

# Biscuits nutresa

## People

- Progress was made regarding the 'Vive con Sentido' strategy, which enhances positive habits in six dimensions of the being and was deployed in seven geographies.
- The 'Sembrando Buenos Hábitos de Alimentación' program was developed in partnership with the academic sector, the government and the Kibo brand with the aim of promoting balanced diets by means of organic productive gardens. The beneficiaries of the program were rural families in Costa Rica.
- The Business Unit strengthened the inclusion and ethnic diversity program in AbiMar Foods. This company already includes employees from five different countries who speak four different languages and four African dialects.

## Planet

- The Clean Transportation project was developed in Colombia and Central America in partnership with 13 suppliers with the purpose of incorporating the best driving practices and the modernization of the fleets with electric and gas-fueled vehicles. This project allowed reducing the carbon footprint by 7%.
- A system was implemented to save and control the consumption of natural gas in the ovens at the production plant in Medellín, Colombia.
- The second phase of the water usage optimization program was implemented, with monthly savings of 5% at the Noel production plant and 17% at the Pozuelo production plant.

## Prosperity

- The Business Unit managed the profitability in all geographies, minimized the impact of the increasing cost of supplies and achieved significant growth in terms of volume and value.
- The operation of the first production line was started at GCFoods, which is located in the Tayrona free zone, and an 80% efficiency level was achieved.
- Innovation was prioritized by entering two new segments: snack crackers and cookies for pets, thus opening two significant markets in United States for the Business.
- Tosh's cookies, crackers and snacks presented a solid growth in 2022. The brand is currently reaching 34 countries and leads the market in six of them.

PRESIDENT

**Alberto Hoyos Lopera**

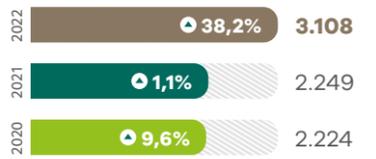
58 years old  
Part of Grupo Nutresa since 1993.



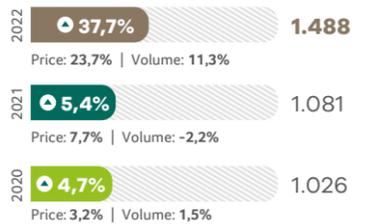
## Sales

COP thousand million

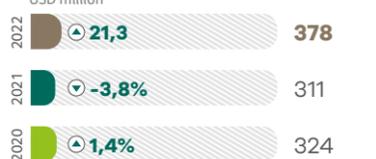
**Total**  
Represents **18,2%** of Grupo Nutresa's total sales.  
▲ CAGR **18,2%**



**Colombia**  
Represents **47,9%** of the Business total.  
▲ CAGR **20,4%**



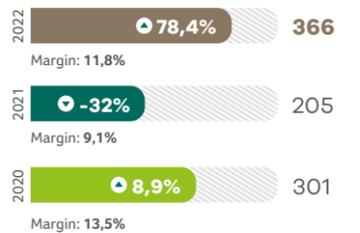
**Abroad**  
Represents **52,1%** of the Business total.  
▲ CAGR **8,1%**  
USD million



## EBITDA

COP thousand million

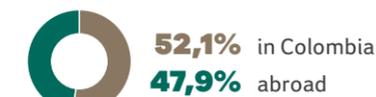
**Total**  
Represents **18,5%** of Grupo Nutresa's total EBITDA.  
▲ CAGR **10,2%**



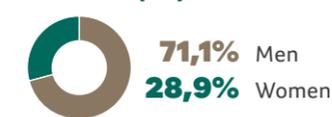
## Employees

**Total**  
**5.978**

**Direct employees, third-party employees and apprentices**



**Direct employees**



## Direct presence in 11 countries

Captions [GRI 2-6]

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



## Commodities and other supplies



## Market share in Colombia



## Business Outlook

Solidifying the leadership of the Business Unit's brands in Colombia, Central America and other markets.

Strengthening the profitable growth in the United States while maximizing the distribution capacity in the multicultural channel, dollar stores and the natural channel.

Consolidating GCFoods as a source of competitive sourcing in Central America, United States and the Caribbean.

Accelerating the Business Unit's growth through value propositions focused on sustainable nutrition and well-being under the Tosh and Kibo brands.

# Coffee nutresa

## People

- The Coffee Business enhanced the capabilities of 500 coffee farmer families in the Colombian states of Santander and Huila through the Coffee Farmer Enterprises program to transform their farms into sustainable businesses.
- Innovation-driven sales represented 16,7% of the total sales.
- The lost-time injury frequency rate was reduced by 11,2%, going from 5,24 in 2021 to 4,65 in 2022 thanks to the 'Cuidamos la Vida' (We take care of life) program.
- Talent mobility, diversity, equality and inclusion were actively promoted over the year. The employees took on new challenges through traineeships and promotions within the Business Unit and in other Grupo Nutresa instances.

