Hello,
We’re NotCo.
A 6 years old company

Raised +USD 360 million to date

USD 1.5 Billion Company
(Valuation Post-Series D)
Disrupting
4 Categories & 6 countries

- Biggest & Fastest growing Food-Tech company
- Undisputed Plant-Based Leader in LatAm (+20% corporate market share)

400 Head count
500k Instagram followers
+100 skus
20k Points Of sale
35m Lts of water saved
75 tns of co2 reduced
Consistent Growth Through Our History
AGILE portfolio and geographical expansion

2018  ➤  2019  ➤  2020  ➤  2021  ➤  2022

<table>
<thead>
<tr>
<th>Portfolio Additions</th>
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<tbody>
<tr>
<td>NOT NANO</td>
</tr>
<tr>
<td>NOT MILK</td>
</tr>
<tr>
<td>NOT MEAT</td>
</tr>
<tr>
<td>NOT CHICKEN NUGGETS</td>
</tr>
<tr>
<td>NOT CHEESE</td>
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<td>NOT TUNA</td>
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<table>
<thead>
<tr>
<th>New Geographies</th>
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<tbody>
<tr>
<td>🇨🇱 Chile</td>
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<tr>
<td>🇨🇱 Chile</td>
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<tr>
<td>🇦🇷 Argentina</td>
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<tr>
<td>🇧🇷 Brazil</td>
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<tr>
<td>🇲🇽 Mexico</td>
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<tr>
<td>🇨🇦 Canada</td>
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<tr>
<td>🇨🇴 Colombia</td>
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<table>
<thead>
<tr>
<th>People (as of Dec)</th>
</tr>
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<tbody>
<tr>
<td>50</td>
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<tr>
<td>150</td>
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<tr>
<td>220</td>
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<tr>
<td>360</td>
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<tr>
<td>540</td>
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</table>
product innovation: the Most Versatile Food-Tech Company GLOBALLY
NOTCO AS one of the only Plant-Based Players Able to play in multiple Categories Offering a Full Portfolio Solution in both dairy and meat replacements

NOTMilk & dairy replacements

NOTMeat replacements

NOTMayo

NOTIcecream
Innovation roadmap
Path to Full portfolio in meat & dairy replacement categories

**DAIRY & OTHER REPLACEMENTS**

2022

**MEAT REPLACEMENTS**

2023
Founder Driven Management Team

KARIM PICHARA
CTO
Research Associate – Harvard University
Professor – Universidad de Chile
Postdoc Applied Computer Science – Harvard
PhD. Computer Science – Universidad de Chile

MATIAS MUCHNICK
CEO
Co-Founder & CEOO – Eggless
CEO & Founder – Chooz
Global Market Research – J.P. Morgan
Executive Program – Harvard
Executive Program – Stanford
Executive Program – Berkeley
B.S. Economics – Universidad de Chile

PABLO ZAMORA
Scientific Advisor
CSO – UC Davis Innovation Center
Senior Scientist – Mars
Professor – Universidad Santiago de Chile
PhD. Biotechnology – USACH
Doctor Biotechnology – Universidad Santiago de Chile
leadership Team

Supported by a world-class leadership with deep experience in the CPG Industry

Jose Menendez
CEO
VP Finance – Tapad
MBA investment banking – Jefferies
General Manager – Uitr uptel

Taylor burroughs
CFO
VP Finance – ZX Ventures
Global Director FPIA – ZX Ventures
Director FBEA, APAC – ABInBev

Lucho Lopez-May
CEO TRMC
CEO – NotCo Nutrition
COO – Garfield Food
President Channels and 3D – Danone

Flavia Buchmann
CMO
Global Brand Director – Coca-Cola
Product Manager – Unilever

Catriel Giuliano
HEAD OF R&D
R&D Director – Danone
R&D Innovation Manager – Danone

Tabata santelices
HEAD OF LEGAL
Sr. Attorney – Carey

Flavia galvao
GM LV
GM & VP Food Division – Hain
Cereal Group
VP Marketing – Danone

Andre manuel
GM CANADA
Director – Inversand
VP Retail Sales – High Liner Foods
Director Food Service – Danone

Mauricio Alonso
GM MIDEA
Sales VP – Argentina – Beinreol
Sales Manager Argentina – Danone
Sales Manager Mexico – Danone

