

# Biscuits Business nutresa



**Alberto Hoyos Lopera**  
59 YEARS OLD

**PRESIDENT**  
International Vice President  
Part of Grupo Nutresa since 1993.

## People

- 207 internal promotions were carried out and 163 young people included in the talent connection platform of the University-Business-State Committee (CUEE) were supported.
- Positive habit workshops focused on increasing the comprehensive well-being of the employees were developed through the "Vivo con Sentido" (Living with a sense) program.
- The research ecosystem was consolidated in the United Kingdom in collaboration with the Imperial College London, the University of Reading and the University of Aberystwyth in the context of food and eating habits, with functional benefits and ingredient replacement.

99,8% of its renewable energy consumption and the adequate management of the thermal energy consumption of the industrial ovens.

- The Biscuits Business reduced by 11% the kilograms of CO<sub>2</sub> per ton produced by means of energy efficiency measures, an increased consumption of renewable energies, the expansion of the LED lighting coverage and solar power generation.

## Prosperity

- The consolidation of the Chiky brand was strengthened with a 23% growth, positioning itself as the leading brand in Costa Rica and Guatemala in its market.
- Sales in the United States grew 31% by centering on dollar stores, pet cookie innovations and AbiMar Foods' snack crackers. Additionally, progress was made in the integration of the sales network through Cordialsa in this country.
- GC Foods' cracker production portfolio was expanded to 18 destination countries, including Costa Rica, United States and Colombia.

## Planet

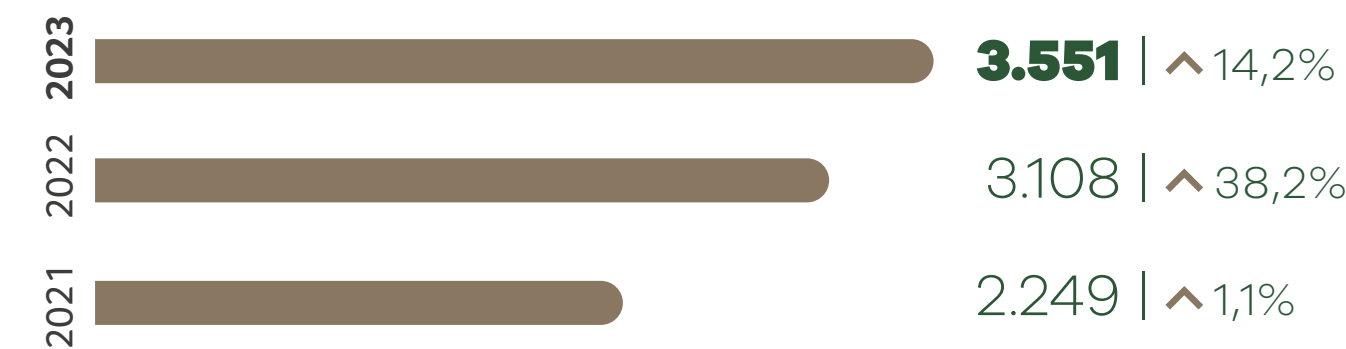
- The goal of making 100% of our packaging materials recyclable, reusable or compostable was attained early.
- In Costa Rica, Pozuelo has secured the certification of

## SALES

COP thousand million

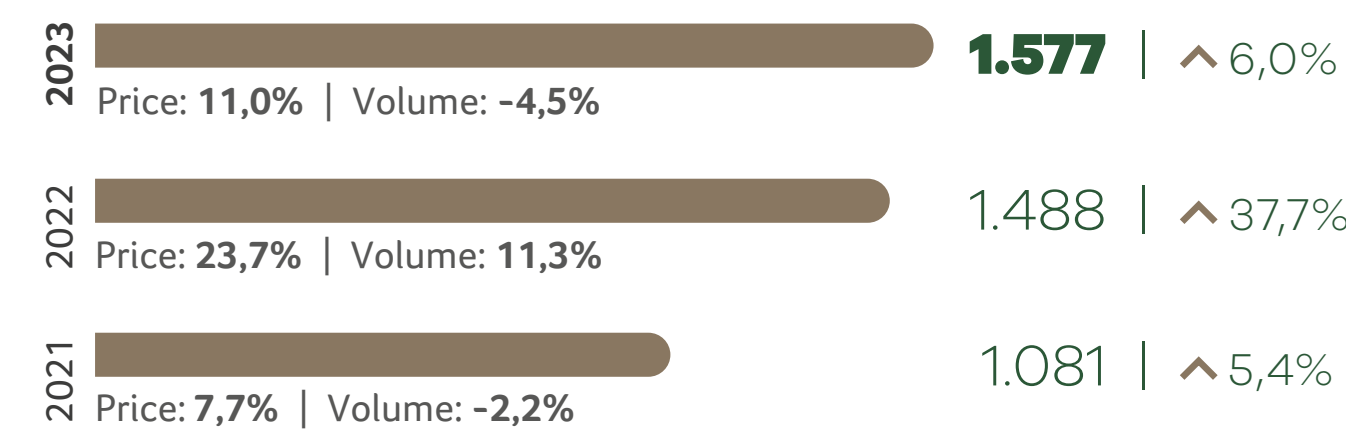
**TOTAL** ▲ CAGR **25,7%**

Represents **18,8%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **20,8%**

Represent: **44,4%** of the Business Unit's total sales.



**INTERNATIONAL OPERATION** ▲ CAGR **21,1%**

Represent: **55,6%** of the Business Unit's total sales.

USD million

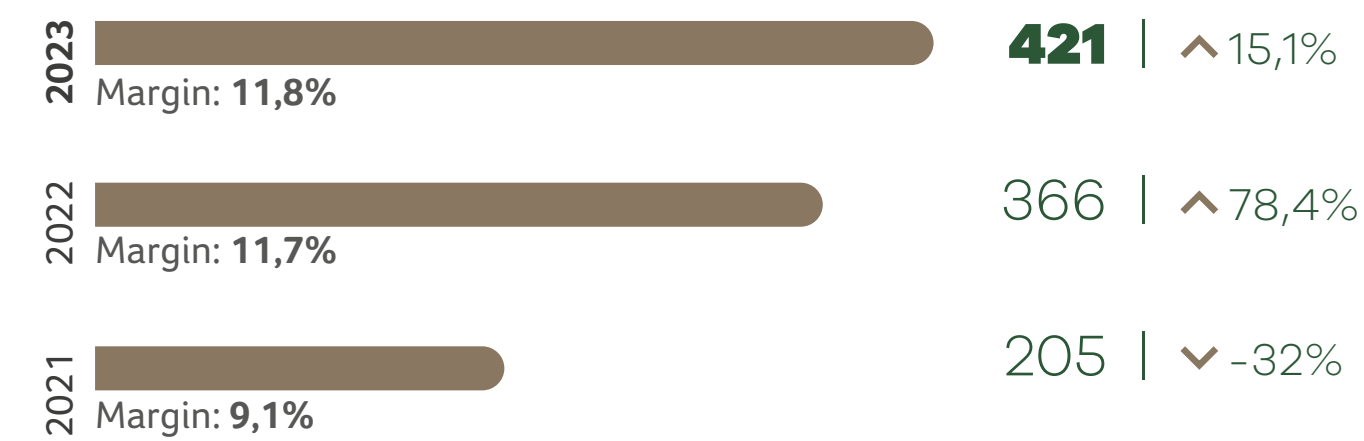


## EBITDA

COP thousand million

**EBITDA** ▲ CAGR **43,3%**

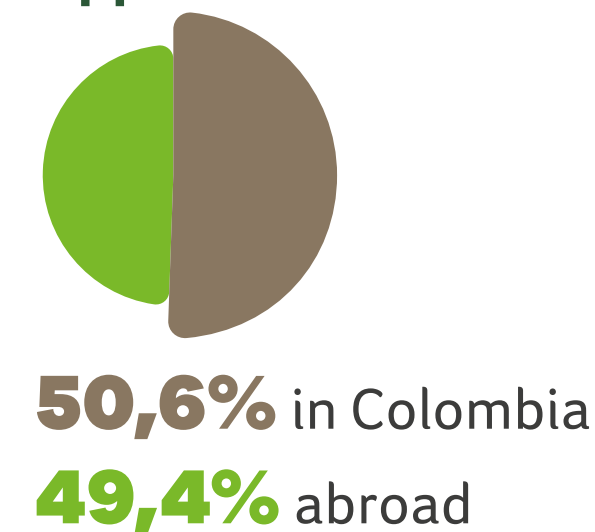
Represents **19,1%** of Grupo Nutresa's total EBITDA.



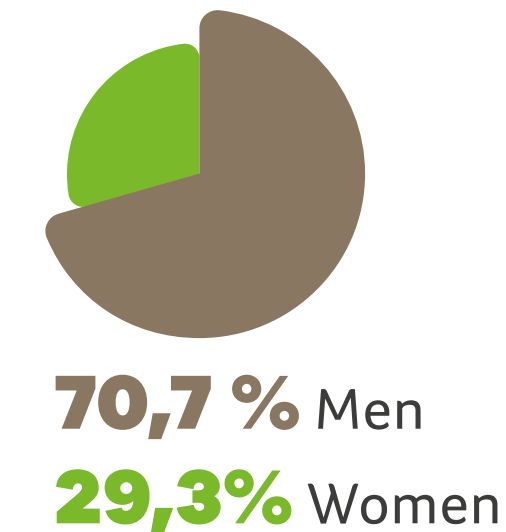
## EMPLOYEES

**Total 6.070**

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



**Direct employees**

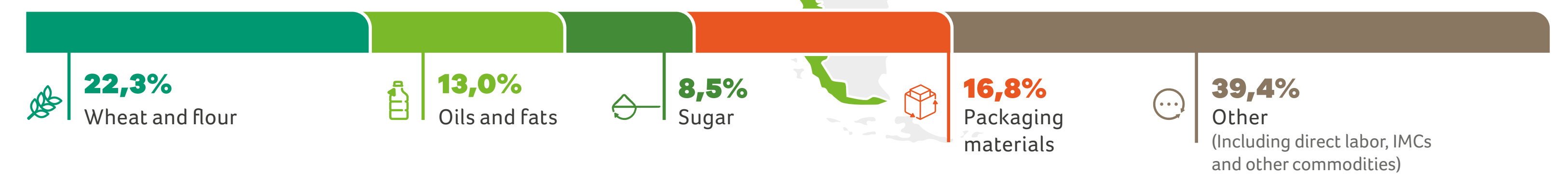


## DIRECT PRESENCE IN 11 COUNTRIES

Presence of our main brands | % of the Business Unit's sales | Production plants | Brands with sales over USD.50 million

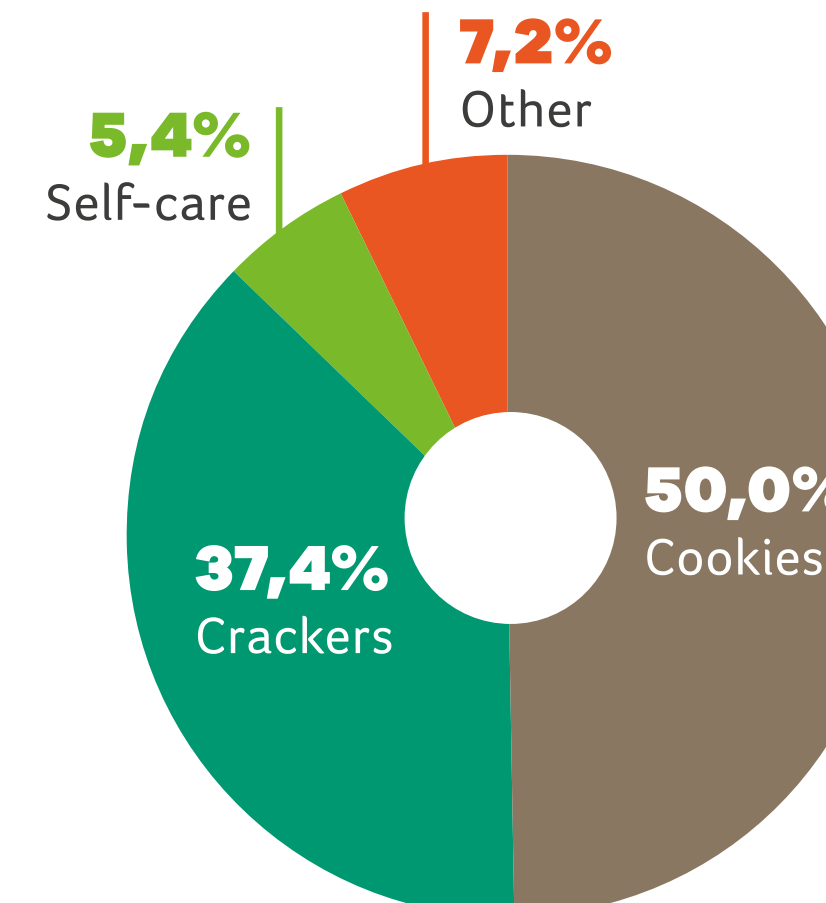


## COMMODITIES AND OTHER SUPPLIES

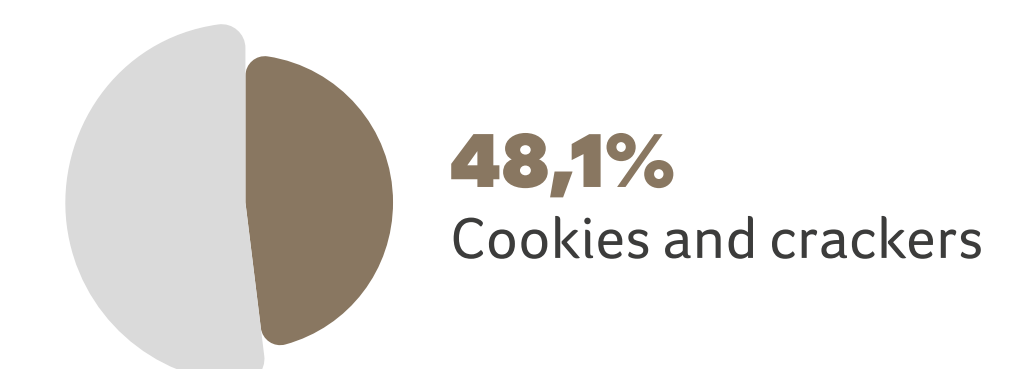


## MAIN CATEGORIES

% of total sales



## MARKET SHARE IN COLOMBIA



## BUSINESS OUTLOOK

- Consolidating the sales growth by securing new clients, adequately managing key accounts and establishing new businesses with an improved profitability.
- Accelerating the Business Unit's growth through value propositions focused on nutrition and well-being under the Tosh and Kibo brands.
- Maximizing the competitiveness of the Pozuelo sales network in Central America.
- Expanding the snack cracker portfolio with differentiation in terms of quality, segmentation and internal sourcing based on four platforms.

