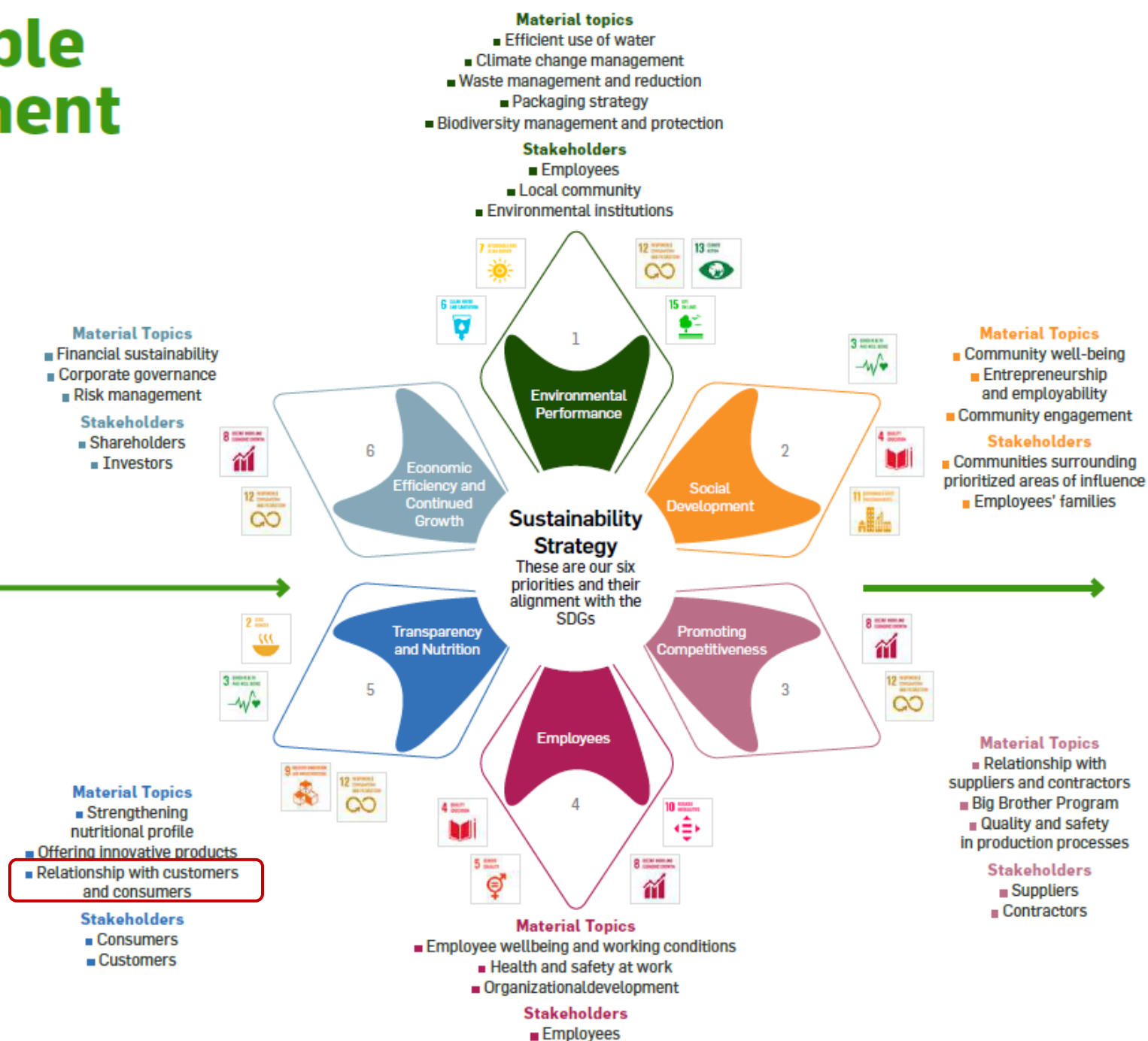




Customer and Consumers Relations Management



Sustainable Management Model



To monitor our corporate strategic pillars, we have established **17 KPIs** linked to performance evaluation and employees' variable compensation:

Financial Perspective

- 1 ROIC (Return on Invested Capital)
- 2 Sales growth
- 3 Contribution margin
- 4 EBITDA margin
- 5 Working capital / sales

Markets

- 6 Market share (Nielsen basket) – Colombia
- 7 Success of Plan 50
- 8 of SKUs with Clean & Clear improvements
- 9 Perfect Orders (consolidated)

Processes

- 10 Cost to serve / sales
- 11 100% Colombina Sales
- 12 Transportation cost / sales
- 13 Labor productivity
- 14 Global Plant Efficiency

Strategic Capital

- 15 Organizational climate
- Total payroll / sales

Corporate Sustainability Assessment (CSA)

- 17 Score - S&P Global



Rall-e is a digital platform developed for small retailers as a business solution that helps them keep their stores consistently stocked, reduce out-of-stock situations at the point of sale, and efficiently address their needs through technology.

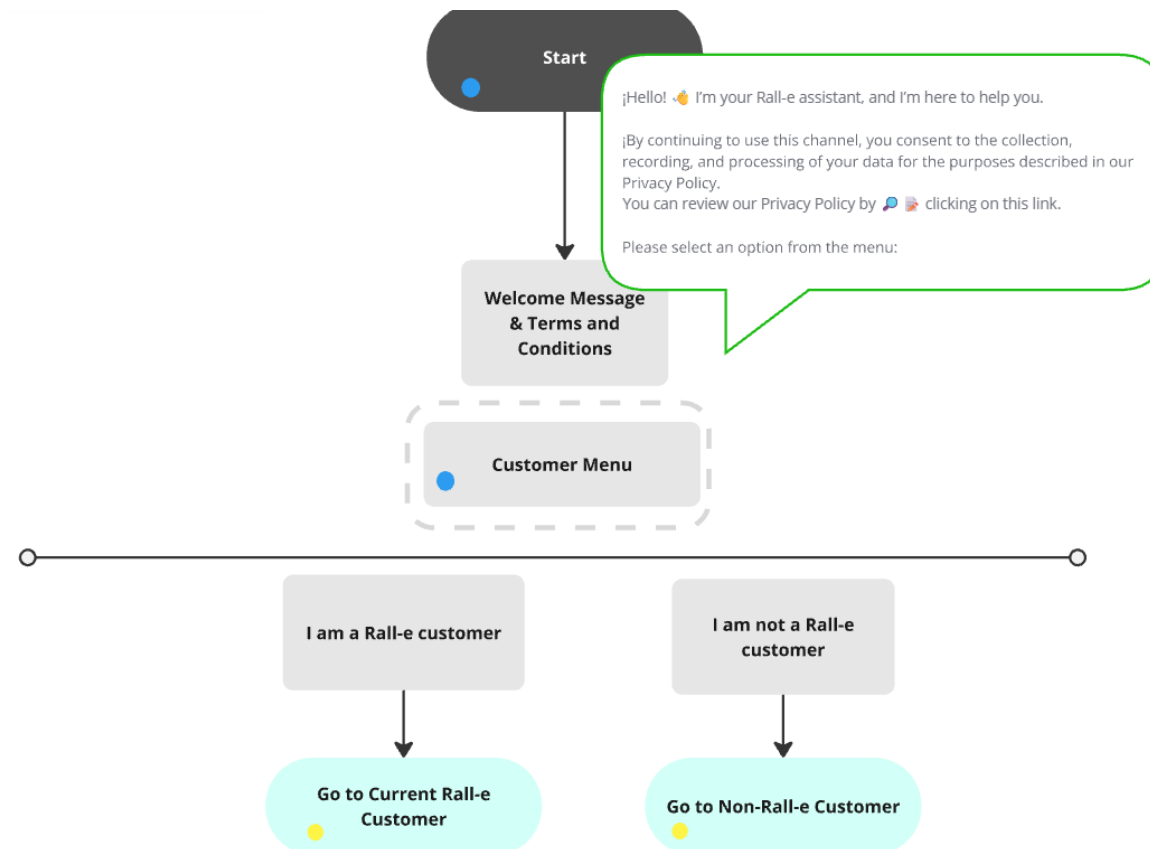
As part of its digital capabilities, Rall-e incorporates an AI-based chatbot that provides customers with automated and real-time support, enhancing accessibility and improving the overall customer experience.

