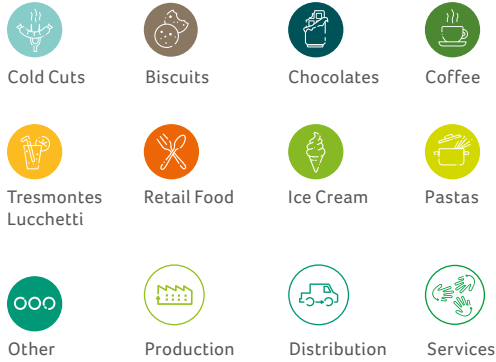


Presence in our strategic region

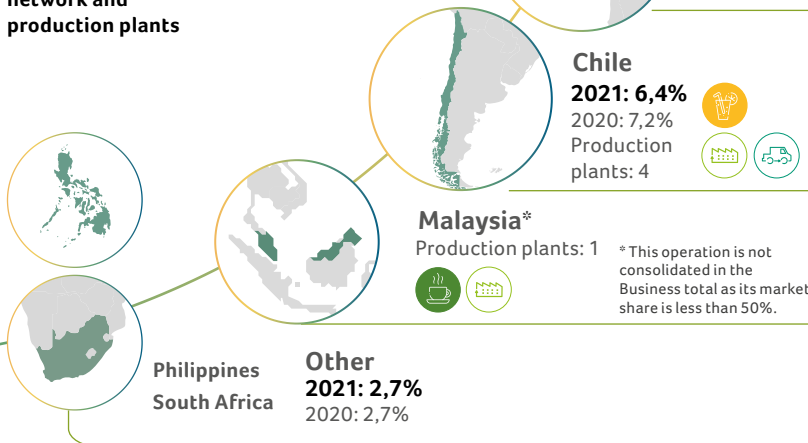
[GRI 2-1] [GRI 2-6] [GRI 2-7]

Distribution and sales



17
Countries where Grupo Nutresa has a distribution network and production plants

47
Production plants



Shareholding structure
As of December 31, 2021.

12.574
Shareholders

Source: Deceval.



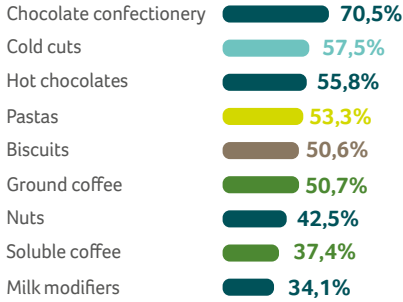
Market share

Source: Nielsen.

In Colombia**

53,7%

Grupo Nutresa's consolidated market share in Colombia



In Chile



In Mexico



*Powdered drink mix products



In the hamburger restaurant categories in Colombia. In ice cream shops in Costa Rica and the Dominican Republic.

** Full 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. Does not include institutional and wholesaler channels.

Business model



Our people

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



Our brands

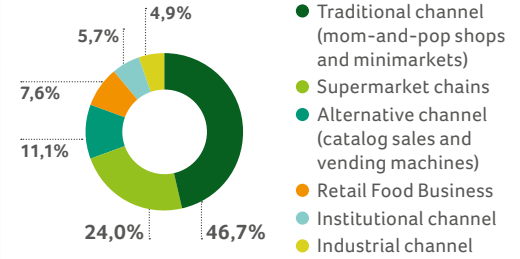
Grupo Nutresa's brands are leaders in the markets where the Company participates as they are widely recognized and cherished; they nourish, generate well-being and have become a part of people's daily lifestyle, with the best price-value ratio.