# Chocolates Business nutresa

**Juan Fernando Castañeda Prada**  
56 YEARS OLD

**PRESIDENT**  
Vice President of Marketing  
Part of Grupo Nutresa since 2011.



## People

- 87% rating in the organizational climate and commitment measurement, which represents a level of excellence with regard to global benchmarks.
- Participation in 115 public-private partnerships that promoted the competitiveness of the cocoa production sector in Colombia and benefited 16.779 cocoa farmer families with 27.971 hectares of cocoa plantations in 21 Colombian departments.
- Progress was made in the implementation of our Aware Organization Model, which is focused on adding social value to the communities where we are present and strengthening our relationships with the stakeholders. An acknowledgment was awarded for this model in 2023 by the National Business Association of Colombia (ANDI), the British Embassy and BritCham Colombia.

## Planet

- A rainwater collection project was developed in Colombia, enabling to recover and use approximately 7.369 m<sup>3</sup> of water, which represent 8% of the total consumption of the Rionegro production plant.
- The corrugated material reuse model was consolidated in

collaboration with Novaventa. The Chocolates Business avoided consuming 135 tons of corrugated cardboard throughout 2023.

- Our high level of commitment to sustainability was acknowledged in Peru with the re-certification of the "Certificado Azul" (Blue certificate) program organized by the National Water Authority and with the second star within the Ministry of the Environment's Carbon Footprint Program. Additionally, in Colombia, the Bogotá production plant was acknowledged by the District Environmental Secretariat by ranking it in the elite category.

## Prosperity

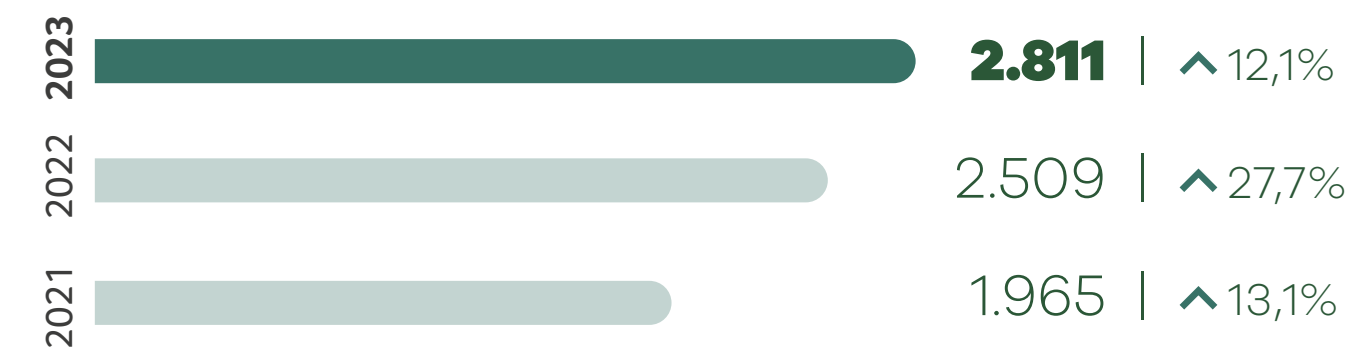
- The total revenue amounted to COP 2,8 trillion, with an outstanding growth in Mexico, Central America and Colombia.
- The Chocolates Business proactively managed the volatility of its main commodities, achieving a 12,2% EBITDA margin.
- 29,2% of the sales stemmed from innovation-driven products, thus contributing to the Organization's profitable growth.
- 13% growth in the B2B business thanks to the consolidation of the Cordillera brand's portfolio among both local and international clients.

## SALES

COP thousand million

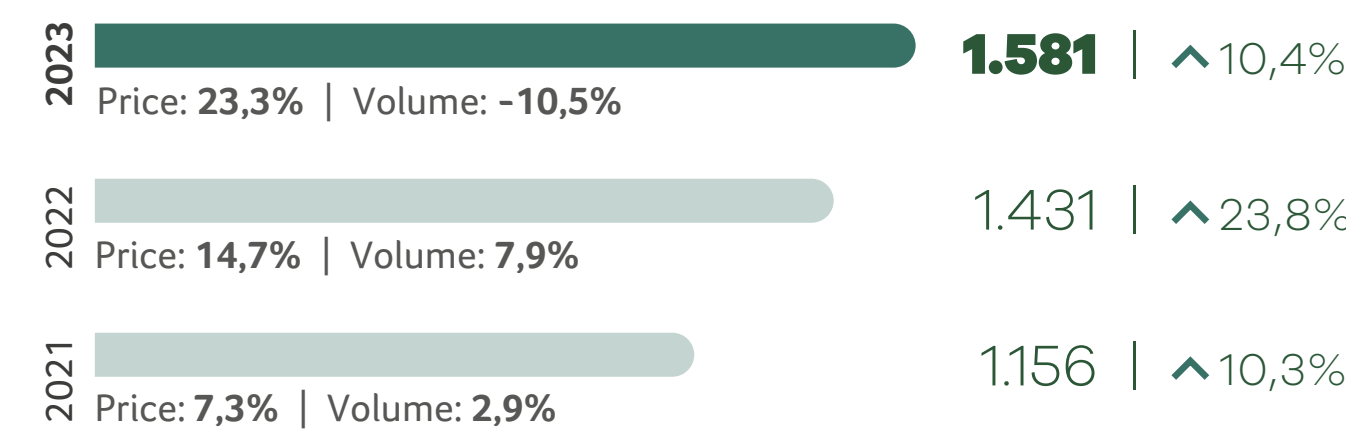
**TOTAL** ▲ CAGR **19,6%**

Represent **14,9%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **15,9%**

Represent **56,2%** of the Business Unit's total sales.

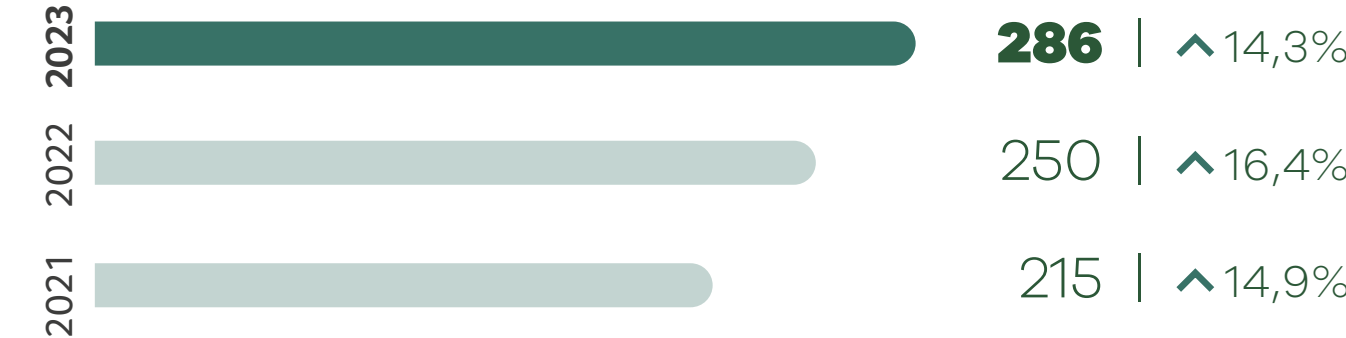


## INTERNATIONAL OPERATION

▲ CAGR **15,3%**

Represent **43,8%** of the Business Unit's total sales.

USD million

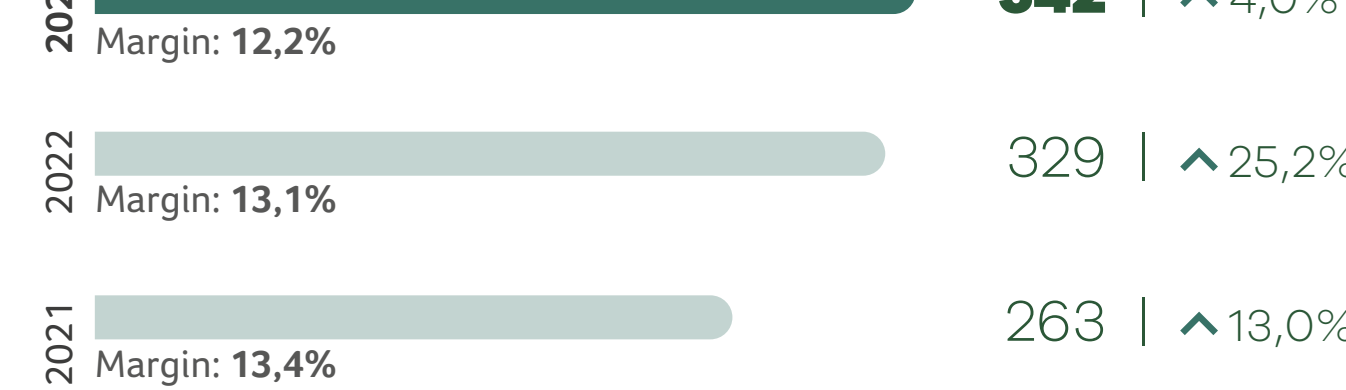


## EBITDA

COP thousand million

▲ CAGR **14,1%**

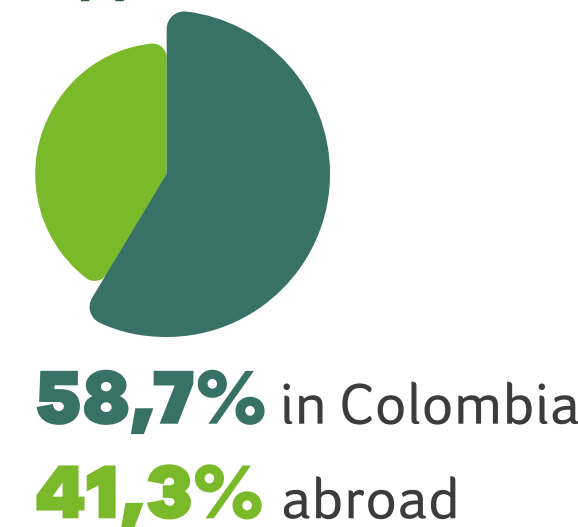
Represents **15,5%** of Grupo Nutresa's total EBITDA.