The AI-based chatbot serves as a first point of contact, enabling customers to obtain immediate assistance and information while complementing traditional customer service channels.



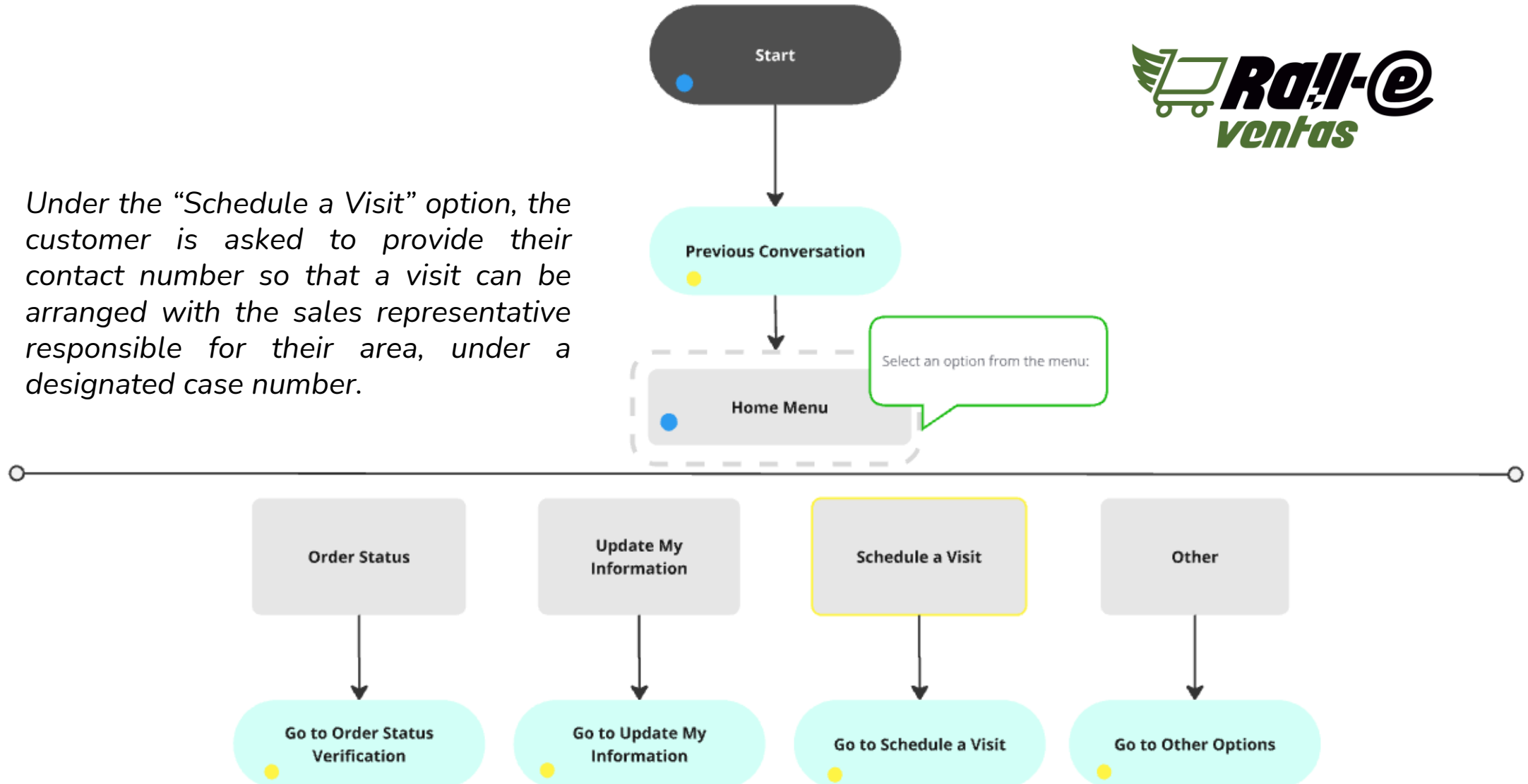
AI – BASED CHATBOT

24/7 availability | Automated support | Real-time assistance
Customer self-service





Under the “Schedule a Visit” option, the customer is asked to provide their contact number so that a visit can be arranged with the sales representative responsible for their area, under a designated case number.





Relationship Management Programs

We want to hear from you

Your opinion matters to us and helps us keep improving every day, bringing joy to the world through flavor.

1 Identification 2 Contact Reason 3 Request Details 4 Personal Information 5 Confirmation

STEP 1 / 5

Let Us Know Who You Are

Select the option that best describes you.



Colombina Market Locations

Next

ONLINE FORM SUBMISSION – COMPANY WEBSITE

Provides customers with a digital channel to submit inquiries, requests, complaints and other customer-related matters directly to the company.

- ◆ Customers access the online form through the company's website.
- ◆ They select the type of request and provide the relevant information.
- ◆ The request is submitted electronically for review and management by the responsible team.
- ◆ Customers receive a response within the established service timeframe.

<https://colombina.com/gl-en/contact>



Relationship Management Programs

ONLINE FORM SUBMISSION – COMPANY WEBSITE

1

Identification

2

Contact Reason

3

Request Details

4

Personal Information

5

Confirmation

STEP 2 / 5

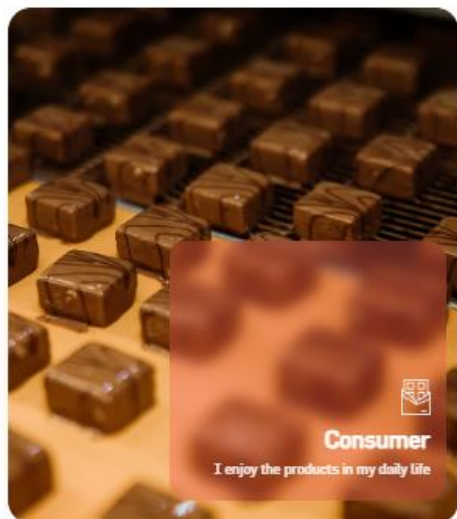
How Can We Help You Today?

Select your reason for contacting us.

- ☐ I have a question or need information
I want to learn more about Colombina
- ☐ I want to submit a request, file a complaint, or claim
Requests, complaints, or claims
- ☐ I want to work at Colombina
Join our team
- ☐ Suggestions
I'd like to leave a comment

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1

Identification

2

Contact Reason

3

Request Details

4

Personal Information

5

Confirmation

STEP 3 / 5

Request Details

We'd like to learn more about your request so we can provide timely efficient support.

PLEASE SPECIFY THE REASON FOR YOUR REQUEST

- ☐ Quality
- ☐ Advertising
- ☐ Service

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[Next](#)



Relationship Management Programs

ONLINE FORM SUBMISSION – COMPANY WEBSITE

STEP 3 / 5

Request Details

We'd like to learn more about your request so we can provide timely efficient support.