## Planet

- The 90% mark was reached with regard to recyclable, reusable or compostable packaging solutions.
- The usage of non-renewable energy was reduced in the roasting processes at the production plants in Colombia.
- More than 180 tons of by-products from the roasting processes were recovered and reused to keep making progress regarding the circularity initiatives.

## Prosperity

- A 65% growth rate was achieved in the United States, which represents 45,8% of the sales, thanks to the positive brand and business to business (B2B) development.
- The Coffee Business recorded a 56% growth rate and a total of COP 1,2 trillion in sales in Colombia with the roasted and ground, soluble and coffee blend brands.
- A 51,2% growth index was attained in terms of the B2B channel worldwide through effective and profitable innovation.

PRESIDENT

**Francisco Eladio Gómez Zapata**

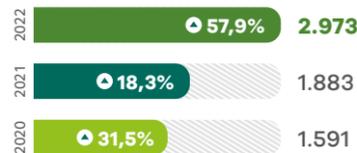
49 years old  
Part of Grupo Nutresa since 1995.



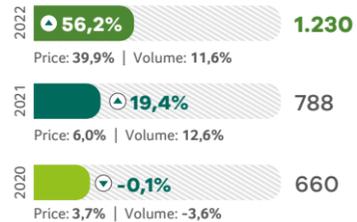
## Sales

COP thousand million

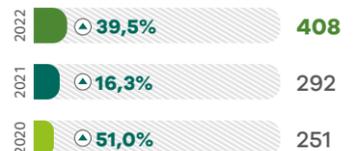
**Total**  
CAGR 36,7%  
Represents 17,4% of Grupo Nutresa's total sales.



**Colombia**  
CAGR 36,6%  
Represents 41,4% of the Business total.



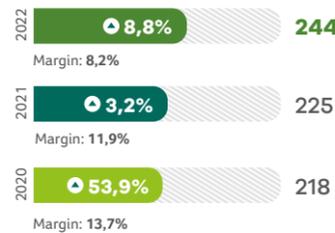
**Abroad**  
CAGR 27,3%  
Represents 58,6% of the Business total.



## EBITDA

COP thousand million

**Total**  
CAGR 6,0%  
Represents 12,4% of Grupo Nutresa's total EBITDA.



## Employees

**Total**  
2.154

**Direct employees, third-party employees and apprentices**



**Direct employees**



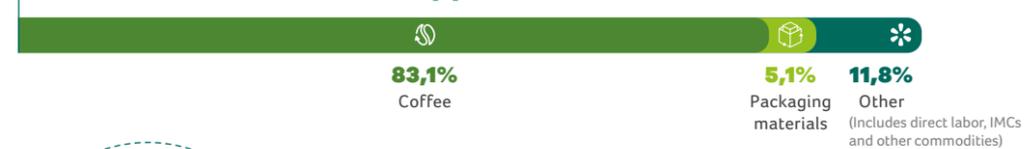
## Direct presence in 14 countries

Captions [GRI 2-6]

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



## Commodities and other supplies



## Market share in Colombia



## Business Outlook

Continue boosting the internationalization based on the growth of the brands Cameron's Coffee, Sello Rojo and Colcafé in the strategic region.

Strengthening the development of the B2B channel in the United States and Asia.

Maintaining the positive growth trend and the profitability of the roasted and ground, soluble and coffee blend brands in Colombia with the best distribution in the networks and the generation of the best experience for customers, shoppers and consumers.

Increasing the return on capital through the commercialization of innovative products with an adequate management of prices, procurement of commodities and supplies, control of expenses and productivity in the manufacturing processes.

# Cold Cuts nutresa

## People

- The Cold Cuts business continued reducing the sodium content and replacing the saturated fat from its products, preventing the consumption of 500 tons of salt per year. This achievement is aligned with Grupo Nutresa's health and nutrition strategy. Additionally, the development of new categories was boosted, as it is the case of meat substitutes and fish.
- **86,383 hours of training provided** to the Business Unit's employees to address technical, talent-related and managerial subjects. As for youth employment, the Business hired 210 young employees.
- **224,4 tons of products were delivered to food banks** in 11 Colombian cities, and 17 volunteering initiatives were deployed with the participation of 1.400 employees across the country.

## Planet

- The sanitary security was reinforced in the farms to prevent risks of infection.
- Progress was made in the measurement for calculating the carbon footprint and in the implementation of the Handbook of leading practices in the primary production of meat. Additionally, the diagnostic process at the integration estates was fully completed.
- The Eco-Design Manual was incorporated into the Business Unit's operation, and post-industrial plastic was included in the manufacturing of plastic bags used at the points of sale. The latter action allowed closing a cycle in the Business Unit's use of plastics.

