



**A FUTURE  
TOGETHER**

# Grupo Nutresa

Corporate Presentation



**A FUTURE  
TOGETHER**



# DISCLAIMER

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

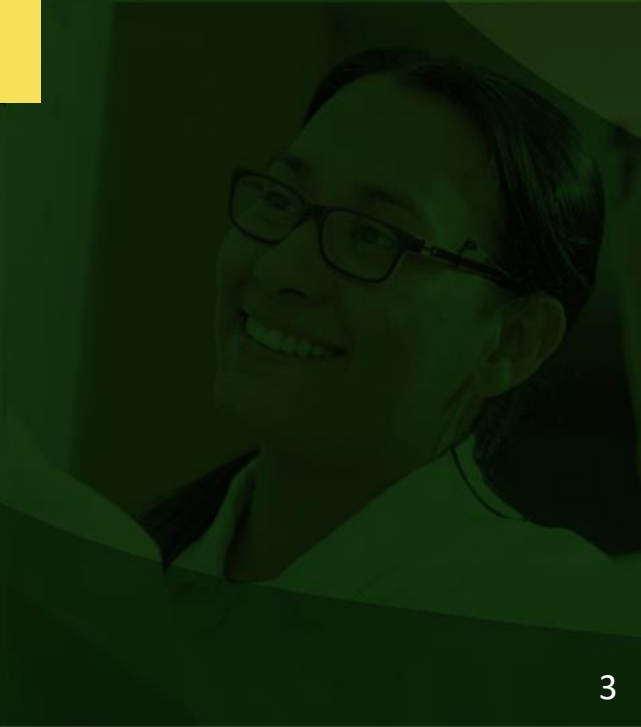
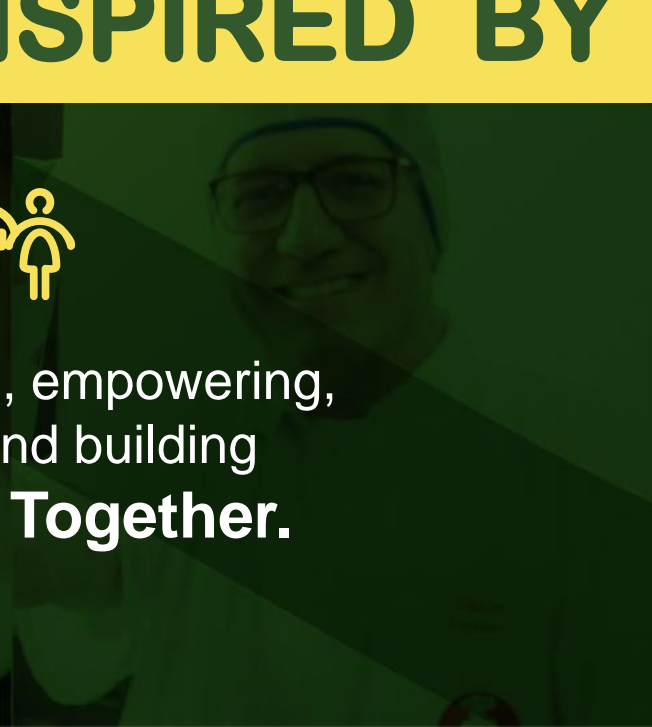


*"The Issuers Recognition – IR granted by the Colombian Stock Exchange is not a certification about the quality of the securities listed at the BVC nor the solvency of the issuer"*





# WE ARE INSPIRED BY



Collaborating, empowering,  
creating and building  
**A Future Together.**

## Scale

2020 Sales

**11,1**

COP trillion  
~ 3,2 USD billion

**39,9%**

of sales  
outside Colombia

**1,2**

USD billion

One of the largest food  
companies in Latin America

MARKET CAP OF

**11 ~ 3,2**

COP trillion USD billion

2020  
EBITDA  
Margin

**13,0%**

2030 OBJECTIVE



**DOUBLING** OUR  
**REVENUES**

From 2020 to 2030

With returns higher than the cost of capital

## Our Core Strengths

Business Model



People

**45,8K**

Employees

**12,3K**

Outside Colombia



Brands

**19**

Brands sell more  
than 50 USD MM

**53,8%**

Consolidated Market  
Share in Colombia



Go-to Market  
Capabilities

**1,3 mm**

Points of Sale

**9,5K**

Sales Force



**+100 years**

## Diversification

and market development

**5**

Continents

**16**

Countries

**45**

Manufacturing  
Facilities

**78**

Countries where  
our products are sold



**8**

BUSINESS  
UNITS

No single commodity accounts for more than **12% of COGS**

## Sustainable Value Creation

We are the world's most sustainable food  
company in 2020, according to the Dow Jones  
Sustainability Indices