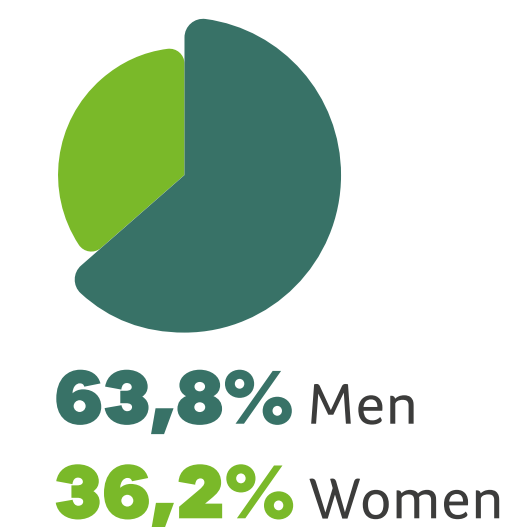
## EMPLOYEES

**Total 4.523**

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



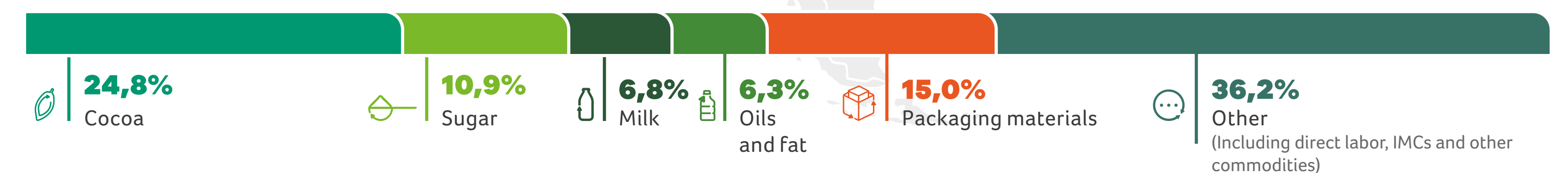
**Direct employees**



## DIRECT PRESENCE IN 13 COUNTRIES

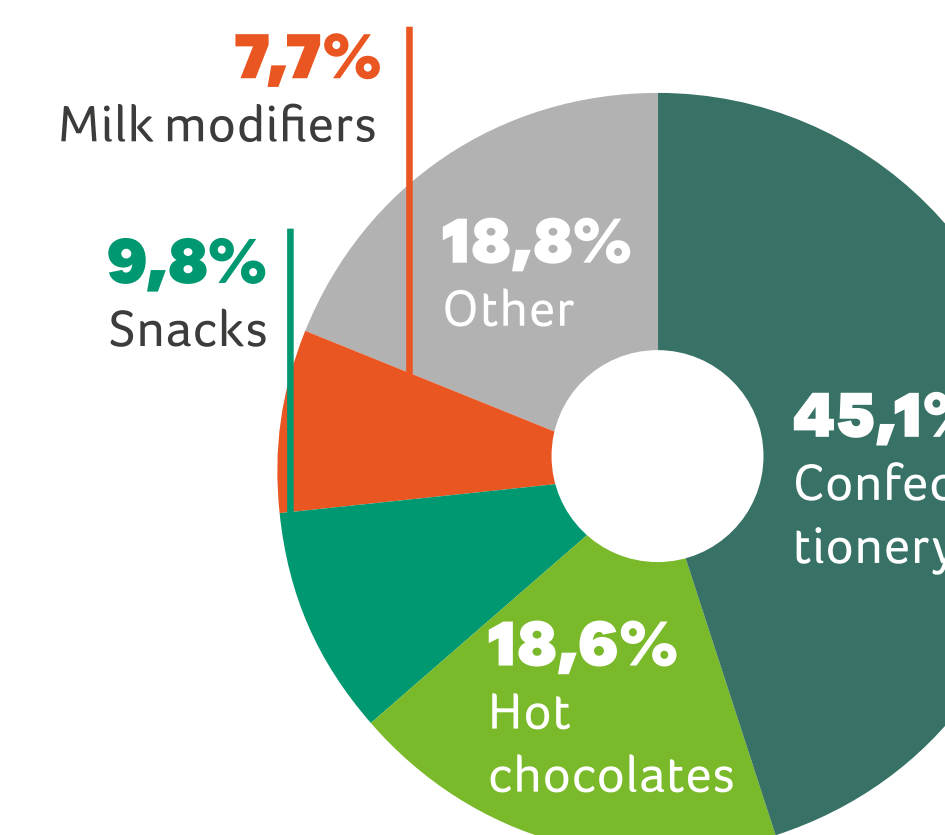


## COMMODITIES AND OTHER SUPPLIES

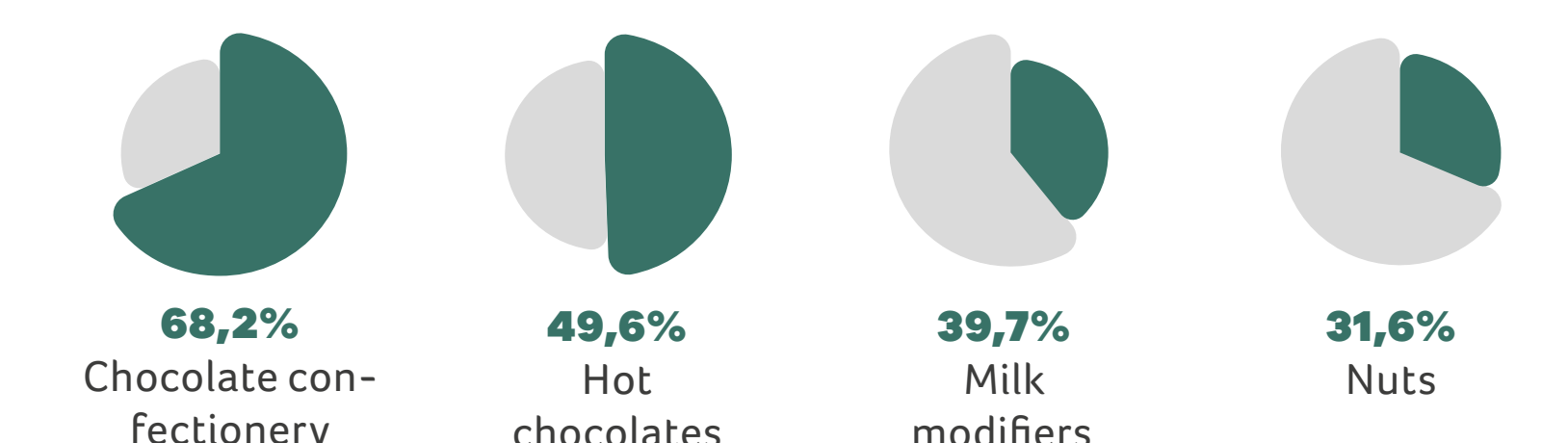


## MAIN CATEGORIES

% of total sales



## MARKET SHARE IN COLOMBIA



## BUSINESS OUTLOOK

- Mobilizing the Business Unit** towards a superior performance by means of its five drivers: purpose, strategy, structure, talent, and global, innovative and sustainable culture.
- Continue** reinforcing the positioning of the brands through effective investment, portfolio innovation and product affordability.
- Enhancing** the management of commodities, the investment and the expenditure to harness competitive advantages that enable us to achieve market gains.

# Coffee Business nutresa

**Francisco Eladio Gómez Zapata**  
50 YEARS OLD  
PRESIDENT  
Part of Grupo Nutresa since 1995.



## People

- Innovation-driven sales reached 16%, and 84% of the launched products are focused on health and nutrition.
- 70% rating achieved in the mental health measurement, which represents a 32% increase, thus strengthening the care for life.
- The Coffee Business secured the A+ certification as a Familiarly Responsible Company, which is granted by the MásFamilia Foundation.
- Progress was made in bridging the gender gap as women's participation increased 20%.

## Planet

- More than 325 tons of by-products from the roasting process were recovered and reused, which represents a better use of resources and savings for the Business Unit.
- The consumption of non-renewable thermal energy was reduced by 9,3% per ton produced.
- Progress was made in terms of the climate strategy by joining the Coffee, Forest and Climate Agreement, a partnership centered on the adaptation to

climate change, the protection of forests, the reduction of the carbon footprint and the adequate use of water. Additionally, an initial carbon footprint measurement was conducted in 310 plantations of our suppliers, and 45,200 trees were planted in the Colombian departments of Santander and Huila.

## Prosperity

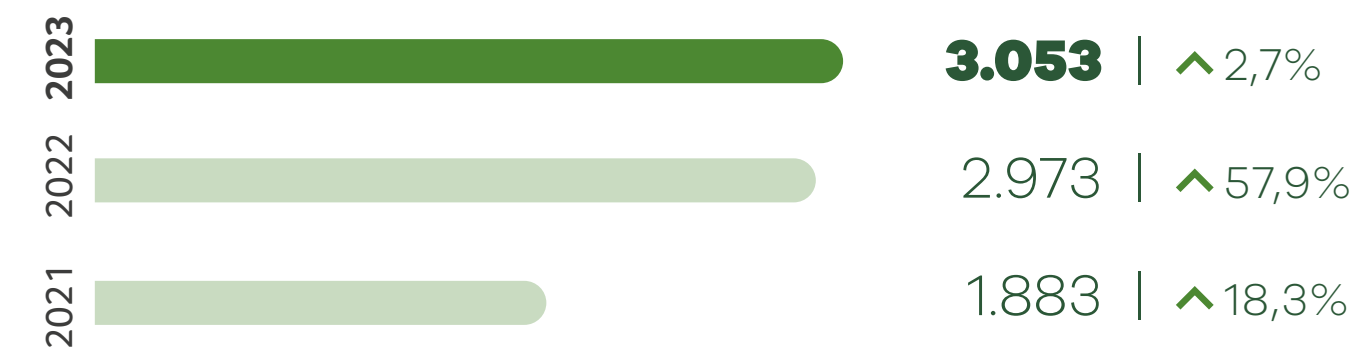
- Our consolidated sales exceeded COP 3 trillion in 2023 and the presence of our products was expanded to 48 countries through the commercialization of our brands and business-to-business (B2B) applications.
- The Colcafé brand maintained its leadership in the powdered drink mix product category in Colombia.
- Multiple product innovations were developed, for example: milk coffee, Matiz Baileys® and instant cold soluble coffee. Additionally, the pod portfolio was expanded.
- The Business Unit's gross margin was increased by 530 basis points by resorting to advanced analytics in the decision-making process.

## SALES

COP thousand million

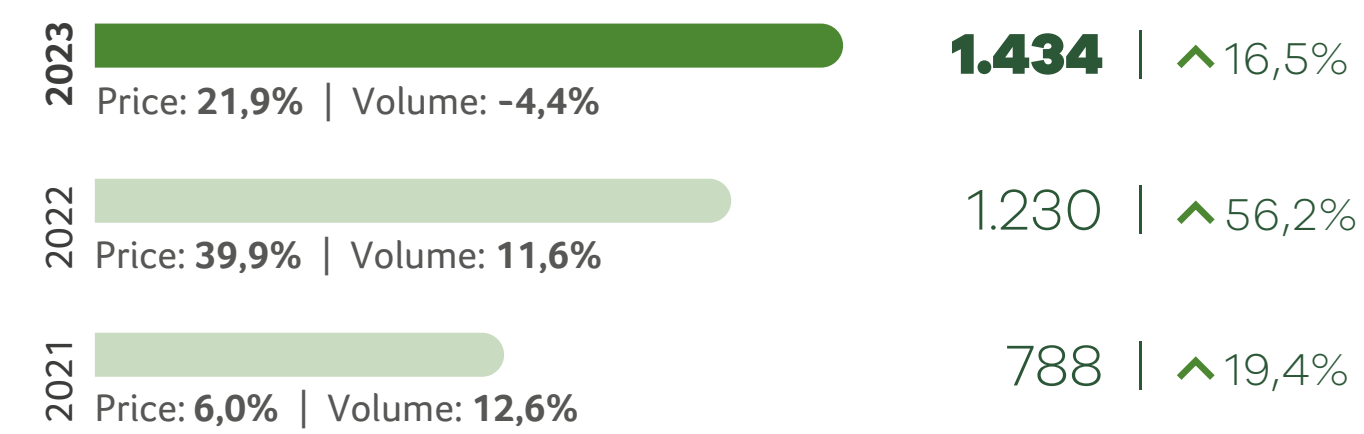
**TOTAL** ▲ CAGR **27,3%**

Represents **16,1%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **34,9%**

Represent: **47,0%** of the Business Unit's total sales.

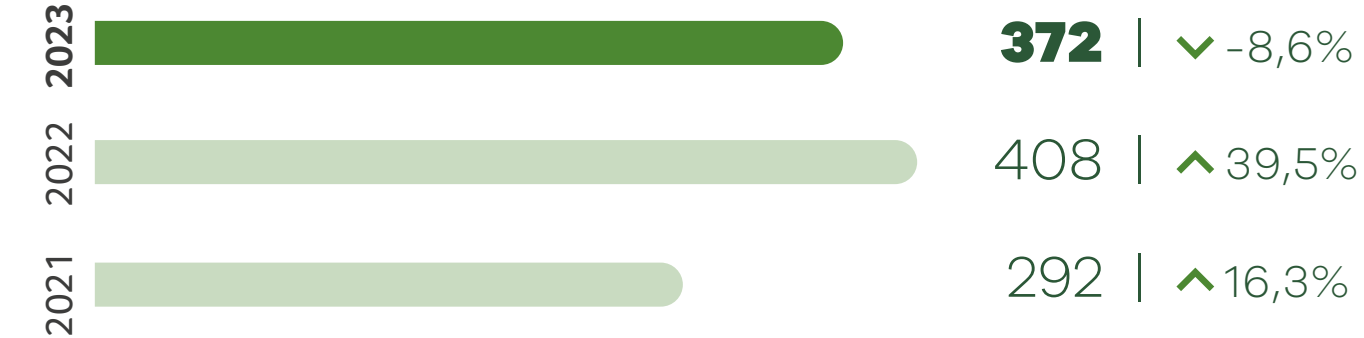


## INTERNATIONAL OPERATION

▲ CAGR **12,9%**

Represent: **53,0%** of the Business Unit's total sales.

USD million

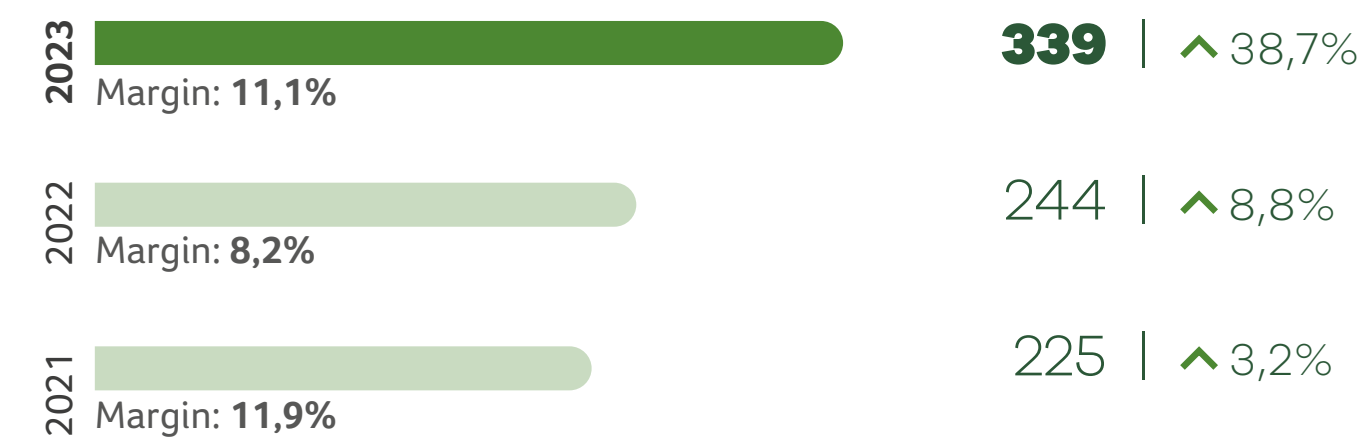


## EBITDA

COP thousand million

▲ CAGR **22,8%**

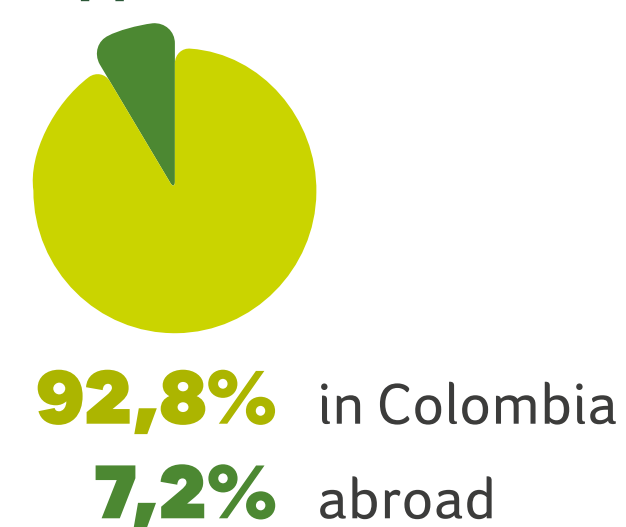
Represents **15,4%** of Grupo Nutresa's total EBITDA.



