PRESENCE AND SALES IN OUR STRATEGIC REGION **2015** | 2014 Distribution and sales Market share in Colombia INTEGRATED Source Nielsen 61.1% Consolidated market share of Grupo Nutresa in Colombia Cold cuts **73.5%** United States of America 2015 8,2% 2014 7,1% ② 🔞 🐼 Biscuits 55.9% Chocolate Candy 67,2% Plants: 3 Chocolate 62.1% Dominican Republic Milk Modifiers 25.0% and the Caribbean Nuts **54,9%** 2015 1,6% () () Ground coffee 54,2% Soluble coffee 42,0% Pastas **52,2%** 2015 2,9% 2014 3 4% Market share in Chile Central America 2015 9.2% Source- Nielsen **0000** Powdered drink mix 62,5% 2014 7,4% Plants: 5 **a a a** Pastas **27,4%** Colombia 2015 61,9% Coffee **16,2%** 2015 1.4% 2014 64,6% Potato chips 13,0% 2014 1 1% Market share in Mexico plants Powdered drink mix 31,6% Total Market share of Retailed Food number of countries In hamburguers and steakhouses with distribution Chile categories in Colombia network and production plants 2015 7,2% 0014 7,6% In ice cream shops in Costa Rica and Dominican Republic Plants: 3 Sales by channel Grupo Nutresa 2015 1.8% 5,0% ← 2014 2.0% 6.4% ← 8,6% ← 23,8% ---52,4% ← Traditional (Convenience and Traditional stores) Supermarket Chains Alternative Retail Food Industrial 14.576 Institutional Source: Deceval Shareholders 45.084 15.5% 9,8% 35.7% 2014: 38.796 Colombian Grupo Argos 37,4% 62,6% Grupo Sura Other investors (Direct employees, indirect employees and apprentices) Cold Cuts Biscuits Chocolates Tresmontes Coffee Retail Ice Cream Pastas Production Distribution Services 2015report.gruponutresa.com

BUSINESS STRUCTURE



Our long-term commitment

Our Centennial strategy aims to double our 2013 sales by 2020, with sustained profitability between 12% and 14% of the FBITDA margin. To achieve this, we offer our consumers foods and

experiences of recognized and beloved brands, that nourish, generate wellness and pleasure, that are distinguished by the best price/value relation; widely available in our strategic region, managed by talented, innovative, committed and

responsible people, who contribute to sustainable development. Achieving this goal means ending 2020 with sales for COP 11.8 Trillion (MEGA 2020) which corresponds to 5.1 times the sales

of 2005, when we proposed our first great goal. The information included in this executive summary is consistent with the information of the Grupo Nutres

S.A. Integrated Report, avalaible at: 2015report.gruponutresa.com/pdf/integrated_report_2015.pdf In order to form a broader and deeper opinion on the actions taken and the results obtained by Grupo

Nutresa S.A. on the economic, social and environmental performance, read the Grupo Nutresa S.A. Integrated Report together with this publication The scope and results of our work are described in the assurance report which is published on the Webpage:

2015report.gruponutresa.com/pdf/verification_report.pdf

Business affectation due to a Regulations on nutrition and highly competitive health in the countries where

recognized, cherished and with a differentiated offer

ferentiators of our business mod

articipation environ- part of people's daily life.

nents, developing skills of They are supported by

peing and doing, awarding | nutritional and reliable

ain risks of our business model

ultural platform is

well as a balanced life for

ne people.

Volatility in prices of

Our brands

nost valuable assets. Our the markets in which we Our wide distribution

ne people and building a products with an excellent products available in the

brand of leadership, as value for money relation. appropriate frequency and

network, complemented

by channels and seaments.

with teams of specialized

staff, allows us to have our

a close relationship with

customers.

