



**A
FUTURE
TOGETHER**

Grupo Nutresa

Earnings Results 4Q 2025



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KEY MESSAGES

Fourth Quarter in Review

- Strong end of the year across key markets and categories.
- Supplier renegotiations and proactive hedging decisions yielded a **410 basis points expansion of structural gross margin improvement.**
- **Record-high profitability results**, with adj. ebitda margin reaching 19,3%, a goal that was initially projected for the first-half of 2026.

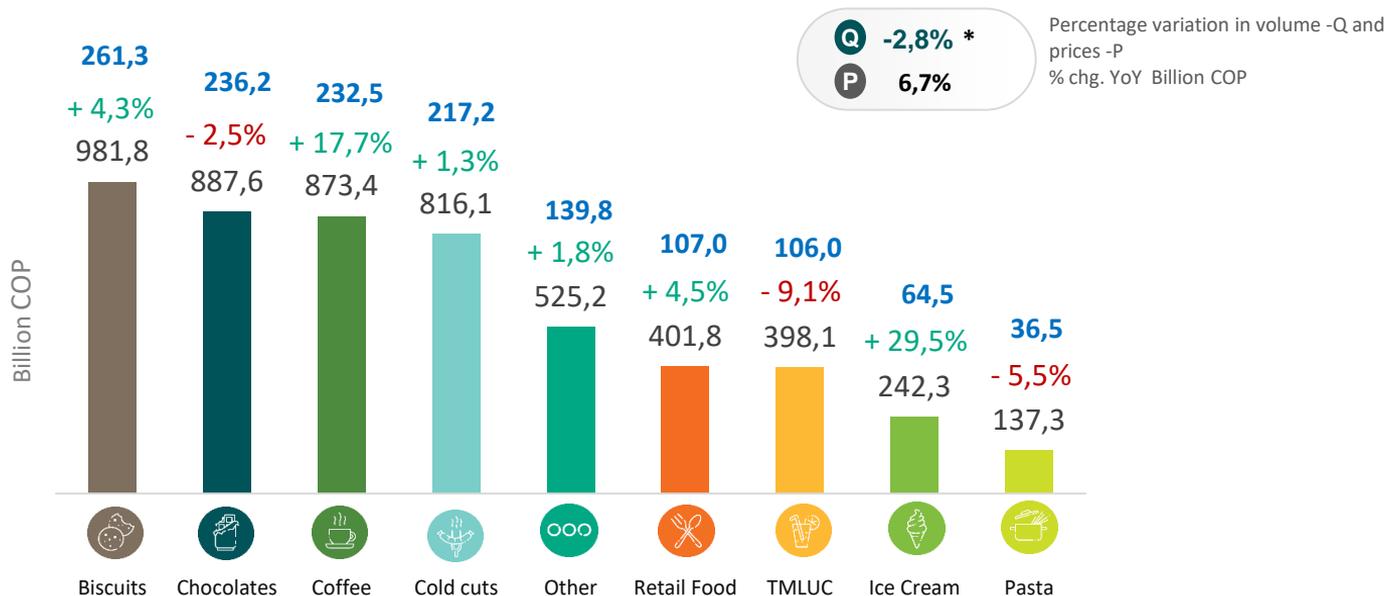
Full year results

- **Double digit** top line growth, reaching 10,7%.
- Adjusted **ebitda growth of 45% with a margin of 16,8%.**
- Adj. **Net profit growth of 126,6%.**
- TTM net leverage of 3,73x, and a **run-rate fourth quarter net leverage of 3,16x**

Total Sales - 4Q 2025

COP 5.263,5 ↑ 3,8%
Billion COP

USD 1.401,0 ↑ 21,8%
Million USD



FX COP USD (Closing Rate): 2025-2024: COP 3.757,08 – 4.409,15

Convention

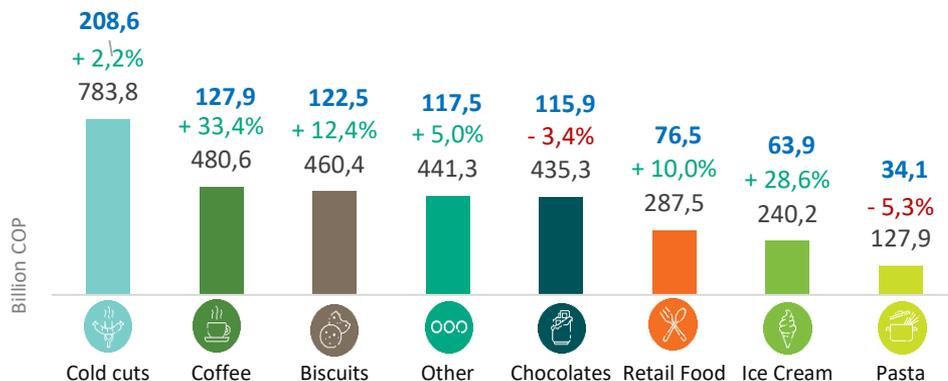
261,3 USD Sales
+4,3% % YoY COP variation
981,8 COP Sales in Billion COP

