

PRESENCE IN OUR STRATEGIC REGION

[GRI 102-4] [GRI 102-7]

Distribution and sales

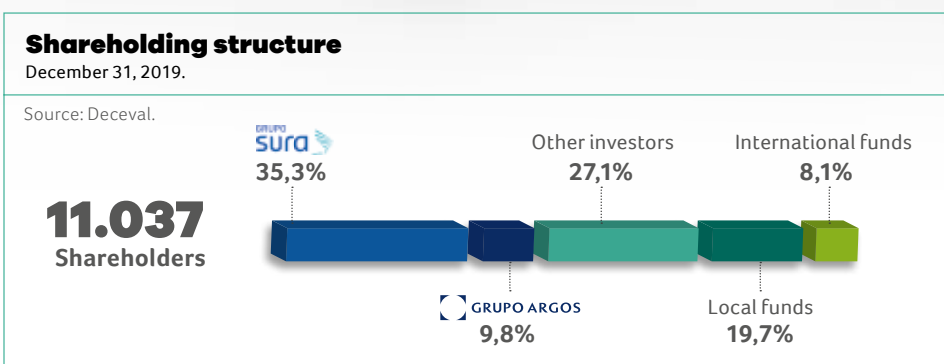


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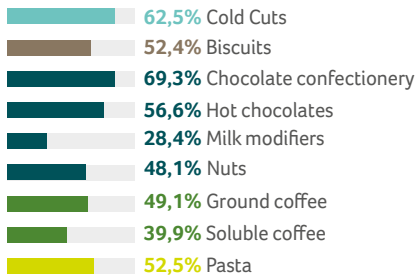
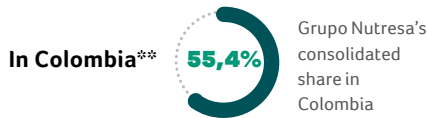
Production plants

14

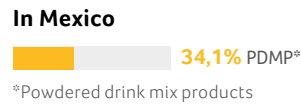
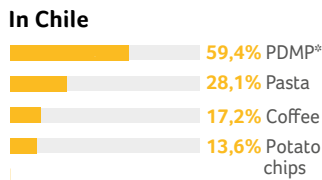
Countries where Grupo Nutresa has production plants and distribution network



Market share Source: Nielsen.



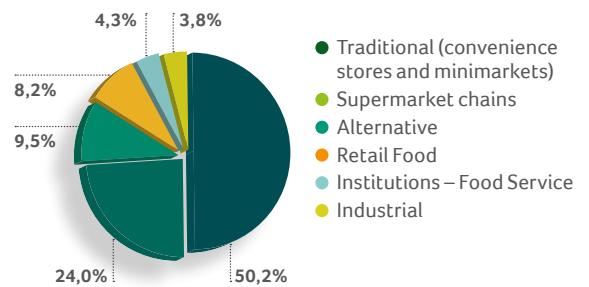
**New Full market estimation model, which integrates several of Nielsen's sources of information (RMS, HomeScan, industry coverage matrix and crowdsourcing). Includes Discounters and Direct Sales, among other, and excludes institutional and wholesalers.



#1

In the hamburgers and steakhouse categories in Colombia.
In ice cream shops in Costa Rica and the Dominican Republic.

Grupo Nutresa's sales by channel



Points of sale
1.425.141
Sales people: **9.235**



Novaventa network
192.666
Individual entrepreneurs

Employees
45.803



(Direct employees, third-party employees and apprentices)



36,2%
Women



63,8%
Men

(Direct employees and apprentices)

Differentiators of our business model



Our people

We promote participative environments, the development of skills focused on both being and doing, the acknowledgment of achievements, the construction of a culture of leadership, and a balanced lifestyle for our people.



Our brands

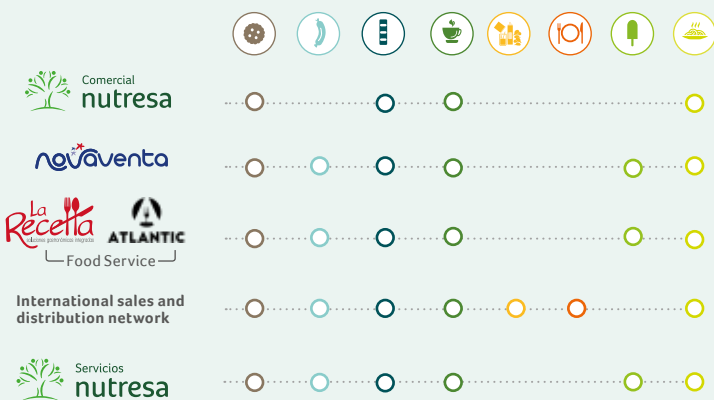
Our brands are leaders in the markets where we participate as they are widely recognized and cherished; they nourish, generate well-being and have become a part of people's daily lifestyle, with the best price-value ratio.



