



GRUPO NUTRESA

A Future Together



**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.



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A dense, lush green forest with sunlight filtering through the trees. The scene is filled with various shades of green, from deep forest greens to bright highlights where the sun hits the leaves. The trees are tall and thin, with a thick canopy of leaves. The overall atmosphere is serene and natural.

**Our Higher
Purpose**

To build a
better world
where development is for everyone

One of the largest food companies in Latin America

MARKET CAP OF

20,6 ~ 5,4

COP trillion USD billion

2023 EBITDA Margin **11,7%**

2030 OBJECTIVE



DOUBLING OUR REVENUES

From 2020 to 2030

With returns higher than the cost of capital

Scale

2023

REVENUES

18,9

COP trillion

~ 4,4

USD billion

40,8%

of sales outside Colombia



Our core strengths

Business Model



People

49,1k

Employees

12,8k

Outside Colombia



Brands

25

Brands sell more than 50 USD MM

50,2%

Consolidated Market Share in Colombia



Go-to Market Capabilities

1,8 mm

Clients

11,1k

Sales Force



Diversification

and market development

5

Continents

18

Countries

46

Manufacturing Facilities

86

Countries where our products are sold



8

Business Units & a chapter of Other revenues



+100 YEARS

Sustainable Value Creation

We are the world's most sustainable food company in 2023, according to the Dow Jones Global Sustainability Index

#1

2023

Member of Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Top 10% of Companies evaluated

Grupo Nutresa Afiliados

Top 10%

Calificación Evaluación Corporativa de Sostenibilidad S&P (CSA) 2023

Calificación S&P Global CSA 2023 2023. Fuente: https://www.spglobal.com/csas. La calificación S&P Global CSA 2023 se basa en el análisis de los datos de sostenibilidad de las empresas y se actualiza anualmente. El análisis de sostenibilidad se basa en los datos de sostenibilidad de las empresas y se actualiza anualmente. El análisis de sostenibilidad se basa en los datos de sostenibilidad de las empresas y se actualiza anualmente. El análisis de sostenibilidad se basa en los datos de sostenibilidad de las empresas y se actualiza anualmente.



Our Business Model



Our People

- **Committed teams** who are passionate about our higher purpose and our way of doing business.
- **Local market know-how** as a pivotal strategic capability to implement the value proposition with **agility and flexibility**.
- A corporate culture **comprised of diverse local teams across all geographies**.
- **Decentralized and agile approach for decision making** that involves local autonomy with regional strategic coherence.

Organizational climate at a level of excellence:

84,0%



Our Brands

- **Purpose-driven leading iconic brands** backed with consistent investment.
- **Local favorites** with enduring consumer **loyalty** and global scalability.
- Detailed consumer segmentation with **affordable & accessible mainstream and premium brands** that deliver nutrition, pleasure, and well-being.
- **Innovation for** continuous and sustainable **growth while maintain the relevance of our brands**.
- **Value-added & branded B2B.**

25 brands
with sales over
USD 50 million.



Our Go-to-Market Capabilities

- **Broad and diversified distribution network** that prioritizes service, agility and flexibility.
- **Detailed client insight & segmentation** to adapt portfolio to channels and geographies.
- **Consistent investment in proprietary channels** to drive client growth, loyalty, preference, and exceptional consumer experience.

