



Our culture
inspires us

Somos un
solo equipo

¡Qué rico
versos!

Somos
dinámicos

Somos
relacionales





Ignacio Gozalvez
Human Talent Leader



Olga Maria Olave
Organizational Culture Leader



Luis Felipe Hoyos
General Manager

Our Higher
Purpose



A
FUTURE
TOGETHER

**To build a
better world
where development
is for all**

Our Goal to 2030

Expanding our business

Developing new capabilities

Generating growth and development to our customers

Leveraging in our competitive advantage

Evolving towards a dynamic, relational and actionable culture



Our strategy

In which industry do we participate?

**WELLNESS, NUTRITION AND
INDULGENCE THROUGH FOOD**

Grupo Nutresa



Coffee



Ice Cream



Other



Tresmontes
Lucchetti



Pastas



Services



Biscuits



Chocolates



Distribution



Retail Food



Cold Cuts



Production



**A
FUTURE
TOGETHER**

Comercial Nutresa



1973 direct employees and
over 5000 indirect partners

Our Business Model



OUR BRANDS

Chocolates, cookies, pasta, coffee and canned products

20 brands with sales over USD 50 million



OUR PEOPLE

Organizational climate at a level of excellence:

90,0%



OUR DISTRIBUTION NETWORKS

26 distribution centers

1.540.189 points of sale

SUSTAINABILITY





What is culture for us at Comercial Nutresa?

**It means who we are and how we behave
based on our beliefs and aspirations.**

Our Path

How we evolve the culture



**We stated the
culture we wanted
to have**



Cultural Statement

OUR LEADERS
are inspiring and mobilize culture



Grupo
nutresa

2030 OBJECTIVE

DOUBLING OUR
REVENUES

With Returns higher than the cost of capital

FROM 2020 TO 2030

Important milestones in our evolution process

2020

2021



Strategies and actions became **people-oriented**.
(adaptive culture)



Reviewing the **strategy** with our **leaders**



Strategic challenges



Exploring new businesses.
Ambidextrous thinking



OKRs concept (Early Value Delivery vs. Effort)



