



IT INSPIRES US

—  
**A FUTURE  
TOGETHER**  
—

**Grupo Nutresa S.A.**  
Results 3Q 2019

## RELEVANT EVENTS – MERCO REPUTATION AND DOW JONES SUSTAINABILITY INDEX RANKING

Grupo Nutresa is the most sustainable food company according to the Dow Jones Sustainability World Index of 2019, with the best scores in the following categories:



Tax strategy



Health and nutrition



Materiality



Human capital development



Corporate citizenship and philanthropy



Operational Eco-efficiency



Packaging



Water-related risks



Environmental reporting



For the fifth consecutive year Grupo Nutresa ranked as the second most reputable company in Colombia, and the first in the food sector



## Product Diversification



## Relevant presence in the Mid-West



- Cameron’s offers high-quality coffee at accessible prices in both branded and B2B products.
- Located in Shakopee, Minnesota.
- 100% own production.
- Relevant regional presence of Cameron’s brand in the *mid-west* of the US, with potential for expansion
- Best-in-class management team with extensive CPG experience
- Enterprise Value: USD 113 MM
- 12-month sales (July 2019) : USD 72 MM

## RELEVANT EVENTS – ACQUISITION OF ATLANTIC FOOD SERVICE

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- In March 6<sup>th</sup>, 2019 we announced that Grupo Nutresa S.A. signed an agreement to acquire control of Atlantic FS S.A. S. (“AFS”), a Colombian distribution company in the food service channel.
- On October 25<sup>th</sup>, we received confirmation from the corresponding anti-trust authorities that all conditions to close the transaction are fulfilled.
- AFS is a relevant player in the food service channel in Colombia, delivering superior service to its clients through a portfolio focused in “center of the plate” alternatives. It has presence in the main Colombian cities; Bogotá, Medellín, Cartagena, Barranquilla, Cali, Cucuta and Bucaramanga.
- With this investment, Grupo Nutresa will obtain a stronger presence in the food service channel, a very dynamic market with solid fundamentals such as the increasing out-of-home consumption and the higher flow of local and international tourism in Colombia.
- AFS will also strengthen our strategy of delivering food products that nourish and generate wellbeing to consumers through diverse channels, with an right price/value ratio.
- On closing date, Grupo nutresa will own 51% of the shares of AFS. The amount of the transaction would be COP \$42,000 million, approximately. This amount will be adjusted based on the working capital and the financial debt of AFS.

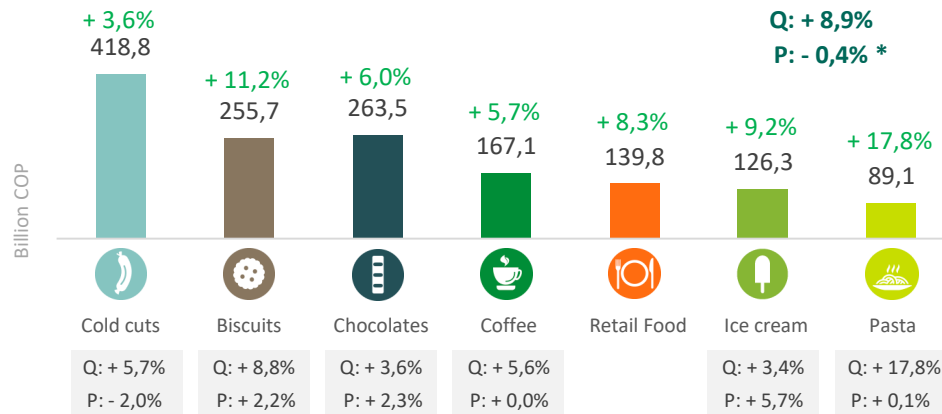
# COLOMBIA & INTERNATIONAL SALES

## 3Q2019

### Colombia sales

COP 1.569,6 + 8,5%

Billion COP



### SALES PER BUSINESS UNIT

Percentage variation in volume (Q) and prices (P)

% chg. YoY Billion COP

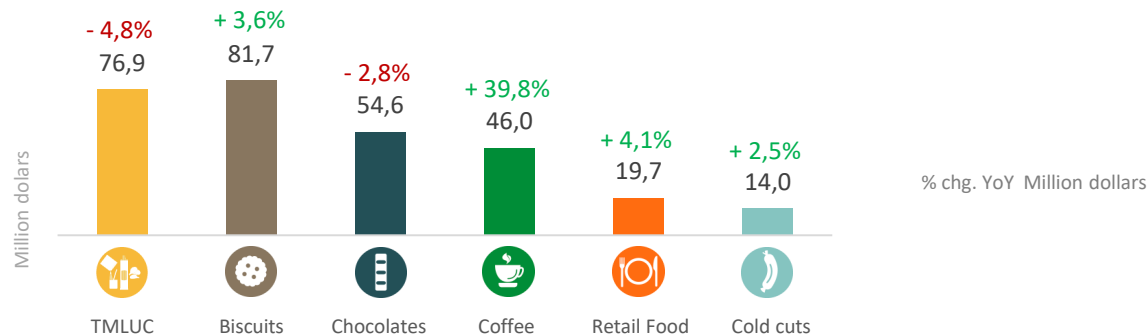
\* Variation doesn't include Retail Food