PLEASE SPECIFY THE REASON FOR YOUR REQUEST

☒ Quality

Please specify the reason for your request

☐ I found something unusual in my product

☐ My product arrived damaged

☐ My product arrived incomplete

☐ Advertising

☐ Service

PRODUCT INFORMATION

Lot Number

Ej. LOT-20240312

Expiration Date

Select date



MM/DD/YY

ATTACH FILE

Upload a photo or pdf supporting your request



Drag your files here or [click to upload](#)

PDF, JPG, PNG — max 3 files / 20MB total

[Back](#)

[Next](#)



Relationship Management Programs

ONLINE FORM SUBMISSION – COMPANY WEBSITE

STEP 4 / 5

Personal Information

Please enter your personal details so we can get in touch and assist you as soon as possible.

Important: Fields marked with * are required.

PERSONAL INFORMATION

First Name * First name(s)	Last Name * Last name(s)
Type of ID * Select	ID Number * e.g. 123456789

CONTACT INFORMATION

Country * Loading...	City * 	Address * Street / Avenue...
Phone / Mobile * +57 300 000 0000	Email Address * example@email.com	

ADDITIONAL COMMENTS

Is there anything else you'd like to add?

DATA PROCESSING AUTHORIZATION

- ☐ I am of legal age and authorize the processing of my personal data in accordance with the Personal Data Protection Policy of Colombina S.A., which I have read and expressly accept. *
- ☐ I am of legal age and declare that I have read the Terms and Conditions of the website. *
- ☐ I authorize Colombina S.A. to process my personal data for commercial, advertising, promotional, and marketing purposes through the contact channels I have provided.

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☐ No soy un robot



Submit Request

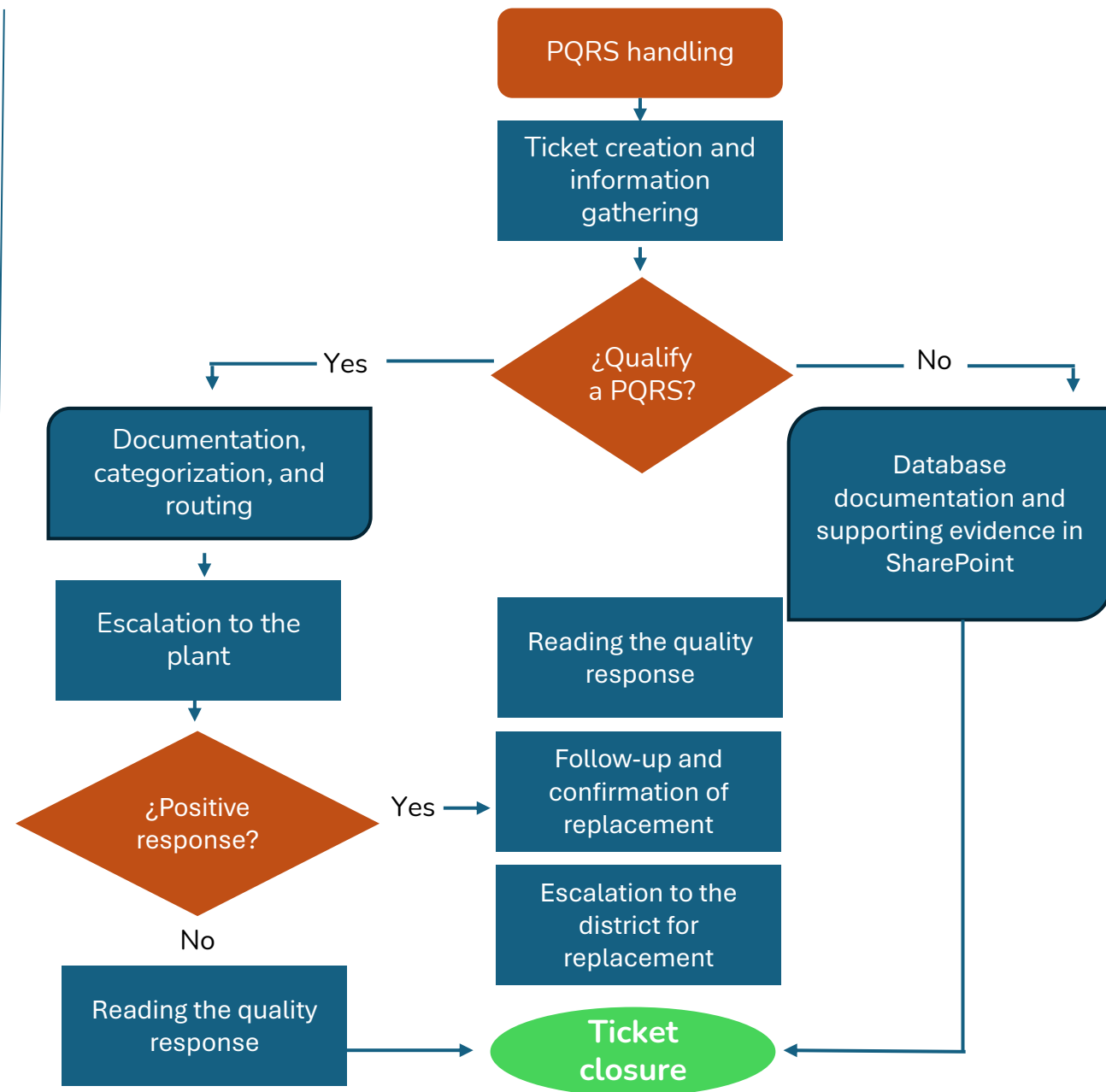
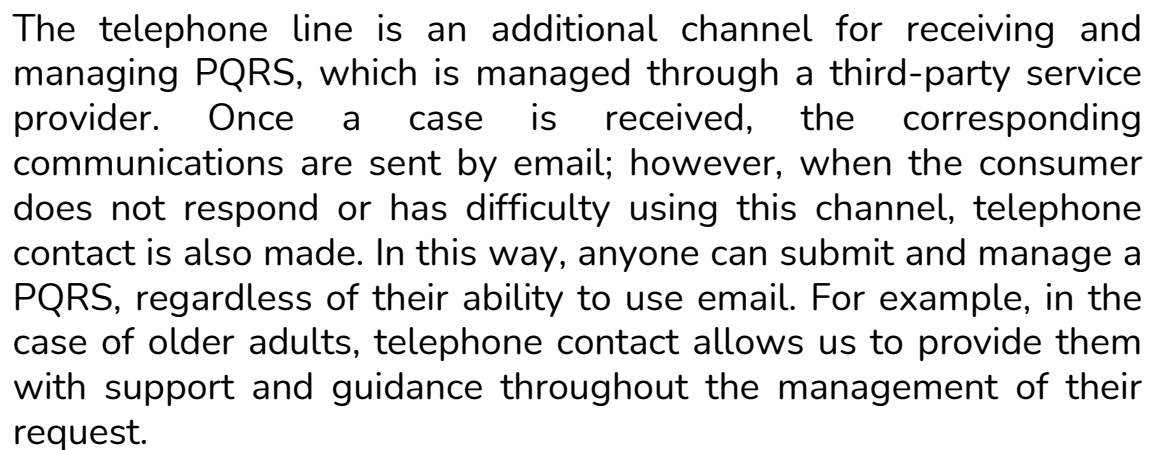
STEP 5/5 CONFIRMATION

¡Hello! We have received your request!