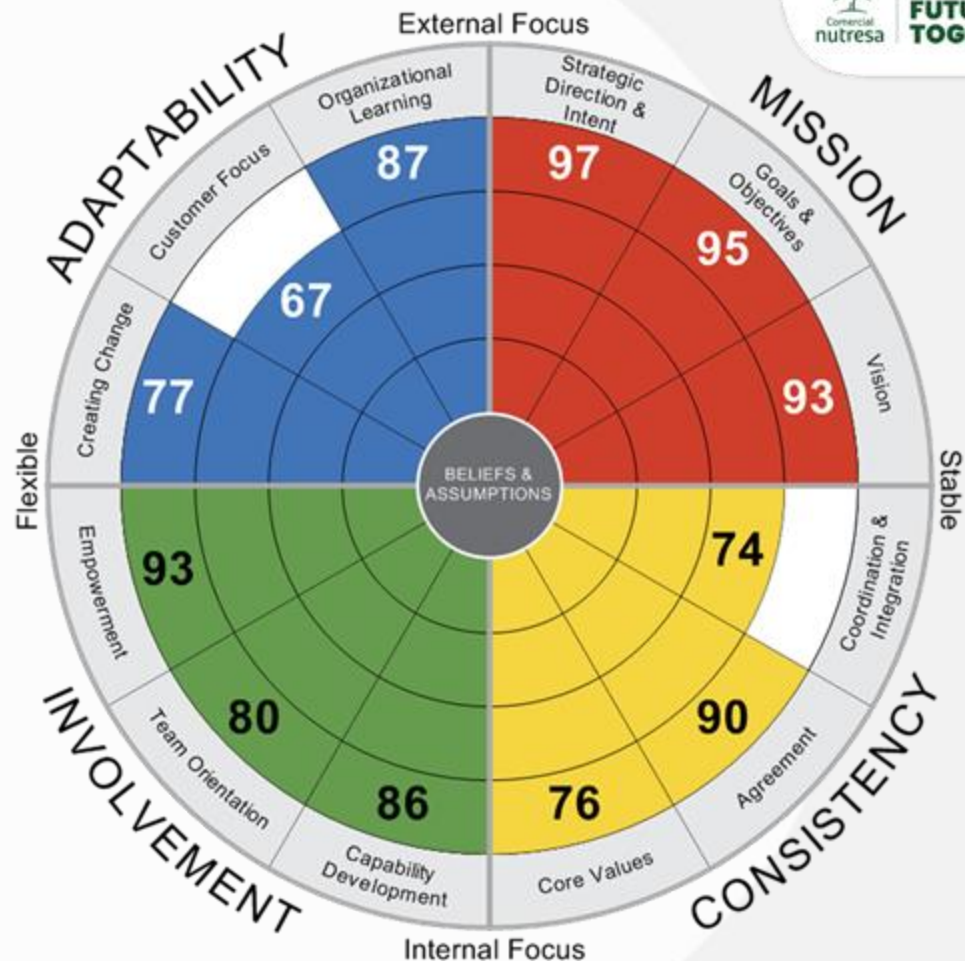


**What results did we get in
2020 on our culture?**

Measuring our results in 2020



Sales in 2020: 2,6 billion pesos



Point A

MAINTAIN

PASSION

COMMITMENT

RESULT ORIENTED MINDSET

TRUST

IMPLEMENTATION

EMPATHY

CUSTOMER CENTRIC MINDSET

PEOPLE'S VALUE

HUMAN BEING

PEOPLE AND LEADERS

INNOVATION RELEVANCE

RISE

RISK TAKING

AGILITY MINDSET

PRIORITY MANAGEMENT

INNOVATION

FLEXIBILITY

EMPOWERMENT

SELF MANAGEMENT

MANAGERIAL COURAGE

CRITICAL THINKING

ANALYTICAL CAPABILITIES

DECISION MAKING

CLAIM VALUES

SYSTEMIC APPROACHES

TEAMWORK

PROBLEM SOLVING MANAGEMENT

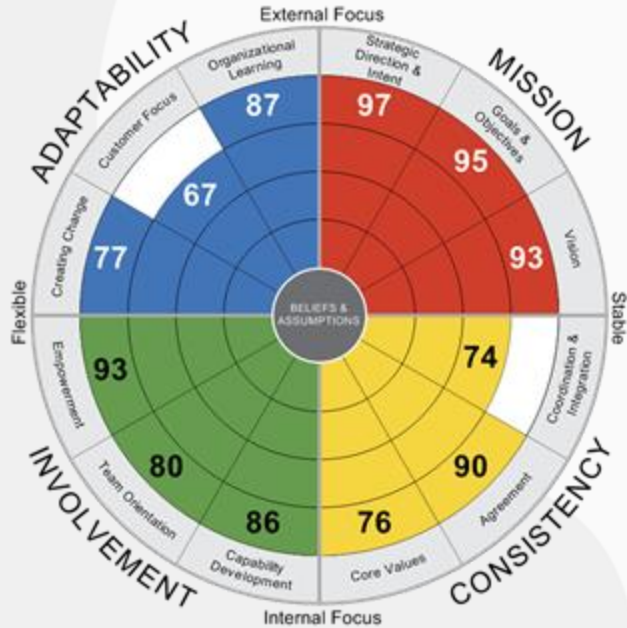
Point B



Culture Results CN 2020 VS 2022

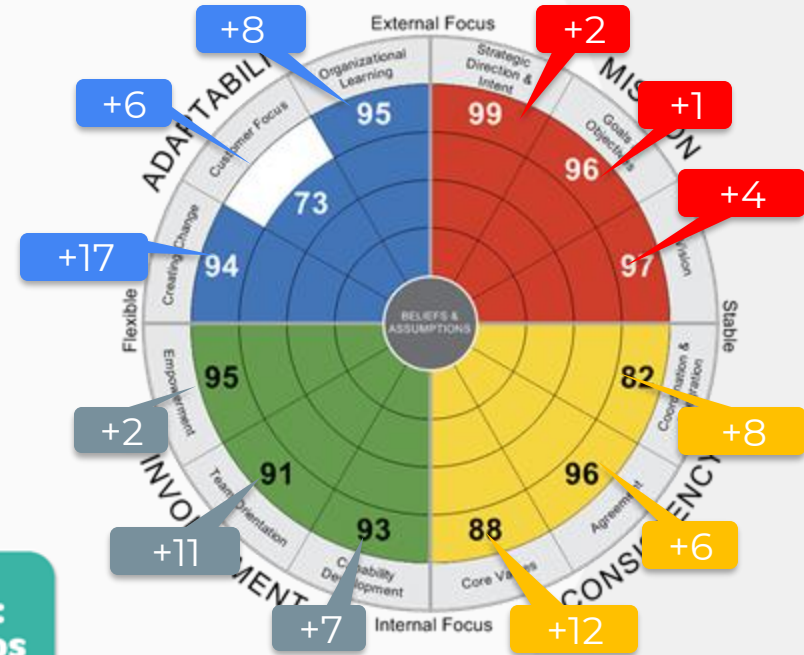
CULTURE CN 2020

N = 398



CULTURE CN 2022

N = 639



Sales in 2022:
3,9 billion pesos
813 millions dollars



**What did we do to achieve such
progress in these two years?**

We understood and mobilized our culture



OBSERVE

Employee experience
Learning
Communication

ARTICULATE

Structure
Compensation and
recognition



DEFINE

Leadership
Development

What challenges do we have?

Leadership

Explore new businesses

Digital transformation

Agile culture



**At Comercial Nutresa
our culture is our heart.
Sales, customers and results
are at the core of our culture.**



Thank you