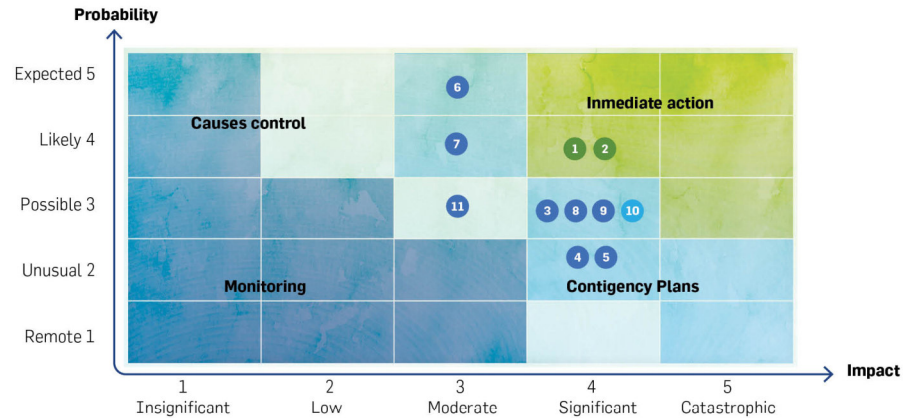


SCENARIO ANALYSIS



CORPORATE RISK MAP

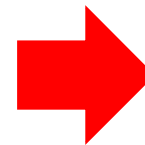


	Risk	Responsible Party
1	Instability in the regulatory framework for labeling and nutritional profiles.	Legal and Corporate Affairs VP.
2	Financial risk due to volatility in commodity prices and exchange rates.	Administrative and Financial VP.
3	Non-compliance with the regulatory framework and/or stock market regulations.	Corporate Marketing VP/ 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	Effect 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	Information Security Risk	Administrative and Financial VP.
11	Difficulty in acquiring key talent.	Human Resources VP.

CLIMATE CHANGE MANAGEMENT POLICY

At Colombina we are committed to the management of climate change through the reduction of greenhouse gas emissions, adaptation to climate change, based on an environment of implementation and management in line with national and international policies and standards.

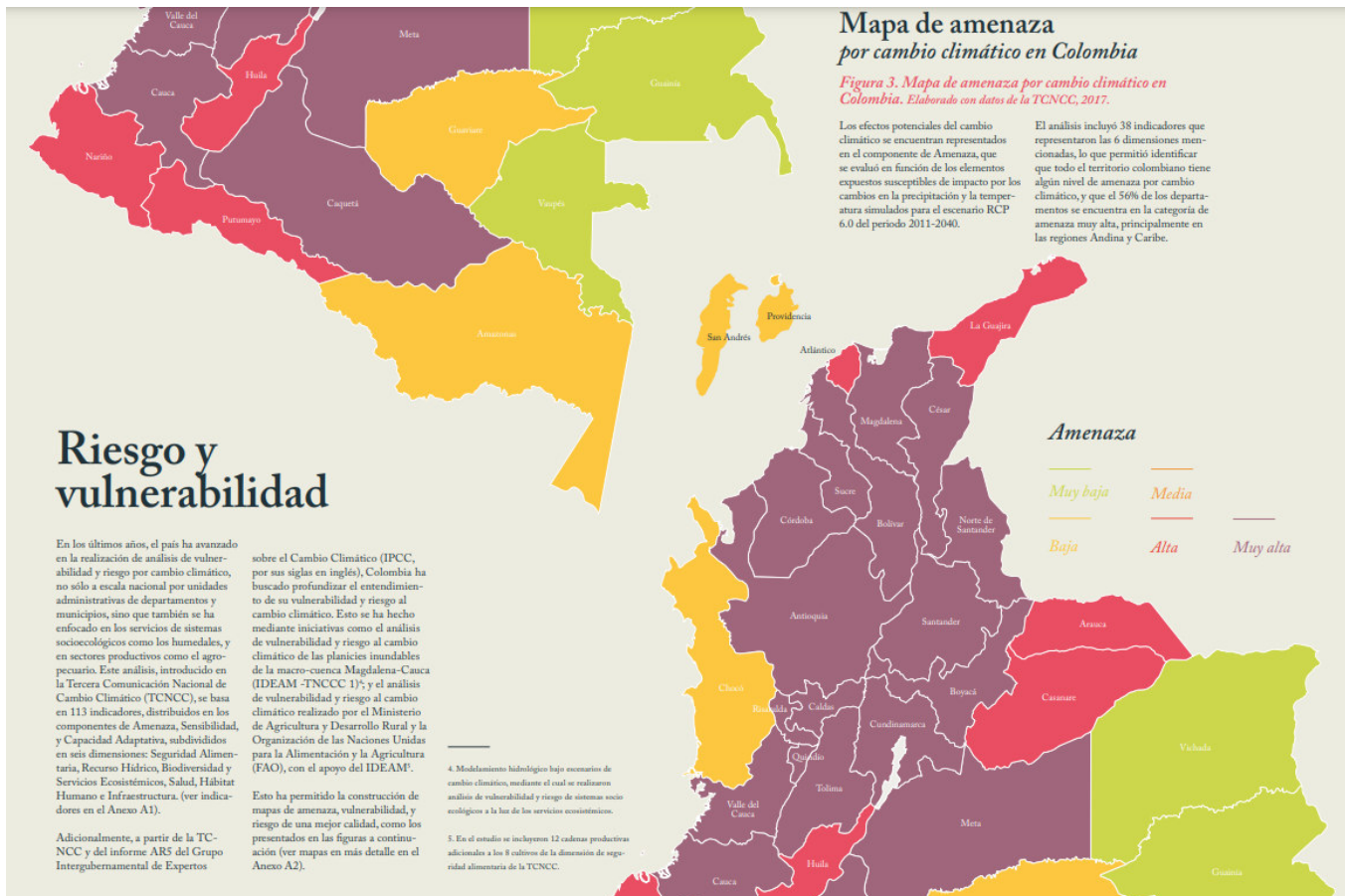
Our science-based objective for the year 2030, in line with Colombia's National Contribution, will be to reduce Scope 1 and 2 emissions by 21%