## Prosperity

- Grupo Nutresa's digital sales platform was implemented in the service provided to more than 1.300 customers in Colombia.
- A 55,1% market share was achieved in the cold cuts category in Colombia and 19% in Panama.\* Additionally, the Zenú brand exceeded COP 1 trillion in sales.
- The operation of the Cold Cuts Business remains a commercialization or distribution alternative for multiple Grupo Nutresa categories: ice cream, juice, frozen pasta and functional smoothie products.
- The offer of Petrán meat substitute products was expanded with two new items: Veggie Lasagna and Veggie Sausages; thus, consolidating this portfolio as an alternative for the consumers. The Business Unit's total revenue amounted approximately to COP 9 billion.

PRESIDENT

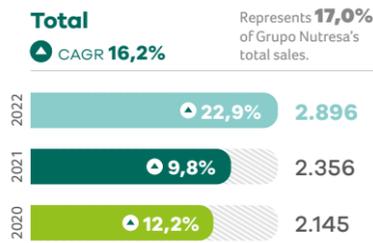
## Diego Medina Leal

62 years old  
Part of Grupo Nutresa since 1997.



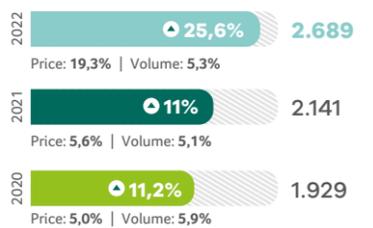
## Sales

COP thousand million



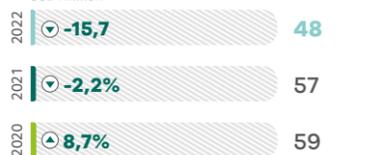
## Colombia

Represents **92,8%** of the Business total.



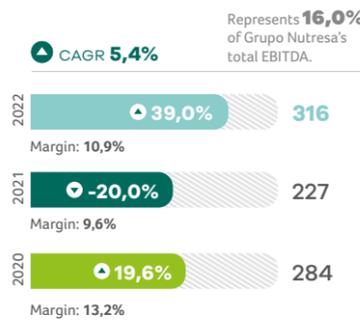
## Abroad

Represents **7,2%** of the Business total.



## EBITDA

COP thousand million



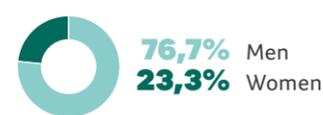
## Employees

Total  
**9.542**

Direct employees, third-party employees and apprentices



Direct employees



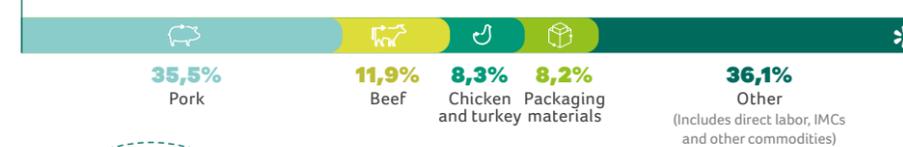
## Direct presence in 6 countries

Captions [GRI 2-6]

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



## Commodities and other supplies



## Market share in Colombia



## Business Outlook

Continue improving the profitability of the Business in all geographies while optimizing all the processes of the value chain.

Implementing new technologies and practices to reduce the environmental impact of the greenhouse gases (GHG) and make progress in the integrated development of the livestock farming (cattle and swine).

Strengthening the organizational culture through a transformational leadership among people and teams, the development of talent, the flexibilization of the processes and the development of both individual and collective capabilities among the communities, partners, customers and society.

\*Source: SOM Colombia (Oct.) Nielsen / SOM Panamá Dichter & Neira.

# Chocolates nutresa

## People

- The Chocolates Business launched two new products, sugar-free Chocolisto and sugar-free Corona Hot Chocolate, and joined the Tosh brand to venture into the categories of oats and fruit smoothies to make progress in the implementation of portfolios focused on nutrition and healthy lifestyle.
- The organizational transformation was consolidated, aiming to fulfill the goal for 2030, by making changes in the Business Unit's commercial structure in order to ensure a broader support for the plans of the consumer-centered brands. Additionally, a team was formed to manage the business to business (B2B) channel exclusively in the entire region.
- Productive work was carried out with 164 cooperative organizations, benefiting 23.000 families through 130 production projects intended to boost the cocoa farming sector in Colombia. In addition, 4,4 million high-quality plant material units were delivered to expand and renew the sector.

## Planet

- The progress of the implementation of new projects reached 98% with the adoption of the Eco-Design Manual.
- The circularity strategies were reinforced with the execution of a pilot project that improves the recovery and reuse of corrugated cardboard boxes carried out jointly with Novaventa.