Market entry capabilities

Our broad distribution network and market entry capabilities, with a product offer that is organized by channels and segments and with specialized service teams, allow us to have an excellent product availability in terms of frequency, as well as a close relationship with our customers.

Business structure [GRI 102-24]



DIGITAL TRANSFORMATION

Grupo Nutresa is advancing in its digital transformation process as a fundamental part of an assertive, proactive and innovative corporate model, based on the development of key initiatives that enable it to evolve and offer better experiences to both shoppers and consumers.

Exploration of new technologies

Projects of capabilities under development

Market entry evolution

Talent and culture capabilities



Main risks of our business model



Volatility in commodity prices and exchange rates.



Changes in regulations related to both nutrition and health in the countries where we operate.



Negative impact of a highly competitive environment on the Businesses.

Our long-term commitment

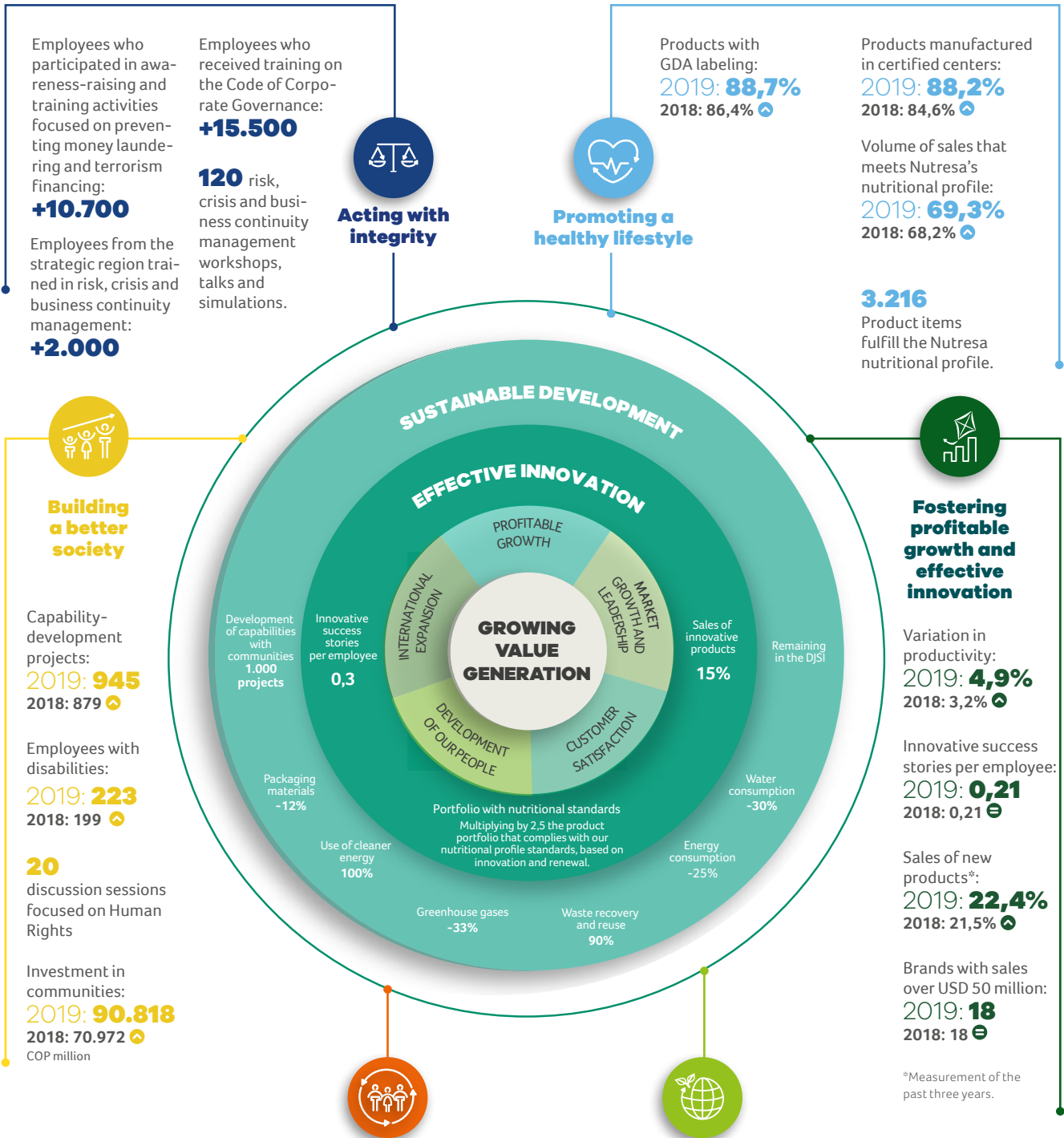
MEGA 2020
Duplicate our sales
100 YEARS 2013

Our goal: between 12% and 14% of the EBITDA margin

To achieve this goal, we offer our consumers food products and experiences from highly recognized and appreciated brands. Our products nourish, generate well-being and pleasure, have the best price-value ratio, are widely available in our strategic region, and are managed by talented, innovative, committed and responsible people who contribute to a comprehensive sustainable development.