### International sales

USD 294,7 mm + 4,3%

COP 984,0 + 17,7%

Billion COP



### Organic

USD 288,7 mm + 2,2%

COP 963,7 + 15,3%

Billion COP

# SALES TOTAL

3Q2019

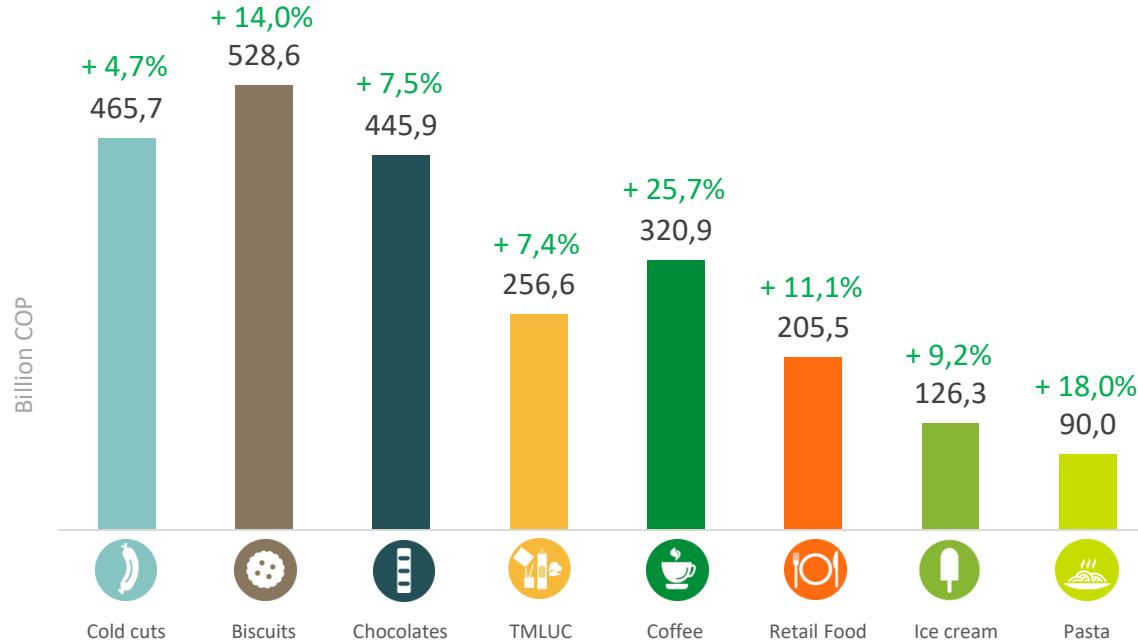
## Sales total

COP 2.553,6 + 11,9%  
Billion COP

## Organic

COP 2.533,3 + 11,0%  
Billion COP

## SALES PER BUSINESS UNIT



% chg. YoY - Billion COP

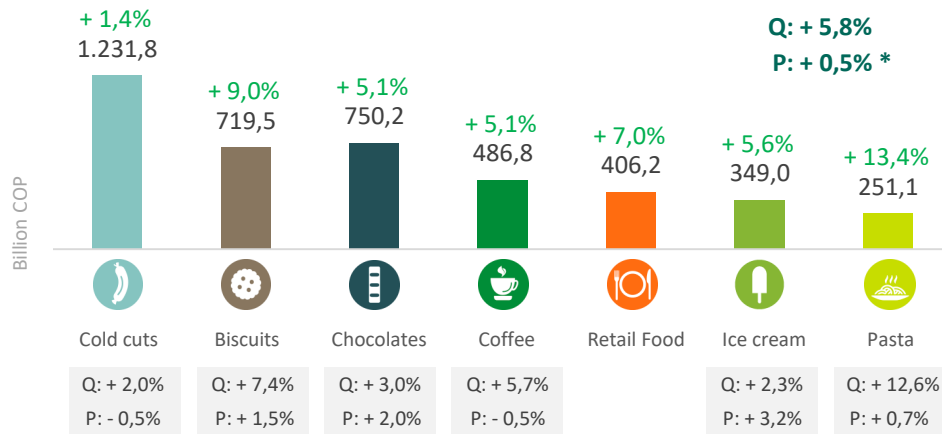
# COLOMBIA & INTERNATIONAL SALES

## ACCUMULATED 2019

### Colombia sales

COP 4.481,5 + 6,4%

Billion COP



### SALES PER BUSINESS UNIT

Percentage variation in volume (Q) and prices (P)