## Prosperity

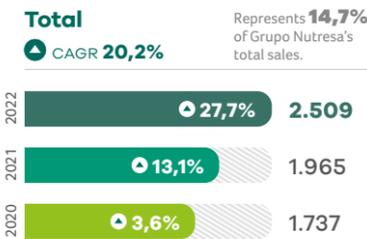
- The Business Unit's consolidated sales amounted to COP 2,5 trillion, growing 27,7% with regard to 2021. Central America grew by 31%, Mexico by 50% and Peru by 35%. For their part, the main categories also achieved positive growth: confectionery by 34,2%, chocolate beverages by 16,5% and snacks by 28,8%.
- The value proposition in the B2B segment was consolidated with Cordillera: sales for COP 328 billion and a 33,1% growth in comparison to 2021.
- The EBITDA of the Business stood at COP 328.773 million, which represents 16,7% of the Organization's total EBITDA, thanks to an adequate management of both commodities and prices, and an efficient control of expenses.
- The Chocolates Business obtained 23,2% of innovation-driven sales from the Company's total. It is worth highlighting the sugar-free Chocolisto and Corona Hot Chocolate products in the chocolate beverage category, and the venturing of the Tosh brand into the categories of oats and frozen smoothies.

**PRESIDENT**  
**Juan Fernando Castañeda Prada** 55 years old.  
 Part of Grupo Nutresa since 2011.



## Sales

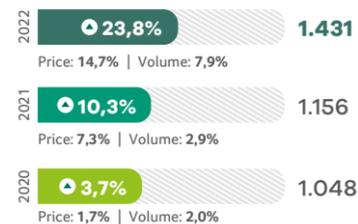
COP thousand million



## Colombia

Represents **57,0%** of the Business total.

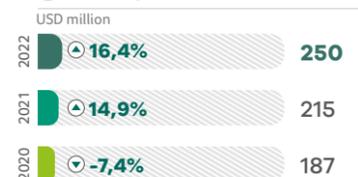
▲ CAGR **16,9%**



## Abroad

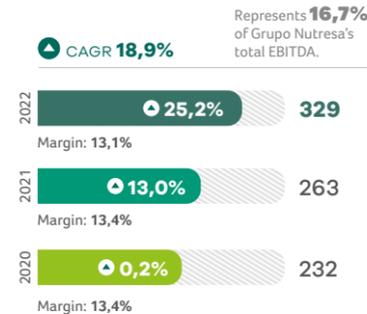
Represents **43,0%** of the Business total.

▲ CAGR **15,6%**



## EBITDA

COP thousand million



## Employees

**Total**  
**4.761**

**Direct employees, third-party employees and apprentices**



## Direct presence in 13 countries

### Captions [GRI 2-6]

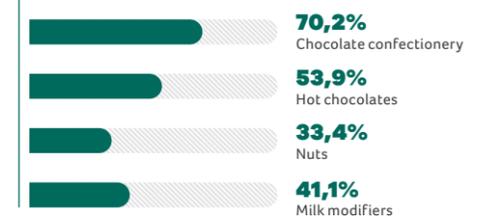
- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏭 Production plants
- ✅ Brands with sales over USD 50 million



## Commodities and other supplies



## Market share in Colombia



## Business Outlook

Continue consolidating the positioning of the brands, making progress regarding the distribution in the multiple markets and keep innovating to meet the needs of consumers.

Boosting the strategic procurement management, the adequate administration of both the investments and the expenses, and the management of the working capital to create greater value for the Organization.

# Tresmontes Lucchetti nutresa

## People

- **Tools were delivered** to reduce people's social vulnerability aspects through the 'Creemos Juntos' (Growing together) program.
- **The Human Rights management was strengthened** among both direct and third-party employees. Additionally, the Company joined the CEO Alliance for Inclusion to accelerate the employment inclusion of people with disabilities.
- **Tresmontes Lucchetti was awarded** the Carlos Vial Espantoso Award for its excellence-level labor practices and relations.
- **The Communal Childhood Obesity Risk Index was launched** jointly with the Institute of Nutrition and Food Technology from Universidad de Chile, a project that has been acknowledged with the 2022 Conecta Award in the Human Rights category by the Chilean Network of the Global Compact.
- **The Business launched** its Orjas Green Tea, Livean Collagen and Granuts Almonds products as part of the health and nutrition portfolio. Conversely, the Cordillera chocolate brand was incorporated in the Mexican retailer market.

## Planet

- **Tresmontes Lucchetti reasserted** its commitment to the Clean Production Agreement of the 'Elijo Reciclar' (I choose to recycle) seal and joined the Chilean Plastics Covenant.
- Additionally, the Handbook of good agricultural practices related to durum wheat, which includes a chapter on conservation agriculture, was updated.