RESULTS 2019

Of our strategic goals for 2020



Employees who participated in awareness-raising and training activities focused on preventing money laundering and terrorism financing: **+10.700**

Employees from the strategic region trained in risk, crisis and business continuity management: **+2.000**

Employees who received training on the Code of Corporate Governance: **+15.500**

120 risk, crisis and business continuity management workshops, talks and simulations.

Acting with integrity

Promoting a healthy lifestyle

Products with GDA labeling: **2019: 88,7%**
2018: 86,4%

Products manufactured in certified centers: **2019: 88,2%**
2018: 84,6%

Volume of sales that meets Nutresa's nutritional profile: **2019: 69,3%**
2018: 68,2%

3.216 Product items fulfill the Nutresa nutritional profile.

Building a better society

Capability-development projects: **2019: 945**
2018: 879

Employees with disabilities: **2019: 223**
2018: 199

20 discussion sessions focused on Human Rights

Investment in communities: **2019: 90.818**
2018: 70.972 COP million

Fostering profitable growth and effective innovation

Variation in productivity: **2019: 4,9%**
2018: 3,2%

Innovative success stories per employee: **2019: 0,21**
2018: 0,21

Sales of new products*: **2019: 22,4%**
2018: 21,5%

Brands with sales over USD 50 million: **2019: 18**
2018: 18

*Measurement of the past three years.

Managing the value chain responsibly

Reducing the environmental impact of the operations and products

Accident frequency rate: **2019: 1,66**
2018: 1,53

Customer satisfaction index in Colombia: **2019: 87,7%**
2018: 89,0%

Investment in quality of life, training and aids for employees: **2019: 106.225**
2018: 104.389 COP million

Energy consumption reduction*: **2019: -22,7%**
2018: -20,4%

Greenhouse gas emission reduction*1: **2019: -46,2%**
2018: -43,7%

Water consumption reduction*: **2019: -31,4%**
2018: -29,2%

Sourcing from local suppliers: **2019: 81,1%**
2018: 83,0%

Organizational climate: **2019: 83,0%**
2018: 83,0%

Reduction in the consumption of packaging materials*: **2019: -2,1%**
2018: -0,7%

Investment in environmental management actions in the strategic region: **2019: 25.511**
2018: 30.078 COP million

*In relation to 2010. Per ton produced in Colombia.

*1 This reduction is related to the supply of certified green energy, which is considered to be emissions free.

MEMBER OF
Dow Jones Sustainability Indices
In collaboration with **SAM**

SAM Sustainability Award Silver Class 2020

GRI Community Grupo Nutresa 2020

Emisor **bvc** **Ir** Comprometido

"The Issuer Acknowledgment awarded by Bolsa de Valores de Colombia S.A. (the Colombian Stock Exchange) is not a certification of the favorability of the registered securities nor of the issuer's solvency."

PROFITABLE GROWTH [GRI 102-7]