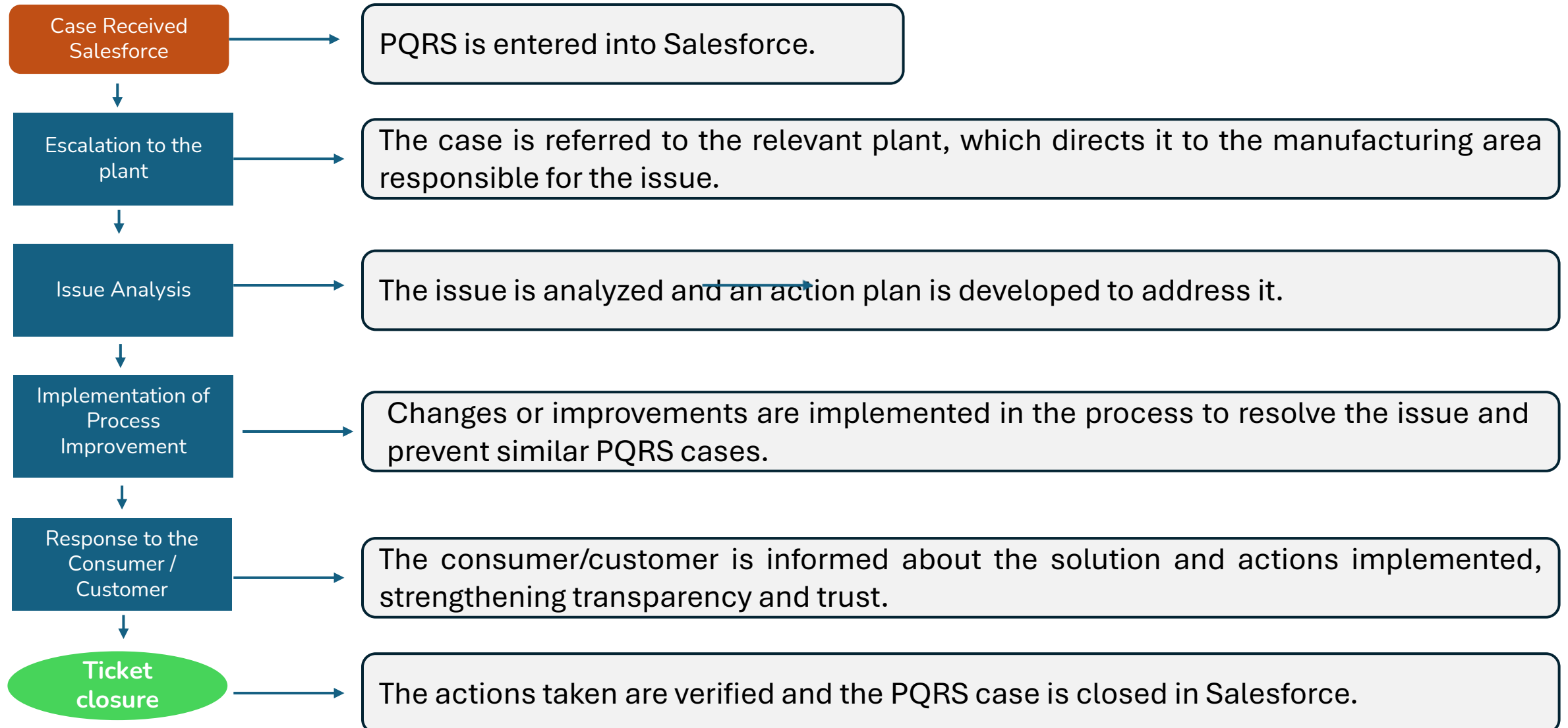
We have received your request, and a customer service agent will review your case, which has been assigned the reference number **#XXXXXX**.

We will notify you as soon as we have an update. Thank you for your patience.

This email was generated automatically. No reply is required.



CUSTOMER FEEDBACK



Management Systems Audit Process



1. AUDIT CRITERIA

ISO 19011. According to the applicable process and site



2. AUDIT EXECUTION

Internal: Trained Colombina internal auditors
External: Certification bodies, mainly SGS and ICONTEC



3. AUDIT PROGRAM & FREQUENCY

Internal: Annual integrated audit program – 4 cycles / 27 audits in 2026
External: Annual audits according to each certification cycle

4. METHODOLOGY

Based on ISO 19011 guidelines, including on-site, remote and hybrid activities. ISO 19011:2026 considered as an updated reference for internal auditors.



5. FINDINGS & ACTION PLANS

Evaluation of criteria and evidence → Findings → Audit report → Corrective/action plans → Follow-up



6. CERTIFICATION OUTCOME

For external audits: Certification / Recertification / Follow-up, as applicable.

CONSUMER SERVICE PROCESS- AUDIT SCOPE

Procedure & responsibilities
 ↓
 Customer service channels
 ↓
 Complaint management & traceability
 ↓
 KPIs & performance monitoring
 ↓
 Consumer satisfaction surveys
 ↓
 Analysis of results & improvement actions



CUSTOMER SATISFACTION MEASUREMENT 2025



GENERAL OBJECTIVE

To understand the level of satisfaction of our international customers regarding the products and services provided by Colombina S.A., for the identification of strategies that allow us to improve as a commercial partner.

SPECIFIC OBJECTIVES

- Obtain customer opinions about our products and level of service through Customer Service Surveys
- Identify strengths, weaknesses, and improvement opportunities in the Marketing, Commercial, Logistics, and Administration processes.
- Understand the general opinion about the work performed by the Commercial Managers.
- Establish strategies to carry out corrective actions and improvement plans.

- Quantitative research.
- Online survey sent via email by the Customer Service department to customers in the Northern Region and executives assigned to Andean subsidiaries, Central America, and EMEA.
- The most representative customers for the company in terms of sales in subsidiaries and regions (customers who accounted for more than 80% of sales in 2025).
- Survey Evaluation Areas: Commercial Service, Billing Process, Marketing Service, Logistics Service, Product Customer Service.
- Evaluation Scale: 1-5, with 5 being the highest rating.
- Percentage of satisfied customers: 84%

Filiales	No Encuestas
República Dominicana	46
ECUADOR	37
Bolivia	32
España	20
PERU	18
Puerto Rico	18
CHILE	14
VENEZUELA	11
Honduras	2
Panama	2
Guatemala	2
United States	1
Costa Rica	1
Costa Rica	1
Guatemala	1
UNITED ARAB EMIRATES	1
Total general	207

Pais	No Encuestas
Mexico	3
Canada	2
Jamaica	1
Bahrain	1
Liberia	1
NEW ZEALAND	1
Barbados	1
ST. KITTS-NEVIS	1
Trinidad & Tobago	1
Curacao	1
Jordan	1
Cyprus	1
Martinique guadeloupe french guyane	1
Dominica	1
Mexico	1
FRANCE	1
Sint Maarten	1
Guyana	1
Suriname	1
HAITI	1
Alemania	1
Ivory Coast	1
Total general	25

Customers who responded to the survey

232

There was a decrease compared to last year, when 396 survey responses were received. One of the factors contributing to this decrease was the turnover of sales executives/managers across different countries.

Responses were received from 38 countries. 207 responses were from subsidiary customers and 25 responses were from direct distributors.



COLOMBINA SERVICE LEVEL SURVEY 2025

Dear Valued Customers & Partners.

In Colombina we value your feedback and work continuously to improve our service level and better meet your needs. Thank you for taking the time to participate in our Service Level Survey.

