



Policy for the Remuneration and Evaluation of the Steering Committee

Objective

This Remuneration and Evaluation Policy for the Steering Committee fulfills Grupo Nutresa's commitment to compensate, motivate and cultivate human talent, through the definition of guidelines that permit establishing the remuneration and any other economic benefit granted to members of the Steering Committee, as well as establishing the criteria and procedures to evaluate their management.

The Steering Committee is composed of the Grupo Nutresa CEO, the President 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.

The evaluation of the management and the establishment of the remuneration of the Steering Committee shall be conducted with clarity and coherence, always bearing in mind the responsibility and transparency to shareholders, employees, clients, suppliers, consumers and other stakeholders.

Responsibilities

The Board of Directors, with the support of the Appointment and Retribution Committee, shall be responsible for adopting the remuneration

policies and systems, establishing the management goals and evaluating the performance of the Steering Committee, and ensuring its compliance.

The Appointment and Retribution Committee shall be responsible for proposing the remuneration of the Steering Committee, and the Board of Directors – with the support of the Management of Servicios Nutresa Human Organizational Development – shall establish the remuneration.

The evaluation of the management of the members of the Steering Committee shall correspond to the Board of Directors and the Grupo Nutresa CEO.

Procedure

The compensation of the members of the Steering Committee shall be based on the criterion of equity, so that – for its determination – objective factors, such as qualifications, external competitiveness, internal equity, experience and the labor market situation, shall be taken into account, without prejudice to special incentive schemes that are established, as well as the results obtained.

The Appointment and Retribution Committee shall meet annually in order to develop a remuneration proposal for the members of the Steering Committee for the following period.

Once the proposal has been formulated, it shall be delivered to the Board of Directors, which – with the support of the Management of Servicios Nutresa Human and Organizational Development – shall establish the respective remuneration.

It is recommended that periodic evaluations of the respective positions be conducted, seeking to maintain internal equity and the external competitiveness of the remuneration, as well as talent motivation and attraction.

Grupo Nutresa declares the importance of transparency to its shareholders and other stakeholders. Therefore, the level of transparency is aligned with the disclosure of relevant information, and the adequate protection of the privacy of its Executives.

The Board of Directors and the Grupo Nutresa CEO shall present the Assembly of Shareholders, in its annual ordinary meeting, the statutory and legal reports on the activities undertaken during the year, as well as a sustainability report that shall include economic, social and environmental aspects, which shall allow it to complete the assessment and exercise the appropriate controls.

The evaluation of the management of the members of the Steering Committee shall be made monthly in the Steering Committee of each Business, in the monthly meetings of the Board, and through the presentations that the Presidents of the Businesses make to the Board.

Also, the Grupo Nutresa CEO shall make individual annual evaluations with each member of the Steering Committee, which shall include the following aspects: definition, assessment and monitoring of targets and

indicators of the position, consistent with the strategic objectives of each Business; the assessment of competencies; the definition of work plans and agreements for improvement; and comprehensive development, support and monitoring plans.

Superior Achievement Acknowledgment System (SRS in Spanish) based on the creation of value.

The annual remuneration of the members of the Steering Committee shall consist of a fixed monthly salary and a variable amount tied to the creation of value and the achievement of the Grupo Nutresa strategic objectives, the goals of each Business and individual goals.

The purpose of the variable compensation scheme is to encourage the achievement of higher goals and align the performance of the members of the Steering Committee with the results obtained by the Company.

The following general criteria shall rule the SRS and shall be developed by the Regulation established by the Appointment and Retribution Committee:

- The key indicators of the SRS shall be determined based on the Company's strategic objectives.
- The variable compensation shall be composed by three elements: i) units of shares of Grupo Nutresa S.A. in a pension fund, which can only be liquidated after a permanence period of at least five years, and for the CEO and other key positions, at the time their employment contract is terminated; ii) Banks of Bonuses; and iii) payment in cash.

- The SRS shall cover annual indicators and long-term indicators.

- A portion of the variable compensation of the members of the Steering Committee shall be annually determined based on the indicators of the respective year; and another portion shall depend on the achievement of long-term goals and key indicators with a mobile horizon of three years or more.

- The system's evaluation period shall be annual.

- The compensation plan includes a clawback policy for non-consolidated funds, intended to cover misconducts from the members of the Steering Committee. The Company has the right not to liquidate the units of shares after the permanence period or at the time of the retirement of the CEO and other key positions, in case of a misconduct from the employee, who would have had the right to liquidate those units of shares had there not been a misconduct.