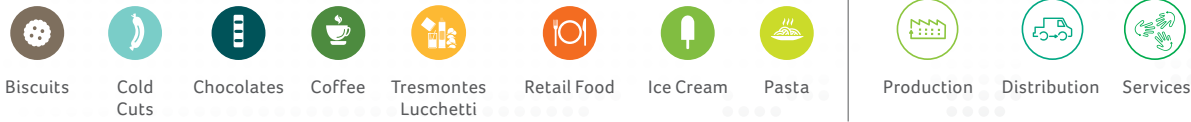


# PRESENCE IN OUR STRATEGIC REGION

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



## Distribution and sales

### United States

2020: 11,8%

2019: 9,2%

Production facilities: 2



### Mexico

2020: 2,8%

2019: 3,4%

Production facilities: 2



### Central America

2020: 10,2%

2019: 9,8%

Production facilities: 5



### Ecuador

2020: 1,4%

2019: 1,4%



### Peru

2020: 2,2%

2019: 2,3%

Production facilities: 1



45

Production Facilities

14

Countries where Grupo Nutresa has a distribution network and Production facilities

### Dominican Republic and the Caribbean

2020: 1,7%

2019: 1,9%

Production facilities: 1



### Colombia

2020: 60,1%

2019: 62,3%

Production facilities: 28



### Venezuela

Production facilities: 1



### Chile

2020: 7,2%

2019: 7,5%

Production facilities: 4



### Other

2020: 2,6%

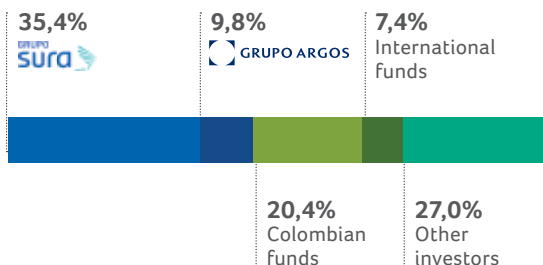
2019: 2,2%

## Shareholding structure

As of December 31, 2020.

Source: Deceval.

**11.537**  
Shareholders



### Malaysia\*

Production facilities: 1



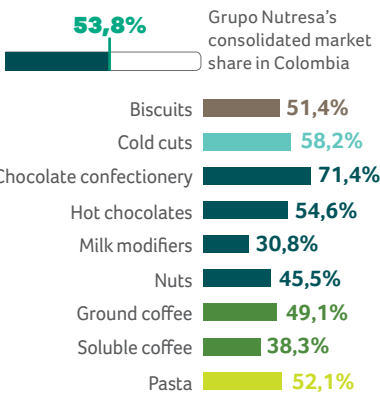
\* This operation is not consolidated as its ownership is less than 50%.



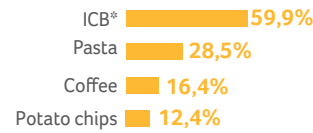
## Market share

Source: Nielsen.

### In Colombia \*\*



### In Chile



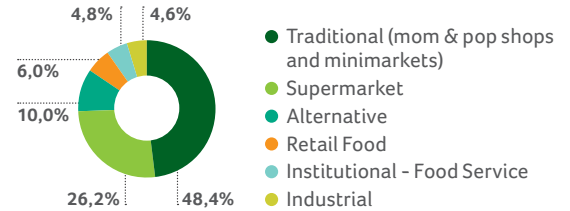
### In Mexico



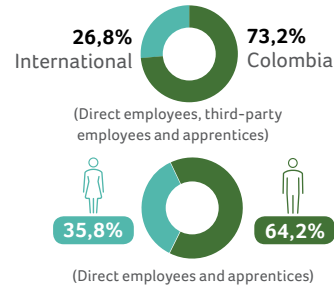
\*Iced Cold Beverages

**#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



**Direct employees, third-party employees and apprentices: 45.861**



**Customers 1.565.345**

**Points of sale: 1.322.689**

**Novaventa's Entrepreneurs 242.656**

\*\* Market estimation model that 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 wholesaler channels.