With this survey we intend to learn about your level of satisfaction with our company evaluating the following variables:

- * Sales Service
- * Invoice process
- * Marketing Service
- * Logistic Service
- * Product
- * Customer Service

Keep in mind that you will be evaluating the service provided in year 2024

1. SALES SERVICE

Regarding the Sales Service that Colombina's executive offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
Business Knowledge	☐	☐	☐	☐	☐
Timely response to your needs and requirements	☐	☐	☐	☐	☐
Quality of communication with the customer	☐	☐	☐	☐	☐
Portfolio knowledge (updates on new and/or discontinued products)	☐	☐	☐	☐	☐
Business follow-up and support	☐	☐	☐	☐	☐
Inventory rotation follow-up and support	☐	☐	☐	☐	☐

2. INVOICE PROCESS

Regarding the Invoice Process that Colombina offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
Accuracy, clarity and level of detail in your invoices	☐	☐	☐	☐	☐
Ease and Speed to process debit notes or reimbursements	☐	☐	☐	☐	☐
Payments Policies	☐	☐	☐	☐	☐
Agility for Credit approvals	☐	☐	☐	☐	☐
Assigned Credit Amount	☐	☐	☐	☐	☐
Timely response to solve invoicing issues	☐	☐	☐	☐	☐

3. MARKETING PROCESS

Regarding the Marketing Process that Colombina offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
Support on promotional and advertising activities	☐	☐	☐	☐	☐
Competitiveness of prices	☐	☐	☐	☐	☐
Creativity and Attraction level on promotions	☐	☐	☐	☐	☐
Effectiveness of our promotions in increasing sales	☐	☐	☐	☐	☐

4. LOGISTICS SERVICE

Regarding the Logistics Process that Colombina offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
On-Time Delivery Performance	☐	☐	☐	☐	☐
In-Full Delivery Performance	☐	☐	☐	☐	☐
Timely and complete submission of documents	☐	☐	☐	☐	☐
Receipt of goods in good condition	☐	☐	☐	☐	☐
Level of Satisfaction with Shipping Company	☐	☐	☐	☐	☐

5. PRODUCT

Regarding the Product that Colombina offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
Innovation	☐	☐	☐	☐	☐
Design	☐	☐	☐	☐	☐
Portfolio variety	☐	☐	☐	☐	☐
Packaging quality	☐	☐	☐	☐	☐
Cardboard quality	☐	☐	☐	☐	☐
Product quality	☐	☐	☐	☐	☐

6. CUSTOMER SERVICE

Regarding the Customer Service that Colombina offers, please rate the following aspects:

Please select one of the following scores. From 1 to 5 (1 being the lowest score and 5 being the highest), under the following parameters:

N/A = None 1 = Very Bad 2 = Bad 3 = Average 4 = Good 5 = Very Good *

	1	2	3	4	5
Overall communication with the Company	☐	☐	☐	☐	☐
Timely response to Complaints and special requirements	☐	☐	☐	☐	☐
Satisfaction with responses and resolution of Claims	☐	☐	☐	☐	☐

CUSTOMER INFORMATION

7. Do you have any comments, suggestions or congratulations?

8. Company Name

9. Country

10. Name of the person completing the Survey

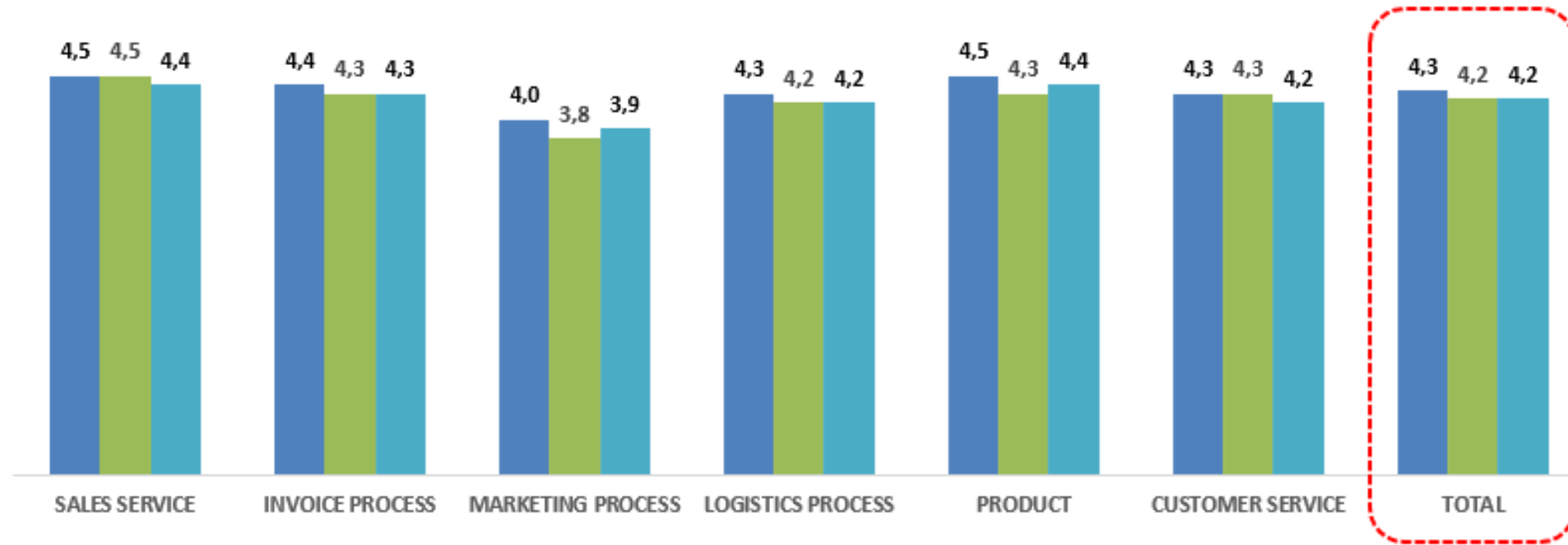
11. Position of the person completing the Survey