% chg. YoY Billion COP

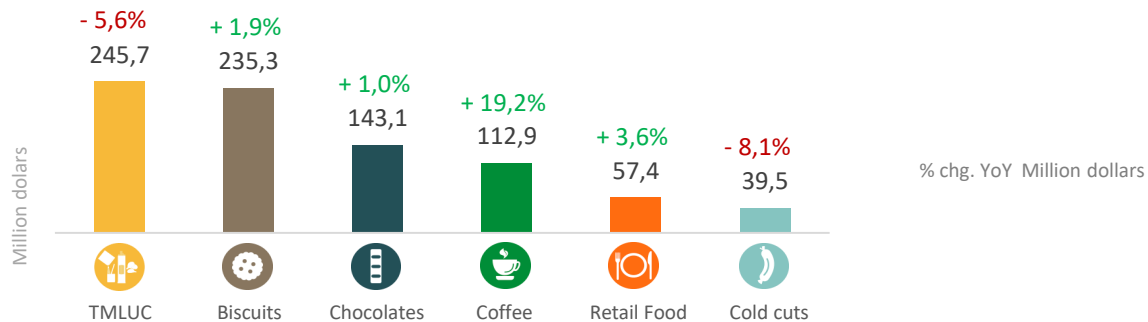
\* Variation doesn't include Retail Food