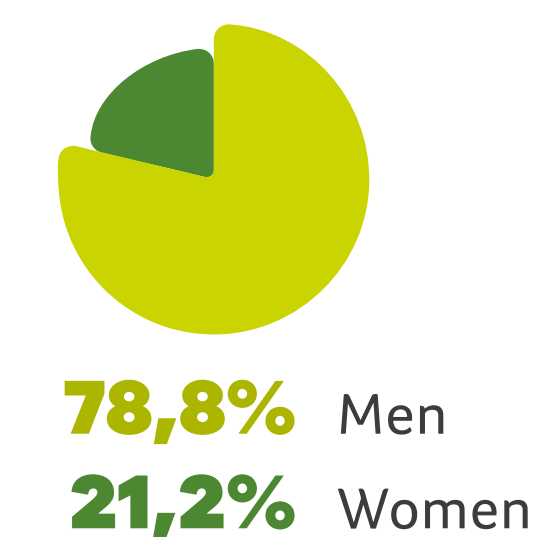
## EMPLOYEES

Total **2.178**

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

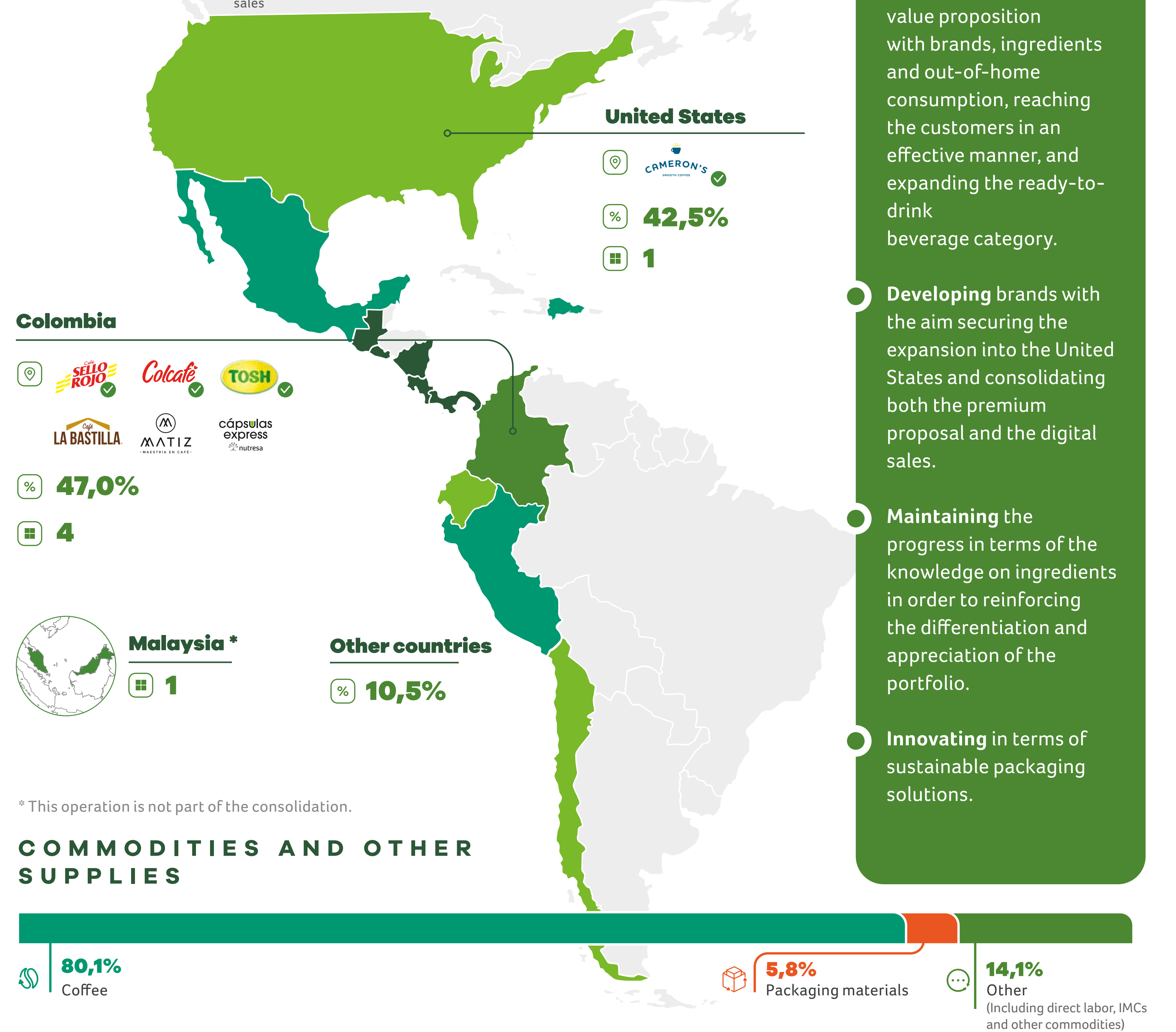


**Direct employees**



## DIRECT PRESENCE IN 15 COUNTRIES

Presence of our main brands | % of the Business Unit's sales | Production plants | Brands with sales over USD 50 million

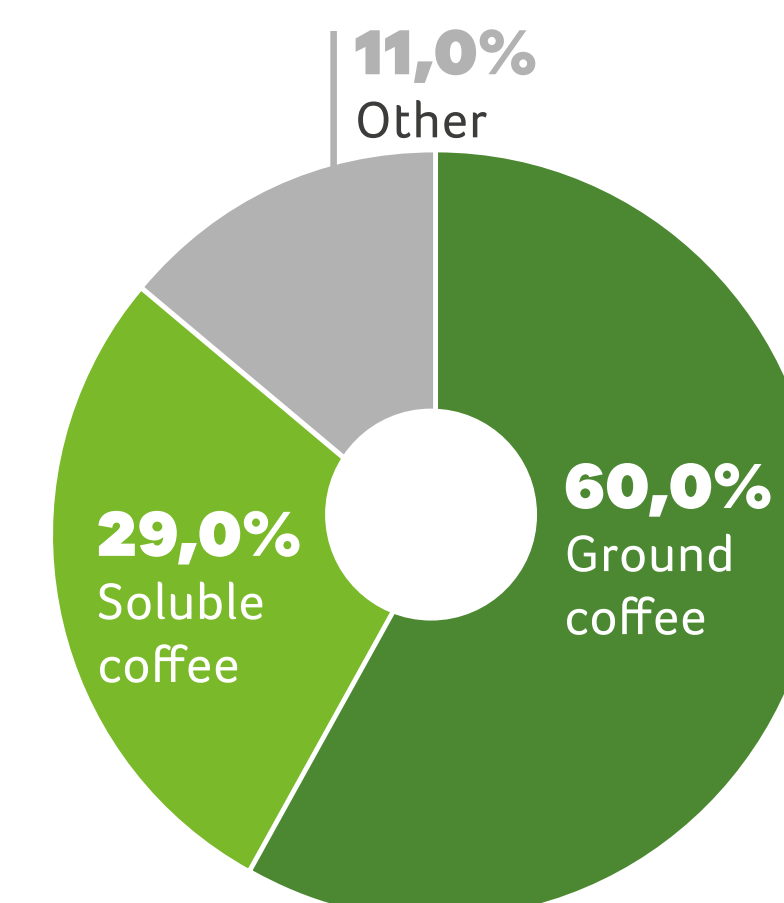


## COMMODITIES AND OTHER SUPPLIES

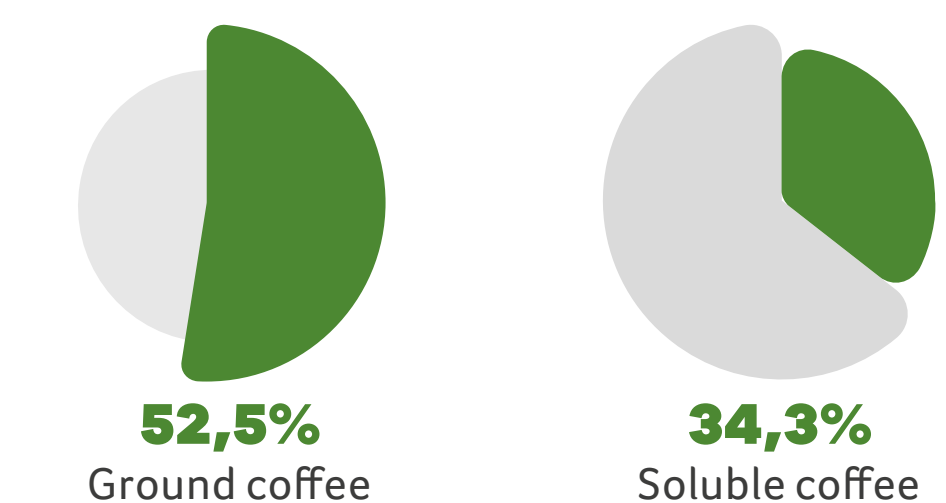


## MAIN CATEGORIES

% of total sales



## MARKET SHARE IN COLOMBIA



## BUSINESS OUTLOOK

- Enhancing the Business Unit's value proposition with brands, ingredients and out-of-home consumption, reaching the customers in an effective manner, and expanding the ready-to-drink beverage category.
- Developing brands with the aim securing the expansion into the United States and consolidating both the premium proposal and the digital sales.
- Maintaining the progress in terms of the knowledge on ingredients in order to reinforcing the differentiation and appreciation of the portfolio.
- Innovating in terms of sustainable packaging solutions.

# Cold Cuts Business

## nutresa

**Luis Ignacio Salazar Naranjo**  
57 YEARS OLD

**PRESIDENT**  
Vice President of Logistics  
Part of Grupo Nutresa since 1999.



### People

- 86% favorable rating in terms of occupational climate and 82% effectiveness regarding leadership. Additionally, 182 women filled job positions traditionally held by men, and the exposure and development scenarios were doubles by means of traineeship.
- The nutritional profile of 15% of the products in our portfolio was adjusted.
- The portfolio in the United States was expanded with long shelf-life meat, tuna and vegetable products.
- 260 tons of products were delivered to 12 food banks in Colombia, and seven capability-development projects were deployed, benefiting more than 480 people. In addition, 1.021 employees participated in 38 volunteering actions.

### Planet

- Leading livestock farming practices were implemented, and measures were taken to bridge the sustainability gap in 65 estates in Colombia.
- A positive contribution to the environment was made by

replacing refrigerants in our production platforms and implementing recirculation practices for 52% of the water used in the Aguachica production plant in Colombia.

- The carbon footprint was reduced in the distribution logistics operations thanks to the incorporation of electric trucks and the optimization of secondary distribution routes.

### Prosperity

- The digital transformation was strengthened with Pideky, and total number of store clients reached 12.400. Moreover, the social selling methodology was implemented for 2.815 clients and digital capabilities were developed in regional chains.
- Our market share leadership was maintained in the cold cuts category and the share was increased in the discounters segment.
- Commercialization capabilities were developed in relation to Grupo Nutresa's portfolio of refrigerated and frozen products, with the distribution of juice, ice cream and functional beverage products, among other.

## SALES

COP thousand million

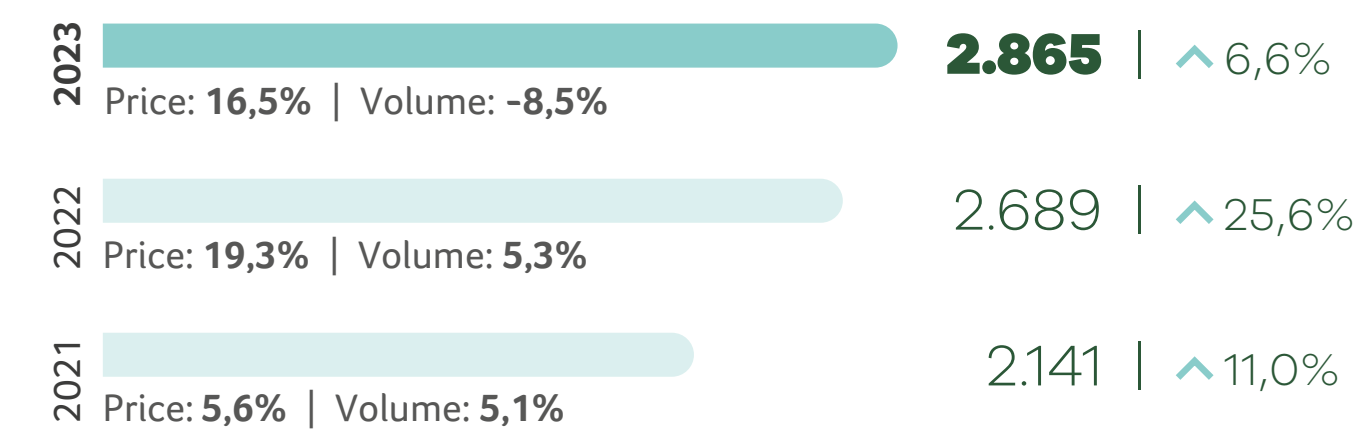
**TOTAL** ▲ CAGR **13,5%**

Represent **16,0%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **15,7%**

Represent **94,5%** of the Business Unit's total sales.



## INTERNATIONAL OPERATION

▼ CAGR **-17,9%**

Represent **5,5%** of the Business Unit's total sales.

USD million

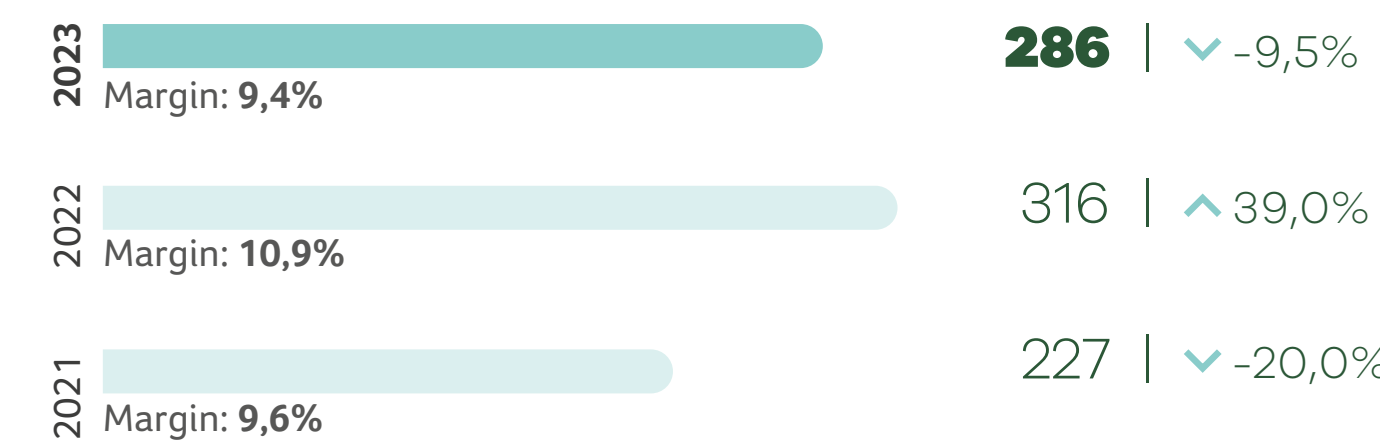


## EBITDA

COP thousand million

▲ CAGR **12,1%**

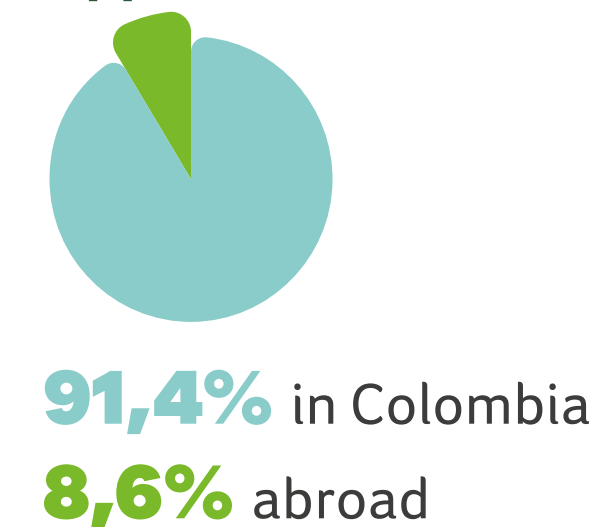
Represents **13,0%** of Grupo Nutresa's total EBITDA.