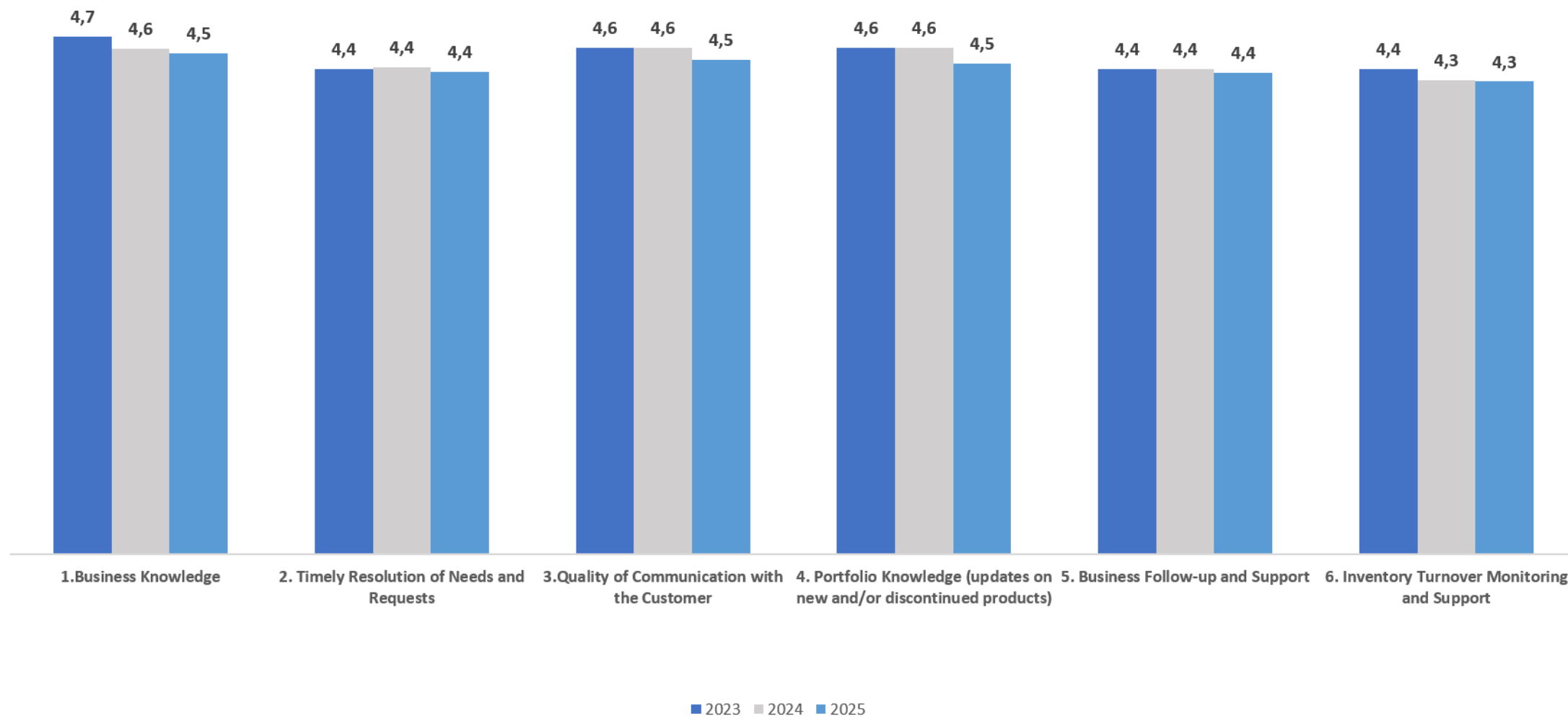
GLOBAL RESULTS

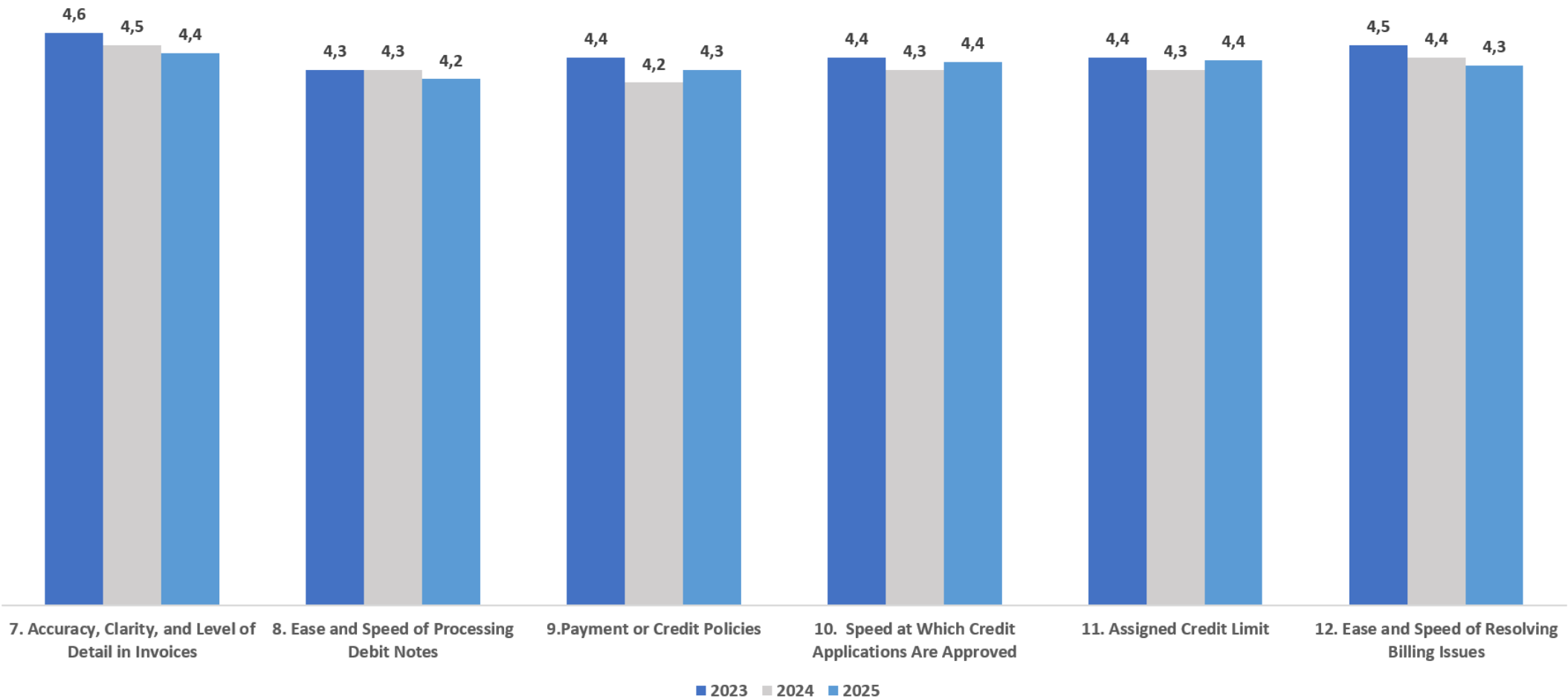
Customer Satisfaction
Measurement

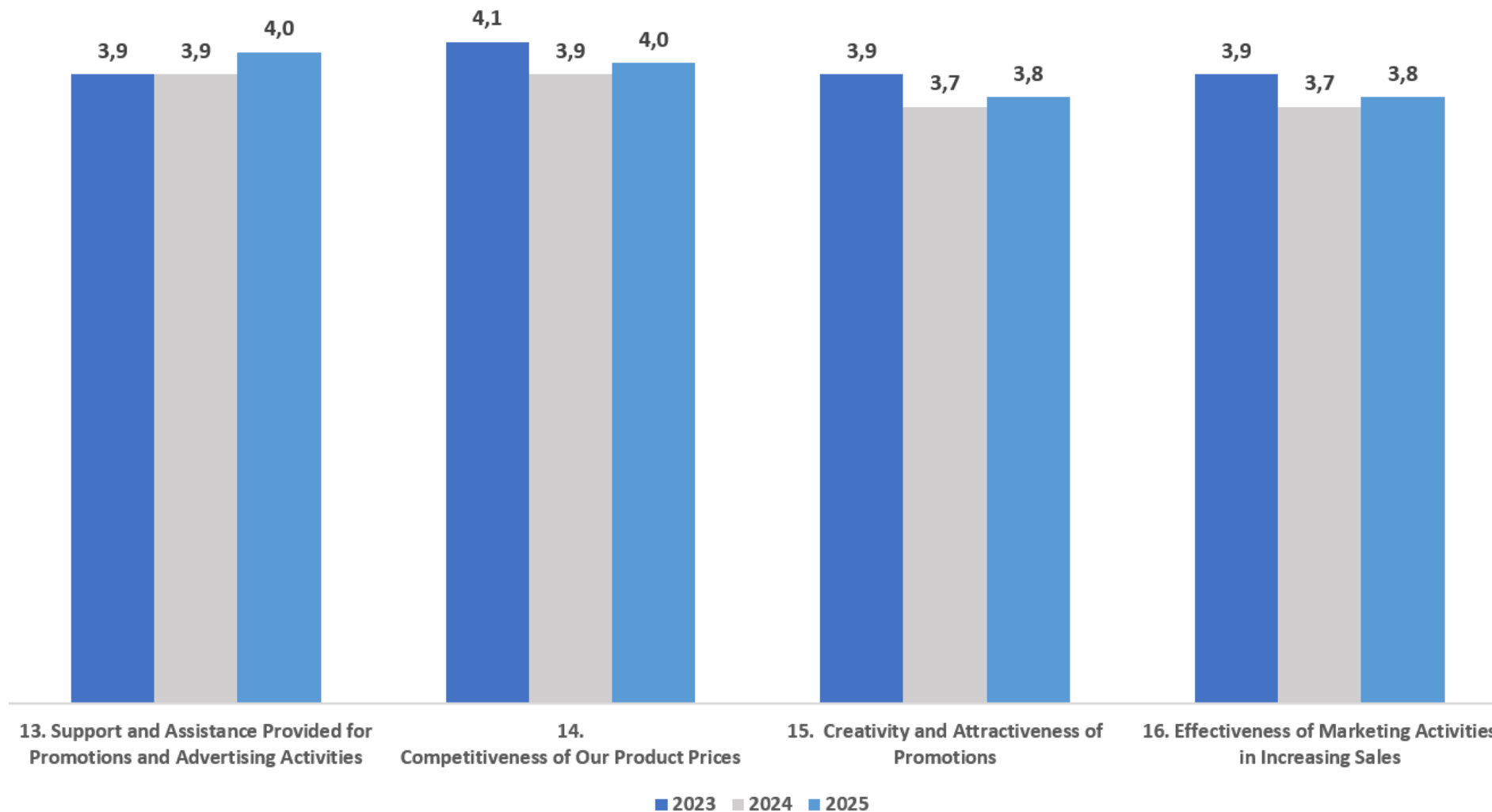