⬆ Increased
⬇ Decreased



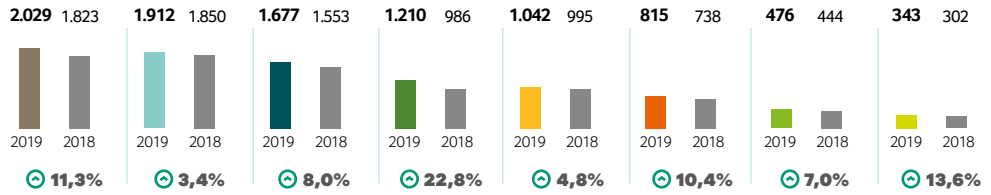
Total sales
COP thousand million

9.959

2018: 9.016

Increased

⬆ **10,5%**



EBITDA
COP thousand million

1.347

2018: 1.126

Increased

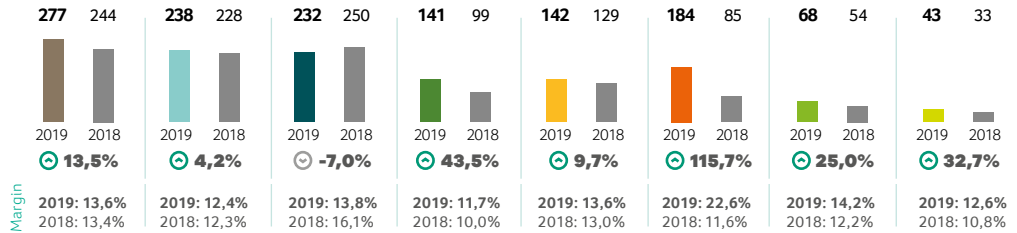
⬆ **19,6%**

Margin 2019

13,5%

Margin 2018

12,5%



Sales in Colombia
COP thousand million

6.204

2018: 5.737

Increased

⬆ **8,1%**

Volume 2019

6,9%

Volume 2018

2,1%

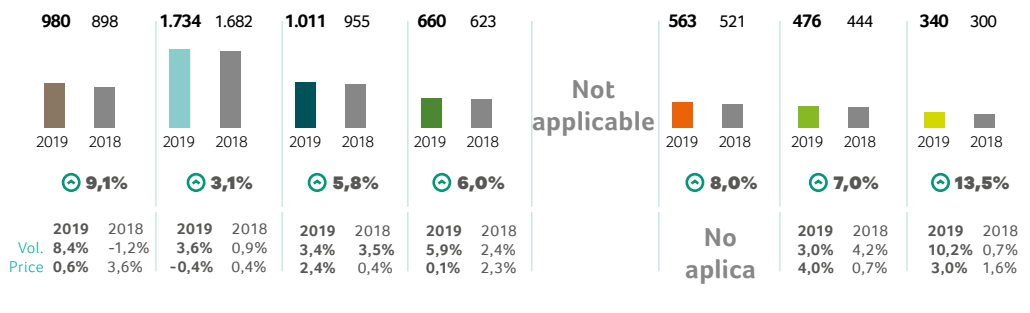
Price 2019

1,2%

Price 2018

2,0%

Percentage of total sales:
62,3%



Sales abroad
USD million

1.142

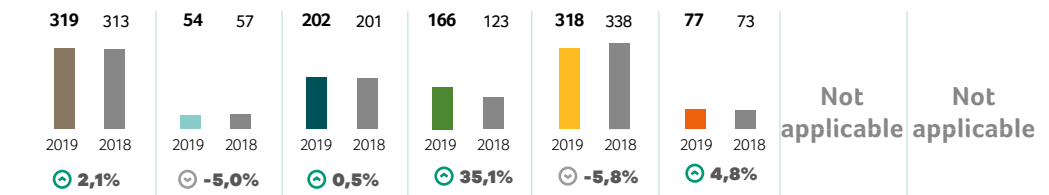
2018: 1.109

Increased

⬆ **3,0%**

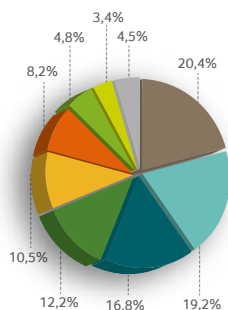
Percentage of total sales:

37,7%

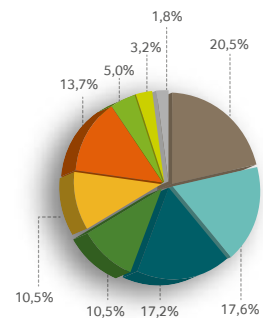


Variation in the prices and volumes without data from the Retail Food Business.

Percentage of sales by Business



Percentage of EBITDA by Business



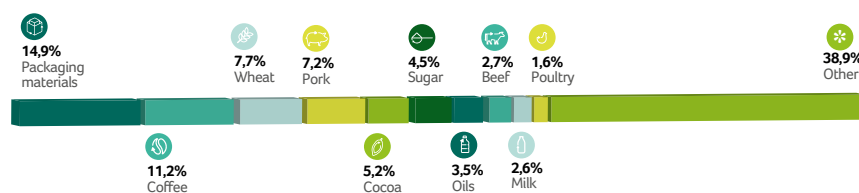
Sales of innovative products
(% on total sales)

22,4%

2018: 21,5%

2017: 20,2%

Diversification of commodities



*Includes direct labor, IMC (indirect manufacturing costs) and other minor commodities.

FIND MORE INFORMATION AT <http://informe2019.gruponutresa.com/pdf/integratedreport2019.pdf>

The information included in this executive summary is consistent with the information contained in the Grupo Nutresa S. A. Integrated Report, which is available at <http://informe2019.gruponutresa.com/pdf/integratedreport2019.pdf>

With the purpose of forming a broader and deeper opinion on the actions carried out and the results obtained by Grupo Nutresa S. A. in relation to its economic, social and environmental performance, please read the Grupo Nutresa S. A. Integrated Report as well.

The scope and the results of our work are described in the assurance report, which can be found at this website: http://informe2019.gruponutresa.com/pdf/informe_de_verificacion.pdf.

KPMG Advisory Services S. A. S. | March 2020.

Further information:

