



# Integrated report 2020





# 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%

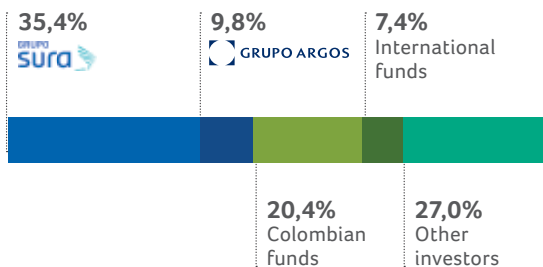
2019: 2,2%

## Shareholding structure

As of December 31, 2020.

Source: Deceval.

11.537 Shareholders



### Malaysia\*

Production facilities: 1



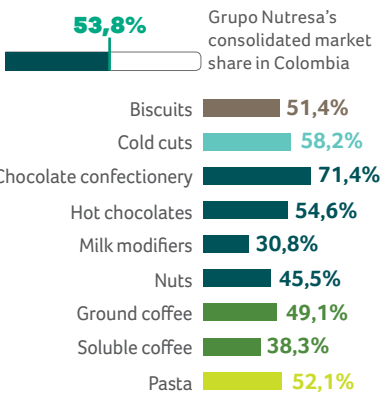
\* This operation is not consolidated as its ownership is less than 50%.



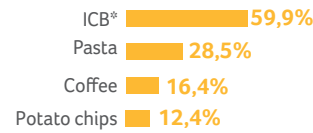
## Market share

Source: Nielsen.

### In Colombia \*\*



### In Chile



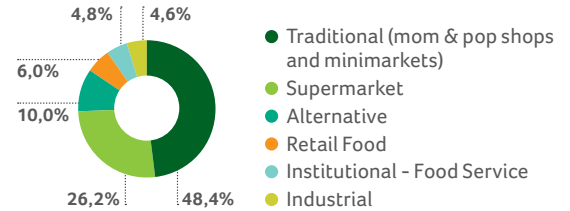
### In Mexico



\*Iced Cold Beverages

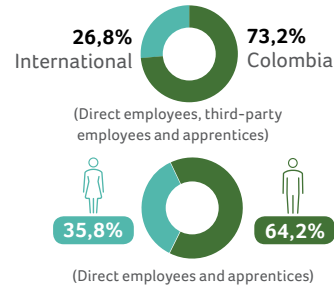
**#1** In the hamburgers and steakhouse categories in Colombia. In ice cream shops in Costa Rica and the Dominican Republic.

## 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

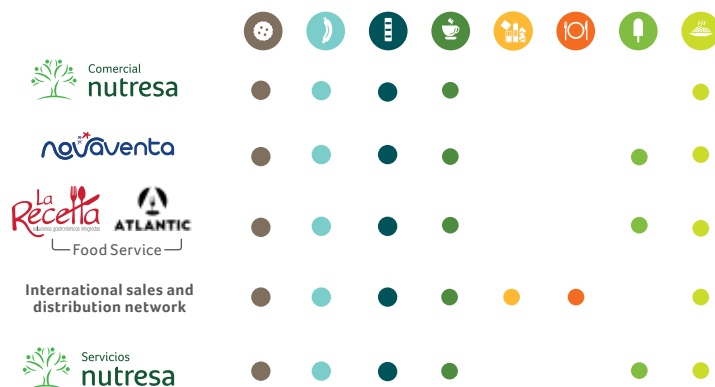
Grupo Nutresa's brands are leaders in the markets where the Company participates as they are widely recognized and cherished; they nourish, generate well-being and have become a part of people's daily lifestyle, with the best price-value ratio.



### 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%

### Promoting a healthy lifestyle



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.



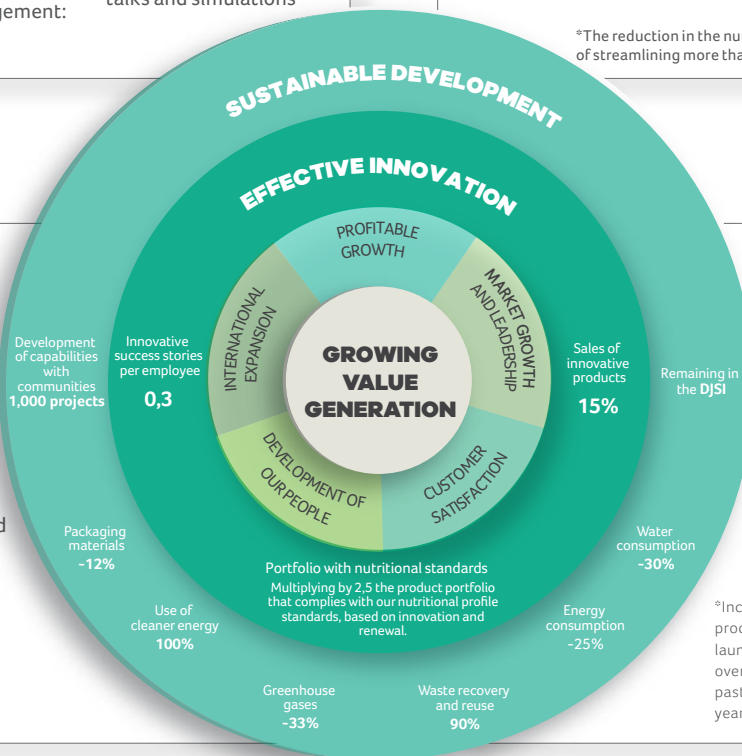
### Building a better society

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%

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

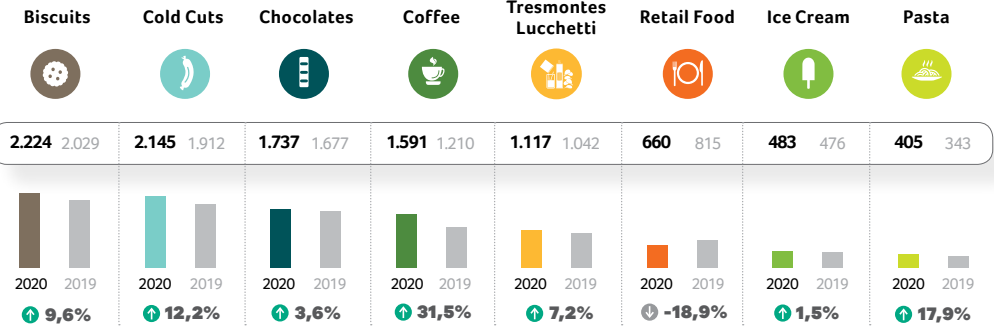
## Total sales

COP thousand million

**11.128**

2019: 9.959

Growth  
↑ **11,7%**



## EBITDA

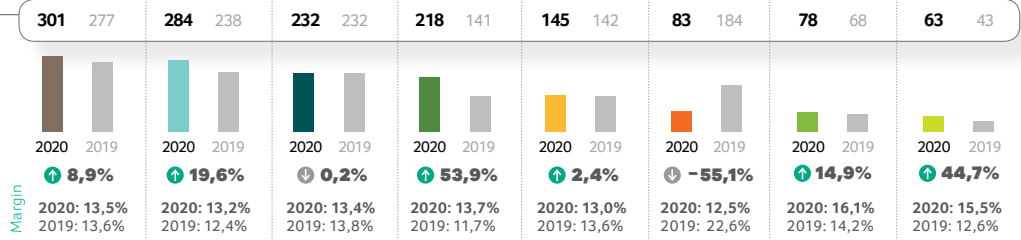
COP thousand million

**1.444**

2019: 1.347

Growth  
↑ **7,2%**

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



## Sales in Colombia

COP thousand million

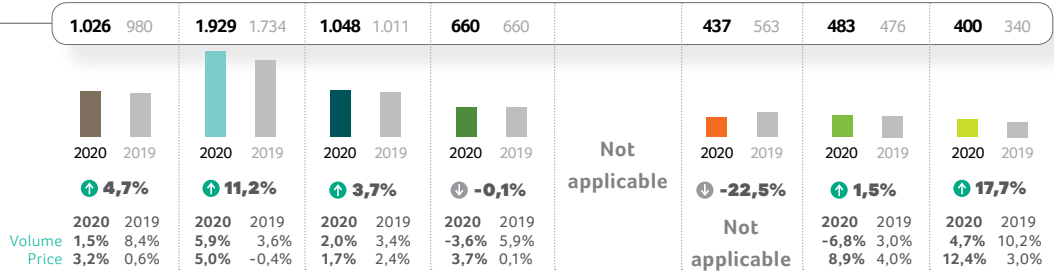
**6.691**

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

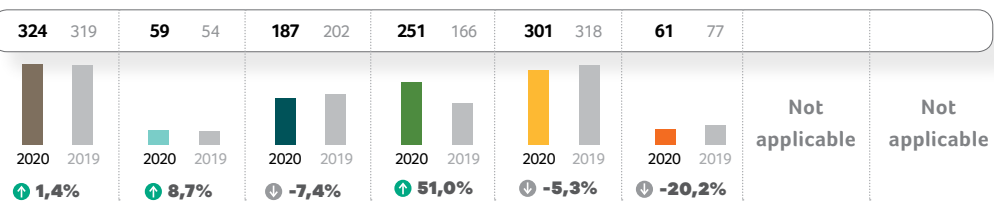
USD million

**1.200**

2019: 1.142

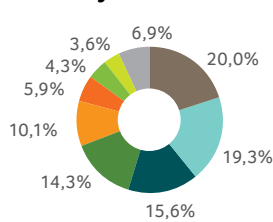
Growth  
↑ **5,0%**

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

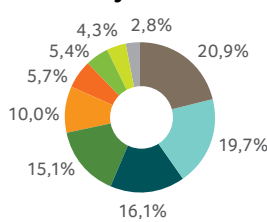


Variation in the prices and volumes without data from the Retail Food Business

## Sales by Business Unit



## EBITDA by Business Unit



## Innovation sales

(% on total sales)



**19,6%**

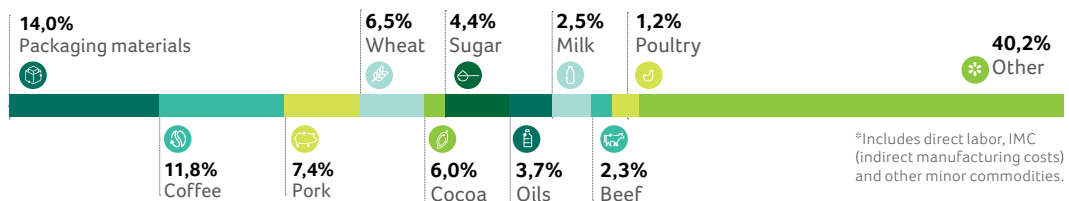
2019: 23,0%  
2018: 21,5%

## 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









# Protecting Life

Together



Grupo  
nutresa





Corporate contacts [\[GRI 102-53\]](#)

**María Adelaida Arango Hoyos**  
Vice-President of Sustainable Development  
[marango@serviciosnutresa.com](mailto:marango@serviciosnutresa.com)

**Catherine Chacón Navarro**  
Investor Relations Director  
[cchacon@gruponutresa.com](mailto:cchacon@gruponutresa.com)

**Claudia Rivera Marín**  
Sustainability Director  
[cprivera@serviciosnutresa.com](mailto:cprivera@serviciosnutresa.com)

For questions and comments on the report  
and its contents, please get in touch with:

**Santiago García Ochoa**  
Sustainability Specialist  
[sgarcia@serviciosnutresa.com](mailto:sgarcia@serviciosnutresa.com)

Conceptualization, graphics architecture,  
journalistic editing, design and production:  
**Taller de Edición S. A.**  
[www.tallerdeedicion.co](http://www.tallerdeedicion.co)

Photography:  
**Catalina Mesa**  
Historias documentales y paisajes

**Alfonso Posada Lalinde**  
Board of Directors and Management Team

# Contents

04

About this Integrated Report

06

Engagement model

08

Materiality analysis

10

Contribution to the Sustainable Development Goals

12

Business Group Report, legal provisions and performance assessment of the disclosure and control systems

## Management report

18

Management report

19

Our response

## Corporate model

38

Board of Directors

40

Management Team

42

Conclusion of the strategic goals for 2020

43

Strategic goals of our first century

48

Our strategy for 2030

50

Digital transformation

52

Comprehensive risk management and main business risks

54

Business model

## Business performance

60

Biscuits Business

62

Cold Cuts Business

64

Chocolates Business

66

Coffee Business

68

Tresmontes Lucchetti

70

Retail Food Business

72

Ice Cream Business

74

Pastas Nutresa

76

Cross-Organizational Units

## Strategic priorities

82

Acting with integrity

83

Fostering profitable growth and effective innovation

84

Promoting a healthy lifestyle

85

Building a better society

86

Managing the value chain responsibly

88

Reducing the environmental impact of the operations and products

## Financial statements

94

Consolidated financial statements

105

Separate financial statements



# About this integrated report

Grupo Nutresa has prepared its *Integrated Report 2020* [GRI 102-1] [GRI 102-50] with the purpose of illustrating for its stakeholders how it manages the risks and opportunities related to the topics that have a materially deeper impact on its capacity to create value for the society. The Report comprises the main sustainability achievements accomplished between January 1 and December 31, 2020.

The entire report contains details of the corporate strategy, future outlook and main progress and success stories related to the topics associated with the six strategic priorities regarding sustainability: Acting with integrity, Fostering profitable growth and effective innovation, Promoting a healthy lifestyle, Managing the value chain responsibly, Building a better society, and Reducing the environmental impact of the operations and products. Additionally, it provides information on the progress related to the fulfillment of the ten principles of the Global Compact, thus representing the twelfth progress report submitted to the United Nations. [GRI 102-12]

This report was prepared in accordance with the GRI standard (Comprehensive option), and with the food sector supplement of the G4 guide [GRI 102-54]. In addition, it incorporates the principles and elements of the International Integrated Reporting Council's framework (IIRC), and it comprises 21 relevant topics from the social, environmental and economic dimensions from all the countries where Grupo Nutresa has significant operations, except for Venezuela, for which only the financial data and the number of employees were included [GRI 103-1]. This document also incorporates indicators intended to report how the Organization contributes to the fulfillment of the Sustainable Development Goals (SDGs). [GRI 102-12]

For this edition of the report, the data of the indicators [GRI 405-1] that have been improved since 2018 were restated, and the organizational climate goal was modified (from 83,3 to 80,0) due to the change in the methodology resulting from the transition of previously working with the Cincel advisory firm, to work with the Mercer advisory firm over the 2018-2020 period [GRI 102-48]. This report does not include information from the Retail Food

Business related to the topic of nutrition and healthy lifestyle.

The financial information of Grupo Nutresa and its subordinated companies is prepared in accordance with the International Financial Reporting Standards (IFRS) approved in Colombia and with all other legal provisions issued by the surveillance and control agencies. The subsidiaries follow the accounting practices and policies adopted by the Parent Company, and in the case of the subordinate companies located outside Colombia, they do not substantially differ from the accounting practices used in the countries of origin or their practices and policies have been standardized in the case of those that have a significant impact on the consolidated financial statements. All this information has been audited by PricewaterhouseCoopers. [GRI 102-56]

The non-financial information is verified by KPMG Advisory, Tax & Legal S. A. S. [GRI 102-56], an independent auditing firm that abides by the guidelines of the ISAE 3000 and ISAE 3410 international standards, whose report has concluded that the information is presented in accordance with the Comprehensive option of the GRI standards.

## Reading guide

General contents, example [GRI 102-10]

Material topics, example [GRI 301-1] [G4-FP1]

Sustainable Development Goals (SDGs), example [ODS 16]

For an easier understanding by the readers, a specific format is presented with the purpose of enabling a clear identification of the basic GRI contents in relation to each material topic and the SDGs to which they are connected. This report is available in its entirety on this website, both in English and Spanish:  
<http://informe2020.gruponutresa.com>







Support to the restoration of natural species in the Sonsón *Paramo*, located in Antioquia, Colombia.



# Engagement model

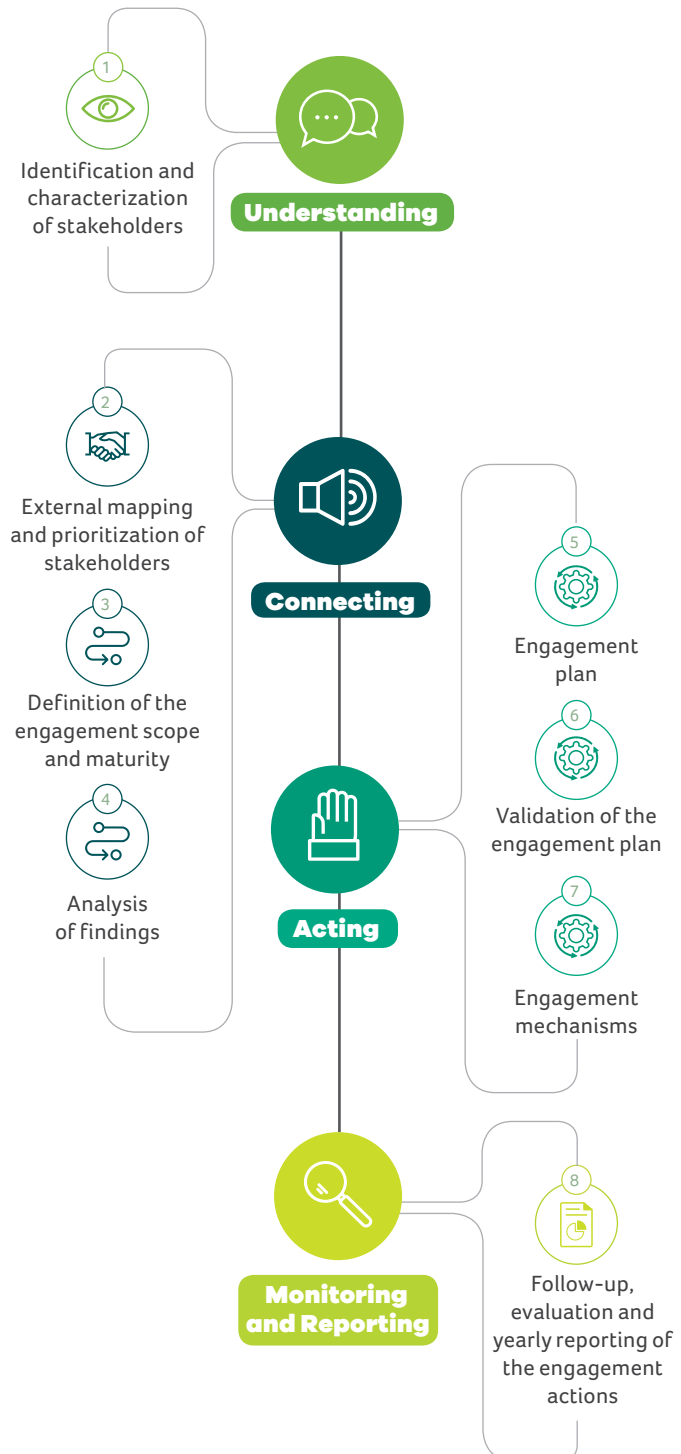
[GRI 102-21] [GRI 102-40] [GRI 102-42] [GRI 102-43]

Based on the fundamental premise of being always a people-centered Organization, Grupo Nutresa permanently strives to contribute to the development of its stakeholders by building trust-based relationships through timely and bidirectional communication, engagement and collaboration, making sure to operate with integrity and transparency and to listen actively to others at all times.

The Company's engagement model is aligned with the guidelines of the AA1000 international standard, which requires Grupo Nutresa to apply the essential principles of inclusiveness, materiality, impact and response capacity in all the relations with its stakeholders. Since 2018, the Organization has been working on developing the capabilities of its employees with the purpose of strengthening the effective management skills in all its engagement processes. This is a constant and progressive work that will enrich the materiality analysis and strengthen the sustainability management efforts, as well as the resilience of the organizational strategy.

## Stages and phases of Grupo Nutresa's engagement model

In 2020, the Company maintained its training processes and started taking the necessary steps for the internal and external mapping for the Chocolates, Coffee, Pastas, Ice Cream and Biscuits Businesses and the overarching units La Recetta and Comercial Nutresa. For this purpose, Grupo Nutresa created digital tools that facilitate the implementation by the users and the management of information in a centralized manner. Today, the Organization has eleven Business Engagement Committees that are in charge of managing findings that can be used as input for the materiality analysis.





## Engagement purposes



### Suppliers

To strengthen and develop our suppliers and contractors as partners in the sourcing chain with the aim of enhancing mutual growth and ensuring an adequate and timely supply to our Organization.



### Consumers and shoppers

To contribute to the improvement of the quality of life of our shoppers and consumers by means of memorable brand experiences and differentiated value propositions that meet their nutrition, wellness and enjoyment needs, thus creating a connection with their motivations and purposes.



### Employees

To foster environments of adequate communication, participation and volunteer work that strengthen trustworthy relations and contribute to the improvement of organizational practices that enhance the employees' quality of life, development and productivity.



### Communities

To strengthen the development of capabilities and the self-management of the communities with the promotion of alliances and the mobilization of tangible and intangible resources.



### Customers

To offer differentiated value propositions consisting of reliable products and leading brands that enable their growth, capability development, satisfaction and loyalty.



### Shareholders

To create sustainable economic value in a trust-based environment with our shareholders and investors by applying leading corporate governance practices and timely disclosing relevant information.



### Government

To contribute to the development of public policy proposals that favor the progress of society as a whole.





# Materiality analysis

[GRI 102-46] [GRI 102-47]

Coffee Business employees in Medellín, Colombia.

Materiality is part of Grupo Nutresa's sustainability management system and represents a decisive tool for refining the corporate strategies. Therefore, since 2011, the Organization has been conducting its materiality analysis to identify and confirm the subjects and trends that might have a major impact on the Company's ability to generate value in the short, medium and long term.

For the determination of materiality, Grupo Nutresa considers the opinions and priorities of its most relevant stakeholders, as well as the global risks and the emerging issues from the food, restaurants and omni-channel company sectors. Additionally, the Organization performs benchmarking exercises with international peers from the industry and considers assessment criteria established by different sustainability monitors and rankings. The connection with the multiple stakeholders, in fact, is what has enabled the Company to remain at the forefront, even with the changes both the consumers and the business environment itself have undergone.

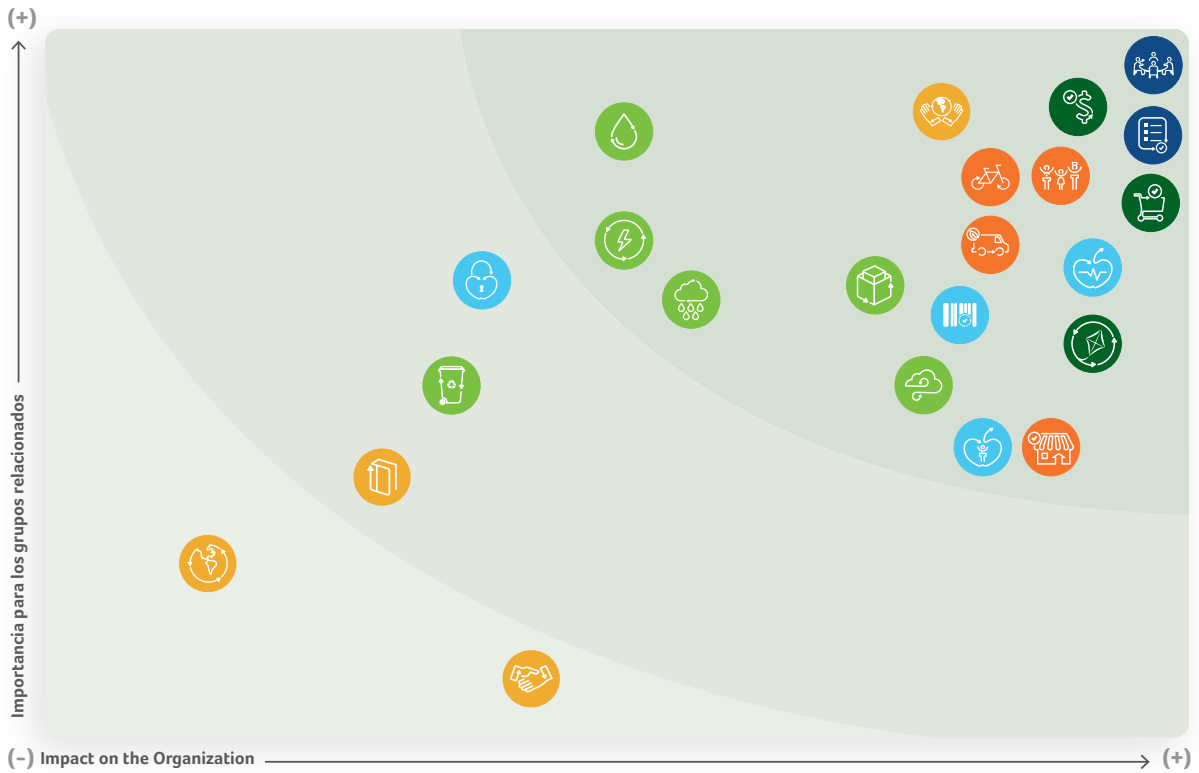
The materiality matrix was updated in 2013 and 2015, and its scope was expanded in 2017 and 2018. Since 2019, the Grupo Nutresa has been building its own engagement model with the purpose of maintaining the relevance of the analysis. During the last assessment, 23 relevant topics were identified, 18 of which were classified as high-impact or material topics. For such classification, the following aspects were assessed:

- **Impact on the Organization:** based on the strategy, the strategic goals for 2020, the corporate risks and the business differentiators, among other.
- **Importance for the stakeholders:** Based on communications, surveys and interviews conducted with the stakeholders in eight countries, namely Chile, Colombia, Costa Rica, United States, Mexico, Panama, Peru and the Dominican Republic.

## Important milestones

- 2008** Presentation of the first sustainability report, aligned with the criteria of the Global Reporting Initiative (GRI).
- 2011** Grupo Nutresa's first materiality analysis in Colombia.
- 2013** Second update of the materiality matrix.
- 2015** Revision and expansion of the materiality scope, including Chile, Colombia, Costa Rica, United States and Mexico.
- 2017** Materiality analysis coverage expansion to cover Panama, Peru and the Dominican Republic.
- 2018** Development of purposeful and joint-construction communications with suppliers within the framework of Grupo Nutresa's annual Exemplary Supplier acknowledgment event.
- 2018** Formulation of the model for leading practices and engagement with the stakeholders.
- 2019** Implementation of the engagement model in the Coffee, Ice Cream and Cold Cuts Businesses, with the neighboring communities as the intervention focal point.
- 2019** Creation of three strategic engagement committees for the Businesses.
- 2020** Advancement of the engagement model with eleven engagement committees for the identification of interest sub-groups and definition of key agents for each one of them.





**Acting with integrity**

- Corporate governance
- Risk and compliance

**Fostering profitable growth and effective innovation**

- Profitable growth in the markets
- Reliable brands with an excellent price-value ratio
- Effective innovation

**Promoting a healthy lifestyle**

- Nutrition and healthy lifestyle
- Responsible marketing
- Reliable food
- Food security

**Building a better society**

- Human Rights
- Development of collaborative proposals for public policies
- Quality of education
- Externalities

**Managing the value chain responsibly**

- Development of our people
- Quality of life
- Responsible sourcing
- Responsible sales

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

- Water resource management
- Energy
- Climate change
- Air quality
- Waste management
- Packaging and post-consumption



# Grupo Nutresa and its commitment to the Sustainable Development Goals

Grupo Nutresa has adopted sustainable development as part of its strategic framework. That is why the Organization has established long-term goals and programs that make its operation a consistent and deliberate exercise focused on generating value for all its stakeholders. Even before the Sustainable Development Goals (SDGs) of the United Nations were officially introduced in 2015, the Company had already made progress in the articulation of its strategy with them, as well as in its contribution to connecting the objectives of the SDGs with the business sector.

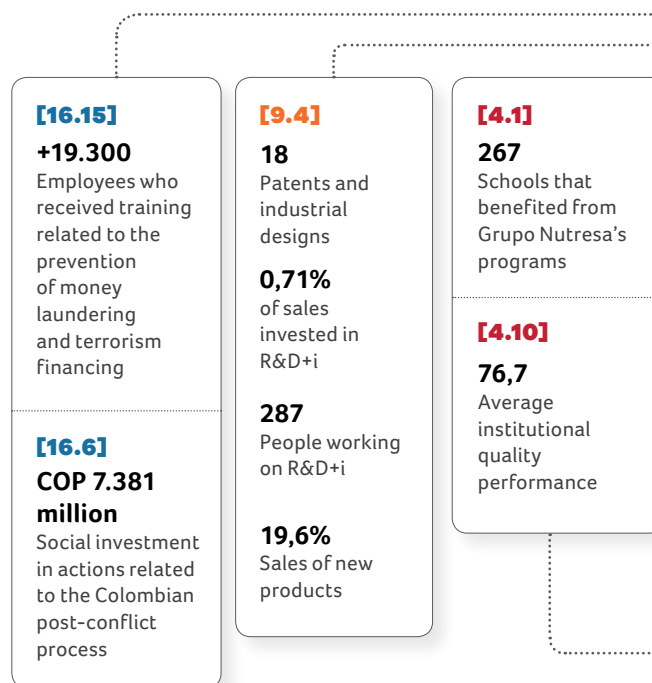
Since then, Grupo Nutresa has advanced in the alignment of its sustainability strategy with the agenda for 2030. Thus, the Organization's programs, work methodologies and metrics are centered on making progress in the accomplishment of the SDGs.

The goals that have been prioritized by the Company are those to which it can make a more effective contribution: SDG 1: No poverty; SDG 2: Zero Hunger; SDG 4: Quality education; SDG 8: Decent work and economic growth; SDG 9: Industry, innovation and infrastructure; SDG 12: Responsible consumption and production; SDG 13: Climate action; SDG 16: Peace, justice and strong institutions; and SDG 17: Partnerships for the goals.

