indicators for this material topic are referenced in the general indicators part of the GRI Table of contents (102-19,102-20,102-21,102-22,102-23,102-24,102-25,102-26,102-27,102-29,102-30,102-32)	*Economic Efficiency and On-Going Growth/Corporate Governance	x	