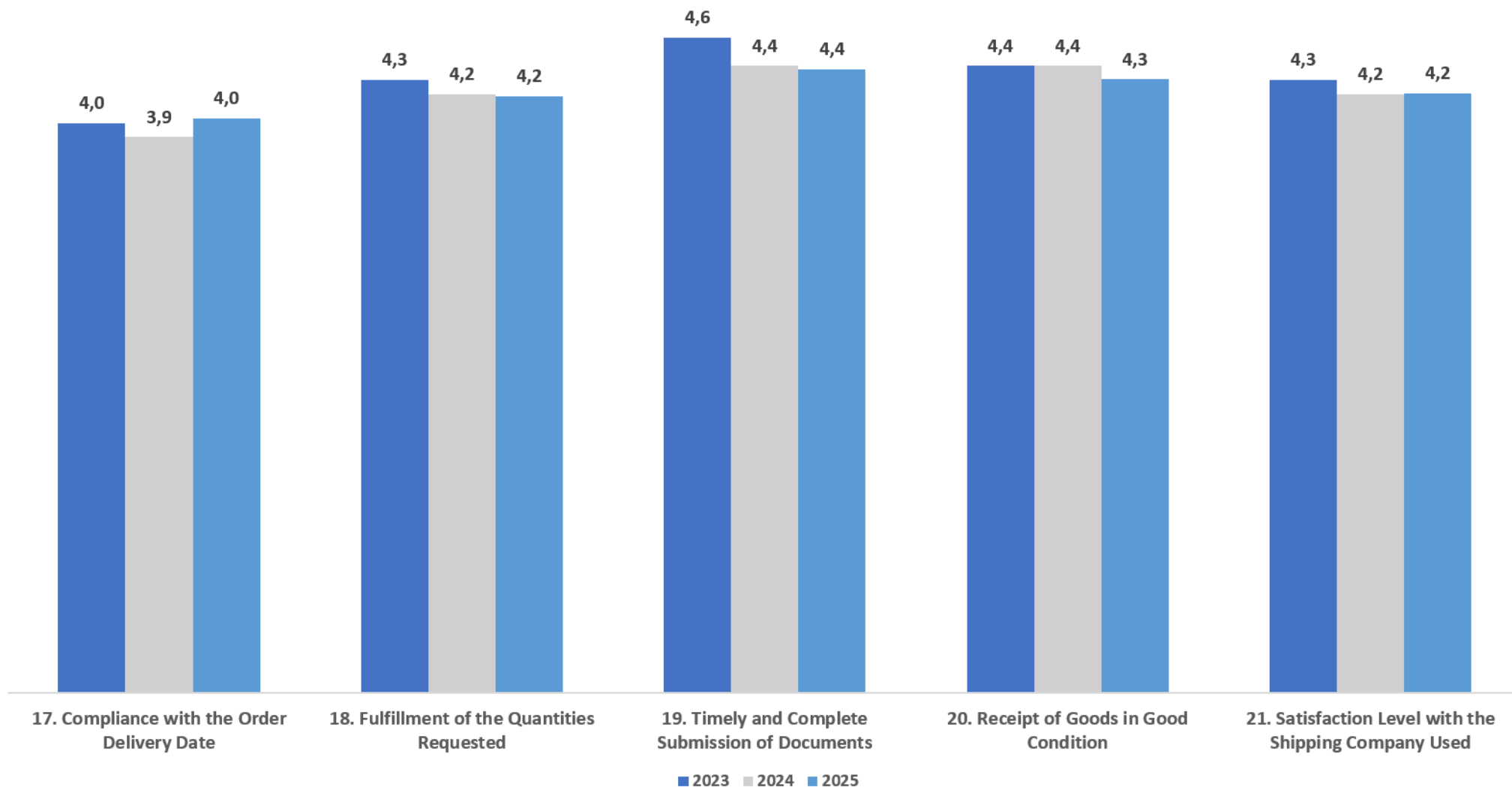


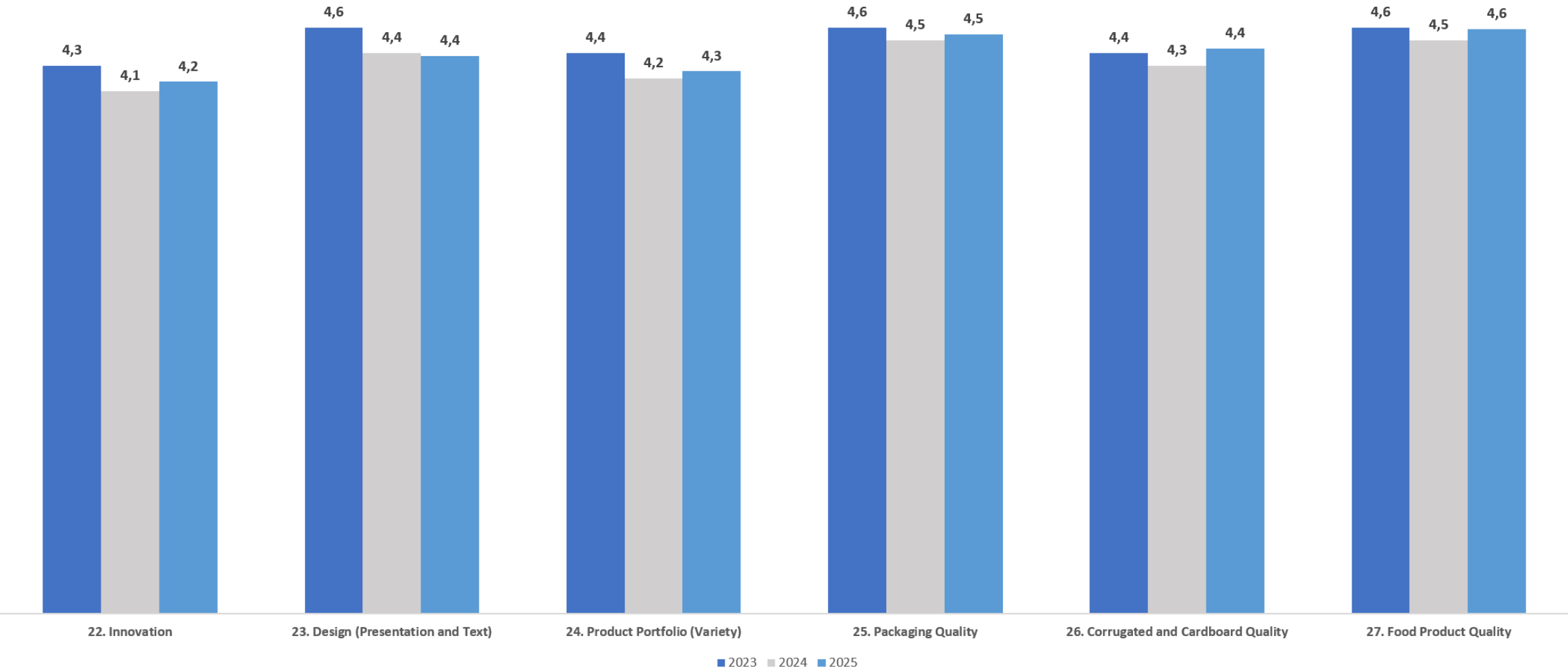
Colombina has set a target of achieving an overall Service score above 4. The overall result remains unchanged compared to last year.