**The following are the indicators the Organization has selected to report its progress in relation to the attainment of the goals established in the agenda for 2030:**

To understand the Organization's contribution to the global agenda, the SDG number and the related goal are included as follows:

**[1.1]**



**[8.3]** **1.476**

Small farmers who received training in socio-entrepreneurial matters

**Employment generation**

**29.261** **16.600**

Direct employees and apprentices      Indirect employees

**[8.5]** **39,2**

Average hours of training per employee\*

**COP 116.259 million**

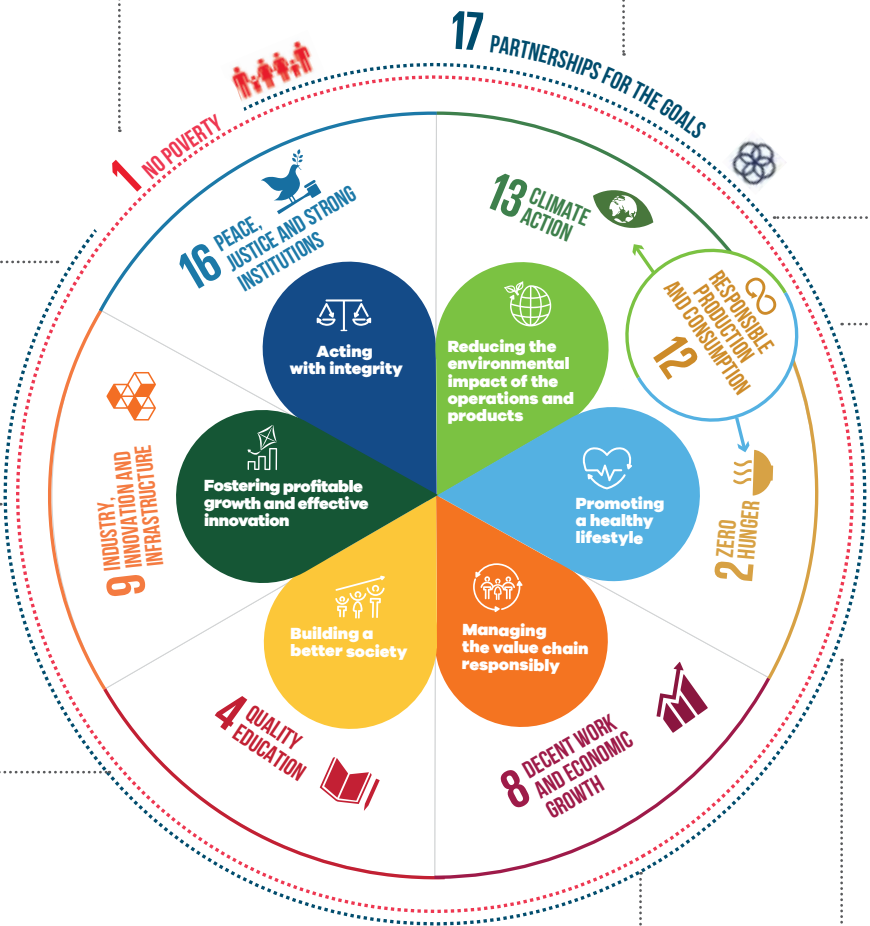
Invested in quality of life, training and work aids for employees

\*Average calculated with the number of people who received training.

<p><b>[1.1]</b> COP 631 million</p> <p>Average annual income of small producers from sales to Grupo Nutresa and supported by Fundación Nutresa</p>	<p><b>[1.6]</b> COP 105.155 million</p> <p>Social investment in the communities</p>	<p>11.652 Volunteers</p> <p>32.283 Hours invested in volunteer work</p>
--	---	---

**[17.16]** Grupo Nutresa works collaboratively with both governmental and private entities, non-governmental organizations (NGOs), among other, with the aim of strengthening its programs and boosting the fulfillment of the SDGs.

<p><b>[13.1]</b> -46,4%</p> <p>Reduction of greenhouse gas emissions (GHG) *</p>	<p>98,6%</p> <p>Use of cleaner energy*</p> <p><small>* In relation to 2010. Per ton produced in Colombia</small></p>
--	--



<p><b>[12.2]</b> -33,3%</p> <p>Water consumption reduction *</p> <p><b>COP 20.925 million</b> invested in environmental management actions in the strategic region</p> <p>-23,5% Energy consumption reduction *</p> <p><small>* In relation to 2010. Per ton produced in Colombia</small></p>	<p><b>[12.3]</b> 1.024 tons of products delivered to food banks in the strategic region</p> <p><b>[12.5]</b> 77,2% Closed-cycle packaging materials used</p> <p>-2,8% Reduction in the consumption of packaging materials*</p> <p>90,0% Waste recovery *</p>
---	--

<p><b>[8.7]</b> 13</p> <p>Matrices of Human Rights risks in Grupo Nutresa</p>	<p><b>Safe work environment</b></p> <p>0,70 Lost-time injury frequency rate (LTIFR)</p> <p>0,17 Absenteeism rate due to occupational illnesses (OIFR2)</p>
---	--

**[2.1]** 2.186.658 People benefited through food banks in Colombia

**COP 1.025.756 million** In sales of products enriched with macro and micro-nutrients lacking in the strategic region



# Special report of the business group

As of the end of 2020, the Nutresa Business Group was formed by 69 companies, grouped as follows for administrative purposes: eight food Businesses and their production platforms in Colombia and abroad; an international distribution network; four local distribution companies; and four companies that render administrative, logistical and transport services, which provide the corresponding support to the Group's companies.

In compliance with the provisions of the Colombian laws, particularly Article 29 of Act 222 of 1995, Grupo Nutresa S. A., as the parent company of the Business Group, received from its subordinates for the sales of goods and services the sum of COP 4.060 million, and the amount of COP 233.632 million as dividends. In 2020, Grupo Nutresa S. A. did not endorse any financial obligations of its subordinates. For their part, the subordinates did not carry out operations for third parties by influence or in the interest of the parent company.

Moreover, in 2020, Grupo Nutresa S. A. did not make or stopped making decisions to address the interest or by influence of any of its subordinate companies, and none of them made or stopped making decisions to address the interest or by influence of Grupo Nutresa S. A.

## LEGAL PROVISIONS

Grupo Nutresa and its subordinates strictly complied with all intellectual property and copyright regulations, their trademarks are duly registered, and they all own the respective licenses of the software installed at all facilities and keep the corresponding evidence that allows verifying the aforementioned compliance.

In 2020, the Organization did not receive any notices of lawsuits and there were no judicial rulings that could materially affect the Company's financial condition. No fines or significant penalties were imposed on Grupo Nutresa's companies or their executive managers.

The Note 17 of Grupo Nutresa's separate financial statements, which are published on our website, contains all the details of the operations with shareholders and the persons addressed in the Article 47 of Act 222 of 1995 and other concordant regulations. All these operations were carried out under market conditions.

The Company declares that it did not hinder the free circulation of invoices issued by the Business Group's vendors or suppliers. Additionally, the Company certifies that the financial statements and other relevant reports do not contain any flaws, inaccuracies or errors that would impede finding out the true equity situation of the Company, pursuant to the provisions of the Article 46 of Act 964 of 2005.

**Our purpose is to build a better  
world where development  
benefits everyone.**

---



Coffee tree in Huila, Colombia.

### **PERFORMANCE ASSESSMENT OF THE INFORMATION DISCLOSURE AND FINANCIAL INFORMATION CONTROL SYSTEMS**

Grupo Nutresa's internal control system allows the verifiability, reasonableness and reliability of the information required to plan, direct, control, measure and record the performance of its Businesses, and to ensure an adequate and timely disclosure of financial information to its stakeholders. This system includes, among other elements, policies and procedures; integrated information systems; comprehensive risk management processes; accountability frameworks; budget and cost control tools, plans and programs; and dashboards for the continuous monitoring of the processes carried out by the Administration. Additionally, the internal audit department watches over the fulfillment of the Company's goals and objectives and the protection, utilization and conservation of its assets. For its part, the tax auditor verifies and certifies the compliance with legal, statutory and administrative standards, the internal control performance and the reasonable-

ness of the Company's financial statements and the disclosures contained therein, among other matters.

The results of the internal and tax audit activities are communicated to the relevant bodies in a timely manner, which implement the corresponding actions required, confirm that the performance of the Company's financial information disclosure and control systems is adequate and verify that, over the fiscal term, there were no significant deficiencies in the design and operation of these systems that could have kept the Company from adequately arranging, recording, processing and presenting the financial information, cases of fraud with an effect on the reasonableness of the information or significant changes in the financial information assessment methodology.



A lush, green forest with a small waterfall in the background. The scene is filled with dense vegetation, including ferns and moss-covered rocks. The waterfall is located in the lower right corner, cascading over a rocky ledge. The overall atmosphere is serene and natural.

**This project of planting native trees is like a son to me, it is a thing of beauty.**

**The water springs are being protected, and we need to keep planting trees so that they become bigger streams for us human beings, because we can't live without water."**

Luis Alberto Hincapié, caretaker of the Sonsón *paramo*.









# The guardian of the *paramo*

*His relationship with the Sonsón paramo is like the one of a couple of old friends: they chat, keep each other company and take mutual care.*

His name is Luis Alberto Hincapié and the Sonsón paramo is his land and his legacy. For more than fifty years, he has lived there, protecting and listening to it. A factory that transforms fog into water and where, as he says, “the ones above make the push to the ones below so that they get the water.”

He blazed the trail to the top and put the cross up there. The mountain told him where to mark the path, kept him safe from its cliffs and taught him to see its hillsides within him. It also led him to a new vocation; Luis Alberto does it all: takes care of chickens, repairs the aqueduct, plants potatoes **and, what’s more, plants native trees to ensure the cycle of water in the paramo and, by telling his stories, keeps company with the visitors who come to the mountain intrigued by the frailejones.** Thanks to the latter two activities, today he is known as the guardian of the *paramo*.

The ecosystem responds to his care. During the rainy months, the thistles, the moss and the *frailejones* collect the water that, drop by drop, they drip during the dry months. That is how they feed the streams of the San Francisco and La Palmita rural

areas just outside of Sonsón, which supply the homes of Luis Alberto and his neighbors, and nurture life on the mountain. “I am grateful to the *paramo* for the way it serves human beings with what it cultivates itself,” he says.

Luis Alberto is one of almost five hundred conservation partners supported by Grupo Nutresa in Colombia through its alliance with *Masbosques*, within the framework of the *BancO<sub>2</sub>* strategy. This initiative is focused on improving the living conditions of people who protect and restore ecosystems. Every month, Luis Alberto receives an economic compensation that he allocates to essential household products. “I use the money I earn by doing this for sustaining my home,” he points out. It is an incentive that will help him to fulfill his goal of protecting the *paramo*.



Scan the QR code  
to read more  
about his story.



“Grupo Nutresa is helping the neighbors of the paramo who commit to plant more trees and take good care of it. I use the money I earn by doing this for sustaining my home, for improving my living conditions. It is an important work, what they are doing by helping the paramo neighbors.”

**Luis Alberto Hincapié**, caretaker of the Sonsón *paramo*.



Luis Alberto remembers that when he was young, the vegetation of the paramo was used for transforming it into coal. Today, he plays a leading role in its reforestation and conservation.

“The *frailejones* that we find here in Sonsón only grow here, they can’t be found anywhere else in Colombia or the world. They are really beautiful, all yellow and fuzzy,” he says.







**For Grupo Nutresa, it was a year in which the care for people's life and health, as well as the protection of nature were priority benchmarks for all the Company's decisions and actions.**

**2020 will be recorded in history as a year of major challenges and deep learnings for humanity.**

For Grupo Nutresa, it was a year in which the care for people's life and health, as well as the protection of nature were priority benchmarks for all the Company's decisions and actions. The Organization tackled the challenges associated with the COVID-19 pandemic based on its corporate values and supported on the resilience of an agile and competitive business model led by qualified and committed teams.

Acting with a deep sense of humanity and a high level of responsibility, Grupo Nutresa defined three priorities during the early days of the pandemic:

- Taking care of people's life and health.
- Ensuring the supply of safe and reliable food.
- Leading its own initiatives and cooperating with public institutions, NGOs and other companies with the aim of contributing towards the protection of the most vulnerable.

These priorities enabled the Organization to operate continuously throughout the period and to have the capacity to cooperate with its stakeholders.

Without a doubt, 2020 was a year that challenged the capabilities of organizations, and demonstrated that sustainable practices not only create value for the companies and its stakeholders, but are also necessary to drive business-continuity, transformation, and transcendence in challenging times.

For Grupo Nutresa, sustainability is a framework based on the constant search for progress for individuals through the comprehensive development of their capabilities, food security, and inclusion. In addition, the Organization strives to work towards the preservation of our planet through circular solutions, eco-efficiency and responsible sourcing. We strongly believe that the conservation of the natural capital and the progress of the social capital is everyone's responsibility, and the Company undertakes it with full conviction and determination.

As a result of its commitment, the Organization was acknowledged as the world's most sustainable food company according to the Dow Jones Sustainability Indexes, and it was included in the Gold Category of the 2021 Sustainability Yearbook published by Standard & Poor's –S&P Global–. These achievements highlight Grupo Nutresa's leadership in relevant topics such as materiality, risk and crisis management, information security and cybersecurity, tax strategy, health and nutrition, packaging materials, environmental reporting, risks associated with water, human capital development, talent attraction and retention, and social reporting. The Company has been included in this index for ten consecutive years, which highlights our management actions, leadership and conscious work on the implementation of sustainability practices.

In a complex scenario such as the one experienced in 2020, our actions were aligned with our higher purpose: to build a better world where development benefits everyone.



**In a complex scenario such as the one experienced in 2020, Grupo Nutresa's actions were aligned with our higher purpose: to build a better world where development benefits everyone.**

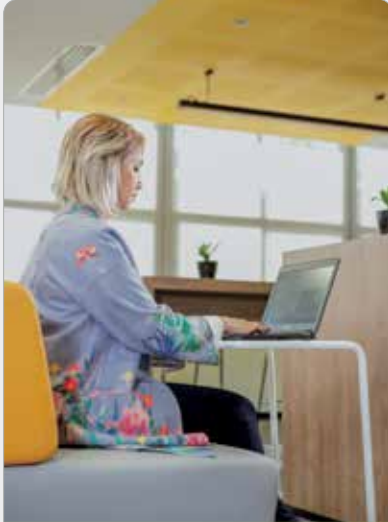
## OUR RESPONSE

In the early stages of unprecedented circumstances, on March 5, 2020, the Organization created a Management Committee in charge of identifying the most critical aspects of the pandemic, learning, and making quick and effective decisions for both the Company and its stakeholders. This allowed us to allocate resources where they were needed the most, to establish protocols and processes for protecting both the employees and communities, and ensuring the continuity of the operation across our strategic region. The following is a summary of Grupo Nutresa's actions on these three fronts:



1

## Taking care of people's life and their health



The well-being of our employees and their families was ensured through home-office methodologies.



We equipped our personnel with all the necessary protection elements, such as face masks and sanitizers; we also implemented symptom-control measures and promoted a culture based on self-care and extended responsibility.



More than **25%** of our direct employees worked from home with the Company's support and guidance.



We took extraordinary hygiene, disinfection and prevention measures at our facilities, including production facilities, and logistical and distribution centers.

We offered safe transportation and commute alternatives to the employees of all our production facilities.

The Organization promoted education and communication actions focused on managing the risks emerging from these circumstances.



We created a matrix of vulnerabilities, while also carrying out personalized medical assessments to identify the risk level of our employees.

## 2

## Ensuring the supply of safe and reliable food

Being aware of our responsibility of ensuring the supply of food, Grupo Nutresa worked nonstop on guaranteeing the continuity in the value chain and delivering our products in a timely manner through the multiple channels available.



The Company developed alternative ways for taking and delivering orders with the aim of serving the consumers at their households directly. The restaurant business quickly migrated to digital platforms and direct-ordering methodologies, which allowed Grupo Nutresa to continue serving its customers with the following initiatives:

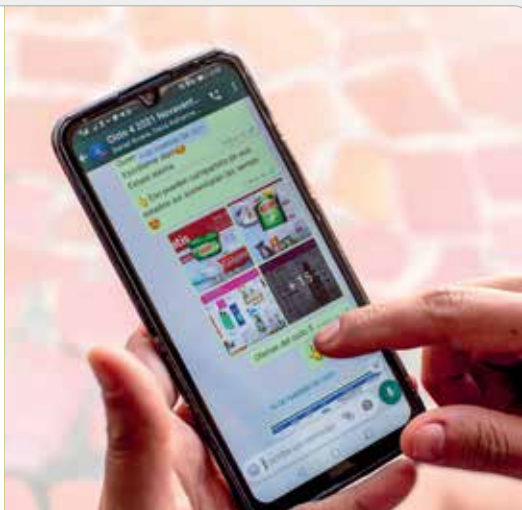
**100%**  
of our  
restaurants  
operated  
through  
delivery or  
take-out.

The  
Organization  
solidified and  
built stronger  
alliances with  
last-milers.

**5,4  
million**  
deliveries over  
the year.

We developed eight  
online platforms  
with the purpose of  
taking direct orders  
from customers,  
and launched a  
contact center in  
Colombia to support  
this service.

In the foodservice and direct sales businesses, we developed three digital initiatives focused on reaching consumers directly, while swiftly adjusting the Company's portfolio in order to prioritize the high demand of both staple food products and personal and home care items.



The Organization followed the recommendations of local authorities in all the countries where we operate and reinforced cleaning and disinfection protocols at production facilities, restaurants and distribution centers.

We also supported small suppliers and created alliances and alternative operation methodologies in order to ensure the continuity of our business.



3

### Contributing to the solution



By reinforcing the Organization's connection with society, we strived to lead initiatives and cooperated on multiple fronts, participated in public-private alliances for the protection of vulnerable populations, made donations of food, and hospital equipment, and worked with multiple associations to support local and national initiatives. Among many other, Grupo Nutresa's contributions included the following actions:

Social investment to increase the capacity of the intensive care units (ICUs) in Colombian hospitals, and purchase of equipment for diagnosing and controlling COVID-19 in Chile and Panama.

Contribution of more than **300 tons** of food for senior citizens in Chile and Mexico.

Delivery of more than **249.000** food aid packages that benefited 183.232 families in 22 Colombian cities.

Delivery of **25.000 food kits** to vulnerable populations in Central America.

Provided support to the work of local governments.

**Today, we continue focusing our efforts and actions on these priorities in a conscious, responsible, and safe manner for everyone.**

## **We continued developing and enhancing the team's capabilities and prioritized adaptability, agility, inspiring leadership, commitment, and organizational climate.**

### **GRUPO NUTRESA'S BUSINESS MODEL**

The following three pillars are the foundation of Grupo Nutresa's business model, as well as major differentiating factors in the market: a motivated team that is committed to the Company's objectives and progress; a portfolio of well-known and reliable brands with products that offer nutrition, well-being and pleasure; and a set of the necessary capabilities for delivering our portfolio offering. These strategic pillars are supported on a flexible Organization that strives to transform and adapt itself to the constant changes posed by the environment, while also serving the needs of customers, shoppers and consumers.

#### **Our people**

People are the foundation of everything Grupo Nutresa does, which is why the Company will continue strengthening the care for their life, and the enhancement of their capabilities and comprehensive development.

In 2020, the Organization prioritized the care for its employees' health and life by implementing protection strategies and addressing psycho-social and ergonomic risks, as well as new risks associated with the preventive isolation conditions. Throughout the year, Grupo Nutresa continued fostering and developing the team's capabilities and prioritized adaptability, agility, inspiring leadership, commitment, and organizational climate. The Company promoted environments to connect teams at their homes and doubled its efforts to solidify a culture centered on a sense of collectivity, service, and human transformation and adaptability in order to manage periods of change and uncertainty. Additionally, we made significant progress in the promotion of work-life balance initiatives, fostering quality time with families, and healthy and safe work environments for all our employees.

All these efforts were recognized once again by Merco's 2020 Talent ranking, which acknowledged Grupo Nutresa as the second best company in terms of talent attraction and retention in Colombia and the leader within the food industry in the country. Some of the most outstanding programs and measures that have enabled the Organization to maintain these leading positions over the past five years are: personal and professional growth programs, family-oriented support, equality and inclusion, promotion of healthy lifestyles, and the strengthening of core leadership styles. Our objective is to attract and develop the best human talent within a culture focused on diversity and inclusion, and based on collaboration, integrity, and respect.





The work-from-home methodology was one of the measures we implemented to take care of the life of the employees whose jobs could be adapted according to the circumstances.

### **Brands with a superior purpose**

The Company's portfolio is composed by innovative, safe and reliable brands that are centered on understanding the needs of people, families and communities, and generating value for them. The Organization has a broad product portfolio that enables us to offer nutritious, healthy and convenient alternatives for all consumers both at home and out of home.

Over the year, Grupo Nutresa accelerated the penetration of its brands into people's homes, adjusted the offer of its portfolio to address changing consumer's needs, adapted its distribution capabilities to reach them at their homes, and launched innovations in relevant categories such as cold cuts, prepared meats, alternative proteins, healthy snacks and specialized nutrition. The Company's brands continue to hold a strong position in the markets they serve, with twenty-six of them leading market share positions with a #1 or #2 position in the rankings.

### **Market entry capabilities**

Our resourcefulness, agility and adaptability were key aspects in ensuring the availability of the Organization's products in the market. Over the year, mom & pop shops, supermarkets and convenience stores experienced an unprecedented increase in demand due to higher food consumption at home. This phenomenon drove the Company to look for new alternatives that would allow us to continue operating under such extraordinary conditions while fulfilling our mission of continuously providing reliable and affordable food.



In 2020, the employees at our restaurants, particularly those who are part of “Amigos del Alma”, a program developed jointly with the Best Buddies Foundation, received a special and close support thanks to the commitment of their tutors and leaders.



**Grupo Nutresa’s innovation-driven sales represented 19,6% of our total sales, which is a result that exceeds, for the fifth consecutive year, the goal set at 15% for 2020.**

In our proprietary channels –restaurants, direct sales and foodservice– we used alternative ways to reach households directly, quickly adjusting our portfolio to meet market needs and strengthening our communication with customers and consumers through digital media.

As of 2020, Grupo Nutresa has a distribution network that serves more than 1,6 million customers directly, reaches more than 4 million consumers in Colombia through Novaventa’s network –which includes more than 242.000 entrepreneurs– and has 822 restaurants.

## INNOVATION

For Grupo Nutresa, innovation is a strategic capability for competitiveness, organizational transformation and profitable growth.

Within the Organization, the Imagix Model allows us to manage innovation comprehensively and effectively. Our model is continuously evolving, articulating resources and processes for the development of capabilities both inside and outside the Organization, and these capabilities contribute to the construction of the Company’s future.

Last year was a period in which many of the innovative capabilities that Grupo Nutresa had been strengthening over the years materialized into proposals that were swiftly presented to the market. Over the year, we launched new products centered on health, nutrition, well-being and convenience, while developing flexible processes and business models that enabled us to make progress in an increasingly changing environment.

Grupo Nutresa’s innovation-driven sales represented 19,6% of our total sales, which is a result that exceeds, for the fifth consecutive year, the goal set at 15% for the year 2020.





Digital transformation was a key factor in 2020. Throughout the year, we were able to deploy technological platforms that facilitated the relations with our stakeholders.

### **DIGITAL TRANSFORMATION**

Human transformation, flexibility, resourcefulness and adaptability are key aspects for incorporating and utilizing digital tools in any organization.

Furthermore, digital transformation contributes to Grupo Nutresa's objectives, while benefiting suppliers, customers, shoppers and consumers. This transformation involves all organizational processes and relies on the development of new capabilities, such as: exploring, implementing and adapting new technologies; capability building for diverse ecosystems; researching; and evolving go-to-market strategies.

In 2020, our digital transformation process required the application of adaptive thinking, as well as the strengthening of technology-related skills in order to have flexible and effective solutions. As a response to the circumstances, and with the objective of strengthening Grupo Nutresa's value proposition and getting adapted to the new market needs, the Organization accelerated the application of digital initiatives. This allowed us to create new communication platforms to reach our customers, shoppers, consumers and communities while providing the Organization with new capabilities and business models that will enable it to overcome the future challenges posed by an increasingly evolving business environment.

### **NUTRITION, HEALTH AND WELL-BEING**

Nourishment and nutrition are increasingly relevant topics in the global agenda. Due to the events that have occurred over the past year, the level of awareness about these aspects has been growing with important reflections regarding food security, the nutritional quality of food products and their contribution to people's health.



**We launched 27 supplements and 541 nutritionally enriched product items into the market.**

For Grupo Nutresa, all these topics are significantly important, which is why the Company has made them a priority. Through multiple food banks in the strategic region, the Organization enhanced the technical skills and capabilities of populations and communities while supporting their work with the contribution of more than 1.000 tons of products. In addition, the Company continues supporting vulnerable populations by helping them to produce their own food and teaching them about healthy eating habits through our *Germinar* Program.

As a strategy focused on mitigating the risk of food insecurity emerging from preventive isolation measures established in 2020, our volunteers made important contributions that were channeled towards the construction of new healthy food production systems in the Colombian states of Antioquia and Valle del Cauca.

Moreover, we achieved progress in the development of our product portfolio. In 2020, Grupo Nutresa continued reformulating products in terms of ingredients such as sodium, sugar and fats. Additionally, we launched 27 supplements and 541 nutritionally enriched product items into the market. Further, we accomplished the objective we set to increase 2,5 times the number of products that meet the improvement requirements according to the food matrices formulated by the Organization.

For Grupo Nutresa, contributing to the improvement of the population's quality of life through nutrition, health and well-being is a permanent responsibility of all its teams. This objective is also an inspiration for both new product propositions and the development of advanced scientific knowledge, which is managed by *Vidarium*, the Organization's nutrition, health and well-being research center.

## **SOCIAL CAPITAL**

Human development continues to be one of Grupo Nutresa's core strategies. The strengthening of capabilities such as adaptability and leadership was a key factor in order to tackle the different challenges during the year and to achieve results. Empathy is deeply embedded in our leadership capabilities and we strive to focus on supporting each work team. We implemented leading practices that enabled the rapid adoption of new forms of work and enhanced the development of digital skills.

Moreover, the Company continued strengthening its diversity and inclusion practices, and bridged gaps in terms of gender equality through the promotion of equal opportunities, the development of women leadership, the awareness about shared responsibilities within the families, while providing support with tools for overcoming the challenges of working from home.

Consequently, and in line with our human right practices, we organized twenty-one discussion conferences for our employees, to monitor the effectiveness of the management system and confirm its positive effect in terms of health, well-being and good labor practices.

The care for people's health, the strengthening of our leadership skills and the development of capabilities remain at the center of Grupo Nutresa's talent strategy, ensuring an adequate transition to new methods for accomplishing results and increasing the organizational resilience in order to maintain our leading position in the industry.





The programs we have developed to promote food security enabled communities such as those from Santa Marta's Sierra Nevada to mitigate to a large extent the impact of the COVID-19 pandemic in 2020.

In 2020, through Fundación Nutresa, its partners and the collaboration of the stakeholders, Grupo Nutresa fulfilled and exceeded its corporate goal of completing 1.000 projects centered on enhancing capabilities in the communities. These actions represented valuable learning experiences and knowledge opportunities for the Company. Through the strategic alliances with our clients and suppliers, we have boosted the implementation of inclusion-based businesses, food sourcing systems and healthy lifestyle promotion programs in vulnerable populations. Additionally, the Nutresa Volunteer Network supported multiple projects throughout the strategic region that convened the participation of 11.652 employees.

Furthermore, and in line with its responsible sourcing objective, we used the diverse learnings we have acquired through our social initiatives to enhance the capabilities related to production and associative work of 1.476 suppliers in order to increase their harvests, growing their income and consolidating relations based on trust and teamwork. The Company worked collaboratively with more than 7.961 customers from the value chain, sharing business tools focused on innovation, entrepreneurship and sustainability .

In terms of education, Grupo Nutresa supported 5.645 teachers and academic directors to improve their teaching skills, and contributed to the "Obras por impuestos" initiative in Colombia, investing COP 19.954 million in school supplies.



## NATURAL CAPITAL

Over the past decade, a highly important transformation in terms of lifestyles and consumption preferences. As a result, there has been a significant increase in the use of natural resources and the frequency of extreme climate events has also increased. Therefore, it becomes essential to take the necessary measures to reduce the environmental impact of human activities, preserve the biodiversity and promote both people's health and the balance of the ecosystems. As an organization, Grupo Nutresa will continue implementing solutions that allow using natural resources in the most responsible and sustainable manner.

As the decade comes to an end, we are aware that we can contribute to the preservation of the natural capital based on our eco-efficiency capabilities. Particularly in 2020, we underwent a transformation with the aim of overcoming challenges on three important aspects for Grupo Nutresa: packaging materials, the sourcing process and responsible sales. In the case of packaging materials, the use of plastics increased as a result of the special biosecurity measures for the protection of our people; as for the sourcing process, there were difficulties in the procurement of several commodities as a consequence of the preventive lockdown; and in the context of responsible sales, our ability to respond in terms of distribution, logistics and deliveries was challenged and underwent swift changes on multiple fronts.

**We fulfilled our 2020 corporate goal of reducing GHG emissions per ton produced by achieving 46,4% in this indicator.**

In 2020, we concluded our work towards the goals we established as part of the Mega 2020. In terms of the protection of the natural capital, the following were the results based on the 2010 baseline: greenhouse gas emissions per ton produced, -46,4%; energy consumption per ton produced, -23,5%; waste generation per ton produced, -28,2%; and usage of packaging materials per ton produced, -2,8%. As for water consumption, eliminating the effect of the strategy for taking care of people's health by promoting increased sanitation, hand washing and disinfection at all the production, distribution and commercial facilities, we achieved a reduction of 33,3% per ton produced. These results represent significant progress in Grupo Nutresa's efforts to be an increasingly eco-efficient company and motivates us to fulfill the objectives we set for 2030.

To preserve the natural capital, the Company continued identifying the risks associated with the sourcing of commodities and expanded this process to the dairy chain. Moreover, we advanced in the implementation of the circular economy strategy by means of the collective plan 30/30 Vision in Colombia, as well as other similar initiatives across the strategic region. Additionally, the Organization promoted a culture of responsible consumption internally and boosted cycle-closing initiatives through its brands. In relation to climate change, we keep working on an efficient and clean energy management in all our operations, including the transition to logistics with a reduced environmental impact.





The protection of our employees was the core of our actions. At our production facilities, we ensured the compliance with all the necessary biosecurity measures.

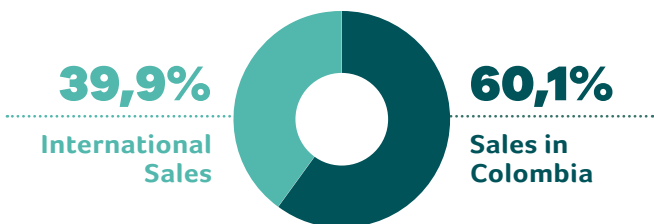
### GENERATING VALUE

The Company's financial results are the result of a business model based on sustainability, consistent investment in the brands and a diversified value proposition in terms of products, experiences, channels and markets. Over the year, we achieved growth in seven of our eight main markets, reinforced the penetration into multiple categories of products for daily consumption at home and strengthened the market share of several products. Seven of Grupo Nutresa's Businesses grew in terms of sales, with the Coffee, Cold Cuts and Pastas Businesses achieving two-digit increases. Transformation, flexibility and adaptability were key aspects in accomplishing the results we present in this Integrated Report.

Our sales dynamic was positive both locally and internationally as we generated a consolidated operating income of COP 11,1 trillion, with a growth rate of 11,7% compared to 2019. In Colombia,

### Highlights

#### Grupo Nutresa's sales



#### Total sales

▲ 11,7%  
**COP 11,1 trillion**

#### Sales in Colombia

▲ 7,9%  
**COP 6,7 trillion**

the consolidated operating income totaled COP 6,7 trillion, with a growth rate of 7,9%, and represented 60,1% of Grupo Nutresa's total revenue. The international sales, which amounted to COP 4,4 trillion, were 18,1% higher than the equivalent 2019 sales and represented 39,9% of the total revenue. In dollars, these revenues are equivalent to 1.199,7 million, growing 5,0% in relation to the past year.