4Q 2025 - Colombia & international sales

Colombia sales

COP 3.258,0 ↑ 8,9%
Billion COP

USD 867,2 ↑ 27,8%
Million USD



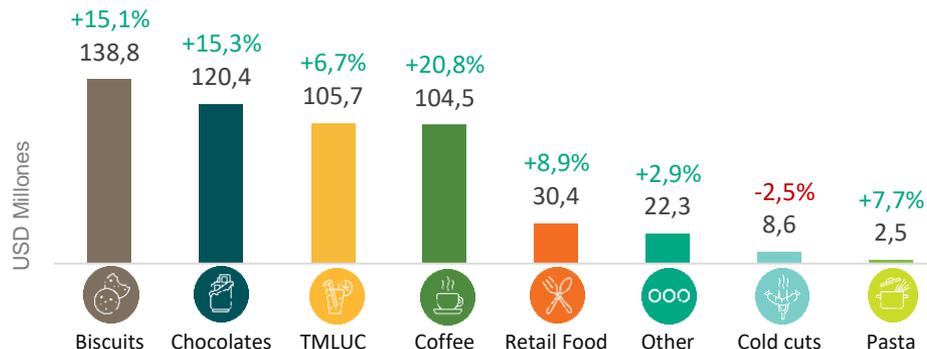
Convention

208,6 USD Sales
+2,2% % YoY COP variation
783,8 COP Sales in Billion COP

International sales

USD 533,8 ↑ 13,2%
Million USD

COP 2.005,5 ↓ -3,5%
Billion COP



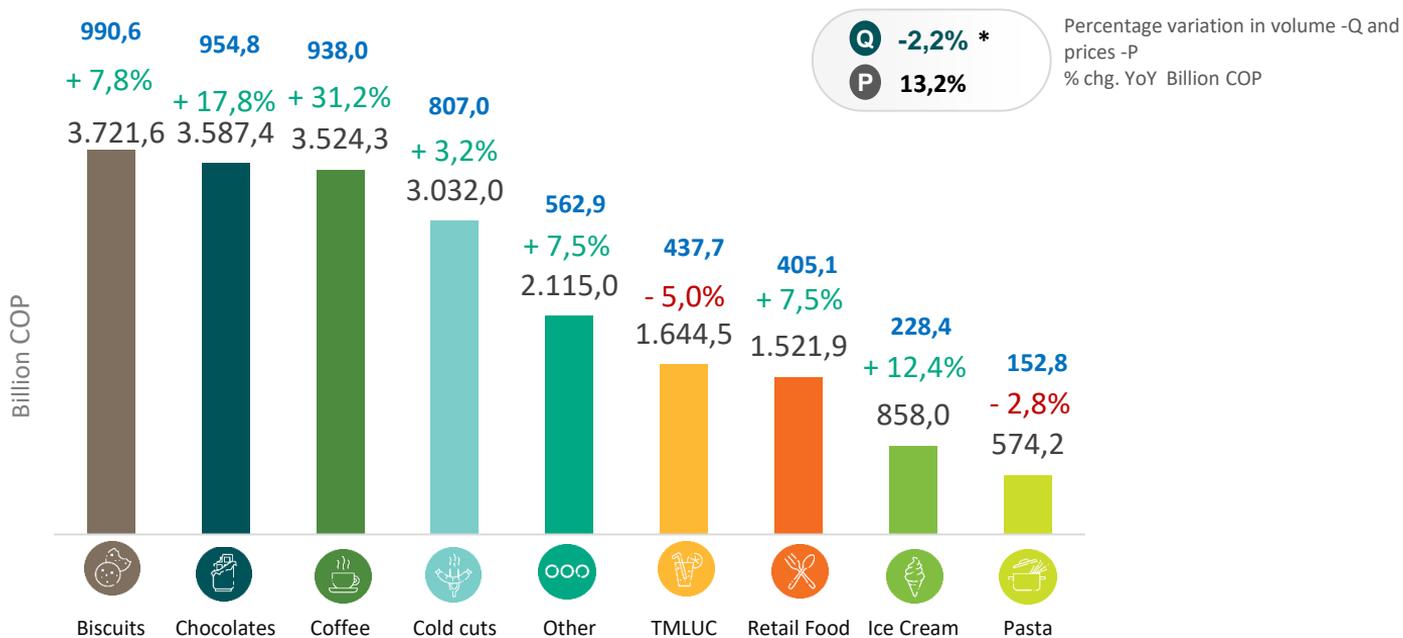
FX COP USD (Closing Rate): 2025-2024: COP 3.757,08 – 4.409,15

% chg. YoY Million dollars

Total Sales – Accumulated

COP 20.579,0 ↑ 10,7%
Billion COP

USD 5.477,4 ↑ 29,9%
Million USD



FX COP USD (Closing Rate): 2025-2024: COP 3.757,08 – 4.409,15

Convention

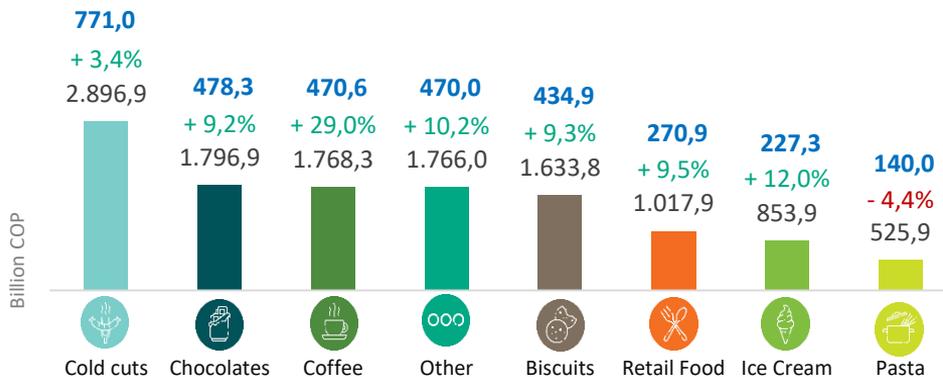
990,6 USD Sales
+7,8% % YoY COP variation
3.721,6 COP Sales in Billion COP

Colombia & international sales

Colombia sales

COP 12.263,7 9,9%
Billion COP

USD 3.264,2 29,0%
Million USD



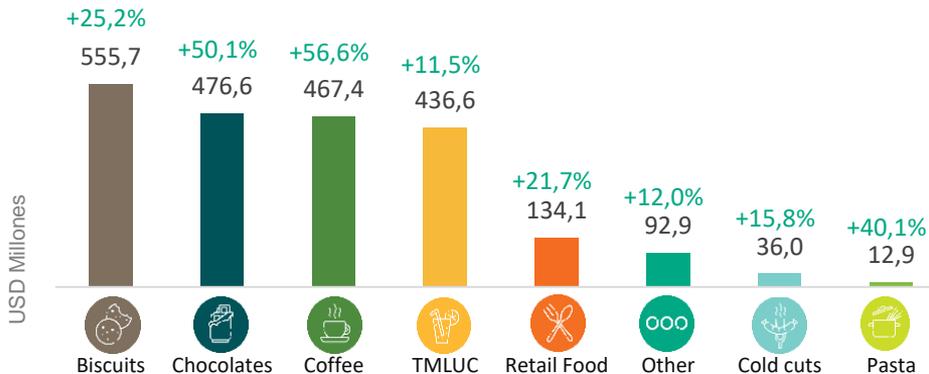
Convention

771,0 USD Sales
+3,4% % YoY COP variation
2.896,9 COP Sales in Billion COP

International sales

USD 2.213,2 mm 31,3%
Million USD

COP 8.315,3 11,9%
Billion COP

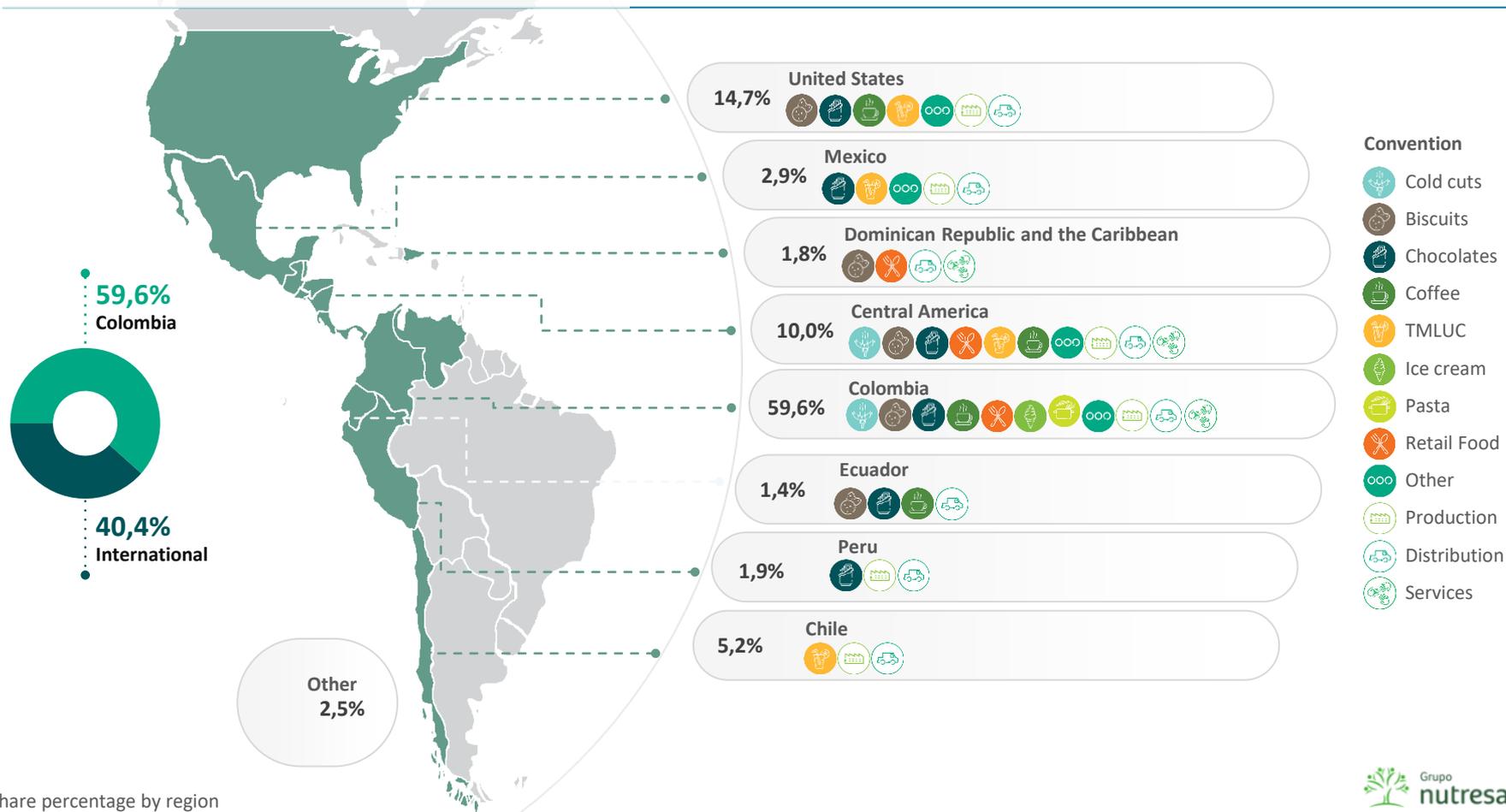


% chg. YoY Million dollars

FX COP USD (Closing Rate): 2025-2024: COP 3.757,08 – 4.409,15

Sales by region

2025



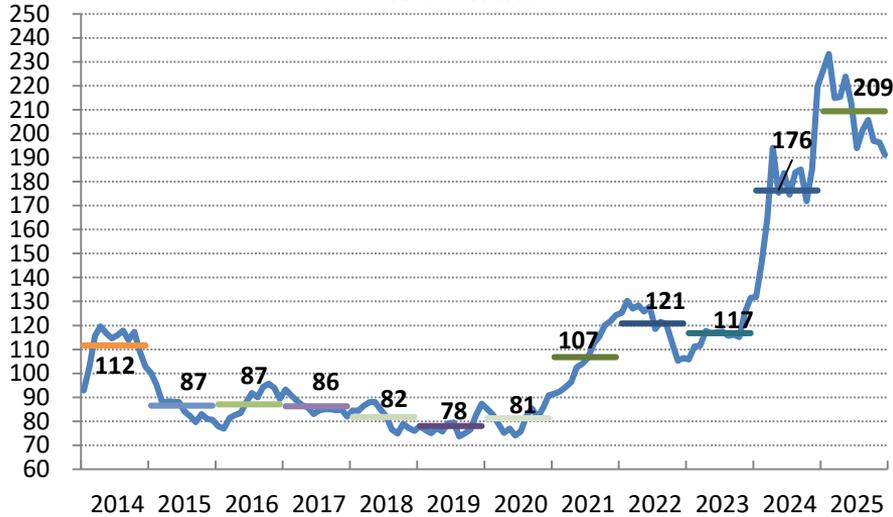
* Share percentage by region

Raw materials

Grupo Nutresa

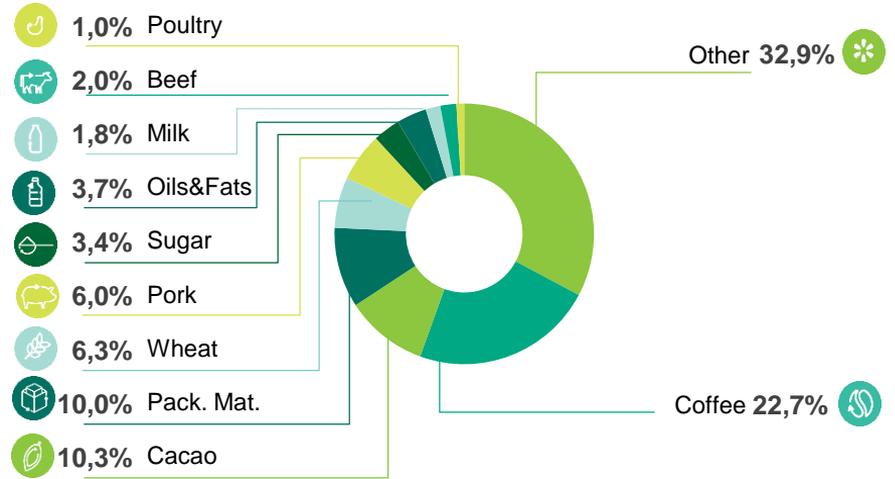
Commodities Index –GNCI
Denominated in USD

GNCI - Market



The technical specifications of the GNCI may be obtained at:
<http://www.gruponutresa.com/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2025-4>

Cost Breakdown rolling year 2025



Adjusted EBITDA

4Q 2025

Excl. non-recurrent expenses

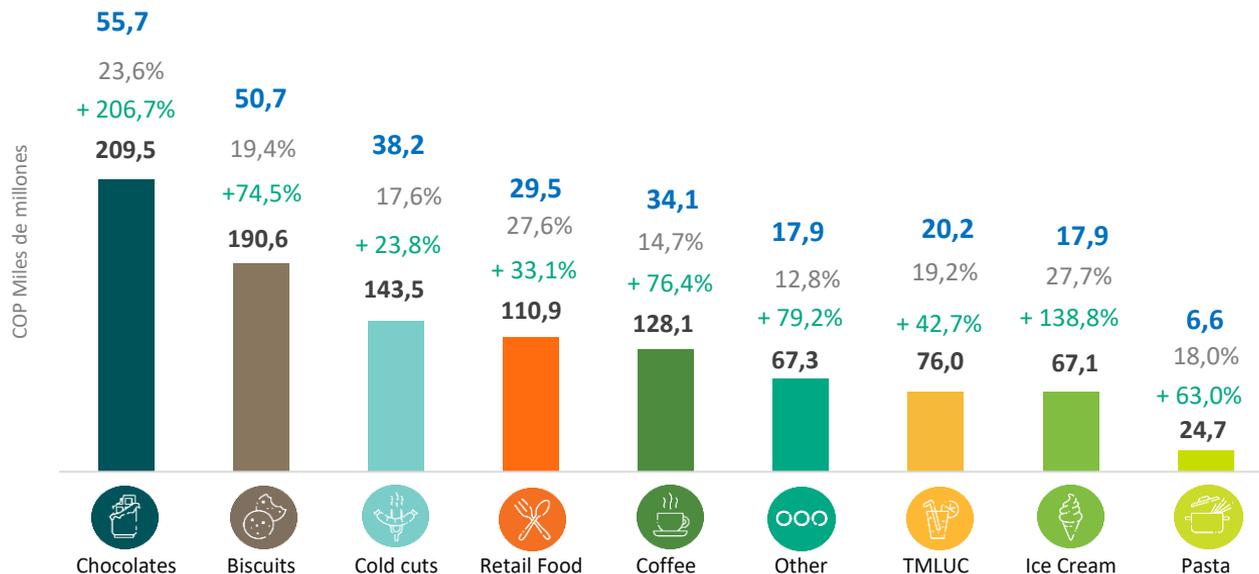
COP 1.017,6 ↑ 74,4%
Billion COP

USD 270,9 ↑ 104,7%
Million USD

EBITDA Margin

19,3%

EBITDA per business unit



Convention

55,7	EBITDA in Million USD
23,6%	EBITDA Margin
+206,7%	% YoY COP variation
209,5	EBITDAExcl. non-recurrent expenses in Billion COP