¿How can we mitigate the climate change generated by our operations?

How does climate change affect our industry?

Our primary climate-related scenario analysis is based on intended Nationally Determined Contribution (iNDC) of Colombia.
Scenario RCP 6.0 for the period 2011-2040



Threat map due to climate change in Colombia Prepared with data from the TCNCC, 2017.

The potential effects of the change climate are represented in the Threat component, which was evaluated based on the elements exposed susceptible to impact by changes in precipitation and temperature simulated for CPR scenario6.0 from the 2011-2040 period.

The analysis included 38 indicators that represented the 6 dimensions mentioned, which made it possible to identify that the entire Colombian territory has some level of threat by change climate, and that 56% of the departments is in the category of very high threat, mainly in the Andean and Caribbean regions.



How does climate change affect our industry?

Our primary climate-related scenario analysis is based on intended Nationally Determined Contribution (iNDC) of Colombia. Scenario RCP 6.0 for the period 2011-2040

Risk and vulnerability

In recent years, the country has advanced in conducting vulnerability analysis and climate change risk, not only on a national scale by units department administration and municipalities, but also focused on system services socio-ecological such as wetlands, and in productive sectors such as agriculture. This analysis, introduced in the Third National Communication of Climate Change (TCNCC), is based in 113 indicators, distributed in the components of Threat, Sensitivity, and Adaptive Capacity, subdivided in six dimensions: Food Security, Water Resources, Biodiversity and Ecosystem Services, Health, Habitat Human and Infrastructure.

Additionally, from the TCNCC and the AR5 report of the Group Intergovernmental Expert on Climate Change (IPCC) for its acronym in English), Colombia has sought to deepen the understanding of their vulnerability and risk to climate change. This has been done through initiatives such as the analysis of vulnerability and risk to change floodplain climate of the Magdalena-Cauca macro-basin (IDEAM-TNCCC 1)4; And the analysis of vulnerability and risk to change climate carried out by the Ministry of Agriculture and Rural Development and the United Nations for Food and Agriculture (FAO), with the support of IDEAM.

This has allowed the construction of hazard maps, vulnerability, and risk of better quality, such as presented in the figures below (see maps in more detail in the Annex A2).

4. Hydrological modeling under scenarios of climate change, by means of which vulnerability and risk analysis of partner systems in the light of ecosystem services.

5. The study included 12 production chains additional to the 8 crops of the safety dimension food of the TCNCC.

How does climate change affect our industry?

Our primary climate-related scenario analysis is based on intended Nationally Determined Contribution (iNDC) of Colombia.

Assumptions and methodological approaches

- The National Greenhouse Gas Inventory for 2010 was prepared by IDEAM in the context of the First Biennial Update Report and the Third National Communication on Climate Change, according to the IPCC 2006 Guidelines.
- The Global Warming Potential (GWP) values used correspond to the Second Assessment Report of the IPCC (1995) for a 100-year period.
- The AFOLU sector (agriculture, forestry and other land uses)³ is included in the economy-wide target. The country has significantly improved the information for the characterization and quantification of emissions and removals in this sector, and will continue undertaking efforts to obtain better activity data, emission factors and projections. These efforts may lead to fine-tuning this information, i.e. in agro-forestry and silvopastoral systems, which offer great mitigation potential in the country.

To estimate the BAU and emissions reductions scenarios, the carbon emission and removals from forest plantations and permanent crops are included; it excludes removals from natural forests that still remain as natural forests⁴.

- The BAU scenario includes efforts to increase energy efficiency in the industrial, residential and commercial sectors, fugitive emissions due to the deceleration of oil and coal production, and deforestation trends under post-conflict scenarios.
- The BAU scenario projections were independently made for each of the productive sectors, using the input of experts, based on macroeconomic assumptions, the analysis of current and prospective policies, and official information from IDEAM regarding the historical path of emissions.

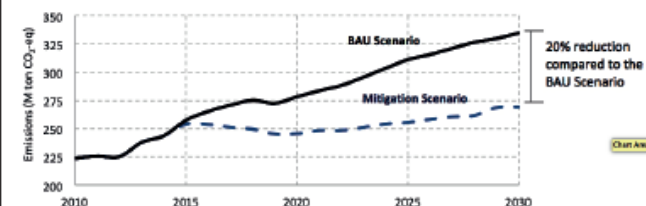
The information on deforestation was projected taking into account the 2013 -2017 Forest Reference Emissions Level for the Amazon region presented to the UNFCCC in December 2014. An aggregated analysis was then made to estimate the sectorial emissions projection at a national scale.

- The emission growth drivers at a sectorial level correlate to the following macro-economic variables:
 - Urban, rural or aggregated population: projections of the National Statistics Administrative Department (DANE) for 2020⁵ and extrapolation up to 2050. The population distribution between rural and urban areas was estimated with UN methodologies⁶, based on the DANE projections for 2020.
 - Gross Domestic Product (GDP): For the sectorial GDP projections, the Dynamic Product Input was used with adjustments in the model that allowed for modification of the contribution of the oil and coal sectors to national GDP, which affected the behavior of other sectors.

The growth expectation of each sector was reviewed with the National Planning Department (DNP) and other experts to define highly likely scenarios for Colombia up to 2050, using an average growth in per capita GDP of 3.1% per year. Furthermore, the government analyzed historical trajectories and current and prospective policies of the activity data.

Unilateral and unconditional target

The Republic of Colombia commits to reduce its greenhouse gas emissions by 20% with respect to the projected Business-as-Usual Scenario (BAU) by 2030.



Conditional Target

Subject to the provision of international support, Colombia could increase its ambition from 20% reduction with respect to BAU to 30% with respect to BAU by 2030.

Type of target

Deviation with respect to a projected BAU scenario

Timeframe

- 2030.
- Based on the outcome of the climate negotiations in Paris in the COP 21, Colombia will consider communicating an indicative target for 2025, consistent with its 2030 target.

Scope

- Economy-wide target
- It covers 100% of national emissions, according to the 2010 National Greenhouse Gas Inventory (INGEI 2010)
- It includes the 6 gases acknowledged by the Kyoto protocol: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆
- It covers all emission sectors acknowledged by the Intergovernmental Panel on Climate Change (IPCC)
- It covers the entire national territory

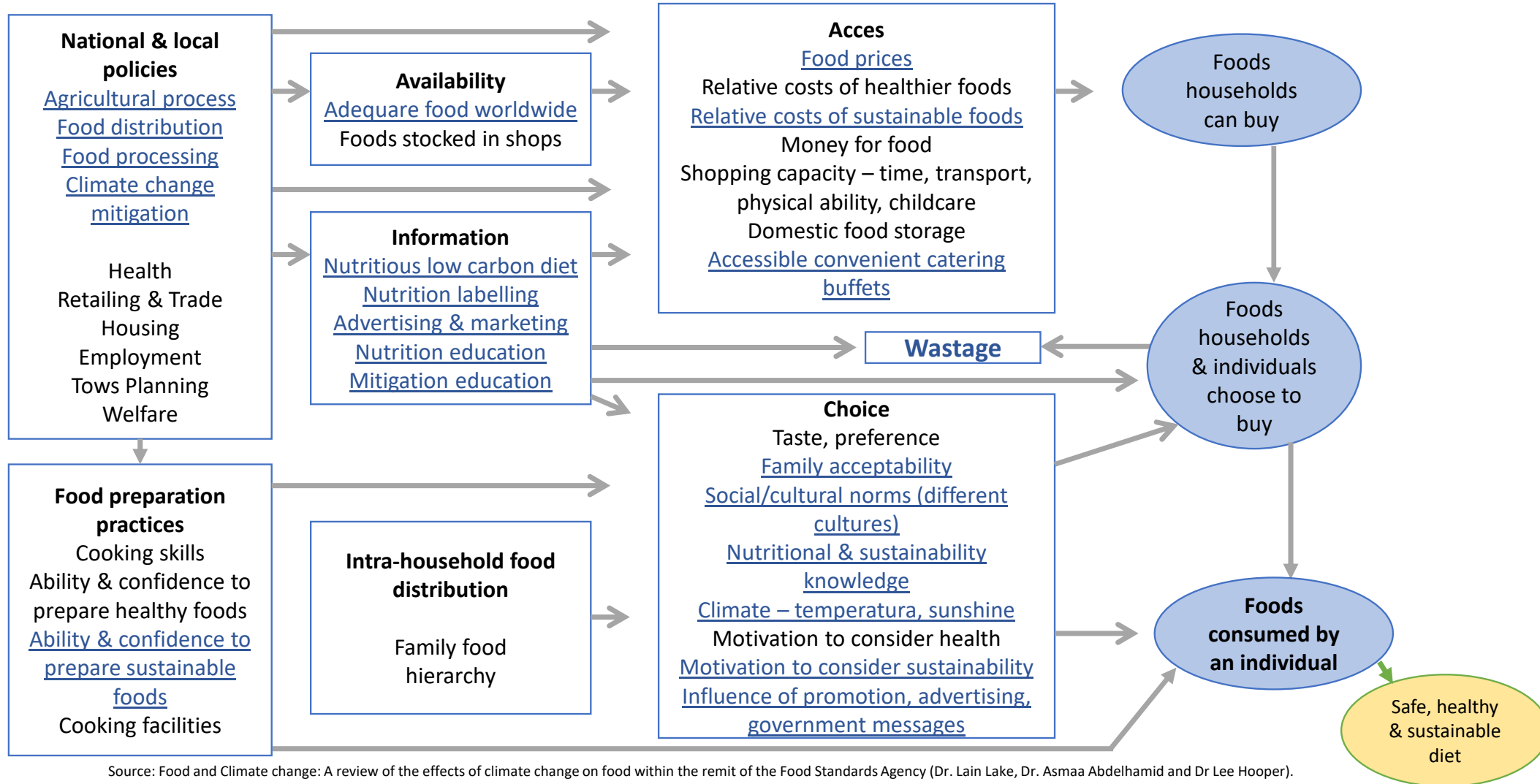
Reference Level

The reference level is the projected BAU scenario. This scenario was developed in 2015, starting from the quantified inventory of GHG emissions in 2010 and includes the following emissions pathway:

- 2010: 224 Mton of CO₂eq
- 2020: 278 Mton of CO₂eq
- 2030: 335 Mton of CO₂eq

How does climate change affect our industry?