### International sales

USD 838,7 mm + 1,1%

COP 2.718,5 + 13,5%

Billion COP



### Organic

USD 832,7 mm + 0,3%

COP 2.698,2 + 12,6%

Billion COP

# SALES TOTAL

## ACCUMULATED 2019

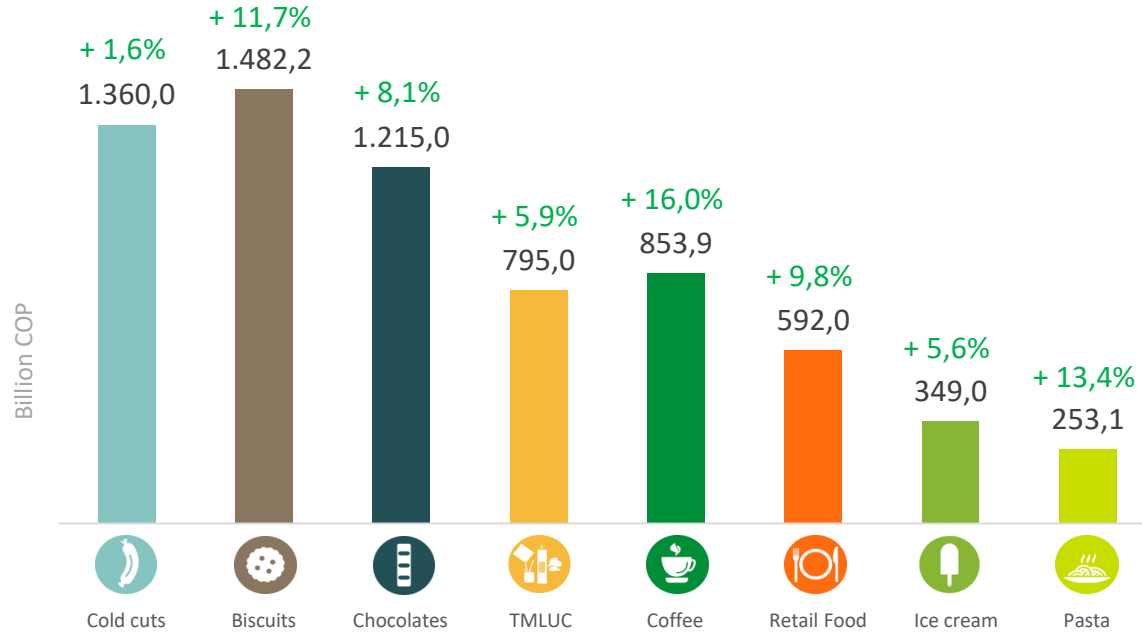
### Sales total

COP 7.200,0 + 8,9%  
Billion COP

### Organic

COP 7.179,7 + 8,6%  
Billion COP

### SALES PER BUSINESS UNIT



% chg. YoY - Billion COP



# SALES BY REGION

2019

**62,2%**  
Colombia

**37,8%**  
International

## United States

8,9%



## Mexico

3,7%



## Central America

9,8%



## Colombia

62,2%



## Ecuador

1,5%



## Dominican Republic and the Carribean

1,9%



## Venezuela



## Peru

2,1%



## Chile

7,8%



## Other

2,1%

Convention



Production


































Distribution



Services

# MARKET POSITION

Colombia + TMLUC

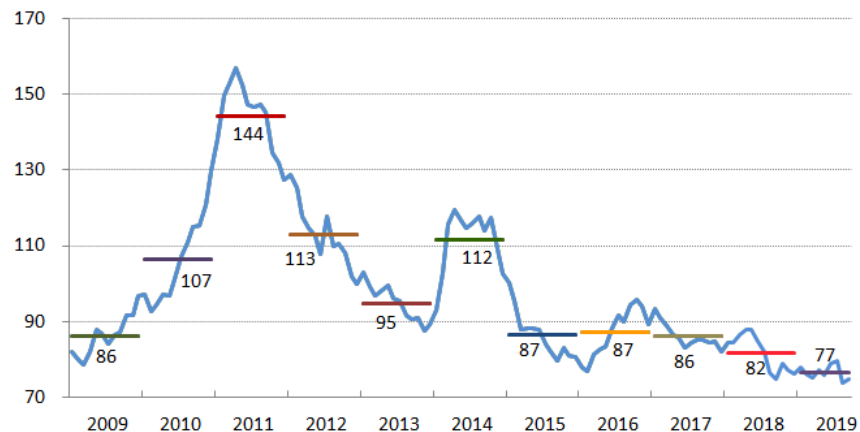
							
Cold Cuts	Biscuits	Chocolates	Coffee	TMLUC	Ice Cream	Pasta	Retail Food
<p><b>#1</b></p>    	<p><b>#1</b></p>    	<p>Chocolate confectionery (A)</p> <p><b>#1</b></p>  <p>Hot chocolate (B)</p> <p><b>#1</b></p>  <p>Milk modifiers (C)</p> <p><b>#2</b></p>  <p>Nuts (D)</p> <p><b>#1</b></p> 	<p>Roast and ground coffee (A)</p> <p><b>#1</b></p>  <p>Soluble coffee (B)</p> <p><b>#2</b></p> 	<p>ICB* (A)</p> <p><b>#1</b></p>  <p>Pasta (B)</p> <p><b>#2</b></p>  <p>Coffee (C)</p> <p><b>#2</b></p>  <p>Potato chips (D)</p> <p><b>#2</b></p>  <p>Mexico ICB* (E)</p> <p><b>#2</b></p>	<p>Ice Cream</p> <p><b>#1</b></p> 	<p><b>#1</b></p> 	<p><b>#1</b></p> <p>in Hamburgers and Steakhouses categories in Colombia</p>   <p><b>#1</b></p> <p>in Ice Cream shops – Rep. Dom &amp; CR</p> 
<p>#2 Private labels</p>	<p>#2 Nestlé #3 Mondelez</p>	<p>(A) #2 Ferrero (B) #2 Casa Lúker (C) #1 Nestlé (D) #2 Frito Lay</p>	<p>(A) #2 Águila Roja (B) #1 Nestlé</p>	<p>(A) #2 Carozzi (B) #1 Carozzi (C) #1 Nestlé (D) #1 Frito Lay (E) #1 Mondelez</p>		<p>#2 La Muñeca</p>	

\*ICB= Instant Cold Beverages

Source: Nielsen twelve months as of august 2019

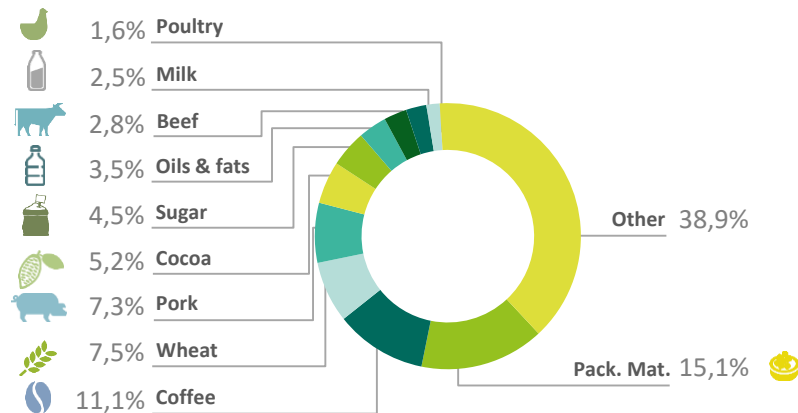
# RAW MATERIALS

## Commodities Index Grupo Nutresa



The technical specifications of the GNCI may be obtained at:  
<https://www.gruponutresa.com/en/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2019-3>