## Differentiators of our business model



### Our People

Grupo Nutresa promotes 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

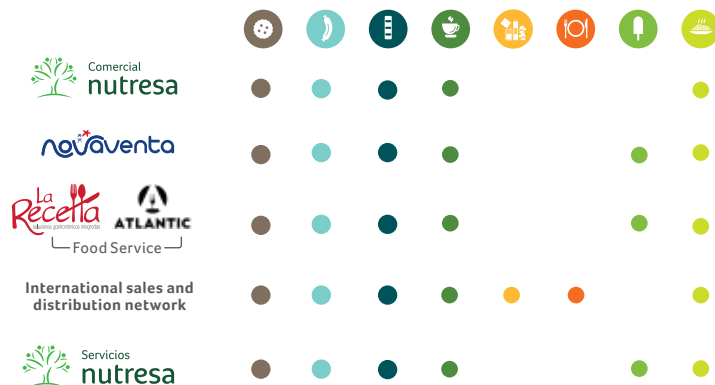
Grupo Nutresa's brands are leaders in the markets where the Company participates as they are widely recognized and cherished; they nourish, generate well-being and have become a part of people's daily lifestyle, with the best price-value ratio.



### Our Capabilities

Grupo Nutresa's broad distribution network and market entry capabilities, with a product offer that is organized by channels and segments and with specialized service teams, allow the Organization to have an excellent product availability in terms of frequency, as well as a close relationship with all customers.

## Business Structure [GRI 102-24]



## Digital Transformation

Digital transformation represents a strategy focused on enhancing the necessary capabilities for contributing to its sustainable growth and continued innovation.



**2030 OBJECTIVE**  
**DOUBLING OUR REVENUES**  
 With returns higher than the cost of capital  
 FROM 2020 TO 2030

Grupo Nutresa's strategy is focused on doubling by 2030 the sales achieved in 2020, obtaining higher returns than the cost of capital used.

To achieve this goal, the Company offers food products and experiences from highly recognized and cherished brands to the consumers. Grupo Nutresa's products nourish, generate well-being and pleasure, have the best price-value ratio, are widely available in the strategic region, and are managed by talented, innovative, productive, committed and responsible people within a framework of sustainable development.

## Main risks of our business model



Volatility in commodity prices and exchange rates.



Changes in regulation related with nutrition and health



Negative impact of a highly competitive business environment.

# RESULTS ACHIEVED IN 2020

## CONSOLIDATION OF OUR COMMITMENTS FOR 2020

Fulfillment of the MEGA



### Acting with integrity

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

**+19.300**

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

**+3.600**

Employees who received training in the Code of Corporate Governance

**+4.500**

**148** Risk, crisis and business continuity management workshops, talks and simulations

Products with front labeling (GDA)

2020: **90,1%**

2019: 88,7%

Products processed in certified facilities

2020: **93,6%**

2019: 88,2%

Volume of sales that meets Nutresa's nutritional profile

2020: **71,9%**

2019: 69,3%

Product items that fulfill the Nutresa nutritional profile\*

2020: **3.144**

2019: 3.216

\*The reduction in the number of SKUs is a consequence of the process of streamlining more than 200 product references carried out in 2020.

### Promoting a healthy lifestyle



### Building a better society

Capability-development projects

2020: **1.029**

2019: 945

Employees with disabilities

2020: **174**

2019: 210

**20**

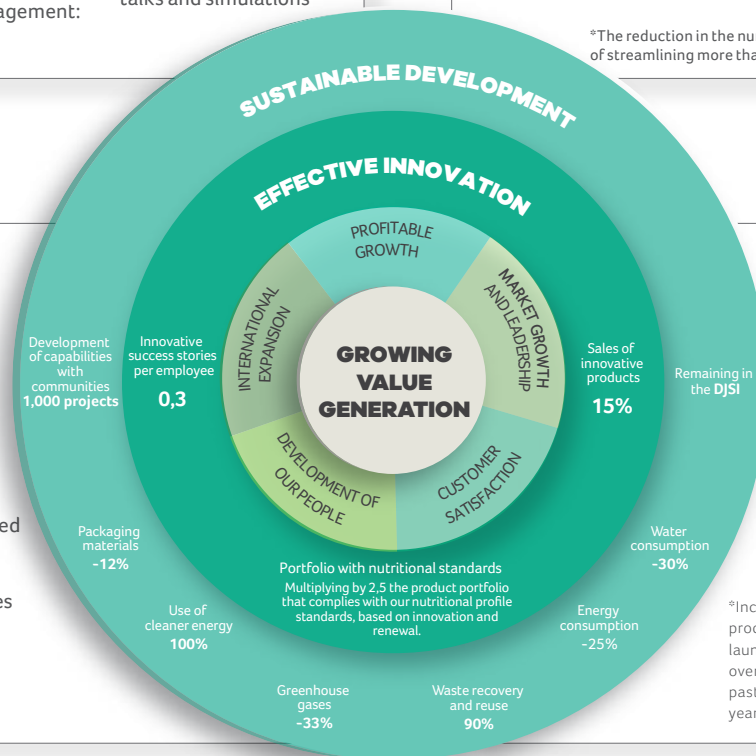
Discussion sessions focused on Human Rights

Investment in communities

2020: **105.155**

2019: 90.818

COP million



### Fostering profitable growth and effective innovation



Variation in productivity

2020: **2,1%**

2019: 4,9%

Innovative success stories per employee

2020: **0,23**

2019: 0,21

Sales of innovative products\*

2020: **19,6%**

2019: 22,4%

Brands with sales over USD 50 million

2020: **19**

2019: 18

\*Includes products launched over the past three years.



### Managing the value chain responsibly

Accident frequency rate

2020: **0,79**

2019: 1,66

Organizational climate

2020: **83,0%**

2019: 83,0%

Customer satisfaction index

in Colombia

2020: **89,7%**

2019: 87,7%

Investment in quality of life, training and aids for employees

2020: **116.259**

2019: 106.225

COP million

### Reducing the environmental impact of the operations and products



Energy consumption reduction\*

2020: **-23,5%**

2019: -22,7%

Reduction in the consumption of packaging materials\*

2020: **-2,8%**

2019: -2,1%

Greenhouse gas emission reduction\*

2020: **-46,4%**

2019: -46,2%

Investment in environmental management actions in the strategic region

2020: **20.925**

2019: 25.511

COP million

Water consumption reduction\*<sup>1</sup>

2020: **-33,3%**

2019: -31,4%

<sup>0</sup> In relation to 2010. Per ton produced in Colombia. Products with labeling

<sup>1</sup> Not including the over-consumption from the sanitization and other measures taken to prevent COVID-19 from spreading in the Organization's facilities.

Member of

**Dow Jones Sustainability Indices**

Powered by the S&P Global CSA

**Sustainability Award**

Gold Class 2021

**S&P Global**



"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

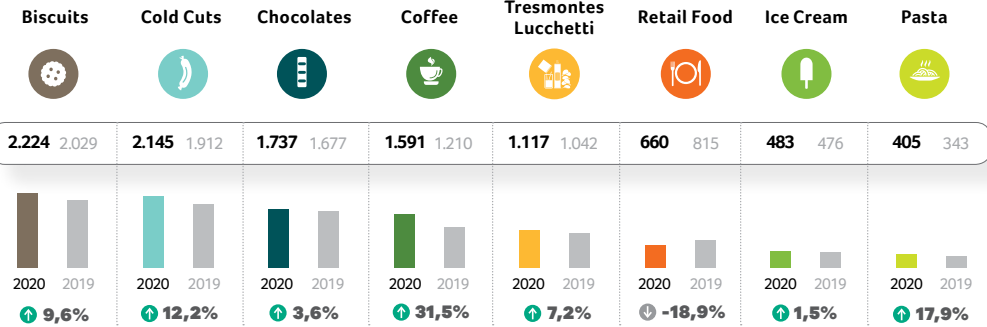
## Total sales

COP thousand million

**11.128**

2019: 9.959

Growth  
↑ **11,7%**



## EBITDA

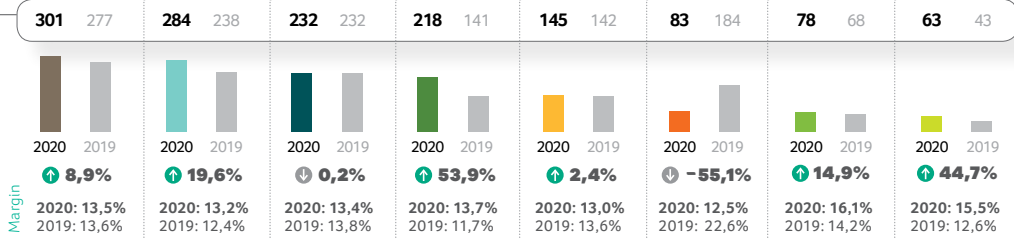
COP thousand million

**1.444**

2019: 1.347

Growth  
↑ **7,2%**

Margin 2020  
**13,0%**  
Margin 2019  
13,5%



## Sales in Colombia

COP thousand million

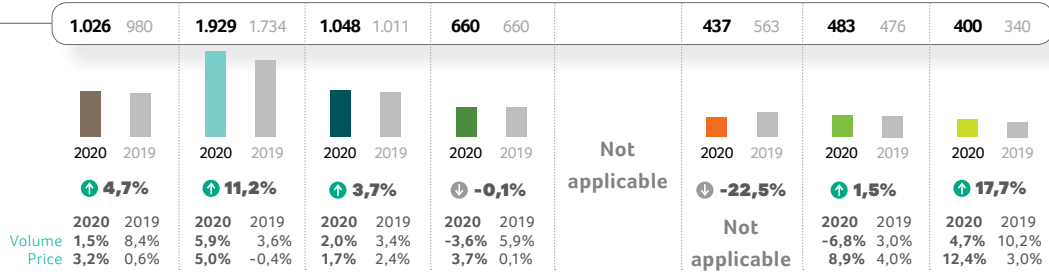
**6.691**

2019: 6.204

Growth  
↑ **7,9%**

Percentage of total sales  
**60,1%**

Volume 2020  
**4,4%**  
Price 2020  
**6,2%**  
Volume 2019  
6,9%  
Price 2019  
1,2%



## International sales

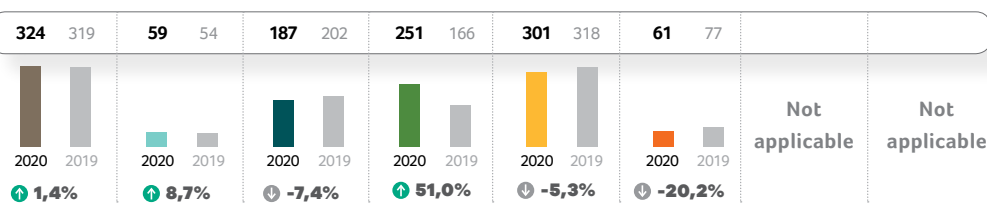
USD million

**1.200**

2019: 1.142

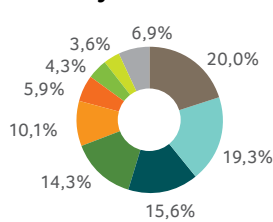
Growth  
↑ **5,0%**

Percentage of total sales  
**39,9%**

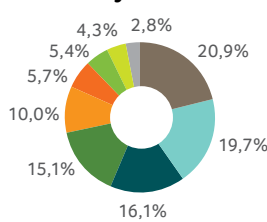


Variation in the prices and volumes without data from the Retail Food Business

## Sales by Business Unit



## EBITDA by Business Unit



## Innovation sales

(% on total sales)



**19,6%**

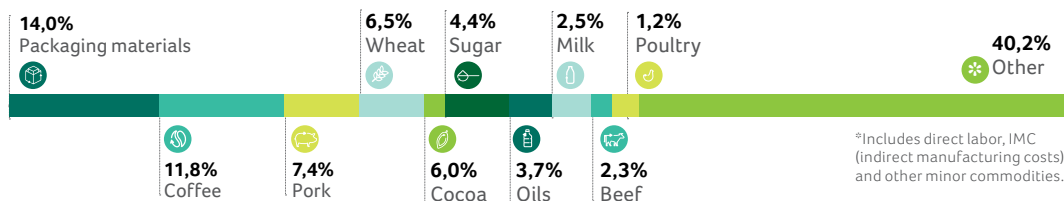
2019: 23,0%  
2018: 21,5%

## Growth of exports from Colombia in USD

**12,5%**

## Diversification of commodities

Production cost %



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

**FIND MORE INFORMATION AT** [http://informe2020.gruponutresa.com/pdf/informe\\_2020.pdf](http://informe2020.gruponutresa.com/pdf/informe_2020.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 Integrated Report, which

can be found at this website: [http://informe2020.gruponutresa.com/pdf/assurance\\_statement.pdf](http://informe2020.gruponutresa.com/pdf/assurance_statement.pdf)

KPMG Advisory Services S. A. S. | March 2021

More information