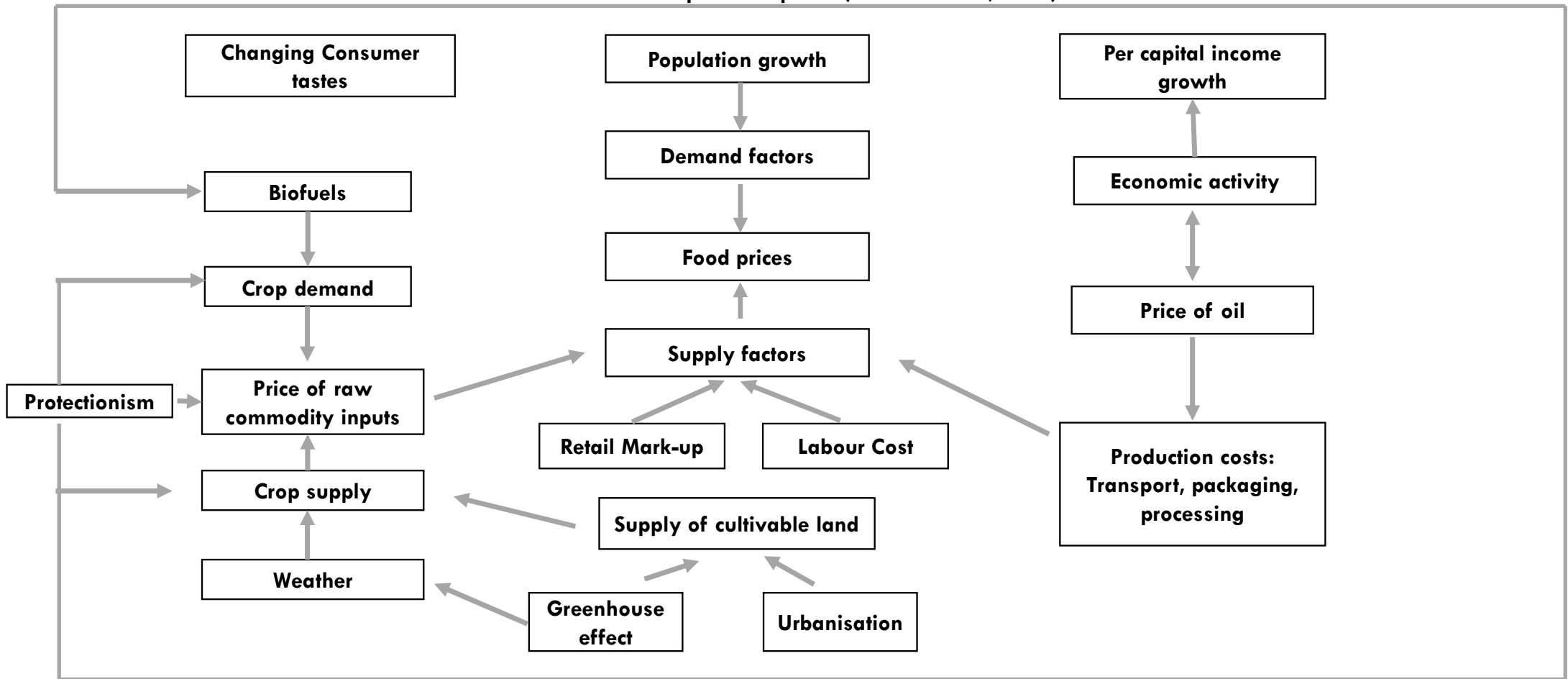
The factors highlighted in purple are those that may be affected by climate change



How does climate change affect our industry?

New models to understand the likely effects of climate change on food prices and availability are required. What is clear is that at the moment the only variable that we can quantify its financial impact is the variation in the prices of raw material

Influences upon food prices (Source DEFRA, 2008)



Source: Food and Climate change: A review of the effects of climate change on food within the remit of the Food Standards Agency (Dr. Lain Lake, Dr. Asmaa Abdelhamid and Dr Lee Hooper).



How does climate change affect our industry?