## Prosperity

- **A 28% increase in revenue was obtained** in Chile based on the portfolio that allows managing rising prices with positive volumes.
- **Progress was made** in the chocolate snacks through new Muibon product lines. Additionally, Muibon Cookies and Kryzpo Wavy were launched into the market to develop the portfolio of confectionery and snacks.
- **A higher level of market share** and penetration was achieved in terms of powdered drink mix (PDMP) products in Mexico with the Zuko brand, and their management in the traditional market was boosted.
- **A 30% sales growth was achieved**, as well as greater market share in the PDMP category win United States and Peru thanks to the go-to-market management work carried out in these geographies.

PRESIDENT

**Justo García Gamboa**

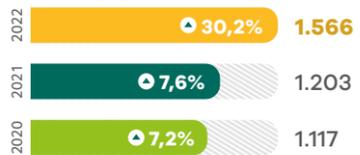
61 years old.  
Part of Grupo Nutresa since 2013.



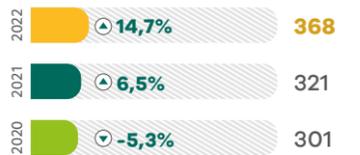
## Sales

COP thousand million

**Total**  
CAGR 18,4%  
Represents 9,2% of Grupo Nutresa's total sales.



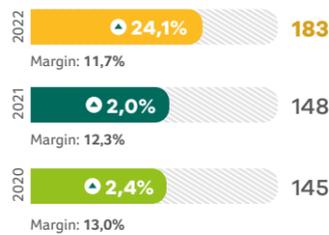
**Abroad**  
CAGR 10,5%  
Represents 100,0% of the Business total.



## EBITDA

COP thousand million

**Total**  
CAGR 12,5%  
Represents 9,3% of Grupo Nutresa's total EBITDA.



## Employees

**Total**  
4.555

**Direct employees, third-party employees and apprentices**



**Direct employees**



## Direct presence in 10 countries

Captions [GRI 2-6]

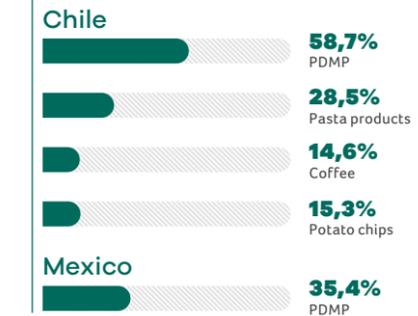
- 📍 Presence of our main brands
- 📊 % of the Business's sales
- 🏭 Production plants
- ✅ Brands with sales over USD 50 million



## Commodities and other supplies



## Market share



## Business Outlook

Supporting the development of the snacks category with the innovations of Kryzpo Wavy and Muibon Cookies to achieve additional layers of growth in Chile.

Boosting the value chains to counter the rising costs and manage the expenses with the aim of ensuring the profitability of the Business Unit.

Making progress regarding the process of growth and profitability enhancement in the Mexico, Central America and United States regions.

# Retail Food nutresa

## People

- The Retail Food Business reached 23,7% in innovation-driven sales through the inclusion of new categories and the iconic celebrations of BON.
- The plant-based product portfolio was boosted in multiple categories: El Corral's VEK hamburger and Papa John's vegetarian pizza.
- The Business continued consolidating its diversity, equity and inclusion program by working actively with the Bes Buddies Colombia Foundation.

## Planet

- Progress was made regarding the reduction of pollution with the new wastewater treatment system at the ice cream and cheese production plant.
- The preparation processes in the kitchens were improved by optimizing the consumption of vegetables up to 90%, producing a positive impact on the costs and reducing food waste.
- The circularity initiatives were reinforced by replacing 85% of the packaging with materials with recyclable or compostable characteristics. Additionally, the Business achieved the implementation of a edible spoons pilot program in Bogotá and Chía.

## Prosperity

- El Corral's brand purpose was enhanced, benefiting more than 400 children in rural areas, eliminating the access barriers by delivering school elements, playgrounds and sports gear.
- The Business Unit strengthened adjacent categories such as: Vaqueros, Sandwich, Breakfast, Atulao and Bowls, with double-digit growth rates and a high growth potential.
- New e-commerce systems were implemented and digital kiosk trials are being carried out.
- Total sales amounted to COP 1,2 trillion, which represents an increase of 24,9% with regard to 2021.

PRESIDENT

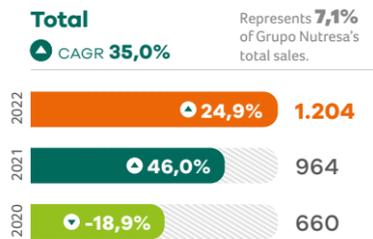
Juan Chusán Andrade

58 years old  
Part of Grupo Nutresa since 2013.