The gross profit, which totaled COP 4,7 trillion, grew 6,1% with regard to the profit achieved in 2019. This increase is lower than the rise in the revenues for the period, mainly due to the higher costs of the commodities in some countries of our strategic region over the year.

The operating profit reached COP 1,0 trillion, representing a 6,6% improvement compared to 2019. This is the result of consistent work focused on the efficiency and productivity in the administrative, sales and production expenses during a period that required additional efforts to continue with the operation. In terms of profitability, the EBITDA totaled COP 1,4 trillion, representing a 7,2% increase compared to 2019, with a margin on sales of 13,0%.



**Consolidated  
net profit**

▲ 14,3%

**COP 575.441  
million**

The net post-operative expenses amounted to COP 204.255 million, 9,0% lower than last year's expenses. This is explained by a 7,8% rise in the financial income due to Grupo Nutresa's good cash position over the year and a 6,4% reduction in financial expenses from lower interest rates.

The consolidated net profit of the period was COP 575.441 million, representing a double-digit growth of 14,3% and a 5,2% margin over sales.

In the Statement of Financial Position, the Company reports assets for COP 15,5 trillion, with a decrease of 0,8% in relation to 2019. This reduction is explained by the lower market value of the Organization's investments over the term due to the volatility and uncertainty in the global markets associated with the pandemic.

In terms of total liabilities, Grupo Nutresa recorded a 4,3% increase with a total value of COP 7,3 trillion mainly due to the financial loans taken as a preventive measure for ensuring the Company's liquidity.

The equity amounted to COP 8,3 trillion, presenting a decrease of 4,9% compared to 2019.

#### International Sales

▲ 5,0%

**USD 1.199,7  
million**

#### EBITDA

▲ 7,2%

**COP 1,4  
trillion**

#### Consolidated market share

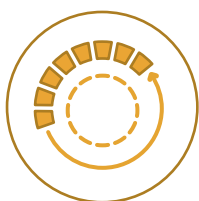
**53,8%**  
in Colombia



## Dimensions of our strategy



Inspiring growth,  
development and  
innovation



Cooperating with  
people, our partners  
and society



Preserving the  
planet

In terms of cash flow, the Organization reports positive results with a free cash flow of COP 774.022 million, which represents a growth of 29%, a free cash flow on sales indicator of 7.0% and an indicator of FCF/Net sales of 1.3x. For its part, the return on the invested capital was 9,6%, which reflects an increase of 0,4%.

In 2020, Grupo Nutresa made decisions focused on ensuring a healthy financial situation with adequate liquidity levels in order to take care of the business continuity at all levels of the Organization. We are aware that many suppliers and small companies depend on our financial stability and, consequently, we make the necessary efforts in order to continue creating value over time. This is only possible with the implementation of sustainability capabilities complemented with proactivity, resourcefulness and agility.

### GRUPO NUTRESA S. A. INDIVIDUAL RESULTS

In compliance with the Colombian regulations, Grupo Nutresa S. A. reports its individual results: the net operating income totaled COP 585.968 million, from which COP 516.703 million correspond to the profit from the equity method of our investments in food companies and COP 69.265 million correspond to dividends from the investment portfolio. Furthermore, the net profit totaled COP 583.241 million.

### GRUPO NUTRESA'S FIRST 100 YEARS AND OBJECTIVES FOR 2030

For Grupo Nutresa, celebrating our 100th anniversary is an exceptional achievement that has been accomplished with the valuable participation of our network of partners and stakeholders. Through multiple strategic initiatives, we attained most of our objectives set for 2020 and made considerable progress towards the fulfillment of the remaining goals. This path has taught us important lessons that enable us to face the future with confidence in our strong capabilities and resilience.

Grupo Nutresa created the map of value for 2030 as the result of collaborative work that included the monitoring, forward planning and vision of the capabilities we require for the next decade and society's expectations. These expectations include the protection and prosperity of people and the communities, the preservation of the ecosystems, the transparency of the institutions and partnerships focused on accomplishing positive outcomes. Within the framework of the three sustainable development dimensions – social, environmental and economic–, the new strategy fosters the growing generation of value by cooperating with our allies and society. Moreover, the strategy also inspires development and innovation while promoting the preservation of our planet.

For further information about the conclusion of the Mega 2020 process and the map of new objectives for 2030, please review the details on pages 42 and 48 of this integrated report and the supplementary information that is available on Grupo Nutresa's website: [www.gruponutresa.com](http://www.gruponutresa.com).



The Organization is convinced that only together as a collective society we will be able to find solutions and opportunities for building a better future for everyone.

## OUTLOOK

Our priority for 2021 will be to ensure our long-term sustainability. We will remain focused on taking care of the life and health of our employees, suppliers, customers, consumers and communities while putting our best efforts and resources at their disposal to fulfill such essential objective. Grupo Nutresa will also continue leading and supporting initiatives centered on benefiting the most vulnerable populations, with the conviction that only together as a collective society we will be able to find solutions and opportunities for building a better future for everyone.

Conclusively, the lessons we learned and the new capabilities we developed in 2020 made us more resourceful, agile and flexible, enabling us to offer timely and relevant solutions to the market and preserve the financial stability of the business.

The Organization will face this new year filled with hope and determination, motivated by new long-term objectives we will strive to accomplish with commitment. Moreover, we are aware that there will be major challenges on the road ahead but we are convinced that we have the best team to overcome them in a conscious, comprehensive and effective manner.

## ACKNOWLEDGMENTS

We believe that business activities create value for society as a whole and, consequently, we always aspire to be a driver of progress, growth and sustainable development. This is possible thanks to a team that is highly motivated to fulfill the Organization's purpose.

Throughout such a challenging year, Grupo Nutresa's employees exhibited the highest level of commitment and loyalty. Their disposition and adaptability to change were key factors to be able to undergo the necessary transformations and accomplish important objectives. To every single one of you and your families, we would like to send a sincere message of deep gratitude and acknowledgment.

We would also like to thank our suppliers and clients, who demonstrated remarkable resilience in a complex environment for everyone, as well our consumers who allowed the Company to enter their homes through our products and the experiences we offer.

Finally, we would like to thank our shareholders, who support the Organization's business strategy with conviction and trust. Our commitment to you, and to all the stakeholders, is to continue leading a conscious and competitive organization that generates value over time and actively contributes to the construction of a better world where development benefits everyone.

### Mauricio Reina Echeverri

Chair of the Board of Directors

Gonzalo Alberto Pérez Rojas

Jorge Mario Velásquez Jaramillo

Juana Francisca Llano Cadavid

Valeria Arango Vélez

Antonio Mario Celia Martínez-Aparicio

Jaime Alberto Palacio Botero

Ricardo Jaramillo Mejía

### Carlos Ignacio Gallego Palacio

Grupo Nutresa CEO







**These have been times  
for reflecting and  
knowing that we can  
be calm if we decide so.**

**Exercise,  
particularly yoga,  
has allowed us to  
work on our mental  
and spiritual  
aspects, and this  
is really necessary  
during the times  
we're living."**

Beatriz Elena Holguín, Servicios Nutresa employee





# Love-strengthening yoga

*For the Bustamante Holguín family, hope, the care for life and spirituality are nurtured as a couple. Being together represents wellness.*

Beatriz Elena Holguín, Servicios Nutresa employee, clearly understands the ultimate learning gained in 2020: “We can live with less baggage; sometimes we hoard material things and eventually we realize that we don’t need that many things to be happy. The most important silver lining of this pandemic is that it taught me to strengthen the love towards the people I have always kept close to my heart.”

Every day she “goes” to work at the office she designed at her home. In the room next door, as if they were looking at each other through the wall, Juan Carlos Bustamante, her husband “Juancho” sits at his own working station. “The first days of the preventive lockdown were pretty tough, especially while we became adapted to the new way of working, but over time things started falling into place and eventually stabilized. Right now we have already achieved tranquility,” he says.

Part of their balance as a couple has to do with the fact that, during the preventive lockdown, they have embraced new disciplines, taken care of each other and sought moments to feel both physical and emotional wellness as a couple. In the hallway of their apartment, between the spaces of their home working stations and after ending their work days, “Biata and Juancho” lay their yoga mats and start what looks like a dance. **Facing the screen, they coordinate their movements, pauses, balance and breathing. In silence, they delve into the love they have cultivated for twenty-five years.**



Scan the QR code to read more about their story.



Their yoga class is one of the activities available on the wellness platforms that Grupo Nutresa have put at the disposal of its employees and their families in 2020 with the purpose of enabling a balance in their work, family and personal life. These online activities include exercising, pastimes, healthy eating habits, home chores, options for enjoying free time and strengthen the bonds among work colleagues. They are part of Grupo Nutresa's initiative that focuses on promoting good physical, mental and emotional health.

“When Grupo Nutresa launched this wellness platform, we had the chance to rescue our yoga classes and the routines of functional exercises. This is how we replaced our visits to the gym that, due to our different working schedules, we used to do them separately. Fortunately, today we have the time and these tools to keep taking care of our health and lives.”

**Juan Carlos Bustamante,**  
Beatriz Elena Holguín's husband,  
Servicios Nutresa employee



During the preventive lockdown, Beatriz and Juan Carlos also participated in costume jewelry and cooking classes on Grupo Nutresa's wellness platforms.





# Board of Directors

[GRI 102-18] [GRI 102-22]



**Mauricio Reina Echeverri**



**Jaime Alberto Palacio Botero**



**Valeria Arango Vélez**



**Antonio Mario Celia Martínez-Aparicio**



**Juana Francisca Llano Cadavid**



**Ricardo Jaramillo Mejía**



**Gonzalo Alberto Pérez Rojas**



**Jorge Mario Velásquez Jaramillo**

**Average Board Member tenure: 9,7**

- 1 Mauricio Reina Echeverri
- 2 Jaime Alberto Palacio Botero
- 3 Valeria Arango Vélez
- 4 Antonio Mario Celia Martínez-Aparicio
- 5 Juana Francisca Llano Cadavid
- 6 Ricardo Jaramillo Mejía
- 7 Gonzalo Alberto Pérez Rojas
- 8 Jorge Mario Velásquez Jaramillo

1 2 3 4 7

Finance, Audit and Risks Committee

1 4 7 8

Appointment and Remuneration Committee

1 2 6 8

Corporate Governance and Board Matters Committee

1 4 5 7 8

Strategic Planning and Sustainability Committee

● Independent Members

● Non-Independent Members

1

**Mauricio Reina Echeverri**

2007\*

**Associate Researcher, Fedesarrollo****❖ PRIOR EXPERIENCE**

Associate Director, Fedesarrollo.  
Colombian Vice-Minister of Foreign Trade.

**❖ ACADEMIC BACKGROUND**

Degree in Economics, Universidad de los Andes. Master's degree in Economics, Universidad de los Andes. Master's degree in International Relations, Johns Hopkins University.

**❖ OTHER BOARDS**

Oleoducto Central S. A. (Ocensa).

2

**Jaime Alberto Palacio Botero**

2005\*

**CEO, Coldeplast S. A. S. and Microplast S. A. S.****❖ PRIOR EXPERIENCE**

Associate Executive Director, Microplast S. A.  
Member of the Board of Directors of Inversiones Forestales La Cabaña S. A. S.

**❖ ACADEMIC BACKGROUND**

Degree in Business Administration, Universidad Eafit. Management studies focused on marketing at Wharton, University of Pennsylvania. Advanced training in packaging at the JICA, Japan.

**❖ OTHER BOARDS**

Colombian Association of Plastic Industries, Acoplásticos.

4

**Antonio Mario****Celia Martínez-Aparicio**

2005\*

**Visiting lecturer (currently active) at the London School of Economics.****❖ PRIOR EXPERIENCE**

CEO, Promigas S. A.  
CFO, Promigas S. A.  
Executive Manager, Terpel del Norte.

**❖ ACADEMIC BACKGROUND**

Degree in Engineering, Worcester Polytechnic Institute.  
Executive studies at the MIT, Wharton, University of Pennsylvania, Universidad de Los Andes and London School of Economics.

**❖ OTHER BOARDS**

Universidad del Norte Foundation, Entrepreneurs for Education Foundation (ExE), La Cueva Foundation, Fedesarrollo Board of Governors, "Ideas para la Paz" (Ideas for Peace) Foundation, Barranquilla Modern Art Museum, Honorary Member of the Private Council for Competitiveness.

3

**Valeria Arango Vélez**

2020\*

**Physician specialized in integrative medicine****❖ ACADEMIC BACKGROUND**

Medical degree, Universidad CES.  
Specialized studies in Integrative Medicine, University of Arizona.

Studies in Integrative Medicine, Harvard Medical School, Massachusetts General Hospital, Memorial Sloan Kettering Cancer Center, New York.

5

**Juana Francisca Llano Cadavid**

2020\*

**CEO, Suramericana S. A.****❖ PRIOR EXPERIENCE**

Vice-President, Suramericana S. A.  
Corporate Business Manager, Suramericana de Seguros S. A.  
Equity Solutions Manager, Suramericana de Seguros S. A.

**❖ ACADEMIC BACKGROUND**

Law Degree, Universidad Pontificia Bolivariana. Specialized studies in Civil Liability Law, Universidad Pontificia Bolivariana. Specialized studies in Financial and Business Law, Universidad Pontificia Bolivariana. Advanced Management Program, Massachusetts Institute of Technology (MIT).

**❖ OTHER BOARDS**

Seguros Generales Suramericana S. A., Seguros de Vida Suramericana S. A.

6

**Ricardo Jaramillo Mejía**

2020\*

**Vice-President of Business Development and Finance, Grupo de Inversiones Suramericana S. A.****❖ PRIOR EXPERIENCE**

Investment Banking Executive Director, Bancolombia.

**❖ ACADEMIC BACKGROUND**

Degree in Civil Engineering, Escuela de Ingeniería de Antioquia.  
Master's Degree in Business Administration focused on finance, Boston University.  
Executive Education Courses, University of Chicago, Harvard University.

**❖ OTHER BOARDS**

Suramericana S. A., Sura Asset Management S. A., Arus S. A. S., Renting Colombia S. A., Medellín Philharmonic Orchestra, EIA University.

8

**Jorge Mario Velásquez Jaramillo**

2019\*

**CEO, Grupo Argos S. A.****❖ PRIOR EXPERIENCE**

CEO, Cementos Argos S. A.  
Vice-President for the Caribbean Region, Argos.  
Vice-President of Logistics, Argos.  
CEO, Cementos Paz del Río.  
General Manager, Cementos del Nare.

**❖ ACADEMIC BACKGROUND**

Degree in Civil Engineering, Escuela de Ingeniería de Antioquia. Specialized studies focused on the cement industry, England.  
Participated in CEO's Management Program offered by the Kellogg School of Management and in Stanford University's Supply Chain Strategies program.  
High Government Program, School of Government, Universidad de los Andes.

**❖ OTHER BOARDS**

Grupo Sura S.A., Cementos Argos S.A., Odinsa S.A., Celsia S.A.  
E.S.P., EIA University's Board of Governors, ANDI, Proantioquia.

**7 Gonzalo Alberto Pérez Rojas**

2007\*

**CEO, Suramericana S. A.****❖ PRIOR EXPERIENCE**

Insurance and Capitalization Executive Director, Suramericana de Seguros S. A.  
Corporate Business Executive Director, Suramericana de Seguros S. A.

**❖ ACADEMIC BACKGROUND**

Law Degree, Universidad de Medellín.  
Specialized insurance studies, Swiss Re.

**❖ OTHER BOARDS**

Suramericana S. A., Sura Asset Management S. A., Grupo Argos S. A., Bancolombia S. A.

\* Year in which the Member joined the Board of Directors.



# Management Team

[GRI 102-18] [GRI 102-19] [GRI 102-20]

The Management Team ensures the Organization has the necessary capabilities to guarantee sustainable and profitable growth.



## Carlos Ignacio Gallego Palacio Chief Executive Officer

### Prior Experience

- President of the Chocolates Business.
- Vice-President of the South Strategic Region.
- President, Servicios Nutresa.
- General Director, Fundación Nutresa.
- Industrial Vice-President, Compañía

Nacional de Chocolates S. A. S.

### Academic Background

- Degree in Civil Engineering, Universidad Eafit.
- Master's degree in Business Administration, Universidad Eafit.

## José Domingo Penagos Vásquez Vice-President of Corporate Finance

### Prior Experience

- Chief Financial Officer, Banca de Inversión Bancolombia.
- Chief Planning Director, Confecciones Colombia (Everfit).

### Academic Background

- Degree in Administrative Engineering, Escuela de Ingeniería de Antioquia.
- Specialized studies in Corporate Finance and Capital Market, Universidad Pontificia Bolivariana.



## Jairo González Gómez Vice-President General Counsel

### Prior Experience

- Founder and Chairman, González Gómez Abogados.
- External Legal Adviser, Grupo Nutresa.
- Law firm member, Ignacio Sanín Bernal & Cia.

### Academic Background

- Degree in Law and Political Sciences, Universidad Pontificia Bolivariana.
- Specialized studies in Commercial Law, Universidad Pontificia Bolivariana.



## María Adelaida Arango Hoyos Vice-President of Sustainable Development General Director, Fundación Nutresa.

### Prior Experience

- Cross-Organizational Marketing Project Director, Grupo Nutresa.
- Marketing Director of the Cold Cuts Business.

### Academic Background

- Degree in Business Administration, Universidad Eafit.
- Master's Degree in Marketing, Distribution and Consumption, Universidad de Barcelona.



## • BUSINESS UNITS TEAM



## Juan Mauricio Montoya Correa President, Servicios Nutresa.

### Prior Experience

- Financial Service and Information Technology Manager, Servicios Nutresa.
- Administrative and Financial Manager of the Pastas Business.
- Systems Development Director, Compañía Nacional de Chocolates.

### Academic Background

- Degree in Systems Engineering, Universidad Eafit.
- Specialized studies in Finance, Universidad Eafit.

## • BUSINESS UNITS TEAM



**Alberto Hoyos Lopera**  
President, Biscuits Business  
International Vice-President

### Prior Experience

- Chief Executive Officer, Compañía de Galletas Pozuelo DCR S. A.
- International Business Manager, Compañía de Galletas Noel S. A. S.
- Procurement Manager, Compañía de Galletas Noel S. A. S.

### Academic Background

- Degree in Mechanical Engineering, Universidad Pontificia Bolivariana.
- Master's degree in Business Administration focused on International Business, Universidad Eafit.



**Diego Medina Leal**  
President, Cold Cuts Business  
Vice-President of Logistics

### Prior Experience

- Vice-President of Finance, Inverlimenticias Noel S. A.
- Financial Engineering Manager, Corfinsura S. A.
- Cali Region Manager, Corfinsura S. A.

### Academic Background

- Degree in Electrical Engineering, Universidad Tecnológica de Pereira.
- Specialized studies in Finance, Universidad Eafit.



**Juan Fernando Castañeda Prada**  
President, Chocolates Business  
Vice-President of Marketing and Sales - Redes Comerciales Secas.

### Prior Experience

- Marketing Manager, Compañía de Galletas Noel S. A. S.
- Marketing Director for Latin America, Procter & Gamble.
- Manufacturing and Operations Manager for Brazil, Procter & Gamble.

### Academic Background

- Degree in Production Engineering, Universidad Eafit.



**Miguel Moreno Múnera**  
President, Coffee Business

### Prior Experience

- Chief Executive Officer, Fehr Foods.
- Chief Business Development Director, Fehr Foods.
- Chief Financial Officer, Compañía de Galletas Noel S. A. S.
- Chief Corporate Finance Director, Grupo Nutresa S. A.

### Academic Background

- Degree in Business Administration, Universidad Eafit.
- Master's degree in Finance, EADA (Spain).



**Justo García Gamboa**  
President, Tresmontes Lucchetti  
Vice-President of the Chile and Mexico Strategic Region

### Prior Experience

- Chief Executive Officer, Tresmontes Lucchetti S. A.
- Commercial Department Leader, Tresmontes Lucchetti S. A.

### Academic Background

- Degree in Commercial Engineering, Universidad Adolfo Ibáñez.
- Degree in Administration, Universidad Federico Santa María.



**Juan Chusán Andrade**  
President, Retail Food Business

### Prior Experience

- General International Business Manager, Gastronomía y Negocios (GyN).
- New Business Director and CEO, Brasil YUM Brands.
- Consultant, McKinsey & Co.

### Academic Background

- Degree in Mechanical Engineering, University of California, Los Angeles (UCLA).
- Master's degree in Business Administration focused on Strategy and International Business, Anderson School, UCLA.



**Mario Alberto Niño Torres**  
President, Ice Cream Business  
Vice-President of Innovation and Nutrition

### Prior Experience

- Chief Executive Officer, Meals de Colombia S. A. S.
- Chief Financial Officer, Meals de Colombia S. A. S.
- Marketing Manager, Meals de Colombia S. A. S.

### Academic Background

- Degree in Business Administration, Universidad de La Sabana.
- Specialized studies in Strategic Marketing, Colegio de Estudios Superiores de Administración, CESA.



**Fabián Andrés Restrepo Zambrano**  
President, Pastas Business

### Prior Experience

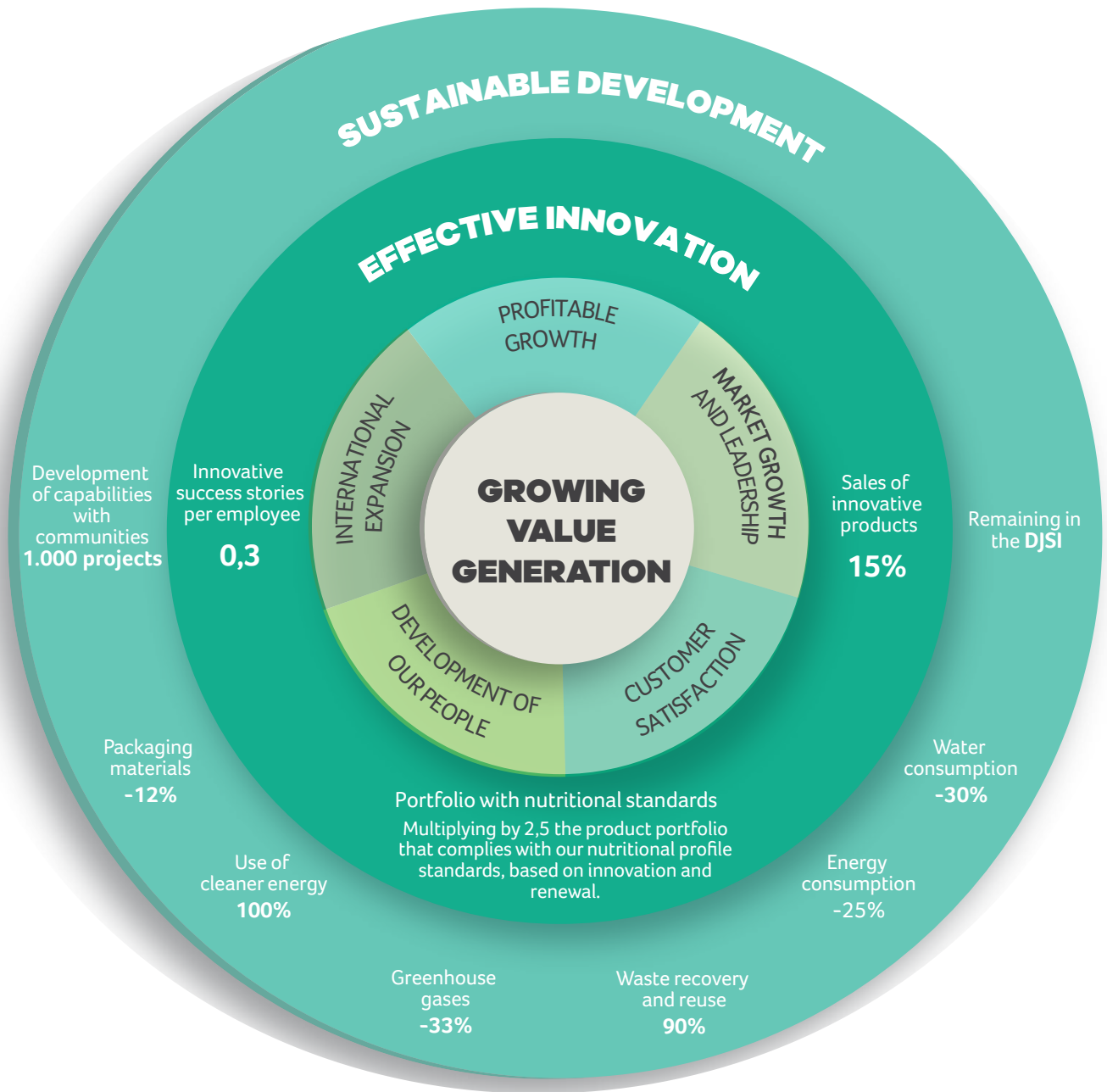
- Special Commercial Project Manager, Servicios Nutresa S. A. S.
- Chief Executive Officer, Pastas Comarrico S. A. S.
- Customer Development Coordinator, Compañía Nacional de Chocolates S. A. S.

### Academic Background

- Degree in Systems Engineering, Universidad Eafit.
- Specialized studies in Systems and Database Management, Universidad de Antioquia.
- Master's degree in Business Administration focused on E-Commerce, Tecnológico de Monterrey.



# Fulfillment of the Strategic Goals for 2020



# Strategic goals of our first century

Our centenary strategy aimed at **doubling by 2020 the sales achieved in 2013**, with a sustained profitability ranging between 12% and 14% of the EBITDA margin.

2 x \$5,9 trillion  
= **\$11,8 trillion**

Grupo Nutresa provided consumers with **food products and experiences from highly recognized and beloved 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**.

MEGA 2020  
  
**Doubling**  
 our  
**sales**  
 2013

## Mission

Grupo Nutresa's mission is the increasing generation of value, achieving a greater return on investments than the cost of the capital used.

- In its food businesses, Grupo Nutresa always strives to **improve the quality of life of the consumers and the progress of our people**.
- Grupo Nutresa seeks **profitable growth with leading brands, a superior service and excellent distribution networks**.
- Grupo Nutresa manages its activities based **on its commitment to sustainable development**, with the best human talent, outstanding innovation and an exemplary corporate behavior.





## Economic Dimension

Fulfillment of the MEGA

### ▶ Doubling our 2013 sales by 2020 (COP trillion)

Goal: 11,8

**2020: 11,1**

- » Venture into the restaurant sector with the acquisition of *Grupo El Corral*, thus strengthening the strategy of actively participating in this business line.
- » Majority share in the natural product market, increasing the capacity of healthy and functional food products in terms of production and commercialization.
- » Consolidated market share in Colombia greater than 54,0% between 2010 and 2020.

### ▶ Sales of innovative products

Goal: 15%

**2020: 19,6%**

- » Investment in R&D+i greater than 0,5% between 2010 and 2020, going from COP 22.457 million in 2010 to COP 69.790 million in 2020.
- » Average sales of innovative products equivalent to 20% of the Company's total sales for the 2010-2020 decade.
- » Promotion of innovation through employee training and sustained increase of innovation promoters from 100 in 2010 to 456 in 2020.

### ▶ Sales abroad (USD million)

Goal: 2.000

**2020: 1.200\***

- » International expansion to Mexico and Chile with the acquisition of *Tresmontes Lucchetti* and to the United States with *Cameron's Coffee*, increasing the overall business capacity in the strategic region.
- » Venture into Asian markets with *Oriental Coffee Alliance* (OCA) in Kuala Lumpur (Malaysia) and African markets with *Nutresa South Africa* (PTY) Ltd. in Johannesburg (South Africa).
- » Expansion of the portfolios in the strategic region, which allowed increasing the sales abroad from USD 645 million in 2010 to USD 1.200 million in 2020.

\* Effect of the depreciations in the region and Venezuela.



### ▶ Innovative success stories per employee

Goal: 2020: 0,3

**2020: 0,23**

- » Strengthening of an innovative culture with people passionate about innovation and based on the *Imagix* program.
- » With the Innovative Success Stories Program, the number of innovative success stories increased almost four-fold and the indicator rose from 0,07 to 0,23 success stores per employee.

### ▶ Multiplying by 2,5 the number of product portfolio SKUs that comply with the Nutresa nutritional profile

Goal: 3.140 SKUs

**2020: 3.144 SKUs**

- » The goal set in 2013 of doubling the number of product portfolio SKUs that comply with the Nutresa nutritional profile was accomplished in 2015. A new goal was set: multiplying by 2,5 our 2013 portfolio SKUs; it was achieved in 2019, and 2020 was closed with 3.144 SKUs out of an objective set at 3.140.
- » Creation of an internal nutrition panel formed by experts from the fields of product development, nutrition, marketing and the scientific community.
- » Nutrition policy focused on offering the consumers product and menu alternatives that fulfill their aspirations in terms of nutrition, health and well-being.
- » Consolidation of 482 product reformulations over the past five years: 219 sodium reformulations, 124 sugar reformulations and 57 saturated fat reformulations.
- » Strengthening of the nutrition and well-being segment with the incorporation of healthy and sustainable products such as *Doria with Nutrivit*, *Kibo* and *Tosh*.
- » Diversification with vegetable-based proteins such as *Pietrán's Veggie*, *Doria's quinoa* products and *Kibo*.

### ▶ Customer satisfaction level

Goal: Maintaining the level of excellence

**2020: 89,7**

- » Strengthening and development of the School for Customers, which has provided training to more than 1.000 shopkeepers and supplied differentiating elements, enabling them to adapt to the new conditions of the business setting and continue being sustainable and competitive in the market.
- » Expansion of the scope of the program with the Mobile School initiative, with customers from the traditional channel in Colombia. The purpose consisted in reaching distant populations and having an impact on a larger number of people.

### ▶ EBITDA margin

Goal: between 12% and 14%

**2020: 13,0%**

- » Consolidated EBITDA of COP 1.444.000 million, with a 13,0% margin on sales.
- » Execution of productivity and efficient resource management projects that allowed maintaining an average EBITDA of 12,6 over the decade.



## Social Dimension

Fulfillment of the MEGA

### Accident frequency rate

Meta fijada: 1,40

**2020: 0,79**

- » Employment reinstatement and relocation programs for enhancing the productivity and quality of life of employees suffering from pathologies that limit their job performance.
- » Creation of a technical committee focused on measuring, monitoring and reporting the performance in the occupational safety and health indicators.
- » Ten companies certified under the ISO 45001 standard and four companies under the OHSAS 18001 standard.



### Organizational climate

Goal: 80,0 %

**2020: 83,0%**

- » Investment in quality of life, training and aids for employees totaling COP 116.698 million.
- » Sustained top ratings in terms of the capacity to attract and build the loyalty of talent in Colombia.
- » Top company in the food sector in terms of talent attraction and loyalty-building in Colombia according to Merco's 2019 Talent ranking.



### Capability-development projects in communities

Goal: 1.000 projects

**2020: 1.029 projects**

- » Work carried out with more than 242.000 of Novaventa's Entrepreneurs with the aim of enhancing their business capabilities.
- » Process focused on strengthening the production, socio-entrepreneurial and associative work capabilities of 1.476 suppliers.
- » Inclusion-centered projects carried out with more than 20.000 cocoa, sesame, cashew and coffee farming families, farmers and technicians through capability-development programs in the territories.





