



Memorandum of Independent Review

Independent Review of the Annual Sustainable
Management Report of the Team Foods (2018)

Memorandum of independent review on the Sustainable Management Report 2018 of Alianza Team

Scope of our work

We have reviewed the adaptation of the contents of the Sustainable Management Report 2018 of Alianza Team to the Consolidated set of GRI Sustainability Reporting Standards, hereinafter "GRI Standards".

Verification process

We conducted our work in accordance with ISAE 3000 - *International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standard Board (IAASB) of the International Federation of Accountants (IFAC)*, with the Standard AA1000 *Stakeholder Engagement Standard AA1000SES* (2015) and the International framework of the International Integrated Reporting Council (IIRC).

Our review work consisted in formulating questions to the management, as well as to the various areas of Alianza Team who participated in the preparation of the 2018 Annual Report and the application of certain analytical procedures and review testing sample described below:

- Interviews with Alianza Team employees to know about the principles, management approaches and data consolidation systems applied to prepare the Report.
- Analysis of how the content, structure and indicators were defined, based on the materiality exercise according to the GRI Standards.
- Analysis of the processes to collect and validate the data presented in the report.
- Checking, by sample testing and review of quantitative and qualitative evidence corresponding to the GRI contents and Alianza Team internal indicators included in the Sustainable Management Report 2018, and proper compilation from the data supplied by Alianza Team the sources of information.

Responsibilities of the Management of Alianza Team and Deloitte

- The preparation of the Sustainable Management Report 2018 of Alianza Team and its content are the responsibility of the organization which is also responsible for defining, adapting and maintaining management systems and internal control which information is obtained.
- Our responsibility is to issue an independent report based on our review procedures applied.
- This Report has been prepared exclusively in the interest of the organization in accordance with the terms of our proposed services. We do not assume any liability to third parties other than the Management of the company.
 - We have performed our work in accordance with the Independence regulations required by the ethic code of the *International Federation of Accountants (IFAC)*.
 - The scope of a limited review is substantially less than an audit. Therefore, we do not provide an audit about the Annual Report.



Deloitte & Touche Ltda.
Jorge Enrique Múnera D.
Partner

Bogotá, March 2019

Confirmation that the Sustainable Management Report 2018 of Alianza Team has been prepared in accordance with GRI Standards: Core option "in accordance".

General aspects:

It was confirmed that the report meets the requirements of the Essential option "in accordance" of the general aspects of the GRI Standards.

Specific aspects:

We reviewed the management approach, GRI disclosures and Alianza Team internal indicators of the material issues below:

Material issues	GRI Disclosures or Team Foods internal indicator	Scope of verification
Nutrition and healthy lifestyles	Investment in R&D+I as sales percentage	Corporate
Responsible communication and marketing	417-1. Requirements for product and service information and labeling	Corporate
Client and consumer satisfaction	T3. Claims per product received from consumers and solved.	Corporate (BredenMaster excluded) Chile
Supplier identification, evaluation and selection	T5. New critical suppliers evaluated with environmental, labor, HR and society criteria	Colombia
Strategic talent development	404-3. Percentage of employees receiving regular performance and career development reviews	Corporate
Culture, environment and working conditions	T9. Work climate score - GPTW	Corporate
	401-1. New employee hires and employee turnover	Corporate
	T10. # of complaints and formal complaints received and resolved by labor practices	Corporate
Health and safety in the workplace	T11. AFI - Accident Frequency Index	Colombia
	T12. ASI - Accidentalness Severity Index	Colombia
	T13. Absenteeism	Colombia
Efficient use of resources and environmental culture	T15. Intensity of water consumption	Colombia
	305-1. Direct GHG emissions (scope 1)	Colombia
	305-2. Indirect GHG emissions (scope 2)	Colombia

	305-3. Other indirect GHG emissions (scope 3)	Colombia
	305-4. Intensity greenhouse gas emissions	Colombia
	302-3. Energy intensity	Colombia
	T17. Percentage of use of ordinary waste	Colombia
Contribution to community development	T14. Donations made (COP)	Colombia
Corporate governance, accountability and decision making	206-1. Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Corporate

Conclusion

As a result of our review, it has not been revealed any aspect nor disclosure that leads us to believe that the Sustainable Management Report 2018 of Alianza Team contains significant errors or has not been prepared in accordance with the GRI Standards, Core option "in accordance".

Recommendations according to GRI principles¹

Completeness / Exhaustive

General remarks

Deloitte highlights the company's commitment to reporting, in a detailed and specific manner, the results of the management of each of the countries where they have operations, allowing stakeholders to know in detail the progress of management and commitments and goals that are held at the corporate level and at the country level.

Recommendations

Deloitte recommends continuing efforts to consolidate and standardize the processes and measurement of strategic indicators in all countries, in order to evaluate in a timely manner the efficiency of controls and the performance of each of the indicators for decision-making.

Balance

General remarks

Deloitte highlights that the organization reports in detail its achievements and the management carried out during the year through specific reports for each operation and at a corporate level.

Recommendations

Deloitte recommends including testimonies, comments or interviews from different interest groups to have several perspectives on the management of Alianza Team and to give a different air to the report. Likewise, Deloitte recommends continuing to deepen the communication about the challenges encountered during the year.

¹ GRI principles of quality and content: Inclusion of stakeholders, context of sustainability, materiality, completeness, precision, balance, clarity, comparability, reliability, punctuality.



ANNEX 1 Declaration of Independence

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