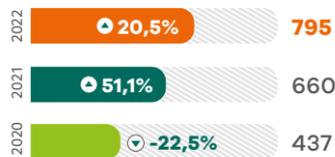
## Sales

COP thousand million



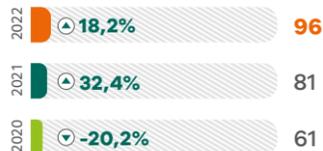
## Colombia

Represents **66,0%** of the Business total.



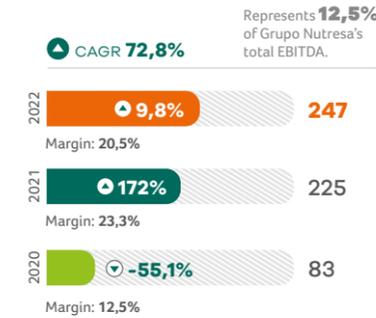
## Abroad

Represents **34,0%** of the Business total.



## EBITDA

COP thousand million



## Employees

Total **7.528**

Direct employees, third-party employees and apprentices



Direct employees



## Direct presence in 5 countries

Captions [GRI 2-6]

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



## Commodities and other supplies



## Market share in Colombia

#1 in the hamburger restaurant category in Colombia.

#1 in ice cream shops in Costa Rica and the Dominican Republic.

#2 in the steakhouse category in Colombia.

## Business Outlook

Continue working on the implementation of advanced data analytics to create high-value strategies, the adoption of new technologies and automation at the restaurants with new moments and categories.

Developing strategies differentiated by in-person and remote channels to be able to offer the best experience to the customers.

Enhancing the competitiveness of the restaurants by means of the optimization of the value chain, automation, the improvement of lay outs and the maximation of the kitchens with new moments and categories.

Continue strengthening the capabilities of the hosts as a differential attribute in the industry with the aim of offering the best service and experience, and developing a value proposition for hosts.

Keep fostering a culture centered on innovation and intrapreneurship mentality by developing new businesses, products and services.

Reducing the environmental impact of the operations by laying emphasis on the reduction of GHG, the use of reusable, recyclable or compostable packaging materials, and the implementation of circular solutions in the Business.

# Ice Cream nutresa

## People

- The Ice Cream Business incorporated new hybrid work methods based on the mindset shift to enhance its flexibility and productivity.
- The nutritional labeling was implemented according to the new regulations to deliver clear and accurate information to the consumers.
- Progress was made regarding open innovation with the development of an inter-institutional agreement with the company Bio-B, the Inter-American Development Bank and Universidad de los Andes.

## Planet

- The Handbook of sustainable ice cream shops was implemented in the businesses of approximately 400 customers, who represent 12% of the target customer base.
- The Business was awarded the Latam Pack accolade for the best ecofriendly packaging or container in recognition of the Crem Helado Gold brand, as well as the 'Anuaría Oro' Best Design award for packaging.
- The 93% mark was reached regarding the transition to the use of environmentally friendlier refrigerants in the equipment utilized in both the industrial and logistics operations, as well as the 95,28% mark in relation the recyclability index of packaging solutions with recyclable and biodegradable structures.

## Prosperity

- The Business Unit recorded a sales growth index of 21,7%, from which 24,6% are innovation-driven sales.
- Digital sales were strengthened, obtaining a 133% growth rate in comparison to 2021.

PRESIDENT

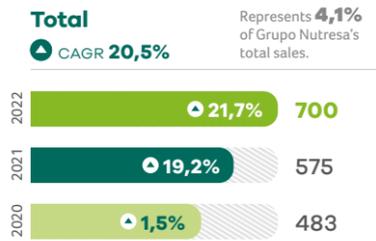
**Mario Alberto Niño Torres**

56 years old  
Part of Grupo Nutresa since 2006.



## Sales

COP thousand million



## Abroad

Represents **100,0%** of the Business total.

▲ CAGR **20,5%**

2022	▲ 21,7%	700
2021	▲ 19,2%	575
2020	▲ 1,5%	483

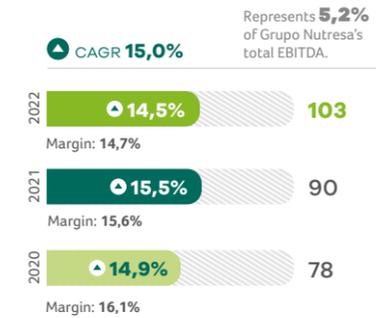
Price: 13,9% | Volume: 6,9%

Price: 2,3% | Volume: 16,6%

Price: 8,9% | Volume: -6,8%

## EBITDA

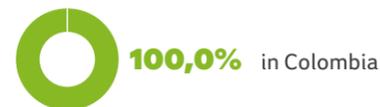
COP thousand million



## Employees

Total  
**2.363**

Direct employees, third-party employees and apprentices



Direct employees



## Direct presence in 1 country

Captions [GRI 2-6]

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



## Commodities and other supplies



## Business Outlook

**Keep** strengthening Grupo Nutresa's adaptive and flexible culture.

**Executing** the solar power generation project at the agro-industrial plant in Armenia, Colombia, which will generate approximately 22% of the energy required by the facilities.