**#1**

2020

Member of

**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA

**#1**

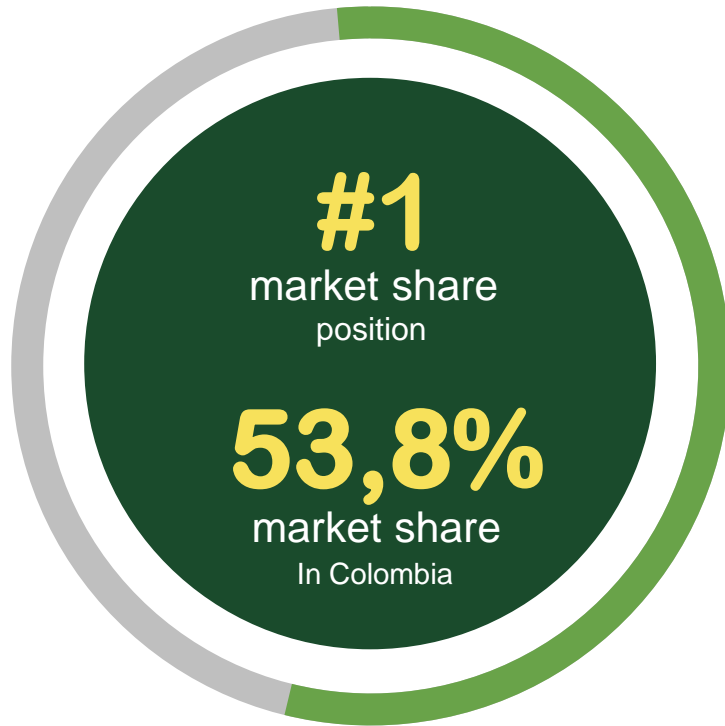
2021

**Sustainability Award**  
Gold Class 2021

**S&P Global**



# Grupo Nutresa in numbers



**11,1** (USD 3,2 Bn)  
Total sales (COP Trillion)

**1,6 MM**

clients  
served



**13,0%**  
EBITDA Margin

**19,6%**

Innovation sales/  
Total Sales



**8**  
category-focused  
business units

**26**

brands in #1 market  
and #2 share position



**16**  
countries with  
direct presence

**70,5%**

of revenues in Colombia  
consolidated in 19 megabrands



**45**  
manufacturing facilities



**45.861**  
employees



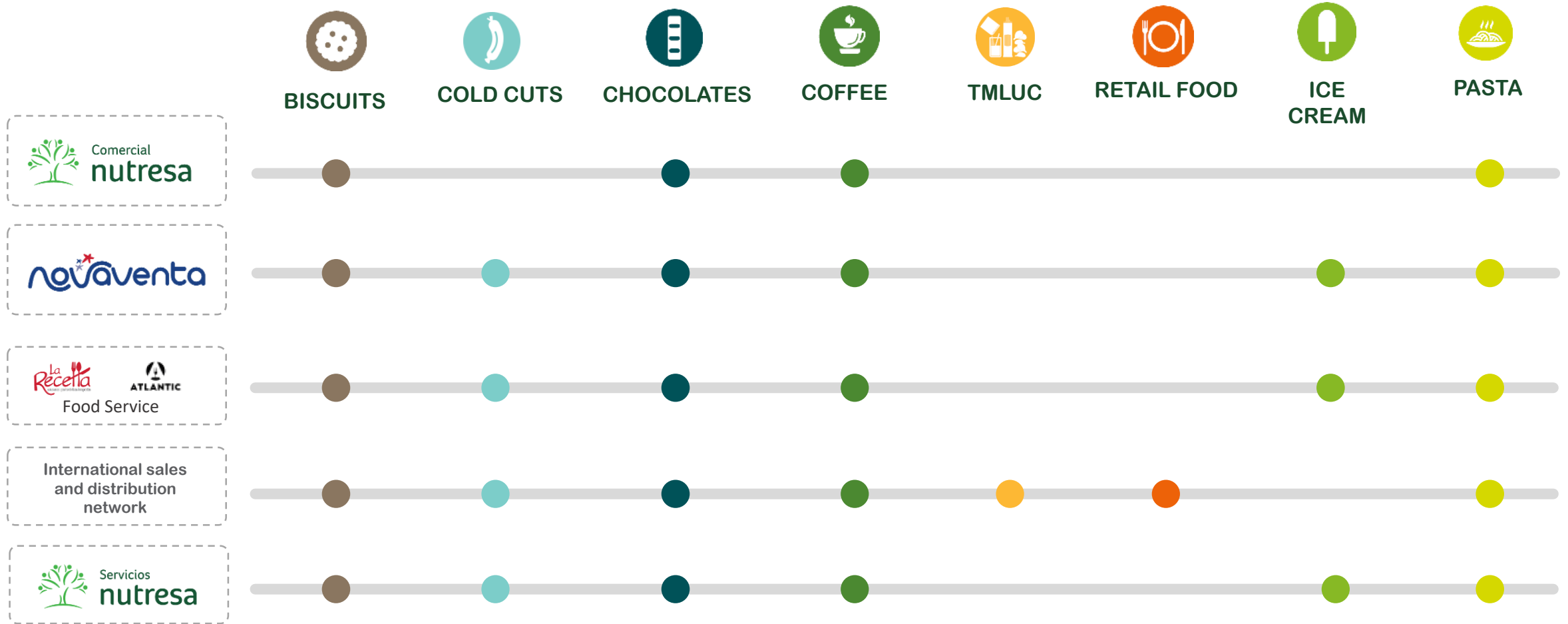
Member of  
**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA

**Sustainability Award**  
Gold Class 2021

**S&P Global**

# Corporate Structure



# Expansion and market development



**1,9  
USD  
BILLION**

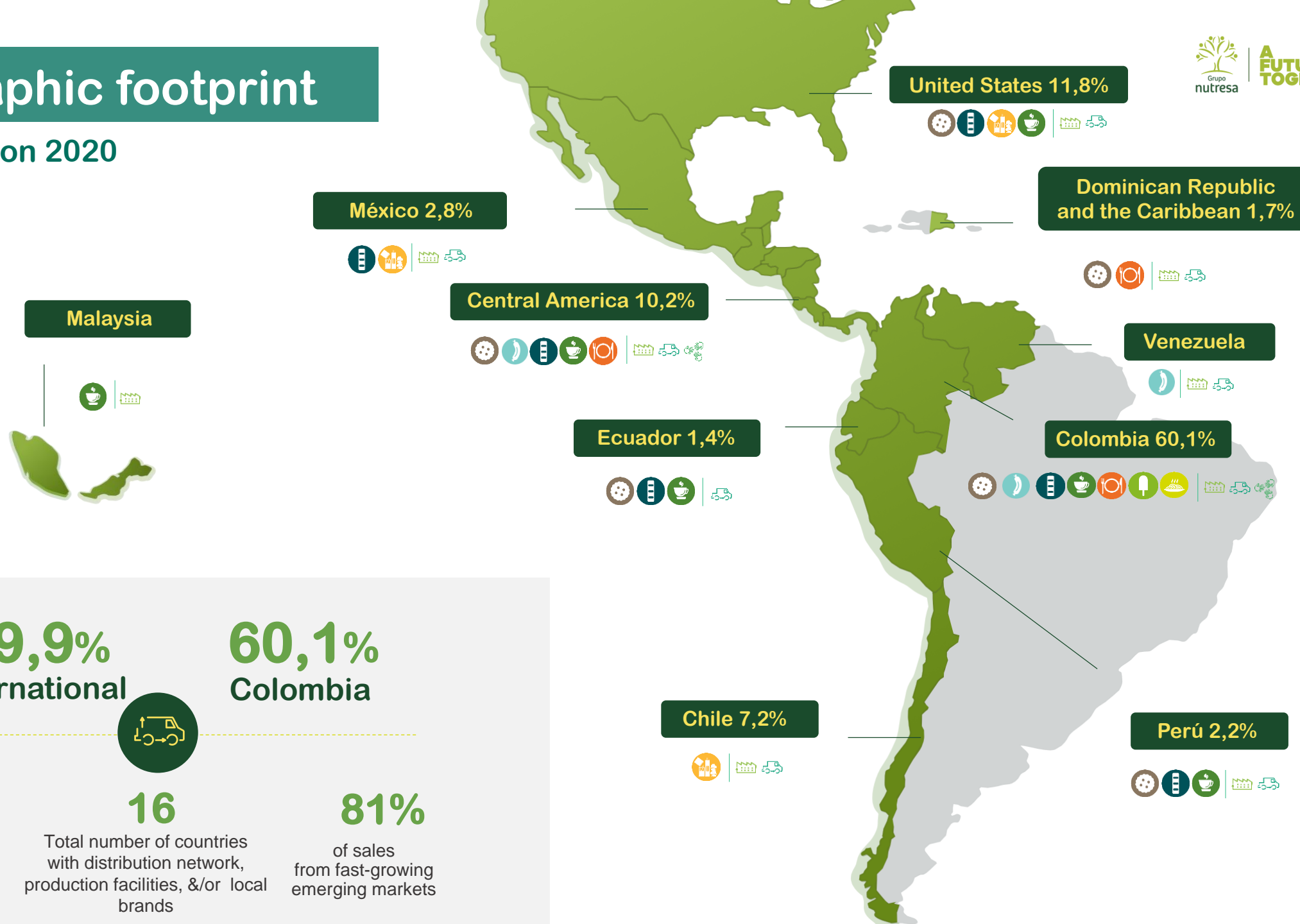
**Invested in 24**

Successful acquisitions  
in 11 countries since  
Year 2000

			Biscuits Nestlé	MEALS DE COLOMBIA S.A.S
Chocolates Nestlé	Mil Delicias frozen food factory			
			HELADOS BON	POPS
		tresmontes lucchetti		
			BELINA	