1.765.491
points of sale

Corporate Structure



Market entry capabilities and services



Biscuits

Coffee

Cold Cuts

Chocolates

Tresmontes
Lucchetti

Retail Food

Ice Cream

Pastas

Other



International sales and distribution network



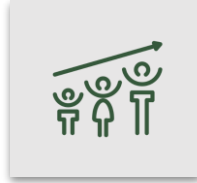
Corporate Philosophy



Autonomy with strategic coherence



Good Corporate Governance



Responsible corporate citizenship



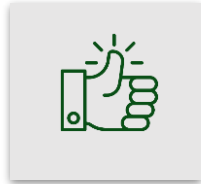
Productivity and competitiveness



Effective innovation



Development of our talent



Integrity



Reliable food and healthy lifestyle



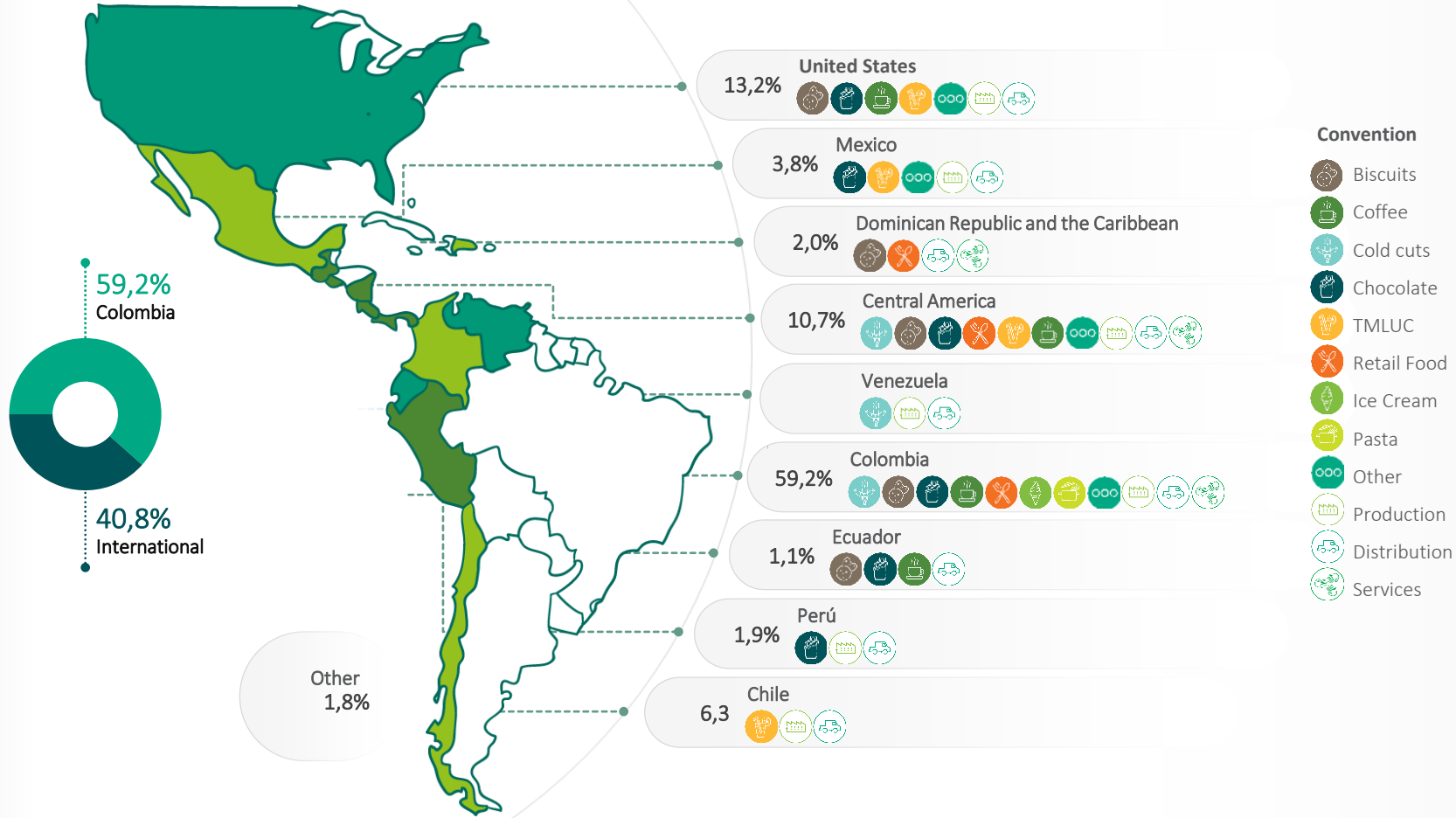
Collaborative management



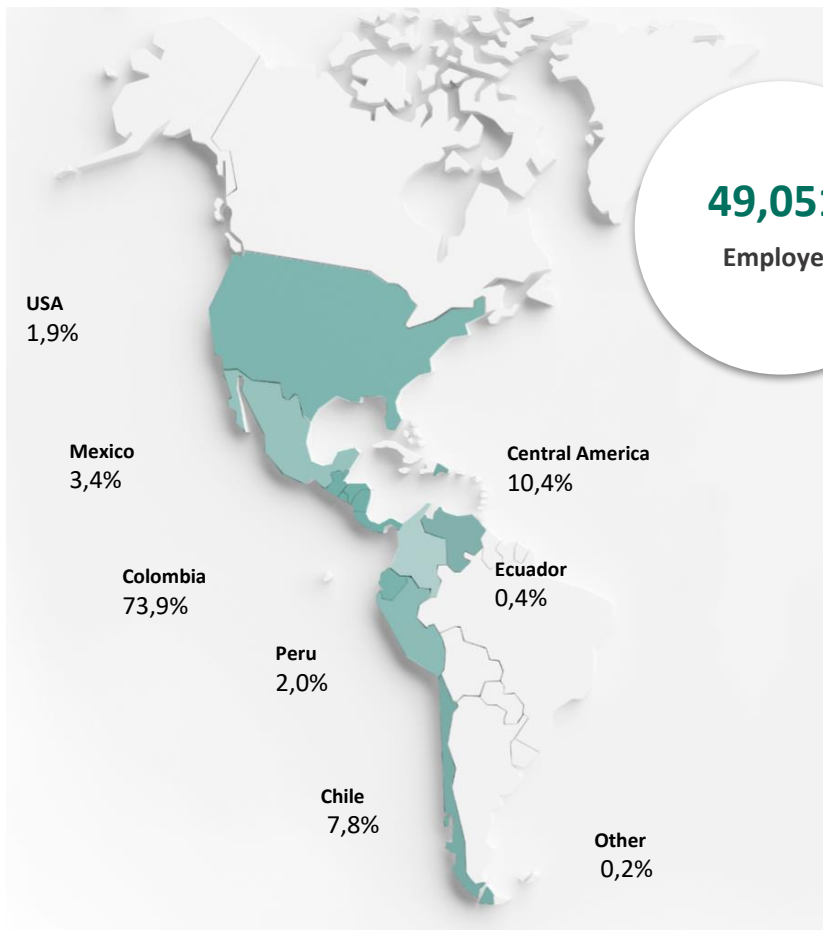
Respect

Geographical Footprint

Revenues by region 2023



Our People - 2023



49,051
Employees

31,476
Direct employees

17,575
Other *



36%
Women

64%
Men

**Includes: temps, and seasonal sales employees.*

Organizational climate in a level of excellence

84%

10

Companies certified as Family Responsible Companies (EFR)

Volunteer Network
+13.000
employees

50 Leading Brands

With #1, #2, or #3 market share position in the key geographies

8



POPS



ZUKO



POZUELO

ES... MUUUCHA GALLETAS!

TOSH



Gra nuts

24



Zenú



SELO ROJO



CORONA

GOL



Crem Helado



Bocatto



Rica

Saltin Noel



Festival

TOSH

Jumbo

la especial



Colcafé



LENOS & CARBÓN



LA ESPECIAL



Go-to Market Capabilities

Distribution - 2023

Industrial
5,3%

- #1 Roast and Ground and liquid coffee exporter from Colombia
- Leader in Premium and Certified Coffees from Colombia

Food Service
6,3%

- Leading food service company in Colombia.
- Portfolio of +2.500 products from leading brands.

Retail food
7,2%

- 863 restaurants and ice cream shops in 5 countries.
- #1 in hamburgers in Colombia
- #2 in grill and pizza in Colombia
- + 41 MM dishes served in 2023
- #1 in ice cream shops in Costa Rica and the Dominican Republic

Supermarket Chains
25,0%

- Leading collaborative model with retailers all across the region
- Includes discounters



Alternative
10,5%

- Direct Sales Channel with 264.697 entrepreneurs reaching +5MM households directly in every cycle (Colombia)
- #1 Vending machine operator in Colombia and 3rd largest in LatAm