Adjusted EBITDA

Accumulated 2025

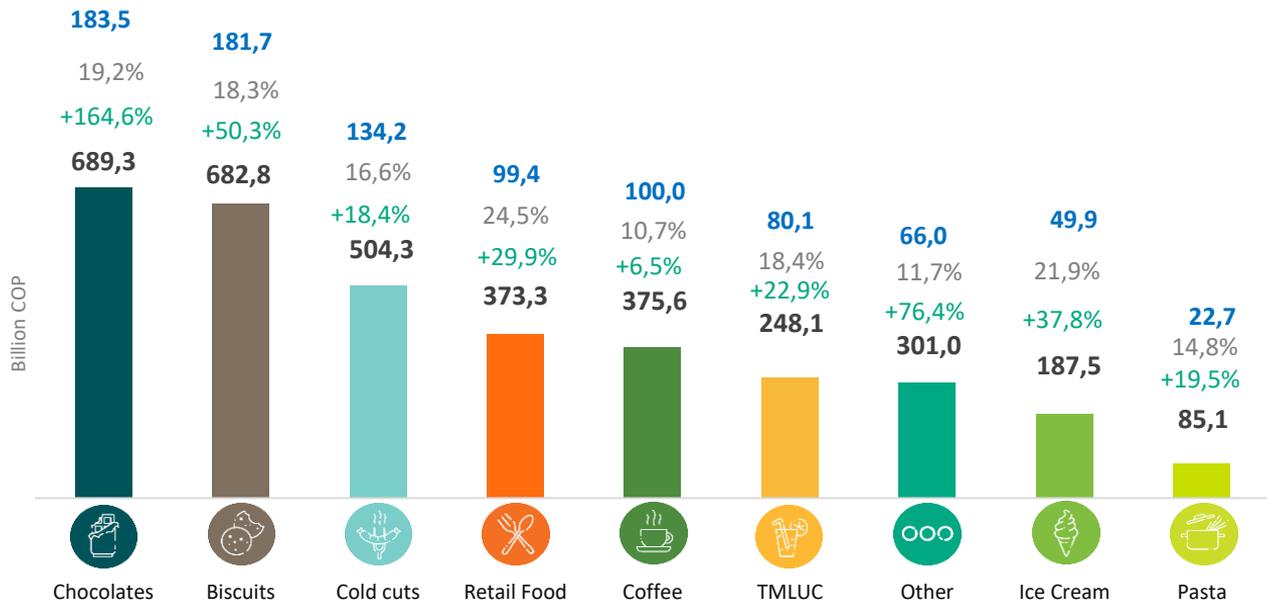
Excl. non-recurrent expenses

COP 3.447,0 ↑ 45,2%
Billion COP

USD 917,5 ↑ 70,4%
Million COP

EBITDA Margin

16,8%

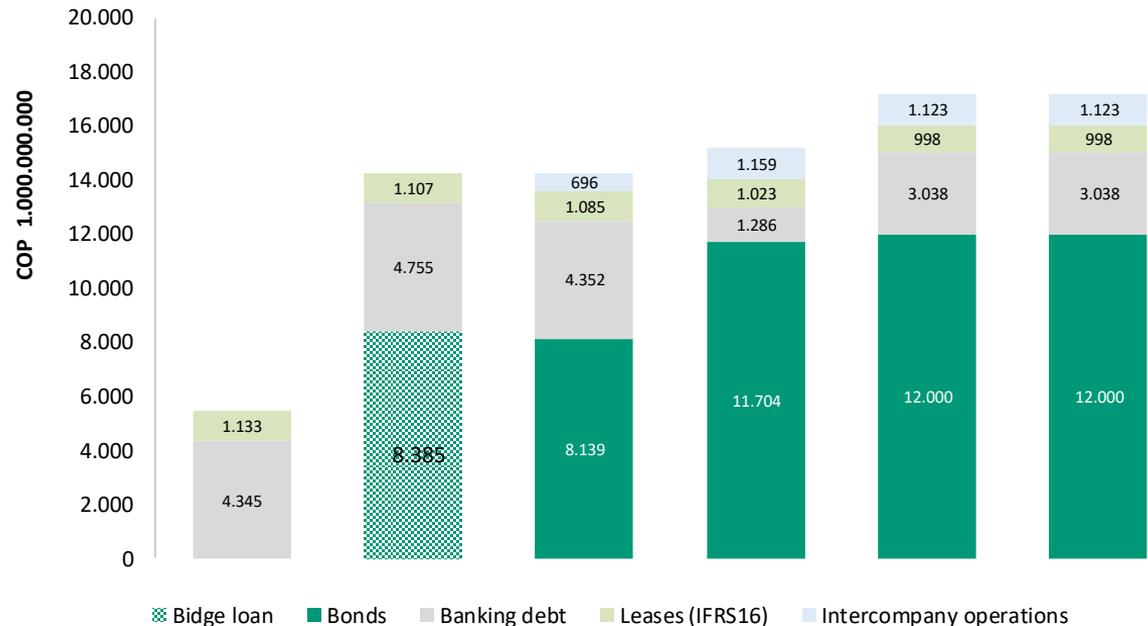


EBITDA per business unit

Convention

<p>183,5</p> <p>19,2%</p> <p>+164,6%</p> <p>689,3</p>	<p>EBITDA in Million USD</p> <p>EBITDA Margin</p> <p>% YoY COP variation</p> <p>EBITDAExcl. non-recurrent expenses in Billion COP</p>
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Consolidated net debt



	Dec-24	Mar-25 TTM	Jun-25 TTM	Sep-25 TTM	Dec-25 TTM	Dec-25 Q4 RT
Gross total debt ⁽¹⁾	5.479	14.248	13.577	14.013	16.036	16.036
Cash ⁽²⁾	1.128	1.129	851	2.150	3.195	3.195
Net debt	4.350	13.119	12.726	11.864	12.841	12.841
EBITDA TTM ⁽³⁾	2.374	2.481	2.718	3.013	3.447	4.071
NetDebt/EBITDA	1,83	5,29	4,68	3,94	3,73	3,16

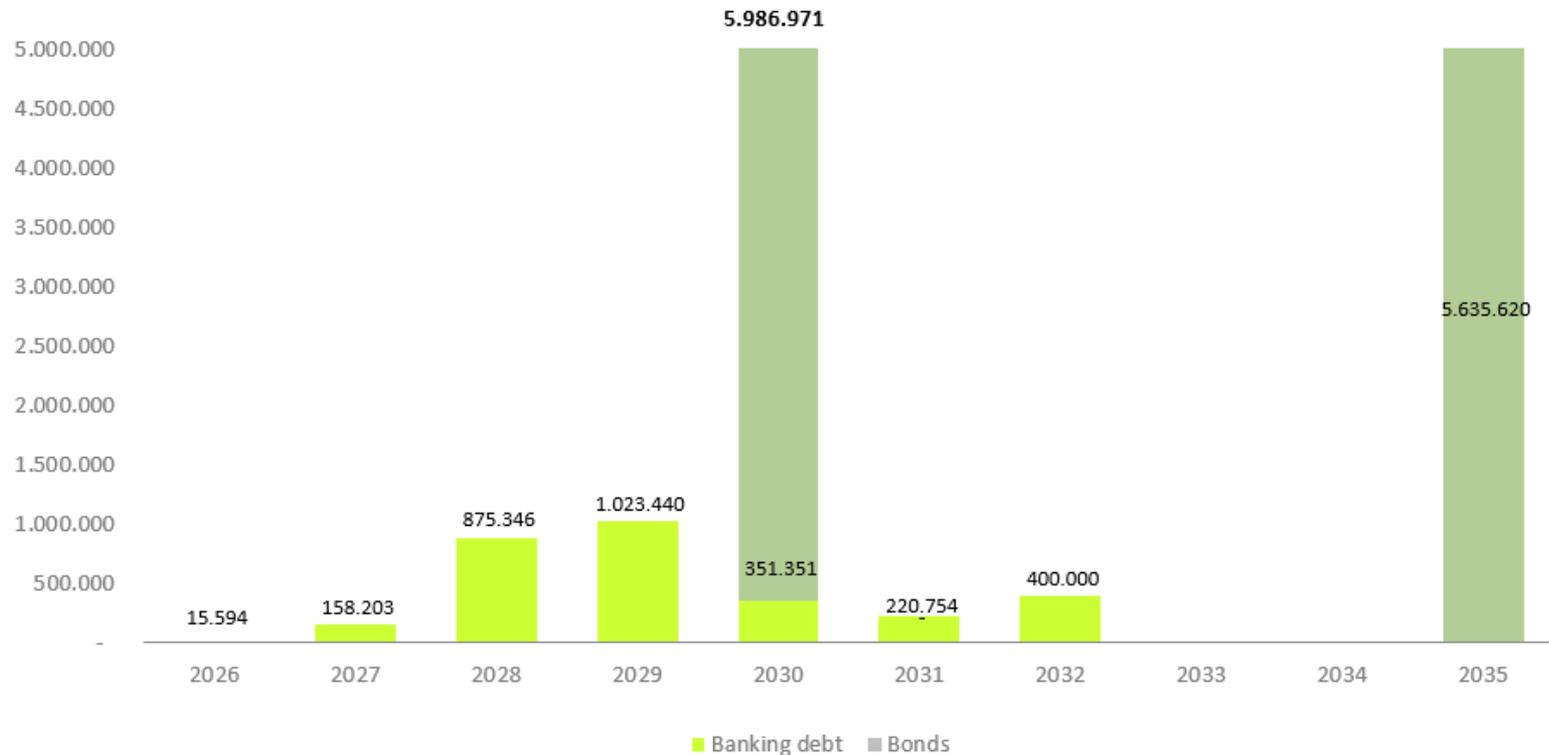
1) Gross Total Debt includes only principal of financial obligations, financial leasings and hedging. Excludes intercompany operations