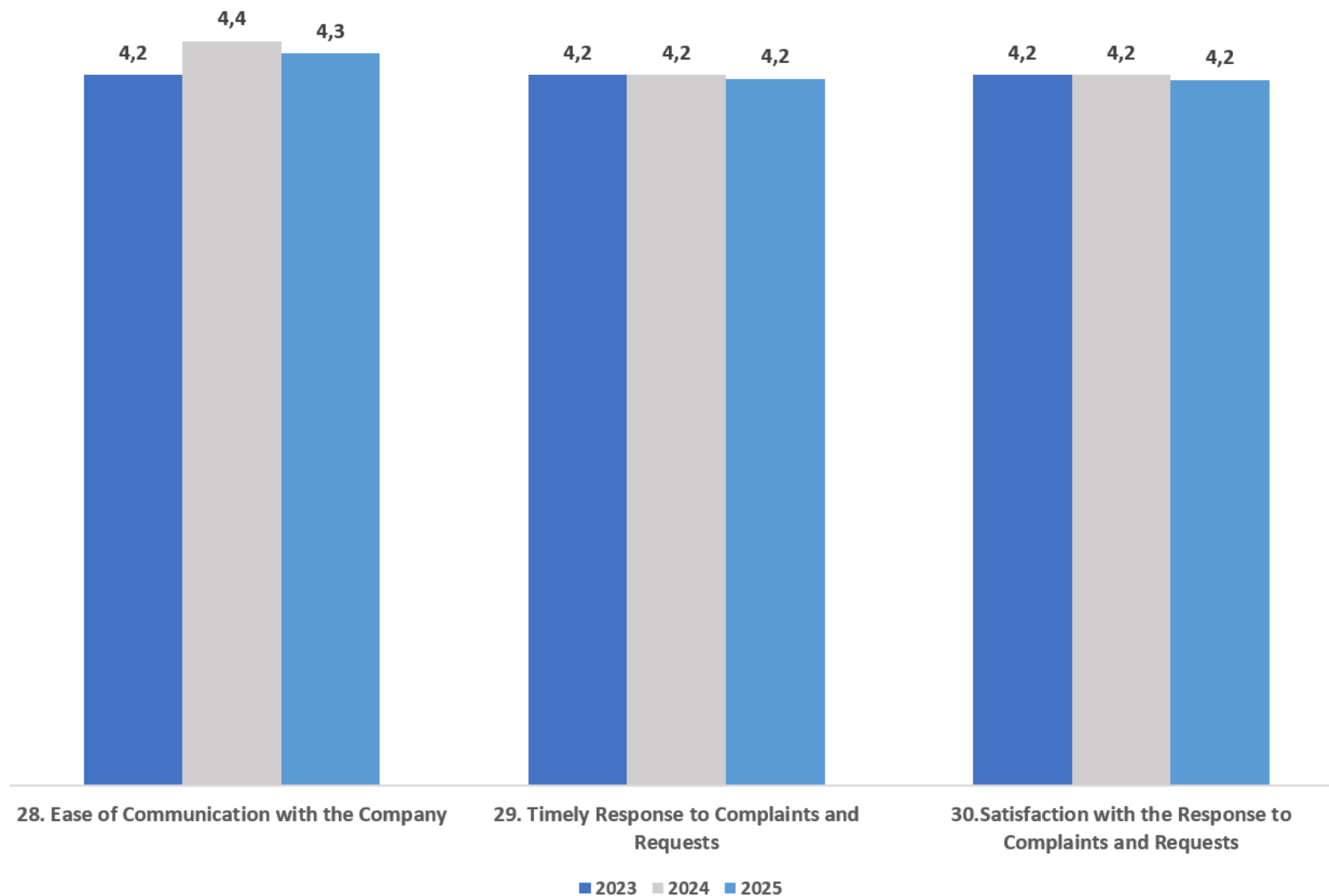














ACTION PLAN & FOLLOW UP



- **Customer insights & follow-up:** Share results with commercial teams and prioritize areas with the lowest scores or year-over-year declines.
- **Marketing support:** Review opportunities for additional customer support, considering specific customer needs, sales volumes and growth commitments.
- **Logistics performance:** Strengthen proactive monitoring of order fulfillment, identify root causes of delays and implement corrective actions.
- **Billing & documentation:** Work with Foreign Trade to reduce invoicing errors and document delays impacting shipments.
- **Continuous improvement:** Integrate survey feedback with commercial and operational insights and monitor the effectiveness of improvement actions.



ONLINE STRATEGIES



Colombina has a diversified ecosystem of digital channels for sales and order management:

Channel	Type	How it works
 E-commerce de retailers	B2C	Consumers can purchase Colombina products through the online platforms of major retail chains, such as Olímpica, Carulla, and other supermarkets.
 	B2C / Quick Commerce	A digital commerce and last-mile delivery platform that connects consumers with participating retailers, stores, and products available for online purchase. Colombina has a presence on the platform, including direct access to its own Colombina Markets, enabling consumers to purchase products through these digital channels.
	B2B	Colombina's proprietary B2B digital Marketplace serving traditional retailers, wholesalers, and ice cream customers. The platform enables customers to place orders 24/7, access the product portfolio, receive information on promotions and new launches. (75.921 customers served through the Rall-e App).
 Electronic Data Interchange (EDI)	B2B / Retail	An electronic data exchange solution that connects the systems of selected retail customers with Colombina. Customers' POS systems monitor inventory levels and automatically generate replenishment orders, which are electronically transmitted to Colombina through EDI platform. (+4.200 customers)

Online Customers COP\$MM	
National Direct Customers	81.891
Central America and Mexico	1.179
ENAM Region (Europe, North Africa and Middle East)	452
Other International Markets	811
Andean Region	1.740
International Direct Customers	4.182
Total Customers	86.073
Online Customers	80.146
EDI Channel	4.225
Rall-e Ventas App	75.921
% Online Customers	93,1%

Online Revenues COP\$MM	
EDI Channel	425.236.984.627
e-Commerce	21.259.490.554
Rall-e Ventas App	249.782.955.920
Online Revenues	696.279.431.101
Company Revenues	3.542.061.000.000
%Online Revenues	19,7%