**Continue** developing eco-efficient technologies and circular economy initiatives to reduce the use of natural resources.

**Enhancing** the Business Unit's competitiveness and contributing to the Organization's and its stakeholders' growth based on intrapreneurship and digital transformation with the aim of making progress in venturing into new categories and geographies that contribute additional layers to the Business.

**Offering** products with improved contributions in terms of nutrition and health, and maintaining the nutritional labeling adjusted to the current regulations to keep delivering clear and accurate information to both customers and consumers.

# Pasta nutresa

## People

- The Pastas Business continued enabling the evolution of its business processes by developing 28 cases of use of new technologies that boost both the digital transformation and the productivity.
- Both diversity and inclusion were bolstered in the operations through the promotion and recruitment of women to job positions historically filled by men.
- 30 entrepreneurs from the areas of influence were supported by means of trade fairs that enabled the development of capabilities and the commercialization of their products.

## Planet

- A biodiversity-focused project was implemented to contribute to the conservation and restoration of the functions of the El Gualí wetland in Mosquera, Cundinamarca. This project was deployed jointly with Universidad Escuela de Administración de Negocios (EAN), Bogotá's 'Humedales' Foundation and the National Business Association of Colombia (ANDI).
- More than 12.000 cubic meters/year of treated water were recirculated for industrial use, and the zero water disposal strategy was promoted across the entire Business Unit.
- 1.583 solar panels were installed at the production plant in Mosquera, Colombia. The panels generate up to 8% of the electric power used by the facilities.

## Prosperity

- International sales amounted to USD 5 million thanks to the expansion in the distribution operation and the development of new products for these markets.
- The Pastas Business maintained its leadership in the market and the preference of consumers according to the consulting firms Raddar, Nielsen, BAV and Kantar.
- Monticello's portfolio was expanded with new items in the categories of oils and pickled products. This action contributed to the consolidation of the brand in Colombia and other markets.
- Productivity and price management strategies were incorporated to manage the price fluctuations of the commodities used in the manufacturing of the Business Unit's products.

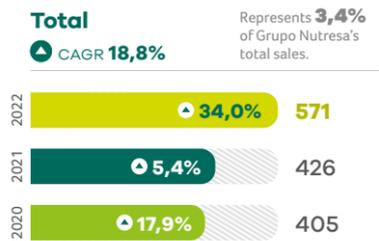
PRESIDENT

**Fabián Andrés Restrepo Zambrano** 48 years old  
Part of Grupo Nutresa since 1996.



## Sales

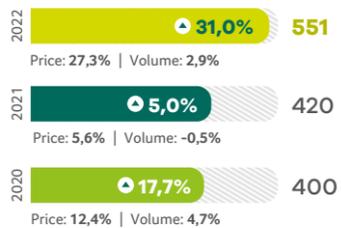
COP thousand million



## Colombia

Represents 96,4% of the Business total.

▲ CAGR 17,3%



## Abroad

Represents 3,6% of the Business total.

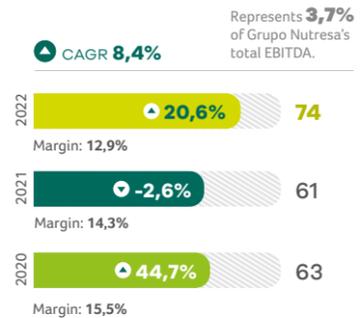
▲ CAGR 103,1%

USD million



## EBITDA

COP thousand million



## Employees

Total  
**706**

Direct employees, third-party employees and apprentices



## Direct presence in 5 countries

Captions [GRI 2-6]

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



## Commodities and other supplies



## Business Outlook

Reasserting the leadership of the brands and strengthening the new categories, thus achieving increased penetration of the Business in the markets of pasta and culinary products.

Optimizing the capital investments and ensuring the creation of value and the financial health of the Business.

Consolidating the productivity and the efficiency of the processes with the use and development of new technologies.

Reducing the carbon footprint based on the increased use of renewables.