2) Cash excludes restricted cash of intercompany operations and CD of US 2,0 Bn

3) EBITDA TTM excludes non-recurrent expenses

Consolidated Debt – Principal Maturity

	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
% Total Debt	0,1%	1,1%	6,1%	7,1%	41,8%	1,5%	2,8%	0,0%	0,0%	39,4%	
Banking debt	15.594	158.203	875.346	1.023.440	351.351	220.754	400.000				3.044.689
Bonds					5.635.620					5.635.620	11.271.240
Total Debt	15.594	158.203	875.346	1.023.440	5.986.971	220.754	400.000	-	-	5.635.620	14.315.929



2026 Outlook

In terms of the **outlook for the current year:**

- We expect **high-single to low double-digit** growth
- Increased market share penetration in Colombia and continued growth in international markets.
- **Gross margin at 40% +/- 100 bps** through continued supplier negotiations, proactive hedging decisions, productivity in production facilities and supply chain enhancements.
- Continued ebitda margin expansion, targeting a goal of 20%, +/- 100 bps for 2026.
- **CapEx expected to be between 2,5%-3,0% of total revenue.** with a focus on maintenance, capacity expansion, and increased productivity.
- Increased **cash flow generation targeting 10% - 12% of total revenues.**
- With these assumptions **we expect and adjusted ebitda to be in the range of US 1,15 – USD 1,25 billion.**



Appendix

Income statement

4Q 2025 COP MM

	2025-4Q	%	non-recurrent expenses	2025-4Q non-recurrent expenses	%	2024-4Q	%	Var	% Var non-recurrent expenses
Operating revenue	5.263.536	100,0%	-3.063	5.260.473	100,0%	5.071.550	100,0%	3,8%	3,7%
Cost of goods sold	-3.089.261	-58,7%	23.560	-3.065.701	-58,3%	-3.162.802	-62,4%	-2,3%	-3,1%
Gross profit	2.174.275	41,3%	20.497	2.194.772	41,7%	1.908.748	37,6%	13,9%	15,0%
Administrative expenses	-348.928	-6,6%	177.238	-171.690	-3,3%	-200.556	-4,0%	74,0%	-14,4%
Sales expenses	-1.358.129	-25,8%	198.007	-1.160.122	-22,1%	-1.262.535	-24,9%	7,6%	-8,1%
Exchange differences on operating assets and liabilities	-17.213	-0,3%	0	-17.213	-0,3%	3.029	0,1%	N/A	N/A
Other operating income, net	-1.848	0,0%	33.464	31.616	0,6%	-2.758	-0,1%	-33,0%	N/A
Total operating expenses	-1.726.118	-32,8%	408.709	-1.317.409	-25,0%	-1.462.820	-28,8%	18,0%	-9,9%
Operating profit	448.157	8,5%	429.206	877.363	16,7%	445.928	8,8%	0,5%	96,7%
Financial income	196.559	3,7%	0	196.559	3,7%	15.954	0,3%	N/A	N/A
Financial expenses	-518.229	-9,8%	0	-518.229	-9,9%	-185.278	-3,7%	179,7%	179,7%
Exchange differences on non-operating assets and	65.045	1,2%	0	65.045	1,2%	19.117	0,4%	N/A	N/A
Share of profit of associates and joint ventures	6.752	0,1%	0	6.752	0,1%	1.372	0,0%	N/A	N/A
Other income	-7.607	-0,1%	0	-7.607	-0,1%	-21.218	-0,4%	-64,1%	-64,1%
Net Post Operations	-257.417	-4,9%	0	-257.417	-4,9%	-170.040	-3,4%	51,4%	51,4%
Income before tax and non-controlling interest	190.740	3,6%	429.206	619.946	11,8%	275.888	5,4%	-30,9%	124,7%
Deferred income tax	137.778	2,6%	0	137.778	2,6%	4.896	0,1%	2714,1%	N/A
Current income tax	-32.725	-0,6%	0	-32.725	-0,6%	-103.333	-2,0%	-68,3%	-68,3%
Discontinued operations	-23.728	-0,5%	23.728	-	0,0%	0	0,0%	N/A	N/A
Non-controlling Interest	32	0,0%	0	32	0,0%	-3.716	-0,1%	-100,9%	-100,9%
Net profit	272.097	5,2%	452.934	725.031	13,8%	173.735	3,4%	56,6%	317,3%
EBITDA CONSOLIDATED	588.436	11,2%	429.206	1.017.642	19,3%	583.394	11,5%	0,9%	74,4%

For further details please check the notes of the financial statements on the following link:
<http://www.gruponutresa.com/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2025-4>