## Environmental Dimension

Fulfillment of the MEGA

### Water consumption (m<sup>3</sup>/t.p.)

Goal: -30%

**2020: -33,3%**

- » Adherence to the United Nations CEO Water Mandate with the aim of mobilizing the stewardship of water resources and allowing the monitoring of water usage by the stakeholders.
- » Policies, action plans and follow-up programs for eco-efficiency and the sustainable use of water resources.
- » Strategy focused on working with the value chain and ensuring the responsible use and stewardship of water. The goal was fulfilled by achieving a 31,4% reduction in 2019, and 2020 was closed with a 33,3% reduction rate.



### Packaging materials (kg of P.M./t.p.)

Goal: -12%

**2020: -2,8%**

- » Implementation of the Design-to-Value methodology, which allowed reducing the use of packaging materials by 2.816 tons through eco-design initiatives.
- » Creation of a packaging materials task force in 2018 formed by representatives from all of Grupo Nutresa's business units with the purpose of identifying, prioritizing and assessing the feasibility of the most sustainable cycle-closing alternatives.

### Sludge-less waste recovery and reuse

Goal: 90,0%

**2020: 90,0%**

- » Creation of the "Retoma" (Retake) and "Ver de Vuelta" (Take them back) programs, which allow giving the post-consumption packaging materials value by transforming them into school furniture that was donated to education institutions across the country with the aim of supporting children's education process.

### Use of cleaner energy

Goal: 100%

**2020: 98,6%**

- » Process focused on transitioning to cleaner energies and replacing all equipment units in Colombia to achieve a primary operation based on natural gas and electricity.
- » Replacement of all the coal used with natural gas in 2012. This action allowed achieving a reduction of 6.700 tons of CO<sub>2</sub> per year.
- » In 2020, the only equipment units in Colombia that use non-renewable fuels other than natural gas are the ones used in case of emergency.
- » In 2020, the energy used by Grupo Nutresa comes from renewable sources, including more than 2,4 GWh from solar power, 100,7 GWh from biomass such as coffee and tea grounds and 204,5 MWh of renewable electric power.

### Greenhouse gases (CO<sub>2</sub> eq./t.p.)

Goal: -33%

**2020: -46,4%**

- » Formulation of a climate change policy with the purpose of identifying, assessing and including in the corresponding strategy the effects of global warming.
- » Adjustment in 2020 of the organizational strategy in order to incorporate the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
- » Development and publication of the Clean Transport Handbook with the aim of motivating other companies to preserve the environment and offering technical tools to the transporters for the adequate use of resources in relation to fossil fuels and vehicle driving.
- » Four carbon neutral brands that offset more than 35.000 tons of CO<sub>2</sub> eq. per year.

### Energy consumption (kWh/t.p.)

Goal: -25%

**2020: -23,5%**

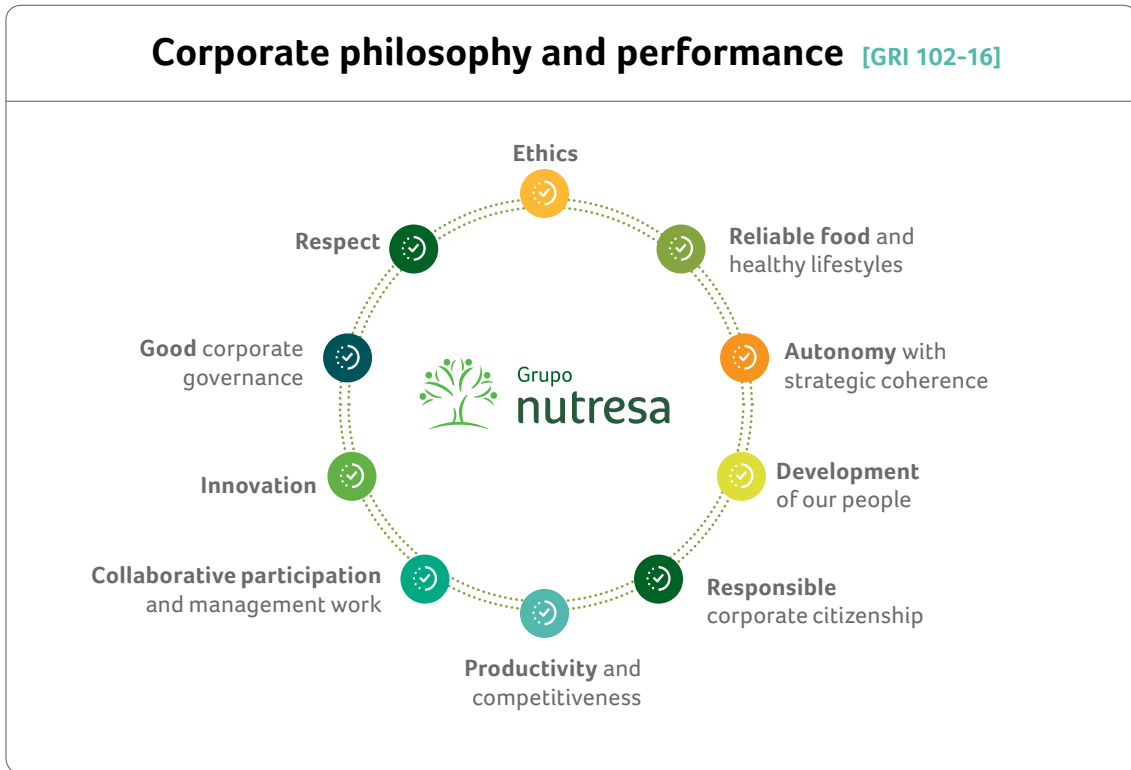
- » Execution of technological overhauling projects, equipment update, energy audits and optimization processes. The following are some examples that stand out: automation of control systems, heat exchangers, speed shifters, installation of saving devices and improvements to the lighting systems; all of which allowed a reduction of 23,5% in the usage of thermal energy and electric power.
- » Venture into the off-grid systems in the Pastas and Chocolates Businesses, enabling the Organization to self-supply with reliable and sustainable energy.

### Sludge-less waste production

Goal: -20%

**2020: -28,2%**

- » Implementation of integrated solid waste management programs at all of Grupo Nutresa's production plants, distribution centers, office facilities and restaurants.
- » Formulation of the policy for managing the loss and waste of food.
- » Implementation of processes for measuring, reducing and reporting the progress achieved in the initiatives.



## Differentiators of our business model



### OUR PEOPLE

**83,0%**

Organizational climate at a level of excellence

Grupo Nutresa promotes participative environments, the development of skills focused on both being and doing, the acknowledgment of achievements, the construction of a brand of leadership and a balanced lifestyle for our people.



### OUR BRANDS

**19 brands**

with sales over USD 50 million

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



### OUR CAPABILITIES

**1.565.345**  
clients

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 us to have an excellent product availability in terms of frequency, as well as close relationships with our customers.



# Our strategy for 2030

For Grupo Nutresa, celebrating its 100<sup>th</sup> anniversary is an exceptional achievement that has been accomplished with the valuable participation of its employees, its network of allies and its stakeholders. Thanks to its collaborative work alliances, the Organization fulfilled many of its strategic goals. Another value added of this journey was the knowledge gained through the learning process, as it paves the way for one more century.

In the light of the expectations about the new decade, Grupo Nutresa created its map of value for

2030 within the framework of the three sustainable development dimensions. The strategy enhances the cooperation with people, our allies and society; encourages the inspiration for development, growth and innovation; and promotes the preservation of our planet.

To fulfill the proposed goals, the Organization will keep strengthening the stakeholder support networks, being aware of the importance of generating shared value, building trust-based relations and reaching common agreements that enable us to maintain our higher purpose of ensuring that sustainable development benefits everyone.

## Dimensions of our strategy



Inspiring growth, development and innovation



Cooperating with people, our allies and society

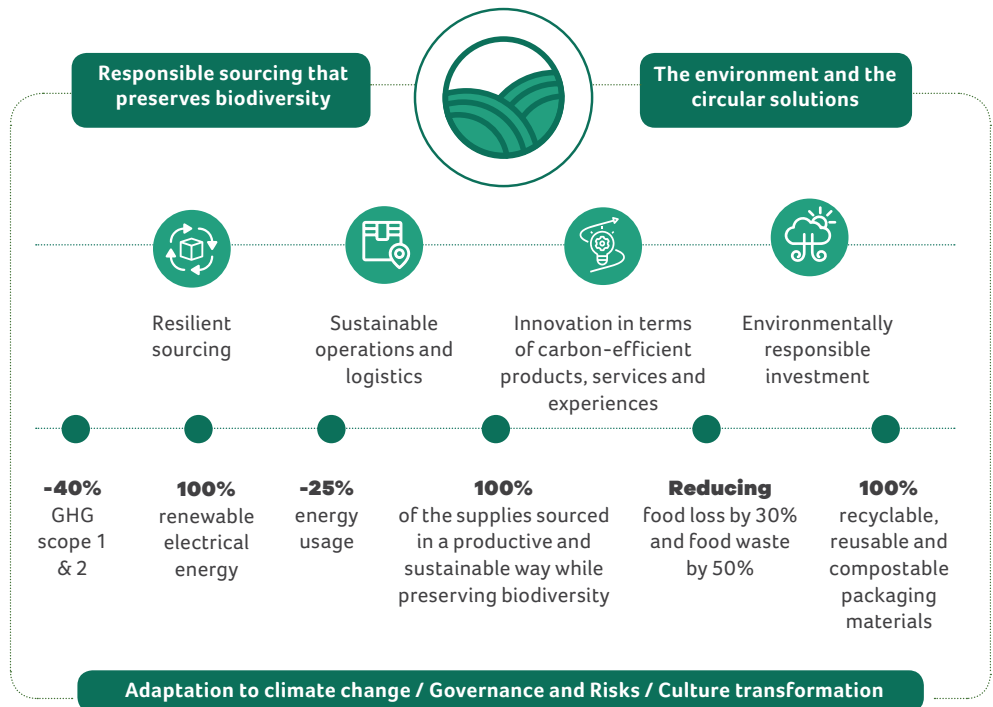


Preserving the planet

## Commitment for 2030 in terms of the mitigation of climate change

Grupo Nutresa **recognizes the reality of climate change**, which is why we are committed to leading diverse actions across our entire value chain. The purpose of these actions is to allow reducing the emissions of greenhouse gases, increasing the productivity of natural resources, implementing climate change adaptation measures and enabling the regeneration of the ecosystems with the aim of preserving biodiversity and inspiring change towards a better world.

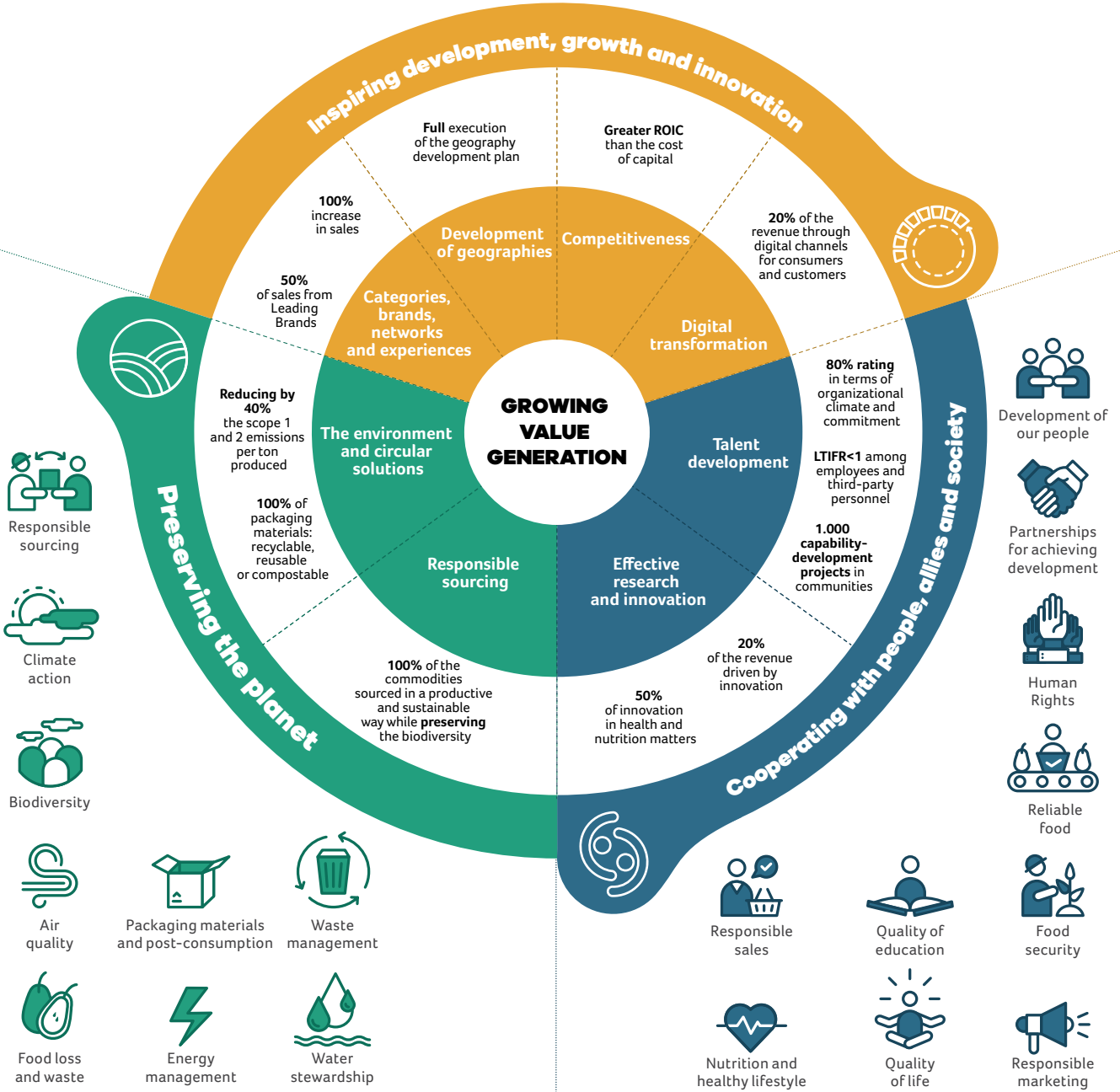
### Preserving the planet



Find out more about our strategy for 2030



Material topics



Material topics



SDGs

Material topics



SDGs





## Digital transformation progress achieved in 2020



### Exploration of new technologies

- » Identification of the fourth industrial revolution technologies in line with the business models: 3D printing, artificial intelligence (machine learning, robotic process automation –RPA–, chatbots, predictive analytics), blockchain and the internet of things (IoT). Grupo Nutresa developed cases of use for understanding these technologies and incorporating them into all its Businesses. In a learning hubs model, the employees learn by solving actual problems from their processes.
- » During the New Technologies Convention, the Organization worked on raising the awareness of its teams and enhancing their knowledge. The Company also organized 81 events, 12 of which were headlined by external speakers, with a total of 4.136 local attendees and more than 100 external attendees.



### Development of capabilities

- » Strategic approach of the work focal points and the management drivers: incremental sales, increase in competitiveness and improvement to the experience of customers, shoppers, shoppers and guests.
- » Deployment of a digital strategy and experience team in charge of leading the development of the digital transformation, fostering and boosting the digital services and the negotiation, as well as coordinating multiple digital market-entry channels, particularly customers and consumers.



### Market entry evolution

- » Identification and definition of the commercial/digital ecosystem with the aim of addressing the needs of the stakeholders. The Organization made progress in the identification and development of the necessary capabilities for approaching this ecosystem, including the establishment of alliances and the exploration by means of pilot trials.



### Talent and culture capabilities

- » Design and implementation of specific sales and marketing strategies for the digital environment with the objective of improving the brands' positioning and equity.
- » Development of internal capabilities, training provided to the commercial teams and strengthening of the relations with both customers and suppliers from the digital sales channels and media.
- » The leaders work on incorporating adaptability elements, a higher level of sensitivity to controlled experimentation and the development of the necessary leadership features for this new scenario. Grupo Nutresa has mapped and executed digital reskilling and upskilling processes, as well as new technology processes, throughout the entire Organization.

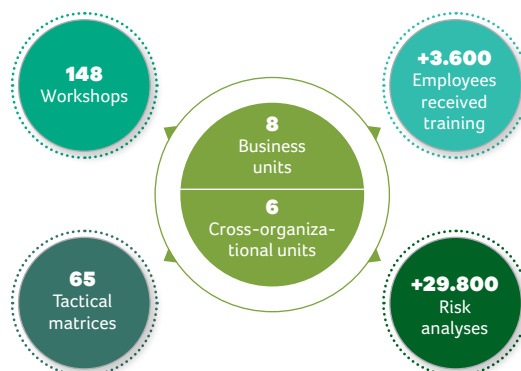


# Comprehensive risk management and main business risks

## Risk assessment

The Company made progress in the adoption and consolidation of the methodology focused on managing risks, trends and opportunities, which was used as input for the formulation of Grupo Nutresa's strategic plan for 2030.

In addition, the incorporation of the system has facilitated its implementation at all levels in the Organization with a higher level of autonomy by the Businesses in the execution of exercises for assessing and monitoring strategic, operational, financial, climate and nature-related risks. In 2020, such exercises included the analysis of both the negative and positive impact of COVID-19 on the 23 corporate risks and their related risks.



### Main risks \*

### Mitigating actions

#### Volatility in commodity prices and exchange rates.

- » Management of the risks associated with the process variables performed by a specialized team and committees formed by both internal and external members.
- » Coverage policies with defined risk levels and limits, adjusted to the dynamics of the market.
- » Highly trained human talent team dedicated to monitoring and negotiating commodities and exchange rates.
- » An automated hedging process that allows having real-time information and keeping the

scenarios updated for the decision-making process.

- » Permanent exploration in search for new opportunities and models for efficient and competitive commodities sourcing at a worldwide scale.
- » Diversification of commodities, geographies and businesses.
- » Risk analytics applied to the quantification of impacts in complex scenarios.

#### Negative impact of a highly competitive environment on the Businesses.

- » Leading brands that are highly recognized and appreciated.
- » Memorable and differentiated experiences for consumers, shoppers and clients, with an excellent price-value ratio.
- » Broad distribution network with value propositions differentiated by customer segment.
- » High levels of client satisfaction and loyalty.
- » Development and enhancement of organizational capabilities focused on the market needs.

- » Constant monitoring of trends for identifying opportunities and using the related information as input for the strategy of the Businesses.
- » Brands and Networks Management Model based on the deep and integrated understanding of the market: consumers, shoppers and customers.
- » High-value innovation and portfolio differentiation.
- » Profitable market development based on consumer segmentation.

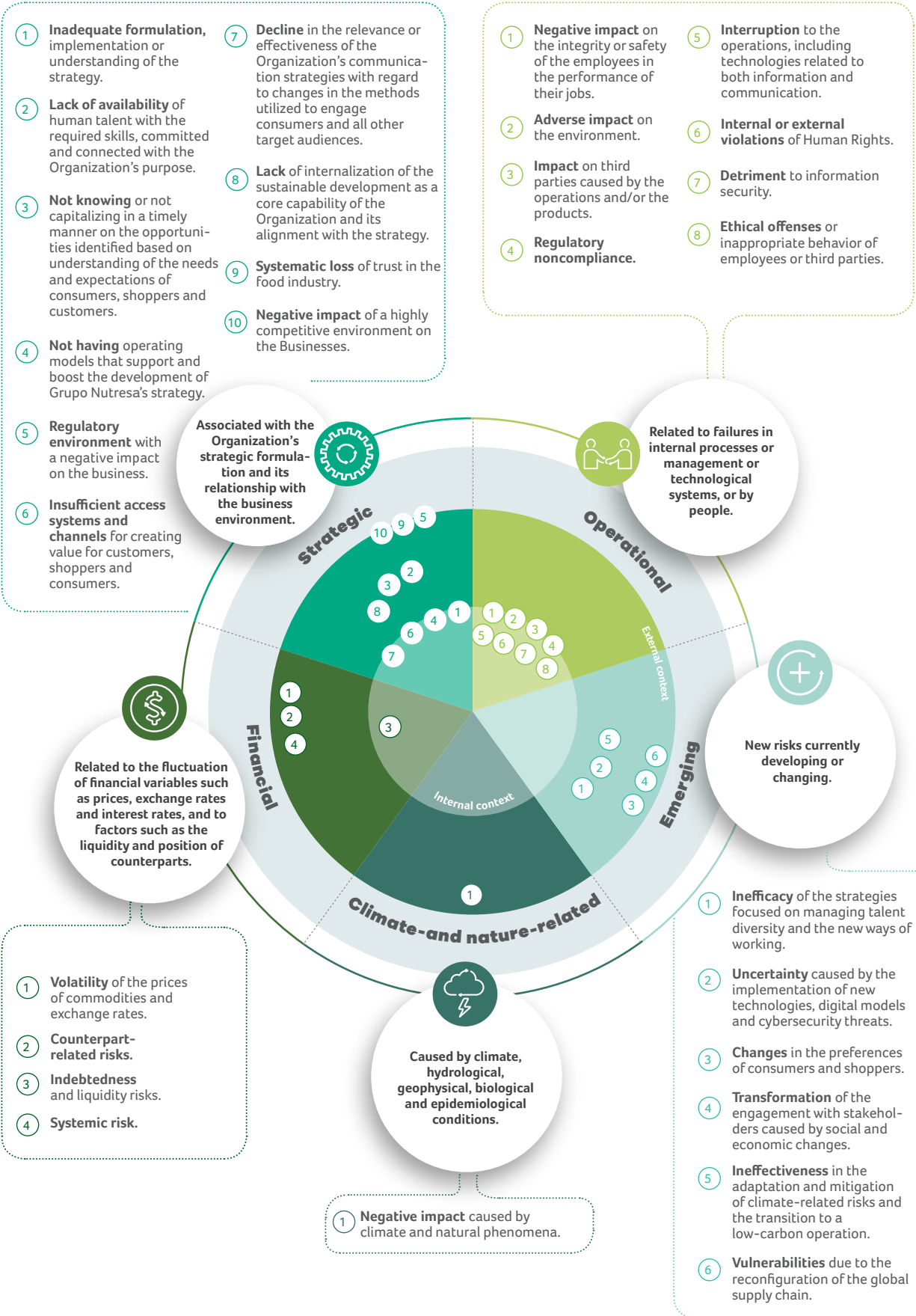
#### Regulatory environment with a negative impact on the business.

- » Continuous monitoring of the Company's business environment with the aim of adopting a proactive stance regarding possible shifts in regulations and ensuring regulatory compliance.
- » Involvement in the discussion about public policies and their formulation.
- » Adoption of Grupo Nutresa's healthy lifestyle policy.
- » Understanding of the needs of the communities and their health and nutrition issues with the aim of contributing with alternative solution proposals.

- » Development of health and nutrition research that allows improving the quality of life of the population through innovative food propositions.
- » Support and participation in programs that promote healthy lifestyles.
- » Production and management of knowledge about food, eating habits and nutrition at Vidarium: nutrition, health and well-being research center.

\*In the short term, the risk of an adverse impact on the integrity or safety of the employees during the performance of their jobs has gained an important relevance due to the crisis caused by the COVID-19 pandemic. Multiple actions were taken to manage this risk, always with the care for people's health and life as the main priority. See detailed information on this matter at page 19.

## Corporate risks





# Business model

[GRI 302-1] [GRI 303-1] [GRI 305-1] [GRI 305-2]

## INPUT



### Financial capital

- Working capital
- Funding
- Capital from investors



### Industrial capital

- Ports
- Roads
- Infrastructure for public utilities
- Points of sale



### Human capital

- Proficient people



### Intellectual capital

- Patents
- Knowledge (associations, protocols and standards)



### Natural capital

- Energy
- Water
- Commodities



### Social capital

- Communities
- Customers
- Consumers
- Suppliers

## VALUE CHAIN



### Sourcing



**64**  
Supplier development projects



**197**  
Farms and plantations



**COP 26.989 million**  
Social investment in suppliers



**40,2%**  
Purchases of local commodities



### Logistics related to commodities



Gestión Cargo



### Operation



Biscuits



Cold Cuts



Chocolates



Coffee



Retail Food



Tresmontes Lucchetti



Pasta



Ice Cream



**45**  
Production plants



**45.861**  
Employees



**19**  
Brands with sales over USD 50 million



**29**  
ISO 14001-certified processing centers



**1.011.364**  
Hours of training



**12.636**  
Performance assessments



### Distribution and commercialization



Comercial Nutresa



Novaventa



La Recetta



Atlantic Food Service



Operar Colombia



**9.453**  
Vendedores



**124**  
Distribution centers



**COP 35.813 million**  
Social investment in customers



### Retail Food



**325**  
Restaurants



**497**  
Ice cream shops

**STRATEGIC SUSTAINABILITY PRIORITIES**

**RESULTS**

**OUTPUT**



**Promoting a healthy lifestyle**

**Work** on promoting healthy lifestyles, producing nutritious and safe food, and ensuring an adequate communication that builds trust and allows to make conscious and informed decisions. Additionally, Grupo Nutresa promotes initiatives focused on the mitigation of hunger, creating possibilities of nutrition and healthy lifestyles.



**3,144** Product items fulfill the Nutresa nutritional profile.



**23,3%** Sales of products with reduced critical components



**0,8%** Sales of products with increased nutritional components



**Managing the value chain responsibly**

**Comprehensive** development of our employees to improve their productivity and quality of life, incorporating social and environmental variables in the sourcing chain and strengthening the distribution network with sales channels that enable an adequate offer of our products in the market.



**362.631** Customers Benefited from capability-development programs



**45,5 (kg/Hdl)** Productivity



**83,0%** Organizational climate



**Building a better society**

**Enhancement** of the capabilities of the communities with which the Organization interacts in order to promote their growth and development. Additionally, the Organization fosters the respect for Human Rights among its stakeholders.



**1.476** Small Farmers trained in socio-entrepreneurial matters



**1.029** Capability-development projects (2013-2016)



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

**Management** of the eco-efficiency in the supply chain and decrease in the environmental impact of the products throughout their life cycle by means of an adequate water management and the reduction in emissions, energy consumption and packaging materials.



**-23,5%** Energy consumption reduction\*



**-33,3%** Water consumption reduction\*



**-46,4%** Greenhouse gas emission reduction\*  
\*Reductions based on the 2010 baseline in Colombia.



**Acting with integrity**

**Leadership** based on ethics and good conduct, on the design and implementation of clear procedures for identifying and addressing risks, and on a continuous work on the assurance of the compliance with the regulations and standards that govern Grupo Nutresa's operation.



**Ten** consecutive years included in the Dow Jones Sustainability World Index



**Eight** consecutive years receiving the Investor Relations "IR" acknowledgment



**Fostering profitable growth and effective innovation**

**Design** and creation of a differentiated offer of products, brands and experiences in its multiple market segments, based on an innovative culture in terms of processes, products and business models.



**COP 11.128.000** million in total sales



**COP 1.444.000** million EBITDA



**53,8%** Market share



**Food production\***

**1.194.347** Tons produced\*

**905,36 GWh** of energy used\*

**2,6 millions of m<sup>3</sup>** of water used\*

**133.240 tons of CO<sub>2</sub> eq** GHG emissions\*

\* Data from United States, Mexico, Costa Rica, Dominican Republic, Panama, Colombia, Peru and Chile. The data for Colombia does not include the operations of Cameron's Coffee and Naturela.

- o Meat products
- o Vegetable protein
- o Vegetable products
- o Milk modifiers
- o Hot chocolate products
- o Chocolate confectionery products
- o Nuts
- o Coated cookies
- o Cereal bars
- o Sweet and savory biscuits
- o Baked snacks
- o Regular and water-based ice cream products
- o Fruit-based beverages
- o Jelly products
- o Infusions (herbal
- o tea products)
- o Sports drinks
- o Coffee
- o Instant mix products
- o Classic and stuffed pasta products
- o Flavored pasta products and specialties
- o Pasta with sauce or instant pasta products
- o Juices and nectars
- o Soups, cream-style soups and broths
- o Potato chips
- o Prepared products of vegetable origin
- o Soft capsules and gums
- o Fish and shellfish



**Distribution and commercialization**

**184,4 GWh** Energy consumption in distribution operations\*\*

**47.285 tons of CO<sub>2</sub> eq.** GHG emissions from distribution operations\*\*

\*\*The data for Colombia does not include the operations of Cameron's Coffee and Naturela.

- o Storage
- o Distribution
- o Sales



**Retail Food Business**

**16.315.618** Main courses sold\*\*\*

**8.684 tCO<sub>2</sub>e** GHG emissions\*\*\*

**49,12 GWh** Energy consumption\*\*\*

**123,0 miles de m<sup>3</sup>** Water consumption\*\*\*

\*\*\* Data for Colombia.

- o Burger bars
- o Pizzerias
- o Steakhouses
- o Ice cream shops
- o Experience shops









**We have a very  
important mission:  
we are  
protectors  
of mother  
nature.**

Paola Pacheco, member of the Kankawarwa  
community, Santa Marta's Sierra Nevada.





# Kankawarwa, a sun that nurtures the sierra nevada

*In this indigenous community of Santa Marta's Sierra Nevada, conversation, support and learning help in strengthening people's nutrition and care for each other.*

"We want our families to stay together and to be nurtured and protected and, at the same time, we want to be caretakers of the *sierra nevada*, the trees, all birds and all living animals," says Chema, the leader of the Kankawarwa community, *Arhuaco* people of Santa Marta's *Sierra Nevada*.

The heart of such protection is nutrition, which over the past few years has been the driving factor that has enabled this community to coordinate itself to follow practices that guarantee its food sovereignty. They have cultivated a productive garden that is maintained collectively by the community, and its peppers, chives, tomatoes, cucumbers and lettuces are some of the ingredients of the school restaurant. They are also the excuse to talk to the young children about how to preserve a healthy relationship with the land, its timing and its health.

The community also farms pigs and fish, and they have learned to cultivate cocoa with the purpose of generating additional income. **"You start to see the change in people: they tidy up their homes, they have the means to get a new machete for pruning the cocoa trees and to meet other needs. That**

**makes you proud and makes you feel big because it's like the recognition of the work you have done," says Ángel Rincones, agricultural technician from the Kankawarwa community.**

The land gives them what they ask for in a synchrony of care and respect, and they, thanking and honoring the sense of cooperation, teach other eight neighboring communities to sow, produce and preserve. They are like the Sun, with the light they have achieved over these years of work on their food laboratory, they radiate the life of the *sierra nevada*.

Grupo Nutresa, through Fundación Nutresa, the Chocolates and Cold Cuts Businesses, has supported this community for the past 12 years under the *Germinar* program and its cocoa productive linkage. Thanks to the latter, there are 204 hectares of cocoa trees established, benefiting 102 families from Santa Marta's *Sierra Nevada*. For its part, the *Germinar* program supports 1.010 families in both rural and urban areas from five Colombian states, thus confirming Grupo Nutresa's commitment to contributing to the goal of the SDG 2: Zero Hunger.



Scan the QR code to read more about their story.