Physical Risks

Flooding
Drought
Sea level rise
Heat stress
Wind
Changes in ecosystems
(biodiversity)



Extreme
Weather

Transition Risks

- Regulatory
- Customer demands
- Failure to invest in technological innovations
- Increased stakeholder concerns/backlash



Potential financial impacts

- Financial risk due to volatility in commodity prices
- Increase in raw material prices
- Supply chain disruption (ie power, transportation, worker availability)
- Physical damage to assets
 - Increase in taxes
- Changes in demand for products (positive or negative)

Risk Assessment





Risk Identification

We conducted an analysis of the main physical and transition risks that could affect the company.

We identified the production plants that make up the Pareto of the business's profitability as well as the production lines.

We identified the raw materials and critical plant services in the operation.

We identified potential threats such as failures in facilities and critical equipment, natural disasters (earthquakes, floods, storms, fires, and hurricanes), power outages, among others.

Impact Assessment



Scenario Definition: We proposed scenarios that could affect 50% of the physical infrastructure and/or impact 50% of the production lines.



Desktop Exercises: We evaluated the response and recovery capabilities of the plants through a hypothetical operational interruption scenario composed of different events and representing specific situations, as well as the effectiveness of the established business continuity strategies. Additionally, we defined improvement actions to strengthen these strategies in the event of any risk scenario.



Business Continuity Strategies: For each of these scenarios, we have business continuity strategies in place that help restore operations to the greatest extent possible within a minimal timeframe, according to the Recovery Time Objective (RTO) defined by the company.



Adaptation and Mitigation Strategy

- **Commodity Price Mitigation Model:** We have implemented a band model through the purchase of futures for essential raw materials, which allows us to manage and mitigate the volatility of commodity prices. This approach helps stabilize production costs by setting prices in advance for critical inputs, protecting the company from unexpected fluctuations in raw material prices.
- **Energy Transition Strategy:** We have adopted renewable energy sources to reduce our dependence on fossil fuels in our operations, which helps decrease our carbon footprint and ensures greater stability in the electricity supply. Currently, we have solar energy at three of our plants: two in Colombia, where we have installed solar farms, and one in Guatemala, equipped with rooftop solar panels on our factory. Additionally, we have acquired Renewable Energy Certificates (RECs) that guarantee the electricity used in our production plants in Colombia comes from 100% renewable sources.
- **Supplier Diversification:** We work with a wide network of over 5,000 suppliers of raw materials, packaging, services, and other categories, ensuring the continuity of supply. This has allowed us to better adapt to potential market changes such as natural disasters, logistical disruptions, or production issues that may affect a particular supplier.
- **Watershed Conservation:** We promote the conservation of watersheds in our areas of influence in partnership with foundations, local authorities, environmental organizations, and other stakeholders. Through these partnerships, we aim to protect water sources and conserve watersheds, promoting the equitable use of water in the region.



Adaptation and Mitigation Strategy

The company has developed a context-specific plan to adapt to identified physical climate risks, based on internal scenario analysis and a natural vulnerability assessment. The analysis revealed exposure to seismic events, heavy rainfall and lightning, flooding, biodiversity-related incidents (e.g., interactions with wildlife), and strong wind events, among others. The plan covers approximately 80% of the company's operations and is designed for implementation within a period of less than five years.

Threat Origin	Type of Threat	Preventive Measure
Natural – Biological	Epidemic outbreaks	Implementation of biosafety protocols, vaccination campaigns, periodic medical check-ups, training on hygiene and food handling.
	Animal-related accidents	Pest and wildlife control, facility fencing, first aid protocols, training on safe interaction
Natural – Hidrometeorological	Heavy rainfall, hailstorms, strong winds, hurricanes, thunderstorms, tornadoes	Adequate drainage systems, preventive roof maintenance, evacuation plans, infrastructure insurance, real-time weather monitoring.
	Droughts	Water efficiency management plans, rainwater harvesting and storage systems, diversification of supply sources, partnerships with resilient suppliers.
	Flooding	Locating infrastructure in safe areas, installation of pumping systems, elevated storage, evacuation drills
Natural – Geological	Volcanic eruptions, tsunamis, seismic events	Construction in compliance with seismic-resistant standards, defined evacuation routes, periodic drills, geological risk insurance
	Erosion, falling trees, landslides	Geotechnical and soil studies, controlled preventive logging, construction of retaining walls, continuous slope monitoring.
Social	Crowds, protests	Security and evacuation protocols, coordination with local authorities, activation of the crisis committee.
	Theft, burglary, assaults	CCTV systems, access control, trained security personnel, insurance against losses.
	Terrorism (ecological, cyber, biological, chemical)	Cybersecurity plans, threat monitoring, evacuation protocols, crisis management and rapid response training.
Environmental	Chemical emergencies (spills, leaks)	Hazardous substances management plan, safe storage, emergency brigades, specialized containment equipment.
	Deforestation	Responsible sourcing policies, reforestation programs, protection of nearby natural areas
	Environmental emergencies (water, air, soil, waste)	Continuous environmental monitoring, regulatory compliance, mitigation and restoration plans
	Excavations	Prior risk assessment before works, permanent technical supervision, restricted area signage.
	Forest fires	Firefighting brigades, detection and extinguishing systems, partnerships with fire departments, preventive reforestation plans.



