



Succession Policy for the Steering Committee

Objective

This Steering Committee Succession Policy establishes the rules and procedures to be followed prior to and in the event of permanent, programmed or unforeseen absences of any of the members of the Steering Committee, in order to ensure the continuity, stability and sustainability of the Companies that make up Grupo Nutresa.

The Steering Committee is composed of the Grupo Nutresa CEO, the Presidents of the business units, the President of Comercial Nutresa, the President of Servicios Nutresa, the Vice President of Corporate Finances and the Vice Secretary General.

Responsibility

The Appointment and Retribution Committee shall be responsible for reviewing the succession plan for each member of the Steering Committee, for reporting its findings and making recommendations to that effect to the Board.

The Appointment and Retribution Committee shall work in conjunction with the Board to establish the procedures to be used for the evaluation of potential successors of members of the Steering Committee. In the event of an unforeseen or programmed absence of any member, the Board shall be responsible for implementing the policies established.

Procedure

Critical positions in Grupo Nutresa shall remain identified with the due profile of experiences, technical knowledge and competencies required, and a list of internal staff shall be maintained in order to establish the possible successors for each critical position. This information will permit defining the gaps existing between the ideal position and the successors, and establish a training and professional development program that, over time, allows closing these gaps and having candidates ready to succeed.

The Appointment and Retribution Committee shall meet annually to evaluate the above information, and identify and propose potential successors for the members of the Steering Committee.

In the permanent absence of any member, potential candidates shall be evaluated by the Board of Directors, which will determine which person is the most suitable for the position, based on criteria such as experience, the profile of the position, and his or her career and education. The Board shall appoint the most suitable person to replace the absent member.