## Cogs Breakdown 2019



# EBITDA

## 3Q2019

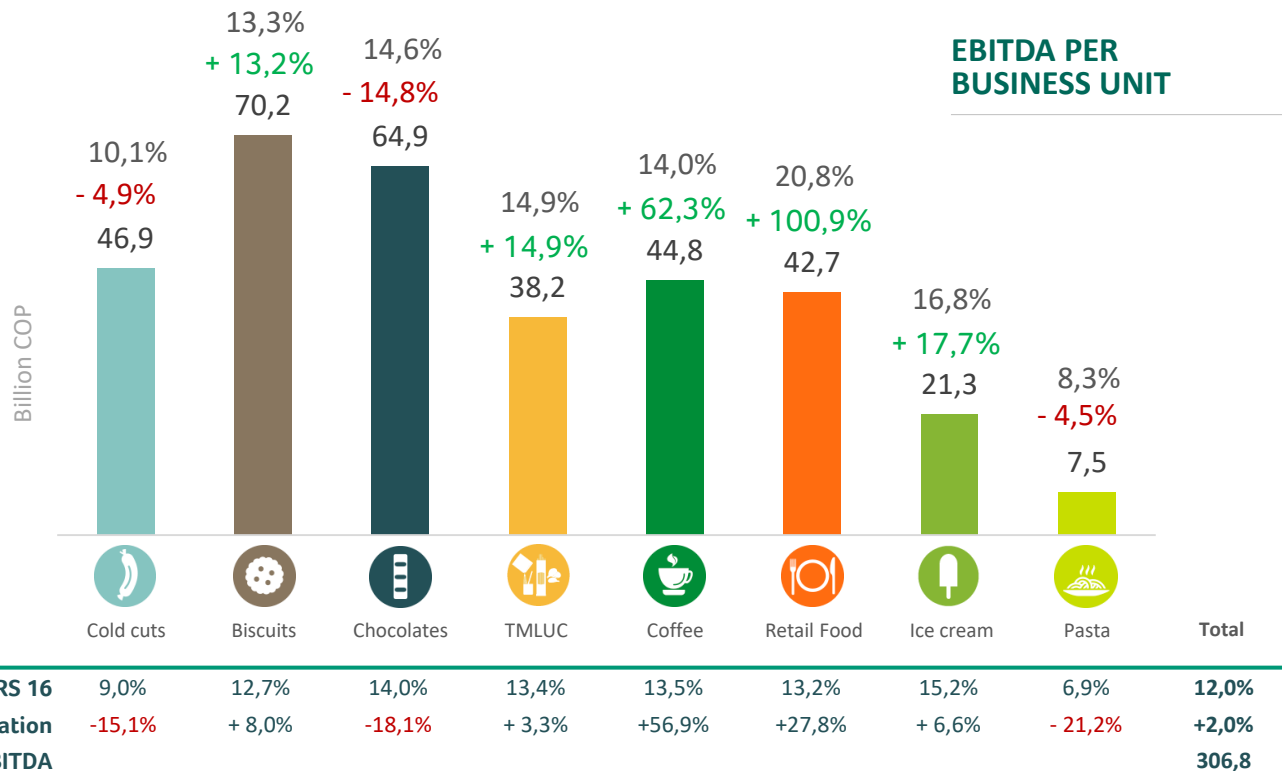
### EBITDA

COP 344,5 + 14,5%

Billion COP

### Margin

13,5%



### Convention

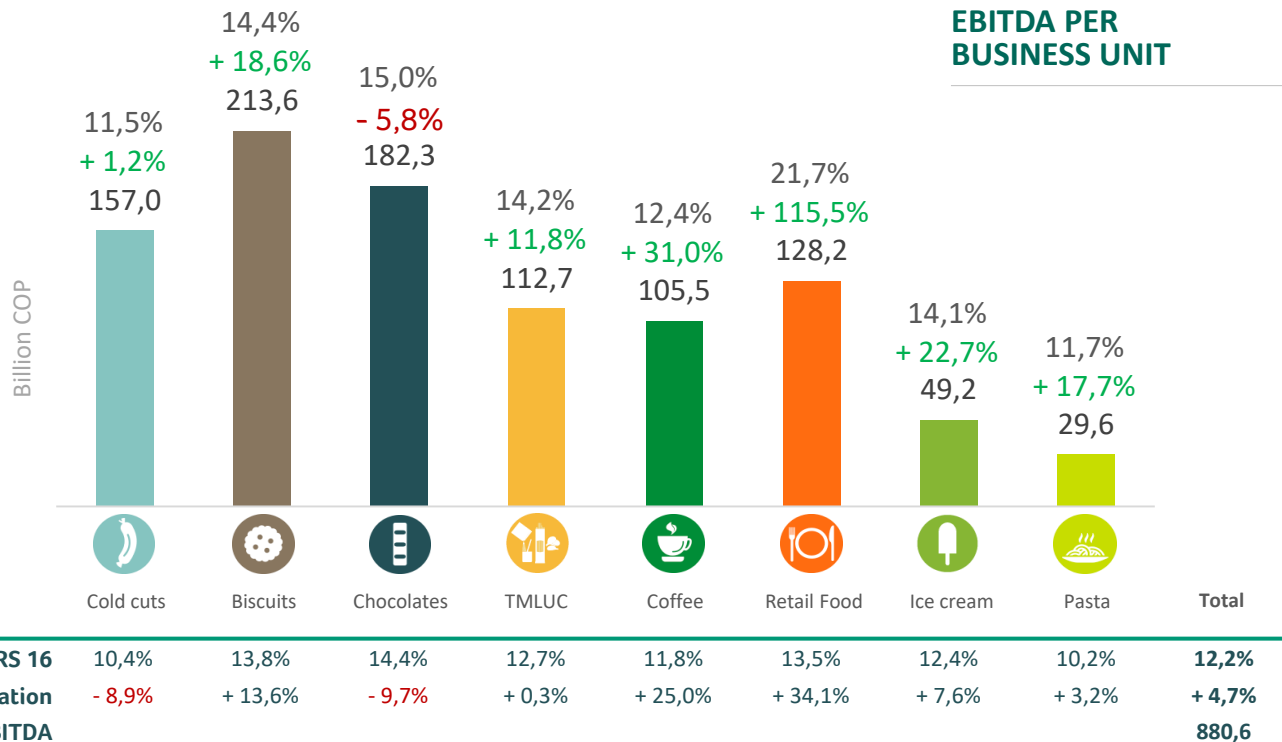
10,1% EBITDA Margin without IFRS 16 impact  
 -4,9% % YoY variation  
 46,9 EBITDA in Billion COP