# Geographic footprint

Sales by region 2020



**39,9%**  
International

**60,1%**  
Colombia



**45**  
Production  
Facilities

**16**  
Total number of countries  
with distribution network,  
production facilities, &/or local  
brands

**81%**  
of sales  
from fast-growing  
emerging markets



# Pursuing a long-term value model

Through a clear, solid strategy

Sustainability



Investment in leading brands and portfolio evolution

Digital Strategy



Effective innovation and new business models to tackle consumer trends

Health & Wellness



Investment in high-growth channels

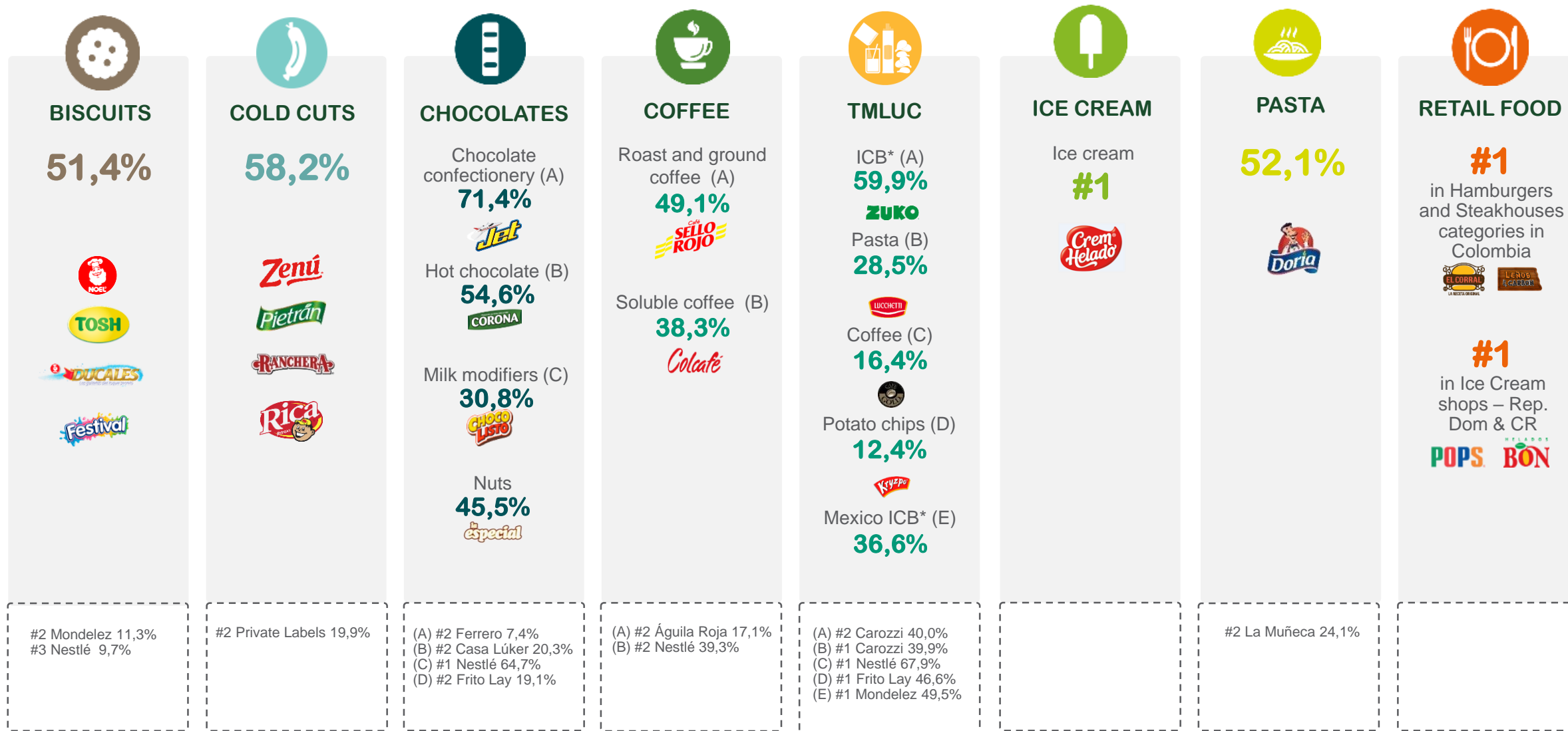


Efficiency and productivity

Value generation for stakeholders

# Market Share

Consolidated market share in Colombia: 53,8%



# Our Core Strengths - Business Model



## OUR BRANDS

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

**19 brands**  
with sales over  
USD 50 million.



## OUR PEOPLE

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

**Organizational climate at  
a level of excellence:  
83,0%**



## OUR DISTRIBUTION NETWORKS

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

**1.322.689**  
points of sale

## SUSTAINABILITY



Grupo Nutresa fosters participative environments that enable prioritizing the development of capabilities, the acknowledgment of achievements and a balanced lifestyle.

**Top 2 company in terms of talent attraction and retention in Colombia.**

## OUR PEOPLE



Abroad  
**12,3K**

Colombia  
**33,5K**

**45,8K Total**

Organizational climate  
at a level of excellence

**83%**

**10**

Subsidiary companies  
certified as Familiarly  
Responsible  
Companies (EFR)

Volunteer network

**11.475**  
employees

**37.220**  
hours of  
volunteer work



# Leading brands portfolio

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

In Colombia, **19 mega-brands**  
generate  
**70,5%**  
of sales

**26 brands**  
ranked  
**#1 or #2**  
in terms of market  
share (key markets).

**Zenú**

**RANCHERA**

Café  
**SELLO ROJO**

**Saltin  
noel**

**Colcafé**

Chocolates  
**Jet**

**Doria**

Lil'  
Dutch  
Maid  
**COOKIES**

**Festival**

**Rica**

**CORONA**

**EL CORRAL**  
LA RECETA ORIGINAL

**DUCALES**  
Los galletitos del hogar secreto

**ZUKO**

**Crem  
Helado**

**POZUELO**

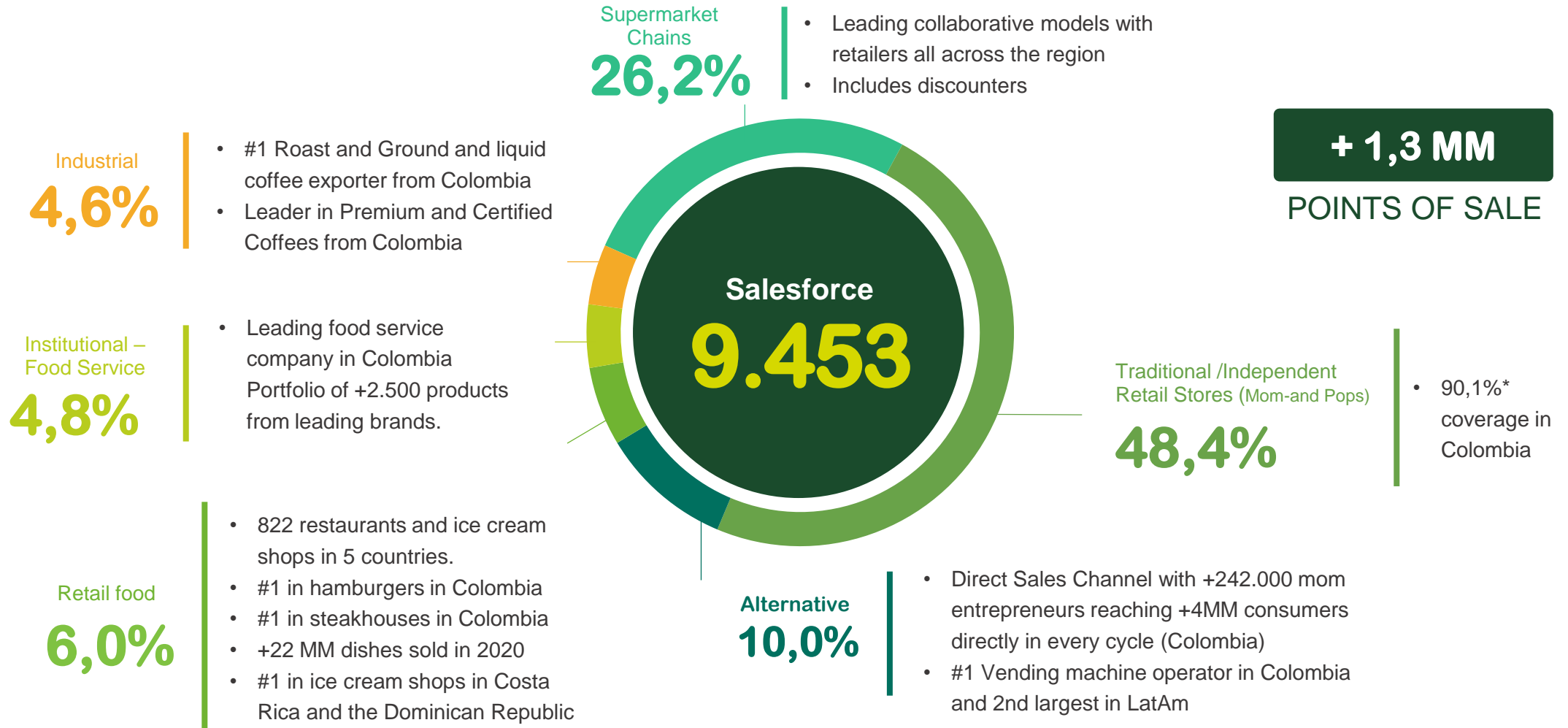
**LUCCHETTI**

**TOSH**

**CAMERON'S**  
SPECIALTY COFFEE

# Go to market capabilities

## Distribution



# Go to market capabilities

## Investing in high- growth channels



### Novaventa

- Direct sales channel with +242.000 mom entrepreneurs
- Reaching +4 million consumers directly in every sale cycle - Colombia
- #1 Vending machine operator in Colombia and 2<sup>nd</sup> largest in LatAm
- Double digit-growth.



### Food service

- Leading food service company in Colombia
- Includes La Recetta and Atlantic Food Service
- Portfolio of +2.500 products.



### Restaurants

- 822 restaurants and ice cream shops in 5 countries.
- #1 in hamburgers in Colombia
- #1 in stake houses in Colombia
- +22MM dishes sold in 2020
- #1 in ice cream shops in Costa Rica and the Dominican Republic.

# Effective Innovation

## Addressing consumer trends

Bénet



Kibo



TOSH



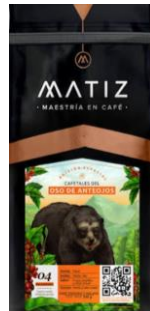
Crem Helado



Zenú



MATIZ



Pietrán



Colcafé



MONTICELLO



Imagix

INNOVATION-BASED GROWTH

19,6%\*

Innovation-driven sales/  
2020 total sales



# Digital Transformation

Digital transformation is a fundamental part of an assertive, proactive and innovative corporate model focused on offering better experiences to both shoppers and consumers.



## Exploration of new technologies

**Monitoring and exploration** of technologies of the 4th industrial revolution in early maturity stages.



## New capabilities under development

**Exploration and adoption** of technologies at middle or high maturity levels. Executed jointly with research centers, entrepreneurs and other actors the ecosystem



## Go-to market capabilities

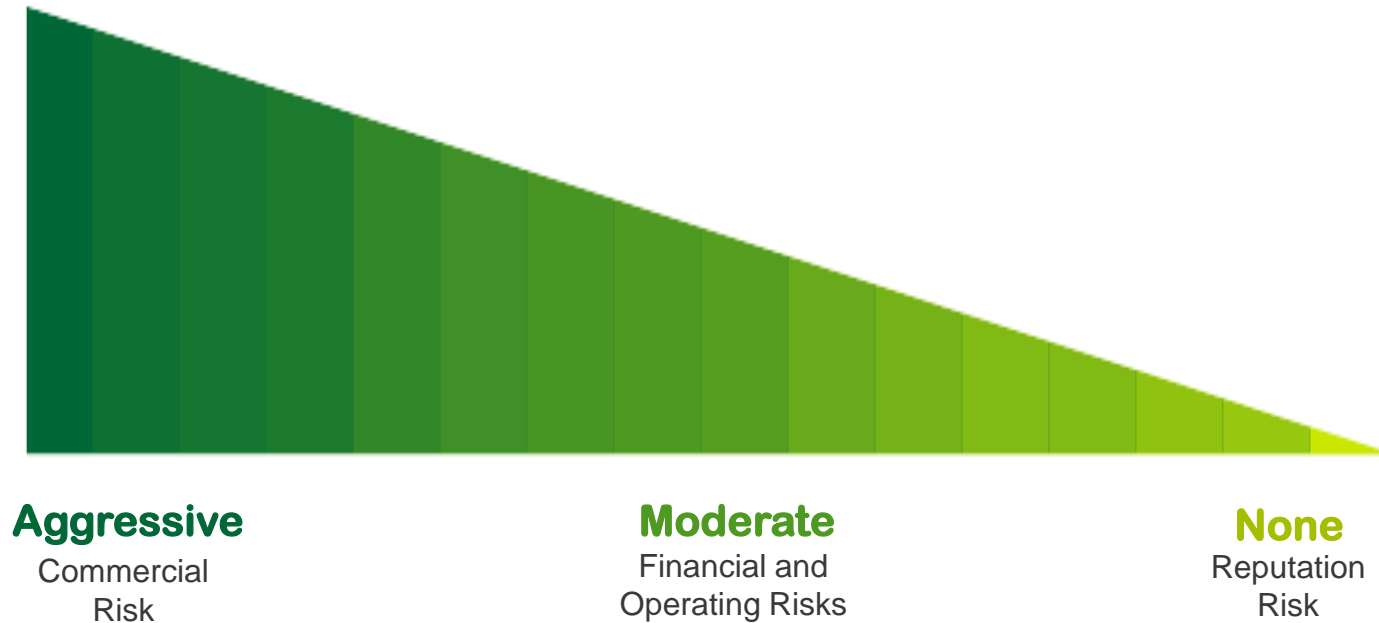
**Development of digital capabilities** that transform the interaction with and the experience of clients and consumers and enable the creation of new go-to market capabilities and business models regarding e-commerce, channels, market and other value added services