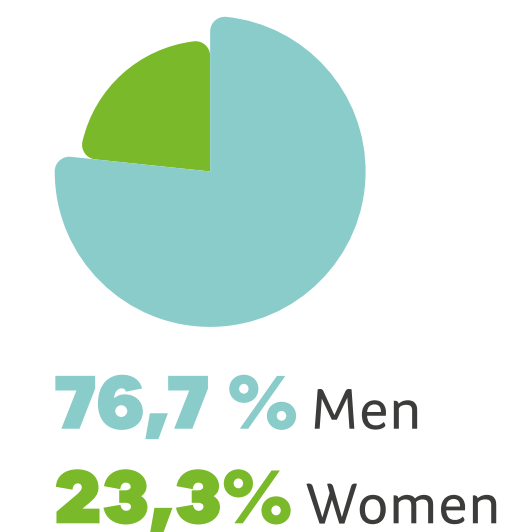
## EMPLOYEES

**Total 8.987**

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



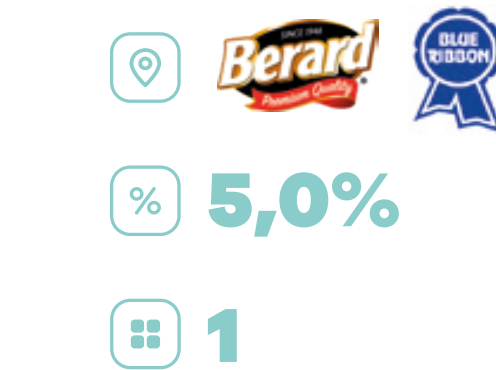
**Direct employees**



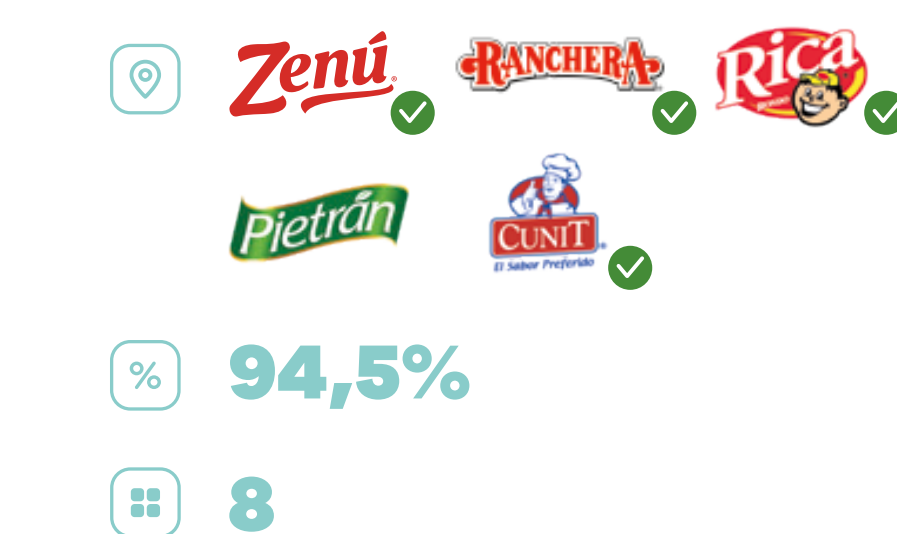
## DIRECT PRESENCE IN 7 COUNTRIES

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

### Central America



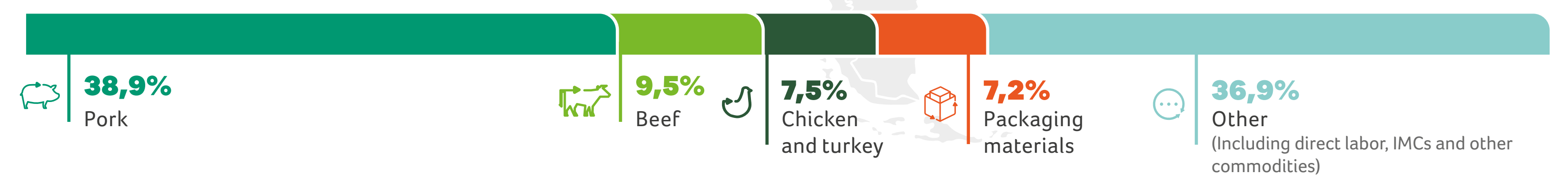
### Colombia



### Other countries

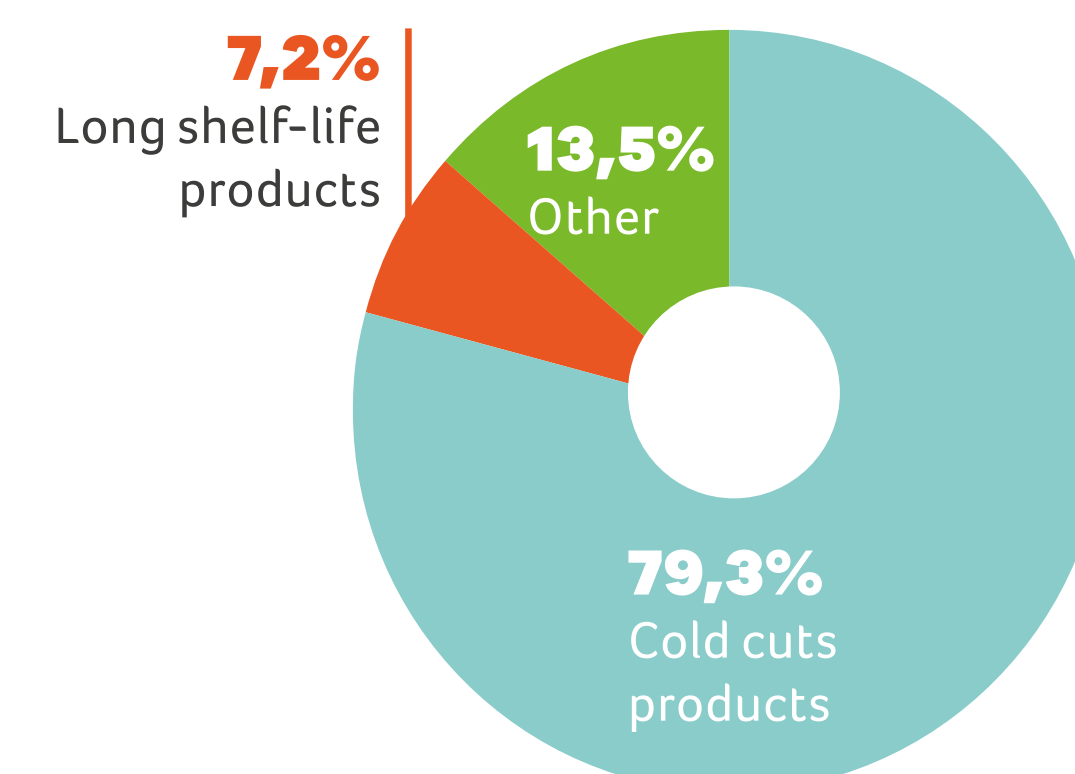
**0,5%**

## COMMODITIES AND OTHER SUPPLIES

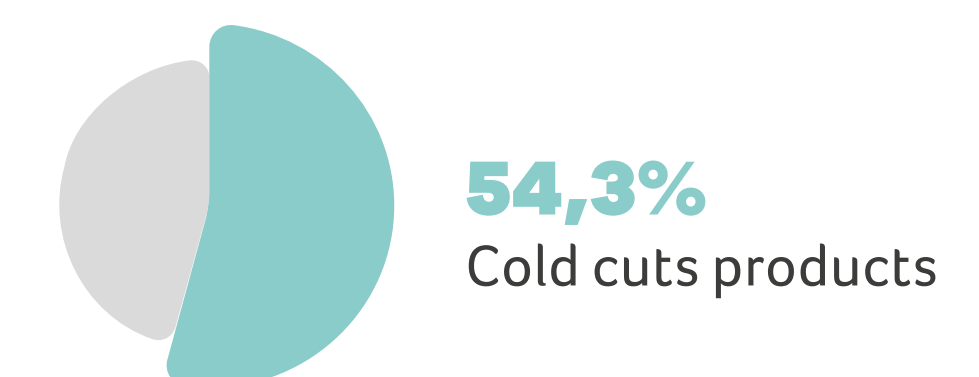


## MAIN CATEGORIES

% of total sales



## MARKET SHARE IN COLOMBIA



## BUSINESS OUTLOOK

- Strengthening the portfolio to meet the health, nutrition and pleasure expectations of consumers.
- Continue developing the international markets where the Business Unit currently operates and penetrating into new geographies.
- Contributing to the development of capabilities in communities through volunteering actions.
- Enhancing our technology core to provide agile, efficient and comprehensive solutions aligned with the needs of the market.

# Tresmontes Lucchetti nutresa

**Justo García Gamboa**  
62 YEARS OLD

**PRESIDENT**  
Vice President of the Chile and Mexico Strategic Region  
Part of Grupo Nutresa since 2013.



## People

- Our work on the “Crecemos Juntos” (Growing together) program was continued, focusing on the well-being of our most vulnerable employees and their families. This initiative earned Tresmontes Lucchetti an acknowledgment as an “Irresistible Company” from Chile’s Network of Human Resources.
- Progress was made in the prevention of childhood obesity in collaboration with the Institute of Nutrition and Food Technology, which is coordinated by Universidad de Chile and Universidad Jesuita de Guadalajara (Iteso) in Mexico.
- Tresmontes Lucchetti organized and held the first workshop about wellness for women from the agricultural world in Chile.
- 45 proposals were launched with the purpose of contributing to the health and nutrition portfolio, including the Livean protein bars and the Livean instant fiber-rich beverage.

## Planet

- Greenhouse gas emissions were reduced by 37,3% by optimizing the biomass boilers in Chile, and implementing the photovoltaic project in Mexico, which will supply 54% of the energy required.
- Tresmontes Lucchetti was granted the Circular Territory Award for its

- industrial symbiosis work in the Casablanca area centered on the revaluation of organic waste from tea and coffee.
- Renewal of the agreement established with Chile’s Institute for Agricultural and Livestock Innovation. This enables us to move towards a regenerative agriculture model for durum wheat.
- 109 recyclers were certified in Chile by means of the scholarship program within the framework of the implementation of the Recycling Promotion and Extended Producer Responsibility Act.

## Prosperity

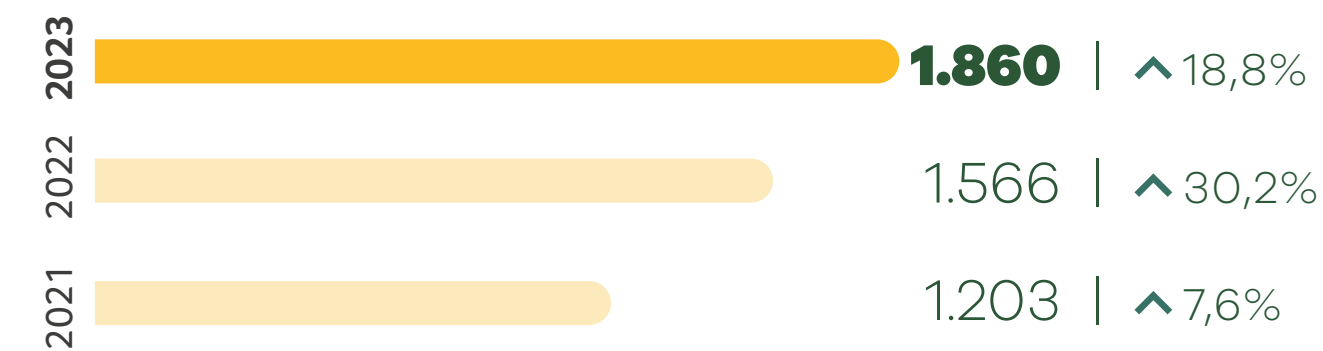
- Revenues increased by 18,8% in Chile, with a compound annual growth rate (CAGR) of 24,2%, maintaining the volume levels and managing the price variations caused by the dollar exchange rate and inflationary pressure.
- 10% revenue progress achieved in Mexico, with operation profitability enhancement and decreased invested working capital.
- The market share of the powdered drink mix category was increased in the United States and Peru based on a proactive management of the go-to-market strategy.
- The work on developing the Central America, the Caribbean Region and Brazil geographies was steadily maintained in relation to the B2B business involving tea and coffee.

## SALES

COP thousand million

**TOTAL** ▲ CAGR **24,2%**

Represent **9,8%** of Grupo Nutresa’s total sales.

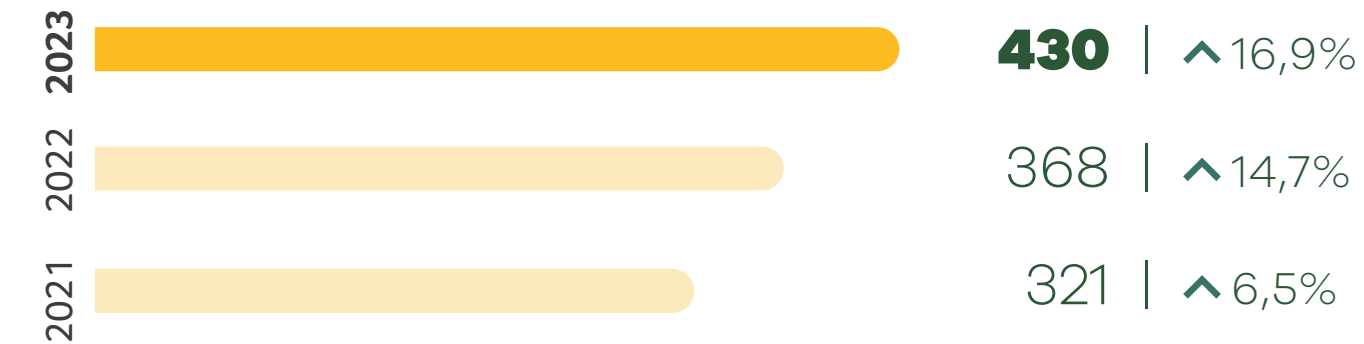


## INTERNATIONAL OPERATION

▲ CAGR **15,8%**

Represent **100,0%** of the Business Unit’s total sales.

USD million

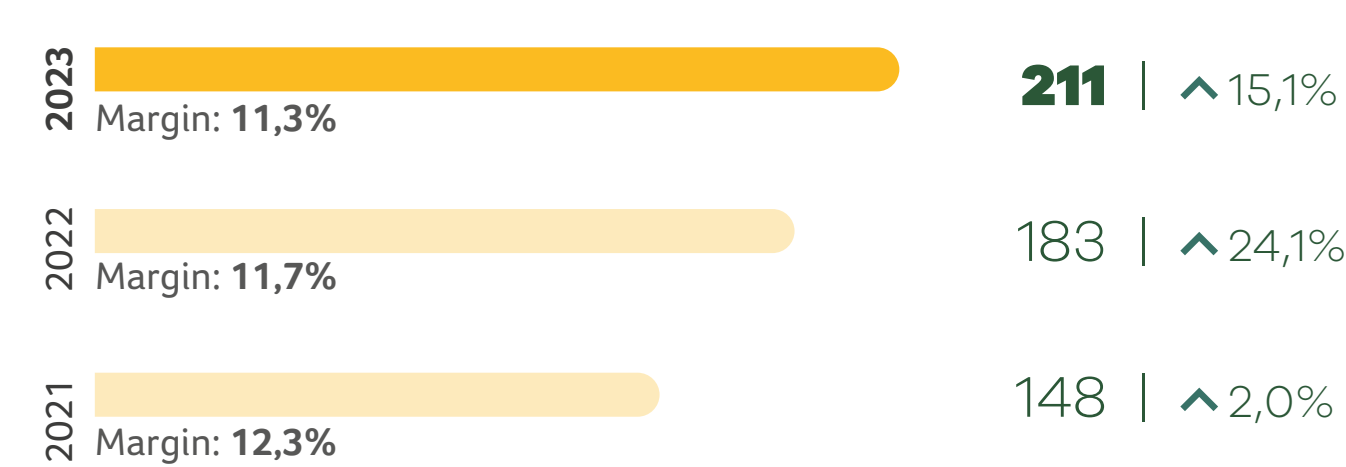


## EBITDA

COP thousand million

▲ CAGR **19,5%**

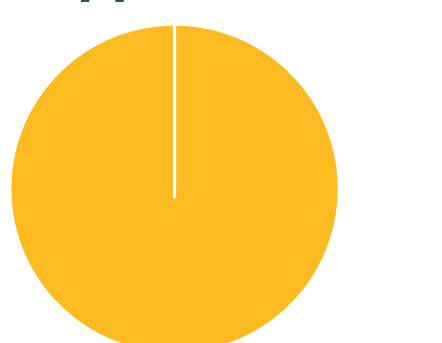
Represents **9,6%** of Grupo Nutresa’s total EBITDA.