+ 1,8 MM
POINTS OF SALE

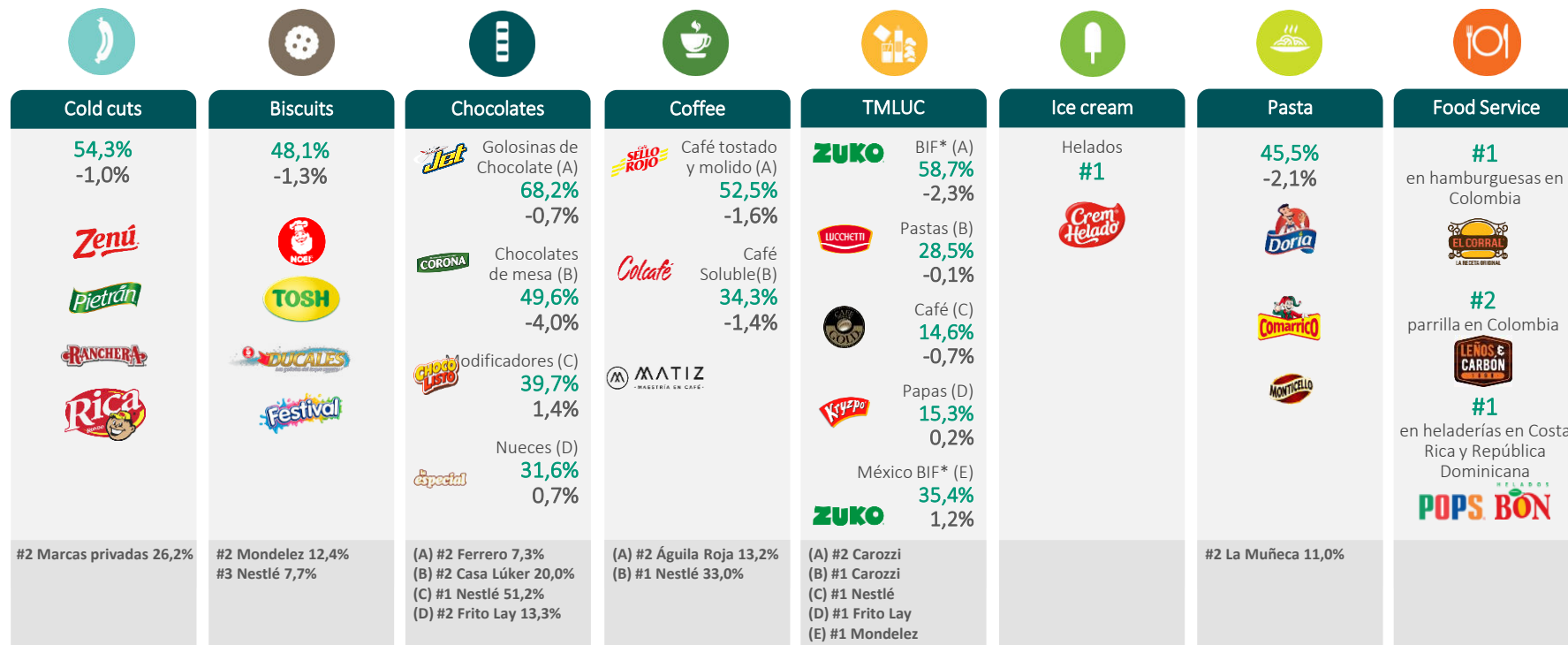
Traditional /Independent Retail Stores (Mom-and Pops)
46,0%

92,4%* coverage in Colombia

MARKET SHARE

Colombia + TMLUC

Consolidated market share in Colombia: 50,2% -1,2%



* ICB: Instant Cold Beverages

Source: Nielsen 12 months to December 2023 and Grupo Nutresa's proprietary information
Calculation methodology was updated during the year. For comparison purposes, 2022 is reweighted.