Our market entry capabilities

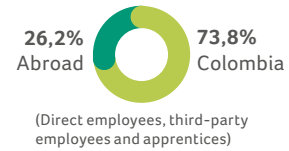
Grupo Nutresa's broad distribution network and market entry capabilities, with a product offer that is organized by channels and segments and with specialized service teams, allow the Organization to have an excellent product availability in terms of frequency, as well as a close relationship with all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

Grupo Nutresa's sales by channel

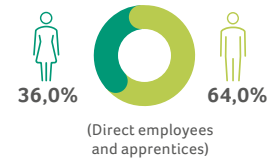


Direct employees, third-party employees and apprentices

47.199



Clients 1.540.189



Points of sale 1.286.022

Novanta's Entrepreneurs 254.167

Corporate structure

[GRI 2-6]



Main risks of our business model



Volatility in commodity prices and exchange rates.



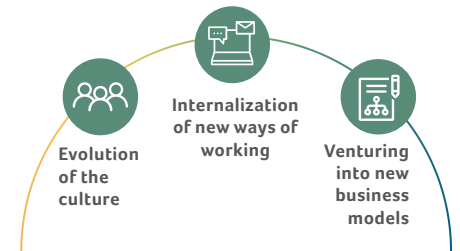
Changes in the regulations related to both nutrition and health.



Negative impact of a highly competitive environment on the Businesses.

Digital transformation

Corporate ability to contribute to the Organization's sustainability by means of:



Supported on technologies, improving sales, the experience and the competitiveness.



2030 OBJECTIVE

DOUBLING OUR REVENUES

With returns higher than the cost of capital

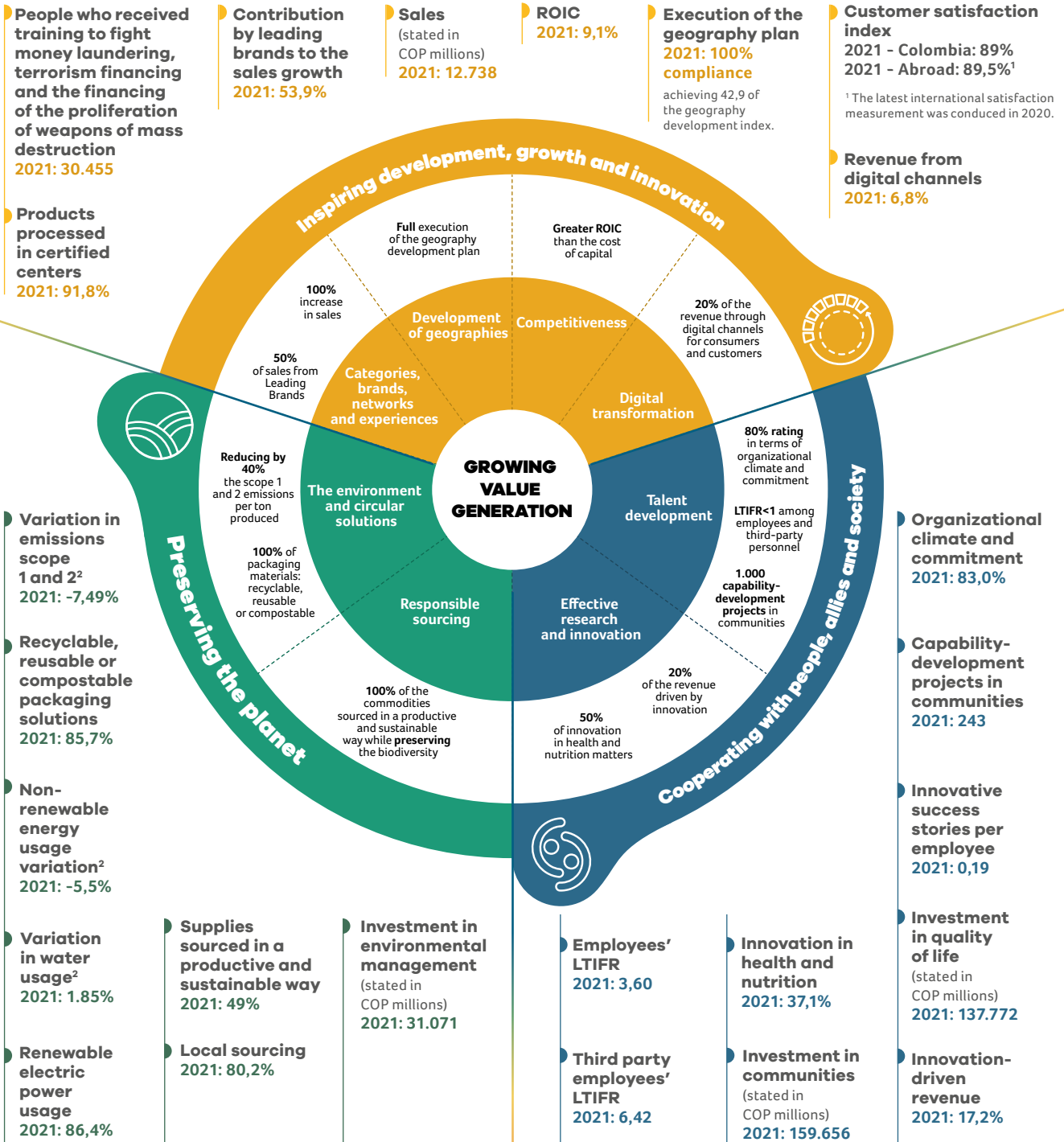
Grupo Nutresa's strategy is focused on doubling by 2030 the sales achieved in 2020, obtaining greater returns than the cost of capital used.