“When Grupo Nutresa first came here to support the community, we started falling in love with each other, talking about a relationship, about marriage, and now we already have four children: the garden, the pigs, the fish and the cocoa trees. Now the work is to keep taking care of them, nurturing them so that they grow strong.”

**Chema**, leader of the Kankawarwa community, Santa Marta’s Sierra Nevada.



*Germinar* is one of Grupo Nutresa’s programs and it promotes the cultivation of productive gardens to encourage autonomy and food sovereignty. In 2020, the program was developed in the Colombian states of Antioquia, Córdoba, Meta, Bolívar and Magdalena.



The idea of having the shop is to sell organic products, sown and harvested by the community itself, at a lower cost, with the purpose of benefiting the economy of our people.”

**Paola Pacheco**, member of the Kankawarwa community, Santa Marta’s Sierra Nevada.





# BISCUITS BUSINESS



**Alberto Hoyos Lopera**

PRESIDENT

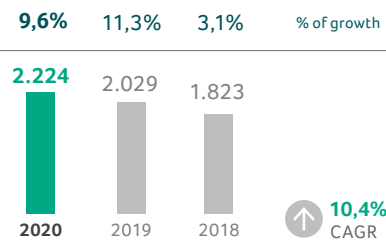
56 years old /

Part of Grupo Nutresa since 1993

- The sales totaled COP 2.224.000 million, representing a 9,6% growth rate, doubling by 2,0 times the sales recorded in 2013. The Business's sales abroad represented 53,9% of the total sales.
- The exports from Colombia amounted to USD 51,6 million, exhibiting a growth rate of 8,8%.
- The Business's productivity was increased by 2,3% in relation to 2019 thanks to the prioritization of the portfolio, the streamlining of innovation and the adequate management of the epidemiological fences and preventive isolation measures.
- *Kibo Foods* was strengthened and amounted USD 448.000 in sales in its first year of operation in the U.S., 89% of which were made through *Amazon*.
- The strategic goals for 2020 in the environmental dimension were fulfilled in terms of water consumption (-38%), waste production (-26%) and waste recovery and reuse (92%); all these indicators are measured as per ton produced.

## SALES COP thousand million

### Total sales

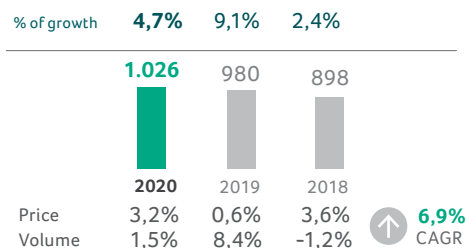


The Biscuits Business represents

20,0%

of Grupo Nutresa's total sales.

### Sales in Colombia



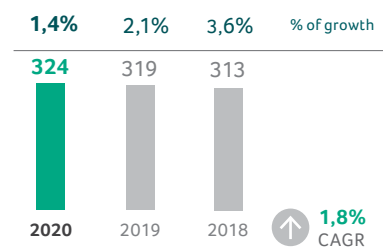
The sales in Colombia represent

46,1%

of the Business's sales.

### Sales abroad

USD million

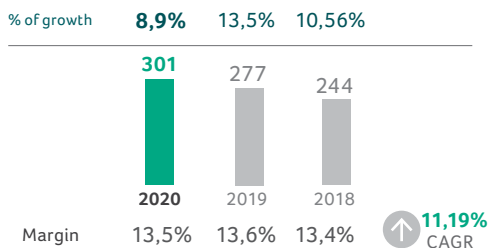


The sales abroad represent

53,9%

of the Business's sales.

## EBITDA COP thousand million



The Biscuits Business represents

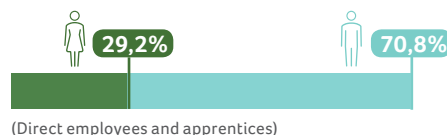
20,9%

of Grupo Nutresa's EBITDA.

**Adaptation to change.** The Business consolidated the Organization's cultural attributes: adaptability, global thinking and entrepreneurship capacity, with 472 employees working from home, and operating without interruptions in all seven production platforms.

## EMPLOYEES

**6.156** TOTAL  
(Direct employees, third-party employees and apprentices)



**52,3%**  
in Colombia



**47,7%**  
Abroad

**Captions**  
[GRI102-2]

- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏭 Number of production plants
- 📈 Brands with sales over USD 50 million

**United States**

📊 19,1%  
🏭 1



**Central America**

📊 26,3%  
🏭 1



**Ecuador**

📊 3,1%

**Other countries**

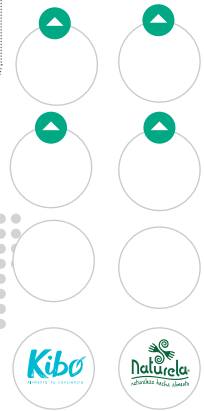
📊 2,8%

**Caribbean Region**

📊 2,6%

**Colombia**

📊 46,1%  
🏭 4



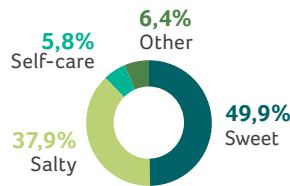
Direct presence in  
**10**  
countries

**BUSINESS OUTLOOK**

- Strengthening the leadership of the Business's brands in Colombia and Central America, improving the sales mix towards the nutrition and well-being portfolio.
- Developing the healthy snacks segment in the region through brands such as *Tosh* and *Kibo*.
- Consolidating the growth of the Business in the U.S. through the expansion of channels, a better coverage and new value propositions from the brands *Li'l Dutch Maid*, *Chiky*, *Kibo* y *Tosh*.
- Focusing the actions on improving the comprehensive productivity of the Business in order to promote the fulfillment of the profitable growth and sustainability goals set for 2030.
- Ensuring the early fulfillment of the goal that consists in using 100% of recyclable, reusable or compostable packaging materials for all the products of the Business.

**MAIN CATEGORIES**

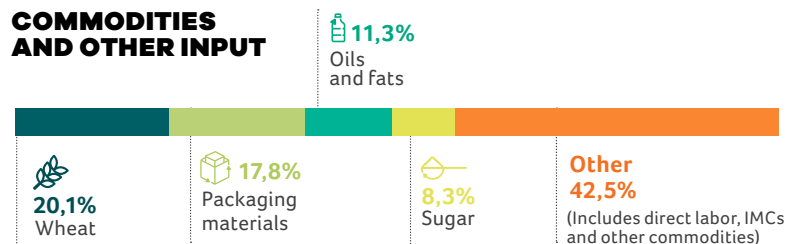
(% of total sales)



**MARKET SHARE IN COLOMBIA**



**COMMODITIES AND OTHER INPUT**







# COLD CUTS BUSINESS



**Diego Medina Leal**

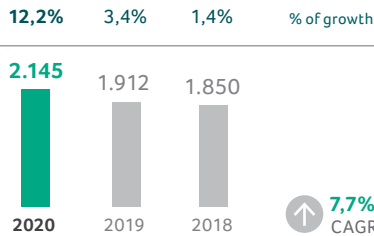
PRESIDENT

60 years old / Part of Grupo Nutresa since 1997

- The Business achieved a 5,9% growth rate in terms of volume and 11,2% in terms of value in Colombia, and the totals for the Business were 6,5% and 12,2, respectively. These results were achieved through the strategies focused on our brands' communication both at the points of sale and on social media.
- The value proposition of the *Berard* and *Blue Ribbon* brands was strengthened in Panama and the development of the exports of fresh meat products will be continued. The sales abroad grew by 8,7%.
- Youngsters and kids from cycling schools benefited from the Business's contribution through the "Ruedas por Colombia" (Rolling for Colombia) Program, which enabled them to continue their training via digital means. Additionally, the Business supported its hot dog vendor clients with food packages during the pandemic.
- Sustainable practices were promoted in the operation, such as the reincorporation of more than 5.000 crates manufactured with post-industrial plastic materials; and six ranches received the good livestock farming practices certification.
- New categories were developed for *Zenú*: frozen thin and wedge potatoes, and canned tuna fillets. The Business expanded its *Pietrán* vegetable protein product offer with the "Veggie Desmechado" (pulled veggie) product, in addition to *Ranchera's* BBQ cuts and marinated meats. The products that were launched in 2020 represented new sales that totaled more than COP 44.000 million.

## SALES COP thousand million

### Total sales

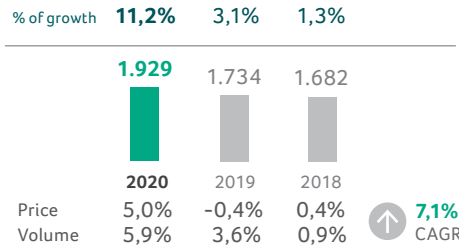


The Cold Cuts Business represents



of Grupo Nutresa's total sales.

### Sales in Colombia



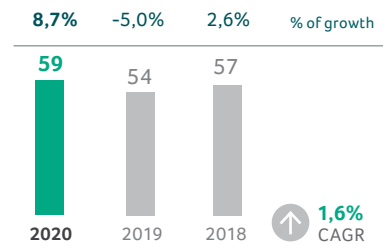
The sales in Colombia represent



of the Business's sales.

### Sales abroad

USD million



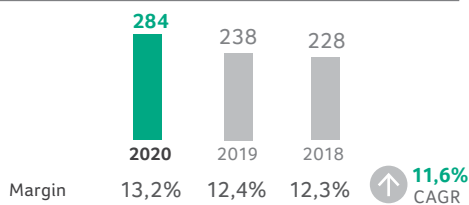
The sales abroad represent



of the Business's sales.

## EBITDA COP thousand million

% of growth 19,6% 4,2% 8,8%



The Cold Cuts Business represents



of Grupo Nutresa's EBITDA.

**Adaptation to change.** The Business incorporated dynamic routing models focused on the omnichannel methodology and made the operations more flexible by developing processes based on the demand.

## EMPLOYEES

**9.187** TOTAL  
(Direct employees, third-party employees and apprentices)



**87,8%**  
in Colombia



**12,2%**  
Abroad

**Captions**  
[GRI102-2]

📍 Presence of our main brands

📊 % of the Business's sales

🏭 Number of production plants

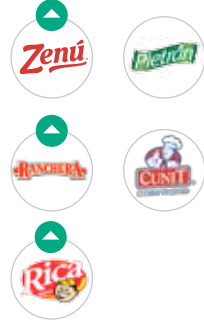
📈 Brands with sales over USD 50 million

📍 **Central America**  
% 6,8%  
📊 1



📍 **Other countries**  
% 3,2%  
📊 1

📍 **Colombia**  
% 89,9%  
📊 8



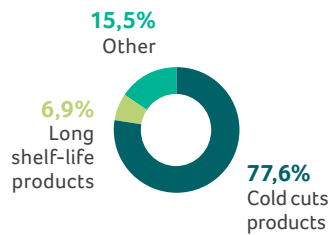
Direct presence in **4** countries

**BUSINESS OUTLOOK**

- Continue working on the internationalization of brands and categories, strengthening the presence in Central America and the U.S.
- Expanding the portfolio of new categories complementary to the meat proteins focused on health and nutrition concepts.
- Enhancing the leading supply chain practices in the extended chain, tackling the new challenges entailed by the market.
- Reducing the environmental impact in the operations, implementing the use of alternative energies, diminishing the use of water in the processes and incorporating leading practices in terms of pig and livestock farming.
- Continue working on the development and implementation of employee care and wellness programs, and reinforcing the Business's leadership and culture.

**MAIN CATEGORIES**

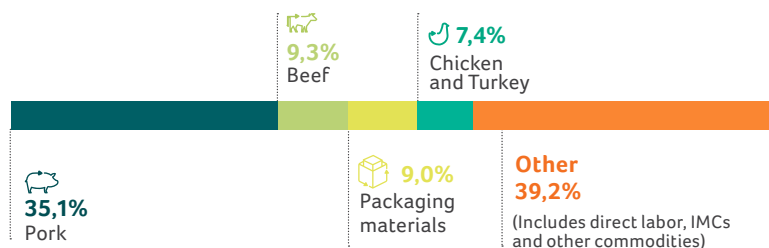
(% of total sales)



**MARKET SHARE IN COLOMBIA**



**COMMODITIES AND OTHER INPUT**







# CHOCOLATES BUSINESS



**Juan Fernando Castañeda Prada**

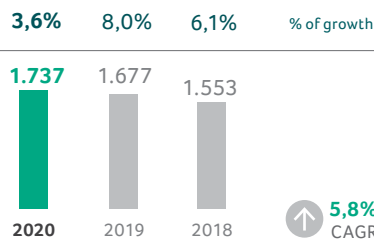
PRESIDENT

53 years old / Part of Grupo Nutresa since 2011

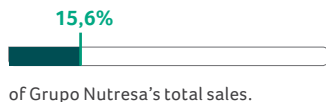
- The Business achieved sales totaling COP 1.737.000 million thanks to an efficient management of innovation, the networks, the brands and the experiences.
- The EBITDA of the Business amounted to COP 232.000 million, which allowed offsetting the greater costs from the commodities, the impact of the exchange rates in the geographies and the costs associated with the measures taken to address the COVID-19 crisis through efforts in terms of productivity and cost control.
- The behavior of the demand of the categories and geographies was monitored, the supply chains with increased demand were reinforced and the production plans were adjusted.
- The innovation-driven sales indicator reached 19,0%, exceeding the goal set in this regard.
- The Business accomplished the following reductions in the consumption of energy and water, as well as in the emission of greenhouse gases –GHG– (per ton produced in all cases): 34,8% in **energy usage**; the goal was 25%. 42,4% in **water usage**; the goal was 30%. 61,7% in **GHG emissions**; the goal was 33%.

## SALES COP thousand million

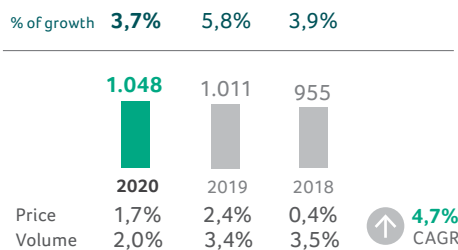
### Total sales



The Chocolates Business represents



### Sales in Colombia

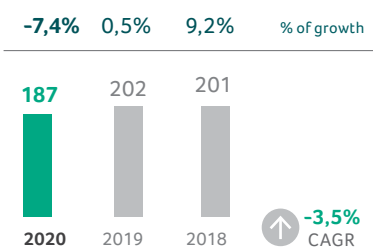


The sales in Colombia represent

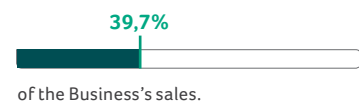


### Sales abroad

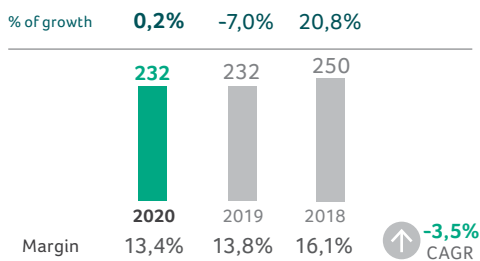
USD million



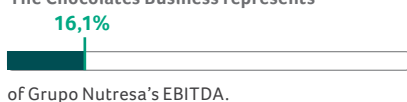
The sales abroad represent



## EBITDA COP thousand million



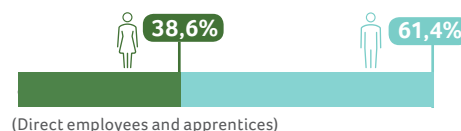
The Chocolates Business represents



**Adaptation to change.** The market strategies were strengthened based on the shopper and consumer patterns, adopting the knowledge about trends such as the permanent connection, healthier lifestyles and the use of digital sales channels.

## EMPLOYEES

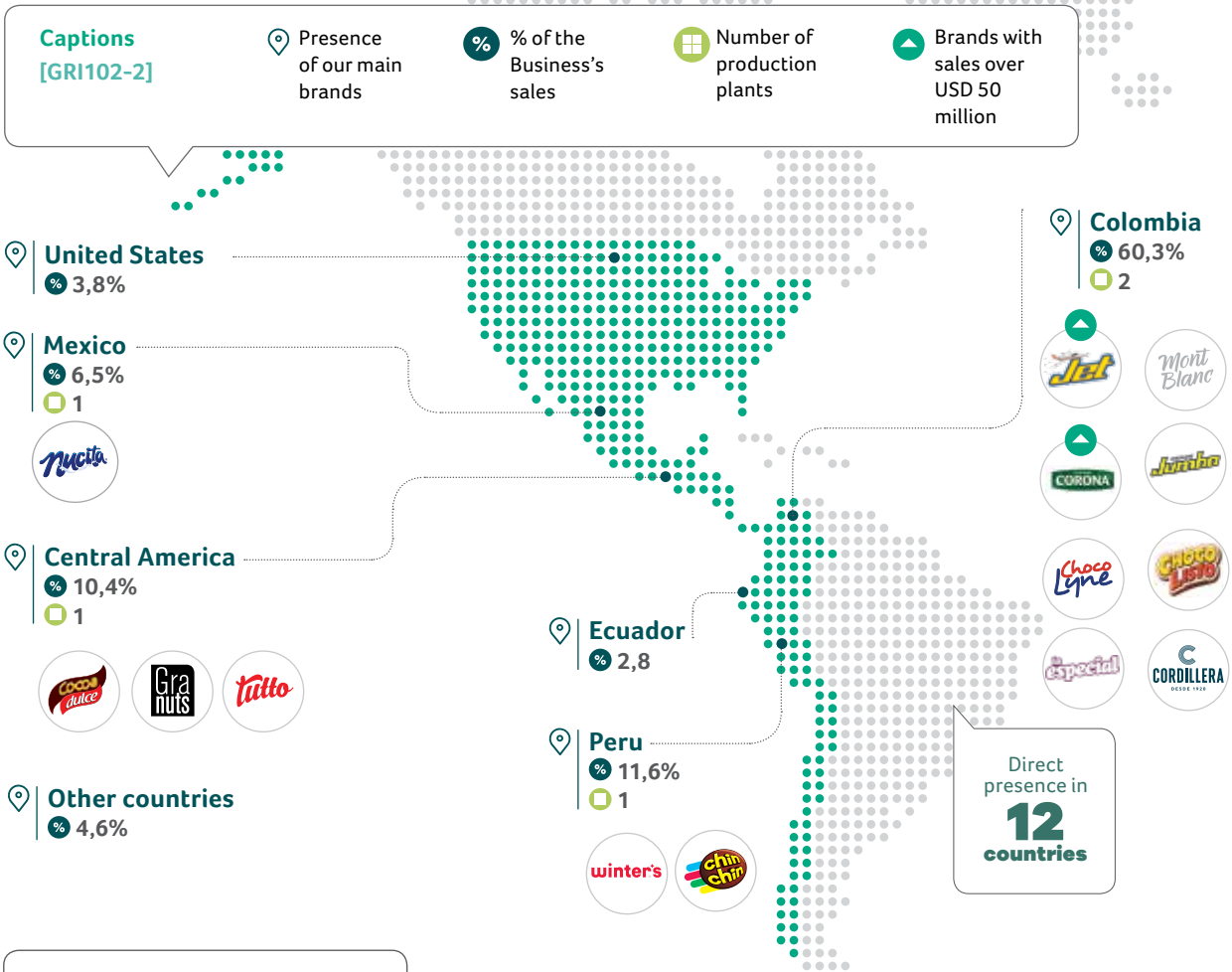
**4.317** TOTAL  
(Direct employees, third-party employees and apprentices)



**53,6%**  
in Colombia



**46,4%**  
Abroad

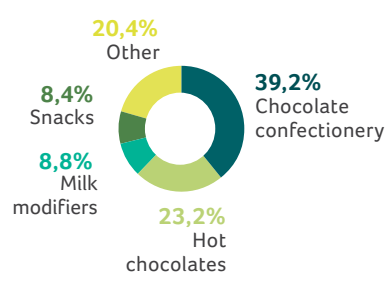


### BUSINESS OUTLOOK

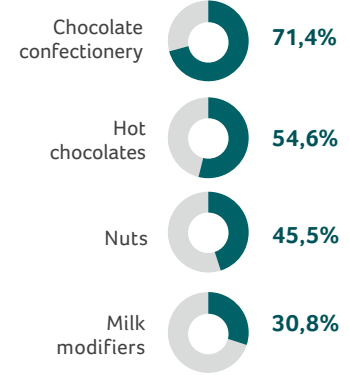
- Fine-tuning the projects for the multiple combinations of categories and geographies where the Business participates, seeking to generate profitable growth aligned with Grupo Nutresa's expectations.
- Consolidating the leadership in the mature geographies, making progress in terms of brand and sales fundamentals in the developing geographies and assessing new projects in prospective geographies.
- Mobilizing the Business towards a superior performance through the development of the human talent with the aim of tackling the future challenges in subjects such as adaptability, innovation and digital transformation.

### MAIN CATEGORIES

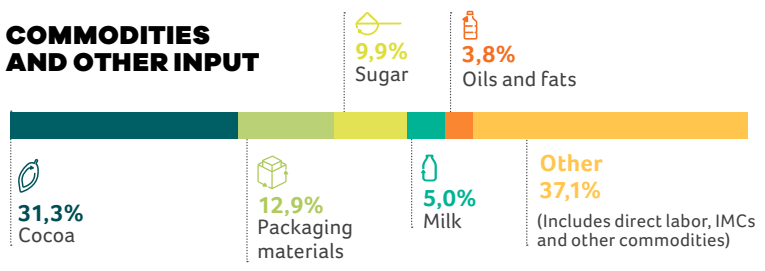
(% of total sales)



### MARKET SHARE IN COLOMBIA



### COMMODITIES AND OTHER INPUT







# COFFEE BUSINESS



**Miguel Moreno Múnera**  
PRESIDENT

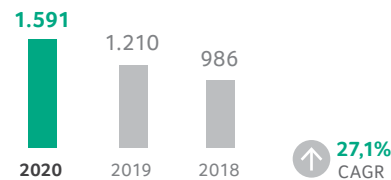
43 years old / Part of Grupo Nutresa since 2003

- The Business concluded 2020 with an EBITDA margin of 13,7%, growing 53,9% in relation to 2019. Additionally, the return on capital was greater than the one expected for Grupo Nutresa.
- The Business doubled its sales as to the goal set in 2013.
- The energy usage was reduced 27,5% per ton produced since 2010.
- The “Retoma” (Retake) Program for Nutresa Express Pods was strengthened. With the recovery and reuse of these flexible materials, the school environment of an educational institution was improved through the provision of school furniture. More than 1.400 children benefited from this action.
- The Business reinforced its commodity procurement model, which is essential for ensuring an adequate stance and response to the COVID-19 pandemic.

## SALES COP thousand million

### Total sales

31,5% 22,8% -1,6% % of growth



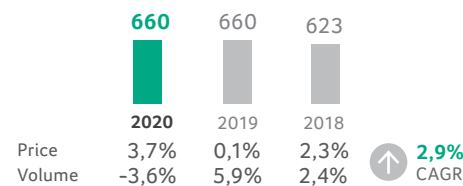
The Coffee Business represents

14,3%

of Grupo Nutresa's total sales.

### Sales in Colombia

% of growth -0,1% 6,0% 4,8%



The sales in Colombia represent

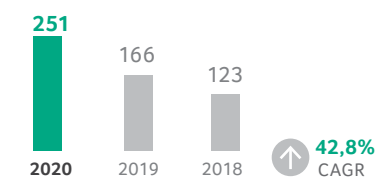
41,5%

of the Business's sales.

### Sales abroad

USD million

51,0% 35,1% -10,9% % of growth



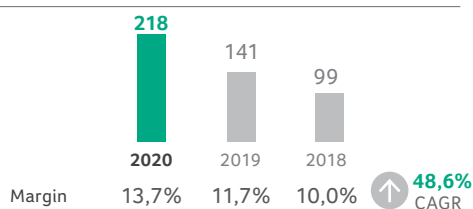
The sales abroad represent

58,5%

of the Business's sales.

## EBITDA COP thousand million

% of growth 53,9% 43,5% -18,4%



The Coffee Business represents

15,1%

of Grupo Nutresa's EBITDA.

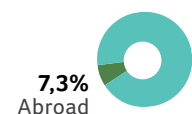
**Adaptation to change.** The Business strengthened its digital transformation process with the evolution of its market entry methodology, the implementation of traceability measures for commodities and supplies, and the incorporation of new technologies such as RPA and the Organization's first predictive analytics pilot project.

## EMPLOYEES

**2.062** TOTAL  
(Direct employees, third-party employees and apprentices)



92,7%  
in Colombia



**Captions**  
[GRI102-2]

- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏠 Number of production plants
- 📈 Brands with sales over USD 50 million

📍 **United States**

📊 45,6%

🏠 1



📍 **Colombia**

📊 41,5%

🏠 4



📍 **Other countries**

📊 10,2%

**BUSINESS OUTLOOK**

- Boosting the growth strategy based on two of the pillars of Grupo Nutresa's purpose: brands and B2B businesses, focusing on United States, Colombia, Latin America and Asia.
- Continue increasing the value of coffee as a beverage and generating value by transforming agricultural assets and offering consumers differentiated healthy product proposals based on innovation, productivity and sustainability, with a return greater than the cost of capital.
- Keep boosting the best global and diverse talent, offering development opportunities based on the best labor and safety practices and strengthening attributes such as authentic relations, agility and flexibility.
- Maintaining sustainability as a fundamental pillar of the Business's performance by following leading practices with a global and responsible sourcing process, reducing the impact on the environment and offering development opportunities to all the stakeholders.



📍 **Malaysia\***

🏠 1

\* This operation is not consolidated in the Business total as its market share is less than 50%.



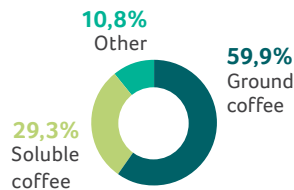
📍 **Japan**

📊 2,7%

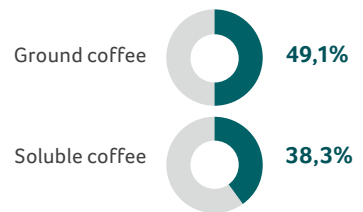
Direct presence in  
**12**  
countries

**MAIN CATEGORIES**

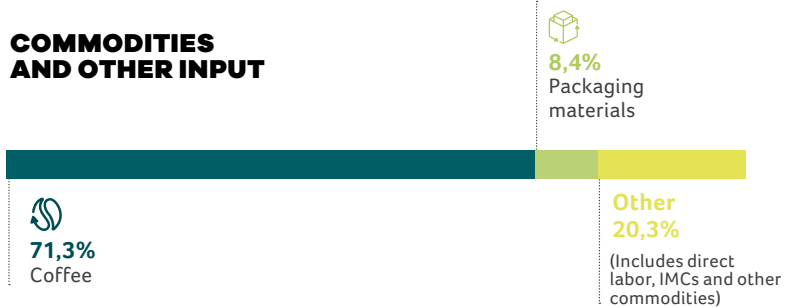
(% of total sales)



**MARKET SHARE IN COLOMBIA**



**COMMODITIES AND OTHER INPUT**







# TRESMONTES LUCCHETTI NUTRESA



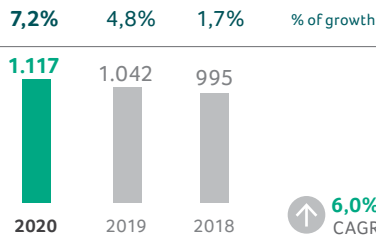
**Justo  
García Gamboa**  
PRESIDENT

59 years old / Part of  
Grupo Nutresa since 2013

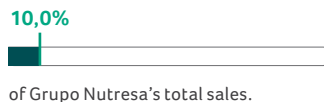
- All categories were boosted thanks to the increased consumption of instant cold beverages (ICBs), pasta, sauces, dehydrated products, coffee, pastry and oils at the households.
- *Kryzpo's* stackable potato chips market was expanded into Panama, Costa Rica, Honduras, Guatemala, El Salvador, Ecuador and Colombia.
- The strategic sourcing process was reinforced to ensure an efficient management of both productivity and competitiveness.
- The Business contributed more than 300 tons of food to support senior citizens in Chile and Mexico.
- The coffee product portfolio was strengthened in Chile by entering the pod and freeze-dried segments.
- Tresmontes Lucchetti completed the transition to certifiable renewable sources for the electric power supply of its entire operation.

## SALES COP thousand million

### Total sales

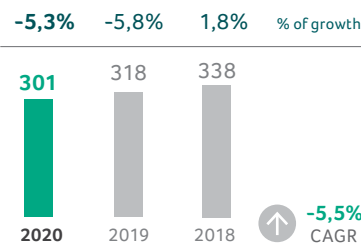


Tresmontes Lucchetti represents

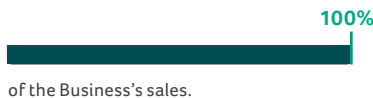


### Sales abroad

USD million



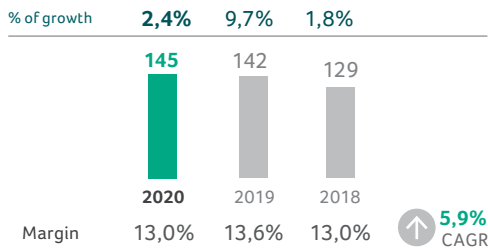
The sales abroad represent



### Adaptation to change.

The Business established production, sourcing and commercial strategies with the aim of addressing the risks in its supply chain and the changing demand. Additionally, progress was made in the comprehensive value propositions for *bricks and clicks* and for last-mile companies for the development of e-commerce.

## EBITDA COP thousand million

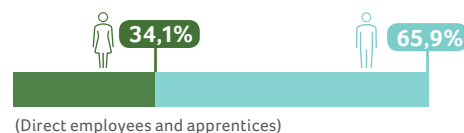


Tresmontes Lucchetti represents



## EMPLOYEES

**4.390** TOTAL  
(Direct employees, third-party employees and apprentices)



100%  
Abroad



0,0%  
in Colombia

**Captions**  
[GRI102-2]

- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏭 Number of production plants
- 📈 Brands with sales over USD 50 million

📍 **United States**  
📊 3,5%

📍 **Mexico**  
📊 15,7%  
🏭 2

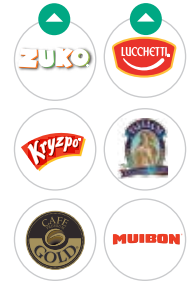


📍 **Central America**  
📊 5,0%

📍 **Other countries**  
📊 4,3%

Direct presence in  
**7**  
countries

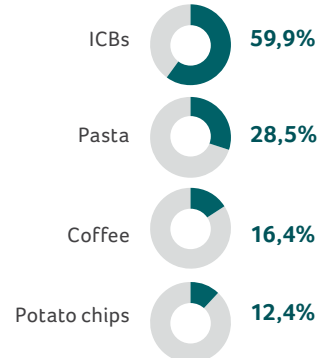
📍 **Chile**  
📊 71,5%  
🏭 4



**BUSINESS OUTLOOK**

- Generating profitable and sustained growth by consolidating a new innovation model that enables the Business to create an incremental layer of income with effective innovations.
- Developing the Chile geography by increasing its competitiveness, expanding the core and omnichannel categories, boosting the channels with diversified value propositions, and getting adapted to the trends of the e-commerce channel.
- Implementing a productivity plan for Mexico in 2021 and maintaining an efficient operation.
- Implementing the digital transformation by developing capabilities related to consumer service and collaborative tools, and adapting communication strategies.
- Expanding the presence of Kryzpo's stackable potato chips, including the market in Mexico; and exploring the internationalization of Tresmontes Lucchetti's diverse categories.