participate: they are

uman talent is one of our Our brands are leaders in **network**

In Collaboration with RobecoSAM 🐠

satisfaction indicator Organizational climate -8.8%

2014: 84,0%

RESULTS 2015 OF OUR STRATEGIC GOALS FOR 2020

matrix, adjusted and

Employees

Operations with

Investment in social

benefits COP million

2014: 69.117

Customer

2014: 87,7

human riahts

risks matrix

2014: 10.461 🔷 2014: 68,1% 🛆

*The year 2014 was re-expressed, to achieve comparability

anaging responsibly the value chai

trained in ML/FT

+15.300

communicated by company

Behaving with integrity

uilding a better society

Employees trained

in risks and crisis

management

International

adjusted

100%

Capability

projects

development

2014: 549* 🔨

Investment

in communities

2014: 33.737 🛆

COP million

Volunteers

Accident

frequency rate

2,42%

2014: 2,62%

in sustainability

2014: 47,6%

Total risk situations

in supliers assessed

operations with

code of conduct



INCREASING

VALUE

GENERATION

Portfolio with nutritional standards

Multiply by 2,5 the offer of products adjusted to the definition of the nutritional profile based on 2012



reduction*

2014: -18,2%

2014: -5,1% 🔷

Packaging reduction*



ange is neither a certification

15.081 Investment in environmental Base 2010 per ton of

2014: 14.084 A management food produced

PROFITABLE GROWTH

More information about the Strategic Goals in

http://2015report.gruponutresa.com/our-organization /corporate-model/strategic-goals-for-2020/?lang=en

Production processed

in certified centers

2014: 78,9% 💟

Volume of sales

that meet Nutresa's

nutritional profile

59.4%

2014: 40,0%

Innovative success stories

Sales of innovative products

Water consumption

2014: -15,5%

per employee

2014: 0.17

16,9%

2014: 17.7%

US D50 mm

2014: 17 🕥

emission reduction* reduction*

cing the environmental impact of the operations and proc

Greenhouse gas

2014: -21,0%

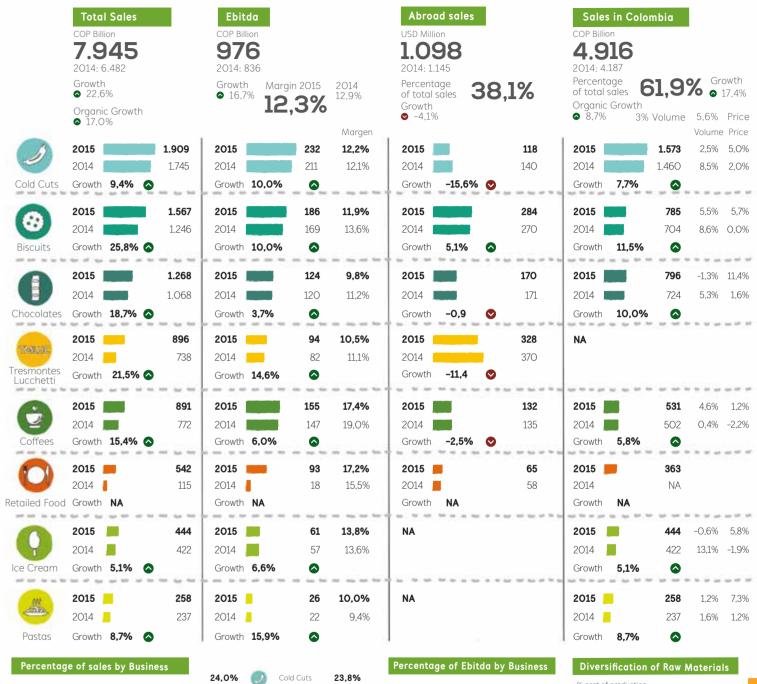
Brands with sales over

Products with

2014: 82.1%

Sales of innovative products

GDA labelina





19,7% Biscuits **19,1%** 16,0% Chocolates 12,7% Tresmontes 9,6% 11,3% Lucchetti **11,2%** Coffees **15,9%** 6.8% Retail Food 9,6% **5,6%** lce Cream **6,3% 3,2%** Pastas **2,2%** Others



2014: 4.187

Organic Growth

Growth **7.7%**

2014

Growth NA

2015

Growth **8,7%**

% cost of production

Percentage of total sales **61,9%** Growth • 17,4%

♦ 8,7% 3% Volume 5,6% Price

*Includes direct labor, IMC and other minor raw materials.

iversification of Raw Materio

422 13,1% -1,9%

237 1,6% 1,2%