To achieve this goal, the Company offers food products and experiences from highly recognized and beloved 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.

FROM 2020 TO 2030

Results achieved in 2021

Consolidation of our commitments for 2030



² With regard to the 2020 baseline per ton produced.

Profitable growth

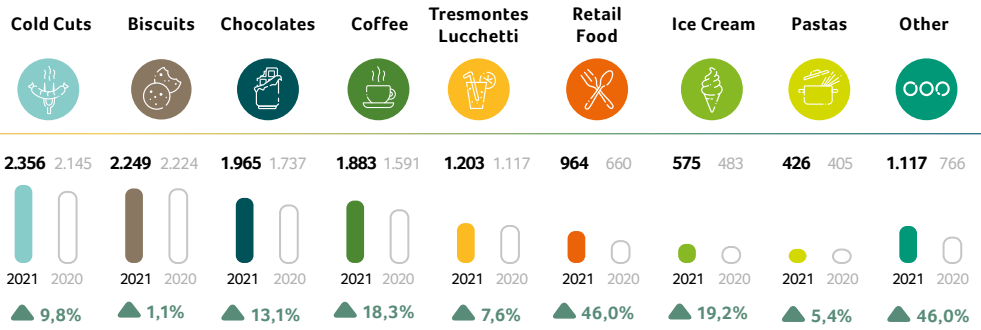
[GRI 2-6]