**MARKET SHARE IN CHILE**



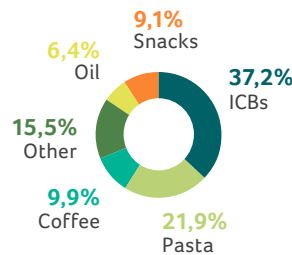
**MARKET SHARE IN MEXICO**



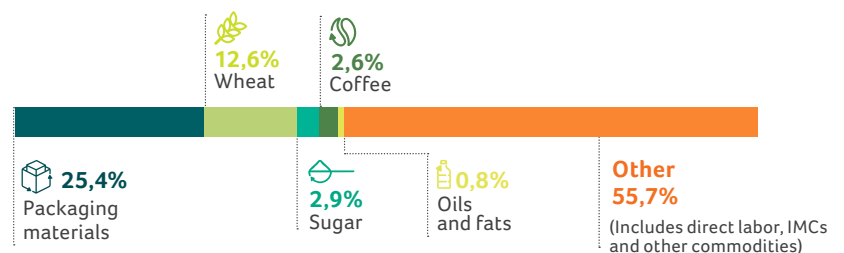
\*ICBs: instant cold beverages

**MAIN CATEGORIES**

(% of total sales)



**COMMODITIES AND OTHER INPUT**







# RETAIL FOOD BUSINESS

## NUTRESA



**Juan Chusán Andrade**

PRESIDENT

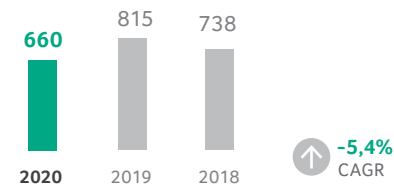
56 years old / Part of Grupo Nutresa since 2013

- The sales of the Business amounted to COP 660.000 million, with a 12,5% profitability rate.
- The Business has the top brand in Colombia in the hamburger segment, with a 41% market share, and the top-two brand in the pizza category, with a 29% market share. In both categories, the growth rate achieved was higher than the industry average.
- The ice cream product positioning was strengthened in the Caribbean markets: Jamaica, Barbados, Trinidad and Tobago, Saint Kitts, Antigua and Guyana. Additionally, the Business started developing the U.S. market by focusing on nostalgia-based attributes in both New York and New Jersey.
- 45% of the total sales were made through new sales channels such as the call center, e-commerce, drive-thru, take out and gift certificates. Additionally, the Business consolidated its market entry with its own delivery team and its positioning by working with last-mile companies.
- The care for our people was prioritized by implementing biosecurity protocols and providing economic aids for our teams, thus allowing the Business to maintain low levels of contagion, as well as committed teams.

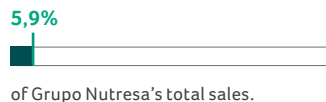
### SALES COP thousand million

#### Total sales

-18,9% 10,4% 5,8% % of growth

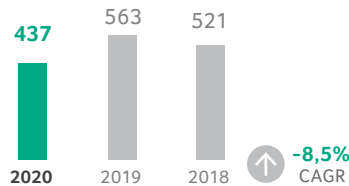


The Retail Food Business represents



#### Sales in Colombia

% of growth -22,5% 8,0% 7,6%



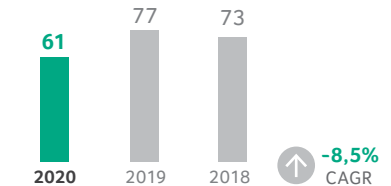
The sales in Colombia represent



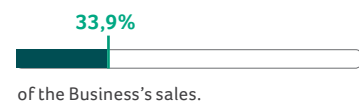
#### Sales abroad

USD million

-20,2% 4,8% 1,8% % of growth

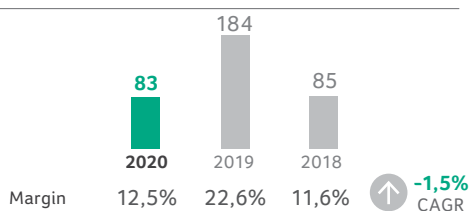


The sales abroad represent



### EBITDA COP thousand million

% of growth -55,1% 115,7% -1,1%



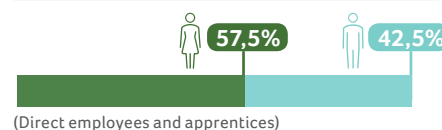
The Retail Food Business represents



**Adaptation to change.** The Business established biosecurity protocols to build trust among the consumers focusing on an adequate management of packaging materials, the operational processes and adaptations in the facilities. In addition, constant audits were carried out to verify such protocols were duly fulfilled.

### EMPLOYEES

**7.081** TOTAL  
(Direct employees, third-party employees and apprentices)



**23,0%** Abroad  
**77,0%** in Colombia



**Captions [GRI102-2]**

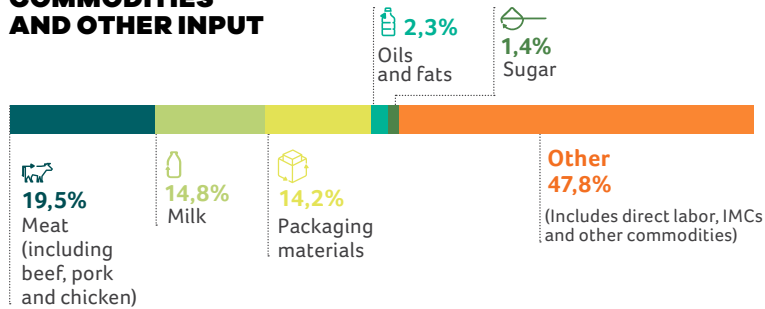
- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏠 Number of points of sale
- 🏭 Number of production plants
- 📈 Brands with sales over USD 50 million



**BUSINESS OUTLOOK**

- Developing flexible capabilities and operational models that allow the Business to continue being market leaders.
- Strengthening the consumer experience in an omnichannel system by developing new markets and product categories that generate asset profitability and enhance both physical and digital capabilities.
- Capitalizing opportunities from the international expansion of some of the Business's brands, and boosting the digital brands.
- Consolidating alliances with last-mile companies that support the economic model based on the alternative channels.
- Improving the consumer experience through advanced analytics with the purpose of creating high-impact strategies.
- Continue enhancing the capabilities of the employees as a differentiating attribute in the industry with the aim of offering the best service and experience.

**COMMODITIES AND OTHER INPUT**





# ICE CREAM BUSINESS



**Mario Alberto Niño Torres**

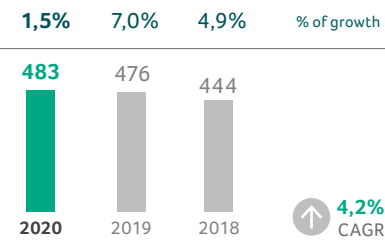
PRESIDENT

54 years old / Part of Grupo Nutresa since 2006

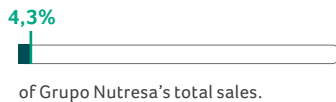
- The Business consolidated the change of the image of the Crem Helado brand and reinforced its market share, which exceeded 80%.
- A platform was developed with the aim of enabling customers to place their orders directly with the Business, and the portfolios of products for consuming at home were strengthened.
- The innovation-driven sales rate amounted to 21,4% and progress was made in the digital transformation process in terms of market service, operational processes and the use of new technologies, among other aspects.
- The nutritional profile of 21 products was improved by adjusting their fat and sugar contents.
- The Business carried out projects related to environmental improvement, the fire sprinkler system and the refrigeration network at its production plant in Bogotá, and built a waste water treatment plant at its facilities in Armenia (both in Colombia), thus ensuring the sustainability of the operation and a lesser impact on the environment.

## SALES COP thousand million

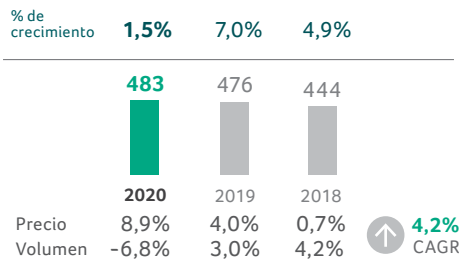
### Total sales



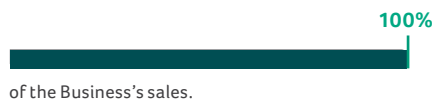
The Ice Cream Business represents



### Sales in Colombia



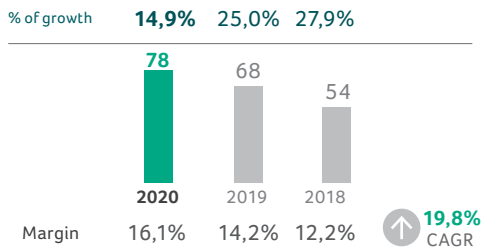
The sales in Colombia represent



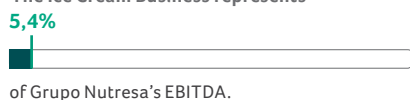
### Adaptation to change.

The Business developed sales models through vending machines and in gated communities, as well as its delivery platform in Bogotá (Colombia) with the purpose of bringing the products closer to all consumers.

## EBITDA COP thousand million

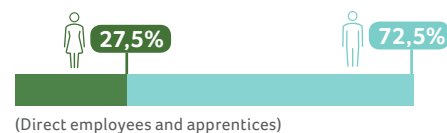


The Ice Cream Business represents



## EMPLOYEES

**2.250** TOTAL  
(Direct employees, third-party employees and apprentices)



100% in Colombia



0% Abroad



**Captions**  
[GRI102-2]

- Presence of our main brands
- % of the Business's sales
- Number of production plants
- Brands with sales over USD 50 million

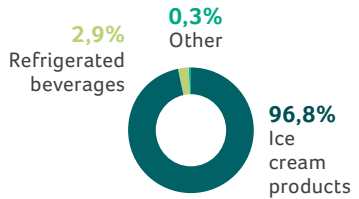
**Colombia**

- 100%
- 3

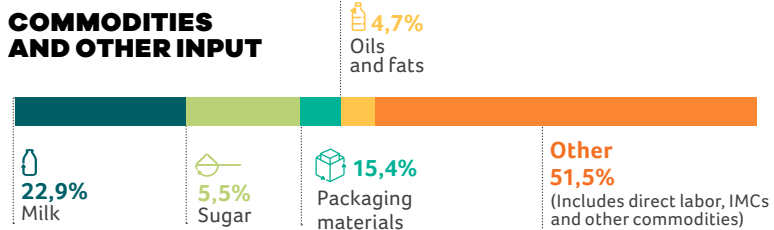
Direct presence in **1** country

**MAIN CATEGORIES**

(% of total sales)



**COMMODITIES AND OTHER INPUT**



**BUSINESS OUTLOOK**

- Increasing the Business's capacity for transformation by means of products with better nutritional profile and value.
- Making progress in terms of product, process and business model innovation while contributing additional layers to growth and competitiveness.
- Enhancing the adaptive capabilities among the employees as it provides higher levels of flexibility to deal with an increasingly demanding and variable business setting.
- Consolidating the sustainable practices in order to reach the highest levels of competitiveness in the industry.
- Delving into the work on the Business's energy optimization process to ensure the sustainability of the refrigeration network.



# PASTA BUSINESS



**Fabián Andrés Restrepo Zambrano**

PRESIDENT

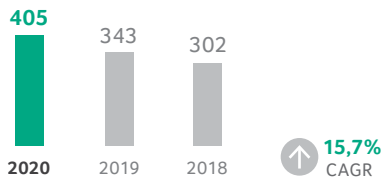
46 years old / Part of Grupo Nutresa since 1996

- A 17,9% sales growth rate was achieved by means of new strategies based on the at-home eating habits.
- The Business continued working on the development of international markets.
- The profitability of the Business was secured thanks to the effective management of prices, the optimization of the portfolio, the 15,5% increase in the productivity, the efficiency at the production plants and the adequate management of fixed costs by increasing the volumes.
- The zero-water-disposal operation was consolidated by achieving the recirculation of 100% of the wastewater and eliminating the disposal to water bodies. Additionally, the rainwater collection pilot program was launched.
- The consumer experience was improved by means of the portfolio of products through virtual meals and advisory sessions.

## SALES COP thousand million

### Total sales

17,9% 13,6% 2,9% % of growth

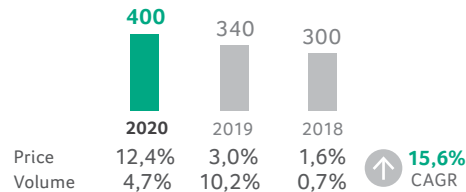


The Pastas Business represents

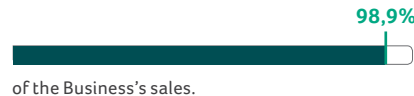


### Sales in Colombia

% of growth 17,7% 13,5% 2,4%



The sales in Colombia represent

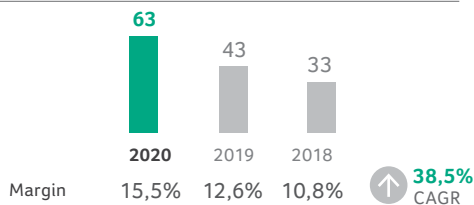


### Adaptation to change.

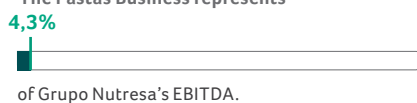
Small work teams were created in order to overcome the internal and market-related challenges based on agile and innovation-centered methodologies and by making the most of the digital transformation.

## EBITDA COP thousand million

% of growth 44,7% 32,7% 12,3%



The Pastas Business represents



## EMPLOYEES

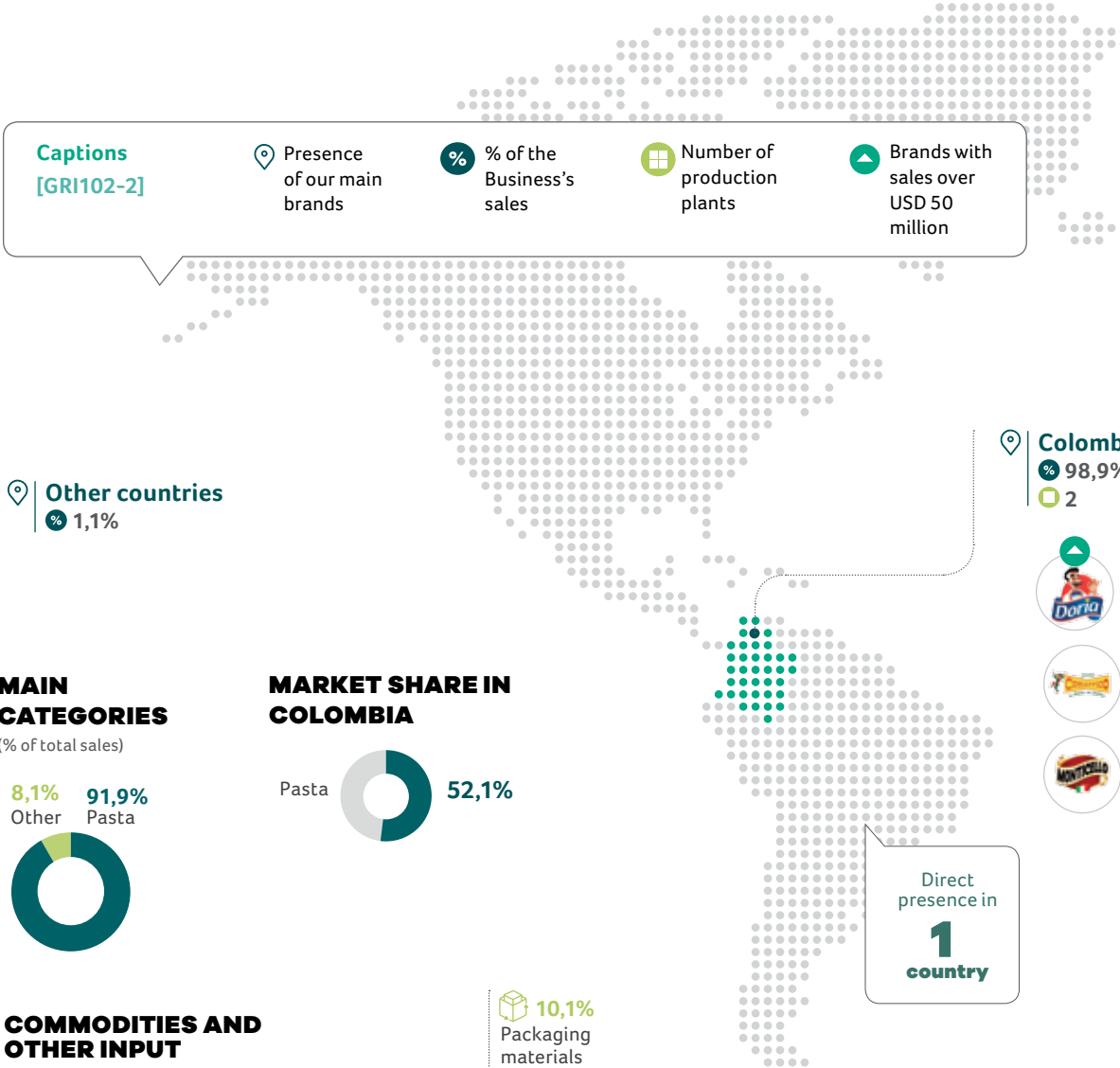
**713** TOTAL (Direct employees, third-party employees and apprentices)



100% in Colombia

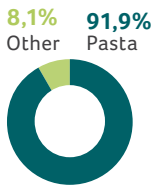


0% Abroad



**MAIN CATEGORIES**

(% of total sales)



**MARKET SHARE IN COLOMBIA**



**COMMODITIES AND OTHER INPUT**



**BUSINESS OUTLOOK**

- Continue working on the comprehensive development of the employees, enhancing the Nutresa Talents of the Being, promoting a culture based on innovation, sustainability, digital transformation, adaptability, flexibility, diversity and equality.
- Deploying circular economy projects, cycle-closing initiatives and sustainable packaging solutions.
- Generating new inorganic layers with the implementation of new projects and business models.
- Focusing strategies based on healthy products on the market to address the new trends and boost the seal-free portfolio.
- Consolidating the internationalization with the development of new geographies and the strengthening of the existing ones.
- Increasing the productivity and the eco-efficiency based on the knowledge on new technologies and the adoption of new ones.





# REDES COMERCIALES SECAS



**Juan Fernando Castañeda Prada**

PRESIDENT

53 years old / Part of Grupo Nutresa since 2011

- The Business took advantage of its commercial and logistical capacity to generate superior growth in its pool of customers and clients: closeness-based segment (10%), province customers (14%) and digital channels (123%).
- Outstanding results were accomplished in terms of customer satisfaction and loyalty, with ratings at 89,7 and 79,1, accordingly.
- The greenhouse gas emissions were reduced with the creation of Novaventa's digital magazines, preventing the production of 1.973 tons of CO<sub>2</sub>. Ten electric vehicles were incorporated in the distribution process, which allow reducing approximately 104 tons of CO<sub>2</sub> per month.
- The Business vitalized its digital and analytics capacity and put it to the service of its customers, clients and employees to create value in the order reception process, payment methods, portfolio visibility, e-category management and the digital focus of business initiatives for shoppers.

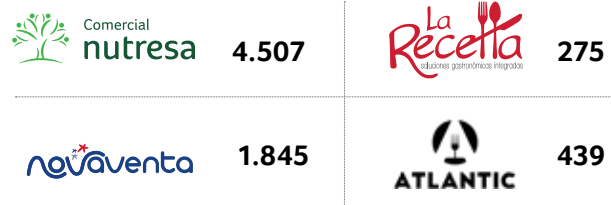
## Customer satisfaction level in 2020



## Customer loyalty level in 2020



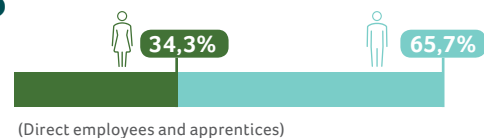
## EMPLOYEES



### 7.066

TOTAL

(Direct employees, third-party employees and apprentices)



## BUSINESS OUTLOOK

- Expanding the portfolio management to new categories, services and markets; creating business capacities and models; and generating memorable experiences for customers, clients, shoppers and employees, thus promoting the evolution and development of customers, clients and strategic segments.
- Boosting both technology and information; fostering engagement; enhancing the distribution capacity and commercialization in order to continue being the best partners of our customers and clients.



# SERVICIOS NUTRESA



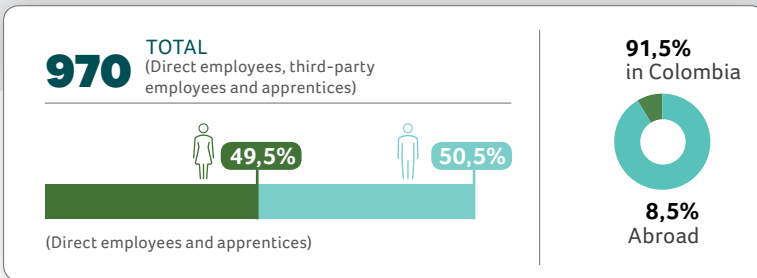
**Juan Mauricio Montoya Correa**

PRESIDENT

52 years old / Part of Grupo Nutresa since 1997

- Servicios Nutresa supported the process focused on integrating Grupo Nutresa's operations in Panama.
- Circular economy capabilities were developed by implementing the Refill project, which has allowed reducing the usage of packaging materials by 18% for the main brands of six of the Businesses through the network of Novaventa's 242.656 entrepreneurs.
- The Colombian Government's "Obras por Impuestos" strategy was supported with investments totaling COP 19.954 million in school furniture with the aim of improving the school environments of multiple education institutions.
- The digital transformation process was strengthened by exploring new technologies, 21 digital assistants, 25 analytics models and electronic collection tools, which increased the productivity of several of the Organization's processes.
- It is worth highlighting the progress made in terms of diversity and inclusion, a corporate model that was acknowledged with Equipares's Gold Seal in the Employment Equity category.

## EMPLOYEES



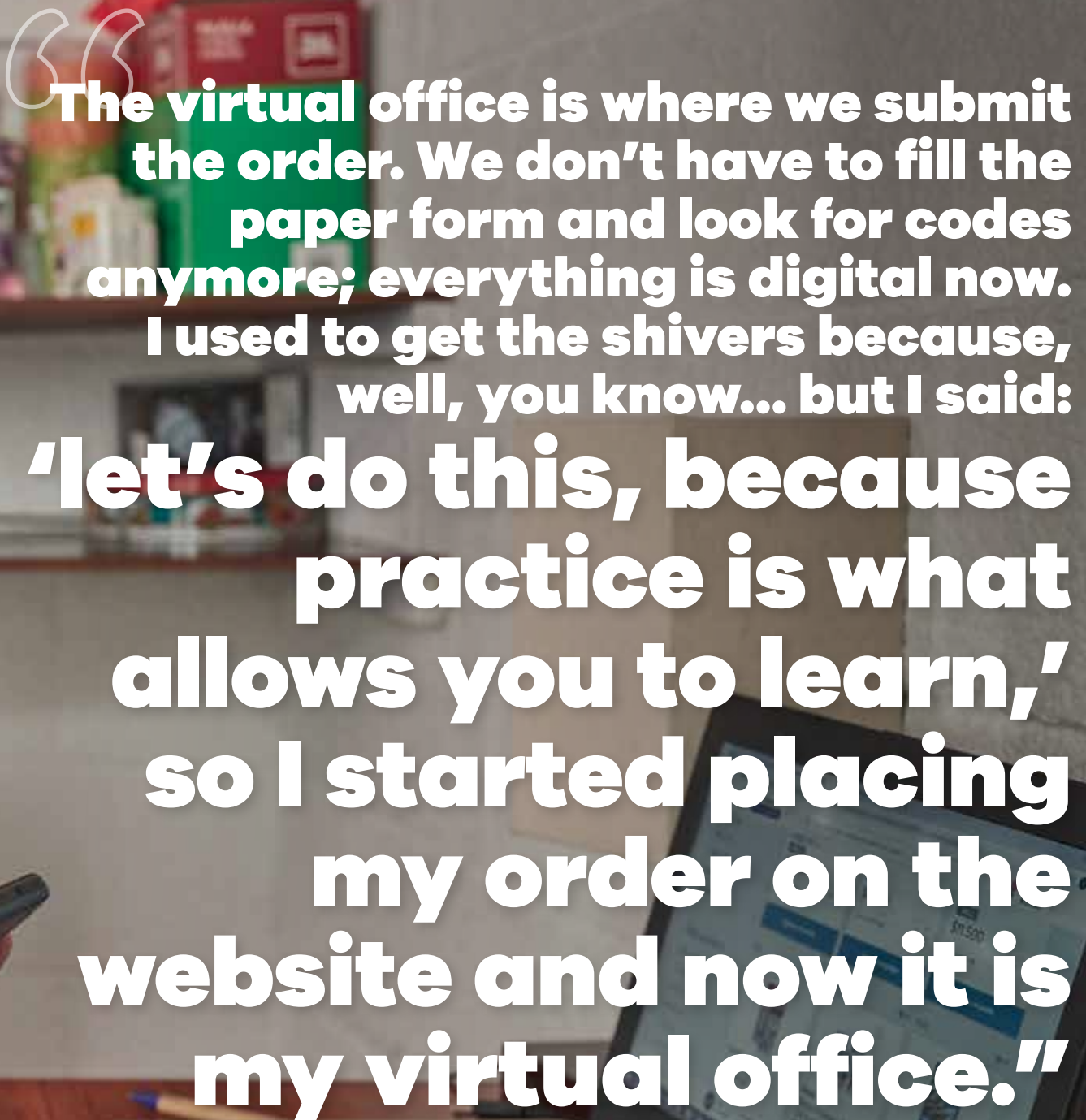
Servicios Nutresa achieved **COP 74.800 million** in savings through the strategic sourcing and the efficiency in the negotiations, fulfilling the forecast by 120%.

## BUSINESS OUTLOOK

- Enabling the evolution of the portfolio and the service provision model in order to boost the competitiveness of the clients in all the geographies where they operate.
- Democratizing the adoption of digital technologies and the use of agile and collaborative work models through the development of capabilities.
- Strengthening both risk management and cybersecurity to ensure the continuity of the Businesses.
- Boosting the strategies that focus on acting with integrity, adoption and fulfillment of Human Rights practices, diversity, inclusion and volunteer work.
- Leading the responsible and productive sourcing capacity for Grupo Nutresa.
- Consolidating a team of employees for whom the new ways of working, the adaptive leadership, a balanced life and the work with a purpose would be the drivers that enable reaching a superior performance.
- Fostering projects focused on circular economy, energy management and sustainable mobility for Grupo Nutresa.







**The virtual office is where we submit the order. We don't have to fill the paper form and look for codes anymore; everything is digital now. I used to get the shivers because, well, you know... but I said: 'let's do this, because practice is what allows you to learn,' so I started placing my order on the website and now it is my virtual office.'**

Clara Inés Hernández,  
Novaventa Leader Entrepreneur.

# Digital leaders and entrepreneurs



*Luisa Esther Rodríguez and Clara Inés Hernández are two Novaventa Entrepreneurs who found in the digital transformation new opportunities for engaging their customers and strengthening their projects as leaders in their communities.*

“I often ask Novaventa Entrepreneurs: Where do you want to be tomorrow? Make plans, make projections and dream,” says Luisa Esther Rodríguez, Novaventa leader entrepreneur. Her words are little treasures of knowledge that she shares with the members of her work team with the purpose of increasing their well-being.

She knows about changes and solutions: in 2013, she left Venezuela, her neonatal nursing profession and her business of medical supplies for babies. She arrived in Colombia, got settled in Bogotá and started receiving training. Luisa learned about digital marketing as if she anticipated that 2020 will be a year in which she would need all those new skills.

Luisa sells Novaventa products through Facebook groups and pages, and through WhatsApp stories and groups. She posts photos of new products, offers, promotions and experiences. “If you

Luisa Esther Rodríguez became part of Novaventa with the idea of purchasing products to improve the eating habits of her daughters. Today, two years later, she is a leader entrepreneur and this job has enabled her to become integrated to a new culture, building a community and having a better income.

know how to use a smartphone, you can handle the world,” says Luisa.

Her work rewards her: a home with three daughters who she tends to with more dedication now, a stable life in a new country and the capacity to inspire other women to broaden their dreams.

For her part, Clara Inés Hernández, Novaventa leader entrepreneur, 71 years old, also talks about her process. With many friends and loads of energy that she focuses on thinking up new ways for taking care of that weave of relations, Clara Inés says: “What’s there to do at home? Well, you call your friend or neighbor to ask them how they are, how did they sleep; that is a way to be with people.”



Scan the QR code to read more about their story.



The tent where Clara Inés used to sell her products in the municipality of Soacha, in the Colombian state of Cundinamarca, and where she met up with people to talk and where she offered fruit juices and advise, was replaced with WhatsApp messages, digital catalogs and phone calls. Clara Inés recognizes that initially she found these connection tools difficult and they made her nervous, but she has relied on her willingness to learn in order to remain active and connected to people.

She has also started to experiment with other ways for showing affection. “I know it’s something odd to say but I have actually liked the pandemic because my children have been paying more attention to me, I love that. Before, everyone was working and doing their own things but now the family has bonded much more,” she tells.

Novaventa’s Entrepreneurs is one of Grupo Nutresa’s programs that enables women to enhance their leadership and entrepreneurial capabilities by selling products via catalogs. In 2020, many of them found in the digital transformation new market opportunities. Today, 242.656 entrepreneurs have their own online stores, where they serve almost 44.000 customers.



“When my third daughter, Nicol, was born, I devoted myself to see the nice things of life and to enjoy the opportunity to take a pause in my career, a professional pause, and to devote myself to her and her sisters. My older daughters started saying ‘it’s really nice to have you here with us.’ Novaventa and this way of working has allowed me to be more connected to my family.”

**Luisa Esther Rodríguez, Novaventa leader entrepreneur.**



In 2020, Novaventa Entrepreneurs had the need to transition their work dynamics towards the virtual world; in this digitalization process, the support from their families was fundamental.





Employee from the Ice Cream Business in Bogotá, Colombia.

## Acting with integrity

For Grupo Nutresa, acting with integrity is synonymous with building trust among its stakeholders. Therefore, the Organization founds its processes on ethics and good conduct, on risk identification and addressing procedures, and on the assurance of the compliance with the regulations and standards that govern its operation.

Commitment to the SDGs



### STRATEGY [GRI 103-2]

Establishing a conduct framework governed by transparency, integrity and ethics by developing management, information reporting and control policies aligned with the highest worldwide standards of corporate governance.

Supporting the decision-making process and guiding the implementation of prevention, risk mitigation and crisis management actions.