## Talent and culture-related capabilities

**Development of capabilities** in an adaptive environment with the goal of enhancing the Organization's agility and flexibility.

# Risk management model



## Main Risks



**Regulation in nutrition and health matters** in the countries where Grupo Nutresa operates



Business execution due to a **highly competitive environment**



**Volatility in commodity prices**

# 2030 Strategic Objectives

2030 OBJECTIVE



DOUBLING

OUR

REVENUES

From 2020 to 2030

With returns higher than the cost of capital



Our strategy aims to double our 2020 revenues by 2030, while obtaining returns higher than the cost of capital employed.

This strategy will be managed by talented, innovative, productive, committed and responsible people, who contribute to sustainable development.

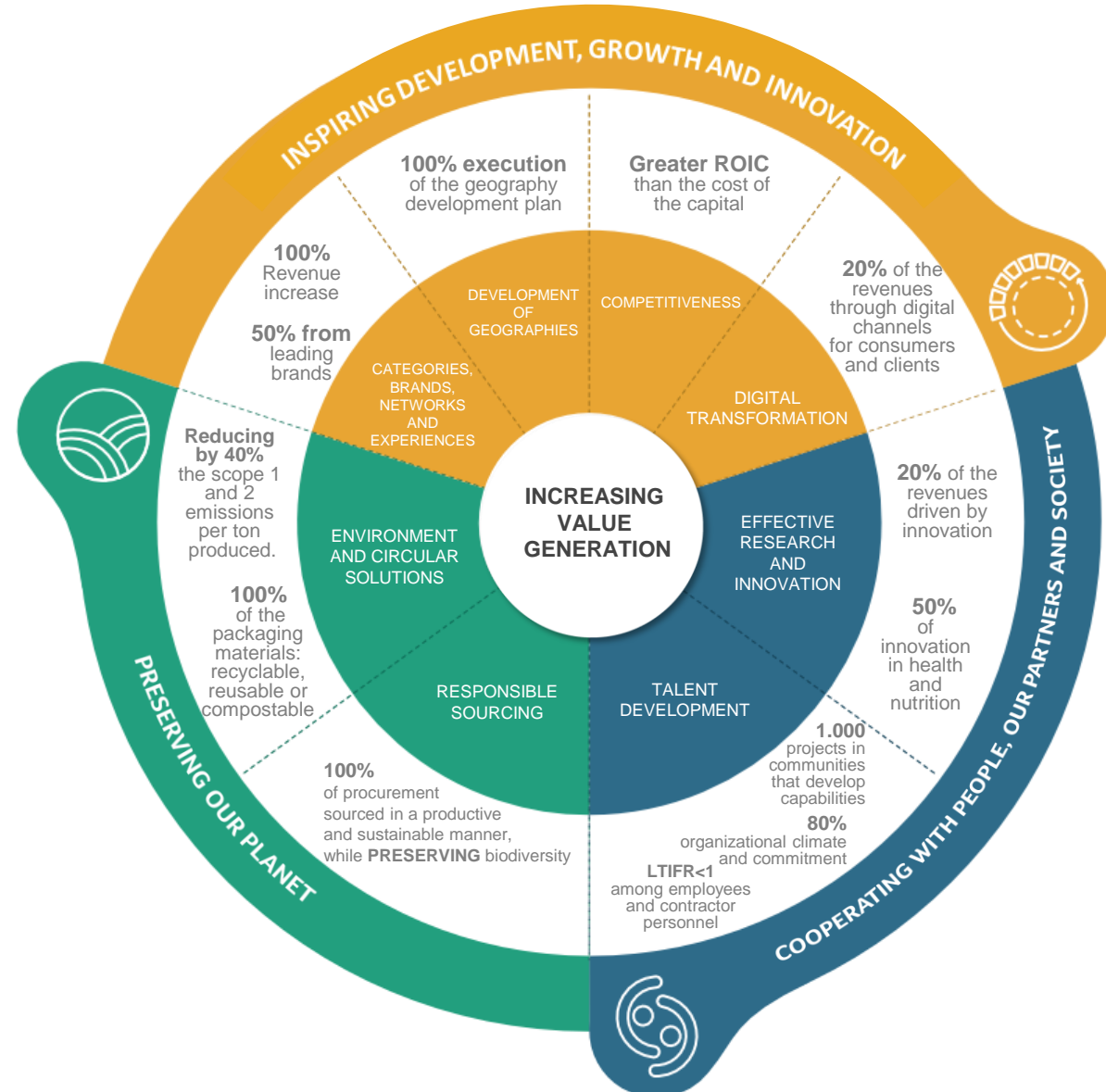
To achieve this goal, we offer to our consumers foods and experiences from recognized and beloved brands that nourish, generate wellness and pleasure, and that are distinguished by the best price/value ratio; widely available in our strategic region.