Maximiliano Silva
GM CHILE
General Manager Chile – trendy

Matias latugay
GM ARGENTINA
Country Lead Uruguay, Paraguay & Bolivia – Johnson & Johnson
Sales Director Pharma Channel Argentina – IBS

FEDERICO HIRTZ
GM MEXICO
Sales 2 – Director Mexico – PepsiCo
GM Uruguay & Paraguay – PepsiCo
Sales Director Argentina – PepsiCo
Unmatched first-of-its-kind Technology and R&D Capabilities
INTELIGENCIA ARTIFICIAL
Unmatched first-of-its-kind Technology and R&D Capabilities
the Giuseppe PLATFORM

TODAY
The best plant-based products

TOMORROW
Novel animal-free ingredients, unknown flavors, mind-blowing textures, and super-functional properties

13 approved patents
AI-Enabled software layer across the food ecosystem
NotCo’s tech includes solutions for key step in the F&B development process

Innovation Pipeline

NotCo

Business and marketing teams assemble development pipeline based on business, market and external partner needs

Collaborate with AI and R&D teams to assess feasibility and begin ingredients sourcing

Formula generation

AI engineers and Food Scientists generate novel plant-based recipes with Giuseppe Baggio & Discovery

Explore our proprietary database’s +3,000 unique plant-based ingredients as recipe building blocks

Formula creation

Generate a set of recipe iterations based on animal-target

Benchtop development

Chefs and Food Scientists provide feedback back to Giuseppe Baggio and Toolbox to get closer to animal-target with each iteration

Receives feedback and generates new formulas

Chefs and Food Engineers optimize different formulations to achieve targets

Ingredients Procurement

Food Scientists and Operations work together to obtain raw ingredients from trusted suppliers ahead of testing at NotCo’s pilot plant

R&D team makes tweaks to the formula to get it scale-ready before industrial trials at co-manufacturers

Each of Giuseppe’s modules plays a pivotal role in the recipe creation process
We can REPRODUCE VIRTUALLY ANY FOOD VIRTUALLY TO PERFECTION AND GET FASTER ON THAT...
RETAIL & AFH PARTNERSHIPS AS A BRAND BUILDING CATALYZER

We Have Partnered with the most beloved Companies in the away from home Space which has created a halo effect in our retail sales.
Notco’s exponential growth in the away from home channel

Recent commercial milestones

**Alsea**

In July, alsea & notco Mexico announced a new partnership

- +4M viewers in the first 5 days in +30 different sources
- Not Burger, Not Chicken, and Not Milk at Starbucks
- Potential to expand to Burger King, Chili’s and other Alsea chains

Achieved eXPANSION TO MEXICO & COLOMBIA REACHING +900 POS

2021 ➔ 2022

- +140 STORES ➔ +40 STORES ➔ +750 STORES

LAUNCHED 2 NEW NOT CHICKEN SKUS, ACCOMPANIED OF THE 1ST PLANT BASED STORE IN LATAM

2020 ➔ 2021 ➔ 2022

- Not burger ➔ Not chicken

**Burger King**

Chocolate Custard and notmilk
For plant-based shakes

- May launch with pilot in NY and Miami’s stores
- National roll out confirmed in Q2 2023 (+265 stores)
- NotChicken pilot in discussion for Q4 2022

**Shake Shack**

Domino’s

P.F. Chang’s

Chillís
afh results 2022
CLOSED new AGREEMENTS WITH Starbucks

CONFIRMED EXPANSION TO MEXICO & COLOMBIA REACHING +900 POS

2021

+140 STORES

2022

+40 STORES

+750 STORES
*August ’22

MEXICO case study

cobranding
Fully cobranded launch campaign

+7M CUSTOMERS IN A MONTH

~90M CUSTOMERS IN A YEAR

CROSS CATEGORY
3 SKUS:
2022 NOTMILK, NOTBURGER
2023: NOTCHICKEN

20 years
IN MEXICO CAMPAIGN (will use for LAUNCHING DATE)
Reimagining global food production
The Kraft Heinz Not Company: NotCo & KHC complementary roles

Roles NotCo:
- AI & Technology Development
- Product Formulation & Improvement
- Pilot and industrial trials
- Formula ready to scale