# EBITDA

## ACCUMULATED 2019

**EBITDA**  
COP 992,5 + 18,0%  
Billion COP

**Margin**  
13,8%



### Convention

11,5% EBITDA Margin without IFRS 16 impact  
+1,2% % YoY variation  
157,0 EBITDA in Billion COP

# INCOME STATEMENT

## 3Q2019

	2019 2Q % Revenues		2019 3Q % Revenues		2018 3Q % Revenues		% Var.	% Var.
			Without IFRS 16	Without IFRS 16				Without IFRS 16
Continuing operations								
<b>Operating revenue</b>	<b>2.553.619</b>		<b>2.553.619</b>		<b>2.282.784</b>		<b>11,9%</b>	<b>11,9%</b>
Cost of goods sold	(1.426.054)	-55,8%	(1.426.054)	-55,8%	(1.242.686)	-54,4%	14,8%	14,8%
<b>Gross profit</b>	<b>1.127.565</b>	<b>44,2%</b>	<b>1.127.565</b>	<b>44,2%</b>	<b>1.040.098</b>	<b>45,6%</b>	<b>8,4%</b>	<b>8,4%</b>
Administrative expenses	(111.656)	-4,4%	(109.851)	-4,3%	(102.539)	-4,5%	8,9%	7,1%
Sales expenses	(727.342)	-28,5%	(735.910)	-28,8%	(669.434)	-29,3%	8,7%	9,9%
Production expenses	(40.710)	-1,6%	(40.863)	-1,6%	(36.861)	-1,6%	10,4%	10,9%
Exchange differences on operating assets and liabilities	(1.361)	-0,1%	(1.361)	-0,1%	(2.342)	-0,1%	-41,9%	-41,9%
Other operating expenses, net	(2.746)	-0,1%	(2.746)	-0,1%	4.612	0,2%	-159,5%	-159,5%
<b>Operating profit</b>	<b>243.750</b>	<b>9,5%</b>	<b>236.834</b>	<b>9,3%</b>	<b>233.534</b>	<b>10,2%</b>	<b>4,4%</b>	<b>1,4%</b>
Financial income	8.737	0,3%	8.737	0,3%	4.025	0,2%	117,1%	117,1%
Financial expenses	(76.301)	-3,0%	(61.120)	-2,4%	(58.084)	-2,5%	31,4%	5,2%
Portfolio dividends	13	0,0%	13	0,0%	-	0,0%	-	N/A
Exchange differences on non-operating assets and liabilities	7.478	0,3%	6.193	0,2%	4.505	0,2%	66,0%	37,5%
Share of profit of associates and joint ventures	(770)	0,0%	(770)	0,0%	639	0,0%	N/A	N/A
Other operating (expenses) income, net	89	0,0%	89	0,0%	8.793	0,4%	-99,0%	-99,0%
<b>Income before tax and non-controlling interest</b>	<b>182.996</b>	<b>7,2%</b>	<b>189.976</b>	<b>7,4%</b>	<b>193.412</b>	<b>8,5%</b>	<b>-5,4%</b>	<b>-1,8%</b>
Current income tax	(50.026)	-2,0%	(50.026)	-2,0%	(46.946)	-2,1%	6,6%	6,6%
Deferred income tax	13.497	0,5%	13.497	0,5%	(4.183)	-0,2%	N/A	N/A
<b>Profit after taxes from continuous operations</b>	<b>146.467</b>	<b>5,7%</b>	<b>153.447</b>	<b>6,0%</b>	<b>142.283</b>	<b>6,2%</b>	<b>2,9%</b>	<b>7,8%</b>
Discontinued operations, after income tax	(13.694)	-0,5%	(13.694)	-0,5%	(423)	0,0%	N/A	N/A
<b>Net profit for the period</b>	<b>132.773</b>	<b>5,2%</b>	<b>139.753</b>	<b>5,5%</b>	<b>141.860</b>	<b>6,2%</b>	<b>-6,4%</b>	<b>-1,5%</b>
Non- controlling interest	1.320	0,1%	1.320	0,1%	1.128	0,0%	17,0%	17,0%
Profit for the period attributable to controlling interest	131.453	5,1%	138.433	5,4%	140.732	6,2%	-6,6%	-1,6%
<b>EBITDA</b>	<b>344.458</b>	<b>13,5%</b>	<b>306.773</b>	<b>12,0%</b>	<b>300.826</b>	<b>13,2%</b>	<b>14,5%</b>	<b>2,0%</b>

For further details please check the notes of the financial statements on the following link:

<https://www.gruponutresa.com/en/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2019-3>