Income statement

Accumulated COP MM

	2025-12	%	non-recurring expenses	2025-12 No non-recurring expenses	%	2024-12	%	Var	% Var No non-recurring expenses
	Accumulated					Accumulated			
Operating revenue	20.578.988	100,0%	-5.285	20.573.703	100,0%	18.589.956	100,0%	10,7%	10,7%
Cost of goods sold	-12.457.813	-60,5%	36.209	-12.421.604	-60,4%	-11.304.753	-60,8%	10,2%	9,9%
Gross profit	8.121.175	39,5%	30.924	8.152.099	39,6%	7.285.203	39,2%	11,5%	11,9%
Administrative expenses	-914.184	-4,4%	237.683	-676.501	-3,3%	-737.361	-4,0%	24,0%	-8,3%
Sales expenses	-4.851.168	-23,6%	238.188	-4.612.980	-22,4%	-4.682.271	-25,2%	3,6%	-1,5%
Exchange differences on operating assets and liabilities	-5.984	0,0%	0	-5.984	0,0%	-28.611	-0,2%	-79,1%	-79,1%
Other operating income, net	53.519	0,3%	27.386	80.905	0,4%	4.036	0,0%	N/A	N/A
Total operating expenses	-5.717.817	-27,8%	503.257	-5.214.560	-25,3%	-5.444.207	-29,3%	5,0%	-4,2%
Operating profit	2.403.358	11,7%	534.181	2.937.539	14,3%	1.840.996	9,9%	30,5%	59,6%
Financial income	636.108	3,1%	0	636.108	3,1%	59.149	0,3%	N/A	N/A
Financial expenses	-1.547.370	-7,5%	0	-1.547.370	-7,5%	-728.099	-3,9%	112,5%	112,5%
Dividends	372	0,0%	0	372	0,0%	304	0,0%	22,4%	22,4%
Exchange differences on non-operating assets and liabilities	8.298	0,0%	0	8.298	0,0%	39.428	0,2%	-79,0%	-79,0%
Share of profit of associates and joint ventures	-3.939	0,0%	0	-3.939	0,0%	-10.787	-0,1%	-63,5%	-63,5%
Other income	149.997	0,7%	-180.118	-30.121	-0,1%	-18.700	-0,1%	N/A	61,1%
Net Post Operations	-756.534	-3,7%	-180.118	-936.652	-4,6%	-658.705	-3,5%	14,9%	42,2%
Income before tax and non-controlling interest	1.646.824	8,0%	354.063	2.000.887	9,7%	1.182.291	6,4%	39,3%	69,2%
Deferred income tax	124.973	0,6%	0	124.973	0,6%	21.832	0,1%	N/A	N/A
Current income tax	-414.106	-2,0%	0	-414.106	-2,0%	-438.769	-2,4%	-5,6%	-5,6%
Discontinued operations	-112.355	-0,5%	112.355	-	0,0%	0	0,0%	N/A	N/A
Non-controlling Interest	-9.571	0,0%	0	-9.571	0,0%	-14.073	-0,1%	-32,0%	-32,0%
Net profit	1.235.765	6,0%	466.418	1.702.183	8,3%	751.281	4,0%	64,5%	126,6%
EBITDA CONSOLIDATED	2.912.861	14,2%	534.181	3.447.042	16,8%	2.373.796	12,8%	22,7%	45,2%

For further details please check the notes of the financial statements on the following link:
<http://www.gruponutresa.com/inversionistas/resultados-y-publicaciones/resultados-trimestrales/#2025-4>

Financial position

2025

ASSETS	December 2025	December 2024	% Var.
Current assets			
Cash and cash equivalents	3.195.196	1.128.399	183,2%
Financial asset measured at amortized cost	102.540	-	N/A
Trade receivables and other account receivables, net	2.108.177	2.118.559	-0,5%
Inventories	2.558.764	2.447.873	4,5%
Biological assets	179.106	182.095	-1,6%
Other assets	659.277	539.202	22,3%
Non-current assets held for sale	14.930	97	N/A
Total current assets	8.817.990	6.416.225	37,4%
Non-current assets			
Financial assets measured at amortized cost	8.630.388	-	N/A
Trade receivables and other account receivables, net	49.169	48.401	1,6%
Investments in associated and joint ventures	61.246	259.337	-76,4%
Equity investments at fair value	47.988	164.415	-70,8%
Property, plant and equipment, net	4.361.575	4.344.601	0,4%
Right-of-use assets	857.059	1.007.565	-14,9%
Investment properties	7.478	7.794	-4,1%
Goodwill	2.347.166	2.463.605	-4,7%
Other intangible assets	1.328.762	1.391.983	-4,5%
Deferred tax assets	895.863	821.992	9,0%
Other assets	14.641	16.544	-11,5%
Total non-current assets	18.601.335	10.526.237	76,7%
TOTAL ASSETS	27.419.325	16.942.462	61,8%

Balance Sheet FX: 2025-2024: COP 3.757,08 – 4.409,15.

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Financial position

2025

	December 2025	December 2024	% Var.
LIABILITIES			
Current liabilities			
Financial obligations	902.519	567.649	59,0%
Loans from related parties	6.836	-	N/A
Right-of-use liabilities	158.714	207.565	-23,5%
Trade payables and other payables	2.370.452	2.041.127	16,1%
Tax charges	471.059	433.511	8,7%
Employee benefits liabilities	432.304	333.523	29,6%
Provisions	4.266	7.595	-43,8%
Other liabilities	127.218	110.437	15,2%
Total current liabilities	4.473.368	3.701.407	20,9%
Non-current liabilities			
Financial obligations	14.285.982	3.836.502	N/A
Loans from related parties	1.116.228	-	N/A
Right-of-use liabilities	839.400	925.843	-9,3%
Employee benefits liabilities	185.655	216.919	-14,4%
Deferred tax liabilities	1.095.048	1.135.480	-3,6%
Provisions	6.933	7.458	-7,0%
Total non-current liabilities	17.529.246	6.122.202	186,3%
TOTAL LIABILITIES	22.002.614	9.823.609	124,0%
SHAREHOLDER EQUITY			
Equity attributable to the controlling interest	5.377.738	7.036.561	-23,6%
Non-controlling interest	38.973	82.292	-52,6%
TOTAL SHAREHOLDER EQUITY	5.416.711	7.118.853	-23,9%
TOTAL LIABILITIES AND EQUITY	27.419.325	16.942.462	61,8%

Balance Sheet FX: 2025-2024: COP 3.757,08 – 4.409,15.

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Profitability

4Q 2025 – COP/USD

Business COP MM	EBITDA				EBITDA Margin		
	2025	2025 non-recurrent expenses	2024	%Var	2025	2025 non-recurrent expenses	2024
Biscuits	103.460	190.618	109.230	-5,3%	10,5%	19,4%	11,6%
Chocolates	145.589	209.456	68.286	113,2%	16,4%	23,6%	7,5%
Cold cuts	74.770	143.472	115.867	-35,5%	9,2%	17,6%	14,4%
Coffee	60.840	128.110	72.616	-16,2%	7,0%	14,7%	9,8%
TMLUC	39.708	75.998	53.244	-25,4%	10,0%	19,2%	12,2%
Retail Food	67.064	110.901	83.343	-19,5%	16,7%	27,6%	21,7%
Ice cream	39.705	67.087	28.095	41,3%	16,4%	27,7%	15,0%
Pasta	10.791	24.696	15.147	-28,8%	7,9%	18,0%	10,4%
Other	46.508	67.305	37.566	23,8%	8,9%	12,8%	7,3%
Total	588.436	1.017.642	583.394	0,9%	11,2%	19,3%	11,5%