### PROGRESS ACHIEVED IN 2020 [GRI 103-3]

- » **16.787** employees received training related to Human Rights, information security, prevention of asset laundering and terrorism financing, and the Code of Corporate Governance.
- » **127 incidents** reported with regard to the Code of Corporate Governance and 199 reports received and addressed through the Ethics Hotline. [GRI 102-17] [ODS 16.5] [ODS 16.6]

- » **Adoption** and consolidation of the risk, trend and opportunity management methodology; measurement of the risk-related financial capacity; analysis of relevant reputational matters and establishment of measures enabling the Reputation Management Committee to manage them.
- » **More than 3.600 employees** received training in risk, crisis and continuity management [GRI 205-2], and more than 380 hours of training were invested in the development of capabilities for compliance officers.
- » **Business continuity consolidation** with a 84% rating in terms of the strategic maturity level; execution of the continuity model in the sourcing chain and expansion of the management system to Peru, Malaysia and the U.S.



Consolidation of the market entry methodology with in-house delivery personnel in the Retail Food Business in Colombia.

Commitment to the SDGs



## Profitable growth and effective innovation

Grupo Nutresa develops value propositions that offer memorable and differentiated experiences to the market. The value propositions are centered on consumers, shoppers and customers, and they are based on an innovative culture in terms of processes, products and business models.



### STRATEGY [GRI 103-2]

Profitably developing the strategic markets with brands, distribution networks and human talent, delivering value propositions with memorable and differentiated experiences to consumers, shoppers and customers in order to meet their needs and motivations.

Implementing effective innovation based on the correct understanding of the needs of both customers and consumers, which translates into products, services, processes and business models.

### PROGRESS ACHIEVED IN 2020 [GRI 103-3]

- » **Incorporation** of the higher purpose concept into the brands, connecting it with the sustainability strategy and the Sustainable Development Goals (SDGs).
  - » **Increase** in sales outside Colombia in USD 57,3 million, which represents 39,9% of the total sales.
  - » **Satisfaction and loyalty performance** at a level higher than 80% in the survey among customers from all the networks, and expansion of the value proposition of networks for new customer segments, such as health food markets and stores, digital stores, among other.
  - » **Further development** of the understanding of the behavior of “healthy shoppers” and “digital shoppers” with the aim of capitalizing new opportunities.
- 
- » **Implementation** of the reskilling/upskilling strategy to bridge knowledge gaps in new technologies.
  - » **217 employees** received training related to agile culture concepts and **88 innovation promoters** received training in Colombia, Costa Rica, Mexico, Chile and the Dominican Republic.
  - » **More than 50 cases** of adoption of new industry 4.0 technologies in multiple Businesses and geographies.



Delivery of products to the "José Gabriel Calderón" Diocesan Food Bank in Cartago, Colombia.

## Promoting a healthy lifestyle

The well-being of the consumers is a priority for Grupo Nutresa, which is why the Organization works on producing nutritious and safe food, promoting healthy lifestyles and ensuring an adequate communication that builds trust and allows to make conscious and informed decisions.

Commitment to the SDGs

2

ZERO HUNGER



12

RESPONSIBLE CONSUMPTION AND PRODUCTION



### STRATEGY

[GRI 103-2]

Offering products and menus that provide alternatives focused on nutrition and well-being, promoting healthy lifestyles, and ensuring clear labeling and responsible advertising.

Ensuring the satisfaction, well-being and nourishment of consumers with safe and high-quality products under a strict compliance with the legal framework and by means of an excellent service.

Formulating and undertaking initiatives focused on the eradication of hunger, creating possibilities of nutrition and development of capabilities for the communities, as well as initiatives aiming to reduce food loss and waste across the value chain.

### PROGRESS ACHIEVED IN 2020

[GRI 103-3]

- » **3.144 products** were adjusted to the Nutresa nutritional profile, thus fulfilling 100% of the goal set for 2020.
- » **90,1% of the portfolio** complies with the front-panel labeling requirements.
- » **98,9%** of the advertising has been adjusted to the self-regulation criteria.
- » **6.968** school kits were delivered to promote key hygiene practices in Colombian education institutions.
- » **219** sodium reformulations, 124 sugar reformulations and 57 saturated fat reformulations.
- » **219 certifications** for the systems of quality, safety, risk management, good agricultural and livestock practices, commercial safety, workplace health and safety, environmental performance and product seals.
- » **19** operation centers certified under the guidelines of the Food Safety Modernization Act (FSMA) and the Global Food Safety Initiative (GFSI).
- » **137 healthy nourishment systems** have been built to provide food to 1.010 Colombian families with the production of 17.508 fruit and vegetable servings.
- » **1.024** tons of products have been delivered to food banks in Chile, Colombia, Costa Rica, Panama and Mexico.
- » **More than 290.000 food packages** have been delivered to 183.232 families across the strategic region during the COVID-19 pandemic.





Implementation of the school leadership and “Nutresa Quiere a los Niños” (Nutresa cares for children) programs in the “San Luis Gonzaga” school in Santa Fe de Antioquia, Colombia.

Commitment to the SDGs



## Building a better society

Grupo Nutresa focuses on empowering teachers and academic directors by developing their capabilities with the purpose of boosting the competitiveness and quality of education in the community. Additionally, the Organization actively fosters the respect for Human Rights among its stakeholders.

### STRATEGY [GRI 103-2]

Consolidating an inclusive and diverse work culture that promotes the respect for Human Rights and good labor practices.

Developing pedagogical, leadership and management capabilities among teachers and academic directors with the purpose of having a positive impact on the improvement of the learning processes and boosting competitiveness and healthy lifestyles in the communities.

### PROGRESS ACHIEVED IN 2020 [GRI 103-3]

- » **20 discussion conferences** focused on Human Rights were organized.
  - » **Promotion** of the complaints mechanisms and definition of the global management system for the Ethics Hotline.
  - » **14.188 employees** received training related to Human Rights.
  - » **736** employees participated in the second discussion panel about Women Leadership.
  - » **174 people** with disabilities and 10 people directly affected by the armed conflict were hired by the Organization. **[GRI 102-8] [GRI 405-1] [ODS 8.5]**
  - » **Engagement activities** were carried out with union and collective bargaining agreement leaders; 11 collective covenants and 8 collective bargaining agreements were signed.
- 
- » **267 public schools** were part of training and support activities for school improvement.
  - » **5.645 teachers and academic directors** participated in digital events focused on learning and reflection, with a satisfaction level of **95%**.
  - » **1.412 young students** from technical and technological programs benefited from early employment opportunities.
  - » **Acquisition** of 81.049 school furniture kits that benefit 80.353 students from the pre-school, basic and middle education levels, and 2.961 teachers in Colombia.
  - » **6.968 kits** were delivered to students from highly marginalized populations with the aim of promoting the access to the education system, encouraging students to remain in it, with more than **COP 19.954 million** invested.

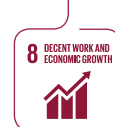


Cocoa farming project in San José de Oriente, Colombia.

## Managing the value chain responsibly

Grupo Nutresa manages the comprehensive development of its employees to improve their productivity and quality of life. The Organization also includes social and environmental variables in the sourcing chain and strengthens the distribution network with sales channels that enable an adequate offer of its products in the market.

Commitment to the SDGs





**PURPOSE**

[GRI 103-2]

**PROGRESS ACHIEVED IN 2020**

[GRI 103-3]

Promoting the comprehensive development of the human capital with the purpose of achieving the availability, commitment and productivity of the employees, ensuring top-level and broad capabilities and talents.

- » **16.807 employees** received training related to new capabilities such as analytics, new technologies, cloud computing, innovation methodologies, experience design, agile culture, handling ambiguity, circular economy, adaptive leadership, female leadership and intra-entrepreneurship.
- » **11.652 volunteers** put their capabilities at the service of society through **22.279 volunteer actions** for the benefit of the communities.

Promoting safe and healthy work environments that contribute to the strengthening of a self-care culture and to the well-being and balance of all employees.

- » **Evolution** in the accident frequency rate of direct employees from 1,66 in 2019 to 0,79 in 2020.
- » **Development** of the psychosocial risk intervention model to ensure a comprehensive approach for the employees.
- » **759 employees** received support related to financial, nutritional and legal matters during the pandemic.
- » **217 suppliers** and contractors received support related to the development of their capabilities for the adoption of biosecurity measures.
- » **Reduction** in the accident frequency rate of third-party personnel, which went from 3,47 in 2019 to 1,55 in 2020.

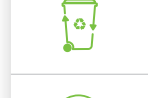
Ensuring the continuity of the business, capitalizing opportunities and managing the risks that are not directly controlled by the Organization by incorporating economic, social and environmental variables in the management of the supply chain.

- » **Handbook** of leading practices for sustainable milk production in collaboration with the World Wildlife Fund (WWF).
- » **Implementation** of leading practices by 29 primary bovine beef production suppliers of the Cold Cuts Business in Colombia.
- » **Deployment** of digital strategies by 691 suppliers to bridge gaps related to crops and plantations, and to promote self-care with the purpose of reducing the risks associated with COVID-19.

Providing customers with differentiated value propositions that contribute to their training, growth, profitability and sustainability in order to harness value through their satisfaction and loyalty.

- » The Organization achieved levels of excellence in:
  - Customer satisfaction:** 89,7 in Colombia / 89,5 abroad.
  - Customer loyalty:** 87,9 in Colombia / 90,8 abroad.
- » **More than 12.800 customers** received training related to digital tools, new business models and customer service.
- » **10.813 base-level customers** from the Cold Cuts and Ice Cream Businesses and Novaventa received support related to the development of capabilities.





Electric vehicle used for recovering waste at the production facilities of the Chocolates Business in Rionegro, Colombia.

## Reducing the environmental impact of the operations and products

The Organization highlights the major efforts that were made throughout 2020 in the industrial operations with the objective of reducing the consumption of natural resources and the emissions into the atmosphere. These achievements have strengthened the culture of protection and conservation of the planet, driving the administrative and financial bodies to run investment projects and to be more eco-efficient.

Commitment to the SDGs



**PURPOSE**

[GRI 103-2]

**PROGRESS ACHIEVED IN 2020**

[GRI 103-3]

Minimizing the impact on air quality and contributing to the mitigation of and adaptation to climate change.

- » **Structuring** of the climate governance based on the recommendations of the Task Force on Climate-related Financial Disclosure (TCFC).
- » **46,4% accumulated reduction** in terms of greenhouse gases (scope 1 and 2) in Colombia, 2,6% accumulated reduction between 2019 and 2020 in Mexico, Costa Rica, the Dominican Republic, Panama, Peru and Chile.
- » **38.716 tons of CO<sub>2</sub> were offset** to maintain the carbon neutral certifications of the brands Livean, Zuko, Evok and Tosh by reducing and offsetting the greenhouse gas emissions produced throughout their life cycle.

Optimizing the energy intensity in the industrial, commercial, logistical and administrative operations, and migrating toward the use of cleaner energy sources.

- » **23,5% accumulated reduction** in the energy consumption from the industrial operations in Colombia.
- » **2,6%, increase** in the use of energy with respect to 2019 in the operations in Mexico, Costa Rica, the Dominican Republic, Panama, Peru and Chile.
- » **14,7% accumulated reduction** in the use of electrical energy (kWh/t.p.) in the operations in Colombia.
- » **98,6%** of the energy used in the industrial operations in Colombia comes from cleaner energy sources such as natural gas, electrical energy (with zero CO<sub>2</sub> eq. emissions) and biomass.

Reducing the direct and indirect impact on the water resources across the entire value chain and mitigating the risks associated with shortage or deterioration situations related to the quality of the resources.

- » **33,3% cumulative reduction** in the consumption of water per ton produced in Colombia.
- » **2,7% reduction** in the water consumption with respect to 2019 in Mexico, Costa Rica, the Dominican Republic, Panama, Peru and Chile.
- » **Dairy chain risk survey** in Colombia and Costa Rica, conducted jointly with the World Wildlife Fund (WWF).

Reducing waste output and increasing waste recovery and utilization to lower the operating costs and mitigating the environmental impact.

- » **28,2% reduction** in the waste output per ton produced without wastewater treatment plant (WWTP) sludges for the 2010-2020 period in Colombia, and 5,5% reduction for Mexico, Costa Rica, the Dominican Republic, Panama, Peru and Chile with WWTP sludges with respect to 2019.

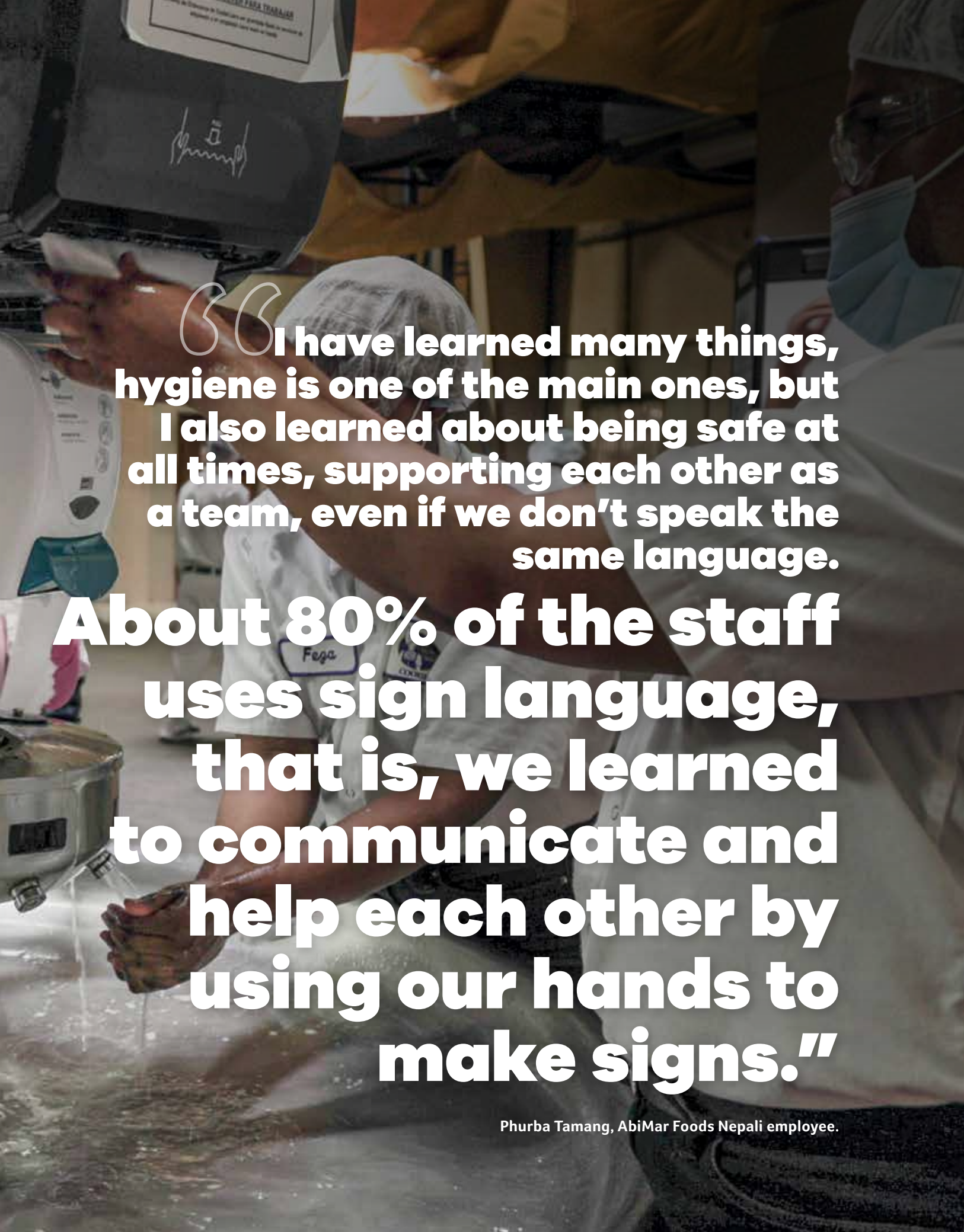
Offering a portfolio of more sustainable products throughout their life cycle by means of the design and inclusion of environmentally responsible packaging solutions.

- » **Reduction** of 187 tons of packaging materials under the Design-to-Value (DTV) methodology, for an accrued total reduction of 2.816 tons since its implementation in 2013.
- » **2,8% reduction** in the use of packaging materials per ton produced from 2010 to 2020.
- » **2,7 tons** of plastic packaging materials collected through the "Nutresa Retoma" (Retake) Program, the Organization's own reverse logistics model focused on the recovery of post-consumption flexible packaging materials.









**“I have learned many things, hygiene is one of the main ones, but I also learned about being safe at all times, supporting each other as a team, even if we don’t speak the same language.**

**About 80% of the staff uses sign language, that is, we learned to communicate and help each other by using our hands to make signs.”**

Phurba Tamang, AbiMar Foods Nepali employee.



# A pact for life

*In AbiMar Foods, the COVID-19 pandemic drove the creation of a language of care that speaks to everyone equally.*

AbiMar Foods's biscuit production plant in Abilene, Texas, United States, is the space where many immigrants and refugees have felt once again a sense of community, reconnected with life and with the sense of service. Some of them do not speak English and, even though the Company provides tools to become familiarized with the language, during the beginning of the COVID-19 pandemic, it was urgent to share information in their native languages to guarantee their care and protect their health.

The communication challenge was addressed with a pact for life devised by all of them. This was materialized through a program focused on supporting them by using their own languages: Swahili, Kinyarwanda, Kirundi, Luganda, Arabic, French, Spanish and English. "They all signed the pact. The intention was to establish the biosecurity protocols, making sure they had all the necessary information to take care of themselves, their colleagues at work and their families at home. Additionally, through the pact, we communicated the measures taken by the city; for instance, when the overall lockdown was ordered," explains Steve Brown, Operations and Production General Manager.

The care they receive from AbiMar Foods also reaches their families: "I learn something here and I teach my children what they have to do, and I believe that if we do so, we won't get ill," says Bibiche Ntambwe, Congolese employee. The company also relied on the support from interpreters who visited its employees or got in contact with them on the phone to explain the protection measures and encourage them to stay at home.

But not only the employees have learned new things, AbiMar Foods and the Abilene community have also done so. "Refugees are incredibly resilient, many of them have gone through really difficult times. They had often had to live in countries that have suffered pandemics or fast-spreading diseases such as Ebola. They have faced crises and experienced uncertainty in many situations. Not having enough or not having access to something makes you more resilient and that is what we have learned from them during these difficult



Scan the QR code to read more about their story.



times,” says Susana Lubana, member of the International Rescue Committee, AbiMar Foods’s allied organization in the execution of its program for providing assistance during the pandemic.

While undergoing this process, the employees have also valued the importance of taking care of each other. “This situation has made me more active and observant. I try to be safe and make everyone else safe too,” says Cost Ngabirano, Ugandan employee. The dynamics of this community of colleagues have strengthened thanks to the understanding, the trust and the for each other. When you speak to them in their own language, they feel a little bit more at home.

To address the COVID-19 pandemic, AbiMar Foods created a special committee in charge of developing strategies focused on controlling the disease. One of its first actions was to ensure tests for its 600 employees and implement a large-scale disinfection protocol. These measures, and the ones promoted by the Pact, have allowed reducing the number of positive cases and avoiding contagion peaks, thus taking care of life together.



“We can teach about the bus routes but the sense of community is something that cannot be taught, it has to emerge from the community itself and it has to be based on the interaction among the community members. That’s what I’ve seen occurring in AbiMar Foods.”

**Susana Lubana**, member of the International Rescue Committee, AbiMar Foods’s allied organization in the execution of its program for providing assistance during the pandemic.



“The most important learning for us was that everyone’s life matters. It’s not only about the job, it’s the families, the children, the parents and everyone involved.”

Graig Walts, AbiMar Foods’s Operations Manager.



# Consolidated Financial Statements



## Statutory auditor's report on the consolidated financial statements (Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

### Opinion

I have audited the accompanying consolidated financial statements of Grupo Nutresa S. A. and its subsidiaries, which include the consolidated statement of financial position at December 31, 2020, and the consolidated statements of comprehensive income, equity changes and cash flows for the year then ended, and the summary of the main accounting policies and other explanatory notes.

In my opinion, the accompanying consolidated financial statements, faithfully taken from the consolidation records, present fairly, in all material respects, the financial position of Grupo Nutresa S. A. and its subsidiaries at December 31, 2020, and the results of its operations and cash flows for the year then ended, in accordance with the Accounting and Financial Reporting Standards Accepted in Colombia.

### Basis for the opinion

I conducted my audit in accordance with the Auditing Standards on Financial Reporting accepted in Colombia. My responsibility under such standards is further described in the section concerning the "statutory auditor's responsibility for the audit of the consolidated financial statements" of this report.

I am independent of Grupo Nutresa S. A. and its subsidiaries in accordance with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), and the ethical requirements relevant to my audit of the consolidated financial statements in Colombia. I have fulfilled my other ethical responsibilities in accordance with the IESBA code and other ethical requirements.

I believe that the audit evidence I obtained is sufficient and appropriate to provide a basis for my opinion.

### Key audit matters

Key audit matters are those that, in my professional judgment, have been the most significant throughout my audit of the period's consolidated financial statements. Such matters have been addressed in the context of my audit of the consolidated financial statements as a whole, and in the preparation of my opinion on such financial statements; as such, I do not express a separate opinion on these matters.

PwC Contadores y Auditores S.A.S., Calle 7 Sur No. 42-70, Torre 2, Piso 11, Edificio Forum, Medellín, Colombia  
Tel: (57-4) 325 4320, Fax: (57-4) 325 4322, [www.pwc.com/co](http://www.pwc.com/co)



(Free translation from the original in Spanish)

## To the Shareholders of Grupo Nutresa

Key audit matter	Treatment of the key matter throughout the audit
<p><b>Goodwill</b></p> <p>Goodwill generated as a result of the various business combinations that the Group has completed in the countries in which it operates are an important part of the total assets of Grupo Nutresa S. A. At December 31, 2020, as detailed in Note 20, goodwill amounts up to \$2,4 billion.</p> <p>To determine whether impairment exists, management of Grupo Nutresa S. A. performs an annual assessment, or they perform the assessment whenever there are changes in circumstances or events that would indicate the accounting value might not be fully recoverable.</p> <p>As described in Notes 3.3.1 and 3.3.11, the determination of the recoverable value is achieved by calculating fair value less disposal costs for cash generating units associated to goodwill, based on the strategic plans approved by the Group's Board of Directors. Said determination is a key audit matter, because it corresponds to a complex calculation that requires the use of a high degree of judgment to estimate the key hypothesis, such as revenue growth, expenses, costs, the evolution of the operating margin, capex investment, discount rate, among others. Such hypotheses may be affected significantly by the future evolution of the macroeconomic, competitive and regulatory environments in each of the countries where Grupo Nutresa S. A. operates.</p>	<p>I have performed audit procedures in cooperation with valuation experts on the process carried out by management of Grupo Nutresa S. A. to determine the recoverable value of cash generating units associated to goodwill. The performed procedures include:</p> <ul style="list-style-type: none"> <li>- Understanding meetings concerning the financial model used by management of Grupo Nutresa S. A. to determine the recoverable value of the cash generating units.</li> <li>- Verification of consistency of the data used to calculate fair value less disposal costs based on the strategic plans approved by the Board of Directors of Grupo Nutresa S. A.</li> <li>- Analysis of compliance with the strategic plans approved for the previous period.</li> <li>- Evaluation of the key hypotheses used to determine the recoverable value, questioning their reasonability and coherence by carrying out tests to verify those hypotheses against market information.</li> <li>- Review of the mathematical integrity of the calculation and sensitivity tests on the relevant variables.</li> </ul>





(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa

### **Responsibilities of management and those charged with the governance in the Entity for the consolidated financial statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements, in accordance with the Accounting and Financial Reporting Standards Accepted in Colombia, and for such internal control as management determines necessary to enable the preparation of consolidated financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease its operations, or has no realistic alternative but to do so.

Those charged with the governance in the Entity are responsible for overseeing its financial reporting process.

### **Statutory auditor's responsibility for the audit of the consolidated financial statements**

My objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with the Financial Reporting Audit Standards Accepted in Colombia will always detect a material misstatement when it exists. Misstatements can arise from fraud or error, and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with the Financial Reporting Audit Standards Accepted in Colombia, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



(Free translation from the original in Spanish)

**To the Shareholders of Grupo Nutresa**

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubts on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my statutory auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my statutory auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with the governance in the Entity regarding, among other things, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during my audit.

I have also provided those charged with the governance in the Entity with a statement indicating that I have complied with the applicable ethical requirements in relation to independence, and I have informed them about all relations that could reasonably be expected to affect my independence and, in case any arise, the corresponding safeguards.

Among the matters that have been communicated to those charged with the governance in the Entity, I have established the most significant during my audit of the consolidated financial statements for the current period as key audit matters. Such matters are described in my audit opinion, except for those that are legally or regulatorily non-disclosable or, in very rare instances, those that I determine should not be disclosed in my opinion, because it is reasonably expectable that the negative effects of doing so would outweigh the public interest benefits resulting from disclosure.

(Original in Spanish signed by:)

Juber Ernesto Carrión  
Statutory Auditor  
Professional Card No. 86122-T  
Appointed by PwC Contadores y Auditores S. A. S.  
February 26, 2021

# Certification of the Financial Statements

The undersigned Legal Representative and the General Accountant

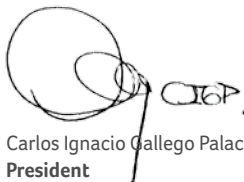
## **CERTIFY:**

26 of February of 2021


We have previously verified all claims, herewith contained, in the Consolidated Financial Statements, at December 31st, 2020 and 2019, according to, the regulations, and the that same have been faithfully taken, from the Financial Statements of the Parent Company, and its subsidiaries, duly certified and audited.

In accordance with the above stated, in relationship to the Financial Statements, herewith mentioned, we declare the following:

1. The assets and liabilities, are stated and the recorded transactions, have been recorded, during said years.
2. All realized economic transactions, have been recognized.
3. The assets represent rights, and liabilities represent obligations, obtained or under the responsibility of the Companies.
4. All elements have been recognized, in the appropriate amounts, and in accordance with the accounting norms and the financial information accepted in Colombia.
5. The economic transactions, that impact the Companies, have been correctly classified, described, and disclosed.
6. The Financial Statements and Notes, do not contain misstatements, errors, differences or material inaccuracies, which could impact the financial position, equity, and operations of the Companies. Similarly, appropriate procedures, reporting systems, and control of the financial information, have been established, to insure accurate reporting to third-party users, of such.



Carlos Ignacio Gallego Palacio  
President



Jaime León Montoya Vásquez  
General Accountant - T. P. 45056-T



# Certification of the Financial Statements Law 964 of 2005

Gentlemen  
Shareholders  
Grupo Nutresa S.A.  
Medellín

The undersigned Legal Representative of Grupo Nutresa S.A.

## **CERTIFIES:**

26 of February of 2021

That the Consolidated Financial Statements, and the operations of the Parent Company, and its subsidiaries, at December 31, 2020 and 2019, do not contain any defects, differences, inaccuracies, or errors that impede the knowledge of the true and fair presentation, of the financial situation, of the same.

The foregoing, is stated, for purposes of compliance with Article 46 of Law 964 of 2005.



Carlos Ignacio Gallego Palacio  
President

# Consolidated Statement of Financial Position

As of December 31st (values expressed in millions of Colombian Pesos)

<b>ASSETS</b>	Notes	<b>December 2020</b>	December 2019 (Restated)
<b>Current assets</b>			
Cash and cash equivalents	9	\$ 933.564	\$ 497.947
Trade and other receivables, net	10	1.191.711	1.166.248
Inventories	11	1.379.984	1.248.128
Biological assets	12	127.614	96.632
Other assets	13	228.087	251.397
Non-current assets held for sale	14	177	2.610
<b>Total current assets</b>		<b>\$ 3.861.137</b>	<b>\$ 3.262.962</b>
<b>Non-current assets</b>			
Trade and other receivables, net	10	26.548	25.409
Investments in associated and joint ventures	15	196.498	193.360
Other financial non-current assets	16	2.678.991	3.511.768
Property, plant and equipment, net	17	3.434.206	3.417.424
Right-of-use assets	18	829.563	878.552
Investment properties	19	9.056	79.489
Goodwill	20	2.369.706	2.266.852
Other intangible assets	21	1.303.838	1.274.709
Deferred tax assets	22.4	740.891	668.578
Other assets	13	87.447	80.436
<b>Total non-current assets</b>		<b>\$ 11.676.744</b>	<b>\$ 12.396.577</b>
<b>Total assets</b>		<b>\$ 15.537.881</b>	<b>\$ 15.659.539</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Financial obligations	23	486.736	527.196
Right-of-use liabilities	24	126.727	147.242
Trade and other payables	25	1.283.494	1.235.133
Tax charges	22.2	240.011	214.542
Employee benefits liabilities	26	217.033	191.864
Provisions	27	3.450	1.948
Other liabilities	28	83.209	29.912
<b>Total current liabilities</b>		<b>\$ 2.440.660</b>	<b>\$ 2.347.837</b>
<b>Non-current liabilities</b>			
Financial obligations	23	2.865.638	2.680.014
Right-of-use liabilities	24	747.296	745.313
Trade and other payables	25	-	3.032
Employee benefits liabilities	26	196.244	189.295
Deferred tax liabilities	22.4	1.020.416	998.236
Provisions	27	5.909	13.238
Other liabilities	28	4.576	487
<b>Total non-current liabilities</b>		<b>\$ 4.840.079</b>	<b>\$ 4.629.615</b>
<b>Total liabilities</b>		<b>\$ 7.280.739</b>	<b>\$ 6.977.452</b>
<b>SHAREHOLDER EQUITY</b>			
Share capital issued	30.1	2.301	2.301
Paid-in-capital	30.1	546.832	546.832
Reserves and retained earnings	30.2	4.003.255	3.801.830
Other comprehensive income, accumulated	31	3.070.019	3.770.120
Earnings for the period		575.441	503.518
<b>Equity attributable to the controlling interest</b>		<b>\$ 8.197.848</b>	<b>\$ 8.624.601</b>
Non-controlling interest	30.4	59.294	57.486
<b>Total shareholder equity</b>		<b>\$ 8.257.142</b>	<b>\$ 8.682.087</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$ 15.537.881</b>	<b>\$ 15.659.539</b>

The Notes are an integral part of the Consolidated Financial Statements.