# INCOME STATEMENT

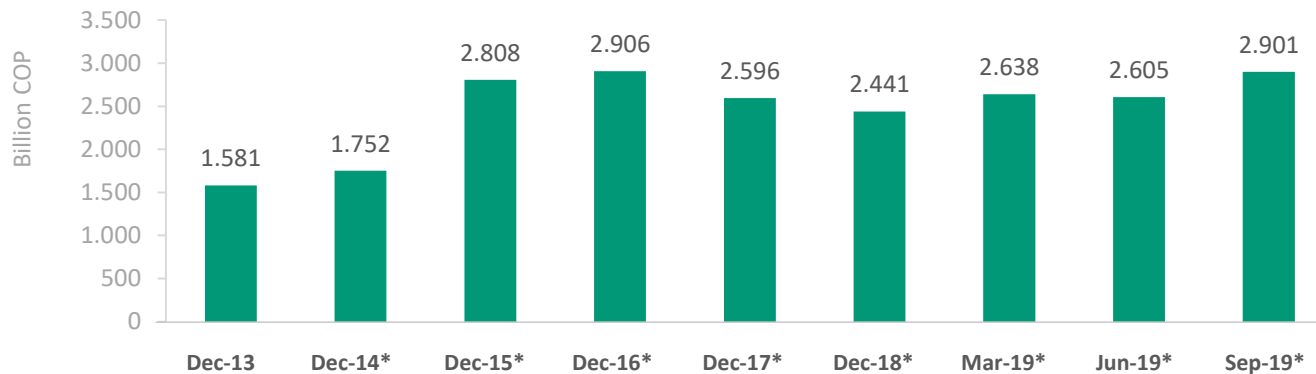
## ACCUMULATED 2019

	Jan-Sep 2019 % Revenues		Jan-Sep 2019 Without IFRS 16		Jan-Sep 2018 % Revenues		% Var.	% Var.
								Without IFRS 16
Continuing operations								
<b>Operating revenue</b>	<b>7.200.036</b>		<b>7.200.036</b>		<b>6.609.298</b>		<b>8,9%</b>	<b>8,9%</b>
Cost of goods sold	(4.009.757)	-55,7%	(4.012.670)	-55,7%	(3.641.026)	-55,1%	10,1%	10,2%
<b>Gross profit</b>	<b>3.190.279</b>	<b>44,3%</b>	<b>3.187.366</b>	<b>44,3%</b>	<b>2.968.272</b>	<b>44,9%</b>	<b>7,5%</b>	<b>7,4%</b>
Administrative expenses	(324.826)	-4,5%	(325.933)	-4,5%	(299.442)	-4,5%	8,5%	8,8%
Sales expenses	(2.044.499)	-28,4%	(2.064.764)	-28,7%	(1.932.962)	-29,2%	5,8%	6,8%
Production expenses	(113.611)	-1,6%	(114.025)	-1,6%	(105.573)	-1,6%	7,6%	8,0%
Exchange differences on operating assets and liabilities	3.303	0,0%	3.303	0,0%	(478)	0,0%	N/A	N/A
Other operating expenses, net	(1.572)	0,0%	(1.572)	0,0%	4.009	0,1%	-139,2%	-139,2%
<b>Operating profit</b>	<b>709.074</b>	<b>9,8%</b>	<b>684.375</b>	<b>9,5%</b>	<b>633.826</b>	<b>9,6%</b>	<b>11,9%</b>	<b>8,0%</b>
Financial income	15.851	0,2%	15.851	0,2%	11.059	0,2%	43,3%	43,3%
Financial expenses	(223.778)	-3,1%	(177.433)	-2,5%	(191.440)	-2,9%	16,9%	-7,3%
Portfolio dividends	61.516	0,9%	61.516	0,9%	58.559	0,9%	5,0%	5,0%
Exchange differences on non-operating assets and liabilities	6.743	0,1%	5.458	0,1%	15.090	0,2%	-55,3%	-63,8%
Share of profit of associates and joint ventures	(1.670)	0,0%	(1.670)	0,0%	(65)	0,0%	N/A	N/A
Other operating (expenses) income, net	89	0,0%	89	0,0%	6.038	0,1%	-98,5%	-98,5%
<b>Income before tax and non-controlling interest</b>	<b>567.825</b>	<b>7,9%</b>	<b>588.186</b>	<b>8,2%</b>	<b>533.067</b>	<b>8,1%</b>	<b>6,5%</b>	<b>10,3%</b>
Current income tax	(143.469)	-2,0%	(143.469)	-2,0%	(134.375)	-2,0%	6,8%	6,8%
Deferred income tax	6.422	0,1%	6.422	0,1%	(9.295)	-0,1%	-169,1%	-169,1%
<b>Profit after taxes from continuous operations</b>	<b>430.778</b>	<b>6,0%</b>	<b>451.139</b>	<b>6,3%</b>	<b>389.397</b>	<b>5,9%</b>	<b>10,6%</b>	<b>15,9%</b>
Discontinued operations, after income tax	(14.550)	-0,2%	(14.550)	-0,2%	(1.266)	0,0%	N/A	N/A
<b>Net profit for the period</b>	<b>416.228</b>	<b>5,8%</b>	<b>436.589</b>	<b>6,1%</b>	<b>388.131</b>	<b>5,9%</b>	<b>7,2%</b>	<b>12,5%</b>
Non- controlling interest	3.855	0,1%	3.855	0,1%	2.262	0,0%	70,4%	70,4%
Profit for the period attributable to controlling interest	412.373	5,7%	432.734	6,0%	385.869	5,8%	6,9%	12,1%
<b>EBITDA</b>	<b>992.452</b>	<b>13,8%</b>	<b>880.595</b>	<b>12,2%</b>	<b>840.842</b>	<b>12,7%</b>	<b>18,0%</b>	<b>4,7%</b>