Adaptation and Mitigation Strategy

The following sections describe some of the scenarios considered in the plan, along with the prevention, response, and recovery actions established to mitigate their impacts.

PHYSICAL RISK	Natural Disaster - Fire
SCENARIO	A fire causes unavailability affecting approximately 50% of the plant.
OPERATIONS AFFECTED	Raw material warehouse Finished goods warehouse Production plant
PREVENTIVE MEASURES:	▪ Long-term supply chain plan ▪ Facility disaster risk management plan ▪ Facility emergency plan ▪ Emergency brigades ▪ Mutual aid plan ▪ Operational contingency plans ▪ Inspection program ▪ Preventive maintenance program ▪ Earthquake emergency procedure ▪ Drill planning ▪ Flood emergency protocol/procedure
RESPONSE AND RECOVERY STRATEGY	
✓ Alternate sourcing ✓ Warehouse leasing ✓ Construction / repair of facilities ✓ Relocation to another area of the plant ✓ Contract manufacturing of wheat milling	

PHYSICAL RISK	Power Outage due to strong winds or thunderstorms
SCENARIO	Unavailability affecting approximately 50% of the plant.
OPERATIONS AFFECTED	• Raw material warehouse • Finished goods warehouse • Production plant
PREVENTIVE MEASURES:	• Supported by emergency power generators
RESPONSE AND RECOVERY STRATEGY:	
✓ Power supply contingency plan ✓ Activation of rental agreements with external power generator companies ✓ Alternate sourcing (MCS – Alterna) ✓ Warehouse leasing ✓ Construction/repair of facilities ✓ Relocation to another area of the plant ✓ Contract manufacturing of wheat milling	

Risk Management

- ➔ The process of identifying and assessing climate risks is carried out through the corporate matrix, which details causes, consequences, impacts, responsible parties, controls, action plans, and their effectiveness.
- ➔ This matrix includes the 11 main risks to the business objectives, with risk #7 being related to climate change.
- ➔ The processes focus on reducing the carbon footprint and on mitigation initiatives, such as implementing cleaner technologies and reducing fuel consumption in manufacturing and logistics operations.



Metrics and Targets



We report greenhouse gas emissions, including Scope 1, 2, and 3, derived from our operations



Our carbon footprint reduction targets are measured against the year 2015. Specifically, in 2024, we achieved a 45% reduction in the carbon footprint indicator (Scopes 1 and 2, measured in kgCO₂ per ton produced).



Science-Based Target: We are committed to reducing our Scope 1 and 2 emissions by 21% by 2030, in line with Colombia's National Contribution..



We measure the success of our mitigation models on the impact of raw materials through the EBITDA margin, which we aim to maintain or improve. In 2024, our EBITDA margin was 14,1%.



Disclosure and Reporting



Sustainable Development Goals (SDGs): Since 2015, we have adopted the SDGs, ensuring that our material topics contribute to achieving the established goals.



Paris Agreement: We align with the Paris Agreement to define our science-based target, ensuring that our goals are in line with the level of decarbonization needed to keep the global temperature increase below 2°C, as established in the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).



Carbon Disclosure Project (CDP): We report on risks and opportunities related to climate change and promote the reduction of greenhouse gas emissions.



Task Force on Climate-related Financial Disclosures (TCFD): We have adopted the TCFD framework to disclose financial information on risks and opportunities related to climate change, covering its four key areas.