## EMPLOYEES

Total **4.737**

Direct employees, third-party employees and apprentices



Direct employees



## DIRECT PRESENCE IN 12 COUNTRIES

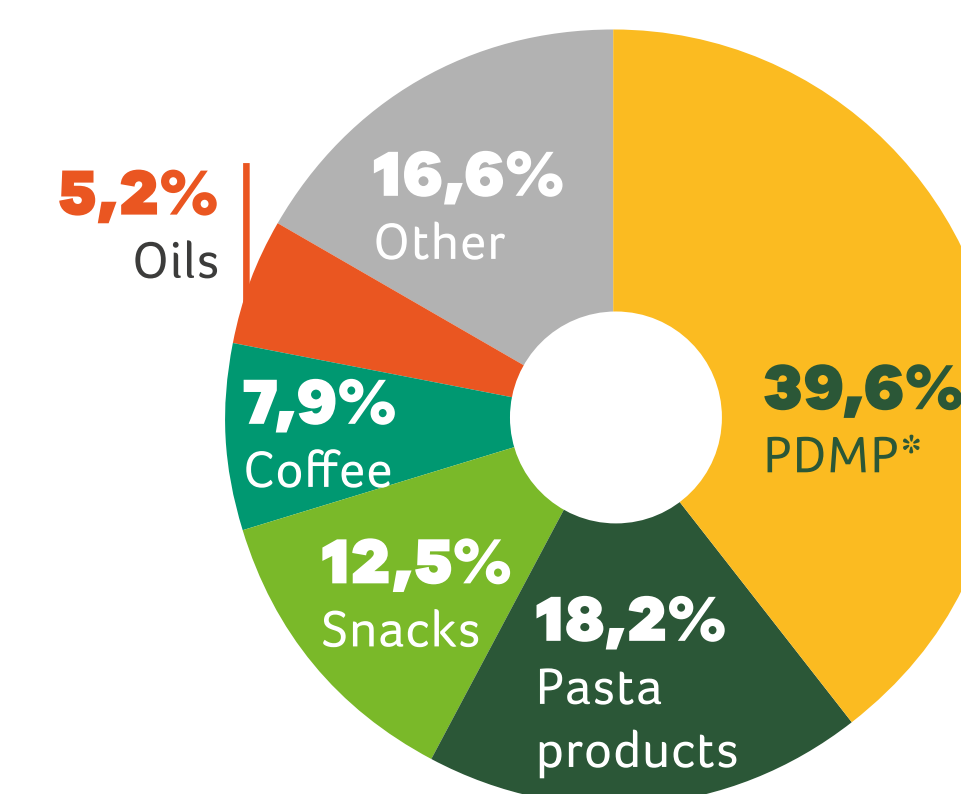


## COMMODITIES AND OTHER SUPPLIES

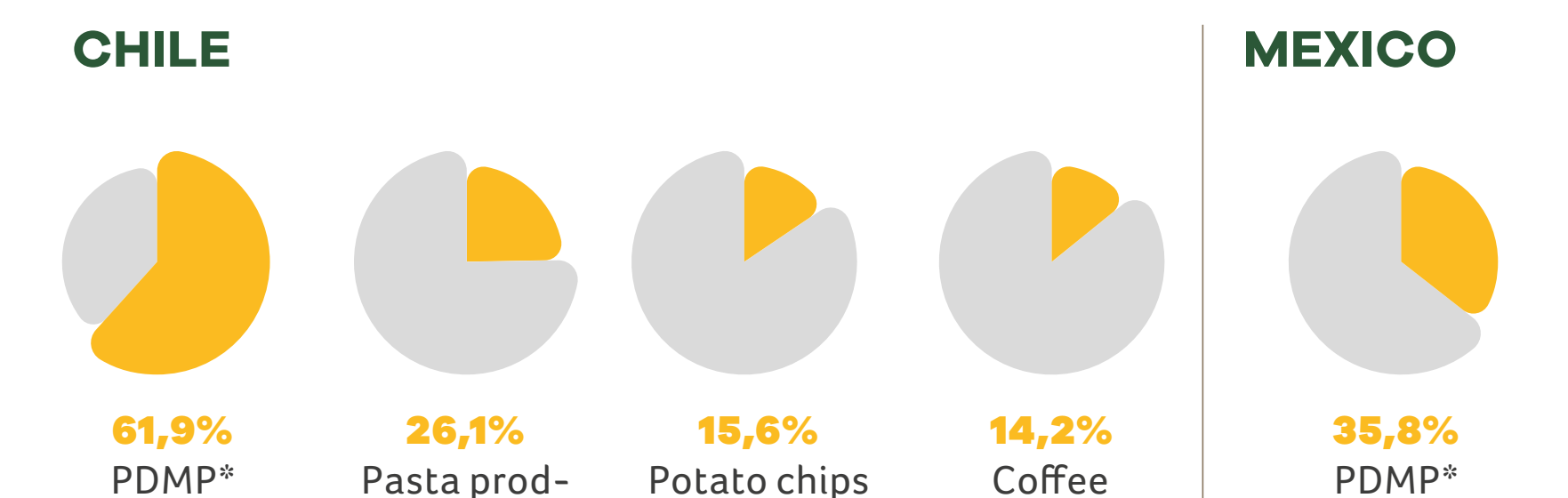


## MAIN CATEGORIES

% of total sales



## MARKET SHARE



\*PDMP: Powdered drink mix products.

## BUSINESS OUTLOOK

- Maintaining a solid revenue growth in Chile, making progress in terms of relevant innovations for the leading brands, in addition to the overarching increases in the volume levels of the current portfolio.
- Furthering the snacks portfolio with the Krizpo brand through disruptive innovations and internationalization.
- Accelerating the growth of the traditional channel and the C-Stores in Chile.

# Retail Food Business

nutresa



**Felipe Baquero Saldarriaga**  
50 YEARS OLD  
PRESIDENT  
Part of Grupo Nutresa since 2014.

## People

- The Colombian Chamber of Diversity (Chamber of LGBTIQ+ Business People) acknowledged the Retail Food Business, and our work on strengthening the diversity, equity and inclusion model was maintained across all geographies with partners such as Best Buddies, ReCa, Fundación Acción Interna and Alianza Soluciones.
- The Retail Food Business promotes inclusion and gender equality with a 46% of young employees in the age range of 18 to 28 years old, 52% of whom are women.
- Our leaders are trained with more than 24.300 hours of training with the purpose of supporting the development of their capabilities and their professional advancement.

## Planet

- For the first time, the Retail Food Business was granted the LEED Gold certification of the

Colombian restaurant sector in recognition of its use of recycled materials and renewable energy, as well as its water conservation and waste reduction efforts.

- The "ECO, Devolvámosle al Planeta" (ECO, let's give back to the planet) Program was developed to close the cycle of food delivery packaging waste.
- The use of 2,6 tons of plastic was avoided by using edible wheat-based spoons at our restaurants in Colombia.

## Prosperity

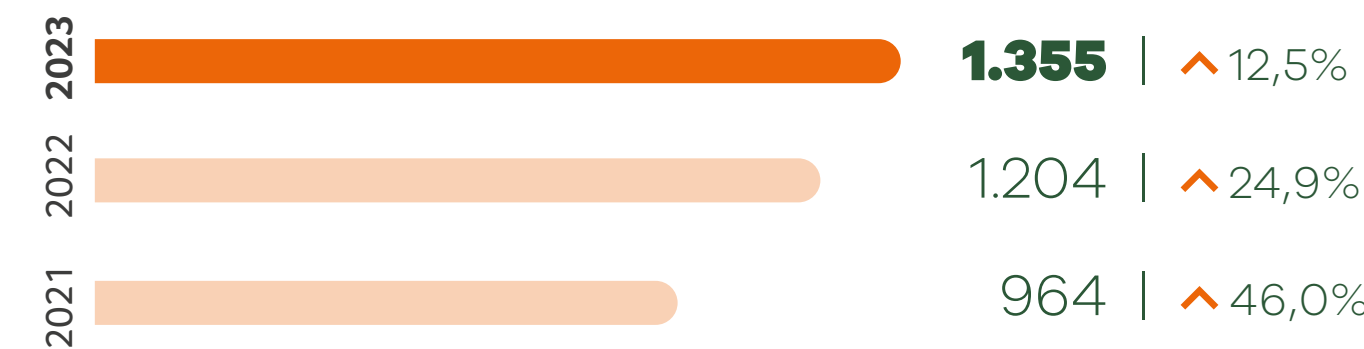
- Our leadership in the category was maintained by selling more than 15 million hamburgers in Colombia.
- The Business Unit managed its profitability in all geographies, minimized the impact of the increasing cost of supplies and maintained a balanced growth in average tickets and transactions.
- 16,7% of the total revenue corresponded to innovation-driven sales.

## SALES

COP thousand million

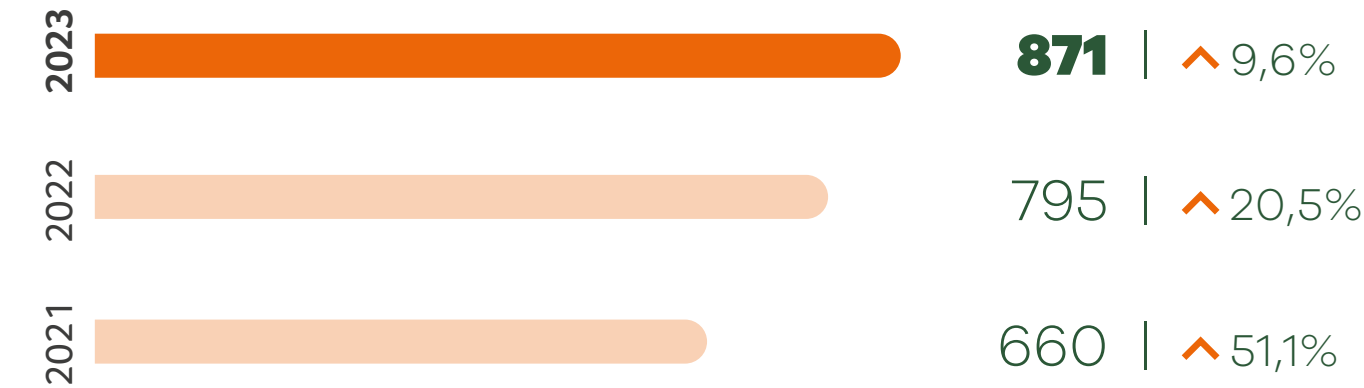
**TOTAL** ▲ CAGR **18,6%**

Represent **7,2%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **14,9%**

Represent **64,3%** of the Business Unit's total sales.

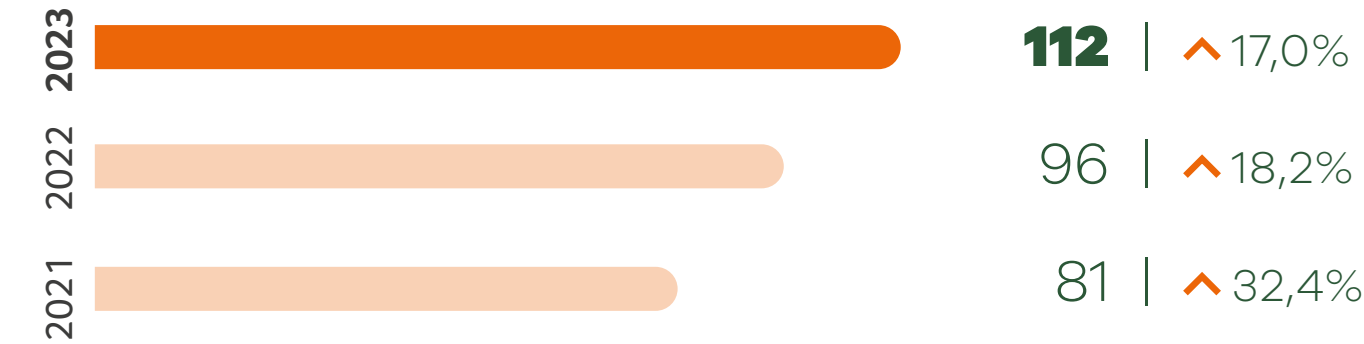


## INTERNATIONAL OPERATION

▲ CAGR **17,6%**

Represent **35,7%** of the Business Unit's total sales.

USD million

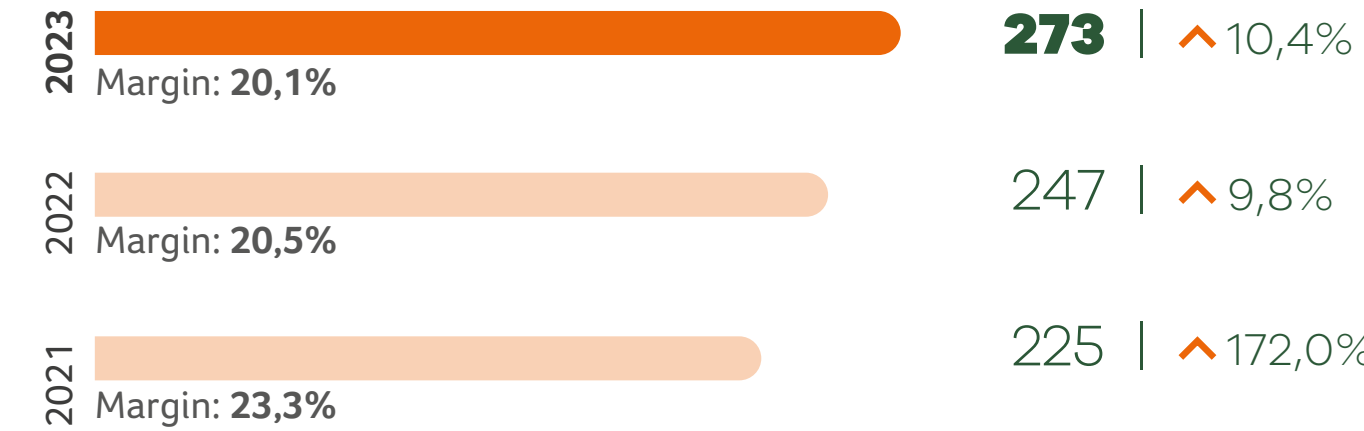


## EBITDA

COP thousand million

▲ CAGR **10,1%**

Represents **12,4%** of Grupo Nutresa's total EBITDA.