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## CONSOLIDATED NET DEBT



	Dec-13	Dec-14*	Dec-15*	Dec-16*	Dec-17*	Dec-18*	Mar-19*	Jun-19*	Sep-19*
<b>Net debt</b>	<b>1.581</b>	<b>1.752</b>	<b>2.808</b>	<b>2.906</b>	<b>2.596</b>	<b>2.441</b>	<b>2.638</b>	<b>2.605</b>	<b>2.901</b>
<b>Net debt / EBITDA</b>	1,90	2,10	2,88	2,82	2,49	2,17	2,32	2,25	2,49**
<b>EBITDA / Interest</b>	10,38	5,83	4,70	3,52	4,35	5,68	6,22	6,48	6,57
<b>Interest / Sales</b>	1,36%	2,21%	2,61%	3,37%	2,76%	2,20%	2,00%	1,92%	1,85%

\* Debt and proforma EBITDA without IFRS 16 impact

\*\* With Cameron's Coffee 12-months proforma, the ratio is 2,42



## CONTACT

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This presentation and further detailed information can be found in the following link in our section "Grupo Nutresa Valuation Kit":

<http://www.gruponutresa.com/es/content/grupo-nutresa-valuation-kit-gnvk>



For more information regarding Grupo Nutresa's level 1ADR, please call The Bank of New York Mellon marketing desk

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# FINANCIAL POSITION

2019

	September 2019	December 2018	% Var.
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	362.711	347.520	4,4%
Trade and other receivables	1.203.505	1.020.579	17,9%
Inventories	1.252.556	1.109.878	12,9%
Biological assets	83.043	94.569	-12,2%
Other current assets	379.367	241.726	56,9%
Non-current assets held for sale	3.241	6.777	-52,2%
<b>Total current assets</b>	<b>3.284.423</b>	<b>2.821.049</b>	<b>16,4%</b>
<b>Non-current assets</b>			
Trade and other receivables	25.856	28.065	-7,9%
Investments in associated and joint ventures	195.023	192.795	1,2%
Other financial non-current assets	3.384.110	3.322.694	1,8%
Property, plant and equipment, net	3.415.677	3.376.364	1,2%
Right-of-use of leased assets	896.689	-	N/A
Investment properties	76.798	77.062	-0,3%
Goodwill	2.387.986	2.085.908	14,5%
Other intangible assets	1.277.900	1.167.536	9,5%
Deferred tax assets	665.835	379.753	75,3%
Other non-current assets	78.221	72.471	7,9%
<b>Total non-current assets</b>	<b>12.404.095</b>	<b>10.702.648</b>	<b>15,9%</b>
<b>TOTAL ASSETS</b>	<b>15.688.518</b>	<b>13.523.697</b>	<b>16,0%</b>

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# FINANCIAL POSITION

2019

	September 2019	December 2018	% Var.
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Financial obligations	548.976	522.302	5,1%
Trade and other payables	1.110.887	1.094.960	1,5%
Tax charges	286.329	228.841	25,1%
Employee benefits liabilities	214.960	165.833	29,6%
Current provisions	1.981	4.118	-51,9%
Other current liabilities	26.576	26.676	-0,4%
<b>Total current liabilities</b>	<b>2.189.709</b>	<b>2.042.730</b>	<b>7,2%</b>
<b>Non-current liabilities</b>			
Financial obligations	2.714.299	2.265.743	19,8%
Right-of-use of leased liabilities	893.964	-	N/A
Trade and other payables	158	158	0,0%
Employee benefits liabilities	185.118	175.036	5,8%
Deferred tax liabilities	989.205	704.763	40,4%
Non-current provisions	23.075	-	N/A
Other non-current liabilities	514	536	-4,1%
<b>Total non-current liabilities</b>	<b>4.806.333</b>	<b>3.146.236</b>	<b>52,8%</b>
<b>TOTAL LIABILITIES</b>	<b>6.996.042</b>	<b>5.188.966</b>	<b>34,8%</b>
<b>SHAREHOLDER EQUITY</b>			
Equity attributable to the controlling interest	8.647.734	8.290.443	4,3%
Non-controlling interest	44.742	44.288	1,0%
<b>TOTAL SHAREHOLDER EQUITY</b>	<b>8.692.476</b>	<b>8.334.731</b>	<b>4,3%</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>15.688.518</b>	<b>13.523.697</b>	<b>16,0%</b>

For further details please check the notes of the financial statements on the following link:

<https://www.gruponutresa.com/en/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2019-3>

## DISCLAIMER

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This document can contain forward looking statements related to Grupo Nutresa S.A. and its subordinated companies, under assumptions and estimations made by company's management. For better illustration and decision making purposes Grupo Nutresa's figures are consolidated; for this reason, they can differ from the ones presented to official entities. Grupo Nutresa S.A. does not assume any obligation to update or correct the information contained in this document.

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