Business USD MM	EBITDA				EBITDA Margin		
	2025	2025 non-recurrent expenses	2024	%Var	2025	2025 non-recurrent expenses	2024
Biscuits	27,5	50,7	24,8	11,2%	10,5%	19,4%	11,6%
Chocolates	38,8	55,7	15,5	150,2%	16,4%	23,6%	7,5%
Cold cuts	19,9	38,2	26,3	-24,3%	9,2%	17,6%	14,4%
Coffee	16,2	34,1	16,5	-1,7%	7,0%	14,7%	9,8%
TMLUC	10,6	20,2	12,1	-12,5%	10,0%	19,2%	12,2%
Retail Food	17,9	29,5	18,9	-5,6%	16,7%	27,6%	21,7%
Ice cream	10,6	17,9	6,4	65,9%	16,4%	27,7%	15,0%
Pasta	2,9	6,6	3,4	-16,4%	7,9%	18,0%	10,4%
Other	12,4	17,9	8,5	45,3%	8,9%	12,8%	7,3%
Total	156,6	270,9	132,3	18,4%	11,2%	19,3%	11,5%

Profitability

Accumulated – COP/USD

Business COP MM	EBITDA				EBITDA Margin		
	2025	2025 non-recurrent expenses	2024	%Var	2025	2025 non-recurrent expenses	2024
Biscuits	577.546	682.788	454.244	27,1%	15,5%	18,3%	13,2%
Chocolates	607.949	689.252	260.525	133,4%	16,9%	19,2%	8,6%
Cold cuts	416.888	504.291	425.788	-2,1%	13,7%	16,6%	14,5%
Coffee	294.482	375.623	352.803	-16,5%	8,4%	10,7%	13,1%
TMLUC	236.748	301.042	244.958	-3,4%	14,4%	18,4%	14,2%
Retail Food	322.107	373.320	287.466	12,1%	21,2%	24,5%	20,3%
Ice cream	163.823	187.516	136.126	20,3%	19,1%	21,9%	17,8%
Pasta	67.597	85.133	71.215	-5,1%	11,8%	14,8%	12,1%
Other	225.720	248.075	140.671	60,5%	10,7%	11,7%	7,1%
Total	2.912.860	3.447.041	2.373.796	22,7%	14,2%	16,8%	12,8%

Business USD MM	EBITDA				EBITDA Margin		
	2025	2025 non-recurrent expenses	2024	%Var	2025	2025 non-recurrent expenses	2024
Biscuits	153,7	181,7	103,0	49,2%	15,5%	18,3%	13,2%
Chocolates	161,8	183,5	59,1	173,9%	16,9%	19,2%	8,6%
Cold cuts	111,0	134,2	96,6	14,9%	13,7%	16,6%	14,5%
Coffee	78,4	100,0	80,0	-2,0%	8,4%	10,7%	13,1%
TMLUC	63,0	80,1	55,6	13,4%	14,4%	18,4%	14,2%
Retail Food	85,7	99,4	65,2	31,5%	21,2%	24,5%	20,3%
Ice cream	43,6	49,9	30,9	41,2%	19,1%	21,9%	17,8%
Pasta	18,0	22,7	16,2	11,4%	11,8%	14,8%	12,1%
Other	60,1	66,0	31,9	88,3%	10,7%	11,7%	7,1%
Total	775,3	917,5	538,4	44,0%	14,2%	16,8%	12,8%

QUARTERLY AVERAGE EXCHANGE RATES

AVERAGE EXCHANGE RATES PER YEAR USD/CURRENCY				
COUNTRY	CURRENCY	AVERAGE EXCHANGE RATES FOR THE YEAR 2024	AVERAGE EXCHANGE RATES FOR THE YEAR AÑO 2025	VAR. %
COLOMBIA	COP	4.073,75	4.052,89	-0,51%
CHILE	CLP	943,41	951,44	0,85%
MEXICO	MXN	18,31	19,22	4,94%
PERU	PEN	3,76	3,57	-4,86%
COSTA RICA	CRC	518,24	506,47	-2,27%
GUATEMALA	GTQ	7,76	7,68	-1,03%
HONDURAS	HNL	24,92	26,09	4,66%
NICARAGUA	NIO	36,62	36,62	0,00%
DOMINICAN REP	DOP	59,55	61,96	4,05%

AVERAGE CROSS EXCHANGE RATES PER YEAR CURRENCY/COP				
COUNTRY	CURRENCY	AVERAGE EXCHANGE RATES FOR THE YEAR 2024	AVERAGE EXCHANGE RATES FOR THE YEAR AÑO 2025	VAR. %
COLOMBIA	COP	1,00	1,00	0,00%
CHILE	CLP	4,32	4,26	-1,35%
MEXICO	MXN	222,47	210,91	-5,20%
PERU	PEN	1.084,57	1.134,09	4,57%
COSTA RICA	CRC	7,86	8,00	1,80%
GUATEMALA	GTQ	525,00	527,74	0,52%
HONDURAS	HNL	163,44	155,36	-4,95%
NICARAGUA	NIO	111,23	110,66	-0,51%
DOMINICAN REP	DOP	68,41	65,41	-4,38%

CLOSING EXCHANGE RATES

CLOSING EXCHANGE RATES USD/CURRENCY				
COUNTRY	CURRENCY	CLOSING EXCHANGE RATES 2024	CLOSING EXCHANGE RATES 2025	VAR. %
COLOMBIA	COP	4.409,15	3.757,08	-14,79%
CHILE	CLP	996,46	907,13	-8,96%
MEXICO	MXN	20,51	17,95	-12,47%
PERU	PEN	3,77	3,37	-10,64%
COSTA RICA	CRC	512,73	501,42	-2,21%
GUATEMALA	GTQ	7,71	7,66	-0,54%
HONDURAS	HNL	25,51	26,51	3,92%
NICARAGUA	NIO	36,62	36,62	0,00%
DOMINICAN REP	DOP	61,32	63,30	3,23%

CLOSING CROSS EXCHANGE RATES CURRENCY/COP				
COUNTRY	CURRENCY	CLOSING EXCHANGE RATES 2024	CLOSING EXCHANGE RATES 2025	VAR. %
COLOMBIA	COP	1,00	1,00	0,00%
CHILE	CLP	4,42	4,14	-6,40%
MEXICO	MXN	214,97	209,28	-2,65%
PERU	PEN	1.169,54	1.115,19	-4,65%
COSTA RICA	CRC	8,60	7,49	-12,87%
GUATEMALA	GTQ	572,15	490,19	-14,32%
HONDURAS	HNL	172,86	141,75	-18,00%
NICARAGUA	NIO	120,39	102,58	-14,79%
DOMINICAN REP	DOP	71,90	59,35	-17,46%

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This presentation and further detailed information can be found in the following link in our section "Grupo Nutresa Valuation Kit":

<http://www.gruponutresa.com/en/content/grupo-nutresa-valuation-kit-gnvk>



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