## Servicios nutresa

### People

- **486 initiatives** led by the innovation promoters in all the processes with the aim of enhancing Grupo Nutresa's innovative mindset.
- **Servicios Nutresa ranked at the top level of excellence A+** according to the Familiarly Responsible Company rating system compiled by the Spanish Másfamilia Foundation.
- **The Organization strengthened** the capabilities of the work teams to adapt to the new work methodologies by designing the hybrid work portfolio and maintaining high productivity standards.

### Planet

- **The Company developed** the cycle-closing initiative of the Nutresa Retoma" (Retake) Program in Colombia and Panama with 104 tons of packaging materials collected. Five playgrounds were built using such materials to benefit 5.000 children.
- **Progress was achieved** regarding the fulfillment of the responsible and productive sourcing goals with the deployment of 130 initiatives promoted by the task force on commodities.
- **Energy efficiency projects were supported** in Colombia, as it is the case of the smart and analytical lighting systems intended to optimize the energy consumption at nine facilities and 40 points of sale of the Retail Food Business.

### Prosperity

- **Currency risk hedging strategies were executed**, generating COP 89.845 million in revenue.
- **The corporate Enterprise Resource Planning (ERP) System was incorporated** in the operation related to alternative business partners in Mexico, as well as in GC Foods in Colombia, Tresmontes Lucchetti in Chile and Nutrading also in Colombia.
- **Savings amounting to COP 143.200 million** were obtained through the strategic sourcing and digital procurement methodologies.

PRESIDENT

**Juan Mauricio Montoya Correa**

54 years old.  
Part of Grupo Nutresa since 1991.



Savings amounting to COP

# 143.200

million were obtained through the strategic sourcing and digital procurement methodologies.

### Employees

Total  
**1.121**

Direct employees, third-party employees and apprentices



Direct employees



### Business Outlook

**Consolidating** the talent transformation strategy for Grupo Nutresa.

**Implementing** the initiatives established in both the responsible and productive sourcing roadmap and the circular economy roadmap.

**Bolstering** the projects established on the Organization's technology core update roadmap.

**Strengthening** the technology adoption process within the framework of the digital transformation strategy.

**Boosting** the governance, risk and compliance model (abbreviated GRC in Spanish) with the execution of the COSO project.

## Commercial Networks

### People

- **The Organization enhanced market-entry capabilities** through training activities and the constant update in terms of technical topics and the employees' personal development.
- **Progress was made** regarding the consolidation of the customer and entrepreneur network with loyalty-building, training and development programs in the multiple consumption segments.
- **The efforts to ensure equal employment opportunities** are constantly strengthened as one of Grupo Nutresa's policies. However, an additional effort has been made to incorporate women in job positions that have been traditionally considered masculine for having a considerable physical load component.

### Planet

- **The total solar energy generation** at the distribution centers has exceeded 100.000 KWH, in addition to the implementation of initiatives focused on reducing more than 400.000 KW of energy from the consumption at such facilities, thus contributing to the Organization's environmental sustainability.
- **The Organization contributed to reducing the emissions** originating from the transportation operations by optimizing routes, modernizing the fleet and doubling the number of vehicles powered by alternative energy when compared to 2021 (11% of the fleet).
- **The Nutresa Retoma (take back)** It has allowed collecting 104 tons of packaging materials. This has enabled the construction of five playgrounds that benefit 5.000 children.

### Prosperity

- **The segmentation of customers was developed further**, adapting the portfolio and service model to boost improvement.
- **The portfolio of Grupo Nutresa and third-party products was expanded.** Increased penetration of the business assets was achieved based on the Company's distribution capacity to bolster its value proposition.
- **The consolidation of the internal commercial capabilities was continued** within the framework of the digital transformation. In this regard, digital sales in Colombia grew over 15,1%.



Comercial Nutresa employees in Colombia.

● in Colombia | ● abroad

### Customer satisfaction



### Customer loyalty



### Employees

Total **7.581**

Direct employees, third-party employees and apprentices



Direct employees



In Colombia: 7.461

Comercial nutresa	4.520	La Recetta	312
noventa	2.123	ATLANTIC	506

Abroad: 120

Alternative Business Partners:	98	Grupo Nutresa in South Africa:	22
--------------------------------	----	--------------------------------	----

### Outlook

**Boosting** the distribution networks based on their individual strengths and the capitalization of synergies and an adequate alignment among them. The aligned distribution networks become the sources of growth, competitiveness and experience for customers and consumers.

**Continue** developing the commercial teams and improving all the related processes and technologies.

**Achieving** greater growth and value creation in the commercial networks through working capital management, service excellence, actions focused on updating the portfolio and the service model, and the development of digital capabilities (including analytics).

**Fostering** the evolution of the way of listening to the customers. This entails a shift in the assessment methods with new tools for calculating their level of satisfaction and loyalty, which is why the measurement scales will be modified.