## EMPLOYEES

Total **7.369**

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



**77,4%** in Colombia  
**22,6%** abroad

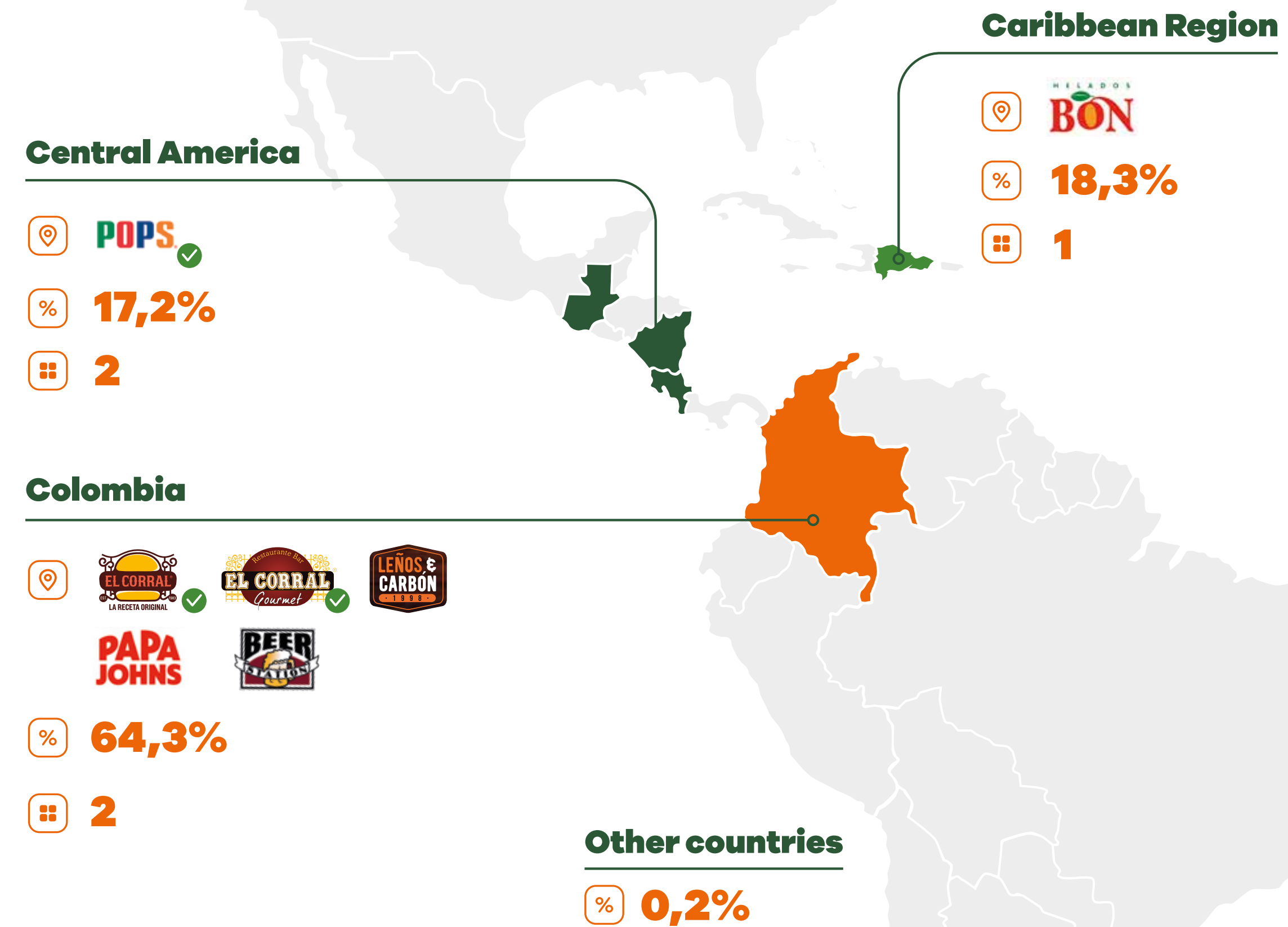
**Direct employees**



**45,1%** Men  
**54,9%** Women

## DIRECT PRESENCE IN 5 COUNTRIES

Presence of our main brands | % of the Business Unit's sales | Production plants | Brands with sales over USD 50 million



## COMMODITIES AND OTHER SUPPLIES



## MARKET SHARE

IN COLOMBIA

**#1**  
Hamburger restaurants

**#2**  
Steakhouses

COSTA RICA AND THE DOMINICAN REPUBLIC

**#1**  
Ice cream shops

## BUSINESS OUTLOOK

- Consolidating our brands' leadership in all the markets.
- Accelerating the growth of the business across all geographies by enhancing the exports model and the development of new markets.
- Maintaining the disciplined execution of the business plan to improve the profitability with the desired growth levels.
- Continue strengthening the inclusion, diversity and equity, and evolving into an innovation-centered culture with the aim of fulfilling differentiated strategies and experiences.

# Ice Cream Business nutresa

**Mario Alberto Niño Torres**  
57 YEARS OLD

**PRESIDENT**  
Vice President of Innovation and Nutrition  
Part of Grupo Nutresa since 2006.



## People

- The organizational climate and commitment goal and results were fulfilled with an 83% rating.
- Progress was made in strengthening our care for life culture and in accident prevention through the consolidation of a mobilizing network with seven working groups.
- Six open innovation projects were deployed with five entities to manage some of the Organization's production and business challenges.

## Planet

- The first photovoltaic energy project was completed with an installed capacity of 196 kWh, which covers approximately 20% of the energy needs of the agro-industrial operation in Armenia, Colombia.
- 110 tons of damp plastic were recovered in order to transform them into supplies of value in partnership with external local waste managing agents.
- The 92,48% mark was

reached with regard to recyclable, reusable or compostable packaging solutions.

- Progress was made in terms of the responsible sourcing of milk, fresh fruits, sugar and oilseeds, thus enhancing the sustainability capabilities of community organizations.

## Prosperity

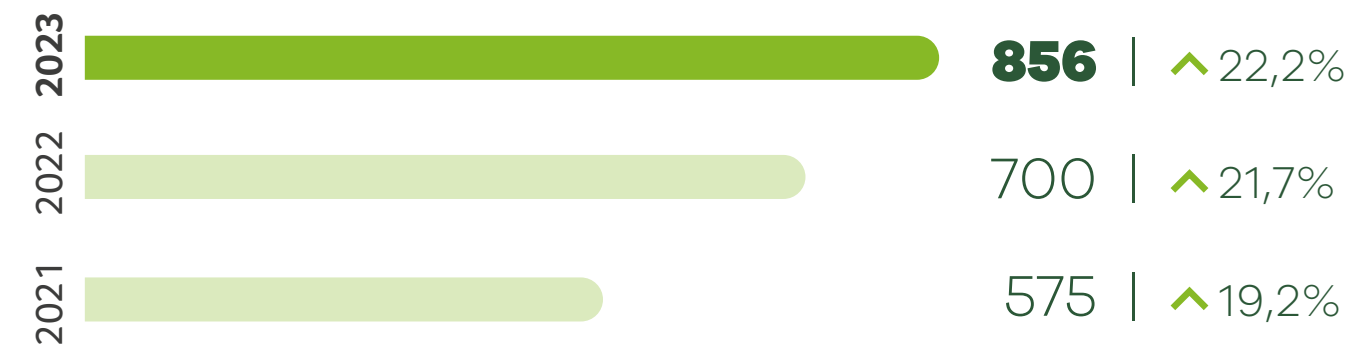
- Innovation-driven sales represent 23,4% of the Business Unit's total sales.
- Digital sales grew 36% in relation to 2022.
- The Ice Cream Business secured the FSSC 22000 certification for our Bogotá production plant in Colombia, thus complying with international food safety standards. Additionally, we were granted the ISO 55001 certification for the management of our business assets.
- Crem Helado's position within the top 10 most innovative and reliable brands in Colombia was maintained according to the Kantar firm.

## SALES

COP thousand million

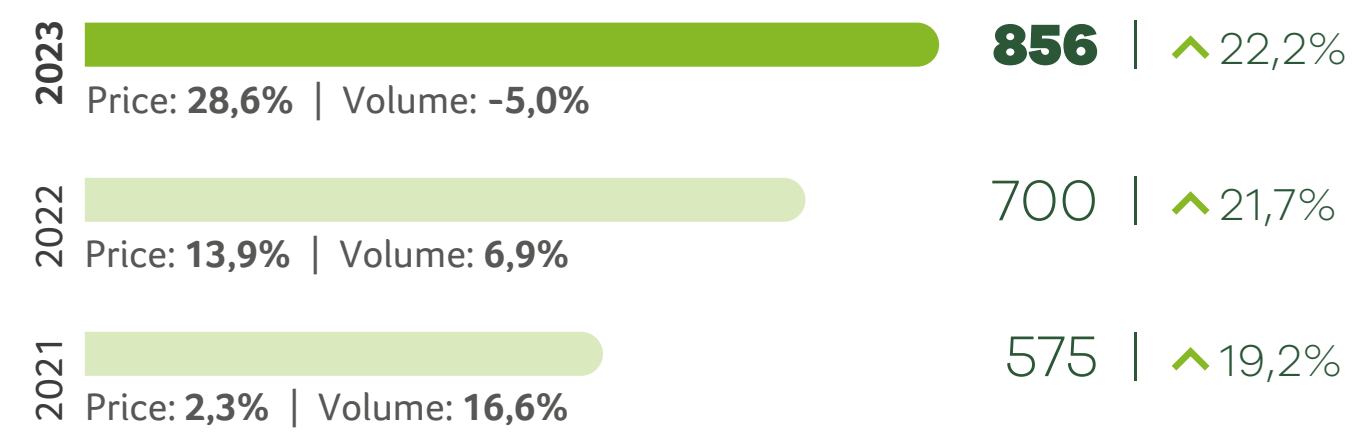
**TOTAL** ▲ CAGR 22,0%

Represent **4,5%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR 22,0%

Represent **100%** of the Business Unit's total sales.



## EBITDA

COP thousand million

▲ CAGR 35,4%

Represents **7,5%** of Grupo Nutresa's total EBITDA.



## EMPLOYEES

Total **2.290**

Direct employees, third-party employees and apprentices



**100%** in Colombia

Direct employees



**68,7%** Men  
**31,3%** Women

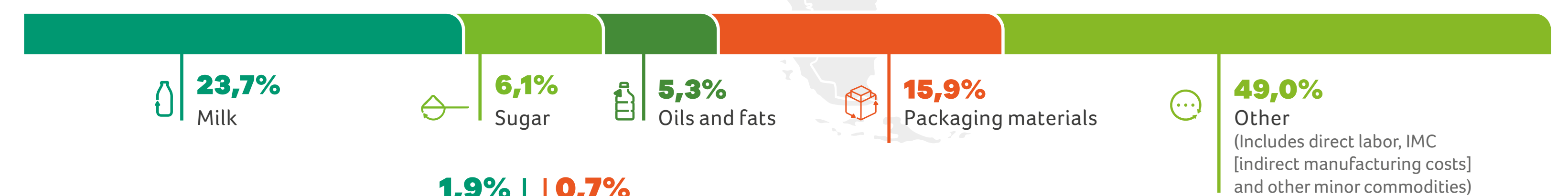
## DIRECT PRESENCE IN 1 COUNTRY

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

### Colombia

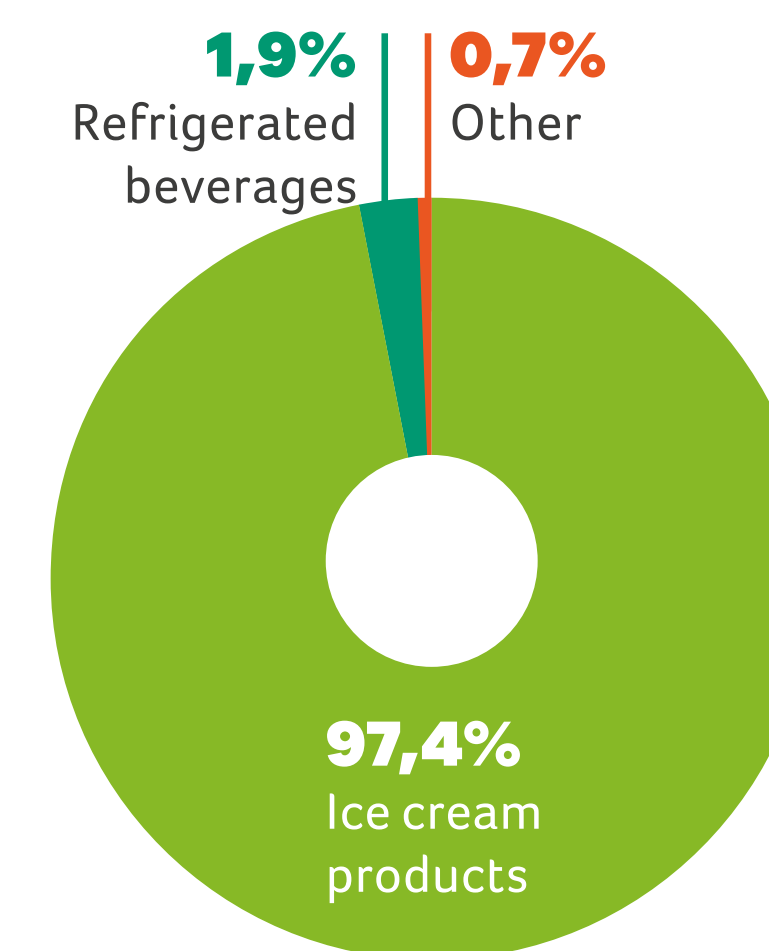


## COMMODITIES AND OTHER SUPPLIES



## MAIN CATEGORIES

% of total sales



## BUSINESS OUTLOOK

- Continue improving a diverse, inclusion-driven and fair Organization guided by the Human Rights and supported on an adaptive and flexible culture.
- Continue developing eco-efficient technologies and circular economy initiatives to reduce the use of natural resources and managing, in collaboration with our suppliers, the strengthening of their sustainability capabilities.
- 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 provide additional layers to the Business.

# Pastas Business nutresa

**Fabián Andrés Restrepo Zambrano**  
49 YEARS OLD

**PRESIDENT**  
Vice President of Sales and Digital Transformation  
Part of Grupo Nutresa since 1996.



## People

- The "Liderazgo con Propósito" (Leadership with a purpose) program was deployed to form teams focused on achievements and to support the development of capabilities of 110 leaders. The "Red Movilizadora" (Mobilizing Network) was reinforced to empower the Organization's leaders in everything related to the care for people's lives.
- 100% of the Doria brand's product innovations were focused on health and nutrition.
- Progress was made in terms of responsible sourcing with capability development actions carried out with quinoa farmer families and the promotion of agriculture in the Colombian department of Nariño.