- ▲ Increased
- ▼ Decreased

Total sales

COP thousand million

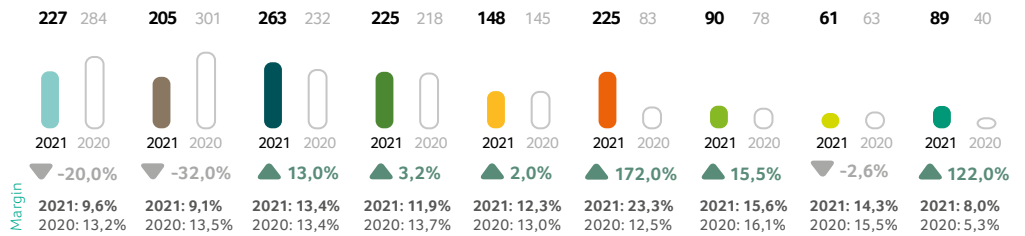
12.738
2020: 11.128
Growth ▲ **14,5%**



EBITDA

COP thousand million

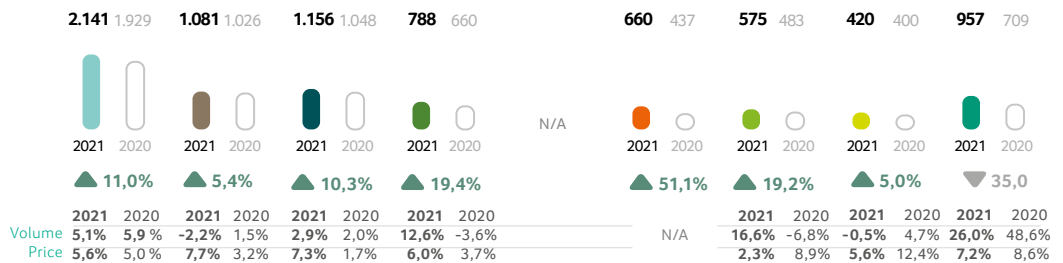
1.532
2020: 1.444
Growth ▲ **6,2%**
Margin 2021 **12,0%**
Margin 2020 **13,0%**



Sales in Colombia

COP thousand million

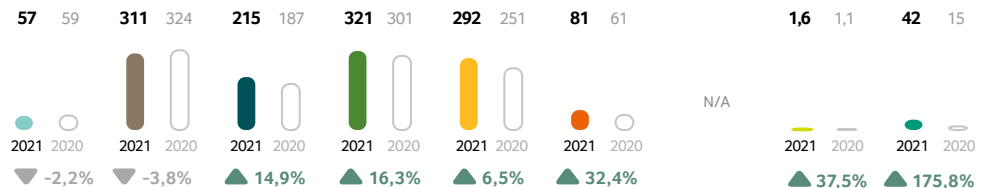
7.779
2020: 6.691
Growth ▲ **16,3%**
Volume 2021 **4,4%**
Price 2021 **11,4%**
Volume 2020 **4,4%**
Price 2020 **6,2%**
Percentage of total sales **61,1%**



Sales abroad

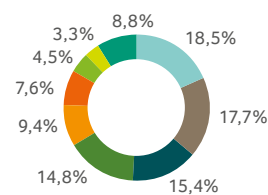
USD million

1.322
2020: 1.200
Growth ▲ **10,2%**
Percentage of total sales **38,9%**

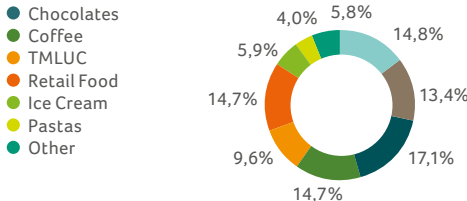


Variation in the prices and volumes without data from the Retail Food Business.

Sales percentage by Business



EBITDA percentage by Business



Sales of innovative products

(% on total sales)

17,2%

2020: 19,6%

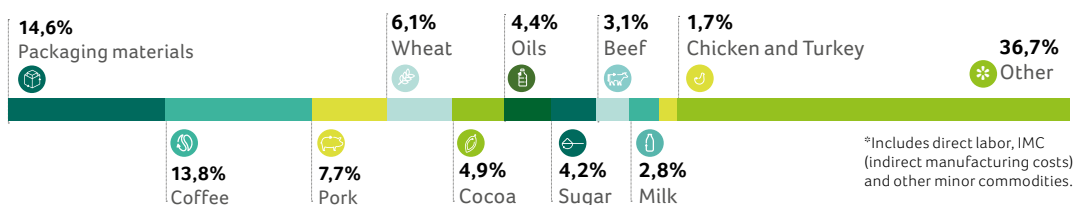
2019: 23,0%

Growth of exports from Colombia in USD

16,4%

Diversification of commodities

Production cost %



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

Find further information at http://informe2021.gruponutresa.com/pdf/informe_2021.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 social, environmental and

economic performance, please read the Report prepared by the independent limited assurance auditor along with this publication. Such Report can be found on this website:

https://data.gruponutresa.com/informes/Informe_auditor_independiente_2021-Grupo_Nutresa.pdf

KPMG Advisory, Tax & Legal S.A.S. | March 2022

Scan for more information