Effective Innovation

addressing consumer trends



INNOVATION-BASED GROWTH

17,2%

Innovation-driven sales/
2023 total sales

2030 Strategic Objectives

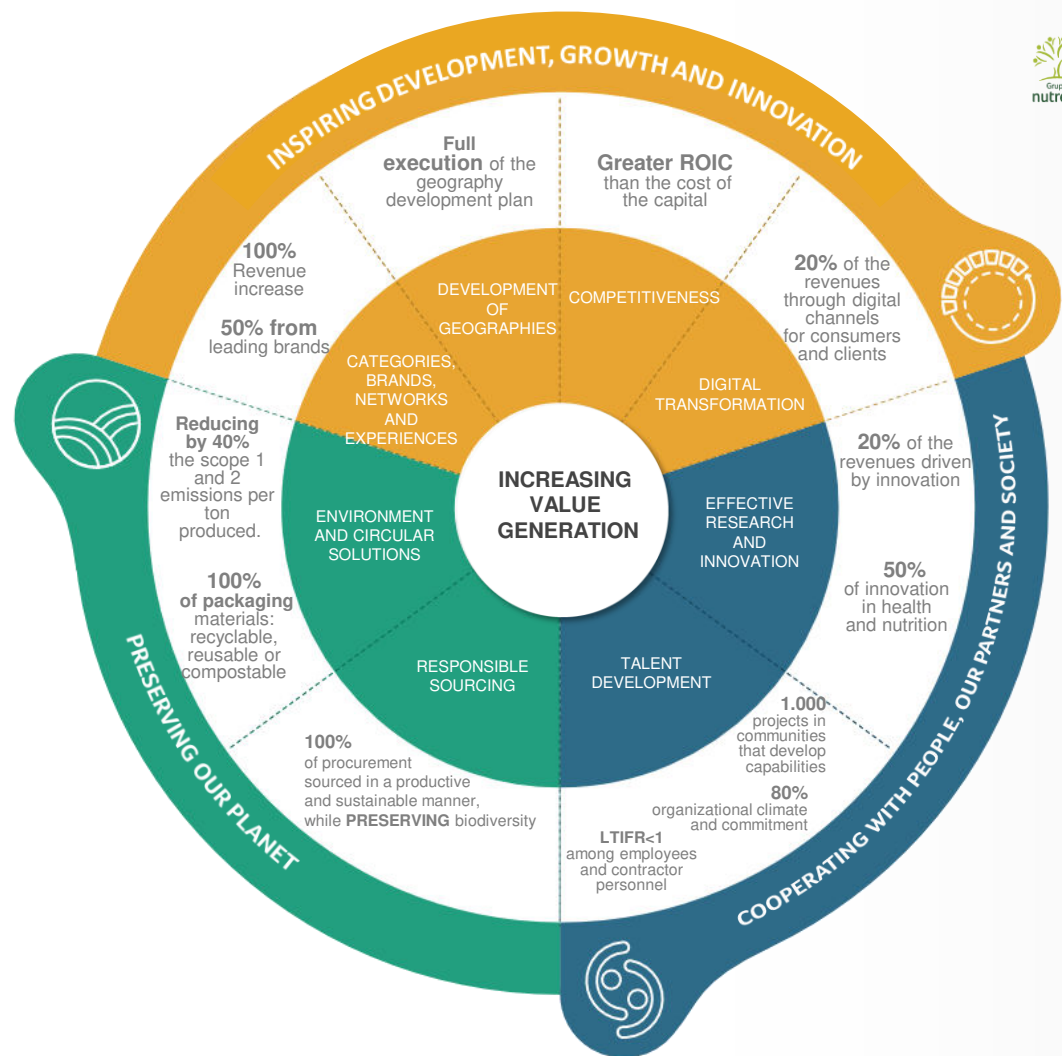


Our value creation model

Doubling our 2020 revenues by 2030 - 7,2% CAGR - while obtaining returns higher than the cost of capital

Efficiency & productivity to boost sustained margin expansion and working capital

Capital allocation focused fast-growing platforms



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.

Corporate Philosophy



Autonomy with strategic coherence

We make decisions agilely according to the corporate goals and develop the potential of each Business and geography coherently based on the Organization's purposes.



Good Corporate Governance

We have a transparent behavior and disclose reliable information on a timely basis; we watch over the interests of our shareholders and always seeking a positive effect for all stakeholders within the framework of its Code of Corporate Governance.



Responsible corporate citizenship

We manage our activities in a sustainable, feasible and fair manner with the purpose of preserving the possibilities of future generations; in addition, we reduce the effect of our activities on the environment and consider the expectations and needs of our stakeholders, all of this in search for common well-being.



Productivity and competitiveness

We generate competitive advantages based on the differentiation and value of our brands, and on our market entry capabilities; we also manage the digital transformation to contribute to the development and productivity. That is how we promote transformations that improve the productivity of our employees, processes and capital with the leading global practices.



Effective innovation

We encourage and recognize innovation, promote entrepreneurship and perform an adequate management of the innovation ecosystem. We strengthen the generation, conservation, protection, transfer and application of knowledge.



Respect

We acknowledge the individuality and dignity of human beings, and we treat each person accordingly. We do not discriminate based on race, age, nationality, creed, gender, social condition or any other factor that differentiates people.



Development of our talent



We boost the talent of our people through acknowledgment and the respect for the beings and the education and training process, and we foster work environments and climates that stimulate productive work. We boost the comprehensive development of people, with a high level of care for life; we manage diversity and inclusion; and we foster a global way of thinking and behaving within the framework of our Leadership Model.

Integrity



We act with integrity, manage with transparency and honesty, lead by example and strictly comply with the law, policies, regulations and confidentiality commitments in all our operations and actions.

Reliable food and healthy lifestyle



We take care of our products and ensure their safety, favoring good practices throughout the value chain and thoroughly complying with all sanitary and labeling regulations. In addition, we offer products and menus that provide consumers with alternatives focused on nutrition and wellness, and we promote healthy lifestyles, transparent communication and clear labeling on the packaging.

Collaborative management



We promote management with stakeholders supported by our skills and technology; we work through processes with clarity and timeliness, to generate value in all the geographies where we operate.

Risk Management Model



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