Roles KHC:
- Manufacturing
- Distribution and Sales force
- Commercialization

The Kraft Heinz Not Company:
- Headquarters: Chicago / R&D Facilities: San Francisco
- CEO: Lucho Lopez May (current CEO North America, NotCo)
- General management
- Project Management, Scalability and Finance & Admin.
“Our aim is to democratize plant-based food options. We just announced this venture nine months ago, and we’ve made impressive progress”

Diana Frost, Kraft Heinz Chief Growth Officer, September 12th 2022
MEXICO strategy

For the sake of the planet, let’s reinvent the food industry —one delicious mouthful at a time

Become Mexico’s number one plant based brand - Awareness
Be a WHY NOT brand (trendy, disruptive), with delicious portfolio (repurchase)

AWARENESS

THE ONLY BRAND – THE WHY NOT BRAND

WALK THE TALK
Obj: Delicious, Unique & LOCAL
Multicategory products
Launch local production
Develop Local Inno pipeline

LOVED BY THE COMMUNITY
Obj: become an aspirational and loved Brand, benchmark.
Generate a strong community
Social Media
Other touchpoints
Insightful content

PARTNER BRAND SOLUTION
Obj: conquer FS and new channels to create ambassadors of Brand and boost FOMO
Contagion Plan

RETAIL REVOLUTION
Obj: become a retail solution in Brand and strategy. Generate a why not.
Full distribution
Brand Solution for retail
ACTUAL PORTFOLIO

Launched with full portfolio
Starting to develop local and tropicalized portfolio.

<table>
<thead>
<tr>
<th>Product</th>
<th>Sales Mix YTD 22°</th>
</tr>
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<tbody>
<tr>
<td>Not Burger</td>
<td>17%</td>
</tr>
<tr>
<td>Not Meat</td>
<td>5%</td>
</tr>
<tr>
<td>Not Chicken</td>
<td>32%</td>
</tr>
<tr>
<td>Not Mayo</td>
<td>8%</td>
</tr>
<tr>
<td>Not Milk</td>
<td>17%</td>
</tr>
<tr>
<td>Not Icecream</td>
<td>21%</td>
</tr>
</tbody>
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LOCAL

x2

Priority

x4

DELIST
Communication strategy

Mexican society has gone through countless social and cultural changes throughout its history, and this is what makes it so rich and varied in colors and flavors.

BRINGING OUR CHANGE and MERGING IT WITH Mexican Culture as inspiration

VIVA EL CAMBIO
VIVA NOTCO
VIVA MEXICO

NotCo
Result: +130 diverse Instagram influencers in constant contact with the brand

- @chefyogui
  Followers: 38k
  Content: Foodie

- @leo_delugio
  Followers: 390k
  Content: Actor

- @mannecita
  Followers: 29.1k
  Content: Artist & Lifestyle

- @dianuts
  Followers: 16k
  Content: Artist

- @bibikcoelho
  Followers: 123.2k
  Content: Health

- @ac_nutricion
  Followers: 29.4k
  Content: Health

- @health.junkie_
  Followers: 23.9k
  Content: Health

- @thewholetable
  Followers: 104k
  Content: Health & Foodie

- @lepaline
  Followers: 48.2k
  Content: Artist

- @chefnataliadelgado
  Followers: 86k
  Content: Foodie

- @nutriatoldeo
  Followers: 99.5k
  Content: Health

- @barbara_lopez21
  Followers: 1M
  Content: Artist

- @elguana
  Followers: 35.2k
  Content: Foodie

- @thecuriousmexican
  Followers: 31.2k
  Content: Foodie

- @nachocasano
  Followers: 304k
  Content: Actor

- @elispaprika
  Followers: 24k
  Content: Artist

- @jeanherrera11
  Followers: 103k
  Content: Vegan Athlete

- @caam.fitness
  Followers: 110k
  Content: Fitness

- @_anilumendonda_
  Followers: 16.5k
  Content: Wellness

- @leiorme
  Followers: 16.2k
  Content: Artist

- @danielarued
  Followers: 654k
  Content: Lifestyle
Public affairs –brand events

AÉROPOSTALE

GAP
MUCHAS GRACIAS