# 2030 Strategic Objectives



## OUR HIGHER PURPOSE

Is to build a better world where development is for everyone





# Corporate Governance

## Board of directors



Mauricio  
Reina Echeverri



Jaime Alberto  
Palacio Botero



Antonio Mario Celia  
Martínez Aparicio



Valeria  
Arango Vélez



Gonzalo Alberto  
Pérez Rojas



Jorge Mario  
Velásquez Jaramillo



Juana Francisca  
Llano Cadavid



Ricardo  
Jaramillo Mejía



Independent  
Members



Not Independent  
Members

Finance, Audit and  
Risks Committee

Appointments and  
Remuneration Committee

Corporate Governance and  
Board Matters Committee

Strategic Planning and  
Sustainability Committee





# Sustainable Development



# Sustainability

for Grupo Nutresa



We understand it as a **corporate capacity to prosper**, based on the **identification and comprehensive management of risks and opportunities** in the economic, social and environmental dimensions and that is directly related to the **possibilities of generating value in the future**.

# Sustainability awards and recognitions

Grupo Nutresa celebrates its inclusion in the **GOLD CLAS** of S&P Global's Sustainability Yearbook

2012 & 2014



2015 - 2020



2021

**Sustainability Award**  
Gold Class 2021  
**S&P Global**

We are the most sustainable food company in the world

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA

**#1**  
**in 2020**



We participate in three of these indices:

**World Index**

x 10 years

**Emerging markets index**

x 9 years

**Latin American Integrated Market Index (MILA)**

x 4 years

## THE BEST IN CLASS IN

### Social



Human capital development



Talent attraction and retention



Social report

### Environmental



Packaging



Environmental report



Risks associated with water

### Economic



Materiality



Risk and crisis management



Information security and cybersecurity



Tax strategy



Nutrition and healthy life



# Our efforts in ESG are broadly recognized

Member of  
**Dow Jones Sustainability Indices**  
 Powered by the S&P Global CSA  
**Sustainability Award**  
 Gold Class 2021  
**S&P Global**

**SAM** | Sustainability Award  
 Silver Class 2020

**GRI** | COMMUNITY MEMBER



**#2** Company with the best corporate reputation in Colombia



**#2** Company in the fields of responsibility and corporate governance in Colombia.



**#2** Company to attract and retain talent in Colombia



**Certification from the Colombian Stock Market** to companies with the best IR and information disclosure practices



**Certification as a private Company committed to social transformation** from the Colombian Industrial Association



**Certification as a Company that promotes Socially inclusive Businesses** from the Colombian Industrial Association

## Health and Nutrition



**100%**

The Organization achieved the 2020 objective of adjusting the portfolio's nutritional profile (3,216 SKUs) early and exceeded it.

**74%**

Reformulations completed in 2019, including reductions in the contents of sodium, nitrites, saturated fats and sugar; along with preservative and color additive reformulations. The total number of products with reduced key component contents represents 23% of the Organization's sales.

**88,7%**

of the product portfolio includes front-panel labeling with nutritional information.



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**CONTACT**



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This presentation and further detailed information can be found in the following link in our section

<https://gruponutresa.com/en/inversionistas/grupo-nutresa-valuation-kit-gnvk/>

**Grupo Nutresa Valuation Kit**

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



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