

SUPPLY CHAIN MANAGEMENT STRATEGY

Top 5	Supply Chain Priorities	Scope	Corporate KPI	Sustainable Priority	Relation to ESG objectives
1	Best practices in the supply chain	Process standarization, improve customer/client service, automation of key manufacturing processes	Labor productivity, Contribution Margin, Overall Plant Efficiency	* Promoting competitiveness * Our Employees	Health and safety indicators, Supplier's ESG evaluation, Big Brother program
2	Logistics Efficiency Plan	Freight optimization, online sales platform (B2C), high-cubic capacity vehicles, review logistics network	Transport cost /sales	* Environmental performance * Promoting competitiveness	Climate Change Management: carbon footprint reduction (scope 3)
3	Energy efficiency Plan	Implement a corporate plan to use renewable sources	Sustainability assessment rating	* Environmental performance	Energy efficiency: reduce energy consumption in manufacturing facilities. Climate Change Management: carbon footprint reduction (scope 1 and 2)
4	Optimization of Working Capital	Plan to reduce number of SKUs, crossdocking platforms, inventory levels optimization	Working Capital /sales	* Economic Efficiency and continued growth	Return on invested capital (ROIC)
5	Innovation platforms (R&D team)	work with the marketing team in the development of products aligned with consumer trends	Revenues from new products (24 months) /total sales	* Quality, Transparency and Nutrition	Nutritional profile improvement. Innovative products offer: 11,3% of total revenues