



# CHOCOLATES BUSINESS



**Juan Fernando Castañeda Prada**

PRESIDENT

53 years old / Part of Grupo Nutresa since 2011

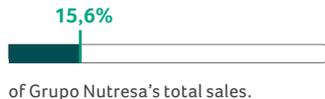
- The Business achieved sales totaling COP 1.737.000 million thanks to an efficient management of innovation, the networks, the brands and the experiences.
- The EBITDA of the Business amounted to COP 232.000 million, which allowed offsetting the greater costs from the commodities, the impact of the exchange rates in the geographies and the costs associated with the measures taken to address the COVID-19 crisis through efforts in terms of productivity and cost control.
- The behavior of the demand of the categories and geographies was monitored, the supply chains with increased demand were reinforced and the production plans were adjusted.
- The innovation-driven sales indicator reached 19,0%, exceeding the goal set in this regard.
- The Business accomplished the following reductions in the consumption of energy and water, as well as in the emission of greenhouse gases –GHG– (per ton produced in all cases): 34,8% in **energy usage**; the goal was 25%. 42,4% in **water usage**; the goal was 30%. 61,7% in **GHG emissions**; the goal was 33%.

## SALES COP thousand million

### Total sales



The Chocolates Business represents



### Sales in Colombia

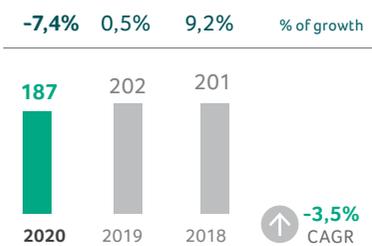


The sales in Colombia represent



### Sales abroad

USD million



The sales abroad represent



## EBITDA COP thousand million



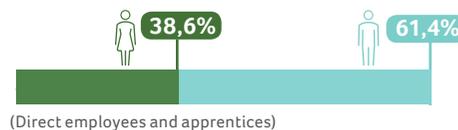
The Chocolates Business represents



**Adaptation to change.** The market strategies were strengthened based on the shopper and consumer patterns, adopting the knowledge about trends such as the permanent connection, healthier lifestyles and the use of digital sales channels.

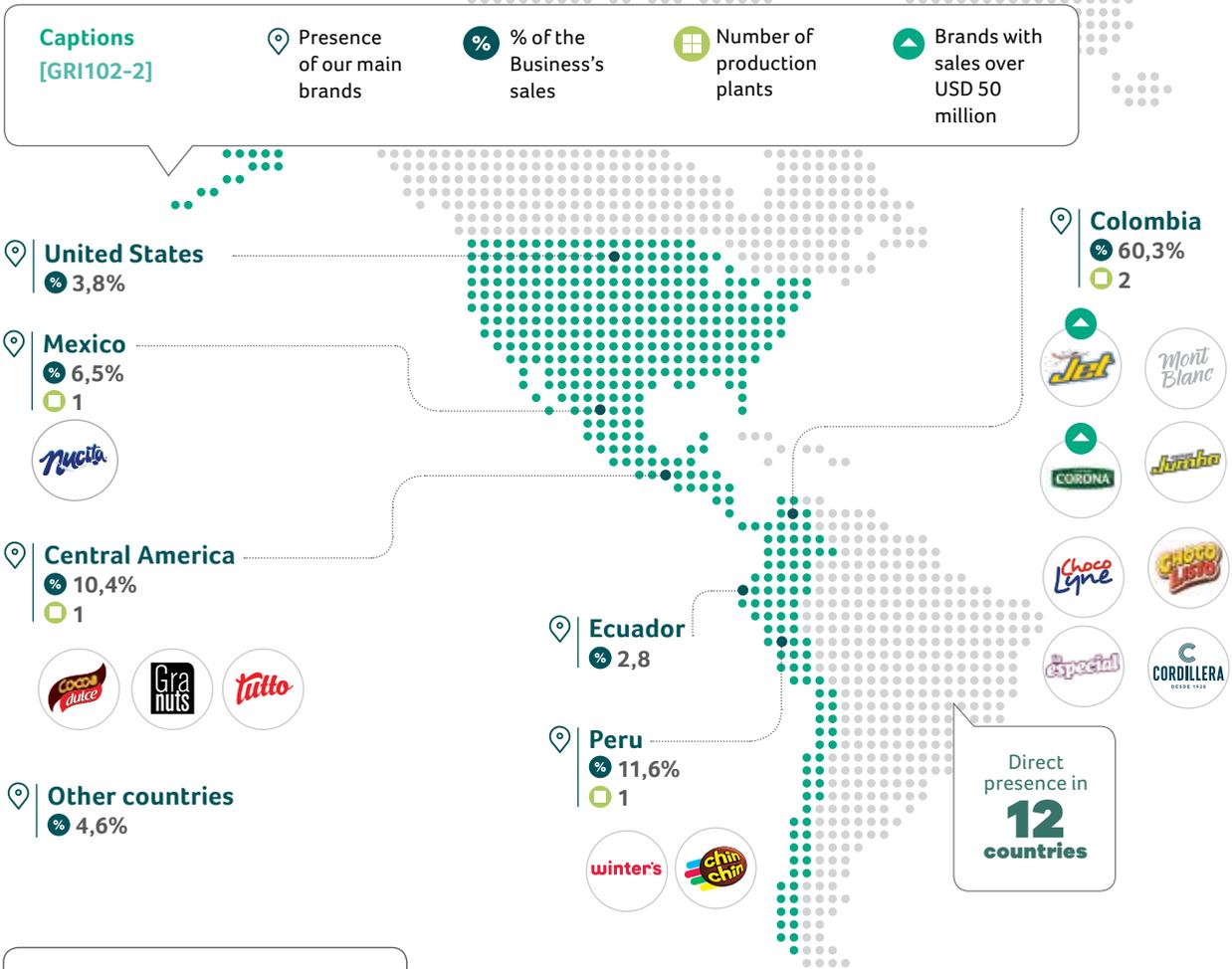
## EMPLOYEES

**4.317** TOTAL  
(Direct employees, third-party employees and apprentices)



53,6%  
in Colombia

46,4%  
Abroad



### BUSINESS OUTLOOK

- Fine-tuning the projects for the multiple combinations of categories and geographies where the Business participates, seeking to generate profitable growth aligned with Grupo Nutresa's expectations.
- Consolidating the leadership in the mature geographies, making progress in terms of brand and sales fundamentals in the developing geographies and assessing new projects in prospective geographies.
- Mobilizing the Business towards a superior performance through the development of the human talent with the aim of tackling the future challenges in subjects such as adaptability, innovation and digital transformation.