Carlos Ignacio Gallego Palacio  
President  
(See attached certification)



Jaime León Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T  
(See attached certification)



Juber Ernesto Carrión  
External Auditor – Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S  
(See attached opinion)

# Consolidated Comprehensive Income Statement

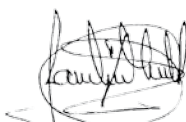
From January 1st to December 31st (values expressed in millions of Colombian Pesos)

	Notes	2020	2019 (Restated)
<b>Continuing operations</b>			
<b>Operating revenue</b>	7.1	\$ 11.127.541	\$ 9.958.851
Cost of goods sold	32	(6.465.128)	(5.565.589)
<b>Gross profit</b>		\$ 4.662.413	\$ 4.393.262
Administrative expenses	32	(483.735)	(467.332)
Sales expenses	32	(2.962.563)	(2.832.494)
Production expenses	32	(208.969)	(162.851)
Exchange differences on operating assets and liabilities	34	11.532	23.661
Other operating expenses, net	33	910	2.505
<b>Operating profit</b>		\$ 1.019.588	\$ 956.751
Financial income	35.1	24.022	22.294
Financial expenses	35.2	(282.878)	(302.303)
Dividends	16	69.271	61.516
Exchange differences on non-operating assets and liabilities	34	(10.779)	(4.460)
Share of profit of associates and joint ventures	15	(4.472)	(2.268)
Other income		581	714
<b>Income before tax and non-controlling interest</b>		\$ 815.333	\$ 732.244
Current income tax	22.3	(261.210)	(207.877)
Deferred income tax	22.3	30.274	2.656
<b>Profit after taxes from continuous operations</b>		\$ 584.397	\$ 527.023
Discontinued operations, after income tax	36	(553)	(16.452)
<b>Net profit for the period</b>		\$ 583.844	\$ 510.571
<b>Profit for the period attributable to:</b>			
Controlling interest		575.441	503.518
Non-controlling interest		8.403	7.053
<b>Net profit for the period</b>		\$ 583.844	\$ 510.571
<b>Earnings per share (*)</b>			
Basic, attributable to controlling interest (in Colombian pesos)		1.250,62	1.094,31
<i>(*) Calculated on 460.123.458 shares, which have not been modified during the period covered by these Financial Statements.</i>			
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that are not subsequently reclassified to profit and loss:</b>			
Gains (Losses) on actuarial defined benefit plans	26-31	2.545	(19.195)
Equity instruments, measured at fair value	16-31	(843.345)	186.697
Income tax from items that will not be reclassified	31	(1.808)	6.576
<b>Total items that are not subsequently reclassified to profit and loss</b>		\$ (842.608)	\$ 174.078
<b>Items that are or may be subsequently reclassified to profit and loss:</b>			
Share of other comprehensive income of associate and joint ventures	15-31	3.227	746
Exchange differences on translation of foreign operations	31	164.673	(56.106)
Cash flow hedges		(31.911)	(9.096)
Income tax from items that will be reclassified	31	6.070	1.651
<b>Total items that are or may be subsequently reclassified to profit and loss</b>		\$ 142.059	\$ (62.805)
<b>Other comprehensive income, net taxes</b>		\$ (700.549)	\$ 111.273
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		\$ (116.705)	\$ 621.844
<b>Total comprehensive income attributable to:</b>			
Controlling interest		(127.989)	617.216
Non-controlling interest		11.284	4.628
<b>TOTAL COMPREHENSIVE INCOME</b>		\$ (116.705)	\$ 621.844

The Notes are an integral part of the Consolidated Financial Statements.



Carlos Ignacio Gallego Palacio  
President  
(See attached certification)



Jaime León Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T  
(See attached certification)



Juber Ernesto Carrión  
External Auditor – Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S  
(See attached opinion)



# Consolidated Exchange in Equity Statement

From January 1st to December 31st (values expressed in millions of Colombian Pesos)

	Share capital issued (Note 30.1)	Paid-in-capital (Note 30.1)	Reserves and retained earnings (Note 30.2)	Earnings for the period	Other comprehensive income, accumulated (Note 31)	Total equity attributable to the controlling interest	Non-controlling interest (Note 30.4)	Total
<b>Equity at December 31st of 2020</b>	<b>2.301</b>	<b>546.832</b>	<b>3.801.830</b>	<b>503.518</b>	<b>3.770.120</b>	<b>8.624.601</b>	<b>57.486</b>	<b>8.682.087</b>
Profit for the period	-	-	-	575.441	-	575.441	8.403	583.844
Other comprehensive income for the period	-	-	-	-	(703.430)	(703.430)	2.881	(700.549)
<b>Comprehensive income for the period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>575.441</b>	<b>(703.430)</b>	<b>(127.989)</b>	<b>11.284</b>	<b>(116.705)</b>
Transfer to accumulated results	-	-	503.518	(503.518)	-	-	-	-
Cash dividends (Note 30.3 – 30.4)	-	-	(298.712)	-	-	(298.712)	(4.552)	(303.264)
Acquisition of subsidiaries	-	-	(39)	-	-	(39)	(4.986)	(5.025)
Realization of other comprehensive income	-	-	(3.329)	-	3.329	-	-	-
Other equity movements	-	-	(13)	-	-	(13)	62	49
<b>Equity at December 31st of 2020</b>	<b>2.301</b>	<b>546.832</b>	<b>4.003.255</b>	<b>575.441</b>	<b>3.070.019</b>	<b>8.197.848</b>	<b>59.294</b>	<b>8.257.142</b>
<b>Equity at December 31st of 2019</b>	<b>2.301</b>	<b>546.832</b>	<b>3.552.827</b>	<b>505.308</b>	<b>3.683.175</b>	<b>8.290.443</b>	<b>44.288</b>	<b>8.334.731</b>
Profit for the period	-	-	-	503.518	-	503.518	7.053	510.571
Other comprehensive income for the period	-	-	-	-	113.698	113.698	(2.425)	111.273
<b>Comprehensive income for the period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>503.518</b>	<b>113.698</b>	<b>617.216</b>	<b>4.628</b>	<b>621.844</b>
Transfer to accumulated results	-	-	505.308	(505.308)	-	-	-	-
Cash dividends (Note 30.3)	-	-	(281.596)	-	-	(281.596)	(4.031)	(285.627)
Acquisition of subsidiaries	-	-	(572)	-	-	(572)	12.633	12.061
Reclassifications	-	-	26.748	-	(26.748)	-	-	-
Other equity movements	-	-	(885)	-	(5)	(890)	(32)	(922)
<b>Equity at December 31st of 2019</b>	<b>2.301</b>	<b>546.832</b>	<b>3.801.830</b>	<b>503.518</b>	<b>3.770.120</b>	<b>8.624.601</b>	<b>57.486</b>	<b>8.682.087</b>

The Notes are an integral part of the Consolidated Financial Statements.



Carlos Ignacio Gallego Palacio  
President  
(See attached certification)



Jaime Leon Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T  
(See attached certification)



Juber Ernesto Garrón  
External Auditor – Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S  
(See attached opinion)

# Consolidated Cash-flow Statement


From January 1st to December 31st (values expressed in millions of Colombian Pesos)

	2020	2019
<b>Cash flow from operating activities</b>		
Collection from sales of goods and services	\$ 11.136.912	\$ 9.807.576
Payments to suppliers for goods and services	(7.921.426)	(6.868.916)
Payments to and on behalf of employees	(1.823.893)	(1.660.668)
Income taxes and tax on wealth, paid	(180.939)	(199.044)
Other cash outflows	(25.217)	(46.565)
<b>Net cash flow from operating activities</b>	<b>\$ 1.185.437</b>	<b>\$ 1.032.383</b>
<b>Cash flow from investment activities</b>		
Cash and cash equivalents received from acquisitions	-	839
Purchase/sale of other equity instruments	(9.889)	(2.425)
Purchases of equity of associates and joint ventures (Note 15)	(4.900)	(2.730)
Purchases of property, plant and equipment (Note 17)	(271.041)	(254.495)
Amounts from the sale of productive assets	31.353	11.576
Purchase of Intangibles and other productive assets	(27.557)	(37.918)
Investment / divestment in assets held for sale, net	2.438	-
Dividends received (Note 15 - 16)	68.784	61.284
Interest received	16.033	11.270
Payments to third parties, to obtain control of subsidiaries	(12.883)	(423.507)
Other cash inflows (outflows)	5	(117)
<b>Net cash flow used in investment activities</b>	<b>\$ (207.657)</b>	<b>\$ (636.223)</b>
<b>Cash flow from financing activities</b>		
Proceeds from loans	113.102	407.278
Dividends paid (Note 30.3)	(298.063)	(279.660)
Interest paid	(175.515)	(179.349)
Paid leases (Note 24)	(144.175)	(151.099)
Fees and other financial expenses	(36.490)	(37.590)
Other cash inflows	6.897	5.752
<b>Net cash flow used in financing activities</b>	<b>\$ (534.244)</b>	<b>\$ (234.668)</b>
<b>Increase in cash and cash equivalent from activities</b>	<b>443.536</b>	<b>161.492</b>
Cash flow from discontinued operations	151	(8.776)
Net foreign exchange differences	(8.070)	(2.289)
<b>Net increase in cash and cash equivalents</b>	<b>\$ 435.617</b>	<b>\$ 150.427</b>
Cash and cash equivalents at the beginning of the period	497.947	347.520
<b>Cash and cash equivalents at the end of the period</b>	<b>\$ 933.564</b>	<b>\$ 497.947</b>

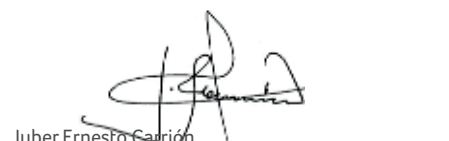
The Notes are an integral part of the Consolidated Financial Statements.



Carlos Ignacio Callego Palacio  
President  
(See attached certification)



Jaime León Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T  
(See attached certification)



Juber Ernesto Carrión  
External Auditor – Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S  
(See attached opinion)

# **Separate Financial Statements**





## Statutory auditor's report on the separate financial statements (Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

### Opinion

I have audited the accompanying separate financial statements of Grupo Nutresa S. A., which include the separate statement of financial position at December 31, 2020, and the separate statements of comprehensive income, equity changes and cash flows for the year then ended, as well as the summary of the main accounting policies and other explanatory notes.

In my opinion, the accompanying separate financial statements, faithfully taken from the accounting books, present fairly, in all material respects, the financial position of Grupo Nutresa S. A. at December 31, 2019, and the results of its operations and cash flows for the year then ended, in accordance with the Accounting and Financial Reporting Standards Accepted in Colombia.

### Basis for the opinion

I conducted my audit in accordance with the Auditing Standards on Financial Reporting accepted in Colombia. My responsibility under such standards is further described in the section concerning the "statutory auditor's responsibility for the audit of the financial statements" of this report.

I am independent of Grupo Nutresa S. A. in accordance with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), and the ethical requirements relevant to my audit of the consolidated financial statements in Colombia. I have fulfilled my other ethical responsibilities in accordance with the IESBA code and other ethical requirements.

I believe that the audit evidence I obtained is sufficient and appropriate to provide a basis for my opinion.

### Responsibilities of management and those charged with governance in the Entity for the separate financial statements

Management is responsible for the preparation and fair presentation of the separate financial statements, in accordance with the Accounting and Financial Reporting Standards Accepted in Colombia, and for such internal control as management determines necessary to enable the preparation of separate financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the separate financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance in the Entity are responsible for supervising its financial reporting process.

PwC Contadores y Auditores S.A.S., Calle 7 Sur No. 42-70, Torre 2, Piso 11, Edificio Forum, Medellín, Colombia  
Tel: (57-4) 325 4320, Fax: (57-4) 325 4322, [www.pwc.com/co](http://www.pwc.com/co)



(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

### **Statutory auditor's responsibility in relation to the audit of the separate financial statements**

My objective is to obtain reasonable assurance about whether the separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with the Financial Reporting Audit Standards Accepted in Colombia will always detect a material misstatement when it exists. Misstatements can arise from fraud or error, and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these separate financial statements.

As part of an audit in accordance with the Financial Reporting Audit Standards Accepted in Colombia, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the separate financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubts on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my statutory auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my statutory auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

I communicate with those charged with the governance in the Entity regarding, among other things, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified during my audit.

I have also provided those charged with the governance in the Entity with a statement indicating that I have complied with the applicable ethical requirements in relation to independence, and I have informed them about all relations that could reasonably be expected to affect my independence and, in case any arise, the corresponding safeguards.

### **Report on other legal and regulatory requirements**

Management is also responsible for compliance with certain regulatory requirements in Colombia, related to the handling of accounting documentation, the preparation of management reports, and the timely and appropriate payment of contributions to the Integral Social Security System. My responsibility as statutory auditor in these matters is to perform review procedures to issue an opinion on their due compliance.

With the above in mind, in my opinion:

- a) The Company's accounting records for the year ended December 31, 2020 have been kept in conformity with the legal regulations and accounting technique, and transactions therein recorded conform to the bylaws and decisions made by the Meeting of the Shareholders and Board of Directors.
- b) The correspondence, accounting vouchers and books of minutes and share register are properly kept and safeguarded.
- c) Due concordance exists between the accompanying financial statements and the administration report prepared by management. The administrators have stated in said management report that they did not hinder the free circulation of invoices issued by the vendors or suppliers.
- d) The information contained in the returns for self-computation of contributions to the Integral Social Security System, particularly regarding the affiliates and their base income for contribution, has been taken from the accounting records and supporting documents. At December 31, 2020, the Company is not in arrears regarding payment of contributions to the Integral Social Security System.
- e) The Entity has implemented the System to Prevent and Control the Risk of Money Laundering and Terrorism Financing, in accordance with that established in External Circular 062 of 2007, issued by the Superintendency of Finance.





(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

In compliance with the statutory auditor's responsibilities stated in items 1 and 3 of Article 209 of the Colombian Code of Commerce, in relation to the assessment on whether the acts of the Entity's management conform to the bylaws, orders and instructions of the Shareholders' Meeting, and whether appropriate measures of internal control, conservation and custody of the Entity's assets or those of third parties in its possession are in place, I have issued a separate report dated February 26, 2021.

(Original in Spanish signed by:)

Juber Ernesto Carrión  
Statutory Auditor  
Professional Card No. 86122-T  
Appointed by PwC Contadores y Auditores S. A. S.  
February 26, 2021

## Certification of the Financial Statements

### The undersigned Legal Representative and the General Accountant of Grupo Nutresa S. A.

CERTIFY:

February 26<sup>th</sup>, 2021

We have previously verified all claims, herewith contained, in the Financial Statements, at December 31, 2020 and 2019, according to, the regulations, and the same that have been faithfully taken, from the Financial Statements of the Parent Company, and its subsidiaries, duly certified and audited.

In accordance with the above stated, in relationship to the Financial Statements, herewith mentioned, we declare the following:

1. The assets and liabilities, are stated and the recorded transactions, have been recorded, during said years.
2. All realized economic transactions, have been recognized.
3. The assets represent rights, and liabilities represent obligations, obtained or under the responsibility of the Companies.
4. All elements have been recognized, in the appropriate amounts, and in accordance with the Financial Information Norms, applicable in Colombia.
5. The economic transactions, that impact the Companies, have been correctly classified, described, and disclosed.
6. The Financial Statements and Notes, do not contain misstatements, errors, differences or material inaccuracies, which could impact the financial position, equity, and operations of the Companies. Similarly, appropriate procedures, reporting systems, and control of the financial information, have been established, to insure accurate reporting to third-party users, of such.



Carlos Ignacio Gallego Palacio  
President



Jaime León Montoya Vásquez  
General Accountant  
T.P. 45056-T

# **Certification of the Financial Statements**

## **Law 964 of 2005**

Gentlemen  
Shareholders  
Grupo Nutresa S.A.  
Medellín

The undersigned Legal Representative of Grupo Nutresa S.A.

**CERTIFIES:**  
**February 26<sup>th</sup>, 2021**

That the Financial Statements, and the operations of the Parent Company, and its subsidiaries, at December 31, 2020 and 2019, do not contain any defects, differences, inaccuracies, or errors that impede the knowledge of the true and fair presentation, of the financial situation, of the same.

The foregoing, is stated, for purposes of compliance with Article 46 of Law 964 of 2005.



Carlos Ignacio Gallego Palacio  
President



# Separate Financial Position Statement


As of December 31<sup>st</sup> (values expressed in millions of Colombian Pesos)

<b>ASSETS</b>	Notes	<b>2020</b>	2019
<b>Current assets</b>			
Cash and cash equivalents		\$ 319	\$ 54
Trade and other accounts receivables	5	21.166	25.733
Other assets	6	169	150
<b>Total current assets</b>		<b>\$ 21.654</b>	<b>\$ 25.937</b>
<b>Non-current assets</b>			
Trade and other accounts receivables	5	568	565
Investments in subsidiaries	7	5.593.927	5.167.033
Investments in associated	8	148.715	150.658
Other financial non-current assets	9	2.653.942	3.497.287
Right-of-use assets		13	104
Other assets	6	4	6
<b>Total non-current assets</b>		<b>\$ 8.397.169</b>	<b>\$ 8.815.653</b>
<b>TOTAL ASSETS</b>		<b>\$ 8.418.823</b>	<b>\$ 8.841.590</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other account payables	11	85.969	89.014
Income tax and other taxes, payable	10.2	1.156	877
Employee benefits liabilities	12	2.712	1.880
Right-of-use liabilities		13	98
<b>Total current liabilities</b>		<b>\$ 89.850</b>	<b>\$ 91.869</b>
<b>Non-current liabilities</b>			
Trade and other accounts payables	11	-	158
Employee benefits liabilities	12	1.072	1.737
Deferred tax liabilities	10.4	5.102	4.735
Right-of-use liabilities		-	10
<b>Total non-current liabilities</b>		<b>\$ 6.174</b>	<b>\$ 6.640</b>
<b>TOTAL LIABILITIES</b>		<b>\$ 96.024</b>	<b>\$ 98.509</b>
<b>EQUITY</b>			
Share capital issued	13.1	2.301	2.301
Paid-in-capital	13.1	546.832	546.832
Reserves	13.2	4.359.436	4.144.250
Retained earnings	13.2	3	3
Other comprehensive income, accumulated	14	2.830.986	3.535.797
Earnings for the period		583.241	513.898
<b>TOTAL EQUITY</b>		<b>\$ 8.322.799</b>	<b>\$ 8.743.081</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$ 8.418.823</b>	<b>\$ 8.841.590</b>

The Notes are an integral part of the Separate Financial Statements



Carlos Ignacio Gallego Palacio  
President



Jaime Leon Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T



Juber Ernesto Carrion  
External Auditor - Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S.  
(See attached opinion)

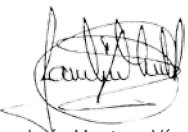
# Separate Comprehensive Income Statement


From January 1st to December 31<sup>st</sup> (values expressed in millions of Colombian Pesos)

	Notes	2020	2019
<b>Operating Income</b>		<b>\$ 585.968</b>	<b>\$ 515.139</b>
Portfolio dividends	9	69.265	61.493
Share of profit, for the period of subsidiaries	7	522.153	456.219
Share of profit, for the period of associates	8	(5.450)	(2.573)
<b>Gross profit</b>		<b>\$ 585.968</b>	<b>\$ 515.139</b>
Administrative expenses	15	(5.696)	(5.085)
Exchange differences on operating assets and liabilities		(38)	1
Other operating income, net		4.224	2.744
<b>Operating profit</b>		<b>\$ 584.458</b>	<b>\$ 512.799</b>
Financial income		1.387	2.601
Financial expenses		(1.411)	(1.257)
Exchange differences on non-operating assets and liabilities		1	19
<b>Income before tax</b>		<b>\$ 584.435</b>	<b>\$ 514.162</b>
Current income tax	10.3	(932)	(561)
Deferred income tax	10.3	(262)	297
<b>Net profit for the period</b>		<b>\$ 583.241</b>	<b>\$ 513.898</b>
<b>Earnings per share <sup>(*)</sup></b>			
<b>Basic, attributable to controlling interest (in Colombian Pesos)</b>	16	<b>1.267,58</b>	<b>1.116,87</b>
<i>(*) Calculated on 460,123,458 shares, which have not been modified during the period covered by these Financial Statements.</i>			
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that are not subsequently reclassified to profit or loss:</b>			
Actuarial (losses)/gains of defined benefit plans	12.1	(866)	(5.879)
Equity investments measured at fair value	9	(843.345)	186.697
Income tax from items that will not be reclassified		259	1.764
<b>Total items that are not subsequently reclassified to profit or loss</b>		<b>\$ (843.952)</b>	<b>\$ 182.582</b>
<b>Items that may be subsequently reclassified to profit and loss:</b>			
Share of other comprehensive income of subsidiaries	7	138.291	(69.319)
Share of other comprehensive income of associates	8	1.214	(105)
Income tax from items that will be reclassified		(364)	31
<b>Total items that are or may be subsequently reclassified to profit and loss:</b>		<b>\$ 139.141</b>	<b>\$ (69.393)</b>
<b>Other comprehensive income, net taxes</b>		<b>\$ (704.811)</b>	<b>\$ 113.189</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>\$ (121.570)</b>	<b>\$ 627.087</b>

The Notes are an integral part of the Separate Financial Statements.

  
 Carlos Ignacio Gallego Palacio  
 President

  
 Jaime León Montoya Vásquez  
 General Accountant  
 Professional Card No. 45056-T

  
 Juber Ernesto Carrion  
 External Auditor - Professional Card No. 86122-T  
 Designed by PwC Contadores y Auditores S. A. S.  
 (See attached opinion)

## Separate Change in Equity Statement

From January 1st to December 31<sup>st</sup> (values expressed in millions of Colombian Pesos)

	Share capital issued (Note 13.1)	Paid-in-capital (Note 13.1)	Reserves (Note 13.2)	Retained earnings (Note 13.2)	Profit for the period	Other comprehensive income, Accumulated (note 14)	Total
<b>Balance at December 31<sup>st</sup>, 2019</b>	2.301	546.832	4.144.250	3	513.898	3.535.797	8.743.081
Profit for the period	-	-	-	-	583.241	-	583.241
Other comprehensive income for the period	-	-	-	-	-	(704.811)	(704.811)
<b>Comprehensive income for the period</b>	-	-	-	-	<b>583.241</b>	<b>(704.811)</b>	<b>(121.570)</b>
Transfer to income, in prior years	-	-	-	513.898	(513.898)	-	-
Cash dividends (Note 13.3)	-	-	(298.712)	-	-	-	(298.712)
Appropriation of reserves	-	-	513.898	(513.898)	-	-	-
<b>Balance at December 31<sup>st</sup>, 2020</b>	2.301	546.832	4.359.436	3	583.241	2.830.986	8.322.799
<b>Balance at December 31<sup>st</sup>, 2018</b>	2.301	546.832	3.915.685	3	510.161	3.422.608	8.397.590
Profit for the period	-	-	-	-	513.898	-	513.898
Other comprehensive income for the period	-	-	-	-	-	113.189	113.189
<b>Comprehensive income for the period</b>	-	-	-	-	<b>513.898</b>	<b>113.189</b>	<b>627.087</b>
Transfer to accumulated results	-	-	-	510.161	(510.161)	-	-
Cash dividends (Note 13.3)	-	-	(281.596)	-	-	-	(281.596)
Appropriation of reserves	-	-	510.161	(510.161)	-	-	-
<b>Balance at December 31<sup>st</sup>, 2019</b>	2.301	546.832	4.144.250	3	513.898	3.535.797	8.743.081

The Notes are an integral part of the Separate Financial Statements.



Carlos Ignacio Gallego Palacio  
President



Jaime León Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T



Juber Ernesto Cañón  
External Auditor – Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S.  
(See attached opinion)



# Separate Cash-flow Statement

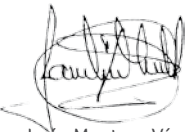
From January 1<sup>st</sup> to December 31<sup>st</sup> (values expressed in millions of Colombian Pesos)

	2020	2019
<b>Cash flow from operating activities</b>		
Dividends received (Note 7 – 9)	\$ 307.145	314.594
Dividends paid (Note 13.3)	(293.536)	(275.537)
Collection from goods and services	4.059	2.750
Payments to suppliers for goods and services	(3.294)	(1.253)
Payments to and on behalf of employees	(8.795)	(11.673)
Income taxes on reimbursed (paid) gains	(757)	7
Other cash inflows	6.303	4.002
<b>Net cash flow from operating activities</b>	<b>\$ 11.125</b>	<b>32.890</b>
<b>Cash flows from investing activities</b>		
Purchases of equity of associates and joint ventures (Note 8)	(2.293)	(2.730)
Payments to third parties, to obtain control of subsidiaries (Note 7)	(8.462)	(42.952)
Purchases and sales of other equity instruments (Note 9)	-	11.880
Other cash inflows	4	7
<b>Net cash flows used in investment activities</b>	<b>\$ (10.751)</b>	<b>(33.795)</b>
<b>Cash flow from financing activities</b>		
Leases paid	(98)	(99)
Interest paid	(6)	(1)
Other cash outflows	(6)	(46)
<b>Net cash flow used in financing activities</b>	<b>\$ (110)</b>	<b>(146)</b>
<b>Increase (decrease) in cash and cash equivalents from activities</b>	<b>\$ 264</b>	<b>(1.051)</b>
Net foreign exchange differences	1	19
<b>Net increase in cash and cash equivalents</b>	<b>265</b>	<b>(1.032)</b>
Cash and cash equivalents, at the beginning of the period	54	1.086
<b>Cash and cash equivalents at the end of the period</b>	<b>\$ 319</b>	<b>54</b>

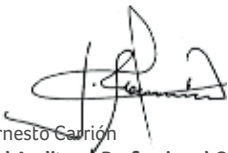
The Notes are an integral part of the Separate Financial Statements.



Carlos Ignacio Gallego Palacio  
President



Jaime Leon Montoya Vásquez  
General Accountant  
Professional Card No. 45056-T



Juber Ernesto Carrion  
External Auditor - Professional Card No. 86122-T  
Designed by PwC Contadores y Auditores S. A. S.  
(See attached opinion)



## Statutory auditor's report on the management's compliance with the bylaws, orders and instructions of the Shareholders' Meeting, and on the existence of proper measures for internal control, safekeeping and custody of the Company's assets or those of third parties in its possession (Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

### Description of the main matter

In the development of my duties as the statutory auditor of Grupo Nutresa S. A., and in compliance with the provisions of items 1 and 3 of Article 209 of the Code of Commerce, I am required to report to the Shareholders' Meeting on whether during the year ended December 31, 2020, adequate measures for internal control, conservation and custody of the Company's assets or those of third parties in its possession were in place, and to report on proper compliance by the Company's management with certain regulatory requirements set forth in various legal and statutory regulations.

The criteria used for the assessment of the matters mentioned in the above paragraph include: a) the Company's bylaws, the minutes of the Shareholders' Meeting and the legal and regulatory provisions regarding my duties as Statutory Auditor, and b) the components of the internal control system that the management and those responsible for the Company's governance consider necessary for the appropriate and timely preparation of its financial information.

### Management's responsibility

The Company's management is responsible for establishing and maintaining an adequate internal control system that enables the company to safeguard its assets or those of third parties in its possession, and to comply properly with the bylaws and decisions of the Shareholders' Meeting.

In order to comply with the above responsibilities, the management must apply judgments in order to assess the expected benefits and costs related to the control procedures that aim to provide the management with reasonable, but not absolute, assurance in regard to the safeguarding of assets against loss due to unauthorized use or disposal, as well as that the Company's transactions are appropriately performed and recorded to allow the preparation of financial statements that are free of material misstatement due to fraud or error, in accordance with the Accounting and Financial Reporting Standards Accepted in Colombia.

### Statutory auditor's responsibility

My responsibility as statutory auditor is to perform assurance work to issue an opinion, based on the executed procedures and the obtained evidence, on whether the actions of the Company's management adjust to the bylaws, orders and instructions of the Shareholders' Meeting, and on whether there are proper internal control measures established by the Company's management to safeguard its assets or those of third parties in its possession.

PwC Contadores y Auditores S.A.S., Calle 7 Sur No. 42-70, Torre 2, Piso 11, Edificio Forum, Medellín, Colombia  
Tel: (57-4) 325 4320, Fax: (57-4) 325 4322, [www.pwc.com/co](http://www.pwc.com/co)



(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

I performed my duties in accordance with the standards for information assurance accepted in Colombia. Those standards require that I comply with the ethical and independence requirements established in Decree 2420 of 2015, which are based on principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior, and that I plan and perform procedures which I consider necessary in order to obtain assurance on compliance by the Company's management with the bylaws, and the orders or instructions of the Shareholders' Meeting, and on whether adequate measures of internal control, conservation and custody of the Company's assets and those of third parties in its possession were in place at Tuesday, December 31, 2020, and for the year then ended, in all material respects of assessment, and in conformity with the criteria described in the main matter section

The accountancy firm that I am a part of, and that appointed me as the statutory auditor of the Company, applies International Quality Control Standard 1, and, as a result, it maintains a comprehensive quality control system that includes documented policies and procedures on compliance with the applicable ethical requirements, professional standards and legal and regulatory requirements.

#### **Performed assurance procedures**

The above mentioned audit standards require that I plan and execute assurance procedures to obtain reasonable assurance that the internal controls implemented by the Company are properly designed and operate effectively. The assurance procedures selected depend on the statutory auditor's judgement, including assessment of the risk of material misstatement in the financial statements due to fraud or error, and that the Company fails to achieve an adequate level of efficiency and efficacy in its operations. The procedures performed included selective tests on the design and effective operation of controls that I considered necessary in the circumstances to provide a reasonable assurance that the control objectives determined by the Company's management are adequate.

The assurance procedures performed were as follows:

- Review of the Company's bylaws, the minutes of the Shareholders' Meeting and other supervision bodies, in order to verify proper compliance by the Company's management with those bylaws and with the decisions made the Shareholders' Meeting.
- Inquiries with the management on changes or projects for amendment of the Company's bylaws during the covered period, along with a validation of their implementation.
- Understanding and assessment of the internal control components on the Company's financial reporting, such as: control environment, risk assessment, information and communication, monitoring of controls and control activities





(Free translation from the original in Spanish)

To the Shareholders of Grupo Nutresa S. A.

- Understanding of how the entity has responded to risks arising from the information systems.
- Understanding and assessment of the design of relevant control activities and their validation to establish that such activities were implemented by the Company and operate effectively.

I consider that the audit evidence that I obtained is sufficient and appropriate to provide a basis for the concept I express below.

### **Inherent limitations**

Due to the limitations inherent to the internal control structure, including the possibility of collusion or management override of controls, material misstatement, whether due to fraud or error, may be not prevented or detected on a timely basis. Likewise, it is possible that the results of my procedures will differ or change their condition throughout the period under assessment, since my report is based on selective tests executed during the period. Additionally, projections of any internal control assessment to future periods are subject to the risk that controls become inadequate due to changes in the conditions, or that the degree of compliance with policies and procedures may be impaired.

### **Concept**

Based on the evidence obtained from the work performed as described above, and subject to the inherent limitations expressed, it is my concept that, during the year 2020, the acts of the Company's management conformed to the bylaws and to the orders and instructions of the Shareholders' Meeting, and adequate measures of internal control, and of conservation and custody of the Company's assets and those of third parties in its possession are in place.

This report is issued for and addressed to the Shareholders of Grupo Nutresa S. A., in compliance with the requirements set forth in items 1 and 3 of Article 209 of the Colombian Code of Commerce, and shall not be used for any other purpose or distributed to other third parties

(Original in Spanish signed by:)

Juber Ernesto Carrión  
Statutory Auditor  
Professional Card No. 86122-T  
Appointed by PwC Contadores y Auditores S. A. S.  
February 26, 2021





**A  
FUTURE  
TOGETHER**