## Planet

- A participatory and sustainable management model was formulated from nature-based solutions for the conservation and preservation of the Gualí wetland in Colombia, which includes the creation of a citizen science guide with the participation of

the academe, society and the government.

- 1,583 solar panels were installed at the Mosquera production plant in Colombia. The panels generate up to 6% of the electric power used by the facilities.
- 34,5-ton reduction in the consumption of packaging materials thanks to optimization measures and to the strengthening of our circular solution capabilities.

## Prosperity

- Productivity increased by 2,23% regarding the kg/mh (kilogram / man-hours) indicator by ensuring efficiency in the processes and optimizing the utilization of industrial equipment.
- A COP 1,7-billion contribution was achieved to the Business Unit's gross margin thanks to a higher efficiency in the milling extraction processes.
- Progress was made in the process of penetrating new markets in the United States and Costa Rica.
- The ancient grains category was reinforced by launching six products with the aim of capitalizing opportunities and emerging food consumption trends. Additionally, the Monticello brand was boosted with the diversification of its portfolio.

## SALES

COP thousand million

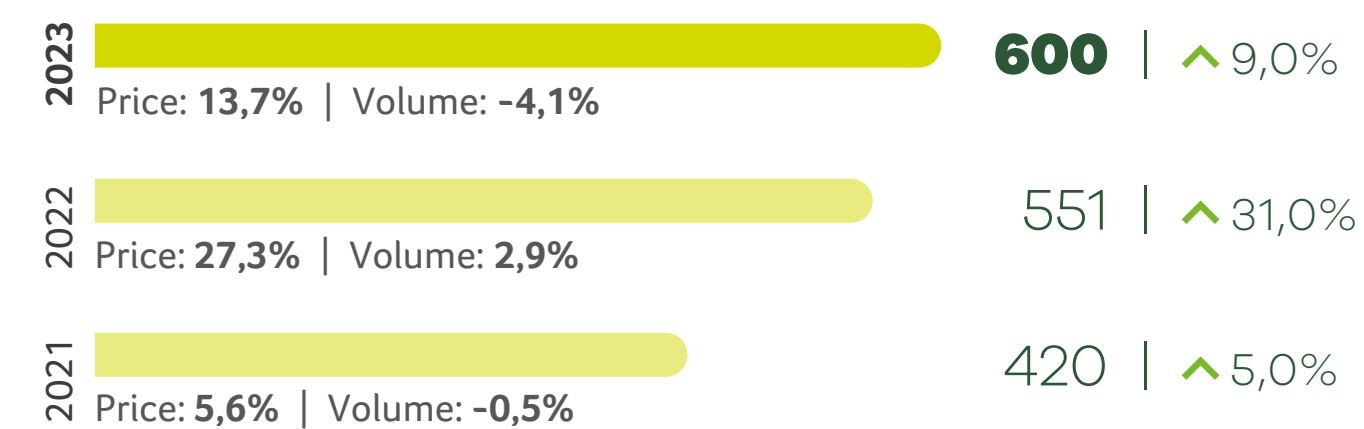
**TOTAL** ▲ CAGR **20,4%**

Represent **3,3%** of Grupo Nutresa's total sales.



**IN COLOMBIA** ▲ CAGR **19,5%**

Represent **97,0%** of the Business Unit's total sales.



## INTERNATIONAL OPERATION

▲ CAGR **62,1%**

Represent **3,0%** of the Business Unit's total sales.

USD million



## EBITDA

COP thousand million

▼ CAGR **-3,7%**

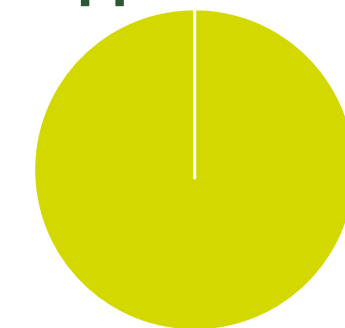
Represents **2,5%** of Grupo Nutresa's total EBITDA.



## EMPLOYEES

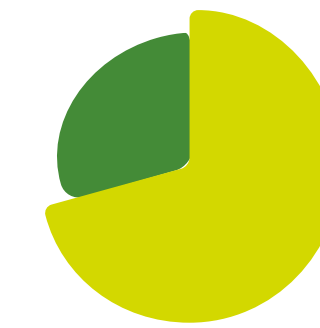
Total **728**

Direct employees, third-party employees and apprentices



**100%** in Colombia

Direct employees



**70,1%** Men  
**29,9%** Women

## DIRECT PRESENCE IN 2 COUNTRIES

Presence of our main brands | % of the Business Unit's sales | Production plants | Brands with sales over USD.50 million

**United States**

**2,4%**

**Colombia**



**97,0%**

**2**

**Other countries**

**0,6%**

## COMMODITIES AND OTHER SUPPLIES

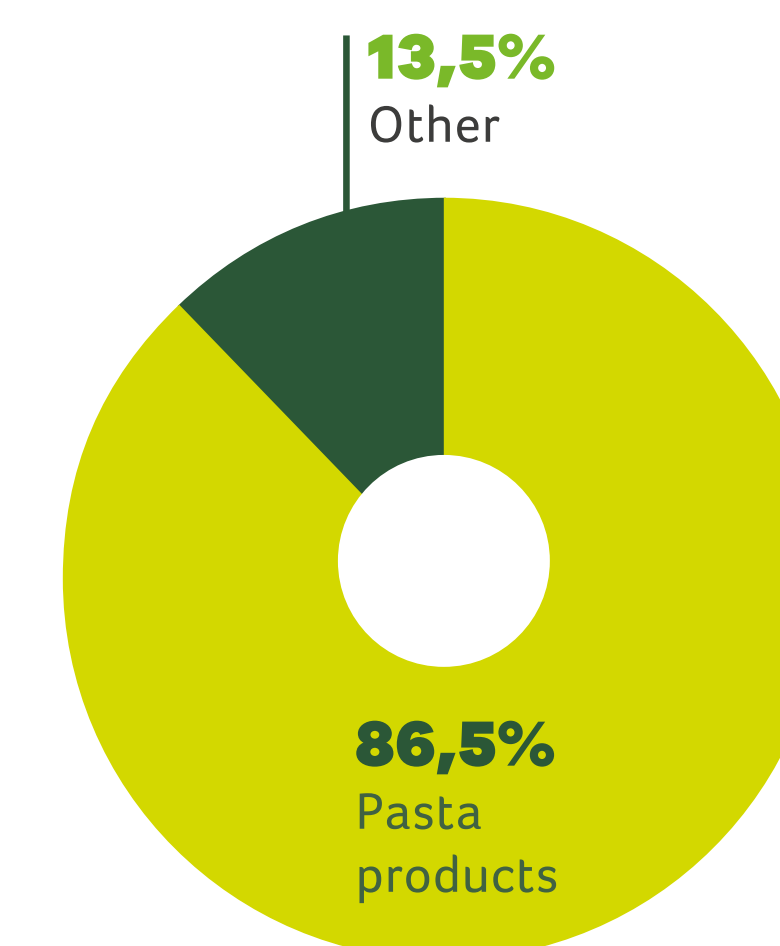
**78,4%** Wheat

**10,7%** Packaging materials

**10,9%** Other (Includes direct labor, IMC [indirect manufacturing costs] and other minor commodities)

## MAIN CATEGORIES

% of total sales



## MARKET SHARE IN COLOMBIA



**45,5%** Pasta products

## BUSINESS OUTLOOK

- Making progress in the revaluation of wheat by-products.
- Maintaining the gluten-free focus as a source of growth and a key component of eating habit trends.
- Transforming the Badia brand's plan to achieve an increased penetration and growth in the market.
- Developing the food and nutritional security project by drawing on circular economy capabilities and aligning it with the Doria brand's "Nutrir la Vida" (Nourishing life) strategy.
- Optimizing the portfolio in order to improve both the profitability and the working capital.
- Consolidating the nature-based solutions to conserve the Gualí wetland in Colombia.



# Servicios nutresa

**Juan Mauricio Montoya Correa**  
55 YEARS OLD  
PRESIDENT  
Part of Grupo Nutresa since 1991.



## People

- 91% rating in the climate and commitment evaluation, positioning Servicios Nutresa at a level of excellence.
- Equipares Gold Seal recertification granted by the Colombian Ministry of Labor for our leading practices in the context of gender equality.
- Consolidation of our portfolio of hybrid working methods, which enable an adequate balance in terms of productivity and quality of life.
- Launch of the "Inncubo" intrapreneurship program for the development of new, innovative and sustainable business models.

Units' teams that are part of the task force on commodities.

- The criteria for the traceability of supplies in Grupo Nutresa were defined in alignment with the new demands of our stakeholders.
- Seven energy efficiency and renewable energy projects were implemented in Colombia dealing with solar energy, green electrical power and LED lighting.

## Prosperity

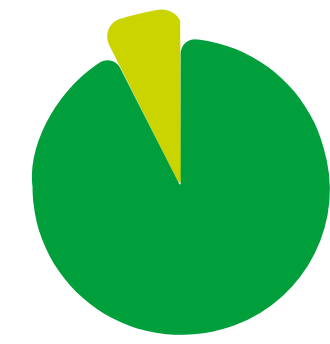
- Servicios Nutresa was awarded the top organizational resilience acknowledgment in the evaluation conducted by the ICOR (International Consortium for Organizational Resilience).
- The accounts payable turnover was improved thanks to our confirming programs, which optimized the payment of interests by COP 28.149 million.

## Planet

- 240 responsible and productive sourcing initiatives were developed with the Business

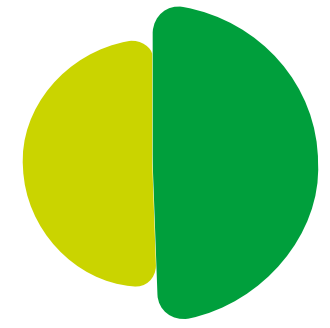
**EMPLOYEES**  
Total 1.168

Direct employees, third-party employees and apprentices



92,5% in Colombia  
7,5% abroad

Direct employees



50,3% Men  
49,7% Women



Savings amounting to **COP 173,8 billion** through 558 initiatives related to our strategic sourcing and digital procurement practices.

## OUTLOOK

- Accelerating the talent transformation strategy to ensure it boosts productivity through training programs dealing with artificial intelligence, process automation and analytics.
- Implementing the responsible sourcing, circular economy and energy transition initiatives to further Grupo Nutresa's decarbonization plan.
- Executing the projects established on the Organization's technology core update roadmap.
- Broadening the scope of the service portfolio across all geographies.



Employee from Comercial Nutresa in Colombia. <<<

# Commercial Networks

## People

- The food loss and waste reduction strategies were boosted by repurposing 343,8 tons of products for the benefit of the vulnerable population served by the food banks in Colombia.
- 576 women were hired for job posts traditionally occupied by men, and 830 people were hired through the "Talento Joven" (Young talent) Program.
- Income opportunities were generated for more than 264.697 Novaventa entrepreneurs (Novaempresarios) in Colombia.
- The training portfolio was consolidated for 85.724 clients (including shopkeepers, self-service managers, cafeterias, Novaventa entrepreneurs and restaurant employees), and the total number of El Corral training centers increased to 42.

- Progress was made in the circularity strategy with the reduction of 257 tons of corrugated cardboard packaging materials and plastic bags at the distribution centers. Additionally, the "Nutresa Retoma" (Retake) Program was reinforced by recovering 73,7 tons of packaging materials and repurposing them to manufacture park and school furniture.

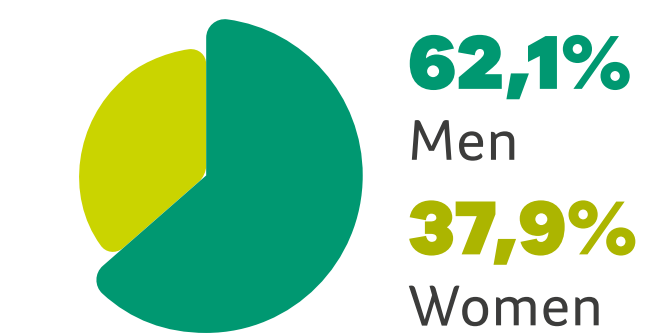
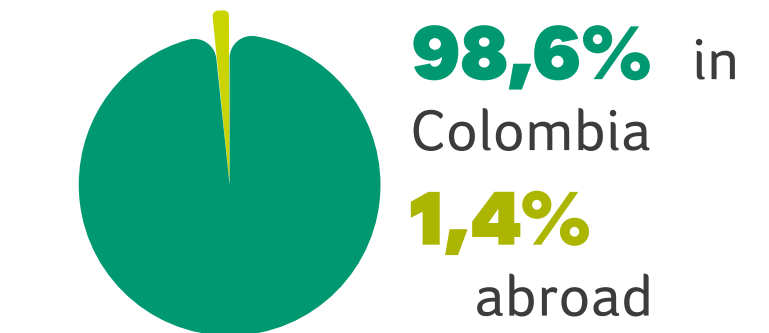
## Prosperity

- The digital sales indicator reached 5,2% through digital clients and proprietary platforms such as Pideky, which has a total client count of more than 17.000 in 58 Colombian cities, streaming in more than COP 25 billion. In addition, 20% of the restaurant purchases were made through digital platforms, and the value offer for Novaventa entrepreneurs was enhanced with the Virtual Store, whose user traffic increased 312%, totaling more than 117.000 orders.
- Progress was made in the development and segmentation of the portfolio based on the shopping mission of clients and shoppers.
- The use of assets at the restaurants was maximized by expanding the coverage, use and portfolio based on the consumer moments.

## Planet

- Fuel consumption was reduced by 140.934 gallons, and the carbon footprint in the logistics operations was mitigated by adding 88 electric and gas-powered vehicles and optimizing 824.452 kilometers (512.291 miles) in the secondary distribution routes.

**EMPLOYEES**  
Total 9.270



In Colombia: 9.137

Commercial nutresa	4.661
NOVAVENTA	2.585
Cold Cuts network	648
ATLANTIC	531
Ice Cream network	367
La Receta	345

Abroad: 133

Alternative business partners	104
Grupo Nutresa in South Africa	29

● In Colombia ● Abroad

## CLIENT SATISFACTION



## CLIENT LOYALTY



## OUTLOOK

- Continue working on the implementation of growth and efficiency initiatives in the commercial networks.
- Enhancing the value proposition with an increased penetration and the strengthening of the digital model for the restaurant clients.
- Consolidating the Pideky platform in the mass consumption channels to broaden the coverage and include new manufacturers.
- Reinforcing the capabilities of the teams regarding client development and the understanding the restaurant customers in order to ensure a better experience.
- Bolstering the alternative channels by means of portfolio growth, processes and digitalization.